



# HCL: Transforming Design-to-Fulfillment Media Operations for UBM

Case Study  
Report Abstract

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## Who Is This Case Study for?

This case study outlines the engagement between HCL and UBM in transforming their fulfillment media operations and is designed for:

- Sourcing and operational managers monitoring the capabilities of existing suppliers of s BPS services
- Vendor marketing, sales, and business managers looking to compare themselves against industry examples
- Financial analysts and investors specializing in the support services sector.

## Key Findings & Highlights

This NelsonHall case analyzes HCL’s engagement with UBM to transform their fulfillment media operations.

This Business Process case study illustrates a number of key aspects. It shows that:

- An initial “lift-and-shift” can be used to finance process and technology transformation
- Segmentation of processes eliminates the need for having specialist skills and increases the proportion of standard “horizontal” activities; it can have a major impact in improving process scalability and reducing process costs
- A common content workflow for print and digital products can make a major contribution to collaboration and reporting as well as work scheduling
- It is possible to move to a variable-cost per transaction pricing model while simultaneously achieving a significant cost reduction.

## Scope of the Report

The report provides details of HCL’s engagement with UBM to transform their fulfillment media operations, including details of:

- The background and UBM’s initial business challenges
- The services provided and nature of the service transformation performed
- The steps undertaken in the transition
- The contractual approach used
- The benefits achieved.



## Contents

1. Summary
2. Background & Business Challenge
3. Proposed Solution
4. Transition
5. Governance Model
6. Results

## Report Length

5 pages