



ENTERPRISE AND INDUSTRY

**SPECIAL ISSUE FOR THE 1ST CZECH
E-BUSINESS CONFERENCE**



www.epme.eu

»» eBusiness cases

Learning from peers

Best practices amongst European SMEs





European Commission

Learning from Peers

*A comprehensive SME case collection
showing the way to e-efficiency*

Editor

Enterprise and Industry Directorate-General
Unit D4 : ICT Industries for competitiveness and innovation

Authors

Michel Declunder, P riscope
Alain Ducass, Adetef
www.epme.eu



Consult this website for further information:

http://ec.europa.eu/enterprise/e-bsn/index_en.html

Design & Layout

P riscope

  European Communities, 2009
Reproduction is authorised provided the source is
Acknowledged

*Please note this is only a draft edition of booklet to be published in
full version and several languages by end 2009.
Your feedback is welcome at: contact@epme.eu*

Notes

Table of contents

Foreword	4
Pictogram explanation	5
Czech Republic country profile	6
Some Czech e-business cases	7

11 Samples of best practices*(Context, Solution, Benefits, Lessons learned):*

	• Minerva Boskovice (CZ): Increase quality while reducing development times	8
	• RCD Telekomunikace (CZ): Quality certification and ERP system	9
	• Tesla (CZ): Integration of information is essential for efficient business management	10
	• Fractal (CZ): Triple sales with no new recruitment	11
	• Quatuor (BE): A website to decrease advertising costs	12
	• Etilux (BE): An e-business website to reach new foreign customers	13
	• Bales Worldwide (UK): Cross channel marketing optimization	14
	• Severn Partnership (UK): Technology leads to Severn heaven	15
	• Tarlant (FR): a blog to make sparkle the bubbles with Champagne	16
	• Disfrimur (ES): Deliver excellence thanks to the IT	17
	• De Jong & Roos BV (NL): Standardized product codes reduce errors in orders	18
	Czech partners and contributors	19
	List of some coordinators	20

Executive summary

Dear participants of the 20th e-Business Support Network,

Taking the opportunity of this workshop that is the 1st eBusiness meeting in Prague, at the occasion with the European « Sme Week », we are pleased to offer you a **“First Draft Sample”** of the “Learning from Peers - eBusiness cases compendium”.

Major eBSN project in 2009, this compendium, due to be delivered late 2009, will give the policy makers, SMEs multipliers and private enterprises in any sector, the proven and concrete evidence of e-adoption in their Business processes to enhance their competitiveness.

These first samples, together with the presence of SMES in the various roundtables, will demonstrate the factual benefits of ICT use by companies, no matter of size, economic sector or function involved!

As an eBSN member or a workshop attendant, you can contribute to the success of the final compendium that should be issued in 23 European languages by proposing a new case, contributing to the dissemination campaign or suggesting improvements or remarks to make this project a winning way to boost European economy through its 25 Millions SMEs.

Just go to www.epme.eu or write at contact@epme.eu.

Looking forward for further collaboration,

*Alain Ducass
Adetef*

*Dana Eleftheriadou
European Commission*

*Michel Declunder
Périscopie*



Catherina BERBENNI-REHM, Promis



Stefan LILISCHKIS, Empirica



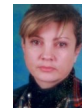
Piero POZZI, FFI



Luigi SERGIO, IBM



Claudio RIVERA, Baltic AWA



Vicky KOSTOPOULOU, Observatory of IS



Dusan SOLTES, Comenius University



Damien JACOB, Agence Wallonne des Télécoms



Catherine LEDIG, Alsace ADEC



Markus ERMERT, German Network for e-business

Some Coordinators



Martin King TURNER, National B2B center at Warwick University



Michel DECLUNDER, P riscope



Alain DUCASS, Adetef



Eurico NEVES, Innova+



Corinne LOESEL, Centre Henri Tudor



Andreas FISHER, G+F Verlags- und Beratungs GmbH



Hans SCHAFFERS, Dialogic Innovation & Interaction



Hannes SELHOFER, Empirica



Tim BARTRAM, Prozeus



Ilias VLACHOS, Agricultural University of Athens

Pictograms and abbreviations explanation



Name & surname



Phone number



Mail



Website



Size of the company



Turnover (K )

