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Revolutionising the Fashion ERP Industry





Unless your data is clean and accessible, in large quantities for proper scale, and have matched and correct models to capitalise on points one, two, and three, the reality is recognising the full potential of Al is out of reach. You can't really do that much with it.

The fashion industry is sitting on a pretty ironic secret... we all know about the not-so-great impact on the environment and society, but here's the kicker: shouting "sustainable fashion" from the rooftops, is a tad oxymoronic. The truth?

Fashion is all about the new – more seasons, more styles, more reasons to "shop until you drop." Yet, so many brands are still stuck using old-school Excel spreadsheets to manage their data.

Sure, a lot of businesses have solutions in place to manage data, but they're not connected. Not really. The harsh reality that brands and retailers must swallow is simple:

Data is scattered and siloed. Real-time customer visibility is a challenge (seriously, we've got some eye-opening research to show you). Al won't fix this.

You need to secure your foundation first.

So yes, it is 2024 and we really are still having the conversation about omnichannel and ERP.

Brands and retailers alike must utilise these solutions to connect the dots, thrive, and grow, particularly today, when times are tougher than ever before.

But don't worry!

We're going to make a compelling case for utilising a fashion-focused ERP to unlock omnichannel connectivity and, most importantly, enable you to get your house in order.

Then – and only then – can you enable Al to accelerate your business.

Enjoy the read!







Al is inevitably a game-changer for fashion and retail. In the years to come, it will redefine how businesses operate and interact with customers. But without an efficient method for collating and harnessing data, Al won't scale. Businesses must start small and first ensure their house is in order. Yet...

According to the State of Digital Operations 2024, only 38% of retail respondents anticipate an increase in their IT operations budget this year. This isn't surprising. Economic uncertainties, geopolitical crises, and increasing climate disasters have created a tumultuous landscape for businesses. Naturally, this will impact tech investments throughout the industry. Despite being unsurprising, it is still concerning to see that many companies are not thinking about investments, particularly when they can mitigate financial pressures.

With costs continuing to rise and supply chain disruptions persisting, brands and retailers desperately need to utilise what they already have to preserve their margins. In the introduction, we alluded to the fact that

most businesses in this industry have yet to adequately tidy their backend, leading to scattered and siloed data. This is simply not good enough.

Data, or rather the effective use of data, is the backbone of any successful organisation. You have it right there... but you can't really use it. Omnichannel models are crucial for unifying disparate data sources and generating intelligent insights that enable proactive decision making. Yes, that line should sound familiar to you. We've all heard it a million times. But so many fashion brands and retailers still haven't unlocked the treasure trove that omnichannel connectivity provides. Spoiler alert: ERPs are the key.

Let's take a step back first, though. Often, these messages (i.e., omnichannel enables decision making) are sprayed far and wide in an attempt to stick to as many minds as possible. Seldom is the time taken to adequately explain the reasoning behind them. Fortunately, we're here to do just that. So, where do we begin?

This section is aptly titled 'The Omnichannel Obligation' for a reason. It's obligatory for any fashion brand or retailer who seriously wants to compete for business. Consumers have abundant choices (perhaps too many, but that's a philosophical discussion for another day) when it comes to brands and products. There is so much choice that if a brand or retailer is unable to fulfil their needs, the customer can simply take their business elsewhere. They expect seamless journeys across all touchpoints, whether that be instore, online, mobile or social.

In fact, our own research has previously found that 33% of consumers would stop using a retailer that didn't offer the services they want to see. Retailers clearly took note of this



sentiment. In a subsequent research piece, we found that 61% of retailers were investing in better links between stores and online – envisaging an omnichannel future defined by transparency and interconnected channels.

Utilising interconnected channels is vitally important since consumers don't simply walk into a brick-and-mortar store anymore to purchase a product. They may check if an item is available in a specific location online before making the physical trip, or they might reserve the product via a mobile app with the intention

of collecting it in person at a later time. This is where the concept of 'headless commerce' comes into play; it enables customers to find items, add them to a virtual basket, and have it move around different touchpoints with them.

Without this capability, unnecessary friction is added to the buyer journey. It's an obstacle. A minor inconvenience. Yet, it's enough to steer them away from your business altogether. If that wasn't enough, brands and retailers must also contend with differing consumer behaviour between generations.

HubSpot has previously revealed that 62% of boomers report they discover products more often via cable TV ads (a channel many thought was largely obsolete). Meanwhile, Gen X values trust, loyalty, and personal experiences. Interestingly, 82% of Gen X consumers say they will pay full price if they want the product. 73% of this cohort prefer in-store shopping.

