

## CLIENT EXPERIENCE, CRM & DATA



# SUMMARY

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## 1. INTRODUCTION

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## 2. CUSTOMER CENTRICITY

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## 3. DATA-POWERED CLIENT ADVISOR

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## 4. PERFORMANCE ORIENTED

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## 5. WHAT'S NEXT

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## 4 MAIN OPPORTUNITIES WHEN IT COMES TO ADDRESSING OUR CLIENTS

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### MILLENNIALS

**>60%**

More than 60%  
of our customers  
are Millennials

Address Millennials according to their expectations  
of personalization, authenticity, omnicanality  
and instantaneity

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### CHINESE CUSTOMERS

**>30%**

More than 30%  
of our customers  
are Chinese

Enchant the experience for our Chinese customers  
in China and when travelling abroad  
(40% of Chinese customers\*)

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### LOCAL WORLDWIDE

**~200**

We serve customers from  
around 200 nationalities

Global initiatives, local habits

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### ONE CLIENT

**>30%**

>30% of our customers buy  
out of their home country

2% of our customers purchased  
both online & offline in 2018  
(3% in value)

Recognize our clients everywhere, online & offline  
and serve them at the appropriate level (VIP...)

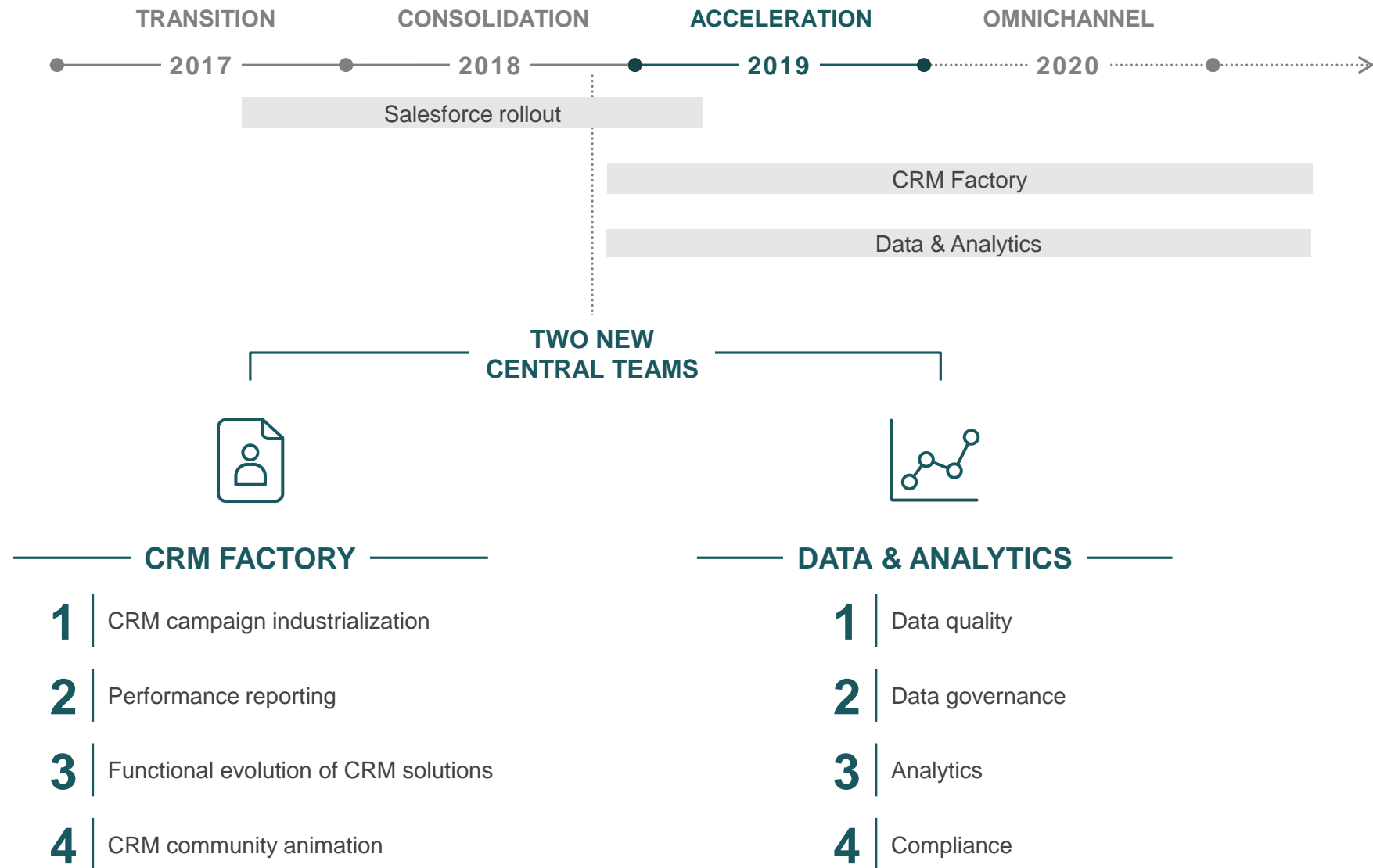
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Scope: Gucci, Balenciaga, Bottega Veneta, Saint Laurent, Alexander McQueen, based on purchases made in 2018

