Creating a customer-first culture for sales

HP Inc.
CulturePath™ client spotlight
HP Inc. is a global technology company headquartered in Palo Alto, California, that was formed on November 1st, 2015 when Hewlett-Packard Company split into HP Inc. and Hewlett Packard Enterprise. Leadership knew they needed to reinvent their sales organization’s culture to compete after the separation.

HP Inc. engaged Deloitte to help transform their sales organization’s culture following the separation. Specifically, they wanted to:

- Transition from a product-centric organization to a customer-centric culture
- Create an environment that supports high performing behaviors for the global sales team of over 6,500 employees
- Enable behaviors
- Increase sales representatives’ time spent with customers
- Empower sales representatives to be customer-first through decision rights
- Institutionalize value-selling
- Establish a high-performing, accountable, disciplined, and collaborative sales force
- Achieve strategic goals

The case for culture change
Approach

With the HP leadership team, we took a systematic analytics-based approach to transform culture, using CulturePath™ to assess sales behaviors for all regions and roles across the global sales organization. Together, we:

1. Defined the future state vision for the sales culture using input from interviews across multiple levels of the sales organization.
2. Assessed the existing sales culture to understand the differentiating behaviors and beliefs of high performers.
3. Analyzed CulturePath results, coupled with sales productivity and performance data, to define the characteristics that create top performing sales representatives, managers, and teams to drive precise and targeted change (data inputs included sales activity analysis, sales competency assessments, and performance ratings).
4. Prioritized short-and long-term actions to help the sales organization become more customer-first, disciplined, accountable, collaborative, and fiercely competitive.
5. Created a sustainable roadmap to drive and reinforce the desired culture change.
The Deloitte CulturePath framework

**Core indices:** Represent foundational cultural elements. Organizations often make strategic choices and define success with these indices.

**Differentiating indices:** Measure the emotional connectedness between an organization and its workforce. Entities exhibiting these traits achieve distinguished performance.

**CulturePath** dimensions, such as external orientation, risk & governance, collective focus, and shared beliefs, were identified as providing key insights into behaviors of high-performers and focus areas for the culture change.
Impact

A customer-first culture for sales

Identified the differentiating behaviors and beliefs of high-achieving sales professionals by coupling CulturePath insights with other sales organization data

Translated these differentiating behaviors into role profiles, creating a behavioral blueprint for modeling the desired culture and driving a culture of high performance

Converted the customer-first vision into tangible, leadership-led actions, prioritized based on CulturePath results (such as an immediate reduction in internal meetings, so that more time could be spent with customers)

Framed and emphasized leadership’s communications to the sales force about the importance of discipline and adoption of new enabling technologies

Sparked a culture transformation, which is anticipated to deliver increased sales revenue and reinforce HP Inc.’s brand as a trusted vendor and partner by empowering sales representatives to be customer-first

“CulturePath provided a structured framework to measure our culture, and when we analyzed those findings with other performance and sales capabilities data, it generated rich insights and actionable behavior changes.”

Jos Brenkel
Global Head of Sales Strategy and Operations, HP Inc.
Contact culturepath@deloitte.com for more information.

Sonny Chheng  
Principal  
Human Capital  
Deloitte Consulting LLP  
schheng@deloitte.com

Alyson Daichendt  
Managing Director  
Human Capital  
Deloitte Consulting LLP  
daichendt@deloitte.com

Marc Kaplan  
Leader, Organization Transformation and Talent  
Deloitte Consulting LLP  
mkaplan@deloitte.com

Brandon Kulik  
Principal  
Human Capital  
Deloitte Consulting LLP  
bkulik@deloitte.com

Don Miller  
Managing Director  
Human Capital  
Deloitte Consulting LLP  
domiller@deloitte.com

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