On the other end of the spectrum, Google found that 40% of internet users aged 18 to 24 start an internet search on TikTok or Instagram rather than the world's number one search engine. Additionally, the percentage of TikTok users who are social buyers is predicted to surpass Facebook's in 2024, as per Insider Intelligence. This is a hugely significant data point when considering how much influence Facebook Marketplace has on older generations.

To complicate matters further, Shopify notes that half of Gen Z consumers favour instore shopping despite being online-natives. Confused? You should be. Customer needs and wants are constantly in flux. It's all well and good saying that the right services need to be

offered, but to do so, you first need to actually understand what it is a shopper wants.

It's imperative that brands and retailers get this piece right to ensure they outperform their competitors. Research by the Aberdeen Group has found that companies with a comprehensive omnichannel customer engagement experience witness a 9.5% increase in annual revenue year on year. Conversely, companies without this strategy only see a 3.4% increase. It's a key differential piece that sets the leading brands and retailers apart.

Perhaps more importantly, effective omnichannel strategies foster customer retention and loyalty, which are essential to maintaining a competitive edge. It costs significantly more to acquire new customers than to retain existing ones (estimates suggest between five and 25 times more). With the proper application of omnichannel technology, brands and retailers create smooth and frictionless journeys that customers enjoy.

Remember – they don't want a bad experience.



It's worth acknowledging that what makes a good or bad experience changes with the consumer, too. In years gone by, brands and retailers were hesitant, perhaps even scared, to embrace digital interactions in-store despite consumers clearly wanting them. Now, those that don't offer such experiences are scrambling in the dust left behind by their competitors.

To help illustrate this, we've borrowed the words of leading global customer experience (CX) strategist and advisor Professor Doctor Phil Klaus:

"What we as customers want most is to avoid bad experiences. This is what drives our behaviour. CX is not about delighting and wowing the customer. This is one of the biggest misconceptions in retail. You can wow and delight your company to bankruptcy without making any real progress.

Positive word of mouth, on average, influences just a few people. Conversely, negative word of mouth can influence hundreds, meaning you need hundreds of great customer experiences to compensate for just one bad experience.

We make choices based on who upsets us, not who delights us. So, first you must fix what is broken – and this is actually much easier to do, because your customers will tell you what to fix."

It's true. Negative reviews spread like wildfire. They're poisonous for any business. Yet, so few brands and retailers actually have the data and understanding of their customers to deliver a good CX. Last year, we surveyed more than 200 senior decision makers in fashion and retail to gather insights. The results were almost paradoxical. On the one hand, 89% of respondents believed they mostly or fully met their customers' demands... but only 57% thought they had a good or very good CX.

Without a fully-fledged and enabled omnichannel model, businesses don't have all the necessary information to decide how best to meet customer demand and deliver a positive CX. If this data isn't at hand, it's not surprising that the CX isn't satisfactory. How are brands and retailers meant to deliver a great experience when they hardly know the customer?

Shoppers remember the bad experiences, and if you aren't offering them a journey that accommodates their wants and needs, they're not enjoying their time with you and they'll remember that fact.

So again, omnichannel isn't simply about connecting touchpoints to facilitate a frictionless journey – it's about understanding the customer and delivering what they want.

ERPs are crucial in this regard, as they connect previously disparate operations and channels to collate data into one location. This is where most fall short since their business is created and operated in siloes, with little information sharing between departments.

By removing this obstacle, companies can more easily analyse the data to find insights that shape their decision-making. With this information, steps can be taken to personalise the customer journey, such as understanding that Gen Z needs to be marketed at through TikTok via authentic influencers that connect with their personality and preferences.



Cosmetics retailer Sephora is perhaps one of the most commonly cited examples of omnichannel retailing excellence – for good reason.

In a write-up captured by eTail West, Sephora's omnichannel masterclass was broken down to showcase how powerful data can be.

After conducting market research, the cosmetics giant discovered that customers were using their smartphones when shopping in person, often looking at product reviews or better prices on the products they considered purchasing in-store.

Following this, Sephora developed a mobile app that provided a shopping experience that catered to its consumers' needs. It was designed to emulate a personal shopping assistant, providing recommendations, reviews, and price comparisons.

Sephora didn't stop there; it introduced virtual tryon experiences and unified various departments together to rebuild customer profiles.

