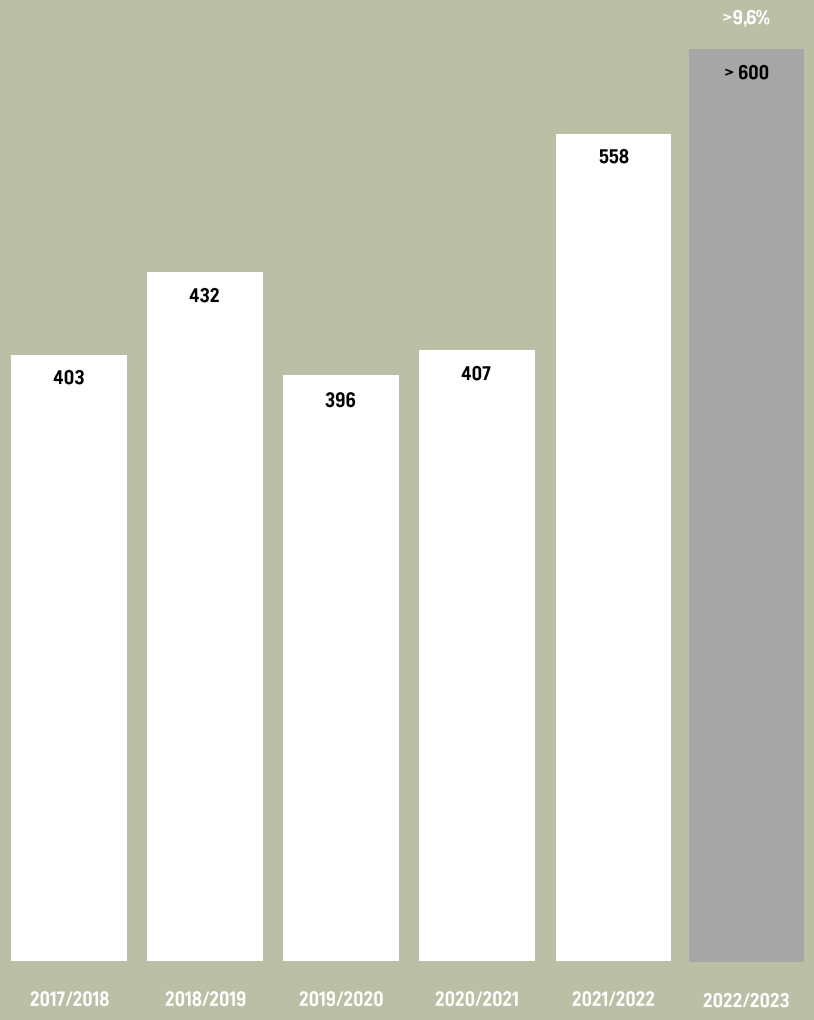
# COMPETING ON THE EDGE

## DIGITAL TRANSFORMATION @ MARC O'POLO

DR. PATRIC SPETHMANN - COO

MARC O'POLO WILL BECOME THE LEADING MODERN CASUAL AND SUSTAINABLE LIFESTYLE BRAND IN THE GLOBAL PREMIUM SEGMENT DELIVERING HIGH QUALITY AND INNOVATIVE PRODUCTS.

# TURNOVER & KEY PERFORMANCE INDICATORS.




**2.200** Trading Partners

**>600** mio Turnover

**286** Monobrand Stores

**8** Collections delivered by 10 delivery dates

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# “THE FUTURE IS WHERE THE CUSTOMER EXPECTS US TO BE.

# WHEREVER THAT IS AND WHATEVER THEY WANT FROM US.”

# THE GREAT

# DISCONNECT

BUSINESS VS. IT

MISSING END-TO-END THINKING

SYSTEM-FIRST INSTEAD OF PROCESS-FIRST

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# MISSING

# TRANSPARENCY

SLOW DECISION MAKING

STEERING WITHOUT PROPER DATA

RISK-BEARING JUDGEMENT

# NO

# SCALABILITY

UNIQUE PROCESSES FOR NEW COUNTRIES

DIFFERENT APPROACHES IN EACH DIVISION

SCALING THROUGH WORKFORCE ENLARGEMENT

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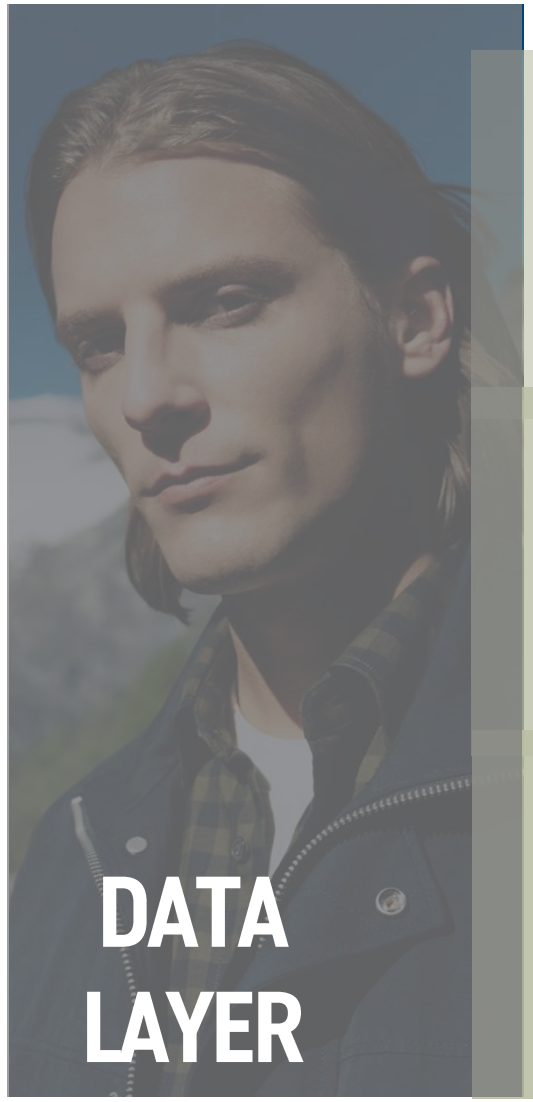
# HOW?

