This study assesses the digital maturity of 79 leading UK companies across four dimensions: digital marketing, digital product experience, e-commerce and e-CRM.

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With new entrants rapidly changing what ‘good’ looks like for consumers, more established firms are responding. There has never been a more important time for companies to be on top of their digital game.

The pace of digital adoption in the UK has been progressing at pace in recent years, however, with the global pandemic in 2020 putting constraints on physical movement of consumers, many who favoured the ‘in-store’ experience have been forced to explore digital alternatives, sky-rocketing digital adoption and establishing a ‘new norm’ from which we will not return.

With customer expectations evolving and companies looking to respond, technological innovation continues at break-neck speed as firms turn to technology to help enable differentiating customer experiences.

More and more companies are engaging via social channels and offering live chat services to consumers, expanding the breadth of two-way customer touchpoints along the customer journey, and contributing to a shift toward ‘conversational commerce’. Many companies are investing in advanced CRM platforms to enable their sales, marketing and customer services teams to share a 360-degree view of their customers and build a unified understanding of all customer interactions.

The Digital Leaders Study assesses the digital maturity of a cohort of companies that are based or operating in the UK, representing multiple industries. The study centres around 4 main dimensions:

**Digital marketing** – this dimension explores how companies are engaging and attracting customers to their websites/apps and the role of social channels.

**Digital product experience** – this dimension centres around the digital experience for consumers interacting with a company’s website and mobile apps, including functionality, design, responsiveness, and richness of content as examples.

**E-commerce** – this dimension explores how effectively companies present their product or service to the consumer, the shopping and purchase process itself, and sales support offered.

**E-CRM** – in this dimension we assess the digital maturity of after sales support and the approach companies are taking to building engagement and loyalty over time.

Together, these dimensions cover the end-to-end process for attracting, enabling, and supporting consumers through digital channels.

In this report we consider the findings of the study, and together with our first-hand industry experience, share insights that we hope you find interesting and informative about the state of digital maturity of businesses in the UK.
2020 was a challenging year for many with the emergence and impact of the global pandemic. The ‘norm’ has been disrupted across many aspects of our lives, including how we communicate with our friends and family, how we work, and how we shop for and consume products and services. Technology has played a critical role in how we have adapted to new ways of doing things and has led to an increase in focus on digital channels for almost all industries.

This study examines the digital maturity of UK companies, exploring how effectively they are using these digital channels to attract and ultimately drive purchases of products and services.

The results show that digital is clearly something that cannot be solved overnight. Most firms are on a journey with strengths and weakness in their digital offerings. Very few companies assessed perform strongly across all dimensions so the scope for continuing and expediting the journey is certainly there.

The average score of all companies ranked for the UK is 2.90, a ‘sufficient’ score, whereas the top 10 highest-scoring companies produced a far healthier average result of 3.45, positioned in the middle of the ‘good’ band, with the next tier being ‘very good’. In this report we will explore some of the characteristics of these higher performing companies.

The dimension in which UK companies achieve the highest score is digital product experience. It is clear there is a great deal of focus in the UK on developing website and mobile apps with appealing functionality and design. In terms of possible areas for improvement in this dimension, UK companies could improve the way in which products are displayed to consumers through better use of rich media and 360-degree views of the product.

Digital marketing stands out as the dimension with the greatest potential for improvement with the average grade below ‘good’.

The score suggests that UK companies are struggling to realise the potential of digital marketing and many companies could benefit from improving their digital marketing strategy. UK companies should focus on search engine marketing and how consumers are driven through social channels into web and mobile app channels.

Non-food retail is the best performing industry in the UK, leading in three of the four dimensions, namely digital marketing, digital product experience and e-CRM. Broader retail companies, including food and non-food, also perform strongly which suggests there is potentially greater scope for maximising the value of digital channels where a physical product is being presented to consumers.

Energy and insurance industries score lower overall versus other industries, perhaps indicating that some aspects of digital maturity may be less relevant for service-focused companies, but also potentially highlighting the need for these industries to invest further to keep up with wider consumer expectations influenced by leading industries.

One area that UK companies should explore further is greater personalisation of the customer experience. Valuable sources of data (e.g. consumer), combined with powerful modern technologies such as AI/ML and API technology, provide significant opportunities to deliver tailored experiences. Use cases include targeted marketing, personalised offers, and contextual support.

Overall, UK companies show a good level of digital maturity across the dimensions assessed. In some of the lower scoring industries there are still aspects of digital maturity that the higher performing industries could look to learn from. There is no ‘end’ to this journey however, so all companies ought to remain focused on progressing their digital journey at pace.
Top 5 companies:
1. Ocado (3.56)
2. Currys PC World (3.51)
3. ASOS (3.51)
4. M&S (3.46)
5. Argos (3.45)

Performance by Industry:
- Retail - Non-Food: 3.25
- Retail - Fashion: 3.19
- Retail - Food: 3.17
- Banking: 3.07
- Telco: 2.76
- Insurance: 2.64
- Energy: 2.57

Performance by Dimension:
- Digital Marketing: 2.60
- Digital Product Experience: 3.17
- E-commerce: 2.92
- E-CRM: 2.74

5 = Outstanding, 4 = Very good, 3 = Good, 2 = Sufficient, 1 = Poor, 0 = Failed
The percentages indicate the share of the evaluated companies that are utilising the listed categories as part of their digital customer interface.

### Digital marketing

- **Affiliate marketing**: 63%
- **Cross-linking**: 58%
- **Retargeted advertising**: 32%
- **Pay per click**: 30%

Around half of companies integrate social channels with their website to drive traffic.

### Digital product experience

- **Detailed product/services data**: 92%
- **Promoting campaigns on the website**: 72%
- **Product reviews**: 23%
- **Product comparisons**: 21%
- **Integration with social media**: 11%
- **Content sharing via social media**: 4%

Only around a quarter of (relevant) companies are providing consumers with product review information to help inform decision making.
Less than half of the companies utilise live chat to support customers during the e-commerce process.

E-CRM

FAQs 97%
Online customer profiles 92%
Real-time chat service 53%
Customers are able to give feedback online 52%
Customer loyalty programs 32%
Call-back services 6%

Call-back services are proven to boost customer service, however, only 6% of companies are using it.
Dimensions of digitalisation
On average, UK companies score 2.60 within this dimension, considered to be ‘sufficient’. The score indicates that UK companies are struggling to realise the potential of digital marketing and many companies would benefit from improving their digital marketing strategy.

The importance of digital marketing should not be underestimated. Digital marketing is essential in ensuring a company’s products and services are not only reaching their target audience, but also play a role in developing the brand to remain competitive within their industry.

