

# Real World EOS Companies

**Ronnisch Construction Group (RCG)** is a general contractor with revenues of \$40 million and 40 employees.

When we began implementing EOS at RCG, it had a very dysfunctional leadership team that lacked focus and common core values. The company was experiencing financial difficulty due to legal issues and some large old receivables. This difficulty was exaggerated by their inability to problem-solve as a team. At that time revenues were \$20 million.

After three years later, RCG has experienced rapid growth, 40% in 2005. Half of the leadership team has changed, and now the team is healthy and working toward the same goals. The company is now very profitable. Bernie Ronnisch, the founder, has elevated himself to the full-time integrator and ambassador of the company. They now have their sights set on \$100 million in ten years. They were the seventh fastest-growing company in Crain's Detroit Business magazine.

"EOS has brought many valuable tools to our business which we use on a daily basis to solve issues and bring focus to our team," Bernie Ronnisch said. "We hire and fire around core values and have drastically raised the level of accountability for all employees."

**Schechter Wealth Strategies (SWS)** is a specialized financial services company with revenues of \$8 million and 35 employees, founded and run by Robert Schechter for 20 years.

When we began implementing EOS at SWS four years ago, the company was generating \$2 million in revenue. Robert's son and his son-in-law were transitioning into the business. Looking for rapid growth, they needed help positioning the business. They also needed help structuring the organization for the kind of growth that was being proposed. There was no leadership team in place.

Today, SFG is structured for unlimited growth with talented people and a solid leadership team. Since implementing EOS, they have grown 50% each year and expect to continue that growth. Everyone on the team knows their roles, and as a result they operate much more effectively, allowing the principals to enjoy more free time, more income and the ability to focus on the areas they enjoy most in the business. For example, Robert is still very involved in the organization and the leadership team, but is able to take more time off than ever, about four months per year.

SWS is now partially owned by National Financial Partners (NFP), which is a publicly traded company on the New York Stock Exchange.

"On a personal level I have seen my income grow significantly, I have more free time than I ever had before, and we have a healthy organization, an environment where people love what they do," reported Jason Zimmerman, co-owner of Schechter Wealth Strategies. "You have given us the tools to solve problems ourselves. There is no magic—it's just focusing on the right issues."

"We went public in 2003 at 23, and NFP is now trading around 56. Financially, it's been a grand slam."

**McKinley** is a real estate management and investment company with assets owned and managed over \$1 billion, revenues of more than \$100 million and over 700 employees.

When McKinley began implementing EOS, they were successful in their market, but wanted to make the leap from good to great. Their leadership team consisted of a group of specialists who didn't meet regularly to set a jointly held vision or direction.

Today, McKinley has a solid and focused leadership in place. The vision for the company and their core focus is clear, the 700 employees are focused on the vision, and administration is streamlined and more efficient than ever. They have experienced steady 10% growth and are poised for exponential growth in the coming years. One area that has dramatically improved in the last three years is the commercial portfolio, which now has a highest level of physical occupancy than in the history of the company.

"EOS has made a meaningful difference in the effectiveness and maturation of our leadership team," said Albert Berriz, president/CEO. "We are a vastly different company today, and the Entrepreneurial Operating System is one of the key drivers for my being able to say that."

**Image One (IO)** is a \$7 million laser printer repair and toner supply company with 33 employees.

When Image One began implementing EOS, they were generating \$3 million in revenue, the two partners didn't share the same vision of the future, and the organization was distracted by an additional business—computer networking. Their financial systems were weak, and they were struggling to grow.

After achieving clarity in their vision and business model, they have shed the computer networking company, the two partners are on the same page, and they have a solid leadership team in place and a very strong culture. With clear understanding of “process,” they honed and fine-tuned their “Image One Way” of doing business so effectively that they sold their company to a billion dollar publicly held company at a high multiple. One of the executives of the team that bought them had been a protégé of Jack Welch at GE, who was so impressed with the impact of EOS that he wanted to implement EOS with his other acquisitions.

