

PROJECT SUMMARY IT BUSINESS UNIT

PROJECT TITLE: ORG DESIGN AND GOVERNANCE FRAMEWORK

Project Overview: The client's organization had lost alignment with the needs of its critical customers and dealers worldwide. To respond to this issue, the client engaged CGN to develop a new organizational design and operating model for the client's IT business unit, as well as a corporate governance framework to assure successful implementation and continued strong performance.

Business Objectives

- Deliver products and services the customer values
- Develop strategy for managing customer/dealer relationships
- Develop new organization design with cost effective operations, improved performance management, and governance for multiple business units

Challenges

- Lack of a clear business strategy to drive appropriate autonomy and prioritization for long-term IT fiscal and asset management
- Ineffective interactions with client groups to align disparate needs across geographies and businesses
- Lack of governance over disparate functions delivering interdependent solutions to common customers
- Lack of competencies required to understand dealer business and related information architecture needs at the operating level
- Existence of ad-hoc information technology systems and approaches due to a lack of governance and collaboration at the architecture level

CGN Solution

- CGN performed a comprehensive organizational design and capability assessment to compare the organization's current state performance and capabilities to a recommended level for its critical role. Key processes were also assessed for alignment with the business and operating needs of its customers (versus the business unit's own internal needs). Deliverables included:
 - Gap analysis and future growth needs
 - New operating model with critical design criteria and key processes
 - Improved governance framework to assure initial and on-going alignment
 - New organizational design with key roles and responsibilities
 - Detailed and phased implementation roadmap
 - Change management and communication plan

PROJECT DURATION:

June – September, 2006

RESULTS:

- **New recommended org design and structure transforms IT business unit from an internal cost center to a customer-centric business unit that is aligned with customer needs**
- **CGN provided recommendations for initial steps to take to facilitate change, as well as a long-term implementation roadmap**
- **Recommended governance framework provides policies and guidelines for the management of the total life cycle of all dealer-facing IT solutions**



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