Digital Transformation to Empower Employees and Improve Customer Experience

MIT Sloan G-Lab
Fall 2016
MAP (PT Mitra Adiperkasa)
Jakarta, Indonesia

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Our team was tasked with generating solutions that apply technology to everyday pain points faced in Fashion and Active stores

- How can MAP empower stores and store associates with digital solutions that will help serve customers and drive revenue?

- How can MAP use technology to streamline in-store operations?

Our G-Lab team with the MAP executive team

We gained a holistic view of the business and discerned pain points that could be solved by digital technologies

Methodology

Off-site Research

Sept. – Dec. 2016

Stakeholder Interviews

- Enterprise IT
- Process and Digitization
- SCM
- Fashion
- Active
- Kids
- Finance
- General admin

Store Visits

ecco, PUMA, PLANET SPORTS.net, Payless Shoesource, asics, MARKS & SPENCER, KIDZ STATION, COTTON:ON, Dr. Martens, ZARA

January 2017

Pain points

Operational
- Customers left unattended as sales associates fetch products
- Backroom operations are manual and labor intensive
- Limited opportunities for cross- and up-selling

Technological
- Lack of real-time system-wide inventory data
- Cross-store inventory lookup is only available through POS

Incentives
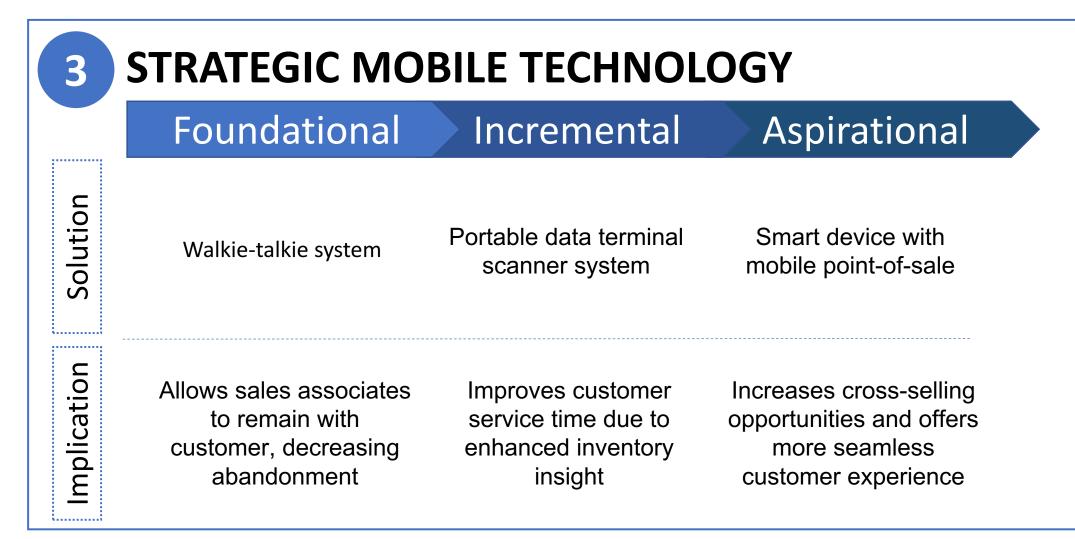- No employee incentives to refer customers to other MAP stores

We recommended four solutions that would solve key customer and employee pain points and boost KPIs and revenue across the MAP brands

1 FITTING ROOM CUSTOMER ENGAGEMENT

	Foundational	Incremental	Aspirational
Solution	Help button in fitting room with dedicated attendant	Interactive tablet in fitting room with scanner	RFID or location services in fitting room
Implication	Quick access to alternative sizes	Cross- and up-selling opportunities	Personalized shopping experience

2 BACKROOM OPERATIONAL IMPROVEMENTS

	Foundational	Incremental	Aspirational
Solution	Back room associate to streamline inventory requests, manage the stock room, and monitor store ops	Wall scanners to track in-store inventory movement	RFID-enabled store
Implication	Streamline customer experience and engagement	Increased inventory accuracy and insight into location of stock	Complete picture on where everything is located in a store

3 STRATEGIC MOBILE TECHNOLOGY

	Foundational	Incremental	Aspirational
Solution	Walkie-talkie system	Portable data terminal scanner system	Smart device with mobile point-of-sale
Implication	Allows sales associates to remain with customer, decreasing abandonment	Improves customer service time due to enhanced inventory insight	Increases cross-selling opportunities and offers more seamless customer experience

4 "SAVE THE SALE" ENHANCEMENTS

	Foundational	Incremental	Aspirational
Solution	• Use POS to look up cross-store availability • Call store to reserve under customer's name • Receiving store tags item as "reserved	Use mobile technology with real time inventory at other stores to check availability of stock	Automatically reserve an item at a nearby store using a one push button
Implication	Increased revenue contribution from saved sales		