

# Company Profile

Your Success.  
Our Consulting.

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

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# GCS Consulting

## Specialist Consultancy for the Consumer Goods and Lifestyle Industry

The requirements within the fashion, sports, luxury goods and lifestyle sectors are highly diverse. Our clients face the challenge of being not only a competent retail partner in addition to their core wholesale business, but also a customer-focused e-commerce retailer for the end consumer. All business models must be professionally structured both nationally and internationally, while operating efficiently side by side and across all channels.

Organising and mastering complexity is one of the key management tasks of our time. At the same time, increasing corporate performance and achieving defined objectives – particularly in our key industries – requires specific expertise in corporate and strategy development, process organisation and IT systems. Few companies can afford to maintain this wide range of capabilities in-house in a cost-effective manner. Staying ahead amid such a spectrum of challenges is only possible through consistent modernisation, structural flexibility, the adoption of state-of-the-art process standards, and the implementation of an IT system landscape tailored to the company's needs.

We are a highly specialised consultancy – our entire expertise is dedicated to clients from the fashion, sports, luxury goods and lifestyle sectors. Whereas specialist knowledge and operational experience used to be sufficient, today scalable consulting products and tools are required. Our clear specialisation enables us to deliver highly efficient consulting projects and tailor-made solutions.

We support you through all innovations and developments that forward-looking companies must address today, acting as your strategic and implementation-oriented consulting partner.

Thanks to our consistent industry focus, we can offer you a comprehensive and highly operational range of methodological competencies across all project phases – right through to implementation.



# Sustainable Consulting

Our clients in the consumer goods and lifestyle industries operate in the areas of...

Fashion

Sports

Luxury Goods

Lifestyle

...take on the challenge arising from the agreement between and within the...

**Distribution models:**

B2B, B2C, private label, licences, project-based business, etc.

**Sales channels:**

Primary/secondary channels: brick-and-mortar and online

**Omni-channel business models:**

Vertical, semi-vertical with consignment/concession and trade inventory

...and address these challenges with the support of GCS.

**Purpose:**

*To make **complexities** manageable and automatable, enhance the **company's performance**, and achieve corporate **objectives**.*

**Prerequisites:**

*Specific **expertise** required in the areas of corporate and strategy **development**, process organisation, and IT systems.*

**Measures:**

*Consistent **automation**, **flexibilisation** of structures, and utilisation of the latest **process standards**.*

