

# Company Profile

**Your success.**  
**Our consulting**

[www.gcs-consulting.de](http://www.gcs-consulting.de)

# GCS Consulting

## Specialized consulting for the industry

The requirements of the fashion, sports, luxury goods and lifestyle segments are highly diverse. Our customers are faced with the challenge, in addition to their core wholesaling business, of being capable partners to retailers and customer-focused traders for the consumer at the same time. On top of this, all business models have to be professionally constructed for national and international use as well as functioning efficiently across a variety of sales channels which may operate in parallel or interlinked.

Reducing complexity and making it manageable is one of the key management tasks of our time. Growing the company's performance and achieving goals at the same time calls, especially in our key industry, for specific expertise in corporate and strategic development, process organization and IT. These diverse skills are something which is scarcely economical for individual companies to keep on hand. Keeping it rolling facing of such a wide range of challenges is only possible by means of consistent modernization, flexible structures and use of the very latest process standards.

We are a highly specialized consultancy focusing our entire expertise on customers in the fields of fashion, sports, luxury goods and lifestyle.

Where expertise and operational experience were once sufficient, scalable consulting products and tools are now in demand that, thanks to our clear specialization, enable vastly efficient consulting projects and individual solutions.

We would like to set out on the following pages to outline how we are positioned as a team, the things we deem to be important, what sets us apart and in which areas we can be of assistance to you.



# Sustainable consulting

## Our clients from the areas of...

Fashion

Sports

Luxury Goods

Lifestyle

## ...deal with optimizing and combining...

### Distribution models:

B2B, B2C, private label, licencing, project-business, etc.

### Distribution channels:

Primary/ secondary channels, brick-and-mortar and online  
-> Omni-channel

### Business Models:

Vertical, semi-vertical with consignment/concession and trading inventory.

## ...and meet these challenges with the help of GCS Consulting.

### Purpose:

Make **complexities** manageable and automate them, increase company **performance**, achieve company **goals**.

### Prerequisites:

Specific **know-how** required in the areas of business- and strategic development, process organization, IT systems.

### Measures:

Consistent **automation**, **flexibility** of structures and use of the latest **process standards**.

# Our network & partnerships

## + Network structure

Regarding the needs of our customer projects, we are flexible in our team set-up and can expand the core team according to the requirements and fields of application.

This enables us to offer the right level of support to SMEs and large corporates alike, as well as from single-brand to multiple-brand businesses.

Our core team ("GCS") consists of the managing partners, a team of consultants and junior consultants. Depending on the technical requirements and scope of the project, the project teams are also staffed by GCS senior consultants. Specific or detailed specialist requirements can be addressed using a wide range of subject-matter experts.

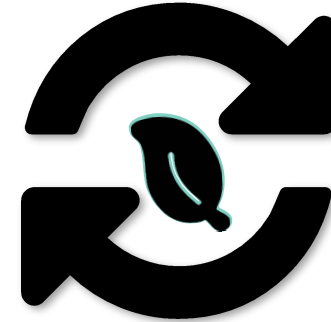
Our partnerships are designed to produce highly useful, lasting synergies for both parties. Starting with an exchange of experience, through joint projects or go all the way to addressing fresh industry topics for the very first time.



# Consulting approach

## + Consulting to completion

We do not just develop concepts, draft them but also put our proposals into practise and take responsibility for them. We attach great importance on sustainable results and long-term partnerships. Thus, we are happy to support our clients even after successful project completion.



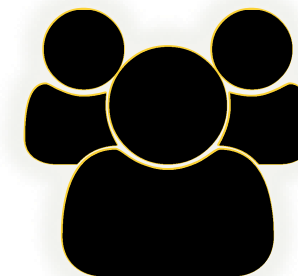
## + Our commitment to the industry

In addition to our customer projects, we are founders and supporters of relevant industry initiatives, applying our expertise with an eye for the future and for the further development of the industry. We are also advisers to the "Processes, IT & Logistics" hotline of the "GermanFashion Modeverband Germany e.V." trade association. Will say we are able to help members on a more ad-hoc basis as well.



