



Globalising a revenue generation and culture change programme

Case study



Abstract

A global technology company had proven the success of a new approach to selling software and services in EMEA and wanted to globalise the programme.

Working with *ChangeBEAT*, a plan was created to build a business case, validate the approach with senior management, and create a programme for global deployment. Over the next two years the full programme was progressively rolled out, with *ChangeBEAT* acting as a key member of the programme office and executing programme elements.

Software and services revenues grew from 32% to 40% of turnover.

Background

A global technology supplier wanted to increase the business value of its offerings by increasing the services and software content of its proposals to increase pipeline, deal size, margin and win rate.

The essence of the new approach was to increase the software and professional services content of the proposals and make them more relevant to customer needs.

The approach

The inspiration for the programme came from a successful programme deployed in EMEA, but work needed to be done to sell the new approach to executives in the US and APJ and to adapt the work already done for global deployment. The company appointed an Executive Sponsor and a Global Programme Manager, both based in the US, who assembled a core team, supported by *ChangeBEAT*.

In an intensive two-month period, the team identified the requirements of the key stakeholders, assessed the situation in the field and shaped and defined an agreed programme consisting of

- The creation of a business case setting out the benefits, costs, key activities and the risk management and benefits realisation approach
- A stakeholder management plan. This was a key part of the programme as it involved the leadership of the company in defining and agreeing the details of the programme and ensured their consensus and commitment. It also enabled them to fully understand what they would need to do to ensure the programme's success
- An appropriate solutions organisation for each country and region and a transition plan to implement it
- A defined sales and delivery process including account planning, qualification, risk management and project management
- Training for the sales and project management teams in the new process
- The creation of a brand identity for the programme



- A solutions business planning approach for each US district and each country outside the US to enable them to create their own localised plans to implement the new way of working

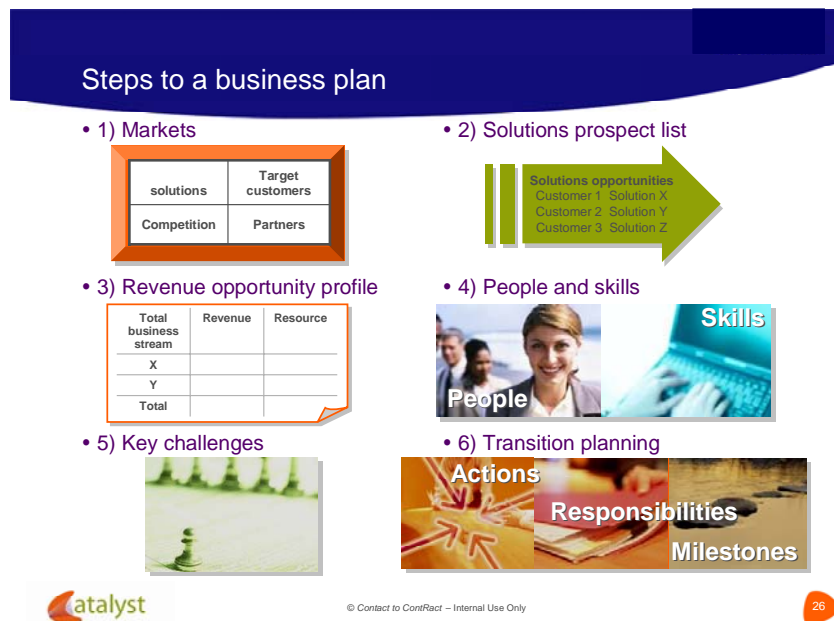


Fig 1: A simplified overview of the business planning process.

- A global management reporting and review process
- A coordinated communication and plan including a briefing pack for the management teams (see below) and a website for the field.

How *ChangeBEAT* helped

ChangeBEAT brought structure to the programme approach using *WingBEAT*, their change methodology.

The team quickly built an initial vision for the programme using *Visioner*, a *WingBEAT* tool. This vision was tested with key stakeholders in one-on-one interviews and in workshops.

This information was then used to provide the structure and tools to *Form* the programme effectively.

The business case was created using *BenefitMAPPER* which provided the methods and templates to build a business case and a benefits map, which became an



important communications tool enabling the many stakeholders to understand the programme approach.

The programme was given a brand name and a stakeholder management plan was created, including a communications map and defined set of relevant, well-presented communications to the various interested groups.



Fig 2: The management briefing pack.

Over the next two years the different elements of the programme were defined in detail and rolled out.

What the customer said

The business case produced was described by the executive manager team as “the best business case they had ever seen” and the key elements of the programme were successfully initiated.

The global programme manager said, “*ChangeBEAT* brought us four things

- The industry knowledge and change management techniques to help us efficiently to *Form* the programme, and ensure we did not neglect important things like stakeholder management
- The execution capability, backed up by their tools, to rapidly produce the deliverables we needed
- Excellent instructors and facilitators for the training, business planning and account based work



- External commentary and knowledge of best practice to validate our approach.”

The result

Two years later the services and software content of the company’s business had increased from 32% of turnover to 40%.



Fig 3: The lapel pin worn by executives at the launch of the Catalyst programme to increase awareness.



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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