



IELKA: Meta-Grocery Doing
Business Unusual

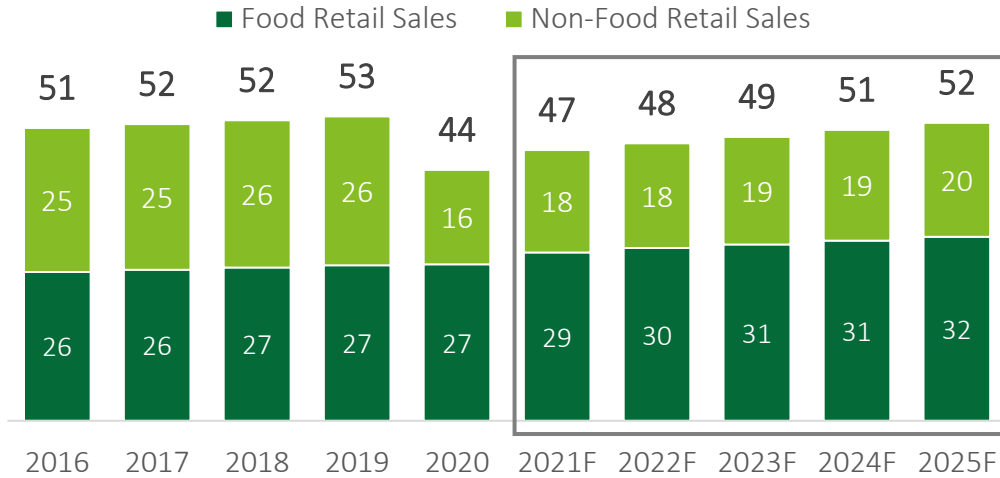
Digital Transformation:

DATA ANALYTICS AS A STRATEGIC ENABLER IN RETAIL

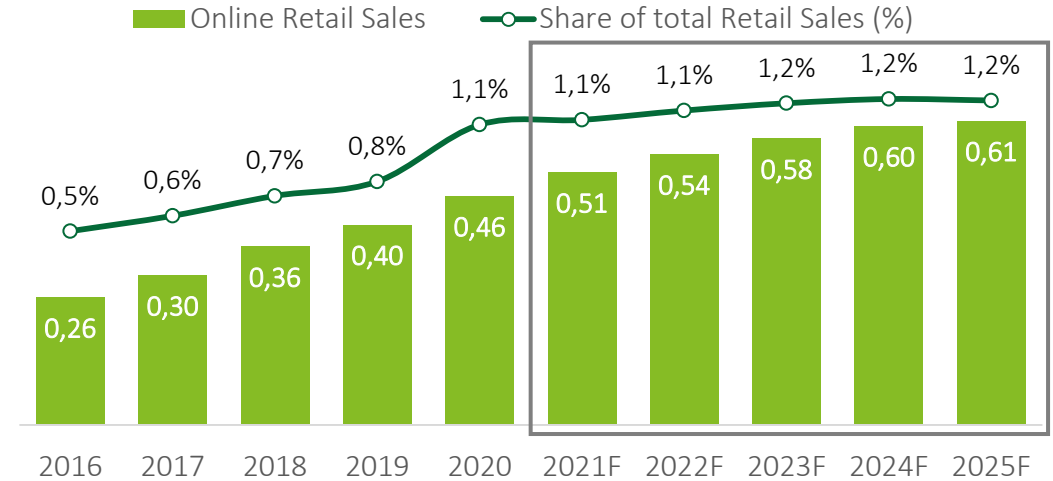
A New Normal for Retail Sector in Greece




The pandemic disrupted retail sales heavily and revealed new trends and vulnerabilities with the rise of e-commerce.




