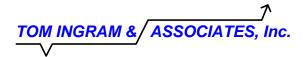*TOM INGRAM & ASSOCIATES, Inc.*

Some Results Achieved for Clients and Others

The following is a partial list of results achieved by Tom Ingram and Associates. These results were produced by a combination of personal efforts, teams led by Ingram and key associates. Details and references available upon request.

Category	Results Achieved

Improve Sales Productivity	• **Reduced Sale-to-Ship cycle from 5 days to 1½ days** for specialty retailer (extreme complexity – see case study for details.)
	
	• **Built a business unit from an unprofitable $50,000 to $2.5 million** with 38% gross margins for United Telecom subsidiary.
	
	• **$14 million reduction in capital required to bring software product to market:** Helped operating management reduce capital required by introducing order flow thinking, accountability and professional processes.
	
	• **Made it easier for Customers to buy**:
	
	   o Used Web Site to give Customers access to 6 in-house systems including order processing, billing and customer service: Responsible for managing about $6 Million of $42 Million effort.
	
	   o Integrated 12 stand-alone Systems into a single customer offering for deregulated electricity industry.

Reduce Order-to-Cash Cycle	• **$1.5 million reduction in accounts receivable** for Texas Instruments. • **68% Reduction In Order Processing Time:** Redesigned order processing flow to reduce cycle time from 5 days to 1½ days. Project included substantial improvements to sales productivity and substantial reductions in order error rates.
Reduce Inventory & Maintain Level of Service	• **$262,000 reduction in inventory for a Farmland Industries** paint plant while simultaneously improving levels of service. Improved inventory turns, reduced safety stock. Accomplished with only $50,000 investment. • **70% reduction in order fulfillment time and 50% reduction in order error rate while reducing inventory write-offs by 30%.**

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Category	Results Achieved
	Established as-needed purchasing and centralized inventory control processes for expensive, complex parts for subsidiary of United Telecom. • **Designed / developed / assisted in implementation of several additional inventory systems** in the last 20 years.
Improve Operating Labor Utilization / Productivity	• **$450,000 annual labor cost savings for accounting department** of Texas Instruments. • **Brought floundering Internet project into focus in 6 weeks:** Introduced order, customer focus, prioritization, accountability and project processes. Team had spent 6 months in chaos, disarray and mismanagement. Resulted in clear direction and focus for entire company. • **Saved $300,000** by demonstrating that a software consulting firm was failing to perform as promised. • **50% Gross Margin On $2 Million of Software and Services Projects.** One project was for Nortel, the other for Celanese. Both overcame substantial obstacles. • **$40 million in labor savings and fraud reduction** for the Texas Dept. of Human Services. (Multi-year initiative involving many parties.) • **$5 million project saved from cancellation, completed on time, on budget for Celanese**. Completed in three months what was originally scheduled to take one year. Told "this is the first time we have done anything on time in 10 years." • **$32 per hour Improvement in Gross Margin** for a Software Services Department: Established measures and improved management and estimating processes for existing systems. (Credit for the actual improvement in margins is due to others. My role was to measure, improve and extend.) • **25-30% reduction in testing and quality assurance time** for the year 2000 efforts for the City of Fort Worth
Improve Customer Service	• **400% improvement in customer service for accounting department** of Texas Instruments. • **Developed Rapid Integration Workshop** to help teams rapidly implement new systems for customers. • **30% Reduction in Labor Required to Provide a Key Customer Service:** Helped engineering services firm reduce labor required to

Category	Results Achieved
	produce key customer reports by 30%.
	• **750% reduction in time for deployment of multiple systems for MCI**. Reduced system deployment time from six weeks to four days.

Category	Results Achieved
Understand & Control Costs	• **25% reduction in cost per invoice** for accounting department of Frito Lay.
	• **$230,000 in change orders recovered on project for Celanese** (paying for my cost over three-fold.)
	• **$5,000,000 (approx.) recovered for client in lawsuit against software firm.** In expert witness role, developed evidence and supported attorneys, resulting in settlement of fraud case.
	• **Resolved $4 million software development contract dispute** without litigation.
Improve Management Reporting *(The Management Dash Board)*	• **Developed streamlined reporting and oversight mechanisms for complex system sales** for a subsidiary of United Telecom. Transformed department from uncontrolled, rogue operation to most profitable segment of the company.
	• **Early warning system saved project from three-fold overrun:** Implemented "Earned Value" management reporting for Texas Instruments project. The reporting system flagged serious problems in time to correct them. Project made cover page of the Project Management Institute's monthly magazine.
	• **Early warning system halts project until customer can complete their responsibilities.** "Earned Value" system prevented overrun and unpaid rework. Project was completed successfully.
	• **Early warning system prevents overrun due to technical problem:** Engineering services firm was alerted to possible overrun before 20% of the project budget was spent. Corrective action was taken and project was successfully completed within budget.
	• **Designed management reporting by "exception" for a sophisticated performance management system.** Intended to solve traditional problem of managers failing to complete personnel evaluations on time. Results to date look very promising.
	• **"Management Dashboard" (Management Reporting) developed as a byproduct of effective process improvement efforts for Texas Instruments, Celanese, Farmland, Frito Lay, MCI, et. al.** (details upon request).