

An Extensive Partnership

THE CLIENT

A multinational packaging company partially owned by a mid-market focused private equity firm. This over-5,000 employee company was created in 2016 from several companies and has since seen further inorganic as well as organic growth. Through the course of their engagement with JMReid Group, the company has matured from \$800M to more \$2B in annual revenue.

Pain Points:

- Siloed business units
- Misaligned strategy and sales approach
- Inadequate processes
- Biased performance management

Key Outcomes:

- Defined sales structure and process
- Cohesive culture
- Clear expectations
- Client satisfaction

CHALLENGES

The series of mergers and acquisitions that formed this company resulted in misaligned systems, varied approaches to market, separate cultures, and a hyper-local focus.

An opportunity existed to create a relevant multinational brand that could focus on innovation and scale in the packaging space, but the organization was not prepared to seize the moment without maturing the systems, processes and mindsets of its people.

GAPS

Due to the history of the organization, the legacy businesses did not communicate effectively—so they were going to market as individual locations rather than as a unified brand. The management team was too involved in day-to-day decision-making. When polled, regional teams reported low levels of accountability, disconnection from the overall strategy and a high level of micromanagement. The Commercial organization had little role clarity, no competency model, and ad-hoc hiring practices. Culture was defined, but poorly understood and needed to be revamped to drive enthusiasm.

JMREID GROUP'S CUSTOM SOLUTION

After receiving a referral from another company in the PE portfolio, the company turned to JMReid Group. Senior leadership wanted to focus on the Commercial organization first—as there were pressing client satisfaction issues and promising opportunities for further organic growth.

JMReid Group partnered with their Commercial and HR teams to **create competency models, hiring profiles, a sales strategy, and to craft and execute sales development programming.** JMReid Group also provided **targeted coaching to Executive and Commercial Leaders.**

Following that experience, JMReid Group was asked to return and expand the scope to include **defining the desired culture, leadership development, performance management consulting and onboarding.** JMReid Group has continued to serve the organization for over 7 years.

"JMReid Group was all about making sure they understood what we're trying to do...the results have spoken for themselves."

CHIEF COMMERCIAL OFFICER

CUSTOMER RESULTS

Metrics were gathered before, during and after JMReid Group's engagement. Participants and leaders reported:

Clear commercial strategy and structure: *Sellers are building stronger relationships and asking deeper questions to gain customer understanding. They have role clarity—and a firm understanding on what high performance looks like.*

Accountability aligned with Strategy: *Employees are better able to see the big picture, with a new focus on understanding the customer and a uniform go to market approach, they were able to focus on accountability, greatly improving their client relationships.*

Organizational maturity: *Employees are no longer acting like they work for a small market, mom-and-pop packaging company, now they're embracing the company's place as a leader in the industry. The organization has been able to create sustainable systems and processes that ensure a good client experience.*