



CHALLENGES

- Helping salespeople articulate the full scope of CSC's capabilities to customers
- Developing a concept for a service directory that could engage 20+ internal contributors
- Making an extensive portfolio relevant and accessible for sales
- Meeting a tough delivery timescale



SOLUTION

- HN's creative thinking to develop a persuasive concept
- HN's information-design expertise to ensure quality of content and a user-friendly design
- HN's flexible, pragmatic approach to getting the job done on time and to budget



RESULTS

- Recognition of the directory as CSC's definitive guide to what can be sold
- Support for account planning
- Further projects that build on the directory to educate sales and customers in new ways

How HN helped CSC to get its salespeople up to speed

Background

"Not long ago, IT outsourcing was about mega-deals focused on cost-cutting. By the mid-2000s, however, clients had higher expectations. They wanted IT partners who could help them use technology to innovate, solve business problems, become more responsive and agile."

So says Mark Davis, portfolio marketing director for global IT services provider CSC. To adapt to this changing environment, CSC needed its account-management, sales and service-delivery staff to be able to articulate to clients the full scope of CSC's capabilities, and the value the company could deliver as a result.

"We have 91,000 employees serving clients in 80 countries," says Mark. "Typically, those responsible for developing the business understood CSC only in the context of the particular services sold to the accounts they worked on. For example, they might understand our desktop services, but know little about our consulting services. So they weren't well equipped to address clients' wider business problems."

Educating without overwhelming

Mark identified the need for a universal service directory to help the sales community understand and articulate CSC's full value to clients. He wanted it to be a printed guide. "An electronic-only deliverable would not have had the same penetration," he explains. "We wanted something people could carry with them or keep on their desks."

There were two other criteria. Firstly, the guide had to include enough information to give readers a real taste of each offering and tell them where to find out more – without being overwhelming. Secondly, it had to provide a consistent and complete view of CSC's capabilities – covering infrastructure, application and consulting services – across geographical and organisational boundaries and responsibilities.

The importance of two fundamental ideas

Mark approached HN Marketing for help. "We knew from previous work with HN that their approach worked well for us and that, as specialist IT content creators, they had the skills for what was going to be a large, intricate job. We needed an agency that could articulate every kind of IT service from both a technological and business perspective; and that could manage the project from concept through to delivery. HN was that agency."

Focusing on the requirements, HN worked with Mark to define the key features of the service directory, and to produce visual samples that he could use to 'sell' the concept to more than 20 subject-matter experts who would become the main contributors.

ABOUT CSC

Established in 1959, global IT services provider CSC earns more than \$15bn in annual revenues predominantly from IT outsourcing, consulting and systems integration. The company's 91,000 employees serve clients in 80 countries.





“Right from the start, HN took the time to understand our audience – both the stakeholders whose buy-in we needed, and the eventual users of the directory. As a result, HN came up with two fundamental ideas that became the essence of the directory and were key to its eventual success.”

The first was to have every section of the guide follow a single, sales-focused template – to ensure that the directory presented all services in a consistent way, covered the necessary depth and scope of information, and would be easier to use.

The second key idea was to create a strong, independent brand for the directory: ‘The Red Pages’. Referring to CSC’s primary brand colour, the ‘Red Pages’ identity could cut across geographies, products and organisational structures, while also communicating the idea of the publication as the authoritative service directory for CSC.

Pragmatic focus on delivery

With the concept agreed, there were just four months to produce The Red Pages for distribution at CSC’s annual sales conferences. That wasn’t a lot of time for a 92-page guide that had to be written, approved, artworked, proofed, printed and distributed to North America, Europe, Asia and Australia. Managing the large number of main contributors – each of whom was responsible to other stakeholders – was particularly challenging.

“HN were always completely pragmatic and focused on delivery,” says Mark. “They brought a flexibility and proactiveness to the project that was above and beyond the call of duty. If the source material for a section was not up to scratch, they picked up the phone to the contributor. They turned changes around quickly, managed a complex approvals process, and kept reminding us of the schedule and pushing us to do our bit.”

Extraordinary response

With the deadlines met, more than 1,000 copies of The Red Pages were handed out at CSC’s sales conferences. Mark describes the results: “I’ve never had such a reaction to anything before. The response was extraordinary – from new recruits to sales presidents.”

He continues: “The Red Pages quickly became incorporated into our training and sales methodology. For our next financial year, every account team was charged with developing their account plan using The Red Pages as their base document. It soon became hard to believe The Red Pages hadn’t always been there.”

Because people used the directory, Mark received good feedback on how to develop it, and enormous enthusiasm for contributing to the next edition. For the second edition, the template was changed slightly, there was 20% more content, and the design evolved to make it even easier to use. Subsequent editions evolved further, taking into account new organisational structures and new solutions developed for specific industry verticals.

Another indication of the success of The Red Pages is the way it inspired other projects. “The Red Pages became so widely recognised as the key source of information for all our offerings, that we started using it for other things,” explains Mark. “For example, we started regular conference calls to give staff guidance on pitching our offerings, and we named the calls ‘Red Pages Live’.”

“And of course,” he adds, “once we had The Red Pages for staff, people wanted to know if they could have something equivalent for customers. So, together with HN, we developed a portfolio guide for customers – structured in a very different way because it has a different audience and purpose. Internally, it’s called The Red Book.”

Mark concludes: “I’d recommend something like The Red Pages to any organisation looking to articulate their capabilities internally. And I’d recommend HN to deliver it. Everyone at HN has a passion for doing the best job, and they’re very pragmatic and flexible about how to do that. It’s a combination that works for me.”

“The Red Pages has helped us be more proactive in putting forward new ideas to our clients.”

CSC customer relationship executive

“I loved The Red Pages from the moment I saw it. It’s the only publication that sits on my desk.”

CSC service delivery manager

“This is one of the best publications I have seen. Everyone in our office has a copy and uses it.”

CSC VP, consulting

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