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Case Study

High-Tech Manufacturer

Situation

A high-tech manufacturing company was tasked by its Board of Directors to achieve strong growth levels within seven years. The company needed to grow from \$20 million in revenue with 100 employees to \$100 million and approximately 200 employees. The company lacked clarity on the specific steps necessary to achieve the strong growth levels, but understood the need to differentiate the company within the marketplace. The company had an advantage in their unique manufacturing process, but little history of marketing within its crowded industry.

White Rabbit Group Action

After attending a White Rabbit Group “Own Your Brand!” presentation, the CEO determined that Brand Ownership was the missing component to fueling the company’s growth and achieving its goals. The company engaged White Rabbit Group to identify its different and relevant Brand Promises. Through the Brand Discovery™ process, the manufacturer determined its Brand Promises to be: Smart people. Working fast. Customer-focused.

White Rabbit Group then began to assist the company’s leadership with the first step in brand implementation: Organizing the company to deliver on its Brand Promises. First, the company’s current ability to deliver on its Brand Promises was assessed and the areas for improvement identified. Next, White Rabbit Group and the company’s management team identified Brand Critical Standards: The standards of performance for each department that lead to delivering on the Brand Promises. Once the agreed-upon standards were determined, they were rolled out to the entire organization. This included incorporating the Brand Critical Standards into each employee’s job description, performance review, promotion, and bonus.

To facilitate the transition of using Brand Critical Standards to lead the company, White Rabbit Group trained the leadership team in how to “read” situations, apply the correct leadership style and improve communication. Each manager also received one-on-one coaching to assist them in developing the processes to meet, or exceed, their department’s Brand Critical Standards.

Outcome

The high-tech manufacturer experienced a radical cultural shift from a product-focused organization to one of promise-fulfillment. Focusing on the Brand Promises to its customers brought clarity to the organization as a whole and specifically informed successful marketing and sales initiatives.

Unified around delivering on its Brand Promises, all activity focused on achieving the Brand Critical Standards in their respective departments. Management now had a common vision and the leadership knowledge necessary to execute; creating a culture where each employee understands exactly how their job contributes to the organization’s success.