

**BearingPoint®**

Enabling Barclaycard US  
to execute a credit card  
marketing (r)evolution

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your account.



By moving from a list-based marketing model to a customer centric one, Barclaycard US has been able to execute sophisticated, targeted, offer and contact strategies across multiple marketing channels. Its “Always On Marketing” approach is now at the forefront for building a new vision for customer centricity.

90 percent reduction in effort required to build and execute campaigns

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Reduction in development and execution time from six weeks to 10 days for the most complex campaigns

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More effective campaigns, executed faster and more efficiently

#### Enabling the ability to successfully:

- Reinforce offers across multiple channels
- Execute sophisticated, targeted offers and contact strategies
- Trigger acknowledgements and reinforcements
- Execute quality, repeatable campaigns

Barclaycard US, a subsidiary of the world's 7<sup>th</sup> largest bank, Barclays Plc, is a leading international payments business, serving over 35 million customers globally. Barclaycard US is a top 10 card issuer in the USA with 12 million customers and USD 5 billion in deposits..

## A new vision for customer centricity

Shifting behavioural patterns, the proliferation of digital devices, and the emergence of digital channels are forcing credit card issuers and portfolio managers to rethink the way they do business. New technologies and products—including non-bank competitors and prepaid cards—have changed the way customers prefer to use credit cards and interact with issuers.

Like many database marketing-driven organisations, Barclaycard faced an inflection point. It needed a new model that enabled:

- Data collection across all digital touch points to create a 360-degree view of its customers
- Optimised customer segmentation and differentiated offers
- Advanced campaign management, real-time marketing and location based messaging

To address these challenges, Barclaycard developed a new vision called “Always On Marketing.”

## Delivering a distinctive customer experience

For assistance, Barclaycard turned to BearingPoint, which offered deep financial services and credit card experience, along with expertise driving the right kind of customer loyalty enabled by digital technologies. Its distinctive approach to developing automated, multi-channel, customer-centric strategies have helped many businesses achieve a competitive edge.

## Integrating all key elements

BearingPoint worked alongside its American alliance partners, West Monroe Partners, to define an integrated business model that supports Barclaycard's “Always On Marketing” vision. This model integrated all of the key drivers influencing the customer experience, including:

- Inbound channels, such as IVR, mobile, website, and contact centres
- Outbound channels, such as direct mail, e-mail, alerts, and point of service
- Data, associations, services, and partners

## Transformation in three stages

Based on Barclaycard's business priorities, the project team developed a plan for phasing in changes—beginning with inbound and outbound Existing Customer Marketing (ECM). Subsequent phases would address inbound and outbound acquisitions and then other bank functions, such as online deposits, mobile payments, and retail banking.

Furthermore, the team planned the ECM transformation in three stages:

- Fix the basics—process engineering and quick wins
- Perfect the model—business requirements, software selection, campaign management capabilities, pilot program, and campaign on boarding
- Move to the head of the pack—developing a real-time engine

## Expert guidance—from requirements to roadmap

To develop business requirements, BearingPoint engaged and involved all affected business stakeholders—from customer marketing and customer delivery, to partner, management, technology, credit, sales and service. Based on input from these stakeholders, BearingPoint documented requirements, identified benefits, and defined key performance indicators across the customer journey.

Another key step in the process included developing a single view of Barclaycard customers by integrating:

- Interaction data
- Behavioural data
- Descriptive data
- Attitudinal data

Together, these steps enabled selection of both enterprise marketing management (EMM) software and marketing services providers. BearingPoint guided Barclaycard through the selection process, measuring cost, ability to deliver, industry expertise/ experience, and other quantitative factors.

Finally, the BearingPoint project team worked with Barclaycard to develop a phased roadmap for implementing its vision.

## More effective campaigns, executed faster and more efficiently

As a result of this work, Barclaycard has gained significant new capabilities that put the company on the path to realising its “Always On Marketing” vision. Today Barclaycard can:

- Reinforce offers across multiple channels, including direct marketing, e-mail, web, and contact centres
- Execute sophisticated, targeted, complex offer and contact strategies
- Use response data to trigger acknowledgements and reinforcements
- Implement better quality, repeatable campaigns
- Implement campaigns with fewer hand-offs by removing capacity constraints

Accordingly, Barclaycard has gained significant efficiencies in its ability to develop and execute complex campaigns—including a 90-percent reduction in effort required and a reduction in time required from six weeks to 10 days for the most complex campaigns.

*“BearingPoint has helped us to reduce the time and effort required for the development of campaigns”*

*“We now execute faster, more efficient, and more effective marketing programmes. With our “Always On Marketing” approach, we can now manage the customer experience holistically and seize opportunities that arise more quickly. BearingPoint supported us in all stages of this effort with a committed team that brought insight into the market and our industry. The team was highly professional, knowledgeable and experienced.”*

**Eric Crozier**  
Senior Director, Customer Marketing  
Barclaycard US



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## 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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