



*Case Study
Reference Project 2*

Client:

The City of Richmond (“the City”) is the capital of the Commonwealth of Virginia, with a population of approximately 207,000 living in an area of 62.5 square miles. The City retained David Boone to lead efforts related to selecting and implementing a new Customer Relationship Management system.

Problem:

The City operated and maintained a disjointed set of systems and processes for performing its Customer Relationship Management functions. Much of the technology was obsolete, and integration between systems and across processes was minimal (in most cases, the integration points were manual.)

Actions:

David immediately defined the requirements gathering and RFP development phase of the project as a 12-week effort with several simultaneous workstreams. These included Stakeholder Communication, Internal Project Control, Core Technology Analysis, Business Process and Systems Analysis, Best Practices and Benchmarking and SOW/RFP Development. Among the first deliverables was the conceptual architecture diagram, which served as a high-level blueprint of the future-state system, highlighting the functionality, interfaces and other features which would drive the value proposition. David also developed a “road show” presentation including the conceptual architecture and value proposition, which was used to solicit and garner support for the investment required to acquire the new system.

As part of the acquisition effort, David facilitated the vendor evaluation, negotiation, selection and implementation process by developing the scoring criteria and decision model, advising the source selection team on the scoring and shortlisting process, designing the demonstration and live presentation events, formulating the negotiation strategy, and advising the selection team and the Procurement staff on the conduct of negotiations.

Following the contract award, David trained and led the project team throughout the lifecycle, including leading a process reengineering and consolidation effort that reduced the number of service request types from over 300 to less than 150, and designed call scripts, flow patterns, escalation procedures, knowledgebase structure and Key Performance Indicators for the new system.

Outcome:

The City went live successfully with the new Customer Relationship Management System, which was given the designation “RVA One” because of its mission to integrate customer information from disparate departments and systems into one data source accessible by both the City and its citizens. The City used an incremental deployment approach, training groups of customer service agents on the new system and running both the retiring legacy system and new system in parallel, adding groups onto the new system incrementally until all agents had moved to the new system.

Major functions of RVA One include case management, workflow and status tracking; support knowledgebase; web-based portal; telephony integration (CTI); call scripting; GIS display (maps); role-based access control; social media integration; integration via APIs and web services; mobile integration; BI and Reporting, KPIs, metrics and analytics. A key outcome of the implementation is improved customer service due to the availability of new tools and interfaces.



*Case Study
Reference Project 3*

Client:

Headquartered in Stockholm, Swedish Match Group (SMG) develops, manufactures, and sells quality products with market-leading brands in the product areas Snus and moist snuff, Other tobacco products (cigars and chewing tobacco), and Lights (matches, lighters, and complementary products).

Problem:

SMG operated an antiquated merchandising system used by Territory Representatives (TRs) to monitor in-store inventory of their tobacco products. Moreover, the company's sales territories had been basically static for a number of years, despite massive growth and realignment in the convenience store and gas station industries that serve as the bulk of SMG's retail outlets. In addition, SMG managed its trade promotion and discount functions using a bulky and tedious manual system involving paper checks and manual payment authorization forms.

The company retained David Boone to assist with developing strategic options for the SalesPro merchandising system, reviewing its field sales territory structure, and designing a new automated trade promotion and discounting management system.

Actions:

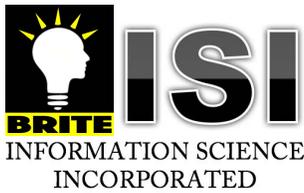
David recommended that SMG consider a commercial off-the-shelf solution (COTS) solution; however, SMG had already committed that its own development team would pursue a custom developed solution. David's role was to review in detail and reverse engineer the existing system, extracting the data structure and business process logic and reducing those to a set of data flows, process diagrams, use cases and requirements specifications. Those documents were then used, along with walkthroughs of the system with users and other stakeholders, to define a prioritized set of proposed enhancements for incorporation into the new system. Upon approval by the SalesPro redesign steering committee, the approved enhancements were incorporated into the requirements documents, and the initial requirements package was provided to the development team for incremental and iterative development using Agile methodology. David also wrote the test plan, test cases and coordinated the testing program.

Now focusing on sales territories. David determined through a review of retail trade data provided by an external industry organization that the population of retail outlets either currently or potentially selling SMG products had multiplied in the past several years. Although SMG sells primarily through wholesalers and distributors, its TRs visit retailers on a periodic basis, checking inventory level, resetting product displays, and offering special promotions and discounts to retailers. David used the external data, along with internal territory, retailer and location data to create an integrated view of customer geographic, territory and sales/market activity, enabling the identification of oversold/undersold retail markets and the realignment and hiring of additional sales resources to meet unmet demand.

