FINALIST 2013

B2B AWARDS

GCF

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Category Number	14
Category Name	Best Integration of Sales and Marketing
Programme Name	**Game Changer Forum- Strengthening Sales Middle Management**
Brand or Client	**HCL Technologies**

HCL



GCF Meeting 1: Dec 2011, Cary, N.C.



GCF Meeting 2: July 2012, Philadelphia, Pa.



GCF Meeting 3: March 2013, Miami, FL.

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Summary

In 2010-11 HCL faced major marketing challenges. Annual Customer Satisfaction Scores among its top 30 accounts (40% of revenues) showed key clients wanted better service. As a result, HCL experienced difficulty selling new services and solutions to clients and transforming itself from Commodity Supplier to Problem-Solving Partner.

In response, HCL Marketing and Sales sought advice from its top 75 CIO/CTO Customer Advisory Council members on what they wanted and needed from us. Based on this research, we launched **Game Changers Forum**, an ambitious program to strengthen account management skills of sales leaders responsible for our 25 largest clients.

Sponsored by HCL's President and Global Head of Marketing, the GCF comprised skills- and knowledge-building activities as well as focused performance management reviews. The primary goals were to facilitate best-practice sharing among top account managers and position HCL as a strategic partner of choice among major customers.

By 2012-13 the GCF had produced tremendous results. Customer satisfaction increased by 10%. The sales costs for new services in Existing Accounts decreased, and the retention and growth of existing accounts jumped 15%.

About HCL

As a $4.8 billion global company with 90,000+ employees, HCL Technologies brings IT and engineering services expertise under one roof to solve complex business problems for its clients. Leveraging our extensive global offshore infrastructure and network of offices in over 25 countries, we provide holistic, multi-service delivery in such industries as financial services, manufacturing, consumer services, public services and healthcare. By engaging HCL employees in a way that allows them to deliver business value – we turn technology into a distinct competitive advantage for our customers.

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Strategy – Broader Business Issues the Company Faced

In 2011-12, HCL sought to retain its Billion Dollar revenues and capture IT service expansion opportunities from its top 70 accounts globally.

Though HCL had demonstrated promising growth over 2008-2011 ranking among the top three in its sector with a CAGR of 21%, executive management recognized change was needed to keep pace with competitors. In most cases, companies against which HCL bid for blue-chip clients were global brands with established industry connections.

As part of its work integrating sales and marketing functions, HCL's Field Marketing manages HCL's Customer Advisory Council, an external sounding board comprised of its most strategic 75 CIO/CTO Customers. At one of its twice-yearly meetings, Marketing surveyed members about gaps they perceived in HCL's account service. HCL's top clients reported that while they viewed HCL as a "Reliable Supplier," they wanted HCL to move up the value chain to become a "Trusted Advisor" and "Problem Solver." Council members also urged HCL to strengthen the skills and knowledge of its client-facing Sales middle management team. Senior Marketing and Sales management recognized a fully integrated sales and marketing strategy was needed to ensure retention and growth of its most important and profitable accounts.

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Analysis of the ACSAT data indicated the declining scores were due to inadequate account management skills among top sales managers. Internal procedures to measure and communicate performance and expectations did not reinforce or align with HCL's customer service goals. Further, there was no formal channel to share best practices among sales managers, and sales bonuses were tied to overall revenues and profit, not customer satisfaction.

Worse yet, HCL lacked a structured mentorship and coaching program for sales managers. While supervisors provided coaching on account management practices, their efforts focused on symptoms or outcomes rather than root causes of problems.

The absence of a sustained and structured approach to global account management also created inconsistency in measurement. Individual sales managers focused on different metrics and often shifted priorities to portray their ACSAT scores more favorably.

Fundamentally, HCL needed an integrated, systematic and holistic strategy to spur the necessary performance changes.

Program Objectives

- Improve ACSAT scores.
- Create platform to exchange and institutionalize ideas and best practices among HCL's top 25 sales managers.
- Set the stage for early, seamless adoption of new initiatives.
- Improve ability of sales managers to cultivate and manage customer relationships and bring relevant solutions to their accounts.
- Facilitate transition from Solution Provider to Trusted Advisor/Problem Solver.
- Identify strategic growth opportunities within existing customers to build top-line growth.
- Optimize existing business by uncovering gaps in HCL's current customer relationships.
- Discover new business opportunities among current customers.
- Position HCL executives as thought leaders.
- Gather market intelligence on competitors' strategies and best practices.

