



Coca-Cola
Hellenic Bottling Company

Digital transformation through connected experiences and intelligent automation

IN ASSOCIATION WITH





Coca-Cola
Hellenic Bottling Company

Coca-Cola Hellenic Bottling Company

Driving the top line and
connected experiences through
digital transformation

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Coca-Cola Hellenic Bottling Company (CCHBC), a leading global FMCG business and strategic partner to The Coca-Cola Company across its 28 market group, has made great strides in its digital transformation journey since we sat down with the business in January 2018. “Two things that have happened over the past 12 to 18 months are acceleration and fine-tuning,” says Group CIO Alain Brouhard at CCHBC’s corporate headquarters in Zug, Switzerland. A consummate professional with an active role at both Gartner and Singularity University, Brouhard has been leading CCHBC’s digital transformation as Group CIO for the past three years. The key advancements of the journey since we last spoke are encapsulated in the expanded deployment of its innovative smart cooler fleet as well as continual, data-driven revolutions of efficiency in both its internal operations and relationships with vendors and consumers. “Digital transformation, for us, is to drive the topline growth as well as the bottom-line through efficiency and cost leadership: one of the most critical elements of that is in connecting experiences between our customers, our consumers and our business developers.”







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Alain Brouhard,
Group CIO, Coca-Cola Hellenic
Bottling Company

CONNECTING THE EXPERIENCE

The aforementioned smart coolers enable CCHBC to tick every box on this agenda. The beacon-enhanced coolers, which deliver push notifications to nearby consumers with special promotions, totalled around 120,000 in January 2018. That number has tripled in just over a year, and Brouhard affirms that CCHBC will have deployed 500,000 across its 28 operational

markets by the end of 2019. “Our coolers talk to the consumer,” says Brouhard. “If you have a third-party smartphone app, such as ShopFully in Italy with whom we’re now live, a push notification is sent to your phone when you pass close to one of the coolers.” Not only does the push notification alert the consumer to the fact a cooler is nearby, it can also provide exclusive offers to encourage them to make a purchase. “This is an example of proximity marketing, and it’s elevating the performance of our promotions to a significantly better level: we have a return rate of promotion of 7-10% compared to traditional returns of 2-3%,” says Brouhard.

The impact that the coolers have through communicating directly with potential consumers is augmented with the data-driven efficiency they enable. “The cooler, just to make it clear, is not a vending machine,” clarifies Brouhard. “With a vending machine, you know exactly what has been bought and you have a record of each purchase. This device has an open door, and we don’t have a record of how many beverages have been sold from it. With the



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beacons we have put in place we can track how often the door opens, and we know that around 80% of door openings indicate a sale. We can therefore assess the performance of each cooler; by knowing the performance, we can improve the location of the product so, if it is not performing in a particular location, we can move it to somewhere where it might be more successful.” If a minor adjustment of placement is unsuccessful, CCHBC relocates the device entirely. “We move the cooler from a low-performing store

to a high-performing one, and the impact of that is around a 12% increase in sales,” Brouhard enthuses.

DATA-DRIVEN EFFICIENCY

Brouhard earmarks the company’s accelerated use of data-driven insights as another big step forward during the past year. “I believe the critical progress has been our focused and exponential deployment of Big Data and Advanced Analytics,” says Brouhard. The breadth of this advancement is significant, encompassing its segmented execution



GROUP OF COMPANIES



ABOUT OTE

OTE Group is the largest technology company in Greece and a member of Deutsche Telekom AG. It offers the full range of telecommunications services: from fixed-line and mobile telephony, broadband services, to pay television and integrated ICT solutions. COSMOTE is the unified commercial brand for all the products and services of the Group and its key message is “a better world, for all”. Its mission is to bring technological capabilities to all, so that everyone can live and enjoy at the fullest all possibilities offered now, while also building on them for a better tomorrow.

OTE Group invests heavily in New Generation Networks, creating infrastructure which will boost the Greek economy and create growth potential. It is the largest investor in new technologies and infrastructure in Greece, having invested over €2bn over the past six years. OTE Group implements a €2 bn. investment plan until 2022, to offer even higher speeds and wider coverage in fixed and mobile telephony.

