



Company:
Openworks

Industry:
Commercial Cleaning
& Facilities Services

Employees:
100

Locations:
21

Case Study: Creating a Baseline for Culture and Growth

Situation:

OpenWorks, a commercial cleaning and facilities services management company with hundreds of franchise locations across the United States, has grown tremendously over the past four years. While growth is of course a positive thing for any business, it also creates a unique set of challenges. Externally, extreme growth may challenge a businesses' capacity or resources necessary to perform services. Internal challenges may also arise in areas such as hiring or maintaining (or creating) a cohesive culture across the organization.

By securing the help of ETW early on, OpenWorks would find that these growing pains did not affect them nearly as much as they could have expected. ETW's guidance also allowed OpenWorks to set a baseline for creating a culture that is cohesive between every one of their locations.

"If growth is the enemy of culture, ETW has allowed us to create a like culture in each of the offices we've opened. I can walk into our farthest office and know what to expect culture-wise"

—David Bosley *Executive Vice President, OpenWorks*



Impact

Implementing the ETW system has contributed to the success and sustainable growth of OpenWorks since 2012. While OpenWorks remains in growth-mode, ETW has helped to maintain consistent, continued and significant performance improvements. Key areas impacted by ETW include:

- **Goal-setting:** ETW forces you to think critically about the business and set tangible goals for what good looks like in the organization.
- **Total strategic alignment:** ETW helps the OpenWorks vision to distill down throughout the entire organization so that everyone from the CEO to front-line employees are on the same page.
- **Performance management:** OpenWorks conducts all reviews through ETW whether as a weekly scheduled interaction or formal quarterly or year-end reviews. By keeping all this information in one place, ETW helps OpenWorks manage their business better.

2012 vs. 2016

Due to the uncovered capacity and efficiency created by ETW, OpenWorks employees increased outbound contacts by nearly **900%**, thereby increasing appointment numbers by over **150%**.

OpenWorks submitted more than **3X** the amount of proposals in 2016, resulting in more than a **300%** increase in revenue.

2012 vs. 2016's results show sustainable

GROWTH

over a 4-year period

Since the start of implementing ETW in 2012, OpenWorks has effectively quadrupled their sales effort, doubled the output and doubled their sales, all while developing and maintaining a consistent company culture across all franchise locations.

"ETW has paid for itself many times over."

—David Bosley *Executive Vice President, OpenWorks*



Align Engage Perform

About ETW

ETW provides a platform to track, evaluate and measure employee performance against the major objectives of the organization. Easily execute and translate long-term strategy into clear, actionable goals. With ETW you can effectively communicate the company's roadmap to success and engage everyone throughout the organization with that roadmap. Using ETW your organization can connect employees to strategy and culture to drive sustainable winning results.

For more information or to achieve similar results in your organization please visit www.etw.com