



CTP

An Organizational Transformation

Agenda

Content
Executive Summary
Problem Analysis
Recommendation I
Recommendation II
Recommendation III
Conclusions

Executive Summary

In this presentation we will outline the **key challenges** that are threatening the rapid growth and success of CTP as well as our integrated solution proposal that strives **to resolve the underlying issues**. The recommended course of action includes the following specific activities:

Executive Summary

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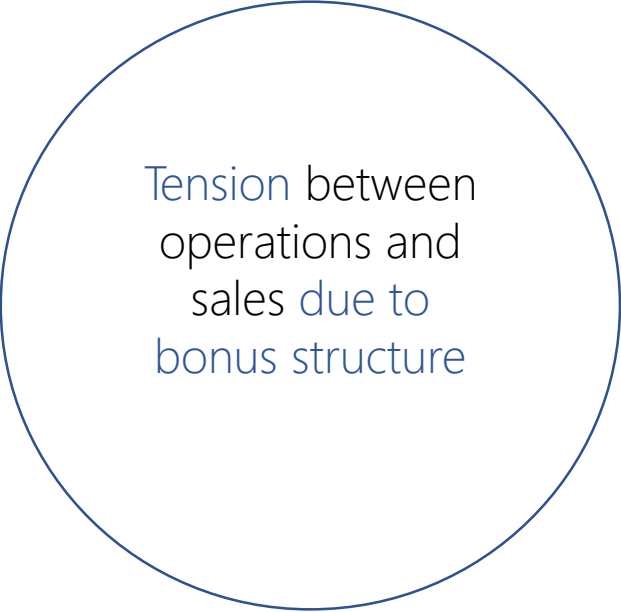
- Restructuring
- New payment model
- Reducing Stress and Burnout

The bonus gap between operations and sales

Underlying Drivers

Main Issue

Resulting Symptoms



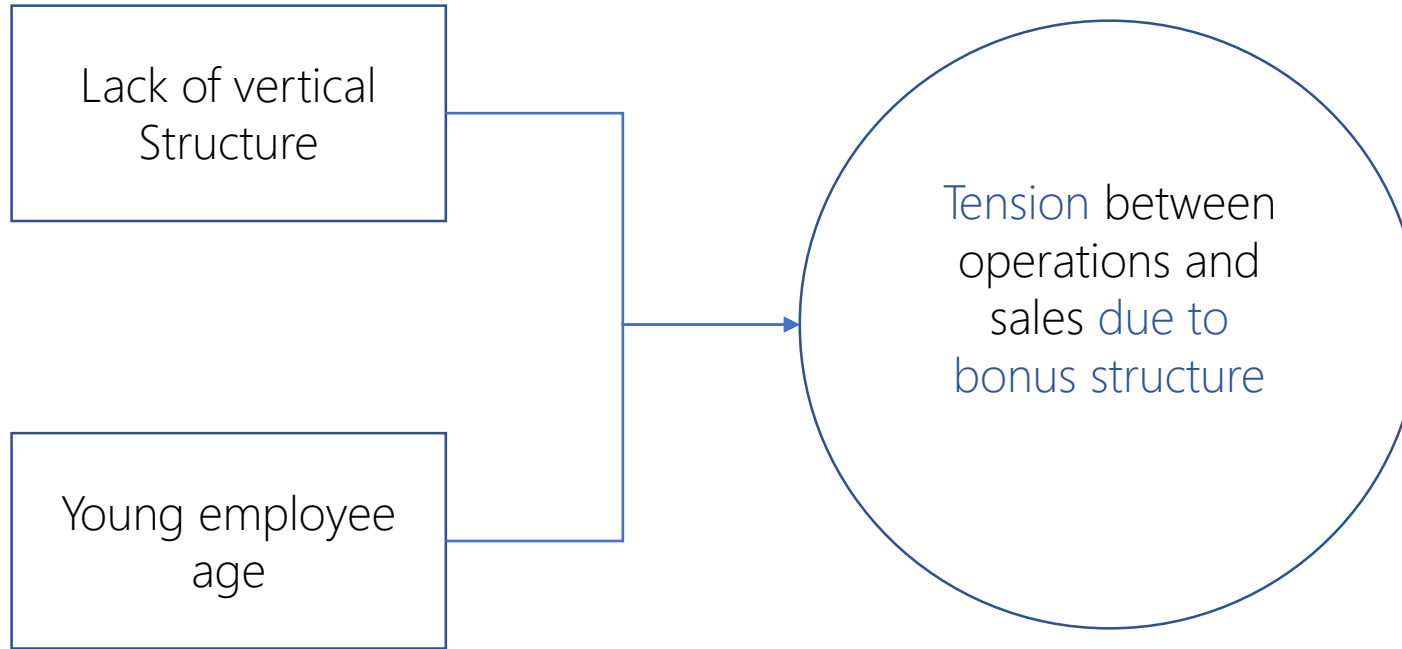
Tension between
operations and
sales due to
bonus structure

