

**Debenhams**

# Debenhams Corp.

*"Reviving Iconic Irish Retail, One Step at a Time"*

Business Intelligence and Business Analytics

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# Part 1: Specification Report

## Contents

### **1. Background Information**

- a. History and Founding
- b. Growth and Expansion
- c. Unique Selling Propositions
- d. Challenges Leading to Collapse
- e. Rationale for Revival

### **2. Marketplace Description**

- a. Marketplace Analysis
- b. Major Competitors
- c. Key Opportunities Challenges

### **3. Data Collection and Integration**

- a. Sales Data Analysis
- b. Supply Chain Data
- c. Customer Relationship Data
- d. Mock Data Generation
- e. Third-Party Data Sources

### **4. Database Design**

- a. Entity-Relationship Diagram
- b. Data Dictionary

### **5. System Analysis and Design**

- a. Feedback Management System
- b. Order Reschedule System
- c. Loyalty & Subscription System

### **6. References**

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Presentation Link: [\[Link Goes Here\]](#)

# 1. Background Information

## a. History and Founding

Debenhams was founded in 1778 when it started as a single drapers store in London, but grew over the centuries to be a five-a-side international department store chain, selling clothing, household items and beauty products. The first store in Dublin was opened in Jervis Shopping Centre in 1996, establishing the opening chapter of the brand's Irish expansion and its commitment to Irish market [1][2].

## b. Growth and Expansion

- Debenhams Invested in a successful move into the Irish market with the acquisition of the leases of nine Roches Stores Outlets in 2006 adding to the two already running stores keeping the total at 11 shops across the country. Most of these stores were situated in major urban centres: 4 in Dublin, the others in Cork, Galway, Limerick, Newbridge, Tralee and Waterford [2].
- Its expansion in Ireland was aimed at offering customers the full shopping experience, mixing traditional international brands with unique in-house labels. Debenhams, however, struggled financially, going into administration in April 2019 and again in April 2020. In November 2020, the company said it would be liquidating [2][3].

## c. Unique Selling Propositions

- **Heritage and Brand Recognition:** Debenhams was one of the most well-known brand names in the Ireland and had over two hundred years of retail heritage, attracting a variety of customers through a combination of quality, variety and value, giving them a long-standing reputation and a loyal customer base [1][3].
- **Wide Range of Offerings:** Debenhams had the wider array of products including everything from clothing and cosmetics to homeware and gifts which could cater to the diverse shopping needs of consumers [1][4].
- **Exclusive brands and design collaborations:** The retailer was also known for its portfolio of one-off designer collaborations and in-house-owned brands, fashion-forward style at friendly price points and helped to set it apart amid a crowded field [4].

## d. Challenges Leading to Collapse

- **Slow Response to Change:** Debenhams was slow to respond to the online shopping trend, falling behind some of its rivals in developing a strong online presence. This reluctance led to missing out on market share to more nimble online retailers [5].
- **Rising Indebtedness and Lack of Investment:** The company took on massive debt, sapping its ability to invest in key areas such as technology and store improvements, making it vulnerable to market changes [4][5].

## e. Rationale for Revival

This revival of the Debenhams brand is not only in response to the immediate value that the name holds but with the recognition that this name can evolve as an ever-relevant caterer to the changing retail landscape by adopting a more agile and consumer-centric model. With its name already out there and with a little more polish in its future, Debenhams is re-emerging in the reign of retail, eager to win back its previous stampede of shoppers and gain new fans.

## 2. Marketplace Description

### a. Marketplace Analysis

- Debenhams is returning into a retail market with a plethora of strong competitors already well-aligned between advertising budgets and revenue generation.
- The market is filled with brands best known for their excellent shipping prowess across the globe, including Europe, North America, and Asia-Pacific. These rivals have pumped money into logistics to be able to maximise their customer reach.
- From the dashboard, Debenhams seems to sit within the median range of potential profitability (given revenue vs profit contribution) and could improve by focusing on higher-margin product lines and improving its operational efficiency.
- Debenhams already has a strong established brand identity. Taking advantage of updated multi-channel strategies and local market engagement in Ireland, uniquely positions the company to reclaim a significant portion of the market.

### b. Major Competitors

- **Alpha Distributors:** Demonstrated strong top-line performance with robust revenue, profit, and industry-leading shipping efficiency. They can serve as a model for Debenhams in supply chain optimization.
- **Beta Outlet:** Well known for extensive market reach and substantial marketing expenditures, reflected in impressive revenues and healthy profits.
- **Elite Mart:** A retailer with significant presence in all global regions, substantial marketing budget, and trusted customer programs.
- **Omega Market:** They hold a has a strong position in the market and a consistent return on investment when it comes to direct response marketing. They are a market leader in Europe, which is Debenhams' primary competitive arena.

### c. Key Opportunities Challenges

- **Shipping Efficiency and Delivery:** Companies with superior delivery speeds are leading the market. To remain competitive, Debenhams must enhance its shipping processes and reduce delivery times.
- **Profit-to-Revenue Ratio:** Current industry leaders demonstrate higher profit percentages in relation to their revenue. Debenhams should optimize its operations and concentrate on product categories with higher profit margins.
- **Market Position and Brand Perception:** To regain a strong foothold in Ireland will require potentially strong brand positioning, marketing of scope and significant digital integration to win back the trust and loyalty of consumers.
- **Consumer Expectations:** Today's consumers crave seamless online-to-offline shopping experiences. Debenhams must invest in improving their digital experience, personalized services and customer relationships to satisfy these requirements.

## 3. Data Collection and Integration

The collection and integration of data are at the core and the foundation of Debehnham's revival strategy in Ireland. Leveraging supply chain data, historical sales records, third-party analytics and customer relationship insights will help the company to make data-driven decisions that would improve profitability, enhance customer engagement and optimize operations. In this section of the report, key data sources are outlined, and the integration and the insights derived from each category are explored.

## a. Sales Data Analysis

Data is obtained from historical Debenhams sales records in Ireland from previous operations, including transactional data from past in-store purchases. The data undergoes an ETL procedure where it is preprocessed and cleaned using Python libraries before it is added to the database. Moreover, after the integration process of data preprocessing, the past sales data are consolidated into a structured database. The data provides insights that allow the analysis of customer purchasing trends which allows the company to identify the products that are in high-demand and also to identify the pricing strategies which would drive peak revenue. Additionally, the insights obtained from the sales data reveal the product categories that are in high demand, the seasonal sales trends and strategies to optimize pricing. Using the information obtained, marketing efforts and stock replenishment can be prioritized on best-selling products, peak shopping periods can be identified allowing targeted promotional campaigns and the assessment of past pricing models allows the identification of competitive pricing strategies and the most effective ad best discount structures.

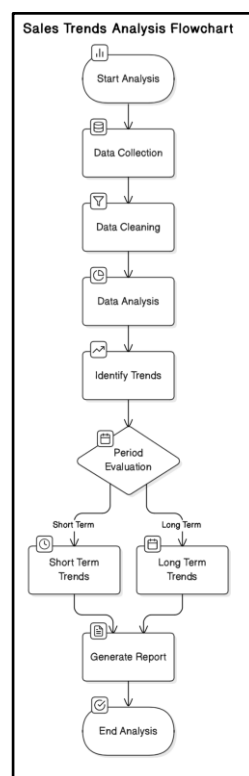


Figure 1: Sales Trends Analysis Flowchart

## b. Supply Chain Data

Supply chain data included order history, supplier agreements, shipping reports, logistics reports and warehouse fulfilment inventory reports that allow a seamless integration process that allows the following actions:

1. An automated reporting system that can be used for order fulfillment rates, delivery accuracy and to analyze lead times.
2. A centralized data repository that can be used for tracking shipping efficiency and supplier performance.
3. A predictive analytics model that can be used to streamline procurement and to anticipate stock shortages.

This is demonstrated in the flowchart shown in Figure 2.

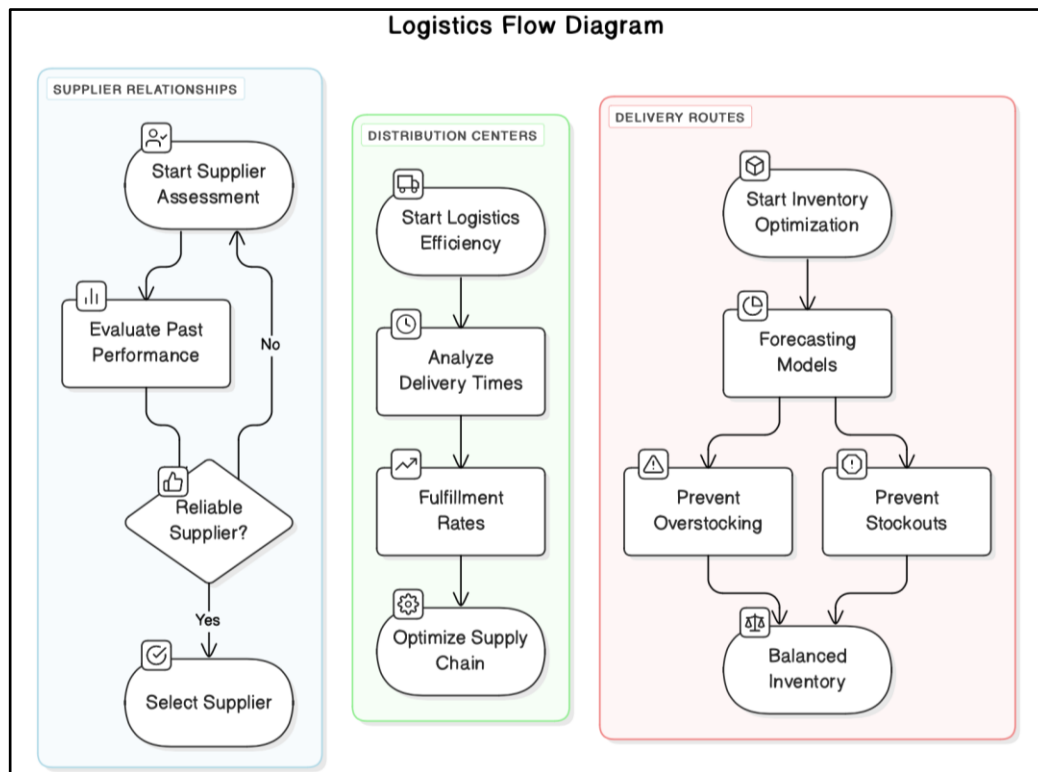


Figure 2: Logistics Flow Diagram

Using past data to analyse the performance of suppliers allows a reliable supplier assessment to ensure consistent inventory restocks and timely delivery – this is possible through the analysis of fulfillment rates and delivery times that optimize the supply chain process. Furthermore, the implementation of a data-driven forecasting model prevents stockouts and overstocking.

