



# CRAMO

## ROLE MODEL IN RENTAL

Cramo is a service company specialising in equipment rental services, as well as rental of modular space. Cramo's equipment rental services are comprised of machinery and equipment rental as well as rental-related services. Cramo is one of the industry's leading service providers in Europe. Cramo's 2,500 employees serve over 150,000 customers in 15 countries through a network of almost 400 offices.

### ASSIGNMENT

CHANGE IN LEADERSHIP CULTURE

Cramo's top management wanted to introduce a change in the Group's leadership culture to boost business results. Cramo and Trainers' House started their cooperation in early 2012 by setting the following goals: improved efficiency at the depot level and improved agility at the management level to help the company cope with the current economic uncertainty.

*"We wanted to turn the traditional management model upside down. To avoid micromanagement, we wanted to allocate more responsibility for operative actions to those in the field and their direct supervisors," says Tatu Hauhio, Executive Vice President Eastern Europe at Cramo Group. "At the same time, we wanted to give our employees more responsibility, so that they can solve everyday problems independently, which would greatly enhance our ability to react quickly."*

### PRACTICAL IMPLEMENTATION OF PERFORMANCE MANAGEMENT

We started our cooperation with a thorough analysis of Cramo's current situation. We then created an Impact Map specifying those actions - and metrics - that are the most critical for business results. *"The most critical factor in the implementation was that we had a proper project organization, we allocated a realistic amount of time for the implementation, had a project-specific steering group and clear metrics and actions for the follow-up,"* Hauhio says. *"The project was very engaging: all key employees from our rental and service organization participated in the creation of the new leadership model. Trainers' House turned our supervisors into coaches who implemented the new performance management model in practice."*

Reporting and objective setting also worked from the bottom up. *"Employees and their direct supervisors reported on the progress of actions, ideas and results to upper management, which proved a successful method of changing the direction of communication. Objectives were set by the*

*employees themselves, and their supervisors reported on the achievements to the management,"* Hauhio explains.

### RESULTS

The results of the new leadership model were quickly seen also in numerical terms. *"We soon noticed that **this was a great way of controlling costs**. There are less surprises now, and we can anticipate costs better. Despite the challenging market situation, **both our net sales and profitability improved significantly in those areas where performance management implementation was the most successful**,"* Hauhio says. *"Employees also gained insight into the causes and effects in our business, which makes them **more interested in the results posted by the company and their respective units**."*

After the adoption of the company-wide leadership model, supervisors are less busy and have clear job descriptions. *"Now that responsibility is shared, we have more time for customer visits. Previously, only supervisors visited customers, but today, some employees also do that,"* says a rental depot supervisor.

### FROM FINLAND TO GLOBAL IMPLEMENTATION

In the autumn of 2012, we started to build a Group-level Performance Management Model based on the model created for Cramo Finland. *"Cooperation with Trainers' House has been smooth. I'm especially pleased with the hands-on approach of Trainers' House, and the scheduling, resourcing as well as the final result of the project were all great,"* says **Aku Rumpunen, SVP, Group Business Control**. *"We have started to implement the Group-level Performance Management Model in all Cramo's country organizations in 2013."*

**"SALES AND  
PROFITABILITY IMPROVED"**

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Cramo

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