

# Customer Obsessed Transformation (COT)

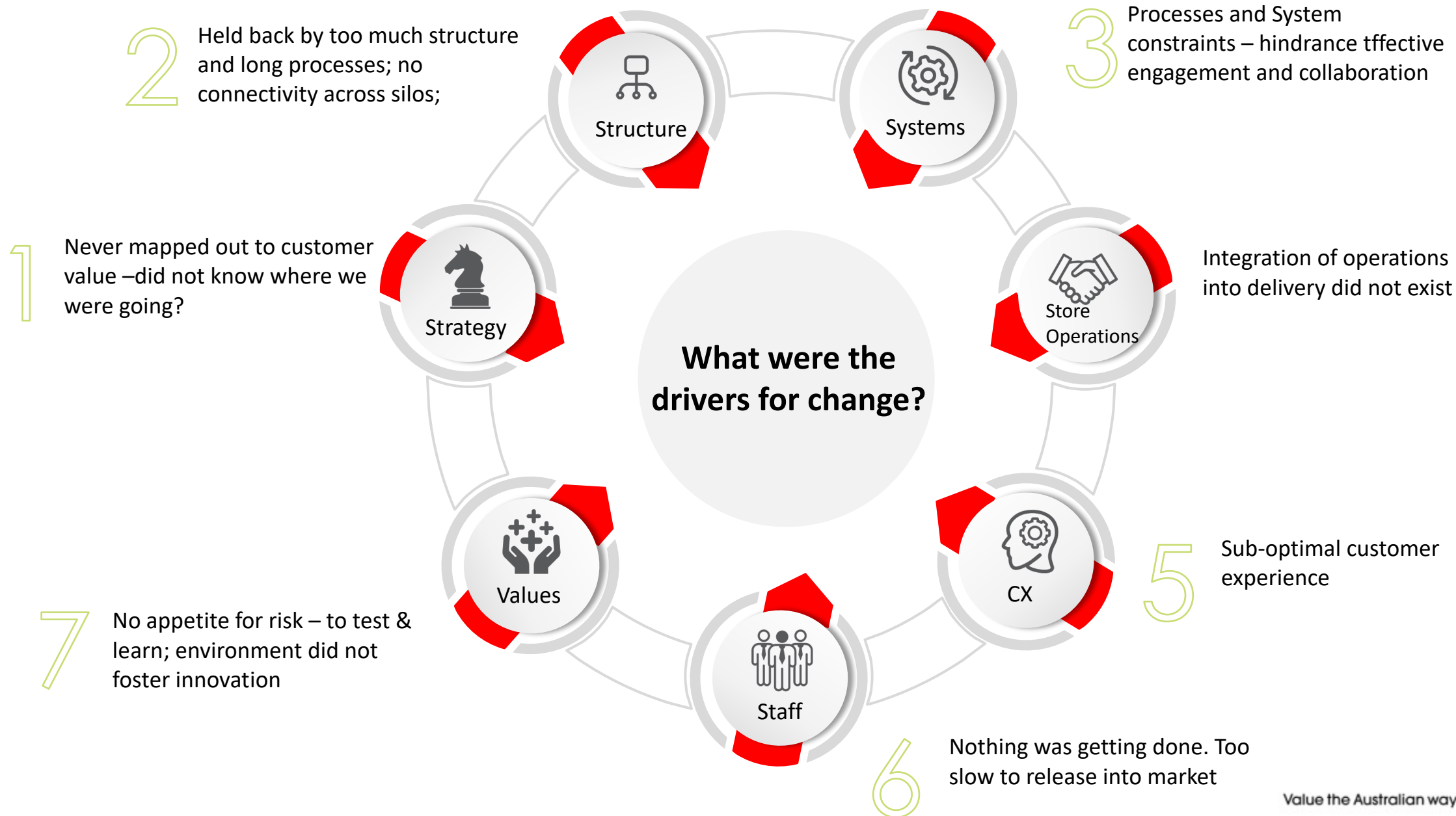
## Coles eCommerce Journey

Log into <https://www.sli.do/#971897>

coles

Value the Australian way







# Why Change?

## BE CUSTOMER OBSESSED

- Put the **customer** at the centre of everything we do
- ...if we do this we will gain market share, which leads to profit
- Focus on **outcomes** rather than output



## ENABLE FASTER ADAPTATION

- **Remove the waste**
- **Build powerful** teams
- Reduce **handoffs**
- **Learn, adapt and share**
- **Progress** over perfection