\* % of registered clients who are of Chinese nationality and performed a purchase in 2018 outside mainland China



# OUR CRM TRANSFORMATION STARTED IN 2017 AND WE ARE ACCELERATING



# OUR VALUE PROPOSITION

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## CUSTOMER CENTRICITY

- Customer knowledge – 360° customer view
  - Omnichannel & personalized journeys to orchestrate the tasks of Client Advisors (specific at scale)
  - Data quality
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## DATA-POWERED CLIENT ADVISOR

- Clienteling app LUCE
  - Chinese-specific use cases
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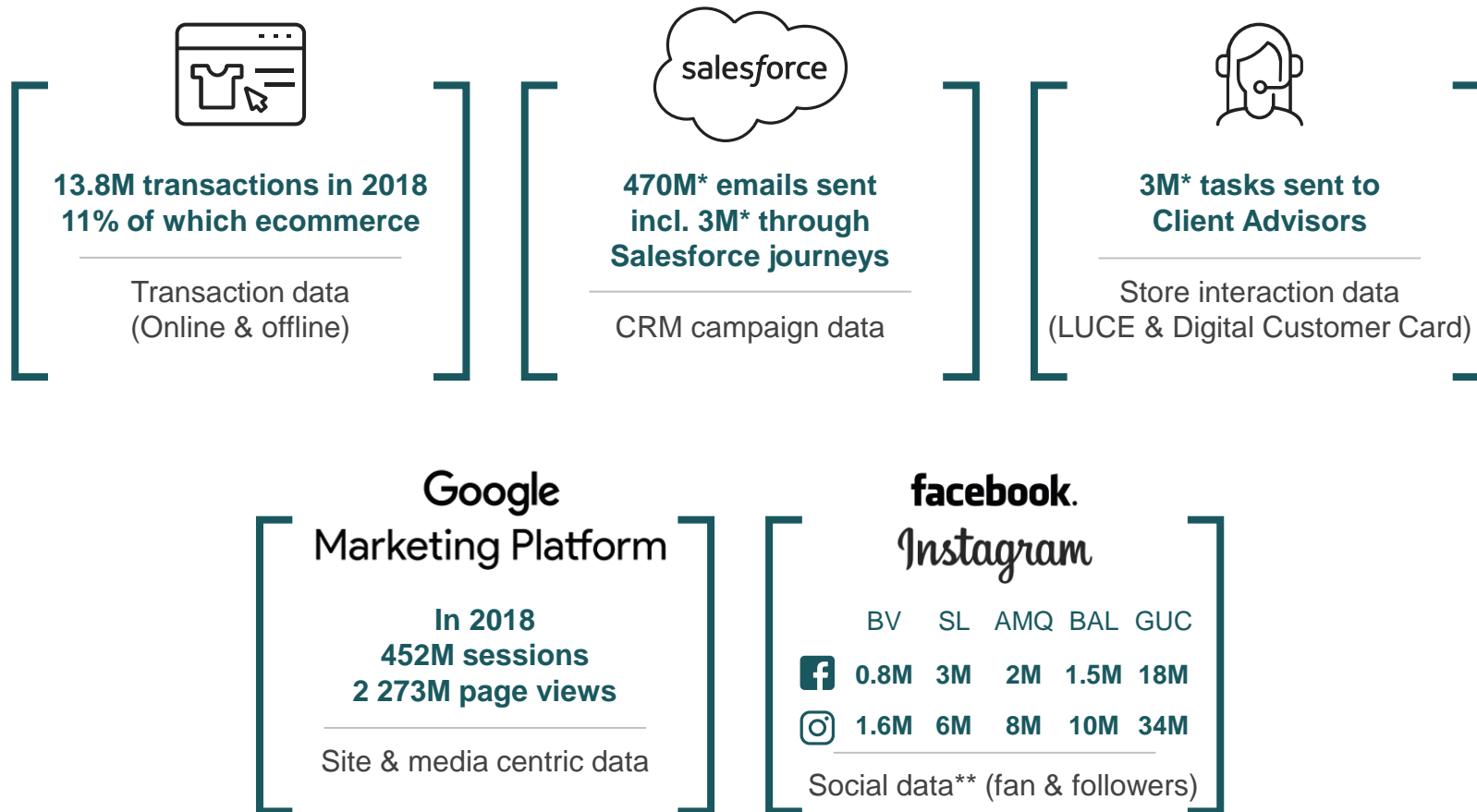
## PERFORMANCE ORIENTED

