

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.

**Last Mile Manager**

**Situation**

As Last Mile Manager, you are leading a big team of drivers and must ensure a proper and smooth way of delivering orders to clients. We are on Friday, it’s 2pm and in the system is a big wave of orders (double than usual) due today stock replenishments form the first shift. The situation is extremely urgent as it might have a huge negative impact on delivery times for the clients. 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. The number of customers’ orders is increasing month after month and you are running over delivery capacity (lack of drivers and cars).

**Task**

Prepare an action plan regarding the way you are going to deal with the crisis. Share your action for this situation and your strategic view for the next 12 months.

**Supporting materials**

● Mother company Rohlik.group

● Other companies Rohlik.cz, Kifli.hu, Gurkerl.at & Knuspr.de

**Format**

Result of the case study should be captured in a format of your choice that is easily shareable with us during the next meeting. We don’t need you to write essays, clear and consistent content is much more important to us. Please send us the presentation materials of your Case study 1 day prior to the meeting so we can review and get ready for the talk.