

## ***KRM Imatge Teleworking and distributed working in a media monitoring agency<sup>1</sup>***

### **The challenge**

KRM is a media monitoring company based in the Balearic Islands. As well as national media, it covers local/regional media in the areas where the clients are located. This implies having associates or teleworkers in each of the targeted regions. The company has 13 employees and its clients are mainly regional administrations and large companies although it also works with SME associations.

A major ambition of the company was to open up new markets on the Spanish mainland. When considering new methods of working, the company's principal priorities were:

- overcoming the constraints of insularity whilst minimising the costs of expanding to the mainland
- producing more homogenous reports
- better co-ordination between branches and better co-ordination of project teams
- providing additional services to SMEs
- improved response time to requests from clients

The company also wanted to create a better working environment for team members.

### **The technical solution**

The company installed a 'production' application tailored to the requirements of its day-to-day work. This is used by both teleworkers and office based employees to work as distributed teams on individual projects. Because of the large volume of information handled, teleworkers were provided with ISDN or, where possible, DSL connections. Two freeware applications were also used to remotely control workstations on clients' premises and provide them with online or real-time services.

Some of the company's hardware (e.g. servers, routers, scanners, firewalls) needed to be upgraded to implement and operate the distributed working / teleworking applications.

### **The results**

KRM was able to expand its business to mainland Spain by recruiting teleworkers in each of the targeted regions. This avoided large scale investment in branch offices or the need for existing staff to move to other locations. The teleworking platform recovered its installation costs in 16 months and the company's client base has been extended to include national government.

Now that all staff are using the same application, co-ordination between branches and between team members working in different places has been greatly improved. Reports to clients now have a homogeneous look and the time taken to respond to a client's request has been reduced.

Since the introduction of the teleworking platform staff turnover and absenteeism have reduced significantly. Individual teleworkers spend much less time travelling/commuting and appreciate the flexibility which teleworking offers them in balancing work and family commitments. A number of staff based in the head office in Plama have expressed interest in becoming teleworkers. Managers see teleworking as a way of improving the working environment and maximising the added-value of information exchanges between team members.

Jordi Valls, the manager of KRM says 'What was just a dream for us a couple of years ago has now become a reality. Our market expectations and the scale of our customers have changed radically in just one year. All these changes in our business are the result of the successful implementation of teleworking.'

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<sup>1</sup> A more detailed case study can be found on the website of the IST project 'PROTELEUSES' ([www.cbt.es/proteleuses](http://www.cbt.es/proteleuses)), which analysed the ambitions of a number of SMEs and implemented flexible working solutions addressing the principal bottlenecks preventing the achievement of those ambitions.



## Conclusions

The KRM teleworking platform makes use of commercially available products and is neither state-of-the-art nor particularly complex. However it meets the company's need to support distributed teams handling large volumes of information on a day-to-day basis. It could be applicable to other small companies interested in providing services based on locally focussed information.