RETAIL BOOK OF INNOVATION 2017

Drive Discovery Shape Tomorrow

RETAIL BOOK OF **INNOVATION** 2017

Drive Discovery Shape Tomorrow









"WHAT IS ESSENTIAL IS TO BE ALWAYS OPEN-MINDED, TO BE CURIOUS, TO LISTEN, TO ASK INTELLIGENT QUESTIONS, **TO ALWAYS ASSUME THAT ANYTHING CAN BE DONE**"

Belmiro de Azevedo Former Chairman of Sonae



RETAIL BOOK OF

SONAE IS

is Sonae

To innovate is not only to change or to transform, it is the search for the new: new models, new methods, new geographies.

It is the continuous drive of ambition, determination, curiosity that leads us to do what hasn't been done, incite exploration, pursue new worlds, and ultimately drive discovery.

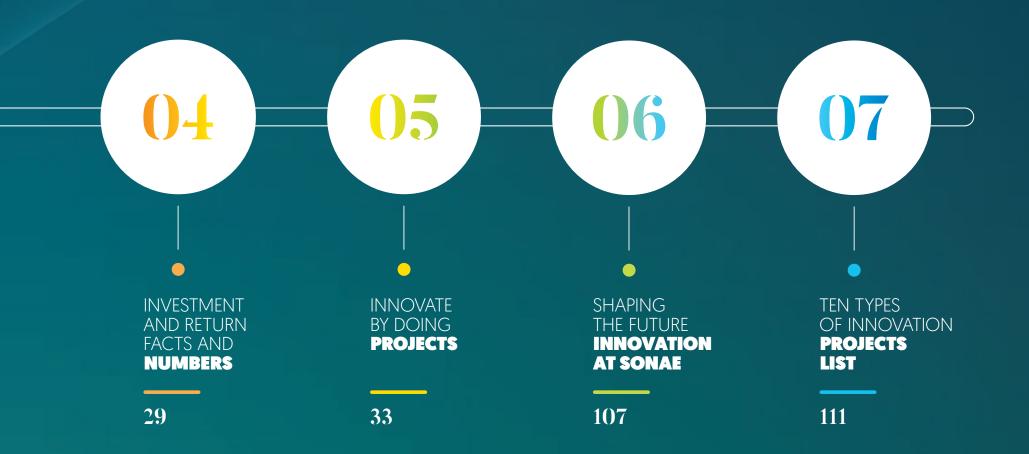


Drive Discovery Shape Tomorrow

Our future is made of curious minds, creative discoveries, and the courage to innovat<u>e</u>.



SOUGE







01 DRIVING VALUE INTO THE **RETAIL WORLD**

Drive Discovery Shape Tomorrow



Focus on Innovation

Driving discovery and shaping tomorrow while consolidating Sonae as a reference in the future of retail. Our continued focus on innovation allows us to envision key challenges for the society in the upcoming future, and by taking risks, leading in unexplored, unfamiliar grounds and questioning the established truth, we materialize an important Sonae heritage as a result of our people's creativity and willingness to change - the innovations they introduce, its economic impact and how these helped to increase our efficiency and profitability, as well as the quality of products, services and experiences we provide our customers with. At the same time, we have increased our number of innovators – close to 1,200 employees were directly involved in Research, Development and Innovation projects in 2017, among many more participants in innovation-sparking activities - and their widespread genius. Our open innovation network also grew, welcoming world-class partners and champions in R&D+1 in different fields and geographies that are helping us to promote co-discovery, co-development and co-creation, converting them all in solid foundations for the new. New solutions, services, processes and products that equip Sonae for the future, strengthening the company's core competences for the global arenas we face where major trends announce enormous challenges, but also great opportunities.

This book shows our ways of exploring, expanding and exploiting those opportunities using innovation as a catalyst for our competitiveness by driving discovery and shaping tomorrow while consolidating Sonae as a reference in the future of retail.

Retail Drive Discovery Shape Tomorrow

New solutions, services, processes and products.

LUÍS FILIPE REIS PRESIDENT OF FINOV & CHIEF CORPORATE CENTRE OFFICER



02 Generating Innovation

Drive Discovery Shape Tomorrow



Events & Initiatives

Tailored and targeted actions to "stimulate innovation"

Creating a major impact in our way of shaping tomorrow.

Innovation is intrinsic to Sonae: it belongs to us naturally. It is our beating heart and it is pumping through all our teams and areas. From inspiration to implementation, it is through this path that we drive discovery, with 'tomorrow' always on our mind. Every event and initiative will spark those ideas into our pipeline of projects.

Discovering a new tomorrow

Examples of internal and external actions to drive innovation

EVENTS & INITIATIVES AT SONAE





Organization of "Pitch Day" for Health & Wellness Division

The Pitch Day for Health & Wellness initiative aimed to develop innovative projects by establishing partnerships with the most disruptive European start-ups.

In November 2017, 11 European start-ups from Portugal, Spain and the United Kingdom presented their solutions in the areas of health and well-being, to respond to our consumers' needs and challenges in these areas.



Emerging Technologies'

study and experimentation

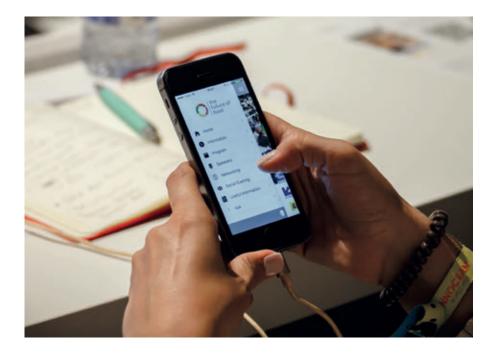
During 2017, we looked into 56 pairs of novel technologies/retail applications, produced 12 thorough understandings of promising pairs and experimented 17 of the most auspicious use cases envisioned on the aftermath of those studies.

One of the use cases we've developed was the Augmented Reality application for Logistics Personnel Training. The technology was tested to highlight and explain new hirings in order to choose the functionalities of the moving equipment, the necessary actions, the right place and the appropriate way to take them. Augmented Reality proved to be capable of transmitting content with an in loco contextual advantage that foresees increased training effectiveness.

Other types of study and/or experimentation included, among others, "Wearables for Injury Prevention" - the wearable technologies application to prevent accidents and injuries for logistics' workers -, "Conversational Commerce for Customer Service" - the adoption of widespread digital messaging platforms as channels for interaction with customers, supporting different levels of collaboration between chatbots and humans and "High Tech Textiles" - the incorporation of smart features in fabrics to improve performance and/or quality of fashion and sports products.



Innovation Drive Discovery Shape Tomorrow



The Future of Food: envisioning our food systems international event

The event had ten speakers, more than 100 participants from 54 organizations and nine countries represented.

"The Future of Food: envisioning our food systems" was an event that sought to promote the engagement of R&D and innovation partners and build consortiums around the challenges posed by the Future of Food. It was organized by Sonae in collaboration with Vision 2020, Business France, ICEX Spain and the UK Science & Innovation Network.



Challenge-based innovation

programmes with universities

In 2017, we concluded seven challenges with eight universities involving more than 90 students.

As a response to various challenges, Sonae has developed several innovation programmes that aim to engage with students of higher education institutions for addressing distinct innovation challenges. In one of the challenges, integrated in the Stanford University's ME310 Product Innovation Program, a group of students has created two solutions for Sonae: a new storefront experience for SportZone and a prototype mobile application for Continente that allows to identify products based on photographs, taken in the moment, and to make online purchases through Continente stores or associated partners.







R&D Projects

In co-development with our open innovation network

Bringing knowledge into the retail business.



Here, we present examples of R&D cooperation projects which began in 2017 and have increased both our knowledge in the retail business, brand and intellectual property. With a constant flow of innovation and the use of the latest technologies in our processes, models and operations, we have reinforced our competitive advantage.

Constant flow of innovation

Examples of R&D cooperation projects which started in 2017

R&D PROJECTS AT SONAE

Innovation Drive Discovery Shape Tomorrow

Data Pitch Logistics data sources

Data Pitch is a co-development R&D project funded by Horizon 2020, between Sonae, University of Southampton, Telecom Italia, BETA-I, and Open Data Institute,

with the objective of testing and analysing solution models from mockups of solutions from different European start-ups regarding our logistics data sources. Logistics data is analysed and new big data analytical solutions are developed to generate efficiency for Sonae.



ValorMar Development of new sea products

ValorMar, a co-development R&D project funded by Portugal 2020 and led by Sonae with many partners such as CIIMAR, Foodintech, Docapesca and others,

to develop new sea products, implement a traceability system for seafood throughout the value chain and develop new and healthy products under the so-called "Sea Economy". This project has an industry mobiliser approach that is improved due to partnerships with many universities and companies, under a Portugal 2020 consortium.



Biofoodpack Biocomposite packaging

Biofoodpack is a co-development R&D project between Sonae, University of Aveiro, Minho University, Cyprus University of Technology and Wroclaw University of Science and Technology,

funded by Era-net, which has the ambition of developing and testing Biocomposite Packaging for Active Preservation of Food. This packaging uses, for instance, low temperatures instead of pasteurisation and may be applied to Continente private label to apply to Continente own brand suppliers of cream cheeses and take-away meals, therefore increasing shelf-life without compromising organoleptic characteristics.