Finally, David defined the requirements for the new trade promotion management system, working with stakeholders in marketing, sales operations and finance to develop the business and data flows, use cases and requirements specifications, test plan, test cases, etc.

Outcome:

The territory study uncovered over \$20 million in untapped revenue potential; SMG hired 7 additional TRs to capture the revenue. The SalesPro merchandising system was developed, but is being reconsidered as a COTS initiative. The trade promotion system went live and is in production.



BRONZEBROCKET

Case Study CRM Assessment and Strategy Reference Project 6

Client:

A mid-sized business unit / operating company of the world's most comprehensive and broadly based manufacturer of health care products.

Problem:

The client had adopted Siebel CRM as its sales management and reporting platform, and introduced a new Integrated Selling Process (ISP); it deployed both the system and the process to its 750 sales reps. Following the initial implementation, adoption and use of the system did not reach the original intended levels, and the number of users continued to decline. As a result, the potential business results achievable through the process and system behaviors were not achieved.

The client retained David Boone to conduct an assessment of the existing Integrated Selling Process (ISP) and Siebel System, and its capabilities; and assess gaps in alignment with the business needs, and define a strategy for moving forward with the existing process and application or a new process and/or application.

Actions:

Immediately following project definition, David conducted "Voice of the Customer" interviews with a cross-section of the sales organization from Vice Presidents to rookie sales reps, in order to gain insight into their unique perspectives. David developed and utilized interview and survey questions designed to gather current process and technology performance data, and highlight opportunities for improvement.

David developed a current process map identifying the actual sets of processes being used by the sales force (as opposed to the ISP-defined process), identified the reasons behind the divergence between the intended and actual process, and defined the capabilities gaps that were driving the sales force away from using the Siebel CRM system.

In order to set the stage for the evaluation and selection of a new (or redesigned) CRM solution, David defined a set of reengineered, future state business processes, and mapped the gaps between the current state and future state in terms of people (e.g., skills, training and behaviors), business processes, and technology. He identified a number of strategic alternatives (e.g., re-training, re-implementation, implementation of additional Siebel functionality, integration of existing platform with other systems, migration to a new CRM platform) that might be used alone or in combination to satisfy the gaps.

David developed the decision model that was used to evaluate the alternatives on the basis of multiple decision criteria. He developed a comprehensive CRM strategy "roadmap" document including prioritized recommendations for providing value-added solutions for the sales force (for example, defining initiatives to provide better integration between the sales compensation system and the forecasting and opportunity management processes.)

Outcome:

By focusing on the process and technology requirements of its sales force in terms of what's needed in the field as well as in the boardroom, the client was able to undertake a series of projects to provide its sales reps with needed capabilities. David defined four initiative areas in which the client has completed or is undertaking projects:

- Territory Briefcase: providing relevant information to the sales force about customers, products and accounts by assessing and mapping data needs
- Account Potential and Sales Opportunities: enabling more accurate determination of account potential and prioritization of sales opportunities by integrating disparate data sources
- Trends and Forecasts: expanding focus from lagging sales indicators (e.g. revenues and % growth) to include leading indicators (e.g. trends and forecasts)
- Information Anywhere: enabling sales reps to proactively address customer needs by providing pertinent information through the use of mobile technologies



*Case Study
Reference Project 8*

Client:

Walgreens, one of the nation's largest drugstore chains, operates 8,175 drugstores with a presence in all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands, along with Walgreens.com.

Problem:

Walgreens was spending a large portion of its then its nearly \$400 million annual advertising spend on print advertising; this mostly took the form of insert advertising in Sunday newspapers across the country. However, the company had no idea in what areas the advertising spend was effective. The advertising was “across the board” without regard to store traffic, proximity to its stores, proximity to competitors’ stores, etc. This was partially due to the fact that sales at the “front of the store” were not tracked, and doing so would involve asking each customer making a purchase their home zip code. Doing this for any significant length of time was seen as undesirable, an invasion of customer privacy, and a mark on Walgreens’ reputation for a quick and easy checkout process. Walgreens retained David Boone to assist them in pursuing efficiencies in the advertising spend allocation process.

