



Delivering Customer Service from the Cloud

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Purolator at a Glance



- More than 11,500 employees, including 3,500 couriers
- 2 Customer Contact Centres with Customer Service Professionals handling in excess of 6 million calls annually
- Average annual; 275 million pieces (delivery and pick up)
- Air freight volume: Purolator moves 100 million pounds of air freight each year
- Facilities:
 - 123 operations locations
 - 147 Shipping Centres
 - Over 550 Authorized Shipping Agents
 - Over 350 drop boxes
 - 2 Customer Contact Centres
 - 20 regional sales offices



Innovapost at a Glance



- Innovapost is a leading provider of IM/IT solutions and services to the Canada Post Group of Companies and their customers
 - Innovapost provides a variety of business and IM/IT consulting and advisory services, application development, application management and infrastructure service management with a specialization in ERP, e-business, and mobility
 - Since the company was founded in 2002, Innovapost has delivered over \$480 million in cumulative savings to Canada Post and Purolator
 - Since the company was founded, Innovapost has raised over \$2 million for charities throughout Ottawa, Toronto and Mississauga where our 750 employees live and work
 - Innovapost is an ISO-9001:2000 certified service provider



salesforce.com: Social Applications and Platform



Fast

No Hardware
No Software



Open

Logic/data Portability
Any Device

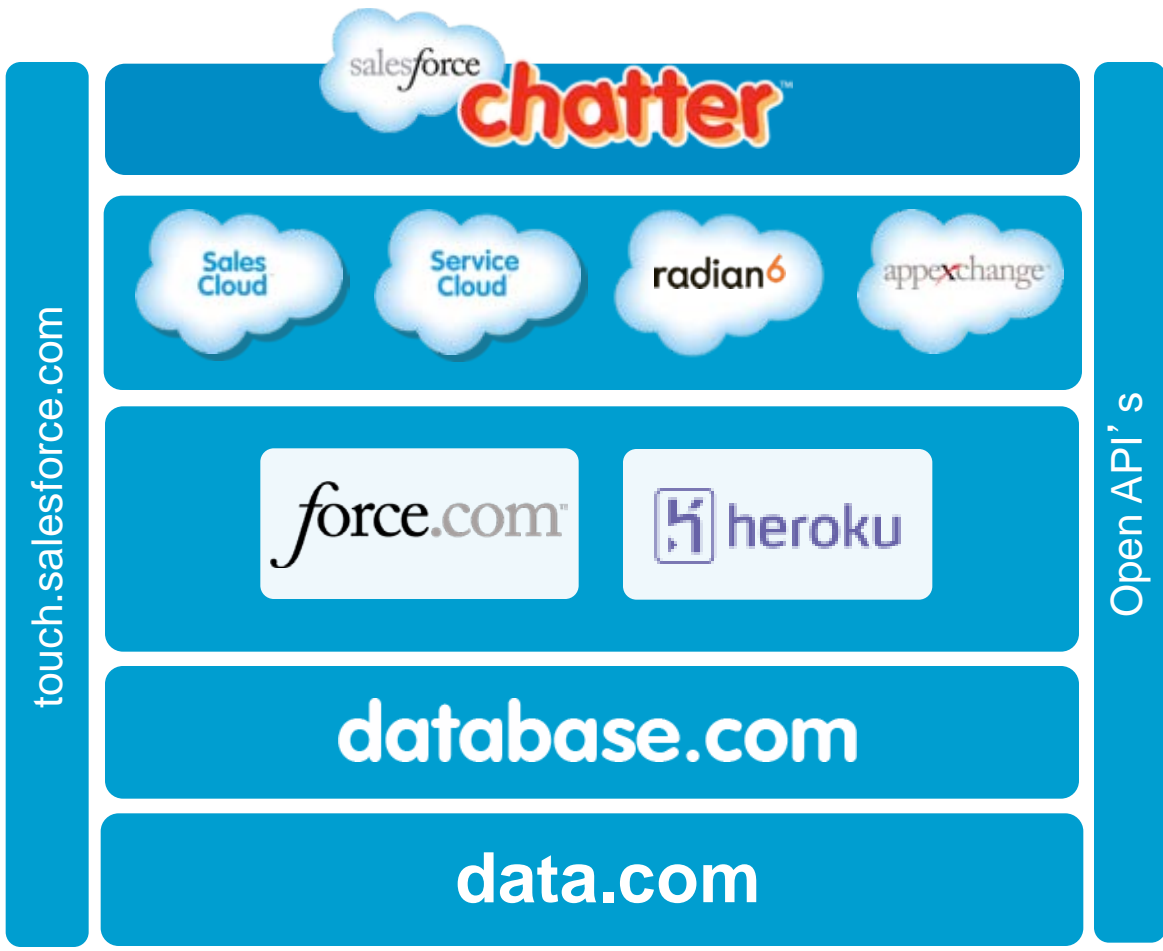


Easy

Automatic Upgrades
Pay-as-you-go

Everyone

Democratic
Economical



Business Challenge

- Contact Center handles ~34,000 calls a day
 - Requests for parcel pickup, estimates, shipment problems
 - Heavily Agent dependent; +500,
 - Agents used 5-6 applications for various call problems
 - Simple IVR function and basic web capability was available
- Expensive to operate and expand
- Constant staffing challenges
- Older style customer experience
- Inconsistent customer experience between channels; agent vs website vs IVR



Business Solution



- Purolator wanted a holistic customer experience
- Proposed to deflect calls from Agents to IVR and Web
- All channels to offer same basic functions
- Success criteria was to cut the number of Agents in half and hold the average call time steady

