ONE Kingfisher

Omni-channel to customer first

Kingfisher's digital transformation journey from the inside

9th October 2018

The next 20 minutes in 5 bullets

a.k.a. the agenda

1 Introduction

A brief overview of Kingfisher (and where I fit in)

2 Our starting point

Omni-channel – the noughties legacy

3 Learning to innovate

How we thought differently

4 Making it scale

The challenges we faced as we ramped up to enterprise scale

5 Retrospective

What we learned along the way
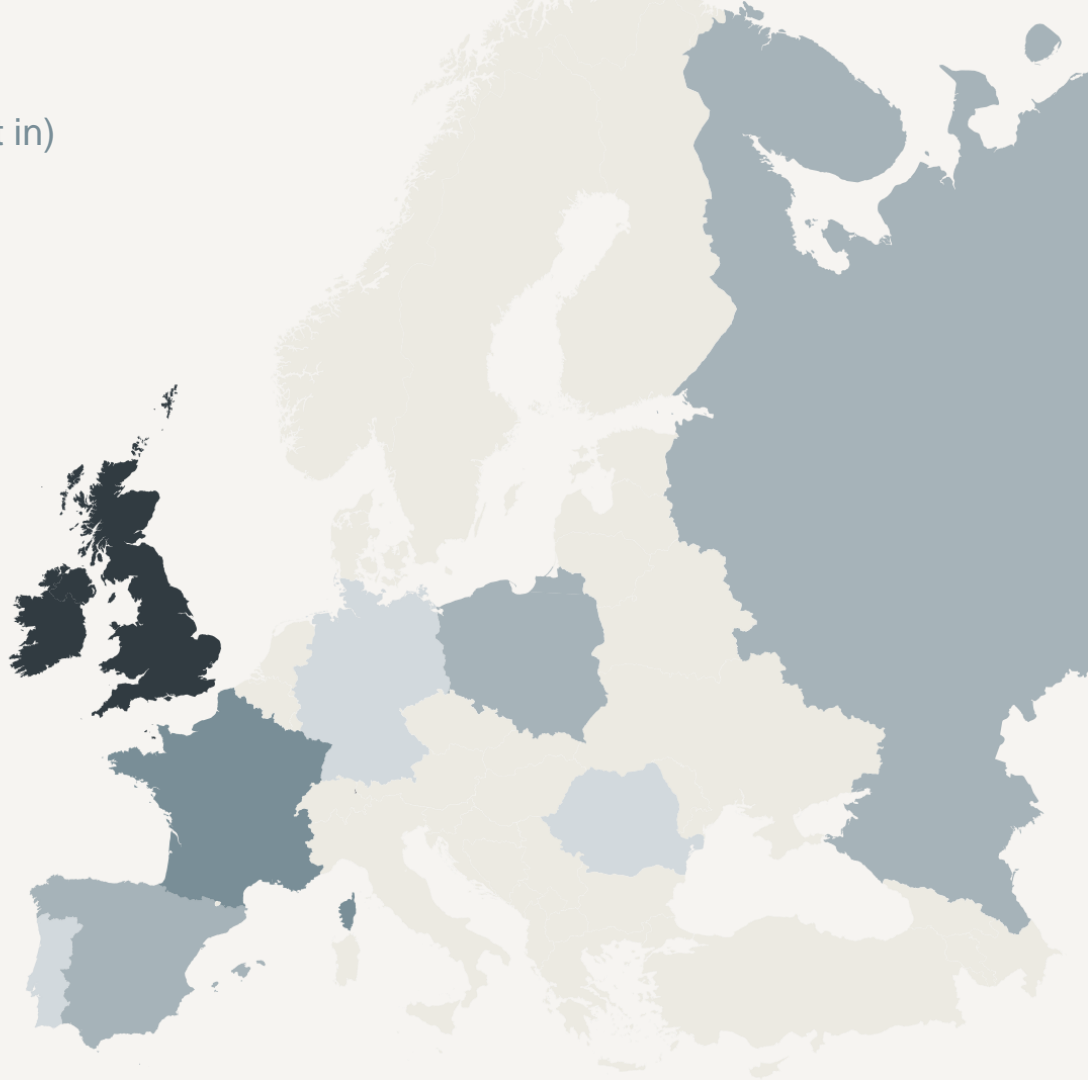
Introduction
A brief overview of Kingfisher (and where I fit in)

