

## Domain Experts Delivering Results

“ Providing excellence in customer experience, smart process design to maximize recoveries, and full support protecting revenue leakage for our clients is our culture. Our Technology and efficiency brought together with VWi domain experts and we deliver the best combination of outcomes for our partnership. Passion to deliver results and exceed your expectations is our mission.



Robert Williams  
Chairman and CEO



## Overview – VWi Introduction



### VWi's Approach Is Connected to Each Clients Agenda and Expected Outcomes



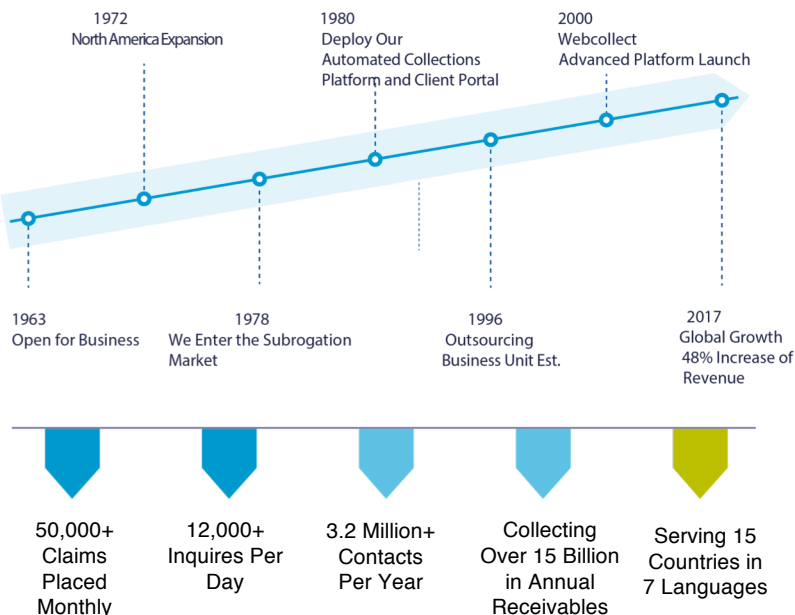
Over 2000 Clients across 4 Business Units with a Vertical Focus: Financial Services, Transportation, CPRD, Manufacturing, Healthcare, and Technology

500+ associates delivering Client value

#### Business Units

- Revenue Cycle Management
- F&A Outsourcing
- 3<sup>rd</sup> Party Collections
- Subrogation

## Our Journey



### Our History of Experts and Technology Investment Has Produced Solid Results for our Clients

- Efficiency improvements in the range of **20% - 30%**
- Removal of manual processes
- Improved customer experience
- Deeper Insights and Analytics
- Automatic workload organization
- Reduced errors' opportunities
- **95%** of queries indexing automated
- **20%** Improvement across financial results

## Sample Case Study: U-Haul International

About U-Haul: Since 1945, U-Haul has been serving do-it-yourself movers and their households. Like many other successful ventures, the concept for U-Haul was generated out of need. After World War II, there existed the widespread need for do-it-yourself moving equipment that would be available on a one-way, nationwide basis. U-Haul co-founders L.S. "Sam" Shoen and his wife, Anna Mary Carty Shoen, recognized that need and acted upon it. Their visionary approach spread the cost of ownership among many users, facilitating the mobility of the populations of the U.S. and Canada. The covered wagon of the pioneers morphed into orange U-Haul trailers. In the process, an industry was born.

**Summary:** Addressing Business Challenges While U-Haul has been a strong player in the business for many years, they had some fundamental business challenges to overcome, according to Andy Esch, Head of Credit Administration at U-haul.

### Fast, Easy Implementation

U-Haul began testing the collections process with VWi by initially sending overtime charges for collection. Within 30 days, the VWi team was successful in fully implementing and collecting on the entire portfolio. Cash flow of aging receivables increased by seven percent in the first month. U-Haul is anticipating this to figure to increase substantially as VWi continues their efforts. "We are extremely pleased with the results that Vengroff, Williams and Associates, Inc. continues to deliver," said Andy Esch. "Without their help, we might just have written off those receivables. They truly are a partner in our collections efforts and have helped us increase cash flow above and beyond our original expectations, which especially in today's economy is critical to keeping our competitive edge." Esch went on to state, "Our U-Haul customers have no idea that VWi is in the background. VWi goes beyond just using our email domain or our letterhead by answering industry specific questions as if they were a U-Haul employee. We are very pleased with VWi's diligence in protecting our brand," said Esch.