SnackFresh Innovative fruits and vegetables

SnackFresh is a R&D project funded by Portugal 2020 which with Sonae, helped by ISA (Instituto Superior de Agronomia),

aims to develop new products based on fruits and vegetables, with innovative organoleptic characteristics and nutritional and healthy features. These products will be liquid and fresh snacks which can be consumed at any time of day, hot or cold, that are easy to open and can be consumed without any cutlery.

Shaping the future through applied science

MobFood

Tackling new challenges of the food sector

Mobfood is a co-development R&D project funded by Portugal 2020 between Sonae, Portugal Foods, Primor, Minho University, and other partners,

with the goal of improving our traceability of fresh food – "Alcobaça" apple, "Rocha" pear and "Serra" cheese throughout the whole value chain and allow an advancement in waste reduction of fresh food.

SafeConsume

Ensuring food safety

SafeConsume is a co-development R&D project funded by Horizon 2020 between, University of Lisbon, Universidade Católica Portuguesa, and other partners and advisory board members such as Sonae to reach a common goal:

oversee the development of tools, technologies and products capable of ensuring food safety and fight food-related diseases and infections.

SAFF JONSUME

Produtech-SIF Industry

40

Produtech-SIF is a co-development R&D project funded by Portugal 2020 which includes Sonae and other 37 partners

and aims to constitute an integrated solution for the development of new production systems, based on advanced technologies which allow general production methods to be adapted to the challenges of the 4th industrial revolution.

Lifana Nutritional support for customers

Lifana, a co-development R&D project funded by AAL Programme with Sonae and partners like Fraunhofer Portugal, Luxembourg Institute of Science and Technology or Cereneo,

follows up on the Cordon Gris' project and aims to expand the nutritional support of customers by developing a solution which not only includes a meal planning recommender system but also shopping assistance, grocery delivery at home and a tele-nutrition service model for the elderly in need of specialised care.



FODIAC Valorization of organic waste

FODIAC is a co-development R&D project funded by H2020 which put together the University of Reading, Minho University, INL, and others

to tackle the use of nanotechnology towards the recovery of organic waste, namely fresh food, including fruits, vegetables, meat, etc.

EDI European Data Incubator

EDI is a co-development R&D project between Sonae and partners like Zabala, Volkswagen, Moody's and others. Funded by Horizon 2020,

it has the objective of providing the necessary tools (hardware & software), the means (data) and the resources (funding and business orientation) for the future Big Data companies in Europe. This initiative stimulates SMEs to create and develop Big Data solutions for companies such as Sonae, Volkswagen, ViaVerde, Yapi Kredi, and others, which are data creators and providers.



Ypack New packaging solutions

Ypack, funded by Horizon2020, includes Sonae, the University of Wageningen, Minho University, INL, the Iberian Nanotechnology Lab, MIGROS, and other partners,

with the common objective of finding and testing new packaging solutions to increase shelf-life of fresh products such as minced meat, salads, strawberries and yoghurts.

Learn To reduce carbon footprint

Learn is a co-development R&D project funded by Horizon 2020 uniting Fraunhofer IML, ZLC MIT, TNO, and many other partners and end-users such as Sonae,

with the main goal of helping companies to measure their carbon footprint. By developing the necessary tools and giving the right guidance, this initiative enables businesses to make informed decisions which therefore results in an improved efficiency and reduced carbon footprint.





Awards Winners

Recognized projects and initiatives

Sonae has consistently been recognised and awarded at national and international level, which has highlighted our best projects and initiatives in different key areas.





Fresh Food Tasted and Tested



• Winner in Food Sustainability category



Best Content
 Programme



Improve store mobility at MO



 Winner in the Costumer Service Innovation category



Meu Super



• Winner in Franchising Supermarkets category



Innovation Drive Discovery Shape Tomorrow







Worten



• Winner in E-commerce Electronics and Home Appliances category

prémiosRH17

• Winner of the HR Digital Award



 New Store Concept at Worten - Winner in the Consumer Electronics category



Continente



 Winner in Hypermarkets and Supermarkets category
 Best Private Brand

OISTRIBUIÇÃOHOJE

 Master omni-channel retailer 2017

DISTRIBUIÇÃOHOJE

 Missão Continente
 Master of Social Responsibility



Chocolate Napkin



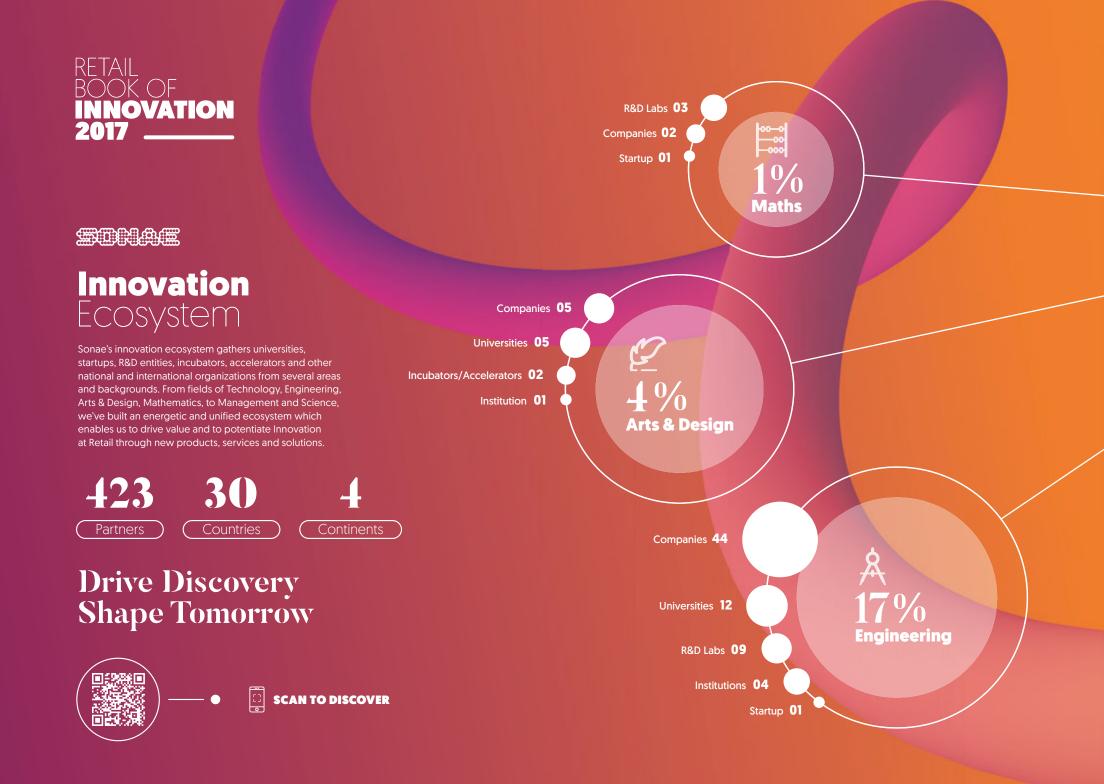
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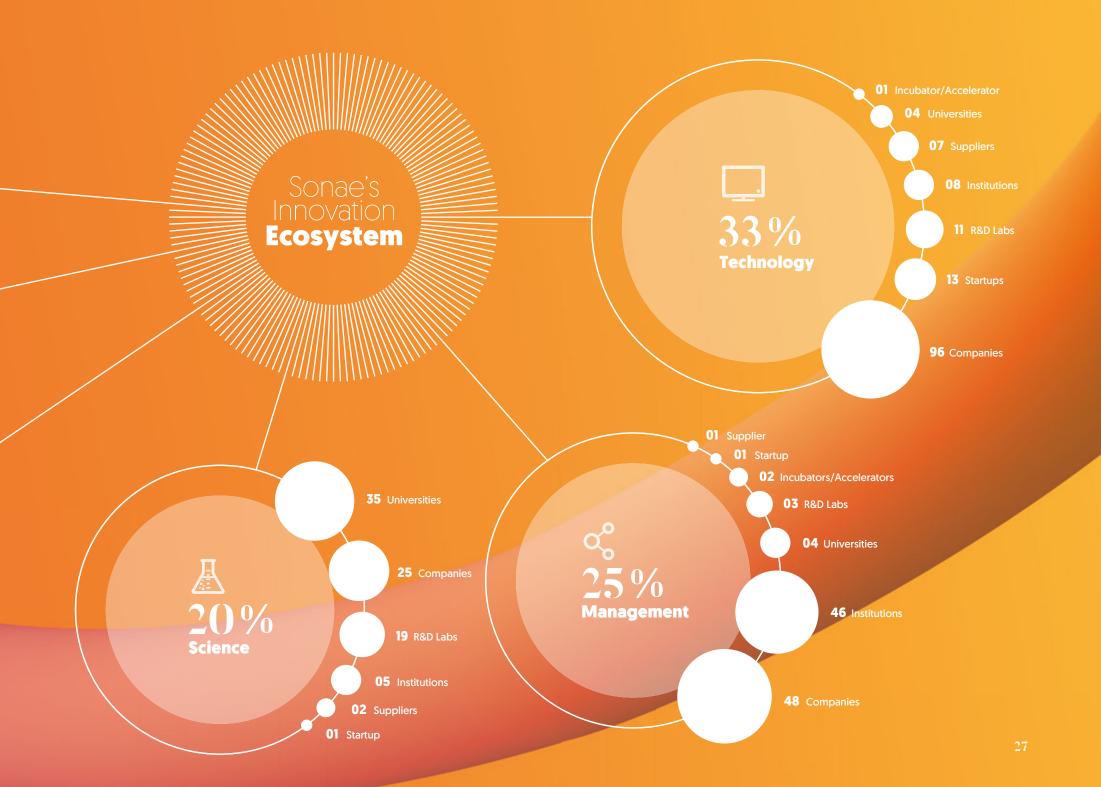
• Flavour of the Year 2017





Drive Discovery Shape Tomorrow











Drive Discovery Shape Tomorrow



Facts & Numbers

Inputs and outputs of Sonae's innovation activity

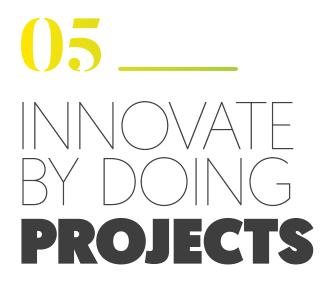
Financial analysis of innovation projects under our impact measurement system.



