

Pet Retailer Strengthens Its Integrated Merchandise Planning Capabilities

Client Challenge

The client is a major omnichannel retailer of services and products for the needs of pets and the leading online provider of pet supplies and pet care information. Four teams executed some form of merchandise planning without synchronizing plan development, nor were planning activities integrated into a single calendar. In addition, the metrics used within the various merchandise plans were not calculated using the same methodology, and no structured reconciliation process existed.

The retailer's leadership team wanted to develop coordinated, collaborative integrated merchandise planning capabilities to drive better business decisions and outcomes.

Parker Avery Solution

Through a series of stakeholder interviews, documentation and system reviews, and workshops, Parker Avery guided the retailer in defining more effective future integrated merchandise planning capabilities:

- Identified specific challenges and initiatives to help resolve gaps in the retailer's planning process
- Defined the retailer's future-state integrated planning strategy and high-level processes
- Reviewed alternative process and technology implementation strategies
- Conducted an organization readiness assessment
- To support the retailer's new integrated merchandise planning processes, Parker Avery delivered detailed strategic recommendations including:
 - Comprehensive integrated planning strategy and high-level processes
 - High-level organizational change plan
 - Detailed business case
 - Future-state capabilities roadmap and tactical plan

RESULTS



INTEGRATED
MERCHANDISE
PLANNING
STRENGTHENED



ANNUAL
CASH
BENEFIT
EXPECTED



SALES,
INVENTORY,
AND MARGINS
IMPROVED

As a result of the integrated merchandise planning project, the retailer expects to see a \$35-\$50 million net annual cash benefit from a reduction in inventory carrying costs, increased margin on existing sales volume, and improved revenues.