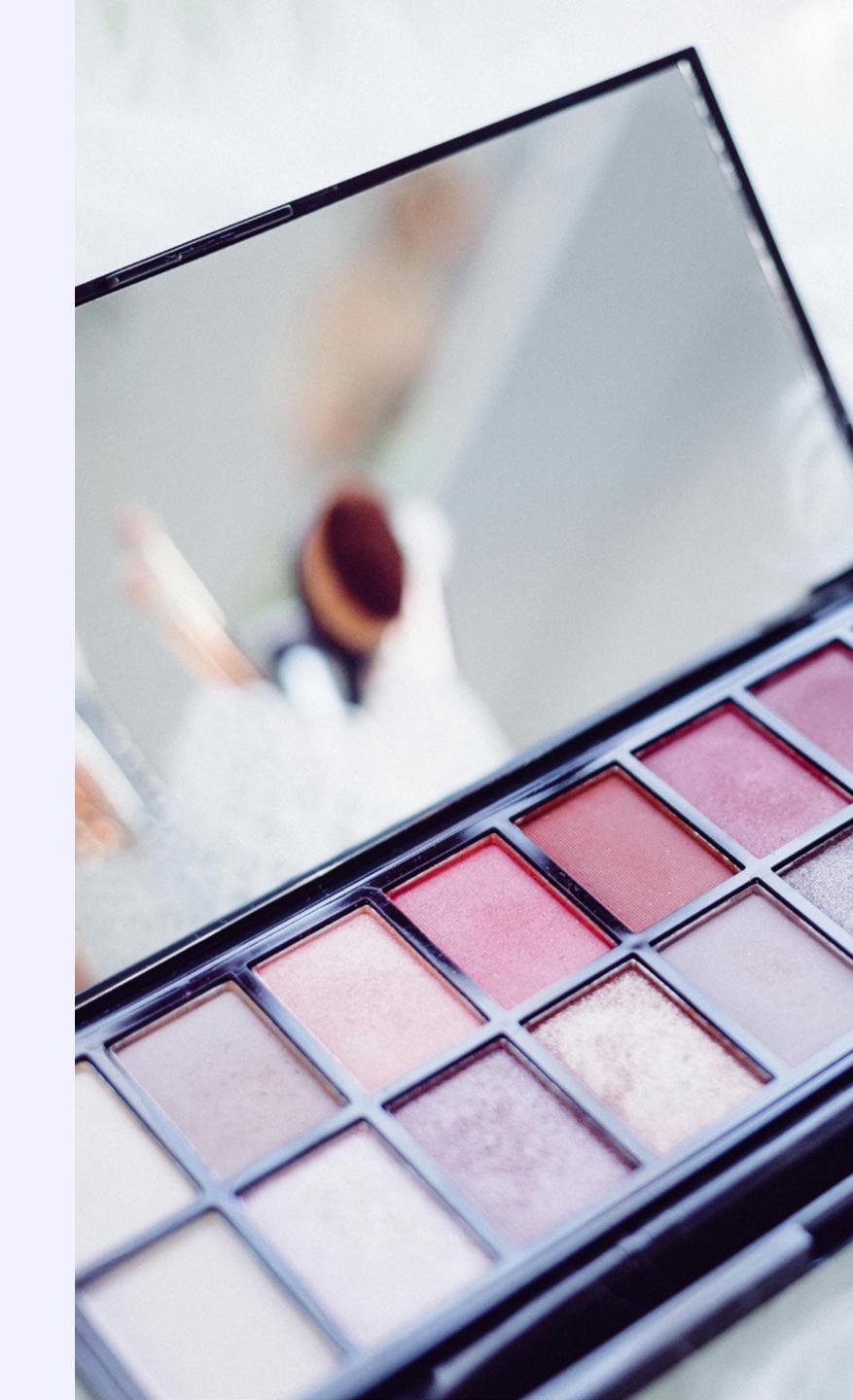
As a result, the retailer built 360-degree data to track the whole customer journey, from online browsing and purchasing to in-store interactions

with staff. Sephora can now trace customers' exact offline and online behaviours in the lead-up to a sale.

The retailer also uses the Google Analytics 360
Suite to better understand the purchase journey
when customers view a Sephora ad online or
mobile but purchase in-store. Subsequently,
Sephora can gauge the impact of its digital
marketing efforts:

- 70% of customers who visited the website before heading to a store to make a purchase did so within 24 hours
- Return on ad spend increased by 3.9x
- Digital ad conversion rates increased 3x
- The average in-store order value increased by 13% if customers had visited the website less than one day prior to the purchase

Sephora is just one example of a brand that radically redefined its operations after doubling down on omnichannel. Its success story stands as a guiding light for any business that still needs to make the move to omnichannel retailing.





Fashion is no stranger to turbulence. It's talked about a lot, but the last several years have shown the industry's greatest vulnerabilities, especially throughout events that have been largely out of control for most businesses.

