

# Organizational Design | Enhancing Customer Service



### Situation

Technology leader transforms service and support organization to enhance customer service

A FORTUNE 100 technology leader saw revenues trending flat or down in its global service delivery and customer support organization. The senior vice president needed to identify the root causes and get the \$6B organization back on track. Regional managers expressed frustration that the global team did not understand local markets and made decisions without the proper focus on customer service. A major reorganization was deemed necessary to empower regional leadership to address local priorities.

The company knew that overhauling its customer service and support organization required input and buy-in from stakeholders all over the world. With many teams having competing interests there was a requirement for an impactful yet neutral approach. The client needed outside expertise to help define an organizational structure that would establish ownership for the customer experience at the local level, then implement what would inevitably be massive change.

### Solution

SolomonEdwards delivered expertise to pinpoint the problems, conduct detailed root cause analysis, and then present a plan to resolve issues.

The approach involved engaging stakeholders so that they would have ownership in the solution. SolomonEdwards led the management team on a transformational journey to reach a joint solution by involving the client in each step of the process, which included:

- 1. Defining organization vision and strategy
- 2. Organization design aligned to the business goals
- 3. Governance model to make decisions more effectively
- 4. Managing change across the entire organization, including expectation management, training, and communications
- 5. Metrics that were carefully monitored and reported

### Results

SolomonEdwards was able to work alongside client team members to lead the transformation. The final result was a massive redesign of the organization affecting global and local executives and managers, and a successful change management process to rollout the new structure across the globe. The organization soon achieved a 25% increase in employee satisfaction. In addition, new success metrics enabled the client to track progress and refine the new structure as needed. The new governance model fostered faster, more strategic decision making, enabling executives to focus on developing new market opportunities.



**INDUSTRY:**  
Technology



**DEPLOYMENT:**  
Individual

### SERVICES:



**Business Transformation**

*Business Process Improvement*

*Organizational Effectiveness*

*Organizational Alignment & Culture Mapping*