



# A challenge for a change la trasformazione di The Mart

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CIO The Mart

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The SKLAVENTITIS GROUP operates in the **Greek and Cypriot retail and wholesale market.**

The GROUP owns the following companies:

	Types of Stores				Employees*	Daily Customers*
	Hypermarkets	Supermarkets	Cash & Carry	Total		
	41	404	-	<b>445</b>	23,065	467,753
	-	-	13	<b>13</b>	1,333	10,372
	-	39	-	<b>39</b>	1,254	32,615
	-	18	-	<b>18</b>	268	8,947
<b>GROUP</b>	<b>41</b>	<b>461</b>	<b>13</b>	<b>515</b>	<b>25,920</b>	<b>519,687</b>

\* June 2018

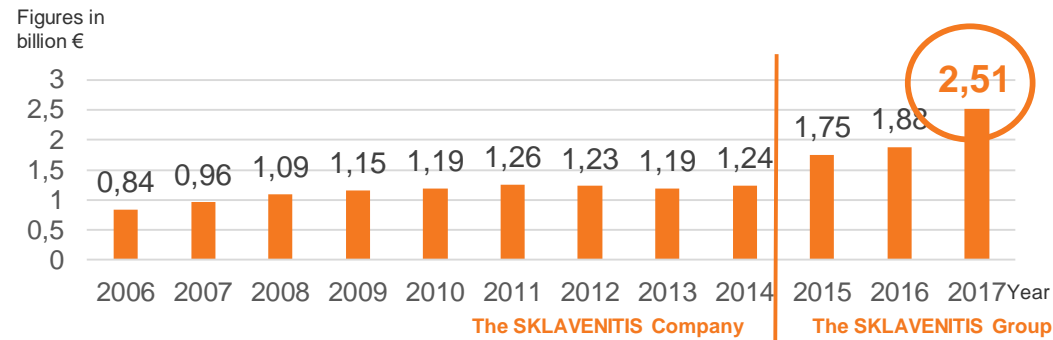
\*\* May 2018

Presence per geographical area:

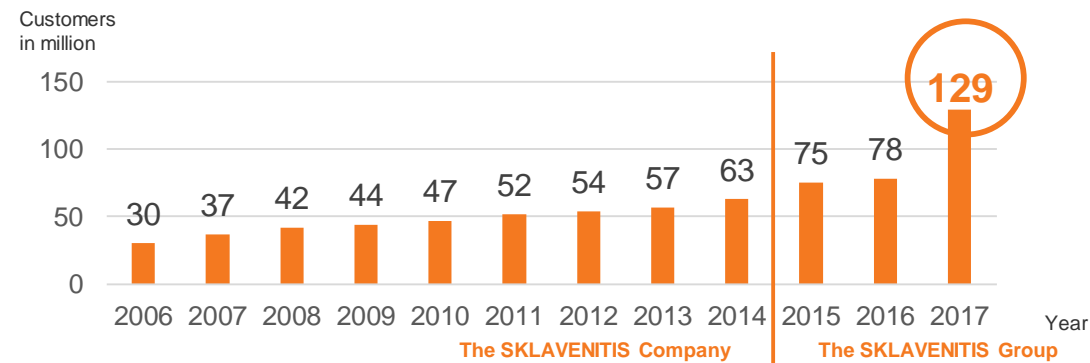




### Annual turnover



### SKLAVENTITIS has outgrown its presence in the Greek market



## Scope

The merger of two (or more) organizations requires the assessment of the combined existing IT landscape in order to select the new target IT landscape to drive forward. This process will help the Management to make the most efficient decisions for the transformation and estimate the projects and efforts required

### Challenges & opportunities

- Create a common application and procedures landscape

- Increase transparency of retail operations end to end

- Improve stock and inventory management

- Minimize the labor-intensive manual work involved for the head office and for HR, finance, and operations

- Design a target IT operating model

# Key Considerations

- At the same time we need to “**Run the Business**”, “**Integrate the Business**” and “**Change the Business**”
- Be prepared to integrate **more organizations** in the coming months and years (Carrefour).
- **Come up with decisions soon**, in order to manage time limitations (e.g. on Metro Group SLA effectiveness and/or prolongation)
- Adopt a **common process model** and consider **Change Management** (e.g. new roles, Centralized vs decentralized approach etc)
- Apply and take advantage of **Shared Services approach** for certain functional areas
- **Consider a future landscape** made of different sales lines (retail, wholesale, franchise, manufacturing, warehouse etc)
- Cloud is not a taboo world

