



## Success Stories: synopsis of selected past projects.

### 1) Initiatives Behind Plan: Strategic, Post-M&A, & Joint Ventures

**Aramark had purchased the \$2B Mgt Svcs. division of ServiceMaster for \$800M. The strategic intent of the purchase was not being realized due to infighting between the blended executives.**

**Successful post-merger culture integration of the Aramark - ServiceMaster executive teams. Redesigned the BU based on execs culture preferences. Won Chairman's award the following year for outstanding BU performance.**

**The SPX corporate IT function was severely clashing with acquired company IT organizations. The President/CEO was fed up. Gave Corporate IT 1 year to change its culture or be outsourced.**

**Post-acquisitions Culture Change of IT organization from expert to customer service. Culture was flipped 180 degrees**

**McDonalds, following the trend, outsourced the Facilities Mgt Division to vendors, and initiative was failing. Incumbent managers, had difficulty managing vendors; they were used to execution.**

**Identified the culture required by the new outsourcing model. Compared incumbents to that model. Reassigned responsibilities, & reorganized jobs based on cultural preferences. Project was expanded to Customer Service, Records Mgt, & Telecom**

### 2) Poor Performance: Company, Team & Individuals

**A key Accenture strategy was to become Microsoft's preferred system integrator. Together they formed a strategic alliance & a joint company, Avanade. However, there were culture clashes within the alliance which needed to be mitigated.**

**Defined 1. The current Accenture / Microsoft alliance culture, 2. The 'Ideal' culture, 3. Each member's preferred culture, 4. The shared culture of top performers, 5. Showed how alliance members match up to ideal culture, and 6. Identified ways to make the Microsoft/Accenture team perform better.**

**Reyes Holdings had purchased Martin Brower. Goal was to improve performance for major customer (McDonalds) by identify culture differences between executive, manager and direct labor levels.**

**Performance Improvement: Culture and Mindset were basically aligned across levels, but the magnitude or strength of culture varied. The issues Sr. Mgt considered important were not judged similarly by lower levels.**

	<p><b>EGP Owner/President was concerned that foreign born managers did not fit American and company culture, which caused poor performance &amp; hourly turnover.</b></p>	<p><b>Performance: Culture analysis indicated culture fit of national &amp; company cultures. Problems caused by Peter Principle-- Capability gaps.</b></p>
<p><b>3) Top Performing Culture: Identify, Replicate, &amp; Recruit</b></p>	<p><b>Guardian's new President had to change the sales culture to ensure the success of his new products strategy.</b></p> <p><b>HOSTS Learning's national sales team was experiencing dramatic turnover as it had to sell at the state level due to change in National Education Policy.</b></p> <p><b>Claymore's new Sales VP &amp; former client, wanted to replicate the HOSTS success. Wanted to upgrade the Sales force based on the profile of top performers.</b></p>	<p><b>Transformed Sales organization to Solution Sales from Commodity Sales, based on the culture profile of top sales performers. As a result, company was far less affected by the recession than competitors.</b></p> <p><b>Dramatically reduced sales turnover by identifying culture of top sales producers, and promoting sales support staff with same profile, who were instantly successful.</b></p> <p><b>Recruiting: identified profile of top sales personnel.</b></p>
<p><b>4)Planning: Strategic, Integration &amp; Brand</b></p>	<p><b>Cabot Microelectronics, a spin-off from Cabot Corp, was opening a new plant in Korea.</b></p> <p><b>Land O'Frost ownership was planning future acquisitions, &amp; wanted targets to fit the existing culture as much as possible</b></p> <p><b>New Lifeway CEO was driving a fresh strategic direction &amp; authorized a strategic Marketing &amp; Branding initiative</b></p>	<p><b>New Culture-International: Defined the differences between American &amp; Korean cultures &amp; made recommendations for new plant.</b></p> <p><b>M&amp;A Prep: Analyze the culture profile of the executive team in anticipation of acquisition. Identified culture map, but discovered the exec team did not have the bandwidth to integrate an acquisition.</b></p> <p><b>Strategy--Branding: identified culture as a basis for establishing the corporate brand &amp; market strategy</b></p>