



# Competing in Tough Times

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Keller Services

Keller Services is a management and technology consultancy that helps clients solve business problems with information technology resulting in growth, reduced costs and improved asset leverage.





The economic slowdown is forcing organizations to reconsider business models. Our clients face difficult issues and are asking provocative questions.

*Do I have the right information to analyze and make*

*Can I benefit from the information economy?*

*Am I ready to compete?*

*Am I poised for growth?*

*Are costs in line?*





We help clients solve problems.

We have helped a broad range of organizations create value and solve problems to meet the needs of their demanding businesses and we can help transform your company. Focused on helping clients solve problems, we first listen to our clients to understand their issues.

**1. Am I ready to compete?**

Competing in today's environment requires agility, speed and innovation. Companies equipped with distinctive products and services, skilled people, adaptable business processes and flexible technology are most ready to compete. *By assessing current products and services, understanding organizational, business process and technology weaknesses and framing future offerings, Keller Services has helped clients strengthen their market position, compete better and win new business.*

**2. Am I poised for growth? Are costs in line?**

Tomorrow's winners are preparing today to grow top and bottom line revenue as the economy rebounds. They are sharpening their pencils and more aggressively pursuing new deals. Profits will not be 'made through volume' rather, they will result from trimmed fat and better offerings produced through more efficient business processes, more skilled people enabled with effective technology and quickly implemented solutions. *Keller Services has helped clients identify and reduce excessive technology and supply chain costs enabling them to seize opportunities as they arise.*

**3. Do I have the right information to analyze and make decisions?**

Good business mandates reliable information. Bad information can cause indecision or devastating outcomes. *Keller Services has*

*helped clients better improve the accuracy and availability of information to support critical, time sensitive decisions and transactions. Keller Services has also developed strategic relationships with business intelligence companies, providing clients with affordable, quickly implemented solutions.*

**4. Can I benefit from the information economy?**

The economy has shifted and relies on information more than ever before. New industries have been created and old industries have been transformed. *Keller Services has helped clients benefit from this change enabling better products and services, more efficient interaction with customers and suppliers and more effective employees.*



### **Preparing a logistics company to compete:**

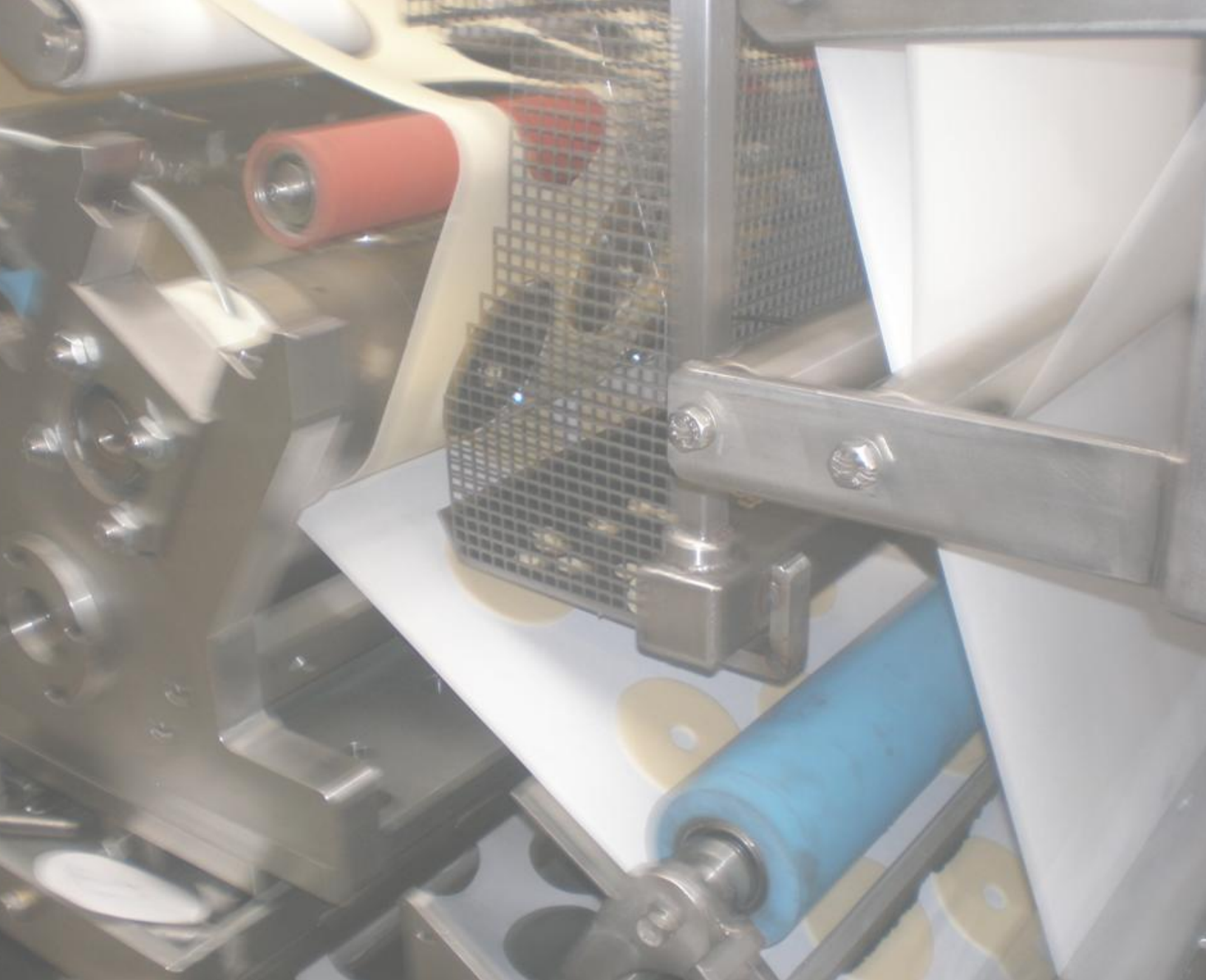
A logistics company was experiencing rapid growth. This company had quickly grown from a single truck operation into a mid-size provider of logistics services through a combination of organic growth and acquisitions. Wanting to compete with larger providers, this company engaged Keller Services to diagnose its current organization, business processes and underlying technology. The 3-day diagnosis revealed that this company's executives each had inconsistent objectives which led to disjointed business process. For example, the executive in charge of sales strove to maximize sales without having direct responsibility for net margin. This drove lower margins because high startup and operational costs were not incorporated into revenue and cost projections. Moreover, this company's technology could not support complex customer requirements such as order processing with multiple nested line items which caused further complications and higher business costs. Together Keller Services and this company created a future state vision and blueprint to prepare this company to grow and compete head-to-head with larger providers. With a management team linked through integrated goals, business processes and current state technology, this company continues to expand globally with improved margins.



