



BARLOWORLD HANDLING UK

DRIVING OPTIMAL PERFORMANCE WITH MOBILE TECHNOLOGY

QUICK FACTS

Industry

Industrial machinery and components – lifting and material handling

Revenue

£150 million (€169 million)

Employees

1,100

Headquarters

Berkshire, England

Web Site

www.barloworld-handling.co.uk

SAP® Solution and Services

SAP® Mobile Asset Management application

Implementation Partner

SAP Consulting organization

Barloworld Handling UK, a division of Barloworld Ltd, serves as the United Kingdom distributor of Hyster forklifts and provides equipment, service, and support. Wanting to centralize its operations and enable remote connectivity for its service fleet, Barloworld implemented the SAP® Mobile Asset Management application. As a result, the company has improved the productivity of its technicians, increased back-office efficiency and customer service, and decreased overhead costs.

Key Challenges

- Automate inefficient and error-prone paper- and cell phone-based processes
- Establish remote connectivity to the enterprise for field technicians
- Establish a unified approach to service
- Reduce back-office overhead

Implementation Best Practices

- Secure executive-level sponsorship
- Select an experienced implementation partner with proven methodology
- Prepare thorough project and functionality requirements during blueprint phase
- Engage end users in workflow and interface design
- Invest in change management counseling, training, and procedures

Financial and Strategic Benefits

- Increased customer satisfaction
- Improved time entry and data accuracy
- Increased first-time fix rate due to remote access to technical parts information
- Improved engineer management through real-time and accurate activity information
- Enhanced professional image and workforce motivation due to success of handheld devices
- Increased sales through technician referrals

Why SAP Was Selected

- Delivers desired software functionality
- Provides proper integration with back-end software environment
- Instills confidence due to SAP's longevity and road map for mobile technology solutions

Low Total Cost of Ownership

- Leveraged existing infrastructure
- Avoided interfaces by adopting SAP® software

Operational Benefits

- Increased regional revenue by more than £500,000 (€564,000) annually
- Increased engineer productivity by more than 10% through workflow efficiency
- Achieved project payback in less than 12 months
- Reduced number of back-office service locations from 26 to 6
- Eliminated 55 administrative positions
- Achieved 60% conversion rate by enabling technicians to raise leads electronically while on service calls
- Reduced inventory by improving visibility



“Barloworld has been able to significantly reduce overhead and improve productivity with SAP Mobile Asset Management – and we expect the annual benefits will exceed the project cost.”

Robert S. Tennant, CIO, Barloworld Handling UK

Improving Service Levels and Efficiency

Barloworld Handling UK wanted to lighten its load. The Hyster lift-truck dealer was weighted down by 26 service locations that answered customer calls, dispatched 600 field technicians, and coordinated parts logistics. The decentralized structure led to inconsistent service levels, high overhead, and inefficient processes. “Our field employees communicated travel and work time, parts and work requests, subcontracted work, and damages either verbally using cellular phones or with handwritten forms,” explains Robert S. Tennant, Barloworld Handling’s CIO. To more effectively service its customers and reduce costs, Barloworld wanted to centralize its locations and provide technicians remote connectivity to the enterprise.

Searching for a Solution

Barloworld executives collaborated with in-house technical resources to outline the requirements for a solution. The company wanted to provide technicians with instant mobile access to work orders and equipment information from various back-end applications using handheld devices. Eleven possible solutions were narrowed to three, with SAP® software as a top contender. Barloworld selected the SAP Mobile Asset Management application.

“The software delivered the functionality we wanted – but more importantly, proper integration with our back-end SAP ERP,” says Tennant. “We wanted to be sure of the longevity of our provider and the future viability of the solution. SAP met our criteria on all counts.”

Establishing Remote Access

Barloworld worked with the SAP Consulting organization to perform the implementation using a modified ASAP methodology. Barloworld’s team consisted of four IT business analysts and two technical people who were assigned to the project on a part-time basis; three consultants from SAP completed the team. The project was supported by Barloworld Handling’s managing director and executive team who realized the importance of involving technicians. “We believe a key success factor was having technicians as allies so the project was very much driven by our users,” Tennant adds.

Barloworld held workshops with technicians to solicit feedback on mobile-device interfaces and used this information to establish a screen-driven workflow that completely reengineered the company’s business processes for maximum efficiency. Barloworld engaged a change management company to ensure these new processes were fully embraced by field and back-office personnel.

Connecting with Improved Performance

With SAP Mobile Asset Management, Barloworld has centralized 26 locations to 6 and eliminated 55 administrative positions. Technicians can now access inventory via mobile devices. As a result the company has raised its level of customer service, increased data accuracy, and reduced back-office overhead. As a revenue boost, technicians can communicate sales opportunities via mobile devices so a salesperson can follow up immediately, resulting in an unprecedented 60% conversion rate for these leads.

“SAP has helped us implement our vision of a ‘mobile engineer’ as part of our quest to deliver world-class service to our customers,” Tennant explains. “By extending SAP software access to our mobile engineers, we now have paperless, real-time data entry; immediate parts lookup and availability checks with overnight delivery; time sheets completed as work progresses; and automatic dispatch of work orders.”

By reducing overhead and improving productivity by more than 10%, Barloworld has been able to recoup the cost of the project within one year. Given this tremendous ROI, Barloworld is looking at expanding its mobile platform to other regions and identifying other ways to use mobile technology to be proactive with customers.

50 092 993 (08/12) Printed in USA.

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