

[CLARASYS]

JOHN LEWIS
PARTNERSHIP



How the John Lewis Partnership can
bring its Partners and customers on their
five-year [*journey*]

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Why we are [*contacting*] you

We were excited to see the release of the John Lewis 5 year Partnership Plan and in particular, the targeted growth you are placing on Customer Experience (CX). As you recognise in your 'Shop Live Look' report, the pandemic has fundamentally changed the way we live our everyday lives. Your initiative of refocusing on what matters most to customers - whilst recovering profitability - is a complex balance to find, but the Plan shows your commitment to enhancing it. For example, online now accounts for 60-70% of John Lewis sales, opening up the opportunity for digital CX enhancement using virtual services from personal styling to kitchen fitting advice.

The opportunities for the John Lewis Partnership don't stop at digital experience; your vision to enhance customer satisfaction can be combined with any number of opportunities: increased home design transformations, the 10% increase in your Essential range sales, or even the quadrupling of customers' home delivery basket sizes compared to in store purchases. To maximise the potential of these opportunities and initiatives, whilst delivering against your 5 year plan, will require a combination of CX expertise, strong project management and a deep understanding of change - three areas our consultants have significant experience in. The following pages address a few areas where we believe we can support the John Lewis Partnership to further improve your endeavours, and what it might be like to work with us.

The key areas covered are:

- What more can be done in customer experience?
- Developing a deep understanding of how your customer journey and experience has evolved
- Expanding your digital and virtual services
- Innovating to meet the needs of your Partners and customers
- Delivering excellent customer service through your 85,500 Partners
- Capturing regular insight from customers and using this to drive decision making

customer journey.... and the realisation that "customer success is something that we need to start focussing on..."

CX workshop attendee from a Financial Institution

We would like to offer you a free CX workshop on a topic of your choosing. We have outlined more details for this workshop, as well as some information on who Clarasys are, and how we approach CX further along in this brochure.



[Supporting] your 5 year plan

What more can be done in customer experience?

You will of course be more than aware of the impact of Covid and the new challenges brought about by Brexit, particularly in relation to online operations such as home deliveries and your click and collect service. As articulated in your 5 year John Lewis Partnership Plan, you recognise the need to maintain a market-leading CX with fundamental structural change occurring throughout the organisation. There are multiple opportunities and initiatives that arise from this; below are four key areas we believe are fundamental in this journey based on our experience of successfully navigating organisations through similar instances in the past.

1. Developing a deep understanding of how your customer journey and experience has evolved

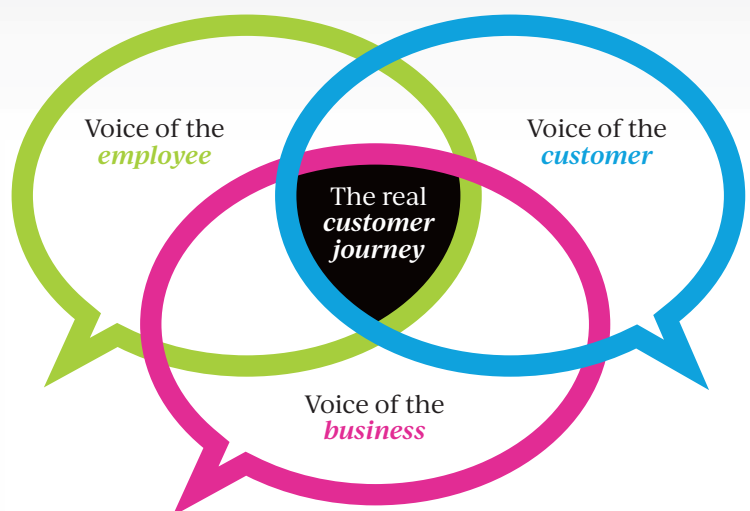
The John Lewis Partnership is known for providing market-leading CX; as such, it is important to acknowledge where the current strengths and weaknesses sit to ensure the correct elements of your CX are being altered and addressed. This is particularly important for areas of the business where customer behaviour has dramatically changed in the last 12 months, such as in UK customers who have switched to home deliveries.

