

The scenario

Chapter 12

14 min read

You are a member of the executive board of a huge conglomerate focused on facilities management. You're attending a meeting of a wholly owned subsidiary company with their executives. You're on a fact finding mission, trying to determine what the future of this subsidiary is.

There has been some recent positive noise about the subsidiary from analysts and also some interest by third parties in potential acquisition. This company offers a single product which is a software system that monitors a data centre's consumption of power in order to determine whether it is being used effectively. The product is known as *Phoenix*.

The Company

The CEO introduces the company and their vision to provide customers with the best tool in the market for reducing power consumption and improving environmental performance. The CEO talks about their mission to *"help reduce IT's impact on the planet"* and there is noticeably a great sense of pride and self belief within the group. The CEO reiterates their core values in a presentation. The values are described as being instrumental to the company's success and they include *responsibility, integrity, transparency, compassion, empathy,*