



Retail

The Trailblazer's Guide to Apps

How apps are transforming the shopping
experience in the Age of the Customer

salesforce





Retail

The future of retail belongs to trailblazers.

Meet the trailblazers who are pushing the boundaries of what's possible by being their best. In this Age of the Customer, the real trailblazers are the innovators who are leveraging data, technology, and apps to build faster, build smarter, and build everything connected together.

In these pages, you'll meet the CIOs and CTOs, the IT leaders and developers, the admins and citizen developers who bring vision, energy, and passion to every role, team, and department.

So do you have what it takes to be a trailblazer?
We know you do – all you need is a guide.

Let's get started.

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How trailblazers are creating a unified shopping experience

Today, the shopper is in control. Connected, influential and informed, these digitally savvy shoppers rely on their smartphones to browse and buy merchandise – anytime and anywhere – overturning the old model in which brands dictated the story and brick-and-mortar storefronts were the ultimate destination.

That's why trailblazing retailers are changing their business model to put the shopper at the center of everything they do. In this section, you'll discover retail brands leveraging data to build 1-to-1 shopper journeys and make everyone and everything smarter. Apps that connect all relevant data, and make that available to the shopper – and to store associates – in real time, deliver on the true promise of experiences that feel seamless, personalized, and engaging.





FOUNDED 2000 | SIZE 11,000 employees | LOCATION Hatfield, U.K. | WEBSITE ocadogroup.com

The world's largest online-only grocer **delivers fresh apps** to grow its business.

So many of today's disruptive brands focus intensely on their customers. Often left behind in this technological revolution are the employees themselves who struggle to provide excellent service while saddled with out-of-date systems.

Take Ocado, for example. As the world's largest pure-play online grocery retailer, with more than 500,000 active customers, Ocado is both an industry disrupter and an innovator. In November 2015, the retailer reported an 18% increase in year-over-year sales and was named "Online Supermarket of the Year" in the 2016 Grocer Gold Awards. Ocado now reaches more than 70% of U.K. households, with 55% of orders completed using a mobile device.

"Our business is all about making the process of grocery shopping as simple and convenient as possible for our customers," said Paul Clarke, Chief Technology Officer. "We want to give customers back the time they would have spent in a supermarket."

For Clarke, the customer-facing projects at the top of the innovation to-do list had brought them closer to their goal. But to truly realize the company's vision, Clarke and team needed to transform Ocado's internal processes. Clarke explained: "We needed to prepare ourselves for significant future growth, and that meant building apps to help our people work more efficiently."



“With Salesforce, we are in control of our own apps and our own destiny.”

– Paul Clarke, CTO



THE BUSINESS CHALLENGE

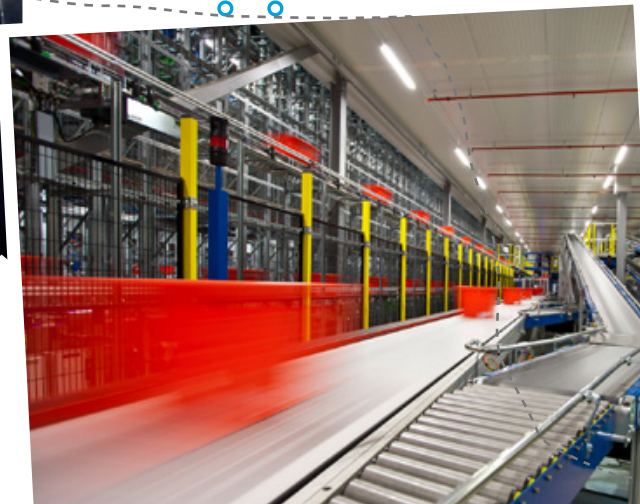
Finding the bandwidth **to build innovative apps** for employees

Despite recruiting new developers to join his 900-strong software engineering team, Clarke struggled with IT resources to create employee solutions in a company where the customer-facing app or solution was always the first priority.

“There was always a backlog of new internal business initiatives,” he said. “We needed to take an alternative approach.”

Instead of relying on developers to build internal apps, Clarke wanted to empower the company’s business analysts to get involved. He also wanted to build apps quickly and cheaply, so they could be used for one-off events or campaigns.

This didn’t just mean that Clarke needed a great out-of-the-box solution or set of apps, he also needed a solution where others could do something without a lot of IT help. It had to have an easy drag-and-drop function, as well as be scalable, trusted, and secure.





THE SOLUTION

Empowering line-of-business employees to build their own apps

For Ocado, the answer to driving better employee experiences started with Salesforce. An analyst was asked to learn Force.com from scratch and build the first three apps. It took the analyst just six weeks.

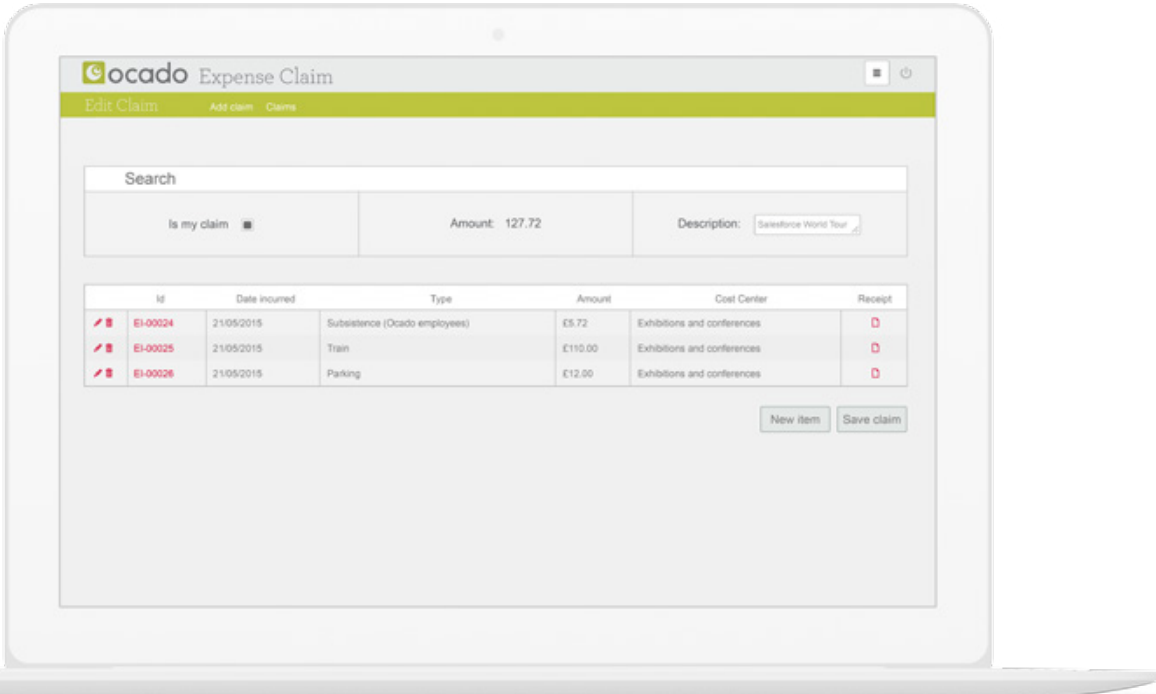
Expenses claims, project lifecycle management, health and safety training, and facilities management are just some of the internal processes being revamped with apps built on Salesforce App Cloud. For example, the “What’s Broken” app enables staff to report issues with faulty furnishings and equipment, such as a vending machine or a carpet tile, at any of Ocado’s locations.

