

**salling** group



**Insight into our transformation from a brick-and-mortar organization to an omni-channel business**

**Insight into the scale of a BI and Analytics Investments**

**Showcase a "persona"-driven implementation of BI and Analytics solutions and capabilities**





# Who am I?

**2015-**

- Head of Business Intelligence and Analytics, Salling Group

**2009-2015**

- Manager, Business Intelligence and Software Development, d60 a/s

**2009**

- Cand.it, Informationsvidenskab, Aarhus University

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- (+45) 29 61 49 95

**salling** group



# What is Salling Group?



**1,371 discount  
stores  
in 4 countries**



**101 føtex and føtex  
food stores**



**19  
hyper-markets**



**2 department stores**

- 1,520 stores in total
- We handle more than 9,000,000 shopping trips every week + online
- 53,000 employees in 4 countries
- 58.8 billion DKK in turnover excl. VAT in 2017 ~ 7.8 billion EUR
- 2.5 billion DKK in EBIT in 2017 ~ 0.33 billion EUR

# ...and strong online channels

Nonfood	Click & Collect	Meal boxes	Flowers	Electronic insurance	Postal package service
<p><b>Bilka.dk</b></p> <p><b>fotex</b></p> <p><b>wupti</b></p> <p><i>Salling</i> SIDEN 1906</p>	<p><b>BilkaToGo</b></p>	<p>SKAGENFOOD</p>	<p><b>flowr</b> mere end blot en tanke</p>	<p>Husets Forsikring</p>	<p><b>SEND &amp; HENT</b></p>



# We operate two well-known franchise brands in Denmark

16 stores in Denmark



14 stores in Denmark



*[The page contains dense, illegible vertical text columns.]*





“Without data  
you’re just  
another person  
with an opinion.”

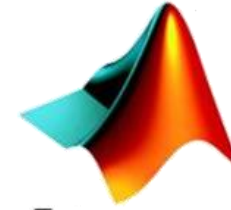
- W. Edwards Deming,  
Data Scientist



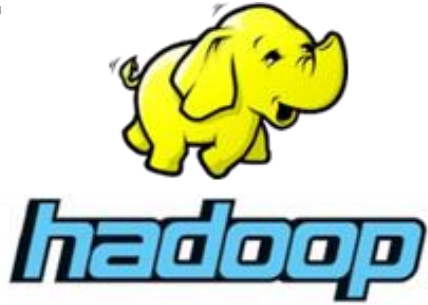


Spark

splunk>



MATLAB







The purpose of the Salling Group Business Intelligence and Analytics organization is to deliver analytics-, performance management-, and reporting solutions that secures Salling Group detailed insight into business performance, securing a competitive advantage and enabling data driven business development





- + 7000 personalized publicated reports on a daily basis**
- + 200 standard reports**
- + 5 analytical applications**
- + 6000 unique users monthly**



Financial reporting,  
business process  
reporting, data delivery,  
planning and  
consolidation