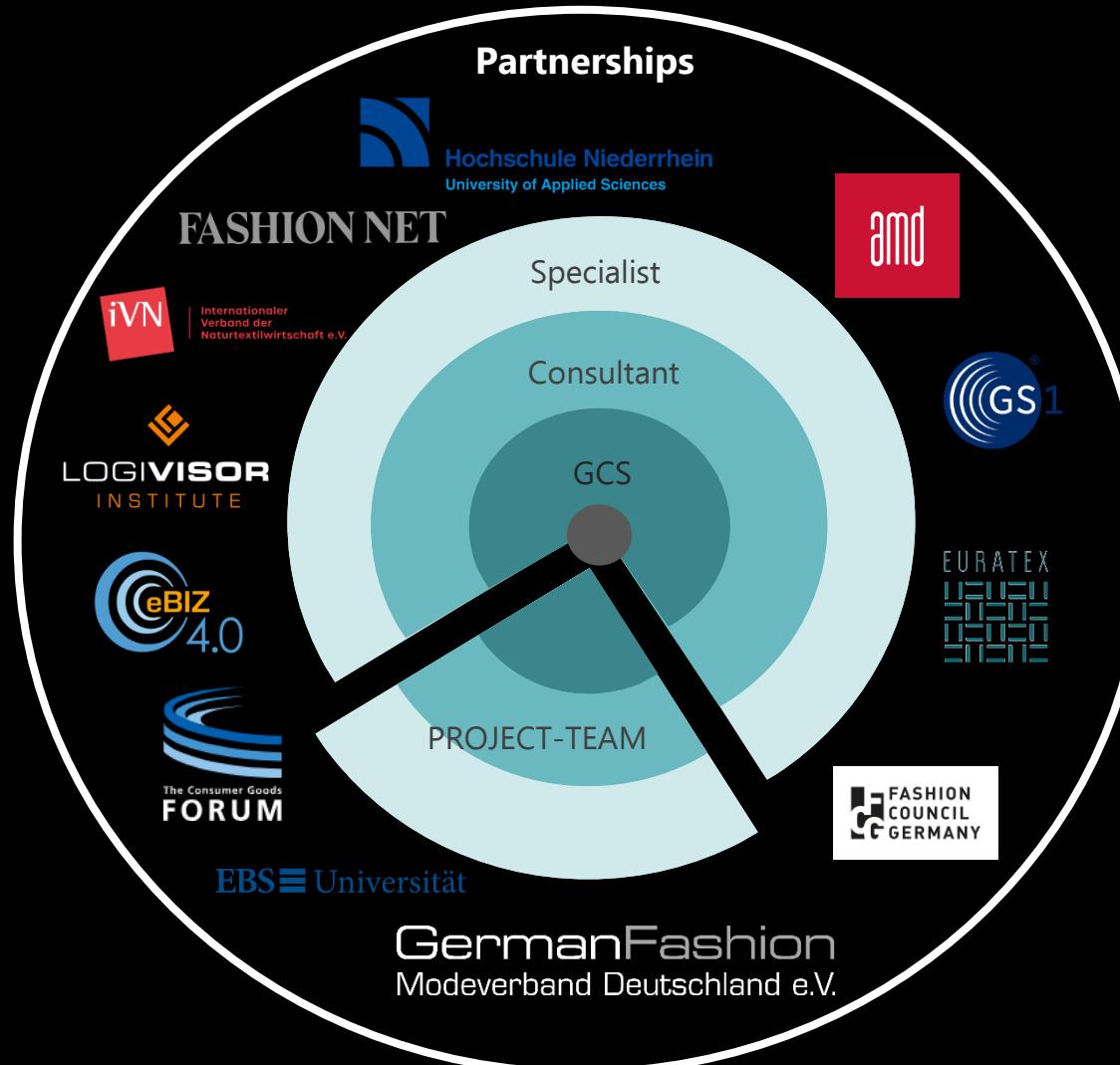
# Initiatives & Partnerships

## + Network structure

We are structured flexibly to meet the specific needs of our clients' projects, allowing our core team to be expanded as required, depending on scope and area of engagement. This enables us to provide appropriate support to both medium-sized and larger companies, as well as to single-brand and multi-brand organizations.

Our core team ("GCS") consists of the Managing Partners and a team of Junior Consultants, Consultants, and Senior Consultants. Depending on the project's requirements and complexity, project teams are composed in collaboration with our Senior Consultants ("Advisors"). Specialized or highly detailed expertise can be provided through a broad network of "Specialists".

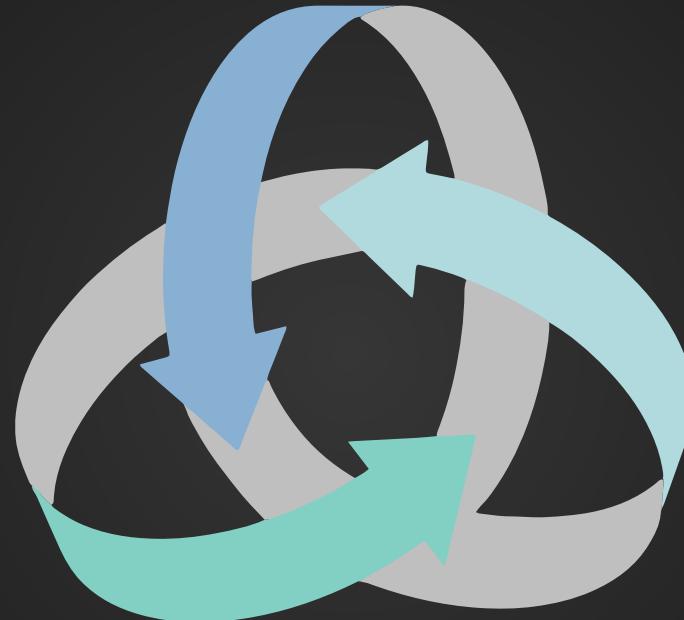
"Our "Partnerships" continuously generate valuable synergies for all parties involved. These range from knowledge exchange and joint projects to the initiation of new industry topics.



# Consulting approach

## Sustainable Consulting

We don't stop at developing concepts – we also take responsibility for implementing our recommendations in practice. Our focus lies on delivering sustainable results and building long-term partnerships. Therefore, we continue to support our clients even after a project has been successfully completed, working hand in hand with their employees.



## Working with Our Clients' Teams

Our clients' employees are at the heart of everything we do – even the best strategies can only succeed sustainably with their active involvement. Through open communication, fairness, and reliability, we work together with your teams to achieve even the most challenging goals. This requires not only strong interpersonal skills but also deep technical expertise and industry knowledge.

