



MAKRO M40+ PROGRAM

BUILD ONCE, DEPLOY MANY



Oracle Cross Talk 2019
Minneapolis MN

INTRODUCING
SHV GROUP

A LITTLE BIT ABOUT

MAKRO

ABOUT MAKRO

CASH AND CARRY WHOLESALER

Makro is a cash and carry wholesaler that sells high volumes of food and non-food products to professional and end customers. These include **small and medium-sized retailers, the hospitality industry and the institutional market.**



BUTANTĂ STORE – SÃO PAULO

WHAT IS
M40+
ALL ABOUT?

WHAT IS M40+ ALL ABOUT

OBJECTIVE

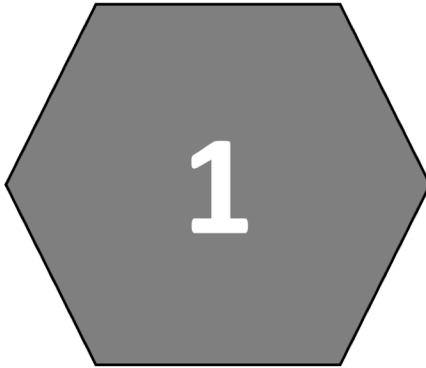
M40+ Program goal is to enable our people to transform **Makro** into a more **modern, sustainable and competitive wholesale cash and carry company** prepared for the future.



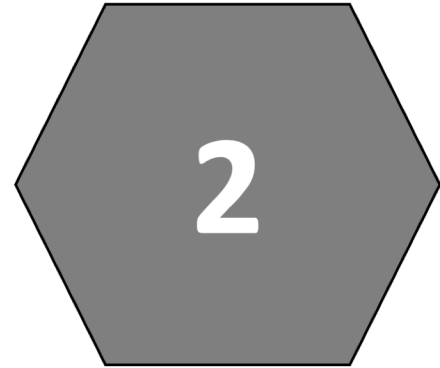
WHAT IS M40+ ALL ABOUT

PROJECT PROCESSES AND PHASES

The program was divided in **two main phases:**



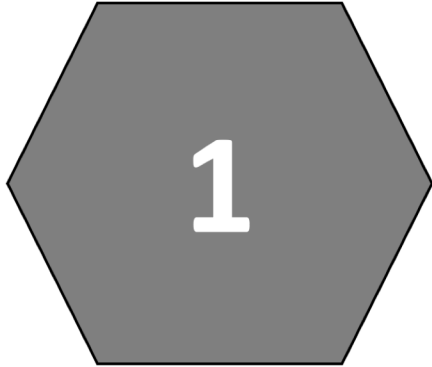
BUSINESS PROCESS REVIEW



IMPLEMENTATION

WHAT IS M40+ ALL ABOUT

PROJECT PROCESSES AND PHASES



BUSINESS PROCESS REVIEW

The **first phase** kicked off in March 2014, our processes were revised and a common operating model was defined.

WHAT IS M40+ ALL ABOUT

PROJECT PROCESSES AND PHASES



2

IMPLEMENTATION

The **second phase** consists of the implementation in each country: Peru started in 2015, Colombia in 2016. Brazil and Argentina to follow.

THE
MAKRO
CHALLENGE
DIAGNOSIS

THE **TRANSFORMATION**
OF THE CASH AND
CARRY MODEL IN LATIN
AMERICA – “ATACAREJO”





A MORE
INSPIRING
PURCHASING
EXPERIENCE
INSIDE THE STORES

SENSIBLE **INCREASE** OF
END CONSUMERS
IN THE STORES





LAY OUT AND
PLAN-O-GRAM
REVIEWD TO
ATTEND THIS “NEW
CUSTOMER” NEEDS

THE
MAKRO
CHALLENGE
COMPLEXITY

MULTI-COUNTRY
IMPLEMENTATION:
CULTURE, LANGUAGE,
MARKET MATURITY, AND
CURRENCY





**DIFFERENT LEGACY
SYSTEMS MERGING
INTO A SINGLE ONE**



CONFIRME aqui o preço.

