

Case Study: Xintec



Corporate Strategy

Milner developed and drafted a corporate strategy for XINTEC, a Dublin-headquartered telecoms software company. The process included close and collaborative working with the CEO and top team to agree an agenda for a strategy workshop. The workshop was run over two days and included presentations, group exercises, discussions.

Management contribution before and after the workshop was kept to a minimum and scheduled around individual diaries. All key members of the leadership team attended both the strategy workshop at the Irish Institute of Management (pictured below) and follow-up calls to ensure the strategy was rigorously tested, agreed and implemented. The reported benefits included clarifying the company mission and purpose, rapid strategic buy-in across the team and condensing the company strategy into 15 slides.



About Xintec

XINTEC is a provider of cost-effective Fraud Management and Revenue Assurance solutions to the telecoms industry. It enables Tier 2 and emerging communications service providers to improve their financial performance by preventing and recovering revenue losses.

Launched in 2008, XINTEC has earned a reputation for its capacity to create rapid and measurable value for customers. Its focus on Fraud Management and Revenue Assurance has allowed it to develop domain expertise and the scope to develop highly innovative and smart systems.

The company's success is built around the quality and integrity of its team. As part of its solutions, it shares the knowledge, skills, and expertise of its professionals (some of whom have over 25 years' experience in Fraud and Revenue Assurance working for blue chip global CSPs) which is why Xintec is a popular supplier with Tier 2 and emerging CSPs globally.

Xintec's Requirement

As part of the company's international growth objectives, the XINTEC leadership team wanted to sharpen its strategic focus to ensure;

- (a) time was spent on the right markets and prospective customers, and that
- (b) all outbound messaging (on the web site and other digital material) was consistent and clear

In order to make sure that the strategic focus was clear and correct, the CEO discussed options to meet those requirements. It was decided that the best solution would be for Milner to design and run a customised strategy workshop for the XINTEC leadership team.

Milner's Solution

Milner designed and ran a two-day company strategy workshop for the CEO and senior team, drafted the company's strategy and followed up on progress.

Interview the leadership and analyse the market

All attendees were interviewed about key parts of the company strategy, using a structured interview technique, by phone. Answers were analysed in conjunction with Milner's market analysis to identify the key areas for the workshop's focus.

Design a customised workshop

Following the initial interview calls, a draft agenda was presented to the CEO. After several iterations, a final agenda was agreed, including who would be most appropriate to present each area. The workshop was fully customised to Xintec's needs.

Run the workshop and collect actions

Milner produced the strategy workshop material with input from the presenters, syndicate exercises and analysis from the structured interviews. Milner facilitated the workshop, oversaw exercises and collected the action points.

Draft Xintec's strategy

At the end of the exercise, Milner reviewed the material produced before and during the workshop and drafted a condensed strategy document. This meant the senior team could go back to their day jobs knowing that a draft strategy was being produced with no impact on their own schedules.

Follow up

Two weeks after the workshop, Milner chaired the first of two calls to check progress on outstanding action points. As actions were completed, the strategy document was updated by the CEO and team and implemented.



Xintec Benefits

1. Clarified company mission and purpose

Company management meetings had previously focussed on meeting individual commercial and technical objectives. The strategy workshop provided space to think strategically about what differentiated Xintec and where the business was going. It allowed the team to build a group sense of mission and purpose. According to the CEO, "that clarity could not have been achieved without the strategy work".

2. Improved employee buy-in

The strategy was developed using a democratic process of inputs, discussion and agreement. By working together, the workshop process helped develop understanding and buy-in across the whole management team in a relatively short period of time. The CEO reported that it took pressure off him to develop and agree the strategy piecemeal with individuals and small groups.

3. Concise strategy document

Using material developed before and during the workshop, Milner condensed the Xintec strategy document into less than 15 PowerPoint slides. These slides were then reviewed and refined during two follow-on calls with the team. The CEO said "the company strategy is now summarised in 10-15 slides but the real benefit is that everyone has the same slides."

4. Consistent messaging

Xintec has a number of stakeholders including customers, investors, shareholders, partners and staff. Each stakeholder has an interest in the company's strategy and direction. The workshop allowed the overall strategy to be reviewed and revised in a way that could be consistently and coherently described to the different stakeholder groups.

5. Good timing

With decisions pending on products, partnerships and marketing, the timing of the strategy workshop was great. The workshop allowed individual plans to be reviewed together against the overall strategy before implementation.

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"We have just completed a two-day company strategy workshop designed and run by Nick Milner. He interviewed each member of the management team before the workshop and designed an agenda that covered specifically what we needed. He prepared material to bring into the workshop to maximise our use of time and ran detailed syndicate exercises during the workshop to capture our analysis. A few days after we completed the workshop, Nick sent me a draft strategy document and a complete set of all the supporting material. We started using the draft strategy document immediately and it is driving a number of key workstreams. This was a very worthwhile activity."

Sean Killeen

CEO

Xintec