5x

1300x

10x

625/7/2=me

Our starting point

Omni-channel – the noughties legacy

Business landscape

    The changing face of retail
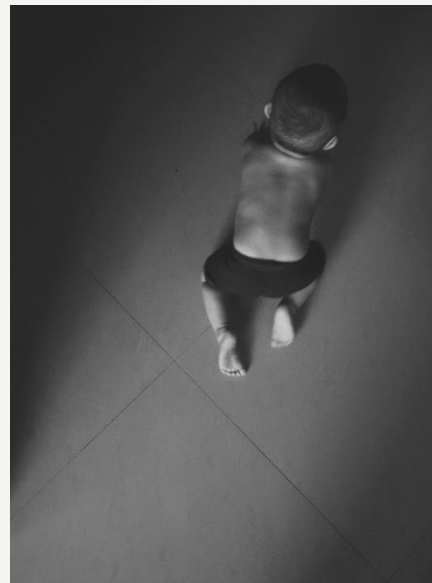
    The customer expectation revolution

    The Kingfisher backdrop

IT landscape

    The 4th industrial revolution

    The heritage estate

Our digital strategy

Core E-Commerce: as good as the best

CONTENT

MOBILE

SEARCH

CLICK & COLLECT

CHECKOUT

IN-STORE SELLING

DIGITAL ANALYTICS

DIGITAL MARKETING

Seamless customer journeys

NEEDS & TRIGGERS

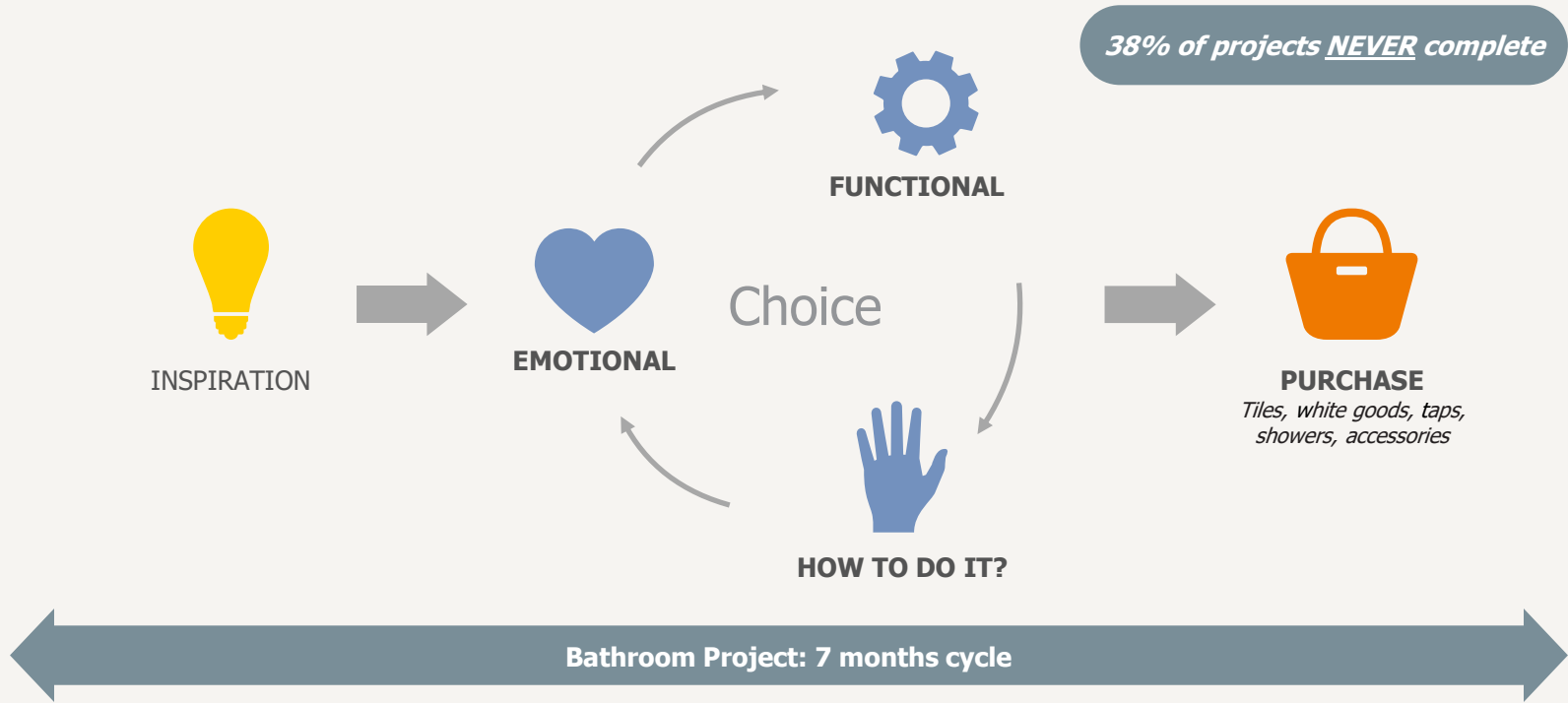**INSPIRE & VISUALISE**

PLAN & EVALUATE

PURCHASE & DELIVER

