

3DE CASE STUDY  
COLLABORATING AND  
BUILDING TEAMS



## Meet the Volunteers!



My name is...

- My job or role is...
- My educational or training background is...
- An interesting fact about me is...
- When I was in high school, I wish I had known...

# Meet the Company

*What activities are involved in home building?*



**WHO WE ARE**  
One of the country's largest homebuilding companies



**WHAT WE DO**  
Build consumer-inspired homes and communities to make lives better, by performing rigorous consumer research



**HOW WE DO IT**  
Through an array of home building brands in our portfolio, each targeting a specific type of consumer:

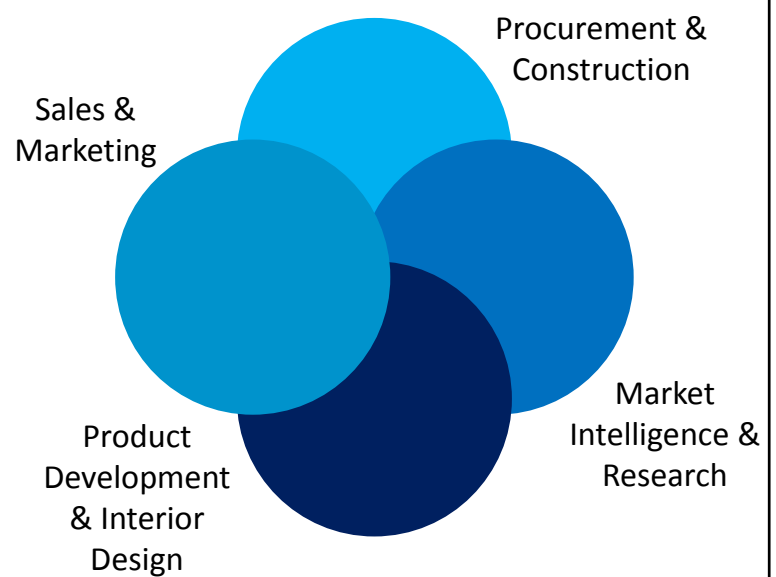
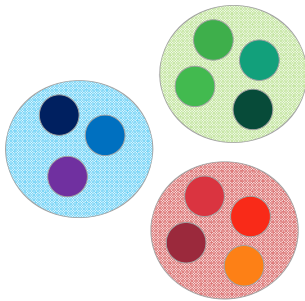


## Developing a New Product Together



## Diverse Functional Groups...

**Functional Groups** are groups of employees with similar skill sets that work together to perform specific tasks



## ...Diverse Skill Sets

Functional Group	Skills & Strengths	General Responsibilities
Market Intelligence & Research	Research, Analysis, Creativity	Researches the <b>consumer dynamic</b> within a particular geographic area and assesses the <b>needs and desires</b> with respect to lifestyle and how that might translate into the decision to purchase a home
Product Development & Interior Design	Analysis, Problem Solving, Creativity	Designs the <b>product offering</b> for the target customer group
Procurement & Construction	Analysis, Problem Solving, Systems and Processes	Assesses the <b>cost and means of accumulation of the components</b> of the intended design and ensures that construction can be completed within desired timeframes and profit margins
Sales & Marketing	Creativity, Listening, Communication, Empathy	Assembles a <b>marketing plan and collateral material</b> to generate interest in a particular product offering or community



## Challenge Background: Homes for the Tech-Savvy Millennial

- A current gap in Pulte portfolio – home offering that meets the demands of **tech-savvy millennials**
- Diverse and educated consumers in their late 20s or early 30s who are interested in new homes with **smart home capabilities, flexible floorplans** and **appealing common areas**
- All functional groups involved in the **Home Development Process**



## Challenge Background: Home Development Process



**Planning:** Client need/want analysis and preliminary budget constraints  
Market Intelligence & Research, Product Development & Interior Design, Procurement & Construction

**Design:** Home customization, construction planning and contracting  
Product Development & Interior Design, Procurement & Construction, Market Intelligence & Research

**Build:** Permitting, construction, design adjustments, budget management  
Procurement & Construction, Product Development & Interior Design

**Sale:** Marketing, closing, transfer  
Sales & Marketing, Market Intelligence & Research



***What role does Procurement & Construction have in Design phase?***

***What happens if Procurement & Design doesn't collaborate in this phase?***



## Challenge Background: Bringing the TEAM Together

*Why is nurturing collaboration critical to the success of the Tech-Savvy Millennial Home project?*

Answer

Collaboration will:

- Get to the best solution for the customer
- Create a shared understanding of functional groups' strengths and skills
- Build respect and connection between groups
- Facilitate information sharing
- Minimize disruptions and surprises
- Ensure progress is being made
- Address questions / risks earlier



## Case Challenge Question:

*How must Pulte's functional groups collaborate and create a plan to launch a new home community that will appeal to Tech-Savvy Millennials?*



## Challenge Approach

### Develop your solution by:

#### Challenge Question:

As part of the Home Development Team, how must Pulte's functional groups collaborate and create a plan to launch a new home community that will appeal to Tech-Savvy Millennials?

1

**Understanding the Functional Groups:** What skills and activities does each functional group bring to the project?

2

**Identifying Options:** With each team member taking on the role of a function, answer the key launch plan questions based on research.

3

**Creating the Recommendation:** Collaborating across functions, how should this new home community be launched? What insights did each function provide? How did working collaboratively help create the plan? What are the risks if certain functions did not collaborate?

