



BRIGHT IDEAS

Retail

Rapha.

COTTON:ON

UGG

L'ORÉAL

EVERLANE

LAZADA
GROUP



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No one knows better than retailers that transaction-based sales models have given way to a host of new models including subscription, loyalty-based, and buy-one-give-one models. “Old retail was all about the supply chain and efficiency. The new generation of retailers are cultivating a tribe, or a community of customers...The new model is much more exciting,” explained Maria McCann former Global VP of Customer Experience for Spotify, who has worked with brands like Karen Millen and ASOS, and is now Chief Venturer for Joho Ventures, a customer engagement agency.

We think so too. These new models put retailers squarely in the relationship-building business, offering customers real value over the long term and creating brand experiences that are consistent and easy at every interaction point, whether in store, online, or on a mobile device.

Here, members of our own retail and e-commerce customer community share their stories about using Zendesk in innovative ways to create simple, seamless customer experiences and to better bridge the omnichannel gap. We believe Zendesk is a great tool for building better customer relationships, but the truth is that tools don’t innovate—people do. A tool only becomes innovative when it allows you the freedom to use it in cool, new ways and to take the support you offered before and make it even better.

Rapha®

Connecting on all
the right channels

CHANNELS

email, phone,
self-service,
social media

TICKETS SOLVED PER MONTH

13,000

AGENTS

40

FAVORITE FEATURE

Insights

For Rapha, a sportswear brand that celebrates cycling, customer service means much more than just organizing product returns. Through cycling, the company strives to connect customers to beauty, art, and a belief in themselves.

The idea of a bike as a liberating force, an expression not only of man's practicality but his connection to the sublime, existed before Rapha was founded ten years ago. But no company has done as much as Rapha to elevate cycling from a gritty mode of transportation to a powerful statement about simplicity and perseverance.

CHALLENGE

By October 2013, Rapha had grown into a well-respected international brand. Yet the tools the customer service organization were using were more suited to a local bike shop. Five customer service teams around the world used 21 different inboxes, and information about tickets was shared in Google Groups. Rapha's ad-hoc system lacked reporting tools, and the end result manifested in the following ways:

- Agent efficiency suffered
- Some emails received duplicate replies by multiple agents
- Tickets went unanswered
- It was difficult to spot trends or gain meaningful insight into customers



SOLUTION

After trialing Zendesk for two months, Rapha found a solution that allowed them to streamline and scale up global operations, with minimal help from IT. As they began shutting their inboxes down, replacing them with Zendesk, agent productivity soared. Macros made it easy for agents to handle standard tickets with ease, and dynamic content supported localized interactions. Rapha also chose to integrate Sprout Social with Zendesk to automatically turn interactions on Twitter and Facebook into tickets, and were early adopters of Zendesk's integration with Google Hangouts.

“The insight we’re getting now from Zendesk enables us to be a better business and to improve the whole customer experience. Zendesk has allowed us to provide a high touch service experience for our customers.”

— David Barnes, Head of Customer Service at Rapha

Zendesk made it possible for Rapha to:

- Increase efficiency with macros
- Avoid agent collision
- Easily include content based on a customer’s preferred language

RESULTS

With Zendesk, Rapha has succeeded in providing a consistent and connected experience across channels and geographies. The customer insights gleaned from Zendesk are helping to improve operations. For example, the data provided through Zendesk illuminated inefficiencies in the returns process. They’re also now tracking customer satisfaction, spotting patterns, and growing closer to their customers.

With Zendesk, Rapha has realized the following gains:

- Increased speed and reduced friction during the returns process as a result of customer service data
- Massive increases in efficiency and transparency
- Ability to track customer satisfaction per customer

COTTON:ON

Streamlining support
across multiple brands

TICKETS PER MONTH**15,000+**

OVERALL CSAT**87%**

TOTAL BRANDS ON ZENDESK**8**

BRANDED HELP CENTERS**7**

“We have a Ferrari, but we’re just using it to drive down the road to buy some milk.” This was the analogy Luke Wallace, a digital product manager at The Cotton On Group, used when he first dug into the company’s use of Zendesk.

The online customer service team had been using Zendesk for nearly three years to provide email support to the eight brands that fall under The Cotton On Group. But with requests coming in around the clock from the different brands and regions, and without visibility into what other teams were doing, the team was neck deep in inquiries and it was challenging to make improvements.

