



Sonae is a multinational company managing a diversified portfolio of businesses in retail, financial services, technology, shopping centres and telecommunications. Employing over 40,000 people, Sonae is based in Portugal and operates in over 60 countries with brands in grocery, hypermarkets, pharmacy, food services, bookshops, apparel, consumer electronics, shopping centers, real estate management, financial investments and telecommunications.

1372 number of stores

80 brands under management

Over \$5 billion in revenue

worten

CONTINENTE

SPORT
ZONE

B·A·G·G·A

Meu
super

ZIPPY

wells
SAÚDE·ÓPTICA

ZU

note

MO

www.sonae.pt/en/

A Partnership for Continuous Business Improvement with Technology

Sonae's Dynamic Business

For Sonae, business innovation is a core philosophy to drive economic value. A key component of Sonae's strategy for business innovation is the use of technology. At any time, Sonae's IT organization will have a large number of initiatives ranging from business transformation programs to small quick wins. These initiatives can range in scope from the launch of new businesses or business models; to technology upgrades and improvements; and the optimization of specific business processes.

Over the last 5 years, Sonae has moved to expand their brands internationally. This has driven complexity in the IT organization as they address geographic dispersion, cultural habits, language, time zones, and local legal requirements. Sonae's IT organization must facilitate, enable, and support the business changes inherent in their globalization strategy.

More recently, Sonae's IT organization has focused on delivering a superior experience to the business end user. This focus has driven modifications to a large number of packaged solutions in the Sonae IT architecture.

Sonae's constant innovation has resulted in a multi-source technology strategy. The goal is to lower the risk of being reliant on any one vendor or technology. The result is more sophisticated integration and project management challenges as they manage the range of technologies and solutions.

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Sonae's Solutions Architecture

Sonae's business environment has driven a very complex and sophisticated Solutions Architecture that leverages several solutions from the Oracle stack.: E-Business Suite, SOA suite, Merchandising, Planning and Optimization and Exadata.

Retail Consult was initially engaged to provide technology expertise to Sonae to replace the existing integration layer with the Oracle SOA suite. Over time, Retail Consult's role was expanded to assist with business process capabilities in the area of Supply Chain, Merchandising Management and Planning. Retail Consult was engaged to help build a global repository of master data using Oracle's E-business Suite. This year, Retail Consult is assisting Sonae to deliver the first phase of a change to the Integration Architecture that will reduce the volume of reference and operational data transferred between applications, increase the overall architecture stability, minimize delays and inconsistencies, and prepare the architecture for future challenges.

The Benefits To Sonae

With these broad initiatives, the Sonae IT organization was able to deliver:

- > Rapid time to capability to better serve the business user
- > Process efficiency and standardization across the business
- > Enablement of new business process capabilities as the business evolved

“ Retail Consult has a very distinctive value proposition, combining experience and expertise with a very modern culture that is adapted to the fast paced cycle of the retail landscape. ”

~Bruno Mourão, IT Strategy & Enterprise Architecture Manager, **Sonae**

Sonae and Retail Consult: A Strategic Partnership

In contrast to a diverse technology strategy, Sonae has a very different approach for selecting implementation partners. Their goal was to select a small number of partners who have technology expertise, Sonae business and IT understanding, and a track record of project success. Now a team of more than 40, Retail Consult's resources support quick-turn projects and transformational programs alike, and provide a range of services from retail business strategy to implementation and project and program management. Through this deep engagement, Sonae has experienced Retail Consult's high level of customer service, prioritization of schedule and value, agility in response to problems, and assurance that they will deliver.

Retail Consult's agility to create innovative and flexible engagement models, has been a differentiator at Sonae. RC's Evolve services and methodology allows them to respond to small change requests more quickly. For larger projects, RC has more sophisticated methodologies that manage delivery and continuously monitors risk. Through their ongoing engagement with a variety of IT initiatives, Retail Consult has evolved to become a strong partner for Sonae.

“ Retail Consult was able to provide an exceptional level of retail business expertise and apply it to our unique business model. This is incredibly valuable to Sonae as we are constantly striving for improvement to our business. ”

—Helder Gouveia, Delivery Director for Merchandising, **Sonae**

“ Retail Consult is a strategic partner to the Sonae IT organization. ”

—David Alves, CIO, **Sonae**