



# AMSTEL LEASE

## DUTCH LEASER EQUIPS ITSELF FOR GROWTH

### QUICK FACTS

#### Industry

Banking – asset finance and leasing

#### Revenue

Over €1.2 billion (2008)

#### Employees

150

#### Headquarters

Utrecht, The Netherlands

#### Web Site

www.amstelllease.com

#### SAP® Solutions and Services

SAP® Leasing application

#### Implementation Partner

IBM Business Consulting

When Amstel Lease Maatschappij N.V., embarked on a growth and internationalization strategy, it was constrained by its functionality-limited and fragmented legacy systems. To replace them, Amstel Lease chose the SAP® Leasing application for its superior functionality and open architecture. The company has gained agility and efficiency, becoming more customer-centric. The goal is higher customer retention and lower sales and servicing costs.

#### Key Challenges

- Lack of key internationalization functionality, such as multicurrency support
- No clear audit trails or support for new regulation regimes
- Need to increase automation
- Product change and introduction too slow, often requiring programming
- Existing system complex, fragmented, and based on outdated technologies

#### Implementation Best Practices

- Selected implementation partner with deep leasing expertise, and actively promoted knowledge transfer
- Split implementation into 2 phases
- Freed up key users to develop expertise from practices built up over 20 years
- Actively involved users in managing change
- Limited scope to the “as is” business model and froze other innovative projects

#### Financial and Strategic Benefits

- Ability to run a multicountry, multicurrency business on a single platform
- Improved visibility through consistent, timely, and accessible information
- Greater productivity through increased automation
- Greatly enhanced ability to collaborate with customers and channel partners
- Transfer of process ownership and expertise from IT to business users
- Future-ready platform for greater use of workflow, electronic invoicing, and e-leasing
- Improved data quality

#### Why SAP Was Selected

- Integrated suite
- Best fit to requirements
- Modular architecture allowing sequential implementation of back and front office operations to reduce migration risk
- Open and service-oriented architecture
- SAP’s strong commitment to banking and ongoing application development

#### Low Total Cost of Ownership

- Eliminated costly blueprint phase
- Leveraged SAP best practices
- Used standard SAP functionality whenever possible, avoiding customization
- Used “user exits” for special requirements
- Ensured consistency with SAP upgrade scheme
- Minimized interfaces and leveraged integrated reporting and analytics
- Incentivized partner to stay on budget

#### Operational Benefits

Key Performance Indicator	Impact
Time to market for product changes	Reduced by 60% to 70%
Time to close	Reduced by 60%
Effort to create reports	Reduced by 85%
Reports created by business users	Increased from 0% to 100%
Size of IT organization	Reduced by 25%



“SAP Leasing is crucial to helping us achieve our strategic objectives. And its flexibility allows us to meet the wishes of our clients much faster.”

Maurice Koot, CFO, Amstel Lease Maatschappij N.V.

[www.sap.com/contactsap](http://www.sap.com/contactsap)

Headquartered in Utrecht, Netherlands, Amstel Lease Maatschappij N.V. is the equipment leasing subsidiary of ABN AMRO Group. It produces and administers volume equipment leases for small and midsize businesses that need limited financing. It also provides tailor-made solutions for large corporations in The Netherlands, Belgium, Germany, and the United Kingdom.

### Growth and Internationalization

When Amstel Lease embarked on a growth and internationalization strategy, its AS/400-based legacy lease system impeded progress. The system lacked crucial functionality, didn't support multiple currencies, and was based on outdated technology. Successive modifications and a multitude of batch interfaces between different applications limited flexibility and posed a risk to business continuity.

In a rigorous process to select a replacement, the company chose the SAP® Leasing application over six competitors for its superior functionality and open and modular architecture. As Rob Arends, Amstel Lease's program manager, puts it, “We wanted to focus on migrating the back office first, integrating our existing front office. SAP had the only modular and open solution that allowed this, as well as a service-oriented architecture to extend the solution to the front office later.” To assist in implementation, Amstel Lease selected

IBM Business Consulting for the wealth of knowledge and experience in IBM's European leasing competence center.

### Keeping It Simple – and Standard

With the strong support of CFO Maurice Koot, the initial implementation scope was strictly limited to “keep it simple.” All processes were implemented without modifying the standard SAP solution – using the flexible “user exits” embedded in SAP's solution. The SAP Consulting organization ensured that the implementation was consistent with SAP's maintenance and upgrade strategy.

However Amstel Lease did not underestimate the challenge of changing ways of working ingrained over 20 years. Management made a conscious decision to free up key users to involve them more actively in the transformation. And a two-phase migration allowed users to gain insight and experience with the SAP solution during the initial migration of volume products to guide the more challenging second phase for more complex tailor-made lease products. André van Geemen, Amstel Lease's project manager, sees a further benefit of the approach: “Key users now fully understand their business processes, and it is much easier to solve issues and make changes.”

### Visibility and Agility

After a smooth cutover to the new system, Amstel Lease is reaping the benefits.

Changes to products can be executed in weeks rather than months without programming, so the development and maintenance team has been eliminated. Users no longer need IT to produce reports, which require 85% less effort. Integrated reporting and explicit audit trails have greatly increased visibility into the business portfolio and the ability to ensure compliance. Productivity has increased due to greater automation of administrative and financial processes as well as reduced reconciliation needs.

Moving forward, Amstel Lease's strategy is to become more client-centric and leverage the platform to increase client retention and gain new business. Arends notes, “We need to manage the equipment lifecycle to retain the client when the lease contract expires or equipment needs upgrading. Our improved ability to share information will help us provide easier access to our lease products and lower the cost of selling and servicing.”

Tangible results of this strategy are already evident. In 2009 Amstel Lease was judged to be Europe's best lease company for SME at the Asset Finance Conference in Berlin in recognition of its outstanding service to clients.

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