

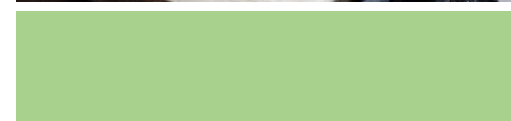
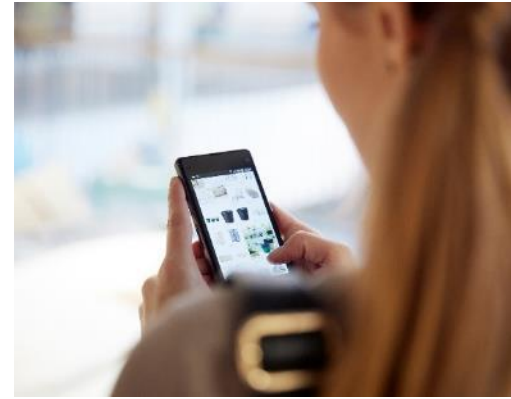
Getting it right the first time

Martijn Zuiderbaan



Take home message:

- Introduction of IKEA
- How IKEA uses RPA
- What lessons we learned



Who am I?

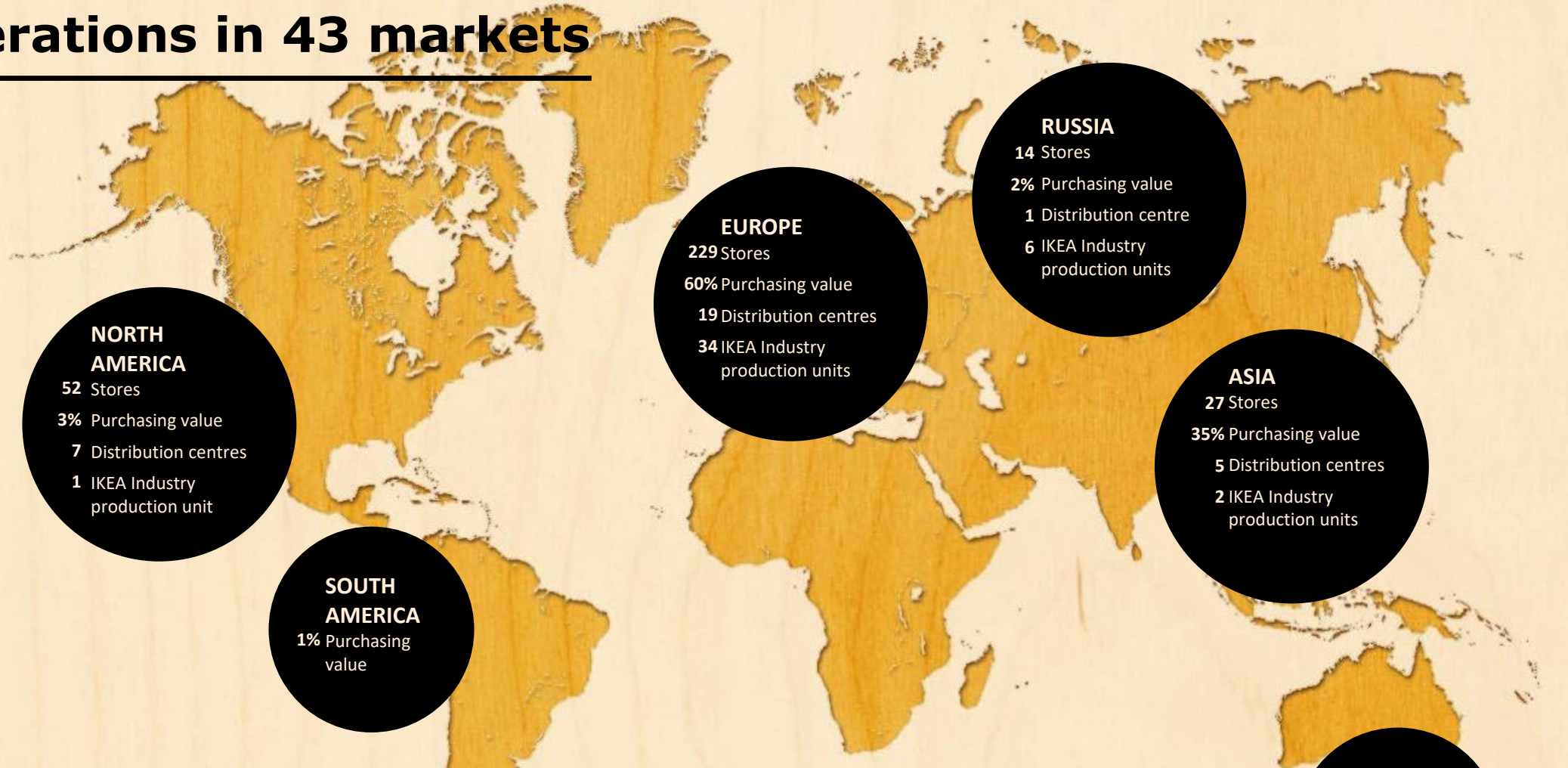


Martijn Zuiderbaan

- Started in a store as part-time logistics co-worker
- Several positions in a store followed
- Implemented RPA in Dutch Customer Support Centre
- 6 years at IKEA

