

UNISOL - Introduction to the Growth challenge CEO Interview with Michael Edwards

CASE STUDY – Internal Training Video

Setting: News Studio TV Setting – Corporate Blue Background
Dress Code: Formal Business
Graphics: TV logo, Shares update ticker-tape.

REPORTER

Today we are fortunate to have a very special guest with us. Please welcome Michael Edwards, the CEO of UniSol - the world's leading supplier of specialty solutions.

MICHAEL EDWARDS

Good afternoon and thank you for inviting me here today.

REPORTER

Mr. Edwards, could you briefly explain a little bit about your company, and what has made it so successful?

MICHAEL EDWARDS

UnSol was founded over 100 years ago: its core business is specialty chemicals. We also manufacture engines. After integrating our mechanical engineering division, we have now diversified our activities, and offer a wide range of solutions to our customer base. We are a truly global company, distributing to over 120 locations around the world. I would say the single most important factor underlying UniSol's success is the drive and passion of our staff.

REPORTER

Less than a year ago you presented a very positive report on growth at UniSol, but today your company is in the spotlight from a more negative angle: figures have revealed

less than expected growth in both your divisions. What has happened?

MICHAEL EDWARDS

The past year was one of the most challenging ever, not only for UniSol; but for many competitors in our industry. We are losing market share in our two main divisions: the chemicals and the mechanical engineering units. It is my key concern, and I have made this my prime focus, as it is also very important to our shareholders.

REPORTER

Why is UniSol losing market share in these divisions?

MICHAEL EDWARDS

At first glance it appears that our two divisions are doing well: they are growing. However, if you take a closer look, we still need to accelerate to catch up with the industry. Our products and services are competitive and the fundamentals are strong, but we are challenged by low-cost competition, particularly from China, which is growing at a pace far above average. Our products are clearly superior and we aim to address the quality segment, but we need to communicate our quality even better to address our entire potential customer base. Our cost position means we cannot simply compete on price – our high quality would not allow us to.

REPORTER

The causes you have just mentioned seem rather marketing driven. In light of that dynamic, what makes you feel you will be able to deliver on your promises?

MICHAEL EDWARDS

As I have just mentioned, our products are of higher quality and we also have a number of other advantages compared to low-cost competitors. The challenge is simply to win and retain customers who value quality attributes and our long-standing expertise. We will intensify our efforts to sharpen our presence in this value segment of the market.

REPORTER

Thank you very much for coming, Mr. Edwards. We wish you all the best on your path to higher growth with UniSol.

MICHAEL EDWARDS

Thank you very much.

FADE OUT & END

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