



# Scoping of Digital Interactions

## Energy & Utilities – Private Market : 30 M customers

### CONTEXT AND OBJECTIVES

- The client offers a wide range of digital Customer Relationship assets to its Private customers with different levels of maturity (search engine, virtual agent, Chat, Web Call Back, Forum, Social Networks...)
- In order to develop its Customer Relationship as a key differentiator on the market, the client wishes to re-define a global and consistent target vision of its Customer Relationship on digital platforms
- VERTONE has supported the client in the scoping and definition of this target vision including a 3 year roadmap

### MAIN STEPS OF THE PROJECT

- Perform an As-Is assessment of the current digital Customer Relationship in terms of customer experience and internal organization, by conducting 20 interviews with different departments and teams (Strategy, Innovation, Digital, Operations, Communication...)
- Identify key market trends
- Identify key strategic questions to address in the target definition
- Define the target vision in 3 workshops with the client teams
- Define a 3-year roadmap incl. work streams to launch

### Trends on Digital Customer Relationship

DES TENDANCES FORTES ONT ÉTÉ OBSERVÉES ET ONT SERVI À DÉFINIR LES RECOMMANDATIONS

#1. Une **aide en ligne** plus performante, s'appuyant notamment sur des outils de recherche centralisés et délaissant les Avatars

#2. Une **humanisation** de la relation client, via de nouveaux canaux de mise en relation avec les conseillers

#3. Une mobilisation de plus en plus forte des clients pour enrichir les contenus d'aide en ligne et **s'entraider**

#4. Une utilisation de **Facebook et Twitter** comme canal de relation client, plus ou moins intégrée selon les acteurs

#5. L'émergence du **Chat to Community** permettant aux clients de conseiller les visiteurs du site en temps réel

#6. Une **orientation** sur les canaux les plus recommandés, pour aider le client dans son choix

#7. Un accompagnement du client au fil de son parcours digital, pour **anticiper ses besoins d'aide**

#8. Une **personnalisation** de l'expérience sur les canaux digitaux

#9. Une approche de la relation client **multi-supports**, où le mobile et la tablette ont un rôle à jouer

#10. Un accompagnement du client au fil de son parcours digital, pour **anticiper ses besoins d'aide**

### RESULTS

- Definition of the target digital Customer Relationship, in a short timeframe of 2 months : presented and validated by the Marketing Management Committee, and shared with the Communications and Operations departments
- Definition of project work streams to reach the target, and launch of the short term work streams incl. Identification of Quick Wins



# Opportunity study on MRM tool implementation in a Marketing Campaign Department

Energy & Utilities – Revenue (2013) = € 76 billion - 28 M clients

## CONTEXT AND OBJECTIVES

- In order to improve operational effectiveness, the Marketing Department decided to examine the opportunity of implementing a Marketing Resource Management (MRM) tool.
- This kind of back-office marketing tool enables better cooperation between internal and external teams, better activity reporting and asset management.
- In this respect, VERTONE was in charge of leading an opportunity study, considering the needs and processes of marketing campaign teams

## MAIN STEPS OF THE PROJECT

- Interview each campaign marketing team to establish an audit of marketing processes and needs
- Interview major MRM editors to realize a benchmark of 5 MRM tools (functionality study, cost study, project approach, etc.)
- Organize a Customer success story meeting
- Evaluate the investment size of the project
- Formulate recommendations for top management and operational teams to set up this kind of project



## RESULTS

- The Marketing Department validated VERTONE approach and decided to launch the project of implementation



# Reworking and launch of a new range of energy saving offers

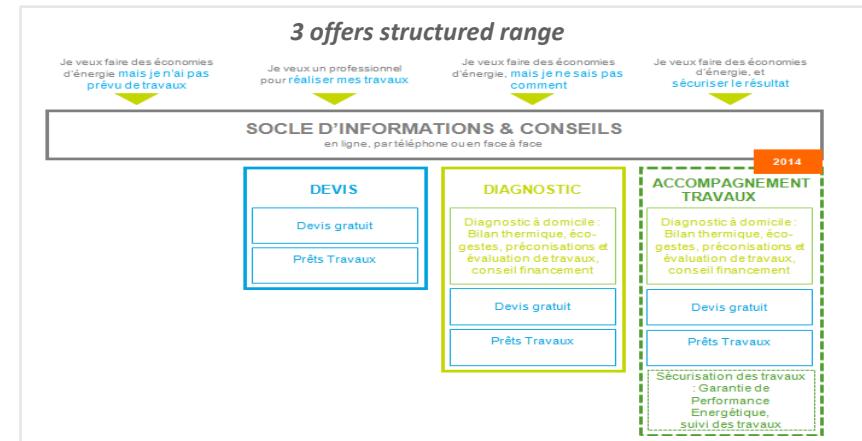
Energy – Turnover (2012) € 71.7 billion - 26M customers

## CONTEXT AND OBJECTIVES

- The objective of our intervention was to secure the launch of a new range of offers dedicated to energy savings for the residential market.
- The reworking of this range was part of a wider strategy with the aim of reinforcing the positioning of the actor in the energy savings subject (with a new brand,...). This new range had to comply with 3 main rules :
  - Simplicity : easy to explain, sale and produce
  - Customer Orientation : strong customer promise with clearly identified benefits
  - Profitability : a good contribution to the production of Energy Savings Certificates (CEE)

## MAIN STEPS OF THE PROJECT

- Described the Marketing Mix
- Defined the customer paths
- Identified IT and legal impacts
- Wrote communication platforms
- Built Business Plan
- Coordinated the roll-out (training, communication media, sales tools,...)
- Animated the project group and realized key presentations and documents concerning the project



## RESULTS

- 3 offers structured range designed to answer customer needs with a strong and easy to understand customer promise. A range approved by a market study among targeted customers.
- Commitment to planning schedule to ensure the TTM along with other aspects of the strategy (new brand, new website,...)
- A good appropriation by sales force thanks to efficient sales tools.



# Conception and implementation of a firm event about Satisfaction : the SMILE DAY

Utilities - Turnover (2012) = € 72.7 billion - 26 M private clients

## CONTEXT AND OBJECTIVES

- One regional division of the company doesn't reach their objectives about customer satisfaction
- A huge effort is necessary for middle management to mobilize teams
- The meeting goal is to mobilize people about customer satisfaction by :
  - Understanding strategic matter of customer satisfaction
  - Listening customer voice
  - Realizing changes to implement with teams
  - Sharing best practices

## MAIN STEPS OF THE PROJECT

- Defined meeting agenda with a theme : satisfaction = smile = Smile Day
- Structured workshops
- Produced video of the event
- Drove logistic organization during the event
- Structured the satisfaction survey for attendants
- Wrote up minutes of meetings



## RESULTS

- Full organization of a meeting show with 70 managers. Results of satisfaction survey after meeting :
  - + de 90% attendants satisfied
  - 85% feel more operational to reach their objectives about customer satisfaction
  - 97,5% attendants satisfied or very satisfied by program, content and rhythm of the meeting



# Benchmark on energy savings websites for an energy player

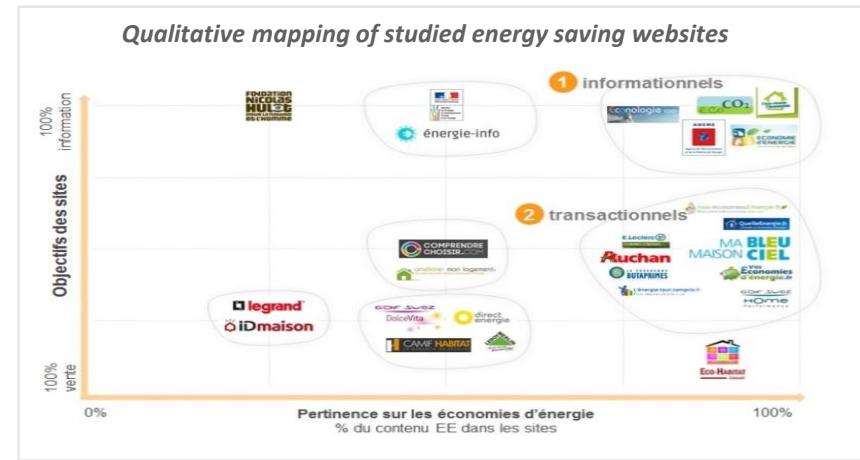
Utilities - Turnover (2012) = € 72.7 billion - 26 M private clients

## CONTEXT AND OBJECTIVES

- In 2012, VERTONE benchmarked websites on work quotes
- This energy player wanted to update this benchmark and to add a comparative study on websites that publish content on energy savings, to be able to position its website among the referents
- The objective was to get a comprehensive and structured view of what exists today on energy savings websites: actors overview and best practices

## MAIN STEPS OF THE PROJECT

- Analyzed the competition through information collected from the Internet, DAFSA, Médiamétrie and through personal data (e-mailings)
- Built a document that included results from four areas of analysis:
  - an overview of the actors and their positioning
  - SEO and SEA strategies
  - customer experience and details on energy savings contents
  - communication strategies, DM and social networks



## RESULTS

- Client's website positioning in relation to its competitors on the four areas of analysis
- Determination of areas for improvement areas and work areas and best practices
- Recommendations for the 2014 website strategy and new priorities



# Update of the 2012- benchmark about the websites of works estimates

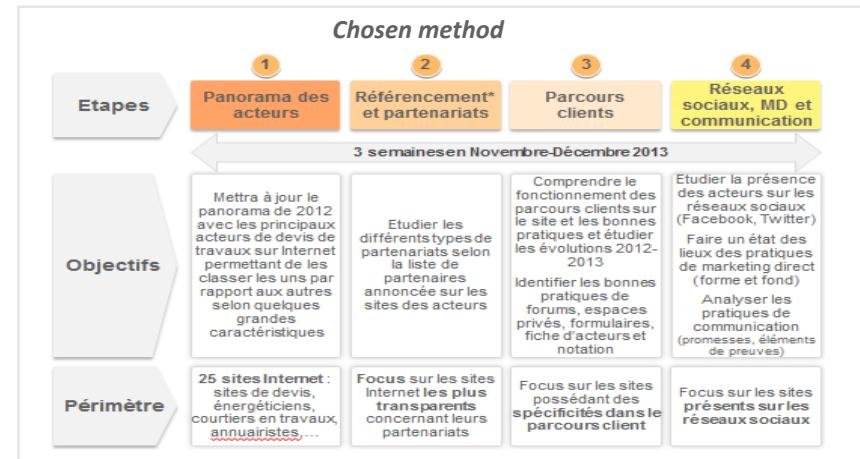
Energy & Utilities - Revenue (2012) = € 72.7 billion – 39.3M customers

## CONTEXT AND OBJECTIVES

- The market of work estimates websites is complex and changing. The client wished to update the 2012 benchmark.
- The document aimed at highlighting the market evolutions since 2012 and positioning the client among its competitors.
- Through these actors' analysis, good practices have been detected and presented to the client.

## MAIN STEPS OF THE PROJECT

- Determined which actors to study and to compare to the client (among a lot of actors)
- Analyzed the competitors: personal account, partners, forums, ratings and reviews...
- Noted evolutions between 2012 and 2013
- Compared each actor according to their specificities (unique visitors, pages consulted per visit, etc.)
- Analyzed the client's position compared to studied competitors
- Identified good practices



## RESULTS

- Client's position in comparison to competitors: qualitative articles, long and frequent visits on the website, different and interesting functionalities, etc.
- Proposition of good practices and improving trends such as an pre-filled formulary, numerous and visible partnerships, etc.



# For a major energy player, development of a territorial marketing device

Industry - Turnover (2012) = € 71.7 billion – 37 M customers

## CONTEXT AND OBJECTIVES

- The client wanted to promote territorial integration with local officials (mayors, regional councilors, agglomeration presidents, etc.)
- VERTONE was commissioned to:
  - Develop a device that enhances the territorial integration of the customer, through key measurement indicators
  - Define the communication tools necessary to territorial marketing
  - Prepare the national deployment of this device

## MAIN STEPS OF THE PROJECT

- Reviewed the existing scheme by conducting interviews with regional representatives and marketing and commercial directions
- Benchmarked the practices of other actors in relation with local authorities
- Developed an impacting communication device for local elected officials
  - Prepared the national deployment of this scheme
    - Change management
    - Development of a deployment kit

## CHALLENGES AND SOLUTIONS

- Challenge n° 1: Consolidate various skills such as communication skills, local animation, databases, etc. around the same territorial marketing project
- What we implemented: communicated with various stakeholders, federated the collaboration between local teams and national representatives of functional departments, facilitated the project
- Challenge n° 2: Develop a tool that is truly impacting and relevant to local and regional representatives

What we implemented : starting from experienced local needs by regional delegates, providing a simple and synthetic tool used primarily to support an oral exchange, providing in commercial documents quantitative evidences and focusing on the formalization of data certified by an external organization

## RESULTS

- Strong support of local and national stakeholders for the project
- Identification of the key indicators to enhance the local integration of the client with local officials



# Digital path and Project Management Support

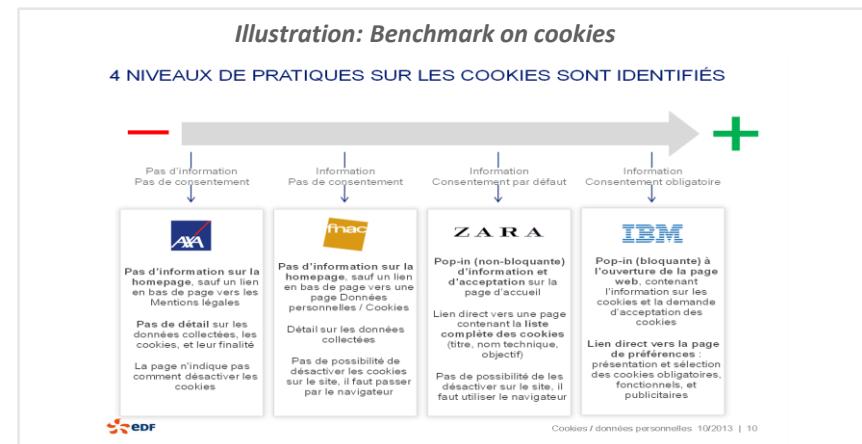
Utilities - Revenue (2013) : € 76 billion - 28M clients

## CONTEXT AND OBJECTIVES

- The Digital Customer Relationship team at EDF asked VERTONE to:
  - Provide expertise for the construction of a digital offer
  - Specify the cost to serve customers on the digital channel
  - Participate in the development trajectory of different digital projects: Facebook Connect, cookie management, customer experience, ...
  - Ensure project management on the new customer website

## MAIN STEPS OF THE PROJECT

- Provided:
  - An accelerated reflection on topics related to digital ambition: identification of ins and outs, taking into account the needs of customers, setting path
  - A methodology and structuring topics
  - Strong support for project management: planning, preparing and drafting media and reports of meetings, writing expressions of needs, steering the performance of the models for the new website



## RESULTS

- Understanding of the fundamentals of digital offerings, and comparison to margins of maneuver EDF in order to provide a digital offer
- Methodology for calculating the cost to serve by act, taking into account all costs and volumetrics of acts actually made in the long term
- Clarification and development trajectory of digital topics



# BtoB customer experience design and customer paths improvement for an energy supplier

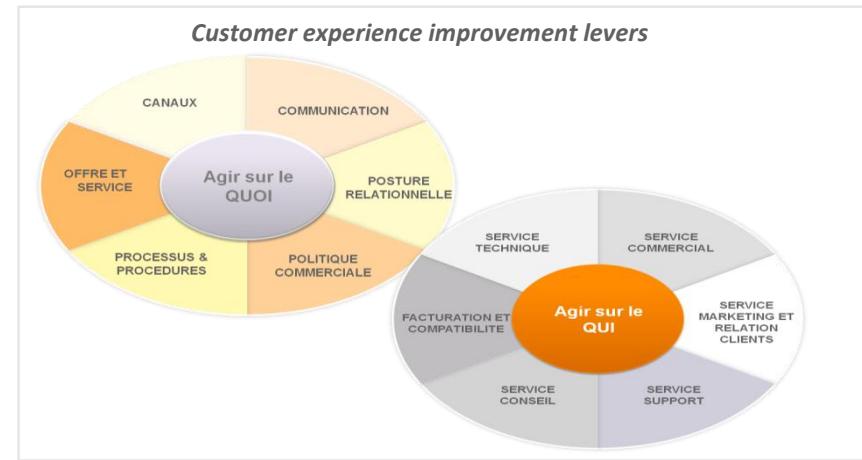
Energy – Turnover (2012) = € 73 billion - 39 M customers

## CONTEXT AND OBJECTIVES

- The client is a French energy market incumbent operator
- On BtoB market, energy suppliers are preparing the end of government-set prices, which will force customers to subscribe market-based offers by January 2016
- This regulatory change adds up to competitors' price pressure to earn market shares
- VERTONE was assigned to support customer experience improvement strategy framework and implementation

## MAIN STEPS OF THE PROJECT

- Analyzed current delivered customer experience on each BtoB segments: key accounts, large companies, professionals...
- Defined customer experience's components and evaluated the main components to work on to reach targeted service quality
- Defined a new customer experience design on every component of client-supplier relationship: customer advisors' attitude, contact channels, trade policy, range of offers and services, communication...
- Implemented the new customer experience in main customer paths



## RESULTS

- Definition of the main levers for customer experience improvement
- Formalization of customer experience guidelines and design
- Definition of the project development path and implementation of several workshops to specify customer experience evolutions
- Revision of 3 key paths on customer lifecycle
- Definition of KPIs to measure customer experience's evolutions impacts



# Path definition and support to marketing projects for a major player in the energy sector

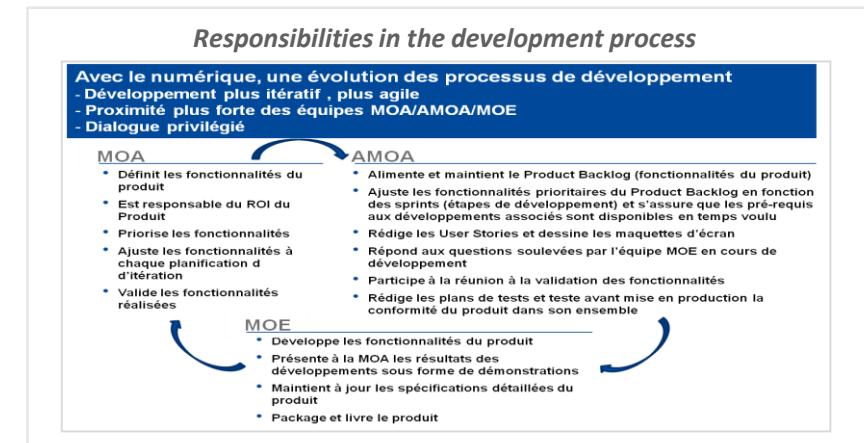
Energy & Utilities - Revenue (2012) = € 76 billion - 28 M customers

## CONTEXT AND OBJECTIVES

- Our client evolves in the highly competitive market of "White certificates", and is subject to many regulatory changes. In this challenging context, VERTONE was asked to assist with:
- Piloting and defining the request for change path within the Marketing Department, in accordance with the IT Department constraints
- Supporting marketing teams and following-up on requested changes
- Scoping new projects
- Piloting the energy saving activity

## MAIN STEPS OF THE PROJECT

- Elaborated a coherent 3-years functional path
- Formalized a marketing view of the IS mapping
- Monitored projects and the request for changes portfolio
- Assisted new projects scoping
- Helped write expression of needs
- Prepared strategic committees' presentation documents
- Steered the overall activity



## RESULTS

- Implementation of new processes for managing requests for changes and of secured planning
- Good understanding of business stakes and IT requirements that allowed to achieve marketing projects aligned with IT means



# Pricing innovation on electricity offers for SME's market

Energy & Utilities - Revenue (2012) = € 76 billion - 28 M customers

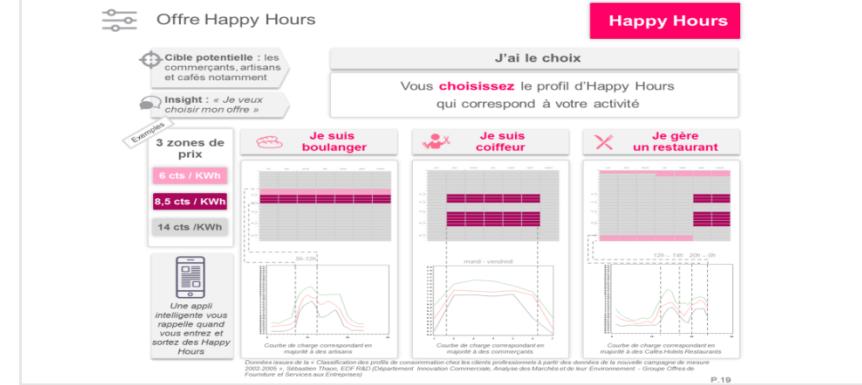
## CONTEXT AND OBJECTIVES

- On the electricity market, the deployment of communicating meters, will enhanced the energy actors' value proposition, by innovating on new pricing offers.
- In this environment, an electric power actor wants to differentiate its professional clients' offers range value proposition.
- The study has for objectives to identify the first approaches of pricing offers through intern creativity workshops, in order to suggest offers breaking away from existing schemes.
- Those scenarios, represented as boards, will be submitted to Focus Group discussion.

## MAIN STEPS OF THE PROJECT

- Gather all the intern documentation basis on the subject.
- Make contact with entities and subsidiaries with already some initiated works.
- Initiate a co-construction dynamic with the Research & Development department.
- Realize a benchmark of smart-meters offers, worldwide.
- Animate creativity workshops with intern targeted teams, using creativity methods often used by VERTONE to break with the existing rules and propose new offers.
- Sum-up all the ideas of the workshops to convert them in a coherent offers range.

*One of the offers boards, breaking away with the existing schemes*



## RESULTS

- A dynamic of share and exchange with the R&D.
- A complete statement of the document basis researches, the benchmarks and the exchanges with the group's subsidiaries and entities.
- A compilation of around 100 ideas, out coming from the workshops.
- An innovative offers range proposition composed of 5 offers and options to test.
- 5 offers boards ready to be tested on Focus Group discussions to know professional clients reactions.



# For a major energy player, market analysis and positioning recommendations of a digital service to find craftsmen for housework

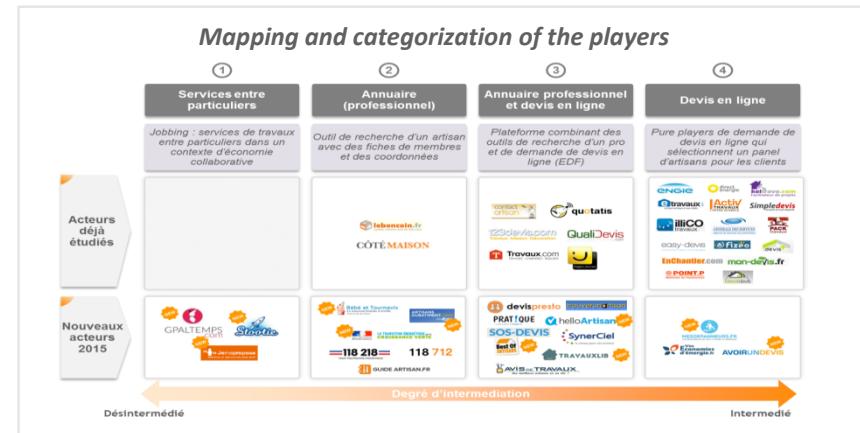
Energy & Utilities - Revenue (2014) = € 73 billion

## CONTEXT AND OBJECTIVES

- A major energy player historically offered an assistance service to its clients for the realization of renovation work thanks to a digital work quotes tool.
- Since then, the client's offer has turned into a professional directory enabling individuals to contact directly craftsmen.
- The objective of this document is to analyze the market for this new service, to identify the competitors' best practices and to provide the client with positioning recommendations.

## MAIN STEPS OF THE PROJECT

- Draw up a competitive panorama and categorize the players to understand the forces involved.
- Analyze the players' web indexing and study the different kinds of partnerships displayed by the market players.
- Describe the customer paths offered by competitors and identify key topics and best practices in terms of customer experience.
- Study the presence of the players on social media, identify the highlighted customer benefits and study their direct marketing practices.
- Establish positioning recommendations of the service compared to competitors.



## RESULTS

- Definition of three positioning scenarios aiming at improving customer satisfaction and enriching customer experience: reliability of the service, assistance of the client all along the path, personalization of the house work experience.
- Definition of a roadmap for 2016.



# Design of a Communication Plan (« For Home » market)

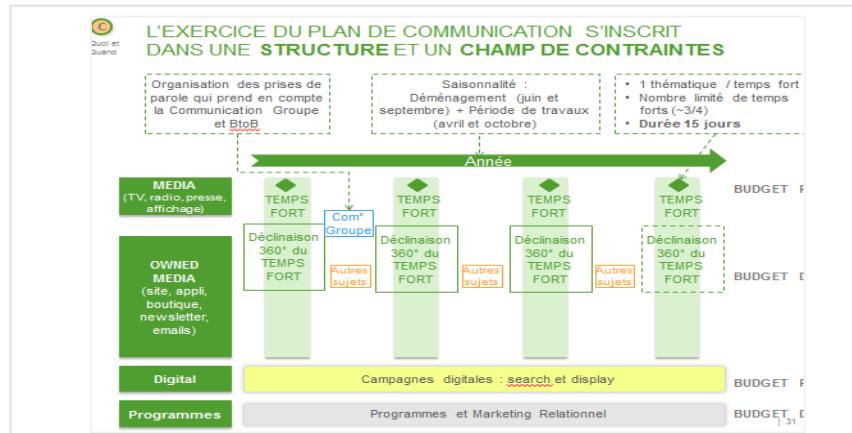
Energy & Utilities - Retail Business Unit - Revenue (2014) = € 77 billion

## CONTEXT AND OBJECTIVES

- The mission aims to build up the communication plan on the “For Home” market and on the various channels (media, owned media , stores and digital)
- The objectives are both to **leverage the new positioning** of the brand as well as to **boost the selling of some offers**.

## MAIN STEPS OF THE PROJECT

- Elaborate a diagnostic of all the communications actions led in 2015
- Build a benchmark of the communication tendencies on the market
- Identify all the offers and services to be launched in 2016 as well as their needs in matter of communication (on the various channels)
- Prioritize the main “Temps Forts” regarding the objectives defined, the tendencies of the market and the budget allowed



## RESULTS

- Various interviews led to make a census of the situation
- An iterative methodology adopted to build the communication plan
- A specific plan designed for the stores network
- A presentation delivered and the main media “Temps Forts” commonly validated
- Some decisions made about the budget allowed in collaboration with the corporate communication department



# Definition of a mobile strategy for a key energy player

Energy & Utilities – 30M customers

## CONTEXT AND OBJECTIVES

- Update the mobile strategy taking into consideration main mobile trends as well as internal evolutions within the client's organization.
- Deliver a 5-year roadmap.

## MISSION MAIN STEPS

- Identify the key strategic issues.
- Collect inputs from all concerned teams.
- Gather information about current trends and innovations (devices, consumers' habits...) within the digital world in order to help the client determine short and long-term priorities.
- Establish a 5-year roadmap.



## RESULTS

- Successful definition of a 5-year mobile strategy roadmap within a short schedule (2 months).
- Broad consensus on the strategy across all key departments.



# New website on Energy Transition for local authorities

Energy & Utilities - CA 2014 = 73 Mds € - 39 M customers in the world

## CONTEXTE ET OBJECTIFS

- A leading company in the energy sector has difficulties to promote its ability to offer innovative services going beyond traditional activities of production, distribution and commercialization of electricity.
- The customer wants to propose a new website to its customers and potential new customers (local authorities) to promote its services in terms of Energy Transition.
- VERTONE intervened to study the opportunity to launch a new website about Energy Transition targeting local authorities (regions, department, cities...).

## DÉMARCHE

- Define the positioning (Energy Transition : electric vehicles, production of local and natural energies, energetic performance of buildings...) and targets of the website (local authorities).
- Define contents of the website (Open Data, training sessions, videos, articles...) and design mockups of the website.
- Write requirements specifications for the Open Data section and the interactive module.
- Facilitate workshops with local elected representatives to present the project.
- Elaborate the business model of the offer.



## RÉSULTATS

- Synthesis of the offer and business model to present to the Codir.
- 2 requirements specifications sent to editors of Open Data solution and interactive module.
- Agreement of the Codir on the roadmap of the project



# IT project support to a web portal within the Marketing Department

Energy & Utilities - Revenue 2012 = 72,9 billion € - 38,5 M customers

## CONTEXT AND OBJECTIVES

- To collect CEE realized when works are performed at private houses by professionals, EDF provides web portals to report and monitor their works.
- In a context of regulatory changes the client wants a support to :
  - Manage the requests for changes of the Marketing Department , in line with business needs and partnership arrangements
  - Ensure IT project management support: upgrades, tests, anomalies...
  - Contribute to activities to improve EDF partnerships regarding CEE

## MAIN STEPS OF THE MISSION

- Assist to manage emerging projects
- Support the redaction of business needs
- Manage project progress through an AGILE method : monitor decisions , write and steer tests, and pull anomalies
- Maintain in operational conditions the web portal
- Prepare presentations to networks partners
- Capitalize on anomalies found

## CHALLENGES & SOLUTIONS

- Manage tests phase through an AGILE method
- Lead the weekly monitoring of the service provider in charge of the IT development
- Perform focused tests during the development stage
- Specify anomalies through a digital mock-up
- Implement advanced upgrades in short deadlines
- Define production development scenarios
- Ensure the preservation of historical data
- Test upgrades in environments identical to the production

## RESULTS

- Understand technical and business issues to realize Marketing Department projects according to IT developers means :
- 2 release upgrades of the web portal (4 main updates)
- Monitoring process improvement
- Global satisfaction of 6 000 final users
- Improvement of operational performance and data quality



# Review of marketing campaign processes and implementation of an MRM tool

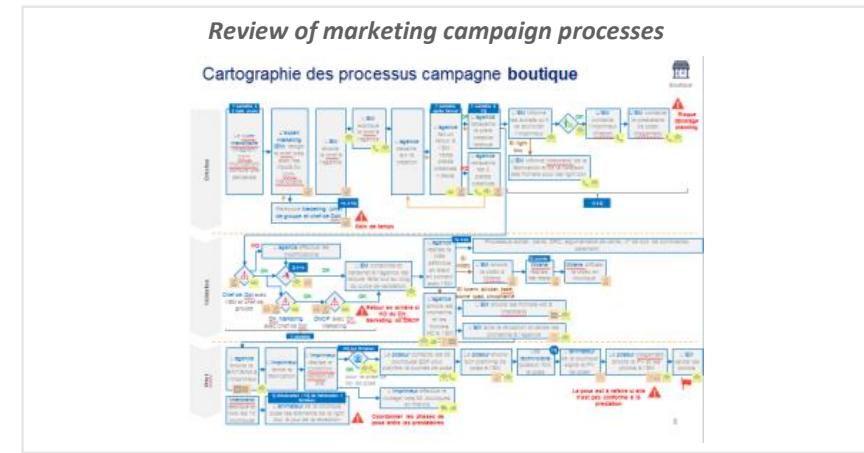
Energy & Utilities – Revenue (2013) = € 76 billion - 28 M clients

## CONTEXT AND OBJECTIVES

- Outbound marketing campaigns represent an excessive administrative and organization workload for internal and external operational teams.
- In order to streamline marketing processes, the Marketing Department of an energy player decided to implement a MRM tool (Marketing Resources Management). The goal of this project is to improve cooperation between internal and external teams and reduce time-to-market of marketing campaigns.
- In this respect, VERTONE was in charge of reviewing marketing campaign processes and implement the tool.

## MAIN STEPS OF THE PROJECT

- Defined the scope of the project.
- Mapped out the marketing campaigns processes.
- Identified the ways of improvement / seek out more efficient and effective ways of operating.
- Wrote specifications based on clients needs in order to select the editor of the tool.
- Prepared the bid solicitation and a test day of the tool for final users
- Challenged functional specifications and produced Minimum Viable Product illustrating the tool.



## RESULTS

- Optimization of 5 marketing processes (management and tool optimizations).
- Implementation of the tool for more than 50 internal and external users.



# Support of the transformation of a Commercial and Customer Relations organization of 400 persons on the energy market

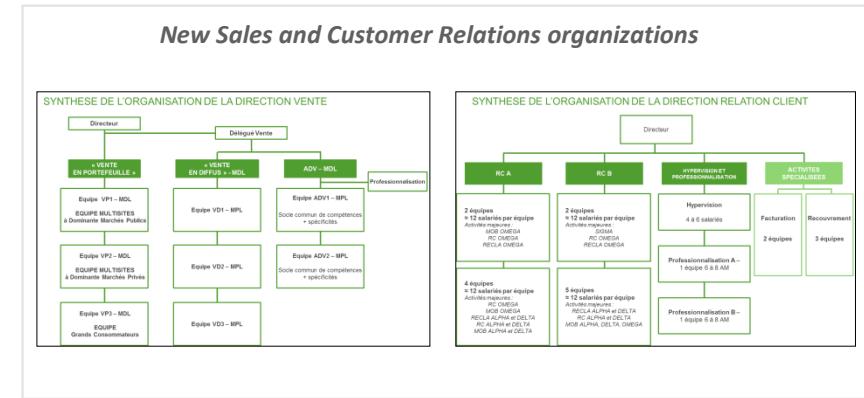
Energies & Utilities - CA 2015 = 75 Mds€ - 38,5 M customers

## CONTEXT AND OBJECTIVES

- The energy market underwent a main regulatory evolution since January 1<sup>st</sup> 2016 with the end of the regulated sales prices. Following these changes, the client's BtoB market activity model evolves to reinforce the creation of value and performance for the Business Direction.
- VERTONE has been requested to assist the transformation project framing for the Ile de France direction and its implementation.

## MAIN STEPS OF THE MISSION

- Framed the project (projects, organization, macro-planning).
- Managed the project on a day-to-day basis (preparation of the project and Employee Representative meetings, action plans, actions follow-up, meetings with the several participants).
- Defined the new Sales and Customer Relations directions organizations thanks to workshops with the management.
- Specified the change support plan and implemented the different actions.
- Developed a model to forecast clients and prospects portfolio evolution and to evaluate the charges and resources needed to the implementation of the results objectives.



## RESULTS

- Elaboration of the new organizations, in order to answer the performance objectives and limit the impacts on teams, so as to favor commitment (transition of 400 persons in the new organizations in 7 months, according to the agreed schedule).
- Change support plan in line with the employees expectations expressed during the impact analysis.
- Portfolio and activity model forecast modeling, enabling to improve the commercial strategy definition according to charges and resources, for 2017 – 2020.



# Benchmark on actors offering to purchase energy certificates

Energy & Utilities - 2012 Revenue = € 72,7B - 39,3M customers

## CONTEXT AND OBJECTIVES

- VERTONE benchmarked websites on work quotes.
- This energy player wanted to update this benchmark and to add a comparative study on websites that publish content on energy savings, to be able to position its website among the referents.
- The objective was to get a comprehensive and structured view of what exists today on energy savings websites: actors overview and best practices.

## MAIN STEPS OF THE MISSION

- Analyzed the competition through information collected from the Internet, in shops, from Google Adwords and through personal data (e-mailings).
- Built a document that included results from five areas of analysis:
  - An overview of the actors and their positioning
  - Offers' details
  - Web strategies and social media
  - Marketing and communication practices
  - Customer experience

*Presentation of marketing best practices*

Presentation of marketing best practices			
<b>Pédagogie</b> <ul style="list-style-type: none"><li>La présentation du service sur les différents sites montre d'importants efforts de pédagogie, des promesses hétérogènes et des preuves d'expertises souvent faibles</li></ul>	<b>Preuves d'expertise</b> <ul style="list-style-type: none"><li>Témoignages et use case clients</li><li>Use case marques</li><li>Qualité de l'interlocution</li></ul>	<b>Promesses et bénéfices client</b> <ul style="list-style-type: none"><li>4 promesses pléthoriques</li><li>Etre remboursé</li><li>Mise en avant des atouts concurrentiels</li></ul>	<b>Pépite</b>
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## RESULTS

- Client's website positioning in relation to its competitors on the five areas of analysis.
- Recommendations for defining the actor's offer strategy and for integrating the offer in the existing work website.
- Determination of areas for improvement and work areas and best practices.



# Framing an ecosystem of partners on residential mobility for an energy supplier

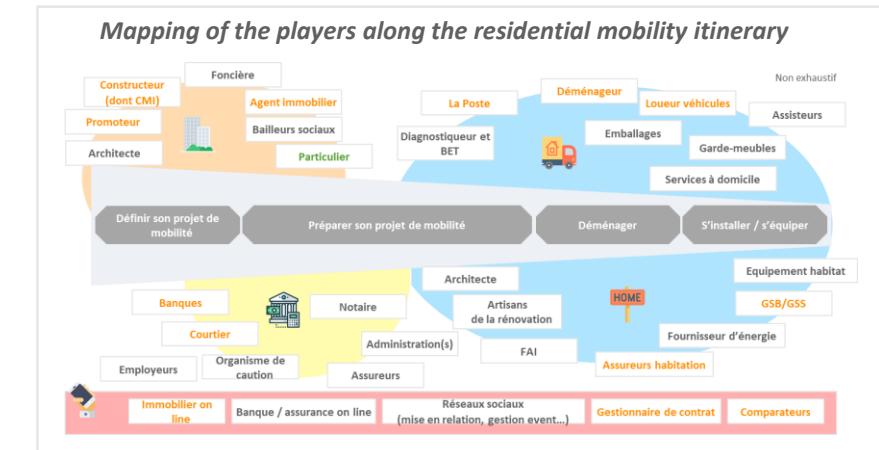
Energy - CA 2016 = 71,2 Mds € - PDM 90% en BtoC et 65% en BtoB

## CONTEXTE ET OBJECTIFS

- With 3 moves in average and 3 millions moving per year, the residential mobility is one of the main moment in the French life. It is the right time to question the contracts once has.
- An energy supplier sees it as an opportunity to acquire and retain customers.
- VERTONE has been requested to help this player to define a partner strategy to be present on the key steps along the residential mobility itinerary.

## DÉMARCHE

- Identified the different residential mobility itineraries and the main targets.
- Mapped the players on the pre-identified residential mobility itineraries.
- Established an European multi-sectorial benchmark about the partnership programs on residential mobility.
- Identified the internal prerequisites and implications of a partner ecosystem implementation.
- Prescribed an ecosystem of partners.



## RÉSULTATS

- Seven main itineraries and 3 key targets identified.
- A map of the players and partnership programs.
- A road map to implement the prescribed partner ecosystem.
- A prioritized list of qualified contacts, mostly thanks to exploratory talks, which were inputs all along the mission.



# Product manager of a digital solution to monitor its energy consumption

Energy - Revenues 2015 = 75 Mds €

## CONTEXT AND OBJECTIVES

- In the private market, competition intensifies and develops on digital. The goal of our client was to get out of the commoditisation and to differentiate itself by innovating and creating value through a more digital and personalized relationship with its customers.
- VERTONE was solicited to support the Product Manager of a digital solution allowing the monitoring of energy consumption.

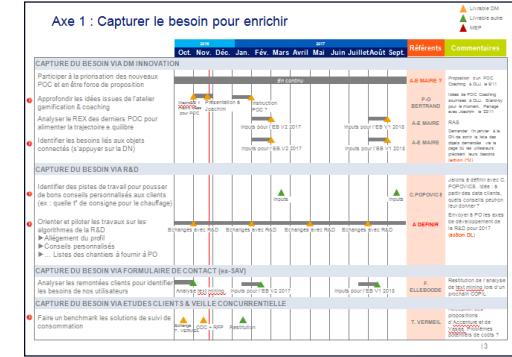
## MAIN STEPS OF THE PROJECT

- Competitive intelligence: monitoring of competitors and referring players in the customer experience to detect best practices (benchmarks).
- Project Management : organizational diagnosis to identify improvements ; evolutions definition ; animation and coordination between the different entities impacted by the service; management of the roadmap.
- Reporting : implementation of a tool for monitoring service performance and identifying levers to improve it (selection of KPIs, implementation of an Excel tool, production of a weekly reporting).
- Business plan: update of the business plan at 5 years and definition of annual objectives (number of users and recurrence of use).

### Weekly reporting



### Roadmap



## RESULTS

- The changes we brought to the service, as well as the promotion actions (relational program, customers service, media campaigns) have allowed to multiply by 6 the number of users during our intervention (1M end 2016 vs 160,000 at the beginning of 2016) and to increase the recurrence of use significantly.



# Development and deployment of a digital solution for monitoring consumption for B2B customers

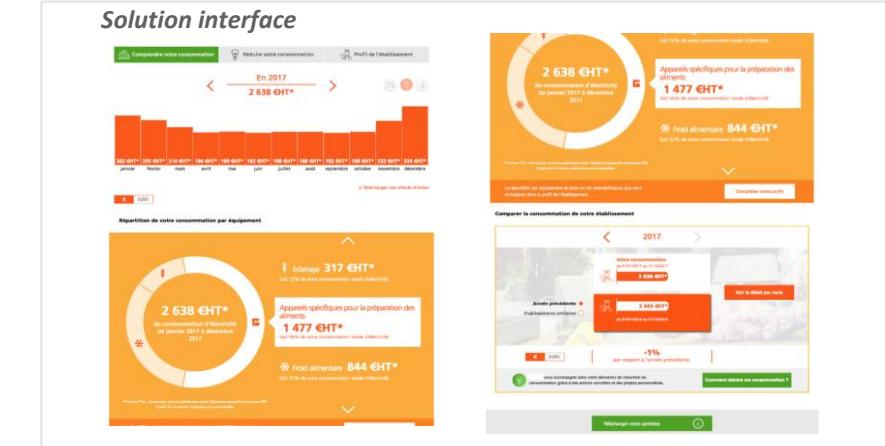
Energy – T.O 2015 = €75 Billion

## CONTEXTE ET OBJECTIFS

- In a highly competitive context in the B2B market, one of the French leaders in the energy market wants to strengthen the link with its customers and build loyalty through the implementation of an innovative customer engagement program with a digital focus
- VERTONE was asked to support the Project Manager in charge of the development of innovative digital solution for monitoring and reducing energy consumption..

## DÉMARCHE

- Framing the design phase of the solution: participation and organization of the workshops; formalization of the expressions of need (EB), ...
- Project management in agile mode
- Framing and control of the functional acceptance
- Contribution to the implementation and deployment of the digital solution's relational program
- Organization of the deployment: management of internal and external communication, development of the training plan, ...
- Reporting: implementation of a tool for monitoring the performance of the solution (selection of KPIs, production and monthly distribution of a report).
- Drafting a review of experiences REX



## RÉSULTATS

- Launch of the digital solution in 6 months
- After 9 months of experimentation:
- 5000 customers use the solution
- 88% want to reconnect
- 40% came back in 6 months of use
- 60% of customers recommend the solution
- ¾ of customers arrive thanks to a relational program



# Setting up of a new online plateforme with editorial content in the energy sector

Energy - CA 2015 = 75 Mds €

## CONTEXT AND OBJECTIVES

- Our client wanted to experiment new channels to reach new customers. We offered to set up a new online plateform with editorial content.
- The main objectives of the plateform were to :
  - Test new channels of acquisition, mostly Pinterest
  - Have answers on topics like confort and energy savings
  - Address a new target : women, 30-45, digital
  - Gain some visibility

## MAIN STEPS OF THE PROJECT

- Define the projet by identifying the objectives, personas and the positionning of the plateform
- Define the design of the plateform and the features of the website
- Define the customer journey
- Drive the project between the different contributors and deal with the deadlines
- Make sure the website fits with the global ecosystem of the brand
- Make sure the website deals with IT security and personal data
- Set yp of the reportings and follow-up of the KPI
- Follow-up of the deadlines



## RESULTS

- Observation of deadlines
- Website online end of february 2018



# Short-term operational strategy to retain and acquire clients

Energy – Revenues 2015 = 75 Billion €

## CONTEXT AND OBJECTIVES

- In a context of increased competition and losses of customers, our client wants to redefine its marketing plan for the second semester by launching marketing and digital operations to retain and acquire customers efficiently.
- VERTONE was asked to define this short-term operational strategy of retention and acquisition by outlining all the operations to launch, evaluating existing actions and proposing new ones.

## MAIN STEPS OF THE PROJECT

- Define the macro-objectives and the target segmentation
- Hold workshops with each stakeholder and list all existing operations and their results and feedbacks
- Identify complementary ideas of marketing and digital actions, with a benchmark of competitors and players from other industries
- Organize the hundred of operations in consistent and distinct themes
- Describe each operation through action description sheet rapidly applicable by the client with : customer journeys, contact channels, projects to implement beforehand and stakeholders to participate
- Assess cost and gain and prioritize actions to reach the semester objectives in terms of contracts gained

*Example of action description sheet*

Example of action description sheet							
<b>Action 9 – Enrichir la DMP avec des cookies anonymes de partenaires pour convertir les leads potentiels</b>							
<b>Description</b>				<b>Parcours</b>			
<p>Objectif : Définir une situation de mobilité et vendre.</p> <ul style="list-style-type: none"> <li>Cibles : Clients, prospects, primo-occupants.</li> <li>Offre principale : Facilité.</li> <li>Action : Utiliser des cookies anonymes avec des acteurs positionnés sur la mobilité et cibler les leads par des bannières ades mobilité.</li> </ul> <p>Partenaires possibles : Amazon, La Redoute, Darly, Conforama, Ika...</p>							
Besoins amont	Illustration	Action en cours	Contributeurs	Planning	Volume S2	Coût	Gain attendu
<ul style="list-style-type: none"> <li>Établir des partenariats</li> <li>Créer les bannières déménagement</li> </ul>		Oui : négociation avec La Redoute et liste des partenaires identifiés	Lead : Laureen	A définir (portefeuille long à moyen)	A définir	A définir	A définir
Planning	Volume S2	Coût	Gain attendu	Priorité			
				P1			

## RESULTS

- Proposal of a **global structure** for the client team with a repartition of stakeholders by themes, a **target segmentation** and help to define quantitative objectives for each operation
- Action plan** for the second semester prioritized and quantified for each stakeholder
- Recommendation of operations** to launch on the long run to reinforce the client's position



# White Certificates production potential of the Ile-de-France region in 2018

Energy - 2017 Turnover = 70 B€ - 28,5 M Customers

## CONTEXTE ET OBJECTIFS

- Under the French White Certificates program, the **obligation for the client** to contribute financially to **achieve energy savings** has been **doubled** for the period of 2018-2020
- In this context, the regional management in Ile-de-France has asked VERTONE to **qualify the sources for energy savings** in the industrial and services sectors, to **identify possible partnerships** with constructors and energy savings equipment manufacturers and to **build a marketing and sales action plan** for 2018

## DÉMARCHE

- Analyze production of white certificates by sector and renovation operations in the Ile-de-France region
- Prioritize the sub-sectors of the industry (automotive, metallurgy...) and services (offices, hospitals...) that should be addressed first through the analysis of their energy consumption
- Identify potential partnerships with companies operating in the energy renovation sector to achieve the white certificates production targets
- Produce a "Sales KIT" for prospection purposes (presentation, database listing the facilities with important potential of reducing their energy consumption)
- Prepare a marketing and commercial action plan for 2018 (marketing campaigns, exhibitions, training of salesmen...)

## *Takeaways of the study of energy savings potential in the services sector*

Intensité de la consm. énergétique	++	+++	+	++	+++
Nb d'établissements	1 800	8 000	10 000	1 200	54
Concentration géographique	Diffuse	Concentrée	Diffuse	Diffuse	NA
Concentration du marché (nb acteurs)	Faible, avec quelques grandes enseignes	Très faible	Forte dans le public et faible dans le privé	Forte (GHT et grands groupes privés)	NA
Complexité de la chaîne de décision	Dépend de la structure des enseignes (décentralisé / centralisé)	Plusieurs parties prenantes / structure de propriété / Intermédiaires	Dépend des programmes d'investissement de l'Etat / Budget	GHT pour les hôpitaux / Présence de grands groupes dans le privé	En fonction de chaque acteur
Etendue des travaux de rénovation	Importante, sous secteur très hétérogène	Moyenne, principalement de l'isolation	Moyenne, principalement de l'isolation	Moyenne, principalement de l'isolation	Faible, principalement sur la récupération de chaleur
Acteurs à prioriser	Grandes surfaces (>10m²)	Public sous plan (lycées et enseignement supérieur)	GHT et groupes privés	Data centers les plus anciens	

VERTONE \*à partir de la consommation énergétique moyenne par m<sup>2</sup> de bâtiment, source CIREN

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## RÉSULTATS

- Production of a study on energy savings deposits
- Delivery of a list of more than 80 partners to market detailing their activity and contact information (approx. 40 by sector)
- Production of a set of sales support tools (commercial presentation support of the offer, facilitation of the exploitation of an internal database)
- Presentation of an action plan to be rolled out in 2018 to achieve the White Certificates production goals in Ile-de-France



# Teleservice strategy definition for an energy supplier

Energy & Utilities – Revenue (2012) = € 97 billion

## CONTEXT AND OBJECTIVES

- The client produces and supplies energy and related services in France to individuals, companies and local communities.
- In order to cope with a high and recent European competition, this client seeks to retain its customers by offering high added-value teleservices
- As a first step, VERTONE was asked to define the “teleservices” roadmap 2013-2015 (actions, means, actors...). VERTONE then helped the Marketing department to launch the first teleservice product.

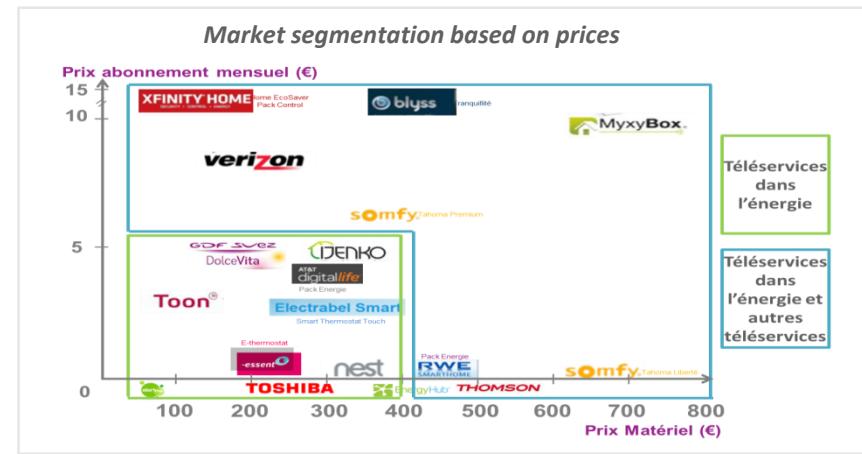
## MAIN STEPS OF THE PROJECT

### 1<sup>st</sup> part of the mission :

- Identified key teleservices through team brainstorming
- Ranked and scored of those services based on market and technical criteria
- Defined key success factors
- Defined the main principles of a range of teleservices products

### 2<sup>nd</sup> part of the mission :

- Organized a first regional experimentation to test the services with the marketing teams



## RESULTS

- Definition of a clear operational strategy
- Training of marketing teams
- Development of three teleservices
- Launch of the first teleservice



# Strategic and organizational diagnosis of a Multichannel entity

Energy & Utilities – Revenue (2012) = € 97 billion

## CONTEXT AND OBJECTIVES

- After a year of existence, the Sales Department wished to assess its Multichannel department to make the entity able to address the main issues of 2014 (including the end of regulated tariffs)
- The main objective was to make a complete diagnosis of the entity, in order to identify optimization or repositioning possibilities, with the aim of making it fully capable of addressing the challenges of 2014

## MAIN STEPS OF THE PROJECT

- Understanding the strengths and weaknesses of the entity given the stakes of 2014
- Suggesting 2 or 3 detailed evolution scenarios for optimizing the organization regarding to the issues and diagnosis results
- Choosing one scenario to be developed, with several options, and then validating and defining precisely its operational outlines

## CHALLENGES AND SOLUTIONS

### Main challenges :

- Bringing out an evidence-based diagnosis in a sensitive and potentially political context, with some difficult to express the team dissatisfactions

### Solutions :

- Relying on 1 to 1 interviews, in order to ensure that stakeholders express themselves anonymously to highlight key information which were then used to feed the diagnosis
- Leading workshops while using indirect methods of expression (images, game hats, Chinese portraits ...)

## RESULTS

- Internal organization of the department restructured thanks to the clarification and simplification of its structure
- Campaign planning process rethought
- Clarification, simplification and reinforcement of the management
- Linking the entity to a legitimate structure for its action
- Identification of "Quick Wins"



# Benchmark of B2B clients' retention tools

Energie & Utilities - Turnover (2012) = € 81.3 billion

## CONTEXT AND OBJECTIVES

- **Context:** The development of aggressive offers from new entrants leads the company to **investigate for a panorama of clients new retention means.**
- **Objectives:** Identify **effective** tools adapted to the **specific context** of the company.

## CHALLENGES AND SOLUTIONS

- Identify effective tools adapted to the **specific context** of the company but also to the **moving context** encountered by the company during the assignment
- Complete the benchmark by **taking into account the new market evolutions.**
- Provide **additional information** to the customer related to market trends thanks to **intern sectorial knowledge at Vertone.**

## MAIN STEPS OF THE PROJECT

- Realize a multi-sectors and multi-countries **benchmark** over thirty actors on methods, tools and levers used to retain customers.
- Realize a **sum up** of this benchmark, which **highlights the most appropriate tools for the company in terms of feasibility and effectiveness.**

## RESULTS

- Relevant retention tools have been **identified** and reformulated to be **adaptable to the company.**



# Launch of an ambitious innovative Smart offer under a constrained competitive environment

Energie & Utilities – Turnover (2012) = € 81.3 billion

## CONTEXT AND OBJECTIVES

- While the energy sector is deregulating, Vertone is missioned to help launch a remote electricity control innovative offer. This offer aims at big residential customers of the French electricity supply mature market and the promising smart market.
- Objectives are about aggressive conquest of new valuable clients with the anticipation of main French electricity supplier's price rise and wide implementation of smart meters, media space occupation, image development and load manageable clients increase at stake

## MAIN STEPS OF THE PROJECT

- An approach involving all the key actors in order to include practical issues and induce change.
- An involvement in all decisions and moments of truth of the project combining flexibility and adaptability to the project priorities, demanding planning and launch specific constraints
- A consideration of similar offers launch experience feedback

## CHALLENGES AND SOLUTIONS

- The launch had to deal with high competition in the targeted markets, time-to-market constraint, high costs, ambitious and multiple objectives, insufficient technical state-of-the-art and a complex organization
- Vertone contributed by bringing :
  - Its knowledge of market good practices for quicker informed decisions
  - Its experience, inventiveness and pragmatism in order to find solutions adjustable to operational difficulties and to the client company specific situation

## RESULTS

- A clear vision of:
  - The load management component of the offer
  - A recommended price model
  - Distribution channels to be studied
  - A recommended communication strategy
  - The client
  - Risks to be considered
  - Leads of improvement



# Assist a low-cost energy company with its customer service

Energy - 2015 Turnover = 70 Mds €

## CONTEXT & OBJECTIVES

- The 100% online electricity offer churn rate of our client has increased steadily for the last 6 months.
- Following a review led by VERTONE to identify the major causes for customer churn and the areas for improvement, our client has selected us to support its customer service department. Customer service has been identified as the main reason for customer churn.

	Dedicated channels and necessary skills for handling critical customer cases				
	Happ-e*	Outils	Distributeur	XXX Part.	Commerce* et d'analyse
<b>Cas particuliers où la procédure ne s'applique pas et qui nécessitent une analyse plus fine</b>					
Cas qui concernent SGE	PDL inaccessible, qui a disparu	X	X	X	X
	Demande de mise en service non recevable	X	X	X	X
Montant des factures et des échéanciers	Problème d'index malgré le fait que celui-ci semble cohérent	X	X	X	X
Le client demande à ne pas être coupé	Cas particuliers qui demandent une expertise plus avancée sur les différents un discours commercial plus avancé	X	X		X
Plan d'apurement	Cas socialement difficiles	X	X		X
	Cas où les montants sont particulièrement élevés	X	X		X
Annulation remise	Rejet des 3 propositions (cas nominal) par le client	X	X		X
Demande de conseil	Cas qui nécessitent un arbitrage	X	X		X
	Exemple : installation, avenant, changement de puissance	X	X		X
Contestation d'index	Rejet de la contestation d'index de CHF/MES par ENEDIS	X	X	X	X
	Contestation d'index de facturation puis demande de remboursement	X	X		X
Espace client	Problème de connexion	X	X		X
Geste commercial	N/A	X	X		X
Auto-relève	Demande de démensualisation	X	X		X
<b>Cas nécessitant un contact avec XXXX</b>					
Exemple double facturation : 2 souscriptions client chez XXXX	@ ☎	X	X		X
	Canaux préconisés pour le traitement dédié :	Appels entrants (inviter le client à appeler le service client) ou sortants	@ Email	Chat	

## APPROACH

- Define project governance and actions follow-up.
- Identify Front Office critical customer cases and the most suitable actions to handle each case.
- Size the dedicated team that will be in charge of handling customer critical cases.
- Review and optimize the customer service knowledge service base.

## RESULTS

- Presentation of the customer critical cases and associated handling actions as well as the sizing of the critical cases dedicated team.
- Future service knowledge base target model definition and quick cards template creation.
- Action plan definition to identify, produce and consolidate the Front Office documents that need to be created/ modified.



# Scoping study to increase reliability and performance of a online low-cost offer, launched in a start-up mode

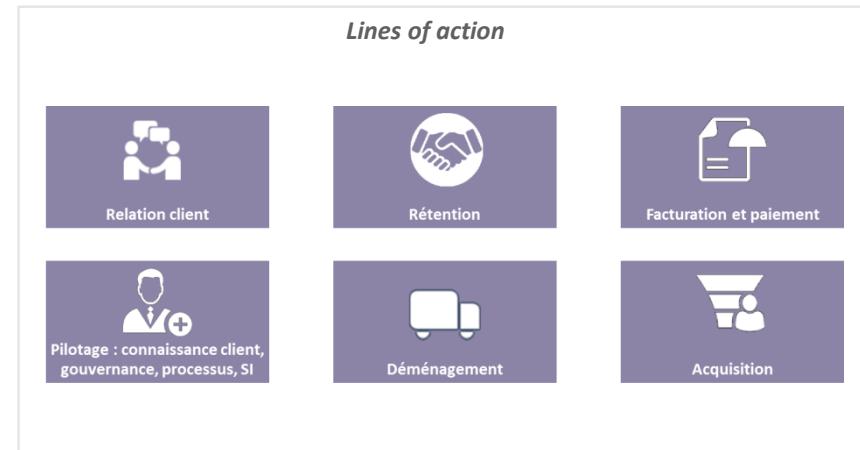
Energy – 50 000 customers

## CONTEXT AND OBJECTIVES

- After a quick launch in 2014, our client faces an increasing churn rate.
- This rate has been rising steadily for several months, while a 5-fold increase of the number of clients is expected, together with a strong media exposure.
- VERTONE has been mandated to diagnose main termination causes and to draft an action plan to enable a quick improvement.

## MAIN STEPS OF THE PROJECT

- Journeys and relating operations mapping and analysis
- CRM, billing and termination data cross-analysis
- Conduction of a customer survey (by phone)
- Synthesis of the *As-is* strengths and weaknesses
- Draft of two action plans:
  - A short-time action plan, practical and detailed
  - A long-term action plan, including a complete overhaul of the digital ecosystem



## RESULTS

- Definition of six fields of action: customer relationship, retention, bill and payment, management and governance, moving, acquisition...
- ... aiming at securing the offer in 4 months and then to optimize and industrialize it on a 6-month additional period
- Conduction of the actions necessary to place under control customer relationship in 2 months



# Framing and launching an online express boiler fixing service for an energy specialist

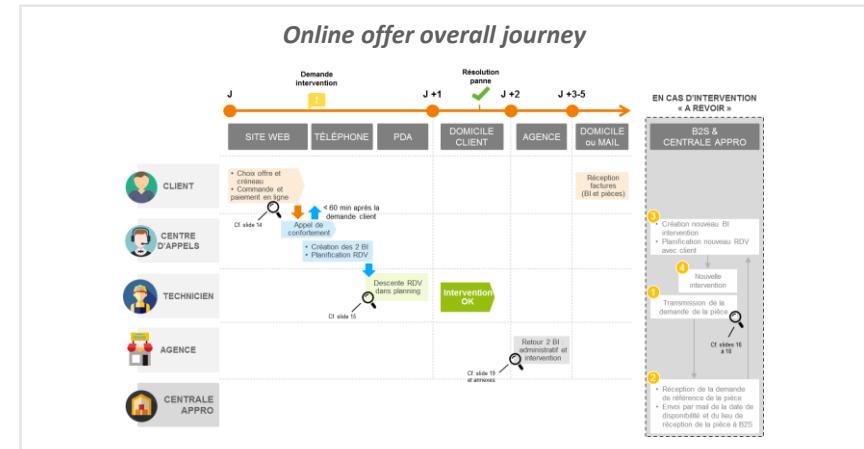
Energy - turnover 2015 = 393 Mds €

## CONTEXT AND OBJECTIVES

- Following the building of the 2017 commercial action plan, in collaboration with VERTONE, our client had identified an opportunity to develop in a market not well structured and not pre-empted by major energy players.
- Our customer, a leader in the maintenance of energy equipment, wants to quickly launch a 100% online express boiler fixing service for its B2C French customers, with the first objective of developing turnover and underlying objective to transform these fixings to annual maintenance contracts.
- In this context, VERTONE is asked to realize the framing and help the implementation of this new offer, very shortly

## APPROACH

- Benchmark the practices and pricing of disruptive players in the market
- Analyze customer needs
- Define the promise, the principles and the economics model of this harpoon offer, atypical on the market (bundle offer with maintenance contract)
- Facilitate workshops with internal teams to identify and build the customer journey and processes necessary for the offer
- Frame all workstreams related to the execution of the project, pilot the project group and lead the steering committees
- Coordinate the launch of the pilot on 3 agencies



## RESULTS

- Framing a new digital offer that meets customer needs, tools and operational expectations, while maintaining a strong promise
- Only 3 ½ months after the start of the project, launching and putting online the offer on a pilot region to test customer and technician journeys, the IS and the defined processes
- Some topics, blocked for several years, were defused and resolved thanks to this project (spare parts supply, ...)



# Conception of the first Strategic Marketing Plan for 2020 for an energy services actor

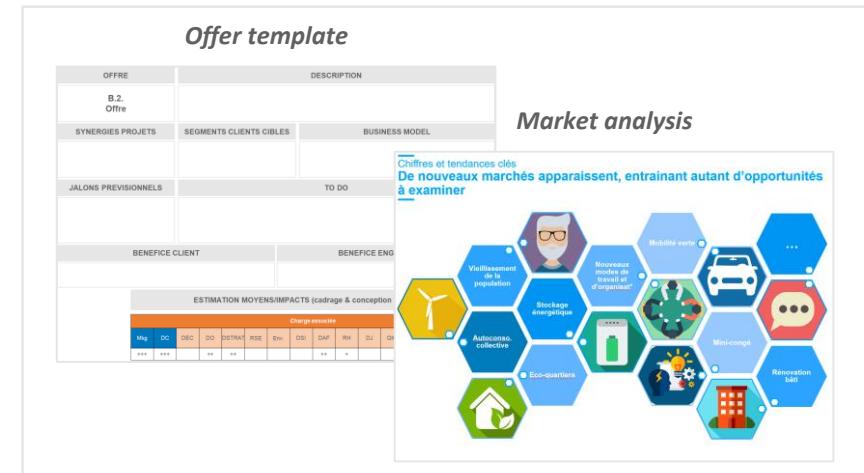
Energy - CA 2016 = 2,5 Mds €

## CONTEXT AND OBJECTIVES

- Our client wanted to create its first Strategic Marketing Plan for the next three years in order to prioritize its business development projects
- The company also wanted to use a conconstruction approach in order to develop a global vision of the objectives and involve all the teams

## MAIN STEPS OF THE PROJECT

- Interview of 45 employees in order to get their vision of the company's objectives (medium term)
- Construction of an internal assessment (offers' performance, clients...) and a market analysis
- Definition of the marketing stakes and objectives for 2020
- Identification of transversal projects to be carried out in order to reach the 2020 objectives
- Definition of a 3 years roadmap and identification of the necessary means to implement the projects



## RESULTS

- Strong involvement of the teams in order to conconstruct the Strategic Marketing Plan
- Presentation of the Plan to the COMEX members



# Accompanying an energy supplier in the definition and implementation of its anti-churn action plan

Energy - CA 2016 = 66.6 Bn €

## CONTEXT AND OBJECTIVES

- An energy supplier leader faces a problem of departure of its customers to the competition since the opening of the Energy market. The client wants to set up an action plan to retain customers and gain their loyalty.
- VERTONE was asked to accompany the client in the diagnosis, to research and define solutions, to deploy some actions already identified and to evaluate current actions

## MAIN STEPS OF THE PROJECT

- Diagnose the churn: synthesis of knowledge and new quantitative analyzes
- Search and define solutions: innovative email to welcome clients, call to customers at risk of departure + major adjustment invoice, call to customers 10 days before their move, implementation of Satisfaction and Termination advisors, integration with a low-cost offer
- Deploy the solutions: definition of the target, volume analysis, choice of the communication channel, IT feasibility study, business case, definition of a roadmap, definition of the processes with all the actors (Customer Service, CRC, Data, Agencies ...), legal validation, definition of KPIs
- Monitor the reporting elements: implementation of an automated reporting of campaign ROI and automated reporting of annual losses and churn rates, adaptation of solutions based on reporting

Automated reporting of annual losses and forecast



## RESULTS

- Up to **-2.1pts of churn rate at M+3** on some targets via marketing campaigns
- Between **1.6 and 3.7M € additional revenue** generated per year on one of the marketing campaigns
- **Automated reporting** of annual losses and forecast
- **Sensitization to an economic-centric management** of marketing campaigns (ROI, targeting customers with values)
- Contribution to the launch of a **program dedicated to moves**



# Preparing the roll out of a Smart Home service focused on energy efficiency

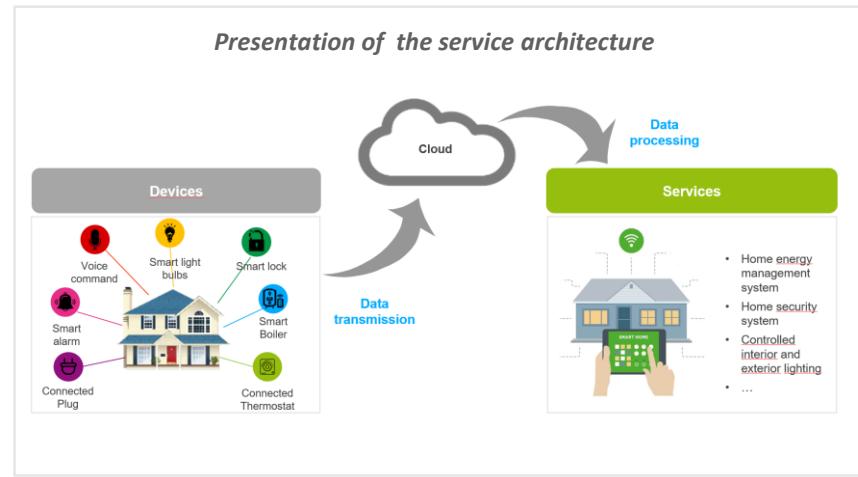
Energy – 50 000 customers

## CONTEXT AND OBJECTIVES

- While the energy market faces an increased competition, this French multinational energy Group wants to develop a Smart Home service, in order to bring new added value services to customers. An initial offer framework has been established at the group level
- VERTONE has been appointed in order to put into perspective the benefits of this Smart Home service, and prepare its roll-out by the Group's European subsidiaries

## MAIN STEPS OF THE PROJECT

- Conducting a series of interview with stakeholders, at the Group level and in the subsidiaries, for an understanding of the global and local situation
- Panorama of the existing services on the Smart Home market
- Animating workshops in order to find leads to value the service, and to define new customer journeys
- Building a sales pitch, based on customers benefits and addressing objections
- Building presentations of the service aiming at 3 targets :
  - The Group's Executive Committee
  - Subsidiaries
  - Customers



## RESULTS

- Full support and adoption of the project by the subsidiaries and the Executive Committee
- The service has been rolled out in Europe



# Launching preparation of a SMART offer for the BtoB market

Energy & Utilities - Revenue (2012) = € 81.3 billion – 9.4 M customers

## CONTEXT AND OBJECTIVES

- As an answer to the issues faced by the company (end of the regulated prices and opening to competition of the energy market), one of the energy leaders in France has designed an offer of electricity consumption's measure and allotment by use in partnership with a French start-up.
- The contribution of VERTONE consists in preparing the launch of a new offer for the BtoB sector through a commercial kit including customers and salesforce presentations

## MAIN STEPS OF THE PROJECT

- Selected and defined 6 principal targets
- Wrote descriptive booklets of the offer for each target
- Established a training presentation for the FtoF salesforce and the ones on the phone
- Wrote selling pitches and answers to the customers objections
- Wrote a generic business proposal to be sent the customer as an answer for an Rfp
- Wrote a technical brief to describe the solution
- Wrote contractual paragraphs to be included to different documents

**Offer's descriptive card for a target**

This card provides a detailed overview of the Offer SMART, specifically for business premises (Entreprises du territoire). It highlights the goal of saving electricity without compromising the working environment of employees. It details how the offer addresses challenges like office equipment, lighting, and heating/cooling systems. The card also outlines two main offers: 'Offre de mesure' (Measuring Offer) and 'Offre Premium' (Premium Offer), along with their respective features and contact information.

**UN ACCOMPAGNEMENT EN 4 ETAPES**

- Installation de matériel**: Includes a meter installed on the customer's premises to measure electricity consumption.
- Meure des consommations électriques par usage**: Shows consumption data categorized by usage (Exemple, Bureau, Immeuble, Chaud, Climatisé, ...).
- Restitution claire des consummations sur un portail web**: A screenshot of a web-based portal showing clear consumption data.
- Analyse et suivi de la performance énergétique du bâtiment**: Details the analysis and monitoring of building energy performance.

**DÉJÀ MILLIERS DE M<sup>2</sup> ANALYSÉS, PLUS DE 6 ÉTABLISSEMENTS REÇUS**

Logos of clients: BNP PARIBAS, Total, Caisse d'Epargne, Crédit Agricole, Crédit Mutuel, and CA Paris.

## RESULTS

- During this project, VERTONE was able to clarify the offer's concept and its structure
- At the end, the company has new clear and pragmatic sales support tools to insure the offer's launching success



# Elaboration of a sales process and a customer experience as part of a launch offer

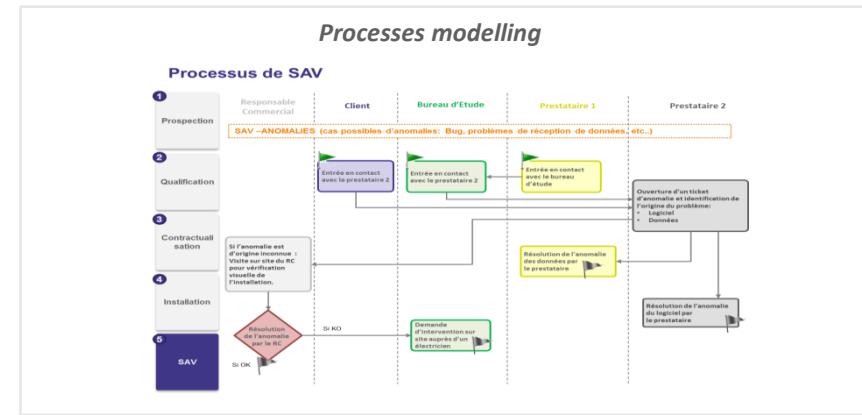
Energy & Utilities - Revenue (2012) = € 81.3 billion – 9.4 M customers

## CONTEXT AND OBJECTIVES

- VERTONE intervened in the context of a launch offer of measuring and analyzing electricity consumption, developed by a major player in the energy, on the BtoB market.
- The objective of this intervention was to complement the work of preparation for marketing by :
  - Sales process (prospecting phase, the signature and management of the contract, and the after sales)
  - Customer experience, by identifying the satisfaction vectors
  - Some internal supports

## MAIN STEPS OF THE PROJECT

- Wrote a client interview questionnaire to validate the interest of the offer to the prospective targets.
- Prepared and conducted workshops.
- Modeled processes
- Modeled customer experience and identify the transformation and satisfaction vectors
- Wrote an outbound prospecting call script



## RESULTS

- In few weeks, VERTONE has completed its mission by achieving a series of deliverables and enabling a successful offer launch.



# Integration of the multi-channel team in the BtoB customer marketing pole: implementation

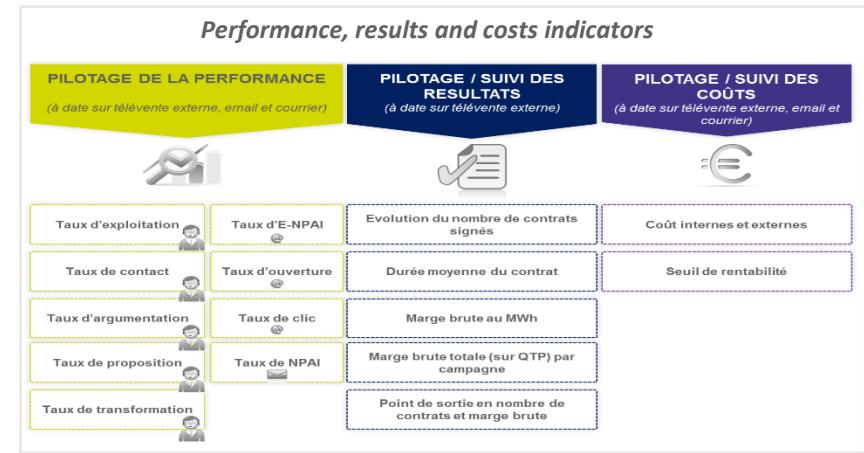
Energy & Utilities - Revenue (2012) = € 74 billion – 1.7 M customers

## CONTEXT AND OBJECTIVES

- VERTONE intervened 1 month before the official integration of the multi-channel team to the Marketing department. The objectives of this intervention were :
- Applying and optimizing the new commercial multi-channel campaign process
- Reinforcing the multi-channel dimension of the commercial campaigns, taking a global view on the commercial plan thanks to a close collaboration with the experts of the clients targets
- Analyzing the performance of the activated channels
- Building synergies within the widened team

## MAIN STEPS OF THE PROJECT

- Challenge every month the commercial campaigns plan, considering the current campaigns results and the resources constraints
- Activate new selling channels that are adapted to the new stakes of the energy sector (end of reglemented tarification)
- Build and maintain a strong link between the client targets experts and the operational team managing the commercial campaigns



## RESULTS

- Reinforced visibility and analysis of the commercial campaigns
- Compared analysis of the performance of the activated selling channels, in terms of client targets and campaign main objectives
- Acquired skills on those subjects within the new team



# Study among a panel of elected representatives about the dealership activity reports

Energy & Utilities - Revenue (2013) = € 13.9 billion - 35 M customers

## CONTEXT AND OBJECTIVES

- In the context of contractual relation with its licensing authorities, our client is expected to provide the licensors with a yearly activity report, presenting actions and conditions of the territory entrusted in concession. In this report, the level of information is expected to be adapted to the licensors, according to their missions, obligations and values.
- VERTONE led a qualitative study among **elected representatives and interlocutors with high level of responsibility**, dedicated to estimate the satisfaction of the 2013 report content, and to highlight some suggestions of improvement for the next exercises.

## MAIN STEPS OF THE PROJECT

- Realize a gap analysis between several reports and the national model
- Define the study perimeter
- Determine the interlocutors to question
- Structure an interview guide and plan the interviews
- Conduct 35 interviews and prepare the minutes
- Identify the improvements
- Present the survey in national comities



## RESULTS

- Constructive and quality interviews, realized in accordance with the initial schedule
- Identification of critical elements in the current report, and proposal of improvement drivers for the next exercises
- Organization by our client of the projects of evolution of the activity report in accordance with our recommendations
- Strong appropriation of our recommendations by our client who solicits VERTONE to present the results of this study in front of several national comities



# Definition of the 2017-2020 customer relationship strategy for a major energy player

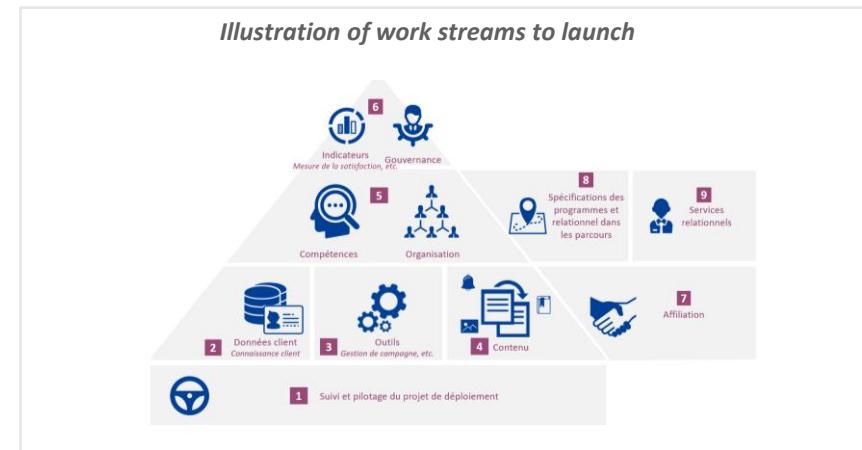
Energy - CA 2015 = 13 548 Mds € - 35 M customers

## CONTEXT AND OBJECTIVES

- New trends in the energy industry are impacting the client's customer relationship.
- The client has two objectives : to preserve its model and market positioning and to strengthen the attachment to the brand while highlighting its industrial excellence and clarifying its public service mission.
- VERTONE was assigned to define the customer relationship strategy within the 3 next years.

## MISSION MAIN STEPS

- Defined, for each target : key topics, content, key moments, marketing levers (marketing campaign, inbound marketing, etc) and primary channels.
- Identified public service actors' best practices in terms of customer relationship.
- Identified, for each target, necessary data for marketing campaigns execution.
- Defined the organization (central vs regions) and governance modes.
- Defined a 3-year roadmap and identify the work streams to launch.
- Defined the economic model.
- Prepared and led workshops with the client team.



## RESULTS

- Definition of the customer relationship strategy, its 3-year roadmap and its economic model in order to get the Executive Committee approval in June 2017.
- Draft of a short term action plan to launch first action as soon as the following semester.
- Formalization of the public sector actors' best practices in terms of customer relationship.



# Support on the Digital Strategy roll-out

Energy & Utilities – Revenue (2012) = € 2.14 billion

## CONTEXT AND OBJECTIVES

- The Digital Team within the Marketing & Strategy BU of our client defined its 5-year roadmap with a main objective to develop the online business of multiple subsidiaries or Group business lines.
- In this context, VERTONE has been missioned to support the roll-out of this Digital strategy by:
  - Managing E-Business Projects
  - Sharing Digital expertise on E-Business topics.

## MAIN STEPS OF THE PROJECT

- **Project Scoping:** concept definition, Market study, Business Case elaboration, opportunity/positioning study
- **Project Management:** RFI/RFP launch, Design workshops, storyboard / customer journey elaboration
- **Project Follow-up:** animation of project/steering committees, actions follow-up, Go-No Go decisions, reporting, information sharing
- **Coordination of multiple projects**
- **E-Commerce & E-Marketing best practices sharing** for some needs shared by subsidiaries / Business lines

## CHALLENGES AND SOLUTIONS

- **Manage a dozen of E-Business projects in parallel**  
→ Solution: Good management of inter-dependencies between some key projects

## RESULTS

- Pragmatic project scoping
- Rigorous project management
- Efficient coordination inter-projects and good management of inter-dependencies
- Sharing of E-Business expertise towards stakeholders (subsidiaries, group, Business lines)



# Online distribution strategy

Energy & Utilities – Revenue (2012) = € 2.14 billion

## CONTEXT AND OBJECTIVES

- A business line of the French subsidiary of our client was looking for the best way to address its B2C segment through the Digital Channel.
- Currently, the subsidiary distributes products in France both in direct and in indirect (including online).
- The objective of the mission was to evaluate the best scenario in terms of online distribution, considering: customer needs, internal capabilities, market maturity level and estimated turnovers/ROI.

## MAIN STEPS OF THE PROJECT

- Assessed the as-is situation of the online distribution of the subsidiary, and of its competitors in France
- Suggested areas of improvement to better control the online presence (especially with some unapproved distributors)
- Built and managed a customer study through social networks in order to evaluate final customer needs in terms of online distribution (which products, services, offers...) and be able to build the target customer profile.
- Identified pros' and cons' of several online distribution models especially regarding internal capabilities (available resources/budget, existing logistics & tools...)

## CHALLENGES AND SOLUTIONS

- Be able to identify the « right » B2C customer segment that will perfectly match with the offer target. This was a real challenge due to the lack of customer knowledge and the specificity of the customer segment.  
→ Solution: Go on social networks and specialized forums related to the company offer in order to « catch » the good customer profiles

## RESULTS

- A clear vision of the subsidiary online presence and recommendation on how to better control this presence
- A understanding of the online market in terms of customer needs and competitors positioning
- An assessment of the benefits & risks of the multiple distribution models that could be implemented
- A pragmatic final recommendation of the online distribution strategy taking into account previous inputs/studies and aligned with subsidiary internal capabilities



# Online E-Business strategy

Energy & Utilities – Revenue (2012) = € 2.14 billion

## CONTEXT AND OBJECTIVES

- The company wants to accelerate its Digital presence in order to boost sales and to differentiate from competitors by innovative and customer oriented services.
- In this context, Vertone has been missioned for a first intervention that aimed to assess the as-is situation of the online presence of a specific business line (worldwide) and propose recommendations in order to improve existing websites and identify new projects to launch
- Following this assignment, the company wanted to go further and required support to define the outlines of the Business strategy of the subsidiary

## MAIN STEPS OF THE PROJECT

- Benchmark of main competitors: digital offer, online distribution models, promotional means, acquisition strategy...
- Understanding of customer needs though the use of Persona defined thanks to interviews with target customers.
- Interviews with commercial and marketing stakeholders in order to get a clear vision of the current distribution channels
- Elaboration of the 3-year Business Plan

## CHALLENGES AND SOLUTIONS

- **Change Management: difficulty to challenge the current distribution model**  
→ Solution: Using one-to-one interviews & co-building workshops was helpful to make stakeholder understand the need of this new schema
- **Get quickly an operational understanding of the strategic recommendations**  
→ Solution: elaboration of detailed project files and a global pragmatic digital roadmap covering all the axis of the upstream strategy.

## RESULTS

- A clear understanding of the online market in terms of customer needs and competition positioning
- A 3-year Business Plan
- A recommendation report of the target E-Business strategy (products range & pricing, target customers, distribution model, promotional means)
- A pragmatic roadmap including top-priority projects and covering the axis of the E-Business strategy



# For the AME subsidiaries of a major energy player, definition of common principles for the creation and the management of a loyalty program

Energy & Utilities - Retail Business Unit - Revenue (2014) = € 77 billion

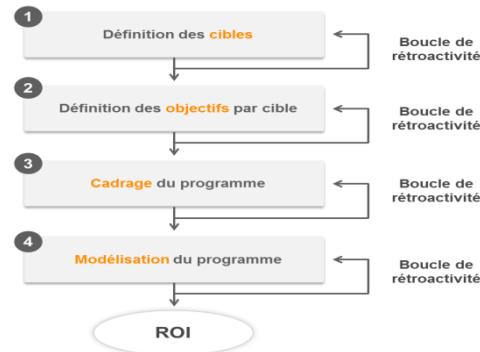
## CONTEXT AND OBJECTIVES

- A global energy leader manages its distribution networks of the Africa Middle-East region in a context of structured markets with a high pressure on margins and an impossibility to differentiate itself by prices.
- This particular economic environment strengthens the belief that a loyalty strategy is necessary to create a brand preference in order to better compete against national companies.
- Following several loyalty initiatives launched by its AME subsidiaries, the client asked VERTONE to help him harmonizing loyalty practices between the countries and defining best practices and recommendations for local entities willing to launch a program in the future.

## MAIN STEPS OF THE PROJECT

- Establish a qualitative and quantitative diagnosis of the loyalty programs currently managed by the client's subsidiaries of the AME area (interviews conducted with each local loyalty manager)
- Design a common loyalty toolbox for the subsidiaries explaining how to create, deploy, manage and reshape a structured loyalty program.
- Elaborate recommendations of typical programs and technical infrastructures adaptable to local economic, legal and technological environments.

## Illustration – Loyalty Program creation methodology



## RESULTS

- Conception of a diagnosis (7 countries studied) analyzing the performance and the best practices of local loyalty programs while identifying potential synergies between subsidiaries and with central in terms of program management technical infrastructures.
- Elaboration of a consolidated document shared with subsidiaries, including a Loyalty Toolkit and recommendations on the basis of theoretical elements from VERTONE intellectual capital and of practical examples taken from the 2015 VERTONE loyalty benchmark and from AME programs case studies.



# Framing of distribution and partnership strategy with a e-marketplace in Africa

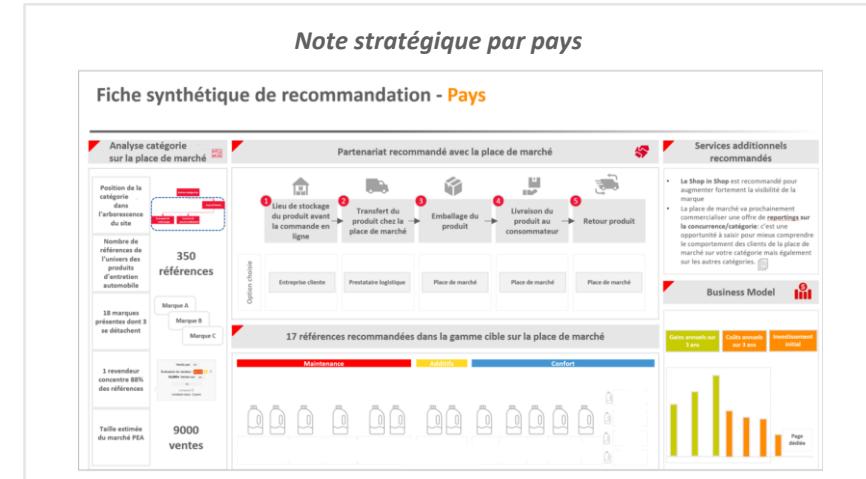
## Marketing and sales department from an international oil company

### CONTEXT AND OBJECTIVES

- Our client's Sales and Marketing African department aimed at studying the opportunity of selling its products on a e-marketplace though its subsidiaries in Africa.
- VERTONE's expertise in market analysis has been solicited in order to pinpoint the potential of the concerned category of products on the marketplace in each target country.
- The second objective was to define the target range of products to be sold in each country on the e-marketplace and its associated marketing mix (price, promotion, ...).
- The third objective was to define partnership scenario with the e-marketplace for each country : what logistic processes, financial rules, ...?

### APPROACH

- Conduct qualitative (customer journey on the marketplace) and quantitative analysis of the marketplace on each target country (database creation: number of items, prices, discounts, brands, ...)
- Follow an iterative process through several workshops so as to define target ranges of products and the marketing mix
- Follow a masked approach of the marketplace in order to collect partnership alternatives and options for each target country



### RESULTS

- A clear vision over the potential of each country (turnover)
- A turnkey synthetic presentation to apply the defined strategy with the General Manager in each subsidiary and negotiate with the marketplace
- Our client quickly grew its knowledge on marketplaces' business model logic



# Feasibility study for the launch of an international merchandising e-business site for a mythical brand

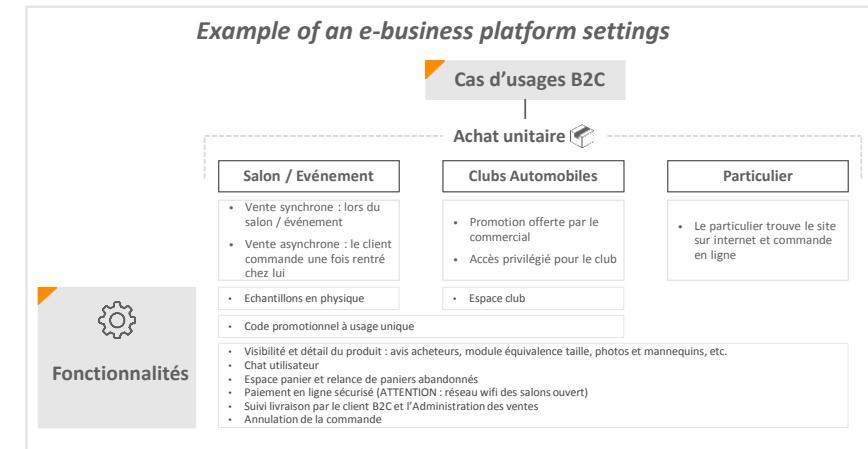
Energy - Turnover 2016 = 149 Mds €

## CONTEXT AND OBJECTIVES

- The brand has a strong notoriety worldwide, especially on the Moto market, due to its mythical history in motor sports.
- Despite a strong digital presence, the brand seems not to benefit from it. Hence, our client want to revive the brand through the e-business lever and has asked VERTONE to evaluate the opportunity for the launch of a merchandising e-business site.

## MAIN STEPS OF THE PROJECT

- Analyse of the situation : brand online presence, competition and products offered benchmark, online demand, etc.
- Interviews with different stakeholders : internal representatives (existing projects, specific needs, client feedbacks, etc.) and external representatives (potential partners, other actors in the industry, etc.).
- Definition of the project main specificities : country scope, product range, e-business platform settings, website, etc.
- Modelling of 3 economic scenarios (finance, value chain, licensing or sponsoring models, etc.) and recommendations.



## RESULTS

- Decision file presented in the Group Steering Committee.
- Recommendations in a scope of 20 countries around the world.
- First study on the subject that led to the creation of an e-business dedicated entity within the Group.



# Creation of an information website dedicated to the diesel exhaust fluid AdBlue®

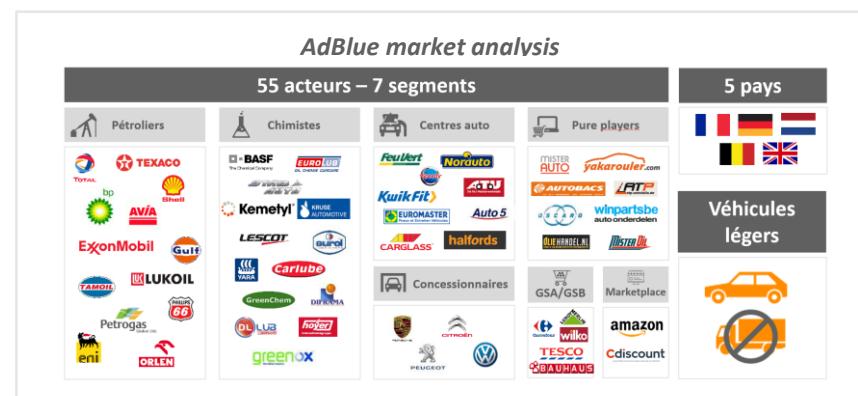
## Energie & Utilities – Marketing & Services Branch

### CONTEXT & OBJECTIVES

- To become a major player in the AdBlue distribution, our client has identified the digital media as a key differentiating element.
- In this context, VERTONE has been selected to :
  - Secure the creation and deployment of an AdBlue dedicated website
  - Define the 2017-2018 e-commerce/e-marketing strategy

### APPROACH

- Existing website overview ([infodiesel.fr](http://infodiesel.fr))
- Define new website specifications: goals and stakes, content and functionalities, tree map and browsing
- Analyze AdBlue BtoC market: oil and gas companies, chemical producers, marketplaces, pure players, mass market retailers
- Analyze the online marketing mix
- Define the 2017-2018 e-commerce/e-marketing strategy



### RESULTS

- Securing new website creation
- 4 projects definition for 2017-2018 :
  - New AdBlue services identification
  - New online distribution channels identification for AdBlue bottles
  - New offer definition for long distant drivers
  - Content strategy definition, mobile version and website evolutions definition



# Optimization of the animation of a collaborative platform

Energie & Utilities - Revenue 2012 = €2,14 billions

## CONTEXT AND OBJECTIVES

- The client launched a collaborative platform in June 2017, which aims to gather in one place testimonials linked with the company from different targets (employees, retired people, partners ...). Despite the setting of several internal communication actions, the number of visits and contributions remain low.
- In this context, VERTONE has been missioned to support the project team to perform an audit of the platform and to elaborate recommendations to increase visits and contributions.

## MAIN STEPS OF THE PROJECT

- Diagnosis of the platform :**
  - Analysis of the platform
  - Analysis of the performance of the platform through the study of key web KPIs
- Conduct of 12 interviews** with contributors and non-contributors in order to understand the motivations to contribute and the lack of contribution
- Workshop with the project team** to define the objectives and the strategy of coexistence between the platform and other digital supports, especially the internal intranet.

**Recommandation to increase contribution**

1 Faire de la page d'accueil la vitrine de la plateforme, en mettant en avant la richesse et la diversité des contenus

OBJECTIF : Expliciter la promesse et le positionnement de la plateforme  
DESCRIPTION : Préface de Patrick Pouyanné

OBJECTIF : Rendre la parution plus simple  
DESCRIPTION : 3 objets liés sur toutes les pages

OBJECTIFS :

- Identifier une ou plusieurs personnes qui permettent de mettre en avant la sélection de l'usager (profil, photo, etc.)
- Valoriser les contributions
- Motiver la richesse de la plateforme

DESCRIPTION : Identifier les publications qui permettent de mettre en avant la sélection de l'usager (profil, photo, etc.)

OBJECTIF : Tant le sujet avec l'ensemble du groupe  
DESCRIPTION : un objectif qui présente les grandes étapes de l'histoire de TOTAL (vidéos, articles) ainsi qu'une rubrique « le saviez-vous » partageant des anecdotes intéressantes sur l'entreprise et ses succès commerciaux.

## RESULTS

- Elaboration of recommendations around 4 axes to increase visits and contributions :
  - Communication
  - Targeting
  - Developing contribution
  - Creation of a community



# Scoping of an international website revamping for a leader in chemical industry

Chemical and Petroleum Industry - CA 2016 = 142 M€

## CONTEXT AND OBJECTIVES

- To position himself as a worldwide leader on lubricant business for automotive and industry, our client want to rethink its international website to:
  - Increase the worldwide visibility of the brand
  - Drive traffic on local websites
  - Offer advice and support to customers
  - Identify prospects
- The client needs a support to scope the website revamping guidelines.

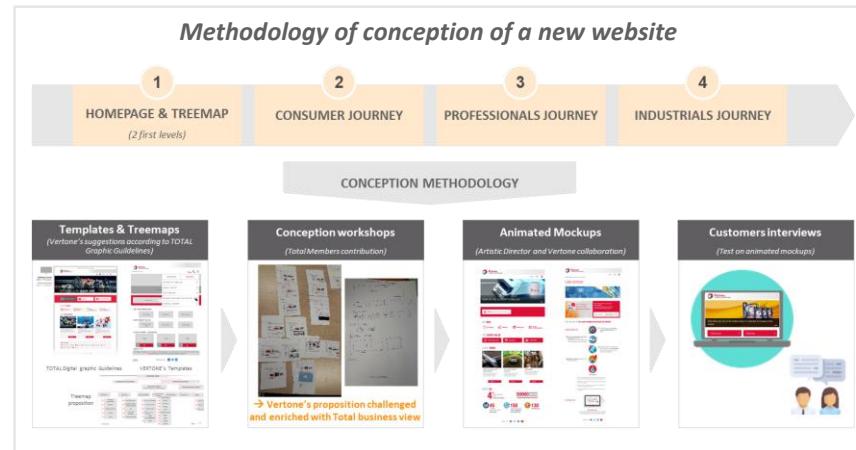
## MAIN STEPS OF THE MISSION

### STREAM 1: Customer promise definition

- Diagnosis of the current website positioning thanks to:
  - An analysis of the current website (customer journey, content, traffic data)
  - A benchmark of competitors websites on lubricant activity (5 worldwide websites, 6 local websites)
  - Customers interviews (28 international customers from different business activities)
  - Collaborators interviews (16 experts from digital department or dedicated business units)
- Identification of the new website promise and the associated main challenges

### STREAM 2: Collaborative conception of a target treemap, a new homepage and main customer journeys

- Suggestion of the first levels of treemap and associated templates, taking customers needs into account (from interviews and personae)
- Animation of conception workshops with client teams
- Conception of animated mock ups (in collaboration with an artistic director)
- Challenge of these mock ups and feedbacks collection with previously interviewed customers



## RESULTS

- Conception of the complete website architecture, illustrated by mock ups on 3 main customer journeys (customer, professionals, industrials)
- Rationalization of the number of pages from 360 to 203 to simplify customer journeys (38 current pages to redesign, 62 current pages with content to be enriched, 103 pages to be created – mainly redirection pages for a seamless customer journey)
- According to customers interviews, the new website is more user friendly: Pages well structured and well designed, customer journey intuitive and easier, spotlighted Services page...



# Diagnosis of a solution and recommendation of levers to develop sales

Energy – 2017 revenue = 171 billion €

## CONTEXT AND OBJECTIVES

- As part of the deployment of a new solution for professionals, the customer wants to be accompanied in the identification of levers to activate to develop sales (including framing the redesign of a website)
- Vertone was asked to carry out an audit of the site, to identify a new promise and optimization axes to optimize customer journeys

## MAIN STEPS OF THE PROJECT

- Design an interview guide to conduct interviews with various collaborators to understand the solution and expectations on this new website
- Analyze the existing website
- Identify and prioritize areas for site improvement based on diagnosis and benchmark elements
- Suggest additional leads to increase sales of the solution

## *Illustration of the final deliverable*

Au vu de nos enseignements, nous recommandons de mettre en place une stratégie double



Une double stratégie : convaincre les clients et accompagner la force de vente

1

Convaincre les clients de la pertinence et de l'efficacité de la solution



Site internet Plan de comm externe

VERTONE

2

Accompagner les commerciaux des filiales sur toute la chaîne de vente



Processus Plan de comm interne Suivi et animation

25

## RESULTS

- Diagnosis of the website
- Prioritized recommendations for a new site
- Definition of the next levers to increase sales



# Framing and launch of 3 segmented loyalty programs

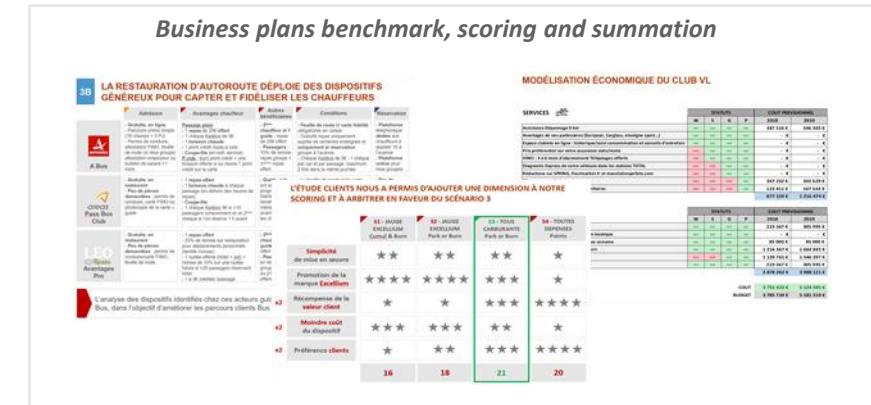
Energy & Utilities – 2016 revenue = 149 billion €

## CONTEXT AND OBJECTIVES

- Our client launched a new loyalty program that did not reach the ambitions originally set and led to strong customer dissatisfaction
- This new program initially replaced the brand's historic one, which was popular but still needed redesign to align with best practices and include increased profitability requirements
- In this context, VERTONE was mandated to assist our client's project team to segment, redesign and launch 3 loyalty programs

## MAIN STEPS OF THE PROJECT

- Carry out an internal and external diagnosis to highlight key learnings : interviews with internal stakeholders (headquarter and field) and external ones (customer surveys), benchmark of best market and sector-specific loyalty programs
- Define the ambitions and objectives of each loyalty program
- Co-develop program scenarios during workshops with the HQ and field teams
- Score programs scenarios to select the most relevant scenarios
- Define economic models and business plans of the selected scenarios
- Prepare and monitor each program launch, divided into project streams : migration strategy, communication...



## RESULTS

- External / internal diagnosis and associated key learnings
- Program scenarios' defined according to clear objectives
- Loyalty programs' business plans
- Final results:*
  - ✓ Redesign of two segmented programs
  - ✓ Framing and launch of a new segmented loyalty program



# For an energy company, definition and management of the webmarketing strategy of a gas bottles' home delivery service

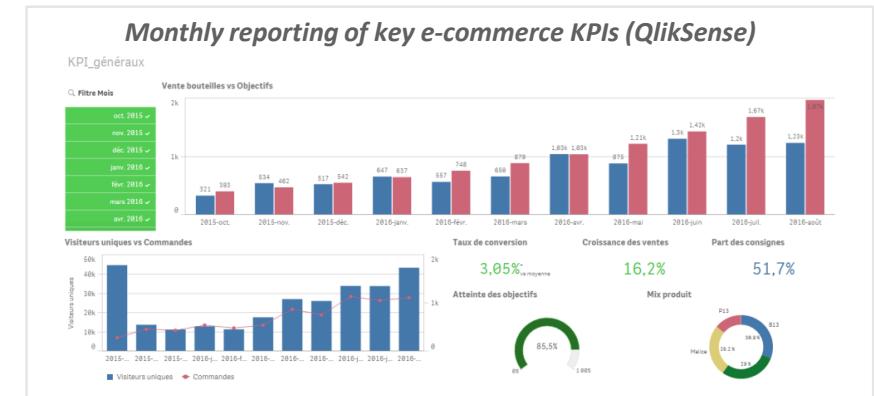
Energy - Revenue 2015: 534 M€

## CONTEXT AND OBJECTIVES

- The French gas bottles' market is structurally falling of 4% per year. Our client - who's a challenger on this market segment - wants to consolidate , even increase its market share thanks to an innovation-based strategy.
- In order to set-up this strategy, our client asked VERTONE to help him designing and launching a e-commerce website enabling customers to order gas bottles online and get delivered at home everywhere in France.
- VERTONE is requested again in 2015 to define, set-up and manage the key drivers of acquisition, conversion and retention necessary to achieve a long-term growth (intervention duration: 18 months).

## MAIN STEPS OF THE PROJECT

- Define and activate key online and offline long-term marketing drivers (SEO, SEM, Affiliation...) and short-term operations (private sales, SMO, package inserts...).
- Select marketing agencies and partners. Manage and analyze agencies' work and optimize marketing budgets.
- Set up a contents' publication plan and SEO technical optimizations (linkage, indexing) to enhance the website's organic ranking on Google.
- Manage the website AM (anomalies solving) and define key technical developments.
- Define a client profile, build customer path scenarii and set-up an appropriate marketing automation process (e-mail, pop-in) to incite purchase/repeat purchase.
- Build an activity reporting, analyze key KPIs and provide recommendations.



## RESULTS

- Achievement of a double-digit sales and revenue growth in 2016.
- Tripling of the web traffic in 2016 and achievement of an average monthly conversion rate (3.05%) above French e-commerce mean.
- Increase of 33% of pages indexed in Google and positioning of 100 keywords in Google's organic top 10 rankings.
- Implementation of on-site long term acquisition, conversion and retention levers (referral, rewarded opt-in, e-mail remarketing...).
- Definition and prioritization of 2017 key growth axes.



# Functional specifications design to start selling products on marketplaces

## IT management department for a French energy company

### CONTEXT AND OBJECTIVES

- Our client sells its products on its own e-commerce website and aims at increasing its online sales by selling its products on new online channels: marketplaces.
- A study is required so as to catch the impact of these new channels in terms of service functionalities offered to the final customer and of flows and content of information between the actors.
- Once this study completed, the objective is to provide functional specifications to the integrator in order to get an assessment on the workload and cost required for the technical development enabling to integrate these new channels.
- VERTONE was solicited so as to bring its expertise on marketplaces.

### APPROACH

- A RFI was carried out with external actors (marketplaces, aggregator, logistic partner) and needs' collection was completed with internal actors (IT, Marketing, Legal) so as to build the macro process of flows of data.
- Building of a macroprocessus so as to define all actions on the value chain of the new channels of distribution.
- Internal workshops on the basis of the macro process: review of listed scenario and decisions on the priority solutions.
- Functional specifications designed for the technical integrator.

### Extract of the functional specifications

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### RESULTS

- A clear vision on the aggregator functionalities.
- High understanding of each actor's role in the value chain and identification of the pivots of decisions.
- A customer oriented approach all along the reflexions.
- Exhaustive functional specifications with appendix file enabling the integrator to assess each functionality.