- Global Solution Owner NICE Real-Time Solutions

Operations in 43 markets



328
IKEA Group stores located in 28 countries

771
Million store visits

450
Million Shopping Centre visits

1.9
Billion visits to IKEA.com

978
Home furnishing suppliers in 50 countries

AUSTRALIA
6 Stores
1 Distribution centre

Where we are today

The Customer Support Centre (CSC) serve all non face-to-face contacts

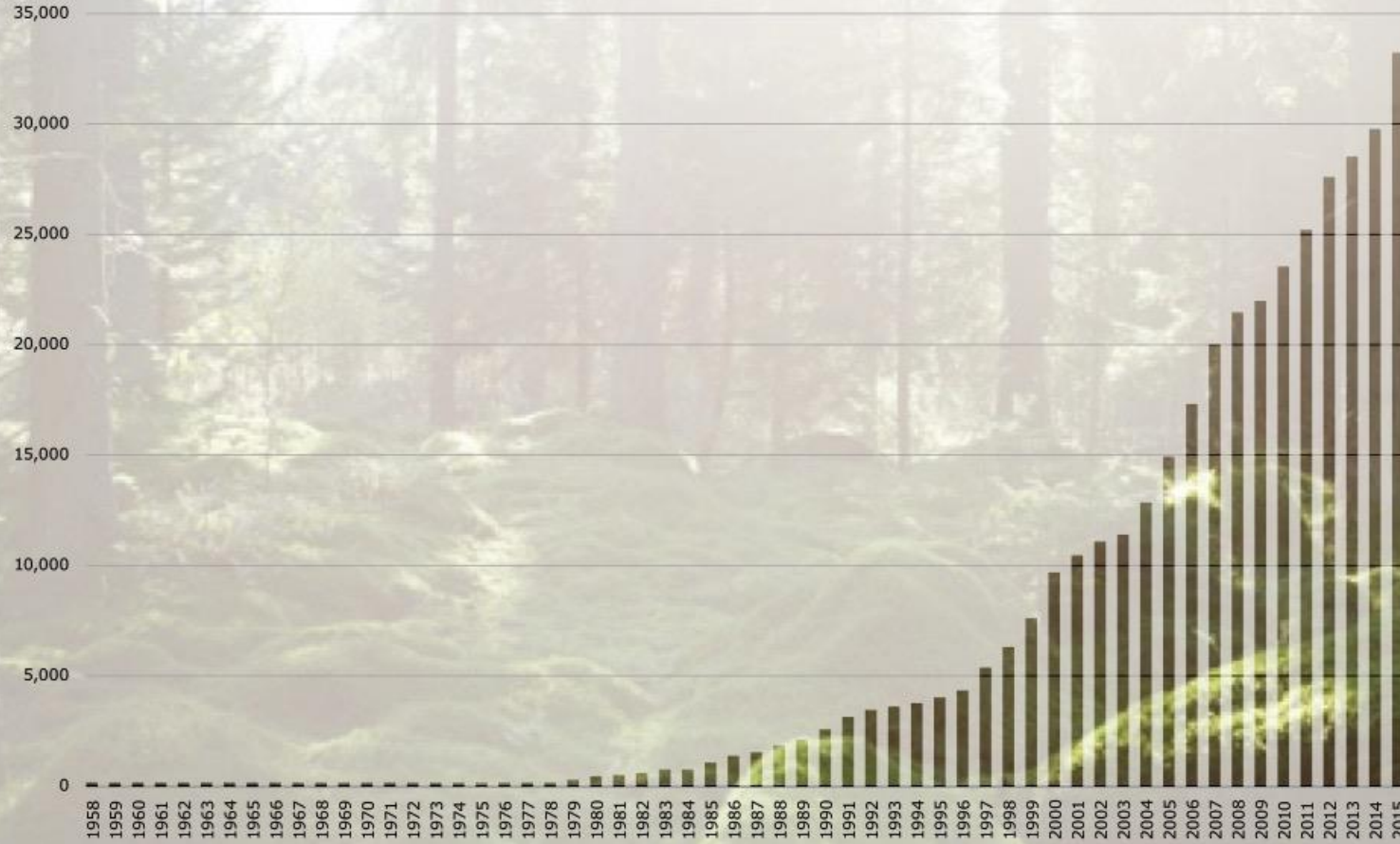
- **25** Customer Support Centres in **28** countries
- **~4300** co-workers
- **~20 million customer enquiries per year** with limited contact methods
- Customers that contact the CSC:
 - **8%** of customers buying in the store
 - **40%** of customers buying online

(Data as of February 2016)



Sales trend over the years

Total revenue in
millions of Euros





WHAT IF IKEA WAS KNOWN FOR GREAT CUSTOMER SUPPORT?





Dear co-worker,

Tomorrow you will have 70 meetings.

Each one lasting around 6 minutes and they will be put in front of you at your desk – there is no agenda and you don't know who will attend.

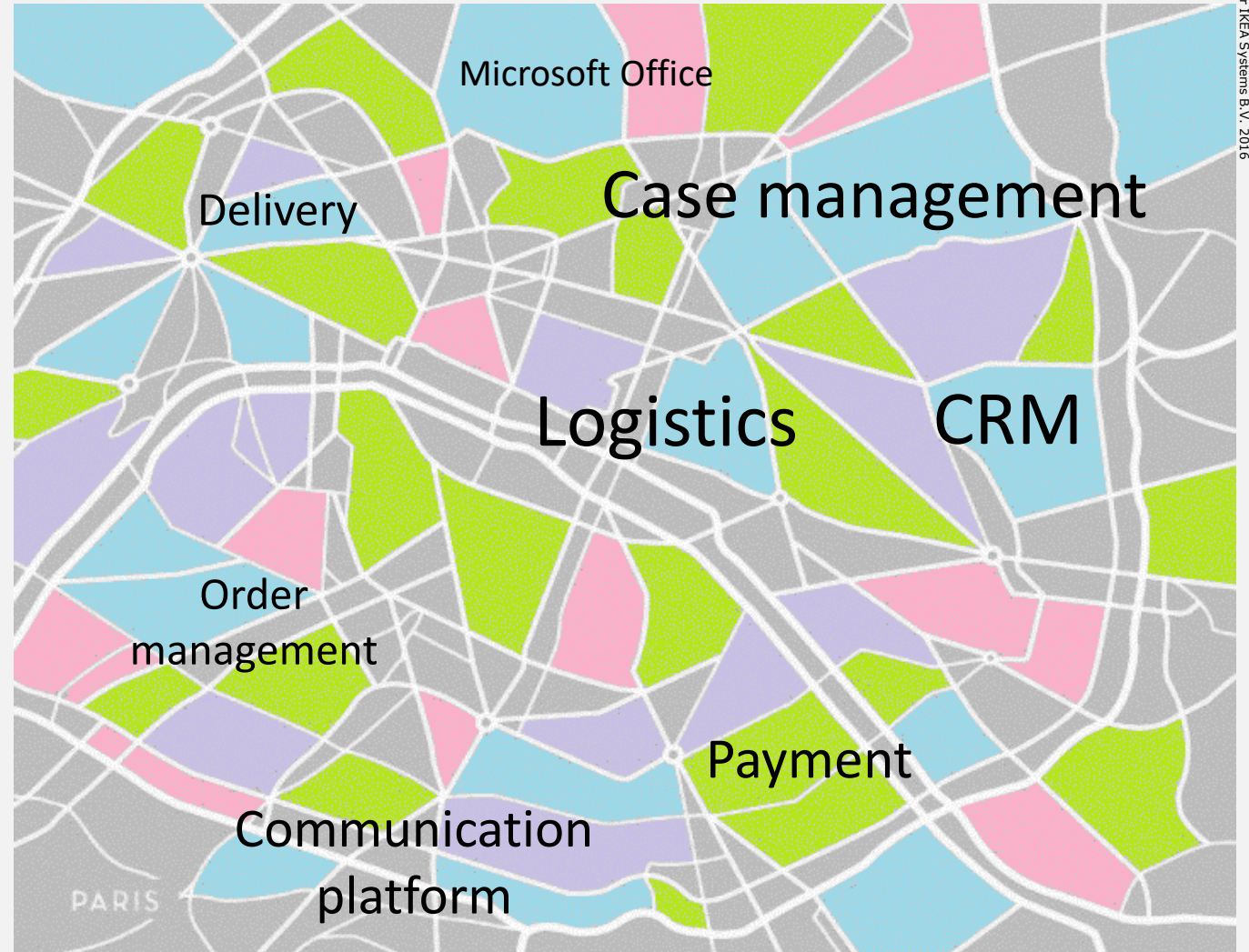
Each meeting will be recorded and measured in terms of time, accuracy, adherence to policies and all of this will be reviewed with your manager once a month.