Retail Sales – Food and non-Food, 2016 to 2025 in bln €



Online Retail Sales, 2016 to 2025 in bln €



-  **Phygital.** Rise of dark stores and BOPIS
-  Permanent switch to on-line and contactless retail model (delivery apps, DTC channels, ...)
-  Proximity, local and sustainable products

-  **Shift in consumers mindset.** Personalization and effective targeting
-  **Business Model & Product Optimization**
-  **Risk-free digital payments.** Simple, Seamless, Secure and prevent loss of consumer data

key focus areas for retailers to future proof their position

Growth Opportunities

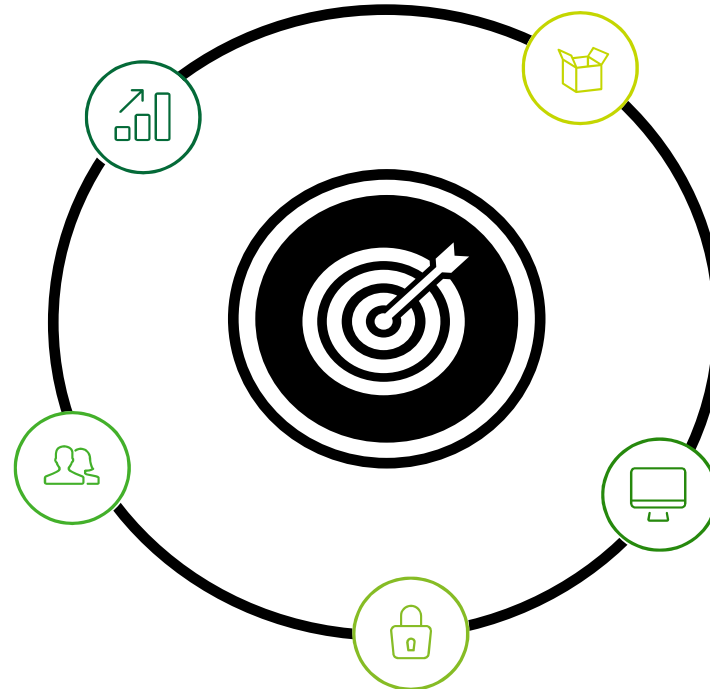
I want to expand my business horizons for accelerated growth..

- New digital channels and extended geographic reach.
- Product innovation, portfolio diversification, partnerships and M&As

Connected Consumer & Customer Care

I want to constantly understand consumers needs and priorities

- Consumer touchpoints redesign (both digital and in-store) and Omni channel experiences
- Personalization and effective targeting
- High quality of customer care services



Operational Efficiency

I want to control and to effectively monitor my company's operational costs..

- On-demand delivery necessitate enhanced fulfillment, demand planning, supply chain & logistic
- Process Automation
- Range, space and portfolio optimization

AI, Analytics & Technology Innovation

I want to become an insight driven organization..

- Data analytics, artificial intelligence, robotics and cloud infrastructure to enable fact based decision

Risk, Safety & Cybersecurity

The Need: 'I want to keep the company responsible for consumers on line security and social impact..'

