

Turnaround Global Services Organization



THOMSON REUTERS
ELITE

Turnaround Global Services Organization - EMEA, APAC

<https://www.elite.com>

Executive Summary

Thomson Reuters Elite is the division selling financial/accounting solutions to the legal market. The Client Services/Global Services department was facing 3 challenges: very poor record of execution and revenue, poor customer satisfaction and expansion/growth of the services business in new regions.

Challenges

1. Services

- a. My meetings with the SVP Client Services and VP International highlighted that the challenges were business, resources and a lack of methodology in EMEA and Asia Pac regions.

- b. My meetings with the managers of each region showed a lack of processes and collaboration with the Sales Team.
- c. The review of the forecast showed a lack of sales approach and methodology during the sales phase.
- d. The skills matrix showed lack of technical and project management resources.
- e. The Asia Pac Team was not performing and looked very isolated.

2. Customer Support

- a. Review of the processes used by the customer support department highlighted a lack of SLA (poor SLA levels that were not tracked by support), Response time and collaboration with the US for a real 24*7 support center.
- b. I have attended one the local user group and the customers were not satisfied by the quality and the speed of responses.
- c. There was only one standard support offering with no options for the customers.

3. Expansion/Growth to new regions

- a. Thomson Elite has a subsidiary in Australia but covering the entire South East Asian market was difficult from Sydney.
- b. Thomson Elite wanted to expand in Middle East but had no local team and no existing business or partnerships.

Solution

1. Services

- a. Established a mandatory methodology for services delivery and pre-sales/bid process to sell the services offering and estimate/evaluate each single project based on an updated methodology coming from the HQ in the US.
- b. The delivery methodology was changed as well as part of the training/induction program for new and existing resources.
- c. The skills matrix helped to define a new recruitment program for both EMEA and Asia Pac – addition of 30 resources.
- d. Global Services meeting scheduled every quarter in each region and weekly calls with managers of the region (which also helped re-establish communication).
- e. Created new offering and revamped the existing ones.
- f. Established exchange program and global meetings within the group.
- g. Created a new pricing list for the services group per region and per country.

2. Customer Support

- a. Changed the SLAs and established new support Offerings (Standard, Silver, Gold and Platinum) with options and new pricing.
- b. Implemented customer service 'best practices' to help the team provide better customer service (email and Phone). Established internal SLAs between groups to improve customer satisfaction.

- c. Created an electronic survey sent to all customers once per quarter to measure the improvement in terms of response times, quality of response and customer satisfaction.

3. Expansion/ Growth

- a. Established new office and resources in Hong Kong to deliver solutions and services to the South East Asian market.
- b. Established partnerships in Middle East and visited prospects.

Results, Return on Investment and Future Plans

1. Services Organization

- a. Increased the size of the team to 80+ resources with technical experts and certified project managers.
- b. Improved the revenue from \$12 to \$16m.
- c. Delivered the largest project with success (3 years for a total of \$12).
- d. Signed new projects with value of several million dollars.
- e. Improved dramatically the quality and the volume of delivery.
- f. Established a bridge of communication between US, Europe and Asia Pacific using the same methodology and all involved in international projects.

1. Customer Support

- a. Recruited additional resources for a

team of 30 resources.

- b. Customer Satisfaction improved by 20% and all resources are measured per month.
- c. Increased the revenue to \$9m with new 24*7 offering for global customers.

2. Expansion / Growth

- a. Improved the revenue by 25% in Asia Pacific.
- b. Increased the teams in Hong Kong and in Sydney.
- c. First project signed in Dubai for a value of \$2m.