Inputs Global investment







Drive Discovery Shape Tomorrow



Innovation is

our main lever for long-term value creation

We have learned that in order to maintain ourselves in the top of preferences, we need to keep up with the society evolution,

adapting to the customer needs but faithful to our founding principle of offering the best value proposition which comprises price leadership, variety, quality, and service, all propelled by innovation - which is, in fact, our main lever for long-term value creation. Offering the best value proposition

LUÍS

MOUTINHO

Innovation is

in the centre of our lives and businesses

We want to continue to build a strong and connected team which foresees this company as a digital one.

There is a clear urge to change, to adapt, to transform, and to have innovation in the centre of our lives and businesses. What lies ahead of us is much bigger and faster than what we have ever imagined, but I believe we are prepared for it and to answer the needs of the national and international market. Build a strong and connected team

MIGUEL MOTA FREITAS CEO SONAE SPORTS & FASHION AND CEO WORTEN

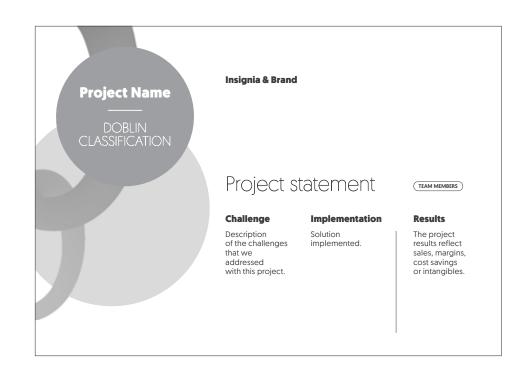


Single page Other projects

Project Overview

Templates

The project results reflect sales, margins, cost savings or intangibles.



Projects Drive Discovery Shape Tomorrow

Double page Sonae Innovation Awards winners and honourable mentions

RETAIL BOOK OF Projects Drive Discovery Shape Tomorrow 2017 ____ Insignia & Brand **Project Name** DOBLIN CLASSIFICATION Project statement Project overview _____ $\overline{}$ Challenge Implementation Results Solution AWARD Description The project **Team Quote** results reflect of the challenges implemented. that we sales, margins, addressed cost savings with this project. or intangibles. TEAM MEMBERS

Best Control at Sonae MC & SR RAID @ Operations

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Andrew Proving

CATEGORY process

WINNER AT THE SONAE INNOVATION AWARDS 2017



SCAN TO DISCOVER



Projects Drive Discovery Shape Tomorrow

Project overview

"Extremely gratifying to develop and implement an automatic monitoring control tool that reinforces control and allows employees to perform other tasks with more value added."



Less and better control

Challenge

Cláudio Ferreira Alexandra Gouveia Amaro Amaral Ângelo Correia

António Januário

Carla Araújo

Carlos Ribeiro

Carla Nora

Carlos Silva

Hugo Silva

Isabel Castro

João Maria

Jorge Brito

Júlia Santos

Lurdes Vilaça Margarete Castro

Paulo Ferreira

Rosário Vieira Sandra Costa

Simone Bezerra Sónia Sousa Susana Francisco Susana Pinto

Rita Sousa

To diminish the high number of manual controls (too bureaucratic, weak, exhaustive and time-consuming) in client returns, price changes in F/O, on-hold sales and voids (6.7M manual controls per year) and the high number of hours spent in these activities by the Operations teams.

Growth of small stores without enough resources to carry out all controls.

Implementation

RAID Systematic Controls, with features like the analysis of the exceptions-only and dashboards for the various levels of management, control and automatic monitoring of exceptions in the risk transactions, were created to solve this constraint.

Results



Estimated annual reduction of risk of fraud



Annual reduction in manual controls



Annual reduction of hours spent

Closed System of Continente Selection Coffee

CATEGORY product performance

> WINNER AT THE SONAE INNOVATION AWARDS 2017

FORTEZZA Intensidade 10

FORTEZZA

Alterna Res Canadatar CONTINENTE Seleção

LEGGERO Intensidade 6

LEGGERO

Delicada e perfumada http://www.englecture http://www.englecture http://www.englecture http://www.englecture.

(ja)

CONTINEN

Proper por inteirs

DECAFFEINATO

Sisteme de cópsulos exclusives





Project Overview

"The biggest challenge was to find the perfect system and to elaborate the best blends so that our clients could experience a unique sensation."



Taste for exclusivity

Challenge

Increase and lead the coffee capsules market by developing an exclusive offer by Continente.

TEAM MEMBERS

Pedro Bruno Maria Montoia Ana Carvalho Rita Pereira Maria Martins Manuela Graça Lourenço D'Orey Catarina Aleixo Márcia Silva Diogo Gonçalves

Implementation

Creation and launch of a coffee machine exclusive for Continente clients, with high-quality design and performance.

For this machine, was also developed a range of coffee capsules with different flavours, origins and intensities.

Through high quality and genuine flavour, the experience of the clients was improved.

Results

+30% Sales in this category







Project Overview

"Transform (im)possibilities in real field learning and implemented initiatives is specially challenging but highly gratifying due to the joy and the impact (both environmental and social) of contributing to change human and organizational behaviour, potentially worldwide."

No more food waste

Challenge

Nowadays, food waste is a huge problem with social, environmental and economic impact but is mainly an issue for the future because the food system is not sustainable.

raste is a huge Initiatives to promote reduction of waste (repack/pack fruits, happy-h

waste (repack/pack fruits, happy-hour in take-away, improvement of the depreciation process), reuse (improvement of donations, utilization of products at the end of lifecycle in the social areas of stores or in catering services) and recycling activities (transformation of wastage in other products to be sold at Sonae stores in a circular economy approach – example: jam).

Implementation

Results





Estimated cost savings through reduction initiatives



Economic benefits



TEAM MEMBERS

Pedro Lago Ângelo Correia António Simões Jorge Ferreira Marlos Silva Nádia Reis Nuno Fonseca





worten

Project Overview

"Winners gives us a sense of the goal and the path, where we are going and where we have to go. It also leads us to want to go further."



TEAM MEMBERS

Hugo Neves António Peixoto Carla Costa Cristina Alcântara Inês Castro José Vieira de Almeida Maria do Carmo Miguel Pereira Pedro Araujo Rui Santos Sandra Nobre Vera Martins

A gamified workforce

Challenge

Worten's sales reward has existed for several years, however, after detailed analysis, certain flaws were detected, such as the lack of criteria uniformity, the lack of transparency, the lack of alignment with the goals of the business, and the fact that the award did not actually reward the best vendors.

To be accurate, there was a clear need for change.

Implementation

One of the innovations was the introduction of game dynamics in a business environment.

Everything begins with the assignment of the goals in points and the sales made by the vendors are transformed in points to reach the goal.

Winners Platform allows everyone to see all of their colleagues' current status, store rankings, seller rankings, badges, missions to accomplish, team goal progression and individual progression.







PROCESS

HONOURABLE MENTION **AT THE SONAE**

INNOVATION **AWARDS 2017**



19:23%

Eller



worten

Project Overview

"The control of the Ageing Stock allows Worten to have a 'healthier' stock and a proactive management."



Information equals assertiveness

Challenge

The data about Ageing Stock, collected by the financial teams, was not shared with the stock management team with the required regularity.

This scenario resulted in a reactive acting by Worten.

Concisely, there was a need of having this information continuously, enabling the business to manage it proactively and minimizing the risk of having future provisions growth.

Implementation

The solution was for Worten to access this information autonomously and on a weekly basis, obtaining an estimation of the Ageing data and, therefore, being able to take action in order to reduce stock provision values.

Results



Cost savings in a 3 year period Better and More Portuguese Cherries and Other Fruits in the Stores

> CATEGORY product performance

> > HONOURABLE MENTION AT THE SONAE INNOVATION AWARDS 2017



SCAN TO DISCOVER

0



Project Overview

"We make the road by walking... These regional and excellent products are now available to Continente consumers. For the next campaign, we want even more and better!"



Bringing regionality back

Challenge

To overcome the problem of having a low quantity of cherries and other fruits produced in Portugal and guarantee the balance between quantity and quality.

Implementation

Development of specific techniques used in the orchards which contribute to having more fruit per tree and, at the same time, to have more quality (brix, caliber and flavour).

