Retail Case Study

PROJECT OVERVIEW

CLARKSTON CONSULTING

Post-Acquisition IT Strategy and Support

The client is a travel experience company turning the world of travel into a world of opportunity by being the “Traveler’s Best Friend” in more than 1,000 stores in airports, commuter hubs, landmarks and tourist locations. The client’s 10,000+ team members care for travelers as friends at travel convenience, specialty retail, duty free and food & beverage destinations. At the intersection of travel and retail, they partner with landlords and vendors, and take innovative, commercial approaches to deliver exceptional value.

With an interest to evolve the travel retail experience & expand their footprint, the company acquired another company’s airport store assets for 30 locations in Q4 2019. This deal enabled the client to strengthen their specialty retail portfolio by adding a trusted brand and expanding their product offering. The client will now be the exclusive airport retailer for another company’s brand inclusive of travel, electronics, and everyday gadgets, a strategic decision to support the client’s long-term growth strategy.

In order to set the new partnership up for success and long-term cost efficiencies, the client partnered with Clarkston Consulting to develop a system conversion strategy to align the new acquisition of stores and systems with the current client suite of systems. In doing so, the acquired brand would follow the same IT roadmap as the core client group, creating efficiencies across brands and simplifying the overall technical architecture.

Retail Case Study

PROJECT OVERVIEW

CLARKSTON CONSULTING

COMPANY:

Specialty Retail Company

PRODUCTS AND SERVICES:

Travel convenience, specialty retail, duty free and food & beverage

EMPLOYEES:

10,000+

REVENUE:

Almost $2 billion

PRIMARY OBJECTIVES:

- Harmonized systems, business processes, data structures, and best practices across locations
- Streamlined IT landscape that effectively integrates the acquired company's systems with the client's existing systems in a cost-effective manner
- A transition model to apply to future acquisitions as the company expands travel footprint

RESOLUTION:

- Facilitated a thorough system audit of all hardware and system usage for the client and it's acquired company
- Selection of POS, IM, network, and credit card payment systems to support processes based on system audit and market research – taking into account best practices, current costs, longevity of systems, and support required
- Developed a 3-month short term roadmap and one-year long term roadmap for transitioning impacted systems
- Managed the system transition, working collaboratively with retail operations to ensure success
- Designed support processes during and post-transition to ensure seamless change
- Reported key metrics to ensure transparency during and post-transition
- Managed communication and collaboration between the IT and Retail Operations departments sharing risks, metrics, and training crucial to the success of the transition

KEY BENEFITS:

- Harmonization of systems, IT support, business processes, master data, and reporting across brands
- Long-term cost savings with simplified system landscape
- Greater consistency across the company and acquired stores in alignment with the client's existing IT landscape and brand
- Reduction of site-specific system support through harmonization
- Heightened visibility of metrics for reporting
- Ensures SOX and PCI compliance by mitigating risks within acquired company's systems
- Ability to plan for the retirement of aged systems
- Transition model developed to be used as the framework for future acquisitions

Reduction in cost for running full suite of systems in the client's portfolio now including acquired 30 stores

Reduced IT support time for acquired stores

Adherence to compliance measures – passing SOX & PCI compliance for acquired stores

2655 Meridian Parkway | Durham, NC 27713 | Phone: 800-652-4274 | www.clarkstonconsulting.com