

## Case Study: Strategic Business Planning and Problem-Solving

### Background:

GreenFuture, a mid-sized company specializing in eco-friendly cleaning products, has been operating successfully in its home country, Emeraldia. The company faces dynamic challenges related to economic conditions, ethics, global business. Your task as a consulting team is to develop a comprehensive business plan and respond to scenarios based on course concepts such as economic impacts, organizational design, and managerial skills.

### Part 1: Developing a Strategic Business Framework

Your team is required to prepare the following elements for GreenFuture:

#### 1. Mission Statement:

- Define GreenFuture's mission, focusing on the core principles of sustainable practices and efficient management.
- Example: "To lead the eco-friendly industry by producing innovative and ethical cleaning products while ensuring sustainable growth and community impact."

#### 2. Strategic Plan:

- Outline a long-term strategic plan (3-5 years) to address organizational and managerial aspects, including (2 goals and 5 strategies):
  - Goals: "Expand into three new international markets while maintaining high ethical and environmental standards."
  - Strategies: "Develop comprehensive training programs to enhance managerial skills like conceptual and decision-making abilities."

#### 3. Contingency Plan:

- Prepare flexible strategies to address unforeseen scenarios:
  - **Scenario A:** Economic fluctuations causing cost pressures.
  - **Scenario B:** Employee dissatisfaction due to unclear delegation of authority.

## Part 2: Scenario-Based Problem-Solving

Analyze and resolve the following scenarios by applying course concepts, emphasizing economic understanding, and management tools:

### Scenario 1: Economic Conditions

Emeraldia is experiencing an economic downturn, with unemployment rising from 5% to 9% and consumer spending on non-essential goods dropping by 15%. GreenFuture's revenue has declined by 10% over the last quarter. Costs of raw materials have increased by 8% due to supply chain disruptions.

- **Task:** Use concepts like unemployment types, inflation, and monetary policy to recommend strategies to maintain profitability and workforce morale.

### Scenario 2: Social Responsibility and Ethics

GreenFuture's supplier in a developing country is accused of poor labor practices, including underage workers and unsafe conditions. This has led to social media backlash and calls for boycotts.

- **Task:** Develop an ethical response plan, incorporating principles of corporate social responsibility and ethical business practices. Consider the impact on GreenFuture's brand image and supply chain.

### Scenario 3: International Business and Global Conditions

GreenFuture's expansion into Florentia faces challenges. The currency has depreciated by 12%, increasing operational costs. Additionally, local consumers prefer traditional cleaning methods and are skeptical of foreign eco-friendly brands.

- **Task:** Propose strategies for cultural adaptation, exchange rate risk management, and building strategic alliances. Highlight the importance of understanding local consumer behavior.

### Scenario 4: Managing Employees

GreenFuture employees report feeling overworked especially in production processes. This has led to increased mistakes and lower morale.

- **Task:** How can GreenFuture ensure employees are supported and motivated while maintaining high quality standards.

### Scenario 5: Introducing a New Product Line

The management is considering adding a new product line for car cleaning (detailing) products. However, these products may have higher costs nowadays.

- **Task:** Should GreenFuture proceed with this idea? If yes, how to ensure the product line's success.

### ***1. Conceptual Skills Card***

- **Description:** Think about the big picture and how the company's actions impact its goals.
- **Key Actions:**
  - Analyze customer trends and market conditions.
  - Plan long-term strategies.

### ***2. Interpersonal Skills Card***

- **Description:** Communicate effectively with employees and customers to build trust and resolve conflicts.
- **Key Actions:**
  - Listen to employee and customer feedback.
  - Motivate staff and rebuild relationships.

### ***3. Technical Skills Card***

- **Description:** Understand and improve operational processes or products.
- **Key Actions:**
  - Streamline delivery logistics.
  - Improve product quality and prevent spoilage.

### ***4. Decision-Making Skills Card***

- **Description:** Evaluate options and select the best course of action.
- **Key Actions:**
  - Decide whether to introduce new product lines or campaigns.
  - Choose strategies to recover from a PR crisis.

### ***5. Time Management Skills Card***

- **Description:** Prioritize tasks and delegate effectively to meet deadlines.
- **Key Actions:**
  - Schedule tasks to reduce employee workload.
  - Manage time efficiently during high-pressure situations.

## Group-Based Activity Instructions

### Step 1: Form Groups

- ☐ 3-5 students per group
- ☐ Each group will work together to solve problems

### Step 2: Prepare Mission Statement, Strategic Plan and Contingency Plan

- ☐ Decide on mission statement
- ☐ Prepare detailed strategic plan with goals and strategies according to mission statement
- ☐ Think about possible scenarios and prepare contingency plans for these scenarios

### Step 2: Analyze All Scenarios

- ☐ Each group will work on all five scenarios provided in the case study
- ☐ Groups should analyze each scenario independently and propose unique solutions tailored to the specific challenges

### Step 3: Skill Card Selection

- ☐ Review the 5 skill cards provided. For each scenario, select one or two skill cards that you believe are most relevant to solving the problem
- ☐ Justify your choice of skill cards for each scenario

### Step 4: Framework: For each scenario, groups should follow this structured approach:

1. Situation Overview: Summarize the problem and its implications
2. Root Cause Analysis: Identify underlying causes of the problem
3. Proposed Solutions: Develop a detailed solution or strategy to address the issue and use your skill cards to guide your approach
4. Skill Card Application: Clearly explain how the skill cards you chose helped shape your solution
5. Expected Outcomes: Predict the potential results of your solution and discuss any risks or challenges

### Step 5: Preparing the Final Report

- ☐ You should prepare a detailed **report** for all tasks in word or pdf
  - 3-5 pages
  - Times New Roman (type size:12)
  - You must upload the report on AKUZEM (**DEADLINE: 23.12.2025**)

### Step 6: Presenting Solutions: Each group will present their solutions for all five scenarios

- ☐ You should complete your presentation in 15 to 20 minutes. Use your time effectively to talk about each topic
- ☐ Highlight the selected skill cards and how they influenced your approach
- ☐ The presentations will be held on **two different days**. Groups will be distributed over these days by a random drawing. (**24.12.2025 and 31.12.2025**)

***NOTE: Please feel free to use AI tools for research and brainstorming purposes, but ensure that the final report is your own original work. Our goal is to foster your understanding, so focus on applying the topics we have discussed throughout the semester. Good Luck!***