



Case Study

Achieving growth targets by aligning to industry verticals



The Client

Fuji Xerox Global Services (FXGS) is the worldwide leader in document outsourcing, with over 6,100 client sites across 50 countries. Globally, the division generates over \$5bn in revenue.



The Situation

After nine years in Australia, FXGS had set itself some significant targets, not least of which was to continue to grow revenue aggressively while containing costs of added staff, infrastructure and overheads.

As General Manager Andy Berry put it, “We had all the elements of a market leader – a strong, industry-leading solution offering, highly skilled staff and proven success with many blue chip corporate and government clients across Australia. However, we suffered from many of the challenges of a fast growing business – our clients were continually pushing us to create new value for them; our internal teams had grown quickly and were becoming increasingly siloed; and legacy business processes were slowing down our ability to innovate. To hit our growth targets we needed to address these issues and align the business closer to our clients and the industries they operate in.”

So, armed with a clear understanding of the need, Andy and his management team went looking for insight and support. After meeting with eight consultancies, most of them global names in sales and business performance consulting, they selected Hot Rivet and Directional to help take them forward. “Together, they provided the right mix of insight, awareness of our industry issues and the ability to guide us on this major evolution in our business,” said Andy.

The Solution

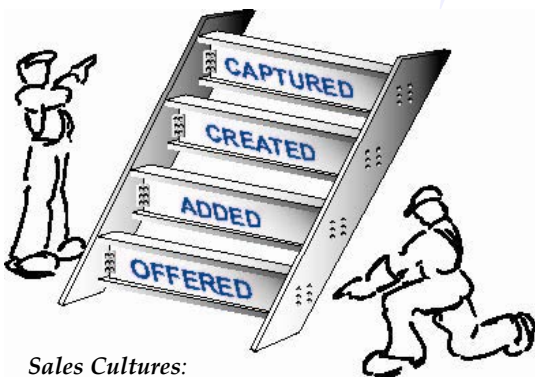
Pam Fleming, FXGS Marketing Strategy Manager takes up the topic, “we recognised that having a solid business plan was only a small part of the challenge. So often in large organisations, these plans get communicated and implemented ineffectively by the client-facing groups. The people that matter - the clients - see little or no meaningful change. Hot Rivet developed a five stage program to guide us through this evolution from start to finish.”

The five stage program Pam refers to was a mix of planning workshops and training, all built on Hot Rivet’s common processes and language. At Stage 1, the leadership team defined the market strategy for each targeted industry. They also aligned FXGS’ business units to the different sales cultures – Value Offered, Added, Created and Captured.

Having defined the plan, at Stage 2, the sales and marketing leadership team used Hot Rivet’s *Value Identification* methodology to build value strategies for selected service offerings in each key industry vertical.

This powerful process allows industry insights to be captured, used and communicated across client-facing teams in an efficient, scalable way.

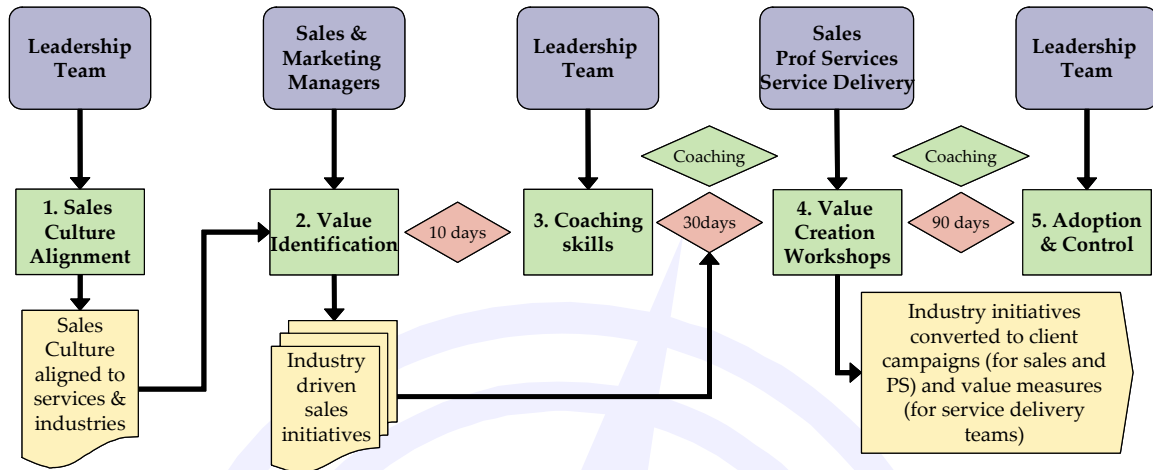
As Pam continues, “marketing teams struggle to build and share industry knowledge effectively. Some businesses use research companies, others employ industry gurus. But all have difficulty keeping this industry information current and making it easy to use in a sales campaign, or measurable in a value-based contract.



Sales Cultures:
The four ways to sell Value

Accelerating Sales Performance

Hot Rivet's process allowed us to quickly build structured, value-based messaging for our key verticals. The same process and messaging can then be used in sales campaigns through to service delivery contracts. "



A Fast, Effective Project Plan: Sales Culture Alignment and Value Identification formed the initial planning stages of FXGS' Value Strategy project. Value Creation workshops for the client-facing teams ensured the planning was applied cleanly and quickly. An Adoption & Control workshop with the leadership team kept the project on track.

At stage 3, Directional ran a series of workshops to refresh the coaching skills of the FXGS management team, and target them each with clear roles in coaching and supporting the project.

Then came the training. At stage 4, Value Creation workshops enabled the sales and professional services teams to apply the industry insights that the marketing team had developed to key accounts. Customised versions of these workshops were then delivered to the service delivery teams, to give them the knowledge and skills to continually look for ways to create new value for clients.

At Stage 5, the leadership team used an Adoption and Control model to review progress and ensure successful execution of the plan.

The Outcomes

Improved Business Performance:

Andy summarised the outcomes to date, "to achieve our key objectives - substantial revenue and profit growth – we need to triple our average contract size and double the effectiveness of our client engagement teams through our sales process. After only a couple of months, it's too early to measure these bottom line improvements.....but we're certainly well on the way."

Stronger Alignment of Internal Teams to Clients:

Pam added, "The project has allowed us to focus all our internal teams on delivering value. From marketing to operations, pre-sales to finance, each team is now able to clearly identify, quantify and communicate how they bring value to our clients."

Fast, Effective Results:

"One of the main benefits," Andy concluded, "was speed. Hot Rivet's experience with this sort of project was apparent from the start. Because of this, they were able to guide the group through the whole project very quickly and effectively. I've no doubt this will result in a quicker return to the business."

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