The UK's controversial exit from the European Union naturally impacted trade, causing prices to soar for UK-based companies. Meanwhile, geopolitical crises and conflicts strained supply chains and caused mass disruptions on a global scale. Similarly, the blocking of the Suez Canal effectively crippled supply chains for a substantial amount of time. The persistent lockdowns throughout the pandemic led to humongous ripples in the world's supply chain, many of which have yet to subside, leading to sky-high transportation and shipping costs.



And all that is without mentioning the ongoing cost-of-living crisis that continues to squeeze consumer wallets and eat into business profit margins.

These economic factors are forcing fashion brands and retailers to explore alternative business models to optimise their operations and drive profitability, not just for shareholder value but as a hedge against inflation and disruption.

One such avenue is diversification via omnichannel. While at a quick glance, it may seem like omnichannel has no relevance to this discussion, the reality is that an effective omnichannel strategy retains customers, leading to repeat purchases and increased revenue.

Think of it this way: Wall Street players diversify their portfolios to mitigate the downside during major market movements. So, why wouldn't a fashion brand or retailer want similar levels of diversification to protect their bottom lines?

As briefly discussed earlier, the modern buyer journey is no longer linear. People span multiple touchpoints before they reach a decision on whether to purchase a particular product. An example of this journey could be:

- Discovering the product on Instagram
- Research the product on the brand's website
- Watch influencer reviews on TikTok
- Try it on in-store
- Purchase the product through a mobile app

While it's unlikely that a single customer would complete each of these steps, it should highlight the myriad ways a person could engage with a brand or retailer. Facilitating a fluid shopping experience is paramount to delivering a great customer experience (CX). Consumers are mindful when there are gaps within the buyer journey – they don't like barriers. More importantly, they expect brands and retailers to interact with them on their own terms, meaning presence across all platforms, channels, and touchpoints is critical to not just winning their business, but retaining it.

To further illustrate this, here is another scenario:

- Discover a product through word of mouth
- Check online for in-store availability
- Reserve product
- Pick up in-store and take home
- Find out it doesn't fit and schedule a return

Omnichannel isn't just concerned with offering a multitude of touchpoints to attract customers and win their business but also delivering an experience that ensures they want to return. We'll quickly hark back to the words of Professor Doctor Phil Klaus: we don't remember who delights us, only who disappoints us.

To continue with the above scenario, it's important to address the elephant in the room: returns have become the bane of the fashion and retail industry. But it remains a pivotal piece in the CX puzzle. Brands and retailers that fail to support returns (even if they need to charge a small fee) will only anger customers. Don't worry – we're not going off track. We're emphasising that this is yet another channel where data ebbs and flows, adding more complexity to life behind the scenes for fashion retailers.

This channel reveals what products consumers actually want, which sizes fit best, and whether there is an issue with the item itself or if customers are making impulsive purchases without realising it. Such information can be utilised to tailor marketing and promotions to the individual. Furthermore, it reveals how businesses can best please customers when done correctly. For instance, one person may want to physically return the item to the store, while another might prefer to drop it off at a pickup locker for a delivery driver to return it. It all depends on the consumer in question.

On the flip side, returns are also a hassle for brands and retailers. It is often challenging to get the returned item back into inventory so that it can be sold fast and avoid hitting the dreaded discounted pile. The quicker a business can return stock to inventory and resell it, the more money it can make. Again, this is more data companies must deal with.

The key point is that omnichannel retailing offers a goldmine of data that can be leveraged to glean insights into consumer behaviour, shopping preferences, and trends.

By tracking interactions across these various touchpoints, businesses can gather actionable data to inform marketing, sales, and product development strategies. The data-driven approach enables companies to anticipate market trends, tailor their offerings to meet consumer demand and create targeted campaigns that resonate with their audience.

To draw from our earlier example, Wall Street firms don't simply trade based on emotion; data underpins every decision they make to ensure upside and mitigate risk. Fashion and retail shouldn't be any different. In a world marred by economic uncertainty and disruption, the smartest businesses thrive by understanding what their customers want and meeting their needs with an omnichannel-enabled approach. The market necessitates a fundamental shift in how businesses must evolve to meet the modern consumer's demands.

Until now, we've placed significant emphasis on the importance of omnichannel for the consumer, but less so for the brand or retailer. It's no secret that this industry is highly competitive, with companies constantly

vying for attention in a crowded space. An omnichannel strategy can serve as a significant differentiator, providing the edge brands and retailers need to set themselves apart from those relying solely on traditional models.

