



## Data Transformation: Your role and keys to success as business leaders

Data Ready!

February 2022



**... as Data leaders !**

**I WANT YOU...**

Your responsibility: make the best out of our **data gold mine**



Our **gold mine**: a unique, extremely rich and granular data...

**80**  
Millions customers



**9** Integrated countries

ARGENTINA  
BELGIQUE  
BRASIL

SPAIN  
FRANCE  
ITALY

POLAND  
ROMANIA  
TAIWAN

(over **30** countries partners and **~13 000** stores)

With various profiles

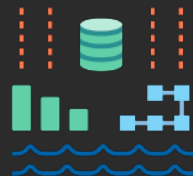
FAMILIES

TRADITIONALS

YOUNG

DIGITAL

B2B



**10** BILLION  
TRANSACTIONS

# Your role as senior business leaders in our Data transfo



Channel the  
energy



Be bold with data & AI;  
fail, learn & build 'muscles'



Activate people to  
make change happen



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## Channel the energy

Identify opportunities that scale: scale is king

Focus on unicorns and channel the energy

Define question, steer and be ready to break things



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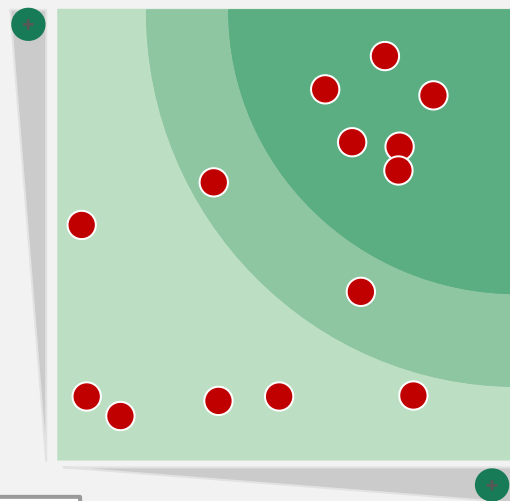
Scale is king  
and you are  
accountable

E.g. financial impact, fit  
with strategic objectives,  
impact on customer  
experience, sustainable  
competitive advantage, etc.

You +  
CDO

Scale of  
business  
opportunity

## Ex. of prioritization matrix



E.g. existing data quality  
and availability, data utilization up to  
date, regulatory compatibility, fit with  
IT, time-to-market for MVP, etc.

Feasibility

CDO + IT/Data Tech



# Let's release our unicorns!



## What is a unicorn?

- Startup valued at > 1B€
- Corporations typically have P/E of 10-20 (Carrefour P/E = ~12 in 2021)
- Analytics use cases with 50-100M€ impact create 1B€ valuation increase

Instead of building “long list” of use cases, identify unicorns and select pilots



Identify  
50-100M€

impact use cases

Select 3

pilot unicorns with  
immediate value  
potential

### Big bet #1

*Assortment automation*



Define **80% of assortment automatically**

Select relevant products for each store  
to **cater to customer / local needs**

**Collaborate**  
between stores and central merch



**MVP (FR): Q2 2022**  
**Global roll-out : 2023**

### Big bet #2

*Data-driven promo*



Measure **promo mix effectiveness<sup>1</sup>**  
and **collateral impacts<sup>2</sup>**

Recommend **optimal promotion leaflets**,  
inframe, structure and SKUs

Deliver promos that are  
**truly personalized** (1-to-1)



**MVP (promo optimizer): Q1 2022**  
**MVP (1-to-1 promo): Sept. 2022**

### Big bet #3

*Ultra-personalized digital experience*



Improve and simplify our  
**e-comm recommendation algorithms**  
(cross-sell, up-sell...)

Pursue **search engine personalization**



**Future of e-recos roadmap: Oct. 2021**  
**Alternative basket: Mid 2022**

1. Simulating uplift, cannibalization, halo, storage effect... ; 2. Stock, shrinkage, negotiation...

Data analytics answers the question it was asked based on the **available data**:  
be clear and value-driven!

## Your role: Frame, steer ... and break things



Set the goal & control the data  
exist for your problem



Define success of PoC and  
conditions to fund scale-up



Discover required change mgmt  
and weigh in very strongly to  
break things if needed



## Role of Analytics Factory: Build, test, run model



Collect data



Build and select "Features"



Choose algo & train model



Validate: Backtest & live test



Run model at scale



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Be fearless, you need to  
demystify A.I.!

