



Gartner Executive Programs

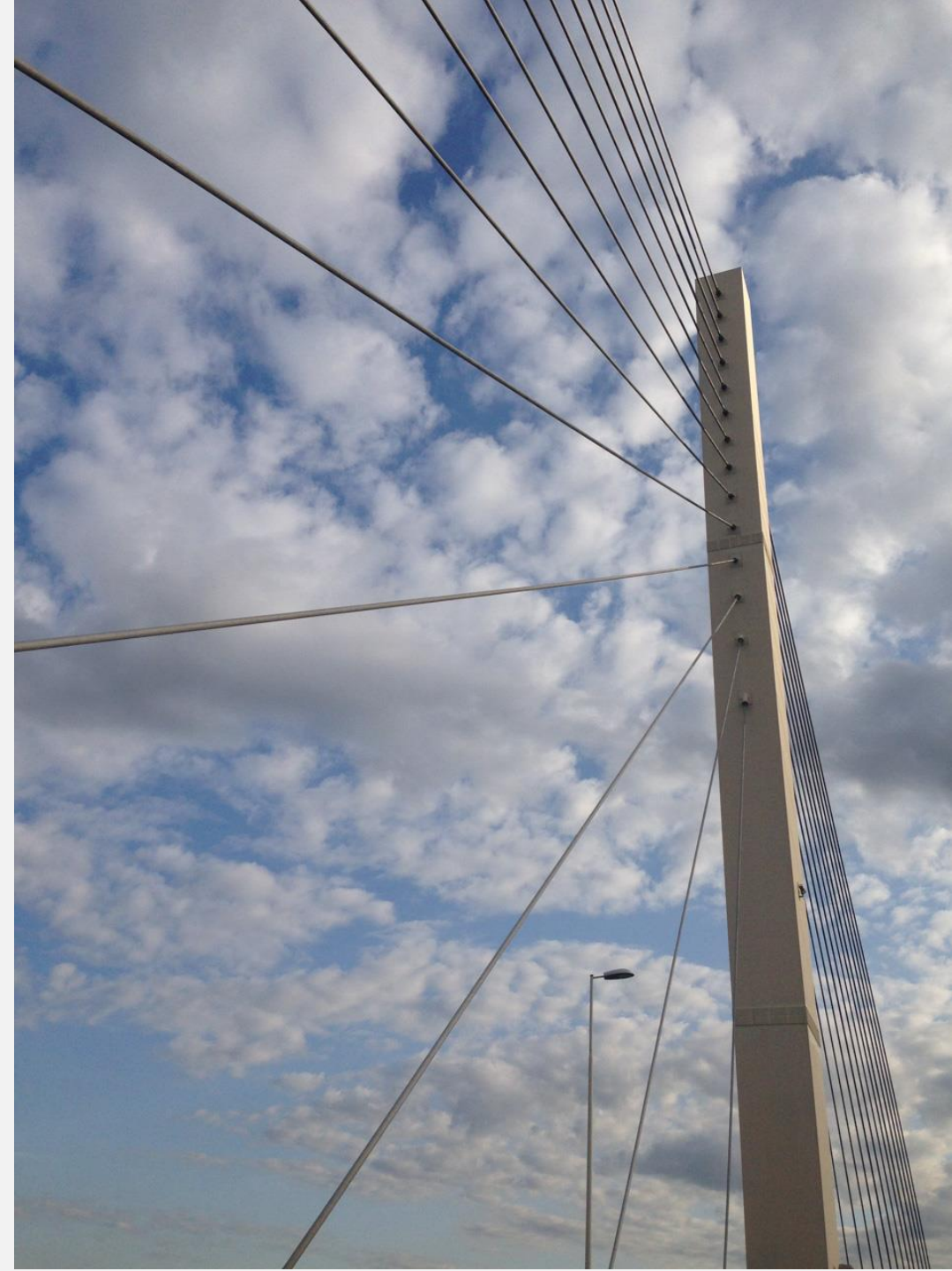
# Strategy for Integrating Diverse Customer Touchpoints

Client success story: SHIMOJIMA Co., Ltd.

Shimojima is a long-established company in the packaging industry, founded over a century ago, and is an integrated business, conducting product planning, manufacturing and wholesale, store operations, and direct online sales. Its customers are diverse, ranging from consumers to corporations, and its sales channels are also varied. It needed to effectively and organically manage its various customer touchpoints, so has been undertaking a shift toward omnichannel.



<b>Industry:</b>	Wholesale
<b>Revenue:</b>	47.1 billion yen (consolidated, in FY ending March 2021)
<b>Employees:</b>	807 (consolidated, as of March 31, 2021)



**“Gartner experts are knowledgeable in the latest market trends, including new services and solutions, and they provide information carefully selected to meet our company’s needs, so we find their help invaluable. For example, we deployed an API integration solution based on information that would have been unobtainable without Gartner, and reaped great benefits in terms of both time and cost.”**

Yuichi Tanaka, General Manager of Information Systems Department, SHIMOJIMA Co., Ltd.



### Critical priority

Shimojima is undertaking an omnichannel strategy to expand its sales channels, and exploring ways to create new business through organic customer management via data integration, as well as through digital transformation.

- In 2018, Shimojima revamped its online store and integrated customer data from its online and brick-and-mortar operations.
- Utilizing integrated customer data, it built a framework to develop from individual customers to corporate business.

Shimojima expected its product lineup to further expand, so it faced the challenge of designing an optimized supply-chain system, such as using EDI and API to integrate data, including from its suppliers.

In addition, Shimojima needed to raise its profit margin by optimizing processes from manufacturing to wholesale and retail, so had to remake and deploy a variety of in-house systems in order to improve operational efficiency.



### How Gartner helped

Gartner provided the following insights and guidance:

- Insights and guidance on specific issues from inquiries with Gartner experts and from the Gartner executive partner.
  - Consultation on methods and planning for the migration of mission-critical systems
  - Objective information on vendors and solutions to help Shimojima choose those that best fit its environment, from among the vast number of solutions and services on the market
  - Objective guidance on ideas and targets when creating a mid- to long-term strategy, including points of offense and defense and generation of synergy with subsidiaries
- Guidance on fairness of vendor pricing and important points to consider by reviewing quotes from vendors (BuySmart)



### Business Impact

By implementing an omnichannel strategy, Shimojima was able to integrate data from its online and brick-and-mortar stores and wholesale operations and increase effective sales activities. In the future, they plan to widen their scope to also integrate corporate business and their supply chain.

Shimojima also remade and deployed the following systems to improve the efficiency of business operations and reduce costs.

- Migrated mission-critical systems
- Moved EDI system to the cloud
- Introduced RPA, AI-OCR, and chatbot
- Deployed API solution for integration with other systems

In the migration of Shimojima’s mission-critical systems, now in the final stage, analysis of the fairness of pricing allowed the company to reduce costs by an expected 5%-10% from the original quotes.

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