## DIFFERENT CHALLENGES NEED DIFFERENTIATED RESPONSES.



DATA LAYER

EXPERIENCE LAYER

> DIFFERENTIATION IN COMPETITION
> HIGH AGILITY & FLEXIBILITY
> QUICK TIME-TO-MARKET

PROCESS LAYER

> SIMPLIFIED PROCESSES
> RESILIENCE OF INTERFACES
> TRANSPARENCY

CORE LAYER

> STANDARDIZED PROCESSES
> STABILITY & SCALABILITY
> UNIFORM DATA BASIS

E.G.

EMARSYS
CRM
SCAYLE

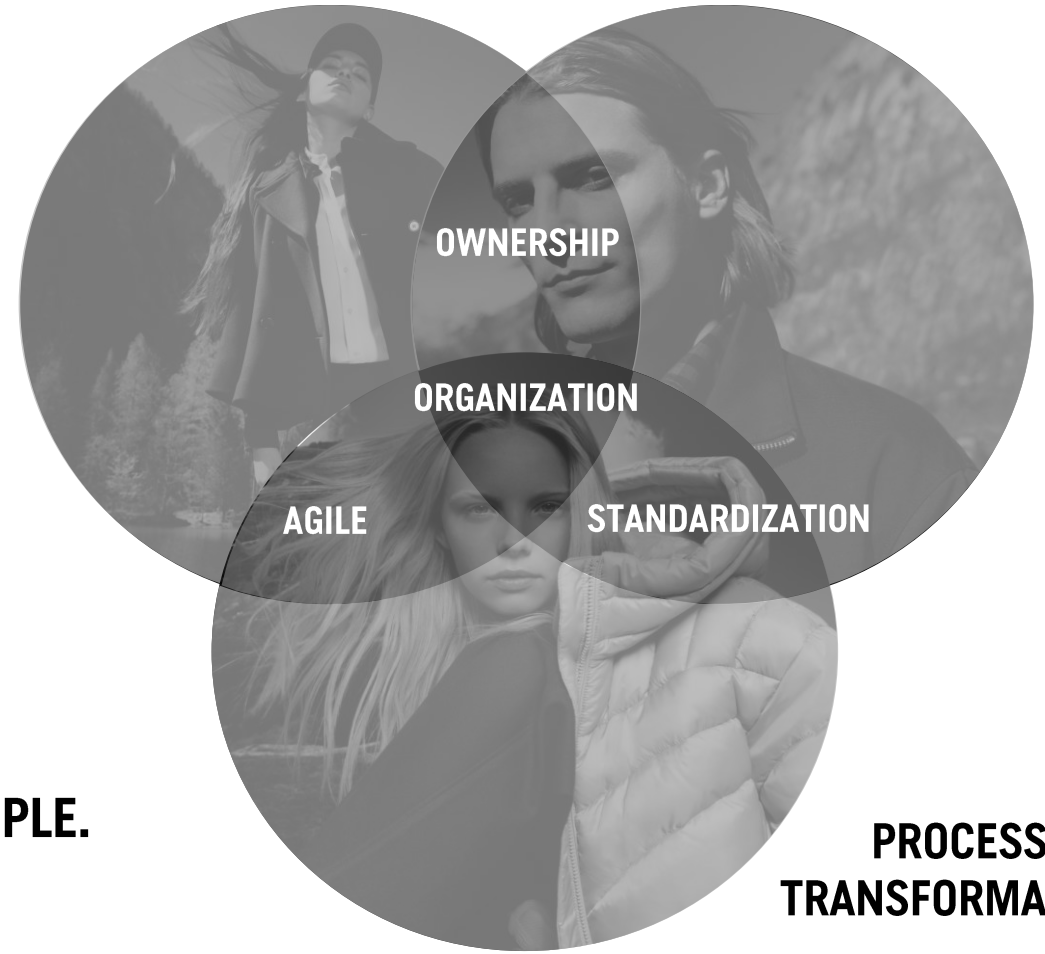
PI/PO
EVENT BRIDGE
EBISS

SAP S/4
SAP CAR
LVS

# HOW?

## CREATING VALUE BY CONNECTING THREE APPROACHES.

MINDSET
TRANSFORMATION




TECHNOLOGY
TRANSFORMATION

THE THREE PARTS OF THE TRANSFORMATION ALWAYS NEED TO GO HAND IN HAND:

TECHNOLOGY, PROCESS AND PEOPLE.

