



RENOIR CONSULTING

CASE STUDY

Case Technology

A recent MBO from British Telecom, Case Technology in London, found itself with an old product in a fast moving industry and a customer base that expected excellent and responsive service. As a hedge against Y2K, Case decided to install a BAAN ERP system to eliminate potential problems and shore up its ability to be more responsive to customers. Case's Managing Director, an IT veteran himself, knew, too well, that IT programs, and particularly ERP installations, were prone to cost overruns and delays. He also knew that the business needed to, more effectively than ever, move forward and not get bogged down by the demands of the ERP installation. To assist in this regard, he asked Rembrandt Consulting, the UK arm of the Renoir Group, to help project manage the ERP installation while concurrently assisting his Sales & Marketing team with their progress.

OVERVIEW

Case Technology was a leading manufacturer of Wide Area Network (WAN) products in Europe. Formerly part of BT, Case had over 25 years' experience in the design and manufacture of award winning products that specialize in the efficient integration of voice & data.

Case's portfolio was made up of proven, established products, most of which were in the last quartile of their product life cycle. The overall sales figures were in decline and orders were not large enough to fully utilize the production facilities. The requirement was to focus the marketing & sales teams on increasing the market share for the existing products, in a falling market. This meant maximizing revenues of existing channels and the identification and setting up of new channels.

Case was also in the process of implementing a Baan enterprise system.

FOCUS PROCESS™ & IMPLEMENTATION

Rembrandt was asked to drive improvements through marketing and sales, as well as project manage the BAAN implementation.

To ensure project success, it was essential to develop the management team's ownership and clarify their part in achieving

the company objectives. Case-Rembrandt teams identified and aligned departmental objectives with the company objectives. Key performance measures and targets were agreed, which formed the basis of new Balanced Scorecards.

Marketing

The objective was to generate a greater awareness and positive interest in Case products. The marketing organization structure, roles and responsibilities were realigned to focus on these activities, providing a focus on the management of products and their strategies, including detailed planning and follow-up of product campaigns to achieve measurable results. New, balanced scorecards and review mechanisms were established.

Sales

The objective was to increase the level of value-adding sales activity by creating a greater degree of visibility in salesmen activities. Formal processes were defined and installed to ensure all marketing leads were captured and followed up and the average number of weekly sales meetings per salesman increased by 50%.

Baan

The objectives for the installation of Baan were twofold: to have a Y2K compliant and more reliable system. It was evident that the

BAAN benefits were not clear nor understood.

Accordingly, Rembrandt focused on management of the installation to ensure that key progress targets were met and identification and agreement of the quantifiable benefits that the Baan project should bring to the business.

"The new review process has made it easier to review my sales managers. It is more objective and encourages a greater level of feedback to generate more effective corrective actions and tactical decisions." Sales Director

Key Results

- 50% increase in qualified sales leads
- Significant EFQM improvement
- On-time, at budget BAAN installation

THE CAPACITY TO SEE
THE POWER TO CHANGE