



## Microsoft Dynamics Customer Solution Case Study

Fresh thinking on paper.

**Catalyst**



### Overview

**Country or Region:** Canada

**Industry:** Manufacturing

### Customer Profile

With revenues of CDN\$1.9 billion (U.S.\$1.9 billion) and a capacity of 2.4 million metric tons per annum, Catalyst Paper is the world's largest telephone directory paper producer and the largest producer of mechanical paper in western North America.

### Business Situation

Catalyst Paper wanted to improve sales and customer service effectiveness by centralizing access to customer relationship management information.

### Solution

Catalyst Paper selected Microsoft Dynamics™ CRM, integrated with SAP and Haggerty ERP systems, and deployed Microsoft® Office SharePoint® Server 2007 to centralize access to all related customer and sales information.

### Benefits

- 95 percent reduction in time spent gathering detailed customer information
- 5 percent improvement in sales representative productivity
- 10 percent improvement in time-to-quote
- 5 percent increase in quote accuracy

## Paper Company Maximizes Sales Effectiveness Through Centralized CRM

“With a common set of information, we can avoid a lot of confusion because we know what we’ve said in the past. If a customer calls and says we quoted them a certain price, we can check our records and confirm the information is correct and complete.”

Jim Bayles, Vice President and General Manager, Catalyst Paper Corp.

Catalyst Paper is one of North America's largest manufacturers of mechanical paper, producing more than 2.4 million metric tons of paper products per year. Despite the company's success, salespeople found it difficult to retrieve and record vital sales information, which resulted in inefficient sales and service processes. With Microsoft Dynamics™ CRM, Catalyst Paper has been able to centralize access to sales information and processes, helping salespeople focus efforts on selling products, speeding resolution for sales and service issues, and delivering key sales and marketing insights. Catalyst Paper also implemented Microsoft® Office SharePoint® Server 2007 to create a sales and marketing document portal that integrates with Microsoft Dynamics CRM account records.

“I use it all day long—it gives me a snapshot of our entire production system. Overall it’s just a faster way to see all the information. If we need to ship to a certain account, I can see if we’ve had any shipping issues with that customer in the past.”

Amber Vaughn, Inside Sales Representative, Catalyst Paper Corp.

## Situation

With more than CDN\$1.9 billion (U.S.\$1.9 billion) in annual revenue, Catalyst Paper manufactures and sells paper and pulpwood products to newspapers, telephone directory printers, and printing companies throughout North America. Although the company adopted the name Catalyst Paper in 2005, its business lines and relationships reach back to 1912, when the first newsprint mill in Western Canada began operations. Today, Catalyst Paper employs more than 3,800 people in four paper and pulp manufacturing divisions and one paper recycling division.

Over the years, Catalyst Paper faced numerous issues coordinating sales information and activities. Acquisitions of competing paper companies created duplication across systems and sales forces. Each salesperson had their own system for tracking vital customer and sales information, often in paper folders and individual electronic spreadsheets. When salespeople with decades of deep customer knowledge retired, new salespeople often spent months ramping up on legacy accounts rather than working actively with customers to deepen existing relationships and sales opportunities.

Detailed product, pricing, and customer information was recorded in the company’s two enterprise resource planning (ERP) systems, but salespeople couldn’t navigate the complex interfaces to access it, causing them to rely even more on personal collections of information.

Catalyst Paper realized it needed assistance if it were to modernize its sales information systems. In specific, the company wanted a new customer relationship management (CRM) system that would help it achieve three major objectives: a centralized customer contact database that delivered easy access to all customer information; a 360-degree customer view from which

salespeople could quickly pull together information they needed when calling on a customer, and faster, more effective customer service operations that improved customer satisfaction. The ultimate goal was to help drive sales and service efficiencies and to improve customer satisfaction.

“Even though we sell a product, we’re really in a relationship business,” said Stuart Allen, Director of Sales operations at Catalyst Paper. “We want to be the preferred vendor for all our customers, and the distinguishing factor between us and the competition, needs to be customer service.”

## Solution

Catalyst Paper had previously implemented two separate CRM systems, both of which failed to live up to expectations. The first, Maximizer CRM, was built on a proprietary platform that Catalyst Paper couldn’t easily adapt as its business changed. The second, Pivotal, turned out to be a poor fit for Catalyst Paper’s sales processes, which involve deep and extended relationships with a few large customers.

“We first heard about Microsoft Dynamics™ CRM from our Microsoft account rep,” says Allen. “After our initial discussion, they offered to do a needs analysis with us, to see if the Microsoft® CRM system would be a good fit.”

