

# THE GENDREAU GROUP REVENUE STRATEGISTS

Delivering revenues, not just strategies, to companies worldwide since 1989.



We are **REVENUE STRATEGISTS**.

We help clients maximize revenues and increase the value of their businesses.

We specialize in:

- Partner and channel strategies that maximize revenues and reach
- Finding untapped revenues by repurposing existing products and technologies
- Revenue Strategies to help clients prepare for merger, sale, or acquisitions

Our clients are high tech and services firms located in the US and abroad.

We have been in business since 1989.

We are located in the San Diego area.

## Audit Led to Re-Engineering Customer-Facing Processes

The newly appointed CEO of STAR 21 Networks hired The Gendreau Group to audit the company's CRM and billing systems to determine if these could support new revenue streams. In addition to his senior management position, the CEO also represented a major US venture capital firm overseeing a \$450M investment in this alternative German telecommunications network provider.

The Gendreau Group team audited *data quality* (accuracy and ease of access), *process effectiveness* (how well processes promoted timely receipt of revenues), *process efficiency* (process cost effectiveness and cycle time for receipt of revenues), and *process controls* (how well processes were managed and information protected). Results revealed significant problems including: 25% of clients regularly took more than 30 days to pay their bills, 14% of clients were not paying at all due to poor customer satisfaction and disputes, and numerous bills did not match original orders. To address these and other problems uncovered during the audit, we determined that the company would need to fix software system problems and redesign siloed and poorly integrated business processes.

To get to the root causes of these problems, we facilitated a team of the company's best and brightest to "start from scratch" and reengineer the company's customer-facing processes around customer touch points. Our goals were (1) to dramatically reduce operational burn rate and cycle time (especially for sales and order processing); (2) to create a company-wide culture of customer-service; and (3) to ensure consistent, repeatable, and measurable business processes. Beginning with an examination of customer touch points – i.e., all the opportunities the company had for interacting with current and potential customers – this team defined new processes, established new operational business rules and metrics, and designed a new organization structure. At the end of the 6-week re-engineering effort, STAR 21 had accomplished the following:

- **Customer touch points** were identified and used as the basis for process redesign
- **Customer-oriented business rules** were documented and agreed upon
- **Business processes** were redesigned around customer touch points and business rules
- **Process inputs, outputs, and expected business results** were mapped and documented
- **New operations support systems requirements** were analyzed and ready for detailed design
- **New business process metrics** were documented and ready to implement
- **New roles and responsibilities** were defined for use by human resources and managers
- **A new organizational structure** was designed and ready to announce and implement
- **A rollout plan** was completed and activities scheduled
- **Trainers and training materials** were prepared and ready for rollout

**Measurable business results were obtained.** The process redesign effort measurably reduced costs and improved process quality, especially cycle time. Headcount was reduced 32% by making customer-focused processes more efficient, and activation time was reduced 60% in just over 120 days by aligning processes and systems.

**Even more important than simply redesigning the business, this project changed attitudes.** At the conclusion of the project, several team members spontaneously reported that the project had "changed their lives" because of what they learned about business *and* about themselves.

Redesign team participants learned what it means to "**think like a customer; and act like an owner,**" and why both perspectives are critical to the success of a business. They learned how important it is to understand and map the customer life cycle from beginning to end, and, most importantly, they learned why *every employee* who interacts with customers must take personal responsibility for communicating effectively and for maximizing customer satisfaction.