

FBLA Entrepreneurship Case Study

Participant Instructions

1. You have 20 minutes to review the case and may take notes on the provided two note cards.
2. The cards will be collected following the presentation.
3. Presentation time is seven minutes. At six minutes the timekeeper will stand and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up. Five points are deducted if presentation goes over seven minutes.
4. The judges will have a three-minute question and answer period following the presentation.
5. All members of the team must participate in the presentation, as well as answer the questions.

Performance Indicators

- Communication Skills—make convincing presentations, describe strategies for creating a positive work environment
- Emotional Intelligence—describe strategies for positive working relationships, incorporate problem-solving strategies for different business challenges, explain the role of leadership necessary for a changing business environment
- Solving—analyze cash flow patterns for a business
- Human Resource Mgmt.—explain how to determine staffing needs for a business, describe effective personnel management strategies for entrepreneurs
- Operations Management—explain necessary activities to facilitate continuous business operations
- Product/Service Management—analyze economic trends to determine products and services to offer customers
- Selling—identify resources to increase the customer base for a business, describe strategies to turn around

Case Study Situation

JLD, Inc. owned by Jake Hudson, was a very successful business offering lawn landscaping and design services in a community with approximately 40,000 homes, some light industrial businesses, and retail shopping centers. Jake owned over \$300,000 of equipment including three trucks and landscaping equipment used for installation. He did not have any outstanding loans on his equipment. He employed two people full-time in his office, who handled scheduling, bookkeeping, and payroll. He had three full-time designers on staff that solicited new business and provided designs and landscaping plans for new customers. He had 15 crew members who worked in three crews of five members each. There was one supervisor on each crew.

Business had grown steadily for over 10 years as new homes were constructed in the community and many existing homes were upgrading their landscaping. There were three other businesses in the local community that offered services similar to JLD, Inc. Jake watched his competition closely and made sure that he was competitive in his bids for new business.

Business was going well for JLD, Inc., until the economic slowdown started in fall 2008. Jake had enough cash in his business and enough contracts lined up to keep his business going for an additional year and a half. Now that this time has passed and new home construction has not picked up in the community, Jake has some serious decisions to make.

There is very little market for re-design of existing landscapes and no new construction projects, so JLD, Inc., is about to experience some serious cash flow problems. Jake does not see how he can keep his business operating for more than eight weeks. Most of his employees have been with him since the early days of JLD, Inc., and have helped him grow JLD, Inc., into the successful business that it has become. Jake would like to have his workers available when the economy recovers. But, Jake knows that he must make changes. What would you recommend that Jake do to keep JLD, Inc., going until the economy recovers?

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