

A Client Perspective



Bob Restrepo

We are delighted that our clients are willing to share viewpoints on their EHS initiative. In the following excerpt, Bob Restrepo, Chairman, President & CEO of State Auto Financial discussed how the EHS process met his goals financially, tactically and culturally.

Question:

You worked with us many years ago at your previous company. Why did you choose to use EHS' process again?

Answer:

In my experience, it was a tremendous opportunity to take a look at the entire organization at one time – both the large units as well as the smaller units that generally fly underneath the radar. My experience in both occasions also reinforced the idea that it's a terrific process for breaking down silos. What I've learned over the years is that you might be able to cut costs or increase revenues in specific businesses, but until you take an enterprise-wide perspective – you're going to miss a lot.

Question:

What did our approach provide you that you could not achieve through an internal change management team or task force?

Answer:

Well, number one, to get an external view and number two, I really wanted a playbook. Rather than developing our own process that might be inconsistently applied throughout the corporation, I wanted to have a proven playbook that we could install. Any kind of change management isn't just about making the change – it's communicating the change afterwards. So having a common language, having a common

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About EHS Partners

EHS Partners is an independently owned professional-services firm with a sole focus: working with CEOs and business leaders to dramatically increase the operational effectiveness of their companies through high-impact cost- and revenue-based performance improvement initiatives. Since 1997, EHS clients have achieved over \$4.5 billion in new, sustainable earnings by leveraging proprietary tools and a hands-on approach. The magnitude, speed and certainty of achieved results have earned EHS a reputation for excellence and contribute to a 100% project success rate.

Recent Successes

EHS Partners is pleased to announce a successful initiative with:



State Auto sells property/casualty policies through its subsidiaries and by writing personal and commercial automobile, homeowners, commercial multi-peril and workers' compensation insurance.

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EHS Team



Jeremy Hopwood

We'd like to introduce you to one of our Managing Directors at EHS, Jeremy Hopwood. Jeremy has 19 years of experience leading operational and strategic improvements, both as a line manager and as a consultant. He has operated in the pharmaceuticals, food manufacturing, automotive, entertainment, financial services, business services and media industries.

Jeremy's experience includes working in Price Waterhouse's change management and organizational design practice where his clients included the BBC and Novo Nordisk in Denmark. With Price Waterhouse he specialized in performance measurement, including groundbreaking enhancements to the "Balanced Scorecard". At Johnson & Johnson he worked to introduce a variable, cash-based approach to factory management. Then he brought value-based management methodologies to the Walt Disney Company and developed a scorecard for Daimler Chrysler to gauge its integration effectiveness.

Jeremy also managed HR development for the Euro Disneyland theme park during its infancy and ran a career-development project for London Underground. Prior to working in the commercial world, he had a 12-year career as an engineer officer in the British Army, including postings in Germany and Commando Forces and as an instructor at the Royal Military Academy Sandhurst. Jeremy is a former Director of the British American Business Inc. and Comp2Kids and currently is a director of the British Biathlon Union.

Jeremy earned his M.A. from Cambridge University in English Literature and Philosophy.

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practice about how to go about the analysis, how to go about how the ideas are vetted, the costing of them and, most importantly, the implementation of the ideas really requires a consistent approach that has been proven.

Question:

How did the EHS process help you capture ideas?

Answer:

The vast majority of ideas aren't new and certainly within this organization (and my guess is in most organizations), the ideas that are surfaced have been kicking around for a long time. So, certainly, there are a few ideas that are new, maybe even revolutionary. The vast majority of them aren't. The value of the EHS process though is to be able to categorize them – identify them, categorize them and quantify them – in a very rigorous way and then tee them up for decision-making and implementation. So, again, not revolutionary, but very disciplined, very thorough, very thoughtful and, at the end of the day, we're going to come up with a game plan that I'm

very confident that we can implement successfully.

Question:

How did your project results compare with your expectations?

Answer:

I had a goal – a specific financial goal – that I had in mind and, at least so far, my expectation is we'll be able to exceed those financial expectations. Where it has exceeded my expectations even more though is the cultural benefit. Clearly, we went into this looking for financial benefits but, as you know, one of the things I was always out looking for was to really move the organization forward culturally. We had been a very siloed organization, very strong technically, but really hadn't developed the leadership style, the lateral communications across the enterprise that I thought were necessary to help the organization take the next step.

To read more CEO interviews, please contact us for our most recent CEO report at ehs@ehspartners.com

Client News

EHS Partners has launched a new initiative with:



Corrections Corporation of America is the largest owner and operator of privatized correctional and detention facilities and one of the largest prison operators in the United States.