

Major US Discount Retailer Builds an Intelligent Enterprise through Improved Business Information Management

Capgemini helps leading store chain unlock the potential of the massive volumes of data available from today's data rich transactions with a holistic BIM program

The Situation

A major US discount retailer wanted to make better use of the volumes of data in its systems. The retailer set several goals: improved alignment in its data management program; more streamlined IT services and reporting for end users; and an updated IT infrastructure to improve flexibility and the company's ability to scale and adapt to market change and end user needs.

The Solution

The company enlisted Capgemini's help to develop a Business Information Management (BIM) strategy and roadmap to enhance information accessibility and usability. Using the Capgemini Intelligent Enterprise methodology, the key was to build a common shared vision across business and IT as to how information will be managed and used, and to put in place the key steps to achieving this vision.

The Result

A strong Intelligent Enterprise roadmap was built that provides a foundation for the company's future information management needs:

- a prioritized focus for the data management program
- alignment of BIM capabilities to organizational change initiatives
- a definition of a lifecycle model for maturing the data environment and progressively replacing it with new technology
- a targeted low-cost and modular environment, which is flexible to change
- an IT-managed and governed data environment that allows for business self-service.



People matter, results count.

As part of the outcome, the company now provides users with a more flexible knowledge portal, improved customer service and increased functionality, including better records management, enhanced collaboration and publishing capabilities, and a formal feedback mechanism.

How the US Discount Retailer and Capgemini Worked Together

The company was capturing significant volumes of data in its systems but wanted to do a better job of turning that data into information that could help improve business performance. Working at the company's offices, Capgemini's team of BIM and retail experts worked with the business and IT teams through an Intelligent Enterprise roadmap exercise that takes a holistic cross-business approach to information management, Business Intelligence (BI) and analytics. The aim was to build an information strategy that aligns the company's BI capabilities and initiatives with its strategic business objectives. Capgemini assessed the company's information requirements, existing data management landscape and then selected and adapted relevant leading practices to design a clear way forward to meet the organization's business needs.

The exercise made it clear that the company has significant opportunities to eliminate silos, enhance the accessibility and usability of information, and improve its efficiency and its breadth of knowledge. To take advantage of these opportunities, the company needed to focus on its information delivery methodologies, its business information organization and its data governance process.

The resulting strategic recommendations were grouped into three areas with specific implementation initiatives identified:

1. Improve the alignment between the company's strategic vision and its business analytics capabilities. A BI Organization Assessment was conducted to help better position the company to meet its rapidly evolving information needs. This involved:

- assessing existing roles and skills
- identifying opportunities for improvement in existing or new roles and skills
- identifying improvements in organizational interaction with IT and the business and the delineation of responsibilities
- recommending improvements in BIM project management processes and touch point integration processes
- evaluating and recommending the Center of Excellence model for future-state organization sustainability.

2. Improve the focus of the data management strategy and launch a data governance program. Key projects in this area were a knowledge management and portal strategy and data governance initiative.

The knowledge management and portal strategy and roadmap were designed to improve information exchange and collaboration. The foundations of a data governance framework were developed to support decision accountability for IT groups and help establish well-defined reporting guidelines and data standards.

3. Improve the company's infrastructure capabilities to enable greater flexibility so the company can adapt more quickly to market changes. To address this

objective, the company and Capgemini built a data mart capability to enable high-end analytics.

With a clear BIM strategy and roadmap in place, the company completed the Intelligent Enterprise journey to improve its business information capabilities. One of the keys to maintaining a sustainable and proactive BI organization at the company is the BI Center of Excellence, which serves as a catalyst to extend the use of BI and advanced analytics. The center delivers BI projects and maintains up-to-date BI tools and processes. It also provides business stakeholders with the opportunity to work with BI experts using rapid development methodologies.

The project also stood out for several Capgemini innovations: a new concept of governing BI; a new way of delivering value and to go-to-market with iterative development for BI solutions; and an empowered sustainable and proactive BI organization, ready to meet the organization's informational needs.

To find out more about this project, please contact

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