

Proven Change Process Helps Technology Organization Maximize Business Operations

The Challenge

Entegris wanted to gain a competitive advantage to increase market share.

Entegris, a leader in purifying, protecting and transporting critical materials that enable high technology was a typical matrix organization. Two years following a successful merger, Entegris was looking for a competitive advantage to help them excel through an economic downturn. They wanted to take their business performance to the next level to capture even greater market share by enhancing their key business processes. At the same time, they wanted to continue to push the decision making process throughout all levels of the organization. Priorities included having the employees closest to the customers communicate directly with one another across functional and organizational boundaries to continue to improve service and to positively impact the bottom line.

Linkage Solution

Linkage rolls out participative change process to help Entegris meet key business objectives.

Entegris wanted an integrated approach to change that utilized employees at different levels of the organization. Buy-in from a select group of employees who would become passionate champions in leading the change processes was critical. “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, would have interaction with senior executives, and make a major contribution to the business,” explains Joe Murphy, Senior Vice President of Human Resources. Linkage’s Agenda for Change™ process addressed these needs head on. “We liked the fact that the Agenda for Change™ is a very deliberate and proven process,” Joe continued.

The first step was to establish the Agenda for Change™ Team. 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 the opportunity: roles/responsibilities, process/systems, and incentive/rewards. Each sub team consisted of 3-4 individuals who were charged with becoming experts in their area of focus and ultimately generating recommendations to >>



the Senior Leadership Team in six short weeks. They used the tools outlined in Linkage's Agenda for Change™ methodology to guide them through the process in a consistent, organized, and expedient way. Linkage provided change and transitions coaching throughout the process when the teams needed additional guidance working through the decision making process.

Results

“When we were done, we had a core group of people to help us drive the process throughout the organization,” explains Joe. As a result of the recommendations set forth by the Roles and Responsibilities sub team, the new roles and responsibilities of each individual and how they contribute to the mission of the organization was clearly defined. The decision making process was solidified; 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. In addition, a new forecasting process was established.

The Incentives and Rewards sub team made several good 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 push decision making down in the organization.

Linkage Products and Services used in this Case Study

Linkage Agenda for Change™ process

Linkage's *Agenda for Change*™ process is an in-depth change approach and methodology that uses cross-functional, action learning teams and a proven process and tools to help you lead change effectively in your organization. Using this process, Linkage consultant's partner with leadership or change teams to help them succeed in driving change and building change resilience within their organizations.

Linkage helps leaders address the following types of change or business challenges:

- Driving down costs while creating greater efficiency
- Finding or implementing new innovation opportunities for growth
- Refocusing your approach to engaging customers or potential new market segments
- Facilitating large scale technology or process changes
- Re-organizing a business or organization
- Implementing a successful merger or acquisition

For more information on Linkage's consulting services, contact us at 781.402.5555.