

UNICREDIT LEASING CROATIA

Transforming business processes to achieve competitive advantage



ESSENTIALS

Industry

Financial Services

Organization Size

120 employees

Challenges

- Manual, inefficient document processes
- Limited visibility into workflows and performance
- Lack of integration with core leasing system, ERP
- Pressing need to respond to a challenging economy and fierce competitive landscape

EMC Solutions

- EMC Documentum xCP 2.0
- EMC Captiva 6.5

MOLA MOLA Solution

- Business Visualizer 3.0

OVERVIEW

UniCredit Leasing Croatia is the leading provider of automotive, equipment, and real estate leasing services in the Croatian market. Together with Zagrebačka Banka, the company is part of UniCredit Group, which offers corporate and investment banking, small and midsize enterprise banking, retail banking, and other financial services. Zagrebačka Banka serves 1.1 million private and 80,000 corporate customers, accounting for 26 percent of total assets in the Croatian banking sector. UniCredit Group is among Europe's leading commercial banks, with 155,000 employees serving 40 million customers in 20 European countries.

UniCredit Leasing Croatia's 120 employees support the financing of automobiles, trucks, tractors, boats, equipment, and real estate through company headquarters in Zagreb and eight other locations. The organization also reaches the market through nationwide automobile and equipment dealers and more than 100 bank branches.

CHALLENGES: PROTECT MARGINS, IMPROVE SERVICE

Established as an independent nation in 1991, Croatia is a rapidly emerging market, with strong tourism, industrial, and agricultural sectors. The World Bank classifies Croatia as a high-income market economy, and its per-capita "purchasing power parity" GDP stands at 61 percent of the European Union average.

Still, the country's economy struggled as much as any in the years following the 2008 economic downturn. The financial services sector was particularly hard-hit, with many businesses and individuals reluctant to invest in the face of tepid economic growth. These challenges added pressure to what was already a fiercely competitive market, with major international banks vying for their piece of the promising Croatian market.

It is in this demanding economic and competitive landscape that UniCredit Leasing Croatia must operate. The challenge has been to achieve greater efficiencies, protect shrinking margins, and deliver ever-higher levels of service to more demanding customers. All in a segment crowded by no fewer than 25 leasing companies.

In particular, UniCredit Leasing Croatia grappled with document-related processes that were inefficient and disjointed. Incoming and outgoing mail, procurement and invoicing, complaints, underwriting, and other processes lacked clearly defined workflows, end-to-end consistency and connectivity, and realtime visibility.

"We had inefficient processes in which virtually all documents were handled multiple times," says Eugen Paić-Karega, CEO of UniCredit Leasing Croatia. "We also had no real-time ability to understand where a document was at any point in the process. Making process improvements to achieve greater efficiency and effectiveness was of utmost importance to maintaining competitive advantage."



CUSTOMER PROFILE

EMC²

Results

- Significantly more efficient and effective processes for mail, invoicing, complaints, and underwriting
- Centralized document repository, with advanced search capabilities
- Close integration with core ERP system
- Real-time visibility into document workflows, performance, and trends
- Improved responsiveness and service levels to customers and partners
- Ability to reduce costs while maintaining profitability

UniCredit Leasing Croatia's primary objective was to transform its document processes to simultaneously lower costs and improve its responsiveness to customers and partners. The goal was to retain its position as the No. 1 leasing provider while driving greater profitability. The organization also wanted to position itself to respond quickly as the Croatian economy rebounds.

"As Croatia becomes a member of the EU, we expect that to bring new optimism to the market and enable new investments," Paić-Karega says. "The overall economic outlook will begin to change soon. We want to be prepared to take advantage of the emerging market situation."

SOLUTIONS

The answer for UniCredit Leasing Croatia was the rapid deployment of EMC® Documentum® xCP and EMC Captiva®. The solutions allow the organization to intelligently capture documents, apply advanced recognition technology, transform information into usable business data, and connect that information to core systems and processes. They also empower employees and management to automate complex, information-intensive processes, apply realtime monitoring and analytics, drive better business decisions, and deliver higher levels of service to customers and partners.

After an evaluation process of prominent technology vendors, Unicredit Leasing Croatia selected EMC to meet its requirements. "We based our final decision on the quality of the underlying software," Paić-Karega says. "We also looked for flexibility so that we can respond quickly to changing market conditions in the future. It became clear that Documentum xCP and Captiva were the best solutions for us."

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Eugen Paić-Karega
CEO, UniCredit Leasing Croatia

The company worked with EMC partner Mola Mola Ltd., a Croatian provider of business process management and enterprise content management services. Mola Mola used its Business Visualizer tool to capture business requirements and visualize the business processes that EMC Documentum xCP and EMC Captiva would automate. It then implemented the solutions in a phased approach for incoming and outgoing mail, procurement and invoicing, complaints, leasing, and underwriting.