Results



Quantities produced

TEAM MEMBERS

Ondina Afonso Rui Matias Nuno Passadinhas

Digital Signature 2016's Sonae Annual Report

CATEGORY PROCESS

HONOURABLE MENTION

AT THE SONAE INNOVATION AWARDS 2017



SCAN TO DISCOVER



Projects Drive Discovery Shape Tomorrow

Project overview

"The initial scope only included SONAE SGPS's Annual Report but once it was a very successful "experience", the same solution was afterwards extended to two more companies: SONAE MC SGPS and SONAE INVESTIMENTOS SGPS."



Saving time through safe technology

Challenge

Signing documents is something that cannot be avoided and it becomes an even bigger challenge when there is a high volume of documents to sign and a diversity of representatives in different locations.

One of those processes is Sonae's annual report, containing more than 300 pages and requiring the signature of all Sonae's board members (placed across the world).

Implementation

Digital signature is the solution and it can be done from any part of the world in an easy and fast way.

When it comes to safety, its technical capabilities feature high levels of security and universal acceptance among international entities.

Results



Time spent to signing these documents







worten

Project overview

"This project helped us to increase sales for the Christmas and "Reyes" period, for Worten to have more notoriety within the world of marketing and advertising. The following year, there were other brands that copied the action."



Driven by your desired gifts

Challenge

One of the most demanded product categories in the Christmas season is Technology, but all the brands in the market are making an extra effort to be seen in this time of the year.

Worten being a technology retailer, wanted to reach out our clients in an innovative and creative way, convincing them to make their Christmas shopping at Worten.

Implementation

Friendly Cookies uses retargeting to generate lead, both from the people who will receive a gift and from the person who receives the cookie information in a non-invasive way.

So, when relatives are browsing on the Internet they suddenly see our proposal ("Your son wants this for Christmas").

Worten was the first retailer to use this technology with our clients in Spain.





Users reached on social media



Users in Worten's community

TEAM MEMBERS

Luis Hernandez Alicia Vicente Fernando Siles Martin Leclercq Rosa Mendez





Project overview

"This was one of those consensual ideas, right from the start. It had everything to turn out right! There was no need to change nearly anything from the original idea, all we had to do was implement it, and that is something that seldom happens!"



More access, less expense

Challenge

Over 50% of the Portuguese population don't have a solution to access private healthcare and more than 5 million people need to pay high prices or can't access treatments, exams and other health & wellness related services.

Implementation

In partnership with AdvanceCare, Sonae has developed Well's Health Plan - a health plan free of charge for Continente Card members which allows to access a network of more than 10,000 healthcare providers across the country at significantly reduced prices.

Clients will also receive a 15% cash back on the value of the medical service.

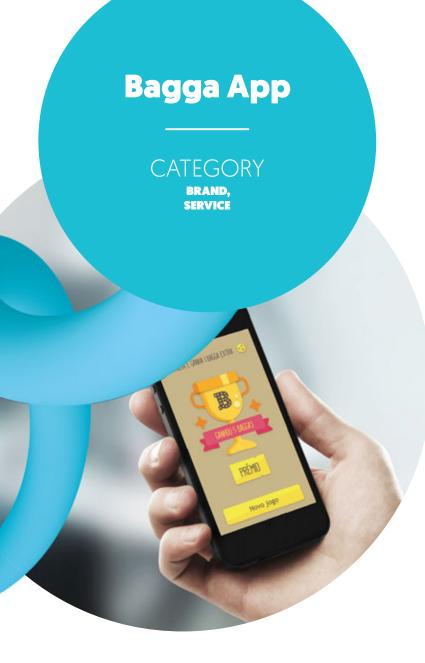




Cost savings for Portuguese families



José Pedro Breda Marta Castro Pedro Meda Rui Duarte Rocha



Rewarding our clients

Implementation

Very often customers find themselves waiting in line for several minutes at Bagga Stores, ending up leaving without purchasing anything.

Challenge

An app was developed featuring a classic game "noughts and crosses" in which customers can compete between themselves.

Each time the customer wins, he/she will be rewarded with a token which can be traded for food & drinks at Bagga.

Results

TEAM MEMBERS Pedro Santos Nuno Almeida Carla Viana Luis Monteiro Maria Matos







per week



Providing the ideal shopping experience

Challenge

Consumers are more and more looking for products which fit on a balanced and healthy lifestyle.

The need to choose the right products and the search for new healthy habits was the basepoint to create a new concept for the former "Área Viva", focusing on healthy and bio products.

The challenge was to integrate this area within the supermarket, providing at the same time the space, comfort, and store experience that this area demands.

Implementation

The concept of this area was designed to enhance the customers' view of the business and to integrate a full experience for them.

A 360° plan of action that integrates a hole new branding for the area and an improved shopping experience optimised by a new layout distribution, versatile equipments, new lightning features, and functional communication and purchase process.



Results

TEAM MEMBERS

Sofia Machado Cristina Sousa Fátima Valinhas Francisco Morais Gustavo Monteiro Joana Barros

Stores Reformulated

Bio and Healthy







See MC

The best of the island



Paulo Freitas Ivone Silva Arnalda Alves Nelson Almeida Paulo Renato Castro Sara Lopes

Challenge

Highlight the best regional products on Madeira Island, part of the selection available for sale on Continente Stores.

Implementation

Development of a specific brochure for Madeira island to promote regional products.

Through this brochure it is possible to know the best fresh food from the island (like banana and "Bolo do Caco" or drinks as Poncha and Brisa).

This catalogue presents the best that Madeira has to offer!





Suppliers Involved



Share of fresh categories' purchases (in value)

Stock-Out substitution

Challenge

Stock-Outs are an issue to a lot of customers and they result in a lot of complaints, as well as a general discomfort, because people don't receive the products they have been expecting.

Implementation

Revise Continente Online's substitution policy, replacing items which were in stock-out with items of a higher value and quality, and giving the difference price in Continente Card. Results

TEAM MEMBERS Tiago Silva Carla Rebelo Gustavo Alves Irina Gomes



General recovery replacing stock-outs

Não Pague Mais

CATEGORY

BRAND, CHANNEL, PROCESS



worten

Foster Mobility Experience

Implementation

Adapt Worten to the evolution of the Telecom market, remain competitive and survive its consumption changes when it comes to sales, margin and concept.

This project of concept adaptation had several pillars: new services were offered, such as the on-time repair service; the range of accessories was extended; an area of free hardware experimentation was included; an interactive omnichannel kiosk with 24h delivery and pick-up was developed; Worten's mobile concept was improved; communication was strengthened; new categories of mobility and connectivity with m3 optimisation were offered.



Luís Correia João Braz Luís Costa Mário Costa Marta Soeiro Miguel Pereira Pedro Leite

Results



Brand perception is key

Challenge

How to improve Continente private label brand perception through packaging?

Implementation

Reorganise brand architecture, create a new and improved brand image, create a packaging system that allows brand consistency as well as flexibility to differentiate products and, in the end, develop the roll out on more than 4,000 SKUs.



Pedro Caldas

Tiago Simões Pedro Bruno

Ana Isabel Carvalho Constança Fernandes Ana Patrícia Lagarinhos Sofia Macedo Cristina Braga da Cruz Ana Rita Incio



SKUs Modified

Rebranding Continente Products





Implementation

Sonae's innovation

Increase the visibility of remarkable non-financial accomplishments by business units and improve networking opportunities during the Press Conference of Sonae Annual Results 2016, an event hosted by the CEOs and attended by Sonae's Group Senior Executives and journalists.

showcase

Challenge

Development of an Innovation Showcase, presenting 13 of the Group's recent projects and case studies, during an informal networking moment.

Each project had a spokesperson and was represented through a sample or mockup.



Maria Oliveira Nádia Cruz Tiago Soares Catarina Fernandes

Results



Advertising Value Equivalent



News and Articles Published



Social Media Posts



Digital store tailor

Challenge

To develop tools that improve the visibility of selling points of our multi-brand channel and attract new customers (mature and new markets).

Implementation

Development of commercial processes and tools on the website such as the LOSAN's "Find Your Store", which includes outlet name, address, contacts, and collections.



José Moreno Arianna Perrone

Carlos Gonzalez Celia Fernandez

Federico Bareggi

Helena de Pedro Juan Herrera Laura Romero María López Marian Molina Mario Vara



New multi-brand customers



POS with geolocation

Multi-Brand Channel Digitalisation



Pequeños grandes expertos en Navidad

-

Cake Reservation App



Le egles

SERVICE

Pedro Santos

Anabela Coelho Andreia Domingues Catarina Simões João Almeida Luís Monteiro Maria Lurdes Vilaça Nuno Fonseca

Cake boss

Challenge

To create awareness about the fact that customers can order personalised cakes at Continente stores and improve the whole process of registration of these requests.

Implementation

The Cake Reservation App was created to simplify this process and enable customers to not only personalise their cakes in an engaging way but also to choose the store from which they want to pick it up.

By simplifying this process, "Cake Factory" drives both awareness and sales providing the customer with an interesting experience and improving the order accuracy.





Sales in this category

Showing how it's done

Challenge

To improve the perception of quality of the fresh food of Continente brand and motivate the consumer to increase the basket.

Implementation

Creation of a documentary television show that supports the communication campaign "The nature has our mark" and shows the whole qualitative process in fresh food production since its origin up to its placement in-store, and product qualification by a chef and a farming engineer.