By offering a cohesive strategy and integrated shopping experience, businesses can cultivate loyal customer bases that are more likely to return. More importantly, the data gathered from the omnichannel approach can be utilised to adapt to market changes. This is where antiquated brands that rely on single or multichannel models falter – they lack the agility to pivot when the market demands it. Agility itself is the competitive edge. For serious brands and retailers, growth isn't simply about increasing sales in the short term but ensuring sustainability and resilience in the long term.

Omnichannel strategies support sustainable growth by diversifying revenue streams, reducing dependency on any single channel and enhancing brand equity. Let us not forget that with so much choice in today's market, brand equity is essential to ensuring customers

have the mental availability to recall a business in a buying situation. With greater mental availability, potential customers become more comfortable with a business. They can easily recall it when it comes time to purchase or even refer the company to another customer. With more touchpoints available, the more brand equity can be built in a prospect's mind.

So, to close the loop on this section, the landscape may indeed be a daunting place to operate in right now, with pitfalls awaiting brands and retailers at a moment's notice.

But omnichannel is a hedge; a means to bolster agility, strengthen loyalty, and conjure brand equity.

Naturally, this adds channel after channel to the backend, begging the question:

Without a solution to make sense of the copious amounts of data flowing through the organisation, how are brands and retailers expected to truly understand their customers?



While brands like Sephora have pioneered omnichannel to enhance the customer experience, other veterans like Nike have utilised the model to enhance operational efficiency.

In an Editor's Pick for Forbes, Chris Walton delved into how Nike re-established its relationship with Designer Shoe Warehouse and Macy's. It underscored a move Nike first began in 2021, reinforcing its commitment to the direct-to-consumer (D2C) sales approach.

The strategy wasn't a last-ditch manoeuvre to counter slow sales but an example of omnichannel excellence. While wholesale distribution is a powerful channel for many brands, Nike realised that for its own business, there was a smarter play.

Nike initially pivoted from wholesale distribution in 2021 – when eCommerce really took flight amidst the pandemic – knowing that it could "reset its wholesale sales base without the risk of comp sales comparisons".

In 2023, the footwear behemoth had gleaned insights from the previous year and better understood where wholesale distribution was required and where it wasn't. Nike subsequently stood in a position of strength, capable of renewing or renegotiating wholesale relationships as it pleased.

The result? Nike reset its comp sales base in 2023, enabling it to build automatic comp sales growth for 2024 via renewed wholesale partnerships. It utilised the fluid landscape to gain the upper hand in the market yet again.

"By leveraging the pandemic, Nike has reaffirmed its reputation as an omnichannel titan, one that continually outsmarts the competition. That's why Nike is more than a shoe company; it's a company that knows how to dance gracefully on the constantly shifting stage of retail," said Walton.

This example highlights how brands can utilise insights captured from robust omnichannel approaches to make ambitious business pivots that pay dividends time and time again.