In the field of System Integration, OTE Group has developed diverse capabilities and constitutes a leading partner of choice for businesses seeking innovative solutions in the fields of Data Centers, Cloud, Information Security, Networking, Big Data and Internet of Things technologies. Leveraging strategic partnerships with IT Market Leaders and due to its large IT & Network workforce, OTE Group has delivered large scale and complex ICT projects offering managed services to customers in Europe.

WE EMPOWER. YOU LEAD

Focusing on continuously developing innovative solutions and building strategic partnerships with global IT leaders, OTE Group stands out to be a trusted technology partner for large business customers. By modernizing its IT infrastructure, as well as maintaining operational and people excellence, OTE Group delivers and supports sophisticated tailor-made projects.

The state-of-the-art services and solutions offered by OTE Group enable businesses dynamically to the new digital era and ensure their business continuity. **The strategic partnership with Coca-Cola HBC** acts as an accelerator of the company's **digital transformation journey through a robust technology strategy.**

Coca-Cola HBC's roadmap to the digital edge started with the implementation of **a new Data Center, one of the 3 largest Data Centers in the EMEA region.**

- Operational applications, such as ERP and CRM, and Databases were migrated within the set timeframes, **with zero disruption to operations.**
- The highly specialized personnel of OTE Group has been assigned to manage, operate and support data center facilities, systems and data network infrastructure on a **24 x 7 x 365** basis in 13 different time zones.
- The Tier 3 certified Data Center and its Disaster Recovery support the operation of **36,000 employees** in **28 countries** across the EMEA region.

The close collaboration between the two Groups and the disruptive approach has led to the **realization of one of the largest SAP HANA installations in Europe.**

- **The Data Center infrastructure has been upgraded** to accommodate the installation and operation of the SAP HANA environment.
- Being a pioneer in infrastructure and managed IT services, OTE Group undertook the **operation, management as well as technical support** of the SAP HANA environment.
- Adopting the latest technologies, Coca-Cola HBC has **significantly optimized internal processes** as well as ensured a faster and more flexible reporting model.

Expanding the partnership and its capabilities OTE implemented and operates the IT service desk of Coca Cola Hellenic. Under an 8 months successful transition OTE provides First Level IT Support Services to 19 countries in 16 local languages. This is a large scale complex service that is provided 24x7 to Coca Cola Hellenic users and proves the ability of OTE Group to deliver and operate large scale Service Desks.

Furthermore OTE provides to CCH Security Operation Center services and protect CCH critical information systems infrastructure so as to get immediate information in case of an attack event.

OTE Group Security Operations Center is operating 24 hours a day, 365 days a year, and having as its main duty to continuously monitor and analyze CCH selected data, so as to identify in time potential attacks.

In any indication of a possible security event, both for IT and OT environment, problem in the information flow, unauthorized access or any other malfunction, the qualified and certified engineers of SOC take immediate action in order to analyze the incident, to inform CCH and to propose the necessary measures for the handling of the situation.

Finally OTE assures the protection of CCH critical systems from DDoS attacks, by using the most modern integrated security platform that only providers of telecom services, such as OTE, may provide.



Looking at Coca-Cola HBC operations in a holistic manner, the purpose of OTE Group is to empower our customer's vision **to be the undisputed leading beverage company in every country where they do business.**



www.cosmote.gr



strategy, optimisation of its manufacturing processes and more. Segmented execution is the process in which CCHBC leverages data to ascertain the most effective manner to display its product range depending on the location, local demographics and the context of the store's own layout. "In our pilot projects in countries such as Nigeria, we have put together a single data lake – powered by Microsoft Azure – to collate social media and internal customer data. We will be expanding soon our data

sets with consumer household panel and weather data We are developing algorithms to autonomously analyse the data in this lake and assist us with better product segmentation at the point of sale," Brouhard explains.

