



**MANAGEMENT
Research & Solutions
INCORPORATED**

SIGPRO

SIGPRO specializes in voice communication at the edge of the Internet. SIGPRO combines hardware and software design expertise to develop embedded systems for customers who wish to bring to market competitive products on the network edge, such as IP telephones, Wireless Access Points, set-top boxes, gateways, and more. SIGPRO is a typical Silicon Valley company – high on intellectual capital but low on cash.



Benchmarking

SIGPRO had been struggling with delayed projects and cash flow related issues for some time. Employee morale was low. Mark, the CEO, seemed to be doing everything. There was no delegation of responsibilities within the various levels in the organization, which resulted in Mark continuing to work in the company and not “on the company”.

Implementation

- Created an exit strategy in conjunction with ownership
- Designed an organization structure that clearly identified the chain of command and responsibilities
- Developed job descriptions to create accountability for all management levels
- Implemented an evaluation system to enforce accountability
- Installed project management best practices that enabled timely project completion and improved customer service delivery
- Created management reports (such as Cash Flow Forecasts and Financial Budgets) that helped SIGPRO assess financial health on a weekly basis
- Developed a business plan as a tool to invite outside investors for equity participation

Results

- Company could run efficiently day-to-day without owner's direct involvement
- Financial reports helped SIGPRO management to determine the financial health and cash requirements regularly
- Efficient project management resulted in better customer service and sustained revenues from existing and new clients
- Cash infusion from equity participation helped alleviate the cash crunch and increase investments in further innovation
- Cash infusion also resulted in enhanced product development and increased revenues
- Ultimately SIGPRO's shareholders were able to divest their stock for a reasonable market price

“When we hired MRSI, we weren’t sure of the viability of our company, and I was evaluating exit strategies. MRSI helped us transform to an efficiently run business unit with clearly assigned responsibilities at all levels. The business plan helped us in getting equity participation from outside investors and that ultimately resulted in the sale of the company.”

Mark Dzwonczyk
CEO
SIGPRO

