

Case Study

- Customer – European Tier 1 & Tier 2 Supplier
- Area – All North American Region
- Main Issues
 - Unacceptable profitability position in North America
 - No American regional structure in place with all functions reporting back to EU
 - No regional teamwork or synergy
- Results
 - ☑ Sustainable 6% EBIT improvement with North American results from break-even in one year to 6% EBIT the following year
 - ☑ Created a cohesive and flexible regional team in a structure that created the correct blend of autonomy, teamwork and synergy
 - ☑ After elimination of restructuring cost, payback for investment in Spectrum was four months
- Actions
 - Spectrum engaged in a North American top leadership position
 - This position reported to the CEO in Europe
 - Spectrum restructured the North American organization
 - This was accomplished in six months
 - Multiple positions were eliminated
 - Multiple positions and people were added to the organization