



Judge us by your results™



Customer Profitability Prodacapo cases

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PRODACAPO

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PRODACAPO CASES

Erasmus MC

Telenor

Skandia Live (Old Mutual)

Larson Juhl (Berkshire Hathaway)

Elektroskandia (Sonepar)

Terquimsa/Vopak

Philips Lighting Distribution

SCA

Pipelife

ERASMUS MC HOSPITAL

QlikView x64 - [D:\Qlikview_documents_test\Ontwikkel_2012_v2\140217 Sales MAP en tarief\2012_Sales_only_operational_activities.qvw*]

File Edit View Selections Layout Settings Bookmarks Reports Tools Object Window Help

Clear Back Forward Lock Unlock

Sales Profit Analysis Zorgproduct - Kosten Zorgproduct - Resultaat Patient Ad Hoc Kaart **VOOR VALIDATIE - Resultaten**

- EMCZ_AFSLUITREDEN
- EMCZ_BEHANDELINGAFGELEID
- EMCZ_BEHANDELINGGEREGI...
- EMCZ_DECL_SEGM_CODE
- EMCZ_DECLARATIECODE
- EMCZ_DIAGNOSE
- EMCZ_ZORGTTYPE
- EMCZ_FACTURATIESTATUS
- EMCZ_GROUPER_SEGMENT
- EMCZ_MEDISCHEINDICATIE

- EMCZ_SPECIALISME
- EMCZ_SUBTRAJECTID
- EMCZ_VERWACHTZORGP... X
- EMCZ_VERWIJZENDEZORGAA...
- EMCZ_VERWIJZERTYPE
- EMCZ_ZORGPRODUCT
- EMCZ_ZORGPRODUCTGROEP
- EMCZ_ZORGTRAJECTID
- EMCZ_ZORGTTYPE
- EMCZ_ZORGVRAAG

Current Selections

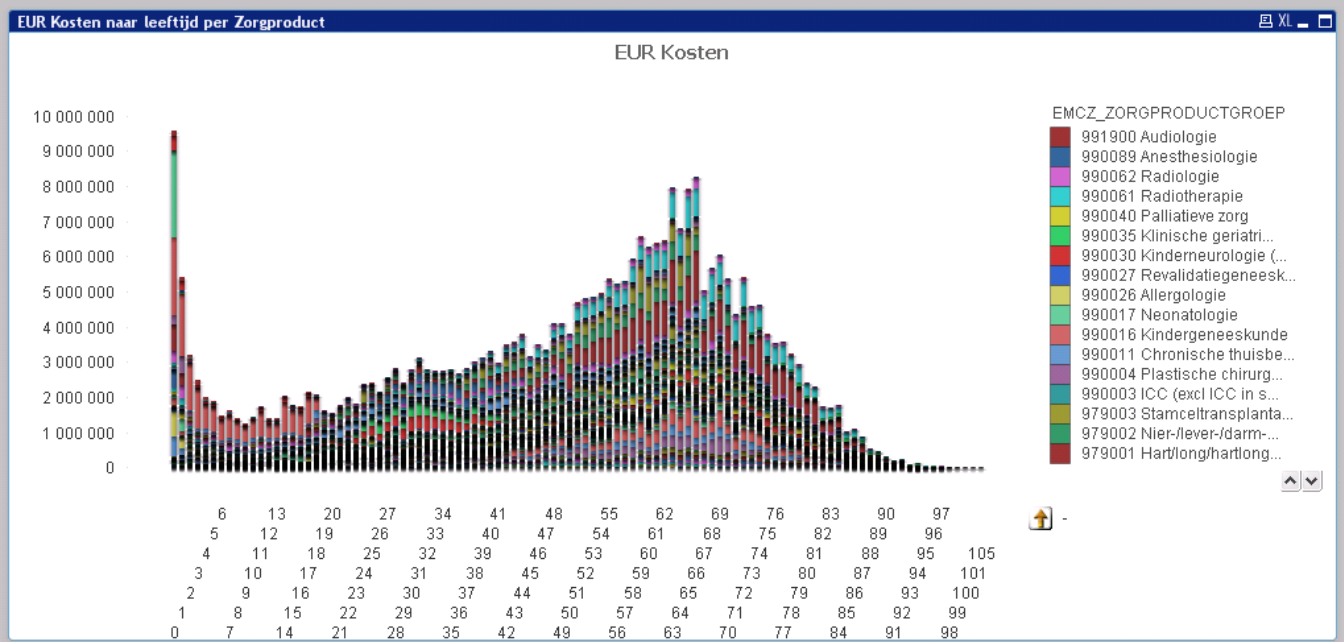
PRODUCT_ATTRIBUTE02 01 - Zorgproducten, jaar

EMCP_GEBOORT...

EMCP_GESLACHT

EMCP_POSTCODE

EMCB_CONTRACT



- # Subtrajecten per Geslacht per Cont...
- # Subtrajecten per patient per specia...
- # Subtrajecten per Zorgproduct(groep)
- EUR kosten zorgproducten per patien...
- # Subtrajecten naar leeftijd per spec...
- EUR Resultaat naar leeftijd per Zorgp...
- EUR Resultaat naar leeftijd
- EUR Resultaat naar leeftijd per speci...

- EMCZ_AFSLUITREDEN
- EMCZ_BEHANDELINGAFGELEID
- EMCZ_BEHANDELINGGEREGI...
- EMCZ_DECL_SEGM_CODE
- EMCZ_DECLARATIECODE
- EMCZ_DIAGNOSE
- EMCZ_ZORGTTYPE
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- EMCZ_GROUPER_SEGMENT
- EMCZ_MEDISCHEINDICATIE

- EMCZ_SPECIALISME
- EMCZ_SUBTRAJECTID
- EMCZ_VERWACHTZORGPROD... X
- EMCZ_VERWIJZENDEZORGAA...
- EMCZ_VERWIJZERTYPE
- EMCZ_ZORGPRODUCT
- EMCZ_ZORGPRODUCTGROEP
- EMCZ_ZORGTRAJECTID
- EMCZ_ZORGTTYPE
- EMCZ_ZORGVRAAG

Current Selections

PRODUCT_ATTRIBUTE02 01 - Zorgproducten, jaar

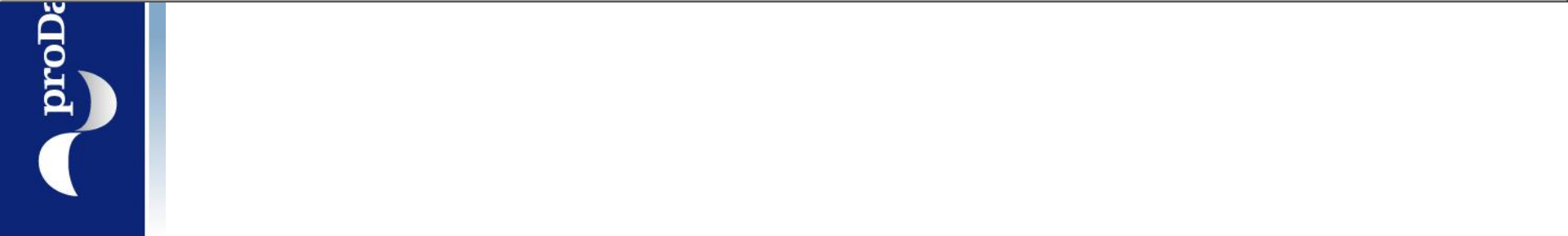
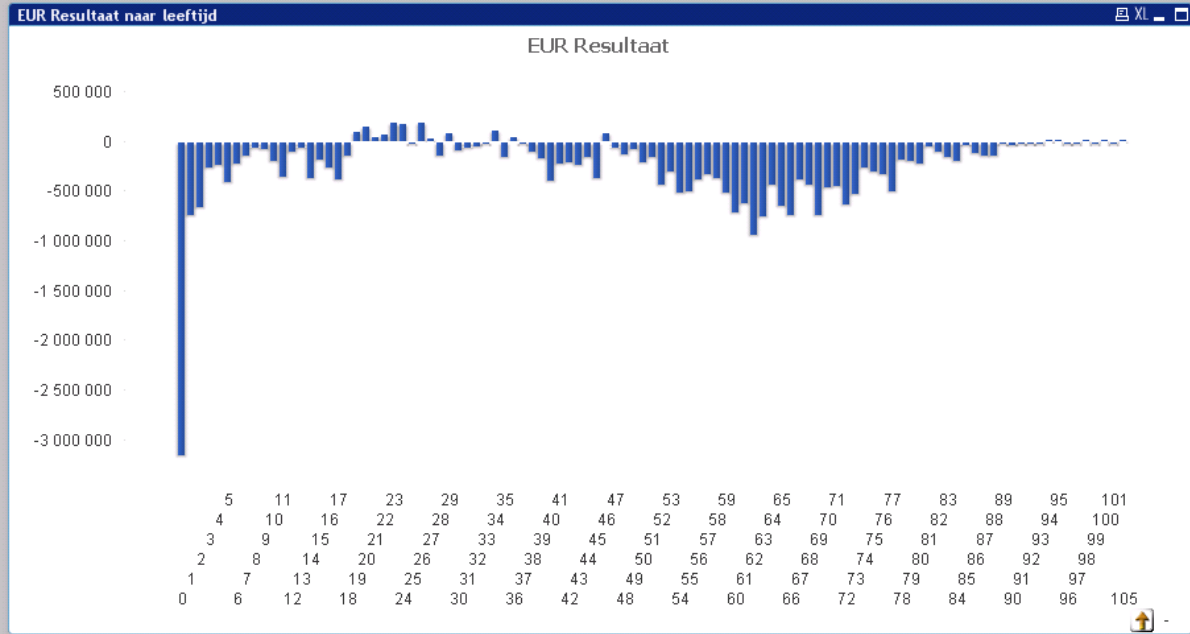
EMCP_GEBOORT...

EMCP_GESLACHT

EMCP_POSTCODE

EMCB_CONTRACT

- # Subtrajecten per Geslacht per Cont...
- # Subtrajecten per patient per specia...
- # Subtrajecten per Zorgproduct(groep)
- EUR kosten zorgproducten per patien...
- # Subtrajecten naar leeftijd per spec...
- EUR Kosten naar leeftijd per Zorgpro...
- EUR Resultaat naar leeftijd per Zorgp...
- EUR Resultaat naar leeftijd per speci...



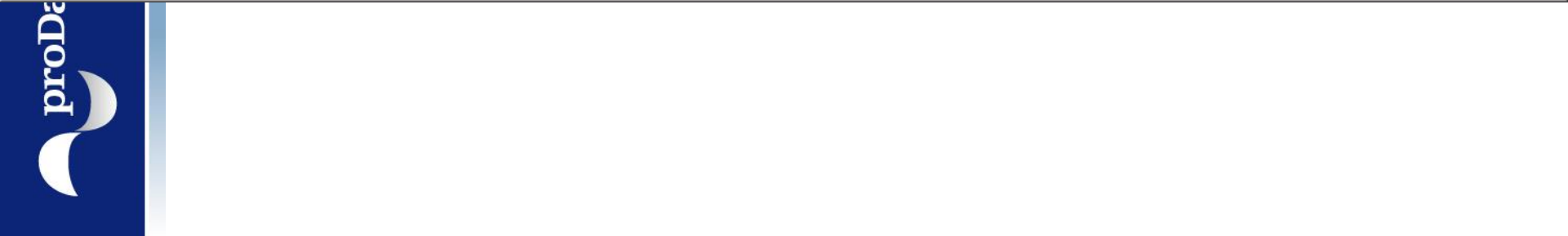
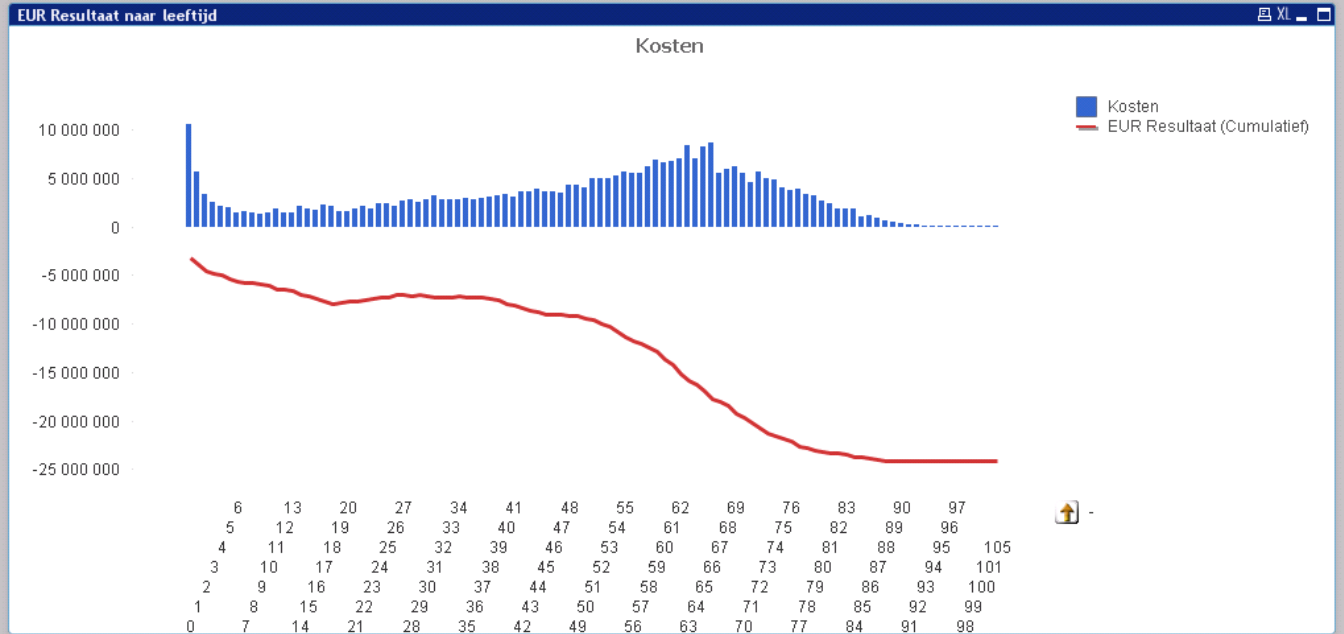
- EMCZ_AFSLUITREDEN
- EMCZ_BEHANDELINGAFGELEID
- EMCZ_BEHANDELINGGEREGI...
- EMCZ_DECL_SEGM_CODE
- EMCZ_DECLARATIECODE
- EMCZ_DIAGNOSE
- EMCZ_ZORGTTYPE
- EMCZ_FACTURATIESTATUS
- EMCZ_GROUPEER_SEGMENT
- EMCZ_MEDISCHEINDICATIE