The internet is home to a plethora of information, so it is important for companies to make it as easy as possible for customers to find products and services. The study reveals that 40 percent of UK companies do not show up on the first page of Google results when searching for keywords relevant to their business, and only 29 percent of companies make use of pay-per-click advertising.

Retargeting allows online advertisers to target customers based on their previous interactions with their websites and is becoming more popular with UK companies – increasing from 18 percent to 31 percent (since we last undertook the study in 2018). Another notable trend is an increase in the use of microsites, which are brand-specific websites to promote a specific product are up from 41 percent to 59 percent.

In the context of digital marketing, the top three industries are almost inseparable with non-food retail marginally coming out on top. Even though companies in the non-food retail industry have the highest average score overall, only four rank among the top ten in this dimension.

The highest scoring companies in this dimension also tend to score higher across all dimensions, suggesting that companies that excel in this dimension have matured beyond some of the capabilities that may be considered ‘digital hygiene’ factors to exploit other more differentiating digital capabilities.

The worst performing industries in this dimension share a common theme of being service-centric. Whilst some of the sub-dimensions considered do naturally lend themselves better to physical products, there is still an opportunity for service industries to be making better use of things such as social engagement with consumers.

Digital marketing performs lower compared to the other dimensions, suggesting UK companies could improve how they target, attract and convert customers through web advertising and social channels.
Digital marketing. The assessment is based on a company’s ability to reach potential customers and lead them to the company website with the help of digital advertising, search engine marketing, affiliate marketing, use of own media, and social channels.

**Top 10 companies**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ASOS</td>
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<td>Boohoo</td>
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<tr>
<td>3</td>
<td>Ocado</td>
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<td>4</td>
<td>John Lewis</td>
<td>3.52</td>
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<td>5</td>
<td>Morrisons</td>
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<tr>
<td>6</td>
<td>Sainsbury</td>
<td>3.39</td>
</tr>
<tr>
<td>7</td>
<td>Curry’s PC World</td>
<td>3.39</td>
</tr>
<tr>
<td>8</td>
<td>M&amp;S</td>
<td>3.33</td>
</tr>
<tr>
<td>9</td>
<td>Argos</td>
<td>3.32</td>
</tr>
<tr>
<td>10</td>
<td>Glossier</td>
<td>3.28</td>
</tr>
</tbody>
</table>

The best performing company in digital marketing is ASOS (4.01). ASOS has a display advertising score of 4.67, far greater than that of other companies. This score comes as no surprise as ASOS has adapted a cross-channel approach by using several paid and organic channels to promote the brand and product range.

**Industry performance**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail – Non-food</td>
<td>3.00</td>
</tr>
<tr>
<td>Retail – Food</td>
<td>3.00</td>
</tr>
<tr>
<td>Retail – Fashion</td>
<td>2.99</td>
</tr>
<tr>
<td>Telco</td>
<td>2.66</td>
</tr>
<tr>
<td>Banking</td>
<td>2.65</td>
</tr>
<tr>
<td>Insurance</td>
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</tr>
<tr>
<td>Energy</td>
<td>1.74</td>
</tr>
<tr>
<td>Average</td>
<td>2.60</td>
</tr>
</tbody>
</table>
Digital product experience

UK companies perform strongly in this dimension, which focuses on the experience a consumer has engaging with a company through their website and mobile apps. With Covid-19 accelerating digital adoption, continued focus is needed to stand still in this space.

Digital product experience is the dimension where UK companies have the highest level of digital maturity and plays a critical role in capturing and holding the interest of consumers as they consider pursuing an e-commerce interaction. Despite the strong performance of this dimension in the UK, at the company level there are still clear opportunities for further improvement.

Making a good digital impression could be the start of a loyal and profitable relationship with the customer. Customers increasingly expect websites to be well designed, logically structured, and easy to navigate, following effective user experience (UX) practices. UK companies have recognised this, and most now have an effective website, relevant content, and a supporting mobile app.

With so much information that could be communicated to consumers, we observed that many websites are becoming cluttered and difficult to navigate with 50% of the companies reviewed having more than seven navigational links. In our experience, streamlined navigation is an important factor in helping consumers to locate what they are looking for and improving conversion rates.

One of the main functions of a company website is the presentation of products and/or services. 95% of the companies assessed provide detailed product/service specifications and high-definition images where relevant. We are, however, starting to see companies using functionality such as 360-degree images and videos to present products, though only 8% of companies currently offer this.

While retail led the way in this dimension, the scores for insurance, energy and telco fall some way behind, suggesting they have a bit of catching up to do as retail and banking lead the way in influencing consumer expectations.

The industry leader in the digital product experience dimension is non-food retail, scoring 3.64, performing particularly strongly regarding the performance of their mobile websites (4.4) and effective website functionality and design.
Digital product experience evaluates the company websites’ functionality, design and content, especially from the aspects of product and brand experience.

**Top 10 companies**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Halfords</td>
<td>3.94</td>
</tr>
<tr>
<td>2</td>
<td>Debenhams</td>
<td>3.88</td>
</tr>
<tr>
<td>3</td>
<td>Zara</td>
<td>3.88</td>
</tr>
<tr>
<td>4</td>
<td>M&amp;S</td>
<td>3.86</td>
</tr>
<tr>
<td>5</td>
<td>Asda</td>
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<td>6</td>
<td>Tesco</td>
<td>3.84</td>
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<td>7</td>
<td>Topshop</td>
<td>3.80</td>
</tr>
<tr>
<td>8</td>
<td>River Island</td>
<td>3.79</td>
</tr>
<tr>
<td>9</td>
<td>Ocado</td>
<td>3.79</td>
</tr>
<tr>
<td>10</td>
<td>John Lewis</td>
<td>3.76</td>
</tr>
</tbody>
</table>

The best-performing company in digital product experience is Halfords (3.94). Halfords is best-in-class in digital product experience which is no surprise following its recent digital website transformation which aimed to bring all areas of the business together. Halfords has an impressive mobile website score of 4.57 and uses features such as a 360-degree view of the product amongst other strength areas.

**Industry performance**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail – Non-food</td>
<td>3.70</td>
</tr>
<tr>
<td>Retail – Food</td>
<td>3.61</td>
</tr>
<tr>
<td>Retail – Fashion</td>
<td>3.59</td>
</tr>
<tr>
<td>Banking</td>
<td>3.42</td>
</tr>
<tr>
<td>Energy</td>
<td>2.92</td>
</tr>
<tr>
<td>Telco</td>
<td>2.91</td>
</tr>
<tr>
<td>Insurance</td>
<td>2.91</td>
</tr>
<tr>
<td>Average</td>
<td>3.17</td>
</tr>
</tbody>
</table>
Once you have attracted consumers to your platform, the way in which companies present products/services, the shopping experience, and the support on offer all play a key role in minimising incomplete journey’s and driving revenue.