Actions:

Working with an internal MBA resource, David first defined the metrics and key performance indicators that would be used for the evaluation. The team developed a form of Return on Investment termed the Roto Ratio for use as the ultimate KPI. Walgreens refers to the Sunday newspaper advertising insert as a Roto. The Roto Ratio referred to the amount of sales driven by the Roto, divided by the advertising costs:

$\text{Roto Ratio} = \text{Sales} / \text{Costs} (R = S / C), \text{ or expressed differently, Roto Ratio is } S : C.$
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The team needed to define and find data sources for each term in the expression. Defining sales was an easy concept, but the question was how to do it. The team sought and received permission to run a 30-day test at several stores to capture zip codes for front of store sales and compare them to “spottings” for pharmacy sales, which are always tracked. Using the Chi Square analytical technique, the team was able to determine that the pharmacy “spottings” tracked by zip code could be used as a proxy for front of store sales since they did not vary statistically – that is, the same geographical customer base used the pharmacy as the front of store/retail counter.

Rather than use all of the sales as a basis for determining the Roto Ratio, the team used the total of the “market basket” including at least one item promoted in the Roto, under the assumption that the Roto may have motivated the customer to visit the store and purchase the advertised (and other) items – it was a working assumption, but as close to reality as could be obtained without reading the customers’ minds. David provided the data for the cost side of the expression by querying and joining data sources containing the paper, printing and advertising insertion costs. David then developed a prototype in Excel bringing together all of the data required to calculate Roto Ratios by zip code, store, newspaper, etc. The analysis found Roto Ratios ranging from over 50 to many well below 1 (advertising costs > sales).

Outcome:

The analysis enabled Walgreens to recoup and redeploy or save \$30 million. Walgreens retained David to design the production system, as well as to design the business process for a new department to operate the system and manage the spend on an ongoing basis. The data and insights gained by the Media Analysis and Planning System (MAPS), along with its supporting department, went into production, and their insights contributed to the creation of Walgreens’ Balance Rewards loyalty program.



*Case Study
Reference Project Y*

Client:

USDA Rural Utilities Service (RUS) administers programs that provide infrastructure or infrastructure improvements to **rural communities**. These include water and waste treatment, electric power, and telecommunications services.

The RUS Electrification Program provides direct loans and loan guarantees to cooperatives, corporations, states, territories, subdivisions, municipalities, utility districts and non-profit organizations in order to finance the construction or improvement of electric distribution, transmission and generation facilities in rural areas. Loans are made to cooperatives, corporations, states, territories, subdivisions, municipalities, utility districts and non-profit organizations. The RUS' Water and Environmental Programs (WEP) provides loans, grants and loan guarantees for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities and towns of 10,000 or less. The RUS Telecommunications Program improves the quality of life in rural America by providing capital for the deployment of rural telecommunications infrastructure.

Problem:

As part of the government-wide National Performance Review, David developed an evaluation plan to support the selection and re-engineering of core business processes at over 2,500 USDA field sites. He devised a multi-attribute decision model, which was used to rank and prioritize core business processes for re-engineering projects. This project directly implemented core recommendations of the National Performance Review. David was retained to spearhead the reengineering of selected processes.

Actions:

David reengineered the RUS' loan servicing process for both electric and WEP, replacing manual reports with an online interactive loan information system. This provided all loan analysts and other decision makers throughout RUS with "on-demand" access to current loan accounting data. As a result, RUS decision makers are making more accurate decisions, reducing the agency's risk.

David also reengineered the RUS' financial information collection and reporting process, replacing an outdated manual system with a solution incorporating automated data collection, Electronic Data Interchange, automated quality control and automated desktop publishing.

David conducted extensive interviews and workshops with client personnel; used automated tools to develop "As Is" models of the existing business processes; conducted critical path analyses to determine process duration and bottlenecks; developed Activity Based Costing (ABC) models using Microsoft Excel and used the models to determine the cost for each activity. David developed redesign alternatives, and created "To Be" models, critical path analyses and ABC analyses for the preferred alternatives. He developed As Is > To Be transition strategies and roadmaps, conducted Joint Application Design workshops, and managed the design, construction and implementation of the supporting systems.

Outcome:

The direct labor costs associated with the LOAN SERVICING process were reduced by 56 percent, and end-to-end cycle time was reduced by 55 percent. The redesigned FINANCIAL INFORMATION COLLECTION AND REPORTING process reduced costs by 59 percent, and reduced end-to-end cycle time by 65 percent.