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speaking, and the teamwork process. And of course, the student teams had met many times with and without their coaches, especially in the week preceding the main event.

And now, in 25-minute presentations followed by questions from business executives, a semester's worth of work was on the line. Game on, as they say. Typically, presentations are divided into introductory remarks (the big picture), SWOT analyses, strategy, marketing, and financials.

In the end, the response from the executives was enthusiastically positive. A's were hard to come by, but no team dipped into the C's. Said executive Bud Morton to one team, "I thought [adding salad to the Papa John's offerings] was at the very least, a good idea, maybe even a great idea....In fact, you might want to call Papa John's and tell them to think about this."

The strategic plans—the ideas—were diverse and interesting. In addition to the healthy salad option, they ranged from entering the Australian and Brazilian markets, to aggressively moving into the college market (licensing kiosks in college stadiums, a joint venture with the NCAA, and partnering with schools to put Papa John's in dining halls), to acquisitions (Papa George's, Naked Pizza, even a sports bar chain in China).

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