

*Change***BEAT**



EMEA business planning

Case study



Abstract

A technology solutions provider wanted to ensure that each of its European countries had a business plan to implement its new business model with an increased emphasis on software and professional services.

Working with *ChangeBEAT* the company devised an appropriate business planning format with supporting tools and worked with each country management team to plan its business.

Within a quarter the eleven main European countries had produced their new plans, which provided the basis for much improved professional services and software sales in the following year.

Background

A global technology supplier wanted to drive its move to a solutions sales approach in Europe by generating business plans for each country organisation.

The new business planning approach was needed to enable the countries to reinforce changes to its business model and to assist the local executive teams to plan the necessary changes in its organisation to increase its capability to sell and support more software and professional services business. For many local teams this represented a considerable change to the way they had done business for many years.

The approach

The company appointed a Programme Director who decided to work with *ChangeBEAT* to plan and execute the programme.

The challenges included bringing the country teams to a point where they had the skills to carry out the planning effectively and also to provide the motivation to put aside their short-term operational revenue-earning activities and properly understand and implement the new approach.

The team

- Built a template for the business plan itself, covering qualitative and numeric information required. The template contained sufficient example text and explanation to assist the teams with the task.
- Developed a range of support materials, tools and briefings to help the local management understand what was required.
- Planned and delivered a series of facilitated workshops across Europe, to communicate the programme and train the country teams.
- Worked closely with the countries to help them to write their plans, providing a blend of constructive feedback and hands-on support.
- Consulted with a small number of countries to understand and plan their business, providing a high degree of support and assistance to help them write their plans.



How did *ChangeBEAT* help?

ChangeBEAT made use of its *ExecKIT* business planning methodology and supporting materials to carry out the programme effectively and efficiently.

These materials were customised to the specific needs of the supplier. *ChangeBEAT* then provided facilitators to drive the planning process and to follow up with each country team providing consulting advice and hands-on support. During this process the company had to demonstrate the capability to work constructively within different European cultures to form the right working relationships to get things done.

What did the customer say?

“*ChangeBEAT* brought us a great suite of tools and thinking around business planning and strategy. They used their industry knowledge to tailor this to meet our business needs, showed first class facilitation capability when taking the message out to the countries and have great skills in building strategic business plans.”

The result

The result was that within three months the eleven major countries had each created a full plan, in time for the new financial year’s strategic and budgetary planning. The following year software licence revenues increased by 20% and professional services by 160%.

The evident success of the European programme caused it to be rolled out globally.



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**