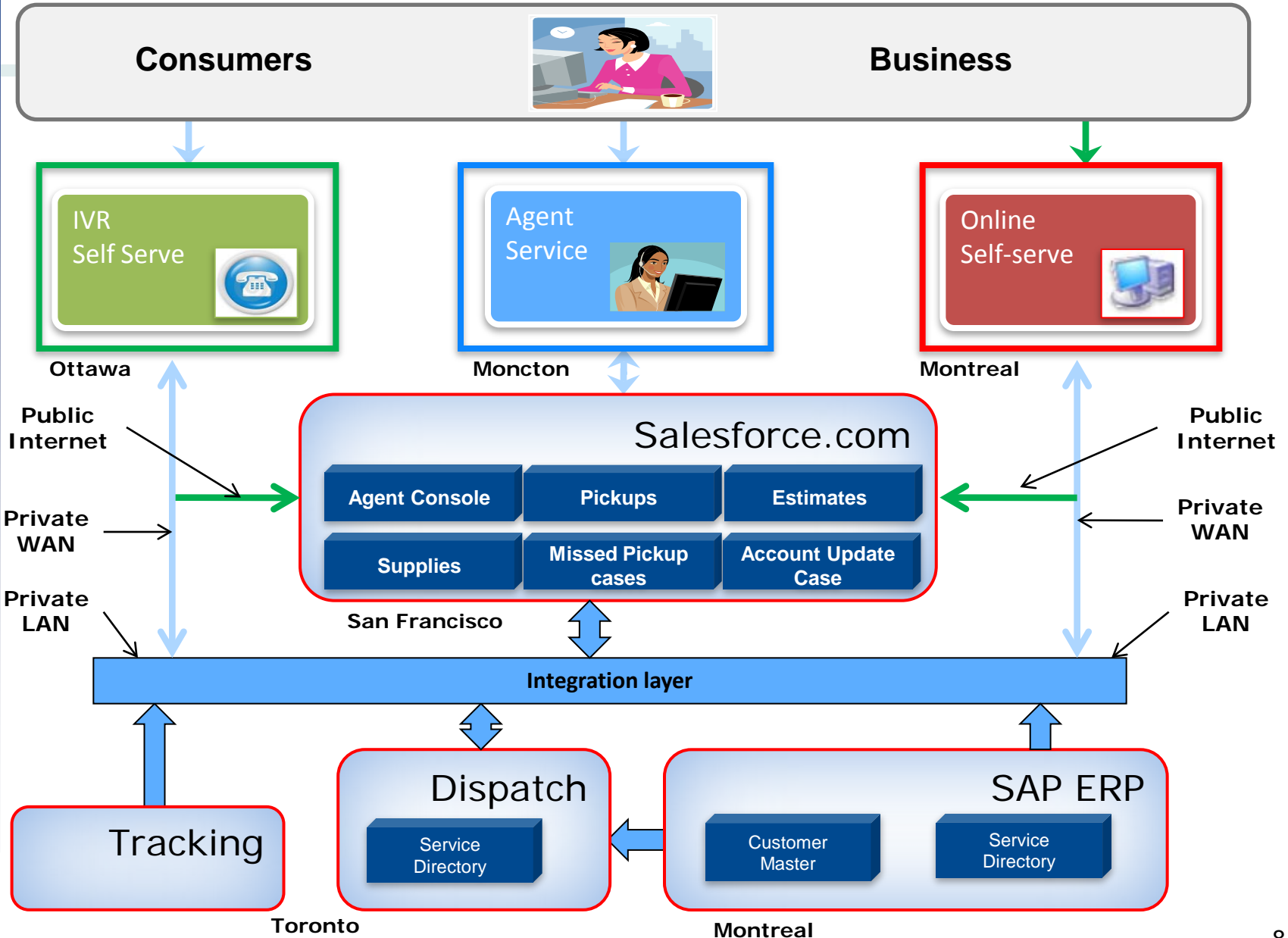


Business Solution

- In 2009, Purolator implemented a salesforce.com Cloud based application for their Contact Centers
- Key functionality included:
 - Pick-Up Requests
 - Introduction of Case Management
 - Contact and Account Management
 - Integration with Self-Service Channels including Web and IVR
 - Ordering and Fulfilment of Shipping Supply Requests



Contact Center Solution Landscape



Project Hurdles

- Heavy focus on existing user experience and call durations
- Budgets / timelines forced sub-optimal architecture decisions
- Insufficient attention to current infrastructure capacity
- Mixed methodology:
 - Agile for Agent screens, reports
 - Traditional waterfall interfaces between the Integration Layer and salesforce.com;
 - 1st experience for user / IT community; big learning curve



Life Afterwards

- The business objectives were met and the customers love the new experience
- Volumes are up and the # of Agents is down
- Seamless upgrades are frequent
- Outages / Performance issues can be challenging to diagnose
- Starting new agents is significantly faster [intuitive, easy to learn/ easy to use] and Agents (tenured and new) love the new console
- As new features are added by SalesForce.com we have selectively added them. That has been under our control and in most cases was as simple as setting a flag and doing some landing tests.



Phase 2 – Sales Team Automation

- 16 weeks to enable a 200 person National Sales Team
 - Done in 2 - 3 week sprints with a trail release after each Sprint
- Largely stayed with delivered systems' functionality; configuration not customization
- Another 16 weeks saw the Inside Sales team migrated onto the same application.
- Pure Agile methodology
- Biggest problem was how the territories and customer accounts would be represented; i.e., business issues not technology.



The Potential For Business



- Speed
 - This new generation of tools and techniques is much faster to deploy, typically creating new systems in weeks instead of months
- Ownership model
 - Usually by seat or person using the systems; i.e., your costs vary according to volume
 - Some models are pay once per seat regardless of how much the system is used
- Cost
 - Significant economies of scale are possible through large centralised data centers and common use
 - The companies are focused on providing a high level of service and thus get the top experts in the world



The Potential For Business



- **SaaS alone is not Nirvana**
- **Yes**, it's possible to implement systems in a fraction of the time for a fraction of the cost
- **But**, Integrating sales processes, with your contact center, with your revenue records requires addressing the same old business/technology problem



Final Thoughts

- It's much faster and cheaper; ½ the time for 75% of the \$ and 25% more scope
- *BUT...*
 - It's not enough to be trained in the tools; the agile methodology is new for the users and has nuances for the development and support teams
 - The project team must consider support needs
 - Be cautious about interfaces
 - End to end performance can be a challenge
 - Sponsorship and participation makes a difference



Questions

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