- EMCZ_SPECIALISME
- EMCZ_SUBTRAJECTID
- EMCZ_VERWACHTZORGPROD... X
- EMCZ_VERWIJZENDEZORGAA...
- EMCZ_VERWIJZERTYPE
- EMCZ_ZORGPRODUCT
- EMCZ_ZORGPRODUCTGROEP
- EMCZ_ZORGTRAJECTID
- EMCZ_ZORGTTYPE
- EMCZ_ZORGVRAAG

Current Selections
 PRODUCT_ATTRIBUTE02 01 - Zorgproducten, jaar

- EMCP_GEBOORT...
- EMCP_GESLACHT
- EMCP_POSTCODE
- EMCB_CONTRACT

- # Subtrajecten per Geslacht per Cont...
- # Subtrajecten per patient per specia...
- # Subtrajecten per Zorgproduct(groep)
- EUR kosten zorgproducten per patien...
- # Subtrajecten naar leeftijd per spec...
- EUR Kosten naar leeftijd per Zorgpro...
- EUR Resultaat naar leeftijd per Zorgp...
- EUR Resultaat naar leeftijd per speci...



Kaart instellingen

Zoom level

Kaart type

Selectie

Postcode

Zorgproduct

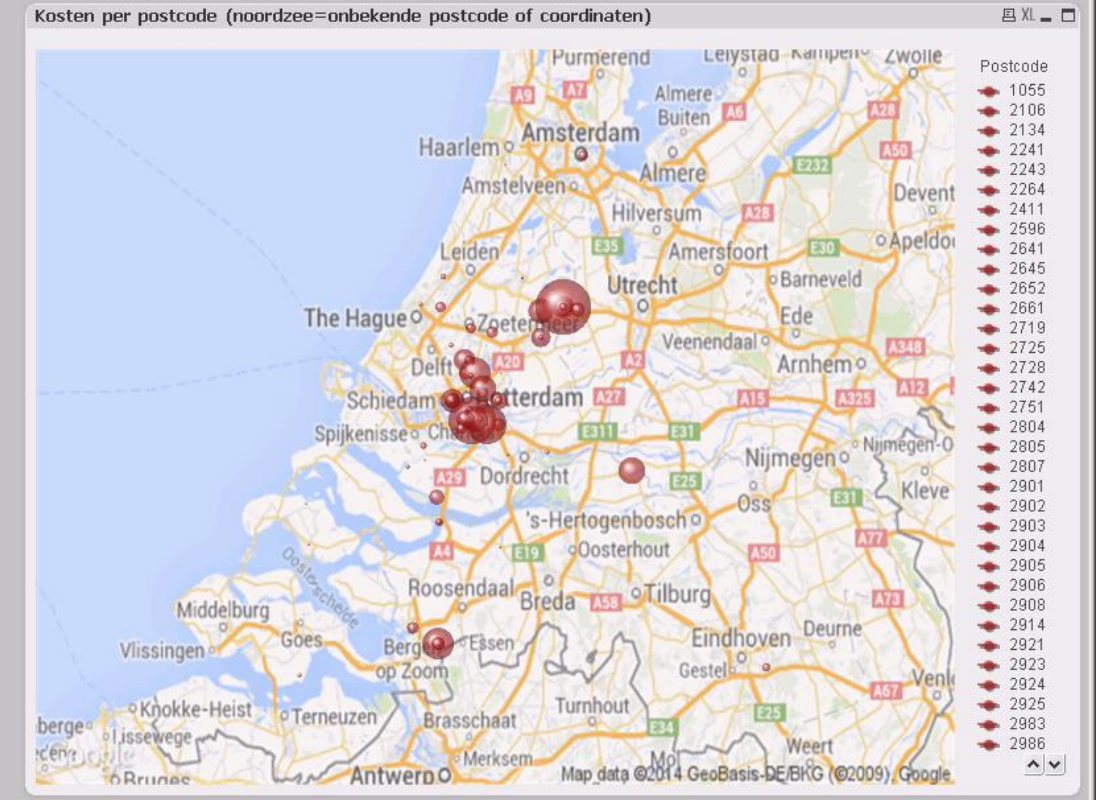
Zorgverzekeraar

Contract

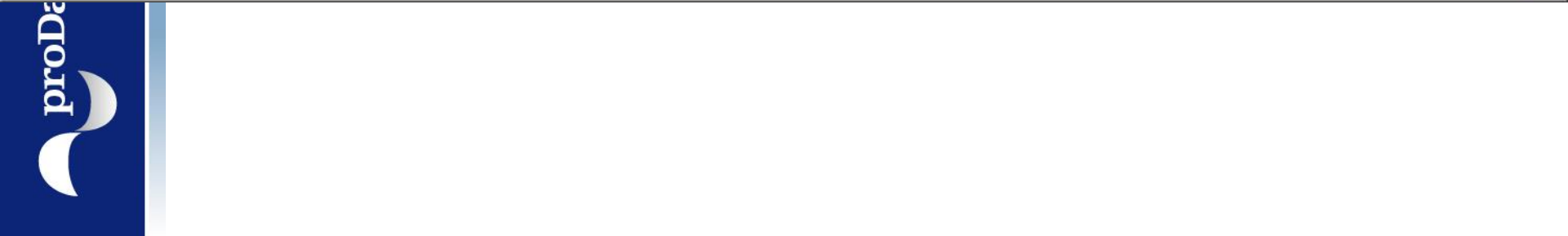
EMCZ_SPECIALISME

EMCZ_ZORGPRODUCTGROEP

- 3311 Zilveren Kruis Achmea Zorgverzekeringen NV
- Achmea
- ONC
- D20107 Nieuwvormingen - Maligne neoplasmata mamma



Resultaat per postcod...



1 algemeen niet-klinisch operatief
15
1805
re zorg
gment

- EMCZ_SPECIALISME ▾ ORT
- EMCZ_SUBTRAJECTID ▾ 4216459
- EMCZ_VERWACHTZORGPROD... ▾ X
- EMCZ_VERWIJZENDEZORGAA... ▾
- EMCZ_VERWIJZERTYPE ▾ 1 Zelfverwijzer SEH
- EMCZ_ZORGPRODUCT ▾ 131999199 Oper knie zwaar | Botspiers.../...
- EMCZ_ZORGPRODUCTGROEP ▾ 131999 Botspiers.../bindweefsel/Letsel - Ziekten...
- EMCZ_ZORGTRAJECTID ▾ 2296177
- EMCZ_ZORGTYPE ▾ 11 reguliere zorg
- EMCZ_ZORGVRAAG ▾ X

Current Selections

PRODUCT_ATTRIBUTE02 ▾ 01 - Zorgproducten, jaar

EMCZ_SUBTRAJECTID ▾ 4216459

EMCP_GEBOORT... ▾ 1991

EMCP_GESLACHT ▾ Man

EMCP_POSTCODE ▾ 3319

EMCB_CONTRACT ▾ vgz

Services provided		#	Kosten
PRODUCT_NAME	COST_DRIVER_DESCRIPTION		
	339250F KNIE - ARTROSC.COMB.MET HEELK.INGREEP ZELFDE ZITT.	1	43,01
	339842H PREASSESSMENT DAGOPNAME	1	56,62
	389290 MRI HEUP	1	237,24
	389404 KNIE - KNIE POORT PATELLA -4 R.	1	33,82
	411105 VERVOLGCONSULT ORTHOPEDIKOSTEN OUT	2	76,06
	419030 SPOEDEISENDE HULP CONTACT OP DE SEH AFDELING	1	160,65
ORT_131999199_4216459 ORT - Oper knie zwaar Botspiers.../la.../trauma - 4216459	980105 TELCODE - OK-TIJD	11	1 361,64
	982864 MENISCUS HECHTEN BIJ ARTHROSCOPIE KNIE	1	42,12
	AFSLAG_N8241102_APPARATUUR	76	0,00
	AFSLAG_N8241102_GEBOUW	234	0,00
	AFSLAG_N8241102_VERTRAGING	1 842	0,00
	AFSLAG_N8245100_REST1	1 842	0,00
	AFSLAG_N8245200	169	0,00
	AFSLAG_N8640010_TRF_OVERIG_NFU	1 456	0,00
	Total	5 638	2 011,18



TELENOR CASE STUDY - OVERVIEW

The challenge

- Due to new organisation and increasing demand they needed to improve the current solution
- Management required a fully loaded P&L per business unit and type of customer

The solution

- After a three day Rapid prototyping where we built most of their old model into Prodacapo ABM
- Total review and better tracing of
 - NW costs 20-25% of total
 - Customer services
 - Revenues

ETOM PROCESS FRAMEWORK

The screenshot displays the ETOM software interface. The top menu bar includes: File, Edit, View, Sheet, Object, Map, Options, Tools, Setup Data Mart, Analytical Views, Help. The toolbar contains various icons for navigation and editing. Below the toolbar, the interface is split into two main areas:

- Left Panel (Process Tree):** A hierarchical tree structure under the heading "Processes". It starts with "0 Core Process", followed by "1.1 Operations", "1.2 Strategy, Infrastructure & Product", and "1.3 Enterprise Management". Each level is further detailed with sub-processes.
- Right Panel (Diagram):** A diagram showing three large, grey, arrow-shaped boxes representing process components. The top row contains "1.2 Strategy, Infrastructure & Product" on the left and "1.1 Operations" on the right. The bottom row contains "1.3 Enterprise Management" on the left. The diagram is set against a coordinate grid with a horizontal axis from 0 to 170 and a vertical axis from -10 to 1.

