

Application Exercise: “Space Wars”

“Space Wars” Background

- Vintage Partners (VP), a global consulting firm, has offices worldwide.
- VP has fairly decentralized decision-making with each office’s Managing Partner having wide latitude to run the local office to hit revenue and profitability targets set at global HQ.
- The Boston office lease is expiring at year end, with an option to renew the 100,000 sf space at \$65/sf for another 5-year term.
- Class B downtown space goes for \$50/sf, and outskirts of town goes for \$40/sf for Class A space.
- The option to renew expires in two months (and all presumed the firm would renew up until recently).
- Given recent events, the firm is reconsidering its leasing options.



“Space Wars”: The stakeholders



Liz
CEO
Global HQ



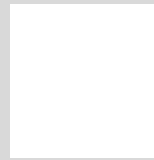
Ben
VP, Finance
Local office



Mark
VP, Operations
Local office



Danny
Managing Director
Local office



Howie
Finance Director
Local office



Max
IT Director
Local office



Jackie
VP, Sales
Local office



Vivian
VP, Human Resources
Local office

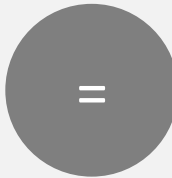


Lisa
Talent Director
Local office



Space Wars:
*Should we
move?*

**GLOBAL
HQ**



Liz, CEO

**LOCAL OFFICE
MANAGEMENT**



Danny, Managing Director

FINANCE



Ben,
VP Finance



Howie,
Finance
Director

SALES



Jackie,
VP Sales

OPERATIONS



Mark,
VP Ops



Max, IT
Director

HR



Vivian,
VP HR



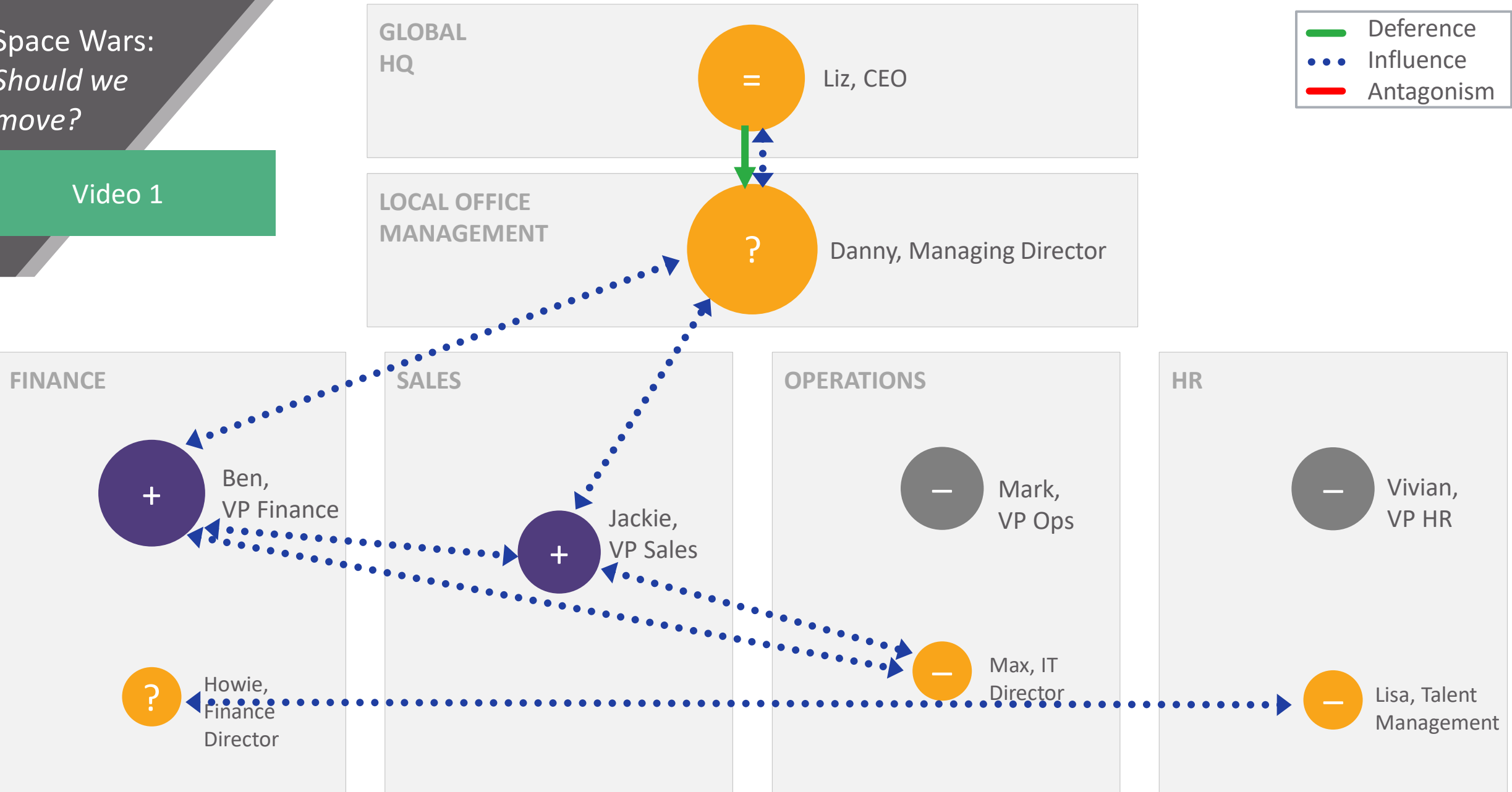
Lisa, Talent
Management



“Space Wars” Stakeholder Maps

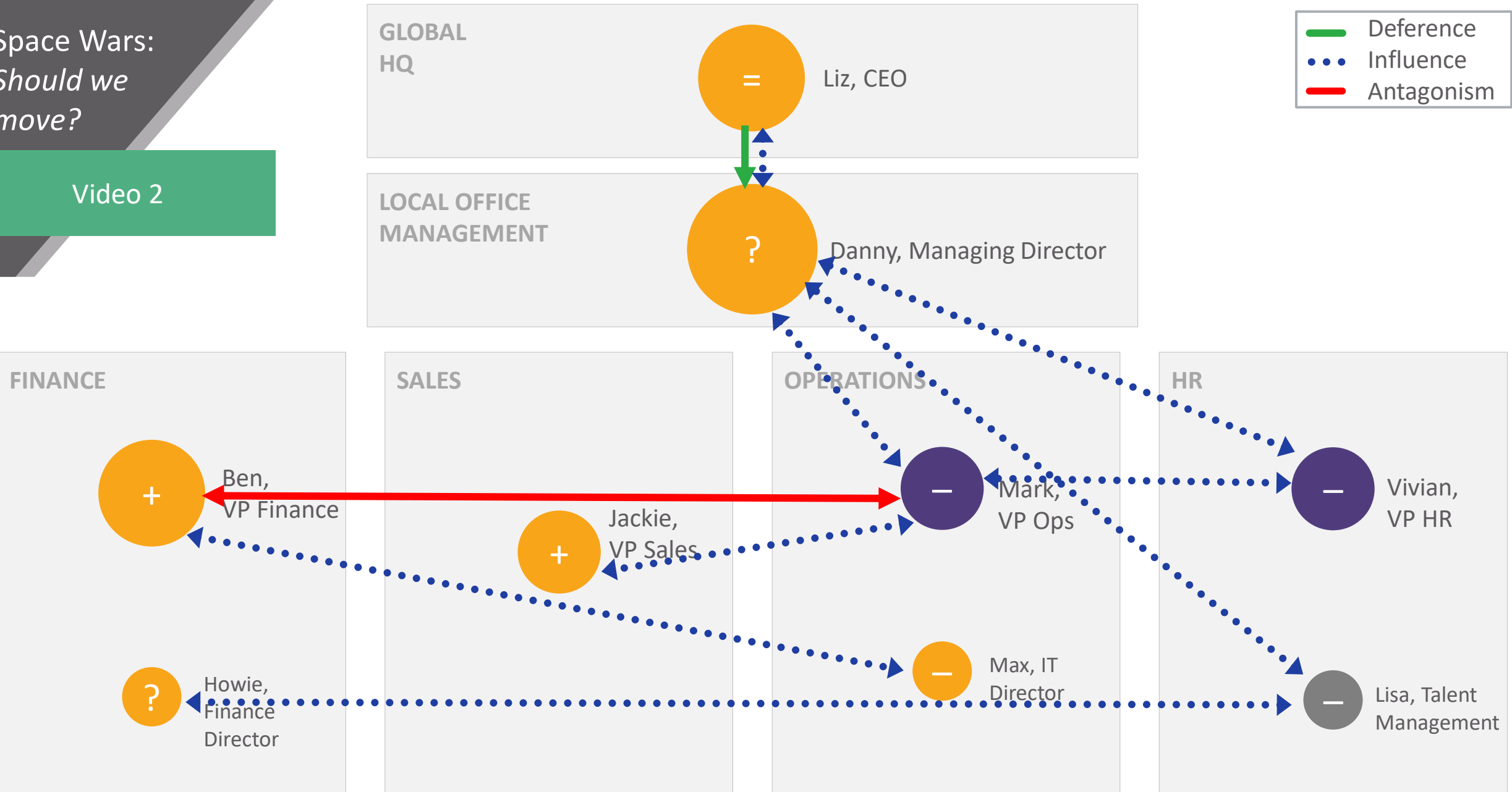
Space Wars: Should we move?