BUILD & INSTALL

USE & ENJOY

MAINTAIN & IMPROVE

What is an end-to-end customer journey?

38% of projects **NEVER** complete

FUNCTIONAL

INSPIRATION

EMOTIONAL

Choice

HOW TO DO IT?

PURCHASE
Tiles, white goods, taps, showers, accessories

Bathroom Project: 7 months cycle

Kingfisher is only currently addressing part of the end-to-end journey

Kingfisher

| Needs & Triggers | Inspire & Visualise | Plan & Evaluate | Purchase & Deliver | Build & Install | Use & Enjoy | Maintain & Improve |

TRAFFIC

-

+
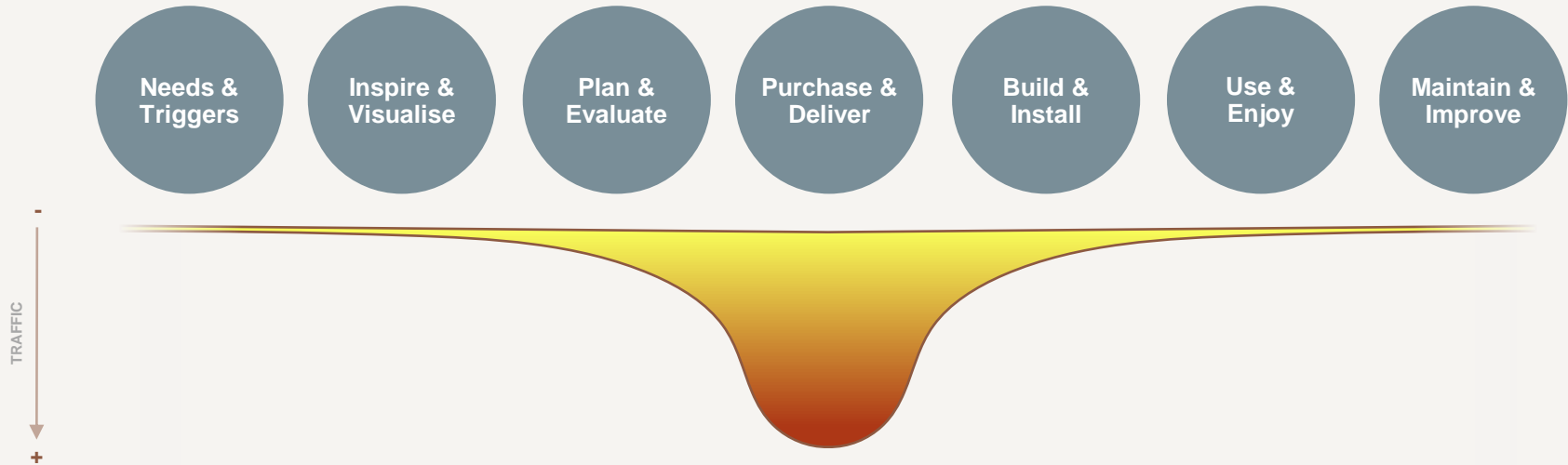
Starting in the same place, but spreading out along end-to-end journeys

