



Delivering the first ever multi-channel B2C prospect management solution for Virgin Media

Executive Summary

Virgin Media is the first provider of quad play in the UK: the company's cable network offers ultrafast broadband to around half of all UK homes, also delivering TiVo TV services and fixed line telephony. Virgin Media also offers mobile phone services to complete the quad play bundle.

To adapt to consumers using a combination of sales channels when making their purchase and their expectation of a seamless journey across these channels, Virgin Media recognised the need to move to an omni-channel approach to sales, and to a culture that fosters collaboration rather than competition between channels.

Working as a combined team with Virgin Media, Deloitte delivered Prospect Management, the first-ever truly multi-channel B2C Salesforce.com solution, which provides a single view of the prospect across their Virgin Media purchase journey across all sales channels.

The resulting solution is now the single source of millions of marketing interactions per month and many thousands of daily prospect interactions for over 16 million premises, across all six sales channels. For Virgin Media's prospects, the solution has replaced a fragmented journey with a coherent, unified brand experience. Instead of restarting conversations with sales agents, prospects can go to the channel (or channels) of their choice, and be served by Virgin Media agents who have an instant understanding of their journey so far. Sales conversations are quicker and easier, building engagement and supporting positive buying decisions.

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16m premises across six sales channels.

The system has been rolled out to



2,200 Virgin Media users across the UK.

"Working with Deloitte was a great experience. Their diligence throughout the project was exemplary and they were a fantastic partner in delivering Prospect Management. They worked hard to understand our business and focused on delivering a solution that was right to enable our employees to meet our strategic growth objectives.

They immediately entwined themselves with our team and together we fostered an environment of hard work and collective responsibility. This project was critical for us to deliver an experience that future customers in our marketplace have been crying out for. We believe this project puts our business in a position of advantage through the industry, and it's the partnership with Deloitte that has enabled that."

Alan Stott, Virgin Media – Director, Online Sales and Sales Service

Project overview



"I have worked with plenty of teams from different companies. My experience has been varied from terrible to pretty good. This was my first project where I worked with Deloitte, and I found my experience was extremely positive.

The team were very professional, and genuinely a nice and honest group of personalities. Communication was excellent from them, and their management of stakeholders has been pretty awesome. Whilst the project has had a number of challenges, the experience has still been a very positive one, and I hope to work with the team again in the future."

Tej Khurana (Virgin Media – Head of Transformation for Growth)

Inception

In a highly competitive telecommunications market place, Virgin Media sought to understand how its customers' buying experience could be enhanced. This extensive piece of research was called *Pathway to Purchase* and aimed to understand the key phases and actions of those who are looking at Virgin Media for services. This research revealed the opportunity period for prospect conversion, when their search is at its most active, to be both short and highly competitive.

Virgin Media has a number of sales channels: online, retail, telesales (inbound and outbound), door-to-door and pop-up kiosks. In a single purchase journey, it was found that prospects would commonly touch at least two of these channels. However, while the business was able to identify the first channel in which a prospect interacted and the touch-point at which they ultimately converted, understanding of the customer's activity in between was very limited. For those prospects who did not convert at all, the point and cause of disengagement was unclear.

In order to "do more with the volume of prospects we already have", driving greater and faster conversion within the active search phase, the business needed to have complete visibility of a prospect's journey and to be able to influence it. Prospect Management was initiated to enable this capability.

Aims of the project

The aim of the project was to:

- **Deploy a solution that integrates all sales channels**, allowing a prospect to be tracked at all times. With consumer preferences moving towards accessing a blend of sales channels throughout their journey, Virgin Media recognised the need to move to an omnichannel approach
 - **Provide full visibility of each prospect and their sales journey to date** to sales agents in all sales channels, in order to equip them with information to have a more informed sales conversation
 - **Enable the application of business rules, logic or decision making** to handle prospects intelligently as they move along the purchasing journey
 - **Integrate the buying journey in Prospect Management with other tools** in the buying journey, for example a 'bundle builder' pricing tool
 - **Enable the reallocation of leads in line with business priorities and capacity** in order to better serve a prospect during their active search phase when conversion is most likely.
- How the project was structured**
- The team of Deloitte consultants was split into four work streams and across two countries:
- **Functional Team** – a team of Business Analysts and UX specialists worked closely alongside the business to co-develop requirements, prospect journeys and functional designs
 - **Build Team** – co-located between the UK and India, the build team was responsible for developing the solution and was composed of Technical Architects, Scrum Masters, Developers and Testers
 - **Integration Team** – working with the client's Enterprise Architects and technical delivery managers for existing systems and projects, the Integration team ensured the solution seamlessly integrated into the client's system landscape
 - **Business Readiness Team** – worked with channel representatives to understand how Virgin Media's sales staff should be prepared and trained for the adoption of the solution.
- While the team was managed in work streams, Deloitte created dedicated cross-discipline teams to develop the best solutions for the more complex design challenges. This collaborative approach provided depth of knowledge to cover the impacts to all stakeholders and breadth of knowledge to develop alternative and creative solutions.

Agile approach

Agile, a rapid development methodology based on an iterative, team-based approach to software development, was adopted to structure the development of the solution and split the work into a number of sprints (time-boxed phases of fixed effort). This enabled the business to regularly reprioritise the list of deliverables (the backlog of requirements) and react to the latest developments.