# Macro-framing of a CRM study

Energy - 2017 turnover = 1,2 Bn\$

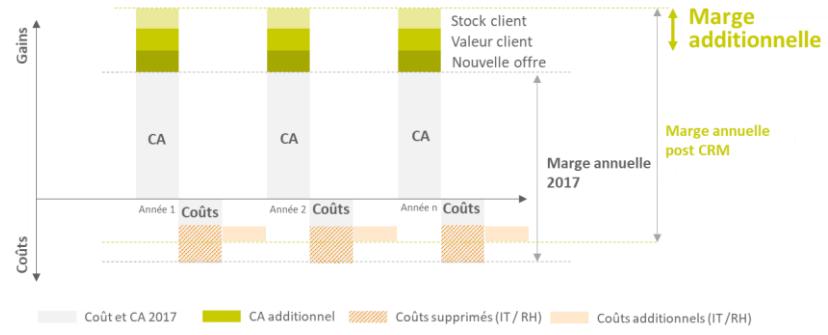
## CONTEXT AND OBJECTIVES

- To maintain its leading position, the client aims at improving its customer relationship system by meeting 3 main objectives :
  - improve customer satisfaction through an all-round customer experience
  - improve employee satisfaction and operational efficiency
  - develop 360° customer knowledge based on useful and consolidated data
- VERTONE was mandated to carry out a macro-framing on the CRM to define the ambition and the financial impact of such a project

## MAIN STEPS OF THE PROJECT

- Definition of the business vision and CRM macro-functions
  - ✓ Definition of the objectives and scope of the pre-study
  - ✓ Definition of the customer and collaborator experience in target vision and estimation of the potential gains generated
  - ✓ Definition of macro-functions and prioritization
- Subdivision and macro-budget evaluation of the CRM requirement
  - ✓ Identification of business and technical cost drivers
  - ✓ Meeting with leading CRM editors
  - ✓ Subdivision, budget estimate over 3 years and roadmap

### Evaluation of margin development through the implementation of a CRM



## RESULTS

- Operational team involved via workshops organized to promote the benefits of the approach
- Presentation of a synthetic CRM framework note to the Directors and the CEO for final arbitration by the parent company



# Redesign of the customer journeys and of the internal processes for a player of the energy field

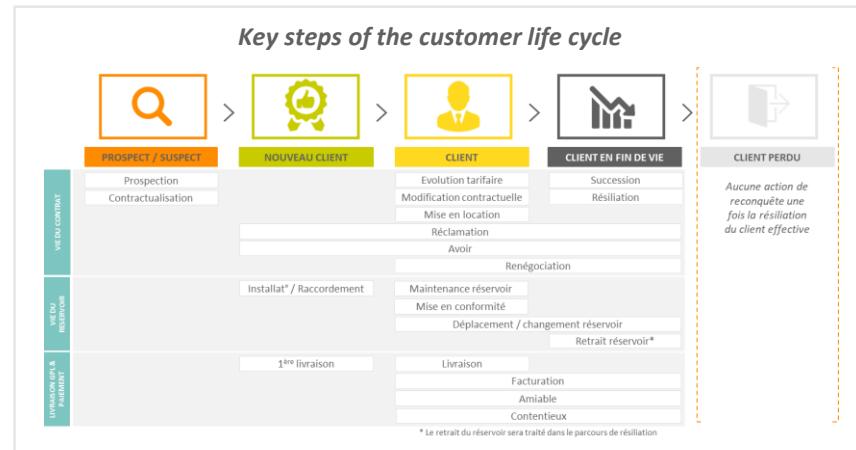
Energy - CA 2017 = 1,2 Mds \$

## CONTEXT AND OBJECTIVES

- In a context of bringing together two brands within the company and of an increased competition, VERTONE was asked to redesign the customer journeys of the 4 business activities of the company over the entire life cycle
- The objective of the mission is to improve customer satisfaction on all touch points of the customer relationship to ultimately sustain the customer portfolio and acquire new customers

## MAIN STEPS OF THE PROJECT

- Define the current customer experience (real and perceived) and the target one by enacting the main guiding principles of the customer relationship
- Map the current customer journeys on the entire life cycle and the internal processes that are associated
- Identify the « pain points », meaning the irritating points and the dysfunctions
- Identify the quick-wins actions (applicable to iso-perimeter)
- Identify and prioritize the medium and long terms actions regarding the target customer experience initially defined and the business interests
- Draw-up a general synthesis



## RESULTS

- Provide a readable and complete map of the existing customer journeys and of the internal processes
- Draw a general synthesis for the top management
- Establishment of a prioritized, operational and shared action plan
- Alignment between all stakeholders



# Electric Vehicle player service pricing policy redefinition and recommendations for its presentation

Energy player - CA 2014 3,7 M€

## CONTEXT AND OBJECTIVES

- After setting up a network for electric car charge, the company wants to upgrade its pricing policy to fit the expectations of its subscribers and the market in a better way, and to be more attractive to potential new customers.
- The redefinition of the pricing policy comes with a new presentation for the website of the company to improve the readability and the comprehension for the customers.

## MAIN STEPS OF THE MISSION

- Analysed client reviews.
- Analysed customer uses from a database with information about customers, uses, number of times, duration and place of charges.
- Assessed market maturity and its prospects.
- Benchmarked networks of electric car charge and presentations for a price list on several business sectors.
- Build different scenarios.
- Assessed uses of costs for the customers.
- Designed presentations for the price list.

**Presentation of the price list**

Réseau Abonnement	Pass
<b>Zen</b> Abonnement pour un usage occasionnel 3 € TTC/mois 0,7 € TTC/5min (moins de 2 h de recharge) ✓ ✓ ✓ ✓ ✓ ✓ -	<b>Appli</b> Passage via l'appli 1,20 € TTC/5 min 100 % de recharge et de rec Disponibilité passe mobile Possibilité supplémentaire de payer par SMS au tarif de la recharge
<b>Confort</b> Abonnement pour un usage régulier supérieur à 12 mois 30 € TTC/mois 0,5 € TTC/5min (moins de 2 h de recharge) ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ -	<b>Pass</b> Sans Abonnement <b>Pass</b> Forfait 2 recharges pour un usage ponctuel 20 € TTC Thématique : vacances, week-end, etc. Possibilité supplémentaire de payer par SMS au tarif de la recharge
	<b>Pass +</b> Forfait 5 recharges pour un usage ponctuel 30 € TTC Thématique : week-end, vacances, etc. Possibilité supplémentaire de payer par SMS au tarif de la recharge

Tarifs des prix à la recharge sur le réseau  
80 % de recharge en 20 minutes  
Accès aux 300 bornes du réseau Sodetrel (dont les 200 bornes du réseau Confort-door), disponible 24/7  
Câbles disponibles aux bornes  
Gestion de compte depuis l'Appli Mobile  
Possibilité d'avoir 2 badges par abonnement  
Réervation de bornes depuis l'Appli Mobile  
Abonnement sans engagement  
Frais d'inscription offerts (10 € Irc + engagement)  
2 heures de recharge incluses par mois sur le réseau

Pour vous aider à choisir votre formule, cliquez ici !

## RESULTS

- The definition of a simpler price list with a better readability for the customers.
- The design for a presentation of a clearer price list which itemizes advantages of the network and the different offers.
- An analysis of Customer uses which shows how the market evolves and gives the client the opportunity to be better prepared to evolve with it.



# Qualitative study for an actor of electric cars to understand the perception of its clients on the network and prices

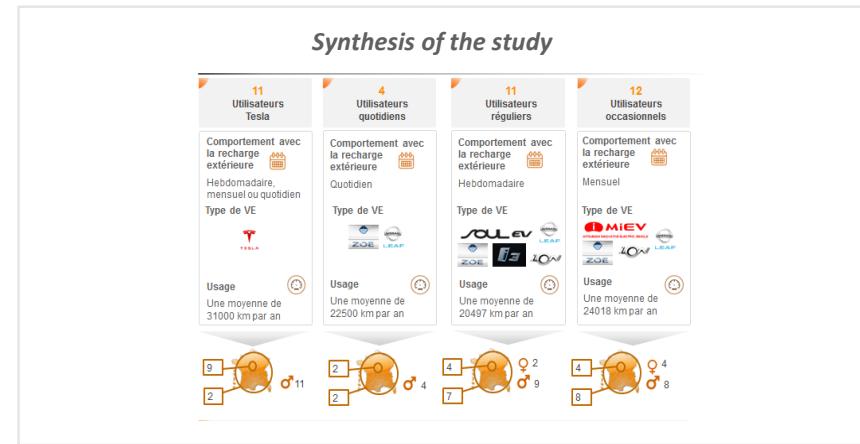
Energy player - CA 2014 3,7 M€

## CONTEXT AND OBJECTIVES

- Following the creation and the settlement of a charging network for electric cars since April 2015, the company has done two studies in November 2015 to collect customer insights
- An action he regularly updates to track market changes
- After redefining a new pricing list (by Vertone), the company wishes to share it with customers to get their feedback. The company will adjust its offer consequently if required.

## MAIN STEPS OF THE MISSION

- Making a qualitative and half-directive survey, by clearly defining survey's structure
- Targeting clients to be interviewed, to obtain a representative sample of the customer database
- Making telephone call surveys and redacting interviews feedbacks
- Writing the study synthesis by making clients profiles, and benchmarking it with previous studies, to understand and track changes
- Providing recommendations and improvement suggestions to provide a better service for network's



## RESULTS

- 40 half-directive interviews representative of the customer database
- A synthesis that compares the result with the two previous studies to show the market evolution
- An analysis of the perception of the network and feedbacks of the new pricing list to confirm that it better meets their expectations



# Project management support for an association who develops the quality of energy infrastructures

Association (energy) – CA 2017 :-

## CONTEXT & OBJECTIVES

- Following a project management formation led by the VERTONE Institute, the association requested VERTONE to bring a support on two specific projects :
  - Ensure the GDPR compliance of the company
  - Reorganise the release of the three-monthly newspaper who faces sizable delays

## MAIN STEPS OF THE PROJECT

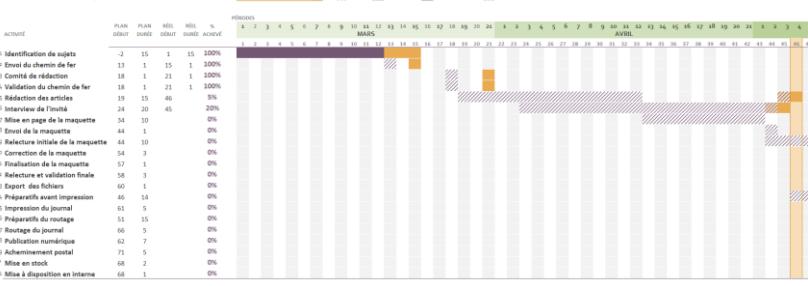
VERTONE action mainly concerned the (re)structuring, launching and monitoring phases of the two projects :

- (Re)Definition of the objectives, scope, bodies and main contributors
- Identification of pain points (for the newspaper) and potential risks
- Breaking down the projects into subprojects : objective, partner, risk, planning, etc. (delivery : Subproject Sheet)
- Building a retroplanning regarding the main bodies identified (delivery : Retroplanning for each project)
- Implementation of monitoring and steering tools : flash reports, Gantt planning, weather report, etc.

*Example : Gantt planning used for the three-monthly newspaper*

Retro-planning du Journal de Juin (en jours ouvrés)

Situation au 04/05/2018



## RESULTS

- Launched the GDPR compliance project at the expected date
- Caught up the delay on the newspaper release after only 1 edition
- Satisfied the client who now uses the tools implemented on other internal projects



# Car-sharing service pricing policy redefinition

Transport - Revenue (2013) = € 700 k - 4k customers

## CONTEXT AND OBJECTIVES

- 3 years after the launch, the car-sharing service revenues are far lower than expected, although customer usages match the business plan
- VERTONE has been engaged to assess and optimize the marketing mix and grow revenues

## MAIN STEPS OF THE PROJECT

- Assessed the whole customer experience (customer journeys, CRM, pricing, ...)
- Benchmarked best practices from car-sharing services
- Built a new pricing policy and customer loyalty mechanics
- Calibrated price levels / loyalty benefits to meet the revenue objectives while preserving customer uses

*Car-sharing electric vehicles*



## RESULTS

- An exhaustive assessment from the customer point of view which highlighted unidentified improvements
- An innovative pricing policy mixing a classical pricing structure with a loyalty program



# Support for the definition of a new offer for the best clients

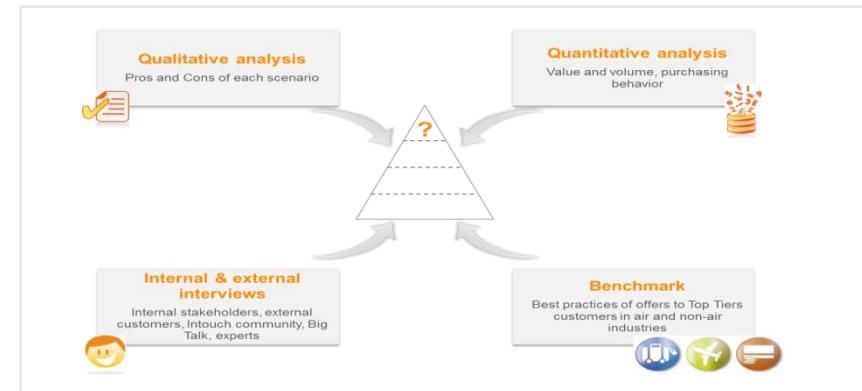
Aviation sector – Turnover (2013) = € 26 billion – 71 M passengers in 2010

## CONTEXT AND OBJECTIVES

- The customer proposes a multi status loyalty program, and he wishes to make it evolve to give his best customers a new experience through 3 axles:
  - Show more recognition, personalize the offer and show a human face to elite customers
  - Make the program more inspirational & aspirational for lower tiers and prospects
  - Drive market share and develop an economic sustainable solution

## MAIN STEPS OF THE PROJECT

- Realized a benchmark of loyalty programs best practices towards best customers on air & non air sectors
- Identified the needs through internal & external interviews
- Realized qualitative & quantitative analysis of architecture evolution & eligibility criteria scenarios
- Contributed to the elaboration of the new services offer dedicated to Top Tier customers
- Realized the structuration of project implementation



## RESULTS

- Definition of a new architecture with associated eligibility criteria
- Proposition of a new services offer
- Construction of a detailed implementation plan



# Customer service benchmarks: channels, response time, key performance indicators

Transportation – Revenue (2012) = € 2 billion

## CONTEXT AND OBJECTIVES

- Give a highway concession group some insight into defining its customer service objectives:
  - What customer service indicators should be monitored?
  - Within what delay should customer complaints be addressed?
  - What customer service channels should be used?

## CHALLENGES AND SOLUTIONS

- Identify the highway concession needs regarding the mission's deliverables
  - → Focus on the reason why a KPI is used rather than on its absolute value
- Explain to the highway concession teams the method in defining the customer service KPI
  - → A benchmark on customer service KPI can help but shall not replace to a deep thought on one's own objectives

## MAIN STEPS OF THE PROJECT

- Gathered relevant information regarding customer service performance:
  - Identified the customer service KPI monitored by 10 French firms (sourcing: VERTONE data)
  - Identified the customer service channels used by highway concession competitors
  - Tested the response time to customer complaints of highway concession competitors by sending and tracking 40 'fake' complaints

## RESULTS

- Diagnostic of a strong heterogeneity within response times to complaints depending on the channel or complaint type
- Identification of best practices adopted by competitors in answering customers' complaints
- VERTONE deliverables broadly circulated and presented to a large audience in order to promote the thought on customer service performance within our client's teams



# Revamp of the physical graphic identity for a transportation operator

Transport – Turnover (2014) = € 5 billion - 200M clients

## CONTEXT AND OBJECTIVES

- The client wished to add value to its brand by emphasizing its **customer service approach**, while redefining the graphic identity of its spaces in order to ease the customer journey and to emphasize the brand identity.
- Our mission was to work with the agency in order to define the new concept and to coordinate the testing in 3 locations.
- We also estimated the cost of the generalization of such a project to the whole transportation network.

## MAIN STEPS OF THE PROJECT

- Defined the operational objectives in response to the stakes (brand highlight, clarification of the services provided, atmosphere improvement..)
- Analyzed the graphic propositions (pictograms, colors...)
- During this step, various entities were involved (marketing, communication....)
- Validated the new graphic identity
- Tested the new concept in 3 locations

## CHALLENGES AND SOLUTIONS

- Respond to the different interests expressed from all entities involved (marketing, logistic, communication...) and make them agree.  
→ **Solution brought** : to organize work sessions with all the entities involved to collect theirs needs and take decision in session

## RESULTS

- A new graphic identity defined and :
  - Tested in 3 locations
  - Liked by 93% of the customers interrogated during a customer satisfaction survey
  - To be generalized in 2014



# Deployment of a new service posture shift for a transport operator

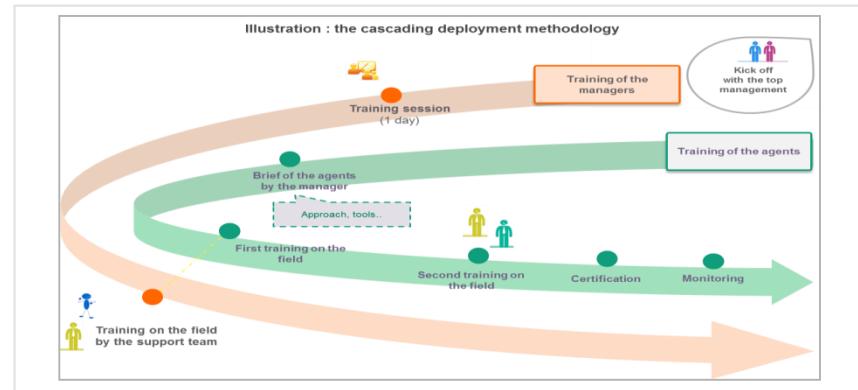
Transport - Turnover (2012) = € 5 billion - 200M customers

## CONTEXT AND OBJECTIVES

- The client wished to add value to its brand by emphasizing the customer service approach.  
The objective was to highlight its “know-how” and to increase customer satisfaction.
- This approach aimed to develop the “operator” population’s proactivity when facing customers and to create service reflexes.
- Our mission was to define and assist the deployment of this posture shift on some specific lines (~2000 operators) at first and then to expand it to the whole rail network.

## MAIN STEPS OF THE PROJECT

- Defined the deployment methodology taking into account the reality of the “field”, the heterogeneity of the population and using a cascading effect that impacted every hierarchical level in order to expand quickly
- Created a pedagogic kit for the different populations involved
- Defined KPIs
- Deployed the new approach: kick off, training and management coaching



## RESULTS

- Deployment of the approach on 7 experimental lines (~240 managers trained and coached)
- Generalization of the approach to the whole rail transport network from June 2014 to March 2015 (~440 managers)
- Adaptation of the methodology to another transportation mode



# Construction of a services chart for a public transports actor

Transport - CA 2016 = 5 448 M€

## CONTEXT AND OBJECTIVES

- Considering the numerous services offered to their customers, a public transports actor wanted VERTONE to help him build a services chart.
- This project aimed at four objectives :
  - Be coherent in the services offered
  - Take into account the difficulties related to the public transports sector
  - Have durability in their service approach
  - Avoid double work and/or memory lapse

## MAIN STEPS OF THE PROJECT

- Interviewed the various stakeholders to understand the context
- Organised a workshop so as to co-build the main objectives of the chart

### *Definition of the main objectives of the chart*

De grands principes ont été définis en co-construction avec les équipes



## RESULTS

- Realised templates about existing services
- Enabled different services to work all together on a common project
- Build a shared vision of the services

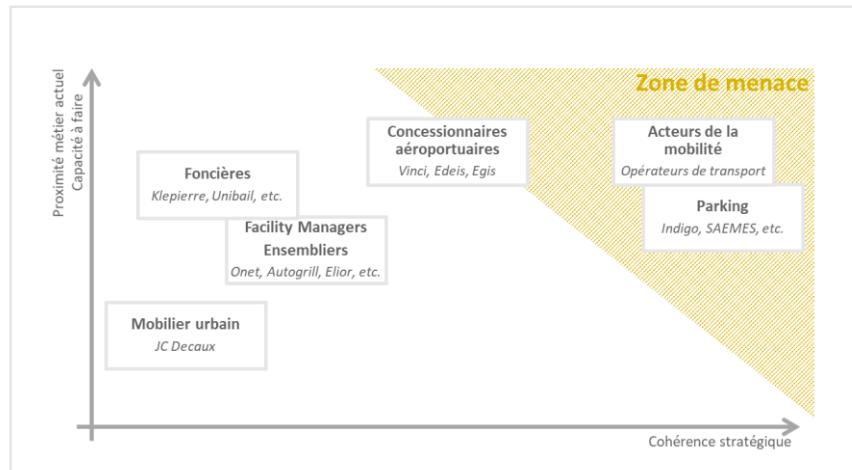


# Positioning strategy to deploy a new business model

Transportation - CA 2018 = 5,5 Mds€

## CONTEXT AND OBJECTIVES

- The regulatory body has established a new financing scheme
- At the same time, the client is preparing for the opening of their core business by diversifying their activities
- The client has mandated VERTONE to define their positioning on one of their know-how so that they fully benefit from the new scheme and improve their efficiency in responding to calls for tenders.



## MAIN STEPS OF THE PROJECT

- Market analysis: current competitors and language elements and identification of the potential newcomers
- Strengths and weaknesses analysis through interviews
- Vision and insights collection
- Modeling of the regulatory body's and of the stake holders' expectations
- Definition of a value proposal during a coconstruction workshop

## RESULTS

- Definition of a differentiating positioning winning full support from the staff



# Additional revenue sources identification & modelization for a major public transportation player

Public transport – 1,5 billion passengers/year

## CONTEXT AND OBJECTIVES

- Context:** in most urban areas, the level of public funding dedicated to public transport is either decreasing or at best maintained at its current level.
- Objective:** public transport operators need to find new sources of revenues in order to be less dependent on public funding. They also need to prepare future evolutions of their business model (e.g. public transport gratuity). Our mission was to help several subsidiaries identify & quantify new sources of revenues.

## METHODOLOGY

- Through several workshops with the subsidiaries, we identified potential new activities (outside the existing transportation activities) likely to generate additional revenues.
- Those activities were then prioritized depending on how well they matched the subsidiaries' resources and assets.
- Business modeling allowed us to give an estimate of the potential revenues.
- We then built presentation documents allowing the subsidiaries to highlight those new activities in their responses to several public calls for tenders.

The composite image illustrates the methodology process. It starts with a 'New business activities catalogue' document, which includes a 'Catalogue d'offres' section with a lightbulb icon, a 'Stratégie' section, an 'Objectifs' section, a 'Résultats' section, and a 'Planification' section. Below this is a 'Business plan (Excel)' document with various tabs and data tables. To the right is a 'Written presentation (Word)' document containing several slides with text and diagrams. A large arrow points from the catalogue down to the business plan, and another arrow points from the business plan down to the written presentation.

## RÉSULTATS

- 10+ new activities identified and modeled.
- All key documents were capitalized in order to help the teams save time when responding to future calls for tenders.
- Extensive tutorials were also designed to explain the whole methodology to other subsidiaries.



# Formalising a general design brief for communication agencies

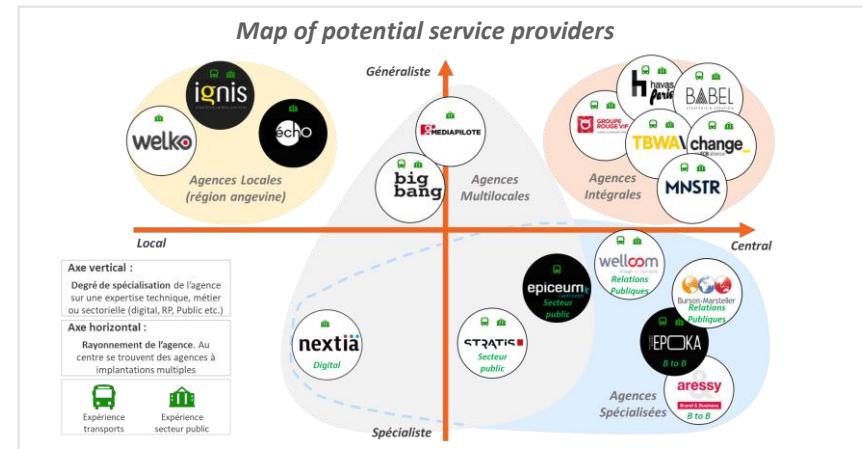
Transport – Turnover 2014 = 1,1 Bn €

## CONTEXT AND OBJECTIVES

- The client's Marketing department is in charge of the company's bids and is facing an intense business activity caused by the renewal of several public service delegation contracts. The Marketing department is then looking for communication agencies to help improving the impact of its deliverables.
- VERTONE was asked to identify potential partners, define an operating model for working with these partners and formalising a design brief for the selected communication agencies.

## APPROACH

- Conduct individual interviews with all the specialists involved in the building of the bids and exhaustively inventory their needs in terms of communication.
- Analysis of the communication agencies' business line and identification of potential business partners.
- Analysis of the possible ways to work with one or several communication agencies, taking into account the needs for local contact and long term partnership.



## RESULTS

- Mapping of the identified communication agencies potentially meeting the client's needs. These agencies were mapped depending on the size of the covered territory and their level of specialisation.
- Definition of a target modus operandi between the client and an agency to be selected for responding tenders.
- Building of an exhaustive and flexible design brief that can be adapted to each tender's specificities.



# Creating an offer for transport integration

Public transportation – 1,5B passengers per year

## CONTEXT AND OBJECTIVES

- Having to answer various requests for proposals, a public transport operator, challenging two main competitors on the French market, asks Vertone for help to define its positioning as an integrator of the different means of transport (not only those it operates, but also the new modes such as biking and carpooling).

## MAIN STEPS OF THE PROJECT

- Defining the themes on which the offer will rely: designing the transport network, connection hubs, ticketing, information, pricing and operations management
- Interviewing employees with experience on these themes in order to define the specificities of each mean of transport, and how far they can be integrated
- Formalizing records on every mean of transport
- Formalizing records on each theme showing the level of integration, the positioning and examples for successful integration
- Leading workshops to extract a detailed action plan for a specific request for proposals
- Writing the part dedicated to intermodality for this specific request for proposals

*Example for a theme record card*

**Fiche thématique – Tarification**

**Capacité d'intégration – modes gérés et non-gérés**

- 10 titres de transport en commun

**Offre d'intégrateur de mobilité**

- 3 classes existent pour une majorité de TC : l'unitaire (pour les voitures), le tarif horaire (pour les véhicules) et l'abonnement mensuel ou annuel (pour les vélos, les scooters...)
- Des tarifs sociaux sont imposés généralement par chaque ville (réductions jeunes, seniors...)
- Certains abonnements peuvent inclure également des modes non-gérés de transport (covoiturage ou bien l'aéroportage (gratuit), réduction)
- Les cars scolaires ont généralement une tarification spécifique à l'année
- Pour les navettes aéroport, tarif généralement plus importants que ceux pratiqués dans les TC
- Tarification : la tarification peut être spécifique (intermédiaire entre tarif et TC)

**Spécificités RAO à venir**

- Développement de la vente à distance (VAD) et de la dématérialisation des titres de transport
- Sur le TAD/TPMR : souhaiter une rés rés sous 2h et le développement rés en ligne
- Enjeu d'optimisation de la gamme tarifaire et de la simplification de la lisibilité des tarifs
- Sur le TAD : une tarification dynamique pourrait être proposée

**Exemples d'intégration**

- Les carnets de vente sont souvent mutualisables entre les différents modes de transport (à bord des véhicules, en DAT, aux guichets des stations, via des dépositaires, sur internet ou bien via une application dédiée)
- Caractéristiques des nouveaux moyens de transport demandant l'intégration :
  - Tramway : pas possible d'acheter des tickets unitaires à bord
  - TAD/TPMR, la réservation et la vente se fait plutôt par téléphone, internet ou à bord (des limites d'horaires existent le soir)
- La Roche-sur-Yon : L'opérateur exploite Smov et propose un abonnement qui intègre en illimité à la fois les TC et les VLS.
- Le déploiement du tramway de Toulouse avec le service Pardis d'un service de TAD à la demande en temps réel avec une tarification dynamique. L'algorithme (IA) permet d'optimiser les regroupements et d'augmenter le taux de remplissage des véhicules

## RESULTS

- A synthetic report for each interview
- A record card for each mean of transport, stating its specificities in terms of transport offer, marketing and operations management
- A record card for each theme formalizing the generic offer
- A concrete adaptation of this offer as a written answer to a specific request for proposals on the intermodality part



# Digital mobility services roadmap definition for a major public transportation subsidiary

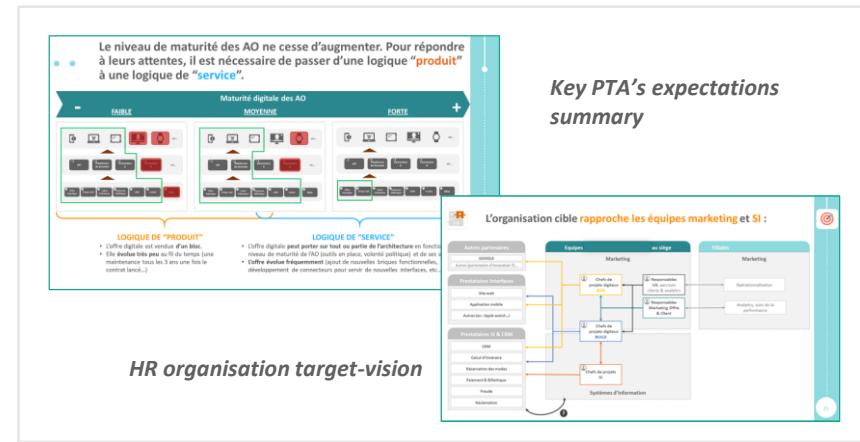
Public transport – 1,5B passengers per year

## CONTEXT AND OBJECTIVES

- Our client was facing two challenges: his core business was going through major structural changes (new mobilities and competition, new customer expectations etc.) and he also had to meet several important business deadlines (public calls for tenders putting a high stress on digital mobility services).
- Our client was willing to reinforce his digital services and also better present his value proposition to its clients (public transport administrations, PTA).

## METHODOLOGY

- Tri-dimensionnal benchmark including: 1) an in-depth analysis of the client current digital services spectrum 2) a study of the competitors' services, both within and outside the public transport sector 3) a study of customers' expectations (both passengers and PTA's).
- Definition of a 3-year digital roadmap based on 3 streams:
  - The digital services offered to passengers on a daily basis.
  - The technical architecture needed to deliver those services in a precise and reliable way.
  - The internal HR organisation needed to make sure the target is reached.



## RESULTS

- The following deliverables were handed to our client:
  - Competition benchmark (including best practices from other sectors).
  - Ful diagnostic of the current services (features, interfaces, architecture, technical partners, level of use etc.).
  - Summary of PTA's and passengers key expectations.
  - 3 year roadmap allowing our client to meet those expectations.



# Value proposition framework definition for a public transport major player

Public transport – 1,5 billion passengers every year

## KEY OBJECTIVES

Our intervention had 2 major objectives:

- Strengthen the marketing value proposition of one of the key subsidiaries in order to help win additional public contracts.
- Based on the existing product portfolio, structure the marketing capitalisation process so as gain efficiency in the calls for tenders processes over time.

## METHODOLOGY SUMMARY

- Extensive analysis of all key product-related documents through 1-1 meetings with the marketing team members.
- Definition of a new template for each of the key deliverables needed to answer to the calls for tenders (budget spreadsheet, product portfolio,...).
- On each key product of the mobility-solutions portfolio, in-depth analysis and brainstorming with the team in order to define :
  - The main stakes addressed by each product
  - The client's strategic approach and its key differentiation points
  - The practical aspects of each product in terms of roll-out (key local partners, budgets, approximative schedule...)



## RÉSULTATS

- 6 « mobility solution masters », covering all main public transport issues (information, CRM, quality etc.).
- 1 fully updated product portfolio.
- 1 ready-to-use budget tool (Excel format).
- 1 catalogue presenting the reference local providers for each mobility solution.



# Defining key positioning themes for a public transport operator in order to prepare it for the market's future opening to competition

## Transportation

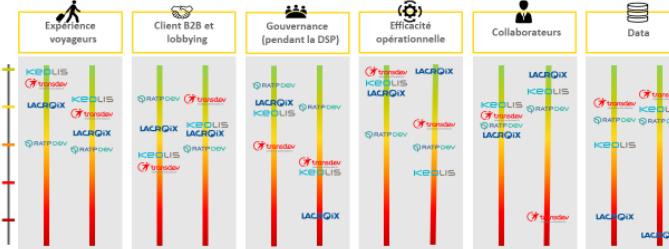
### CONTEXT AND OBJECTIVES

- In the context of its market's opening to competition, a public transport operator, asks Vertone for help to define its key positioning target and areas of work regarding its present and possible future competitors on the one hand, and its client's expectations on the other hand

### MAIN STEPS OF THE PROJECT

- Defining the themes on which the analyses will rely : customer experience, B2B relationships, governance, operations management, human resources management and data management
- Analyzing the positioning of the main operators on the market, comparing their public communication with press articles, and outputs from interviews with the client and with former employees
- Analyzing the positioning of potential new entrants, and assessing their probability to enter the market
- Interviewing key client interlocutors in order to understand their expectations and their perception of the main operators
- Cross-analyze both studies (benchmark and client study) in order to identify key work areas for the operator

*Illustration : compared positioning for the main operators on the market*



Dans notre étude concurrentielle, nous avons comparé sur chacun de ces 6 axes le positionnement revendiqué dans la communication corporative et le positionnement réel (issu de nos entretiens avec des employés RATP DEV anciens employés des concurrents, de nos entretiens avec IDFM et de notre lecture de la presse généraliste et spécialisée). Les notes attribuées sont basées sur des comparaisons relatives et subjectives. Dans l'étude concurrentielle, chaque axe est illustré par une page dédiée qui explique pour RATP DEV, KEOUS et TRANSDEV la notation attribuée.

### RESULTS

- A complete benchmark for the main actual operators and potential new entrants
- A client study presenting the client's expectations, its perception of the main operators and the expected business approach
- A cross-analyses of both studies, identifying the work priorities for this operator in order to maximize its chances to gain new business when the market will be opened to competition



# Assistance in drafting a RFI response for Newcastle upon Tyne city on new mobility services for a transport operator

Transport – revenues 2016 = 1,1 Mds €

## CONTEXT AND OBJECTIVES

- The PTA of Newcastle upon Tyne city has issued an RFI on new mobility to support its thinking on the start of new services for its users.
- VERTONE was asked to help its customer, the transport operator, to write and market its response to this RFI, by creating a link between its various existing offers on 3 services related to new mobility: the MaaS, the Transport on Demand and the Autonomous Vehicle.

## APPROACH

- Understood and analysed the existing mobility offer on the network managed by Tyne and Wear PTA, and created personae representative of the inhabitants of the Tyne and Wear area
- Conducted interviews with each of the project leaders on the 3 aspects of our answer for the RFI (MaaS, VA, TAD) to fully understand positioning, existing offer and possibilities for the city of Newcastle upon Tyne
- Completed the response document by presenting personae's initial needs and difficulties and how the new offering on new mobility services can respond to these needs.

### *Services related to new mobility developed in the RFI response*

- **Flexible on Demand Transport services:**
  - **dynamic routing** (e.g. no fixed lines)
  - **8-passenger minibuses**
  - available via a **mobile app, a website or a call centre** alternative if necessary
- **Mobility as a Service (MaaS):**
  - **end-to-end seamless** mobility offering
  - **intermodal fully integrated information, payment, pricing and ticketing**
  - available via a **mobile app or website**
- **Autonomous vehicles:**
  - level 4 (e.g. driverless)
  - Up to 16 standing passenger shuttles

## RESULTS

- A customer-oriented, marketed and concrete answer on the benefits of the solution for end-users
- A well-built offer, with a correlation between the 3 services proposed, which are complementary to create an end-to-end offering for final users.



# Scoping and rolling out of the Group digital transformation plan

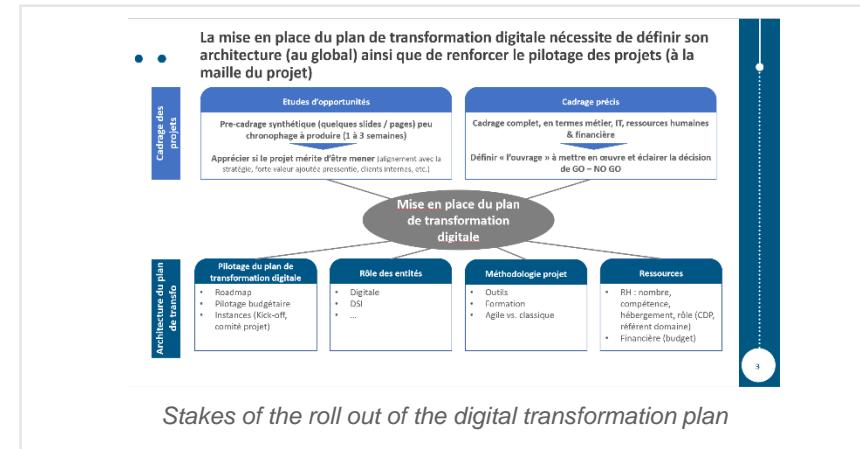
Transport - Revenue 2016 = 1,1 Mds €

## CONTEXT AND OBJECTIVES

- The company is one of the main French public transportation operator, has a global presence through its 110 subsidiaries around the world, and has a rapidly-growing business.
- VERTONE has been requested to support the scoping and rolling out of a digital transformation plan, with the main following missions:
  - Define digital ambition of the company
  - Define digital projects roadmap and help to prioritize digital projects
  - Scope the rolling out, governance and steering of the digital transformation plan
  - Steer specifically some digital projects

## APPROACH

- Achieve an as-is assessment (interviews with directors and BU / support functions / some subsidiaries representatives)
- By segmenting the company activity into 8 domains, define a digital ambition for each domain, then collect digital needs to identify main digital projects to launch
- Organize a seminar to pool domain-related works to define a digital project roadmap.
- Organize an executive committee dedicated to the digital transformation to get the buy-in of all directors and to prioritize the digital roadmap
- Define the architecture of the digital transformation plan:
  - Resources allocation scenario (HR and financial)
  - Steering and associated committee
  - Creation of a digital team and definition of its role in the company
- Support digital projects manager during the scoping phase of their projects



## RESULTS

- Awareness and **acculturation** of the company to **digital**
- Definition of a **digital portfolio comprising around 30 projects**, among which 16 have been prioritized by the Group executive committee.
- Creation of the project portfolio committee**, to prioritize and follow-up IT and digital projects
- Creation of a digital team** and definition of its main missions
- Scoping and realisation of 2 digital projects**



# Support in responses to calls for tenders for a major public transportation player

Public transport – 1,5 billion passengers/year

## CONTEXT AND OBJECTIVES

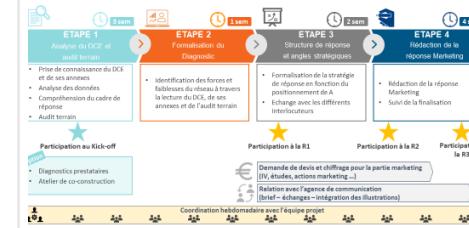
- Transport is a rapidly changing sector in which the development of offers is accelerating and the competitive landscape is becoming more complex.
- In this competitive market, our client wanted to increase its ambition and position itself on higher value contracts.
- VERTONE has been requested to help adopt a new "Marketing Offer" approach to enhance the responses to calls for tenders and differentiate the value proposition on contracts worth from 35 to 55 M€

## MAIN STEPS OF THE MISSION

- Support in responses to several calls for tenders for a better capitalization and adaptation of the methodology to set up.
- Support for project management.
- Meetings and workshops with the marketing team and the different contributors of the response to call for tender.
- Consultation file analysis and field audit; diagnosis formalization, identification of strategic angles and response structure.
- Writing of the different documents / themes carried by the marketing team
- Follow-up of the costing relating to the marketing actions
- Brief and follow-up of the communication agency for the illustrations

### Extract from the methodological guide

#### Les 4 étapes principales pour le marketing



Example of a tool set up  
(decoding grid)

Criteria	SMUR	ARRÊTS ARRIBUS	Qd / Nbr	Commentaires sur les critères / description qualitative
Information voyageur	Affichage dynamique			
	Tables horaires / affichage en fréquence des départs			
	Plan de réseau			
	Plan de secteur			
	Informations tarifaires			
	Service SMAT (apport renouvelé d'informations régionales, ou information voyageur)			
	SMAT - ville, arrêt, lieu			
	Information commerciale			
	Communication / promotion			
Vente	DAT (abonnement, billet vendable, entrée...)			
	DAT : possibilité de payer en ligne ?			
	Validation			
	Informations diverses sur ventes (départure le plus proche, agence...)			
Intermodalité	Informations autres services de mobilité			
Accessibilité PMR	Demandes / rapports d'information			
	Spécificités transports (comptage, tarification, tarification unique (station pick-up), réseaux sociaux autorisés)			
Autres services	Autres			
Communication				

## RESULTS

- Contribution to 3 responses to calls for tenders
- Identification of key success factors
- Capitalization of all the documents drafted, creation of a methodological guide and various tools enabling the marketing team to be more efficient during the responses to calls for tenders



# Mobilization and support in Quality of Service action plans design, for the subsidiaries of a transport operator

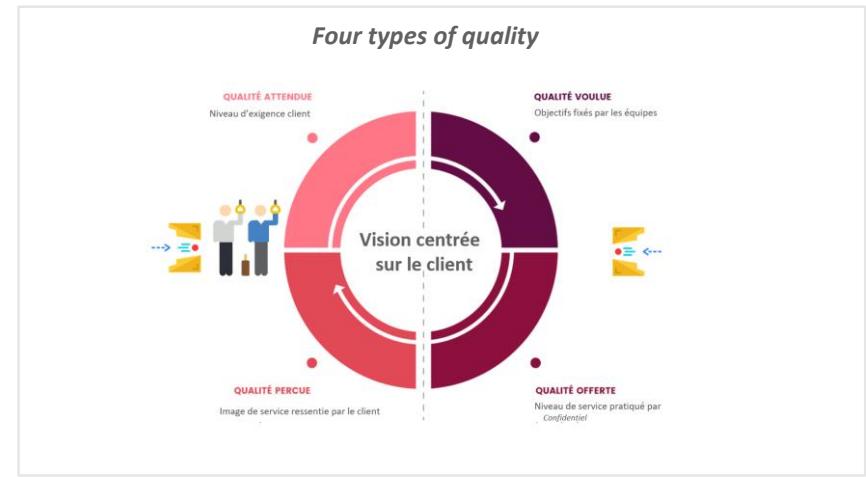
Transport sector – Revenue (2018) = € 1.1 billion

## CONTEXT AND OBJECTIVES

- Quality of Service (QoS) is historically a low priority in the subsidiaries, who are mobilized on revenue and margin objectives
- Global Teams and group director want to mobilize on this topic
- VERTONE's assignment consists in accompanying subsidiaries Directors for the action plans definition

## MAIN STEPS OF THE PROJECT

- To realize a QoS inventory within every subsidiary, through :
  - Director interviews
  - Quantitative Analysis of Results
- To organize and animate a QoS work seminar in order to raise awareness on the topic and to identify improvement axis
- To assist the subsidiary Directors and their teams in their action plans writing
- To identify transversal evolutions recommendations
- To animate a presentation seminar for the action plans



## RESULTS

- For every subsidiary, the action plans have been
  - Designed by all teams, including the director
  - Validated the director
- All teams (subsidiaries and Direction Committee) are aware of the importance of QoS



# Response to a call for tenders in the sightseeing transportation sector

## Tourism transportation

### CONTEXT AND OBJECTIVES

- The tourism sector is facing important societal challenges (integration of tourists flows in local environments, ecological impact...)
- In this context, the city of Brussels issued a call for tenders to run the city sightseeing service. A major transportation actor requested Vertone to help him building and highlighting his answer to this call under a heavy time pressure

### APPROACH

- Identify the key steps of the project, anticipate potential difficulties and define the work planning
- Lead a market study, an analysis of the context and identify the strengths and value added of the client to build a relevant and competitive offer which accurately represents the client
- Support and coordinate the client's internal teams as well as the external ones (creative agencies), split and distribute the tasks between the stakeholders
- Instore regular updates meetings and reviews
- Collect and synthesize everyone's work to consolidate it with the client
- Produce, write and shape the deliverables

**Overview of the commercial booklet**

**UNE OFFRE ENRICHIE POUR LE MEILLEUR DE BRUXELLES**

- 2 lignes connectées sur 22 arrêts dont 2 nouveautés pour une offre de transport en commun plus étendue et plus complète.
- Bruxelles by night : création d'un bus nocturne.
- Création du Bus Pass 3 jours et du Bus Famille.
- Intégration dans le Brussels Card.
- Véhicules neufs, confortables et silencieux.
- Réduction de 50% pour les abonnés mensuels annuels MOBIS.
- Sur nos passagers à 360°.
- Une nouvelle application mobile GPS avec un programme interactif pour les touristes.

**NOUVEAU**

**Thierry Casterman** Directeur Général de Bruxelles Tour

**Une PREMIÈRE mondiale avec une flotte de bus à impériale 100% ELECTRIQUE**

**Accès internet via la ligne Wi-Fi**

**Information en temps réel sur mobile**

**Archer facile en ligne et à l'unité**

**Distribution via ligne et Internet via Dispositif**

**Plus de 50 stations**

**À savoir**

Bus Pass	1 jour	3 jours	1 mois
Adulte	20 €	60 €	160 €
Enfant	10 €	30 €	90 €
Pass Famille	40 €	120 €	360 €
Pass MOBIS	24 €	72 €	216 €
Pass MOBIS Famille	48 €	144 €	432 €
Pass MOBIS 3 Jours	24 €	72 €	216 €
Pass MOBIS 1 Mois	48 €	144 €	432 €

**Informations pratiques**

- Prise en charge des personnes à mobilité réduite
- Recharge de 30 minutes au maximum
- Correspondance continue entre le bus et le métro
- Points d'arrêt communs avec le transport public
- Plus de 100 sites touristiques accessibles

### RESULTS

Key deliverables produced:

- 150 pages file (+ 200 pages of appended) explaining the offer in detail: introduction of the market context, of the client, technical and operational characteristics, marketing strategy, action plan...
- 4 pages commercial booklet developed alongside a creative agency for a more synthetic and visual display of the key elements of the offer



# Supporting the responses to call for tenders for a transport operator

Transport sector – Revenue (2018) = € 1.1 billion – 1.5 billion travels per year

## CONTEXT AND OBJECTIVES

- Our client wants to develop its regional market share on urban and intercity transportation, with an offensive approach in its responses
- VERTONE's assignment consists in supporting the build and delivery of the responses on 2 target market

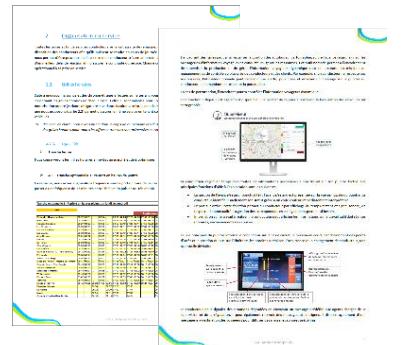
## MAIN STEPS OF THE PROJECT

- To analyze the tender, to identify strategic angles for every lot, and the response structure
- To coordinate contributors, to define the planning and steer the deliverables
- To collect information and business inputs in order to elaborate the standard offers and the variations
- To write the technical memoirs, and to creation a visual digest of the response
- To follow the costing exercise
- To check the global coherence of the offer and the homogeneity of deliverables
- To prepare administrative files for submission

*Deliverables planning*



*Technical memoirs*



## RESULTS

- Contributed to 3 responses, for a value of 2 M€ per year each
- Elaboration of a complete submission, in coordination with 2 external partners



# Assist a public transportation actor in formalizing its customer politics

Public transportation –Revenue (2013) = € 5.1 billion – 2.5 billion clients

## CONTEXT AND OBJECTIVES

- The client recently placed the client as the core of its strategy
- In this context, the Direction of commercial actions wished to standardize all its subsidiaries commercial actions
- The mission main objective was to formalize a customer politics that would:
  - Be faithful to the existing situation and remain coherent with the group strategy
  - Be attractive to customers (local authorities)
  - Be different from the competitors'

## MAIN STEPS OF THE PROJECT

### Strategic guidance

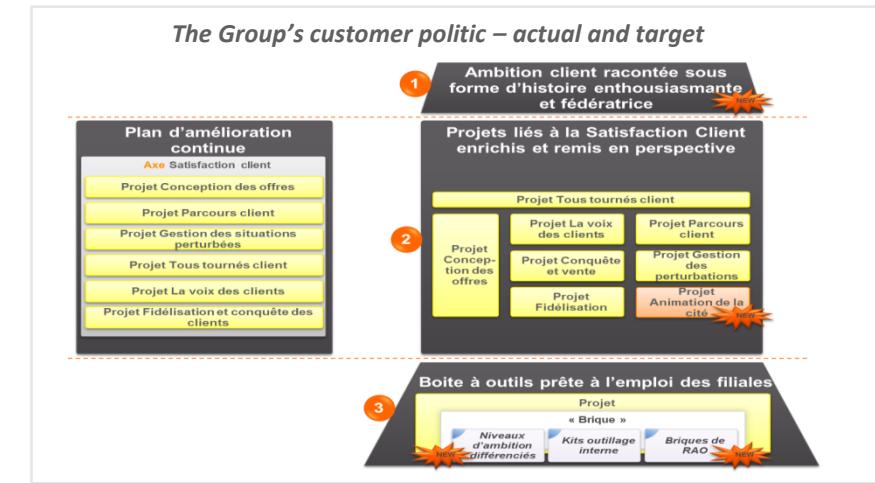
- Diagnosed the subsidiaries' customer policy
- Benchmarked the competitors' positioning on these subjects
- Analyzed the public tenders led by local authorities

### Vision

- Proposed a consolidated vision of customer politics
- Defined an exciting and unifying customer ambition

### Implementation

- Defined the basic elements of a toolbox to be used by subsidiaries



## RESULTS

- The approach was shared during the annual marketing seminar
- The magnitude of this subject was understood, as well as the maturity of the teams on these matters
- This strategic guidance can be used in the subsidiaries as a toolbox



# Design and launch of a web plan for the distribution of transport tickets

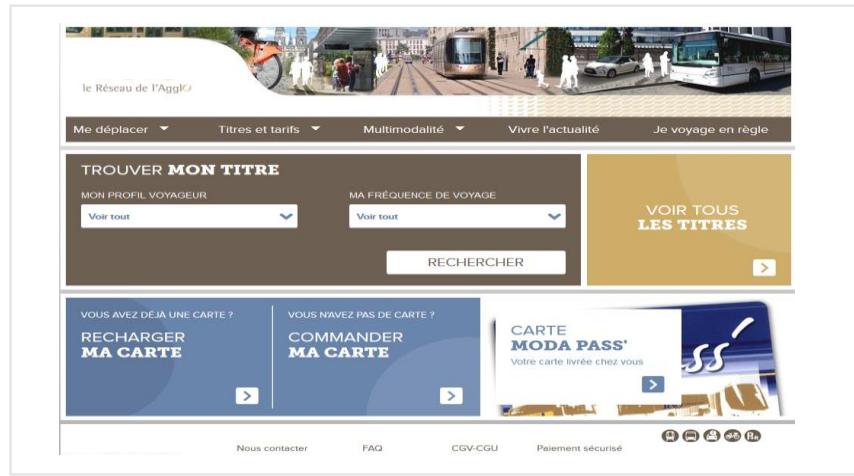
Transport - Revenue (2014) = € 5.6 billion

## CONTEXT AND OBJECTIVES

- The customer wants to position itself as the leader of connected mobility.
- Passengers' uses are placed at the heart of its digital strategy in order to optimize the customer experience.
- The aims of the project are :
  - Allow passengers to buy and manage their transport tickets online
  - Offer to carriers a simplified representation of their product catalog and sales' automation

## MAIN STEPS OF THE PROJECT

- Conduct workshops with pilot networks to understand and collect their needs.
- Coordinate exchanges with the group executives (marketing, digital, ISD) and providers.
- Pilot the construction of the service by following the Agile methodology (Scrum Product Owner).
- Coordinate the launch of the product : trainings, communication and user support.
- Collect pilot networks' feedback in a perspective of continuous improvement.



## RESULTS

- Proposition of a new distribution channel through a responsive design website (adapted to all devices) and a mobile application.
- Launching of the solution in three pilot networks (Orléans, Saint Malo, Montargis).
- 100% pilot networks' satisfaction.



# Definition of the Customer Account personalized and multichannel

Transport - Revenue (2012) = 5.6 billion € - 2.2 M customers

## CONTEXT AND OBJECTIVES

- The digital program of this transportation leader's is founded around several solutions which common aim is to facilitate the complete daily transportation of each traveler.
- A first study about a Customer Account gave the main directions of the customers' connected journey between the group's digital solutions.
- The objective of this mission was the finalization of the precise definition of this Customer Account, to reach an operational level – defining the functionalities, how they are distributed between each solution and the data flows linked to those functionalities – in order to launch the Customer Account integration in the group's solutions.

## MAIN STEPS OF THE PROJECT

- Identify Use Cases, travelers' needs, by using personas' methodology : two profiles of travelers, representative of the two ways of using applications : from the desktop or in mobility with a smartphone.
- Define functionalities families and classification, to answer precisely to identified needs.
- Develop the logic of the dynamic connected customer journey during « Customer journey workshop » : which solutions bring which functionality and how they are linked to each other.
- Identify data and data sources needed.
- Identify expressions of the data requirements to realize.

Client Account functionalities exhaustive referential, with their distribution by solution								
Le référentiel des fonctionnalités : une cartographie exhaustive des fonctionnalités, de leur répartition par canal et de leur faisabilité								
Cas d'usages	Domaines	Sous-Domaines	Fonctionnalités	Descriptions	Canaux			Mon Compte
					App Réservation de l'app	PLAN AdM	BOOK VAD	
Je crée MON COMPTE	Création	Contenu d'incitation à la création	Inclure à la création	Mettre en avant les arguments pertinents pour inciter à la création d'un compte (ex: "Inscrivez-vous dès maintenant pour recevoir des demandes de devis immédiatement")	-	-	-	-
			Des raisons d'incitation à la création	Des raisons d'incitation à la création (ex: "Inscrivez-vous dès maintenant pour recevoir des demandes de devis immédiatement")	-	-	-	-
			Mon avis sur le service Client	Mon avis sur le service Client (ex: "Inscrivez-vous dès maintenant pour recevoir des demandes de devis immédiatement")	-	-	-	-
			Contenu placé à des emplacements stratégiques	Contenu placé à des emplacements stratégiques (ex: "Inscrivez-vous dès maintenant pour recevoir des demandes de devis immédiatement")	-	-	-	-
			Proposer au client la possibilité de "compter" (ex: "Inscrivez-vous dès maintenant pour recevoir des demandes de devis immédiatement, sans oublier votre téléphone, sans oublier vos amis et vos favoris...")	Proposer au client la possibilité de "compter" (ex: "Inscrivez-vous dès maintenant pour recevoir des demandes de devis immédiatement, sans oublier votre téléphone, sans oublier vos amis et vos favoris...")	-	-	-	-
Déclinaison des cas d'usages en domaines et sous-domaines de fonctionnalités							Répartition des fonctionnalités par canal	
							Etude d'impacts et de faisabilité sur Mon Compte	

## RESULTS

- The Client Account functionalities exhaustive referential, with their distribution by solution.
- The data referential with the authorized action on each of them, the associated sources and the expressions of the data requirements to realize.
- A reference presentation with the strategic and structuring orientations for the whole project.
- The customer journey with the dynamic built in workshops.
- The constitution of a Customer Account Comity to insure the next steps of the project until the implementation.



# Mapping of B2E digital solutions set up by subsidiaries of a French public transport group

Transport - Revenue 2012 = 5,6 billion € - 2,2 Mds of customers

## CONTEXT AND OBJECTIVES

- The public transport group launched an opportunity assessment to develop digital B2E solutions to operational teams in charge of maintenance and bus exploitation. Some local endeavours had already been developed but the group had a lack of consolidated and exhaustive vision on those projects.
- The objectives of this existing initiatives inventory are : communicate about the group approach to the intern teams, integrate subsidiaries in the B2E solutions co-construction efforts, rebalance the visibility of subsidiaries feedbacks about the progresses of those subjects.

## MAIN STEPS OF THE PROJECT

- Elaborate an interview guide about those subjects both technical (IT solution) and managerial (project management).
- Conduct 30 interviews with the subsidiaries.
- Consolidate a reference assessment describing the whole extent of existing and analyze results.
- Formalize a recommendation summary and present the analysis during an oral result presentation describing, for each existing solution : the strategy, the goals, the target, the terminals, the allowance, the deployment plan, the social impacts, the functional and technical solution and the economic elements.

### 1. Example of digital solution sheet

### 2. Analysis and recommendation of solutions category to prioritize

**Offre Digitale / Applications (24)**

**Solution**

- Logiciel de gestion interne
- Logiciel de prise de rapport
- Logiciel de suivi et d'analyse (système intégré à nos mobiles)
- Logiciel de traitement statutaire
- Logiciel de gestion de la flotte
- Logiciel de gestion de l'exploitation
- Logiciel de gestion de la maintenance
- Applications disponibles sur Google Play et à télécharger sur App Store

**Fonctionnalités :**

- Visualisation de données historiques et tendance, photo, horodatage GPS pour l'apparition des personnes opérationnelles signifiante électronique (adulte fonctionnelle non intégrée à date)
- Intégration de la géolocalisation GPS
- Intégration de la géolocalisation GPS

**Parcours utilisateurs**

- Demande d'opérateur - Demande du formulaire - Déposez une question - Synchronisation des données avec votre terminal

**Mise en œuvre**

**Fournisseurs :**

- Intégration IT Office (Soft Corso) avec un fort partenariat
- Intégration de la géolocalisation GPS
- Intégration de la géolocalisation GPS

**Cout de développement :** 1 100 € et le coût des termes ?

**Cout d'exploitation :** Licence annuelle (besoin à prioriser avec Michel Proulx) et frais de maintenance (annuelle)

**Date et durée de mise en œuvre :**

**SOFT CORSO :** Phase de test du 1er juillet 2014. Déploiement restant en segments. Déploiement terminé fin 2014.

**CF :** Phase de test du 1er juillet 2014. Déploiement restant en segments. Déploiement complété en mars (phase de test). Déploiement terminé.

### Les couts de développement des solutions sont largement liés au choix des devices

### Priorisation des solutions sur lesquelles capitaliser.

## RESULTS

- Intern communication to around 50 local managers.
- Analysis presented in 4 axes (needs, devices, targets, costs of investment and maintenance) to establish practical recommendations with the purpose for the group to set up prototypes in the short term.



# Mobile App pre-framing analysis for a urban transportation operator

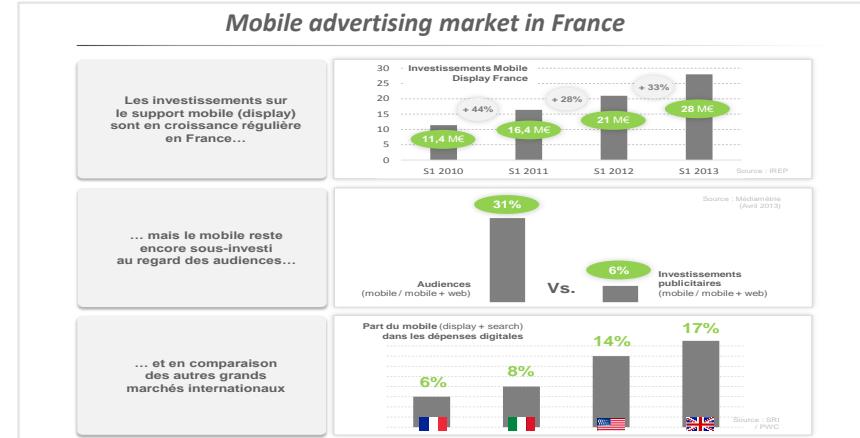
Industry - Turnover (2012) = € 4.9 billion – 2.2 billion customers worldwide

## CONTEXT AND OBJECTIVES

- The client had launched a selection of service providers in charge of designing the group mobile application to support mobility.
- VERTONE had to :
  - Qualify the App's Front-Office and Back-Office functionalities, as well as its user-friendly principles
  - Draw-up the 5-year Business Plan to stimulate ideas regarding the project launching decision

## MAIN STEPS OF THE PROJECT

- Benchmarked the range of options in terms of functionalities and customer experience
- Prioritized the App features through seven workshops involving subsidiaries and set a target App tree solution
- Analyzed and refined the estimated costs of the project
- Analyzed and quantified the potential revenue model and established the chargeback mode between headquarters and subsidiaries, notably through interviews with our client teams
- Identified key success factors for the project and recommended a Go / No-go



## RESULTS

- Anticipation of the design phase with a functional and ergonomic benchmark for each thematic and prioritization process during workshops => risks of "timing gap" reduced
- Project validation (Go) during the last Steering Committee on the basis of a clear and realistic business case, especially considering the potential revenues
- Design of a modeling tool allowing internal teams to adjust the business case



# Set-up of a digital collaborative community

Passengers transportation - 2014 revenues = 5,6 Mds €

## CONTEXT AND OBJECTIVES

- Context: clients already use a collaborative platform to facilitate information & knowledge sharing across all departments.
- Objective: create a community dedicated to « digital » within this collaborative platform, in collaboration with knowledge management team.

## MISSION MAIN STEPS

- Finalize the digital community framing:
  - Community objectives
  - Sponsors and main contributors
  - Documents posting modalities & architecture
  - Documents visibility settings
- Define the communication plan associated with the launching of this community.
- Set-up the community's look'n feel (homepage, welcome text, pictures etc.).
- Upload a first batch of documents in the community.

## RESULTS

- Launch of the digital community, already enriched with over 100 documents (strategic plans, market watch, product information...), with clear operational guidelines.
- Along with the community opening, a detailed communication plan was delivered to clients (pre-launch, launch & long-term animation & communication).



# Competition management to select an agency in charge of implementing the Social Network Strategy and of conducting a e-reputation watch

## Transportation – app. 60 000 staff

### CONTEXT AND OBJECTIVES

- The client has defined their Social Network Strategy: presence, targets, editorial tone, editorial calendar, topics, etc.
- They now aim at selecting a unique agency, able to take up all subjects pertaining to this strategy, at a Corporate level and for French subsidiaries: account creation, community management, content creation, change management, e-reputation watch, e-reputation crisis management, etc.

### MAIN STEPS OF THE PROJECT

- Drafting of the competition brief, including:
  - The SN strategy summary
  - A detailed scope of work
- Support for sorting agencies' tenders and challenging of technical and financial aspects

5	Prestations attendues .....	37
5.1	Lotissement et attribution des lots .....	37
5.2	Description des lots .....	37
5.2.1	Lot 1 : Déploiement de la stratégie de marque Corporate .....	37
5.2.2	Lot 2 : Accompagnement opérationnel Corporate .....	39
5.2.3	Lot 3 : Comptes des dirigeants du Groupe .....	42
5.2.4	Lot 4 : Campagnes sponsorisées Corporate .....	43
5.2.5	Lot 5 : Conception et animation de modules de formation .....	44
5.2.6	Lot 6 : Accompagnement aux filiales .....	46
6	Sélection des offres .....	49
6.1	Réponse attendue .....	49
6.2	Critères de sélection .....	49
6.3	Engagement et pénalités .....	50
6.4	Calendrier de l'appel d'offre .....	50

### RESULTS

- Selection of a unique agency for the whole Group
- Cost reduction on all ready covered activities and scopes
- Put at the subsidiaries' disposal of a service catalogue for social networks and e-reputation management



# Scope digital services for employees

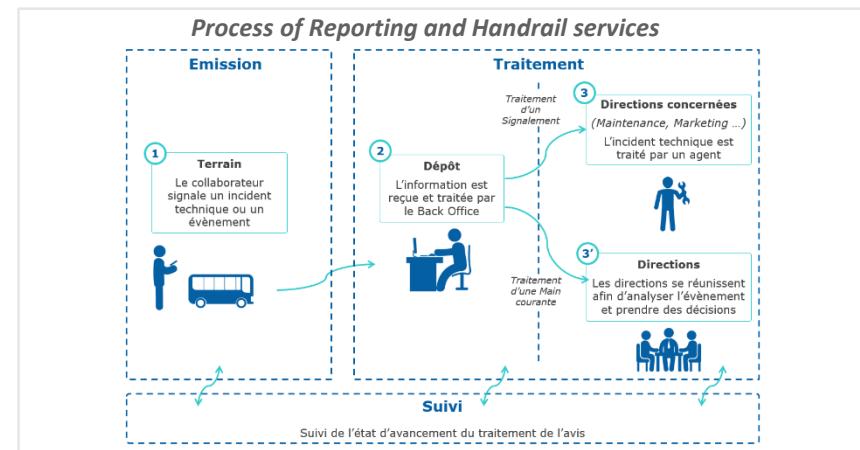
Transportation – Revenue 2015 = € 5 billion – 3 B Customers

## CONTEXT AND OBJECTIVES

- Our client, one of the world leaders in the public passenger transport, wishes to equip its networks and subsidiaries with shared digital solutions in order to optimize its operational performance on core business lines.
- In this context, VERTONE is mandated to carry out a needs assessment for the Group's business divisions as well as its subsidiaries, on the Reporting and Handrail Services.

## MAIN STEPS OF THE PROJECT

- Evaluated existing solutions proposed by the Group or used by the subsidiaries.
- Benchmarked best practices in the market to identify trends.
- Understood, validated and prioritized employees' expectations in the headquarters' business divisions and in the subsidiaries via workshops (Design Thinking).
- Written an expression of needs on the Reporting and Handrail digital services
- Proposed implementation approaches by conducting a gap analysis between needs and solutions used by the subsidiaries.



## RESULTS

- Mapping of the solutions used by the subsidiaries for the Reporting and Handrail services.
- Identification of good practices through a benchmark.
- Prioritization of needs within the business divisions and subsidiaries.
- Writing an Expression of needs.
- Proposition of implementation approaches.



# New brand and visual identity rollout of a world leader in public transport operations

Transport Operations - 2015 Turnover = 5 Mds €

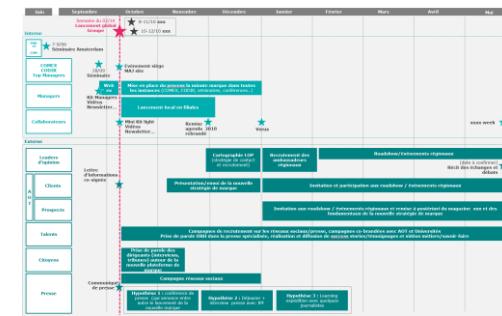
## CONTEXT & OBJECTIVES

- As part of its strategy plan, our client has updated its brand to embodying the strategy and ambition of the Group.
- Taking advantage of its new brand, our client decided to deploy a new visual identity that is more attractive, unique, understandable and impactful across international markets.
- In this context, the Brand and Communications department of our client selected VERTONE to secure the rollout of its new brand and visual identity.

## APPROACH

- Finalize the new brand strategy and visual identity with the 4 design and communications agencies.
- Organize and define project work packages and roadmaps.
- Identify operational rebranding impacts (Group and subsidiaries).
- Formalize an inventory spreadsheet to identify technical characteristics of the existing fleet of vehicles.
- Prepare a prototype to test the new visual identity on vehicles.
- Define an internal and external communication plan for the new brand rollout.

*Internal and external communication plan (for each audience) for the new brand rollout*



## RESULTS

- Securing within 2 months the new brand and visual identity rollout for the Group and its subsidiaries (more than 200 France and worldwide)
- Effective coordination of the Brand and Communications team and the 4 agencies to realize :
  - Key brand deliverables : Brandbook, moodboards and visual guide, editorial guide, publication guide, digital guide, brand baseline
  - Internal and external communication plan
  - Corporate, Subsidiaries and vehicles rebranding impacts assessments



# Exploiting an international study on digital and mobility in smart cities for a player in the transport sector

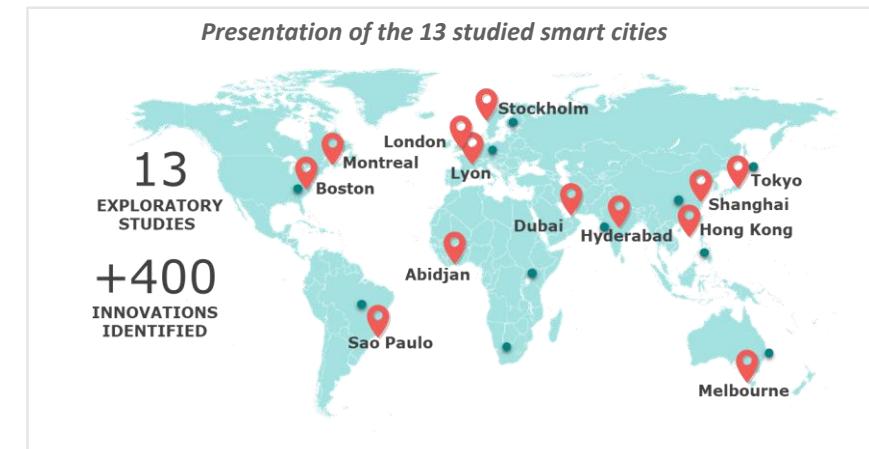
Transport - CA 2016 = 5,1 Mds €

## CONTEXT AND OBJECTIVES

- A player in the transport sector has set up an international observatory to understand the mobility and digital trends in smart cities from all over the world.
- The study outcomes must enable to better grasp the customers needs.
- VERTONE has been requested to help this player to get a comprehensive understanding of the results and to spread them internally and externally, in detail and synthetically.

## APPROACH

- Define an action plan to exploit the study results : toolkit, internal and external communication plan, media-training of ambassadors and speakers and budget management.
- Produce a communication kit for commercial and operational purpose : detailed deliverables by topic and by city, a synthesis of the results, a restitution keynote, videos of illustration.
- Prepare a press conference to unveil the results and to draw the related media up : guiding thread, talking points, presentation, structure of the CEO interview.



## RESULTS

- A press conference at UNESCO's Headquarter in Paris, in front of 70 guests, recorded and broadcasted internally, and promoted on social networks.
- An internal release of a complete and modular communication toolkit which enables to adapt the content according to the communication context and goals.



# Benchmark of dematerialized ticketing solutions for a Transportation operator

Industry - CA 2014 = 5,4 B € - 3 B travelers

## CONTEXT AND GOALS

- The organizing authorities managing transportation in small urban and inter-urban territories consider setting up dematerialized ticketing in their networks.
- Our client, a Public Transportation leader, would like to offer suitable solutions to its networks.
- In this context, VERTONE was appointed to draw a benchmark of dematerialized ticketing technologies and solutions, to share with the subsidiaries in order to help them chose an appropriate solution.

## METHODOLOGY

- Identify the existing technologies and solutions on the market, with their pros and cons.
- Draw a comparative table of the solutions according to the subsidiaries' constraints and needs.
- Recommend a panel of suppliers, thanks to a benchmark and feedback from ticketing experts and subsidiaries already equipped with solutions.

*Excel benchmark of the ticketing solutions*

Solutions	PRÉCONDITIONS & CONTRAINTES			DESCRIPTIONS DE PRINCIPALES			Validation			Technologies et fonctionnalités			Méthodes d'exploitation		
	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	
Nombre Standard	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	
Autofare	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	
What	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	
Aspro	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	
Railbox	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	
Sigfox	Nombre	Type	Utilisation	Nombre de personnes	Contraintes	Validation	Technique	Indicateur	Validation	Technique	Indicateur	Validation	Technique	Indicateur	

## RESULTS

- Excel benchmark identifying 26 dematerialized ticketing solutions in France and the rest of the world, noting for each of them the technology it is based on, validation gesture, driver and controller equipment, offline compatibility, client account requirement, fare integration and solution costs.
- Document presenting the solutions already set up in the networks, the technologies and appropriate solutions description, and a comparison of these solutions according to the subsidiaries' selection criterions.



# Defining and deploying digital solutions for a public transport operator

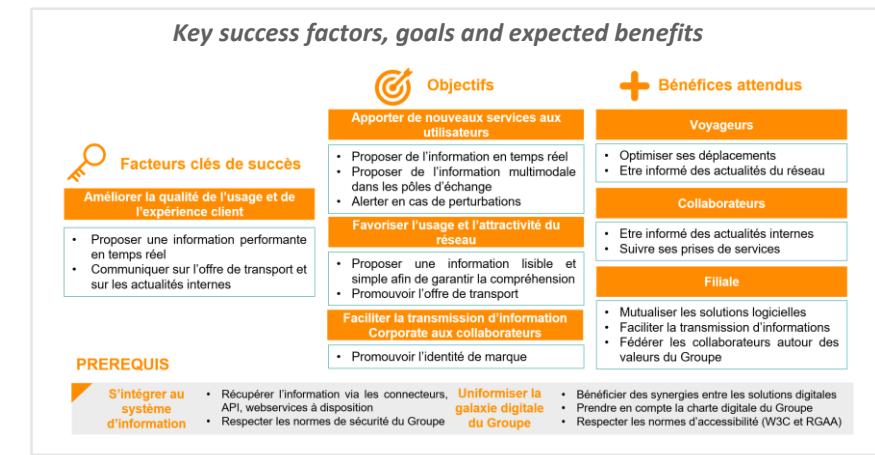
Transport - CA 2017 = 5.4 Bn € - 3 Bn clients

## CONTEXT AND OBJECTIVES

- A mobility leader, faced with a problem of obsolescence of its websites factory and its digital signage tool. The client want to offer new digital solutions that meet the needs of its subsidiaries.
- Vertone was asked to define these new digital solutions, build a business case, select software houses and pilot the implementation of these solutions in the first subsidiaries

## MAIN STEPS OF THE PROJECT

- Define the digital solutions: workshops, employee interviews, surveys, application of UX methodology
- Manage the RFP : production of RFP documentation, coordination of discussions with the software houses, selection
- Production of the project's business case at Group and subsidiary level
- Deploy solutions: creation of dashboards and planning, organization of a Users Club, project management
- Manage and coordinate internal / external resources, organize steering committees and regular reporting.



## RESULTS

- Need analysis
- Business case
- Projects validation by the COMEX
- Deployment in more than 40 subsidiaries



# Framing and launching the new visual identity of a global multi-modal carrier

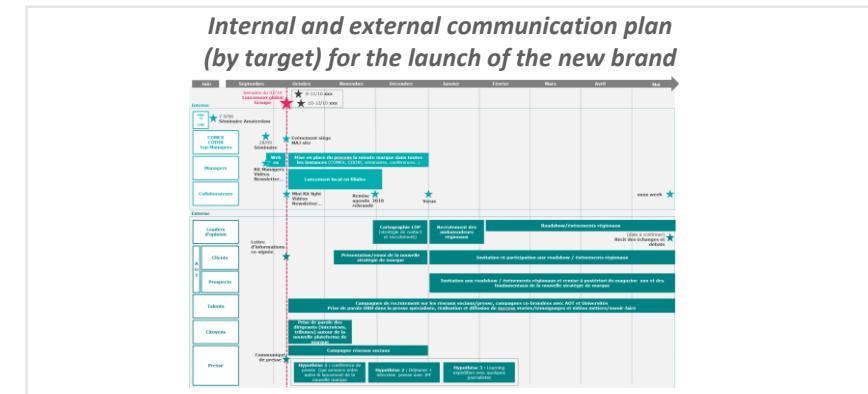
Transport - Turnover 2015 = 5 Mds €

## CONTEXT AND OBJECTIVES

- As part of its strategic plan, our client has rebranded its brand identity to embody the Group's strategy and ambition.
- Thus, it wants to launch a new visual identity more attractive, unique, legible and impacting on its various markets around the world.
- In this context, VERTONE has been asked by the Group Communication Department to secure the project of launch the new visual identity at headquarters and in all its subsidiaries.

## APPROACH

- Finalize the new brand strategy and platform as well as the new visual identity with the 4 partner agencies (design and communication)
- Frame the roadmap and the action plan of the workstreams necessary for the international launch of the new brand
- Build an internal and external macro and detailed communication plan for the launch of the new brand
- Conduct the identification of the operational impacts of rebranding at Group and Subsidiary level (equipment, digital, etc.)
- Detail and follow the roadmap of the launch and update of digital tools, communication and equipment
- Manage all actions related to the rebranding project and coordinate the different stakeholders
- D-Day: coordinate the organization of the group and subsidiary launch event



## RESULTS

- Securing the launch of Group and subsidiary deployment in two months (more than 200 subsidiaries in France and internationally)
- Effective coordination of internal teams and agencies for the realization:
  - Key deliverables Brand: Brandbook, visual charter and moodboards, editorial charter, publication charter, digital charter, brand signature
  - From the internal and external communication plan
  - Group, subsidiary, vehicle and digital rebranding diagnostics



# Framing of a Geographical Points Repository

Industry - CA 2014 = 5,4 B € - 3 B travelers

## CONTEXT AND GOALS

- In order to have a better access to Geographical Points Repository (GPR) data, and homogenize them at the Group's scale, the Marketing department of a Transportation Operator wants to set up a GPR to extend to its subsidiaries.
- VERTONE was asked to frame a GPR pilot project with the IT department, in order to improve the data provided to the Group and its subsidiaries, and to answer the Marketing's needs.

## METHODOLOGY

- Reference all the existing GPR solutions in the subsidiaries: interviews with the subsidiaries and comparison of the solutions
- Selection of a subsidiary as pilot of the GPR project and definition of the scope, governance and decision-making bodies
- Pilot costing for several scenarios and the scenario where one subsidiary would set up its own GPR

*Business case of the GPR pilot in a subsidiary*

	2018	2019	2020	2021	2022	2023	2024	TOTAL
1. Éléments F&L	2	2	2	2	2	2	2	2
2. Frais d'exploitation cumulés								
3. Réfrigération interne d'outil								
4. Total Produit	400 076	200 000	200 000	200 000	200 000	200 000	200 000	1 600 076
5. Produit : FORMATION	400 076	-	-	-	-	-	-	400 076
6. Produit : FORMATION Mise en service								
7. Produit : FORMATION								
8. Produit : FORMATION								
9. Produit : FORMATION								
10. Produit : FORMATIONNEMENT Rendre annuelle								
11. Total des Revenus	50 000	200 000	200 000	200 000	200 000	200 000	200 000	1 250 000
12. Frais d'exploitation	400 076	200 000	200 000	200 000	200 000	200 000	200 000	1 600 076
13. Location	8 000	8 000	8 000	8 000	8 000	8 000	8 000	54 000
14. Suppl. (CDC)	8 000	8 000	8 000	8 000	8 000	8 000	8 000	39 000
15. Coûts d'exploitation (Sopra)	3 150	18 000	18 000	18 000	18 000	18 000	18 000	97 150
16. R&D	30 000	-	-	-	-	-	-	30 000
17. Frais de formation à l'outil	5 000	8 000	4 000	4 000	4 000	4 000	4 000	30 000
18. Frais de formation à l'outil	12 000	-	-	-	-	-	-	12 000
19. Maintenance annuelle R&P	30 000	30 000	30 000	30 000	30 000	30 000	30 000	180 000
20. Maintenance annuelle R&P	92 000	44 000	44 000	44 000	44 000	44 000	44 000	332 000
21. Autre R&P	70 000	70 000	70 000	70 000	70 000	70 000	70 000	420 000
22. Autres	3 077	1 095	2 227	9 232	10 962	8 982	8 982	60 184
23. Frais d'exploitation	16 487	208 100	161 100	161 100	161 100	161 100	161 100	1 068 600
24. EBITDA (en revenus + charges)	308 064	-45 591	6 120	6 120	11 370	11 370	11 370	306 622
25. Amendement fiscal	100 000	100 000	100 000	100 000	100 000	100 000	100 000	340 000
26. Impôts	32 100	32 100	32 100	32 100	32 100	32 100	32 100	240 800
27. EBT/Resultat opérationnel (en EBTDA + amortissements)	277 872	-153 883	-103 872	4 120	7 370	7 370	7 370	44 546
28. - Charges financières (se calculent sur le VNC)	11 765	6 921	2 417	2 327	2 667	2 587	3 047	31 760
29. - Impôts sur les bénéfices	91 302	-65 497	-36 497	615	1 068	1 637	1 483	5 068
30. - Impôts sur les bénéfices	91 302	-65 497	-36 497	615	1 068	1 637	1 483	5 068
31. Résultat net (EBIT - charges financières - impôts sur bénéfices)	174 865	-105 317	-49 898	1 178	3 077	3 138	2 846	9 701
32. Investissements								
33. Coût de pilotage et conception	31 046	-	-	-	-	-	-	31 046
34. Coût de développement de la branche RPA (référencement + Services)	138 000	-	-	-	-	-	-	138 000
35. Coût de déploiement et support après vente RPA	80 000	-	-	-	-	-	-	80 000
36. Modélisation Iutif	10 000	-	-	-	-	-	-	10 000
37. Coûts de fonctionnement	82 320	-	-	-	-	-	-	82 320
38. Audit de sécurité	200	-	-	-	-	-	-	200
39. Autres	200	-	-	-	-	-	-	200
40. Total des investissements	309 864	-	-	-	-	-	-	309 864

## RESULTS

- Business case of different scenarios
- Presentation of the pilot to get the IT director's validation



# Launch of a professional whistleblowing system

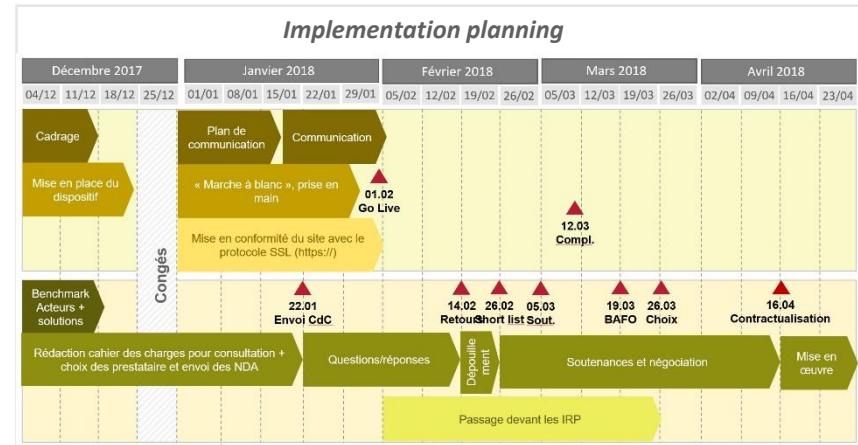
Transportation - CA 2017 = 5.4 Bn €

## CONTEXTE ET OBJECTIFS

- The client, a global leader in mobility, appointed VERTONE in order to put itself in compliance with Sapin II Law which becomes applicable on January, the 1<sup>st</sup>, 2018
- VERTONE managed the expression of need and then the implementation of a whistleblowing and case management system
- As a first step, the client developed a whistleblowing system and then wished to equip itself with a whistleblowing and case management tool

## DÉMARCHE

- Express the need in accordance with the regulation and the Groups' objectives
- Steer the development of a temporary whistleblowing system to comply with Sapin II Law in time
- Select a shortlist of solution providers to receive the request for proposal: benchmark and prioritize the solutions
- Oversee all the RFP steps: consultation form, questions, examination of tenders, oral presentations, prioritization and choice, contracting
- Support the chosen tool implementation and prepare its internationalisation



## RÉSULTATS

- Set-up of a whistleblowing form on a Group website page, created for this purpose
- Selection of a whistleblowing and case management tool through a request for proposal
- Implementation of the software and understanding of the conditions to spread it globally in a next stage



# Macro-framing of a loyalty program

Transportation – 2014 Revenue = 5.6 Billions € - 2,2 M clients

## CONTEXT AND OBJECTIVES

- A difficult economic context in which local communities reduce the direct remuneration of their transport operators and increase their objectives for revenues from travelers
- Customers on local networks who are used to other brands offering some form of recognition or gratitude for their loyalty
- In this context, is it a good idea to launch a loyalty program? With which objectives? And under what form?

## METHODOLOGY

- Benchmark of loyalty programs, particularly in the transportation sector
- 2 workshops to define the different scenarios for offers : objectives and targets, mechanisms and offers, conditions for deployment (HR, finances, tools and communication between the company's and its subsidiaries)
- Briefs for the Focus Groups and definition of the project concepts
- 3 Focus Groups (with an institute) for 3 different cities
- Final recommendations in the opportunity study

*Example of a project concept presented in front of a Focus Group*

Club Star

Demandez votre carte Club

Profitez d'avantages permanents chez nos partenaires

Culture	Sport	Voyages	Mode	Beauté	Hypersupermarchés
- 10% à la Fnac	- 5% avec Decathlon	- 10% sur Séjours	- 10% avec Auchan	- 10% chez Saphir	- 10% avec Auchan

## RESULTS

- Framing of the target loyalty program, taking into account customer returns and the objectives of both the company and its subsidiaries
- Definition of the key success factors when launching this program



# Management of a mobility leader's CRM product

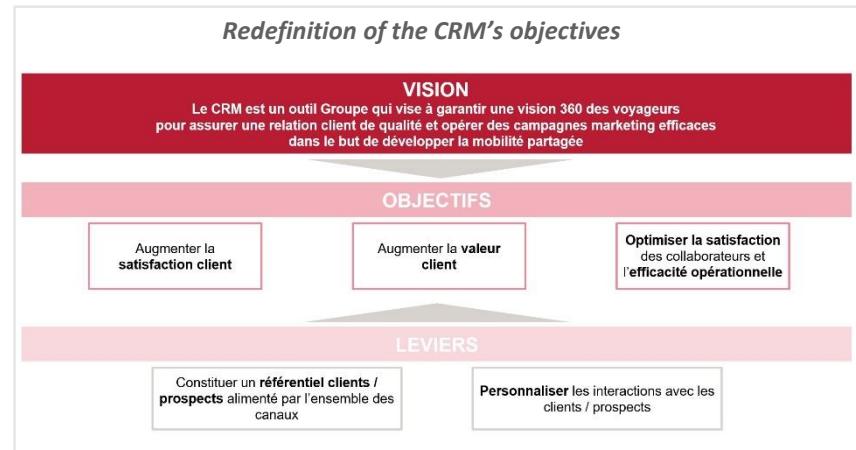
Transportation - CA 2014 = 5.4 Bn €

## CONTEXTE ET OBJECTIFS

- The client, a leader in mobility, offers group customer relationship management tools to its French transport networks
- VERTONE has been appointed to cover the CRM tool's product owner position, while awaiting a recruitment
- The tools should be enhanced to better answer marketing managers' use and thus improve their ROI

## DÉMARCHE

- Assure the tools are always available as well as compliant to any regulation (notably the GDPR)
- Redefine product strategy in consistency with group and network's objectives
- Study several scenarii to widen products' target
- Define and follow a product improvement process, identifying new functionalities expected by marketing users
- Steer budget and products' return on investment
- Set up a collaborative exchange platform between users in order to spread best practices



## RÉSULTATS

- Assessment of several scenarii of product changes to come
- Development of new functionalities for networks marketing users
- Launch of a forum of exchange between users and with the headquarters
- Facilitation of a User Club
- Upgrade to compliance to the GDPR



# Scoping of a CRM tool for the sale staff for a transport operator

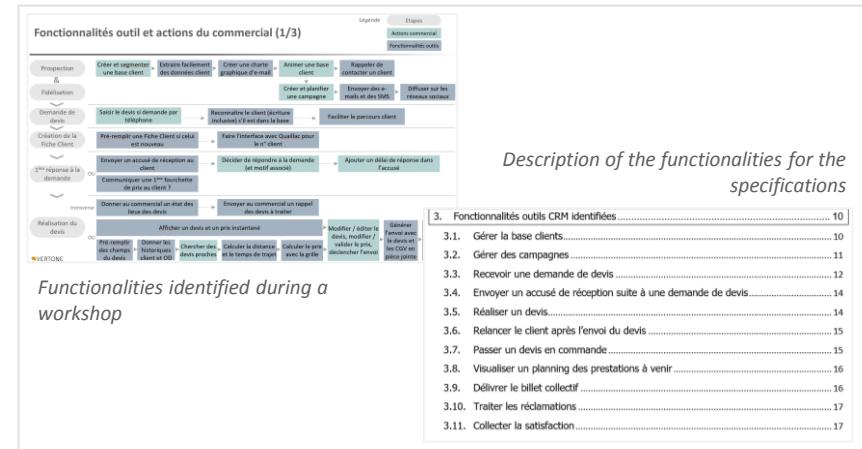
Transport – Revenue (2017) = 5,4 billion euros (57% in France) – 3 billion travellers

## CONTEXT AND OBJECTIVES

- An internal task force, working on the tourism sector, has identified the need for a CRM tool, to help the sale staff in their process.
- Vertone is requested to convert the needs of the team into tool functionalities, to prioritize them, and to write the specifications

## MAIN STEPS OF THE MISSION

- Interviews with representative of group subsidiaries, to understand their sales process and their need for a CRM tool
- Leading of workshops with representative of group subsidiaries and headquarters, to report the interviews, summarize the needs, identify and prioritize the functionalities of the CRM tool
- Drafting of the specifications, validation with the interlocutors



## RESULTS

- Restitution of the main steps of the sales process, common for the 10 group subsidiaries with diverse practice
- List of functionalities for the CRM tool, classified by their importance for the development of the activity and their technical feasibility
- Description of the functionalities for the specifications



# For an international transportation actor, we led a new services' marketing framing improving the traveller experience

Transportation sector - turnover 2017 = 5,4 Bn € - 3 Bn customers

## CONTEXT ET OBJECTIVES

- Vertone has been asked to set marketing framing in order to develop new digital services to improve travellers' experience in and around the vehicles
- It concerned three main travellers' services : one in order to improve lost & found management on the network, a digital devise to prevent danger or insecurity (a « panic button ») and finally one to implement epaper screens at bus stops to have real-time informations

## APPROACH

- Identify existing potential solutions on the market through a benchmark for each new service
- Conduct interviews in the subsidiaries and in the holding departments (IT, Marketing) to have a full understanding of the client's needs
- Formulate recommendations based on business case analysis, a rating system and solution's demo
- Manage the selection of partners through the implementation of call for bids and the feasibility analysis



## RESULTS

- Further to the call for bids, implementation of a new solution to help networks dealing with lost & found (7 subsidiaries interesting in the solution, only one month after the end of the call for bids)
- Pursuit of thoughts about launching a partnership to implement a digital « panic button » and to broadly implement e-paper screens at bus stops



# Identification and analysis of digital communication tools for employees and passengers

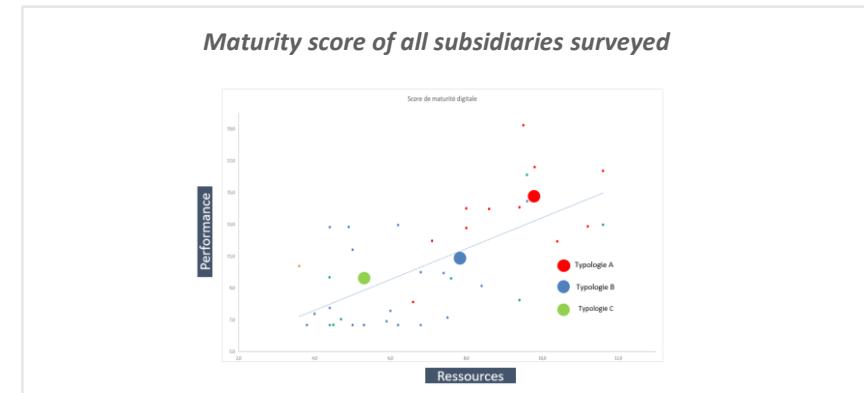
Transport - Turnover 2015 = 5 Mds €

## CONTEXT AND OBJECTIVES

- As part of its strategic plan, our client wishes to develop a common vision for all business lines regarding social media, websites and employee portals.
- In this way, he wants to be able to develop the animation of digital channels at the level of subsidiaries.
- In this context, VERTONE was asked by the Group Communication Department to conduct an inventory of external and internal communication tools.

## APPROACH

- Collection and concatenation of internal documents on digital communication
- Drafting, sending and analysis of questionnaires on the tools, practices and needs of subsidiaries concerning headquarters
  - Identification of tools by type of subsidiary
  - Analysis of the NPS by tool type
  - Mapping of suppliers (typology, prices, planning)
  - Feedback on ongoing projects and needs identified by subsidiaries
- Consolidation of the data collected (internal documents, questionnaire replies, public data ...)
- Achievement of a maturity score for all subsidiaries surveyed
- Benchmark of reporting automation solution tools



## RESULTS

- Identification of all digital communication channels and analysis of their performance
- Analysis of existing tools, uses and expectations of subsidiaries:
  - Statistical analysis
  - Formulation of areas for improvement
- Maturity score of all subsidiaries surveyed
- Benchmark of reporting automation solutions



# Strategic coaching for MaaS market positioning strategy definition

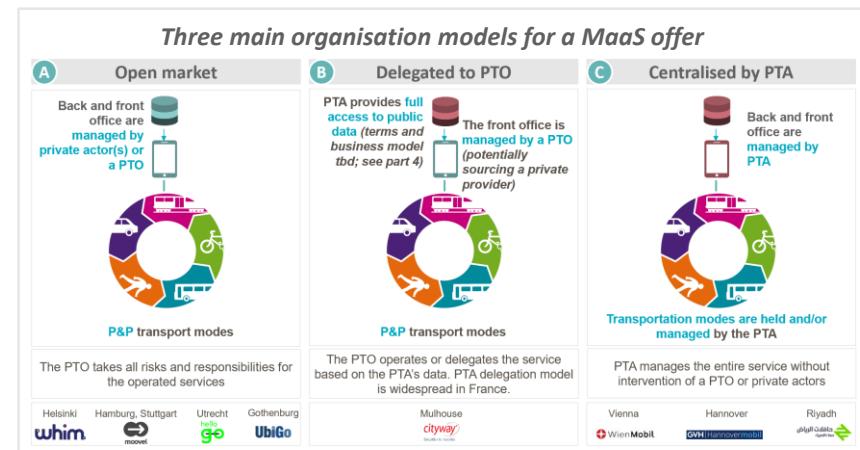
Transport - Turnover 2017 = 5,4 Bd €

## CONTEXT AND OBJECTIVES

- The transport industry is facing technological evolutions and changes in travellers' behaviour. In this context, the MaaS concept is questioning the current business and organisation model of the well set mass transportation market leaders.
- A international leader of the industry asked VERTONE to identify and study its options for a market positioning on the fast developing MaaS market.

## APPROACH

- Benchmark of the MaaS market current leaders and analysis of the existing offers and price structures
- Analysis of the current business and organisation models adopted by the market leaders and study of other possible models that could be used for a MaaS positioning on the French market and abroad
- Study of the ticketing systems and integrated transactions and billing engine needed to build a unified MaaS offer
- Inventory of internal MaaS initiatives and projects. Comparison of these elements to the market's best practices.
- Iterative approach based on a close collaboration with the Group's Marketing Director



## RESULTS

- Market players mapping by their technical integration level and their transport modes range coverage. Formalisation of an ID sheet for each of the MaaS market leaders
- Identification of the main and secondary revenue streams possibly generated by a MaaS offer
- Definition of the technical, marketing and business levers to be activated by the client for a positioning on the MaaS market



# Continuous improvement of customer journeys: "Mystery Travel"

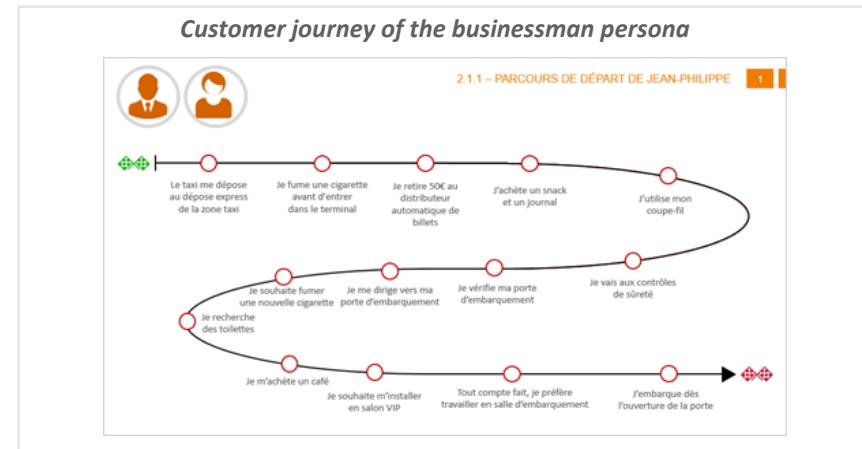
## Transport – 8,5 M de passagers

### CONTEXT AND OBJECTIVES

- A French airport wishes to improve its performance regarding customer experience compared to international competitors.
- VERTONE was requested to implement a continuous improvement approach of the customer journeys and, at the same time, to place the customer at the center of the concerns of internal collaborators who play the part of "mystery travelers".
- This is part of the overall quality approach of the airport and aims at improving customer experience and providing a customer orientation to the employees.

### MAIN STEPS OF THE MISSION

- Identify the key personae and define their customer journey.
- Conceive a survey for the mystery travelers who test and evaluate the customer journeys.
- Develop training and guide materials.
- Host a Mystery Travel training session.
- Construct a feedback tracking tool and identify areas for improvement.
- Recommend a way of integrating Mystery Travels into the overall quality approach of the airport.
- Define an animation plan of the long-term approach.



### RESULTS

- 5 personae and 8 customer journeys have been defined.
- The Mystery Travel approach is intended to be tested and adjusted according to the feedback of the mystery travelers, in a continuous improvement loop.
- 3 customer journeys were tested before deployment of the project, allowing to identify 3 main areas of improvement.
- 20 mystery travelers were identified to test the customers journeys in the course of the year.



# Assistance for the MVP launching of a data and mobility services' platform for a public transport authority

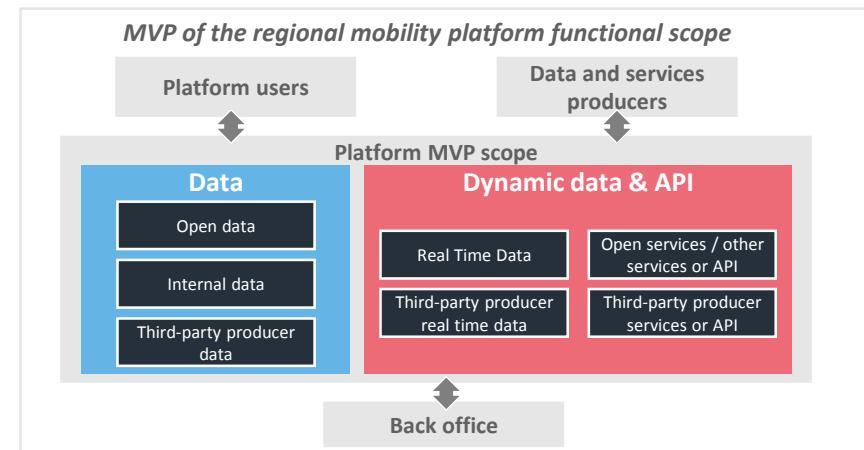
Transportation sector – 4,7 billion trips in 2014

## CONTEXT & OBJECTIVES

- In a context where transportation services are more and more digitalised and therefore in need for more and more data, our client, a PTA, perceives a real need to federate these data and services. Its goal is to make them accessible to travelers and exploitable by all services' providers and therefore ensuring the respect of its public service missions.
- Following a first mission (which goal was to define the platform target vision), VERTONE was asked to define the scope of the MVP (minimum viable product) and to assist the launch of this platform foreshadowing.

## APPROACH

- Analysed the data platforms market (open data, private actors, etc.) through a benchmark of similar French platforms
- Conducted interviews with various stakeholders (PTA's digital information teams, legal department, etc.) and some data producers to identify their functional needs
- Defined MVP platform perimeter
- Validated functional needs' technical feasibility with IT department
- Wrote the functional specifications for this MVP (interfaces, back office, etc.)



## RESULTS

- An involvement of all PTA teams in the project, initially carried by a single department
- An operational implementation initialised, after nearly 2 years of successive scoping missions



# Definition of an expression of requirements on the implementation of an on-demand transport reservation center for a transport organizing authority

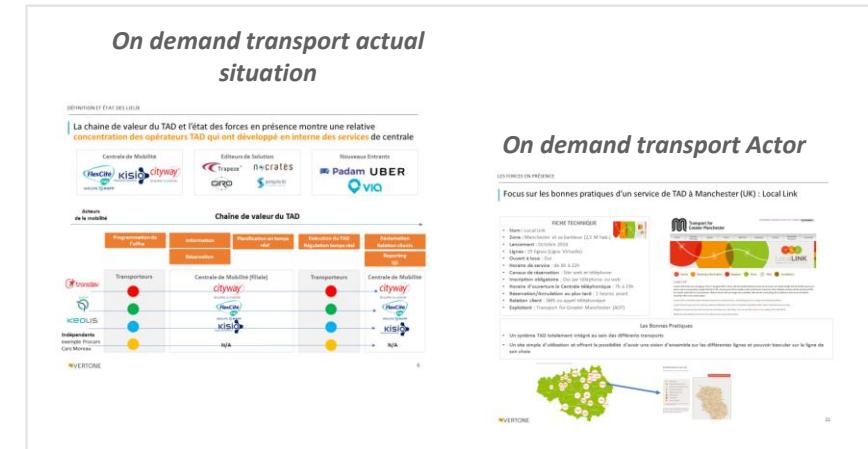
Transport - Turnover 2014 = 9,2 Mds € - 12 M customers

## CONTEXT AND OBJECTIVES

- In a territory where transport on demand had been delegated to the municipality, the transport organizing authority, decided to recover the management of the transport on demand organization.
- In this context, VERTONE was asked to draft an expression of requirements concerning the implementation of a regional reservation center for on-demand transport. The client does not have much knowledge about the transport on demand.

## APPROACH

- Propose a methodology (process, actors, roles, tools) for the realization of the requirements
- Analyze the situation by benchmarking the actual situation and best practices in on demand transport and conducting internal and external interviews
- Doing some sourcing from the various potential players in the tender
- Organize different workshops (using personae method) in order to describe and define
  - the functional needs of future on demand transport customers
  - the needs of the transport organizing authority in terms of management and reporting
- Formalize the pathways and needs inherent in all stages of the on demand transport
- Express the need for service providers implementing the reservation service



## RESULTS

- A note accepted by the General Management deciding to embark on the project of the regional reservation center
- Identification of the different functional needs and a prioritization according to potential in the medium and long term
- A call for tenders written directly with the teams of the transport organizing authority



# Framing and monitoring a portfolio of 25 projects for the implementation of the digital action plan of a transport authority

Transportation sector - 4.7 billion trips insured in 2014

## CONTEXT AND OBJECTIVES

- Our client, the transport organizing authority, has approved an ambitious action plan for digital transport services, to accelerate the development of these services and thus catch up with other major world regions in terms of digital transport
- VERTONE was asked to advise, monitor and facilitate the implementation of its digital action plan for travelers. More specifically, VERTONE is involved in the management and reporting of the portfolio of 25 projects (300K € to 4M €) of the digital action plan.

## APPROACH

- Carry out the framing interviews with the project leaders to establish an internal diagnosis and collect the teams' vision
- Define and validate the organization chart and responsibilities associated with each project
- Write the reference documents (project sheet, planning, roadmap) for each project
- Build adapted tools for monitoring each project
- Feed bi-monthly tools with each project leader to develop a monthly report shared by the CEO, the regional council and the departments involved in the implementation of the digital action plan

Extract from the project monitoring dashboard of the digital action plan					
Projet / Objectif	Etat d'avancement et tendance	Principales réalisations	Prochaines échéances	Risques	
A Modernisation et industrialisation du gestionnaire d'API sur le portail Open Data	 Tendance	<ul style="list-style-type: none"><li>Étude d'une nouvelle solution de gestion des API : choix de la solution Axway pour anticiper l'arrivée des données métiers et les intégrer dans les POC réalisés en novembre 2017.</li></ul>	<ul style="list-style-type: none"><li>Définition des prestations attendues (étude : octobre → décembre 2017)</li><li>Mise en place environnement PROD</li><li>Lancement de la phase de test et validation auprès de l'éditeur pour janvier 2018</li></ul>	<ul style="list-style-type: none"><li>Risk of mise en production désormais prévue fin T1 2018</li><li>Opportunity à exploiter la solution</li></ul>	
B Mise à disposition des données géolocalisées et temps réel sur le portail Open Data	 Tendance	<ul style="list-style-type: none"><li>Passage en conseil de décembre 2017 pour validation du barème (hors du temps de travail) et mise en stand-by</li><li>Choix de la licence CC0L</li><li>Ouverture d'une version beta</li></ul>	<ul style="list-style-type: none"><li>Intégration des informations de fonctionnement des ascenseurs en temps réel prévue pour T4 2017</li><li>Mise en œuvre prévue pour T1 2018</li></ul>	<ul style="list-style-type: none"><li>Adherence avec la progression du projet 1.G</li></ul>	
C Animation du comité régional Open Data	 Tendance	<ul style="list-style-type: none"><li>1<sup>er</sup> cycle 1 an de comité régional Open Data : identification des acteurs (ICP, Région, SGP, Cdt Locales, acteurs tiers possibles)</li><li>Démarche d'identification des cas d'usage et d'API correspondant</li><li>Intégration de nouvelles entités (SAEMIS, Ctidans) pour mutualisation feuille de route Open Data</li></ul>	<ul style="list-style-type: none"><li>Étude de cycle 2 au printemps prochain</li><li>Reférence à la création de passerelles pour la collecte de nouvelles données</li><li>Mise en avant des actions réalisées et suivies</li><li>Analyses 100 questionnaires d'avis d'utilisateurs de la PIIF Open Data</li></ul>	<ul style="list-style-type: none"><li>Définition du rôle exact et impact effectif de ce Comité sur l'ouverture des données ?</li><li>Absence de suivi et de retour sur les actions réalisées dans les projets (en attente de validation)</li></ul>	
D Lancement du studio innovation sur les usages et besoins transport [2017]	 Tendance	<ul style="list-style-type: none"><li>Issu du 1<sup>er</sup> cycle du comité Open Data</li><li>Élément de plusieurs POC sur l'assistance et guidage pour une de deux start-ups mises avec 5 by 5</li></ul>	<ul style="list-style-type: none"><li>Mise à disposition en cours</li><li>Mise à disposition de leurs services PMR en 2018. Arbitrage en cours sur intégration dans Vanavigo ou Open Data. Budget non bloqué.</li></ul>	<ul style="list-style-type: none"><li>Impliquer une dynamique 2018 incluant les collectivités locales</li></ul>	
E Référentiel et données d'offre (IBOO / CAR)	 Tendance	<ul style="list-style-type: none"><li>Prise en compte des interfaces pour tous les prérequis techniques</li><li>Normalisation NETEX (en cours)</li></ul>	<ul style="list-style-type: none"><li>Refonte du back office prévue Juin 2018</li></ul>	<ul style="list-style-type: none"><li>Relations tendues avec l'intégrateur</li><li>Gestion correspondances à faire dans un marché complémentaire</li></ul>	

\* Par rapport à chaque objectif défini

Internet :  Etat d'avancement  
Tendance :  Tendance  
Exploitation :  Phase d'exploitation  
Adhésion :  Projet en adhésion  
Complémentarité :  Projets en complémentarité

## RESULTS

- Creation of a positive internal dynamic in a complicated reorganization and lack of resources period
- Provide a global vision on the progress of each project and workstream, with identification of the risks to be covered
- Contribution of methodology and tools to each project leader and information fluidification within the traveler information department and with other departments, particularly ticketing



# Realisation of a strategic study on the issues related to the deployment and the use of a micro-location solution for a transport player

Transportation sector – 4,7 billion trips in 2014

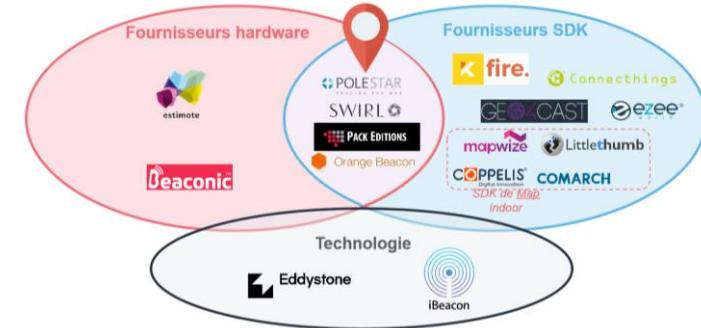
## CONTEXT ET OBJECTIVES

- In a context of demand for financing for a micro-location experiment on a part of its network, our client wishes to better understand the subject, its stakes and to establish overall governance principles on its network.
- VERTONE was thus asked to carry out a study on the stakes related to the deployment and the use of a solution of micro geolocation, in a network of multi transport operators.

