

Jumpstarting Digital Transformation through an eCommerce Vendor Selection

The client is a multi-billion-dollar company operating in both the B2C and B2B space that was looking for a way to improve their customers' digital experience.

Within the larger organization, the client had a multi-billion business consisting of seven core business units with distinct products serving different audiences at varying levels of eCommerce maturity. While a few of the business units had been playing in the eCommerce space for years using different eCommerce platforms, others were newly formed and in start-up mode without a holistic strategy for their eCommerce solutions. The siloed businesses with disparate systems made it challenging for the client to get a single, unified view of the business and created a lack of cohesion for users and customers interacting with the client's different brands. The client wanted to leverage an existing portfolio of offerings to increase the availability of direct consumer-facing learning products and scale quickly.

The client engaged Clarkston's digital team to facilitate an [eCommerce vendor selection](#) and work with representatives from each business unit to understand the company's overall products and their interplay, to gain consensus about the need for a best-in-breed eCommerce platform, and to build a robust set of requirements to launch an RFP (request for proposal) process to find the best eCommerce solution and help define what a digitally fueled future could look like.

Case Study

PROJECT OVERVIEW

INDUSTRY:



Education

PRODUCTS AND SERVICES:



Online Education Resources
for K-12

PRIMARY OBJECTIVES:

- Understand both the distinct needs of each business unit as well as the common overarching requirements across the organization
- Lead the client through a structured and organized vendor selection process to choose a modern eCommerce solution that best suits the needs of their business
- Unify the business in terms of defining what the organization's digital ambitions look like and finding the best supporting technology to get there

RESOLUTION:

- Consolidated eCommerce strategy of seven different business units into a single eCommerce platform by gathering requirements from 30+ representatives
- Provided industry expertise to narrow from 20+ eCommerce vendors to identify the best-fit partner for the client's long-term needs
- Facilitated smooth and consistent decision-making process among the fully remote, cross-functional client team via five weighted consensus selection criteria
- Developed a custom clear and comprehensive RFP based on the objectives, scope, requirements, and expectations for the solution
- Facilitated all vendor communications, including the RFP, demos, Q&A, and discovery calls
- Designed multi-page demo scripts and conducted virtual product demos to understand vendor capabilities and ensure relevant topics were being covered
- Guided the review process and facilitated a collaborative down-selection workshop, including scoring and gathering input from key stakeholders
- Executed project entirely virtually

KEY BENEFITS:

- Increased cultural alignment among business units of key requirements going into the eCommerce implementation phase
- Solidified a robust set of over 200+ functional and technical requirements to jumpstart implementation discovery workshops
- Established a clear understanding of the capabilities and functionalities of leading eCommerce vendors and the path forward to next steps



KPIs

10+ eCommerce platforms were prioritized into four main contenders and culminated onto a single software selected to move forward with

Scalability to support 10x client eCommerce growth

Gained alignment across dozens of key stakeholders and more than seven core business units

"Everyone on the team has really been impressed with Clarkston's communication, organization, and follow up throughout the vendor selection process. They've been a true partner every step of the way."

- Client Project Manager

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