4

**Presenting the Solution:** How will you share your recommendation with executive management?

#### Your 3-5 min PPT presentation must include:

- ✓ Recommended launch plan including prescribed plan components
- ✓ Explanation of how the groups work together to accomplish the goal
- ✓ Overall benefit of collaboration on the project.



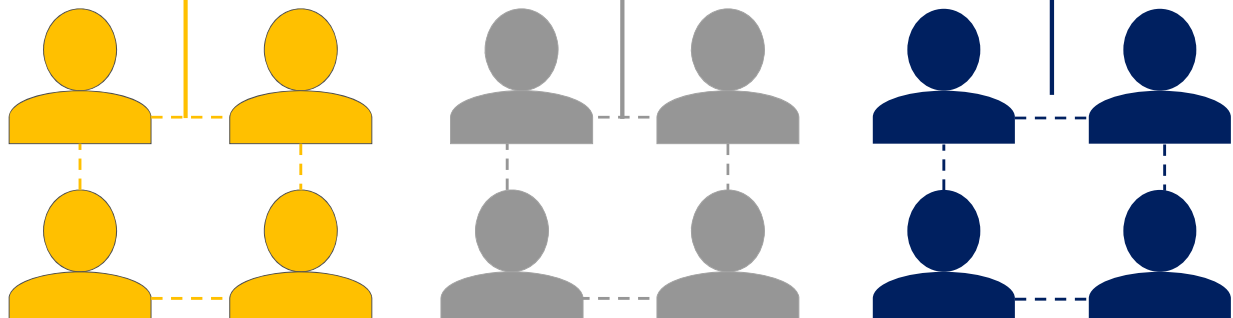
## Challenge Solution Success

A successful solution will:

- ✓ Be consistent with Pulte's Promise:
  - *Building consumer-inspired homes and communities to make lives better*
- ✓ Highlight the necessity of each functional group contributing its strengths and skills
- ✓ Demonstrate how collaboration provides a clear benefit to the delivery of the Tech-Savvy Millennial home community



# Thanks



## A Closer Look

*How will you meet the challenge?*



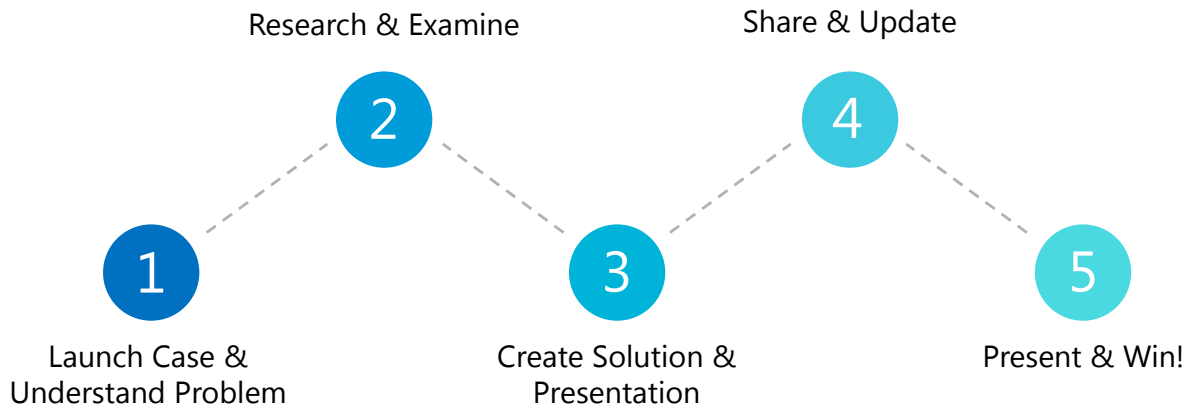
## Brainstorming Session

- Get in your teams for this case challenge
- Re-read the Case Challenge Brief
- Make sure that your team understands the tasks and how to complete them
- Note / ask any clarifying questions you might have about the case
- Start to brainstorm how you will attack the challenge given you





## Schedule



### Remember...

- Use the **Case Challenge Presentation Rating Sheet** as a guide to make sure all requirements are met
- Strong Content + Strong Presentation = **A Winning Team**

**Good luck!**

JA Academy   Case Challenge Presentation Rating Sheet	
<b>Case Challenge Demonstration Feedback</b>	
<b>Problem Diagnosis / Clarity:</b>	<ul style="list-style-type: none"> <li>• Clearly outline what the problem being addressed by the solution</li> <li>• Put problem in appropriate context</li> </ul>
<b>Stakeholder Perspectives:</b>	<ul style="list-style-type: none"> <li>• Outline problem and recommended solution impacts on multiple stakeholders</li> </ul>
<b>Solution:</b>	<ul style="list-style-type: none"> <li>• Present a clear solution that answers all aspects of the case challenge question provided by the company</li> <li>• Include steps the company should take</li> <li>• Provide strong, multi-faceted rationale for recommended solution</li> <li>• Provide clear evidence to support recommended solution (e.g., financial analysis, supporting research, impact analysis, etc.)</li> </ul>
<b>Presentation:</b>	<ul style="list-style-type: none"> <li>• Articulate solution clearly and in an easy to follow manner</li> <li>• Present collaboratively as team</li> <li>• Communicate professionally and confidently (e.g., strong verbal and non-verbal communication)</li> <li>• Provide visuals to support audience understanding and engagement</li> </ul>



## Are you ready to get started?

1. Who are you solving a problem for?

Answer Pulte Group

2. What is the problem you are solving?

Answer Planning the launch of a home product for Tech-Savvy Millennials through cross-functional collaboration

3. What do you need to deliver?

Answer Presentation outlining the recommended launch plan, rationale behind it and how the functions need to collaborate for success.



*Let's get started!*