

Client Case Studies

Relevant Experience of Associates

Crescent Solutions, LLC

Our associates bring to Crescent Solutions a track record of success serving their clients over the years. Individually and as teams they have provided project leadership and management, specific expertise, hands-on assistance, and mentoring and coaching. The results clients have achieved are highlighted by the following representative case studies.

Client Case Study 1

Client

IT solutions provider on the US East Coast.

Situation

This company was growing revenue at a rapid pace, but believed its organization and infrastructure were not mature and scalable enough to maintain optimal client satisfaction and profitable growth.

Solution

Developed a growth strategy focusing on differentiated service offerings and more targeted markets to pursue. Identified the organizational changes and processes requiring enhancement to support the company's ambitious growth projections. Ensuing work included development and implementation of a new strategic planning process, a revised sales process, more focused marketing activities, and improved account and project management processes. Provided ongoing counsel and coaching to the management team on routine and ad hoc issues.

Result

The company has continued to grow year-over-year, maintaining profitability and improving client satisfaction. It added two new service offerings, enhanced its organization and management team, and implemented new support processes enabling the company to grow revenue without increasing its investment in infrastructure.

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Client Case Study 2

Client

IT services provider and training company with multiple locations across the US.

Situation

This company's revenue growth was relatively flat with decreasing profitability, even while it seemed to be well-positioned in terms of service offerings, geographic markets and vendor relationships.

Solution

Conducted an operations review to identify revenue and gross margin growth and cost containment opportunities, as well as internal areas and processes requiring enhancement. Recommendations included enhanced strategic planning with periodic reviews and goal setting and tracking, development of a national industry practice infrastructure in addition to the company's geographic focus, addition of a second national practice, implementation of a company-wide project management office (PMO)/quality assurance (QA) function, and improvements to marketing, sales and human capital processes. Provided ongoing coaching and counsel to the executive team for the implementation of these recommendations and other matters.

Result

The company implemented the recommendations and tightened controls over service delivery. In the first year profitability increased over \$2 million, gross margin improved, consultant utilization grew about 5%, client satisfaction and consultant retention increased, delivery quality improved, and the national practices expanded. The positive trends have continued.

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Client Case Study 3

Client

Business process consulting and IT services provider in the Midwest US.

Situation

This company was experiencing moderate growth in its metropolitan market. While the company had a good track record of long-term relationships with large clients, it struggled to break into new companies. The company also wanted to expand organically and cost-effectively into a new geographic market leveraging its current support services infrastructure.

Solution

Organized three client teams to address the company's goals – new offerings, market expansion and scalable business execution. The new offerings team focused on entry-level services, which would help the company sell into new clients. The market expansion team analyzed seven cities across the US, evaluating market conditions, target companies, recruiting sources, etc., to select a new location for the company. The business execution team assessed key functional areas and identified enhancements for marketing, channel partnerships, sales, recruiting and resource management, support systems, and management metrics that would enable the company to support a new location from its existing headquarters.

Result

The company opened a second office in a major city in the southwest US, which continues to grow in its third year. It implemented enhancements in its support infrastructure, which allowed this second office to open with no additional overhead for marketing, recruiting and resource management, accounting, and management reporting. The company developed more scalable processes and systems that will support future geographic expansion. In addition, it generated and rolled out three wedge (“door opener”) offerings, which created opportunities with large clients in both geographic locations.

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Client Case Study 4

Client

Managed network services and hosting provider on the US East Coast.

Situation

This company's growth had been relatively flat for several years. It offered a wide range of services and equipment reselling and needed to re-focus its offerings to the areas with the best long-term growth potential. The company was also interested in acquiring a firm that would accelerate its growth and positioning in a chosen focus area.

Solution

Conducted a growth strategy and mergers & acquisitions (M&A) readiness review. Identified managed network services/hosting and disaster recovery services as the direction to pursue, and led an M&A effort to find a local managed services company to buy. Defined the ideal company criteria, screened and selected candidate firms, led meetings between the two parties, developed the letter of intent, conducted due diligence, and facilitated the process leading up to the closing. Provided coaching and counsel to the executive team throughout the acquisition phase.

Result

The company acquired a small network infrastructure firm with an established client base. The acquired firm's assets were successfully integrated into the existing company's facilities, and the newly enlarged team was reorganized to include and engage new skill sets. Clients were successfully transitioned to the new organization, and processes were streamlined to enhance client service. The acquisition has enabled the company to leverage itself into the managed network services marketplace.

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Client Case Study 5

Client

Public health and social services provider with approximately 1,200 employees located in Texas.

Situation

The new director of this organization was tasked to focus on the development of new services, as well as the delivery of all services to the metropolitan area. He faced pressure to provide more health and social services with restricted funding from local sources and grant agencies, while also facing the challenge of having a large support services organization without a current leader to help drive efficiency and reduce costs.

Solution

Conducted a process improvement assessment to identify support services areas in which efficiency could be improved. Met with and interviewed 120 of the organization's associates to get their input, ideas and buy-in to the project and recommendations. Formulated approximately 50 recommendations across human resources, contracts, accounting, budgeting and finance, grants, IT, materials management, and facilities for efficiency improvements. Served as interim Chief Administrative Officer (CAO) to lead the implementation of the recommendations and the recruitment of the new CAO.

Result

New processes and procedures were developed for all functional areas with accompanying employee training. With improved efficiency, the organization increased the amount of health and social services delivered to the community despite local funding sources remaining flat. In addition, improved grant writing and tracking processes resulted in more grant funds for specific programs.