

Industry Retail Group & Xeo



BACKGROUND

Industry Retail Group (IRG), founded in 2004, specialized in delivering tailored managed network services, with a strong emphasis on broadband solutions for retailers and multi-location businesses. Their diverse clientele spanned various industries, including major apparel and specialty retail chains, quick-service restaurants, seasonal and pop-up stores, as well as insurance providers, real estate companies, and healthcare facilities across the United States. In 2008, IRG partnered with Xeo to replace the original Access database, initially built in-house by one of the founders, with a more robust and scalable solution.

CHALLENGE

“We have to build the plane as we’re flying it.”
— Chief Operating Officer

As the company experienced rapid growth, it became critical to address three essential operational functions: Billing, Workflow, and Prequalification. These areas required immediate solutions to support scalability and maintain service quality amidst expansion.

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as we’re flying it.”

— CHIEF OPERATING OFFICER

SOLUTION

• Billing

Generating accurate monthly invoices posed a significant challenge due to the complex nature of IRG’s services. Contracts varied widely in length, terms, and pricing, and network equipment originated from multiple sources—sometimes supplied by the client, the broadband provider, or rented by IRG. Additionally, invoicing requirements differed: some invoices were consolidated and sent to headquarters, while others were issued directly to franchise owners.

To streamline billing, IRG bundled services so that individual line items would be combined into a single line on the invoice. However, as customers’ needs evolved, they frequently submitted change orders that required prorated billing for partial months. These complexities meant the billing team often needed nearly a full month to complete the invoicing process.

To address these challenges, Xeo implemented a custom module designed to capture key contract variables, giving the system direct access to all factors impacting billing. Additionally, we developed a Rate Sheet module, allowing staff to input a wide range of prices specific to each account. We also integrated logic to support prorated billing for partial months and seamlessly accommodate change orders and early termination fees. By the project’s completion, billing team productivity had improved over 50-fold, and invoice accuracy increased significantly.

• Workflow

Installing internet service at a retail location is a complex project management task. Achieving efficiency requires careful coordination to ensure that circuits are ready, equipment is on-site, and the location is accessible. For IRG, this meant managing multiple vendors for each site across thousands of locations nationwide—a logistical challenge that demanded precise timing and synchronization for each order.

To meet these demands, Xeo developed a comprehensive workflow management system that ensured every detail was accounted for, allowing teams to track the status of



each service and item seamlessly. We also created detailed reports highlighting outstanding tasks, enabling proactive project management. This approach led to a 10X growth in efficiency, delivering consistent and reliable results.

• Prequalification

A critical step in the sales process is prequalification, where prospective clients submit a list of locations nationwide to receive a broadband service quote across all sites. Traditionally, this process involved identifying broadband providers for each location, gathering pricing and availability, and consolidating the information for submission to the prospect. When one of IRG's key vendors, Find Broadband, was acquired by a venture capital firm and attempted to raise prices drastically—from approximately \$2,000 to \$70,000 per month—IRG acted swiftly. Xeo implemented a replacement service within a month, ensuring both continuity and cost-effectiveness.

Xeo's solution began by focusing on the accuracy of location data. We conducted an in-depth review of leading address data providers, including Google Maps and Bing, and coded our system to cross-check results for optimal accuracy. With reliable location data in place, we fused IRG's database of installed services with Federal Communication Commission data to generate precise prequalification results, detailing which services were available at each location. As a result, IRG was able to complete even large prequalification requests—up to 3,500 addresses—in just a few days, a process that previously took weeks.

RESULTS



In August 2013, IRG was acquired by Vector Security®, a leading provider of physical security solutions for North American retailers and multi-site businesses. IRG owned the software developed by Xeo. This valuable asset helped the founders achieve financial independence through the sale. Following the acquisition, IRG continued to operate as a subsidiary under the Vector Security brand. Eleven years later, Vector Security still relies on the Xeo system, a testament to its enduring functionality and impact.

CLIENT REFLECTION

The founder who originally built the company's Access database described the exit as "life-changing." With the success of IRG behind him, he went on to establish a new company and once again turned to Xeo to develop the system powering his latest venture.

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