



Becoming Invaluable to Internal Customers

The Challenge

The head of Market Research for a large organization had been on the job for about 15 months when she realized that she was not getting a seat at the top levels – even though she believed her 100+ person group had top skills. Her goal was to make her group “invaluable.”

Schmalensee Partners' Approach

We . . .

1. Interviewed all top internal clients in-depth to understand their needs, views of Market Research and suggestions for improvement
2. Created and delivered an interactive training session for about 100 staffers on how to give good customer service and act as consultants – one of clients' top needs
3. When demand picked up and staff felt overworked, analyzed employee focus groups and surveys to recommend best ways to support them in giving good research and service to clients
4. Helped Market Research develop and implement new job descriptions – including clearer career paths, pay for performance system and structure
5. Provided advice about using ROI analysis to prioritize projects and resources and about making research more actionable

Results

- Head of Market Research appointed to top executive team and closely involved in strategic planning
- Head of Market Research promoted to one of top four positions in the organization
- Market Research grew in influence while improving staff job satisfaction

