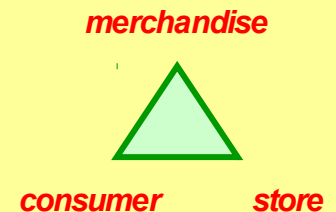
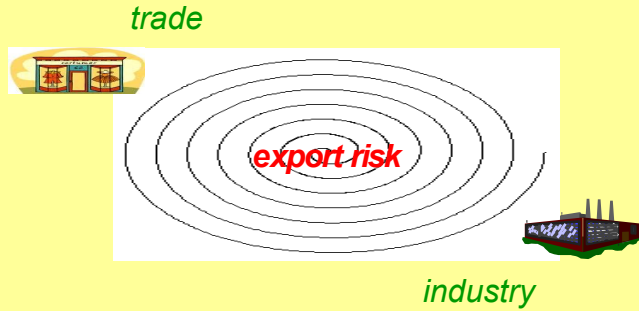




Lean management & Retail :
How a fast fashion store works !!



trade & industry



bench marking

importing technology from usa food department store co.



info sell out driver

- quick response technology
- bad sell /best sell rotation
- casting cluster model spread
- 100 art. season traditional
- 3000 item x collection
- 20art. x 5flood = 1dark + 4clear

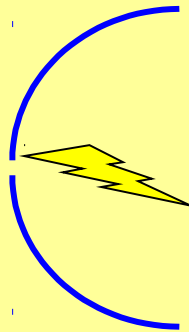


Industrial cycle lead time

- Traditional roll out
- 12 month from style to sell in
- 3model 3sale 3factory 3docking
- Roll out fast new
- 6week = stock rotation store
- Typical 4rotation x season

retail scheduling

MFP on platf. BI
not assortment
but financial kpi



pre-season
top-down
executive
level

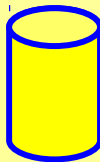
in-season
bottom-up
store-manager
level



decision makers
work without
IT assistance

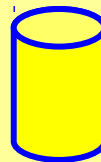


performance audit
climbs from bottom :
Shared Planning inSeason

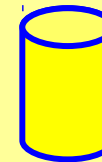


databas
e

retailer /industry
poorly connect
BI provider



datawarehous
e



olap

simulation
pos fsh retail 1000
sqm

metrics	Season fall - spring	august/ februar 1	septemb/ march 2	october/ april 3	novemb/ may 4	decemb/ june 5	januar/ july 6	x
Sell out	100%	0%	10%	20%	20%	35%	15%	
Sales	94.400	0	9.440	18.880	18.880	33.040	14.160	unit
Markdown	23.600	11.800	0	0	0	3.540	8.260	unit
Bop inventory	5.900	17.700	11.800	25.960	43.380	59.000	34.220	unit
Eop Inventory	17.700	11.800	25.960	48.380	59.000	34.220	17.700	unit
Receipt	118.000	5.900	23.600	41.300	29.500	11.800	5.900	unit
Sell in	100%	5%	20%	35%	25%	10%	5%	