Incidentally they gladly bought their company back last year, and they continue their rapid growth of 30% this year.

“The decision to close our computer division after six months was critical and a turning point in our company's history,” reported Rob Dube, president and co-owner of Image One. “EOS has helped me to really focus on the important aspects of building an organization and turning it into something special—for the entire team.”

IO was selected as The Small Business of the Year, by Crain's Detroit Business and a finalist for Ernst and Young's Entrepreneur of the Year.

**Asphalt Specialists, Inc (ASI)** is an asphalt paving company with annual revenues of approximately \$40 million and 120 employees.

When ASI began implementing EOS, the leadership was extremely dysfunctional and they had just suffered their first un-profitable year since its inception. The two brothers who owned the business were not seeing eye-to-eye. Dan, one of the brothers, was entrenched in all aspects of the business and quickly burning out.

Now the two brothers have clearly defined roles. Bruce is the visionary and Dan is the integrator, with a strong leadership team in place to support them. They and their leadership team are healthy and eager to accomplish their goals of becoming the best and most profitable asphalt paving company in southwest Michigan by year-end 2006.

In addition to ASI, Dan is also running their newly acquired aggregate trucking company with over 150 employees. Bruce is overseeing their real estate investment company. They have had time to enjoy raising their families and have run in three triathlons together. Dan and Bruce both now feel that they have tremendous balance in their lives.

They are loving their business again, having fun and generating a healthy profit after three years of poor profitability. “Going down the road with EOS was a significant event in our lives,” Dan Israel said. “When we began to implement EOS, we saw tangible results in our business operations in terms of efficiency and profits. Equally important to us is we were able to accomplish more at work and have the time to raise our children and stay healthy. Thank you.”

## What EOS companies are saying:

“After 27 years of business, a down-turn in the economy, and a new management team, adopting EOS was exactly what we needed at Brogan & Partners. Through the process, we have expedited our decision making, enabling us to get far more done in a shorter period of time. Simply, the process has helped us make the hard decisions that are right for our business. Not only has EOS helped us uncover our true culture; it has helped our company live by those values. Brogan & Partners is stronger, the management team is more accountable, and we are seeing the results with an influx of new clients, more income, and a better bottom line.”

### **Ellyn Davidson**

Managing Partner

**Brogan & Partners**

[www.brogan.com](http://www.brogan.com)

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“EOS was the catalyst for one of the most remarkable changes in my company. My Leadership Team has integrated the EOS tools into our everyday work habits. Our vision is clear; strategies are well executed and communicated to all. EOS taught my Leadership Team how to plan, act and communicate in a system that is easy for all to adopt and follow. Within the first year of integrating EOS, my company was able to achieve a record revenue growth of 87% over the prior year.”

### **Randy Pruitt**

President

**Randall Industries, Inc.**

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“Lowry Computer Products is celebrating our one year anniversary of being engaged in the EOS process and have committed to the process for our future. The process has helped us solidify our vision and streamlined the execution of our vision. As a result, our company has accomplished major milestones in propelling growth, employee satisfaction and reaching all of our goals successfully. We grew 3x the rate of our industry average this year.”

### **Mike Lowry**

President & CEO

**Lowry Computer Products**

[www.lowrycomputer.com](http://www.lowrycomputer.com)

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“Dietz Property Group (DPG) has been implementing EOS for just over two years coming out of the Great Recession. During this period, we grew 44% by picking up six new third party engagements and acquiring three new properties, after being stagnant for a couple of years. EOS has also helped position us for future growth. We are a much stronger, clearer, simpler, cohesive organization than before we started with EOS.”

### **Brian Dietz**

President

**Dietz Property Group**

[www.dietzpropertygroup.com](http://www.dietzpropertygroup.com)

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“Our Implementer has helped us learn and implement EOS, a single operating system, for our 35 year old, 40 person professional services firm. The results are impressive; using one system allows us to spread it and teach it to all our employees over time and it continues to gain traction. One system keeps it simple and efficient. Our Implementer’s energy and passion make it fun!

