



Rick Dijkers, SITA

'Customers should pay because our service was satisfactory'

SITA specialises in a large number of waste-related issues and employs waste specialists in each sector as well as all necessary equipment. This wide range of services and over 2,200 employees make SITA one of the largest waste companies in the Netherlands.

The mission of SITA is based on reliability and sustainability. In short: adopting a responsible approach to the environment and caring for customers, colleagues and company property.

Results

- Bad debt reduced by 50%
- 25% reduction of FTE
- Improved DBO and DSO
- Motivated employees
- Improved quality and service to customers
- Insight for management

Rick Dijkers, Credit Manager SITA Netherlands

- 'OnGuard helped SITA to achieve shorter and more effective lines of communication. Employees share their knowledge which, besides skills, also results in mutual respect and motivation.'
- 'I always talk about customers, not debtors. SITA is service-oriented: the customers comes first.'
- 'We do everything to offer the best service to our customers but, at the same time, try to eliminate excuses they may use to not pay on time.'

Rick Dijkers:

'The time saved in terms of administrative tasks is now invested in customers and relationships with customers, which results in improved customer satisfaction.'



Service as a benchmark

Rick Dijkers is responsible for credit management at SITA Netherlands: 'SITA wants to professionally manage the waste of its customers, thus allowing them to realise their objectives without encountering barriers. My task is to ensure that SITA's order2cash process is arranged efficiently, so the company can focus on its core objectives.' Service lies at the heart of SITA's approach to credit management; DSO or payment deadlines are not specific targets. A customer portal is used to offer SITA customers an insight into their personal status. Dijkers:

'By facilitating a high level of service, we eliminate any reasons customers could use for not paying or not paying on time. I think the ideal situation is when customers want to pay their invoices because they are highly satisfied - because they are pleased with the service they have received.'

Overview

Dijkers addresses credit management in a thorough and sometimes unconventional manner: 'When I started at SITA in 2007, my assignment was to re-organise the division so that customers could gain even more benefits from our services. We already used OnGuard software, but we were able to optimise it and realise even greater efficiency. Within the 15-person team responsible for credit management, each person was responsible for a specific part of the overall process. A general overview was missing and people had a lower sense of responsibility.'

Flexibility

Dijkers describes his principle as follows: 'What does SITA want to achieve and which options are available for doing so? How can I maximise my contribution to the margin of SITA? OnGuard is an important tool in this approach. The flexibility of OnGuard makes it possible to react quickly in a variety of situations. I developed my OnGuard knowledge by actually

using it in practical situations. Every two or three months, I still check whether certain things need to be fine-tuned. I can easily incorporate most strategy changes into OnGuard by myself, so I regard the time and costs saved from not having to use external consultants as a major advantage in relation to other software solutions.'

The right approach

'In my opinion, an OnGuard profile must not be used to identify customers, but to highlight the most suitable reminder strategy for specific customers.' Dijkers believes contact and communication are essential: 'The easy option is to transfer customers to the collections phase when they are unable to pay. I discuss what needs to be done, so customers are actually able to make the payment. This sometimes involves payment arrangements, but I have also been known to instruct one of my employees to help customers obtain their outstanding payments, so they can in-turn pay SITA.'

OnGuard and SAP

When SITA switched to SAP, management assumed that OnGuard would become redundant. Dijkers: 'I feared that flexibility would be reduced and that it would be necessary to call on external consultants for every minor issue. I was able to use a business case to show that time and money could be saved if OnGuard was used alongside SAP, and the two systems now function perfectly side by side. Changes are now transferred from SAP to OnGuard on a daily basis. Besides financial purposes, SITA also uses OnGuard to register and process its complaints. If necessary, we can also use OnGuard to initiate delivery stops.'