



Case Study: Global Manufacturer - Help save our Billion Dollar Account!

Situation

Our European manufacturing client had a large contract with a significant U.S. customer which was not going well. Our client related, "We cannot continue to operate in a crisis mode every week". Our client's customer was not happy with deliverables, interactions and project management. They were concerned about the continuing viability of their customer's relationship and about the negative ramifications in many areas - potential loss of a customer/contract, poor relationships, large bottom line impact, (short term and long- term).

Task

A bi-continental intervention was needed to identify and address the issues, to improve the relationship between our client and their customer to improve the project and save the account.

Action

PRISM was contracted to work in the U.S. and Germany to investigate and intervene.

The Investigative stage began with a series of interviews with designated employees and key customer stakeholders from the Sales & Marketing organization and R&D constituents based in Germany, Portugal and the U.S.

The purpose of the interviews was to open up a dialogue, build rapport and uncover the issues. In preparation for these interviews, an interview protocol was developed. A letter of introduction was created and distributed to interviewers and interviewees along with the protocol for the interview process.

The collected data was to be presented by our client's Marketing and R&D interviewees at the upcoming intervention stage. The data obtained from the interviews was translated, integrated and summarized by PRISM consultants. It was evident that the issues were complex and varied from the initial surface concerns.

The Intervention stage involved the delivery of a two-day intercultural facilitated meeting in Germany for approximately 20 - 25 key stakeholders and project team members. PRISM developed an intervention process that was holistic in nature and approved by all. All levels of stakeholders of the related systems were represented at the meeting.

On Day One, appreciative inquiry (building and creating the future on current strengths) was introduced to begin a discussion about possibilities for the future for the account and for improving relationships. Project Team Members presented their individual interview data to the group and the top priorities for change were agreed upon. Executives shared perspectives and history of the account and committed to support the improvement process.

Day Two revolved around problem solving of the top priorities. Sub-teams were formed with requisite expertise to define strategies and plans to eliminate problems and sustain improvements. These plans included actions, timelines, communication strategies, required resources and measurements of success. Plans to update the customer organization were developed and a meeting to assess progress was also planned. Cultural differences and similarities in work style, expectations, etc. were woven throughout the meeting.

Result

Feedback at the end of the session was very positive. The group was engaged in the resolution process, had a clear understanding of their customer's concerns and had a broader understanding of their own internal processes that were getting in the way of customer satisfaction and organizational business goals.

The intervention engaged the client and the provider in facilitated dialogue, collaboration was re-established with an agreement to move forward with a tone of mutual problem-solving. Our client's billion dollar customer relationship was saved.

About PRISM International, Inc.

[PRISM International, Inc.](#) is a WBENC certified, full-service provider of innovative, proven consulting services and training programs and products for Leveraging Diversity & Inclusion, Managing Talent, Increasing Global & Cross Cultural Effectiveness and Preventing Harassing & Discriminatory Behaviors

Since 1992, PRISM has assisted over 200 organizations in 23 countries by providing a systemic process and best-in-practices performance solutions focusing on optimizing the opportunities and complexities of the workforce, workplace and marketplace.

PRISM is the parent organization of the [Association of Diversity Councils](#), and the founder of the annual [Diversity Council Conference](#) and the [Diversity Council Honors Award](#).

For more information about this program contact us by emailing info@PrismDiversity.com or calling 888.997.7476.