Chapter 3

Connected Retail: The Seamless Roadmap

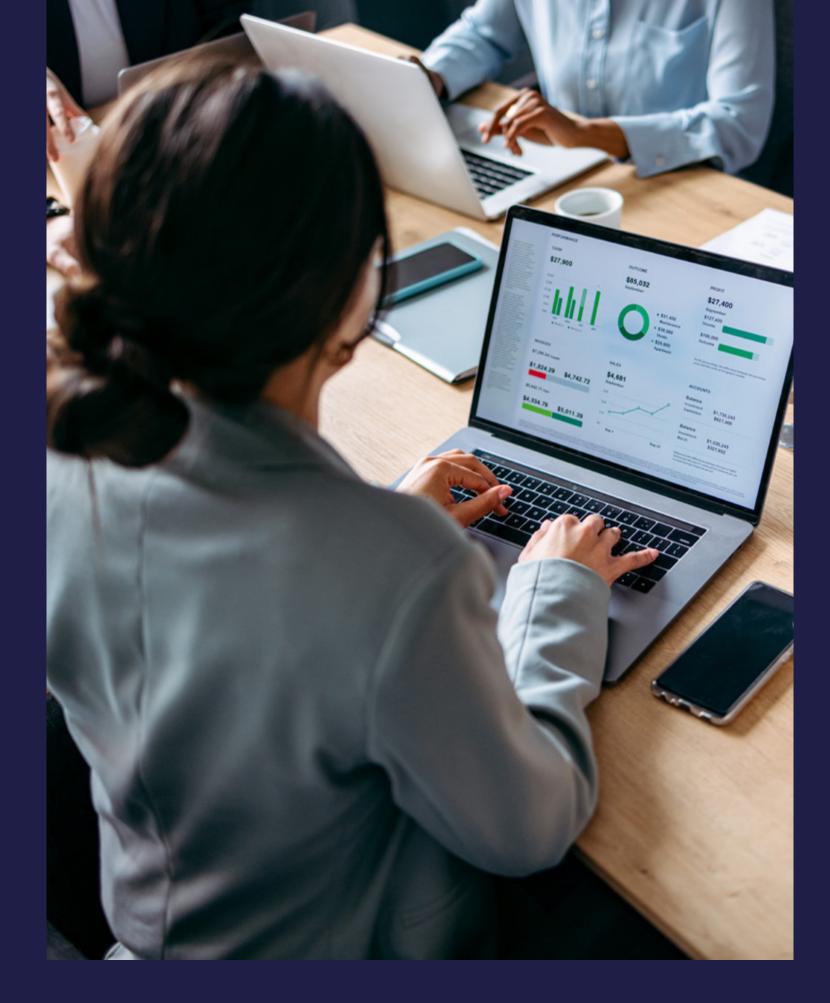


Are you still with us? Good!
It's time to delve into why
ERPs are the quintessential
backbone behind every
effective omnichannel
strategy in fashion and retail.

To help contextualise this, we will draw upon an analogy we used earlier this year centred on how ERPs represent the beating heart of an organisation.

Businesses have a plethora of data points spread across various sources, all of which contain vital information that must come together to sustain the life of the organisation – like the blood in our bodies. These data points, akin to blood droplets, originate from different "organs" of the business, from sales and marketing to supply chain and customer service.

Each "organ" functions uniquely but relies on a seamless flow of information to operate in unison with the broader ecosystem. Much in



the same way as our networks of veins and arteries ensure blood flow to our heart and back, ERPs gather critical data from finance, customer engagements, supply chain teams, eCommerce sites and so on. Businesses, quite literally, need a robust ERP system in play to ensure their data flows correctly.

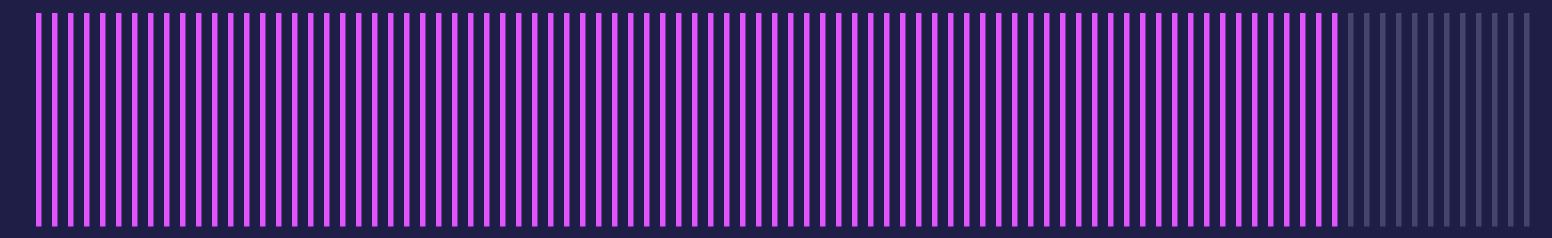
Now, apply that analogy to omnichannel and your customers' data. Think of the sheer amount of channels and data that flow throughout your business that is not even remotely connected. From stores, online web shops, mobile apps, and self-service kiosks to customer preferences on the way they're engaged, there are countless data streams that need to be unified. ERPs fulfil that function in abundance.

ERPs are the linchpin that binds processes all throughout organisations. We've talked at length about data and how to effectively use it, but there are crucial elements of omnichannel retail we've purposefully left until now. It isn't enough to know your customer; brands and retailers must be able to manage inventory, distribute stock from warehouses to stores, and fulfil orders (all the core functions more traditionally supported by ERP systems). The term "omnichannel" only refers to the unification of previously disparate channels —it does not encompass the countless other mission-critical aspects of operations.