Needs & Triggers

Inspire & Visualise

Plan & Evaluate

Purchase & Deliver

Build & Install

Use & Enjoy

Maintain & Improve
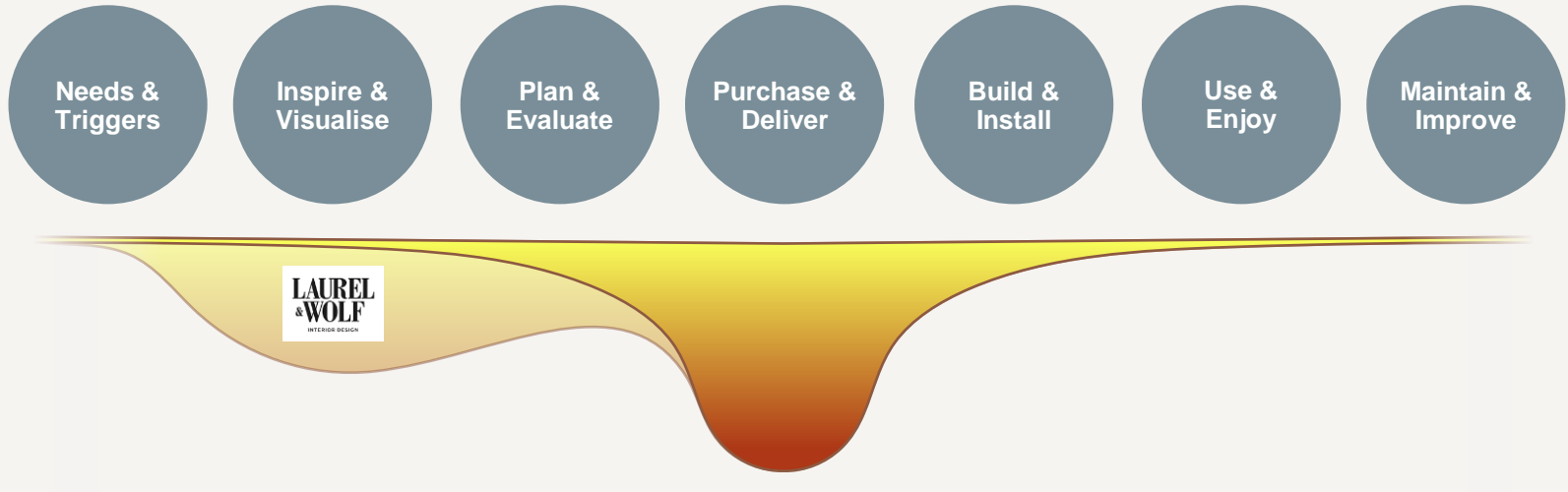
TRAFFIC

Starting in a different place, but spreading out along end-to-end journeys

houzz

| Needs & Triggers | Inspire & Visualise | Plan & Evaluate | Purchase & Deliver | Build & Install | Use & Enjoy | Maintain & Improve |

TRAFFIC

2012 2014 2016
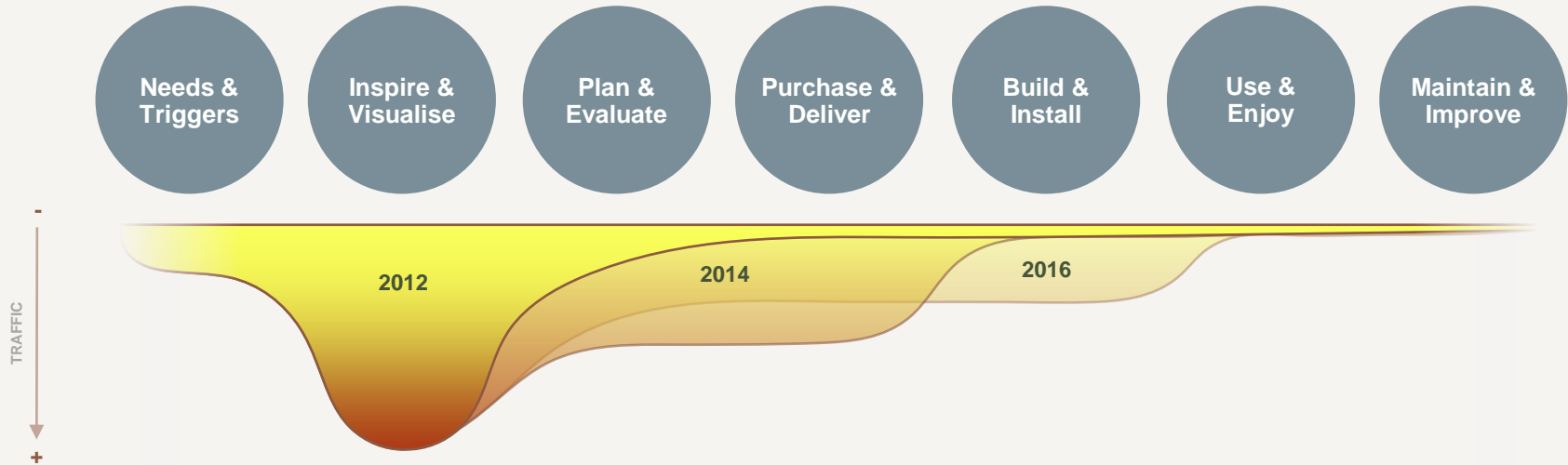
Seamless customer journeys will address all of the end-to-end journey