1.1 How you can explore this:

Before implementing new initiatives, we recommend that you hold a discovery phase to understand how your customer journey has changed and which customer touch points have become a higher priority. Collate all existing CX data that you might have from previous initiatives and explore where you might need additional insights. This discovery phase will enable you to bolster strengths alongside challenging weaknesses that arise, and channel these into a future state customer journey map that highlights where you can best spend the budget outlined in your 5 year plan.

1.2. How Clarasys could help the John Lewis Partnership:

In an initial free workshop, we could explore a prioritised 'slice' (scenario) of a customer's journey, or create personas for different home delivery customers. Should this progress further, we could support a discovery phase carrying out workshops to detail the strengths and pain points throughout, whilst suggesting quick-win improvements and longer-term solutions to any interactions that you're looking to improve. We combine the voice of the customer, employee and business to develop detailed current and achievable future state, end to end customer journeys with a quick turnaround.



2. Expanding your digital and virtual services

Innovating areas of the business and expanding digital services, when executed effectively, is a brilliant way to not only enhance service for current customers, but to bring in more customers. However, new technology can bring with it complexities. Most notably, it can lead to siloed ways of working between business units. This consequently has an effect on the customer, who might be treated differently depending on the department they are interacting with.

1.1 How you can explore this:

In your 5 year plan, you recognise that Waitrose and John Lewis are 'better together'; it's therefore crucial for you to have a single view of the customer, regardless of the brand or department they are interacting with. We recommend you capture all of your customer's touchpoints, assess them at scale and use this to build a future virtual representation of the customer's digital journey. This unified customer view across the organisation ensures data is accurate (in turn, supporting strategic business decisions) and most importantly, ensures that the customer has a seamlessly integrated experience across all identified touchpoints.

1.2. How Clarasys could help the John Lewis Partnership:

We can support you in an assessment against 5 key dimensions to measure technology maturity levels and areas that need to be targeted when undergoing digital transformation. Our methodology is data-led and customer-centric; the diagram below details an example of how such an assessment could support your goals of delivering first-class customer service:

Dimension

Outcome

		<p>Ensure there is a single [vision] across the business which aligns to the business strategy, objectives and values</p> <p>Define clear ownership for [target operating model, vision and values]</p>	<p>Alignment on vision & values helps to bring together different business units, reducing the likelihood of siloed work.</p>
		<p>Implement [simplified business processes], designed to support the most [valuable Employee & CX initiatives]</p> <p>Design [customer centric] customer and employee journeys</p>	<p>Ensures that end-to-end customer journeys are supported by the appropriate processes and technology, assisting in the delivery of a seamless experience from a customer perspective.</p>
		<p>Understand the [skills, competencies and motivations] of the existing workforce, and the [gap in capability] with a plan to grow or recruit people to fill it</p> <p>Understand how [people will be impacted] by the digital transformation and therefore the necessary communications and training required</p>	<p>If Partners are all trained with the same core values, processes and technology, customers are more likely to have the same experience regardless of the digital platform they are using. Additionally, Partners can provide excellent customer insights - further enhancing your 360 view of the customer.</p>
		<p>Understand and document the future capabilities required and identify [appropriate new or existing solutions]</p> <p>Define [data standards] and business rules on how data is stored and accessed</p>	<p>A centralised customer database, clean data, and the correct access permissions will enable you to see all of your customer's insights in one place - providing the richest, single view of your customer.</p>
		<p>Create [reporting dashboards] of specific KPIs and metrics to [measure success]</p> <p>Agree rapid [risk/dependency mitigation] procedure</p> <p>Continuously [track and monitor] business performance, customer and employee engagement</p>	<p>Collecting the correct data will greatly enhance your insights on the customer, helping you to see what has or has not been successful and subsequently create more tailored, targeted recommendations.</p>

Once the assessment is complete, we can support you in developing an achievable roadmap that is focused on reaching a single view of the customer. An effective and consistent change approach will then need to be adopted to ensure the success of these technologies.