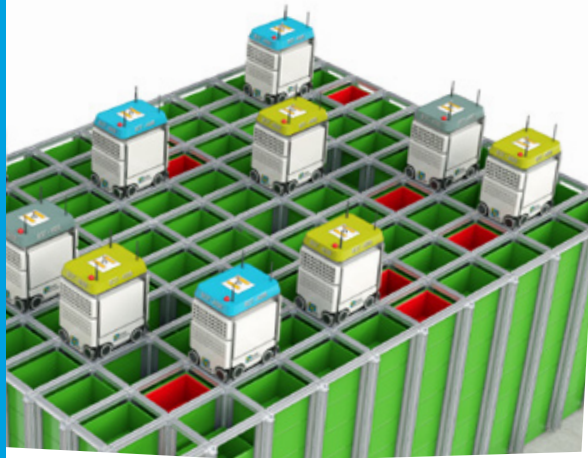
To ensure issues can be logged remotely, Clarke and his team use the Salesforce1 Mobile App. They can pass issues from the What’s Broken app to Ocado’s facilities management help desk, which uses Salesforce Service Cloud to track issues through to resolution.

The IT help desk also manages around service cases with Service Cloud. “Every morning, I get a summary of any incidents and their status in real time,” said Clarke. “In the past, we had to wait until the end of a shift for a report to be created, which would be out of date by the next day.”

To simplify problem resolution, Clarke and his team plan to bring together all Ocado’s IT knowledge resources into a single database hosted in Service Cloud.

“Instead of having to look at different wikis or track back through email threads, the support team will have a wealth of up-to-date knowledge resources at their fingertips,” says Clarke.





NEXT UP

Sharing the power of innovation with Ocado's suppliers

With Ocado customers and employees already benefiting from app innovations, Clarke is now turning his attention to the retailer's supplier community.

In addition to selling groceries, Ocado offers hundreds of its own label products – from fruit and fish to dips and dairy. These products are sourced from more than 200 suppliers. “For every product, we need to capture a wealth of metadata. Every time there's a change to an ingredient, it needs to be approved by our buyers and food technology teams,” said Clarke.

To bring everyone on the same page, Clarke and his team are developing an app on Salesforce Community Cloud and App Cloud, which will be used by both suppliers and the retailer's in-house team.

Ocado uses a mix of App Cloud development features – including Lightning, Visualforce, and drag-and-drop capabilities – to help make ideas like the supplier community become a reality.

“With Salesforce, we get the best of both worlds: We can use simple or sophisticated development techniques,” said Clarke. “The reporting, permissioning, security, and APIs that come out of the box mean we don't have to start from scratch every time.”

To make sure business analysts make the most of these and other Salesforce features, Clarke plans to use Trailhead, which provides guided learning via interactive online tutorials. “With Trailhead, people will be inspired to learn and play with the Salesforce platform. It will help us onboard new analysts faster,” he said.

Creating a living **app ecosystem**

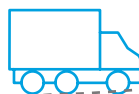
As the £1 billion retailer builds more internal apps, user feedback and analytics will become increasingly important. “For us, the story doesn’t stop with deployment,” said Clarke. “We want to create a living app ecosystem that is constantly improving. We want users to be able provide feedback, suggest ideas, and feel engaged in the ongoing development process.”

Ocado is currently busy building the Ocado Smart Platform (OSP) – the fusion of its end-to-end e-commerce, fulfillment, and logistics solution rewritten to run in the cloud – and a new modular and scalable hardware platform for building its highly automated warehouses. The company plans to use OSP not only to replatform its own U.K. businesses but also to provide large brick-and-mortar retailers around the world a shortcut to moving online. The ecosystem of internal apps that Ocado is building on App Cloud mirrors this external platform strategy and offers Ocado the opportunity of making these internal apps available to its OSP customers.



“With Salesforce,” says Clarke, “we can turn our ideas for internal apps into reality for our people a lot faster.”

According to Clarke, it’s about not just being able to evolve, but evolve quickly – with the resources he has. “For us, staying disruptive is all about acceleration rather than velocity—how to ‘get better at getting better’ or ‘how to innovate the innovation factory.’ As we continue to grow fast, we need to drive efficiency, scalability, and sustainability. But as the saying goes, ‘The cobbler’s children have no shoes.’ Like many technology companies, however fast we recruit engineers, there is an endless backlog of customer- and production-facing projects that take priority over developing new internal business applications.”





Q&A with Paul Clarke, Director of Technology at Ocado

Q: *Tell us about how Ocado is changing what it means to be a retailer.*

A: Technology is at the core of almost everything Ocado does. Our vision and culture are much closer to technology companies such as Google or Salesforce than a traditional brick-and-mortar retailer. Our customers place their orders online via our online store or mobile apps. These orders are then picked and packed in our highly automated warehouses (the largest of their kind in the world), before being delivered to customers' kitchen tables in one-hour delivery slots by our own delivery fleet.

Q: *What is Ocado Technology and how does it drive your business?*

A: Our business is all about making the process of grocery shopping as simple and convenient as possible for our customers. However, that simplicity is delivered by an enormous amount of complexity and technology under the surface.

Ocado is powered by a huge collection of software technology, almost all of which is built in-house by my division, Ocado Technology. What we do here is not IT, it's technology in the true sense of the word and our technology estate is very broad and deep – real-time control systems, robotics, machine learning, simulation, data science, forecasting systems, routing systems, inference engines, big data, and so on.