performance audit store micro enterprise net

merchandise financial planning

= open to buy technology

Category as business unit

Retailers cooperate providers

Top & bottom think for finance kpi

.How gross margin works

.How ROI works

.How breakeven works

.How cash flow works

.How stock rotation works

*Sales receipt inventory

_Gmroi indicates pain stock rotation

_Stock out and over stock



Dss purpose not to find algorithm

data analysis if correct

reveal solution by itself

*DW project and think for dimensions

Shared planning inSeason

*BI provider

Industrial process -----> absent

Finance process -----> weak

Infotech process -----> strong

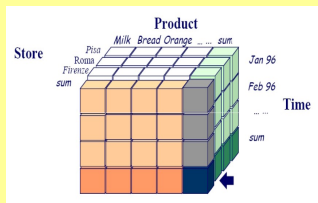
*End user

Industrial process -----> strong

Finance process -----> weak

Infotech process ----->

absent



merchandise



location

time

BUSINESS INTELLIGENCE : 3 MAIN DIMENSIONS > PRODUCT LOCATION TIME

MERCHANDISE FINANCIAL PLAN SET ON RETAIL PREDICTIVE APPLICATION SERVER

Merchandise	Category A	Category B	Category C	Category D		
Location	Store 1	Store 2	Store 3	Store 4	Store 5	
Time	August /february	Septemb. /march	Ocober /april	Novemb. May	Decemb. /june	Januar. /july
KPI	GM	ROI	Breakeven	Cash flow	Stock rotation	
OTB	Sales	Receipts	Inventory on shelf			
	Pre season	In season		worth	unit	
Merchandise	Store 1	Store 2	Store 3	Store 4	Store 5	
Category A						
Sub category A.1						Month 1
Sub category A.1						Month 2
Sub category A.1						Month 3
Sub category A.1						Month 4
Sub category A.1						Month 5
Category B						
Sub category B.1						Month 1
Sub category B.1						Month 2
Sub category B.1						Month 3
Sub category B.1						Month 4
Sub category B.1						Month 5
Category C						
Sub category C.1						Month 1
Sub category C.1						Month 2
Sub category C.1						Month 3
Sub category C.1						Month 4
Sub category C.1						Month 5

