



Detailhandel
81,2%
van de groepsomzet
EUR 8.165 miljoen



Participaties



Groothandel en
foodservice
10,6%
van de groepsomzet
EUR 1.065 miljoen

België Groothandel



Frankrijk Groothandel



België Foodservice



Overige activiteiten
8,2%
van de groepsomzet
EUR 819 miljoen



Participaties



Retailers around us



What about us?



Strategy Execution Success

CEO's

83% want their organisations to be more data-driven

CXO's

87% said being an intelligent enterprise is their top priority

Co-workers
30% of frontline workers say actions are driven by data analysis

Co-workers
33% are comfortable working with KPI's and metrics used in organisations

Co-workers
29% are asked to communicate using data-driven methods

Our investments in data

Yearly investment

- Division CG Data & Analytics (145FTE's)
- Domain Information & Domain Performance Watch
- Data & Analytics (D&A) teams in our business
- Controllers, data analysts, ...

+ CiTTa program



A Smarter Business

01.

The Assignment

02.

Our Data Approach

03.

The challenge





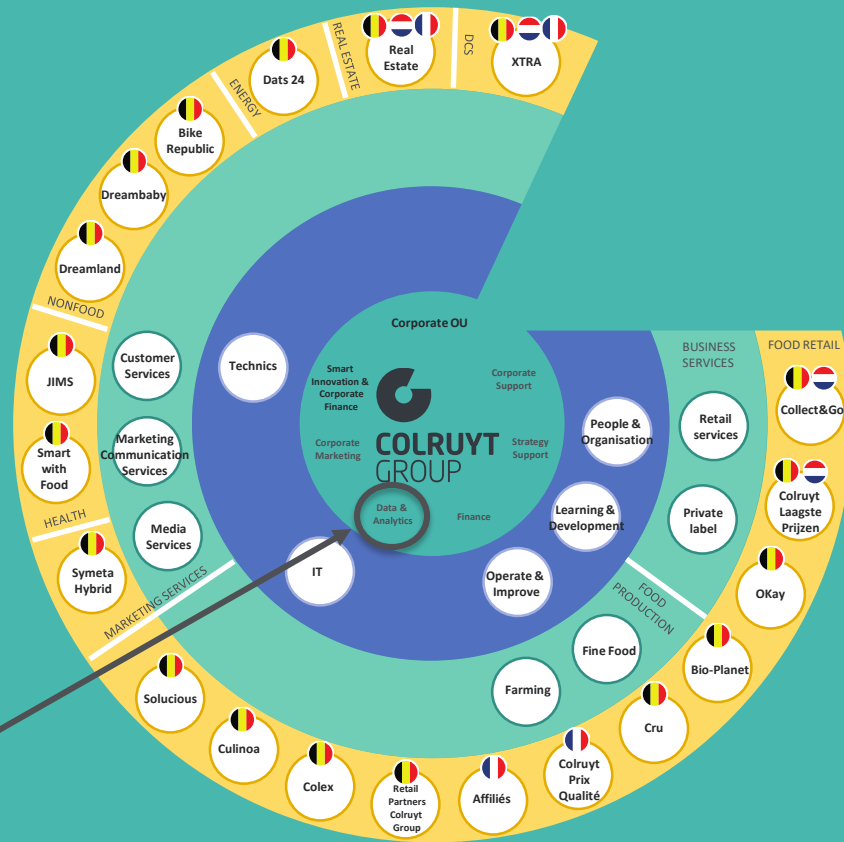
01. The Assignment

Assignment **DnA**

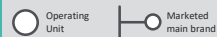
DnA supports you in making **conscious decisions** by providing the right information and insights at the right time. Our goal is to be a guide in **working more data-driven** and accompany you on every maturity step.

CG Operating Units – Overview

Versie nr.	3.10
Verant. Uitgever	Jef Colruyt
Datum	01/07/2022
Beheerder	Marc Vandepierre
Doc nr.	Doc627.178



Legend



Status



- Business Operating Unit ONE-TO-MARKET
- Business Service Operating Unit ONE-TO-MANY
- Group Service Operating Unit ONE-TO-ALL
- Corporate Operating Unit ONE-TO-ALL

Data & Analytics



Here I share a slide with our colruyt group data strategy, but I will only show this during the presentation, not sharing this up front.

