

Impact example: Personalization for a pure play specialty retailer

22%
CRM sales lift in
16 weeks

70+
Personalization
campaigns in 14
weeks

Starting point

- Top European retailer in their specialty category
- Strong headwinds, e.g., softness in certain category sales, rising competitive pressures and mostly “one-off” frequency buyers, transactional relationship with customers i.e., high percentage of products sold on promotion
- Limited email personalization and programs ongoing for website optimization (but not personalization)
- Desire to partner with a proven leader to accelerate growth without upfront financial outlay

How we supported the transformation

- **Hands-on personalization program, with a focus on email**, to drive rapid growth
- **Test launched across various personalization levers**, ranging from simple (e.g., copy, content) to complex (e.g., product recommendations, targeted discounting, triggers) and multiple micro-segments
- **70+ campaigns launched** (covering 300+ emails; additional backlog of 150+ ideas)
- **Transformed the operating model to sustain the impact**
 - **Agile marketing muscle**: Set up agile personalisation war room (10 people squad team) with performance view and steering
 - Build team capabilities (e.g., ideation, prioritization, sprint planning) and **transformed the ways of working** from “follow the trading plan” to own the customer communication
 - Managed multiple partners and vendors e.g., Adobe, email vendor, design agency
- **Built various assets for long-term foundations**
 - Built 1:1 recommendation engine (unique for each customers)
 - Build pipes for data to flow between different various systems
- **Developed a new approach to measurement**: tracked impact driven across channels (McKinsey rewarded largely through measured impact)