CHALLENGE

The Cotton On Group was established more than 23 years ago and today employs more than 20,000 people and operates over 1,300 retail stores internationally, in addition to their online business. Along the way, it made sense to separate customer service between the in-store and online experiences and to move tickets between support teams around the world, following the sun. But today the company faces the same challenge as other major retailers: how to unify information in real-time across stores, platforms, corporate departments, and vast geographic distances.

Like other major retailers, The Cotton On Group struggled with:

- Siloed support teams
- Providing streamlined global, multi-brand support
- Responding in as close to real-time as possible
- Getting ahead of ticket volume

SOLUTION

The Cotton On Group decided to expand their use of Zendesk to more departments—across the U.S., Australia, and Singapore. It's a perfect example of 'cottoning on'—which means to understand or discover the potential of a great idea, exactly what the company's brands are all about.

Beyond expanding their use of Zendesk, they became an early adopter of Zendesk's Multibrand feature, which allows for the management of multiple brands through a single instance of Zendesk. Multibrand has been key in helping to avoid the creation of new silos of customer service. The company currently has seven Help Centers, all using the same template, customized for each brand. They also have new automations in place to help triage tickets within and between departments—formerly a very manual process. "Zendesk is really user-friendly software for configuring your workflow with triggers and automations," Wallace said. "Automations have enabled us to run a tighter ship."



The Cotton On Group resolved their challenges and improved their support by:

- Adopting Multibrand and a single instance of Zendesk
- Creating individually branded Help Centers using the same underlying template
- Setting up new automations to triage tickets within and between departments

RESULTS

“We’ve had to review our structure and our definitions of customer service,” Wallace explained. The reality of today’s landscape is that for every one customer, there are multiple teams they’ll interact with. That’s why the company is actively aligning their teams to respond to “any customer, anytime, anyhow,” with extra emphasis on being able to quickly respond in the channel the customer used.

“The biggest advantage of Multibrand is to have that single view of the customer—and a single view of our customer service, to really see where those spikes and drops are.”

— Luke Wallace, Digital Product Manager for The Cotton On Group

The biggest win for The Cotton On Group is having a single view of customer service across the group. Wallace can now report back to the business the entire team’s performance across all channels and brands in one snapshot, but can also give managers an accurate view of their individual teams. “They can go in each morning and pinpoint issues, and start asking the right questions,” he said.

The Cotton On Group has realized the following improvements:

- Vastly improved transparency internally
- Gains in time by managing a single instance of Zendesk for all brands
- Providing customers with uniform brand experiences



Designing better
customer experiences

BRANDS6

**PERCENTAGE OF SALES FROM “CLICK
AND COLLECT” IN EMEA**5%

**REVENUE GENERATED FROM “CLICK
AND COLLECT” IN US**\$600K

**CONVERSION RATE FOR “CLICK AND
RESERVE” IN EMEA**30%

The UGG® brand’s brick and mortar outpost at London’s Covent Garden is something of a haven: warm wood, exposed brick, and cloudy puffs of sheepskin. The iconic UGG® Classic boot has become synonymous with comfort—cozy enough for a weekend at a mountain lodge or a casual trip to the supermarket. Countless brands have tried to create their own version of the UGG® Classic boot, but none are coveted as much as the original.

For any retailer, the path between a customer’s online, mobile, and in-store visits is not easily-traceable. It’s a bit more like following a line drawn in sand, washed away with each incoming wave. “Click and Collect” and “Click and Reserve” services are one way retailers attempt to bridge this gap. But in order to be successful, the customer experience must be seamless, and for Deckers, the solution had to be user-friendly, scalable, easy to deploy, and equally easy for store associates to learn.

CHALLENGE

Traditionally, Deckers EMEA might have built a custom interface for the middleware software that joins their e-commerce platform and fulfillment software, but this would have taken a team in the United States hundreds of hours of development time, and they were keen to go live within a matter of months. The challenges they were up against included:

- Short timeframe to implement
- Options on the table were expensive and required hundreds of hours of development time
- Solution had to be easy to roll-out and easy for store locations to use

SOLUTION

Down to the wire, an e-commerce project and operations manager who'd used Zendesk for customer service (as does Deckers at large, on a separate global multi-brand instance), had an idea that Zendesk's native functionality might work for their "Click and Collect" use case. She downloaded a free trial online and worked with the teams to build out the core framework using a single API, triggers, automations, email notifications, and HTML formatting.

