

Client Challenge

The client is one of the largest mobile telecommunications providers in North America, operating over 2,200 branded retail stores and distributing through 18,000 exclusive and non-exclusive dealer locations. The company was on a strategic 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 company's existing planning process was inhibited by:

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

Parker Avery Solution

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

Parker Avery also led a formal retail system selection process to identify a solution set that would help deliver future-state planning capabilities. The selection included 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 against retail leading practices
- Future-state end-to-end planning process design, including the introduction of new roles and capabilities such as merchandise financial planning and assortment planning
- Documentation of detailed business requirements
- Program change management strategy and communication plan
- Development and analysis of detailed RFPs and end-to-end demo scripts
- Identification of alternative implementation strategies
- Prioritization and sequencing of roadmap initiatives
- Development of program deployment budget

RESULTS



BUSINESS
REQUIREMENTS
DEFINED



NEW
PLANNING SYSTEM
SELECTED



IMPLEMENTATION
PLAN
DEFINED

The client finalized contract negotiations with the selected software vendor who will support the business-specific planning processes, data, 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. After this initial phase, The Parker Avery Group was engaged to support the solution implementation.