

RAST Positions Itself for Future Growth

With Capgemini's help, Polish food retailer RAST has put into place a strategy and set of solutions designed to unify the company's operations and enable further growth

The Situation

RAST S.A. is a Polish food retailer with operations in the Northeast region of Poland. The company was created through a series of acquisitions of several small retailers, and now operates 20 stores with a total area of 28,000 square meters. The stores emphasize fresh assortment and high-quality products and are located in commercial centers and in upper-income suburban areas.

As part of its development strategy, RAST recently merged with two other industry players, leading to the establishment of the sixth largest food distribution and retailer group in Poland, with expected annual revenue of €400 million. The group's parent company is BOMI S.A., which is listed on the Warsaw Stock Exchange.

Following the merger, the company wanted to develop a unified and improved organization in order to enable further growth.

The Solution

RAST called on Capgemini to help top management reach consensus regarding the company's future strategy, including formats, principles and the targeted organization. Capgemini and RAST designed a strategy and set of solutions that allowed fast selection and implementation of an ERP system, as well as improvement of the current operations. Solutions focused on areas such as assortment strategy, consumer value proposition improvement and performance management.

The Result

Due to the strong involvement of RAST's management and employees, full ownership of these solutions took place quickly, enabling the parent company to roll out the solutions across the group and establish new management,

“Capgemini's experience was a big help for us to define our strategy for further development. We have been collaborating for one year. At the start our people were reluctant about the cooperation. But acting in a very professional way, Capgemini brought us to the place where we are now. We believe we are better organized, better managed and we are prepared for success in the future. I hope for further collaboration with Capgemini. It was a good choice.”

Marek Romanowski
Vice President
RAST



including a significant number of RAST managers. The new strategy and solutions have resulted in organizational and management improvements and a better positioning for future development.

How RAST and Capgemini Worked Together

RAST operates food stores in the Northeast region of Poland that range in size from 700 to 3,500 square meters. The company operates three types of stores: RAST Delicatessen, with 22,000 to 32,000 products, RAST Supermarkets (13,000 to 18,000 products) and RAST Express stores (6,500 to 8,000 products). RAST enjoys a well-established position in the market, as it offers products of higher quality than those typically found in discount markets, a wide choice of assortment and convenient store locations. RAST's strategy is based on enhancing its competitive advantage in compliance with the company motto: "good quality for a reasonable price."

The company's future development is expected to focus on launching new stores, especially in large shopping centers.

In 2008, RAST merged with BOMI S.A. and Rabat Pomorze. RAST was integrated into BOMI, a food retailer that focuses on the premium market segment. In addition to the 20 RAST stores, BOMI operates 30 of its own stores, which carry a wide range (35,000 SKUs) of high-quality products. Sister company Rabat Pomorze was previously a privately owned distributor and retail franchiser with 1,500 selling points across Poland.

The company wanted to develop a strategy and solutions that would streamline its combined operations and enable further growth. Together with RAST's middle-level management Capgemini developed a set of solutions that was accepted and implemented. The solutions covered a number of areas.

Assortment strategy verification aimed at balancing the desire to satisfy customers' needs at different store locations with efficiency of assortment management.

Consumer value proposition improvement aimed at defining and building a better competitive position for RAST in the Polish market.

Operational processes and structure design aimed to:

- provide one corporate standard to "do a job"
- build capability in the organization to adjust the structure and processes to meet the needs of a growing scale of operations
- provide a clear reference for defining needed IT support and efficiency improvements.

Middle-level management assessment aimed to:

- help RAST with appropriate

management allocation in the new structure

- plan activities to improve employee capabilities.

Performance management system design aimed to:

- improve organizational alignment towards the realization of company goals
- gain better insight into the operational business and secure decision-making support for middle management
- define required IT support.

Technical and functional requirements for ERP system development aimed at enabling the best possible choice to balance costs with needs and development plans.



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In collaboration with



RAST operates food stores in the Northeast region of Poland that range in

size from 700 to 3,500 square meters. The company also operates a bakery as well as poultry processing factory, supplying not only to RAST stores but also many other stores, companies, schools and hospitals.