## + Partnering with our clients' staff

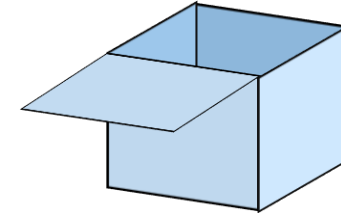
Our clients' employees are center-stage – without them even the best concepts will not give lasting benefits. With open communication, fair dealings and reliability we will partner with your staff members in order to achieve even the most difficult goals. This calls for good social skills, but also for in-depth expertise and industry knowledge.



# Skills & Capabilities

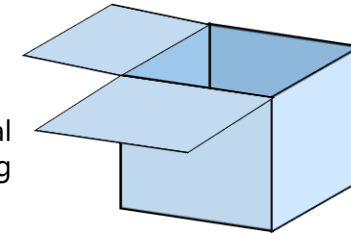
## + Industry relevance

Digitisation and a holistic and sustainable view on supply chain management are still relatively new topics in fashion trade. We do have the experience and expertise to exploit these topics tailored to your specific requirements. That way you stay at the leading edge.



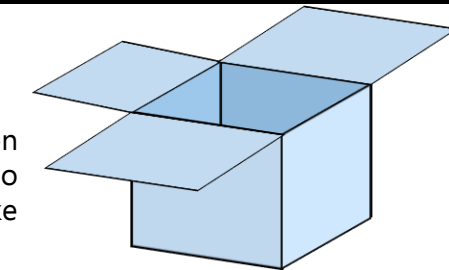
## + Structure first

Scalable consulting products in a modular structure allow our specialists to efficiently develop individual solutions. The use of change management is essential in order to professionally establish upcoming changes in the company through the acceptance of the teams.



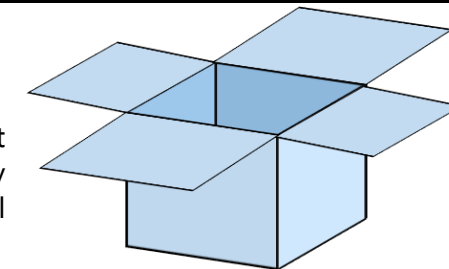
## + Implementation-led

We do understand concepts as a catalogue of measures to achieve goals. Our focus is always on implementation. Additionally, we like to exchange ideas with you on equal footing, which is why we like to use workshops accompanied with advice and guidance. At the same time, our customers are able to take along the team and form a secure basis for a successful project.



## + Fashion meets tech

We do have a fashion background and are fond of fashion and innovative products. From the latest technology standards to key platforms, machine learning and artificial intelligence, we follow the key industry developments and shape them at the forefront of our industry projects and international networks. And with that it will provide the foundation for your innovation.