A few days later she demo'd the workflow, beginning from the point the order left the warehouse through when it became a "click and collect" order owned by an individual store for completion. She'd managed to create a simple customer experience literally overnight. The powers that be were sold and Zendesk was implemented a month later, in July of 2014.

Native functionality in Zendesk allowed Deckers to:

- Implement the program in under two months
- Integrate with existing systems
- Automate and track the progress of an online order to a particular store
- Provide status updates to customers using triggers and email notifications



RESULTS

Since roll-out, Deckers has seen incremental rises in conversions—5 percent of all e-commerce sales in EMEA are “Click and Collect” orders—and believe the service has contributed to an increase in their NPS scores. In the United States, where the program is also now available, “Click and Collect” is responsible for \$600k in sales. The program’s success has led naturally to expanding Zendesk’s use for the Deckers EMEA “Click and Reserve” program, which allows customers to reserve stock in-store without first purchasing online.

Among the benefits of the program is the ability to collect customer questions through the reservation process. These interactions help illuminate gaps in demand and availability across locations. Additionally, the program brings traffic into stores and, during the pilot, they saw roughly 30 percent of reservations convert in-store.

“The reason why I like Zendesk is because it’s flexible. It’s in the cloud, it’s on mobile, and there’s no reliance on old school IT or fixed point systems. There’s a lot to be utilised, and there’ll be more ideas flooding out of this. More innovations to come to keep customers happy.”

— David Williams, Director of Online, EMEA, at Deckers Brands

Among the benefits of the program is the ability to collect customer questions through the reservation process. These interactions help illuminate gaps in demand and availability across locations. Additionally, the program brings traffic into stores and, during the pilot, they saw roughly 30 percent of reservations convert in-store. Measures of success included:

- Increased foot traffic into stores
- Increased conversions
- Expanded use of Zendesk and positive store and customer feedback

EVERLANE

Providing real-time
support with Zopim
and Facebook
Messenger

CUSTOMER SINCE

November 2011

AGENTS

30

**AVG. EMAIL TICKET VOLUME PER
WEEK**

1,200 – 1,500

**AVG. FACEBOOK MESSENGER
SESSIONS PER WEEK**

750

Everlane is an online-only retailer known for their “radical transparency”—a value system they doggedly put into practice. The company discloses the true costs of their apparel as well as their markups, and customers are encouraged to learn about the factories where Everlane products are made.

It’s fair to say that Everlane does things differently, and that taking risks is part of what they’re all about. The company, now 4 years old and 70-people large, is comprised mostly of self-proclaimed “rule-breakers and questioners” looking for a challenge. This is, in part, why they were among the first companies to adopt Facebook Messenger as a customer support channel, powered by Zopim on the back end.

CHALLENGE

Like many new companies, it’s difficult to scale support at the same pace you grow. In four years Everlane’s gone from 300 to 300,000 customers and expanded their staff from 5 to 70 employees. Everlane’s customer experience team now includes 5 full-time, in-house agents and another 25 remote, part-time agents located throughout the United States.

The distributed team began with Zendesk from day one, in November 2011, and focused on providing excellent email support. Live chat was next on their radar but they wanted to be sure the team could support chat volume before going live.



Everlane's challenges are partly what drives them, but while selecting a live chat solution to open a second channel of support, they were concerned with:

- Maintaining their socially- and value-conscious philosophies and their commitment to radical transparency
- Developing personal relationships with customers
- Workflow and hourly availability across the distributed part-time team



SOLUTION

Shane Roach, head of Everlane's Customer Experience Operations team, researched and read reviews about various live chat solutions before narrowing his choice down to Zopim—in part because of Zopim's great reputation, but also because it integrates seamlessly with Zendesk. Roach's timing couldn't have been better because Zopim was also one of a few select partners for integration with Facebook Messenger for Business.

This tipped the scales and Everlane went live with support through Facebook Messenger. They've found that customers love engaging this way, and that they engage in different ways and about different issues than through email. Customers prefer to ask questions about shipping and tracking, or to check on stock and sizing, through Facebook Messenger. There's also more of a conversational element, where customers send across a thanks or give a thumbs up, or even ask for product recommendations.

“Facebook Messenger brings people closer to the business. Customers see service agents more like a friend, and in that sense it is a real win.”