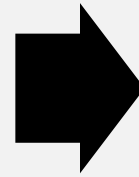
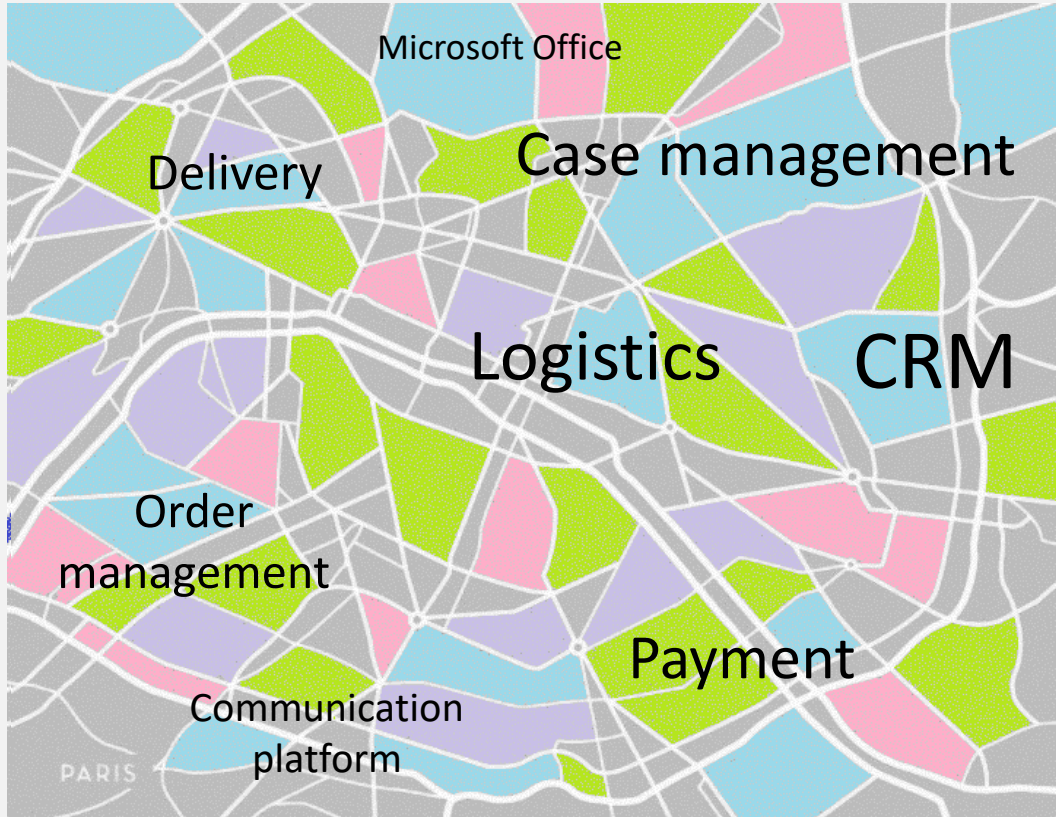
So why do we need this kind of solution?

There is a **short term need** to overbridge gaps in the existing IT solutions to improve both **customer** and **co-worker experience**.

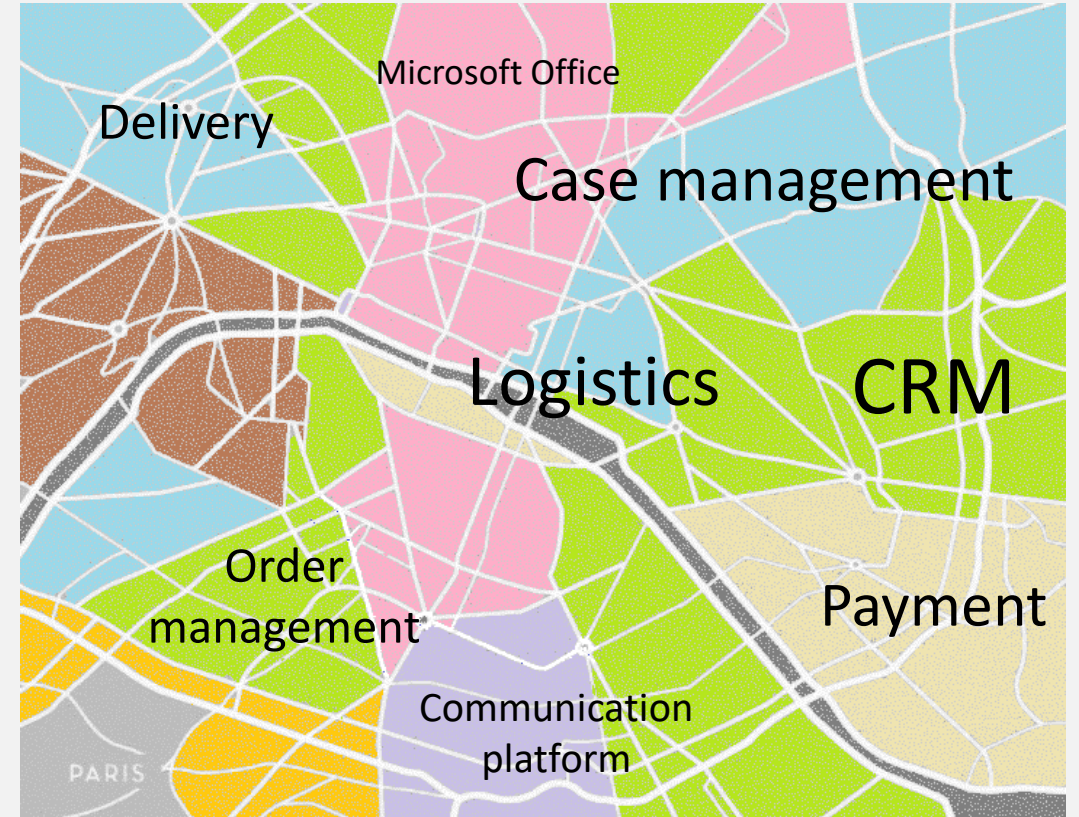
IT Landscape



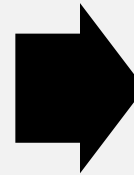
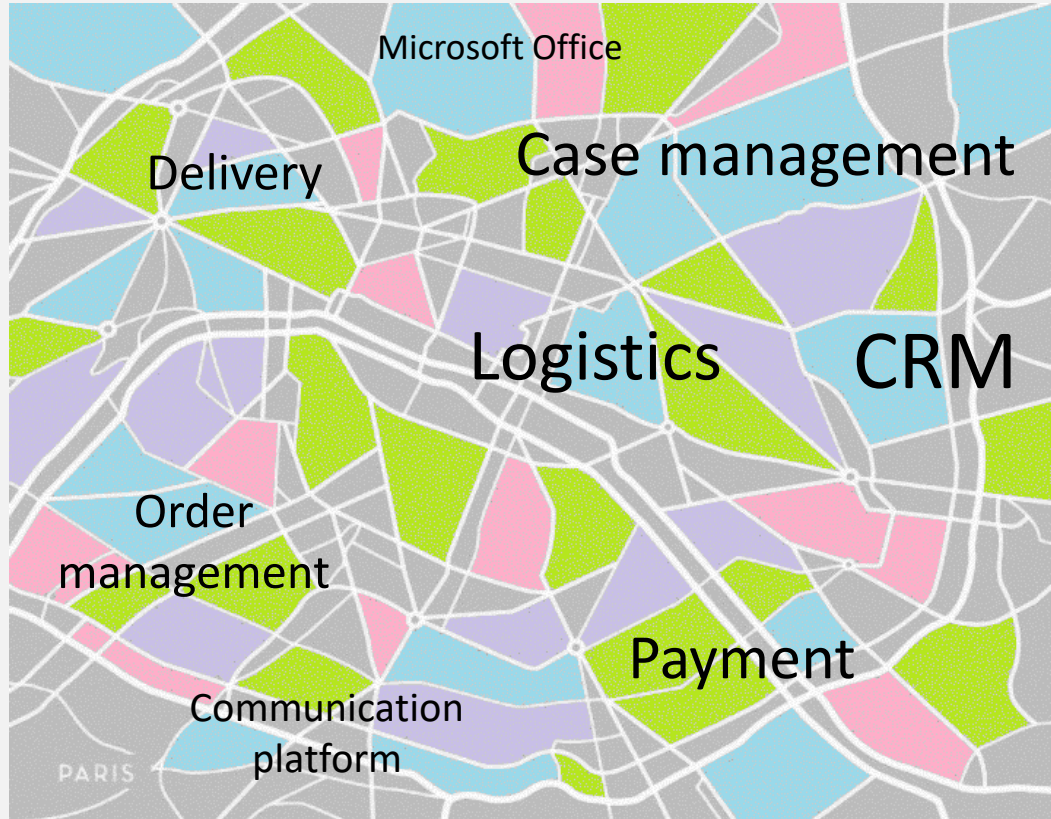
CURRENT