## APPROACH

- Analysed micro geolocation's market and best practices in France and abroad in several sectors (transportation, retail, tourism ...) and several technologies (beacons, Wi-Fi, Li-Fi...)
- Conducted interviews with micro geolocalisation professionals (technology providers) and with relevant stakeholders (passenger hubs, transportation operators, PTAs) to build convictions and gain feedback on technologies and technology's use
- Elaborated and qualified positioning and governance scenarios thanks to previously identified issues
- Recommended a governance scenario

*Description of the beacon ecosystem - visual extracted from the benchmark*



## RESULTS

- A better understanding of the teams on the set of use cases that can be covered by a micro-location technology
- Teams convinced of the interest of micro-localization, through beacon solution in particular, to improve the end-to-end traveling experience
- Global governance identified to ensure interoperability across the network



# Monitoring a portfolio of 40 projects for the implementation of the digital action plan of a transport authority

Transportation sector - 4.7 billion trips insured in 2014

## CONTEXT AND OBJECTIVES

- Our client, the transport organizing authority, has approved an ambitious action plan for digital transport services, to accelerate the development of these services and thus catch up with other major world regions in terms of digital transport
- VERTONE was asked to advise, monitor and facilitate the implementation of its digital action plan for travelers. More specifically, VERTONE is involved in the management and reporting of the portfolio of 40 projects of the digital action plan.

## APPROACH

- Carry out the digital action plan follow-up interviews with the project
- Update every two months the project monitoring dashboard of the digital action plan
- Provide each project leader with methodology and tools to support him in making his projects going forward in a lack of resources context
- Present the main achievements, the next steps and the main risks, project by project to the department head
- Be proactive on potential solutions to arisen problems

*Extract from the project monitoring dashboard of the digital action plan*

Projet / Objectif	Etat d'avancement et tendance	Principales réalisations	Prochaines échéances	Risques
A Modernisation et industrialisation du gestionnaire d'API sur le portail Open Data		<ul style="list-style-type: none"> <li>Étude d'une nouvelle solution de gestion des API : choix de la solution Axway pour anticiper l'arrivée des données PMR</li> <li>POC réalisé en novembre 2017</li> </ul>	<ul style="list-style-type: none"> <li>Définition des prestations attendues (étude : octobre → décembre 2017)</li> <li>Mise en place environnement PROD</li> <li>Lancement de la plateforme Open Data auprès de l'éditeur pour janvier 2018</li> </ul>	<ul style="list-style-type: none"> <li>Risk of mise en production désormais prévue fin T1 2018</li> <li>Ability to exploit the solution</li> </ul>
B Mise à disposition des données géolocalisées et temps réel sur le portail Open Data		<ul style="list-style-type: none"> <li>Passage en conseil de décembre 2017 pour validation du barème (hors du portail Open Data et en stand-by)</li> <li>Choix de la licence CC0L</li> <li>Ouverture d'une version beta</li> </ul>	<ul style="list-style-type: none"> <li>Intégration des informations de fonctionnement des ascenseurs en temps réel prévue pour T4 2017</li> <li>Mise en oeuvre prévue fin T2 2018</li> </ul>	<ul style="list-style-type: none"> <li>Adherence avec la progression du projet 1.G</li> </ul>
C Animation du comité régional Open Data		<ul style="list-style-type: none"> <li>1<sup>er</sup> cycle 1 an de comité régional Open Data : identifiants, MCO, RGPD, Cdt Locales, acteurs possibles</li> <li>Démarche d'identification des cas d'usage : PMR - API crowdsourcing</li> <li>Intégration de nouvelles entités (SAEMS, Ctidans) pour mutualisation feuille de route Open Data</li> </ul>	<ul style="list-style-type: none"> <li>Issue du 1<sup>er</sup> cycle du comité Open Data</li> <li>Élément de plusieurs POC sur l'intégration dans Vanavigo et Open Data. Budget non bloqué.</li> </ul>	<ul style="list-style-type: none"> <li>Determination of the exact impact effect of ce Comité sur l'ouverture des données ?</li> <li>Absence de suivi et de suivi sur les projets (en attente de validation)</li> </ul>
D Lancement du studio innovation sur les usages innovants (2017)		<ul style="list-style-type: none"> <li>Issu du 1<sup>er</sup> cycle du comité Open Data</li> <li>Élément de plusieurs POC sur l'intégration dans Vanavigo et Open Data. Budget non bloqué.</li> </ul>	<ul style="list-style-type: none"> <li>Impliquer une dynamique 2018 incluant les collectivités locales</li> </ul>	
E Référentiel et données d'offre (IBOO / CAR)		<ul style="list-style-type: none"> <li>Prise en compte des interfaces pour tous les prérequis techniques</li> <li>Normalisation NEXTE (en cours)</li> </ul>	<ul style="list-style-type: none"> <li>Refonte du back office prévue Juin 2018</li> </ul>	<ul style="list-style-type: none"> <li>Relations tendues avec l'intégrateur</li> <li>Gestion correspondances à faire dans le marché complémentaire</li> </ul>

\* Par rapport à chaque objectif défini

Internet : Etat d'avancement Tendance Prochaine échéance Projet en cours Adhésion Projet en cours (polyvalent dans le PAI)

## RESULTS

- Creation of a positive internal dynamic in a complicated reorganization and lack of resources period
- Maintain a global vision on the progress of each project and workstream, with identification of the risks to be covered
- Contribution of methodology and tools to each project leader and information fluidification within the traveler information department and with other departments, particularly ticketing



# Scoping study for a regional platform of data and mobility services for a transport authority

Transportation sector - 4.7 billion trips insured in 2014

## CONTEXT AND OBJECTIVES

- In a context where mobile services are becoming digitalised and therefore need more and more data, the AOT perceives a real need to federate these data and services, in order to make them accessible to travelers and exploitable by all service providers, ensuring the respect of its public service missions.
- VERTONE was asked to carry out a scoping study and define the positioning, the multi-partnership governance, the economic model and the general architecture principles of this future platform.

## APPROACH

- Analyze the market of data platforms (open data, private, etc.) through a national and international benchmark of mobility actors and other sectors
- Conduct an internal diagnosis and gather the teams' vision
- Define the guiding principles of the platform (positioning, economic model, global governance as well as with producers and users)
- Build a "product" target through scenario recommendations for each component of the platform
- Building the roadmap at 3 years for the platform and workstreams to reach it



## RESULTS

- Creation of a positive internal dynamic in a complicated reorganization and lack of resources period
- Study leading to the construction of convictions for the client and operational tracks for a project launch in stride
- Study presented in an inter-directorate seminar, with a pedagogical approach, focused on the appropriation of convictions by the participants



# Realisation of a study on passenger information's mobile apps and websites ecosystem & on a strategic positioning to adopt for a mobility sector player

Transportation sector – 4,7 billion trips in 2014

## CONTEXT ET OBJECTIVES

- In a context of declining budgets, of proliferation of competing mobile applications and websites positioning themselves on traveler information and of customer's behaviors evolution, our client wants to redefine its digital positioning.
- VERTONE was therefore asked to carry out a strategic study to determine the best digital positioning to adopt by our client in order to rationalize its budget and to better position himself in a complex and dense ecosystem.

## APPROACH

- Analysed market of websites and applications offering a digital service for travelers via regional, national and then international benchmarks of the various transport stakeholders (transport operators, PTAs, hubs, GAFA & pure players)
- Carried out an internal diagnosis of the digital positioning and services offered
- Conducted interviews with professionals of the sector (hubs, transport operators, PTAs) to better understand their current and future visions on digital
- Elaborated and qualify positioning scenarios via previously identified issues and impacts
- Recommended a positioning scenario

## Quantitative methodology for qualifying and comparing scenarios



## RESULTS

- A general vision of the French and international ecosystem and competition on three key themes: modes, channels and services
- An overview of the strengths and areas for improvement of digital services currently proposed
- A digital positioning to implement, identified jointly with the teams during workshops and shared by the management members



# Realisation of a study on the issues linked to a Mobility as a Service project implementation for a mobility sector actor

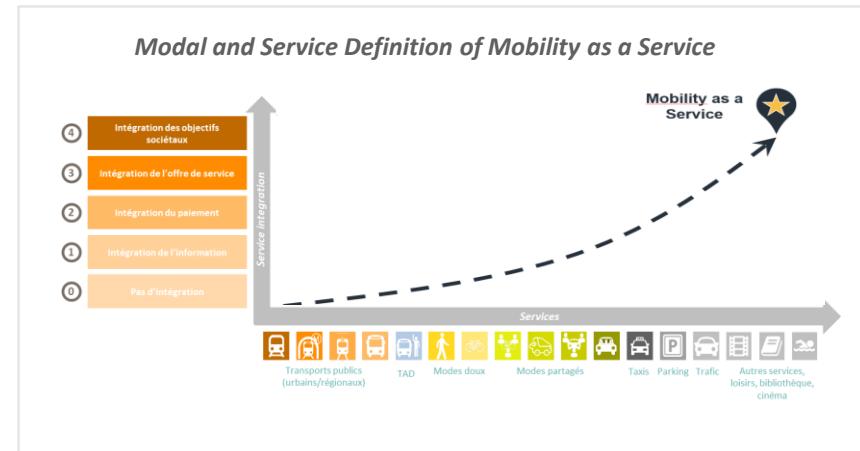
Transportation sector – 4,7 billion trips in 2014

## CONTEXT ET OBJECTIVES

- In a context of continuously increasing number of modes and services offered on mobile applications and websites and of increasing Mobility as a Service initiatives, our client wants to better understand its issues.
- VERTONE was therefore asked to carry out a study to better understand the challenges underlying a MaaS implementation in a city or territory and to better know all the actors involved.

## APPROACH

- Proposed a clear and precise definition of MaaS concept from the synthesis of many documents
- Analysed the MaaS market (private actors, PTA, public / private operators) in major cities that have experimented or deployed a project
- Conducted interviews with different actors and cities to get their feedback
- Determined the different models of implementation of a MaaS and the positioning for each typology of actors
- Identified the opportunities, risks and challenges of deploying a MaaS across a territory
- Proposed a macro approach to implement a MaaS



## RESULTS

- A better understanding of the MaaS concept throughout all the entreprise (including within the management teams) via educational presentations on the subject
- An exhaustive vision of opportunities and risks involved in setting up a MaaS project within a territory
- An opportunity for our client to position himself on the subject as a key player



# Benchmark and Feedback Collection on SMS Ticketing

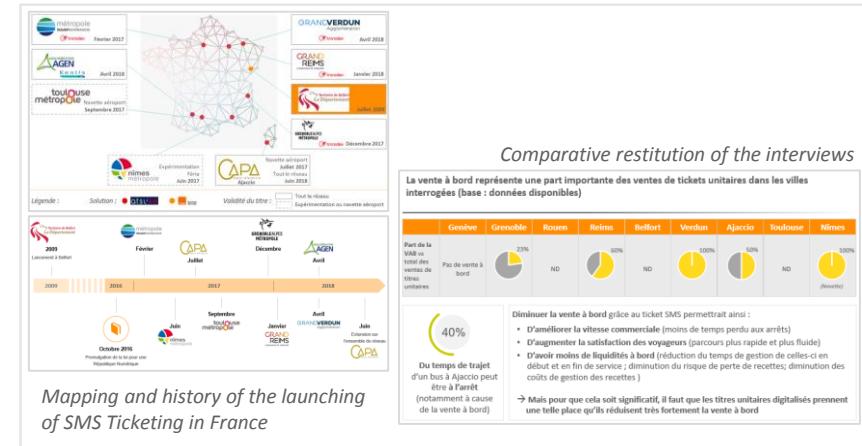
Transport – 2016 : Budget = € 10 bn – 3,3 m passengers – 8,5 m journeys / day

## CONTEXT AND OBJECTIVES

- An Organising Transport Authority wants to launch an experimentation on SMS Ticketing.
- Vertone is mandated to realize a Benchmark on SMS Ticketing in Europe, and collect feedback from the cities who have implemented it in France and Switzerland. The aim is to identify key success factors that will be used for the experimentation and the discussion on a potential deployment.

## MAIN STEPS OF THE PROJECT

- Benchmark on SMS Ticketing in Europe, description of the customers' journeys and the specificities of the solution among the cities, overview of the main solution providers.
- Interviews with the two main solution providers to understand how it works, for the travellers but also for the OTA and for the operators.
- Interviews with OTA and operators from 9 cities in France and in Switzerland information and data collection.



## RESULTS

- Benchmark, restitution of interviews and data
- Detail on the key success factors identified in the Benchmark and the interviews : about ticketing, tarification policies, benefits and drawbacks of SMS Ticketing, results and satisfaction level



# Specifications and launch of the tender procedure for a service for travelers

Transport – 2016 : Budget = € 10 bn – 3,3 m passengers – 8,5 m journeys / day

## CONTEXT AND OBJECTIVES

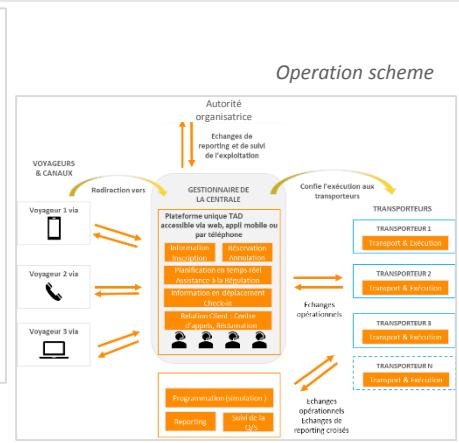
- An Organising Transport Authority wants to launch a regional platform for reservation and planification of journeys' in the demand responsive transport.
- Vertone has led a study on this subject for that client, with identification and prioritisation of functional needs and scoping of the solution.
- In this second part, Vertone is mandated to write the specifications and launch the tender procedure.

## MAIN STEPS OF THE PROJECT

- Leading of meetings and workshops with the concerned departments : (Marketing, Quality service, Ticketing, Communication, Information System, Legal) to collect their contribution and precise the customers' journeys.
- Drafting of the specifications.
- Support to the internal project leader in launching the tender procedure

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## Technical Specifications



## RESULTS

- Technical Specifications (CCTP)
- Special Conditions of Contract (CCAP)
- Study on the dimensioning and the cost of the solution



# Design of a Mobility as a Service (MaaS) experimentation for tourists

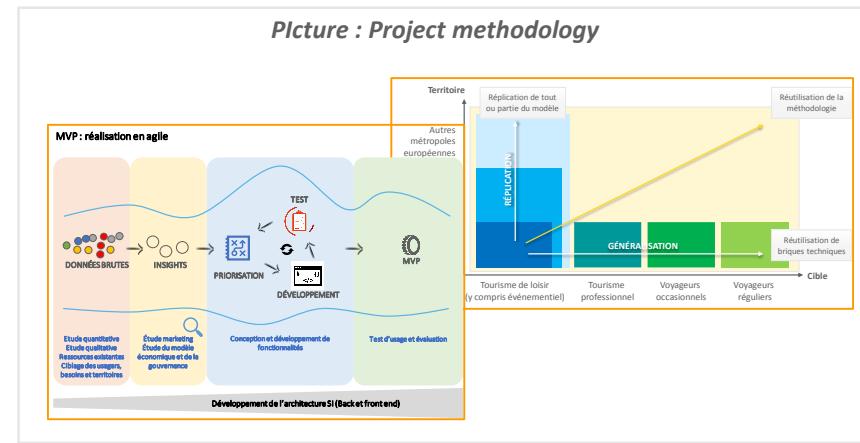
Public transportation – Yearly operating budget 10 Bn€

## CONTEXT AND OBJECTIVES

- Our client, a Public Transportation Authority (PTA), is answering the ADEME's call for projects regarding a MaaS development experimentation.
- VERTONE helps the client for the design of the experimentation, the Business Plan and the submission of the project.
- The project selected is a MaaS for tourists.

## MAIN STEPS OF THE PROJECT

- Conduct workshops with the client and partners to define the perimeter of the project
- Analyze the mobility and tourism market and benchmark the state of the art of MaaS services in France and in the world
- Design the experimentation with an agile approach (MVPs) and define the structure of the project
- Identify relevant collaborations for the project
- Handle the administrative and intellectual property aspects of the project
- Analyze the project impacts and risks
- Elaborate a governance scheme and a target business model
- Analyze the financial aspects of the project



## RESULTS

- Prioritization of 10 use cases and selection according to various criteria : political stake, time limit, technical complexity, business model
- Constitution of a 4 partners consortium, including major players of the mobility and tourism sectors
- Redaction of the technical details and of a first draft of consortium agreement, definition of the planning and budget over 36 months
- Validation of the project by the management and submission of the experimentation project



# Digital services sharing management in the mobility ecosystem

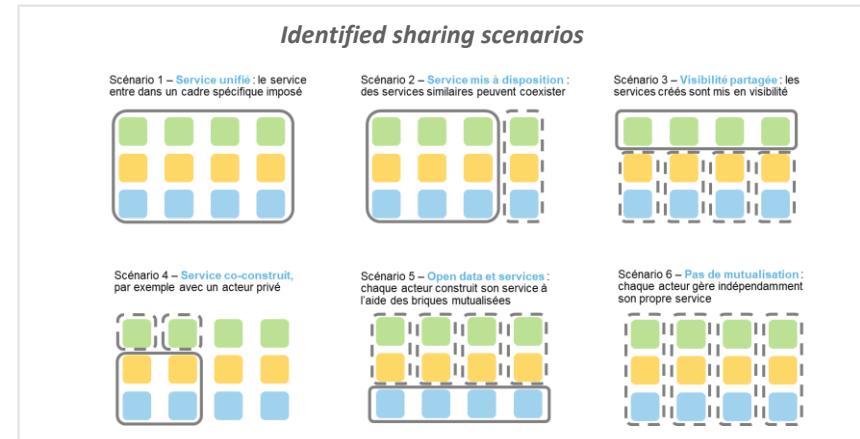
Public Transportation – Annual operating budget 10 Bn€

## CONTEXT AND OBJECTIVES

- The current context of competitive and evolving mobility sector has led the client, a Public Transportation Authority (PTA), to adapt its strategic positioning to share digital services between the players in its ecosystem.
- VERTONE supports it to identify ways of sharing services between the various players.

## MAIN STEPS OF THE PROJECT

- Analyze the current situation of digital players and services (services offered and missing, degree of sharing, key players)
- Collect feedback and proposals of sharing from internal contributors through interviews
- Identify the obstacles and challenges of sharing for the different categories of services
- Identify possible scenarios for each digital service
- Propose appropriate tools (in particular contractual tools) and integrate the implementation of shared services into existing projects
- Meet key stakeholders with proposals for shared services and associated tools



## RESULTS

- Interviews with 14 employees
- Identification of 6 schemes for the implementation of shared services
- Workshop to prioritize the services to be shared
- Identification of contractual and non-contractual levers for setting up shared services
- Meeting with transport operators to present the approach



# Innovation process framing for a Public Transportation Authority

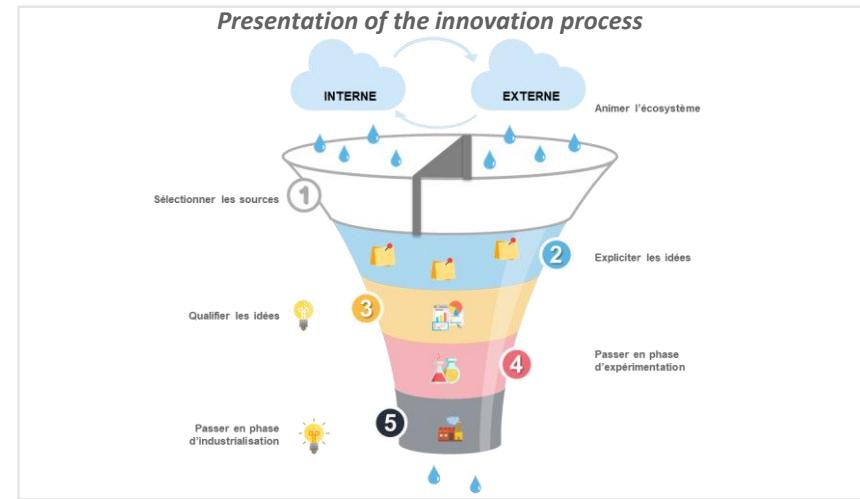
Public transportation – Annual operating budget 10 Bn€

## CONTEXT AND OBJECTIVES

- The client, a Public Transportation Authority (PTA), receives many solicitations to be part of innovative projects in an evolving sector.
- The client has mandated VERTONE to help it set up, within one of its departments, an innovation approach in order to prioritize projects and facilitate their management.

## MAIN STEPS OF THE PROJECT

- Analyze the innovation situation: identify past and current innovation projects and existing internal processes
- Collect feedback from contributors and suggestions for improvement through interviews
- Build a collegial definition of innovation
- Identify the success and failure factors of innovative projects
- Exchange good innovation practices with other actors
- Propose adapted process and tools to facilitate decision-making, prioritize projects, automate monitoring
- Define governance and process facilitation: roles and authorities



## RESULTS

- Interview of 15 employees and 3 partners
- Identification and analysis of 67 innovation initiatives
- Workshop to acculturate the teams to the new approach
- Co-construction of qualification grids for innovative projects
- Validation of the approach at Executive Management level



# Framing the Customer Account integration on digital supports for a rail carrier

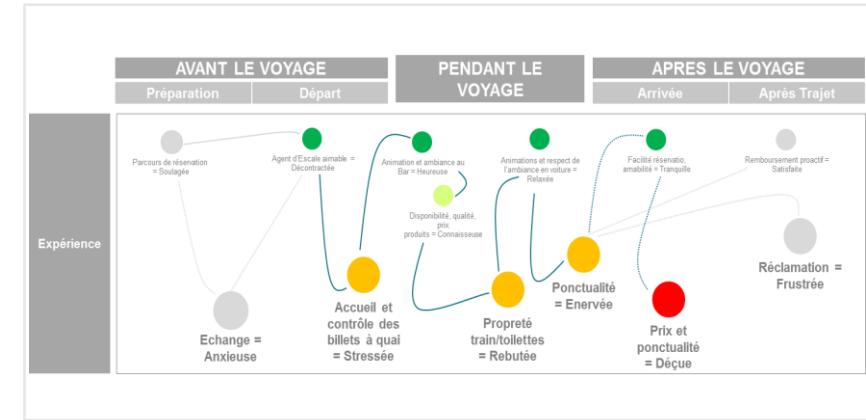
Transport - CA 2015 = 245 M€

## CONTEXT & OBJECTIVES

- VERTONE has helped the Marketing Department of a rail carrier in the roll-out of a Customer Account integrated on several digital supports to create a global passenger experience by helping him all along the travel, improving the relational and commercial development and the client value steering.

## MAIN STEPS OF THE PROJECT

- Definition of the target project through ideation workshops, based on the Design Thinking method :
  - Workshop preparation : building of personas and the customer journey associated, analysis of existing initiatives (commercial animation, positioning, services) and research for best practices (benchmarks)
  - Workshop lead : collaborative and iterative work with the Marketing team to identify ideas that would allow to customize the journeys and the commercial animation through the Customer Account
- Feasibility study : integration of the new features regarding the functional and technical constraints and definition of methods to develop the existing customer database with the new data brought by the Customer Account



## RESULTS

- VERTONE created a favourable environment for generating new user-centric ideas
- VERTONE coordinated the functional and technical issues in relation with the Customer Experience, the Marketing and the IT Departments
- VERTONE shared its digital, transport and Agile expertise



# Optimizing e-marketing levers

Transportation – Revenue (2017) = € 170 M - 5 M customers

## CONTEXT AND OBJECTIVES

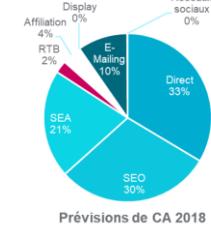
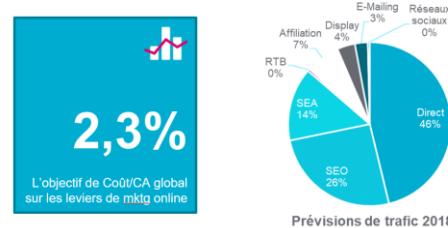
- With ambitious growth goals for 2018 (+85% revenue), a low cost train company, operating 100% of its sales online, asks Vertone for an analysis of its e-marketing performances in 2017, an improvement approach for each lever, and the setting up of a KPI-driven management of these digital levers.

## MAIN STEPS OF THE PROJECT

- Diagnosing the 2017 performances of each online marketing lever - SEO, SEA, affiliation, display, RTB, social networks, e-mailing – as well as the conversion performances of the website
- Recommending improvements for each lever, and assigning them precise goals for contributing to the turnover and web traffic in 2018. Also assigning each lever a dedicated share of the 2018 budget.
- Formalizing the marketing plan for 2018
- Elaborating a forecasting model showing the impact of marketing actions on the company's traffic and revenue in 2018.
- Building dashboards to set up a KPI-driven management of every digital marketing lever in 2018

*Objectives for splitting the turnover and traffic  
Marketing Plan Extract*

### OPTIMISER LES PERFORMANCES D'ACQUISITION ONLINE EN 2018



## RESULTS

- For each lever, defined goals, monthly budget, and guiding principles
- A complete marketing plan for 2018
- Ready-to-use dashboards for a KPI-driven management of the e-marketing levers in 2018
- An accurate modelling of the 2018 web traffic and revenue enabling to foresee the impact of marketing actions



# Building the budget model and strategic framing of the new relationship program of a European rail carrier

Transport - CA 2017 = 509 M €

## CONTEXT AND OBJECTIVES

- While redesigning its relationship program, the Commercial Department has asked VERTONE to build the budget model : upgrade and downgrade limits and rules, financial feasibility study, definition of the promo awards prices, etc.
- While working on the budget model, VERTONE has also been asked to do the strategic framing of the program and to prepare a commitment file to present at the Executive Committee

## MAIN STEPS OF THE PROJECT

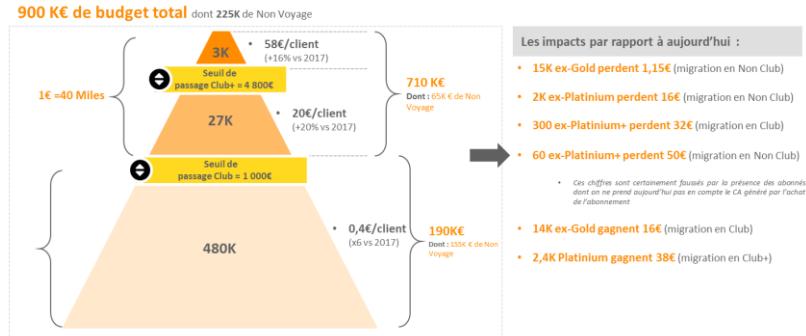
### Building the budget model :

- Modelling of the existing and future customer asset : data collection and processing, customer behaviour analysis, mapping of the reward distribution, etc.
- Modelling different budget scenarios : calculation of the new generosity rate and the Point Fair Value, definition of the promo award prices, etc.

### Strategic framing:

- New offer development : mapping of the existing services, benchmark of the competitors, identification of new services, etc.
- Definition of the objectives of the program : analysis of the group strategic roadmap, identification of the possibilities of differentiation, building of an action plan, etc.

### Example of a budget scenario modelling and its impact in terms of generosity compared with the former program



## RESULTS

- Commitment file presented to the group CEO
- The budget modelling led to a ROI superior (incremental turnover / client) to the one of the former program
- Proposition of a scenario for the unveiling of the new program



# Improving the Customer Relationship Outsourcers management system for an eCommerce leader

Transportation – Revenue (2017) = € 200 millions

## CONTEXT AND OBJECTIVES

- Our client is a leader in online travels sales and outsources most of its customer relationship. He plans to challenge the existing agreements
- Our clients wants, before this change, to identify the necessary evolutions in its internal steering processes and organization
- Stakes are : optimization of Quality/Budget/Deadline, building and developing cooperation with the outsourcers, developing Customer Satisfaction and reducing Customer Effort

## MAIN STEPS OF THE PROJECT

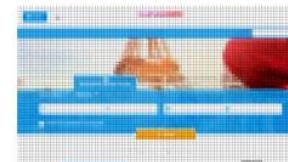
- To establish a factual panorama of the management system, shared and approved by the main steering actors
- To identify strengths and weaknesses in the management system, and prioritize the themes to address
- To sort themes that can be addressed within the existing agreements, themes that must be put in priority in the next tender, themes that have to be included in the future agreements

### Multilingual Customer Service

Xxx délivre ses **services en France** et dans plusieurs autres pays, et propose en 2018 un **support client en 6 langues** (FR, UK, DE, IT, ESP, NL)

9 déclinaisons européennes du site xxx  
(BEL, DE, SP, IT, LUX, PB, RUS, SW, UK)

Les clients parlant d'autres langues sont orientés vers yyy.com (version Russe et Anglaise)



Les prospects et clients de xxx sont en majorité francophones, mais une proportion significative des traitements se fait avec des personnes parlant d'autres langues. Au sein de l'activité principale, 16% des traitements sont issus des clients des déclinaisons européennes de xxx ou de yyy

VERTONE

6

## RESULTS

- In a few weeks, our client knows how to refocus its outsourcers on its key objectives, the way to dispatch the activities among the different outsourcers, the impacts on the existing and forthcoming agreements, the new outsourcers he should contact, and has a detailed analyses of its customer relationship costs



# Conception of the training program scheme and the contents for the agents of a new public services network

## Public sector

### CONTEXT AND OBJECTIVES

- The French government announced the kick start of an ambitious program : the implementation of 1000 « Maisons de services au public », a new public service network of reception centers
- The creation of this network implies the training of new and former agents on the new missions associated to this label
- Therefore, VERTONE helped the network organization unit of our client to conceive the pedagogical itinerary and the training program scheme

### MAIN STEPS OF THE PROJECT

- Analyze the results of a national survey issued to 363 existing reception centers
- Conduct interviews with the 7 service operators, partners of the program (MSA, Pôle Emploi, CNAV, CNAF, CNAMTS, GRDF, La Poste)
- Conceive a training program scheme (number of training sessions, places of training, dates) taking into account the territorial anchoring and the agents various constraints
- Elaborate the pedagogical itineraries for 7 training modules and the educational contents for 2 of them
- Supervise the creation of the training catalogue

*Pedagogical itinerary and training tools*

La Maison de services au public : un acteur local de la protection sociale, de l'emploi et de la formation  
Itinéraire pédagogique (1/4)

Arrivée - Présentation de l'animateur - Présentation de l'organigramme de l'itéinéraire

10H00 14H00

Présentation de chacun des participants

Découvrir les idées préconçues

Comprendre le rôle auquel l'agent doit faire face dans les services sociaux de protection sociale et d'emploi

Méthode en cercles de la protection sociale en Réseau

Le réseau des Maisons de services au public, un réseau de réseaux

Réseau régional

Réseau national des Maisons des services au public

Autres réseaux nationaux

Statuté

Solidarité

Vérité

Support

### RESULTS

- Successful conception within 1 month and a half of the 7 pedagogical itineraries and the training program scheme
- Finalization of 2 training contents including case studies, role plays and quizzes
- Delivery of the training contents to 4 trainers with a target of 300 agents to train
- Creation of a training catalogue printed in 1000 copies



# Comparative guide of EPN management solutions (public digital learning center)

Public sector - Revenue (2012) = € 19.4 billion

## CONTEXT AND OBJECTIVES

- EPN (public digital learning center) have been defined by the French state in the 90s to develop the use of new technologies. Due to new issues identified by the government, our client decided to stop his offer (containing tools and contents) dedicated to EPN. To support Local communities in their migration towards other solutions, our client established a accompaniment scheme in the form of a guide on other alternative tools available on the market.
- In this context, VERTONE was asked to:
  - Identify alternative solutions available on the market and establish an objective comparison of each of them
  - Build a guide in an editorial format for Local communities

## MAIN STEPS OF THE PROJECT

- Defined assessment methodology of the solutions with functional, technical and budgetary criteria
- Identified features offered by current tools, prioritized according of the usages and classify in functional group
- Produced a benchmark on market solutions based on identified features
- Wrote a guide addressed to Local communities (context, methodology, detailed sheets of selected solutions, tips and glossary)
- Coordinated a graphic designer for the layout of the guide

**Excerpt from the guide**

**HANDYCAFE**

Le système de gestion d'administration des EPN Handycafe permet aux établissements de gérer leur offre de services et de contenants. Il offre une interface conviviale et intuitive pour la gestion quotidienne de l'établissement.

**MYCYBERCAFE**

Le système de gestion d'administration des EPN Mycybercafe permet aux établissements de gérer leur offre de services et de contenants. Il offre une interface conviviale et intuitive pour la gestion quotidienne de l'établissement.

**EN CONCLUSION**

HANDYCAFE et MYCYBERCAFE sont deux outils adaptés aux besoins en ligne qu'un espace multimédia fonctionnelle Cyber-café.

**AUTRES SOLUTIONS ÉTUDEES**

De nombreuses solutions d'administration d'EPN existent, parmi lesquelles CYBERA, CYBERCAFEPHOTO, CYBERCAFESHOP, CYBERCAFEADMIN et EPN ADMIN.

**CYBERA** Gestion globale et sans limite

CYBERA est une plateforme d'administration d'EPN qui offre une solution complète pour la gestion des établissements. Elle permet de gérer tous les aspects de l'exploitation d'un Cyber-café, depuis l'enregistrement des clients jusqu'à la gestion des stocks.

**CYBERCAFEPHOTO** Gestion globale et complète

CYBERCAFEPHOTO est une solution globale destinée à aider les établissements à développer leurs activités en ligne. Elle offre une interface conviviale et intuitive pour la gestion quotidienne de l'établissement et permet de renforcer les échanges entre les administrateurs et les clients.

**CYBERCAFESHOP** Gestion globale et complète

CYBERCAFESHOP est une solution globale destinée à aider les établissements à développer leurs activités en ligne. Elle offre une interface conviviale et intuitive pour la gestion quotidienne de l'établissement et permet de renforcer les échanges entre les administrateurs et les clients.

**EDITEC** Gestion globale et complète

EDITEC est une solution globale de gestion des établissements de proximité. Elle offre une interface conviviale et intuitive pour la gestion quotidienne de l'établissement et permet de renforcer les échanges entre les administrateurs et les clients.

**EPN ADMIN** Gestion globale et sans limite

EPN ADMIN est une solution globale de gestion des établissements de proximité. Elle offre une interface conviviale et intuitive pour la gestion quotidienne de l'établissement et permet de renforcer les échanges entre les administrateurs et les clients.

## RESULTS

- Detailed and objective comparison of alternative solutions on the market
- Paper guide distributed to a network of 600 EPN in France and overseas (over 1500 copies)



# AMOA and national animation of the Cyber-base® program / Extinction of the offer of services Cyber-base®

Public sector // Revenue (2014) = billion € // 600 EPNs and 330 organisms

## CONTEXT AND OBJECTIVES

- To address the phenomenon of the digital gap, Caisse des Dépôts took part into the EPN deployment thanks to its Cyber-base® program. Finally, the fracture moved to multiple fractures of use and many private and public actors got involved in this way. Considering it played its role as an incubator, Caisse des Dépôts decided to stop selling its service offer Cyber-Base®.
- The objective was, as a first step, to maintain the network animation and to provide functional support to the portal Cyber-Base®, and then to contribute to the extinction of the program by providing some user support in order to help stakeholders finding alternative solutions.

## MAIN STEPS OF THE PROJECT

- Maintaining the national animation in 2014 : creation and publication of contents, weekly themes, Community Management (forum, emailing and phoning)
- Providing functional support for the portal (AMOA)
- Extinction : defining and sequencing a communication plan for stakeholders (Regional Directors, elected officials, project managers, coordinators, ...).
- Deployment of an accompaniment process : setting up a guide on alternative solutions, deployment of a Change Management tool, outbound campaigns for spaces and customers, publication of news dealing with the extinction, setting up FAQ,...

## CHALLENGES AND SOLUTIONS

### Challenges :

- Maintaining the service quality in 2014
- Initiating and pacing the exit of the 600 spaces by mid-2015, while keeping "at risk" clients (strong political support, large group of spaces, ...) under control
- Making sure that the spaces set up an alternative solution
- Ensuring the image of the Caisse des Dépôts to its clients

### Solutions :

- Deployment of a multi-channel accompaniment process (forum, portal, calls, mail, email, ...)
- Retighten the support on "at risk" clients

## RESULTS

- All spaces have left the Cyber-base® network by 2015 S1 (initially 600 spaces)
- All the clients identified potentially risky have been kept under control (no brand image incidents observed)
- Stopping the program has allowed the EPN management solutions market to structure itself thanks to new actors (iHello from CAP-TIC, Horigami from Aesis Conseil, etc.)
- The brand image of the Caisse des Dépôts has not been affected because of the Cyber-base extinction (discussions with animators and organisms were positive 95% of the time)



# Support to the national animation system of a network of structures: study of the evolution of business models

Public sector (financial public institution) – Net result 2016 = €1.8bn

## CONTEXT AND GOALS

- In a context of reinforcement and extension of a national network of structures which offer a range of proximity services to the public combining physical reception and digital support and whose animation is managed by the Client...
- ...Vertone was asked to bring some insights to the Client about the possible evolution of the business model of this network

## APPROACH

- General diagnosis of the economic sustainability of the structures
- Performance of a qualitative survey involving a few structures of the network and other market players
- Conclusions and recommendations of potential solutions for a better economic sustainability of the network of structures

## Conclusions and recommendations on the evolution of the business model

### Pour le réseau des Maisons et les structures porteuses

#### 1 Intégrer les Maisons dans un écosystème plus vaste à dominante innovation sociale

- ➔ Développer une offre de service diversifiée et complémentaire en mutualisant plusieurs services au sein d'un même espace Tourelles, et répondre au besoin d'offre de services dont seules les maisons sont aptes à assurer par leur proximité et fonctionnement des Maisons (réseau limité dont le financement n'est pas acquis)

#### 2 quel modèle de financement pour ce type de tiers lieu ?

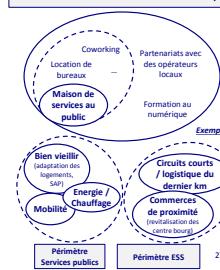
- ➔ Évoluer vers un modèle de financement hybride public/privé, en apportant des fonds propres aux structures porteuses dont le statut le permet
- ➔ Encourager les partenariats territoriaux....

### Pour la cellule d'animation

#### 3 Faciliter la duplication d'offres de services à succès

- ➔ Être à l'origine d'une plateforme de mise en relation entre Maisons et fournisseurs de services (place de marché), partage de bonnes pratiques, accélération  
➤ voir hypothèse de travail page suivante

### Ecosystème de l'offre de service visant à l'inclusion sociale et à la médiation numérique



27

## RESULTS

- Proposition of solutions for the evolution of the business model and for the range of services of the network of structures



# Conception of an offer of services about developing digital uses

Public sector (financial public institution) – Net result 2016 = €1.8bn

## CONTEXT AND GOALS

- In a context of intensification of digital uses within the French population and of client's role to support digital penetration...
- ...Vertone was asked to help the client to define a 5-year roadmap in order to prioritize needs and uses to be addressed by the client, define appropriate leverages and then decline them in a pilot region

## APPROACH

- Elaborate a 5-year roadmap for the development of digital uses in France
- Identify priority needs and uses to be addressed by the client
- Define appropriate leverages
- Decline leverages and actions identified in a pilot region with the animation of a workshop

### *Development of digital uses*



## RESULTS

- Conception of an offer of services about developing digital uses
- Identification of several actions to implement following the workshop realised on the pilot region



# Design and creation of an operational guide on the main types of commercial partnerships

Postal sector - Revenue (2013) = € 22 billion

## CONTEXT AND OBJECTIVES

- In order to help the Innovation Department in the preparation and launch of commercial partnerships, the Legal Department wants to create a synthetic and operational guide on the main types of partnership identified
- The first phase of the project consists in designing and creating a pedagogical guide for all the operational teams implicated in the launch of a new partnership
- The second phase of the project consists in preparing, with the help of a law firm (subcontractor), standard and ready-to-use partnership contracts that can be customized depending on the needs of the Innovation Department

## MAIN STEPS OF THE PROJECT

- Analyze the existing situation: scope and objectives of commercial partnerships for the client, existing contracts...
- Conduct interviews with the internal departments impacted by the launch of new partnerships (Innovation, Marketing, Purchasing, Logistics, Finance...)
- Identify the different types of partnership to consider based on the objectives of La Poste and feedbacks from interviews
- Analyze in depth each type of partnership from both a legal and business point of view
- Design and create a guide (context, decision-making tool, reference planning, detailed fact sheets, etc.) and develop standard partnership contracts (subcontractor)

*Illustration: decision-making tool designed to assist the team member in selecting a partnership type*

1	QUOI ?		PRIX ?		MARQUE ?		PROPRIÉTÉ ?		SAV ?		CLIENTS ?	
	Quel est le type d'offre ? Product / Service	Qui fixe les prix ? Partenaire	Qui fixe les prix ? Partenaire	Qui fixe les prix ? Partenaire	Qui est propriétaire du produit ? Partenaire	Qui est propriétaire du produit ? Partenaire	Qui est responsable du SAV ? Partenaire	Qui est responsable du SAV ? Partenaire	Qui gère les données clients ? Partenaire			
Ac hst-revenus <i>Cf pages 10-21</i>	✓		✓		✓	✓	✓	✓	✓		✓	
Sous-traitance <i>Cf pages 22-25</i>	✓	✓	✓		✓		✓		✓		✓	
Mandat Commercial <i>Cf pages 26-29</i>	✓	✓		✓		✓		✓		✓		✓
Dépôt-Vente* <i>Cf pages 30-33</i>	✓			✓		✓		✓		✓		✓
Commissionnement <i>Cf pages 34-37</i>	✓			✓		✓		✓	✓		✓	
Apport d'affaires <i>Cf pages 38-41</i>	✓	✓		✓		✓		✓	✓		✓	
Mise à disposition d'espace <i>Cf pages 42-45</i>	✓	✓		✓	✓		✓		✓		✓	

## RESULTS

- Reduction of the time needed to launch new partnerships, at every step of the process (partner identification, letter of intent, contract negotiations and formalizing...)
- Integration of the key legal questions from the outset, reducing the number of back and forth discussions between the legal team and the business teams
- Creation of a clear, pragmatic and exhaustive guide in a short period of time



# Scoping mission of a new online customer journey

Public Sector –Revenue (2013) = € 22 million – 2 million customers a day

## CONTEXT AND OBJECTIVES

- Integration of an additional offer in a postal Group's eShop, aimed at integrating all the online fee-based services.
- Consultants' help was needed to consider customer needs in terms of customer journey in the target version of the eShop. This version will integrate the additional offer.

## MAIN STEPS OF THE PROJECT

- Scoped and evaluated marketing stakes related to the new customer journey on the target version of the eShop.
- Facilitated dedicated Workshops: customer account functionalities, basket & payment management, FAQ, customer service, commercial animation, journey integration, KPIs.
- Wrote a scoping note comprising the synthesis of all Workshops' conclusions and VERTONE's recommendations.

## CHALLENGES AND SOLUTIONS

- **Define the target customer journey of the new eShop...**  
→ Proposed solution: Gap analysis of the customer journeys in old and new websites (features, functionalities, basket management...) and definition of a target journey.
- **...while taking into account the business needs of all the activities regrouped in the eShop**  
→ Proposed solution: implication of all business services concerned during Workshops facilitated by VERTONE.
- **Bring VERTONE expertise in terms of digital strategy and online customer journey**  
→ Proposed solution: recommendations in terms of customer account, basket & payment management, FAQ, customer service, commercial animation.

## RESULTS

- Writing of a scoping note comprising the synthesis of all Workshops' conclusions and VERTONE's recommendations in terms of customer journey and digital strategy.



# Define a range of services to assist private individuals in their renovation works

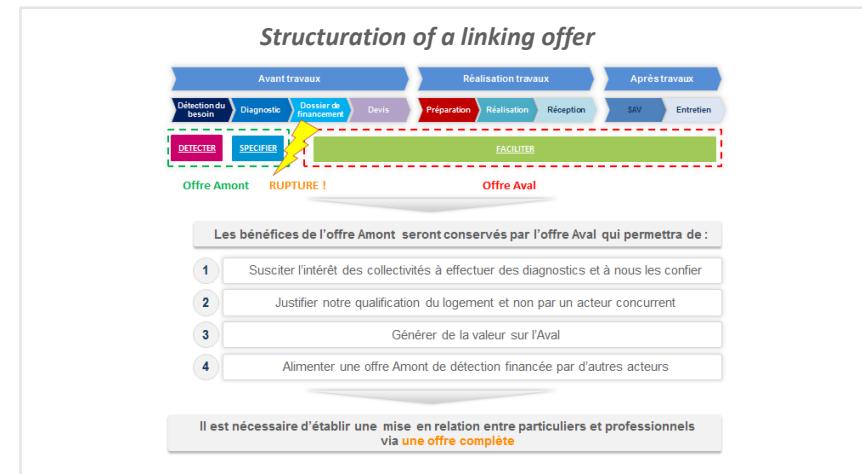
Postal sector – Revenue 2015 = € 23 billion - 26 million households daily served

## CONTEXT AND OBJECTIVES

- As an actor committed to the development of territories and the energy transition, the client has developed services in the field of renovation works to support local authorities using its reputation and knowledge of residential sector.
- Following the introduction of services which allow to identify and qualify potential energy renovation home projects, VERTONE was commissioned to refine the strategic vision and the client's positioning in its accompanying promise of individuals and professionals.

## MAIN STEPS OF THE PROJECT

- Identified the expectations of market players (individuals, professionals and authorities) via syntheses and semi-guided interviews.
- Studied competitors' offers by providing a benchmark of services proposed to individuals and professionals : financing, linking, tracking...
- Conducted workshops with internal teams to prioritize the content of the offer and evaluate the implementation modalities.
- Developed a macro-business plan to estimate the revenues and costs of different offer models proposed.
- Identified et proposed potential partnerships : interview guidelines, repartition of roles in the value chain ...



## RESULTS

- Definition of a new offer responding to the expectations of players and aligned with the client's image.
- Proposal for implementation modalities of the offer.
- Prioritization of offer content for individuals and professionals.
- Clear actor positioning and detailed action plan for the following three months.



# Design of the Payment services strategy for a Postal Group

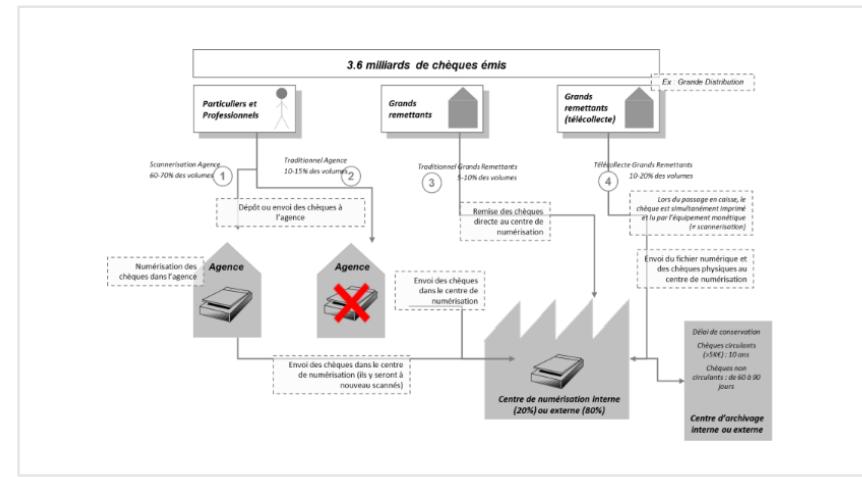
Postal Sector - Turnover (2013) = € 11.1 billion

## CONTEXT AND OBJECTIVES

- On the frequent payment market, the Postal Group generates over € 500 million through its different activities.
- It recently launched Digiposte, an online mailbox and electronic safe, capable of offering EBPP services.
- With the context of SEPA, banks wish to offer financial BPO services to large invoice issuers.
- The group Postal Department appoints VERTONE to identify strategic development areas and possible partnerships on frequent payments.

## MAIN STEPS OF THE PROJECT

- Made the diagnostic of existing activities and offers.
- Presented innovations, opportunities and threats linked to DSP and regulation changes : created a Payment Institution...
- Built positioning scenarios on the value chain.
- Evaluated partnership opportunities, especially from banks.



## RESULTS

- Writing of an executive summary for the Head of Postal Services, recommending a scenario with negotiations with La Banque Postale and evolutions regarding business models and Docapost BPO and Digipost positioning.
- Integration of Digiposte solution to one Wallet.



# Definition of the Client Account for the individuals' Marketing Strategy

Postal Sector – Revenue (2016) = 23,3 Billions €

## CONTEXT AND OBJECTIVES

- The group, with its multiple activities and channels, is in touch with millions of individuals every day in France. However, these individuals are not real « Clients » as the group has limited knowledge of them and operates many B2B2C services.
- To tackle the disintermediation risks, improve the client experience and develop its services, the group wants to build a direct relationship with its individual clients by implementing a customer-centric strategy.
- VERTONE has been sought to help the client defining the marketing strategy around the Client Account for the individuals.

## APPROACH

- Preparation and leading of mensual steering committees
- Diagnosis of the existing offers and of the customer's journeys associated
- Analysis of e-mails sent to the clients
- Projects' Roadmap for the coming year
- KPIs data collection on Client Account : number of active clients, notoriety, NPS, ...
- Identification of the data needed to implement a client profile accessible for the collaborators of the group.

### LE DÉVELOPPEMENT DE L'EMBASEMENT GRÂCE À DES OFFRES ET SERVICES À VALEUR AJOUTÉE POUR LE CLIENT EN COMpte (1/2)

- | Des offres spéciales et des parcours simplifiés   | Le sentiment d'appartenance à un Club de membres  | Des services qui vont bien au-delà du cœur de métier  |
|---|---|---|
|   |   |   |
| <ul style="list-style-type: none"> <li>Sur l'application : Accès à un programme de fidélité</li> <li>Préférences et réductions</li> <li>Géolocalisation des restaurants</li> <li>Liste des menus</li> <li>Informations nutritionnelles</li> </ul> | <ul style="list-style-type: none"> <li>Des avantages exclusifs</li> <li>Service personnalisé</li> <li>Commande et livraison facilitées</li> <li>Crédit, carte de crédit, boutique, point relais, courrier</li> <li>Entretien de la machine</li> <li>Abonnement à la machine</li> <li>Offres et invitations exclusives</li> <li>Accès à la communauté Nespresso</li> </ul> | <ul style="list-style-type: none"> <li>Une multitude de services pour devenir un partenaire de vie</li> <li>Avantages financiers et</li> <li>Carte Carrefour : prime éco-travaux, cagnotte fidélité, kid's zone</li> <li>Carrefour banque : carte de crédit (cashback), carte prépayée low cost (C-zero)</li> <li>Offre envoi spectacles et</li> <li>Carrefour Voyages</li> <li>Offres partenaires</li> <li>Assurance et financement</li> <li>Assistance informatique</li> <li>Accès à la vente en ligne, service numérisation</li> </ul> |
|   |   |   |

Benchmark of actors with customer-centric strategy

Rewriting and redesign of the e-mails sent to the client

### Récapitulatif des e-mails proposés Proposition de principes directeurs

Canal ou service d'adhésion	Proposition d'e-mail				
	Charte*	Expéditeur	Signataire	Présentation du Compte	Message si ouïti mal
CANAL					
Site					
Site mobile					
Application					
Boutique					
Service Client					
Service 1					
Service 2					
Service 3					
Service 4					
Service 5					
SERVICE					
Charte (service)	(service)	L'équipe (service)	Synthétique	Mentionnez les parties prenantes	

\* Nom et fonction défini dans la charte

## RESULTS

- Creation of a clear value proposal for the individual clients, the group and its collaborators.
- Definition of a new relational marketing strategy, homogenization of the promise to the customer.
- Creation of the Roadmap for the coming year



# Definition of the 2019-2021 Marketing Plan for New Services

Postal Sector – Sales 2018 = 120 M€

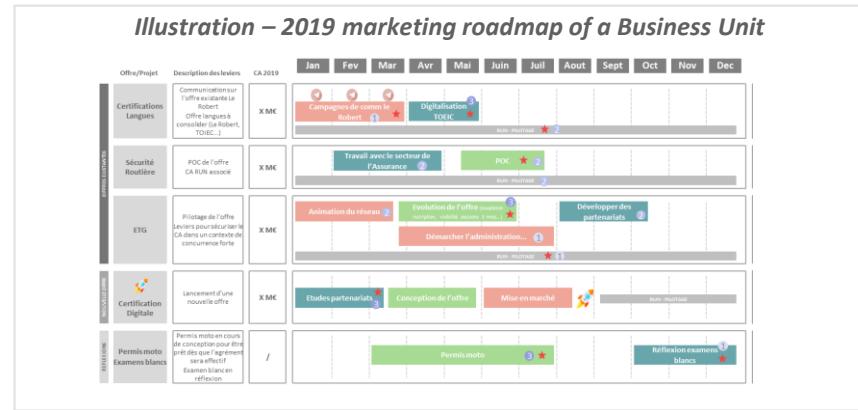
## CONTEXT AND OBJECTIVES

- Created only three years ago, the New Services Department must reach very ambitious **sales objectives** and wants to secure its sales ambitions
- Within this environment, VERTONE worked with the client in order to learn from the 2018 situation **assessments**, translate them into an **operational action plan** for 2019 and prepare the **strategy** for the construction of its offers and how to approach the most relevant **markets**

## APPROACH

- Conduct an **assessment** of the offers, an **external assessment** and provide **insights** from them
- Validate the 2019 sales **objective** and its **projections** for the following years
- Identify the **drivers** for each offer and the **transversal projects** to be carried out in order to reach the 2019 sales objectives and prepare the future
- Animate a **seminar with members of the steering committee** to present the 2018 assessment, discuss a **new marketing approach** to put in place, and collectively **prioritize** the main levers and efforts to build the action plan
- Define a **roadmap** of the levers and the means necessary to the **success** of this roadmap
- Build the **Marketing Plan** (assessment / objectives / levers / roadmap / means)

*Illustration – 2019 marketing roadmap of a Business Unit*



## RESULTS

- A Marketing Plan **co-built** with the internal teams: definition of the **levers** around the offers and the **transversal projects** and **prioritization** of the actions to carry out
- A new **marketing approach** around **markets** validated by the executive committee
- A roadmap that **ensures** the 2019 sales and prepares the **results** for 2020 and 2021



# Definition of the strategy of diversification of services for B2C and B2B2C

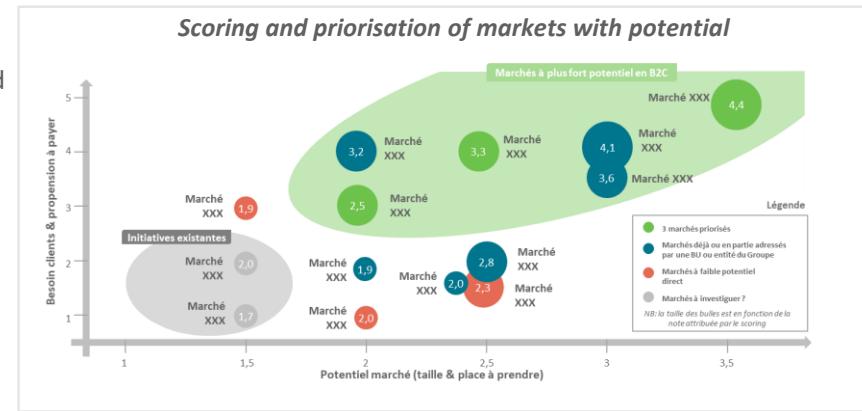
Postal Sector – Revenue (2016) = 23,3 Billions €

## CONTEXT AND OBJECTIVES

- This client is facing a sharp decline in its activities from its historical businesses, and wishes to find growth levers through the diversification of its services
- In this context, VERTONE worked in redefining and presenting the vision, the strategy, the priority areas for development in the B2C & B2B2C markets, and the potential increase of sales

## APPROACH

- Work on an **assessment** on the current offers (mapping / strength & weaknesses, key success factors...) and on the current strategy
- Analyse 14 **markets** of services & **prioritize** them on a scoring grid : 3 markets were prioritized
- Organize & animate **workshops** to precise the markets & opportunities
- Define **roadmap** of services and the revenues associated
- Define the **key success factors** and the transversal work to lead
- Write the **COMEX** presentation with this strategy



## RESULTS

- A strategy of diversification of services **co-built** with internal teams
- A strategy validated by **COMEX** members
- A roadmap with services that allows teams to **organize** themselves & start the work



# Opportunity study for an E-bike offer – Eco-mobility sector

Postal Sector – Turnover (2013) = € 23.3 billion

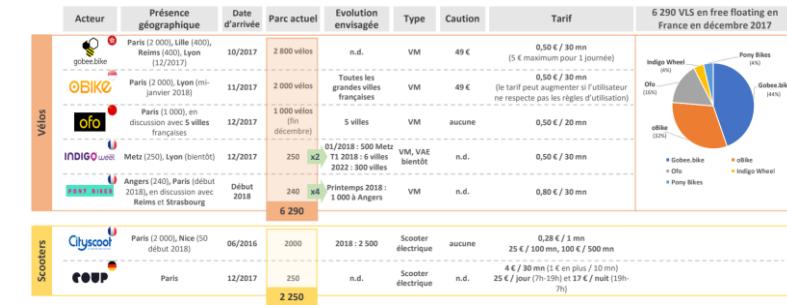
## CONTEXT AND OBJECTIVES

- Calculate the total addressable E-bike market (end users), evaluate drivers and growth on different segments : purchase, long term rental, shared bike (included for companies).
- Evaluate the penetration of its offers to public and private BtoB customers, taking into account direct and indirect competitors Clarify the market ambitions of the company by type of offers and make the business plan more effective.
- Conduct a qualitative study to analyse the appetite, expectations and needs of customers & prospects. Identify the key success factors and refine the differentiation criteria of the offer.

## MAIN STEPS OF THE PROJECT

- Market analysis (documentary database)
- Competitive analysis
- Qualitative research
- Sales forecasting
- Brand strategy & positionning workshop
- Continuous improvement strategy with internal teams
- Final executive steering committee with the New Services Business Unit

*Electrical bike and Free-floating Electric Scooters mapping*



## RESULTS

- Marketing Segmentation & Targeting
- Sales simulation
- Market Positionning Strategy
- Business plan (3 to 5 years Sales Forecast)



# Flows and traceability optimization for a food charity

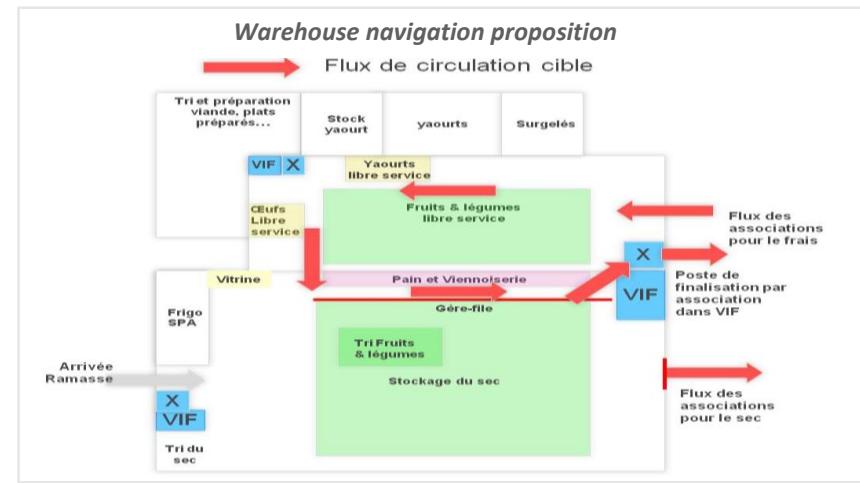
Charity – 5 200 beneficiary charities – 200 M meals given out each year

## CONTEXT AND OBJECTIVES

- This charity gives out food to beneficiary charities and collects food from hypermarkets
- VERTONE helped this charity to face its new challenges : optimization of fresh food traceability process into the warehouse and of beneficiary charities' customer journey within the storage plant while collecting food.

## MAIN STEPS OF THE PROJECT

- Analyzed current processes
- Identified means to ease navigation and drew a new map to organize the warehouse
- Defined the new traceability process and its implementation way
- Worked together with the management team and volunteers to improve change management
- Initiated implementation
- Delivered an implementation tool kit



## RESULTS

- A clear and shared diagnosis and an action plan
- An increase of the team's awareness on the need for change regarding fresh food traceability process and settling long-lasting changes.



# Elaboration of a 5 years Business Plan for a primary cerebral Palsy medical center operating in the Middle East

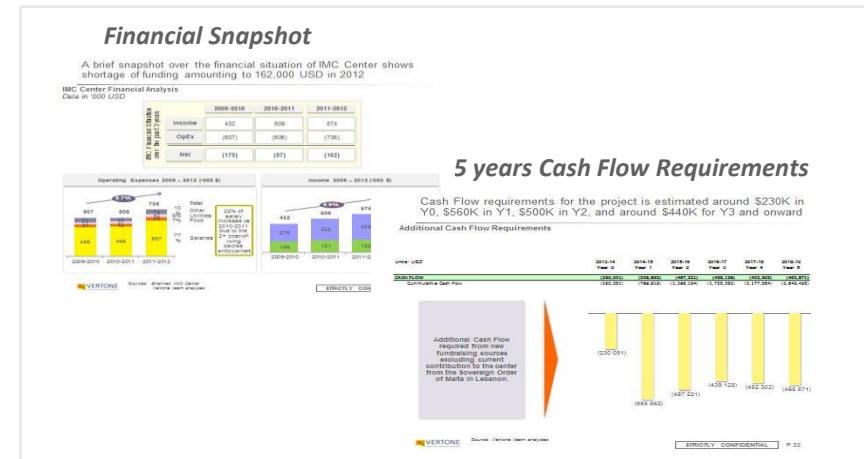
Medical Center- Turnover (2012) = \$574,000 - 75 patients

## CONTEXT AND OBJECTIVES

- The Order Of Malta in Lebanon operates through the use of various Centers that are present throughout Lebanon
- In this context the Order wanted to assess one of its Medical Centers for Cerebral Palsy in Lebanon to reply to these questions:
  - Should the Order of Malta take over the management of the Center? If Yes, what should be the recommended modus operandi, initial capital expenditures and ongoing annual funding requirements?
  - What kind of strategic partnerships should be considered if any? And how to tackle them?
  - How should the Order of Malta structure its relationship with the congregation going forward?

## MAIN STEPS OF THE PROJECT

- Understand the Cerebral Palsy in Lebanon and in the Middle East
- Assess the financial as-is situation and positioning of the Center
- Recommend the future operating model changes for the Center
- Define the kind of strategic partnerships to be considered
- Propose the type of relationship to be maintained with the operating congregation



## RESULTS

- Center to position itself in the Middle East as a frontrunner in Cerebral Palsy treatment at a cost of \$0.6 million/year
- Propose key strategic partnerships with local and international university hospitals
- Recommend the Order of Malta to operate and manage the IMC Center in complete independence from the actual congregation



# Balance Scorecard definition and implementation for a major healthcare player in the Middle East

Retail- Turnover (2012) = \$ 140 million - 3,800 customers

## CONTEXT AND OBJECTIVES

- The customer is a leader healthcare provider in Lebanon, who is pre-empting stiff competition in the few years to come and is leveraging its strong position in the market to expand beyond its traditional play
- After assisting the customer in the completion of its corporate direction setting, strategic planning and business planning, VERTONE was asked to support in completing the last two building blocks:
  - 2014 Budgeting and Capital Allocations
  - Performance Monitoring Cycle (KPIs and Balance Scorecard)

## MAIN STEPS OF THE PROJECT

- List and define KPIs
- Determine the formula for each KPI
- Perform an international and an internal benchmark of the listed KPIs
- Coordinate with the IT team regarding the availability of data in the systems
- Elaborate a KPI list for every position
- Set the frequency of the KPI evaluation
- Decide on a target value, based on the actual and benchmarked values
- Define the target variance
- State a score – “green”, “orange”, “red” indicating whether a KPI actual value exceeds, is in the neighborhood of, or falls short of its desired target

Balance Scorecard per employee										
OTC KPIs			POSITION			SBU		OTC		
ID	Name	Definition	Formula	Unit	Source	Frequency	Internal Benchmark	External Benchmark	Date	
KPI 1	Per. Sales vs. forecast	% of sales achieved versus target	(Sales - sales forecast)/Sales forecast YTD	%	BD	Monthly	N	S-10	20	N
KPI 2	Per. EBIT Margin (Gross margin Before Taxes)	Measures the financial performance of an SKU before taxes	(Revenues - Expenses (Excluding Taxes))/Sales	%	Finance System	Monthly	3.0-4.3	0.8-1.6	35	5.83
KPI 3	Per. CCC (Cash Conversion Cycle)	Time between Outstanding Cash and Collecting Cash	DSO+DPO+Payable Days (PPD)	Days	BD	Monthly	90-120-180	25-45 >60-115	20	144
KPI 4	Cust. Customers Dealing	Number of customers that have made at least one purchase	Total number of customers sold / total Universe of SKU	%	BD	Monthly	95-90	45-80	5	90
KPI 5	Op. & HR Delivery	Delivery project in term of time and quality of work	Qualitative appreciation of project based on time and quality of deliverable	Harvey Ball	Upper Management	Monthly	N/A	N/A	30	Full
KPI 6	Market Survey	Market Survey	Aggregated score of survey	Harvey Ball	3rd Party	Monthly	N/A	N/A	10	Survey score
KPI 7	Cust. Supplier Survey	Supplier Survey	Aggregated score of survey	Harvey Ball	3rd Party	Annually	N/A	N/A	10	Supplier Score
KPI 8	Op. & HR Percentage of training plan completed	Number of identified & trained successors to each key position	Number of Identified & Trained Successors to Each Key Position / Total Number of Key Positions	%	HR System	Monthly	N/A	N/A	5	25
KPI 9	Cust. Hotline, Customers, External Complaints	Number of relevant complaints issued via all Channels	Number of Complainants from Customers + Number of Complaints from External Complaints + Number of Internal Complaints + M&A Acquired Complaints	Number	PM/HR/Complaints Management	Monthly	N/A	30	5	20

## RESULTS

- VERTONE used its strong expertise to develop a rigorous methodology to involve the different SBUs and to help them define their KPIs which will enable the company to double its total turnover in 2017



# Scoping and deployment of a global CRM tool in the healthcare industry

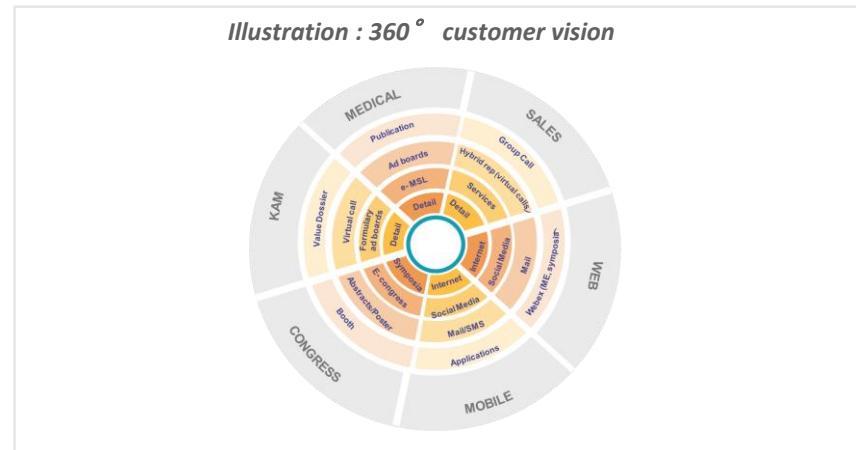
Healthcare – 2017 global Turnover = 35 Mds€

## CONTEXT AND OBJECTIVES

- To increase income and enhance customer loyalty, our client has decided to implement a multichannel engagement strategy and to develop a personalised relationship with its prescriptors.
- VERTONE has supported this global project in helping to scope and implement a new Group CRM tool, and launch a pilot in France.

## APPROACH

- Define the project vision and set project governance committees.
- Pilot the different projects working closely with global, business and technical teams (Steering committees FR & FR/USA, cross country sharing sessions)
- Coordinate progress in implementing the target solution:
  - Business requirements and multi project roadmaps definition
  - Functionalities identification et prioritization through cross country workshops
  - Action plans definition and driving
  - Support operational implementation (tests, pilots, general deployment)
  - Planning follow up
- Support the development of a 360° customer vision including cross Business Unit interactions.



## RÉSULTATS

- Launch an end to end global CRM tool, fully integrated from Salesforce automation tools to central marketing solutions used to operate marketing actions.
- Customer database reinternalization with a focus on reviewing multichannel acquisition and retention processes to comply with GDPR.
- Enrich sales reps tools and implement new multichannel customer journeys.



# Efficiency improvement for a company delivering sales and customer relationship management services to pharmaceutical firms

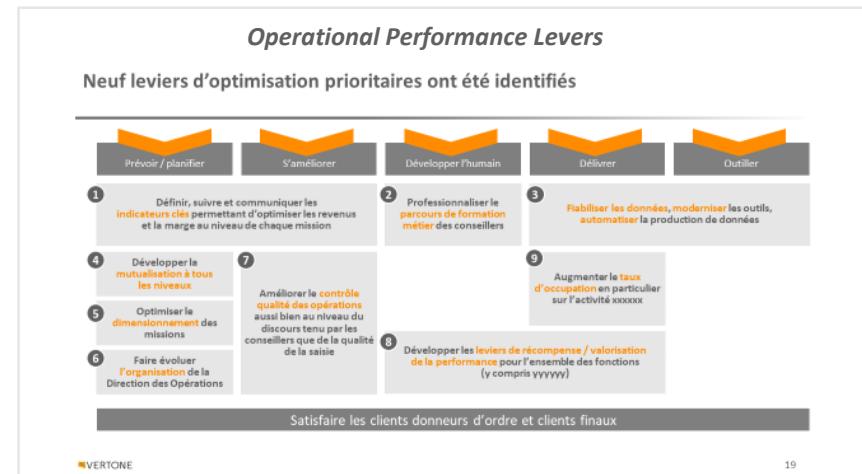
Health – Revenue (2016) = € 20 million - ~50 clients

## CONTEXT AND OBJECTIVES

- A global leader in Business Process and Customer Relationship Outsourcing just acquired, and begins the integration of a company specialized in health
- Both want to identify and prioritize the levers of efficiency improvement among the main activities : sales to pharmacists, medical visits, training for prescribing doctors, accompaniment to patients...

## MAIN STEPS OF THE PROJECT

- To get acquainted with the activities and to define the boundaries of the assignment with the board of directors
- To present the assignment's goals to all employees
- To identify and diagnose the themes that may be improved by interviewing operational team members and by immersion in sales platforms
- To elaborate the state of play throughout the assignment, to collect short and mid term improvement levers, to realise quantitative analysis on key topics (ex : staff occupancy rate, turn over)
- To prioritize improvement levers according to their accessibility and their contribution to a profitable growth
- To elaborate and share the improvement action plan



## RESULTS

- Full support of both the company board and the company's shareholders to the diagnosis and to the recommendations
- Identification of new synergies, that were not detected during Due Diligence
- Strong contribution to a successful integration of this French jewel within an international Business Process Outsourcing group



# Optimization of digital project management

Healthcare industry - Turnover 2017 = 5,8 Mds €

## CONTEXT AND PURPOSES

- In a context of its **business digitalization**, a major player in pharmaceutical distribution in France has launched a **digital platform towards pharmacies** to help them ease their product ordering, team management and match new patients needs.
- Vertone helped the Digital Project Manager to move forwards **more agility within its project organization**.

## WORKING APPROACH

The **working approach has been shared and enhanced by all the project stakeholders**, in particular with the IT team :

- Individual interviews and a collaborative workshop with Marketing teams have led to **share malfunctions and improvements on four key project domains** (Organization, Comitology, Operational Steering, Communication).
- The improvements have been identified, validated and prioritised with Marketing and IT teams in order to **set a roadmap for the deployment of quick-win improvements**.
- First improvements have been designed and deployed** within Marketing teams.

**Visual Management template**

The dashboard includes three main sections:

- Management visuel**:
  - Actualités**: Shows a callout: "Champ libre à mettre à jour en continu par le PO sur les PPO (ex : les réalisations, R&D, les tops / tops, événements d'équipe, boîte à idées, etc.)".
  - Roadmap version**: Shows a callout: "A mettre à jour après chaque sprint planning par le PO. Matrikel à utiliser : post-it (1 par fonctionnalité)".
  - Indicateurs de suivi**: Shows a callout: "A mettre à jour chaque semaine par le PO".
- Domaine** table:

Domaine	Méto	Risques et points d'attention
Commande	vert	
Support	jaune	
Mon équipe	jaune	
Mes patients	vert	
Piloter mon office	vert	
- Domaine** table:

Domaine	Méto	Risques et points d'attention
Espaces promos	vert	
Mes promos	vert	
Contenu édito	rouge	
Services	vert	
My Pharmactiv	jaune	
OkeoSanté	vert	

**Legend météo domaine**:

- Normal (vert)
- Risque faible (jaune)
- Risque moyen (orange)
- Risque élevé (rouge)
- Bloqué (gris)

A callout on the right side of the dashboard states: "A inscrire à jour par les PPO un COMET (Comité Météo), à partir des feuilles de route de chaque domaine. Par principe, toute météo autre que normale (post-it vert) doit être accompagnée de risques identifiés ou de points d'attention. Matrikel à utiliser : - MMW : post-it de couleur (voir légende) - Risques & points d'attention : fiches cartonnées et coller repositionnable (en spray)"

## RESULTS

- Convergence of visions between Marketing and IT teams.**
- Key deliverables :**
  - Malfunctions assessment and **improvements roadmap**
  - Project **organization and comitology framing**
  - Tools templates design** : dashboard, visual management, task monitoring, steering committee presentation.



# Define role and evolutions of commercial brochure in future customer path in automotive industry

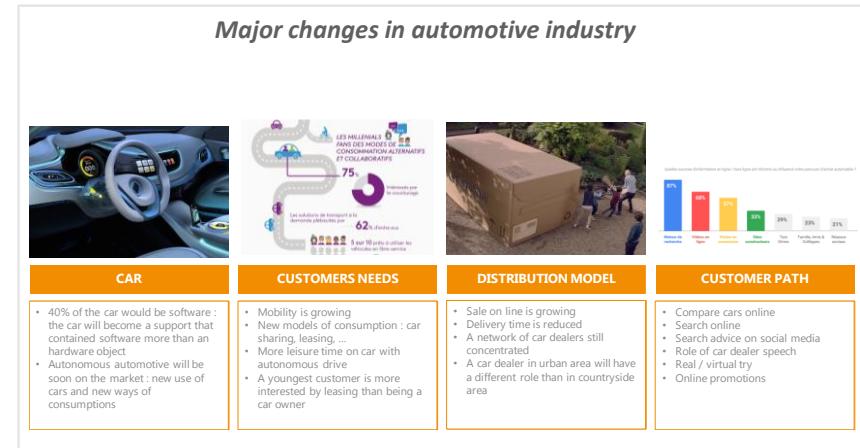
## Print communication in automotive industry

### CONTEXT AND OBJECTIVES

- The client, an actor of print communication would like to define his vision for commercial brochure in automotive industry
- VERTONE has been mandated to define client's vision thanks to changes in purchasing path in automotive industry

### MAIN STEPS OF THE PROJECT

- Bring insights and benchmark about commercial brochure among others markets: tourism, real estate, home furniture
- Bring insights regarding changes among automotive industry : buyer profiling, distribution model, new consumption models, ..
- Animate on workshop to identify a set of changes for commercial brochure :
  - Brochure role et commercial path
  - Brochure content : hardware / software / consumption
  - Brochure format : paper / digital / personalization



### RESULTS

- Prospective identification of customer path in the next 5-10 years and consequences for commercial brochure
- Identification of about 10 changes for brochure either in content and format (paper and digital)



# Support to a MDM, RCU & Datamart management on customer / prospect data

Year: 2016 – 2017 / Budget: 200 k€

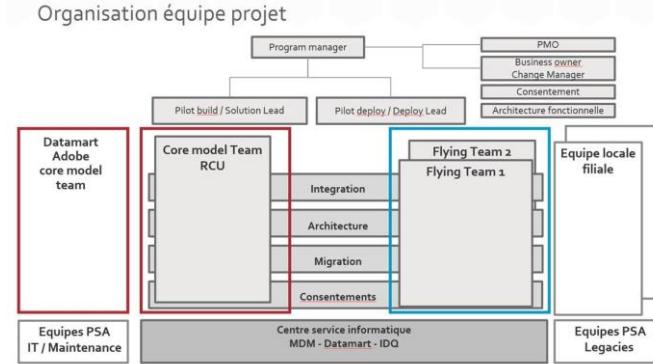
## CONTEXT AND OBJECTIVES

- The car manufacturer, as a major player in the sector in France and abroad, wanted to make the relationship and the customer / prospect experience a major strategic issue for its 2016-2021 vision. This vision has been broken down into several projects to meet this ambition: understanding the value inherent in data, anticipating omni-channel customer journeys, positioning the Group in Big Data perspective ...
- VERTONE has been mandated to provide strategic support and then steering on a project to build a RCU / Datamart Group on a global scale

## APPROACH

- Definition of the business model of the project through the identification of the main axes of value creation (related to the business lines) for the Group in the short, medium and long term
- Support on the Data Department, especially on data sharing
- Implementation of a change management strategy (new roles, business lines, tools) to put data at the heart of the business
- Creation of a steering and governance mechanism for the project (COPIL, COPROJ, etc.) Management of the international deployment strategy and synchronization with other Group projects

## E-commerce performance analysis - study resulting from the diagnosis



## RESULTS

- Business model clearly defined in the short medium and long term
- Data sharing strategy internally and externally identified and partially operational
- International deployment strategy synchronized with other group projects



# Realization of a diagnosis of digital activities and management for the central office for an actor in the cosmetics sector

Cosmetics - CA 2014 = 2 Mds € - 30 M customers

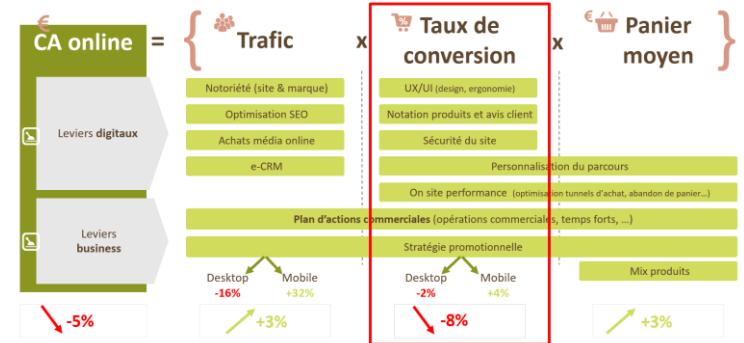
## CONTEXT AND OBJECTIVES

- In a context of declining e-commerce performance, the new digital international director wants to know the state and performance of the various digital activities of the brand in its markets, as well as the management dysfunctions in the digital perimeter.
- VERTONE was asked to carry out this diagnosis of digital activities (e-commerce, social media, mobile, omnicanal ...) and of the digital management.

## PROCESS

- Analyze and synthesize more than a hundred documents produced by central office and markets on digital.
- Conducting individual interviews with part of the central team (10 people).
- Analyze central and market results to determine the causes of poor digital performances.
- Benchmark the digital activities of competitors in the sectors (mobile, social media ...).
- Design and conduct a seminar to determine with the teams the dysfunctions of the management and the future / positioning of the international digital management in relation to the digital directions of the countries.

## Analysis of e-commerce performance - study resulting from the diagnosis



## RESULTS

- More tight-knit teams, aware of the difficulties they face and their origins.
- Rise of teams' awareness on the differences in the e-commerce results for each country and on the problem of the homogeneity of the central deliverable despite these markets differences.
- A new digital impetus for the brand, with the development of new mobile and social networks strategies.



# Design of the customer journey for a new loyalty program

Beauty & Personal care – Revenue (2016) = €2,1 billion – 27 million customers

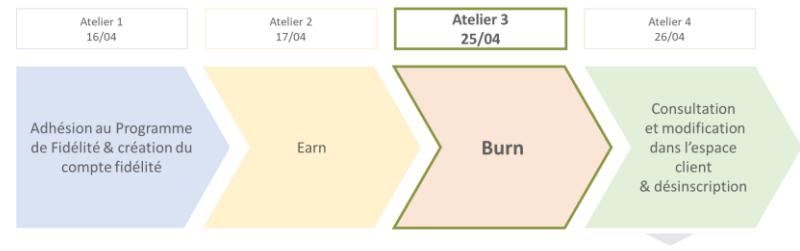
## CONTEXT AND OBJECTIVES

- The client needs to rebuild its customer journey for its new loyalty program in order to have an omnichannel vision
- The objective is to build the new customer journey at each step of the loyalty program cycle
- This target vision must include best practices from other actors (same and different sectors)

## MAIN STEPS OF THE PROJECT

- Realize a benchmark in order to identify the best practises at each step of the loyalty program
- Design different options of customer journeys and make recommendations
- Animate a workshop based on customer cycles for a loyalty program : adhesion, earn, burn, navigation in the customer area
- Validate the best customer journey to launch and business requirements for the new loyalty program
- Design a document to describe business requirements and the customer journey to set up

*Proposed approach for workshops and thematics to reach*



## RESULTS

- Alignment of all stakeholders on the new loyalty program objectives and improvements
- Construction of the target customer journey for the new loyalty program
- Validation of business rules related to the new loyalty program



# Deployment of a satisfaction measurement process

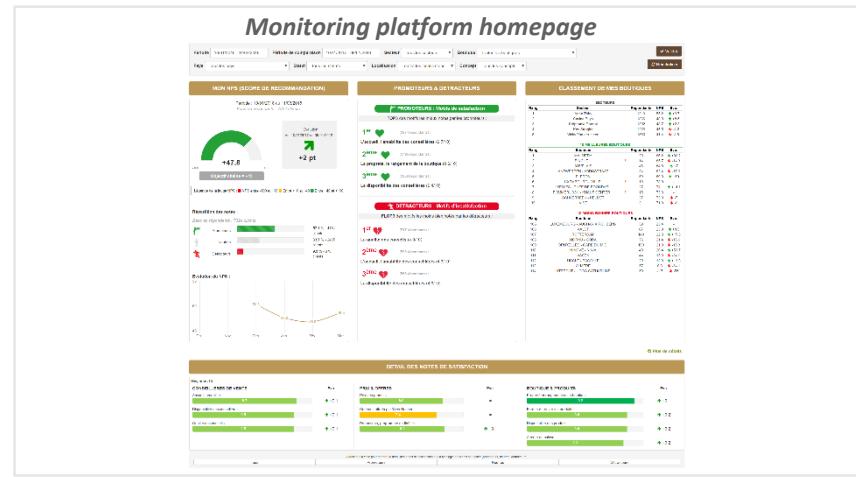
Beauty & Personal care – Revenue (2016) = €2,1 billion – 27 million customers

## CONTEXT AND OBJECTIVES

- The client needs to deploy a satisfaction measurement process (post in-store purchase) addressed to its foreign subsidiaries
- The goal is to enable HQ and store managers to identify the drivers of (dis)satisfaction thanks to quantitative and qualitative customer insights displayed on a web platform
- This process has to involve a warm feedback loop (calling back dissatisfied customers) and a cold feedback loop (identify lever of continuous improvement)

## MAIN STEPS OF THE PROJECT

- Supervising the solution provider in the framing of all process components (email, SMS, survey, monitoring platform)
- Coordination of all country project-team activities (translations, development of data streams, customer service team briefing to address customer call back)
- Framing the monitoring platform contents with retail teams
- Monitoring survey results



## RESULTS

- Deployment of the survey (administered by email or SMS) in 7 countries to measure customer propensity to recommend the shop (NPS) and to evaluate customer satisfaction on key purchase-journey items (answer rate between 10 and 20%, comment rate between 50 and 70%)
- Deployment of the platform for HQ and retail network users



# Design of a governance committee for Social Media subjects for a cosmetic brand

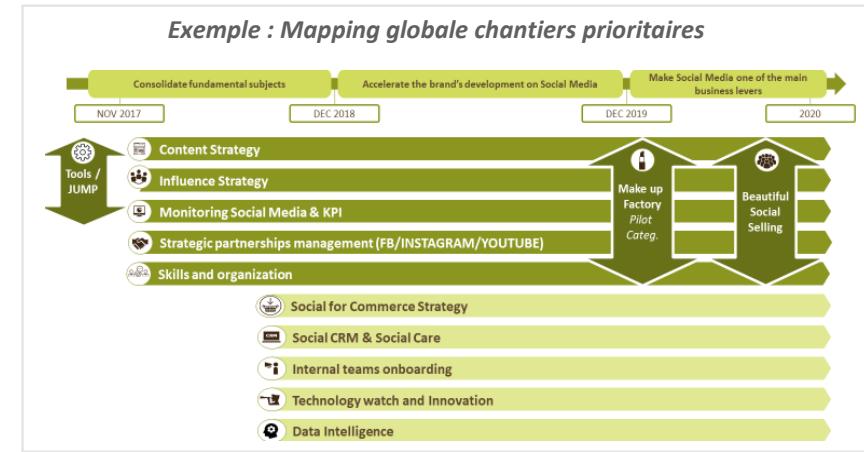
Cosmetics – Turnover 2015 = 2 billion € - 30 M customers

## CONTEXT AND OBJECTIVES

- In the wake of his 3 year digital strategic plan, the client wanted to create governance committee dedicated to Social Media subjects that aims at managing the overall ambition (international and cross-entity)
- VERTONE was assigned to define the stakes, objectives and workstreams of this mode of governance, design the global roadmap and manage workstreams' progress.
- VERTONE was in charge of a workstream dedicated to select Social Media Management and Social Listening tools

## MAIN STEPS OF THE PROJECT

- Diagnose the project scope:** analysis of the project ambition and related workstreams / detailed analysis of each workstream : objective, content, progress, roadmap (interviews)
- Design the project and formalize its presentation :**
  - Stakes, objectives, levels of governance and members involved
  - Workstream Identification and design : Content/ Influence / Monitoring - Tools / Partnership Facebook / Social Care / Social for Commerce / HR and training
  - Global 2018 Roadmap and related deliverables
- Organize and facilitate **monthly steering committees**
- Manage the **selection of Social Media Management and Social Listening tools** (Mapping, solutions scoring, roll-out roadmap)



## RESULTS

- Definition of the project objectives and their related KPIs
- Project presentation for the executive committee, presented afterwards to Countries during the Digital Days
- Design and contribution to Content and Influence workstreams
- Recommendation on tools: SMM and Social Listening solutions mapping, interview and scoring of 12 providers, set up of the roll-out roadmap



# Design of the omnichannel customer animation plan

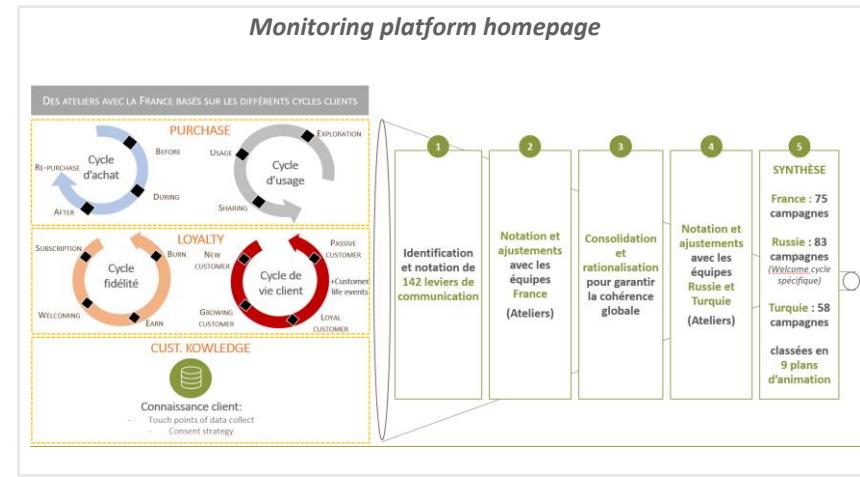
Beauty & Personal care – Revenue (2016) = €2,1 billion – 27 million customers

## CONTEXT AND OBJECTIVES

- The client needs to rebuild its customer animation strategy in order to better answer new omnichannel stakes : target vision must be built for 3 markets (France, Russia, Turkey) and take into account local specificities
- The objective is to build the target omnichannel customer animation plan, to identify tied prerequisites and to prioritize identified campaigns
- This target vision must include recommendations on customer consent management

## MAIN STEPS OF THE PROJECT

- Identify assets and optimization axis within the existing animation practices
- Define omnichannel customer animation ruling guidelines
- Animate workshop based on customer cycles in order to identify the target campaigns : trigger, keys messages, media mix, customer target
- Rationalize the selected campaigns and consolidate them into campaign plans answering specific objectives with the 3 pilots markets
- Identify and prioritize technical prerequisites tied to target campaigns deployment
- Prioritize target campaign in order to prepare the deployment roadmap



## RESULTS

- Alignment of all stakeholders on customer animation objectives and on omnichannel animation guidelines
- Construction of the articulate target animation plan complying with specific market stakes
- Enrolment of all concerned contributors on the consent management guidelines



# Define and determine non-cash advantages and specific advantages for VIP clients for the future loyalty program linked to brand positionning

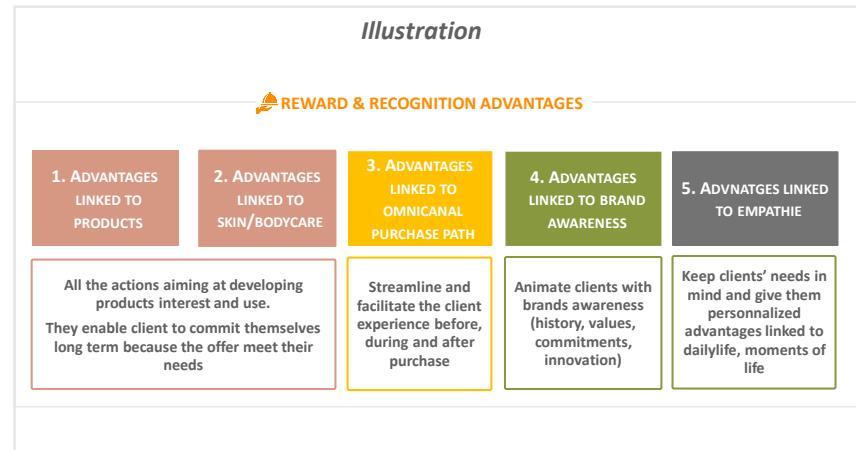
Retail industry / Cosmetics - CA 2014 = 2,1 Mds € - 5,3 M cardholders

## CONTEXT AND OBJECTIVES

- The client, a major actor of cosmetics industry, would like to define its future loyalty program. Rewards are today drowning in CRM and commercial actions plan.
- VERTONE has been mandated to define a set of non-cash rewards for all of cardholders and set specific rewards for VIP clients.

## MAIN STEPS OF THE PROJECT

- Bring a mirror effect to Business Plan construction : challenge structure proposal of future BP, hypothesis used and identify key missing hypothesis to estimate additional revenues and costs.
- Bring insights and benchmark about loyalty program which enhance non cash rewards especially in cosmetics industry.
- Animate one workshop to identify set of advantages for all clients and prioritize those advantages.
- Animate a second workshop about VIP clients advantages : additional rewards mechanism and non-cash advantages.



## RESULTS

- Identification of adjustment to set on business plan : both on structure and on previous hypothesis estimation.
- Priorization of 4 main non-cash advantages for all cardholders.
- Priorization of 3 main non-cash advantages for VIP clients.



# Creation of NPS operational tools to professionalize local teams in the monitoring of NPS KPIs and action plans implementation

Cosmetics – 2015 revenues = 2 Mds € - 30 M clients

## CONTEXT AND OBJECTIVES

A NPS survey after a purchase in store has been deployed in 10 countries since mid-2018. The 3 main objectives of the current mission are to:

- Help local teams to professionalize in the use of NPS Retail tools (results analysis and set up action plans, and define a local governance model to monitor NPS and client satisfaction)
- Deploy NPS surveys on new client touchpoints : NPS after reaching client service or after an online purchase
- Monitor the evolutions to bring to the NPS platform to improve its performance

## MAIN STEPS OF THE PROJECT

- Creation of a « NPS toolbox » including operational tools to help local teams to monitor NPS retail without Central support :
  - Country governance model to monitor NPS at local scale
  - User guide of NPS platform
  - Listing of all KPIs to be monitored at each step of NPS process and use cases illustrations
  - Prioritization process of action plans allowing to improve NPS results and overall client satisfaction
- Workshops with service providers to define the optimizations to made on NPS platform

The screenshot displays several components of the NPS platform:

- RACI – Job desk of Voice of Customer Manager and his contributors:** A section titled "ROLE OF THE VOC MANAGER AND HIS CONTRIBUTORS TO MANAGE THE OVERALL NPS PROGRAM LOCALLY (1/2)" showing a grid of responsibilities.
- Committee Planning:** A "COMMITTEE PLANNING ACCORDING TO THE PRIORITY LEVEL OF THE LOCAL SITUATION : EXAMPLE OVER A QUARTER" section showing a 4x4 grid of priority levels.
- KPIs:** A "RESULTS - RESPONDENTS DISTRIBUTION" section listing KPIs such as "NPS", "# OF INSTRUCTORS", "# OF PROFESSIONALS", and "# OF PROFESSIONERS".
- Alerts:** A "ALERT" section showing a red warning icon and text about "Warning message received from the NPS platform".

**Sheets describing each KPI to be monitored at each step of NPS process**

## RESULTS

- An operational "NPS toolbox" created and provided to countries, enabling local teams to professionalize in the end-to-end NPS monitoring (local governance implementation, analysis to be made on the NPS platform, implementation of action plans...)
- A new survey built in order to launch NPS on Customer Service contact channel
- Improvements brought to the platform: simplification of reading, accuracy of analyses, reduction of loading time



# Design of new eligibility rules of a VIP loyalty program

Retail – Revenue (2012) = € 4 billion - ~20M customers

## CONTEXT AND OBJECTIVES

- Turnover from VIP members has been constantly decreasing since 2012
- Membership entry and exit in the VIP loyalty program had to be redesigned so:
  - the value of VIP members stock is the highest one at any time,
  - members with good value can be detected as soon as possible

## CHALLENGES AND SOLUTIONS

- How to select a member thanks to the value that he/she will generate in the future and not thanks to the value generated in the past?
  - ➔ Solution: design of a predictive statistical model to choose members who will have best value during next two years

## MAIN STEPS OF THE PROJECT

- Defined the value of a member
- Identified new eligibility criteria in order to select best value members
- Selected new members who fit the new criteria and therefore should enter the VIP program
- Defined exit rules for members who no longer create enough value
- Defined the operational entry/exit process in order to maintain good value of VIP members stock

## RESULTS

- +16% additional turnover made by VIP members thanks to new loyalty program rules
- Design of operational process to get current members out during the transition phase
- Estimation of the transition phase cost



# Designed a customer loyalty program for a retailer of cultural & technical products

Retail - Revenue (2014) = € 2.2 billion - 17 M customers

## CONTEXT AND OBJECTIVES

- The retailer measured a drop in the revenue per customer member of the loyalty program, despite an increasing investment per member. For this reason, the retailer considered redesigning its loyalty program.

## MAIN STEPS OF THE PROJECT

- VERTONE diagnosed the current program on 4 axis : customer perception, program's competitive position, economic performance, program's internal perception
- Given these insights, VERTONE built 5 scenarios involving different balances between investments made into loyalty cashback offers, promotions and services
- The retailer selected the most relevant scenario, and VERTONE built loyalty offers and Business Plans
- The loyalty offers have been tested through customer quantitative studies

*Illustration of loyalty mechanics shared during a brainstorming session*

### Quels avantages pour récompenser la fidélité à l'enseigne ?

Récompenser la fréquence d'achat

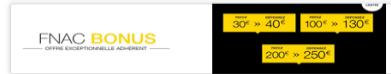
Récompenser l'ancienneté

Récompenser la valeur générée

Personnaliser les avantages



Tous les 3 ans, 3€ de réduction supplémentaires sur le prix de la carte



Bons de 10% de réduction à utiliser sur des journées au choix

## RESULTS

- Proposed 2 loyalty offers and Business Plans, tested through a customer quantitative study
- Involved both Marketing and Pricing teams in building the loyalty offer and the pricing policy for member customers
- Demonstrated the significance of launching a project to optimize the pricing policy



# Opportunity study of a B2B offer for independent booksellers

Distribution - CA 2012 = 3.9 Mds € - 66 M clients

## CONTEXT AND OBJECTIVES

- As part of its 2020 plan, our client wants to develop a new strategic axis of B2B services.
- Our client wants to capitalize on its expertise (market knowledge, efficient logistical infrastructure and B2B services for franchisees) in order to develop a new offer for independent booksellers.
- The objective of the mission is to frame a potential offer, draw its economic model and validate the opportunity for its launch.

## MAIN STEPS OF THE PROJECT

- Realize a quantitative study of the independent bookseller industry.
- Carry out a qualitative study through the interview of 12 independent booksellers with the objective of identifying their frustrations in their daily work.
- Develop several scenarios of the offer and evaluated their feasibility (macro business plan, constraints...).
- Describe the target offer, its scheme of operation and its technical functionalities and test the target clients' interest.
- Complete a detailed business plan and identify the prerequisites for the launch (market, technical...)



## RESULTS

- Quantitative and qualitative knowledge of the independent booksellers market.
- Scenarios of offers with specification of the technical, legal and financial constraints and formulation of recommendations.



# Competitive watch : loyalty programs to target families and kids

Retail - Revenue (2012) = € 4 billion

## CONTEXT AND OBJECTIVES

- As part of its 2015 strategic plan, FNAC identified Kids and Family segments as high-potential segments to be retained. FNAC plans to create benefits and services especially for this target, and raises the question of the integration of these into the current loyalty program ("club FNAC")
- The mission was to accompany the FNAC in achieving a competitive study of loyalty programs for kids and families, in order to make a recommendation of what could be the ambitions of FNAC in the short and medium terms

## MAIN STEPS OF THE PROJECT

- Define the scope and criteria for achieving the competitive analysis study
- Build a competitive study of loyalty programs dedicated to the segment "kids & family"
- Identify and highlight some key lessons, best practices and benefits / differentiating services from this analysis
- Make a recommendation to allow FNAC to differentiate themselves in a highly competitive market

## CHALLENGES AND SOLUTIONS

- Define a scope of actors in various sectors (e.g distribution of games / toys, retail, distribution and media) while still being coherent
- Identify four ambition levels on the target "family & kids" with regard to competitive analysis, in order to allow FNAC to differentiate themselves in a highly competitive market

## RESULTS

- VERTONE expertise in the area of loyalty programs has made it possible to give the customer a good view of the competitive practices
- Recommendations for short and medium term on the level of ambition to take on the target kids / family



# Redesign of the loyalty program for the Portuguese branch of a retailer (technical and cultural goods)

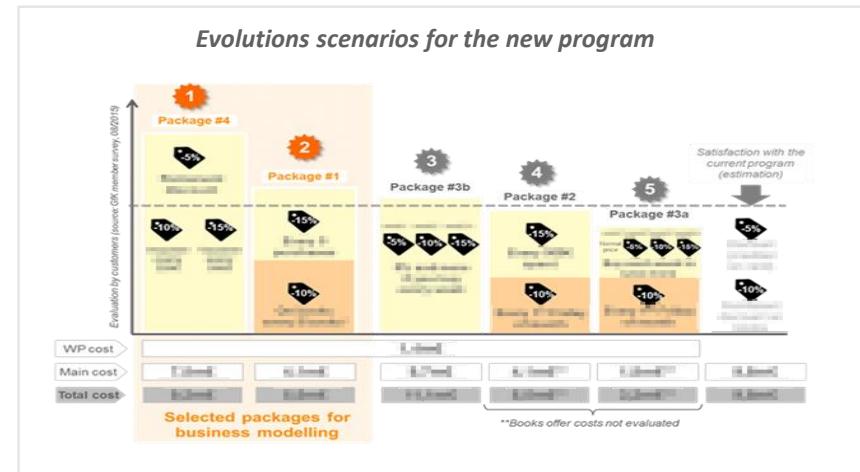
Retail - Revenue (2014) = €273 million - 570 k customers

## CONTEXT AND OBJECTIVES

- The current loyalty program is based on permanent benefits, with low claimed discount ratios while Portuguese competitors' programs are more promotion-focused and agile
- A strong pressure on prices and promotions has led to « promotion-hunter » behaviors. The current program does not bring the right answer to these behaviors
- VERTONE has supported FNAC's executive board in the design of a new loyalty program

## MAIN STEPS OF THE PROJECT

- Assess the current program on the internal (economic analysis, interviews, study of customers' buying patterns, customers database) and external side (customer survey to evaluate satisfaction and competitiveness of the program, competitive benchmark)
- Design new offers (main benefit + services) for the new program
- Package the new offers into scenarios
- Test the scenarios with a quantitative customer study
- Build the new programs' business plan over 3 years
- Recommend the most suitable scenario and identify customer experience prerequisites



## RESULTS

- Recommendation of 1 loyalty package, with main benefits for all members + a special package dedicated to top members
- Build of a detailed and customizable business model, allowing the teams to simulate several alternate scenarios and hypothesis



# Qualification of a new loyalty program for a major retail player

Retail industry – Revenue (2012) = € 4.2 billion - 800K customers/day

## CONTEXT AND OBJECTIVES

- Migration from a multi-mark shared loyalty program to an owned one.
- Definition of the business requirements for the IT team:
  - new offer,
  - customer relationship plan,
  - customer experiences in store, on digital and through the customer care
  - new loyalty program KPI.

## MAIN STEPS OF THE PROJECT

- Audit of the existing customer documentations.
- Organization of workshops with all the stakeholders ( E-commerce, legal department, customer care...) to challenge the business requirements.
- Support the feasibility study phases by following-up with the team.
- Present the project status to the marketing team as well as the decision points and recommendations.

### Contenu

BESOINS METIERS - FRONT OFFICE	5
1- Adhésion au programme de fidélité IDEFIX – en magasin	5
a- Rappel des principes de l'adhésion en magasin	5
b- Processus d'inscription et remise de la carte en magasin	5
c- Le bulletin d'adhésion	7
2- Identification et consultation de son compte de fidélité	7
a- S'identifier	7
b- Consulter ses avantages	8
3- Actions spécifiques carte	8
a- Renouveler sa carte de fidélité	8
b- Effectuer une réclamation	9
BESOINS MÉTIER – BACK OFFICE	9
1- Process de traitement et d'envoi des bulletins d'adhésion	9
a- Traitement des bulletins d'adhésion	9
b- Envoi des bulletins	10
c- Traitement des bulletins par le Service Courrier	10
2- Process de traitement des demandes de renouvellement de carte	10
a- Process existant	10
b- Quelques données	11
c- Nouveau process souhaité	11
3- Process de traitement des bulletins	12

## RESULTS

- All business requirements were delivered on schedule, the feasibility study phase has started according to the plan.
- New loyalty program contours clarification.



# Design of the new loyalty program and RFP for a new tool coordination

Retail – Revenue = € 1.4 billion

## CONTEXT AND OBJECTIVES

### • Context:

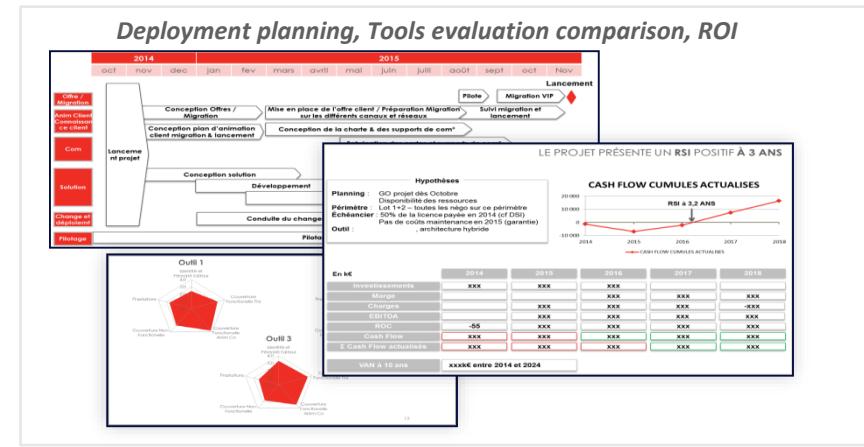
- Our client wanted to change its loyalty program and employees loyalty program. Meanwhile he also wanted to change its IT tool for loyalty offers and discounts management.
- The project had been waiting for validation for 2 years before this assignment

### • Assignment objectives :

- PMO for the project and the RFP design, together with all Marketing, HR, IT, finance and Legal contributors to get the project approved and launched.

