

Completing a Merchandise Planning & Allocation (MP&A) Platform Vendor Selection for a Footwear Retailer

The client, a global leader in the performance and lifestyle footwear industry, designs, develops, and markets a range of lifestyle and performance footwear, apparel, and accessories. The brand reaches customers through company-owned stores as well as distributor, licensee, and franchisee channels.

The client began their retail transformation journey in 2018 by engaging Clarkston Consulting to perform a technologies assessment, where the core findings indicated: the current retail system lacked the technical foundation required to meet modern retail requirements; the lack of a global solution had led to a highly customized system that was difficult to maintain; and the lack of modern functionality and controls were making it difficult to compete in today's advanced retail marketplace.

Clarkston's recommendation was a Retail Technology Modernization Program, which encompassed three phases, with the final phase addressing the Retail Merchandise Planning & Allocation (MP&A) function. This phase focused on merchandise planning, allocation planning, assortment planning, price optimization, and pack optimization. The client needed to leverage modern merchandising systems to support their merchandise teams to evolve from Excel-driven processes to integrated systems, allowing for more advanced capabilities, less reliance on manual processes, and advanced analytics capabilities to support data-driven decision making.

Clarkston developed a Merchandising Systems Strategy and roadmap and supported the vendor selection of the MP&A solution with prioritization on Allocation.

Retail Case Study

PROJECT OVERVIEW



INDUSTRY:



Retail

PRODUCT AND SERVICES:



Apparel and Footwear

PRIMARY OBJECTIVES:

- Assess the client's current merchandising processes and systems
- Understand and address immediate pain points, future growth areas, and goals across merchandising functions
- Evaluate current market for MP&A platforms and conduct vendor selection process in order to find the best-fit vendor for client

RESOLUTION:

- Led workshops to discuss (1) merchandising needs across process and system areas and (2) current technology offerings across system areas – key functionality, best practices, and market trends
- Focused on “breadth” rather than “depth” to capture relevant vendors in the market and segmented vendors into suite and niche solutions
- Discussed system overviews, market trends, and best practices through a series of workshops to determine roadmap and path forward across the technology landscape
- Developed robust selection criteria and scoring to best determine fit for client needs
- Facilitated a robust RFP process that narrowed down candidate pool to two finalists for detailed demonstrations and evaluation, resulting in a finalist being selected as the go-forward vendor

KEY BENEFITS:

- Supported vendor sessions to ensure alignment of vendor strategic solution investments to client goals, requirements, and growth strategies
- Conducted product demos with software finalists to support client understanding of a ‘day in the life’ with new platforms
- Determined best path forward to focus on implementation of Allocation and Replenishment, with multi-year plans to continue to address balance of functions

KPIs

- Identified 36 unique vendors addressing systems within the merchandising umbrella
- Led the Merchandising Vendor Selection with RFIs and RFP to narrow down to smaller pool of vendors and ultimately the final selection

CONTACT US