MODEL OVERVIEW

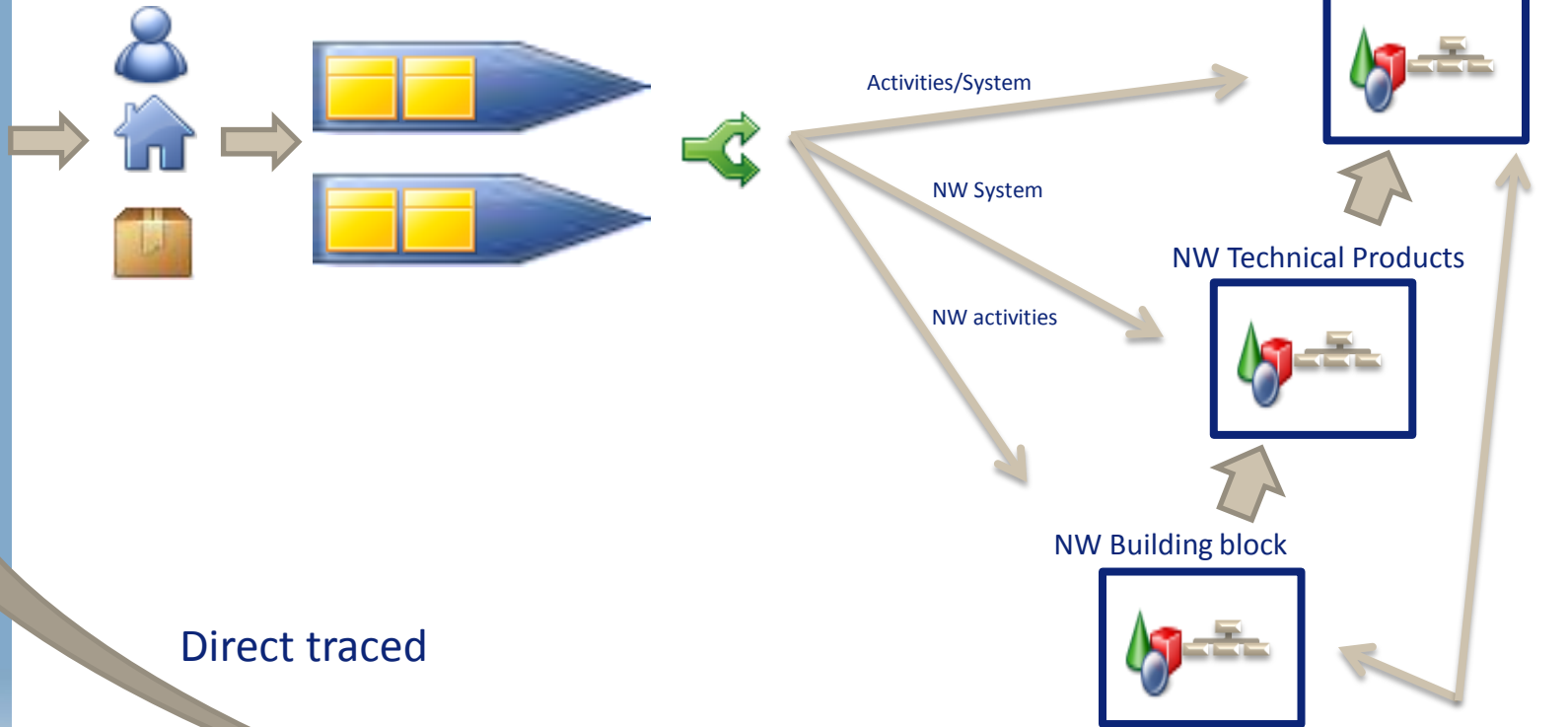
CC/Acc

Resources

Activities, Processes
and Systems

Cost drivers

Products



Direct traced

TELECOM P&L BY CUSTOMER

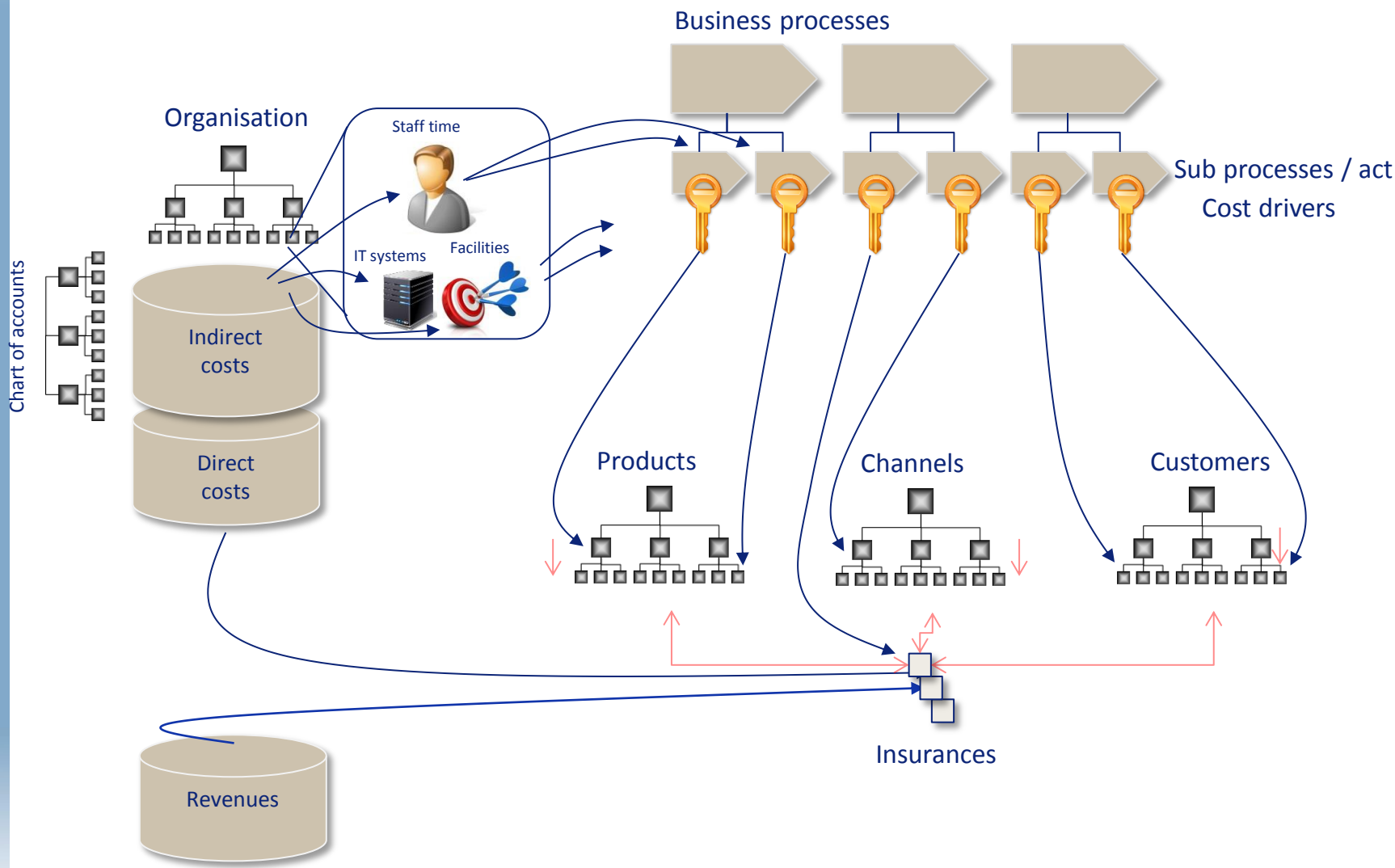
Revenue	General	1.446.843.594
	Handset	584.976.502
Total Revenue	Total Revenue	2.031.820.096
COGS	Interconnect	-159.430.368
	Roaming	-38.100.426
	Handset (Stores + separata)	-658.608.094
	Comissions	-119.369.304
Gross Profit	Gross Profit	1.056.311.903
Process	1.1.1 Customer Relationship Management	-251.645.068
	1.1.2 Service Management & Operations	-31.021.605
	1.1.3 Resource Management & Operations	-1.838.003
	1.1.4 Supplier/Partner Relationship Management	-1.253.390
	1.2.1 Marketing & Offer Management	-62.899.675
	1.2.2 Service Development & Management	-14.822.045
	1.2.3 Resource Development & Management	-3.147.867
	1.3.2 Enterprise Risk Management	-304.808
	1.3.3 Enterprise Effectiveness Management	-435.309
	1.3.5 Financial & Asset Management	-2.068.118
	1.3.7 Human Resources Management	-7.759.548
	Undefined	-839.047
Overhead	Finance/Management	-147.192.593
Technical Products	TP-011 FIXED SITES-CORE NW	-114.741
	TP-014 IMS/One Plattformar	-514.851
	TP-016 MISC NETWORK - OTHER	-1.663.061
	TP-018 Mobile Data	-97.123.040
	TP-019 Mobile Data 4G	-34.087.327
	TP-020 Mobile Messaging	-9.850.256
	TP-021 Mobile Prepaid Voice	-774.087
	TP-022 Mobile Voice	-79.722.783
	TP-029 Roaming	-564.423
Net Result	Net Result	306.670.261

SKANDIA LIFE (OLD MUTUAL)



