

KLARTIS
CONSULTING

**Company and services
Quick overview**

January 2022

A Strategy & Performance improvement consulting boutique combining strong expertise and high flexibility, focused on luxury, retail and consumer goods (1/3)

Klartis Consulting was founded in 2012 by Gilles Cohen, after 25 years in consulting within leading consultancy firms



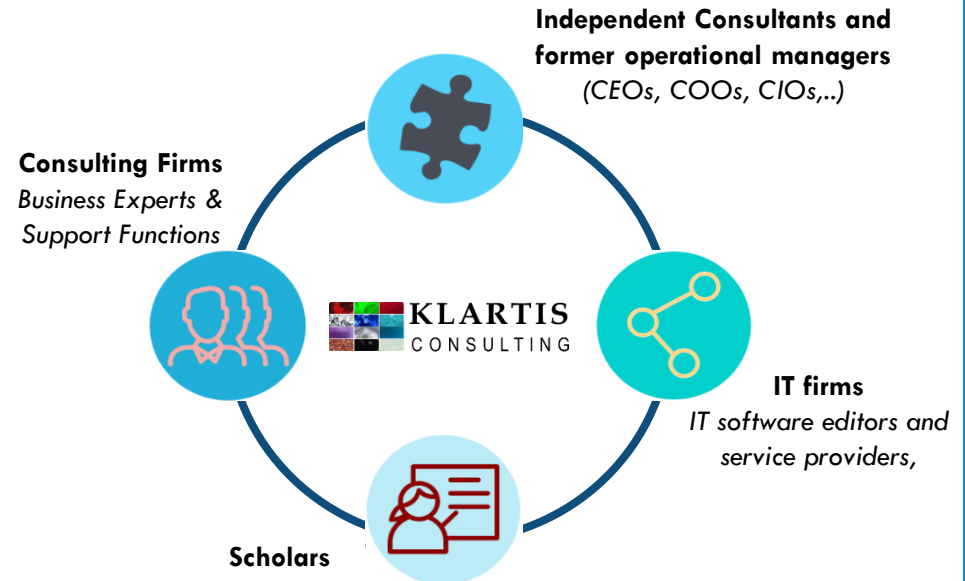
Deloitte.

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consulting

Kurt Salmon

- Specialized in **Luxury, Retail and Consumer Goods**
- More than **30 years of experience**
- **Transformation projects, from strategic thinking** to the achievement of the **expected results**, including **project/program management**
- Different sizes of clients, in France and internationally, independant or part of a group
- Operational experience as well : interim management missions (**CEO, COO**)

A flexible organization based on a network strategy



- Ability to perform with **our own resources**
- Ability to call up **additional specialized experts** and to build up **larger teams** according to the needs and the types of projects

A Strategy & Performance improvement consulting boutique combining strong expertise and high flexibility, focused on luxury, retail and consumer goods (2/3)

We have a strong and distinctive experience in the luxury and retail segments, with more than 180 projects delivered



A Strategy & Performance improvement consulting boutique combining strong expertise and high flexibility, focused on luxury, retail and consumer goods (3/3)

