

GreyStuff making strong companies, **stronger.**

Latest research from Gartner indicates that 60% of apparel businesses wishing to achieve high performance must consider bringing sourcing in-house as an integral part of their supply chain.

What GreyStuff can do for you

We transform efficiencies within production, processes and procurement to improve ROI and generate sustainable growth.

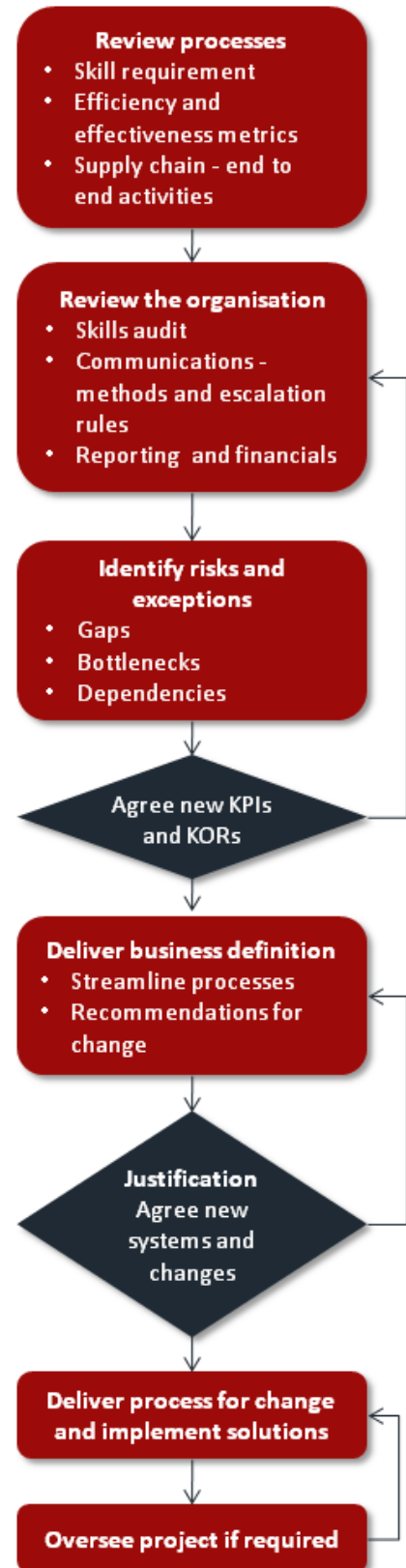
- GreyStuff delivers improved ROIs in complex logistical areas, where performance is determined by processes and people
- GreyStuff identifies opportunities and risks to ensure continued growth of businesses.

GreyStuff's independent Opportunity Review Analysis assesses key target benefits and potential risks. Once these have been identified detailed requirements can then be agreed. We can introduce improved processes and systems – either improving existing processes or introducing new systems – that address the human and operational problems impeding high performance.

The Opportunity Review is targeted at:

- Profit optimisation: to achieve improvements within a tight financial environment for your business;
- Operational excellence: to optimise product life cycles and the logistics of the complete supply chain from design to delivery;
- Identifying constraints, bottlenecks and inefficiencies and how to rectify these;
- Risk reduction.

We take a pragmatic and commercial approach to our work. Although dispassionate, we remain enthusiastically involved to meet your success criteria. We listen to you and examine the facts carefully against existing best practice, as well as identifying opportunities for creative strategies, technology and tactics for improved competitiveness and profitability. We work as consultants, or where required, interim support to ensure delivery of business objectives.



From start to finish

Clyde Lennon

An entrepreneur and senior consultant who has founded and managed consultancy services and software companies in Europe and USA, Clyde has comprehensive knowledge of PDM/PLM (product data management and product life cycle), CRM and contact centre solutions including workflow automation methods (Business Process Improvement). Clyde has a hands-on leadership style utilising his wealth of experience in developing business solutions. He has substantial direct involvement with financial and operational analytics using spreadsheets and databases for modelling and analysing issues and solutions.

- Strategic and commercial skills in developing ideas and opportunities;
- Undertaking process and solution design for many organisations;
- Consulting skills and expertise in programme / project / interim management;
- Worked across varied cultures, in UK, USA, Ireland, Scandinavia, Europe and India;
- Raised venture capital money for start up and development financing;
- World-class expertise in sourcing/product life cycle, direct marketing, e-marketing, routes to market and channel development;
- Specialist experience of Apparel company requirements, ERP/CRM/CIM solutions and corporate financial systems;
- Industries include: publishing, consumer marketing, contact centres, pensions, consumer finance, retail apparel and service bureaux;
- Managed outsourced IT and HR facilities to India and Europe.