Kingfisher

| Needs & Triggers | Inspire & Visualise | Plan & Evaluate | Purchase & Deliver | Build & Install | Use & Enjoy | Maintain & Improve |

TRAFFIC
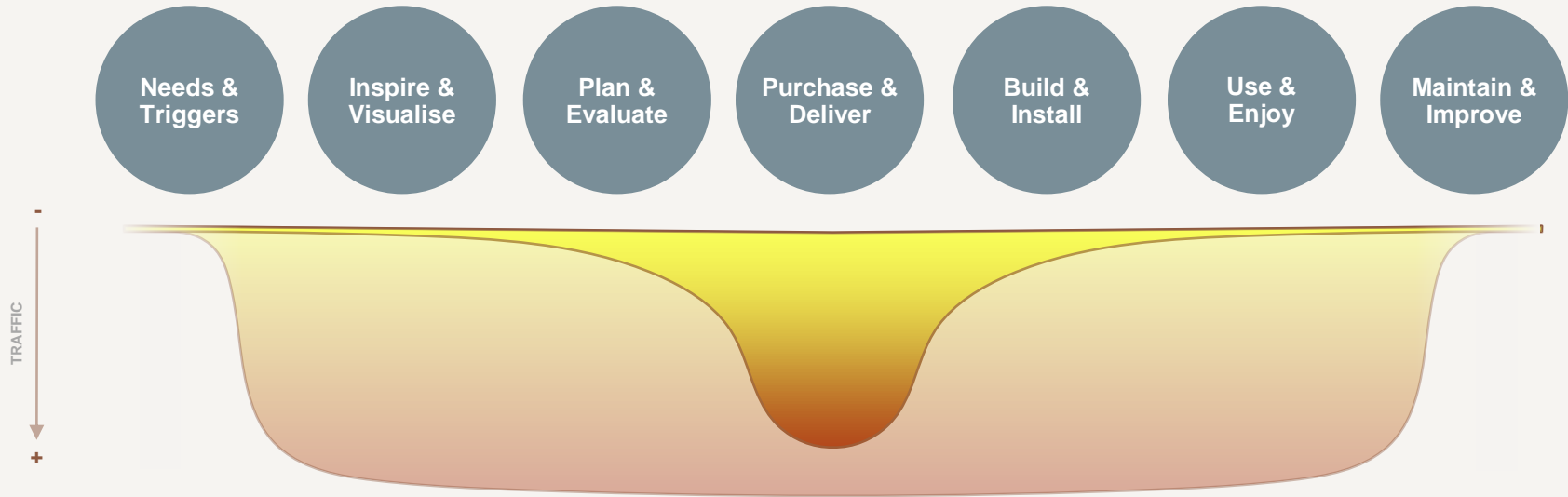
Learning to innovate
How we thought differently

