

**TOSHIBA**

# Grupo Éxito and TCx™ Elevate for Point of Sale Digital Transformation

Grupo Éxito, a leading retail chain based in Colombia, operating under the brands Éxito, Carulla, Surtimax and Super Inter with regional presence in Uruguay and Argentina, revolutionized the shopping experience of its customers at the point of sale.

The joint effort with Business Partner Línea DataScan S.A. as a local integrator in Colombia and Toshiba Global Commerce Solutions with our TCx™ Elevate digital commerce platform made this possible.

## The Challenges

The project started in 2016 when Grupo Éxito assessed the flexibility of their points of sale. In warehouses and shops, traditional cash registers were operating on a solution that was 20 years old. Grupo Éxito had been expanding its market coverage and the current platform trying to generate applications tailored to new needs, but found it difficult to access the existing platform for the required integrations. Assessments made it clear that making the needed updates would involve a significant investment of time and cost.

New mobile apps and different purchase alternatives that were appearing on the market at that time were virtually impossible for Grupo Éxito to implement, which in turn made it complex to provide a pleasant and modern shopping experience to customers.

"Toshiba's technology has allowed us to put the customer at the center. The customer has changed a lot with the digitization of the shopping experience. As a result, when we are able create awareness to help them see how technology can facilitate an easier shopping experience and facilitate payment they end up adopting and enjoying its use quickly."

—Guillaume Seneclauze  
Vice President of Sales and Operations,  
Grupo Éxito

**línea**  
**DataScan**

Another great challenge Grupo Éxito faced at the time was the complex process of training its employees; a situation that is not necessarily visible to a shopper but impacts the service they receive.

In order to staff their nearly 6,000 points of sale throughout Colombia during five special seasons, including Christmas, school seasons and promotional events, Grupo Éxito hires about 25,000 additional staff.

The payment system was based on complex codes and was managed by new staff who were faced with the complexity of that system. This resulted in a 20 percent decline in employee retention from the first day of promotion to the second day.

As a contingency, Grupo Éxito had to have additional staff ready and trained to replace that 20 percent of employees who left on the second day of promotion, which required making additional investments in labor.

### The Solution

Grupo Éxito is an innovative group and when they initiate projects, they are fully aware of how complex those projects can be. Changing everything in a point-of-sale network was no easy task. It wasn't just about changing a cash register; this project was about changing a whole system with complex business logic and interconnection with internal inventory management systems, payment methods, promotions, pricing and more.

In the first months of implementation, segmentation of fruits and vegetables by city and region was launched. Six months later, the kiosks on which customers can place orders directly for ready meals, complete the transaction, and claim their orders were also deployed. Self-checkout and turn-assignment solutions were also launched so customers could avoid long lines. In mid-2019, mobile POS applications for customers were launched to facilitate payment anywhere in the store without relying on the traditional cash register, which also reduced checkout times.

Today, checkout lines are more agile and the shopping experience at Éxito Wow and Carulla Smart Market format stores is fresh and innovative.

Throughout this process, Toshiba provided Grupo Éxito with an evolution of the point-of-sale application. Our TCx Elevate platform delivered frictionless checkout to Grupo Éxito's customers. This also helped Grupo Éxito protect the total cost of ownership of the previous solution, keep the previous old developments and customizations operating and facilitate the entry and interoperability of new applications.

The solutions implemented have not only been well received by customers, but also by internal users and store associates. Now the working environment is intuitive, with touchscreens and applications like those commonly used on smartphones.

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"Our commitment was to Toshiba's platform with TCx Elevate, because with it we saw how to solve the company's challenge, to offer multiple payment options maintaining the investment protection we've had made for years on the POS platform."

- Boris Ceballos  
Head of Technology in Store,  
Grupo Éxito

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### Keys to success

How do you get such excellent work done? First, with the vision of business partner Línea DataScan who served as a local integrator, accompanied Grupo Éxito presenting all the capabilities our TCx Elevate platform had to offer, provided the local support, knowledge and facilitated the good relationship with Toshiba.

Second, Toshiba as a technology provider always counted on the willingness of its local team in Colombia. Together, we listened carefully to the needs of Grupo Éxito and always understood each requirement. The solution as Grupo Éxito envisioned it had not been implemented in any other customer anywhere in the world, which made Grupo Éxito the first to achieve it. Likewise, our follow up and direct support from the factory facilitated the implementation of all developments.

Finally, it was most important that Grupo Éxito had a very clear vision of what they wanted to accomplish in their strategy. This was a crucial point because without that vision, they would hardly have managed to take advantage of all the features and tools of the new technology. Team planning was done with all parties: Toshiba delivered their technology and knowledge, Línea DataScan facilitated and provided local support, and Grupo Éxito clearly communicated where they were standing, where they were going and how they were going to get there. However, the project is not over yet. The results achieved so far are very clear, which determines the development path to follow towards the project completion; therefore, implementation work continues.

Grupo Éxito provides consumers access to multiple products from different brands and suppliers, so with the integration achieved through our TCx Elevate platform, Grupo Éxito and its supplier companies now have greater agility for the purchase and sale of their products.

Today, a shopper at Éxito and Carulla gets a complete and innovative shopping experience with access to traditional groceries and saves time at payment with the numerous alternatives that Grupo Éxito has made available. This experience takes place in pleasant store environments where convenient prepared food kiosks or coffee bars are available during the course of the shopping experience, preventing customers from standing in long lines and avoiding agglomerations, thanks to a turn assigned through a mobile app or from a self-checkout solution. All the above, combined with the existing online shopping experience, delivers an integrated and memorable customer experience.

### Results

During the October 2019 measurement, in stores where touchscreen cash registers were implemented, staff turnover was dramatically reduced in part due to the easier to use payment system; the number of staff members who did not return for day two of work during a promotion sale was less than 5 percent. Staff training time also decreased, and training now lasts about a day. Previously, training took 8-10 days.

Losses from typing errors have also decreased significantly (by 15 percent), particularly for variable weight products such as fruits and vegetables.

Today, a cashier no longer enters a code to ring up produce. For example, for the Golden Apple, whose price and code are different from that of the Green Apple, the cashier selects the image of the precise product, thus minimizing the possibility for error.

Other features, such as segmentation at the cash register are now possible, thanks to the new technology. Handling product according to a specific warehouse by location, territory, culture, product availability, or regional names for products and more is also possible.

### The Future

What is next for Grupo Éxito with this solution?

Today, Grupo Éxito is the leading retailer in Colombia and Latin America. In the future, Grupo Exito wants to remain number one in sales and become number one in end customer experience, creating a memorable purchase experience and minimizing points of friction at payment.

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