

# Large Retailer: Service Transformation Using Salesforce Service Cloud

A large, stylized green chevron graphic pointing to the right, positioned behind the text "High performance. Delivered."

High performance. Delivered.

## Client profile

A large retailer.

## Opportunity

After years of underinvestment in customer service infrastructure, deployment of point solutions to individual contact centers, and numerous operational silos, the client sought to provide a rich, effective multichannel service experience. The company had distributed operations with over 20 functional contact centers that served both customers and internal employees. The company had developed a reliance on systems that were heavily customized and rapidly approaching end of life that took significant effort and investment to maintain. This prevented the creation of foundational capabilities, such as a single view of the customer across retail and service channels and the ability to offer customers and channel partners robust self-service capabilities.

These technology challenges led to complex processes and increased operating costs in providing the high-touch treatment the company's customers had come to expect. It also limited the ability to efficiently add new channels (such as social media,



click2call, chat and mobile). The company realized it needed to undergo a large scale transformation to build the foundation needed to grow its service capabilities and provide a seamless mix of technology and process for agents, customers and channel partners, while also efficiently controlling technology and operating costs.

The company preferred a software-as-a-service (SaaS) solution due to its scalability and flexibility that would be provided as well as the product's continuous updates and ability to evolve along with customer needs.

Thus, the company selected Salesforce.com's Service Cloud product to transform its customer service capabilities and help:

- Improve agent productivity.
- Drive improved self-service through online and mobile channels.
- Enable new channels.
- Drive improved customer experience.

## Solution

Due to Accenture's experience with salesforce.com® and field-tested ability to deliver large-scale transformational projects, the company asked for Accenture's help in implementing Salesforce Service Cloud as its new Customer Relationship Management (CRM) system. With Accenture's assistance, the Salesforce Service Cloud would act as a foundational technology solution that could be leveraged across the entire enterprise. The new system would have customer management, case management, knowledge management and web portal capabilities. Also, a new communications platform would be closely integrated to the CRM system to facilitate customer interaction across the phone, email, chat and social channels.

Accenture helped the client define an implementation strategy and roadmap to transform the service experience, address the needs of the multi-channel shopper and enable a relationship-based solution strategy to drive growth. Accenture leveraged a multi-pronged approach to define the transformation journey.

Specifically, Accenture:

- Collaboratively defined future-state business processes across contact centers and stores.
- Executed conference room pilots to drive out future-state Service Cloud requirements based on future-state business processes.
- Defined a future-state integrated technology solution blueprint.
- Collaborated with change management and migration teams to plan for end-user adoption and business value realization.

These activities resulted in an accelerated multi-year roadmap that established foundational capabilities and then progressively enhanced them to reach the planned end-state.

The team realized the company's standard waterfall delivery method would not be able to deliver the transformation at such a rapid pace and also required a new approach and shift in the company mindset. To accomplish this, Accenture and the company deemed it important to create collaborative, cross-functional teams that spanned across the business, operations and IT organizations. These collaborative teams designed an enterprise solution that would support the needs of employees and customers and were empowered to rapidly make decisions to shape the tool. Accenture's SaaS methodology was utilized to accelerate time-to-value by simultaneously designing processes while also configuring the technology. End-to-end business processes were defined that balanced a simplified and standardized core while also supporting the unique requirements of each specific contact center function.

## Results

The implementation is ongoing, but using this hybrid agile approach allowed for quarterly release cycles that span from design/build through user training and rollout to more than 3,000 agents, 1,000 business users and over 100 million customers. This transformation:

- Provided a 360-degree view of customers and channel partner interactions that deepened understanding of needs, creating the basis for more advanced customer analytics and allowed the provision of more tailored, relevant, and valuable products, services and solutions.

- Enabled future service options for emerging channels (mobile, social, visual, virtual) and self-service.
- Improved issue resolution on first contact and troubleshooting through real-time knowledge sharing enabled by social media collaboration.
- Drove process simplification and standardization that provided a common template across contact centers, improved adoption, agent productivity and reduced on-boarding time for new agents.
- Simplified and improved the customer and channel partner experience across support groups.
- Significantly reduced total cost of ownership by consolidating systems and providing enterprise wide solutions.

Once the implementation is completed, the company will have the increased flexibility and scalability needed to rapidly react to changing market conditions and address customer demands.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 319,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is [www.accenture.com](http://www.accenture.com).