



## ADC Telecom Reaches Aggressive Revenue Target

### Organization Description

- Primary focus -- Broadband Telecommunications in a global marketplace; three Operating Groups each with particular products, customer sets and geographies; some common customers.
- Specific client was Broadband Access and Transport Group, \$1B in annual revenues, 4000 employees, international locations.
- Nine-person senior management group and 14 next level managers.

### Situation

- Fast growing, aggressive marketplace. Accelerating technology migration a continuous issue and opportunity.
- Client Operating Group was a collection of several acquisitions, no common culture or focus -- The Seven Tribes.
- Lack of common focus, collaboration and processes resulted in reduced gross margins and missed revenue opportunities.
- Corporate pressure on both improved profits and continued, aggressive growth – reinforced by corporate effort to achieve first \$1B quarter.

### Approach/Process

- Identified several key initiatives which would help enhance revenue growth, performance improvement and more effective use of development resources.
- Used Fast Teams to focus on high leverage opportunities.
- Teams received comprehensive assistance in developing objectives, establishing time lines, identifying resource requirements and assigning specific tasks to each team member.

- Coaching provided to each Team in order to ensure that projects were completed on time, within budget and achieve objectives.

## **Outcomes**

- Consistent approach to Project Process helped identify resource gaps and provided opportunity to responsively deal with roadblocks.
- *"Have been waiting for an effective Project Team Process for several months since I began working here. This one is just what we need -- it is superior."*
- Great job in helping us get Q4 results – a huge success, beat the numbers.

## **Business Results**

- Reached aggressive Revenue target enabled company to achieve record results
- Identified R & D projects which were not achieving objectives and developed plan for redeploying resources
- Streamlined Procurement process, in a material shortage situation, ensured that Operating Group provided maximum leverage with vendors – with a win-win outcome. Shortened delivery time, reduced costs and contributed to improved margins.

## **Customer Quotes**

*"You provided real value, rolled up your sleeves, worked hard, kept us honest, dealt with very difficult situations, with high integrity. It is a pleasure to work with you all."*

*"Thank you for the great job you did in helping us get Q4 results - a huge success, beat the numbers."*

*"Thank God you were able to help us with the effort. You helped make it happen - it is greatly improved over what we would have done."*

*"Great job on the Portfolio Reviews - great work as always."*

*"Thank you guys - couldn't have coordinated this Restructuring without you."*

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