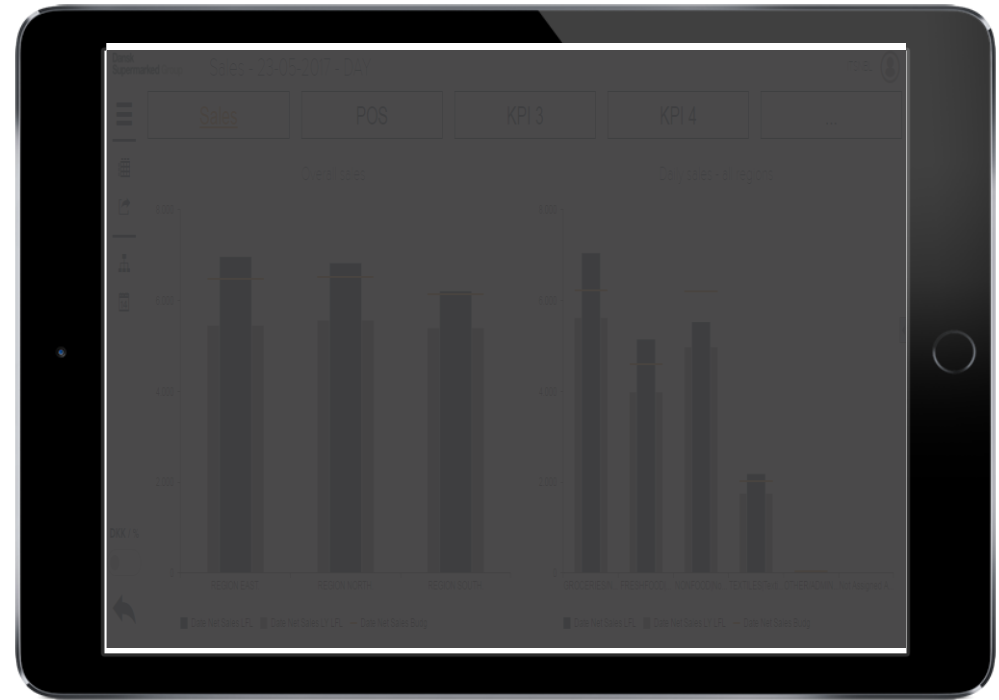


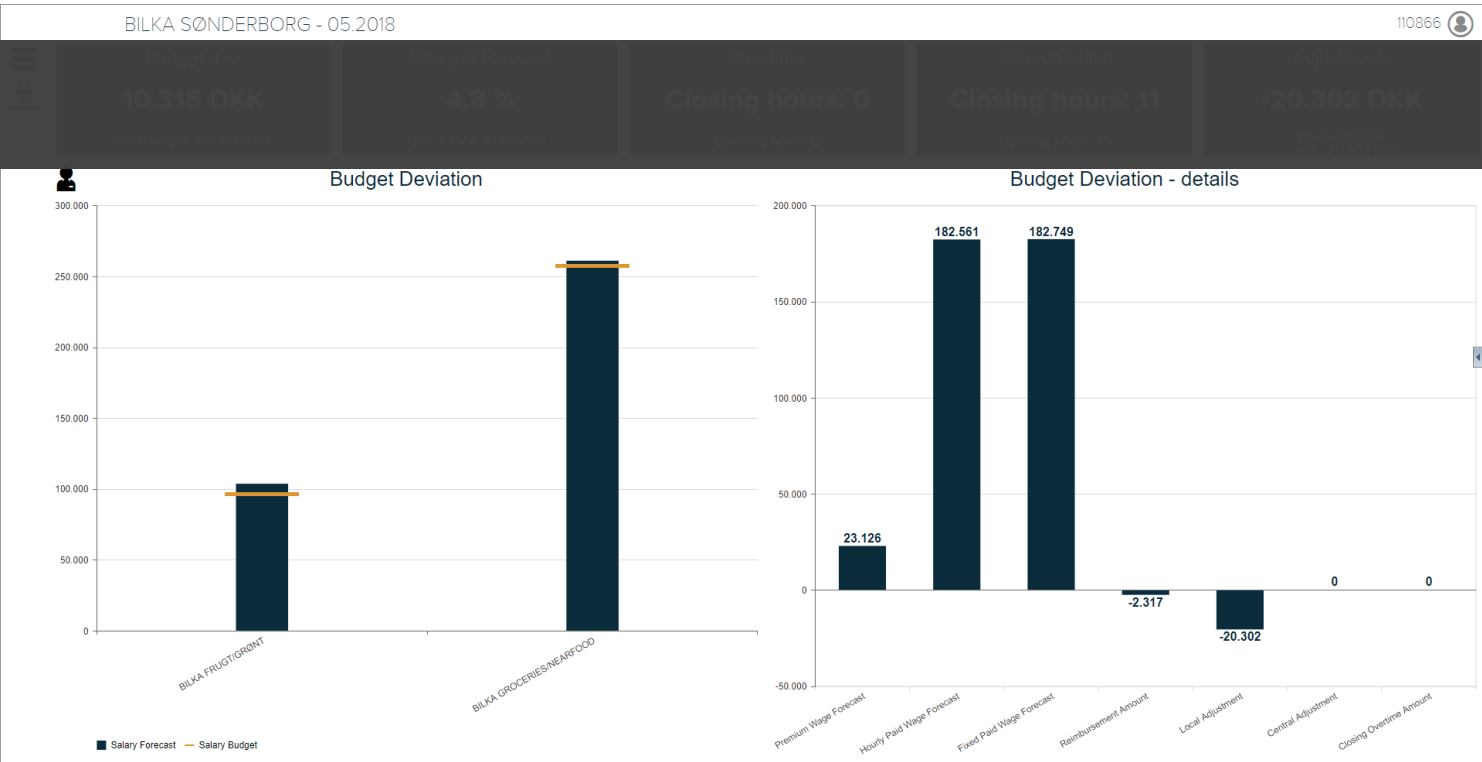


**India – Rumania – Russia - China – Greece - Denmark**



		Date	Date	Date	Week	Week	Week	Month	Month	Month	Month	YTD	YTD	YTD	YTD
		Net Sales	Net Sales	Net Sales	Net Sales	Net Sales	Daily	Net Sales	Net Sales	Net Sales	Budget dev	Net Sales	Net Sales	Daily	Daily
		24.06.2015	LFL %	Budget	22.06.2015	LFL %	Budget	06.2015	LFL %	Budget		01.01.2015 -	LFL %	Budget	Budget dev
				Dev %	24.06.2015		Dev %			Dev %		24.06.2015		Dev %	
Sales Organization		*1.000 DKK	%	%	*1.000 DKK	%	%	*1.000 DKK	%	%	*1.000 DKK	*1.000 DKK	%	%	*1.000 DKK
Overall Result		106.56	0.0	-4.2	327.657	1.6	-2.7	2.778.951	1.3	-24.1	-880.938	28.308.595	-1.6	-2.3	-487.750
0200	Felix	31.401	2.9	0.5	95.980	3.0	3.6	799.625	4.2	-23.3	-242.895	5.814.913	0.0	-1.2	-70.092
0400	Starbucks	152	2.9	-20.1	432	-3.7	-20.1	3.477	-2.1	-61.6	-3.612	26.049	-4.1	-26.8	-8.556
0410	Carl's Jr.	103	-8.7	-22.1	288	-16.8	-16.3	2.677	-8.7	-41.1	-1.871	21.493	-8.4	-18.8	-4.988