### c. Customer Relationship Data

The data sources used to understand the customer data are based on loyalty program interactions and historical customer transaction data – this information provides insights on complaint records, service integrations and customer feedback. In addition, the information obtained allows Debenhams to drive customer segmentation using AI based on engagement and demographic – this is also supported by predictive analytics that enables personalised marketing campaigns.

Furthermore, the information obtained from the historical sales data allows the migration of past data into the Debenhams salesforce CRM. This process allows the following key insights to be explored – customer retention strategies (predictive modelling to improve engagement and reducing churn), customer segmentation (identifying high-value customers, seasonal shoppers and identifying frequent buyers) and buying behaviour analysis (understanding repeat purchases and product preferences). Additionally, the implemented CRM can be used for:

- Automating sales and marketing
- System integration
- Reporting and analytics
- Customer support and feedback loops

d. Mock Data Generation

To demonstrate CRM functionalities and to support prototype testing, sample integration and customer data was generated using a data simulation tool – Mockaroo - illustrated in Figure 3. The synthetic dataset reflects purchase histories, communication logs and customer profiles – this enables GDPR compliance while also ensuring effective testing of customer engagement and reporting features within the CRM.

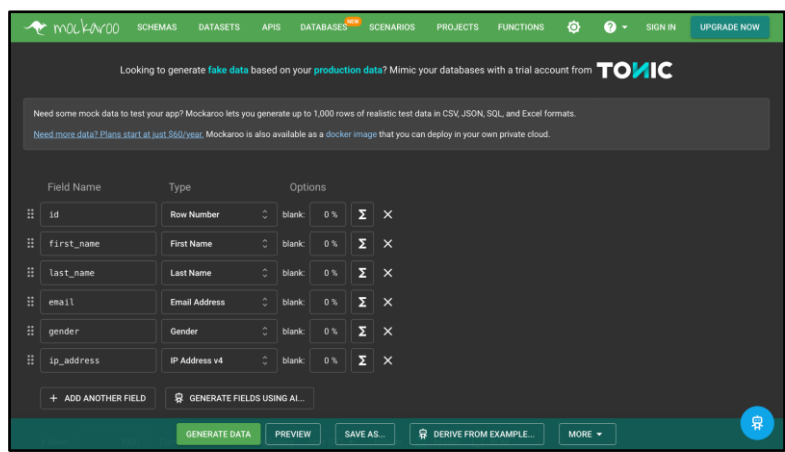


Figure 3: Data Generation through Mockaroo

e. Third-Party Data Sources

It is important to understand the market and this involves analyzing the existing competitors' sales performance and industry benchmarks such as the customer purchasing trends in the Irish market. Datasets were obtained from Kaggle that provided information regarding customer purchasing. Furthermore, competitor benchmarking would allow Debenhams to be positioned against market leaders like Arnotts and Penney's, and the identification of emerging trends through sentiment analysis would reveal the consumer preferences. Moreover, consumer sentiments can be tracked through social media platforms like TikTok, Instagram and X allowing an evaluation of the brands perception and its social media impact. Additionally, an AI-based analysis of the emerging fashion trends that exist in the market would help understand the potential customers' opinions. Figure 4 explains this.

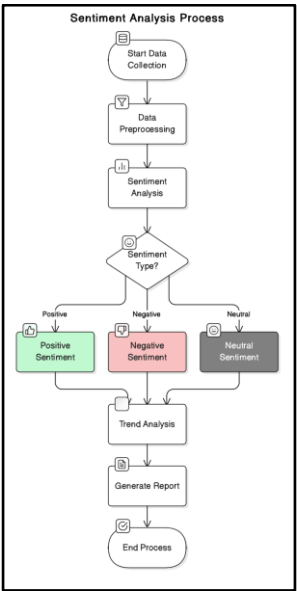


Figure 4: Sentiment Analysis Process

## 4. Database Design

### a. Entity-Relationship Diagram

The database consists of three datasets, each with their defined relationships.

1. Sales Data – Contains transactional details such as orders, customer purchases, revenue, and product details.
2. Supply Chain Data – Includes supplier information, shipment tracking, and inventory levels.
3. Competition Data – Stores competitor pricing, product availability, and performance metrics.

The main relationships include the following:

- One-to-Many Relationship
  - Sales Data ↔ Supply Chain Data on **Product\_ID**
  - Each product in the sales data corresponds to a product supplied by vendors.
- Reference Relationship
  - Supply Chain Data ↔ Competition Data on **Product\_ID**
  - Used for analysis and benchmarking.

Figure 5 shows the Entity Relationship Diagram of the schema.

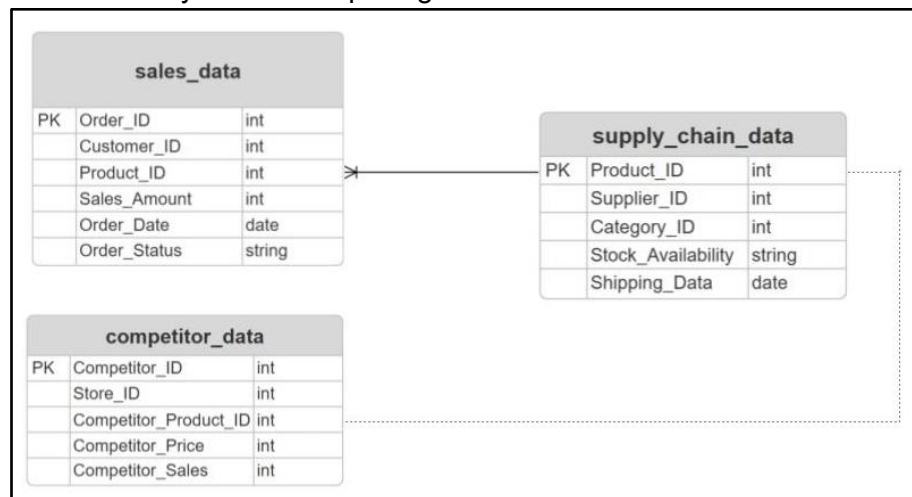


Figure 5: Entity Relationship Diagram of Schema

### b. Data Dictionary

A Data Dictionary provides a structure of the summary of each dataset, detailing field names, data types, and examples.

#### DATASETS & EXAMPLES

- **Supply Chain Data**
  - **Category\_ID** (INT) – Unique identifier for category.
  - **Product\_ID** (INT) – Link to Sales Data.
  - **Shipment\_Status** (VARCHAR) – Status of shipments (e.g., "Delivered", "In Transit").



supply_chain_data.csv 54 fields 180519 rows									
Table Details	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data	cleaned_supply_chain_data
Type	Days for shipping	Days for shipment	Benefit	Sales per customer	Delivery Status	Late delivery risk	Category Id	Category Name	
DEBIT	3	4	91.250	314.640	Advance shipping	0	73	Sporting Goods	
TRANSFER	5	4	-249.090	311.360	Late delivery	1	73	Sporting Goods	
CASH	4	4	-247.780	309.720	Shipping on time	0	73	Sporting Goods	
DEBIT	3	4	22.860	304.810	Advance shipping	0	73	Sporting Goods	
PAYMENT	2	4	134.210	298.250	Advance shipping	0	73	Sporting Goods	
TRANSFER	6	4	18.580	294.980	Shipping canceled	0	73	Sporting Goods	
DEBIT	2	1	95.180	288.420	Late delivery	1	73	Sporting Goods	
TRANSFER	2	1	68.430	285.140	Late delivery	1	73	Sporting Goods	
CASH	3	2	133.720	278.590	Late delivery	1	73	Sporting Goods	
CASH	2	1	132.150	275.310	Late delivery	1	73	Sporting Goods	
TRANSFER	6	2	130.580	272.030	Shipping canceled	0	73	Sporting Goods	
TRANSFER	5	2	45.690	268.760	Late delivery	1	73	Sporting Goods	
TRANSFER	4	2	21.760	262.200	Late delivery	1	73	Sporting Goods	
DEBIT	2	1	24.580	245.810	Late delivery	1	73	Sporting Goods	
TRANSFER	2	1	16.390	327.750	Late delivery	1	73	Sporting Goods	
DEBIT	1	1	160.630	318.470	Late delivery	1	73	Sporting Goods	

