



## Business Case

### Optimization of the process integration between the global purchasing department and sales/marketing

#### Background

Insufficient harmonization of purchasing and sales/marketing as well as missing regional strategies led to significant excess inventory.

#### The challenge

An improved harmonization and coordination of purchasing and sales/marketing should decrease excess inventory. Purchases of merchandise should be in line with the forecasted sales of the shops of the fashion company.

#### The approach

We conducted workshops with sales/marketing and purchasing and identified general improvement potentials together with the employees of those departments as well as improvement potentials in particular for the concrete issues regarding collaboration between sales/marketing and purchasing. All derived actions were evaluated and prioritized. An implementation plan was developed. A controlling process for the implementation was installed. In order to accomplish the defined targets within a defined time frame, target agreements and related incentives for all concerned employees have been set up.

#### The result

Within 8 months after project completion, excess inventory could be decreased significantly. In addition, employee satisfaction in sales/marketing as well as in purchasing increased due to fewer conflicts between those departments and due to their overall increased performance.