



Engie Cofely

**Summary:**

Read how Engie Cofely used Bitsing to fast-track ROI from its new business unit, Cofely Energy Solutions. "Turnover nearly doubled (in Year 2). That year our profit grew exponentially." Bas Ambachtsheer, Engie West Nederland BV and Cofely Energy Solutions.

**Interview with Bas Ambachtsheer, Managing director of Engie West Nederland BV and Cofely Energy Solutions.**

Bas Ambachtsheer joined Cofely having successfully applied Bitsing at Fokker Services where he was involved in the development of a new business line, structured from the outset to employ a go-to-market strategy developed with the help of the Bitsing method. Since then he has been vocal in his praise of the clear differentiation Bitsing can deliver to a business, as well as its effect in giving direction to commercial strategy. Bitsing had played a crucial role during the entire process of (a) determining products and markets, (b) defining the operational process and (c) enabling development and growth of the business line, all of which fell under his responsibility.

**What were the business results having adopted Bitsing at Cofely?**

"Following the introduction of Bitsing in January 2010, Cofely Energy Solutions became profitable, for the first time, by 2011. Consistent and close adherence to the Bitsing method ensured that turnover grew from € 8 million in 2011 to € 15 million in 2012. Turnover nearly doubled. That year our profit also grew exponentially and, again, this had to do with a number of focal points revealed by the Bitsing process.

**How did you apply Bitsing in your new role at Cofely?**

Bas: "Our overall strategy made it clear to us that it was important to add new services to our portfolio, coupled with ambitious turnover goals. We therefore started a new business unit, focused on integrated technological solutions for sustainable and energy efficient real estate applications. Such initiatives, of course, require investment. Which is why CFOs really appreciate Bitsing. They relate to its sharp focus, clear structure and concrete ROI predictions. The autonomous growth curve used in our multi-year business plan was therefore also completely based on Bitsing methodology. Bitsing also enabled us to construct a 'paper blueprint' of the intended unit and to thoroughly test the viability of its underlying strategic focus. This gave rise to an enjoyable yet intensive process, which took a few weeks and was stacked with revelations. This process is particularly enjoyable when it involves the whole team. If you already have the capability of developing something within one or two days, then the value of Bitsing is already apparent as it takes you from a zero base to achieving something that's really very significant, in a very short period of time. The experience of using it is always one of moving from knowing very little to becoming extremely aware of the relevant issues. In addition,

Bitsing gives you so much insight into where you should and should not direct your focus. It ensures that you build on the positive aspects. For example, the Bitsing process provided us with a totally different focus on the issue of identifying our prospective client. And we immediately used this insight to implement changes in how we were structuring the planned business unit.

### **Cofely – profile of a leader in technological services**

Bas was asked to become managing director of Cofely and he took the Bitsing method with him to his new company. Cofely is a technological service provider and forms part of GDF Suez Energy Services, one of the biggest energy suppliers in the world, with 220,000 employees and more than €90 billion turnover. Cofely Energy Solutions supplies integrated technological solutions for sustainable and energy-efficient, fixed property applications, as well as related advice, design, financing, implementation, maintenance, management and agency services. You're likely to come across people from Cofely in nearly any business you visit. Their characteristic, branded clothing identifies them. And it is, indeed, a company that stands out!

It was Cofely, for instance, that built the energy distribution network for the London 2012 Olympic Park. This was one of the biggest energy projects ever implemented in the United Kingdom, with two, ultramodern, sustainable power stations feeding a network of 16 km, while achieving a 50% reduction in emissions. Cofely is also active in the Netherlands. Together with the Amsterdam City Council it developed 'Amsterdam's greenest Island', on the Oosterdok island and the IJdok. There a Cofely heat/cold storage system supplies connected buildings with energy, reducing fossil fuel requirements by 65%. Cofely employs about 6,000 people in the Netherlands and has a turnover of at least €1 billion.

### **How I use Bitsing**

Bas Ambachtsheer: "I use Bitsing constantly. It really helps me manage the business. And it makes sense to use it in every phase of business development. From start-up, throughout the business development phase and, once it's achieved a steady state, in phases in which a boost is required. I can rely on Bitsing to always provide the right direction, relevant feedback and a mechanism for steering progress. In a start-up situation it certainly provides so much more direction than the usual process of analysing market reports and so on. The methodology is pragmatic, it's to the point, and it provides a model with a clear beginning and end point. For these reasons it has become an integral part of our DNA. Take *Uncopyability*, for instance. It's a brilliant concept – very clearly perceived by customers and it lifts your game to a new level!

"I always use Bitsing methodology when explaining our sales processes. As a result, our entire sales team lives and breathes Bitsing. The methodology is so clear and its basis so easy to explain that everyone can master it, in the shortest time. Having said that, there is also a learning curve. Over time the relationship between the Bitsing elements becomes increasingly clear – as a result of which, your own effectiveness also increases. From this point of view, Bitsing is a continuous improvement process, which directly addresses the question of why one does or does not sell. And when things do go wrong, it delivers a sort of 'final judgement' as to the reasons why. This also helps to inspire and infuse my sales team. Through Bitsing they understand what they're doing, and this increases their job satisfaction. Bitsing injects structure and craftsmanship into their side of the business – in a way normally only associated with operational roles – and it provides rewards in the form of success. Their reaction is, 'At last! Here you really get taught how to sell – and to generate turnover.' One notices, of course, that the people who are successful in selling are those who understand Bitsing.

“Another good thing about Bitsing is that, when you approach it as a team, it gives rise to a better plan. We have also benefited very much from our involvement in the process itself. Bitsing means that everyone speaks the same language, uses the same terms and begins to think in the same way. In this way it also really helps in directing the business towards greater effectiveness.”

**Any final thoughts about Bitsing?**

Bas concludes, “Bitsing is an investment which, of course, must pay itself back. This presents a challenge to justify the investment – but don’t hold back. It’s never too early to introduce Bitsing. In fact, it’s better to start Bitsing a second time over, than not to have applied it sufficiently!”