The UK has the world’s third-largest e-commerce market, behind China and USA. In an ever-changing digital and globalised world, companies face stiff competition both in domestic markets and internationally. The ability to sell to consumers via digital channels is paramount to survive and thrive.

Over the past year we have seen several UK companies, especially those with physical stores, struggling with the impact of the pandemic. From March 23 to June 15 the UK Government enforced the closure of non-essential retail stores as part of strict lockdown measures. This meant consumers were forced to shift their spending to online retailers and as a result the e-commerce sector is seeing exponential growth.

E-commerce brings many advantages; it eliminates the need for physical stores and allows businesses to expand their customer base, lowers costs on rent and maintenance, and supports the easy onboarding of new customers.

Overall e-commerce has a ‘sufficient’ score of 2.92 in the study, the second-best performing dimension in the UK. The study has reveals that only a third of UK companies are benefiting from cross-selling and up-selling during the checkout process. This means that two thirds of companies are potentially missing out on driving additional revenue and meeting additional consumer needs. Modern payment methods such as PayPal and Klarna are available for about 40% of companies, we expect this to continue to grow in the coming years.

The availability of sales support during the shopping process is important in converting visits into sales. Sales support can come in different forms such as chatbots or live chat. Chatbots boost operational efficiency and bring cost savings to businesses while offering convenience and added services for customers. Our findings show that only 24% of the companies in the study are making use of chatbots and we expect this to continue to grow as the technology evolves.

Banking is the best performing industry in e-commerce with a ‘good’ score of 3.35, with the energy retail sector in second place scoring 3.09. Both of these industries scored particularly well when it came to sales support and product presentation.

E-commerce

The Covid-19 pandemic has been a catalyst for the rapid development of e-commerce with more companies investing in e-commerce platforms. Now more critical than ever, companies need to increase their ability to sell through digital channels to remain competitive, relevant and in the game.
E-commerce evaluates the company’s ability to sell via digital channels, especially from the aspects of product presentation, purchasing process and sales support.

Top 10 companies 2021

1. Curry’s PC World 3.84
2. H&M 3.76
3. RBS 3.72
4. EE 3.65
5. EDF Energy 3.61
6. Amazon Prime Grocery 3.60
7. Barclays 3.59
8. Zara 3.56
9. British Gas 3.53
10. Outfox the Market 3.53

The best-performing company in e-commerce is Curry’s PC World (3.84). Curry’s PC World is the UK Digital Leader in e-commerce. The company has a well-developed purchasing process and offers multiple payment and delivery options, including next day delivery and free click and collect. The sales support side of the purchasing process is well managed and uses the chatbots to efficiently help customers.

Industry performance 2021

1. Banking 3.34
2. Energy 3.09
3. Retail - Fashion 3.06
4. Insurance 3.04
5. Retail – Non-food 2.96
6. Retail - Food 2.91
7. Telco 2.78
Average 2.92
**E-CRM**

Supporting, personalising and involving customers ‘post-sale’ are critical aspects of fostering and retaining customer loyalty. Substitute products and services are increasingly available and barriers to switching ever lower. For many UK companies e-CRM ought to be an area of focus.

Well implemented e-CRM enables an effective and efficient way for businesses to interact with their customers through digital technology. A reputation for poor customer care and interaction generally inhibits business performance and growth opportunities. Switching to another provider is increasingly simple, and in many cases managed for consumers, for example the account switching services for current accounts in banking. Customer care post-sale is critical.

With the closure of non-essential stores because of the Covid-19 pandemic, now more than ever customer service delivered via non-physical channels is playing a critical role in the customer experience and protection and development of a company’s brand.

For UK companies this dimension has the second-lowest average score, with an ‘sufficient’ score of 2.74. The top performing companies are differentiating through capabilities including effective use of dynamic knowledge management (e.g. smart FAQs), targeted marketing campaigns, and loyalty programmes for existing customers.

The popularity of instant messaging is increasing and our study reveals that half of the assessed companies are making use of live chat to support customers, with 74% responding within 5 minutes. Though this is encouraging, there is still room to improve for example with the use of live-chat transcripts. The communication of chat transcripts to customers can significantly reduce call-back rates; only 40% of the companies observed are making use of this feature.

One area of e-CRM that appears to not have taken off yet is the ‘call-me-back’ capability where customers request a voice call through a company’s website or app. Only 6% of companies studied offered this capability which is perhaps unsurprising as this requires advanced scheduling and integration in the contact centre operation and for most companies the priority will be elsewhere for now.

Non-food retail is the best performing industry in this dimension scoring a ‘good’ 3.0. All the companies in this sector demonstrate the ability to offer effective digital marketing to the existing customer base, including personalised and engaging content.

Effective and well-orchestrated communities of customers and potential customers are increasingly important for companies. Many leading companies now crowdsource feedback on their products and services from directly within their communities, engaging community members to help guide and prioritise their focus. In the UK we did not observe wide-spread adoption in this regard. We expect to see this change over the coming year and more and more companies look to ‘involve’ their customers to a greater extent.

With many companies investing heavily in advanced CRM capabilities, introducing new digital support channels such as live chat, and exploring new ways of working in their contact centres, we expect to see UK companies improve their e-CRM score when we run next year’s study.
E-CRM evaluates the company’s ability to maintain and expand its customer relationships in digital channels including customer service, cross-selling and customer engagement and personalisation.

### Top 10 companies

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>2021 Score</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Barclays</td>
<td>3.88</td>
</tr>
<tr>
<td>2.</td>
<td>Admiral</td>
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<td>3.</td>
<td>Tesco</td>
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<td>4.</td>
<td>Argos</td>
<td>3.56</td>
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<td>5.</td>
<td>John Lewis</td>
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<td>M&amp;S</td>
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<td>M&amp;S Food</td>
<td>3.21</td>
</tr>
<tr>
<td>10.</td>
<td>Ocado</td>
<td>3.20</td>
</tr>
</tbody>
</table>

The best-performing company in e-CRM is Barclays (3.88). Barclays, the best performing company in this dimension, has a personalising and involving score of 4.20 which is very high in comparison to that of other companies. Barclays allows customers to see and maintain information about themselves and/or their products, and the way in which Barclays involve customers in their digital channels really stands out.

### Industry performance

<table>
<thead>
<tr>
<th>Industry</th>
<th>2021 Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail – Non-food</td>
<td>3.06</td>
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<tr>
<td>Retail - Food</td>
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<td>Retail - Fashion</td>
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<td>Banking</td>
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<td>Insurance</td>
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<tr>
<td>Average</td>
<td>2.74</td>
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</table>
Industries
The pace of digital adoption has been progressing in recent years, however, with the global pandemic in 2020 putting constraints on physical movement to varying degrees, many consumers who favoured the ‘in-store’ experience have been forced to explore digital alternatives, sky-rocketing adoption and establishing a ‘new norm’ from which we will not return.

