

THE DOUBLE D STRATEGY

YOUR BUSINESS WILL GO

DIGITAL

OR

DIE

Deloitte.
Digital

Cosmin COSTEA
Deloitte Digital Strategy Director &
SAP Hybris Leader for Central Europe

POPE ELECTION, 2005



POPE ELECTION, 2013



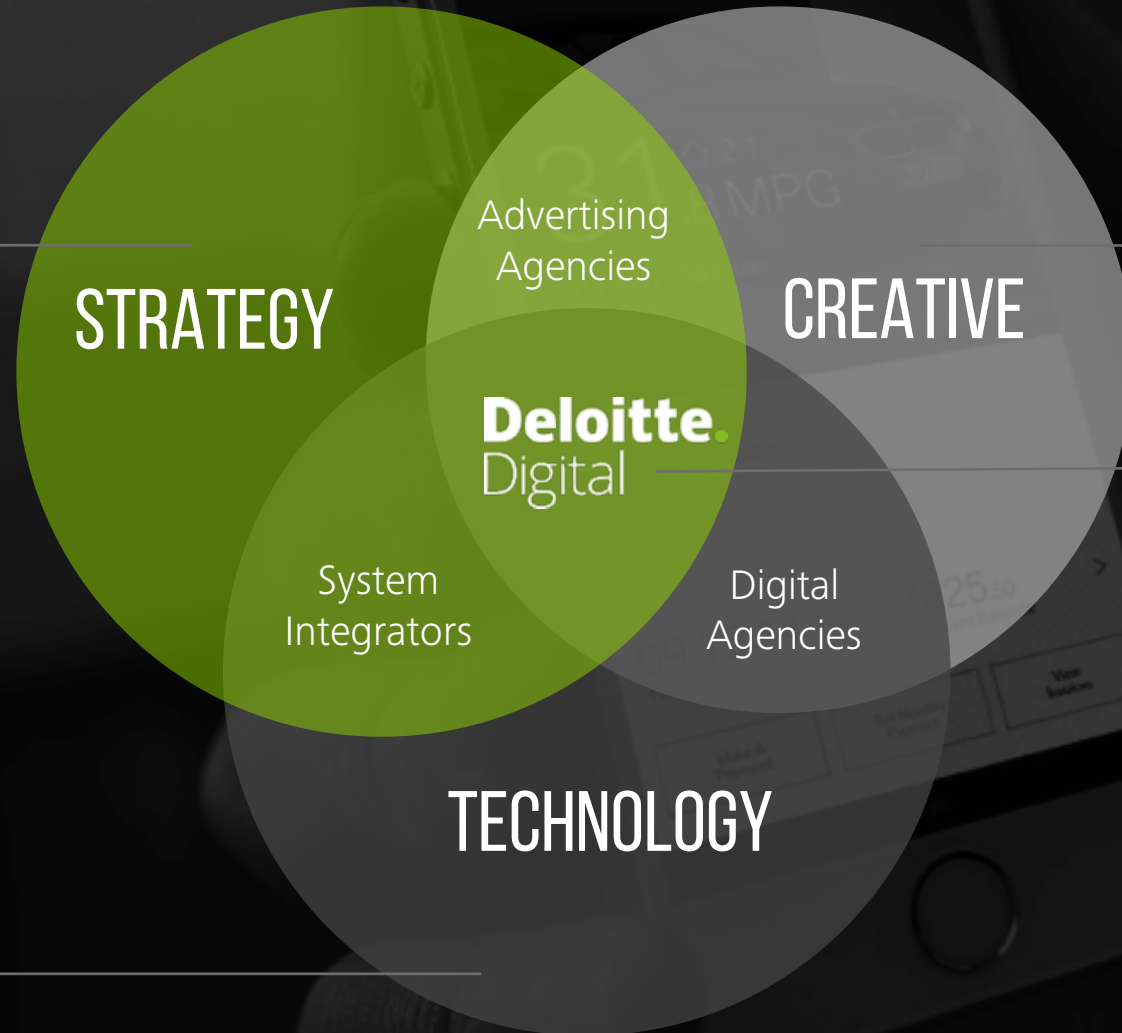


DELOITTE DIGITAL **WHAT WE DO**

DELOITTE DIGITAL | THE UNIQUE COMBINATION

Digital Business consulting in focus areas (FMCG, distribution, retail, energy, insurance, telco, travel, etc.)