Activity

Agriculture



Industry



Services

Nature

B2B

B2C

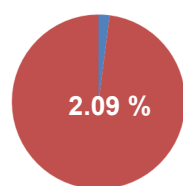
Abbreviations

IP : Internet Protocol

CRM : Customer Relation Management

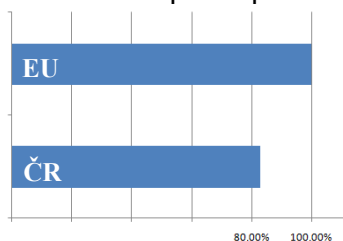
ERP : Enterprise Ressource Planning

Czech Republic country profile

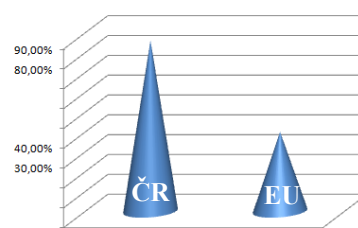


population
(% of EU)

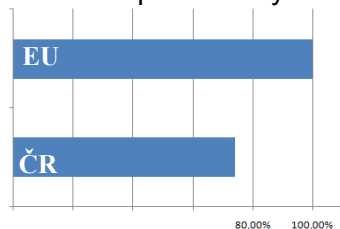
GDP per capita



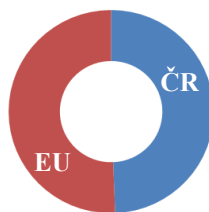
SMEs density



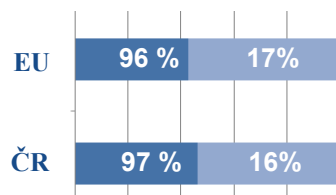
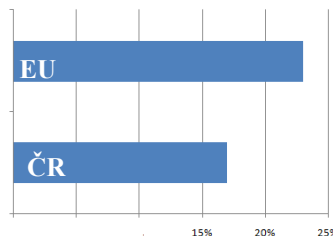
Labour productivity



Enterprises with broadband connection



High level of e-skills



- Availability of computers in Enterprises
- Enterprises having received orders on-line

Eurostat 2008

Czech Partners

Cacio

**Czech Association of
Chief Information Officers**

Vltavská 14
150 00 Praha 5

www.cacio.cz
tajomnik@cacio.cz
tel: +420 267 053 400

**Association for
Information Society**

Blanická 16,
120 00 Prague 2

www.spis.cz
jiri.polak@spis.cz
tel: +420 221 503 481



Asociace dodavatelů internetových řešení

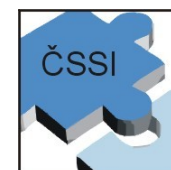
Kolbenova 277/1
190 00 Praha 9 - Vysočany

www.associace.biz
info@associace.cz
tel: +420 732 728077

**Czech Association
for Systems
Integration**

nam. W. Churchilla 4
130 67 Praha 3

www.cssi.cz
vorisek@vse.cz
tel: +420 224 095 469



Chambre de Commerce
Franco-Tchèque
Francouzsko-česká
obchodní komora



KAZAK
COMMUNICATION

CBW.cz
Czech Business Weekly

PROFIT.CZ

impact

De Jong & Roos BV



+31 224 27 33 27



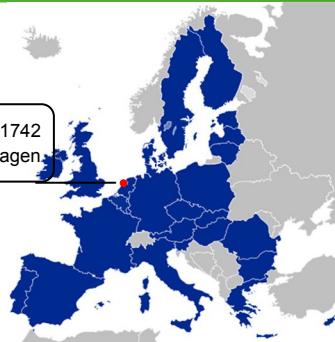
info@jrs.nl



www.jrs.nl



Witte Paal 321742
NL Schagen



CONTEXT & OBJECTIVES

De Jong & Roos is a wholesaler, supplying fastenings, technical equipment and other products related to industry and construction companies. The construction industry is plagued with costs caused by incorrectly ordered materials. De Jong & Roos wanted an electronic system that would reduce mistakes, save the company time and integrate into the construction industry supply chain.

SOLUTION

De Jong & Roos participated in a project called S@les in Construction which involved building contractors, wholesalers and software vendors. The company reengineered its business processes and adopted the unique product identification system developed by GS1. The wholesaler now uses XML to standardize orders from its web store and product information in an electronic catalogue.

