



MPB
Leadership Accelerated

CASE STUDY 2

FACTS

- In 2008, SS&G was a Top 75 firm with approximately 200 employees.
- For the previous 27 years, SS&G had experienced exceptional growth, year-over-year.
- SS&G owned several other businesses that included a wealth management firm, payroll company, turn-around and healthcare consulting practices all of which added another 100 employees to our headcount.

BACKGROUND

For 27 years in a row (starting in 1981), SS&G had exceptional growth. All 27 years had increased growth.

Total headcount was around 200.

SS&G was a Top 75 firm in the U.S. with offices in Cleveland, Akron, Columbus, and Cincinnati.

The firm was managed by an Executive Committee of 5 partners.

SS&G owned several other businesses: a wealth management firm, a payroll company, turn-around and healthcare consulting practice. These comprised another 100 employees.

The financial news was terrible. The banks and Wall Street were going through a meltdown.

We didn't know the future - the future was a 15% decline in revenues in 2008 and 2009, followed by a strong recovery.



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QUESTIONS

1

How did you react to the Great Recession?

2

How did you communicate with your employees?

3

What economic considerations did you weigh?

4

What impacts did this have on your firm culture?