- Customer interaction performance measurement
  - Personalization for more engagement & performance
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# WE ARE BUILDING OUR 360° VIEW COLLECTING AND CROSS-MATCHING OUR DATA SOURCES

## ① CUSTOMER CENTRICITY / 360° CUSTOMER VIEW



Scope: Bottega Veneta, Saint Laurent, Alexander McQueen, Balenciaga, Gucci  
2018 figures except for (\*) November 2018 to April 2019 and (\*\*) April 30, 2019

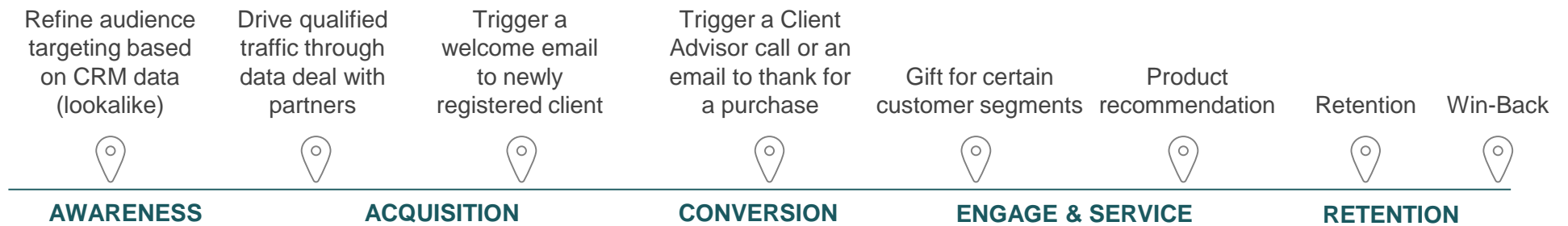




# WE ARE COMMITTED TO DELIVERING PERSONALIZED OMNICHANNEL EXPERIENCE TO OUR CUSTOMER

## ① CUSTOMER CENTRICITY / OMNICHANNEL PERSONALIZED ACTIVATION

### ILLUSTRATION OF OUR DATA USE CASES ALONG THE MARKETING FUNNEL



*90% of interactions involve a Client Advisor  
and 10% are automated emails  
Our journeys are tailored per brand per country*

