Case study

Genan's Salesforce journey: From basics to brilliance

Genan is the world's largest recycler of end-of-life tires, counting five recycling plants in total: one in Denmark (which is also where the Genan headquarters is located), three in Germany, and one in Houston, USA.

Introduction

With a solid foothold in the mechanical recycling process, Genan plays a pivotal role in the transition to a more sustainable future. The company employs approximately 320 employees worldwide, working in a technologically automated production environment where robots and advanced technology, supported by private equity investments, assist in driving the process forward. At the core of Genan's distribution strategy are the sales teams, and it was within this critical realm that Genan encountered poor transparency and operational hurdles.

Being in charge of overseeing pivotal domains such as sales, marketing, innovation, and business development, Thomas Ballegaard, Group CCO, recognized the pressing need for improved transparency and streamlined communication and decided it was time for a change.

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Challenges

Before the implementation of Salesforce, Genan faced a series of challenges in their day-to-day operations. Genan operates directly in the market with various industries, from sunglasses and playgrounds to flooring, asphalt, and tires, bypassing traditional distributors and retailers. This sales process stretched across vast geographies and suffered from limited visibility. Knowledge sharing was a struggle, and team members often found it difficult to exchange information effectively. If a salesperson left the company, it often resulted in the loss of valuable insights and relationships, requiring a complete reset when a new salesperson took over.

Genan attempted to navigate these challenges with an existing CRM system that, unfortunately, didn't work quite well. This disconnect made it tough for information to flow smoothly across the organization, leading to manual workarounds at different stages of the process.

> *"Knowledge sharing was a struggle, and team members often found it difficult to exchange information effectively"*
> - Thomas Ballegaard, Group CCO, Genan

Reshaping strategies and overcoming obstacles

When Thomas stepped into the role of CCO at Genan, he quickly spotted a significant problem in how Genan handled its operations. The data in their existing CRM system wasn't always reliable, and sadly, it wasn't getting the attention it needed. Recognizing the need for transformative change, Genan took charge and initiated a shift in the organization's sales strategy.

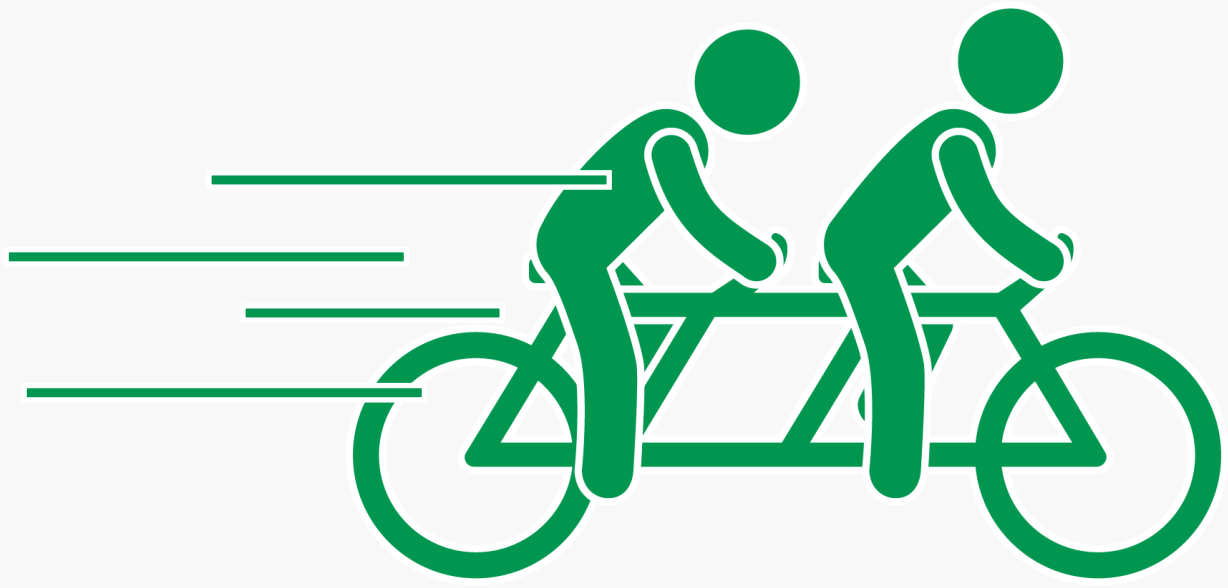
In response, Thomas set out on a determined mission to enhance transparency and streamline communication. Genan brought in additional sales personnel and introduced market-specific divisions, enhancing focus and specialization. However, the absence of an efficient CRM system persisted as a major roadblock, requiring a comprehensive solution to streamline operations and boost the sales teams' performance.