## Commitment to the Industry

Beyond our client projects, we are founders and supporters of key industry initiatives, using our experience to actively shape the future and further development of the apparel industry. In addition, through our involvement with GermanFashion Modeverband Deutschland e.V. (GFMV), we lead the Competence Center for Digitalization, Processes, IT, and Logistics, sharing our expertise to strengthen the industry as a whole.

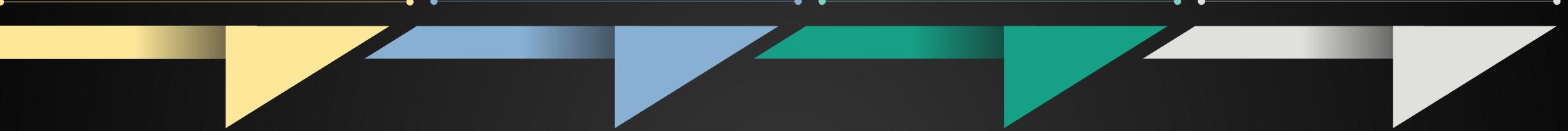
# Expertise

## Industry relevance

## Structured for Success

## Results-driven

## Lifestyle & Technology



Digitalization and supply chain management are essential for the consumer goods and lifestyle industry. We have the necessary experience and expertise to make these topics accessible to our customers in a way that is tailored to their needs. In this way, we strengthen our customers' market position and add value.

Successfully completing consulting projects requires more than just technical expertise. Using our consulting tools and solid project management know-how, we support our clients all the way through to implementation. This enables them to reach their goals faster. Change management is essential to generate the critical acceptance and support needed for upcoming transformations within the organization.

We view concepts as a catalogue of measures designed to achieve specific goals. Our focus is always on implementation. We also value engaging with our clients as equals, which is why we prefer working through workshops and ongoing consulting. This approach ensures that all key stakeholders can understand and apply our concepts and recommendations at any time. It provides a solid foundation for successful projects.

We have a background in consumer goods and enjoy lifestyle, which is why we love our job so much. We are enthusiastic about products and technology, as well as digitization and processes. These are the foundations of innovation for our customers.

# Consulting services

## + Tailored expertise up to interim leadership roles

Depending on the project (phase), companies need very different types of support. Accordingly, we offer various consulting services that are tailored to the requirements of the projects..

From pure know-how input without specific responsibility in the project, to the support or takeover of (sub)projects, to interim management with distinct powers and areas of responsibility, the intensity of our consulting services is scalable at any time based on our network structure and in line with the given requirements..

The various characteristics cannot be strictly separated but often overlap. In most projects, GCS assumes characteristics 2-4 and plays an active role in ensuring the success of defined topics/goals.



# Our Expertise in Consumer Goods & Lifestyle

## + End-to-end perspective

Structure provides security – modularity creates efficiency. Therefore, our consulting approaches are designed in a modular and individually scalable way. Each consulting product consists of sets of pre-prepared methodological tools, as this is the only way to ensure efficiency and a market-oriented price-performance ratio in our work.

We place great value on developing individual solution approaches for each client – often in the form of scenarios – that suit their specific needs. Our clients' requirements are as diverse as their own capabilities and possibilities. The various consulting products remain important levers in our industry, especially considering the growing e-commerce business and the resulting complexities of returns management.

Building the required process chains necessitates Business Process Management and IT as cross-functional enablers, ensuring efficiency within these domains.



# Consulting Areas

## **+** Digitalization and IT

A digitalization strategy, combined with a tailored and long-term solution design encompassing IT, software, and technology landscapes, forms the backbone of digital transformation in companies.

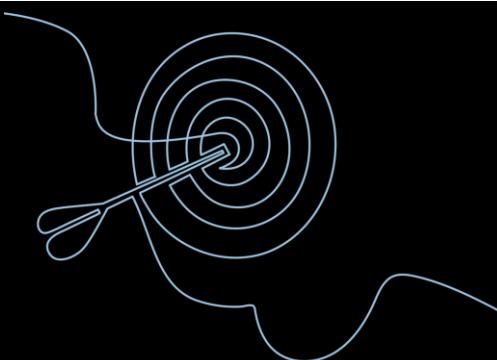
Together with strengthening a digital culture as a driver for modern and successful business models, this is the focus of our industry projects with you as a brand company and our valued client.

We love technology and are committed to timely, business-oriented implementation. By providing adaptable software solutions and systems, we lay the right foundation for your daily operations, enabling you to focus on your growth, your brand, products, and customers.