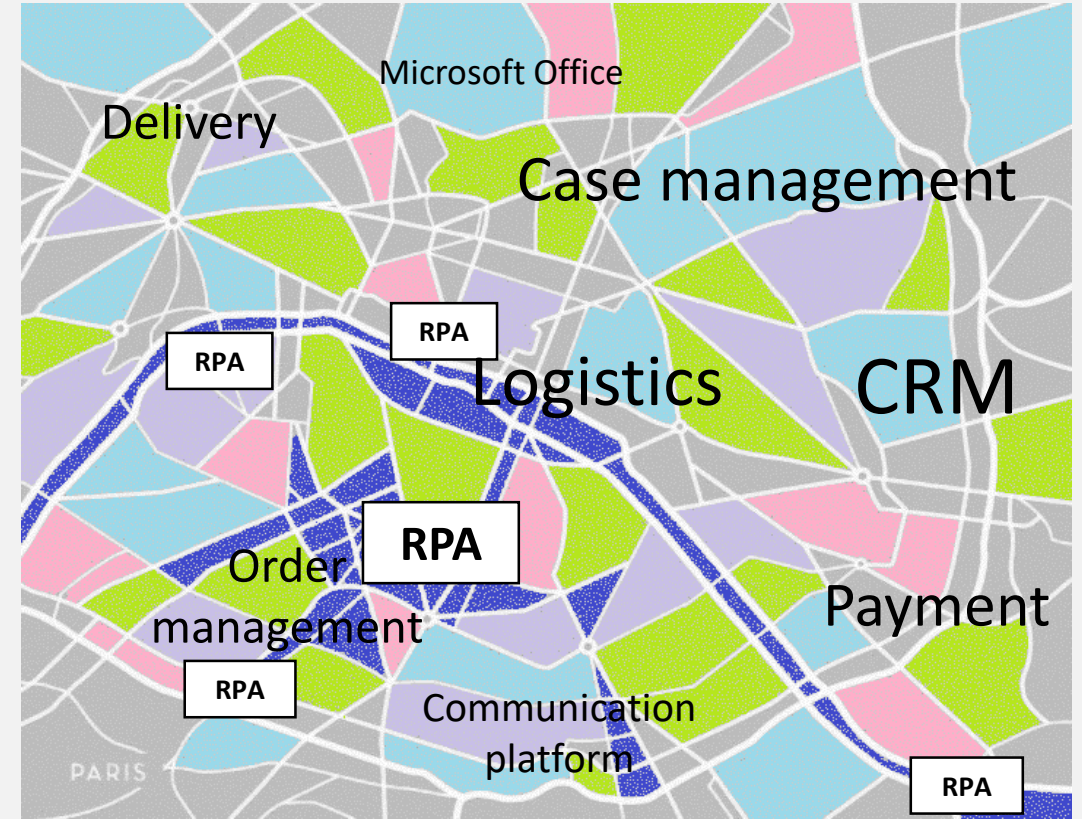
PERFECT FUTURE



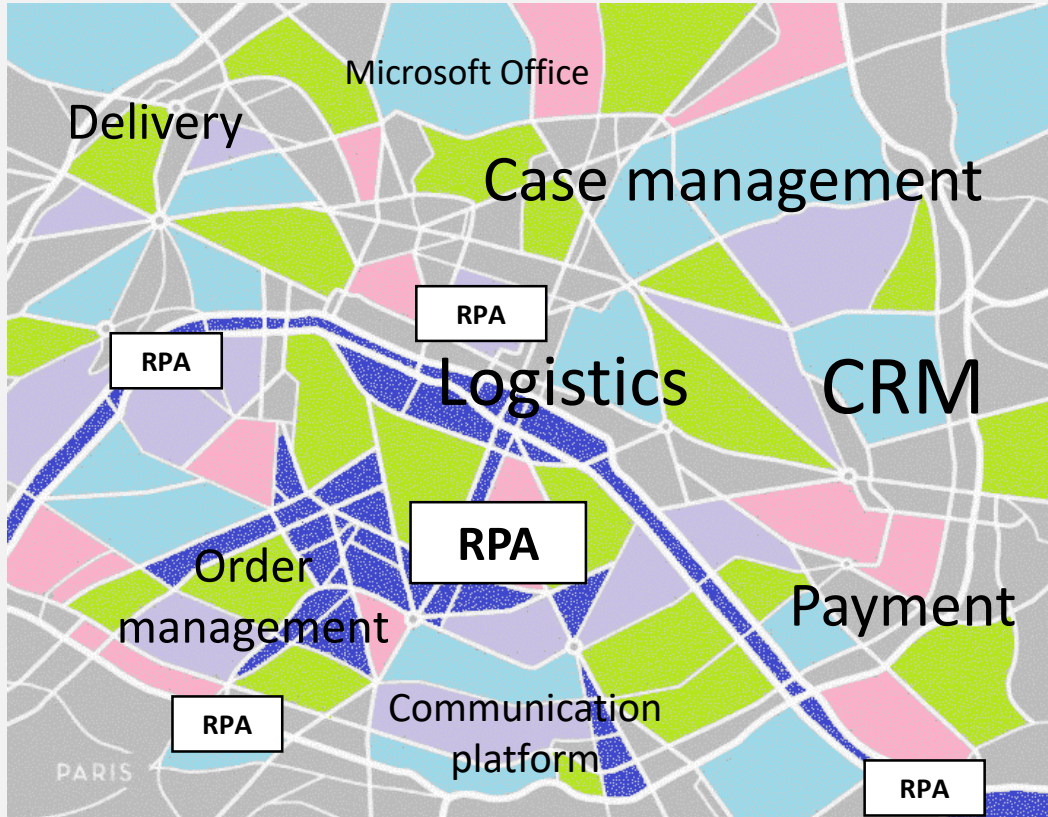
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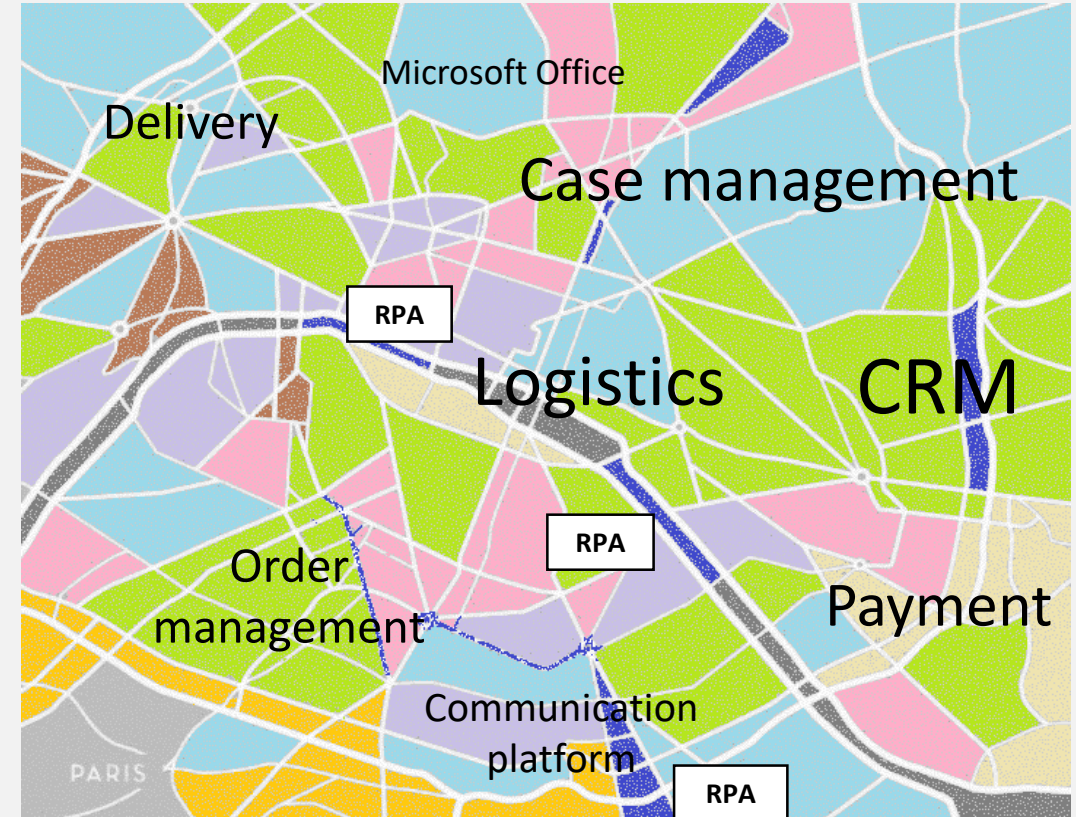
INTERMEDIATE



