

Leading health and
hygiene company
transforms customer
experience

CUSTOMER
Essity Australasia

LOCATION
Australia

INDUSTRY
Manufacturing





Challenge

- Inefficient processes hindered workforce productivity
- Poor data capture hampered the delivery of customer experience performance improvements
- Lack of digitisation meant customers couldn't access information easily



Solution

- Establish digitisation strategy and implement core cloud-based applications
- Implement SAP Sales and Service software to standardise business processes and deliver unified customer experience
- Leverage data for real-time dashboard insights into key customer experience metrics



Results

- Significant improvement in sales forecasting accuracy
- Ability to measure customer experience and make improvements based on concrete data
- Simplicity and substantial improvement in the time taken to resolve customer issues
- Improved ability to measure ROI on marketing campaigns



Leading health and hygiene company transforms customer experience

Essity is a leading global hygiene and health company, headquartered in Sweden. Operating in more than 90 countries, Essity employs around 40,000 people.

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— **Michelle O’Sullivan**
General Manager Customer Experience,
Essity Australasia

Offering products and services that make a difference every day in people’s lives, the Essity product portfolio includes tissue paper, baby diapers, feminine care, incontinence products, compression therapy, orthopaedics and wound care.

Essity’s products improve the hygiene and health of one billion people globally every day. In Australia, key brands include Tork, TENA, Libra, TOM Organic and Modibodi.

Essity operates across three key areas: consumer goods, health and medical, and professional hygiene. Through successful innovation, digital transformation, and strong growth in e-commerce, it has created a winning culture, contributing to increased customer and consumer value and profitable growth.

Jody Scaife, Essity Australasia’s Executive General Manager B2B, says the firm differentiates itself from competitors by

focusing on sustainability initiatives and product innovation.

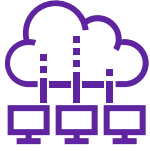
“From how we procure raw materials, through manufacture and the way we take them to market, including packaging and design, we have a solid focus on sustainability across the business.”

However, one area Essity Australasia needed to address was its customer service and employee user experience.

“We realised we had to digitally transform to improve customer service and internal efficiency. We established it as one of our key strategic pillars.”

Disconnected processes

Over the years, Essity Australasia had built up very manual and complex processes. “We had disparate systems that never came together,” said Michelle O’Sullivan, Essity Australasia’s General Manager Customer Experience.



“Choosing a cloud-first approach was essential. We were strategically aligned with SAP, so choosing these applications made sense as we continued to develop our ecosystem and meet our solution stack goals.”

— **Dan Kotiah**
Associate IT Director Asia Pacific,
Essity Australasia

“There was a lot of manual work that was done by the teams across sales and service, and we didn’t have any insights and data to support where we were doing well, or where we weren’t doing well. This was limiting our ability to drive a better customer experience”

In addition, Essity Australasia’s aging legacy customer relationship management (CRM) and existing in-house telephony systems could no longer accommodate the company’s growth.

“We wanted a solution that enabled us to service our customers holistically and interact with them consistently across all platforms,” explains O’Sullivan. “Customers demand personalised service options our existing infrastructure couldn’t deliver.”

Essity Australasia also wanted to bring rigour to its internal business processes so its employees could operate more efficiently and effectively.

“Unfortunately, we were too reliant on spreadsheets and had several inconsistent processes in operation across our various business units, which led to double-handling and frustration for our users. It was a barrier to getting work done.”

Scaife says the organisation’s distributed data estate was also a concern.

“Our data and some of our business procedures were underdeveloped. Customers were telling us we were not easy to do business with. That was our primary concern. We needed to address some of those underlying customer experience issues.”

But to do that, Essity Australasia needed better data. “We had a lack of insight. We knew from intuition we

were not easy to deal with, but we couldn’t explore that because we didn’t have the data necessary to track our performance. It’s frustrating when you come to work to achieve, but the systems available don’t allow you to be your best selves.”

