

## MICROSOFT CORPORATION – BUSINESS

Alerting Platform for Globally Actionable Revenue

### STUDENT TEAM:

Robert Pakko – EGL (BSE Computer Science Engineering/MSE Industrial and Operations Engineering)  
Eric Wu – Master of Business Administration

### PROJECT SPONSORS:

Manjusha Khadkikar – Principal PM Manager  
Shyamala Kuppusamy – Senior Software Engineer  
Vidya Sagar Mandapaka – Senior Program Manager  
Mary Ellen Smith – Corporate Vice President,  
Business Operations

### FACULTY ADVISORS:

Luis Garcia-Guzman – College of Engineering  
Mohamed Mostagir – Ross School of Business

**Microsoft Corporation**, a \$127B technology company, is the largest software maker in the world. The Microsoft Operations team is responsible for the global operations of Microsoft's Commercial, Consumer, MBS, Services, OEM, Partner, and 1st Party Device businesses, focusing on the strategy, development and execution of Microsoft's physical and digital supply chain solutions in mature and emerging markets. The team's vision is to make doing business with Microsoft easy.

The Tauber team was engaged to improve operations in the revenue recognition process, in which agreements with enterprise customers are processed. This work is undertaken by Regional Operating Centers in several facilities around the world. To address this opportunity, the team engaged with several stakeholders who work with this process in Dublin, Singapore, and Reno to learn about how the revenue recognition pipeline works, stakeholders' specific roles, and what pain points exist for them. The number of agreements that can be resolved before the close of the financial quarter has a direct impact on the company's bottom line, so it's critical that potential delays are acted upon quickly. A large barrier to preventing these delays is significant lag between when a problem is encountered and when this problem is perceived and acted upon by the right people.

To reduce these delays, the team built APGAR (Alerting Platform for Globally Actionable Revenue), which not only provides alerts to highlight the risk of delays, but is a dynamic working platform on which people can control which alerts they receive, create their own custom alerts, discuss with other team members, and gain access to detailed information through links to Dynamics and PowerBI. Additionally, the team created a tool inspired by Statistical Process Control (SPC) principles to quickly visualize the health of the agreement pipeline, deep dive on the performance of specific processes, and incentivize long time process improvement.

These tools are fully implemented and currently usable by members of this process. APGAR will help reduce revenue that is unable to be reported at the end of the quarter by allowing those involved with cases to act more quickly and gain better understanding of the status of important cases, while the SPC tool will help teams develop a shared understanding in terms of process performance so that they can effectively consider targeted improvements to aspects of the revenue recognition pipeline.