

Largest retailer in Asia – successfully redirected them to focus on right metrics and led them to develop more customer centric business model

Situation

- **Largest retailer in Asia** with over \$70 Billion in sales across multiple formats
- **In need of transforming their online grocery business**, the core of their digitization strategy, both in terms of **topline and bottom line** (doubling their sales within a year while making profit)
- **Lack of knowledge/ skills + analytic resources** to speedily implement changes in the world of digital

What we did

- Conducted consumer surveys to **define key customer value proposition** for their future growth model
 - Adopted **'Max diff' approach** to define KBF of our target segments
- Conducted **'concept testing'** to develop new service model which can be implemented in the short-term
- Now running **2-week 'Digital Sprint'** initiative to deep-dive into customer purchase history to define key actions

Q1. Which one is the most important and least important attribute in selecting online grocery business?

MOST IMPORTANT		LEAST IMPORTANT
<input type="radio"/>	Most trusted car park brand in the market	<input type="radio"/>
<input checked="" type="radio"/>	Most convenient location of the grocery shop (e.g., near my home)	<input type="radio"/>
<input type="radio"/>	Most competent mechanics working on my car	<input type="radio"/>
<input type="radio"/>	Lowest prices on the filling service by the garage	<input checked="" type="radio"/>

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Impact

HUGE impact created which made client immediately shift focus and resources in less than 5 weeks

Clients were shocked to realize that one of the key attributes they have been keen on improving was **NOT** customers' primary concern...

- **New service/operating model** developed accordingly and now being tested at site
- First cut 'digital sprint' analyses highlighted their key issues, and redirected them towards more **customer centric** mindset

