

**BearingPoint®**

# New business model gives Dutch data provider Cendris a reboot



Cendris, a subsidiary of the Dutch mail provider PostNL, engaged BearingPoint to help define, design and implement a new data-driven operating model better aligned to customer requirements

## About Cendris

Cendris is a communication, information and services provider. Its parent firm is PostNL, the incumbent mail operator in the Netherlands. PostNL deals in letters, parcels and related items and also operates in Belgium, Luxembourg, the UK, Germany and Italy. It has more than 59,000 employees and in 2013 its revenue was almost EUR 4.3bn.

Cendris is part of the Data and Document Management (DDM) division of PostNL. Responsibilities include electronic billing, statements and other communication. DDM revenue was more than EUR 200m in 2013.

## Defining a new and relevant data-driven service

Historically, Cendris' business relied on the National Consumer Database (NCB). This was a database of the names, addresses and telephone numbers of more than 80% of Dutch households that fed into the telephone directory. Cendris sold this data to customers looking to improve the effectiveness of marketing campaigns as Cendris could provide up-to-date consumer data.

But over the past few years the data-driven effectiveness of the company's services came under pressure for the following reasons:

1. Reduction in direct marketing volume due to a shift towards inbound, search engine and online marketing
2. Growing sophistication of marketing with demand shifting from demographic and geographical segmentation of data to behavioural segmentation
3. Declining quality of data as the coverage of its traditional sources declined rapidly. Cendris needed to connect more data sources to maintain volume and quality of NCB.

As a result, the once fast-growing business was losing revenue at more than 10% per year and was facing a bleak future if radical action was not taken quickly.

## Why BearingPoint?

For assistance, Cendris turned to BearingPoint. We had proven credentials supporting other areas of the PostNL business on defining new growth propositions. The firm was asked to develop and implement an innovative strategy that would give Cendris a new vision for the future.

*"BearingPoint did not only help us with the definition of the strategy but also guided us through the first steps of the implementation. We are very content with the human side of BearingPoint, the team feels like they are part of our team, as colleagues. This created trust and we knew what and what not to expect from BearingPoint"*

**Jan Hendrik Fleury, Cendris Director**

## Transformation in three steps

To define a new vision of customer centricity, BearingPoint spoke to Cendris clients to find out what their requirements and expectations were from a data provider; how Cendris was perceived in the market and potential for growth. The insight was unequivocally that Cendris should pay attention to existing customers to create value and prevent churn, while the importance of data quality to provide a consistently clear view of the customer was also repeatedly raised.

The insight paved the way for a plan that would transform Cendris' operating model from a product-orientated to a services-orientated company. The project team planned the transformation in three stages:

- Shift focus from outbound marketing to customer service
- Build an innovative collaborative (syndicate) platform to replace the NCB
- Develop data quality consultancy services

## From requirement to roadmap

A gap analysis on Cendris' capabilities gave insight into the required changes and investment. BearingPoint worked with the management team to develop a turnaround strategy based on a closed loop Data Quality Management (DQM) proposition with high quality reference data as a baseline.

It was decided that the key to a successful future proposition lay in the construction of an innovative data "vault" which would have a number of uses and price points for levels of service.

Its main functionality would be for customers and Cendris itself to share and compare contact information among a large group of firms to flag discrepancies and ensure data quality remains high. Opportunities to correct data and regularly improve data quality were commercialised as add-on consultancy service lines.

The BearingPoint team designed the new syndicate organisation, platform principles, privacy guarantees, tools and processes. BearingPoint stayed engaged to train and coach Cendris data experts to successfully use their data management skills to benefit their clients.

## Solid platform for growth

As a result of this work, Cendris is no longer losing business and has a new foundation to grow. The syndicate approach has positioned Cendris as a much more modern and value-adding partner for its customers.

*"BearingPoint has really in-depth knowledge on how to make complex materials comprehensible and structured, and translate it into a strategy"*

**Jan Hendrik Fleury, Cendris Director**



- Shift focus from outbound marketing to customer retention
- Replace existing out-of-date data collection method with innovative syndicate approach
- Develop data quality consultancy services

## Committed consultants with adaptive intelligence

BearingPoint consultants understand that the world of business changes constantly and that the resulting complexities demand intelligent and adaptive solutions. Our clients, whether in commercial or financial industries or in government, experience real results when they work with us. We combine industry, operational and technology skills with relevant proprietary and other assets in order to tailor solutions for each client's individual challenges. This adaptive approach is at the heart of our culture and has led to long-standing relationships with many of the world's leading companies and organisations. Our 3,350 people, together with our global consulting network serve clients in more than 70 countries and engage with them for measurable results and long-lasting success.

To learn more, visit our website at [www.bearingpoint.com](http://www.bearingpoint.com).

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