Figure 6: Supply Chain Data Dictionary

## - Sales Data

- **Order\_ID** (INT) – Unique identifier for each transaction.
- **Customer\_ID** (INT) – Link to customer records.
- **Sales\_Amount** (DECIMAL) – Revenue generated per order.

sales_data.csv 14 fields 541954 rows									
Table Details	generated_sales	generated_sales	generated_sales	generated_sales	generated_sales	generated_sales	generated_sales	generated_sales	generated_sales
Sale Id	Order Id	Customer Id	Sale Date	Payment	Transaction Amount	Discount	Tax	Return	Return Dat
S350027417	35002	2140	10/06/2016 ...	Cash	32.500	0.9800	2.6000	No	null
S371991651	37199	7749	17/07/2016 ...	Credit Card	20.000	0.6000	1.6000	No	null
S371992035	37199	7749	19/07/2016 ...	Cash	20.000	0.6000	1.6000	Yes	18/08/2016 ...
S371994205	37199	7749	08/07/2016 ...	Bank Transfer	20.000	0.6000	1.6000	No	null
S339715240	33971	8617	11/05/2016 ...	PayPal	129.990	3.9000	10.40...	Yes	07/06/2016 ...
S361728556	36172	1371	29/06/2016 ...	Cash	26.000	1.0400	2.0800	No	null
S361725372	36172	1371	13/06/2016 ...	PayPal	26.000	1.0400	2.0800	No	null
S361725447	36172	1371	09/07/2016 ...	Credit Card	26.000	1.0400	2.0800	No	null
S361727532	36172	1371	18/06/2016 ...	Credit Card	26.000	1.0400	2.0800	Yes	26/06/2016 ...
S361727377	36172	1371	04/07/2016 ...	Bank Transfer	26.000	1.0400	2.0800	Yes	19/07/2016 ...
S339675926	33967	9118	28/05/2016 ...	Bank Transfer	65.000	2.6000	5.2000	Yes	18/06/2016 ...
S339675935	33967	9118	11/05/2016 ...	Credit Card	65.000	2.6000	5.2000	No	null
S396151767	39615	5464	03/08/2016 ...	PayPal	129.990	5.2000	10.40...	No	null
S386712269	38671	2549	09/08/2016 ...	Cash	129.990	5.2000	10.40...	Yes	28/08/2016 ...
S346045392	34604	8506	31/05/2016 ...	Credit Card	43.330	2.1700	3.4700	Yes	14/06/2016 ...

Figure 7: Sales Data Dictionary

## - Competition Data

- **Competitor\_Name** (VARCHAR) – Name of competitor.
- **Product\_ID** (INT) – Matches products for comparison.
- **Price** (DECIMAL) – Price of product in competing stores.

competition_data.csv 19 fields 180519 rows									
Table Details	competition_dashboard	competition_dashboard_data	competition_id	competition_dashboard	competition_dashboard	competition_sales	competition_revenue	competition_dashboard	competition_dashboard
Competitor Id	Competitor Name	Market	Product Name	Category	Sales	Revenue	Profit Margin	Satisfaction	Marketing Channel
24	Premier Traders	USCA	Bridgestone e6 S...	Golf Bags & ...	6.478	330.116.39	17.7200	99	Content Marketing
43	Alpha Mart	Europe	Glove It Urban Bri...	Strength Tra...	5.466	215.515.23	23.9900	93	Email Marketing
20	Alpha Outlet	LATAM	Merrell Men's All ...	Garden	16.890	471.110.10	10.2600	83	PPC
35	Elite Distributors	Africa	insta-bed Neverl...	Lacrosse	43.150	185.319.55	8.7500	67	SEO
29	Global Market	Europe	Merrell Women's ...	Cleats	38.068	379.055.08	8.8600	57	Email Marketing
30	Omega Market	Europe	Titleist Small Wh...	Baby	43.467	255.497.65	11.8900	78	Social Media
41	Alpha Market	USCA	Dell Laptop	Women's G...	28.154	469.610.92	7.4700	67	Email Marketing
22	Global Retailers	LATAM	The North Face W...	Cardio Equi...	49.579	488.514.91	17.5800	73	SEO
32	Gamma Outlet	USCA	Team Golf Tennes...	Electronics	30.707	155.624.21	24.2800	65	Content Marketing
47	United Distributors	LATAM	Under Armour Gir...	Men's Golf ...	20.660	231.347.22	6.5000	51	SEO
39	Delta Store	Europe	TaylorMade 2014 ...	Crafts	3.968	398.473.79	10.4100	50	Affiliate
15	Premier Outlet	Europe	LIIJA Women's Eye...	Cameras	9.962	153.391.48	13.2200	75	Content Marketing
24	Omega Retailers	Europe	Industrial consu...	Golf Gloves	8.411	136.244.76	13.4600	94	PPC
48	Gamma Distributors	USCA	CDs of rock	Kids' Golf Cl...	16.385	66.112.92	21.9400	87	Social Media
21	Delta Outlet	USCA	Nike Men's Dri-FI...	Music	3.615	106.629.44	21.5200	74	Social Media

Figure 8: Competition Data Dictionary

## 5. System Analysis and Design

### a. Feedback Management System

A thorough feedback system is required, given the difficulties Debenhams Ireland has had restoring trust of their customers and also improving the quality of the services they provide. The main objective here is to gather and examine consumer experiences effectively as this is bound to enhance consumer satisfaction and service.

The feedback system integrates with the CRM (Salesforce) and email automation tools to capture valuable insights and respond to concerns in a more proactive fashion. The following are the main features:

- Multi-Channel Feedback Collection – Surveys via email, website, and post-purchase interactions.
- Sentiment Analysis – AI-driven analysis to categorize feedback as positive, neutral, or negative.
- Automated Follow-Ups – Personalized responses based on feedback type.

The Process Flow is as follows:

1. Customer Identification – Identify customers for feedback collection based on purchase history.
2. Determine Eligibility – Assess which customers should receive feedback requests.
3. Trigger Feedback Request – Post store visit or product purchase, email sent for feedback submission.
4. Customer Submission – Customer provides feedback via online form.
5. Response Collection – Feedback gathered in centralized database.
6. Analysis & Reporting – Analytics extract insights and categorize responses.
7. Action Implementation – Based on findings, service enhancements and corrective measures are deployed.

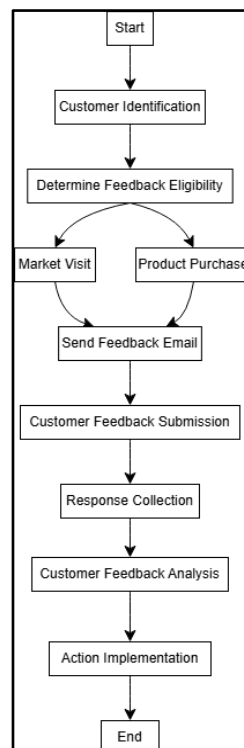


Figure 9: Feedback Management System Flowchart

## b. Order Reschedule System

The Order Reschedule System allows for customers to modify delivery dates in a dynamic way through an online portal. This improves the shopping experience and also lowers number of missed deliveries.

This system integrates with the CRM and logistics platforms to ensure seamless order tracking, status updates, and automated notifications for customers and warehouse teams.

Its most important features include:

- Self-Service Portal – Customers log in and adjust delivery dates.
- Automated Notifications – Confirmation emails and alerts on successful reschedule.
- CRM Integration – Order changes logged for future customer reference.

The Process Flow is as follows:

1. Status Check – System verifies order's current status (Confirmed, Pending, or Cancelled).
2. Confirmed Orders – Process moves directly to dispatch and delivery.
3. Pending Orders – Reminder email prompts rescheduling or confirmation.
4. Cancelled Orders –
  - a. Rescheduled email sent to customer.
  - b. Customer selects new delivery date.
  - c. System confirms and updates CRM, sending final notification.
5. Final Processing – Updated orders sent to warehouse/logistics teams.

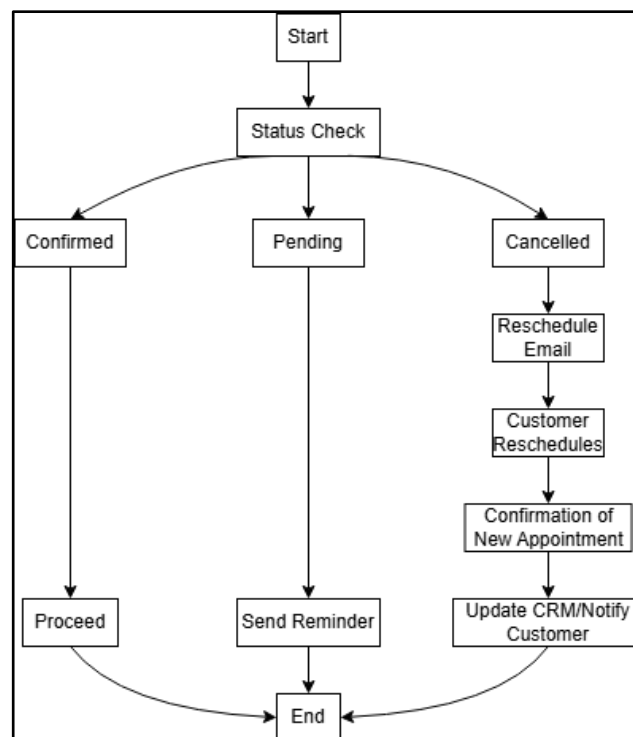


Figure 10: Order Reschedule System Flowchart

## c. Loyalty & Subscription System

To support long-term engagement and customer retention strategies for the relaunch of Debenhams in Ireland, it is important to implement a robust loyalty and subscription based system – this will be achieved through the use of Salesforce CRM. The CRM system is designed to automate marketing, to use data-driven insights to build brand affinity, and to encourage repeat purchases by creating personalised customer experiences. The Loyalty & Subscription System will function as a closed feedback loop system that customer data will be used continuously to make informed decisions and to tailor communication and rewards to the customers. The system combines a variety of features such as campaign delivery, subscription opt-ins and customer segmentation (loyalty tracking) all in a unified CRM environment.

