IBM

Moeller switches to responsive customer relationship management solution from IBM and Siebel.

Overview

■ **Challenge**

Mobile sales agents for electrical equipment manufacturer Moeller could not access information easily or respond to customers' questions, leading to frustration for clients and a potential loss of business for Moeller

■ **Why Become an On Demand Business?**

Moeller wanted to be more responsive to its customers by giving mobile agents the tools that would allow them to answer clients' questions quickly and accurately

■ **Solution**

Integrated customer relationship management (CRM) processes supporting mobile workforce enabled Moeller to respond to customers effectively in realtime, enhancing customer satisfaction and protecting market share

■ **Key Benefits**

– Improved customer service
– Reduced costs
– Increased productivity and sales performance

In addition to providing innovative electrical industry supplies, Moeller also makes its test laboratory in Bonn available to customers for automation and power distribution tests.

While telecommuting can help a business streamline its operations and cut costs, it can also hamper communication and collaboration if the right tools are not in place. That was the drawback that Bonn, Germany-based Moeller Deutschland (Moeller) recently faced with its decentralized workforce.

With 11,000 employees worldwide, Moeller (*www.moeller.net*) is a major player in the global electrical industry. In its main line of business—manufacturing and distributing industrial equipment

"When agents started working from home, they could no longer exchange pertinent information in the halls or route paper forms through the office. As a result, we had become less responsive, and feared we might begin to lose business."

—Matthias Bieniek, Sales Department Project Manager, Moeller Deutschland

"The powerful combination of industry-leading CRM products from Siebel and unmatched e-business expertise from IBM has given our sales force the agility it needs to provide faster, more responsive service. We are confident that these attributes will lead us to even greater business success in the future."

—Matthias Bieniek

and switches for production and construction automation — it serves large automobile manufacturers such as Ford and Audi, as well as midsize companies in the electrical and construction industries.

When Moeller decided to reorganize its sales force and redeploy sales agents from their homes, the informal, face-to-face communications network agents had been using no longer functioned effectively, leading to dissatisfied customers — who could not get answers to their questions — and a sharp drop in agent productivity company-wide. Moeller was concerned that it might begin to lose its electrical industry customers and the revenue they generated.

For years, Moeller's sales infrastructure had been organized in autonomous regional and local offices. Because these offices were small and had a close-knit culture, sales agents and managers could function effectively with ad hoc communications methods, such as memos, face-to-face discussions, phone calls and faxes. If a particular sales agent was unavailable when a customer called, another agent could field the call by grabbing the appropriate customer file folder. And, if a service-related question came up, the sales agent could simply call across the hall to the service department for an answer.

However, to gain proximity to customers and to lower overhead costs, Moeller eventually closed many of these locations and deployed its sales force from their home offices. That, says Matthias Bieniek, sales department project manager at Moeller, is when it became apparent the company's informal communication and collaboration system needed to be reorganized and supported by a new information system to ensure consistent productivity.

"When sales agents started working from home, they could no longer exchange sales contacts, cross-selling opportunities or other pertinent information in the halls or route paper documents through the office," Bieniek recalls. If an agent got a call from another agent's customer, the agent on the line had no immediate way to access the customer's sales or service history and could do little more than take a message. Delivering excellent customer support across Moeller's internal division borders was an extensive and difficult process.

Moving sales agents offsite also created a gap between them and Moeller's product service department. Answering queries about complaints or repair tickets was very difficult for sales agents, which often led to long and unsatisfactory response times. "Decentralizing our sales force exposed the flaws in our informal business processes," says Bieniek. "We were concerned that we might begin to lose customers to our competitors."

To address the challenge, Moeller needed to transform its disjointed sales and service processes to allow agents to be able to respond instantly to customer questions. "We wanted to deliver the quick, proactive service our clients expect in the competitive industrial equipment marketplace," Bieniek says.

