

Participant-Centered Learning  
and the Case Method

Case and Classroom:  
R. R. Donnelley & Sons

Professor David Garvin's Teaching Tools

## R. R. Donnelley & Sons Teaching Plan

- 20 minutes      1. Traditional versus digital business
- Characteristics? Disruptive technology?  
Selling? Operations? General manager skills to run?  
How are long-term employees likely to respond?  
Implications for Cowan? Separate versus integrate?
- 15 minutes      2. Stages of new business creation
- (Before April '94, April 94-Jan '95, Jan-June '95)  
Major tasks? Activities? Deliverables?  
Role of numbers?  
How would you evaluate performance in each period?  
What questions would you ask?
- 15 minutes      3. Barbara Schetter
- Evaluation?  
Agenda and tasks going forward?  
Schetter and Clarke: good/bad idea? What are unresolved issues?  
How to make it work?  
How has Schetter's job changed over time?
- 15 minutes      4. Organic and mechanistic processes
- Define  
In what circumstances?  
Require what skills?
- 10 minutes      5. Conclusion
- Update  
Lessons (organic/mechanistic processes, new business creation, the general manager's job)

## R. R. Donnelley & Sons Assignment Questions

1. How do the critical success factors for Donnelley's traditional printing business compare with those for on-demand digital printing? How did these differences shape the agenda and tasks of Rory Cowan?
2. As the digital division evolved, what were the critical challenges:
  - Prior to April 1994?
  - Between April 1994 and January 1995?
  - Between January 1995 and June 1995?
3. What role did Barb Schetter play in each period? How has her job changed over time? What advice would you offer her going forward?

# R. R. Donnelley & Sons Blackboard Plan

(#3) Barb Schetter

(#2) Stages in New Business Creation

Before April '94   April '94-Jan'95   Jan-June '95

Organic versus  
mechanistic:  
in what  
circumstances?

Organic versus  
mechanistic: what  
skills required?

(#1) Traditional  
versus Digital

Cowan's Agenda