

It Services

£19.5m in extra sales

Robin Clements and his team at University College Hospital have built up a level of trust with the National Health Service that is the envy of other service providers and is being mirrored elsewhere in the company.

They are proving that being a trusted adviser is rewarding for the client as well as the service provider – it is the beginning of the gentle sales evolution encouraged and developed with help of the Powerhouse Partnership.

The new client focused process has brought in considerably more business than traditional sales calls and nearly tripled expected revenues. It has proved the Powerhouse theory that service providers can significantly increase revenues by having clients “buy” instead of being sold to.

Initially the UCLH contract was for £8m with no expected further IT Services spend so just a service delivery team were assigned with no sales resources.

Powerhouse was asked to work with Robin and his team to develop a proactive relationship with UCLH based on trust. The work included identifying how the most effective people were developing key accounts through a rigorous methodology and then transferring these attributes to the rest of the team in highly focused coaching based workshops.

The results have included;

- **Additional sales first year £5m**
- **Second year £7m**
- **Third year (so far) £7.5m**
- **No cost of sales**
- **No competitive tendering**
- **Client trust leading to reference site status**

“Being a Trusted Adviser is about putting your arm around a client and finding out what their problem is, sympathising with it, empathising with it and finding a solution” said Robin.

Traditionally a need would have been identified and a lengthy sales process would have evolved before the additional contract was taken on. Through the Trusted Advisor approach, sales personnel carry out their normal duties but project managers have additional autonomy to offer help and find solutions about items discussed during client briefings. It is a process that works well for both client and project manager because it solves problems and builds trust.

The 'Trusted Adviser' way of working evolved by understanding and listening to the customer and satisfying needs, going the extra mile when necessary. Powerhouse helped the team develop a "one stop shop" service and fine-tuned it into a solid working tool through consultation and tailored workshops which solidified the approach.

The team learned from experience that it is no good coming in to an organisation with off the peg solutions. That's why every member of the team from consultant to management has a role to play. They are empowered to relieve the customer's headache with in house help or the management of outsourced help where necessary.