PROCESS
TRANSFORMATION

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# IN PRACTICE

## MERCHANDIZE FINANCIAL PLANNING

| | BEFORE |
|---|---|
| **MINDSET TRANSFORMATION** | **STRONG SILO MENTALITY:** UNABLE TO AGGREGATE PLANNING DATA. |
| **PROCESS TRANSFORMATION** | NO **STANDARDIZED PROCESS OR SYSTEM.** |
| **TECHNOLOGY TRANSFORMATION** | EXCESSIVE **END OF SEASON STOCK**, HIGH **MARKDOWNS,** AND **MARGIN SHORTFALL.** |

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# IN PRACTICE

USE CASE „MERCHANDISE FINANCIAL PLANNING“

TURNOVER,
COSTS,
MARK DOWNS

OPEN-TO-BUY
BUDGETS

USE CASE „OPERATIONAL FINANCIAL PLANNING“

USE CASE „ASSORTMENT PLANNING“

INITIAL ALLOCATION QUANTITIES

USE CASE „ALLOCATION MANAGEMENT“

STOCK TRANSFER ORDERS

SAP CAR

SAP S/4

# IN PRACTICE

## MERCHANDIZE FINANCIAL PLANNING

| | BEFORE | AFTER |
|---|---|---|
| **MINDSET TRANSFORMATION** | **STRONG SILO MENTALITY:** UNABLE TO AGGREGATE PLANNING DATA. | NEW OPPORTUNITIES IN **PLANNING ACROSS ORGANIZATIONAL UNITS.** |
| **PROCESS TRANSFORMATION** | NO **STANDARDIZED PROCESS OR SYSTEM.** | **SEAMLESS & INTEGRATED** PLANNING PROCESS ACROSS THE **GLOBAL PORTFOLIO**. |
| **TECHNOLOGY TRANSFORMATION** | EXCESSIVE **END OF SEASON STOCK**, HIGH **MARKDOWNS,** AND **MARGIN SHORTFALL.** | NEW MERCHANDIZE FINANCIAL PLANNING TOOL WITH **IMPROVED DEMAND FORECAST ACCURACY.** |

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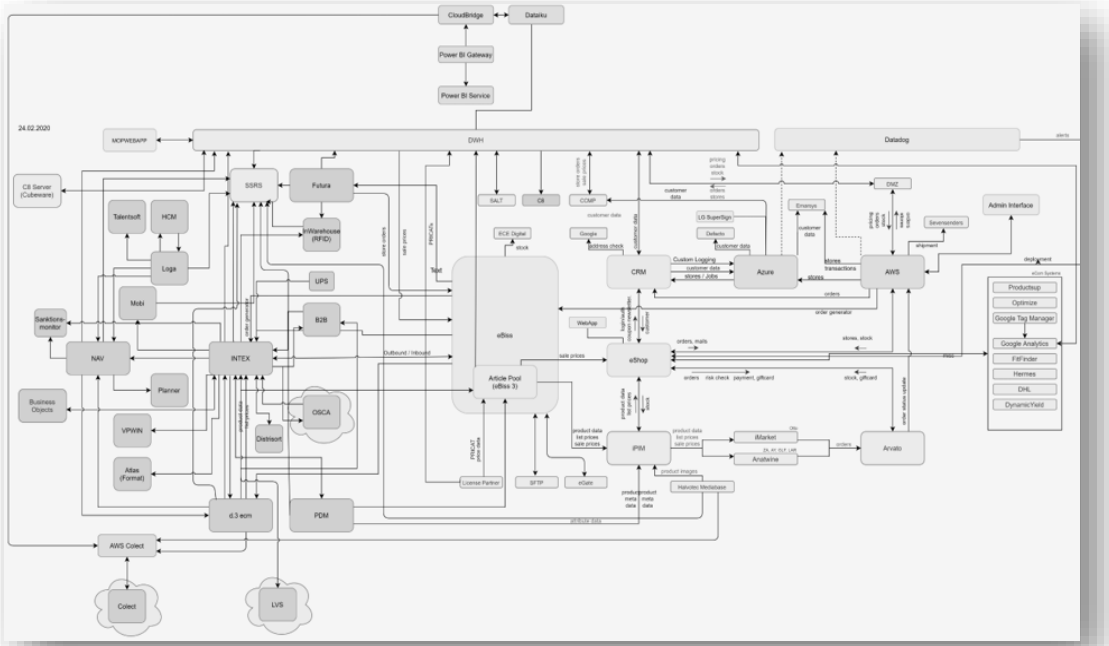
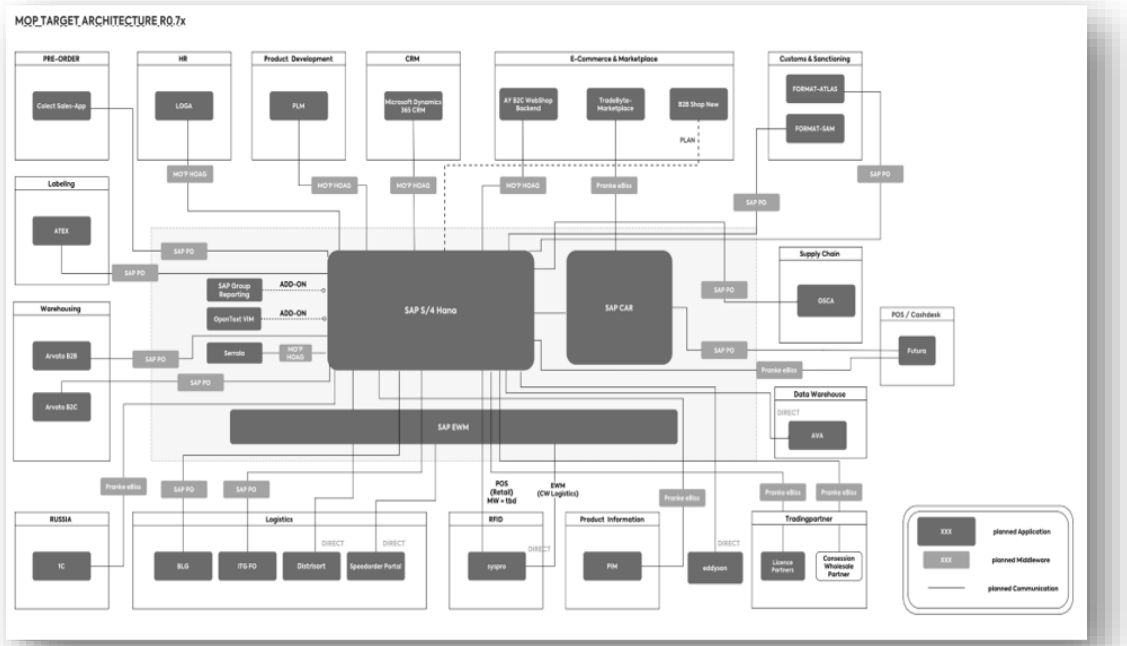
# WHAT?