'Think different': Be ready to  
fail, iterate, measure value  
and pivot

Know when to build or buy A.I.



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## 5 myths on A.I. ...

A.I. is new and futuristic



## .. and my view on them

**No**, topic is evolving fast since ~2005, but first development dates back to the 40s

A.I. is deep learning and neural networks



**Not only**, far from it! There is a wide array of techniques with different flavors or machine learning on structured and unstructured data

You need mountains of data for A.I.



**No**, some techniques are based on problem definition (e.g. optimization) others can start without data and improve over time (e.g. Bayesian)

A.I. is extremely complex



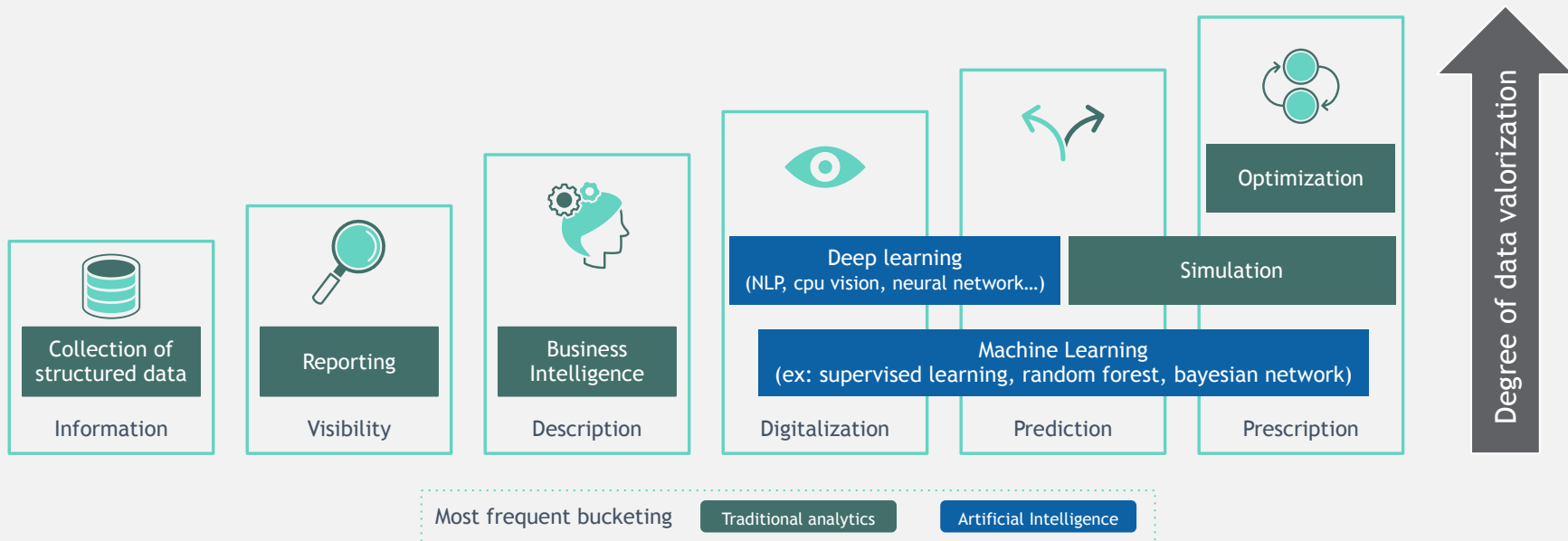
**Not necessarily**, there is a wide array of techniques and expertise level from very simple to very complex. Many toolboxes such as the ones from Google Cloud Platform have democratized A.I.

A.I. is only a technical topic for engineers & PhDs



**No**, it actually all starts from business requirements first and change management is the key in the end. A good Data Scientist creates this link between business and data

# Data analytics is a spectrum of techniques. Frontier between A.I. and non-A.I. is not fundamental



# Think different: Iterative analytics delivery requires strong business leadership... and being ready to declare failure

Traditional  
Project management



Agile, iterative  
Project management



I want more color!

More contours!

Better resolution

VALUE ?

