

Case Study

Introduction

This case study looks at a programme Teleios Consulting carried out at HP/Compaq to help its sales force and programme managers embrace a new 'solutions based' selling approach. This change came about because of the shift in the marketplace where vendors now need to sell solutions, rather than just technology products.

Teleios Consulting has worked with Compaq for over four years and due to the excellent success of the programme has been retained by the newly merged HP/Compaq organisation. Teleios Consulting has delivered a series of workshops throughout Europe, Middle East, Africa and North America.

This case study looks at the customer's challenge, what Teleios Consulting did to answer this challenge and the benefits of the programme they devised and delivered.

The changing market

The IT market has been going through significant change over the past few years. Technological advancement continues to accelerate producing disruptive change while on the other hand the mature market with many competitors means high margins are no longer available. However the application of this technology has become ever more sophisticated and this demands a new consultative approach to selling.

With all the huge changes taking place throughout the world, businesses are

gearing up to a new way of working which is much more complex. Some of the old certainties have gone forever and the approach is needs led rather than technology led. Nowadays people expect sophisticated solutions that solve their problems and are easy to use rather than them adjusting the way they work to the limitations of the technology.

Compaq/HP has in the midst of these shifts been trying to develop its programme and project business. The aim is to work in partnership with its customers world wide to design solutions and services that reflect their unique requirements.

What to do about it

The challenge is to change the way systems are sold. Rather than selling single, isolated solutions they must now understand and develop a solution that fits the specific needs of the customer. To do this they need to gain the trust of their customers so that they can get inside the business and understand the often-complex system requirements. Each customer system is unique as it is a combination of business needs matched to the available technology, but set in the customer's market and cultural environment.

Once the requirements are understood then the job is not simply to provide some hardware or software, but to architect and deliver projects and solutions that do truly add value to the customer, and do it on time and to

price. This needs a much more sophisticated set of skills than a 'box shifter' type approach, but if grasped properly changes the way in which

HP/Compaq is viewed. They are no longer a supplier, but an enabler to their customer's business goals.

How we developed a solution

This fundamental change in approach has involved marrying together great technical expertise, business acumen and a consultative way of working which is both rigorous and sensitive to the customer's unique situation. The change from technical expert to trusted business advisor is a huge one to make.

Teleios Consulting was asked to partner this work, as we are also solution architects albeit in a different discipline of organisational behaviour and design. Because we also have had to make this transition, HP gave us the business to work with them to raise the level of consultative capability throughout Europe, Middle East Africa and North America.

The design of the programme

Teleios Consulting designed a highly interactive and practical workshop that walks people through the key stages of the engagement process. The aim is to not only to provide tools and techniques that work, but also reinforce the new HP/Compaq approach to customer selling.

One of the core design features of this training programme is that it was created with the senior managers of the business. They helped us understand the business requirements at some depth which allowed us to then translate these into a powerful learning event. Teleios Consulting's extensive knowledge base of current research, plus its own consultative style of working meant that it could develop a programme that brought

relevant and lasting change to the people attending.

The delivery of the programme

The workshop is highly interactive and varied to produce the required acceleration in the adoption of the new approach. It uses a combination of powerful exercises, real life issues from the course participants plus a range of tools and principles that people can use immediately. In fact one participant used what he had learnt on day one during a customer conference call on day two and succeeded in turning around a million \$ deal that had almost been lost. Now that is transference of learning!

This power has also come from the decision that we always deliver the workshop with a Teleios consultant/trainer, a senior business leader from HP (including senior executives) and an internal trainer. This has worked brilliantly at all kinds of levels. Firstly the training always has a current and relevant feel to it because of the involvement of those setting business strategy. Secondly with practical involvement of the senior business managers a message is sent throughout the organisation that this training is important to the business. So important in fact that key business leaders are willing to give up time to instruct.

When this is coupled with Teleios Consulting's passion to transfer skills and capability to our customers then the success rate is very high. Teleios Consulting work hard to make sure the

customer learns practical skills and provides principals that will enable participants to go on learning. We

always want to enable people to do it for themselves and not become dependant on us.

The results of the programme

So what has been the result? In short we have been told that our work has made a significant difference to the organisation. This is why Dean Pappas has written the following comment,

“Teleios consulting presents an outstanding collection of tools and techniques for seeking and achieving clarity. I am not aware of any advanced communication course that offers so much, so quickly and effectively.

Teleios consulting broadens ones capacity to think. The payoff is immediate and lasting”

Here are some benefits we are aware of

- We know of many deals that have been won as a direct result of our work. One has already been mentioned in this case study where a deal was closed during a course, but many others have happened in the months after.
- We know that many programmes worldwide have been influenced positively by the approaches introduced on the course. The impact is always to provide greater clarity of understanding, of expectation and through this to deliver solutions that are targeted and do make a tangible difference.
- We know that the training has also begun to break down internal departmental thinking in HP so that the customer does get a truly integrated service.

One of the great pleasures we also get from delivering this training is that many of the groups we work with set

up a learning community amongst themselves. These informal learning sets, which use technology to meet together, provide a dynamic place where people can take their business challenges and get help from their peers. They use the approaches taught on the course and add to them. In other words they have taken on the responsibility and fun of learning.

Challenges Faced

There have been many challenges faced with this project and a few of these are listed below. This is why we are proud of the successes, because they have been hard won by all of those involved with project. So the challenges have included:

- Getting technical specialists to see that technology is an enabler to business and not an end in itself.
- Helping people to challenge their assumptions about how much clarity exists in a project and how much is actually agreed between the various stakeholders.
- Helping people acquire a sophisticated skill set that allows them to work effectively in political systems where their work will fundamentally bring change.
- Helping the organisation to understand the breadth and depth of the shift towards a Project Services and Solution provider.
- Getting the various parts of the organisation working elegantly together so that the customer's life is made as simple and as manageable as possible.

What this means to you

The purpose of this case study is to allow the reader to see what the customer problem was and how Teleios Consulting could work with the customer to provide a key part of the solution. The particulars of the problem and approach will change from market to market, but we believe this case study shows some important points:-

- Teleios Consulting works in partnership with its clients to design programmes that are targeted specifically at your company, your staff and your business goals.
- Teleios Consulting uses its own research and training to deliver a course that turns your goals into a meaningful training programme for your staff.
- Teleios Consulting's programmes is linked to current research, uses proven methods, are highly interactive and produces long lasting change.

- A Teleios Consulting course can allow your staff to understand, own and act upon the new business goals more quickly than you could achieve on your own.

Conclusions

In this case study we have looked at a specific example of Teleios Consulting's work with HP/Compaq. It describes the problem faced by the customer and the need it had to change. Teleios Consulting then provided a specific set of training experiences that converted the new business imperative into something concrete for the course attendees that they could own for themselves.

We hope that it has allowed you to see how Teleios Consulting works and also glimpse some of the benefits of this approach. Your needs might be quite different to HP/Compaq's, but when used in the right way we believe our services can be a great enabler and accelerator to any new business goals you need to achieve through your people.

If you want to know more about how Teleios Consulting can help your organisation then visit our web site at www.teleiosconsulting.com or contact us at the address below:

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