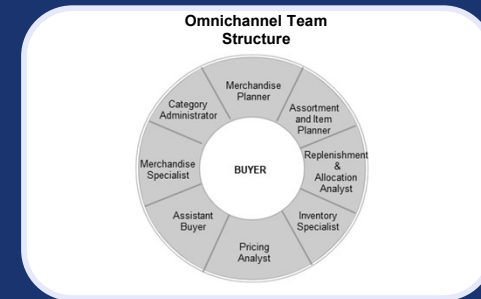


# Merchandising Organizational and Process Design & Implementation

**Client** A \$3+ billion multi-national, specialty retailer of outdoor sporting goods

Case Study



## Challenge

- Margins were declining, inventory levels were rising, and sales remained flat, impacting profitability
- Merchandising, inventory, and planning teams were misaligned, leading to inefficiencies and slow response to market trends
- Lack of coordination between functions hindered strategic execution and limited opportunities for growth
- The executive team sought to implement a best-in-class organizational structure and processes to improve sales, margin, and innovation.

## Approach

- Designed and implemented a multi-channel organizational model aligning buying, pricing, planning, vendor, and inventory management teams
- Defined and standardized key merchandising processes, including:
  - Category Strategy
  - Assortment Planning
  - Product Development
  - Purchasing & Price Management
  - Allocation & Replenishment
  - Vendor Management
- Trained 300+ professionals across all merchandising functions on new roles, processes, and systems

## Impact

- ✓ 2.4% comparable sales increase in the most recent quarter
- ✓ 250 bps margin improvement through better planning and execution
- ✓ 50 bps increase in inventory turn, optimizing stock levels
- ✓ 15% reduction in excess inventory, improving cash flow and operational efficiency.