Innovating to meet the needs of your Partners and customers

3. Delivering excellent customer service through your 85,500 Partners

As one of the very few employee-owned retailers, we understand how much you value each and every one of your 85,500 Partners. Partners are essential in delivering the best CX, whether online, on the phone or in-store. Throughout 2020, employee needs have rapidly evolved; from workplace security, to employee wellbeing, job security and flexibility, there are a number of factors influencing an employee's journey - and consequently your customer's journey. Understanding and fulfilling your Partners' needs will ultimately ensure that your customer experience remains at a consistently high standard.

3.1 How you can explore this:

By mapping customer touchpoints along both your Partner and customer journeys, you can develop a deeper understanding of how, and where exactly employee experience (EX) influences CX. These insights can be used to highlight specific interactions which are working well, and others that need improvement. As the John Lewis Partnership already excels with an industry-leading EX, technology is most likely needed to unlock further improvements. Implementing technology that can support Partners in delivering for their customers, and potentially automate processes in the future is one method through which EX can be improved.

3.2 How Clarasys could help accelerate your existing efforts:

In an initial workshop, we can uncover a common Partner-customer scenario (a 'slice') and explore targeted improvements that you can action quickly. On a longer-term basis, we can bring together a view of both your Partner and customer journeys along with their underlying processes and supporting technologies. This will enable you to better understand the direct relationship between EX and CX, and support in designing complete experience transformations for your Partners. Using our background in organisational change and business transformation, we can work alongside you to create achievable technology roadmaps that untap EX and CX potential, support delivery of these changes, and find innovative ways of maintaining continuous improvement.



Do you know what the key touch points are in your end-to-end employee journey?



Do you understand your Partners' dynamics, interactions and culture?



Are you set up for continuous improvement?



4. Capturing regular insight from customers and using this to drive decision making

Consumer needs are evolving faster than ever; understanding these needs and designing products and service around them will be critical for the success of the John Lewis Partnership. This is clearly something you recognise and have described in both your 5 year plan and other efforts such as the John Lewis Shop Live Look report. However, conducting regular customer research isn't enough; insight must be used to drive decision making and change within the Partnership.

4.1 How you can explore this:

We recommend that you initiate customer research in all service areas that you are looking to improve - for example, your personal styling or home design app services. Collate any existing data that you have from previous projects to support this. We also recommend that you implement agile methodology into all business areas; collecting feedback early and frequently, and implementing this into a solution will lead to a more end-user-focused design that better meets their needs. You will need to make a decision whether to form a centralised research team, or focus on up-skilling partners across the business to do this work themselves. Regardless of the long term approach, it's critical that you focus on cultural change alongside implementing these new practices so that partners understand the value and drive the change across the business.

4.2. How Clarasys can help the John Lewis Partnership:

We have extensive experience in conducting research and analysing insights to ensure products and services are meeting customer needs. Through interviews, focus groups, ethnographic research, we gain a deep understanding of customer needs, leveraging customer journey mapping, segmentation and personas to bring this to life. We build backlogs of prioritised opportunities for the business to implement and deploy similar methods to ensure new products or services are designed right. Throughout this process, we work closely with internal teams to ensure they are well prepared to carry out these tasks going forward.



WAITROSE
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Our [workshop] offer

Customer experience (CX) is an underlying strength of the John Lewis Partnership and has been for several years now, but 2020 has been no ordinary year. Customer behaviours have considerably evolved in a short period of time and potential disruptions due to Brexit and COVID-19 will make this behaviour even more unpredictable.

To navigate this uncertainty with more clarity and confidence, *we are proposing a free workshop on a CX-related topic of your choice.*

Below is a list of options that help to navigate this uncertainty with more confidence; alternatively, we can work with you to create a bespoke workshop of your choice. Workshop lengths are usually 4 hours but we can lengthen or shorten this depending on your needs. We will also undertake all write up activities post workshop to handover to you. The outputs are determined by the workshop chosen but examples of what you will be left with are; a clear as-is process that demonstrate strengths and weaknesses, recommendations for short term and long term changes and customer personas with related pain points.

