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IT-Enabled Services (B): Transworks

TransWorks is an IT-enabled, customer relationship management (CRM) based in New Mumbai, India. The firm was founded in May 1999 by Rizwan Koita and Jagdish Moorjani, two friends who had met while attending MIT. Both had experience with consulting and technology firms and saw an opportunity to build an entrepreneurial venture. Transworks was started with personal and family savings and had an initial focus on non-voice technical support services. Early clients included on-line support for Citibank, Microsoft's MSN network, and American Power Conversion (APC).

The firm had grown to 35 employees in early 2000, when Chrysalis Capital made the first of two investments (totaling \$5.5 million) in Transworks. The expansion capital was used to fund a 350-seat, customer support facility, to move into voice-support services, to recruit a new senior management team (headed by industry veteran Prakash Gurbaxani), and to develop sales and process mapping capabilities in the United States. Business has expanded rapidly over the past three years, with revenues of more than \$8.2 million and cash flow of more than \$1 million in 2002.

TransWorks has had good success attracting multinational customers. Clients include SBC Communications, Citibank, Microsoft, Easylink, j2 Global, Tyco International, CNA Insurance, and APC. Services range from technical support (SBC, Microsoft, Easylink, and APC), outbound telemarketing (Tyco and CNA), to fully-integrated voice and Internet-based customer acquisition and support program (Citibank). The company delivers email-based technical support for Easylink, j2 Global and APC, handling 250,000–400,000 emails per month with a 4-hour service commitment.

The firm estimates that its clients save approximately \$30,000 per FTE per year (\$25,000 vs. \$55,000 on a fully loaded basis) and customer retention has been high.

Transworks currently employs 700 employees and is hiring 50-75 new workers per month. It opened a second, 550-seat facility in January 2003 and plans a third facility for late-2004.



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