- Cybersecurity for consumers data and transactions
 - Culture of sustainability

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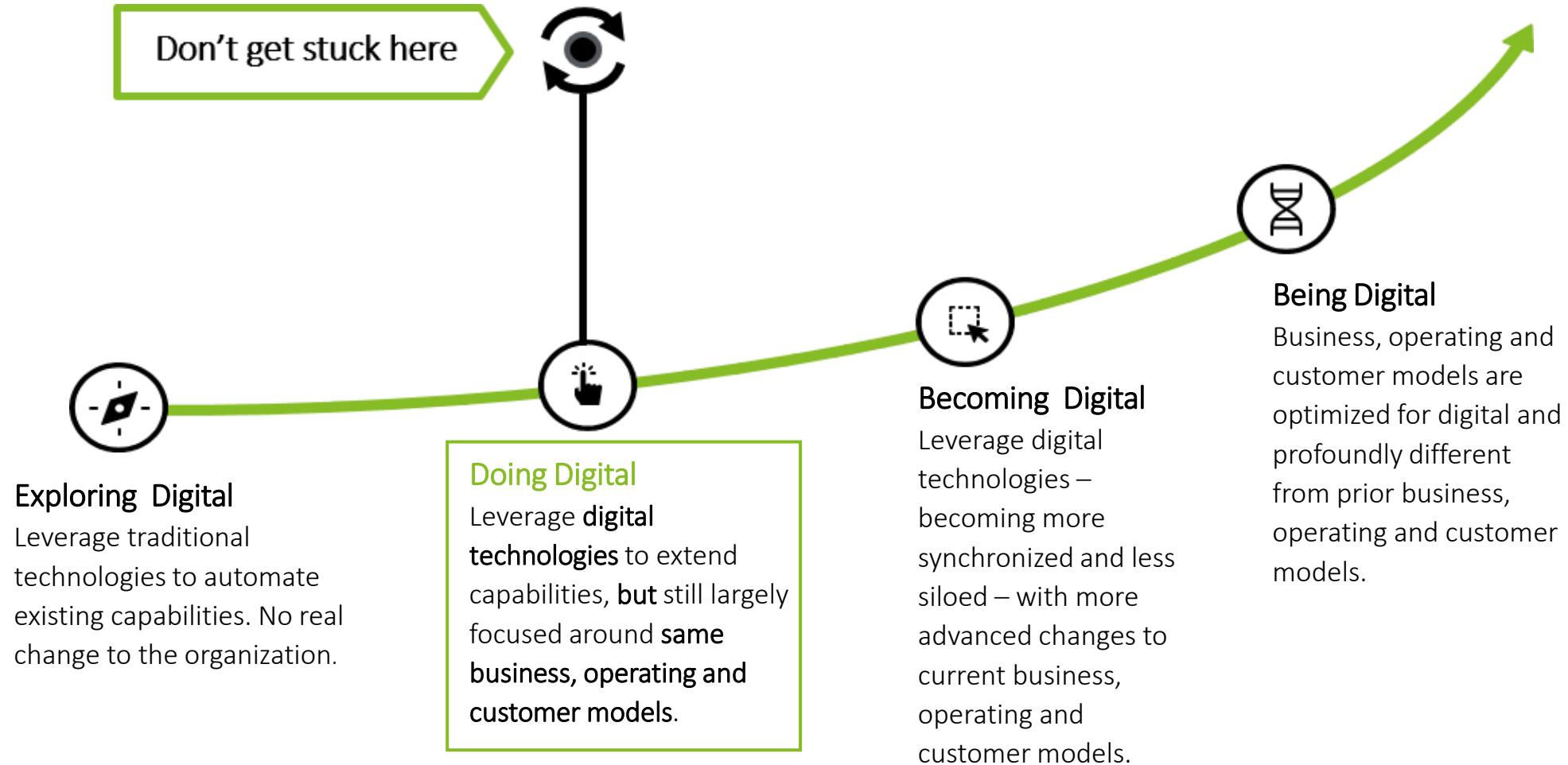
Digital Transformation...

*...is how you future proof your
business and stay relevant in an
everchanging & competitive market*