I am also a Vistage member and find EOS to be extremely complimentary with Vistage’s focus on best practices within every area of a company and its leaders. We gain value from both of these investments and I would encourage others to explore working with an Implementer and evaluating the power of adopting EOS as their one operating system.”

**Lori Gordon**

CEO

MandMarblestone,LLC

[www.mand.com](http://www.mand.com)

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“The EOS Process has allowed our management team to grow more trusting of each other, be more efficient and navigate through tough issues quickly. It has been less than a year since we have rolled it out to all of our team members. They are enthusiastic about the changes that have been brought forth. I have entrusted this journey to the point that I am taking a two month sabbatical. Without the growth over the last 18 months of the organization, I know this decision would never have been made possible!”

**Sean Ross**

PackSmart, Inc.

[www.packsmart.org](http://www.packsmart.org)

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“These tools have been an invaluable resource for Zoup! Our company has flourished, growing from five locations to just under 50 open and awarded. In addition to traction and accountability, these concepts have helped us create a strong, healthy, and skilled leadership team with clarity around the company’s vision and each member’s contribution to that vision. It has helped us clarify roles for the team and also for franchisees.”

**Eric Ersher**

Founder & CEO

Zoup! Fresh Soup Company

[www.zoup.com](http://www.zoup.com)

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“I had a well-run, profitable and growing business before we implemented the concepts in Traction. Today, a year after implementation, we have supercharged the business. We now have clarity of responsibilities and problem-solving frameworks, and the growth has been explosive even through the recession. Thank you for giving us the framework to really take off!”

**Bob Verdun**

President

Computerized Facility Integration, LLC (CFI)

[www.qocfi.com](http://www.qocfi.com)

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"Engaging with the EOS process has been the single most beneficial thing I have done for myself and my company. I always felt there must be a better way than how I was going about running my organization. The EOS process proved to be the Holy Grail I had been searching for all that time. It demonstrated a clear, concise, and PROVEN way to deal with everything an owner/decision maker deals with – and how to grow with that knowledge. I plan better, I sell better, I manage better, and I have more confidence than ever before. The best feeling with the EOS process that I can share is that I know with great clarity that the work my leadership team and I are doing is undoubtedly going to make my company stronger and more successful."

**Joe Goudeseoune**

Detroit Band Saw

[www.detroitbandsaw.com](http://www.detroitbandsaw.com)

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"I embraced the EOS system nearly two years ago and I can say that this is one of the best business decisions I have made. It has taken my somewhat shaky company and has transformed it into a well-oiled machine. Furthermore and almost more importantly our profits have soared, up 45% all because of our adherence to the EOS model. My executive team members are now on the same page as everyone is working to achieving their personal rocks while ultimately achieving our company goals. I cannot say enough about the genius behind EOS and actively pass on the word, just not to my competitors."

**Dr. Michael E. Graham**

President & CEO

GraMedica

[www.gramedica.com](http://www.gramedica.com)

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"Applying the EOS principles has helped us achieve extraordinary results. Last year, we doubled revenue and tripled profits! Even better, our entire organization is aligned with our goals and vision - with powerful results."

**Marc Schechter**

Schechter Wealth Strategies

[www.schechterwealth.com](http://www.schechterwealth.com)

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"Our vision is clearer, and now we plan more strategically and really use the EOS problem-solving techniques. We've met 89 percent of our Rocks for eight quarters - and had 49 percent growth in three years!"

**Curt Rager**

Autumn Associates

[www.autumnassoc.com](http://www.autumnassoc.com)

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"After our work with the EOS Process™, we are a very different company. We have a more effective and mature executive committee team. These simple techniques have played a key role in our changes.

The EOS concepts have revolutionized our enterprise. We are highly profitable, adroit, and flexible, and we have a results-oriented culture. Implementing the EOS tools has made a meaningful difference in who we are today."