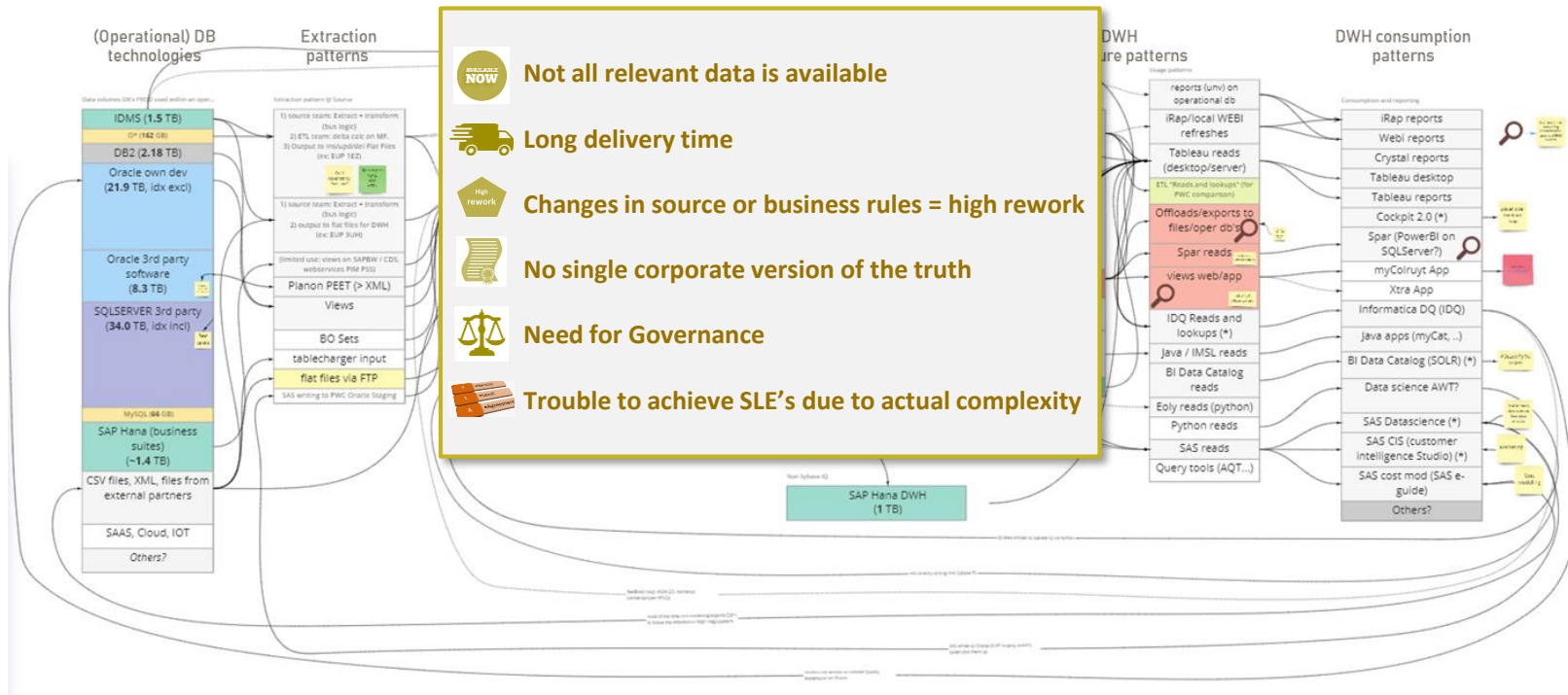
02. Our Data Approach

