

Yutong Focuses on Customer Transformation as Key to Success

Capgemini helps bus manufacturer provide high-quality customer service in China

The Situation

Yutong aspires, and has the potential, to be the number one player in the Chinese bus manufacturing market. It also seeks opportunities to expand its footprint worldwide. Management knows that in order to achieve its goals, the company must offer customers the best possible experience. But to accomplish that, Yutong also recognized that it would need some help and guidance.

The Solution

Yutong was impressed with Capgemini's strong Customer Relationship Management (CRM) capabilities and experience within the automotive industry.

Capgemini was asked to come up with a planning strategy that would help the company better understand its current situation and to develop a roadmap to guide the whole CRM development path.

During Phase One of the plan, Yutong and Capgemini worked to define and implement major objectives, which were to set up a CRM

platform, and to solve some of the most urgent sales and service issues. Capgemini consultants helped Yutong set up an SAP CRM 5.0 platform for several modules, including Middleware, Business Partner, Service Processing and Customer Interaction Center.

Once the infrastructure process was underway, Capgemini worked to streamline Yutong's business processes in sales opportunity management, customer analytics, customer reception and spare parts logistics. The team then helped Yutong implement these processes into the CRM platform.

The Result

With the new CRM processes and systems in place, Yutong now enjoys an integrated 360-degree customer view, a centrally-managed call center and a web-based service request and spare parts logistics system.

“Capgemini worked closely with us, it understands our business and also brings deep expertise in automotive CRM to help us to achieve our strategy.”

Wang Shengjun,
Chief Information Officer
Yutong Group



Most importantly, sales and service processes are aligned so they can be responsive to customer needs.

How Yutong and Capgemini Worked Together

Yutong Bus Co. Ltd has grown from a local bus manufacturer to be the biggest bus supplier in the Chinese market. It also exports thousands of buses each year to countries such as Cuba, Egypt and Russia.

Yutong is facing strong competition both in the domestic and overseas markets. The management team identified CRM as an area that needed to be strengthened if the company was to maintain its leadership position.

Yutong was looking for a partner with depth and a wide range of skills, and strengths. The company looked to Capgemini because of its global profile as well as local presence in the Chinese automotive market. Capgemini has expertise in strategic, process and technology consulting, together with credentials in customer relationship management projects with complex global and local organizations.

Capgemini organized a series of workshops to study Yutong's corporate development strategy. The team conducted interviews and focus group sessions with internal and external stakeholders, including managers, dealers, ASCs (Authorized Service Centers) and customers. Following this, Yutong and Capgemini worked together to develop a CRM strategy comprising these major components:

- agreed CRM strategy
- high-level core CRM processes
- CRM business cases
- system selection
- CRM roadmap.

Once the plan was approved by the CRM steering committee, Yutong launched the first phase of the CRM implementation project. The project team consisted of Yutong's business managers and Capgemini's business and technical consultants. Capgemini adapted its DELIVER methodology to manage tasks and activities. Clear roles, responsibilities and milestones allowed Yutong management to have a transparent view of the project status at all times.

The business consultants helped identify business process improvement areas and streamlined the business processes in the sales and service areas. The change management consultants helped Yutong set up a new customer service center. The new center uses an SAP CRM CIC platform to handle all inquiries, complaints and service requests. The project team also built a web-based service portal to allow all the ASCs to place service orders and process billing settlements online, with backend integration using SAP R/3 FI-CO.

Phase One was considered such a success by Yutong's management team that they immediately launched Phase Two of the project. Major objectives of the second phase included:

- leads and opportunities management
- customer analytics
- spare parts logistics.

Capgemini used the Phase One approach to handle the business elements of Phase Two. The team streamlined the process and designed future systems requirements and SAP CRM implementation. The functions were designed by the Capgemini team but the Yutong team was responsible for the customized development system using third party BI tools and a Netweaver application platform.

Close collaboration between Yutong and Capgemini was a key factor in the success of this project. The company is now on track to provide its customers with the best possible customer experience.



About Capgemini and the Collaborative Business Experience

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In collaboration with



Zhengzhou Yutong Group Co., Ltd, with its head office in Zhengzhou, Henan province, is a large-scale enterprise group with bus-manufacture as its core business. Other strategic business areas include machinery engineering and real estate. The group ranked 324 in "China's Top

500 Enterprises" and was 41 in "China's 500 Most Competitive Enterprises of the Year 2006" (the only bus enterprise on the list). In 2006, sales reached 10 billion yuan, accounting for over 22% of the domestic market. In the same year, 22,198 units of Yutong buses were sold and 2,002 buses were exported, resulting in export sales of \$105 million. Today, the number of Yutong buses on the road worldwide exceeds 120,000, clearly making Yutong an international enterprise