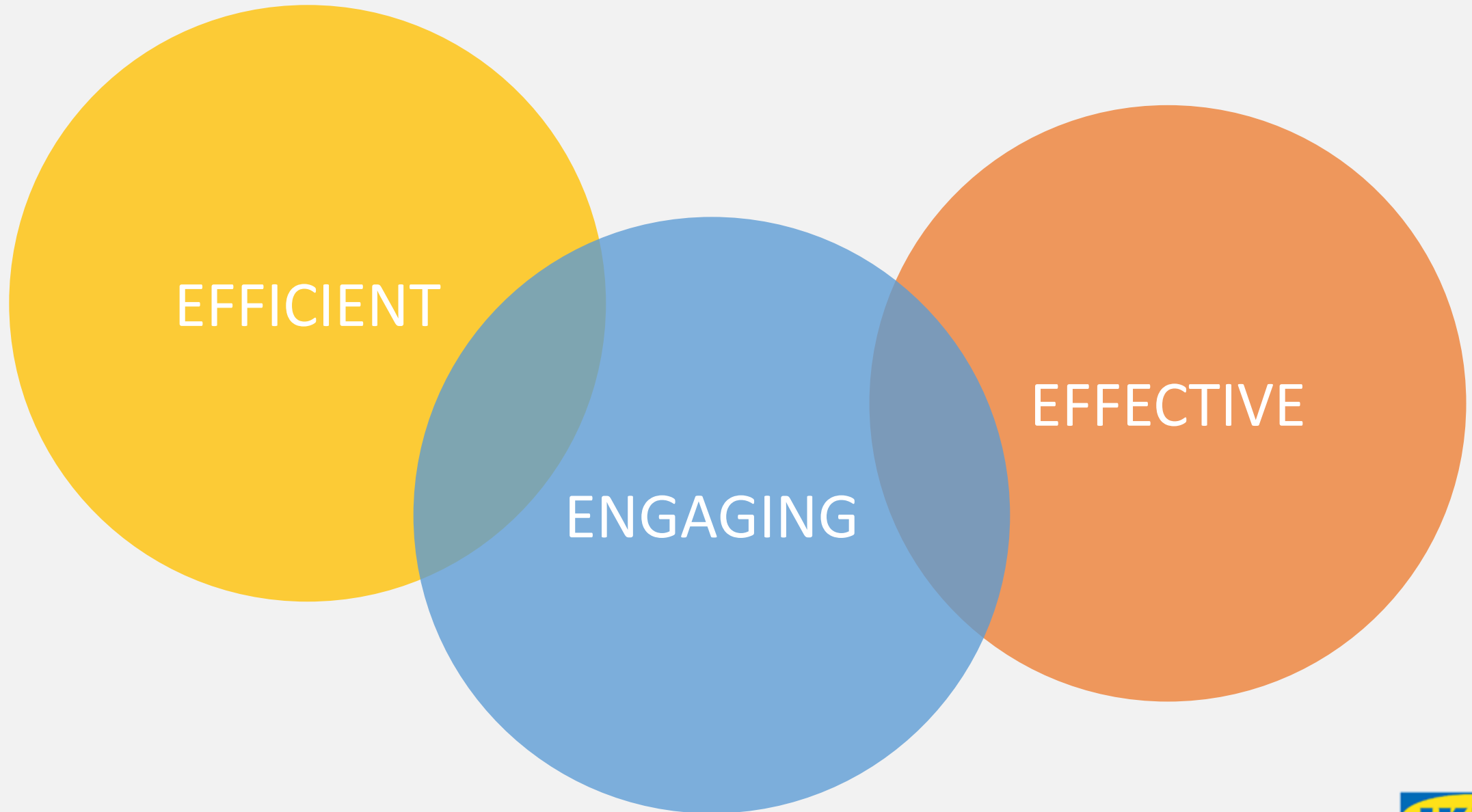
INTERMEDIATE



FUTURE



With NICE Automation Solutions We Want To Be:



Guidance



Process Automation



Next-Best-Action Next-Best-Offer



Regional problem

The technical problem you are reporting is already known for the region of zip code: 07031

The estimated time for the resolution is 3 hours

Enter comments

Enter any additional comments on the problem

Save Case

Save the new Case

Next

Next

Offer Details

Flood

Flood
[More Info](#) | [Competitor Offer](#)

Cost
 \$100

How to Offer
 Looking at your details, I have just noticed your ...

