

# Mutti S.p.a.

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"Campbell and Baily's Boston Office: Managing The Reorganization" by Anne Donnellon & Dun Gifford

Group 17  
Nelly Amerbroeck  
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Tracy Lee

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### Case Introduction

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#### Part I: Problem Identification

- Dissatisfaction within Salespeople
- Customer Confusion
- Teamwork Problems

#### Part II: Assessment of Alternatives

- Building trust and Commitment
- Customer Support
- Financial Incentives for Employees

#### Part III: Recommendations

- Conclusion



#### Motivating Employees

- Motivate employees by providing financial incentive
- Kotter's Eight Step Plan for Implementing Change



#### Part III: Recommendations

- Main Solution: Building Trust and Commitment
- Building Trust:
  - Winston gives responsibility to Callahan
  - Implement changes at next team meeting
  - Callahan teaches the team strategies to build customer trust
- For Financial Incentives:
  - Provide bonus opportunities
  - Implement changes "Fair Plan"

#### Kotter's Eight Step Plan for Implementing Change

**EXHIBIT 14-5 Kotter's Eight-Step Plan for Implementing Change**

1. Establish a sense of urgency by creating a compelling reason for why change is needed.
2. Form a coalition with enough power to lead the change.
3. Create a vision and strategy to direct the change and to inspire for achieving the vision.
4. Communicate the vision throughout the organization.
5. Empower others, as well as self, by removing barriers to change and encouraging risk-taking and creative problem solving.
6. Plan for success, and reward short-term "wins" that move the organization toward the new vision.
7. Consolidate improvements, assess changes, and make necessary adjustments to the new programs.
8. Reinforce the changes by demonstrating the relationship between new behaviors and organizational success.

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Source: Devadas, J. P. "Leading Change." Boston: Harvard Business School Press, 2004.

"Campbell and Bailyn's  
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Motivating Employees

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#### Part I: Problem Identification

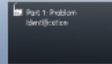
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### Case Introduction

Boston Office:  
Ken Winston: Regional Sales Manager Boston Office  
Paul Callahan: Nominal Head of KAT & Corporate High Yield Group

#### Changes:

- KAT (Key Account Team)
- New Performance Management System



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Dissatisfaction within Salespeople Caused by the New Assessment System

Previously, salary depended on:

- Individual Sale Volume
- Manager's assessment of performance

Now, Salary depends on:

- Group sale volume
- Manager's assessment of performance
- Feedback from New York professionals

 Resentment within salespeople = due to increased involvement of New York traders and specialists



# Customer Confusion

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Before:

Work Individually

Now:

Work in teams = must share customers

Confusion:

Time to serve customers

Employers confusion with change



### Loss in Specialization

Before: Specialized bonds sale

After: Whole bonds sale

### Influence on Compensation

Before: Commissions - individual works

After: Commissions - team's effort

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2. Form a coalition with enough power to lead the change.
3. Create a new vision to direct the change and strategies for achieving the vision.
4. Communicate the vision throughout the organization.
5. Empower others to act on the vision by removing barriers to change and encouraging risk-taking and creative problem-solving.
6. Plan for, create, and reward short-term "wins" that move the organization toward the new vision.
7. Consolidate improvements, reassess changes, and make necessary adjustments in the new programs.
8. Reinforce the changes by demonstrating the relationship between new behaviours and organizational success.

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Source: Based on J. P. Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996).





THANK YOU

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