Clear Mapping of Objectives with Expected Results

Objectives	Expected Results
Connect ▪ Identify/ discuss Key Accounts and industry best practices and future trends	▪ Current leading Key accounts can be used as benchmark for discussion ▪ Metrics indicating penetration and growth can be standardized and analyzed across all accounts
Co-Create ▪ Provide a peer learning environment for Exchange of Knowledge and Practice ▪ Discuss potential future solutions and implementation approaches relevant to Industry and HCL	▪ Improve cross-sell and up-sell in all Key Accounts ▪ New strategies or solutions based on current experiences and customer requirements (thought leadership) ▪ Document new success stories in leading Key accounts on SharePoint portal
Consult ▪ Enumerate the most pressing issues faced by Key Accounts ▪ Discuss preventive action and constant improvement techniques	▪ Identify and address common pain points across all Key accounts ▪ Focus on consultative selling and business discussions ▪ Improve overall CSAT Governance and QBR effectiveness

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Target Audiences

- 25 sales managers with responsibility for HCL's most strategic global growth accounts that comprise a bif part of sales revenue.
- Members of HCL's Customer Advisory Council who represent our most valuable accounts and participate in GCF.
- Client contacts and their colleagues at HCL's 25 most valuable accounts.
- Sales representatives working within GCF participants' organizations.

Media, Channels and Techniques

- Face-to-face group meetings
- Secure intranet site
- One-on-one discussions
- Virtual meetings (teleconference)
- Subcommittees
- Internal communications (print/digital)

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Timescales

2010

- Primary research: one-on-one interviews with HCL Customer Advisory Council members.
- Secondary research: ACSAT score analysis, customer analysis, market analytics, internal interviews, competitive analysis, performance review assessment, trend analysis.
- Designed and launched initial GCF.

2011

- Developed program materials, communication channels, program curricula.
- Coordinated three-day conference (Cary).

2012

- Refined program and curricula based on participant feedback.
- Facilitated member networking opportunities.
- Coordinated three-day conference (Philadelphia)

2013

- Refined GCF program and curricula based on participant feedback.
- Facilitated member networking opportunities.
- Coordinated three-day meeting (Miami).

Results

Fewer than 18 months after launch, GCF has:

- Reversed declining customer satisfaction scores.
  - 67% of GCF accounts showed significant, consistent improvement in ASCAT scores.

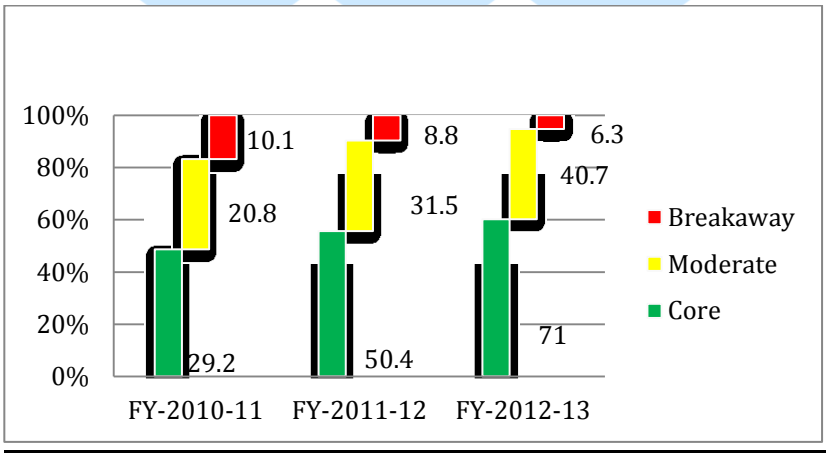
- Expanded market share and increased revenue from its top 30 accounts.

- Secured higher service line adoption in GCF member accounts year after year.
  - Currently 81% of accounts with all service lines are GCF accounts, indicating the enhanced ability of GCF members to cross-sell.

