TRANSFORMING INTERGAMMA INTO AN OMNICHANNEL RETAIL PLAYER
WITH NEW STRATEGY

Intergamma

CUSTOMER STORY

INCREASING E-COMMERCE REVENUE WITH +47%

Xebia

CREATING AN OMNICHANNEL EXPERIENCE THE AGILE WAY

In this digitally-driven omnichannel era, companies must serve customers through multiple channels. Today, you will discover how we helped Intergamma transform its way of working and create an omnichannel experience that informs customers and increases sales.

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About Intergamma
Intergamma is the company behind two Dutch hardware store-chains: Gamma and Karwei. The franchise-organization, founded over 40 years ago, has seen much change in the business. The latest development being the DIY sector showing an increase in online customer journeys, and self-education is one of the reasons why. People want to orient themselves before they drive out to the store. The DIY customer wants to see what's in stock, check opening times, and order online.

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From waterfall to Agile and omnichannel
Lieke Luttmer, E-Commerce Director at Intergamma, was familiar with the work of Xebia and approached us to help Intergamma transition from a waterfall approach to an Agile way of working, and ultimately, become an omnichannel retailer.

"*With waterfall, customer wishes were defined at the board level and worked on in project form. Releases were always huge, which meant excellent small opportunities were lost. Intergamma didn't have in-house developers, so external suppliers built everything remotely. Despite all that effort, you never got quite what you needed.***"**
- Simon Hansen, CIO Intergamma

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A three-step plan

I. Moving to the Cloud
The initial focus fell on Intergamma to bring order to its base. The websites were not stable or responsive enough, and loading speeds lagged. Therefore, we started by moving Intergamma's sites to the Cloud. The new application landscape was based on microservices, giving specific teams end-to-end responsibility. "On the web-side, we started working Agile and with a multidisciplinary team. Now we can deploy,

automate testing, and process feedback much faster," says Hansen. "We still work on the infrastructure traditionally. Our next step is to bring these worlds together."

II. Cultural change
An Agile transformation begins with processes and culture follows. Teams must develop respect for each other's roles and work together on what is most valuable for the organization. "Within this dynamic, it is no longer about the one with the most stripes on their shoulders, but about the idea that offers the most," Luttmer explains. "Agile business cases are often smaller and more pragmatic," Hansen elaborates. "An organization that has traditionally been top-down and risk-averse must learn how to move forward. Part of the control must be released to let the teams excel."

"*Within the traditional retail business, things are well-planned, while the digital domain comes with a significant degree of uncertainty, you plan knowing that you will have to reschedule.***"** *- Chris Lukassen, Xebia Consultant*

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III. Data-driven
To better serve its customers, together with Intergamma, we created a POC in the field of customer analytics, making communication with customers more personal, relevant, and based on the right technologies. They selected a Cloud platform and brought customer data from various source systems together.

"*Big data is only successful if your customer benefits, and there are various ways you can ensure that they do. For example, when someone purchases a laminate floor, we can send them a video that shows how to lay and maintain the floor. That's another mindset, where you go beyond just selling a product.***"** *- Lieke Luttmer, E-Commerce Director Intergamma*

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Intergamma now also uses data for cross-selling related products, for example, offering a paintbrush when someone purchases paint. The receipts from the stores are analyzed and automatically load the most logical combinations to the web. In the omnichannel environment, one channel feeds another.

Results: informed customers and increased sales

> The e-commerce turnover has doubled, +47% e-commerce revenue.

> The sites now attract 2 Million visitors a week.

> The integrated, omnichannel in retail strategy leads to better-informed customers.

> The Agile way of working helps Intergamma quickly decide which ideas are the most promising and determine how to bring them to life within the development process.

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