

Defining Single View of Customer Strategy & Roadmap for a Leading Retail & Financial Services Company



SITUATION

The customer has been using multiple applications across LOBs (Line of Businesses) and entities to store and manage customer data. The client has multiple loyalty programs and engagement channels which are resulting in conflict on who owns the customer data and what are the customer data governance principles. Clear architectural principles, in terms of publishing and consuming the customer data, are currently not defined

IMPACT

Lack of a comprehensive and integrated system has resulted in dispersed customer information and disparate customer management processes. Multiple customer management systems further resulted in issues of maintainability and flexibility. Overall, due to this inconsistent and unreliable customer data management and product/channel disparity, customer experience has been negatively impacted resulting in customer migration

RESOLUTION

ITC Infotech defined a customer data management strategy and roadmap to enable Single View of Customer (SVoC) for the organization, and articulated business benefits for implementing SVoC solution and its impact on customer experience processes. Additionally, ITC Infotech also defined high level solution architecture for enabling the SVoC solution along with data governance and publishing principles

The Customer

The client is one of the leading retailers in South Africa with revenues exceeding \$ 3 Billion in 2011, and an employee strength of over 20000. With over 450 stores operational, the client's business is comprised of clothing, fashion, general merchandise and food retailing apart from providing financial services for its customers. The client also has an online commerce channel which is amongst the biggest in South Africa.

Through its Financial Services arm, the client provides credit offerings, such as store cards and cash cards to assist the retail customers in purchasing merchandise in its retail stores. Other financial services offerings include personal loans, car and home insurance products. The client also has a discount based loyalty program and has several partner tie-ups.

The Need

Being into retailing and financial services business, the organization's customer experience processes were scattered across all its business channels. The entire process was supported by different applications that were running in silos, hence there was no connectivity or integrated data flow between the applications. This severely affected in offering uniform customer services, leading to a broken customer experience.

The client had its own customer management application and database which started as a contact centre application, but graduated to being a repository of customer data. However, this application was not scalable and flexible to handle the client's other lines of businesses and was not future ready. It resulted in multiple customer data marts across other lines of businesses with no integration to the said application.

Achieving a single view of the customers was thus difficult for the company as each of these products was launched at different times and was supported by separate systems,

running disparately. There was no enterprise architecture that was supportive of an integrated platform for the customer's business processes.

The client therefore, was looking to standardize its customer management processes across these multiple lines of business and channels that includes Store Retail, Online, Mobile, Loyalty, contact centre, marketing and campaign management and entities (Financial Services), to provide a consistent, rewarding and engaging customer experience with its brand. To enable the same, the client was looking for an enterprise wide scalable and flexible customer data management solution that would enable to have a Single View of Customer (SVoC)

Key Client Needs:

- A scalable and flexible solution that would support customer management processes across all channels and businesses identified, and for future business expansion
- Capability to add new functionalities and generate reports and analytics for customer engaging functions
- Define the customer record and data governance principles
- Standardize, capture and publish customer information across the enterprise

The Solution

To achieve this, ITC Infotech was engaged to articulate the benefits of the SVoC solution for each customer management functions, and assess the current application and IT landscape of the client to enable this solution.



Key Gaps Identified

During the study the following gaps were identified which was impacting customer experience:

Disparate View of Customer - in the current application

- Coverage of 45% on customer attributes identified
- Data Governance Issues leading to:
 - Non standardization of data rules
 - SVoC golden record not defined
 - Data ownership not defined
 - Internal and External data sync issues
 - Data Quality issues

Data Modeling issues - leading to sub optimal performance of the customer application

Need for an Integrated Campaign Management Tool - addressing issues like:

- Manual Campaign Management processes
- Sub optimal targeting, leading to lower campaign effectiveness
- Inconsistent and disparate communication
- Process Inefficiencies

Disintegrated customer service

- Sub Optimal customer service management processes and knowledge management
- Lack of workflow management
- Disintegrated customer service processes across products and channels

Need for an Integrated Loyalty Management Tool addressing issues such as

- Scalability and flexibility issues in extending partners and reward mechanisms
- Strengthening the Loyalty program with concomitant process and feature enrichment

Touch Point Enrichment and Integration addressing issues like

- Non personalized communication at Store and POS (Point of Sale)
- Disintegrated service, loyalty and communication at touch points
- Process gaps and inefficiencies

Based on the assessment, ITC Infotech proposed key interventions and a roadmap for achieving a Single View of Customer and the benefits thereof:

- Formalization and strategic alignment of corporate CX (customer experience) objectives, strategy across retail and financial services
- Analyze and identify the structural, process and technology gaps to enable the same through a mix of operational review as well as an outside in best practice approach
- Design a Single View of the Customer (SVOC) approach that unifies customer data and insights across businesses
- Provide a roadmap and recommendations for realization of the Single View of Customer (SVOC) strategy

Business Benefits

- Brought in an organizational definition of Single View Of Customer (SVOC)
- Defined a strategic SVOC roadmap aligned to the customer experience needs of the organization, hence gaining the customer buy-in for the proposed roadmap