TEAM MEMBERS

Bruno Rio João Fernandes Miquel Almeida Rosário Pinho Tiago Soeiro



Shows

Audience that watched

2.7м

the whole program

People who had contact with the show

Fresh Food Tasted and Tested

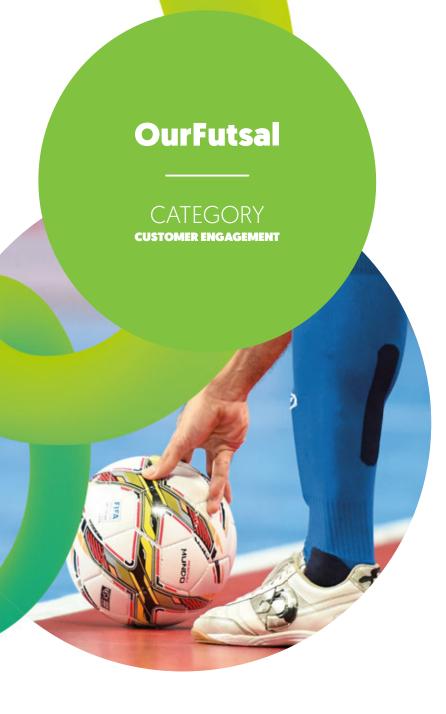
CATEGORY **CUSTOMER ENGAGEMENT,**

BRAND



CONTINENTE

65



SPORT ZONE

Scoring engagement

TEAM MEMBERS

Marta Kadosh Inês Alfarroba Mónica Pimentel Sandra Barros Silva

Challenge

To energise and enhance the support given by SportZone to futsal through a F.P.F. (Portuguese Football Federation) sponsorship.

Implementation

Creation of a movement that fosters futsal and gives it the same kind of visibility usually received by football.

Results



worten

Web optimisation

Challenge

Worten's website had a reduced performance, little impact in the consumer's experience and low conversion.

Along with that, the User Experience design was not totally responsive to screen devices.

With an incomplete and inconsistent technical architecture/ parameterisation, it was important for it to take Search Engine Optimisation into consideration.

Implementation

Creation of a new website 100% responsive and with strong presence and performance on mobile devices.

The UX' design and navigation were optimised; a total review of the technical catalogue in all the categories was done; there was a strong investment in content.



TEAM MEMBERS

Paulo Almeida Andreia Soares Duarte Almada

Filipe Matos

Henrique Baeta João Lima

Nuno Borges Nuno Miller Paulo Lima Paulo Moreira Pedro Devesa Pedro Melo

+30 % Traffic +60 % Sales +18 % Conversion +5 %

Items per order

Website Worten

CATEGORY

CUSTOMER ENGAGEMENT, SERVICE





The festival where food sets the stage

Nádia Reis

Nádia Reis Tiago Soeiro Margarida Costa

Challenge

To create an event totally focused in the core of the business and on food experience capitalising in the brand's strategic goals, extending the audience, and enhancing the emotional connection consumers have with the brand.

Implementation

A two-day event totally focused on food, the whole line of contents and on food-related experiences, simultaneously presenting musical propositions, capturing new audiences and new Portuguese families.

The event had seven chefs and six music bands.





Retail leadership

Challenge

To develop a programme that identifies and captures talent both internally and externally.

This programme needs to be able to prepare candidates for becoming future leaders of modern retail. It also needs to be intensive, customized and aligned with the demand of the major areas of the business.

Implementation

The "Future Leaders at Retail" programme is composed of several phases: 63 days of theoretical and practical education; 113 days of practical training in a specific area; 5 mentoring sessions; 2 networking sessions with administrators; the execution of an individual project with the goal of presenting solutions or improvements related to real and concrete problems of Sonae MC businesses. Results

TEAM MEMBERS

Paula Abreu, Alexandra Mendes, Ana Ferreira, Carlos Silva,

Cláudia Martins, Diana Cruz, Dina Oliveira, Elisabete Ramos, Filipa Ferreira, Hugo Moreira, Maria João Gomes, Mariette Azeredo, Rita Barrocas, Rosa Gomes, Sónia Afonso, Vera Rodrigues





Participants



Internal trainees



Future Leaders @ Retail







See MC

Getting the consumer involved

Challenge

Retail is constantly facing new challenges such as the growth of the on-line market, changes in consumer behavior, more informed and demanding consumers, and many more.

It is imperative to hear the consumer's opinion and take it into consideration so that new ideas and different perspectives are brought to the table.

Implementation

An intensive programme of ideation and entrepreneurship was created.

The participants faced several retail-related challenges using the Fast Ideation methodology by Fábrica de StartUps and were mentored by Sonae, NOS and Deloitte.

Participants talked to consumers, participated in the challenges and explored all the different ideas and solutions.

Results

TEAM MEMBERS

Bruno Mourão

Dina Oliveira Filipe Oliveira

Luis Cardeal Luis Monteiro Mafalda Petra Miguel Cruz Rafael Pires Ricardo Alves



New Ideas Developed



Being part of the community

Challenge

The retail industry is in continuous evolution and it is challenged every day by the digital transformation.

Being close to the tech community allow us to be in the front row of technological advancements and leverage solutions for our main challenges.

Implementation

Participation in the biggest hackathon in the country, where we've tested the participants with four key retail challenges and presented three talks.

Activation of a "distinctive booth" made of cardboard, representing Sonae's creativity.

The activation was complemented with a giveaway of VR Cardboard Headsets showcasing a VR Video about the HeartBIT work environment.



TEAM MEMBERS Bruno Mourão

Ana Goncalves

António Soares Catarina Menezes

Maria João Oliveira Mariana Alpedrinha Valença Pedro Torres Rafael Pires Rui Cohen Rui Veloso







9

Projects Adressing

Sonae at Pixels Camp

CATEGORY

NETWORK, BRAND

ovinin

71

FRED

Sonae at World Retail Congress

CATEGORY network, brand



See MC

A business design contest

TEAM MEMBERS

Miguel Albuquerque Fátima Valinhas Bruno Mourão Miguel Moreira

Challenge

Traditional retailers are taking a full omnichannel approach to serve customers, combining the online service with the brick and mortar experience.

Taking this as the basis for the Future Retail Challenge 2017 (a competition integrated on the World Retail Congress), the task of each team was to select a pureplay online retailer and design a physical store reflecting the positioning of the chosen brand.

Implementation

The Direção Conceção Loja (DCL) established a partnership with Escola Superior de Artes e Design (ESAD), a design university, to develop different proposals and has structured five coaching sessions about different themes.

This partnership has culminated on a Portuguese representation at the international contest.

Results



Students Involved



Teachers Involved



Proposals Presented

Optimising the expense process

Challenge

To optimise the expense report and approval process and assure its dematerialisation, and the delivery of the expense report through multiple platform and inputs, and in a mobility context.

Implementation

Use of a SaaS application to handle the expense process, ensuring that people submit and receive their expenses earlier and with less concerns.

All integration was built with SAP FI and SAP HR.

There was a single sign-on authentication and integration in mobility context. Results

Vítor Jesus Adelaide Silva

Daniela Guimarães

Eduardo Coelho João Piedade João Pinto Raul Silva

Rui Teixeira Susana Ferreira



Expense cycle (submission to payment)



Time spent on approval



on submission

Concur New Expense Platform









Challenge

Integrate the cooling system with the AVAC system to reduce both investment and energy consumption.

Implementation

Creation of a system that consists of converting each display unit to an independent refrigeration unit or a multi-circuit connection, constituted by COOLBOX condenser units and a Cooling Drycooler.

The solution integrates the air conditioning system of the sales area and offices to reduce installation and operating costs.





Investment costs



Energetic Consumption



Better and safer

Challenge

To develop a new equipment which reduces the accidental cuts in the frozen fish saws.

Implementation

A new equipment with no access to the cutting blade area. Work can only be done using both hands on the controls and it is also possible to slice fresh fish.

It was developed with the goal of reducing not only the accidents but also the number of machines in the area, as well as to increase productivity. Results

TEAM MEMBERS
Pedro Miguel Ramos Pires



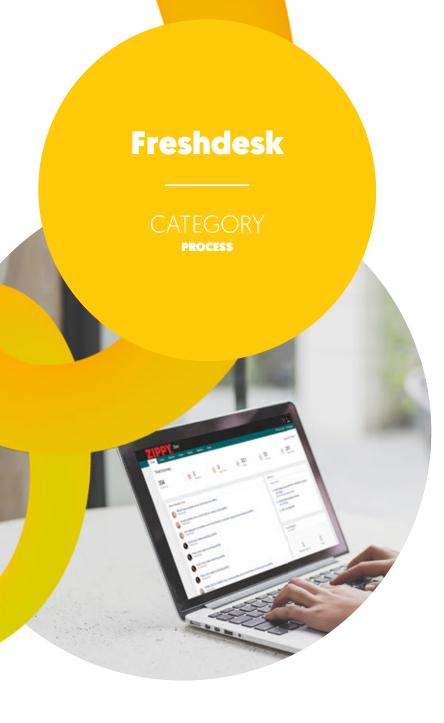
Work accidents



Space occupied oy the equipment

Cutting Equipment Frozen Fish Saw





ZIPPY

The circle of efficiency



Challenge

To find a solution for customers' and stores' contacts, which were being managed using Outlook and Excel.