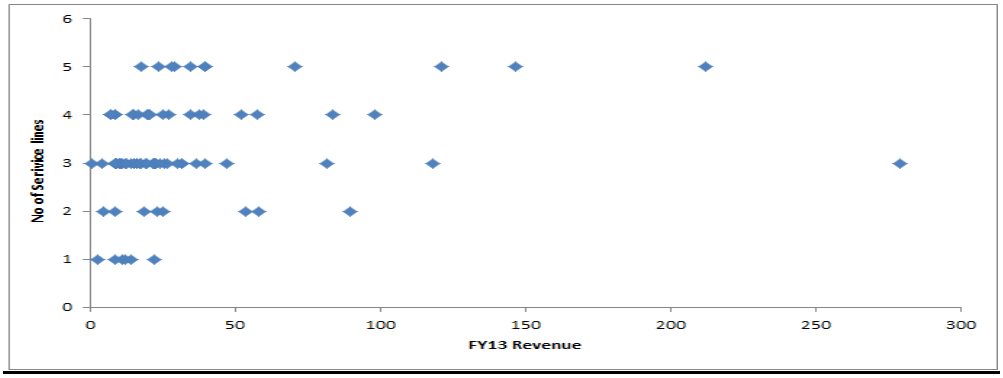
- Enhanced GCF members' selling, advisory and problem-solving skills.
  - Members reported they were more confident about their ability to clinch large deals.
  - Both sales managers and client partners said HCL demonstrated a fuller understanding of customers' business challenges and became a trusted advisor and problem solver.

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Improved CSAT Scores (24 GCF Accounts) from 2010-13



Increased Service Line Adoption

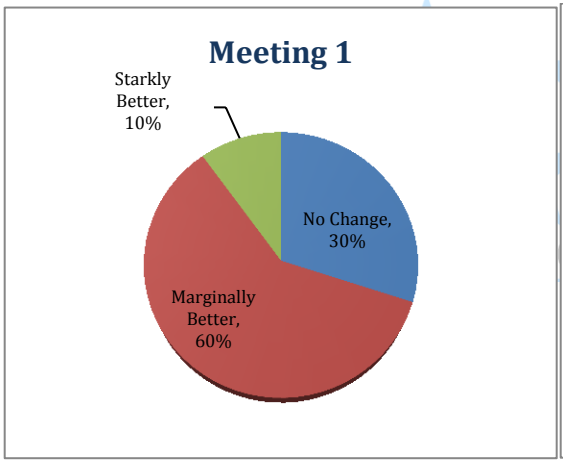


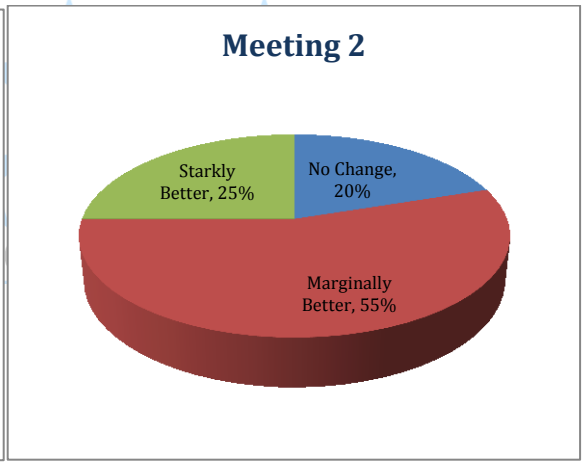
Service Lines
Custom Apps (CSMP, BFSI, HC, ETS)
ERS
EAS
Infra
Bserve

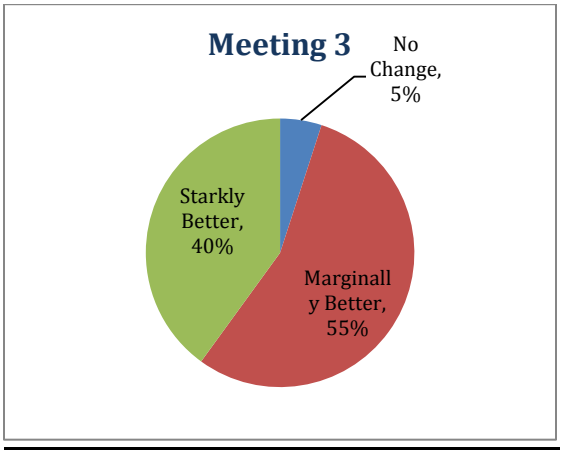
11 Accounts have participation from all service lines

