Giving back globally via B2C

TOMS and Deloitte Digital team up to expand the "One for One®" charitable model via a new global Oracle Commerce solution.

Many great businesses start with one good idea. In 2006, Blake Mycoskie found his inspiration on a trip to Argentina. While visiting a small village there, he befriended children who had no shoes to protect their feet. Wanting to help, he created TOMS, a company that would match every pair of shoes purchased with a pair of new shoes given to a child in need. Since then, his giving model has evolved into a full-fledged movement, known as One for One®. Realizing this movement could serve other basic needs, TOMS subsequently expanded into eyewear. Since these humble beginnings, the company has given away more than 10 million pairs of shoes and restored sight for over 200,000 people. It has also developed a strong international presence. Keeping pace with the company's ambitions soon became too much for its legacy e-commerce platform, prompting TOMS to seek greater scalability, enhanced flexibility, and a more personalized way of serving their customers.

Problem: Keep it fresh

TOMS sought to deliver its "One for One" message to new markets and support global demand for an expanding product line that is constantly refreshed with new colors and styles. This translated into a need for a scalable, and highly available platform, which it found in Oracle Commerce.

Based on its knowledge of leading practices and a strong ongoing relationship, Deloitte Digital was engaged to assist TOMS in its efforts to devise a digital strategy and to implement the technology needed to launch new sites internationally. To accommodate the company's aggressive growth plans, speed-to-market was of the essence — as was knowledge transfer, since part of the company's strategy was to build their internal team capabilities in order to maintain the platform in the long-run. Additionally, the proposed technical solution would need to satisfy the following business requirements:

- Deliver a personalized customer experience
- Infuse the "One for One" message throughout the sites
- Expedite the check-out process
- Allow business users to update site content without the intervention of IT staff
- Provide a responsive design and consistent customer experience from any device (e.g., tablet, mobile or desktop)
- Establish the global baseline from which other sites could be rolled-out quickly

Solution: Learn side-by-side

Deloitte Digital assembled a group of experienced onshore and offshore resources to collaborate with the TOMS team. This joint one-team engagement model delivered the project into two phases. The first phase involved designing the solution and piloting the first new site in the Netherlands. The second phase involved building upon the learnings from the initial implementation and extending the new platform to France, Germany, U.K. U.S., and Canada.

In developing the solution, the team focused on:

- Utilizing the full functionality of the Oracle Commerce solution
- Minimizing custom modifications
- Designing the solution using "responsive design", which enable the site to immediately recognize the type of device the customer is using and automatically adjust format, content and performance
- Leveraging the Business Control Center and Endeca Experience Manager within Oracle Commerce to allow business users to upload site content and manage the customer experience
- Rolling out new features, such as Marketplace, a platform that allows other vendors with similar philanthropic objectives to sell products through TOMS sites

Throughout the engagement, Deloitte Digital worked side-by-side with the TOMS team, literally sitting together at foldout tables to gather business requirements and develop the technology solution. This one-team approach enabled the engagement team to rollout the pilot site for TOMS Netherlands in a timely and efficient manner. It also helped give TOMS employees the knowledge and confidence they needed to maintain the initial pilot site while moving forward with extending the platform to other country sites on their own. Side-by-side, the integrated engagement team accomplished these goals within a remarkably short seven months for the initial implementation.

Results: Give back even more

The pilot implementation of the Netherlands site, www.shopTOMS.nl, went live in July 2013. The TOMS internal team then successfully launched the French and German sites onto the new platform by themselves. In September 2013, the entire group of Deloitte Digital resources who had worked on the pilot rejoined the TOMS internal team to assist them with the second phase of the project, which involved extending the platform to migrate their current sites in the U.S., U.K. and Canada from the legacy e-commerce system to the new global Oracle Commerce platform.

As a result of these efforts, several TOMS sites around the world now deliver a highly visual, personalized customer experience built on relevant content, helpful recommendations, and a faster, easier check-out process. Additionally, the company's business users now have better control over this customer experience since they have the newfound ability to target promotions, personalize content, customize search results and recommendations, and update product information across multiple sites on the fly.

Already a leader in corporate social responsibility, TOMS is now well positioned to give back more, in more places around the world, via its modern, scalable B2C platform — ultimately changing lives, One for One.

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