



CASE CHALLENGE BRIEF

COLLABORATING AND BUILDING TEAMS: PULTE GROUP

Business & Challenge Overview

PulteGroup has been providing the American Dream of homeownership to families for almost 70 years. What started as a single home built and sold by the entrepreneurial spirit of an 18-year-old Bill Pulte, has grown into one of the country's largest homebuilding companies. PulteGroup sells under many of the industry's most recognized brand names and serves customers as they move through all phases of their lives. The company operates in approximately 50 of the leading housing markets throughout the country.

In a comprehensive survey of today's first-time homebuyers, PulteGroup explored the homebuying habits and preferences of Millennials. Contrary to many preconceived expectations, homebuyer dreams of a beautiful home and a three-car garage are not dead among this buyer group. In fact, the American Dream remains very much alive for this country's biggest demographic. Yet, in a consulting company report, PulteGroup was recently made aware that it has a gap in its portfolio – it does not have a home offering that meets the demands of tech-savvy millennials. These are diverse and educated consumers in their late 20s or early 30s who are interested in new homes with smart home capabilities, homes that are flexible in their floorplans and integrate with the outdoors and neighborhoods that have appealing common areas. They are highly motivated for their home to make a good impression on others.

We need to come up with a targeted solution! Various Pulte functional groups (or departments) will have to work together to during this home development process: Market Intelligence and Research; Product Development and Interior Design, Procurement and Construction and Sales & Marketing. As part of the Home Development Team, ***how will various groups in the company need to collaborate to create a new home community that will appeal to Tech-Savvy Millennials?***

Your job in this project is to identify the potential targeted home design, learn about the skills and perspectives of the different functional groups, and explain how those groups can work together efficiently and effectively to ensure success. You'll then present your proposal to executive management for evaluation.

Let's help get the Pulte groups working together for a successful design and launch!

Checklist

UNDERSTAND THE PROBLEM

- Write down what you know about the problem.
- Review what exactly the company is asking for with your team.

RESEARCH & EXAMINE PROBLEM

- List what you need to know to understand the problem. Use the following questions as a starting point:
 - *What do you know about the **participating functional groups** as it relates to the challenge?*
 - *What do you know about the **skills offered and perspectives from each functional group?***
 - *How do the **responsibilities** of the participating functional groups relate to the home development process?*
- Identify resources for getting the information you need to examine the problem fully and assign research tasks to your team.



- Compile research results into one document that everyone on your team can access.

CREATE SOLUTION

- Summarize the understanding the participating functional groups:
 - *What skills and activities does each functional group bring to the project?*
- Identify options: Splitting the roles of the functions amongst your team, address a key development decision as outlined by the key functional questions presented in the Resource Guide.
 - *What housing solutions can the team develop collaboratively blending their findings?*
- As a team, create the solution:
 - *What is your recommended solution?*
 - *How did the functions contribute to the solution design?*
 - *What are the risks if certain functions did not collaborate?*
- Think through the risks and benefits of each possible solution to narrow down the list
- As a group, discuss your findings and decide on the best solution, making sure to include:
 - Specifics about the recommended design for the target market
 - Description of responsibilities of each functional group
 - Outline of 2-3 key tasks that each function will complete / contribute in order to have the launch be successful
 - Recommended offering, rationale, and overall benefit of collaboration on the project.
 - A PowerPoint presentation outlining your solution (total presentation time is no more than 3-5 minutes)
- Your solution should also include the following:
 - Answers to all parts of the challenge question
 - Be consistent with Pulte's Promise of "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

CREATE PRESENTATION / DEMONSTRATION

- Create a presentation to share your solution with the company. Be sure to include the following:
 - A clear explanation of the challenge and your solution
 - Visuals or media that clarify information or engage your audience (for example: pictures, tables, charts, etc.)
- Prepare to present
 - Assign individual sections of the presentation to each team member
 - Practice delivering your section of the presentation professionally and confidently
 - Rehearse the entire presentation as a team
 - Think through possible questions the company might have about your solution and how you might answer.
 - Make any updates to your presentation that will strengthen your solution and make it clearer.
- Review the Case Challenge Presentation Rating Sheet, and use it as a guide as you develop and rehearse your presentation.