# C.1.4.3 The Schneider Case

Introduction: Antoinette Schneider is an Austrian designer and some years ago she designed a number of high quality, exclusive series of ladies handbags. She had them produced in Turkey and offered them directly to Austrian shops of leather goods with her own name Schneider as the brand. After a while her bags become very popular and she hired a sales manager, a logistics manager, and an administration manager. After a fashion show in Frankfurt, she received much interest from exclusive German shops, including some very big department stores. She knew that her organisation had to be changed drastically, especially since her supplier had said that he can hardly keep up with production. Also, there were a number of complaints from her customers that the quality was not as it used to be (stitches came loose, some stains on the bags, etc.). Antoinette had made new designs for her collection which she expected would do very well in other countries in Europe, especially in countries like France, Italy, and Spain. At the fair there were also some purchasing agents from China, who were very interested in her products. Antoinette was very happy with her success and had the ambition to grow her organisation globally. At the same time, she got very worried about her supply problems and the specific needs and demands from customers worldwide.

Question 1) What does Antoinette need to do to follow her dream and become a worldwide success? What should her organisation look like if she wanted to develop a global brand? Draw an organisation chart of how the organisation will look like in a number of years?

Question 2) What would be your advice to Antoinette on how she could hire the best qualified people for her organisation? Would they be hired primarily in Austria where her headquarters will be, or do you advise her to hire people from other countries?