About us

SINSA is the leader hardware company in Nicaragua offering integral solutions for **construction**, **remodeling**, **decoration** and **electrical industry** with wholesale and retail sales.

Member of Ace Hardware cooperative.

Nicaragua

Latin America

- **Leaders** in our industry
- **29 years** of experience
- **23** stores
- **+1700** employees
- **4** divisions
- **+45k** items
- **+15** product categories

ACE Hardware

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Our History

Founded in 1990 by 3 local entrepreneur, SINSA is now known as one of the most innovative companies in the country.
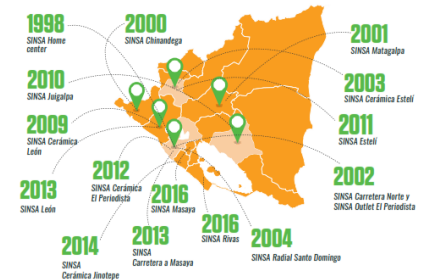
Business Units and Services

Our company focuses on providing complete solutions to our customers, hence our slogan:

"Everything you need, find it at SINSA"

credex :)

Offers **credit** to all of our customers

Delivery and **pick-up** from our DC

ACE Hardware

78%
SINSA Retail

13%
SINSA Projects

SINSA

8%
SINSA Wholesale Distribution

1%
SINSA Battery

Equipment **Rentals**

Installation Services

SINSA

Strategic growth plan

Sinsa defined a growth plan called **"Vision 2020"** to evolve our business to become a world class company.

With the complexity of our business and the aggressive growth, SINSA had to make some changes. This provoked the creation of **Project Evolution.**

Project Evolution is transformation project to sustain the company´s growth and plans in becoming world class.

