



# Merchandise Planning Capabilities Design and Roadmap

Deep dive evaluation of existing processes, systems, and organization, as well as comprehensive design of new end-to-end planning capabilities and assessment of solutions to support the client's vision

**The Client** One of the largest mobile telecommunications providers in North America, operating over 2,200 branded retail stores and distributing through nearly 18,000 exclusive and non-exclusive dealer locations.

## The Challenge

The organization strategically commenced an enterprise-wide journey to modernize its supply chain. A major component of this vision was focused on building a new set of world-class planning, forecasting, allocation, and replenishment capabilities. The existing planning process was inhibited by:

- Systems not optimized for retail planning and only partially implemented
- Proliferation of non-integrated, independent data sources
- Heavy reliance on spreadsheets and manual processes
- Manual data re-entry across multiple systems/tools
- Absence of critical master data components
- Organizational misalignment with common retail planning structures

## The Parker Avery Solution

The Parker Avery Group worked closely with the business to perform a thorough evaluation of the client's existing processes, systems, and organization, and more importantly lead the comprehensive design of new end-to-end planning capabilities that would support the client's vision.

Parker Avery also led a formal selection process to identify a solution set that would help deliver the future-state planning capabilities—including requirements highly unique to the retail telecommunications segment. The project included the following key activities:

- Deep dive current state assessment with a summary of key observations and gap analysis relative to leading practices



- Future state end-to-end planning process design, including introduction of new roles and capabilities such as merchandise financial planning and assortment planning
- Documentation of detailed business requirements
- Change management strategy and communication plan
- Development and analysis of detailed RFPs and end-to-end demo scripts
- Management of vendor client reference calls
- Identification of alternative implementation strategies
- Prioritization and sequencing of roadmap initiatives

**The Result** The client finalized contract negotiations with the selected software vendors who will support the business-specific data, process, and growth needs. Additionally, the client expects to realize enhanced multi-channel product planning, management, and decision analysis capabilities that support their robust growth objectives. The Parker Avery Group was engaged to support the solution implementation.