flood technology

delivery

5 col. 6 size 3 cluster x delivery pos
= 90 unit x art. /pos

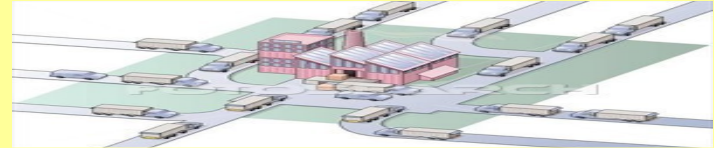
assortment

33% fashion dark 15.08 / 15.09

33% basic 01.09 / 01.10

33% fashion clear partial 15.10 / 15.11

fashion clear total 30.10 / 30.11



source

basic remote

fashion dark remote

fashion clear partial outHouse

fashion clear total inHouse

quick response

shot 15.09 / 15.10

drop 15.10 / 15.11

merchandise



location

time

CLUSTER X STOCK ROTATION DEPOT										BEST PERFORMANCE X CLUSTER MERCHANDISE									
TIME PERIOD _1 WEEK 1 MONTH 1 SEASON										TIME PERIOD _1 WEEK 1 MONTH 1 SEASON									
CLUSTER SKU _MAPPED BOX LOCATION										NETWORK STORES _1 TOWN 1 REGION 1 COUNTRY									
A										A									
Cluster SKU	Weight SKU	Bunched weight	Code SKU	Description SKU	Stock volume	Stock value	Weight stock	Bunched weight	Cluster stock	Cluster item	Weight item	Bunched weight	Code item	Description item	Sell out volume	Sell out value	Weight sell out	Bunched weight	Cluster turnover
20%	3.23%	3.23%	P733	Description SKU	76.435	23.695.0	20.55%	20.55%	80%	20%	3.23%	3.23%	P733	Category merchand.	76.435	23.695.0	20.55%	20.55%	80%
	3.23%	6.46%	CX21	Description SKU	65.856	20.415.5	17.71%	38.26%			3.23%	6.46%	CX21	Category merchand.	65.856	20.415.5	17.71%	38.26%	
	3.23%	9.69%	DT46	Description SKU	55.178	17.105.1	14.84%	53.10%			3.23%	9.69%	DT46	Category merchand.	55.178	17.105.1	14.84%	53.10%	
	3.23%	12.92%	OI19	Description SKU	49.446	15.328.4	13.30%	66.40%			3.23%	12.92%	OI19	Category merchand.	49.446	15.328.4	13.30%	66.40%	
	3.23%	16.15%	NM94	Description SKU	28.688	8.893.4	7.71%	74.11%			3.23%	16.15%	NM94	Category merchand.	28.688	8.893.4	7.71%	74.11%	
	3.23%	19.38%	CK01	Description SKU	9.996	3.098.7	2.69%	76.80%			3.23%	19.38%	CK01	Category merchand.	9.996	3.098.7	2.69%	76.80%	
40%	3.23%	22.61%	ZL91	Description SKU	8.530	2.644.3	2.29%	79.09%	15%	40%	3.23%	22.61%	ZL91	Category merchand.	8.530	2.644.3	2.29%	79.09%	15%
	3.23%	25.84%	MA86	Description SKU	7.788	2.414.4	2.09%	81.18%			3.23%	25.84%	MA86	Category merchand.	7.788	2.414.4	2.09%	81.18%	
	3.23%	29.07%	DT46	Description SKU	7.730	2.396.4	2.08%	83.26%			3.23%	29.07%	DT46	Category merchand.	7.730	2.396.4	2.08%	83.26%	
	3.23%	32.30%	MN11	Description SKU	6.781	2.102.0	1.82%	85.08%			3.23%	32.30%	MN11	Category merchand.	6.781	2.102.0	1.82%	85.08%	
	3.23%	35.53%	VX22	Description SKU	6.147	1.905.7	1.65%	86.73%			3.23%	35.53%	VX22	Category merchand.	6.147	1.905.7	1.65%	86.73%	
	3.23%	38.76%	MZ09	Description SKU	5.223	1.619.1	1.40%	88.13%			3.23%	38.76%	MZ09	Category merchand.	5.223	1.619.1	1.40%	88.13%	
40%	3.23%	41.99%	SD24	Description SKU	5.198	1.611.3	1.40%	89.53%	5%	40%	3.23%	41.99%	SD24	Category merchand.	5.198	1.611.3	1.40%	89.53%	5%
	3.23%	45.22%	DS06	Description SKU	4.573	1.417.7	1.23%	90.76%			3.23%	45.22%	DS06	Category merchand.	4.573	1.417.7	1.23%	90.76%	
	3.23%	48.45%	AS12	Description SKU	3.615	1.120.7	0.97%	91.73%			3.23%	48.45%	AS12	Category merchand.	3.615	1.120.7	0.97%	91.73%	
	3.23%	51.68%	MS64	Description SKU	3.499	1.084.6	0.94%	92.67%			3.23%	51.68%	MS64	Category merchand.	3.499	1.084.6	0.94%	92.67%	
	3.23%	54.91%	FS54	Description SKU	3.324	1.030.3	0.89%	93.56%			3.23%	54.91%	FS54	Category merchand.	3.324	1.030.3	0.89%	93.56%	