### 1. Customer Onboarding

Debenhams customers are provided with the chance to opt-in to the subscription programs through online popups like newsletter sign ups or in-store prompts at the checkout counter. Considering the store is to be reopened in Ireland, GDPR compliance should be ensured in the consent preferences.

### 2. Data Collection and Storage

Once a customer has subscribed, the customer information is saved on Salesforce – the information stored includes behavioral data, contact details and transaction history. This forms the foundation for future segmentation and personalization of customer experiences.

### 3. Customer Segmentation

Salesforce CRM enables customer segmentation such as: New Subscribers, Occasional Buyers and Loyal Repeat Customers – these segments drive engagement and are used for custom marketing efforts. Moreover, the insights used for segmentation include factors like customer interaction history, demographics, purchase patterns and frequency.

### 4. Loyalty Point Tracking

Loyalty points are tracked automatically using the CRM. The CRM then links the earned points to the customers records and this is the foundation for loyalty rewards. Debenhams customers can earn loyalty points through actions like – providing feedback and reviews, purchasing items, referring friends and even taking part in marketing polls.

### 5. Tier-Based Reward System

The customers are ranked based on tiers which are determined by their engagement levels and accumulated points. The customer can graduate to higher tiers and each tier unlocks exclusive benefits like free delivery, birthday discounts and even early access to new collections. The tiers are listed as follows:

- **Silver** – Entry level
- **Gold** – Mid-level purchasing patterns and engagement
- **Platinum** – High-value customer with frequent purchases and engagement.

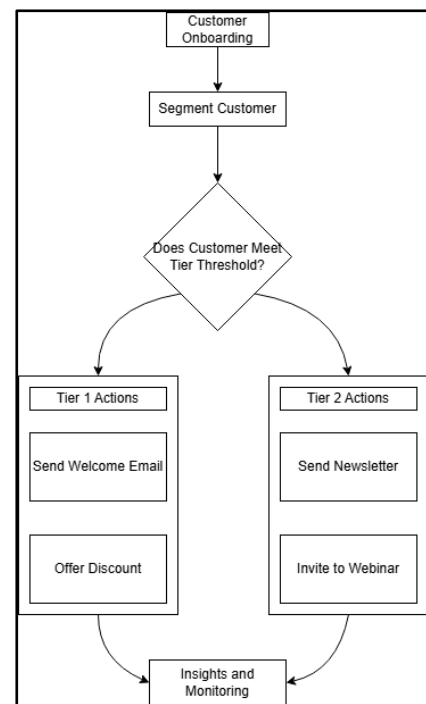


Figure 11: Subscription System Flowchart

## 6. Personalized Communications

Debenhams customers can be sent targeted automated content such as exclusive offers based on their tiers, monthly newsletters that include information on promotions, new products and new launches, and also reconnection emails to inactive users. Salesforce has pre-made templates on the system that enables the business to always have efficient and consistent emails.

## 7. Feedback and Sentiment Collection

Tools like Chatter on Salesforce can be used to muster customer feedback and opinions. The tools can be used to gauge customers sentiments through polls (e.g., “Are you excited for the Debenhams reopening?”), and also through an analysis of the inquiries and complaints logged (e.g., refund requests or bulk purchase issues) can be used to improve service delivery to customers.

## 8. Reporting and Monitoring

The dashboard feature on Salesforce can be used to provide metrics that can help refine Debenhams customer loyalty strategy as well as assessing impacts on sales and customer satisfaction. This is possible through analysing the campaign engagement metrics (e.g., clicks and open rates), loyalty tier distribution, resolution times of customer service tickets and also the rate of subscriber growth over time.

# 6. References

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# **Part 2: Implementation Report**

## **Contents**

- 1. Six-Sigma: DMAIC Framework**
- 2. PDCA Cycle and SWOT Analysis**
- 3. EKB Consumer Behavior Model**
- 4. Database Implementation: MySQL**
- 5. CRM Implementation: Salesforce**
  - a. Data Migration and Customer Segmentation
  - b. Automation of Sales and Marketing Campaigns
  - c. Metrics and Reporting
- 6. Dashboard Implementation: Tableau**
  - a. Sales Dashboard
  - b. Supplier Dashboard
  - c. Competitor Dashboard
- 7. Project Management: Trello**
- 8. References**

# 1. Six-Sigma: DMAIC Framework

Six Sigma is a fact-based business process improvement methodology which aims to eliminate defects and reduce variability in business processes with an objective of achieving near perfection. At its core lies what is addressing how to achieve customer satisfaction and operational excellence by identifying sources of error and removing variability in manufacturing and business processes. It uses the DMAIC approach to develop process improvements and deliver measurable results [1].

## 1. Define

- **Objective:**

Reposition Debenhams as a competitive, customer-centric department store in Ireland by streamlining the supply chain to be more efficient, reducing delivery times, and making the customer experience more personalized.

- **Scope:**

Operations (shipping and inventory), marketing (re-engaging customers), and customer service (feedback mechanisms) will be covered in this project. The Key Performance Indicators proposed to cover this include reduction in delivery time, Overhauled Net Promoter Score (NPS), and new and improved online conversion rates.

- **Resources:**

Investment in analytic tools, supply chain optimization software, personnel training, and an improved CRM system (Salesforce). Cross-functional teams from logistics, IT, customer service, and marketing will be involved.

## 2. Measure

- **Current Performance:** Baseline metrics will be collected on order fulfillment times, inventory turnover rates, customer complaints, online bounce rates, and marketing ROI.
- **Data Collection:** Data will be sourced from:
  - Pre-closure legacy operational data
  - Current industry benchmarks.
  - Surveys of users and sentiment analysis in social media
  - Pilot website test launches

## 3. Analyse

- **Identify Gaps:** Highlight areas of inefficiency like late delivery, low availability of stock, low personal interaction with customers, and outdated in-store processes.
- **Root Cause Analysis:** Use advanced techniques such as Fishbone diagrams and 5 Whys will be utilized to identify root causes of:
  - Low customer retention
  - Negative brand reputation after a shutdown
  - Mismanaged inventory
  - Offline and online disconnected experiences

## 4. Improve

- **Process Redesign:**

- Overhaul inventory management using demand forecasting software
- Launch a hybrid store-online initiative with touchpoints digitally incorporated
- Tailor marketing to customer segmentation and AI-based suggestions
- Streamline customer support through omnichannel support tools.

- **Pilot Testing:**  
Implement A/B testing of marketing initiatives and track delivery performance by target regions.
  - **Full Implementation:**  
Implement improvements nationwide, phased store openings, and advertising promotions. Every employee will be retrained to new brand goals.
- 5. Control**
- **Monitoring:**  
Implement real-time dashboards to monitor key measurements—delivery speed, customer loyalty, sales growth, and satisfaction.
  - **Feedback Loop:**  
Gather constant feedback from loyalty programs, customer surveys, and staff feedback.
  - **Documentation:**  
Develop SOPs for every new process. Periodic audits will be scheduled to ensure compliance and consistency in operations.

## 2. PDCA Cycle and SWOT Analysis

The PDCA cycle is a powerful tool for the control and continuous improvement of processes and products that can be used by all types of businesses. Implementing this will go a long way to facilitate Debenhams in reestablishing itself back to the Irish market [2]. Here is a breakdown of how we hope to achieve it:

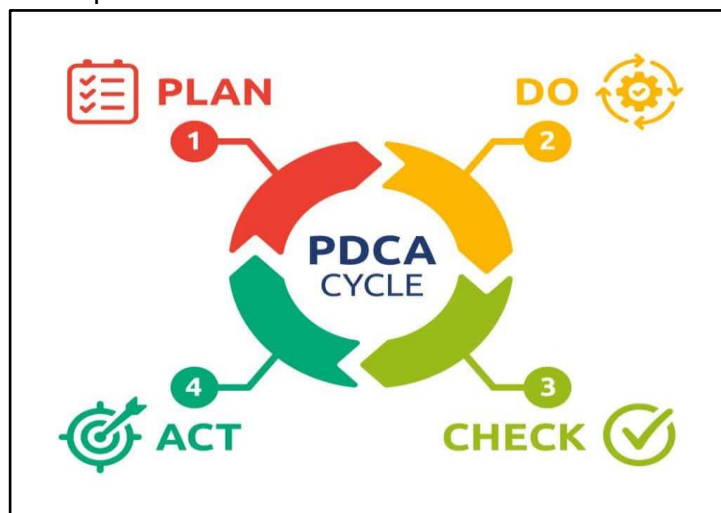


Figure 1: The PDCA Lifecycle

### 1. Plan:

- **Determine Which Areas to Work on:**  
The Debenhams turn-around will begin by working through areas for improvement such as enhancing the digital shopping experience, changing to an omnichannel approach, restoring customer trust, and bringing improved layouts and personalization back in store.
- **Goals:**  
**Clear and measurable goals are:**
  - First-year: 15% increase to online conversion rates
  - Enhanced service delivery resulting in 90% customer satisfaction score
  - Reducing return rates by 10% with better product info and size guides
  - 70% inventory visibility across online and offline channels



- **Develop Strategy:**
  - **Enhancement in Customer Experience:** Redesign store layouts to create an immersive shopping environment and provide customized training to staff for improved customer service.
  - **Omni-Chanel Integration:** Provide a flawless online experience that complements the in-store one: click-and-collect and convenient returns as examples.
  - **Marketing Campaigns:** Reengaging with the Irish consumers through direct marketing campaigns, highlighting the new commitment Debenhams has to quality and service.

