point b ®
management consultants

**Retail & Consumer Products
Channel Intelligence**

The Challenge

The good news is that retail and consumer organizations have the ability to collect more information about their customers than ever before—their buying behaviors, favorite websites and even their real-time, real-world location. The challenge is that businesses have more data than they know what to do with across the entire spectrum of customer engagement, from an offline introductory catalog to a post-purchase quality assurance email follow-up. The digital landscape available to their customers has exploded, and each channel tells a different story about a different segment.

In a rapidly evolving world, businesses need to ensure that their messages resonate with customers. This requires a fact-based predictive understanding of which actions are likely to yield the best return on their investment; there's no margin left for initiatives that underperform or take a "wait and see" approach. Businesses need timely, critical insights on the factors driving performance in order to ensure that the right customers are getting the right message at the right time.

Our Services

Point B's channel intelligence services enable our clients to optimize their digital visibility, sales and marketing performance in a fast-moving consumer world. Through advanced data collection, analytics and integrated reporting, we transform masses of data into meaningful data our clients can use to look forward with timely new insight and make more informed decisions. We help our clients collect, analyze and leverage their data in ways that empower them to quickly identify trends, spot opportunities, increase conversions, improve customer satisfaction, and build brand loyalty.

Our analytics team brings the quantitative horsepower of sophisticated analytics to make complex decisions with the highest degree of confidence. We work in the real world with our retail clients, knowing that:

Capturing data is only half the challenge. The amount of customer data has grown exponentially over the past decade, along with investments in business intelligence infrastructure. Leveraging data that resides in existing systems is critical to maximizing return on these investments. Point B's expertise can help ensure that your analytic effort addresses the business problem: the data is interpreted properly; you draw the appropriate conclusions; and you can develop solid action plans with confidence.

Traditional tools/methods are not enough. A single decision based on an analytical effort can mean millions of dollars in savings or revenue. It can also mean the difference between hitting or missing growth and profitability targets. With much at stake, small improvements in analytics models can have a huge impact. We will ensure you use the right tool to develop effective solutions and optimize results.

Filling the analytic talent gap is the first challenge. The U.S. faces a shortage of managers capable of identifying, structuring and leading analytical work to inform key strategic decisions. To be successful, leaders need a unique blend of analytic expertise, solid industry experience, and understanding of the opportunities and challenges. Point B brings our retail clients this unique combination of deep analytical skills and proven consulting experience.

Channel Intelligence

For example, we recently worked a national retailer to review performance data for its various marketing channels. The goal: to understand how effectively the channels were driving specific company goals, and which channels should be continued or eliminated.

We teamed with client leadership to create a prioritized set of investigations across channels and developed key assumptions on the factors affecting the key performance indicators. Data was collected and synthesized across channels, and then incorporated into a standardized analytic model that was tested and validated with key stakeholders. The model provided new clarity around our client's three most important channels: email, catalog and promotions. It gave our client new insight into when and how to reach—and keep—its customers via email, how to leverage its catalog initiatives, and which promotional activities to keep or eliminate.

We began by establishing a clear description of the business problem and success metrics for each channel. This ensured that the analysis and models developed would align with existing business reporting and provide meaningful insights the leadership team could use with confidence. Data including customer participation activity, historical transaction data, market growth estimates and promotional costs were collected and incorporated into the analysis. The process was iterative and spanned multiple team disciplines. Each model was developed alongside the client in support of this iterative process.

A rigorous initial review improved the model by illuminating valuable insights and targeting questions for further exploration. Those insights were validated against external analysis and piloted with a set of sample customers—a process that drove immediate performance improvements. The challenges we addressed included reducing email unsubscribes, increasing online sales, improving promotion effectiveness and improving catalog performance. All of these improvements have propelled the client's marketing capabilities and provide a more strategic approach to its marketing initiatives.

Why Point B?

We bring deep industry knowledge, independent thinking and a wealth of hands-on experience to the retail and consumer products industry. Drawing on our firm's collective wisdom and years of successfully executing strategies for our clients, we assess business conditions and industry trends in the unique context of each client's culture, current situation, opportunities and strategic goals. We take a pragmatic approach that provides organizations with the unbiased perspective to fully realize their strategies. The following are examples of Point B's recent work in helping retail clients make the most of their channel intelligence:

- **Marketing Testing and Optimization –** Developed more than 10 testing and optimization model templates for various email, catalog and promotional initiatives highlighting past performance based on business drivers—all of which included valuable current-state insights.
- **Product Marketing and Promotion Attribution Optimization –** Developed a promotion attribution model based on over 14 years of historical data to support our client's ongoing activities.
- **Statistical Analysis and Regression –** Ran various regression and statistical analysis to ensure a 95 percent confidence level in recommended insights.