



Developing an efficient Sales & Aftermarket organizational structure



Fortos supported one of the world's leading Automotive companies to design and implement a new organizational structure in the Sales & Aftermarket function. The new lean and flat organizational structure enabled an S&A cost reduction of 10%.

Customer Challenge

The customer is one of the world's leading automotive companies that has undertaken several efficiency measures during the last years. One of the measures was to establish a new Sales & Aftermarket organizational structure with the aim to reduce S&A cost with 10%.

Fortos was asked to support the customer to design the new organizational structure as well as lead the change and implementation of the new organization.

Customer Solution

To start with, a concept organization was developed describing:

- An ideal structure of a Sales & Aftermarket organization
- Main activities and responsibilities per function
- Sizing parameter per function (number of headcount needed)

Based on the concept organization, the existing organizational structures were evaluated and improvement opportunities were identified to reach the S&A target. Further, the identified improvements were detailed and new Sales & Aftermarket organizational structures were defined. Each function in the organization was detailed by describing all activities and responsibilities, activities out of scope, number of headcount and interfaces between functions.

In parallel with defining the new organizational structure, preparations for implementing the new organizations were done. This included union negotiations, communication plan and communication material development, job postings for new positions as well as employment termination solutions such as early retirement or voluntary leave packages.

After the organizational structure was defined, negotiated and announced, the implementation started. This phase included communication and change management activities, recruitment, staff transfer, employment termination as well as detailed follow-up of actual S&A expenses vs. target.





Customer Value

As an effect of the project, several benefits were achieved:

- S&A reduction of 10%
- Lean and efficient organization sized for the business
- Flat organization enabling faster decision making and being closer to the customer
- Clear roles, responsibilities and interfaces between functions

Customer & Fortos Collaboration

Throughout the project Fortos team acted as a driving engine and as a sounding board for the customer, which was a key success factor for the project.

In the development of the concept organization, Fortos team ran several workshops with key stakeholders to detail and validate the concept organization. Then the focus shifted for the Fortos team to an analysis-mode where the team evaluated current organizational structures and identified improvement opportunities. Again, the focus shifted, and Fortos team worked closely with each management team member to design and detail the future organizational structure, activities, interfaces and sizing per function. During the implementation phase, Fortos team focused on following up that the targeted S&A level were reached and worked closely with customer HR team to support in communication and other change management activities.

Want to know more?

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About Fortos

Transformation is our heritage. Fortos has a long history as one of the most valuable advisors to leading multinational organizations in the Automotive industry. We support our customers to achieve successful transformations through our deep understanding of their business, our world-class transformation competence and long term commitment to deliver sustainable client value. Learn more about us at Fortos.se

