

B109

Individual Case Study

White Magic – Digital
Transformation

GH1019657

19th December 2021

Introduction to the company



White Magic is a mini supermarket chain based in Mumbai, India. It was established in the year 2016 and has developed a solid foothold in the Retail Supermarket. Its supermarket chain is spread in 4 locations in South Mumbai. White Magic is famous amongst the middle class as a One p shop solution for the items needed in their day-to-day lives.

White Magic offers a wide range of products and services to its customers with a well-fashioned establishment. Employees are very prompt, kind, and courteous in attending and providing customer assistance. All white magic supermarkets accept Cash, Credit cards, Debit card, and Digital payment.

Jcmbazar.com. 2021. White Magic Mumbai | Best Dairy Product Retailers in Mumbai | Noodle Retailers Mumbai | JCM Bazar. [online] Available at: <<https://www.jcmbazar.com/listing/Mumbai/userdetails/white-magic-near-sewri-bus-depot-mumbai-212960>> [Accessed 15 November 2021].

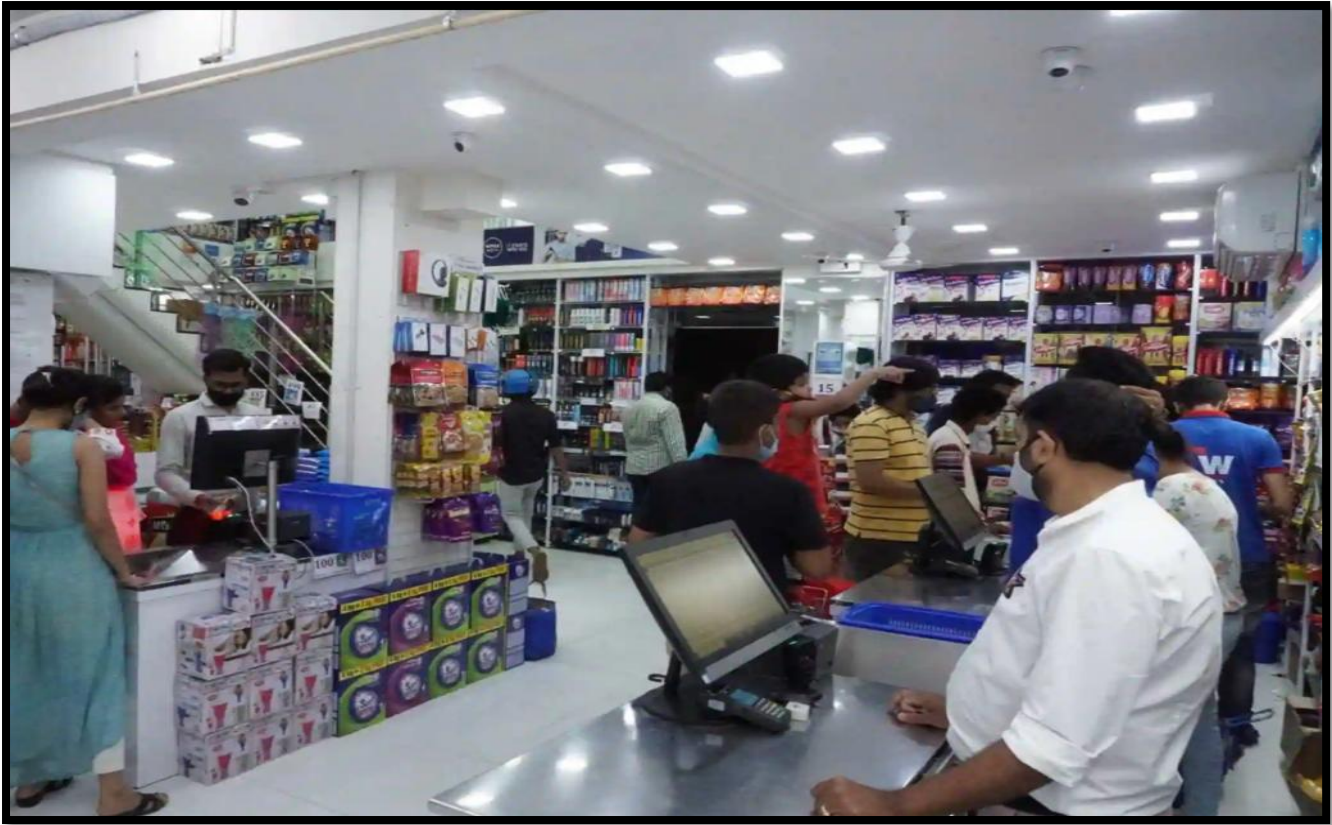
Day to Day Operations



As mentioned, that white magic is a one-stop shop for most of the middle class it is very important that white magic as a supermarket operates on all seven days of a week. Hence White magic operates from 9 am to 9 pm from Monday to Sunday.