Fail

VALUE++

Fail

VALUE+++

Customer feedback  
in iterative process



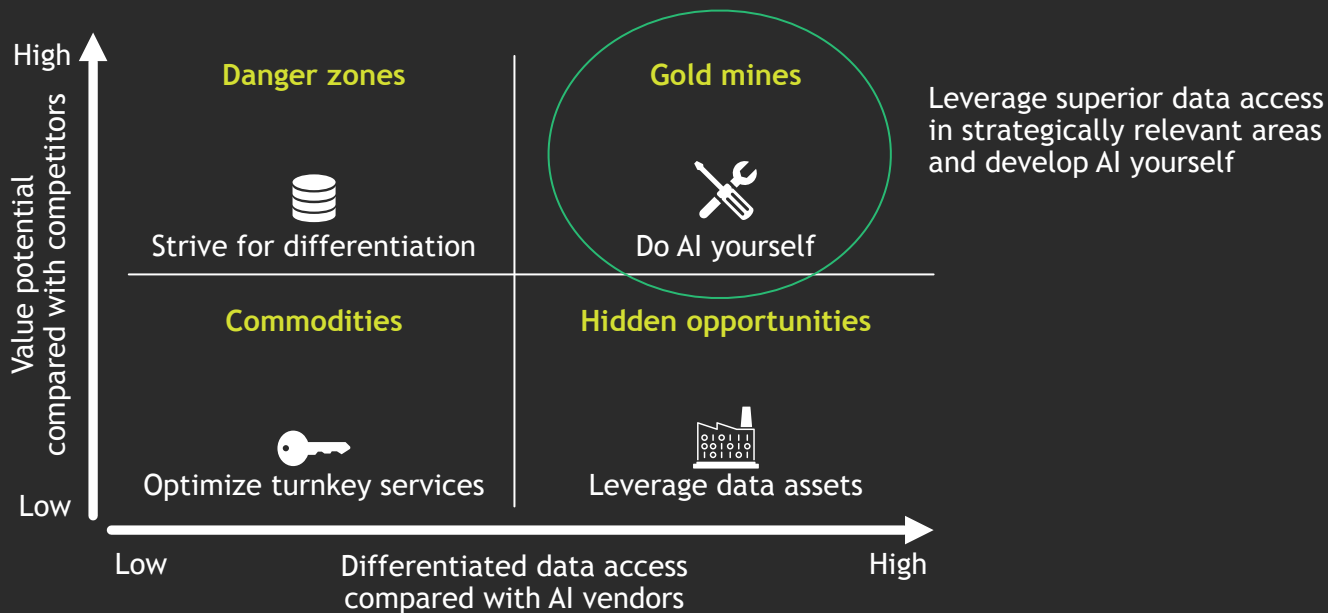
Be ready to fail - a real life Illustration:

## From fruit & vegetable products demand forecast ... to bakery & pastry forecast

- ❖ Project to predict **fruit & vegetables demand**
- ❖ **3-months of investigation and tests with lack of results** due to poor data quality
- ❖ **Pivot** to bakery & pastry forecast
- ❖ After 5 months, the project had saved 100 tons of pastries and bakery products
- ❖ Project is now deployed in market



