

Vopak Improves Customer Relationships with Global Account Solution

Capgemini implements Oracle CRM On Demand so that Vopak's international customers get consistent services and information

The Situation

Royal Vopak N.V. had grown through acquisitions into a global provider of conditioned storage facilities for bulk liquids. Its customers - oil companies, oil traders, and chemical manufacturers - were dealing with world-wide environmental, regulatory and port requirements and required of Vopak consistent and global support. While an ERP (Enterprise Resource Planning) system had been introduced in 2000 followed by key account management, Vopak wanted to globally standardize its business processes and have a single customer-facing approach, regardless of the 80 terminals in 32 countries that was providing the service.

The Solution

In May 2008 Capgemini was chosen to implement Oracle CRM On Demand - an innovative Customer Relationship Management (CRM) solution based on Software-as-a-Service (SaaS). The main advantage of this solution is that it can be provided over the Internet and there is low initial hardware

and software investment costs to organizations, which was important to Vopak. A Capgemini team based in Europe divided the project into three separate development streams: Change Management, Global Process Design, and Configuring Oracle CRM On Demand. Oracle was involved at an account management level, providing regular technical operation, maintenance and software support.

The Result

The Oracle CRM On Demand solution was successfully implemented in April to 850 users on time and on budget. A single customer account page and data sharing has generated substantial cooperation within the organization, bringing sales and customer service together. An early review has shown that more customer issues are being tracked and their resolution is occurring faster than before.

“I believe that the cooperation between Capgemini and Oracle, which is an excellent one, provided us with speed and efficiency to roll out this project within eight to nine months. Looking at our future IT landscape we have a roadmap that we have developed in terms of what we believe our IT architecture should be in the years to come.”

Chris Badenhorst, Director Commercial Excellence & Strategic Projects, Vopak



The solution met Vopak's ambitious timelines as the business transformation was aided by immediately available software, with more attention paid to change management than to software configuration. Sixty percent of resources were focused on consulting and change management with the remaining 40 percent on system configuration. With this approach, and the collaboration between Vopak, Capgemini and Oracle, the project was delivered efficiently within one year.

Vopak is now looking to expand the role of Oracle CRM On Demand by building a sustained corporate-wide cultural focus on customer service.

How Vopak and Capgemini Worked Together

Vopak had a customer leadership ambition to "attain service excellence across the network" and "become the preferred provider for strategic accounts". The CRM project was seen as a key enabler to bring this about. Vopak awarded this project to Capgemini based on Capgemini's best fit to their business requirements, their ability to provide support on a global basis, and flexible problem solving approach. Chris Badenhorst, Director, Commercial Excellence & Strategic Projects explains why Vopak had chosen Capgemini: "Capgemini was very good and clear in telling us why Oracle CRM On Demand would be the best application in meeting the requirements that we had as a company."

A central team of Capgemini staff drove the project based out of Europe. Capgemini suggested a phased implementation approach to provide 'central support with local execution', giving flexibility for minor changes. To implement this structure, a central project team was set up in all Vopak business divisions, including: Chemicals Europe, Middle East and Africa; Oil Europe, Middle East and Africa; Asia and Australia; North America; China; and Latin America.

Capgemini worked with Vopak locally with a business representative and a CRM lead. These worked together to provide the regionally specific contractual and legal details needed, and undertook training sessions for regional staff on the new system. Each roll-out was preceded by a verification and adaptation phase, ensuring that standard workflows were carried out to meet global standards.

This SaaS deployment, together with the standardization of Vopak's business processes, has turned Vopak into a customer-centric organization and consolidated processes globally. The four main business processes that have seen benefits are Account Management, Opportunity Management, Contract Management and Complaint Management. Oracle CRM On Demand

is a solution that guarantees fast deployment, based on a 'build once, deploy multiple' principle, while also allowing integration to other business applications using the Oracle integration framework. The technical solution encompassed Lotus Notes integration, reporting and analytics, and a data import tool.

"The implementation of Oracle CRM On Demand together with the standardization of our business processes has really turned us into a customer centric organization. Cooperation between sales and customer services are now a lot better because the information is shared."

Christ Badenhorst, Director, Commercial Excellence & Strategic Projects



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model Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs 90,000 people worldwide.

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In collaboration with



With 400 years of expertise, Royal Vopak N.V. offers more conditioned storage facilities for bulk liquids (liquid or gaseous chemicals, oil products, petrochemicals, biofuels, vegetable oils or Liquefied Natural Gas) than any other independent tank terminal operator in the world.

Vopak, with its headquarters in Rotterdam, provides these services to oil companies, oil traders, and chemical manufacturers at 80 terminals in 32 countries. In 2008 its annual revenues were €923.5 million, with over 3,600 employees.

For more information, please visit: www.vopak.com