

case study | Iglo Group

Creating a competitive, collaborative culture to enable growth



"2011 was our best year yet. We achieved our fifth consecutive year of core category sales and EBITDA growth and delivered on all of our financial targets. The acquisition of Findus in Italy has been transformational and I am proud of the management team's ability to integrate a large-scale business. We are Europe's leading 'pure-play' branded frozen food business, with all three businesses delivering net sales growth."

— Martin Glenn, CEO, Iglo Group

Iglo Group (formerly Iglo Foods Group) is the market-leading frozen foods business in Europe, operating in 11 countries across Europe. It acquired the Italian Findus business at the end of 2010, making Iglo a truly European business. With a relatively new executive team and an ambitious plan to create a centralized product and marketing function, Iglo Group had a clear need to create a common culture, based on speed, high performance and collaboration, across the group.

Senn Delaney was engaged to help CEO Martin Glenn create a high-performance culture throughout the company to support the ambitions of aggressive top-line growth and improved synergies and productivity.

Among the challenges that had to be addressed:

- There was a matrix organization that needed a common language and values to enable idea sharing, leveraging best practices and making decisions across the enterprise.
- An expanded leadership team, with new members, needed to be aligned around the common culture.
- Multiple legacy cultures, especially at the top, had to be integrated.
- A new acquisition, Findus, needed to be integrated.

Results desired from the culture shift:

- create a distinctive, high-performance culture throughout organization to enable growth strategy
- foster a culture of outward competitiveness and inward collaboration to enable achievement of business goals and effective operation in the matrix

- connect people with the compelling purpose of the business
- capture the spirit of the organization and inspire everyone
- create an environment of teamwork, focus and decisiveness, not just at times of crisis but during usual business operations
- create a positive energy to enable top-line growth

Senn Delaney worked with Glenn and the executive leadership team to create a fresh set of values, called PACE (Performance, Ambition, Collaboration and Energy), aligning the whole organization around these values and focusing the business on key areas that would make the most difference in achieving Iglo's ambition. Within a year, the company grew at a rapid pace to become a European sector leader. Glenn credits the creation of a clear, unifying purpose, and the work to define and bring its core PACE values to life throughout the organization. This has created a culture that has been a key enabler for success.

The culture-shaping work contributed to several results:

- better decision making and sharing of ideas, enabling the Findus acquisition to be quickly integrated
- record financial performance in 2011
- increased employee engagement increased
- achieved market share growth in all but one of its markets
- named Food Manufacturing Company of the Year in 2012 by the Food Manufacturing Excellence Awards in recognition for its all around excellence, innovation and impressive business performance

learn more about Senn Delaney

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