

CASE STUDY.

# RETURN TO GROWTH: BUILDING A GROWTH CULTURE

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A legacy focus on a declining On-Premise software marketplace, and accelerating customer migration to Cloud/SaaS was driving an increase in churn of contracted ARR; the rate of decline was compounded further by low team morale, and high levels of attrition; an out-dated “call centre” sales strategy limited talent acquisition; limited investment in sales & marketing, new product development, or customer/user experience, resulted in several years of cost cutting to protecting YoY EBIT, with net revenue in YoY decline owing to combined impact of declining deferred income and insufficient new businesses

- An immediate focus on people, team, culture and talent was needed to stabilise the existing business, and underpin future investments in innovation & M&A; to deliver both organic and inorganic growth
- A strategic transformation program was initiated, launching the “people” workstream, led by PLC CPO and Divisional HRD, adopting stakeholder-led project “swim-lanes” to drive team engagement and a bottom up approach

# BUILDING A GROWTH CULTURE: INITIATIVES





# BUILDING A GROWTH CULTURE: COMPONENTS

Building a growth culture	Attraction & Onboarding	Developing the team	Reward & Celebrating Success	Retaining & Growing our team	Sales org
<ul style="list-style-type: none"><li>• Values &amp; behaviours</li><li>• Inclusion &amp; Diversity</li><li>• Well being</li><li>• Corporate Social responsibility</li></ul>	<ul style="list-style-type: none"><li>• Talent playbook</li><li>• Selection process</li><li>• Apprenticeships</li><li>• Graduate Programs</li><li>• Onboarding process</li></ul>	<ul style="list-style-type: none"><li>• Management training</li><li>• Performance management &amp; 121 personal development</li><li>• career pathways</li><li>• Learning &amp; development opportunities</li></ul>	<ul style="list-style-type: none"><li>• Commission / Bonus (sales)</li><li>• Bonus &amp; shared Incentive (non-sales)</li><li>• Salary &amp; benefits benchmarking</li><li>• new approaches to individual &amp; team recognition</li><li>• increase company wide awareness and celebration of success</li></ul>	<ul style="list-style-type: none"><li>• Succession planning</li><li>• Next Generation manager programs</li><li>• Identify talent pools across departments</li></ul>	<ul style="list-style-type: none"><li>• Sales re-org</li><li>• Sales Management OKR / KPI</li><li>• Technical sales function / Services overlay</li><li>• Customer Success function: ARR Nurture, Cross &amp; Up selling</li><li>• SDR / new business / lead generation</li><li>• Enterprise Sales</li><li>• Channel / Indirect</li><li>• Commission &amp; Incentive programs</li><li>• Sales playbooks</li></ul>

# DELIVERING A GROWTH CULTURE: OUTCOMES

## Building a growth culture

- Implemented a bi-annual bHeard internal survey to gain feedback on tangible success versus shared ambitions
- Scheduled CEO “listening” sessions with peer-group appointed representatives across departments & regions
- introduced CEO & OpCo regional & global “all hands” – sharing strategic & performance updates

## Attraction & Onboarding

- built talent playbook: showcasing transformation strategy, sharing details of “people” initiatives, technical roadmaps, career pathways, employee benefits, training programs
- refreshed on-boarding program, with modular program covering strategy, systems, management, policies & governance training

## Developing the team

- Built playbooks to support new strategic initiatives; cloud sales, partner program, cloud services portfolio, service delivery
- created sales & technical training programs combining playbooks & formal accreditations from strategic partners (Azure, AWS)
- Invested in full time sales training resource

## Reward & Celebrating Success

- Implemented global commission plan with shared & regional sales promotions
- Introduced churn and retention targets to customer success
- launched delivery targets for service delivery teams
- bi-annual corporate bonus scheme linked to growth targets
- Quarterly departmental mini events
- Annual sales kick off
- CEO OKRs published and cascaded through business & teams

## Retaining & Growing our team

- Commenced process of identifying candidates for Succession planning
- launched Next Generation manager (NGM) programs, with 1<sup>st</sup> cohort moving into management roles
- Identified talent pools across departments, launching 2<sup>nd</sup> round of NGM candidates, with additional internal promotions within new career pathways

## Sales org

- Sales re-org – aligning sales structure, AM roles & remuneration packages to targets
- Sales Management incentives aligned to growth plan measures & metrics
- Technical sales function / launched Services overlay to support new cloud services cross/upsell
- led sales & marketing collaboration to support SDR new logo & Customer Success function: Enterprise Sales