## MAIN STEPS OF THE PROJECT

- Defined project design organization, RACI, governance and planning.
- Brought methodology to Marketing and HR to design their new programs and analyze impacts with IT
- Help Marketing, HR and Finance in building the BP
- Defined deployment plan and change management strategy
- Coordinated the RFP from methodology design to evaluation synthesis
- Handled all project governance and committees



## RESULTS

- Large-scale cross-functional project management with more than 30 contributors
- Dynamic and result oriented project management together with a strong expertise in Loyalty and Relationship Marketing
- Ability to interact both with operational teams and with Top management
- An approval by Top management of the project involving huge investment, and the launch of the implementation phase



# Design and deployment of a new sales promotion tool

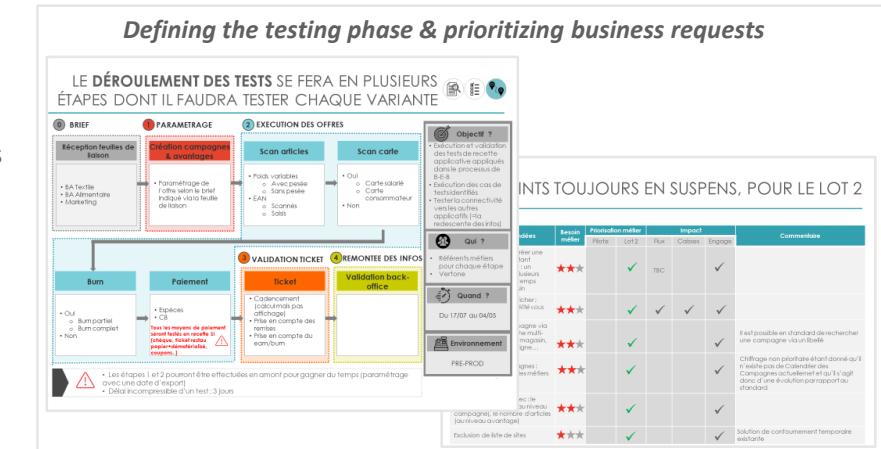
Retail Industry – 2016 Turnover = 5 Bn€

## CONTEXT AND OBJECTIVES

- Our client decided to implement a unique, omnichannel and optimized POS system and sales promotion module within the Group's various brands.
- VERTONE assistance was requested in managing the whole project throughout its different phases (from framing, designing, development and testing till implementing and define the training program scheme).

## MAIN STEPS OF THE MISSION

- Collect the business needs of the different teams (sales administration, marketing,...) and write the requirements.
- Animate the design workshops between the client's teams and the editor.
- Identify and prioritize the different tool's features.
- Validate the detailed functional specifications.
- Prepare the test booklets, conduct and participate to the testing phase (organisation, reporting of deficiencies...).
- Define the training program scheme for both the headquarters and in-store teams.



## RESULTS

- A cross-functional project management.
- All business requirements were delivered on time, despite tight schedules.
- Launch of the new sales promotion tool and implementation in 2 pilot stores.
- Organization of training sessions for the headquarters teams.



# Definition of a 3-year marketing roadmap of a major actor in the retail sector

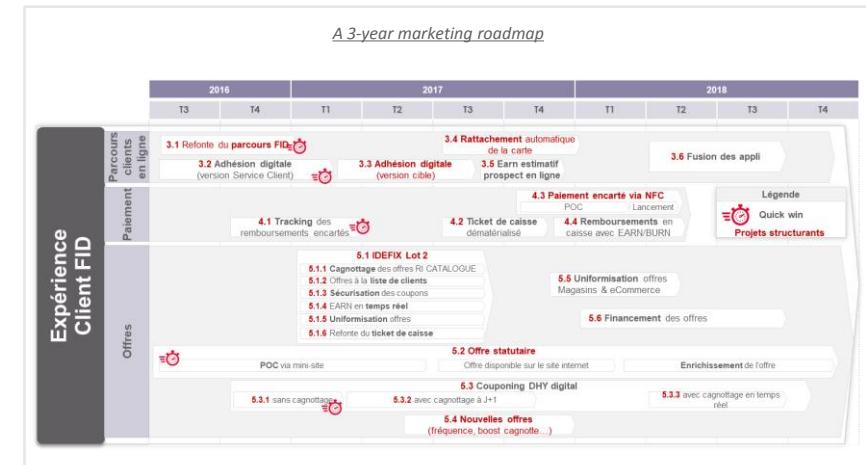
Retail – Turnover = 4,2 Bns € - 800 million of customers per day

## CONTEXT AND OBJECTIVES

- In a changing market, the Client aimed at defining his 3-year marketing roadmap.
- VERTONE identified a set of projects which met 3 main objectives:
  - Optimize Loyalty customer experience
  - Increase customer knowledge
  - Industrialize marketing campaigns
- In line with this roadmap, VERTONE helped the Client in the definition, design and launch of a few projects.

## METHODOLOGY

- Definition of a 3-year marketing roadmap.
- For each project, qualification of the level of differentiation regarding the competition.
- Definition, design and launch of a statutory offer with the creation of mini website:
  - Definition of the offer
  - Call for tenders
  - SPECs writing
  - Test, launch and results monitoring



## RESULTS

- The marketing roadmap had been validated by the top management of the Client
- Projects launched had been really appreciated by Loyalty members



# Design and implementation of a new Loyalty Program for a major actor in the retail sector

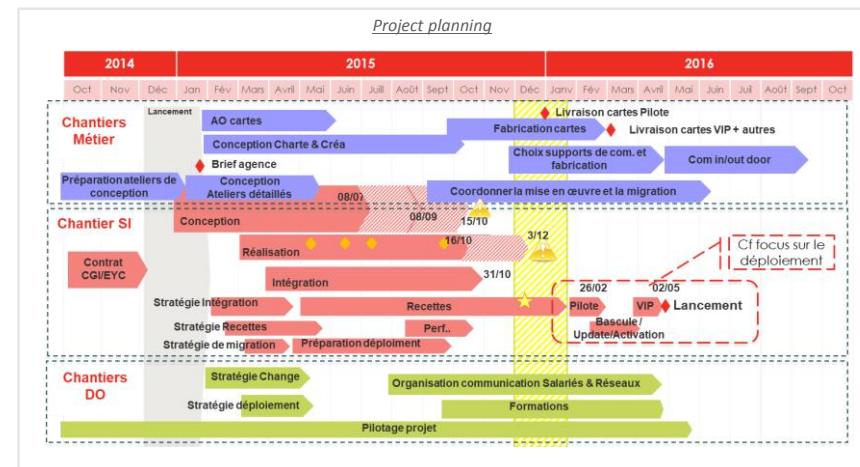
Retail – Turnover = 4,2 Bns € - 800 million of customers per day

## CONTEXT AND OBJECTIVES

- The Client aimed at launching a new Loyalty Program to modernize the customer promise and improve the generosity perception.
- This project has major impacts on different Directions of the company (Marketing, IT, stores, digital, customer service, HR) but also in terms of IT investments with the launch of a new Loyalty Program engine.
- The migration of the existing Loyalty Program database was also an important issue for our Client.

## METHODOLOGY

- Definition of a project framework
- Preparation and animation of various workshops
- Writing of the SPECs of the new Loyalty Program
- Definition and management of the tests
- Definition of the existing Loyalty customer database migration strategy
- Definition of the deployment strategy
- Definition of the change management strategy



## RESULTS

- The SPECs of the Loyalty Program engine had been written in a very short delay while implying all the stakeholders of the project
- Thanks to his expertise in the launch of Loyalty Program, VERTONE was a veritable enabler in the design and implementation of this new Loyalty Program



# Implementation of a new Loyalty Program for a major actor in the retail sector

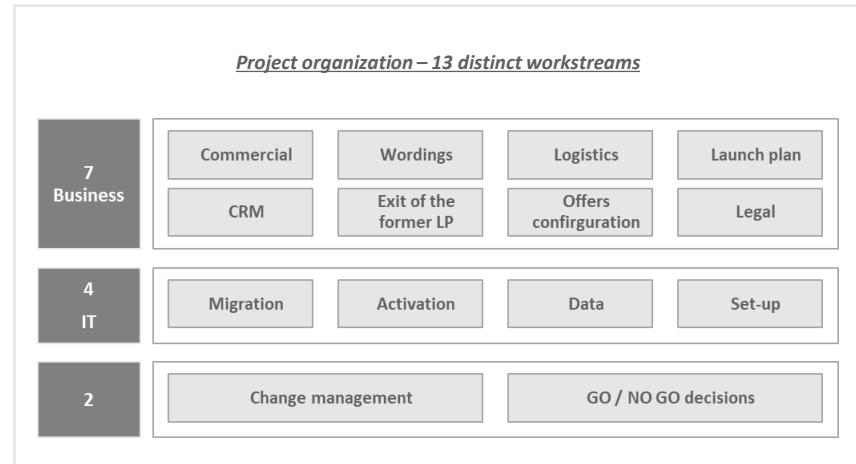
Retail – Turnover = 4,2 Bns € - 800 million of customers per day

## CONTEXT AND OBJECTIVES

- Our client aimed at launching a new Loyalty Program to modernize the customer promise and improve the generosity perception
- This project had major impacts on various directions in the company: Marketing, IT, stores, digital, customer service, HR, ...
- After defining the new offer as well as the project organization, VERTONE coordinated the different workstreams until the launch of the new Loyalty Program

## METHODOLOGY

- Identification of 13 workstreams and definition of the objectives, leaders and contributors for each one
- Organization, preparation and animation of project and steering committees
- Change management towards employees (training preparation and animation)
- Launch of a pilot in 3 stores
- Launch of the new loyalty program in the full scope



## RESULTS

- Coordination of 13 workstreams during 10 months (~ 70 contributors)
- Successful launch of the new Loyalty Program in France



# Promotional process definition and performance analysis

Retail - CA 2017 = 5 B€ - 4 M cardholders

## CONTEXT AND OBJECTIVES

- The client defines a new department Pricing & Performance also in charge of promotion.
- VERTONE has been mandated to design a data model on promotion, identify key KPI and build a performance monitoring
- The process to create leaflet has been detailed in order to integrate analytics at each step of promotions creation

## MAIN STEPS OF THE PROJECT

- Define promotions' data model : key KPI, data request automation, data visualization automation with Alteryx tool
- Model predictive performance for leaflets depending on the products negotiated and the customers needs covered by the leaflet
- Monitor the performance : weekly and quarterly dashboard on promotions on leaflet and category / brands promotions
- Communicate on dashboard with marketing teams using Tableau tool : dashboard automation and optimization
- Write process and RACI for leaflet creation



## RESULTS

- Definition of a model to build predictive algorithms to evaluate leaflets' performance
- Definition of a routine for performance monitoring, communication for data visualization
- Communication of a weekly and quarterly dashboard
- Presentation of the process and RACI for leaflet creation



# Diagnostic of CRM tools and performance analysis of mailing campaigns

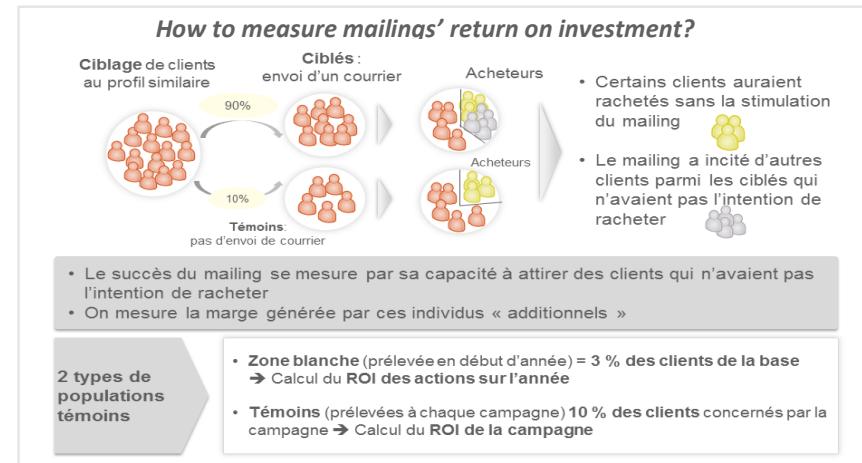
Retail - Gross margin (2012) : € 1.2 billion - 7M customers

## CONTEXT AND OBJECTIVES

- This distributor faced significant difficulties with the implementation of its CRM tools: clients data were partly false and the distributor had poor visibility on solved problems
- VERTONE was asked:
  - to coordinate CRM tools diagnostic by a technical provider
  - to ensure effective delivery of campaigns
  - to build reporting to analyze their performance

## MAIN STEPS OF THE PROJECT

- CRM tools diagnostic :
  - Helped the technical provider to gain knowledge on the sector and the context
  - Organized meetings between the provider and the distributor to share questions and viewpoints
- Campaigns delivery:
  - Coordinated the different team members to meet the deadlines
  - Provided performance reporting to adapt the campaigns



## RESULTS

- Precise tools mapping
- Listing of existing problems and associated action plans
- Delivery of major campaigns during 4 months, enabling the distributor to meet the initial annual budget
- Campaign targeting adjustments thanks to reporting
- Providing simple templates of reporting



# Mobile strategy qualification for a retailer

Retail – Revenue (2012) = € 560 million

## CONTEXT AND OBJECTIVES

- The mission aimed at defining the retailer's mobile strategy.
- A mobile site was being developed but the client did not have clear objectives for its mobile strategy.
- The objectives of the mobile site and an application were defined during group working sessions where the functionalities of the application were decided.
- The combination of the website, the mobile site and the application were defined and organized.

## MAIN STEPS OF THE PROJECT

- Benchmarked best practices on mobile applications from competitive retailers
- Analyzed internal mobile data to study clients' behavior
- Organized workshops to define the objectives, the functionalities, and the organization of the mobile scheme
- Found a mobile agency to develop the application
- Finalized the synthesis of the mobile strategy



## RESULTS

- Prioritization of the application's objectives and functionalities
- Recommendation about a new organization around mobile
- Choice of a mobile agency



# Definition and implementation of a new loyalty program in 4 European countries

Specialized distribution - 2012 turnover € 560 million

## CONTEXT AND OBJECTIVES

- After having defined the global cross-channel CRM strategy for 6 months, the client wants to implement a new loyalty program in 4 countries, replacing the old one.
- The project consists of defining, implementing and adapting the new loyalty program in 4 countries (France, Spain, Italy and Germany).

## METHOD

- Write the training materials and train the sales teams across the 4 countries to the new loyalty program
- Write the new customer and employee journeys impacted by the implementation
- Write the new business procedures (in stores, warehouses...)
- Organize the launch days at the headquarter and in the store of the new program
- Carry out a store coaching in 3 different stores to identify areas for improvement

**Brief description of the loyalty program**

Une nouvelle carte de fidélité



Un coupon de 10% versé à chaque passage en caisse à la cliente sur présentation de la carte de fidélité, valable 30 jours en magasin et sur le site web



De l'animation par courrier, e-mail, sms... avec des infos mode et des surprises pour les clientes



Un site web pour finaliser l'inscription au programme et accéder à ses avantages fidélité



Ce programme sera lancé dès Septembre 2013 et pourra être amené à être enrichi en 2014.

## RESULTS

- New loyalty program was implemented successfully in the 4 countries
- 3 launch days organized successfully at the headquarters of the 4 countries, with more than 85% of the employees participating
- Definition and implementation of a top down training program in order to train the whole sales teams over the 4 countries



# Definition and implementation of a new store concept

Specialized distribution - 2012 turnover € 560 million

## CONTEXT AND OBJECTIVES

- The client is currently repositioning his brand image by targeting a more feminine clientele and by delivering higher quality products.
- As part of this global project, the client is implementing a new store concept. After the renovation of 2 stores in France, the client wishes to generalize the new store concept. It will shortly undertake 12 renovations in 4 countries during the summer 2013.
- The client asks VERTONE to help him implement the new store concept and help the marketing director to manage the implementation of the 12 renovations during the summer 2013.

## METHOD

- Write and update steering committee presentations
- Make return on experience following the renovations of the 2 test stores: what are the improvement points identified in the 2 test stores and what are the actions to be undertaken for the 12 new renovations?
- Manage the project "renovation of stores in store"
- Develop and share a table allowing the follow-up and the exchange of information between the various stakeholders
- Regularly make update points with the Marketing Director to optimize visibility on current topics.



## RESULTS

- In-store renovation project successfully completed to meet the needs of sales teams
- Renovations of 12 stores successfully completed during the summer of 2013. Ongoing negotiations with shareholders regarding the deployment of the new store concept across the entire network
- Continuous improvement thanks to an information flow going down from the headquarter and coming up from the stores - shared table set up between the various interlocutors (work team, merchandising, supply)
- Identification and prioritization of the new actions to be carried out to optimize the quality of the follow-up of the works of the new concept store



# Set up of a Store-to-Web payment solution

Retail – Revenue (2013) = € 3.8 billion

## CONTEXT AND OBJECTIVES

- In France, Galeries Lafayette adopted an omni-channel approach (mobile merchant website, application, "Click & Collect" social networking service) and rely on the development of the site [www.galerieaslafayette.com](http://www.galerieaslafayette.com) to make fashion accessible at all times.
- The [www.galerieaslafayette.com](http://www.galerieaslafayette.com) site objective is to become the reference in its segment and enhance the shopping experience for customers.
- After set up in late 2013 of a "Click & Collect" service available in thirty stores, Galeries Lafayette wishes to propose an "Store to Web" application for sale on the Web stock in case of out of stock stores.
- The objective of the mission is to recommend an optimal solution in terms of customer payment experience, regulatory compliance and meeting the sales policy of the website, namely collection in shipping.

## MAIN STEPS OF THE PROJECT

- Understanding of the Galeries Lafayette's issues both digital and in-store.
- Identification of the different solutions with customer experience and macro-feasibility study for each.
- Meeting with different suppliers and banks to validate the feasibility of the chosen scenario.
- Development of a recommendation to the attention of the Management e-Commerce.

## MPOS' solutions

Les enseignes équipent leurs vendeurs de tablettes ou smartphone pour leur permettre de :

- ✓ **Renseigner les clients** : accès aux catalogues produits, aux outils d'aide à la vente
- ✓ **Accéder aux données client** : historique d'achat
- ✓ **Encaisser les clients** directement dans les rayons (et éviter l'abandon de panier suite à attente au stand crédit ou à la caisse)
- ✓ Mettre en place des **facilités de paiement**



• Le Mobile Pos est le 1<sup>er</sup> Pos mis en place par Apple  
• Aux USA, Apple utilise un étui IPS /Datecs. En Europe, Apple utilise iSMP d'ingenico  
• Apple utilise l'application EasyPay pour permettre aux clients d'utiliser leur propre smartphone pour payer.  
• Cette appli leur permet de choisir leur(s) produit(s), de le(s) scanner (via code barre) et de payer directement avant de le(s) récupérer en boutique. La facture est automatiquement enregistrée dans l'iTunes du client.



## RESULTS

- Validation of the recommendation by the e-commerce board
- Launch of a pilot at Haussmann store



# B2C Strategic Positioning Definition and Financial Feasibility Study for a B2B Electronics Distributor in Egypt

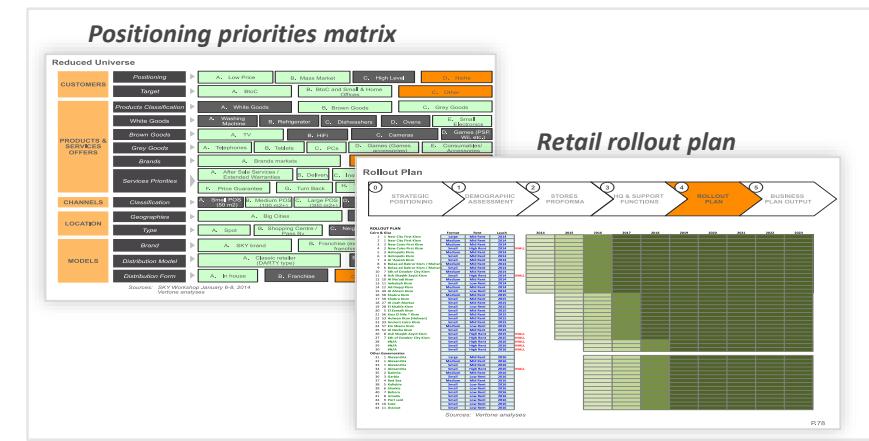
Electronics Retail – Revenue (2013): € 240k

## CONTEXT AND OBJECTIVES

- The customer is a B2B distributor leader for a mobile operator and a mobile phone brand in Egypt
- In the context of ongoing shrinkage of margins in wholesaler model and of high dependency towards its suppliers, the customer appointed VERTONE to develop a strategic positioning with a financial feasibility study to:
  - Provide required visibility on the potential that can be reached and financial returns that can be generated in entering B2C market
  - Study the optimal product mix of grey, brown and white goods

## MAIN STEPS OF THE PROJECT

- Understand the Egyptian grey, brown and white markets
- Define the customer strategic positioning through 5 levers :
  - Identify customer target & positioning
  - Select an operating model
  - Determine the offer breadth and width
  - Detail the customer offer
- Elaborate a business plan after performing a demographic assessment and defining three stores proforma with the required rollout plan
- Perform the related feasibility analysis for different scenarios including the consideration of a franchise



## RESULTS

- A detailed business plan was elaborated for the opening of 41 multi-format stores in 4 years
  - An Estimated project IRR = 26.2%
  - An estimated payback period of 7 years 2 months
  - An estimated total project financing of 5 456 334 €
- Propose a business plan for franchise model
  - An Estimated project IRR = 31.3%
  - An estimated payback period of 6 years 3 months
  - An estimated total project financing of 5 147 204 €



# Benchmark of loyalty programs : joining processes and membership card formats

Retail - Revenue (2013) = € 5.5 billion

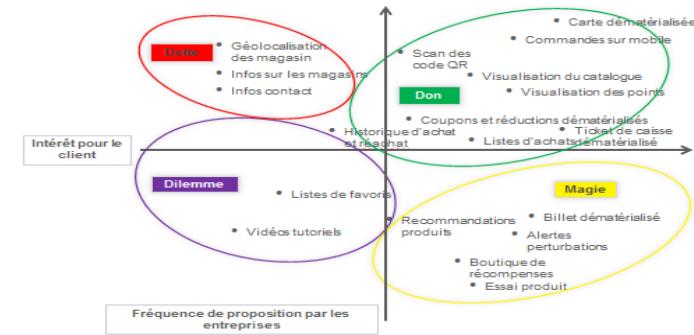
## CONTEXT AND OBJECTIVES

- Our client was preparing the overhaul of their loyalty program. In this context, they needed to identify :
  - Best practices in joining processes and membership card formats
  - Top trends and innovations in the range of services supported by loyalty cards and apps
  - Top trends in loyalty programs with a credit option and non-free loyalty programs
- Our project consisted in conducting a multi-sectorial study in order to identify take-aways that could be used to sharpen the client's loyalty strategy

## MAIN STEPS OF THE PROJECT

- Defined the scope of the study and the criteria to be analyzed
- Selected the companies to be included in the analysis
- Collected market data on multiple sources : internet, customer service and in-store visits
- Conducted the analysis and highlighted the main take-aways

*Mapping of the offer of services supported by loyalty cards and apps*



## RESULTS

- Proposed ideas and potential solutions for joining processes, card formats and services linked to loyalty programs



# Study on the digital practices of private labels

Retail – Gross margin (2012) = € 8.5 million

## CONTEXT AND OBJECTIVES

- VERTONE was approached by a web agency in order to achieve a competitive study of digital practices conducted by 70 national mega-brands, global mega-brands and private label key players in France and abroad
- The study aimed to identify if the concerned retailer would benefit building a digital strategy for its private labels

## MAIN STEPS OF THE PROJECT

- Studied the presence of private labels & mega-brands in the digital universe (websites, social networks, mobile apps)
- Identified the attributes of a connected brand
- Performed a benchmark on private labels and national & global mega-brands based on the 5 pillars of a connected brand
- Classified studied brands according to their maturity as a connected brand



## RESULTS

- Comprehensive overview of digital strategies deployed by private labels and mega-brands
- Summary of good and bad practices



# Redesign of the subscription process and redaction of the general terms and conditions of a new loyalty program for an organic brand

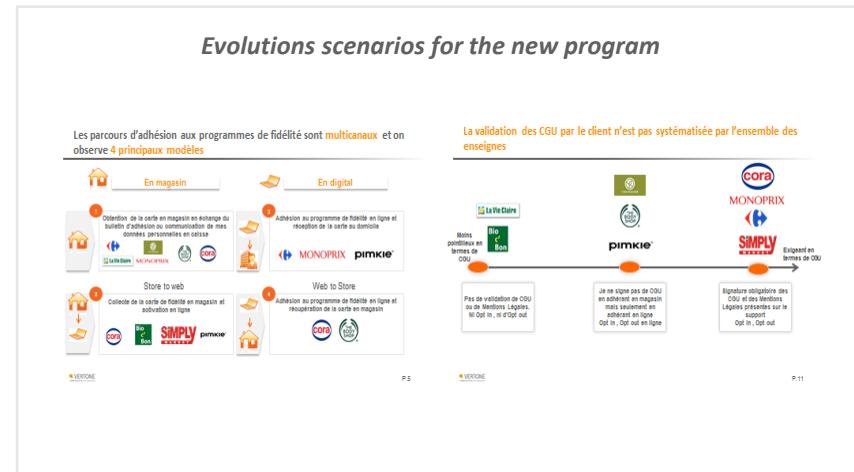
Distribution- CA 2015 = 768M € - 383 stores

## CONTEXT AND OBJECTIVES

- In a context of strong competition, our client, the leader of organic stores in France, wants to create and deploy a new loyalty program.
- The objectives of the mission were redesigning the subscription process and writing the general terms and conditions of the new loyalty program.

## MAIN STEPS OF THE PROJECT

- Benchmark of 10 competitors.
- Analysis of the subscription process according to specific criteria such as channels, step of the process, information requirement, legal issues.
- Synthesis of the best practices.
- Analysis of the General Terms of use according the structure and the type of content.
- Recommend the most suitable scenario and redaction of the general terms and condition.



## RESULTS

- Recommendation of information to collect for the subscription process.
- Proposal of General Terms and Conditions.



# Support for choosing the PSP for the E-payment module of an e-Commerce site

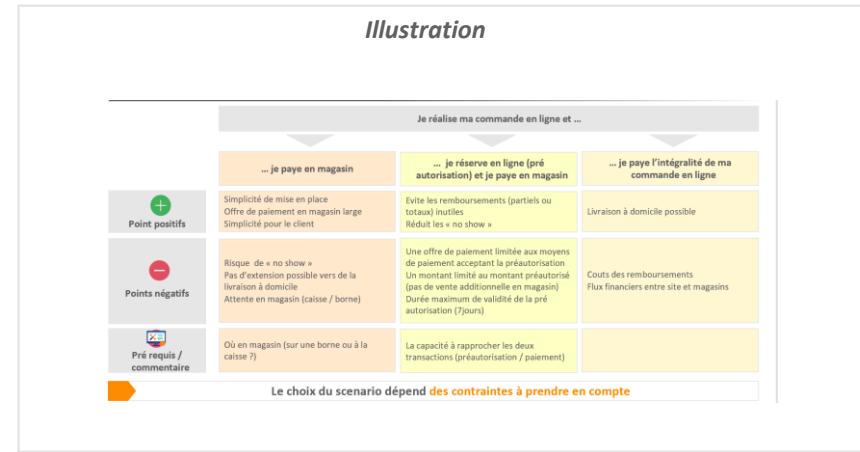
Distribution - CA 2017 = 1,200 M.€

## CONTEXT AND OBJECTIVES

- As part of the e-Commerce project, the customer wants to be accompanied in the choice of its provider for the implementation of an online payment module.
- VERTONE has been solicited to carry out a call for tenders and support the teams in the choice of scenarios and the payment service provider.

## MAIN STEPS OF THE PROJECT

- Construction of the payment offer and possible online shopping routes
- Selection of suppliers to be included in the call for tender and validation of the scenario
- Drafting of the specifications detailing the need to be transmitted to the suppliers
- Negotiations with suppliers



## RESULTS

- Realization of the specifications
- Definition of the payment offer and the target scenario
- Negotiation and choice of the PSP



# Definition of the strategy for the launch of a new eCommerce activity for an actor in the food Retail

Retail - CA 2018 = 1.1 Billion €

## CONTEXT AND OBJECTIVES

- In a context where our customer, a historical distributor of organic products, is increasingly challenged on its market by increased competition, selling products on an eCommerce platform becomes essential.
- VERTONE was therefore asked to define the organizational, logistics and partnership strategy for the possible launch of an eCommerce activity for this Brick & Mortar actor.

## METHODOLOGY

- Understand market movements (diversified competition, ambition of the leading players, etc.)
- Organize and lead an internal seminar on the issues related to the launch of an eCommerce activity and to the importance of omnicanality
- Carry out field visits to understand the current running of the brand's different types of stores
- Conduct interviews with key interlocutors of the company to understand the current central organization
- Define the target organization and logistics strategy to launch and support the growth of the eCommerce activity (project and RUN organization over 5 years)
- Build the partnership strategy to enrich the value proposition of the eCommerce site
- Present the entire strategy during a COMEX GO / NO GO meeting

## List of potential partners to address to enrich the value proposition



## RESULTS

- A general awareness through all the enterprise of omnichannel issues from the start of an eCommerce activity for a Brick & Mortar actor
- A validation approved by the COMEX and the members to launch the new eCommerce activity within 6 months after the scoping mission



# Framing and impact study for the redesign of the loyalty program

Retail - Revenue 2014 = 21,3 billion € - 15 M customers

## CONTEXT AND OBJECTIVES

- Four years after its successful launch, the client's loyalty program begins to falter on several indicators (number of cardholder, sales generated by cardholders, recruitment, frequency, average basket, satisfaction).
- The client is looking for help for the long term project of redesigning their loyalty program, and the scope of this mission is a phase of framing and an impact study.
- The framing phase has two goals : conducting an accurate diagnosis and proposing scenarios for the future program.
- The impact study consists in scoring the different scenarios in order to recommend and validate one of them.

## MAIN STEPS OF THE MISSION

- Diagnose the existing loyalty program (based on individual interviews, a survey addressed to stores' owners, quantitative analysis and study of existing documents).
- Define and validate the program's objectives and structure.
- Reflect on the content of the program during two creative workshops (transactional benefits and services).
- Suggest scenarios for the redesign of the loyalty program.
- Select the best scenarios and the working themes for the next step which is the impact study.
- Score the scenarios for several criterions (P&L, feasibility, customer attractiveness ...).
- Realize qualitative and quantitative customer surveys.



## RESULTS

- Identification of 10 lessons during the diagnosis and validation of the 10 corresponding convictions.
- Introducing of four scenarios and selection of 2 scenarios and 7 working themes for the impact study.
- Realization of 3 customer surveys, qualitative and quantitative (trade-off) to select their best scenarios.
- Scoring of scenarios and macro evaluation of the budget.
- Validation of the recommended scenario.



# Project management and launch of a new loyalty program

Retail - Revenue 2014 = 21,3 billion € - 15 M customers

## CONTEXT AND OBJECTIVES

- Four years after its successful launch, the client's loyalty program begins to falter on several indicators (number of cardholder, sales generated by cardholders, recruitment, frequency, average basket, satisfaction).
- After conducting a framing phase of a new loyalty program, the client is looking for help for its deployment and the project management until the launch.
- The project consists in three phases : 1/ preparation for deployment, 2/ national deployment, 3/ in store deployment.

## MAIN STEPS OF THE MISSION

- Prepare the deployment by describing the organization (contributors and committees), the tools and the planning. Divide the project into sub-projects et define the leaders and contributors for each sub-project.
- Organize, prepare and animate the steering committees and the project committees during all the deployment.
- Monitor the project's planning and help the leaders of each sub-project to make sure the deadlines are met.
- Keep track of the project management tools, especially the list of actions for each contributor.
- Realize a detailed business plan of the new loyalty program.

### *Presentation of the four scenarios for the new loyalty program*

COORDINATION PROJET	
COORDINATION MÉTIERS	
1	<b>AVANTAGES &amp; SERVICES</b> Finaliser le cadrage de l'offre du programme de fidélité et déployer les nouvelles briques
3	<b>ANIMATION CLIENT CRM</b> Cadrer et déployer les actions CRM ciblées à mettre en place dans le cadre du programme de fidélité
5	<b>COM' INTERNE &amp; FORMATION</b> Accompagner les changements en interne, en particulier sur la communication et la formation PDV
7	<b>SAV CLIENT &amp; ADHÉRENT</b> Mettre à jour les procédures du SAV carte de fidélité pour répondre aux questions sur le nouveau programme
9	<b>BUDGET &amp; JURIDIQUE</b> Ajuster le modèle économique et gérer les problématiques juridiques et comptables
COORDINATION SI	
2	<b>PARCOURS CLIENT &amp; CANAUX</b> Préparer le lancement et déployer le programme de fidélité sur les différents canaux de contact
4	<b>OFFRE &amp; ACHATS</b> Adapter les méthodes de négociation au cadre du nouveau programme pour les enrichir
6	<b>COMMUNICATION EXTERNE</b> Définir le plan de communication externe et assurer la relation client lors du lancement
8	<b>MIGRATION &amp; QUALIFICATION</b> Définir les grands principes de la migration et s'assurer de son bon déroulement auprès des clients et en Interne
10	<b>PILOTAGE DE LA PERFORMANCE</b> Construire et organiser les reportings du programme cible, en particulier au niveau PDV

## RESULTS

- Division into 10 sub-projects and 350 actions, and coordination over 10 months of the 70 contributors.
- Successful launch of the new loyalty program in more than 1800 stores.
- Realization of a detailed business plan, for which the results are in line with in the first months after the launch.
- Contribution in each sub-project to meet the deadlines, and strong involvement of the Marketing teams.



# Develop local CRM animation and customers' communications tools by creating an internal website for stores' directors

Retail – Turnover 2016 = 22 Billions € - 15 M clients

## CONTEXT AND OBJECTIVES

- Client aims at developing stores' involvement into local CRM animations thanks to competencies in customer insight and helping stores' directors decision making.
- Automatize and give more autonomy to stores' directors about their CRM campaigns.
- VERTONE has been mandated to contribute to internal website development, widen CRM animation possibilities and contribute to change management.

## MAIN STEPS OF THE PROJECT

- Contribute to project governance on website development collaborating with IT department and Customer Marketing teams.
- Contribute to website developments with agile methods: functional specifications, functional acceptance, bug fixing and application evolutions.
- Contribute to change management: test phasing organization, tutorial, training of Services support team, internal communication plan.
- Monitor statistics on internal website: connexions, purchase order, results of CRM campaigns, satisfaction from stores' directors (survey).

*Internal website presentation*

PRESENTATION OF WEBSITE MENU			
<b>ANALYZE</b> stores' performance and customers insights	<b>DEVELOP</b> customer turnover with local CRM and communication solutions <i>(mass and targeted solutions)</i>	<b>COMMUNICATE</b> in stores (PoS)	<b>MONITOR</b> marketing & communication budget
ADVANTAGES OF THE NEW WEBSITE			
Monitoring local communication and CRM animation from stores to get a centralized vision of investments and results			
Give decision-making clues to stores about customers insights, CRM solutions and benchmark on results			
Realize economies of scale thanks to purchase order by website			
Give more autonomy to stores' director about local marketing actions to contact and personalize communication and promotion to clients			
Get more reactivity (24h) for setting up local actions thanks to automatize IT architecture			

## RESULTS

- Support agile development for an internal website for stores' directors (90% of satisfaction of stores' directors measured by a survey).
- Develop co-construction approach to manage the project with common planning and budget tool between IT and marketing services.
- Develop a common platform to share CRM initiatives from national to local.



# CRM Management Interim, for a Food Distributor

Retail - Turnover (2017) = 20 Mds€ - 10 M customers

## CONTEXT AND OBJECTIVES

- 6 months Interim
- Supervision of the CRM team (6 people)
- Definition and implementation of management tools for the CRM activity (governance, dashboards, load plan, campaign templates ...)
- Framing a new CRM program of "targeted mails"
- Marketing Automation Framework
- RUN control / CRM campaign execution

## METHOD

- Optimization of governance and steering tools :
  - Diagnosis of the existing situation by conducting interviews and collecting existing documentation
  - Implementation of optimization tracks. Ex: introduction of a monthly omnichannel CRM COPIL with presentation of activity KPIs + Business Review
- Framing new devices:
  - Marketing Automation: Business EB, RFI editors, application study
  - Targeted mail: definition of the implementation modalities and associated budget
- Budget management of the CRM activity



## RESULTS

- Appropriation of the new CRM governance and new management tools (dashboards, load plan, templates ...) by the customer teams



# Definition of a customer loyalty program

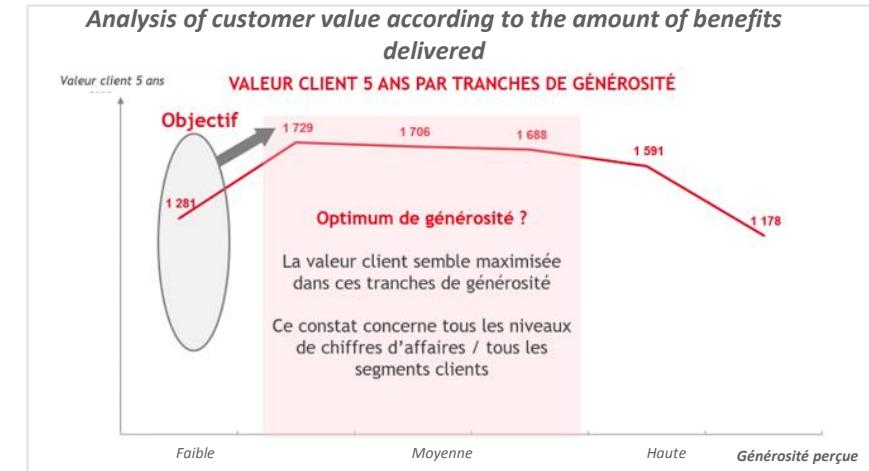
Retail – Revenue (2016) = € 22 billion – 15 million customers

## CONTEXT AND OBJECTIVES

- The client wishes to handle a revision of its customer loyalty program, he mandates Vertone to frame the new loyalty program and to carry out the impact assessment
- The objective of the framing phase is to conduct an analysis of the current loyalty program and identify relevant options of new loyalty model
- The impact assessment aims for screening the options in order to define and validate the new loyalty program

## MAIN STEPS OF THE PROJECT

- Conduct interviews and synthetize documentation to assess the strength and weakness of the current program
- Define the objective of the new program
- Conduct ideation workshop in order to formulate revision options
- Frame a customer study to test the options
- Produce a Business Plan and the detailed requirements documentation
- Obtain validation of the new program outline and characteristics
- Framing the deployment streams and build the project reverse planning



## RESULTS

- Identification of the structural weaknesses of the current program, the improvement opportunities and key objectives for the new program
- Assessment of 4 budgeted revision options and fulfillment of a customer survey to screen the options
- Refinement and validation of one revision option through assessment of IT impacts and detailed Business Plan



# Design of a new engaging program

Retailing - CA 2017 = 30 M€

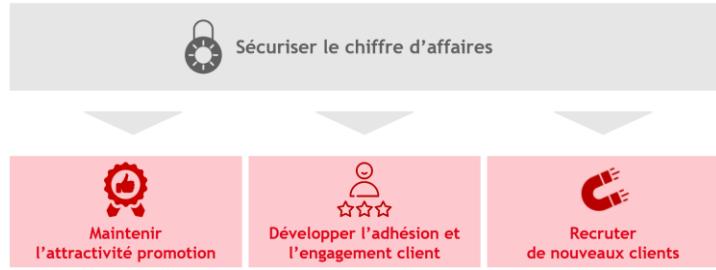
## CONTEXT AND OBJECTIVES

- Considering the new French legislation around the price and discount rates, the discount offers through the loyalty program of our client could not work anymore and they were afraid of loosing a large part of their revenue
- The aim of the project was to build a engaging program so as to secure the revenue by :
  - Maintaining the discount attractivity
  - Developping customer subscription and engagement
  - Recruiting new customers

## MAIN STEPS OF THE PROJECT

- Construction and animation of 5 workshops :
  - Definition of the main guidelines of the program
  - Definition of earn and burn strategies
  - Construction and selection of one scenario
  - Identification of the customer journeys
- Writing of the expression of needs for the IT team
- Writing of the business plan

*Objectives defined through the first workshop*



## RESULTS

Global screenwriting of the engaging program : from the various rewards to the customers journeys



# Diagnosis of the customer's contactability and prioritization of optimizations

Distribution - CA 2017 = 22 Md€ - 10M of customers

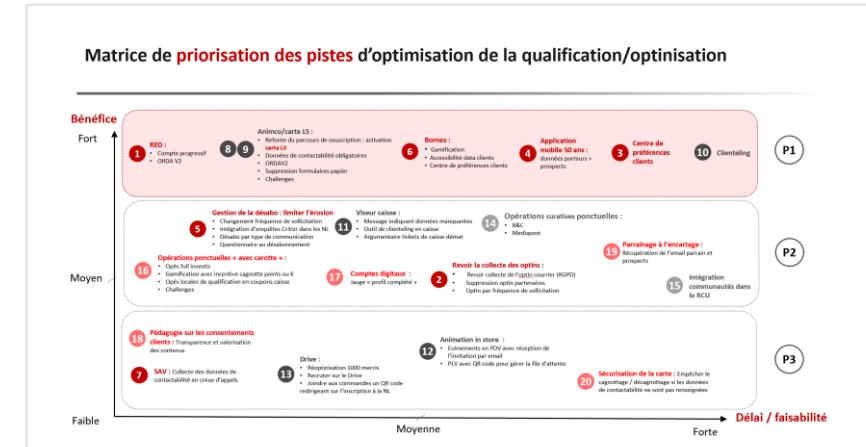
## CONTEXT AND OBJECTIVES

The Client Marketing Director has asked to Vertone to establish a diagnosis of the contactability of the firm's loyal customers, and provide ideas of optimizations to be categorized on 4 main topics:

- The qualification of customer's contact details
- The collect of customer's agreements (optin)
- The management of customer's email inactivity
- The monitoring of email campaigns deliverability

## APPROACH

- Conduct interviews with central teams: loyalty teams / data/ e-commerce, in order to collect their inputs to establish the diagnosis
- Qualitative (define the “reachable” customers profiles) and quantitative analysis of customer's contactability
- Identification and prioritization of optimizations to improve customer's contactability
- Establishment of a concrete methodology to set up in order to implement the recommended optimizations



## RESULTS

- Deliverable on the 4 studied pillars of customer's contactability
- Building of a clear situation analysis of the existing customer's contactability
- Prioritization of optimizations enabling to improve the customer's contactability, and recommendation of the process to implement



# Marketing Automation framework, for a food distributor

Retail - Turnover (2017) = 20 Mds€ - 10 M customers

## CONTEXT AND OBJECTIVES

- Our client wanted to update the business need related to the "Campaign Manager" that was expressed in 2015
- This first business need document (2015) mainly dealt with traditional CRM channels (Email, SMS, mail); it was therefore necessary to integrate into the updated business need document a broader functional scope taking into account in particular:
  - The traditional CRM channels (Email, SMS, mail)
  - Targeted media (Display, mobile interstitials ...)
  - Targeted communications from the website and the Customer's App (1st party)
  - An automation of the customization of offers to each customer
- The objective was to have a clear vision of the business need and the target application architecture to be able to initiate a call for tenders

## METHOD

- Identification of the key needs related to Marketing Automation
  - Recurring customer activations
  - Triggers (birthday, basket abandon ...)
  - PRM
- Formalization of business uses
- Realization of an RFI with 8 editors (Salesforce, Oracle, Google, Adobe, SAP ...)
- Validation of business needs and reco on target application architecture

## Illustration : structuring principles of Marketing Automation

Offres et contenus à animer  
(référentiels / nomenclatures)



- Prospectus
- Bons de réduction
- Catégories / Marques
- Innovations produits
- Contenu relationnel, RSE
- ...

1 Automatisation de la personnalisation  
des offres et contenus pour chaque client



Moteur de ciblage, algorithme,  
intelligence artificielle (auto-apprentissage)

2 Activation omnicanal  
des offres et contenus  
=> maximisation du reach client



Données sur  
clients et prospects



- Segments à froid (RegFM, affinitaires, Cycle de vie...)
- Connaissance à chaud (Géoloc, données de navigation...)
- Réconciliation on et off-line
- RGPD / déclaratif client
- Exploitation de données partenaires (2<sup>nd</sup> et 3<sup>rd</sup> party data)

## RESULTS

- Appropriation of the new business needs by all stakeholders
- Alignment of visions between all stakeholders
- Possible initialization of a "Marketing Automation" call for tenders



# New loyalty program deployment

Industry - CA 2014 = 22,4 Mds € - 10 M customers

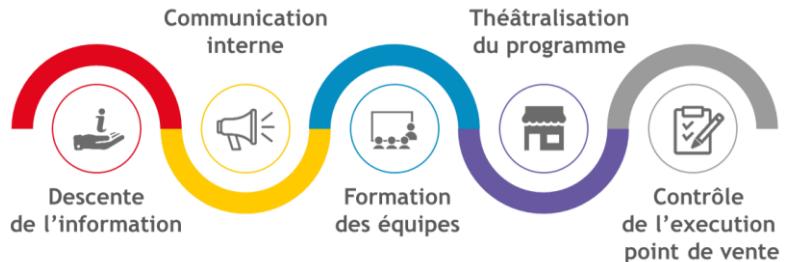
## CONTEXTE ET OBJECTIFS

- In a context of a loyalty program performance loss, the client wants to be helped on implementing the new loyalty program that has been previously defined
- The client asked Vertone to lead the project management part of the new loyalty program implementation. The mission was composed of 3 parts : preparing the implementation, implementing the new program upstream, implementing the new program instore.

## DÉMARCHE

- Planned, prepared, and led steering and project Committees
- Managed project planning and contributed to document production, to stick to the defined planning
- Updated project management tools and supervised the “to do list” of every project member

*Key success factors to the new loyalty program  
instore execution*



## RÉSULTATS

- A 10 subproject organization, 600 actions driven by the 60 project contributors
- A new loyalty program implemented in 1 800 stores
- Contribution and document production to stick to the planning, and a strong Marketing team engagement



# Study of the digital ecosystem of quality transparency, the state of the art of Yuka notation for MDDs and structuring the "Quality & Products Composition" approach

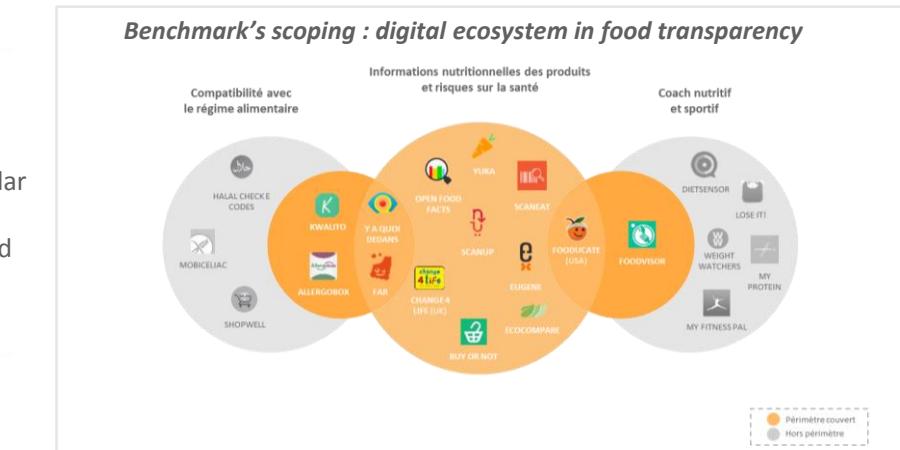
Retail - turnover 2017 = 30 bn € - 15M customers

## CONTEXT AND OBJECTIVES

- Since 2017, consumer expectations have become increasingly strong around transparency and the composition of food & cosmetic products, driven by the boom in product analysis applications, notably with Yuka
- Our client wants to enrich its positioning in this digital ecosystem and in particular to know the Yuka rating of its own brands products against the competition
- VERTONE is solicited to understand the market, establish the state of the art and structure an approach to position the retailer in this ecosystem

## MAIN STEPS OF THE PROJECT

- Carry out a detailed benchmark on the actors / applications of "quality transparency", on the food and beauty sectors, in collaboration with an agency specialized in Nutrition and product composition
- Build a state of the art scoring of all own brands products and their competitors (competitors' own brands products and National Brands products)
- Perform a quantitative analysis and highlight the differentiating elements of own brands products vs. competition (classification, nutrition, additives, etc.)
- Determine the level of risk of food additives according to Yuka
- Structure an approach to move forward and position the retailer on the issues of "Transparency Quality", to be embedded in the overall CSR strategy of the brand



## RESULTS

- State of the Yuka notations and Nutri-Score on 15k references (1/3 own brands, 1/3 competing own brands, 1/3 competing National Brands)
- Benchmark of 14 food apps + 8 beauty apps, mapping and identification of trends and positioning of each
- Structuring the "quality & product composition" approach around 4 issues and 21 work axis identified to feed the global CSR strategy
- Embarkation of transversal teams (Marketing, purchasing, quality, CSR, digital, CRM, IS, ...)



# Definition of the 2019 loyalty ambition

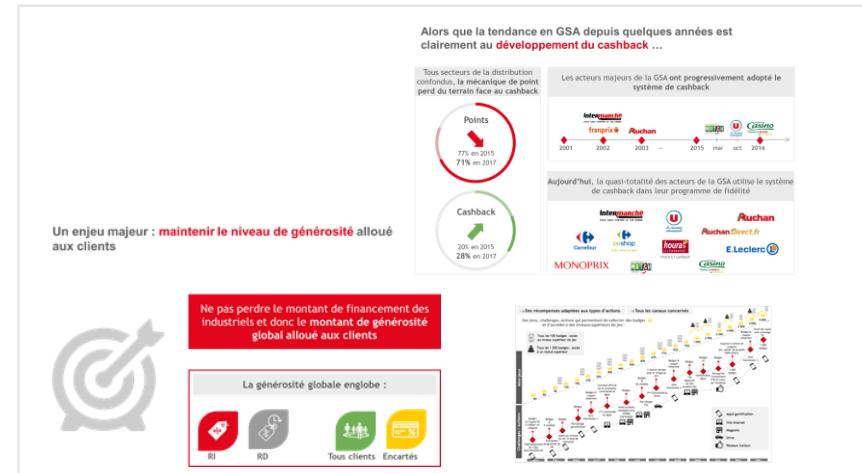
Retail- Turnover 2018 = 31.5 Bn€ - 15 M customers

## CONTEXT AND OBJECTIVES

- In a market subjected to the regulations of the General Assembly for Food (Etat Généraux de l'Alimentation), the client wishes to identify the way to turn this obligation into an opportunity.

## PROCESS

- Explanation of the impact of such regulation on the current generosity distribution strategy
- Scriptwriting of global generosity distribution
- Identification and designing of a differentiating generosity distribution plan
- Benchmark on loyalty programs, and innovative and differentiating plans



## RESULTS

- A clear vision of the challenges and constraints related to the regulations of the General Assembly for Food (Etat Généraux de l'Alimentation)
- An innovative and a differentiating client generosity distribution plan



# Framing of a quality product improvement process according to the Yuka's criteria

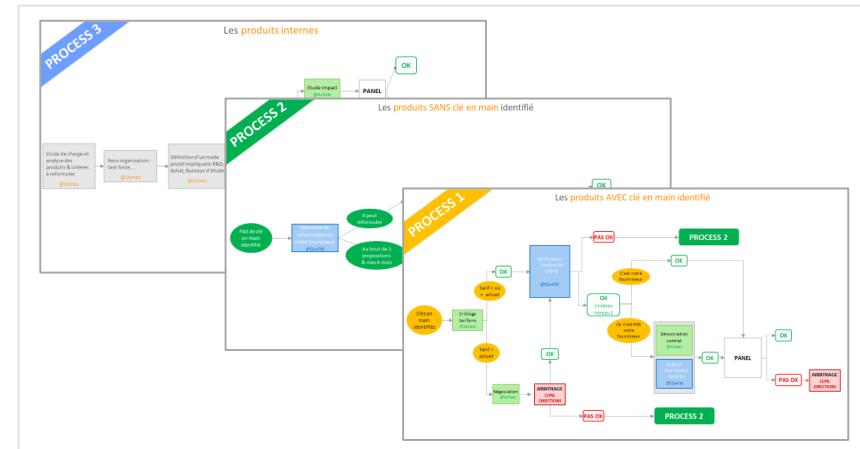
Retail - Turnover 2017 = 30 bn € - 15M customers

## CONTEXT AND OBJECTIVES

- Since 2017, consumers' expectations have become increasingly high around the food & cosmetic products transparency and the composition issues. This trend is driven by the boom of product analysis applications such as Yuka.
- Our client wants to enrich its positioning in this digital ecosystem and in particular increasing the Yuka rating of its own branded products against the competition.
- After the construction of one benchmark of the market, VERTONE is solicited to structure an approach to upgrade the quality of the products.

## MAIN STEPS OF THE PROJECT

- Structuration of one approach about « Transparency and Quality » issues to insert into the global CSR policy
- Determine the food additives risk level according to Yuka and establish an additives blacklist combining the scientific risks and the tactical opportunities for our client
- Establish a global list of products to modify according to the additives blacklist criteria, the nutrition program criteria and the Yuka opportunities
- Structure of the operational process according to the product type and the opportunity identified
- Preparation of the support for the validation meeting by the executive team



## RESULTS

- Team work with various departments : marketing, purchase, quality, pricing ...
- Identification and recommendation of a 140 food additives blacklist and 1000 products to modify
- Validation of the structure and the objectives of the project with the executive team
- Structuration of 3 large operational processes to modify the products, shared with the operational teams.



# Framing of « Producing Better » program

Retail- Turnover 2018 = € 31.5 bn - 15 M customers

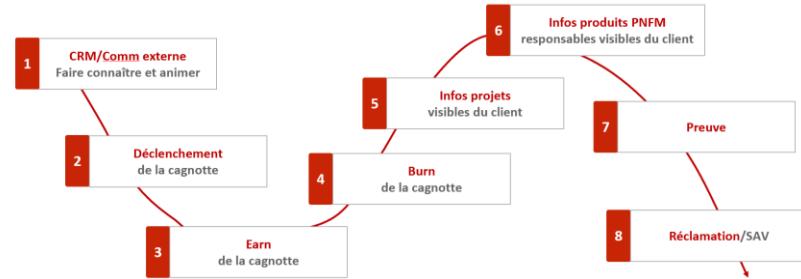
## CONTEXT AND OBJECTIVES

- Considering the new French legislation around the price and discount rates, the retailer wants to reinforce its « Producing Better » positioning and to include its customers in its CSR approach, in order to differentiate itself from other retailers. It decided to add a new functionality to its loyalty program (that is currently focused on « Eating Better ») which would illustrate its fight for « Producing Better »
- VERTONE was in charge of realizing the framing of this new program which aims to
  - Create preference in comparison to other retailers
  - Develop customer engagement
  - Generate additional turnover

## DÉMARCHE

- Coordinating the framing of this program with 20 interlocutors and 8 different services (private label, CSR, customers surveys, IT, internal and external communication, legal and financial)
- Framing two parts of the program: the customer journey and the communication to stores
- Realizing the BP

*Illustration : Identification of the customer journey's various steps and functionalities*



## RÉSULTATS

- Realizing the framing of this program, in order to present it to the validation meeting, within two months



# Leading a large-scale program of commercial events

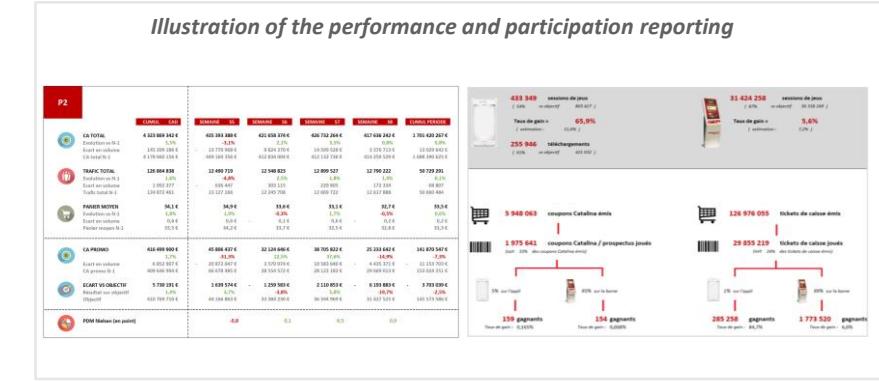
Retail – Turnover 2018 = 31,5 Mds € – 15 M customers

## CONTEXT AND OBJECTIVES

- For its anniversary, the distributor decided to launch a large-scale program of commercial events. This program aims at increasing the company's market shares.
- VERTONE is in charge of managing this large-scale program: around 50 events to be designed and implemented, more than 120 people, 10 projects to be managed, 1 app to be launched and more than 2 000 terminals to be deployed in stores.

## MAINS STEPS OF THE PROJECT

- Designing around 50 commercial events and tracking their operational implementation
- Financial modelling of the project, preparing the business plan, monitoring the budget
- Preparing arbitrages and options cost modelling to help decision-making
- Managing 10 projects (internal and external communication, solutions, reporting, customers and stores service, negotiations and so on) and coordinating more than 120 people
- Building and monitoring the project planning
- Preparing and presenting steering committees



## RESULTS

- Launch of the project and all the related commercial events.
- Deployment of more than 2000 terminals in the distributor's stores in less than 6 months (+ 3M game sessions on terminals by week)
- Launch of a mobile app in less than 6 months (+ 250K downloads in the first three months)
- Monitoring a budget of several millions euros (gifts, fees, solutions developments)



# Management and deployment of interactive terminals in store as part of a large commercial events program

Retail - Turnover 2018 = € 31,5 Bn - 15 M customers

## CONTEXT AND OBJECTIVES

- For its anniversary, the retailer decided to launch a large-scale program of omnichannel commercial events to increase the company's market shares.
- Within this project, the brand wished to implement interactive terminals in each store to broadcast the weekly commercial events through digital games.
- VERTONE was in charge of coordinating the operational process to adapt the event in games for the terminal, managing the terminals deployment and designing an additional customer journey to improve data qualification for loyalty program holders.

## MAINS STEPS OF THE PROJECT

- Coordinating the project with 30 frequent stakeholders and more than 8 different teams (creative agency, digital agency, winning prizes agency, IT, internal and external communications, legal, and the global anniversary program management)
- Building and leading the project schedule and operational process to create games
- Designing customer journeys with customer experience and data qualification stakes
- Structuring, managing and facilitating terminals deployment in stores: following logistics, creating an explicative leaflet for stores, motivating stores directors through internal communications, enabling sales forces follow-up work with weekly reporting and deployment meetings with national and regional Heads of development, defining, coordinating and assisting the store support with the call center

*Illustration: reporting for national and regional Heads of development on the 2000 terminals deployment*



## RESULTS

- Deployment of 2000 terminals in 4 months
- 3,5 M game sessions per week
- Implementation of the operational process to renew the games every week



# Competitive analysis and study of market players' strategic evolutions

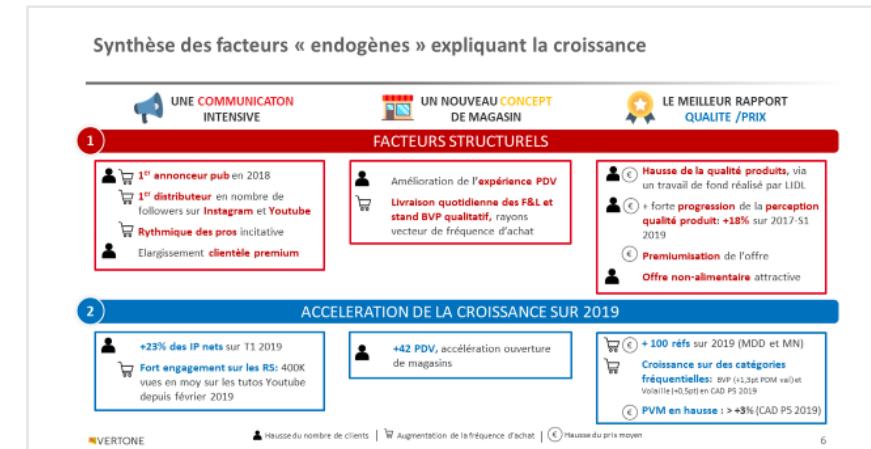
Retail - Turnover 2017 = € 30 bn - 15 M customers

## CONTEXT AND OBJECTIVES

- In a particularly competitive environment in 2019, the share of market of some actors rose significantly. The retailer wants to understand the reasons behind the success of these market players.
- VERTONE was asked to analyze and collect data, to structure an executive summary and to realize a 5-year projection of these actors' strategic evolutions.

## APPROACH

- Collecting information from various sources (consumer data, retailer's data, study by VERTONE, monitoring in France and abroad)
- Field study by visiting competitors' stores
- Study of the retailer's sources of growth using the retail equation
- Identification of the 4 main reasons explaining the success of those actors
- Building a 5-year growth estimation of these actors according to the trends identified with the retail equation
- Structuring an « executive summary » synthesis document



## RESULTS

- Identification of the structural factors explaining the competitor's success thanks to its strategic repositioning
- Identification of the factors explaining its growth acceleration in 2019
- Projection of its turnover evolution by 2022 according to the identified growth drivers
- Presentation of this analysis to the Marketing Management, the Executive Management and to 200 employees



# CRM strategy definition (high-end consumer goods)

## Distribution / Luxury (Champagne)

### CONTEXT AND OBJECTIVES

- Defining a CRM strategy was made difficult for our client due to the lack of a consolidated customer knowledge. In addition, no touchmap of customers contact points had been designed.
- VERTONE's intervention aimed at auditing all available customer data so as to assess the brand capacity to set up CRM plans. Customer targets were also identified and distinguished from one another so as to set-up customized CRM paths for each customer target.

### METHODOLOGY

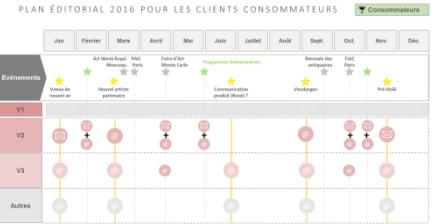
- Audit of all existing customer data (quality, density, % of opt-in...)
- Interviews with key stakeholders (CODIR) in order to identify the main objectives for CRM, for each type of customer target.
- CRM plans design during dedicated workshops.

### Customer targets mapping

Le dispositif CRM sera adapté selon 4 typologies d'interlocuteurs



### Customer path design



### RESULTS

- Restitution of a detailed audit of available customer data.
- Mapping of the main customer targets and associated CRM plans.



# Opportunity study and modelling of a new in-store and mobile service for a cosmetics distribution actor

Cosmetics – CA 2014 : 1,4 MM€

## CONTEXT AND OBJECTIVES

- As it tries to develop a new range of products, the client wants to launch a new in-store service – and plans to extend it as an on-demand mobile service for its clients
- The mission objective is twofold : as a first step, VERTONE has to set up the Business Plan of this new in-store service to assess its profitability, and as a second step, to evaluate the relevancy of a mobile adaptation

## MAIN STEPS OF THE PROJECT

- Modelling the in-store service:
  - Identifying and gathering data for the Business Plan set up
  - Analysing gathered data to identify several clients segments to be used as a basis for the BP
  - Identifying the additional revenue levers and associated hypothesis
- Modelling costs and additional revenue
  - Drawing a conclusion on the service profitability
  - Measuring attractiveness of the on-demand mobile service:
  - Assess the market dynamics and expectations
  - Identify clients expectations and needs
  - Reconciling the market and clients visions to draw a conclusion on the service relevancy

*Illustration : additional revenues levers for the in-store service*

Nous avons identifié **4 leviers de CA additionnel** pour le service in-store

1 Achat(s) additionnel(s) suite au service

• Une part des clients qui bénéficieront du service achètera un ou des produits de soin recommandés par l'application, **directement en magasin, dans la foulée du service**

+++

2 Achat(s) additionnel(s) ultérieurs au service

• Certains clients achèteront des produits de soin recommandés par l'application **ultérieurement (en ligne ou en magasin)**

- à +1 (après réception de la synthèse du service et des recommandations associées)
- à une date plus tardive (relance CRM)

+

3 Renouvellement des achats

• Grâce au service, une part des clients va découvrir puis **renouveler l'achat des produits de Soin**

+

4 Recrutement

• Le service attire des **nouveaux clients appétents au Soin à l'enseigne** (dépendant de l'investissement média pour le lancement)

~

## RESULTS

- Segmentation of the client base in regarding skincare appetence and clients value
- 4-year Business Plan
- Benchmark of digital innovative solutions of the market (28 actors)



# Conception and support to organize a inspirational seminar

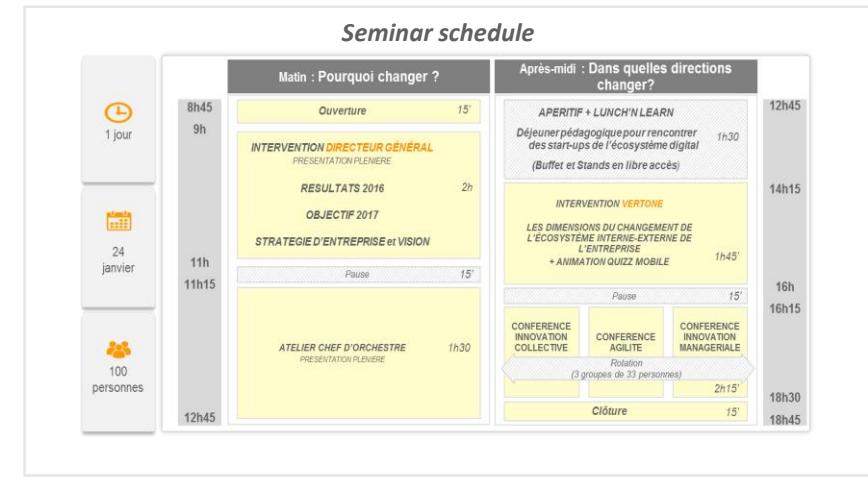
## Cosmetics

### CONTEXT AND OBJECTIVES

- The client HR Department wished to organize a seminar for its managers to exchange about:
  - Integration of digitalization in the company's organization and management
  - Changes brought by millennials
- VERTONE has been asked to define the seminar's concept, prepare the seminar for 100 participants and facilitate it.

### MAIN STEPS OF THE PROJECT

- Defined the contents and key messages to deliver participants around 3 axis:
  - Collective and collaborative innovation
  - Business agility
  - Managerial innovation
- Designed and set the facilitation aspects (workshops, conference, interactive quiz...)
- Coordinated and briefed speakers, centralized materials and managed logistics.
- Designed materials for participants (conference, participant leaflet...).



### RESULTS

- Participation of 7 start ups and 6 conference speakers, such as Renault Head of innovation lab, Club Med Head of digital, firefighter Colonel...
- VERTONE interactive and dynamic work on new behavioral and managerial trends around 3 axis: impact of digitalization on our bearings ; changing customers behaviors ; evolving relationship to work.



# Support to IT operative projects

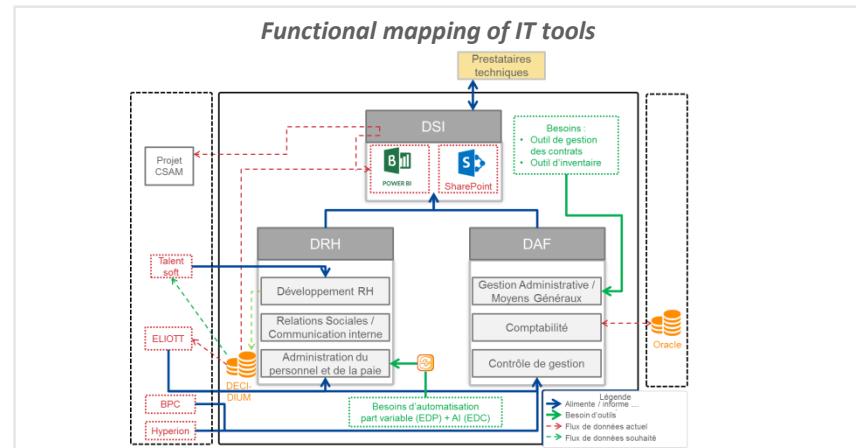
Entertainment - CA 2015 = 13,4 Mds € - 27 M customers

## CONTEXT AND OBJECTIVES

- The client, a young subsidiary (4 years old) of a major entertainment actor is experimenting two main shifts : it needs to structure itself while doubling its workforce in two years.
- In this context, the company has requested VERTONE to support its IT operative projects management.
- VERTONE's intervention was focused both on projects management aiming at industrializing the IT, as well as day-to-day management.

## APPROACH

- Organize weekly IT and projects follow-up meetings.
- Pilot and prioritize projects in accordance with the parent company imperatives.
- Manage incident related to intranet or access rights to the 600 employees
- Develop tools to pilot the IT fleet.
- Formalize and document the tasks in order to allow an efficient handover.



## RESULTS

- 3 structuring projects achieved (Intranet production, subsidiary contribution to build a SSO to the Group scale, brokers integration to the information system).
- 2 projects structured and almost completed (Business Intelligence reporting and generic mailbox deployment).
- Management of access rights of all employees throughout the mission duration.



# Replacement of a CRM and Data Intelligence Director for a french department store chain

Retail - Revenue 2014 = 1,6 billion € - 50 M customers

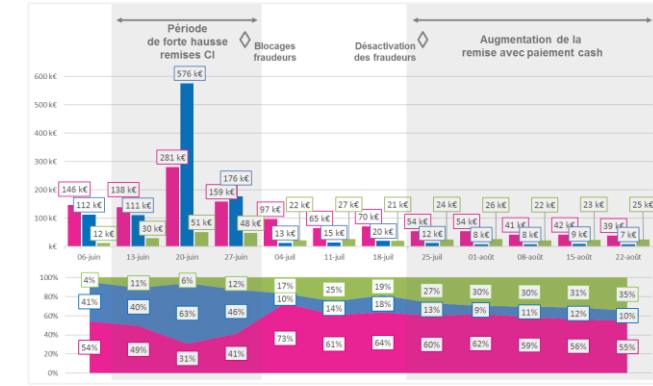
## CONTEXT AND OBJECTIVES

- In the context of launching a loyalty program and setting up new CRM tools (campaign management tool, single customer repository...), the client wishes to be accompanied during the transition period between the departure of its CRM and Data Intelligence Director and the arrival of his replacement.
- The client wishes to be accompanied on:
  - The follow-up of all the activities of the CRM / Data Intelligence team (~ 25 people)
  - The follow-up of the launch of the loyalty program in the first stores and the training of the employees before the launch in the remaining stores

## MAIN STEPS OF THE MISSION

- Ensure the efficient transfer between the departure of the CRM / Data Intelligence Director and the arrival of his replacement (3 months of interim between the two).
- Follow the activities of the CRM and Data Intelligence teams (about 25 people), with weekly meetings with the team members.
- Follow the launch of the loyalty program in the first stores, then analyze and communicate on the first results.
- Deal with urgent situations related to the new loyalty program (technical anomalies, customer animation, fraud management ...).
- Manage the relationship with the financial partner (for the credit cards).
- Assist the new Director in taking up his team and activities.

*Generosity analysis of the loyalty program for fraud management*



## RESULTS

- Efficient transfer with the new CRM and Data Intelligence Director on all the topics (CRM activities, loyalty program, relations with the financial partner ...).
- Rapid and efficient management of emergencies related to the new loyalty program (technical anomalies, fraud management ...).
- Development of the first tools to monitor the results of the loyalty program (reportings, first results of additional turnover, etc...).



# Diagnosis and optimization of CRM processes for a department store chain

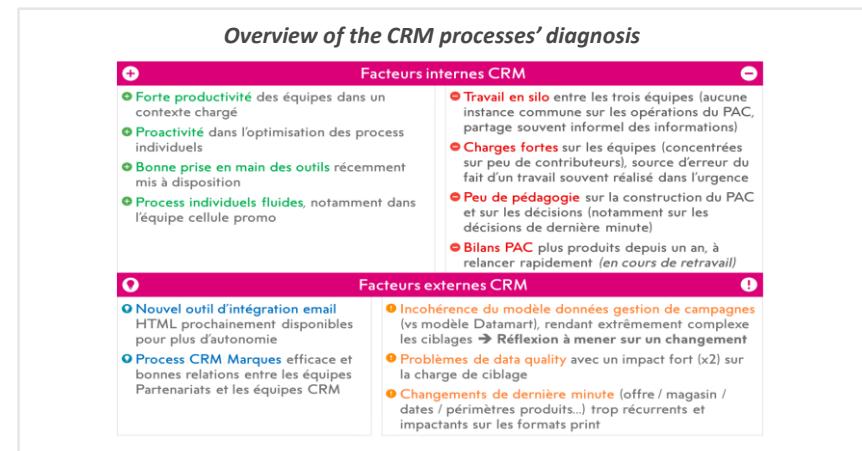
Retail - Revenue 2014 = 1,6 billion € - 50 M customers

## CONTEXT AND OBJECTIVES

- In the context of the arrival of a new CRM and Data Intelligence Director, the client wishes to understand and update the processes in its teams.
- The desired perimeter is :
  - The operational of client / prospect communications (setting up promotions, targeting customers, creating and sending campaigns).
  - The management of the loyalty program and its institutional documents.

## MAIN STEPS OF THE MISSION

- Conduct a diagnosis of current processes in the CRM and Data Intelligence team :
  - Conducted interviews with managers and all CRM team members.
  - Synthesis of the strengths and weaknesses of the current processes and definition with the teams of the improvement axes.
- Suggest recommendations for process optimization and describe in detail the new processes (RACI, description of each task and related deliverables).
- Construction of new collaborative tools to simplify the flow of information and all the processes within the CRM team.



## RESULTS

- Presentation of the diagnosis to management and team members.
- Suggestion of 4 simple and pragmatic process optimizations, in order to simplify the circulation of information between the team members.
- Co-construction of tools with the CRM team, in order to simplify the processes and the flow of information between the team members.



# Project support in the operational deployment of a new loyalty program in a French department store

Distribution - CA 2015 = 1,3 Mds € - 50M de visiteurs sur 21 magasins

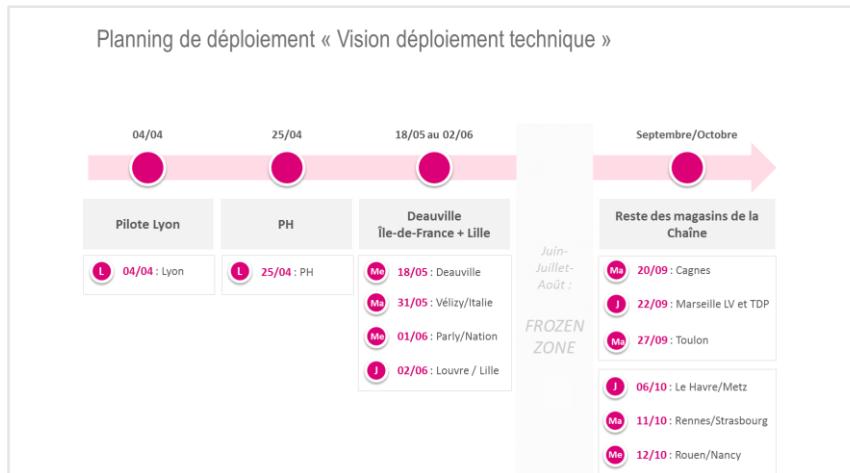
## CONTEXT AND OBJECTIVES

- Our customer is in the last steps of the implementation of its new loyalty program.
- He needs the support of project manager to :
  - Reinforce the CRM team on operational and project subjects
  - Support the migration plan, deployment plan and change management
  - To be the privileged interlocutor of the partnership with the consumer credit agency

## MAIN STEPS OF THE MISSION

- Management of the CRM mission of the project : customers communication, migration plan, deployment plan
- Framework and implementation of the customer life cycle animation plan and its dedicated commercial offers
- Adaptation of the consumer credit offer according to the characteristics of the new loyalty program
- Support of the deployment plan : pre-deployment training and post deployment floor support
- Management of the budget of the project (CAPEX / OPEX)

Planning de déploiement « Vision déploiement technique »



## RESULTS

- Management of a team of 6 persons for the implementation on migration and deployment plans
- Operational contribution in the deployment of a new loyalty program on 17 stores (training, technical migrations, customer communication, operational support on floor).



# Definition of the 3-years CRM animation plan of the members of the loyalty program, for a French department store chain

Retail - Revenue 2014 = 1,3 billion € - 50 M customers

## CONTEXT AND OBJECTIVES

- In the context of launching a loyalty program, the client is experiencing a period of strong recruitment of customers.
- In addition, the implementation of new CRM tools (campaign management, single customer repository, etc...) is a great opportunity to efficiently animate this growing customer base.
- The client wishes support to define the animation strategy of his customers, as well as a practical list of campaigns to launch over 3 years.

## MAIN STEPS OF THE MISSION

- Conduct a diagnosis of the existing client animation:
  - Interviews with people involved in customer animation (CRM team, Data Intelligence team, Digital team ...)
  - Quantitative and qualitative analysis of the customer animation (use of segmentations and scorings / different channels / campaigns' personalization, contextualization and automation / performance measurement / pressure management).
- Prepare and animate creativity workshops to think about campaigns for the animation of the loyalty program customers.
- Structure and prioritize campaigns to build up the animation plan and 3-years roadmap.
- Define the key success factors and integrate them into the roadmap.

## Presentation of the 13 plans for the animation of the customers

PROSPECT / CLIENT NON ENCARTE	NOUVEAU CLIENT ENCARTE	CLIENT ENCARTE EN DEVELOPPEMENT	ENCARTE FIDELE	CLIENT ENCARTE FRAGILE / INACTIF
	Plan de <b>bienvenue</b> au programme 11	Plan <b>cross sell</b> & découverte marques Plan de suivi de l' <b>achat</b> & satisfaction Plan d' <b>usage</b> produit & réachat Plan de circulation <b>multi-marchés</b> Plan de développement <b>marques propres</b>	8 3 4 5 4	
Plan de <b>conquête</b> , d' <b>encartage</b> 5	Plan d' <b>animation</b> du programme Plan de mise en avant des <b>services</b> Plan de mise en avant de la <b>carte de paiement</b> Plan d' <b>animation</b> des <b>événements calendaires</b>	16 7 4 9		Plan de <b>rétention</b> & réactivation 6
		Plan de <b>qualification</b> des données		5

## RESULTS

- More than 200 ideas of campaigns identified during creative workshops (with more than half being campaigns triggered by customer behaviors).
- Efficient co-construction with teams for the selection, the prioritization and the detailing of 87 campaigns.
- Ranking of these campaigns according to a structure of 13 plans with distinct objectives, and definition of the 3-years roadmap.



# Diagnosis and evolutions of the loyalty program of a world-renowned department store

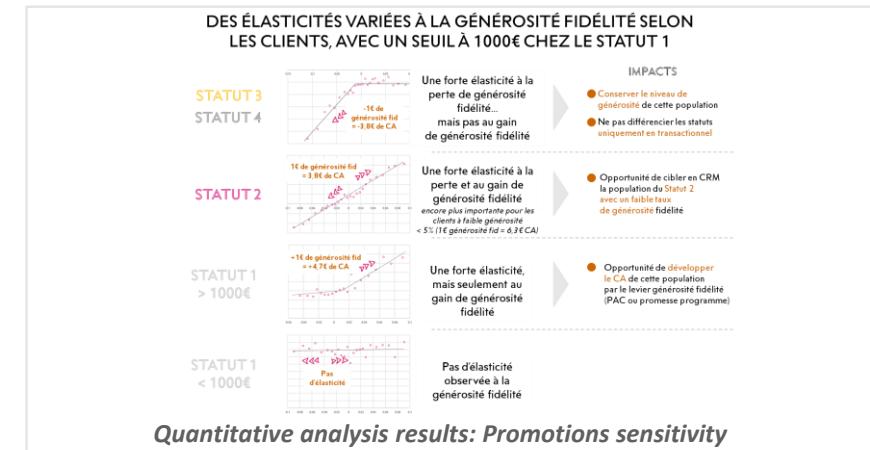
Retail - Department store – Turnover 2014 = 1,6 bn€ - 50 M customers

## CONTEXT AND OBJECTIVES

- In a competitive and rapidly evolving context, with a great mimicry on competing programs, our client wants to think about the evolution of his loyalty program.
- The mission of VERTONE was to perform a diagnosis of the current client's loyalty program and propose optimization scenarios with economic modeling of the proposed components.

## APPROACH

- Diagnose the current program, based on interviews with key teams in the operation of the program
- Conduct an in-depth quantitative study of the customer base (overall performance of the program, value drivers of the client portfolio, demeaned variables for customer value, impact of loyalty generosity distribution, performance of the statutory structure, etc.)
- Perform a benchmark of international competitors
- Create scenarios of evolution and their economic modeling associated with the parts of each scenario
- Recommend optimizations for the evolution of the loyalty program



## RESULTS

- Presentation of the diagnosis to management and teams
- Highlighting the effect of loyalty generosity distribution across 16 customer segments
- Proposal of 6 optimization scenarios with detailed business plan, according to the levers to be activated



# Recommendation of an e-commerce organization for a world-renowned department store

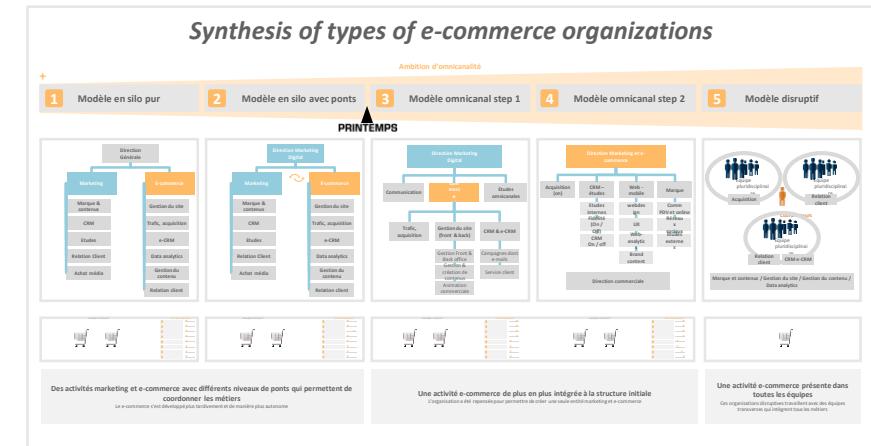
Retail - Department store – Turnover 2015 = 1,3 bn€ - 50 M customers

## CONTEXT AND OBJECTIVES

- This retailer has identified digital as a strong axis of development and wants to quickly launch an e-commerce activity with its own website
- In this context, this retailer wishes to identify the target organization to launch an e-commerce activity, especially on the Marketing / Commercial / Editorial part

## APPROACH

- Identify the key functions of the e-commerce activity
- Work on a benchmark on e-commerce organizations of 11 actors : e-commerce functions (internal & external) and their link & interactions with marketing teams
- Identify 7 « no miss » that guarantees consistency for customers through an organization built on omnichannel principle
- Synthesize the analyses with types of organization
- Build a recommendation for the retailer & propose a target organization



## RESULTS

- Recommendation of a target e-commerce organization based on the analyzes carried out via the benchmark and the challenges that faces the retailer



# Implementation of a management tool for credit card loyalty programs

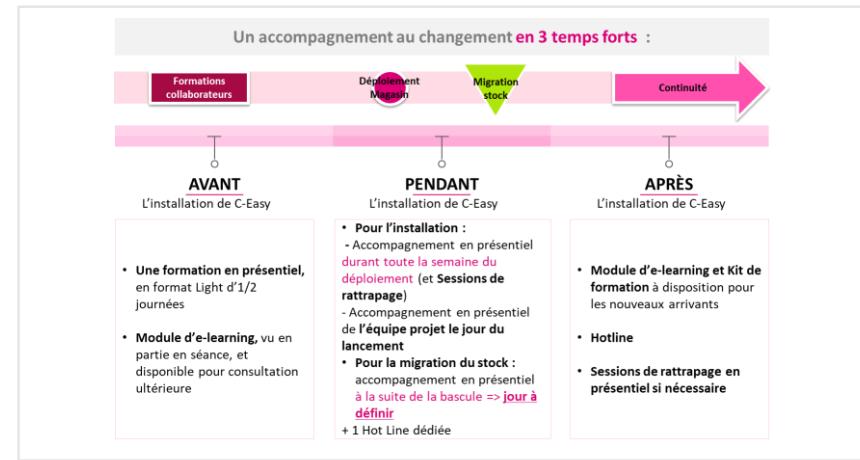
Retail – 2013 sales = 1.2 bn€ - 21 department stores in France

## CONTEXT AND OBJECTIVES

- After the deployment of a new loyalty program, the retailer and its financial partner were facing an obsolescence of their joined management tool for credit cards openings. The obsolescence was related to both technical and legal issues.
- VERTONE was asked to coordinate the set up of this new informatic tool in the Client Service area on the shopping floors. This project was an initiative of the financial partner in charge of allocating credit cards and other payment facilities.
- Objective : support of the business teams (CRM and sales) for the deployment and migration of the technical solution at the national level, including a change management plan.

## METHODOLOGY

- Support business teams in adopting new processes
- Lead the project and organize governance meetings
- Define internal and external communication plans
- Ensure the deployment of the tool in 20 stores
- Define and implement change management plan



## RESULTS

- Project implementation and ownership by in-store teams
- Improvement of the customer journey
- Improved performance of credit card openings
- Legal compliance



# Design of loyalty and CRM projects

Retail – 2018's Turnover = 1,5 Mds \$ - 70M clients in 2015

## CONTEXT AND OBJECTIVES

Almost 3 years after the launch of the brand's loyalty program, we were asked to expand the company's loyalty offers with two main objectives:

- Extend the target of the current program to European customers
- Design and implement a discretionary program for the best clients of the company

## MAIN STEPS OF THE PROJECT

- Elaboration of a benchmark on the main competitors of the company
- Definition of the target, the components of the offer and the mechanics of earn and burn in co-construction with the different entities of the company
- Elaboration of a business plan to evaluate the profitability of the project and choose between the identified scenarios
- Conduction of an impact study regarding the different entities of the company
- Definition of the deployment modalities : process, reports, communication and ceremonials
- Elaboration of the expressions of need for the data team
- Elaboration of training materials

*The 6 major trends identified as part of a discretionary program  
(extract of the benchmark)*



## RESULTS

- Launch of a discretionary loyalty program for the best local and international customers of the brand
- Launch of the main loyalty program of the brand on a new target : European customers



# Marketing team reorganization in order to achieve its objectives of final consumers' recruitment and connection in B2B2C environment

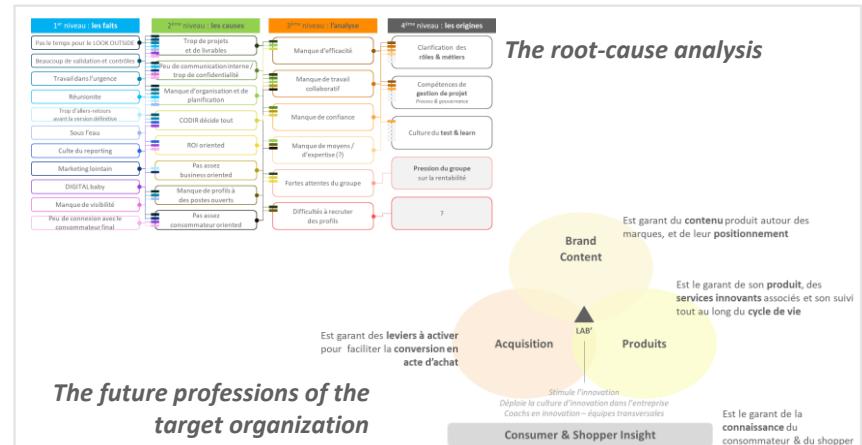
Consumer goods - CA 2016 = 14,3Mds € - 26M customers

## CONTEXT AND OBJECTIVES

- In the high competitive environment of Consumer Goods, the Marketing Direction has set final consumers' recruitment and connection objectives in order to become n° 1 on its market.
- VERTONE took part in the optimization of the Marketing Team's organization in order to reach their objectives.

## MAIN STEPS OF THE MISSION

- Analyzed the current situation through 20 interviews with the whole Marketing Team and their direct coworkers, then summarized this diagnosis with a root-cause analysis.
- Linked to the objectives, constructed the main profession in the Marketing Team and the target organization.
- Sized the target organization by listing all the tasks of the new professions.
- Constructed the communication and deployment planning.



## RESULTS

- Final organization.
- Board Meeting validation.
- Next trainings planned.



## Optimization of the intern operation by working both on processes and culture

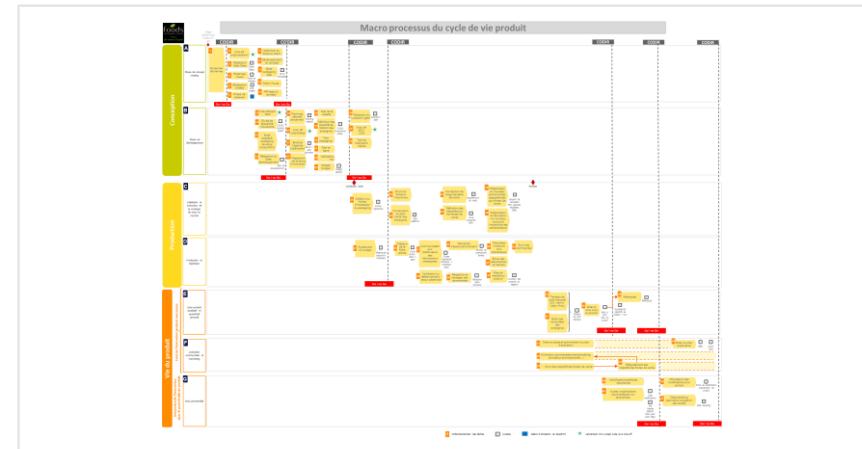
Consumer goods - CA 2016 = 14,3Mds € - 26M customers

### CONTEXT AND OBJECTIVES

- In the highly competitive environment of Consumer Goods, the company wanted to improve its intern processes
- VERTONE took part in the optimization of the go to market process and helped them define the corporate culture and its achievement in the daily work

### MAIN STEPS OF THE MISSION

- Animation of a two day training about Project Management
- Preparation and animation of 5 workshops to optimize the existing go to market process and define the target solution (steps and roles/ responsibilities)
- Realization of a qualitative study to assess the level of understanding of the employees about the existing corporate values
- Preparation and animation of a workshop to discuss the values and define how they could be embodied in the daily work of the employees



### RESULTS

- Final organization.
- Board Meeting validation.
- Next trainings planned.



# Design and organization of strategic thinking seminars about new payments needs for players of specialized distribution

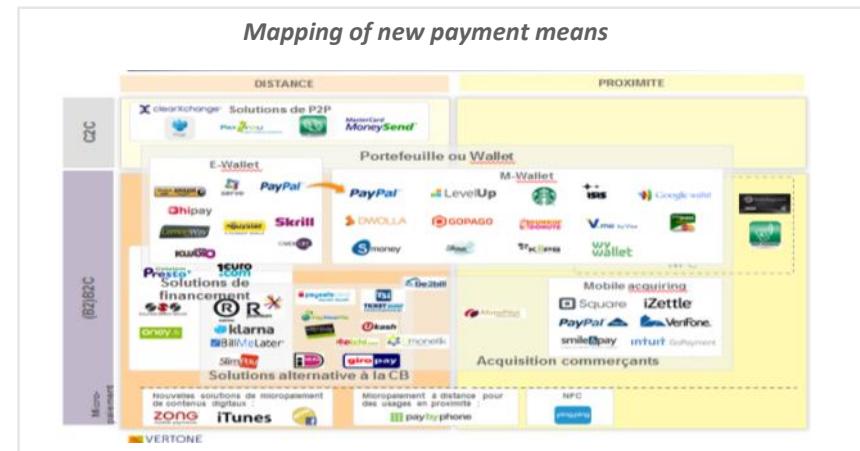
## Players of specialized distribution: clothing, sport, automotive services

### CONTEXT AND OBJECTIVES

- Our clients are main players of specialized distribution, with wholly-owned and franchised store networks.
- Those retailers wish to understand the trends and evolutions of payment needs, consumer credit and customer loyalty. They also wish to identify the solutions to implement to ensure their international growth or rethink their cross-canal customer experience.

### MAIN STEPS OF THE PROJECT

- Introduce the market environment and trends:
  - Regulation changes
  - Ecosystem of the payment market and new business models
  - Changes in payment means usages
- Conduct a mapping of new payment means worldwide. Focus on some major innovation topics:
  - Wallets
  - Payment solutions alternative to credit card
  - Mobile acquiring solutions
- Build the seminar agenda and facilitation, including the participation of experts (Buyster and Paypal).
- Design all materials for the seminar and facilitate it.



### RESULTS

- Exhaustive assessment of new payment services existing worldwide.
- Design of a seminar material rich of information but easily understandable and adapted to the seminar format, enabling client to get a whole vision of the solutions, the stakes and the possible gains for retailers.



# Define and determine non-cash advantages and specific advantages for VIP clients for the future loyalty program linked with brand positioning

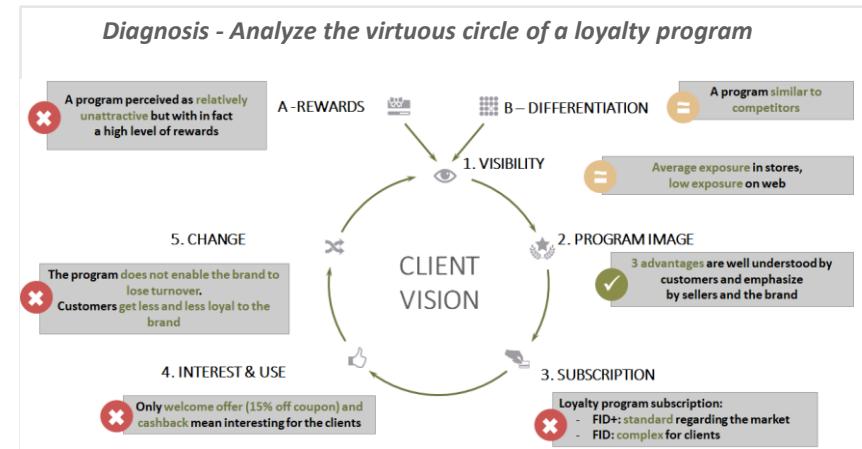
Retail industry / Household - CA 2014 = 473 Billion € - 2 M cardholders

## CONTEXT AND OBJECTIVES

- The client is a French actor among household industry. The company has started a repositioning plan of its brands : premium assortment, brand image renewal, new concept store, ...
- The client would like to define, thanks to VERTONE support, a future loyalty program linked with its new brand positioning

## MAIN STEPS OF THE PROJECT

- Realize a diagnosis of the current loyalty program : loyal customer database analysis, analysis of customer value drives, interview of stores' directors and marketing directors, benchmark of others programs among household and retail industry
- Define objectives for the future program linked with the new brand positioning
- Organize brainstorming workshop to define program rewards
- Create a program structure and rewards to give. Define also rules regarding rewards allocation
- Modelize Business Plan for the future program : costs and profits modelization, client database evolution and additional turnover expected thanks to the future loyalty program



## RESULTS

- Diagnosis of the current program
- Organize 2 brainstorming workshop and 1 workshop to prioritize advantages for the future program among one program structure
- Business Plan modelization for 4 years of the future program



# Qualitative and quantitative diagnosis of 2 loyalty programs

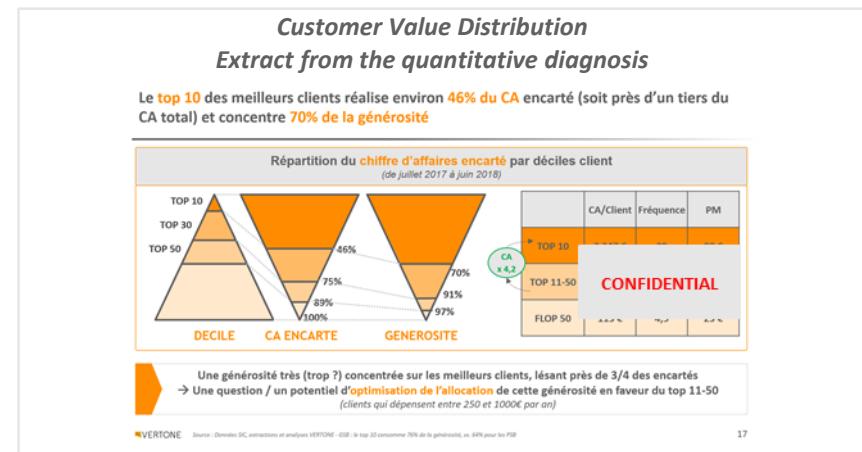
DIY superstore chain - Revenue 2017 = 1.9 billion €

## CONTEXT & OBJECTIVES

- Having bought over one of its competitors, a DIY superstore chain calls on VERTONE to carry out a qualitative and quantitative audit of the loyalty programs of both brands, in order to determine an optimization path for these programs, and the relevance of a possible merger of both programs

## MAIN STEPS OF THE PROJECT

- Interviews with employees from both brands (marketing and sales teams, as well as a few store managers) in order to determine the strengths and axes of improvement of the two programs, as well as the objectives of a possible renewal of such programs
- Creating and analyzing the results of an online survey sent to the sales outlets and customers of both brands to evaluate current programs
- Quantitative analysis of each brand's database: mapping of customer value, identification of value drivers, impact of generosity



## RESULTS

- A complete diagnosis of current programs, comparing the results of qualitative and quantitative studies, and supported by reliable figures
- Determination of the major challenges of program optimization, and of the first potential solutions to address these issues.



# Definition of loyalty scenarios

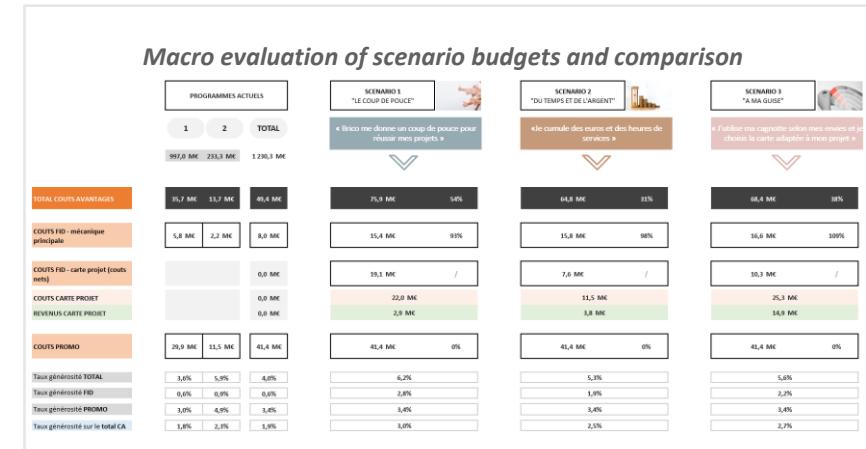
DIY superstore chain - Revenue 2017 = 1.9 billion €

## CONTEXT AND OBJECTIVES

- Having bought over one of its competitors, a DIY superstore chain calls on VERTONE to define loyalty scenarios, based on the assessment of the programs : objectives, number of programs, structure, advantages

## APPROACH

- Define the new program principles, answering some key questions : objectives of the program, brand choice, targets, mechanisms
- Prepare and animate two workshops on the advantages, co-built with both Marketing & Commercial teams : transactional advantages, emotional advantages and services
- Define 3 scenarios answering the objectives and based on the outputs of the workshops
- Build a macro business plan of the 3 scenarios based on dedicated data
- Validate the relevance of the advantages by preparing a customer study



## RESULTS

- Co-building of scenarios with internal teams, and with all the key Departments from the beginning of the study, for a better approval
- Definition of 3 scenarios answering the defined objectives and with distinct value propositions
- Validation of the scenarios by the Direction
- Identification of the next steps to continue the project



# Analysis of the customer value of a food retailer

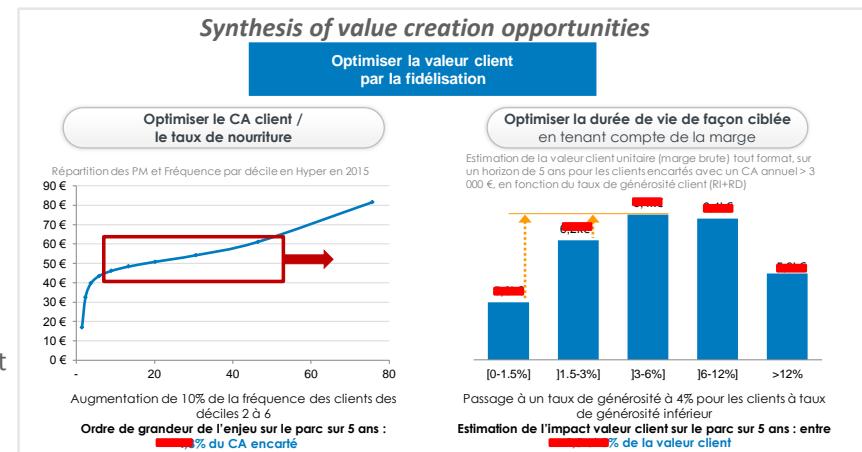
Retail - Revenues 2016 = 85,7 billion euros

## CONTEXT AND OBJECTIVES

- The brand distributes promotional incentives or loyalty program to its customers. These advantages can be targeted or open to all, and accessible under specific purchasing conditions.
- Despite a generosity level in line with market standards, the loyalty card presentation rate has declined in recent years, and customer surveys reveal a strong dissatisfaction with the program's level of generosity

## APPROACH

- Analysis of the existing loyalty programs and the customer segmentation used for it
- Analysis of customer behavior according to the level of perceived generosity
- Implementation of a methodology for calculating the value generated by a customer, integrating the lifespan and perceived level of generosity
- Identification of the impact of each of the generosity mechanisms, and quantification of their contribution to the value creation
- Proposition of scenarios to rebalance the distribution of generosity in order to develop customer value, without additional investment



## RESULTS

- Sharing of the study's conclusions within each of the departments
- Industrialization of the indicators identified for regular monitoring
- Creation of new objectives for the loyalty program
- Support in the definition and the implementation of the new loyalty program



# Redesign of a food distributor's loyalty program

Retail - Revenues 2016 = 85,7 billion euros

## CONTEXT AND OBJECTIVES

- The brand was historically one of the first ones to offer a loyalty program. However, the program has not changed much over the past years.
- The brand has developed multiple store formats (physical and e-commerce), for which the loyalty program is not adapted and not compatible.
- Continuous decline in the turnover generated by customers with a loyalty card over the last few years. Poor quality of customer data (low rate of customers who can be contacted by mail / courier / SMS)

## APPROACH

- Diagnosis of the existing situation and definition of new objectives for the program: benchmark, quantitative and qualitative study (internal and with clients)
- Design of the new program: animation of workshops, synthesis and proposition of concepts, tests with customer study (quali & quanti)
- Creation of the Business Plan for the new program
- Writing of an expression of requirements and support the implementation of the new program
- Projects management: identification of the projects to be carried out, the persons in charge, the provisional planning; the governance mode
- Support the implementation of the program (legal, IT, communication, media, training)

**Benchmark and strategic targets to be addressed**

The infographic is divided into several sections:

- DES CIBLES STRATÉGIQUES À RECONNAÎTRE ET ANIMER EN FONCTION DE LEURS MOMENTS DE VIE OU CENTRES D'INTÉRÊT**: Shows four relationship clubs: Club bébé, Club beauté, Club animaleine, and Club enfants.
- Des clubs relationnels, sur inscription**: Shows three clubs: Club bébé, Club beauté, and Club animaleine, along with editorial and consulting services and exclusive offers.
- Les acteurs de la distribution ont récemment fait évoluer leurs programmes**: A timeline from January 2016 to March 2017 showing various program evolutions across different sectors like Franprix, Casino, Monoprix, and Cora.
- Des programmes d'avantages ciblés en fonction des moments de vie**: Shows targeted benefit programs for Millennials, Seniors, and Best Clients.
- De nouveaux modèles émergent pour s'imposer comme des standards du marché, révolutionnent les usages par l'utilisation de la data et du numérique**: Mentions GAFA (Google, Apple, Facebook, Amazon) and others like Uber, Rakuten, Tencent, and JD.com.
- Les GAFA ont réussi à réinventer les modèles de fidélisation historiques à partir d'écosystèmes propriétaires intégrant, de manière cohérente, l'acquisition et le maintien de la fidélité à la dépendance (attachement)**: Shows how GAFA have revolutionized traditional loyalty models.

