



## Leadership Crisis Challenge: Timora International

You and your team are executives at Timora International (Timora), a \$500 million boutique hotel company with a global presence. The company's ambitious foray into ecotourism has led to a financial crisis that threatens Timora's very future. Your team has been assembled after the previous project team was found to be mismanaging the budget. It is up to you to determine how to deal with this crisis. The documents included in this packet will help you analyze the situation and determine a path for moving forward.

Your team is composed of the following members:

1. **Alex Owens:** Marketing and Communications Manager
2. **Blair Manzella:** Finance Manager
3. **Pat Wolski:** Human Resources Manager
4. **Devon Delpriore:** Operations Manager

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©2014-2021 The William Davidson Institute. Professor Susan Ashford, Michael & Susan Jandernoa Professor of Management and Organizations at the University of Michigan's Ross School of Business, and Research Associate Sergei Kolomeitsev originally developed this case. Ross MBA students Lizzie Reisman, Max Joseph, Jr., and William Hedberg significantly redeveloped the case in 2013 and they thank Jilly Badanes and Greg Perlstein for their leadership and support. Professor Ashford updated the case again in 2021. While based on current industry trends, data about financials, typical executives, board members, and the country where the case is situated, this case is largely a work of fiction. It is intended for instructional purposes only and is aimed at helping students grapple with the dynamics of crisis management. All currency references are in US dollars unless otherwise indicated.

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