0500	Bika	18.834	-0.8	-2.0	56.086	1.8	-8.1	518.938	-2.8	-25.3	-175.701	4.644.659	-4.6	-3.4	-142.271
0700	Netto DK	41.934	-1.8	-6.1	130.073	1.3	-4.3	1.103.084	1.3	-24.2	-351.461	7.904.450	-1.2	-2.9	-234.128
0800	Dogn Netto	2.850	-7.0	-13.0	6.242	-2.8	-11.7	57.703	-13.8	-21.6	-15.940	387.945	-1.5	0.6	2.303
1000	e-commerce	2.176	100.0	6.5	5.990	110.1	-25.9	38.014	24.4	-28.2	-14.931	269.083	24.6	-5.2	-14.807
1201	Distribution DK								100.0			4.168	417.7		4.168
1600	Netto SE	6.922	-18.9	-13.3	32.566	-6.8	-6.1	255.433	1.1	-22.6	-74.718	1.826.525	2.1	-1.0	-18.467
99	Not assigned		-100.0			-100.0			-100.0				-100.0		





Allocation key uses information on multiple parameters and updates weights automatically



# Roles and archetypes

## Information Consumer

- Automatically exposed for defined and standardized reports relevant for the personal organizational level
- Knows the DSG performance model relevant for role
- Consumes reports optimized for relevant devices or within applications
- Number: +10.000