It is subject to a tight external deadline – with high cost implications if missed

- The update / development of internal systems for TheMart is an **extremely urgent** task, as the existing support contract from METRO Group expires at the **end of 2017**
- **Extension** is not possible
- The **time window** available is only **marginally adequate** for the implementation of the required tasks

It has major interdependencies with the overall group integration initiative – which has a different timescale and pace

- The **acquisition of Carrefour** (as well as the integration of Makro itself) requires that the **system developed is compatible with the future vision** of the combined / integrated Sklavenitis / Carrefour / Makro entities
- This creates an **interdependency with the current and future group’s operating model**—design hence putting the implementation of this stream on the **critical path** of integration – **dictating in effect the pace** at which prerequisites such as the **end vision and intermediate operating model, organization and processes must be designed**

*The implementation of The Mart systems is in effect a major catalyst for the timely design of the integrated operating model of the group*

1

**Best-of-breed vs  
Enterprise suite**

- Are you going to select the best-of-breed solution for every required application? Which are the key considerations?

2

**Retail solution**

- Complete ERP solution based on best practices learned from retail projects
- Blueprint supported by best practices with the SAP Model Company service
- Prototypes that show rather than tell and promote the “fit-to-standard” approach

3

**IT Services &  
Infrastructure**

- Shall we consider TheMart’s IT Standards as a “base line” or are we going to determine the desired model based on business drivers and industry’s standards?

4

**Applications’  
streams**

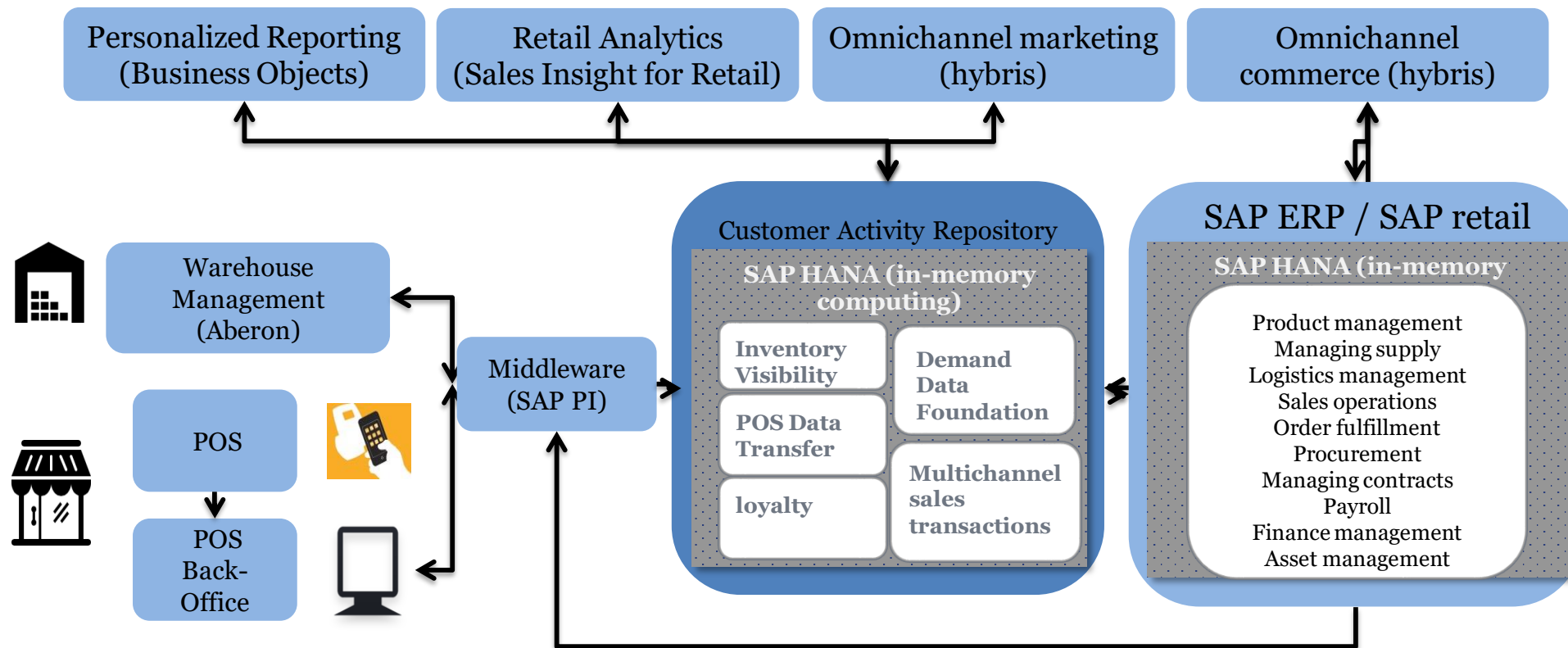
- Should we opt for temporary ‘copies’ of current systems (e.g. in cases of Financials and HR) and develop new Group systems again at later date – or focus on designing the new Group systems straight away?
- Is temporary outsourcing a possible scenario in the meantime if applications development in these areas is delayed to design the new Group systems?

