We are absolutely thrilled you are interested to join us at Rohlik Group. By now we have spoken to you about your experience and personality in great detail. Next step is to find out how you tackle a task in reality.

**Ops Director**

**Situation**

As Ops Director, you are leading a big Team and must ensure a proper and smooth way of delivering sales and high customer service.

We are on Friday, it’s 2pm; your FC is by far not delivering what our customers are requesting due to lack of delivery slots. The situation is extremely urgent as it might have a huge negative impact on our weekend orders as well.

Unfortunately your drivers, who are self-employed, are not happy with the rate you give them and have decided not to come; you have almost 20% absenteeism today and tomorrow is a Public holiday.

The number of customers’ orders is increasing month after month and you are running over capacity in your current warehouse with a level of cancelled orders increasing and substitution level above 4%.

Your shrinkage level is quite alarming with a level of 3%.

**Task**

Prepare an action plan regarding the way you are going to deal with the crisis. Share your action for this weekend and your strategic view for the next 24-36 months.

**Additional Information**

* The exercise should not take you more than 2 hours to prepare.
* We will then go through the case study together during an interview/video call, the case study presentation should not take more than 20 minutes.

**Format**

We are not strictly set on the form of the presentation. Whatever works for you and you are comfortable with, works for us. So if you just want to have an open forum discussion without any materials, we are in. If you want to present any documents to us, we will provide the tools for it or bring your own. Just let us know.