Q: *What made you look at Salesforce?*

A: We decided we needed a development platform that would allow analysts to build most of these applications without software engineers getting involved. We also wanted to facilitate building short lifetime applications quickly and cheaply, such as you might need to manage a one-off event or campaign. Finally, we wanted a platform that provided for free the sort of stuff that often gets left out of internal applications such as security and permissioning, reporting, APIs, integration between applications, and release engineering.

Q: *How has App Cloud been a solution for your team? Can you share what you have built so far?*

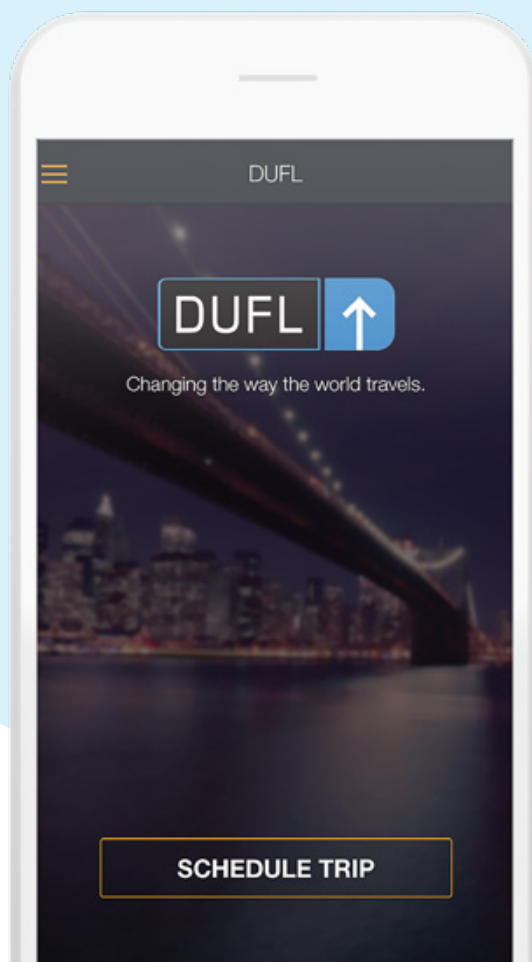
A: Salesforce has provided incredible commitment and support through the decision and evaluation process. During our evaluation phase, we decided to give one of our analysts the challenge of learning the Salesforce platform from scratch and then building three of the applications from our backlog: expenses, project lifecycle management, and reporting defective equipment and facilities. The objective was to assess the scale of the learning curve and the functionality of the platform. From knowing nothing about Salesforce, it took him six weeks to learn Force.com from scratch and build the first three apps.





FOUNDED 2015 | SIZE 25 Employees | LOCATION Tempe, AZ | WEBSITE dufl.com


This app offers freedom from airport baggage hassles.



DUFL makes an offer to air passengers that's almost too good to be true: You can travel the globe without ever having to pack, carry, or check your bags. The Arizona-based company helps people achieve this extraordinary feat by shipping their prepacked bags to their destinations – and by managing all the tasks involved through more than a dozen apps running on Heroku from Salesforce.

DUFL maintains a closet at its warehouse for each customer to store travel clothes and toiletries. After customers select items online from their personal closets, DUFL staffers pack everything and ship their bags to their destination. When they're ready to head home, the service returns the bag to the DUFL warehouse, where their clothes are cleaned and stored for their next trip. According to a *Fortune* article, Co-Founder and Chief Marketing Officer Andrea Graziani said 89% of DUFL's approximately 10,000 users report that the service is life-changing.

Prior to the company's public debut in 2015, CTO and Founder A.J. McGowan's previous experience with Heroku assured him that the platform could be deployed rapidly and would integrate easily with AWS features.

 **“Heroku’s flexibility allowed us to quickly build the DUFL service and integrate the third-party services that we wanted.”**

– A.J. McGowan, CTO and Founder

When existing warehousing technologies didn't fit DUFL's model, Heroku made it easy for DUFL team members to add inventory management and logistics systems they developed themselves.

DUFL's mobile and web clients are connected to Salesforce and a back-end warehouse system. “With Heroku, we don't have to hire DevOps staff. We can run our entire stack through the Heroku dashboard,” said Nick Maultsby, Head of Engineering. DUFL's modular architecture allows Maultsby and his team to easily scale their stack horizontally. The company also runs internal tools



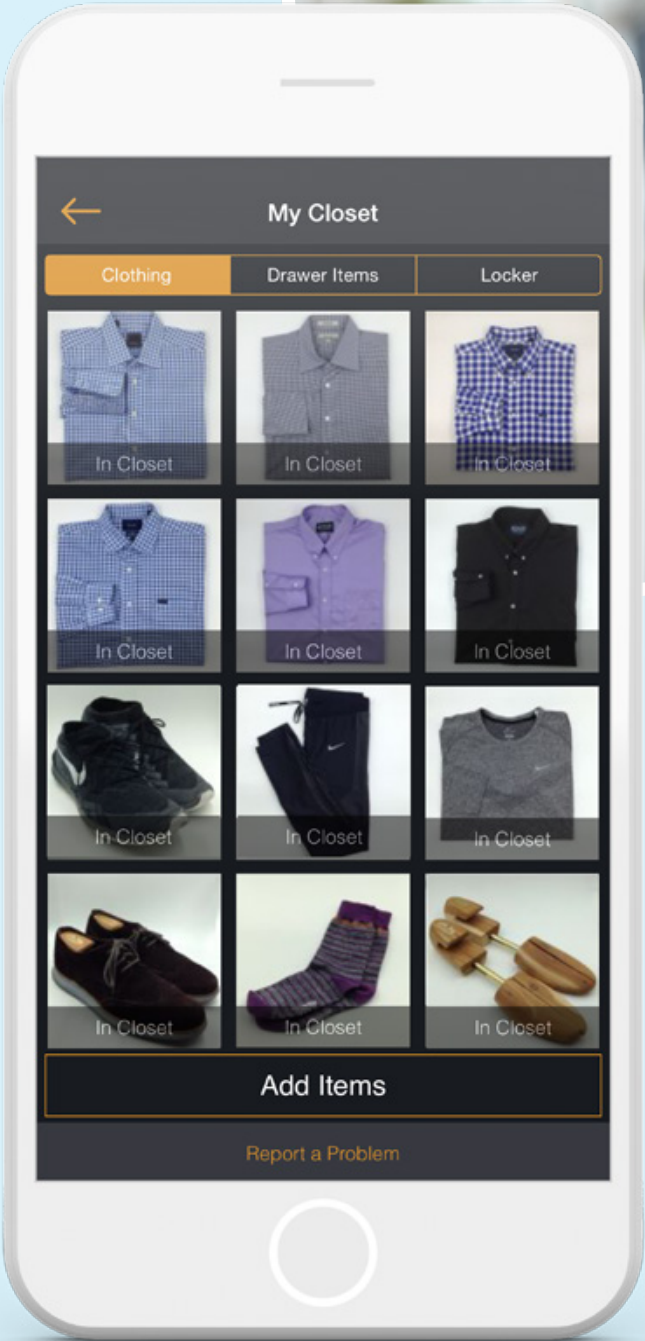
on Heroku, which has helped maintain a lean staff size at the startup.