Department: Finance, specifically AR and Credit and Collections

#### VWi's Services Used:

- Outbound Collection of Invoices
- Research & reconciliation of disputed invoices
- Cash application and remittance of customer payments
- Invoicing of select customer base
- Insights and Analytics
- Technology and strategy automation

#### Benefits of Outsourcing:

- Process/business excellence - Reduced rate of delinquency – stronger cash flow
- Complexity reduction - Able to itemize every expense associated with collecting receivables
- Access to expertise - Retain staff to focus on on franchise centers
- Leverage supplier's retail POS experience & tools

#### Time Period:

Relationship with VWi began in June 1995 & continuing today as a top 20 Customer of VWi.

The Bottom Line: U-Haul has increased deduction management resolution, cash application and collection results, which has significantly improved cash flow to help fuel continued growth.

### Impressive Technology

Key to the success is VWi's open technology platform that enabled them to quickly tap into U-Haul's receivables data residing in their existing technology to expedite the collections process. Access to VWi's platform and reporting ensures that U-Haul is up to date on the latest activity, without having to devote extensive resources to the project. "VWi not only had the expertise to manage the functional aspects of the AR process, but they also had equally impressive technology to back their domain expertise," said Esch. I literally send a file with my outstanding receivables to VWi and they handle everything from there. I just know it is completely taken care of by VWi."

Into the Future with VWi as a partner, U-Haul is looking to improve on their customer screening process to further reduce collection disputes. According to Andy Esch, "working with VWi is a win-win for me. If I am not thinking something thru, VWi usually has the domain experience and will work with me to find a creative solution. It is a collaborative process that has not been repeatable with any other vendor I have worked with in the past."

## Client Testimonial: Tricon

Operating a successful global business in a challenging global economy is a masterful art. It takes a deep level of experience and collaboration to lead a complex set of requirements with customers and varying financial models. Tricon Energy, an industry leader in global trade and petrochemical derivative distribution engages in such a commercial endeavor through the physical movement and marketing of industrial chemicals and polymers to the global market.

Rodrigo Guillen, Tricon Energy Credit & Collection Analyst, is a key expert in bringing together Tricon and VWi to solve a global issue – How do we locally and globally support our customers and find resources to resolve and collect our invoices? Easy statement to make but not always easily accomplished in such geographic locations as West Africa, Turkey and Congo, among others. These are necessary markets and as a sales focused, growth minded company, Rodrigo and Tricon are making this expansion a success using credit and quality of service as a tool.

So where does VWi come into the equation? VWi's roots started in the 3<sup>rd</sup> party collection space and have expanded globally over the past 25+ years to include end-to-end services and domain expertise in credit to cash. Bundle together a global platform enabling the front-end process (First Party) with 3<sup>rd</sup> Party collections and you have a complete solution of collections and reconciliations in one provider. Tricon recognized this unique capability and quickly tapped into our resources. As Rodrigo stated, "The global expertise and capabilities in credit and collections enabled by technology made the choice to utilize VWi earlier this year a low risk engagement. Their people are the key to our early and impressive results but when coupled with the full depth of a global solution, our results over the past few months have exceeded our expectations."

Finance professionals such as Rodrigo have more options than ever to optimize a crucial area of the financial value chain—credit and collections management.

Increasingly this need for a strong partner in the end-to-end process is needed to cure delinquent receivables while maintaining customer relationships. VWi in this example with Tricon brings three key components: People, Process and Technology. Extensive knowledge and expertise in a tenured team of people, key processes to maximize recoveries with a high level of customer experience and technology aimed at drawing analytics and insights to determine a custom designed collection strategy.

### Empowering the Team

Informed and empowered people form the front line of effective credit and collections management. The trick is keeping the credit and collections team up to date and enabled, particularly as operations grow in size and complexity. Compliance is an area where we as an industry have no choice to be at the top of our game. The others are effectiveness and efficiency; Manual collections processes are filled with routine and non-productive tasks. The right information doesn't always flow to the right places at the right times, so a unique platform coupled with experienced teams are the key ingredients to success.

### Streamlining the Processes

Processes give shape and guidance to a collections team's activities and provide a context for measuring its effectiveness, but business processes aren't always perfect. In the revenue and receivables arena, which culminates in credit and collections, processes are frequently disjointed as they cut across multiple departments and span geographies. Sometimes, certain parts of a larger process get automated, but these islands of automation have to be bridged, and that is usually by strong insights and analysis.

With Tricon, VWi recognized through experience and insights how to structure the processes for effective analytics, communication and productivity. When enabled with industry expertise, the results of everyone playing on the same field - client, partner and customer - success is achieved.

## Client Testimonial: Tricon

### Leveraging Technology for Visibility and Control

Technology can empower people and drive more effective processes, but it takes a platform, not a piecemeal approach. In the collections process, as elsewhere in the financial value chain, the proper implementation of technology can drive end-to-end visibility, improved controls and ensured compliance.