Video 1



Space Wars: Should we move?

Video 2



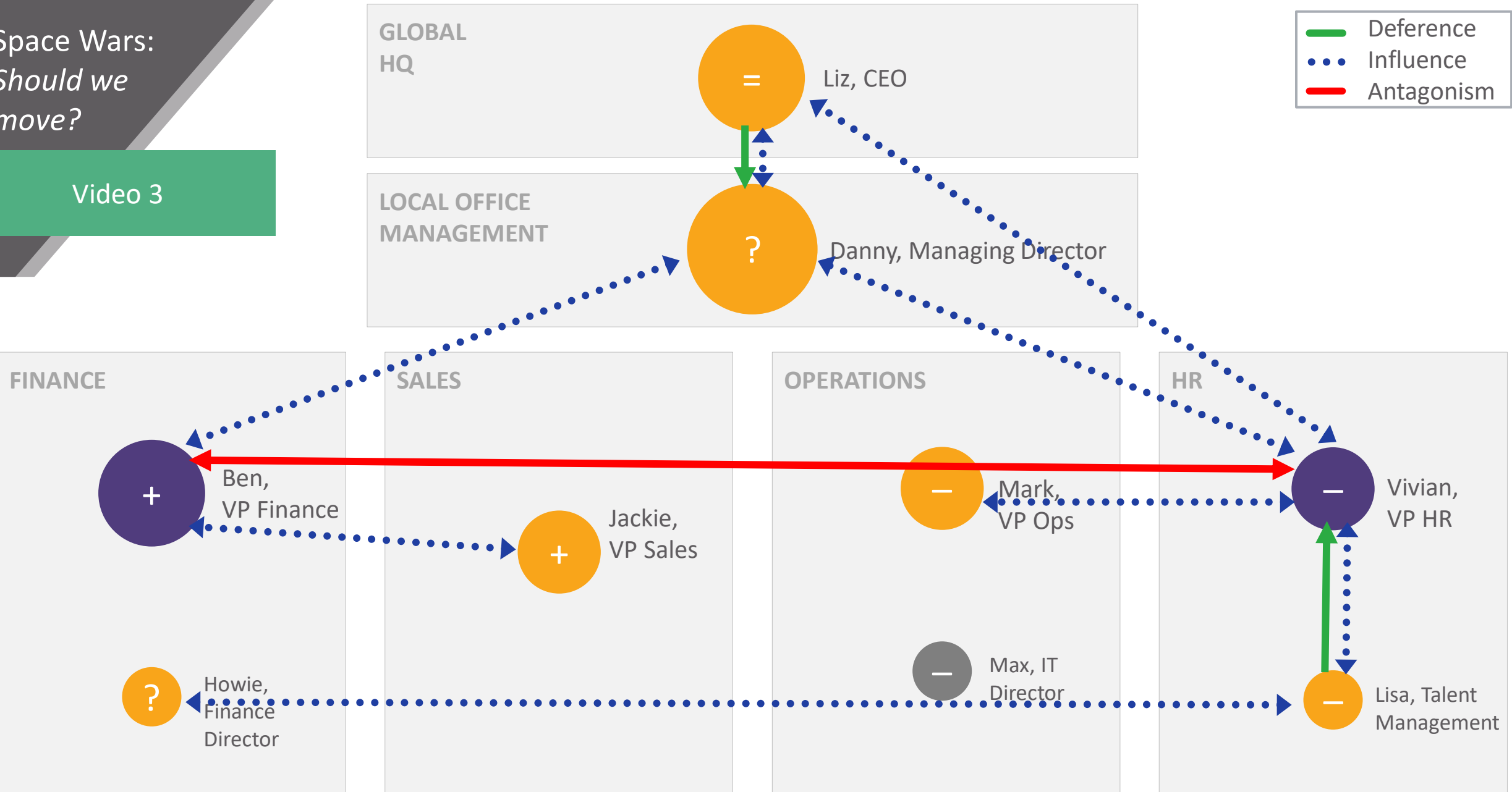
Legend:

- Deference (Green solid arrow)
- Influence (Blue dotted arrow)
- Antagonism (Red solid arrow)



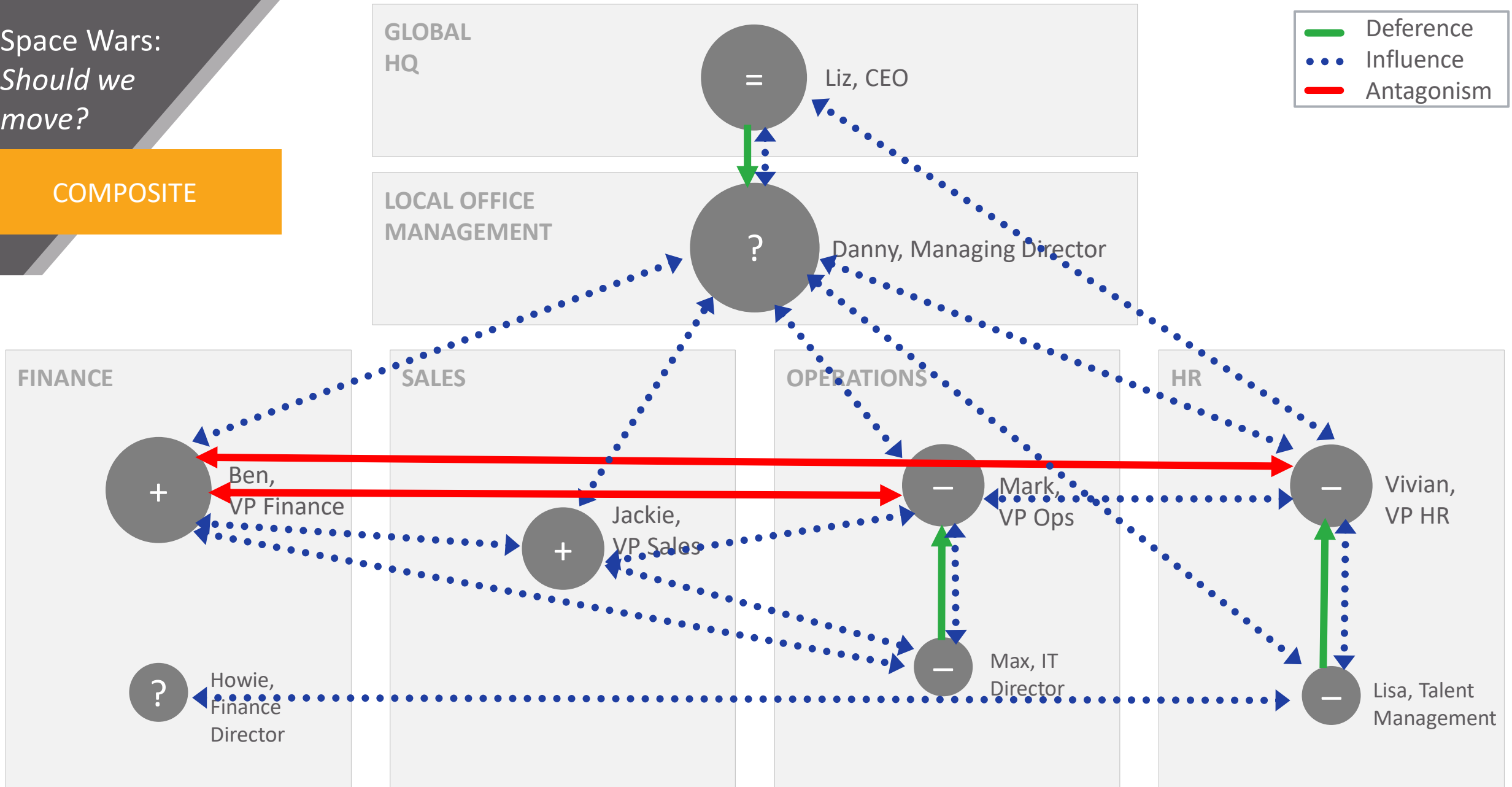
Space Wars: Should we move?

Video 3



Space Wars: Should we move?

COMPOSITE





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