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Claude Bercq, Sales Director, CONDAT

AT A GLANCE

Summary

CONDAT, a high-tech chemical producer based in Chasse-sur-Rhône, France, is revamping its IT system to support a new customer-focused strategy. The mySAP™ Customer Relationship Management (mySAP CRM) solution integrates CONDAT's sales operation with other group processes, enabling the capture and full use of customer data.

Web Site

www.condat.fr

Key Challenges

- Implement mobile sales functionality for all employees involved in customer relationship management (CRM)
- Simplify integration of business processes and increase process reliability

Project Objectives

- Enable a customer-focused approach to business processes in order to evolve from a sales strategy based on products into one based on markets
- Capture key customer data and make it available for use throughout the enterprise
- Standardize operations of a complex sales organization

Solution and Services

mySAP CRM

Why SAP® Solution

Desire to streamline process integration and improve reliability through complete migration to SAP® solutions

Implementation Highlight

Solution progressively rolled out to 100 sales representatives and all other staff involved in CRM, including marketing, customer service, and logistics

Key Benefits

- Greater sharing of customer information throughout the group
- More effective marketing due to greater ability to segment customers
- Improved opportunity for sales force to manage timetable, prepare for customer visits, and track sales results
- More and better information flowing to production and financial managers, enabling better sales forecasts

Implementation Partners

- SAP Consulting organization
- T-Systems

Existing Environment

Enterprise resource planning component of the mySAP Business Suite family of business solutions

Database

Oracle

Hardware

Dell, Microsoft Windows NT/Intel

Operating System

Microsoft Windows NT/Intel

CONDAT

mySAP™ CRM Helps Ease Transition from a Product Strategy to a Market Strategy

The CONDAT group, headquartered in France and comprising 10 companies worldwide, is a leading manufacturer of high-tech chemical products, specializing in industrial lubricants and wood treatments. The group employs 380 people and achieved revenue of €85 million in 2005 (not including the U.S. subsidiary).

CONDAT has always based its sales strategy on varied product offerings with a high degree of differentiation. To strengthen its competitive position in the worldwide marketplace, the group decided to focus on gaining more insight into its customers and improving the quality of its customer service. Accordingly, in 1998 CONDAT began the shift toward a customer-oriented business strategy.

The group's first priority was to optimize and streamline its industrial processes to better manage demand. To meet this goal, CONDAT replaced its proprietary, heterogeneous IT system with the enterprise resource planning (ERP) component of the mySAP™ Business Suite family of business solutions, which improves resource and demand planning.

Making Customers Central to Business Processes

“Following this, our next priority was to place customers at the center of our business processes by evolving from a manufacturing approach into a customer-oriented approach,” explains Guy Chemisky, IT director at CONDAT. “We needed time to digest our previous SAP project, which is why we didn't embark on a customer relationship management strategy until 2000.”

The group chose the mySAP Customer Relationship Management (mySAP CRM) solution. Why mySAP CRM? “Because we wanted to simplify the integration of our processes and increase their reliability – from demand creation to invoice creation – by migrating everything to SAP software,” says Chemisky.

Implementation of the mySAP CRM mobile sales functionality took the efforts of three parties: CONDAT, the SAP® Consulting organization in France, and T-Systems. In the early stages,

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the project seemed out of sync with users’ expectations; in particular, the CONDAT sales representatives had high hopes for immediate integrated messaging, site visit reports, customer data sheets, and price quotes. At the end of 2001, when these hopes were not yet realized, CONDAT was concerned – but SAP Consulting never stopped working. “We appreciated SAP Consulting’s professionalism and respect for its customers,” Chemisky emphasizes. “When others would have left us out in the cold, smaller customer that we are, SAP France instead doubled the number of consultants assigned to the project, convincing us that they had every intention of achieving success.

“We also owe the implementation’s success to T-Systems, who did a lot more than just help us – they really dug into our company and its problems,” Chemisky explains. “Their involvement goes back to the ERP project. We appreciated T-Systems because of their size (they’re about the same size as us), their proximity, and the fact that they understand small and midsize enterprises and share our values – in particular our project management values. Simply put, we were so happy with their performance that we wanted to involve them in this part of the project, too.”

Sharing Customer Data Enables Transition to Market Strategy

In November 2002 the project got off to a fresh start. By June 2003 the solution was up and running, and by September it had been deployed to a group of 20 representative users. Between September 2003 and June 2004, the solution was progressively rolled out to 100 mobile sales representatives and all of the other people involved in customer relationship management: marketing, customer service, and logistics specialists.

Even though it is not fully operational yet, the mySAP CRM mobile sales functionality has already changed the way people work at CONDAT and is clearly helping the group transition from a product strategy to a market strategy. “Because we manage thousands of clients in very different markets, our business generates a flow of extremely important information. Before mySAP CRM, that information never went beyond the department it was generated in,” says Claude Bercq, sales director at CONDAT. “Making mobile sales functionality available to our sales representatives (who make up one-third of the staff) and to other departments has enabled us to

capitalize on customer information in a way that goes far beyond the SAP solution's administrative functionality. Now we can follow our customers throughout their development: we know what was said at the last meeting, we can share the notes that were taken, and we know what state their machine shop is in."

This is critical information – the kind that can be used to personalize contacts and take a customer relationship to a much higher level. With shared information, a CONDAT product manager can now quickly access the latest product development test report, and the logistics department can now be involved at the beginning of contract negotiations.

Better Information Helps Sales Team, Forecasting, and Marketing

Using mySAP CRM will help CONDAT standardize the operating modes of a complex sales organization that is structured by markets and geographic sectors. The mobile sales force, which is significantly taking advantage of the solution, is an avid supporter. Sales representatives appreciate being able to better manage their timetables; prepare for customer visits by arming themselves with relevant information; run price quotes in front of the customer; and find out if and when an order was placed after a visit – without "disturbing" their assistants. And in turn, the information that the sales representatives produce will enable production and financial managers to create trend-based sales forecasts. Finally, more information will lead to better marketing. In addition to a better marketing approach, mySAP CRM will provide CONDAT with fundamental information relative to the productivity and cost of commercial activity, by market, territory, and customer. It will be a strategic tool for

defining the commercial objectives and price policy and for managing the team. "The flexibility of mySAP CRM will enable us to improve the segmentation of our customers and, in particular, to identify our customers by market, which is very important when the same customer is present in more than one market," adds Bercq.

Chemisky concludes: "We're progressing slowly, but we do have the support of the users, who see the potential of the mobile sales functionality. If yesterday's performance was based on the technical quality of our products, we know that tomorrow's performance will be based more and more on a real understanding of the market and how effective we are in meeting our customers' expectations."

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