The bonus gap between operations and sales

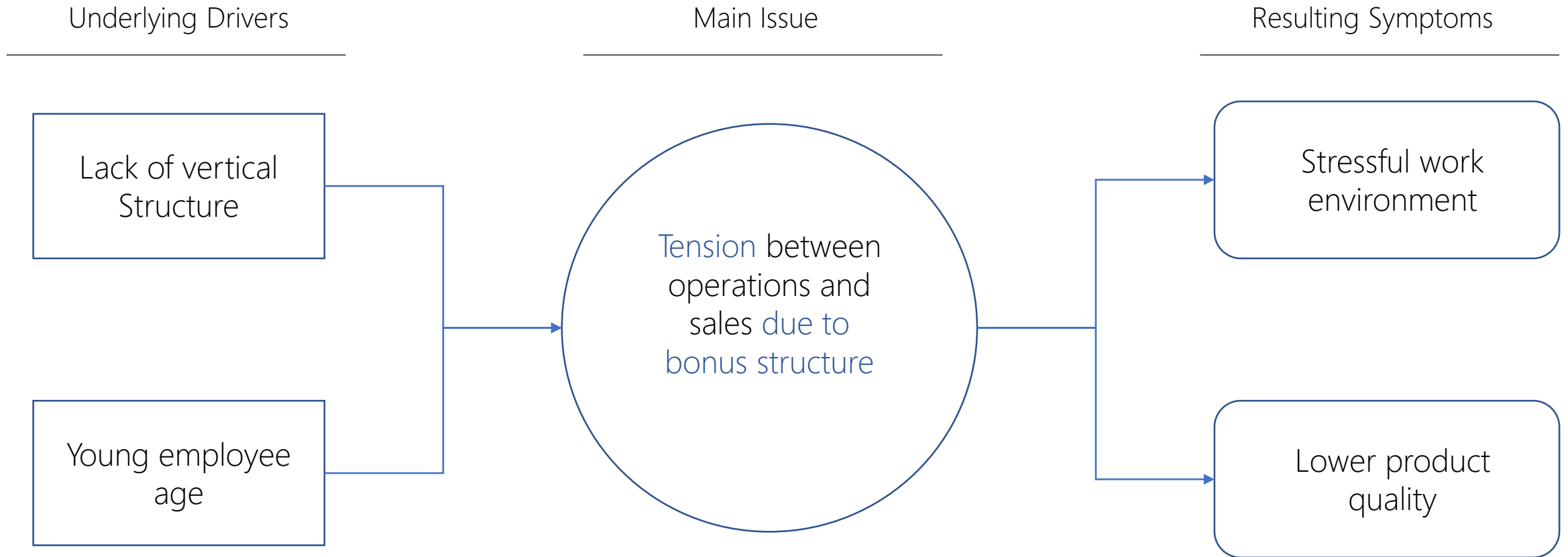
Underlying Drivers

Main Issue

Resulting Symptoms



The bonus gap between operations and sales



Summary of recommendations

Problem Faced

Lack of vertical structure

Pay bonus differences

Stressful work environment



Solution Implemented

Restructure – Addition of a permanent PM position

Change operations bonus structure

Implement stress relief techniques



Restructuring

Restructuring

Reasons

Bonuses

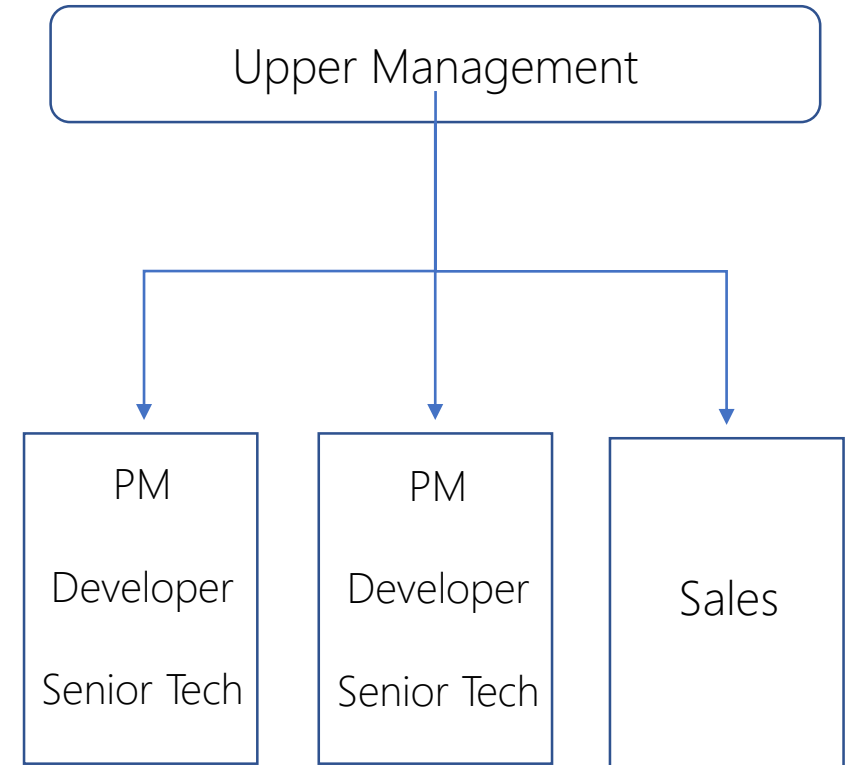
No fixed intermediary manager means no direct opinions on employee performance