It is important to us to do this together with and for the industry. That's why we have been moderating the IT & Digitalization working group of the GermanFashion Mode Verband e.V. for many years and, through various partnerships, offer a wide range of industry events to collaboratively shape digitalization within the sector alongside you.

### These are the key topics we focus on:

- +** Digitalization strategy aligned to business strategy.
- +** IT strategy aligned to digital transformation and overall business strategy.
- +** Technological innovations customized to fit your company's needs.
- +** Cross-company solution design for software landscapes.
- +** Enhancing and evolving software environments for digital business models.
- +** Support in the selection and implementation of new software such as ERP, PLM, CRM, WMS, SCM, ECM, etc.
- +** Data Quality Management / Master Data Management.
- +** Digital communication



# Consulting Areas

## Logistics

Managing goods flows transparently and efficiently has become one of the key success factors for companies.

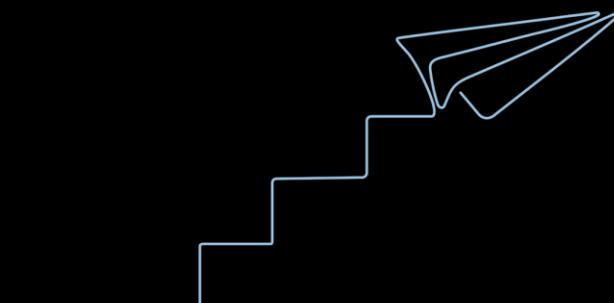
Logistics is thus one of the most important competencies within the value creation networks of industry and commerce. It faces a variety of challenges in both B2B and B2C sectors, impacting seamless order processing, on-time delivery, inventory management, and customer satisfaction.

We support you in developing the right strategies and making decisions to optimize or restructure your logistics processes and their implementation.

With our expertise in conceptualization, process design, and system and technology selection, we drive necessary developments forward together with you. Whether it's in warehouse organization for manual and automated operations or the implementation of appropriate software in warehouse management, we provide both consulting and project management to ensure the successful realization of the proposed solutions.

### **These are the key topics we focus on:**

- + Process and potential assessment in the fields of warehouse logistics and distribution.
- + Targeted development of optimizations for B2B, B2C, and omnichannel business models
- + Design of logistics networks and material flows
- + Evaluation of warehouse technology and automation solutions to support logistics operations.
- + Execution and support of tenders in transport logistics, warehouse logistics/fulfillment, and distribution.
- + Concept development and project management for logistics projects involving optimization, restructuring, or relocation of in-house logistics operations.
- + Requirements management, evaluation, selection, and implementation support for supply chain management, warehouse management, and warehouse execution software to digitize logistics processes.



# Consulting Areas

## Supply Chain Management

The demands for fast and flexible value chains are increasing, as are the requirements for transparency and high-quality data. This calls for clear strategies, which are becoming increasingly difficult to develop due to growing digitalization and the nearly daily changes in global geopolitical conditions, often making foresight extremely challenging. Consumers are increasingly shaping the requirements for our industry, and thus simply shifting to lower-cost sourcing locations is no longer sufficient. That's why we work together with you to develop new structures for your future supply chain.

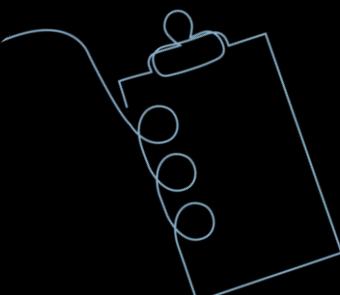
Considering key influencing factors related to your business models, brands, customer segments, sales channels, procurement structures, and resources.

Starting from the customer and the product, we realign your company's processes and digitalization based on an end-to-end perspective or optimize existing processes to improve operational and organizational structures, increase transparency along the supply chain, and enable informed decision-making for future developments.

In doing so, we consider all essential supply chain processes—from product development and assortment planning, through procurement and quality management, to logistics, end customers, and back.

### These are the key topics we focus on:

- + Process and potential analysis within supply chain subareas.
- + Use of methodological approaches to develop supply chain strategies and objectives.
- + Definition of key performance indicators (KPIs) to measure supply chain performance.
- + Development of measures to optimize and/or realign supply chains.
- + Innovative flows of information, goods, and finance within networks.
- + Integrated planning and control
- + Contemporary product development as the starting point of every supply chain.
- + Integrated quality management considering all relevant processes.
- + Establishment of process management with an end-to-end perspective.
- + Development of a digitalization strategy to advance processes and integrate all relevant business partners.



