

Ingersoll-Rand Company Limited Maximizes Customer Focus with Expanded CRM Capabilities



Ingersoll-Rand Company Limited
Hamilton, Bermuda
www.ingersollrand.com

Industry:

Industrial Manufacturing

Annual Revenue:

\$10.5 billion

Employees:

More than 10,000

Oracle Partner:

Deloitte Consulting LLP
New York, NY
www.deloitte.com

Oracle Products & Services:

Siebel Call Center
Siebel Configurator
Siebel Partner Relationship
Management
Siebel Pricer
Oracle Database

“Since the 2002 launch of our CRM initiative--based on Oracle’s Siebel applications-- we’ve generated \$6.2 million in incremental orders.” – Robert Martens, Director of Customer Relationship Management, Ingersoll-Rand Company Limited

Ingersoll-Rand Company Limited is a global manufacturer for the climate control, industrial solutions, infrastructure, security, and safety markets. While Ingersoll-Rand held the number one or two position in nearly every market in which it competes, the company saw the need to constantly improve its customer relationships in order to maintain its competitive advantage.

“It’s gotten more and more difficult to differentiate yourself,” said Barry Libenson, corporate chief information officer and executive director of IT for Ingersoll-Rand. “It’s no longer good enough to build the best products in the world. Customers now look for a level of service that’s exceptional, as well.”

Ingersoll-Rand took action with an integrated customer relationship (CRM) management system from Oracle (Siebel). The company deployed Oracle’s Siebel CRM applications at two organizational levels: within individual lines of business to improve sales and service effectiveness; and enterprise-wide to identify cross-selling opportunities. The solution, which encompasses Siebel Call Center, Siebel Configurator, Siebel Partner Relationship Management, and Siebel Pricer, has enabled Ingersoll-Rand to improve order management, sales forecasting, and service within its Club Car Division and generated \$6.2 million in addition revenue in one year through increased cross selling.

The Need to Differentiate

In individual business units, such as the Club Car Division, rapid business growth and an expanding product line were putting increased pressure on customer service responsiveness and quality. Club Car customers, for example, have come to value the

Key Benefits:

- Gained \$6.2 million in incremental cross-selling revenue in one year
- Enhanced flexibility and speed of service
- Improved forecasting
- Elevated sales productivity and efficiency through automated pricing and proposal generation

company's flexibility in changing product specifications at any point in the order cycle. This capability, which required fast access to customer information and product configuration tools, was becoming more difficult to manage as the customer base grew.

Similarly, spreadsheet-based systems and inconsistent, individualized processes used for forecasting and opportunity management could not keep pace with Club Car's business growth. In some instances, customers had to wait for individual sales representatives or order managers to be available in order to receive answers to their inquiries. In other cases, when sales representatives left the company, their years of amassed account and contact information left with them.

Ingersoll-Rand also saw the opportunity to strengthen customer relationships by facilitating the sharing of customer information across its 30 operating units. Sales representatives visiting customers often noticed cross-sell opportunities. Users of Ingersoll-Rand air compressors, for example, often have a need for air tools sold by a separate business unit. Yet, the company lacked a way to track these opportunities, which made it difficult to maximize the value of its existing customer relationships.

A Sales and Service Solution

In the Club Car Division, Siebel CRM applications provide field sales professionals and customer order managers with an integrated solution for managing sales and service through both direct and reseller channels. The solution consolidates all customer information in one location and integrates with the company's legacy third-party enterprise resource planning (ERP) system to provide a comprehensive platform for more effective and efficient opportunity management, forecasting, order configuration, and proposal generation.

The Siebel solution provides the entire sales team with up-to-date customer information, a key to providing prompt and continuous service that no longer depends on the availability of a particular order manager or sales representative. In addition, the flexible and rules-based Siebel Configurator enables order managers to quickly accommodate customer changes and configure customized orders, such as the addition of a global positioning system (GPS) to a golf cart.

“Sales reps can now configure a product while on-site with a customer,” said Robert Martens, director of CRM for Ingersoll-Rand. “Our customer order managers can then quickly check the order and push it directly to our manufacturing system. This process saves a great deal of time and has resulted in improved order accuracy.”

Siebel CRM applications have also improved sales forecasting at Club Car, providing sales management with an updated snapshot of the pipeline and forecast at any point in time.

In addition, Siebel Pricer and automatic proposal generation capabilities have freed sales representatives from tedious and time-consuming document preparation tasks while providing sales management with improved processes for monitoring and approving proposed deals, thereby maximizing profitability.

The CRM deployment also helped Club Car improve asset management. For example, the Siebel software alerts the sales force when a customer’s fleet of golf carts is due for replacement. This allows sales representatives to contact customers at the optimal time to complete a sale, while also helping them efficiently manage the significant after-market opportunity for the division’s products. In some cases, the same truck that drops off the new cars can now pick up the old cars and immediately transfer them to another, perhaps lower-tier golf course, resulting in additional revenue.

Facilitating Cross-selling through Lead Management

At the enterprise level, Ingersoll-Rand is using Siebel Call Center to support unique lead management and cross-selling initiatives called “IR Works” and “Supplier Solutions.” Any of Ingersoll-Rand’s 2,600 sales professionals can visit the IR Works Web site—a microsite powered by Siebel CRM applications—and enter a new opportunity that may be of interest to another business unit.

For example, a Club Car sales representative might learn that a golf course superintendent is in the market for an earth-moving machine. The representative can enter the details related to the opportunity on IR Works. A staff member then reviews the lead and routes it to the appropriate business unit and salesperson. Supplier Solutions, a similar system, focuses on identifying sales opportunities among the large base of Ingersoll-Rand suppliers.

“Since the 2002 launch of our CRM initiative--based on Oracle’s Siebel applications, we’ve generated \$6.2 million in incremental orders,” Martens said. “Soon we expect to take advantage of Siebel’s automatic assignment management functionality to further streamline the process. The Oracle Siebel CRM architecture gives us tremendous flexibility as we continue to enhance our sales, marketing, and service processes.”

Why Oracle?

Following an extensive evaluation of available solutions by Ingersoll-Rand’s corporate IT organization, the company selected Oracle (Siebel) as its CRM vendor in 2001, both at the business-unit and enterprise level. This decision was based on the breadth and depth of product functionality, the existence of a flexible architecture to accommodate phased expansion and integration across the enterprise, and the company’s position as the market leader.

Implementation Process

Ingersoll-Rand’s Club Car Division was one of the first business units to deploy Oracle’s Siebel applications, rolling out Siebel Call Center, Siebel Partner Relationship Management, Siebel Pricer, and Siebel Configurator across its sales force in early 2002.

Ingersoll-Rand is a \$9 billion manufacturing company in the global markets of climate control, industrial solutions, infrastructure, and security and safety. The company’s worldwide businesses include Bobcat compact equipment, Club Car golf carts and specialty vehicles, Dresser-Rand turbomachines, Kryptonite Locks, and Thermo King transport temperature-control equipment.