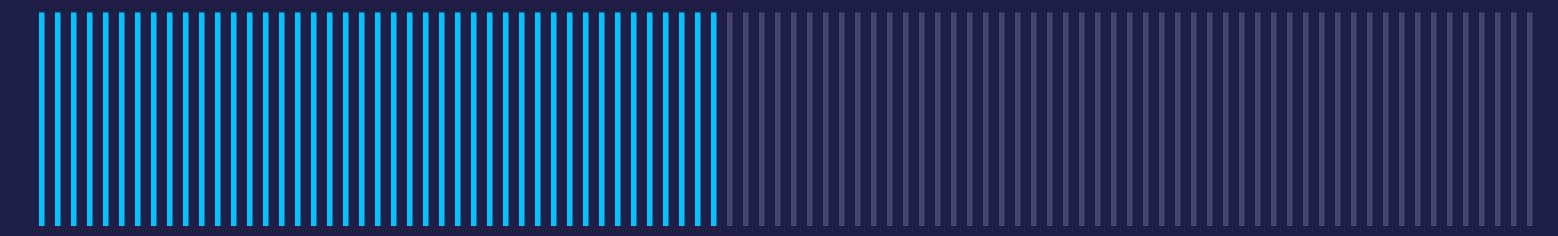
This is precisely why ERPs – more specifically, fashion-focused ERPs – are the key to unlocking true omnichannel connectivity. Launching all these different channels and collating data is pointless if you don't have the means to leverage them and meet customers where they want to be met. It's a waste of time. And yet, our own research has previously found that this is the position that most brands and retailers find themselves in.

These statistics are eye-opening. It is astonishing that more than two-thirds of businesses reported that their primary source of bottlenecks derived from a lack of visibility – especially after everything we've discussed so far. It's even more remarkable that less than half of these businesses had a single source of data for their inventory and ERP processes. It's no surprise that most brands and retailers are unable to meet their customers on their terms. They literally lack the technical infrastructure to do so.

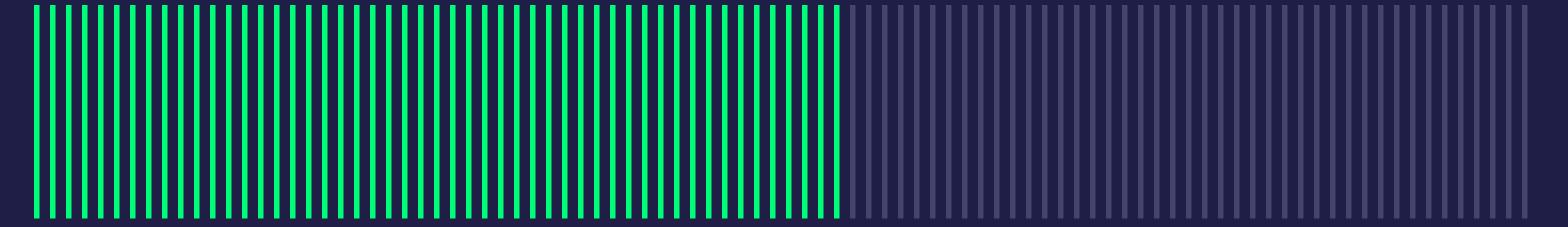
86% of fashion and apparel retailers said their number one cause of internal bottlenecks was a lack of visibility over operations and inventory.



Only 45% of fashion and apparel retailers had one source of data for inventory and ERP processes.



53% of fashion and apparel retailers cited breadth of functionality as a cause for their internal bottlenecks.



Let's not sugarcoat anything here: brands must adopt digital ERP solutions with comprehensive support for fashion to compete in today's environment. It's a necessity. It's the bread and butter behind every successful organisation in the industry. Fortunately for those behind on their journeys, ERPs offer a roadmap to enhanced operational efficiency, data-driven decision-making, and customer-centricity.

They are the blueprint to connected fashion.

ERPs – boring as they may sound – centralise and synchronise functions across all channels, from sales and inventory management to customer relations and marketing. The integration of these channels increases efficiency while reducing redundancies and errors, enabling a more agile and responsive operation. From there, businesses can harness and analyse data pertaining to each business channel to inform strategic planning, trend forecasting, and personalised marketing.

These three pillars are the cornerstone of omnichannel. You cannot establish them without having your data centralised in one location. So yes, on the surface, ERPs may indeed sound "boring", but they are the foundations behind every cool piece of technology in modern fashion retailing. Without them, operations are hindered by clunky and inefficient makeshift solutions that "just about" do the job.

It's important to remember that in the future, new technologies will continue to come to market at a fast pace. Businesses must be able to seamlessly tap into each one to meet the ever-expanding demands of customers. It will not be sufficient to continue tacking each new bit of kit onto existing solutions if the data remains scattered across each channel.



A robust and enabled technology infrastructure must be established before further progress can be made. (Remember how we said at the start that businesses must start small with Al and first have their house in order?)