**50** | Salesforce journeys configured since the creation of the CRM Factory in October 2018

**INNOVATION** | The CRM Factory support brands in designing new advanced activation



# EXAMPLE OF A PERSONALIZED & OMNICHANNEL JOURNEY

## ① CUSTOMER CENTRICITY / OMNICHANNEL PERSONALIZED ACTIVATION



### OBJECTIVE

Inform the client throughout the item repair lifecycle

### CLIENT TYPOLOGY



Ecommerce



Retail

### CUSTOMER JOURNEY TOUCHPOINTS



Store



Website



Email



Wechat



SMS

### OPENING

Confirm that the product has been received and that the customer is entering the process

### ITEM RECEIVED

Confirm that the product has been received by the workshop

### ITEM REJECTED

Specify that after evaluation the product is not repairable and that a call from a Client Advisor will follow shortly

### COMPLETION OF SHIPPING AND REPAIR

Announce the successful repair and that the product is being shipped

### COMPLETION WITH DELAY

Apologize for any eventual delay and announce that the product is being shipped

### CLOSING

Thank the customers for their trust





# CLIENT PROFILE DEDUPLICATION MANAGEMENT IS A CRITICAL ENABLER

## ① CUSTOMER CENTRICITY / DATA QUALITY

### — POSSIBLE REASONS LEADING TO DUPLICATION —

- Name misspelled when entering client in the database
- Not checking the existence of a customer before creating a new profile

### — CHALLENGES —

- Recognize VIP customers as such
- Reconcile two (or more) partial profile into a single one to regroup contact details

### ACHIEVEMENTS



**-30%**

Reduction in number  
of duplicate profiles  
in base since January 2019  
by improving process

### TARGET / CHALLENGE



**<2%**

Of duplicates at any time  
in the customer base



# DATA-POWERED CLIENT ADVISOR

## ② DATA-POWERED CLIENT ADVISOR



### — EVENT MANAGEMENT CAPABILITIES —

To follow when clients have been invited to an event and attended the event



### — TASK SUGGESTION —

To orchestrate the Client Advisor activities based on client knowledge and client behavior

## CRM CAPABILITIES BROUGHT TO THE CLIENT ADVISOR



### — CUSTOMER KNOWLEDGE —

Collected from all online & offline interactions (incl. interests)