Companies that have been strategically investing in digital capabilities in recent years, including online food and fashion retailers, have found themselves in an advantageous position versus less digitally savvy competitors. In the UK this has led to some extremely difficult times for several well-established household names whose digital offerings have struggled to keep up.

When we look at the digital leader study results across industry, we can broadly split them into two groups; the most digitally savvy: food/non-food/fashion retailers and retail banks, and those behind the curve: telcos, insurance and energy.

In general, higher performing industries have the edge when it comes to the digital product experience, particularly when it comes to how easy it is to navigate the website, the shopping and check-out process, and with the ability to self-serve simple transactions where appropriate.

Higher performing industries are also making more extensive use of social channels to engage and involve consumers and drive traffic to their website. Finally, the emerging use of chatbots, click-to-call, and live chat during and post purchase are really expanding the options for consumers, helping them to get support on demand and access to the right knowledge to resolve their own queries.

In this year’s study, the top 5 performing companies are all retailers, with Ocado taking the top spot in the UK. The only non-retail company in the top 10 is EE (telco, 8th) and looking slightly further we have Barclays (banking, 11th).

When we look at the top 10 performing companies, 3 (ASOS, Boohoo and Ocado) have no physical presence on the high street, they compete largely on their digital capability. Digital is a critical component in the battle for the consumer whose expectations are being continually influenced by different industries. As companies look to differentiate their experience from competitors, firms ought to explore where other industries are excelling and take a lead.
### Top 5 performing companies

**2021**

1. Ocado 3.56
2. Curry’s PC World 3.51
3. ASOS 3.51
4. M&S 3.46
5. Argos 3.45

### Performance by industry

**2021**

1. Retail – Non-food 3.25
2. Retail – Fashion 3.19
3. Retail – Food 3.17
4. Banking 3.07
5. Telco 2.76
6. Insurance 2.64
7. Energy 2.57

### Ocado by digital dimension

<table>
<thead>
<tr>
<th>Digital dimension</th>
<th>Score</th>
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<tr>
<td>Digital marketing</td>
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<tr>
<td>Digital product experience</td>
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<td>E-commerce</td>
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<tr>
<td>E-CRM</td>
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</table>

### Overall performance by digital dimension

<table>
<thead>
<tr>
<th>Digital dimension</th>
<th>Score</th>
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<tbody>
<tr>
<td>Digital marketing</td>
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</tbody>
</table>
Non-food retailing is often cited as one of the most competitive sectors to operate within, not least because online retailing is not bound by geographical limits in the way that banking and insurance tends to be. As a result, non-food retailing in the UK leads this study as the highest-ranking industry in terms of digital maturity and leadership.

Non-food retail is the leading industry in the UK Digital Leaders Study, demonstrating a good level of digital maturity.

Non-food retail does particularly well in digital product experience which, given the costs and complexity of managing product returns, is arguably the most important facet when presenting products in this highly competitive industry.

While retail is one of the most digitally advanced industries in the UK, the recent closure of non-essential stores led to a significant growth in online volumes and has served to highlight some areas for development. For example, non-food retail’s e-commerce score is low in comparison to the other dimensions, suggesting a focus is needed on strengthening e-commerce strategies.

An under-utilised aspect of e-commerce in this study is effective ‘live help’, including the use of chatbots and web and video chat services to provide speedy help and information to customers. We also see an opportunity for improvement in the purchase journey, particularly within the checkout process where standard delivery is not always guaranteed within three days and up-selling/cross-selling opportunities are not always exploited effectively.

The highest scoring non-food retail company is Curry’s PC World, who also led in the digital product experience and e-commerce dimensions. One area which differentiates Curry’s PC World is their sales support; using chatbots and having a variety of call options, including ShopLive - enabling a customer to have a video call with a member of staff in store. Curry’s PC World also shows real strength in product information, using videos and photography to enhance online descriptions, and allowing the customer to compare different models and products.

Overall, non-food retail’s digital maturity really stands out in this study. To improve, the sector could benefit from enhancing customer service through increasing use of chatbots and live chat/video chat, improving the customer journey and increasing operational efficiency.
Performance by dimension

- Digital marketing: 3.00
- Digital product experience: 3.70
- E-commerce: 2.96
- E-CRM: 3.06

Performance by company

2021
1. Curry’s PC World: 3.51
2. M&S: 3.46
3. Argos: 3.45
4. John Lewis: 3.45
5. Halfords: 3.29
As a leading industry when embracing digital and innovation, it is unsurprising that fashion places second in this study.

Digital product experience is a strength amongst fashion companies, so there is no surprise to see three fashion companies placing in the dimension’s top 10. Given the nature of the industry, the level of importance assigned to digital sales channels is expected. From an improvement perspective, fashion companies should invest in providing a 360-degree view or video of the product to truly leverage trends in content creation. Companies should explore using augmented reality to showcase products with avatars and sizing guidance. This technology not only enhances the customer experience but also has the added advantage of reducing returns for the retailer.

Fashion remains one of the UK’s best-established and developed industries, yet there remains significant potential for digital growth and development. For example, when comparing across dimensions, fashion’s e-CRM score is low. Expanding customer propositions to include live-chat support and call services would improve this score. In the luxury space this includes developments in clienteling with personalised customer service.

To further leverage their digital presence, fashion companies in the UK should seek to strengthen their marketing efforts. Underutilised aspects of digital marketing evident in the study are display advertising, Search Engine Optimisation (SEO) and Pay-per-Click (PPC), which are independently complex processes.

The highest scoring retail company is ASOS, closely followed by Boohoo. As digital natives they have developed digital capability from the outset and are not at the mercy of legacy systems and channel silos.

In conclusion, whilst fashion retailers are focusing heavily on the digital product experience, there are significant areas for improvement within digital customer service and digital marketing strategy to remain globally competitive.

Fashion ranks second in the study, with strong performances in the digital product experience dimension. Fashion companies could benefit from additional focus on digital customer service to remain aligned with increasing customer expectations.
Performance by dimension

- Digital marketing: 2.99
- Digital product experience: 3.59
- E-commerce: 3.06
- E-CRM: 2.86

Performance by company

2021
1. ASOS 3.51
2. Boohoo 3.39
3. Zara 3.37
4. H&M 3.32
5. Next 3.28
Food retailers demonstrated a good level of digital maturity, broadly in line with the wider UK retail sector.

The best performing dimension is digital product experience, not surprising given the importance of accurate product information both to mitigate food returns and waste, and to ensure accurate communication of dietary and allergen information. Food retailers also perform well in digital marketing and engagement with consumers via social channels – areas that have grown in importance as online volumes have increased.