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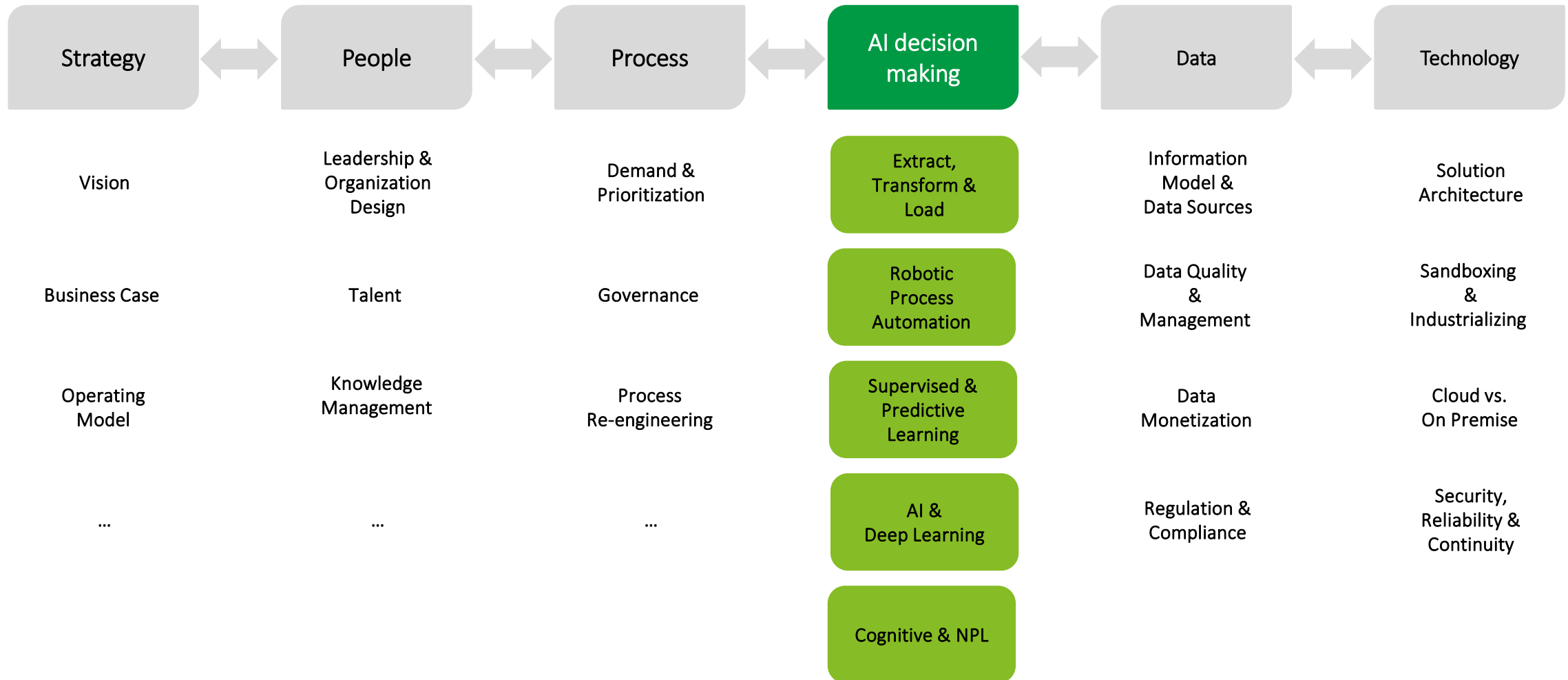
Digital transformation is not only technology implementation

Many organizations swirl in an endless loop of 'doing' digital things and launching new technologies – an illusion of being digital – rather than making fundamental changes to their business model, operating model, or company DNA.



