



Shaping a global change programme

Case study



Abstract

An executive in a European technology company was given the brief to increase the company's margin by increasing the professional services and software business.

Working with *ChangeBEAT* he initiated a culture change programme by undertaking a consultation with opinion formers throughout the European team to define the vision and to detail the changes required.

This approach initiated a pan-European programme which was so demonstrably successful that it was adopted by HQ to be rolled out globally.

Background

A new executive was appointed in a large technology supplier with the brief from the EMEA CEO to take the necessary measures to increase its capability to sell software and professional services.

This initiative was taken to respond to increasingly vociferous customer demands for solutions to their business requirements and also to generate new software and services lines of business to protect margins at a time when there was intense pressure on hardware prices.

This was a big change for the organisation, which had a deeply embedded “push sell” product-oriented approach and had faltered in similar initiatives in the past.

The approach

Recognising the need to build a new consensus within the organisation he started to map out the vision for success.

He recruited a core team of “champions”, people who understood and supported the solutions agenda. These champions were selected from throughout the European businesses to ensure that they felt involved in the programme from the start and to avoid the perception that this was a “flavour of the month” initiative from HQ.

This approach paid off. The champions felt ownership for the programme’s success, and acted as vital advocates within their own local management teams.

How did *ChangeBEAT* help?

ChangeBEAT was engaged to provide a systemic approach to define and shape the programme, to give advice on how to overcome the change management challenges and to facilitate and execute key elements of the work.

The vision included a picture of how the future would look, as well as the business metrics that could be expected to improve.



It itemised observable differences in the future planning, marketing, sales and delivery approaches, and talked about how the company would be perceived in the future by its customers and competitors. It also discussed how it would feel, in the future, to be a member of the team.

The vision was represented in many different ways at different times, but an early version showed it as a picture as follows

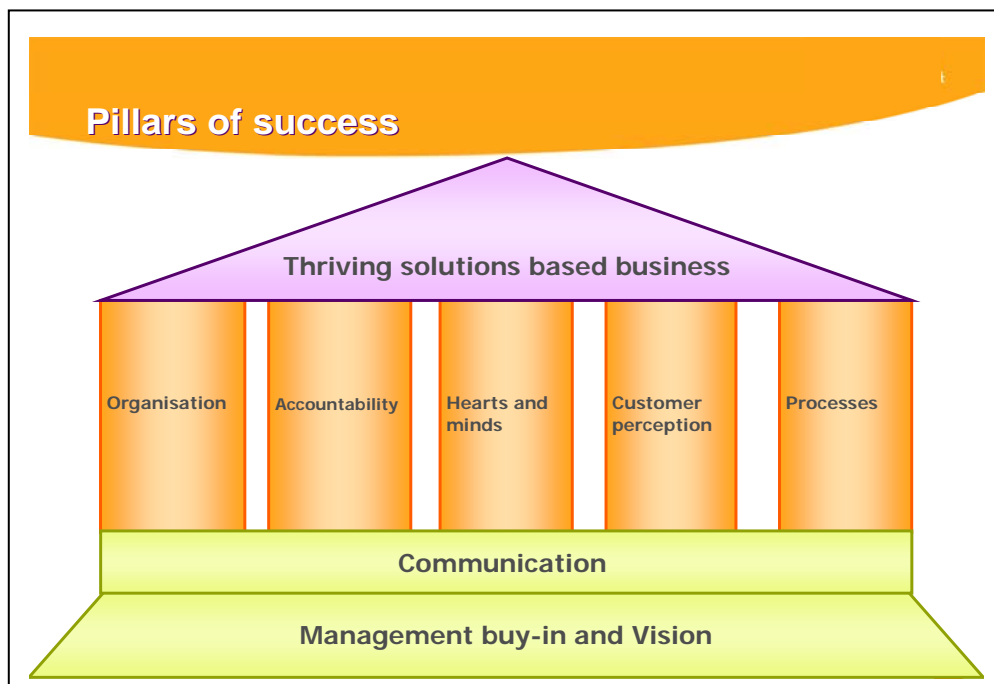


Fig 1: An early version of the programme "shape".

No vision, however, is grounded without the business measures that it will drive. The defined metrics included

- Higher total revenues per account
- Higher client satisfaction
- Higher total margins
- Expanded market share
- Improved image as solutions provider.



The programme team also defined that they overcome five key challenges, specifically the need to:

- improve business planning
- implement a new sales and delivery process
- drive a communications programme
- implement a new organisation model and sell in a new way
- develop and implement a new management and reporting approach

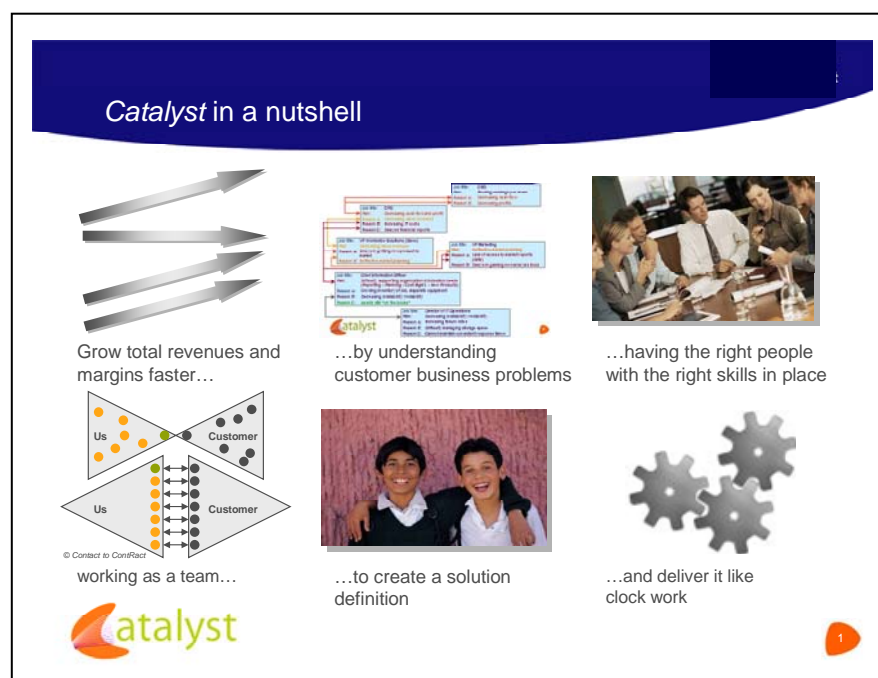


Fig two: A later version of the programme description: Catalyst in a nutshell, used widely as an internal communication tool.

What the customer said

“*ChangeBEAT* provided us with the blueprint for success. They brought deep industry knowledge, and excellent experienced facilitators, consultants and instructors.

“They also provided *WingBEAT*, their structured approach to change programmes, their tools and *ExecKIT*, their documented best practice, which enabled us rapidly to devise and execute an effective programme.



“By proactively engaging with the teams in the field, we were able to implement the right organisation using the right methods to enable us to be successful.”

The results

Within a year the executive was able to demonstrate rapidly expanding professional services revenue with software business increased by 20% year on year

In addition he was able to announce “eleven new, large, excellent examples of services-led or services-enabled solutions, some of which led to substantial ongoing programmes of services work in major customers.

The European initiative was so successful it was adopted as a global approach.



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**