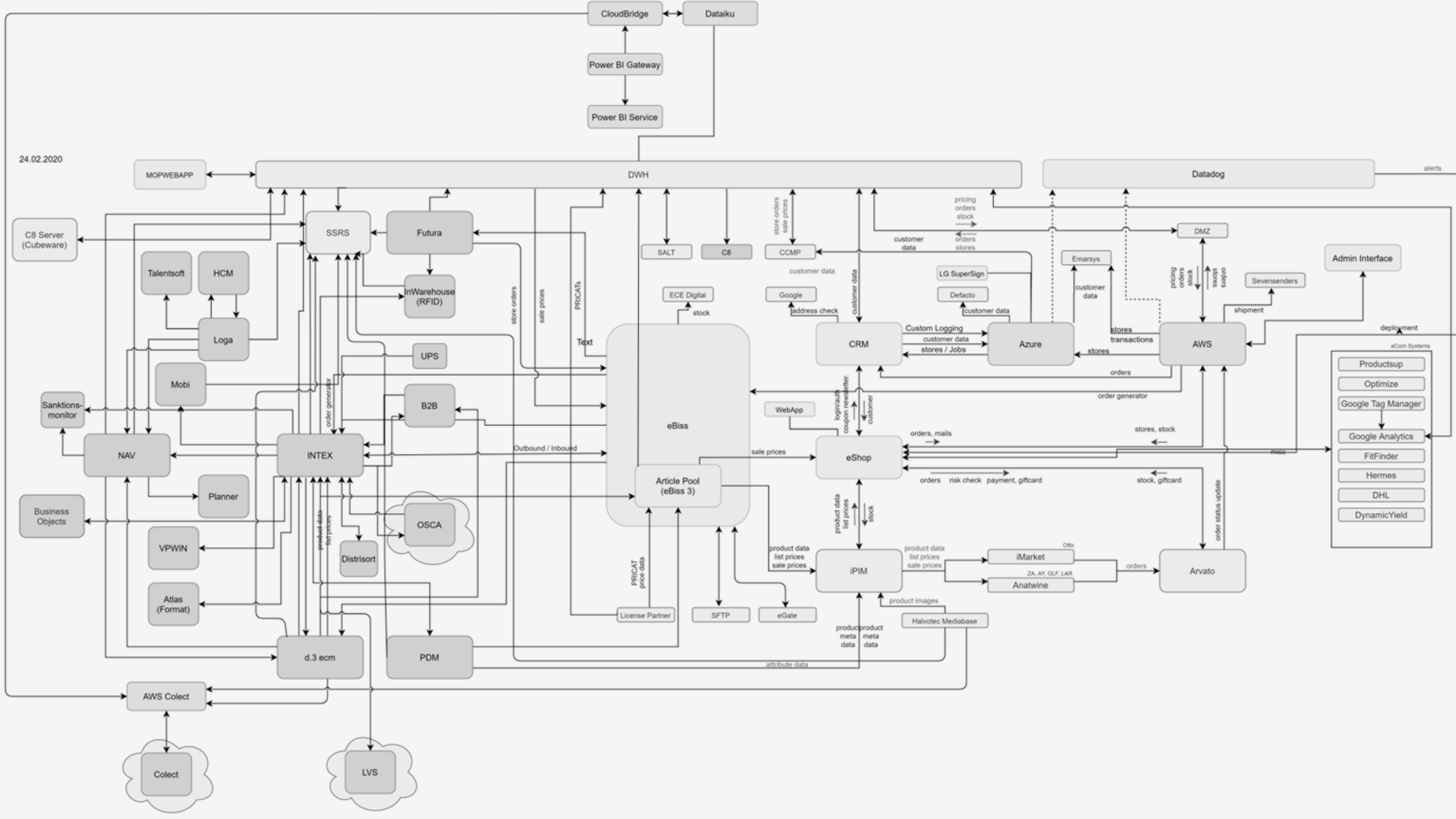
## THE TRANSFORMATION.

