



**Company:**  
ChemCare, a  
division of Univar

**Industry:**  
Chemical  
Distribution

**Service Line:**  
Chemical Waste &  
Disposal

**Employees:**  
130

## Case Study: Chemical Distribution Turnaround

### Situation:

A \$3B+ global chemical distribution organization was facing high employee turnover, organizational changes, and challenges communicating strategy to all levels of the company. Made up of 130 employees, their chemical waste and disposal service line was underperforming other divisions. With a lack of clear accountability or engagement, senior leadership had no way of knowing why results were or were not being achieved. Meetings were held sporadically, with no straightforward purpose or format, and the majority of the organization's employees did not have specific, measurable goals. Without a clear management operating system, there was little to no visibility on the progress of strategy.

Through engaging ETW, the organization accomplished:

- EBITDA growth from -6.3% to 27% within one quarter
- 22% growth in revenue
- 19.5% growth in profit



## Milestones

- Spring of 2014-  
Implementation of ETW
- January 2015-  
ChemCare business unit  
2015 Execution Plan  
established in ETW
- January 2016-  
ChemCare business  
exceeded revenue and  
RGM budget and met or  
exceeded established  
objectives and KPI's

## Implementation:

With the implementation of the ETW Management Process, the organization successfully built out an execution plan with the senior leadership team. Major objectives were created, and performance requirements were then linked to strategy. In addition, each employee would participate in a new monthly management cadence. By utilization of ETW, Univar was able to communicate more clearly and more consistently the strategy through all levels of the organization.

ETW's alignment tool creation also proved to be highly beneficial. Working together, ETW and Univar leadership pinpointed the behaviors in culture that best aligned with a successful strategy. By conducting a "Winning Behaviors" survey with employees, the teams facilitated the creation of a company mission, vision, behaviors, and leadership traits, and also introduced the concept of intentional culture.

**The following page highlights the results of the implementation process.**

# 33%

of employees had specific goals connected to strategy

# 13%

of managers scheduled regular meetings to discuss goals

## Month One

### Introduced ETW

# 96%

of employees had specific goals connected to strategy

# 75%

of managers scheduled regular meetings to discuss goals

## Month Ten

- Total pipeline has grown to \$115M: 10X the 10% YOY anticipated growth rate
- Return on Capital at 368% (Annualized EBITDA/WC)
- Net Promoter Score highest among all business units

## Financial Results

Company (USD M)	Q1		Q2		Q3		Q4	
	Act	vs '13	Act	vs '13	Act	vs '13	Act	vs '13
Revenue	\$25.3	(6.8%)	\$27.7	(5.1%)	\$31.4	(17.2%)	\$32.4	(10.2%)
Gross Profit	\$7.9	(2.7%)	\$8.5	(2.5%)	\$9.6	(17.0%)	\$10.1	(17.4%)
EBITDA	\$4.3	(8.0%)	\$4.9	(6.4%)	\$5.8	(27.4%)	\$6.1	(19.6%)

**"ETW has proven to be critical to our success because we now have a system which allows us to create a precise business plan, divide the key elements of that plan up between key players then ensure each player and their teams focus on execution of the plan.**

Following the ETW platform and model, each key player meets regularly with their team to discuss results to goal for their objectives, and the meeting is driven by reviewing each player's ETW objectives with the entire team. By doing so each member has an enhanced accountability and better understands their respective responsibility to achieving the overarching goal of the entire business unit. With ETW, team members now strive to meet their objectives in order to drive the entire business, which has definitely helped us all achieve better results in the end."

**Ray Cook, CHMM**

Operations Manager , US ChemCare

## 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](http://www.etw.com)**