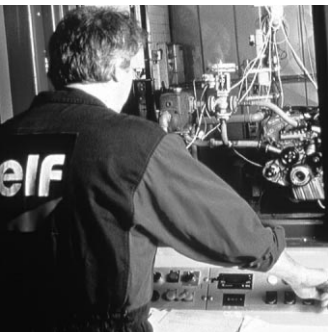


## SAP Customer Success Story



To keep pace with a rapidly changing market, **Elf Lubrifiants** decided to launch a new marketing strategy focused on **mySAP™ Customer Relationship Management** and based on call center technology. The company chose **mySAP™ CRM Interaction Center (IC)**, which helped it reduce costs and dramatically increase customer satisfaction.

**elflubrifiants** 



## ELF LUBRIFIANTS

**ELF LUBRIFIANTS IS LAUNCHING A NEW CRM-CENTERED MARKETING STRATEGY WITH mySAP™ CRM**

“We had scarcely finished implementing SAP® R/3® in early 1998 when market developments forced us to conduct an in-depth re-examination of our marketing organization,” says Benoît André, project manager with Elf Lubrifiants. At that time, Elf Lubrifiants, the leading player on the French lubricants market, was facing a sharp reduction in both sales and margins in the European car markets. This slowdown was due to improved engine technology, which eliminated the first oil change for new cars and increased the intervals between subsequent oil changes. As a result of these developments, car manufacturers’ specifications became increasingly stringent and competition much keener. At the same time, a number of partnerships and mergers in the oil sector took place – including Exxon and Mobil, BP and Amoco, Totalfina and Elf – resulting in a smaller number of suppliers and a more global market.

## RESTORING PROFITABILITY

“In early 1999, we decided to modify our marketing organization in order to reduce costs and improve our market focus,” says André. “Our aim was to consolidate our positions in Europe, concentrate and build up our business in growth sectors, and, above all, restore profitability.” The project involved reorganizing the company’s sales administration, by replacing the four regional divisions with a single national department, and significantly reducing the sales force on the ground. Following a consultation regarding its marketing strategy, Elf Lubrifiants decided to make up for this staff redeployment by setting up a call center to process customer orders and complaints. The company chose May 1999 as the opening date for the call center, which was to be located in Nantes.

In February 1999, Elf Lubrifiants drew up specifications for the center and put out a call for tenders in order to find an integrator. “We decided on Andersen Consulting, which had been the integrator for our previous SAP R/3 project. This choice was based not only on its in-depth knowledge of the SAP environment (our back office), but also on their professionalism and their tried-and-tested project management methodology, a key feature of which is the transfer of skills,” says André. With help from the consulting firm, the internal project team set about looking for the tools and software required for the call center.

## EFFECTIVE BACK-OFFICE INTEGRATION

The team quickly singled out Lucent to provide the PABX layer, and selected Genesys for the telephone-IT interface. On the software side, a number of competing tools were compared, including the mySAP™ CRM Interaction Center offering, which, at the time, had just been launched. “The Interaction Center was still very young and was definitely neither the prettiest, nor the most advanced,” says André. “Nevertheless, we chose it, because we wanted to give priority to total front office-back office integration, thereby avoiding the need for an intermediate database, with all the attendant feeding, interface, coherence, and integrity problems. Also, mySAP CRM Interaction Center provides all the essential functions, including intelligent routing of calls to the most suitable operators, display of the back-office customer sheet on the operators’ screen when they take the call, and personalized profile-driven access to SAP R/3 transactions to allow the customer to place an order during the call.” The mySAP CRM implementation took place between June and October 1999.

**“In early 1999, we decided to modify our marketing organization in order to reduce costs and improve our market focus. Our aim was to consolidate our positions in Europe, concentrate and build up our business in growth sectors, and, above all, restore profitability.”**

*Benoit André, project manager with Elf Lubrifiants*

## **A FORWARD-LOOKING INTEGRATOR**

“Four key factors helped us keep to the deadline and stay within our budget,” says André. “First, we had good-quality specifications based on in-depth analysis by users and backed by a quality assurance plan. Second, we opted for front office-back office integration. Third, we had highly motivated users and supervisors; and, fourth, there was Andersen Consulting.

After “going without” for five months, the operators were more than happy to get their hands on mySAP CRM, which was powerful and easy to use, with many time-saving automatic features. “Once they got over the initial surprise, our customers were delighted, and we didn’t lose a single one! They can now use the same number to place an order, make a complaint, or simply ask for information. They really appreciate the quality of service, and consider the call center highly professional,” says André.

**“Once they got over the initial surprise, our customers were delighted, and we didn’t lose a single one! They can now use the same number to place an order, make a complaint, or simply ask for information. They really appreciate the quality of service, and consider the call center highly professional.”**

**Benoît André, project manager with Elf Lubrifiants**

## **BUILDING CUSTOMER LOYALTY THROUGH QUALITY OF SERVICE**

The call center proved to be the right choice for Elf Lubrifiants, with orders taken by telephone costing 90% less than those

taken on-site. The implementation also led to a considerable reduction in marketing costs and an increase in customer loyalty.

“We always thought that on-site visits were the way to build customer loyalty. With mySAP CRM, we’ve learned that quality of service can be effective, too – thanks to short answering times, operators who are familiar with their customer portfolios, and, above all, good marketing organization and optimized, well-structured

back-office logistics. SAP R/3 and mySAP CRM give us all those ingredients,” says André. “With Totalfina and Elf merging, this upgradeable call center, which is at the cutting edge of market-driven CRM strategy, is set to light the way for future initiatives.”



**SAP AG**

Neurottstraße 16  
69190 Walldorf  
Germany  
T +49/1805/34 34 24  
F +49/1805/34 34 20  
[www.sap.com](http://www.sap.com)

**At A Glance**

<b>SAP solution components</b>	- mySAP CRM Interaction Center - SAP R/3 (including financials, controlling, materials management, sales and distribution, and production planning)
<b>Hardware platform</b>	Compaq
<b>Operating system</b>	Digital servers running Unix
<b>Database</b>	Oracle 8
<b>Number of users</b>	40