Scalability is now the engineering team’s focus, as DUFL expands its services into serving sports-minded travelers who would rather avoid lugging their favorite skis, snowboards, golf gear, and other recreational equipment through airports. At a price not so different than airline baggage fees, DUFL members will enjoy the luxury of having those items waiting for them on the slopes or at the club when they arrive.

10,000
users

23 countries
where DUFL clients travel

817 cities
worldwide



Cleanup on Aisle 4 – **how a supermarket delights shoppers** with highly personalized promotions



Marsh Supermarkets has a long tradition of using technology to gain a competitive edge. Even as far back as June 1974, a Marsh store in Troy, Ohio, historically rang up the first-ever sale with a barcode scanner – a 6-cent pack of gum. Today, the Marsh mobile shopping app on Salesforce App Cloud is among the regional chain’s key strategies for gaining customer loyalty.

Marsh’s previous experiences with web app providers had been disappointing. The apps proved to be generic in design, lacked customizable features, and failed to provide the user experience that Marsh executives wanted for their customers. In 2015, Marsh engaged Heroku partner Taqtile Mobility to produce an app that includes features such as store finder, loyalty cards, mobile coupons, and customized content based on user and location. The new app is rich in graphics, and it allows shoppers to navigate quickly through weekly

ads and organize coupons by priority, date, or value. “The app is a delight to use,” said Tim White, Senior Vice President of Marketing. “It is richer, more responsive, and more engaging than anything that the big chains have produced.”

Shoppers can create personal shopping lists by selecting from more than 18 product categories. With Heroku powering the back end, when a shopper enters the name of an item, the app reveals that item’s location, depending upon which of Marsh’s 100 grocery stores and 41 pharmacies the shopper is visiting.

The new app was an instant hit with shoppers, quickly eclipsing the meager adoption rates of Marsh’s previous mobile offerings. Within two months of the new app’s launch, the user numbers had more than doubled, and the level of engagement within the app continues to climb.

“The benefits of such an app to a small company competing with large chain stores are significant,” said White.

“Our mobile presence is as feature-rich as the big stores, but without significant cost.”

– Tim White, SVP of Marketing

100

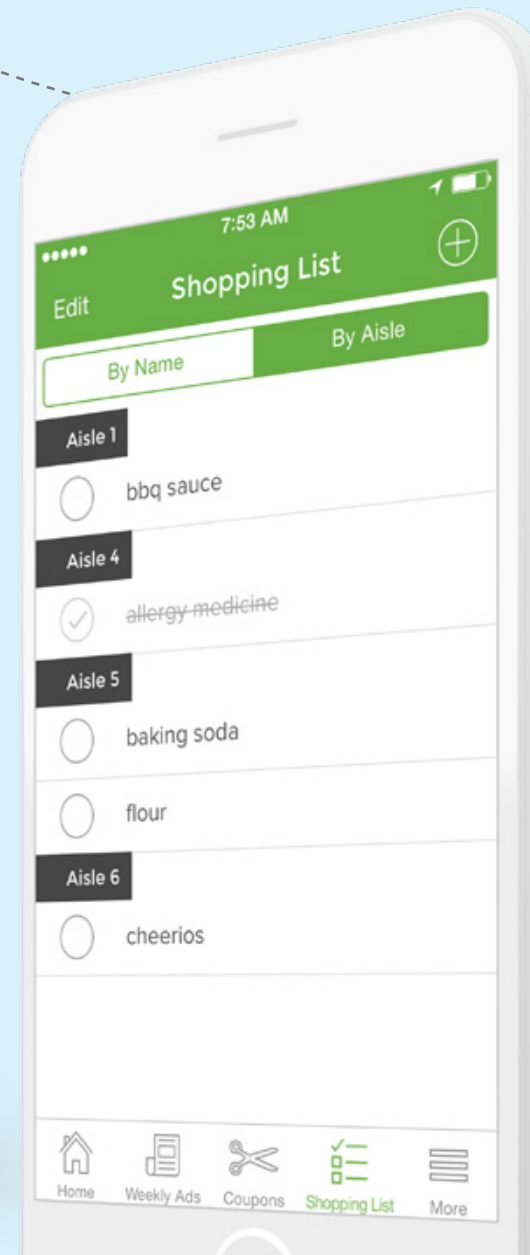
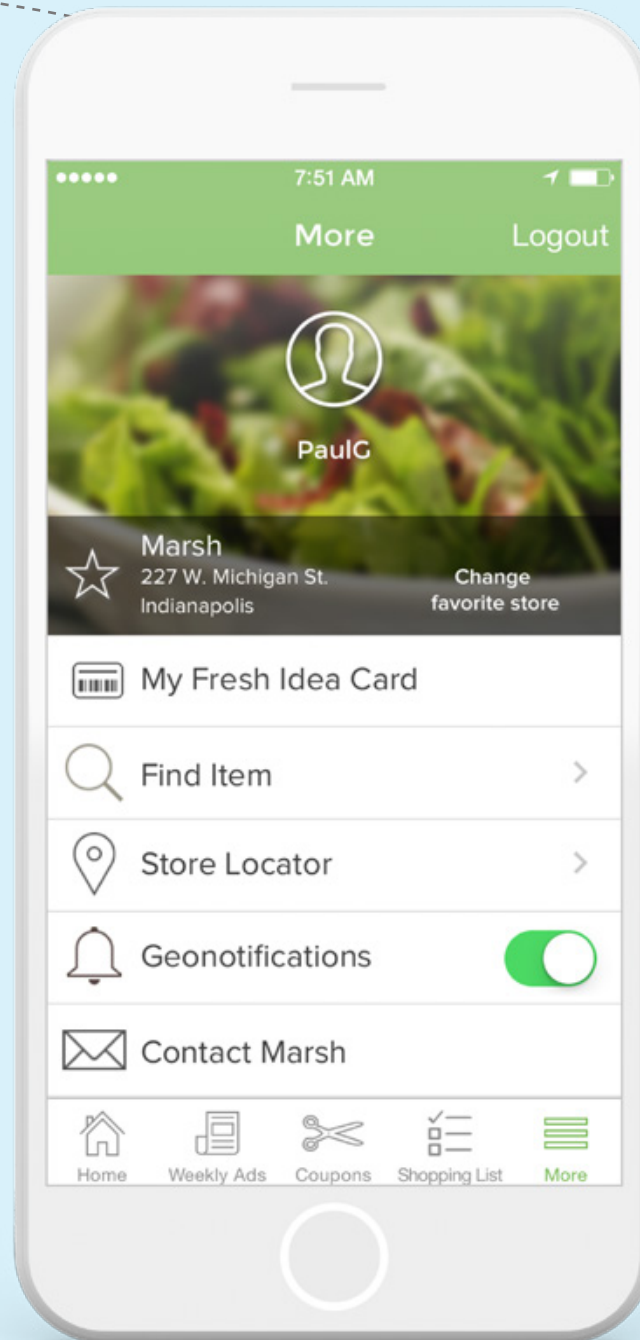
grocery stores