# Consulting Areas

## Product Development

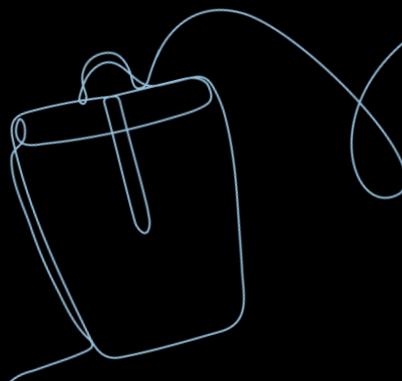
Customers are becoming increasingly demanding and well-informed. On one hand, manufacturers and retailers must meet the expectation that goods, including trend items, are available at short notice. On the other hand, customer expectations for higher service levels and transparent supply chains must be fulfilled. This means that shorter innovation cycles must be achieved, and products must be more precise than ever. By the time samples are finalized, the product must already have reached its final maturity level for production.

We are pleased to support you in analyzing your product development processes, both in design and development, and to identify optimization potentials to remain competitive. A key aspect of this is the transformation toward digital product development. This involves not only the integration of digital systems for managing pricing and master data but, more importantly, the complete digitization of product development—from the initial sketch and color selection to the digital showroom.

We help you find the right strategy for product development tailored to your company, as well as the appropriate level of digitalization that suits you and your organization. Naturally, we also support you with the associated changes and implementations.

### These are the key topics we focus on:

- + Assortment and framework planning considering sales and revenue forecasting as well as trends.
- + Seasonal scheduling with relevant milestones
- + Analysis of existing product development processes, identification of bottlenecks and inefficiencies, and optimization proposals.
- + Definition of the appropriate level of digitalization for product development within your company.
- + Selection processes and pitches for PDM or PLM systems, or other required systems.
- + Technical and methodological support during system implementation and integration into your existing software landscape, including change management assistance.
- + Design of master data structures and management



# Consulting Areas

## **Sourcing**

Procurement and production for industry and commerce face a variety of challenges, ranging from ensuring a reliable supply chain to managing seasonal fluctuations and meeting sustainability demands.

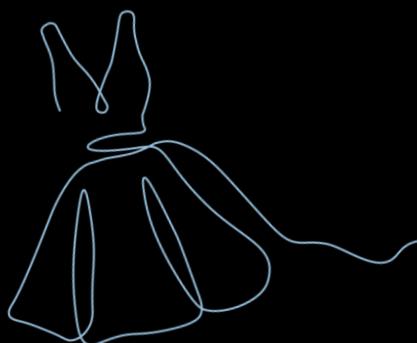
We support you in developing the right strategies and making decisions for optimizing or restructuring your procurement network and implementing these changes.

With our expertise in concept development, process design, and system selection, we drive necessary advancements together with you. Whether in procurement and production planning, order processing, or integrating your business partners—from suppliers and quality management to logistics providers—we help you create transparency in your procurement processes and select and implement suitable software solutions.

We take on both consulting and project management to successfully implement the outlined solutions for you.

### **These are the key topics we focus on:**

- + Process and potential analysis in the areas of procurement and production.
- + Development and implementation of optimization measures for procurement models such as full purchase, contract manufacturing (passive finishing), or in-house production.
- + Establishment of integrated planning and quality processes, as well as supplier evaluations.
- + Requirements management to optimize relevant systems for product- and procurement-related processes (e.g., ERP, PDM/PLM, SCM, QM, etc.).
- + Consulting for the optimization and digitization of business partner integration, including suppliers, manufacturers, and other procurement and development partners.
- + Interface consulting from product development to goods delivery, considering sustainability aspects, track & trace, and cost reduction.
- + Risk management in procurement.
- + Fit/Gap analysis to identify digitization and automation processes.



# Consulting Areas

## **+** Quality Management

In times of significant market changes and the necessity to meet the needs of all stakeholders, mastering quality—in terms of product quality, process quality, and corporate quality—is a competitive factor for every company.

Based on an assessment of your company's current situation, we work with you to develop strategies for implementing a holistic quality management approach. In doing so, we define methodological solutions for organizing your processes along the supply chain, as well as product development processes, quality planning and control, and operational quality assurance measures.

In addition to the internal company processes, we identify the key players in quality management and develop measures to optimize collaborative work, process control and reporting, as well as support options within the framework of digitalization.

We take on both consulting and project management to successfully implement the outlined solutions for you.

