

BearingPoint®

# Integrated Business Planning

Unique “end-to-end” approach  
to drive Strategy execution





# Fashion companies need to face market challenges with a strategical and operational vision

## Introduction & context

In the recent years Fashion companies have experienced growing complexity and uncertainty, mostly due to multichannel environment and shifts in consumers' purchasing behaviors. The speed of change and unexpected challenges (e.g. COVID-19 situation, energy and gas costs rising, supply disruptions etc.) require companies to promptly react through a solid and integrated planning environment.

In this context for Fashion companies is crucial to:

- Simplify the planning process thanks to an agile and scalable solution
- Improve planning accuracy and flexibility
- Increase productivity through real-time analysis, what-if scenarios and an end-to-end vision
- Improve decision making by leveraging on big data and a unique planning solution
- Facilitate collaboration and cross-functional integration
- Properly set responsibilities between functions and geographies

# We do support our clients with a deep knowledge and ad-hoc use cases to speed up solution implementation

## Merchandise financial planning

- Seasonal budget allocation
- Retail planning
- Open to Buy planning
- Range & Assortment Plan (Buying)
- Initial allocation planning
- Store Clustering

## Demand planning

- Category management
- Demand forecasting
- Demand Netting
- Order management
- Collaborative forecast

## Supply and production planning

- Supply planning
- Rough cut capacity planning
- Inventory mgmt. and safety stock calculation
- Production Planning
- MPS
- MRP/ DDMRP

## Distribution planning

- Initial allocation
- In-season replenishment
- Store-to-Store transfer
- Re-balancing
- End-of-season leftovers management
- Time and delivery mgmt.

## Enterprise performance management

Providing close-loop visibility, information circularity and KPIs monitoring on above processes

# BearingPoint's approach leverages on 3 key project phases

1

## SCOPING & GENERAL DESIGN

- Collect strategic guidelines
- Validate project scope (processes, functions and geographies)
- Define the target planning processes and organization through “ad hoc” workshops with selected stakeholders
- Validate data model and target architecture
- Build user stories with business process owners and key users
- Build implementation roadmap to finalize scope, timeline and approach for next phase

2

## BUILD, TEST & DEPLOY

- Build the solution through sequential sprints, including user test and deploy
- Prepare communication and documentation for go-live deployment
- Key users to work in the solution under real conditions
- Define, agree and execute user acceptance test scenarios
- Perform integration and performance test
- Execute data quality test
- Provide the necessary training to Key-users

3

## POST GO-LIVE HYPERCARE

- Handover plan aimed to deploy the solution to the client (IT and Business)
- Deployment tracking
- Post go-live Assistance
- Provide feedback and update core model documentation if needed
- Define and measure specific and ad-hoc performance KPIs
- Identify and fix potential bugs





# A successful Integrated Business Planning Transformation could generate several benefits...

Facilitate **decision making** and increase **execution capabilities**, all participants are empowered to make decisions based on shared objectives

**Reduce “silos effect”** thanks to a single plan managed by all personnel across the organization within a **unique Planning Solution**

Achieve better **cross-functional collaboration** with an **end-to-end vision** and a holistic approach

**Better coordinate demand and supply** elements by improving sales forecast accuracy, product availability, increasing sell-through and optimizing inventory level

Optimize planning cycles timing and bring **process excellence** for both carryover and seasonal products

Enable metrics tracking and **performance management** thanks to a set of common and agreed KPIs, ensuring clear visibility on implementation benefits

Guarantee **standard planning processes** across the whole organization to ensure a common language and data consistency

Leverage on **information circularity** and **targets reconciliation** between all functions involved in the process

# Contacts



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## About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: Consulting, Products, and Capital. Consulting covers the advisory business with a clear focus on selected business areas. Products provides IP-driven digital assets and managed services for business-critical processes. Capital delivers M&A and transaction services.

BearingPoint's clients include many of the world's leading companies and organizations. The firm has a global consulting network with more than 13,000 people and supports clients in over 70 countries, engaging with them to achieve measurable and sustainable success.

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