Turnover

No intermediate position between management and operations means no promotion opportunity

Result

Low authority means low consistency in terms of project quality



Restructuring

Reasons

Bonuses

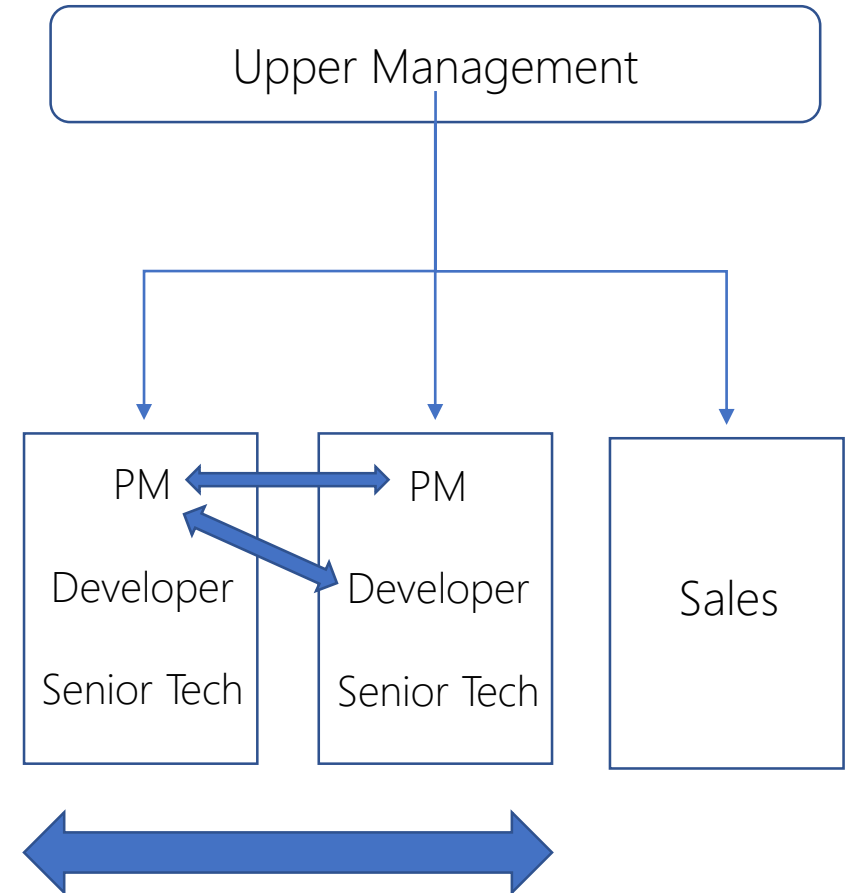
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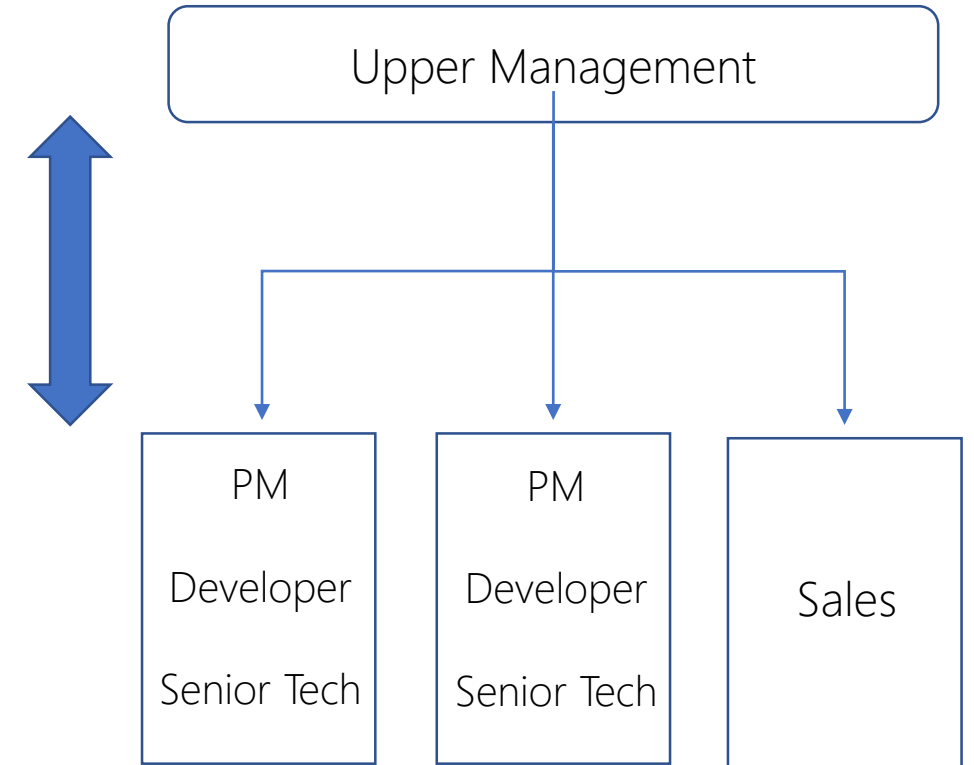
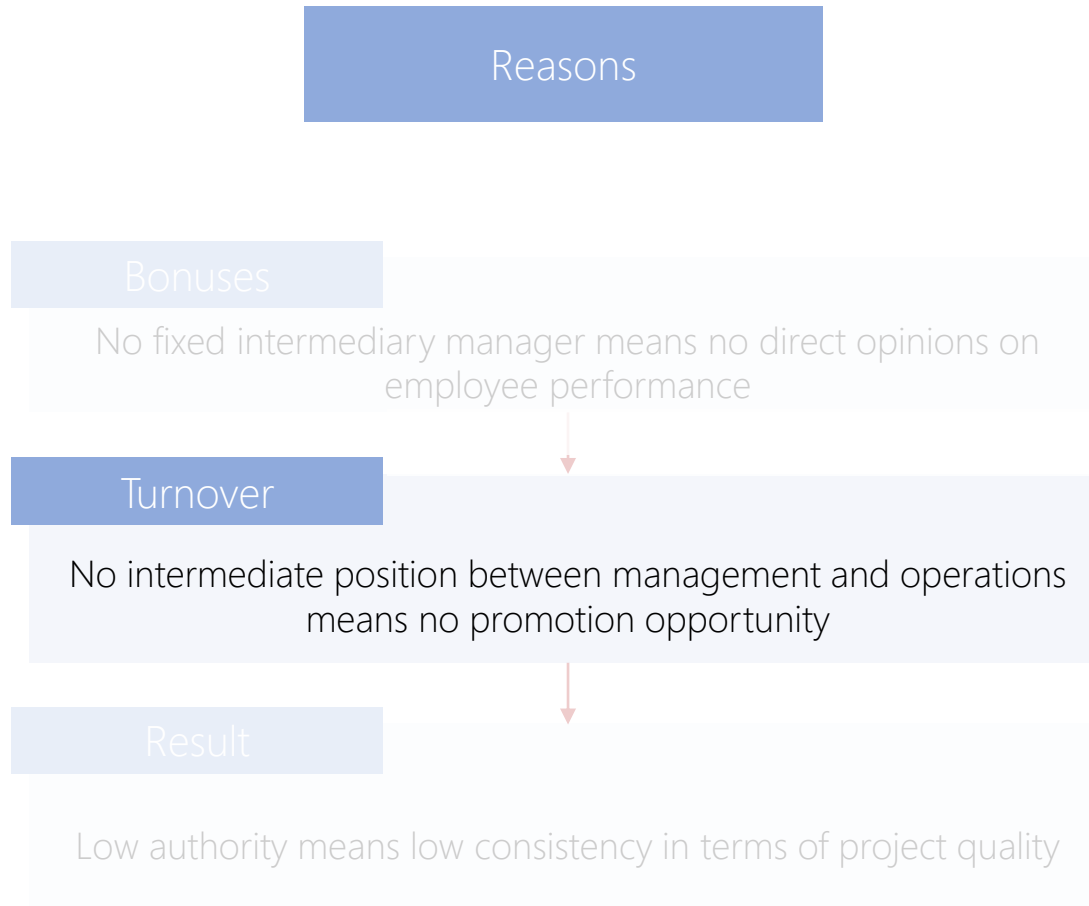
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Restructuring



