



SMARTNESS AND SIMPLICITY

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Need for smartness and simplicity

- Speed to market critical to deliver to meet customer expectations
 - Need for an agile organization in constant movement
- Increasing competition of consumers' wallets put pressure on margins
 - Critical to be lean and constantly take out bad cost



Smartness and simplicity

- More systematic ways of working with product development, sourcing and logistics will increase both cost and capital efficiency
 - Use of analytics
 - Increase process quality
 - Competence
- Efficient range
- Future sourcing markets
- Efficient sourcing set up
- Organizational efficiency



Implement supply chain optimized for all channels

Combination of various solutions will be key in the future

- DC automation of e-com
- Feeder stores
- 3PL
- Mathem
- Others



Smartness and simplicity



- Main release of sCORE programme very close to go live
- Critical capabilities for a future, more efficient Clas Ohlson through state-of-the art platform
 - Scalability, compliance, efficiency
- Enable customer centric operations
 - Tailor assortment per store
 - Customer driven sales and supply planning
 - Optimize commercial planning
- sCORE total investments of 500 MSEK (2013/14 -2018/19) as previously communicated, but e-com now excluded
 - E-com part of new digital platform and part of the financial plan of the strategy

100
YEARS OF clas
ohlson