

Zelmer Selects New ERP System to Support Growth Plans

Capgemini helps Polish manufacturer choose ERP system and align its processes in order to prepare the company for growth and strengthen its market position

The Situation

Zelmer S.A. is a leading Polish-based manufacturer of small domestic appliances. Its Zelmer brand is sold in the Polish market, as well as in a number of other countries, including Russia, Ukraine, Turkey, Germany, Italy, France, Spain, Switzerland, the Czech Republic, Slovakia, Hungary, Romania, Bulgaria, the Baltic states, Canada, the United States and Korea.

As the company has increased its market share, operational complexity has grown primarily due to a rapidly changing market together with the long lead time for its products.

The Rzeszów facility was supporting the company's operations with an older IT system called ZSI (Zintegrowany System Informatyczny), which was designed for Zelmer. As the company focused on growth and strengthening its market position, the ZSI system could no longer support management with proper information; nor finance and controlling

with data entry and structure, as well as analysis and simulations; nor production with planning and reporting. Almost every process required considerable manual work.

The Solution

Capgemini was chosen to support Zelmer in the selection of a new ERP system that could meet the organization's operational requirements and support not only Zelmer S.A. but also its daughter companies in the future.

The Result

An ERP system was chosen and Capgemini was asked for further support in the form of knowledge transfer to the company selected as the software provider. It is expected that the new system will support key functional areas, resource management, business processes and deliver the right information to

“The selection of the new ERP system was crucial to ensure that we will get proper support of our business growth plans. I am extremely pleased with how Capgemini helped us to make the choice.”

Stanisław Mical
Board Member
Zelmer S.A.



Zelmer's management, enabling improved operational and strategic decision making.

How Zelmer and Capgemini Worked Together

Capgemini was chosen by Zelmer as its partner in this project due to our proven experience in ERP-delivered maps of target processes together with the description and principles for each process.

To help Zelmer make the best choice for its organization, Capgemini first recommended a quick process analysis. As part of that analysis, Capgemini divided the company into several functional areas (Finance & Controlling, Logistics, Sales & Distribution and Production – covering planning, production process, R&D and quality) as well as Business Intelligence.

Each area was set up as a separate stream in the project. For each stream a joint Zelmer/Capgemini team worked out the maps of the current process flow, showing the activities, information flow and information source, as well as documents and reports supporting the process.

As the design of all processes was based on ZSI support, it was necessary to design new processes. Capgemini delivered maps of target processes as well as the description and principles for each process.

In parallel, IT infrastructure was analyzed in a separate stream, to understand the current situation and technical requirements.

Working on a target image of the processes, with input from Zelmer and Capgemini's findings, the project team listed and categorized functional requirements for the new ERP system. Requirements were built to ensure that the system will:

- fully support key functional areas
- support resource management
- support business processes
- deliver the right information to management, thus enabling improved operational and strategic decision making.

Having functional (including reporting) and technical requirements ready, Capgemini developed an RFP and provided Zelmer with a list of potential vendors and information about the systems they offer.

The RFP was sent to the selected vendors together with forms to complete – consisting of the list of 700 functional requirements, reporting requirements, technical requirements and other key criteria. The documents were designed in a way to separate vendor selection from system selection; separate scoring was established for different areas.

The resultant scoring determined a short list of potential vendors. Three companies (offering two different ERP

systems) were chosen for further negotiations. Together Capgemini and Zelmer worked out the approach to negotiations.

Capgemini applied our Collaborative Business Experience to the project by combining Zelmer's knowledge of the business environment, internal policies, limitations and long-term targets with our experience working in many client situations and our knowledge of different possible solutions.

Most importantly, the project was not only about selecting the right ERP system for Zelmer, it was also about adjusting the company's processes to a new reality, which the team successfully achieved.



About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model

called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 90,000 people worldwide.

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In collaboration with



Zelmer S.A. is a market leader in small domestic appliances in Poland, also having a significant share in the world market through subsidiary companies conducting mostly commercial activity. The companies in the Czech Republic, Slovakia and Russia develop distribution networks for Zelmer's products in those markets. Created in 2001 Zelmer was transformed into a public limited

company with the State Treasury as the only shareholder. In 2004 the Securities and Exchange Commission admitted Zelmer shares to public trading. On January 27, 2005 Zelmer shares were quoted on the Warsaw Stock Exchange for the first time. Zelmer S.A. obtained a certificate of a stock exchange-listed company. The company is developing rapidly and is systematically expanding its product portfolio. At present, Zelmer's assortment includes almost fifty products. More information is available at <http://www.zelmer.pl>