Case Study: Internet Data Center

The Need
Our client had a goal of being first to market in Brazil with a new data center and web hosting operation. This required an accelerated ramp-up cycle and seamless transition from start-up to steady-state organization within nine months. It was also imperative that the organization could execute on its vision of operational excellence and customer intimacy, while achieving a sustained level of performance. To achieve these goals, they needed a formal organization architecture and structure, functional specifications, and defined decision rights.

The Solution
Our team provided the following support:
- Organization Assessment – Interviewed all senior executives to gain understanding of strategic drivers, stakeholder value propositions, operating vision and principles, and current organization gaps; Conducted cross-functional focus groups with employees to gauge organization issues and employee concerns; Performed "Day in the Life" observations to assess corporate culture and how the work gets done, and Provided a preliminary organization assessment
- Organization Design – Developed detailed, cross-functional process flows showing interdependencies, current gaps, information flow, and technology needs for the product development cycle, customer experience cycle, and employee life cycle
- Implementation Plan – Designed content for interim communications to all employees regarding organization design; Developed implementation plan to roll out new organization design, and Provided summary of organization design changes

The Value
The new organization design produced several significant results, including specific recommendations for addressing organization gaps and a scalable organizational blueprint that was reproduced for the remaining data centers the client launched in Latin America. Additionally, the structural changes we implemented enabled senior executives to focus on strategic growth and value-added services for their clients.