

## A Case Study

### Merchandise Planning Implementation

#### Client

A \$15B+ specialty retailer, operating in more than 35 countries through multiple channels, store formats and brands.

#### Challenge

This retailer was experiencing flat sales and compressed margins, but its planning capabilities limited its ability to analyze the business and develop appropriate strategies. Specific challenges included,

- Lack of integration between sales, margin and inventory planning
- No standard workflows across the businesses
- Legacy solutions and spreadsheets
- Minimal reporting capabilities
- Changing accounting methods
- Limited window of time for an implementation

#### The Parker Avery Group

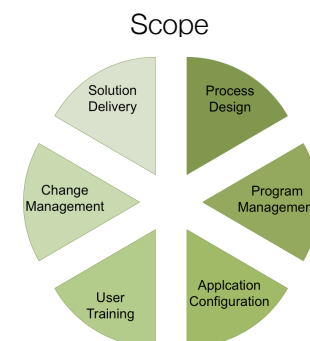
The Parker Avery Group is a boutique strategy and management consulting firm. We are a leading provider of strategy and business consulting services to retail and consumer goods companies. We work with our clients to help them research and develop strategies, design improved processes and execute change. We specialize in integrating customer insights and multi-channel business models.

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#### The Parker Avery Solution

Parker Avery assisted the retailer in deploying a Merchandise Financial Planning solution utilizing an agile methodology. Parker Avery provided project management, business consulting, application expertise and change management consulting to enable a rapid implementation. Keys to the project's success included,

- Leveraging Parker Avery's knowledge of industry best practices
- Utilizing a 'do-learn-do' iterative approach to design and build
- Gathering stakeholder 'buy-in' at multiple checkpoints
- Considering change management requirements
- Developing thorough training materials and curriculum



#### Results

The Parker Avery Group successfully delivered Merchandise Financial Planning processes, software configuration, integration, testing, training and deployment in 5 months and at half the cost and time of a typical large commercial implementation.