

THE FACTS ARE IN: OUR RESULTS SAY IT BEST

Case Study 1

VQ Interactive Solutions

Situation:

VQ Interactive is an international telemarketing firm whose objective is to supply the B2B segment with high-quality telemarketing services for out-sourced sales or marketing research. They were experiencing a high turnover of staff at a rate of 70%. Because of the high level of training they provided, this translated into a rate of 1.5 times salary for each person who quit.

Methodology:

Vantage provided a benchmark analysis for the telemarketing positions. This included identifying core competencies (skills and behaviors) needed for success in the position. Prior to working with Vantage, VQ Interactive did not use any behavior assessments for hiring, nor did they know how to measure for behaviors.

Recommendations:

Based on our benchmark analysis, Vantage recommended a three-part assessment that included behaviors, values, and sales strategy. This was matched to the benchmark for the best job fit when hiring. Along with that, Vantage provided behavioral interview questions for all interviewers at VQ to help them dig deeper to root out any problematic candidates. We also recommended a rating guide for each interviewer so notes could be compared prior to any hiring decision.

Results:

The results say it best from VQ's CEO:

"We have been working with The Vantage Group for four years and what it has meant to us in choosing the right candidate for positions and developing those people has been enormous. With their help, we have cut the cost of turnover by 60% thus helping with our bottom line expenses and above all choosing the right people for positions within the company."

– Gary Miller, CEO, VQ Interactive Solutions

This translated in a reduction of turnover from 70% to 20% and an average annual cost savings for recruitment and training of \$255,000.

Case Study 2

Heeren Brothers Produce

Situation:

The Executive Team of a Food Distribution company experienced difficulty in setting goals and executing their strategic plans. Meetings were unproductive and resulted in lengthy discussions and time lost in solving problems. The company was faced with numerous issues relating to personnel, facilities and marketing strategy.

Methodology:

Vantage conducted DISC assessments on the executive team and discovered they were all similar in problem-solving styles. They required a great deal of data before having the confidence to move forward in solving problems. While skilled at asking questions and gathering data, they fell short on developing action plans.

Recommendations:

Based on what we discovered, we taught the executive team how to structure meeting agendas to include the problem solving skills they lacked in their team. We had them conduct several meetings with the new process to help guide them in practicing the new methodology. We also facilitated a strategic planning retreat to address the critical issues they were facing as a company.

Results:

Once they implemented their new meeting structure, the team became far more productive, and have just completed the construction of a new and very needed 120,000 square foot facility for the growth they were experiencing. Key personnel changes were implemented allowing the CEO to build a team to manage the growing and diverse needs of the company. They have completed two key strategic planning sessions, and are on track to meeting each of the goals they set.

The CEO stated *"The changes and counsel we received from Vantage has been critical for our success and growth."*

–Harold Roy, CEO

Case Study 3

Zeeland Farm Services

Situation:

The third generation of an international grains exporter and broker was not prepared to take on the leadership of the company once the CEO and Operations President retired. While the third generation was competent in their particular tasks, the CEO recognized the need to coach and stretch the next generation to take on more leadership roles. The CEO was also concerned that the values he had established during his time as CEO were adequately communicated.

Methodology:

Vantage met with the family members to assess their knowledge of the core values and what succession meant to them. That process revealed that there were quite a few unanswered questions regarding succession expectations, timeline, and roles for each of the family members. We also assessed the family members with a 360 questionnaire and determined that there was great potential with the next generation and they simply needed to be exposed to modern management practices to help grow their professional competencies.

Recommendations:

Based on what we discovered, we met with the family over several months to help them draft a family charter that addressed each of their questions. The family charter was then turned over to financial planners and attorneys to draft succession plan documents and assess any tax implications related to the charter.

We next began coaching two-third generation family members and focused on areas such as employee management, effective communication, financial analysis and strategic planning.

Results:

Over the course of three years, the next CEO has been identified and has closed most of the gaps on his 360. The coaching also revealed the necessity of the next CEO to pursue an MBA, which has been completed as part of his plan. The other family member has moved from doing one task in the company, to taking on an expanded role as one of the executive team. He has also been placed in charge of a new plant purchase in another state, and is viewed by the other family members as the individual to head up the family meetings and set the agendas. His leadership abilities have enabled the company to expand and increase profits significantly.

These expanded roles have allowed the current CEO to step away from the company several months out of the year with the confidence that the business will run smoothly while he is gone, or when he retires.

Case Study 4

Juvenile Diabetes Research Foundation (JDRF)

Situation:

The Juvenile Diabetes Research Foundation International is the leading charitable funder and advocate of type 1 (Juvenile) diabetes research worldwide. The mission of JDRF is to find a cure for diabetes and its complications through the support of research. JDRF, then known as the Juvenile Diabetes Foundation (JDF) contracted Vantage to help reposition the organization to increase growth and donor revenues. For many years donations had remained flat at around \$40 million.

Our objectives were two-fold. Examine how to best reposition JDF for growth and help them realize growth in donations to fulfill their charter to find a cure for diabetes.

Methodology:

Vantage first conducted a national research project that encompassed regular donors, stakeholders and the general public to find out impressions of JDF vs. its main competitor, the American Diabetes Association.

The findings were startling. While most of JDF's finances were dedicated to research, the general public and major stakeholders thought that JDF was mostly about education, while they believed ADA was actually giving money to find a cure. In reality, the opposite was true.

There were some key areas that were sending out mixed signals to their stakeholders. First, they marketed heavily to groups who are mostly known for type 2 diabetes. While this brought in 20% of their revenues, it was not helping their positioning with type 1 advocates.

Recommendations:

Based on the findings, Vantage recommended that JDF drop type 2 stakeholders and concentrate all marketing efforts on type 1. This was more compelling to contributors mainly because people like to give to organizations that help children. Next, we recommended a name change to JDRF to include "research" in the name. This would serve to reinforce their support for research and take the emphasis off education. Finally, we recommended that



their messaging, taglines and advertising always focus on “dedicated to finding a cure.” This is the messaging they continue to use today.

Results:

As noted in their fiscal year 2008 annual report, the year after implementation of the new strategy was a record year for JDRF financially. Total public support and revenue was \$232 million, enabling the organization to fund more than \$156 million in research. That compares with \$137 million in the previous fiscal year, and only \$40 million just 10 years ago.

If you are interested in realizing these results and more, contact us today to find out how we can help you achieve your goals. Call us at 616.676.3330 or email us at info@vantagegroupinc.com.