The Great Game of Business®

Highlights

Rapid Financial Results; Lasting Cultural Change

Since ATL implemented the Great Game of Business, the company has seen an incredible and profitable turnaround – which earned ATL its first All-Star award in 2014.

As ATL associates' financial literacy has grown, so has their teamwork and focus on how everyone can collectively impact the company's fortunes.

"I am really excited about how the culture inside the company has shifted from focusing only on "ME" to more about "WE," says founder Lynn Perenic. "We have learned to think and act as a team."

ATL hands out two internal awards for those associates who go above and beyond the call of duty: the High-Heel award of excellence for women and the He-Man award for men. Both monthly winners are recognized by company-wide email, mentioned in the company's newsletter, and get the right to showcase their respective trophies in their work area for the month.

Perenic, who taught special education for 20 years, is also proud of how learning financial literacy and playing the Great Game of Business has transformed the personal lives of her fellow team members, including the fact that 100% of the team participates in the company's 401(k) program. "Teaching and knowing the financials has really paid off for everybody!" she says.

Organizational Background

Argent Tape & Label (ATL) is a certified Women-Owned Small Business that manufacturers pressure-sensitive labels used by industrial customers in the automotive, pharmaceutical and consumer industries

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"I have a voice and my opinion really matters. I am not just a number. I am not employee # 51208. I am Bekah."

~ Bekah Keehn,
Open-Book Coordinator

Playing the Game Together

When ATL began playing the Great Game of Business, Perenic issued every team member a business card as a way to both recognize their role in the business as well as to turn them into ambassadors for the company out in the community. That led to associates making connections with possible customers. In one case, ATL landed a sale of some duct tape from a local marina after a team member who bought fish bait there made a connection. "Our sales increased because we had everyone in the business involved," says Perenic.

As a result of embracing transparency throughout the company, team members now understand why big decisions get made – and how they can help support them.

Case in point: ATL associates agreed to a plan where the company completed a large capital purchase – even though they understood that the added debt would impact their gain shares until the new machine earned a profit. But rather than making that decision in a top-down way, Perenic gave each employee a chance to ask questions and cast a vote on if the equipment was truly necessary – especially given the risk to that year's bonus. The result? Employees voted overwhelming to support the decision because they understood how they could win in the long run with the help of the new equipment.

> "Playing the Great Game of Business has taught me how a team can come together and accomplish almost anything."
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> ~ David Dustman, Estimating Engineer

What's Next?

While the ATL team has had some success playing MiniGames, it has struggled at times to get everyone on the team involved in playing them – which is a goal for the coming year.

The ATL team is also honing its High Involvement Planning process. Team members are now surveyed twice a year, and the team then uses those results to work on specific areas. Team members also do a SWOT (strength, weakness, opportunity, threat) analysis yearly as a way to identify additional opportunities to grow the company.

> "The real benefit of playing the Great Game of Business is that employees develop an emotional connection to the company," says Perenic. "It becomes more than just a job; it becomes an adventure to continue taking our label company where no other label company has gone before!"
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> ~ Lynn Perenic, President/Founder