On the manufacturing side, Brouhard highlights CCHBC's partnership with analytics specialist Trilobyte that is driving a new level of quality control. "One of the prerequisites of the manufacturing process is the quality standard," says Brouhard, noting the

importance of ensuring quality as it manufactures Coca-Cola's product portfolio. "Trilobyte and French digital transformation expert Atos have contributed to developing our statistical process control tool. This has enabled us to analyse manufacturing data points to anticipate quality concerns and subsequently take actions for continuous improvement of our final product's quality. We have been developing those insights across more of our manufacturing plants, and that's something we will be reinforcing with additional technology in the future."

THE RIGHT PARTNERS

Trilobyte and Atos have not been the only key partners for CCHBC's continued digital transformation efforts. Through its relationship with Microsoft, CCHBC is launching a unified communication platform, Microsoft Teams, that will radically upgrade a range of processes deep within the organisation. "We are deploying Microsoft Teams extremely rapidly to enhance Office365 and to replace Skype for Business. We have found the platform to be extremely efficient and viable for enhancing collaboration within teams at every level

EXECUTIVE PROFILE

Alain Brouhard, Group CIO

Alain Brouhard began his career with Procter & Gamble, working in four different countries and in a variety of commercial and management roles. Becoming Global Customer Team Leader in 2001, he oversaw the global account management of Delhaize and the European management of new channels, including discounters (such as Aldi, Lidl and Dia) and convenience retailing. From 2002 to 2010, Brouhard held positions at Adidas including Managing Director, Italy and Southeast Europe, from 2007 until he joined the Group in 2010. Prior to that, he was VP for Commercial Operations, EMEA, from 2002 to 2005, and, from 2005, took the role of Managing Director, Iberia with responsibility for Spain and Portugal.



Coca-Cola Hellenic Bottling Company:

Digitalization of Delivery Processes Quenches Changing Customer Demand



“We have a suite of digital solutions creating a connected commerce environment. With one integrated infrastructure and integrated applications, all our ERP and CRM systems are on SAP across 28 countries in an absolutely consistent way, all backed up by one single data center.”

– Alain Brouhard, Group CIO, Coca-Cola HBC

SAP Integrated Delivery Framework



THE BEST RUN



Start your move to SAP S/4HANA with clear, prescriptive guidance that empowers you with the confidence, tools and knowledge you need. Learn about [SAP Adoption Starter Engagement](#).

Join the SAP S/4HANA Movement

As one of the world's top three bottlers of Coca-Cola brands, Coca-Cola Hellenic Bottling Company (Coca-Cola HBC) sells more than two billion cases annually of carbonated colas, as well as water, juice, ready-to-drink tea, and energy drinks. Yet, the secret to Coca-Cola HBC's market leadership goes beyond offering a vast range of products.

"We are also working hard to move from data to insights, and we are developing and translating that data into insights, which will drive the business faster and in a more efficient way," says Alain Brouhard, group CIO of Coca-Cola HBC.

With the help of SAP technology and expertise, Coca-Cola HBC is applying large volumes of data generated from a substantial footprint that is connected to consumers 24x7 through a wide variety of brick-and-mortar and online sales channels. And by making this information easily accessible, the bottler can immediately pinpoint and address signs of economic challenges, growth potential, and readiness and foster for new-product introduction.

A refreshing new approach to ERP

To take the first step towards this strategic vision, Coca-Cola HBC implemented SAP Customer Experience solutions to create a central customer Web portal that allows both sides of the commerce interaction to stay connected day and night. Plus, with the addition of SAP Integrated Business Planning, the production planning process became more integrated and responsive to changing needs.

The bottler then collaborated with SAP to deploy SAP S/4HANA as its digital core of data intelligence. By eliminating technology hurdles such as information redundancies and error-prone data, the next-generation ERP suite is helping Coca-Cola HBC to reduce the cost of innovation and focus limited resources on more strategic initiatives that improve the customer experiences and consumer outcomes. In return, every employee can make

faster, more precise decisions by accessing information captured business-wide in real time and act on that information immediately.