**Albert M. Berriz**

CEO

McKinley

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"We have been a part of the EOS Process™ from the beginning, and we are committed to it for life. As a result, our revenue has more than quadrupled (466 percent) in the last three years, and profits are up even more than that.

The EOS Process™ simplifies all of our business issues. It provides a forum and the tools for us as a leadership team to talk openly and honestly about all of our internal and external issues."

**Rob Tamblyn**

The Benefits Company

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"Our company has been named to the PROFIT 100, which recognizes the 100 fastest growing companies in Canada over the past five years. We have grown by over 1000 percent since working with the EOS concepts and principles. Our amazing growth is attributable to the work our EOS Implementer has done with our company."

**Kevin Brady**

Brady Financial

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"A note of thanks for all you have done for our firm. When we began implementing these concepts, I was not happy, my health was failing, and my stress level was so high, I was ready to give up. Business wasn't fun anymore. My business owned me – I didn't own my business. At the time, I had 10 employees and was ready to take it back to five and just settle for where I was. To consider more growth just meant more stress and more frustrations. In the last year and a half of working with you, we now have 12 employees, and our revenue has gone up by almost 100 percent in two years! The best part is, I am not only happier again but also have more freedom of time. I now spend 50 percent of my year in Nashville with my two children, their spouses, and my two granddaughters. More income, and less time combined with happier employees = one happy business owner. Many, many, many thanks!"

**Curtis Whipple**

Owner

C. Curtis Financial

[www.ccurtisfinancial.com](http://www.ccurtisfinancial.com)

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"The EOS tools have changed my life! I'm now able to let go of the day-to-day, knowing I have developed a team that can efficiently handle the details. We have consistently grown every year for the last four years in a very tough market, while the competition has struggled."

**Ronald A. Blank**

President

The Franklin Companies

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"With this process, the vision for my company has been greatly accelerated. It has helped in unprecedented ways."

**Todd Sachse**

Sachse Construction

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"Your help with Asphalt Specialists Inc. has proven to be invaluable. Your EOS Model™ and your V/TO are business tools that are both practical and user-friendly. They have taken ASI to a new level. Our company has experienced a powerful cultural shift."

**Bruce and Dan Israel**

Asphalt Specialists, Inc. (ASI)

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"Please accept my warm thanks and appreciation for all you have done to help us transform ourselves and our organization from 'good' to 'great.'

Through your coaching, experience, and use of your tools, you have helped me reorganize and more fully develop our leadership team and get us all laser-focused on what is most important. We are now fully accountable to each other and growing healthier every day.

Our business has grown 300 percent over the last five years.

It would be my pleasure to highly recommend you to any business owner that wants to grow their business and build a healthy leadership team using your tools, coaching, and experience.

We look forward to continuing this process with continued success.

The concepts and tools that have been masterfully captured in the pages of this book have provided some of the magic that has helped us. Don't miss it!"

**Craig Erlich**

CEO

[pulse220, an experiential agency](#)

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"You have been instrumental in working with our company to create a road map not only for the next year but the future. We have implemented tools that have been integral in creating not only a direction but a culture. We have created solid core values, which have forced a restructured organization with common goals and passions. We have fully implemented The EOS Tools™ throughout the organization. These have been instrumental in assuring individual and department accountability. The tools are simple to use, teach, and understand throughout all levels.

I cannot say enough good things about what you have done to help our company. You've enabled me to grow my business 100 percent over the last three years while staying balanced and having fun."

**Bernie Ronnisch**

[Ronnisch Construction Group](#)

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"Prior to implementing the disciplines in this book my partner and I felt like we were running our business by the seat of our pants. With the EOS tools in place we now have faster growth, increased profitability and great people that we enjoy working with. Our growth rate has averaged over 20% per year. These results put us in a position to sell our company to a public company for above-normal multiples and reacquire the company after just a year and a half."

**Rob Dube**

President

[Image One](#)

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"EOS has done a remarkable job for me as a business leader, as a person and for our company. It has improved my business and my life dramatically. I am having more fun, and my sales and profits have increased by 50 percent over the past three years. The EOS Process takes one's vision and sets up systems to make it a reality. I would recommend the EOS Process™ to any organizations that are ready to go to the next level and to hold themselves accountable to achieve everything that they knew they could."