Restructuring

Reasons

Bonuses

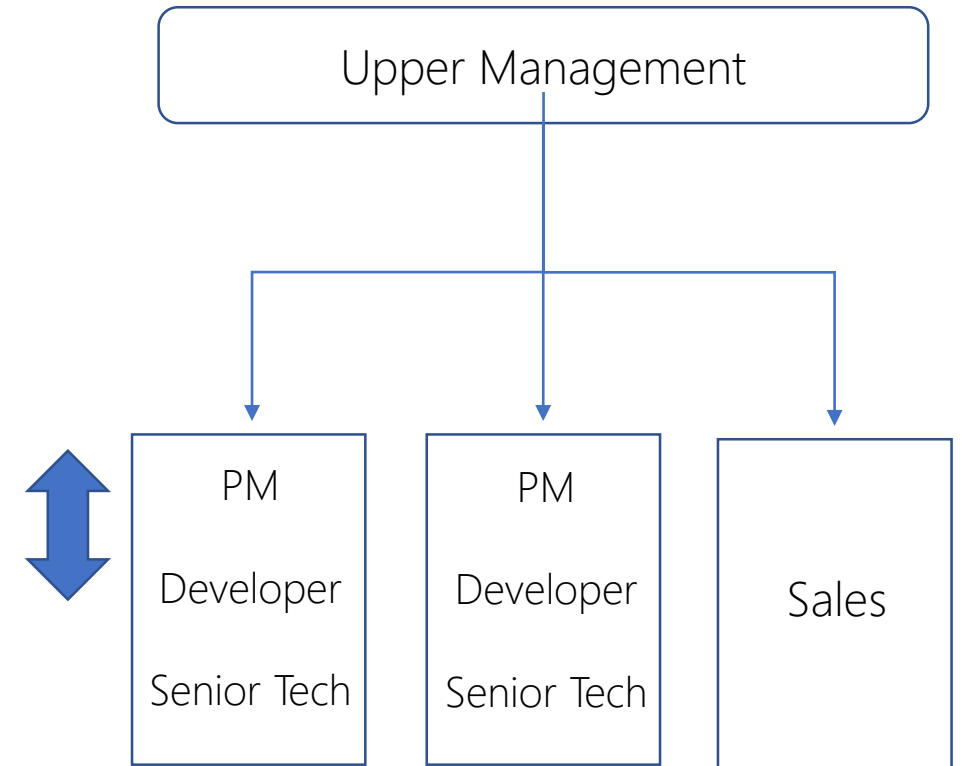
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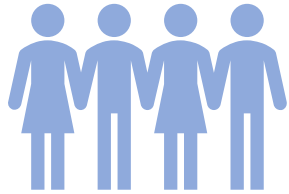
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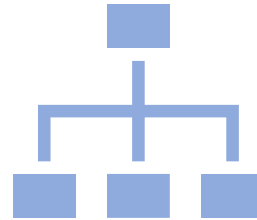


Restructuring Action Plan



New Responsibility

Added responsibility of having to report employee performance after project is completed



Fixed Role

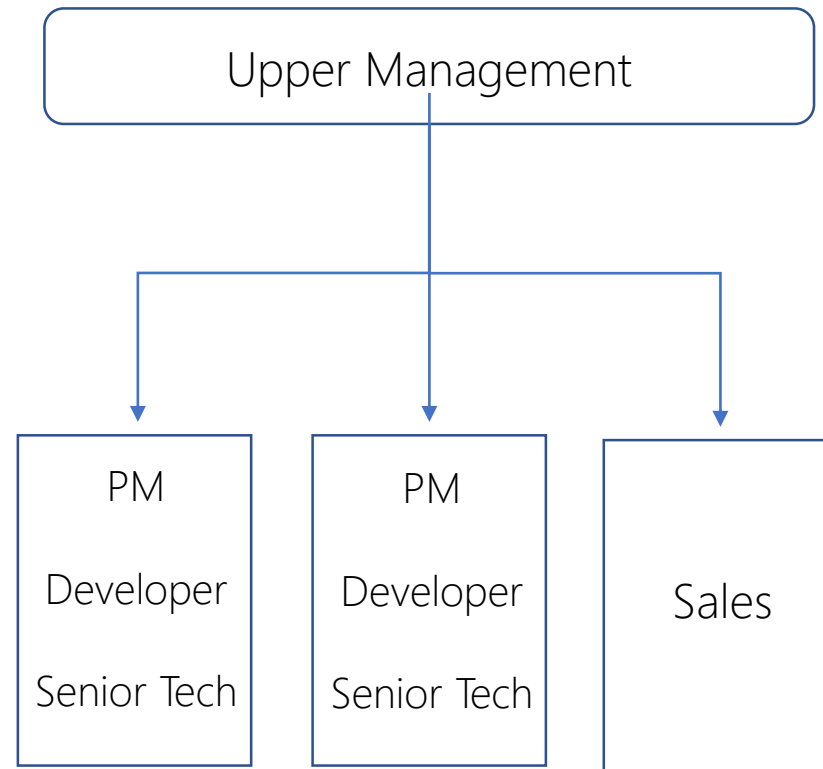
PMs become permanent intermediary managers. Teams are formed under them