The lowest performing dimension is e-CRM. Whilst food retailers perform strongly compared to other industries in areas such as loyalty programmes and marketing engagement, when it comes to customer service, they come up short. We would expect to see food retailers have more widespread offerings, including an effective live chat capability, as they become more dependent on online channels for sales.

What makes Ocado the digital leader in the UK? Considering they are a pureplay online grocery retailer, Ocado demonstrates real strength in the functionality and design of their website with ease of navigation and the ability to search for product. Another area of differentiation is their approach to digital marketing, specifically their advanced use of search engine marketing tools such as pay per click and SEO which are needed to market their offer and attract new customers to the platform.

Overall, the UK grocery sector delivers a strong result. One area which could be improved upon is customer service, specifically the use of chatbots and live chat to provide customers with further options for support, meeting their expectations based upon experiences within other sectors as well as to drive operational efficiency.
Performance by dimension

Digital marketing 3.00
Digital product experience 3.61
E-commerce 2.91
E-CRM 2.86

Performance by company

2021
1. Ocado 3.56
2. Tesco 3.42
3. Morrisons 3.31
4. M&S Food 3.27
5. Sainsbury’s 3.25
With established banks looking to ward off the threats of disruptive new entrants, a great deal of progress is being made to provide appealing digital experiences for customers. Opportunities for further improvements certainly exist, with energy and retail sectors potentially a source of inspiration.

UK retail banks demonstrated a high level of digital maturity, only outperformed by the retail industry.

Banking companies perform strongly in the digital product experience dimension with particularly strong scores for the functionality, design and performance of their mobile apps and website. This supports the widely understood focus of established banks on developing their digital offerings to protect against the emergence of neobanks and other disruptive fintechs.

The dimension where banks perform weakest is in digital marketing. If we look to the retail industry as the leader in this space, the main comparable differentiator is the integration between web and social channels. It should be noted that generally banks show a great appetite for leveraging social, certainly to a much greater extent than their insurance counterparts.

When we look at the e-CRM dimension, banks generally perform in line with other industries when it comes to customer service. The energy sector performs the strongest on service largely due to a consistently strong implementation of live chat capability; this may be something for banks to focus on further through 2021.

This year, the industry leader of UK banking is Barclays who performs strongly across the board and scored #1 in the UK for e-CRM across all industries. In particular, the way in which Barclays allows customers to see and maintain information about themselves and/or their products, and the way in which they involve their customers in their digital channels really stands out.

Whilst the banking environment remains challenging with current economic conditions, we expect continued investment in digital as the story around neobanks such as Monzo and Starling continues to unfold, and established banks continue to defend their position.
Performance by dimension

- Digital marketing: 2.65
- Digital product experience: 3.62
- E-commerce: 3.34
- E-CRM: 2.74

Performance by company

2021
1. Barclays 3.34
2. Santander 3.30
3. Virgin Money 3.24
4. RBS 3.10
5. Lloyds Bank 3.09
Across the industries reviewed in the UK Digital Leaders Study, telcos perform well overall with dimension scores consistently in the upper half of the sufficient grade.

Telcos perform best when it comes to the digital product experience dimension, particularly the performance of Mobile Apps and the Mobile Website, though the scores in these areas are materially lower than in banking and retail.

The dimension in which telcos perform worst is e-CRM, however, the performance is certainly comparable to that of other industries. Telcos are solid performers across the board.

When we look into the detail, one area that does stand out for improvement is the e-commerce purchase process. Compared with other leading industries, the shopping cart experience performs poorly and the options/speed of delivery are also restricted, which consumers may find impacts their experience, particularly as they increasingly expect to be able to consume products and services on demand.

EE are the standout performer this year, comfortably ahead of the next industry challengers, Three and Vodafone. This is in part due to the strength of their sales support capability in the e-commerce dimension, and down to the strength of the digital product experience where scores are ‘good’ to ‘very good’ across the board. In fact, EE ranks #2 in the entire study when it comes to the sales support provided during the e-commerce experience with their live chat capability a key differentiator.

In summary, when we consider the overall performance of telcos in the study we land on solid, if unspectacular, however, there is a solid foundation upon which to build going forward.

The telco industry is the jack of all trades in the study. Though there is a great deal of scope to develop digital maturity to the levels seen in retail or banking, the foundations are there, particularly for those looking to challenge the leader in this space: EE.
Performance by dimension

Digital marketing: 2.66
Digital product experience: 2.91
E-commerce: 2.78
E-CRM: 2.65

Performance by company

2021
1. EE: 3.38
2. Three: 3.04
3. Vodafone: 2.97
4. o2: 2.90
5. BT: 2.83
Insurance companies show a high level of digital maturity in several areas, but overall performance is inconsistent, and insurers continue to play catch up against banking peers.

Across the industries reviewed in the UK Digital Leaders Study, insurance ranks close to the average, broadly comparable with telco and energy, but lagging behind the front runners; retail and banking.

The insurance industry performs strongly in the e-commerce dimension, reflecting the focus on the digital customer experience in recent years. This may also be indicative of the regulatory environment in which financial service companies operate requiring the provision of clear and concise information to customers to assist in making reasonable and informed decisions.

When we compare insurance with banking more broadly, insurance performs lower across all dimensions, confirming the continued gap between the industries that we have seen in previous DLS editions. This gap is widest in the digital marketing dimension, largely driven by the level of engagement banks are achieving with consumers through their social channels such as Facebook, Twitter and YouTube.

This year, the industry leader for UK insurance is Admiral who perform well in digital product experience and e-commerce. Admiral significantly out-performs the industry average for the dimensions of digital marketing and e-CRM. When we drill down, we observed that Admiral outperforms the industry in their use of affiliate and search engine marketing and their overall use of social channels to engage consumers. Admiral also performs particularly well on customer service, in part due to how they leverage an effective live chat capability, an area we understand several insurers to be focusing on.

With the Covid-19 pandemic accelerating the pace of digital adoption and banking front running insurance in terms of digital presence, we believe there are clear incentives for insurers to accelerate their focus on digital capabilities in 2021.
Performance by dimension

- Digital marketing: 2.15
- Digital product experience: 2.91
- E-commerce: 3.04
- E-CRM: 2.51

Performance by company

1. Admiral: 3.18
2. Aviva: 2.93
3. Axa: 2.93
4. Direct Line: 2.91
5. LV=: 2.64
Energy retail companies are front running other industries with their use of modern sales support tools such as chatbots, click-to-call, and live chat, however, they are falling behind in their social media outreach and use of affiliate and search engine marketing.

Overall, the performance of energy retail companies, one part of the broader energy sector in the UK, leaves a good deal of scope for improvement in digital maturity with their ranking coming in below retail, banking, telco, and insurance.

