

Alliance Recovery

As a Senior Business Development Manager, I was asked to take over the company's floundering PCard* program. Promises had been made, contracts had been signed with many competing financial institutions (American Express, US Bank, Bank of America), and the program was at least six months behind its scheduled launch date. Clients and partners were very dissatisfied and frustrated with the lack of progress.

Purchasing Cards are embedded as a form of payment and enable companies to use PCards as a single form of payment for procuring goods that generates rebates based on transaction volume.

Actions:

- Assembled and aligned cross functional internal teams (support, product development, product marketing, global network, sales, and alliances).
- Held face-to-face meetings with each of the financial institutions to re-establish trust

Did one of two things:

- Renegotiated the contract to include new terms reflective of new market conditions (after the dot.com debacle)
 - Terminated the contract if the partner's expectations and business objectives could not be met satisfactorily.
- Developed a Field Go-to-Market Strategy and Rollout Plan with American Express including: sales enablement and engagement plans and processes for the respective sales force and implementation teams.

Results:

Under my leadership (in three weeks), a cross functional team of six people accomplished what a team of forty had not been able to complete in over nine months.

- The alliance with American Express was recovered.
- Contacts were renegotiated to include a revenue sharing agreement.
- Recurring annual revenue to company of between \$1M - \$2M annually.