

Kodak's Graphic Communications Group Delivers Uniformity and Pipeline Accuracy to Sales Force



Eastman Kodak Company
Graphic Communications Group
Rochester, NY
www.graphics.kodak.com

Industry:

Consumer Products

Annual Revenue:

\$14.3 billion

Employees:

More than 51,000

Oracle Products & Services:

Siebel CRM On Demand

Key Benefits:

- Brought uniformity of reporting and pipeline forecasting to US Sales staff
- Delivered real-time analytics for Sales staff and management
- Provided a uniform set of processes for integration of all US/C acquisitions

“We view Oracle’s Siebel CRM On Demand as an integral part of our business. It’s not a stand-alone. It’s not an, “Oh, by the way.” It is the way. It is a tool that we use as an integral part of managing our total business to achieve a greater customer experience.” – Kevin Joyce, Managing Director, United States and Canada, Vice President, Graphics Communications Group, Eastman Kodak Company

The Eastman Kodak Company gave the world Brownie cameras and untold “Kodak moments”—and consumers and professionals worldwide repaid the company with a brand loyalty and fondness that has lasted for generations.

Over the years, Kodak has altered its image as a manufacturer of film for the photography hobbyist to a provider of imaging technology products and services to the photography, graphic communications, entertainment, and healthcare markets. As digital camera sales have skyrocketed, Kodak has placed increasing emphasis on its new role as a full-scale digital technology leader.

To strengthen its position in the professional graphics market, Kodak embarked on a series of acquisitions in 2004 that brought five graphics companies—including the previously jointly-owned Kodak Polychrome Graphics—into the company to form a new division: the Graphics Communications Group (GCG). The new group supplies essential materials for conventional, digital, and blended print environments—everything from newspapers to new media.

The mergers also brought with them a plethora of technologies and more than doubled the number of users. The effect was particularly noticeable in sales, where reporting technologies and styles not only varied from acquisition to acquisition but from salesperson to salesperson. “Suddenly we went from 225 users to 500,” said Bob Rohr, Vice President, Sales, Business & Technical Services for US&Canada Region within Graphics Communications Group of Eastman Kodak Company.

To eliminate all the variation, GCG decided to standardize its users of sales force automation—approximately 500 people in US&Canada Region—on a unified, automated sales force solution from Oracle’s Siebel line of products. Rather than running and maintaining the applications in house and contending with the expense and staffing requirement that go along with it—GCG chose to have Oracle host the solution through Siebel CRM On Demand.

An End to Spreadsheets

In the months following the formation of Kodak’s GCG US&Canada Region, one goal was paramount: integrate the sales force processes in a manner that would be seamless to the customer offering them a view of all solutions available through GCG. The next step was finding a unified sales pipeline and reporting system that could be rolled out to—and easily adopted by—GCG’s entire US&Canada Region sales force as well as members of various other functions (such as Marketing) that could benefit through the use of the tool

GCG had four primary objectives when implementing Siebel Sales applications through Siebel CRM On Demand: increase revenue via more accurate pipeline forecasting, contact management, lead generation, and opportunity management.

“Basically, we had an Excel spreadsheet for pipeline and opportunity management. For contacts, our sales representatives each had their own system, whether using a program on their PDAs or e-mail function. There was no standardization across the organization,” Rohr said.

Creating a unified system and automating would eliminate all the redundancies, slowdowns, and idiosyncrasies that were inevitable as a result of the acquisitions. It also would eliminate multiple Excel spreadsheets, which weren’t necessarily maintained or delivered consistently or quickly enough to fully benefit management or sales. “Before, we had administrative assistants compiling spreadsheets from the different geographic areas of the Region,” said Jill Sorbello, Administrator for sales force automation for the US&Canada Region within GCG. “It could take a week to generate a report.”