Web-design, branding, digital marketing, campaigns, content creation (video, photo, copy), UX/CX design



eCommerce, mobile apps, websites, social media, enterprise social networks, VR/AR, 3D, integration in back-end systems, security

Strategy, Design and Implementation: Digital Transformation, eCommerce, OmniChannel, Marketing, Innovation and Projects implementation



DELOITTE DIGITAL **WHAT WE BELIEVE IN**

WE BELIEVE DIGITAL IS **LESS AS A THING AND MORE A WAY OF DOING THINGS.**

In the current business environment ...



You have to run just
to **stay in place....**



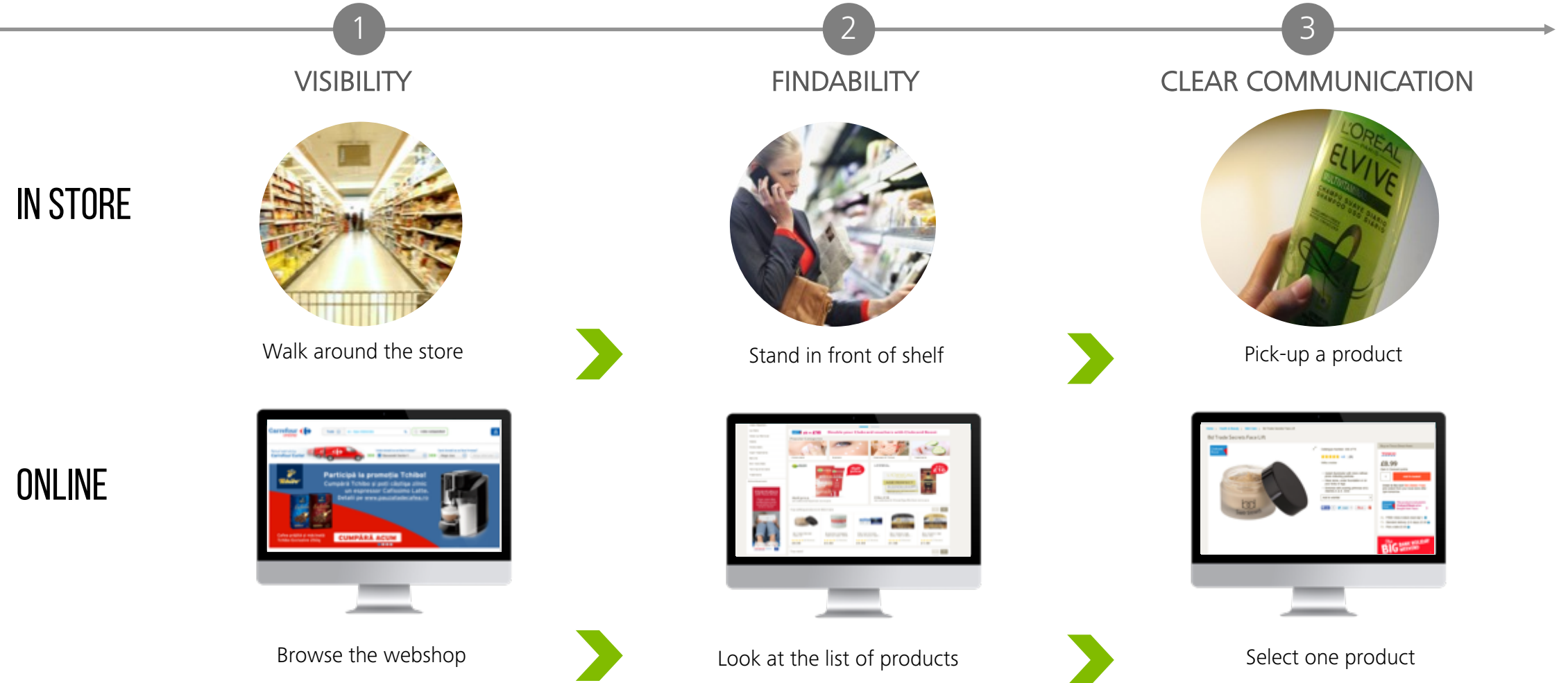
... and you have to **run twice as fast**
if you want to go ahead.

