

Case Study:

After the deal closes: building a new company—and new value



Challenge

It may seem like a good problem for a new company to have: serving over 850,000 customers in six states on Day One. But what does it take to stand up an entirely new corporate infrastructure in less than six months? Point B led the creation of Allied Wireless Communications Corporation through the complex transfer of assets divested from Verizon's acquisition of Alltel. Our approach quickly prepared the new company to open its doors and meet immediate business needs. At the same time, we looked ahead and positioned our client for long-term success.

Aligning structure and strategy

With time of the essence, Point B provided overall leadership for the new company's formation. Working closely alongside its functional leaders in Finance, Corporate Services, Marketing, Network Operations, Customer Care and Day One transition, we identified key decisions to be made about business structure and strategy and shared our assessment of any trade-offs involved. We also designed a strategic roadmap for all functional areas, earned stakeholders' support, and provided the clarity to move forward quickly.

Building lean from the start

We were often a voice of experience for "less is more" as the company took shape. Building a small but scalable structure for Allied Wireless was key to moving quickly on business imperatives, operating efficiently across all functional areas, and creating value for a company that was one-tenth the size of its original organization.

We were a vocal advisor and advocate on another key issue: Protecting the company's revenue and reducing churn by retaining its inherited customer base.

We provided negotiating advice on a one-year transition services agreement

with Verizon that helped ensure service quality and continuity from Day One.

Looking to the long term

In the urgency to start and stand up a new company, immediate needs tend to trump longer-term thinking. As we addressed the challenges right in front of our client, we kept the future in our line of sight—and always gave stakeholders a clear runway to take the next step.

"Point B understood where we wanted to be at three months, six months, nine months—throughout the maturation cycle of the business," said Wade McGill, CAO of Allied Wireless.

By creating visibility into the long term, we helped our client make decisions and take actions with its ambitious goals in mind—including plans to invest in Long Term Evolution (LTE) and grow the company across retail, business and indirect channels of distribution.

About Point B

Point B is a management consulting firm. We help our clients develop strategic insights and translate them into impact. Point B serves organizations from visionary start-ups to Fortune 100 companies across a wide range of industries, including healthcare, technology, retail and public sector. Our clients look to us for industry and functional expertise combined with our ability to execute.

"You get more than you pay for with Point B...you get a partner in your business."

-- WADE MCGILL
CAO, ALLIED WIRELESS
COMMUNICATIONS CORPORATION

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