



ETRO

End-to-end planning | Case Study



E T R O

1968

The Entrepreneurial Adventure of the ETRO starts. **Gimmo Etro**, founder of the Brand, starts the production of precious fabrics made by **natural fibers with original drawings and innovative colors**.

1984

The product range is widened through **leather goods and bags** and travel bags in jacquard Paisley that will become soon as a sign of elegance.

1986

A life style idea is completed with the introduction of **home accessories and furniture's complements**. At the end of '80 the **Etro Perfumes** is created with a 24 exclusive fragrance dotation and a dedicated boutique.

90's

The **first prêt-à-porter man and woman collections** are presented and noted for the innovative ideas and stylistic research. Materials, manufacturing and a special talent in the printing usage are the unique and non repeatable ETRO trademark.

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Project Background



Support **Profit & Loss closing process**

integrating operational data and accounting data.



Support **strategic business shift towards Retail channel** enabling

stores' performance evaluation in order to enable proactively an **OpenToBuy process**.

Issues and Requirements



Closing Process - support Group control to coordinate closing process merging operational data and accounting data in order to **standardize process and to create a Directional booklet** on monthly basis.



Retail - define a **unique business dictionary** based on which Retail function can evaluate store's performance among different countries.

- ▶ **Closing Process** - create a workflow closing process enabling Group control to merge operational data and accounting data through a settings area, an adjustment area and cost accounting process.
- ▶ **Closing Process** - create a cost accounting process enabling Group control to allocate cost on profit center dimension (business lines) adopting multi-criteria driver from operational data and/or manual data entry.
- ▶ **Closing Process** - create an analysis in order to assess exchange rates impact on first margin analysis in term of "season" exchange rate and "budget" exchange rate (waterfall graph).
- ▶ **Retail Planning process** - create an OpenToBuy process enabling Retail function to plan sell-through metrics in order to forecast OpenToBuy metrics based on carry over impact.
- ▶ **Retail Planning process** - create a common reporting area for operational planning process.

Results



Adoption of a **“structured” operational planning process** balancing business requirements (such as flexibility and ease to use) with the commercial calendar phases (overlapping activities).

Capability to **increase Group control coordination** among different functions adopting a unique process and technology.

Team

ETRO | BICC

SDG IT | BU Fashion Luxury & Retail

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Acqua di Parma, Armani, Benetton, Champion, Clarins, Compar Bata, CrisConf, De Rigo, Dolce & Gabbana, Etro, Fendi, Geox, Grupo Hevige, Golf'Us, Gucci, H&M, Hurley, L'Oreal, Loro Piana, Luxottica, Original Marines, Prada, Pronovias, Puig, Puma, Ferragamo, Stroili Oro, Teddy, Tod's, Valentino Fashion Group, Areas, Condis, Euronics, Metro, Nuance, Rexel.

UNITED COLORS
OF BENETTON.

Salvatore Ferragamo

L'ORÉAL

GUCCI



ETRO

H&M

 Champion
AUTHENTIC ATHLETIC APPAREL


PUMA®

D&G
DOLCE & GABBANA®

Hurley)

TOD'S

F
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VALENTINO

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ARMANI

PRADA

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