**Bob Shenefelt**

CEO

[RCS International](#)

[www.reallycoolsolutions.com](http://www.reallycoolsolutions.com)

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"If you want to improve the profitability of your business and the quality of your life, implement EOS in your company. It helps companies gain focus and traction. We are a much stronger organization today as a direct result of applying the concepts."

**Jerry Reinhart**

President and CEO

Pomeroy Investment Corporation

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"The EOS tools work. They really help us stay consistent and focused on our vision. The principles have helped me build a solid leadership team, crystallize our plan, and create the discipline to take the organization to the next level."

**Sam Simon**

President and CEO

Atlas Oil Company

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"The EOS tools are simple, but if you embrace them, the results are simply astounding. They helped turn my company from a good one to a great one. If it's growth, consistency, and success you seek, the EOS Process is for you."

**Todd P. Smith**

CEO

Clear!Blue

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"This is my 3rd start-up company and it is off to the best start. We are exceeding our projections and we know it is because we have implemented EOS. From vision to project accountability, the system is both simple and comprehensive.

Much of my career has been spent in consulting so I have had the privilege to see how a number of companies are run. I have not seen a more effective operating system than EOS. This is why we engaged our Implementer and he has exceeded our expectations every step of the way. I recommend the EOS Process wholeheartedly."

**Corey Clothier**

Saber Leadership & Teamwork

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"Five years ago we ended the year at \$5,000,000 in revenue and a 3% net loss. Things weren't awful, but we definitely wanted to do better, so we implemented EOS. It felt a little awkward at first, but as we began to master the system, things became simpler and *everything* began to work better. As a result, we ended the next year at \$7,500,000 with a 6% net profit! The whole leadership team is so much more confident about the future now, and we've never been so unified as a team. I guess the big WOW! in all of this is knowing that our dreams are attainable. We're on pace to close out this year at \$18,000,000 with a nice profit. EOS works."

**Steve Spiech**

Spiech Farms

[www.spiechfarms.com](http://www.spiechfarms.com)

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“As a new CFO at an EOS company, Image One, I was a great skeptic of using a business coach and following processes recommended by an outside consultant. I was quickly converted after joining the meeting pulse of the leadership team and one quarterly off-sight. We were successful at Image One and after I co-founded my own business, Origin Digital, I immediately noticed the absence of accountability and pulsing in my new team.

Fortunately, EOS was also expanding and we were able to bring the EOS tools to the NY area. We worked with our implementer right from the start and went from “Zero to Acquired” in less than 24 months. The buyer chose Origin Digital out of 100 other potential companies to acquire for a few reasons, but highlighted our team, structure and systems as key factors in their decision. We are now poised for a rapid global expansion of Origin Digital. Thanks for the foundation and guidance!”

**Erik Perkins**

Origin Digital

[www.origindigital.com](http://www.origindigital.com)

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“I don’t think PowerObjects was unusual when we came into the EOS world. We had been around for 15 years and had an ongoing issue of bouncing off a revenue ceiling that we couldn’t get past. We read Traction and made an effort to implement EOS on our own. Feeling we weren’t giving EOS the attention and follow-through it deserved, we agreed to schedule a 90-Minute Meeting with a local EOS Implementer.

The meeting was great – we learned more about EOS and began to understand the value of an EOS Implementer. Our subsequent decision to hire the Implementer to help us “master” EOS has been the key to making this work. In just over two months we’ve gained a much clearer vision of what has been stopping us from reaching our goals and started moving ahead. The EOS Process has forced us to make some tough decisions about our business. We are now completely focused on Microsoft CRM and have rolled off the other pieces that were distracting us from our true core focus. EOS has given us the tools we need to quickly and effectively analyze our organization and our people. It’s given us the ability to see exactly what needs to be done to reach our goals and the discipline to do it.