Energy retail companies perform most strongly in the e-commerce dimension where product presentation and sales support stand out, in fact, the latter is the highest performing sub-dimension across all industries in the UK. What is really making the difference here is the different channels consumers have available to them for support, including click-to-call, chatbots, and a mature and responsive live chat capability.

The digital marketing dimension is the anchor that really brings the overall score down for most energy companies reviewed. The main factor here is the limited presence and engagement on social channels compared to some of the higher performing industries. In the digital product experience dimension, energy firms are let down by the weakness of their Mobile App offerings, something we also observed in the insurance industry.

The digital leader in this year's study is EDF by a clear margin. EDF is a digital leader primarily because of its strength of offering for digital product experience and e-commerce. For the former, we rate EDF highly in terms of its Mobile App and Mobile Website experience. For the latter, it performs strongly across the board right from product presentation through to sales support where it differentiated through availability of click-to-call functionality and live chat.

Overall, the digital maturity of energy firms could certainly be improved, and digital marketing and engagement with consumers via social channels may be a good place to start. However, there are positives to build on and with the right focus we expect to see energy firms closing the gap to more digitally mature industries.

Beyond energy retail, we expect to continue to see digital permeating across operational footprints of the entire energy sector.
Performance by dimension

Digital marketing: 1.74
Digital product experience: 2.92
E-commerce: 3.09
E-CRM: 2.70

Performance by company

2021
1. EDF Energy: 3.24
2. Shell Energy: 2.70
3. Ovo Energy: 2.69
4. British Gas: 2.68
5. Bulb (UK): 2.60
International comparisons
International Summary

Our BearingPoint colleagues across Europe have undertaken this exercise in seven countries. This means we have industry data and trends on 77,784 individual data points across 390 companies in seven countries, giving us valuable insights into firms’ digital maturity.

This year, seven BearingPoint offices in Finland, Ireland, Italy, the Netherlands, Norway, Sweden and the UK have participated in the Digital Leaders Study. The country with the highest average global score in this year’s study is the Netherlands with 3.00. Retail is the highest-scoring industry in 2021, and the retail industry itself is dominated by companies from the Netherlands, which occupies the top three positions. Furthermore, no Dutch retailer scores below a good grade of 3 overall.

All of the top three companies in the study are ‘digital first’.

The leader in this year’s study is Dutch e-commerce company Coolblue, which was founded in 1999. The company operates one of the largest online retail stores in the Netherlands and Belgium with an additional 10 physical stores under the Coolblue brand. Coolblue has very good overall scores with 3.85 in digital marketing and e-commerce. Where it really excels, however, is in digital product experience, receiving an outstanding (5.0) grade in the content & company information category. Coolblue also gets an exceptionally high score of 4.89 for its mobile applications.

The second-ranked company is Bol.com – a Dutch online store that offers general merchandising products in categories such as music, film, electronics, toys, jewelry, watches, baby products, gardening and DIY. In 2020, the store – which is similar in nature to Amazon – served 11 million active customers in the Netherlands and Belgium and offered more than 23 million items. This ‘digital first’ retailer ranks first out of all the companies in our study in the digital product experience dimension, scoring 4.30.

Rounding off the top three is Hunkemöller. Hunkemöller is a clothing manufacturer from the Netherlands, which specializes in underclothes and lingerie. The company was founded in 1886 in Amsterdam as a special shop for corsets. Nowadays, it is an omnichannel brand with more than 7,400 employees in 21 countries. Hunkemöller has good all-around scores in this year’s study, and it does particularly well in e-CRM (3.73), where it reaches the top 10.

Industry comparisons

The average score across all industries and countries in the 2021 Digital Leaders Study is 2.80 – which is in the upper range of the sufficient grade. Two industries, retail (3.07) and telco (3.05), receive a good grade by managing to score above 3. In terms of the dimensions, every industry registers a year-on-year improvement in digital marketing and most of them had a slight decline in every other dimension over the same period. One industry that has marginally reversed this trend in some categories is banking, which has slightly improved in mobile applications and product & store information.
Comparing dimensions

Digital product experience (3.32) is the best dimension in this year’s study across all industries. The majority of the companies in our study have a digital landscape – both the traditional web-based variety and mobile – that scores well on product and service information, content and functionality. Of the three highest-scoring industries, retail is the leader in digital product experience (3.56) followed by banking (3.49) with telco third (3.41). Bol.com (Netherlands), the second-highest-ranked company overall this year, was also the overall leader in digital product experience with a score of 4.43.

E-commerce (2.63) is another relatively high-scoring dimension across industries in this year’s study, with the exception of consumer products, where the dimension is not as relevant. Due to the ongoing global COVID-19 pandemic, a company’s ability to sell over its digital channels has become more important than ever. This is clearly demonstrated by the fact that the retail (2.94) and telco (2.78) industries, which were relatively mature in terms of selling their products and services digitally prior to COVID-19, are the leaders in this year’s study, closely followed by banking.

Scoring 2.47, the overall grades for e-CRM have fallen almost across the board, which we believe has been due to challenges in addressing customer needs during the pandemic. No industry scores particularly highly in this dimension, with retail (2.74) doing best and consumer products (1.45) worst. Sweden’s Marginalen Bank (4.03) is the only company in the study to receive a very good grade (4 or above). It shows digital leadership by utilizing ideas and feedback from customers through its customer forum and developers’ portal.

The digital marketing dimension has improved across the regions in the study since last year, with the average score rising from 2.32 to 2.49. The shift to the online sale of goods and services during the pandemic has seen a corresponding acceleration in company spending on digital advertising1. We have recorded a significant upswing in affiliate marketing in this year’s study. The top-scoring companies in the digital marketing dimension this year are all within telco with Telia Norway (Norway), Telecom Italia (Italy) and Vodafone Italia (Italy) leading the charge.

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Retail (3.07) and telco (3.05) were the leading industries in this year’s study, both of which managed to score above 3 (good). In terms of the dimensions, every industry registers a year-on-year improvement in digital marketing but a slight decline in every other dimension over the same period.

### International Digital Leaders by industry

#### Banking

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<td>1. Lavazza</td>
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<td>1. Vattenfall</td>
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<td>HEMA</td>
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<td>Meny</td>
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### Telco

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<td>Vodafone</td>
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<td>Italy</td>
</tr>
</tbody>
</table>
International top 10 companies

A strategy of digitalization which covers all dimensions is the optimal approach to achieve digital excellence and help companies adapt and respond to a constantly changing business landscape.