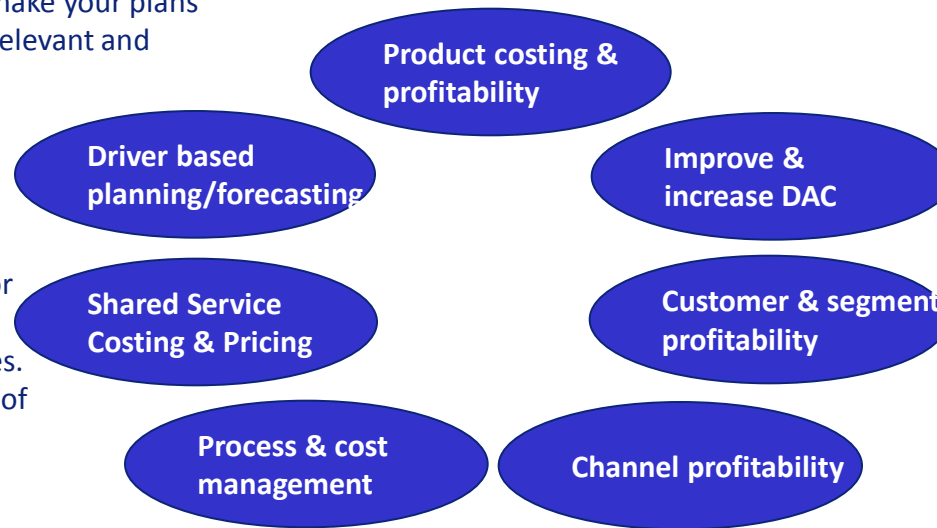
.... Fully embedded into Skandia

A PROCESS- AND ACTIVITY BASED MODEL TO UNDERSTAND PROFITABILITY

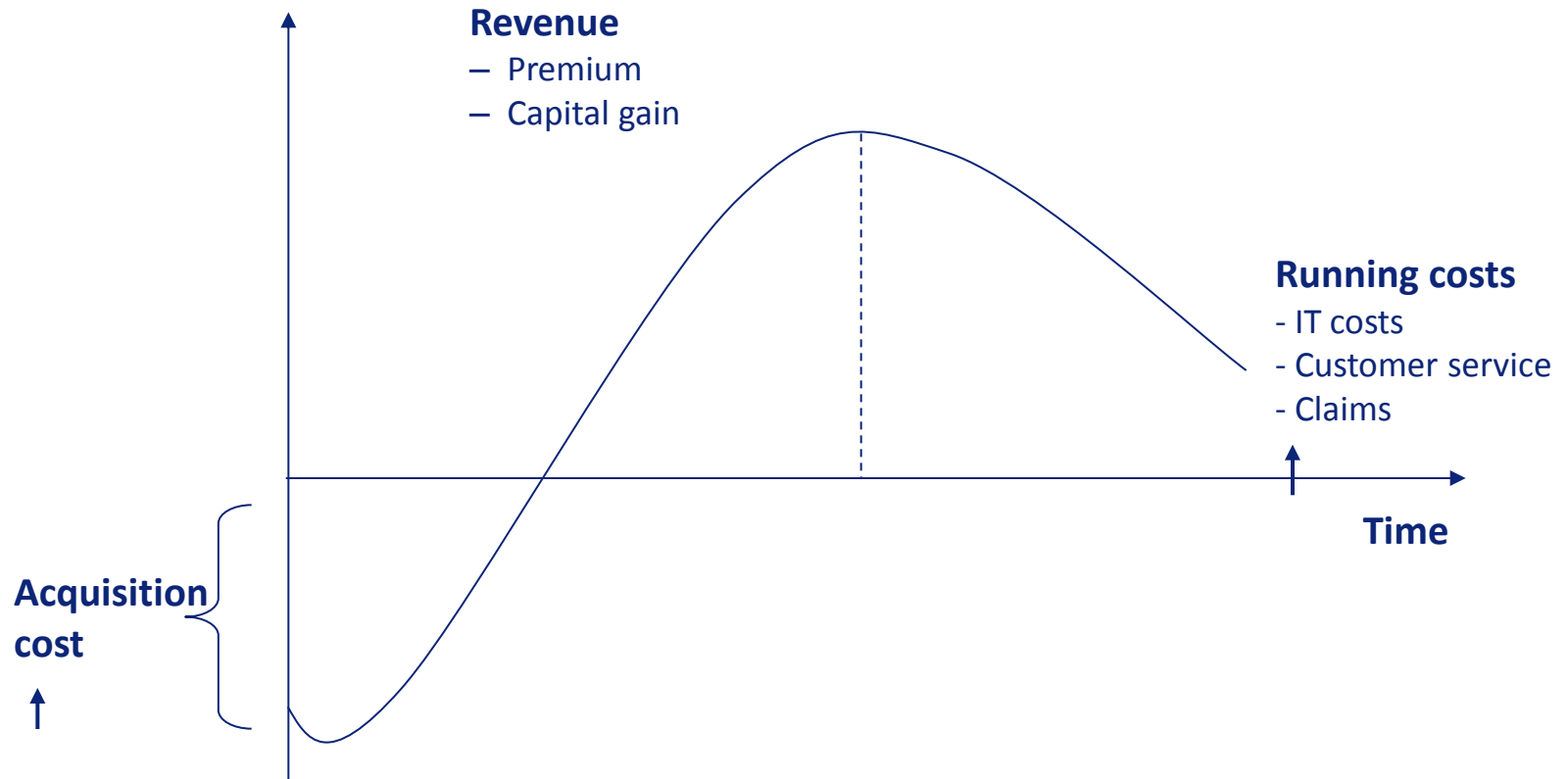


VALUE PROPOSITION

- Simplify and enhance your planning and forecasting process by using **driver based planning**. Cause and effect relations will make your plans and forecasts more relevant and transparent.
- Find the **true costs** for internal services in shared service centres. Also used for **pricing** of internal services.
- Map and cost processes to get a better base for **process management, process improvements** and thereby cost reductions.
- Better identification of **product cost** using ABC methodology
- Analyse **product profitability**
- Which products are profitable? How long has a policy to be maintained before it becomes profitable?
- Split costs by product group, i.e. with-profits / unit linked etc.
- Calculate and monitor **costs by sales channel** (or distribution channel).
- Which **customer segment** is most profitable? Which customers are not profitable, and why? Analyse the cause and effect relations behind the **customer behaviour** to gain understanding of how to increase profitability or for changed pricing.
- Classify activities as **Acquisition, Maintenance or Development** and gain evidence to argue for a increasing of the Deferred Acquisition Cost (DAC). Even cost on indirect activities can be related to maintenance or acquisition in a relevant way.



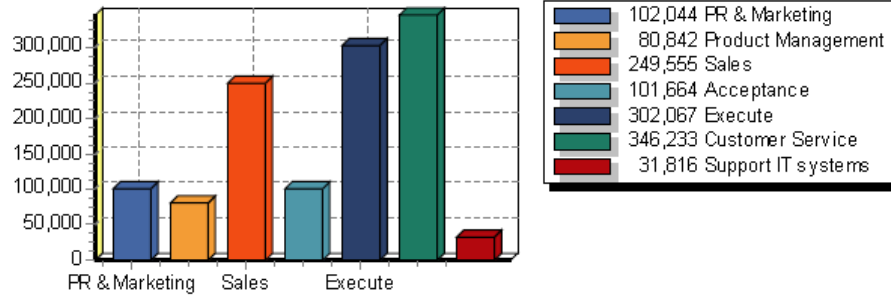
PRODUCT PROFITABILITY



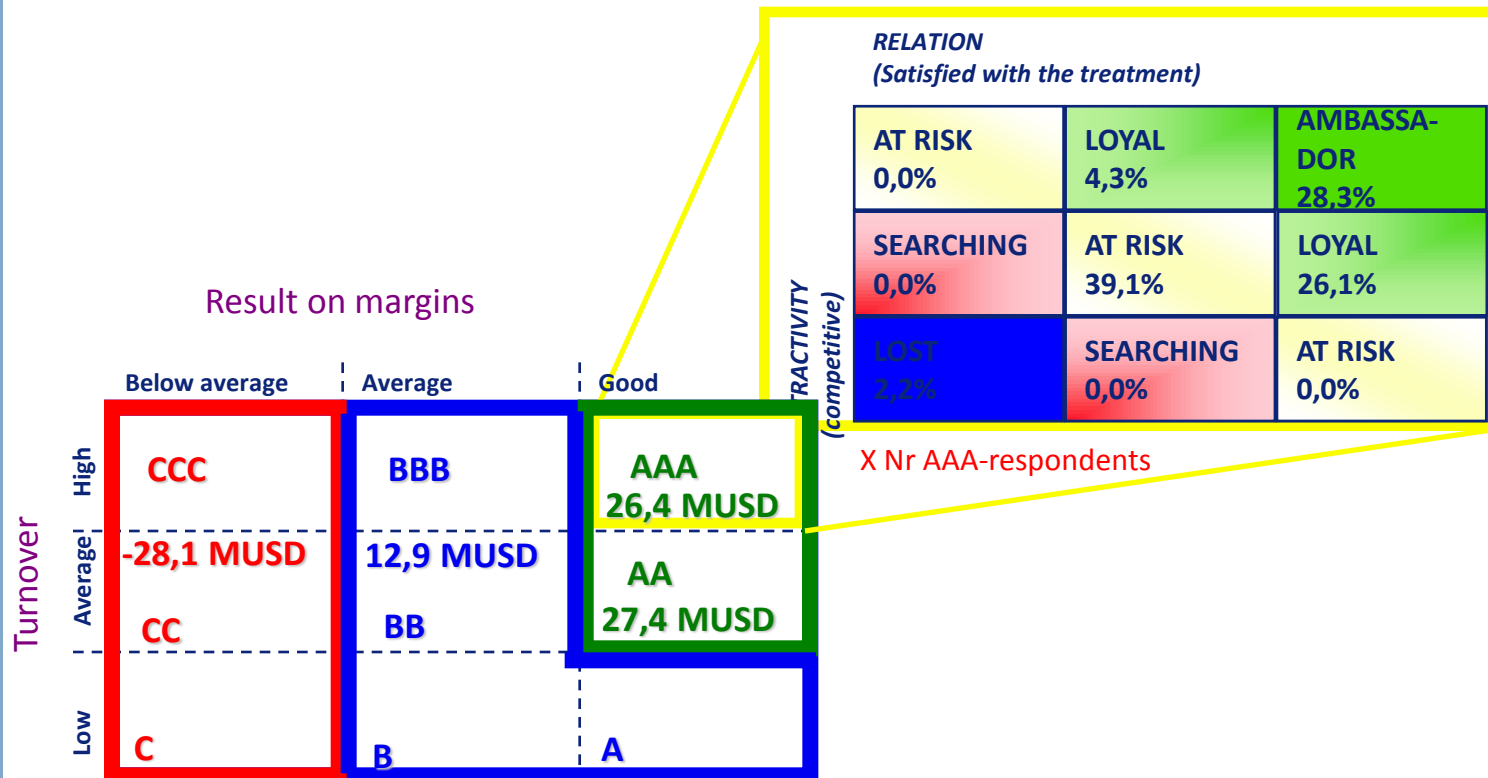
Result by Branch

Branch	Value Chain	Cost before	Cost after	FTE Before	FTE After
BRA1	Branch 1				
P0	Life				
	P01 PR & Marketing	56,269.00	102,043.51	1.11	1.58
	P02 Product Management	44,592.12	80,841.70	0.88	1.25
	P03 Sales	142,422.08	249,555.15	2.59	3.70
	P04 Acceptance	54,976.71	101,663.75	1.13	1.61
	P05 Execute	166,323.15	302,066.77	3.28	4.69
	P06 Customer Service	196,000.00	346,232.58	3.64	5.19
P9	Supporting				
	P94 Support IT systems	23,721.74	31,816.30	0.50	0.57
Total Cost		684,304.79	1,214,219.75	13.12	18.59
Revenue			1,257,000.00		
Profit			42,780.25		

Cost by Value Chain



CUSTOMER SEGMENTATION



LARSON JUHL (BERKSHIRE HATHAWAY)

- \$150 Million in Annual Revenues
- A Berkshire Hathaway Company
- 12,000 customers
- 5,000 SKUs
- 600 Delivery Routes
- 25 Distribution Branches
- 150,000 Individual Customer Deliveries

PROJECT OBJECTIVES

- Detailed Profitability by Customer, Product
- Evaluate Cost of Deliveries
- Improve Productivity of its Customer Service Center and Sales & Marketing Efforts

PROJECT APPROACH

- Built an Operational Model tracing cost to order line level
- Defined Detailed Profitability in a Multi Dimensional Way
- Created Custom Reports to Each Business Decision Maker
- Guided Users to Identify Opportunities for Improvement

PROJECT DELIVERABLES

- Determine the fully loaded profitability of each customer (outside sales – small/medium/large, inside sales, key accounts, contract and national accounts).
- Determine the fully loaded profitability of all delivery customers and re-evaluate our minimum order size and delivery .
- Determine the fully loaded profitability of each product SKU and either 1) discontinue unprofitable SKUs, 2) negotiate a price decrease or 3) make an explicit decision on each that it's a necessary part of the range and therefore a cost that should be associated with more profitable SKUs.
- Determine the fully loaded profitability of fulfillment orders to establish optimal pricing and/or make necessary changes to our operating approach.
- Determine the optimal pricing for value added services.

CUSTOMER FACING ACTIONS

- Customer Prompt Pay Discounts (COD customers, Converting Terms)
- Delivery Fee
- Delivery Minimum (order size, incremental cost/profit)
- Samples Revenue (charging certain customers for samples)
- Join Pricing (establish proper \$ fee and guidelines when it can be waived)
- Chop Pricing
- SKU deletion (large/dramatic changes).

Sales Profit Analysis

Updated 2013-03-21 03:15:46

Model **LJ update**
 Variant **Actuals**
 Period **2012 Jan-May**

Products
 117461 ARTIQUE OYSTER 32X40
 117479 ARTIQUE WHITECAP 32X40

Customers
 4281735 AMBIANCE GROUP
 10 LARSON_JUHL

Customer Criteria

- LJC_BRANCH **ATL**
- LJC_CUST_PRICE_GROUP **CONT**
- LJC_CUST_PRICE_SCHEDULE **CONT**
- LJC_DEACTIVATION_CODE
- LJC_FOCUS_CODE **P**
- LJC_FOCUS_DESC **P - Production Commercial Framing**
- LJC_FREE_JOIN_FEE_FLAG **N**
- LJC_GROUP_1_CODE **I**
- LJC_GROUP_1_DESC **INDEPENDENT ACCOUNTS**
- LJC_GROUP_2_CODE **N**
- LJC_GROUP_2_DESC **NON-FRANCHISE**
- LJC_GROUP_3_CODE **NFN**
- LJC_GROUP_3 **SKU - P & L**
- LJC_JOIN_FEE_FLAG

SKU Criteria

- LJS_CLASS_3
- LJS_CLASS_3_GRP1 **Accessories**
- LJS_CLASS_3_GRP2 **Matboard**
- LJS_CLASS_3_GRP3 **Artique**
- LJS_ITEM_NUMBER
- LJS_SRP8_DESC **-**
- LJS_SRP8
- LJS_SRP_2 **335**
- LJS_SRP_2_DESC **335 - ARTIQUE MATBOARD**
- LJS_SRP_4 **300**
- LJS_SRP_4_DESC **300 - Conservation**
- LJS_SRP_5
- LJS_SRP_5_DESC
- LJS_VENDOR_NAME **JAMES CROPPER CONVERTING**

Orderline Criteria

- LJO_ASSEMBLY_REQUIRED_...
- LJO_CARRIER_CODE **LJ**
- LJO_DELIVERY_FEE
- LJO_EDJ_TYPE
- LJO_FUEL_SUR_CHARGE **0**
- LJO_INVOICE_INDEX
- LJO_JOIN_FEE **0**
- LJO_LINE_#
- LJO_MLDG_ACCESS_GRP **ACCESSORY**
- LJO_NO_CHARGE_REPL_FLAG
- LJO_NO_SHIPPING_CHG_FLAG
- LJO_ORDER_#
- LJO_ORDER_TYPE **SO**
- LJO_ORDER_UNIT_OF_MEAS

- SKU - Revenue Profit**
- SKU - Profit**
- SKU - P & L**
- SKU - Cost**
- SKU - Aggregated Profit**
- SKU - P & L till activities**
- Customer - Revenue Profit**
- Customer - Profit**
- Customer - P & L**
- Customer - Aggregated Profit**
- Customer - P & L till activities**

