

# Welcome to GEAR

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GEAR  
People make changes happen

A learning solution by



MANAGEMENT SIMULATION

## What is GEAR?

**GEAR** is a management simulation on Change Management.

## Benefits


Better understand the **change management principles** that are necessary for a company.


Learn how to **design and implement a plan for an effective organizational change.**






## Purposes

 **Identify** actions and solutions in order to face all the resistances to a change management strategy.

 **Understand** the planning process and the tools needed to make change successful.

 **Gain** new management skills for a successful change management strategy execution.

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School of Management

## Guided Tour

## PHASE 1

## PHASE 2

## PHASE 3

## PHASE 4

TravelPlus needs your help. For more than 30 years this company has operated in the public-transport sector with 400 line buses and 20 million commuters everyday.

In the past two years, the results of the customer satisfaction survey are quite worrisome. Last year passengers rated the overall service 5.5 out of 10, being particular dissatisfied by the cleanliness and hygienic conditions of the vehicles, the courtesy of the personnel on-board and at the ticket counters. Employees who have been working in the company for many years remember scores of even 9 out of 10.

Recently even the local newspapers have begun to denounce the travel conditions of many commuters. Yesterday's article has been the second one, in a three-months timespan, reporting testimonies from outraged passengers.

Moreover, it is not just a matter of external reputation. There are significant problems of financial nature, up to the point that the company seems close to bankruptcy.

Concerning this issue, six months ago, in a communication to all the employees, the CEO wrote with regret:

*"I don't believe that TravelPlus has ever faced such a critical moment. It is evident that something has to be done. We are only in the second quarter and revenues are already - 10% compared to the same period of last year, if we continue like this, we risk closing the year with a loss of almost 7 million euros. We lose 5,000 euros each hour. The situation is not sustainable. No company can think of surviving in a similar situation. It is necessary to make a drastic decision if we want to give the company some chance of survival. We have to cut the costs and we must do it as soon as possible. At the moment we neither have alternatives, nor time to generate any."*

Since long the top management argues that TravelPlus employs too many people, and that only by cutting 20-25% of the staff it would be possible to keep costs under control and aligned to the market. Compared to competitors, TravelPlus pays its employees less than the market average, thus staff costs are relatively lower, but KPIs, such as the cost per km, the cost per passenger and the earnings per passenger, position the company well below its competitors.

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**Read and  
analyze a  
business case**

PHASE 1

PHASE 2

PHASE 3

PHASE 4

**1. Choose your actions from the ones available**

Make a preliminary selection of the actions you consider most important. By clicking on the '+' icon, the actions will be moved into Box 2.

<p>16. Do a quick round of consultations with various representatives of the company and then formulate a new vision.</p> <p>COST: 5</p>	<p>33. Dismiss the head of the customer service, as he is the main responsible for the situation in which the company is.</p> <p>COST: 5</p>	<p>13. Define a challenging vision to deal timely with the critical situation that the company is facing.</p> <p>COST: 10</p>
<p>14. Set up a primary event to engage, through a tool for essential digital posting, all the company's members in defining the new vision in a participatory way.</p> <p>COST: 10</p>	<p>15. Don't change the vision now. The activity regarding costs and personnel is already by itself a radical change, difficult to be accepted.</p> <p>COST: 5</p>	<p>18. Prepare a report, drawn up according to the corporate communication standard to strengthen the sense of belonging and organizational identity, which clearly explains the new vision.</p> <p>COST: 5</p>
<p>17. Engage an external 'business model and strategy' expert to rapidly formulate the new vision.</p> <p>COST: 10</p>	<p>1. Hire a new financial director, which has been able, in the past, to solve difficult financial situations within other companies.</p> <p>COST: 15</p>	<p>10. Create a team made by some innovation-oriented top management members as well as by some members who are able to influence others that are more resistant.</p> <p>COST: 10</p>

**Learn how to plan and execute a successful change management strategy.**

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## Personal Report of test 1

Which is the main problem in TravelPlus, requiring change? (one answer only)

- The external reputation of the company is deteriorating.
- The necessity to reduce costs to cope with the bad economic and financial situation faced by the company.
- The motivation of the employees is dramatically declining.
- The two companies, although they already took part in a merger, must be, now more than ever before, a single social entity.

**Access your personal report which contains your answers.**





## A Management Simulation

powered by SDA Bocconi Learning LAB.

**SDA Bocconi Learning LAB** designs and plans, in collaboration with SDA Faculty and **only for SDA Bocconi participants, management simulations, role-playing games, learning solutions and interactive assessments** to gain an immediately applicable expertise in companies and organizations.





**CONTACT US** for a **DEMO** 

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