Building blocks of a successful digital transformation

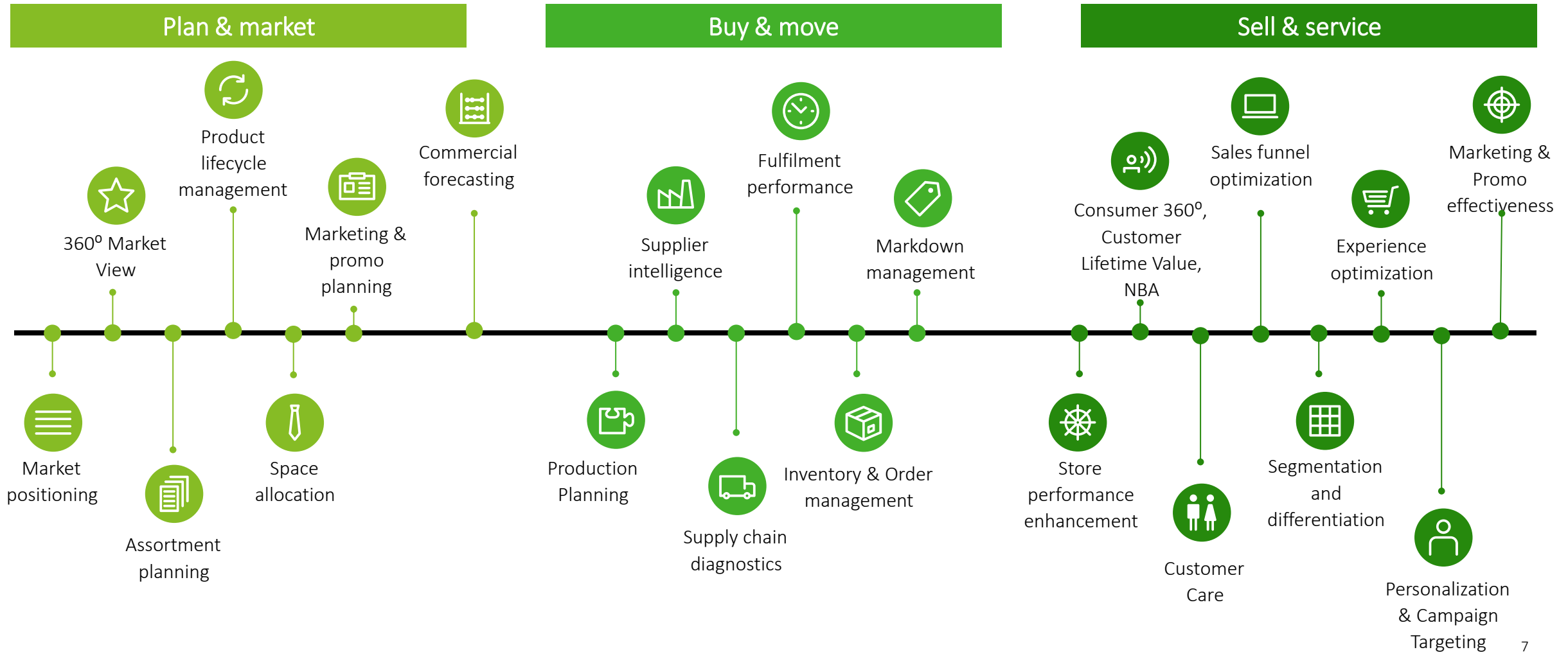
Becoming an Insight Driven Organization relies on the fundamental building blocks of People, Process, AI, Data and Technology being in place and informed by an AI Strategy.



