

Completing a Business Process Improvement Assessment for a Retailer's Virtual Business Line

INDUSTRY:



Retail

PRODUCTS AND SERVICES:



Home Improvement

BUSINESS TRANSFORMATION STORY & BUSINESS CHALLENGE

The client is the world's largest home improvement retailer with more than 2,300 stores and 475,000 associates across North America (in the U.S., Canada and Mexico). Stores are interconnected with an eCommerce business that offers more than one million products for the DIY customer, professional contractors, and the industry's largest installation business for the Do-It-For-Me customer.

The client's virtual services offering provides product and project expertise by driving virtual sales for customers' projects. Clarkston Consulting was engaged to conduct a process mapping exercise with the intent to identify improvement opportunities for virtual services offering to pursue.

PRIMARY OBJECTIVES:

- Conduct a process mapping exercise with the intent to identify improvement opportunities for virtual services offering to pursue
- Catalogue the pain-points across the customer journeys of the virtual services offering's product lines
- Drive incremental sales of existing services and grow the business through expansion of new services
- Identify ways to promote consistency and efficiency across the virtual services offering's product lines
- Standardize training approaches to enable a best-in-class selling organization
- Establish an efficient model to launch new lines of business





RESOLUTION:

After conducting a current state analysis of business processes and customer journeys, the project team, in collaboration with the client, identified opportunities to improve processes and operations efficiency in key areas, including:

- Creating a seamless customer experience for service navigation, service accuracy, and informative messaging and alerts
- Empowering and onboarding a highly productive team, identifying roles, responsibilities, and accountabilities, and adhering to a one-team mantra
- Upgrading and optimizing system functionality to support sales growth and minimize leakage
- Enhancing integration of store and virtual sales systems to promote seamless customer experience
- Addressing performance, reliability, and support issues
- Fostering roadmap alignment and greater transparency between IT and virtual sales

Additionally, the team:

- Provided a PMO template to manage execution
- Cataloged best practices for high-performing sales teams to be integrated into the virtual services offering's operations
- Developed training matrix of development tools to promote consistency
- Developed a “New Business Launch Playbook” to provide cohesion and alignment when piloting and launching new virtual lines of business

KEY BENEFITS:

- Identification of high-impact business process improvement opportunities with PMO tools to support management of prioritization, development, and implementation
- Adoption of best practices for driving incremental sales and business growth
- Accelerated development of training materials to provide immediate support for new business processes (product launches) and rollout of technology solutions
- Increased efficiency when piloting and launching new virtual lines of business

KPIs

Provided project scope for 14 high-value opportunities to drive:

- Incremental sales growth by line of business
- Increased retention of customer through entire sales journey
- Decreased training development time
- Increased efficiency in launching a new virtual line of business in the virtual services offering