Microsoft demonstrated how Microsoft Dynamics CRM could help the company manage all customer and opportunity information from within the Microsoft Office Outlook® messaging and collaboration client, a familiar, comfortable application that salespeople already used on a daily basis. Microsoft also showed Catalyst Paper how the company could integrate the detailed information from its SAP and Haggerty ERP systems into the Microsoft Dynamics CRM view, giving salespeople easy access to the

back-office information they needed. To complete the solution, Microsoft showed Catalyst Paper how the company could create a true sales portal through Office Outlook by putting the company's marketing and sales materials online with Microsoft Office SharePoint® Server 2007, and then integrating those documents with account records. Working together, Microsoft Gold Certified Partner Ideaca Knowledge Services and Catalyst Paper defined the project scope and implementation process that could help Catalyst Paper reach its goals.

## Benefits

Centralizing customer and sales information has helped Catalyst Paper improve multiple sales processes. All people involved in the sales cycle now have access to the same information, which is updated as additional contacts are made. Management has a better picture of each account's status and each salesperson's performance, helping to ensure that customers experience the best possible customer service at all times. Scheduling conflicts are exposed earlier in the process, allowing Catalyst Paper to maximize capacity and set expectations appropriately for customers.

### Deploying a Centralized Sales Portal Everyone Can Use

Jim Bayles, Vice President and General Manager of the newsprint and containerboard division, states that implementing Microsoft Dynamics CRM has resulted in significant benefits. People across the organization can quickly access and retrieve customer and sales information. "With a common set of information, we can avoid a lot of confusion because we know what we've said in the past. If a customer calls in and says we quoted them a certain price, we can check our records and confirm that the information is correct and complete."

With Microsoft Dynamics CRM, Catalyst Paper's customer and sales information is available to everyone who needs it. Additional benefits include:

- **Ease of use:** Catalyst Paper considers the familiar interface of Microsoft Dynamics CRM to be one of its major selling points. "We all use Outlook every day," says Amber Vaughn, Inside Sales Representative for Catalyst Paper, "so the interface was very intuitive and seamless." Employees were up and running quickly with the solution, which helped reduce training time and costs.
- **Improved efficiency across multiple departments:** The ability to organize all related information for each customer account makes it easily accessible to everyone who services that account. And since all communications with the customer are attached to the customer's account record, everyone has access to the latest information at all times.
- **Faster preparation for sales calls:** Catalyst Paper's salespeople used to spend hours assembling the detailed information they needed for each customer call. With Microsoft Dynamics CRM, Catalyst Paper reports a 95 percent reduction in time spent gathering detailed customer information, resulting in a 5 percent improvement in sales productivity. Thus, staff spend less time searching for information and can focus instead on strengthening customer relationships and improving sales.
- **Improved sales support:** Now, if a customer calls while their main account contact is out of the office, on a sales call, or on vacation, the inside sales team can easily review the current quote, production, and shipping information, and then answer the customer's request promptly. This has resulted in improved first-call resolution and better overall customer satisfaction. "I use it all day long," says Vaughn. "It gives

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- **Faster ramp-up for new salespeople:** The majority of a customer's interaction with the company is now recorded in Microsoft Dynamics CRM. New salespeople now spend less time reassembling the detailed customer relationship information needed to serve Catalyst Paper's large clients and can begin selling more quickly.
- **Better visibility into sales activity:** Using the new CRM solution, managers can quickly tap into detailed account information whenever they need it. They can have productive update meetings with their salespeople without requiring staff to spend a lot of extra time assembling data and looking up answers in separate systems. “It used to take days to pull that information together, to the point where we almost never did it,” says Bayles. “Now we can pull the information out of Microsoft Dynamics CRM and do it very quickly. Microsoft Dynamics CRM allows us quick access to our customer information. Extracting customer data now takes less than an hour, in comparison to our previous system which would have taken more than a week.”
- **Faster, more accurate quotes:** Because salespeople have access to all the information they need to ensure that they quote the right prices to customers, Catalyst Paper has seen a 10 percent improvement in time-to-quote, and a 5 percent increase in quote accuracy. In addition to these real process improvements, Allen reports that their ability to deliver more transparent, more consistent quoting reduces confusion for the customer, which is a key “intangible” benefit in building better customer relationships.

#### **Unlocking Access to ERP Data**

Due to its history of acquisitions and its multiple lines of business, Catalyst Paper works with a complex business management infrastructure. The company is currently using two separate ERP systems: SAP for the paper division and Haggerty for the pulp division. Salespeople found the interfaces difficult to navigate, which meant that they almost never used the ERP systems to locate or update information. Asking IT to print a report from SAP was a time-consuming process, so most salespeople simply kept track of the information they needed in paper files, spreadsheets, and e-mail folders. Maintaining separate sets of data created problems: For instance, information often wasn't up-to-date, and it may not have been accurately recorded in the first place. Finding information could take hours instead of seconds, and other teams, such as management and support, couldn't benefit from the information because they didn't have access to it.

