**Case Study: Oversight Systems**

Piyush Kumar

Sales Strategy – STR-6054-SFO1

Dr. Matthew Fisher

June 22, 2023

**Oversight Systems**

**Should Oversight pursue a partnership with Global Credit and Banking Worldwide?** **In making this decision, please specify the terms and conditions of a channel partnership, including price, exclusivity (or not), support, and the roles and responsibilities of Oversights and a channel partner. Which of these terms would you view as "must haves" if you were Patrick Taylor, and which would you view as "nice to have"?**

In 2003, the concept of the supervision systems was developed in Atlanta, Georgia. The company's growth was accelerated by the development of customized solutions for companies to examine for errors and even monitor fraud. Taylor, the company's founder, was contemplating customer expansion strategies in May of 2016. The company's accomplishments include attaining Fortune 500 status by providing services that save consumers 2 to 5 percent on purchase card transactions, among other services. The CEO had other intentions, but the company had its sights set on Global Credit (GC), a major credit card company.

The firm intended to merge in the credit corporation. As a significant portion of Global Credit's business was comprised of p-cards, the primary purpose of supervision systems was to increase sales by threefold. The partnership between Oversight and Global Credit couldn't have arrived at a better time. The agreement, however, included some bells and sirens. However, Global Credit executives would oversee the demand for Oversight's sales insights, a SaaS platform product (Cespedes & Migdal, 2017).

The transactions were to be conducted under the brand name Global Credit. The security section of the P-card program, T&E, and financial operations were to be managed by the company's executives because they had simpler access to the senior stakeholders. Global Credit could offer five or six critical GCP clients with oversight systems and referrals. This will allow the oversight company to establish solid partnerships. Contracts and budgets with enterprise-level consumers shall be managed by the GC.

The company lacked an adapted data the connection, but it was simple for Oversight to get the p-card data of GC personnel. GC consented to a 40% discount on standard rice compared to the oversight company's average rate. This resulted in the creation of a unique combination with the GC company and the incorporation of the pilot project. GC intended to subtract the customer's charge refund for companies which agreed to use IOD and avoid extra fees that resembled an expense. The primary objective of the trial run was to determine the client's reaction to the joint product and to identify sites of integration between IOD and GC systems.

The terms that should be viewed as "must have" include the security component handled by the GC, that is a must-have as they have a better grasp on managing the stakeholders. The GC subtraction of the price, which attracted many consumers, is an additional requirement. This was a smart and strategic move. A portion of the merger's specifics, including the sale of IOD according to the GC name, are to be considered "nice to have" conditions. Not doing so would not have made a significant difference. Nevertheless, it was a great strategy for initiating a more agreeable partnership.

**What should be the goal(s) of a channel partnership at this stage of the venture?** **Please indicate how GC or BW does or does not help Oversight to achieve those goals.**

According to the available data, GC is a larger organization than Banking Worldwide. The company has expanded to the stage in which a large customer base is required to propel further expansion. The GC ought to oversee its budget and negotiate advantageous contracts with enterprise consumers. The corporation Oversight was able to obtain data from the P-cards of Government customers. The Oversight corporation could accomplish this without requiring the company to offer a pre-built information link.

GC might also suggest the Oversight company to five to six of its most important GCP clients in order to gauge the clients' response to the integrated offer and identify points of interaction between GC's technology and IOD's. Oversight ought to set up a channel connection with the GC company and settle on a 40% lower price than the top priority of joining the trial program and having a strong connection with GC (Cespedes & Migdal, 2017). During this stage of development for the business, one of the goals of a channel relationship, such as the Oversight company, is to ensure the business's financial sustainability, growth, and continued growth. Oversight will be enabled to collaborate with the GC corporation, which is a more prominent brand internationally. Disclosure of the Oversight business to the 2,000 clients of the GC business would increase the company's scalability and revenues.

The GC strongly supported the proposal, so Oversight would benefit substantially from the partnership. The companies were going to be able to sell additional products to their current clients due to the analytical capabilities of the Oversight company and the individual offers that helped close the gap for the GC company. Working with GC is recommended for Oversight because GC's business is largely comprised of P-cards and its opportunity with Banking Worldwide is lesser than its potential with GC.