2020

2017

2015

2014

Visión 2020
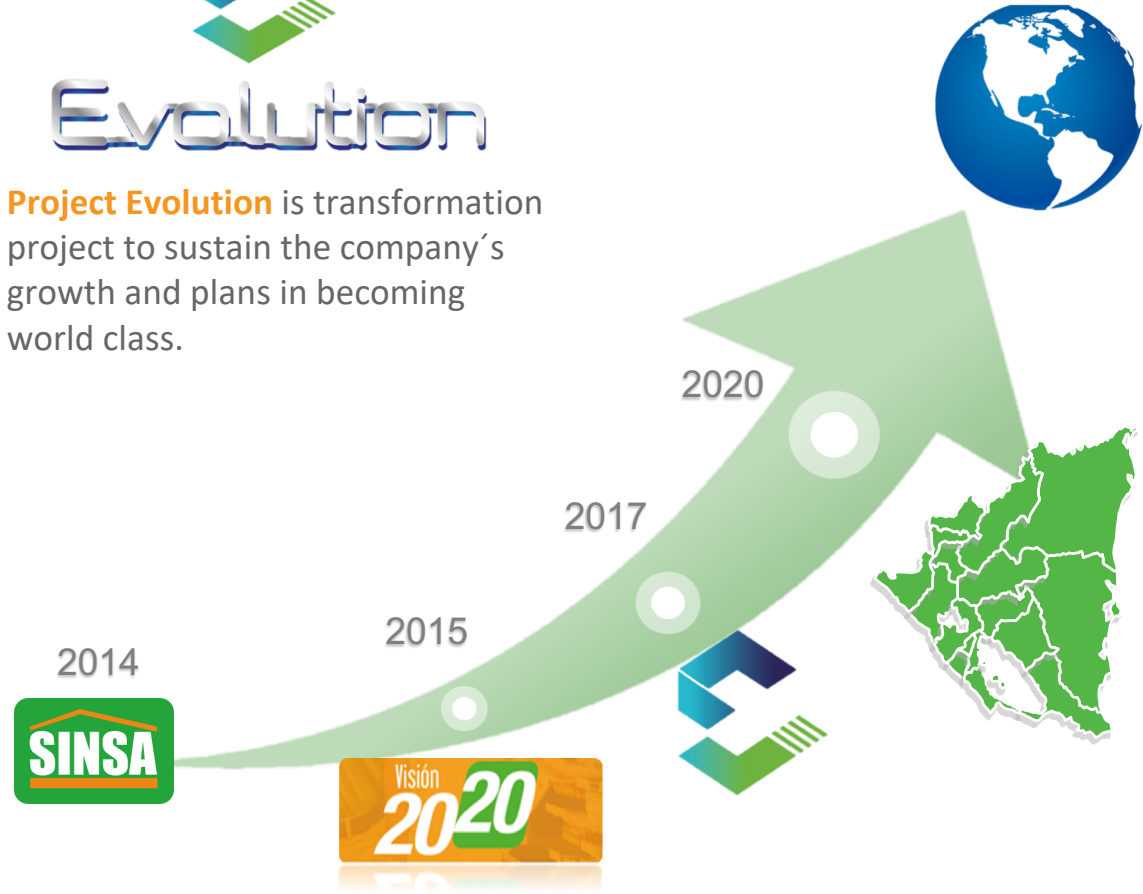
Project Evolution

We needed a software with the best practices, but that allows us to provide the same services to our customers and gives us the platform to grow and provide new services.

Oracle Retail provided the best platform for our business.

ORACLE®
RETAIL

Redefine Proceses
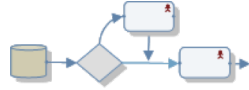
Policies and Procedures

Company´s Structure

Training

Evolution
..Transformándonos juntos...

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Evolution Kick-off

Proyect Evolution was the company´s top priority. It meant the beginning of the journey in becoming world class.

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Oracle Products Implemented

		Plan and Make	Enterprise Performance Mgmt	**Merchandise Financial Planning**	Assortment Planning	Category Management	Item Planning
			Size Profile Opt	Pack Optimization / Clustering	Demand Forecasting	Regular Price Opt	In-Store Space Collaboration
			Brand Compliance		Private Label Management		Process Manufacturing
		Supply Chain	**Merchandise Ops – PO, Cost & Deal Mgmt**		**Trade Management**		Replenishment Optimization
			Allocation	**Replenishment**	Advanced Inventory Planning	Real-Time Scheduler	Transportation Management / Warehouse Management
			Order Management	**Order Broker**	Supplier Direct Fulfillment	**Store Inventory Mgmt**	Service / Returns Management / Click to Call/Chat / Knowledge / Customer Service Ctr
		Merchandise and Consumer Interactions	**Merchandise Ops – Foundation Data, Perpetual Inventory, Stock Ledger**		Product Information Management	**Customer Management**	**Sales Audit** / **Invoice Match** / Content
			Retail Price Management	Regular Price Opt	Markdown / Clearance Opt	**Loyalty**	**Campaign & Deal Management** / Experience Management / SRM / Marketing Automation
		Store Operations	Commerce	**Point-of-Service**	Payment Switch	**Gift Cards**	Workforce Management / Search
		Corporate	**Financial Management and Indirect Procurement**		Treasury & Risk Management		Human Capital Management / Store Lifecycle Management

Left column labels: Apps | Business Intelligence | Social Analytics, Web Analytics, Loss Prevention Analytics, Customer Analytics, Merchandise Analytics

Technology: Middleware / Database

Financials Cloud

Inventory Management Cloud

Right Partner

SKILLNET

Even with the wide range of products, still Oracle does not meet our business needs.

Finding the right partner helped us close the gap.

