



Customer Engagement

Deloitte with Aldi

As one of the fastest-growing retailers in the UK, Aldi's long-term strategy is to make its unique combination of award-winning quality at everyday low prices available to as many people as possible. So, in 2014, Aldi set itself the ambitious goal of launching an e-Commerce business within 12 months that would broaden its demographic reach.

It chose Deloitte as its digital partner - to lead the programme management to create the new business, and design and build the new eCommerce website.

The programme had to establish a new operational team, fulfilment and carrier partners, and test everything operationally before launch, all in less than 12 months. Deloitte's programme management team:

- Structured the programme into three phases: discovery, delivery, and embed, using Deloitte's Agile Digital Enterprise Value Delivery framework, allowing pauses for reflection, assessment and refinement
- Set up governance and decision-making structures, including a weekly programme management meeting, and technical and business-design groups
- Organised the programme team into five work streams: eCommerce site, fulfilment, trading, IT, and testing.

To design the proposition for the new business that met the needs of Aldi's customers and enhanced the Aldi brand, Deloitte's functional, creative and user experience team started by leading a number of workshops and developed a series of wire frames and detailed mock-ups of key areas of the site. From the early stages, the designs were regularly taken through independent 'usability testing', where real Aldi customers explored the design to test whether they could easily understand the proposition. Requirements for the site were captured in the form of user stories, and delivered in 'Sprints' - two-week blocks of activity with a demonstration at the end to show the client the working software and confirm it met the specification.

Testing and piloting the new business started with Deloitte's normal system, integration and user-acceptance testing. But what was crucial for this project's success was testing the operational processes, which were all completely new.

Deloitte needed to test everything, from merchandising to product fulfilment, delivering the product to the customer's door and cash reconciliation. The team planned and executed a 10-week pilot to thoroughly test every aspect of the operations. The team also invited and incentivised all its Aldi and Deloitte colleagues to order over a 1,000 products through the website and set up a dedicated feedback channel to harvest their opinions and experiences.

Deloitte then planned the public launch of the site, using clear 'go/no go' countdown governance checkpoints for each operational area until everything was ready.

The new business was successfully launched in January 2016. It has brought a significant number of new customers to Aldi and is trading above expectations. The site has received widespread customer and industry acclaim, scored highly in usability testing, and came first in an independent Financial Times security test of e-Commerce sites of UK retailers.