

# Wallenius Wilhelmsen Logistics: Building An Integrated Global Enterprise

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# Integrating Arthur Andersen

Terry Noble Strategy



Company Description

## Deloitte

Making a difference together  
The larger organization

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- A Swiss company founded in 1845
  - 56 offices across Canada
  - 895M\$ revenue at 2001
  - 5600 resources
- Services:
- Assurance & advisory services
  - Crisis management services
  - Facilitation of stock offerings, mergers and due diligence
  - Business strategies and tax saving consultation

Note: Brand credibility & reputation is strongest asset!



Company Description

## Arthur Andersen

Think straight talk straight!  
Bought out organization

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- A Swiss company founded in 1913
- based in Chicago
- 9.38\$ global revenue at 2002
- 970 employees
- Has link to global network of experts and tools
- Practices considered as industry benchmark
- Services similar to Deloitte...

Devastated by Enron Scandal !!

Note: KPMG /Ernst&Young showing interest!!

**Risks?**

- 1) Enron Scandal effect Deloitte brand
- 2) Cultural misalignment and suboptimal conduct
- 3) Insufficient integration
- 4) Lack of organizational Synergies
- 5) Loss of experienced resources
- 6) Loss of major clients

How can risks be minimized?

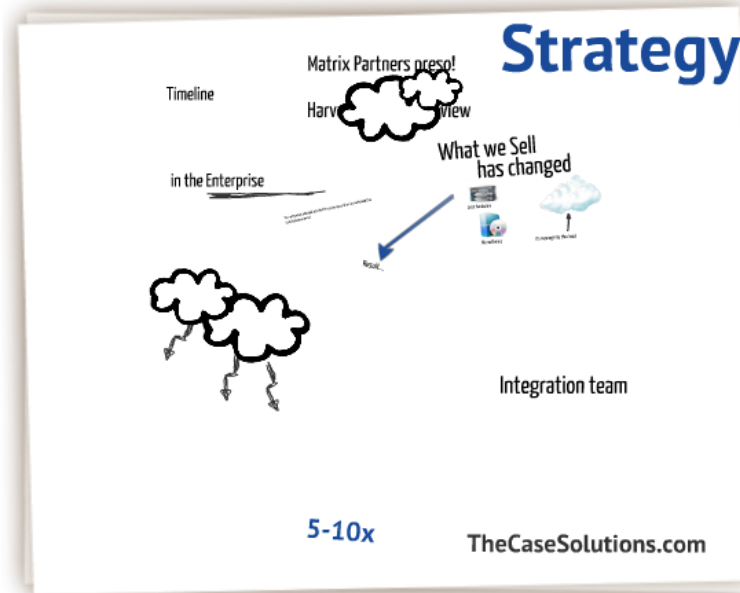
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**Challenges?**

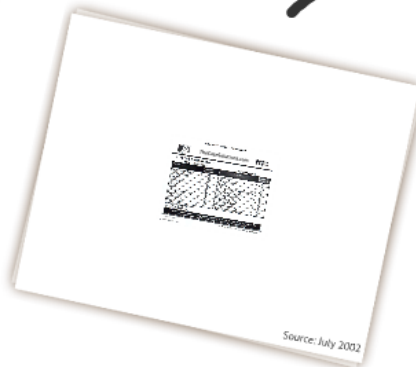
- 1) Direct contract limitation to permit objective regulatory review
- 2) Systems loss due to Andersen withdrawal from global company
- 3) Control, anxiety rumours
- 4) Co-ordination of messages in both organizations
- 5) Andersen employees concerned with their careers and their lost identity
- 6) Reduction of productivity
- 7) Andersen treated as scapegoat if targets not met

What are the toughest challenges?

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## Conclusion



## Company Description

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Making a difference together

The larger organization

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Services:

- A) Assurance & advisory services
- B) Crisis management services
- C) facilitation of stock offerings, mergers and due deligence
- D) Business strategies and tax saving consultation

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Source: Feb 6, 2001 Brightcove S1 - Financial Results

Company Description

# Arthur Andersen

Think straight talk straight!

Bought out organization

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# Strategy

Timeline

Matrix Partners preso!

Harv  view

in the Enterprise

For companies who sell into the Enterprise space & are transitioning to a SaaS business model

What we Sell has changed



Less hardware



No software



Its moving into the cloud

Result...



Integration team

5-10x

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# Risks?

- 1) Enron Scandal effect Deloitte brand
- 2) Cultural misalignment and subsequent conflict
- 3) Insufficient integration
- 4) Lack of organizational Synergies
- 5) Loss of experienced resources
- 6) Loss of major clients

*How can risks be minimized?*

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# Challenges?

- 1) strict contact limitation to permit objective regulatory review
- 2) Systems loss due to Andersen withdrawal from global company
- 3) Control anxiety rumours
- 4) Co-ordination of messages in both organizations
- 5) Anderson employees concerned with their careers and their lost identity
- 6) Reduction of productivity
- 7) Andersen treated as scapegoat if targets not met

*What are the toughest challenges?*

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## Overall Assessment

### CULTURAL SYNERGIES

### CULTURAL GAPS

| Dimension                | Degree of Alignment | Dimension                             | Degree of Alignment |
|--------------------------|---------------------|---------------------------------------|---------------------|
| Commitment to Quality    |                     | Bureaucracy                           |                     |
| Client Orientation       |                     | Market Orientation                    |                     |
| Teamwork                 |                     | Diversity                             |                     |
| Communication            |                     | Action Orientation and Accountability |                     |
| Openness                 |                     | Learning and Development              |                     |
| Integrity                |                     | Reward and Recognition                |                     |
| External Competitiveness |                     | Organizational Values                 |                     |
| Results Orientation      |                     | Work Lifestyle Balance                |                     |
| Risk Propensity          |                     | Management Support                    |                     |
| Vision and Mission       |                     | Goal Definition and Alignment         |                     |

Legend: Degree of Cultural Alignment



*Ten areas were identified as having either a moderate or low degree of cultural alignment. The remaining ten areas revealed a relatively high degree of cultural alignment.*