

Technology Assessment and Discovery

Over the past 25 years, this client has grown to become a \$4+ billion company. As they grew in size and revenue, they did not invest in technology to scale with their growth, leading their IT systems to become outdated. Clarkston was engaged to perform a Technology and Analytics assessment to evaluate what the client was doing well, where pain-points and gaps existed, and how the client compared to analogous companies. Through interviews with employees across all levels and areas of the organization, it quickly became evident that there were many opportunities for improvement, most notably:

- Utilizing an outdated, home-grown system for all retail applications
- Lacking a clear data and analytical strategy
- Utilizing multiple instances of single systems, and in some cases, completely different technology platforms for the various international markets

The Clarkston team formulated a comprehensive list of recommendations but focused on three that required more immediate attention: retail technology, analytics capabilities, and building a global template for international growth.

Retail Case Study

PROJECT OVERVIEW

COMPANY:



A lifestyle and performance company

INDUSTRY:



Retail

EMPLOYEES:



12,600

REVENUE:



\$4B +

PRIMARY OBJECTIVES:

- Interview employees of all levels across nearly all business functions to assess current use of technology and potential gaps
- Understand current end-to-end processes and how technology supports them
- Identify where the organization is succeeding in technology usage and processes
- Discover how peers and analogous CP and retail companies leverage technology
- Assess IT landscape and user sentiment to provide transformative technology recommendations
- Leverage omnichannel and in-store technology maturity models to demonstrate how client compared to market leaders
- Leverage analytics strategy and data architecture maturity models to document the client's present versus desired future state for analytics

RESOLUTION:

- Conducted 70+ interviews across the organization, documented current state process flows, created a simplified analytics system landscape and formulated a set of recommendations based on interviews and technology best practices
- Focused scope of recommendations with three focus areas that needed immediate attention: modernize in-store retail technology, increase advanced analytics capabilities, and create a global technology template, ensuring that they were both actionable and achievable
- Presented a robust summary of the client's present-day state, what their competitors and the retail market at large were doing, and a path forward

KEY BENEFITS:

- Tailored recommendations to deliver a three-tiered recommendation to allow for retail growth, analytics growth, and international growth
- Focused the organization towards high priority areas and built business case to support the investment in new technology
- Enabled visibility into overly-complicated IT processes and system landscapes by clearly and consistently documenting process flows and presenting a future state analytics landscape
- Presented an achievable and strategic action plan in the form of a retail modernization program and an analytics jumpstart program

CLARKSTON
CONSULTING

\$40MM

Held executive readout session where the leadership team immediately gave the green light to a \$40MM retail technology and analytics transformation

2

2 new workstreams engaged – Retail technology modernization and Analytics

4

4 new projects launched with multiple new systems chosen to support revitalized technology platform

"We initially engaged Clarkston to assess our overall technology platform. Through the process we were impressed with their capabilities to evaluate our ability to support anticipated future business needs. We knew our current technology would not support these needs, Clarkston helped shape our strategy to modernize our technology platforms and to structure appropriately to achieve our goals. Clarkston helped us identify necessary changes to support our future growth as well as those things that we were already doing well. Their ability to blend industry expertise with real-world, pragmatic thinking has been a difference maker for our business."

-SVP of IT

