

Document management leader meets business goals by transferring internal departments to expert CMS partner

In order to reduce non-core activity headcount and turn internal costs into external costs, a leading global document management technology and services company sought to sell both its Queries and Complaints Department and Collection Department to a credit management services specialist. But first the company needed to be absolutely certain the quality and performance would be maintained. Transcom delivered the solution.



Business Challenge

Our client, a world-leading document management technology and services company, provides an extremely broad portfolio of offerings: from color and black-and-white printing and publishing systems to digital presses, multifunction devices, network printers, copiers, fax machines and associated software and support. Our client's services expertise ranges from helping businesses develop online document archives to building web-based processes for personalizing direct mail, invoices and brochures.

Committed to quality and reliability, the document management technology and services company is guided by customer-focused and employee-centered core values, augmented by a passion for innovation, speed and adaptability. For this reason, in satisfying its need to efficiently deal with headcount and costs while maintaining / improving performance, the company sought a creative solution that would ensure operational quality and demonstrate utter respect for its customers and employees.

In Italy, the company contacted Transcom regarding its idea of transferring ownership and management of its Rome Queries and Complaints Department and Rome Collection Department to a specialized, experienced credit management company.

Taking a consultative approach, Transcom held a series of meetings with the document management company and determined that the proposed solution would have to resolve the following key issues:

- Turn an internal cost into an external cost
- Turn a fixed cost to a mixed fixed / variable cost linked to performance
- Reduce headcount by outsourcing non-core activity



CASE STUDY: CLIENT A

- Improve performance / introduce performance management methods
- Improve processes and control mechanisms
- Maintain / improve service quality levels, while continuing to provide the same services
- Avoid frictions with customer base as well as employee conflicts

Transcom's Solution

After thoroughly studying the opportunity, Transcom presented the document management company with a structured offer identifying all of its needs and key performance indicators—and how to meet them. Impressed by Transcom's professionalism, insight and expertise, the company decided to sell the two departments along with their specialized operations teams and equipment to Transcom.

Under Transcom management, new operational processes were defined, better workflow management was implemented, and clear personnel metrics were put in place. These improvements all shared the aim of enabling the Queries and Complaints Department and Collection Department to become more efficient and consistently achieve agreed KPIs.

The transition needed to be seamless for our client's customers. Therefore, Transcom continues to use the client's own systems, dedicates the very same personnel as before, and takes a customer handling approach based on truly knowing the customer. In the Collection Department, for instance, this means performing pre-reminder services for those of the document management company's B2B customers who tend to fall behind on their invoices.

Transcom was also keenly aware that the people played a crucial role in the project's success. Keeping the same office building in Rome, adapting the contracts to the employees' satisfaction, hosting meetings to explain the Transcom brand and company, and establishing performance-based incentives, Transcom has worked hard to reassure, orient and motivate the acquired employees.

Achieved Results

Thanks to the innovative, well planned and well executed Transcom solution, the document management leader has successfully achieved the goals set out at the beginning of the relationship. The internal costs entailed by running the Queries and Complaints and Collection Departments inhouse have been converted to external costs. The fixed cost for year one of the transition was on budget, and starting 2007 our client will see the fixed cost turn into a mixed fixed/ variable cost linked to performance.



CASE STUDY: CLIENT A

The company has also been able to reduce non-core activity headcount while respecting its employees and delivering the same high-quality, personalized service as always to its customers.

With the improvements and incentives introduced under Transcom management, the acquired departments are consistently reaching agreed KPIs such as: percentage of receivables collected (in euros); time allowed for dispute resolution; reduction in the percentage of unmatched invoices; and shortened collection time. And the clear personnel metrics, including the number of complaints handled per day and the amount of euros collected per day, have increased individual employees' efficiency and performance.

Facts: Leading Document Management Company

- A Fortune 500 technology and services enterprise
- Founded a century ago, it has its headquarters in the USA
- Employs over 50,000 people worldwide
- Operates in more than 155 countries
- Customers include small businesses, graphic communications companies, government entities, education institutions, corporate accounts, and firms in document-intensive industries such as healthcare, legal and financial services
- 120 major clients

Facts: Transcom

- Established in 1995 by the Kinnevik group
- Europe's largest geographic CRM solution provider
- The services offered include inbound and outbound customer contact, Interactive Voice Response (IVR), Internet services, legal services, CRM consultancy and Credit Management Services
- More than 13,200 employees in 27 countries across Europe
- Delivers services in 33 languages to over

