

CASE STUDY

SWEDISH MATCH Manufacturing Case Study

"We are very particular in who we choose to partner with... and in this particular instance we did not want a staff augmentation company, or a company that leads with technology. This is an important and sizeable endeavor for us.

To allow for the paradigm shift we were seeking, we needed someone who mimicked our approach: an outcome-oriented partner, who was looking to deliver business outcomes, using technology as a lever. In Alithya, we found that partner."

Rasmus Hyltegård, Senior Manager, Business Technology

☆☆☆ Swedish Match. Swedish Match develops, manufactures, and sells quality products with market-leading brands in the product segments snus and moist snuff, other tobacco products, and lights. Production is located in seven countries, with sales concentrated in Scandinavia and the US.

Swedish Match is unique in that it is a tobacco company, but its vision is a world without cigarettes. Offering tobacco consumers alternative products to cigarettes is at the core of what Swedish Match does, through snus and moist snuff, other tobacco products, ZYN (nicotine pouches without tobacco), and lights (matches and lighters).

Swedish Match North America was utilizing a 25-year-old legacy salesforce automation system that it knew needed to be replaced in order to deliver insights to salespeople as they represent the company to retailers. The company started by investing in a data warehouse to set up BI, and then selecting a next-generation CRM system. "We finished the first piece (BI) a couple of years ago and we are now on our journey to invest fully in Dynamics 365 Online, to make sure we can deliver the best benefit to our sales force as they go to market," says Rasmus Hyltegård, senior manager, business technology, Swedish Match.

Key Benefits

- > Key business outcomes include:
 - > Higher Sales Revenue
 - > Greater Competitive Stance
 - > Increased Cost Efficiency
 - > Improved Customer Relationships
- > Long term goals include:
 - > Increase the ability to be the trusted advisor to further drive sales
 - > Improve the effectiveness of the sales visit
 - > Simplify the data collection and reporting process
 - > Improve sales efficiency by minimizing non-value adding sales processes

The Swedish Match share is listed on Nasdaq Stockholm (SWMA). Swedish Match US headquarters is located in Richmond, VA.

Swedish Match is a Microsoft shop, so staying with Microsoft technology was important to the team. "We already have all the Office components such as Outlook for email, SharePoint for document sharing, and Yammer for communicating," says Hyltegård. "Since we are also using many of Microsoft's BI components and Dynamics AX as our ERP, we are now part of the Microsoft eco-system, something we see as a positive. I mean, what other company can afford the billions of dollars of R&D investments like Microsoft is investing into their platforms every year?" continues Hyltegård. "The native integration that comes with being part of the Microsoft eco-system and looking at Microsoft's strategy under Satya Nadella, the choice almost became an inverse: why WOULDNT we choose Dynamics CRM, given who we are and where we're heading? And frankly, we saw nothing from other vendors that could compare to what Microsoft was offering for both our current and future needs,"

After selecting Microsoft Dynamics 365 for Sales, Swedish Match was looking at a partner who would truly understand its business. "The challenge we typically see is that when technology projects fail, it's because you have no idea what the business really wants," says Hyltegård. "In Alithya, we saw a partner who is outcome-oriented; they look at the business value. Yes, there's a technology piece involved and we want to resolve that, and many companies can figure out the technology components. Few companies have the capability to understand what the business actually wants and drive business value through that. That's why we chose Alithya," continues Hyltegård. "The business outcome component is super important for us, as those defined outcomes allow us to make sure that when we make a technology investment, we understand what it is supposed to do and what value the technology is supposed to deliver. Is it an efficiency component, or an effectiveness component? Because at the end of the day, if we can find that effectiveness component where we are starting to do things differently, we know we have a winner," explains Hyltegård.

Swedish Match and Alithya began the CRM implementation with the Account Teams to focus on selling to bigger chains or distributors. "One of the key components coming out of our Account Team implementation was the enhanced ability for our Account teams to work closer together, better aligning our go-to market strategy," says Hyltegård. Next, Swedish Match rolled the solution out to its Retail Team, or field sales force. "A big opportunity for us in the Retail Team phase is to revisit our existing processes, improve efficiency,

and replace manual processes" says Hyltegård. "The real benefit for our Retail Team phase is the opportunity to address true new opportunities in the market with open eyes, without technology being a hindrance to progress,"

Swedish Match utilized Alithya's CORE methodology for its implementation. "Alithya's CORE methodology is there to help you bridge that gap between product readiness and user readiness," says Hyltegård. "However, while Alithya has the means to get you there, ultimately as a client, you need to take ownership of the product to drive your own adoption journey. Fortunately, Alithya can be right there with you and guide you through that sometimes very dark forest to make sure you get out safely on the other side."

Swedish Match is hoping to better address its market and market needs with Dynamics 365, including:

- 1 Which stores sell better overall or in specific categories
- 2 Which stores to approach for special opportunities, such as a limited time offer
- 3 What stores to visit more often and why, based on qualitative and quantitative data
- 4 How to best plan the day to move in between stores
- 5 How to best approach a store visit
- 6 What tasks to execute while in the store
- 7 Whether to communicate with the store representatives before or after a visit
- 8 How to create better alignment between the chain and stores in terms of actions or non-actions
- 9 How to strengthen integration between sales and marketing

"THE FIRST THING THAT COMES TO MIND WHEN I THINK ABOUT ALITHYA IS THEIR DEDICATION: TO THE TECHNOLOGY, TO THE PROJECT, AND TO ME AS A CLIENT. THEIR PEOPLE TRULY KNOW DYNAMICS 365 CRM, THEY REALLY KEEP TRACK OF WHAT EXPECTATIONS WERE SET AS PART OF STARTING UP THE PROJECT, AND THEY GIVE ME, AS A CLIENT, EVERY OPPORTUNITY TO BE HEARD."

Rasmus Hyltegård, Senior Manager, Business Technology, Swedish Match

ALITHYA GROUP INC. IS A LEADER IN STRATEGY AND DIGITAL TRANSFORMATION IN NORTH AMERICA. Founded in 1992, the Company counts on 2,000 professionals in Canada, the United States and Europe. Alithya's integrated offering is based on four pillars of expertise: strategy services, application services, enterprise solutions and data and analytics. Alithya's Microsoft practice covers a wide array of capabilities, including Dynamics, Azure, business and advanced analytics, digital solutions, application development and architecture.

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