WHO SHOULD GET THE APPLAUSE (AND THE MONEY)











ONLINE VS. AND OFF-LINE

To win at each step, you must drive:



Omnichannel Retail: Net Sales Given Omnichannel Capabilities

	 INITIAL PURCHASE VALUE	 RETURN/ EXCHANGE LOSS	 PICK-UP RECOUP	 RETURNS RECOUP	 NET SALES
 PURE PLAY E-COMMERCE	100%	▽-23%	N/A	N/A	77%
 BUY ONLINE, RETURN IN-STORE	100%	▽-23%	N/A	▲ +18%	95%
 BUY ONLINE, PICKUP + RETURN IN-STORE	100%	▽-23%	▲ +12%	▲ +18%	107%

Source: "Shopping Centers: America's First and Foremost Marketplace," ICSC, October 2014.

THE NEW BUSINESS MODEL ELEMENTS

DIGITAL TRANSFORMATION

The changes in the business enabled by digital technology



CUSTOMER CENTRICITY



A business philosophy

Strategy & Business model

Internal organization & Change management

Business processes & Operations

Finance

Technology

DIGITAL MARKETING



A channel of communication and engagement

Social media

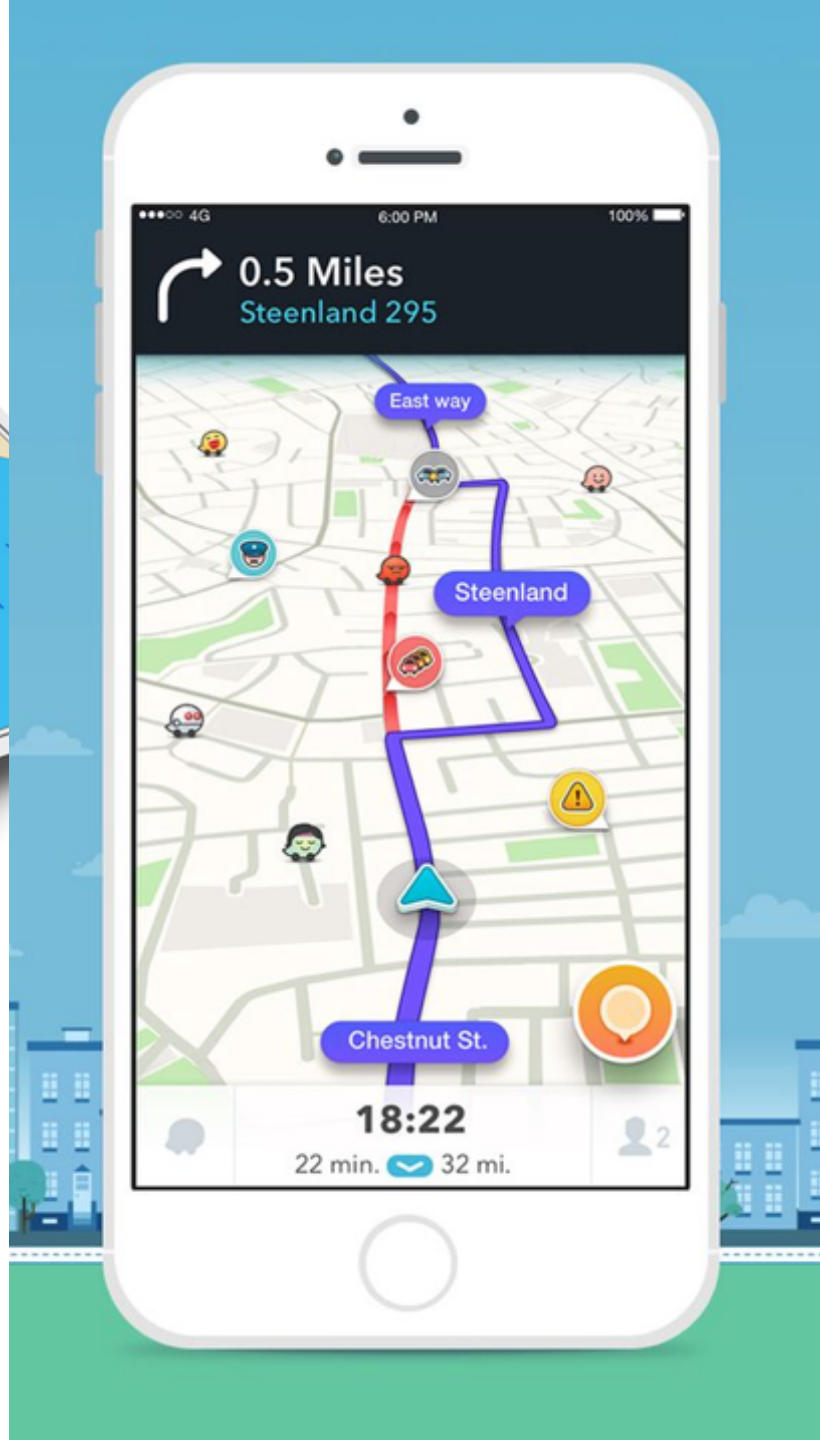
Mobile

ECOMMERCE



A channel of sales and communication

TO TRANSFORM,
COMPANIES NEED A **CLEAR PLAN**



DIGITAL CONSULTING TOOLS

1. **DIGITAL STRATEGY FRAMEWORK**
2. CUSTOMER EXPERIENCE
3. CUSTOMER JOURNEY MAPS
4. RETAIL OPPORTUNITY MAPS
5. OMNICHANNEL COMMERCE MAP
6. E-COMMERCE AUDIT

DELOITTE DIGITAL STRATEGY FRAMEWORK



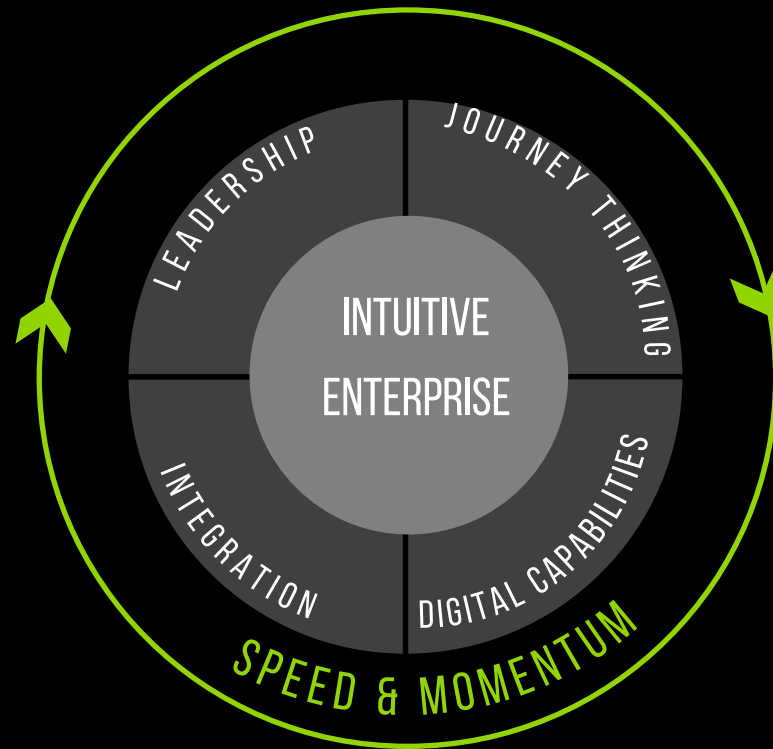
LEADERSHIP

Digital Strategy is a CEO Agenda item, often led by a Chief Digital Officer or equivalent