FROM MAILBOX TO INBOX

UniCredit Leasing Croatia started by digitizing and automating its incoming mail. The organization receives a wide range of paper documents, including customer and partner correspondence, leasing documents, proof of insurance, invoices, and other financial records.

As mail comes in, documents are captured in EMC Captiva and intelligently identified with a unique barcode. In this way, documents scanned at the organization's various locations enter a centralized repository. Optical character recognition enables keyword search on document content.

Staff can also use the system to capture data such as invoice numbers directly from the document to act as meta-data to support advanced search. If the document sender is already in the system, staff can quickly access name, address, and other information in the system and apply it to the document.

Staff can also capture and assign relevant financial data such as lease amount, taxes, and currency by using simple drop-down menus. Barcode classification allows the different types of digitized documents to enter predefined workflows in EMC Documentum xCP. The workflows reflect the company's organizational structure, the document types, and the associated data captured along with the documents.

Documents are automatically distributed in electronic form to the appropriate recipients. Items that require review or approval are automatically routed through workflows and escalated as appropriate. Throughout the process, staff can track progress and instantly see where documents reside in the workflow. Managers can access dashboards and reports to monitor performance and understand trends.

ACCELERATING INVOICES AND PAYMENTS

UniCredit Leasing Croatia also implemented an automated process for accounts payable. The process covers tasks around budgets, procurement, incoming invoices, and other payment activities.

When an invoice comes in, it's digitally captured in the system and automatically assigned to the right employee and cost center based on document type. It simultaneously enters a predefined workflow. The document can flow through multiple levels of review and approval as necessary. Once it's approved, the invoice proceeds through the payment process.

Just as important, documents are automatically integrated with the organization's ERP system. For example, EMC Documentum xCP automatically pulls in all client and purchase order data from the ERP system. It also automatically captures and enters approved invoices into the ERP system.

The goal is to eliminate manual data input and minimize the number of times documents are handled. EMC Documentum xCP and EMC Captiva enable a leaner process in which payment documents enter the system once. They can then be tracked and managed end-to-end, with key data digitized and available throughout the process. Approval decisions made at one stage remain linked to the document, avoiding unnecessary reviews and approvals later in the workflow.

Likewise, invoices are linked to budgets in the appropriate organizational unit. If a payment amount exceeds predefined budgetary thresholds, the document is automatically escalated for higher-level approval. Because document data is integrated with the ERP system, the organization's treasury department has real-time visibility into payments for better liquidity management.

The result is significant time savings, better controls, and faster service to suppliers and partners. "We can use Documentum to support the redesign of our invoicing process," Paić-Karega explains. "That will enable us to become more efficient while increasing the quality of service we provide to the suppliers and partners who are part of our value chain. Ultimately, it will allow us to maintain the same level of profitability at a time when margins are being squeezed."

NEW LEASE ON CORE PROCESSES

UniCredit Leasing Croatia reports that deployment of EMC Documentum xCP and EMC Captiva proceeded smoothly and rapidly. To that end, the organization invested time and effort in training and gaining staff buy-in. Employees attended their first training workshop during the testing phase. They were then encouraged to offer feedback on ways to fine-tune the implementation to optimize its effectiveness.

The advantage has been not just digitization of documents but complete transformation of processes. “We’re aiming to have automated, end-to-end processes for every piece of paper that comes into the organization,” Paić-Karega says. “And everything will be linked to our underlying core applications. This will be a significant leap forward in terms of process efficiency and effectiveness.”

Equally important, the organization can monitor its document processes, tracking workflows, trends, and performance. Managers benefit from dashboards that provide easy-to-use graphical views of document types, volume, and trends over time. Analytics let them understand number of documents per employee, where there are workload peaks and valleys, and how staff assignments can be fine-tuned to improve throughput.

Monitoring and reports can be tied to key performance indicators and the organization’s performance-appraisal system. That way, document processing can be linked to performance goals for individual employees and departments. That integration in turn drives faster turnaround and better service to both customers and partners.

FUTURE PLANS WITH EMC

Over the next several months, the company plans to extend its implementation of Documentum xCP and EMC Captiva throughout the enterprise. All managers and staff will have access to the same document capture, workflow automation, core system integration, and process monitoring for such processes as underwriting, leasing, and handling customer complaints. For example, employees will no longer need to directly access the ERP system for handling the underwriting process. That will simplify training, improve control mechanisms, and better protect customer data.

“We are very much looking forward to using Documentum and Captiva not only for incoming mail and accounts payable, but for all of our document processes,” Paić-Karega concludes.

“At that point, from first customer touch to the successful close of the leasing contract, everything will be in the system. That will make our processes significantly more efficient, and it will enable us to manage more customers and contracts without increasing our number of employees. It will also prepare us for the upsurge in the market that we anticipate.”

CONTACT US

To learn more about how EMC products, services, and solutions can help solve your business and IT challenges, [contact](#) your local representative or authorized reseller—or visit us at www.EMC.com.

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The logo for EMC, featuring the letters "EMC" in a bold, serif font, with a superscripted "2" to the right of the "C".