BEFORE




AFTER



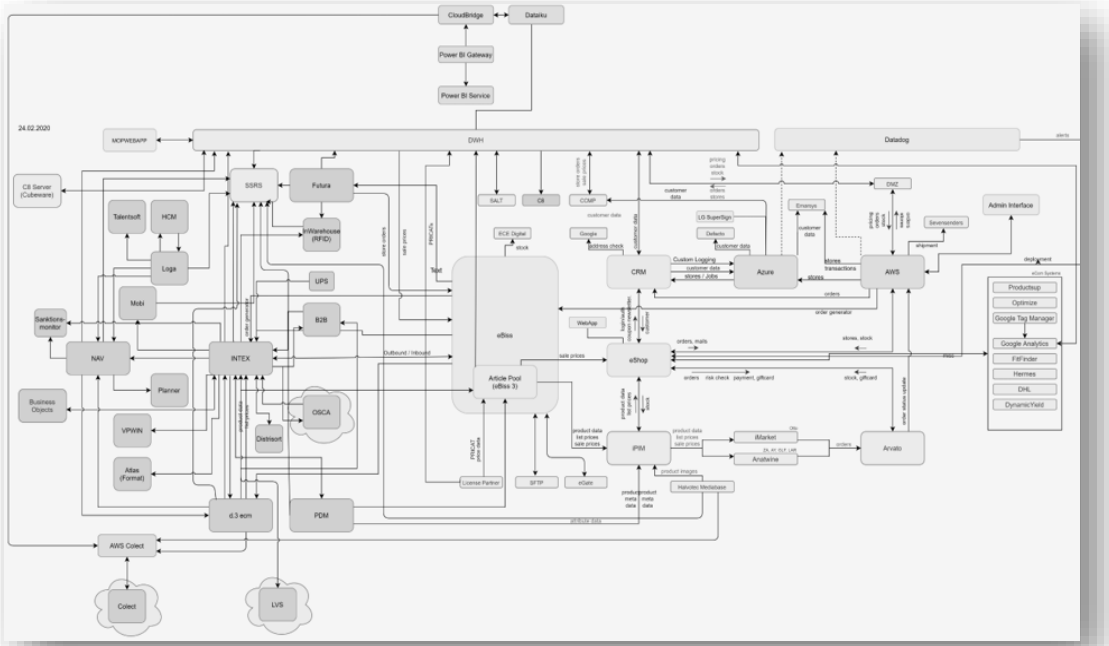


CloudBridge
Dataiku
Power BI Gateway
Power BI Service
24.02.2020
MOPWEBAPP
DWH
Datadog
alerts
C8 Server (Cubeware)
SSRS
Futura
Talentsoft
HCM
InWarehouse (RFID)
Loga
UPS
Mobi
B2B
Sanktions-monitor
NAV
INTEX
Planner
Business Objects
VPWIN
Atlas (Format)
OSCA
Distrisort
d.3 ecm
PDM
AWS Colect
Colect
LVS
store orders
sale prices
PRICATs
Text
Outbound / Inbound
order generator
product data
list prices
SALT
C8
CCMP
store orders
sale prices
customer data
pricing
orders
stock
orders
stores
customer data
ECE Digital
stock
eBiss
Article Pool (eBiss 3)
PRICAT price data
License Partner
SFTP
eGate
Google
address check
customer data
LG SuperSign
Defacto
customer data
CRM
Custom Logging
customer data
stores / Jobs
Azure
stores
transactions
stores
AWS
orders
order generator
WebApp
login/auth
coupon newsletter.
customer
sale prices
eShop
orders, mails
stores, stock
orders
risk check
payment, giftcard
stock, giftcard
product data
list prices
stock
product data
list prices
sale prices
iPIM
product data
list prices
sale prices
iMarket
Otto
ZA, AY, GLF, LAR
Anatwine
orders
Arvato
order status update
product images
Halvotec Mediabase
product meta data
product meta data
attribute data
DMZ
Emarsys
customer data
pricing
orders
stock
orders
stores
Sevensenders
shipment
Admin Interface
deployment
eCom Systems
Productsup
Optimize
Google Tag Manager
Google Analytics
FitFinder
Hermes
DHL
DynamicYield

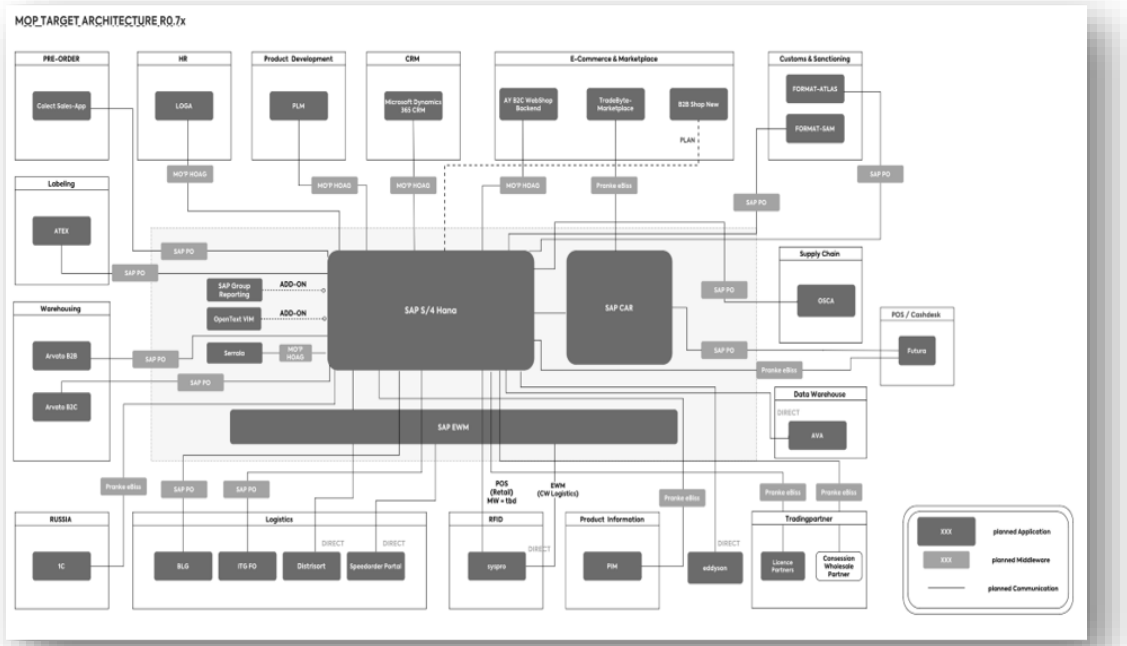
# WHAT?