Implementing weekly Level 10 Meetings has made us more productive and our meetings are worth the time of the people attending. As a result it now takes us just 90 minutes each week to accomplish more than we used to be able to get done in months of discussions. We spend most of that meeting time solving problems and removing obstacles – really getting to the core of the issue, resolving it, and moving on. We have just rolled EOS out companywide and I’m already seeing changes I know will drive to the bottom line. Thanks for paving a road that is getting more exciting to drive on daily!”

**Jim Sheehan, Chief Operations Officer**

PowerObjects

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“In the 10 years prior to implementing EOS, our company experienced substantial and consistent revenue growth year after year. But we hit a ceiling. Our leaders weren’t on the same page, there was confusion about direction and roles, finger-pointing, and turf protecting – profit dropped considerably. It wasn’t fun. EOS has helped us develop a trusting, engaged, focused and empowered leadership team. We’re growing again, expanding our facilities, acquiring companies and delivering more consistently to our customers. Best of all, we’ve been profitable, even through the tough years, and I am able to truly strategize our long term path, instead of concentrating on present-day issues. On a 1 to 10 scale, I give the whole experience a 10 (and I don’t give many 10s).”

**Joe Cekola, President**

Imperial Beverage – Elite Brands

[www.imperialbeverage.com](http://www.imperialbeverage.com)

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"I was a carpenter who became an owner of a family building business, without having first learned all the fundamentals of how to grow and run a great company. Everything I learned came from the school of hard knocks. EOS has really helped because it incorporates all the fundamentals into a complete system for developing and strengthening leaders and managers. Instead of being reactive, we have become proactive, making better decisions that improve our customers' experiences and ours too. Our team is now all moving forward in the same direction toward shared goals. In 2008, a very tough year for the residential construction industry, our revenue actually increased 18%.

EOS takes tried and true "best business" practices and helps you customize them to fit your company. One of my leaders shared, "We've learned that business can be simple – it doesn't have to be complicated and complex." EOS definitely simplifies everything. A big windfall for me is that my son is learning all the stuff I never learned, and getting all the business tools I never had, which should position him well for taking over the business when I'm ready to step down.

Our EOS Implementer exhibited genuine interest in helping us to become our best, as individuals and as an organization. He didn't disappear after he finished implementing EOS with us but continues to assist and offer support in genuine ways and is always available when we do call for assistance. Beneath his humble demeanor is a wealth of practical knowledge. It has been a great experience."

**Brian Pennings, President**

Pennings & Sons

[www.penningsandsons.com](http://www.penningsandsons.com)

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"An EOS Implementer invited our leadership team to a 90 minute meeting in November, 2006 to explore EOS. We felt we had "hit the ceiling" and taken our company as far as our own management skill set would allow us to go, so we were open to listening. Another business owner we knew recommended the Implementer and EOS, so we did the meeting and elected to start the process.

Doing any reconstructing of your business can be scary. We weren't a failing business needing to be rescued. We were a successful business wanting to do even better. The fear was that we could change things and make it worse.

The power of EOS is in its process for integrating simple, practical tools into your organization, and the nice thing is that you don't have to conform your company to the tools; the tools conform to your company. As we mastered each tool, we just started doing things better: making better decisions more efficiently; organizing everything; communicating our ideas and vision better; getting our people all working together and towards the same goals. We've experienced higher productivity, lower overtime and greater profitability. We are much stronger now, more focused and advancing steadily, and the icing is being able to take 10 days off with everything still advancing while I'm gone.

Having the implementer was also helpful. He asked questions we would not have asked, added perspectives we would not have considered, and challenged ideas and processes that were working already but had room to grow. Would we have made all this progress without EOS? Maybe eventually. The Implementer put us on the fast track to greater profitability and growth, and elevated my partners and I to management levels we would/could not reach on our own. Would I do it again? In a heartbeat."

**Kurt Steensma, Partner**

Steensma Lawn & Power Equipment

[www.steensmalawn.com](http://www.steensmalawn.com)

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