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## Food for thought

**Food can be a lucrative retail business, especially in Italy where consumers spend a fifth of their disposable income on food and beverages. One of Italy's leading food retailers, Cadla, aims to carve out a larger chunk of that business. The company, together with Wincor Nixdorf Retail Consulting, is honing a new commercial strategy designed to streamline business processes and boost sales.**

Cadla plans a fundamental shift in the way it does business. If, in the past, the company's focus was primarily on purchasing, it's now firmly centered on selling. The new focus is part of a business transformation process that the Italian retail group has already set in motion with the help of its partner, Wincor Nixdorf Retail Consulting. The consulting arm of the IT solutions provider is managing the business process consulting project.

Cadla is a medium-size food retail group that operates 40 company-owned supermarkets and an additional 300 as franchises under the DeSPAR brand in Tuscany and central Italy. DeSPAR Italia is the Italian arm of the giant SPAR retail group, which has retail activities spread across the Continent.

### Extensive change-management project

"Our mission is to create a new customer-driven organization, change the mentality of employees, particularly the purchasers, and give a greater focus to the end-customer and not the supplier," says Maurizio Biagi, Business

Development and Sales Manager at Wincor Nixdorf Retail Consulting in Italy. "We aim to alter the Cadla business culture as part of an extensive change-management project."

That is no small task, as both Cadla and Wincor Nixdorf Retail Consulting are quick to admit. Since September, Wincor Nixdorf retail consultants have met regularly with senior Cadla managers to define the company's new commercial policy and structure. The consultants have established key performance indicators (KPIs) to monitor performance in areas such as margins, sales promotions and sales forecasting. They have also held personal talks with numerous employees across the organization, including purchasers and category management officers.

Together with Cadla management Wincor Nixdorf has set out to create nothing less than a new commercial organization, defining new business structures and processes as well as job descriptions. "The culture at Cadla, like many other Italian food retailers, has traditionally been one of purchasing. Biagi points out. "But the market is changing in Italy; it's becoming more customer-driven."

### Selling profitably to consumers

The challenge in this evolving environment is not just purchasing goods at competitive prices from suppliers but, more importantly, selling them profitably to consumers. "The goal is to link the sales organization with the purchasing organization to form a close bond," Biagi says. "We need a change of culture; we need people in category management who can handle sales prices, promotions, displays and assortments – people focused on the shopping experience."

Even though the business process consulting project is still in an early phase, the results already speak for themselves: Sales have grown by 3 percent since Wincor Nixdorf Retail Consulting introduced the first changes in September. "This isn't luck," Biagi emphasizes. "This is the result of people focused on a strategy to grow sales through promotion, pricing and assortment." One example of the new approach that Cadla has taken in the area of product promotion is to determine events, such as "wine week," and to define types of discounts to accompany these events.

## Cadla S.p.A.

**Headquarters:** Arezzo, Italy

**Business:** Food retailing with a focus on customers in central Italy and Tuscany

**Sales:** €200 million

**Stores:** 40 company-owned supermarkets and 300 stores operated as franchises

**Employees:** 400

► [www.desparitalia.it](http://www.desparitalia.it)

### Know-how specific to retailers

Cadla selected Wincor Nixdorf Retail Consulting because of the unit's extensive knowledge in retailing and the many process required to run a successful retail business. "We have know-how very specific to retailers and are able to leverage this expertise very effectively," Biagi says.

Cadla Country Manager Claudio Giannetti, who has been heavily involved in the project, agrees. "We looked at all the traditional players in the market but none of them had the 'vertical' orientation of Wincor Nixdorf" in both IT technology and retail," he says. "The company has worked with us to create and implement a new strategy. It has helped us communicate change across the company. And we are now benefiting from the change in our company climate and the wave of energy it has brought."

For Wincor Nixdorf Retail Consulting, the business process consulting project with Cadla is important for a number of reasons. In particular, the consulting team is able to speak with top management at Cadla. Decisions by these executives can have an impact not only on the consulting project but on possible IT equipment sales as well. As Biagi points out, neither Cadla nor DeSPAR Holding currently uses Wincor Nixdorf hardware or software. "So our project," he says with a smile, "could be a very useful door-opener." ■

## New hardware platform for Shell

Wincor Nixdorf has extended its relationship with Shell International Petroleum Company Limited (Shell), an affiliate of Royal Dutch Shell plc. The IT solutions provider has been selected to equip Shell service stations internationally with a new hardware solution platform in a move to further standardize large sections of the global service station network.

"Shell is pleased to announce that Wincor Nixdorf has been awarded the contract to provide site systems hardware such as POS terminals and peripherals as part of Shell's Global Site Systems Program," says David Moss, General Manager Global Site Systems at Shell. The program will be rolled out over the next five years and benefit a significant proportion of Shell's retail operations. The contract was awarded following a rigorous nine-month selection process. As a key partner to the Global Site Systems Program, Wincor Nixdorf will also be responsible for hardware deliveries – POS systems and peripherals – to Shell over the life of the program.

Wincor Nixdorf's comprehensive i-SERVICE STATION solution consists of Namos software and Beetle POS hardware, which have set a new standard for combined service station – convenience retail operations.

The high-performance, scalable POS terminals combine the latest PC standard technology with tried-and-tested, POS-specific features. The product portfolio offers a wide choice of system units, peripherals and extension options for customized sector-specific configurations in international retailing and the service industry. A high-level of reliability, ease of use, integrated data security and service/management concepts, as well as controlled further development and availability of the products, secure customer investments.

"We are delighted to have been awarded this extremely important project by Shell which has reinforced our key role in the Shell Global Site Systems Program," says Horst von Wels, Director Service Stations International at Wincor Nixdorf. Five of the world's top ten mineral oil companies trust in Wincor Nixdorf as their global solution provider. With Namos software and Beetle hardware, Wincor Nixdorf offers a complete site systems solution deployable in all countries.

## report

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Wincor Nixdorf International GmbH, Paderborn  
Corporate Communications

Organizational and editorial coordination:

Ulrich Nolte, Claudia Wendorff-Goerge

Telephone: +49 (0) 52 51-6 93 52 11

Telefax: +49 (0) 52 51-6 93 52 22

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Authors:

John Blau, Düsseldorf;

Walter Klötters, Erkrath;

Klaus Manz, Weilerswist;

Heide Skudelny, Leinfelden-Echterdingen.

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Hans-H. Beier, beierkonzeption, Bielefeld.

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