Coolblue (3.90)
The leading company in this year’s study is Dutch e-commerce firm Coolblue, which was founded in 1999. The company operates one of the largest online stores in the Netherlands and Belgium, and it has 10 physical stores under the Coolblue brand. Coolblue has excellent all-around scores with 3.85 in digital marketing and e-commerce. Where it really excels, however, is in digital product experience.

Bol.com (3.83)
Coming second overall is Bol.com – an online store in the Netherlands that offers general merchandising products in categories such as music, film, electronics, toys, jewelry, watches, baby products, gardening and DIY. In 2020, the store – which is similar in nature to Amazon – served 11 million active customers in the Netherlands and Belgium and offered more than 23 million items. This ‘digital first’ retailer ranks first out of all companies in our study in the digital product experience dimension.

Hunkemöller (3.76)
Hunkemöller is a clothing manufacturer from the Netherlands, which specializes in underclothes and lingerie. The company was founded in 1886 in Amsterdam as a special shop for corsets. Nowadays, it is an omni-channel brand with more than 7,400 employees in 21 countries. Hunkemöller has good all-around scores in this year’s study, and it does particularly well in e-CRM (3.73), where it reaches the top 10.

Telia Norway (3.75)
Telia Norway is a Norwegian telco, which forms part of the Telia Company that operates in Sweden and Finland. Telia Norway has been successful in building its digital footprint and presence in the Norwegian market, making it a top contender in the Norwegian Digital Leaders study for several years. The key to Telia Norway’s success in the 2021 study is an improved score in digital marketing, while maintaining high overall scores in the other dimensions.
Meny (3.58)

Meny is one of Norway’s largest grocery chains with more than 180 stores across the country. Meny first launched its online presence in 2017 and has been gradually developing and improving its digital offering and capabilities ever since. Meny earns high scores for its overall digital product experience and online sales support, while there is still room for improvement in areas such as digital customer service and the use of mobile applications.

Ocado (3.56)

Ocado is a British online supermarket that describes itself as ‘the world’s largest dedicated online grocery retailer’. In contrast to its main competitors, the company has no chain of stores and does all home deliveries from its warehouses. While Ocado does not feature in the top five in any of the dimensions internationally, it is a very good all-rounder, scoring well enough in every dimension in our study to feature in the top 10 overall.

HEMA (3.59)

HEMA is a Dutch variety store-chain. The chain is characterized by relatively low pricing of generic housewares, which are mostly made by and for the chain itself, often with an original design. Recognised as a front runner in the Netherlands in terms of Digital, HEMA have been identified as a leader in terms of digitising their sales and marketing operations.

Elkjøp (3.56)

Elkjøp is the largest consumer electronics retailer in Norway. The company also has a leading position in the Swedish, Danish and Finnish markets through three separate national firms. Elkjøp is a top performer in the e-commerce category and has been a top contender in the Norwegian Digital Leaders Study for several years. Areas with improvement potential for Elkjøp include digital customer service solutions and personalization.

Telecom Italia (3.59)

Telecom Italia is an Italian telco headquartered in Rome, Milan and Naples, which provides telephony services, mobile services and DSL data services. It is the largest Italian telecommunications services provider in terms of revenue and subscribers. Like the other telcos in the study, Telecom Italia has one of the highest-ranking scores overall in digital marketing.

Meny (3.58)

Meny is one of Norway’s largest grocery chains with more than 180 stores across the country. Meny first launched its online presence in 2017 and has been gradually developing and improving its digital offering and capabilities ever since. Meny earns high scores for its overall digital product experience and online sales support, while there is still room for improvement in areas such as digital customer service and the use of mobile applications.

Telenor Norway (3.58)

Telenor Norway is the largest telco in Norway and a major player in the Scandinavian telecommunications market. The company has been a top contender in the Norwegian Digital Leaders Study for several years. The secret behind Telenor Norway’s success in the study is a high overall score in every category. Telenor Norway is a leader in the digital marketing dimension.
International Digital Leaders by dimension

The majority of companies in our study have a relatively mature digital landscape, Digital Product Experience being the highest scoring dimension in this year’s study across all industries. At the other end of the scale, overall grades for e-CRM have fallen almost across the board, which we believe has been due to challenges in addressing customer needs during the pandemic.

<table>
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<tr>
<th>Country</th>
<th>Digital marketing</th>
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<th>E-commerce</th>
<th>E-CRM</th>
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What could companies learn from global front-runners?

The topic of digital transformation is often addressed in the marketplace, but mostly from a technology perspective. We take a more holistic view on it with our clients, including business management, change management, social impact, and, of course, technology.

Europcar boosts contact center performance and customer experience

As part of its Customer Centricity Transformation Program, Europcar Mobility Group aimed to revamp its operating model, offering an enhanced customer experience at each touchpoint while increasing revenues and optimizing operating costs. BearingPoint supported the group in transforming its customer care activities through a new operating model, streamlined and improved processes, leverage of new tools, and more efficient ways of handling customer interactions.
Koelnmesse enhances customer experience with a 360° view supported by SAP C/4HANA

Koelnmesse needed to integrate all its marketing channels to plan future campaigns and budgets in a more comprehensive way and to measure their success. BearingPoint used SAP C/4HANA Marketing Cloud to create a data-driven solution that enables Koelnmesse to have a 360° view of its customers with consistent and up-to-date insights.

Building automation company transitions to a new way of engaging its customers

The company wanted to modernize the entire buying experience for its customers, realizing that not all buyers would have deep technical knowledge. BearingPoint worked with the client to develop a new solution focused on a customer centric approach to ease the configuration and planning process for their customers. The team leveraged the concept of a ‘digital twin’ to focus on improving the customer journey resulting in a fully configured product. The new configuration tool has successfully transformed a conventional sales process into an efficient and effective customer experience controlled by the customers themselves.

iPad app transforms sales order process at Kao

Kao faced sales and distribution challenges because of a legacy sales order-entry tool that did not connect with the firm’s SAP-ERP back-end inventory system. They turned to BearingPoint to help shape the firm’s new customer-centric approach to its order entry strategy at the point of sale. As a result of BearingPoint’s analysis, Kao decided to purchase a custom-built sales order entry solution usable on an iPad and BearingPoint supported Kao throughout the whole project. As a result, the sales reps were given iPads with a sales order app fully integrated with the firm’s back-office system globally. This enabled real-time inventory lookup and improved order entry capability at the point of sale, which saves the sales reps two hours a day.
Customer experience is the most valuable asset for growth in the digital age

How can we make better use of digital assets to improve loyalty, accelerate e-commerce and create disruptive business models to develop sustainable growth?

Digitalization has dramatically altered the relationship between customers and companies in B2B and B2C. The digital customer experience offers an opportunity for new entrants and poses a challenge for incumbents.

