

Key Benefits

- 35% in annual sales channel savings
- Sales systems now scalable for future growth without additional staff
- Initiative way ahead of industry competitors creating sustainable competitive differentiation

From the Strategy Perspective

Strategy dilution did not occur, and full vision was realized through execution. The key metrics that enabled strategic value were identified and incorporated into the overall requirements, and managed throughout implementation and beyond.

From the Business Perspective

Translation of the strategic objectives into tangible business processes and strategies was critical to overall success of the initiative. Business processes were engineered/redesigned to enable alignment with I.T. to more fully support the customer experience, and back office experience that enabled the strategy.

From the I.T. Perspective

Fully understanding the detailed requirements of the business and strategy expedited development lifecycles and ensured scalable and streamlined I.T. architecture.

Objective:

To sell broadband High Speed Internet and Digital Cable services through consumer electronics (CE) retailers and PC manufacturers. Customers would need the means to determine if their home was serviceable for the product, and review the service promotions and pricing. The Broadband Provider also needed the ability to secure the order while the customer was in-store. In addition, the CE retailer would be paid a bounty for each order, so detailed reconciliation of customers sent, versus customers activated would be necessary to determine the actual commission payment. Closely related to reconciliation and commissioning, sales reporting was a crucial concern for channel justification and sales performance.

Approach:

It was critical that detail requirements were gathered from each and every value chain participant, and contributing functional area. Requirements and expectations were gathered from the Customer perspective, the CE Retailer Floor perspective, the CE Retailer corporate perspective, Broadband Provider corporate, Market/regional, and call center (order fulfillment) as well as the I.T. groups of each value chain constituent.

All requirements were synthesized and aligned into a common set of requirements that defined the entire value chain experience. Embedded in the requirements were the key enablers and success criteria that defined the original value capture of the strategy. This proved to be a significant factor so the to-be model was designed to accomplish the goals and objectives of the retail channel strategy. The current processes and capabilities were documented so the business baseline was formed to establish a starting point for gap analysis. The capabilities of each business layer were also inventoried so that outsourcing strategy could be defined (e.g. call centers, I.T. development, etc).

Business processes were engineered and I.T. requirements were defined. Once the to-be model was defined, work plans were detailed, assigned and managed to completion. Visionera worked to learn each aspect of the business, from the customer experience through to sales reporting and commissioning. This knowledge was crucial to architecting workable, realistic solutions with reduced risk in implementation. Also the long term strategy was phased into realistic stages that enabled incremental value to be had with incremental investments. By phasing the implementation short term value was achieved which kept momentum for the overall strategy as management did not have unlimited appetite for long investment cycles with no returns.

Results:

The Broadband Provider went live with a Leading National CE Retailer in Q4 of 2001 phase I solution that enabled serviceability and in-store ordering of the high speed internet service. Customer scheduling was accomplished via an inbound call to the Broadband Provider's call center. Phase II took an additional 6 weeks to go live which enabled in-store scheduling combined with outbound email confirmation. This enabled tighter tracking of sales and commissions as well as dropping cost per sale down 70% ongoing annually. Sales reporting can now be created at the Retailer store level, which is a capability not available to virtually any other cable provider in the industry. Commissioning of retailer partners for broadband orders is now accurate and automated, which eliminates costly over payments of approximately 35% annually. In addition a costly sales acquisition call center's costs were reduced by 60% ongoing annually.

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Case Study
Leading National
Broadband Provider

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Key Findings:

There were three primary elements that influenced success of the initiative.

1. Staging the execution of the strategy. Once the entire Business/I.T. Strategy was defined, the execution was phased so that evolutionary steps could be implemented. Each phase was a narrowly scoped sub-initiative that drove a specific improvement and cost savings and/or new revenue value. Each phase was an incremental step toward the overall strategy. Key also was management commitment and focus, reinforced by the value achieved in each implemented phase.

2. Complete Value Chain Requirements. Another success enabler was the collection and alignment of requirements from every aspect of the entire value chain. Considering requirements and input from the end customer, the retailer sales floor, retailer corporate, Broadband Provider management, I.T., call center (order fulfillment) and market/regional comprised the total solution picture. This reduced the risk of false starts, missed objectives and drawn out timelines due to missed requirements.

3. Visionera skill-set and approach. Having the Visionera broad skill set that spans strategy through I.T. proved crucial. This allowed the Visionera project manager to integrate easily into each business layer (Strategy, Management, Business Process, Information Technology and Project Management) and cooperate more easily with the Broadband Provider teams. Because of the broad skill set Visionera was able to sustain the strategic requirements of the Retail Strategy throughout all business layers, throughout all phases of the initiative. This translated into other benefits such as quicker and more robust issue resolution, in particular with issues that spanned sales channels, departments and functional areas.

To find out how Visionera can help execute your strategic initiatives please contact us at Sales@visionera.com, or call us 303-725-1007. Please stop by www.visionera.com for more information.



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