Retail analytics framework

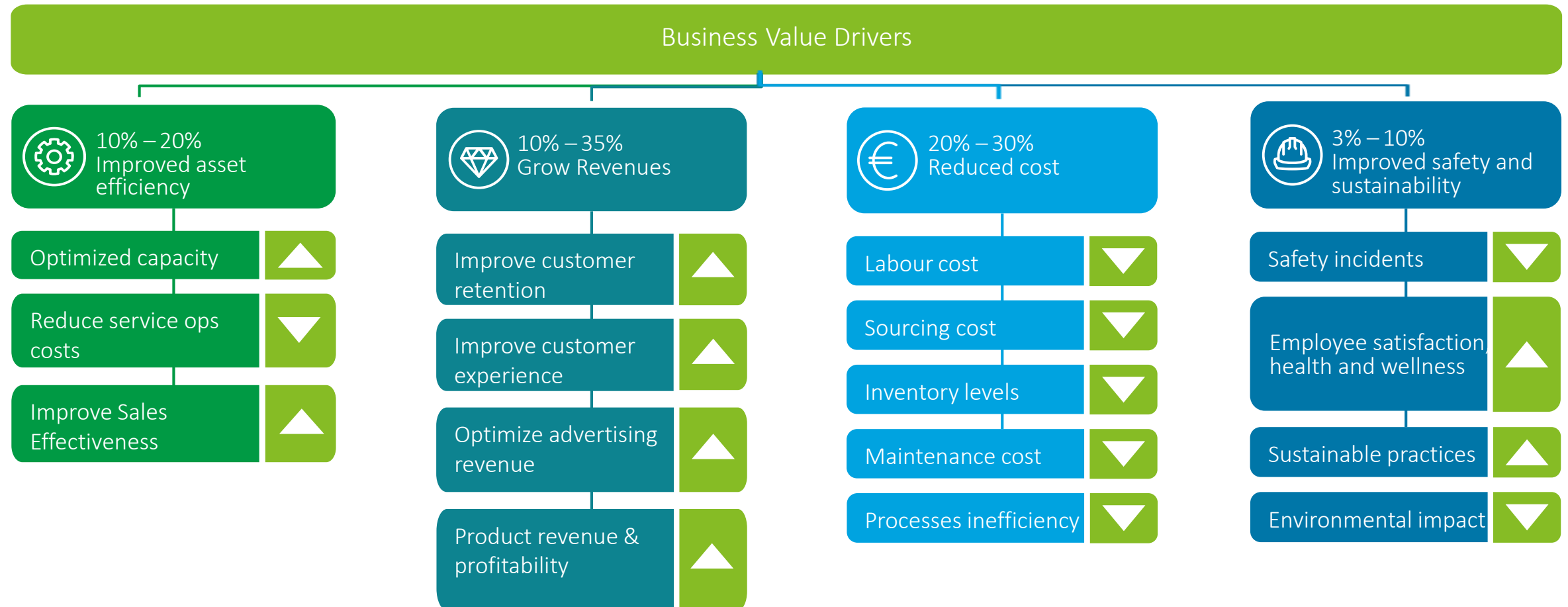
There is no way for retailers to survive and thrive – without analytics driving key decisions.

Indicative



Analytics, AI & digital transformation value drivers

Retailers embarking on a carefully designed digital transformation journey can realize benefits across key dimensions such as cost efficiency, product quality, asset utilization and employee/customer satisfaction.



Key factors for succeeding in digital transformation

Transformative value is only realized when a business, its culture and capabilities change in lockstep.

Knowing **where to start**, what's needed and **how to prioritize**

Addressing **enterprise data management and architecture** (no single source of truth, fragmentation of data, low data quality, no overarching data set for end-to-end supply chain)

Keeping normal **operating system/procedures running smoothly** while **initiatives are creating changes** to the very same system/procedure

Getting **technology** to **work together with talent** efficiently. Finding and/or upskilling existing talent with the right skills

Breaking silos to eliminate competing priorities, misalignment of stakeholders and disconnected transformational initiatives

Ability to **show full value and benefit of longer-term digital initiatives** through lean financial reporting capabilities

Establish **connectivity** with other platform/network stakeholders/partners

Establish **understanding** and/or buy-in from senior executives

Deloitte's Response | Portfolio Offerings

We have defined 20 offerings based on a global review of the multidimensional capabilities we have most commonly bundled for clients.

Alliances and **assets** are a core component of each Offering

STRATEGY, ANALYTICS AND M&A	CUSTOMER & MARKETING	CORE BUSINESS OPERATIONS	HUMAN CAPITAL	ENTERPRISE TECHNOLOGY & PERFORMANCE
Strategy & Business Design	Customer & Applied Design	Operations Transformation	HR Transformation	Technology Strategy & Transformation
Analytics & Cognitive	Advertising, Marketing & Commerce	Systems Engineering	Organization Transformation	SAP
Mergers & Acquisitions	Digital Customer	Cloud Engineering	Workforce Transformation	Oracle
		Industry Solutions	Human Capital As-A-Service	Emerging ERP Solutions
				Finance & Performance
				Supply Chain & Network Operations



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THANK YOU