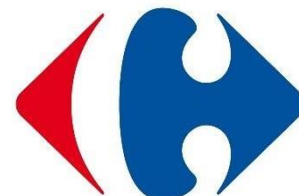




Bank & Services

MISSION

DIVICE FRAMING « CARREFOUR CLOUD PLATFORM »



CONTEXT

The Group Carrefour, a major actor in the retail sector, was at a key moment in its history (model change, competitive disruption). The appointment of Mr. Alexandre BOMPARD at the head of the group in July 2017 has accelerated the implementation of the digital strategy. A number of different levers were at the service of this transformation, including Cloud technology.

For the past two years, several products - already in production - represent solutions that are used to host and serve applications through the Cloud. During many months, the various stakeholders in the program have been maturing their approaches to the Cloud without any real alignment and without switching to an industrial and structured mode. It was time to decide on the system to be implemented with its vision & organization and to launch the deployment in order to make the already-made investments profitable.

To achieve this, France IT Department of the Group Carrefour wanted to use a framing approach for launching the "Carrefour Cloud Platform" transformation project. The objectives are, on the one hand, to make an inventory of the needs, the solutions used or available, the processes and the transversal organization in order to manage their use. On the other hand, to define the target and the affiliated transformation trajectory to reach it within one year.

PROBLEMATIC

CESAMES has been requested by the Group Carrefour to help framing its Cloud transformation program, so that it is solid and has real added value for the Group's digital transformation.

More precisely, the framing had to answer the following challenges:

- reduce costs (Build and Run) to gain competitiveness,
- Gain agility and responsiveness in the design and implementation of value-added services for customers,
- improve the robustness of the SE by reducing incidents and improving its availability,
- succeed in involving all the stakeholders in order to be in a collaborative approach and to succeed a "launched start" (no interruption between the framing and the realized launch of the transformation process)

SOLUTION

The methodological approach proposed by CESAMES was broken down into two phases:

- A kick-off meeting to bring together a circle of actors involved in this approach in order to have a common vision and to share the objectives of the framework,
- An analysis of the "Cloud Carrefour Platform" environment, composed of the organizational entities (internal or external to the Group Carrefour) and the interacting processes.



SOLUTION (cont'd)

- A cycle of 21 interviews of project's stakeholders realized in 2 weeks, by internal actors of the Group Carrefour. These interviews allowed to capture the difficulties, needs and constraints related to this transformation and identified by each related actor,
- A sharing of observed findings and *verbatim* through a one-day collaborative workshop with all stakeholders. The findings concerned the internal processes of the transformation program, the organization and the roles of the project stakeholders,
- An identification of root causes based on the findings observed during the 2nd day of sharing with all stakeholders,
- A proposal of 7 major recommendations, shared with the stakeholders during the 3rd collaborative day.
- A final presentation of the framework that allowed the definition of a macro transformation trajectory for 2020. This final meeting allowed all the stakeholders to be directly involved and to launch the program immediately after the framing.

In parallel with this approach and with the aim of working in collaborative mode, a Steering Committee with the IT Department has been initiated. The Management fellows were informed of the progress of the actions throughout the project, but they also listened to the existing difficulties, root causes and learned envisaged recommendations. This Steering Committee enabled the Management to be aware of the progress and to launch actions following the observations made by all stakeholders.

RESULTS

CESAMES' support enabled the Group Carrefour to have the appropriate recommendations for the deployment of the Cloud transformation project.

The key results of the scoping mission:

- 26 actors interviewed to take stock of the needs and constraints of the project,
- 3 collaborative workshops to share findings and recommendations to get the project off the ground,
- 7 major recommendations made, shared and approved,
- Mobilized and committed players (operational and management) who work together to make this transformation a success,
- A framing process that finds its strength in being a "launched process".



Thierry Betmont: Architecture Director & IT transformation

"CESAMES is an accelerator of decision making. The teams knew how to pace and animate the different workshops to create a dynamic and collaborative spirit around the project in order to guarantee its success".

"The collaborative approach set up by CESAMES made it possible to unify all the stakeholders around a solution, to channel the axes of opposition and to answer the objectives set by the management of Carrefour".