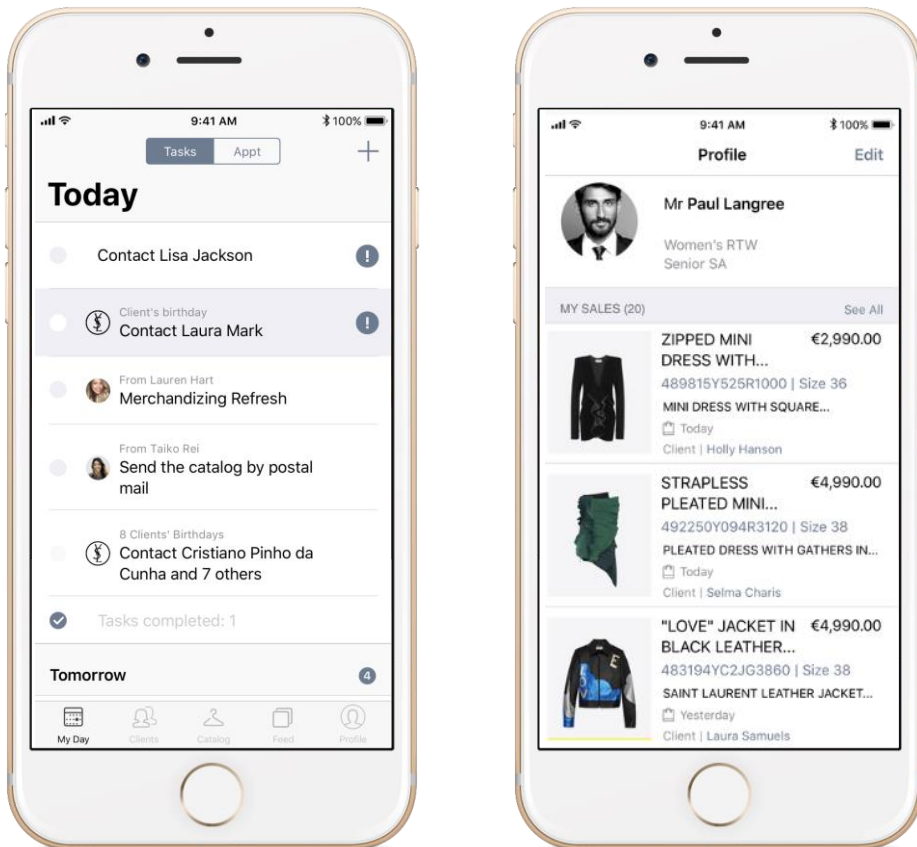
### — CUSTOMER INTELLIGENCE —

To guide the Client Advisor in his/her interactions with the customer



# LUCE, A SMART APP TO SUPPORT CLIENT ADVISOR ACTIVITIES

## ② DATA-POWERED CLIENT ADVISOR / CLIENTELING APP LUCE



### OBJECTIVES

- Activate and nurture the customer relationship by empowering the Client Advisor
- Collect actionable data and enable real-time informed decisions
- Generate additional sales thanks to more efficient clienteling action & cross-selling recommendations

### FUNCTIONALITIES

- Live functionalities
  - My Day: an insightful view of the user's workday and activities
  - Clients: a rich, living summary of useful client preferences and likes
  - Catalog: a collection of inspirations and product info to support sales
  - Profile: a real-time personal dashboard to track user's sales vs. goals
- Functionalities to be rolled out in 2019
  - Store manager
  - Smart coaching of Client Advisors to improve clienteling activities
  - Net Promoter Score integration
- Functionalities to be rolled out medium-term
  - Mobile POS
  - Client Data Quality with an innovative tool for data collection



# LUCE, A SMART APP TO SUPPORT CLIENT ADVISOR ACTIVITIES

## ② DATA-POWERED CLIENT ADVISOR / BOTTEGA VENETA USE CASE

### BENEFITS

- User-friendly experience
- Exhaustive functionalities
- Empowering approach

### CHALLENGES

- Change management in a few regions

### KPIs

- Latest Adoption rate (April): **65%**
- Additional Sales from Luce clienteling activities YTD\*: **14.4%**





Adoption rate: % of daily users on total users

\*Sales generated: sales generated with a client contacted via Luce within 28 days of contact date