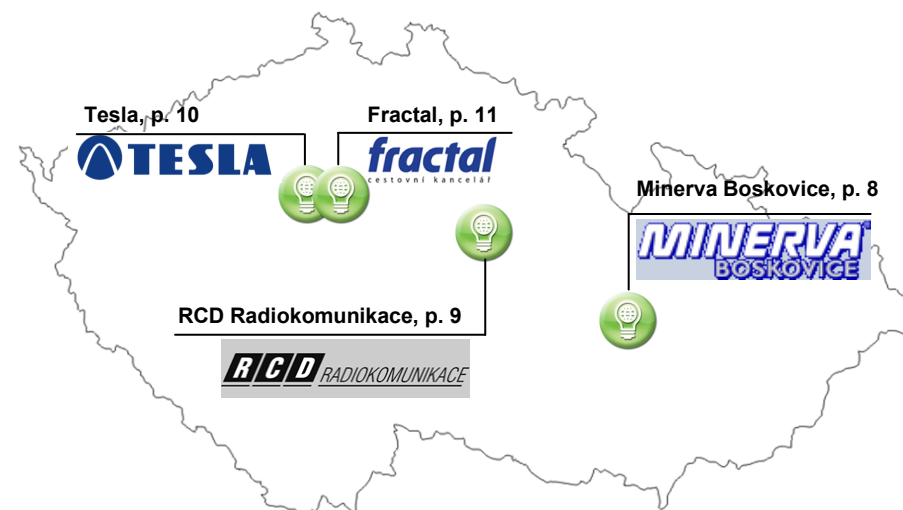
BENEFITS

Telephone orders take about five minutes to process; electronic orders via the company's website take just 30 seconds to cross check, saving up to 105 hours each week. The standardized electronic system has also reduce the number of mistakes in the ordering process, saving the company the time and costs involved in dealing with returned goods.

LESSONS LEARNED

- Uniform article codes are required for efficient communication without mistakes.** A standardized cataloguing system can save a company time and money, automate back office functions and enable companies to integrate their systems with others in the supply chain.
- Small companies fear transparency.** The large number of small construction firms make it difficult to build the critical mass necessary for supply chain automation. Companies fear that standardization encourage clients to compare prices and search for products and therefore lose them custom. In reality, clients just want ordering to be faster and more accurate.

Some Czech eBusiness cases



E-business readiness index

ICT use in enterprises
Rank in the EU



22.76



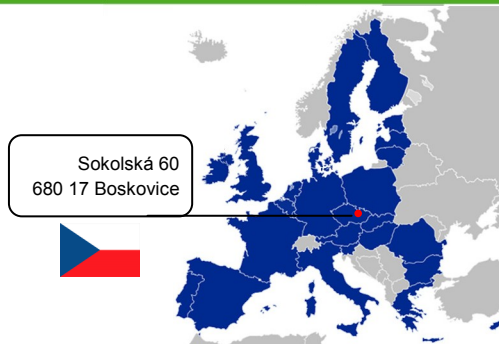
26.46

17th

eBusiness W@tch 2007

Minerva Boskovic

Cichra Rostislav
 +420 516 494312
 cichrar@minerva-boskovice.com
 www.minerva-boskovice.com
 1
 €



CONTEXT & OBJECTIVES

Minerva Boskovic produces industrial sewing machines for clothing, leather and footwear. It also acts as an R&D centre for its parent companies. Minerva relies on innovation to satisfy meet the demands of customers and produce high quality machines. It wanted a single CAx solution for 3D modeling, structural analysis to improve prototypes and reduce development times.

SOLUTION

With support from Technodat, Minerva installed the CATIA V5 package from Dassault Systèmes. This virtual design suite allows designers to build and test 3D models and assemblies using powerful kinematics and structural analysis capabilities. "Thanks to the ability to perform tests in a virtual environment and make corrections early during our overall process, the number of errors and collisions on prototypes has decreased." said Mr. Hrda, technical director at Minerva.