## 2. Do

- **Implement Changes:**  
As part of the rollout, the brand will initiate pilot projects such as:
  - An updated website and app that includes simplified navigation, virtual try-ons and smart search
  - A new store design featuring customer-facing experiences (e.g., beauty bar, personal stylists)
  - Loyalty program that earns points towards personalized offers and events for early-access
- **Small Scale Testing:**  
Store rollout will start with one store (in, like, the middle of Dublin) and the soft launch of digital platforms. Starting out in small, controlled environments to gain insight that's actionable before national expansion.
- **Staff Training:**  
Conduct comprehensive training sessions that focus on higher level customer communication skills and alignment with new processes and systems.
- **Technology Upgrades:**  
Use upgraded point of sale systems that align the online platform to inventory management for real-time stock accuracy.

## 3. Check

- **Monitor Performance:** Need to do a periodic review of how new changes have been performed against the goals established with the help of key performance indicators (KPIs). This could be customer feedback scores, online traffic analytics, sales data, etc.
- **Evaluation:** Collect feedback from customers and employees on the new initiatives that give insight into the effectiveness and reveal where improvements are needed.
- **Review:** Evaluate the data collected and identify the trends in the strategies implemented, the successes and failures.

## 4. Act

- **Standardize best practices:** Initiatives that not only met the objectives but exceeded it should be a standard operating procedure in all sites.
- **Help Identifying Weaknesses:** A root cause analysis and revisit strategies for areas where objectives are missed. This involves reverting back to the planning stage when alternative strategies are developed.
- **Continuous Improvement:** Develop an auto pilot of iterating out thoughts centered around up-to-date market change and refinement strategies, while taking note of constant feedback, that will keep Debenhams competitive and ahead of the game.

By repeatedly applying the PDCA cycle, Debenhams will develop a culture of continuous improvement, which is crucial for the current and future customers' satisfaction and sustainable development of customer loyalty.

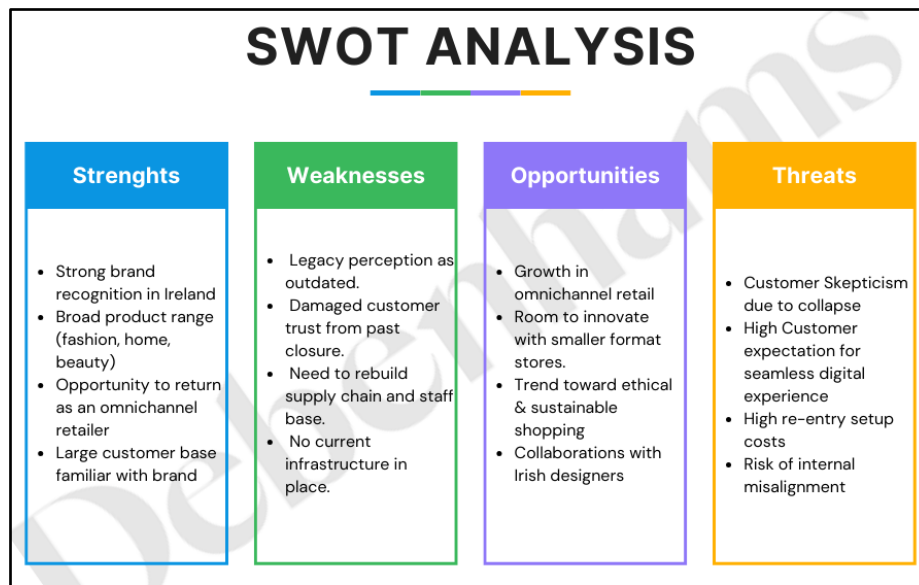


Figure 2: SWOT Analysis Methodology

### 3. EKB Consumer Behavior Model

1. **Problem/Need Recognition:** Irish consumers are suffering from fragmented shopping, with reduced range and convenience previously offered by Debenhams. Its return is intended to reclaim its position as Ireland's best shop for style, value, and affordability.
2. **Information Search:** Customers want high quality, diversity and reasonable prices. Debenhams will have a renewed online presence, refreshed website, work with influencers and use more local campaigns to make things easy to discover and create excitement and trust.
3. **Evaluation of Alternatives:** Debenhams isn't the only choice in Ireland for affordable or luxurious department store shopping — Penneys and Arnotts are also available, but they don't provide the department store experience. Debenhams fills that gap with prices that are accessible, exclusive lines, sustainability, and collections that are curated with real value.
4. **Purchase Decision:** Shoppers can visit in-store or shop online without hassle. Every consumer, big or small, who gets what they want in a timely manner does so via an empowering, rewarding shopping experience that includes easy launch offers, collaboration in loyalty cards, flexibility with payments and no-risk returns that reduce reluctance and are incentives to purchase
5. **Post-Purchase Evaluation:** Debenhams will build loyalty through tailored follow-ups, frictionless returns and responsive support. You will be satisfied with loyalty rewards, tailored approaches and product review incentives encouraging repeat purchases and long-term involvement.

## 4. Database Implementation: MySQL

The database management system integrated in this project is MySQL and this is to store and manage sales, supply chain, and competition data together in an efficient manner. The objective is to guarantee a more organized data storage method that is simple to retrieve for analysis and one that integrates seamlessly with Tableau and other visualization tools. The tables in the MySQL database called `debenhams_data` are seen in the Figure 3 below.

```
mysql> SELECT database();
+-----+
| database() |
+-----+
| debenhams_data |
+-----+
1 row in set (0.20 sec)
```

```
mysql> SHOW TABLES IN debenhams_data;
+-----+
| Tables_in_debenhams_data |
+-----+
| competition_data |
| sales_data |
| supply_chain_data |
+-----+
3 rows in set (0.00 sec)
```

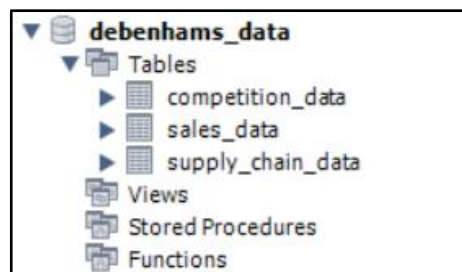


Figure 3: Database Model Implemented in MySQL

Some of the reasons for MySQL Integration include:

- Scalability – Handling of large datasets in an efficient manner.
- Structured Data Management – Improved organization by enforcing inter-entity relationships.
- Performance Optimization – Quick retrieval/updates through queries and indexing.
- Compatibility – Connects with Salesforce for CRM features and Tableau for dashboarding with ease.

Using such a database mechanism also further expects outcomes as follows:

- A structured relational database that links sales, supply chain, and competition data.
- Efficient queries for active insights and further reporting.
- A centralized repository supporting automated data pipelines for creation of dashboards.

The following Figure 4 shows an example query that was run in MySQL Workbench.

The screenshot shows the MySQL Workbench interface. The SQL editor at the top contains the following query:

```

1 * SELECT *
2 FROM sales_data
3 LIMIT 100;

```

Below the editor, the 'Results' tab is active, displaying a table with 10 columns: Sale Id, Order Id, Customer Id, Sale Date, Payment Method, Transaction Amount, Discount Applied, Tax Amount, Return Status, and Return Date. The table contains 10 rows of data. Below the table, the 'Output' tab shows the execution log with three entries:

```

23 19:40:05 PREPARE stmt FROM 'INSERT INTO `debenhams_data`.`competition_dashboard_data_final` (Comp... OK
24 21:05:25 DEALLOCATE PREPARE stmt OK
25 11:13:57 SELECT * FROM sales_data LIMIT 100 100 row(s) returned

```

Sale Id	Order Id	Customer Id	Sale Date	Payment Method	Transaction Amount	Discount Applied	Tax Amount	Return Status	Return Date
5772029717	77202	20755	2018-02-05 22:56:00	Bank Transfer	65.55	2.62	5.24	No	
5772023687	77202	20755	2018-02-11 22:56:00	Credit Card	65.55	2.62	5.24	No	
5772028032	77202	20755	2018-02-02 22:56:00	Bank Transfer	65.55	2.62	5.24	Yes	2018-02-14 22:56:00
5772025040	77202	20755	2018-02-11 22:56:00	Credit Card	65.55	2.62	5.24	No	
5772022049	77202	20755	2018-02-12 22:56:00	Cash	65.55	2.62	5.24	No	
5759382752	75938	19492	2018-02-11 12:27:00	PayPal	327.75	16.39	26.22	Yes	2018-03-11 12:27:00
5759382490	75938	19491	2018-02-08 12:06:00	PayPal	109.25	6.01	8.74	No	
5759389589	75938	19491	2018-02-02 12:06:00	Credit Card	109.25	6.01	8.74	No	
5759389552	75938	19491	2018-02-23 12:06:00	PayPal	109.25	6.01	8.74	No	

Figure 4: Example Query Run Through MySQL Workbench

## 5. CRM Implementation: Salesforce

A Salesforce CRM was developed in anticipation of Debenhams reopening in Ireland, the CRM demonstrates how marketing interactions, service requests and customer data can all be managed efficiently using a single centralized platform. In this section of the report, the implementation of simulated key CRM functionalities is reviewed – data migration and customer segmentation, reporting and marketing automation.