Successful companies understand the needs and preferences of consumers. These companies satisfy customer expectations for continuous improvement and innovative, meaningful and contextualized experiences, simplicity and speed. They know not only how to create a compelling digital experience, but also how to disrupt their own business models, salesforce, operations and CRM to prevent customer churn to the competition. They can enlarge their product ranges and leverage the ecosystem to get the most out of the platform economy.

At BearingPoint, we enable businesses to create close relationships with their customers and grow their business through the following service offerings:

**CRM transformation with Salesforce.** BearingPoint has an impressive track record of successful CRM Salesforce transformation projects for its clients. With a strategic focus on the Salesforce platform (we are a platinum partner with more than 350 certifications), we consider technology as being crucial to the process of business transformation.

**Customer experience design & transformation.** In our ultra-connected world, customers have the power to switch from one supplier to another in a split second. The result is an increasing level of customer expectations, not only on the products and services on offer but also on the customer experience. This means the experience must be efficient, smart, across all channels, seamless, personalized, surprising and innovative.

**Digital strategy & innovation.** In the digital age, a strategy or transformation that is not customer-centric is doomed to fail. BearingPoint combines a hands-on approach with in-depth analysis to get a thorough understanding of your business challenges and helps you reshape your digital strategy while fostering innovation.

**Growth solutions for sales and e-commerce.** BearingPoint helps accelerate top-line growth, leveraging up-to-date sales transformation and people empowerment. Based on years of experience, we can offer a proven range of sustainable growth solutions for sales and e-commerce acceleration, empowering our customers to outperform their markets.

**Marketing reinvention.** The digital revolution has radically altered marketing activities across all sectors, and the definition of ‘marketing’ is continually changing and becoming broader. It is no longer enough to tackle marketing issues merely through market analysis or a marketing mix. The marketing director is responsible for lead generation and conversion rate optimization to fuel growth and must challenge the performance of marketing campaigns and overall marketing ROI.

Learn more about how we have helped clients in the digital customer interaction areas on the previous pages.
Contact

Contact us for more information and details about this research, about BearingPoint’s digital transformation capabilities and experiences, or to benchmark your company’s digital maturity.

Tony Farnfield

Partner, BearingPoint UK
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Appendices
The aim of the Digital leaders in UK study is to gain an understanding of UK companies’ digital maturity across different industries, as well as to review the opportunities and challenges that arise from digitalization.

This study covers 79 prominent UK companies in 7 industries. Our objectives were to find answers to the following four questions:

• How successful, in terms of digitalization, are UK companies compared with their competitors and international best practice?
• Which industries have taken digital transformation seriously and responded to the growing demand for digital customer services?
• Which UK companies are the most successful in the various digital dimensions?
• What are the main areas for improvement for different companies and industries?

We have evaluated the companies’ digital maturity, looking at how well they can serve their customers through digital channels in UK. No interviews or direct contact have been made with the companies included in the study, and all evaluations have been made from an outside-in perspective.

Selection criteria

The following selection criteria have been used to identify the companies to include in the study:

• Significant turnover
• Decision-making mainly in UK
• No more than four brands in the same industry per company
• Up-and-coming, pure-play digital companies

Note: some companies have been chosen even though they do not fulfil all of these criteria, if they have been deemed interesting to include in the study.

In total, 79 companies within 7 industries have been analyzed.
Companies selected for the study

**Banking**
Bank of Scotland, Barclays, HSBC, Lloyds Bank, Metro Bank, RBS, Santander UK, TSB, Virgin Money.

**Energy**

**Insurance**
Admiral, Ageas, AIG, Aviva, Axa, Chubb, Churchill, Direct Line, Hastings, LV=, NFU Mutual, Privilege, RSA.

**Retail - Fashion**
ASOS, Boohoo, H&M, Next, Reiss, River Island, Topshop, Very, Zalando, Zara.

**Retail - Food**
Amazon Prime Grocery, Asda, Coop, Iceland, M&S Food, Morrisons, Ocado, Sainsbury, Tesco, Waitrose.

**Retail - Non-food**
Argos, Curry’s PC World, Debenhams, Halfords, Harrods, House of Fraser, John Lewis, M&S, Selfridges

**Telco**
BT, EE, Now, O2, Plusnet, Sky, TalkTalk, Three, Virgin Media, Vodafone.

Assessment of digital maturity

The companies selected are assessed based on their ability to serve their customers through digital channels in relation to international best practices. An evaluation is made based on over 239 objective criteria, defined for four different dimensions of digitalization. Each dimension is given a certain percentage weighting factor based on its importance. The dimensions are graded from 0 to 5 – with 0 indicating a failure with regard to digitalization and 5 for outstanding compared with the highest international standards.

5 - Outstanding
4 - Very good
3 - Good
2 - Sufficient
1 - Poor
0 - Failed

An objective evaluation of companies’ digital maturity is made based on the criteria defined. However, when necessary, particular criteria are tailored to different industries – for example, adjusted criteria are used for B2B companies to evaluate the e-commerce dimension. Those criteria that are not applicable to certain industries or companies are disregarded in evaluations, so that they do not affect the overall evaluation of those companies. The data was collected from June to September 2020.
Measuring success in digital customer interaction in four dimensions

Digital marketing (30%)

The assessment is based on a company’s ability to reach potential customers and to lead them to the company websites with the help of display advertising, search engine marketing, own media, the use of social media and website integration.

Categories

• Display advertising
• Search engine marketing
• Affiliate marketing
• Own media
• Facebook
• Twitter
• YouTube
• Instagram
• Website integration

Digital product experience (35%)

Evaluates the company desktop and mobile website functionality, design and content, especially from the aspects of product and brand experience.

Categories

• Functionality and design
• Content and company information
• Product and store information
• Mobile website
• Mobile applications
E-commerce (20%)

Evaluates the company’s ability to sell via digital channels, especially from the aspects of product presentation, purchasing process and sales support.

**Categories**

- Product presentation
- Purchasing process
- Sales support

E-CRM (15%)

Evaluates the company’s ability to maintain and expand its customer relationships in digital channels including customer service, cross-selling, customer engagement and personalization.

**Categories**

- Customer service
- Customership
- Personalisation and involvement
About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: The first unit covers the advisory business with a clear focus on five key areas to drive growth across all regions. The second unit provides IP-driven managed services beyond Saas and offers business critical services to its clients supporting their business success. The third unit provides the software for successful digital transformation. It is also designed to explore innovative business models with clients and partners by driving the financing and development of start-ups and leveraging ecosystems.

BearingPoint’s clients include many of the world’s leading companies and organizations. The firm has a global consulting network with more than 10,000 people and supports clients in over 70 countries, engaging with them to achieve measurable and sustainable success.

For more information, please visit:

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LinkedIn: www.linkedin.com/company/bearingpoint
Twitter: @BearingPoint

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