Cutting new ground

    Our digital hub

    Customer first

Team structure

Solution approach

Image source: https://www.pexels.com/photo/man-walking-on-floor-764880/

Evolution from ideation through MVP, MMP, and launch

Identify the customer PROBLEM

Create a HYPOTHESIS

BUILD a service *(Prototype, MVP, MMP)*

Continuous measuring and LEARNING

DEPLOY to any channel *(Web, mobile, app, store & colleague)*
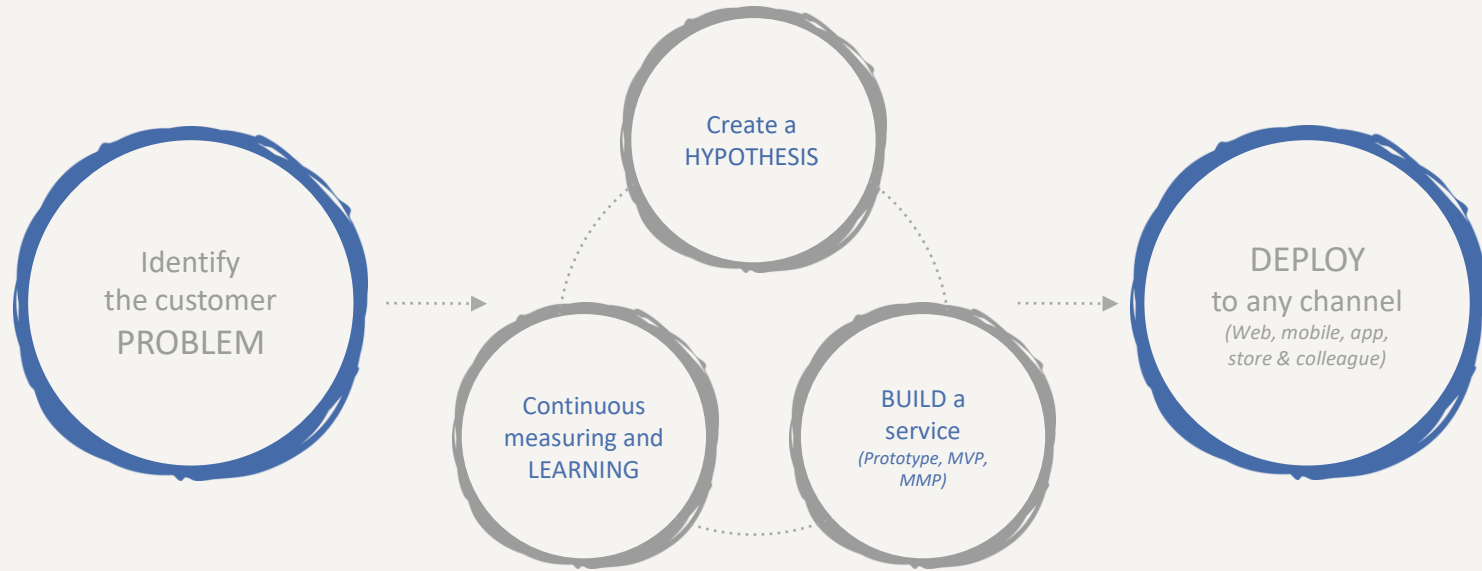
Continuous iteration informed from
customer feedback

Making it scale

The challenges we faced as we ramped up to enterprise scale

SAFe

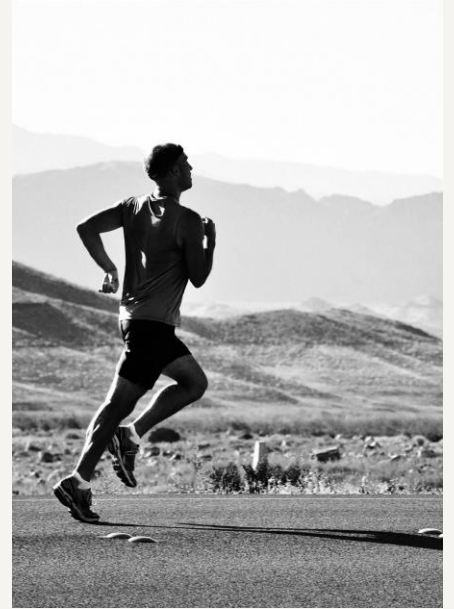Engaging the business

Maintaining focus on the customer

Onboard new trains

From 8 to 150 to 250

Retrospective

Vision is key, EVERYTHING is a product

Change is <u>really</u> hard

Having the courage to fail

Minimise dependencies

Money doesn't grow on trees

Act as one

Build it once, build it right

Share the knowledge (and the burden)