This type of management resulted in two main problems: the lack of prioritisation of issues which led to critical delays in certain answers.

Implementation

Implementation of a cloud based solution which required no set up with the technical team and could be configurated by the business.

This new platform enabled a better customer and store contacts management, allowing multiple agents, stores interface, website, social media, and reporting integration.

Results



Response time



#####\$&F

SPORTS & FASHION

worten

Efficient and scalable

Challenge

International logistic operations supported on outdated (for imports) or non-existent (for export) systems, and managed based on manual inputs with redundant tasks and incomplete information, not always shared on time to all relevant stakeholders.

This scenario introduced a lack of visibility in the supply chain, leading to a higher time to market, as well as increased logistic costs directly impacting operating margins.

Implementation

Implementation of GT Nexus and of best of breed business processes to enable efficient management of imports and exports across the supply chain, collaborating in real time with a community of buyers, suppliers, logistics providers and customs brokers. Results +250

Raul Magalhães Ricardo Campos Ana Maia Alvaro Vasconcelos

Bruno Vale

Filipe Fonte Flávio Machado João Braga

Luis Silva Margarida Afonso Marina Silva

Active suppliers from 4 import origins



Important process management



Lost sales for imported goods

GTMS Global Trade Management System





SOM SEC

Improving efficiency through flow creation

TEAM MEMBERS

Joana Queirós Célia Dinis Fábio Santos Fernando Gomes Fernando Silva Jorge Gonçalves José Casimiro José Félix José Soares Nuno Passadinhas Paulo Carvalho Pedro Duarte

Challenge

With the current conditions, the Azambuja refrigerated warehouse couldn't support the complexity of present operations nor the expansion plan for Sonae MC stores.

Implementation

A review of the current refrigerated operation process from reception to expedition, including an increased productivity of the picking process and the creation of mechanisms for real control of the operation.

On the expedition stage, due to the lack of space, logistics and store operations implemented expeditions throughout the day, anticipating the main Continente stores deliveries.

Results



Putting the logic into logistics

Challenge

To reduce manual workload in the manipulation of products at store level (namely for tasks related to reserve logistics).

Implementation

Installation of a mobile app (NEXT) on store staff's PDA to help triage SKU eligibility for specific processes, like supplier return and inventory centralization, and automates needed to follow-up system activities [example: transfers].



TEAM MEMBERS

Joana Oliveira Avelino Cunha Carlos Machado Helder Gouveia João Pinho Orlando Antunes



Time reduction of articles preparation process



Cost savings



CATEGORY process



Obeya Room Supply Chain Worten

CATEGORY process

Operation strategy matrix



Sérgio Pedro Costa Gina Sarabando Casal

Challenge

worten

The Supply Chain Development Team had the need to implement a productive way of assuring the follow-up of projects as well as to automatically produce a report to share with stakeholders.

The challenge was to create a digital tool to allow an integrated view of the project lifecycle in alignment with Matrix X.

Implementation

Obeya Room is a customised solution that was implemented by the BI team.

Contains project core information linked with Matrix X and it allows project managers to remotely update their status, enabling the operational control of initiatives progress, risk and alert management, the automatic production of reports, the record of team allocation and calculated benefits.

Results



Time allocated to producing Status Reports, Meeting Presentations, Communication of risks/alerts



otal team savings per year corresponding to hours saved

Delay no more

Challenge

Delay on the launch of the schoolbooks' requests and lack of knowledge of the reservations' status.

Implementation

With the rent of tablets in each store, the recording of schoolbooks' requests is made in real time, in front of the customer and, furthermore, this system allows that the customer follow his own request.



TEAM MEMBERS

Eduardo Brandão Ricardo Ribeiro

Teresa Oliveira



Service delays

Request for Schoolbooks On Time

CATEGORY process, service

note[®]

tote



worten

Packaging on time

Challenge

There were essentially two challenges to face: fulfilment stores were not responding to the SLAs that were set as goals for the preparation of Home Deliveries and Pick-up-in-Store orders; all the other stores were not responding to SLAs when they had to prepare Pick-up-in-Store orders for Sales Assistants. The stores could only identify the need to prepare an order via email and a dashboard, but these tools were not being consulted in constant and timely manner.

Implementation

Implementation of smartwatches through which the order preparation notifications are sent to the collaborators.

This tool allows them to identify the orders to prepare, quickly and in real time.



Hugo Neves António Marques Emiliana Sampaio Helena Santos Irene Martins Jorge Brito José Gonçalves Nelson Menino Nuno Fumega Mónica Ramos Rita Figueirinha Rui Santos

Results



Average order preparation time



Average time of preparation of a pick-up-in-store

Simple and practical

Challenge

Avoid that customers with Continente Card need to state their taxpayer number when they make a purchase.

Implementation

When customers with Continente Card need the taxpayer number on the invoice, all they need is to activate a key in POS.



Alberto Miranda, Ana Silva, Ana Pereira, Ana Viana, André Teixeira, Anibal Ramos,

Carlos Silva, Cesar Moreira, Cristina Coelho,

David Milheiro, Gil Fernandes, Gorete Cunha, Hugo Silva, Liliana Neves, Madalena Ruas, Mafalda Barros, Maria Monteiro, Maria Sousa, Pedro Gonçalves, Pedro Fonseca, Rita Resende, Rosário Vieira, Rui Ferreira, Soraia Oliveira, Pedro Troia, Valter Fraguas, Zoraida Fonseca



Customer satisfaction

Taxpayer Number at Continente Card

CATEGORY process

CONTINENTE

185 000 000 1234

Transportation Services

CATEGORY process, product system



See MC

Challenge

Our Transportation Department

to stores and these flows create

focuses on the outbound flows of

goods from the Distribution Centers

inefficiencies such as dead mileage and spare capacity in returns.

Eliminating inefficiencies

Implementation

We've developed a transportation service with our suppliers and it currently has a significant part in the inbound flows or in the direct provisioning of stores.

> The goal is to use the free space in the return from stores, using our suppliers' material.

TEAM MEMBERS

Ana Leandro Pedro Bártolo Rui Franco Celia Dinis Fábio Soares Santos

Results



Cost savings in 2017

Portuguese ingredients only

Challenge

Development of a new product that can help to recover, promote and develop the agriculture and the Portuguese economy.

An innovative high-quality recipe, with national ingredients that guarantees a truly distinct quality in the retail sector, based on real attributes recognised by customers.

Implementation

We've decided to commit to Portuguese production and to launch a completely national custard tart. Our pastry is the first one in Portugal with totally Portuguese ingredients: besides the Alentejo flour, it's produced with Azorean milk and national eggs. An innovative Continente speciality.



TEAM MEMBERS

Catarina Simões Alexandra Alves

Ana Filipa Gonçalves

Ana Sofia Alves Ana Patrícia Lagarinhos Carla Costa Marta Pestana Ondina Afonso Sofia Macedo



Sales

100% Portuguese Custard Tart



Becken Vintage Lovers

CATEGORY PRODUCT PERFORMANCE



worten

We've come to the conclusion that, in a global way, the "vintage" and "hipster" trends continue to grow, which makes it interesting to penetrate this market niche and make it financially accessible.

At the same time, the creation of the private label BECKEN turned out to be part of the challenge, as well as the whole client experience and brand recognition.

Implementation

A sub-brand was created – Vintage Lovers – which offers three models of refrigerators in seven different colors.

For this brand, a website was also created as well as in-store spaces dedicated to the concept of this sub-brand.

TEAM MEMBERS

Alberto Gallego Francisco Catarino Gonçalo Carvalho

Results



Pilot stores



New technology, 360° of performance

Challenge

To create a shoe for active people who enjoy versatility and uniqueness, intended mainly for hiking and approach.

Implementation

Creation of Bilby, a shoe that has the best technology and materials for the most demanding outdoor adventures.

Featuring a new outsole called Vibram Porto, this shoe enables the consumer to join a wide range of activities in a comfortable way due to its characteristics such as a waterproof neoprene upper, TPU inserts, and 360° airflow channels.



Diogo Almeida José Fernandes Pedro Moutinho

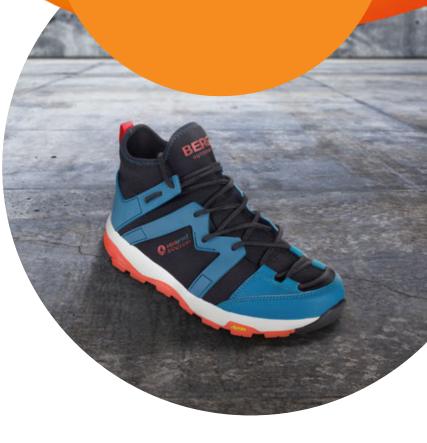
Results



Expected Sales for 2018

Bilby Shoe

CATEGORY product performance





The artisanal & unique kind

TEAM MEMBERS

Mariana Alves Ana Farinha Claudia Santos Diogo Gonçalves Inês Brito

Challenge

Offering customers a more artisanal butter with key distinctive features.

Implementation

The product was made in Belgium with salt flower collected in Algarve.

This butter, with a rustic appearance, is hand-wrapped to guarantee the preservation of its unique characteristics.

The taste, appearance and the use of salt flower instead of refined salt are aspects which differentiate it from others of the sort. Results

11K

Units sold in 2 months

The original and exclusive recipe

Challenge

To develop a bread recipe that privileges authenticity.