While the ambition to leverage technology was sound, it made little sense to invest time and resources in a system that failed to deliver results, reinforcing the notion that a more profound transformation was necessary. Faced with this hurdle, Genan embarked on a strategic shift – a fresh start was in order.

A new beginning

The need for better coordination, transparent data sharing, and a unified platform to support Genan's ambitious growth targets became increasingly evident. This pushed Thomas and the Genan leadership team to search for a complete solution that could address their current challenges, pave the way for streamlined communication, and unlock their sales teams' full potential. In simple terms, they needed a transformative solution that could synchronize operations, improve data integrity, and empower their sales teams to navigate the global market effortlessly.

Genans determination to improve internal collaboration and transparency came together to form a solid strategy, setting the stage for a transformative chapter in the company's journey.



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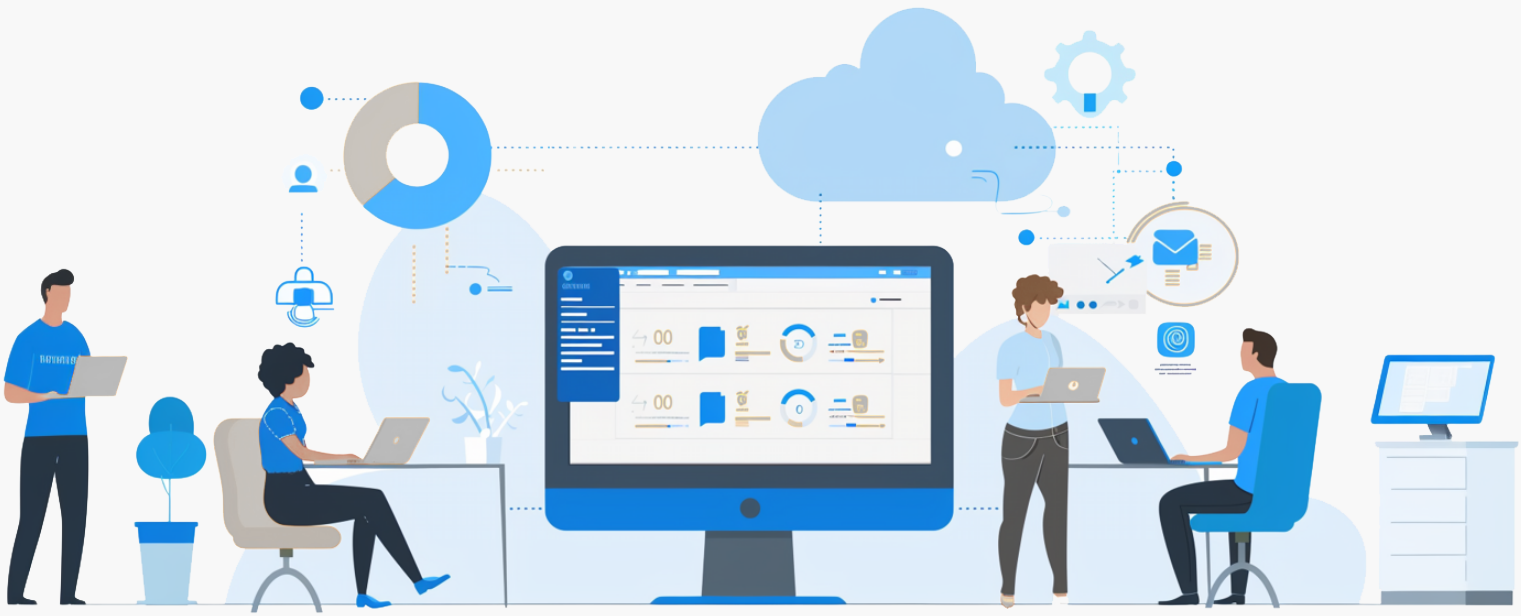
Solution

Why Salesforce?