Customer - Product Profit

Customer	Product	Revenue	Cost	Profit
4281735 AMBIANCE GROUP	117461 ARTIQUE OYSTER 32X40	39,81	38,21	1,59
	117479 ARTIQUE WHITECAP 32X40	3 994,68	2 677,99	1 316,69
	117487 ARTIQUE EGGPLANT 32X40	5,85	9,96	-4,11
	229059 ARTIQUE WHITECAP 40X60	1 414,02	1 069,23	344,79
	282829 ARTIQUE DIGITAL WHITE 32X40	146,09	105,21	40,88
	359785 DIGITAL WHITE 32X40 8PLY	451,10	356,06	95,04
	359806 DOVER WHITE 32X40 8PLY	15,47	15,36	0,11
	359814 OYSTER 32X40 8PLY	67,69	67,44	0,25
	359881 RAVEN 32X40 8PLY	16,92	20,56	-3,64
	360014 ARTIQUE COTSWOLD GREY 40X60	82,52	82,20	0,32
	431425 ARTIQUE CERAMIC 32X40	8,92	13,77	-4,85
	Total	6 243,07	4 455,99	1 787,07

Sales Profit Analysis

Updated 2013-03-21 03:15:46

Model: LJ update
 Variant: Actuals
 Period: 2012 Jan-May

Products
 117461 ARTIQUE OYSTER 32X40
 117479 ARTIQUE WHITECAP 32X40

Customers
 4281735 AMBIANCE GROUP
 10 LARSON_JUHL

Customer Criteria

- LJC_BRANCH: ATL
- LJC_CUST_PRICE_GROUP: CONT
- LJC_CUST_PRICE_SCHEDULE: CONT
- LJC_DEACTIVATION_CODE: []
- LJC_FOCUS_CODE: P
- LJC_FOCUS_DESC: P - Production Commercial Framing
- LJC_FREE_JOIN_FEE_FLAG: N
- LJC_GROUP_1_CODE: I
- LJC_GROUP_1_DESC: INDEPENDENT ACCOUNTS
- LJC_GROUP_2_CODE: N
- LJC_GROUP_2_DESC: NON-FRANCHISE
- LJC_GROUP_3_CODE: NFN
- LJC_GROUP_3_DESC: NON-FRANCHISE NON-KEY ACCTS
- LJC_JOIN_FEE_PRG_FLAG: []

SKU Criteria

- LJS_CLASS_3: []
- LJS_CLASS_3_GRP1: Accessories
- LJS_CLASS_3_GRP2: Matboard
- LJS_CLASS_3_GRP3: Artique
- LJS_ITEM_NUMBER: []
- LJS_SRP8_DESC: []
- LJS_SRP_2: 335
- LJS_SRP_2_DESC: 335 - ARTIQUE MATBOARD
- LJS_SRP_4: 300
- LJS_SRP_4_DESC: 300 - Conservation
- LJS_SRP_5: []
- LJS_SRP_5_DESC: []
- LJS_VENDOR_NAME: JAMES CROPPER CONVERTING

Orderline Criteria

- LJO_ASSEMBLY_REQUIRED...: []
- LJO_CARRIER_CODE: LJ
- LJO_DELIVERY_FEE: []
- LJO_EDI_TYPE: []
- LJO_FUEL_SUR_CHARGE: 0
- LJO_INVOICE_INDEX: []
- LJO_JOIN_FEE: 0
- LJO_LINE_#: []
- LJO_MLDG_ACCESS_GRP: ACCESSORY
- LJO_NO_CHARGE_REPL_FLAG: []
- LJO_NO_SHIPPING_CHG_FLAG: []
- LJO_ORDER_#: []
- LJO_ORDER_TYPE: SO
- LJO_ORDER_UNIT_OF_MEAS: []

Cost type

- Fixed
- not available
- Other
- Revenue
- Semi Variable
- Variable

- SKU - Revenue Profit
- SKU - Profit
- SKU - P & L
- SKU - Cost
- SKU - Aggregated Profit
- SKU - P & L till activities
- Customer - Revenue Profit
- Customer - Profit
- Customer - P & L
- Customer - Aggregated Profit
- Customer - P & L till activities
- Customer - Product Profit

SKU - P & L		P&L	Cost Driver	CUSTOMER...	AMBIANCE GROUP
1035 NET SALES		1035 NET SALES			6 243,07
					6 243,07
		2000 Standard COGS			-3 893,38
					-3 893,38
					43,35
					52,97
					-21,92
					186,35
					260,75
2095 TOTAL COGS		2094 TOTAL OTHER COGS			-3 632,63
					-113,21
					-12,73
					-25,12
					-1,64
					-15,32
					12,18
					-42,64
					-72,38
					-228,23
					-175,78
					-175,78
					-91,11
					-52,76
					-48,21
					-15,78
					-3,52
					-9,78
					-31,21
					-13,22
					-42,51
					-39,89
					-347,99
5097 OPERATING INCOME		5093 TOTAL ATLANTA SUPPORT CENTER			-752,00
					1 858,44
6015 CARRYING COSTS		6015 CARRYING COSTS			-71,37
					-71,37
					1 787,07

ELEKTROSKANDIA (SONEPAR)

The screenshot shows the Elektroskandia website interface. At the top, the browser address bar displays <http://www.elektroskandia.se/> and the page title is "Elektroskandia Sverige AB". The main header features the Elektroskandia logo and navigation tabs for "Produkter", "Produktträd", "Fokusområden", "Kundservice", "Ny kund", and "Logga in". A search bar is located on the right side of the header.

Below the header, there is a large image of a white electrical component. To its right is a vertical navigation menu with the following items: "Elnät", "Elinstallation" (highlighted with a red box), "Industri", and "Telekomentr.". To the right of this menu are several promotional banners: "Cylinda" with icons, "Elektroskandia Selection Produktutbildningar" with a lightbulb icon, "volt webTv", and "Elektroskandia Belysning".

Below the main image, there is a section titled "Aktuella kampanjer hos Elektroskandia" with four featured products:

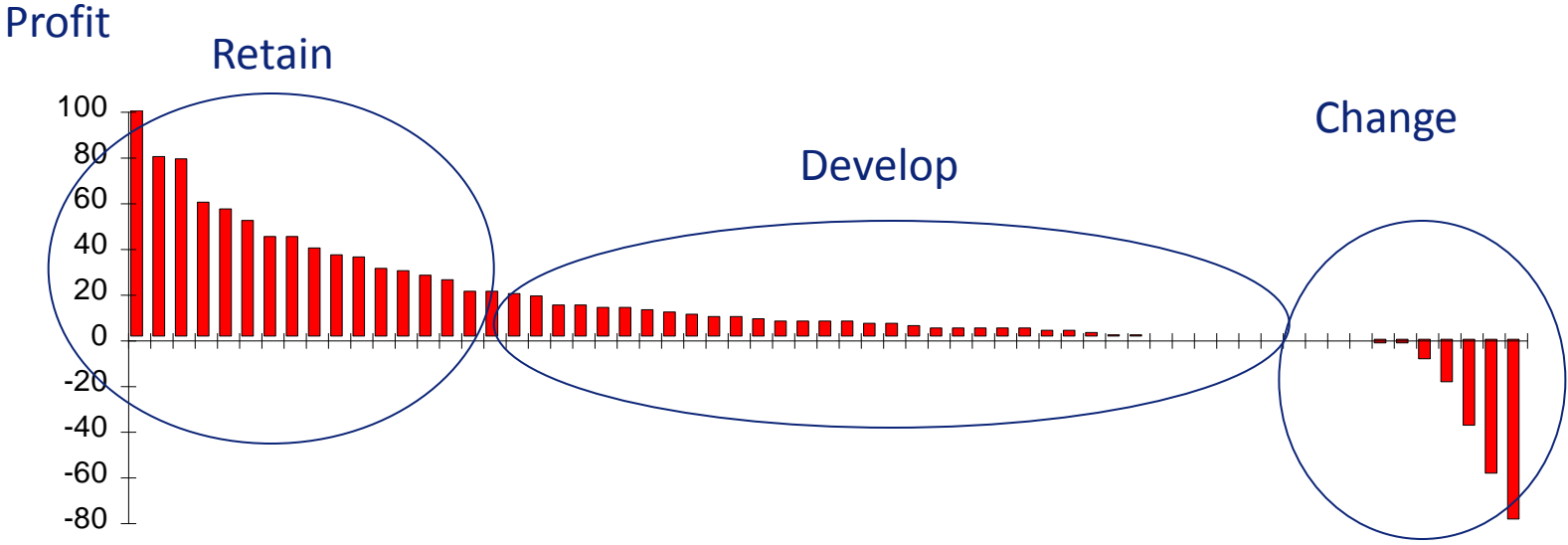
- Kärcher K5 premium**: Den perfekta allroundvätten!
- PM Flexrör**: Fördragna
- Armaturserie AVR254**: Stilen med stora möjligheter!
- Kampanjpris!**: Dimbara LEDspotlight 4W (35W) GU10 från PHILIPS.

At the bottom of the page, there are several smaller promotional images and icons:

- Three small images: "Volt", "Extrabladet", and "Aktuellt".
- A row of icons for "Butik", "Prisfiler", "Dokument", and "Kontakt".
- Two social media buttons: "ELRÄTT" and "Vind ik leuk".

On the right side of the page, there is a "Elektroskandia Order: Cylinda Order:" section with phone numbers "0771-39 10 00" and "0771-25 25 00". Below this is a "Nyhet - Tillbehör på" section with a sub-header "Nu lanserar vi en ny funktion på vår hemsida." and a "EBR Metod- och maskindagar" section with the text "Besök vår monter vid Läkerolarena i Gävle". There is also a "Ny adress i Kalmar" section with the text "Den 17 februari flyttar vi vår butik i Kalmar." and a "energismart" banner. A "Produktnyheter" section is also visible at the bottom right.

IMPROVING CUSTOMER PROFITABILITY



CUSTOMER SEGMENTATION

		ABC margin		
		< 0 %	0 - 5 %	> 5 %
Turnover	< 5 MEUR	CCC	BBB	AAA
	0,5 – 5MEUR	CC	BB	AA
	< 0,5 MEUR	C	B	A

ABC IMPLEMENTATION STRATEGIES, CUSTOMERS

"The price hunters"

Description: larger customers that we do not earn any money on. Large volume, small or no margin

Goal: keep as customer but increase the profit by focus on processes and margin, create win-win situations

Actions:

Improve processes

- Customer plan
- Common products, suppliers and purchasing routines
- Joint face towards suppliers to get better terms on volume
- E-commerce, order size, own products
- Agreement with process bonus
- Pricing of services

"The elites"

Description: larger customers that gives us good result. The customers are loyal but not always satisfied. Our most important customers.

Goal: Strengthen the relationship. Become strategic business partner (if we are not already).

Actions:

- Launch the relation program "The elite team", including:

- Customer plan
- Follow up / Meeting every quarter with Sales Manager / Business Area Manager
- More sales statistics
- Dedicated sales resources
- Membership in "Strategy council"
- Social events together with others in the elite team

ABC Margin

	<0	0-5%	>5%
T u r n O v e r	>50 MSEK CCC	5-50MSEK BBB	<5 MSEK AAA
	CC	BB	AA
	C	B	A

"The talents"

Description: customers with potential for both increased volume and profit

Goal: Primary increase the result, secondary the volume

Actions:

- E-commerce, order size, freights, complaints
- General agreement with volume bonus in steps
- Price increase on low frequent products
- Local follow up

"The juniors"

Description: Small customers with little potential for increased volume

Goal: Make our own resource consumption more effective towards them

Actions:

- Standardized general agreements – prices and follow up
- Shop/In-house seller/ telemarketing to replace salesman visiting the customer
- Price adjustments to increase margin

HOW TO MANAGE NON PROFITABLE CUSTOMERS?

1. When Elektroskandia has high costs (negative ABC profit), then customers most likely also have **equal high costs** in their business processes.
2. By working with the ABC-analysis together with the customer we can **save** money on both sides.
3. Creating a **WIN-WIN** situation!