+ BENEFITS

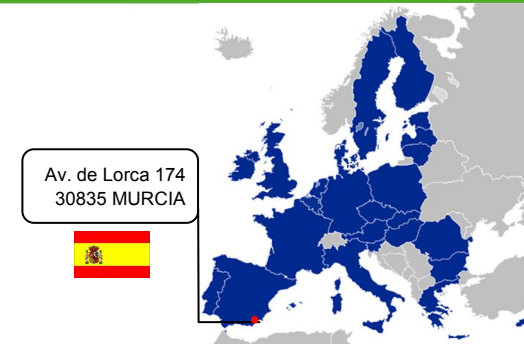
Virtual simulations have reduced the iterative production of prototypes and thereby cut development times whilst improving on product quality. Furthermore, the number customer requests for modifications are faster and easier to introduce. The use of a single software package has eliminated conversion errors that used to occur between stand-alone design applications.

✓ LESSONS LEARNED

1. **Use a single design package to eliminate conversion errors.** The transfer of data between different CAx systems can introduce errors if the data has to be converted to a standard format. A unique data format can also improve collaboration between departments.
2. **Check that models can be exported in an open standard format.** CATIA V5 uses the 3DXML format so people can use the 3D models and visualize parts and assemblies without having to install the entire CAx suite.

Disfrimur

Juan Sanchez
 +34 968804045
 director.general@disfrimur.com
 www.grupodisfrimur.com
 900
 80 M €



CONTEXT & OBJECTIVES

Disfrimur is a transportation company located in Murcia (Spain), specializing in frozen and refrigerated goods. To provide a competitive, high quality service, it needed a technology that could guarantee the traceability of merchandise, remotely control temperatures in its trailers, and demonstrate an uninterrupted cold chain.

SOLUTION

The Cold-Trace service, proposed by Easytech, is an on-board PDA-based system. It connects via Bluetooth to numerous sensors in the vehicle and to the corporate servers via GPRS. It gives the company regular statistics on service performance and the capacity for real-time interaction between drivers and fleet managers. The driver's PDA 'assistant', which includes a GPS navigation system, can deliver work orders and alerts.

+ BENEFITS

Remote-controlled pre-cooling saves Disfrimur over €2,000 per driver per year (about 6% of labour costs). Optimization of routes and cargo could save as much as €1,600 per truck per year. Drastic improvement of the communication between drivers and fleet managers.

✓ LESSONS LEARNED

1. Traceability and tracking technologies are now essential to maintain a competitive advantage in this sector. Instantaneous electronic management of the fleet has boosted productivity.
2. Better monitoring and documentation improve customer service and cut costs. Cold-Trace reduced the number of claims against the company. The availability on-line of precise data and documentation has helped to speed up compensation processes and improve customer relations.

Tarlant Champagne

Benoît Tarlant
 +33 3 26 58 30 60
 champagne@tarlant.com
 www.tarlant.com
 150 000 bottleneck/year
 Vine grower

51480 Oeuilly / Epernay



CONTEXT & OBJECTIVES

Tarlant is a familiar vine grower since 1687 in France. If the champagne remains associated with an idea with France and luxury, the competition is continual. How to differentiate multitude of vine growers, owners, collecting, traders and Country cottages? How to avoid investing in expensive files to write newsletters or to make a publicity campaign on a worldwide scale...?

SOLUTION

A BLOG which has of original and captivating only the richness of its contents (149 euros). The WEB, personal solution, entrusted then to a person receiving benefits specialized for 5.000 euros of installation (in 2003) and the tariffs studied for the options linguistics.

+ BENEFITS

An increased development of consumer loyalty and the continuous contact with the customer. Association WEB + BLOG makes it possible to find, inform and captivate its customers. In term of visitorat, nearly 400 single and new visits per day: a very good performance which satisfies Benoit TARLANT, have regard of little committed investment.

✓ LESSONS LEARNED

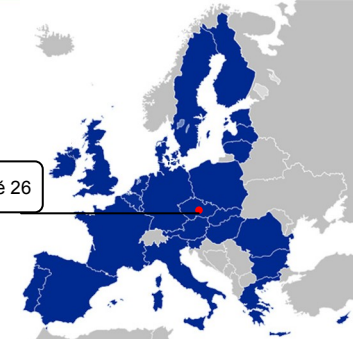
WEB and BLOG are complementary. With the first essential and indisputable information on the products, the localization, the contacts. A convenience which is not enough any more to be distinguished. The BLOG, it is a little passion which one shares. If the WEB brings "more market", the blog brings "more customer" by fidelising your existing customers, which costs infinitely less than to acquire a news of it.

