

## Highlights



### Challenge

The company was undergoing a dramatic shift in its business model and needed to get everyone on board with supporting the new direction.



### Solution

Open the books and get the entire company involved in setting the sales, operations and financial targets for the business.



### Results

The company has grown an astounding 600% since it began playing the Great Game of Business in 2014.

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*“Being an ‘open-book’ company has brought greater clarity, focus and intention to the AMQ business model.”*

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*Provides height adjustable, open plan furniture with a universal five-day lead time to customers like Google, Netflix and Sephora.*

### Company Background

AMQ's original business model when it got started in 2009 was built on selling a variety of office furniture solutions that it designed and manufactured both overseas and in the U.S.. While that model was successful for several years, CEO Bruce Mallett says that varying different lead times with multiple product lines was confusing to customers. “We hit the fork in the road in 2013 when we recognized that Millennial customers cared more about timeframe than price,” says Mallett. That's when Mallett made the decision to eliminate products like panel systems and seating that didn't fit its new model of providing open plan products that can be ordered and shipped directly to a customer in five days. In 2014, AMQ launched the brand promise of the “5 Day Open Plan”, which quickly connected with customers and began the huge upturn in sales. In addition to its headquarters in Santa Clara, the company has three new showrooms in San Francisco, Atlanta and New York City (Manhattan's Design Center).

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*“The Great Game of Business takes the weight of the world off your shoulders.”*

## Playing the Game Together

While Mallett believed that the pivot in his business model was one that would lead to exponential growth for the business, he also “didn’t want to build a house of cards that couldn’t sustain that rapid growth,” he says. “I wanted to holistically change the culture of the company and needed everyone to buy into the program if we were going to be successful.”

That’s what led Mallett to his coach, Len Falter, who helped the team at AMQ implement the Great Game of Business in just 13 weeks – which included financial literacy training, weekly huddles, mini-games, and a shared focus on tackling the company’s critical number: Profit Before Tax (PBT).

“The Great Game of Business gave us the fundamentals and tools to be more effective with communication and having understanding of what we are doing,” says Mallett, who notes that the company has hit its bonus goals 10 quarters in a row. “It also gave us patience and a common set of goals to work toward.”

AMQ has also embraced the High Involvement Planning process. “Sharing input with each other precludes any conflicting goals, enables sufficient resource allocation, and builds teamwork,” says Mallett.

Mallett also credits AMQ’s success to diversity. With a gender balanced and multi-ethnic management team and staff, you get what he calls “diversification of thought,” which prevents the trap of “thought bubbles” when only a narrow point of view is considered in decision-making.

*“Our commitment to the GGOB only continues to grow, as it is now the underpinning to everything we do and it is permanently marked into our brand DNA.”*

## Rapid Financial Results; Lasting Cultural Change

With the pivot in its business model, and continued focus on growing PBT, AMQ’s prospects for the coming year are bright. Projected revenue for 2016 is more than \$25 million, with strong growth expected in ten targeted key markets that include the Pacific Northwest, Florida, Texas, Southern California, Chicago and New York City.

As a result of their skyrocketing growth, AMQ just moved into new space that is three-times the size of their former facilities as they accommodate the new products and higher inventory levels that their expanding customer base demands. It also allows them to set a solid foundation for operational excellence.

Mallett says that there are also benefits to the team at AMQ from playing the Great Game of Business that go beyond its impact on the company’s bottom line. He values the fact that open-book management — and the financial literacy it brings — will empower his employees in their future roles. “I’d be thrilled to see how perhaps one day they would each start their own businesses because of the strategic thinking they learned at AMQ,” he says.

*“Commitment, consistency and rigor — and a steadfast commitment to GGOB practices — has breathed new life into our company.”*