

High Tech Design and Manufacturing Company

Using Management Development for Strategic Change

Challenge

A major high tech company was facing a loss in market share and business in key areas. They had recently restructured to align sales and marketing and some operational resources around market segments (e.g. healthcare, pharmaceuticals, telecommunications). The market segments were often competing for engineering and manufacturing resources, which were centralized.

Approach

Partnering with a leading European business school a three-phased six-month management development program was created for each of the market segments. Each program was sponsored by a member of the executive team and involved 50-60 managers representing the various functions and geographies.

- Phase 1: A 4-day program focused on identifying customer needs, skills and competencies of the team and the company, creating project teams to define the products and services to meet those needs.
- Phase 2: Project teams individually work within organization to develop the products and services identified.
- Phase 3: Three day meeting where all project teams report on the status of their work and executive management provide feedback and remove barriers.

Results

One market segment grew by 10% in a highly competitive situation based on the work of their teams. Other market segments redefined how they would work to meet customer needs and drive the business.