- BLOG = communications tools > newsletter + campaigns of E-Mailing and complementary, between the Email and the Web site.

RCD Telekomunikace

Karel Páral
 +420 466 415 755
 marketing@rcd.cz
 www.rcd.cz
 €

533 52 Staré Hradiště 26



CONTEXT & OBJECTIVES

RCD Radiokomunikace (RCD) develops and produces professional radio systems. To retain customers and open up new markets RCD sought to achieve ISO quality management certification and decided to deploy an enterprise resource planning (ERP) solution to modernize the business. It also decided to participate in e-marketplaces and e-auctions.

SOLUTION

The ERP implementation by K2 Atmitec cost about €22,000 and is used to manage internal work and data flows and business processes in sales, purchasing, inventory management, production planning, marketing, accounting and controlling. RCD's uses e-markets for information only which is possible on internet-connected computers at no significant cost. The company also sells a few standardized products on e-auctions, but most of RCD's products are customized so the company may launch its own e-sales channel.

+ BENEFITS

The ERP system helped RCD improve the quality of its internal processes to meet the ISO requirements and obtain certification, thereby opening up new business opportunities. All business processes, from customer inquiries and orders to invoicing, are fully documented, reliable and secure. Several departments have significantly increased their efficiency and reduced errors.

✓ LESSONS LEARNED

1. **Customize solutions to meet business requirements.** ERP must meet business needs and be user friendly. K2 agreed to adapt the software so RCD could avoid expensive and time consuming re-organization of its work flows and business processes.
2. **Enter e-auctions with caution.** According to Mr. Karel, "only certain standardized products can be sold in e-auctions because there is only one real criterion – price. Thus... choose the right price-offer strategy."

Tesla



+420 266 107 496



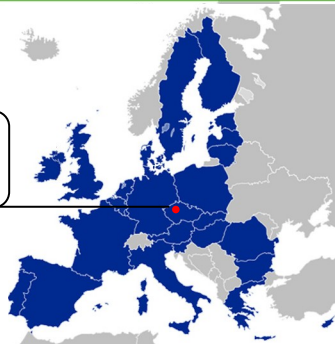
info@tesla.cz



www.tesla.cz



Poděbradská 56/186
180 66 Praha 9



CONTEXT & OBJECTIVES

Tesla designs and makes radio and television transmitters and antennae. As a large company it needs efficient process automation and information management systems. The company plans to integrate its evolving business processes and information management with a single ERP package.

SOLUTION

Historically the company has focused on IT solutions that meet specific and immediate business needs. Consequently, Tesla's existing, stand-alone IT systems are inflexible, expensive to maintain and cumbersome to integrate. The company is carefully planning its deployment of an ERP package so that its approach to information management is cohesive and future-

+ BENEFITS

The legacy stand-alone information management systems made underlying business processes faster, reduced the burden of paperwork and improved the control of information across the company. The company now hopes to reduce significantly its annual €69,000 expenditure to maintain its outdated systems. The new, single ERP package should streamline business processes and broaden the company's use of information for strategic as well as operational uses.

✓ LESSONS LEARNED

1. **Information management should be integrated, cohesive and future-focused.** The interoperability and flexibility of IT systems is essential so that information and business processes can be streamlined and evolve. Access to relevant information can help a company make strategic decisions as well as operate on a day-to-day basis.
2. **The implementation of information management systems must involve all stakeholders.** Project teams must take the 'human factor' seriously and show how systems meet business-related objectives, not just focus on technical aspects.

Severn Partnership



Nick Blenkarn



+44 0844 880 8247



webenquiry@severnpartnership.co.uk



www.severnpartnership.co.uk



59 Lythwood Road
Shrewsbury



CONTEXT & OBJECTIVES

The Severn Partnership located in Shrewsbury, Staffordshire carry out surveying work in a variety of market sectors, differentiating themselves on Quality of Service. To sustain the differentiation, the business needed to improve the efficiency of information flow within core business processes,

SOLUTION

Severn Partnership exploited online collaboration tools (based on Google Documents) and deployed a CRM solution to share information more efficiently and enable staff to work remotely. At the same time they restructured their website to improve search engine performance and reach new markets.