Moving towards best practice

As an existing SAP customer, Essity Australasia opted to implement SAP Sales and Service Cloud (C4C), an on-demand cloud-based CRM platform. “Choosing a cloud-first approach was essential,” says Dan Kotiah, Essity Australasia’s Associate IT Director Asia Pacific.

“We were strategically aligned with SAP, so choosing these applications made sense as we continued to develop our ecosystem and meet our solution stack goals. The fact that the applications would run out-of-the-box to bring our customer and user experiences together in one platform was important.”

A vital part of the project’s success was working with a system integration partner that understood how Essity Australasia operated, Kotiah explains. “Essity Australasia has a long relationship with DXC Technology, having undertaken many implementation projects together in the past. That gave us the confidence that they would be able to deliver.”

O’Sullivan continued, “We chose DXC as our as our digital partner based on their experience implementing similar projects for other customers with complex issues that were looking to simplify how they operated.



“DXC helped us streamline our processes and helped us move in a direction that we may not have adopted without their assistance.”

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General Manager Customer Experience,
Essity Australasia

“DXC helped us streamline our processes and helped us move in a direction that we may not have adopted without their assistance. It was a more simplified approach, which allowed us to embrace digital technologies more readily and moved us towards a more best practice approach.”

DXC helped Essity Australasia implement and integrate SAP Sales and Service Cloud with Anywhere 365, a call centre application that enables Essity Australasia’s agents to receive and send calls, chats, emails and videos from within the SAP application. The apps were also integrated into the company’s existing Configure Price and Quote (CPQ) platform, and both were joined into Essity Australasia’s SAP ERP system.

“DXC was a standout for me,” enthuses O’Sullivan. “Both in terms of how they engaged with our business through the discovery phase and the expertise in not just the technology but the application of the technology and the change management that is always critical in a project of this nature.”

During the project, the implementation team also had to accommodate an upgrade to Essity Australasia’s

e-commerce platform, a situation that presented a real challenge, according to O’Sullivan.

“We had two big technology projects coinciding, which added a lot of complexity. The two systems needed to be integrated and the timing was critical. DXC managed the two upgrades as part of the one project. Our teams and DXC worked well together and navigated that challenge without major issues. We would not have been able to do it without DXC’s support.”

Customer self-service and improved business insights

Essity Australasia customers are now reaping the benefits of the company’s improved digital maturity. Where information was lacking previously, its customers now have fingertip access to critical sales and delivery data, eliminating the need for time-consuming communication via email or phone.

“Digitisation enables customers to better self-serve. That saves time for them and us as an organisation,” says Scaife.

“Ultimately, the measure of success is profitable growth, which we now see in our professional hygiene and healthcare businesses. That was our key objective, and armed with a much better data set, we can continue to transform into an insights-led organisation.”

— **Jody Scaife**

Executive General Manager B2B,
Essity Australasia

“It also means our interactions change. We no longer have to service repeated requests for day-to-day information, but can be available to them to solve specific problems or to personalise their service in a way that matches their needs.”

O’Sullivan says Essity Australasia’s customers are getting a better experience with the new applications, which capture feedback and insights into customer concerns.

“We now have dashboards that depict key metrics about our customer experience deliverables and how we meet customer service expectations. Our data and results show that we are doing better servicing their needs, and our customer feedback reinforces that.”

From a sales perspective, Scaife says the new apps make it easier to measure pipelines and track contract renewals. Essity Australasia also uses the system to record service tickets and track trials its healthcare customers undertake for new products.

“Our sales team is now operating on a single platform, and we have a single source of truth about new opportunities and the state of our product trials.”

Key business processes have also been improved, says Scaife. “Some of our actions, which used to take around 30 clicks to execute on-screen, are now down to two or three actions. That simplicity and improvement in speed of execution have been uplifting for everyone.”

Reflecting on a successful implementation, Scaife says the future opportunities it opens are manifold.

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