



Success Story: Business Focus Shift & Surging Demand

Client Classification: Fleet Fueling Card & Information Processor

Service Category: Cost Transformation, Operational Strategy, Organization Transformation

Situation:

The client had evolved over the years from supplying electronic equipment for capturing fueling data at the pump to capturing fleet expense data as a means for payment and for use in reporting and managing fleet expenses. This shift required that the company build a market for its fleet fueling cards by developing partnerships with petroleum merchants to accept the cards for payment and data capture.

With over half a million cards outstanding and a sustained growth rate of 60%, the client's operations had been experiencing growing pains and they were wrestling with how to evolve the organization to both keep up with growth rates and to solidify the infrastructure. The operations became space bound and new facility expansion was 18 months away.

Recommendations:

- **Sales Management Process** - Establish a clear and cohesive sales management process.
- **Service Management Process** - Assign the focus for all customer service related activities to one centralized department.
- **Human Resource Management Process** – Develop a systematic approach toward the integration of human resource planning into the strategic planning process.
- **Business Management Process** - Develop and establish a Business Management Process that includes: MBOs, Key Performance Indicators, Production MIS, Credit Portfolio Performance Data and Service Level Agreement Compliance.
- **Product Development and Management Process** - Create standard “customized” products, develop a clear and cohesive product development and management process, and relocate responsibility for this function (including channel development) to a single centralized department.
- **Implementation Management Process** - Standardize the implementation process and centralize implementation-related activities. Create a volume absorption plan to allow growth to continue without the need for new facilities.

Results:

Key deliverables:

- **Organization Design to Support Strategy** - Market development and product management activities were centralized into departments focused on these strategic

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issues. Management and coordination of sales functions were consolidated into a single department, focused on optimizing sales strategies. Customer service activities were consolidated into a single department, focused on supplying superior service through a “single customer service window.” The Human Resources functions were given a prominent position in the organization to support the strategic nature of human resources development.

- **Quality Improvement** - Service quality was improved by eliminating the multiple contact points that customers and partners had within the client organization. Quality was improved by clarifying job responsibilities and establishing accountability for all processes within the company.
- **Management Process** - Key Performance Indicators were established, allowing management to view and react to the performance of the organization.
- Established the Capacity Model discipline for allocating human resources. This was a key to improving productivity for volume absorption.
- Developed the Business Planning Model to be used to link the Strategic Plan, the Financial Plan, the Capacity Model, and the Production MIS system.
- Documented job descriptions in order to clarify roles of management and employees.

As a result of the successful implementation of recommended changes, the client was able to absorb a 100% increase in volume with no increase in staffing levels.