INTEGRATION

Align processes and people to eliminate silos and increase access to and use of "intuitive" information



JOURNEY THINKING

Look at everything through the customer's eyes and how they interact with your brand across all channels



DIGITAL CAPABILITIES

Success is less about making one big bet, and more about coordinating and integrating many small bets that connect to build "platforms"



SPEED & MOMENTUM

Early success will build momentum and secure the buy-in needed for later stage investments

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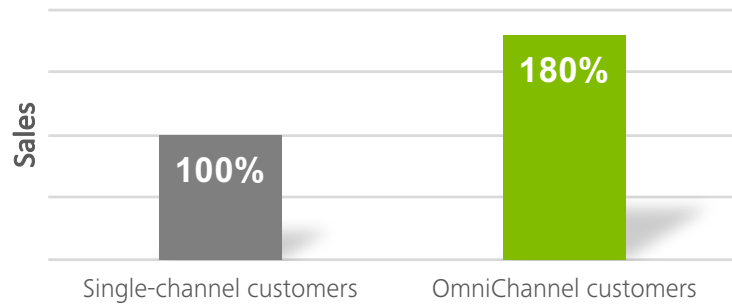
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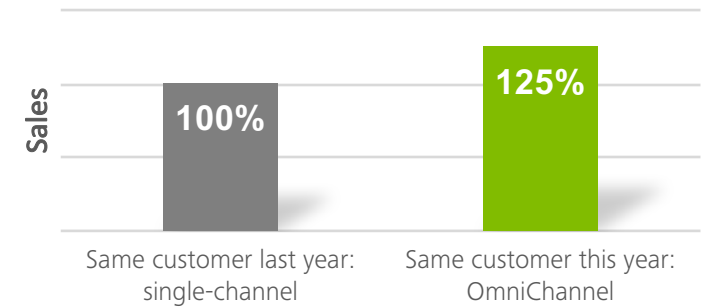
OMNICHANNEL RESULTS

Proof that the sales increase can be achieved in CEE as well

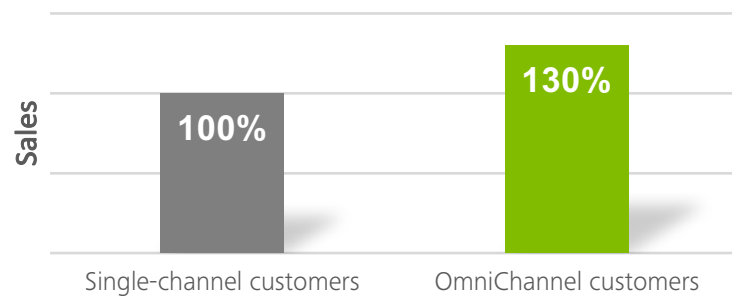
OmniChannel customers buy **80% more**



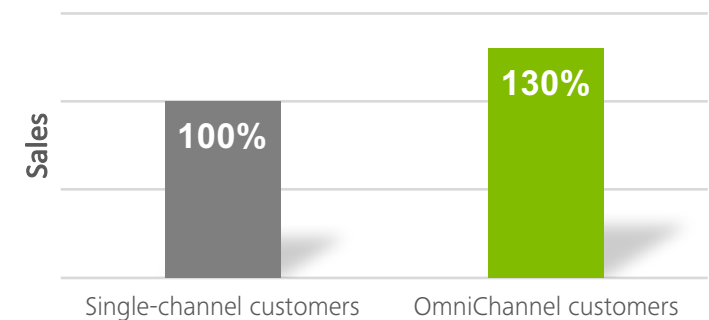
LFL: OmniChannel customers buy **25% more** = 10pp e-Commerce + 15pp OFFline increase



OmniChannel customers visit the offline stores **30% more** than single-channel customers



OmniChannel customers are buying **30% more** from the offline stores than the single-channel ones



