

Chemical Distribution Turnaround

Results:

- 20%+ Sustained EBITDA Growth
- Highest NPS Scores (Cust. & Empl.)
- 4,000%+ ROI in First Year

Situation:

Organization:

- Parent company is a \$3B+ global chemical distribution organization with 10,000+ employees
- ETW was implemented in the chemical waste and disposal service line of the organization with 130 employees

Background:

- Worst performing part of the organization
- Frequent senior leadership changes
- Lack of clear accountability and follow-up
- Senior leadership did not know why results were or were not being achieved
- Meetings did not have a clear purpose or format
- Majority of employees did not have clear measurable goals
- Managers did not have a clear management operating system
- Strategy was not clearly communicated to front line employees
- No clear visibility on the progress of strategy

Implementation:

ETW Management Process:

- Built out Execution Plan with senior leadership team
- Created Major Objectives and Performance Requirements linked to strategy
- Introduced monthly management cycle in which all employees participated in

ETW Alignment Tool Creation:

- Conducted "Winning Behaviors" survey with employees
- Facilitated the creation of a Mission, Vision, Behaviors and Leadership Traits
- Introduced intentional culture

Align • Engage • Perform

