

# Blue Coat Systems Success Story



## The Challenge

Blue Coat Systems, a leading provider of Web security and WAN optimization solutions, were globalizing operations. An international manager was brought into the Japan HQ to help improve revenue growth and assist with the internationalization of communication channels. In addition the Japanese team, along with other regional HQ's were being encouraged to work together more closely. This shift from local to more globally aligned processes created many challenges. There were differences in communication styles, cultural backgrounds, management processes, problem solving and sales processes, which in turn led to: unsatisfactory meetings, de-motivation, stalemate, lack of growth, slower internal processes, and conflict between regions and management. Blue Coat wanted to overcome these challenges, while empowering it's workforce. They wanted to embed a global communication style and re-motivate regional teams so that they were able to contribute more fully to Blue Coat's internal and external growth.

## Solutions

To help achieve it's goal Blue Coat partnered with Platinum Training Consultants. After in-depth consultations we implemented a Japan-wide leadership and global communication skills program. This program was a year-long project and focused on practical core skills that were specific to Blue Coat's needs including:

- Global meeting facilitating skills with all agendas based on Blue Coat specific issues
- Cross-cultural awareness workshops focusing on all regions Blue Coat operated in.
- Conflict Management workshops modeled on real individual and inter-departmental issues
- Peer-to-peer coaching sessions focusing on building awareness, empathy and relationships
- Problem solving and decision making group projects focusing on real company issues, such as: increasing revenue, overcoming market challenges and solving issues associated with global alignment processes.

## Outcomes

Communications and working relationships between management, departments and regions were reported to have significantly improved. Japanese teams became more engaged in Global communications, and were able to present their ideas in a much more persuasive and logical style. Meetings became much more productive with frustration levels reducing. Conflict resolution was improved, leading to fewer escalations, and more creative solutions. In addition, global HQ positively received some of the ideas developed during the program, based on revenue growth and improvement of global communications, with some ideas being considered for implementation.