



# Putting the customer at the center of ecommerce experiences

## BACKGROUND

Walmart is the world's largest company by revenue and Walmart Mexico, the largest division outside the U.S., was recently valued at more than 1 billion pesos. Despite that scale, the retail leader manages to create a personal, customer-centric culture. Walmart Mexico has led the charge with an innovative ecommerce customer experience program, using text analytics to dig into the "why" behind feedback scores. In a relatively short time, Walmart Mexico's eCommerce team transformed into a customer-centric organization, driving operational cost savings, increased revenue, and significantly better experiences for customers.



"Now we have text analytics and alerts in real-time. In just a couple years we did a quantum leap. For me it was an honor to be involved in implementing Medallia and putting the customer at the center of every decision."

JOSUE BERLANGA,  
Director Customer Care & Customer  
Experience, Walmart Mexico

## CHALLENGE

Walmart's stores function as warehouses for its ecommerce business. When a customer places an order online, Walmart delivers directly from a nearby store. This enables quick, agile fulfillment. However, this distributed logistical network also poses challenges. With each store running its own complex logistics operation, ensuring the consistency of ecommerce customer experiences was challenging.

Moreover, with previous solutions, the retailer was not able to understand the "why" behind customer feedback scores. They needed a text analytics solution to provide aggregate insights on written comments to understand the reasons behind the scores, and what to do about it.

## BUILDING A NEW PROGRAM

In 2016, Walmart Mexico partnered with Medallia to revolutionize its ecommerce experience management program. They built a program to enable each store to see actionable feedback on each step of the customer journey, starting with delivery.

The game-changer for Walmart was Medallia's Text Analytics capabilities, able to identify topics and sentiment in native Spanish, rather than other solutions that rely on imperfect translation engines.

Recognizing the value of investing in customer centricity, Josue Berlanga, Walmart Mexico's Director of Customer Care & Customer Experience, built out a team focused on surfacing insights from customer experience signals, and driving the company to take action on them.

"Once we began hearing what our customers were saying in their own words, and taking action at both the store and corporate level, the journey really began," says Mr. Berlanga.

## PROVING VALUE AND SPREADING OUT TO VARIOUS PARTS OF THE BUSINESS

Walmart Mexico's customer experience program has expanded to cover each step in the customer journey. At each step, the investment has proven positive ROI and increased NPS.

The program started by measuring ecommerce delivery experiences. Proving value there through operational improvements, the program expanded to returns, and then cancellations. Then came a call center program.

But this expansion required resources and funding. Walmart's everyday low prices values carry over to keeping costs low everyday as well. However, the positive ROI from reduced operational costs at each step of the journey - getting to root causes more quickly, saving support time and resources - justified the investment to the organization's leadership.

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## A NEW CULTURE

Now, customer experience metrics, including NPS, are a key performance indicator shared at major business unit meetings. Walmart Mexico's innovative ecommerce business has transformed into a customer-centric organization. Disparate stores and teams are brought together around experience data, constantly listening and reacting to better serve customers and better run the business.

Josue Berlanga credits the program's overwhelming adoption to the sponsorship of visionary, customer centric leaders, and the clear positive ROI generated by the program at each step along the way. As the retailer continues to innovate in the way it blends brick and mortar with ecommerce experiences, Walmart will doubtlessly continue to innovate on the way it listens and acts on customer feedback signals.

## About Medallia

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Medallia captures experience signals created on daily journeys in person, digital and IoT interactions and applies proprietary AI technology to reveal personalized and predictive insights that can drive action with tremendous business results. Using Medallia Experience Cloud, customers can reduce churn, turn detractors into promoters and buyers, and create in-the-moment cross-sell and up-sell opportunities, providing clear and potent returns on investment. Medallia has offices worldwide, including Silicon Valley, Buenos Aires, London, New York, Tel Aviv and McLean, Virginia. Learn more at [www.medallia.com](http://www.medallia.com).

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