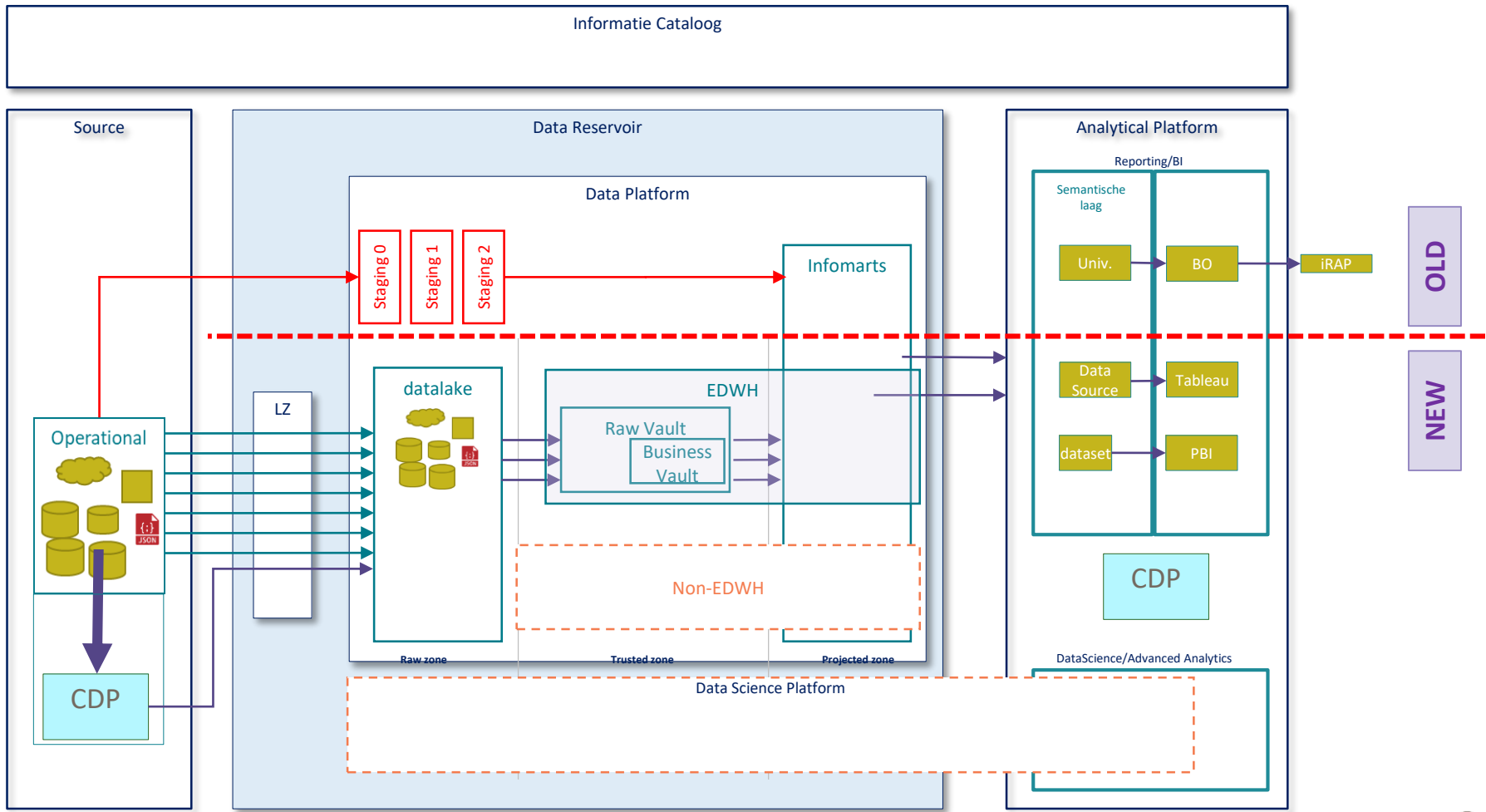


WELCOME TO REALITY.

