

# tieto

Growing revenue through new channels.  
How Tieto transformed technical  
conversations into business conversations.

# Tieto

Tieto Group is a Finnish multinational software and IT services company. Its 13,000 professionals work across multiple business sectors to provide cloud, digitisation, customer experience, data management and security solutions to clients across the Nordic region. Tieto's aim is to become the first choice for full IT life-cycle services in the region, where data provides lifelong value for people, business and society.

## Why the need for change?

Despite having clear goals Tieto was not growing in line with shareholder expectations. Revenue and profits were being hindered by an inability to respond effectively to a changing market. The Cloud revolution together with changes in data regulation had led to a need amongst customers for deeper, more value based conversations with their IT Services consultants; conversations where consultants acted as trusted advisors solving personal and business issues and addressing wider benefits.

Conversations were very much focused on product, technology and features. There was a lack of common sales language, structure and shared tools, and for some, a lack of confidence in challenging clients' assumption was also causing frustration.

The Software Innovation team at Tieto saw an opportunity. By moving away from monotone technical conversations toward vibrant client relationships they believed their 100 plus Services consultants could win business and so fulfil the growth expectations of their shareholders.

## Getting ready for change

Moving from a product to a business outcomes mind-set was a huge shift, especially for the IT Services consultants whose roles required complete immersion in the details of their products and services.

To facilitate this Tieto established the 'Customer Intimacy Strategy' which saw Sales and Services align to achieve a better customer understanding.

They also recognised the need for external help. Using Cloud technology meant that implementations for customers were simpler than before. Great news for customers, but the added value that was previously there had now gone. Rediscovering their value was a large piece of the jigsaw and not something Tieto felt they could do alone.

## Why an external training provider?

The project required much more than sales training. To be successful it would require cultural and behavioural change across IT Services consultants and their managers. It was going to require a cohesive and timely approach.

Leading the project was Vice President of Software Innovation Team, Torben Winther Kristensen. Torben wanted a training provider who could create momentum for change within the management team and develop strong consultative behaviour within the IT Services consultants. He said:

*“It was imperative that we could find a training provider who could justify their methods. One who could help us develop new and existing business with our public sector clients – to demonstrate our value in helping them achieve efficiencies, savings and security in their document management.”*

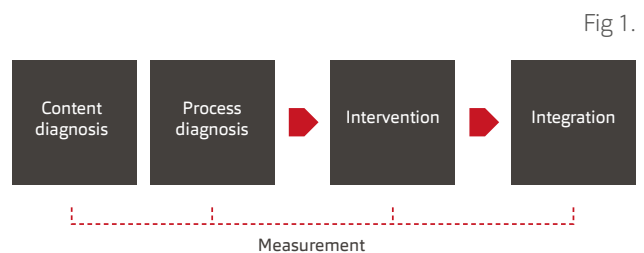
## Why Huthwaite and SPIN®?

Torben was impressed by an implementation of SPIN® Consulting Skills he’d seen in a similar business environment. Multinational FinTech company SimCorp had used Huthwaite and SPIN® to transform its big ticket, high risk, complex projects resulting in revenue acceleration as well as improvements in their Net Promoter score. He was keen to know more.

He soon learned that Huthwaite’s approach to skill development – getting buy-in from the top down – mirrored

his own thoughts on the best approach to achieving a positive return on investment.

Fig 1. The Huthwaite Approach



By using the Huthwaite Approach to learning Torben created the momentum for change across the management team through a series of workshops. He explained what happened.

*“During the content and process diagnosis stages, my top team and I engaged in a short series of highly interactive and engaging one day workshops. We became familiar with the SPIN® methodology and clearly defined a High-Performance Standards framework. These measures would prove to be invaluable for us and the Services consultants in understanding how well we actually performed with our clients. It gave us all good reason to embrace the SPIN® methodology and tools to support their development and drive business forward.”*



The SPIN® training provided techniques that help me pinpoint and explore needs in existing and potential clients. Previous sales training sessions pales in comparison to Huthwaite’s research-based approach.

