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Young & Roer had seen a sharp decline in revenues and a steady exodus of key talent prior to obtaining new management. This new leadership sought to uncover core tenets within the organization but also wanted to improve the efficiency, creativity and morale of its employees.

Cultural work revealed the culprit to be multi-pronged but with relatively simple solutions. The physical environment needed updating as it depleted the morale of designers and creatives. New silverware combined with inexpensive decorations helped bring life and an aesthetic back into the space. Long meetings drained productivity, so chairs were taken out of conference rooms, forcing staff to have 'stand up meetings.' Another key cultural influence: a bad habit of using negative language. Hotel bells were set up around the agency to stop 'negative spin' ('it'll never work') to break the habit and get people to reframe and see the possibilities. They kept these bells in place long after the 'habit breaking period.' In addition, the staff also requested the chairs be kept out of the conference rooms as they appreciated the quick 'check ins' and didn't want to go back.

The months following this work showed revenue, margin, and net profit all exceeded the previous 10 years *combined*. YRC saw a was successfully purchased by another firm.