	3.23%	58.14%	QW38	Description SKU	3.199	991.6	0.86%	94.42%			3.23%	58.14%	QW38	Category merchand.	3.199	991.6	0.86%	94.42%	
40%	3.23%	61.37%	DL78	Description SKU	2.691	834.1	0.72%	95.14%	5%	40%	3.23%	61.37%	DL78	Category merchand.	2.691	834.1	0.72%	95.14%	5%
	3.23%	64.60%	AQ30	Description SKU	2.582	800.5	0.69%	95.83%			3.23%	64.60%	AQ30	Category merchand.	2.582	800.5	0.69%	95.83%	
	3.23%	67.83%	BT32	Description SKU	2.099	650.7	0.56%	96.39%			3.23%	67.83%	BT32	Category merchand.	2.099	650.7	0.56%	96.39%	
	3.23%	71.06%	HF70	Description SKU	1.999	619.7	0.54%	96.93%			3.23%	71.06%	HF70	Category merchand.	1.999	619.7	0.54%	96.93%	
	3.23%	74.29%	SP41	Description SKU	1.949	604.3	0.52%	97.45%			3.23%	74.29%	SP41	Category merchand.	1.949	604.3	0.52%	97.45%	
	3.23%	77.52%	YU54	Description SKU	1.749	542.3	0.47%	97.92%			3.23%	77.52%	YU54	Category merchand.	1.749	542.3	0.47%	97.92%	
40%	3.23%	80.75%	DL77	Description SKU	1.699	526.8	0.46%	98.38%	5%	40%	3.23%	80.75%	DL77	Category merchand.	1.699	526.8	0.46%	98.38%	5%
	3.23%	83.98%	SK95	Description SKU	1.633	506.1	0.44%	98.82%			3.23%	83.98%	SK95	Category merchand.	1.633	506.1	0.44%	98.82%	
	3.23%	87.21%	YJ67	Description SKU	1.399	433.8	0.38%	99.20%			3.23%	87.21%	YJ67	Category merchand.	1.399	433.8	0.38%	99.20%	
	3.23%	90.44%	XS76	Description SKU	1.399	433.8	0.38%	99.58%			3.23%	90.44%	XS76	Category merchand.	1.399	433.8	0.38%	99.58%	
	3.23%	93.67%	ZJ05	Description SKU	641	198.8	0.17%	99.75%			3.23%	93.67%	ZJ05	Category merchand.	641	198.8	0.17%	99.75%	
	3.23%	96.90%	VS99	Description SKU	630	195.2	0.17%	99.92%			3.23%	96.90%	VS99	Category merchand.	630	195.2	0.17%	99.92%	
3.23%	100.00%	OS58	Description SKU	183	56.8	0.08%	100.00%	3.23%	100.00%	OS58	Category merchand.	183	56.8	0.08%	100.00%				
BEST PERFORMANCE X CLUSTER STORE PARTNER										BEST PERFORMANCE X CLUSTER SHELF ROTATION									
TIME PERIOD _1 WEEK 1 MONTH 1 SEASON										TIME PERIOD _1 WEEK 1 MONTH 1 SEASON									
NETWORK STORES _1 TOWN 1 REGION 1 COUNTRY										SHELF DISPLAY _MAPPED EXPOSED MERCHANDISE									
A										A									
Cluster store	Weight code	Bunched weight	Code store	Description store	Sell out volume	Sell out value	Weight sell out	Bunched weight	Cluster turnover	Cluster shelf	Weight code	Bunched weight	Code shelf	Code merchandise	Sell out volume	Sell out value	Weight sell out	Bunched weight	Cluster turnover
20%	3.23%	3.23%	P733	Partner store location	76.435	23.695.0	20.55%	20.55%	80%	20%	3.23%	3.23%	P733	Code merchandise	76.435	23.695.0	20.55%	20.55%	80%
	3.23%	6.46%	CX21	Partner store location	65.856	20.415.5	17.71%	38.26%			3.23%	6.46%	CX21	Code merchandise	65.856	20.415.5	17.71%	38.26%	
	3.23%	9.69%	DT46	Partner store location	55.178	17.105.1	14.84%	53.10%			3.23%	9.69%	DT46	Code merchandise	55.178	17.105.1	14.84%	53.10%	
	3.23%	12.92%	OI19	Partner store location	49.446	15.328.4	13.30%	66.40%			3.23%	12.92%	OI19	Code merchandise	49.446	15.328.4	13.30%	66.40%	
	3.23%	16.15%	NM94	Partner store location	28.688	8.893.4	7.71%	74.11%			3.23%	16.15%	NM94	Code merchandise	28.688	8.893.4	7.71%	74.11%	
	3.23%	19.38%	CK01	Partner store location	9.996	3.098.7	2.69%	76.80%			3.23%	19.38%	CK01	Code merchandise	9.996	3.098.7	2.69%	76.80%	