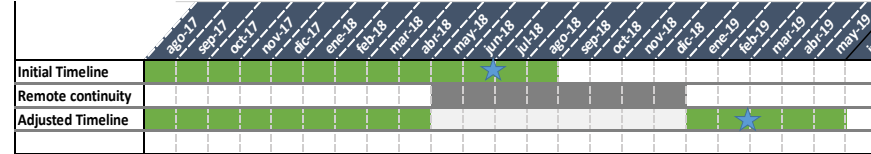## Specialized Services

Quotes

DC Pickup

Manual Discounts

Exchange rates

:) Legacy Systems Integration

Project Timeline

	ago-17	sep-17	oct-17	nov-17	dic-17	ene-18	feb-18	mar-18	abr-18	may-18	jun-18	jul-18	ago-18	sep-18	oct-18	nov-18	dic-18	ene-19	feb-19	mar-19	abr-19	may-19	ju
Initial Timeline										★													
Remote continuity																							
Adjusted Timeline																			★				

Flexibility

- Project´s Plan
- Extended stays
- Onsite Support
- Training
- Comunication gaps
- Culture Adaptability

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Key to Success

Project Phases:

1. **Planning**
2. Preparation
3. Inception
4. CRP
5. Elaboration
6. Construction
7. Transition
8. Production
9. Rollout

1. Planning Phase:

- Selection and Negotiation
- Build the Team
- Find a location
- Project´s Identity
- Vanilla Implementation

Team:

- **Sponsors:** CEO and CFO
- **Champions**: Top Management of each area
- **Change management team**
- Two **External Consultants**

Project´s Identity

Evolution
..Transformándonos Juntos...

Sponsors

Project Management

Process Control

Change Management

Finance   Purchasing   Logistics   Projects   Retail SINSA

Key to Success

2. Preparation Phase:

- As-Is Processes
- Getting ready for the change
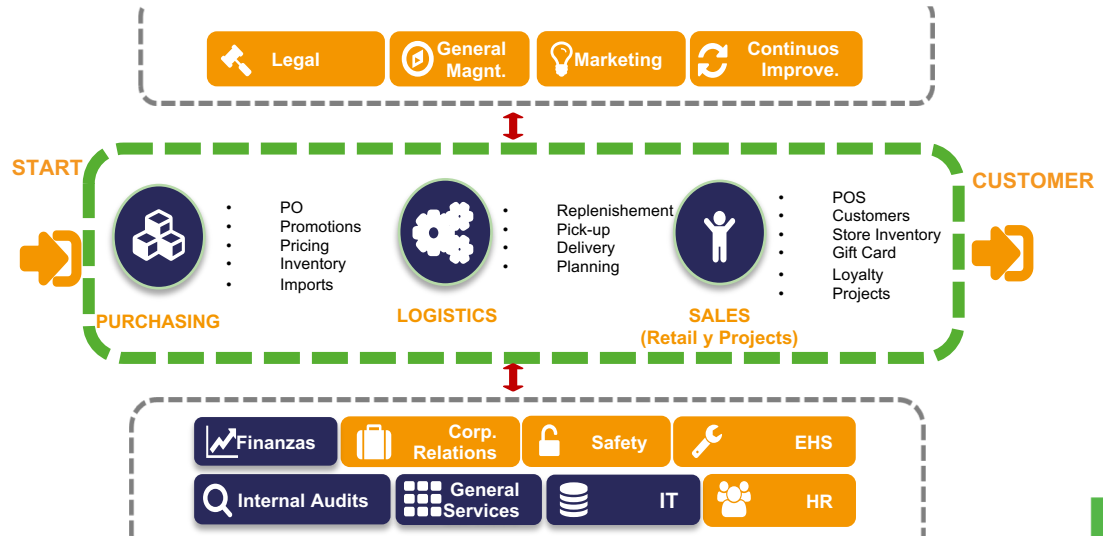
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ntérate...