## THE TRANSFORMATION.

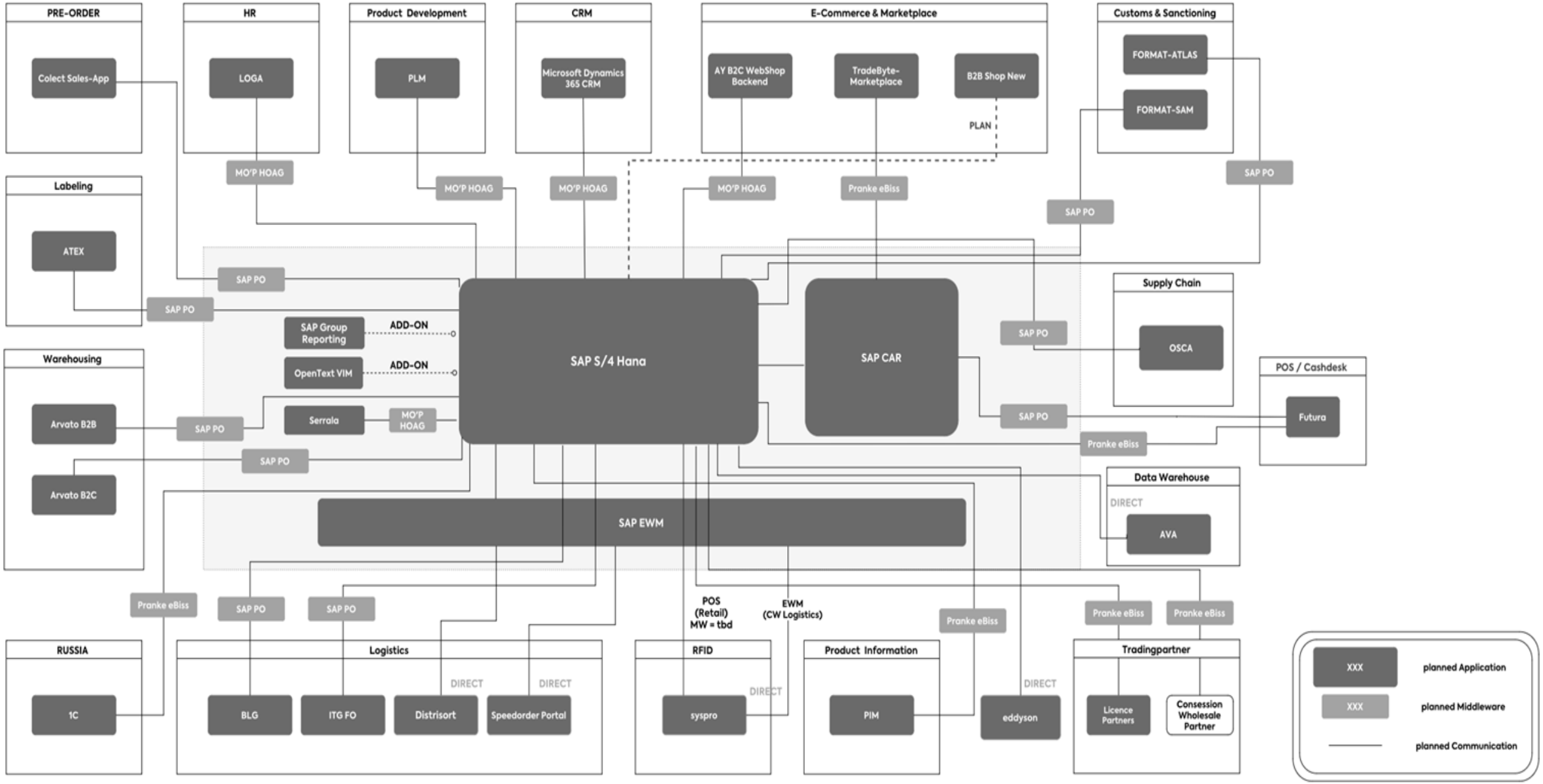
BEFORE




AFTER



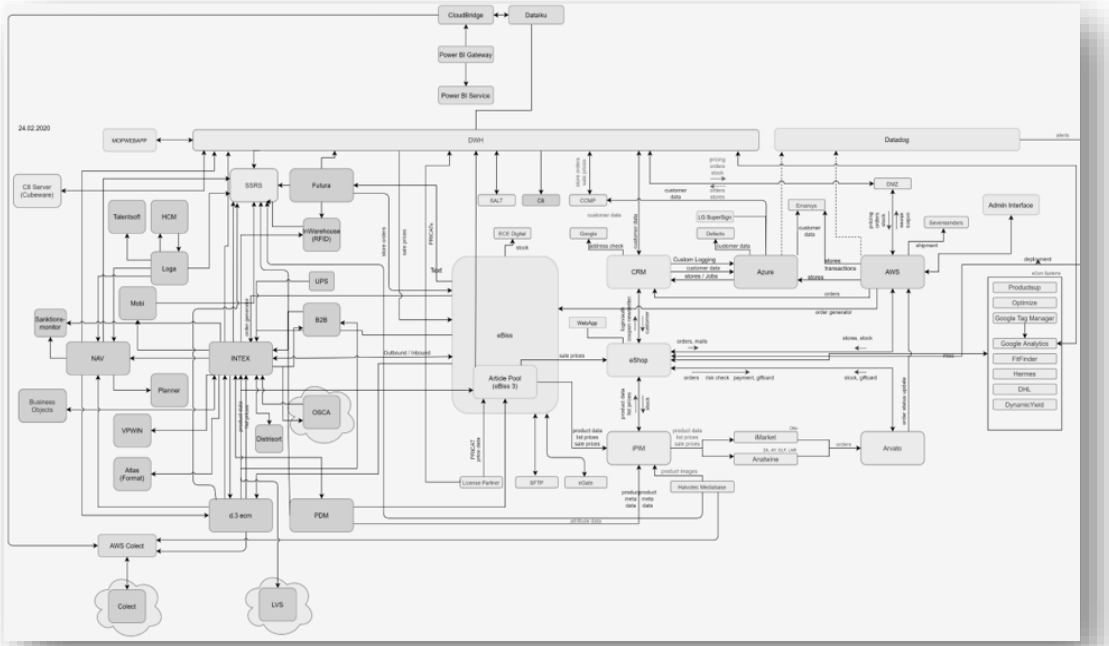
# MOP_TARGET_ARCHITECTURE_R0.7x



# WHAT?

