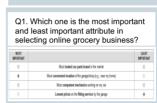
Largest retailer in Asia – successfully redirected them to focus on right metrics and led them to develop more customer centric business model

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

M&S Expertise



Paul McInerney



Naomi Yamakawa



Tomoharu Hirayama



Tiffany Kwok

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