VEJA 0,69

OMO 5L 53,90

2M2C 5L 11,19

KIT DANTENE 19,90

DIFFERENT CHANGE MANAGEMENT APPROACH

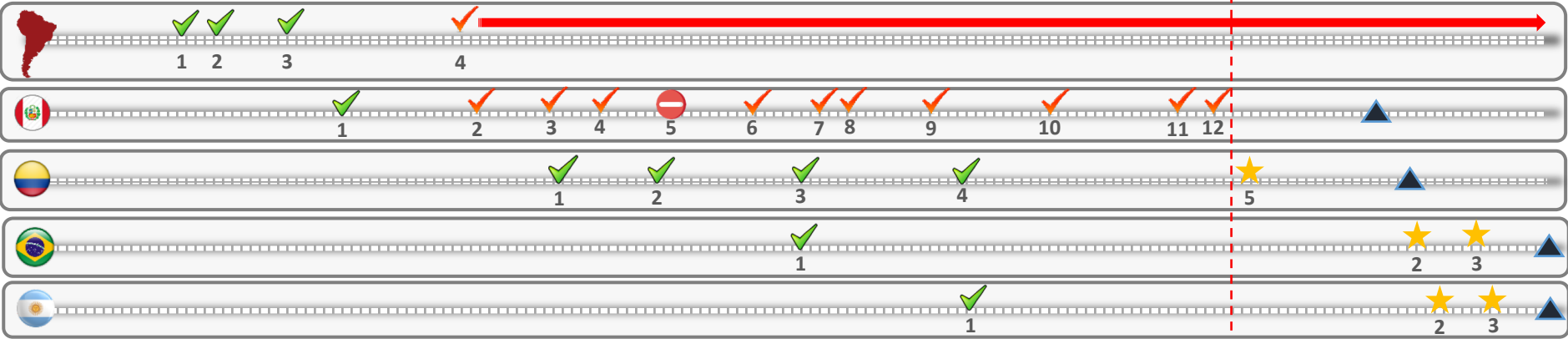
PROGRAM OVERVIEW

ROAD MAP

UPDATE

Today

2014 2015 2016 2017 2018 2019 2020



- 1 – Kick-off M40+
- 2 – TOM completion
- 3 – CRP Completion
- 4 – Change Management set-up



- 1 – Blueprint Peru (pilot)
- 2 – RDF/MFP
- 3, 4 - RMS
- 5 – Roll Back Replenishment
- 6 – Replenishment
- 7 – Allocation
- 8 – BI Integration
- 9, 10 – Deals and Finance
- 11 – Stores
- 12 – Cross Docking / Warehouse



- 1 – Blueprint Colombia
- 2 – RDF
- 3 - RMS
- 4 – Supply Chain
- 5 – Stores & Finance



- 1 – Blueprint Brazil
- 2 – Head Office solutions
- 3 – Store and Warehouse solutions



- 1 – Blueprint Argentina
- 2 – Head Office solutions
- 3 – Store and Warehouse solutions



Accomplished
 Accomplished with plan deviation
 Roll-back
 Future Go Lives
 Completion

STRONG

PARTNERSHIPS



LEGACY MANAGEMENT



PEOPLE MANAGEMENT



RETAILCONSULT
SPECIALISTS IN INFORMATION SYSTEMS FOR RETAIL

BEST-IN-CLASS INTEGRATOR

ORACLE
RETAIL CONSULTING

DESIGN AUTHORITY



LEGACY MANAGEMENT

- DEEP KNOWLEDGE IN THE LEGACY SYSTEMS AND ITS INTEGRATION ARCHITECTURE;
- A MIX OF OUTSOURCING AND INTERNAL ICT RESOURCES.



PEOPLE MANAGEMENT

- DEDICATED RESOURCES IN THE BU'S;
- METHODOLOGY AND TOP MANAGEMENT SPONSORSHIP.



RETAILCONSULT
SPECIALISTS IN INFORMATION SYSTEMS FOR RETAIL

BEST-IN-CLASS INTEGRATOR

- WIDE KNOWLEDGE IN ORACLE RETAIL;
- PERFECT MIX BETWEEN TECHNICAL AND BUSINESS BACKGROUND TO ENABLE THE BEST-IN-CLASS IMPLEMENTATION.

ORACLE
RETAIL CONSULTING

DESIGN AUTHORITY

- FULL INVOLVEMENT DURING THE BLUEPRINT PHASE;
- PROTECTION TO THE STANDARD SOLUTION AVOIDING EXCESSIVE CUSTOMIZATION;
- ESSENTIAL TO SUPPORT LOCALIZATION DECISIONS.

THINGS TO CONSIDER

LESSONS LEARNED

1

TOM AND CRP – THE REGIONAL TEMPLATE GUIDELINE

2

LOCAL BLUEPRINTS – ESSENTIAL TO MATCH THE REGIONAL RULES WITH THE LOCAL NEEDS

3

A TRANSFORMATION PROGRAM RELIES MORE ON PEOPLE THAN ON TECHNOLOGY

4

NEVER UNDERESTIMATE THE TESTING PHASE

5

ASSURE THE BU OWNS THE PROJECT MORE THAN THE REGIONAL HEAD OFFICE

6

TOP MANAGEMENT ACCOUNTABILITY DRIVES THE CHANGE AND THE ADOPTION

7

TIME IS MONEY, LOW QUALITY IMPLEMENTATION IS BLEEDING MONEY!

THANK YOU!

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makro