# Build-or-buy AI? Business leaders should guide the decision





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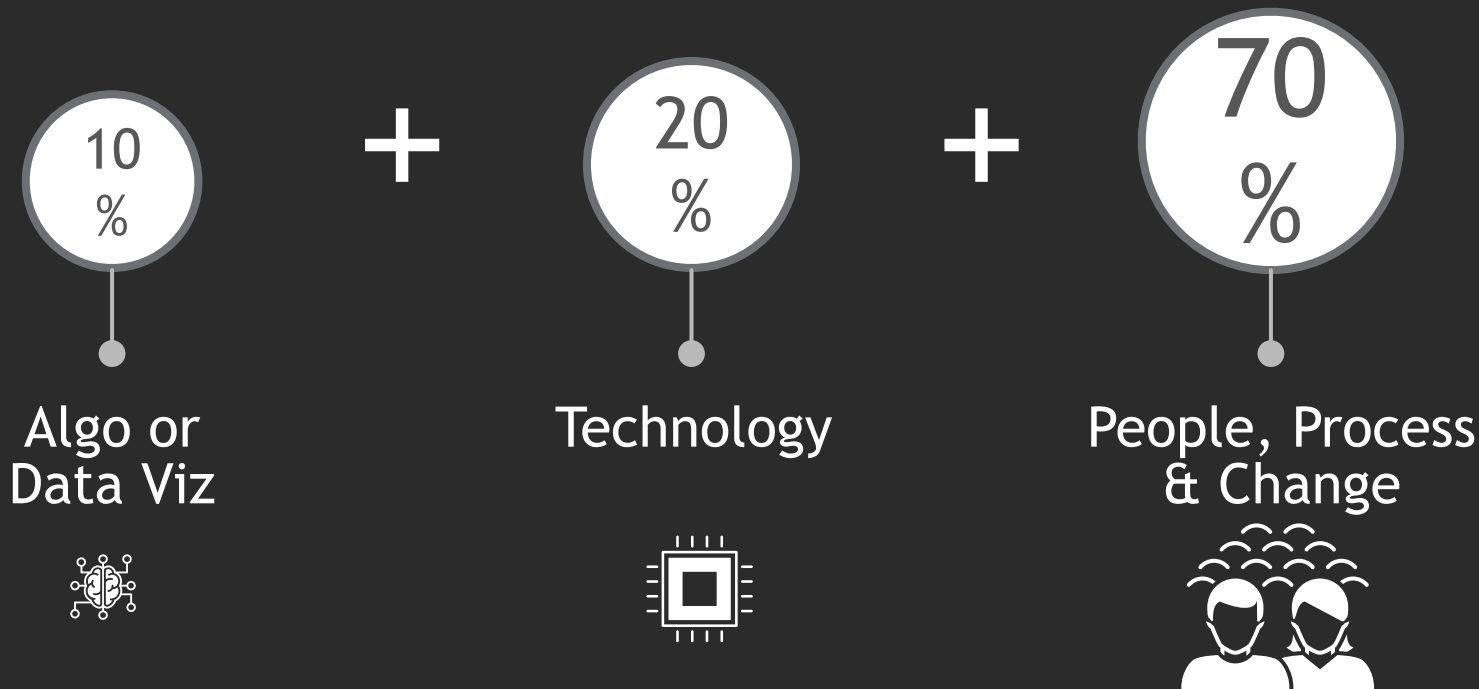
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**10-20-70:** disproportionately  
invest on people & change

Sponsor data acculturation  
initiatives in your scope/countries

Build data competencies  
everywhere... it's never enough

# The human factor is the key to transform data into value



# 3 macro-objectives for Data Culture



**Create**  
**awareness** on  
Data potential



Build  
**capabilities**



Embed **data-**  
**oriented**  
**behaviors**

We are launching a broad program to develop data acculturation at Carrefour's scale...  
... and we need **your involvement and support in 2023 to extend its reach and impact !**



## **Extend our e-learning & large scale format for everyone**

### **Data 101 on DRA e-learning platform**

- Kokore partnership on data fundamental (May '22)
- Roles in data (Nov '22)

### **-Access to data visualization learnings**

- Data Studio introduction (Nov '22)
- Data visualisation full content revamp (May '23)

### **Expansion of training for experts**

- Google/Coursera certification (available in '22)
- 650 staff in France trained with OpenClassRoom (June-Nov '22); more to come in 2023 !
- Data Supermarket onboarding (May '23)



## **Deploy the data4all program to enable access to data to everyone**

### **Access to the “Data Supermarket” to all Carrefour employee**

- One single online portal for all data queries available mid-year 2023

### **Launch of the first ever Data Day global event**

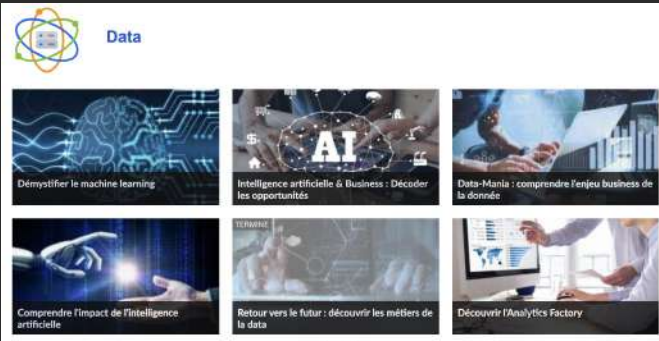
- Stay tuned for the event in 2023



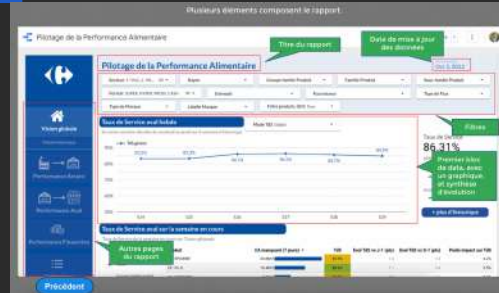
**Illustration:** We cover all skills level with targeted trainings, from introduction to professional certification

