



CASE STUDY

From Regional Silos to Globally Enabled Technology Footprint

As companies grow technology organizations often lag in investment growth and fail to globalize/standardize their thinking. Fearing loss of control, they isolate. Even while tech is more integrated into operations each day, they lack involvement in strategic conversations. We partnered to align this tech organization with the company strategy and investment plans.



Company Type

Manufacturing Firm

Location

Global Footprint

Speciality

Branded Product Wholesale Manufacturing

About Company

The Manufacturing Services Firm is a global organization with facilities in North America, Europe, and Asia. Employing more than 2,500, the firm has been in operation for 75+ years. Customers span multiple industries including soft goods, apparel, footwear, and accessories.

Overview

101 Solutions was engaged to assist in discovering the challenges and opportunities the firm's Technology Organizational faced. Through this process, 101 Solutions was tasked with leading a global technology transformation spanning from Org Design, Budgeting, to Service Level Capabilities to meet the demands of the new corporate direction.

Listen

The technology organization had many ideas that had not been heard. When we met with the C Suite the leaders of Tech offered "we have never met them" and the issue was clear. Strategy changes, siloed decisions, and general atrophy due to low investment was resulting in the poor relationship that existed between the company and tech.

01. Siloed Decision Making

The firm, like most firms who are global, faced a challenge in their IT organization making decisions by themselves or even worse, regionally.

02. Competing Tech Orgs

With a globally distributed team and multiple functions all reporting to different stakeholders, this led to in-fighting and limited collaboration.

03. Budgeting & Forecasting

With the siloed decision making and competing technology teams, the budget and forecasting was near impossible to align and leverage our size.



Listening

101 Solutions partnered with the business stakeholders and the C-Suite executives to understand the opportunities and challenges that they had seen and experienced working with the IT Organization.

We coupled these findings with individual sessions with the IT Department to determine that the IT Group was struggling with lack of involvement in plans, low investment, unclear leadership, slow decision making, and no global collaboration to ensure they could operate and provide services effectively. They also had a full "internal shop" which needed a review to see where partners fit.

Accelerating

Through the listening process, we developed a plan and approach with the IT Department and the C-Suite Team to ensure that the previous challenges were removed to set them up for success both internally within the department as well as externally when partnering to provide services.

The plan aligned and created confidence with the executives. It established Ownership, Decision Rights, Transparent Budgeting, and ensured that collaboration was no longer optional with a focus on team structure enablement.

Performing

After the plan was approved and implemented, we quickly made the changes to the department to ensure that it could succeed. This included on-going performance activities such as a Monthly Executive Tech Steering/Budget/Portfolio Review. Rotating leaders provided updates from each region, and 1on1 structures that ensured voices were heard.

With these new mechanisms in place, we were able to help drive ROI Achievement, Project Prioritization, and Visibility to all stakeholders. We also recreated the internal structure to be more business facing while right sourcing infrastructure task.

Negotiated Savings & Org Adjustments Provided

\$1.6 M

Of Re-investable Capital for Business Driven IT Investments

Improved Service Levels to Meet Global Needs

24/7

By leveraging our global footprint and outside services

Approximate Hours Saved Yearly

16,800

By Removing Competition and Lack of Decisions

Increased ROI of every dollar spent by

12%

Negotiating, Tracking, and Closing Projects



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