



Vysoká škola  
podnikání a práva



VYSOKÁ ŠKOLA OBCHODNÍ  
V PRAZE



PANEURÓPSKA  
VYSOKÁ ŠKOLA



WYŻSZA SZKOŁA  
INFORMATYKI I ZARZĄDZANIA  
z siedzibą w Rzeszowie



Financováno  
Evropskou unií

## Didactic manual of the teaching case study

### TEACHING NOTE OI17

1. Basic information about the case study		
Teaching case study title (case title)		Entrepreneurship and innovation in woodworking
Case study author	Name and surname (including titles)	Ing. Vladimír Vavrečka, CSc.
	Organization (abbreviation)	VŠPP, a. s.
2. Teaching Case Study Synopsis		
<p>The case study deals with the company LESS &amp; TIMBER, which is an important entity on the Czech and European woodworking market. Currently, the company is the most modern plant for the processing of reinforced wood not only in the Czech Republic, but also in the whole of Europe.</p> <p>It presents the market, legislative, international, but developmental specifics of business in this area. The key source of information for the creation of the teaching case study was an interview with the company's management and a research case study of this company. The case study is divided into four basic parts, which are the introduction of the company, access to opportunities, the introduction of new and innovative products and operations in international markets, and the impact of covid-19. These parts also represent the main professional focus of the case study. Each section ends with questions for elaboration and discussion.</p>		
3. Key words		
wood processing industry, reinforced wood, sawmill products, glued prism		
4. Target groups		
<p>The case study can be used in university study programs, especially at the master's degree. A suitable study program for the use of a case study is the program of Business and Management, International Trade or programs nearby. Among the specific subjects in which the case study can be applied, we can mention Marketing and Marketing Communications, Entrepreneurship and Enterprise or Innovative Entrepreneurship.</p> <p>It is appropriate if the students solving the case study already have a basic understanding of business, market opportunities and innovation.</p>		
5. Learning objectives, key issues and questions		
<p>When working with a teaching case study, students will get to know the specifics of business in in the wood processing industry. The main learning objective of the case study is to apply knowledge of business, market opportunities and innovation on a concrete example. Other learning objectives include developing the ability of critical and interdisciplinary thinking, promoting argumentation and communication skills, and the ability to present and defend one's opinions.</p> <p>Key questions students are asked to address include assessing how a company approaches opportunities and innovations and formulating proposals for opportunities and innovations that a company could focus on. Another key question is how the company could strengthen its international presence.</p>		
6. Learning strategies		
<p>For the application of the case study, discussion groups and discussions seem appropriate.</p> <p>Students first individually read the case study, analyse it and make notes on it. Subsequently, they are divided into sub-groups, within which they discuss the findings from the individual preparation of the study and then solve the identified problems and the questions formulated in the study. Subsequently, through their representatives, the individual groups present their solutions, and there is a discussion and comparison between the groups.</p> <p>It is appropriate to present and discuss the solution of the case study in stages within its individual parts.</p>		
7. Questions and assignments (discussion questions for students solving the case)		
<p>Company presentation</p> <ul style="list-style-type: none"> <li>• What are the advantages and disadvantages of the woodworking market in terms of market and customer access?</li> </ul>		



- How can the supplier relationships of the company be described and characterized? What are the main factors influencing this relationship?
- Can the level of indebtedness endanger even a very successful company and why?
- What economic, marketing or social advantages can be identified in the company's ecological approach in the use of production waste?

#### Access to opportunities

- How do you evaluate the company's activities in the area of quality assurance and reliability?
- What other activities would you recommend to the company?
- In your opinion, is the search and formulation of opportunities solely in the hands of the company's management? Who else is possibly participating?
- In which procedures (approaches) of the company do you see elements of a causal approach and in which, on the contrary, elements of an effectuation approach?

#### Introduction of new and innovative products

- What are the limitations and possibilities of innovation of traditional fields of business, among which we can include the woodworking industry?
- How do you evaluate innovation processes in the company based on the examples given in the text of the study?
- Do you consider the use of modern marketing tools to be important in B2B markets? Why?
- What obstacles can be the reason for ineffective involvement of the company in B2C markets?
- In which of the company's procedures do you see elements of a causal approach and in which, on the contrary, elements of an effectuation approach?

#### Operations in international markets and the impact of covid-19

- Evaluate the possibilities and limitations of LESS & TIMBER's entry into foreign markets?
- Does the company actively use modern marketing tools?
- How do you assess the effects of the epidemic situation on the timber industry and specifically on LESS & TIMBER?
- What measures could the company have taken to minimize negative impacts?
- Which aspects of the specific epidemic situation was the company able to use to its advantage?

