



Enabling a robust Order-to-cash environment for a global business group

In the exhaustive product offering that our client delivers globally, acquiring and merging innovative products, technologies, and feature-based capabilities forms a critical component of the client business. Where the in-house products were seamlessly brought from concept-to-cash on the client processes, integrating venture acquisitions was a different story.

The Venture Integration Group is tasked with taking on new product acquisitions and creating a seamless order-to-cash process that would enable the global sales to offer the product, support, and services through the online business models. While this seemed simple, the client venture integration group faced numerous difficulties.

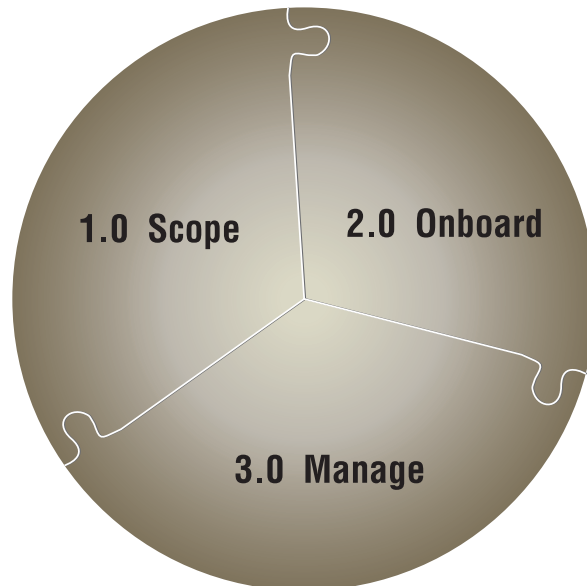
Revel Consulting engaged with the client to work on an aggressive timeline-based project to install industry best practices, close the communication gaps, and create a strong order-to-cash process that would help the group scale in volume and revenue.

Revel began the engagement by clearly articulating the current issues within the group:

- Venture integration group does not have a formal scoping process to initiate a new acquisition's integration
- Multiple acquisitions left behind differing terminologies, languages, and ensuing confusion in communication
- The group lacks knowledge of tool base to identify the right teams for every project
- Not all critical divisions understand what the venture integration group does
- The integration does not work with the overall client business direction
- There is no particular hand-off from the venture integration group to sales that ensures new product success in the order-to-cash process
- Legacy bad debts from the acquired company created credit approval and collection issues
- The new product user acceptance did not feature as a critical component

After extensive review of the business processes, interactions with business acquisition groups, and the sales teams, Revel created a framework for the venture integration group. This included initiating new processes to close gaps, redesign existing processes to stabilize, and articulating these changes clearly internally and externally.

VENTURE INTEGRATION GROUP



The eTOM Business Process Framework Revel used serves as the blueprint for process direction and the starting point for development and integration of Business and Operations Support Systems. Leveraging the eTOM level maps, Revel created granular process maps in 3 levels that fully identified the change in directions, creation of new steps within the venture integration group functioning, and significant standardization process.

The resulting “to-be” framework will help the venture Integration group scale, stabilize internal process and communication, and bring new acquisitions seamlessly on to the order-to-cash maturity within the group.

Once the framework was in place, Revel brought in the Six Sigma project management expertise to deliver:

- Project Plan Development, Scope Planning, Scope Definition – As “Requirements failures” are one of the most common problems encountered in project planning, Revel used Six Sigma’s DFSS to bring a rich toolset to address these issues and reveal latent and unstated requirements.
- Project Time and Cost Management - Six Sigma tools also helped to prevent “expectations failures” caused by poor estimates and inadequate exploration of prioritization and feature selection issues. Revel used tools such as analytical hierarchy process, conjoint analysis and concept selection scorecards that promote fact-based conversations between the project team and the customer.
- Quality Management - Six Sigma’s emphasis on predicting and managing “capability” together with tools such as defect containment scorecards promoted understanding and managing the economic consequences of escaped defects.