

Schwan's Home Delivery™ Transforms Customer Experience with Help from Avtex



Since 1952, Schwan's Home Delivery™ has been passionate about bringing quality frozen food to millions of people every day. The Marshall, MN based company offers premium frozen meats, seafood, veggies, sides, snacks, ice cream, novelties, as well as complete bake-and-serve dinners that are delivered to homes all across America.

Category

Customer Experience

Service Provided

Current State Assessment, Journey Mapping, Persona Identification, Design Thinking, Future State Vision, Technology Consulting

Partner Technologies

N/A

At-a-Glance

- Customer Experience and Employee Experience Transformation
- Design Thinking
- Future State Vision
- Current state assessment
- Technology scoping
- Journey mapping

Overview

As a pioneer in frozen food delivery for almost 70 years, Schwan's Home Delivery is committed to delivering the highest level of quality frozen foods to its customers while aligning the organization around the common goals of excellence in routing and operations, and Customer and Employee Experience. Due to changing customer expectations and the ongoing evolution of the organization, Schwan's Home Delivery faced challenges in meeting these goals.

“Our vision at Schwan's Home Delivery is to deliver delight, connection and convenience to the family table as America's most-loved food company,” said Chris Leising, Vice President Marketing at Schwan's Home Delivery. “To achieve this vision, we knew we needed to transform various aspects of our business and the way we interact with and support our customers.”

To begin this transformation, Schwan's Home Delivery's leadership team identified several challenges impacting customer and employee experience. Pain points existed across customer scheduling, contact center, marketing communications and internal technology. Furthermore, Schwan's Home Delivery

knew they needed to elevate the focus on the customer throughout the organization.

Schwan's Home Delivery turned to Avtex for help conducting a holistic review of its current customer and employee experience efforts and in developing a transformation strategy.

"To reach our goals, we knew we needed assistance from a consulting firm with an objective perspective," said Ellen Lowe, Director Consumer Insights & Analytics. "Avtex provided the partnership and comprehensive approach that spanned quantitative and qualitative methodology, and the ability to help us gain buy-in and influential support from our leadership team."



The Solution

Avtex worked closely with the team at Schwan's Home Delivery to develop a working knowledge of their current state and create an actionable plan for transformation.

Current State Exploration

To drive effective CX transformation, an organization must first understand the current state of its CX strategy and execution. These insights are vital to identifying areas of improvement and developing a transformation strategy.

The CX consulting team at Avtex helped the team at Schwan's Home Delivery conduct several exercises to gather and review objective insight on the current state, including:

- **Current state assessment:** Avtex guided Schwan's Home Delivery through an exhaustive assessment of its current state. The assessment process involved several exercises, including in-home interviews and virtual deep dive interviews with customers, employee interviews (drivers, contact center agents, sales, leadership), visits to distribution centers and ride-a-longs with Route Sales Representatives. Each exercise was carefully designed to help Schwan's Home Delivery gain a thorough and objective understanding of the current experience.



"Avtex has helped us develop a north star to strive for while understanding our customers and front-line employees better than ever," Lowe said. "We will continue to do everything we can to amaze our customers and support our employees."

ELLEN LOWE – SCHWAN'S

- **Customer persona development:** The team developed two personas for Schwan's Home Delivery that allowed them to view individual journeys and identify goals that customers and employees try to achieve.
- **Journey mapping:** In addition to the current state assessment, Avtex helped Schwan's Home Delivery map their current customer journeys. Each map started with one of the defined personas, ensuring the team understood who they were so they could put themselves into their shoes. This exercise helped the team gain a deep understanding of the experience they were delivering to their customers and front-line employees and helped to identify common goals, pain points and roadblocks.

These efforts resulted in a truly comprehensive and objective view of the current state of Schwan's Home Delivery's CX and employee experience programs, as well as common challenges and pain points.

"The exercise of carefully exploring the current state of our CX opened many eyes across the organization," Lowe said. "This was the first time all departments were able to review the customer journey together, and the exercise showed how much communication across departments is needed to facilitate great experiences for our customers and employees. There were several challenges and issues we weren't aware of, which really drove home the need to take transformative action."

Design Thinking Workshop

Following the current state assessment, Avtex guided the Schwan's Home Delivery team through a Design Thinking Workshop to ideate around CX improvements that would be later used to develop a future state journey map. The workshop involved more than 30 people across multiple departments, including front line employees and leadership. The involvement of this cross-functional group was vital to effective brainstorming and gave participants a voice to share their ideas and thoughts on what the future state of CX could look like for Schwan's Home Delivery.



The workshop resulted in several transformation ideas that were tested against Schwan's Home Delivery's two persona groups and front-line employees. The workshop also led to the creation of an ideal future state journey map, giving the organization an actionable goal to strive towards in the short and long-term.

Execution Planning

With the future state clearly defined, it became time to identify the technology, processes and training necessary to enable that future state. Avtex experts helped Schwan's Home Delivery's IT and cross-functional leaders review their current technology ecosystem and discuss the improvements needed to orchestrate their future state CX design.

This planning process included identifying steps that can be taken immediately, those that would require some additional effort and those that would need to occur down the road.

This intensive review and planning will enable Schwan's Home Delivery to deliver on project charters and thoughtfully build out their vision for both their customers and employees to create a seamless, effortless experience to show their customers and employees how much they are valued.



The Results

Schwan's Home Delivery's efforts to transform their CX strategy have had far-reaching impact on the entire organization. Prior to working with Avtex, the organization often took a siloed approach to CX, with each department acting independently to build customer relationships. Today, the entire organization has come together to deliver a more holistic and effective experience to every customer.

Since working with Avtex, Schwan's Home Delivery has become 100 percent customer first, and excitement for the future is high.

"Avtex is a truly fantastic partner. They started us on our CX Transformation journey and guided us through the entire process. From ethnography, persona development, journey mapping and solution roadmaps we now have the tools and resources needed to put our customers first, every time," Lowe said. "Their hands-on consulting style is exactly what we needed to rally, guide and educate our entire organization about the power of CX insights. The Design Thinking Workshops and synthesis sessions were instrumental in achieving the cross-functional buy-in that has evolved our thinking and reframed our priorities."

"It is exciting to see an organization like Schwan's Home Delivery truly put their customer first," said Kate Kompelien, Director, Customer Experience Solutions at Avtex. "Their commitment to improving their CX and employee experience demonstrates how much they truly value their customers and employees."

The organization has plans to continue to drive transformation. With support from Avtex, Schwan's Home Delivery will continue to explore new ways to leverage its technology ecosystem to further improve CX delivery and enable its future state experience.

"We now have a north star to strive for while understanding our customers and front-line employees better than ever," Lowe said. "We will continue to do everything we can to amaze our customers and support our employees."

About Avtex

Avtex is a full-service Customer Experience (CX) consulting and solution provider focused on helping organizations create better experiences for their customers. With an unparalleled breadth of knowledge and experience, and partnerships with leading technology vendors like Microsoft and Genesys, we are uniquely suited to address any CX challenge.

Our portfolio of solutions and services supports our unique approach to Customer Experience, which includes two key phases to achieving CX Transformation.

- Our **CX Design** solutions and services aid in the process of defining and improving CX. From journey mapping to CX design thinking, we provide the support you need to set the foundation for CX success.
- Our **CX Orchestration** solutions and services enable the realization of your CX strategy through people, processes and technology. From technology implementation to training, we ensure you have the capabilities to execute your CX strategy.