## RESULTS

- In-depth analysis of customer value
- Identification of concrete objectives for the new program
- Definition of a new program that meets the objectives set and validated by customer studies
- Definition of different relationship clubs
- Support for implementation in the 1500 stores



# Opportunity study for the launch on an eBusiness activity

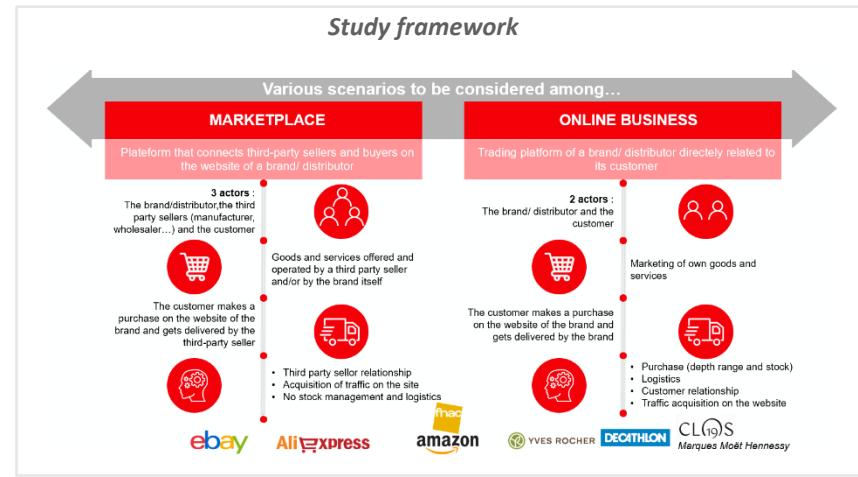
Mass market (beverages) – Revenue 2016 = €2,2 billion

## CONTEXT AND OBJECTIVES

- The client's distribution model is exclusively indirect, the products are distributed to the outlets (Hotels, cafés, restaurants) through wholesalers
- Client's historical brands benefit from a high notoriety and a strong penetration level among the outlets
- Our client wish to study the opportunity for a digital road-to-market addressing directly the outlets in order to collect customer knowledge and to improve new brands / small running brands' penetration

## MAIN STEPS OF THE PROJECT

- Analyze the internal opportunities and brakes (existing projects, specific constraints) and identify the internal transverse stakes among the internal stakeholders
- Assess existing distributor's digital maturity and partnership opportunities (with wholesalers and industrials): interviews with the major B2B Food Services players
- Identify 4 distribution scenarii and transvers levers to activate in order to answer the identified stakes
- Build a consolidated and phased recommendation: value chain, product range, customer target, economic model, logistics options, potential partners and assess the operational impacts



## RESULTS

- Detailed recommendation and arbitration arguments towards each distribution scenario
- In-depth qualification of the recommended eBusiness model and identification of the financial and organizational impacts
- Definition of the implementation macro-roadmap



# Design the customer experience program for a luxury beauty brand

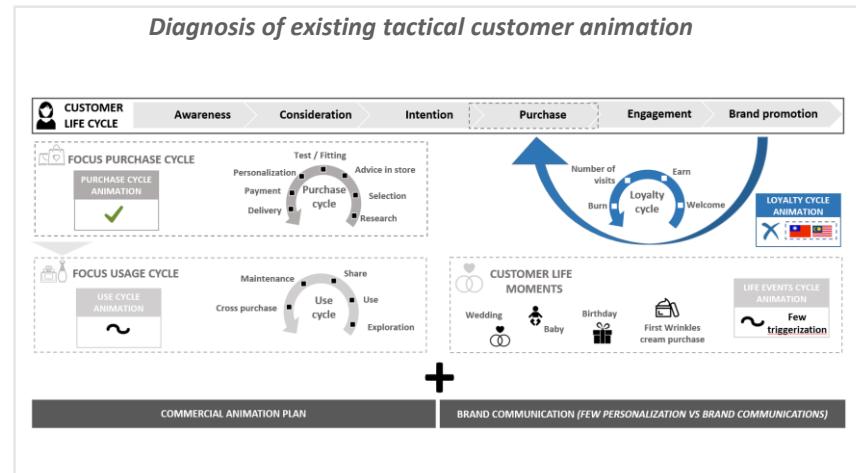
Beauty & Personal care – Revenue (2016) = €1,4 billion

## CONTEXT AND OBJECTIVES

- The client need to rebuild the existing customer experience program (loyalty program, engagement and customer animation on 5 pilots-markets)
- The new program has to answer brand business stakes, in a context of high value customers, with high expectations in terms of rewards / high end services, accustomed to the luxury universe of similar beauty brands
- The target vision must take into account the local specificities and be aligned with an elitist brand image being in the DNA of this luxury house

## MAIN STEPS OF THE PROJECT

- Qualitative and quantitative analysis of existing program performance
- Identification of objectives, ambition and ruling guidelines of the target vision
- Building evolution scenarii during workshops on all aspects of the program : loyalty, engagement, omnichannel customer animation
- Definition of the target vision answering all objectives and local specificities : earn and burn mechanisms, accessibility conditions, customer animation structure
- Building the economic modelling of the target vision : costs and revenue structure, break even, and 2 years projection
- Identification and categorization and quantification of all deployment enablers



## RESULTS

- Identification of a strongly disruptive yet tangible target program suited to the brand's luxury universe
- Interval validation of the detailed program structure : program promise, associated costs and tied enablers
- Internal appropriation of quantitative and qualitative insights streamlining the final recommendation



# Revamping of the Clienteling tool used by beauty consultants in points of sale worldwide, for the cosmetic industry of a luxury brand

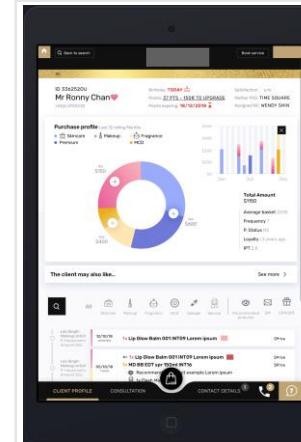
Cosmetics - CA (2016) : 1,4 Mds €

## CONTEXT AND OBJECTIFS

- The client (Director of International Retail) asked Vertone to redesign the Clienteling tool available on iPads for the beauty consultants of all the brand's points of sale worldwide
- The revamping of the tool has to fit with the business stakes of the brand (increase client value) and with the customer experience strategy (personalize the client relationship during the sales ceremony in store)
- The target vision of the future tool must take into account the specificities of the different markets and be aligned with the brand's identity
- The tool has to provide a smooth, intuitive and easy navigation

## APPROACH

- First phase : interviews with the key stakeholders of the project and field visits in Europe and Asia in order to establish the diagnosis of the current tool, identify points of optimization and define the objectives of the future tool
- Second phase :
  - Definition of the needs and requirements of the final users of the tool thanks to a design thinking approach
  - Design of the mock-ups of the future tool by a UX/UI designer managed by Vertone
  - Establishment of a roadmap by level of priority depending on the business priority and the technical feasibility



Functionalities	Business value	Level of technical difficulty	Roadmap
Pie chart with a "+" icon on each axis, as well as on MCD and Premium Skincare purchases, that can be Clicked on to display the Top 3 franchises and the Top 3 products of the axis with total amount spent per product over last 12 months and the % it represents on the total sales	High value	Medium	V1
Display a KPI section: <ul style="list-style-type: none"><li>Average basket</li><li>Frequency</li><li>Purchasing status (for Japan only) IPT</li><li>Loyalty : number of years/months since 1st visit at Dior</li></ul> The KPIs should be calculated over the last 12 rolling month	High value	Low	V1
When user clicks on a "graph" button next to pie chart, display bar chart. The user can then click on a "X" button right to the bar chart. The user can open the bar chart AND the Top 3 products axis combined at the same time. As these two information should be displayed at the same place (at the right corner of the sales profile), the 2 buttons can only be opened one by one	High value	Medium	V2
For displaying all the purchases in the last rolling 12 months with the amount spent per purchase per month & if the client has made several purchases in the same month, display the cumulated amount spent this month	High value	Medium	V2
Bar chart: display purchase of different axis in different colors	High value	Medium	V2
Bar chart: indicate if a fragrance has been bought in an MCD store, using a specific color	High value	Medium	V2
Bar chart: specific color to indicate the Premium skincare purchases	High value	Medium	V2
Display a list for "products that the client may also like" (system generated suggestions). This algorithm could be based on different data sources: <ul style="list-style-type: none"><li>Past purchases</li><li>Client wishlist on Dior.com</li><li>Recommended products scanned by the BCs during previous visits</li></ul> Current market product strategy (the market may want to push certain iconic products)	High value	High	V3

## RESULTS

- Functional specifications detailed screen by screen (functionalities by level of priority and navigation)
- Animated mock-ups including navigation between the different tabs
- Project roadmap devised into 3 versions of the future tool, from a V1 integrating quick-wins of ergonomics and navigation, to a V3 integrating more technical and dynamic functionalities



# Construction of the CRM animation plan for a food service company

Food services - Revenue 2014 = 600M € - 60M customers

## CONTEXT AND OBJECTIVES

- As part of the overhaul of its CRM tools and its new loyalty program, the client wanted to build an ambitious multi-channel customer animation plan structured around its new customer segmentation, to meet its objectives.
- VERTONE was involved from the framing to the final rendering and the animation of brainstorming workshops.

## APPROACH

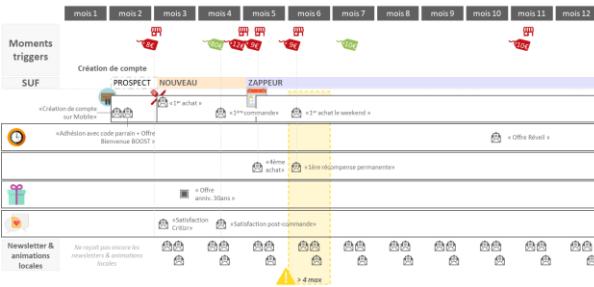
A 3-step methodology was adopted for this mission :

- Define the objectives of the segments of the customer base, and collect all campaign ideas.
- Detail campaigns with the right message, to the right customer, at the right time, through the right channel and with the right offer.
- Then prioritize them for the launch of the loyalty program and structure them into customer plans. Ensure that the fixed relational pressure volumes are respected by adding up all the brand's speaking to its customers.

## Animation plan's illustration through persona example

Mélanie, la nouvelle  
41 contacts sur 11 mois, soit une moyenne de 3,7 contacts par mois\*

\*en accord avec le volume moyen d'un PROSPECT (3 mois/mois), d'un NOUVEAU (6 mois/mois) et d'un ZAPEUR (4 mois/mois)



## RESULTS

- Animation plan including 67 campaigns structured into 9 customer plans, including 38 campaigns prioritized for the launch of the new loyalty program
- Identification of the next actions and key success factors to ensure the proper configuration of the campaigns at the launch of the new program, and to perpetuate the animation plan over time (among others: setting up a weekly editorial committee, building campaign templates, etc.)

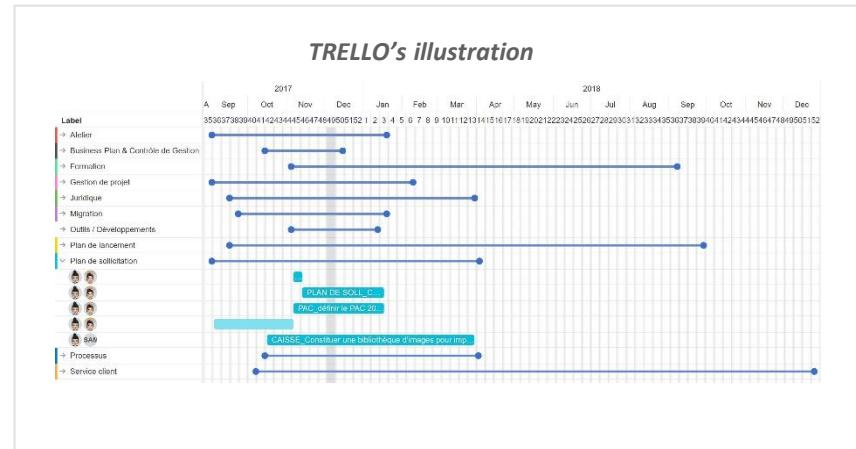


# Project management support & initialization of actions related to the launch of the new loyalty program

Food services - 2014 Revenues = 600M € - 60M customers

## CONTEXT AND OBJECTIVES

- Wishing to launch a new loyalty program and develop its customer knowledge, the client called on a software publisher to rebuild its 3 tools: the offer engine, the customer's referential and the campaign management tool.
- Vertone was asked upstream to build the new loyalty program, write the specifications and during this mission to support the client in the analysis phase with the new publisher.
- At the same time, Vertone supported the project team in the initialization of the actions for the launch of the new loyalty program



## APPROACH

- Prepare and participate in workshops to analyze the redesign of the 3 CRM & loyalty tools
- Identify and initiate actions for the launch of the new loyalty program
- Set up and support the project team to develop skills in the project management tools and supports

## RESULTS

- Planning of the analysis phase maintained
- Actions initiated
- Autonomous project team in the use of management tools



# DAM (Digital Asset Management) international deployment to improve digital content management on all channels

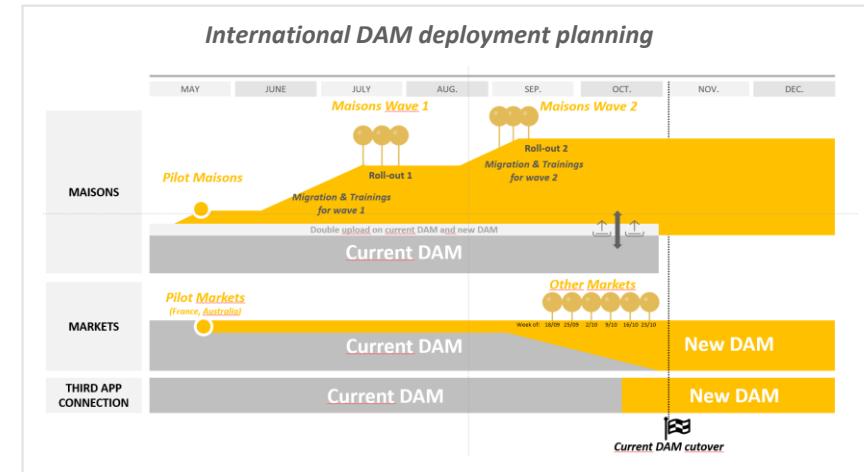
Luxury – Revenue (2016) = € 323 Million

## CONTEXT AND OBJECTIVES

- As part of his digital transformation, an International French Wine and Spirits company wants to redesign the way it manages assets by deploying a DAM and enhance its digital strategy on all channels (e-retail, e-commerce, communication, sales, corporate ...).
- VERTONE have accompanied the business teams of the client in the project scoping and the international tool deployment.

## MAIN STEPS OF THE PROJECT

- Participate to project scoping, from business needs gathering to detailed Roadmap definition
- Support the design of the DAM following the AGILE method
  - Business needs diagnostic, user tests, bug reporting
  - Existing contents migration
  - New features identifications
- Design of the targeted business content management processes
- Define and deploy the international roll-out strategy
  - Change strategy: communication plan, trainings, on-site support
  - Technical and business support plan definition and deployment



## RESULTS

- Development of an answering business needs tool (legal information storage, link with product information, sharing feature, organized and secured assets storage, upload of high-definition contents...)
- International tool deployment for 13 Brands and about 50 Markets has been done in a 6 months period



# Fashion e-retailer customer segmentation

Retail / e-commerce - Turnover 2016 = 40 M € (approx) - 400 K customers

## CONTEXT AND OBJECTIVES

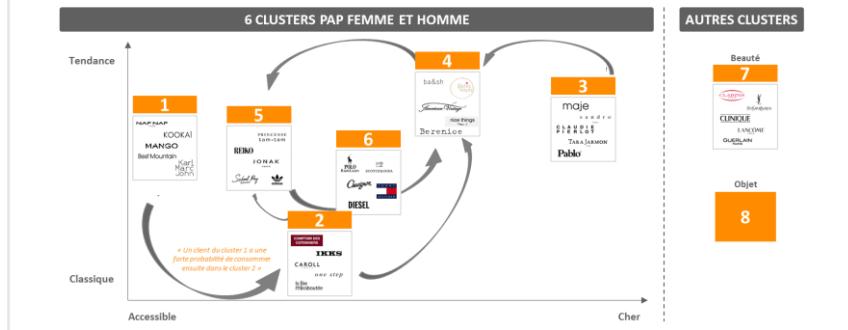
- A fashion and beauty products e-retailer, faced with a problem of personalization of their customers' online experience (newsletter content, website...), wishes to enhance their understanding of their purchasing behavior
- In this context, Vertone was asked to devise two types of operational customer segmentations : one using the RFM method (recency, frequency and monetary value) and another regrouping the brands depending on their levels of cross-buying.

## MAIN STEPS OF THE PROJECT

- Segment** all the customers (inactive, active and new ones) using the RFM method
- Describe** all RFM segments obtained by computing a set of meaningful KPIs (loyalty points burn rates, newsletter opt-in, customer service...)
- Analyze** movement of customer masses between segments using transition matrices
- Group** brands into "clusters" according to their cross-buying by customers and connect each customer to his preferred cluster
- Evaluate** the customers' inclination to consume a single brand, several brands of the same cluster or several of different clusters

## Mapping of the brand clusters and the nearest neighbour for each

Les clusters ont des **positionnements bien marqués** de prix et de style, avec des mouvements entre clusters liés notamment au positionnement prix



## RESULTS

- Implementation of both operational segmentations in the client's IT systems
- Providing the customer with the results of the analyses related to the purchasing behavior within the different segments (segment IDs)
- Mapping of the brand clusters in order to highlight cross-selling and up-selling opportunities



# Setting up of feature team organization and et support of two teams as product owner for a pure player

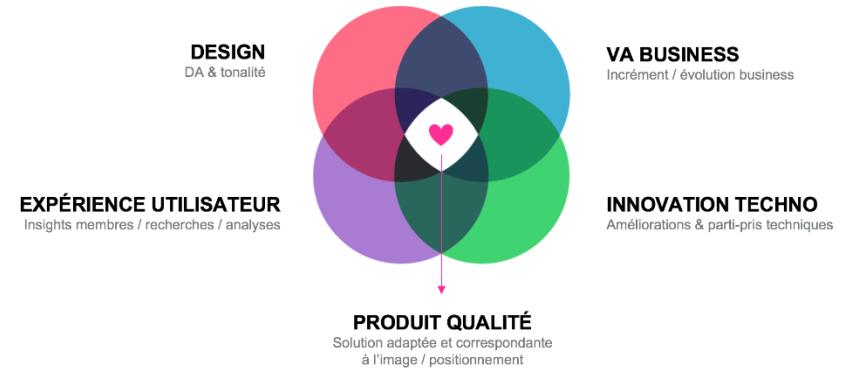
Distribution - CA 201 = XX Mds € - X M clients

## CONTEXTE ET OBJECTIFS

- A pure player aimed at reducing its time to market by increasing the productivity of its front office teams called upon Vertone to help them setting up a feature team organization
- To do so we consolidated the setting up of the first feature teams and we supported two teams as product owner : the first one was in charge of customer acquisition and the second one of the sale cycle

## DÉMARCHE

- Setting up the first two feature teams :
  - Recruit the team members
  - Define the team vision
  - Implement Agile rituals
  - Define the communication process with stakeholders
- Supporting the teams as product owner :
  - Define the team objectives (OKR)
  - Collect customers and stakeholders needs (Acquisition, CRM, sales production, marketing B2B, supply)
  - Prioritize needs
  - Scope and schedule the development of new features
  - Follow the main KPIs



## RÉSULTATS

- Identification and sharing of best practices
- Acquisition Team :
  - New features : rebuild of the main registration form, setting up of the Facebook Connect, implementation of personalization algorithms
  - Results : increase by 20% the registration rate
- Sales Team:
  - New feature : rebuild of the mobile application
  - Results : increase the revenue per customer by 3%



# Definition and deployment of a new Loyalty Program starting with a 6-months pilot phase for a major actor in the commercial real estate industry

Distribution – Turnover = 63,7 Bns € - 1,2 Bns of visitors per year

## CONTEXT AND OBJECTIVES

- The Client has one major business objective: increase the number of stores visited per visit in the Shopping Center.
- VERTONE has defined the target Loyalty Program to meet this objective and implement a 6-months pilot phase to test it.

## APPROACH

- Define of the customer promise and loyalty mechanism (assessments and feasibility studies, marketing workshops, financial modelling, ...)
- Analyse impacts (selection of IT suppliers, workstream scoping, ...)
- Implement identified workstreams necessary to launch the pilot: IT, UX, Communication, Legal, CRM, ...
- Launch a 6-months pilot in 2 Shopping Centers



## RESULTS

- Launch of the pilot.
- Pilot objectives have been met.
- The Client considers launching this new Loyalty Program on other assets in the next months.



## **Framing and conception of an approach of setting up partnership with retailers**

**Distribution – 2018 revenue = 63,7 Bn € - 1,2 Bn visitors per year**

## CONTEXT AND OBJECTIVES

- The customer wants to set up a partnership approach with its retailers to value its DATA
  - VERTONE was selected to define the possibilities of partnership and define all the possible packages for the different retailers

# MAIN STEPS OF THE PROJECT

- Collection of existing DATA on the various tools of the brand
  - Interview with various interlocutors to study the DATA transmitted to retailers
  - Identify brand strengths and interesting DATA to meet the needs of retailers
  - Proposal and automation of a dashboard

## Illustration

## RESULTS

- Presentation about the possible levers to be activated for retailers for commercial RDVs
  - Annual and quarterly report to retailers
  - Definition of packages for retailers



# Design of new Client Programs

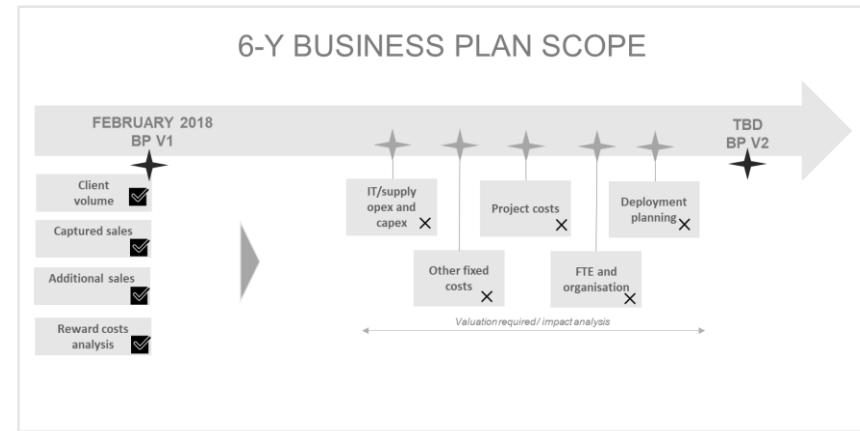
High-end cosmetic skincare – 2016 net sales = 400 CHFm - 4,436 POS worldwide

## CONTEXT AND OBJECTIVES

The client is a leading player in the selective skincare business, whose competitors have already launched a loyalty program. After drawing a complete overview of main competitors' and key actors' loyalty programs, VERTONE was asked to study the relevance of launching two Client programs in two steps

## MAIN STEPS OF THE PROJECT

- Define CRM strategic objectives based on all available information: 1) internal analysis, 2) loyalty and mobile app benchmark built by VERTONE, 3) CRM assessment, 4) 2020 strategic plan
- Design of 2 new Client programs
  - **Client experience based program** in the direct channel only, segmented as follow:
    - 1) VVIP / VIP in order to increase retention rate
    - TOP clients with the objective to increase their annual spending
    - NEW clients in order to develop the repeat rate of their purchase
  - **Loyalty program** in both direct and indirect channels, open to all clients. The mechanism was based on gifting rewarding number of products purchased
- Formalization of the main customer journeys on the macro level. For the indirect channel, a system of unique code inserted in the packaging was imagined



## RESULTS

- Validation of CRM strategic objectives
- Definition of all customer journeys across all distribution channels
- Valuation of the 6-year business plan 2018-2023 with a focus on additional turnover attended and cost of generosity
- Production of presentations for top management as well as workshops in Shanghai



# Design of a new loyalty program

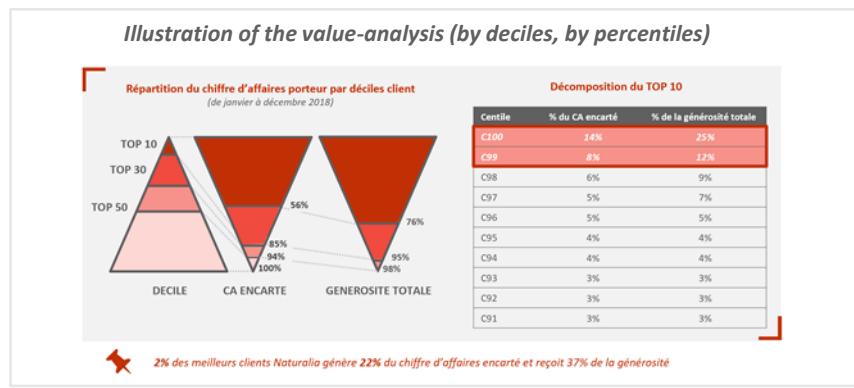
Retail – Turnover 2018 = 250-300 M€ – Around 500 K customers within the program

## CONTEXT & OBJECTIVES

- The company asked Vertone to redesign its loyalty program.
- The 9-week project had 3 different phases :
  - The **diagnosis** of the current loyalty program,
  - The **conception** of new scenarios,
  - The **financial modelling** of the new loyalty program.

## DÉMARCHE

- Elaborate the **diagnosis** of the current loyalty program through **interviews, shop visits, quantitative analysis** (value-analysis, generosity distribution and so on)
- Define and validate the **objectives** of the new loyalty program
- Prepare and conduct **2 creativity workshops** in order to build new scenarios with transactional, emotional and service-based advantages.
- Design **2 scenarios** meeting the objectives i.e. taking into account **food tends, responsible consumption**.
- Build the **Business Plan** of the validated scenario (additional costs and revenues, breakeven, P&L)



## RÉSULTATS

- 15 outcomes** about the current loyalty program shared in Steering Committee, **2 key objectives**, **2 priority targets** and **3 prerequisites** of the new loyalty program validated during the same instance
- Presentation and macro financial modelling of **2 scenarios** and **2 versions**
- Elaboration of the validated scenario **business plan**
- Validation** of the recommended scenario and related business plan in Steering Committee



# Define worldwide customer and digital transformation program for a French group of cosmetics

Cosmetics – Turnover 2018 = 2.3 Milliards €

## CONTEXT AND OBJECTIVES

- A French retailer on global cosmetics market, aims at transforming its B2B activities in order to fully integrate the impacts of digital technology and reposition the consumer at the heart of its strategy.
- VERTONE initiated the framing phase by integrating a "consumer centric" vision into digital projects and taking into account the specificities of the group's brands (10 brands) and clusters of countries (40 subsidiaries and +100 distributor countries).

## MAIN STEPS OF THE PROJECT

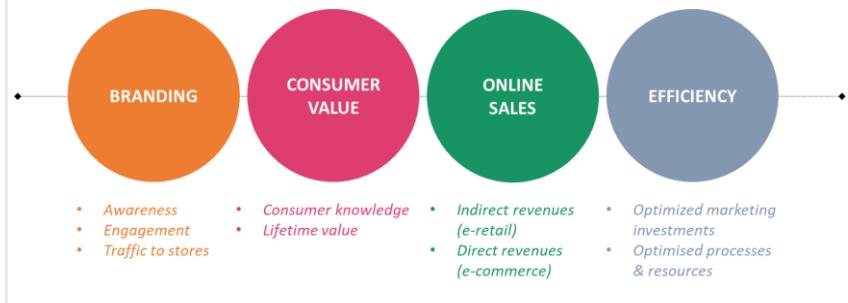
At global level:

- Define a clusterisation of countries and a brand x country segmentation to enable the ambition of the digital program to be adapted to the group's business challenges through several scenarios
- Evaluate scenarios and their macro-impacts and define the key KPIs of the program. Prioritize projects to define the roadmap of the digital program

At each stream level:

- Monitor 7 streams definition and design: Data, CRM, e-commerce, digital footprint, Social Media, Media, PIM / DAM
- Realize a diagnosis and needs collection (brands x Markets) for each stream. Complete this diagnosis with a benchmark of digital trends.
- Define the ambition of each stream per cluster as well as the performance

### 4 main objectives of the transformation program



## RESULTS

- Assessment for each stream and key learnings of past initiatives
- Ambition plan of each stream
- Country clustering and brand x country segmentation according to the challenges of digital transformation
- Identification of key KPIs for the program and for each stream
- 2 years roadmap of global actions by country cluster and planning



# Design of a new digital and omnichannel Direct Selling experience

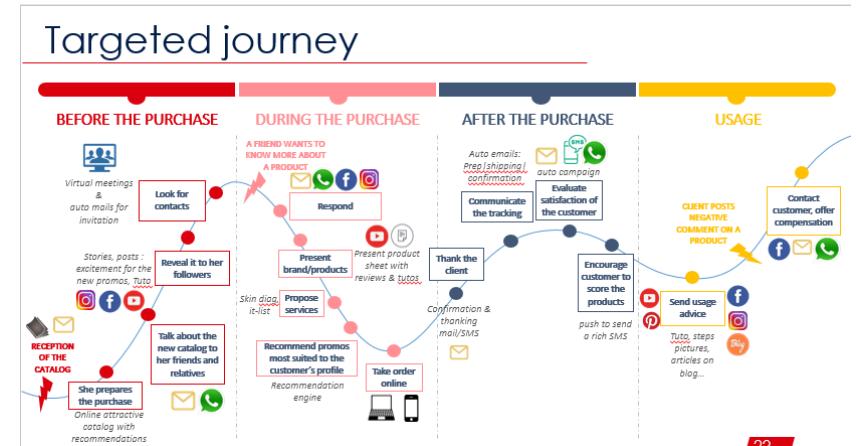
Retail - CA 2015 = 235 M€ in 5 countries – 58 M of products sold

## CONTEXT AND OBJECTIVES

- Context** : Direct Selling is full of opportunities regarding the current social trends (direct contact with customer, purchase based on recommendation, authenticity). Therefore, this selling method stay risky because of ageing sells representatives and ageing customer journey, not in line with today's consumers expectation.
- Objectives** : Build a new client strategy to anticipate the future of direct selling : simple, irreproachable, personalized and client oriented services.

## APPROACH

- Analysis of trends and expectations evolution and impact on Direct Selling Business Model
- Identification of needs for 3 major personae : Manager, Dealer, VIP Client
- Design of omnichannel customer journeys (recruitment, development and selling) for those 3 personae, in collaboration with markets (France, Spain, Italy), during a workshop
- Identification of enablers and tools to build and roll out these customer journeys



## RÉSULTATS

- Impact analysis of trends and expectations evolution on Direct Selling Business Model
- Design of a new customer journey with new touch points (especially digital) to build a better selling experience between dealer and VIP client



# Definition of the CRM trajectory and animation plan for a large retailer

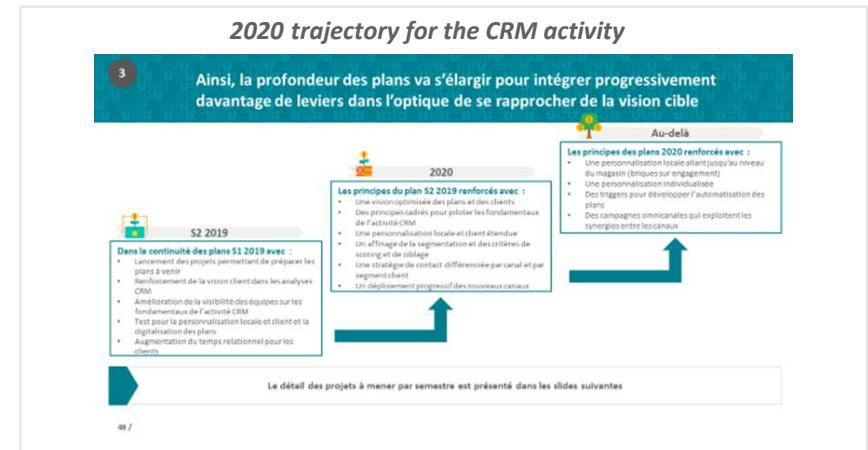
Retail - Turnover 2018 = 19,9 Mds€

## CONTEXT AND OBJECTIVES

- Our client wishes to elaborate a **long-term strategy** for its CRM activity and inscribe all the CRM actions into a **2020 trajectory**.
- VERTONE was mandated to assist the client in the **framing of the CRM trajectory** and the elaboration of its declination into a **CRM animation plan** for the 2<sup>nd</sup> semester of 2019.

## MAIN STEPS OF THE PROJECT

- Diagnosis** of the CRM activity : analysis of the existing operating modes, study of past campaigns' performances, interviews with major stakeholders
- Definition of the **ambition** and the **objectives** for the CRM activity
- Identification of the **levers to develop** and the **projects to launch** in order to reach the targeted ambition
- Identification of the **best practices** from several sectors and assessment of the maturity of the client towards the identified trends
- Construction of the **CRM animation plan for the 2<sup>nd</sup> semester of 2019**



## RESULTS

- An **ambition** for the CRM activity and a **trajectory to implement it**, which is structured into several projects allowing the team to reach progressively the targeted ambition
- A **CRM animation plan constructed for the 2<sup>nd</sup> semester of 2019** setting the first milestones for the CRM ambition



# Logistic optimization – Performance analysis

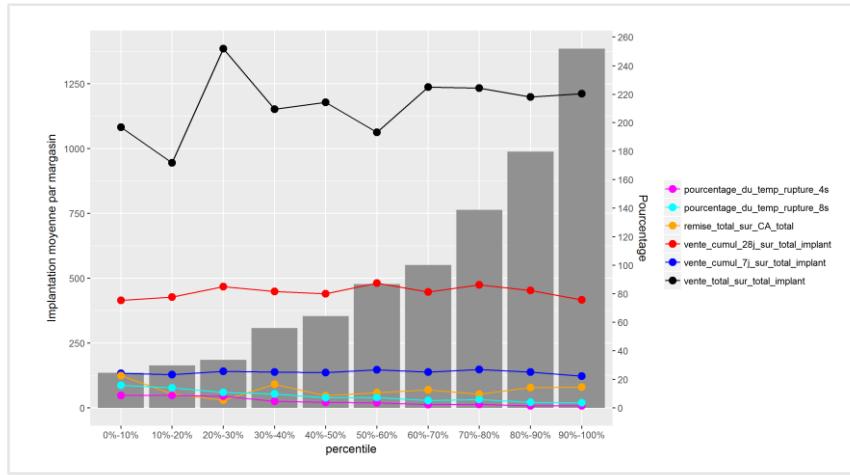
Retail – 2017 Revenue = 195 M€

## CONTEXT AND OBJECTIVES

- The client wishes to update and optimize its management system from shop inventory to product establishment, possibly on a larger scale
- Process has not evolved despite the client's significant growth
- ... and is revealing to be less and less appropriated to the growing diversity of different store profiles (160 stores as of today), including significantly different store profiles abroad (less sales volume, different size mixes, less sales...)

## PROCESS

- Apprehend performances (stockout vs. overstock) depending on available references...
- ...then, depending on certain referencing groups such as « groups of goods » and « products sizes »...
- ... by introducing product clusters in order to avoid having results too close to average depending on the density of product establishment in stores
- Finally, apprehend performances (stockout vs. overstock) depending on stores, firstly on average, but also through store clusters (small/average/big), in order to avoid having results too close to average and to identify opportunities of optimization.



## RESULTS

- A fine-tuned understanding of the issues on key performance factors such as stockout and overstock, globally and by store type.
- A tool highlighting recommendations for the ideal product establishment, by store, type of products, by size.



# Design of a new digital storytelling experience for customers, hoteliers and partners

Tourism - Revenue (2012) = € 5.4 billion - 18M customers members of the loyalty program

## CONTEXT AND OBJECTIVES

- One of the leaders of the international hotel business defined its transformation plan to address three key issues: regain control of the market against Google, the OTAs, TripAdvisor and AirBnB ; face the technological challenge ; respond to customer behavior and expectations .
- In this context of transformation, the Strategy Department promotes an operational vision of the Digital Plan.
- VERTONE operated to achieve this transformation by projecting the customers / employees / owners experience on an internal communication tool.

## MAIN STEPS OF THE PROJECT

- Understand all high impact projects through 40 interviews to learn about their contents, their purposes and their interconnections.
- Create 9 profiles, representative of the multiplicity of customers and employees of the Group, in considering clusters, brands and customer segmentation
- Create 12 customers / employees / owners journeys including 40 evolutions of key projects and following the entire multi-devices experience.
- Design a tool to make real these journeys with a visual and detailed storytelling according to the characteristics of each person.

*Example of a customer persona and global overview of a customer journey*



## RESULTS

- Customer vision presentation of the whole Digital Plan: a never seen before / original vision, incorporating all the high impact projects.
- Creation of profiles close to the reality, representative of three major types of stakeholders (customers, employees and owners) ; used by the client, especially during the launch of the Digital Plan
- Appropriation of this vision at an international level, working with digital correspondents in each country for an optimal involvement.



# Strategic study regarding the launch of a co-branded payment card, for a worldwide multi-brand hotel group

Travel Industry - 2016 Turnover = 5,6€Bn

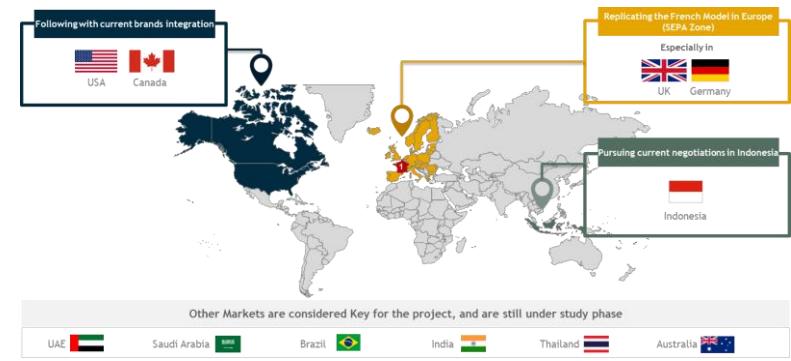
## CONTEXT AND OBJECTIVES

- After facing a significant growth of its loyalty program, the hotel group asked VERTONE to study the opportunity of launching its first co-branded card
- Objectives:
  - Generate additional revenues for the group in France and cross borders
  - Amplify the global brand awareness
  - Collect customer data and recruit new mass-affluent clients

## METHODOLOGY

- Define a global study opportunity, by geographic area (benchmarking of existing co-branded offers worldwide, studying of financial regulation by zone ...)
- List and prioritize the most relevant countries where the group could launch its co-branded card
- Lead a Request For Information and select the financial partner, in France (pilot country)
- Define the French co-branded card customer value proposition and its business plan
- Define the multichannel customer acquisition strategy of future card holders
- Implement the customer acquisition plan: define all technical requirements with channel managers, define correlated feasibility study and associated budgets
- Manage the whole project internally (team interactions, steering committees...)

*Synthèse de l'étude d'opportunité mondiale : marchés stratégiques à adresser en priorité*



## RESULTS

- Management of internal teams, on a daily basis, around the co-branded card project (about a hundred contributors)
- Delivery of a detailed and complete “co-branded card toolkit” allowing the hotel group to autonomously study, frame and deploy a co-branded card in different markets worldwide



# Define and manage the global training strategy of the integration of 3 new brands into the loyalty program of a leading hotel chain

Tourism / Hotels – Turnover 2016 : €5,631 M – 4,100 hotels – 240,000 employees – Number of clients hosted each year: 2,5M

## CONTEXT AND OBJECTIVES

- Leader in France and ranked 6th in the world, the client has recently integrated into its hotel **portfolio 3 new hotel brands** including 100 hotels. These hotels are located mainly in North America, Europe, Middle East and Asia.
- The client wishes to set up a **cascade training program** aimed at training all employees of the 100 hotels to know the global Group's loyalty program. The client asks VERTONE to help defining and manage the **global training strategy** including the **training for the loyalty program** (as well as the assimilation of migration rules), **new processes** and **new business actions / new operational gesture**.

## METHOD

The **first part of the mission** consisted in defining the engineering of the training:

- Identify the **new processes** and induced **business actions**
- Define **training modules**, contents and associated durations
- Define **impacted populations** for each training module
- Identify **trainers** and their respective roles

The **second part of the mission** consisted of managing the production of training materials:

- Make a **production schedule**
- Manage the **production** with internal teams and external service provider
- Help for the **production** of the training materials

A **transversal part** consisted in steering the training project globally:

- Prepare **communication materials** around the global training project
- Prepare and lead the different **project instances**
- Escalate alerts and risks**

Training modules and impacted populations										
	Executive Committee	All Dept Head	High Touch Hearlist Rooms Division	High Touch Hearlist Other Dept	Reservation	Revenue & Sales	Outlets Hearlists	Heart of the House Hearlists	Talents & Culture	Finance & Accounting
Executive Committee Presentation										
Fundamentals Deep-Dive Loyalty & CRM							✓	✓		
Fundamentals General Knowledge Loyalty & CRM										
Arrivals Preparation	✓					✓				
Enrollment	✓				✓					
Points Accrual	✓		✓							
Accrual monitoring & Reconciliation	✓									
Redemption (BWP,BAS, certificates) & Reconciliation	✓									
Meeting Planner										
Empowering members	✓					✓		✓		
Access Management				✓						
Fees Reconciliation										

## RESULTS

- Definition of a **training strategy in cascade** comprising **3 levels, 15 training modules** and impacting all the staff of a hotel, including **10 different innkeepers hotel types**.
- Design of **4 types of training materials** for each module:
  - a **detailed guide** for the loyalty program
  - an **oral presentation** of the training module,
  - a **teaching guide** for trainers,
  - and a **descriptive guide** of the module for participants.



# Frame of a new tier for high value customers

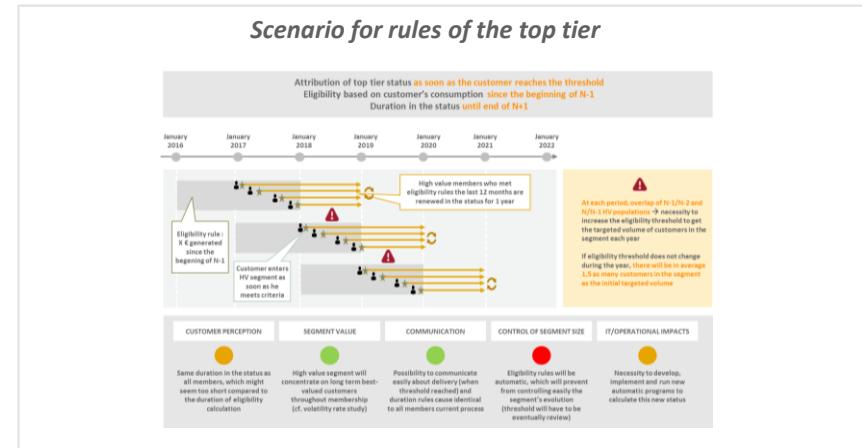
Tourism– Revenue (2012) = € 2,6 billion – 8 M customers

## CONTEXT AND OBJECTIVES

- In a context of takeover of a luxury hotel group, the client wants to frame its loyalty strategy toward its best members
- The work was designed to :
  - Identify best members and the discriminating criteria that define them
  - Frame a new top tier for these customers : eligibility rules, offer, loyalty architecture, ...

## MAIN STEPS OF THE PROJECT

- Identify members with highest value for the group and the criteria that define them
- Define entry, duration and renewal rules, through an analysis of the customer base (retention, volatility, value...)
- Define the offer and related benefits
- Define the overall loyalty architecture and the articulation of the top tier with other valuable populations (VIPs, BtoB partners, owners,...)



## RESULTS

- Recommendation on entry, duration, renewal rules, loyalty architecture and offer's main principles
- Proposition of new customer study methodologies in order to base recommendations on a dynamic study of customer behavior



# Design and roll out of US customer marketing plan

## Tourism

### CONTEXT AND OBJECTIVES

- The client needed to create a global user experience in all customer touch points
- Objectives:
  - Optimize all interactions between the clients and the brand
  - Increase repeat purchase
  - Increase client satisfaction

### CHALLENGES AND SOLUTIONS

- Make the teams be involved in the project:
  - organization of meetings integrating all the channels
  - presentation of each step of the work, including segmentation part, to optimize the understanding
- Create a cohesion between the different directions/teams: optimization and simplification of workflows between the teams for a better information sharing

### MAIN STEPS OF THE PROJECT

- Assessment: interviews, data requirements specification for extraction
- Database analysis and segmentation: customer analysis, segments recommendations, workshops preparation
- Definition of customers objectives and investments optimization
- CEO and Board presentations
- Design of a multi channel customer plan
- Roll out of the project and team lead and coordination

### RESULTS

- Customized experience rolled out in less than 6 months
- ...and impacted positively repeat purchase: +0,3 pts within 6 months



# Conception of the "client vision" component of the 2015-2017 strategic plan for a tourism player in North America

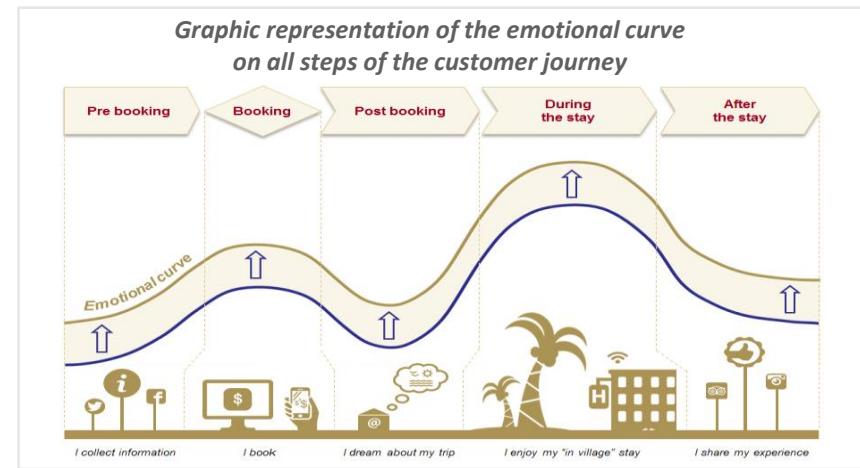
Tourism - Revenue (2013) = € 1.4 billion - 1.2 M customers

## CONTEXT AND OBJECTIVES

- The client started this project in 2012, the ambition being the maximization of the customer lifetime value.
- The project's "phase 1", designed and rolled out in 2013, resulted in the creation of a new segmentation, along with the definition of 3 objectives : increase repurchase, maintain uniqueness and develop data catching.
- This mission consists in designing the project's "phase 2" with the goal of using the social, the digital and the contact center to maximize the perceived value of the customer experience, thanks to a better customer knowledge as well as the enrichment and personalization of the experience on every steps of the customer journey.

## MAIN STEPS OF THE PROJECT

- Realize a macro diagnosis of existing rolled out actions(based on 10 interviews)
- Study behaviors of each segment by analyzing customer data and behavioral data
- Realize a benchmark of best practices and technology opportunities in the field of the enrichment and personalization of the customer experience using the digital, social and contact center
- Run a creativity seminar and feasibility workshops, and formalize the strategic plan of the marketing department for the years 2015-2017



## RESULTS

- Definition of average client behaviors for each segment by analysis of the internet browsing history and the call center's call history
- Update of the strategic plan, review of objectives, and launch of 14 work streams on 6 levers : digital / social networks / multichannel contact center / direct marketing / seamless content / seamless experience.
- Validation of the deployment roadmap by the executive committee



# Diagnosis of the sales opening and early booking offers mechanism

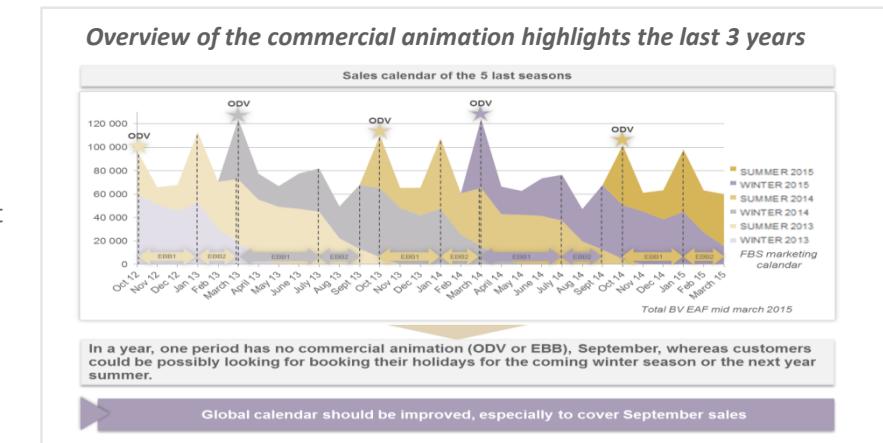
Tourism - Revenue (2013) = € 1.4 billion - 1.2 M customers

## CONTEXT AND OBJECTIVES

- Thanks to a sales opening and an early booking offers mechanism, the client achieves to perform well on the loyal customers. By convincing them to book very early, the client secures the sales and brings cash flow.
- Nevertheless, this mechanism does not work well for new customers and doesn't permit to meet recruitment objectives.
- VERTONE intervened in order to :
  - Analyze the current mechanism
  - Evaluate the relevance to change it
  - Propose and prioritize the evolutions leading the most to match their objectives

## MAIN STEPS OF THE PROJECT

- Perform a diagnostic of the mechanism by an impacts analysis with all directions impacted by the project (marketing, transport, finance...)
- Analyze the booking profiles depending on the sales and holidays period
- Understand needs of the prospects by doing a quantitative study on the booking patterns



## RESULTS

- Performance analysis of the sales opening mechanism and animation plan on the prospects and loyal clients
- Identification of the mechanism limits and of the modifications to do in order to favor the recruitment
- Presentation of the evolutions options and recommendation on the new mechanism
- Objective to launch the new mechanism 7 months after the mission



# Strategy definition for the digitalization of the stay customer experience

Tourism - Revenue (2014) = € 1.376 billion – 1.2 M customers

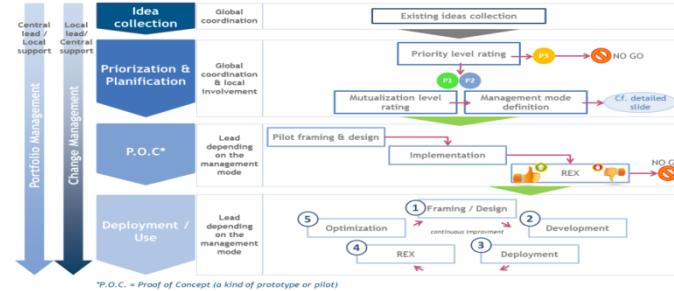
## CONTEXT AND OBJECTIVES

- A major player of the hotel industry aims to become a pioneer of the hotel stay digital experience in order to increase its clients' loyalty.
- After having tested the approach through a pilot and in a context of "industrialization" of its ambition, the client asked VERTONE to help him to frame its strategy, define key digital services to prioritize and organize the digitalization process.

## MAIN STEPS OF THE PROJECT

- Analyze the current digital experience trends in the tourism industry (benchmark of main competitors) and in other services industries (leisure, media, retail).
- Identify the objectives and the key issues of stay digital experience for the client.
- Prioritize key digital services to develop (organization of a pluri-disciplinary creativity workshop).
- Define a strategy for the digitalization of the stay customer experience.
- Define the organization and governance modes going along with the digitalization process.

## Global scheme - Organization of the customer experience digitalization process



## RESULTS

- Definition of a strategy based on 4 priorities of digital customer experience during stay :
- Fluidification of the arrival and departure paths
- Stay organization optimization and valorization of the offer
- Creation and animation of a social community of clients
- Facilitation of the interactions between clients and staff
- Definition of an organization mode enabling to work on all kinds of projects and involving a joint and flexible management between a central entity and several delocalized entities.



# Definition of the structure of the partnership with an entertainment company

Tourism - Revenue (2013) = € 1.4 billion - 1.2 million customers

## CONTEXT AND OBJECTIVES

- Context :
  - Our client identified a potential company to partner with, so as to settle a new entertaining activity in its resorts.
- Objectives :
  - To prepare negotiation with the partner :
    - Define partnership terms: objectives, KPI, RACI, HR management process, operations ...
    - Define partnership implementation : process, planning and project team organization

## MAIN STEPS OF THE PROJECT

- Identify every touch point between client customers and the new partner activity before, during and after stay in resort.
- Prepare workshops with cross-functional BU Directors to define every term of the partnership : business model, KPI, RACI, impacts on resort operations, requirements, RH management (hiring, training, management...), Change management, Branding, Communication, roll-back...
- Define implementation plan : project organization, planning & RACI between both partners

### *Illustration : Partnership objectives*

This partnership aims at 5 key objectives



## RESULTS

- Straight forward workshops management to help directors debate and decide with fast-paced rhythm
- A cross-functional alignment of the partnership terms before negotiations started



# Development of customers' marketing activation plans

Tourism - Revenue (2013) = € 1.4 billion - 1.2 million customers

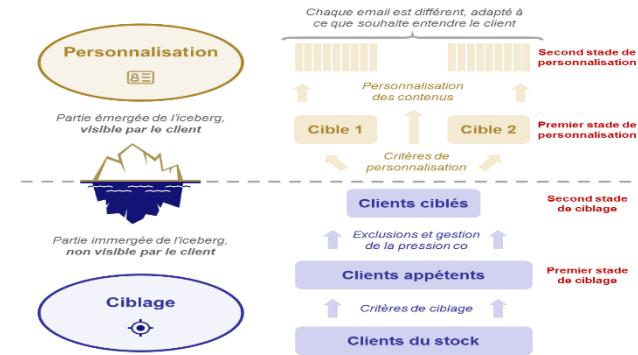
## CONTEXT AND OBJECTIVES

- The customer is experiencing a decline in its customer base due to insufficient new customers recruited, not offset by the performance in customer retention.
- One limitation of customer loyalty management is a lack of differentiation in the activation of customers during their lifecycle, which is why the client is looking for help to identify targets with a high potential of loyalty and to develop "customer - centric" marketing activation plans for these targets.

## MAIN STEPS OF THE PROJECT

- Diagnose the current customer activation (based on 15 interviews and the analysis of CRM campaigns) and define the issues and main objectives.
- Analyze the impact of customer behaviors on their loyalty and create a new segmentation of the customer base to operate the activation plans.
- Prepare and lead creativity workshops for designing activation plans focused on the customer lifecycle, with the help of benchmark elements.
- Identify the key enablers, detail the projects to implement and suggest roadmap scenarios based on available resources.

*Graphic representation of the different steps of targeting and personalization of CRM « client centric » campaigns*



## RESULTS

- Segmentation of the customer base (definition of five distinct targets with high potential for loyalty).
- Detailed themes to communicate to the customers at each speaking moment of the 15 activation plans designed.
- Strong involvement of senior management and marketing leadership in launching the project.
- Design of management and monitoring tools, and suggestion of three scenarios for implementation.



# Recommendation on repurchase rate strategy

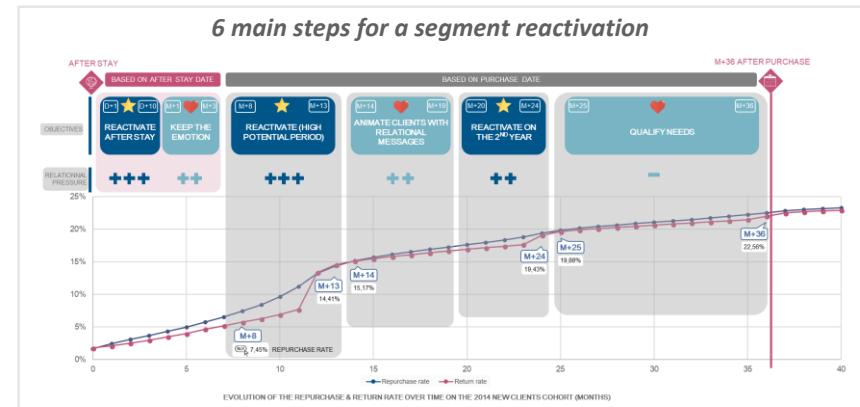
Tourism - Revenue 2017 = 1,5 billion € - 1,3 M customers

## CONTEXT AND OBJECTIVES

- This actor was mainly focused on recruitment rather than capitalizing on existing clients. A priority for repurchase has been defined : to capitalize on the recruitment efforts and build a strategy on customers repurchase
- In this context, VERTONE worked on redefining the customer segmentation to be reactivated & on defining activation strategies by segment to develop repurchase rate

## MAIN STEPS OF THE MISSION

- Analyse customer **stock** database at a worldwide level & with a focus on 3 countries :
  - Main **KPIs** analyses on the customer stock & main **evolutions**
  - Key drivers** of repurchase & cohort analyses
  - Main business value opportunities
- Propose a new customer **segmentation** to be activated, at worldwide level
- Prepare and lead **workshops** to define activation plans by segments, with benchmark examples
- Write a **recommendation** for Comex Members



## RESULTS

- A strategy **co-built** with internal teams, **validated** by Comex members & shared with countries
- A new **customer segmentation** that can be activated operationally
- Activation plans **prioritized** according to **business opportunities** identified by segments



# Development of the migration strategy for the customers members in a loyalty program renewal context

Tourism - Revenue 2015 = € 1,17 billion – 23k customers members of the loyalty program

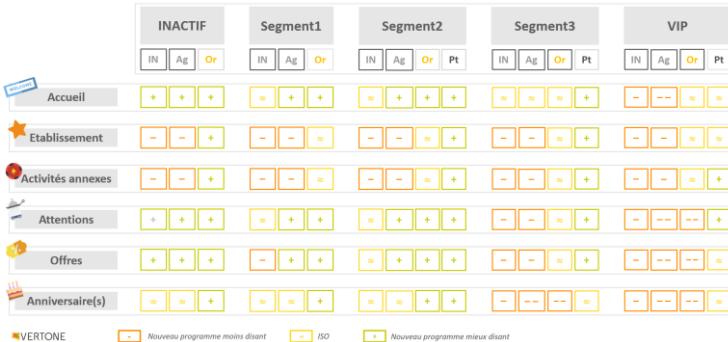
## CONTEXT AND OBJECTIVES

- This actor launched its loyalty program in the early 2000's, as a first step to improve customer experience.
- A loyalty program renewal process has been initiated, in order to change the status, general rules and related benefits.
- In this context, VERTONE has been requested to elaborate the strategy of migration for the loyalty members from the old program to the new one in anticipation of the upcoming launch.

## MAIN STEPS OF THE PROJECT

- Realize an analysis of benefits from the old and the new program to identify possible customers disappointment, particularly for high-value customers.
- Establish a global migration strategy for the loyalty program members.
- Identify and apply adjustments to limit disappointment for some types of customers.
- Recommend a migration mechanism to follow until the launch (migration mode, intern communication, customers teasing...).

*Compared analysis of the benefits from the two loyalty programs and identification of possible gaps*



## RESULTS

- Federation of operational teams around a relevant strategy migration, particularly for high-value customers.
- Sharing of convictions and recommendations on the rules and benefits of the new loyalty program that have led to some intern evolutions.



# Scoping of a customer experience program for a hotelier

Hotel industry - Turnover 2017 = 1,5 Mds € - 200 000 active customers per year

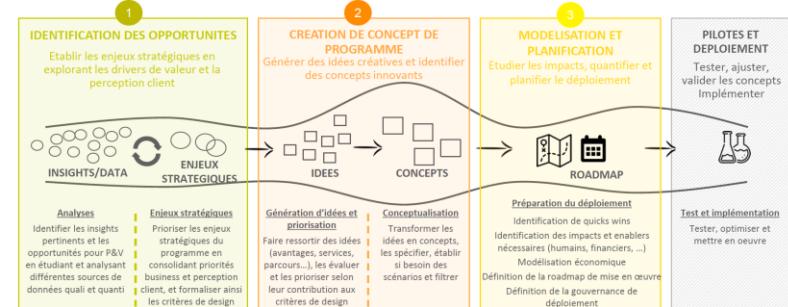
## CONTEXT AND OBJECTIVES

- A hotelier facing activation and loyalty stakes called Vertone to scope the creation of a customer experience program.
- A methodology based on Design Thinking principles was adopted to define the strategic issues of the program, to understand needs and irritants of each customer segments and co-construct the program concepts with the staff.

## APPROACH

- Identify the opportunities:
- Conduct 15 interviews with management and staff to collect intern perception and identify program constraints
- Analyse quantitatively the customer base to understand the evolution of each segment and identify strategic program stakes
- Realise an ethnographic study of customers behaviours when using the service to better understand the usage and the needs of each customer segment
- Create 4 program concepts:
- Animate 4 brainstorming sessions with the staff in order to generate and prioritize ideas to define the program concepts
- Realise a customer survey to test some key ideas of the program
- Model and plan to prepare the deployment phase:
- Identify the impacts and enablers needed
- Realise a business plan to define the program's deployment cost
- Identify the quick wins and define the deployment roadmap

Une démarche structurée en 3 étapes sur 15 semaines



## RESULTS

- Identification of 5 program key stakes and definition of the 4 main customer segments to work on
- Conducting 40 customers' interviews during the ethnographic study
- Prioritization of ideas with the staff and construction of the program
- Validation of the program and its deployment costs (800K€) by the executive committee



# Benchmark of hospitality and luxury loyalty programs to implement a new loyalty and experiential program

## Luxury hospitality and leisures

### CONTEXT AND OBJECTIVES

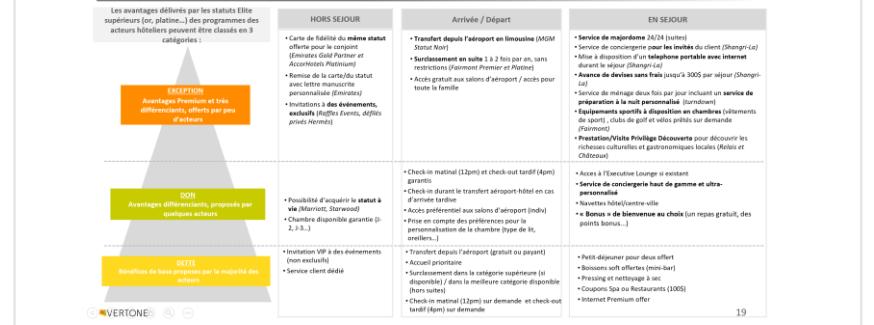
- The player, a luxury hospitality and leisure Group (gambling, catering, well-being ...), wants to set up a loyalty program common to all its activities.
- VERTONE mission was to draw a complete overview of main competitors' and key actors' loyalty programs. A specific focus on high-value clients and experiential benefits was performed

### MAIN STEPS OF THE PROJECT

- Define the scope and criteria of the benchmark
- Perform a detailed analysis of hospitality and luxury loyalty programs on :
  - Programs' characteristics
  - Services and experiences offered by these programs
  - Types of benefits (transactional or experiential)
  - Earn and burn mechanisms
  - Digital uses
- Highlight of key takeaways, best practices and differentiating benefits / services
- Recommendations to allow the client to design an impactful loyalty program with differentiating benefits

### Analysis of the benefits and their level of differentiation

L'architecture des avantages expérientiels doit être définie en prenant soin de délivrer la dette (=les attendus standards) de manière parfaite



### RESULTS

- VERTONE expertise on loyalty programs allowed to give the customer a relevant view of competitors' practices
- Recommendation on loyalty programs key characteristics in the luxury hospitality industry



# Redesign of a TV channel's website and launch of a digital device for one of its show

Media – Revenue (2012) = € 3.1 billion

## CONTEXT AND OBJECTIVES

- The client wished to **reposition one of its TV channels** in order to take into account today's young adults new uses in audiovisual consumption.
- The channel presence on digital platforms was key: the channel does not solely lives through its broadcastings, it has **to have a dedicated digital existence**
- The mission's goal was to implement this digital strategy through the **redesign of the channel's website** and the **set up of a interactive device** for a specific program.

## MAIN STEPS OF THE PROJECT

- Organized **scoping workshops** and the project's **kick-off**
- Specified the **requirements specifications** and wrote the **functional specifications** for the new website
- Supervised the advancement of the project via AGILE method (monitoring the actions, backlog writing, sending alarms) & coordinated the user acceptance testing
- Specified the requirement for the program's interactive device and **supervised the project** with the selected service provider
- Set up this interactive device and **monitored the performance** of the dedicated website

*Illustration : extract from a sprint backlog*

Thème	ID Tâche	En tant que	Je peux	Commentaires / contraintes techniques
JEUNESSE	35664	Internaute	Je ne peux plus voir de mises en avant des séries Jeunesse dans le bloc "Toutes les émissions" de la page "émissions", ni dans le bloc "les émissions" de la homepage, ni accéder aux pages "émissions" jeunesse (404)	1. [Technique] Demander à la PGEP de tagger les émissions "jeunesse" 2. [Technique] Dans l'ingestion automatique des "fiches émissions" dans le BO, filtrer pour ne pas prendre en compte celles taggées "jeunesse" 3. [Technique] Supprimer du BO toutes les fiches émissions existantes et désormais taggées jeunesse dans la PGEP
JEUNESSE	35666	Internaute	Je ne peux plus voir de mises en avant des séries Jeunesse dans le bloc "Toutes les vidéos" de la page "vidéos"	1. [Technique] Vérifier que les vidéos reliées aux émissions taggées "jeunesse" dans la PGEP sont bien taggées "jeunesse" dans le SI Video 2. [Technique] Dans la remontée automatique des vidéos de la page, filtrer les vidéos pour ne pas afficher les vidéos taggées "jeunesse"
RESEAUX SOCIAUX /BO	35672	Editeur	Je peux créer/programmer un contenu "Remontée Réseaux Sociaux"	Les champs: Titre BO, titre ("Sur les réseaux sociaux" par défaut), Titre Facebook ("Facebook" par défaut), URL Facebook, Titre Twitter ("Twitter" par défaut), URL Twitter (le twitter par défaut), Date début, date fin
RESEAUX SOCIAUX /BO	35674	Editeur	Je peux disposer d'un espace BO dans lequel je peux visualiser/modifier la programmation de mes remontées réseaux sociaux	Avoir le même dispositif que celui utilisé pour les MEA de la home

## RESULTS

- Publication of the website on schedule
- +13% in page views & +13,6% in visitors (vs. the month that preceded the launching)
- 92.000 visits on the program website in the first month (most visited program website for the channel that month)



# Organization of a narrative seminar to build an innovative news program for a TV channel

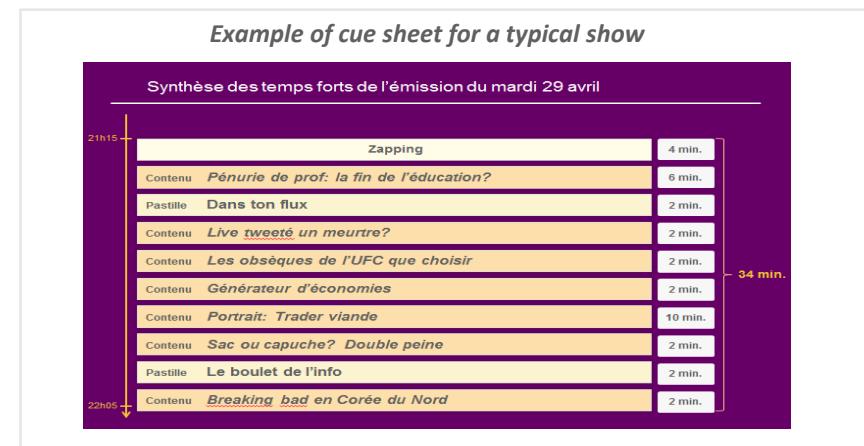
Media – Revenue (2012) = € 3.1 billion

## CONTEXT AND OBJECTIVES

- The client wished to develop a news program aimed at the 15-24 demographic, in the context of its repositioning towards young adults
- This new program has to **break traditional codes of news on TV**, while taking into consideration today's young adults audiovisual uses (and then containing a strong digital dimension)
- The mission was to **organize a three-day seminar** with internal teams and external speakers to brainstorm on the features of this program (embodiment, tone, digital device...)

## MAIN STEPS OF THE PROJECT

- Shared and clarified** the concept of the show to the whole group of participants
- Set up working groups** to refine the positioning of the program, picking out a few news topic and the angle they would be addressed
- Simulated** the complete cue-sheet on a given show (from these topics)
- Built up and challenged **staging scenarios**
- Organized a **workshop** to define the digital staging of the show (to make it live online before, during and after the broadcasting)



## RESULTS

- Draft of a **detailed cue-sheet** for the show of the 29<sup>th</sup> of April (subjects, links between them and launches)
- Construction of **three detailed staging scenarios** and **proposed organization** for competences and estimated budget
- Launch of a partnership** with a online video actor to coproduce this program



# Framework memorandum for a new tablet app

Media – Revenue (2012) = € 3.1 billion

## CONTEXT AND OBJECTIVES

- Following the project qualification done by VERTONE on the launching of a new tablet app for kids, we supported France Televisions in drafting a framework memorandum. This document aimed to convince management for approval of the budget necessary for the launch of the project.

## MAIN STEPS OF THE PROJECT

- Facilitate workshops prototyping
- Create models of the main screens of the app
- Draft a document presenting the project



## RESULTS

- Validation of the project for a launch in the desired schedule while having produced models very close to the final result



# Define the target and the editorial guidelines of a new offer for a French audiovisual actor

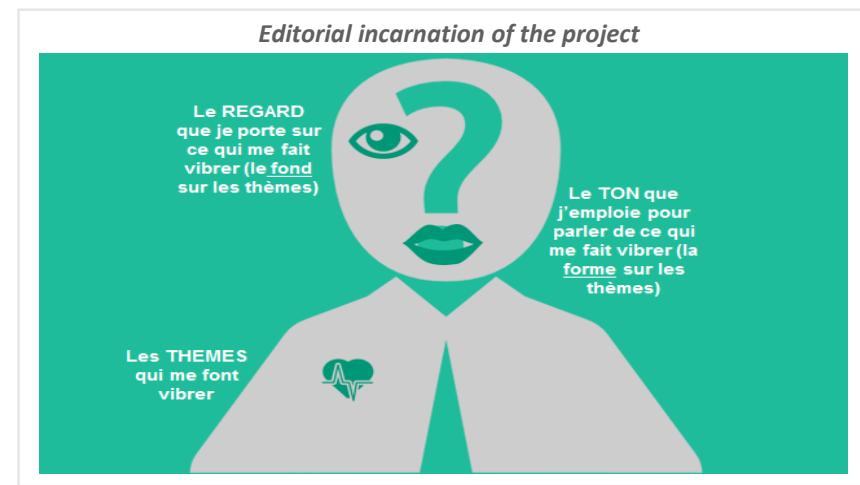
Media - Revenue (2013) = € 2.96 billion

## CONTEXT AND OBJECTIVES

- Context : The company develops a new offer, which is offering a hyper-personalized TV experience that pushes the right content in the right format depending on the context of the user.
- Relatively advanced project on the product part but not on the editorial part.
- Objectives: Define the target and the editorial guidelines of this new offer.

## MAIN STEPS OF THE PROJECT

- Study the studies and meet people in the studies department to clarify the potential targets.
- Reflect approach, through several **workshops** to refine the target before the approval of the sponsor.
- Prepare the **seminar** through several **yards** (line-up, rights).
- Conduct the final seminar , which lead to a first version of the editorial guideline before challenging it during **editorial committee**.



## RESULTS

- Define a clear target (uses and consumption).
- Creation of the first editorial guidelines of the project before challenging it during final editorial committee.



# Repositioning of a digital platform offering a cultural offer

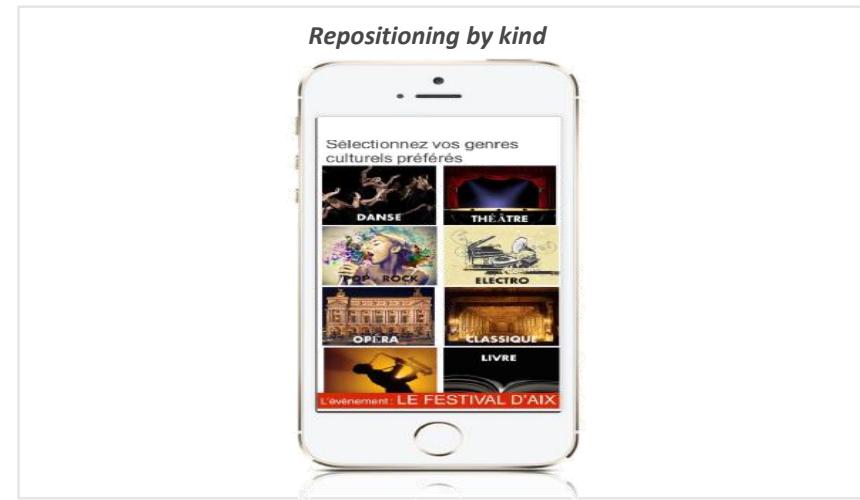
Media - Revenue (2013) = € 2.96 billion

## CONTEXT AND OBJECTIVES

- The digital platform, which is declined on all digital supports, offers a **rich cultural offer** (articles, videos).
- But the platform suffers from **a lack of visibility and notoriety**.
- In this context, VERTONE was asked **to review the positioning** of the digital brand.

## MAIN STEPS OF THE PROJECT

- Prepare a co-working seminar :
- Establish a diagnosis of the platform :
  - Establish **a picture of the website** with collaborators and with users through interviews,
  - Analyze the **audiences**,
  - Define the **targets**,
  - Analyze **the offer** to activate potential communities.
- Conduct a **benchmark of the competitors**.
- Animate a 2-days **seminar**



## RESULTS

- Defining a **new clear positioning** for the website that suits all participants.
- Validation of the new positioning by the management in the month following the seminar.
- Operational projects started just after the validation.



# Scoping and deployment of a new video platform for a French audiovisual company

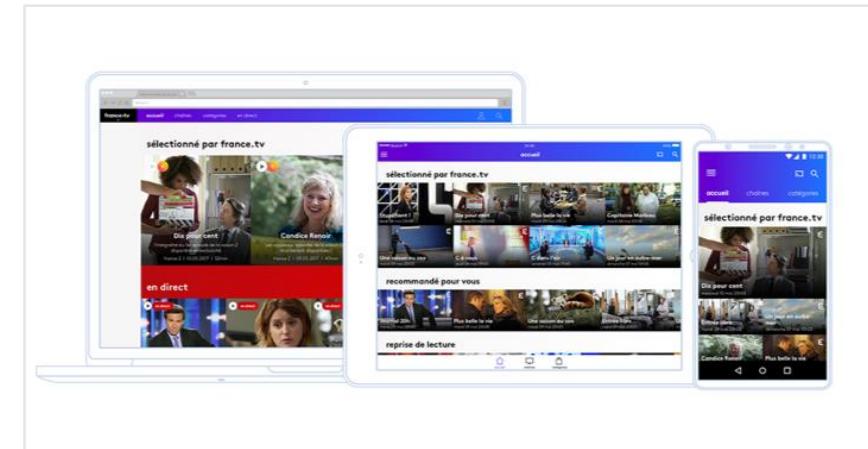
Media - Revenue 2016 = € 3,05 billion

## CONTEXT AND OBJECTIVES

- In an increasingly competitive market in which users' behaviors and usages are shifting (predominance of the video format, non-linear viewing), the client wishes to assert its digital positioning with the development of a new video platform.
- The aim is to create a new audience crossroad which gathers all the video content (free and premium) of the company in one place.
- VERTONE was mandated by the digital department to scope and manage the launch of this new platform.

## MAIN STEPS OF THE PROJECT

- Scope the project
  - Conduct workshops to define the product's vision
  - Define the project organization and governance
  - Launch the different streams
- Manage the project on a daily basis
  - Define, set-up and adjust the different committees
  - Conduct the committees
  - Follow up and share the evolution and risks of the streams
  - Guarantee the alignment and coordination of the teams



## RESULTS

- VERTONE guaranteed the launch of the project on schedule in a context of short deadline and moving strategic orientations.
- In a project combining numerous stakeholders, VERTONE facilitated the communication and comprehension between the teams.
- VERTONE set-up a strong and positive team dynamic.



# Definition and implementation of a new video offer on IPTV platforms

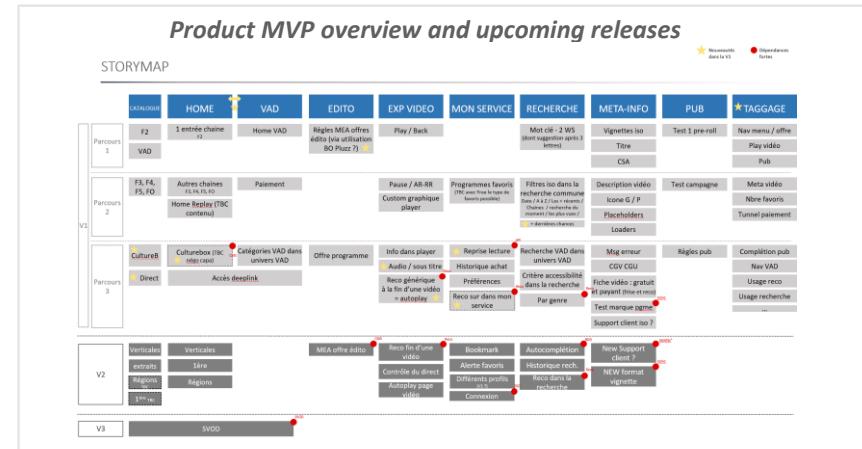
Medias – Turnover 2014 = 3 billion €

## CONTEXT AND OBJECTIVES

- This actor defined a new strategy that places videos at the center of its digital products, and wants to adapt it on the different platforms.
- Vertone was asked to define this offer on TV platform (contents, customer journeys...) and to realize the implementation using agile method

## MAIN STEPS OF THE PROJECT

- Define the vision of the product on the TV platform in relation to the various stakeholders and their objectives (VOD turnover, advertising turnover, audience)
- Work on the UX and UI design of the product (content / wireframe / mockup / navigation)
- Organize and coordinate the implementation (offer, advertising, marketing, technical architecture ...), in connection with internal teams, partners and an external agency
- Ensure the development of the product as a PO in agile method: definition, prioritization of features and US writing, participation in rituals, validation and operational acceptance



## RESULTS

- Creation of a product that meets the main objectives, while respecting the specificities of the TV platform and the technical constraints
- Coordination of teams with divergent objectives to agree on a common vision



# Strategic and operational project management for a French audiovisual company regarding its digital distribution strategy on external platforms

Media - CA 2016 = 3,05 Bn €

## CONTEXT AND OBJECTIVES

- External platforms are both competitors and audience opportunities.
- In order to restore the balance of power between the client and external platforms, a Distribution & strategic partnerships department was created.
- Vertone was mandated to support this new department with strategic & operational distribution recommendations, dealing also with the diagnosis of the current distribution and the implementation of several processes in order to industrialize the client's presence on these platforms.

## APPROACH

- Organize multi-field workshops in order to draft and then analyze the new distribution strategy on digital external platforms
- Deliver benchmarks dealing with the distribution of historic broadcasters and new pure players on the external platforms
- Draft strategic notes for the top management
- Implement processes (to industrialize publications, anti-piracy policies, reportings, etc.)
- Negotiate partnerships with external platforms so that the client's contents are always enhanced
- Support the advertising department with the monetization of the client's contents on those external platforms
- Ensure competitive and technologic intelligences

*Current digital video distribution meeting specific analysis criteria*

			Flux				Oeuvres						
			Sport	Info / Actu	Magazine	Développe- ment	Culture / Spectacle	Docus	Films de cinéma	Séries / Fiction	Jeunesse / Educ		
			Live	Replay	Extraits	Plat. vidéos Web + App	Plat. info Web + App	Applicatifs TV	FAI Multi-écrans	oTT	Plateformes sociales	Plateformes vidéo	Portails d'actualité
Plates-formes propriétaires			XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Plates-formes externes			XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX

## RESULTS

- Co-construction, ratification and advocacy of a new distribution strategy endorsed at a group level
- Co-construction, ratification and advocacy of a new attribution and redirection policy when it comes to publish on external platforms
- Launching of the new social network offer of the advertising department



# Scoping a new SVoD offer for a major French audiovisual company

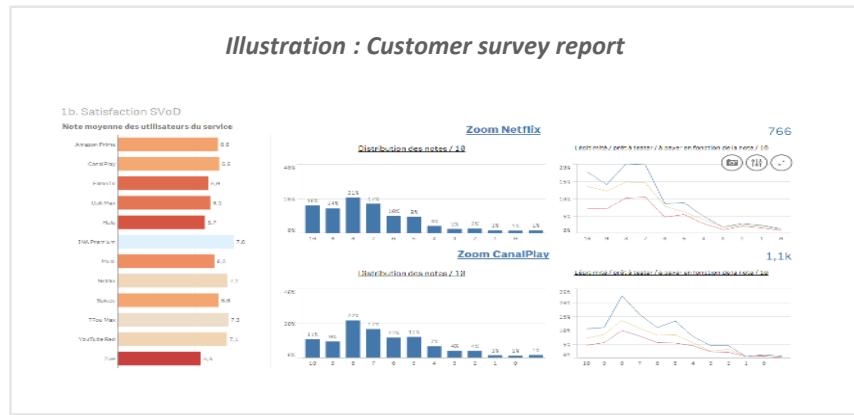
Media – Revenue (2015) = € 45 million

## CONTEXT AND OBJECTIVES

- The international success of Netflix and emerging customers expectations in video led to new ways of video consumption.
- Our client would like to satisfy these new customer expectations with a single digital video platform combining free and premium contents.
- VERTONE is mandated to scope the positioning and the business modeling of a new SVoD offer which would be an element of the digital platform.

## MAIN STEPS OF THE PROJECT

- Conduct a customer survey completed by more than 2 000 contacts in order to collect insights, then analyzed and presented.
- Lead a benchmark dealing with national competitors and identify best practices in Europe and North America (USA & Canada).
- Diagnose the client's assets (acquisitions, promotion and traffic generation capacities) through interviews and workshops.
- Co-design 3 scenarios of offers, identify the business models related and evaluate their feasibilities.
- Build the models for approved scenarios and define recommendations.



## RESULTS

- Conception of a profitable SVoD offer, with a strong and innovative editorial positioning, coherent with the TV station's image and strategy.
- Restitution of a survey enhancing key customer insights
- Developing the starting phase of a participative approach so the SVoD offer becomes a company project.



# Smart Data project management

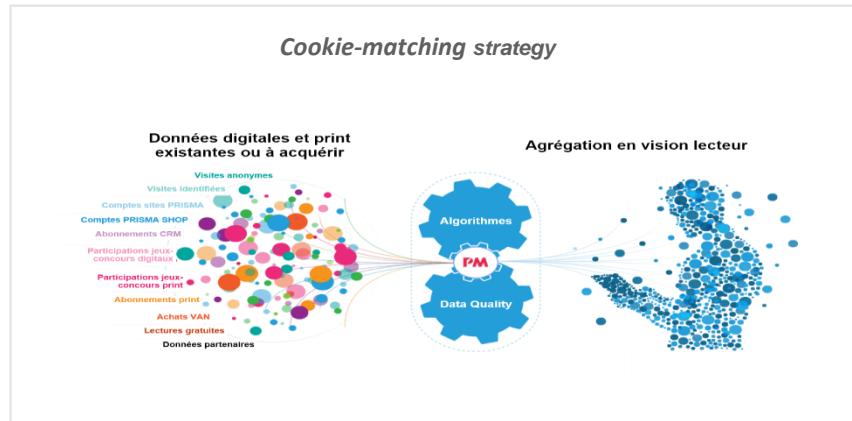
Media – Revenue (2014) = € 398 million

## CONTEXT AND OBJECTIVES

- For a few years data is key to remain competitive in the media industry
- Our client has already launched a large number of projects and tests to get value from data. The next step is to bring all the projects together into a company-wide data program
- The COMEX defined the priorities and shaped up 7 streams during a full-day meeting. VERTONE helped the COMEX and teams to launch and manage this program

## MAIN STEPS OF THE PROJECT

- Define the detailed perimeter of each stream (DMP, contents database, CRM, users subscription, productivity, Data knowledge, ...)
- Launch and follow up the streams in coordination with stream leaders
- Be the link between the 7 streams and 27 sub-streams to synchronize roadmaps, POCs' results...
- Prepare and lead data COMEX



## RESULTS

- 60 contributors from various departments involved with a unique goal: bring value from data
- A large number of POCs launched
- A very intensive support of VERTONE while structuring and driving each stream. This was a key component in the success of the company-wide project



# Support to customer paths digitization

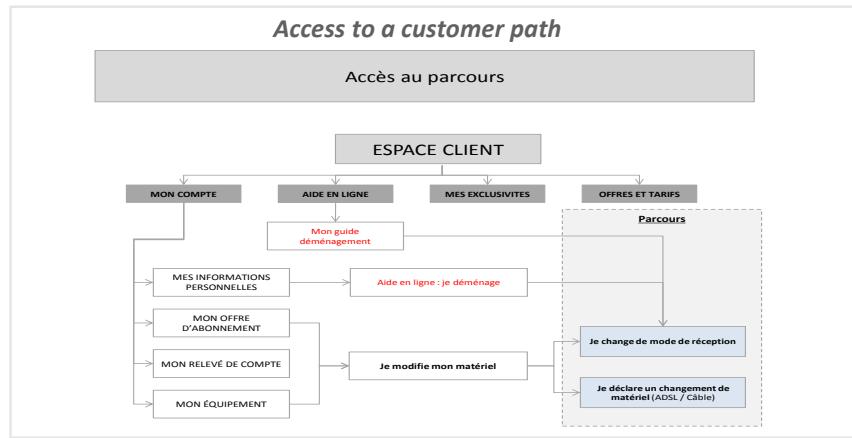
Media – Turnover (2012) = € 5 billion – 6 M clients

## CONTEXT AND OBJECTIVES

- The Selfcare department of a premium TV group asked for VERTONE's support on its customer paths' digitization projects :
  - To enable full-time access to customers paths on a multichannel level
  - To reduce treatment costs of customer requests

## MAIN STEPS OF THE PROJECT

- Implemented Selfcare projects in all their components :
  - Formalized the need: scoping workshops, drafting statement of requirements, proposing customer paths templates
  - Led exchanges with IT teams
  - Tested acceptance customer paths in pre-production and dealt with malfunction
  - Followed-up the release and managed adjustments



## RESULTS

- Presentation of pragmatic solutions to overcome technical constraints while maintaining a fluid customer experience online
- Examples of customer paths developed and released :
  - Management communication preferences
  - Change of payment method
  - Subscription package
  - Create account for access to the Client Area



# Definition of the content strategy and B2B partnerships negotiations

Media - Revenue (2012) = € 5 billion - 6 M customers

## CONTEXT AND OBJECTIVES

- A TV group asked Vertone to take the interim management of the Content team of its pay TV (7 persons, several thousands M€ budget)
- Two main missions :
  - define the content strategy
  - lead the negotiations with the editors

## MAIN STEPS OF THE PROJECT

- Identify customer clusters
- Realize a projection of the TV market within 3 years
- Organize and animate a team seminar to impulse customer vision



## RESULTS

- Creation of a method to define a content strategy ("war games")
- Creation of a method to identify customer clusters
- Definition of an innovative editorial positioning
- Signature of distribution deals with 2 groups



# Design and launch of customer qualification and CRM actions for a radio station

Media - Revenue (2012) = € 0.07 billion - 12 M customers per month

## CONTEXT AND OBJECTIVES

- The radio station aims at developing individual knowledge of its listeners, to bring new CRM and customer value development levers.
- VERTONE designed and deployed digital-based competitions, emailing and push actions, and a web-based customer care area to:
  - register the linear analogue radio listeners
  - incentive the customers on declaring when they listen
  - stimulate the listeners to increase their radio consumption

## MAIN STEPS OF THE PROJECT

- VERTONE designed the web customer care area, the customer qualification forms and processes, the emailing actions and schedules, the incentive programs and online competitions, the promotion requirements on the radio.
- VERTONE steered the deployment with Marketing, Digital and Programs teams.
- VERTONE designed and implemented the performance monitoring dashboards, and contributed to set up a customer-oriented approach in the company

*Example of emailing designed and pushed*



## RESULTS

- 1 digital-based competition, stimulating cross-channel customer behaviors (web to analogue radio and vice-versa)
- 8 emailing CRM actions (both manual and triggered)
- Put together a CRM and customer knowledge team in the Marketing department
- Promoted customer-oriented approach in the company, through customer performance dashboards.



# Define project framework to automate the advertising inventory commercialization of a media group

Media - Revenue (2012) = € 1.7 billion

## CONTEXT AND OBJECTIVES

- In a context of marketing automation of digital advertising inventory, and while two initiatives have been launched within the Group, the latter wished to study the opportunity to extend marketing automation in its inventory.
- Three main objectives: defend the inventory value, increase internal and external productivity and expand new biz.
- Framing issues: Specify the project (what level of automation, which inventories, which roadmap), Understand technology solutions and initiate the change

## MAIN STEPS OF THE PROJECT

### 1 Diagnosis:

- Established qualitative and quantitative mapping of existing inventories
- Analyzed stakes of market actors (interviews of advertisers and media agencies)
- Benchmarked the existing technical solutions

### 2. Recommendation :

- Identified the inventories to automate (workshops, strengths and weaknesses, key success factors, estimated turnover)
- Drafted the project document and the roadmap

		Benchmark of the existing technical solutions						
		Quel que soit le média couvert, les éditeurs tendent à se focaliser sur un type d'inventaire						
Inventaire	Média	LiveRail	PolarMedia	Rubicon	YuMe	spotXchange	appnexus	Siad
		✓	✓	✓	✓	En cours	✓	...
		✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓
Vertone		P.6						

## RESULTS

- Vision given to the Executive Committee towards a more holistic view of performance (advertisers and media agencies point of view) vs. silo vision within the Group.
- The mapping analysis also helped to get to a new vision of the value of the inventories.



# Framing of the process, tools and organization redesign for the rights management practice

Media - CA 2014 = 2 Mds €

## CONTEXT AND OBJECTIVES

- Part of the client's activity relates to audiovisual rights acquisition, exploitation and cession (TV, Cinema, DVD, VOD...not including the content on air)
- In order to simplify and standardize its rights management activity, the client asked VERTONE to make an analysis of the process, tool and organization malfunctions, then to define a target vision and compare solutions providers via an RFI.

## MAIN STEPS OF THE PROJECT

- To hold 21 meetings among 11 departments to validate the process, identify the pain points and gather the complementary needs
- Make a global analysis of the process and tools, then summarize the pain points
- To identify the improvement axis
- To build the target vision for process and tools, in collaboration with the Direction of Strategy on the organization part
- To elaborate and send an RFI to the selected solutions providers, then analyzing the answers
- To present the global analysis and the RFI results
- To define the roadmap and the action plan

*Batches of the target tool vision*

VISION CIBLE OUTIL			
Process	2 Periods	Y Dimension	X Dimension
Seller TV	1.000.000	1000	1000
Buy & Sell	1.000.000	1000	1000
Logistics	1.000.000	1000	1000
Marketing	1.000.000	1000	1000
Finance	1.000.000	1000	1000
IT	1.000.000	1000	1000
HR	1.000.000	1000	1000
Other	1.000.000	1000	1000

## RESULTS

- Gathering of the client teams around a common vision (process, tools, organisation)
- Analysis of the common points and differences of the tool solutions, short-listing of solutions to answer an RFP



# Design and launch of customer qualification and CRM actions for a TV channel

Media - Revenue (2012) = € 0.04 billion - 36 M customers per month

## CONTEXT AND OBJECTIVES

- The TV channel aims at developing individual knowledge of its viewers, to bring new CRM and customer value development levers.
- VERTONE designed and deployed digital-based competitions, emailing and push actions to:
  - register the linear TV viewers
  - incentive the customers on declaring when they watch TV
  - stimulate the viewers to increase their TV programs consumption

## MAIN STEPS OF THE PROJECT

- VERTONE designed the emailings and mobile push actions and schedules, the digital-based competition, the promotion requirements on the TV channel
- VERTONE steered the deployment with Digital and Programs teams
- VERTONE designed and implemented the performance monitoring dashboards, and contributed to set up a customer-oriented approach in the company

*Example of digital-based competition*

The screenshot displays a digital-based competition interface. On the left, there is a grid of four boxes containing numbers and letters (e.g., 8569, A33, 8570, AZGU). Below this grid is a button labeled "VALIDER". To the right of the grid is a large digital thermometer with a green liquid level, indicating progress. The thermometer has markings from 0 to 13. Above the thermometer, the text "U MOIS (AVRIL) : 13 CODES TROUVÉS" is displayed. To the right of the thermometer, there are three green checkmark icons with corresponding text: "TU ES INSERT AU TIREE AU SORT I UNE TABLETTE TACTILE ET UNE INVITATION A 1 JOURNÉE DE TOURNAGE BULLI", "TU ES INSERT AU TIREE AU SORT I 50 CADEAUX BULLI", and "TU AS GAGNÉ LE CADEAU ! DES ÉPISODES DE SÉRIES ANIMÉES JAMAIS DIFFUSÉS SUR BULLI". At the bottom right, a yellow button says "VOIR MON CADEAU".

## RESULTS

- 1 digital-based competition, stimulating cross-channel customer behaviors (web to linear TV and vice-versa)
- 3 emailing CRM actions (both manual and triggered)
- Set up and performed a mobile push strategy based on test & learn principles



# Assessment of CRM program after 6 months & Decision support on the next step

Media – Revenue (2013) = € 7.4 billion

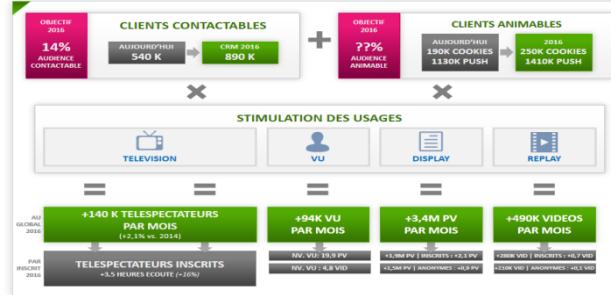
## CONTEXT AND OBJECTIVES

- Our client wanted to invest in a CRM project to develop the value of its customer both offline (TV, radio and press) and online (web, applications and replay). To progressively implement this project, he has chosen to deploy its CRM program in 2 time frames separated by 6 months for 6 of its brands.
- In this context, our client asked us to:**
  - Carry out an assessment of the CRM project V1 after 6 months of operation
  - Support him in defining the future of the CRM project (V2 will require new IT tools and additional resources)

## MAIN STEPS OF THE PROJECT

- Diagnose CRM programs performances (customer data-bases quality, marketing campaigns performances, online and offline performances, online and offline customer conversions, organization adequacy...)
- Compare achieved results vs. forecasts
- Identify areas of improvement for latter actions
- Build decision reports for the future of the CRM project (expected earnings, costs, prerequisites, roadmap ...)

*Breakdown of additional revenue by major sources of income*



## RESULTS

- Conversion from main BP indicators to business performance indicators (unique visitors, pages view, videos...)
- Detailed comparison of achieved results vs. forecasts



# Implementation of the digitization project of an international film distributor

Media - Revenue (2012) = € 473 million

## CONTEXT AND OBJECTIVES

- In a strongly evolving environment (digital distribution in theatres close to 100%, decrease of the Home Entertainment market (Blu Ray and DVD), while the VOD and SVOD follows the reverse movement, continuous shortening of media chronology ...), the group, wishing to be recognized as a major player in international distribution, decided to industrialize its servicing business by setting up a digital platform for content distribution for all its entities (in France and abroad)

## MAIN STEPS OF THE PROJECT

- Organized the project in 7 work streams: Platform, Ordering, Economic Impacts, IT, Legal, Internal Change, External Change
- Project Coordination : Prepared all progress reports and committees, coordinated local coordinators, management the third party (service provider), drafted all presentations (information, training. ..) to employees, followed up on the testing phase and the deployment
- Reporting: project progress, identification of blocking points and proposals for arbitration

Progress report							
Coordinator		Local coordinators		Contributors			
Status		Information to date		Next steps		Manager	Deadline
Item	Sub-item						
Interfaces Technicolor / Echelle d'A	Workflows	Interfaces	<ul style="list-style-type: none"><li>Setup of API on stage environment</li><li>Meetings with Process &amp; Finance Stream</li><li>Review of the reference to implement</li><li>Definition of rights (Title / Rights)</li><li>Verified pricing and rights document</li></ul>	<ul style="list-style-type: none"><li>Test of API (stage env.)</li><li>Setup of API on prod. environment</li></ul>	DR	Mid-June	<span style="color: green;">OK</span>
Interfaces Echelle d'A / Echelle d'A	DIF	UNKNOWN	<ul style="list-style-type: none"><li>Workshop with IT and operations, UK, Germany, France, Spain, Italy, Poland, about technical interfaces (only reports sending)</li><li>1st version of interfaces specifications and</li><li>Workshop to increase in implementation - approach</li><li>Created method to create elementary streams into M3U</li><li>DR is a very automatic way to get the info from France</li><li>Eliminate report developed and received</li></ul>	<ul style="list-style-type: none"><li>Dev</li><li>Start also using client through Network</li></ul>	DR	June	<span style="color: orange;">IN PROGRESS</span>
Development	Tandem	API	<ul style="list-style-type: none"><li>Development of API backbone on</li><li>Dev Interfaces for Titles / Rights / Order</li><li>Specs for Tandem (internal document with Technicolor)</li><li>Open API (stage)</li><li>Cloud</li></ul>	<ul style="list-style-type: none"><li>Testing</li><li>Implement (get into back)</li></ul>	DR	12/06	<span style="color: green;">OK</span>
		Other Apps	<ul style="list-style-type: none"><li>Specs for Service (internal) new fields</li><li>Specs for Remoto (external)</li><li>Specified required dev</li></ul>	<ul style="list-style-type: none"><li>Dev in progress (Remoto)</li><li>Dev in progress (Remoto)</li></ul>	DR	Ongoing	<span style="color: orange;">IN PROGRESS</span>

## RESULTS

- Strong Client Orientation
- Involvement of all subsidiaries on choices and decisions which helped make them real local ambassadors of the project.
- Unity of employees of the group that helped initiate internal changes well in advance of the launch.



# Scoping and deployment of IT main project

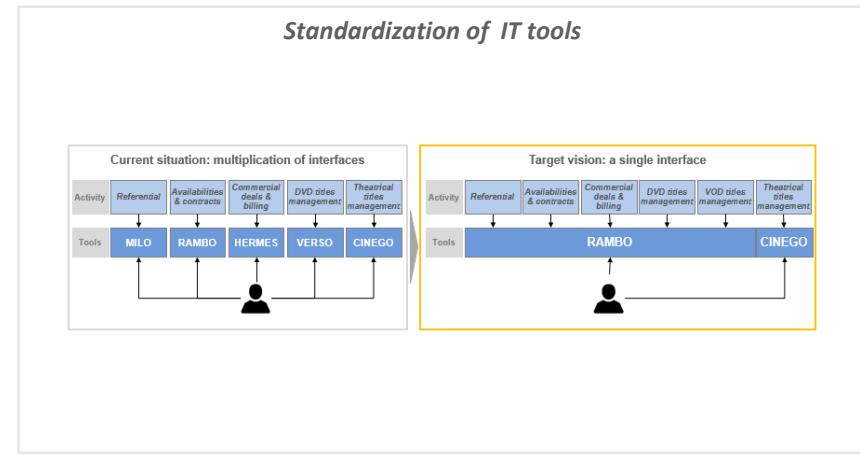
Medias – CA 2015 – 275 Millions €

## CONTEXT AND OBJECTIVES

- The client owns four main subsidiaries worldwide, each one having its own processes and tools for operations, controlling, etc.... The client conducts a 2-years project aiming to improve and standardize these tools and processes. This will improve the user experience and the information sharing
- The mission is to manage the project

## MAIN STEPS OF THE PROJECT

- To monitor the project :
  - To organize project governance
  - To set-up the monthly and bimonthly steering committees
  - To conduct the committees
- To scope two streams :
  - To assess the current processes, data and used tools in each subsidiary
  - To collect and to summarize the subsidiaries' needs
  - To prioritize and to elaborate a plan for developments and deployment



## RESULTS

- Shared view on the needs at Group level
- Shared prioritization through subsidiaries and departments
- Strong methodology to efficiently scope a project with many groups involved (departments x subsidiaries)



# Definition of a 3-year Strategic Marketing Plan

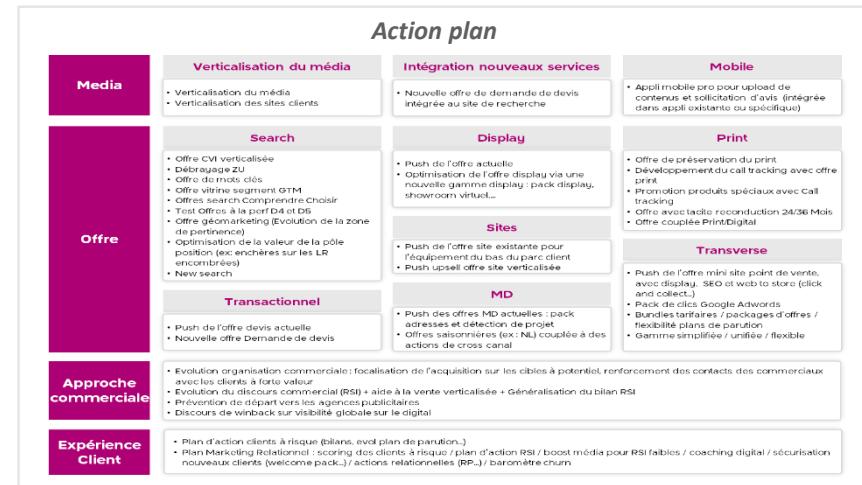
Media – 2013 Turnover (jan- oct.) : € 920 billion - 614 000 customers (advertisers)

## CONTEXT AND OBJECTIVES

- Former monopoly, the client is now facing strong competition on local online advertising from global players (Google, Facebook...) and specialists (La Fourchette, Quotatis, ..)
- The turnover decrease over the past 4 years (-5,7% vs. last year) makes it necessary to reorganize the activity into 5 business units addressing different customer sectors : shops, restaurants & hotels, services (real estate, automobiles), home (works), BtoB and Public services
- The objective of the mission was to define a 3-year Strategic Marketing Plan for each business unit.

## MAIN STEPS OF THE PROJECT

- Analyzed the 5 customer sectors and the communication market : trends, structure, potential, budgets, actors
- Identified advertisers and final users needs in local search
- Analyzed the overall company performance : turnover, customer base, satisfaction rate...
- Identified the stakes (qualitative and quantitative assessment, market stakes, SWOT) for each business unit and validated them through workshops
- Turned the group ambition into quantitative objectives for each business unit
- Put together an action plan and a 3-year roadmap



## RESULTS

- Executive committee validation of the ambition, the stakes and the main actions
- Good feedback from commercial taskforce during the annual convention
- A quantified and prioritized action plan in order to reach the turnover ambition



# Estimation of gains generated by data exploitation

Media - Revenue 2014 = 680 billion €

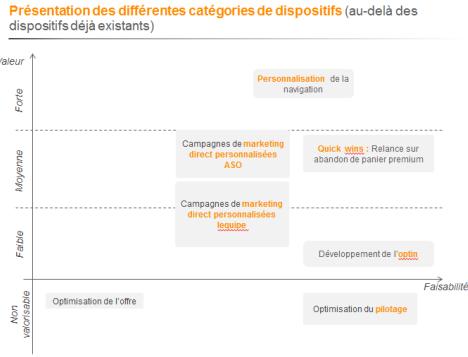
## CONTEXT AND OBJECTIVES

- Exploitation of data is key to remain competitive in the media industry.
- Our client collects a large amount of customer information from its two main activities (advertising and digital media) and wants to generate value from data.
- VERTONE was asked to identify new means of income generation and to estimate the associated benefits.

## MAIN STEPS OF THE MISSION

- Identify new means of income generation using data from benchmarking of players in the digital sector
- Qualify each mean under maturity level, its requirements (tools, skills, HR) and the degree of feasibility
- Estimate the associated benefits
- Evaluate the priority level of each mean regarding the qualification criterion
- Describe an organization adapted to the implementation of devices

## *The main types of the identified means of income generation*



## RESULTS

- Identification of 45 potential means to implement within 2 years
- Selection and pricing of 30 means adapted to our client's strategic issues
- Highlighting prerequisites in terms of skills and organization



# Optimizing the conversion of free users to paid offer

Musical streaming – Revenue (2017) = € 300 million

## CONTEXT AND OBJECTIVES

- The client wishes to be accompanied to revise its acquisition and conversion strategy on its different channels. Vertone has been asked to work on a qualitative and quantitative study in order to optimize acquisition and conversion levers
- The aim of the benchmark phase is to take stock of the current strategy of the platform as well as to build a detailed benchmark of the acquisition and conversion strategies of actors with a similar business model (freemium) and / or sectors with similar challenges. (media)
- The quantitative phase relies on users data in order to identify acquisition / conversion levers based on users behaviours

## APPROACH

### Multisectoral benchmark

- Study of 20 players of the media sector and/or with a freemium business model, in order to identify best practices (two scenarios studied : free user and paid users)

### Qualitative diagnostic of user journeys

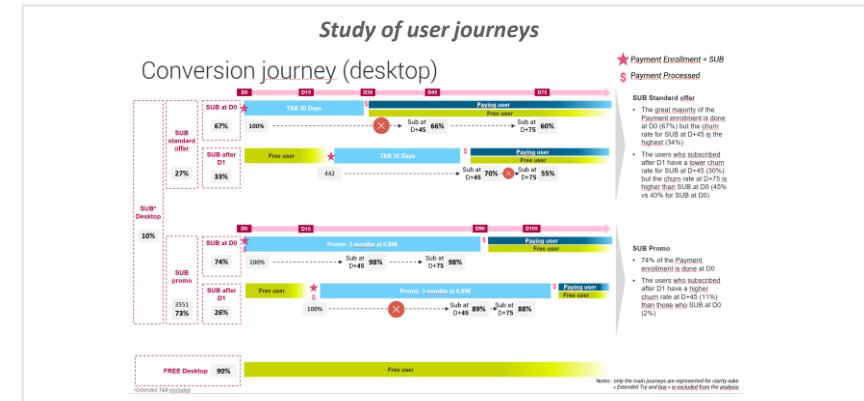
- Identification of gaps or inconsistencies (messages, ergonomics, bugs...) representing potential vanishing points for user conversion

### Quantitative diagnostic of users behaviors through data analysis

- Building of customer cohorts to identify the categories of users which have the highest value or the highest rate of churn, relying on data

### Recommendations

- Comparison of user journeys on the platform with the multisectoral benchmark key findings in order to make recommendations regarding acquisition/conversion



## RESULTS

- Multi-sector benchmark and best practices in terms of acquisition / conversion levers
- Comparative database of the communication axes taken by musical streaming studied players
- Users cohorts and main levers and behaviors to boost conversion
- Key findings and argued, illustrated and quantified recommendations (CRM, editorial / commercial balance, advertising pressure on social networks ...)