### a. Data Migration and Customer Segmentation

Although Debenhams lacks a CRM system currently, a simulated customer database illustrated in Figure 5 was implemented, and Salesforce was used to showcase how historical data and real-time customer data can be systematized after migration. This was possible through the following actions:

- Sample customer profiles are created and stored in Salesforce Contacts
- Simulated scenarios are fabricated based on usual business criteria such as customers asking for refunds, customer purchase behavior and customer engagement.
- Marketing campaigns and targeted services are established for the listed customer types.

	Name	Phone	Email	Actions
1	<input type="checkbox"/> Hartwell Tebbe	751-295-4642	htebbeb@usda.gov	[Email] [Phone] [Dropdown]
2	<input type="checkbox"/> Devora Nerheny	788-613-1179	dnerhenyh@cnbc.com	[Email] [Phone] [Dropdown]
3	<input type="checkbox"/> Jamey Judron	885-649-7722	jjudron0@statcounter.com	[Email] [Phone] [Dropdown]
4	<input type="checkbox"/> Moli Catenot	884-145-4448	mcatenot1@virginia.edu	[Email] [Phone] [Dropdown]
5	<input type="checkbox"/> Umeke Bazeley	101-862-2357	ubazeley2@desdev.cn	[Email] [Phone] [Dropdown]
6	<input type="checkbox"/> Farrah Jeandet	122-757-0146	fjeandeta@domainmarket.com	[Email] [Phone] [Dropdown]
7	<input type="checkbox"/> Trever Oxterby	219-231-6552	toxterbyc@over-blog.com	[Email] [Phone] [Dropdown]
8	<input type="checkbox"/> Nikos Kelsow	941-294-5452	nkelsowd@about.me	[Email] [Phone] [Dropdown]

Figure 5: Simulated Customer Contact List Through Salesforce

## b. Automation of Sales and Marketing Campaigns

Salesforces tools are designed to demonstrate sample engagement posts that Debenhams could post after they relaunch in Ireland to boost customer engagement – this demonstrates how capable the CRM is for marketing and service automation.

### i) Email Campaigns: Newsletter Subscription

To encourage customers to subscribe to Debenhams monthly newsletter, an email template is created. The template can be personalized for different customer groups and it can also be automated.

Information	
Email Template Name	Subscribe to our monthly news letter
Description	
Made in Email Template Builder	<input type="checkbox"/>
Message Content	
Subject	
HTML Value	
Enhanced Letterhead	
Additional Information	
Created By	Latifa Jaffer, 01/04/2025, 17:00
Last Modified By	Latifa Jaffer, 01/04/2025, 17:00

Figure 6: Newsletter Subscription Salesforce Implementation

### ii) Case Management: Bulk Order Request

As illustrated in Figure 7 below, an example case scenario was logged for a fictional customer named 'Trever Oxterby' who is attempting to place an unusually large order of

10,000 winter coats. This log highlights how effective the CRM would be at showcasing the documentation of bulk entries and the escalation of the case through support workflows.

The screenshot shows a Salesforce Case record titled "Winter coats purchase". The case is assigned to Ibrahim Malik, has a priority of Medium, and is escalated. The case number is 00001026. The feed shows a recent update by Ibrahim Malik: "Case created". The details section on the right lists various fields: Case Owner (Ibrahim Malik), Case Number (00001026), Contact Name (Trever Osterby), Contact Phone (219-231-6552), Contact Email (tosterbyc@sever-blog.com), Account Name, Type, Case Reason, Web Email, Web Company, Web Name, Web Phone, Date/Time Opened (04/04/2025, 12:42), Date/Time Closed, Product, Engineering Req Number, Potential Liability, SLA Violation, Created By (Ibrahim Malik, 04/04/2025, 12:42), Last Modified By (Ibrahim Malik, 04/04/2025, 12:42), Subject (Winter coats purchase), Description (Trever would like to purchase 10,000 winter coats of the same colour. He is not able to order the coats online due to the quantity and the order has been sucked out. His case needs to be dealt with.), Internal Comments, and Up-sell / Cross-sell Opportunity.

Figure 7: Handling Orders Through Salesforce

### iii) Call Log: Refund Follow-up

A call log case scenario is created for a customer called “Devora Nerheny” who is requesting a refund due to a delayed delivery – this is illustrated in Figure 8. The simulation is effective at demonstrating how Salesforce can guarantee proper service continuity and follow-ups for customer service case tracking.

The screenshot shows a Salesforce Task record titled "Call". The task is assigned to Ibrahim Malik, has a status of Completed, and is related to Devora Nerheny. The task is due on 04/04/2025 and has a priority of Normal. The details section on the right lists various fields: Assigned To (Ibrahim Malik), Subject (Call), Due Date (04/04/2025), Priority (Normal), Created By (Ibrahim Malik, 04/04/2025, 12:38), Last Modified By (Ibrahim Malik, 04/04/2025, 12:40), Status (Completed), Name (Devora Nerheny), Related To (Refunds), and Comments (Devora has a ticket open regarding her delivery - she needs a refund for the damaged product. She has sent several emails and would like to speak to a manager.).

Figure 8: Handling Follow-Up Requests Through Salesforce

### iv) Interactive Communication: Chatter Post & Poll

The reopening of Debenhams is announced through a chatter post that simulates internal updates and customer-facing updates. This is demonstrated in Figure 9 that illustrates the chatter post within the Salesforce CRM platform which announces the big reopening “Debenhams is reopening soon, do not miss out!”

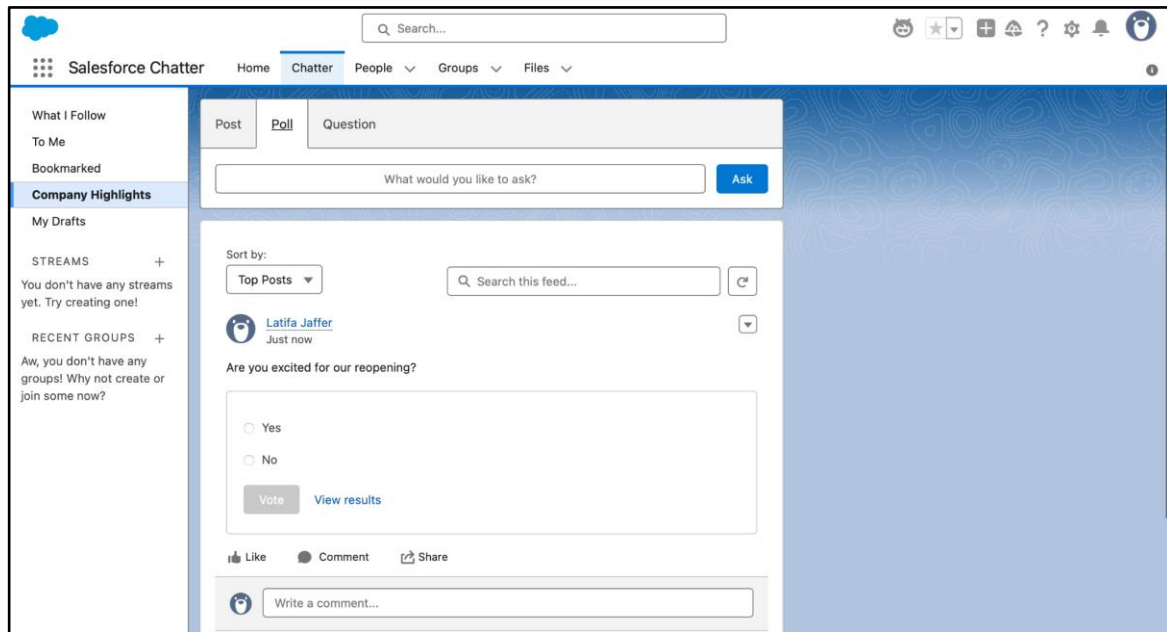


Figure 9: Interactive Post Through Salesforce

Moreover, a customer poll is also posted on the Salesforce CRM to showcase interactive marketing engagement. The poll asks customers whether they are excited for Debenhams reopening, showcasing how interactive features can be used to gauge users' sentiments.