INFLUENCE THE BEHAVIOR OF THE CUSTOMER

- Bonus
 - 5% on all purchases
- Volume bonus
 - 1,5% >15 MEUR or
 - 2% >16, 5 MEUR
- Order premium:
 - >500:- = 1,5% (existing)
 - **>2000:- = 2,0% (new 1)**
- E-commerce / EDI order:
 - **1,5% (new 2)**
- Planning:
 - **Day 2 delivery or later = 1% (new 3)**



TERQUIMSA / VOPAK

Process Map Documents Visual Settings Reports Search

Favourites
[Add current process]

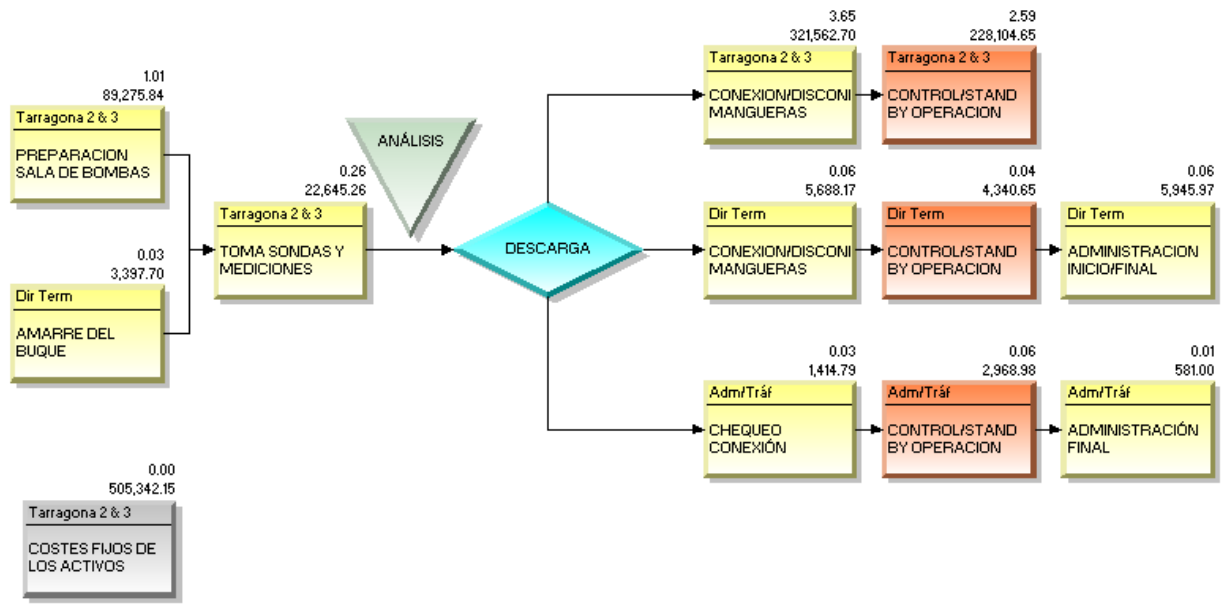
Search Process

Process Hierarchy

- 0 Terquimsa processes
 - B Barcelona
 - S Otros
 - T Tarragona
 - 1 Terquimsa 1
 - 2 Terquimsa 2
 - T21 T2 Entrada Tanque
 - T211 T2 Entrada Tanque por barco**
 - T212 T2 Entrada Tanque por tubería
 - T213 T2 Entrada Tanque Ferrocarril
 - T214 T2 Entrada tanque p. camión
 - T22 T2 Almacenamiento en tanque
 - T23 T2 Salidas Tanque
 - T231 T2 Salida Tanque por Barco
 - T232 T2 Salida Tanque por tubería
 - T233 T2 Salida Tanque por Tren
 - T234 T2 Salida Tanque p. camión
 - T25 T2 Trasiegos Tanque Tanque
 - T26 T2 Embidonado Tarragona
 - T28 T2 Otros serv. almacenamiento
 - 3 Terquimsa 3

Normal View FTE & Cost - Before & After 80 %

Process T211: T2 Entrada Tanque por barco

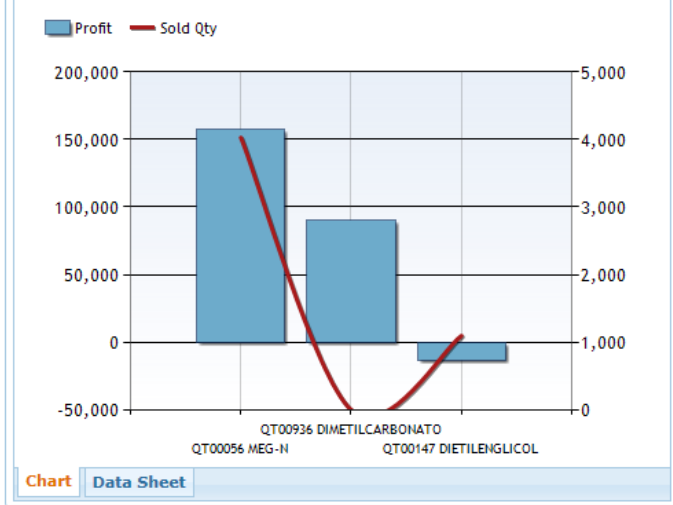


- Customer Hierarchy**
- T Terquimsa customers
 - <all> customers
 - P Petroliferos
 - Q Químicos
 - GRP_BAYER Bayer companies
 - GRP_ERCROS Ercros companies
 - QB00250 BASF AG
 - QB00301 CIAL. QUIMICA INDUSTRIAL S.A.
 - QB00318 CAMPI Y JOVE S.A.
 - QB00510 ECOLOGICA IBER.MEDITERRANEA SA
 - QB00905 I.H.T. S.L.
 - QB00975 NIPPON OIL EUROPE LIMIT (NOUK)
 - QB01450 NALCO ESPAÑOLA, S.A.
 - QB01470 NIPPON OIL U.K. (NOUK)
 - QB01500 OXYDE CHEMICALS B.V.
 - QB01800 SABIC PETROCHEMICALS B.V.**
 - QB02112 QUIMIDROGA, SA
 - QB02115 COGNIS IBERIA, S.L.
 - QB02116 TOTAL PETROCHEMICALS IBERICA S.A.
 - QB02117 ECOCAT, S.L.
 - QB02118 QUIMIPUR, S.L.U.
 - QT00004 CARGILL ESPAÑA
 - QT00006 DOW CHEMICAL IBERICA, S.A.
 - QT00010 IBERMEL
 - QT00037 REPSOL QUIMICA, S.A.
 - QT00038 ERTISA
 - QT00074 ACETEX CHIMIE, S.A.
 - QT00098 VALLS QUIMICA
 - QT00100 NOREL
 - QT00104 CELANESE CHEMICALS IBERICA,S.L
 - QT00111 HERMANOS VILA MELAZAS, S.A.
 - QT00253 MAGRISA SOLUCIONES AGRICOLASSL
 - QT00256 ACEITES IDEAL, S.L.
 - QT00257 ALCOHOLES MONTPLET, S.A.
 - QT00258 PMS INTERNATIONAL,S.L.
 - QT00259 CERESTAR IBÉRICA, S.L.
 - QT00901 BARCELONESA DE DROGAS
 - QT00955 GRECAT, S.A.
 - QT00961 GENERAL ELECTRIC PLASTICS
 - QT00963 ADM INGREDIENTS LTD
 - QT00970 BIONET EUROPA, S.L.
 - QT00973 AGRALIA FERTILIZANTES, S.L.
 - QT00974 DSM ANTI-INFECTIVES CHEMFERM
 - U100 U100 CLIENTE DESCONOCIDO

Result

Description	Total
Revenue	1,013,568.11
Revenue Adjustment, Product	0.00
Revenue Adjustment, Customer	0.00
Revenue Adjustment, Orderline	0.00
Revenue Adjustment, Sep Traced	0.00
Total Revenue	1,013,568.11
Direct Cost, Product	0.00
Direct Cost, Customer	0.00
Direct Cost, Orderline	0.00
Direct Cost, Sep Traced	0.00
Gross Profit	1,013,568.11
Activity Cost, Product	0.00
Activity Cost, Customer	0.00
Activity Cost, Sep Traced	0.00
Activity Cost, Orderline	-778,824.56
Operational Profit	234,743.55
Margin %	23.16
Adjusted Margin %	23.16
Total Cost	-778,824.56
Total Amount Traced	-778,824.56
Customer Cost	0.00

Profit



Prodacapo - Internet Explorer

http://localhost:91/prodacapo/index.aspx?pageid=abc.drill&drilltype=0&id=QB01800&expandid=1&sourceobj=1

Customer QB01800: SABIC PETROCHEMICALS B.V.

Cost driver: [Dropdown] [Back] [Forward] [Select All] [Cost Driver De]

Cost Driver Description	Amount	Driver Value	Amount per Driver Value
# Calls Ship-Tank B	19,451.85	13.00	1,496.30
# Calls Tank-Ship B	3,924.28	3.00	1,308.09
# Calls Tank-Truck B	216,211.71	2,309.00	93.64
# Parcels Ship-Tank B	140,271.10	83.00	1,690.01
# Parcels Tank-Ship B	9,260.53	7.00	1,322.93
# Tons Ship-Tank B	37,350.87	63,182.93	0.59
# Tons Tank-Ship B	3,783.39	6,400.00	0.59
# Tons Tank-Truck B	39,947.51	59,946.20	0.67
# Hrs Pumping Ship-Tank B	61,712.82	422.82	145.96
# Hrs Pumping Tank-Ship B	11,767.48	80.62	145.96
# Hrs Pumping Tank-Truck B	58,112.81	685.48	84.78
BCN Valor reemplazamiento by days	176,634.57	2,406,290.00	0.07
# Monthly gaugings BCN	395.62	168.00	2.35
Total	778,824.56		

Go to edit mode

Sales Profit Analysis

Updated 2014-03-08 10:50:39

Model ▼ Terquimsa FY
 Variant ▼ Actual
 Period ▼ 2010 Full year

- Products**
- PH00001 VERDE SUDAN
 - PH00007 FICHA 177A
 - PH00008 ULTRAZOL 9010R
 - PH00009 METIL ESTER
 - PH00010 KEROPUR DP 1062 E+
 - PH00086 GASOLEO B (BONIFICADO)
 - PH00088 GASOLEO A
 - PH00101 GASOLINA 98 SP
 - PH00103 GASOLINA 95 SP
 - PH00287 GASOLEO A 10PPM
 - PH00935 AVGAS 100 LL
 - QT00142 ALCOHOL ETILICO DESNATURALIZAD

- Customers**
- PH00009 REPSOL PETROLEO,S.A.
 - PH00093 REPSOL COMERCIAL, S.A.
 - <all> customers
 - GRP_BAYER Bayer companies
 - GRP_ERCROS Ercros companies
 - P Petroliferos
 - PH00005 CEP5A
 - PH00097 SHELL ESPAÑA, S.A.
 - PH00968 CLH S.A
 - Q Químicos
 - Q800205 BAYER HISPANIA INDUSTRIAL S.A.
 - Q800210 BP OIL ESPAÑA, S.A.

- Business**
- Assets Terquimsa
 - 1 TANQUES
 - T1 TKS TERQUIMSA 1
 - T2 TKS TERQUIMSA 2
 - T2A T2 - Tanque aditivo
 - T2N T2 - Tanque normal
 - T3 TKS TERQUIMSA 3
 - T31 CUBETO 1
 - T32 CUBETO 2
 - TB TANQUES BARCELONA

Type of Tank

Type of Material ▼

Heating ▼

Insulated ▼

Customer Group

CUSTOMER_ATT... ▼ Repsol_P

- Product - Revenue Profit
- Product - Revenue Product Group
- Product - Profit
- Product - Profit by Period
- Product - Aggregated Profit
- Product - P & L by Cost Driver
- Product - P & L by Process
- Product Group - P & L by Process
- Customer - Revenue Profit
- Customer - Aggregated Profit
- Customer - P & L by Cost Driver
- Customer - P & L by Process

Customer - Product Profit

Product	Customer	PH00009 REPSOL PETROLE...	PH00093 REPSOL COMERC...	Total
PH00001 VERDE SUDAN		-1 837,37	-	-1 837,37
PH00007 FICHA 177A		-1 837,37	-	-1 837,37
PH00008 ULTRAZOL 9010R		-1 837,37	-	-1 837,37
PH00009 METIL ESTER		-50 821,20	-	-50 821,20
PH00010 KEROPUR DP 1062 E+		-1 837,37	-	-1 837,37
PH00086 GASOLEO B (BONIFICADO)		1 141 096,72	-	1 141 096,72
PH00088 GASOLEO A		-278 832,29	-	-278 832,29
PH00101 GASOLINA 98 SP		-37 046,52	-	-37 046,52
PH00103 GASOLINA 95 SP		-152 725,76	-	-152 725,76
PH00287 GASOLEO A 10PPM		-50 537,73	-	-50 537,73
PH00935 AVGAS 100 LL		-	64 080,94	64 080,94
QT00142 ALCOHOL ETILICO DESNATURA...		-208 060,58	-	-208 060,58
QT00215 ETIL TERBUTIL ETER		407 779,59	-	407 779,59
QT00288 GASOLEO A (INVIERNO)		-47 195,35	-	-47 195,35
Total		716 307,43	64 080,94	780 388,38

Sales Profit Analysis

Updated 2014-03-08 10:50:39

Model ▾ Terquimsa FY
 Variant ▾ Actual
 Period ▾ 2010 Full year

Products

PH00001 VERDE SUDAN
PH00007 FICHA 177A
PH00008 ULTRAZOL 9010R
PH00009 METIL ESTER
PH00010 KEROPUR DP 1062 E+
PH00086 GASOLEO B (BONIFICADO)
PH00088 GASOLEO A
PH00101 GASOLINA 98 SP
PH00103 GASOLINA 95 SP
PH00287 GASOLEO A 10PPM
PH00935 AVGAS 100 LL
QT00142 ALCOHOL ETILICO DESNATURALIZAD

Customers

PH00009 REPSOL PETROLEO,S.A.
PH00093 REPSOL COMERCIAL, S.A.
<all> customers
GRP_BAYER Bayer companies
GRP_ERCROS Ercros companies
P Petroliferos
PH00005 CEPESA
PH00097 SHELL ESPAÑA, S.A.
PH00968 CLH S.A
Q Químicos
QB00205 BAYER HISPANIA INDUSTRIAL S.A.
QB00210 BP OIL ESPAÑA, S.A.