+ BENEFITS

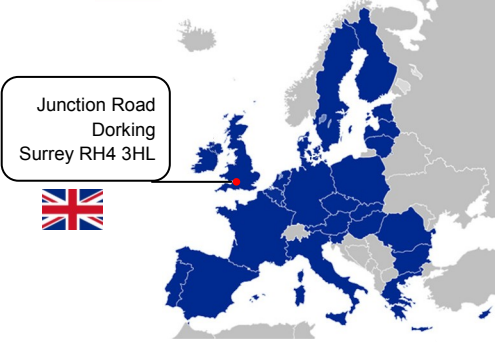
Concrete benefits with a personalized EMarketing approach show open rates on Emails move from 8% to 89% and responses rates to regular customers' questionnaires shoot up between 14% and 22%. The most remarkable achievement, and most important indicator for Business, is the fact that Bales Worldwide sales rise 5%

✓ LESSONS LEARNED

1. At the start of any transformational change, **examine all the steps in the business operation and plan your workflows** prior to implementing.
2. **Run operations meetings using the CRM system** and online documents. Project them onto a LCD screen in a meeting room so everyone is discussing the same, up-to-date information.

Bales Worldwide Ltd

 Raymond Howe
 +44 845 057 1819
 enquiries@balesworldwide.com
 www.balesworldwide.com
 70
 B2B Email Marketing



CONTEXT & OBJECTIVES

Bales Worldwide is a family owned tour operator in UK , with more than 140.000 UK customers and the willingness to reach its regular customer base more often. Emailing looks the perfect channel , but with a personalized approach to target customers holiday preferences. Bales marketing manager, chooses to rely on an expert consultant to solve the issue.

SOLUTION

“Cross channel Marketing Optimization solution”, provided by software company NEOLANE was recommended. Installed in a couple of hours , this solution allows Bales to build a single view of each individual in their customer database , allowing automatic content-personalized content.

+ BENEFITS

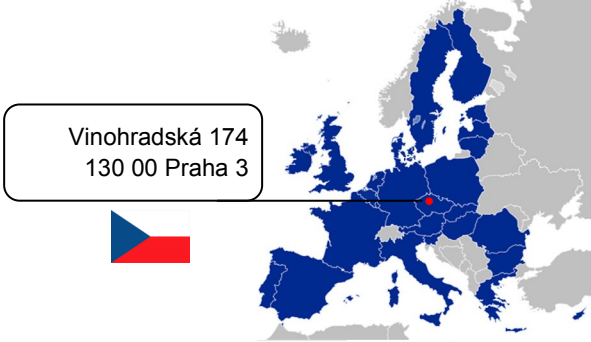
Concrete benefits with a personalized EMarketing approach show open rates on Emails move from 8% to 89% and responses rates to regular customers' questionnaires shop up between 14% and 22%. The most remarkable achievement , and most important indicator fr Business, is the fact that Bales Worldwide sales rise 5%

✓ LESSONS LEARNED

- User friendliness of the solution is key to adoption by users.**“After cost, which is obviously a factor in the current economic climate, the userfriendliness of Neolane’s solution was critical for us. I wanted the guys in my team to be able to use the system without too much prior knowledge, or specialist training.” says Raymond HOWE.
- Personalised Email is a good practice to be retained.** Bales has analysed the success metrics of standard content against personalised and also inferred content campaigns. Definitely positive.

Fractal

 Jarmila Bergerova
 +420 608 237 437
 ceo@fractal.cz
 www.fractal.cz
 15
 9,4 M €



CONTEXT & OBJECTIVES

Fractal launched as an online travel agency in 2000, reporting B2C sales of CZK43 million after one year. It refocused on the business travel sector in 2003. To support its growth without expanding its 15-strong workforce, the company invested in process automation complemented with a client education program.

SOLUTION

Since 2005 the company has deployed back-office automation to decrease the cost per client transaction. The company uses advanced reporting, sales force support, finance and cash-flow management, e-ticketing, e-invoicing, business intelligence, knowledge management and a combined CRM and call center system. The company also decided to engage with clients, especially through workshops, the demand for which has exceeded Fractal’s most optimistic expectations.