## Kokoroe

*Short modules to cover data literacy available to all*



**Data visualization updated learning program**  
*To support new global tools*



Updated picture based on RFP decision

## Coursera

*Expert trainings and certification on Google*

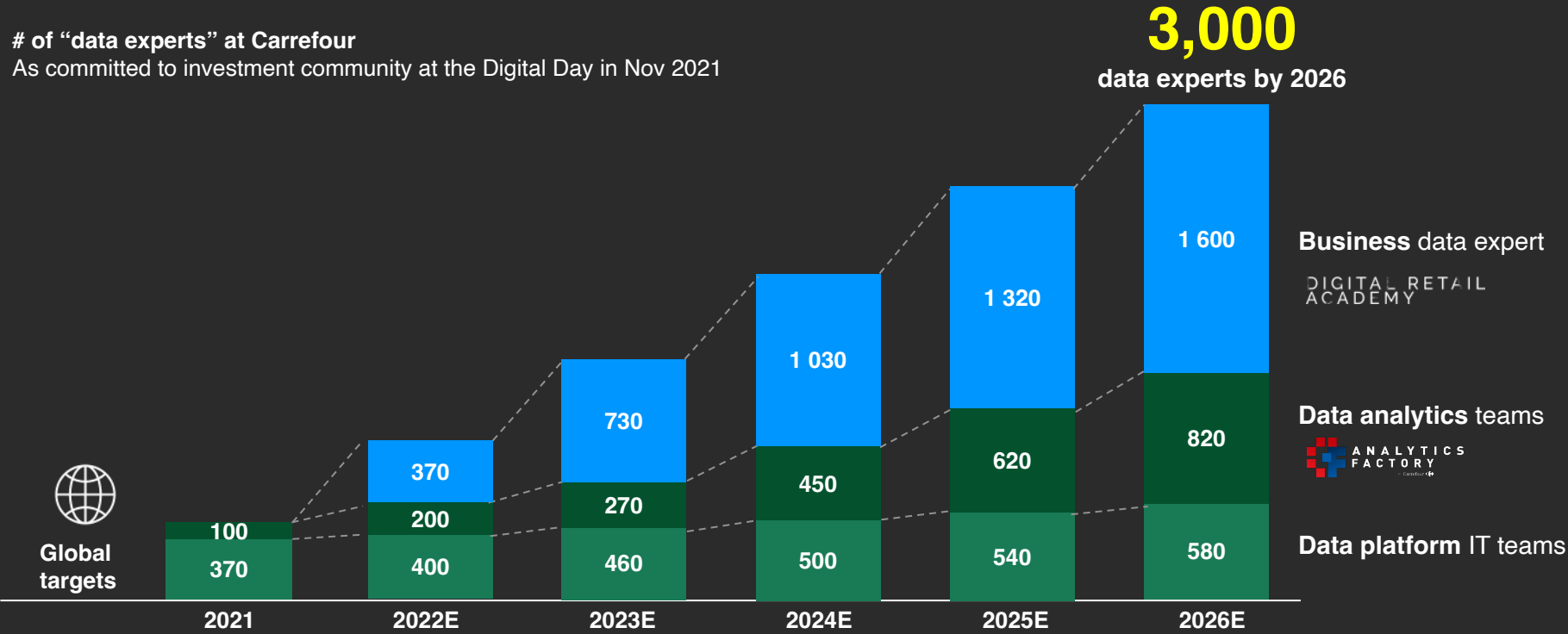




To realize our data ambition, we MUST build internal data competencies everywhere in the org - 50%+ in your business teams!

# of “data experts” at Carrefour

As committed to investment community at the Digital Day in Nov 2021



# To summarize your role, you have to...

*You have control or at least clear influential role on all these items*



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