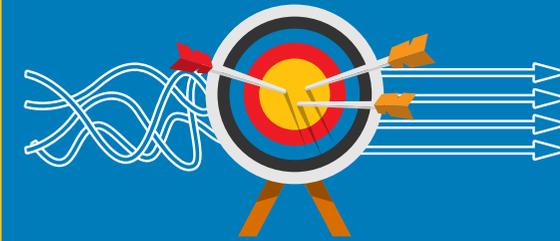


Oil and Gas

Aligning **strategic Business** and **IT initiatives** to **positively impact** dealer and consumer **experiences**

Drawing on **insurance and retail industry experience**, BSG helped a leading global oil and gas provider to **streamline** its franchisee and retail **customer experiences** by **aligning the strategic Business and IT initiatives** of its South African business and ensure they are on track to meet their global **revenue growth targets**.



Overview of the client's needs

- Align IT strategy to Business needs
- Optimise the downstream retail journey
- Address Business's pain points with regards to technology and technical services
- Understand the key business capabilities required to achieve 5-year revenue and growth targets



Objectives of the engagement

- Create an IT strategy aligned to the Global Retail and IT Strategic themes, strategy must define and prioritise practical actions to address Business pain points as well as franchisee and end-customer needs
- Understand the needs of franchisees (fuel station owners) and end-customers (fuel station users) and design a seamless retail experience
- Create a roadmap for practical implementation of strategic initiatives
- Enable achievement of 5-year revenue and growth targets by defining business functions and capabilities required for success



Benefits of the change

- A customer-centric business, able to meet dynamic market needs through a coordinated digital and human approach to service delivery
- Clear alignment between Business and IT on what is required to meet the medium-term regional business objectives
- Actionable, priority initiatives, supporting achievement of 5-year revenue and growth targets

Using analysis, BSG **investigated** selected customer, filling station dealer and business **needs**, resulting in **translation, alignment and initiative prioritisation**

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Engagement Overview

The South African operations of a leading global oil and gas provider recently refreshed their Global Retail Strategy with the purpose of achieving a revenue growth target of 50% over the next 5 years. Based on this, the oil and gas provider identified key focus areas to be implemented across its global operations. The Business and IT capabilities required to enable this aspirational growth target needed to be articulated for the Southern African market. With global themes in mind, BSG began a rigorous process of stakeholder engagement and alignment to provide prioritised actions.

Solution

All retail Business and IT stakeholders were consulted to understand the pain points for both teams. These were further analysed during a collaborative workshop, facilitated by BSG Customer and Strategy Consultants.

Customer journey mapping enabled the team to create a view of the franchisee (fuel station owner) and end-customer (fuel station user) journeys. This process was used to define the end-to-end retail value chain, understand the franchisee and end-customer pain points and positives, as well as to gain insight into key moments of truth throughout the journeys. Through this process, an optimised seamless customer experience view was created.

The workshops and journey mapping process provided a complete view, consisting of customers, channels, value streams, business functions, a view of the regulatory environment, and IT systems. This view enabled immediate identification of gaps and opportunities.

With the existing capabilities of the retail business mapped, the required IT support became clear, as well as an understanding of the gaps between what Business needed and the support IT provided. These gaps were used to define initiatives that were prioritised according to business value and implementation complexity. This, combined with the journey mapping and workshops, enabled the creation of a prioritised action plan, which was then plotted on a 5-year time horizon to align them to target timelines.

BSG making a difference

BSGBSG's project team ensured the solution delivered was aligned to the three key areas, namely Global Retail themes, the growth pillars outlined in the local Retail Business Strategy, and alignment to a future IT service model. Working with BSG resulted in a number of benefits for the client, including:

- Clarity on major customer and fuel station dealer needs, moments of truth, persona preferences, and service design considerations that influence strategic decision making
- A detailed IT application assessment log provided key insights about alignment to business objectives, capabilities and gaps to be closed
- Alignment of actions between IT and business stakeholders

In addition to this, the work delivered, and the resultant alignment of IT initiatives to the Retail Business Strategy has resulted in IT's ability to secure additional funding for its initiatives.

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