As-Is Processes:

- Defined the Value Stream
- Documented all As-Is Processes

Communications Network

- Team of 32 communicators company wide
- Project´s online website

START

| Legal | General Magnt. | Marketing | Continuos Improve. |

PURCHASING
- PO
- Promotions
- Pricing
- Inventory
- Imports

LOGISTICS
- Replenishement
- Pick-up
- Delivery
- Planning

SALES (Retail y Projects)
- POS
- Customers
- Store Inventory
- Gift Card
- Loyalty
- Projects

CUSTOMER

| Finanzas | Corp. Relations | Safety | EHS |
| Internal Audits | General Services | IT | HR |

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Key to Success

3. Inception Phase:

- Neutral location
- Team 100% availability

Location:
- Project HQ was in a store away from corporate office

Team Availability:
- Champions were assigned a "2nd in command" for business operations.
- Power users were extracted from day to day operations.

Key to Success

Project Phases:
1. Planning
2. Preparation
3. Inception
4. **CRP**
5. Elaboration
6. Construction
7. Transition
8. Production
9. Rollout

4. CRP Phase:
- Guarantee process owners assistance.

CRP Schedule:
- Shared and distributed schedule with everyone.

Septiembre		Octubre					Nov.
S1	S2	S3	S4	S5	S6	S7	S8
Sep 18 - 22	Sep 25 - 29	Oct 2 - 6	Oct 9 - 13	Oct 16 - 20	Oct 23 - 27	Oct 30 - 3	Nov 6 - 10
RMS		ReSA	RPM	IT Admin	ORCE	OROB	CIERRE CRP
Overview	REPLENISHMENT	SIM	ReIM	DATA MIGRATION		MFP	
Foundation Data	Tools, UDA, Items List		X-STORE	X-STORE			
Purchasing	Transfers, Shipments		FUSION	FUSION			

Septiembre
Semana 4 • Oct 9 – Oct 13

MOM / XSTORE / FUSION

Temas	Días	Sala
RPM (Precios, Promociones, Descuentos)	Lunes – Miércoles - 8:30am – 12md	Sala 2
Fusion (Finanzas)	1pm – 5 pm	Sala 2
Xstore (Punto de Venta)	11 am – 6 pm	Sala 1
ReIM (Recepcion de Mercaderia)	Jueves – Viernes - 1pm - 5:30pm	Sala 2

Equipos

Skillnet		SINSA		PMCS
Prashant	Victor	Antonio Hernandez	Edwin Gonzalez	Adriana Ballestero
Dharani	Fusion 1	Oscar Soto		
Salid / Shiva	Local 1	Gustavo Campos		
Saurabh	Local 2	Roberto C. Lopez		
Ravi	Local 3	Damaris Calero		
Beatriz		Alberto Bonilla		

Required assistance:
- Specified who should attend every week.

Key to Success

Project Phases:
1. Planning
2. Preparation
3. Inception
4. CRP
5. **Elaboration**
6. **Construction**
7. Transition
8. Production
9. Rollout

5. Elaboration and 6. Construction Phase:

- Users ownership on process definition.
- Take the time to get it right

Users ownership:

- All users who were part of the process had to review and sign BRD.

Get it right:

- Work with your implementation partner to make as many trips needed, but get it right the first time.

Area	BRD	Detalle	Status
Compras	Automatización de cambio de precios y reportes de margen	Cambio al tipo de cambio automático Inyector de precio Reporte de Margen Reporte de Cambio de precio	Revisado
Compras	Ordenes de compras automáticas	Enviar ordenes de compras por correo automáticas	Revisado
Compras	Segmentación de precios	Tener precios diferentes para clientes específicos	Revisado
Finanzas	Posteo de Signo negativos en Fusion	La integración de forma base manda las devoluciones con signos negativos a contabilidad	En revisión
Import.	Gastos de no mercadería en importaciones	Plantilla para cargar los gastos de no mercadería	Pendiente Revisión
Inventario	Transferencias de articulos no disponibles	Transferencias de averías del estado de no disponible	Pendiente Revisión
Logistica	Transferencias Masivas	Plantilla para enviar transferencias masivas	Revisado
Proyectos	Crear cotizaciones y ordnes de múltiple bodegas	Separar las bodegas de proyectos y retail	Revisado
Ventas	Descuento sobre Descuento	No permitir agregar un descuento manual a una promoción	Revisado
Ventas	Suspension de Cotizaciones	Suspender cotizaciones para que el vendedor la pueda modificar	Revisado
Ventas	Factura de Credito	Crear la factura de crédito en tamaño A4	Revisado
Ventas	Busqueda por numero de parte en Xstore	Búsqueda de un articulo por numero de parte en Xstore	Revisado
Ventas	No imprimir facturas cuando transacciones manuales	No imprimir facturas cuando transacciones manuales	Revisado
			TOTAL