Our free workshop choices

How we can help

Outcomes for your colleagues and customers

1. Starting your CX Journey

Persona/ journey mapping for priority journey



Understand our real customer experience, collecting voices from across the business to gain a full understanding

True understanding of your customer experience identifying strengths as well as where it can be improved and how to do so

2. Embedding and scaling CX

Review internal CX capability at enterprise level, across the organisation



Digital transformation, where are our strengths and what needs innovating to improve CX?

Awareness of digital areas within the organisation that enhance CX and those that are constraining it.

3. Measuring CX

Identifying the KPIs which highlight progress on the CX journey and getting them to drive decisions



Metrics and measurement, how can we measure CX more effectively?

Consistent insights and ways of working that reduce cost, and create clarity on direction for your omnichannel strategy

4. Challenging your CX

Create a customer centric culture and the relationship between EX and CX



Employee experience, what impact does this have on CX currently?

Empowered colleagues that have everything they need to deliver exceptional customer service

Who we are

We are an employee owned consultancy based in London and Boston, MA. We pride ourselves on being unique in both how we deliver and what we deliver; our ultimate aim is your self-sufficiency, not the dependency on our people for key skills. Therefore, alongside all projects we work on we also support the building of your internal capabilities and skill sets through tailored training and agile coaching. Our consultants bring cross-industry expertise to ensure innovation and to challenge the norm, and a suite of tools and techniques that accelerate delivery which will also be available to you after we have completed our work.

We are a CX specialist consultancy looking to work alongside you to help you deliver on your 5 year goals and design streamlined experiences tailored to you and your customers. We combine expertise in change management, technology implementation, and process improvements to make our CX approach as holistic and effective as possible.



Client feedback has highlighted that the Clarasys culture truly differentiates us from other consultancies. We involve you in every stage of the project setting up cadences for early feedback, ensuring stakeholder buy-in and creating an open two way dialogue.

"Some consultants rely on flashy templates and quirky workshop routines, but what I really value from Clarasys is their ability to consistently cut through even the most intractable tasks to find solutions, and then blitz through the necessary work with relentless enthusiasm."

HM Prison & Probation Service

"Top notch talent with a willingness to learn the business, not just preach to it."

**Director, Marketing Analytics a
Thomson Reuters**

Our promise to you

- We will mobilise quickly and establish ways of working and governance tailored to you
- We will agree on key activities, deliverables and outcomes for each piece of work to ensure we are focussed on success and to give us a target to exceed your standards
- We will agree on formal means of tracking and measuring progress on an ongoing basis
- Trust and honesty is a core value at Clarasys; from the moment we begin mobilisation to delivering the end product we will be open and transparent in all our work
- We will constructively challenge where appropriate to offer new perspectives and approaches for the John Lewis Partnership and we encourage you to do the same. We have a very open culture where feedback is encouraged to ensure the best possible end result.

“I’m starting to get daily requests to present our findings to different teams and include some of our data in their presentations – this is a massive deal and a clear sign that the work and the way we’ve gone about it has changed the business’ perception of the value of “customer” for good”

