



Pythagoras helps Eurotunnel to achieve cross channel market leadership

Eurotunnel, based in Folkestone and Calais, achieved cross-Channel market leadership in 2000 with 54% market share for cars (2.8 million carried) and 48% share for freight (1.13 million vehicles carried).

Eurotunnel's strategy in achieving this leadership position has been built on a series of customer-focused innovations.

A cornerstone strategy that Eurotunnel championed was the development and implementation of a SalesLogix customer relationship management (CRM) system.

Lawrence Stover, Eurotunnel Freight Director, recognised that to better serve their customers, his division would need to realign their business processes to enable the entire team to access and effectively use customer information from many touch points.

Lawrence also recognised that careful thought, discussion and user acceptance from the entire division would be required to drive measurable customer focused improvements that would lead to a significant return on investment. The project was managed by David Anthony,



Martin King, Eurotunnel's CRM Project Manager, commented, "Different departments were using different systems. There was duplication of information and effort, and inconsistencies between the same items listed in different databases. There was a lack of centralised information and a reliance on other parties to provide information on a daily, weekly or monthly basis. Gathering data was a chore, involving phone, fax and email."

A broad-spectrum project group, comprising representatives from sales, marketing, purchasing, technical IT and users, was created to oversee the requirements and adoption of a CRM driven system.

The group identified that the CRM system would need to provide access to customer information from a single point, adaptable so

that unique work flows and business processes could be automated within a robust IT environment, in turn providing access to information on demand to different departments and user groups within the division.

These basic requirements would enable people to remain fully focused on both winning new business and on increasing revenues from the existing customer base.

CRM can be introduced into an organisation in any number of ways. Typically, where the emphasis of CRM is based towards sales force automation (SFA) and technology enabled marketing (TEM), can be introduced at either the departmental level, divisional level, partial enterprise or throughout the entire enterprise. At each level, increasing benefits can be realised.



Eurotunnel required a high degree of flexibility in being able to incrementally roll out the CRM system. The three-phased plan was to

- I) pilot a system at the departmental level
- II) roll out to the rest of the division
- III) develop into a partial enterprise system by opening key information elsewhere in the organisation to the division.

The key systems considerations were:

- ✓ being Oracle compliant
- ✓ scalable and customisable
- ✓ provide remote access and reliable synchronisation
- ✓ the ability to integrate with other systems
- ✓ to deliver a comprehensive range of sales and marketing tools
- ✓ ease of use and self maintainable
- ✓ multi-lingual

Having identified the main requirements, choosing the right vendor and integrator to develop the system was in itself a challenge. However, SalesLogix, as implemented by Pythagoras won the day.

According to David, "SalesLogix was seen as simple to use, flexible, feature rich and according to our IT people has a very good architecture. Pythagoras demonstrated the expertise and resources necessary to develop the unique business processes that we required for successful CRM implementation."

Martin King commented, "The initial pilot was rolled out to a small number of sales staff and ran for nine months. The results

were fantastic - business from a number of existing customers rose by 270%. We built the business case to roll out SalesLogix to the rest of the team - spread across the UK and the continent."

Phase two objectives were to build a robust IT infrastructure and then to rollout SalesLogix to the rest of the division.

Eurotunnel elected to use Oracle as the central database and located the Oracle 8i database server in Calais. Each remote office and field users, from locations that include Belfast, Edinburgh, Manchester, Dover, Paris, Barcelona, Duisberg and Frankfurt, have a remote copy of the database either on the office server or on the users own laptop.

Changes made to these remote databases are periodically synchronised with the central Oracle system. Field users will upload changes they have made and download changes to the main database via a phone line connection. The benefits are that field sales are acting on real-time information and spending significantly more time visiting customers and prospects.

A significant phase two initiative was to draw information from the vehicle tracking system.

King added, "We introduced a warning message, which is triggered if for example, targets on accounts are not being met. If a customer is making 10,000 trips through the tunnel at a certain price, but the forecast indicates that only 8,000 trips are expected, then the cross channel rate needs to be adjusted.

"Being able to access information from a single point, use the built-in analytical tools and marketing functionality is enabling Eurotunnel to build strong customer relationships.

"Automating business processes is also helping to build strong customer relationships, when we lost two members of our sales team at short notice, no business was lost and the situation was entirely transparent to the customer. The SalesLogix system had a complete view of the customers' activities, which were easily realigned to other team members. In the past, such a situation would have been disastrous.

"Now, Eurotunnel has centrally-located records, all of our people are well trained and supported by Pythagoras,

and are able to use information tactically as all customer information arrives in one place.

David Anthony commented "We've been extremely impressed with Pythagoras's ability to integrate SalesLogix with our disparate systems and build the unique functionality that we required and within the agreed timescales.

What have Pythagoras and SalesLogix done for Eurotunnel? They have assisted us in positioning the division to proactively deal with our customers in what must be one of the most exciting times for cross-Channel freight and passenger traffic."

Without customers there is no business. Neglect them, fail to give them what they need and they will disappear into the hands of a competitor. The companies that have a viable future in today's highly competitive market are the companies that build special relationships with their customers and actively use these relationships to retain their custom. This well describes Eurotunnel's approach.