

CASE STUDY

Helping BT Telconsult expand and re-position

BT Telconsult is the consulting arm of the telco giant BT, originally set up thirty years ago to respond to customers, suppliers and SMEs who wanted to link in to BT's technical thought leadership and best practice. It has a client base made up of the world's largest telephone networks and telcos and recently decided it wanted to reposition itself as a formal consultancy practice to tap into the new wave of enthusiasm for global consulting.



Andrew Batten, Head of Strategy Transformation Practice, said: "Since we began our consulting work back in 1999 we have been very successful in winning new business, despite having no formal business development plan and a fairly reactive approach to sales. But as the consulting boom hit, we began to think: what could we achieve if we did have a growth and sales strategy in place? What could we turn over if we re-positioned ourselves as a formal consulting firm? The sky was the limit."

The team set about doing this, but quickly realised that to extend their reach and achieve the growth they wanted, they were going to have to consolidate their capabilities and broaden their skill set.

Their strength had always been deep technical expertise, but business growth had been so fast that much of the knowledge was in individuals' heads and laptops rather than in one place. The team decided they needed to document their collective expertise, and wanted to create 'a bible' that would act as a foundation for their work going forward. Enter Elevation Learning and Calvert Markham.

"Calvert helped us develop the 'Delivery Guide,' explains Andrew. "It was basically a 'how to' guide to delivering our consulting, which encompassed all our technical knowledge gained over the years. It includes processes, tools, and a standardised approach to doing things. It has been a great exercise for us, and is a very valuable tool, for both experienced staff and new recruits. It makes project delivery much easier, which means we are able to serve clients more effectively."

To bring the guide 'to life' Calvert and the Elevation Learning team designed a development course that blended its key information with Elevation Learning's well-known Core Consultancy Skills training course. All BT Telconsult employees were required to attend the course and it was very successful.

"The course was a real light bulb moment for many of us," smiles Andrew. "Having all our knowledge and processes clearly presented in one place has been revelatory. We're able to deliver to clients faster, spot new business opportunities and engage at a higher level. Plus, feedback from customers shows that they also appreciate the 'new and improved' us!"

There are plans for the guide to go 'multi media' and to become available in a number of different formats. Meanwhile, the company is growing steadily. Andrew said: "We're now working to achieve our next goal, which is to broaden our skill set by recruiting experienced business consultants from Big Four firms. The plan is to offer clients a more end-to-end solution and we've already attracted some high calibre names. We have an ambitious new five-year business plan and we really do feel on the cusp of great achievement. It's exciting times here!"