

## Highlights

### Rapid Financial Results; Lasting Cultural Change

Thanks to playing Great Game of Business, PTI has experience a dramatic turnaround. Just a few years ago, the business was losing money, employee engagement scores were falling, and customer complaints were going through the roof.

Today, thanks to embracing financial literacy training, huddles, and MiniGames, not only is the company profitable again, employee engagement and customer satisfaction scores have increased dramatically. Over the past fiscal year alone, PTI has seen increases like:

- A 14% increase in sales.
- Operating margins up 25%.
- Inventory turns up 66%.
- Reduced assets by 35%.
- Return on assets up 107%

"The Great Game of Business gave us a way to talk about how we could get better, instead of what was wrong," says Tom Bagwell, the executive vice president at PTI. "Being able to speak to one another in a common language is what has changed our culture at PTI and turned us into a winning team. No one wakes up in the morning and thinks like a loser. Everyone wants to be a winner. The challenge is to get everyone on board, which is exactly what playing the Great Game of Business can do."



### Organizational Background

Originally founded as the Peterson Tractor Company in 1936, Peterson Trucks International (PTI) is now the Bay Area's official International Trucks Dealer. The business offers a full service lease and rental fleet, both new and used truck sales, highly trained technicians, an unmatched parts inventory, and state-of-the-art repair shops at multiple locations.

"Prior to my introduction to the Great Game of Business, my forecasting and budgeting expertise consisted of, 'Try to watch expenses this month, things are a little tight!' At the time I thought: what does that mean? No overtime, don't buy any parts? I had no idea of what my department's operational costs were, or how to 'watch' them! I now realize I was trying to play the game without a playbook. Great Game has taught me the rules of the game so I can play. I now know and own the numbers!"

~ Jon R. Wager,  
Product Support Manager

## Playing the Game Together

Bagwell credits the success of the Great Game of Business inside the business to the fact that his managers were willing early on to establish a rhythm in playing the game. “The more huddles we had, the deeper we dug into the numbers and understood our opportunities for growth,” he says. “Our diligence rose as we found dollars being misallocated or unmanaged.”

The main challenge Bagwell and his team needed to overcome was finding a way to get their front line people engaged in the huddles as well. While they were given access to metrics and information, they hadn't yet been taught how to bring their own numbers into the huddling process. But as the team gained confidence and experience through their continued financial literacy training, employees at all levels of the business were given line item ownership on their scoreboards. And the more that happened, the more employees began to show up and get excited about the huddles and their role in driving the company forward.

“The Wisdom of the Crowd is an incredibly powerful component of the Great Game of Business,” says Bagwell. “You have to talk to your people about what you want to accomplish together. At PTI, we believe that engaged employees will lead to loyal customers. We care about the work being done, and it shows in the way we take care of our customers.”

“We were always a good team; however, the Great Game of Business has allowed us to take teamwork to the next level. Great Game also breeds healthy camaraderie. It's nice to see everyone pull together to accomplish a common goal.”

~ Kevin Sinclair, Operations Manager

## What's Next?

Playing the Great Game of Business is, in a way, like going to church, says Bagwell, because the work is never over. What he means is that there are many different ways for him and his team to keep improving at all aspects of the game, while also making sure they find ways to bring their new employees up to speed on everything from financial literacy to High Involvement Planning as quickly as they can.

*“Our mission is to continue to find ways to keep moving forward without leaving anyone behind,” says Bagwell, who also has plans to find ways to create MiniGames that include his customers. “Once they get to taste it, they will want to join it. It's the only sensible way to run a company. Everything else just seems like work. Do you want to play games or go to work?”*

~ Tom Bagwell, Executive VP