### **These are the key topics we focus on:**

- + Process and potential analysis in the field of quality management for product quality.
- + Process and potential analysis in the area of quality management for processes.
- + Development of integrated planning and quality processes for continuous improvement.
- + Analysis of opportunities and potential for quality management, including evaluation of quality policy, mission statement, culture, and strategy; quality structures and systems; and digitization approaches.
- + Analysis of key quality indicators and existing quality controlling for product quality.
- + Plausibility check of current inspection structures, current inspection costs, and potential areas for improvement.
- + Identification of optimization opportunities in quality planning related to product and process costs, as well as operational and strategic improvement approaches.
- + Assessment of technologies in storage technology and automation to support logistics operations.
- + Concept development and project management for quality management processes within the company.
- + Requirements management, evaluation, selection, and implementation support for quality management software to digitize processes related to product quality.



# Consulting Areas

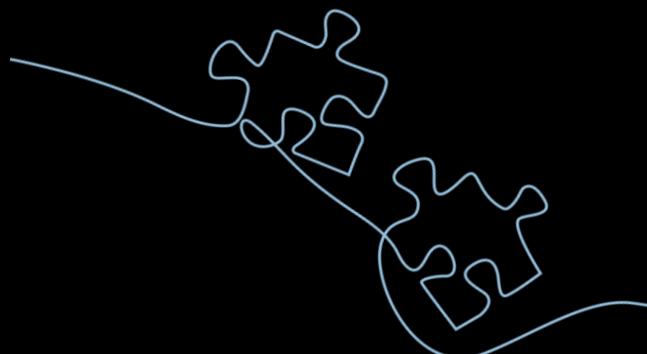
## Business Process Management

Multichannel, Omnichannel, Cross channel: Not only is there a wide variety of sales models, but also many business models. For optimal success, it is essential to always keep the customer experience at the center. A backward-thinking approach to processes, known as Customer-Centric Thinking, is of central importance. To effectively meet these challenges and continuously improve customer satisfaction, seamless end-to-end processes are required, which are lean and transparent across all areas.

We support you in structuring heterogeneous process landscapes, analyze your current situation, and identify optimization potential to improve your agility and efficiency. With our in-depth expertise, independent perspective, and proven GCS methodologies, we bring clarity and order to your processes. This may include support in creating a comprehensive restructuring plan or direct, on-site assistance with the necessary change management. We develop customized concepts tailored precisely to your needs—supporting you where it truly matters.

### These are the key topics we focus on:

- + Development of a process architecture as the foundation for an organization-wide process landscape.
- + Definition of company-specific process maps as the basis for process-oriented organizations.
- + Process documentation to create transparency and identify potential weaknesses arising from diverse motivations.
- + Process documentation to create transparency and identify potential weaknesses arising from diverse motivations.
- + Implementation of BPM within the organization to promote a process-oriented culture and reduce hierarchical, departmental thinking.
- + Support in the selection of BPM software and guidance during process modeling.



# Consulting Areas

## **+** Sales

Sales is a key success factor in today's customer-driven market. Optimized sales structures and processes form the foundation for this success. Customer centricity, supported by service-oriented structures, provides the methodological basis for a modern and future-ready sales organization.

From our perspective, a customized sales approach tailored to customer needs – and especially aligned with the brand – represents a company's key unique selling proposition (USP).

There are also standardized methodological approaches, which, however, need to be tailored to your individual situation.

We have the necessary expertise for this—please feel free to contact us.

## **These are the key topics we focus on:**

- + Sales planning based on top-down and bottom-up approaches.
- + Development and optimization of sales controlling.
- + Design and optimization of national and international sales structures including relevant sales channels.
- + Establishment of service- and customer-oriented organizations.
- + Development and enhancement of e-commerce and retail environments – both online and offline.
- + Development and optimization of marketplace ecosystems, including business models, inventory management, service processes, and logistics execution.
- + Development and expansion of distribution and importer structures for B2B and B2C, including drop-shipping models.
- + Selection and implementation of CRM systems for B2B and B2C, as well as B2B self-service portals.
- + Selection and implementation of webshop systems, including integration with supporting systems and order management (OMS) processes.



# Consulting Areas

## + Finance and Controlling

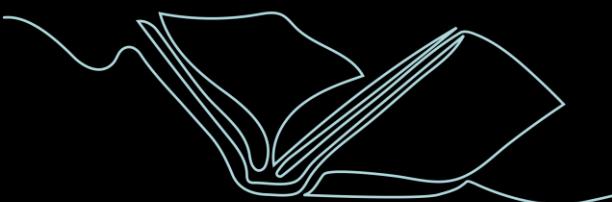
Efficient, transparent, and highly integrated finance and controlling processes are, for us, the most enjoyable part of every project.