**What is Oversight selling? What is the customer buying? What are the implications of the buying and selling process for evaluating potential channel partners?**

In order to assist businesses in monitoring their data for inaccuracies, operational efficiencies, and fraud, a company specializing in oversight had created customized analytics. The organization had automated ongoing data collection and monitoring and offered customized analytics to each client. The accuracy of financial data relies on uniform procedures and clean data, particularly at its source (Huang & Huang, 2019). The company's Insights on Demand SaaS made its debut in 2015. IOD provided clients with the option of selecting from a menu of predefined metrics and receiving regular updates on spending anomalies, patterns, and conflicts. The IOD was calculated using customers that retained between 2% and 5% on T&E and p-card purchases.

A Fortune 500 business might save up to $1 million to $3 million as a result of this. This was because of IOD detecting questionable transactions, which resulted in less time spent reviewing transaction data and enhanced employee compliance. It was tested and filtered using transactional, financial, and established system rules from the client. When the system discovered unusual expenses, lodging charges, sales discounts, excess personal spending, food charges, or policy infractions, the system was supposed to notify management so that appropriate action could be taken. Continuous control monitoring (CCM) decreased financial statement errors and monetary expenses, enhanced cash flow, and lowered audit costs.

Customers needed to be aware of other companies' best practices. Customers intended to be aware of the advice and insights regarding Oversight system knowledge. Customers purchased items that included software analytics that assisted in the resolution of difficulties in the monitoring of preset domains. Manish Singh and Kuokka pioneered this in 2014 and 2015 (Cespedes & Migdal, 2017). Clients had a T&E package that included monthly statistics on 1 million transaction.

It aided in the discovery of patterns of abuse and deception, suspicious terms, and duplicate submissions. Customers have additional alternatives for insights on antibribery outliers, lodging and food, corruption risk, and Foreign Corrupt Practices Act compliance. Users may view the outcomes in an online dashboard that visually aggregated data. CCM recorded incoming data, but IOD enabled businesses to evaluate data and take action based on the results. This required little effort on the part of the consumer to utilize and implement. The CFO along with other top executives were the customers of the bespoke platforms. Legal teams, managers of services, and IT and audit divisions all favoured IOD. Customers wanted software which was robust, simple to use, and built on proven bundled analytics.

The following are the consequences of the purchasing and selling method for evaluating potential channel partners: Based on the supervised business process, oversight CCM contracts might range from $200000 to $500000 per year. This included both a software maintenance license and professional support in generating the custom analytics. IOD customers paid a $50000 yearly subscription fee. The IOD received an additional $1.9 million in income from 39 purchasers. CCM and IOD concentrated on businesses with more than $250 million in annual earnings and generated 4,000 annual expenditure reports (Cespedes & Migdal, 2017).

Every customer has unique requirements and obligations. Two-thirds of customers with more than $1 billion in annual sales used Vendor Concur for T&E. Systems were also provided by IMB, SAP, and Oracle. The top p-card issues included JP Morgan, GC, a T&E leader, and Citibank. Pfizer, Yahoo, Coca-Cola, United Technologies, GE, and the US Department of Defense were among the buyers of oversights. The IOD was paid for within a period of six months to a year by the buyers. The Celanese Corporation decided Oversight for a $400000 annual enterprise license for a custom library for integrity checks, which resulted in a $ 2 million savings within a year of installation due to decreased errors and efficiency advantages (Cespedes & Migdal, 2017). The majority of IOP platform suppliers earned 0% from licensing software and maintenance and 30% through training, expert assistance, and consulting.

**What can we learn about successful and unsuccessful channel partnerships from Oversight's previous experience with Enterprise Software Giant and Concur? What are the implications for a potential partnership with GC or BW?**

In January 2011, Oversight became an ESG-certified partner solution (CPS), which meant that transaction monitoring services were offered to ESG customers as part of the ESG's entire GRC package. With its surveillance and analytics capabilities, Oversight fills a vacuum in the ESG offering and differentiates itself from GRC rivals such as SAP, Approval, Oracle, and Hewlett-Packard. The ESG collaborated with the AEs to assist with complete the sales. The initiative was labeled as Oversight, although ESG had complete control over consumer access. Oversight was in charge of end-user pricing and customer service after a transaction.