Best Benefit-To-Price Ratio

GCG US&Canada Region wanted a solution specifically targeted to sales force automation, with no overlap between any of the customer relationship management (CRM) applications it was already running and no concerns about integration or customization. “At first we thought we needed a customer relationship management (CRM) solution,” Rohr said. “But it turns out that our enterprise resource planning (ERP) system was already handling a lot of this stuff, like our supply chain and logistics. We needed sales force automation,” he said. “At the end of the day, pipeline, contacts, and leads were the three things we needed to automate.”

Next, the group had to decide between implementing and maintaining the solution in house—also called a client-based solution—or adopting an on demand strategy. “If we had decided to go to a client-based solution, there was significant capital investment and significant IT resource investment,” said Kevin Joyce, Managing Director of Kodak’s GCG for United States and Canada.

“The hosted model seemed very low risk and would allow us to get out of it what we wanted,” he continued. “Siebel CRM On Demand provided what we thought was the best value, and by that I mean the best benefit/price combination that created the best value for us.”

Delivering Real-Time Analytics

With the Siebel CRM On Demand automated sales force solution in place, GCG sales reps can file reports from the field via the Web-enabled service, immediately feeding information into the pipeline. The new system has eliminated time lags and delivers instantaneous business intelligence for anyone who needs it.

“Sales reps can examine probabilities in ways they previously couldn’t,” Rohr said. “They’re able to spend their time talking about what they need to do to get a prospect to the next stage of the sales cycle, whereas before all they were trying to do was take care of an administrative task to show how many prospects they have in the pipeline.”

“Now we have real time analytics,” Sorbello said. “With reps using the tool on an ongoing basis, anyone can pull a report in real-time as needed.”

Positive Changes in the Field

One of the first bits of positive feedback that came in about the new system was directed at its look and feel. “It satisfied sales staff of all levels of technical expertise,” Rohr said. “When you look at the home page, it’s very clean. It has a dashboard feel to it, and the intuitiveness of it was attractive especially to people who didn’t have any prior experience—which encompasses the majority of the people who were the initial users of this system.”

But the most positive effects were seen in the ease of reporting and forecasting, which has delivered benefits all around. “These are people who day-in and day-out are in front of the customer and are using the tool at night and on the weekends and whatever when they get done with their sales call,” Rohr said. “We tried to cover everything for them. For example, we have all the steps of the sales cycle, and all the probabilities for success. So they are able to look at their probabilities and plot that against the steps they are into in the sales cycle. Basically, what we didn’t have before, we now have with Siebel.”

“Most importantly, employing state of the art sales force automation technology will have a positive effect on our customers. By employing this technology we expect to enhance their experience with Kodak GCG by enabling a variety of GCG users to have more and faster access to information thus creating an enhanced experience for the customer. Our ability to enable better forecasting ultimately helps the customer experience because we are able to provide functions within the Company more accurate information about what products the customer will need and when.”

Why Oracle?

GCG investigated four vendors before deciding to go with Oracle’s Siebel CRM On Demand solution. Ultimately, the decision came down to three factors: the ability to get a targeted sales force application and nothing else, the freedom from having to maintain the solution, and cost, according to Rohr.

“Of all the companies we looked at, Oracle [previously Siebel] created the best value for us,” Rohr said.

Implementation Process

Because GCG US&Canada Region was in the midst of assimilating new companies, sales staff, and ERP technology, it needed a rapid deployment and a system that required minimal training—exactly what Oracle’s Siebel CRM On Demand offers. “We were neophytes in all of this, so we wanted to walk before we ran,” Rohr admitted. “Oracle provided us with what I called a ‘paint by numbers’ approach that took only about 12 to 14 weeks to get up and running.”

Following the implementation, GCG US&Canada spent several months rolling out the solution to its staff and conducting training. Now nearly 100% of the group’s U.S. and Canadian Sales, Marketing, and product management staff use the system.

Advice from Kodak’s Graphics Communications Group

- Don’t skimp on training—it’s the best way to maximize your investment

Kodak is the world’s foremost imaging innovator, providing leading products and services to the photographic, graphic communications, and healthcare markets. Kodak’s Graphic Communications Group, one of Kodak’s strategic business units, provides technologies, products, and services that help print providers streamline processes, optimize efficiencies, and broaden services.