

# the **Great Game** of Business®

## Highlights

### Rapid Financial Results; Lasting Cultural Change

For years, Dube admits that he avoided playing the Great Game of Business inside his company, because he could always think of a reason why it wouldn't work inside his head. That all changed in 2014, when revenue dropped 11% and the company was suddenly on track to lose money for the first time in its history.

Embracing the Great Game of Business forced Dube to admit his own vulnerability in both how he understood his company's financials and his comfort level in teaching financial literacy to others.

Dube recalls one time when he visited one of employees stationed remotely at a client site and came across a closet stuffed with toner and parts. "All I saw was dollar bills stacked up inside," says Dube. "And they were depreciating by the day."

Since the company's philosophy was to provide extraordinary customer service, the employee had been stocking up because he didn't want to run out of anything. He didn't understand how those decisions were affecting imageOne's cash position and balance sheet, because he had never been taught to. "I was the one to blame," says Dube.

Today, by opening his books and educating his team about financial literacy, Dube has cut his inventory balance just about in half, with the balance now sitting in the company's bank account rather than stuffed into closets.

"Playing the Great Game of Business has brought about staggering financial success, and helped us become better communicators, better leaders, more engaged team members, and brought us together as a team," says Dube.

### Case Study

imageOne

**Location:** Oak Park, MI

**2016 Revenues:** \$15.2 million

**Employees:** 52

# imageOne

### Organizational Background

Rob Dube and Joel Pearlman, the co-founders of imageOne, first became business partners in the 9th grade when they teamed up to successfully sell Blow Pops to their classmates – buying them for a nickel and selling them for a quarter. When they finished college, they teamed up again to start imageOne, which provides sales and service for multi-function printers, copiers, scanners, and supplies and software solutions that help their customers save money and work more efficiently.

**"I love seeing how every team member in a company becomes aligned to our core purpose when they all understand, in a much more comprehensive manner, how their actions can affect everyone else."**

~ Bryan Fatka, Director of Software Solutions

## Playing the Game Together

Since half of imageOne's team members work remotely across the country, it faces a significant challenge in making sure everyone is included and engaged in pursuing the company's shared goals, despite geographic distance from headquarters. To overcome that hurdle, the company holds monthly all-staff meetings in addition to its weekly huddles, to review progress on monthly, quarterly, and annual financials and goals – including its bonus program. "This meeting is one of our most important avenues of internal communication and team building," says Dube.

The imageOne team has also actively engaged in playing multiple MiniGames as a way to build teamwork while making progress toward their critical number. One example is a MiniGame called "Remote Control", which involves the company's printer technician team. The goal of the game was to encourage the team to solve printer issues remotely before visiting a customer's office for a service call. Every time a technician is able to solve an issue over the phone, imageOne saves \$100. In 2016, the savings from this MiniGame alone totaled \$25,900.

Another MiniGame called "In It To Win It" was actually designed to save one of the company's largest customers money in order to build a better long-term relationship with them. The result was that imageOne saved that customer \$259,000 over 18 months – and scored a three-year renewal on their contract as a result.

**"The imageOne team has always been supportive of one another, but I'm proud to say this has taken us to another level. There is a connection amongst the 50+ members of our team that makes celebrating success and taking on challenges more meaningful."**

~ Tracey Iverson, Marketing Coordinator

## What's Next?

One of Dube's goals for the upcoming year is to extend the team's financial literacy by enhancing the training of the income statement, balance sheet, and MiniGames.

imageOne is now in its third year of practicing High Involvement Planning, something Dube likes to call "all-inclusive planning," and the team continues to improve their ability to gather input and information from around the company in setting its strategic goals. "We continue to get better at helping everyone understand the big picture and get past any potential frustration about why we do certain things or not," says Dube. "We've seen so many light bulbs go on, the more we have included people in this process."

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***"I love the awareness of the big picture it has given our team members. Everyone knows where we are going, what our goals are, what we have accomplished and what we still need to do to achieve our shared vision. I am proud that I am a part of making this happen."***

~ Jon Dickinson, West/Midwest Manager

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