### 8. References, multimedia

- Video: LESS & TIMBER – proces výroby: <https://x-vid.net/video/xF-uIiHFic/less-timber-proces-v%C3%BDroby.html>
- Video: LESS & TIMBER – výroba biomasy: <https://frclip.com/video/JWzh9SdFFnw/less-energy-wood-biomass-co-generation-units.html>
- Video: Elektrárna na dřevní biomasu – LESS & ENERGY: <https://frclip.com/video/2E0A3ioGPJM/elektr%C3%A1rna-na-d%C5%99evn%C3%AD-biomasu-less-energy.html>
- Video spoty společnosti LESS & TIMBER: <https://lesstimber.cz/o-spolecnosti/video-spoty>
- Facebook (<https://www.facebook.com/Less-Timber-1061849613902958>), viz Doplnující informace a podklady
- LinkedIn (<https://www.linkedin.com/company/less-&-timber/>)
- Komerční databáze:
  - Kompass (<https://cz.kompass.com/c/less-timber-a-s/cz016999/>);
  - Info-Čechy (<https://www.info-cechy.cz/less-a-timber/index.html>);
- elektronický katalog Firmy.cz (<https://www.firmy.cz/detail/12932883-less-timber-caslav-nove-mesto.html>)
- Idatabaze (<https://www.idatabaze.cz/firma/63677-less-timber-as/>)

Material description	Link
Annual Reports 2015-2021	Výroční zprávy LESS & TIMBER, a. s. za léta 2015 - 2021. (nedatováno). <i>Veřejný rejstřík a Sbírka listin</i> . Získáno 18.. březen 2022, z Sbírka listin LESS & TIMBER, a. s.: <a href="https://or.justice.cz/ias/ui/vypis-sl-firma?subjektId=64337">https://or.justice.cz/ias/ui/vypis-sl-firma?subjektId=64337</a>
About the company - the story of the Čáslav sawmill	LESS & TIMBER, a. s. (nedatováno). <i>O společnosti - příběh píly Čáslav</i> . (LESS & TIMBER, a. s.) Získáno 20.. prosinec 2021, z LESS & TIMBER: <a href="https://lesstimber.cz/produkty-">https://lesstimber.cz/produkty-</a>



	<a href="#">drevo/reference#</a>
News - wood industry	Silvarium.cz. (26.. červen 2018). <i>Zprávy - dřevařství</i> . Získáno 19.. prosinec 2021, z Silvarium.cz: <a href="https://www.silvarium.cz/lesnictvi/skupina-less-zmenila-majitele-faituv-fond-ji-prodal-prosperite">https://www.silvarium.cz/lesnictvi/skupina-less-zmenila-majitele-faituv-fond-ji-prodal-prosperite</a>
ECONOMIST: Babiš could take over the failing Less holding.	Hospodářské noviny. (13.. říjen 2012). EKONOM: Krachující holding Less by mohl převzít Babiš. (M. Mařík, Editor) <i>Hospodářské noviny</i> . Získáno 22.. prosinec 2021, z <a href="https://byznys.hn.cz/c1-57888980-ekonom-krachujici-holding-less-by-mohl-prevzit-babis">https://byznys.hn.cz/c1-57888980-ekonom-krachujici-holding-less-by-mohl-prevzit-babis</a>
Production facilities, sawmill Dlouhá Ves near Sušice	LESS & TIMBER, a. s. (nedatováno). <i>Výrobní provozy, pila Dlouhá Ves u Sušice</i> . (LESS & TIMBER, a. s.) Získáno 20.. prosinec 2021, z LESS & TIMBER: <a href="https://lesstimber.cz/vyrobní-provozy/pila-dlouha-ves-susice">https://lesstimber.cz/vyrobní-provozy/pila-dlouha-ves-susice</a>
List of members	Asociace lesnických a dřevozpracujících podniků. (nedatováno). <i>Seznam členů</i> . (Asociace lesnických a dřevozpracujících podniků) Získáno 20. prosinec 2021, z Web ALDP: <a href="http://www.aldp.cz/seznamclenu">http://www.aldp.cz/seznamclenu</a>
LESS & TIMBER Research Case Study	Vavrečka, V. (2021). <i>Výzkumná případová studie: LESS &amp; TIMBER</i> .
CZ-NACE C - Manufacturing industry	CZ-NACE. (nedatováno). <i>CZ-NACE C - Zpracovatelský průmysl</i> . Získáno 19. prosinec 2021, z CZ-NACE: <a href="http://www.nace.cz/C-zpracovatelsky-prumysl">http://www.nace.cz/C-zpracovatelsky-prumysl</a>
Price development of logs and lumber	Dřevařský magazín. (červenec 2021). Cenový vývoj kulatiny a řeziva. (F. Novák, Editor) <i>Dřevařský magazín</i> . Získáno 22.. prosinec 2021, z <a href="https://drevmag.com/cs/2021/07/02/cenovy-vyvoj-kulatiny-a-reziva-14/">https://drevmag.com/cs/2021/07/02/cenovy-vyvoj-kulatiny-a-reziva-14/</a>

### 9. Experience using the case

A teaching case study in the teaching of full-time bachelor's students in the 2021/2022 semester of Marketing and Marketing Communications. The case study was solved in individual parts, where the students first familiarized themselves with the text, prepared their answers to the questions, and then the answers and comments of the students were presented and discussed through a guided group discussion. Due to the length of the educational case study, its solution in individual parts seemed appropriate.

In the case of some terms, it was appropriate to provide the students with their terminological clarification (e.g. causal and effectuation approach).

For the processing of the teaching case study, it is advisable to set aside a time subsidy in the range of approximately 4 to 5 teaching hours. However, the time allocation needed may vary depending on the breadth, depth and form of group discussion management.

### 10. Other (author's notes, other messages and instructions)

A limitation for the use of educational case studies can be the level and profiling of knowledge of their solvers. This limitation can be overcome by explaining the necessary terms and context (see point 9).

Source: Own processing according to Mareš (2016)

