



Growing the HP Sales Business

Executive Summary

HP was faced with the challenge to grow their business when they barely had the resources to maintain their current business. Using the 9m Innovation model the team determined the key value and solutions.

Implementing their concept with the planning model they were able to drive their growth by 260% in a year.

Client Challenge

In 2016, HP was facing a growing challenge of adding the new sales motion, Small to Medium Business (SMB), to the already overstressed consumer sales infrastructure. While consumer sales represented a stable flow of revenue that maintained the business, SMB represented a billion-dollar growth opportunity. Initial beliefs were that the current sales infrastructure would accommodate the new sales motion, but soon learned that the sales processes, metrics, and support systems were not compatible.

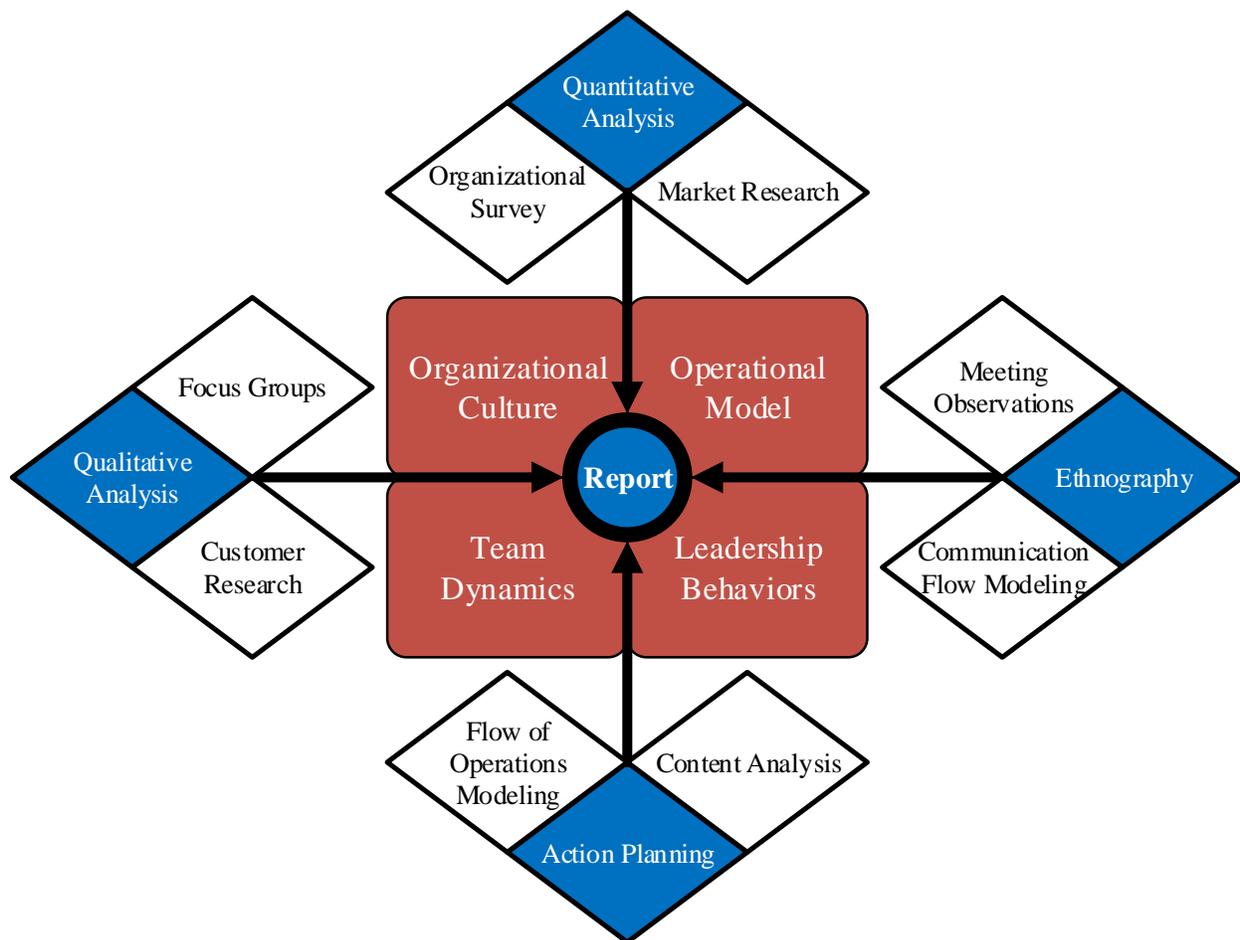
After conducting a time efficiency review, HP realized that their current manning was unable to support the scaling of the business and they were working with the constraint of being unable to grow their workforce to match the opportunity. New solutions were needed to expand the team's capacity without additional resources.