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Key to Success

7. Transition Phase:

- Create scenarios for all areas
- Test, Test, Test

Scenarios:
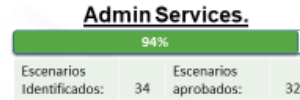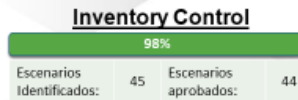
- Review all possible scenarios in all areas affected.

Test, Test, Test:

- Do not close UAT, until you are satisfied with the result.

Status UAT ORACLE por Área - Actual

Retail — 98%
| Escenarios Identificados: | 177 | Escenarios aprobados: | 173 |

Purchasing — 63%
| Escenarios Identificados: | 27 | Escenarios aprobados: | 17 |

Imports — 90%
| Escenarios Identificados: | 20 | Escenarios aprobados: | 18 |

Logistics — 85%
| Escenarios Identificados: | 20 | Escenarios aprobados: | 17 |

Finance — 93%
| Escenarios Identificados: | 98 | Escenarios aprobados: | 91 |

Proyects — 99%
| Escenarios Identificados: | 105 | Escenarios aprobados: | 104 |

Inventory Control — 98%
| Escenarios Identificados: | 45 | Escenarios aprobados: | 44 |

Admin Services. — 94%
| Escenarios Identificados: | 34 | Escenarios aprobados: | 32 |

Audits — 92%
| Escenarios Identificados: | 26 | Escenarios aprobados: | 24 |

IT — 100%
| Escenarios Identificados: | 67 | Escenarios aprobados: | 67 |

Total Scenarios UAT.

Prioridades	REALIZADO	PENDIENTE	TOTAL	Cumplimiento
Alta	344	22	366	94%
Media	191	9	200	95%
Baja	52		52	100%
Grand Total	586	31	618	95%
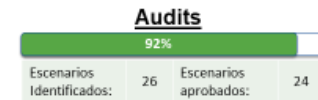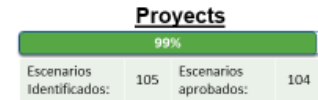
UAT Completado
Proyección UAT a final de Octubre 2018

Total UAT (Oracle) — 95%

Key to Success

8. Production Phase:

- Identify the competence needed.
- Identify the support team
- Let the customers know we are going through a change
- All hands on deck
- Give it enough time to stabilize the store

Support team:

- Interview candidates to become Key Users
- Train Key Users
- Identify Key Users

All hands on deck:

- On the day of go live, make sure everyone is available, work very close with your partner.

Key to Success

Ace Hardware

Project Phases:
1. Planning
2. Preparation
3. Inception
4. CRP
5. Elaboration
6. Construction
7. Transition
8. Production
9. **Rollout**

9. Rollout Phase:
- Local and Immediate support
- Training
- Remote access
- IT and teams ownership

Support:
- Stores and users had immediate and local support at al times
- In case issue escalated, remote access is available

