



Celemi Solutions

Tango™ helps position High Tech Firm for long-term growth *in Action*

The Background

Online Consulting, based in Wilmington, Delaware, provides computer training to a wide variety of clients. The company also sells consulting services, courseware and writes training manuals for most major software packages.

Online has grown rapidly from a two-person shop in 1983 to nearly 60 employees today. The company's work style is fast, flexible and smart, but with little long-range planning. Turnover is an issue, as computer professionals are in high demand and difficult to keep.

The Challenge

In September 1997, coming off the success of one of their best years ever, Online Consulting charged a diverse 28-member team with creating a long-range plan for the company: a shared employee vision.

Online's management wrestles with the usual industry challenges: how to attract and retain computer professionals who are in great demand

and difficult to keep; how to develop a solid business plan for future growth when they spend so much time trying to keep up with an industry in constant flux; and how to communicate long-term goals and visions with employees so they will stay and grow with the company.

The Solution

After reading about Tango™ in Fortune magazine, founding partner James Palic and vice president Raymond Voegeli contacted Celemi, Inc. and experienced the business simulation for themselves. Tango then became the anchor around which they developed their own unique strategy.

Tango is designed to help business leaders identify, measure and manage their company's intangible assets; it provides a language and a context in which to discuss and manage knowledge. Online relies on Tango to help its employees understand the key factors vital to their company's success — team chemistry, matching client needs with team expertise, and attracting and retaining the right clients for image.



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The Results

Tango gave Online Consulting participants both a new model and a new vocabulary for making sense of their environment. They gained a deeper appreciation for less visible aspects of their business, like Human Resources and Finance. The simulation gave them an opportunity to see their company as customers do and they learned how to build on the right opportunities for long-term success.

Although the process Tango helped Online Consulting start is far from finished, the interim results are impressive. Online's sales per existing customer increased by 6 percent between 1996-1997. And, in a 12-month period alone, staff turnover decreased dramatically, dropping from 38 percent to 9.8 percent.

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Leading People Through Business & Technology Transitions

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