



Oracle Retail Cross Talk

June 11th 2019

Step into the future

Let's Talk About...

- Who is Stein Mart?
- A Little History: How we got here and our journey
- Our Implementation Approach
- Our Partners:   
- Importance of Change Management
- What We Are Proud Of

Stein Mart is a national specialty off-price retailer

OFFERINGS

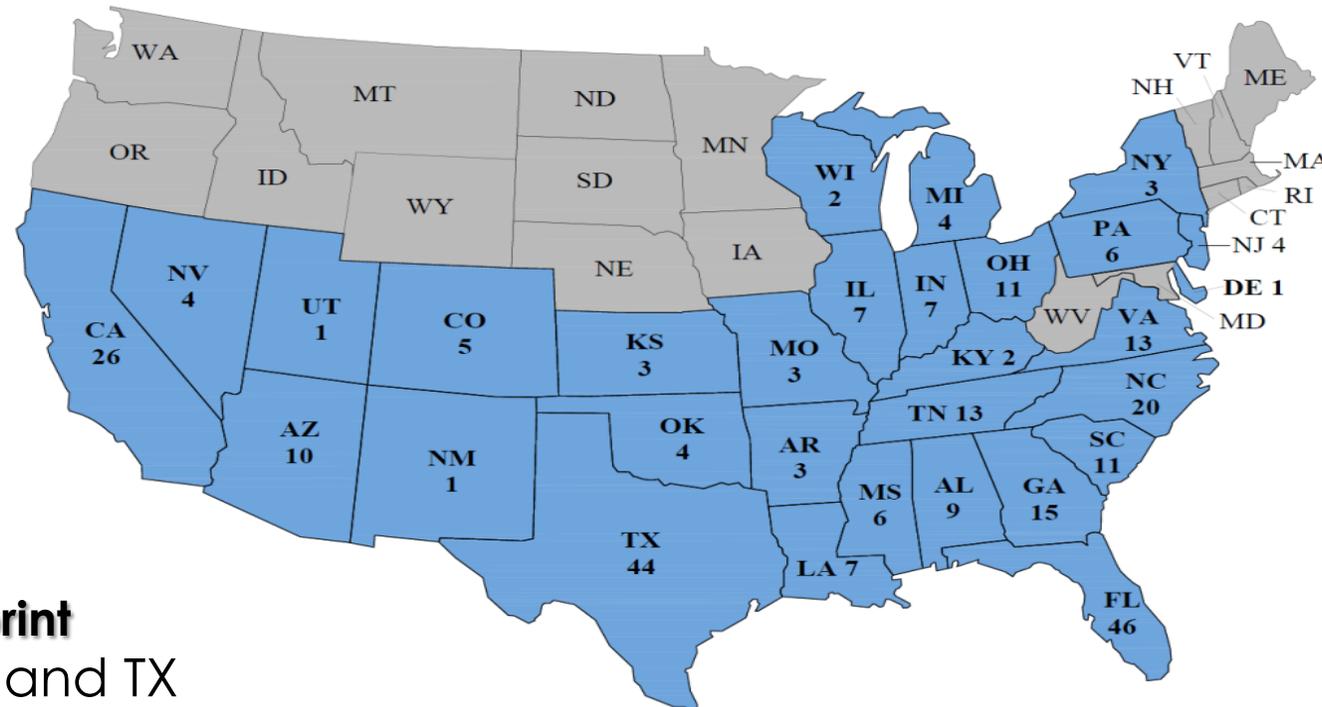
Fashion apparel for women and men, home décor, accessories, shoes, kids coming soon

CUSTOMERS

Loyal, ageless, household income of nearly \$100,000

FOOTPRINT

30 states
283 stores
www.steinmart.com



National Store Footprint

70% of chain in SE and TX

Our Journey so Far...

2016

- Merch Transformation Started
- Parker Avery Initiated
- Roadmap Approval
- New OTB Process

2017

- Allocation Re-Launch
- New PO Approval Process
- New Hind-Sighting/Seasonal Strategy
- New Markdown Process
- New Planning Org Announced
- New Markdown Process/ Execution

2018

- Replenishment Re-Launch
- Ad Track
- New Hierarchy/Re-class
- Assortment Planning Training
- *Began MFP*

- Over the last two years we have impacted and/or implemented 15 business processes
- We have re-organized our Planning organization and re-written job responsibilities to adopt new processes and expectations
- We have broken down silos across the organization to promote collaboration and strategic conversations
- We have worked as **one team** to simplify and streamline merchandising processes



Why Now?

Business Process Re-invent

While moving the solution to the cloud was an important part of our decision, **the primary driver was to gain business capabilities** we did not currently have and **provide a platform that will support future growth and profitability.**

- Introduced a holistic approach to planning that supported Omni retail and new business initiatives
- Re-designed planning cadence to coincide with market and merchant needs
- Incorporated Channel and In-Season planning to better manage our inventory and enhance visibility
- Performed an organizational re-design within our planning team to enhance the planning and buying collaboration and balance workload
- Standardized and automated reporting within Enterprise Data Warehouse

Our Partners & Why We Chose Them



- JET User Interface
- RPAS Platform
- Partnership Support
- Cloud Environments



- Business Process Design
- Program Management
- Change Management/Training
- User Acceptance Testing



- System Configuration
- Integration Partner
- System Testing
- RPAS Knowledge Transfer - IT

- Stein Mart transitioned to a 'cloud first' strategy in 2016
- Long standing partnership with Stein Mart
- Least disruptive technology change
- Offered simplified solution that was configurable to Stein Mart business needs
- Solution platform has ability to grow with Stein Mart business needs

- Strategic business partner with a keen sense of how to approach our individual business needs and objectives
- Tremendous base of knowledge on merchandising systems and process
- Combination of technical expertise and hands on retail / planning experience
- Training documents / approach is easy to follow / intuitive for new and seasoned users
- Focus on change management throughout implementation helps improve user adoption

- Clear understanding of the business – not just the technical aspect
- Experience in Oracle Cloud
- Expertise in applying configuration to new business processes
- Consistently simple, clear, and direct partner to work with
- Provided excellent 'check and balance' for IT work and predictable spend

MFP Implementation: Let's Get To It

Our implementation is 3 phased. We wanted to concentrate on simplifying our business process while incorporating omnichannel capabilities. We treated this as a new implementation, not an upgrade.

Implementation Phase	2018			2019						
	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Phase 1: Business Process Design										
Phase 2: Pre-Season Implementation										
Phase 3: In-Season Implementation										
Warranty										

Oracle JET Merchandise
Financial Planning

 System Go-Lives

Importance of Change Management

- Break down the silos and grow relationships within our own organization
- Help associates answer and understand the “What’s in it for me?” questions
- Clearly define roles and responsibility changes in both business and IT
- Give a solid and clear path to navigate the new way they must approach the business process
- Be proactive in addressing concerns that the user community will have – where possible: answer before they ask



Why Were We Successful?



- Upfront business process design
- Small group of decision makers with key executive sponsorship – avoided “too many cooks in the kitchen”
- Minimal solution changes or process re-design during implementation
- Data data data! Proactive focus on data and data validation with business partnership
- Consistent and timely communication between all partners and team members
- Change management needs and communication was addressed early in the process
- We celebrated the wins (even the tiny ones)
- Project had Executive leadership support, not Executive Oversight – we had to find the balance

Questions