41

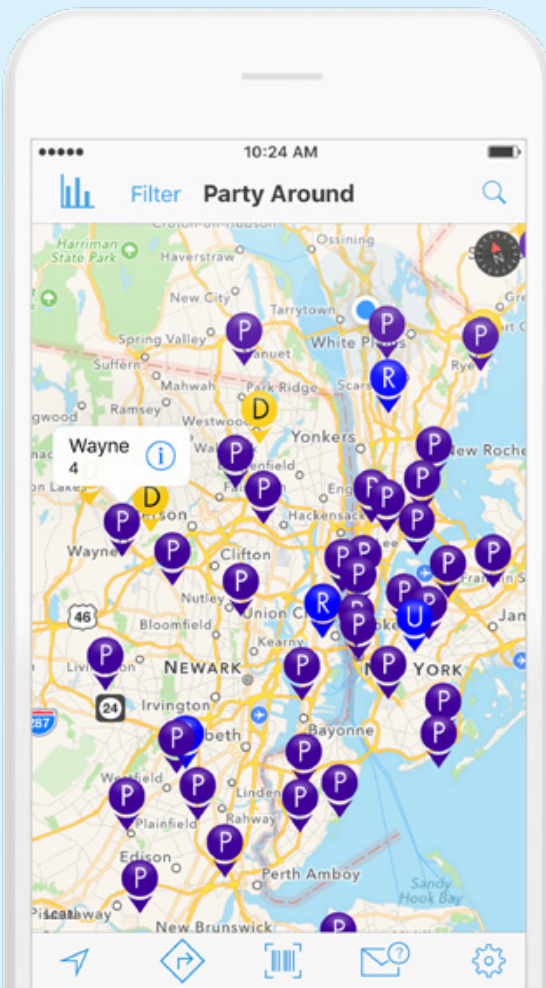
pharmacies

2x

user growth within two months of launch



How to **pull off the perfect party every time** — at 850 locations nationwide



Retail is detail, as the saying goes, and for executives at Party City, an app built on Salesforce App Cloud provides them detailed KPI data and virtual photographic walk-throughs for all 850 of their North America store locations.

To keep track of what was happening at their stores, Party City executives used to lug around binders with financial data during store visits.



“Now it’s all in the cloud and accessible through the app on their phone. For the first time, they have instant access to all key metrics needed to control and manage profitability of each and every store. And the data is up to date and consistent.”

— **Steve Skiba**, CIO

Field management and executives can make decisions on the fly about real estate, store design and floor plans, payroll roster, salaries, and hours to improve the overall financial outlook of each store, according to CIO Steve Skiba. The real value is the cloud-delivered data and the app’s view into that data. With five years of each store’s detailed financial information, sales by Plan-O-Gram, and annual financial statements instantly available, executives have access to the information needed to drive their business in today’s fast-paced retail environment.