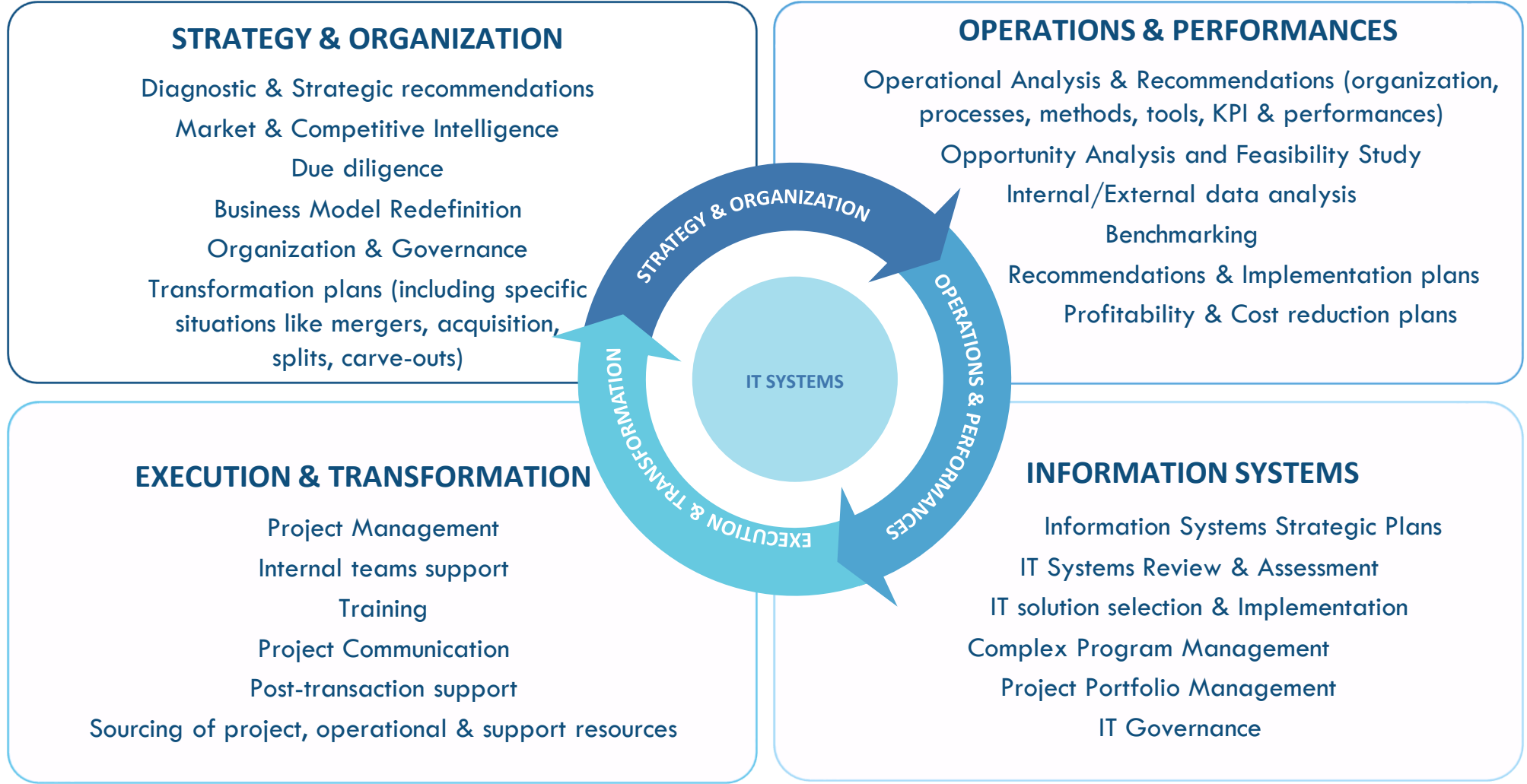
We also have significant experience in consumer goods and industries



Our assignments are focused on your core business and key issues



4 complementary lines of services ranging from strategy through implementation of action plans and IT systems alignment, leading to the delivery of expected results



Strategy & organization : examples of projects



Diagnostic & Strategic recommendations

Market & Competitive Intelligence

Due diligence

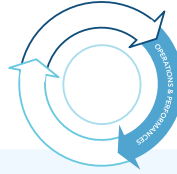
Business Model Redefinition

Organization & Governance

Transformation plans, Mergers, Acquisition, Splits, Carve-outs

- **Redefinition of the market positioning** as well as the “**Business Model**” for major retailers’ textile departments.
- Several **strategic and operational due diligences** in the context of acquisition projects by investment funds or industrial players.
- **Strategic plannings : penetration and growth strategy** on the French market for international players (sportswear, lingerie), jewellery **repositioning strategy** for a luxury brand, **growth and internationalization strategy** for a designer brand.
- **Opportunity study for the reinstatement of an external license**, conducted for a player in the luxury leather goods industry.
- **Opportunity study for the acquisition of a lingerie and homewear brand** with the associated business plan.
- **Strategic and commercial diagnostics** for an agro-food SME and for several actors of the RTW.
- **Interim in operational management missions (CEO, COO)** for a luxury textile brand
- **Internal/external benchmarks** on different functions: "product and production development" team for a luxury brand, "support" teams (finance, management control, HR, legal) for a multi-brand distribution group, "offer and purchasing" teams for a distance selling group.
- **Competitiveness analysis** : positioning of product ranges, distribution channels, market shares, cost structures, customer perceptions.
- **Reorganisations and alignments of internal governance** in different sectors (spirits, luxury fashion and accessories, watchmaking / jewellery, textile "mass market").