To monitor the daily operations to better understand, a scenario in which the customer visited White Magic: -

The customer went to White Magic to purchase necessities for daily living. He entered White Magic and picked up a trolley instead of a basket because he had a huge list of items to buy. Due to its popularity in the Middle class, it experiences Peak time throughout the day. It became congested to move from one place to another and it took a lot of time for the customer to search for each item then to compare the same products of different brands, comparing the prices, contents in the product, etc. It took him roughly more than 1 hour to collect the items he wanted to buy. Once all the items were placed in his trolley, he still picked up some more items on the way to the billing counter because he found it good and beneficial to purchase them. After he completed his shopping, the customer reached the end of the line to pay the bills, and it took another 15 – 20 mins because there was a long queue. There were 3 billing counters manned with white magic employees to scan and collect the payment. The scanning procedure of products was fast. The person at the counter gave the customer the option to pay in cash or with a credit/debit card. They even gave him the option of digital payments. The customer completed the payment procedure and exited the supermarket.



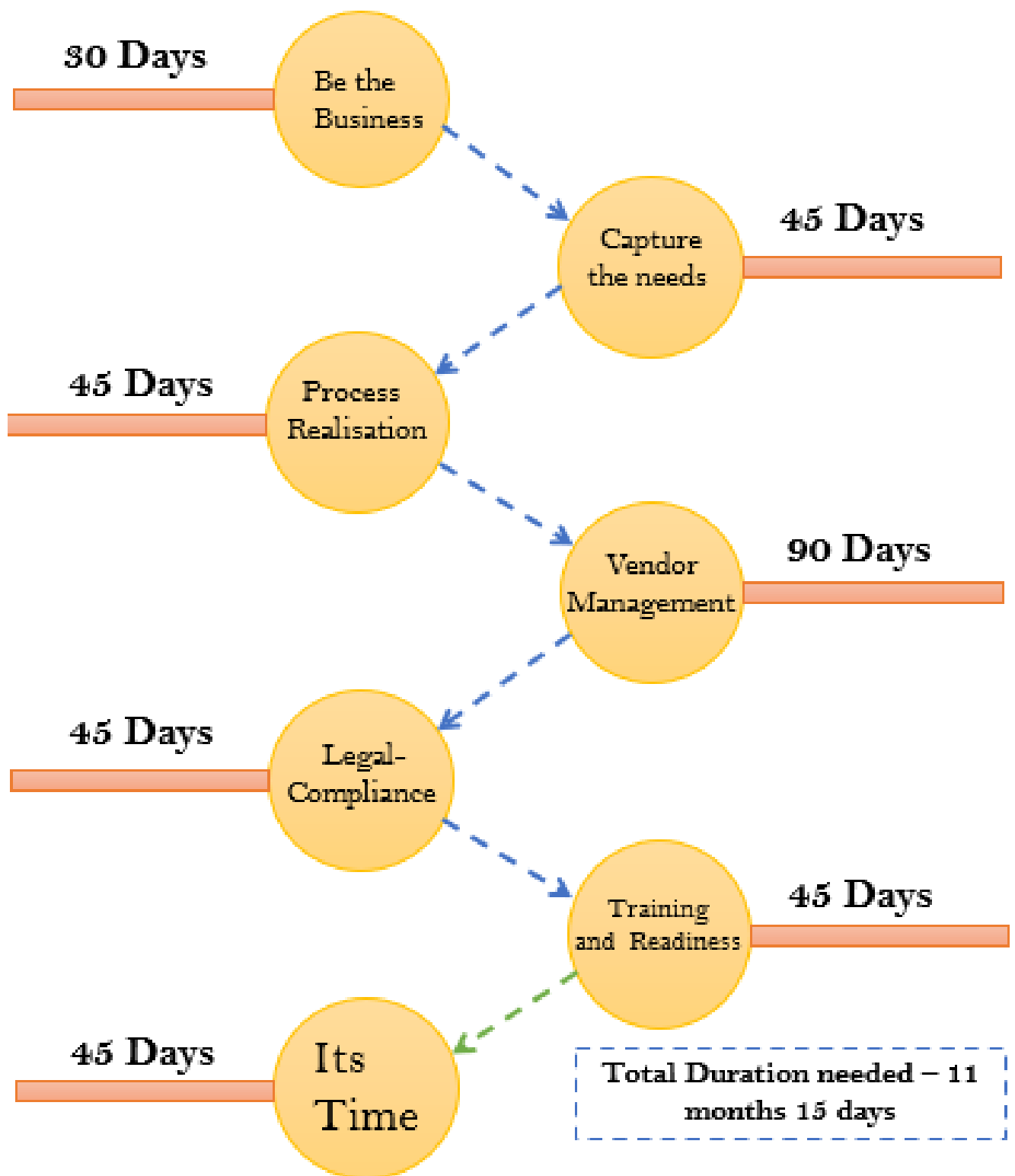
Drawbacks:

- 1) Unnamed sections: -The names of the items were not written in the sections of the compartments – This causes the customers to not realize if that is the product they came to white magic for.
- 2) Items not available: - Customers do not know which, what and where the items are available in each compartment – This can make it useless for some customers to walk or drive all the way to white magic.
- 3) Unnecessary rush: - Due to the rush it is difficult to move around.
- 4) Huge queue at payment counter: - Long queues at the payment and scanning counter.

Suggestion to Transform the Operations

Customer Concern	Suggestion	Benefits
Don't know the location of the product/item in the store	Install a screen that shows the location of the product and provides further details "Self-Magic machines"	1) Customer Easily able to locate the product 2) Customer spends more time in filling the trolley instead of finding products 3) Employees can be used to upsell instead of searching for products
Long queue to make payments	Install Auto-Checkout machine	1) Empowering customers adds to the feel-good feeling 2) High possibility of customer coming back and good word of mouth publicity results in increased revenue 3) Efficient use of Employees instead of performing the repetitive work

Timeline to Digitally Transform Operation



Main Characteristics

❖ Be the Business: -

- The first part of this transformation was to understand the daily business at WhiteMagic and it was best to understand Day to Day to operations at WhiteMagic. The details mentioned under “Day to Day Operations” can be summed up as an effort to feel the situation as a customer and as an Employee at WhiteMagic. This part of the project can be completed in 30 days.

❖ Capture the needs: -

- As WhiteMagic is going to introduce 2 new technologies (“Self-Magic” and “Auto-Checkout”) at WhiteMagic, it is very important that the Digital Transformation team discuss the requirement like the Size of the machine, Details to be added to the machine, Branding of the machine, Number of machines, etc.
- All these details need to be discussed with the Business Operations team and Digital transformation team before talking to Vendors who will provide this device.
- **Self-Magic: -**
 - These machines will be placed at the entrance so that all the customers entering the store know if their items are available and in which zone, they are available along with other options for this product
 - WhiteMagic will require these machines to be Wide in Size but also make sure they do not eat up much space at WhiteMagic
 - These machines need to be portable and standalone to be moved whenever there are changes in structural plans at WhiteMagic
 - These machines need to be flexible enough to Enter, Edit, or Modify the list of items by anyone at WhiteMagic
 - Training to be provided by the Vendor to all.
- **Auto-Checkout: -**
 - These machines will be placed at the Exit so that customers get the opportunity to scan their items and pay their bills.
 - High-quality Barcode scanner.
 - The machine can generate an Invoice once the billing is done.
 - The machine is preconfigured to accept payment via Cash, Card, Tap Cards, and Digital payments.
 - Training to be provided by Vendor to all WhiteMagic staff.
 - Vendor to support in the initial weeks of WhiteMagic using these machines.
 - Stable network to make sure Payments are accepted quickly.
- Estimate how to use Manpower post Technology deployment.
- Self-Magic machines will require WhiteMagic employees during initial days to guide customers and after some months to attend these machines for technical issues. Also, to get the customer to create their accounts with WhiteMagic for

updates regarding future offers and Faster next shopping experience due to POS AI usage

- Auto-Checkout machines will require WhiteMagic employees to help customers with Scanning their items and assisting with making their payment.
- Employees at Auto-Checkout will also be required to monitor defaulters who try to frisk away without payments
- The Digital Transformation team will align with all respective departments to make sure all tasks relating to requirement gathering are completed in 45 days.

