



## Creating a Platform for Transformation and Growth

supermercados

**SANTA MARIA**

*Santa Maria is a family-owned Ecuadorian grocery, mini market, and home products retailer. Santa Maria delivers a pleasant shopping experience, offering products of the best variety, quality, and price. Their mission is to improve the lifestyles of their customers and the community.*

2 brands under management

1 million transactions per day

Over \$350 million in revenue

30 stores nationwide



[www.santa-maria.com.ec](http://www.santa-maria.com.ec)

### The Challenge

Santa Maria was experiencing high growth in a dynamic market. Historically, their business model had been decentralized, with control at the individual store level. The IT systems supporting this structure were a mix of customized legacy and packaged applications. Santa Maria's vision was to maintain their family-owned business model but create a robust technology infrastructure that could easily adapt to constant change and accelerated growth.

In order to realize this vision, Santa Maria initiated the CIMA program, which, if successful, would enable expansion of stores, new brands, and product lines. The scope of the solution was large, encompassing changes to their supply chain, financials, and retail systems.

Santa Maria was aware that a program of this scope carried substantial business risk. They needed to secure a strong implementation partner and incorporate market-leading best practices and solutions to ensure the success of the program without disruption to the business.

### The Solution

Santa Maria considered several options for the CIMA program, namely in-house development and two packaged options from Oracle and SAP. The first task of the CIMA program was to determine the best approach and underlying technologies needed to meet their business objectives.

Oracle Retail and Retail Consult partnered to propose a complete suite of technology and services for Santa Maria. The proposed solutions included modules from Oracle Retail Merchandising Operations Management, Store Inventory Management, and Warehouse Management.

During their selection process, Santa Maria conducted customer site visits, including two to large, Portugal-based, global retailers that had successfully partnered with Retail Consult to implement Oracle Retail Solutions. From these visits, Santa Maria came to see that Oracle Retail Solutions were the only retail-specific solution with broad business functions that would meet their present and future business needs.

Retail Consult demonstrated an understanding of Santa Maria's unique vision, offering global retail business expertise, knowledge of strong IT governance, and the ability to provide a team of people that would easily integrate into the Santa Maria culture.

## The Benefit

The broad business goal of the CIMA program was to make Santa Maria more efficient, delivering cost savings and creating an infrastructure of people, process, and technology to support the growth of the company.

After deploying the system in August 2016, Santa Maria immediately realized the benefits of having standardized business processes. In the past, adding new personnel, products, or even stores proved challenging. With the new solution in place, Santa Maria finds it much easier to respond to changes in the market, and they have experienced a significant reduction in manual entry across the company.

From an IT perspective, Santa Maria has implemented strong governance policies and procedures that have improved change management and testing. The IT organization has fewer legacy systems to maintain, better integration between applications, and is thus more equipped to deliver higher quality data for planning and management purposes.

Santa Maria expects this track of growth and advancement to continue. With enhancements to price management, sales audits, invoice balancing, and space optimization, Santa Maria is better maintaining product and store-level profitability. They are also positioned to experience major developments in their supply chain with improved inventory management, carrying less inventory and replenishing stores more quickly.

## The Project

The CIMA team chose a “big bang” approach, simultaneously launching new solutions in merchandising and inventory management, financials, and point of sale systems for all stores, impacting more than 600 users. Retail Consult used its Value-Driven Methodology to help take the Retail Solutions from vision to implementation. Phase I of the CIMA program launched in October 2015, kicking off with an Envision design phase, followed by a Create build phase in January 2016, and the Phase I “go-live” in August 2016.

Retail Consult provided a program manager for the CIMA project to oversee all of the Retail Solutions and coordinate the parallel launch and integration of Financials and Point of Sale solutions. In addition to oversight of the CIMA program, Retail Consult provided 15 consultants, including a solution architect, project managers, and business and systems analysts to supplement the CIMA team. Currently, Retail Consult is engaged to provide Level 2 and 3 Support services for the new solutions. Phase II of the CIMA program is to implement a new Warehouse Management solution with a target rollout of April 2017. A key component of the CIMA

program, this phase will allow Santa Maria to centralize their product sourcing capabilities, moving from an outsourced model to one that is completely in-house.

## The Way to Success

The hardest part of a transformation program on the scale of the CIMA project is moving the business and IT users forward to accept the new solution. Implementing change on the magnitude of the CIMA program carries risk. Transformation programs on this scale can fail as often as 50% of the time.

The CIMA team felt a key component of their success was Retail Consult’s approach to change management. For Retail Consult, change management is built in to their Value Add Methodology and the company culture: involve users early in the process; create executive oversight with stakeholders from every area impacted; and through attitude and approach forge a partnership between consultant and client.

Santa Maria was looking for a strategic partner to deploy the solution and Retail Consult demonstrated they could be that partner.

“ Retail Consult's methodology, combined with their implementation experience, really mitigated the typical concerns that come with making a big organizational change of this order. They were able to make Santa Maria users feel comfortable that the change was going to be good for them and the business. ”

“ We chose a big bang approach that, if it failed, could have had a huge impact on our business. Retail Consult was integral to our successful 'go-live', which was achieved without disruption to the business. ”

“ Retail Consult demonstrated expertise in a wide range of areas, from retail industry and IT best practices to the most effective ways to implement Oracle Retail Solutions. I am convinced these were the keys to our success. ”

- Mauricio Erazo, Corporate Commercial Manager  
- Santa Maria supermarkets

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