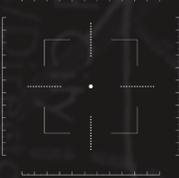


CASE STUDY

vmware

VMware's Global End User Computing Division delivers 12 consecutive quarters of 20% YoY growth by defining and aligning the organization behind a High Definition Destination

Summary

Jeff Mitchell, the newly appointed SVP and Head of Worldwide End User Computing (EUC) Sales at VMware, had about two quarters to turn around this highly visible, \$1 billion business before his job was on the line. The problem was the “synergies” anticipated with the merger of two divisions and multiple geographies were not happening, and in fact the results were worsening. Faced with several quarters of lagging revenue, M&A integration challenges and a cultural mismatch between sales teams, Jeff turned to Afterburner for help.

Afterburner worked closely with the EUC team to create a singular vision of success, or in Afterburner parlance, the High Definition Destination (HDD). They helped him align the entire 1000+ person business unit and execute on the strategies necessary to achieve the HDD. The result was not only a reversal of the revenue slide, but a sustained 20% quarter over quarter growth for 12 consecutive quarters.

Headed in the Wrong Direction

Jeff had just taken on global sales leadership role for VMware's End User Computing (EUC) business unit. He was tasked with pulling together three different geographies that had been running separately and integrating two different business units – the Mobile business unit, formerly the AirWatch acquisition, and the Desktop business unit. The differences between the businesses and the cultures could not have been greater.

The team had missed plan for **two straight quarters**, and as Jeff's says, the division was “struggling with everything – from organizing and integrating the business units to achieving our revenue targets. The EUC team needed to reverse course. While hitting the current quarter's numbers was the most obvious challenge, Jeff realized that he had to address the larger issue of alignment and focus. “If we did not unite the team together under a common purpose that each team member embraced, at some point we're going to hit a wall. From my sports days, I know the teams that united and played the best together were always the championship teams.”

vmware

END USER COMPUTING

DIVISION SIZE

\$1B Revenue
1000+ Employees

SITUATION

Missed revenue targets
2 straight quarters

RESULTS

20% Growth
12 consecutive quarters



The division was struggling with everything from organizing and integrating the business units to achieving our revenue targets.



JEFF MITCHELL, SVP, HEAD OF WORLDWIDE END USER COMPUTING SALES, VMWARE

Developing the High Definition Destination

The EUC team needed help, fast. Jeff believed the Afterburner strategic execution methodology could quickly align and focus his team on the critical leverage points necessary to rapidly reach their HDD. The challenge was on, and Jeff knew the clock was ticking.

The Afterburner model, informed by the elite military backgrounds of their consultants, helps organizations separate the signal from the noise, and is the ideal model for empowering large, diverse teams to quickly reach their objectives. Through multiple planning sessions and debriefs with key stakeholders at all levels of the organization, Jeff and his leadership team adopted the HDD *“to relentlessly drive our customers transformation to the digital workspace.”*

Tight Alignment and Relentless Focus

Jeff knew that building a framework in which every team member clearly understands their role and responsibility in achieving the goal is where things tend to fall apart. Companies simply fail to align around and execute on the vision.

This is exactly where the Afterburner methodology excels -- aligning the teams to focus on the most critical leverage points necessary to reach the HDD. “The strategic planning sessions and the HDD were the foundation for ensuring we agreed on the critical few strategic priorities,” Jeff says.

Prior to this engagement, the EUC team had 25 “key priorities.” The Afterburner model is built on strategically simplifying the complex, and Afterburner pushed Jeff’s leaders to focus on the three most strategic priorities that would enable EUC to reach its HDD. Together they created a culture of relentless focus on these three key strategic levers; “If it wasn’t associated with one of those three campaigns, it was not prioritized.”

Communicate the Priorities Until you are ‘Blue in the Face’

Another common pitfall occurs when organizations fail to properly communicate its priorities to its entire employee base. Following Jeff’s football analogy, if all 11 players aren’t aware of the play,

Afterburner aligns teams to focus on the most critical leverage points necessary to reach the High Definition Destination



you aren’t going to move the ball forward. Aware of this risk, Jeff overcommunicated. “We jumped on worldwide calls, regional calls, segment calls. We built posters. Every meeting we started with our HDD: ‘we’re going to relentlessly drive our customers transformation to the digital workspace.’ And we said it until we were blue in the face.” The HDD has even become part of each quarterly business review, employee performance reviews and hiring profiles.

Reaching the Endzone, Again and Again

When Jeff talks about the results, it’s as if he’s won back-to-back-to-back Super Bowls. “Number one, we’ve posted 12 consecutive quarters of 20 percent plus year over year growth.” But the lasting impact on the organization has been even greater. The value of the HDD and the common mental model Afterburner instills enables the entire organization to succeed, not just sales. “We’ve not only hit a whole new level of cross-functional collaboration, but we also produce better results for our customers and allow them to be successful with their digital transformation.”



Afterburner has been a key part of the success we've had. We've adopted the Afterburner execution model as our business model going forward.



JEFF MITCHELL

Forrester Research agrees with Jeff's assessment. In the 4th quarter of 2018, Forrester recognized VMware as a leader in its **Forrester Wave: Unified Endpoint Management report**. One of the flagship EUC products, VMware WorkspaceONE, achieved the highest possible score in the market presence category, as well as the product vision, commitment to innovation and partner ecosystem criteria.

Jeff attributes much of the EUC success to Afterburner.

"Afterburner has been a key part of the success we've had. We've adopted the Afterburner execution model as our business model going forward. While we plan, we've also got to execute. And the Afterburner execution methodology has given us that backbone."

The Rest of the Story

While planning and executing are key components of success, the reality is that it takes a strong leader to recognize the need to align, then relentlessly drive the team to reach its HDD. At the same time, the leader must keep its team focused on the prize and avoid the distraction of the immediate fires in front of them.

But of course, the business objective is to create financial value.

And at the end of the day, the EUC has done just that. In a marketplace that's changing faster than ever before, EUC is able to not only create value for its customers, but also achieve 20 percent year over year growth for 12 consecutive quarters.

For more information about how we make your success our mission, contact Afterburner at 866.754.4085 or success@afterburner.com.



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