

Project Management Case Study
The Custom Woodworking Company — Woody 2000 Project
R. Max Wideman
AEW Services, Vancouver, BC, Canada, 2002

Introduction

I first developed this case study in 1993 for a local construction project management course. The incidents described are typical of the types of things that happen in real-life projects and I have seen most of them. Hopefully, they do not all happen on the same project, but the reality is that if project sponsors do not start out with an understanding of project management and its processes, the probability of such things happening are surprisingly high.

I have set out the story of the project according to its natural evolution. The commercial environment described was very typical of that existing here at that time. The problems are not difficult to spot, but can you see why they happened?

The case study is followed by a set of questions organized by project management knowledge area. You may use the case study and questions as you wish, subject to the copyright limitations.

Background

The Custom Woodworking Company is a small-to-medium sized custom furniture and cabinet making company, with head-office and a spacious plant site at Industrial Estates, Someplace, BC. Its Chairman and Chief Executive Officer is Ron Carpenter now in his late-sixties. His wife Mrs. Emelia Carpenter, being an aggressive business woman and somewhat younger than her husband, now effectively runs the company.

Ron Carpenter is affectionately known to all as "Woody" and so the company is generally known as "Woody's". Woody, after an apprenticeship as a cabinet maker, started his small furniture manufacturing business back in 1954 and he and his wife moved to their present location in 1959. The company quickly gained a reputation for attractively designed and well constructed furniture, using imported hardwoods and indigenous softwoods for its products. Woody's now produces custom furniture to order, several lines of furniture for wholesaler/retailers, and a number of variations of standard kitchen and bathroom cabinets, including units made to order.

Over the years the Carpenters continued to prosper and built up a loyal staff and work force. More recently their son, John Carpenter, has joined the company's management after having obtained a commerce degree at the local university. At John Carpenter's insistence, lured by longer production runs

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web risks in the expansion opportunity the expansion opportunity also had a number of risks for hanson private label company first this investment opportunity was the first

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web 1 cash flow forecasts 2 net present value npv 3 internal rate of return irr once the investment has been made hansson private label incorporation would not be able to

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web a manufacturer of private label personal care products must decide whether to fund an unprecedented expansion of manufacturing capacity the decision prompts fundamental

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web hansson private label inc evaluating an investment in expansion Â case solutionÂ gross margin the gross margin of the company is in a strong position for the historical results from 2003 to 2007 the margin remains at the percentage between 15 and 20 for the five years however the gross margin rate with the project will also be strong

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web hansson private label a manufacturer of private label personal care products is challenged if it is to finance a first time expansion of manufacturing operations the

