

# Agenda for Change™ Improves Business Processes at Entegris

## CHALLENGE

Entegris, a leader in purifying, protecting, and transporting critical materials that enable high technology, was a typical matrix organization. But, two years following a successful merger, the company was looking for a competitive advantage to help them navigate through an economic downturn. They wanted to capture even greater market share by enhancing their key business processes, and they wanted to continue to improve their decision making process throughout all levels of the organization. Priorities included helping customer-facing employees communicate directly with each other across functional and organizational boundaries and to continue to improve service and bottom line results.

## SOLUTION

Entegris leadership wanted an integrated approach to change which leveraged employees at different levels of the organization and fostered buy-in from a select group of employees who would become passionate champions in leading the change processes.

The first step was for Linkage to help establish the *Agenda for Change*™ team that would set the framework for change. Nine employees known for their passion for making the organization more successful were selected. They represented multiple functions and all four of Entegris' global regions.

After defining the desired future state, the *Agenda for Change*™ team quickly formed three cross-functional sub teams to focus on key areas central to their goals: Roles and Responsibilities, Process and Systems, and Incentive and Rewards. Each sub team consisted of 3-4 individuals who were charged with becoming experts in their area of focus and ultimately generating improvement recommendations to the Senior Leadership Team in six short weeks. When the teams needed additional guidance, Linkage provided change and transition coaching throughout the process.

"We also used this as an opportunity for action learning, where employees would have the opportunity to work on projects outside of their normal scope of work, have interaction with senior executives, and make a major contribution to the business," explains Joe Murphy, Senior Vice President of Human Resources. "We liked the fact that the *Agenda for Change*™ is a very deliberate and proven process."

## RESULTS

"When we were done, we had a core group of people to help us drive the process throughout the organization," Joe explains. As a result of the recommendations set forth by the Roles and Responsibilities sub team, new roles and responsibilities for each individual and how they contribute to the mission of the organization were clearly defined. Decision making processes were solidified and everyone shared a mutual understanding of who did what.

Based on recommendations generated by the Process and Systems sub team, Entegris enlisted the services of a pricing consultant to approach their product pricing from a strategic standpoint and to explore opportunities to reduce average selling price erosion and increase operating income. A new forecasting process was also established.

The Incentives and Rewards sub team made several recommendations to incentivize key strategic objectives and assure alignment between sales, division, and functions.

Finally, the foundation of knowledge developed during the process was used in a major restructuring of the business to flatten the organization, eliminate overlaps, and encourage skillful decision making throughout the organization.