



SMALL BUSINESS MANAGEMENT TEAM (510)

REGIONAL – 2016

TOTAL POINTS _____ (170)

Judges/Graders: Please double check and verify all scores and answer keys!

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ANSWER KEY

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Description:

The team will use strategic planning and problem-solving skills to provide solutions to the business case study provided. At State and National level, teams will be presented with an additional element to the scenario that requires revision of their final presentation.

Initial Case Study Topic:

Your team has been hired by William Winter, the CEO of Solutions International, LLC to develop a new business strategy for the corporation. During your meeting with Mr. Winter, he provided the past five years of sales and expense reports for you to review (on next page), along with a breakout of the corporate structure. SI, LLC, located in Scranton, Pennsylvania, opened in 2001 providing basic printing jobs for local businesses. Since that time, they have added a photography division (SI Photography) and consulting service (SI Solutions). While the initial launch of both divisions was slow to start, within the first 16 months of business, sales seemed to peak. Shortly thereafter, revenue for both divisions started a downward trend. There are some challenges that have been identified by Mr. Winter's executive team:

Internal Challenges:

- Limited printing equipment
- Lack of long-term employees
- Outdated information technology infrastructure

External Challenges:

- Lack of name recognition
- Increased competition due to ecommerce
- Centralized market opportunities

The three Divisions are as follows:

- SI Printing Services – offers a broad array of printing and designing services including: stationery, copies, business cards, etc. - anything that can be printed on paper (no matter the size).
- SI Photography – offers photography services for some specific areas: senior pictures, nature and business.
- SI Solutions – offers consulting services in the areas of business and financial operations.

As requested by Mr. Winter, review the financial history as provided and prepare a plan for him and his executive team. Mr. Winter has given you the following areas to consider as you prepare for your presentation:

1. How can SI, LLC attain additional customers outside of the current geographical area?
2. How can SI, LLC secure long-term staff to have a wide array of business knowledge and expertise?
3. What additional products and/or services could SI, LLC provide within each division?
4. What cost-savings measures could be put in place to help increase overall profitability?
5. Should SI, LLC attempt to compete head-to-head against its much larger competitor(s)?



Small Business Management Team Financial Data

Income and Expense

Solutions International, LLC

Income (2011-2015)

	2011	2012	2013	2014	2015
SI Printing	750,000	875,000	950,000	1,250,000	1,175,000
SI Photography	0	155,750	325,000	950,750	725,650
SI Solutions	0	0	85,750	435,705	275,850

Expense (2011-2015)

	2011	2012	2013	2014	2015
SI Printing	695,825	765,625	836,000	906,250	1,039,875
SI Photography	0	225,750	108,875	284,275	217,695
SI Solutions	0	0	82,250	392,134	252,402

Notes:

2011 was SI Printing's 10 year Anniversary

SI Photography start-up expenses were calculated to \$185,000.

SI Solutions opened in June of 2013

In 2014 SI Printing added significant additional products available to print.

SI Printing outsourced 80% of printing in 2014

A team will be DISQUALIFIED for violations of the Copyright and Fair Use Guidelines.

Teams who do not submit an entry that follows this topic will be disqualified.



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ANSWER KEY

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JUDGING PROCEDURE

- Teams will be introduced by team number. **However, contestants may continue to wear their name badges and refer to each other by name.**
- As a team of judges, formulate two to three questions to ask at the conclusion of the presentation. Be sure to ask the same questions of each team.
- Teams will present before a panel of judges and timekeeper.
- All team members must participate.
- The length of set-up will be no more than five (5) minutes.
- The length of the presentation will be no more than ten (10) minutes; followed by judges' questions not to exceed ten (10) minutes.
- Excuse teams upon completion of judges' questions.
- **There can be no ties in the top ten (10) teams.** It is the responsibility of the judges to break any ties.
- Administrator will fill out ranking sheet prior to dismissing the judges.
- If more than one (1) section is necessary, finalists will be determined by selecting an equal number from each section.
- Give administrator all Judges' Rating Sheets, Judge Evaluation Sheets, and contest materials.
- No audience will be allowed.

Please double-check and verify all scores!