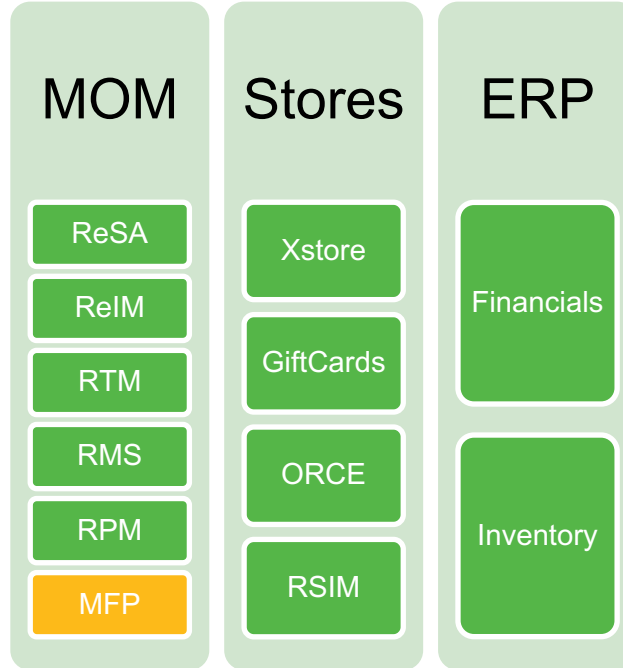
Training:
- Constant and extensive training to all users.

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Project Status

- **Go live**: Feb 24, 2019
- **Live stores**: 12/19
- **ETC:** Jun 25, 2019

- 12 of 24 Stores live
- MOM department Live
- Finance department Live
- MFP in process

MOM
- ReSA
- ReIM
- RTM
- RMS
- RPM
- MFP

Stores
- Xstore
- GiftCards
- ORCE
- RSIM

ERP
- Financials
- Inventory

Plan Go live y Roll Out	Mes	Dia
Capacitaciones	3-feb-19	
Go Live RADIAL	24-feb-19	
Go Live HOMECENTER	31-mar-19	
Go Live PERIODISTA	6-abr-19	
Go Live MEGA	18-abr-19	
Go Live NORTE Y GALERON	4-may-19	
Go Live PASEO MASAYA	12-may-19	
Go Live JINOTEPE	23-may-19	
Go Live RIVAS	26-may-19	
Go Live FUSION	1-jun-19	
Go Live JUIGALPA	8-jun-19	
Go Live MATAGALPA	12-jun-19	
Go Live ESTELI Y ESTELI CERAMICA	15-jun-19	
Go Live LEON	18-jun-19	
Go Live CHINANDEGA	22-jun-19	
Go Live PROY/DESIG	26-jun-19	
Go Live COMASA / BATERIA	29-jun-19	

Digital Procedures

Benefits and Expectations

- Standardize processes
- Availability of information
- More options for our customers
- Better inventory control
- More Efficient

" Purchasing Manager

1. System will improve the **Efficiency** of how we buy.
2. Having a **Standardize Information** in a single location will help us in the decision making.
3. The level of Items details we have now, will help in **replenishment and warehousing.**
4. We can now do promotions targeted to **customer segments**
5. The new import process will make sure the right cost is assigned to the product and **maximize our margins.**

" Retail Sales Manager

1. We are reducing our **waiting time** in line by 33%.
2. We now know our customers. ORCE will allow us to create the **promotions and assortment** that the customer needs.
3. The **House Account** functionality will help us make sure sales remain in the business.
4. We have a better control of the **store inventory**.
5. Now we have a wider range of **promotions** we can give our customers.

Challenges and Learnings

Challenges

- [ ] Country´s biggest economic crisis since the 80´s.
- [ ] Due to crisis, UAT was done mostly in remote.
- [ ] Language
- [ ] Access to information
- [ ] Adjust the business to the new system or process.
- [ ] Remote connectivity

Learnings

- [ ] Prepare the business for the change early.
- [ ] Keep the organization engaged.
- [ ] Need to have Top Management support ALWAYS.
- [ ] Test, Test, Test
- [ ] Train, Train, Train
- [ ] Let the Pilot store settle, before starting rollout.
- [ ] Have the support team ready and aligned.
- [ ] Have your IT team spend as much time with experts as possible.
- [ ] Project ´s Time line

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Todo lo que necesitas, encuéntralo en

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