

ORGANIZATIONAL STRUCTURE

The Case Study

The Customer

Billion dollar global real estate services company providing wide range of services to corporate clients including real estate transaction management, lease administration, construction project management and facilities management.

The Situation

The customer had developed a corporate support organization for its staff supporting customers in the field. Due to transfers of personnel, the organization had become unable to fulfill its requirements to start up accounts with new customers, to audit the success of ongoing operations and to conduct assessments of the effectiveness of customers' internal service delivery organizations. Simultaneously, the service provider was facing increasing financial pressures and the need for the organization to improve its ability to support itself financially.

The Strategy

This organizational challenge required a fresh analysis of how the support organization should be structured to best support expected requirements. Furthermore, the challenge would require the aggressive implementation of the new organizational structure that included addressing all activities required to ensure success including human resources, customer relationships, financial management and internal communications. Time was of the essence because new customer accounts needed to be started and staffed despite the staffing challenge being faced by corporate support organizations.

The Results

Impact Management Services was engaged to work closely with the Senior Vice President of the Business Unit and his leadership team to tackle the challenge with the following results:

- Designed a new staff organization that took maximum benefit of all available resources to provide support to new and existing staffs in the field. The new organization included the clear identification of a small core of full time employees and a team of ad hoc team

members including retirees, select staff members already in the field and independent consultants who could all provide support to specific requirements. A key component of the organization was a structured communications process designed to keep the ad hoc members of the team up to date on the company's current practices and activities.

- Provided the interim leadership for the organization and implemented the new organization structure. These responsibilities included identifying employees for selection to the group, including the identification of ad hoc group members. Oversaw support to the group's ongoing activities including the start up of new customer accounts and audits of potential new customer real estate operations.
- Developed formal processes for use by the corporate support organization. Among several beneficial tools was the process for starting up new customer accounts including a detailed project plan and internal reporting processes.

The Impact Advantage®

Impact Management Services was integral to the design, implementation, and execution of the programs deployed in support of this key strategic business initiative. Our thorough knowledge of the industry, knowledge of core business processes and deployment of our tools and our programs, allowed for rapid deployment, reliable implementation, and predictable results.

Impact Management Services has the expertise and experience to support a wide range of project types in a wide variety of ways from designing new management systems, to auditing existing activities already underway, to consulting services on any and all aspects of the service delivery process. Our services are provided by seasoned professionals with practical industry experience and are designed to ensure the ultimate success of your business strategy.

