



TELECOM VENDOR GOVERNANCE FOR ENTERPRISE TECHNOLOGY LEADERS

Your TEM processes your invoices. It does not validate them.

Most enterprises treat telecom as a managed expense. Invoices arrive. They get processed. They get paid. A TEM system categorizes the spend and provides visibility into what was billed.

But visibility is not validation. Knowing what you paid is not the same as knowing whether you should have paid it. And the gap between those two things is where unauthorized charges accumulate — silently, month after month, across every carrier in your environment.

The five most common unauthorized charge categories Bearstone identifies across enterprise telecom environments:

- Services continuing to bill after confirmed cancellation
- Outdated rates not updated following contract changes
- Bandwidth tiers over-provisioned relative to current site needs
- Bundled surcharges applied without contractual basis
- Active billing at sites that have been closed or relocated

These are not theoretical. They are the documented result of validating carrier invoices line-by-line against contract terms across multi-site enterprise environments — retail, hospitality, distribution — where the rate of change is high and the burden of accuracy sits entirely on the buyer's side of the table.

Who We Are

I spent my career on the buyer's side of enterprise telecom — negotiating contracts, validating invoices, and holding carriers accountable to what they agreed to bill. I founded Bearstone because no one on the carrier's side is incentivized to catch errors that benefit the carrier. That job belongs to the enterprise. Bearstone is that job.

— Bill Henrichs, Founder, Bearstone LLC
Former Head of Telecommunications, Simon Property Group



BearGuard™ — Continuous Vendor Governance

BearGuard is a managed governance process — monthly invoice validation, active dispute management, living inventory, and direct carrier engagement — operated by a team that has spent decades on both sides of the enterprise telecom relationship. It is not a software subscription, and it is not a one-time audit.

What BearGuard delivers, month after month:

- Line-by-line invoice validation against your contract terms and living inventory
- Red/Yellow/Green variance reporting — your team reviews decisions, not raw data
- Dispute management filed with carrier-level evidence and tracked to credit confirmation
- An always-current inventory that serves as your telecom system of record
- Structured vendor accountability reviews that carriers take seriously
- Contract management through transitions — openings, closings, acquisitions, renewals

What Your Team Does Each Month

Your team reviews variance reports — not raw invoices. BearGuard ingests every carrier invoice, validates it line-by-line against your contract terms and current inventory, and delivers a Red/Yellow/Green report showing only the exceptions. Disputes are filed by Bearstone directly with the carrier. Credits are tracked to resolution. Your team's monthly time commitment is measured in minutes, not hours.

The governance process creates the accountability condition. The financial outcomes follow from it. When carriers know that every invoice will be validated monthly and discrepancies will be disputed with their own data, billing accuracy improves over time. That compounding effect does not exist in a one-time review.

What 31 Months of Governance Looks Like

Multi-brand retail portfolio — Aeropostale/Nautica, Brooks Brothers, Eddie Bauer, Forever 21, Lucky Brand, Reebok — hundreds of store locations — two carriers (Granite Communications and AT&T)

\$2,122,436

Unauthorized charges identified across all brands and both carriers

\$1,852,314

Credits collected — 87% credit collection rate

16.9%

Reduction in expected telecom budget, FY2024 → FY2025

95%

Invoice coverage (114 of 120 monthly invoices validated through BearGuard)

The \$1,852,314 in credits collected is the backward-looking result. The 16.9% budget reduction is the forward-looking one. Both are products of the same process: continuous, methodical vendor accountability.

Full case study available: BearstoneLLC.com/CaseStudy

The Team Behind BearGuard

Bill Henrichs — Founder

*Former Head of Telecommunications,
Simon Property Group*

Bill sat on the buyer's side of enterprise telecom for his entire career — negotiating contracts, validating invoices, and discovering how consistently carrier billing drifted from contract terms. He founded Bearstone because the governance function he built internally at Simon Property Group did not exist as a service anywhere in the market.

Rick Ryan — Business Development

9 years at AT&T • 11 years at CenturyLink

Rick built the enterprise carrier contracts that most IT teams are now living under. He knows how pricing structures are assembled, where discount schedules break down, and which contract clauses carriers rely on buyers never reading. That knowledge now sits on the other side of the table.

Julie Revard — Sales Manager

21 years at AT&T • 11 years as Strategic Account Lead

Julie managed enterprise customers as the primary AT&T advocate, accountable for the overall relationship and customer satisfaction. Her portfolio included premier organizations across Healthcare, Environmental Services, Manufacturing, and Banking. She specialized in driving business transformation through consultative engagement and delivering technology solutions aligned to each client's strategic goals. Julie brings a unique advantage: she understands what carriers tell you and what they don't around contracting and billing processes. This knowledge now sits on the other side of the table.

Start Here

Read the full case study to see what 31 months of vendor governance produced for a multi-brand retail portfolio across two carriers and hundreds of store locations.

BearstoneLLC.com/CaseStudy

Or contact Bill Henrichs directly to discuss your environment:

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