

## Highlights

### Rapid Financial Results; Lasting Cultural Change

Anodyne's President and CEO, Stacey Berisford, first learned about the Great Game of Business in 2014 at a Network Support Group of Small Business Owners in St. Louis. At the time, her business was experiencing serious growth pains. The company had doubled its staff over the prior three years to keep up with sales demand, but costs and debt were also climbing - putting downward pressure on the firm's bottom line. "We had little in the way of line-of-sight fiscal management and relied heavily on 'seat of the pants' leadership," says Berisford. "I knew we needed something better. When I read the book, I loved discovering there was a way to give each person an understanding of the impact they have on a day-to-day basis, and know that they aren't just a robot."

With the help of their coach Bill Collier, Berisford and her leadership team put together a plan, rolling it out in 2015. Providing financial literacy training to all employees as a way to teach quality and efficiency of their work impacted the financial health of the company. "The fact that the Great Game of Business principles strongly align with the culture and work ethos I was trying to build in our company was an added bonus," says Berisford.

Once the team put the pieces of the system in place - such as implementing the rigor of weekly huddles, scoreboards, and MiniGames - the Anodyne team began firing on all cylinders as they sought to meet their year-end critical number target: a 2% reduction in labor as a percent of sales. They nailed it - without needing to raise customer pricing.

As a result, everyone in the company received a paid week of vacation over the year-end holidays (which had otherwise been unpaid time off in the past) as well as a \$300 cash bonus, also unprecedented.

"We have discovered and unlocked the potential of our organization, and haven't slowed down yet," says Berisford.



### Organizational Background

AnodyneSurgical, founded in 1981, manufactures medical devices used for ophthalmology; specifically, customized needles used in cataract surgery.

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**"The Great Game of Business has shown me what I am capable of. It shows the hard work that I have put into my job, the dedication I have for this company and that it is paying off. Starting with this company at a younger age gives me time to grow with this company as long as I can. And I can't wait to see where GGOB will take us!"**

~ Meagan Oliver,

Material Handler/Shipping/Receiving

## Playing the Game Together

Berisford says that playing the Great Game of Business has changed how her team works together. Before, everything used to just trickle down from the top. Now, there is a level of engagement that stretches all the way to the manufacturing floor. “Everyone became more excited about how we run our business once we opened the books and taught them terms they had never been presented with before,” she says. “It’s become infectious to everyone.”

Thanks to financial literacy training and playing MiniGames, employees now feel more empowered to make decisions such as completing work ahead of schedule as a way to remove a constraint on the production process – which was something they would not have done in the past.

With the company performing better both operationally and financially, Berisford has been able to boost wages approximately 15% since GGOB inception as a way to share the rewards of their shared success with the team. “We’ve always been able to offer a family-oriented work environment,” she says. “Now we’re able to be more competitive on compensation as well.”

*“The Great Game of Business is a great opportunity to watch various aspects of how the company operates and excels with growth. It gives all of my team as well as other teams growth within the company. The Great Game of Business principles and tools allow us to make discoveries and make significant improvements according to the situation.”*

*~ Arnetha White, Clean Room Team Lead*

## What’s Next?

While Berisford is beyond pleased by the changes that playing the Great Game of Business have brought to her business, she is excited to take their gameplay to a deeper level. “We have the basics down, but I want us to get to the next level of understanding,” she says.

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*“Thanks to playing the Great Game of Business, communications have improved significantly and each department is working together as a team toward achieving our goals.”*  
*~ LaShona Douglas, General Manufacturing Team Lead*

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