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.

**Head of Logistics Operations**

**Situation**

A fictitious set of customer complaints for the annual time period is attached to this document. The list is broken down into categories, across warehouses, indicating who prepared the order, who packed it and who delivered it to the customer, along with the reason and cause of the complaint. The breakdown of the data is independent of the date of origin and is sorted randomly.

**Task**

* Determine What are the causes of each complaint in terms of the most common complaints, always approach the solution from multiple perspectives.
* Suggest how you would handle each case from the customer's perspective. What would you suggest to improve and what to monitor to prevent complaints.

Task

* As a logistics manager, you are leading a big team od drivers and must ensure a proper and smooth way of delivering orders to customers. We are on Friday, it is 2 PM and in the system there is a big wave of orders (double than usual) due today stock replenishment from the first shift. The situation is extremely urgent as it might have a huge negative impact on delivery times of the customers. Unfortunately your drivers, who are self-employed, are not happy with the rate you give them and have decided not to come to work. You have almost 20% absentees today.The number of customer´s orders is increasing month after month and you are running over delivery capacity ( lack of drivers and cars). How will you solve the situation?

**Additional Information**

* The data is of an internal nature and is not intended for redistribution or provision to others.

**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.