+ BENEFITS

From CZK70 million in 2003, sales reached CZK250 million in 2008 without any external investment. In 2008 the company recorded a peak daily sales value of CZK3 million. On average it sells more than 3000 air tickets each month. Last year, 87% of sales were made online. The company has a high loyalty rate and a unique acquisition conversion rate which in some months reaches almost 30% of contacted clients.

✓ LESSONS LEARNED

- Back office automation improves productivity and customer service.** Fractal has automated virtually every back office process, removing the need for staff involvement in everyday transactions so they are more available for customer service and solving client problems.
- Interact with customers and build loyalty.** Fractal’s customer workshops are extremely popular and clients appreciate the personal nature, interactivity and learning how to use Fractal’s services more effectively

Etilux

Thierry ADAM
 +32 4 224 99 09
 tad@etilux.be
 www.etilux.be
 72
 €

Specialized supplier of branded products

42, rue de l'Espérance
4000 LIEGE



CONTEXT & OBJECTIVES

Etilux is a family-owned company based in Liège since 1971. 45% of its turnover is made outside Belgium. Following the management's will to increase the turnover rate of stock products and to improve the services given to the customers thanks to a sales channel available 24hrs a day, a new e-business website was launched, mainly for B2B, in June 2008. With this new distribution channel, Etilux also wants to reach new foreign customers.

SOLUTION

This new e-business website was a new challenge for Etilux. It was not only necessary to add 6000 products in 6 languages but also to take the different customers' profiles into account : standard decreasing prices, dealer prices,.. A specificity of the project is to enable its customers to get the negotiated conditions thanks to a constant dialogue (stock in real time, orders update) between its ERP and its website.

BENEFITS

Etilux has always considered its website as a new distribution channel, complementary to the usual channels (telephone and commercial canvassing), which offers its customers a lot of advantages : management of their negotiated conditions, view of the products they have already ordered by another channel, different payment methods.

LESSONS LEARNED

One year after the launch of our new website Etilux notes 2 important facts :

1. For now, e-business sales are essentially limited to the local market (Belgium, France, the Netherlands) although Etilux exports its products in more than 40 different countries.
2. Despite the different functionalities at the disposal of web users (negotiated pricelists linked to their e-business account, different payment methods), its customers still prefer human contact to e-business. That's why Etilux tries to humanize its website and to establish a climate of trust with its web users. The improvements are: human face, click to call & click to chat.

Quatuor

Benoît RONDEUX
 +32 4 856 825 69
 benoit@quatuor.be
 www.quatuor.be
 6
 €

Contemporary and modern furnitures

Rue de Herve, 107
4651 BATTICE



CONTEXT & OBJECTIVES

Quatuor is a small shop (500m2) based near Liège which offers a wide range of contemporary and modern furniture for indoor and outdoor use. Opened in 2004 by four young graduates, the shop needed an efficient but not expensive marketing strategy to communicate on a highly competitive market. From the beginning, Quatuor decided to put effort on developing a strong presence on Internet where only a few competitors were presents.

SOLUTION

According to the "service oriented" strategy of Quatuor, the decision was taken to develop a complete and informative online catalog including price, pictures, dimensions... in order to reduce the cost of printed catalogs and allowing quick and "real-time" updates. Beside this very high level of transparency, they focused on coding the website to be search engine friendly. Now, the website is a full e-commerce solution with real-time synchronisation of off-line and onliner orders with the "Mon Quatuor" account on the site.

BENEFITS

Launched in april 2004 with a +/- 300 visitors per month, Quatuor.be reached more than 30.000 unique visitors per month in 2006 with a growing demand for online sales. The e-commerce version of the website represent now more than 30% of our turnover attracting foreign customers. Moreover the website is in the "top 5" position for our 10 main keywords on Google.

LESSONS LEARNED

Transparency and accuracy of the information are the key of customer loyalty. The development of the website requires to be updated everyday, if not in realtime, to maintain the confidence of the customer. In collaboration with a web agency Quatuor developped a global solution to manage our stock both online and offline at the same time.

Usability and code compliancy serves the marketing strategy. In 2005, Quatuor.be was re-coded with a strong focus on respecting the W3C rules for the information structure and creating a user-friendliness navigation: more easy to update website and an improve search engine friendliness.