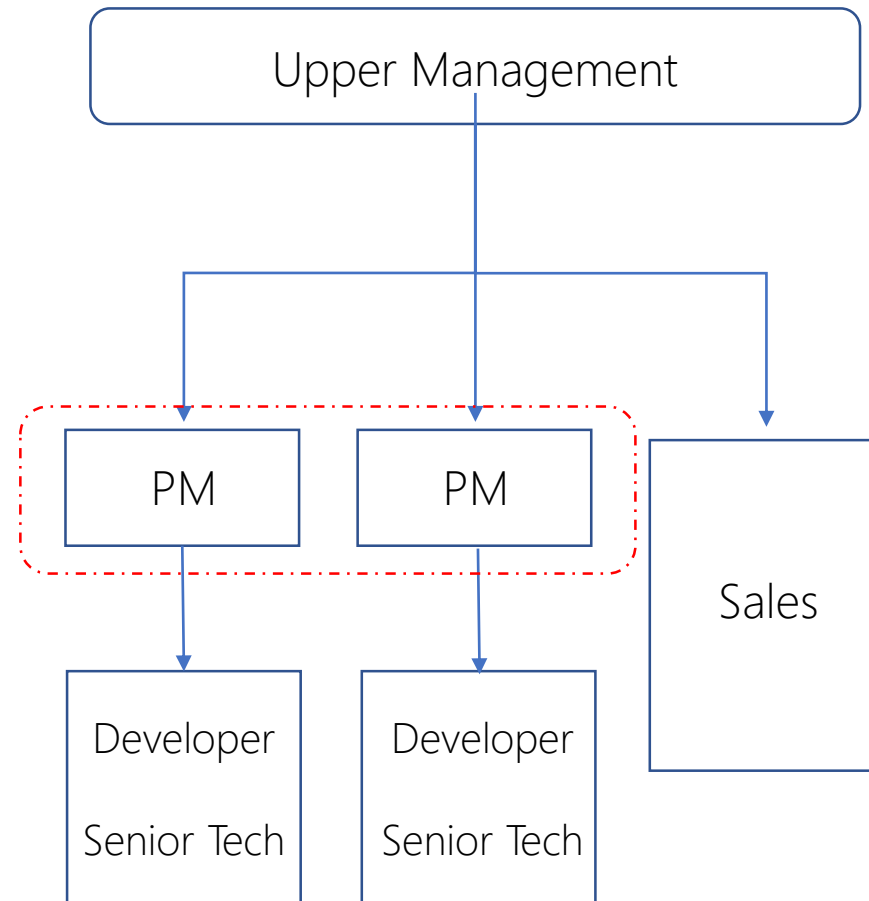
Experienced members

Find most experienced PMs on team.
Other PMs are promoted based on experience and performance

Restructuring Action Plan



Restructuring Action Plan



Evaluation Metrics

Quality Evaluated

New structure does not
disrupt workflow



Evaluation

Project Completion %
PM Opinion

Fair evaluations



Number of bonus
appeals

Increased product
quality



Customer Surveys
Customer Retention %



New Bonuses

New Bonuses

Reasons

Tension

Tension caused by pay differences between sales and operations



Performance

Largely dependent on company performance. Doesn't motivate on the individual level



R&D

Low interest in research because it means projects aren't completed. Short-term focus.

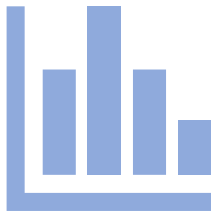
Pay Scale



Determined by
company/sales
performance

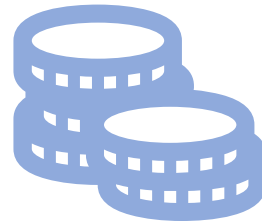
Determined by
individual
performance

New Bonuses Action Plan



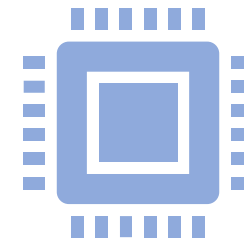
Performance-Based

Only eligibility is determined by company performance. Where you land on the scale is based on the individual