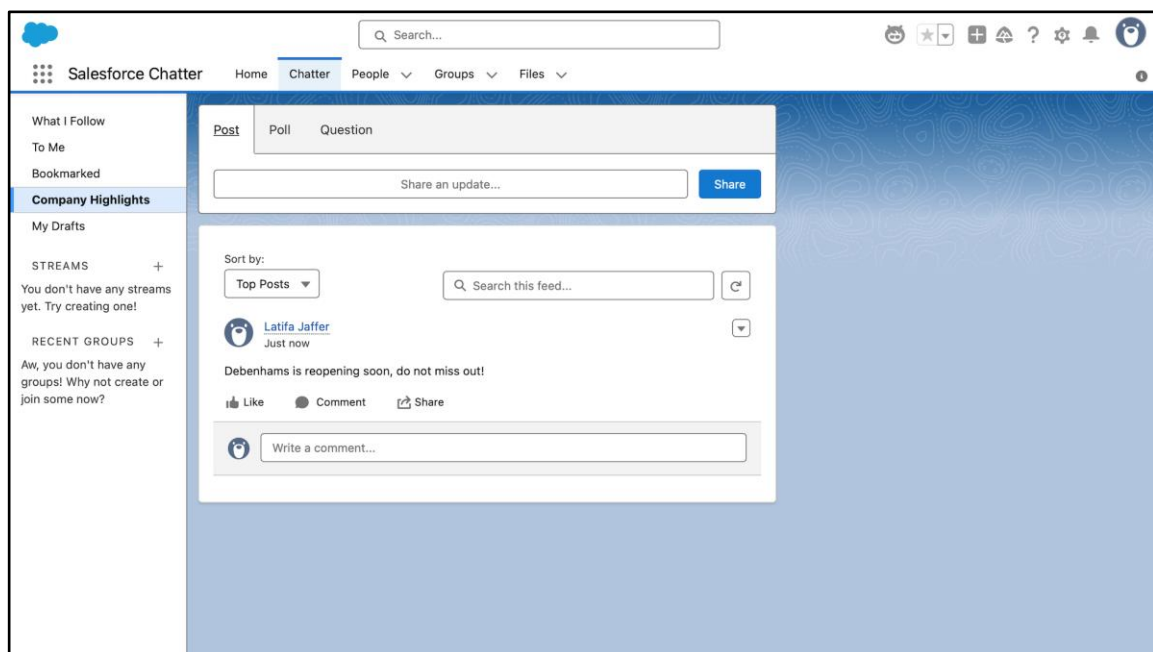


Figure 10: Customer Poll Implementation Through Salesforce

### c. Metrics and Reporting

Using Salesforce's built-in reporting kits, sample dashboards and reports are created – this allows Debenhams to visualize and monitor the customer behavior patterns and CRM activities. The dashboard is capable of simulating key metrics such as newsletter engagement statistics, poll response data, open vs closed service tickets, customer distribution by category, service response tracking and task timelines. The Figure 11 illustrates a sample dashboard using prototype data on Salesforce that showcases customer feedback through tickets raised by customers and cases made ranked through priority.



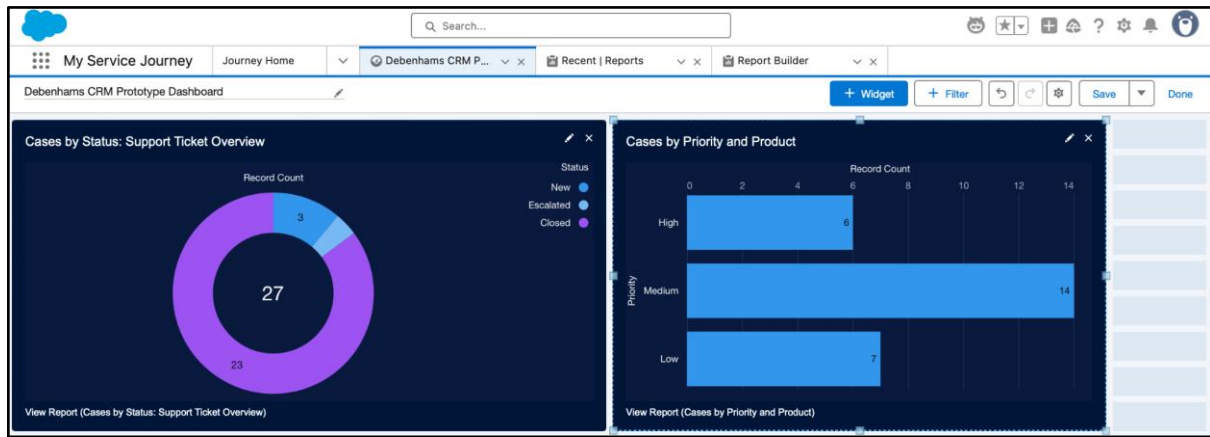


Figure 11: Salesforce Dashboard

Using Salesforce Debenhams can enhance its operations by generating real-time insights through reports and dashboards. Moreover., it can centralize customer data and automate service processes and marketing strategies. The simulated features demonstrated in the CRM prototype provides a realistic vision that Debenhams can use to transform its digital footprint when relaunching while also building strong customer relationships.

## 6. Dashboard Implementation: Tableau

### a. Sales Dashboard

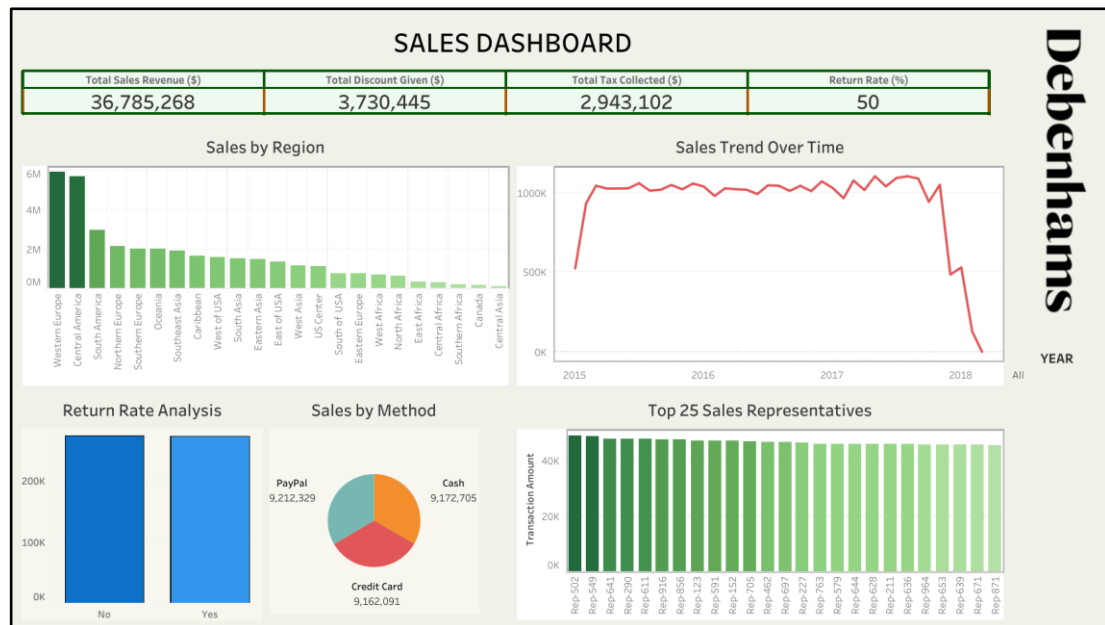


Figure 12: Sales Dashboard

The Debenhams Sales Dashboard provides revenue performance insights with regional distribution. The key performance indicators (KPIs) at the top show total sales revenue of \$36 million, with discounts to approximately \$3.7 million. This is while the tax collections are at a value of \$2.9 million. Most concerning is the return rate of 50%, which indicates that half of all purchases are being returned. This goes to represent significant operational and financial challenges.



The sales by region bar chart shows Western Europe as the dominant market with approximately \$50 million in sales, followed by Central America at around \$35 million. Some markets, like Central Asia and Global Online, go on to show a gradual decline. They appear to be showing minimal contribution, suggesting potential growth opportunities or markets that may need reevaluation.

The sales trend with time line graph shows stable performance from 2015 through most of 2017, maintaining approximately \$120 thousand in sales. A dramatic decline, however, is seen starting late 2017 and going into 2018, dropping to near zero. This requires immediate investigation into potential market disruptions, competitive pressures, or even internal operational issues.

A relatively balanced distribution across the payment options is seen in the sales by method pie chart, with PayPal at \$5.2 million, Cash transactions at \$5.1 million, and Credit Card payments leading slightly at \$6.1 million.

The top 25 sales representatives bar chart shows consistent performance across the entirety of the team. It points towards a well-trained sales force, however, similarity in performance levels might indicate standardized sales targets and also a potential for higher achievement through more competitive incentives.

All things taken into account, this dashboard highlights a number of crucial areas that require management's attention: the incredibly high return rate, the disastrous sales fall, and opportunities to improve regional performance and payment method plans.

## b. Supplier Dashboard

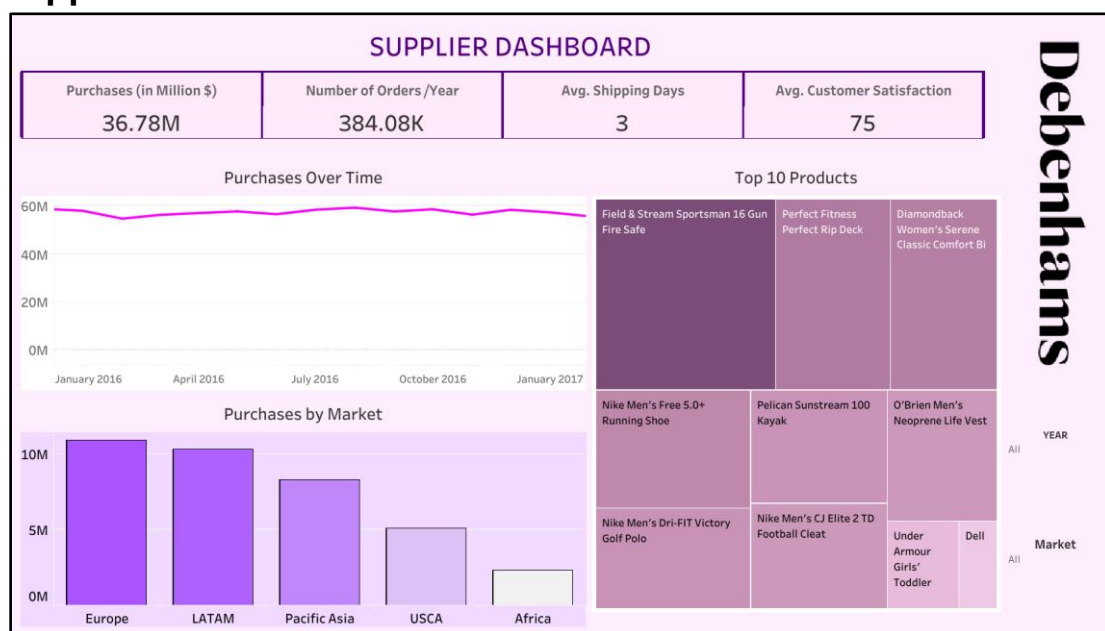


Figure 13: Supplier Dashboard

The Supplier Dashboard presents detailed overviews of purchasing activities, market distribution, and product performance. The metrics show purchases of \$36.78 million, with an impressive 384,080 orders processed annually. The average shipping time is 3 days, demonstrating efficient logistics operations. Despite being acceptable, the average customer satisfaction score of 75 indicates that customer experience might be improved.