Made with flour from Portuguese cereals, this exclusive recipe recovers the good taste of bread and the texture of a bread made in a traditional way.

Implementation

Continente Cereal Bread from Alentejo, a 100% Portuguese product, produced from the revival of Portuguese wheat varieties, which was attended by researchers, grain producers, millers and bakers.

The launch of this product reflects a line of work and demonstrates how Continente recovers, promotes and develops the Portuguese economy and agriculture.



Results

TEAM MEMBERS

João Calvão Ana Gonçalves

Ana Patrícia Lagarinhos Catarina Simões Ondina Afonso Pedro Parreira Sónia Gonçalves Sofia Machado

Tons of bread sold in less than one year

Cereal Bread from Alentejo

CATEGORY PRODUCT PERFORMANCE





SC States MC

Traditional, but different



Challenge

Offering customers a sweet with a different ingredient, forgetting the usual egg candy which is used in most of the products of this nature and can be seen in all the Portuguese pastry windows.

Implementation

Creation of a sweet which not only catches the attention of customers due to its different characteristics but also because of its pleasant smell and taste.

This sweet is made with a chocolate loaf base, fillings of chromatic lime, red berries, and more chocolate.

Results



Sales in the category of cakes with cream [2016]

Fighting malnutrition

Challenge

Malnutrition is the number one cause for the decline in health of senior citizens.

A poor diet is both the result of unawareness of the ideal foods, the loss of autonomy and lack of interest in buying groceries.

The senior population is growing in number, importance and purchasing power, so there is a need for these citizens to be better understood and catered.

Implementation

The consortium created an app that integrates an algorithm capable of combining the dietary wants, needs and budget of each individual senior.

Then, it elaborates a meal plan which is then transformed into a shopping list from Continente Online with the contents being delivered to their home.

The solution was developed and is being tested in real-life situations.

(TEAM MEMBERS

Tiago Oliveira Tiago Silva Gustavo Alves Pedro Santos Pedro Atanásio Marlos Silva Daniela Mendes

Results

-



Granted funding from the European Commission and FCT **Cordon Gris**

CATEGORY

PRODUCT PERFORMANCE, SERVICE

Deeply Universal 40L Backpack

CATEGORY PRODUCT PERFORMANCE

D€PLY

Pack the universe

TEAM MEMBERS

Francesco Salva Manuel Centeno Pedro Caldas Tiago Lemos

Challenge

There was a need for a backpack which would be able to carry and store a wetsuit after a surf session and a skateboard on the carry straps but which could also be commonly used to store anything from laptops to books and other accessories.

Implementation

The Deeply Universal Backpack with a capacity of 40L was created.

This backpack, made of Cordura water-repellent and durable fabric, has a front-bottom pocket that can be used to store a wetsuit in a seam-taped dry bag or other stuff; a main compartment with a high storage capacity; three lateral pockets; a top multimedia pocket; skateboard carry straps; and ultra-durable front fabric resistant to grip abrasion.





The distinctive flavour

Challenge

Develop a distinct cherry tomato with the best flavour in the market.

Implementation

For four years, Sonae MC worked in partnership with a producer and developed an exclusive variety of cherry tomato which fulfils simultaneously the four vectors established as non-negotiables in an innovative and disruptive product.



TEAM MEMBERS

Ana Machado Nuno Pita Pedro Camara

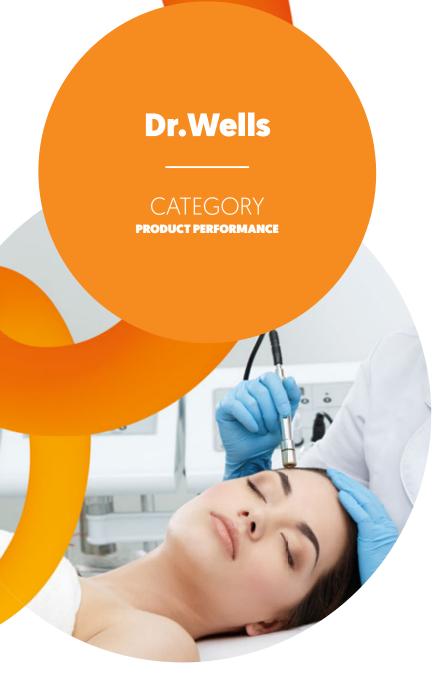


Sales from 2016 to 2017

Development of a variety of cherry tomato with more flavour



93



Improving health clinics

TEAM MEMBERS

Pedro Meda Daniela Ramos Paula Rosa Teresa Teixeira

Challenge

Sonae's arrival in the dental and aesthetic clinics' business and the ambition of being the national leading player in both specialties in the medium term.

Implementation

A new business supported by: an experienced and credible clinical team; technologies of reference; convenient locations and schedules; accessible price and financing solutions.

The first clinic was opened at the Colombo shopping centre, in Lisbon.

Results



Expected sales for the 1st year

Salsa

Style on the move

Challenge

Implementation

Create innovative men's jeans for people who do not fit into the regular Salsa jeans. An innovative technology applied both to the belt and to the waistband, which consists of having invisible elastic bands which adapt to the movement.

In other words, a wider and more ergonomic fit.



TEAM MEMBERS

Nuno Faria Arminda Silva Conceição Machado João Silva Marco Sá Rui Lima

69.4%

Margins



Ergo I Motion





Running wild



Diogo Ribeiro Pedro Moutinho José Fernandes

Challenge

Creation of a new trail running shoe with great value.

Implementation

A trail running shoe with a megagrip vibram outsole, mesh and reflective TPU was created.

Highly breathable and lightweight, it has an instep secure system with webbing eyelets to guarantee a perfect fit, making this product a great-quality and fair-priced one.







When style meets sustainability

Challenge

Implementation

To offer a breathable and thermo-regulatory sneaker featuring natural 100% Portuguese materials only. Jindo was reinvented and Burel, a Portuguese artisanal fabric composed by 100% wool, was added.

This highly resistant, flexible, water-repellent, and natural thermal insulator, joined the usual cork, making this a stylish, unique but also sustainable sneaker, since its materials are completely recyclable.



Diogo Almeida José Fernandes Pedro Moutinho

Results



Margins

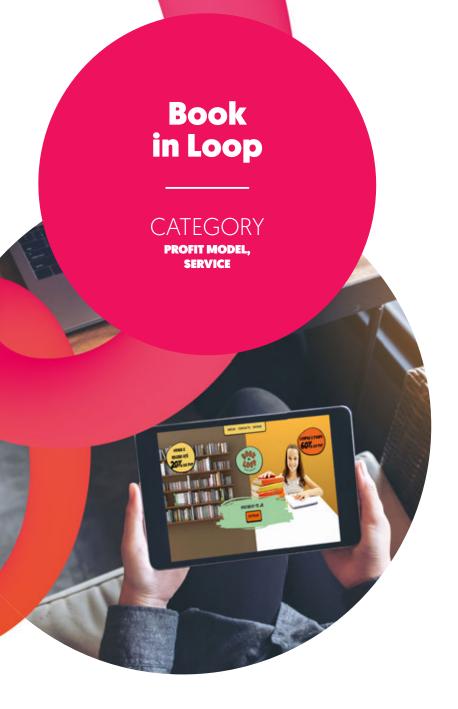


Award "ISPO Award Lifestyle" 2017

Jindo Burel

CATEGORY product performance





TEAM MEMBERS

Gustavo Alves Ana Margarida Santos Andreia Marques Filipe Crespo Henrique Lopes Helia Filipe Luis Magalhaes Pedro Pinto Rosário Almeida Rui Sousa Susana Soares

Sustainable studying

Challenge

Every year, tons of well-kept school books are thrown in the bin or kept inside a closet gathering dust.

At the same time, parents spend a lot of money buying new books every year.

This inefficiency causes both environmental hazards and economic stress to families.

Implementation

Book in Loop, a Portuguese start up, partnered with Continente and Note! to gather from families all the used books in good condition.

The books are then sold at a fraction of the original cost, with a percentage of that revenue going to families through Continente Card.

Results

36K

Used books gathered



Value in Continente Card attributed by Book in Loop





Organic retailing

Challenge

Sonae's arrival in retail specialized in organic and intolerance food, with the ambition of being the most specialized company in the field at a national level.

Implementation

Creation of a new business based on the following characteristics: convenient locations; >4000 SKUs; accessible prices; a concept that integrates a restaurant and a store; to be a recognised brand (Go Natural); and promotional intensity (e.g. Continente Card).



TEAM MEMBERS

Luis Marques

Barbara Costa



Expected sales for the first year

Go Natural Supermarkets

CATEGORY PROFIT MODEL,

BRAND

CHAEINE



TIT



worten

Retail by design

Challenge

Constant adaptation to a self-reinventing retail world in which the ownership of IT goods is being replaced by pay-per-use models.

Instead of paying the full price of a good, customers prefer to pay a monthly fee to use the product.

Implementation

To follow this trend, Worten launched "Worten Estrena", a commercial sub-brand which includes different initiatives to develop this approach.



TEAM MEMBERS

Results



Sales of Worten Estrena smartphones in 6 months

ZIPPY

Know better, sell better

Challenge

Improve products and purchasing efficiency with the incorporation of the clients' feedback in a structured way.