## SO WE CAN DO GREAT STUFF

- Doing the right work first, **not everything** at once
- Empower **crew driven decisioning**
- We are in it together, we iterate and **improve**





**Sept 20**

**SETTING THE  
SCENE**

Kick off with the coaches  
to ensure we land our  
Transformation

# OUR JOURNEY – HOW DID WE DO IT?

**Dec 20**

**TRANSFORMATION  
FOR LEADERS  
PROGRESSES**

**Jan 21**

**CREWS LAUNCHED**

Launch Events over  
multiple days – to launch  
cross functional squads

Squads within Crews  
started to **prioritise** their  
work in line with the  
strategic objectives and  
customer needs

**Feb - Mar 21**

**TRAINING  
LAUNCHED**

Crew Roles & Ceremonies  
launched  
Pilot concept with one  
Crew

**Big Wins –**

Same day delivery – 20  
stores piloted  
Launched click & collect  
“direct to boot”  
Coles Plus subscription  
launched in less than 8  
weeks

**April 21**

**QUARTERLY BIG  
ROOM PLANNING**

**Big Wins –**

Flypay launched Apr’21  
and grows to 12k  
customer using flypay to  
pay for their orders  
equalling \$4.5m in sales  
Launched click & collect  
“direct to boot”  
Coles Plus subscription  
launched in less than 8  
weeks







Having an appetite for change! Solid Executive buy in for launch

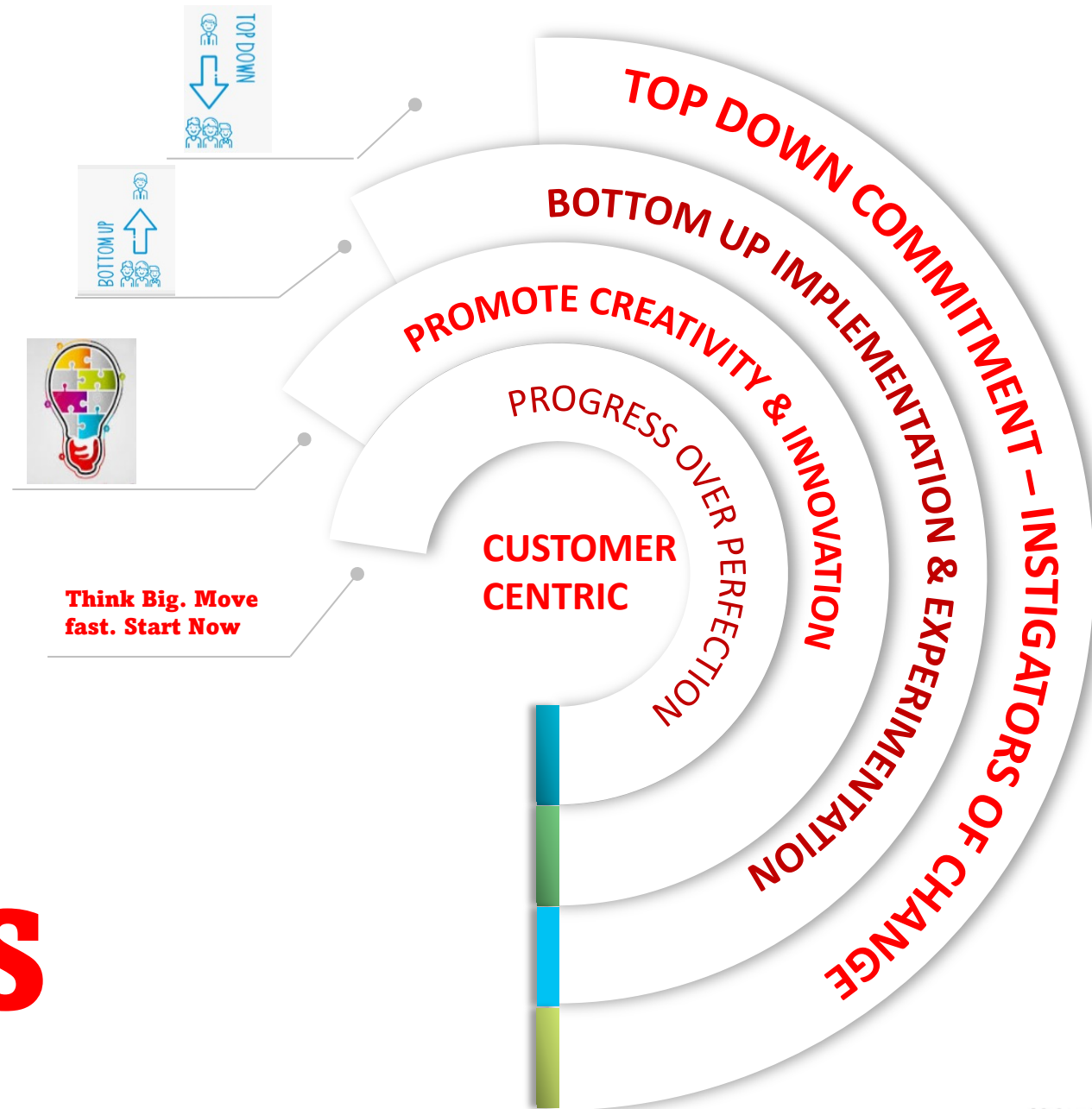
Bought talent – built around motivated individuals who were not afraid to step up or manage resisters