Selling Points

- Floods are rated No.1 risk in your area
- Flood is not covered in your current policy

Response

Not Offered
 Accepted
 Tentative
 Rejected

[Account View](#)
[Back to Best Offers](#)

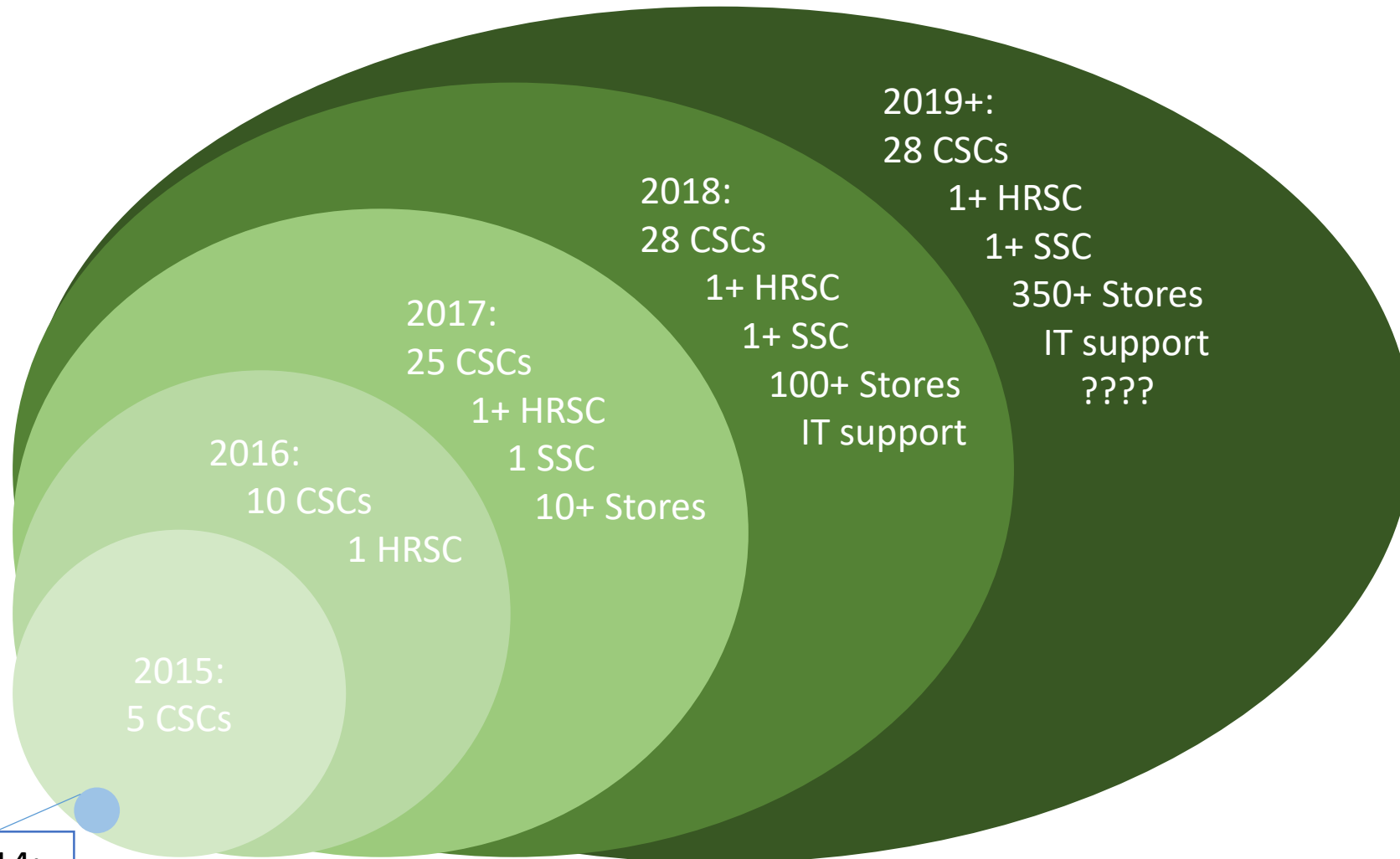


CUSTOMER SUPPORT CENTRES





Timeline



2014:
1 CSC

POS	Customer 360	Blocked order Ilse	ILSE create DDC labels
RDU	UPPLEVA SAC's	Missing and Damaged	Reorder Custom Worktops
IFADE	Change of Mind	Deliverystatus IFADE	Store Refund Automation
IFAKT	Instore Report	Payment Verification	Whitegoods claim online.
Delays	Letter templates	ASAP faktum aftersale	Deliverystatus CCD parcel
DDC (Robot)	Guarantee Finder	Family address change	Shop Online Refund Automation
Generic SAC	Family card order	ILSE CCD orders 40>60	ILSE Collection Point orders 40>60
SMS (Robot)	LSC First comment	Save mail with attach	ASAP spare part fitting aftersales (robot)

Processes



Highlight automated process

Change of Mind

Manual Reality

I already called, why are you calling again

I will put a request to my fellow coworker...

I would like to cancel my order...

