

## Producing a Case Solution (The Short Version)

- Read the case
- Take notes
- Identify the business problem
- Specify an objective for the managers involved
  - The outcome(s) you would most hope to see
- Identify and rank order the critical issues
  - A solution to one issue might necessarily precede or depend on another
  - Some issues are more important than others
  - Each issue has a time dimension
  - Some issues are merely symptoms of larger or deeper problems
- Consider relevant information and underlying assumptions
  - Much of the information contained in the case will not be useful to your analysis
  - You will never know all that you would like in order to produce a solution
  - Separate facts from assumptions
- List possible solutions to the problem
- Select a solution
  - Assign weights or values to the solutions you have thought about
  - Select the one you like best
  - Prepare to defend it--show how your ideas will work
  - If you have rejected other, more obvious ideas, you may want to explain why
- Decide how to implement the best solution
  - Put your ideas to work
- Explain how to communicate the solution
- Write it up