Each sprint lasted for three weeks and comprised a number of activities including development, testing, demos to the business and releases. This allowed the team to focus on key functional areas for each sprint and build the solution up logically over time, as well as allowing for flexibility as a consistent stream of feedback resulted in new, higher-priority requirements.

Each requirement was tackled individually and was subject to the team's stringent and robust development process. The business was involved in every stage of the development and had full transparency through tools such as JIRA, which encouraged collaboration and underpinned the process. The business was also closely involved in the progress of each requirement, participating in regular demo sessions to validate the work to date and, ultimately, sign-off on the functionality required through hands-on end-user testing.

A challenge overcome by the Deloitte team was integrating the Agile methodology with the client technology team's more traditional sequential or waterfall delivery methodology. Ensuring that the solution worked correctly as well as efficiently with these two differing methodologies required careful planning, regular design sessions and creative approaches. Although often developing to design (with requirements developed well in advance of the delivery from the client technology teams), the team's use of Agile methodology allowed for flexibility and changes further down the line when required, without significant impact on the timeline and cost.

Throughout the project delivery, Deloitte maintained regular communication with the channel representatives through sessions that elicited input on key functionality and decisions around the final solution as well as the standard project management items. The project team also featured a dedicated User Experience expert who ran a number of workshops with frontline sales agents to design the solution with efficiency of use in mind. This continuous dialogue helped the team to tailor the solution to those who would use it the most, and ensured there were no surprises at rollout.

"This was an ambitious and visionary programme from its inception. Of the many 3rd parties we spoke to, the Deloitte Digital team really 'got it' in fully understanding both the commercial and customer experience challenge we were attempting to fix. During vendor selection the team transformed our traditional RFP process (pages of requirements) into something much more dynamic. With Deloitte on board the process was both quicker, more thorough and gave us a lot of confidence in our decision.

Once in delivery mode the team shone, bringing a huge amount of knowledge and experience, but for me, its things like convincing us a more agile approach to delivery would benefit us that were key. We've delivered a significant transformation, quicker and more efficiently than I recall delivering anything else previously. The offshore team were top class and it's fantastic to see their freedom to be creative with key technical challenges, allowing the delivery of complex custom functionality that worked seamlessly as part of our overall solution.

The team helped us achieve success within a large, complex and challenging internal environment but they navigated through all of this brilliantly. It was a pleasure to work with a team that matches our own values and behaviours so closely too."

Chris Coleman (Virgin Media – Head of Multi-Channel Sales & Development)



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Outcomes

Prospect Management has been a great success. Taking just over a year from inception to roll-out, this has been the first-ever truly multi-channel B2C Salesforce.com implementation globally.

Automating the capture of all prospect interactions across channels has led to more effective sales targeting and the ability for Virgin Media to nurture prospects in order to identify and take the most opportune action for conversion. As a result, prospect conversion rates have increased.

- **Joining up the journey:** By automatically tracking and storing a prospect's interaction history, Virgin Media is now able to seamlessly join the prospect's journey across its seven sales channels, providing a single prospect view to over 2,000 agents
- **Enriched data:** Salesforce.com is now the essential hub for all prospect information, bringing multiple sources

of data together and providing a single view of over 16 million premises, millions of marketing interactions per month and many thousands of daily prospect interactions. Agents can also access the detail of all marketing campaigns sent to each prospect, and all premises live within the system

- **Mobile access:** Field and retail agents have mobile access to prospect data through the Salesforce1 app, including an integrated 'bundle builder' assisted sales tool, and a custom application solution replacing paper-based 'walk cards'
- **Integrated fulfilment:** Salesforce.com has helped reduce agent effort by seamlessly integrating into its sales order automation and order status tool across channels
- **Channel collaboration:** The single customer view and transparency provided by Salesforce.com,

alongside the collaboration tools, has increased agent and channel collaboration, ultimately helping to deliver a consistent customer-focused experience

- **Agent efficiencies:** Agent work lists are now managed directly in Salesforce.com, removing the need for calendar reminders and Post-It notes. By automatically generating and assigning tasks, as well as reminding agents or managers of due dates, work loads are managed far more efficiently and effectively
- **Management reporting:** Agent actions are available in real-time for team managers as well as heads of departments. This enables easier day-to-day team management as well as providing rich data, helping to inform future strategic decision making around sales structure and reward management.

In addition to the financial benefits of greater conversion of Virgin Media's current pool of prospect customers, Deloitte's delivery of the system has also returned the following added value and benefits to Virgin Media:

- A solution that introduces and transfers to Virgin Media for the first time the benefits of using the Agile delivery methodology. Agile is continuing to be used as a methodology on other projects within Virgin Media
- Up-skilling the Virgin Media teams in Salesforce.com configuration
- Owning and developing c.400 business requirements, translated into user stories with full definition and prioritisation
- Support and leadership of Virgin Media's internal Business Readiness team in order to embed the change in the sales channels.

The scale of the achievement of the project becomes clear from some of its metrics:

- 3 platforms were built or integrated
- At its peak, the team had over 50 members
- Over 650 user stories were written
- 7,000 Jira comments, displaying collaboration and strong communication across the team
- 340,000 characters of code were written
- 7,500 stand-up meeting minutes
- Co-location was key, with 10 office locations across the UK and India
- 1,225 build points were delivered
- 900 tests were executed to ensure the development of the system was as per design
- 350 story points were burned
- A total of 99 days were spent in sprint
- The system has been rolled out to 2,200 Virgin Media users all over the UK.

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