

Holistic Service Transformation at Nashuatec



The Company

Nashuatec and its sister companies, (Gestetner and Rex-Rotary) are part of the international sales and service arm of the NRG Group which is part of the Ricoh Group, one of the world's largest suppliers of advanced technology for the office, with assets of some \$14 billion and over 70,000 employees throughout the world. Nashuatec and their customers have direct access to the technological benefits arising from Ricoh's industry-leading research and development activities, based on 14 R&D establishments and 25 manufacturing plants across the world.

The Challenge

In Benelux alone, Nashuatec generates revenues of \$245Million from 1400 employees, including 400 field engineers, supporting 48,000 customers, across all industry sectors, from aerospace and banking to government and petroleum organizations.

With such a diverse customer base and a desire to become much more customer centric, Nashuatec recognized the need for a Customer Relationship Management (CRM) strategy. This would fully engage customers in all of the companies' core business and product/service development processes.

Additionally, Nashuatec wanted to be able to offer different service profiles to high value customers, and all of this needed to be done while simultaneously lowering the cost of running the service business. Nashuatec determined that the CRM strategy should provide all service personnel with a complete, end-to-end, view of all to increase efficiency and productivity across their service operations.

Key Benefits

- The business has grown **12%** per annum for the last two years without the need to recruit
- This larger organization has won them many more lucrative SLA contracts
- The structured organizations has allowed for further seamless growth upon customer and service requests
- More responsive capture of customer/job details
- Schedulers working closely with both customers and engineers, adding value and reducing wasted visits
- Efficient and effective engineers, highly motivated fully supported by the operation
- Much more effective use of their engineering teams through significantly improved skills management & utilization
- Increased engineer productivity, giving time to building relationships and "fixing"customers not just faults
- Increased 'first time fix' enabled by improved synchronization of skills, parts and tools

Nashuatec wanted to provide the end-to-end view to it's customers especially in servicing more complex products and engineers were required, so that the right skills could be synchronized with the right tools and the right parts, to achieve a first time fix within the agreed SLA response time.



The Solution

The Nashuatec Services CRM Program Team, led by Ad van den Wildenberg, documented their strategic, business and technical requirements for input to a structured evaluation of CRM, mobile communications and automated planning/scheduling solutions.

Their final 'best fit' solutions comprised the Siebel CRM software and Idesta mobile solutions complemented by the ClickPlan, ClickSchedule and ClickAnalyze applications from ClickSoftware.



The Implementation

The implementation approach was to run a pilot, prior to a full Benelux roll-out, and this was started in June 2002 and was completed within 6 weeks, across 16 regions, involving 20 planners and 420 field engineers. Nashuatec adopted a holistic approach to improving their CRM/Service support infrastructure by ensuring that the surrounding organization and business processes were re-engineered towards 'best practices', in line with the integration of the new IS/IT solutions.

Finally, Ad van den Wildenberg commented upon the overall experience of the joint team in implementing their CRM/Service improvement program saying:

"The combined efforts of Nashuatec service personnel and the vendor consultants brought great synergy into the challenge of transforming our entire support infrastructure."

Over Performance to Plan

- Achieved implementation at 98.7% of cost and on time
- Achieved a business growth of 12%
- Achieved 156% of the business case in first and second benefit year
- Upgrades have been introduced seamlessly, affording the operation continuous improvement
- In summary they would award 8/10 for the outcome of the process in their own words a good result

Not only has the solution over delivered on every anticipated benefit, it has also set the stage for and facilitated the total change program, fully utilizing its engineers in every aspect of the customer interface. The result - Nashuatec is a highly competitive leading edge operation providing a highly effective, broad based service for their customers well ahead of the original plan.

"Our evaluation process reduced a long list of 10 solutions to 2, then confirmed that the ClickSoftware integrated applications were the closest fit to our operational requirements, they scored highly in terms of ease of use, price and maintainability."

Ad van den Wildenberg, Program Manager,
Nashuatec Services Benelux

- For more information on Nashuatec visit www.nashuatec.com
- For more information on ClickSoftware visit www.clicksoftware.com or email sales@clicksoftware.com

North America

ClickSoftware Inc

35 Corporate Drive, Suite 140,
Burlington, MA 01803, USA

Tel (888) 438 3308, (781) 272 5903

Fax (781) 272 6409

Asia Pacific

ClickSoftware Australia PTY Ltd

Level 23, HWT Tower,
40 City Road,
Southgate, Victoria 3006, Australia

Tel +61 (0)3 9674 7295

Fax +61 (0)3 9674 0400

Europe

ClickSoftware Europe Ltd

270 Bath Road, Slough,
Berkshire, SL1 4DX, UK

Tel + 44 (0)1753 511166

Fax + 44 (0)1753 553127

ClickSoftware Central Europe GmbH

Hanauer Landstr. 293 B
60314 Frankfurt am Main, Germany

Tel + 49 (0) 69 489813 0

Fax + 49 (0) 69 489813 99