

## Binda's Retail Partner Relationships Sparkle Using Siebel Consumer Goods



Binda  
Milan, Italy  
www.bindagroup.com

**Industry:**  
Consumer Products

**Annual Revenue:**  
US\$190 million

**Oracle Products & Services:**  
Siebel Consumer Goods

**Oracle Partner:**  
Deloitte Consulting S.p.A.  
Milan, Italy  
www.deloitte.com

*“Following the deployment of Siebel Consumer Goods, we now resolve more than 80% of inquiries the same day. Up to 50% of all inquiries are also resolved immediately by the front-office team, without referral to the back office.” – Loredana Fontana, Customer Service Manager, Binda*

When you're marketing an exclusive range of watches, jewelry, and leather goods, your customer service experience needs to reflect the quality of the products. Binda was challenged to manage its retail and distribution relationships using information retained in separate departments. Each time a partner contacted the Italian company, the partner was passed from department to department in the search of an answer to its inquiry. This inevitably resulted in frustration and inefficiency. Using Oracle's Siebel Consumer Goods applications, Binda has unified its partner information across multiple channels. Up to 80% of all retail and distribution inquiries are now resolved the same day, and more than half of all inquiries are resolved on the first call.

Binda has been associated with watch making since 1906. The Italian company produces a wide range of watches, jewelry, and leather goods, which are marketed through various brands. The company produces the Breil and Wyler-Vetta brands of watches; it has an exclusive agreement for the Italian distribution of Seiko, Lorus, and is the inter-national licensee for D&G Time. In 2002, the company became the market leader for watches in Italy and today has annual sales of US\$190 million.

Binda's exclusive range of watches and jewelry are marketed in Italy through a network of more than 5,000 retail outlets. Abroad, the company has relationships with approximately 50 distributors who are responsible for marketing the product portfolio in retail outlets worldwide. Recently, Breil also launched its own flagship stores in four countries: Italy, Germany, Spain, and Jordan—and up to 40 Breil-branded franchisee stores are planned. The company is also planning to launch a subsidiary in the U.S. next year.

**Key Benefits:**

- More than 80% of channel inquiries resolved in the same day
- Reduced percentage of inquiries escalated through various offices
- Enabled staff to provide consistent response to multiple similar service inquiries
- Increased staff productivity and efficiency

Managing this extensive channel network takes supreme effort. Until recently, the company relied almost exclusively on a multitude of paper and electronic systems to keep track of who its retail partners and distributors were, their requirements, orders, and after-sales service. When a channel partner needed to contact Binda, the partner was put through to a central switchboard and then transferred to one of nine separate departments, including logistics, accounts, sales, and trade marketing. Each department had a different view of the customer, and this made it extremely difficult to resolve the inquiry quickly and to the caller's satisfaction. Employees in these departments were also interrupted frequently by partner questions.

"We receive a large number of inquiries from retailers asking when their watch or jewelry order will arrive," says Loredana Fontana, Customer Services Manager, Binda. "The person in the sales department would look on his or her screen and everything would seem fine with the account. However, it sometimes happened that someone in the accounts department had blocked the order because the retailer's account was overdue or something similar."

**Siebel Was Number One Choice**

Working closely with its strategic integration partner, Deloitte, Binda devoted six months to analyzing its business processes in order to streamline and enhance its approach to managing customer relationships. Following the decision to implement a customer relationship management (CRM) strategy, the two companies began reviewing a suitable CRM partner. "Oracle's Siebel was the number one choice from day one," says Fontana. "No other company understands CRM as well as they do. They are the most visionary, professional, and proven CRM company in the market. They gave us excellent reference sites to visit, and Siebel Consumer Goods offered us all the prepackaged functionality, flexibility, and scalability that we needed."

Binda implemented Siebel Consumer Goods to 40 employees in nine departments to create a single, comprehensive view of its channel partners across multiple channels, including the Internet, email, and the telephone. By unifying customer information, Binda is able to respond faster and more accurately to every conceivable sales and service inquiry. When a retailer or a distributor contacts Binda, Siebel Consumer Goods immediately

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Loredana Fontana  
Customer Services  
Manager  
Binda

routes the inquiry to one of eight front-office staff members equipped with the same shared customer view. Just prior to a call reaching the agent, the agent receives a comprehensive view of the caller, including the caller’s profile, where the retail outlet is located, the Binda products the caller may buy, and the status on outstanding service inquiries.

“In our state-of-the-art customer service department, customer inquiries are received in the front office, which uses the single customer view to respond to as many inquiries as possible. More complex inquiries can be transferred automatically to the related back office, which shares the same common view of the customer and is able to close the inquiry,” Fontana explains.

Seamless integration with the company’s Gruppo Formula Italian enterprise resource planning (ERP) system also provides price lists, stock availability, and order arrival schedules. Photographs of the products have been added for easy identification. The agent uses this comprehensive and detailed information to answer the caller’s inquiry quickly and accurately. More than 90% of the 1,000 inquiries received each week are from Italian channel partners, with the remainder received from foreign distributors.

Binda has classified approximately 100 categories of requests that customers may ask, and for each category there is a process for giving the appropriate answer. This means that the front-office agent is now able to answer more than 50% of the calls received without referring to the back office, since all the necessary information is available in Siebel.

Inquiries regarding orders, the balance of an account, requests for spare parts, and inquiries related to trade marketing promotions can now be resolved in one call. Up to 5% of the calls received each week are from retailers and distributors interested in becoming Binda partners— especially in the months leading up to Christmas. Binda believes that association with a large number of partners may dilute and devalue the Binda brand, so the company has formulated a set of predetermined responses to these inquiries, aimed at politely discouraging these requests. More complex forms of channel inquiries are automatically transferred to the company’s back-office staff, who also share the common customer view.

### Transformed Customer Satisfaction and Productivity

Binda's reliance on paper-based systems makes it almost impossible to measure the level of services offered to customers or the percentage of inquiries that took more than one day to resolve. Fontana is adamant, though, that call transfers between the front and back offices were unacceptably high and that this was damaging channel relationships. "Customer satisfaction and productivity have been transformed since the introduction of Siebel Consumer Goods," she says. "Following the deployment of Siebel Consumer Goods, we now resolve more than 80% of all inquiries the same day, regardless of channel. Up to 50% of all inquiries are also resolved immediately by the front-office team, without referral to the back office. Calls that do reach the back office are invariably associated with payment and other detailed inquiries. This accelerated inquiry response has transformed customer satisfaction and led to increased staff productivity."

The entire Siebel implementation was completed in less than six months, including integration with the ERP system, on time and on budget. The system is performing exactly as it was expected to do, and Fontana and her team are already identifying means of enhancing its functionality. A portal for the strategic customers is in pilot, another portal is under development for international distributors, and the company is poised to deploy Siebel Marketing in conjunction with Siebel Analytics to help execute and analyze multichannel outbound marketing campaigns—all geared toward maximizing sales of the company's world-famous product portfolio. "I'm a real advocate of Siebel Consumer Goods," Fontana concludes. "The solution provides just what we needed to improve the quality of customer service, increase productivity, and drive our business forward."

*Binda provides luxury watches, jewelry, and leather goods through various brands, including Breitling, Wylers Vetta, Seiko, Lorus, and D&G Time.*