Implementation

Development of a "homemade" app which is installed on store managers' mobile phone to retrieve clients' feedback. The items can be found (in the app) by scanning the barcode or through the merchandising structure. Store Managers and Clients can give feedback on price, color, quality, size or just regular comments. All the feedback is then collected and retrieved in a structured way, reducing the time spent compiling the information. All the information is incorporated by the Product Development teams. TEAM MEMBERS

José Miranda Catarina Leão Filipa Feijó Rui Gonçalves

Results



Time invested in the process



Items covered by the app

Clients Feedback App







worten

Where, what & why

TEAM MEMBERS

Luís Correia José Vieira Almeida Carina Correia Dinis Brito

Challenge

The need to acquire new analytical tools to enable Worten to select new potential markets to install new stores in a more precise way, according to sales potential and market share growth, prospection of real-estate projects in the identified regions and its evaluation.

In a second phase, the adoption of a SIG which will optimise both the evaluation and information share model.

Implementation

A new model of sales estimation (per store and location) was developed to give Worten a vision of the features and market share of each store in their area of influence, enabling the determination, by analogy, of new locations, taking into consideration the significant variables which affect traffic and sales.

Results



Analysed projects at Iberian level

Exceeding expectations through updates

Challenge

Guarantee the Fish Distribution Centre will follow up with the company's growth and increase productivity by 10%.

Implementation

Development of three new layouts for the Fish Distribution Centre to face the growth of 22 stores per year until 2020.

We've also made some changes in different areas to reduce the lead time: reception, production, preparation and expedition.



TEAM MEMBERS

Alipio Duarte, Antonio Barros, Deolinda Aguiar, Edgar Costa,

Francisco Carvalho, Isabel Francisco, José Brardo, Joao Durão, José Casimiro, Joaquim Candeias, José Beça, Manuela Lacerda, Nelson Domingos, Pascoal Costa, Rodrigo Charro, Rosa Falcão, Rui Braz



Lead time in reception area



Productivity in production area



in picking area

Improving Efficiency in the Fish Distribution Centre

CATEGORY structure



worten

Buying experience

Challenge

To develop a new store concept to attract clients and enable Worten to have a competitive advantage over other brands, based in POS experience and innovation.

Implementation

A renewed, improved and reorganized store environment, with new equipment's, POS communication, new materials, based in experimentation, client attention and with innovation as the main axis.

This new store concept transforms and improves the client's experience by merging physical with the digital.



Mário Costa Catarina Simões Claudia Santos Hugo Almeida Joana Leitão Mariana Fernandes Margarida Pereira Nuno Dores Pedro Gandum Ricardo Viegas Rita Silva

Results



Reported Net Sales in Refurbished Stores (YoY)



Reported Net Sales performance in Refurbished Stores (versus other stores)









06____ Shaping The future **Innovation Atsonae**

Drive Discovery Shape Tomorrow



Innovation Committee

Internal network of innovative leaders from the retail business

In order to create the innovation activity in Sonae's retail businesses, the SHIFT team relies on high-level structures such as FINOV, a forum that brings together the innovation structures of all other Sonae businesses, and on the Innovation Committee, an internal network of retail business leaders that seek to implement new projects and add value, ensuring constantly-flowing communication and collaboration to retain the best solutions that apply to our businesses.



Ana Catarina Martins Senior Project Manager, IOW

António Lessa Head of Area, MO & Zippy Supply Chain

João Esteves Area Leader, Marketing, SportZone

Nuno Tamagnini Castro Product Development Manager, Global Sourcing





Gina Casal Area Leader, Development, BI, Controller

Lourdes Miguel Coordinator of Business Analysis & IOW, Operations

Paulo Marques Senior Project Manager, Business Analysis

Rodrigo Durão Senior Project Manager



Innovation at Sonae Drive Discovery Shape Tomorrow

SOMAC



Adilia Santos Project Management Technician, Administrative Services

Ana Silva Innovation Specialist, Innovation & Future Tech

Catarina Fernandes Head of Communication, Brand & Corporate Responsibility

Daniela Mendes Innovation Analyst, Innovation & Future Tech

Dina Oliveira Innovation Analyst, Innovation & Future Tech

Inês Filipe Coelho Innovation Analyst, Innovation & Future Tech

Luís Cardeal Innovation Specialist, Innovation & Future Tech

Manuela Reis Head of Quality and Development, Administrative Services

Margarida Côrte Real Project Manager, Administrative Services Maria Nunes Innovation Analyst at Future Tech, Innovation & Future Tech

Mariana Alpedrinha Valença Innovation Specialist, Innovation & Future Tech

Marlos Silva Area Manager, Innovation & Future Tech and Granted Projects

Nuno Lopes Gama Head of Innovation & Future Tech

Pedro Cupertino Miranda Area Manager, Risk Management

Rui Magalhães Future Tech, Innovation & Future Tech

Tânia Calçada Area Manager Future Tech, Innovation & Future Tech

Teresa Menezes Area Coordinator of Internal Communication, Brand and Corporate Responsibility

Tiago Oliveira Senior Project Manager at Granted Projects, Innovation & Future Tech Ana Filipa Ferreira Human Resources Business Partner

Ana Oliveira Gaspar Area Coordinator, Business Development Dr.Wells

Adelino Miranda Area Manager at Cost Control

Carlos Silva Operations Director

Cristina Braga da Cruz Head of Product Development, Product and Digital Development

Duarte Nuno Rocha Area Leader, International Quality

Fátima Valinhas Head of Store Concept

IIda Campos Programme Manager, Business Information Technology

João Pedro Reis Project Management Technician, Product & Digital Development **Miguel Castro Albuquerque** Project Manager, Store Concept

Nelson Pereira Head of Business Development, Business Development

Nuno Almeida Head of Business, Bagga

Osvaldino Vieira Senior Project Manager, Expansion and Development

Pedro Santos Head of E-commerce & Mobile

Rafael Dias Head of Business Development, Food Commercial Department

Rafael Pires Innovation Specialist, Business Information Technology

Rui Braz Head of Development, Logistics



07____ TEN TYPES OF INNOVATION **PROJECTS LIST**

Drive Discovery Shape Tomorrow



Projects List

Ten types of Innovation

BRAND PRODUCT PERFORMANCE CHANNEL PRODUCT SYSTEM PROFIT MODEL NETWORK SERVICE PROCESS STRUCTURE

Organized by the Ten Types of Innovation[®], a global firm focused on solving complex problems through an interdisciplinary approach.

Source: doblin.com/tentypes

BRAND

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CUSTOMER ENGAGEMENT

Cake Reservation App

Fresh Food Tasted and Tested	
Friendly Cookies	
OurFutsal	
Website Worten	

NETWORK

Continente Food Festival	
Future Leaders @ Retail	
Ideation Week for Retail	
Sonae at Pixels Camp	
Sonae at World Retail Congress	

PROCESS

AGEING - Manage Stock Depreciation
Best Control at Sonae MC & SR - RAID @ Operations
Concur - New Expense Platform
Coolbox
Cutting Equipment - Frozen Fish Saw
Digital Signature - 2016's Sonae Annual Report
Expansion Decision Model
Freshdesk
GMTS - Global Trade Management System
META
Não pague mais
NEXT
Obeya Room Supply Chain Worten

Request for schoolbooks on time
Smartwatch
Taxpayer number at Continente Card
Transportation Services

PRODUCT PERFORMANCE

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PRODUCT SYSTEM

Cutting Equipment - Frozen Fish Saw

Transportation Services

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Go Natural Supermarkets	99
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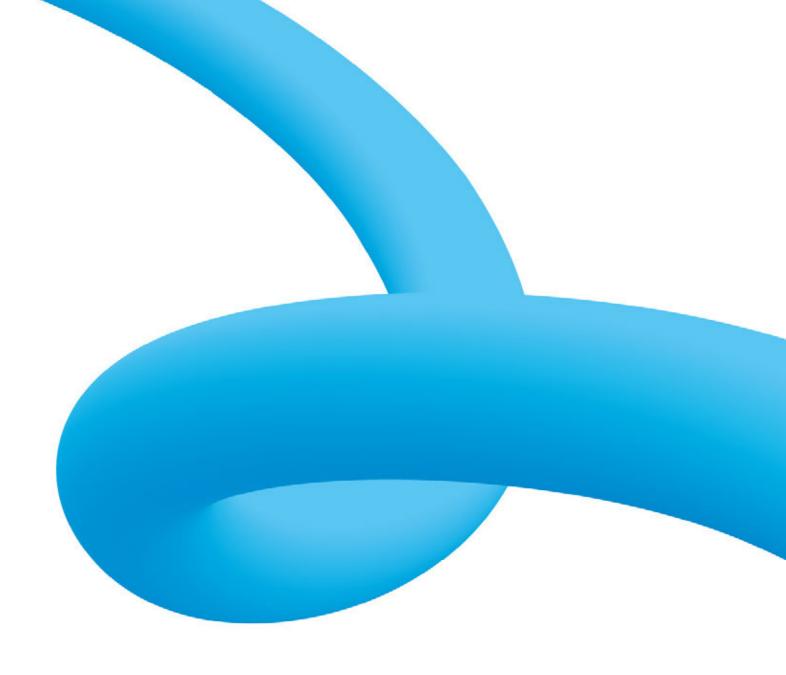
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