

EMEA benefits management

Case study



Abstract

A global technology supplier had initiated a programme to grow services and software: now it wanted to assess whether the programme was bringing about the anticipated benefits.

ChangeBEAT designed and carried out a benefits realisation study, with a review in each country to ensure the full adoption of the new sales approaches and benefits realisation.

The reviews provided clear evidence of successes as well as identifying areas for change. Six months later the EMEA Director was able to report “a remarkable quarter”.



Background

A global technology supplier had initiated a programme to increase the business value of its offering by increasing the services and software element of its proposals to increase pipeline, deal size and win rate.

It wanted to assess whether the programme was bringing about the necessary behaviour changes and generating the expected benefits.

The approach

The European Programme Director asked *ChangeBEAT* to help him develop a benefits management process for each European country. A major challenge was to demonstrate sufficient objectivity and value-add to ensure that the Country Managers saw the assessment as constructive and helpful and so encourage them to take the necessary action to further embed the programme and ensure the benefits were achieved.

How did *ChangeBEAT* help?

ChangeBEAT had already written the programme business case, with a benefits map showing the linkages between programme deliverables, behaviour changes, and hard and soft benefits.

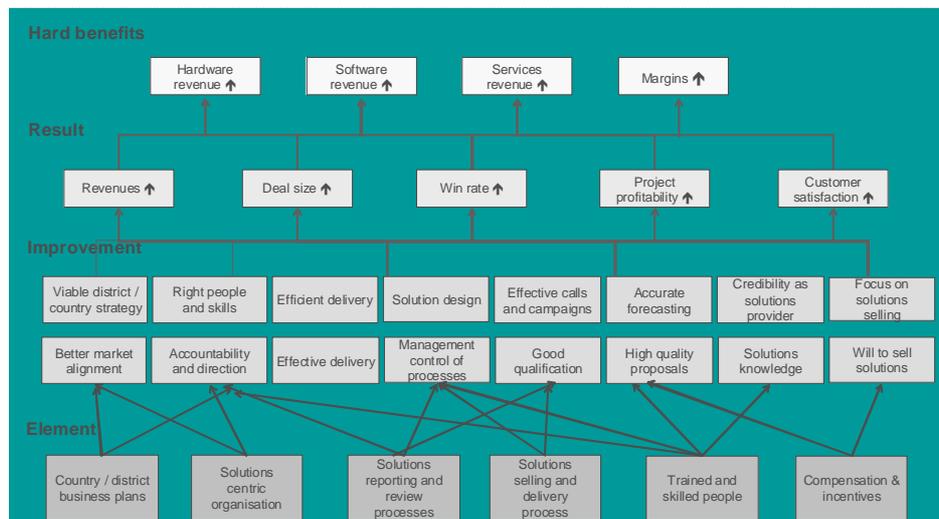


Fig 1: The benefits map which showed how the programme would deliver business results.

The team now

- Defined a series of metrics and qualitative assessments to be reviewed in each country
- Developed a process for determining the qualitative assessments, to enable consistency and comparability
- Designed a simple, powerful “dashboard” representation to show each country’s status



- Planned and carried out a series of country review visits at which they made a benefits assessment
- Planned with the Country Manager the in-country changes that they would make to drive the programme further forward.

ChangeBEAT made use of its *BenefitMAPPER™* toolset to define the structure for the benefits management process and make a fast start on building the tools needed.

The team carried out the reviews successfully within a short timescale and were able to provide clear evidence of programme successes as well as identify areas where change was needed.

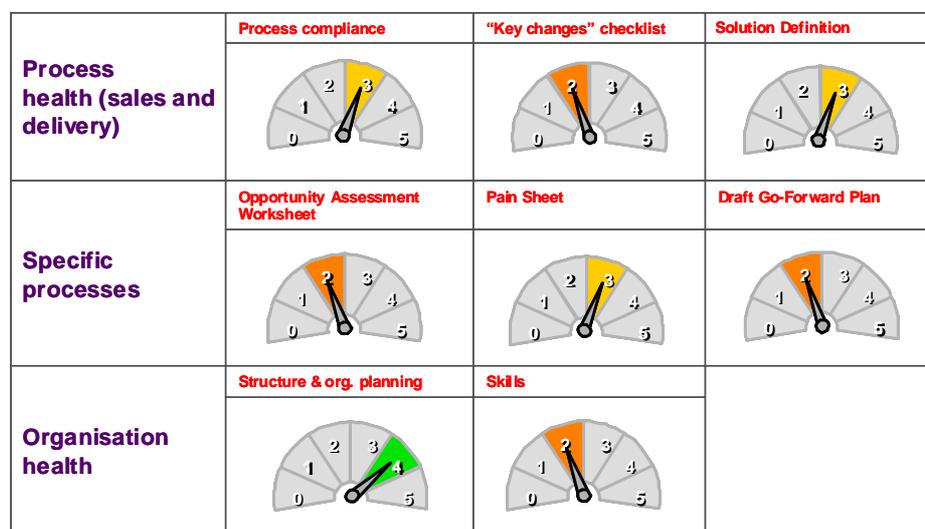


Fig 2: A dashboard was created to monitor progress towards the programme goals.

The results

Two quarters after the programme the Senior Director of Solutions in EMEA was able to report

“This was a remarkable quarter for our business by any measure

- Highest ever professional services revenue
- Software business increased by 20% year on year
- Revenue 160% up on last year and 108% of plan
- 10 out of 11 EMEA countries/regions made or exceeded professional services targets.”

What the customer said

The European Change Manager said:

“*ChangeBEAT* is as advanced as anyone I have seen in their thinking about benefits management and they have a toolset to back the thinking



up. They made great use of their sector expertise and their strong consulting skills to craft a review process for us, to plan and manage its delivery and to manage stakeholder satisfaction.”



ChangeBEAT defines, develops and executes change programmes that help achieve enduring business benefit rapidly and reliably. Our people have practical field experience, and are equipped with WingBEAT, our proven change methodology, and our extensive tools. We are professional, pragmatic and action oriented.

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For further information call **+44 (0) 208 446 6946** or visit **www.ChangeBEAT.com**