

DHL Global Mail Delivers More with B4 Consulting

Background

DHL Global Mail is part of MAIL International, a division of the Deutsche Post World Net organization, which has more than 4,100 employees in over 200 locations worldwide including over 50 processing centers on 4 continents. Offering US businesses a wide range of domestic mail and parcels services combined with value-added solutions such as online tracking and reporting, DHL Global Mail has 18 strategically located Mail Terminals. These terminals pick-up, sort, process, and move mail into the mail stream with delivery to over 140 million addresses.

An industry giant, DHL Global Mail boasts the world's largest network of international mail services. It provides cross-border services to the top Fortune 500 companies for business mail, direct mail, parcels, and publications. Given these offerings combined with a worldwide footprint, DHL Global Mail has probably delivered your recent mail or parcel shipment.

Challenge

International and domestic mail delivery is highly competitive and growing at an unprecedented rate. To be the preferred partner for mail solutions worldwide, DHL Global Mail continuously seeks to advance solution offerings. In the summer of 2004, Deutsche Post World Net acquired SmartMail Services for domestic pre-labeled mail, and QuikPak Services for domestic fulfillment mail and value-chain solutions. The combined offerings of these companies with the existing international services of DHL Global Mail created a powerhouse of mail delivery services. And with this newly-created company came three different billing, order, pricing, and distribution processes – to name a few. The challenge: integrate three separate business processes and legacy systems onto a single platform. First, DHL Global Mail needed integration of its SAP Sales and Distribution (S&D) module running on mySAP 4.6c in Germany.

"We needed to eliminate all manual processes and deploy a sales, order, and pricing system to standardize and streamline those activities impacting the bottom line," recalls Carrie Dyer, director of Business Process Engineering at DHL Global Mail. "This was a huge step in streamlining and optimizing our business processes and in becoming *one* company."

DHL Global Mail selected B4 Consulting as its SAP integration partner as the Deutsche Post Group had a successful history with B4's former parent company -- The Information Management Group (Switzerland). Additionally, working with B4 Consulting would enable DHL Global Mail to use the inherent benefits of B4's global consulting and development network.

B4 Consulting Implementation

DHL Global Mail's SAP S&D implementation was named the Order and Customer Management (OCM) project. B4 Consulting brought to DHL Global Mail a select team of seasoned SAP implementation experts with over 50 years of combined industry experience spanning: sales and order; pricing; master data; data migration; JAVA programming; project management; and user interface development. This team, comprised of B4 consultants from America, Canada, Germany, and Poland, provided DHL Global Mail with dedicated and near round-the-clock project support.

"We definitely created a sense of mission and *brand* – if you will – around the OCM project," says Paul Goode, vice president of B4 Consulting and B4 executive sponsor for the OCM project. With project kick-off in late 2005, the OCM team worked on implementing an S&D solution to deliver:

- consistent billing and pricing enterprise wide;
- standardized price-changing practices; and
- electronic transmission of data from the point of entry to SAP pricing and billing systems.

“Our team took the time to understand DHL Global Mail’s business issues and conceptual blueprint,” continues Goode. “Out the gate we created technical blueprints and developed configurations and programs to operate sales orders through to billing and customer service data.” Integral to this process was the development of:

- Master Data Migration
- Customer Agreement Add-ons
- Sales Order Processing Add-ons
- Legacy System Interfaces for:
 - Customer Master Data
 - Sales Order
 - Sales Order Acknowledgement
 - Invoicing

“In parallel to this implementation initiative, we needed to ensure that a rock-solid foundation was being established so that the sales orders and pricing processes could be integrated with DHL Global Mail’s finance and cost control operations, profitability analysis, and business warehouse,” notes Goode.

A complex and business critical implementation, the OCM project was not without its hurdles, which “B4 helped us to overcome regardless of the demands,” claims Dyer. “The B4 team has the highest quality work ethic and is a strong partner who is not afraid to challenge conventional wisdom and present new approaches and best practices. This was one of the reasons they were so effective – they gave us new ideas on how to do things and they worked side-by-side with us to get the job done.”

Results

Over a 12-month period B4 helped DHL Global Mail create and deploy a sales, order and pricing solution that streamlined and standardized business processes from the point of sales through to billing and customer service data. “B4 met every milestone from technical blueprinting to training to go-lives – and they had a sense of urgency that helped us to move the project forward,” claims Dyer.

Automated order handling, centralized customer data, and standardized pricing practices are just a few of the enhanced business processes resulting from DHL Global Mail’s S&D implementation. These enhancements, however, translate into quantifiable gains in efficiency, accuracy, reporting, and profitability. *Business Operations Visibility* is an additional business process improvement resulting from the S&D implementation. As Goode explains, “By integrating all business processes from three different companies on a single platform, DHL Global Mail can see what works and what doesn’t, make course corrections, and institutionalize what works best.”

Future

For any company regardless of size and revenue, integration projects present new business process and change management issues. B4 succeeded in helping DHL Global address these challenges. With the OCM project having laid the groundwork for SAP, DHL Global Mail will begin migrating operating systems onto a single production platform and integrating this new platform with SAP.

DHL Global Mail will continue to collaborate with B4 Consulting on future development projects, due in great part, to B4’s demonstrated ability to execute. “To become the preferred partner for mail solutions worldwide, DHL Global Mail must continually find new ways to deliver more mail and deliver it faster,” notes Dyer. “Delivering business process efficiencies is key to that objective and B4 helps us to take this business concept and make it reality.”