Post-Meeting Survey Scores of GCF Participants

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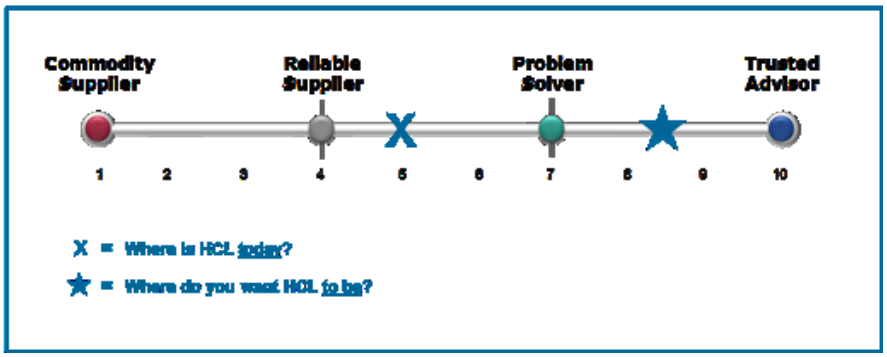






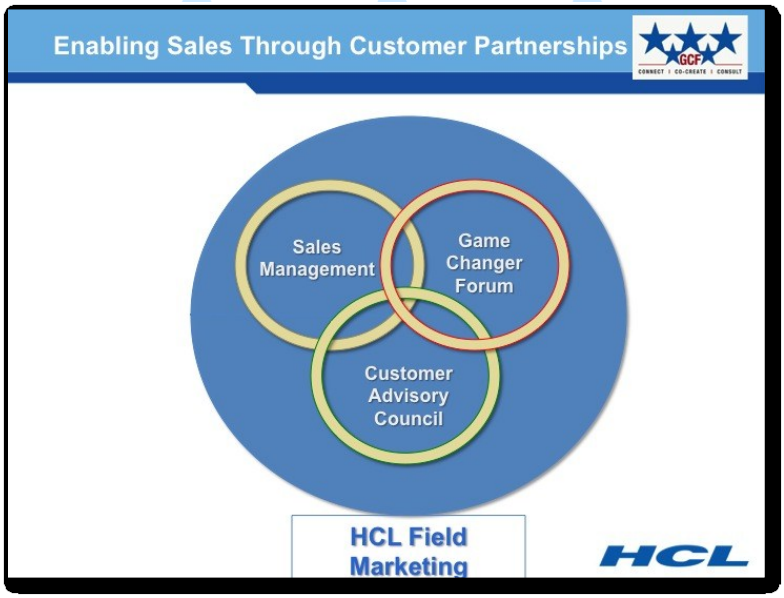
Client Perspectives of HCL

Overall, 80 Council members worldwide rated *"Where HCL is Today"* and *"Where They Want them to Be"* very similarly, with average ratings at **5.0** and **8.5** respectively



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The GCF Model



Client Testimonials..

- *"HCL's efforts to continue to improve the Council sessions are very much appreciated – it speaks to the commitment of the organization."*
- *"Impressed with the demonstration of HCL's focus on continuous improvement."*
- *"Great dialogue – I learned about some things HCL is doing with other companies that I wasn't aware of."*
- *"Cloud discussions and Mobile Apps discussion during breakout sessions were the best"*
- *"Good mix of speakers, good mix of presentations and interactive sessions. Very well organized!"*
- *"Advance prep work for meeting and communicating top 10 issues from pre-meeting interviews were very useful."*
- *"Strategy was a great session…we need more that allow us to provide real input to HCL like that one."*
- *"Great job on the Value Portal session – was not aware of all that was discussed."*

Feedback from GCF Sales Participants..

Thought-provoking session. Very solid and relevant program. Would heavily like to see this extended out to my sales team."

"Increasing profitability session and getting client perspective was a great learning."

"Role Play Session is a very enlightening method which should be adopted and consistently used for large deals, e.g. BPO & transformation projects."

"Understand customer power base and implement approach to connect and align with power base for big wins; HCL as an organization - our thought leadership."

"CAC Role Play. Great opportunity to get open client feedback while reviewing multiple presentation styles. Would like to see this again and expand to all."

"Have a customer from HCL tell us exactly how to apply these principals to win a deal."

"We should arrange for video recording of sessions so that the learning can be revisited and refreshed at a later date as required."

"Conversations/discussions tend to be very US-centric. It would make sense if case studies could be expanded beyond US."

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