



# **SMALL BUSINESS MANAGEMENT TEAM**

**(510)**

**REGIONAL 2023**

### **INITIAL CASE STUDY TOPIC:**

A local business owner, Juan Mendez, is looking for ways to grow his small electronics repair business. Juan runs the business by himself and often stays late at work to ensure that his orders are completed quickly for his customers. Juan has a reputation for being affordable and able to fix most issues his customers have with their devices from cell phones to gaming consoles to computers. Juan has earned himself a reputation for being very knowledgeable and always being able to help his customers. Juan spends more time at the business away from his family than he would like but is not able to take any time off from the business and continue to meet the demand of customers. Juan's services are the average price for repairs for his area, but he is only able to complete three to five repairs per day depending on what repairs need to be made and what equipment is needed to repair items. Juan has also accumulated several pieces of equipment that he has not needed and was unable to return. Things such as internal components of gaming controllers, outdated cell phone screen replacements, and other outdated equipment are scattered throughout the storage areas of his business. Additionally, Juan spends a large chunk of time learning how to repair new devices as he receives them due to the wide variety of services he offers. Juan has hired your team to provide possible strategies to allow Juan to be able to grow his business.

The process for a repair begins with a customer contacting the store's phone where Juan will answer and get the necessary details from the customer. Juan arranges a time for the customer to bring in their equipment so that Juan can begin working on it. Juan will also let the customer know the approximate day he anticipates the repair to be finished. Juan's current turnaround time is approximately 5 days depending on the severity of the repair. Juan spends a considerable amount of time checking in on customers and answering the phones which takes him away from the repair he is currently working on. Juan does not have a standardized pricing method due to the variety of repairs he makes and the various level of severity a repair might be.

Juan has tried to solve some of these problems on his own but has run into additional problems. Juan considered raising prices to lessen his workload and be able to focus more on his most dedicated customers, but Juan does not want to alienate any of his customers as they often return time and time again based on his skills, customer service skills, and turnaround times. Juan is one of the few electronic repair businesses in his area and knows that several people in his community rely on him.

Juan has considered hiring someone to help him process the repairs but has been unable to find someone due to the labor shortage. Juan also considered hiring someone to help make the repairs themselves but has struggled to find anyone with the credentials to work on the equipment without Juan's constant supervision. Juan also worries about training a new person when his time is already stretched so thin.

Prepare a presentation for Juan with your suggestions for his company including, but not limited to, the questions below.

- How can Juan alleviate the overwhelming demand from customers he is experiencing?
- How can Juan create a more profitable business without dedicating more of his time?
- What are some ways Juan could find qualified employees to help him?
- What can Juan do to allow him to be able to dedicate more time to repairs even if he can't hire any new staff?
- Are there any strategies Juan can use to attract employees during a labor shortage?
- How will your suggested changes or additions create value for Juan's business and ensure him that his business will grow without damaging customer satisfaction or wait times?