Expertise and support that revives, inspires, and sustains

To help Coca-Cola HBC realize the full potential of SAP S/4HANA, the SAP Digital Business Services organization provides clear guidance and support throughout the planning, implementation, and operation phases. The SAP DBS approach is designed to drive faster implementation and adoption with reduced complexity, increased automation, and greater ease of use.

For example, the SAP Value Assurance service offers the bottler access to delivery and technical expertise, methodologies, templated business scenarios, and tailored service. This industrialized implementation support is accessible and being applied through the deployment lifecycle – from planning and safeguarding to technical implementation, functional realization, and innovation.

Additionally, the services provide the baseline for an Integrated Delivery Framework that complements design authority of SAP. Led by SAP Digital Business Services, this approach carefully aligns and integrates delivery roles, methodologies, and services with potential system integrators – making the deployment of SAP S/4HANA faster, smoother, and less risky.

The feeling of consumer satisfaction through innovation

With the combination of SAP S/4HANA, SAP Customer Experience solutions, and technical and functional expertise, Coca-Cola HBC is ready to serve a market that has fully embraced a world that is highly digital, proactively responsive, and tremendously fast. Every touchpoint across the business and commerce experience is now simplified, optimized, and connected – ensuring that the right beverages are available when and where consumers want them.

Active Transformation with Atos

As one of the largest bottlers of The Coca-Cola Company, active transformation is key to sustainability and success for Coca-Cola HBC.

With Atos as their digital transformation partner, they are writing the future for soft drinks distribution.

- Connected coolers engage personally with customers
- Data analytics deliver insights and continuously optimize CCHBC's business model
- Comprehensive SAP and cloud-based solutions ensure secure and agile operation
- End-to-end application services drive innovation

Atos is a global leader in digital transformation with approximately 120,000 employees in 73 countries and annual revenue of around € 13 billion.



**Coca-Cola
Hellenic Bottling Company**

Atos



Coca-Cola

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of the organisation. We are even using Teams as one of the ways to communicate and collaborate among the Executive Committee,” says Brouhard. Elsewhere, CCHBC’s historic relationship with SAP has continued to deepen. “Over the next three years we are progressively migrating to S/4HANA,” explains Brouhard. “We have already completed the migration of our business warehouse to SAP BW on HANA, and we’re now progressively moving more of our functionalities and applications over to in-memory

processing.” Brouhard highlights the increased agility, simplicity and reliability afforded by S/4HANA as being the key factors driving the move, fostering an advancement of the Agile methodology that CCHBC has been ingraining into its operations. Atos is facilitating the transition to S4/HANA, joining with the work of CCHBC’s application maintenance support partner based in Sofia, Bulgaria.

CCHBC has also expanded its relationship with Greek telecommunications leader OTE, a Deutsche Telekom





€6.5mn+

Approximate
revenue

1969

Year founded

28,884

Approximate number
of direct employees

Designing more efficient analytical tools to get more value from data than usual

With QCExpert® Enterprise, DARWin® (Data Analysis Robot)

TriloByte Statistical Software focuses on leveraging the power of consistent mathematical methods and algorithms in applications like quality improvement and monitoring, manufacturing, product development and efficiency metrics. TriloByte's flagship software products QCExpert® and DARWin® serve in research and industries ranging from pharmaceutical and food, polymers, oil, nuclear power, textiles, pulp&paper, automotive to financial markets and government.

TriloByte's portfolio includes training and graduate education at TriloByte Statistical Academy. We are proud supporters and scientific contributors of world-wide organizations like International Society for Business and Industrial Statistics (ISBIS) or Quality and Productivity section of The American Statistical Society (ASA).

With Coca-Cola HBC, TriloByte developed and deployed a unique consistent scalable quality metric with feedback, evaluation and decision support system including predictive modelling, multivariate statistical methods or Quality Improvement Potential Factor (QIPF). These solutions help to motivate, provide insight and arguments at all levels and allow to optimize global distribution of resources.



