

Case Study:
HIGH TECH

CRM SOLUTION ENABLES ONLINE CONFIGURATION AND SALES FOR DIRECT AND INDIRECT CHANNELS

SYMBOL TECHNOLOGIES

A global leader in mobile data transaction systems and appliances, Symbol Technologies, Inc., provides innovative customer solutions based on wireless local area networking for data and voice, application-specific mobile computing, and bar-code data capture. Symbol's wireless information appliances connect the physical world of people on the move—as well as packages, paper, and shipping pallets—to information systems and the Internet. Symbol's systems and products are used to increase customer productivity from the factory floor to the retail store and from within organizations to inside consumers' homes. Today, about 10 million Symbol bar-code scanners, mobile computers, and wireless local area networks are used worldwide in markets as varied as retail, transportation and distribution logistics, manufacturing, parcel and postal delivery, and education.



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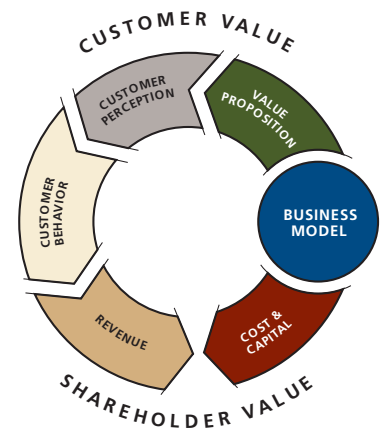
Symbol knew that in order to continue exceeding its customers' expectations and maintain its standing as an industry leader in mobile data transaction systems, it needed a best-in-class Web-based business strategy. That strategy had to include best-practice customer relationship management (CRM) solutions for product and service information, guided selling and configuration, ordering, and order status.

IN SEARCH OF A FORWARD-LOOKING AND FLEXIBLE SOLUTION

Symbol had implemented an electronic product-ordering guide that enabled its global user base, partners, resellers, and distributors to look up product models, configurations, list prices, technical specifications, and peripherals and accessories. In addition, Symbol had implemented an online ordering system that served as a front end to the



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SAP enterprise resource planning (ERP) system to enable authorized users to create quotes, search parts, and place online orders. However, these two systems were not integrated, which meant that users had to look up information on one system and place orders on the other.

To help Symbol improve its bottom line by increasing the efficiency of its internal and external sales force, our team leveraged our Sales and Channel Management solution. This solution offers integration of software, tools, and processes that are designed to help salespeople serve customers, reduce administrative time, and facilitate self-service information and transaction support for customers and business partners.

As part of our Sales and Channel Management solution, we provided a complete sell-side, Web-based business experience that enables users to perform many functions within one system. Putting our solution to work, we helped Symbol implement an Internet-based, interactive product and pricing configurator to complement the online ordering system it had recently implemented. This Web-based initiative supported sales efforts to quickly and accurately select products

and accessories with options to up-sell and cross-sell. The initiative also increased revenue and reduced costs while providing improved customer service.

This new system also leveraged our alliance partner, Comergent Technology, whose Web-based interactive product and pricing configurator provides a platform for guided selling, product configuration, and links to partner-order management systems. This platform is integrated with Symbol's electronic product ordering guide and online ordering system.

Symbol's objectives for this initiative included enabling customers, partners, and account managers to quickly and easily match products and services to customers' needs; accurately estimate cost and delivery dates; and initiate and monitor orders.

Other goals included:

- Increasing customer and partner loyalty.
- Reducing sales support costs.
- Increasing per-sale revenue.
- Achieving the ability to guide customers from information gathering to order placement in the same session.

BENEFITS OF CRM

Effective customer relationship management delivers business performance like no other system can.

BENEFITS

- Revenue generation
- Cost "takeout"
- Sustained customer loyalty and profitability
- Long-term competitive advantage

- Allowing account managers to more effectively use their time.