### **Helping merge airlines:**

Three airlines were merging. Management targeted \$100M incremental EBITDA resulting from the merger. General, sales and administrative (GS&A) expense reduction was fundamental to the business case and focused on headcount and procurement costs. Reducing these costs required integration of people organizations, business processes and technology. This client asked Keller Services to help optimize its technology cost structure in support of realizing its \$100M goal. Each airline had separate technology organizations with separate financial, human resource and operational systems. Keller Services developed a future-state generation technology architecture for the merged airline focused on cost reduction. This architecture laid out how three separate technology organizations (including people, software applications, data center infrastructure and networks) would be integrated into one organization with reduced headcount and technology maintenance costs. Headcount costs were reduced by over 50% by consolidating overlapping financial, human resource and operational functions. Technology maintenance costs were also reduced by over 50% by eliminating corresponding application and infrastructure components. Keller Services laid out a plan to integrate the three technology organizations and migrate to a common set of applications. Keller Services worked with this client to launch this plan by helping evaluate and procure alternate technology services. Today this merged airline is operating with an integrated technology organization benefiting from more than 50% in technology efficiencies.





***Facilitating manufacturing acquisition:***

A private equity firm was performing due diligence on an acquisition target which produced wholesale beverages. This manufacturer was implementing a new accounting and manufacturing system which was not producing accurate financial reports. As part of its due diligence, the private equity firm asked Keller Services to assess the situation and provide options to generate accurate financial reports. Keller Services identified the root cause and outlined a plan to diagnose the underlying problem and remedy the situation. Incorrect inventory aging algorithms caused erroneous financial statements and insufficient system testing left a trail of unresolved configuration issues. Keller Services' worked with the manufacturer's in-house and vendor team to execute a step by step plan to correct the inventory aging algorithms, build a detailed system test plan and inventory outstanding configuration issues. Technicians executed the test plan and fixed outstanding issues resulting in generate accurate financial statements. With correct financial statements the private equity firm was able to successfully complete the acquisition.





### ***Developing strategic data analytics***

A global systems integrator won a contract to help an organization responsible for managing business travelers. One of this client's strategic objectives was to devise a way to better manage information from a wide array of disparate sources including airlines, hoteliers, car rental companies, travel agencies, credit card providers and others. The global systems integrator asked Keller Services for technology expertise. Keller Services helped develop a next generation technology architecture which included an ability to aggregate data from disparate sources into an integrated repository. Armed with a common view of data, analysts will have stronger leverage with vendors, better assess compliance with travel policy, and drive out unnecessary costs.





***Benefiting from technology advances:***

A software company provided traditional logistics operational solutions to its clientele. This company wanted to expand its offerings to provide its software as a service (SaaS) using internet technology and asked Keller Services to help define an offering that would create value for both the software company and its customers. Keller Services worked with this company to develop a business model framing out a technical solution which included costs and projected revenue. Customers can now subscribe to this company's service offering without having to build out their own technical infrastructure. With technical infrastructure in place and software pre-configured, this company can offer its customers more flexibility to meet the demands of their operations. Benefits for both this company and its customers include lower cost of ownership, quicker deployments, increased availability and lower energy consumption. These benefits are enabled by highly available low cost infrastructure coupled with application technology offered through the internet. With this offering, this company is selling more innovative solutions at reduced implementation and operational costs and providing its clientele with more reliable service.



### ***About Us***

Building on an eighteen-year track record at Accenture, Jeffrey Keller founded Keller Services to help clients conceive, design, build and operate technology-enabled solutions. Today, Keller Services helps strengthen public companies, private equity firms and governments through the application of new business models and technologies focused on increasing revenue, reducing costs and better utilizing assets.

### ***Contact Us***

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