The purchases over time line graph reveals relatively stable purchasing patterns from January 2016 through January 2017. This stable trend goes to indicate good supplier relationships with predictable inventory management practices.

The purchases by market bar chart show Europe as the dominant market with approximately \$11 million in purchases, closely followed by LATAM at approximately \$10 million. While Africa and the USCA have far lower purchase volumes, at about \$2 million and \$5 million, respectively, Pacific Asia provides over \$8 million. This highlights the company's stronger presence in the European and Latin American markets.

The top 10 products visualization reveals a diverse product mix featuring sporting goods, fitness equipment, apparel, and outdoor recreation items. Existence of known companies like Nike (whose three products rank in the top 10) and niche goods like the Pelican Sunstream 100 Kayak also shows a broad range of products that appeal to different customer groups.

This dashboard offers important insights for management to optimize supplier relationships and product selection. The balanced patterns in purchase suggest stable operations. This is valid even if the market distribution shows room for growth in underrepresented areas, especially in Africa and USCA.

### c. Competitor Dashboard

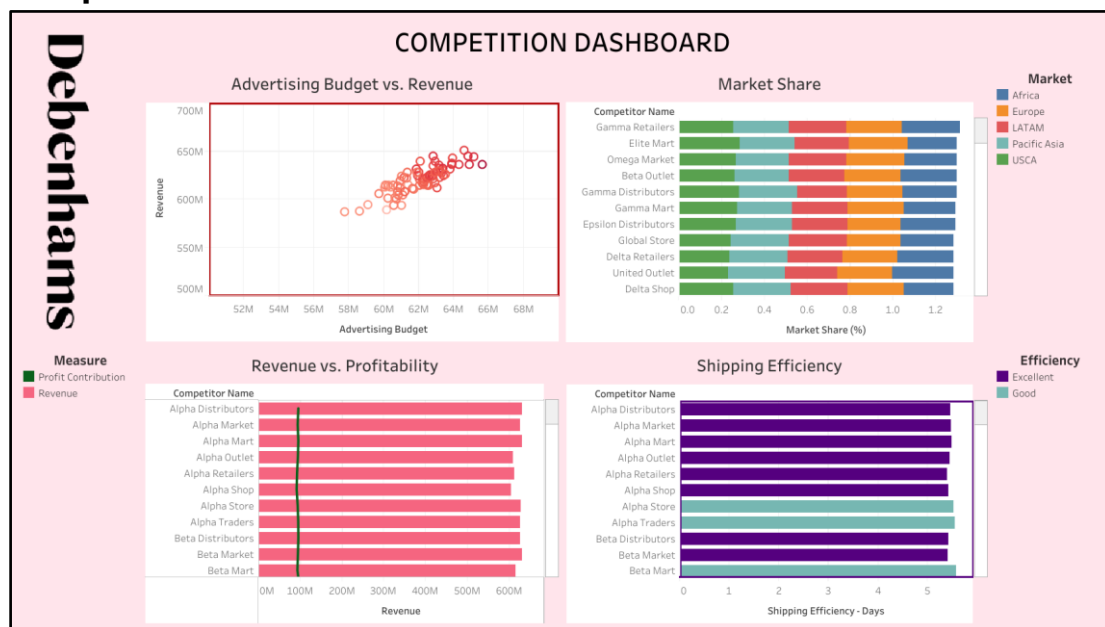


Figure 14: Competitor Dashboard

This Competition Dashboard for Debenhams offers integral insights into the company's market positioning against rivals.

The advertising budget vs. revenue scatter plot shows strong positive correlations between spending on advertising and revenue generation across the entirety of the competitive landscape. Data points of Debenhams (highlighted in red) cluster in the middle-upper range, which indicate moderate to high efficiency in advertising when compared to competitors, with approximately \$5,000-\$6,000 in revenue generated per \$400-\$600 advertising spend.

According to the market share graphic, Debenhams has a 15-20% market share and lags behind other competitors in some categories, suggesting that these markets require more competitive support.

The revenue vs. profitability bar chart shows that even though Debenhams achieves solid revenue figures, the profitability ratio is not leading the pack in the same way. Many other competitors, despite their lower revenue figures, appear to be operating with better profit margins. This suggests opportunities for Debenhams to improve efficiency in operations or even switch up pricing strategies.

The shipping efficiency chart positions Debenhams in the mid-range, with several competitors demonstrating superior logistics capabilities, a clear area for operational improvement.

In general, Debenhams has a strong competitive position, while several areas are identified as needing improvement. When compared to certain competitors, the company appears to be struggling with dominance in market share and delivery efficiency, yet displaying a respectable return on investment from advertising. These insights provide a direction for strategic initiatives to strengthen Debenhams' market position.

## 7. Project Management: Trello

As seen in Figure 15, Trello was used for the execution and implementation of all the required steps for the project.

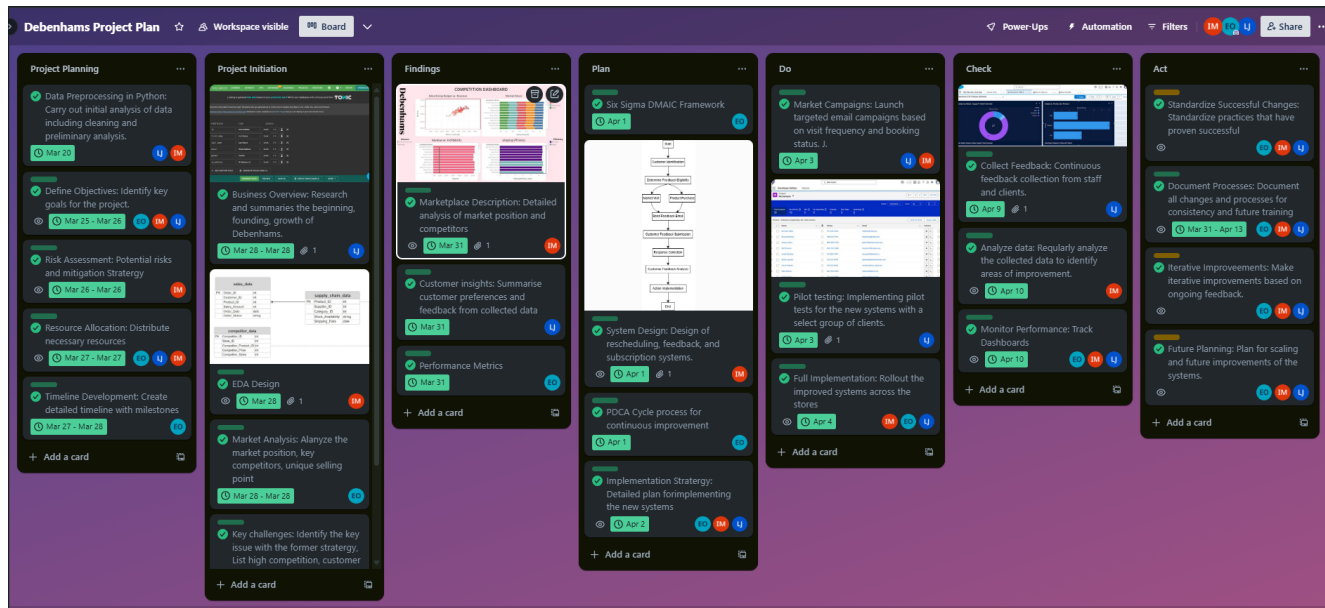


Figure 15: Trello Dashboard

## 8. References

- [1] A. Adeodu, R. Maladzhi, M. G. K.-K. Katumba, and I. Daniyan, "Development of an improvement framework for warehouse processes using lean Six Sigma (DMAIC) approach. a case of third-party Logistics (3PL) services," SSRN Electronic Journal, Jan. 2022, doi: 10.2139/ssrn.4068004.
- [2] K. Kowalik and D. Klimecka-Tatar, "SWOT-TOWS ANALYSIS AS a PLANNING TOOL OF PROCESS IMPROVEMENT BASED ON PDCA CYCLE IN SERVICE ENTERPRISE," Quality Production Improvement, vol. 06, pp. 152–162, Jul. 2017, doi: 10.30657/qpi.2017.06.15.