

Organizational Effectiveness

Healthcare Company Reorganizes Product Teams to Boost Sales



Situation

A large healthcare organization had an ambitious plan to merge two product teams located in different cities and realign the combined team to better support sales. However, what seemed like a typical organizational design project introduced a major challenge – getting the sales team onboard with the new solution and committed to revised sales targets for the product lines. Consequently, the client sought outside expertise to design and implement the new organizational structure, and get all stakeholders behind the initiative.

Solution

SolomonEdwards recognized that organization design and stakeholder engagement were two distinct projects and thus proposed a two-phased approach. We provided an expert in organizational design who mapped the new structure and developed roles and responsibilities for each employee.

In the course of the due diligence, the consultant also discovered that there were additional internal sales issues that needed to be addressed in order for the program to be successful.

With these tasks added to the change management plan, the consultant managed the execution, including coaching team members to succeed in their new roles. Throughout the process, the consultant briefed all internal stakeholders.

Results

SolomonEdwards’ consultant succeeded in implementing an end-to-end solution that realigned the product teams, but more importantly, garnered support from the sales department. The consultant used input from the sales team to help leaders provide faster responses to RPFs, and the direct support of the product team to the sales team made it faster and easier to close deals.

The SolomonEdwards consultant also developed a communications matrix to help educate sales counterparts about the new structure. In the end, the product team was able to contribute deeper expertise and deal support to the sales group, ultimately helping the company achieve its revenue goals.


INDUSTRY:
Healthcare


DEPLOYMENT:
Individual

SERVICES:

Business Transformation
Organizational Effectiveness
Change Management
Program Management