

Chapter 1 Case Study—Girl Scout Cookies

TRUE/FALSE

1. Girl Scout cookies are sold to benefit a not-for-profit. So, no marketing is really involved.

ANS: F

The desired outcome of marketing is an exchange. The cookies are sold for money that results in a profit, not a donation.

PTS: 1 OBJ: 01-1 TOP: AACSB Reflective Thinking
KEY: CB&E Model Customer MSC: BLOOMS Level I Knowledge

2. By creating cookies geared toward specific markets, such as Dulce de Leche, the Girl Scouts tried to provide a good that people did not want.

ANS: F

The Girl Scouts were actually trying to achieve one of the five conditions for marketing to take place, creating “something that might be of value to the other party.”

PTS: 1 OBJ: 01-1 TOP: AACSB Reflective Thinking
KEY: CB&E Model Customer MSC: BLOOMS Level I Knowledge

3. Girl Scouts in Atlanta used demographics to identify residential areas with the right discretionary income to spend on cookies. This is an example of a sales-market orientation.

ANS: T PTS: 1 OBJ: 01-2 TOP: AACSB Reflective Thinking
KEY: CB&E Model Customer MSC: BLOOMS Level I Knowledge

4. Girl Scouts selling cookies doesn’t teach real marketing because Girl Scout cookies aren’t something people really need.

ANS: F

Cookie sales have a broader purpose in teaching girls valuable lessons in marketing and career training. That said, between one-fourth and one-third of the entire civilian workforce in the United States performs marketing activities.

PTS: 1 OBJ: 01-4 TOP: AACSB Reflective Thinking
KEY: CB&E Model Strategy MSC: BLOOMS Level I Knowledge

MULTIPLE CHOICE

1. The Girl Scouts have been selling cookies for a century and have that “long-term, mutually rewarding relationship” with America’s sweet tooth. So why have their sales been lagging in the last decade?
- Girl Scout cookies are too expensive.
 - The Great Recession is entirely to blame.
 - People don’t like the new flavors.
 - Not enough Girl Scouts equals not enough “sales representatives.”
 - none of the above

ANS: E

The economic downturn is not the primary cause. Indeed, the case does not provide any details.

PTS: 1 OBJ: 01-1
KEY: CB&E Model Customer

TOP: AACSB Reflective Thinking
MSC: BLOOMS Level II Comprehension

2. When Girl Scout councils shifted their focus onto better business approaches and skill development in selling their cookies, even enlisting consultants and hosting sales training seminars, which market philosophy would you say this represents first?
- production orientation
 - sales orientation
 - market orientation
 - social marketing orientation
 - product–sales orientation

ANS: B

A sales orientation is based on the ideas that people will buy more goods and services if aggressive sales techniques are used and that high sales result in high profits.

PTS: 1 OBJ: 01-1
KEY: CB&E Model Strategy

TOP: AACSB Reflective Thinking
MSC: BLOOMS Level II Comprehension

3. Which of the following is not one of the essential skills that the Girl Scout cookie program seeks to develop in scouts?
- decision making
 - business ethics
 - goal setting
 - people skills
 - none of the above

ANS: E

The Girl Scouts specify five essential life skills that the cookie program focuses on developing—goal setting, decision making, money management, people skills, and business ethics.

PTS: 1 OBJ: 01-4
KEY: CB&E Model Strategy

TOP: AACSB Reflective Thinking
MSC: BLOOMS Level II Comprehension

4. A marketing consultant hired by the Girl Scouts suggests they justify the smaller boxes of cookies as “portion control” packaging to combat obesity. Would this be in keeping with the Girl Scouts strategies of selling more cookies and its broader purpose of teaching scouts?
- Yes, it is a perfect example of the merit of a societal marketing orientation.
 - No, this would not be good business ethics.
 - Yes, there is both a social and an economic justification that benefits the customer and the seller alike.
 - Yes, this is a good way of delivering what people don’t know they want.
 - No, the smaller packages only have the purpose of saving on cutting production costs.

ANS: B

The Girl Scouts have a broader purpose of teaching business ethics and to justify a cost-cutting practice like this would be unethical.

PTS: 1 OBJ: 01-2
KEY: CB&E Model Promotion

TOP: AACSB Reflective Thinking
MSC: BLOOMS Level III Application

5. When the Girl Scouts of Nassau County, New York, enlisted the advice of professional sales trainer Jeff Goldberg, he emphasized _____, the same thing he tells adult sales forces when he teaches them.

- a. market orientation
- b. professionalism
- c. brand focus
- d. goal setting
- e. all of the above

ANS: D

Says Goldberg, "Goal setting, which was the first thing we covered, is the first thing I cover with any group of sales people."

PTS: 1

OBJ: 01-2

TOP: AACSB Reflective Thinking

KEY: CB&E Model Strategy

MSC: BLOOMS Level II Comprehension

6. If we think of the Girl Scouts, a nonprofit organization, as a sales-oriented organization, what is its primary goal in selling cookies?
- a. Still the same as any business, to make a profit.
 - b. Profits are secondary. The real goal is to teach business skills to Girl Scouts.
 - c. The goal of teaching Girl Scouts how to make money and making money are one in the same.
 - d. Building teams is the primary goal because troops are, after all, teams.
 - e. Empowering girls.

ANS: A

The Girl Scout councils fund two-thirds of their budgets with cookie sales and seek to maximize their profits. The primary goal of a sales-oriented organization is to achieve profitability.

PTS: 1

OBJ: 01-3

TOP: AACSB Reflective Thinking

KEY: CB&E Model Strategy

MSC: BLOOMS Level II Comprehension