# Preparation and execution of a Comex seminar about payment

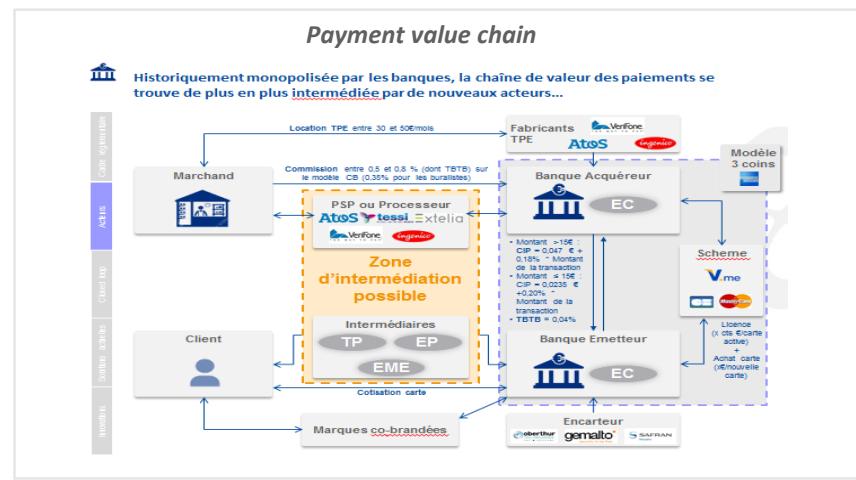
Entertainment - Revenue (2014) = € 13 billion - 27M customers

## CONTEXT AND OBJECTIVES

- In response of new distribution and offer issues, this major entertainment player needed to separate game and payment dimensions.
- In order to nourish and structure the collective consideration of such issue, this actor asked VERTONE to :
  - introduce payment concepts to members of the Executive Committee
  - bring to light some innovation subjects

## MAIN STEPS OF THE PROJECT

- Establish an overview of payment ecosystem :
  - Regulatory framework
  - Value chain
  - Intermediate positions
  - Payment solutions
  - Innovation trends, etc.
- Identify possible options to develop a specific payment account for games
- Define actions to undertake



## RESULTS

- This presentation led members of the Executive Committee to launch a study about payment offer and path



# Definition of a new point of sale equipment strategy and path for the next 10 years

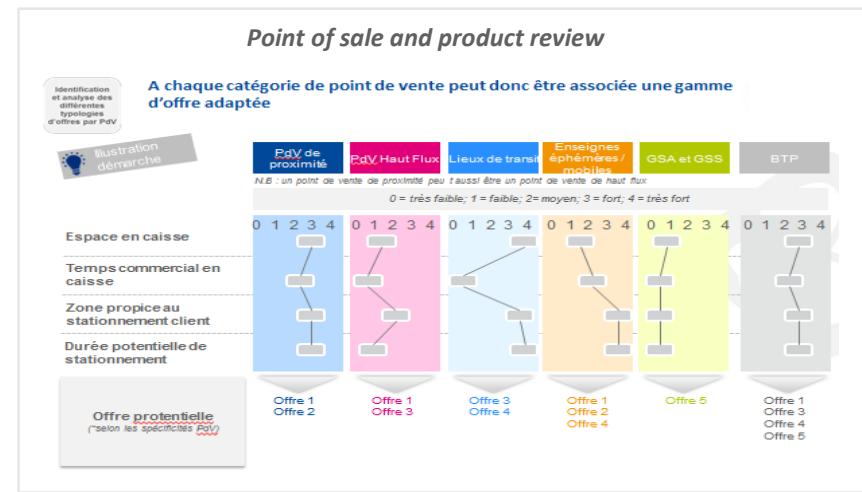
Entertainment - Revenue (2014) = € 13 billion - 27M customers

## CONTEXT AND OBJECTIVES

- In a context of technological progress and changes in usage patterns, the marketing department aims to develop service offering and decided to launch a study to define a new point of sale equipment strategy for 2025.
- This mission aimed to :
  - Define the project framework and process
  - Identify possible options to introduce digital practices in points of sale

## MAIN STEPS OF THE PROJECT

- Identified and reviewed every different kind of point of sale, offer, and type of customer
- Qualified client profiles
- Qualified merchant needs and constraints
- Established a complete mapping of existing equipment
- Identified ways of digitalization



## RESULTS

- VERTONE approach has been validated and integrated in an operational plan of action to examine how to set up each option



# Organizational structure assessment for a company in the gambling industry

Entertainment - Turnover (2012) € 12 billion – 26.3 M customers

## CONTEXT AND OBJECTIVES

- Twelve months after the creation of a unit dedicated to e-commerce, the company's top management detected that the initial objectives were not reached and was worried about the departure of some key associates in the unit.
- Vertone was appointed to:
  - Size gaps between the current organizational structure and the initial suggestions
  - Gauge strengths and weaknesses in the current organizational structure
  - Pinpoint levers for optimizing the management structure and its way of operating

## MAIN STEPS OF THE PROJECT

- Assessed current situation: Roles and responsibilities review (MECE), Strategic plan alignment analysis
- Analyzed gaps between the current situation and the initial suggestions: strategic levers of business development, scope and RACI
- Analyzed business processes: scrutiny of the current value chain, tracking down of duplicated roles and unassigned tasks
- Conducted workshops with top and middle managers about the definition of a business processes target and an array of levers for the enhancement of collective performance and welfare at work

## CHALLENGES AND SOLUTIONS

- To highlight hindrances to the collective performance under a difficult climate of roles evolution  
→ Solution:
  - Went down to the business strategy in order to assess the overall consistency of the organizational structure and the associated processes
  - Compared the vision of the top managers and the one of middle managers
  - Involved the teams in an auto-assessment, limiting the time they had to devote to this matter
- To put back a positive momentum  
→ Solution:
  - Organized a workshop to conjointly construct and reconcile top-down (medium term business roadmap) and bottom-up streams (operational teams expectations regarding the management)

## RESULTS

- Refocus of the top management on business processes' performance and not on changes of the organizational chart
- Setting up of a business unit of value management and control and thorough overhaul of KPI
- Establishment of a sustainable think tank on welfare at work within the company
- Clarification of the medium term strategy and redefinition of the project roadmap priorities



# Support the implementation of a performance steering function within the Digital Management Team

Entertainment – Turnover (2012) = € 12 billion – 10 M customers

## CONTEXT AND OBJECTIVES

- VERTONE determined and defined **the client value improvement** in accordance with the new management organization. Our expertise and support were dedicated to three main areas:
  - **Adjust the steering function** and re-engineering of the monitoring and reporting of the digital activities
  - **Develop working methods** and operating procedures in order to become more customer-centric.
  - **Organize and lead meetings** to develop value-added marketing and digital activities in a cross departmental process.

## MAIN STEPS OF THE PROJECT

- **Established a strategic diagnosis** of customer value management in the digital teams
- **Identified opportunities of improvement** and prioritize actions to leverage performance
- **Defined a KPIs' architecture** to be implemented at all management and operational organizational levels
- **Organized the change and working methods :**
  - Federate and facilitate exchange and coordination between the teams
  - Establish a marketing plan to develop customer orientation
  - Develop appropriate tools (simulation model, reportings...)

## CHALLENGES AND SOLUTIONS

- **Get commitment from the teams to support the customer process**
  - ➔ Solution : Involvement of the teams from the beginning to the end with frequent exchanges during the process
- **Assist the « New Value » responsible manager in improving his/her skills:**
  - ➔ Solution : Provide the Vertone expertise and organize a gradual transfer of competences
- **Move from a product approach to a client vision/customer focused approach**
  - ➔ Solution : Definition of a KPIs' architecture **Develop methods and tools**
  - ➔ Solution : Establish an actions plan to develop performance and provide a simulation model to enable decision making and budgeting.

## RESULTS

- **Facilitated the ramp-up** of the project teams and leveraged the level of productivity
- **Overhaul of the performance** management tool
  - Definition of a road map
- **Sharing of working knowledge** and tools masters basics
- Definition of a new client focused KPI architecture and its deployment at all organizational levels.



# New breakthrough innovation process definition

Entertainment – Turnover (2012) = € 12 billion

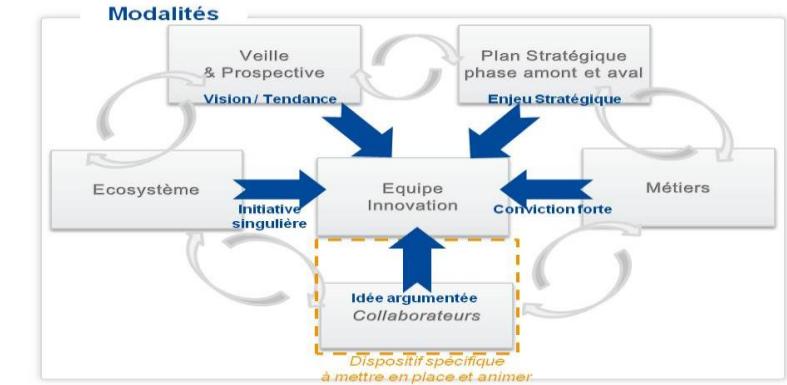
## CONTEXT AND OBJECTIVES

- Context :
  - Our client had difficulties to breakthrough innovations
  - Current implementation process led to under-optimized TTM
- Objectives :
  - Define a new innovation process and organization so as to promote breakthrough innovation (vs incremental innovation), improve TTM, improve collaboration between marketing & IT teams
  - Define details of implementation
  - Help to launch the new process in the company

## MAIN STEPS OF THE PROJECT

- Benchmarked innovative companies processes worldwide and identified key success drivers
- Defined the new approach objectives and processes, through cross-functional workshops
- Identified integration to company decision cycle
- Defined targeted organization and roles of each impacted entity
- Realized a decision file for COMEX approval (objectives, process, organization, costs, first innovation topics)

*Step 1 : Identifying ways to collect innovation areas throughout the company*



## RESULTS

- Cross-functional approval of the new process
- Direct implementation post COMEX, with the launch of 2 innovations cells
- A first outcome of the first cell 6 months later with a breakthrough game concept



# Awareness study about self-service distribution

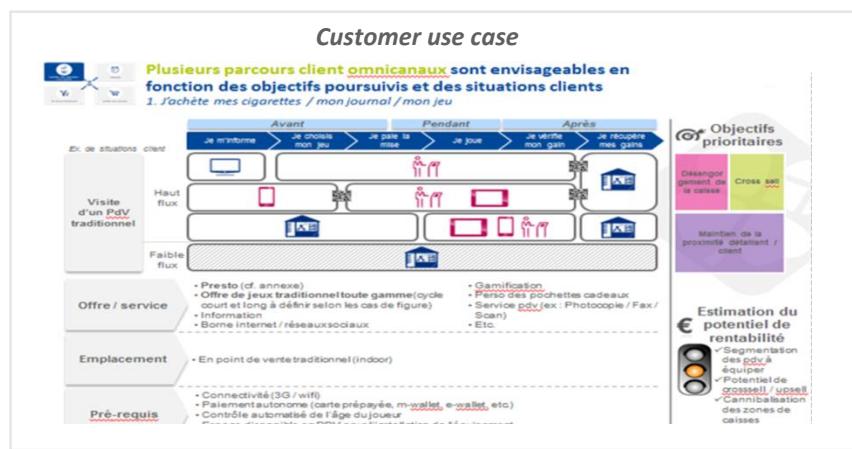
Entertainment – Turnover (2014) = € 13000 billion - 27.1 M customers

## CONTEXT AND OBJECTIVES

- The significant decline of scratch ticket automatic sales and the technological obsolescence in the machines required to review the place of automatic distribution in regular sales outlets.
- An awareness study has been asked to :
  - Identify customer needs
  - Define a new way to use self-service distribution

## MAIN STEPS OF THE PROJECT

- Establish an overview of the current situation
- Interview internal product manager and people in charge of innovation
- Establish a benchmark of self-service distribution in lottery business and retail
- Identify self-service distributors main functionalities
- Establish connection between all internal projects to identify which one could bring the best support to this project



## RESULTS

- Feasibility study to be written for the end of the 1st quarter 2015



# B2B partnerships commercial roadmap over a 3-year horizon

Entertainment - Revenue 2016 = 14,3 billion € - 26 M customers

## CONTEXT AND OBJECTIVES

- The company has set an ambitious goal of point of sales over a 3-year horizon. This POS park is limited to B2B partnerships.
- VERTONE was requested to define and decline a commercial roadmap allowing to reach this goal and to develop the company's B2B partners portfolio.
- This challenge involves changing the sales team and improving its organization to allow them to reach the new goals.

## MAIN STEPS OF THE MISSION

- Diagnosis of existing partners and identification of obstacles and potentials for development.
- Identification of new priority networks and new partners.
- Definition of development hypotheses and estimation of the potential of all partners (existing and new).
- Declination of potential over 3 years.
- Definition of a Category Management approach to build a value proposition adapted to each partner.
- Evolution recommendation of the sales team organization (purpose, missions, key skills and follow-up KPIs).



## RESULTS

- Diagnosis of 14 partners through 5 priority networks (number of POS, penetration rate, revenue performance, obstacles & potentials, etc.).
- Identification and qualification of 21 new partners through the 5 priority networks and 1 new network.
- Construction of a commercial roadmap and projection in 3 years.
- Ongoing validation of the category management approach and the new organization with the internal teams.



# Preparation and execution of a Comex seminar about payment

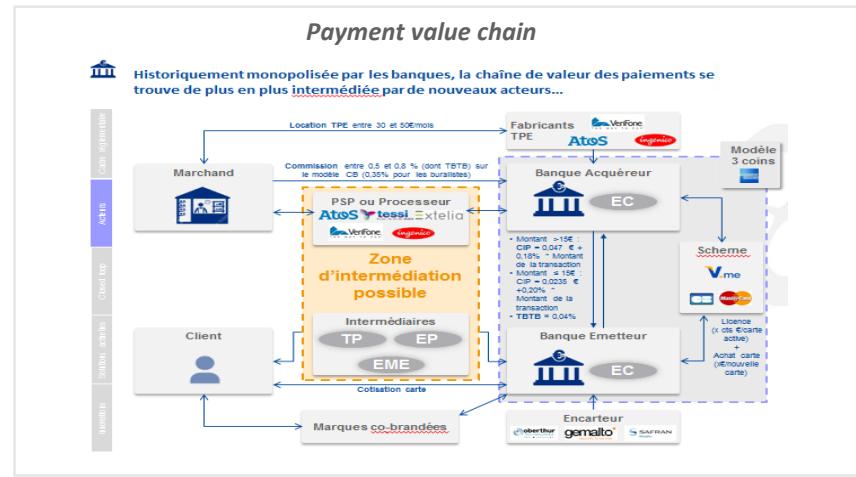
Entertainment - Revenue (2014) = € 13 billion - 27M customers

## CONTEXT AND OBJECTIVES

- In response of new distribution and offer issues, this major entertainment player needed to separate game and payment dimensions.
- In order to nourish and structure the collective consideration of such issue, this actor asked VERTONE to:
  - Introduce payment concepts to members of the Executive Committee
  - Bring to light some innovation subjects

## MAIN STEPS OF THE PROJECT

- Establish an overview of payment ecosystem:
  - Regulatory framework
  - Value chain
  - Intermediate positions
  - Payment solutions
  - Innovation trends, etc.
- Identify possible options to develop a specific payment account for games.
- Define actions to undertake.



## RESULTS

- This presentation led members of the Executive Committee to launch a study about payment offer and path.



# Sales Action Plan rework

Entertainment - CA 2015 = 13,4 Mds € - 27 M customers

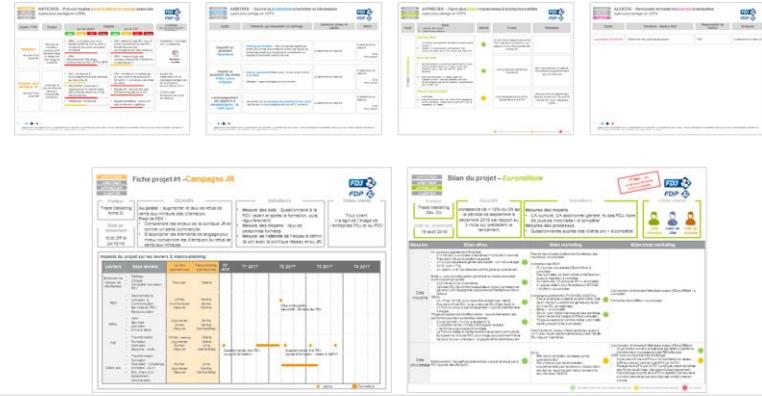
## CONTEXT AND OBJECTIVES

- The company wants to rework its sales action plan in order to better coordinate the sales and marketing upstream from the document's construction
- This rework includes the definition of the new structure customers oriented and the documentation of the building process
- In this context, the company has requested VERTONE to support the rework on the sales action plan and pilot the new steering committees

## APPROACH

- Organize and pilot the new Sales Action Plan' steering committees
- Manage the rework on the new document' structure
- Formalize and document the building process

## Steering Committees documentation



## RESULTS

- A new Sales Action Plan structure more final customers oriented
- A building process implemented for the following Sales Action Plan
- A recognized steering committee beside all the person concerned



# Definition of the commercial function and scoping of the commercial activity report

Gambling - Revenue 2015 = 13,4 B€ - 27 M customers

## CONTEXT ET OBJECTIVES

- The company is one of the major French player in the gambling sector
- Few months after the creation of the Commercial Performance department, its manager has mandated VERTONE to :
  - Define the Commercial Function (targets, channels, main activities)
  - Scope the first edition of the commercial activity report : define its content as well as the analysis to conduct

## APPROACH

- Structure the thinking by breaking down a complex issue into simpler sub-issues
- Product a first deliverable to prepare the groundwork and progressively enrich it by successive iterations.
- Daily co-construct between VERTONE and the company
- [for the scoping of the commercial activity report] : workshop animation with all the stakeholders to define the macro-structure, define the analysis to be conducted and precise the timing



## RESULTS

- The commercial function has been defined in order to be coherent and pragmatic with respect to the commercial strategic plan
- Few months later, the commercial department has been reorganized, in coherence with the commercial function main activities defined during this mission.
- The executive committee has highly appreciated the outcome of the commercial activity report in terms of form and content.



# Redefinition of the training offer for professional clients

Entertainment – Revenue (2016) = 14M€ - 26 M clients (32 000 professional clients)

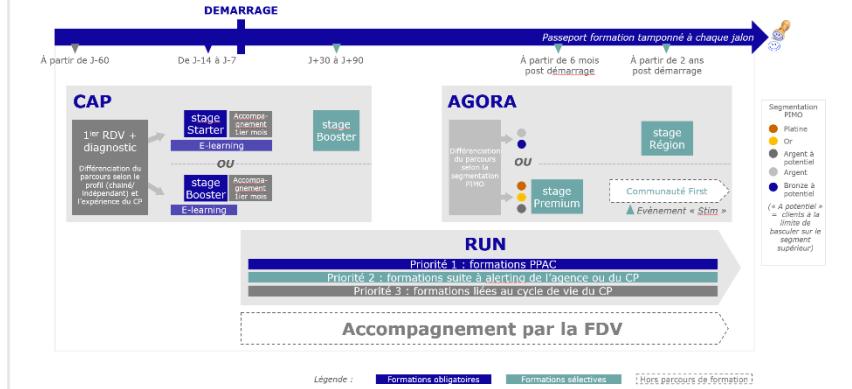
## CONTEXT AND OBJECTIVES

- The client has decided to reshape the training plan for its professional clients. To this end, a working group, with collaborators from different services in the headquarters and in regional directions, has been constituted.
- VERTONE has been sought to help the client in redefining the main features of the training offer.

## APPROACH

- Interviews with other companies working with professionals to analyze their training offer ; presentation and synthesis of inputs.
- Preparation and leading of workshops to align the members of the working group on the new training offer's features.

## *The main features of the new training offer for the professional clients*



## RESULTS

- Description of the new training offers main features , with 6 detailed steps.
- Identification of the KPIs to help the sales representatives steering this offer.
- Prioritization and feasibility study of the deployment scenarios.



# Support to the Open Innovation department

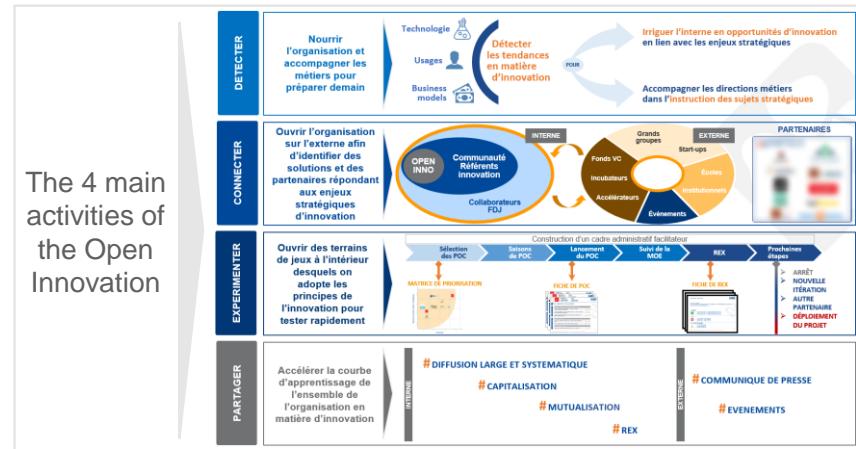
Gambling - revenue 2016 = 14,3 B € - 26 M customers

## CONTEXT ET OBJECTIVES

- The company is one of the major French player in the gambling sector
- Few months after the Open Innovation department creation, VERTONE has been requested to support the Open Innovation approach. The main aims were :
  - Ensure the definition, implementation and feedback of experiments (POC) conducted between the client and startups
  - Structure the Open Innovation approach (in terms of process, good practices)
  - Contribute to promote the department's activity to internal and external ecosystems

## APPROACH

- Understand and quickly become familiar with the pre-existing approach
- Apply this approach and suggest areas of improvements based on feedbacks on each POC life cycle steps :
  - Use-cases framing (identifying in particular the major stakes, objectives and associated KPIs)
  - Agile Implementation
  - Feedback analysis and review
- Formalize a reference document on the experimentation process



## RESULTS

- Contribution** to some **ten experiments** : definition (4 POC), operational direction (4 POC), analysis and feedbacks (5 POC)
- Creation of a reference document** about the operationalisation of a POC lifecycle
- Producing communication deliverables** on the Open Innovation approach : documents intended to the Group's Directors, to external readers as well as documents for some executive committees



# Materialization of the BtoB Commercial Policy for a major gambling actor

Entertainment - Revenue 2016 = 14,3 Bn €

## CONTEXT AND OBJECTIVES

- The Commercial Department wishes to materialize the commercial policy's guidelines in a single document towards retailers that commercialize products and services to final customers
- This policy sets a framework that actors have to comply with to ensure the commercial, economic and operational performance
- VERTONE has been requested to realize a digital version of this document

## *The Commercial Policy's 5 pillars*



## MAIN STEPS OF THE PROJECT

- Collect the Commercial Policy's major rules during interviews
- Define the most « useful » messages and the level of detail in order to warrant a synthetic but complete document
- Produce the final document defining objectives, perimeter and ground rules structured around 5 pillars : Products and Services, Equipments, Commercial development, Operational support, Remuneration

## RESULTS

- In-company alignment with Commercial Policy's rules
- Privileged role of the entity at the core of the commercial decisions to ensure the Policy's updates
- Utility of the document, requested by management as well as sales force



# Customer Service framing for the Sport's BU

Entertainment / Gambling – 2017 revenues = 15 bn€ - 26 M customers

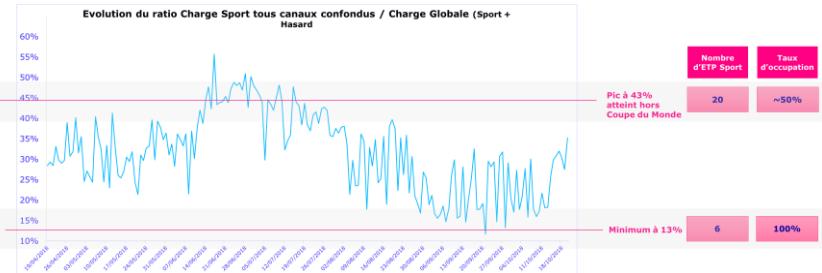
## CONTEXT AND OBJECTIVES

- The client is a major French player within the gambling sector. Its Customer Service is common to all activities : lottery, scratch and sports betting – and thus struggles to answer to specific questions from sports players
- Thus, Customer Service division and Sport's BU wanted to significantly improve the service level and quality brought to sports players
- In order to meet this objective, VERTONE intervened in order to build a diagnosis and to define the new positioning of Customer Service with the associated roadmap

## APPROACH

- Diagnosis of all Customer Relation channels (phone, mail, social media, chats, selfcare), competitive benchmark and recommendations of customer journey optimization
- Inflows analysis: volumes, reasons and escalation procedure. Balance analysis workload / resources
- Valuation of two scenarios : set-up of Customer Service unit dedicated to sports players or build of an inflow densification scheme
- Definition of the vision declined on a roadmap composed of 7 streams

## Customer Service inflows analysis : evolution of current workload and valuation of necessary FTE for Sport inflows



## RESULTS

- Construction of a 2-year roadmap for the Sport's Customer Service that includes the implementation of the new :
  - Customer Promise : new channels, orientation and engagements
  - Customer Relation Management : activities, governance, HR, processes and tools
- Recommendation for the implementation of Customer Service unit dedicated to sports players – with different modalities for customers advisors' profile (either specialized or generalist)



# Framing and deployment of a sales' transformation project

Gambling - 2018 Revenues = 1,8 billion €

## CONTEXT AND OBJECTIVES

Our client is converting its logistics workforce into sales professionals through the implementation of its transformation project called "Démarche commerciale", aimed at addressing three main challenges :

- Structure and monitor the sales force (SF) activity to improve its performance
- Structure a prospection approach to efficiently turn prospects into "Clients Pro"(CP)
- Improve the CP sales performance thanks to segmented and differentiated services and support, to enhance end-customer experience

The "Démarche commerciale" project addresses two objectives: to improve customer knowledge and to professionalize the SF, in order to enhance the value proposition delivered to the customer.

VERTONE was mandated to frame and deploy this sales' transformation project.

## MAIN STEPS OF THE PROJECT

- Co-define a project methodology allowing local actors to become active contributors upstream to better promote the project downstream, and allowing all local and HQ actors' alignment

*More than 30 workshops were organized, involving the field and more than 10 HQ actors*

- Frame, deploy and monitor 5 transformation streams:

1. Build up and share a "sales reference document" with common sales practices, organization...
2. Improve sales performance's monitoring
3. Create and share a "sales' action plans catalog"
4. Assess the field offices' SF maturity
5. Support new sales tools deployment

### Deliverable examples

**Livrable « Revue de portefeuille :  
fiche d'identité »**



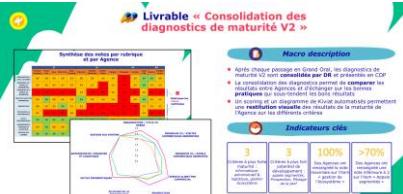
**Macro description**

- Première étape de l'exercice de la Revue de Portefeuille, la fiche d'identité du portefeuille
- Un tableau de bord qui visualise rapidement les principales caractéristiques du portefeuille du commercial
- Une carte géographique des points de vente du portefeuille

**Indicateurs clés**

2	Nombre de clients actifs dans le portefeuille
7	Nombre de clients potentiels dans le portefeuille
100%	Nombre de clients actifs dans le portefeuille

**Livrable « Consolidation des diagnostics de maturité V2 »**



**Macro description**

- Après chaque passage en Stand One, des diagnostics de maturité sont réalisés par les agents et transmis au COP
- La consolidation des diagnostics permet de comparer les résultats entre les agents et les sites
- Un rapport synthétique est généré pour chaque site
- Un essai et un diagramme de KPI automatisés permettent de suivre l'évolution et l'amélioration continue de la maturité de l'Agence sur les différents critères

**Indicateurs clés**

3	Nombre d'agents ayant atteint la maturité de vente
3	Nombre d'agents ayant atteint la maturité de vente et de vente à la carte
100%	Nombre d'agents ayant atteint la maturité de vente et de vente à la carte
>70%	Nombre d'agents ayant atteint la maturité de vente et de vente à la carte

**Portfolio review (extract)**

**Sales force maturity diagnosis (extract)**

## RESULTS

- A 160-pages "sales reference document" accessible to all Sales services at the HQ
- An operational version of the "sales reference document" accessible to 450 field actors
- A new portfolio review encompassing more than 50 KPIs
- A "sales' action plans catalog" accessible to the SF
- A SF maturity diagnosis, deployed in all field offices
- Support on SF's new tools deployment : coordination and synthesis of field feedbacks on the new tools, definition of use cases...



# Framing and deployment of a VIP loyalty program

Gambling - Revenue 2018 = 14,3 billion €

## CONTEXT AND OBJECTIVES

- In an outsider position in the competitive online sports betting market, a major French player within the gambling sector wanted **to develop the lifetime value of its best customers** on its online sports betting offer.
- In this context, Vertone was mandated to **frame and operationalize a VIP loyalty program** dedicated to the largest customers of this offer.

## MAIN STEPS OF THE PROJECT

### 1. Diagnostic of previous and ongoing loyalty activities :

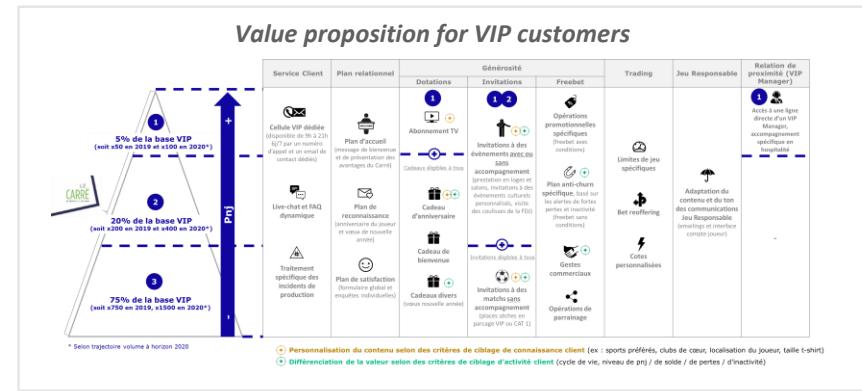
- Documentary analysis and individual interviews with Marketing and Customer Service operational staff and managers
- Restitution of improvement axis with marketing managers

### 2. Framing of the targeted VIP loyalty program

- Workshops with both marketing and customer service teams
- Restitution and validation meetings with marketing managers

### 3. Deployment

- Deployment of the value proposition for VIP customers
- Industrialization of process & tools for marketing and customer service VIP activities
- Monitoring of dedicated KPIs



## RESULTS

The VIP loyalty program was validated and operationalized after a first 3-month framework and was reinforced in the next 4 months on the Customer Relationship Strategy and Relationship Plans aspects.

### Key deliverables :

- Global framing of the VIP loyalty program
- Detailed framing of the Customer Relationship strategy
- Detailed framing of the Commercial & Relationship Plans
- Framing of the Customer Lifetime Value monitoring
- Analysis of value dispersion among the 2000 best customers



# Optimization of the e-merchandising strategy and benchmarking of customization tools

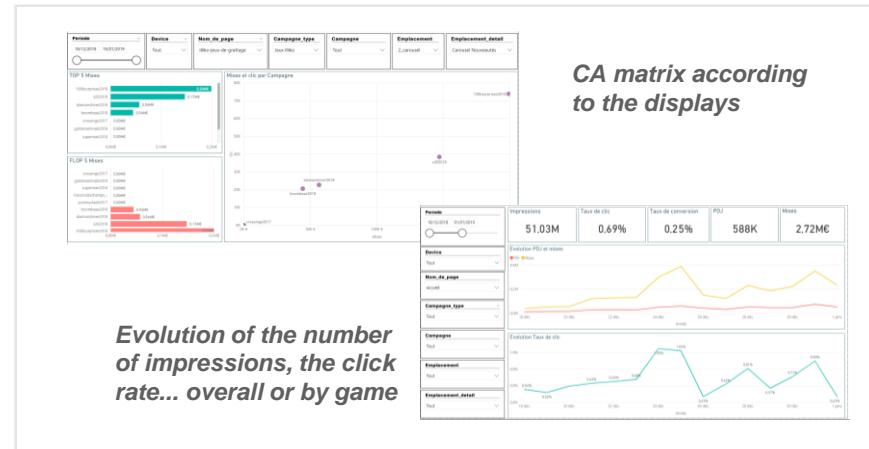
Entertainment / Gambling - 2016 revenue = €14.3 billion - 26 million customers

## CONTEXT AND OBJECTIVES

- At the beginning of 2017, the actor's portfolio consisted of 44 games, all offered simultaneously with a presentation of the catalogue by brand or product
- This presentation of the offers only partially met the actor's objectives regarding the various player profiles and did not make it possible to integrate the projected increase in the size of the portfolio of simultaneously visible offers, which will almost triple by 2020
- In 2017 and 2018, the actor launched a new range structure by orienting it towards the customer and initiated a reflection for its operational implementation via an e-merchandising axis

## APPROACH

- Identification of target customer paths and merchandising needs for the web platform and mobile app
- Audit of the current platform and its e-merchandising functionalities
  - Benchmark of market solutions that can meet needs
  - Benchmark of solutions proposed by market players
- Critical analysis and classification according to current and projected needs
- Realization of models for the dashboard for monitoring the KPIs of the site



## RESULTS

- Benchmarking of personalization market players with critical analysis based on customer needs
- Models in production with the site monitoring KPIs as well as interpretation keys for these KPIs for quick decision making



# Training of salespeople on a new compensation model

Entertainment - CA 2016 = 14,3 Mds € - 27,1M customers

## CONTEXTE ET OBJECTIFS

- As part of a new agreement, sales representatives aim to sign a new contract for all their customers over a period of 3 months. To help the sales representative, it's important to implement a training plan.
- The aim of our mission is to produce the training materials and train / coach all the salespeople from France to accompany them and remove concerns.

## DÉMARCHE

### Step 1: Production of the coaching presentation

- Realize a training support sent before the coaching trainings to guarantee an equal level of knowledge for everyone about the signature campaign.
- Realize a quizz to validate employees' achievements
- Realize coaching support to coach employees in classroom training

### Step 2 : Animate the formation

- Animate the coaching formations
- Play real situation with role plays
- Train sales people on the arguments to use and share best practices

*Briefing technical evolution*

**Focus sur le process de signature du nouveau contrat**

Le processus de signature du nouveau contrat est divisé en deux étapes principales :

- Contrat papier**:
  - La fiche ID de mon client est correcte
  - Je fais signer le contrat et la fiche ID imprimée à mon client
- Contrat électronique**:
  - Je vérifie la fiche préremplie et complète manuellement toutes les informations nécessaires de mon client pour l'aider à signer
  - Je complète manuellement une fiche ID avec les bonnes informations de mon client pour l'aider à signer

La campagne de signature commence via les contrats papier qui seront envoyés en agence le vendredi du 4 juillet suivie des premières sessions de formation/coaching.

**Un dispositif complet pour m'aider à mener à bien la campagne de signatures – les outils (1/4)**

Version définitive

Indicateur	Valeur	Objectif
Nombre de signatures	60 085	60 000
Montant total	€60 085	€60 000
Nombre de signatures par agent	1 124	1 000
Progression	1,9%	1,8%

## RÉSULTATS

- Animation of 55 coaching sessions of 10-12 commercial



# Definition of an engagement program for an independent sales network

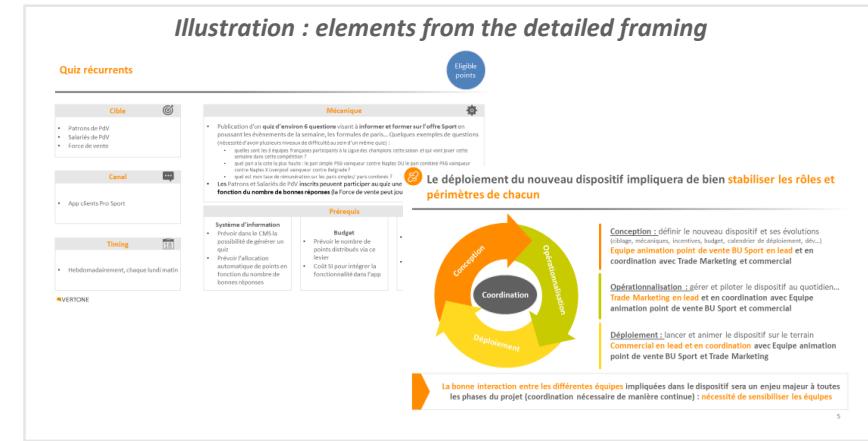
Entertainment - Turnover 2016 = 15,1 billion € - 26 M Clients

## CONTEXT AND OBJECTIVES

- The client intends to dynamize its independent sales network. To achieve this goal, the client wants to set up a new engagement program for owners and employees of its points of sale.
- VERTONE has been asked to define this new program.

## MAIN STEPS OF THE PROJECT

- Conducted 20+ interviews to identify the existing actions directed to the sales network and identify the key operational and strategic challenges for the client
- Led workshops with the client's teams to build the value proposition of the new program
- Created three different scenarios of the program and conducted workshops to identify the strengths and weaknesses of each before selecting the best one
- Realised a detailed framing of the new program based on the chosen scenario : participation criteria, playing rules, functional specifications, legal brief...
- Realised the business plan of the new program, defined a project organisation as well as a deployment path to prepare the operationalisation of the program



## RESULTS

- Realisation of a detailed framing document supplemented by a business Plan, a deployment path and a project organisation
- Presentation of the new program to the Executive Committee that led to its validation



# Opportunity analysis for an actor of entertainment to launch social games

Entertainment - Turnover (2012) € 10.5 billion – 6 M clients

## CONTEXT AND OBJECTIVES

- The client is redefining its 7-year global strategy, Creating a social money game has been identified as a potential driver to build this strategy.
- VERTONE's role is to help evaluating this opportunity by :
  - Carry out a market study on social gaming and elaborate scenarios
  - Run the group dedicated to examine the interest of this project thanks to weekly committees

## MAIN STEPS OF THE PROJECT

- Performed an external diagnostic on social games : definition, market overview, key actors, clients, key success factors Interview experts
- Designed 6 possible scenarios
- Presented the external diagnostic and final recommendations to the marketing director
- Ran the group dedicated to examine the project : weekly committees, planning, presentations to management



## RESULTS

- Precise definition of social games
- Detailed overview of the market, helping the client to clarify its vision on social games
- Strong skill improvement of the group



# Diagnostic and elaboration of a game operator strategy on youth market

Entertainment – Revenue (2012) = € 10 billion - 7M customers

## CONTEXT AND OBJECTIVES

- The game operator initiated several strategic projects for 2020, one of them involving the development of a segmented marketing approach for the youth market
- VERTONE was tasked to:
  - Support the client's teams in realizing the initial inner and outer diagnostic
  - Elaborate the short, medium and long term strategy

## MAIN STEPS OF THE PROJECT

- Carried out a benchmark on French and international competition
- Produced a review of existing initiatives for young people
- Defined a strategic segmentation with a research institute
- Synthesized the research part of the assignment: SWOT, selection of priority marketing segments and definition of strategic issues
- Defined 10 strategic projects and conducted workshop on each project (brainstorming and prioritization of actions)
- Elaborated the document presenting the strategy and the short, medium and long term action plan
- Elaborated a detailed draft budget for 2014
- Realized presentations for Executive Committees

## CHALLENGES AND SOLUTIONS

- **Involve very busy internal contributors, and ensure progress of the project in challenging times**
  - ➔ Provided solution: implementation of weekly project committees to spread information and realize route points with sub-projects managers
- **Have all managers adhere to the strategic methodology by making them participate in its definition**
  - ➔ Provided solution: implementation of workshops with project group key contributors named head of the different workshops

## RESULTS

- Raised awareness of more than 30 contributors about young target features : profile, expectations, ...
- Successful outcome of the strategic analysis: more than 15 international benchmarked actors, validation of the action plan and of the draft budget



# Assist a gaming actor in rebuilding its client account management software

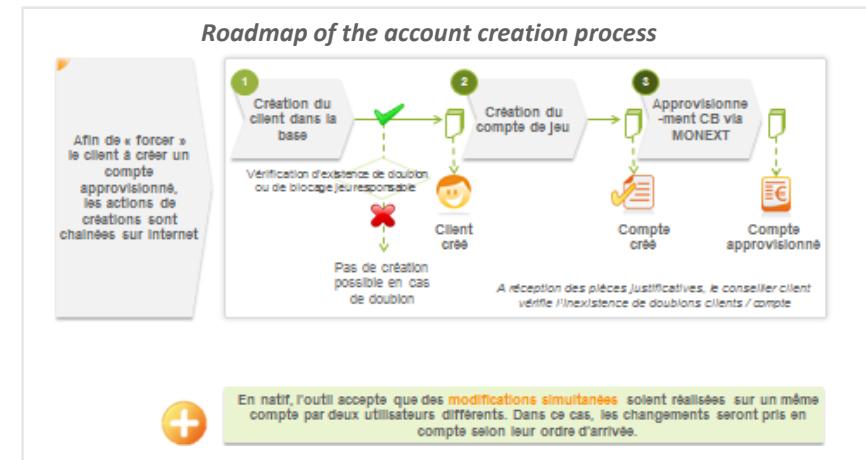
Entertainment – Revenue (2012) = € 10.5 billion – 6M clients

## CONTEXT AND OBJECTIVES

- The customer service department of the firm is involved in the project of rebuilding the client account management software. This project involves several departments in this firm (customer service, marketing, finance, sales, IS/IT)
- The mission's objectives are to:
  - Make sure that the customer service needs are taken into account all along the project
  - Identify and formalize the impacts of the new software on the customer service staff

## MAIN STEPS OF THE PROJECT

- Prepared and took part in the project scoping, then specification workshops between the software editor and the involved departments to detect any gaps between the existing solution and the target
- Organized and led meetings gathering different departments to decide on workaround solutions to fill in the gaps
- Identified and analyzed the impacts of the new software on customer service counselors
- Wrote synthetic documents intended to the customer service department presenting the new software solution



## RESULTS

- Definition of workaround solutions to fill in the gaps between the existing software and the future one
- Validation of a final solution including the key functionalities of the existing software as well as brand new beneficial functions for the counselors
- Formalization of an exhaustive documentation that highlights the most important elements regarding the counselors' tasks



# Management of the "Customer Relationship" call for tenders, for a betting company

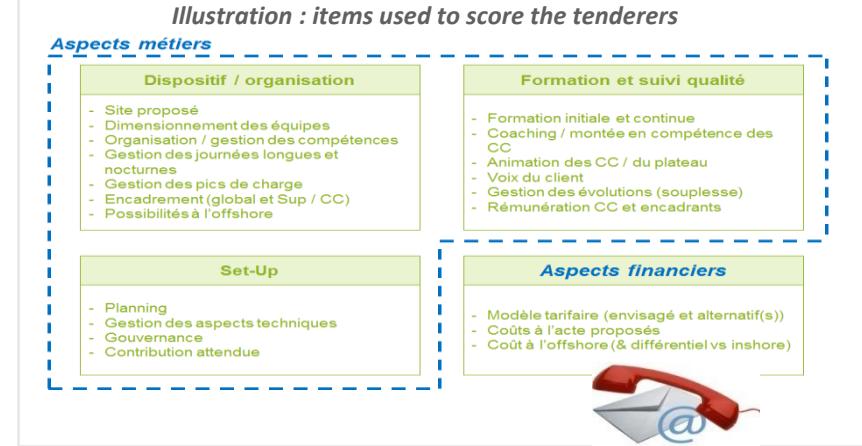
Entertainment - Turnover (2012) = € 10.5 billion – 6,5 M customers

## CONTEXT AND OBJECTIVES

- Pilot the call for tenders project
- Formalize the necessary documents: specifications, scoring of the tenderers, etc.
- Establish a recommendation for the choice of a provider, for validation in the company board

## MAIN STEPS OF THE PROJECT

- Formalized the specifications
- Chose the tenderers for the RFP (further to the RFI)
- Piloted the phase of Q&A
- Synthesized and scored the answers obtained in RFP
- Prepared the auditions with the shortlisted tenderers
- Formalized the recommendation, for the company board
- Updated the contractual business appendices



## RESULTS

- Validation of the recommendation formulated concerning the choice of the provider
- The mission allowed to define new methods for the operational piloting of the Customer relationship outsourcer (in particular by an evolution of monitoring indicators)



# Development of a marketing strategy for young adults for a gambling operator

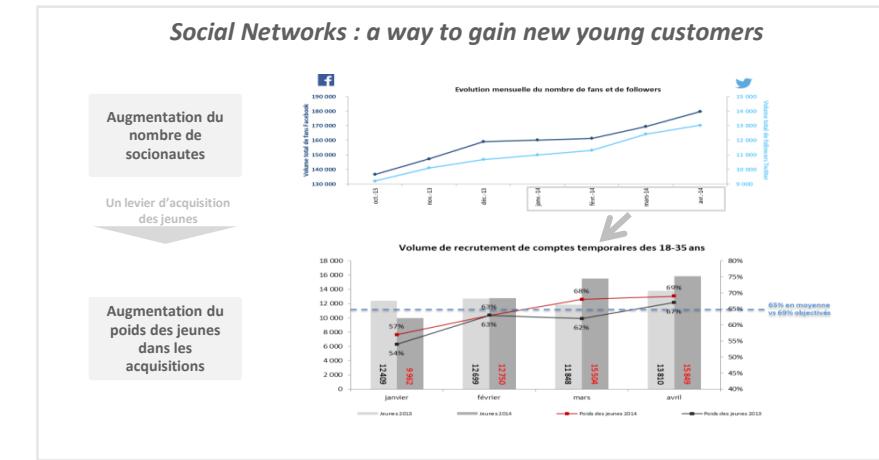
Entertainment - Turnover (2012) = € 10.5 billion – 6M clients

## CONTEXT AND OBJECTIVES

- As part of its strategic plan, this actor launched a project aimed at developing a marketing strategy for the 18-35 years old
- This marketing strategy defined a social networks implementation plan as a way to gain and retain customers among the targeted demographic

## MAIN STEPS OF THE PROJECT

- Participate in the organization of the action plan for young adults:
  - Organized the steering committee every two weeks
  - Analyzed and share the monthly reporting
- Work on some specific issues of the action plan:
  - Actively helped on some operations and tests developed to gain and retain young adults
- Define the strategy on social networks as a way to gain new young customers



## RESULTS

- Increasing presence of this actor on social networks, associated with an increase of 50,000 fans in 6 months
- The young adults demographic (18-35 years) increased up to more than 50K new accounts recruited between January and April 2014



# Exploiting social networks and social gaming to develop the offer of a gambling operator

Entertainment - Turnover (2012) = € 10.5 billion – 6M clients

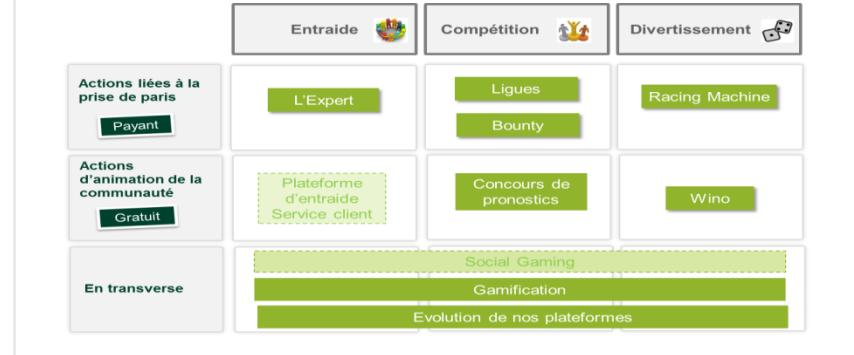
## CONTEXT AND OBJECTIVES

- As part of its strategic plan, this actor wanted to explore the potential of Social Gaming to innovate and develop social mechanisms to develop its offer
- This actor launched two projects to identify new ways to create value relating to offers: "Social Gaming" and "Strengthening the social and community dimension of our offers"

## MAIN STEPS OF THE PROJECT

- Organized the steering committee on Social Gaming every week
- Worked on the implementation of the Social Game
  - Find a partnership to develop the Social Game
  - Define the different elements of the partnership
- Organized the steering committee for "Strengthening the social and community dimension of our offers", and defined a mapping of these offers

*Mapping of the offers with a social and community dimension*



## RESULTS

- The test of several quick-wins lead to the recommendation to launch a Social Game
- Conquest of new customers thanks to the Social Game



# Assist a gambling actor in rebuilding its client account management software

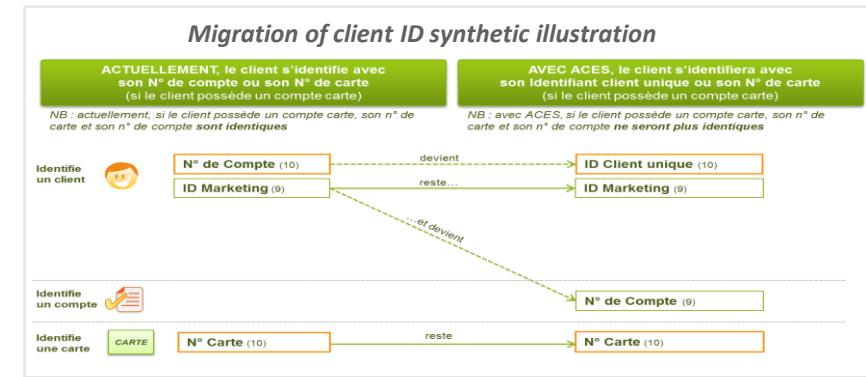
Entertainment - Turnover (2012) = € 10.5 billion – 6M clients

## CONTEXT AND OBJECTIVES

- The customer service department of the firm is involved in the project of rebuilding the client account management software. This project involves many departments in this firm (customer service, marketing, finance, sales, IS/IT)
- The mission's objectives are to :
  - Make sure that the customer service needs are taken into account all along the project
  - Identify and formalize the impacts of the new software on the customer service staff
  - Help the customer service staff handling their new tool before and during the launch on the field

## MAIN STEPS OF THE PROJECT

- Take part to the guidance workshops to define the targeted solution
- Prepare and take part to the guidance, then specification workshops that were organized between the software editor and the concerned departments to detect the gaps between the existing solution and the future one
- Identify and analyze the impacts of the new software on customer service counselors
- Lead meetings and workshops to help final users handling their new tool
- Prepare and lead some of the training sessions for the customer service staff



## RESULTS

- Definition of workaround solutions to fill in the gaps between the existing software and the future one
- Validation of a final solution including the key functionalities of the existing software as well as brand new beneficial functions for the counselors
- Formalization of an exhaustive documentation on several supports (circa 200 interactive tutorials and processes...) designed for final users
- 90% out of 150 final users declared to be satisfied with the assistance program before and during the launch



# Exploratory study on the launch of a new online gaming offer

Gaming – Revenue 2015 = 2,4 Mds € - 7 M customers

## CONTEXT AND OBJECTIVES

- One of the world leader in the online gaming industry explores the opportunity to launch a new online gaming offer, while anticipating a legal shift.
- VERTONE has been mandated to conduct this study and to draft a set of arguments to feed the operator's lobbying efforts.

## MAIN STEPS OF THE PROJECT

- Map the market : which players for which offers?
- Assess the market potential, in volume and amount
- Study launching conditions, as well as the operator's strengths and weaknesses
- Establish a *Business Plan*
- Explore the legally- structuring implementation conditions in order to identify regulatory constraints to impose so that at-risk population is protected and the operator's market secured

## Artificial intelligences' typologies

### Robot s'appuyant sur des calculs statistiques

- Le robot analyse toutes les solutions possibles...
- ...et calcule l'efficacité de chaque solution

Exemple :



### Robot s'appuyant sur une base de données

- Une base de données est constituée sur la base de parties déjà jouées...
- ...par des joueurs réels ou par le robot contre lui-même
- Dans une situation donnée, le robot reproduit les comportements entrés dans sa base de données

Exemple :



**Belo - Jeubelote.com**  
300 000 parties récoltées au cours des 3 dernières années - Calcule lorsqu'les données ne suffisent plus

**Poker - Cepheus**  
A joué 6 milliards de parties par secondes pendant 2 mois contre lui-même pour se constituer sa base de données

**Jeu de go - AlphaGo**  
Repose sur le deep learning : analyse massive de données pour améliorer l'apprentissage, puis s'améliore en jouant contre lui-même

## RESULTS

- Establishment of a Business Plan allowing return on investment from the third year
- Approval of the technical and marketing conditions for a launch by the General Secretary
- Launch of discussions with the lawmaker and their representatives



# Opportunity study on a new market of online gambling in France for a gambling operator

Entertainment - Revenue 2014 = € 10 billion

## CONTEXT AND OBJECTIVES

- This actor wants to study the opportunities to open its activities to a new market
- The mission is therefore to provide a comprehensive review of market trends, of business opportunities and threats and of ways to enter this new market
- This objective is to build a recommendation to enter or not the market, and its impacts

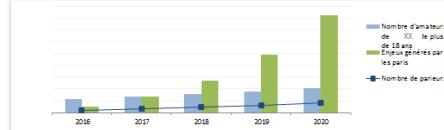
## MAIN STEPS OF THE MISSION

- Formalized a benchmark of 20 actors that already offer this type a gambling abroad
- Conducted interviews with experts on the subject
- Carried a watch on market trends
- Built a SWOT analysis
- Built a market sizing and a business plan, and perform sensitivity analysis on BP parameters
- Write a recommendation to enter or not the market : objectives / key success factors / threats to not enter the market / offer's details

## Market sizing synthesis

Suivant ces hypothèses, le marché France de ce type de paris est estimé à XMC d'enjeux en année 1 (2016) et évoluera jusqu'à XMC en 2020

Estimation de l'évolution de l'audience, des parieurs et du marché du paris xx



	2016	2017	2018	2019	2020
Nombre d'amateurs (+de 18 ans)	x 100k	x 110k	x 120k	x 130k	x 140k
Croissance annuelle moyenne des amateurs	+x%	+x%	+x%	+x%	+x%
Taux de pénétration du pari	+x%	+x%	+x%	+x%	+x%
Evolution du taux de pénétration	-	-	-	-	-
Nombre de parieurs	x	x	x	x	x
Nombre de paris par parieur	x	x	x	x	x
Nombre de paris par an	x €	x €	x €	x €	x €
Valeur moyenne par paris en €	x €	x €	x €	x €	x €
Enjeux générés par les paris	x 100M€	x 110M€	x 120M€	x 130M€	x 140M€

## RESULTS

- Detailed opportunity study which is based on market data and expert opinion
- Summary document and Excel model with the market sizing results and business plan, as well as sensitivity analysis



# Optimization of the Customer Service processes and procedures

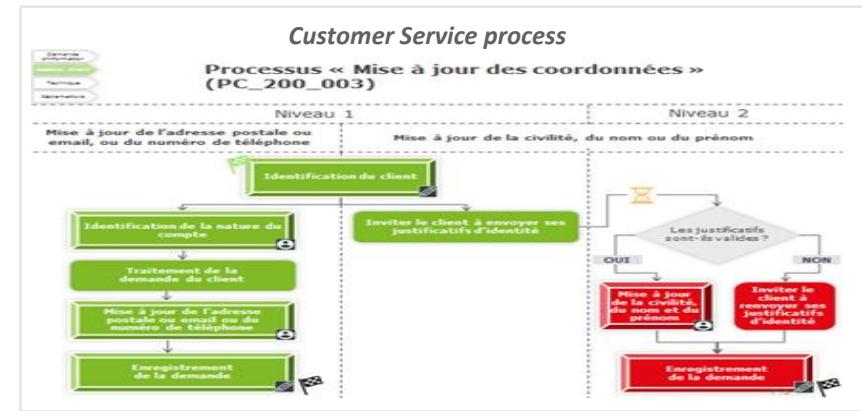
Entertainment – Revenue 2015 = 9,8 billion € - 6 M customers

## CONTEXT AND OBJECTIVES

- The Customer Relationship and Services Department settled a goal to improve the quality of its customer relationship
- In order to meet this challenge, VERTONE intervened on the optimization of the processes and the procedures of the Customer Service and implemented actions to improve the quality of service (launch of a satisfaction survey for the agents, monitoring of quality standards)

## MAIN STEPS OF THE MISSION

- Analyze existing processes & procedures
- Solicit contributors to optimize and validate the content of the new processes & procedures
- Produce flow charts associated to each procedure
- Define a new process format
- Build a survey for agents in order to determine their level of satisfaction in the use of the documentation
- Develop and follow references table resuming the evolution of the documentation



## RESULTS

- Globally, 39 procedures have been optimized and 113 flow charts were associated
- A new process model has been built and validated by the managers of the Customer Service
- References tables were designed to help the teams monitoring the documentation evolution
- A satisfaction survey was built to evaluate the new format of the documentation



# For a gambling company, definition and implementation of retail stores cash transaction management strategy

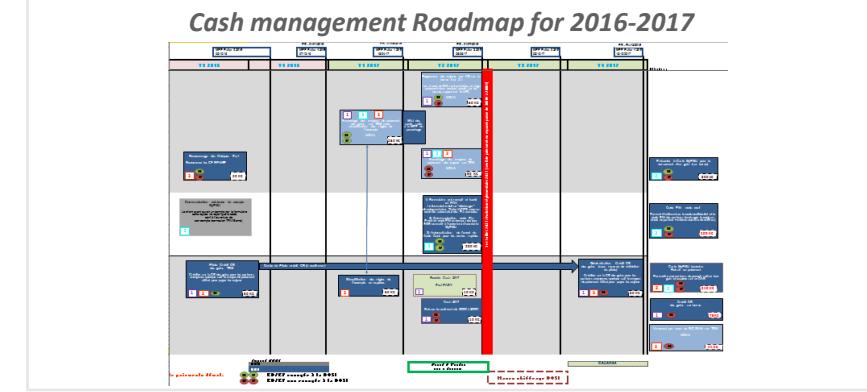
Entertainment - Turnover (2015) € 9.8 billion

## CONTEXT AND OBJECTIVES

- Over the past few years, French lawmakers have toughened the rules on the gambling market, especially regarding the transactions made in cash in the retail stores.
- Gamblers face restrictions when it comes to getting their winnings in cash, and they do not always know the company has no control over these regulations. In 2013, our client lost an important part of its turnover when such a regulation was passed.
- In 2016, VERTONE is requested to set up and drive a program aiming at reducing the cashflow in the retail stores. The approach agreed upon consists in offering new services to gamblers to dive them to use cashless payment methods

## MAIN STEPS OF THE PROJECT

- Set up 10 cross-disciplinary working groups to carry out appraisals of proposed projects, monitored managed with PMO methods
- Negotiated partnership with the Groupement Cartes Bancaires (French payment card network) and banks in order to launch new innovative or exclusive cashless payment methods
- Defined the communication strategy to support the product launches, training of sales and store managers
- Animated intern creativity workshops, in order to suggest new projects ideas
- Charged with determining the assessment process for new ideas and project prioritization in order to set up the 2017-2018 roadmap



## RESULTS

- Successfully launched 9 projects in 2016, and initiated 8 projects developments for 2017
- Contributed to decreasing the incoming and outgoing cash transactions in retail stores
- Changed the way gamblers take their bets and withdraw their winnings in store, thanks to digital and print communication as well as staff training
- Identified the regulation changes to come, and proactively offered insight on the way to grapple with the issue in the same client-oriented mindset



# Construction of the Marketing Masterplan for 2018

Gaming - Revenue 2016 = € 2,4 Billions

## CONTEXT AND OBJECTIVES

- In order to guide their marketing and commercial actions for 2018, the client aims at drafting their Marketing Masterplan.
- Staff must be implicated through heavy co-construction so that they adhere to this plan.
- VERTONE has been mandated to build an approach and conduct the project.

## MAIN STEPS OF THE PROJECT

- Collect relevant assessment items and draft 2016 assessment: data analysis, surveys and studies synthesis, competition benchmark, etc.
- Identify with the staff, main points and priority work areas for the coming year.
- Organize two creativity seminars to build the target and identify key levers for actions.
- Formalize levers and identify adhesion and impacts on on-going projects.
- Draft a keynote synthesis for presentation to all employees.

**Target definition seminar**

Définition des objectifs

- Pour chaque zone, quel est l'objectif pour 2018 ?**  
Par groupe : 1 post-it par zone
- Comment mesure-t-on l'atteinte de ce objectif ?**  
Par groupe : 3 post-it par zone

## RESULTS

- A clear, shared and federating vision.
- A delivery in 2,5 mouths.
- A validation by the Board.
- A strong involvement of staff, who appropriated the Masterplan.



# Definition of a continuous improvement plan for a Customer Service

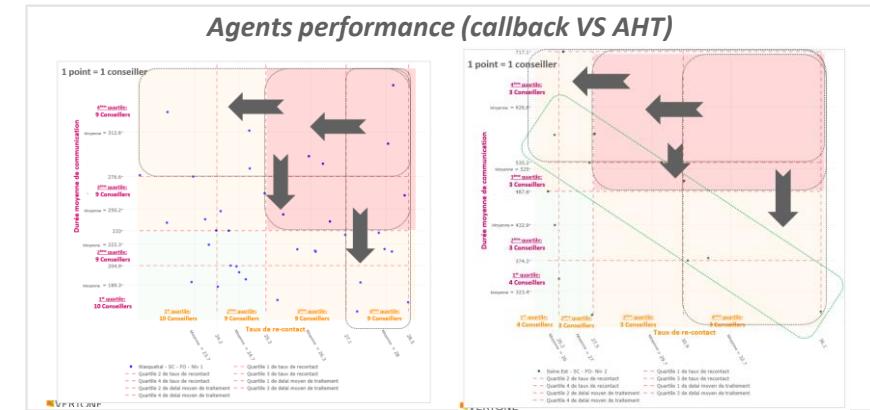
Gaming - Revenue 2016 = € 2,4 Billions

## CONTEXT ET OBJECTIVES

- The Customer Relationship and Services Department settled a goal to improve the quality of its customer relationship
- In order to meet this challenge, VERTONE intervened to implement a continuous improvement plan in the Customer Relationship and Services Department.
- This transversal plan implies all the teams involved in quality of services: advisors, supervisors, quality team, training, performance management, service providers management, etc.

## MAIN STEPS OF THE MISSION

- Identification of the objectives and the key indicators of the CRSD, in this case : callback, AHT, customer satisfaction and amount of bets taken
- Definition of actions contributing to the improvement of each key indicator
- Classification of the actions by projects and definition of concretes action plans (actions > persons in charge > contributors > deadline)
- Definition of a governance to drive the continuous improvement plan
- Analysis of the Customer service activity and design of mappings representing the performances of advisors in terms of AHT and callback rate



## RESULTS

- Advisors evaluation and coaching is now done on the basis of their performance, through the analysis of their activity, their evolution and their trajectory on the mapping
- 10 projects have been identified to implement the continuous improvement plan
- A continuous improvement section has been integrated into existing steering committees



# Exploratory study on entering a new market segment

Gaming – Revenue 2015 = 2,4 Mds € - 7 M customers

## CONTEXT AND OBJECTIVES

- One of the world leader in the online gaming industry explores the opportunity to launch a new online gaming offer to anticipate a legal shift
- VERTONE has been mandated to conduct this study

## MAIN STEPS OF THE PROJECT

- Market dynamics analyse on an international scope
- Possible opening scenarii description
- Mapping and identification of illegal market available to french-speaking gamers
- Market sizing and business plan simulation following different scenarii
- Identification of possible new entrants and analyse of their potential strategy
- Study launching conditions, as well as the operator's strengths and weaknesses

## *Market sizing following six complementary approaches*

Nous avons estimé le marché online français actuel selon plusieurs approches complémentaires



Approche n°1 :  
Estimation sur la base d'études  
sur les pratiques online



Approche n°2 :  
Estimation sur la base du  
marché légal en Europe



Approche n°3 :  
Estimation sur la base des  
pratiques actuelle de jeu de  
hasard en France



Approche n°4 :  
Estimation sur la base de  
l'appétence des joueurs de la  
base



Approche n°5 :  
Extrapolation sur la base du  
REX Poker



Approche n°6 :  
Interview d'expert

## RESULTS

- Key success factors identification
- Future competition landscape description
- Building of a business plan to simulate favorable, standard and unfavorable scenarii



# Construction of the Marketing Masterplan for 2019

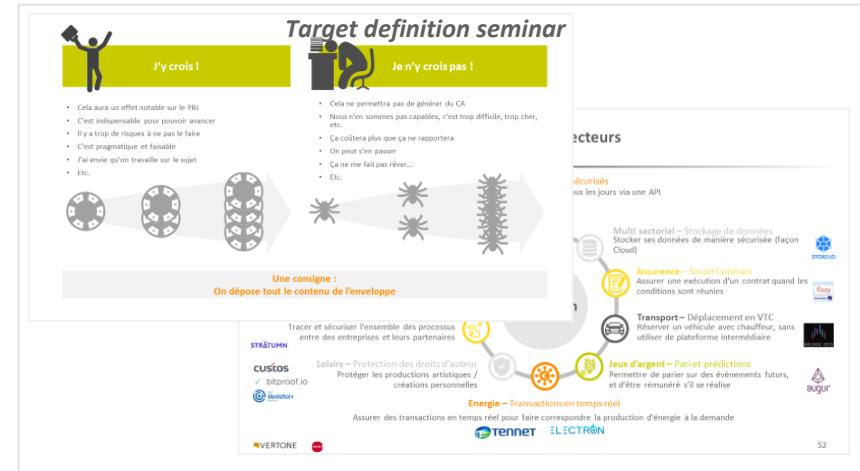
Gaming - CA 2017 = 9,9 Mds €

## CONTEXT AND OBJECTIVES

- After building the 2018 marketing masterplan, VERTONE is mandated to construct the 2019 masterplan
- This plan aims at confirming or adjusting the orientations taken in 2017, taking into account the evolutions of the market...
- ...while keeping the reinforcement of the whole staff adhesion through co-construction
- ...and opening to new societal trends

## MAIN STEPS OF THE PROJECT

- Collect relevant assessment items and draft 2017 assessment: data analysis, surveys and studies synthesis, competition benchmark, etc.
- Build a first draft of the plan and have it challenged during a seminar, in order to pinpoint key learnings
- Organize production of key levers by the staff ...
- ...and a seminar to share and arbitrate
- Draft a finalized version addressed to operational staff and the Board



## RESULTS

- Confirmation of several projects defined in the VERTONE's 2018 masterplan which positively impacted key metrics
- Innovative projects identification
- Definition of a shared client-oriented vision



# Adaptation of a loyalty program to a casino considering specifications of its customer asset

Gambling - CA 2015 = 143,2 M€

## CONTEXT AND OBJECTIVES

- In view of a structural traffic decline in casinos and strong competitive pressure, the client decided to redesign its existing loyalty program to better focus on the needs of its customers.
- After a test phase of the new program in eleven pilot casinos, the Group wished to be supported by VERTONE in the adaptation of the new loyalty program to its biggest French casino.

## MAIN STEPS OF THE PROJECT

- Collected and analyzed customer data available on the casino focused and data from the new loyalty program applied to pilots casinos.
- Organized workshops with internal teams to understand offers and associated costs of the existing loyalty program.
- Realized the BP of the new loyalty program applied to the casino studied (similarity to the loyalty offers deployed in the 3 pilot casinos).
- Identified development scenarios of the new loyalty program and evaluated the macro-impacts to the studied casino.

## Profitability scenarios of the new loyalty program

Paramètres	Scénario option basse	Scénario option haute	Commentaires
Coefficient multiplicateur des points utilisés	x	x	Ratio pondéré issu du BP
Capping des points gagnés pour le statut Noir	x%	x%	Hypothèse communiquée par le casino
% d'utilisation de l'offre anniversaire	x%	x%	Hypothèse Vertone
Suppression des commandes express pour le statut Argent	x	x	Hypothèse communiquée par le casino
PBJ encarté	x%	x%	Hypothèse Vertone
Volume de clients encartés	X clients	X clients	Hypothèse Vertone
Barème de points handle	X points	X points	Hypothèse Vertone
Barème de points mise	X points	X points	Hypothèse Vertone
PBJ additionnel	+ x% + x%	+ x% + x%	Hypothèse communiquée par le casino
Rentabilité du Carré VIP	x€ x€	x€ x€	

## RESULTS

- Proposal of two profitable scenarios for the new loyalty program using assumptions taking into account the characteristics of the customer asset of the casino.
- Quantitative analysis of the GGR and customer asset of the casino for the table game activity: distribution of the GGR per activity and per type of customers.
- Proposal of a new loyalty offer suitable for the features of the casino.



# Implementation of a new loyalty program in 3 pilot casinos

## Games and Entertainment

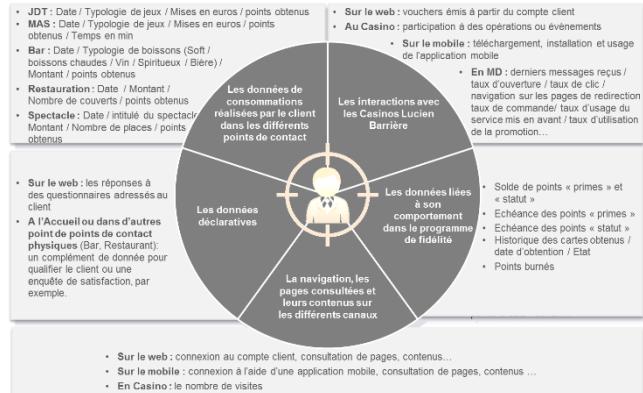
### CONTEXT AND OBJECTIVES

- Because of a structural decline in Casinos traffic and a strong competitive pressure, the client has decided to review its current loyalty program to better focus on the needs of its customers.
- After a phase of definition of the offer, the client wanted to be accompanied in the implementation and launch of the new program in 3 pilot casinos.

### METHOD

- Writing a book detailing all the principles of the program, the statutory benefits, the terms of earn and redemption of points, commercial animations and management of marketing campaigns, migration and the associated customer journeys.
- Definition of the project mode management : identification of projects to be carried out, managers, provisional planning and the mode of governance.
- Organization of workshops with service providers and internal teams to define the terms of the offers.
- Definition of the training program and production of the training materials for the 3 pilot casinos.

### Overview of customer data to be collected during casino interactions



### RESULTS

- Despite the importance of the IT developments, the new loyalty program has been defined and implemented in the 3 pilot casinos in 8 months only, including the training of all the teams within the casinos.
- Training in less than a month of the 450 employees of the 3 pilot casinos, covering 15 different business hearts impacted by the implementation of the new loyalty program.



# Opportunity study, framing and deployment for a new online gaming offer

Revenues 2016 = 1,16 Bn €

## CONTEXT & OBJECTIVES

- The traditional gambling market is opening up to competition, international legislation is becoming more flexible and online gaming (sports betting, turf, online casinos, etc.) is driving market growth.
- In this context, the client asked VERTONE for an opportunity study of a new international online gaming activity and to support the deployment of this new online gaming offer in a pilot country.

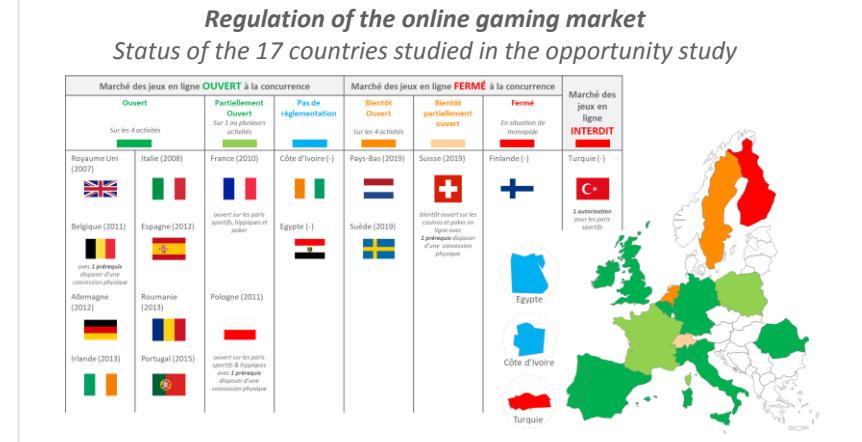
## METHODOLOGY

### Framing phase (Sept. - Dec. 2018): Opportunity study of an online gaming offer

- Definition of scope, context and strategic objectives: 1st analysis followed by in-depth study on prioritized markets, client interviews
- Definition of the strategic and operational model: estimation of market sizes and share to be captured by the client, associated business model construction on one and several countries, ambitions definition of the new gaming offer and framing of the job sites for deployment

### Deployment (Jan. - April 2019): Launch of online casino games in a pilot country

- Conception of project management and reporting tools
- Writing a specification, framing a RFP (Request for Proposals) to select an online gaming platform provider



## RESULTS

- Study recommendation: launch an online casino games offer in a first historical country for the client and make it a model project, duplicable and value-creating, before embarking on other activities in other countries, with cross-marketing actions linked to the traditional physical activity of the client
- Support for project management and launch of the request for proposals



# Assistance to set up and monitor an action plan to comply with the RGPD (PMO)

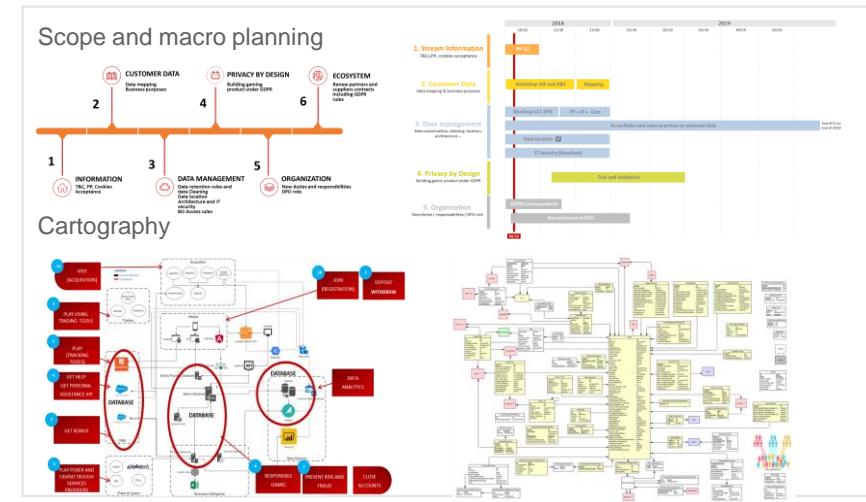
## Online game

### CONTEXT AND OBJECTIVES

- The company is a leading player in the online gaming sector (sports betting, poker, casino). For an actor with millions of customer accounts, the issue of personal data protection is crucial, in terms of customer relations (players) but also in terms of retaining rare resources and attracting talent... The 2-year action plan aims to bring the company into compliance and put it under tension to make data protection a strong element, taken into account from the design of the offer to the operation of game platforms in all the countries where the group operates under license (Privacy by design)

### APPROACH

- Based on an audit, the mission consists in proposing an agile methodology that highlights the shortcomings and the projects and actions to be implemented
- Define the sequencing and prioritize actions over a 36-month trajectory
- Contribute to the implementation of some of the actions (regulatory documentation to be provided, data mapping, purpose and location of the collected data)
- Contribute to the alignment of teams with RGPD obligations (acculturation)
- Lead the action plan transversely and report to the Deputy Executive Director and a dedicated Committee
- Prepare for the arrival of a future DPO (DATA PROTECTION OFFICER)



### RESULTS

- Compliance of the company with the key points of the RGPD, in particular with regard to customer information and with respect to the control authorities (DPO documentation, mapping, processes)
- Action plans and monitoring tools



# Incoming call flow modeling at a customer service center

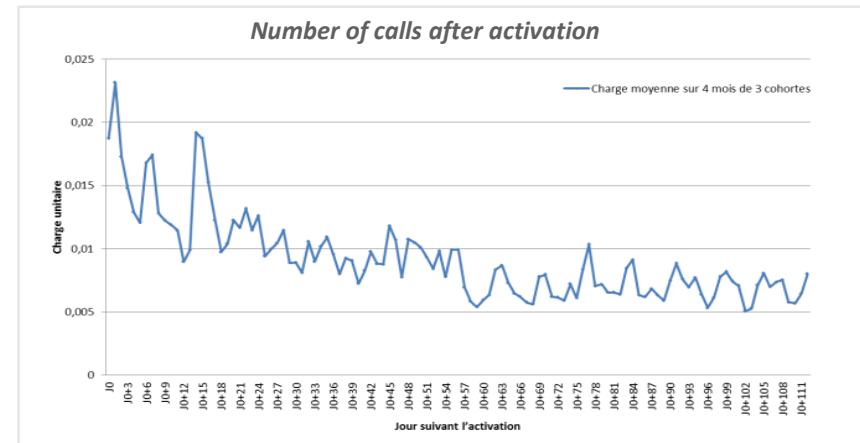
Telecoms- Turnover (2012) = € 139 billion - 600 000 customers

## CONTEXT AND OBJECTIVES

- In order to reduce its customer service expenses, La Poste Mobile was willing to change it contractors remuneration, moving from a payment by the call to a payment by the hour
- In order to accept such a change, La Poste Mobile's contractors requested that the company produced a monthly incoming calls forecast that is at the most +/- 10% accurate
- Since their current forecasting model didn't achieve such a goal, La Poste Mobile asked VERTONE to build a new model achieving accuracy

## MAIN STEPS OF THE PROJECT

- Audited the quality of the data provided
  - Confirmed data integrity
  - Verified that aggregated data provided by the client, matched raw data from the contractor
  - Found out the unitary call load per event of the client life cycle
  - Identified the main drivers for the number of incoming calls
  - Computed the load per client per event
- Built the forecasting model



## RESULTS

- Identification of 5 main call load drivers, accounting for more than 52% of the overall load
- Forecasting process implementation for the team
  - Building of the forecasting model
  - Brought every team together to the importance of input quality to ensure forecasting accuracy
  - Put together the essential inputs feeding process



# Customer Satisfaction program

Telecoms - Revenue (2012) = € 160 million - 700 customers

## CONTEXT AND OBJECTIVES

- The customer is an international software company providing B2B solutions in the finance industry. Its objective was to put in place a program to measure and improve customer satisfaction over time.
- The assignment focused on one of the Business units which delivers back-office solutions with locations in France, the UK , Ireland and the USA.
- The company had no tool to measure satisfaction and therefore no way to get an objective perception of its activity from the customers

## MAIN STEPS OF THE PROJECT

- Assessed customer satisfaction existing initiatives with all teams involved (sales, customer support, technology, R&D and product development): used tools, key moments of truth, main sources of satisfaction, dissatisfaction
- Analyzed and consolidated feedbacks from the teams
- Shared the diagnostic in workshops and define and prioritize avenue of actions by topics
- Defined systems to measure customer satisfaction



## RESULTS

- Organization of a seminar with the management of the business unit to agree on the diagnostic and launch cross-function initiatives in order to improve customer satisfaction
- Deployment of tools, processes and dashboard to measure and monitor customer satisfaction



# Cross-sell marketing support on Enterprise accounts

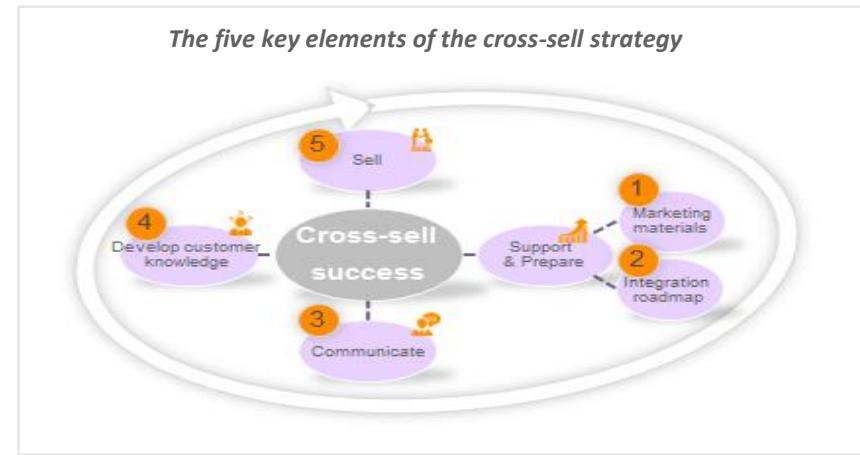
Telecoms - Revenue (2014) = € 0.1 billion - 800 customers

## CONTEXT AND OBJECTIVES

- The customer had recently acquired a company.
- In this respect, the customer has requested VERTONE to support its cross-sell strategy.
- This mission had three main objectives : perform the diagnostic of past cross-sell attempts, recommend a strategy compatible with its environment, and frame the strategy implementation through action plans.

## MAIN STEPS OF THE PROJECT

- Analyze existing documents and conduct interviews to frame the cross-sell approach.
- Set up a coherent and realistic strategy :
  - Identify market expectations
  - Define priority prospects
  - Match prospects needs with products use cases
- Develop actions plans to :
  - Prepare and support cross-sell
  - Communicate and increase customer knowledge
  - Sell efficiently



## RESULTS

- Pragmatic and short-term approach framing which allowed the company to maximize their chances of successful cross-sell.
- Commercial and marketing teams mobilization on the cross-sell projects.



# Optimization of the Customer Service processes and procedures

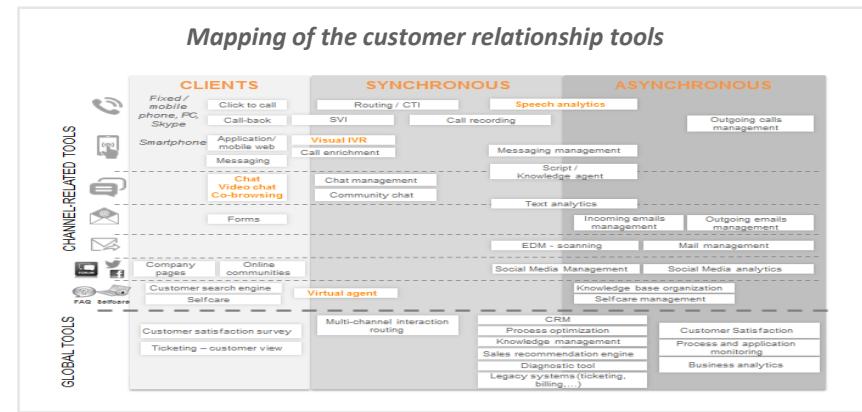
Telecoms – Revenue 2012 = 40 billion € - 265 M customers

## CONTEXT AND OBJECTIVES

- The company set ambitious 5 years plan to digitize the customer relationship, improve the contact centers productivity and the customer experience.
- In this context, the Enterprise Line of Business wishes to analyze several innovative tools in the digitalization of contact centers in order to propose some of these tools to the B2B contact centers of the company subsidiaries based in Europe, Africa and Middle East.

## MAIN STEPS OF THE MISSION

- Identify the tools to analyze according to their relevance in order to launch pilots with little time and financial investment
- Define the set of criteria for the analysis
- Meet the editors and the users of the solution
- Collect and analyze information from all possible sources
- Write toolkit presentations and an analysis synthesis summing up the positioning of tools and a recommendation to launch, in order to help the subsidiaries



## RESULTS

- Identification of the most interesting tools according to the characteristics of the contact centers thanks to the VERTONE innovative customer service expertise that helped to challenge the editors
- Exhaustive toolkits produced and attractive material provided enabling subsidiaries to identify possible test to perform



# Framing of the loyalty and customer experience program for an African subsidiary of a French telecom operator

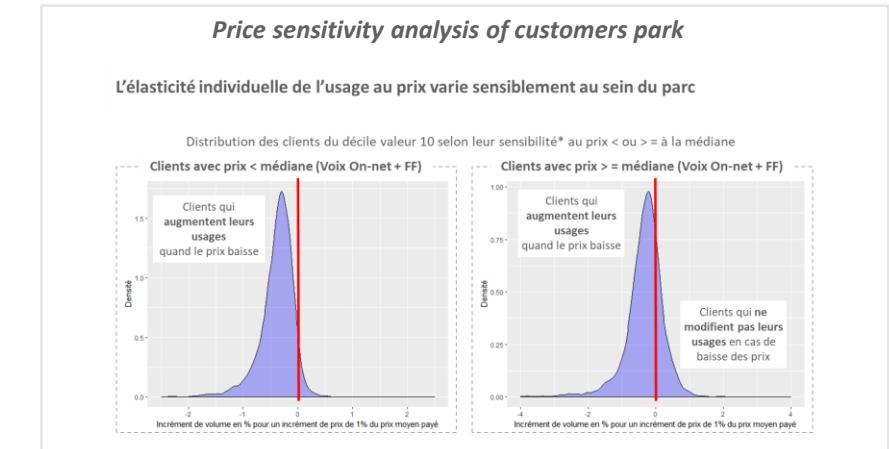
Telecom – turnover 2016 = 41 € bn

## CONTEXT & AIMS

- For two years, the operator, leader in the domestic telecom market, is strongly challenged by its competitors and is experiencing a rising churn rate, in a context of price war and innovation races.
- After launching a first loyalty program for its premium customers, our client wants to be accompanied by VERTONE to frame its future loyalty program, for other customer segments

## DEMARCH

- Conduct a qualitative diagnosis, based on *in-situ* workshops, around existing positioning, offers, CRM and loyalty strategy
- Conduct a quantitative study of the performance of customer marketing and loyalty systems
- Carry out customer value mapping with understanding of value drivers through the customer dimension analysis and identification of interdependencies between different parameters
- Define the objectives and major principles of the future program
- Co-build the target program during creativity workshops with all teams involved
- Develop the program's macro implementation plan



## RESULTS

- The quantitative analysis allowed to identify very strong dispersions of the customer value within the park, part of the explanatory criteria of the churn, as well as to quantify the economic stakes on different populations of identified customers.
- To secure the ROI of the program, we have proposed a test & learn program, with reduced scope, configurable, with targeted actions and few operational constraints



# Design and implementation of tripartite wallet in France

International bank - 32M customers worldwide

## CONTEXT AND OBJECTIVES

- The 3 French telecoms already entered the payment market with pilot projects of contactless payment with banks and payment on invoice for digital goods.
- The government directive on Payment Services (DSP 1) allows new players to enter further the payment market by opening payment accounts or digital cash.
- Examples exist worldwide of alliances between telecoms from the same country to launch a wallet or solution payment.
- The m-commerce is only starting and needs adapted payment solutions.
- The 3 telecoms co-requested VERTONE to define their concept and set up the JV.

## MAIN STEPS OF THE PROJECT

- International benchmark of offers and projects in terms of mobile payment.
- Analysis of retailers needs in terms of mobile payment.
- Identification of a differentiating value proposition of mobile payment.
- Design of the offer, set up of the business plan.
- Project management of the JV launch, the license acquirement, the roll-out of the solution...



## RESULTS

- Creation of the company Buyster, acquirement of the Payment Institution status and launch of the service in less than 18 months.



# Delivery model optimization for a customer service outsourcer

Customer service – Revenue = € 220 million - 16 000 employees, 4 countries

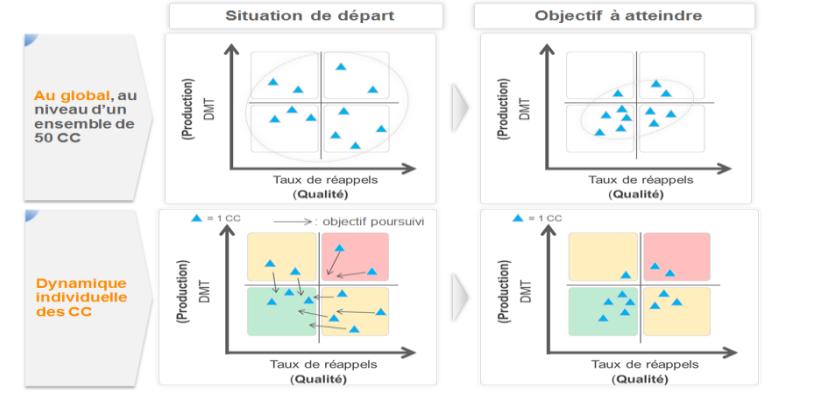
## CONTEXT AND OBJECTIVES

- Facing a growth slowdown and intense competition, our client needed to rethink its production and quality processes with the ambition to become “best in class”
- The project consisted in improving the performance and efficiency of the production, management and shared services systems

## MAIN STEPS OF THE PROJECT

- Audited the current system in terms of production, management and shared services efficiency
- Formalized recommendations for the optimization of the complete production and quality system
- Qualified each recommendations through several workshops
- Designed the implementation strategy of the recommendations

*Illustration of the impacts of recommendations on the performance dispersion decrease*



## RESULTS

- Validation of the recommendations by the executive committee
- Launch of 5 pilots in different countries to test the recommendations



# Management of “cross country” pilots for a customer service outsourcer

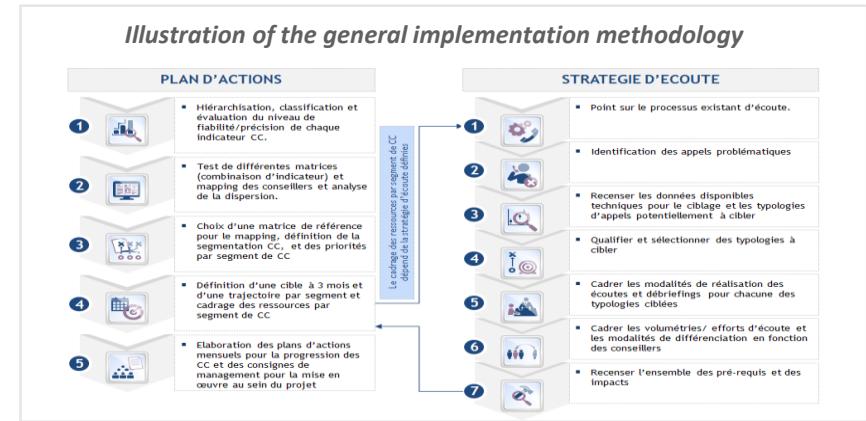
Customer service – Revenue = € 220 million - 16 000 employees, 4 countries

## CONTEXT AND OBJECTIVES

- Facing a growth slowdown and intense competition, our client needed to rethink its production and quality processes with the ambition to become “best in class”
- The project aimed at implementing the recommendations (made by VERTONE) by launching and monitoring 5 pilot projects in Europe

## MAIN STEPS OF THE PROJECT

- Designed the deployment tool kits, including a detailed methodology with dedicated tools to implement the recommendations
- Trained the project’s ‘accountable people’ (account managers, site managers, project leaders, quality staff, etc.)
- Actively supported teams while launching the pilots by adapting the recommendation to the specificities of each project
- Monitored the progress of all 5 pilots and the impacts on their performance



## RESULTS

- Excellent appropriation of the recommendation by the client's teams
- Improvement of the pilots' performance after only one month (performance increased up to +20% for some pilots)



# Post-merger integration for a customer service outsourcer

Customer service – Revenue = € 220 million - 16 000 employees, 4 countries

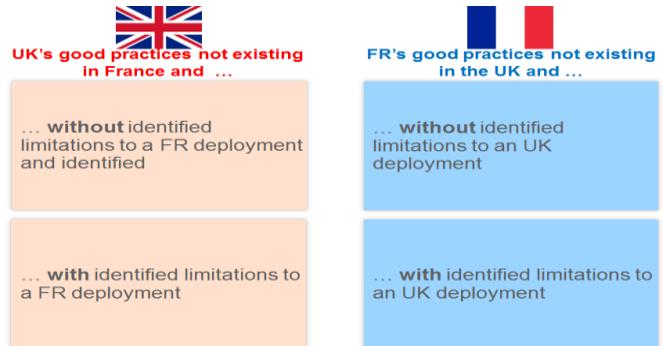
## CONTEXT AND OBJECTIVES

- Following the acquisition of a UK based customer service outsourcer, our client needed assistance in the integration of the acquired company and the identification of operational synergies

## MAIN STEPS OF THE PROJECT

- Audited the acquired company from an operation standpoint
- Identified synergies to deploy from one region to the other
- Developed a methodology to implement the identified synergies
- Managed the project team during synergies' implementation
- Provided inputs for the integration progress reviews (chaired by the CEOs)

*Segmentation of identified good practices before considering their deployment from one country to an other*



## RESULTS

- Identification of “good practices” to be deployed from one area to the others
- Launch of 6 pilots on 3 different countries



# Customer's organizational model optimization for a customer service outsourcer (B2B)

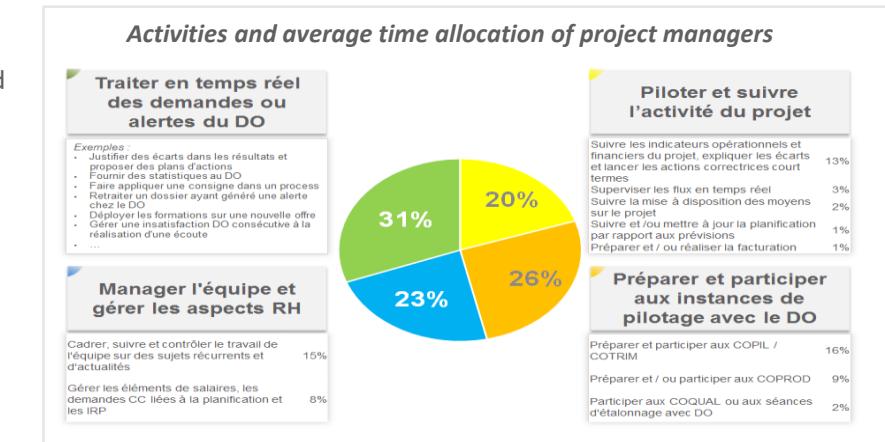
Customer service – Revenue = € 220 million - 16 000 employees, 4 countries

## CONTEXT AND OBJECTIVES

- Our client wanted to rethink its client's organizational model currently composed by a account and a project management divisions
- The project aimed at improving the current organization in order to improve clients' satisfaction and profitability

## MAIN STEPS OF THE PROJECT

- Assessed the existing model through interviews among the executive committee members
- Analyzed projects' structure and associated costs for each type of organization
- Analyzed activities and time spent per activity of each key function in the client's organization
- Formalized recommendations to improve the model in terms of job descriptions, key processes, incentives and model differentiation per customer segment



## RESULTS

- Implementation of a differentiated model according to type of customer
- Identification of quick wins in the activities allocation per function



# Deployment of a new quality policy, for a customer relationship outsourcer

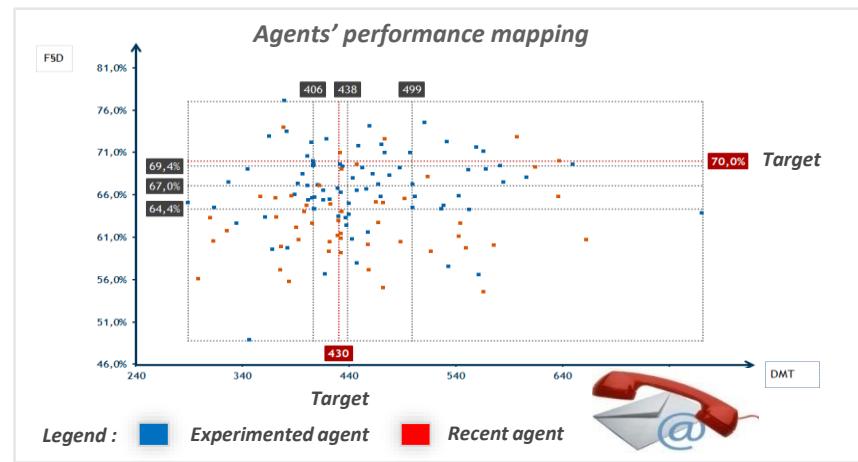
Customer service – Revenue = € 220 million - 16 000 employees, 4 countries

## CONTEXT AND OBJECTIVES

- Pilot the deployment of a new quality policy to contact centers in France, Morocco, and Romania
- The new quality policy was based on 2 main aspects:
  - Allow distinct hours for coaching regarding each agents' performance
  - Optimize the efficiency of coaching by focusing it on an improvement axis identified for each agent

## MAIN STEPS OF THE PROJECT

- Defined the accounts on which the method was to be deployed
- Defined the elements of the method for every account: KPIs taken into account, number of supervisors and agents, listening strategy, etc.
- Analyzed matrices of agents positioning
- Accompanied production teams on the deployment of the method quality (scope : France, Morocco, Romania)



## RESULTS

- The new quality policy improved performance of service delivered for a significant number of customer accounts
- Progress in benchmarks made by clients using several Customer relationship providers: for instance, our client improved in 4 months from the 5<sup>th</sup> to the 1<sup>st</sup> place in the Benchmark realized by its biggest client (a telecom operator)



# Merger of commercial Front offices for two branches of the training and skills certification French leader

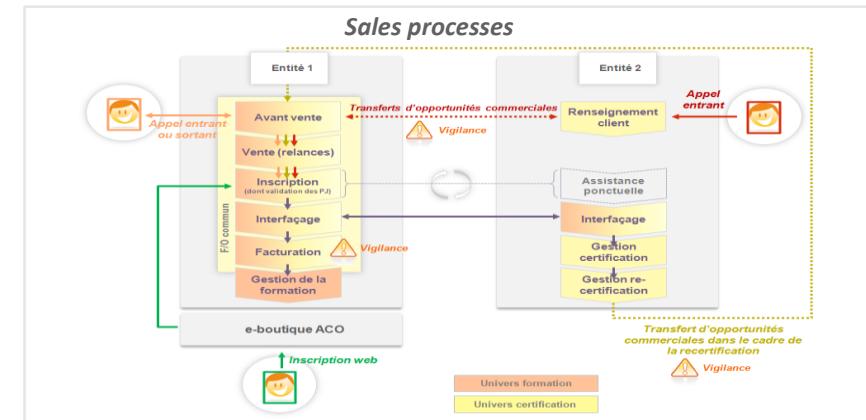
Training - Turnover (2012) = ~ € 130 billion

## CONTEXT AND OBJECTIVES

- Our client launched a packaged service offer in which two different branches take part, either on the offer sale process or on the after sale client management.
- Each of the two entities manages its clients independently with its own package, generating inefficient internal processes and client dissatisfactions.
- The goal of this assignment was to structure a unique and common F/O on the following objectives :
  - To increase sales
  - To increase client satisfaction
  - To optimize internal processes
  - To make the staff

## MAIN STEPS OF THE PROJECT

- Organized diagnosis workshops with the staff
- Collected and analyzed internal documents
- Formalized a detailed diagnosis on the strategy
- Organized and processed fields
- Led workshops dedicated to the target definition
- Formalized the common F/O target and unveiled to CEO



## RESULTS

- Presentation of a detailed diagnosis of the existing sales and client management process
- A target F/O
  - General principles
  - Organisation (HR issues)
  - Works Implementation
  - IT evolutions
- Benchmark of competitors' multichannel sales processes



# Strategic framing prior to the deployment of an online certification exam solution

Professional Formation and Certification – Revenues 2018 : 80M€

## CONTEXT AND OBJECTIVES

- The French leader of professional formation intends to digitalize its customer journey and to implement a solution to hold online proctored exams for certification
- VERTONE designed the targeted customer journey with the customer's operational teams, built a business case to address the economic viability of the project, and put forth recommendations about the existing digital solutions that best fit customer needs

## MAIN STEPS OF THE PROJECT

- Benchmark competitors offer, price position, customer journey and digital progress
- Define 9 personas and state the current customer journeys
- Conduct workshops to design targeted customer journeys
- Model revenues and costs of the two entities involved in the project, and quantify economic savings and gains available from the digital solution implementation
- Convert customer journeys into functional specifications
- Benchmark digital solutions existing on the market and select the most relevant actors regarding the customer needs



## RESULTS

- Customer's operational teams reached a shared target customer journey
- Directors deepened their strategical vision of the next steps to implement in order to gain a decisive competitive advantage regarding digital progress and customer journey
- The client intends to present the results of the mission to the group executive committee to roll out the digital solution



# Definition of a reporting tool for the Executive Committee to monitor the business planning progress

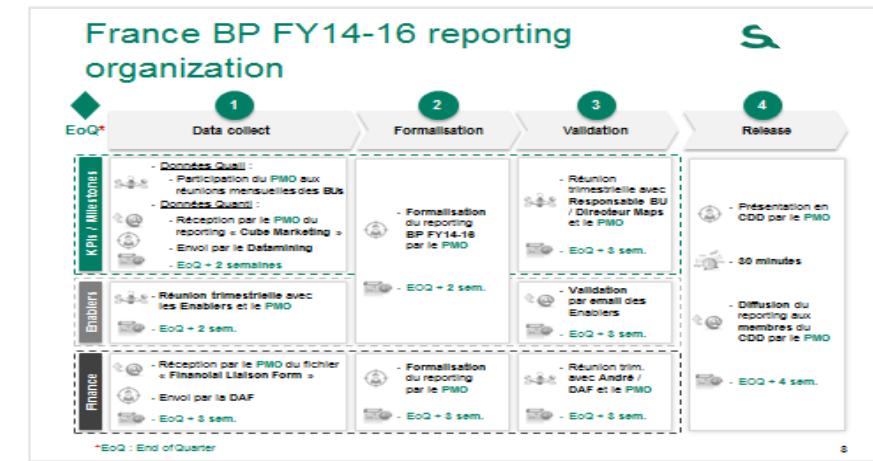
Software editor – Turnover = € 1,6 billion – 6M B2B customers (worldwide)

## CONTEXT AND OBJECTIVES

- VERTONE has been working with the Strategy Department of this client for the last two years to coordinate the French Business Planning implementation.
- VERTONE also had to :
  - Define and build a quarterly reporting tool to monitor the business planning progress at an Executive Committee level
  - Design the reporting tool organization and the different process to collect, formalize, validate and release the tool
  - Train the French business planning PMO

## MAIN STEPS OF THE PROJECT

- Defined quarterly the perimeter to follow within the reporting tool (financial indicators, list of KPIs...)
- Formalized a detailed glossary defining each KPI followed within the business planning reporting tool
- Designed the reporting tool organization and the different process to collect data, formalize, validate and release the reporting
- Defined and built a reliable, automate and aesthetic reporting tool
- Validated the business planning reporting tool template during an Executive Committee board
- Trained the business planning reporting tool PMO



## RESULTS

- Validation of the reporting tool template and the target organization by the Executive Committee  
« a very complete reporting tool »
- General validation of the reporting tool glossary by each BU, the Finance and Datamining department
- Successful training of the business planning PMO in charge of the reporting tool



# Design a path to Customer Experience and a collaborative crowd sourcing platform

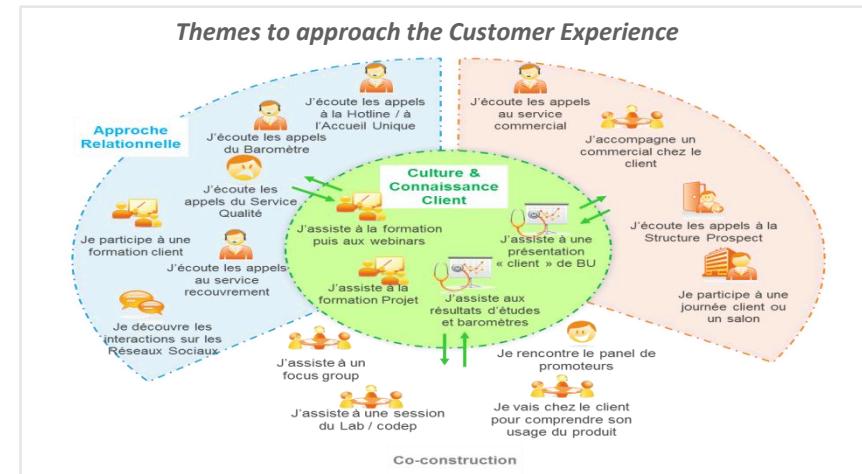
Distribution – Turnover (2012) = € 324 million - 2M customers / users in France

## CONTEXT AND OBJECTIVES

- Our customer wishes to raise salaries' awareness about customer experience and identify best practices regarding customer experience to implement.
- We aimed at :
  - designing a journey for employees to improve Customer Experience
  - designing a crowdsourcing platform to identify and implement Customer Experience best practices
  - defining an incentive program to support both projects
- Our customer works for month on the project without tangible results before our assignment.