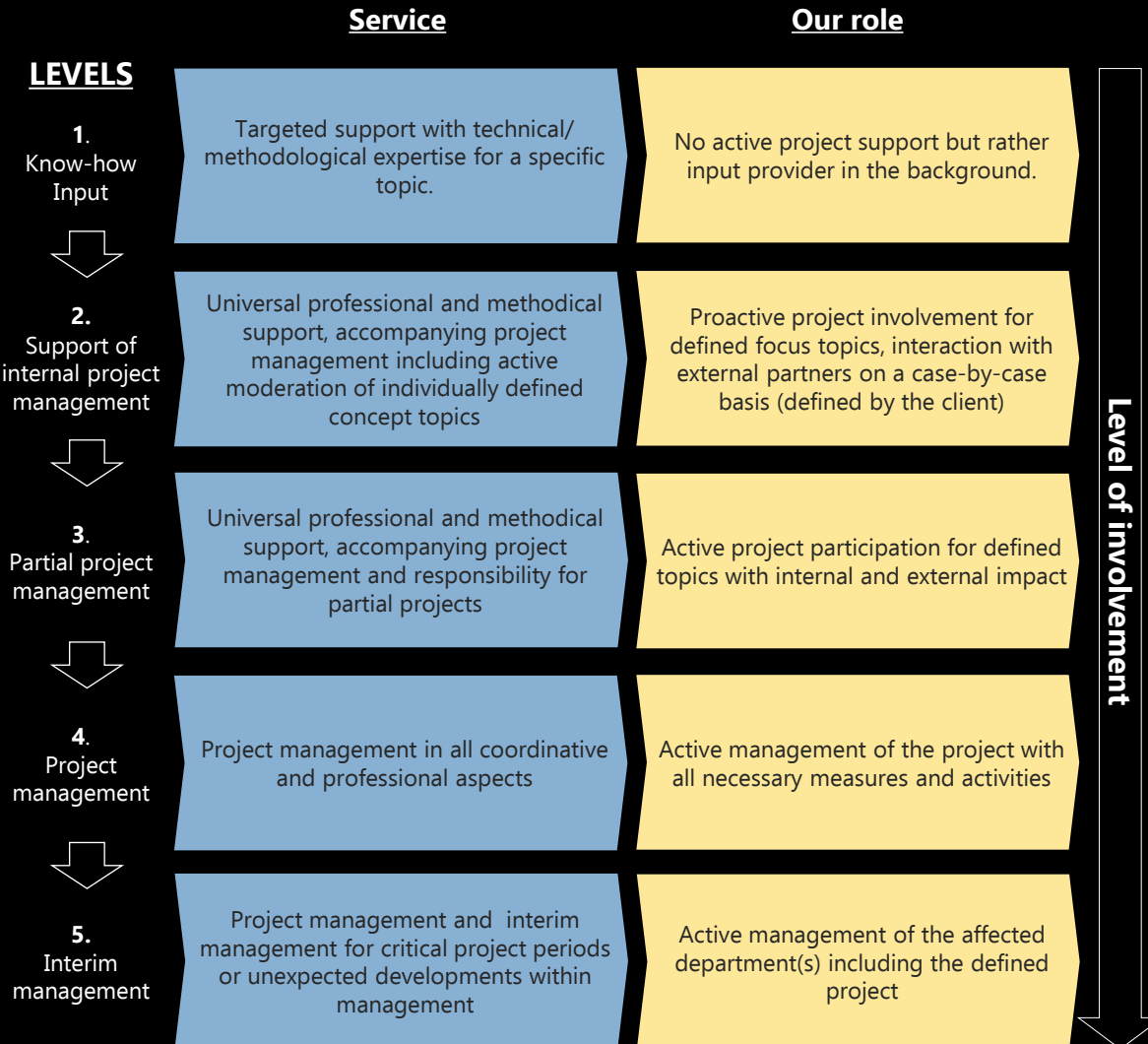
# Range of services

## + From know-how input to interim management

Depending on the project (phase), our customers may look for different levels of support. Accordingly, we offer various consulting services that adapt to the requirements of the projects.

From pure know-how input without any specific responsibility in the project, to support or management of (partial) projects, to interim management with distinct empowerment and areas of responsibility, our network approach allows us to scale our consulting intensity according to the given needs.

The listed levels can often not be strictly separated, but rather merge into each other. In most projects, GCS takes on the roles outlined in levels 2-4, taking on an active part with responsibility for the success of defined topics/ targets.