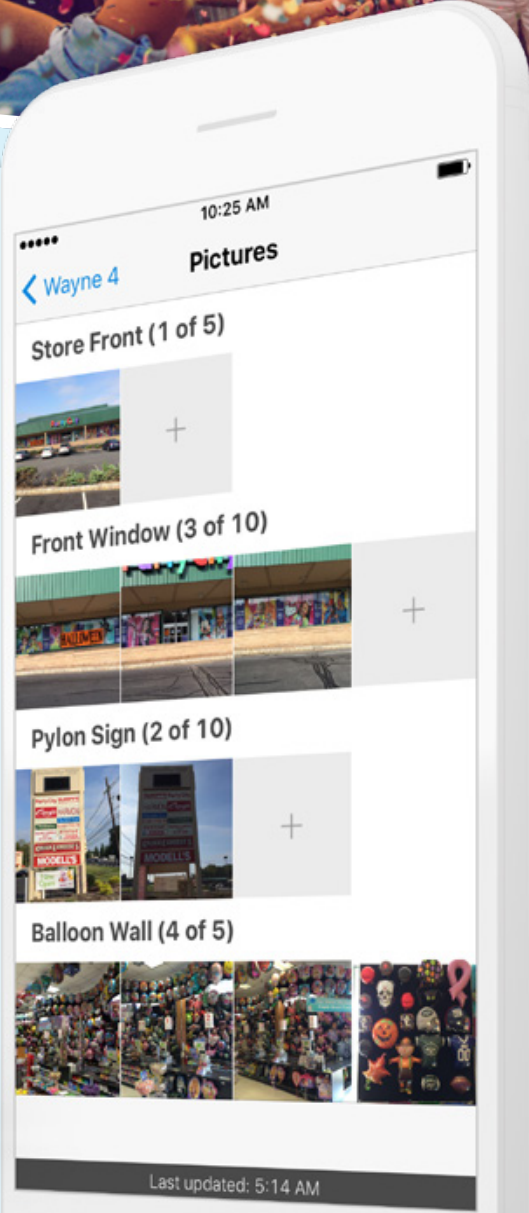
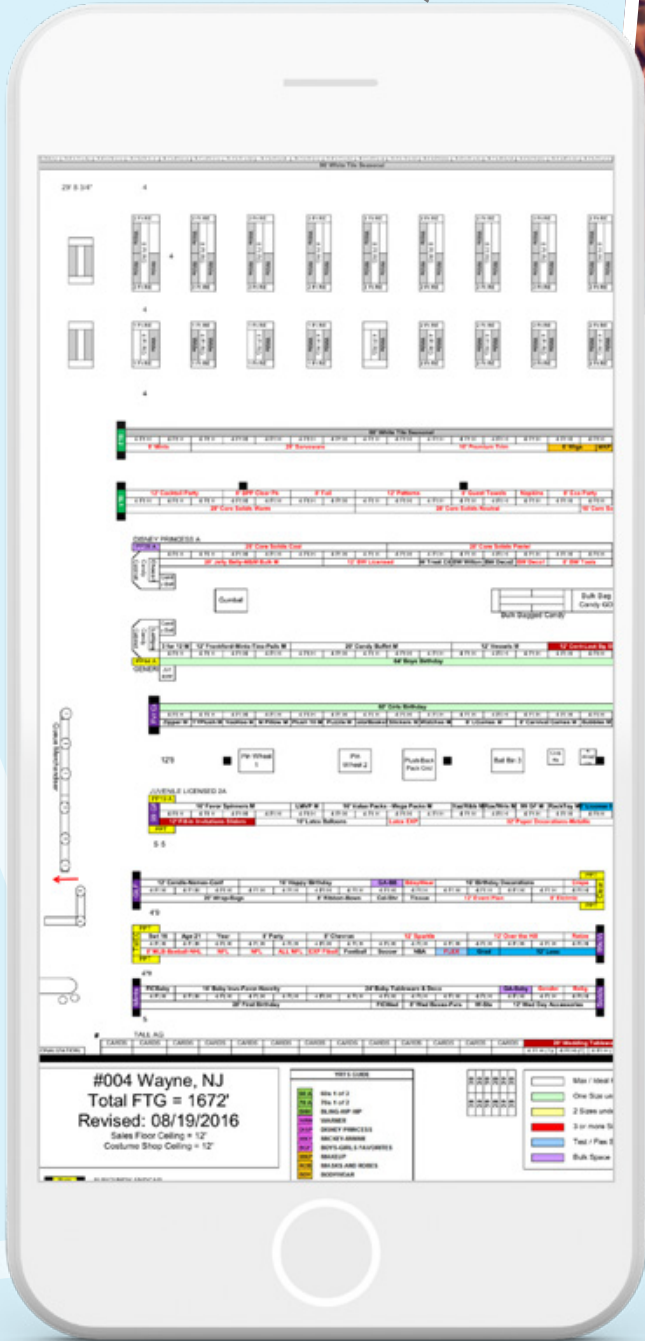
Gregg A. Melnick, Party City’s president, proved to be a champion of the app in its development phase and continues to serve as a creative force behind its design and functionality. Skiba’s team has released new functions in the app every 30 to 45 days in a series of sprints over the course of two years.



A total of approximately 100 executives, from the CEO down to district and regional managers, rely on the app for daily views of retail operations. Plans are in the works for expanding the app to the wholesale side of the organization.

850
stores in
North America

100+
top executives
using the app





FOUNDED 1969 | SIZE 29,000+ Employees | LOCATION Greenwood Village, WA | WEBSITE redrobin.com

Red Robin builds a **next-generation loyalty platform** as innovative as its menu.



Red Robin, the national restaurant chain known for its gourmet burgers and boozy shakes, wanted to break from the tried and true when it designed its Red Robin Royalty program – a multidimensional approach to customer loyalty. The program offers standard rewards – such as free burgers or limited-time offers – as well as exclusive rewards tailored to the individual.

Red Robin executives understood that the secret sauce behind a successful loyalty program was the right technology. To realize its vision of a unified system, the Red Robin team developed a new architecture centered on Salesforce and the Heroku platform, leveraging Heroku Connect. This approach gave the company the stability, scalability, and performance it needed to deliver a great

customer experience to millions of Red Robin Royalty program members. It also ensured the internal teams had ready access to all the member profiles data they needed, with a single point-of-truth view for each customer.

Members can access their Red Robin Royalty account on the web or on their iOS or Android device. They have a full view of all their accrued benefits, plus any news, events, or special deals specific to their profile and preferences – for example, their nearest restaurant location or their family status.


The customer-facing program experience is built on Heroku, with the user experience being delivered as a responsive HTML app. The app experience has improved in subtle but important ways – everything is snappier and more reliable. And, with the stability and scalability problems solved by Salesforce and Heroku, the team has put major updates to its iOS and Android clients on their roadmap for the near future.

The development team building all this was small, about five developers for the bulk of the