	<b>Key risk</b>	<b>Success Factor</b>
<b>1</b> <b>Proper Design of to be processes</b>	<ul style="list-style-type: none"> <li>• Cost increase in case changes in the design come at a late stage of the project (high probability given upcoming integration)</li> </ul>	<ul style="list-style-type: none"> <li>• Design early &amp; do it right</li> <li>• Use of best practices</li> <li>• Challenge existing practice</li> <li>• Focus on processes people and technology</li> </ul>
<b>2</b> <b>Change Management</b>	<ul style="list-style-type: none"> <li>• Resistance by users in the introduction of the new system</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure Risk #1 is managed and system is fit for purpose</li> <li>• Communicate change at all stages of the program</li> <li>• Involve the right people at each phase</li> </ul>
<b>3</b> <b>Program Management</b>	<ul style="list-style-type: none"> <li>• Conflicts and delays as a result of insufficient planning and resource management among project streams</li> </ul>	<ul style="list-style-type: none"> <li>• Detail design of projects and tasks</li> <li>• Identify integration among systems</li> <li>• Build a PMO with full time employees to support this function</li> </ul>
<b>4</b> <b>Stakeholders commitment</b>	<ul style="list-style-type: none"> <li>• Changes of projects priorities could jeopardize the success</li> </ul>	<ul style="list-style-type: none"> <li>• Key stakeholders and users are aware of the initiative and its goals in order to stay in course and support the implementation</li> </ul>
<b>5</b> <b>Resources &amp; Skills</b>	<ul style="list-style-type: none"> <li>• Implementation delays and / or underperformance when system in operation due to limited resources / skills</li> </ul>	<ul style="list-style-type: none"> <li>• Identify internal resources</li> <li>• Identify possible gaps in the operations from projects requirements</li> <li>• Training</li> </ul>



# Target Application Landscape

## POS – Online Store – Planning – Reporting - ERP



# The project in numbers

**100** people  
from business worked on the  
blueprint

**18** months  
Of project work

**30** consultants  
**SAP**


**CUBIT** **6** consultants

**pwc**  
**6** consultants

**The Mart**  
**30** Key Users  
**10** IT Users



**1**



400 end users  
On a new system  
With new processes

**2**




500.000 customers  
100.000 materials

**3** Uninterrupted store operations



Online with HQ  
Delivery services  
Electronic Self Labels  
HHT  
Price Checkers  
Scale