Operations & performances : examples of projects



Operational Analysis
(organization, processes,
methods, tools, KPI &
performances)

Opportunity Analysis

Internal/External data
analysis

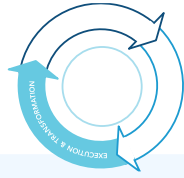
Benchmarking

Recommendations &
Implementation plans

Profitability &
Cost reduction plans

- **360° operational diagnostics and recommendations** for many players of all sizes and types (PAP, leather goods, watchmaking, jewellery, shoes, home equipment).
- **Analysis of the performance of the offer** (brand portfolio, width and depth of assortments), for department stores, FMCG suppliers and specialist retailers
- **Overhaul of product development** and **Go To Market** processes for players in the spirits, tableware, cosmetics, fashion and luxury goods industries: innovation/launch processes and milestones, innovation project portfolio management tool, project review bodies.
- **Diagnosis and redesign of Supply Chain** in the luxury sector : global strategy and organisation, redesign and differentiation of processes by product type, reduction of lead times between creation and market launch, optimisation of non-merchant product flows, after-sales service management
- **Definition and implementation of performance management systems**
- **Reduction of purchasing costs** for specialized distributors: 360° analysis of suppliers, negotiation strategies, negotiation support, monitoring of profits...
- **Benchmark organizations and performance** in several operational areas : supply, purchasing, production, support functions.
- **Opportunity and feasibility studies for the implementation of new organisations** for players in the distribution, consumer goods and transport sectors.
- **Formalization of organizations and target processes** for different types of players wishing to prepare their expected strong growth or to launch new concepts : sportswear, clothing, jewelry, leather goods, home...

Execution & transformation : examples of projects



Project Management

Internal teams support

Training

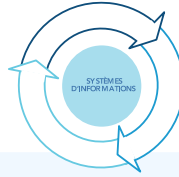
Project Communication

Post-transaction support

Sourcing of project,
operational & support
resources

- Numerous **deployments of information systems** on all **key functions**: supply planning systems (merchandise and assortments), product development cycle (PLM), company repositories, purchasing and sourcing, import management, production management, WMS, Back and Front Office Store, automatic restocking/replenishment, performance management (BI), indirect purchasing, ...
- Several **deployments of simple tools** (Excel, Access...) in pilot mode on **key processes** in order to test the concepts and validate them: merchandise planning, quality control, materials and finished products, Sales & Operation Planning of finished products, mock-up of negotiations and purchases, utilization of a European customer database.
- Management of **an extensive cost reduction plan** for a multi-brand and multi-channel distribution group
- **Implementation of processes and tools** to manage **differentiated flows** in accordance with product, logistical and commercial characteristics, leading to a strong reduction in breakdowns and a significant margin gain
- **Implementation of industrial action plans** for several workshops of an international luxury brand
- Execution of **Supply Chain operational improvement plans** (production, logistics, sales and marketing, after-sales service, returns,...)
- **Setting up new organisations**, including training and change management aspects
- **Several implementations of purchasing improvement plans** integrating different levers (comparison of purchasing conditions and possible synergies, negotiation strategy and support, reverse auctions,...).
- **Relocation plan** (industrial and logistics) for a luxury brand and **RFI construction**

Information systems : examples of projects



Information Systems Strategic Plans

IT Systems Review & Assessment

IT solution selection & Implementation

Complex Program Management

Project Portfolio Management

IT Governance

- **Organization and information systems master plans** for several distributors of clothing and accessories of all formats (specialized distributors, e-commerce/distance selling, department stores, mass distribution).
- **Plan to split the infrastructure and information systems** of a brand that is part of a group and taken over by its management: systems split and framing of the new IS, internalization or renegotiation of outsourcing contracts.
- **Project framing and assistance in the choice of information systems** in various fields: construction of offers and product development, planning and open-to-buy, production and subcontracting management, performance management, back office and front office stores, indirect purchasing and e-procurement.
- **Several diagnostics and recommendations of information systems** within the scope of of missions of reorganization or performance improvement for actors of textile distribution, "mass market" and luxury goods.
- **Assistance in the choice and implementation of ERP type solutions** (SAP, Cegid, AX...) for different types of clients : manufacturer and distributor of luxury goods, a chain of department stores, international specialist distributors.
- **Definition of project portfolio management processes and methods** (business procedures and IS), for a global luxury group and a B2C group of brands.
- **Overhaul of IS governance** for a global and multi-divisional luxury brand, with alignment of organizations.

Contact for more information

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