40%	3.23%	22.61%	ZL91	Partner store location	8.530	2.644.3	2.29%	79.09%	15%	40%	3.23%	22.61%	ZL91	Code merchandise	8.530	2.644.3	2.29%	79.09%	15%
	3.23%	25.84%	MA86	Partner store location	7.788	2.414.4	2.09%	81.18%			3.23%	25.84%	MA86	Code merchandise	7.788	2.414.4	2.09%	81.18%	
	3.23%	29.07%	DT46	Partner store location	7.730	2.396.4	2.08%	83.26%			3.23%	29.07%	DT46	Code merchandise	7.730	2.396.4	2.08%	83.26%	
	3.23%	32.30%	MN11	Partner store location	6.781	2.102.0	1.82%	85.08%			3.23%	32.30%	MN11	Code merchandise	6.781	2.102.0	1.82%	85.08%	
	3.23%	35.53%	VX22	Partner store location	6.147	1.905.7	1.65%	86.73%			3.23%	35.53%	VX22	Code merchandise	6.147	1.905.7	1.65%	86.73%	
	3.23%	38.76%	MZ09	Partner store location	5.223	1.619.1	1.40%	88.13%			3.23%	38.76%	MZ09	Code merchandise	5.223	1.619.1	1.40%	88.13%	
40%	3.23%	41.99%	SD24	Partner store location	5.198	1.611.3	1.40%	89.53%	5%	40%	3.23%	41.99%	SD24	Code merchandise	5.198	1.611.3	1.40%	89.53%	5%
	3.23%	45.22%	DS06	Partner store location	4.573	1.417.7	1.23%	90.76%			3.23%	45.22%	DS06	Code merchandise	4.573	1.417.7	1.23%	90.76%	
	3.23%	48.45%	AS12	Partner store location	3.615	1.120.7	0.97%	91.73%			3.23%	48.45%	AS12	Code merchandise	3.615	1.120.7	0.97%	91.73%	
	3.23%	51.68%	MS64	Partner store location	3.499	1.084.6	0.94%	92.67%			3.23%	51.68%	MS64	Code merchandise	3.499	1.084.6	0.94%	92.67%	
	3.23%	54.91%	FS54	Partner store location	3.324	1.030.3	0.89%	93.56%			3.23%	54.91%	FS54	Code merchandise	3.324	1.030.3	0.89%	93.56%	
	3.23%	58.14%	QW38	Partner store location	3.199	991.6	0.86%	94.42%			3.23%	58.14%	QW38	Code merchandise	3.199	991.6	0.86%	94.42%	
40%	3.23%	61.37%	DL78	Partner store location	2.691	834.1	0.72%	95.14%	5%	40%	3.23%	61.37%	DL78	Code merchandise	2.691	834.1	0.72%	95.14%	5%
	3.23%	64.60%	AQ30	Partner store location	2.582	800.5	0.69%	95.83%			3.23%	64.60%	AQ30	Code merchandise	2.582	800.5	0.69%	95.83%	
	3.23%	67.83%	BT32	Partner store location	2.099	650.7	0.56%	96.39%			3.23%	67.83%	BT32	Code merchandise	2.099	650.7	0.56%	96.39%	
	3.23%	71.06%	HF70	Partner store location	1.999	619.7	0.54%	96.93%			3.23%	71.06%	HF70	Code merchandise	1.999	619.7	0.54%	96.93%	
	3.23%	74.29%	SP41	Partner store location	1.949	604.3	0.52%	97.45%			3.23%	74.29%	SP41	Code merchandise	1.949	604.3	0.52%	97.45%	
	3.23%	77.52%	YU54	Partner store location	1.749	542.3	0.47%	97.92%			3.23%	77.52%	YU54	Code merchandise	1.749	542.3	0.47%	97.92%	
40%	3.23%	80.75%	DL77	Partner store location	1.699	526.8	0.46%	98.38%	5%	40%	3.23%	80.75%	DL77	Code merchandise	1.699	526.8	0.46%	98.38%	5%
	3.23%	83.98%	SK95	Partner store location	1.633	506.1	0.44%	98.82%			3.23%	83.98%	SK95	Code merchandise	1.633	506.1	0.44%	98.82%	
	3.23%	87.21%	YJ67	Partner store location	1.399	433.8	0.38%	99.20%			3.23%	87.21%	YJ67	Code merchandise	1.399	433.8	0.38%	99.20%	
	3.23%	90.44%	XS76	Partner store location	1.399	433.8	0.38%	99.58%			3.23%	90.44%	XS76	Code merchandise	1.399	433.8	0.38%	99.58%	
	3.23%	93.67%	ZJ05	Partner store location	641	198.8	0.17%	99.75%			3.23%	93.67%	ZJ05	Code merchandise	641	198.8	0.17%	99.75%	
	3.23%	96.90%	VS99	Partner store location	630	195.2	0.17%	99.92%			3.23%	96.90%	VS99	Code merchandise	630	195.2	0.17%	99.92%	
3.23%	100.00%	OS58	Partner store location	183	56.8	0.08%	100.00%	3.23%	100.00%	OS58	Code merchandise	183	56.8	0.08%	100.00%				