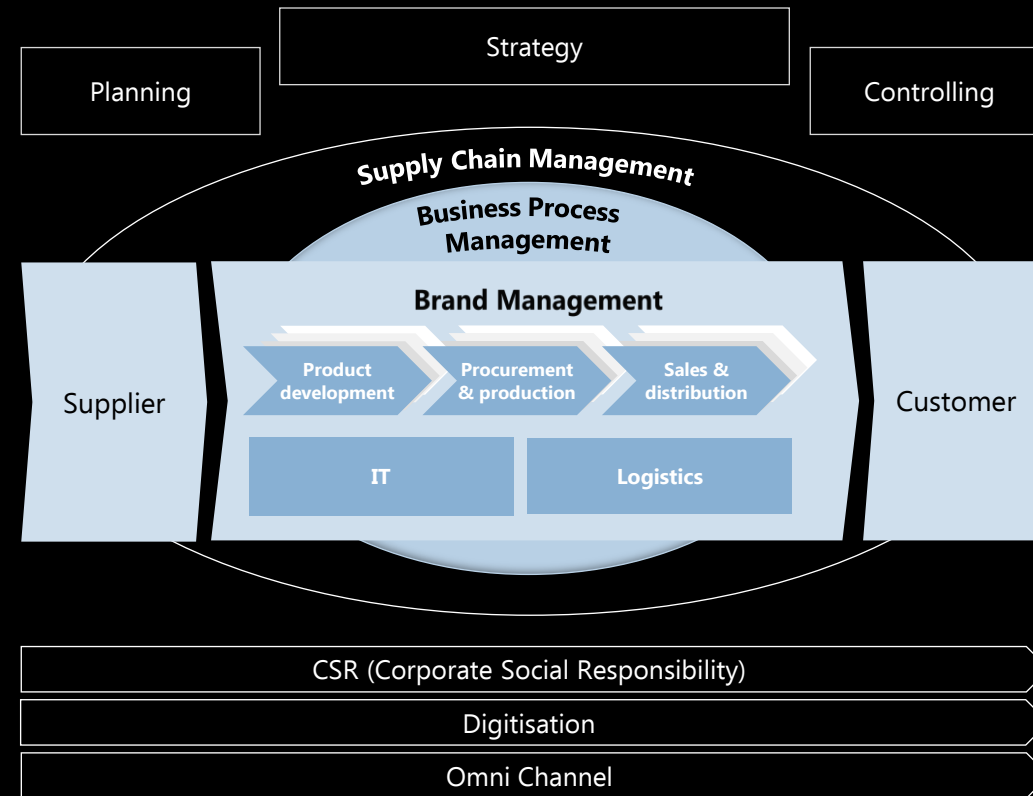
# Consulting areas

## + A holistic view

Structure provides security - modularity creates efficiency. That is why our consulting approach is designed modular and individually scalable. Each consulting product consists of a set of proven method tools, tailored to your individual needs. This lets us achieve a high level of efficiency which results in an attractive price/performance ratio for our customers.

We attach great importance to developing individual solutions for each customer – often as different scenarios that suit them. After all, our customers' requirements are as diverse as their own capabilities and possibilities.

Our various consulting products reflect important levers in our industry, especially looking at the increasing e-commerce business resulting in high complexities within the returns-management. When it comes to designing and efficiently managing the necessary process chains, business process management and IT are essential cross-functional skills as well as being able to act skillfully in them.





# Consulting areas

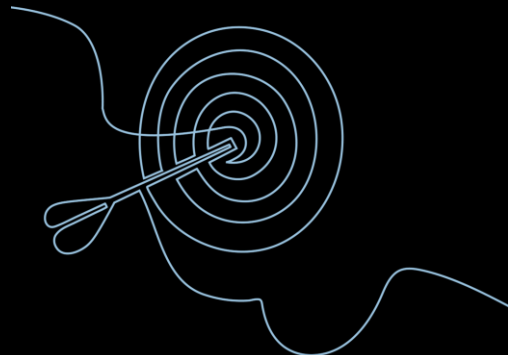
## + Digitisation & IT

Even for large companies, it is becoming increasingly difficult to find the right mix of complete solutions (all-in-one) and specialist (best-of-breed) systems in a constantly changing range of available technology. The right set-up can avoid considerable complexities and at the same time allows good data and process quality in all areas of the company.

We support you in developing the right IT strategy, thereby streamlining, modernizing and integrating your IT landscape in a targeted manner. In addition to defining your goals, this includes topics such as master data management, the evaluation, selection and implementation of new IT systems such as ERP, PDM/PLM, retail or business intelligence. We have the expertise to lead your IT landscape into the future and support you with concepts that are timely and industry friendly. This support does not stop once the blueprint has been produced – we are also happy to support our clients with expertise and resources during the system implementation stage.

### Subjects:

- + Digitisation / IT-strategy in line with corporate strategy.
- + Technological innovations tailored to your business
- + Review and optimization of existing IT architectures.
- + Implementation of new ERP or materials management systems incl. process mapping, system selection and adjacent system environments
- + Evaluation of PDM or PLM systems to optimize product development incl. procurement.
- + Evaluation of LVS or WMS systems for optimizing intralogistics.
- + Data quality management / master data management.
- + Checking/optimizing real system usage
- + Eliminate unproductive Excel worlds and workarounds
- + Integrating suppliers and customers, e.g., using EDI and RFID technology.



