

# Empowering Your Frontline to Drive Customer Experience

**“ There is only one boss – the customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.”**

- Sam Walton

Sam Walton had a vision for retail, and to this day Walmart is still focused on that vision - to ensure a great customer experience.

Walmart understands the importance of delivering a great customer experience and developing a one-on-one relationship with its customers. This focus and drive makes a difference in the lives of their customers, members and employees.

Operating in a highly competitive market, Walmart set out to integrate the voice of the customer into their everyday operations by making customer experience a part of every store managers operating rhythm.

## Vital Stats



Over 400  
Stores



Over 100,000  
Staff



Operating in  
over 160 cities



Besides operating in a competitive market, some of the other challenges that Walmart faced were staying relevant to the customer and being able to action feedback quickly and efficiently.

With these challenges in mind, they quickly realised that they would need a partner that could help them to implement and run a holistic and flexible voice of customer solution that was reliable and could scale to their nationwide foot print.

## Key Challenges

- Highly competitive market
- Staying relevant to the customer
- Being able to action feedback quickly and efficiently



## The Solution

Walmart needed a business partner that was agile, could understand their business needs and work with them closely to overcome potential barriers as the program rolled-out.

With these goals and aspirations in mind, Walmart selected Resonate Solutions (Resonate) as their partner of choice and the cloud based Resonate Pulse Platform to help deliver a customer experience program. In 2014 Resonate and Walmart worked closely together to develop a pilot program, which involved 10 stores in the Shenzhen region.

The pilot was designed to identify any potential barriers to the program, plan for a successful roll-out throughout the entire region, and demonstrate how the program could benefit the business.

## Barriers and Challenges

When setting up the pilot program, Resonate encountered some cultural and operational barriers to the program roll-out that needed to be addressed in order to run a successful program.

The cultural barriers included the lack of openness to providing feedback and multi-language support of the program. Operational issues included trying to identify their customers as there was no loyalty scheme, and the logistical requirements of roll-out to the entire country.

Walmart was also keen to understand how much effort was involved in running a program, and if they had the right business partner to adapt, learn, scale and drive the business outcomes they were seeking.

### Key Barriers to their Program

- Cultural lack of openness to providing feedback
- Lack of customer identification
- Multi-language support
- Logistical requirements for a large scale roll-out

## Providing the Solutions

The pilot program involved a sample of 10 stores, which would allow Walmart and Resonate to optimise and learn from the roll-out at those specific stores. Resonate could then make changes to the program based on what was best for the Walmart retail environment and have a product that worked well within the operation before the program was implemented nationwide.

### No Customer Database

Without a loyalty program or customer database, customer feedback had to be gathered via passive surveys. This placed a high emphasis on incentivising people to voluntarily participate and provide their feedback about their experience at Walmart.

Even with a simple feedback survey completed on a mobile device, minimising the time and effort to provide feedback, it can be a big challenge to ensure good response rates to feedback surveys.

This meant that Resonate needed to come up with a solution to drive survey responses in order to capture data that was meaningful. The solution was to incentivise the survey entries, with each response going into a draw to win a store voucher. This solution helped to overcome the challenge of gaining a healthy number of responses, as well as reducing another barrier, which was the cultural lack of openness to providing feedback.

### Generating Awareness

The next issue was ensuring that customers knew about the feedback survey, and the prize associated with filling out the survey.

To tackle this challenge, Resonate worked with Walmart to ensure that there was lots of visibility around the program. This included displaying information about the survey and competition on large pull-up banners within stores, the cashiers handing out leaflets, survey links included in catalogues and on home delivery order slips, and a live link within WeChat.

### Effort and Resources

This next challenge was the one that would ensure the success of the program. Summoning the effort and resources needed to ensure a successful operational program meant the participation of key frontline staff. Frontline staff need to be able to get real-time customer feedback, read the feedback, and action the feedback. All whilst seeing value in the process.

Here was where the Resonate Pulse Platform was able to engage and provide value. The platform provided a role-specific interface for frontline staff to listen and act quickly on customer feedback. The platform captures survey responses, and then amalgamates the responses in a dashboard so that frontline staff can view and action customer feedback in order to close the loop with their clients. The program included a simple workflow for calling customers back, coaching teams and identifying local trends to act upon, that would ultimately improve the customer experience.

## Methodology and Design



Our methodology follows a four step cycle - listen, act, discover and improve.

### Listen and Act

Listen and Act is about creating one customer experience at a time, identifying local trends, and coaching local team members. These steps involve quickly capturing customer feedback and enabling a quick response from frontline staff. The survey responses and follow-up data are made available on a role-specific portal and the immediacy and depth of this feedback makes customer follow-up even more valuable.

### Discover and Improve

These steps are more strategic and identify broader systemic problems or opportunities that are beyond the control of frontline staff. Therefore, Corporate, District or Regional Managers collaborate on initiatives that can have a large impact on customer advocacy and the creation of promoters across the organisation.

## The Results

### Moving Beyond the Pilot

After the successful completion of the 3 month pilot program, an initial program was rolled-out to a group of 80 stores, with the program rotating from store to store over a six week period. This program was run for 2 years, with Walmart continuing to evolve their customer experience program year on year.

### A Steady Uplift in NPS®

Throughout the lifespan of the pilot and initial programs, Walmart saw a steady and gradual uplift in the NPS over the lifetime of the program. Store managers were engaged with the customer feedback and had incorporated it into their daily operating rhythm.



### Analytical Reporting Informed Operational Decisions

Resonate's analytical reporting enabled Walmart to focus on the drivers of NPS and key issues raised by customers.

Specifically, results showed the importance of their customer's satisfaction of 'fresh' produce. This type of feedback enabled the various departments to understand and address the key issues identified based on customer comments. This allowed Walmart to make tangible changes to the operations to improve the customer experience, such as adjustments to the delivery times and the modification of cleaning times.

For Walmart this shift in process and thinking has enabled them to understand the needs of their customers. They are also able to measure the impact of campaigns, and changes to things like fresh food quality, and see a direct correlation between these changes and the drivers of the business.

Walmart are still evolving their customer experience management journey, and Resonate has a strong commitment to working in partnership to continually improve their program and develop ways in which they can further improve their customer experience through the insights provided by our closed loop feedback system.





# resonate

Through technology, our solutions help organisations to break down siloes and barriers in order to deliver exceptional customer experiences.

Resonate Solutions is experienced in end-to-end solutions management for customer experience and voice of customer programs.

## Experienced in Customer Experience Management Programs



### End-To-End Solutions Management

Experienced in rolling out and managing customer experience programs to leading global and local brands.



### Deep Customer Advocacy Experience

As Globally Accredited NPS consultants, we pride ourselves in delivering expert advice and sharing our experience with your business.



### Continual Growth And Innovation

The customer advocacy landscape is always evolving, and we are too. Our team is constantly adding leading edge functionality, growing with you and enabling you to better understand your customers.



### Australian Based

We partner with businesses to deliver innovative customer experience management both locally and internationally.



### On-Going Support

Our experienced team will work with you throughout the life of the project to manage and support you.



### Fast And Agile

We will partner with you and work with you to deliver results fast, and in an agile manner.

## Resonate Solutions

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