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.

**Country HR Ops Manager**

**Situation 1**We currently have 2 Fulfilment centres (Garching & Bischofsheim) supplying areas across Germany. The nature of our business brings a steady flow of orders throughout the year but we are also experiencing high peak seasons. Steady season sees approx 900 couriers & 1200 warehouse workers working for us. Peak season requires an increase of the staff by approx 40%. You have 1 month to staff the full capacity as per attached excel sheet.

**Task 1**

Prepare a detailed plan of action and steps you would take for the peak season to ensure and suggest structural changes to make this process easier/more reliable in the future:

* Staffing needs are met
* Planned forecast is achieved

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**Situation 2**

We have recently launched “Key Ingredients” as part of the company culture framework. You will find the details below on the next page.

**Task 2**  
How do you ensure these will become part of everyday life at Rohlik? Include all key processes that will be guided by the Ingredients framework, propose implementation plan and define the role of HR and management team in the implementation.

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**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.

**Our Key Ingredients**

**Amaze the customer**

We are obsessed with customers and their wants and needs. The customer has always been at the centre of our universe.

**Move quickly**

Better done than perfect is our motto, speed beats perfection almost every time. We have a big mission ahead of us and we need to move fast to succeed.

**Always challenge the status quo**

We love improving. We aim to be the best - 10x better and always way ahead of the market.

**Think big and think like an owner**

We are doing something that has never been done before in the grocery business, and we’re not afraid to be the first company to try new things out.

**Deliver results and have impact**

We focus on results, not on being busy. We always prioritise things that matter most to our customers and our business.

**Be curious and dive deep**

Curiosity makes your mind active instead of passive. Curious people always ask questions and search for answers.

**Keep learning**

We keep learning. Information is power. Change is life and opportunity. We experiment and iterate relentlessly.

**Be radically open and transparent**

We are open and honest to ourselves, to our teammates and to our customers. We are able to accept feedback, even when it’s not pleasant.

**Have fun**

Changing someone’s life for the better is a noble and optimistic mission. It is very important that you have fun doing it.

**Create a great place to work**

Working with people with diverse opinions and backgrounds brings challenging debates and smart solutions. Using more brains leads to faster decision-making.