— Shane Roach, Customer Experience Operations at Everlane

Everlane moved forward with Facebook Messenger and Zopim for the following reasons:

- Ability to interact with customers where customers want
- Ability to send purchase information and real-time support through the same channel
- Agents can respond to multiple messages quickly, serving a larger number of customers
- The team maintains transparency by feeding all Facebook Messenger conversations through Zopim, which keeps Zendesk as the central repository of all customer interactions

RESULTS

The customer experience operations team has seen their email ticket volume decrease even as their customer base expands. The reason, Roach explained, is because Facebook Messenger is on a customer's phone. It's convenient and easy, as there's no real need to open email and compose a message. "They just shoot a quick line across."

Since implementation, Everlane has realized the following gains:

- Reduced email ticket volume and increased speed of response
- Delivered more than 3,000 chats via Zopim and Facebook Messenger and handle roughly 750 sessions per week
- Plans to expand use of Zopim in 2016

L'ORÉAL

Increasing employee
satisfaction

USE CASE

Internal

GLOBAL EMPLOYEES

70,000+

USERS

350

FAVORITE FEATURES

Insights

Within an area of about 55,000 square meters and with 350 employees, the L'Oréal distribution center in Karlsruhe, Germany is the hub for many of the products you could buy in your corner drugstore.

The distribution center also distributes products directly from the factories to other L'Oréal distribution centers all over the world. Being able to respond to employees' queries quickly and effectively is important for any business, and when it comes to questions or reports about certain issues—such as health and safety risks—time really is of the essence. L'Oréal Deutschland turned to Zendesk to help with this.

CHALLENGE

In 2010, David Desinger, a technician whose team answers questions ranging from technical inquiries from fork-lift drivers to concerns about potential safety risks in the workplace at the Distribution Center Karlsruhe of L'Oréal Deutschland found himself in need of a help desk. Previously, his team tracked all health, safety, environmental, and technical problems or incidents in Microsoft Outlook, but found that it was difficult to stay on top of everything. Emails on a wide range of topics were just coming into email inboxes. “Understandably, people wanted to know what action we were taking to resolve the issue they had raised. We needed a help desk solution that would enable us to better manage queries as they came in, track their status, and provide regular updates to the member of staff who had reported the issue in the first place,” he said.



In short, Desinger needed:

- A help desk to replace Microsoft Outlook so that they could better manage queries, track status, and to update employees on the status of their request or query

“Zendesk is a powerful tool. Quite simply, it means we don't miss anything important.”

— David Desinger, ETNEHS Technician at L'Oréal Deutschland

SOLUTION

Desinger came across Zendesk through a Google search and signed up for a trial. In tandem, he also reviewed and tested other help desk systems. He found that Zendesk's cloud-based solution was the best and that native features including automations, macros, and triggers immediately helped to streamline employee support. He implemented Zendesk in 2011 and trained team leads, who then briefed their staff. “It was very easy to implement,” Desinger said.

Zendesk was the best solution for L'Oréal Deutschland because:

- They wanted a SaaS solution
- Automations, macros, and triggers immediately streamlined employee support
- The free trial allowed them to test and then quickly implement
- Zendesk was easy to train and learn

RESULTS

With 350 people across two buildings all using Zendesk to report issues and ask questions, the team is now able to respond immediately to any health or safety risks, or to other problems in the workplace. Insights has also enabled Desinger to measure the effectiveness of the solution, and to monitor trends. They now know which business units submit the most tickets, how long issues take to resolve, and peak volume times during the day. It's also much easier to report the number of declared safety improvement opportunities back to the L'Oréal head office in France.

The distribution center can now report on:

- Ticket submissions by business unit
- Time to resolution
- Peak volume times
- Safety improvement opportunities



Scaling support with Zendesk

AGENTS:

1,600

TICKETS PER WEEK

180,000

EMAIL: VOICE TICKET RATIO

45% vs. 40%

INCREASE IN CSAT

31%

Lazada has been at the forefront of e-commerce in Southeast Asia. With Amazon noticeably absent from the region, they've staked a serious claim on the marketplace, providing effortless and risk-free shopping in six countries.

Lazada Group operates Lazada, the leading online shopping and selling destination in Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam.

They've been working fast to meet the region's evergrowing demand for affordable access to a wide range of consumer electronics, mobile phones and tablets, fashion, health and beauty products, and more. According to CEO Maximilian Bittner, key to their rapid scaling has been to focus on just a few areas, and to get them right. One of these areas of focus is on the customer experience.