I cancelled the order



Customer

6 min



Frontoffice Agent

? min



Backoffice Agent

15 min

Finance

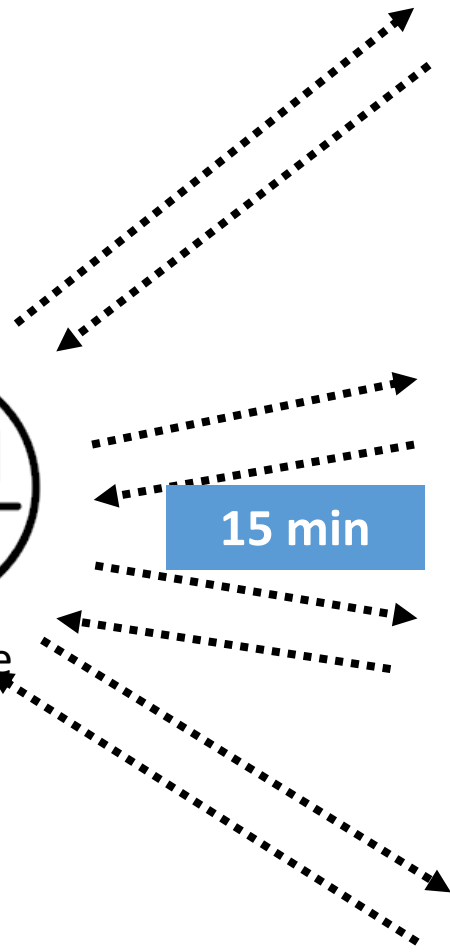
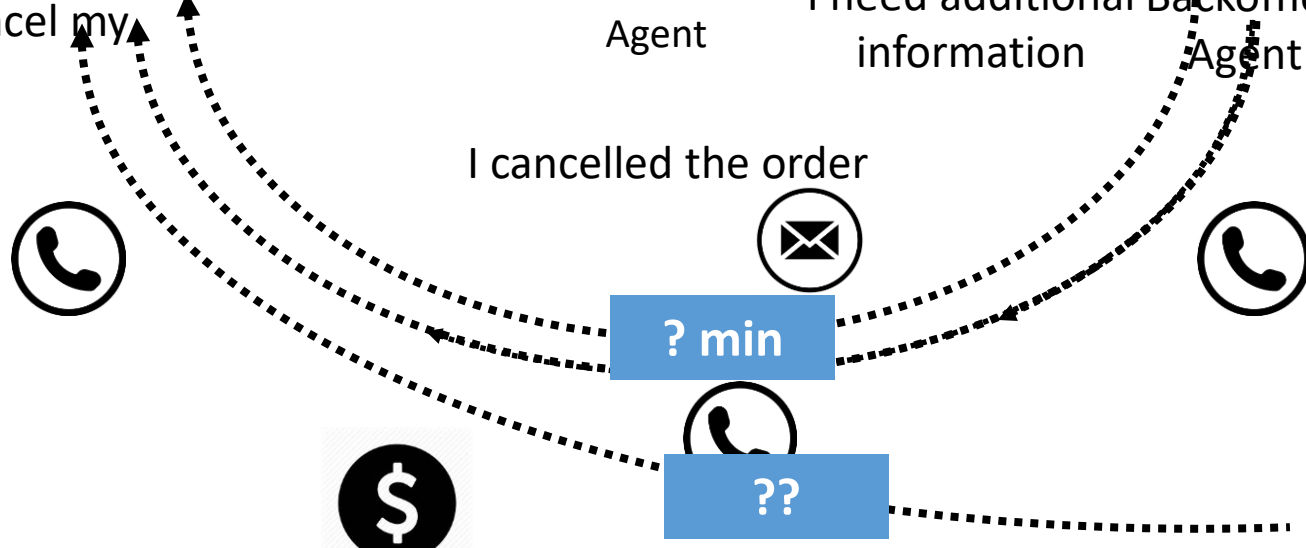
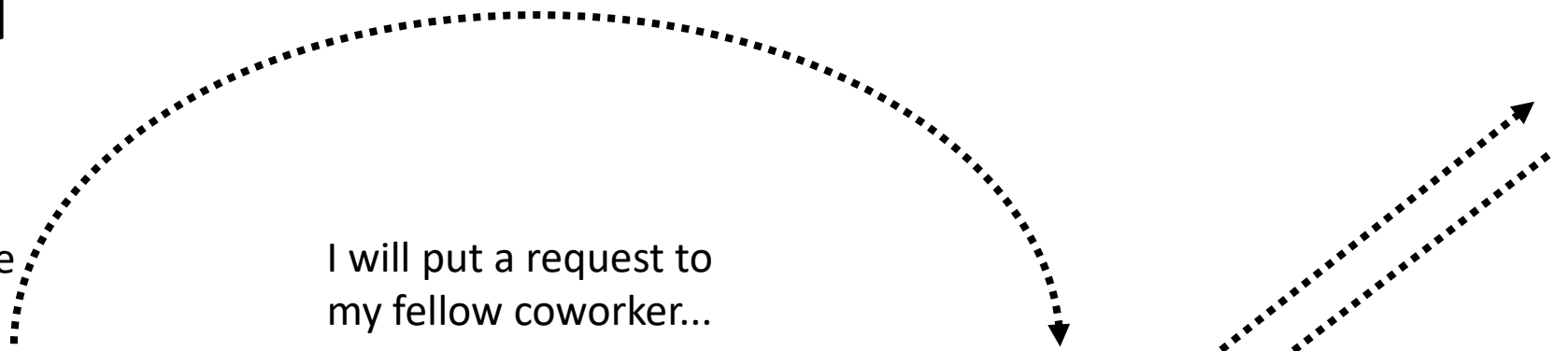