The company also needed a technology partner with the qualifications to help Moeller select, deploy and support the solution, says Moeller IT Department Project Manager, Uwe Theis. "By teaming with a reliable industry leader, we could be assured of a solution backed by advanced technological know-how and strong implementation experience," he notes.

Common customer view, accurate information

Working with IBM Business Consulting Services, Moeller deployed an enterprise-wide customer relationship management (CRM) system for electrical equipment customers that gives sales and service agents the necessary realtime tools to improve productivity and provide instant answers to customers, while strengthening the company's competitive position. Data gathered during phone conversations or at trade shows — such as customer contact history and service requests — are now available to sales and service teams within seconds, rather than taking days or longer.

Sales tools such as collateral, competitive intelligence and external knowledge bases are accessed in realtime. "Our sales agents manage sales pipelines, create customer quotes and proposals, easily configure complex products and provide responsive service and support — all with significantly greater speed and agility than was previously possible," Bieniek notes.

Moeller also deployed a field service automation system that integrates with any service-related information that sales agents have entered, as well as with scheduling, shipping and receiving data, depot repair details, parts logistics, and inventory and invoicing data. Essentially, information sharing between sales agents — as well as between sales and service departments — is seamless.

Consistent information base

At the core of the company's new CRM system, IBM Business Consulting Services implemented Siebel Sales Enterprise in Moeller's sales divisions and Siebel Field Service in Moeller's service departments. Both run on Intel-based servers and are part of the Siebel suite of CRM solutions. Later, IBM Business Consulting Services implemented additional CRM functionality for Moeller's marketing department, to support mailings and trade show responses. Now, from its contact center in Cologne, representatives can address customer requests that come in by fax, phone, e-mail or the Web site by inputting relevant information into the Siebel applications.

Key Components

Software

- Siebel Sales Enterprise
- Siebel Field Service

Services

- IBM Business Consulting Services

IBM Business Consulting Services integrated the Siebel solution with Moeller's existing enterprise resource planning (ERP) system, SAP R/3. Integrating the CRM and ERP systems allows sales agents using the Siebel system to access SAP R/3 information using mobile replication mechanisms, when and where they need it. For example, they can use customer-specific pricing quotes or product data as they process orders. "By integrating our Siebel and SAP solutions, we have a consistent base of information that provides our entire enterprise with a common customer view based on accurate information," Bieniek says.

Excellence in strategic alliances

Moeller turned to IBM Business Consulting Services for help in selecting and deploying its CRM solution largely because of its positive past experiences with IBM's business transformation and e-business integration services, according to Bieniek. "We were impressed with the excellence of IBM's strategic alliance program, which offers its customers the benefits of joint e-business offerings with leading independent software vendors such as SAP and Siebel," he says. "Thanks to IBM's global experience in large-scale IT project implementation and its expertise in Siebel solutions, we were able to quickly and cost-effectively implement a comprehensive solution that exceeded our requirements."

Before choosing Siebel software, Moeller also evaluated CRM solutions from Baan and TPS Labs. Siebel was the most attractive solution for its integrated field services. "Siebel provided

a complete solution to enable our mobile sales and service professionals to deliver superior customer support," says Bieniek. "This has improved our productivity and enhanced our customer loyalty."

Responsiveness and agility drive business success

Moeller's new solution has brought obvious benefits, Bieniek notes. "Our IBM and Siebel solution has significantly increased our responsiveness to customers, accelerating turnaround time for all of our sales and service processes," he says. "IBM and Siebel have helped us enhance and streamline communication across our sales force and between our sales and service teams, allowing us to reduce our cost of sales, heighten productivity and greatly increase customer satisfaction. Our sales performance has actually improved in comparison with our former, onsite sales force model."

Bieniek concludes: "The powerful combination of industry-leading CRM products from Siebel and unmatched e-business expertise from IBM has given our sales force the agility it needs to provide faster, more responsive service. We are confident that these attributes will lead us to even greater business success in the future."

For more information

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