❖ **Process Realization: -**

- Once the Digital Transformation team gathers requirements and has an idea of what kind of technology they are looking at, they can begin the work with help of Business Operations to start writing the processes.
- They will need to create Separate SOPs for Self-Magic and Auto-Checkout.
- Once the SOPs are ready, these can be used to train and gather feedback from Employees.
- Process realization and optimization can continue even Digital Transformation team rollout the devices, the plan is to complete the initial version in 45 days.

❖ **Vendor Management: -**

- The task of gathering requirements must be done now and then the Digital Transformation team can proceed to discuss the Budget availability with Procurement and Finance.
- Discuss and elaborate the technology to Procurement so that they can find the best-suited vendors from the market.
- By this time, the Digital Transformation team will need to make it clear to the Procurement team that the timeline is to complete this activity in 90 days.

❖ **Legal-Compliance: -**

- Buying and selling items involves knowingly and unknowingly exchanging personal details like Names, Email addresses, and Payment details, hence while introducing these technologies Digital Transformation team needs to make sure that the tool is reviewed by the Legal-Compliance team.
- Legal-Compliance guidance and validation of the contract before it is signed and makes sure Terms and Conditions are verified with the vendor.
- Explanation of the technology and coordination of bottlenecks will be managed by the Digital transformation team to make sure to conclude in 45 days.

❖ **Training and Readiness: -**

- Process finalization, Clearance from Legal and Contract signing gives way to begin training to Internal employees.
- Before training is effective, a training plan will need to create to make sure Training and BAU business run in parallel.
- Training also needs to be completed within 30 days, leaving 15 days to validate readiness.
- Training also needs to be done for all employees on both technologies.
- Post-training completion, testing need to be done on the Machines and the processes, hence the plan agreed with Business ops would be to install 1 device of Self Magic and Auto-Checkout machines and assign WhiteMagic employees to guide customers on how to use the devices. This process will be followed for 15 days.
- Once WhiteMagic completes 7 days of trial, the Digital transformation team will conduct meeting sessions with Employees who have attended Both the machines to gather their feedback and to understand if we are good, to begin with, 100% usage of Self Magic and Auto-Checkout machines.
- These tasks will be completed in 45 days.

❖ **IT's TIME: -**

- A signoff practice will be conducted by the Digital transformation team to agree and align with go ahead with the Machines.
- Once the Digital Transformation team has the green signal, they will decide the cut-off and proceed with the Installation of all Self-Magic machines at the entrance and Installation of all Auto-Checkout machines at the exit.
- To set expectations and make it very clear, All the manual billing machines will need to be removed so that it is clear to Customers that they need to use Auto-Checkout machines to Scan their items and pay using the same machine.
- At the start of the day of Go-live, an hour before the start of the Operations Digital transformation team along with Business operations conduct random tests on the processes and machines to make sure WhiteMagic has a smooth go-live.
- On the day of Go-Live, the Digital Transformation team plans to have a survey running devices to understand the pulse and sentiment of the customer.
- End of the day review meetings will be held between the Digital transformation team, Business Operations, and Vendor to review the day and if possible, apply solutions in the coming days.
- As the project is approaching the last 45 days, the Weekly reviews will be held with the same audience to evaluate and monitor how the devices and processes are functioning. This activity is also to make sure Business Operations becomes independent and the Digital transformation team exits the scene after 4 weeks.

Thank you!

References

White Magic history and about: -

Jcmbazar.com. 2021. White Magic Mumbai | Best Dairy Product Retailers in Mumbai | Noodle Retailers Mumbai | JCM Bazar. [online] Available at: <<https://www.jcmbazar.com/listing/Mumbai/userdetails/white-magic-near-sewri-bus-depot-mumbai-212960>> [Accessed 15 November 2021].

“Self-Magic”/Self Service Kiosk: -

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2021. [online] Available at: <<https://blogs.oracle.com/cx/post/self-checkout-pros-cons-and-the-future>> [Accessed 15 November 2021].



Assessment Submission Form

Student Number (If this is group work, please include the student numbers of all group participants)	GH1019657
Assessment Title	Individual Case Study
Module Code	B109
Module Title	Digital Transformation and Cases
Module Tutor	Prof. Peter Könhausner
Date Submitted	19 th December 2021

Declaration of Authorship

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Signed:

A handwritten signature in blue ink, appearing to read "Shaikh", with a horizontal line underneath.

Date: 19th December 2021