

Competitor Profile: iQor (aka Allied Interstate)**Website:** www.iqor.com**Headquarters:** St. Petersburg, FL**Number of Employees:** 35,000**Founded:** 1998**Parent Organization:** iQor Holdings Inc.**Subsidiaries:**

- Allied Interstate, LLC
 - Debt collection agency
 - Headquartered in Columbus, OH
- Legal and Trade Financial Services, Ltd.
 - Accounts receivable service company
 - Headquartered in Preston, United Kingdom
- iQor Canada, Inc.
 - Provider of customer care and interactions, and Business Process Outsourcing (BPO) solutions
 - Headquartered in Montreal, Quebec, Canada
- Cyber City Teleservices, Ltd.
 - Provides dedicated, shared and hybrid call center outsourcing solutions
 - Headquartered in Pampanga, Philippines
- HardMetrics, Inc.
 - Provides on-demand enterprise business analytics and reporting solutions for call center driven businesses
 - Headquartered in Tredyffrin Township, PA
- Legal & Trade Risk Management Services
 - Provides debt collection and credit management services
 - Headquartered in United Kingdom
- National Commercial Recovery, Inc. (DBA Blair & Smith Associates)
 - Debt collection services
 - Headquartered in Diamond Bar, CA
- Collectech Systems LLC
 - Business service primarily engaged in collection payments for claims and remitting payments collected to clients
 - Headquartered in Westlake Village, CA
- First Contact Inc.
 - Specializes in accounts receivable management, customer contact and outsourcing solutions for credit grantors internationally
 - Headquartered in Houston, TX

What Do We Know About iQor (Allied Interstate)

- iQor is a privately-owned business process outsourcer operating call centers around the world.
- It's collection division is known as Allied Interstate.
- iQor is a large player in the Education industry, collecting on both guarantee agency and private student loans.
- We compete with iQor on the ECMC portfolio.
- iQor recently lost its bid for a DOE contract, which resulted in downsizing.

Strengths

- Financial Resources – 35,000 employees
- Outstanding student loan collection capabilities (leader on USA Funds, ECMC and Navient Private Credit Portfolios)
- Analytics Engine: Models that predict a debtor's propensity to pay.
- Compliance Engine: Automated enforcement of dialing rules.
- Data Warehouse: Ability to leverage extensive data warehouse to skip trace debtors with whom iQor may have interacted in another capacity (i.e. first party servicing).

Weaknesses

- Lost Department of Education
- Recently laid off collectors in Columbus, OH
- iQor is a business process outsourcer, meaning it has a lot of irons in the fire. While collections is a large component of its business, one could argue that with all of the recent acquisitions, especially in Asia, iQor has lost focus on accounts receivable management. Allied Interstate (the collections division) is now but one piece of a much larger machine.

Other Important Information

- Call center in New Albany, OH (near Dublin, OH). Gives us the opportunity to poach good collectors.

How Do We Beat Them?

We emphasize our expertise and investment in accounts receivable management. We have experienced first-hand what happens to companies that expand into business process outsourcing; they lose focus on their core competencies. Case in point: EGS (now Alorica). The collections business fell apart as the leadership team focused on expansion in other high-growth areas like first party servicing. With TSI, you will be working with experts in debt collection, focused on driving recoveries.