## THE TRANSFORMATION.

BEFORE

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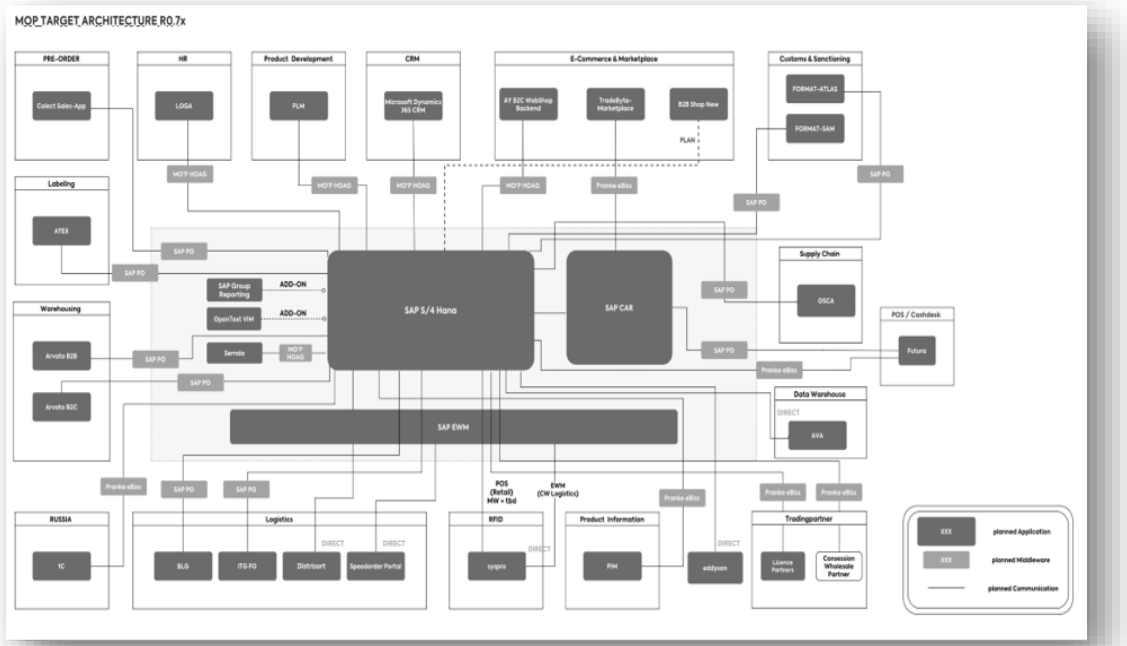
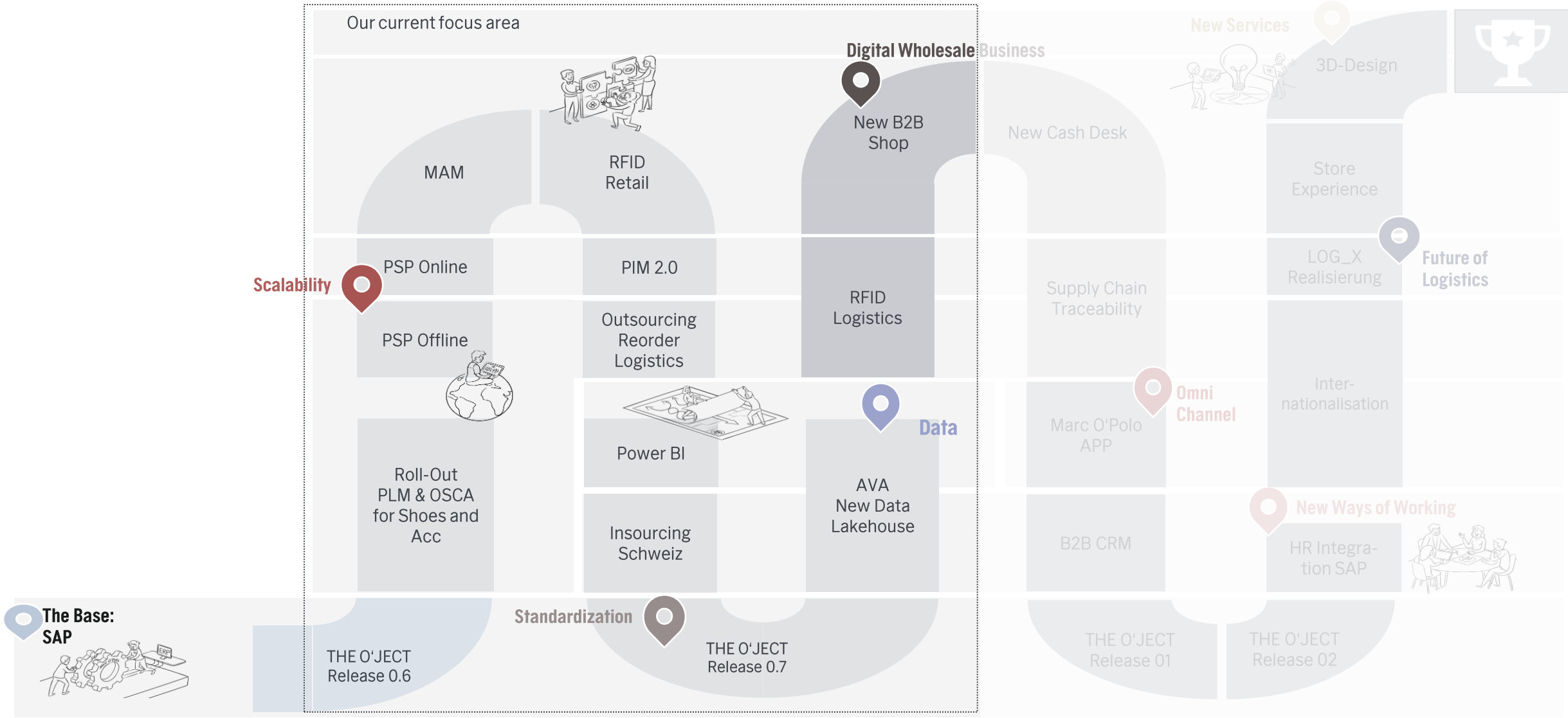