Increase Pay Scale

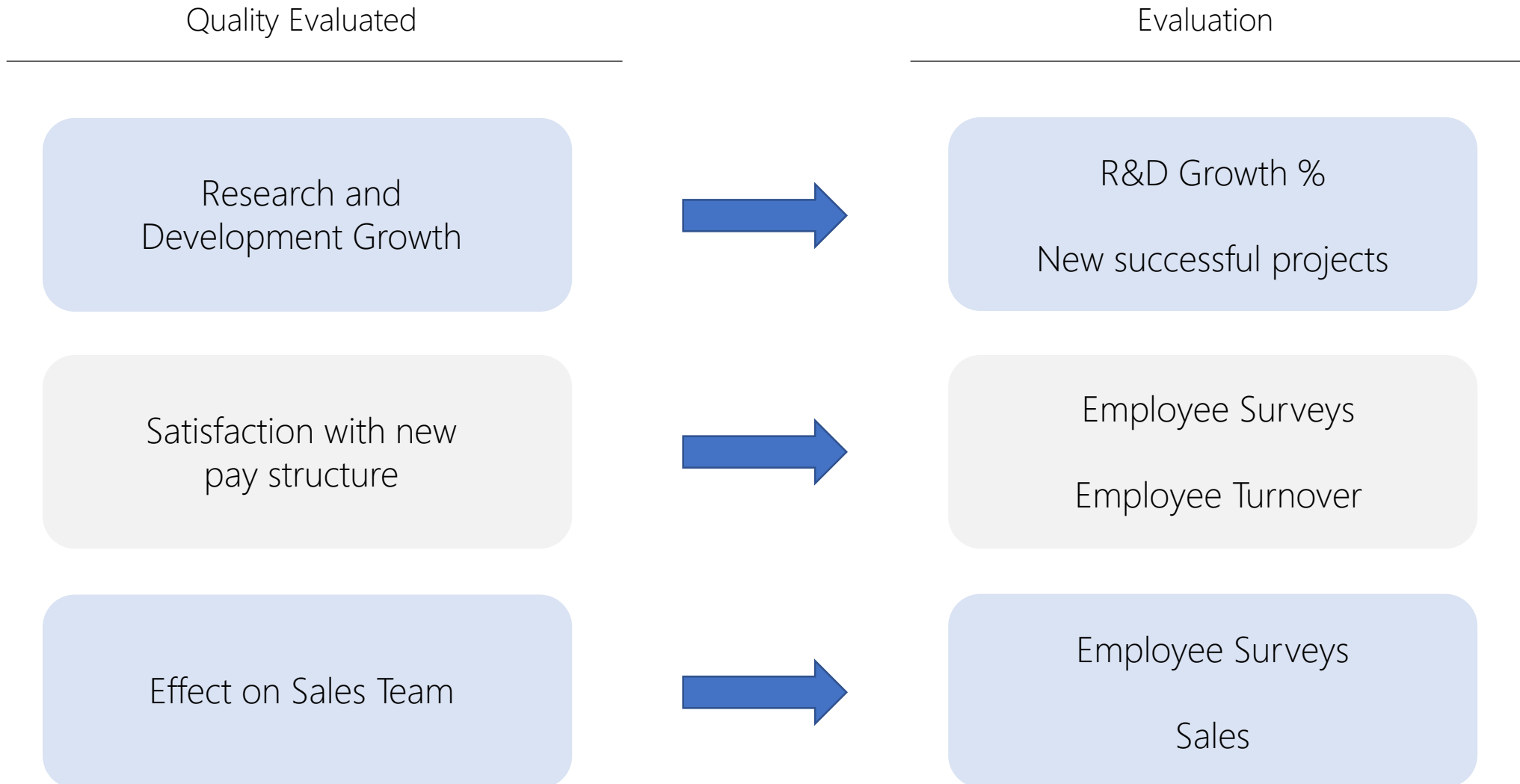
Fixed increased in bonus scale by 25%



Separate R&D Pay

R&D bonus is on current scale, but based on R&D performance instead.

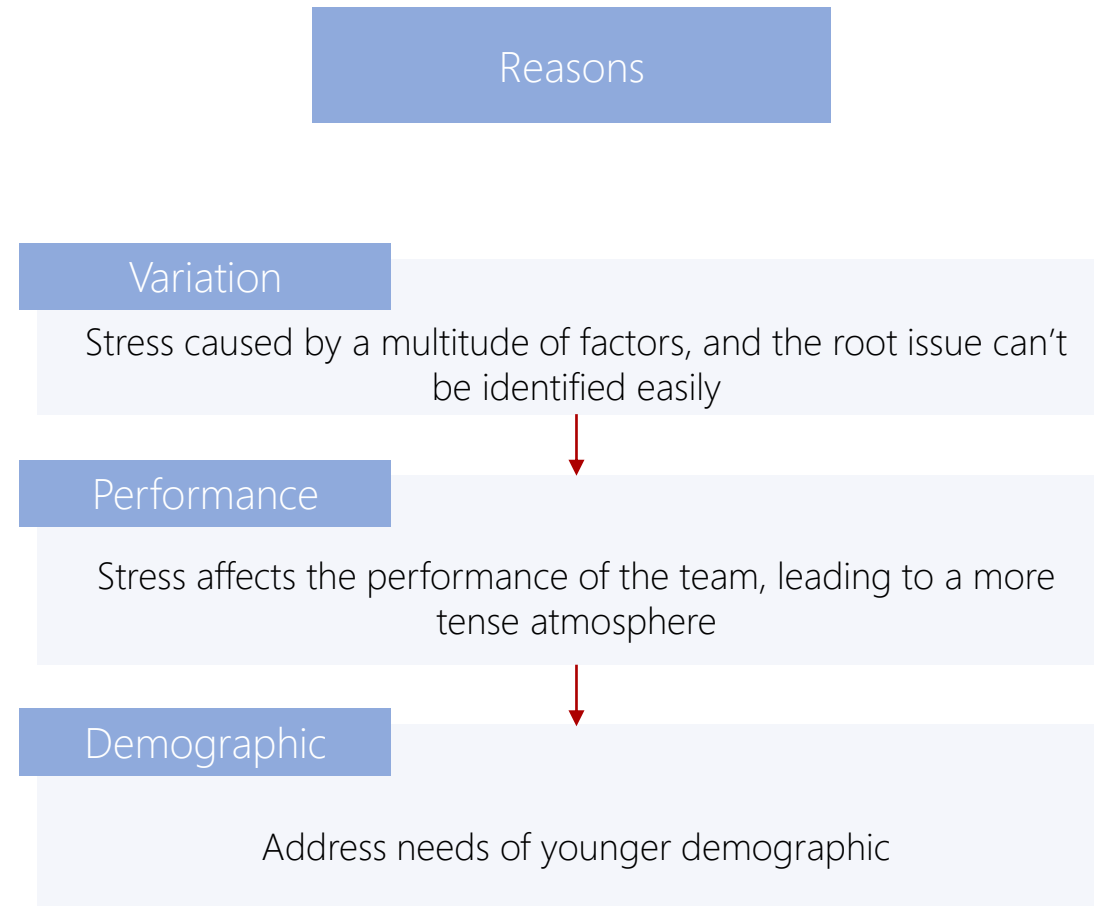
Evaluation Metrics





Reducing Stress

Reducing Stress

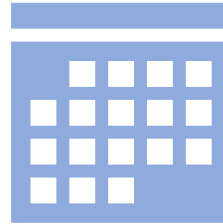


Reducing Stress Action Plan



Flexible Working Hours

Drives increase in creativity and productivity. Gives employees downtime to ideate



