

Case study **FURUNO Hellas** 2021



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FURUNO Hellas leveraged the N.E.W.S.® Team Navigation strategic process, in order to transform their Technical Service team into a commercial and proactive division, that doubled its size, skyrocketed its revenue, and gained regional leadership & global distinction.

The N.E.W.S.® Team Navigation solution enabled the FURUNO Hellas Technical Service team to envision their future in greater terms. During the adverse conditions of 2020, and by putting their strategic drivers into action, the team transformed themselves and doubled their size, achieved exceptional levels of alignment and focus, increased their turnover by 50%, and surpassed a series of growth factors, never imagined before.

The company

Recognizing the importance of the Greek maritime industry, and in order to enhance client experience, and to strengthen sales and technical activities, the Japanese leader in innovative technologies, FURUNO ELECTRIC Co, established FURUNO HELLAS in 2009. It is a 100% specialized subsidiary for sales & technical service. FURUNO HELLAS is supporting Greek shipowners, maritime management firms and yachters, on a worldwide scale, with service coordination, through the FURUNO global network, and acts as a single point of contact. Figures were increasing since the company started with a steady pace. Just after 2017, the growth was very significant. In 2019, FURUNO Hellas Service department employed 15 people in total, coordinators & engineers. End of 2021 finds the dept with 24 people, more hires on their way and half of Sales personnel transferred to it.





The need

2019 was a pivotal year for FURUNO Hellas, and the company decided that it was time to speed-up the engines and make the most of its potential. The goal was to make a leap, to boost results, and to seek sources of turnover growth, and beyond.

"The market is much bigger than we have been targeting so far. We still do not see all of our market's potential."

The company's core function of providing technical service to clients, was carried out by a skilful department of 7 people, who had a fairly procedural and back office philosophy. The head of the department realized that the solely technical approach raised barriers to the department's ability and potential to participate effectively in the company's growth, which was translated into the expansion of the client base, as well as a deepening cooperation with existing clients. He aspired for the Technical Service team to look beyond the operational technical scope, towards a new vision, and transform into a more commercial division, with a holistic and more assertive approach to clients. Even though this would be really unique for such teams, in comparison with the other FURUNOs around the world.

At the beginning of 2020 it was clear that there were many opportunities to capitalize on, on the regional and global layers, and that the talents of the Greek Technical Services team, could really serve FURUNO Hellas even more. "All the team members wanted the team to grow, but each one had a different perception of how to do this".

The solution

The N.E.W.S.[®] Team Navigation was facilitated by Fruit4Growth, the experienced N.E.W.S.[®] partner in Greece. It appeared as the best solution to the strong need that existed for the FURUNO Hellas Technical Service department. They needed to define their new vision and direction, and to align all the departments' focuses, in order to generate a new, more commercial and results oriented approach.

It was agreed with FURUNO Hellas GM and the Technical Service Director, that the most appropriate formula would be to implement the evidence based N.E.W.S.[®] Team Navigation strategic process, in order to create a strategy, to generate alignment, and to empower the team to incorporate the commercial mindset that would drive growth.

"We trusted Fruit4Growth, because we had good results and excellent feedback from previous learning intentions. We understood that the N.E.W.S.[®] Team Navigation yearly process, was the strategic intervention we needed in order to develop the team, and to formulate together one attainable practical vision out of all the ambitious elements we could target. One more training course, would never support such scale up."

The process

- A successful N.E.W.S.® Team Navigation was adapted for the Technical Service Department, through a thorough series of methodological interviews with the head of the department & key coordinators, and the usage of the N.E.W.S.® scientific team assessment.
- The dynamic navigation was conducted in February 2020, a few weeks before strict lockdowns were implemented due to the pandemic. The team enjoyed their first ever strategic intervention: two intense and very productive days! They worked together on clearly defining their new strategic direction, and the cultural elements that would enable them to succeed.
- Right after the 2 days of navigation, the pandemic hit. The values of collaboration highlighted during the process enabled the team to quickly switch to working remotely, with efficiency.
- All champions were coached virtually, to create and present their yearly plans.
- The N.E.W.S.® Team Navigation Check-Point meeting kept the focus and accountability at the highest levels, while monitoring results acceleration.

“The N.E.W.S.® Team Navigation process has been key to our growth. We established the notion of where we were going and how to get there, and this helped us to transform and progress, without being affected by the crisis at all! The process revealed that we had neglected some things, and it gave prominence to break through the factors that held us back in the past. What we created together was very important, cohesive and ambitious. The intervention established the process, strong strategic drivers, engagement and focus.

Thank you!”

Theodoros Hatemides – General Manager, FURUNO
Hellas, GREECE

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The results

- The 2-day navigation process cultivated the required mindset. There and then.
- The team leveraged the cultural elements created, to smooth internal collaboration under the extreme conditions of the 2020 lockdowns.
- New needed structures and processes were created, and many improvements to existing processes allowed the team to set common objectives, be consistent with the departmental goals and align with the global strategy.
- In the next 9 months following the finalization of the yearly plans (July 2020 to March 2021), the Technical Service department achieved spectacular results, according to their defined strategy:
 - It showed record high results: A 50% revenue increase, compared to the year before, as planned under a strategic goal!
 - It doubled its size.
 - It achieved complete readiness to apply for FURUNO Global training HUB for coordination: the team created their excellent “Induction Course”, and smoothly inducted 4 new team members, while introducing this to many other FURUNO subsidiaries. They also developed and conducted exclusive training courses with top engineers, in order to raise the knowledge excellence of the department, and of the Greek affiliate in general.
 - Friction with regards to personal relations within the team decreased to a minimum level.
 - The team gained responsibility for more countries, not only Greece, adding countries like the Netherlands, Egypt, and Germany, to name just a few.