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|  | **FBLA MANAGEMENT DECISION MAKING**  **CASE STUDY** |  |

**PARTICIPANT INSTRUCTIONS**

1. You have 20 minutes to review the case.
2. Presentation time is seven minutes. At six minutes the timekeeper will stand and hold up a colored card indicating one minute is left, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
3. The presentation is interactive with the judges who will ask questions throughout the presentation. The judges will play the role of the owner of Connor’s Landscape Services. Your management team has been tasked with determining how the company can maximize efficiency and production of staff without increasing the number of trucks, equipment, or number of crews working each day.
4. Each team member will be given two note cards. Note cards will be collected following the presentation.
5. All team members must participate in the presentation as well as answer the questions posed by the judges. Cover all the points described in the case.

**PERFORMANCE INDICATORS**

* Discuss the changes in the company’s business model to support adding new staff.
* Discuss organizational changes that will be required to support the new initiatives.
* Provide the impact of the financials as related to the changes being made in the business.
* Explain new leadership processes caused by organizational structure changes.

CONTINUED

**CASE STUDY SITUATION**

Connor’s Landscape Services has been in business for 10 years. The company started out as a small, three person operation focused on residential (homes) clients. Over the past 5 years, Connor’s Landscape Services has expanded to include retail (shopping areas) and commercial (buildings and warehouses). The company now has 15 fully equipped crew trucks, 45 workers, 15 supervisors, and 4 managers. For the past two seasons, the addition of large, residential developments (home owners associations) have caused all the crews to work 20-30 hours of overtime per week at 1.5 times their normal pay rate for overtime. The facilities are at capacity and there is not an option to move into a new facility within the next two years. Service complaints have been steadily increasing to the point where the company is losing more clients than they are bringing in.

Your team (managers) has been tasked with reviewing every aspect of the company with all possibilities needing to be brought to the table for discussion. The directive is “how can we maximize our efficiency and production of staff without increasing the number of trucks, equipment, or number of crews working each day?” Listed below are areas that the owner has provided to your team. You will present your teams ideas at the next staff meeting.

* Travel times for crews from the facility to work locations can vary between 15 to 90 minutes one way depending on the crew assignment.
* Weather can cause delays on a regular basis. A contingency plan needs to be put into place to help in these situations.
* Residential clients (20% of portfolio) can be serviced on weekdays from 9 to 5 and no weekends. Commercial clients (40% of portfolio) can be serviced any time and any day. Retail clients (20% of portfolio) can be serviced weekdays from 9 to 5 and any time on weekends. The large residential development clients (40% of portfolio) can be serviced any day from 9 to 5.
* The company has seasonal layoffs for all supervisors and workers from November 15 until February 15.
* In reviewing the financials, your team has been able to determine that you can increase the staff by 1 manager, 6 supervisors, and 30 workers if the overtime is limited to no more than 5 hours per week for the existing crews. This would also be done without significantly increasing the cost of benefits that would otherwise become cost prohibitive.
* Be creative, there are no wrong answers.

Things to Consider

* + What are considerations for bringing on new workers
  + Impact of too many workers or equipment
  + Organizational changes necessary to support servicing the customer base

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|  | **FBLA MANAGEMENT DECISION MAKING**  **CASE STUDY**  **JUDGE’S INSTRUCTIONS** |  |

**JUDGING THE PRESENTATION**

1. This is a role-playing event with judges assuming the role of the owner of Connor's Landscape Service.
2. After the introductions, you should begin the meeting by welcoming the team members. The team members will then begin their dialogue with the owner (judges). One judge will assume the role of the business owner, or each judge may vary the problem and ask questions. If all judges ask questions, consider it a partnership, rather than just one owner of the business. Remember, what you do for one presentation, must be done for all presentations.
3. This is an interactive event, so treat the presentation as a conversation. Each of the members of the team should provide some feedback and guidance. The time allowed is seven minutes for the conversation. A timekeeper will stand at six minutes, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
4. After asking the standard questions listed below, you may ask other questions specific to the current team. However, if you do this for one team, you must ask additional questions to all teams.
5. You will close the event by thanking the team members for their input and recommendations. The team members will hand in their note cards before leaving.
6. Complete the rating sheet.

**CASE STUDY SITUATION**

You are the owner of Connor’s Landscape Services. Your team of managers (the competitors) have been tasked with reviewing every aspect of the company with all possibilities needing to be brought to the table for discussion. The directive you have given is “how can we maximize our efficiency and production of staff without increasing the number of trucks, equipment, or number of crews working each day?” You have provided as list of things to consider to your team. They will present their ideas at the next staff meeting.

Connor’s Landscape Services has been in business for 10 years. The company started out as a small, three person operation focused on residential (homes) clients. Over the past 5 years, Connor’s Landscape Services has expanded to include retail (shopping areas) and commercial (buildings and warehouses). The company now has 15 fully equipped crew trucks, 45 workers, 15 supervisors, and 4 managers. For the past two seasons, the addition of large residential developments (home owners associations) have caused all the crews to work 20-30 hours of overtime per week at 1.5 times their normal pay rate for overtime. The facilities are at capacity and there is not an option to move into a new facility within the next two years. Service complaints have been steadily increasing to the point where the company is losing more clients than they are bringing in.

Listed below are areas you have asked your management team to address. They will present their ideas at the next staff meeting.

* Travel times for crews from the facility to work locations can vary between 15 to 90 minutes one way depending on the crew assignment.
* Weather can cause delays on a regular basis. A contingency plan needs to be put into place to help in these situations.
* Residential clients (20% of portfolio) can be serviced on weekdays from 9 to 5 and no weekends. Commercial clients (40% of portfolio) can be serviced any time and any day. Retail clients (20% of portfolio) can be serviced weekdays from 9 to 5 and any time on weekends. The large residential development clients (40% of portfolio) can be serviced any day from 9 to 5.
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* In reviewing the financials, your team has been able to determine that you can increase the staff by 1 manager, 6 supervisors, and 30 workers if the overtime is limited to no more than 5 hours per week for the existing crews. This would also be done without significantly increasing the cost of benefits that would otherwise become cost prohibitive.

Things to Consider

* + What are considerations for bringing on new workers
  + Impact of too many workers or equipment
  + Organizational changes necessary to support servicing the customer base

There is no right or wrong answer to the event. However, the ability of the team members to defend their plan based on the facts provided (and those that you care to add) should be the basis for the score. The team members should present their plan with clarity and conviction. You should consider their ability to relate current economic conditions to suggested marketing strategies

Feel free to enhance the story as much as you want, but if you enhance it for one team, make sure you enhance it for all the teams.