Vibration of individuals to stick – we are all in it together – iterate & improve

Promoting psychological safety – empowered Crew driven decision making – every meeting must be a shared voice

HOW DID WE SUCCEED?

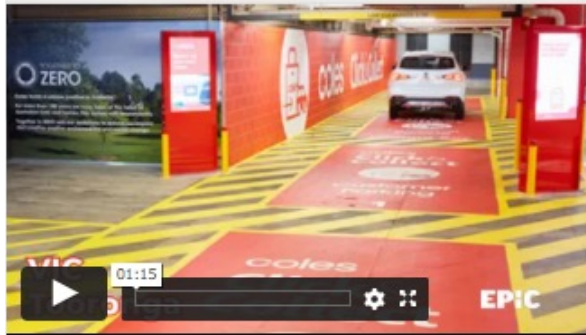
# SUCCESS



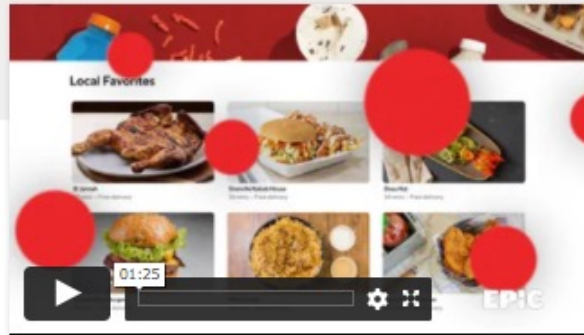


# HOW DID WE GET A BUY IN FROM ALL?

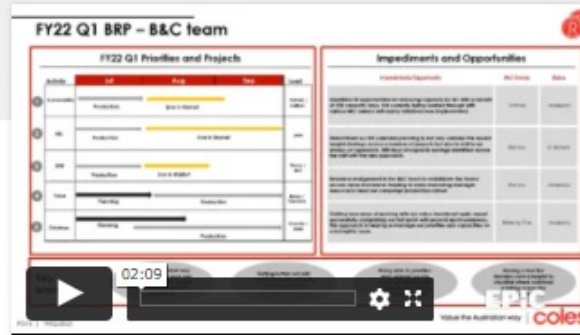
<https://vimeo.com/showcase/8547217>



Coles - Project Reboot Showcas...



Coles - Same Day Delivery Q4



Coles - Marketing BRP Playback ...



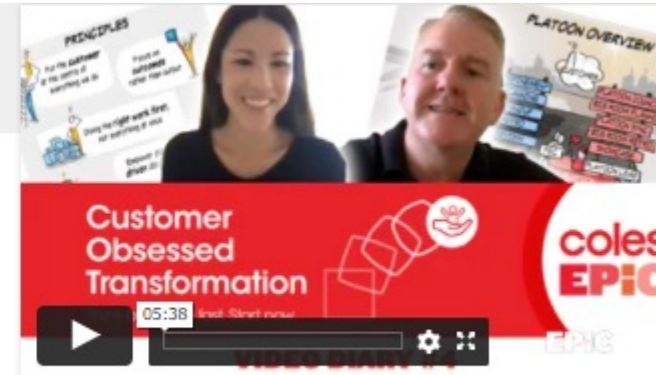
Customer Obsessed Transforma...



