
Organizational & Operational Issues that Underline the Problems Facing Bps

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Problems faced by the BPS:

- Win rate is now projected to be a dismal 15.5% which was originally forecasted a win rate of 17.5%. Therefore, there was a decrease of 2% in the win rate.
- The integration mechanism in place was not aligned and varied across each acquired company.
- The renewal rate was decreased by 6% i.e. the rate dropped from 91% to 84%.

Organizational issues:

- Problem in meeting deadline

The sales people were not getting timely assistance from sales support group which lead to the problem of missing deadline. This is because the sales support group are shared across sales division (hybrid structure) they don't feel importance of meeting proposal on time and the members also complained of high workload and lack of time to finish off the work.

- No common integrating mechanism/ working methodology

There was lack of synergies among the acquired companies as all of them worked on different technology platforms, service delivery process and even different fiscal year and dates. Though most of the integration work has been completed there was some integration mechanism which needs to be implemented. Provided, the competitive market that BPS is operating it cannot afford to miss out on market share due to lack of synergy.

- Problems due to different selling seasons

As there are different selling seasons among industries sales division is occupied with work than others across quarters and the selling seasons also varies across different companies as different fiscal year ends of the predecessor companies.

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Operational issues:

- Underutilization of resources

As the resources were not utilized to the maximum extent and it varied across sales support functions (Exhibit-7) management sought out a plan to cross train the employees across various domains to increase the employee utilization. But, it's very difficult to train the employees across various domains because it's ineffective and cost-prohibitive as the skills sets are very different. Underutilization of available employee resource occurs due to unplanned operational structure.

- Workload varied extensively

Workload for sales support group varied extensively across the range of spectrum that is they are being provided with reasonable amount of assignments while on some days the workloads are heavy which leads to backlog of requests. They also felt that there was "lack of visibility into sales pipeline, being brought in late on contract renewals and sales support requirements that varied widely from one sales opportunity to the next".

What alternatives are available for dealing with the problems in the Sales Support Group? How do you evaluate the alternative that you propose? What should Christy Connor propose to Brandon Ali?

On analyzing the exhibit 4, it is evident that the supportive team is not able to meet the demand.

The maximum sales support hours in three function falls outside the range of standard deviation. So, it is better to redistribute the sales support to the industry with the highest demand. Once this is done, the company should be able to handle the capacity requirements in a more efficient way. Therefore, the seasonal variation can also be eliminated.

1. Reorganize Industry-centric Organization

By implementing this, Sales support having 4 divisions as per sector and each sector has responsibilities (data engineering, data analysis, proposal support & pricing). This might demand a significant increase in man power & cost incurred. But this still might not address the issue of faster sales proposal.

2. Abandon industry focused sales support team structure

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Instead of going for industry focused sales support team, we can have teams for different types of sales like New sales, Renewal, Expansion & Pilot. This makes it necessary that each team is cross trained across different industry.

3. Cross training of the workers

The Exhibit 7 shows that the utilization level of the functions of the sales support. There is a low utilization in 2 of the functions. .this can be eliminated by cross training the employees. This would help them in enhancing the capacity and meeting the deadlines in a more efficient way. For cross training to be more effective, each team member needs to work in a particular role for at least 3 months.

Conclusion:

Based on the above options, we recommend cross training of the workers. Though this will add cost of cross training but the organization will still have competitive advantage than hiring new workers & training them which would incur more cost. Also, as already mentioned, each team member needs to work in a particular role for at least 3 months to make cross training effective.

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