Industry Focus

Fashion Retail & Luxury



ADDRESSING THE MOST CRITICAL ISSUES FOR YOUR BUSINESS

AND WORKING ON THE MOST IMPACTFUL LINKS OF YOUR VALUE CHAIN



Merchandising

High-performing assortments and optimized management of collections (breadth and depth)

- Prioritize markets and geographies, size assortments based on the sales potential of stores
- Enhance collaboration with local markets



Finance

Offsetting margin losses and optimizing price structures amid rising costs

- Analyse cost structures from a global to local perspective
- Align the merchandising vision with financial planning



Supply Chain

Synchronized and optimized inventory

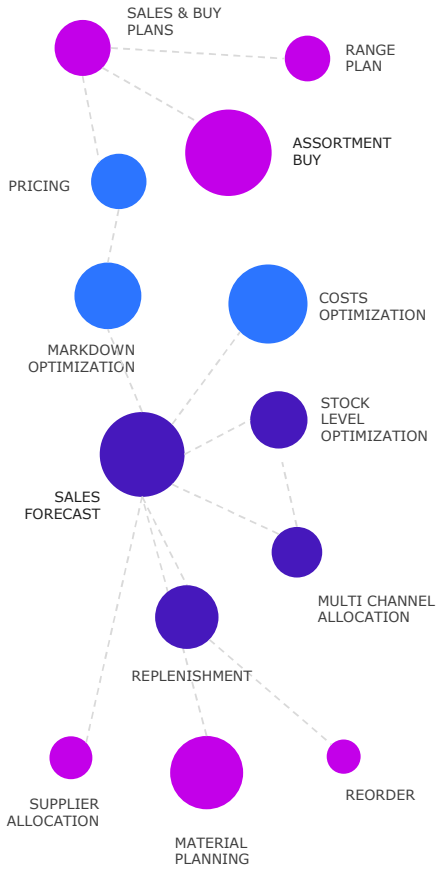
- Dynamically size stocks based on sales forecasts
- Optimize distribution and manage priorities in allocations and replenishments
- Enhance logistics flexibility



Manufacturing & Sourcing

More sustainable and locally focused raw material sourcing, coupled with lean production practices

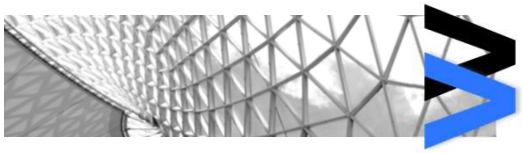
- Optimize procurement processes
- Monitor the performance of negotiations with suppliers



Pigment futurewise

Industry Focus

Beauty & Healthcare



ADDRESSING THE MOST CRITICAL ISSUES FOR YOUR BUSINESS

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Marketing

The optimization of product portfolios and launches

- Streamlining the portfolio (financial, industrial, sustainable development criteria)
- Optimizing assortments based on performance criteria
- Sizing launches based on benchmarks and panel data



Business

The appropriate level of sales development effort in accordance with variations in demand patterns

- Enhance capturing and forecasting variations in demand
- Optimize sizing and allocation of sales
- Plan promotional activities, both online and offline (media, digital, point-of-sale displays)



S&OP

Collaboration upstream (with suppliers) and downstream (with retailers)

- Collaborate with retailers on sell-out and sell-in forecasts to optimize replenishment and work closely with suppliers



Finance

Maintaining margins and optimizing selling prices

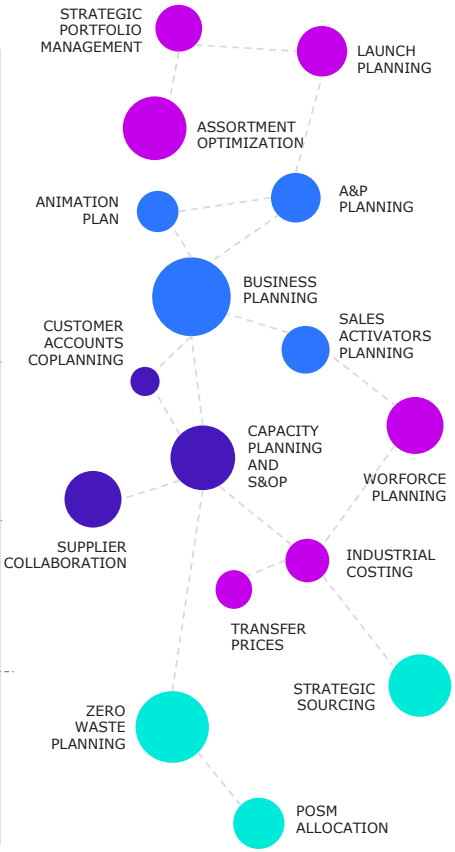
- Monitoring industrial production costs
- Steering the performance procurement
- Optimizing transfer prices.



ESG

The business transformation towards green beauty

- Tracking indicators (waste, emissions, consumption)
- Optimizing the use of point-of-sale displays (sizing, allocations, returns)
- Planning the transition to sustainable production and sourcing



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Industry Focus

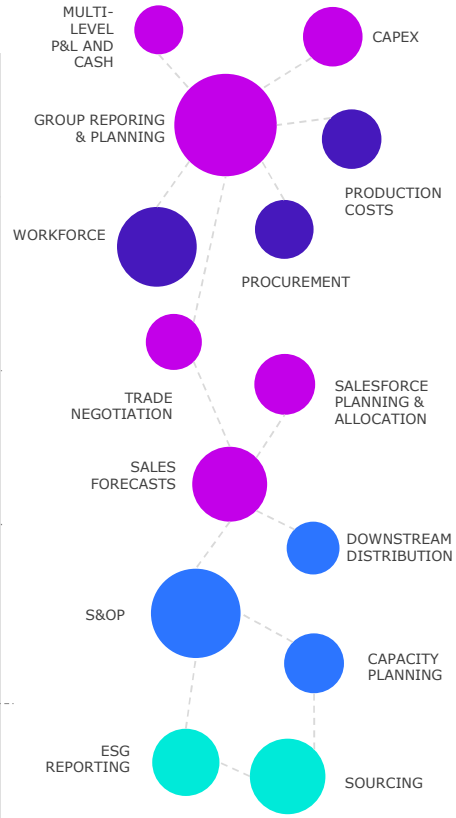
Food & Beverages



ADDRESSING THE MOST CRITICAL ISSUES FOR YOUR BUSINESS

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 **Group Finance**	Accurate and timely information for decision-making across multiples entities and sectors	• A consolidation system for sales and profits data from agricultural production to food processing, distribution, and retail • Consolidate procurement costs for negotiation • Implementing a group CAPEX strategy with subsidiaries.
 **Agriculture & Food Processing**	Controlling and mitigating ongoing decline in profitability	• Analysis of production costs and productivity • The monitoring and optimization of consumption (raw materials, semi-finished goods, and packaging) and energy. • Analysis of purchase volumes and costs
 **Sales & Distribution**	Optimizing category management and sales efficiency	• Better territory and quota planning and allocation for salesforces • Better category management, assortment and trade negotiation with retailers
 **S&OP**	Improving service levels through the optimization of supply chain	• Enhancing the reliability of commercial forecasts and production planning • Sizing industrial capacities and labor requirements, including production hours • Optimizing product mix under constraints
 **ESG**	Sustainability practices as a source of performance and growth	• Reporting about ESG KPIs • Planning transformation for low-carbon trajectory, responsible sourcing, sustainable agriculture



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