

IT BUSINESS UNIT & GOVERNANCE DESIGN

CGN developed a new organizational design and operating model for the client's new IT business unit, as well as the corporate governance framework to assure a successful implementation and continued strong performance.

Business Problem

Our client's organization had lost its alignment with the needs of its critical customers and dealers worldwide. There was no effective communication or coordination among many parts of the organization with the customer base, and no collaboration or leverage across the confusing array of solutions and interfaces. The value of the client's services and the organization itself was seriously in question by its customer base and the client's own corporate executive team. The current organization was in a company-imposed freeze mode, and they needed to turn this situation around quickly.

CGN Solution

CGN performed a comprehensive capability assessment to compare the organization's performance and capabilities to a recommended level for its critical role. The current key processes were also assessed for alignment with the business and operating needs of its customers—versus for its own internal drivers.

The assessments included a review of current gaps within the governance framework, performance metrics, and the active portfolio of initiatives and priorities. This input along with the assessment of gaps and future growth needs, roles, and customer business dynamics were used to develop and validate new operating requirements, critical design criteria, new key processes, and an improved governance framework to assure initial and on-going alignment and performance. Multiple design options were developed and considered, each with trade-offs in flexibility, autonomy, growth options, global structure, and ultimate business agility. A final design was selected and then fully detailed out with a complete set of key roles and responsibilities and a detailed roadmap for phased implementation.

SCOPE

Design new business unit for a major organization as well as the governance framework over this unit and several other interfacing units across the company; Provide a detailed assessment of current gaps, design options, and priorities for a phased growth plan; Design a complete change management approach that includes critical messaging and a detailed roadmap for implementation.

BUSINESS DRIVERS

Achieve break-even on costs within a year; Re-organize for more cost-effective operations and improved performance management; Align priorities and improve value of products and services for customers; Provide collaborative and coordinated governance for multiple business units; Provide strategy and leadership for company and its customer relationships.



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Customer Benefit

The entire project took approximately 3 months. The client had previously been stalled for a year and was now able to go forward with a clear vision that was shared and understood internally as well as with its customers. The client organization is now completely aligned with its customers' business needs and has a coordinated and collaborative interface for its processes, services, solutions, and new requirements. The client business model has gone from an internal cost center to a commercially viable operation, with clear value to its customers. The "ROI" for this project is 10x or more within the first business cycle. The high positive "ROA" impact of aligning all the people, processes, and assets within the client and within its customer base is clearly significant. And finally, the ROx impact of completing this engagement so quickly, moving from stalled project to implementation within a large organization, is also significant.

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