



SARA LEE INTERNATIONAL

SAP® CONSULTING DELIVERS HIGH-QUALITY ON-SITE AND REMOTE SERVICES

QUICK FACTS

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Pieter Westland, IT Program Manager,
Sara Lee International B.V.

Company

- Name: Sara Lee International B.V.
- Headquarters: Utrecht, the Netherlands
- Industry: Consumer products
- Products and services: Coffee systems and related products
- Revenue: US\$15.9 billion (Sara Lee Corporation)
- Employees: 50,000 (Sara Lee Corporation)
- Web site: www.saralee.com
- Implementation partner: SAP® Consulting and its SAP Global Delivery group

Challenges and Opportunities

- Differentiate company in crowded marketplace through customer service
- Find partner with on-site and global resources and product-specific knowledge of customer relationship management (CRM)

Objective

Coordinate local and remote resources to roll out CRM application

SAP Solutions and Services

- SAP Customer Relationship Management application
- SAP Ramp-Up program
- SAP Trade Promotion Management application
- SAP Consulting services, including those from its SAP Global Delivery group

Implementation Highlights

- Emphasized detailed planning
- Enabled a smooth implementation via good workflow
- Experienced successful communication and knowledge transfer between on-site and remote teams

Why SAP

- Strong consulting organization
- Ability to leverage both on-site and remote knowledge with the SAP Global Delivery group

Benefits

- Reduced implementation costs
- Reduced risk through the SAP Consulting organization’s application and development knowledge

Existing Environment

SAP software for enterprise resource planning

Third-Party Integration

- Database: Oracle
- Hardware: HP
- Operating system: Linux

Sara Lee International B.V. sells coffee systems and related products to commercial customers. It faces a lot of competition, which is why it rolled out the SAP® Customer Relationship Management (SAP CRM) application to get an edge in service. Sara Lee also chose SAP Consulting and its SAP Global Delivery group to get the software up and running.

SAP Consulting coordinated the on-site and remote delivery of consulting services for the Netherlands-based company, which is a subsidiary of the Sara Lee Corporation. On-site project managers for both SAP Consulting and its SAP Global Delivery group worked closely with Sara Lee's IT team and business owners to define the functional requirements and communicate them to team members from the SAP Global Delivery group in Bangalore. The group architected and implemented the underlying technical solution, translating business needs into customized user interfaces of quickly navigable screens and action buttons. The consultants also developed the underlying code.

SAP Delivers High-End Consulting Services Remotely, Enables Rapid Implementation

"Today, it's not just simple parts that are delivered remotely," comments Pieter Westland, IT program manager at Utrecht-headquartered Sara Lee International. "We said to the remote team, here is the business issue description, here is the user with the problem. Contact the user, find out the root cause, and solve it. This worked out very well."

Sara Lee participated in the SAP Ramp-Up program so it could reap benefits quickly and get a leg up on the competition. SAP Ramp-Up enables customers to implement the newest versions of SAP software as soon as they become available. These customers benefit from accelerated support channels and dedicated coaches with direct access to the SAP product development team.

"SAP Ramp-Up is a very good way of leveraging the SAP ecosystem to ensure a rapid implementation," says Westland. "We had the best SAP consultants available – backed by an efficient delivery model. We had an SAP Ramp-Up coach on-site, and we had access to the people who originally developed the product. I don't think there is any place in the world where you will see so much knowledge of the SAP Customer Relationship Management application."

That knowledge was priced attractively, and the rollout came in under budget. Says Westland, "If we had used the traditional on-site model of implementing our project – instead of leveraging the knowledge of SAP global consultants – it would have been at least 40% more expensive and time-consuming. This

delivery model, with its efficient reuse of knowledge, ensures huge cost savings – especially when you are looking at big projects."

Tight Coordination Enables Good Workflow Between On-Site and Remote Resources

Saving money becomes an even greater benefit when quality doesn't suffer. Sara Lee and SAP Consulting and its SAP Global Delivery group enabled that through detailed planning, good workflow, strong communication between on-site and remote teams, and regular consultant rotations for knowledge transfer. The first step was securing buy-in from all the consultants. Says Westland, "We made sure we reached agreement on procedures. We explained to the entire team how we would do this – these are the templates to use for each process, this is how you fill in the fields, and this is how you attach documentation to the workflow. If everybody adhered to that, we were confident things would go well."

Sara Lee and SAP Consulting then developed a full business blueprint. "This included a detailed functional description of what we wanted for business processes, screen layouts, and the functions behind them," Westland says. "The SAP Global Delivery group did the development work and performed technical enhancements and unit testing." The group then did the configurations. "The SAP Global Delivery group customized the new CRM Web-based user interface and process areas like service management and complaint handling," comments Westland, who



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then adds, “We did the functional unit testing on our side and made revisions as necessary.”