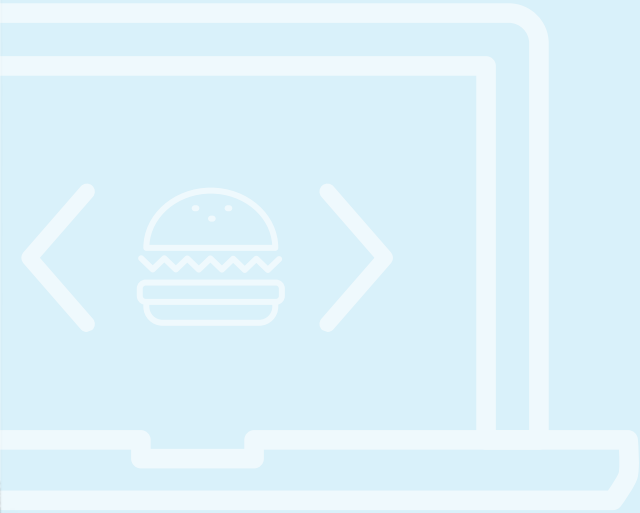
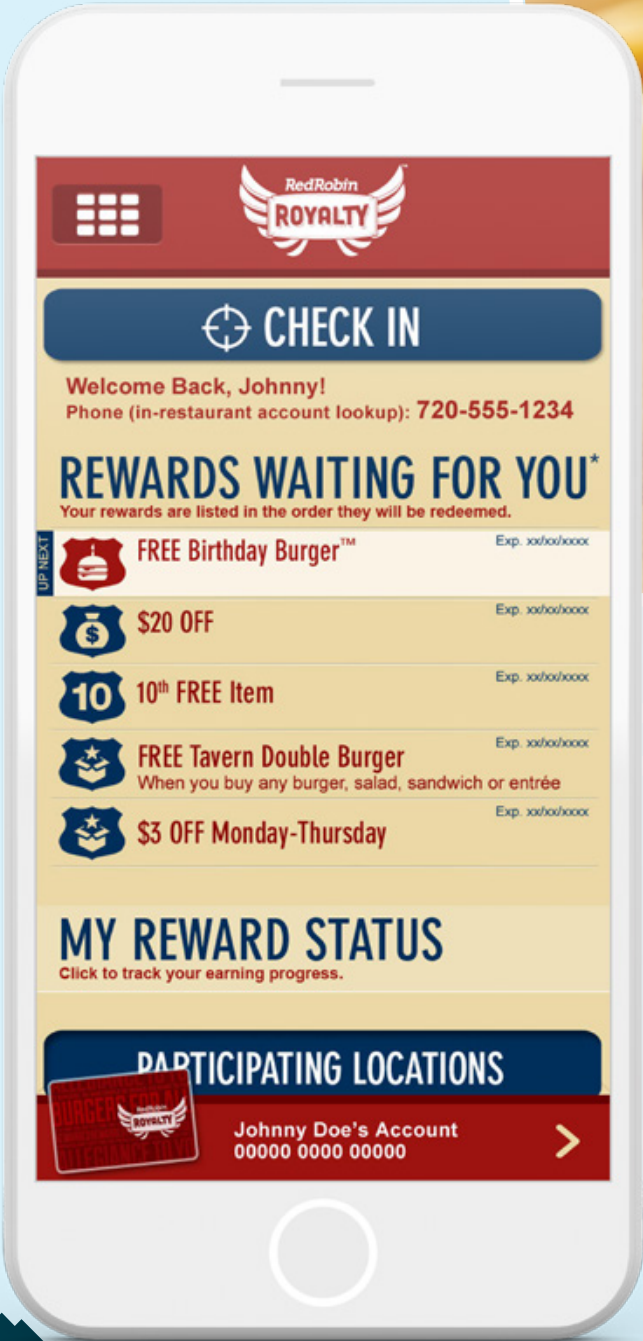




project. Team members already understood and appreciated the cloud approach, so they embraced Heroku almost from the start. They loved the developer experience, how easy it is to deploy apps and scale dynos, and the range of available Heroku add-ons that save them time. They also appreciated the flexibility of the platform, and their confidence in it was demonstrated by choosing to use it for their load test framework – in other words, using the platform to test the platform.

 “The Heroku platform provides a stable, scalable solution for our loyalty program’s web and service layers and allows for rapid integration on new features with Salesforce.”

– Ken Mikuska, *Business Solutions Architect*



SUITSUPPLY

FOUNDED 2000 | SIZE 1,250 Employees | LOCATION Amsterdam, Netherlands | WEBSITE suitsupply.com

An in-store app helps a global menswear retailer **deliver seamless service.**

Today's customers expect retailers to know them, remember them when they return, and make the shopping experience easy. Menswear specialist Suitsupply feeds real-time data to its videowalls inside stores worldwide to display social posts and customer feedback – part of the continuous experience it delivers to its customers through Salesforce.

With 73 retail stores in 18 countries, Suitsupply has distinguished itself as a fashion-forward brand that also pushes the envelope on innovative retail technology. The company won the 2015 Golden Omnichannel Award at the 2015 European E-commerce Awards for its “relentless initiative to rethink and reinvent the structure of business by developing from having an in-store format to a high-end omni-channel retailer.” The challenge for Suitsupply is to make the omni-channel reality of

today's retail environment into a seamless customer experience.

“Suitsupply needed a way to connect its customers with the company's sales professional stylists, but found it challenging since our customers use multiple channels to communicate and shop,” said Marketing Director Martijn van der Zee. The company implemented Salesforce Service Cloud to provide its shoppers with highly personalized customer experiences, and then built a customized app on Heroku. Today, in-store screens display the app, which features customers asking personal stylists for fashion advice.

“By leveraging Salesforce,” said van der Zee, “we were able to link multiple mobile and digital channels, enabling our customers to engage with sales professionals on any channel, including Facebook, Twitter, WhatsApp, email, and video chat. We also use Salesforce to gather data from all digital touchpoints to ensure a seamless experience.”

The in-store videowalls mark an evolution in technological thinking at Suitsupply. “We supplied our employees with iPads to help with transactions, but the applications weren't customer-focused,”





said Nick Botter, Manager of Marketing Technology. “So we looked to Salesforce to turn this around – to put the customer in the center, rather than the transaction.”



