

Time Machine for TURNAROUND



Case Study II

How a powerful exercise helped create a well-defined vision & strategy to reach success for Tech Data Europe. In spite of the global economic crisis, they grew from US\$12.4 billion in 2008 to US\$15.6 billion in only a 3-year period, just as defined in the vision...

Tech Data Corporation is one of the world's largest distributors of technology products, services and solutions. Its advanced logistics capabilities and value added services enable 115,000 resellers to efficiently and cost effectively support the diverse technology needs of end users in more than 100 countries. While Tech Data is not a manufacturer of the IT products it sells, the company plays a strategic role in getting technology products and services from its vendor partners to those who bring technology to life. It is ranked No. 111 on the Fortune 500® and one of Fortune's "World's Most Admired Companies."

In 2008, the recently appointed European President, Nestor Cano, contracted Scott Cochrane's services to create a turnaround vision and strategy program. The European business needed a boost from its' US\$12.4 billion revenue and a suffering profit level.

With the strong energy of new beginnings, the President wanted to do something that would be a bold spirit for the Company to grow and explode out of the slow evolution of recent years.

Aware of the Company's challenges and working together with the European President, Scott's approach was to schedule an immediate 2-day Time Machine Vision & Strategy workshop for the top 45 Senior Leaders of Tech Data Europe. The workshop took place in November 2008, under the scenario of a 2011 New Year's celebration.

During the first day, Scott guided the team in the creation of an ideal vision of the company in 2011. The visualization was to be as detailed as it could be, and the team fixed their revenue vision at US\$15.6 billion. They also foresaw new and expanded Business Units, new ways of working together, and becoming the leader in their industry.

Tech Data ranked 111 on Fortune 500® and is one of Fortune's "World's Most Admired Companies." The European business needed a boost from its' US\$12.4 billion revenue and lack-luster profits reported in FY2008.



During the Vision & Strategy workshop, each European business region created a step-by-step roadmap from the future success perspective to achieve their corresponding part of the US\$15.6 billion vision.

The second day was dedicated to looking back from success and creating a bold strategy to achieve the vision. During this workshop, each European business region created a step-by-step roadmap from the future success perspective to achieve their corresponding part of the US\$15.6 billion vision.

The workshop was a powerful exercise for the European leaders of Tech Data; they left with a new mindset, a clear vision, and a roadmap of how to reach it. Unfortunately, late in 2008 the global economic crisis began to unfold coinciding with the rollout of the Tech Data Europe newly defined strategy...

In spite of the economic environment, European regional and local teams continued to focus on their bold vision & strategy. Consequently, FY2012 (Jan 31) closed at US\$15.6 billion revenue, just as envisioned before the global economic crisis. The results not only achieved the company vision, but also highly overshadowed every competitor's growth and profitability.



The results of Time Machine Vision & Strategy workshop implied the addition of new Business Units, the expansion of existing Business Units, and a dramatic increase in business efficiency. The profitability of the business moved to a very competitive level.

In 2012, Tech Data Europe leadership decided to repeat the Time Machine Vision & Strategy model, this time with the top 65 Senior Leaders, and themed as President's Summit Hawaii 2016. During the exercise the new target was set at US\$18 billion revenue. The Company is currently on track towards achieving their objective.

Néstor Cano

President Europe,
Tech Data Corporation

“Time Machine Leadership has become an important part of our vision and strategy forming process. It is now in our culture to be bold in what we believe to be possible for the future – and to be equally bold in the actions required today to achieve that vision which builds the base for our detailed and diligent execution on strategy. This is a powerful way to align our international teams and business units to aim high and perform at their best.”

Key participants in the project:

- 🔑 Scott Cochrane,
Performance Coach
- 🔑 Tech Data Europe
 - Néstor Cano - President Europe
 - 65 European Senior Leaders