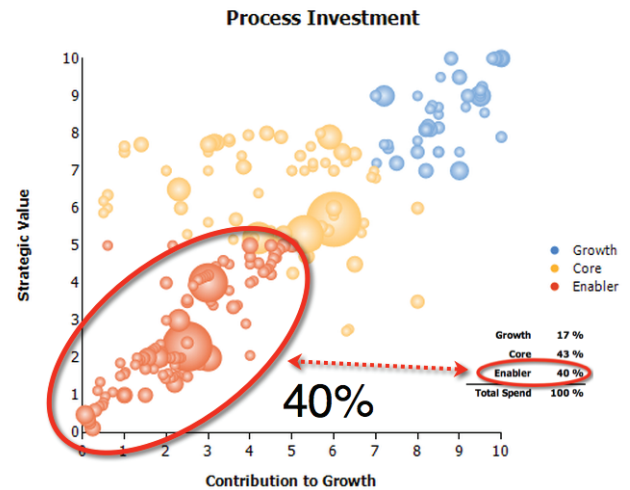


ABSTRACT

A 30 million dollar medical software company operating in North America (N.A.) needed to **improve overall performance**.

Time was critical: the group was two years into a three-year global **efficiency improvement initiative** that had so far failed to deliver any substantial results.

Axellium quickly inventoried and quantified key challenge areas. Our analysis **uncovered opportunities for improvement** not previously envisioned and led to changes that are now enabling N.A. to play its part in improving worldwide efficiencies.



OUR VALUE PROPOSITION

You have a **clear vision** for your business. But **does everyone in the organization contribute** equally to that vision? Could they **do it better, more efficiently?**

Intuition is rarely enough and wrong decisions can be costly. Lasting improvements usually result from carefully executed strategies based on **facts, not emotions**.

Our value proposition lies in our unique ability to quantify hunches and turn intuition into facts that can be evaluated in context of strategy. Working with your teams, we use our analysis to **align strategy, people, processes and systems to ensure optimum business performance**.

Name - Level 2	Strategic Ranking	Growth Ranking
Print invoices and make all necessary adjustments/corrections	1.70	1.70
Print journals and manually transfer/input open receivables	0.60	0.30
Update "Ongoing Projects" spreadsheet and generate reports	0.70	0.40
Investigate discrepancies identified in the "Ongoing Projects" spreadsheet	0.80	0.50
Enter bills into Jeeves and manually allocate bills by department	2.96	2.40
Develop, maintain and communicate department budget	4.00	2.00
Update and maintain the revenue recognition spreadsheet	4.20	3.00
Apply updated revenue recognition percentages to individual projects and activities	4.08	2.76
Generate and maintain revenue recognition reports	1.61	1.12

HOW WE HELPED

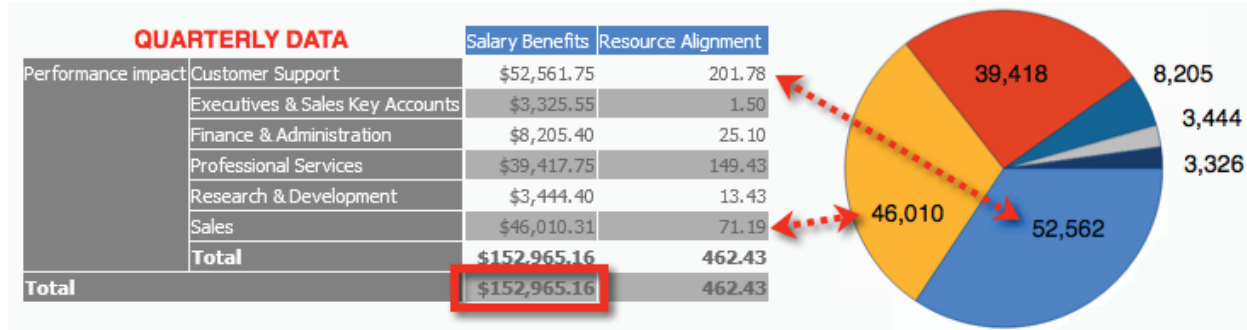
We met with management to understand the **company's strategy, culture and organization**, and then interviewed the staff to develop a list of **key processes and activities**.

Processes were **ranked to qualify their relative importance to the business**, and then associated to the people, expenses and investments contributing to their execution.



THE ASSESSMENT AND SOLUTION

At management's direction, we started by **quantifying the cumulative impact** of the poor performance and limited integration of N.A.'s software tools and systems. Blamed by many for current inefficiencies, we estimated they created delays that caused **nearly \$600k annually in wasted time**. With 58% of associates working remotely, this warranted attention.

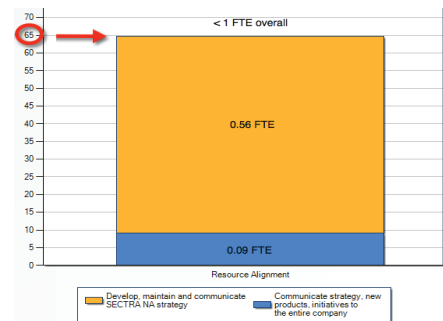


Using our analysis, N.A. is now looking for more efficient solutions that can be implemented locally, while engaging with head-office to collaboratively identify improved global alternatives.

Our findings also revealed a more significant challenge. Despite having a closely aligned strategy with its parent, N.A.'s **behavior in the field did not always align with company goals.**

Objectives were not communicated aggressively enough and did not translate into specific actions. Less than 1 FTE per quarter was spent on company strategy with research suggesting that 2 FTEs would be expected for a company of this size.

As a result, **individual contributors were focusing on personal objectives at the expense of company goals.**



Following our analysis management implemented the following:

- **Defined clearer objectives** that are communicated more actively and regularly.
- **Aligned product lines and organizations** to reflect and enable the strategy.
- **Re-organized, staffed and motivated the sales team** around two distinct axes to ensure proper focus.
- **Created a sales support department** to provide more support to the field.
- **Phased out an under-performing product line** and related support function.

N.A. is now positioned to deliver on its goals, with the ability to measure the impact of its decisions over time, that comes from having the right people in the right place, doing the right things at the right time.

Call us to find out how Axellium can help your company transform and grow.