

Executing a Retail Carve-out for a Brand's Post-Acquisition Launch

The client, a multi-brand, global fashion industry leader was established as the global design, sourcing, and U.S. operating partner for a retail footwear and apparel company following the acquisition of the company in March 2022.

With multiple Transition Service Agreements (TSAs) expiring by June 2023, the client faced a high-stakes mandate: stand up an entirely new enterprise technology landscape in under 16 months while the business continued to operate at full speed. Nearly 100% of the technology stack had to be replaced, including SAP S/4, planning, omnichannel, eCommerce, supply chain, and analytics platforms, as well as a new 3PL and infrastructure across offices and 62 retail stores.

To address this challenge, the client partnered with Clarkston's retail experts to deliver this transformation in tightly sequenced phases, while enabling seasonal buying, wholesale order booking, and factory commitments through "just-in-time" capabilities – often ahead of full system readiness – and successfully position the footwear and apparel company to operate independently within the client's brand portfolio and exit all TSAs on schedule.

Retail Case Study

PROJECT OVERVIEW



INDUSTRY



Retail

PRODUCT AND SERVICES



Footwear and Apparel

PRIMARY OBJECTIVES

- Enable a full technical separation from selling organization
- Exit all TSAs by June 2023 without extensions or disruption
- Establish a modern, scalable enterprise technology foundation
- Support seasonal wholesale, retail, and supply chain operations
- Integrate omnichannel, eCommerce, and a new 3PL provider
- Maintain business continuity throughout the transition

RESOLUTION

- Served as strategic partner and led enterprise IT transition PMO
- Directed the SAP S/4, SAP IBP, and SAP CAR programs end to end
- Implemented 25+ enterprise applications and 100+ integrations
- Led critical workstreams including EDI, Blue Yonder, Vertex, and CommerceHub
- Deployed Manhattan Active Omni and POS across retail stores
- Established data, analytics, reporting, and data preservation platforms

KPIs

- 100% of TSAs exited on time, avoiding significant extension costs
- 2,700 wholesale orders processed across U.S. and international partners
- ~1 million units ordered during the first conversion weekend
- 25+ systems and 100+ integrations delivered in less than 16 months

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