CASE STUDY
REVER
A clothing company

unfold + work

REVER

Rever is a leading company in waterproof and reversible clothing. Created in 1990 by a group of clothing designers in the city of Barcelona. Rever has won several awards for excellence in design and quality of materials. It is a reference in Europe. It has a production plant and more than 20 stores, employing more than a thousand people.

come in! WE'RE **OPEN**

CONTEXT

Rever's board of directors has decided to take the administrative department to a Distributed Work environment, seeing in this decision many benefits but also many challenges. For this reason, it has hired the services of Unfold Work, to advise and assist the company in the transition.

ANALYSIS

Through a process of analysis, we determine the different variables and identify the potential challenges in making the leap to a Distributed Work environment. Unfold Work conducts **surveys** and group **interviews** to identify the performance **indicators** it wishes to impact. With this information, it elaborates a proposal based on joint efforts, a combination of experiences that will result in the impact of these indicators.

THREE EMPLOYEES AT REVER
that exemplify the company's situation.

JORGE CAPDEVILLA
Young clothing designer. At 25 years old, he has already made a place for himself at Rever. He is an **introvert**. His challenge is to learn **to work in a team** and create a productive work environment at home.

BEA GARCÍA
Senior manager within the company. With more than 15 years working at Rever, she is an in-house benchmark for responsibility and reliability. Her challenge is to manage her stress, anxiety and balance between her personal life and her responsibilities at Rever.
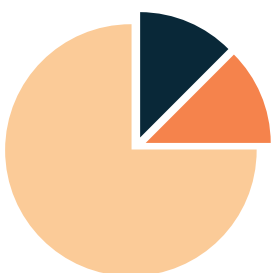
SERGIO MÉNDEZ
VP of sales for the company. His goals are to become more productive every day, improve year over year and build great sales teams. His challenge is to learn to lead in a Distributed environment. He fears becoming a boss who is too controlling and lacks motivational skills.

SOME ANALYSIS FACTS
that reflect the current state and the challenges we face.

- 75% of employees are concerned about their **productivity** and the **distractions** that prevent them from concentrating.
- 83% of employees consider it necessary to reduce the number of videoconference **meetings**.
- 76% suffer from **stress** and lack of **trust**.

WORK PROPOSAL

Based on the analysis, we designed and developed a proposal to work closely with Rever. This proposal includes training experiences for employees in general, middle management and the executive team, with a project to have a direct and measurable impact on their business results, and improve the quality of life and retention of their work team.

MINDSET
Executive training experiences to adapt the company's **culture** to the new Distributed Work environment.

SKILLSET
Training and resources available to train teams in the **skills** needed to perform in a Distributed environment.

TOOLSET
Selection of tools and methodologies to improve the productivity and well-being of the Distributed teams.

Masterclass
For leaders and middle management (like Bea and Sergio).
Topics: **Trust** and **Deep Work.**
By **Balvinder Singh Powar.**

eLearning
6 1-hour **e-learning courses** for all employees with content including **Work-Life Balance and Home Office Challenges.**

ILT
Instructor-led Training Courses on collaboration and co-authoring tools such as **asynchronous brainstorming** for Jorge.

Personality Assessment
One of our key tools to generate the greatest impact is our personality assessment programs provided by our Director of Applied Neuroscience, Rodrigo Martínez de Ubago.

WORKFLOW

We apply the ADDIE work methodology, which includes the Analysis, Design, Development, Implementation and Evaluation of the results obtained during the joint effort. We are now in the last stage.

A — **D** — **D** — **I** — **E**
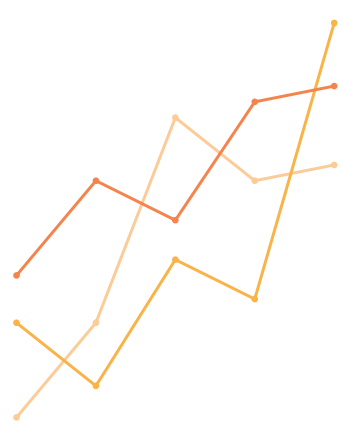
Evaluation
We evaluated the results at **30/60/90 days** from initial implementation.
Perceived levels of anxiety and stress **decreased by 35%**.
Productivity and ability to focus **increased by 22%**. Teams use new tools to improve collaboration and this impacts their results positively. Project management requires **16% fewer meetings**.

AN INSIGHT FOR REVER

The management team believed that it was the distractions of the new work environment that were causing the lack of productivity, and that they needed more monitoring tools. But we discovered that the distractions were an escape mechanism that allowed employees to let go of the stress produced by the excessive meetings and monitoring tools already in place.

Deliverables
Before leaving we delivered to Rever:
- Report on KPIs results, surveys and interviews.
- **People analytics**
  - Reports of our LMS detailing employee engagement and outcome of the courses.
  - Personality reports with suggestions.
- Masterclass and courses materials.
- A proposal for further improvements to continue to increase the results of key indicators.