Reduce Daily Working Hours

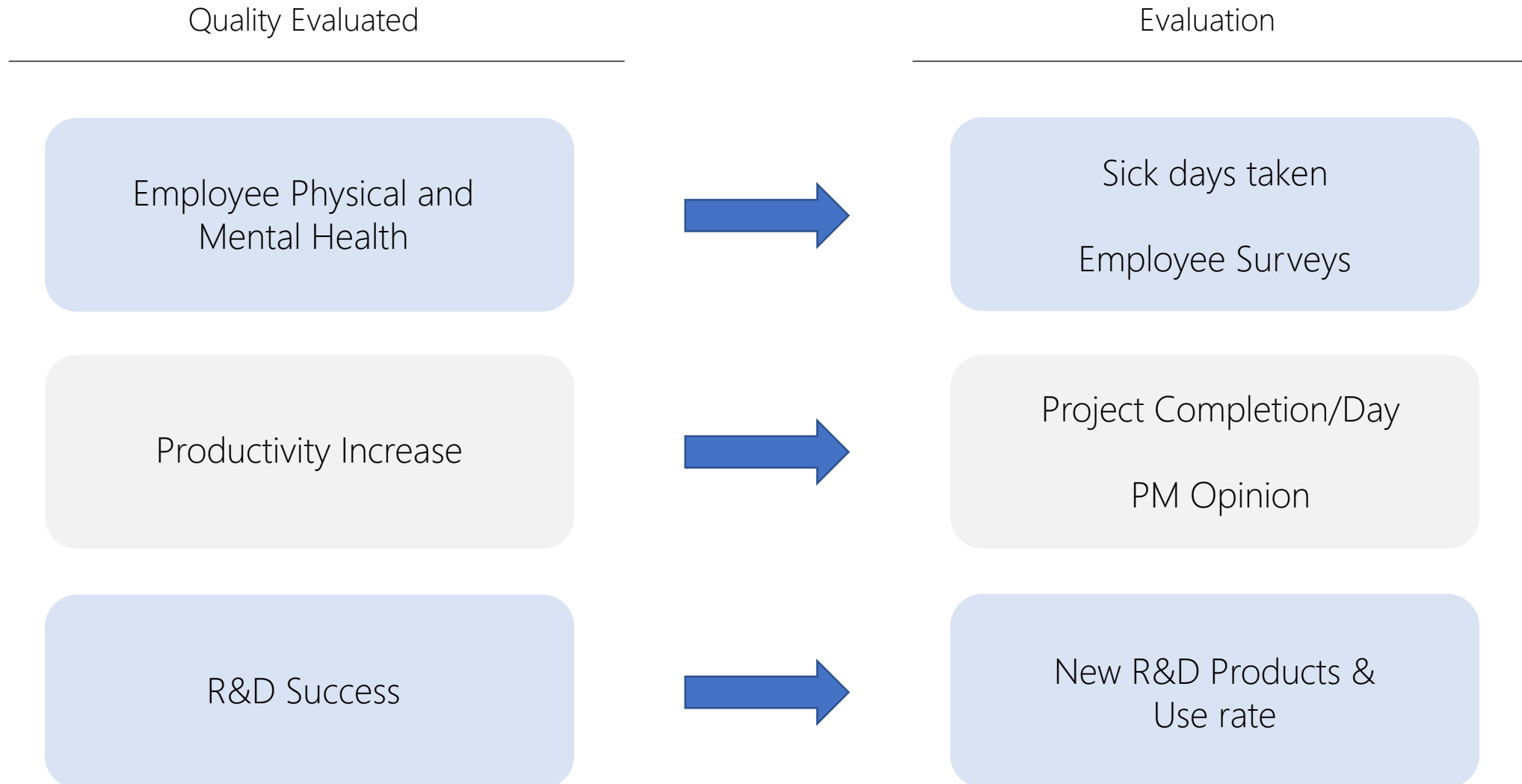
Drives increase in daily productivity.



Reduce R&D Workload

Have the option between higher reward project work vs. lower stress R&D work

Evaluation Metrics



Final Conclusions

We have identified 3 issues that are threatening the growth of CTP:

- 1) Lack of vertical structure
- 2) Pay inequality
- 3) High stress levels in employees

We have also identified 3 solutions to these issues

- 1) Restructure and include permanent PMs
- 2) Increase bonuses for operations team
- 3) Allow for flexible work hours



Questions