Although Genan had previously experienced success with their existing system, this time it didn't meet their expectations. They needed a strategic partner who could help optimize a CRM implementation and it didn't take long before Salesforce's advanced solutions and ARPEDIO's standout performance during evaluation became evident. The decision to implement Salesforce emerged as the definitive solution, offering not just a robust platform but also improved data integrity. As the pieces of the puzzle fell into place, the decision to opt for Salesforce became a testament to Genan's commitment to change. Salesforce not only offered a superior software package, but it also held the promise of revolutionizing their operations.

ARPEDIO took on a central role as the project leader, guiding Genan through an 8-week implementation plan with carefully planned steps. This comprehensive plan, crafted and directed by ARPEDIO, included implementing various solutions, seamlessly transferring data, and making customized adjustments as needed.



Charting a smooth course

In Thomas's own words, what set ARPEDIO apart was their impressive sense of urgency. They demonstrated both speed and confidence, instilling a strong sense of assurance in Genan's journey. Thomas adds: "I've been in business for many years, and I've never been part of an IT solution implementation process that has worked so well. I credit that entirely to ARPEDIO".

The occurrence of weekly workshops also played a significant role in reinforcing ARPEDIO's positive impact, resonating with the entire team. The implementation process was exceptionally smooth, thanks to the seamless flow of operations and comprehensive coverage. Additionally, ARPEDIO integrated Genan's ERP system, enhancing overall operational efficiency and data synchronization.

> *"ARPEDIO's counsel was not just timely, but proactive. When queries arose, they were quick to offer various solutions, creating an environment where my team and I felt not only comfortable but entirely at ease"*
>
> - Thomas Ballegaard, Group CCO, Genan

When it came to change management throughout the implementation journey, ARPEDIO played a crucial role in supporting Genan, and the overall reception within the organization was positive. For Thomas and his team, the primary focus was on establishing a solid foundation before making gradual improvements. This approach, rather than overwhelming employees with numerous changes all at once, created a positive atmosphere and paved the way for a seamless transition. The result was a well-paced integration that gained widespread acceptance and laid the foundation for future enhancements that can be built on when the timing is right.

Results

A common language across global teams

Following the successful implementation of Salesforce, Genan underwent a transformative shift. While it's an ongoing process, the impact has been remarkable. The discourse now revolves around leads and opportunities to a degree never seen before in Genan's history. This cultural change isn't about restricting employees to the system's confines, but rather, it reflects a newfound appreciation of structured work practices.

Salesforce as the starting point for every internal sales meeting

Interactions such as 1:1 meetings with salespeople now revolve around the CRM system. The focus is on reviewing past meetings, leads, opportunities, and other critical data. This shift has not only streamlined the process but has also ensured that essential information is right at everyone's finger-tips. By using a unified platform, data loss has minimized, and knowledge sharing has become more intuitive and efficient.

Transparency and overview - Leading with complete insight

Despite not being inclined towards micromanagement, Thomas values staying connected with the team's activities. In the past, vital post-meeting insights were scattered in emails, spreadsheets, or sometimes not recorded at all. Now, within Salesforce, a dedicated memo system captures these insights and Thomas's active involvement not only strengthens teamwork but also keeps him well-informed about the team's efforts.

A clear advice from one Chief Commercial Officer to another

Thomas's advice to other companies is loud and clear: when implementing a new system, start with the basics and expand gradually. He emphasizes that concentrating on the core solution enhances adoption, because by focusing on the essentials and building on progressively, companies ensure smoother transitions, leverage hidden features, and avoid overwhelming complexity.

Summing up

In essence, the introduction of Salesforce's has supercharged Thomas and the sales team's ability to connect and collaborate. The streamlined memo system has made Thomas an integral part of the sales team, fostering transparency, unity, and a shared drive for progress.

As the journey continues, Genan's workforce has fully embraced Salesforce and integrated it into their professional discourse and daily work practices. **The result is a more synchronized, empowered, and dynamic organizational landscape, primed for long-term growth and success.**

This client case is based on an interview with Thomas Ballegaard, Group Chief Commercial Officer at Genan.

Any questions or reflections?

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