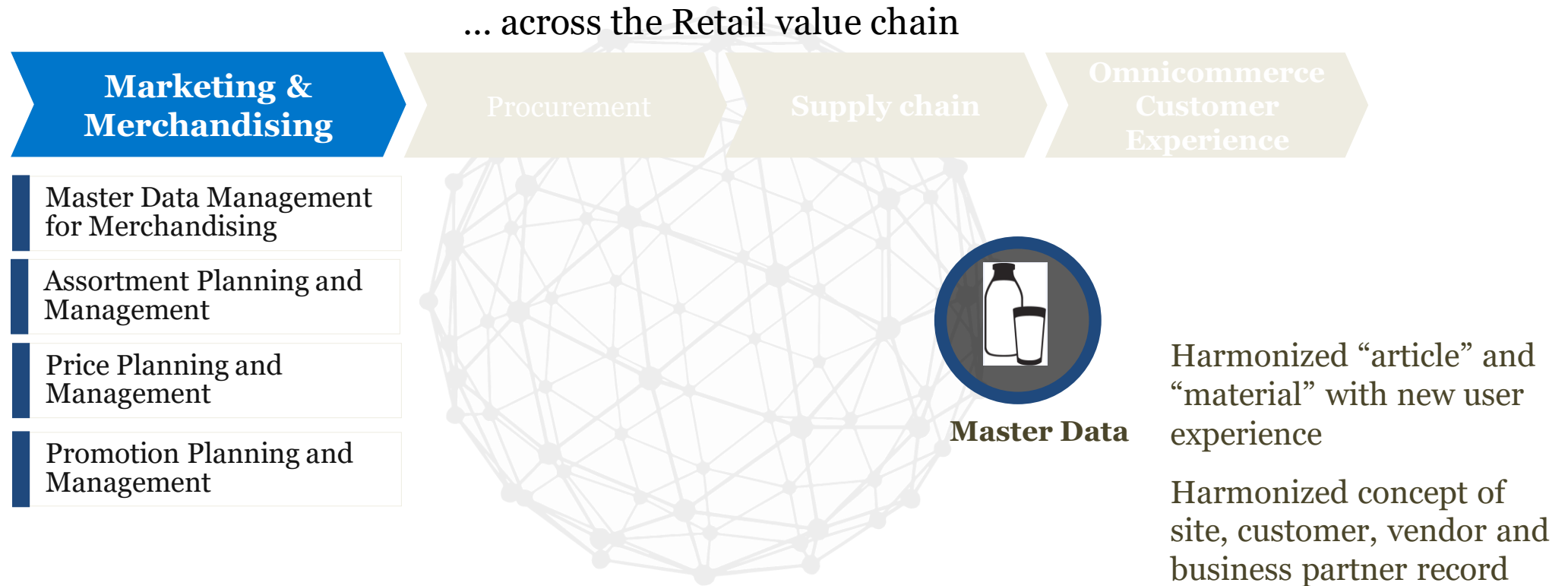
**4** New POS



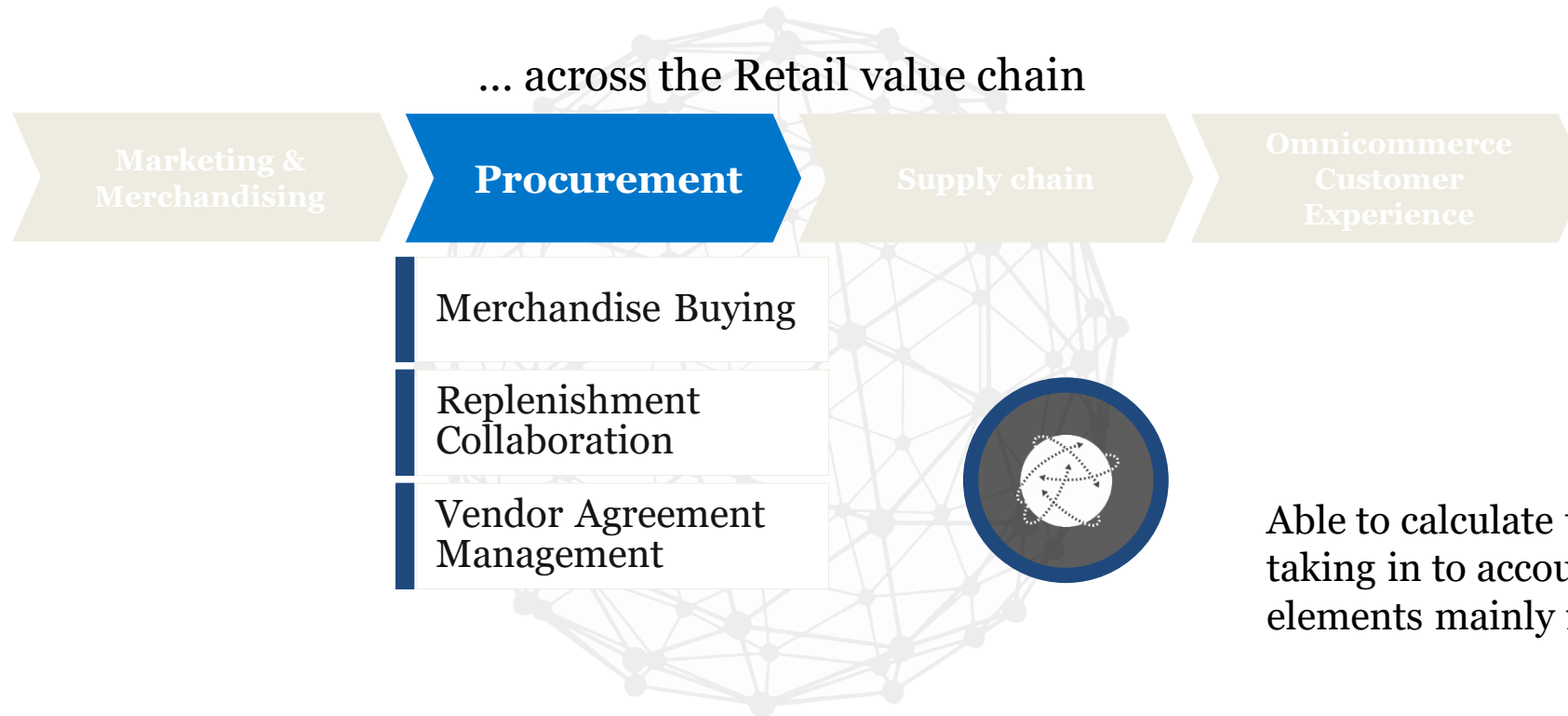
# Live with Big Bang Approach



# Benefitting from innovation in core logistics



# Benefitting from innovation in core logistics



Able to calculate the cost of the item taking in to account all the necessary elements mainly f later income

# Benefitting from innovation in core logistics

... across the Retail value chain



Enable monitoring of end-to-end order-to-cash process & take actions for any exceptions