Business

Assets Terquimsa
1 TANQUES
TT TANQUES TARRAGONA
T1 TKS TERQUIMS A 1
T2 TKS TERQUIMS A 2
T2A T2 - Tanque aditivo
T2N T2 - Tanque normal
T3 TKS TERQUIMS A 3
T31 CUBETO 1
T32 CUBETO 2
TB TANQUES BARCELONA

Type of Tank

Type of Material ▾

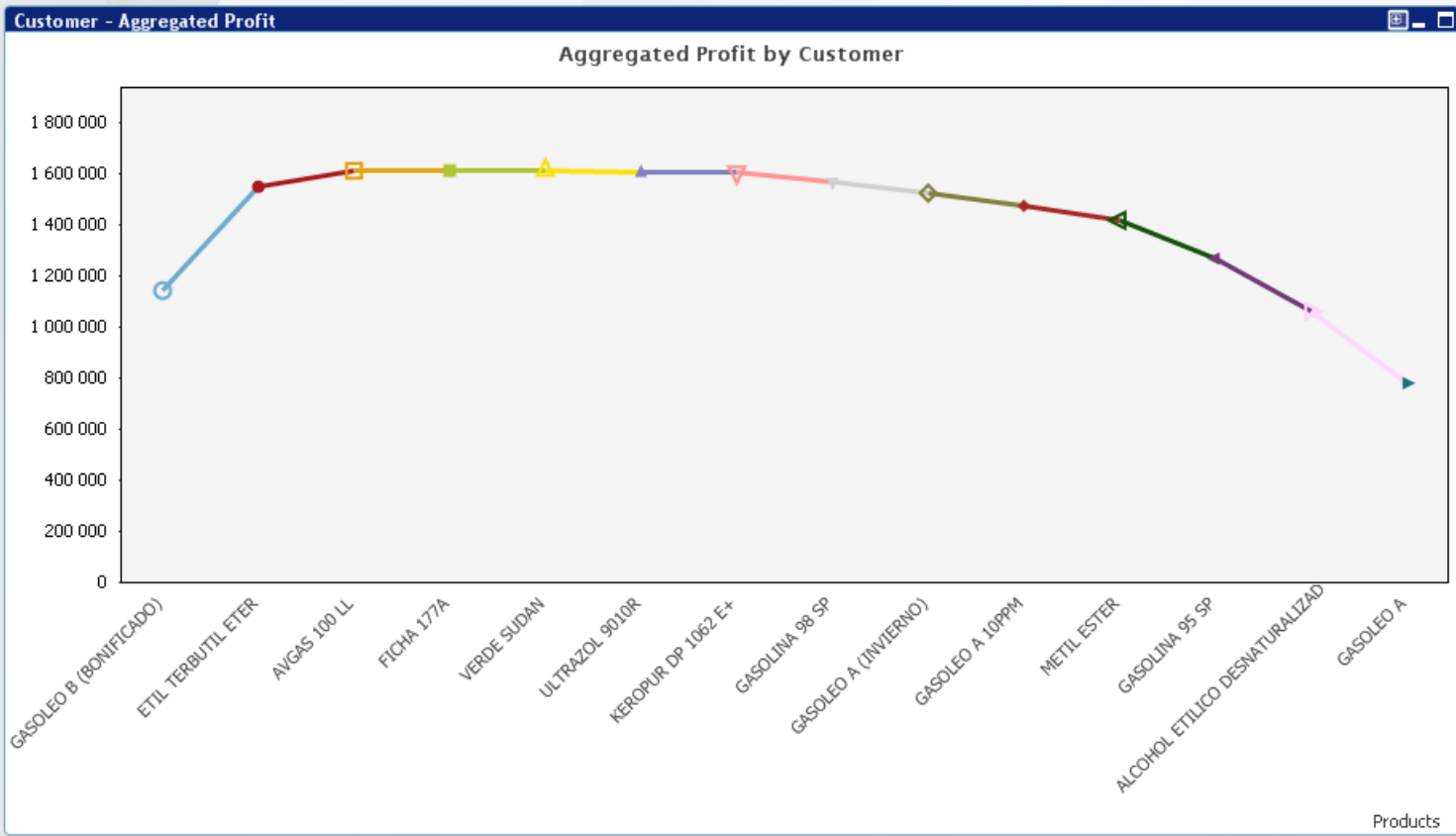
Heating ▾

Insulated ▾

Customer Group

CUSTOMER_ATT... ▾ **Repsol_P**

- Product - Revenue Profit
- Product - Revenue Product Group
- Product - Profit
- Product - Profit by Period
- Product - Aggregated Profit
- Product - P & L by Cost Driver
- Product - P & L by Process
- Product Group - P & L by Process
- Customer - Revenue Profit
- Customer - Product Profit
- Customer - P & L by Cost Driver
- Customer - P & L by Process



Sales Profit Analysis

Updated 2014-03-08 10:50:39

Model ▾ Terquimsa FY
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- Business**
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 - 1 TANQUES
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Type of Tank

Type of Material ▾

Heating ▾

Insulated ▾

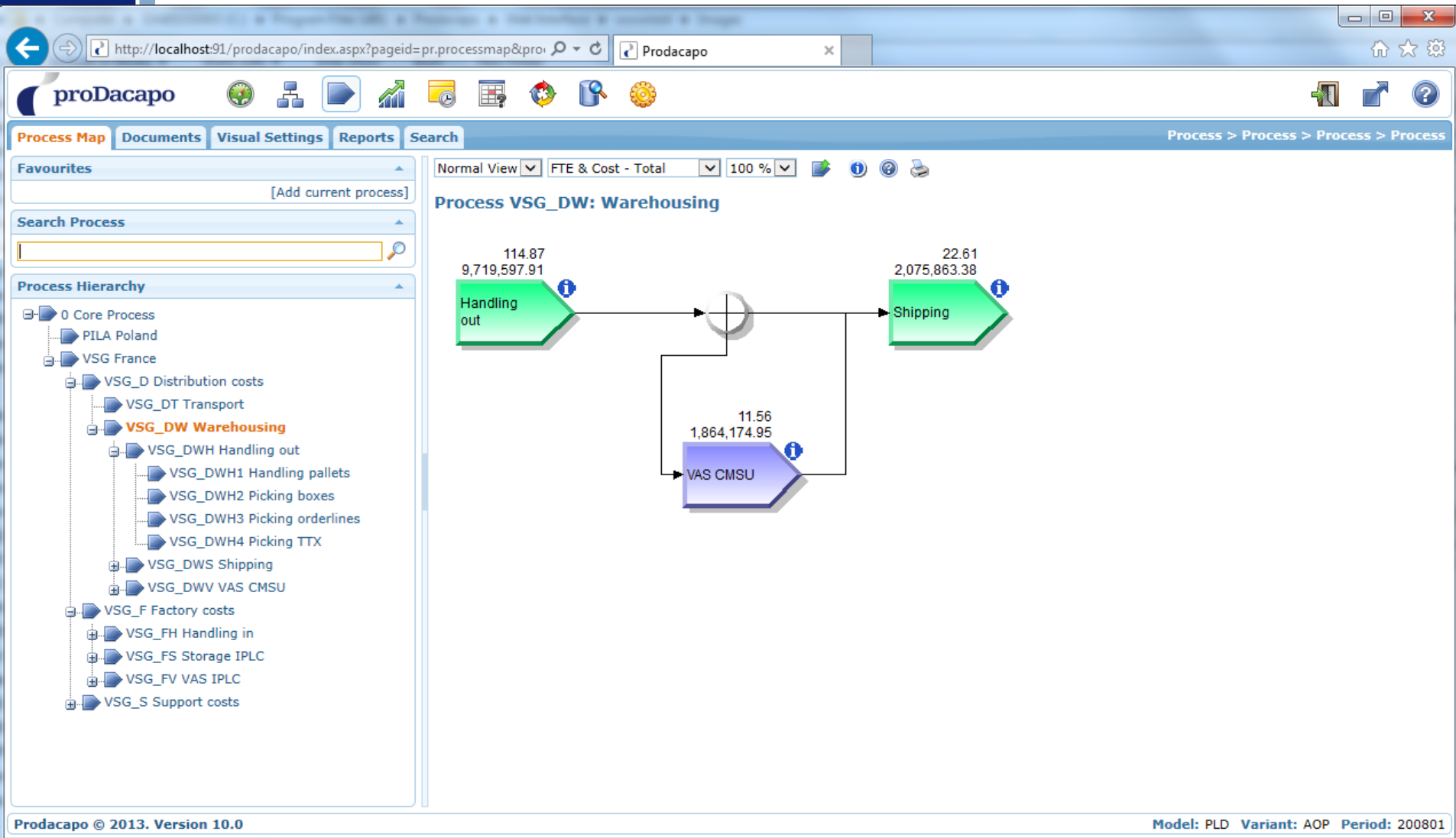
Customer Group

CUSTOMER_ATT... ▾ **Repsol_P**

- Product - Revenue Profit
- Product - Revenue Product Group
- Product - Profit
- Product - Profit by Period
- Product - Aggregated Profit
- Product - P & L by Cost Driver
- Product Group - P & L by Process
- Customer - Revenue Profit
- Customer - Product Profit
- Customer - Aggregated Profit
- Customer - P & L by Cost Driver
- Customer - P & L by Process

Product - P & L by Process											
		ALCOHOL ETILICO ...		AVGAS 100 LL		ETIL TERBUTIL ETER		FICHA 177A		GASOLEO A	
Type	Description	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Revenue	#00 Revenue	-	-	111 619	100,00	543 987	100,00	-	-	-	-
	Sub total	-	-	111 619	100,00	543 987	100,00	-	-	-	-
	#99 N/A	-26 586	12,78	-7 941	16,70	-12 516	9,19	-	-	-5 796	2,08
	Administración y Finanzas	-2 483	1,19	-858	1,81	-1 216	0,89	-94	5,12	-767	0,28
	Comercial y Marketing	-1 264	0,61	-2 304	4,85	-1 195	0,88	-1 134	61,70	-2 299	0,82
	Compras y Servicios Generales	-2 148	1,03	-676	1,42	-1 031	0,76	-42	2,30	-595	0,21
	Gerencia	-1 398	0,67	-645	1,36	-734	0,54	-147	8,00	-597	0,21
	Informática	-687	0,33	-216	0,45	-330	0,24	-14	0,74	-190	0,07
	Ingeniería y Mantenimiento	-1 104	0,53	-347	0,73	-530	0,39	-22	1,18	-306	0,11
	Otros Operaciones	-6 433	3,09	-2 298	4,83	-3 173	2,33	-287	15,61	-2 062	0,74
	SHEQ	-4 979	2,39	-1 566	3,29	-2 390	1,75	-98	5,34	-1 379	0,49
Process	T2 Almacenamiento en tanque	-27 255	13,10	-13 454	28,30	-27 071	19,87	-	-	-	-
	T2 Entrada Tanque por barco	-70 694	33,98	-8 313	17,49	-	-	-	-	-	-
	T2 Entrada Tanque por tubería	-102	0,05	-	-	-38 892	28,55	-	-	-91 778	32,92
	T2 Salida Tanque p. camión ATS	-	-	-8 853	18,62	-	-	-	-	-	-
	T2 Salida Tanque p. camión AUT	-	-	-	-	-	-	-	-	-	-
	T2 Salida tanque p. camión OPS	-	-	-	-	-	-	-	-	-101 445	36,38
	T2 Salida Tanque por Barco	-	-	-	-	-47 129	34,60	-	-	-	-
	T2 Salida Tanque por tubería	-62 928	30,25	-	-	-	-	-	-	-1 378	0,49
	T2 Traseigos Tanque Tanque	-	-	-68	0,14	-	-	-	-	-70 241	25,19
	Sub total	-208 061	100,00	-47 538	100,00	-136 207	100,00	-1 837	100,00	-278 832	100,00
Total		-208 061	100,00	64 081	100,00	407 780	100,00	-1 837	100,00	-278 832	100,00