CHALLENGE

If the Lazada shopping experience aims to be effortless, the work behind the scenes is not always smooth. 1,600 agents across 6 call centers assist Lazada's expansive customer base. Chief among the hurdles in the region is the ability to track delivery in real time. FedEx and DHL are viable shipping options, but they tend to be too expensive, leading shoppers to select local logistics partners. This leaves Lazada customer service as the intermediary between customers and the regional postal carriers.

Lazada customer service agents struggled with:

- Being the intermediary between customers and regional postal carriers, having to place tickets on hold and remember to follow up with delivery statuses

SOLUTION

Zendesk has helped Lazada to better respond to tickets that are awaiting delivery status updates. “One of the big wins with Zendesk has been the ability to automatically reopen and check on-hold tickets every day,” said Cedric Blum, Vice President of Customer Service for all Southeast Asia regions. Blum also uses Zendesk to closely monitor CSAT and NPS scores and to automatically route all “bad” customer satisfaction ratings and “detractors” to a special SWAT team for follow-up. He also credits increased customer satisfaction to a series of small but meaningful adjustments to workflows. Lazada has in place more than 400 triggers and 250 automations to do things like escalate tickets that sit too long, or route certain issues to Legal, which was formerly a manual process.

Lazada Group uses Zendesk to:

- Automatically re-open tickets in pending status, due to variable delivery timeframes
- Track CSAT and NPS scores
- Make small but meaningful adjustments to processes and workflows

“Training new agents on Zendesk is so easy that we can spend more time on training our more technical order management software and on soft skills, so that we can create an emotional connection with customers.”

— Cedric Blum, Vice President of Customer Service at Lazada Group



RESULTS

The effort has paid off. Lazada's customer service teams saw their CSAT increase from 61 to 80 percent satisfied. Zendesk Insights provided Blum with a much clearer picture of Lazada's unsatisfied customers, especially around order cancellations. As this transaction occurs in the marketplace between the customer and merchant, customer service must rely on sellers to frequently update the order management system with order and shipping statuses. Getting to the bottom of an inquiry about an order that should have been canceled often requires a series of escalations and multiple tickets. "With Insights I was able to show management the amount of dissatisfaction resulting from a complex cancellation process and to convince everyone that we needed to put pressure on the merchants rather than on the customer and customer service," Blum said. "Now if the customer wants to cancel, we cancel."

Lazada Group achieved the following with Zendesk:

- Raised their CSAT from 61 to 80 percent
- Set up 400+ triggers and 250+ automations to streamline workflows
- More accurately report issues to Legal
- Advocate for the customer and effect organizational changes, including a revision of the order cancellation process

But wait, there's more

Innovation is going to look different at every company. And growth happens at different times, in different ways, at different stages. So whether change comes fast and furious or is more of a slow burn, Zendesk enables you to adapt and to refine your support offerings.

Innovation is really about seeing things in a new light, and it helps to use tools that enable you to see more than you could before. The more you can improve, the better and healthier your customer relationships will be.

Le Tote | Le Tote, a subscription clothing rental company, used Embeddables to reduce chat volume by 60 percent

“With help from Zendesk, we have really been able to scale customer service. We have been able to accomplish everything we were looking to do.”

— Aubrie Rice, Customer Development Manager at Le Tote

AllSaints | AllSaints started with Zendesk as an internal help desk and expanded use for external customer service

“One of our internal departments has been using Zendesk for some time. I was curious to see how they were using it, and then realized how powerful Zendesk could be as a brand experience tool.”

— Sarah-Jayne Grabiec, Global Customer Experience Manager at AllSaints

JibJab | JibJab, meets their SLAs even with 10x seasonal volume increases with Zendesk and partner Mod Squad

“For clients who want advanced reporting, Zendesk blows the competition out of the water. That goes a long way.”

— Matt Ramsey, JibJab/Mod Squad Project Manager

Cotton On | The Cotton On Group uses Zendesk to support customers across 8 brands

“The biggest advantage of Multibrand is to have that single view of the customer—and a single view of our customer service.”

— Luke Wallace, Digital Product Manager for The Cotton On Group

Bombas | Bombas donates one pair of socks to the homeless for every pair purchased

“We’ve been Zendesk customers for a little over a year now and love it—we recommend you guys all the time! We’re a lean team so I often get in there to solve tickets, gain customer insights, pain points, and so on, and it’s truly a great platform.”

— Anne Dziegielewski, Customer Experience & Marketing at Bombas