# Benefitting from innovation in core logistics

... across the Retail value chain



Replenishment Planning & Allocation

Demand Forecasting and Planning

Omni Channel Inventory and Order Response

Material valuation

Inventory management

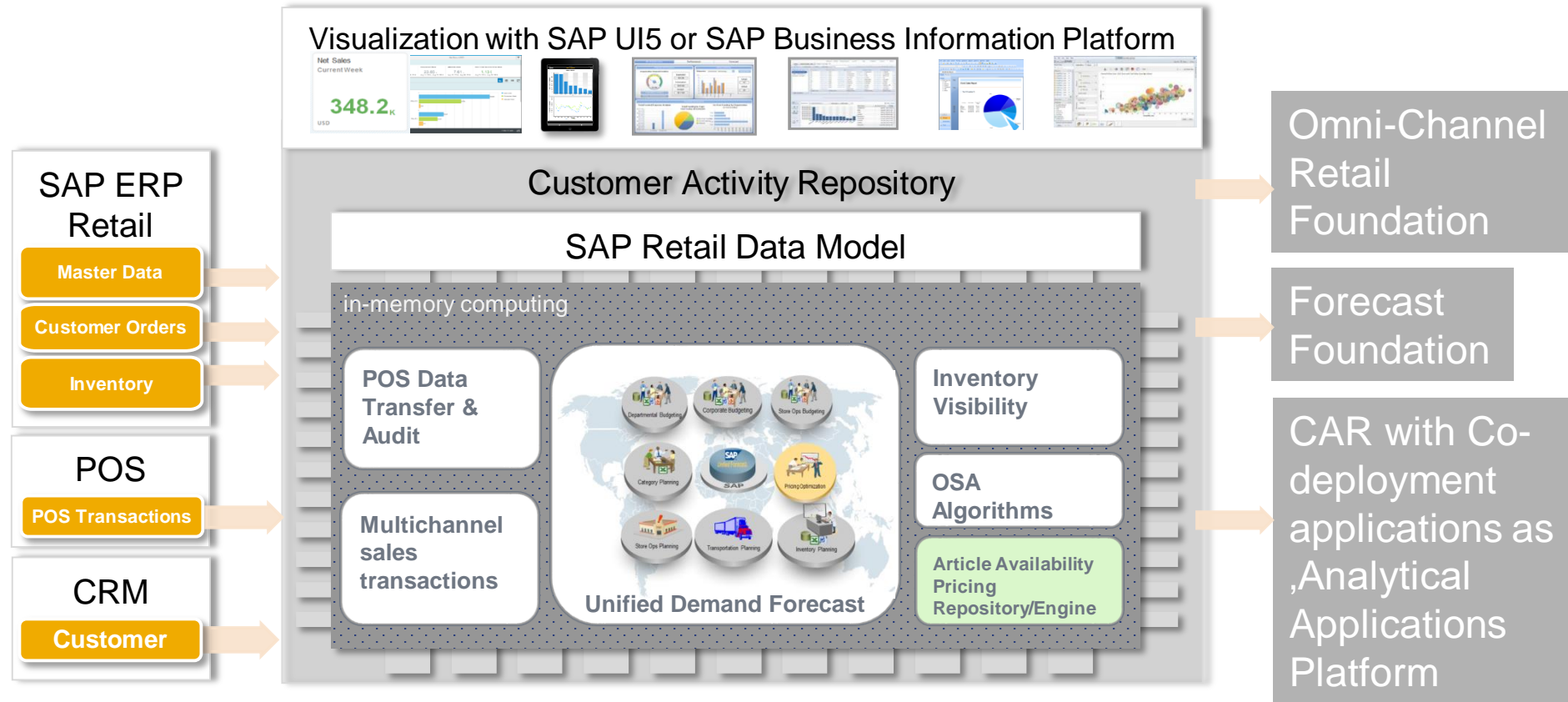
Available to promise & backorder



Central replenishment to run multiple times faster

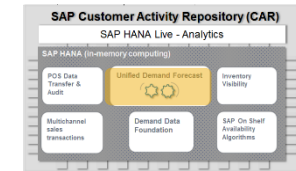


# Customer Activity Repository



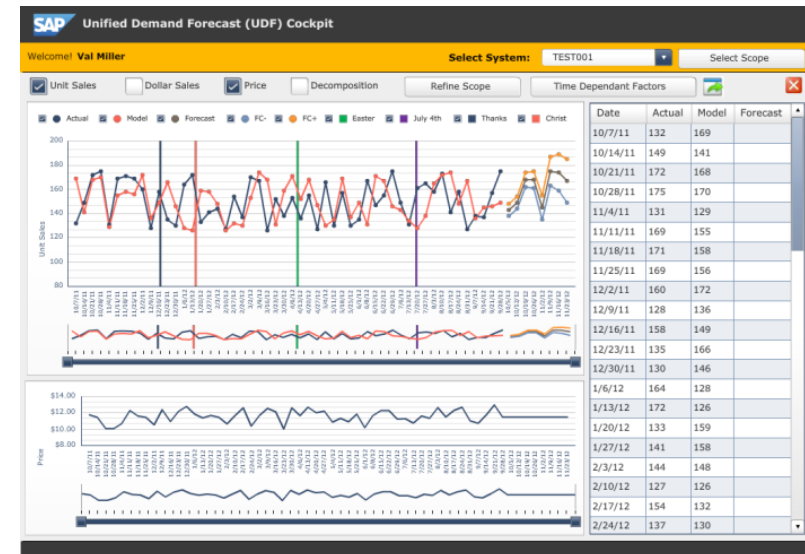
# UNIFIED DEMAND FORECAST

Unified Demand Forecast (UDF) is the new generation of forecasting for SAP Retail applications. UDF combines the strengths of the forecast capabilities from SAP while leveraging the speed of SAP HANA.



## Solution Scope

- UDF models causal based factors to **understand true customer demand** and then use this understanding to **forecast future unit sales**
- Bayesian and hierarchical priors aggregate data to fill the gaps of the understanding in demand history
- Forecasts are generated at product, location, channel, day with a flexible multichannel data model
- UDF supports what-if scenarios or long-term forecasts
- Through HANA views, the decomposed unit sales can be used for advanced analytics.
- Forecast Demand for Lifecycle Products
- Provide Demand Forecasts to External System