Marketing Q1 BRP.mp4



Coles - Customer Obsession



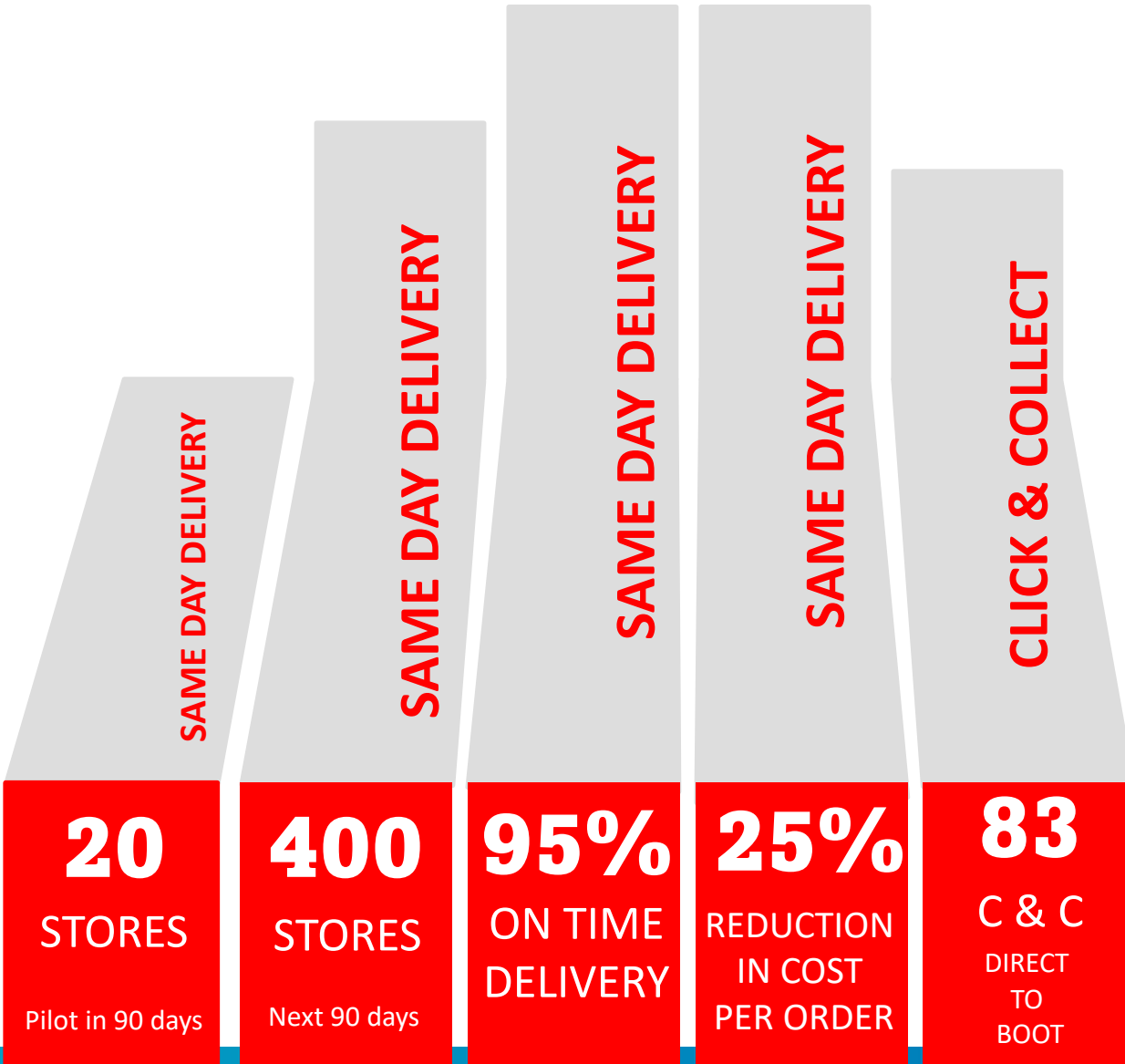
Customer Obsessed Transforma...