That's why we bring solid expertise and many years of experience in this area to every engagement.

Please feel free to contact us if we can support you in this field.

### These are the key topics we focus on:

- + Digitalization of accounting processes including general ledger, accounts receivable, and accounts payable.
- + Development and optimization of centralized and departmental controlling.
- + Implementation and improvement of controlling tools such as contribution margin accounting, profit center accounting, cost center and cost unit accounting, etc.
- + Design and digitalization of optimal financial and inventory management processes across the entire organization
- + Digitalization of budgeting and controlling processes.
- + Implementation and optimization of the cost of sales accounting method and financial reporting.
- + Cost calculation for make-or-buy decisions with various calculation levels.
- + Introduction and optimization of consolidation systems.
- + Cross-client and international chart of accounts with associated digital controls.



# Consulting Areas

## +

### Sustainability and CSR

Sustainability and its related challenges are becoming increasingly important for the industry and bring significant demands.

Since 2012, we have been supporting our clients in aligning their businesses with the Triple Bottom Line, ensuring that alongside economic considerations, ecological and social aspects also guide corporate actions.

Key focus areas include products, appropriate business processes, and transparency in the supply chain. Current topics and regulations such as DPP, CSDDD, CSRD, etc., present challenges that we are happy to help you navigate with our expertise.

Sustainability reporting is becoming increasingly vital to enhance transparency and build stakeholder trust. Companies need to collect meaningful metrics and report on their sustainability performance to establish credibility and ensure long-term success. We assist our clients in understanding these new requirements and adapting their structures to remain future-proof. Our approach is based on close collaboration and a holistic view of business processes to develop and implement sustainable solutions.

#### These are the key topics we focus on:

- + Requirements for Products and Corporate Organization with Respect to Circular Economy and the Triple Bottom Line
- + Concepts and implementation of current CSR requirements such as Digital Product Passport (DPP) and Supply Chain Due Diligence Directive (CSDDD)
- + Sustainable solution design for IT and software environments
- + Support in requirements management, selection, and implementation of CSR and EPR systems, PLM/PDM, ERP, and other IT systems
- + Efficiency improvements through process optimization.
- + Digitalization of business processes with a focus on ESG reporting and compliance requirements.



# Consulting Areas

## Project Management

Effective project management is the foundation for the success of any business initiative. In today's environment—where projects are influenced by a growing number of internal and external factors—it is critical to manage complexity and challenges efficiently. These increasing influences make it more difficult for organizations to complete projects on time and within budget.

We support you in identifying the right approach for your business project—regardless of the topic. Our proven, practice-oriented methods help you implement projects successfully. Whether it's a traditional waterfall model or an agile methodology, we are by your side. Throughout the entire project lifecycle, we contribute our extensive experience to streamline your project organization and ensure effective communication with internal and external stakeholders.

We offer customized solutions that not only help you deliver projects successfully but also generate sustainable value for your business.

### These are the key topics we focus on:

- + Development of customized project plans and strategies, leveraging our industry expertise.
- + Project management and coordination through structured resource and budget management, stakeholder communication, and activity tracking using proven methodologies — particularly in digitalization and supply chain projects.
- + Risk management through early identification of challenges and development of strategies to mitigate and avoid risks.
- + Project closure and post-project evaluation including assessment of results, identification of improvement potential, and documentation of lessons learned for future projects.



# Consulting Areas

## Change Management

Effective project management forms the foundation for the success of any transformation. Change is a process, not an event!

Habits create well-worn paths in our brains. They're "cheap" in the sense that they consume less energy. But we are not slaves to our habits—every pattern can be changed.

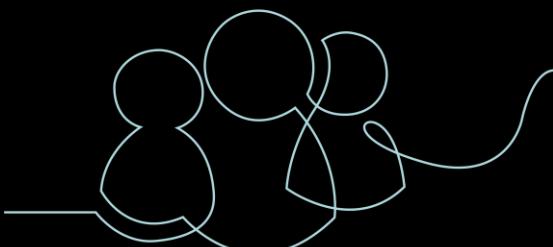
Change management is the structured process of driving transformation within an organization. While the nature of the change may vary, it always starts with the same foundation: people who are willing to shift their habits. Successful change only happens when leadership engages employees—both intellectually and emotionally.

In our projects, we support clients by providing a clear roadmap for how change management can prepare stakeholders and employees for transformation—whether in a company-wide change or within a specific project. A compelling vision, clear goals, and transparent actions pave the way—not just for change, but for meaningful improvement.