THE NEW RULES OF MARKETING-SALES-SERVICE

Before

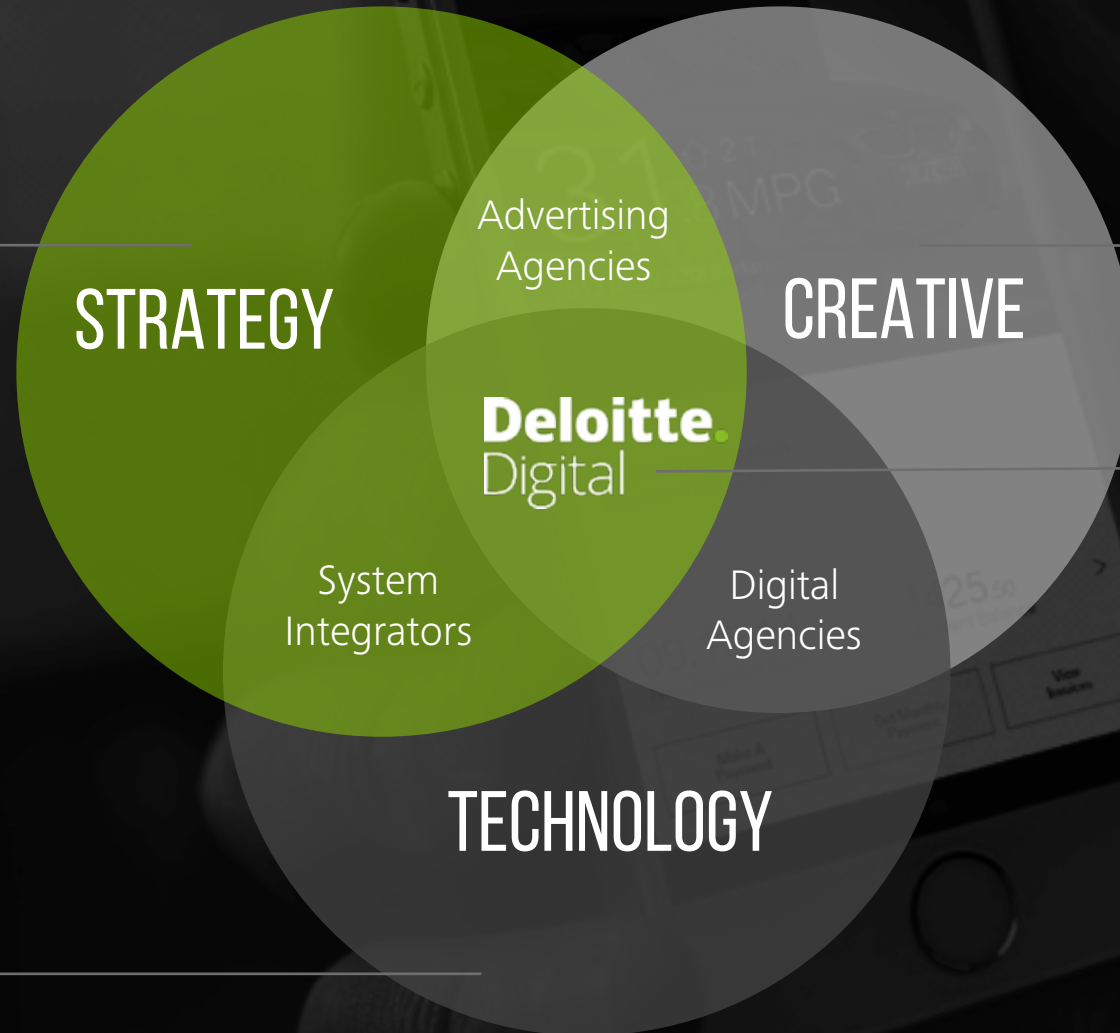
Now

01	Find customers	>	Be found
02	Demographic	>	Behavior segmentation
03	Mass advertising	>	1:1 communication
04	Point in time blasts	>	Continuous relationships
05	Few isolated channels	>	Exploding/integrated channels
06	Intuitive decision making	>	Data-driven automation

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