Desigual—Implementation of the All-in-One SAP Fashionworks solution

Birchman was selected by Desigual as the implementation partner because of its Retail/ Fashion industry experience

At 20 years of age, the Swiss Thomas Meyer imagined a future in which people could dress differently; with garments that invoked positive emotions and that were within reach of many people. This is how Desigual was born.

From there onwards the project has breathed positivism, commitment, tolerance, continuous improvement, Innovation and Fun, following the company's first slogan: Desigual is not the same.

Currently, Desigual counts more than 4500 wholesale customers, 157 self owned shops, 450 corners and Shop-in-Shop.

The evolution of the company has been spectacular in the last 7 years, earning 20 times the original income.

Former Situation
Desigual had implemented an ERP early in 2000.

The evolution of the company, with a strong business growth and diversification in multiple channels and geographies, caused a gap between the business reality and the information systems coverage.

The previous systems had been adapted to the business requirements reaching a point where no further adaptation was possible, and given the complexity of the model, it became increasingly slow and costly.

In addition, Desigual required an open platform able to communicate with other critical environments such as the POS, warehouse management or planning environments.
The processes covered by the previous ERP had been adapted to the requirements determined by the business, not considering any Best Practices models to optimise their current processes and not being able to take advantage of the models successfully implemented in other companies.

The Project
The implementation project was lead by us because of our extensive experience in SAP solutions for fashion and retail industries.

The implementation of the All-in-One SAP Fashionworks solution started July 2008, putting the financial area into production by April 2009. The project continued to progress with the implementation of the purchasing, sales, shipping and billing areas.

The project team responsible for the implementation consisted of a team set up by Desigual business and IT resources, as well as Birchman business consultants.

The 4 main objectives of the project were:
Centralise the company's information
Establish a single data repository for the entire company which included critical issues such as stock, customer view unification and integration of different channels, all critical to allow the company to function. The principle of single data management determined the baseline to register data only once and be visible for the entire organisation.

Use the SAP Best Practices and the Fashionworks solution to revise/ redesign the corporate processes
The project was a Business Change project and not a Technological project. It gave Desigual the opportunity to rethink and improve their processes. It was important to consider the Best Practices model that contains SAP's experience and improvements with other customers

belonging to the same industry.

Standarise the administrative processes
In a company with a strong growth such as Desigual, and furthermore, considering its future strong geographic expansion, a process standardisation for all its subsidiaries was required, however, always respecting the local country requirements.

Process oriented vision instead of departmental based vision
Any company that wants to succeed must improve their processes and align their work to improve them, forgetting about their old view of departmental work.

Guide the company to value-added tasks instead of administrative tasks.
Automate the processes that can be automated so that users can focus on analysing the process and think about how to improve it.

Benefits
The rapid growth experienced by Desigual required a centralised management tool that would allow integration with the various business lines.

The Best Practices SAP business model generated many expectations due to its easy adaptation to Desigual's requirements. Before, the development of a specific functionality was necessary to meet the user's requirement, now the company can easily implement a business process model from the ones proposed by the SAP Best Practices.

The main project benefits are:
- Company's cross-process view. Desigual departments no longer work in isolation. The new process vision culture has been installed and each department involved in a process works with an eye to improve the efficiency of it.
- Unique data management agreed and accepted by the company's business areas. The definition of unique data has been agreed by the organisation. The data is entered once in the system and is visible to all departments, starting from the sales department, through to the purchasing, inventory, finance and controlling departments.

- Open platform allows the integration with different applications. The EAI SAP PI tool has allowed integration of all external solutions with SAP. Doing so, SAP has become the heart of the business.
- Full operations tracking; logistics and financial tracking. Time reduction for the availability of the reports. The key to a fully integrated system is the tracking functionality. Desigual has managed to keep track of all its trading, procurement and logistics flows, with their consequent impact on finance and procurement processes.
- Automatic Posting. Desigual has managed to obtain an up-to-date vision of its inventory costs, financial and logistical.
- Unique system. Desigual is now able to work with only one system that is independent of the sales channels and countries where it operates and expands.

The Future
Desigual continues to evolve its SAP system by investigating new ways of working within the SAP Best Practices framework. In parallel, it continues deploying the solution to the various subsidiaries of the organisation. It is also exploring the new SAP solutions, which are specific to the retail industry, to implement them in the organisation.

In the long term, the system will evolve along with the company, contributing to its growth and its geographical expansion, providing solutions to the needs of the continuously growing business turnover, divisions and employees.

For more information regarding any of this information please contact us via our website
www.thebirchmangroup.com

Knowledge   Integrity   Pragmatism   Focus   Partnership