At the same time, we demonstrate how the organization can actively shape its transformation and lay the groundwork for successful projects.

### These are the key topics we focus on:

- + Workshops and Seminars in Change Management based on four key pillars: Vision, Communication, Engagement, and Qualification.
- + Definition and alignment of project vision and objectives.
- + Development of communication structures, formats, and phases throughout the project.
- + Definition and detailing of project roles and responsibilities.
- + Optimization of engagement measures, including conflict and escalation management.
- + Definition of role-specific content, requirements, and opportunities within the project.
- + Optimization of digital solutions and technologies that support and accelerate transformation processes.
- + Optimization of tools, models, and methods to measure, evaluate, and secure successful change.



# Corporate Workshops

## + Popular Topics

Many changes and recurring issues within companies affect not just individuals, but numerous people across departments or even entire groups. In such cases, it can be more effective not to send individual employees to seminars, but to conduct a tailored training program in-house that meets the specific needs of your company. This approach also saves travel time and costs, while allowing for a more flexible and inclusive selection of participants.

Furthermore, company-specific topics can be directly integrated, allowing concrete results tailored to your internal requirements to be discussed and developed within the respective workshops. Since we encounter certain topics with a certain regularity, we have developed a dedicated in-house training program that includes both the industry-relevant technical content and space for company-specific additions or deeper exploration.

## Our seminars – Examples\*:

+ 8 Areas of Digitalization	+ EDI for Fashion	+ Customer Service 2.0	+ Software Project Challenge	+ AI for Fashion
+ End-to-End Quality Management	+ Master Data Management	+ Supply Chain Management	+ Business Process Management	+ BI for Fashion
+ Returns Management	+ The Digital Enterprise	+ Intralogistics & Last Mile	+ Implementation & Use of WMS	+ Change Management



Focus on textiles –  
as a specialization

\*We are also regularly approached regarding topics outside our core seminars, for which we are happy to develop specialized workshops.  
Please feel free to contact us without obligation if you are interested.

# Publications

## + From the Industry – For the Industry

For various reasons, we find ourselves in the midst of rapid change. Choosing the best direction for key process and strategy issues is becoming increasingly challenging.

With this understanding and by keeping track of current digitalization developments, we regularly conduct industry surveys in cooperation with the GermanFashion Association. Comparing relevant industry benchmarks provides our members with valuable guidance and delivers many pragmatic approaches.

In addition, we regularly publish expert articles on current topics and issues encountered in our projects in the GermanFashion Modeverband e.V. newsletter.

We wish you an engaging read and would like to take this opportunity to sincerely thank all participants and supporters of the industry monitors.

## + Digitalization and Logistics Industry Monitor



We regularly publish surveys for our industry monitors through the GermanFashion Modeverband e.V., in which we inquire about the latest topics in the industry. Among others, we cover the following topics:

### + Logistics

- + Intra- and Warehouse Logistics
- + Returns Management
- + and Automation
- + Inbound and Procurement Logistics

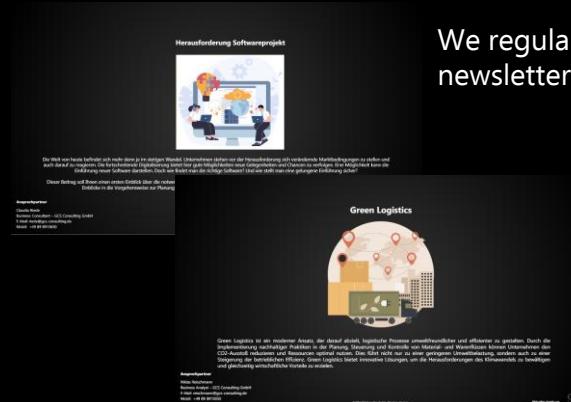
### + Digitalization

- + IT Security
- + Analytics & Business Intelligence (BI)
- + Digital Business Processes
- + Automation

## + Articles on Current Industry Issues

We regularly publish expert articles in the GermanFashion Modeverband e.V. newsletter, providing examples of pragmatic solution approaches, such as:

- + Application Lifecycle Management
- + Green Logistics
- + Software Project Challenges
- + Practical Change Management for Successful Projects
- + [...]



# Your Benefits

## ... Why You Should Engage Us as Your Expert Consultants:

We apply competent project, process, and change management to achieve sustainable success.

We support the further development and qualification of the involved employees.

We offer a neutral external perspective.

We understand the perspectives and challenges from both the industrial and trade sides.

We provide available capacity/resources to the extent required by the project.

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

# Contact

... we welcome your inquiry.

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