

Statement of Qualification
Change Leadership

High Growth Manufacturer of Audio Accessories Expands Product Lines

Engagement Description

Developed new systems, structures and processes to help sustain double digit revenue and profit growth. Coached executive team in developing more effective interactions.

Situation

This client was very successful, experiencing double digit revenue and profit growth. However, the entrepreneurial culture that initially made it successful had outgrown its usefulness and had actually become a deterrent to future growth.

The company needed systematized product development and sales promotional processes. Initiatives were not coordinated nor were the resources to support them. Customers were receiving products and promotional material as promised, but due mainly to heroic efforts from employees and staff. The pressure was building. Mistakes were occurring with increasing frequency. The executives were concerned that they would soon lose customers.

The CEO had hired new members to his management team. There were differences in styles, vision and philosophy that were slowing decision-making. The newer executives were frustrated with the lack of sophistication in the marketing and information systems areas of the business, while the older executives were frustrated with the new executives' lack of understanding of the product portfolio and customer requirements.

Solution Development

Solutions conducted a cultural alignment assessment. The purpose of the assessment was to evaluate the degree to which the structures and processes were supporting the organization's business objectives. The assessment revealed a fragmented leadership team. Solutions led a process (including a two-day offsite, followed by personal coaching from Solutions) that developed a new set of leadership behaviors. The executives clarified the mission,

vision and values of the company. Each executive took ownership in communicating that to the rest of their staff and began modeling new behaviors. Solutions continued to personally coach each of the executives to institutionalize those new behaviors.

Once the mission, vision and values had been clarified, new systems and structures were developed to support the business objectives. Solutions facilitated three initiatives to develop new processes. The first initiative focused on designing and implementing a product management process. The second initiative focused on improving the sales promotional process. The focus was developing a means to allocate a \$12M spend pool. The third initiative focused on restructuring the IS department to enable it to develop the information systems required to support the product management and sales initiative as well as other executive reporting systems.

In each of these initiatives, Solutions led a team of the client's employees to engineer the process and define the roles of all relevant stakeholders. Solutions designed and led structured communications to ensure that all affected parties understood the new workflows and their new roles. The communications sessions provided a means to solicit input, to fine-tune the processes and develop the commitment to implement these new processes in a change resistant culture.

Summary of Results

- 20+% growth in revenues and earning
- Disruptive conflict among the executive team eliminated
- Two major brand categories added (on top of a base of 2...a 100% increase)
- Established control over a \$12M spend in sales promotions