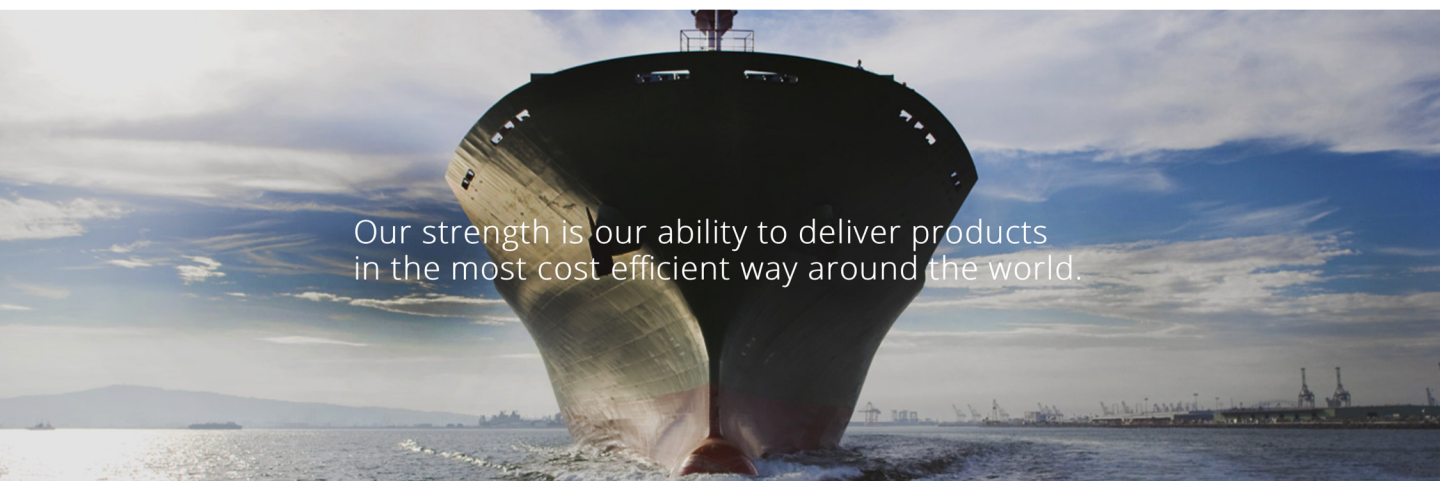
The VWi platform approach provides visibility across disparate information systems and processes by concentrating reliable and timely information in a single spot, thus providing a common source for business process pulse checks and for the application of consistent metrics to measure performance. The platform also enables common technologies to be applied to ensure consistent controls and practices enterprise-wide. Automated workflows to optimally guide team members through complex processes, as well as the automatic application of business rules to enforce policies. Moreover, in centralizing information and automating processes across all relevant systems such as business credit analytics and local payment trends, a platform enabling financial data and decisions to be documented and auditable, thus freeing the focus for the critical role in execution of customer contact and invoice resolution.

### In the collections process, this can all translate into:

Automated company and credit analysis and evaluation of processes: Skip tracing and payment modeling  
Dynamic rules-based account segmentation and country level strategies: Payment probability and risk  
Comprehensive portfolio management and analysis: Identifying areas for continuous improvement  
Collections task prioritization and automation: Using the tools to prioritize collector efficiency  
Automated dispute management and resolution: Workflow to separate disputes for skill set alignment  
Real-time insights, analytics and alerts to keep clients informed: Transparency of the end-to-end process

### The Result is Success

Over the past 6 months, this approach to end-to-end customer management has enabled the company to rack up considerable recoveries, efficiency and flexible benefits. Collections expenses for Tricon have been cut based upon the outcomes generated and by using a contingency fee model. Added value through new process efficiencies have enabled the company to re-focus internal personnel on higher value tasks and allowed for the company to explore more alternate channels to increase sales. For VWi, our collection experts are praised for their creativity and dedication to Tricon and rewarded with expanding scope.



Our strength is our ability to deliver products  
in the most cost efficient way around the world.

## Delivering Experts and Automation

Each Enterprise must navigate through the wide and complex environment of changing customer needs and demographics, increased regulatory requirements, and a conservative risk management climate.

The industry is also facing new market conditions that include a changing competitive atmosphere with new and emerging players, lower growth rates, and a volatile global environment wrought with unprecedented natural disasters in North America which impact construction and bring expansive opportunities.

VWi's Client Engagement Model provides the flexibility and customization required for the large enterprise in your sector. We are passionate about delivering value and outcomes specific to the Ryder Truck agenda.



Innovation



Domain Experts



Delivering Results

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Founded in 1963, with over \$15 billion under its management, VWi is a leading business-services provider relied upon by more than 2,000 global clients to transform their businesses into leaner, more dynamic, agile and efficient operations. With a consultative approach to providing a full range of end-to-end solutions, VWi's enterprise solution team delivers a highly automated and optimized environment for our clients. VWi delivers services globally with a core focus upon onshore delivery under a highly automated managed BPO offering.