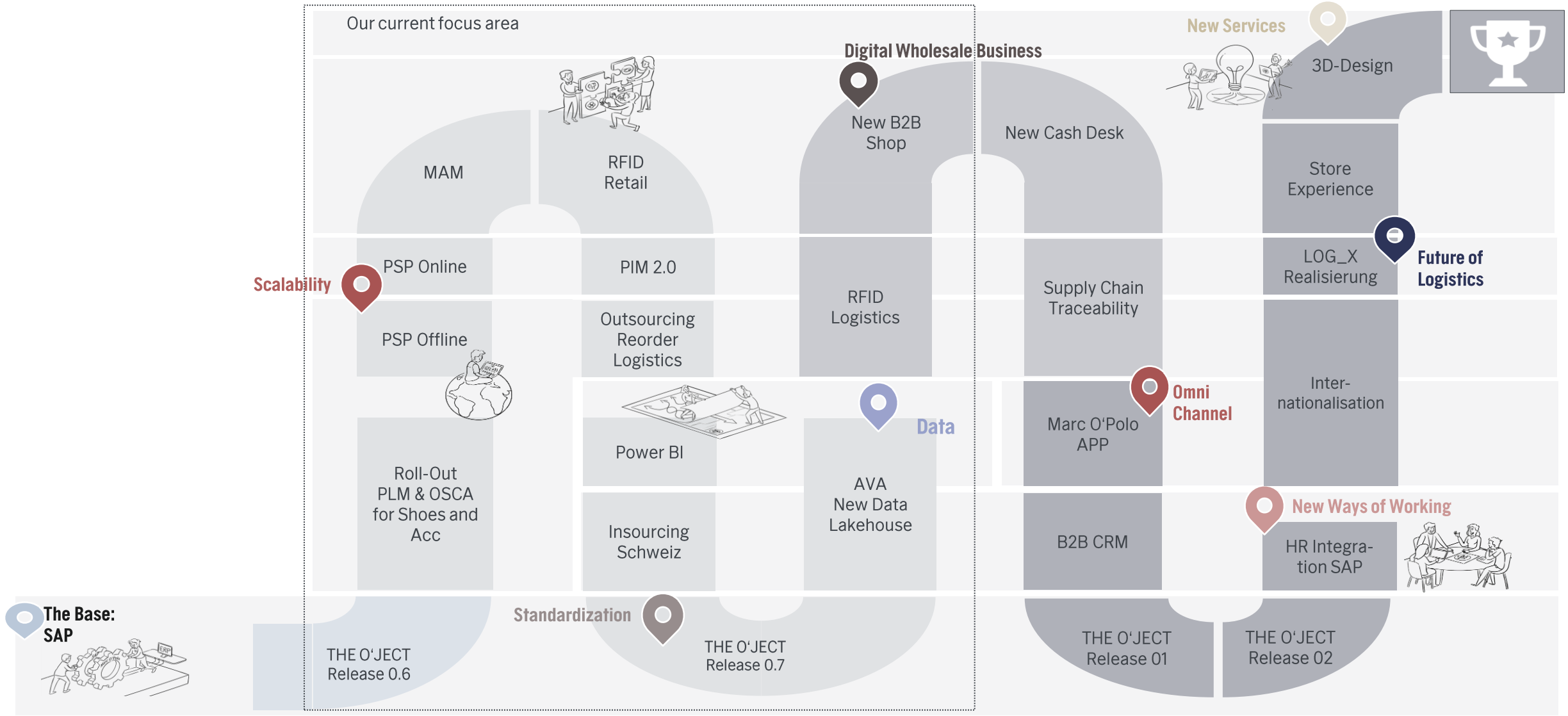
# A NEW SYSTEM LANDSCAPE.

## OUR CURRENT FOCUS AREA.



# TECHNICAL TRANSFORMATION

## SAP IS JUST THE BEGINNING.



# THE MAJOR DOS AND DON'TS.

## The don'ts

1. Don‘t underestimate your own business‘ complexity.
2. Whoever orders “change” also gets “change”.
   Don‘t underestimate the necessity of change management.
3. Don‘t underestimate the relevance of your key users.
4. Don‘t hesitate to make fast decisions. Time is money.
5. Don‘t trust on the opinion of your consultants too much.
   Your own team‘s opinion matters as well.

## The do's

1. Strenghten your Enterprise Architecture skills and aim for a sustainable architecture.
2. Your own project management team is essential. Choose carefully.
3. Know your processes well. Clarify responsibilties to be able to transform them and own them in the future.
4. Think end-to-end. Think cross-channel, cross-country, cross-divisional. Processes are the lifeblood of your organisation.
5. Keep the standards.
   Each non-standardized process costs money.

**AND LAST BUT NOT LEAST...**

M O'P

# DO

# IT.

I T’S O N U S!
TRANSFORMATION
IS WHAT WE WANT
IT TO BE!
M
O’P