In cooperation with the "GermanFashion Modeverband Deutschland", we regularly conduct the "Benchmark IT".

This benchmark aims to collect and analyze industry-relevant key performance indicators and provide participants (German apparel companies) a chance to measure themselves against similar companies.

[Click here](#) to request the publication.



# Consulting areas

## + Logistics

Managing the flow of goods transparently and efficiently has become one of the key success factors within companies in recent years. As a result, logistics is one of the most important core competencies within value networks of the industry, including retail.

Market demands for short lead times, keeping costs and inventories low, while at the same time serving both wholesale as well as consumer clients is an increasing challenge for many companies.

Starting with inbound logistics (including raw materials), via intralogistics/ warehousing up to distribution/returns logistics and RFID, we can help you identify potential for improvements and implement the right solutions.

## Subjects:

- + Procurement, manufacturing and distribution logistics
- + B2B and B2C intralogistics incl. warehousing
- + Managing the flow of goods in multi-channel models
- + Floor space management/ replenishment and RFID
- + Optimizing the complaints and returns process, and avoiding returns
- + Speeding up inventory turnover
- + Outsourcing to service providers and fulfilment partners
- + Chairmanship of the Logistics Working Group at the "German Fashion Modeverband Deutschland e.V."



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# Consulting areas

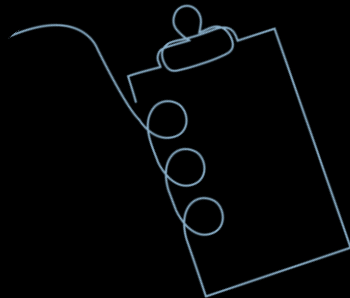
## + Supply Chain Management

For all intents and purposes, the boundary between producers and retailers no longer exists. At the same time, expectations of high-quality data and efficient IT support are rising. All this requires clear strategies, which are becoming more and more difficult to develop because growing digitisation and a global political framework, which is shifting almost daily, make any forecasting a difficult task. On top of this, consumers are becoming ever more demanding, and merely shifting towards the cheapest sourcing locations has long ceased to be enough in order to meet these demands.

It's also why we are a part of numerous committees and industry initiatives to develop the new shape of future value chains and IT-assisted automation models. Employing this knowledge in our projects, provides a real competitive edge for our customers in building flexible and transparent value chains that offer consumers exactly what they need.

### Subjects:

- + Innovative flows of information, goods and money within networks.
- + Built-in planning and control.
- + Avant-garde product development as the starting point for any supply chain.
- + Networking players in innovative ways, sharing data efficiently right along the fabric chain, achieving high levels of automation for your processes, optimizing inventories and reducing throughput times.
- + Built-in quality management which takes account of lean management and sustainability.
- + Network design, organization design, process design.
- + KPI performance measurement systems.



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# Consulting areas

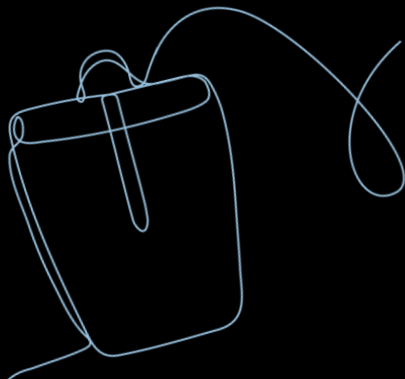
## + Product development

Intelligent product development, using all analogue and digital possibilities, is of special significance at the starting point for any value chain. It lays the foundation for innovative products, an ideal cost structure, sustainability and successful distribution models. Virtual color communication, 3D design, virtualization of prototypes and digital showrooms are currently gaining such massive importance that key business models are changing rapidly. Mistakes made during product development regularly lead to issues that (at best) costly to correct at later stages – if at all.