## Top management

- Automatically exposed for defined and standardized reports and solutions that suits both a quick overview and indepth analytics
- In depth understanding of performance models and results of informations
- Consumes data and informations in optimized solutions on a number of devices
- Number: 10+

## Data Scientist

- Pure analytical and statistical role with access to numerous data sources
- Expert knowledge of data model & performance model for defined areas
- Consumes information in numerous tools and creates non-standard or ad hoc analytical models
- Number: 2-6 (currently none)

## Information Users

- Users of standard reporting tools
- Solid understanding of performance model for personal role
- Consumes information in standard tools and can do light analysis via drag, drill and filtering
- Number: 1.000 – 5.000

## Business Analyst

- Access to analytical tools via dedicated solutions
- In depth understanding of DSG performance model
- Consumes information in a number of different tools with the aim of supporting the organization with insight, reports and dashboards
- Number: 40 - 60



## BI Consultant

- Build of BI applications in a number of effective development tools
- In depth understanding of DSG performance model
- Consumes information via relevant development and reporting tools
- Number < 25

## Partner

- Distribution of formatted reports, dashboards, data feeds or integrated supply chain
- Standard KPIs and data and access defined by commercial agreement with partner
- Number: >500





# Information Consumers



ti 23-05-2017 06:04

DSG noreply

Føtex Daily Dep

Ole Vad Birkelund Nissen

Meddelelse: Daily KPI - Site Overview.pdf (88 KB) Daily KPI - Dep ALL.pdf (310 KB)

Dear 185738 - Ole Vad Birkelund Nissen,

Please find today's version of Daily KPI

Best regards

Føtex

Total reports: 7106

ExeC - Daily - 06:00: 59

Bilka - Daily - 08:00: 444

Føtex - Daily - 08:00: 1425

Netto DK - Daily - 08:00: 959

Netto DE - Daily - 08:00: 1814

Netto PL - Daily - 08:00: 792

Netto SE - Daily - 08:00: 458

Netto International - Daily - 08:00: 36

Salling - Daily - 08:00: 230

Carl's Jr. - Daily - 08:00: 10

Starbucks - Daily - 08:00: 10

DC - Daily - 08:00: 207

Commercial - Daily - 08:00: 662

E-Commerce - Daily - 08:00: 0

Daily KPI - Bager 1389

Day: 22/5/17 Week-to-date: 22/5/17 - 22/5/17 Month 5/ 2017



	Daily Net Sales				Week Net Sales				Month Net Sales			
Net	1,264,376	-0.7	-0.7	-778	1,264,376	-0.7	-0.7	-778	62,340,144	0.04	0.04	-10,750
Netto DK	959,000	-0.8	-0.8	-579	959,000	-0.8	-0.8	-579	47,222,880	-0.01	-0.01	-10,750
Netto DE	1,814,000	-0.7	-0.7	-1,135	1,814,000	-0.7	-0.7	-1,135	90,396,000	0.04	0.04	-10,750
Netto PL	792,000	-0.8	-0.8	-498	792,000	-0.8	-0.8	-498	39,696,000	-0.01	-0.01	-10,750
Netto SE	458,000	-0.8	-0.8	-286	458,000	-0.8	-0.8	-286	22,900,000	-0.01	-0.01	-10,750
Netto International	36,000	-0.8	-0.8	-23	36,000	-0.8	-0.8	-23	1,818,000	-0.01	-0.01	-10,750
Carl's Jr.	10,000	-0.8	-0.8	-6	10,000	-0.8	-0.8	-6	511,000	-0.01	-0.01	-10,750
Starbucks	10,000	-0.8	-0.8	-6	10,000	-0.8	-0.8	-6	511,000	-0.01	-0.01	-10,750
DC	207,000	-0.8	-0.8	-130	207,000	-0.8	-0.8	-130	10,350,000	-0.01	-0.01	-10,750
Commercial	662,000	-0.8	-0.8	-414	662,000	-0.8	-0.8	-414	33,100,000	-0.01	-0.01	-10,750
E-Commerce	0,000	-0.8	-0.8	-0	0,000	-0.8	-0.8	-0	0,000,000	-0.01	-0.01	-10,750



