

How Wolters Kluwer transformed its sales and service organization in 5 crucial steps

In a fast-changing market Wolters Kluwer - a global provider of professional information, software and services - recognized the need to transform its business to a digital enterprise. The company faced increasing competition from software vendors, manual work in customer service and limitations from legacy CRM systems. Wolters Kluwer concluded that a distinctive customer experience, faster time to market and a unified platform for sales and service are key enablers for future growth.

Wolters Kluwer had many CRM solutions and decided to move its sales- and service organization to one standard Salesforce CRM platform. With limited Salesforce knowledge in-house, Wolters Kluwer needed an implementation partner that could not only implement the various Salesforce clouds but also help with change management and integrations.

As a global strategic partner with the right set of skills to provide not only Salesforce expertise but also deep industry knowledge, Capgemini was selected as the Salesforce implementation partner.



Wolters Kluwer took the following 5 crucial steps to digitally transform the sales and service organization and accelerate Wolters Kluwer’s success in the digital world:

**Step 1:
Envision the dream**

Like for its customers, Wolters Kluwer aims to provide the right information at the right time to the right sales and service representatives. So that they can provide the best service to their customers and prospects. **The dream for this transformation was to create a user-friendly solution for sales and service teams to work together, minimize the time spent on administration, ultimately resulting in better sales and service results.** This provides a 360 view of the customer for sales and service teams while also adding value to their way of working with no additional administrative tasks. On a group level, this also lowers the support costs by centralizing reports and benchmark productivity across business units.

**Step 2:
Establish a Center of Excellence**

To realize the dream a Center of Excellence (CoE) was established. **A CoE provides leadership, best practices, and support to deploy the Salesforce platform.** In a CoE we bring together several business & IT capabilities to support the implementation of Salesforce and continuous improvements after go-live. The CoE structure is built around 6 pillars: people and organization, processes, governance, culture, key performance indicators, tools & technologies. As their internal IT organization serves multiple divisions, there is a holistic view of the solutions built across divisions. This enables Wolters Kluwer to share knowledge and best practices. New technologies can be introduced in one division and the learnings enable other divisions to reduce time to market.

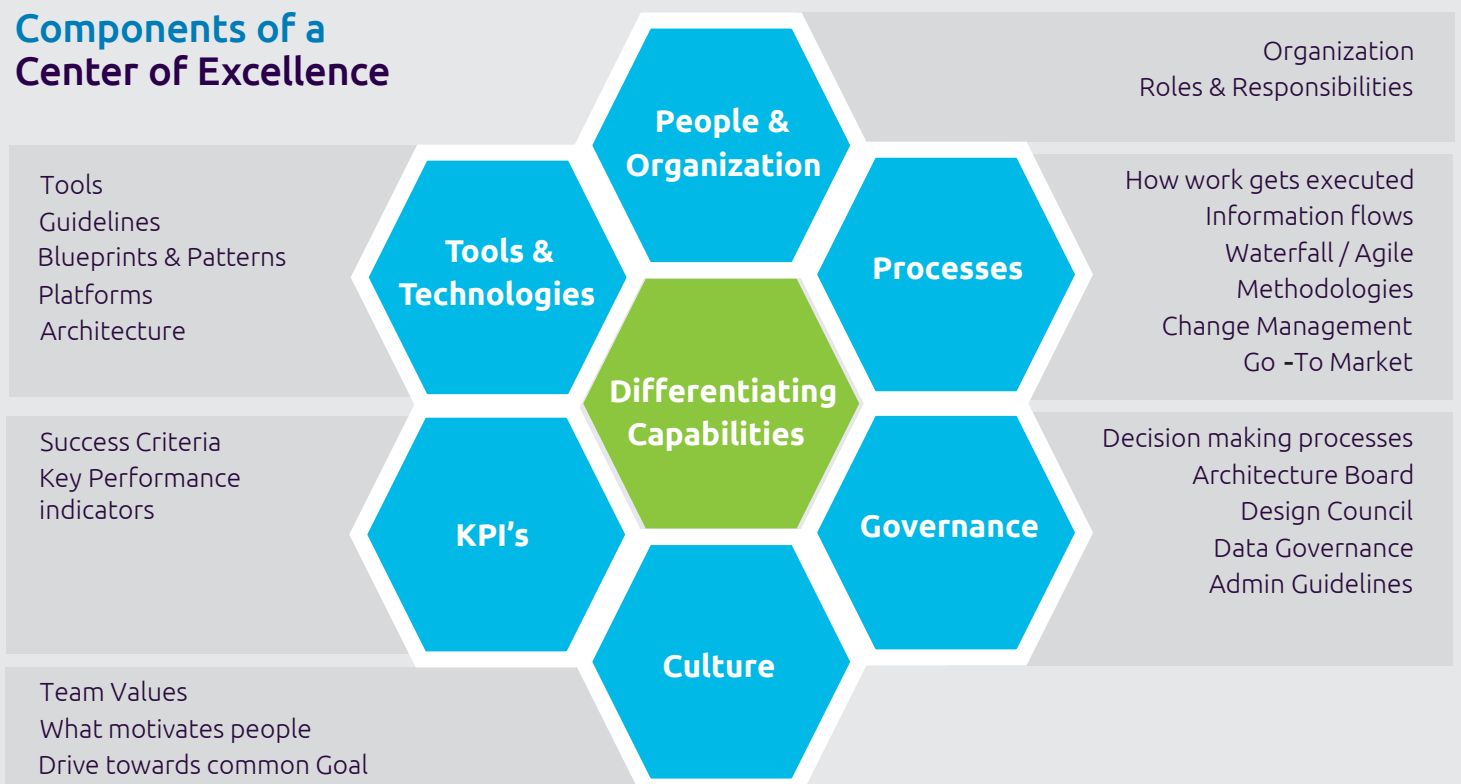
In a nutshell, Capgemini delivered:

- A set of design and development standards and guidelines to follow for design consistency
- A direction regarding Salesforce’s position within the wider Enterprise Architecture
- Development accelerators for project teams
- Control and governance around the platform as applications co-exist
- Platform level view of demand and delivery roadmap

Throughout the Salesforce implementation the CoE consistently follows 5 guiding principles. These simple principles ensure success in single-org, multi-country implementations:

1. Stick to the template
2. Fixed format, free choice
3. Avoid Custom Coding
4. Agile co-creation
5. Strict Change Control

Components of a Center of Excellence



Step 3: Transform the way of working

Harmonization of business processes enables change. **We enabled Wolters Kluwer to implement a European template for Salesforce across different businesses, which lead to a big change in the way of working.** By utilizing omnichannel, sales teams can use their mobile devices to get direct insights about key KPI's and constantly engage with the business. Moreover, a self-service portal enables customers to get the information they would previously get from the service team and the service representatives can focus on more complex tasks. Wolters Kluwer and its divisions now can roll-up data to the highest level to manage processes better and have insights into developments across the organization. This brings value not only for the company but also its end customers.

Step 4: Utilize the power of the platform

In order to transform its sales and service organization at scale, Capgemini wanted to ensure that Wolters Kluwer gets the most value out of the Salesforce platform. We started by implementing the basics of Salesforce Sales Cloud in one business: only lead and opportunity management with minimal configuration and no coding. At the start it was important for them to be able to start using the platform quickly. Later, when we deployed Salesforce Sales Cloud for multiple teams, we added more functionalities and integrations. The business team that was first on boarded immediately benefited from these newly added features. **During the implementation we focused on the following areas to maximize platform benefits.**

- Salesforce Mobile
- Salesforce AppExchange functionality
- Single or Multi Org
- Prepare for a new release
- Design with the end state in mind

Step 5: Drive adoption & change

As the transformation takes place on organizational level, coordinated change management efforts are inevitable. By implementing Salesforce, Wolters Kluwer introduced a best practice for sales or service processes into the organization and it could unlock the true value as the team was open for change and adapted to the new way of working. **The success factors that enabled us to ensure adoption and change were:**

- Get management buy in from all markets
- Understand local market circumstances
- Deploy a strong communication strategy
- Share success stories as soon as possible

Going forward, Wolters Kluwer will continue rolling out the Salesforce powered sales and service clouds across Europe and will add the quoting solution of Salesforce to the roadmap. We also developed a continuous improvement process and a periodical health check that tracks successful change, functional experience, and technical performance to ensure improvement of the existing Salesforce implementation.

Do you want to learn more about this case and other best practices? We are happy to help. Feel free to contact our experts.



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Capgemini & Salesforce

Capgemini is a global strategic consulting partner with Salesforce for over 10 years. Our focus is on quality and customer success and we received numerous Salesforce awards.

We have a strong global network of over 2,500 certified Salesforce and cloud experts. This has greatly enhanced our capabilities and solutions to meet the digital customer experience needs of our clients globally, accelerating innovation and competitiveness.

Whether you are new to cloud technology or are looking for the right partner to help enhance your solution, Capgemini provides end-to-end support to help you transform your business including strategy, design, program management, implementation, as well as on-going support and maintenance.



About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

Learn more about us at

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