

CASE STUDY

**HELPING BLUEGREEN CORPORATION
DEFINE THEIR MISSION STATEMENT,
PURPOSE, AND VALUES**



COMPANY PROFILE



TYPE OF COMPANY: PRIVATE

SECTOR: REAL ESTATE, VACATION OWNERSHIP INDUSTRY

SIZE: 5,500 ASSOCIATES

HEADQUARTERS: BOCA RATON, FL

“If you say your organizational purpose is to ‘Share Happiness’ then you have to ask yourself: Just how happy are our customers? How happy are our partners and associates?”

— STEPHEN WILKE,
DIRECTOR OF TALENT
DEVELOPMENT AND
SHARE HAPPINESS
EVANGELIST AT
BLUEGREEN VACATIONS

CHALLENGES

Organizational changes in the business and a rebranding effort led to a journey to more accurately define the mission statement, vision, and values of Bluegreen Corporation, which no longer adequately reflected their business focus, organizational behavior or customer experience.

SOLUTIONS DEPLOYED

Expanded scope of LRN partnership to use the Leadership framework and ECA consulting tools and resources to provide a framework for analysis and change effort.

PARTNER CATEGORY + DEMOGRAPHICS

Bluegreen Corporation was founded in 1966 and is a wholly owned subsidiary of Woodbridge Holdings, LLC, and an indirect subsidiary of BFC Financial Corporation. Their team of over 5,500 associates have a commitment to creating memorable vacation experiences by providing quality, flexibility and choice to 195,000 Bluegreen Vacation Club owners at over 65 resorts across the continental U.S. and Caribbean.



1966

LAND & REAL ESTATE
COMPANY



1966

SERVICE & SALES,
MARKETING & RESORT
MANAGEMENT COMPANY



2012

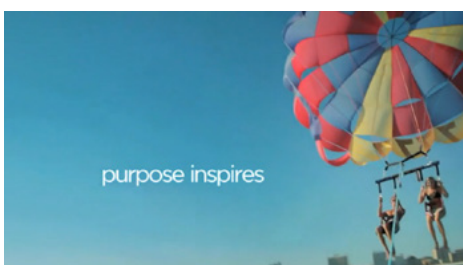
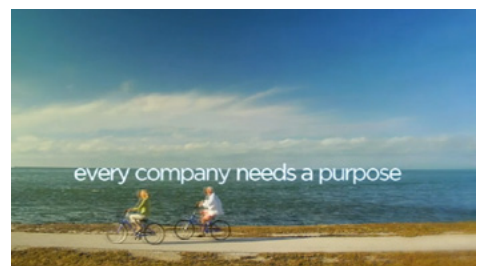
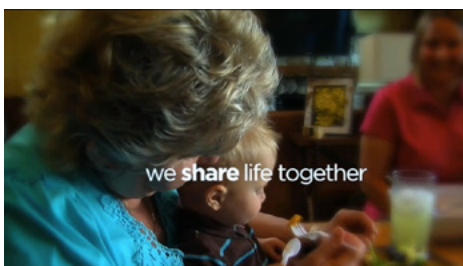
EXPERIENCE & VACATION
CURATION COMPANY

BUSINESS CHALLENGE

At the core of this challenge was the evolution of Bluegreen's business over more than 50 years of operation. After changing core components of their business model between 2012 and 2013, Bluegreen found themselves in a position where their organization's purpose was a set of words that didn't adequately reflect their behaviors or beliefs. As a result, they didn't just have to rebrand from a marketing perspective, but also redefine the purpose and mission that drives the daily behavior of their workforce.

STEPS FOLLOWED

- 1 As a partner since 2007, LRN and Bluegreen already had a strong relationship that began with annual ethics and compliance training and educational content. In this instance, experts from LRN's Ethics and Compliance Alliance (ECA) helped Bluegreen Vacations begin an internal and external reflection exercise and discovery process that would strive to help the organization answer two big questions: **Why are we here? Why are we doing what we're doing?**
- 2 With the guidance of LRN's Leadership Framework and ECA tools, Bluegreen's senior leadership, marketing team, general counsel and director of talent development worked together to land on a new purpose and values that defined what makes Bluegreen Vacations unique. It was at this time that the choice was made to lean on their culture, something that has truly grown over the years and reflected who they are, to develop a set of aspirational values that gave purpose to their business.
- 3 Through "Tone at the Top" and "Tone from the Middle", Bluegreen began the process of integrating these ideas internally with partners and associates and externally to customers and potential recruiting candidates.
- 4 Bluegreen fully integrated these newly defined values as the core of the customer and associate experience and organizational purpose.



SOLUTION

To ensure their name reflected their operational focus and purpose, Bluegreen rebranded as Bluegreen Vacations. After following these steps, Bluegreen Vacations was able to transform their mission statement from a full page of text to an organizational purpose of two words, which also became their tag line:

Share Happiness

Based on 4 core values of care, trust, passion and humility, the new Share Happiness initiative was born to connect the behaviors and values of Bluegreen. This new organizational mentality (shared conceptual model) has become the framework for the long term development and thinking of the company and their quest to drive change and become a sustainable organization.

RESULTS

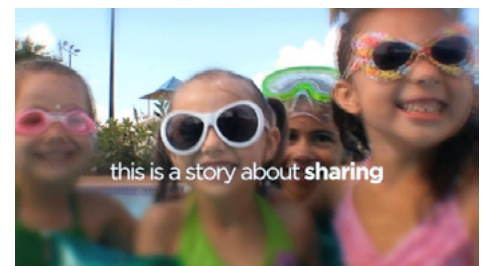
The “Share Happiness” campaign and organizational focus on culture has led to a new, experiential approach to their videos, social media, assets and web content. Beyond the noticeable changes they’ve made to the look of their brand and digital presence, what Bluegreen Vacations has really been able to do is connect to the hearts and minds of their associates and customers and other business partners (marketing alliances and fee-based service clients).

To help develop conversations around the things that matter to the company, Bluegreen Vacations created the Share Happiness Ambassador Program. This program initially helped coach senior and middle management and spread the message throughout every facet of the organization through a series of cascading meetings where Share Happiness was used as a standard to measure against all processes.

Since starting the “Share Happiness” campaign, associate engagement and satisfaction survey scores have risen to an 8.3/10 on engagement and satisfaction rating. Employee Net Promoter Scores (NPS) have also risen up to 44%.

Employee satisfaction is at an all-time high, emphasized by 108 instances of the word love in survey responses from employees that ask them to describe the company.

A refreshed, rewritten code of conduct that will reflect the newly defined values and purpose of Bluegreen Vacations is currently in the process of being developed and released.



ABOUT LRN

LRN offers education, tools, and advisory services to help organizations develop values-based cultures and leadership, strengthen ethics and compliance efforts, and inspire principled performance. Founded in 1994, LRN is a global company that has educated more than 20 million employees and has worked with more than 700 companies in 100 countries worldwide.

LRN's work is grounded in HOW®, a philosophical framework for individual and organizational behavior in a world that is increasingly complex and interdependent.

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