# SPECIFICITIES WHEN ADDRESSING MAINLAND CHINESE CLIENTS

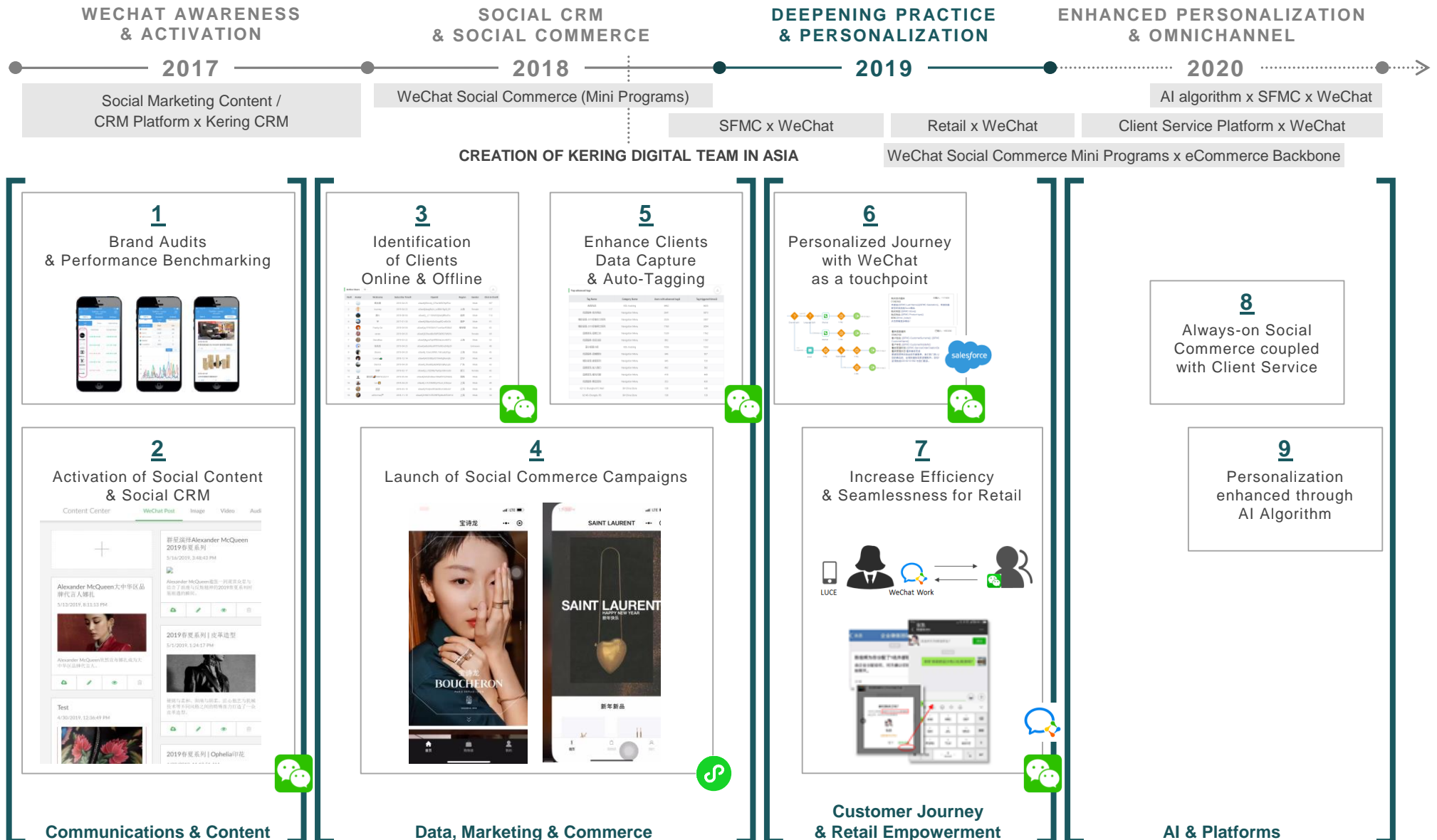
## ② DATA-POWERED CLIENT ADVISOR / CHINESE-SPECIFIC USE CASES

<b>NEXTGEN*</b>		<b>NextGen's account for a large part of our new Mainland Chinese customer base</b>	Acknowledge this segment's values, adjust our strategy & execution throughout the path of purchase
<b>SPECIFIC CUSTOMER EXPECTATIONS</b>		<b>Increased expectations of convenience &amp; personalization be it engagement &amp; services through social, incl. WeChat</b>	Industrialize of personalization of communications & content along with additional services made available on social throughout the path of purchase
<b>FRAGMENTED PATH OF PURCHASE</b>	<b>62+</b>	<b>A potential of 62+ digital &amp; offline touchpoints, highly fragmented path of purchase</b>	Be conscious of the extremes of online merging with offline; ensure consistencies in digital, retail execution & service levels; when possible close the loop between communications, CRM and commerce
<b>INFLUENTIAL WECHAT INTERACTION</b>	<b>&gt;67%</b>	<b>High ratio of our clients use WeChat to communicate with Client Advisors &amp;/or Brand, and vice versa</b>	Make possible for clients to reach out effortlessly; empower Client Advisors to leverage clienteling possibilities seamlessly, local and overseas
<b>SPECIFIC DIGITAL &amp; SOCIAL ECOSYSTEM</b>	<b>More than x2</b>	<b>Followers growth on WeChat, along with Weibo and new emerging platforms like Red, DouYin, etc.</b>	Maximize investments & benefits from existing platforms; test & learn on new platforms