## MAIN STEPS OF THE PROJECT

- Identified actions to be part of the journey, scored and prioritized them to design the journey
- Built a cross-BU and cross-functions journey
- Designed a collaborative crowd sourcing platform for employees
- Designed a gamification process for both projects
- Wrote functional specifications
- Drew launch and deployment organization, action plans and roadmaps



## RESULTS

- A cross-BU and cross-functions journey
- A collaborative crowd sourcing platform design
- An innovative and engaging gamification process
- An implementation tool kit with work streams, roadmaps and project specifications



# Implementation of a device to grow customer experience awareness among employees for a software company

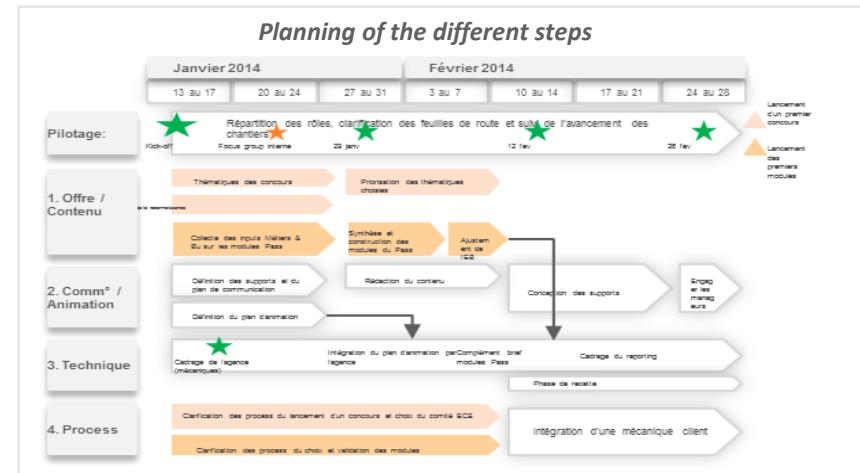
Software provider – Turnover (2013) = € 303 million - 2M French users

## CONTEXT AND OBJECTIVES

- The Customer Experience Department of this software company defined a plan to promote and develop customer experience among employees, with the help of VERTONE in July 2013.
- The project's objective was to deploy this plan, working on four aspects:
  - Adapt the mechanics of the project and prioritize the actions
  - Animate the group project
  - Work on the different areas of the project
  - Ensure AMOA and manage web agency

## MAIN STEPS OF THE PROJECT

- Managed the project according to 5 major work packages:
  - Overall coordination
  - Offers and content
  - Communication and animation
  - Technical
  - Process
  - Change management
- Conducted an internal focus group in order to adjust the framing regarding the use of the platform
- Delivered a detailed report of the project: context and objectives / detailed presentation of the mechanics / process / scope / roles



## RESULTS

- Internal development and implementation of the collaborative platform
- Operational implementation of the launch process, animation and daily platform management
- Creation of a dynamic involving all Business Units



# Assistance on the establishment of the next 3 years France strategic plan for a software provider

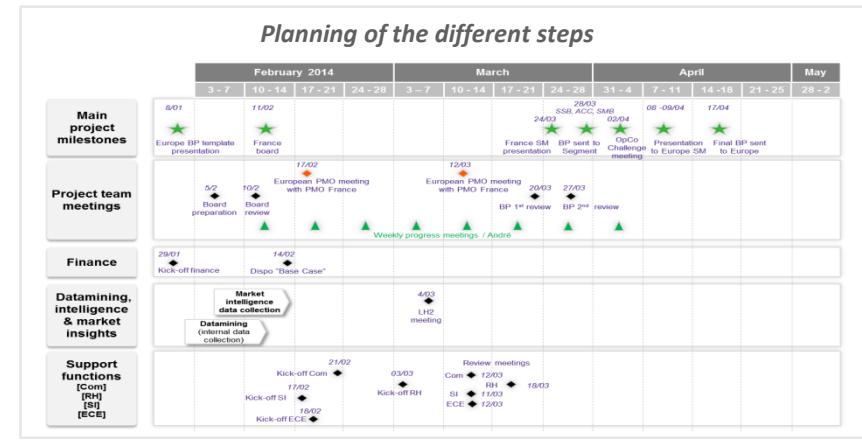
Software provider – Turnover (2013) = € 303 million - 2M French users

## CONTEXT AND OBJECTIVES

- In a slowly recovering economy, our client wished to define a strategic plan for the next 3 years in order to identify key initiatives, enablers and resources needed.
- The main objective was to estimate financial impacts in all Business Units and align them with Group growth objectives.
- Our client wanted VERTONE to coordinate the definition of the **France Strategic Plan and all French BU's strategic plans (4 documents)** based on a framework defined by the European HQ

## MAIN STEPS OF THE PROJECT

- Structured the project and led steering committees
- Animated and coordinated the group project during the definition / assessment of strategic BU and enablers initiatives
- Assisted the task forces (~25 people) in writing and formalizing the French Strategic Plan (competitive assessment, portfolio management)
- Consolidated the France strategic plan based on a framework defined by the European HQ



## RESULTS

- Production of 4 strategic plan** (France + 3 BU's) which respond to the expectations of European HQ
- Detailed assessment of all the financial impacts** for the next 3 years aligned with Group growth objectives
- Global coordination** of the France Strategic Plan definition at the top level management



# Framework to collect, analyze, react & share the Voice of Customer for a software company

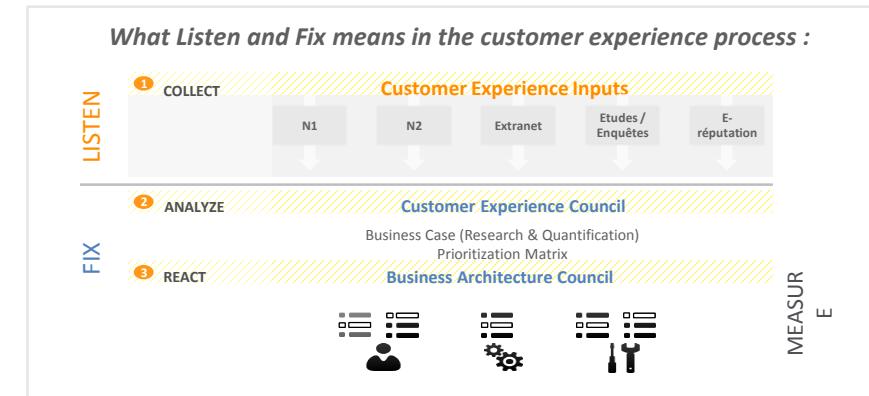
Software provider – Turnover (2013) = € 303 million - 2M French users

## CONTEXT AND OBJECTIVES

- VERTONE helped its client meet the following objectives:
  - Consolidate and synthesize all of what the customer expresses on all available channels
  - Integrate the customer's voice throughout the process
  - Constantly improve customer feedback process

## MAIN STEPS OF THE PROJECT

- Collected information from different services
- Made a detailed inventory of the various channels for collecting customer feedback
  - Defining Customer Feedback
  - Presenting how to collect the feedback
  - Defining some thematics common to all channels, following customer life cycle
  - Defining principles to share the information
- Defined subdivisions according to a mapping of priority actions



## RESULTS

- Framework of the customer feedback to guide the operational implementation of the project by the client



# Customer relationship program

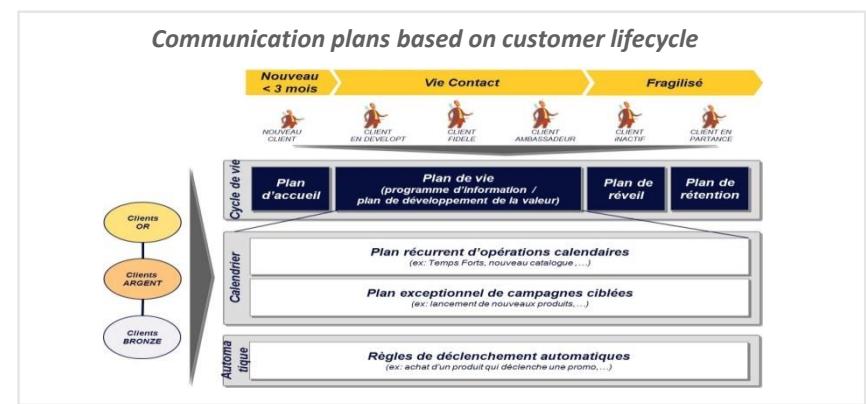
Others - Revenue (2012) = € 20 million - 20 K customers

## CONTEXT AND OBJECTIVES

- The customer is specialized in delivering meal trays and packaged lunches to companies.
- It decided to deploy an ambitious strategy to keep its leading position on the market by developing brand awareness and loyalty.
- in this context, the customer looked at rebuilding its relationship program with a customer-centric approach

## MAIN STEPS OF THE PROJECT

- Defined program objectives and scope
- Analyzed customer database and define a customer segmentation
- Analyzed customer lifecycle and identify communication plans
- Defined campaigns to feed communication plans



## RESULTS

- Redefinition of the definition of a “customer”
- Creation of a personalized, segmented relationship program based on customer lifecycle rather than on the brand agenda.
- Assessment of an annual budget to run the new program showing cost reduction since investment is better allocated depending on the customers



# Functional specifications of a customer relationship program

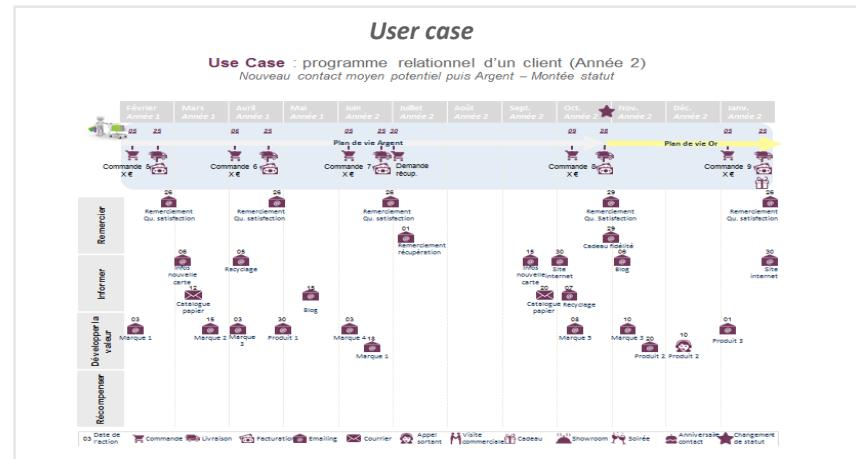
Others - Revenue (2012) = € 20 million - 20 K customers

## CONTEXT AND OBJECTIVES

- The client is specialized in delivering meal trays and packaged lunches to companies.
- The company decided to deploy an ambitious strategy to keep its leading position on the market by developing brand awareness and loyalty.
- In this context, VERTONE defined a new customer relationship program, and wrote the program's functional specifications.

## MAIN STEPS OF THE PROJECT

- Collected and consolidated information about the customer relationship program.
- Defined the document's outline with the IT Manager.
- Organized scoping meetings with marketing and IT teams to:
  - Define the processes
  - Adjust the program's characteristics to the feasibility study
- Formalized the requirements and the functional specifications.



## RESULTS

- The client has initiated the program development and primary IT settings.
- The client has properly adopted the new customer oriented vision of the program.



# Definition of a Customer acquisition strategy on the SMB segment (Small & Medium Business)

Multinational human resource consulting firm – 30 000 employees – revenue US\$ 20 billion

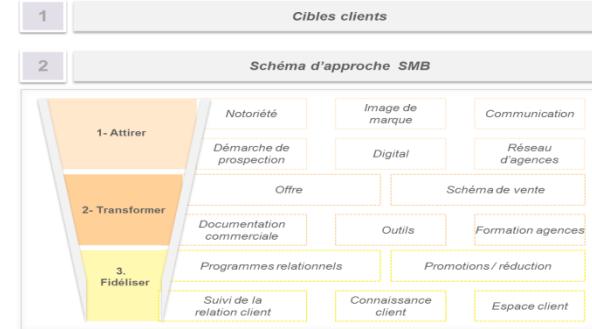
## CONTEXT AND OBJECTIVES

- The customer wishes to develop the SMB market segment. This segment is not properly addressed although it represents a significant profitability potential vs. large enterprises
- Therefore the client has decided to first establish a diagnostic of its acquisition and loyalty approach towards SMB and then define a realistic and operational development strategy

## MAIN STEPS OF THE PROJECT

- Analyze the market and the customer base (acquisition cost breakdown)
- Establish a diagnostic of the existing acquisition and loyalty organization
- Benchmark competition and other B2B service company loyalty schemes
- Set priority on SMB segments to target
- Identify prospection and loyalty levers and assess means to deploy (tools, organization and process,...)
- Provide operational recommendations for the implementation
- Define a project structure and work streams roadmaps
- Transfer project knowledge to internal teams and make it their own

## Methodology to build the customer acquisition strategy



## RESULTS

- VERTONE has achieved a deep analytics study of the sales performance and customer value over time to reposition main stakes
- Thanks to VERTONE B2B marketing expertise and its knowledge of the SMB segment, performed benchmark and diagnostic has led to find out innovating and more-efficient solutions
- The chosen methodology for the project engaged internal teams in various locations, thus making it easier to conduct change



# Assist one of the leaders of the Defence industry in performing a portfolio review of its Secure Communications products and services

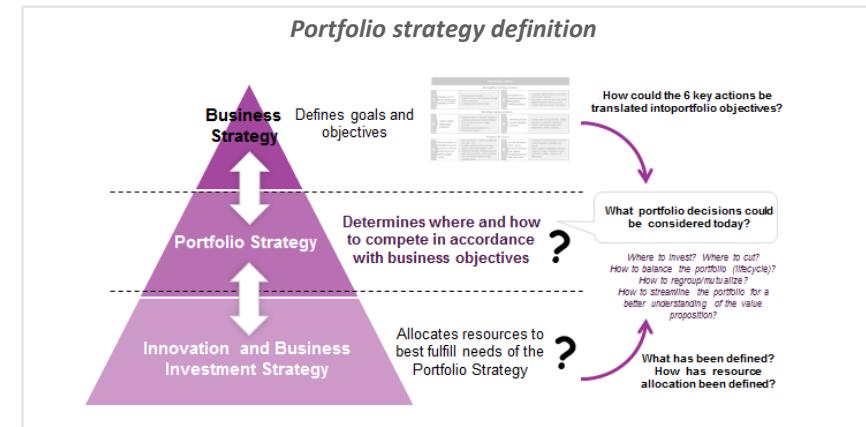
Defence and Space – 2015 Turnover = 13 Mds €

## CONTEXT & OBJECTIVES

- The Secure Communications Department wants to offer a clear product and service portfolio that is financially relevant and strategically aligned with the Business objectives
- In this context, VERTONE has been selected to support them in performing a portfolio review of the Secure Communications products and services

## APPROACH

- Evaluate the portfolio review methodology and the first outputs
- Identify areas for improvement and enrich the review through:
  - New maps (financial, segmentation, maturity...)
  - A workshop with Product Managers to challenge and complete the existing analyses
- Organize a workshop between the Product Management and the Strategy Departments in order to:
  - Raise awareness on the need to collaborate in the context of a portfolio management process
  - Define a portfolio strategy and agree on a joint effort process to collaborate in the future



## RESULTS

- Portfolio review methodology and first outputs assessment
- Review enrichment and emphasis on the missing elements necessary for the review
- Establishment of an action plan to continue and enrich the portfolio review
- Realization of the necessity to define a portfolio strategy and to use a product and service view of the activity (vs project view)
- Portfolio strategy definition



# Diagnosis of multichannel customer relationship

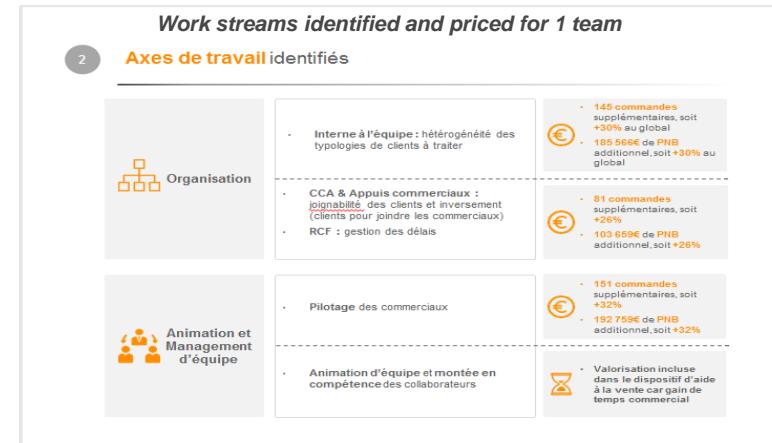
Car rental - Revenue 2012 = 244 billion €

## CONTEXT AND OBJECTIVES

- Our client is the leader of fleet leasing in France and is experiencing a high growth in recent years.
- To best anticipate the arrival of competitors, the group wants to optimize its operation, particularly in terms of customer relations.
- VERTONE was asked to accompany this step back of the 4 teams in contact with clients.

## MAIN STEPS OF THE MISSION

- Evaluate the performance of the processing of the application via flow analysis and customer data.
- Understand customer issues and responses by listening telephone conversations
- Understand the current organization of customer relationship services
- Identify new means to improve Customer Relations for each team
- Estimate the associated benefits



## RESULTS

- Identification of 18 potential means to implement within 2 years
- Pricing of 10 means adapted to our client's strategic issues



# Customer Experience improvement and satisfaction

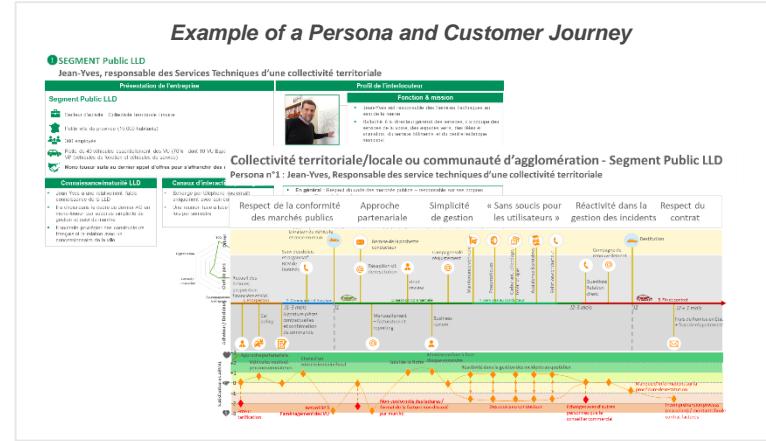
Car rental – Turnover (2016) : 996 M € – All customer segments (French entity)

## CONTEXT AND OBJECTIVES

- Leader in long-term car rental in France, our client belongs to a banking group that has made "Customer Centricity" and "Customer Satisfaction" an issue for all of its entities with the aim of being in 2020 " the most recommended financial institution by its customers »
- Our client focused during the last 2 years on the development of a cold barometer (NPS) to measure customer satisfaction.
- The client wants now to improve customer experience and satisfaction in every market (Key Accounts, Small, Medium and Large Enterprises, Public accounts)

## MAIN STEPS OF THE PROJECT

- Drawn all customer lifecycle doing interviews with operational staff and customers
- Segmented every markets by customer typology through personae and Customer Journey
- Identified for each persona the current level of customer satisfaction and their main pain points
- Recommended solutions to treat main pain points and scoring of these solutions
- Built an action plan to improve customer experience



## RESULTS

- Creation of 15 personae with their Customer Journeys for all market segments.
- Co-construction of an action plan to treat every pain points during the customer lifecycle (car delivery, return, reporting...).
- Implementation of an "on-the-spot" measure satisfaction through a short loop of dissatisfaction treatment.



# For a car fleet rental actor, definition of the target Prospect Journey and prospection process, and specification of a new PRM tool

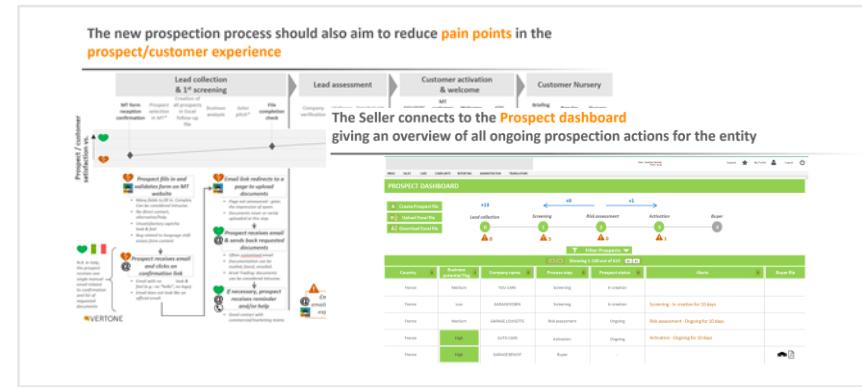
Car rental – Turnover in 2016 = 997 M€

## CONTEXT & OBJECTIVES

- Our client is a leader in long-term car fleet rental in France, facing competition on the B2B used car remarketing market. This downstream business is key in our client's business model.
- Our client does not have a formalised prospection process common to all its European Business Units.
- Our client calls on VERTONE to define the target Prospect journey, the associated prospection process, and the functional specifications for a new PRM tool for all its European Business Units.

## MAIN STEPS OF THE PROJECT

- Assess the Prospect/Customer journeys and behaviours in each BU, thanks to Prospect/Customer interviews and identification of pain points
- Assess the business objectives and prospection processes already set up in each BU and identify best practices.
- Organise Ideation Workshops to define the target Prospect journey using personas, as well as the target prospection process, including data needs and reporting needs.
- Define the PRM tool functional requirements & write functional specifications.



## RESULTS

- Assessment of the Prospect journey (15-20 customer interviews) and the current prospection process (15-20 Business Unit interviews).
- Target prospect journey and process, built with the client's teams.
- Detailed functional specifications of the PRM tool evolutions: mock-ups and associated *user cases*, detailed specifications Excel file (fields, buttons, alerts, filters...) and Executive Summary.



# B2B data management strategy revision in order to make the B2B data base more reliable and boost sales and marketing efforts

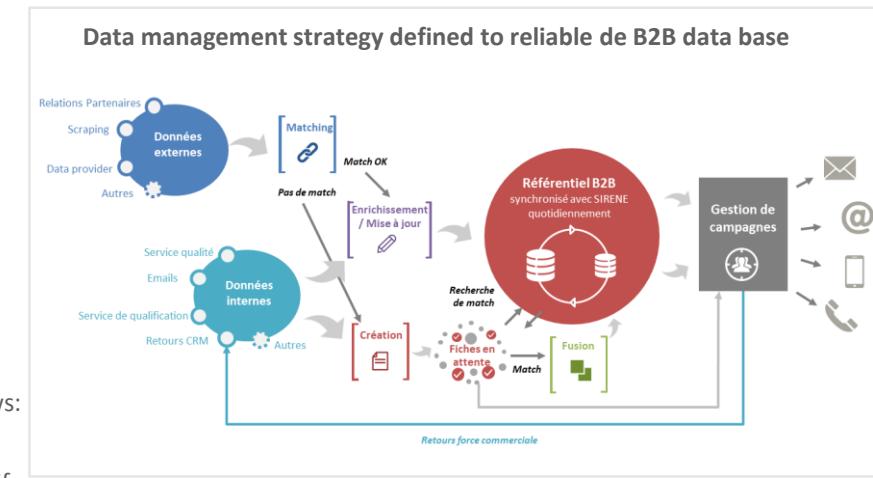
B2B – Revenue (2015) = € 130 Million

## CONTEXT AND OBJECTIVES

- As part of a global marketing project, a major real estate company wants to improve its B2B data base reliability in order to reinforce the sales and marketing performance
- In this context, VERTONE has worked on defining a new data integration strategy to improve data quality in the B2B database (flow management, data deduplication, integration rules ...)

## MAIN STEPS OF THE PROJECT

- Animate interviews with all data users (marketing, sales, IT) and identify main issues related to data quality
- Analyze the B2B data base in order to quantify major issues identified during interviews:
  - Data duplicates analysis
  - B2B cohort study (track customers journey during an ended period and identify pain points)
  - Comparative analysis of flows and B2B database with the SIRENE official open data by using the exact match method or by calculating the Sorenson Dice index
- Define a new data management strategy by making flows more reliable and also correcting the historical stock of B2B data thanks to an externalize resources
- Support the teams in the choose of the company in charge of providing data and deduplicate clients



## RÉSULTATS

- Complete diagnosis of B2B data base and quantification of issues in the base
- Global revision of data management strategy to make the new data repository more reliable (integration rules review, stock correction, deduplication algorithm)
- Tender and selection of the company in charge of providing data and deduplicate clients



# B2B Database externalization

Real estate – T.O 2014 = 130 M€

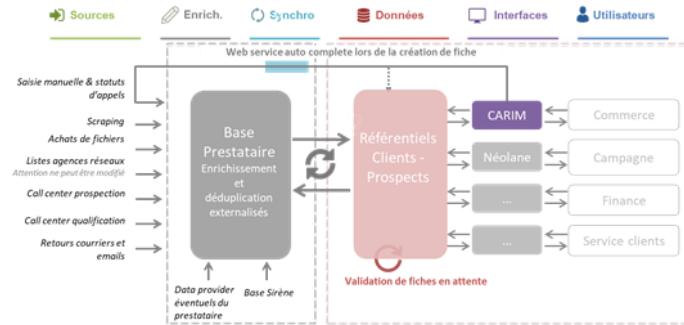
## CONTEXT & OBJECTIVES

- As part of a global project regarding the commercial activities, the client aims to optimize the sales actions by ensuring the reliability of the B2B database. In order to achieve this goal, the client has chosen to ask an external provider for the B2B database externalization.
- Considering this background, VERTONE has been designated to assist the client in the selection of an external provider that perfectly meets his needs and objectives

## APPROACH

- Issued a Request for Information (RFI)
- Realized a synthesis of the RFI and selected the external providers for the RFP (Request for Proposal)
- Drawn up project specifications and interviewed the selected providers
- Organized the Q/A sessions within the tender procedure
- Realized a synthesis of the answers to the RFP
- Organized the tender oral presentations
- Selected the final external provider

*Target architecture for database externalisation solution*



## RESULTS

- 17 providers interviewed during the RFI => 9 answers
- 04 providers selected for the RFP => 3 answers
- 01 provider selected by end of June to start immediately a first phase of initial stock treatment simultaneously with a setup phase. These phases will be followed by a RUN phase



# Commercial offer optimization for a player in the cleaning industry

Cleaning & Hygiene - CA 2016 ~400 M€ - 2500 clients

## CONTEXT AND OBJECTIVES

- This historical player in the cleaning industry operates in a service market characterized by little differentiation where price is one of the main determining criteria.
- VERTONE assisted in performing a diagnostic on the existing offers (Cleaning & Hygiene and Healthcare establishment) and in making recommendations on axis for improvement.

## MAIN STEPS OF THE PROJECT

- Audit of the existing offers:
  - Analysis of the standard offers
  - Interview of 11 employees
- Determine clients / prospects expectations (Interview of 17 clients and prospects).
- Organize an ideation workshop with the client's teams to identify axis for improvement and to generate inputs for the innovation committee.
- Make a synthetic diagnosis of the offers.

Synthetic diagnosis			
Interview Degré d'importance	Vision Clients / Prospects	Vision Collaborateurs	Vision VERTONE
Sujets de fond	<p>Principales Attentes clients</p> <ul style="list-style-type: none"><li>Attention particulière au bien-être des résidents<ul style="list-style-type: none"><li>Bienséance et communication adéquate</li><li>Accompagnement relationnel</li><li>Respect des habitudes et des affaires personnelles</li><li>Communication avec les familles</li></ul></li><li>Réassurance quant à l'externalisation<ul style="list-style-type: none"><li>Nécessité de communiquer et de rassurer le résident et sa famille quant à l'externalisation</li></ul></li><li>Proposer des outils pour rapprocher les résidents de leur famille (Webcam,...)</li><li>Proposer aux familles des résidents un service de conciergerie</li></ul>	<p>Le bien-être des résidents a été repéré par les collaborateurs comme étant crucial</p>	<p>Les attentions portées au résidents doivent être fortement valorisées en ce qu'elle répondent à une attente client forte</p>
Sujets de forme	<p>Pas d'élément</p>	<ul style="list-style-type: none"><li>Valoriser davantage l'expertise participant au bien-être des occupants (approfondir la démarche Alegro)</li><li>Détalier exhaustivement les prestations participant au bien-être des résidents</li><li>Valoriser dans l'organisation et planning, le temps réservé par les agents aux bien-être des occupants</li></ul>	<p>Cf. Annexes</p>

## RESULTS

- Recommendation and prioritization of axis for improvement.
- VERTONE approach allowed to confront the sales teams vision with the clients vision.
- Identification of axis of improvement on related topics (questions of form, client retention, change management).



# Definition of a customer-oriented global transformation program at 5 years

## Catering sector – B2B

### CONTEXT AND OBJECTIVES

- The catering sector in travel places is facing a double pressure of the market:
  - Consumers are more and more demanding
  - Licensors have more and more expectations regarding the quality of service and end-user satisfaction
- It is in this context that the client seeks to implement levers with high added value allowing differentiation from its competitors. Therefore, the customer begins an investigation where "end customer" expectations become the priority and where quality of service and satisfaction will be jointly managed to improve the experience and create value.

### METHOD

- Conduct a customer study to understand the expectations and needs of the consumers in the travel catering sector
- Realize a benchmark to study the field of possibilities in terms of customer strategy, methods and management tools of the customer experience
- Organize workshops to identify the basic and differentiating components of the client promise and concrete ways to implement it
- Develop 3 strategic positioning scenarios (donation, debt and magic) to define the level of ambition of the company
- Study impacts to define, prioritize, analyze and quantify the prerequisites of the various projects to be implemented in order to set up the most disruptive scenario

### Presentation of customer-oriented strategic scenarios



#### 3 L'enchantement client au centre des préoccupations de tous pour une relation gagnant-gagnant

- Transformer en profondeur l'entreprise pour que toutes les décisions soient prises au regard de la satisfaction client
- Proposer une expérience unique pour accompagner le client avec plaisir dans son expérience de voyage
- Créer une marque « label » B2C pour développer la préférence au réseau
- Co-construire avec les concédants
- A terme, faire évoluer le business modèle en travaillant le CA par client (fidélisation, CRM...)

#### 2 Un engagement d'excellence dans la perception client 360

- Mobiliser les équipes dans un programme transverse de pilotage de la perception et de la satisfaction client
- S'engager auprès des clients, à travers un univers signature, à une expérience fluide et agréable
- Partager les éléments de preuve et impliquer les concédants

#### 1 Une qualité de service normée, sans faute, et communiquée

- Optimiser des « basiques » existants du service client
- Piloter la qualité de service
- Communiquer autour des procédures et certifications existantes

### RESULTS

- Validation in steering committee of the long-term ambition level with the setting up of the disruptive scenario: "strategy of rupture" (among the 3 ambition scenarios)
- Validation of immediate activation of the "Customer Orientation" project with concrete identification of the macro organizational impacts and projects to implement to carry out the project
- Launch of an experimentation on pilot sites



# Optimization of the organization and the processes for a software publisher

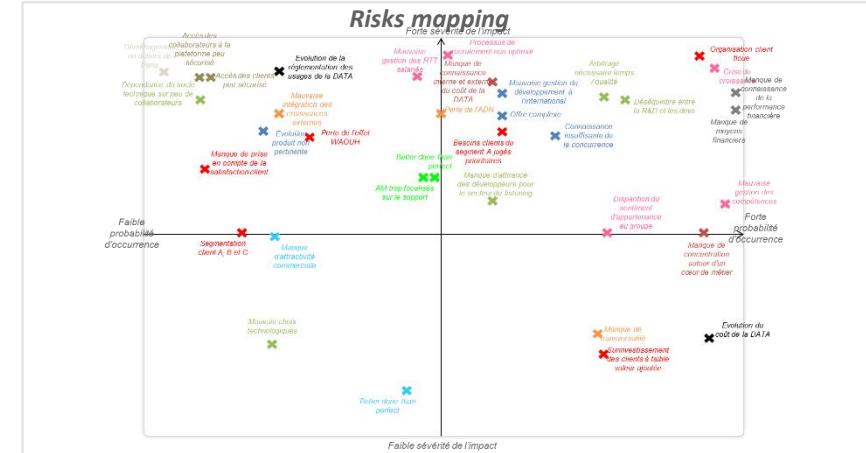
## Software publisher - Social medias - BtoB

### CONTEXT AND OBJECTIVES

- The client has developed a social media intelligence solution offering social media listening, performance measurement, community engagement and real-time management of countless daily conversations. He also offers a range of social media researches.
- As it expands internationally and acquires key accounts, since 2012, the client has entered into an intensive growth phase, generating tensions within the organization.
- In order to fully meet its customers' needs and expectations, the client has asked for help VERTONE to better structure his growth in terms of organization and processes.

### APPROACH

- The mission took place in 3 main steps :
  - A 1st step of diagnosis with the identification of all the current issues and all the risks related to the organization
  - A 2nd step of prioritization of the key issues and the identification of the internal projects to launch in priority
  - A 3rd step of launch of the 3 key projects :
    - Evolution of the client organization
    - Optimization of the production's processes of a study
    - Structuration of the technical support



### RESULTS

- Identification and qualification of the risks related to the organization. Selection of the risks to address in priority.
- Identification of 9 main possible evolutions to remedy all the issues communicated during the diagnosis phase.
- Elaboration of 2 target scenarios of client organization in order to better answer clients' needs.
- Structuration of a technical support (level 1 and 2) in France et worldwide in order to address the issues not related to the client's account
- Identification of a bunch of solutions in order to optimize the production's processes of a study.



# Definition and implementation of a CRM device dedicated to marketing campaigns management

## Publication of sectoral studies

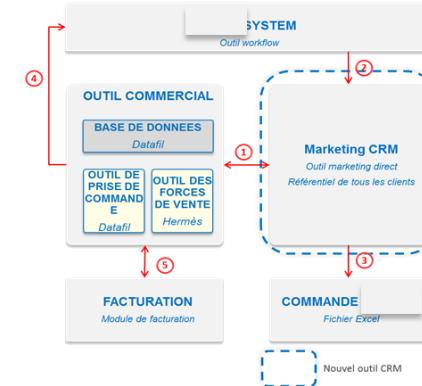
### CONTEXT AND OBJECTIVES

- Until today, the client was confronted to 3 main issues:
  - Unification and updating of customer knowledge / customer profile
  - Marketing Campaign Management
  - The link and communication between marketing and sales teams
- To overcome these issues, the customer would like to implement a CRM device that would enable :
  - To continuously enrich and update the customer / prospect profile
  - To better control the marketing pressure and calculate ROI
  - To ensure fluidity and rationalization of processes / tools

### METHOD

- Realization of a diagnosis of the current functioning (data, tools and processes), on the expectations of the collaborators and on the objectives of the target CRM device
- Definition and development of the target CRM device based on the objectives pre-identified and on the expectations of employees
- Drafting of specifications integrating a detailed description of the target ecosystem architecture and the associated flows as well as the functionalities of the CRM tool
- Launch of the call for tender and selection of a technical solution among the service providers

### Integration of the new CRM tool into the existing XERFI ecosystem



### RESULTS

- 5 main objectives identified and prioritized that the new CRM device should answer
- Validation of the target vision of the new CRM device
- Specifications drafted and call for tenders launched
- Identification of the impacts of the implementation of the new CRM device into the current ecosystem



# Launch of a new B2B offer targeted at captive fleets for an industrial actor

Industry - Turnover 2017 = 6,2 Mds €

## CONTEXT AND OBJECTIFS

- Our client wishes to launch a new renewable vegetal energy targeted at captive fleets .
- VERTONE was mandated to **assist the client in the scoping and deployment of its new activity**, from the commercial feasibility study to the internal launch.

## MAIN STEPS OF THE PROJECTS

- Conduct a **market study** to identify the market's potential in the next 5 years and the commercial targets for the new offer
- Definition of the **marketing offer** (concept, services)
- Definition of the **pricing model** and the **commercial objectives** for the activity
- Construction of the **business plan** for the next 5 years
- Definition of the **customer path** and scoping of the **internal process**
- Scoping of the **commercial activity** : commercial conquest strategy, organization of the commercial team, sequencing of the activity
- Construction of the **commercial toolbox**
- Definition of the **key performance indicators**

## Notre recommandation d'organisation pour le lancement

### Un mix des 3 approches

Une organisation de la force commerciale qui doit permettre de :

- Quadriller l'ensemble du territoire
- Développer l'ancrage local avec des commerciaux qui s'adressent à toutes les typologies de cibles
- Réaliser une première prise de contact avec le maximum de prospects au plus vite
- Enrichir la connaissance terrain et les bases de données
- Maximiser la polyvalence des commerciaux : tout le monde est le back-up de tout le monde
- Sécuriser la relation commerciale avec les grands comptes grâce à des échanges de pairs à pairs



### Proposition d'organisation

La répartition des commerciaux par département devra être réalisée avec l'équipe commerciale



## RESULTS

- Launch of the new energy on the French market
- Creation of the new commercial activity in the company



# Opportunity study for the definition of the market positioning of a food actor on the food grains market

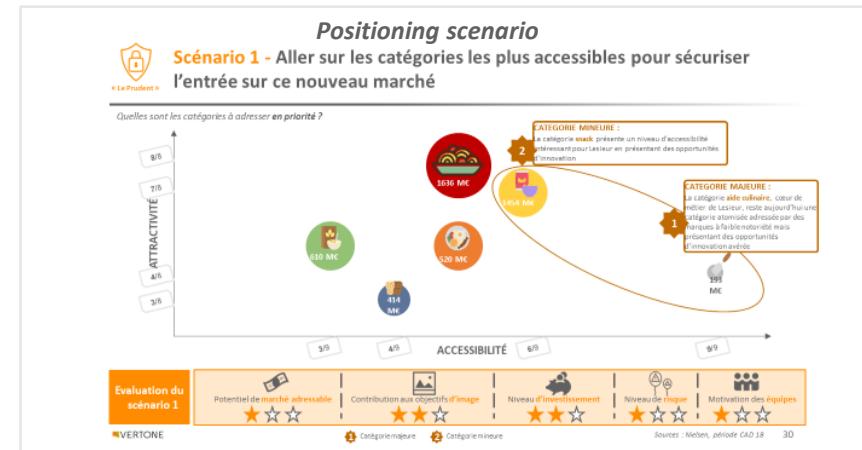
Food market - Turnover 2013 = 697M€

## CONTEXT AND OBJECTIFS

- Our client, currently a leader of the alimentary oils market, wishes to identify **new growth opportunities** in order to increase its revenues and develop its brand image.
- VERTONE was mandated to identify **new growth opportunities** and to **define the positioning scenario to implement on the grains market**, while taking into consideration the market's potential and the current assets of the company.

## MAIN STEPS OF THE PROJECTS

- Conduct of a **market study** to identify the main characteristics of the food grains market : scope, market dynamic, consumers' perception and behavior
- Benchmark of 36 brands** distributed in large and specialized retails to assess the product ranges and offers currently addressed by the competitors,
- Assessment of the product ranges according to their **attractivity and accessibility** for our client
- Definition of **3 possible positioning scenarios** for the client on the food grains market



## RESULTS

- Recommendation of the **positioning scenario to implement to address the food grains market**



# Measuring customer satisfaction and improving the customer experience for a commercial real estate company

Real estate - 40 shopping centers in France

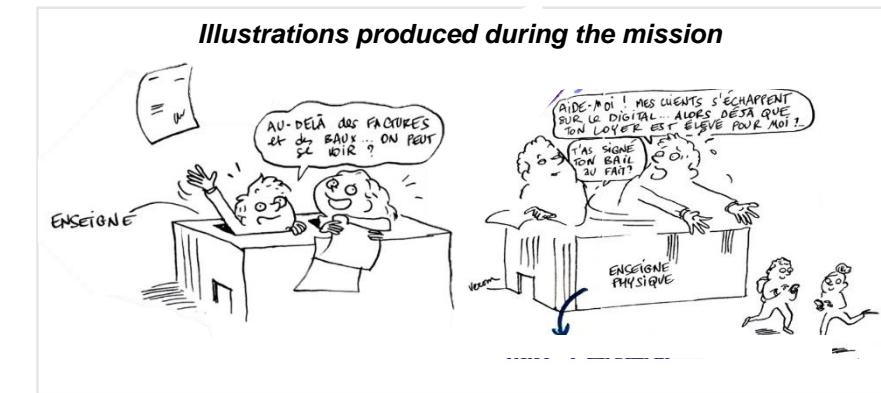
## CONTEXT AND OBJECTIVES

- In a context of declining traffic in shopping centers, VERTONE intervened to improve the customer experience of the brands in the shopping centers operated by the property company.
- The objective of the mission was to make the real estate company more proactive commercially by better anticipating the difficulties they encounter at all stages of the customer journey.
- To do this, VERTONE measured the satisfaction of the brands (store managers and employees, property manager, marketing manager or general manager of the brand), defined a target customer experience and launched projects to improve the customer experience in collaboration with the property company's marketing, management, operations and operations departments.

## APPROACH

VERTONE's intervention was carried out in 4 stages:

- Seminar to mobilize senior and middle management
- Diagnosis on 35 individual phone interviews to qualify satisfaction and quantitative measurement of customer satisfaction on 1000 customers
- Decomposition of customer paths and definition of the expected target customer experience
- Definition of an action plan by company department and launch of the implementation of the action plan



## RESULTS

- VERTONE brought its expertise of the real estate sector and customer satisfaction, which made it possible to identify new services for customers by making better use of the actions already deployed but not well promoted among customers.
- VERTONE highlighted and implemented concrete actions identified by various departments (not only the marketing department) to improve customer satisfaction
- VERTONE measured the customer satisfaction at the start of the project to monitor the impact over time of the actions implemented



# Definition of a new customer experience for a major player in equipments distribution (construction, quarries...) for its B2B customers

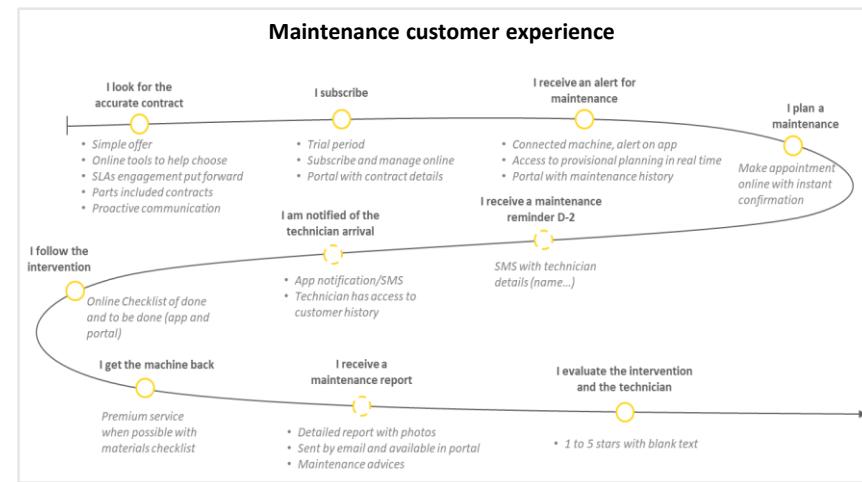
Construction Equipment distribution – 2017 revenues = 854 M€

## CONTEXT AND OBJECTIVES

- The client, occupies a premium positioning in the market of construction equipment distribution in France and in Europe. However, the emergence of a new type of competition (as Pure Players) and the new customer experience standards imposed in B2C and B2B, lead the client to want to improve and enrich the customer experience they offer.
- VERTONE was selected to define a new customer experience on 8 business activities (sales, rental, after sale...) and build the associated project trajectory.

## MAIN STEPS OF THE PROJECT

- Conduct over 15 interviews with B2B players (insurance, logistics, transport, automotive, health ...) in order to identify the challenges of the B2B customer experience at the project's target horizon
- Conduct interviews with clients to identify their expectations and their pain points
- Realize a benchmark of good practices in terms of customer services and experiences (B2B and B2C) for the 8 activities of the customer
- Identify the major and most impacting technological trends
- Define the target customer journey for the 8 activities during co-construction workshops (definition and prioritization of identified improvements)



## RESULTS

- Key learnings on the customer expectations and the best practices in the market
- 8 new customer journeys enriched by best practices in different markets and expected innovations in the next 6 years or more
- Global trajectory of the projects to conduct in order to succeed in the implementation of the new customer journeys



# Optimization of commercial performance for a B2B web agency: Analysis of customer value and sales force reorganization

B2B Web Agency - Revenue 2016 = 40M€ - 20K Customers

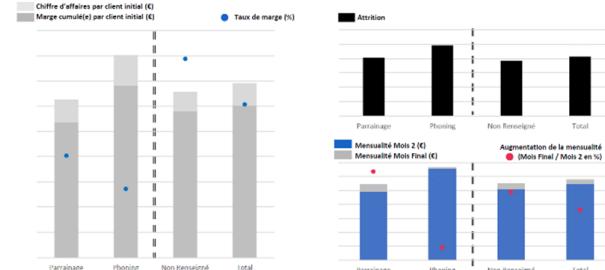
## CONTEXT AND OBJECTIVES

- Our client, leader on websites creation for small and medium-sized businesses segment is seeing a decline in its sales performance both in terms of acquisitions and renewals impacting the customer value
- Vertone was solicited to assist in optimizing its commercial performance by intervening on the one hand analyzing the customer value (in order to understand its main components) and on the other hand designing the new sales force organization (merger of two existing sales forces)

## MAIN STEPS OF THE PROJECT

- Diagnose the performance drivers based on existing KPIs analyses and interviews with sales force representatives
- Analyze the two following value indicators : the **post-acquisition customer value** integrating turnover, margin and lifetime and then the **cost of acquisition**
- Conduct a customer value mapping and a cohort comparison to identify trends and prioritize future business efforts
- Screen customer criteria (sector, financial health, seniority ...) and commercial criteria (lead origin, seniority ...) in order to evaluate their impact on customer value
- Co-build the new sales force organization based on the customer value analysis and workshops and then accompany in the deployment preparation

*Comparison of the customer value and its components (attrition and monthly payments) according to commercial criteria*



Les clients « phoning » ont une valeur plus élevée, due à une mensualité initiale bien plus forte et malgré une attrition un peu plus forte que la moyenne

Répartition des clients de la cohorte étudiée par « tag » Clients



## RESULTS

- Recommendations made on customers/prospects to target with high priority based on value indicators differentials observed by criteria
- Recommendations made on commercial actions to implement especially on customer follow-up, turnover or the use of sponsorship, all identified as levers having a significant impact on customer value and cost of acquisition
- Construction of a sales structure that meets the above mentioned priorities (job description, dimensioning and salesforce distribution) and a roadmap



# Appraisal of the Client Relationship of a social housing company

Real Estate - Turnover = 206 M€ (2015) - 30K customers

## CONTEXT AND OBJECTIVES

- In a context of strong increase in the flow of its Customer Relationship, a State Funded Housing company (ESH) wants to improve its management to meet the challenges of customer satisfaction and enhance its treatment of the solicitations of tenants and applicants to the housing programs
- Vertone has been mandated to draw up a report on the Customer Relationship in order to deliver an overview that will enable the ESH to define the stakes and objectives of its Customer Relationship.

## MAIN STEPS OF THE PROJECT

### Qualitative approach

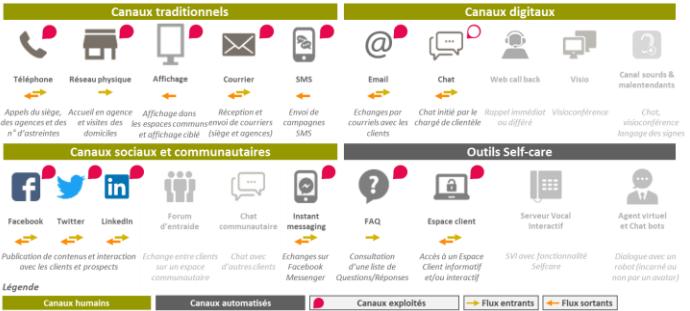
- Perform 15 interviews at headquarters with service managers to clarify the definition of Customer Relationship and the existing goals
- Visits to 5 rental management agencies**
  - Perform 5 interviews with agency managers to describe the organization of their structure, the roles of employees and the resources used to measure and manage the flow of Customer Relationship
  - Shadow receptionists and customers to observe the nature of customer requests and their treatment (process and IT tools)

### Quantitative approach

- Reliability of telephone call data retrieved by the service provider
- Customer service performance analysis (repeat calls)

### Overview of available Customer Relationship Management tools

Vous exploitez au total **12 canaux** pour la gestion de sa Relation Client au quotidien, principalement traditionnels (agence, téléphone, courrier et sms)



## RESULTS

- Inventory of customer relationship channels and estimation of volumes of the incoming and outgoing flows
- Mapping of customer journeys generating contacts to headquarters and real estate agencies and analysis of their treatment
- Quantitative analysis report of the performance of the treatment of telephone calls presented to the various agencies and services
- SWOT analysis of the customer relationship model



# Website frame-working requirements for Marketing Action Plan diffusion

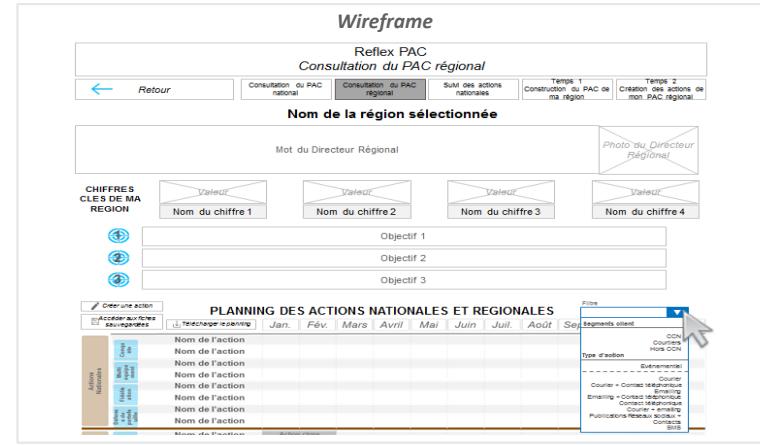
Insurance - Revenue 2015 = 10,6 billion €

## CONTEXT AND OBJECTIVES

- As part of the renewal of the Marketing Plan, the Operational Marketing division wants to rethink the broadcasting format of the Marketing Action Plan to make it more operational. This would enable the regions to meet their own needs and issues.
- Thus, our client decides to set up an innovative and dynamic broadcast medium: website.
- VERTONE was asked to specify the requirement of this website.

## MAIN STEPS OF THE MISSION

- Define the principles, content, tools and functionalities of the website through a workshop.
- Define scenarios and use case of the website through a workshop.
- Building tools integrated to the website (accompanying kit to build a regional Marketing Action Plan, frame for experience feedback ...).
- Write functional specifications.



## RESULTS

- Website Construction for over 2,000 users together in one single point of entry documents, tools and content related to national and regional Marketing Action Plans.
- Development of an accompanying kit to build a plan of regional commercial activities in line with national objectives and local issues.



# Supporting Customer Marketing in the private market

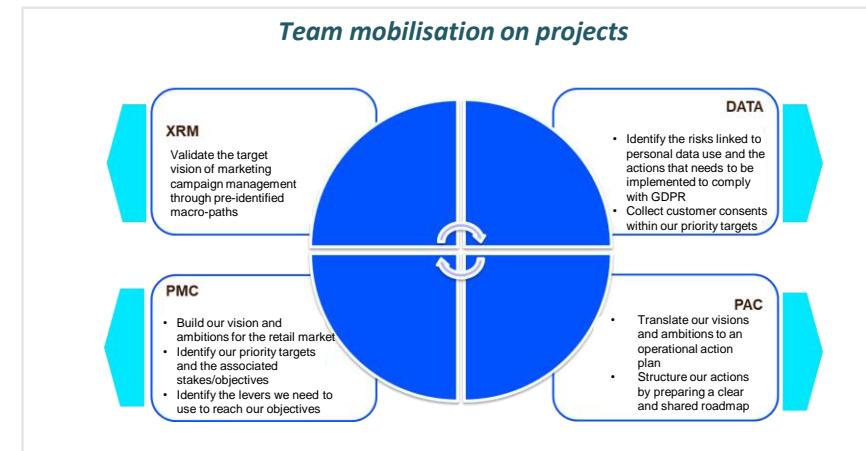
Insurance - Revenues 2017 = €9,8 bn - 15 k insured clients

## CONTEXT AND OBJECTIVES

- As the leader of social care in France, our client is a reference actor on the private individual market and has to face a changing environment.
- VERTONE is asked to manage the Customer Marketing teams in the retail market (7 persons)

## PROCESS

- Carrying out an assessment of the current situation by conducting interviews and collecting the existing documents
- Identifying the assets and the risks within the team
- Mapping the roles and skills of the team and modelling the interactions with the different interfaces.
- Implementing the exchange of good practices between the different customer marketing teams through participatory meetings
- Framing and launching the commercial campaigns planned during the job
- Framing and facilitating the key projects of the team : CRM, Data, customer marketing plan, sales actions plan
- Support the new manager in her new duties



## RESULTS

- Appropriation of the new facilitation methods by the customer teams
- Launch of marketing campaigns framed during the job
- Launch of projects framed during the job



# Training in the key principles of building a Customer Marketing Plan and support for its implementation - private market

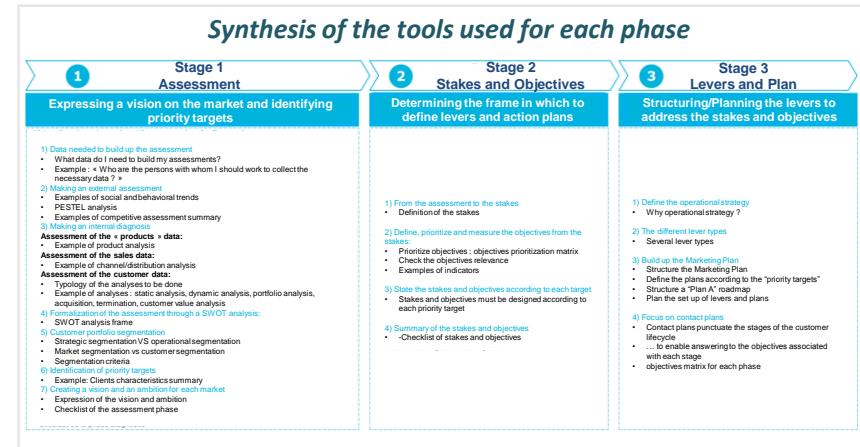
Insurance - Revenues 2017 = €9,8 bn - 15 k insured clients

## CONTEXT AND OBJECTIVES

- As the leader of social care in France, our client is a reference actor on the private individual market and has to face a changing environment.
- In such a context, the Marketing department wishes to build its first Customer Marketing Plan on the private market
- VERTONE is asked to support the Customer Marketing teams so that they can adopt, implement and replicate later the marketing plan methodology.

## PROCESS

- Organizing a seminar to train the teams to the key principles of the creation of a Customer oriented Marketing Plan
- Coaching the teams in the construction of the Marketing Plan through thematic workshops :
  - Exchange on the quantitative and qualitative assessment and the identification of priority targets
  - Definition of the stakes and objectives according to each priority target
  - Definition of the levers enabling to address the targets in terms of offer, customer relationship, sales strategy and communication
  - Coordinating data collection and analyses production



## RESULTS

- 92% of participants satisfied of the training “Building a Customer oriented Marketing Plan”
- Methodologic tools and templates provided to the teams to master the construction of a Customer Marketing Plan
- A Customer Marketing Plan being co-constructed by the teams of the Group



# National sales campaign in a context of distribution model transformation for a French social welfare leader

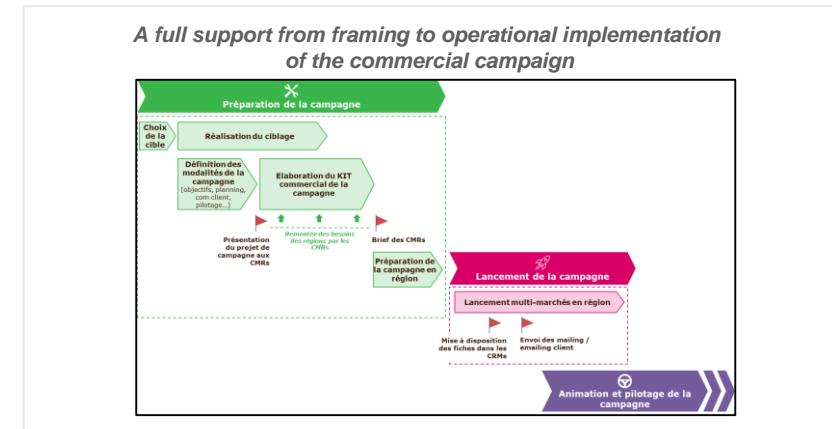
Social Welfare – 2017 Collection = 9.8 B€

## CONTEXT AND OBJECTIVES

- In order to cope with its internal and external challenges, our client launched a transformation project on its distribution model.
- This project aims to increase commercial performance via two levers: the adoption of a new commercial approach and the implementation of a new distribution network organization
- In order to initiate and test the new sales approach, a national sales campaign was launched
- Our client solicited Vertone for support from the framing to the launch and management of this campaign.

## METHOD

- Framing of the objectives of the sales campaign
- Choice of target and perimeter of the campaign
- Targeting and segmentation of customers and prospects
- Construction of a sales kit (presentation of the target, political context, offers, services, etc.) and new sales tools (360° customer discovery support, presentation of the group's global offer, etc.)
- Framework of quantitative performance indicators and construction of associated reporting
- Support during the launch and run phases.



## RESULTS AFTER 6 MONTHS OF MISSION

- The sales campaign was launched in 15 regions with 400 sales advisors and 50 managers
- Reporting show the effectiveness of the new sales approach with customers and prospects
- The teams quickly adopted the new business approach
- A first feedback has been established to prepare the next campaigns.



# Distribution transformation support for a social protection leader in France

2017 Insurance collection: 9,8 Md€ | 2017 Global collection : 29 Md€

## CONTEXT AND OBJECTIVES

- To manage the external and internal challenges, the client has launched a transformation program of its distribution entity
- This program is built around two complementary axis (organisational and commercial approach) to strengthen the commercial performance
- Our client has mandated VERTONE to scope and implement the operational deployment of its transformation program

*The program is based on 9 main topics*

Value segmentation and priority targets

Client proximity

Distribution approach

Experts and sales assistants

Commercial approach

Commercial organization and implantations

Steering and Animation

Remuneration

Client satisfaction

## APPROACH

- Finalization and implementation of the project structure (governance, comitology, definition of each organisational and process axis)
- Scoping and production of deliverables for each axis
- Acculturation to the new commercial approach thanks to quick wins implementation
- Support of the project operational deployment
- Management of the project on its whole: organisational/HR, change management, social dialogue and deployment

## RESULTS AFTER 10 MONTHS

- Launch of the project and different topics
- Production of the main deliverables
- Implementation of the new commercial approach through the deployment of a national campaign
- Definition of the target commercial organization (on going)
- Deployment preparation for the first regions
- Launch of the change management plan
- Set up of the social dialogue process



# Definition of a customer retention program

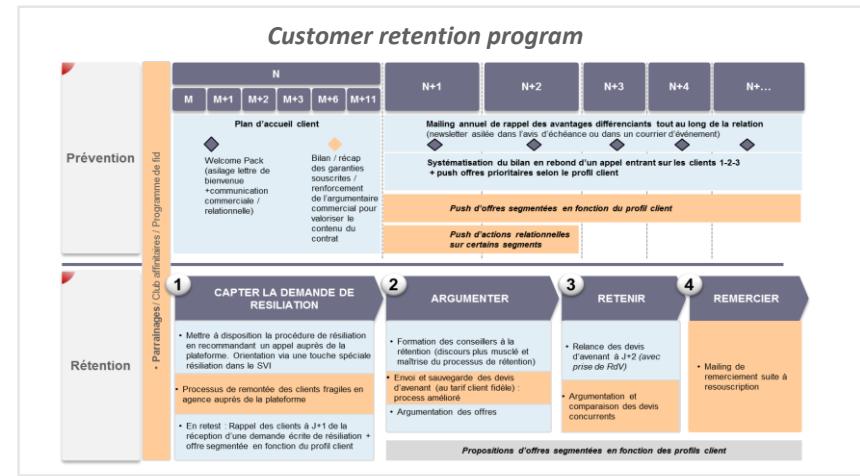
Insurance – Revenue (2012) = € 9.5 billion - 775 800 customers

## CONTEXT AND OBJECTIVES

- Previous works analyzing reasons for auto and house insurance contract termination and defining a new customer segmentation based on the risk of a termination led our client to define a segmented customer retention program in order to retain its customers.
- The work was designed to:
  - define segmented priority actions
  - prepare their implementation

## MAIN STEPS OF THE PROJECT

- Described and qualified every segments
- Identified client needs
- Defined priority actions
- Prioritized best actions regarding to technical and business feasibility
- Defined a roadmap for the implementation



## RESULTS

- “Go” for deepening the feasibility study (legal subjects, business plan, information system, etc.)
- “Go” for implementing a task force



# Definition of a marketing mix to target self-employed people for an insurance company

Insurance - Revenue (2014) = €3.5 billion

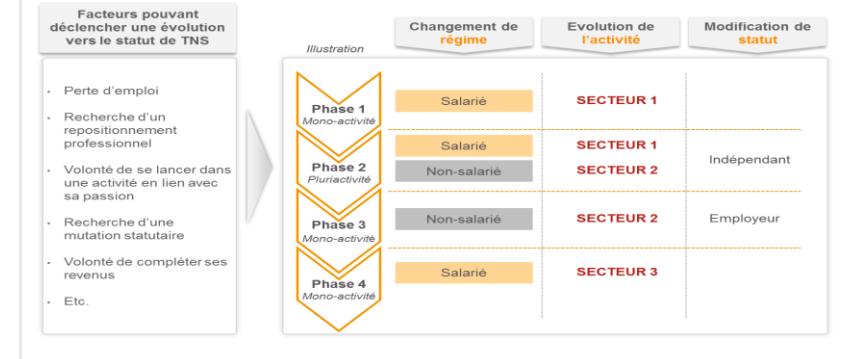
## CONTEXT AND OBJECTIVES

- In an increasingly competitive market impacted by numerous legal changes, the insurance company sought to reinforce its presence, and the presence of its brokers, on the self-employed people's market.
- Vertone was asked to redefine a strategy to target this market.

## MAIN STEPS OF THE PROJECT

- Synthesis of the self-employment market (people's needs and expectations, development potential, competition)
- Identification of the targets with the highest potential for each market segment
- Construction of an internal diagnosis about the current approach of the company towards self-employed people : current targets, communication actions, notoriety, commercial approach, customer relationship tools...
- Animation of workshops to define an ideal marketing mix (target, offer, pricing, distribution and commercial approach, client acquisition and retention...)
- Recommendations for the ideal marketing mix

*Illustration of the different steps in the professional lifecycle of a self-employed person*



## RESULTS

- Identification of different distribution approaches to be tested in 2016



# Analysis of the performance of counsellors in the industry of individual customer service

Insurance – Revenue (2012) = €3.49 billion – 400,000 M customers

## CONTEXT AND OBJECTIVES

- The client had to face a dual issue (quality and productivity) concerning its per telephone customer service (incoming calls), and asked VERTONE to design an ad hoc analysis revealing the counsellors' individual performance and the strategic objectives of its action plan

## MAIN STEPS OF THE PROJECT

- Realize an expression of requirements to extract data of phone calls
- Calculate each counsellor's performance through 2 KPIs thanks to VERTONE's tools : a qualitative one (contribution to the processing of the request) and a quantitative one (counsellor's productivity)
- Analyze the performance along 3 axes (location, core business, seniority) and highlight the types of profiles to be managed to improve their performance
- Design a business plan that underlines the objectives to be reached, savings that were made, and improvement of relationship performance

## Performance according to the counsellor's core business

Les résultats pour chaque groupe de conseillers font apparaître une meilleure performance moyenne pour les conseillers « Santé »



## RESULTS

- Design of an innovative KPI, the re-call rate, whose mastery can enhance both customer satisfaction and economic performance
- Systematization of this KPI calculation by the client to all its staffs since September 2015



# Building the retention strategy addressed to small business customers for an insurance group

Insurance - Revenue (2015) = €12.3 billion - 7M customers

## CONTEXT AND OBJECTIVES

- This insurance group is facing high levels of attrition rates on the small business customers (420k customers)
- The insurer does not carry out a coordinated retention approach on this specific segment
- VERTONE was mandated to assist the insurance group framing a macro action plan designed to lower the attrition rates on valued customers

## MAIN STEPS OF THE PROJECT

- Establish a diagnosis of current actions aiming small business customers and consolidate a synthesis enhancing the areas for improvement
- Perform an external study to identify best practices regarding retention actions
- Analyze the quantitative stakes of the retention trend within the customer portfolio
- Identify the priority target and objectives
- Consolidate the action plan frame

*Sample from the final deliverable*

Les professionnels et petites entreprises (ProPE) constituent une population fortement hétérogène

Taille	De 0...	....à 20 salariés
Activités		
Besoins Assurantiels	MRC, RC, MRI, MRA, Construction, Garage, PJ, Prévoyance, Santé, Retraite...	

## RESULTS

- Identification of several levers of improvement to enhance the impact of current actions
- Proposal of retention tools adapted to the insurer context
- Elaboration of a 3-steps action plan frame
- Recommendation integrating the spreading of a retention culture within the distribution network



# Data collection of claims rate

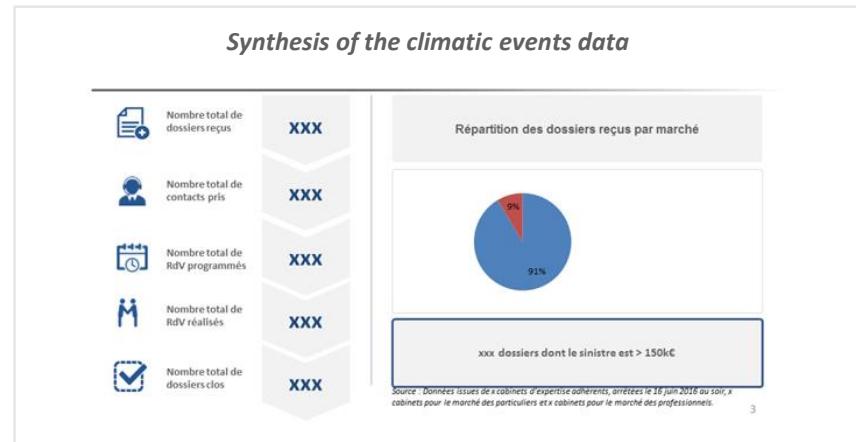
## Insurance

### CONTEXT AND OBJECTIVES

- In the purpose of giving a better visibility to its members and to the insurer market, the client wished to launch a data collection of claim rates.
- In this context, VERTONE intervened as a trusted third party to collect and analysis data of claim rates from 2014 and 2015 on the particular, professional and construction markets.

### MAIN STEPS OF THE MISSION

- Guidance of the data collection
- Data collection and consolidation to the members according to the perimeter set
- Data analysis
- Production of a support and restitution of the analysis



### RESULTS

- Characterization of market positioning
- Study of tendencies and evolutions throughout the time
- Underlying the key ratios and factors of the activity



# Multi-product benchmark on the range of offers offered to individuals on the Internet by insurance actors

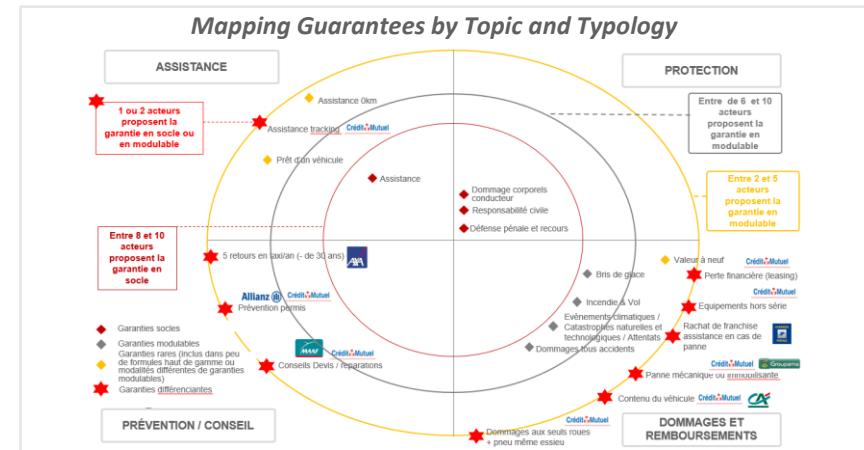
Insurance – Revenue 2015 = € 13.7 billion - 13 M Customers

## CONTEXT AND OBJECTIVES

- Our client, one of the leading insurance companies in France, wants to evaluate the performance of its range of offers and services in relation to the market
- In this context, VERTONE is solicited to carry out a benchmark on offers proposed by various insurance companies targeting private individuals according to 3 main axes of analysis: customer, channel and products

## MAIN STEPS OF THE PROJECT

- Defined the insurance products to be analyzed and selected the different actors to be included in the perimeter
- Collected, structured and analyzed the offers proposed by the actors on the Internet following 5 axes:
  - Key access points (Product, customer life cycle, customer segment ...)
  - Targets (youth, seniors, family ...)
  - Customer discourse by target and by offer
  - Structure and modularity of offers (guarantees, options and bonuses)
  - Terms of distribution (multi-access, web only ...)
- Elaborated a synthesis of the differentiating offers and made recommendations in order to position the customer's value proposition with regard to the offers of the competition



## RESULTS

- Positioning of the range of offers and services of the client in relation to its competitors on the five components of analysis
- Determination of improvement axes and areas of work
- Using the benchmark to feed the on-going diagnosis as part of the Customer Marketing Plan



# Customer Strategic Marketing Plan – private customer market

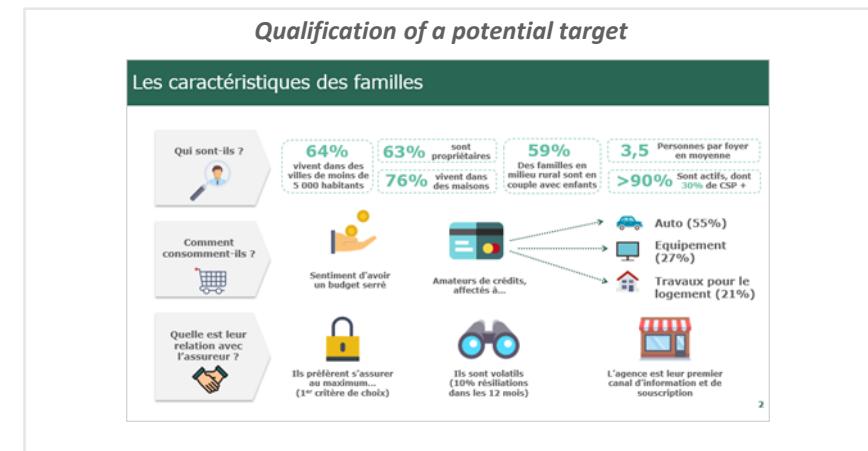
Insurance – Revenue 2016 = 13,6 billion € - 13 M customers

## CONTEXT AND OBJECTIVES

- In a highly competitive environment and in a fast evolving market, a mutual insurance company wishes to define a new strategy on the private customer market.
- In this context, VERTONE was requested to realize a diagnosis of the market and to define the company's strategy.
- The Customer Marketing Plan aimed to identify the main customers targets on the private customer market, then to define their associated objectives and the levers allowing to address them.

## MAIN STEPS OF THE MISSION

- Construction of a qualitative diagnosis (external environment, competitive analysis, offer, distribution, communication...).
- Static and dynamic quantitative analysis of the customer portfolio.
- Definition of major strategic orientations.
- Identification and qualification of priority customer targets and definition of 3 development scenarios.
- Workshops in order to define the levers to address these targets in terms of offer, customer relationship, commercial strategy and communication.
- Recommendation of the best scenario.



## RESULTS

- An original scenario has been chosen capitalizing on the positioning and strengths of the insurer in this market.
- VERTONE was selected for the second step of the project : the definition and implementation of an action plan associated with the chosen scenario.



# Implementation of a client-centric Marketing Plan for a mutual insurance company (B2C market)

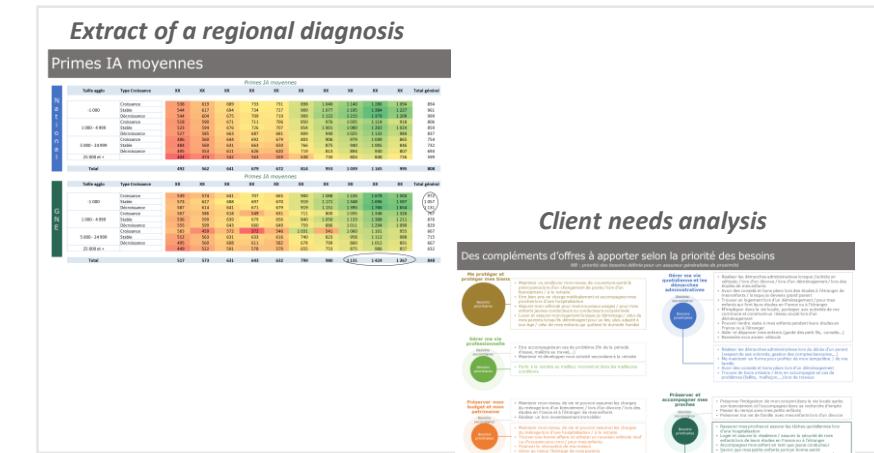
Insurance – Revenue 2015 = € 13.7 billion - 13 M Customers

## CONTEXT AND OBJECTIVES

- In a challenging and changing business environment, a French mutual insurance company needs to redefine its B2C marketing strategy.
- In this context, VERTONE was commissioned to design the implementation and the related actions plan of the Marketing Plan.
- Just before this mission VERTONE made a diagnosis of the B2C market, defined priority targets and the related strategy.

## MAIN STEPS OF THE PROJECT

- Carry out regional diagnosis.
- Organize workshop in each region in order to :
  - Present key points of the diagnosis and discuss it
  - Identify regional best practices around products, customer relationship, commercial and communication
  - Diffuse a client centric culture
- Define the governance and the steering organization of the project.
- Write a « client policy » for each of the priority targets.



## RESULTS

- A precise regional situational analysis with strengths and weaknesses.
- The writing of the client policy for the main target of the Marketing Plan in order to drive the next steps.
- Implementation of a governance that would define and manage operational measures.



# Definition of the Customer Marketing Plan for the farmers market, for an insurer

Insurance - Turnover 2016 = 13,6 Mds € - 13 M customers

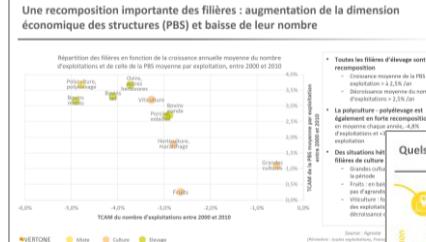
## CONTEXT AND OBJECTIVES

- In a changing agricultural sector in which the number of farms continues to decline, a French insurer wants to redefine its strategy on the farmers market.
- In this context, VERTONE was asked to define the Customer Marketing Plan for the farmers market. This Customer Marketing Plan aims to identify the priority targets on this specific market, the associated objectives and to define the levers to address these targets.

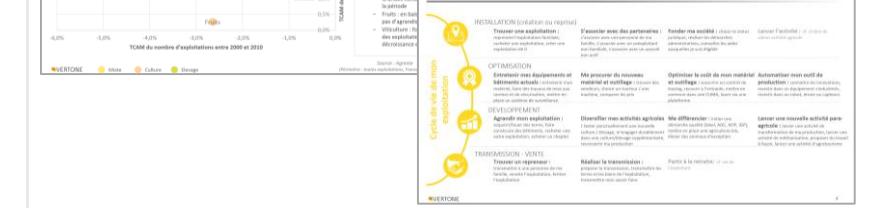
## APPROACH

- Realize an overview of the agricultural sector and the agricultural insurance market in France
- Realize a static and dynamic quantitative analysis on the customer portfolio to identify the main stakes and objectives of the marketing plan
- Analyze the needs of the farm operators :
  - Qualitative study with customers and agricultural insurance experts
  - Quantitative study with 4,000 farm managers
- Design a market segmentation based on farmers needs in order to propose a renewed vision of the market and define priority targets
- Define differentiated value propositions for each priority target and the associated operational action plans

## Extract from the market review



## Quels besoins tout au long du cycle de vie de l'exploitation ?



## RESULTS

- A new, in-depth and quantified light on the agricultural market and the needs of farm managers
- Identification of priority targets based on mid and long-term potential
- New value propositions, corresponding to each customer category, capitalizing on the insurer's strengths and leadership in this market

## Extract from the customer needs analysis



# Definition of relational models

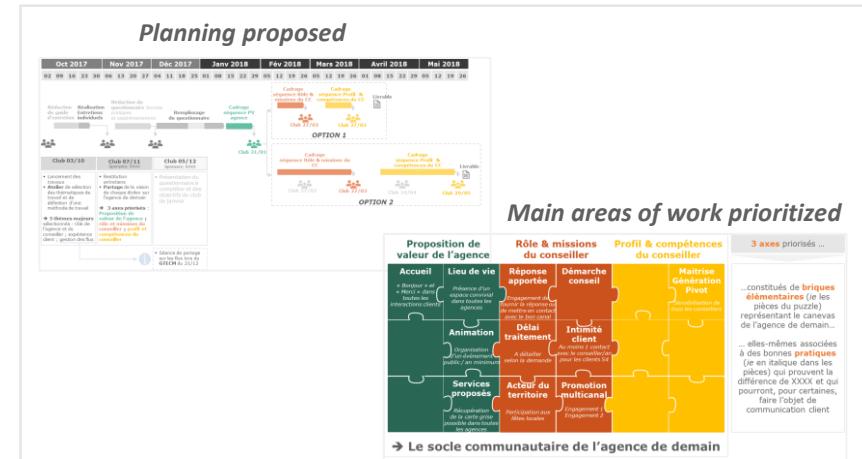
Insurance – SR 2017 = €13.8bn – 12.5M clients

## CONTEXT AND OBJECTIVES

- VERTONE had previously assisted the client in defining the main strategic orientations of his relational model
- After presenting these strategic orientations to the board, our client asked VERTONE to assist it in defining operationally the relational models, in particular those linked to the branch

## MAIN STEPS OF THE PROJECT

- Scope a project involving all the development directors to define the branch model :
  - Interview of the directors of development
  - Synthesize the shared vision and identify the agreement / disagreement points
  - Organize and prioritize the main areas of work
  - Propose a work process and a planning
- Scope the “relational models” project of the “Client Marketing Plan” :
  - Analyze the market researches of the client
  - Organize and prioritize the main areas of work
  - Propose a work process and a planning



## RESULTS

- Launching of the projects
- Definition of the 2 project frameworks



# Defining the 2-year Marketing Strategy for an insurer on the individual market

Insurance - Turnover 2018 = 11,1 Mds €

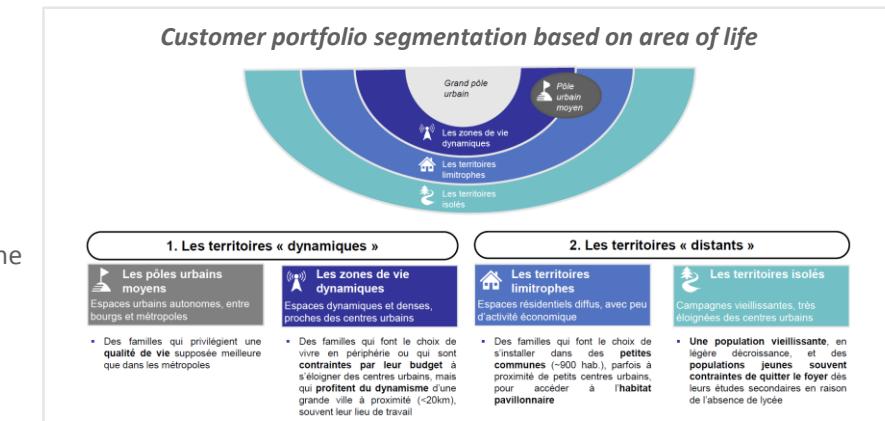
## CONTEXT AND OBJECTIVES

- Given the lack of shared strategic priorities among top management for the individual market, the Marketing and Communication Management aims at providing further consistency in the way teams work, to be collectively and operationally more efficient.
- In this context, VERTONE was asked to define the Marketing Strategy for the individual market. The strategy aims at defining priority customer segments on the individual market, the associated objectives, and to map action plans to target priority customer segments.

## APPROACH

- Analyze customer portfolio and identify development opportunities (acquisition, multi equipment)
- Define priority customer segments and the associated objectives, with a new portfolio segmentation (to take into account area and moment of life)
- Identify the approach to reach the objectives associated to priority customer segments (equipment path target, offers and services, channel mix, action plans for sales teams, portfolio management and communication)

*Customer portfolio segmentation based on area of life*



## RESULTS

- A new perspective on the insurer's customer portfolio
- The identification of priority customer segments based on their value and their development potential ; and the related acquisition, multiequipement, and loyalty objectives
- The recommendation of action plans by customer segment : equipment path, offers and asperities to spotlight, customer approach adaptation with the area of life, channel mix
- A marketing strategy for the individual market, aligned with the Group strategy
- The identification of approaches to feed brand communication



# Development of a value proposition adapted to a priority customer segment needs, on the market for individuals

Insurance – 2017 revenue = 10,1 Mds €

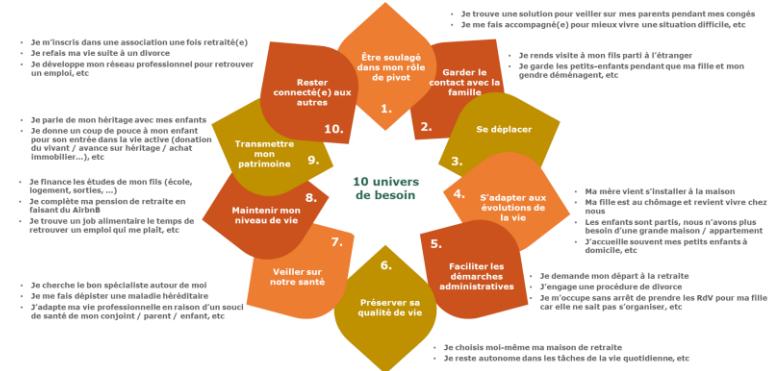
## CONTEXT & OBJECTIVES

- Facing challenges such as portfolio renewal, anchoring company values, an insurance playor wants to address a customer segment, that has been previously identified through its 2017 Customer Marketing Plan.
- This insurance playor aims at defining a new value proposition and thus differentiating itself. VERTONE has been asked to identify and develop this value proposition – with products, services, and exclusive customer benefits – to meet the needs and expectations of this customer segment.

## MISSION MAIN STEPS

- Identify customer segment needs, and prioritize them in light of the company challenges
- Benchmark innovative solutions in several sectors and map the accurate solutions made available by the company
- Build value proposition scenarii with sales and marketing teams (brainstorm workshops)
- Test offers and customer appeal according to price : through online community and Value For Money (trade off methodology) studies
- Study scenarii feasibility in light of sales teams adoption and constraints regarding business, technics and compliance
- Validate the value proposition and build the deployment roadmap and the related project organization

## Ten « need fields » specific to the customer segment



## RESULTS

- Understanding of the trends and offers of the market, for this customer segment (offers made by insurance players and start-ups)
- Definition of the target value proposition to meet customer segment needs (content, customer journey, price)
- Conception of a business case, including intentions to subscribe, target revenue, and main costs
- Definition of a deployment roadmap, with a quick POC on a part of the value proposition



# Conception & deployment of a new sales approach within a sale support tool for an insurance company

Insurance - Revenue 2016 = 13,6 Mds € - Clients = 13 M

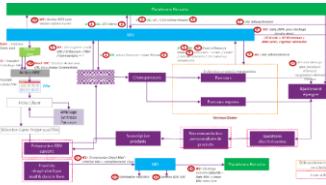
## CONTEXT AND OBJECTIVES

- As part of the launch of a new Program, the Insurer wants to include the elements of the Program into its new sale support tool.
- In this context, VERTONE designed a sales procedure totally integrated to the sale support tool & linked with the other elements of the Program (website, consumer path, etc.)
- VERTONE was mandated to lead the project as a whole (conception, production, operational acceptance testing & deployment)

## MAIN STEPS OF THE PROJECT

- Define & organize the screens contents, flows & designs
- Lead the design workshops with the business teams, the users, the strategy and the IT teams
- Check & validate with the client the key documents of the project (technical, functional, design, wording, etc.)
- Write the detailed functional specifications of the screens
- Produce the user guide for the sale support tool
- Draft the acceptance test plan & participate to the functional acceptance (organization, anomaly reporting, etc.)

*Illustration of the organization of the screens & flows*



*Illustration of the screens design*



## RESULTS

- Delivery of general functional specifications, screen design & acceptance test plan
- Fulfillment of the commitments despite tight schedule
- Very good reception of the tool from the sales representatives & high using rates during clients appointments



# Conception and implementation of a website dedicated to retirement preparation

Insurance - CA 2015 = 10,3 Mds € - 13 M clients

## CONTEXT AND OBJECTIVES

- As part of its strategic plan, a major mutual insurer wanted to consolidate its position on the retirement market
- In this context, VERTONE defined its retirement strategy in terms of value proposition (products and services, website, distribution channel), positioning and communication strategy
- VERTONE has then been mandated to define and implement the website dedicated to retirement preparation

## MAIN STEPS OF THE PROJECT

- Conception and implementation of a Proof Of Concept
- Test of the POC thanks to a qualitative study
- Benchmark of digital trends
- Definition of the new website specifications: goals, content and functionalities (articles, serious games, videos...)
- Organization of a hackathon (+60 participants)
- Implementation of the website with specialized agencies
- Launch of the website first release and test on a panel of clients



Hackathon

## RESULTS

- Proof Of Concept approval and success of the website first release



# Definition & implementation of a training plan on a pre sale approach for an insurance company

Insurance - Revenue 2017 = 13,8 Mds € - 13 M customers

## CONTEXT AND OBJECTIVES

- As part of the launch of a new Program, the Insurer wants to set up a long term training plan in order to encourage a gradual skill improvement for every hierarchical layer
- In this context, VERTONE conceived a three-stage training plan (before, during & after the training day) encouraging the use
- VERTONE was mandated to lead the project as a whole (definition, conception & creation of the training tool, assistance in the implementation)

## MAIN STEPS OF THE PROJECT

- Validate the training plan for every contributor (objectives & contents, planning & organization, logistical aspects : budget, trainers, geography)
- Organize the training les formations based on the timing & the contributor (content, MOOC, guides, training tool, etc.)
- Create the trainer's facilitator guide & a training kit for the trainee
- Define & animate the training days for trainers, managers & sales representative (workshops, trainer's training, etc.)
- Set up a continuous training after the launch (webinars, after-sales service, quiz, news, team reminders...)

*Illustration of the trainer's facilitator guide*



*Illustration of one application sheet*



*Illustration of the user guide*



## RESULTS

- Dynamization & digitalization of the training process (practical cases, business situation simulation, use of tools...)
- Reduction of the training day contents & excellent appreciation of the day by trainers and trainees
- Elaboration of several training models, adapted to the public concerned and to different entities constraints (800 sales representative trained in several weeks, 200 sales representative trained in one day)



# Definition of the retirement strategy

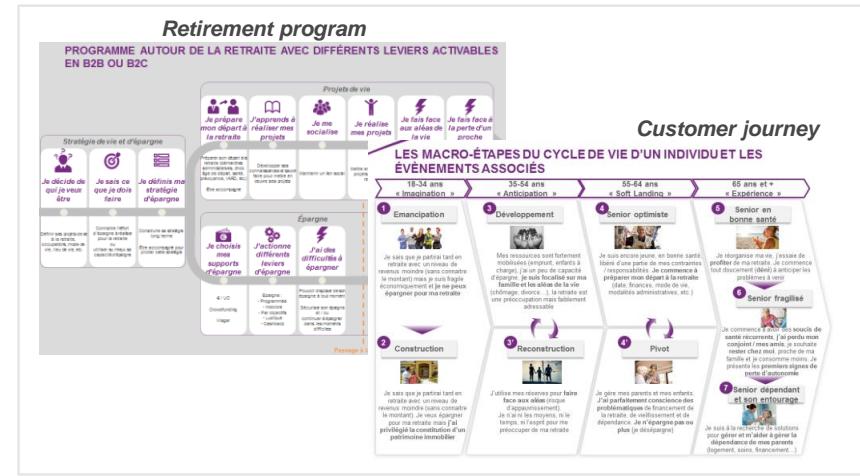
Insurance - Revenue 2015 = 10,3 Mds € - 13 M clients

## CONTEXT AND OBJECTIVES

- As part of its strategic plan, a major mutual insurer wanted to consolidate its position on the retirement market
- In this context, VERTONE defined its retirement strategy in terms of products and services, positioning and communication strategy

## MAIN STEPS OF THE PROJECT

- Definition of a retirement customer journey:
  - Documents' collect and analysis
  - Mystery customer
- Proposition of an innovative products and services offer:
  - Benchmark of the communication about retirement
  - Benchmark of the products and services of the concurrents and other actors
  - Client portfolio analysis
  - Qualitative study with an opinion institute
- Recommandation of a positionning and communication strategy



## RESULTS

- Definition of an holistic retirement program
- Good appropriation of the program by the team



# Identification and development of new sales tools and customer services to boost the new Collective Pension & Savings Department

Insurance - Turnover 2017 = 3,6 Mds €

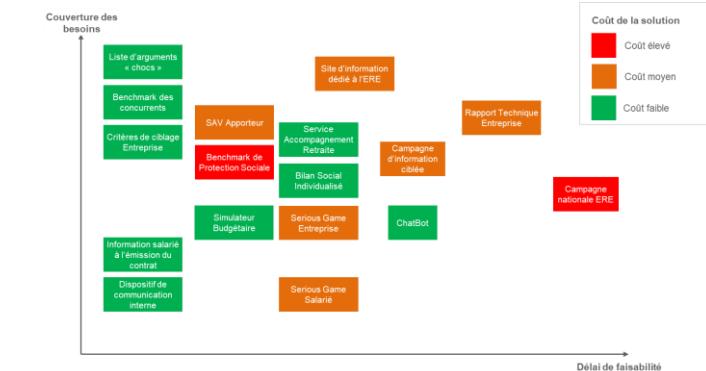
## CONTEXT AND OBJECTIVES

- Among the global Collective strategy, the Pension & Savings products have been identified as a growth driver for our client, who has ambitious goals in its 2020 Strategic Plan.
- In this context, the Collective Pension & Savings Department has asked VERTONE to work on identifying new sale tools and customer services to grow the business

## MAIN STEPS OF THE PROJECT

- Benchmark of insurance actors on two axes :
  - Analyse the information on general public websites : identify good practices in terms of services and communication
  - Analyse the salesforce extranet website : identify good practices in terms of sales tools available
- Organize a focus group with the different distribution networks to qualify their needs and take into account their specificities
- Define, in a workshop with all the CP&S collaborators, the best solutions to develop in priority and build a 1-year road-map to implement these solutions

*Example of matrix used to prioritize solutions during the workshop*



## RESULTS

- 25 actors benchmarked. Benchmark presented to all the CP&S collaborators
- Roadmap with 17 solutions, prioritized and divided in 4 streams, validated by the CEO
- The client asked VERTONE to work on the development and implementation of the 17 solutions



# Implementation of a new pre sale approach for an insurance company

Insurance - Revenue 2017 = 13,8 Mds € - 13 M customers

## CONTEXT AND OBJECTIVES

- As part of the launch of a new Program, the insurance company wants to ensure the success of the implementation on all the entities
- In this context, VERTONE created an exhaustive implementation & animation plan adapted to the networks specificities and needs in order to ensure a proactive and 360° implementation
- VERTONE was mandated to lead the project as a whole (definition, preparation, support & implementation animation)

## MAIN STEPS OF THE PROJECT

- Define & prepare the launch
  - ✓ Define the implementation aspects (planning & organization, contributors, tools, contents, KPIs)
  - ✓ Ensure the implementation of the ecosystem components for the launch (tools, communication, contents, process, trainings)
  - ✓ Set up reporting tools
- Ensure the launch and animate it in the long term
  - ✓ Communicate about the launch & train the networks
  - ✓ Monitor the KPIs & analyze the results
  - ✓ Implement an animation & monitoring plan in the long term (management animation, communication,...)

## Illustration of the timing of definition & implementation



## RESULTS

- Empowerment of the networks and integration of the Programme in their global business project
- Implementation of the Programme on 1500 sales representatives spread over 6 networks in 8 months



# Organization of a hackathon

Assurance - CA 2016 = 13,6 Mds € - 13M clients

## CONTEXT AND OBJECTIVES

- As part of its strategic plan, a major mutual insurer wanted to consolidate its position on the retirement preparation market thanks to a dedicated website with serious games
- VERTONE has been mandated to define and implement the website dedicated to retirement preparation
- In this context, VERTONE organized a hackathon during a weekend, with different participants profils (startups, students...) who had to develop a serious game

## MAIN STEPS OF THE PROJECT

- Definition of the hackathon goals and the 3 themes to work on
- Selection of the participants targets
- Organization of the event logistics
- Conception and implementation of the communication campaign about the event
- Event animation, support of the participants, ...
- Incubation of the winners

*Extract of the website dedicated to the event*



## RESULTS

- 62 participants & 13 teams
- Incubation of the winners



# Analysis of Clients' and Potential Clients' databases

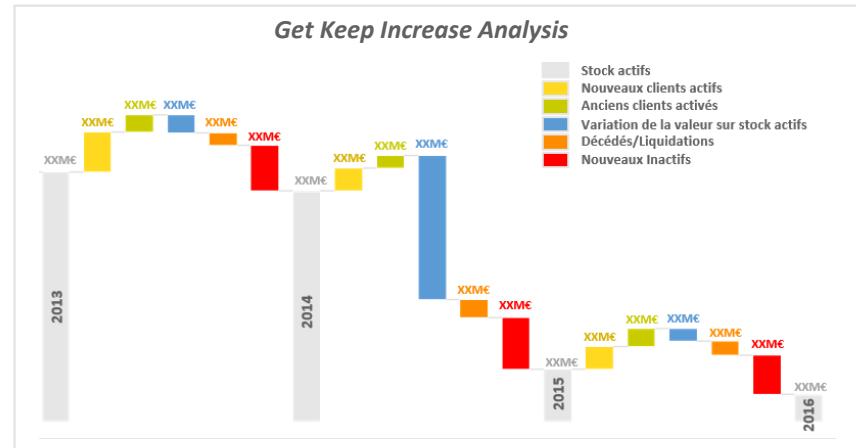
Insurance - Revenue 2016 = 341 M€

## CONTEXT AND OBJECTIVES

- Our client, a major player of French retirement insurance, collects a large amount of customer information. He asked VERTONE to understand, interpret and exploit customer information to remain competitive in the Insurance industry.
- These analyses aims to respond to a threefold challenge :
  - Increase in the conversion rate of potential clients
  - Increase revenue
  - Increase upsell

## MAIN STEPS OF THE MISSION

- Adopt existing models and databases' environment
- Understand customers' behaviors, attrition causality, customer offer appeal via static and dynamic analysis
- Create behavioral segmentation
- Identify potential clients who have the best rate of conversion



## RESULTS

- Databases analysis (More than 30 Go)
- Definition of customer segmentation and characteristics.
- Identification of marketing activities to implement within 2 years
- Creation of appetite scores which define the desire to subscribe or to upsell (with source code)



# Definition of BtBtC strategy and feasibility study

Insurance - Revenue 2015 = 3 365 M€

## CONTEXT AND OBJECTIVES

- To meet the constant French insurance market changes, our client aims to find new growth avenues, both in terms of distribution channels and products.
- For guidance in its development, our client asked VERTONE to identify new BtBtC disruptive models.

## MAIN STEPS OF THE MISSION

- To identify societal, behavioral and technological trends.
- To identify new customers' needs associated with 5 personae constructed from socio-demographic characteristics and enriched by trends.
- To infer markets affected by these new needs, characterize them (key figures, trends, players, insurance products) and propose new insurance offers.
- To prioritize markets according to 2 criteria: accessibility and potential.
- To qualify the ability to treat these opportunities in terms of both product and operational organization via individual project managers interviews and co-construction workshops.
- To propose adapted organization and to identify the work in progress and products in line with these new offers / opportunities.

### Market description

#### La mobilité

Zoom sur le marché de l'automobile au travers de la voiture connectée et autonome

La voiture totalement autonome ne devrait pas être une réalité pour les automobilistes avant 2030 voire 2040. En effet si les technologies sont déjà en place pour cela, pour une délivrance totale de la sécurité et du plaisir d'usage il faut encore faire évoluer les législations, réglementations, codes de la route, etc... mais aussi répondre à de nouvelles questions liées à la cybersécurité, faire adhérer les consommateurs... Par ailleurs, on sait qu'à aujourd'hui le parc automobile se renouvelle lentement à hauteur de 2% par an. A horizon 5 ans les smart car ne devraient pas envahir les routes.

En revanche la délivrance partielle (aide au garage, freinage d'urgence...) et la voiture connectée sont bel et bien dans notre réalité. En France les principaux constructeurs commercialement déjà des modèles qui offrent des expériences de conduite connectées. Le marché de la voiture connectée et autonome devrait atteindre 9,3 millions en 2021<sup>1</sup>. Les services que fournissent ou vont fournir ces véhicules connectés se concentreront essentiellement sur la sécurité et l'aide à la conduite. Les voitures de demain seront connectées entre elles et capables de communiquer prévenir en cas de danger : verglas sur la route, autre conducteur grignant un feu rouge... mais aussi connectées aux infrastructures.

CA du marché en 2016 : 213 millions d'euros  
Et le marché de l'assurance automobile connectée devrait représenter 38,5 milliards d'euros en 2021<sup>2</sup>

Taux de croissance du marché : +6% par an en moyenne et devrait ainsi atteindre 2,489 milliards d'euros en 2021<sup>3</sup>

Volume de clients : 38 millions de véhicules en circulation en 2015<sup>4</sup>  
Le taux de pénétration de la voiture connectée devrait s'élever à 16% en 2021<sup>5</sup>

#### Structure du marché / typologie d'acteurs

Les constructeurs, équipementiers automobiles et leurs partenaires	Les Tiers	Les GAFA	Les nouveaux entrants	
Peugeot Renault Fiat BMW Volkswagen Ford Nissan Toyota Honda Dacia Renault Samsung	Uebo Peiker	TOYOTA NTT Mitsubishi BMW Ford Volkswagen Nissan Toyota Collaboration sur l'édification d'un système automobile entièrement électrique	Apple Google Facebook Amazon	Baidu Alibaba JD.com Système d'assurance à la conduite solides certifiées Futura Future

Sources:  
1. Deloitte, "Digital & Mobility Outlook", Décembre du mois de Novembre 2016 pour la CN  
2. Deloitte, "Digital & Mobility Outlook", Décembre du mois de Novembre 2016 pour la CN  
3. Deloitte, "Digital & Mobility Outlook", Décembre du mois de Novembre 2016 pour la CN  
4. Deloitte, "Digital & Mobility Outlook", Décembre du mois de Novembre 2016 pour la CN  
5. Deloitte, "Digital & Mobility Outlook", Décembre du mois de Novembre 2016 pour la CN

## RESULTS

- Identification of 88 societal, behavioral and technological trends.
- Prioritization of 6 sub-markets and identification of 40 new potential offers.
- Proposal of a common vision for the different stakeholders for addressing BtBtC opportunities.
- Proposal of two organizational scenarios and inventory of 53 work in progress and products.



# Study about strategic position on SME market

Insurance - Turnover 2015 = 3,4 Billion € - 3 M customers

## CONTEXT AND OBJECTIVES

- In order to find new ways to diversify and increase the growth, the union wants to go on SME market.
- Marketing department has asked VERTONE for studying SME market in order to identify targets and ways to address them.

## MAIN STEPS OF THE MISSION

- Overview of social trends and impacts on SME market.
- Inventory of current works about the SME, inside the union.
- Targeting recommendation and creation of personae for each target.
- Production of scenarii targets / needs / offers' (building up with clients and potential customers).
- Mix marketing.
- Impacts and ways to success' study about distribution, tools, resources.
- Implementation trajectory definition.



## RESULTS

- Original positioning strategy on SME market according to brand's values.
- Specific offers identified for each target.
- Competitors' SME Benchmark.
- Business model's inputs provided.
- Roll-out trajectory defined in short and long term vision.



# Definition of the 4-years strategic plan for general insurance activities of a mutual insurer

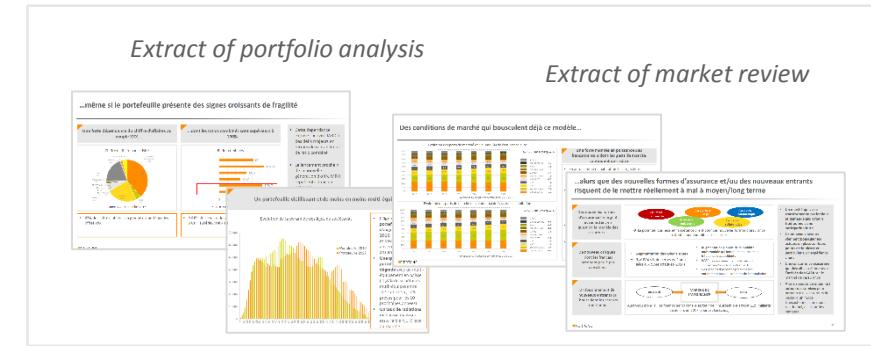
Assurance - Turnover 2017 = 3,5 Mds € - 3,122 M customers

## CONTEXT AND OBJECTIVES

- As part of its new 4-years Strategic Plan, an insurer wants to define strategic orientations for its general insurance activities. The strategic process has started and a few general trends have been set up through a framework paper from executive management and strategy teams.
- It is now necessary to specify these orientations for general insurance activities, to translate it in target objectives and identify the means and action to engage to success. In this context, the insurer has asked Vertone support to define its 4-year strategic plan for general insurance activities.

## APPROACH

- Interviews with the top management to collect their perception of the insurer main stakes over the mid and long term
- Review of general insurance market in France, analysis of the insurer positioning and performance (strengths, weaknesses, opportunities, threats), in cooperation with marketing teams (strategic marketing, studies and business intelligence)
- Definition and assessment of various scenarios for trends in the general insurance market over 4 and 10 years
- Organization of workshops with an expert team and with a mirror team to define the stakes, objectives, business and competitiveness levers to engage and KPI



## RESULTS

- Definition of the general insurance strategic orientation and related mid-term action plan : business levers, cost and profitability levers, transformation levers.
- KPI identification and business target evolution from 2018 to 2022 (net growth of the customer portfolio, turnover and contracts) according to 3 scenarios.
- COMEX validation of the 4-years strategic plan for general insurance activities



# Redefining the target distribution model of an Insurer

Insurance - Turnover 2017 = 3,5 Mds € - 3,122 M customers

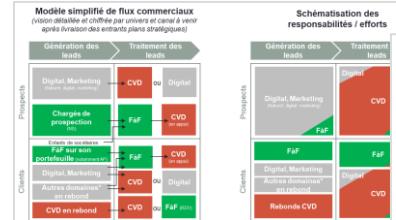
## CONTEXT AND OBJECTIVES

- In order to prepare its new 4-year strategy plan, the insurer wishes to define the optimal multichannel distribution model that aligns its development objectives and customer relational expectations.
- Work has already begun on the principles of customer relations and the digitalization of customer journeys. It constitutes a basis but do not allow to understand the necessary transformation of the distribution model.
- In this context, the insurer asks VERTONE to define its future distribution model.

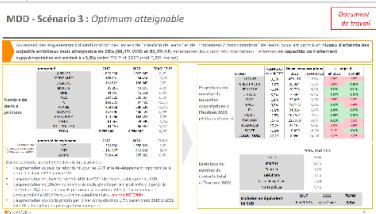
## APPROACH

- Analysis of existing flows and input of good practices, including a benchmark on relational models and the identification of transversal commercial rebound opportunities among different entities
- Identification of the evolution principles of the distribution (flow and customer relationship) and analysis of macro impacts on the organization and responsibilities of the distribution networks
- Modeling the future distribution - by product, business and channel - taking into account generated leads, processing capacity, sales transformation rates, opportunities for commercial rebounds, after sales contacts and churn
- Setting of the evolution hypotheses and scenario analysis to identify the optimal model combining the expected business development and available capacity and resources

*Definition of flows and responsibilities according to trade flows*



*Performance projections for each distribution scenario*



## RESULTS

- Definition of the principles of future distribution : roles' evolution of each channel, analysis of the flows of contacts evolution, identification of new practices to be tested (POC)
- Design and building of a distribution modeling tool, cross-functional to 3 business lines and all channels (branches, call center, digital, direct marketing)
- Analysis of 4 scenarios, with the projection of sales performances, operational workload and achievement of the strategic objectives for each scenario
- Use of scenarios in the definition of the 4-year strategic plan
- COMEX validation of recommended orientations



# 2019-2022 business path and commercial process definition for the Development & Partnerships entity of an insurer

## Insurance – Development & Partnerships entity

### CONTEXT & OBJECTIVES

- To develop new growth drivers, our client aims to develop new partnerships and its ecosystem in a B2B and B2B2C way. In order to support the Development and Partnerships (D&P) entity in structuring itself and positioning itself in a commercial performance logic, VERTONE was selected to define:
  - The D&P 2019-2022 business path
  - The associated commercial process

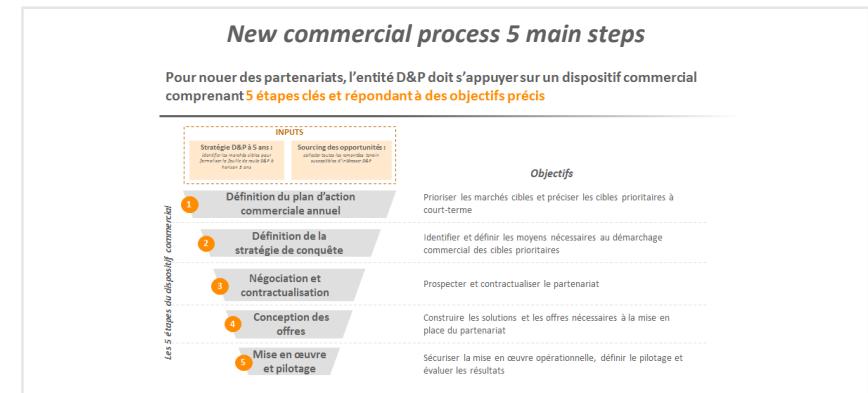
### MAIN STEPS OF THE PROJECT

#### D&P Business path:

- French economic environment and insurance market analysis
- B2C and B2B insurance market in France and Europe by 2025 projection
- Mobility and Tourism industries analysis
- 2019-2022 business path (B2B & B2B2C) definition

#### Commercial process:

- Commercial process key steps and the associated tools definition to realize the commercial action plan & the acquisition strategy
- Acquisition strategy example (player in the mobility industry) definition



### RESULTS

- Development & Partnerships team acculturation (during a seminar) to partnerships challenges when dealing with big companies, MAIF priority targets and best practices in the market
- 2019-2022 Business path (B2B & B2B2C) definition
- New commercial process definition



# Benchmark of good prospecting practices for an insurer

Insurance – Revenue (2016) : € 3,4 billion – 3M customers and insureds

## CONTEXT AND OBJECTIVES

- Our client's prospecting system is aging. It is mainly based on field actions aimed at historical targets, initiated by 16 prospecting managers throughout France.
- In order to face the evolution of prospect behaviours, to gain in efficiency, and to conquer new targets, our client wishes to renew its prospecting system and solicits VERTONE to achieve a benchmark of the best market practices.

## MAIN STEPS OF THE PROJECT

- Qualify the strategic targets (moments of life, interests, motivations, irritants...) in order to identify the actors revolving around them and orient the benchmark.
- Carry out documentary research (generic and for each strategic target) on 12 areas of analysis: conquest offer, new services, online conquest, affinity, social selling, partnership, customer paths...
- Enrich documentary research (customer vision) with an internal vision (process, tools, management...): interviews with VERTONE customers and feedback from VERTONE missions.
- Carry out a macro diagnosis of our client's prospecting activity and formulate recommendations for the development of prospecting.

*Summary sheet of the targets qualification file*

This screenshot displays a summary sheet for target qualification. It includes sections such as 'Profil' (Profile), 'Besoins' (Needs), 'Activités' (Activities), 'Lieux fréquentés' (Frequent locations), 'Sources d'info' (Information sources), 'Centres d'intérêt' (Areas of interest), 'Motivations' (Motivations), 'Influences' (Influences), 'Freins' (Obstacles), and 'Acteurs qui gravitent autour de la cible' (Actors around the target). Each section contains specific bullet points and icons.

*Actor sheet from the benchmark*

This screenshot shows an actor sheet from a benchmark. It features sections like 'Action de prospection' (Prospecting action), 'Motivation' (Motivation), and 'Réalisations' (Achievements). The 'Action de prospection' section includes a call-to-action button 'Réalisées pour le projet' (Achieved for the project) with a green checkmark.

## RESULTS

- Formalization of a targets qualification file to provide a comprehensive overview of strategic targets.
- Realization of a generic benchmark and a benchmark per target: 115 stakeholder files resulting from the documentary research, 5 VERTONE experience feedbacks, 3 interviews.
- Identification of action levers to be activated at all stages of the commercial prospecting process.