9m's Approach

Beginning with one-on-one interviews, 9m used these sessions to develop a targeted survey which led to a pair of focus groups. At that point 9m was able to validate that there was an inherent belief in a lack of empowerment. Unique to this situation was there were not specific examples of disempowerment and that their leadership was highly encouraging of providing autonomy. It also found that there was a significant amount passive aggressive infighting between team members. The larger team consisted of numerous subject matter experts that tended to work in a vacuum where goals, priorities, and issues were never transparent to the rest of the team.



Following the assessment, 9m sat down with each team member to discuss the findings and the roles everyone played in the overall situation. It was also speculated that the current operational and communication model that the team was working under directly led to 80% of the issues that their team encountered. As a team, they were guided through the building of a value stream map



of how the team provided value in supporting sales and explained the various processes that occurred. The team was able to point out communication gaps, constraints, and roadblocks to their progress. The team was then led through a training session to precondition them for the innovation session focusing on multiple perspectives, empathy, and the ideal conditions of the creative process.

“I gained perspective on other peoples’ projects, how they feel or see certain aspects of our work, and where we want to go as a team”

Based on the outcomes of the team training and greater depth of understanding, everyone came into a facilitated session with the understanding that previous histories were off the table and that their main goal was just idea generation. After diagnosing the issue as a group, they were led through a series of exercises and built a comprehensive list of 95 potential solutions with a continual flow of ideas. Shifting the session towards narrowing, the team discussed, debated, evaluated, and ranked their ideas until they had three possible solutions: outsourcing their current consumer operations model, building a data warehouse for report efficiency, and removing newly identified non-value-added tasks. Using a risk and feasibility analysis the team concluded that by building a data warehouse and leaning out certain processes that they would be able to accelerate the full implementation of the new revenue stream.



That following day the team was guided through the building of an interconnected planning model beginning with their solution at the forefront. Cascading their vision into strategies, tactics, and into weekly goals. The team then built their roadmap for the year and their own



“I liked that we started with general ideals and walked out of the session with specific steps to accomplish our vision”

action tracking system. Beginning with weekly sprints the team aligned on what was accomplished, what was in store for the week, and what issues they were running into. While 9m helped facilitate the first month along with the monthly planning session and self-assessment, we also trained two members of the staff on how to apply the planning methodology which led to the team enabling their own self-efficacy.

The Results

There were two key areas of positive results that came out of this event, SMB growth and a high performing team. While working through their roadmap, the team was able to create more bandwidth by eliminating actions without value, this led to more time focused on growing the business. The team also experienced higher levels of accountability in completing their routine and interdependent actions. Lastly, the team’s self-evaluation of empowerment grew as they continued to experiment and shape the planning process towards their needs.

While the SMB revenue stream had started slow, following the transformation the revenue stream grew 260% within a year and has continued that growth trajectory as the team has been able to commit to focusing on business growth instead of business maintenance.

“I enjoyed breaking down of activities, each led into one another making for a quick and productive session that culminated with a great visual of what our future is”



Contact 9m Consulting



Matthew D.M. Watson, Ph.D., PMP, is the founder and Principal of 9m, a worldwide innovation consulting firm based in Boise, Idaho. He began his career in the United States Air Force as a forward-air-controller, serving in the invasion of Iraq with the 101st Airborne Division. Following Matt's service, he worked with the Bechtel Corporation as an organizational development project manager and training director then later with Hewlett-Packard as a business strategy project manager. He obtained his Bachelor of Arts in Organizational Leadership from Chapman University and Masters of Arts in Learning Technologies from Pepperdine University. After spending the first half of his career specializing in development, project management, and lean process improvements, Matt focused his mastery on the creative and innovation processes while completing his Ph.D. in Global Leadership and Change at Pepperdine University. There he was able to refine his innovation model while completing his research on the enablement of innovation. He is the author of "Fear and Loathing in the Accountable Culture" and "Common Strategies and Practices among Facilitators of Innovative Thinking in Organizations."



www.9mConsulting.com

Matt Watson

MDMWatson@9mConsulting.com

+1 208. 881. 3996