**Customer Experience Director
Landsec**

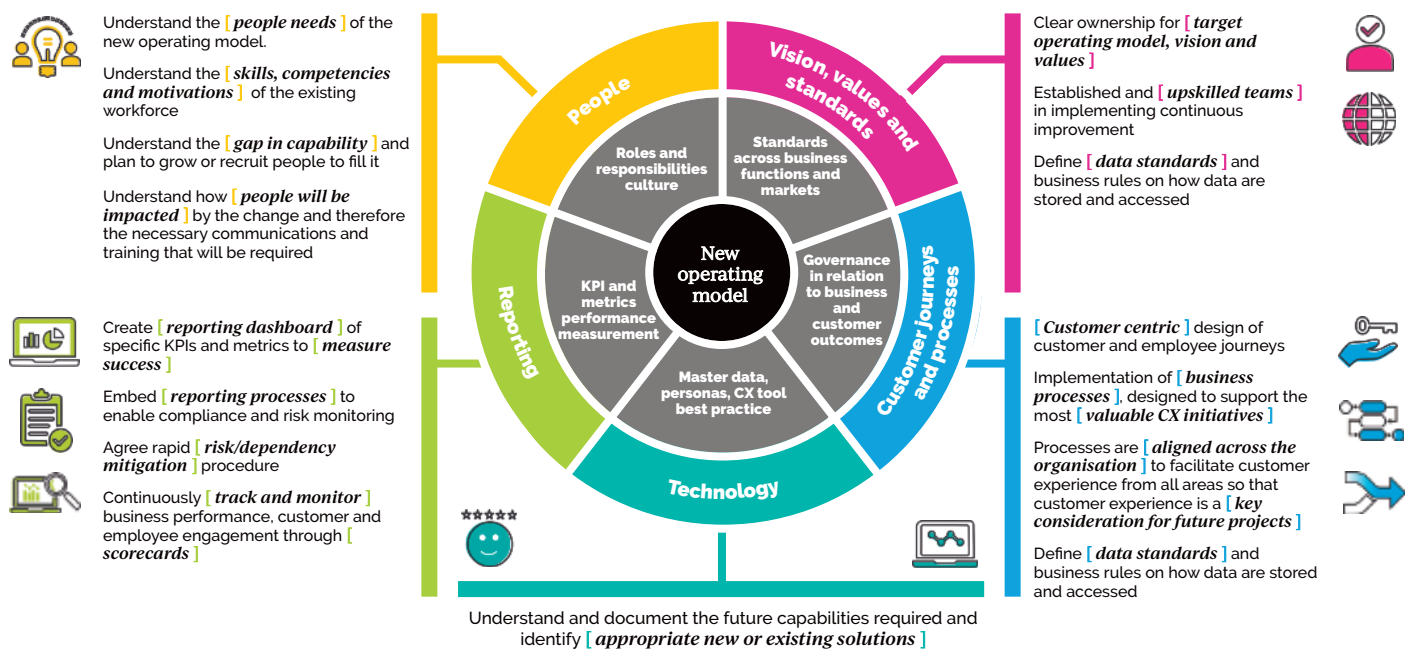
JOHN LEWIS
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Moving [forward]

The John Lewis Partnership is facing some of its biggest challenges, but also has all the capabilities to turn these into even greater opportunities. By exploring agile across the organisation, innovating your CX while staying true to your values and Partners, we believe you can improve your already excellent EX and CX whilst achieving your 5 year goals. Similarly, with your connected business units and brands, customer insights can inform internal optimisation initiatives more effectively. Finally, all of this is enabled and underpinned by the relevant behaviours and beliefs which the John Lewis Partnership continues to embrace by focusing on food and what matters most.

We know how important return on invest is for you, therefore we would be excited to run a **free workshop** on a CX-related topic of your choice to explore how we could help the John Lewis Partnership become even more resilient by innovating for its customers. If you would like to find out more on how we work or how we could help you, feel free to review our approach to CX improvements below, go to our website, or contact us directly.

In designing a new customer-centric operating model, we believe it is necessary to consider the 5 dimensions below:



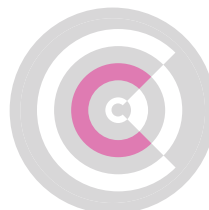
For more information, to discuss your workshop, or any other issues, please feel free to contact one of our expert or send us a note on our information line:



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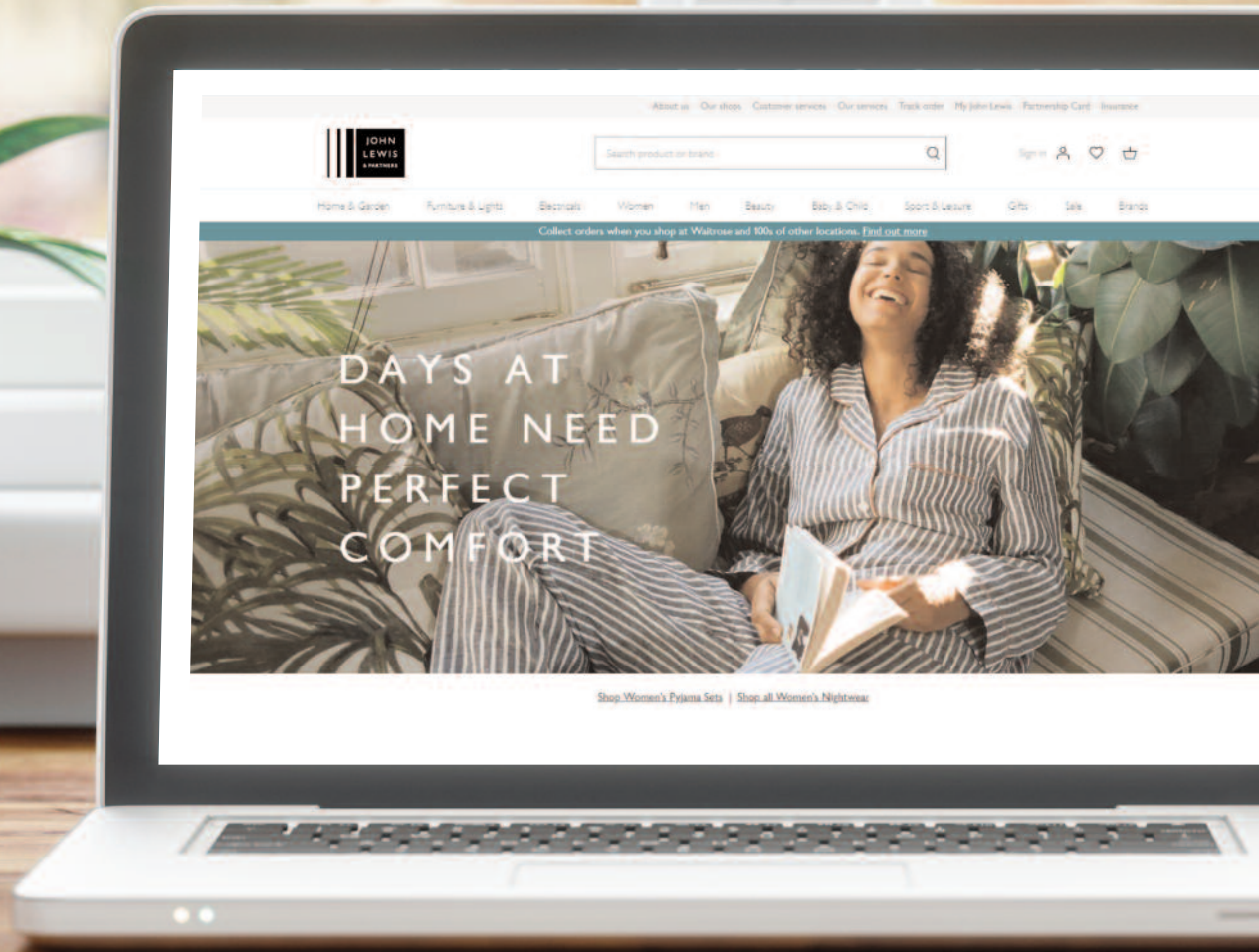


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Thanks for reading - we look forward to talking to you!

About us

Everything we do at Clarasys is focused on creating [**engaging**], [**smart-working**] and [**connected**] experiences that increase efficiency and dependability, loyalty and reward.

We innovate and improve end to end experiences in workplaces to help employees achieve more. Experiences that bring businesses together enabling them to collaborate and expand. Experiences that successfully serve customers, helping brands' reputations grow. And experiences in government services that help citizens live well.

Our clients trust us to deliver better ways of doing things, because of our different way of doing things. The Clarasys experience is 100% [**collaborative**], making us [**effective**] at the centre of a partner ecosystem. We apply a uniquely [**agile**] approach and are skilled at [**transferring knowledge**] for effective, sustainable services.

We are The Experience Consultancy. End to end, through and through.

We believe in...



Delivering [**high quality**] experiences that make a lasting difference to the way people live and work and enterprises succeed and grow



Delivering [**tangible benefits**] quickly and continually through our agile approach and preference for practicality over powerpoint, e.g. £2m in revenue rescued at one of our previous Insurance clients



Providing you with the [**skills and confidence**] to deliver continuous business improvements yourself