# Business Analyst



Business Data Hub  
Point of Sales

Business Data Hub  
Stock and Material  
Movements

Business Data Hub  
Article Master Data



+



+



Gartner Leaders 2018



Gartner Leaders 2018



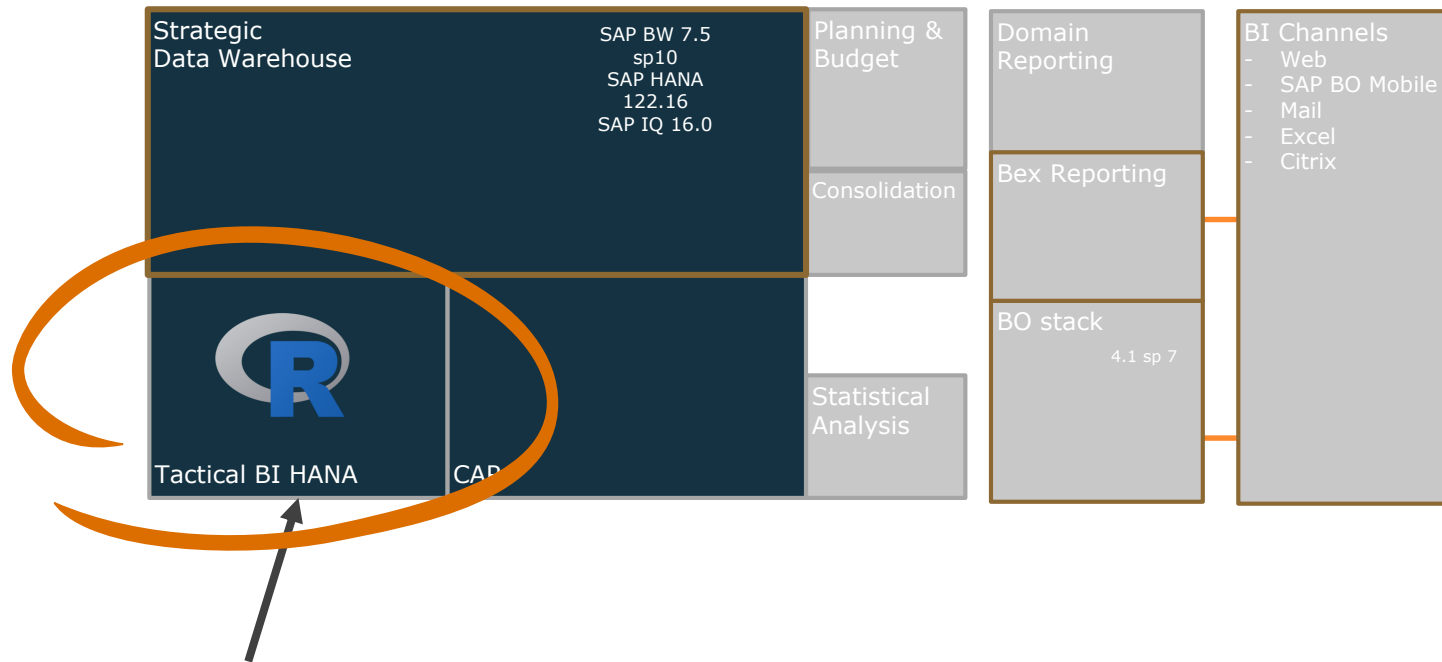
Power BI

Gartner Visionaries 2018

SAP<sup>®</sup> Analytics Cloud



# Data Scientist



Skills

Analytical  
Community

Seek inspiration

Program



## On the Analytical platform, analysts...

- can produce ad hoc analysis and business cases - run in operation elsewhere.
- can introduce new data to get more value out of existing data.
- can test new models on newest data.
- are personally held accountable with respect to execution and understanding.

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