ESG account managers got quotas compensation for sales commission based on 40% of sales income allotted to ESG rather than the entire amount paid by purchasers. ESG said that placing the business in front of customers will help them sell. Before admitting us as partners, the corporation put us through a series of exams. The business case, compliance and security checks, scalability exercise, and primary language of the benefit were all tested. Oversight profit was reduced as a result of their referral facilitation and commissions of the 40% part of ESG (Cespedes & Migdal, 2017).

Because there were so many products and ESG product executives vying for the focus of the accounts manager, the company had to battle for it. ESG representatives were visiting consumers and pushing various approaches with the Oversight business that provided a commission on the entire amount rather than only 40% of the ESG portion (Cespedes & Migdal, 2017). In 2013, the company discontinued its partner program. Concur Technologies became the industry leader in T&E management, with more than 60% of its market position among Fortune 500 organizations. The company's solution aided in the simplification of operations for expense management and itineraries, hence enhancing report accuracy, policy compliance increase, and user acceptance.

Many Oversight customers utilized the Concur company for their T&E spending and information about consumers management amongst the businesses that required coordination. The two companies collaborated in 2013 since they both served the same customer. Aside from T&E, the agreement expanded Concur clients' access to a portfolio of services. Concur had 33,000 customers, a $8.3 billion market cap, and $545 million in sales during that time period. In August 2013, Oversight planned to establish a referral system in which Concur represents could send potential customers to the Oversight organization.

Oversight had the option of rejecting the offer, rather than being paid a referral charge of 10% of the initial year's earnings for each recorded opportunity (Cespedes & Migdal, 2017). The account manager qualified for the quota if they reported two successful transaction partnerships that closed over the year and got a bonus if one of the registered deals closed. The quota requisite is one of the primary aspects that has contributed to the program's effectiveness. SAP acquired Concur in 2014. Concur now functions as an autonomous division within SAP.

Oversight managed a small number of incomings Concur transfers, resulting in an extra $392,000 in prospective sales. Instead of letting other employees handle the Concur reps while keeping tabs on leads, Taylor decided to create a full-time role to aid him in supervising the collaboration. Taylor promoted a DG employee to Oversight, where she is in charge of managing Concur's leads and connections and engaging with Concur's account executives. Concur hired a huge number of account managers who participated in the planning of client-focused events in order to emphasize added value. By May 2016, the business had hired over 150 account executives and had plans to speak at 15 user-focused conferences in the next nine months (Cespedes & Migdal, 2017). As a result of the activities, Oversight received 38 more qualified leads, assisting Concur account executives in moving the firm ahead.

**Consider the pivot Oversight made in its product line from the customized CCM offering to the IOD product line. What changed in the venture, and what are the implications?**

The IOD prototype was operational in 2014, with ten repeat clients as well as active leads, while the CCM platform continued to be accessible. In terms of pricing, the corporation concluded that IOD was more affordable for customers, and they may also make revisions to the initial Demand. When compared with CCM, the sales and marketing cycle is quicker. IOD has a lower rate of post-sale service deployment than CCM. As a result, the IOD outperforms the CCM. Both companies aimed at businesses with over $ 50 million in annual income and generated a minimum of 4,000 expense reports.

With IOD, the buyer effects were positive. Oversight was chosen for a variety of reasons, including its ease of use as well as its insightful and complete analytical capabilities. Celanese Corporation used the Oversight company to improve accounts billed within a year of adoption, saving $2 million (Cespedes & Migdal, 2017). Furthermore, the company was selected because its system assists in the automatic collection of data. Oversight has put itself in a strong position to identify problems early and prevent payments. Furthermore, the company has permits and limited payment checks; many intrusiveness believes they are safe. Customers are driven to change their procedures after an important fraud incidence or the discovery of duplicate payments.

**References**

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