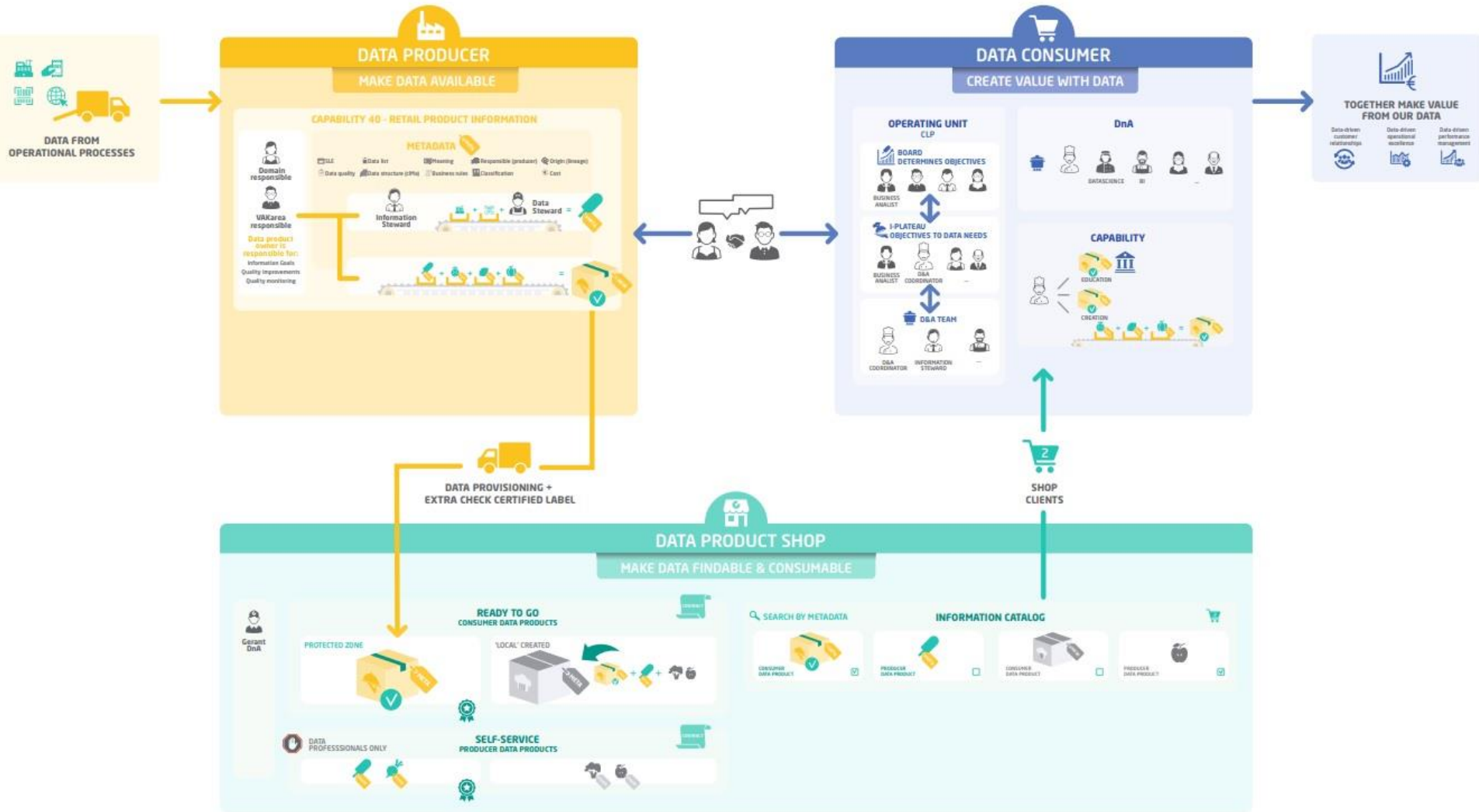
DWH TO AWSWER REPORTING & ANALYTICAL USE CASE

Over the years complexity came in mainly due to new data sources and new analyzing technics





What's our biggest Challenge?
**The need for coordination and balance
makes communication crucial!**



Finding balance, guiding a network

- Craftmanship / data literacy:
 - Of our data product owners
 - Of our end-users to realize value out of data
 - Of our supporting organizations CG IT and CG DnA
 - Technology to support this transition (datareservoir, data catalogue, data market place, analytical tools & platforms, self service)
 - Steer & Governance to follow-up on the maturity of our business, the data itself, the changes we are implementing, etc.)
 - Organizational set-up to support this transition (that keeps evolving!)
 - Data at the right quality available for all consumers
- We have to keep making progress on all these topics AND keep every stakeholder well informed about what is happening. A job on its own!

What have we learned so far?

- Put big efforts in data literacy and craftsmanship **for all**. Technology is not going to solve your problems, people are.
- Balance in capability building and use case realization
- Attract the necessary data talent (yes, it's a war out there)
- Make sure you have **management buy-in**. People need to feel they have to change and get data driven, that there is no future alternative
- Show, don't tell
- Keep the shop open!!