PHILIPS LIGHTING DISTRIBUTION



http://localhost:91/prodacapo/index.aspx?pageid=abc.ma Prodacapo

proDacapo

Cost Driver Product **Customer** Sales My Updates Reports Search

Search Customer

Customer Hierarchy

- PLD Customers
 - CMSU CMSU Sales
 - Affilet Affilet Sales
 - Affilies France Affilies France Sa
 - Export Export Sales
 - France France Sales**
 - Greece Greece Sales
 - Italy Italy Sales
 - LCC LCC Sales
 - LisXF LisXF Sales
 - LisXL LisXL Sales
 - Portugal Portugal Sales
 - PSG PSG Sales
 - Spain Spain Sales
 - IPLC's Factories

Customer France: France Sales

Dashboard Tracings Notes Attributes

Revenue	0.00
Revenue Adjustment, Product	0.00
Revenue Adjustment, Customer	0.00
Revenue Adjustment, Orderline	0.00
Revenue Adjustment, Sep Traced	0.00
Total Revenue	0.00
Direct Cost, Product	-5,775,022.29
Direct Cost, Customer	0.00
Direct Cost, Orderline	0.00
Direct Cost, Sep Traced	0.00
Gross Profit	-5,775,022.29
Activity Cost, Product	-8,607,134.91
Activity Cost, Customer	0.00
Activity Cost, Sep Traced	0.00
Activity Cost, Orderline	0.00
Operational Profit	-14,382,157.20
Margin %	-Infinity
Adjusted Margin %	-Infinity

Go to edit mode

Prodacapo - Internet Explorer

http://localhost:91/prodacapo/index.aspx?pageid=abc.drill&drilltype=0&id=France

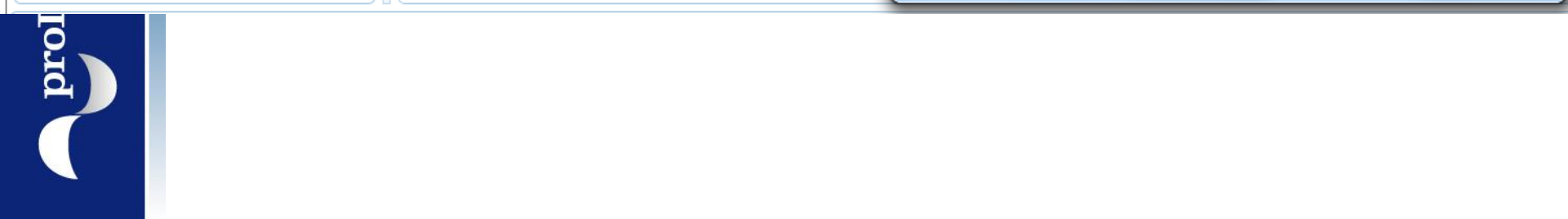
proDacapo

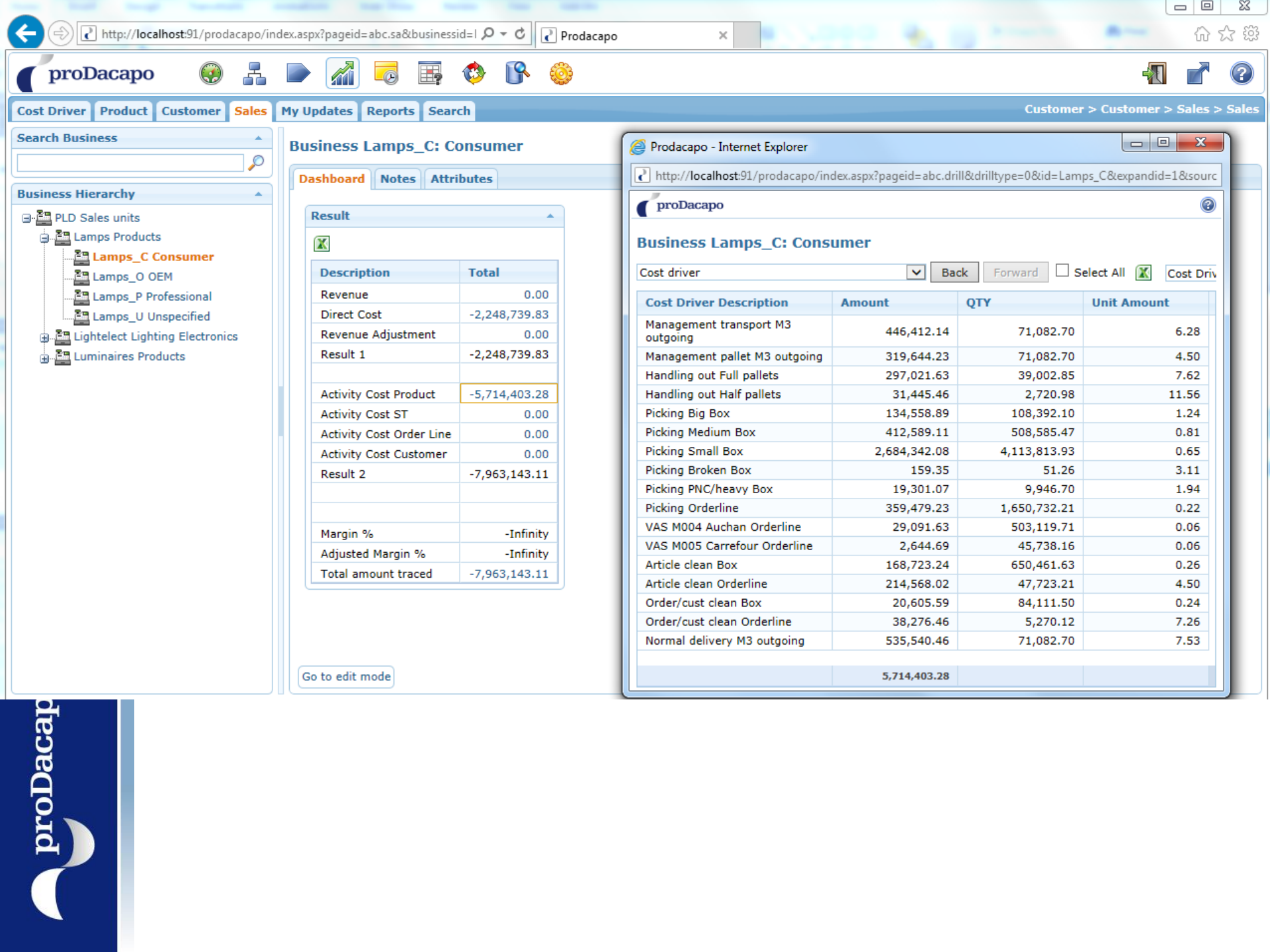
Customer France: France Sales

Profit and loss by process

Back Forward Select

Type	Description	Amount
1 Revenue	Revenue	0.00
2 Sum Rev. Adj		
2.5 Total Revenue		0.00
3 Sum. Direct Cost		-5,775,022.29
3.5 Gross Profit		-5,775,022.29
4	VSG_DT Transport	-1,519,635.53
4	VSG_DWH1 Handling pallets	-340,836.26
4	VSG_DWH2 Picking boxes	-4,293,611.02
4	VSG_DWH3 Picking orderlines	-380,809.62
4	VSG_DWS1 Shipping general	-1,062,358.27
4	VSG_DWV1 VAS CMSU SCTS	-400,105.50
4	VSG_DWV2 VAS CMSU LCC	-149,904.45
4	VSG_DWV3 VAS CMSU Returns	-121,841.89
4	VSG_FH1 Via Stock	-291,850.97
4	VSG_S315 Stock control & controlling	-46,181.40
4.1 Sum Process Cost		-8,607,134.91
4.2 Activity cost no process		
4.3 Total Activity Cost		-8,607,134.91
4.5 Operational Profit		-14,382,157.20





Search Business

Business Hierarchy

- PLD Sales units
 - Lamps Products
 - Lamps_C Consumer**
 - Lamps_O OEM
 - Lamps_P Professional
 - Lamps_U Unspecified
 - Lightelect Lighting Electronics
 - Luminaires Products

Business Lamps_C: Consumer

Dashboard Notes Attributes

Result

Description	Total
Revenue	0.00
Direct Cost	-2,248,739.83
Revenue Adjustment	0.00
Result 1	-2,248,739.83
Activity Cost Product	-5,714,403.28
Activity Cost ST	0.00
Activity Cost Order Line	0.00
Activity Cost Customer	0.00
Result 2	-7,963,143.11
Margin %	-Infinity
Adjusted Margin %	-Infinity
Total amount traced	-7,963,143.11

Go to edit mode

Business Lamps_C: Consumer

Cost driver [dropdown] [Back] [Forward] [Select All] [X] Cost Driv

Cost Driver Description	Amount	QTY	Unit Amount
Management transport M3 outgoing	446,412.14	71,082.70	6.28
Management pallet M3 outgoing	319,644.23	71,082.70	4.50
Handling out Full pallets	297,021.63	39,002.85	7.62
Handling out Half pallets	31,445.46	2,720.98	11.56
Picking Big Box	134,558.89	108,392.10	1.24
Picking Medium Box	412,589.11	508,585.47	0.81
Picking Small Box	2,684,342.08	4,113,813.93	0.65
Picking Broken Box	159.35	51.26	3.11
Picking PNC/heavy Box	19,301.07	9,946.70	1.94
Picking Orderline	359,479.23	1,650,732.21	0.22
VAS M004 Auchan Orderline	29,091.63	503,119.71	0.06
VAS M005 Carrefour Orderline	2,644.69	45,738.16	0.06
Article clean Box	168,723.24	650,461.63	0.26
Article clean Orderline	214,568.02	47,723.21	4.50
Order/cust clean Box	20,605.59	84,111.50	0.24
Order/cust clean Orderline	38,276.46	5,270.12	7.26
Normal delivery M3 outgoing	535,540.46	71,082.70	7.53
	5,714,403.28		



SCA

- The SCA business area *Away From Home*
- Tissue Europe's operations are based primarily on sales of tissue products to corporate customers and public institutions.
- SCA is the market leader in Europe and the third-largest player in the global *Away From Home* market.
- SCA, one of the world's leading paper companies, produces absorbent hygiene products, packaging solutions, and publication paper.

SCA

- Prodacapo ABCM enabled the business area management to make informed, fact based decisions.
- The analysis showed the real cost of the various ways to sell and deliver to different customer segments.
- Management could also identify criteria for how to best serve customers and segments for profitability growth.
- “The Prodacapo solution means we have improved the way we measure our costs to serve each and every customer— which also allows us to do something about our profitability per customer,” says Åsa Kalentun, European Controller,
- “To grow profitability it’s important to spend time and resources on the right activities and customers.”

SCA – DIFFERENT USE

- Customer profitability data is available both centrally and regionally. At the business area level, Away From Home Tissue Europe analyzes customer profitability for its top fifty clients across Europe every quarter, as well as top thirty customers by region.
- At the regional level—such as the Nordic countries—the sales organization uses reports that track three to five selected cost drivers per customer. Sales teams compare these actual costs with average costs and implement changes to improve profitability.
- “Best practice. By using Prodacapo we can measure how we use time and costs in our different business processes. We can now analyze where we use the time available to us – before, during, and after a sale. We can start to set targets and work with our sales-generating processes,” says Åsa Kalentun.

PIPELIFE CASE STUDY - BACKGROUND

Pipelife is one of the world's leading suppliers of plastic pipe systems and plastic fittings with operations in 27 countries.



PIPELIFE CASE STUDY – KEY OBJECTIVES

The overall implementation objectives were:

1. Better understand and improve profitability: using a process and activity based model
2. Optimise processes and improve efficiency: by mapping and pricing all processes and activities
3. Improve product portfolio returns: through a focus on true costs
4. Better basis for pricing decisions by providing transparency & benchmarking between countries
5. Maximize profitability: tailoring product and service offerings to our customers

PIPELIFE

[Click here to view Pipelife](#)

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