Character notes: Sam

You are playing Sam, the co-owner of an online supplier of garden gnomes called GnomeBase.

The teams taking part in the scenario are trying to figure out the root cause of GnomeBase's declining sales. They have some printed information about the company, but they will also be able to ask you questions.

Backstory and personality

Sam met Alex at a networking event for entrepreneurs in their local area and immediately bonded over their shared values (i.e. a desire for money, power, and influence) and ambition to be on *The Apprentice*.

They founded GnomeBase together by creating a business plan with lots of very impressive-looking graphs and persuading various elderly relatives to invest.

Sam doesn't actually like gnomes, not even in an ironic way, and thinks that gnome fans are convenient chumps that they can extract money from. However, Sam is cautious about admitting this because it's likely to alienate customers.

Sam firmly believes that they're doing everything right. If there's a problem, it must be someone else's fault.

Note on character names

The character names don't appear in the slides or any of the printed materials, so feel free to change them if you'd rather be called something else.

GnomeBase operations

Roles

The division of responsibilities at GnomeBase isn't nonsensical, it's *disruptive*.

Sam deals with everything that GnomeBase sends out, including:

- Accounts payable
- Outbound logistics (see process map)
- Refunds
- Advertising

Alex deals with all processes that involve other people sending things to GnomeBase.

Jacqui, the grandmother-of-four whose picture is all over the website, doesn't exist. Sam and Alex made her up because a relatable character is good for branding.

Processes

The online order and inventory system is very effective, but the process relies on somebody logging in to the system to check for orders and make up the packages, which doesn't happen on a fixed schedule.

The delivery company was chosen because it's the cheapest one on the market. They also have the lowest customer satisfaction ratings and are notorious for their poor service.

Answering questions

Questions about sending out orders	You have a copy of the process map. Give this to the participants and answer any follow-up questions
Questions about processes you're responsible for	If you know the answer, tell the participants what you know. If you don't know the answer, either make up something plausible or come up with an excuse to leave the conversation (you're very busy and have more important things to do).
Questions about other processes	That's not your responsibility. They'll need to ask your colleague.