\*Gen Y (Post-1980s , age range 30 - 39) ; Gen Z (Post-1990s, age range 18 - 29)



# OUR WECHAT ROADMAP STARTED IN 2017, WE ARE NOW DEEPENING THE PRACTICE WHILE LEVERAGING ON GLOBAL ACCELERATION



# MEASURING THE EFFICIENCY OF OUR MARKETING ACTIVITIES IS KEY TO A BETTER PERFORMANCE

## ③ PERFORMANCE ORIENTED / CUSTOMER INTERACTION PERFORMANCE MEASUREMENT

*We aim at measuring the efficiency of all our actions to assess impact on customer experience, revenue generation, cost efficiency*

### A/B TEST

Validate incremental value of process to identify highest performance version

### CONTROL GROUP

Keep test populations clear of activations to be able to measure incremental gain

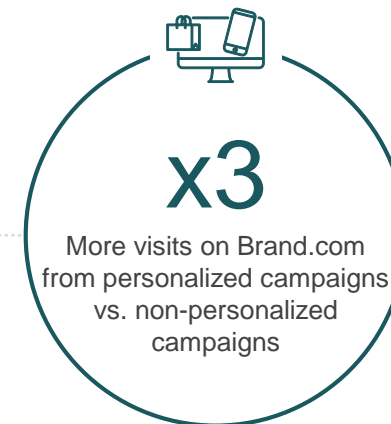
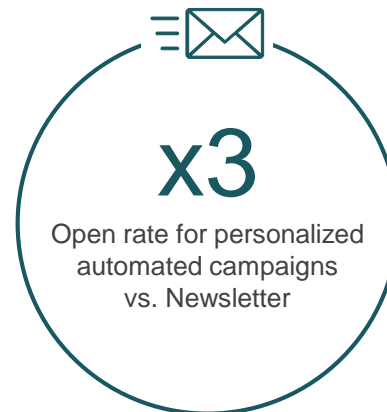
### ATTRIBUTION MODEL

Evaluating role of each channel in generating conversion

### E2E CUSTOMER EXPERIENCE ASSESSMENT

Evaluating customer satisfaction throughout the customer journey

### AS AN EXAMPLE





# WE WANT TO BE THE MOST RELEVANT WHEN ADDRESSING OUR CLIENTS

## ③ PERFORMANCE ORIENTED / PERSONALIZATION FOR MORE ENGAGEMENT & PERFORMANCE LIVE SINCE FEBRUARY

### CUSTOMER INTELLIGENCE

TO PUSH THE BEST OFFER, TO THE MOST INTERESTED CLIENT AT THE BEST MOMENT, WE ARE BUILDING OUR OWN CAPABILITIES:



1. Repurchase



2. Segmentation



3. Lifetime value



4. Preferred channel



5. Product recommendation

### "EXPLORERS GIFTING PROGRAM 2019"

What?

- Trigger Explorer's repeat purchase by **offering a present**

How?

- Identify clients with highest potential through **AI algorithm**
- Activate clients through **automated Salesforce campaigns** or through a **Client Advisor**

Results

- **32k** high potential "Explorers" targeted
- **5 campaigns** launched since February
- **+15%** incremental sales

Next steps

- **Model's** continuous improvement
- **Approach rollout** to other portion of the database and other brands



## WHAT'S COMING NEXT

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### CONVERSATIONAL MARKETING

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Going full speed with conversational platforms and life service app (WeChat, Weibo, Line, What's App, FB Messenger, etc.) to experiment new social CRM initiatives

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### SYSTEMATIC SATISFACTION MEASUREMENT

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Get close loop from customers after each key moment with the brand at every touchpoint to optimize business operations and enhance experiences

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### PHYGITAL

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Continue empowering Client Advisors delivering more customer insights from stores for tailored interactions and create continuity of experiences with online

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### REINFORCING PERSONALIZED OMNICHANNEL ROI-DRIVEN APPROACH

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Create seamless AI-fueled personalized experiences across online and offline and assess business impact on customer behavior; merge after sales and CRM strategies into one relational approach

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