# Food ordering...

before

now

**MR. PIZZA**  
www.mr-pizza.gr  
κοντά σας από το 1986

**Νέες προσφορές**

- 1 Πίτσα με 6,90 €
- 2 Πίτσες με 6,00 € η μία
- 3 Πίτσες με 5,50 € η μία

Καθημερινά 18:00 έως 24:00  
ΤΗΛ: 210 65 40 888 - 210 65 22 005  
Λ. Κατσώνη & Ελ. Βενιζέλου, Αγ. Παρασκευή

**Ορεκτικά**

- ΣΠΟΡΟΧΩΜΟ 5 τεμάχια με σως και μαγιονέζα 2,40 €
- CHICKEN WINGS 5 τεμάχια κριμαί με BBQ sauce 5,90 €
- ΠΑΤΑΤΕΣ ΤΥΓΑΝΗΤΕΣ 2,30 €
- ΠΑΤΑΤΕΣ ΦΟΥΡΟΥ 3,30 €

**Σαλάτες**

- CHIEF ισοθερ, ντομάτα, αγγούρι, φρέσκο τυρί, cheff's sauce, dressing 5,50 €
- CEASAR'S ισοθερ, κοτόπουλο, τυρί, κροτίδες, ceasar's sauce 5,50 €
- ΧΡΥΣΙΑΤΗ ντομάτα, αγγούρι, πρόσινη πιπεριά, κρεμμύδι, ελιές, φέτα, dressing 5,50 €

**Πίτσες**

- MARGARITA 6,40 €
- ΠΕΠΙΣΙΑ 9,00 €
- CHICKASO 9,50 €
- MR. PIZZA 9,20 €
- ΠΙΚΑΝΤΙΚΗ 8,70 €
- GRISA 8,80 €
- ΧΡΥΣΙΑΤΗ 9,20 €
- ZAMPION 7,30 €
- MITEKON 7,30 €
- PEPERONI 7,20 €
- VEGETARIAN 8,50 €
- KARAVANZA 8,80 €
- COSTA RICA 8,90 €
- ΓΥΡΟΣ 8,80 €
- BIRD 8,90 €
- 4 ΤΥΡΙΑ 7,80 €
- MEXICANA 8,30 €
- SCANDALO 9,20 €
- CARBONARA 8,50 €
- CHEEKY 8,50 €
- TURKEY DIET 8,80 €
- CHEEKY DIET 8,80 €
- SILHOUETTE 9,20 €
- AMERIKANA 9,20 €
- NHETITEN 7,20 €

**Ζυμαρικά (φούρνου)**

- NAPOLITEN 5,20 €
- BOLDINGESE 6,20 €
- CARBONARA 6,90 €

**Πενιρλί**

- ΑΛΛΑ ΚΡΕΜ 6,20 €
- MITEKON 5,50 €
- KARAVANZA 6,80 €
- SPECIAL 6,90 €

**Ποτά**

- ANANIVYCTIKA 330 ml 1,10 €
- COCA COLA 500 ml 1,60 €
- COCA COLA 3,5 l 2,60 €
- ΠΟΤΑ 330 ml 1,60 €
- AMSTEL 1,60 €
- HEINEKEN 1,80 €
- FRU 1,80 €

**HOT ON-LINE** Η PIZZA HUT ΔΙΑΤΡΟΦΙΚΗ ΑΕΙΑ ΝΕΑ ΜΕΝΟΥ / ΠΡΟΣΦΟΡΕΣ ΕΣΤΙΑΤΟΡΙΑ

## Menu Pizza Hut

(Οι τιμές ισχύουν μόνο για Online Παραγγελίες)

Δείτε τα περιεχόμενα του καταλόγου μας πατώντας στις αντίστοιχες κατηγορίες! Μπορείτε επίσης να κατεβάσετε τον κατάλογο μας σε μορφή pdf πατώντας [εδώ](#)

Θέλετε να διοργανώσετε παιδικό πάρτυ στα Pizza Hut; Μάθετε περισσότερα, καλώντας στο 18118.

