

## THE JOB TO BE DONE

Sonitel, S.A. was created in Panama City, Panama in 1957. In the year 2000 Sonitel, S.A. became Grupo Sonitel and today employs more than 200 people in three countries and has four commercial companies.

Sonitel, S.A. provides information technology to the information worker of the corporations in Central America. It specializes in networking, datacenter, infoware and access solutions. Sonitel, S.A.'s team is a group of 50 professionals whose passion is providing complex IT solutions that deliver a tangible benefit to the customer. Sonitel, S.A. has more than 30% of the networks market, more than 20% of the datacenter market and more than 60% of the infoware market.

In 2001, SONITEL Panama faced three significant challenges: 1) re-defining the company strategy due to drastic context changes that affected core business; 2) dramatically changing the downward trend of their results to an upward trend; 3) changing the habits, mindset, and competency set of teams within the company. Due to drastic changes in the industry they had to move the hardware vendor mentality of the past 45 years to a solution and services culture. If they were not to make this change the company would have gone out of business in less than two years.

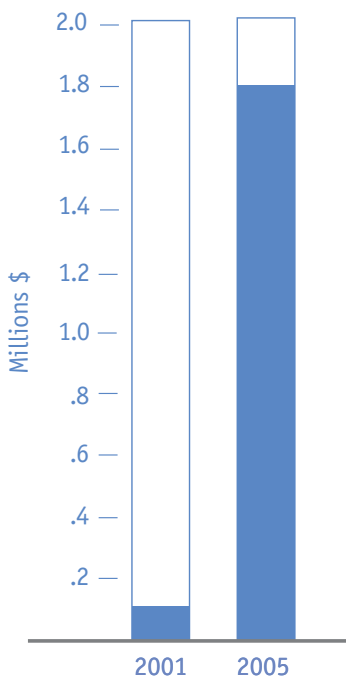
## SOLUTION

SONITEL Panama has incorporated several on-going FranklinCovey solutions to build a new organizational culture, impact the core behaviors within the department, improve productivity, enhance synergy between departments, and support implementation of their mission throughout all levels of the organization. The 4 Roles of Leadership program was implemented with senior managers to make rapid and significant changes starting from the top of the organization. As a complement to this training, a large group of team members were introduced to the 7 Habits of Highly Effective People and FOCUS: Achieving Your Highest Priorities workshops. These initial groups were able to influence others in creating a more united and cohesive company culture, guided by an understanding of principles and using common value-based terminology. Internal company facilitators continue to administer and de-brief the Execution Quotient (xQ) surveys. Developing an Internal Collaboration Portal using business intelligence tools and establishing a disciplined meeting rhythm were essential in transforming their success. Competency models are being updated to align personnel skills with the strategic initiatives.

## RESULTS

There is now an increased awareness and implementation of a principle centered leadership philosophy throughout all levels in the organization. SONITEL Panama has reduced their customer base from 2500 clients, with very little value added to them, to 80 recurring clients, which then share the solutions that are strategic to their business with new potential customers. The company is serving the corporate market and has specialized in high end information technology and communications solutions, leading to a definite upward trend in bottom line results. Their recurrent revenue has grown from \$100,000 in 2001 to \$1.8 Million in 2005. Productivity has grown from \$100,000 per team member to \$350,000 per team member. Their customer satisfaction has increased from 4.0 to 4.5. Teams are motivated and growing professionally and personally. Employees are balancing more personal activities with professional assignments. Managers and employees have a better understanding of their corporate mission; they have started exercising their self-leadership and recognize the company direction and the importance of implementing their corporate mission throughout the organization.

Their plan is now to take the whole organization through FranklinCovey's FOCUS track as a process rather than a workshop. "We are working with our sales team in an eight month program on 'Helping Customers Succeed' and 'Customer Centric Selling'". We are also going to be using the xQ tool every six months. We are going to be using the 4 Disciplines of Execution as a yearly exercise."



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