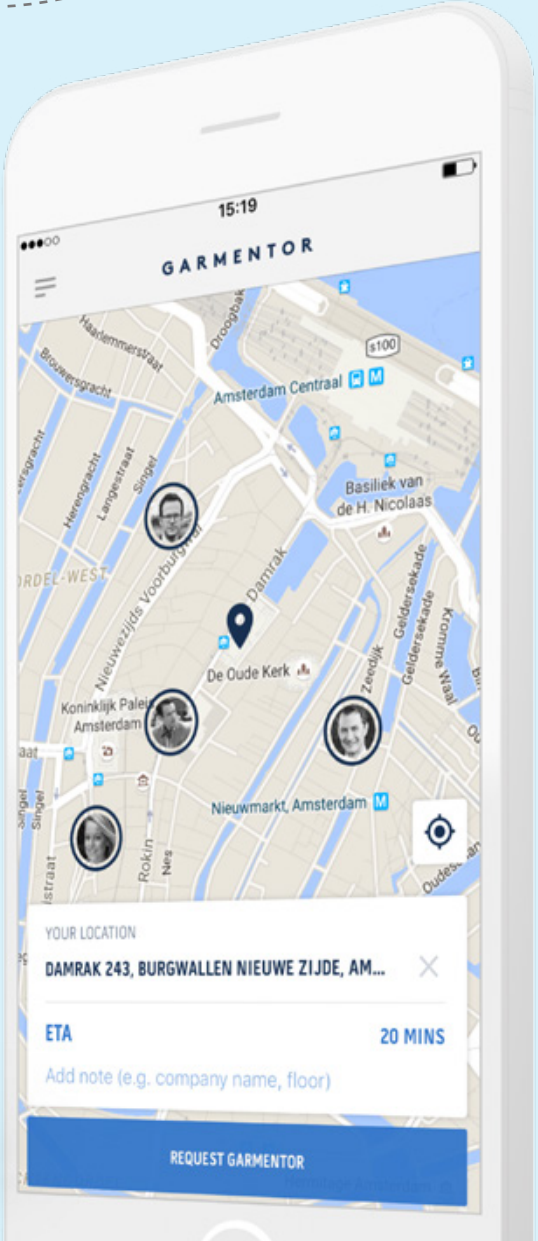
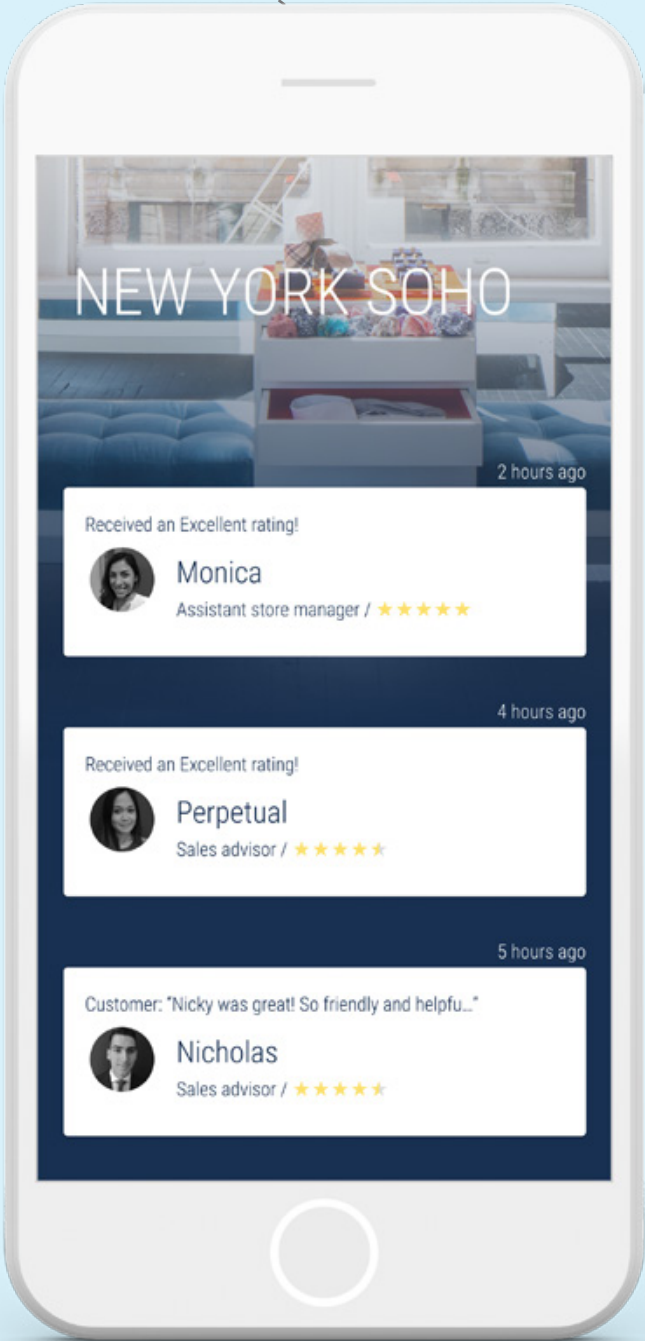
“We started to look at the stores as a digital touchpoint, as well.”

– **Nick Botter**, *Manager of Marketing Technology*

Botter continued, “Normally, when you look at store signage, there is just video playing. We wanted the signs to be interactive and real-time. We built these screens in a couple of weeks on Heroku, connecting with Heroku Connect back into Salesforce.”

“Digital is not a challenge, it’s a radical shift in behavior,” said Botter. “We had our stores, we had our website. But now we are really focused on omni-channel and customer-centric. Salesforce helps us to tie it all together.”

73 stores
18 countries





NEXT STEPS

As the organizations featured in these pages make clear, it's all about discovering a whole new way to connect with customers. Trailblazers are building the apps that make this possible.

The good news is you don't have to radically reinvent yourself to become a trailblazer. All you need is the right platform on which to build your vision.

1 | See everything Salesforce offers for IT. From the world's #1 enterprise app building platform to lightning-fast ways to optimize and customize your CRM, we have solutions designed to turn any IT leader into a trailblazer. Learn more at salesforce.com/app-cloud

2 | See how easy it is to blaze your own trail. We'll guide you step-by-step at trailhead.salesforce.com now!

3 | Download the complete **Trailblazer's Guide to Apps** to see how dozens of businesses across 9 industries are leading their businesses with apps.

The Salesforce Advantage

Salesforce has always been an innovator. Seventeen years ago, we pioneered a new technology model with our cloud platform. We were born in the cloud and we are 100% cloud today. But our real success is driven by our customers' success. Over 100,000 companies worldwide trust our secure architecture and 99.9% uptime – and rely on three seamless, automatic upgrades each year to keep their business growing. By removing the burden of maintaining costly legacy infrastructure, our customers are free to focus on innovation.

The Salesforce platform is a complete CRM solution that connects every facet of your business so you can connect with your customers in a whole new way. There is simply no better platform for building apps – from low code/no code to elaborately customized apps – or a larger ecosystem of readymade apps, available on our AppExchange. No matter how big – or small – your company, whatever your industry or current systems, Salesforce is the right partner to help you become the IT leader you need to become to lead your business into the future.



The Benefits of Salesforce

Lightning Platform – Now anybody can create rich, engaging apps that deliver a beautiful user experience on any screen. The Lightning Platform is the fastest way to build connected, scalable, secure apps that connect you to your customers in new ways.

Artificial Intelligence – More intelligent. More predictive. Salesforce Wave Analytics and our new Einstein – the world's first comprehensive AI for CRM – transform all the data from your customers, suppliers, and the Internet of Things into insights and actions that will drive sales, product enhancements, and customer satisfaction.

Mobility – The mobile revolution could not have happened without the cloud revolution. Everything we do is mobile-ready – and with App Cloud Mobile, now you have everything you need to build, run, and manage engaging mobile apps that are secure from day one.

Productivity – Automate processes, give your employees a 360° view of your customers from any device, connect your field staff to HQ – the Salesforce platform replaces infrastructure with constant innovation so you can increase productivity in every department, every employee, across the business.

Find out more at salesforce.com/app-cloud

Or call now to speak with one of our experts: **1-844-463-0828**





salesforce

CONNECT TO YOUR CUSTOMERS
IN A WHOLE NEW WAY