We will help you develop sound, sustainable strategies, pinpointing the right base technologies and, by implementing such projects, to adapt your organizational structure to the new market conditions, establishing capable structures with clear responsibilities. We will help you design innovative products and establish modern, efficient product development processes considering all possibilities of digital product development. This will allow you to set yourself apart from the competition and, at the same time, use master data to lay the foundations for professional supply chain management.

## Subjects:

- + Virtualization instead of expensive manual processes.
- + Built-in planning and strict monitoring as a route to success.
- + Optimized product development workflow with clear responsibilities for increased time-to-market and transparency.
- + Skilled selection and optimized implementation of PDM- or PLM-systems.
- + Innovative, holistic master data management as the base for ensuring optimal use of IT systems and automation.
- + Modern-style costing and pricing.
- + Range planning from in-house retail to complex wholesale structures.
- + Managing change to successfully involve your talented people.
- + The right organization for a multi-brand environment.



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# Consulting areas

## + Procurement

The role of procurement is currently changing dramatically. In addition to traditional, product-related skills, strategic SCM skills are in demand. The boundaries with logistics are becoming blurred, and wide-ranging IT skills are called for.

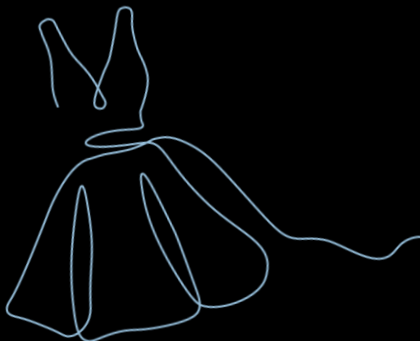
At the same time, it is important to preserve "traditional" knowledge, since the requirements of high-quality products, integrated quality management and sophisticated, integrated planning processes are also growing.

The bottom line is that procurement is now becoming an essential internal driver as a source of added value.

We help our customers finding their way around this new distribution of roles, adapt structures to new situations and thereby make their business fit-for-the-future in terms of procurement, avoiding duplication of work, using the latest standards and, concurrent , preserving inherited knowledge of production processes and processing methods.

## Subjects:

- + Building integrated planning and quality processes.
- + Optimising core process workflow in the various procurement channels (make-or-buy) and related IT systems (ERP, PPS, SCM, etc.).
- + Increasing productivity among your existing suppliers.
- + Organisational set-up in multiple-brand environment.
- + Digitisation, especially integration of suppliers, producers and other procurement and development partners.
- + Optimization of the quality of relevant production-relevant master and movement data.
- + Target time index for more precise costing and planning.
- + Change management for the successful integration of your service providers
- + Co-chairmanship of the Procurement Working Group at the "GermanFashion Modeverband Deutschland e.V." trade association.



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# Consulting areas

## + Brand Management

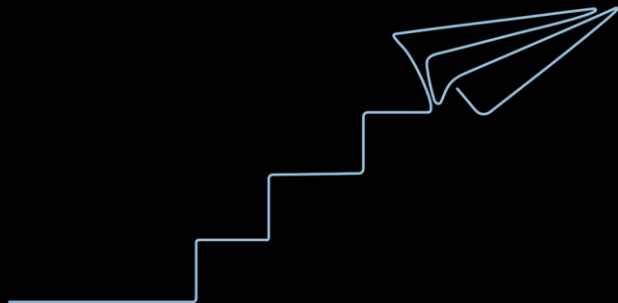
Anyone offering multiple brands under one roof faces the challenge of positioning different brand concepts on the market, driving sales while utilizing internal synergies to the best effect. At a more detailed level, this means managing centralized or decentralized operating units, shaping an intelligent sales management regime in new and existing markets, and ensuring uniformity of key processes, to name a few but critical areas.

The requirements posed by the brand, the market and marketing represent the challenge here, the idea being to ensure they are fully catered for within lean internal processes and powerful IT tools which are then implemented and established in partnership with your employees.

Except for the two areas of design and brand DNA, we can apply our expertise to offer you comprehensive assistance with all other issues surrounding brands, sales and multi-brand management.