John Sherratt

John is a senior consultant and entrepreneur who has founded and managed consultancy and software companies in Europe.

He is an expert in Activity-based cost analysis, financial management reporting and business process improvement. He has worked as a management consultant for major global corporations. John has been a pioneer in the design and application of management information systems for executives providing top level key performance indicators for many organisations.

- Strategic and commercial skills in developing ideas and opportunities;
- Undertaking process and solution design for many organisations;
- Consulting skills and expertise in programme and project management;
- Worked in UK and USA;
- Raised venture capital money for start up and development financing;
- World-class expertise in management information systems;
- Specialist experience of retail requirements, ERP and corporate finance solutions;
- Industries include: telecoms, financial institutions, retail, manufacturing, petrochemical, hospitality and service companies.

Success Story

Background

Take a fast growth above average profitable company from the apparel industry and you might assume that everything is OK. The new chairman and key owner thought otherwise and engaged GreyStuff as an interim director to help find new systems and review other aspects of his business. After a forensic review GreyStuff revealed many items requiring attention. More than half of these could be addressed through better management practices, better processes, improved management structure and changes in staff. The rest required new systems, new approach to supply chain management and outsourcing practices, as well as improved demand forecasting and product life cycle management.

Our task

GreyStuff was tasked with assisting the owner and senior management define requirements to support the business growth and its existing/future challenges. We identified the key metrics for project objectives including increase in turnover, profit and time to market. The company had an average service level (qty delivered versus ordered) far below market expectations (minimum of 95%). Time to market was between six and nine months depending on type of garment and available resources, whereas the industry best practice was closer to four months. Air freight was used heavily to reduce delays and major clients imposed fines (industry norm) when goods arrived late. The company had had two consecutive seasons of late deliveries and continuous quality and production difficulties either with materials or capacity.

What we did

We presented a project of objectives and benefits along with the changes required across each and every department for improved time to market. This included product development (Design), merchandising, procurement, customer service, logistics and sales. The ambitious plan called for a replacement of the ERP system but also the implementation of additional systems to help address the key areas of improvement.

The new solutions would include the following integrated software applications:

- Demand planning and forecasting
- Product Data Management & Product Life Cycle Management
- ERP (sales / inventory / finance / purchasing)
- Supply Chain Management
- Customer Relationship Management
- Warehouse Management
- e-Commerce self service for clients
- e-Fashion self service for suppliers
- Business Intelligence dashboard and exception reporting
- Design tools for plans, grading and marker optimisation
- Workflow tool for exception management and policy automation

GreyStuff produced a plan based upon changes in:

- Management Structure and Roles
- Internal Processes
- External Processes (outsourcing methods and technique)
- Technology
- Knowledge

Client decisions

The company chose a solution provider after searching the wider market under the guidance and leadership of GreyStuff. Documentation and communication between potential suppliers and the company was managed by GreyStuff ensuring the company had the best solution at the best price and terms. Once agreed and contract ratified, GreyStuff set about leading the project to ensure the objectives were met and that the supplier delivered in the most efficient and appropriate manner for the company. Like all IT projects there were issues and problems. However because of our experience and leadership these were dealt with at the earliest time and as swiftly and efficiently as possible to everyone's satisfaction.

We worked with managers and staff one-on-one where required to ensure focus and direction securing commitment for success. Detailed input for solutions largely came from key individuals within various parts of the business whilst Greystuff added value by either making suggestions or defining a more streamlined approach. Consensus was achieved with staff and management, along with a commitment to implement the transformation.

Objectives and benefits

Objectives and benefits:

- Increase service levels to a minimum of 95%
- Increase in turnover
- Reduction in inventory
- Reduction in material costs
- Reduction in time to market
- Reduction in airfreight
- Reduction in client fines
- ROI in under two years
- Improved visibility of processes and exceptions
- Improved management communication
- Less stress for staff and managers
- Improved customer satisfaction
- Improved supply chain management
- Introduction of formal Sales & Operational Planning (S&OP) practices
- Improved supplier relationships



Outcome

The solution for the company provides a solid platform for managing and supporting the current rate of growth and what it expects during the coming years.

The company will enjoy financial benefits as well as improvements in its market value, reputation and ability to expand into a wider global context.

This is an example of how GreyStuff can work with you and your team. We remain dispassionate but involved whilst bearing responsibility for success.

Why not visit our website or contact GreyStuff to see what we can do for you?

www.greystuff.eu