As part of its multisite delivery model, the SAP Global Delivery group helped resolve issues as they arose and called on the SAP Active Global Support and SAP Custom Development organizations for additional skills and knowledge where needed.

During integration testing, Sara Lee International assessed the business scenarios and function blocks to make sure they worked together and supported the business properly. Next came what the company calls business assimilation. “This is where we not only check if the processes work, but we bring in real business data and roll out the solution to all the business departments,” Westland says.

Work Breakdown, Workflow Delivery Cited as Success Factors

Using a global delivery model, the SAP Global Delivery group breaks down each project activity into smaller modules called work packages. The packages all have clearly defined scopes, timelines, and deliverables and are distributed between on-site and remote resources, based on the skills and expertise available at each of the group’s five locations across the globe. An on-site coordinator facilitates the delivery of the work packages from each location to ensure project success.

This mapped closely to the way Sara Lee works. “We like to break things down,” Westland says. “We create blueprints,

then processes, and then divide processes into function blocks. Each function block is described in a separate design. This makes it clear what needs to be done and enables multiple people to work in parallel in similar content. What is crucial to success with the function block and work package approach is that you track progress from start to finish.”

Sara Lee chose an internal workflow tool to facilitate that task. Westland comments, “Our workflow system is Web-based and accessible worldwide. If you have a work package number, everybody has the same number. We feel it’s important that everybody uses the same tools and terminology.”

Sara Lee Picks a Partner with Global Reach

Sara Lee chose the SAP Consulting organization and its SAP Global Delivery group for various reasons. Says Westland, “We were launching a big project with the latest version of SAP Customer Relationship Management. On that basis, we decided that we wanted SAP to be more than just our software vendor – we wanted it to be our partner. That meant delivering software, services, and consulting, although we’d still manage the project.”

The next action item was choosing an extended team that could leverage skills globally. “We wanted to find a partner that had enough people with the right knowledge of the latest SAP Customer Relationship Management release,” Westland says. “And that partner had to be able to cooperate quite well with the local team on-site in the Netherlands.”

That’s when SAP Consulting suggested its SAP Global Delivery group. “This presented us with several advantages,” Westland says. “The group works closely with experts at the SAP center in Bangalore where CRM development takes place and a lot of CRM knowledge resides. The two groups exchange people, so I was confident we would be getting people with the right talents. Our SAP enterprise software is also serviced out of India in Hyderabad. This makes it easy for the enterprise system developers and CRM developers to communicate.”

Strong Coordination Ensures Success

Westland is emphatic about the need for strong coordination. “One of the things I realized is that you need good liaisons between on-site consultants and the remote team,” he says. “We have some consultants who had prior experiences with the SAP Global Delivery group; that of course helps. We always have one person from the group on-site in the Netherlands. We also have a person on-site for SAP enterprise software development. This is a great benefit of the SAP Global Delivery group – it provides qualified consultants on-site as well as remotely to enable complete understanding of your needs. The consultants are highly specialized and skilled people.”

Sara Lee and the SAP Global Delivery group enabled knowledge transfer between consultants by rotating them between on-site and remote locations. Says Westland, “Every three months we do a rotation – one of the people from the SAP Global Delivery group

comes on-site while another returns to Bangalore. This way, more than half of the remote team has worked on-site in the Netherlands. This ensures that people know each other very well, and it makes it much easier to communicate."

Sara Lee also turned the time difference into a plus. India begins work four and a half hours earlier than the Netherlands. "A lot of issues were resolved by the time we arrived at work the following morning, because the SAP Global Delivery group would get a head start on them," Westland says.

SAP Consulting and Its SAP Global Delivery Group "Delivers" on Business-Critical Implementation

The CRM project was piloted in the Netherlands with 120,000 customers and will be rolled out across Europe and Asia Pacific to a total of 14 countries. Its success is crucial to Sara Lee International's food-service group.

"Our business view is that we need this to meet our growth targets," Westland says. "There's no guarantee that you will be successful because you use SAP Customer Relationship Management, but we need it to compete effectively in the marketplace. This is a very strategic, very important initiative; our general

manager is putting 30% of his time into the project. One of our main goals is to achieve customer satisfaction of more than 9 on a scale of 1 to 10."

After the initial launch, the company worked with the SAP Global Delivery group during the first and second phase of Sara Lee's food-service group's project – delivering CRM functionality to support back-office and sales and service processes. The SAP Global Delivery group was also on board for the Daily Task Monitoring and Complaint Management project – to support complaint management for Sara Lee's retail business – as well as the Counter Connect project, which focused on integrating the CRM software with the company's handheld computer system. The SAP Global Delivery group also helped support implementation of the SAP Trade and Promotion Management application and provided application management for Sara Lee's implemented CRM software.

Sara Lee is now working with the SAP Global Delivery group on the third phase of the project.

"The SAP Global Delivery group of SAP Consulting is a very capable organization," Westland says. "Its people are very committed. This engagement has been a very positive experience."

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