**Company:** CarrefourSA, Istanbul, Maltepe
**Nomination Submitted by:** Business Awards Consulting
**Company Description:** CarrefourSA has been a pioneer in food retailing in Turkey since 1996 through a partnership between Sabancı Holding and Carrefour Group. With 15,000 employees, 1,250+ stores, and carrefoursa.com, it offers 50,000+ products under "Hyper, Super, Gourmet, and Mini" concepts at affordable and quality prices
**Nomination Category:** Thought Leadership Categories
**Nomination Sub Category:** Thought Leadership Campaign of the Year - Consumer Services
**Nomination Title:** Customer FootPrint Center



1. If you are providing written answers to the questions for this category, you must answer this first question: Specify the date on which this campaign or program was launched:

   CX Trackers Dashboards is launched in 2023 and dashboards turned into a comprehensive data and customer insight platform of Customer Footprint Center in 2025

2. Which will you submit for this nomination, a video of up to five (5) minutes in length about the nominated campaign or program, OR written answers to the questions for this category? CHOOSE ONE:

   Written answers to the questions

3. If you are submitting a video of up to five (5) minutes in length, provide the URL of the nominated video here, OR attach it to your entry via the "Add Attachments, Videos, or Links to This Entry" link above, through which you may also upload a copy of your video.

4. If you are providing written answers to the questions for this category, you must answer this second question: Describe the genesis of the nominated campaign or program: the reasons it was initiated, the challenges it was created to address, the problems it was developed to solve, etc. (up to 250 words):

   **Total 200 words used.**

   When Covid-19 restrictions hit in 2020, Turkish shoppers moved online almost overnight; CarrefourSA's digital order volume soared, yet national e-commerce infrastructure lagged behind rising expectations.

   Within months, warning lights flashed across customer-care dashboards. For online orders **contact rate hit 43.2 %**, formal complaints reached **13.4 %**, only **53 %** of calls met the 20-second target, customers phoned an average **3.65** times before issues were solved, sometimes waiting **147 hours** for full resolution. Although these figures mirrored sector-wide crunch, CarrefourSA saw them as springboard for reinvention rather than a risk.

   Root analysis traced the strain to data silos: store POS logs, courier feeds, web click-streams and social feedback lived on separate islands, forcing teams to patch spreadsheets while pain points snowballed.

   CarrefourSA strategically drew a roadmap: **Voice of Customer Strategy (2021)** not only captured feedback in one cloud, but also transformed customer experience into a company-wide mission rather than responsibility of CX teams alone; **CX Trackers (2023)** visualized preventive KPIs in real time; and the **2025 Customer Footprint Center** now streams 100+ data sources, predicts friction before it happens, and arms agents to turn service moments into revenue. This phased journey set the stage for today's measurable transformation.

5. If you are providing written answers to the questions for this category, you must answer this third question: Describe the development of the campaign or program: the planning process, the goal setting, the subject and content development, the scheduling, etc. (up to 250 words):

   **Total 250 words used.**

   Customer Footprint Center is a company-wide transformation engine built on CarrefourSA's long-term Voice of Customer Strategy. Unlike traditional dashboards, the system doesn't merely track what has happened it predicts what's about to go wrong and activates revenue opportunities across all service channels.

   The backbone of this transformation is real-time analytics across 100+ data streams from web behavior and callcenter interactions to in-store logistics and delivery performance. These insights are instantly visible to frontline agents, enabling them to take timely, personalized, and proactive actions that were previously impossible to scale.

   For example, analytics revealed that a significant portion of customer service calls were about stock inquiries. CarrefourSA responded by deploying Türkiye's first automated stock inquiry solution through WhatsApp and chatbot platforms. This reduced stock-related call volumes by 38% within just three months and created  direct cost saving of TRY110K while also improving service levels system-wide and freeing up agent capacity for more value-adding interactions.

   More significantly, the Contact Center evolved into a revenue driver. By analyzing customer intent data and shopping behaviors, agents initiated targeted callbacks to users who abandoned purchases or showed interest in key products. Without increasing headcount or forming separate sales team, these proactive efforts generated TRY 95.9 million in additional revenue in 2025YTD, redefining the strategic role of the service function.

   Every action stems from a single insight: that every customer interaction is either a risk or an opportunity. The Footprint Center helps the organization seize the latter, at scale, with precision, and without inflating costs.

6. If you are providing written answers to the questions for this category, you must answer this fourth question: Outline the activities and concrete results of this campaign or program since the beginning of January 2023. Even if your initiative started before January 2023, limit your response to activities and results since the beginning of January 2023 only (up to 250 words):

   **Total 250 words used.**

   What sets CarrefourSA's Customer Footprint Center apart is not just the data architecture, but the mindset it institutionalizes: service is not a cost, it is a growth driver. The system redefines what contact centers can achieve when treated as insight hubs rather than complaint collectors.

   This strategic leap is visible in the KPI shifts. Thanks to proactive resolution tools, e-commerce contact rates dropped from 43.2% to 17.6%. Average resolution time plunged from 147 hours to just 6.5 hours, a 95% improvement. Formal complaints decreased by more than half, while first call resolution rose to 87%. These gains represent not only improved efficiency, but restored trust in digital shopping.

   On revenue side, predictive analytics enabled the Contact Center to identify, segment, and re-engage churned customers through targeted interventions. The churn win-back rate rose to 12.5%. Meanwhile, online order volumes grew by 32.5%, proving that operational excellence directly fuels customer conversion.

   The system also led to industry firsts. CarrefourSA became first retailer in Türkiye to launch AI-powered stock inquiry services across digital channels, reducing call burden and improving customer autonomy.

   Most remarkably, this transformation happened without increasing operational costs. With same number of agents, CarrefourSA's Contact Center turned from a support cost into a revenue generator, contributing three times its operating cost back to the business.

   In a sector where CX is often reactive, CarrefourSA flipped the model. The Customer Footprint Center doesn't just answer questions it finds the next one before the customer has to ask.

7. You have the option to reference here any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words):

   **Total 86 words used.**

   **Appendix-1) Video: Customer Footprint Center Details**

   https://youtu.be/RAMOjqiXsxU

   **Appendix-2) Document: Project Results& Accomplishments**

   The video covers the results of May2025, all metrics improved since then. This results file includes the most recent data of Mid-July2025.

   **Appendix-3) Data Sheet of Customer Metrics**

   **Appendix-4) Slide Deck of the Project**

   **Appendix-5) Video: Customer Experience Dashboard Sample Demo**

   Although this video includes older version of dashboards, it is provided for a wider presentation of the dashboards design and usage

   https://youtu.be/9eMgygmS1Vc

   **Appendix-6) CarrefourSA Website**

   **https://www.carrefoursa.com**

## Attachments/Videos/Links:

**Customer FootPrint Center**

[REDACTED FOR PUBLICATION]