

REDEFINING A COMPANY'S CULTURE

ABOUT CUMBERLAND PACKING CORP. Founded in 1945, Cumberland Packing Corporation is a privately-owned, third-generation Brooklyn-based company best known as the manufacturer, distributor and marketer of Sweet'N Low.

THE CHALLENGE. After staff reductions and a re-organization of production several years ago, ownership wanted to reorganize, and re-energize many of their key staff members. Cumberland asked ITAC to put together a training and personal outreach program to help develop a greater sense of unity and purpose and assist management with ongoing strategic initiatives.

Prior to that, ITAC had been engaged in multiple projects to help Cumberland with opportunities around supply chain management, warehousing, productivity, sustainability, strategic planning, lean initiatives, and food safety certification. The ITAC team had a deep understanding of management dynamics and identified opportunities to help Cumberland become a more cohesive, functional and competitive organization.

MEP CENTER'S ROLE. ITAC developed a multi-level initiative to provide coaching and advisory facilitation; family governance; and leadership development.

An analysis of the organization and its roles and responsibilities, as well as of organizational communication flow, preceded the initiative. ITAC developed a well-articulated step-by-step process to build the organization- one that is well positioned for growth, stability and sustainability.

Anticipating resistance to restructuring, ITAC held multiple group and individual meetings with the full support and cooperation of ownership. Through this process Cumberland's staff was part of a coaching approach to plan to work through both the barriers and opportunities for engagement and implementation. This approach also included elements of family governance and the integration of the strategic plan with family legacy initiatives.

"ITAC has been invaluable to us over the years, especially in the area of training initiatives. They have also assisted us in locating and hiring consulting/service providers in the areas of logistics (transportation management and consulting), cyber security, and HR, which have significantly bolstered our operations."

-Dave Gordon, COO

RESULTS



6 new or retained jobs



Redefined company culture and created a more functional and competitive senior staff team.

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