

Business Development for North American Consulting Firm



Client: A leading provider of business and information technology (IT) consulting services throughout North America



Situation

This business and IT consulting firm faced a sharp decline in its book-of-business and revenue following its very successful Year-2000 engagements. A new approach to business development sought to:

- Replace nearly US\$1 billion in annual business and IT consulting revenue
- Engage in new non-Year-2000 programs and projects with existing clients
- Win new clients while retaining existing clients



Challenge

The new business development approach focused on innovative new solutions and back-logged enhancements that clients had placed on hold during their Year-2000 efforts. Several challenges had to be overcome:

- Sales and delivery professionals required training and support on the new technologies and techniques
- These complex new innovative solutions required well-defined solution architectures
- There was no architecture team to set the technical direction and guide individual architects on crafting solution architectures



Action

As Senior National Enterprise Architect, I co-founded the eArchitecture Strategic Practice.

- Established and matured the architecture practice including adopting architecture frameworks, crafting reference architectures, defining architecture processes and procedures, and developing artifact templates.
- Established and staffed the extended architecture team with experienced architects from the 26 branch offices in North America, and developed and delivered training on architecture processes and procedures.
- Integrated with the sales pipeline process, and provided training and support to sales professionals.



Result

The eArchitecture Strategic Practice contributed significantly to rebuilding the book-of-business and building new revenue streams.

- I led solution architecture definition for new programs and projects that yielded US\$+600 million in new revenue annually.

The eArchitecture Strategic Practice enabled the consulting firm to offer new capabilities and services, and win new business