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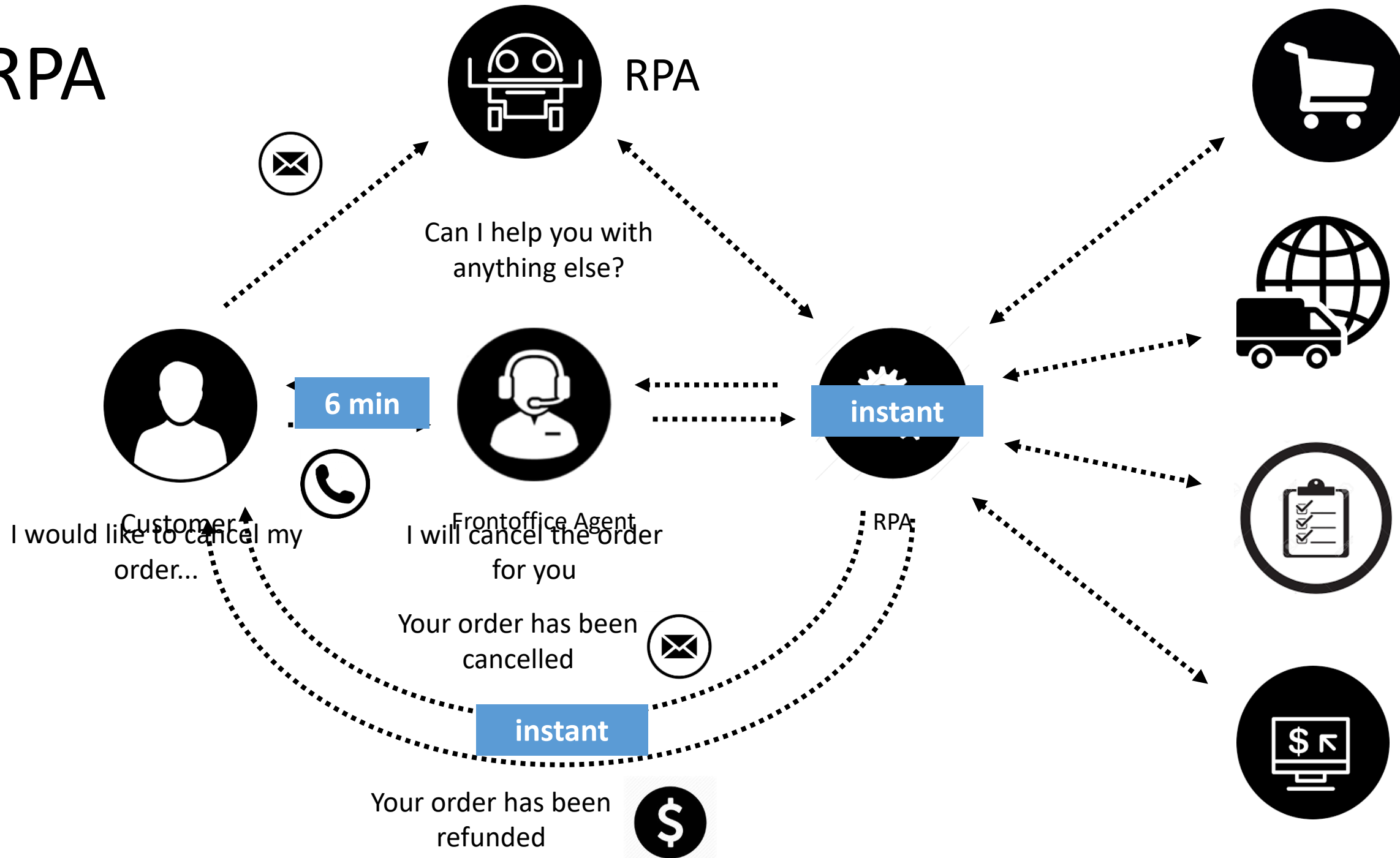
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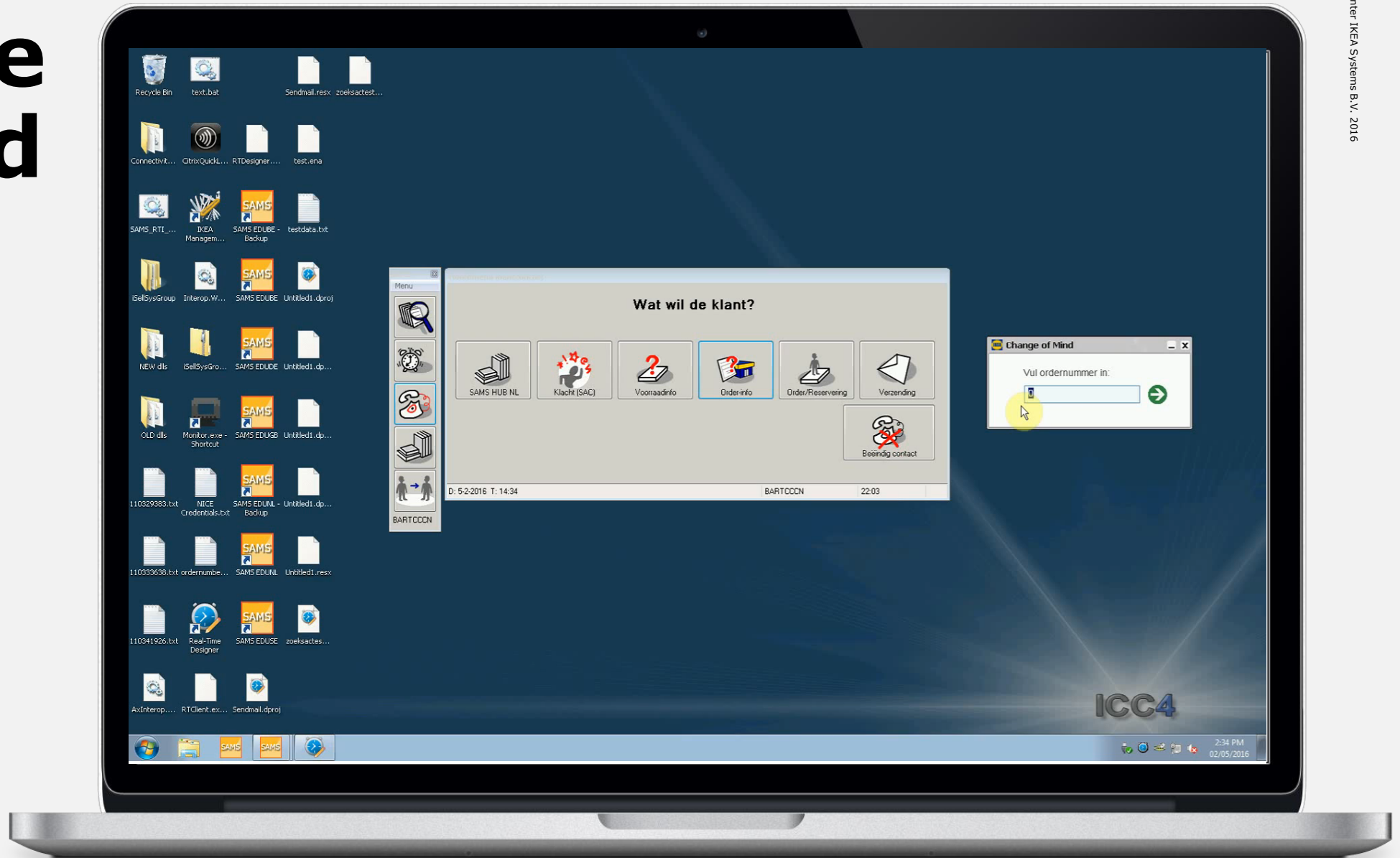
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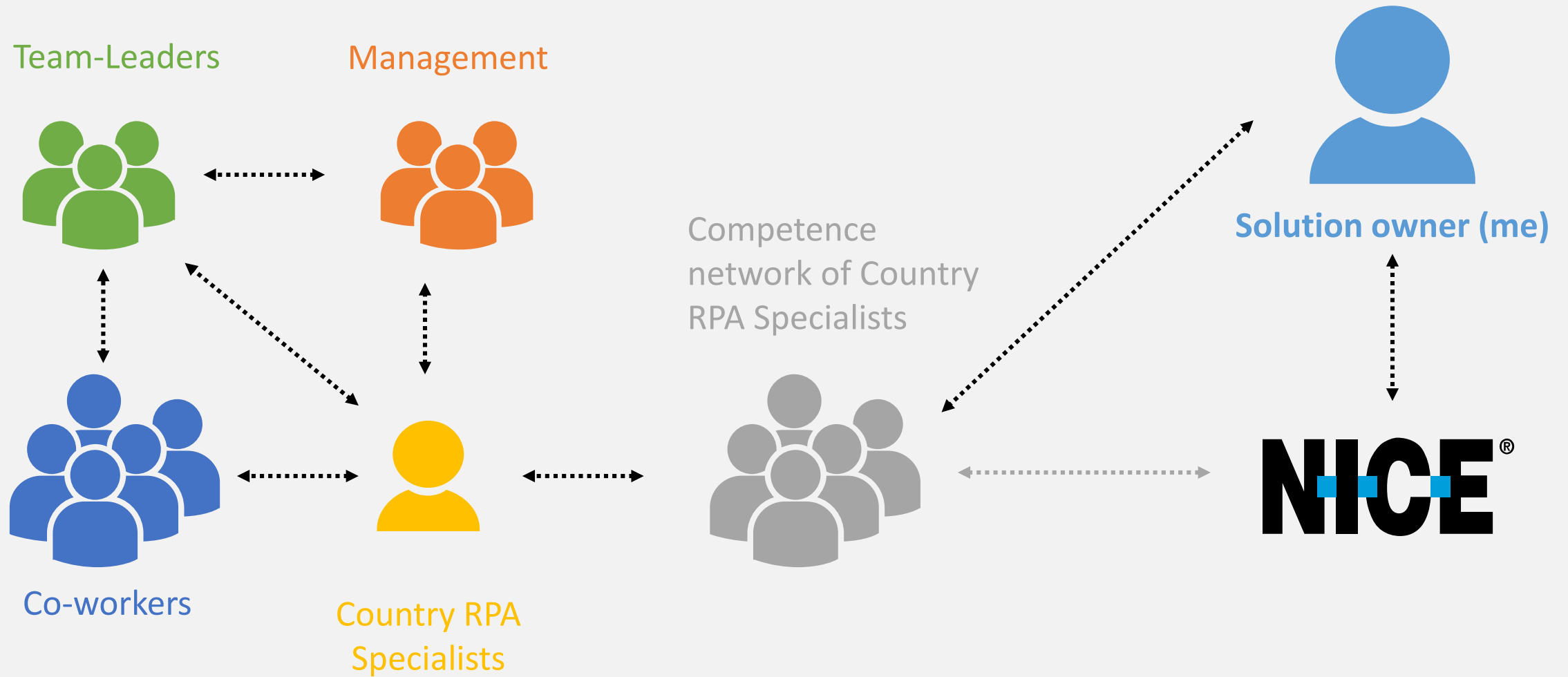
RPA



Change of Mind



Organization





Questions?