### Subjects:

- + Evaluating the brand portfolio (brands and lines) in terms of turnover, profitability and product performance, considering relevant market opportunities.
- + Brand positioning:
  - + Within the market or competitive environment
  - + Within your own multi-brand business
- + Redesigning centralized and decentralized structures within the company, managing change and avoiding duplication of structures in your service functions, e.g., customer service, product and procurement functions, etc.
- + Managing complexities by means of:
  - + Standardization
  - + Systems support (IT)
  - + Synergies
  - + Avoidance of complexities



# Consulting areas

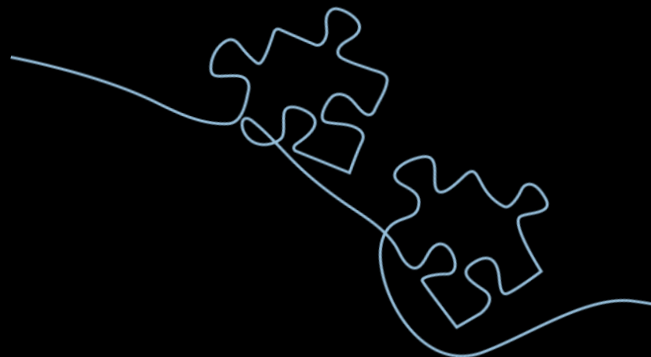
## + Business Process Management

Running different business models in parallel as part of a multi-channel marketing strategy, demographic changes and the growing role of online retailing all call for greater precision and professionalization of processes across all business disciplines. Complexities in global markets, distribution models, procurement and logistics require clearly structured, lean processes which are also reflected in the IT systems.

We will help you build and organize holistic and heterogeneous process architectures and fetch our neutral outside perspective in order to put your processes in great shape. It can be a support in creating a comprehensive restructuring plan as well as the concrete, operational on-site monitoring of the necessary change management. We have the expertise to work with you on tailor-made concepts that suit you and support you where you really need it.

### These are the topics we deal with:

- + Definition of company-specific process maps incl. location and structure analyses.
- + Process mapping and analysis (different tiers and levels of detail):
  - + To capture the status quo
  - + In preparation of an IT migration/ implementation
  - + To accelerate and optimize processes, e.g., in product development and procurement, warehousing, etc.
- + Industry-specific derivation of target processes, improvement suggestions and concepts.
- + Introduction of BPM in companies:
  - + Process thinking instead of departmental thinking
  - + Functional organizational structure
  - + Support and selection of BPM software



# In-house training programmes

## + Popular Topics

Many changes and recurring issues in companies affect not only individuals, but also many people or even entire groups across the departments. It can make sense in such scenarios not simply to send individual employees to seminars, but to have a training event tailored to the needs of your company and carried out in-house.

This approach also saves travel time and travel expenses, and offers the opportunity to be more generous when it comes to choosing who should attend. Furthermore it allows company- internal topics to be incorporated directly, get real-life output produced, plus, concrete results can be discussed and elaborated in the respective workshops in accordance to your internal requirements. As our experience shows that some topics come across on a regular basis, we have developed our own in-house training program containing industry-specific content, but still leaving room for company-specific additions or

## Examples of our in-house training topics\*:

+ Quality management	+ Corporate social responsibility	+ Procurement 4.0	+ Fashion Online
+ Change Management	+ EDI for Fashion	+ From digital product development to digital showroom	+ PDM/PLM Introductory Seminar: Crash Course for Decision-Makers
+ New IT-Systems: Strategy, selection and successful implementation	+ Customer Relationship Management	+ Business Process Management	+ Omni-Channel

\* We are regularly approached on topics outside of these listed seminars and are happy to develop custom seminars/workshops fitted to your needs. If you are interested, please contact us without obligation.



# Your benefits

## ...working with us means:

We use proven project-, process- and change-management tools to secure lasting success.

We support the further development and qualification of your employees.

We offer a neutral external perspective.

We are familiar with the views and issues of the industry/ brands as well as wholesale/ retailers.

We provide spare capacity/ resources the extend which is required by the project.


You benefit from our industry experience as well as from the network of professionals and information.



# Contact

...we are looking forward to your inquiry:

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