

How Goldratt Consulting improved operational efficiency at a premium footwear brand in India.

THE CLIENT

A premium Indian footwear brand, the company manufactures and retails footwear products. The firm focuses on markets in Eastern and Southern India.

The company implemented the TOC model in 346 stores (236 COCO stores and 110 EBO stores). It also ensured that the employees and store managers were provided with the requisite training.

As part of the assessment of implementation, the firm depth, variety and lifecycle management at the stores.

TOC SOLUTION IMPLEMENTED

Dynamic lifecycle management

As part of strengthening the merchandise management platform, a three-point process was implemented to achieve dynamic lifecycle management:

- Stock target optimization
- Planogram customization
- Effective replenishment

Though the program brought management challenges to the fore - such as onboarding the front-line supply chain teams - the pay-off speaks for itself.

AT A GLANCE

Client Expectations

- Strengthen the merchandise management process
- Align stock targets with actual demand
- Utilize inventory to maximise sell through
- Customize stores' assortment

TOC Implementation Results

- Visibility into sales and stock levels every day, across all stores
- Teams gained the capacity to view and analyse results regardless of physical location
- Customized reports and review frameworks drive strategic decision-making
- The merchandising team can now rationalise and synchronise ideal footwear lines in line with customer preference
- Significant increase in sales and inventory turnover

Goldratt Consulting Client Testimonial

"The Theory of Constraints brought efficiency to our front end, helping the way we sell to go from art to science..."

Our aim is to leverage on the benefits that the TOC model offers for elevating the business performance across all our stores."

IMPLEMENTATION RESULTS

	COCO	EBO
Sales Volume	+8%	+15%
Inventory Turns	+18% to +25%	+5%