# Thing big. Move fast. Start now

Achieved in a Quarter



Launching **Click&Collect** direct to boot across the country

**Same Day Delivery**  
partnering with DoorDash and Yello



# Thing big. Move fast. Start now

## Supermarkets eCommerce key metrics

Q4 growth of 62% supported by investments in capacity and customer experience

Monthly active shoppers



**+46%**  
vs. pcg

eCommerce penetration



**6% in Q4**  
vs. 3.8% in Q4  
FY20

Omnichannel customers spend



**2.2x**  
vs. in-store only  
shoppers in Q4

Coles Plus subscription



**6x**  
increase in paid  
members since re-  
launch in Feb 2021

Perfect order rate



**1.7x**  
improvement  
in FY21

Online NPS



**Almost  
doubled**  
vs. FY20

Same-day home delivery



**available in  
>300 stores**

Click & Collect  
(to the boot of car)



**>500 sites**

Click & Collect  
Rapid

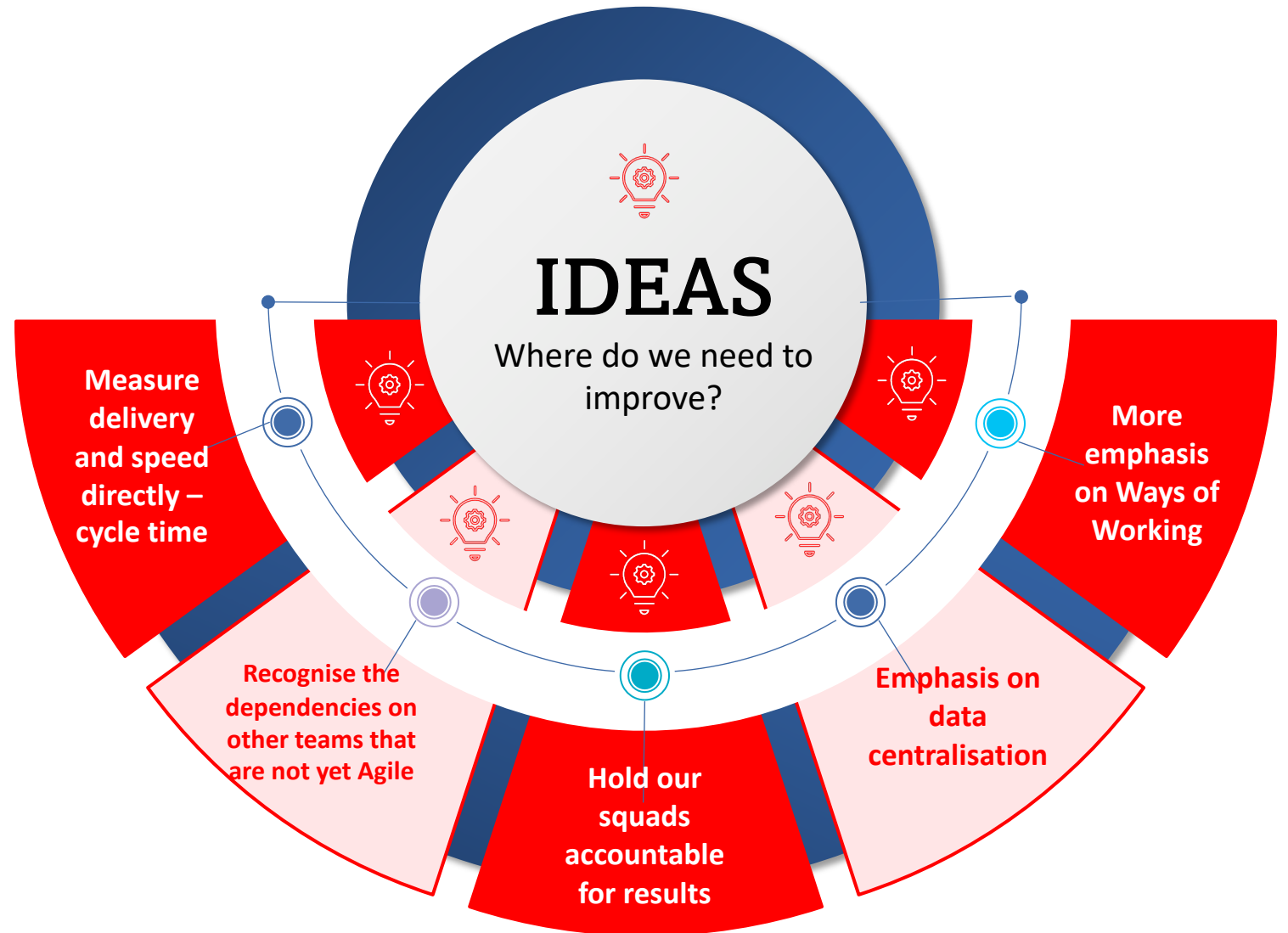


**available in  
>400 stores**



# Progress over perfection!

We are learning and progressing everyday!





# Key takeaways from Coles' eCommerce transformation