# Evaluation of potential opportunities for B2B2C partnerships for the Partnerships Department of a mutual insurer

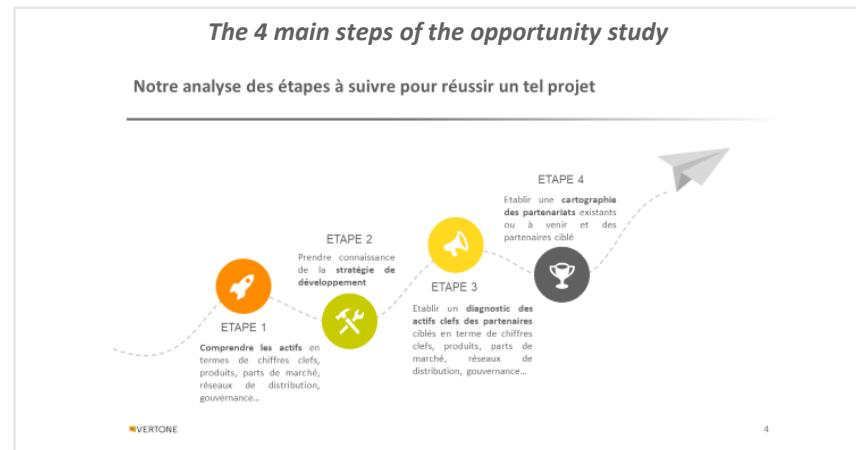
French Mutual Insurance Company - Partnerships Direction

## CONTEXT AND OBJECTIVES

- In a market in a concentration phase, our client is distinguished by the singularity of its strategy of developing its turnover and its client portfolio through a strategy of distribution partnerships or crossed.
- Regularly solicited by renowned actors, our client, Director of Partnerships, mandates the Cabinet VERTONE to:
  - Analyze existing partnership opportunities (3 insurers and 2 banks)
  - Define an approach and tools for analysis, deployment and animation of partnerships

## MAIN STEPS OF THE PROJECT

- Realization of a detailed identity card of potential partners (key figures, organization, strategy, offers, customer portfolio ...)
- From these sheets, construction of a SWOT & definition of one or more fields of possibilities per partner
- Scoring different opportunities using a multi-criteria matrix
- Specification of a process of evaluation, negotiation, deployment and animation of partnerships
- Development of a repository of offers, contracts, business plans allowing the industrialization of the approach



## RESULTS

- Pre-assessment of the first 5 partnership opportunities and recommendations
- Formalization of a process of analysis and deployment of partnerships
- Acculturation of the team Partnerships in the process and the tools put in place



# Boosting the direct marketing activity of funeral & life insurance for an insurance company

Insurance - Turnover (2017 - France) = € 3,1 billions

## CONTEXT AND OBJECTIVES

- Pioneer and leader on the French direct Marketing of funeral and life insurance through a dedicated subsidiary and brand, our client is facing a slowdown in acquisition and a significant churn resulting in portfolio stagnation.
- As part of its new strategic plan, the insurance company has set an ambitious growth target (+1 million customers by 2022) and wishes to market its services under a single brand regardless of the distribution network being used.
- In this context, VERTONE was contacted to boost the life insurance business so our client activity could grow again.

## MAIN STEPS OF THE PROJECT

- Analyze the individual life insurance market (AD&D, loan, LTC, funeral, etc.)
- Benchmark innovative life insurance offers with a focus on funeral insurance (subscription process and value proposition)
- Perform a 360° analysis of the direct activity: pain points analysis of existing processes, acquisition tools, multi-equipment, attrition prevention....
- Rethink and identify the differentiating and innovative life insurance offers that can be used for direct marketing
- Identify and prioritize the actions to be implemented to improve operational and commercial efficiency
- Build the roadmap and the associated business plan

*Personae & life moments examples used during workshops*

**Situation personnelle et familiale**

- Jeune à 29 ans : M. et Mme Dupont, deux enfants à charge
- Jeunes parents : M. et Mme Dupont, deux enfants à charge
- Famille classe moyenne : M. et Mme Dupont, deux enfants à charge
- Famille diverse, 2 enfants à charge : Mme Dupont, deux enfants à charge
- Travailleur Non-Social (TNS) : M. Dupont, deux enfants à charge
- Séniors : M. Dupont, deux enfants à charge
- Senior atteint d'une maladie : M. Dupont, deux enfants à charge
- Senior immigration : M. Dupont, deux enfants à charge
- Senior : M. Dupont, deux enfants à charge
- Senior en couple : M. Dupont, deux enfants à charge
- Senior en solo : M. Dupont, deux enfants à charge
- Senior avec enfants : M. Dupont, deux enfants à charge
- Senior avec petits-enfants : M. Dupont, deux enfants à charge
- Senior avec grands-enfants : M. Dupont, deux enfants à charge
- Senior avec petits-enfants et grands-enfants : M. Dupont, deux enfants à charge

**Situation économique**

- Recette (ménage) : € 20K€ brut / mois > 150 K€ net de ménage
- Recette (ménage) : € 15K€ brut / mois > 120 K€ net de ménage
- Recette (ménage) : € 10K€ brut / mois > 80 K€ net de ménage
- Recette (ménage) : € 5K€ brut / mois > 30 K€ net de ménage
- Recette (ménage) : € 3K€ brut / mois > 20 K€ net de ménage
- Recette (ménage) : € 1K€ brut / mois > 10 K€ net de ménage

**Préoccupations**

- M. Dupont préoccupe le cadre familial de ses enfants et la sécurité qu'il a pour eux
- M. Dupont préoccupe le cadre familial de ses enfants et la sécurité qu'il a pour eux
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**Moment de vie**

Faire face à une baisse de revenus : se protéger et protéger ses enfants en cas d'accident ou de maladie

Quel(s) produit(s) service(s) une réponse pertinente à ces préoccupations ?

Quel(s) produit(s) service(s) pourraient être utile(s) à la préparation de votre ?

Quel discours commercial ?

+ 1 offre pour me couvrir et protéger mes enfants +

Services au quotidien : bilan de santé préventif, soutien cardiaque, renal, psychologique, sociale...  
Services à la personne : aide ménagère, assistance médicale (possibilité de souscrire à ces services en cas d'impair)

## RESULTS

- Formalization of the life insurance activity SWOT formalized
- Identification of 14 innovative life insurance/savings/health solutions
- Identification of 12 projects to improve sales performance (around funeral, life insurance, marketing campaigns, service providers monitoring...): +200,000 contracts by 2022
- Formalization of the 2018-2020 roadmap as well as organizational evolution recommendations



# Scoping and design of Selfcare Services for a major insurer

Insurance – Revenue (2015) = € 8 billion – 3M customers

## CONTEXT AND OBJECTIVES

- Our client has a private logged-in space for its 3M customers, giving access to a wide range of insurance policies (health, Savings, GI)
- This selfcare website counts 700K active users and offers functionalities such as modification of personal data, payments, signing savings operations,...
- Our client needs to raise the number of active users, and make them come back more often on their personal space

## MAIN STEPS OF THE PROJECT

- Benchmark of customer areas within the insurance and banking industry
- Gathering and formalization of business needs regarding new functionalities
- Estimation of new functionalities' impact on registration
- Producing briefs / scoping documents addressed to the IT team
- Designing KPI reports for new functionalities



## RESULTS

- Selecting and prioritizing projects within the digital roadmap
- Identification of improvement fields within the customer area
- Follow up of 18 projects deployment (new registration process, paperless program, enhancing customer experience,...)



# Augmented insurance market by 2022, for a mutual insurance group

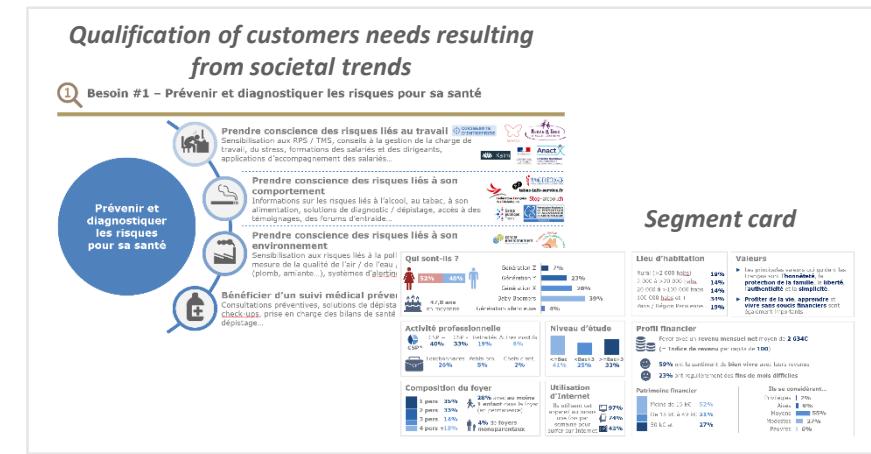
Insurance – Revenue (2016) : € 16.3 billion – 11.5 M customers and members

## CONTEXT AND OBJECTIVES

- The insurance sector is changing: volatile market, emergence of new competitors, predictable decline in insurable material, emergence of new insurance needs, rise of digital...
- In this context, insurers must reinvent themselves by identifying new growth levers.
- Our client is asking VERTONE to identify new areas of growth, by 2022, for the entire group.

## MAIN STEPS OF THE PROJECT

- Analysis, prioritization and selection of societal, economic and behavioral trends (qualification, identification of impacts on insurance and on our client).
- Identification of the new customer needs resulting from these trends, and illustration with benchmark elements.
- Identification of new / future customer segments via a quantitative study, combining socio-demographic data, attitudinal data and behavioral data.
- Qualification of the new need universes and identification of impacted customer profiles.



## RESULTS

- Formalization of a trend book of the French society.
- Formalization of the new need universes, associated needs and subneeds.
- Construction of a strategic customer segmentation, qualification of each segment, and identification of the sensitivity of each segment to new needs (via a quantitative study)



# Design and launching of services for the digital platform of a group of insurers

Insurance – Turnover 2017 = 16,3 Mds € - 11,5 M customers

## CONTEXTE ET OBJECTIFS

- The insurer wishes to adopt a new posture, more relational, broadened to customers prevention and accompaniment.
- To make concrete this new posture, Vertone accompanied the insurer in :
  - Design of a digital services platform,
  - Design of new services (home focused) complementary to the insurance business.

## DÉMARCHE

- Identify territories of legitimacy on services, customer needs and irritants and the main competition issues.
- Validate commercial and marketing interest and select offers with the insurer' teams.
- Launch various call for tenders from potential partners and analyze their commercial proposals.
- Negotiate and shape business models with partners.
- Prepare the commercial launch of the new services (offer, IT, legal, marketing).
- Monitor the business performance and build punctual promotional actions.

Benchmark – business analysis								
Acteurs et produits existants	Prévention	Suivi de la consommation	Contrôle à distance	Prix	Points forts	Points faibles	Informations entreprises	
	Fuite d'eau	Indicateur de fuite	Indicateur de débit	Electrique	Gaz	Eau	Platine du dispositif à distance	Système fermé
	✓	✓	✓	✓	✓	✓	• Platine du dispositif à distance	• Système fermé
	✓	✓	✓	✓	✓	✓	• Pris élevé	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités
	✓	✓	✓	✓	✓	✓	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités
	✓	✓	✓	✓	✓	✓	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités
	✓	✓	✓	✓	✓	✓	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités	• Fonctionne avec une box domotique pour avoir toutes les fonctionnalités
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Note de votre direction ou de votre service ou de votre Pôle								
CO VEA								

## RÉSULTATS

- Traffic is growing on the digital platform : 400,000 unique visitors in 2018).
- 4 offers launched : remote monitoring, works, home diagnostics and help to move.
- 2019/ 2020 roadmap.



# Design and follow-up of a customer satisfaction tool common with several companies on several touchpoints (post damage, assistance and legal aid)

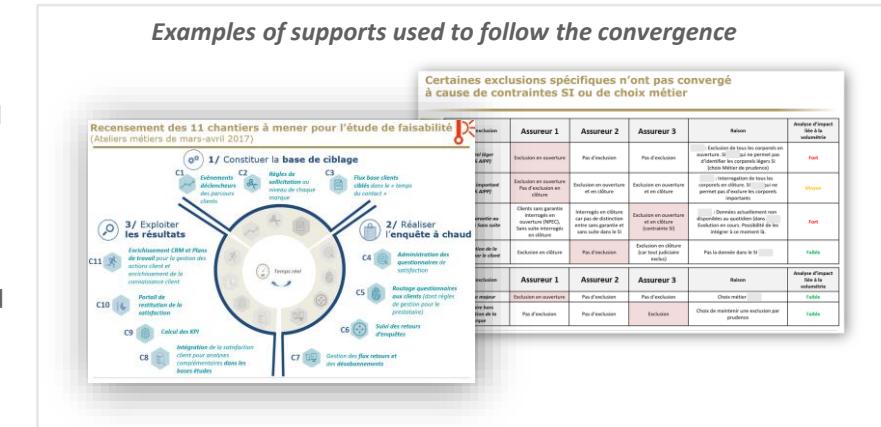
French mutual insurance company: Turnover € 16,3 billion – 26 000 employees in 2016

## CONTEXT AND OBJECTIVES

- First French mutual insurance company that covers property, liability and reinsurance businesses in 2016, the group wished to design a common tool for all its entities to measure the customer satisfaction after major journeys.
- On this project sponsored by the Marketing Directors of the 3 companies of the group, Vertone worked on the common touchpoints managed by transversal entities (Damage and Liability, Legal Protection, Assistance).
- The goal was to reach a common agreement on the business needs of each brand to feed transversal dashboards.

## PROCESSES

- To reach a common agreement between Marketing Services:
  - Collecting the needs and map the scope of existing tools
  - Defining common trigger events and common rules to make the feedback loop and to monitor the KPIs
  - Designing, negotiating and validating the structure and the wording of the questionnaires
  - Designing and implementing a POC with a service on the common tool
- To coordinate the subsidiaries on the project:
  - Co-constructing the expression of requirements of the subsidiaries not directly involved in the governance
  - Designing the planning of the recettes phases and involving IT Teams



## RESULTS

- Convergence of the Marketing services on common needs, KPIs, trigger events and questionnaires up to the IT limits
- Mapping of the remaining differences to help Steering Teams to analyse the results and the evolutions
- Design and deployment of a POC on post damage touchpoint (6000 sent surveys per day)
- Design of the business needs to be sent to the IT Implementing Teams for the common dashboards (for operational and for directors) and for the raw extraction to be analysed by Data Teams



# Services platform planning for an insurer

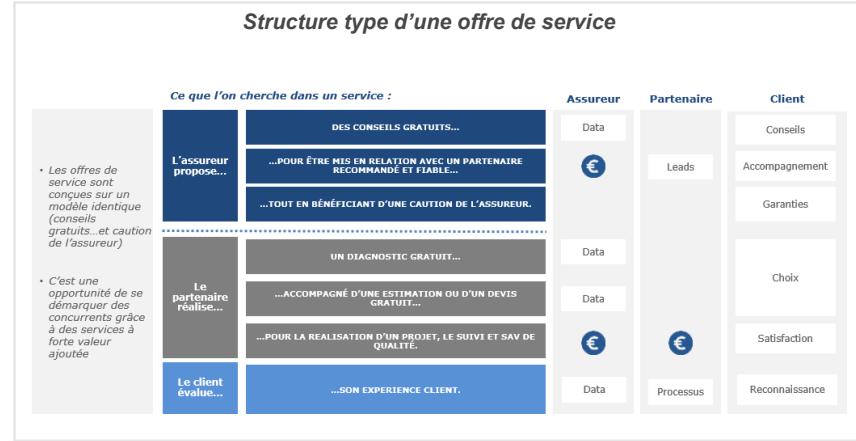
Insurance Group – 11 millions clients – 2800 agencies in France

## CONTEXT AND OBJECTIVES

- An insurance group wishes to :
  - Move to a new insurer position: from a transactional UX to a relational one (advisory, prevention & project support)
  - Include services to its value proposition in order to support this strategy
- It appealed Vertone to plan and implement a digital service platform and to conceive a high added-value product line of household-related services

## PROCESSES

- Benchmark of service offers and strategic partners selection
- Definition of new and exclusive offers for B2B and B2C markets
- Business model definition and business plan realization to evaluate overall project profitability
- Negotiation support for partnership contracts
- Services' file creation for managing directors validation
- Planning of multichannel customer journey, contents and marketing promises
- Operational implementation coordination and corporate-level go-to-market



## RESULTS

- Implementation of strategic partnerships with firms leaders on their markets and innovative start-ups
- Launch of the first service universe with a dozen of household-related services
- Industrialization of services conception & partners integration processes



# Definition of the commercial strategy for a complementary health insurance

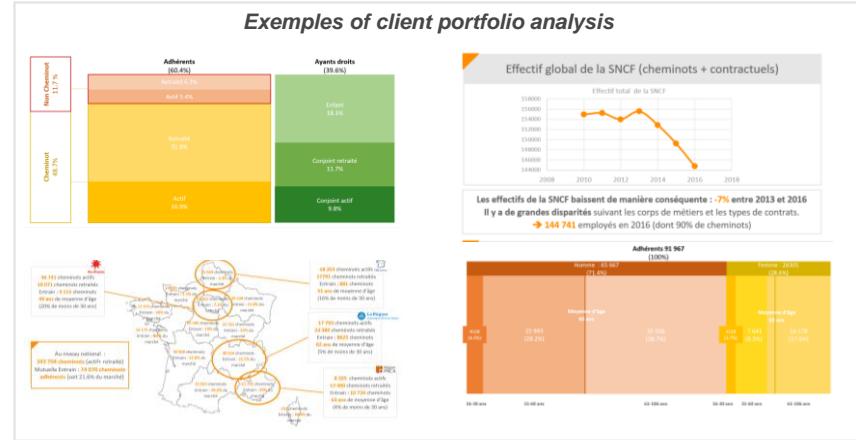
Complementary health insurance – 152 000 customers – 28 agencies in France

## CONTEXT AND GOALS

- A complementary health insurer dedicated to the railway men aims to :
  - Becoming leader in its market with the recruitment of 8 000 new customers within the following 3 years
  - Exploring new development paths and new markets
- In this context, VERTONE was asked to help the company to define a commercial strategy

## APPROACH

- Implementation of a strategic diagnosis : brand, product & offer, distribution, commercial methods, client knowledge and operational marketing, steering
- Interviews with employees (top managers, sales team, communication and agency employees...)
- Leading subscribers and prospects awareness surveys
- Customer portfolio analysis (customer profile, loyalty...)
- Definition of customer profiles to target and the commercial strategy with operational recommendations
- Framing the commercial action plan



## RESULTS

- Identification of company's strengths and weaknesses
- Prioritization of the targets and action plan
- Setting up an organization of marketing activities
- Definition of the commercial role for agency employees
- Implementation of new processes to manage the commercial activity and communication campaigns reports



# Implementation of the acquisition and customer relationship strategy for a complementary health insurance

Complementary health insurance industry - 95 000 customers

## CONTEXT ET OBJECTIVES

- The company aims at reaching 100 000 customers in the next 3 years. It is a challenging objective considering the limited size of the market and the new regulation.
- VERTONE was in charge of defining and implementing the new commercial strategy (CRM + commercial action plan) and of helping the company with its internal transformation.

## MAINS STEPS OF THE PROJECT

### Transformation plan

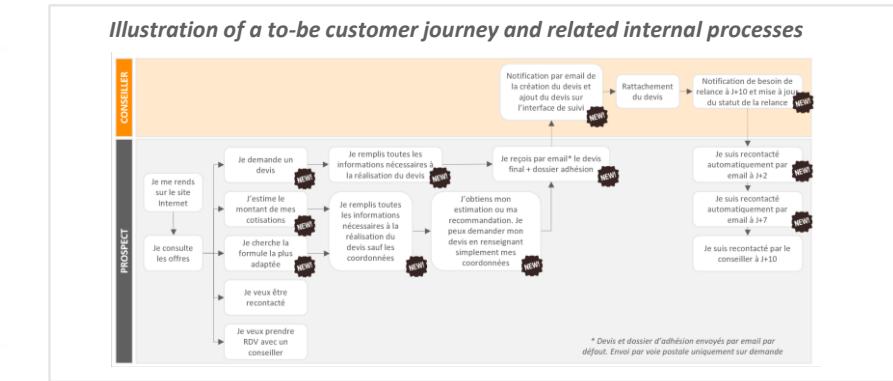
- Defined the projects, identified the projects leaders, and helped the company implement its transformation plan.

### Commercial Action Plan

- Listed all the exiting commercial actions, identified new and more digital actions, made the client validate and prioritize the commercial actions, built a retro planning for 2018 and followed-up all the commercial actions for the end of the year

### CRM implementation

- Designed the to-be customer journeys and related internal processes, prioritized the business needs, drew-up the detailed requirements, launched an RFQ, analyzed offers, selected a CRM provider, followed-up the design phase for the first lot.



## RESULTS

- Formalization of the to-be customer journeys and internal processes to better manage leads and improve conversion rate.
- Selection of a CRM tool matching the business needs and the complementary health insurance specificities
- Digitalization of commercial actions (sponsorship, marketing games, and so on) and optimization of the website (online price request, automatic reminders, and so on)
- Introduction of a marketing approach within the team who was only communication-oriented so far.



# Benchmark of insurance offers for teachers and good business practices of companies targeting this population

Insurance – 2016 Revenues = 1 535 M € - 3,6 M customers

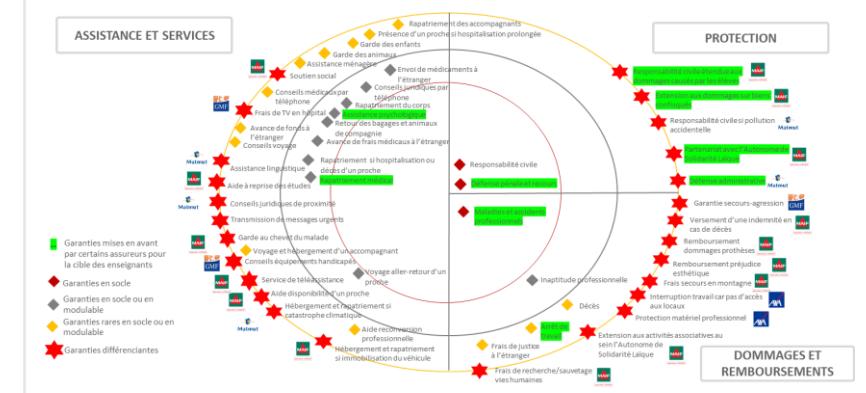
## CONTEXT ET OBJECTIVES

- Our customer wishes to strengthen and improve its position on the teachers' market, a population that is constantly growing and strongly marked by an affinity dimension exploited by its competitors. To this end, a specific seminar on this target is planned in order to establish an operational action plan.
- In this context, VERTONE is asked to carry out a benchmark to identify the value proposals of insurance companies targeting this specific population as well as the best practices in terms of commercial approach implemented by companies aiming at this target or other similar ones.

## PROCESS

- Understand the target by identifying its habits, key life moments, obstacles and motivations.
- Create company profiles on our customer's main competitors by putting forward their range of offers, the differentiating elements aimed at the target as well as the "teachers journey" on their websites
- Collect, analyze and compare the competitors' offers for teachers in terms of home, car, professional and life insurances
- Identify and present the best commercial practices specific or potentially applicable to the target among those practiced by French or foreign companies

Comparative analysis of the professional insurance's guarantees offered by the main competitors



## RESULTS

- Improve the customer's knowledge of the target population
- Positioning of the customer in relation to its main competitors on the target in terms of value proposition
- Identification of potential leads in terms of commercial approach
- Use of the benchmark as a starting point for discussions during the seminar dedicated to the target group



# Framing of a digital burial services offering to enrich the value proposition of the funeral insurance of a mutual

## CONTEXT AND OBJECTIVES

Our client wanted to frame a digital data management service following the death of a client to:

- Boost the income of death and funeral insurance by enriching the current offer with an innovative service
- Help advisors sell death insurance with an additional argument
- Retain customers with a service related to the offer
- Assign the strategy and digital positioning of our client

## APPROACH

- International benchmarking of digital data management services following a death.
- Scope of the offer based on the Design Thinking methodology
- Animation of design workshops (layout and wire-framing) with the client
- Drafting specifications and specifications
- Development of the Business Model

The screenshot displays a digital platform for managing a deceased client's information. At the top right, there is a profile picture of a man named Nicolas. Below the picture, his name is displayed along with his age (31 ans - marié) and a link to his website ([www.nicolas.com](#)). To the left of the profile picture, there is a section titled "Histoire" which includes a small paragraph about him and a "Lire la suite" button. To the right, there is a section titled "Présence en ligne" which lists various platforms where he is active. At the bottom of the interface, there is a section titled "I - DÉCLARATION DES ANGES GARDIENS" which includes a small illustration of two people and a "PASSEZ L'INTRODUCTION" button. The entire interface is presented within a white box with a thin border.

## RESULTS

- Construction of an innovative offer, validated by COMEX on the basis of feedback from user tests and the Business Model
- Developments in progress made internally by the company



# Definition of the distribution model of an insurance company

Insurer - 2017 Revenues = €175 Millions

## CONTEXT AND OBJECTIVES

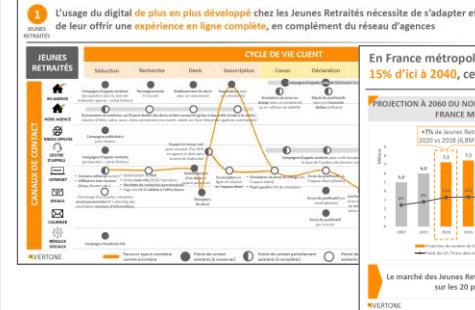
- Our customer lost  $\frac{1}{4}$  of its customers between 2014 and 2018, and at the same time observed a worrying increase of unprofitable segments in its portfolio (notably ACS / CMU).
- In a context of weakening customer portfolio, VERTONE were asked to overhaul the distribution model in a way consistent with a commercial strategy that was to be defined and with three strategic objectives: restore the profitability of the portfolio, acquire customers willing to be insured at the market price, and stabilize the customer base by stimulating conquest and loyalty.

## MAIN STEPS OF THE PROJECT

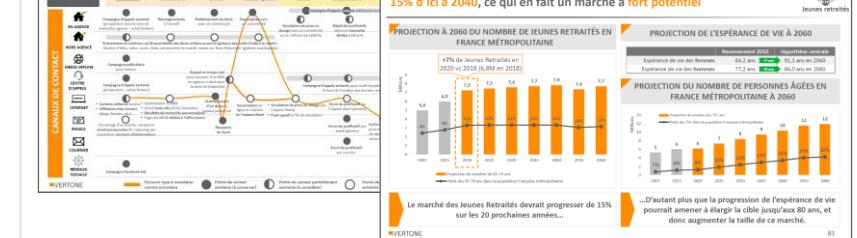
The process was broken down into 4 complementary components:

- 360 ° macro-diagnosis:** customer portfolio, dynamics by market, sales margins, offer & products, current distribution model, brand and reputation.
- Definition of the commercial strategy:** detailed analysis of the portfolio (segment by segment), definition and detailed analysis of priority targets on different aspects (portfolio, market potential, competition) and levers to be activated by target.
- Definition of the new distribution model:** VERTONE recommendations that defined the new distribution model.
- Formalization of the transformation plan:** definition of projects and projects to be instructed to progressively implement the new distribution model.

## Definition of the relational model for the priority targets



**Market study on Young Retired (65-75 years old people) in France**



## RESULTS

- Detailed studies of the current client portfolio and market studies have allowed to define priority targets.
- In order to address these targets, VERTONE has made more than twenty recommendations that define the new distribution model.
- To progressively implement this new model, 6 major projects have been defined (digital, organization, network of agencies, etc.). They were broken down into 14 projects that have been prioritized and articulated in time (planning).



# Defining the 2-year Customer Marketing Strategy for an insurer

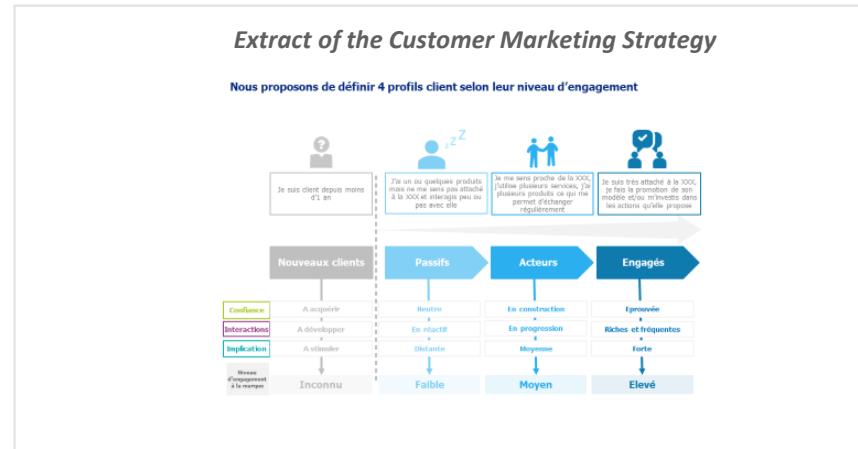
Insurance - Turnover 2017 = 6,1 Mds € - 5,3 M customers

## CONTEXT AND OBJECTIVES

- In a deeply changing insurance sector, with increased competition from bancassurers, a French mutual insurer wants to define its customer strategy in the individual customer market.
- In this context, VERTONE was asked to define the Customer Marketing Strategy and to frame its implementation. The strategy aims to identify the priority targets on the individual customer market, the associated objectives and the levers for actions to address these targets

## APPROACH

- Analyze strategic positioning and customers challenges (strengths, weaknesses, opportunities and threats), based on static and dynamic customer portfolio analysis, stakeholders interviews and review of the French insurance market
- Identify potential areas for development and improvement priorities
- Define the priority targets and set the objectives of the client strategy, based on a new segmentation of the portfolio (to take into account needs, expectations and commitment of the client)
- Identify the levers to be activated to reach the objectives on the prioritized targets (relational schemes, offers and services, customer knowledge, animation programs, commercial actions, ...) and qualify their contribution in the objectives achievement
- Formalize activation plans for each lever and the principles of effectiveness of their implementation



## RESULTS

- A new, enriched and quantified perspective on the insurer's client portfolio
- The identification of priority targets based on medium and long-term potential, and objectives of business development, customer equipment and loyalty
- Activation levers with their roadmap: new life moments prioritized and corresponding relational schemes, targeted improvement of customer journeys, commercial rebound strategy, changes in contact plans



# Definition of a Sales & Marketing Plan for a mutual insurance company (B2C market)

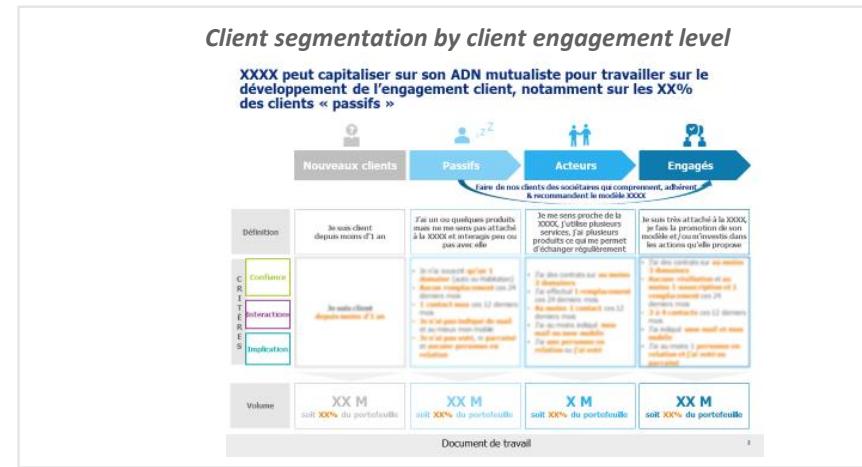
Assurance - CA 2017 = 6,2Mds€ - 5,3M clients

## CONTEXT AND OBJECTIVES

- Our client is a mutual insurance company leading its historic market : property insurance
- In a context of deep market transformation and high competition intensity, VERTONE was commissioned to define a sales & marketing strategy able to boost the client engagement and thus facilitate cross sell, loyalty & recommendation

## MAIN STEPS OF THE PROJECT

- Analyze the existing sales & marketing activity and the client portfolio
- Interviewing ~30 people
- Analyze the market : competition activity, product & services, clients needs, new trends...
- Define the strategic orientations et write a client strategy, a sales strategy and an products & services strategy
- Identify the key success factors related to these strategies
- Define the action plan and write detailed roadmaps



## RESULTS

- A client-centric sales & marketing strategy using clients “moments of life”
- A new client segmentation by client engagement level
- Detailed roadmaps in order to make the strategy operational



# Defining the service strategy for an insurance company

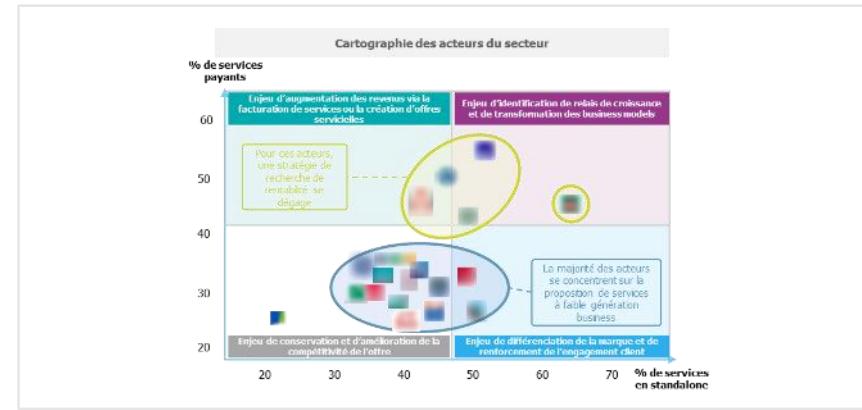
Insurance - CA 2016 = 6,161 Bn €

## CONTEXT AND OBJECTIVES

- Due to the assertion of their customers' expectations, insurance companies are increasingly offering services to their customer
- VERTONE was asked to accompany the client in the definition of the service strategy, by doing a competitive benchmarking and advising the client on various strategic orientations

## MAIN STEPS OF THE PROJECT

- Market study:
  - Definition of a service for an insurance company
  - Listing of all services offered by the client
  - Mapping services of major insurance companies
  - Study of competitors service structuration approaches (platform, services as a new business ...)
  - Classifications according to typology, pricing, business universe, enhancement ...
- Definition of possible strategic directions:
  - Clarification of the client's desired position
  - Study of methods to enhance existing services



## RESULTS

- Mapping of **196 existing services** on the market for **19 actors** according to **10 criteria**: accessibility condition - price - associated moment of life - business model - associated product - operational model - partner if any – customer's need - professional or particular - value of service: must have, nice to have, differentiating
- Identification of 4 structuration approaches to enhance services



# Pre-feasibility study for a customer relationship tool and a payment offer for a mutual insurance company

Mutual insurance company – Revenue 2017= 6,2 Mds € - 5,3M clients

## CONTEXT & OBJECTIVES

- The client asked VERTONE – already involved in the definition of the customer strategy of the Group – to study the opportunity of developing a customer relationship tool to foster client engagement and interaction with clients.
- Also in a process of restructuring of their banking strategy, the client asked VERTONE to study the relevance of building a payment offer onto the relationship tool.

## MISSION MAIN STEPS

- Analyzed existing documentation and led interviews with the Group main departments
- Prepared and led workshops with the client team to build the value proposition of the relationship tool and the payment offer
- Defined the scope of the relationship tool : customer promise, value proposition, services, distribution model, promotion, and built the roadmap
- Studied the relevance of building a payment offer onto the relationship tool : recommendation of a scenario and definition of the economic model
- Identification & structuration of the work streams to launch

### *Definition of next steps :*

#### Lancer les travaux de conception de l'application mobile

- Définir le cahier des charges détaillé de l'application mobile (+ coûts associés)
- Détails la stratégie de promotion du dispositif dans toutes ses composantes
- Enrichir les programmes relationnels avec les données clients collectées
- Structurer le pilotage et la gouvernance du dispositif
- Sortir le programme d'avantages de l'application mobile existante et du site internet (dès le lancement)

#### Lancer une étude détaillée sur la carte de paiement d'ici fin 2018

- Initier les négociations avec des partenaires pour la coalition de marchands (ex: Edenred)
- Proposer aux partenaires du programme d'avantages un enrichissement des offres vers le cash-back
- Valider la faisabilité et les choix techniques concernant la gestion du cash-back et la carte agrégative
- Préparer un dossier d'agrément à l'ACPR (demande de statut d'EPI ou EME)
- Intégrer les fonctionnalités de compte de paiement et émission/gestion de cartes dans l'appel d'offre

#### Pilotage opérationnel par le programme d'avantages

#### Pilotage opérationnel par le programme d'avantages en coordination étroite avec le pôle Finance

## RESULTS

- Formalization of a recommendation report related to the relationship tool and the payment offer
- Presentation of the recommendation report to the Group Executive Committee that led to :
  - The launch of the relationship tool
  - A complementary study for the payment offer



# Sales and Marketing plan definition for a mutual insurance company (SME Market)

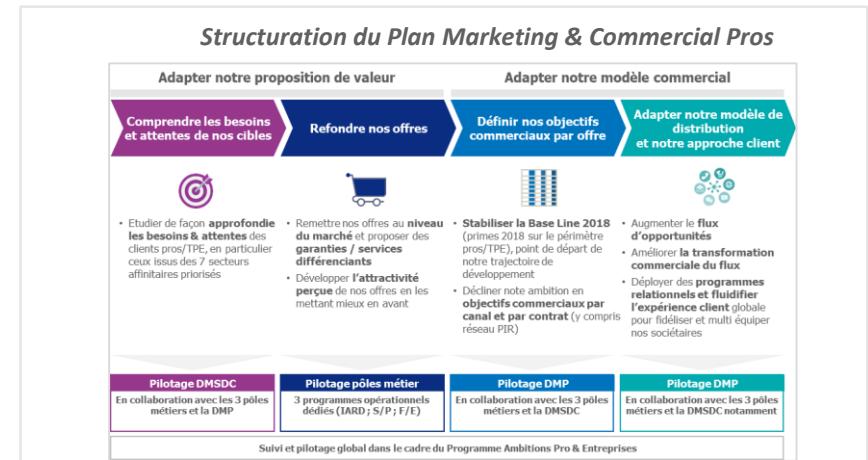
Insurance - CA 2017 = 6,2Mds€ - 5,3M clients

## CONTEXT AND OBJECTIVES

- Our client is a mutual insurance company leading its historic market : property insurance
- Historically close to Small and Medium Enterprises (SME, less than 20 employees), our client loses market shares on this segment and wants to redevelop its position. A strategic plan with documented ambitions had been defined.
- Our client asks us to define its sales and marketing plan in order to achieve the strategic ambitions.

## MAIN STEPS OF THE PROJECT

- Analyse and take the stock of the current situation regarding the sales and marketing mix
- Make a market study : concurrential intensity, customers targeted, value propositions and offers, distribution
- Drive a qualitative market research made by a third party to help better understand the needs of SMEs
- Formalise the Sales and Marketing Plan : roadmap of offers redesign, definition of sales objectives for each distribution channel, orientations regarding the adaptation of the current distribution model



## RESULTS

- Operationalisation of the strategic plan previously defined
- Definition of roadmaps regarding all of the Sales and Marketing mix elements



# Identification of business opportunities in the agricultural market by 2030 for an insurance company

## Insurance – Marketing & Sales division

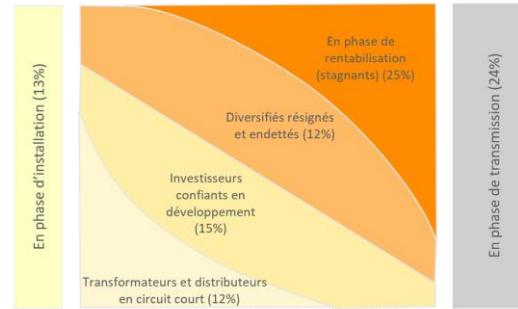
### CONTEXT AND OBJECTIVES

- In a constantly changing agricultural market, our client wishes to boost its value proposition around new customer profiles.
- In this context, VERTONE was contacted to identify the priority growth opportunities for the agricultural market over the next 10 years and to outline a possible business strategy.

### MAIN STEPS OF THE PROJECT

- Analyze the global market and each agricultural sector
- Benchmark the competition
- Analyze customer portfolio
- Map customer needs and expectations to outline the new customer segmentation
- Confirm and quantify new customer segmentation through a quantitative analysis and identify strategic challenges for each segment
- Build the target value proposition for each segment and define the corresponding roadmap

*A synthetic farmers' customer portfolio presentation of a complementary vision to the agricultural sector vision*



### RESULTS

- Modelling of the number and weight evolution of each agricultural sector by 2030
- Prioritization of 4 agricultural sectors and 2 new complementary segments
- Modelling of 3 scenarios (trend, average, high) for the market rate and the associated turnover evolution for each sector by 2020
- Selection of a scenario for each sector and estimation of the potential turnover in 2020
- Identification of 23 areas for improvement for the future value proposition



# Expression of requirement – Qualification and valuation tool for insurance claims

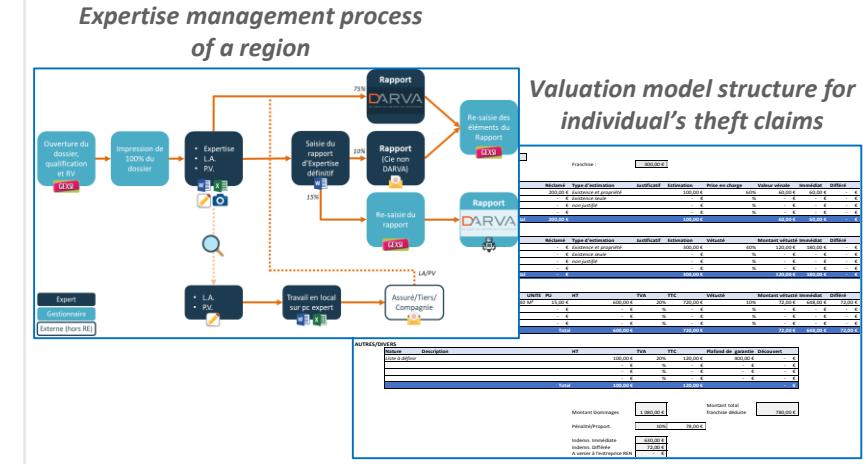
Insurance expertise- Revenue (2018) = 100 M €

## CONTEXT AND OBJECTIVES

- A national player in insurance expertise wants to improve its experts' productivity and reduce the delivery time of expert reports to its clients (insurance companies)
- The existing qualification and valuation tool used by a lot of experts is identified as one of the major improvement levers
- VERTONE has been asked to build an expression OF requirement for a new tool

## APPROACH

- Interviews of insurance experts and administrative managers to identify a first level of information about the needs and current operational process.
- Tours with insurance experts in various regions in order to analyse differences between various agencies' organisational models
- Analysis of individual practices of several experts and identification of the requirements that are not, or partially covered by the internal tool offering
- Taking into account insurance companies' request to optimize information gathering by experts



## RESULTS

- Inventory of experts' needs to carry out their task on site. Inventory of the means / tools used to answer these needs.
- Proposal of a target situation for each identified need
- Illustration of the target vision by digital mock-ups of the software
- Modeling of several insurance claims financial valuation structures



# Contextual insurance product design and development for an insurtech

Insurtech | Number of clients (2019) = 400 000

## CONTEXTE ET OBJECTIFS

- As a part of his business development plan, our client must deliver an ambitious innovative product roadmap and succeed in the implementation of his new distribution partnerships.
- In this context, our client sought VERTONE in order to carry out the initial scoping of project portfolio, the product design and their market launch

## DÉMARCHE

- Collection and assessment of the distributors' needs through numerous workshops: Offer, Pricing, Fee scheme, Target and Distribution channels
- Market study and benchmark
- Product & Customer journey Design and Specification in close coordination with legal, actuary, UX and IT teams
- Draw up of business cases in order to finalize pricing scheme
- Coordination of the tests with Business analysts and the integration of the products in the distributors set-up

Illustration: Formulaire de souscription pour un produit d'assurance Mobile

## RÉSULTATS

- Design of Travel, Mobile, Ticketing, Payment means insurance products
- Management of a portfolio of 6 projects in 6 months for neo-banks, fintechs and eCommerce marketplaces.
- Market launch of 10 insurance products for a major marketplace.



# Benchmark on the processing of customer requests

Bank - Revenue (2012) = € 23.6 billion - 36 M customers

## CONTEXT AND OBJECTIVES

- The banking group, which is oriented sales rather than client, has a large number of unprocessed requests that generate clients dissatisfaction.
- In this context, VERTONE is solicited to complete and enrich the group's vision on client request processing models.

## MAIN STEPS OF THE PROJECT

- Achieve 16 interviews in different sectors about processing of customer requests customer requests (support for advisers , service culture; piloting modes; alternative to treatment with an adviser etc.).
- Write reports of the interviews and communicate them to the client.
- Realize a synthesis of the lessons of the benchmark by adding our points of view.

*Dispatch of requests in agencies*

Le **selfcare** se développe également en **point de vente** pour absorber les demandes les plus simples et sans enjeux commerciaux

Exemple : SNCF-EDF  
Déposer ses billets  
Ouvrir son compte  
Consulter ses factures  
Créer un projet de voyage  
Acheter des billets  
Un conseiller peut intervenir en support

Reurs d'expériences

Notre point de vue

2 avantages clés :

- Accueillir les clients et les prendre en charge dès leur entrée dans le point de vente
- Orienter les demandes simples ou sans potentiel commercial vers un automate

Très bonne perception clients remontée par SNCF et EDF, notamment due à une perception d'attente plus faible

- L'accueil et l'orientation vers les bornes dès l'entrée dans le point de vente est une organisation clé pour développer l'usage du selfcare en boutique.
- Vaste ensemble des clients : « j'attends au bon endroit », « ma demande sera traitée »
- Aide les clients à utiliser les bornes
- Exemple de référence : La Poste

## RESULTS

- The client was fully satisfy by the synthesis and start to lead some project groups in order to implement some best practices in some agencies.



# Loyalty program performance analysis and optimization, for a retail bank

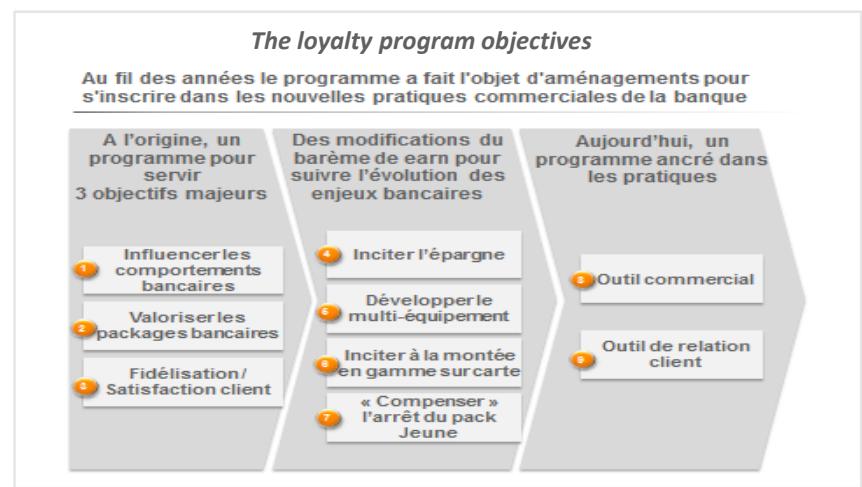
Bank – Revenue (2013) = € 8 billion - 11M customers

## CONTEXT AND OBJECTIVES

- Our client has been offering its loyalty program to a large part of its clients for many years
- In a global cost-killing context, VERTINE was asked to:
  - Establish the program performance
  - Identify all should the program be shut down
  - Build different scenarios to reduce program costs while reducing impacts on the client

## MAIN STEPS OF THE PROJECT

- Analyzed program performance regarding targets and objectives:
  - Employees interviews
  - Clients and advisors satisfaction study
  - Program generosity analysis regarding the targets
- Qualified and quantified risks in a context of program cessation
- Analyzed different options to reduce program costs:
  - Reducing the bonus lifetime
  - Reducing the number of bonus given
  - Reducing the bonus value



## RESULTS

- Shared view of the program's real performance
- Awareness of all departments about the loyalty program role and importance
- Choice of one scenario to reduce costs (about 30% savings in 3 years), while keeping good clients generosity levels



# Growth strategy for the money transfer offer of an international bank

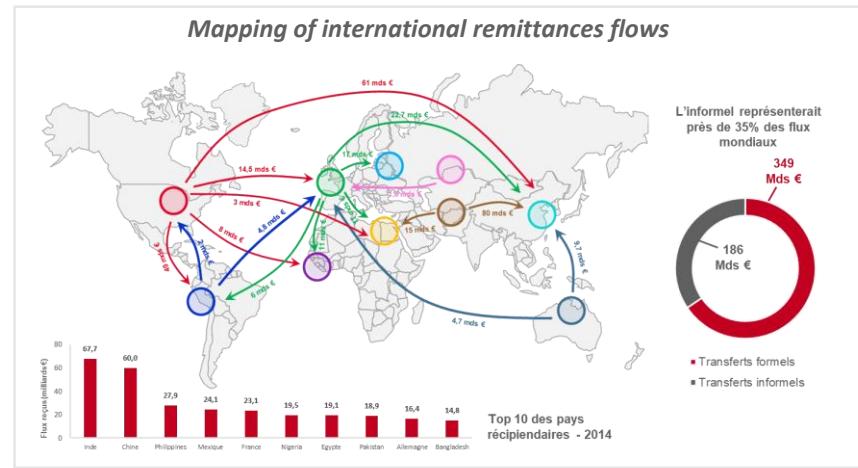
Bank - Revenue 2016 = 25,7 billion € - 30 M customers

## CONTEXT AND OBJECTIVES

- The international remittances market, whose yearly global value is now higher than official development assistance, has been continuously growing since the beginning of the 2000's, due to the increase of the number of migrants and their enrichment.
- In this context, our client – a major international bank – is offering a « cash-to-cash » money transfer service in 25 of its subsidiaries, in partnership with tier one money transfer operators (Western Union...).
- Although the activity is globally profitable, its net banking income is pretty low and continuously decreasing. Our client thus asked VERTONE to help him identifying the opportunities to reverse this trend and develop the money transfer activity in its several implantation countries.

## MAIN STEPS OF THE PROJECT

- Analyze the international money transfer market and identify its main trends and opportunities.
- Analyze the performance of the current money transfer offer deployed in the bank's subsidiaries.
- Determine the money transfer revenue growth options for the subsidiaries according to local issues.
- Quantify the potential income earnings of selected strategic options



## RESULTS

- Realization of a study on the international money transfer market.
- Audit of the current money transfer offer of the client.
- Realization of a benchmark of competitors' offers.
- Realization of a SWOT and definition of 3 strategic options.
- Mid-term financial modelization of the strategic options.



# Definition of sales & marketing dashboards for a major international retail bank

Bank - Revenues 2016 = 23,6 Billions € - 30 M Customers

## CONTEXT AND OBJECTIVES

- Our client, a major international retail bank, wishes to set up sales & marketing dashboards for its African entities
- These dashboards are intended to help entities to manage:
  - the commercial efficiency and the sales production of their sales force
  - a « client centric vision » of their client portfolios

## MAIN STEPS OF THE PROJECT

- Analysis of the first versions of the dashboards
- Presentation of these first versions to entities in order to obtain their validation and to identify their evolution wishes
- Redaction of the expressions of needs
- On-site travel to gather additional needs from the entities in order to identify the new dashboards needed to cover the whole scope
- Definition and redaction of the implementation roadmap

*Extract of a dashboard*

- CIV - Performance Dashboard by Month (Run)

Paramètres sélectionnés:  
Date de validité: 31.07.2017; Métier du Gestionnaire: Mass Market Officer; Région: ABIDJAN CENTRE; Agence: COMMERCE; Identifiant Gestionnaire - Nom du Gestionnaire: 120 -

31.07.17	Taux d'Attrition						Taux de Réactivation						EQUIPEMENT				
	Réal	Objectif	Tx Réal	Kang	Réal	Objectif	Tx Réal	Kang	Réal	Objectif	Tx Réal	Kang	Réal	Objectif	Tx Réal	Kang	
	Mass Market Officer   ABIDJAN CENTRE   COMMERCE			4,1 %	7,0 %	171,1 %	.32	4,6 %	4,0 %	115,3 %	.83	788	1 100	71,6 %	.53	788,0	71,6 %
Moyenne	4,1 %	171,1 %		4,6 %	115,3 %												

## RESULTS

- Validation of the dashboards by the entities
- Redaction of the expressions of needs related to the first dashboards
- Definition of the roadmap for 2018



# Growth strategy for the money transfer offer of an international bank

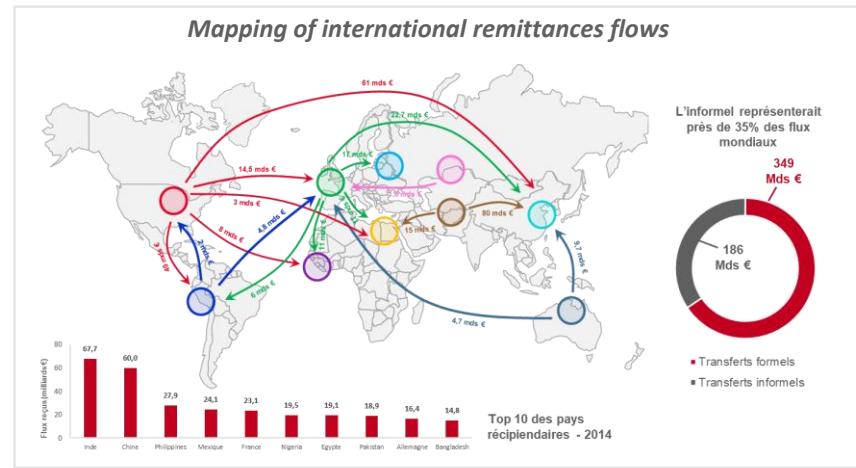
Bank - Revenue 2016 = 25,7 billion € - 30 M customers

## CONTEXT AND OBJECTIVES

- The international remittances market, whose yearly global value is now higher than official development assistance, has been continuously growing since the beginning of the 2000's, due to the increase of the number of migrants and their enrichment.
- In this context, our client – a major international bank – is offering a « cash-to-cash » money transfer service in 25 of its subsidiaries, in partnership with tier one money transfer operators (Western Union...).
- Although the activity is globally profitable, its net banking income is pretty low and continuously decreasing. Our client thus asked VERTONE to help him identifying the opportunities to reverse this trend and develop the money transfer activity in its several implantation countries.

## MAIN STEPS OF THE PROJECT

- Analyze the international money transfer market and identify its main trends and opportunities.
- Analyze the performance of the current money transfer offer deployed in the bank's subsidiaries.
- Determine the money transfer revenue growth options for the subsidiaries according to local issues.
- Quantify the potential income earnings of selected strategic options



## RESULTS

- Realization of a study on the international money transfer market.
- Audit of the current money transfer offer of the client.
- Realization of a benchmark of competitors' offers.
- Realization of a SWOT and definition of 3 strategic options.
- Mid-term financial modelization of the strategic options.



# Development of the money transfer activity and framing of the new digital offer for african diasporas for an international french bank

Bank – Net Banking Income 2017 =1,3Mds € - 3,7M clients

## CONTEXT & OBJECTIVES

- Even with a slowly decreasing revenue and a limited operational model, the money transfer activity is still profitable and crucial for our client that aims to speed up its development in African countries.
- In this context of a continuously growing market, our client asked VERTONE to help him identifying the market trends and the different scenarios to develop the money transfer activity in its several implantation countries, especially in Africa.
- The scenario of developing the activity – both for personal and family assistance remittances – was selected. Thus, VERTONE was also chosen to manage these two development projects.

## MISSION MAIN STEPS

- Remittances for family assistance :
  - Drive the renegotiation of the contract with a money transfer market leader
  - Initiate and drive the negotiation with two new partners (compliance due diligence, definition of the partnership model, negotiation of fees, contract drafting)
  - Frame the new process of risk management related to money transfer activity
- Remittances for personal investment :
  - Size the market, define a new digital tool for african diasporas living in France (definition of the value proposition, target, distribution mode, market sizing & economic model) and identify the streams to launch
  - Manage the different streams (marketing, compliance, legal, technical, subsidiaries' onboarding) during the 5 first months of the project

## Cadrage du projet de la nouvelle plateforme digitale



## RESULTS

- Renegotiation of the contract with the international money transfer leader and initiation with two new money transfer players
- Framing of a new offer for african diasporas, sizing of the market, realisation of the business plan. Presentation of the project and business plan to the Africa & Overseas Board of the bank that led to the launch of the project



# Launch of a Mobile Payment & Low-Income Banking activity in Morocco

Retail Banking — more than one million clients / 441 agencies

## CONTEXT AND OBJECTIVES

- Belonging to an international banking group, the bank has been present in Morocco for more than a century. Historically positioned in the Mass Affluent customer segment, the bank, resolutely committed to a sustainable development strategy, wishes to address all Moroccan individual customers.
- In order to reduce the use of cash and promote financial inclusion, the bank launched a study with ANRT to deploy a national mobile payment solution. This study follows the implementation of the new banking law and the publication of two circulars: one on the operating conditions of payment institutions and the other on payment services.
- In this context, VERTONE was asked to assist the Bank's Executive Board in monitoring the work on the market, designing a new Mobile Payment and Low-Income Banking (LIB) activity and negotiating the first distribution activities.

## APPROACH

- Analysis of Moroccan banking regulations and the opportunities and risks related to the new status of Payment Institutions and presentation of the impact of interoperability on Mobile Money operators in different regions of the world
- Critical analysis of the work and preparation of the meetings of the working group initiated by BAM and ANRT
- Design of a Mobile Payment & LIB activity for the bank and choice of technical partners / Due Diligence on a network of cash points
- Initiation of negotiations with billers and distribution partners

*Examples of actors positioned on LIB in Morocco*



## RESULTS

- Validation of the strategy by the Bank's Executive Board and the strategy management of the International Retail Banking Division of the reference shareholder
- Selection of a technical partner for the management of payment accounts and the development of a mobile application
- Preparation of an application for accreditation as a Payment Institution
- Initiation of negotiations with two possible distribution networks



# Framework and launch of a retail banking's alternative business model in 4 Sub-Saharan African countries (Cameroon, Ivory Coast, Ghana, Senegal)

Retail banking – 2017 PNB : 24 Md€

## CONTEXT AND OBJECTIVES

- Sub-Saharan Africa should support banking industry's strongest growth in the world by 2020. This potential should be viewed in the light of the competitive environment where a large number of banks are coexisting, and several non-bank stakeholders from telecommunication networks or money transfer agencies are operating.
- In this context, the client's Africa and Middle East BU called upon Vertone to frame its payment strategy in Sub-Saharan Africa in order to support its current flows and to acquire new customers.

## MAIN STEPS OF THE PROJECT

- Review the global context on the 5 priority markets (Cameroon, Ivory Coast, Ghana, Madagascar, Senegal) : macro-country data, local companies' classification, labor market, sectors, competition mapping, offer mapping (cash-to-cash, mobile money and mobile banking)
- Identify the main assets and the bank's subsidiaries transaction flows through our consultants' business trips to Africa
- Identify the bank's different strategic options with the competitors' strategies review
- Suggest a generic strategic development path for targeted countries and adapt it for each country
- Prepare activities launch in 4 countries (offer definition, technical solution choices, approvals obtaining, local teams and first distribution partners hiring)

*Payment service*



## RESULTS

- Common vision shared between the head-office and the subsidiaries on the market context and the subsidiaries' positioning
- Strategic development path validation
- Some local initiatives reorientation ongoing for greater consistency with this path
- Business launch in 4 countries (Cameroon, Ivory Coast, Ghana, Senegal)



# Definition of a credit partnership offer with a leading distributor, for a bank

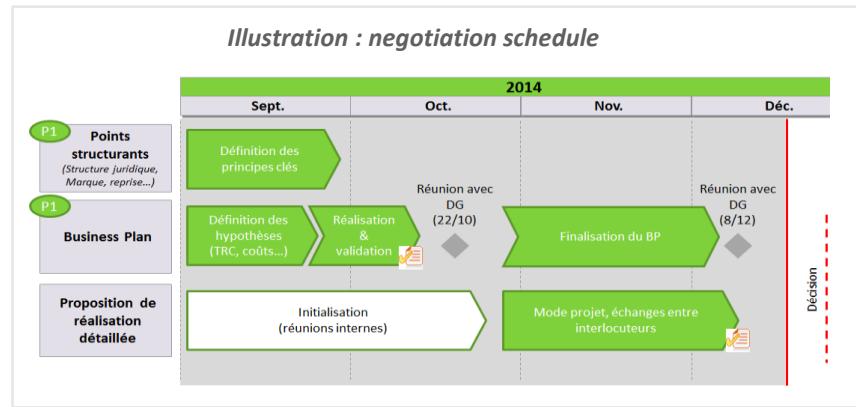
Bank / Consumer loans – 30 countries - Revenue = € 4.5 billion – 20M customers

## CONTEXT AND OBJECTIVES

- The mission consisted in defining the key elements of the credit partnership offer, that the bank wanted to suggest to the distributor
- This phase of "pre-study" was realized within the framework of a negotiation by mutual agreement between the distributor and the bank, on a 6 months duration
- The scope of the "pre-study" included all the sales channels proposed by the distributor (off and on-line)

## MAIN STEPS OF THE PROJECT

- Definition of the partnership key elements : legal structure, brand, loan products proposed (vision off and on-line), management of the Customer Relation, defining of the commercial accompaniment, etc.
- Framing of the commercial hypotheses : number of cards opened, ambition of credit production by channels and products, etc.
- Elaboration of the Business Plan, including analysis of sensibility in the various parameters and the elaboration of a " worst case scenario"
- Weekly meetings with the distributor
- Presentation to the distributor top management for final decision



## RESULTS

- VERTONE contributed in the structuring and relevance of the credit partnership offer designed for the distributor
- VERTONE joined the negotiation meetings with the top management of the distributor, to explain the added value of the credit partnership proposal



# Assistance to Visa and BNP Paribas to answer Ferrari request for proposal to launch a range of co-branded cards in several countries

BNP Paribas – NBI € 7 billion - 2 139 agencies - 7.7 million customers (2013)

## CONTEXT AND OBJECTIVES

- Thanks to its successes in Formula 1 and its strong and aspirational brand, Ferrari developed a strategy of brand licensing with by-products distributed online and through twenty points of sale (with the ambition to open forty more in 5 years).
- Looking at all cobranding opportunities, Ferrari contacted the main international networks (Visa, Mastercard, American Express) to launch the “most exclusive” credit card in the world for Ferrari cars owners as well as prepaid collector card for the brand’s fans.
- Visa edited a request for proposal to a large financial institution, which appointed VERTONE to write its answers in association with its French and Italian subsidiaries.

## MAIN STEPS OF THE PROJECT

- Design the card offer from Visa product offer: 2 cards Visa Infinite, 1 credit card Visa Classic and prepaid Visa cards.
- Personalize Visa Infinite card for Ferrari owners along with a concierge service offered through a partnership with La Banque Privée.
- Write the proposal to the request for proposal.

4 co-branded cards proposed



## RESULTS

- Ability to deliver in 4 weeks a proposal to Ferrari's requests, that was of quality and consistent despite the large number of stakeholders.
- A basic Visa Infinite product not exclusive enough for Ferrari and prepaid cards not profitable enough.
- Ferrari's first cobranded cards were launched in 2010 (Spain, Brazil, Swiss, Russia, Saudi Arabia, Qatar...).



# Service models diagnosis for 4 subsidiaries of an international banking group (Belgium, France, Italy, Turkey)

## CONTEXT AND OBJECTIVES

- Senior Management of an international banking group requested its main subsidiaries to roll out 3 service models : Digital Only, Hybrid and Advisory.
- The Marketing Departments of each subsidiary designed differentiated offers combining the Group recommendations and their own markets standards
- The Group Marketing Department is asked by Senior Management to conduct a critical review of the domestic markets offers
- In this context, the Group Marketing Department appointed VERTONE to review the suitability of the initial recommendations and to lead a critical review of the 4 countries (France, Belgium, Italy, Turkey)

## MAIN STEPS OF THE PROJECT

- International cross-industry benchmark on players that rolled out different service models for Retail customers
- Critical review of the theoretical model recommended by Senior Management
- Analysis of bank competitors' positioning in terms of service models and study of trends on each of the targeted markets : France, Belgium, Italy, Turkey
- Critical diagnosis of the 4 subsidiaries Marketing Departments' models

Nordea					
Objective: get, keep and increase Make sure to allocate the most valuable resources — Personal Bank Advisors — to the right customers and to allocate a service in relation with the needs of the client and its portfolio. The difference is that Nordea shares its segmentation with transparency to the clients.					
2008	Bronze	2008	Silver	2008	Gold
Value proposition	Simple service, fair price	Personal service when needed, favorable price	Named advisor, priority in access, guaranteed best price		
Pricing	Cards and services depend on the category (bronze, silver, gold)				
Target customers	Mass-market	Emerging-affluent	Mass-affluent		
Engagement model	Proactive through a network of banking branches, website, phone app + 24/7 call center. The segmentation facilitates the engagement model with a dedicated advisor only for Gold members. Nordea checks the criteria for the customers and inform them on the changes of status as well as newly applicable or no longer applicable special prices.				
Operational model	One bank model with a unique operating model				
Additional services	Basic service	Personal service when needed	Named advisor, priority in access		
Eligibility requirements	Active customer	Volume > €6K and number of products owned by the customer < 3	Volume > €30K and number of products owned by the customer < 5		
Client migration	Yes, forced but transparent	Yes, forced but transparent	Yes, forced but transparent		
Portfolio	48% of clients	17% of clients	Yes		
Results	Success: Nordea became the N°1 bank in the nordic countries thanks to its shift to a customer-centric strategy				

## RESULTS

- Presentation of the benchmark and its key learnings during a seminar gathering the Subsidiaries' Marketing Heads and the Group Senior Management
- Design of new recommendations for each of the 4 countries in close cooperation with the subsidiaries' marketing departments**



# Assistance of the electronic money offer Department for a large bank's Issue Branch

Bank - NBI 2013 = € 5.5 billion - 10.6 million customers

## CONTEXT AND OBJECTIVES

- The electronic money department of "Money daily usages" is divided into three departments with specific competencies:
  - Acquisition: promote the acceptance of credit card as a payment mean in stores.
  - Issue: develop, manage and optimize the credit card offer for private customers.
  - GAB: management of the banking self-service.
- The "Issue" product manager being new, the client wishes VERTONE's help to manage the ongoing projects for this department.

## MAIN STEPS OF THE PROJECT

- Operational management (card ratification, relations with customizers, cards launch, management of communication and direct marketing campaigns...)
- Management of strategic topics (turn around of insurance services, improvement of eCarte Bleue, management of ACS 3D Secure...).
- Bilateral studies with Carte Bleue / Visa to identify the non-card holders profiles and offer new services and card concepts.



## RESULTS

- Overhaul of the ongoing projects management and coordination.
- Successful launches of new credit card in tight schedules.



# Elaboration of the mobile payment strategy for a French bank

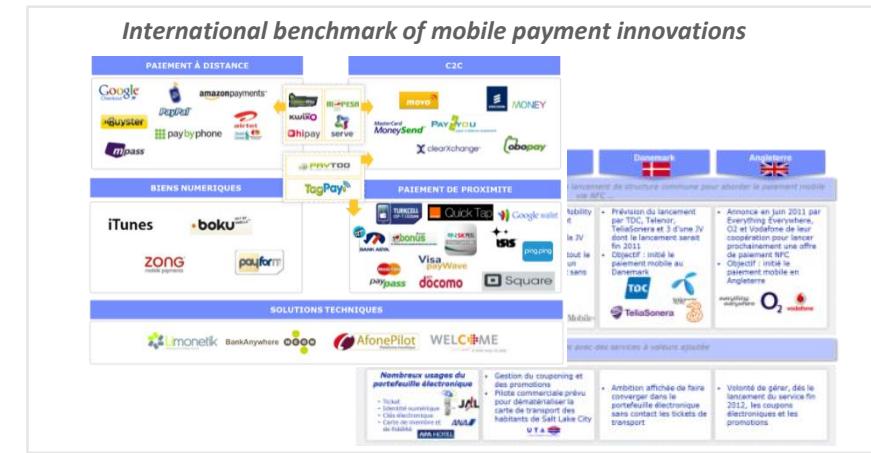
Bank - Revenue 2012 € 5 billion - 10 million customers

## CONTEXT AND OBJECTIVES

- The client is a major credit card issuer in France but is not perceived as innovative.
- In a market animated by Wallets, mPOS and NFC, the bank wishes to define its « Mobile Payment » roadmap. It is solicited by many players (banks, telecoms, networks) to launch pilot programs and joint-ventures.
- In this context, the client requests VERTONE to help it understand the mobile payment trends, identify the opportunities and build its Mobile Payment roadmap for the next 3 years.

## MAIN STEPS OF THE PROJECT

- Draw the diagnostic of the bank “payment means” branch (B2B, B2C, issue, acquisition, card, transfer, debit...) to identify its assets, ongoing projects, strengths and weaknesses.
- Conduct an international benchmark to understand the main trends and the top players strategies.
- Analyze the partnership proposals by networks (Visa, Mastercard, CB), banks and telecoms, new comers.
- Build scenarios of positioning, offers and partnerships.
- Evaluate the different opportunities and design the roadmap for the next 3 years and the linked business plan.



## RESULTS

- 3 years strategic roadmap with:
  - Implementation of pilot programs with Telecoms for contactless payments (including alternative solutions without SIM) with the choice of TSM.
  - Selection of a multi-bank alliance for a Wallet offer.
- Validation of the roadmap by the Head of Marketing and Everyday money of the retail branch.



# Assistance on innovative payment services from the scoping phase to the commercial launch

Retail banking – 2017 net banking income 5,7 Md€

## CONTEXT AND OBJECTIVES

These past few years have been marked by profound changes in consumers' habits, who aspire for more freedom and movement.

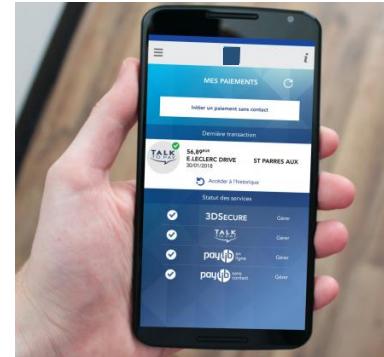
In a context where technology is evolving and more innovative yet simple and secure payment solutions are continuously being sought, Vertone was called upon by a bank to provide support in the scope definition phase, the pilot implementation and the commercial launch of innovative payment services including contactless mobile payment.

## MAIN STEPS OF THE PROJECT

- Cross-functional scoping phase monitoring (focusing on contractualisation, risks analysis, BO strategy, customer journey)
- Pilot animation and customers' experience feedback analysis
- Anomalies' follow-up and monitoring, with suppliers and different stakeholders (Sender Authorization Server (SAE), Credit Card, VISA...)
- Customer journey, legal (Local investment funds and end-user license agreement) and ergonomic (logos, graphic guidelines) elements formalization. Technical and legal backgrounds drafting
- Service generalization with its functional revenues follow-up. Field teams assistance regarding customer management. Technical incidents tracking and resolution
- Application or technical requirements' evolution identification and scoping, customers' needs drafting, release management follow-up
- Coordination and cross-functional management of the app's different services

VERTONE

*Illustration of the payment services*



## RESULTS

- Successful monitoring and coordination of the pilot and the widespread use of 3 services
- Proposal and management of technical and functional correctives, customer journey updating and improving to optimize the UX
- All technical, functional and legal backgrounds drafting
- Management of the app's 5 services synchronization
- Coordination of various service providers from each service in order to optimize the roadmaps follow-up



# Framing and launch of the Xpay partnership

Retail banking – 2017 net banking income 5,7 Md€

## CONTEXT AND OBJECTIVES

These past few years have been marked by the arrival of several mobile payment actors on the French market (Paylib, Apple Pay, FitbitPay, Samsung Pay, etc.).

This development was supported by the development and trading equipment and a strong consumer appetite.

In a context where innovative payment solutions are continuously being implemented by several banks, Vertone is called upon to frame and prepare the launch of one of major payment solutions for its client.

## MAIN STEPS OF THE PROJECT

- Assistance on a contactless payment solution framework
- Management of contract negotiations between the bank and a member of the Big Four
- Global project running (governance, steering and project committee, Budget)
- Drafting of a risk analysis for the banking data externalization that appeared in front of the Group's Risk Committee
- Definition and implementation of BO organizational model (call center, incident management)
- Service's customer journey formulation (enrollment, life cycle, payment)

*XPay proximity payment illustration*



## RESULTS

- Implementation of all the project bodies (steering, project and follow-up committees, reporting points)
- Project validation pending the Risk Group Committee
- Implementation of an organizational model of the customer service based on an external service provider
- Solution launch by March 2019



# 3 to 5 years roadmap for a E-money institution

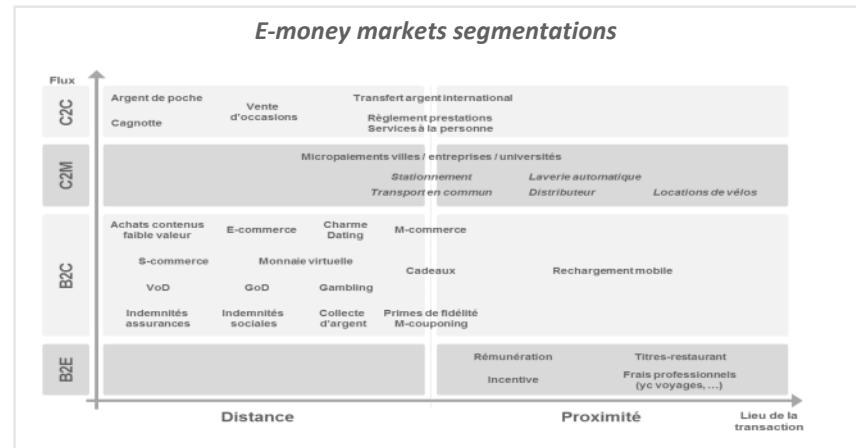
E-money Institution - € 250 million transactions/years

## CONTEXT AND OBJECTIVES

- The company was one of the first to get the e-money institution status in France.
- Historically positioned on the issue of prepaid “tickets” to recharge phone cards or pay anonymously online, the client recently launched a prepaid credit card rechargeable and sold online or in tobacco stores.
- Challenged by networks on the compliance of its historic activity and faced with the slow take-off of its prepaid card activity, the client appoints VERTONE to identify new growth areas.

## MAIN STEPS OF THE PROJECT

- Diagnostic of existing activities and offers.
- Identification of main EME et EP in France and Europe and mapping of their field of activities (target market, offers...) to identify the diverse market of e-money.
- Analysis of all markets to be addressed and selection of 3 markets with potential.
- In-depth study and evaluation of the potential for EMI on each market.
- Design of each marketing offer to be launched on the market.



## RESULTS

- In-depth analysis of main EMI / PI players business field.
- E-money markets segmentation.
- Set up of a development plan enabling the EMI to finalize a fundraise with its historical shareholders.



# Make a comprehensive assessment on the use of MRM tool and design an Action Plan

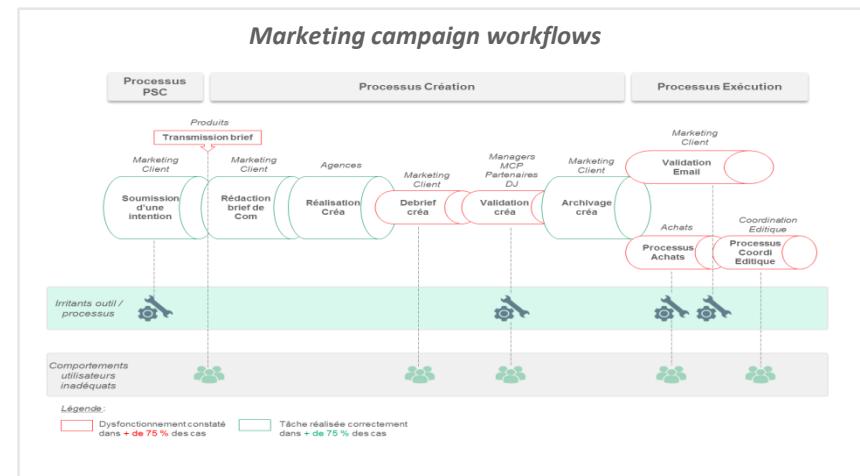
Credit - Revenue (2014) = € 1.2 billion - 25 M customers

## CONTEXT AND OBJECTIVES

- In November 2014, the Marketing Department decided to implement the Teradata MRM tool (Marketing Resource Management).
- One year later, the Marketing Department calls on Vertone to make a comprehensive assessment on the use of the MRM tool and to recommend an appropriate Action Plan.

## MAIN STEPS OF THE PROJECT

- Review 20 campaigns in the MRM tool
- Conduct interviews with the main users to understand their problems
- Recommend an Action Plan to eliminate inappropriate behaviors and enhance the control on users.



## RESULTS

- Make a list of users' demands to improve processes
- Formulate recommendations to correct mistakes (training sessions, coaching) and enhance the control on users.



# Review of marketing campaign processes and implementation of an MRM tool

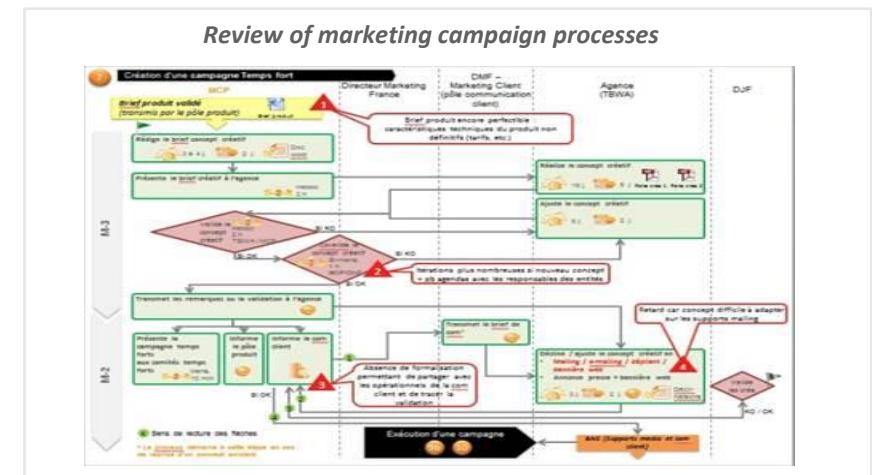
Credit - Revenue (2014) = € 1.2 billion - 25 M customers

## CONTEXT AND OBJECTIVES

- Outbound marketing campaigns represent an excessive administrative and organization workload for internal and external operational teams.
- In order to streamline marketing processes, the Cetelem Marketing Department decided to implement the Teradata MRM tool (Marketing Resources Management)

## MAIN STEPS OF THE PROJECT

- Define the scope of the project
- Map out the marketing campaigns processes
- Identify the ways of improvement / seek out more efficient and effective ways of operating
- Supervise functional specifications and user tests
- Set up a pilot
- Define a change management program to promote good practices and develop skills on the new tool



## RESULTS

- Improved operational efficiency
- Secured marketing processes
- Developed new ways to pilot marketing activity



# Strategic recommendations to extend MRM tool to new entities and review of marketing campaign processes

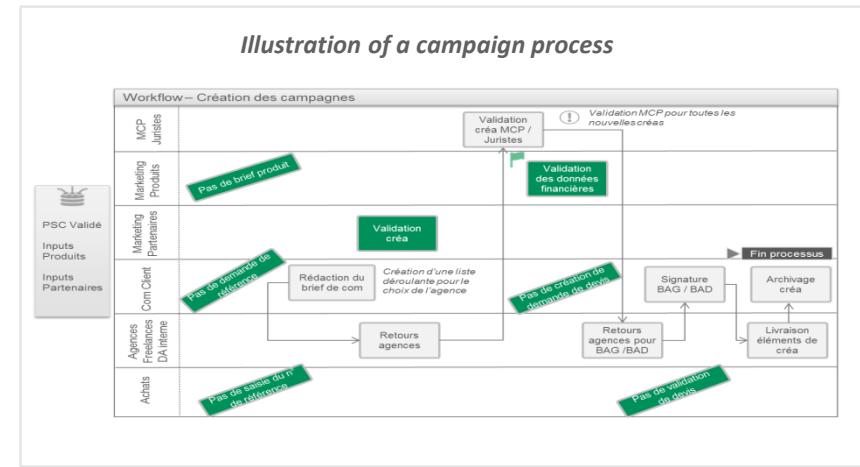
Credit - Revenue (2014) = € 1.2 billion - 25 M customers

## CONTEXT AND OBJECTIVES

- After merging with a new company, the Marketing Department decided to extend the Teradata MRM tool (Marketing Resource Management) to the new colleagues.
- Vertone takes action in two ways :
  - Formulate strategic recommendations on the extension approach
  - Define marketing campaign workflows to be integrated into the MRM tool

## MAIN STEPS OF THE PROJECT

- Define the scope of the project
- Elaborate scenario
- Map out the marketing campaigns workflows and analyze the gaps with those implemented in the MRM tool



## RESULTS

- Selection of a scenario
- Draw up specifications to Teradata



# Support to launch cobranded cards for a financial institution with a telecom player

Specialized financial institution in 30 countries - Revenues 2013 € 4 billion - 20 million customers

## CONTEXT AND OBJECTIVES

- Anticipating the opening to cobranding in France (October 2007), Orange, telecom operator leader in the French market launched a consultation with large banking groups to start a range of cobranded cards for young people (12-17 years old) and adults, in order to foster acquisition, loyalty and network animation.
- VERTONE assist a financial institution to answer this request for proposal.

## MAIN STEPS OF THE PROJECT

- Manage the proposal to Orange's request based on two cards with Carte Bleue / Visa networks:
  - Card with automatic approval – supported by the bank
  - Classic credit card – supported by the specialized financial institution
- Write the proposal and craft the associated business plan.
- After winning the request, set up the guidelines of the development and joint-venture project to co-manage the credit card.
- Define the customer journeys for subscription and the processes linked to the cards management.



## RESULTS

- Winning of the request.
- Set up of the project management body.
- Management of the project in its starting phase.
- Launch of the first card in June, 2008.
- Implementation of a joint-venture to co-manage the credit activities of the Classic card.



# Redefinition of the “Debit card and Loyalty” strategy for a credit player

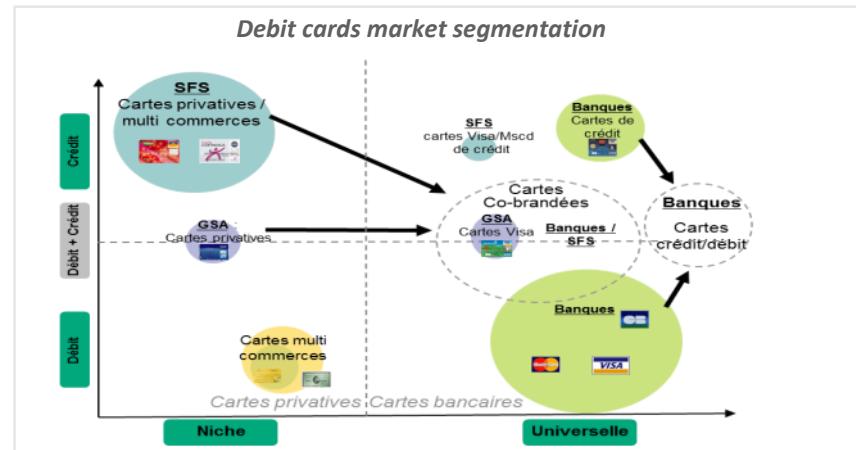
Specialized financial institution in 30 countries - Revenues 2013 € 4 billion - 20 million customers

## CONTEXT AND OBJECTIVES

- The client is the European leader of customer loans and has many distribution agreements with specialized distribution brands (furniture, home improvement, household electrical goods, food...).
- It proposes directly or indirectly a large range of private or banking debit card. It also exploits the network Aurore, accepted in thousands of shops and e-commerce shops in Europe.
- The client appoints VERTONE to draw a diagnostic and give recommendations on its « Debit card and Loyalty » strategy.

## MAIN STEPS OF THE PROJECT

- Audit the different cards existing use cases, profitability and of the profitability of the up-sell/cross-sell operations.
- Map the relative positioning of each cards compared to each other and compared to competition (price, collection rate, associated services and warranties...) and identify strengths and weaknesses of each card.
- Identify opportunities and weaknesses linked to evolving regulations (life-span of credit card, dissociation loyalty / credit...) and linked to networks (Visa, CB): co-branding, co-badging, instant issuing...
- Build recommendations to eliminate private cards and promote co-branded cards and co-badged cards Visa / Aurore.



## RESULTS

- Validation of the strategy suggested by the French subsidiary senior management.
- Gradual implementation of the new co-branded and co-badged cards Visa / Aurore.
- Revision of the card animation package.



# Design of the Net Promoter System for 27 entities and definition of the roadmap and roll-out plan

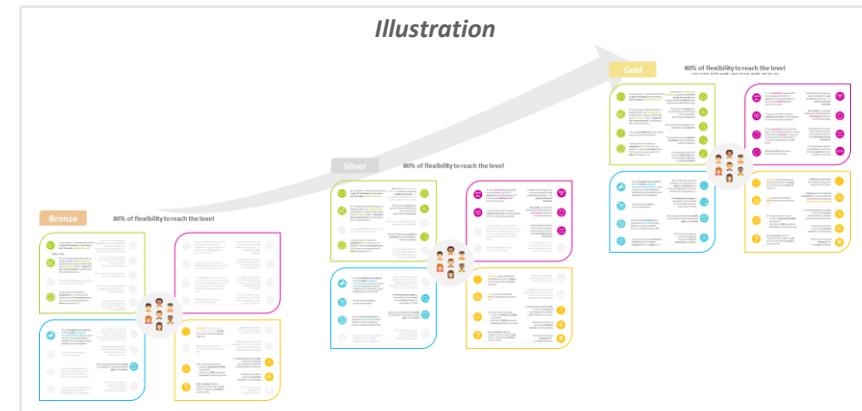
Specialized financial institution – Turnover (2016) = 4,7 Mrd € – 27 M customers

## CONTEXT AND OBJECTIVES

- The specialized financial institution, subsidiary of a major banking group, has prioritized the implementation of a Net Promoter System in 27 operating countries in its 2020 transformation plan.
- N°1 in France and Europe in retail credit financing, the company aims to figure among the best in class customer centric companies.
- VERTONE is asked to support the design of the Net Promoter System and Customer Advocacy program, to define the program roadmap and roll-out plan across all entities

## MAIN STEPS OF THE PROJECT

- Assess each entity on a maturity scale in terms of customer centricity
- Launch & conduct a NPS benchmark study with a market research Institute to position the entities in their market (quartile position) and their key battles
- Work with 4 pilot countries to co-build a target vision based on 4 pillars (Measure & monitoring / Feedback Loop / Action plans / Engagement)
- Define a starter kit on the 4 pillars to share to all countries
- Coordinate pilot countries needs with Medallia CFM platform implementation roadmap & negotiate the pricing
- Support countries in their ambition definition & deployment roadmap



## RESULTS

- 23 assessment realized with the definition of next steps & quick wins
- Selection of the market research institute and finalization of the NPS benchmark in 18 countries
- Strategic alignment of the main countries around the 4 pillars of the Net Promoter System
- Comex definition of a common and strong ambition regarding NPS, and validation of the target vision to be implemented in all countries



# Framing the value proposition of automotive financing for professionals (SME & Pro)

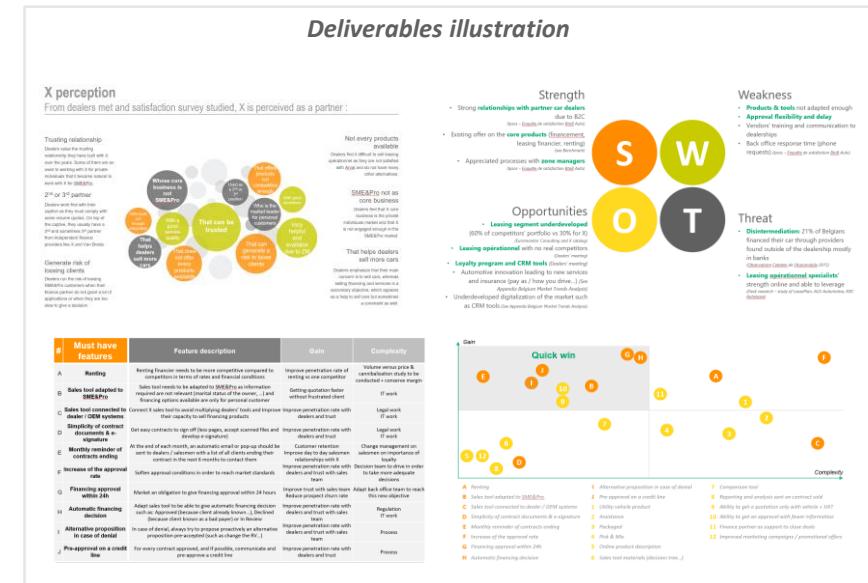
French banking group - Turnover 2016 = 43,4 Mds

## CONTEXT AND OBJECTIVES

- Our client wants to make its car offer to professionals (independent or small and medium-sized companies) one of its commercial priorities for the next few years
- As our client is considered an international leader in car financing for individuals, it wants to understand what is not working today for professionals, identify areas for improvement, competitors' best practices and establish a clear roadmap for the 3 next years (by market and central)
- The scope of our intervention has been international, with so far: France, Belgium, Turkey, Portugal, Germany and Italy - the mission continues

## APPROACH

- Work done: documentary analysis, external satisfaction survey, internal 360° questionnaire, mystery surveys, dealer interviews
- Intervention scope: products, services, insurance, customer tools, dealer tools, central tools, processes, engagement criteria, customer loyalty ...
- Main deliverables: perception of our client, PESTEL, SWOT analysis, benchmark, competitive positioning, projection at 3 years, analysis of features to implement / improve, description and prioritization over time via a gain x complexity matrix, identification of quick wins



## RESULTS

- 3 years roadmap
- Implementation of ongoing recommendations locally and centrally



# Innovation in a large bank automotive insurance value proposition, customer journeys and distribution channels

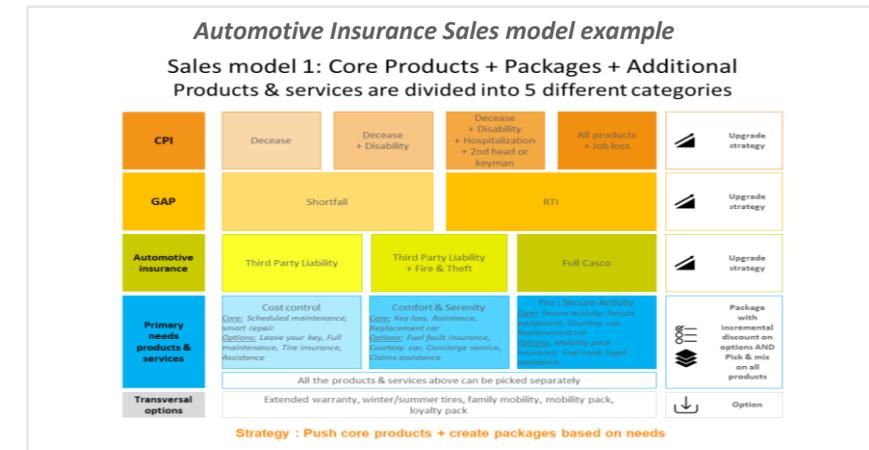
Credit - Revenue (2014) = € 1.2 billion - 25 M customers

## CONTEXTE ET OBJECTIFS

- In a context of business model mutations in automotive financing and insurance, our client wished to renew its value proposition of automotive insurance and to optimize its customer journey and distribution channels.
- The International Marketing department of Automotive Financial Services requested VERTONE to help its international subsidiaries design new products and services and redefine customer journeys and distribution channels adapted to their country and the innovations created

## DÉMARCHE

- Designed and facilitated an ideation workshop with 8 countries to define new automotive insurance products and services
- Identified priority innovations for each country according to customers and partners expectations and feasibility
- Conducted an international and multi-sector benchmark on sales models, customer journeys and distribution channels to open subsidiaries' mind
- Defined several sales models adapted to the client and designed their appropriate customer journeys and distribution channels
- Led a second multi-country seminar to select sales models, customer journeys and distribution channels adapted to each country and to share their personalized roadmap



## RÉSULTATS

- Enlarged range of automotive insurance products and services for 8 countries (France, Belgium, Italy, Germany, Spain, Portugal, Mexico, Turkey, Poland)
- Adaptation of sales models, customer journeys and distribution channels with the new products identified for each country
- Personalized 3-year roadmap for each country



# Preparation and Facilitation of a co-construction workshop on new offers to SME for an automotive Credit Institution

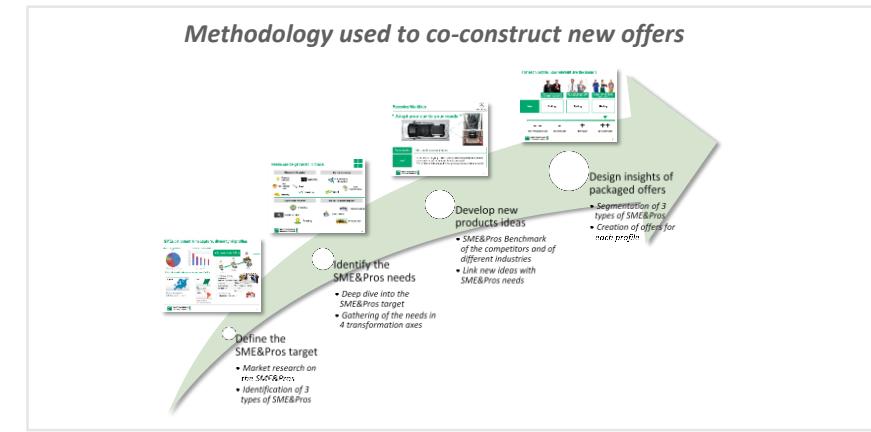
Credit Institution based in 30 countries: €4,7 billion of NBI – 27 million of customers in 2016

## CONTEXT AND OBJECTIVES

- The Credit Institution is the European leading company in Personal Finance. They launched a project to target professionals and SME in all countries.
- To boost the project, Vertone suggested to facilitate a co-construction workshop on new offers with Marketings Managers of all countries.
- The goal is to develop new specific offers for SMEs and to increase the managers' awareness on the specific needs of the target.

## PROCESSES

- Preparation of the co-construction workshop :
  - Map the SMEs &Pros market in 10 countries for automotive needs and to define the main profiles of vehicle usages
  - Deep dive in the SMEs & Pros needs on their transports and gather these needs in 4 Transformation axes
  - Benchmark other solutions from financing competitors and from different industries to adress SMEs & Pros specific needs
- Facilitate the co-construction workshop :
  - Design insights of packaged offers in different groups for each profile of vehicle usage.



## RESULTS

- Market analysis of SME & Pros in 10 countries for automotive needs
- Proposition of 3 package offers shared to all countries in the scope so they can address SMEs & Pros automotive financing needs
- Continue to help the credit institution by making deep analysis of pilot countries to deploy the new designed offers



# Redesign of the value proposition of intermediated debt consolidation of a specialised financial institution

Credit - Net result 2016 = €1.5 Mds €

## CONTEXT AND OBJECTIVES

- Our client, the European personal credit market leader, has a department in charge of the intermediated debt consolidation development in France thanks to its network (700 brokers)
- Our client is an historical top 4 actor in the market, but does not differentiate itself from competitors in a mature and concentrated market and is facing market shares loss
- Vertone is mandated to reenergize the value proposition of intermediated debt consolidation (differentiate it from competitors and reach new clients) in order to win back market shares

## MAIN STEPS OF THE PROJECT

- Identify new opportunities:
  - Trend analysis (societal and consumption evolutions)
  - Analysis of the actual clients and their needs and identification of new targets
  - Interview of brokers and partners
- Design the value proposition during workshops with the stakeholders
- Study the feasibility of the products and services identified
- Define the sales hooks for all the products and services
- Define the implementation roadmap

The screenshot displays a user interface for 'Personae' (personas). It features two main profiles: 'Alice Perrin' and 'Véronique Monfils'. Each profile includes a photo, a title ('immobilier'), and a list of associated items. The 'Informations personnelles' section for Alice shows her as a 35-year-old married woman with three children, living in Nantes. The 'Crédits détenus' section lists a primary residence, a secondary residence, and a consumption loan. The 'Revenus' section indicates she has a pension and other sources of income. The 'Informations personnelles' section for Véronique shows her as a 65-year-old retired woman from Nantes. The 'Crédits détenus' section lists a secondary residence and a consumption loan. The 'Revenus' section indicates she has a pension and other sources of income. The interface also shows 'Séquence 3 – Groupe 2' and 'Séquence 1 – Groupe 1'.

## RESULTS

- Strong involvement of the teams to quickly launch the first products
- Design of new products and services for specific targets (real estate investors, first-time buyers, liberal professions, employees in the public services...)



# Digitalization of subscription paths and scoring processes and granting of consumer credit in the context of DSP2

Credit – Net income 2016 = 1,5 B€

## CONTEXT AND OBJECTIVES

- The leading personal finance company in France and Europe is wondering about the opportunities for the digitalization of the subscription path and granting consumer credit linked to the implementation of the PSD2.
- In this context, VERTONE was asked to identify opportunities, study their feasibility and launch pilots with the European subsidiaries.

## APPROACH

- Study of the specificities linked to the transpositions of the PSD2 or national particularities in terms of subscription, scoring or granting consumer credit (positive file, legal documents, tax register, digital identity...)
- Analysis of the paths and value propositions of existing express credit initiatives
- Analysis of the content of bank statements in different European countries to understand the feasibility of a new scoring based on bank data
- Identification and evaluation of potential technology partners
- Selection of pilot countries (Germany, Spain, Portugal, Czech Republic,...) and tests scoping
- Preparation of recommendations for all countries in the area

*European players offering access to bank accounts in addition to granting consumer credit*



## RESULTS

- Elaboration of a roadmap for all countries in the area
- Initiation of negotiations with 3 technology partners
- Launch of 3 pilots (Germany, Spain, Portugal) on different customer paths
- One year test of a new score in Germany



# Definition and deployment of Guiding Principles of Customer Relationship for an actor of consumer credit

Credit - Gross Outstanding Loans 2013 = € 4.5 billion - Finance 2013 = € 1.75 billion - 3,5 M customers

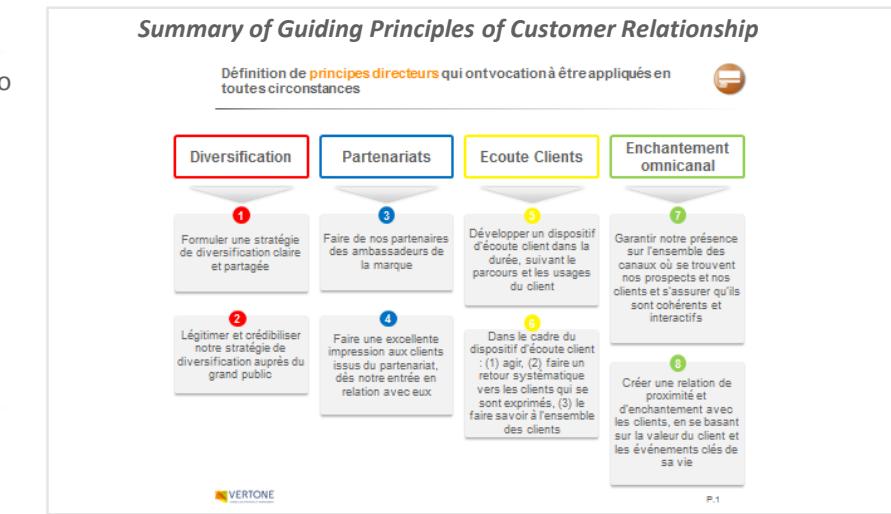
## CONTEXT AND OBJECTIVES

- The Marketing department and the Customer Relationship department wished to collaborate on the definition of Guiding Principles of Customer Relationship
- These principles will be applied any time, anywhere, on any device
- The goal was to define these Principles with both departments, so that all employees can make these Principles their own and share them with the Management Committee

## MAIN STEPS OF THE PROJECT

- Defined 5 main themes related to current issues of Customer Relationship
- Prepared and conducted three workshops with employees of the Marketing Department, Customer Relationship Department and Sales Department using different animation techniques
- Analyzed and prioritized the ideas proposed during the workshops to synthesize them in Guiding Principles, and key projects to develop
- Coordinated the different team leaders on each principle to assure their development

## Summary of Guiding Principles of Customer Relationship



## RESULTS

- Definition of 9 Key Principles which will structure the Customer Relationship until 2018
- Full and complete adherence by all stakeholders
- More than 30 key projects, proofs of the New Customer Relationship 2018



# Improving inbound calls service level for the customer service of a credit institution

Credit – Outstanding Loans (2011): € 4.5 billion - 2 million customers

## CONTEXT AND OBJECTIVES

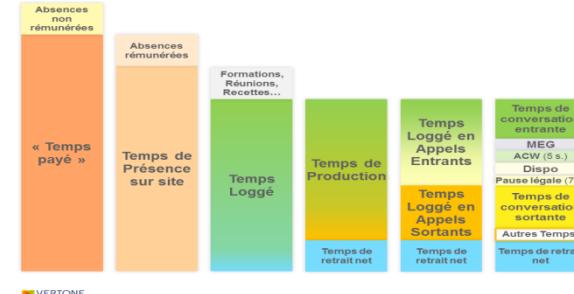
- This Client wanted to improve its inbound calls' service level, on the eve of a major IT migration, which may deteriorate its performances.
- VERTONE's assignment pursued 3 objectives:
  - To identify which methods to improve in priority in order to reach the target SLA
  - To give insights in order to measure and analyze accurately the inbound calls activities' productivity
  - To train the actors on the continuous improvement approach to follow in order to reach the target

## MAIN STEPS OF THE PROJECT

- Analyzed the customer service global performances (achieved service level, forecast, planning, reporting processes... but also the real effectiveness of service delivered, through a Once And Done analysis)
- Shared facts and improvement trails, with top management and customer care managers
- Determined priority levers and established an action plan

## Investigation method for productivity analysis

La **cascade des temps** : une représentation schématique de la décomposition du temps des conseillers du service client



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## RESULTS

- Quality and effectiveness, based on the final customer behavior, are now taken into account, besides the service level
- Management awareness on which levers to pull in order to improve service level without adding resources
- Better understanding of inbound calls productivity, leading to enlightened decision making
- Strong Client satisfaction (marked VERTONE's Assignment 9/10, published by *En Contact Magazine*, January 2014)



# Creation of reportings for the performance of a call center for a consumer credit company

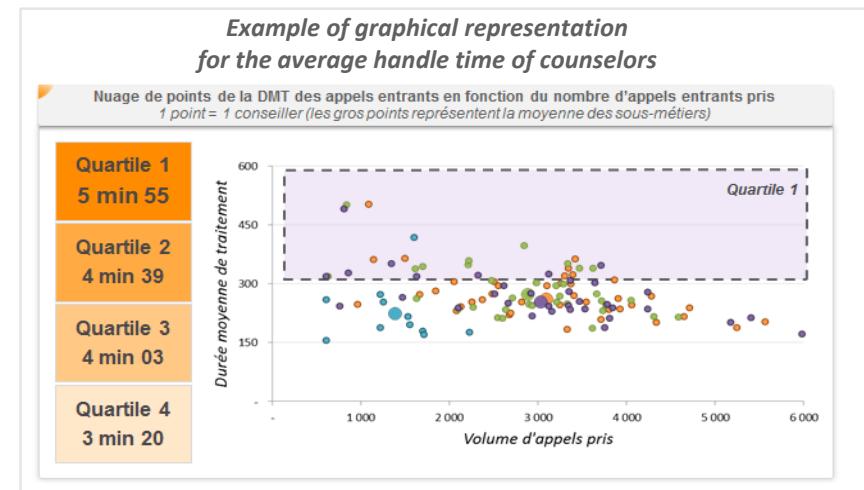
Credit - 2012 Gross Outstanding Loans: € 4.58 billion - Finance 2012: € 1.89 billion - 2M customers

## CONTEXT AND OBJECTIVES

- The Customer Department's contact center does not achieve its performance objectives in terms of service level and answer rate.
- Management wishes to develop a reporting system to reveal performance, monitor results and productivity of the customer service, and to detect possible explanations to the goals' achievement.
- The aim of the assignment is to provide each of the players in the organization with a level of information that fits their status, in order to meet the challenges of controlling results and understanding productivity.

## MAIN STEPS OF THE PROJECT

- Specified performance dashboards and defined relevant KPIs to reveal and explain results in terms of answer rate, for different levels in the organization.
- Perform ad hoc analysis to check reliability of KPIs and understand advisors' productivity.
- Provide an effective and reliable tool to the management in charge of sizing the call center.



## RESULTS

- Model designs for performance dashboards, and detailed specifications for four levels of the organization (from head manager to team leaders).
- Statistical data analysis of the past three months and identification of key levers, approved by management, for the optimization of the customer service answer rate.



# Transformation of the organization of a credit institution call center

Credit - Revenue (2012) = € 4.5 billion in outstanding credit – 3.5 M customers

## CONTEXT AND OBJECTIVES

- Elected best call center of the year, our client made the choice of a service dedicated to the claims management
- The client reports that the service quality and the productivity of this service had been deteriorated (25 FTE, 3 managers)
- He wants to restore the results and look for the evolutions of the process, the methods, the tools and the management that need to be implemented in the short term
- The challenge is big : fulfill the customer care promise of the brand, in a key moment of the user experience

## MAIN STEPS OF THE PROJECT

- Observe and measure on site the terms of treatment of the clients needs
- Intervention of the VERTONE Laboratory to identify the sticking points to delete in priority
- Analyze the quantitative data of the customer advisors performance (quality, productivity,...)
- Conduct creativity workshops involving the managers and the customer advisors in order to create the favorable conditions of the change
- Suggest, study the impact and recommend the evolutions for the short, mid and long term, with the cooperation of the department head and the managers



## RESULTS

- The evolutions established had started to show results on 3 dimensions :
  - Clients : Increase customer satisfaction (+ 25 pts)
  - Company :
    - Reduce risk cost
    - Increase productivity by +10% (100 K€), reached 3 months after the launch of the tests
  - Customer advisors : Improve motivation and lower absenteeism