

## Cendris builds Business Balanced Scorecard in a few weeks using QlikView to drive their strategic goals

“ Reporting and analyzing data has never been easier. QlikView gives our managers easier and faster access to critical company information, enabling them to make the right decisions. ”

*Sito Vissering, Manager Information Management and Process Control, Cendris Customer Contact BV*

Cendris Customer Contact BV belongs to Cendris and is responsible for the contact center services. Cendris Customer Contact takes care of all inbound and outbound customer contact, such as customer service, technical helpdesk and marketing services for Business to Business. With over 2,700 employees, Cendris Customer Contact is the largest facility service supplier in The Netherlands. Having up-to-date data, as well as having the ability to analyze the data, is essential.

optimizing company processes is crucial to achieving positive results. Delivering clear reports to our customers regarding response time and quality, is essential for providing them insight into our added value. Before we implemented our Business Intelligence solution the entire company relied on static reports from different source systems and monthly reports based on Excel. This resulted in problems that we hoped to solve with a Business Intelligence solution. With several different source systems, everyone was working with different types of data. In addition, the slow speed and lack of flexibility in reporting left much to be desired. Furthermore, we wanted to provide our clients with uniform, up-to-date and consistent reports all with a comprehensive look and feel.”

Cendris Customer Contact’s first step towards a full Business Intelligence solution was unlocking the different source systems, including Synergy, an Exact business process management solution for time registration, leave, absenteeism and payroll management; and Globe also from Exact, for the financial administration and different systems for calling, planning and e-mail handling. The data was unlocked through a data warehouse based on SQL. Following this, began the search for a Business Intelligence solution.

Sito Vissering, Manager Information Management and Process Control at Cendris Customer Contact: “As a service provider, efficiently placing people and



### Solution Overview

#### Cendris Customer Contact BV

Cendris Customer Contact belongs to Cendris and is responsible for the contact center services. With over 2,700 employees Cendris Customer Contact is the largest facility service supplier in The Netherlands.

#### Industry

Services

#### Function

Marketing, Six Sigma/Quality Management, Services & Support, Operations

#### Geography

The Netherlands

#### Challenges

- Provide daily reports to the management team, board of directors, subsidiary managers, project leaders and team leaders
- Provide dynamic reports with drill down features
- Create reports from different source systems based on ambiguous definitions
- Provide Cendris customers access to up-to-date and daily reports through the extranet

#### Solution

Cendris deployed a Business Balanced Scorecard and Daily Review using QlikView to 68 employees. Cendris developed a contact driver based on call data in QlikView for daily reporting of all made outbound calls and a Sales Outbound Reporting based on QlikView and Google Maps for analysis of outbound campaigns.

#### Benefits

- Quick and customized detailed information for all Cendris managers
- Daily insight into Cendris' performance through a dashboard based on pre-defined KPIs
- More efficient outbound campaigns by providing comprehensive information on when and where response percentages are highest

#### Data Source Systems

Applications: Trinicom, Synergy (Exact), Globe (Exact), QMS layer  
Database: SQL

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“Finding a Business Intelligence solution was easy,” says Sito Vissering. “Our operational manager and ICT manager were at a conference where they visited the QlikTech booth. It was immediately clear that QlikView was the solution we had been looking for. Of course we compared their solution to other applications as a sanity check. We looked at license cost, manageability, license structures, flexibility, implementation costs and training necessity. During this phase we compared QlikView with Cognos, Excel 2007 and Crystal Reports Enterprise. In addition to exceeding the other solutions in flexibility and in creating and analyzing reports, QlikView also proved to be the most cost effective. With less peripheral software QlikView turned out to be much less expensive overall.”

#### Strategic performance management system based on Business Balanced Scorecard

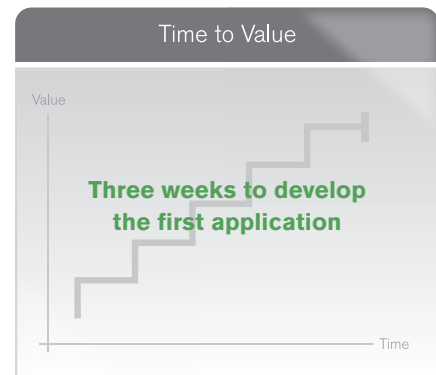
After the definitive choice for QlikView was made, implementation started immediately. We first focused on creating an application that provides insight into Cendris’ daily performance, based on several Key Performance Indicators (KPIs). The first application, Daily Review 1.0, was designed as a Proof of Concept. It made reporting and analysis of operational data detailed on a daily level possible, including reports of turnover, costs, time, results and sick leave. Sito Vissering: “The development of the first application happened incredibly fast. After defining the KPIs it took us only three weeks to complete the implementation and fully train eight developers on QlikView.”

Today, the Cendris Daily Review application has been optimized and is now

part of a complete Business Balanced Scorecard application. “The Business Balanced Scorecard method, developed in 1992 by Robert Kaplan and David Norton, divides an organization into 4 quadrants: financial, commercial, HRM and operational,” says Sito Vissering. “Key Performance Indicators are set for each of these quadrants. They are made available in clear dashboards on a daily basis. The Business Balanced Scorecard is a full reporting application that lets our management team analyze data across the four different quadrants, so they can easily compare them against other scenarios. We believe that the numbers always tell a full story. With this in mind, we now have daily insights into our performance, operational and financial results and Human Resources data. This enables us to make adjustments, if necessary.”

#### Sales Outbound Reports linked to Google Maps

Being able to measure the KPIs was the most important reason for implementing QlikView. “We wanted a full Business Intelligence solution to provide clear insight into performance indicators for everyone. After developing our Business Balanced Scorecard everyone was so enthusiastic about QlikView that project leaders came to us to ask if we could make the score percentages of the outbound campaigns we do for our customers more insightful,” says Sito Vissering. “We are an entrepreneurial company, taking initiative is second nature to us, so we looked into this. It led to a great reporting and analysis application that we are very proud of. We linked the information from the data warehouse to Google Maps. We can now determine in great detail how many



people are called, how many sales are made, the areas where people are most interested in any particular offer and at what time of day the best results are achieved. Based on this report our clients can better fit their marketing activities to their target audience and we can call more efficiently. This results in cost savings for us and our customers, as well as higher customer satisfaction.”

QlikView enables Cendris Customer Contact to offer near real-time data in a comprehensive format with next to no effort. The management team, subsidiary managers, sales teams, team leaders and Cendris Customer Contact’s customers have immediate insight into the performance measured against their relevant targets. “Reporting and analyzing data has never been easier. QlikView was never purchased to save on personnel expenditure, but I would go as far as to say that QlikView has enabled our people to focus on our core business, and not on creating reports. When we found QlikView at the conference we knew at once that this was the ideal Business Intelligence tool for us, and we are still very happy with the choice we have made!”

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