



# Supporting Client Success Streamlined OTC Services Improves Customer Experience

*Two healthcare conglomerate subsidiaries choose Solugenix to improve Order-to-Cash (OTC) services with comprehensive customer support solution*

## The Challenge

Two subsidiaries of healthcare conglomerate, Johnson & Johnson (J&J), outsourced their Order-to-Cash (OTC) business processes to an external vendor. The OTC vendor was far from meeting J&J's business expectations and high demands required to align with the sales and marketing needs and initiatives. Particularly in order management, the customer service reps had difficulty keeping up with pending orders, following up on orders, gaining the knowledge required to ensure quality and connecting relationally with customers. This led to poor customer service levels, a large amount of errors on customer orders, inadequate productivity and a daily backlog of orders.

On the Accounts Receivables (AR) front, customer accounts were aging because AR analysts were not able to properly reconcile accounts with the appropriate collections data. The analysts were not able to make the required collection calls and in many cases, frustrated the customers because of the lack of data or information on the accounts. A huge backlog of unrealized revenue built up as millions of dollars in aging grew past 90 days overdue. As a result of the backlog, orders were held daily for investigation causing delays in shipment and impacting the hospitals and physician offices ability to do business.

As a whole, the OTC operations was so broken it impacted the sales organization's ability to close business with customers the team threatening to use other vendor products. It was difficult for the sales and marketing initiatives align with customer orders; In addition, the OTC operations was not able to pass critical SOX compliance requirements, a huge risk to the business. With no end in sight, the vendor's response was to add more headcount increasing costs for J&J.

## The Solution

J&J transitioned the OTC services to Solugenix. J&J requested a very aggressive timeline to ramp up and train over 100 new team members and build-out a J&J approved operations center within Solugenix's Brea support center offices. Solugenix provided comprehensive solutions for Order Management, Customer Master Data Management, Consignment Management and Account Receivables. The solution included hiring the right talent with right attitude for customer service and implementing a leadership structure to ensure team members meet performance goals.

## Customer Profile

Mentor & Acclarent



Mentor Worldwide LLC supplies surgical aesthetic products to plastic surgeons. The company is based in Santa Barbara, California. It produces one of two silicone gel breast implants.



Acclarent is one subsidiary of a large healthcare conglomerate providing ENT medical devices.

## Solution

Solugenix provided comprehensive solutions for Order Management, Customer Master Data Management, Consignment and Account Receivables and exceeded performance goals

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Solugenix's services include a Center of Excellence (COE) model that drives training curriculum and instruction, reports data on individual and team performance and performance enhancing activities, manages call monitoring, and sets up quality processes for compliance audits.

## Benefits

- Improved the business throughput and exceeded service level expectations required by J&J
- 100% of incoming orders are now processed, entered accurately and shipped on time
- Account Receivables aging was significantly reduced with clean-up of extremely aged invoices via write-offs
- Over \$6 million in past due was realized in the first 2 months of stable state operations after ramp up
- Enabled strategic business alignment between sales and marketing
- Fostered strong relationships with regional sales reps and the customers strengthening customer loyalty
- Passed SOX Compliance Requirements, lowering risk of fines
- Reduced attrition rate to 8% (industry standard is 26%)

## Service Highlights

By staffing the OTC service desks with the right people, training, monitoring, and improvement strategies, the customer was able to dramatically improve their customers' experience and perception of their brand.



For more information on how Solugenix can help your organization execute effective Order-to-Cash services, visit us at [solugenix.com/support-centers](https://solugenix.com/support-centers)