Generic Pharmaceutical Manufacturer Supports Rapid Growth with Automated Contract and Revenue Management

Innovation. Experience. Performance.™

About Chart Industries

Chart Industries, Inc. is a leading global manufacturer of standard and custom engineered products and systems for a wide variety of cryogenic and heat transfer applications. Our industrial gas equipment is used throughout the liquid gas supply chain in the production, storage and end use of natural gas and industrial gases.

We supply three markets: Energy & Chemicals, industrial gas and BioMedical. We are the No. 1 or No. 2 supplier in all of our primary markets and typically one of only two or three suppliers able to provide many of the products we make.

We sell to more than 2000 customers worldwide. Our engineering, technical and marketing employees actively assist customers in specifying their needs and determining appropriate products. Many of these companies have been purchasing our products for more than 20 years.
Our operations are organized into three groups:

- BioMedical
- Distribution & Storage
- Energy & Chemical

While each group manufactures different equipment and systems for distinct end users, they share a know-how and expertise in heat transfer and low-temperature storage.

The Challenge

A few years ago, Chart Industries was struggling to manage its contracts with no formal contract management system in place. The situation was less than ideal. Contracts were being tracked in spreadsheets, communicated by email, and saved in a variety of places, including local desktops and hard drives. Managers had limited visibility into contracts past or present.

Contract templates were being copied and pasted from prior agreements. With no consistency to legal language, unfavorable terms were making their way into agreements.. Once a contract was live, there was no system in place to track milestones or set reminders, resulting in missed deadlines. Plus, there was no system to communicate any contract-related information or tasks between departments within the company, often resulting in costly errors.

In one instance, Chart had a real estate lease that was scheduled to auto-renew from year to year. The company, however, was no longer occupying the facility covered by the lease. With limited communication between the operations and finance departments at Chart, the lease simply auto-renewed. Monthly paymentscontinued to be made on the lease. When the situation finally came to light, attempts to recover the mistaken payments were unsuccessful. Chart knew that it was time for a new approach.

At the time, that there were approximately 100 active agreements in existence. However, as the company launched its search for a contract management system and began taking stock of its current situation, it learned that there were, in fact, closer to 300 active contracts spread out throughout the organization. More alarmingly, sixty of these contracts were auto-renewal agreements, like the aforementioned real estate lease, and were not getting proper attention.

The Solution

Chart knew that it needed to get its contract operations under control, in order to manage its contracting processes for true strategic advantage. The company needed visibility into the nature of its agreements, its B2B relationships, and the impact of contracts on overall business performance.

Chart had been growing at a fast pace for a number of years, and was not expecting that growth to slow or stop any time soon. The company needed a scalable solution that would grow with the business over time. The solution also needed to provide visibility and scalability for each individual business group as well as for the company as a whole.

These requirements narrowed the field of potential contract management solution vendors pretty quickly.

Contract Manager is a robust contract management solution that automates the end-to-end contract lifecycle with capabilities for authoring, approvals, workflows, repository, templates, amendments, and renewals.

The system is robust enough to meet all of Chart's needs yet so user-friendly that training for day-to-day users is a speedy process. Revitas Contract Manager provides analytics and reporting that increase visibility across the organization, automates processes and tools to support the entire lifecycle of a contract, and scales easily for all anticipated growth needs. Once Chart selected Revitas, the company set a goal to implement the system and deploy to all users in the U.S. within three months. Working side-by-side, Chart and Revitas accomplished the deployment ahead of schedule, including the migration of all existing contracts into the system. The company opted for a global deployment rather than a phased rollout but conducted training in phases. Revitas provided comprehensive user guides for users who were awaiting formal training, so they could still be productive on the system.

The Results

After two years of using Revitas Contract Manager, Chart has seen significant improvements in its contract operations and gained greater visibility into its contracts. The solution has proven to be completely user-friendly for users. The repository within Revitas Contract Manager stores all of Chart's custom templates – nondisclosure agreements, purchase and sales agreements, terms and conditions, and supplier agreements – making them easily accessible by users and helping to ensure consistency of language.

Users can access all the materials and tools in the system to execute transactions without any unnecessary involvement from other parties or departments, speeding review and approval cycles and streamlining processes like executing milestones. Plus, with mobile access, remote and traveling employees are always connected, enabling greater sales efficiencies.

All data related to an agreement is now accessible in one place – information like contract owner(s), author(s), milestones, deadlines, and partners. As a result, users can easily generate reports based on any contract data. Comprehensive analytics boost visibility and planning, ultimately resulting in enhanced performance outcomes for each contract and for the company overall. Revitas Contract Manager has proven to be a fully scalable solution. In the time since Chart selected Contract Manager, the company has quadrupled its revenue through mergers and acquisitions reaching the $1 billion mark in 2012. The Revitas application has fully supported this major growth and the merging of data from newly acquired companies has happened seamlessly.

The ongoing relationship with Revitas through maintenance and service has been a positive one for Chart. The company has found Revitas's customer support to be responsive, knowledgeable, and communicative. This was essential to Chart as a company that values timely access to information.

The Future

Chart views Revitas as a true partner in contract lifecycle management. As the relationship grows, Revitas continues to seek feedback from Chart on the application, discovering Chart's needs and using the information to develop better products and services for customers.

Chart's plans include continued training on how to best use Revitas Contract Manager to its full potential, optimizing performance offered by the system. Pleased with performance so far, the company will continue to keep abreast of and evaluate future product features, functions, and upgrades to gain maximum benefit.

A potential future could hold an expansion to include more components of the Revitas solution suite. The integration of contracts, revenue, and compliance management delivers clear benefits across the enterprise. Chart has quickly realized the rewards of revolutionizing its contract management operations via Revitas Contract Manager. By incorporating solutions for incentive automation, revenue management, compliance, and more robust analytics, companies gain opportunities to further optimize business performance.

Revitas helps organizations accelerate revenue through diverse, multi-level sales channels by delivering enterprise-class solutions that tailor channel and contract management to the needs of the business.

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