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subsidiary. “We have a long-term contract with OTE as the provider of our main Private Cloud for all our businesses across the 28 countries,” says Brouhard. “They are also becoming our strategic partner for helpdesk both on and off-site, and that also complements our strategic partnership with them.” A striking new aspect of this relationship is in OTE’s fresh support for CCHBC’s cybersecurity practices. The firm has now signed a contract with CCHBC to manage its Security Operations Centre (SOC), providing around the clock log monitoring for each of the company’s 28 operational countries.

BATTLING CYBERCRIME

“Our work with OTE is complementing our whole cyber infrastructure,” says Brouhard as he details the success CCHBC has enjoyed in the acceleration of its cybersecurity methodologies and technologies. The SOC, he says, enables the company to monitor IT and OT (operational technology) devices across its network, with algorithmic checks notifying the security team of any deviation that could signal a threat. “We have been able to stop viruses



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Alain Brouhard,
Group CIO, Coca-Cola Hellenic
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from spreading through the operation with the SOC’s work. An example would be in a dormant computer that had a virus, and when the computer was reactivated it was immediately picked up and isolated by the SOC to prevent the virus’s expansion. That single log, out of millions of logs that the SOC scans every day, prevented us from potentially experiencing significant issues.”



CCHBC has also risen to the task set by the European Union's new GDPR legislation, appointing a Chief Information Security Officer (CISO) in the wake of concerns across the tech world of increased risk to consumer and enterprise data. "We built a new team because we needed to increase our knowledge and capability internally," Brouhard says of the

journey that led to the appointment of CCHBC's first CISO. "A fundamental piece of work through 2018 had to do with GDPR, and I believe we are happy to announce that we have achieved GDPR compliance." Brouhard is quick to add that both he and the company remain vigilant in all aspects of cybersecurity, noting that overconfidence is not a wise route to take with such



risks. Part of the continued efforts to instil a strong security ethos within the company comes down to appreciating that individuals can pose the biggest risk to a company's data security, and that education in this area is absolutely vital. "One of the elements I want to highlight is an awareness campaign that's based on thinking before clicking," says Brouhard. "The campaign pushes

the whole idea of protecting our cyber environments by equipping the user at the forefront of the protection with the skills and awareness that they need."

DRIVING FUTURE SUCCESS

CCHBC's digital transformation journey is set to continue for the foreseeable future, but Brouhard stresses the importance of the company seizing

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Alain Brouhard,
Group CIO, Coca-Cola Hellenic
Bottling Company

upon the opportunities presented by the technologies and solutions it has implemented thus far. “Before engaging with more technological challenges and opportunities, I want to make sure that we are properly deploying and using what we have in place,” he says, adding that maintaining the right pace is vital to effective change management. “The connected coolers are a good example: by the end of the year we will have deployed 500,000 coolers, and the ultimate goal is to have a fully connected fleet of 1.2mn.” Of technologies beyond those already engaged at CCHBC, Brouhard is excited by the potential of 5G and the continued development of Internet of Things (IoT) solutions. “Within the next one or two years we want to continue the transformation by using what I call ‘exponential technologies’. I see a huge opportunity to leverage IoT as we move into 5G technology, and we are planning to pilot some solutions of this kind with network companies. Voice recognition is another thing that we want to leverage internally and externally with our consumers in some form.” The third technology in Brouhard’s sights



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is blockchain, which CCHBC is currently piloting for use in supply chain management. “We want to be able to communicate and provide supply chain visibility to the end consumer,” he says.

The critical element to CCHBC’s entire journey is the focus on driving top-line growth through technology, never forgetting the importance of remaining cautious to the risks that such technologies can pose. “We know that cybercrime is out there,” concludes Brouhard, “and what I believe to be absolutely critical is that, when we

leverage and enhance these technologies, we need to be very vigilant to the fact that we are opening the door to increased risk.” CCHBC’s laudable advancements with digital transformation are certainly compounded by this awareness, as both Brouhard’s and the company’s tireless focus on cybersecurity ensures it is ready for anything. ■



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