- Pizzas Ορεκτικά Ζυμαρικά Σαλάτες Παγωτά - Γλυκά Ποτά WingStreet Hut Box

PIZZAS	Medium (6 κομ.)	Large (8 κομ.)	XL (12 κομ.)	Premium (8 κομ.)
	ΑΡΧΙΚΗ ΤΙΜΗ	ΠΡΟΣΦΟΡΑ 1 PIZZA	ΠΡΟΣΦΟΡΑ 2 PIZZA	
<b>Special Pizzas</b>				
- Supreme Special Δύο στρώσεις από τυρί ματσαρέλα, σπécial σάλτσα ντομάτας, πεπερόνι, μοσχάρι, πρόσινη πιπεριά, κρεμμύδι και φρέσκα μανιτάρια.	14,60 €	9,99 €	18,99 €	
- Super Supreme Special Δύο στρώσεις από τυρί ματσαρέλα, σπécial σάλτσα ντομάτας, χοιρινό με σκόρδο, πεπερόνι, μοσχάρι, ζαμπόν, πρόσινη πιπεριά, κρεμμύδι μουρές ελιές και φρέσκα μανιτάρια.	14,60 €	9,99 €	18,99 €	
- Meat Special Δύο στρώσεις από τυρί ματσαρέλα, σπécial σάλτσα ντομάτας, πεπερόνι, ζαμπόν, λουτζινα, μπέικον και	14,60 €	9,99 €	18,99 €	

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1,000,000

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# Visioning the next day

- Real-time information for store associates
- Simplified processes

## Connected Workforce



## Connected Consumers



- Real-time shopper insights
- Personalized and contextual engagement

- Support the experience process in the available touch points

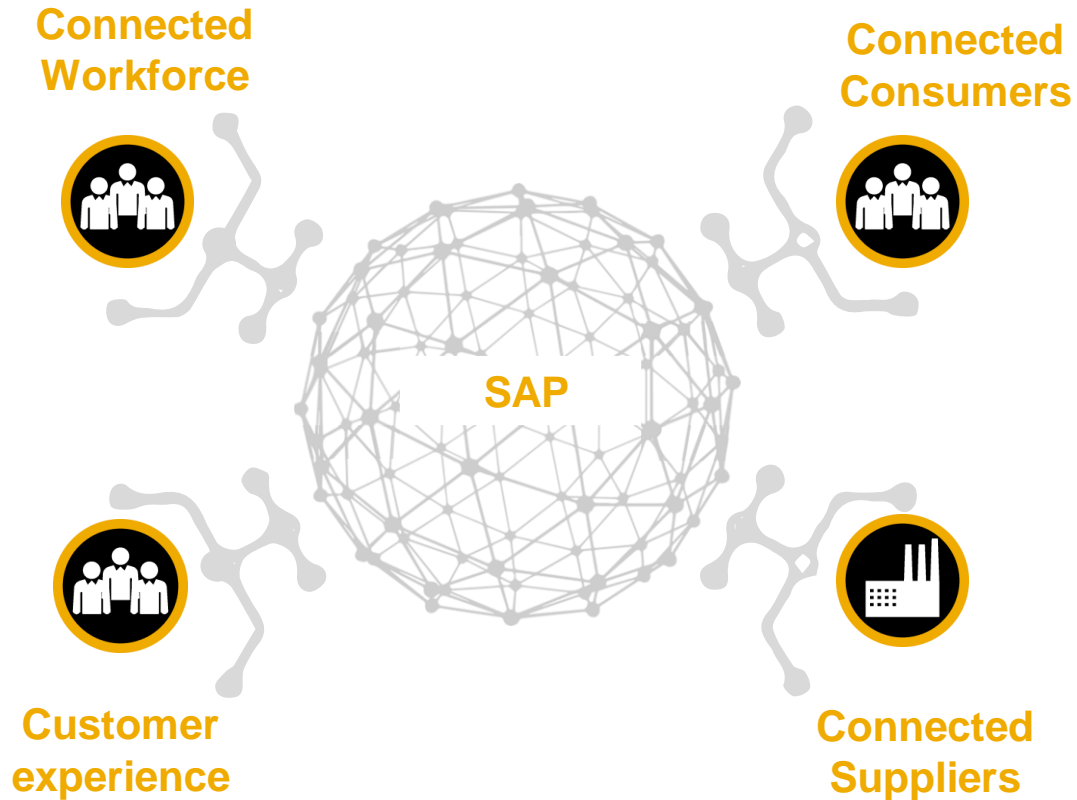
## Customer experience



## Connected Suppliers



- Collaborative processes (e.g. promotions) with business partners
- Improved efficiency and accuracy of transactions with business partners



# Thank You!

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