



Necessitated revision of the CRM strategy for sales

B/S/H/

Customer

BSH Bosch und Siemens Hausgeräte GmbH

Industry

Industry

Company profile

In the home appliances sector, BSH is the market leader in Germany and Western Europe, and one of the top manufacturers worldwide.

Role of ec4u

ec4u worked with BSH to analyze the specific issues and evaluate the arguments deemed necessary to reach the basic decisions. It recommended an appropriate modular template and CRM solution, and followed up by defining criteria to assess the success of a CRM pilot program.

Benefitis

The CRM strategy for sales that was developed served as the foundation for revising BSH's CRM strategy.

Changed conditions in countries served by BSH resulted and its experiences led to the decision to revamp the CRM strategy for sales by introducing a self-developed solution that now used in specific areas. Moreover, the country divisions of BSH demanded an accelerated roll-in, especially with implementation of a CRM solution that would optimize the cost-benefit ratio.

BSH Bosch und Siemens Hausgeräte GmbH is the result of a 1967 merger between Robert Bosch GmbH (Stuttgart) and Siemens AG (Munich). This group is active globally, generating revenues of over € 8.8 billion in 2007. BSH now has 43 factories in 14 countries spread across Europe, the US, Latin America, and Asia. BSH has a worldwide network of 70 sales and customer service companies based in over 40 countries, with a staff of roughly 39,000.

This group's rigorous policy of quality and innovation defines its activities and growth. A long-term CRM strategy is one of the key elements necessary to meet its goals.

STATUS QUO: CHANGED CONDITIONS IN REGIONAL MARKETS, DESIRE TO SPEED UP THE ROLL-IN, AND LESSONS LEARNED

The changed conditions and the desire to speed up the roll-in necessitated a revised CRM strategy. Experience with the self-developed solution indicated that a roll-in with this solution would be time consuming.

THE CRM REQUIREMENTS WERE MAPPED DURING THE PROJECT

The BSH divisions placed significant emphasis on the cost-benefit ratio of a CRM solution, in terms of a rapid ROI and a cutback in roll-in costs. It was also necessary to reduce the degree of complexity for sales and marketing processes through standardization, in order to shorten the cycles for roll-in of the CRM solution at country divisions.

It was also preferable to implement the CRM solution in the short to medium-term at these divisions. Consequently, success in the divisions

depends on mapping the core processes in the CRM solution, and ensuring that the latter is simple to operate.

DEVELOPMENT OF A CRM STRATEGY FOR SALES

ec4u worked with BSH to define the issues of relevance for the basic decisions on CRM, based on relevant CRM requirements:

- Selection of a strategic CRM framework based on the requirements of a forward-looking CRM solution,
- Definition of a standardized and binding modular CRM template for the regional

"The new conditions in regional markets and the desire to accelerate the CRM roll-in called for revision of the CRM strategy for sales. ec4u played a significant role by working on the underlying basic decisions for the CRM strategy."

Matthias Frenzel, Sales Processes and CRM, Bosch & Siemens Hausgeräte GmbH

markets, with reference to CRM processes,

- Decision between on-demand versus on-premise CRM,
- And selection of a CRM solution that helps cut costs and complexity, and speeds up the roll-in cycle times.

DEVELOPMENT OF A CRM STRATEGY FOR SALES

In a subsequent phase, a CRM pilot program measured the success in operationalizing the CRM strategy. ec4u worked with BSH to define the factors for determining the success of the pilot program, in order to facilitate follow-up decisions.