Catalyst Paper worked with Ideaca Knowledge Services to understand how to create integration points between Microsoft Dynamics CRM and the company's SAP and Haggerty ERP systems. Because the Microsoft Dynamics CRM tool set makes it easy to integrate information from multiple systems, Catalyst Paper's internal staff was able to create 75 integration points between the ERP and CRM systems. Today, information such as forecasts, sales, billing, and relationship data is pulled automatically from SAP and Haggerty into Microsoft Dynamics CRM, ensuring that the sales team works with accurate and up-to-date data and eliminating the need to enter the same information in multiple systems. Improved sales efficiency at all levels helps Catalyst Paper serve its clients more effectively and improve its competitive market position.

### **Creating a Sales and Marketing Document Portal**

Another exceptionally important aspect to Catalyst Paper's customer relationship management solution is the ability to centrally post and retrieve sales and marketing information. "We use Microsoft Dynamics CRM and SharePoint Server together. In fact, we think of SharePoint as being the 'other half' of our CRM strategy," says Allen.

Catalyst Paper uses Office SharePoint Server 2007 to provide an organized access point for product fact sheets, sales presentations, pricing agreements, customer profiles, quality control data, and business review documents. Salespeople always have access to the most current information, and when a change needs to be made to a pricing or procedure document, Catalyst Paper can easily make that change and publish it through Office SharePoint Server to ensure that salespeople are working with the latest information. "The whole package increases the effectiveness of accessing customer information as well as business information," says Allen.

"We've turned SharePoint into a very effective sales portal," says Stuart. "The ability to tie SharePoint and CRM together was, for me, the biggest benefit of the entire system, and it's turned out to be one of the biggest surprises. SharePoint has allowed us to completely redesign our sales information storage and delivery system."

### **Improving Catalyst Paper's Marketing Reach**

Catalyst Paper's lack of a centralized CRM system hampered other efforts as well. "Even something as simple as getting a customer contact list involved an administrative assistant," says Bayles. "Information was in various spreadsheets, all of which were out of date in one way or another." With Microsoft

Dynamics CRM Catalyst Paper can reach out to its customers more effortlessly.

For example, in June 2007 Catalyst Paper introduced a new "carbon neutral" paper for customer Rolling Stone Magazine. The paper is manufactured without generating additional carbon gas emissions. An environmental consulting firm, Metafore, picked up on Catalyst Paper's efforts and, in October 2007, recognized Catalyst Paper as an innovator, citing Catalyst Paper's industry-leading efforts to reduce the environmental impact of its manufacturing process.

Naturally, Catalyst Paper wanted to share the news with its customers. With Microsoft Dynamics CRM, they were able to easily put together an e-mail list of key influencers within each customer and prospect account, and then send the announcement to them.

Several customers responded with congratulations and indicated that they were pleased to be working with an environmentally progressive company. "With Microsoft Dynamics CRM, I can reach out to all my customers easily," says Bayles. "I can pull together a list of 200 contacts and get a press release out to them without having to turn it into a big project for the marketing department."

### **Conclusion**

Even large, established businesses in mature industries need to dramatically, rapidly, and cost-effectively improve sales and service effectiveness. Catalyst Paper has successfully made major improvements to its sales and customer service systems by implementing Microsoft Dynamics CRM, integrating the solution with existing ERP systems, and adding Office SharePoint Server to create a unified sales portal that serves the entire organization.

## For More Information

For more information about Microsoft products and services, call the Microsoft Sales Information Center at (800) 426-9400. In Canada, call the Microsoft Canada Information Centre at (877) 568-2495. Customers who are deaf or hard-of-hearing can reach Microsoft text telephone (TTY/TDD) services at (800) 892-5234 in the United States or (905) 568-9641 in Canada. Outside the 50 United States and Canada, please contact your local Microsoft subsidiary. To access information using the World Wide Web, go to:

[www.microsoft.com](http://www.microsoft.com)

For more information about Ideaca Knowledge Services products and services, call (416) 961-4332 or visit the Web site at:

[www.ideaca.com](http://www.ideaca.com)

For more information about Catalyst Paper Corporation products and services, call (604) 247-4400 or visit the Web site at:

[www.catalystpaper.com](http://www.catalystpaper.com)

## Microsoft Dynamics

Microsoft Dynamics is a line of integrated, adaptable business management solutions that enables you and your people to make business decisions with greater confidence. Microsoft Dynamics works like familiar Microsoft software such as Microsoft Office, which means less of a learning curve for your people so they can get up and running quickly and focus on what's most important. And because it is from Microsoft, it easily works with the systems that your company already has implemented. By automating and streamlining financial, customer relationship, and supply chain processes, Microsoft Dynamics brings together people, processes, and technologies, increasing the productivity and effectiveness of your business, and helping you drive business success.

For more information about Microsoft Dynamics, go to:

[www.microsoft.com/dynamics](http://www.microsoft.com/dynamics)

### Software and Services

- Microsoft Dynamics
  - Microsoft Dynamics CRM 3.0
- Microsoft Office
  - 2007 Microsoft Office system
  - Microsoft Office SharePoint Server 2007

- Microsoft Server Product Portfolio
  - Microsoft SQL Server® 2005

### Partner

- Ideaca Knowledge Services