

# JUMBO SUPERMARKETS

## THE NETHERLANDS

Founded in 1979, Jumbo is the second biggest supermarket in the Netherlands. The company employs around 60,000 people and has turnover of €6.7 billion. With nearly 600 stores, Jumbo is looking to expand beyond the Dutch market and into new areas such as restaurants.

### **BUSINESS CHALLENGES**

Jumbo needed to integrate a number of supermarket and convenience store brands it had acquired into its organization. To cope with the complexity of the task, Jumbo took the decision to centralize back-office functions such as finance, IT and HR to a single location in the Netherlands. However, this move would lead to attrition of finance staff who would not be moved to the central location in Veghel. This was due to the company's desire to keep the organization very lean during growth, to drive efficiency.

The decision to centralize the back-office functions and cut the workforce was aimed at bolstering Jumbo's top two market position in the Netherlands, while at the same time enabling it to innovate to boost profitability.

### **BUSINESS OBJECTIVES**

- Automate key finance and accounting processes to significantly reduce headcount and make it possible to cope with fewer full-time employees (FTEs) at the central location in Veghel.
- Automate 12 key financial processes in the initial phase.
- Continue to identify, design and develop new automated processes, with dozens now live.



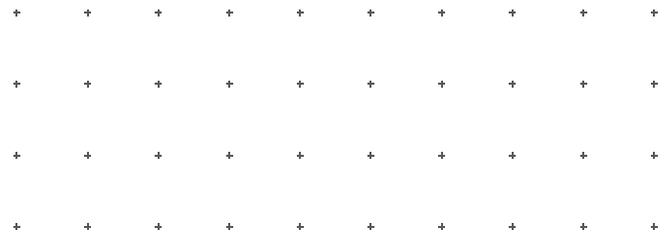
# RESULTS

Major processes automated include:

- Intercompany
- Stock in transit reporting
- Doubtful debt provision
- Journal entry management
- Payment approval
- Processing

Other key processes implemented include:

- Journal voucher processing
- Cost allocations and accruals
- Provisions
- Credit card deposit reconciliation
- Payable invoice validation
- Data matching and reconciliation
- Cash payment posting
- Lease cost distribution
- Bonus and compensations
- Automatic processing of state lottery
- Automatic invoice posting
- Various asset processes
- Processing of EDI invoices
- Master data creation
- Cost centre reporting
- Freight fees calculation
- Tax reporting on assets
- Automatic posting of GL bookings
- Automated update of documentation
- The ability to build, test and roll out automated financial processes in a systematic manner.



## ADDITIONAL INFORMATION

Jumbo has created a center of excellence which liaises with the business to identify potential processes that are suitable for automation. Examples include journal voucher processing, automatic invoice processing and cost center reporting.

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