

CASE STUDY

Infosys helps Outotec *enhance customer satisfaction*



Abstract

Outotec - A leading global provider of process solutions, technologies and services for the mining and metallurgical industries wanted to synergize the functioning of its business units. It adopted the 'One Outotec' approach to harmonize the scattered processes in order to serve its customers better. Infosys partnered with Outotec in creating a harmonized infrastructure and shifting to a better business model for Customer Relationship Management (CRM).

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Overview

Outotec Oyj is one of the world's leading providers of process solutions, technologies and services for the mining and metallurgical industries. It operates through multiple business units covering the entire production chain of processing minerals to metals. Each of the business units operates almost independently, using its own systems and processes. The company realized that in order to retain its leadership position in the market, it needed to synergize the functioning of these units. It decided to revamp the CRM system across the business divisions so that it could manage its vast customer base across different geographies and market areas in a better way.

THE COMPANY - AT A GLANCE

- Shares listed on NASDAQ OMX Helsinki
- HQ in Espoo, Finland
- 539 patent families and a total of 4575 national patents
- Invested EUR 20.5 million for the year 2009
- 3,128 employees in 21 countries

Business Challenges

Outotec has always been a frontrunner in deploying new technology and processes to meet its business requirements. However, its existing system needed improvement in some key areas:

Need for improved business Synergy: Outotec's business units were functioning independently in different geographies using different systems for day-to-day business. Being part of the same industry, they had a number of common customers and similar needs that could be managed more efficiently through a unified CRM system.

Challenges taking Strategic Decisions: In order to improve decision-making and implement strategic initiatives at the corporate level, there was a need for better internal collaboration amongst its business divisions.

Limited access to Internal Knowledge: Critical knowledge that resided with the end-users could not be shared across the organization effectively.

Challenges with Customer Insight: In order to improve its services, the company

required a global application that could provide a 360-degree view of the customers.

Limitations with existing CRM Model: The business needed a more user-friendly and flexible CRM model that could easily accommodate each business division's diverse needs, unique culture, locations and other business demands.

Solutions Approach

Infosys, together with its partners in Finland: Oracle and Csolutor Oy, worked seamless with the client teams to design an optimum IT solution for Outotec. Firstly, The Infosys delivery team made a detailed assessment of the business requirements and examined various options before arriving at the conceptual architecture. The options were weighed in terms of ease-of-use, speed of implementation, cost effectiveness and industry best practices. The processes were prioritized based on user needs, benefits and technical complexity. Using industry standards and its proven Global Delivery Model (GDM), Infosys designed a solution

that facilitated harmonization.

The agreed solution was then built on a more proactive business model -the traditional Oracle CRM 'On Demand' was replaced by Oracle's Siebel 'On Premise' (Oracle Siebel Sales ver. 8.0.0.5). This not only made the sales cycle much faster, but also provided more flexibility in interacting with customers, lower running costs and higher economies of scale. It equipped sales professionals with tools and information to manage sales opportunities, customer demands, products and competition in a much better way. It had a user-friendly interface with more features that could also be used offline.

A systematic approach was followed to ensure buy-in from business users to adopt the Siebel 'On Premise' solution. In the first phase, basic day-to-day business functionalities were deployed. Business users were involved in further enhancement of the application keeping their needs and ease of use in mind. The implementation was scalable, replicating the same functionalities for other business units as well.

What is the need for a CRM solution?

A CRM solution provides business executives and managers the ability to monitor, analyze, and act upon intelligence in real-time while providing end-to-end visibility into the company's operations and financial performance. The on-premise CRM solution gives customers the confidence of an assured long-term user-adoption.

Oracle CRM On Demand solution is a pre-packaged CRM solution hosted by an external provider. The same instance of the CRM package may be shared between multiple customers, but it is limited by high running costs and low economies of scale.

In Oracle's Siebel CRM On Premise, the company buys a CRM suite like Siebel and customizes it to meet its requirements. The application is installed on the customer's premise ensuring low running costs and high economies of scale.

Keeping in view the specific business needs and user requirements, Infosys developed customized features and applications that could cater to most of the customer-related requirements. The solution was implemented worldwide in a phased manner using the Software Development Lifecycle (SDLC) framework. The scope of the project was expanded from design to development and support functions as well.

Benefits

Infosys brought its in-depth knowledge and industry experience to the partnership. Some of the key benefits that have been achieved through the revamped CRM system are:

Harmonization across Unit	All Outotec different units globally have been integrated and connected onto a common platform through harmonized processes and systems. This momentum has helped achieve the 'One Outotec' approach.
Remote Management	The solution allows users to work offline anywhere, thus lending greater flexibility to managing customers from any location.
Enhanced Usage	With improvement in CRM design and user-friendliness, the number of active business users has gone up.
Customer Satisfaction	The new system enables the company to manage its customers, prospects and sales opportunities much more effectively. As a result, customer services have improved significantly and there is greater scope for customer satisfaction and retention.
Better Revenues	With an improvement in its ability to manage customers better, the company expects to increase total solution sales to its customers.
Increased Efficiency, Lower TCO	Increase in overall efficiency and performance of the CRM system has helped the company reduce the total cost of operations.

Customer Says

With the implementation of the new CRM Sales system, Outotec is able to achieve process harmonization and serve its customers better because it will make the sales cycle easier to manage by sharing our knowledge globally. This has given us the momentum to achieve our vision of 'One Outotec' and enable us to provide the right solutions at the right time and cost. Infosys did a great job for us.

Lauri Lenkkeri, Senior Manager, Market Operations, Outotec Oyj

For more information, contact askus@infosys.com



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