A Norwegian Delivery Manager



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Following an introduction to SPIN® we could clearly see how it nailed some of the core challenges our organization had. It persuaded our Swedish Management team to bring Huthwaite trainers to Stockholm to train our sales and delivery team in this method. The SPIN® training was perfect, down to the last minute.

I highly recommend the training and our trainer to anyone who wants to develop better business in the future.

A Swedish Head of Sales



## How Tieto achieved behaviour change

To hold on to new skills it's important to allow time to practice them. Tieto used a combination of online learning where individuals could absorb new concepts in bite sized chunks, and classroom training where time is allocated to practice and feedback sessions. Practice took the form of roleplays tailored to the typical business scenarios of the Software Innovation team which helped to embed learning incrementally. And feedback throughout the training intervention helped to focus further learning after the events.

Torben continued: *"Understanding SPIN® and having the High-Performance Standards helped the management team to support the Services consultants embed and sustain sales transformation from the first day back at work. Integration was most effective."*

To keep everyone up to speed, Tieto used both open courses and dedicated programmes for new starters as well as refresher sessions to help maintain high performance standards.

Torben says: *"It's a never-ending task to keep a team at high performance levels. It's something we take very seriously. We are currently considering SPIN® Coaching for our managers to strengthen their leadership and drive their skill levels to outstanding too."*



Our Huthwaite coach helped us identify both our good and bad habits. After two days of intense mental gymnastics, I left the room with an increased understanding of myself and my surroundings, and a clear vision of how to improve further. Our coach was passionate about his field and able to communicate by being the leading example himself.

A Danish Senior Business Consultant



### Skills improvement results

The improvement in skill levels was outstanding. Tieto used the High-Performance Standards framework, to assess skill levels before and after training and assess participants progress from Basic to Advanced.

*“SPIN<sup>®</sup> helped our 100 strong IT Services team and their managers to become truly customer centric. They are now empowered to engage early with clients to influence them before they make their next investment. They are involved in joint problem solving, working seamlessly with the sales team to build business cases that are stronger and more persuasive than ever before. Our clients get an outstanding experience which makes them want to buy more again and again.”* Torben explains.

*“The workshops lifted my management team’s coaching competences to a new level, which in turn is supporting the capabilities of our IT Services consultants.”*

### Early business outcomes

*“We have already won major tenders and projects using our performance standards, tools and high performance behaviours. We’ve seen revenue growing at a rate that we didn’t see before training and I am very proud of what my IT Services team has achieved.”* Torben says.

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SPIN® stands above the dozens of other sales courses I've attended over my 20+ year career in B2B sales. It changed my mind-set to focus on getting the customer to uncover their own needs. It's almost like the customer is selling themselves our solution. This is not like other sales courses. It's a super simple, effective sales model that's easy to remember.

A Senior Customer Manager, Norway



## What's it like to work with Huthwaite?

*"The Huthwaite Team have truly delivered. They fully met our high expectations throughout the project." Torben continues: "We have expressed our satisfaction, and are very impressed by the skills and dedication of the facilitators, trainers and coaches. They understand our business and have quickly motivated our people to change behaviour. Further, documentation of the behaviour change we achieved both as a team and for each individual consultant trained is invaluable."*

## Tieto's advice for other IT Services companies facing similar challenges and frustrations

Torben is emphatic: *"We would recommend anyone in the IT-sector to engage with Huthwaite International like we continue to do. By training our Technical Services consultants to use SPIN® we effectively opened up another sales channel and our revenue has grown as a result."*

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The SPIN® course was an eye-opener on how top-class consultants consistently create value for customers. It gave me insight on sales research and methods which I could use with our company performance standard. The roleplays proved a very valuable learning experience not least the feedback on my performance. Having now employed my new SPIN® skills I can already detect a positive impact on conversations with my customers.

The Huthwaite trainer was great; knowledgeable, enthusiastic and flexible. I hope I get a chance to work with him in the future.

Danish Senior Project Manager

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