In order to meet these goals using the Comergent application, our team developed an Internet-based product configuration system that Symbol's direct and indirect sales channels could use to quickly create product solutions and accurate quotes, facilitate cross-sell and up-sell opportunities, and build customer satisfaction and loyalty.

Our team also:

- Integrated the configurator application to the existing product ordering guide.
- Captured and translated "tribal" product information, which yielded accurate, configurable product models.

To enable Symbol to meet its Internet-business-strategy goals, our team worked with the company to evaluate potential technology partners, design a solution, and integrate the new system.

- Improved the product-data-maintenance processes to ensure consistent and accurate product information.

PROVIDING IMMEDIATE BUSINESS VALUE

To enable Symbol to meet its Internet-business-strategy goals, our team worked with the company to evaluate potential technology partners, design a solution, and integrate the new system. We followed a structured implementation methodology to ensure that elements such as scope, timing, budget, and resources were properly planned and managed. The overall approach was to deliver business value increments.

In order to accomplish this, we completed the first phase of the project in three months. This phase involved:

- Understanding the complexities associated with Symbol's products through the development of configuration rules and models.
- Finalizing the software product selection and developing a proof-of-concept demo.
- Providing knowledge transfer of key aspects of the methodology to select Symbol team members.

- Developing a strategic game plan and implementation road map that laid out the implementation plan with prioritized events and future phases. This allowed Symbol's management to plan, budget, and communicate the rollout to the business users and key customers.
- Developing a conceptual design of the system, including the integration with the ordering guide, the Web-based order entry system, and the SAP ERP system.

The second phase lasted four months and involved:

- Documenting detailed future-state business processes for online configuration, product maintenance, and software/systems maintenance.
- Developing and presenting the end-to-end storyboard design, functional specifications, and technical specifications.
- Building the configurations for a subset of the product models of Symbol's scanner, terminals, and wireless product lines.
- Building detailed unit, user acceptance, integration, and performance test cases.

- Defining and configuring the hardware systems architecture for the development, test, and production systems.
- Conducting a conference-room pilot for the end users in order to get users exposed to the system and obtain valuable user feedback.
- Documenting training materials for end users and systems administrators.

Symbol concentrated on establishing a Web-based repository of configured products that would be available to a limited set of internal users and partners. This offered initial value to both Symbol and the customer by reducing sales support costs while (1) creating a competitive advantage for Symbol over other companies and organizations in the high-tech industry that lack such technology and (2) laying the groundwork for further online commerce initiatives.

In addition, our team performed comprehensive testing, including user acceptance and performance assessment. The application was then deployed successfully to a predetermined set of users worldwide.

A SEAMLESS SOLUTION TO INCREASE REVENUE AND IMPROVE CUSTOMER SATISFACTION

Today, the online configurator application enables Symbol's users to look up product information, configure products, and place orders via the Web. The application allows users to perform product comparisons by features, navigate product hierarchies, search products, and configure products in a user-friendly, Web-based interface. Symbol has been able to expedite its sales process and decrease ordering errors, which results in additional revenue and greater customer satisfaction and loyalty.

Symbol's customers can now easily identify, select, and order products through interactive Web pages that allow them to select product features and place orders. This sales improvement has resulted in increased order accuracy and reduced direct-selling costs. Specific revenue enhancements as a result of this implementation include:

- Improved sales effectiveness that leads to an increase in the number of quotes written, but not an increase in the amount of work involved.
- Increased ability to win sales by improving the overall effectiveness of the sales process.
- Improved ability of the sales force, partners, and customers to select the right products and accessories based on their needs.

In addition, specific examples of improved efficiency and increased cost takeout include reductions in:

- Product training required for product managers.
- Steps required to generate a quote.
- Order errors.
- Time spent entering orders manually into SAP.

The estimated return on investment for the product-configurator initiative is 303 percent over a three-year period, with payback occurring in approximately 12 months.

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