

Client Challenge

The client is a global leader in footwear and apparel, managing a blend of wholesale and direct-to-consumer channels across North America, Europe, and the Asia-Pacific region, with each market functioning in very different ways. After several unsuccessful transformation efforts, the company recognized the need to deeply reassess its demand planning processes, data, systems, and roles, understand root causes, address challenges, and define a clear, actionable path forward to unlock new capabilities and support its aggressive growth objectives.

Parker Avery Solution

Parker Avery conducted a comprehensive assessment of the client's current demand planning process and environment. The team benchmarked the company's existing capabilities against industry best practices to identify gaps and opportunities for improvement. This deep analysis included:

- Reviewing current tools, processes, and systems across all channels and regions, and meeting with all regions and channels to identify pain points and challenges
- Assessing current data, architecture, and governance
- Analyzing gaps vs. common or leading practices
- Quantifying the organizational change impact of future-state recommendations
- Evaluating current forecast generation
- Introducing a unified demand signal using existing data to illustrate its value in supporting an integrated business planning (IBP) process and accurate demand planning

Key project outcomes included:

- A recommended future-state process for integrated omnichannel demand planning, incorporating the unified demand signal and updated roles
- Aligned future-state roles and responsibilities to support the evolving demand planning process
- A list of recommendations to improve process consistency and standardization
- Detailed future-state data architecture and schemas to ensure quality data is available to capture and shape demand
- A comprehensive organizational change strategy
- A strategic roadmap that sequences specific initiatives with a clear time-to-value

RESULTS



EXISTING DEMAND
PLANNING PROCESS
AND SYSTEMS
ANALYZED



GAPS AND
OPPORTUNITIES
IDENTIFIED &
PRIORITIZED



FUTURE-STATE
CAPABILITIES
ROADMAP
DELIVERED

With Parker Avery's support, the client has a clear understanding of past challenges and a well-defined path to fully develop a future-state demand planning process built on a data-driven, unified demand signal.

Anchored by a roadmap of initiatives and guiding principles, including precise data requirements, standardized processes, tailored organizational change activities, reliable consumer demand insights, and innovative demand planning technology, the company is now well-positioned to elevate its IBP and demand planning processes, supporting and sustaining its growth objectives.