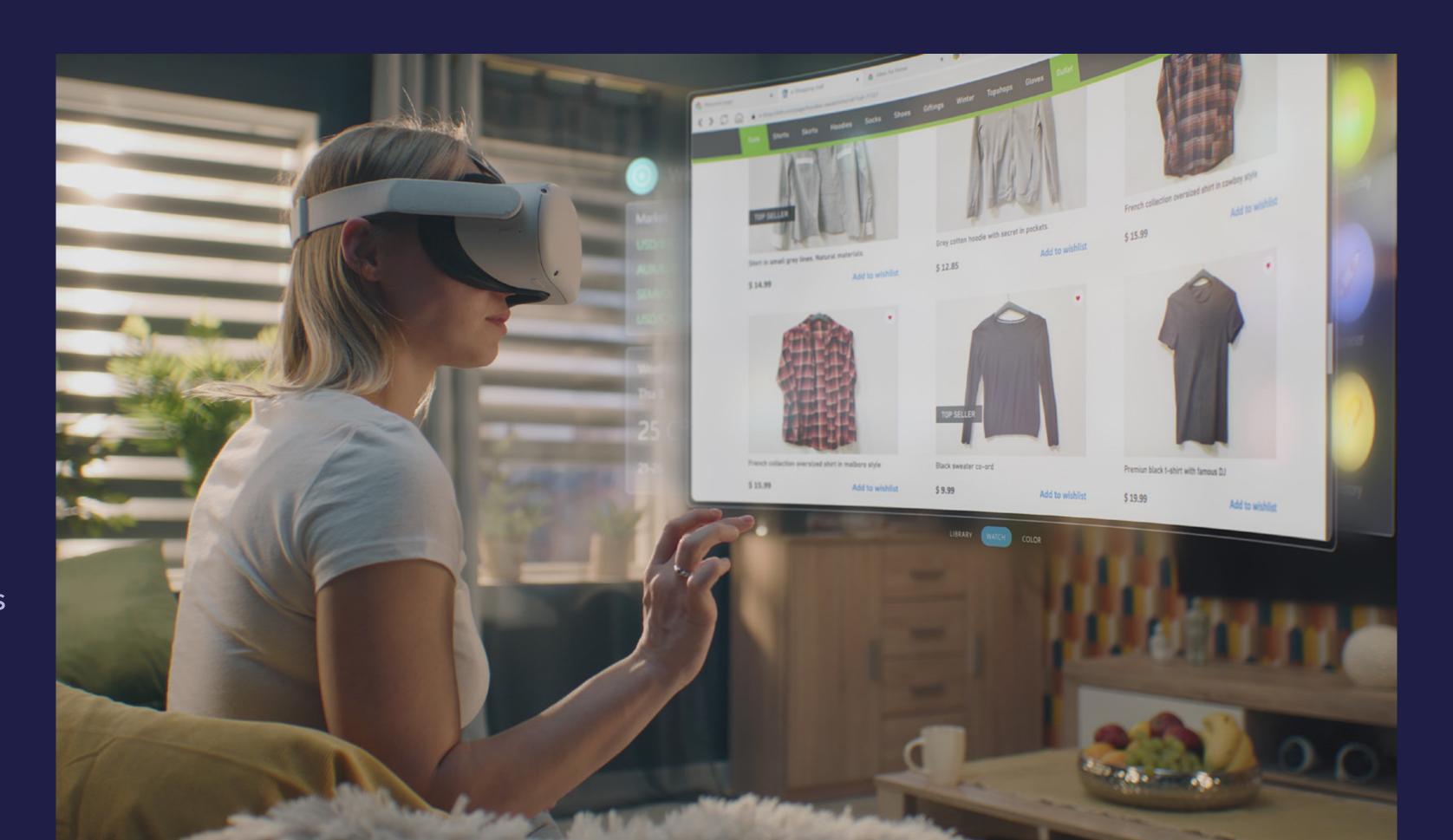
By combining the principles of omnichannel strategy with the technological prowess of ERP, businesses can lay the brickwork for a more integrated, responsive and ultimately successful future.

The dual approach not only addresses the immediate challenges of today's fashion and retail environment, but also positions businesses to leverage growth opportunities and strengthen their market position in the face of future uncertainty.

It might well be true that leading brands and retailers are already utilising AI for personalised marketing, the Internet of Things (IoT) for enhanced in-store experiences, and augmented reality (AR) or virtual reality (VR) for immersive online experiences – but they're way ahead of the curve. Most of them have already nailed the tactics and strategies discussed in this piece, leveraging ERPs to create a unified platform for data management and real-time analytics. Each "organ" feeds data into their core ERP. Still, many brands and retailers using technology like AI, IoT, AR and VR have gaps in their data management.

We really weren't kidding when we said an overwhelming majority of the industry still rely on Excel spreadsheets.

So, if you want to get into a position where you can join your peers on the digital frontier, it's imperative you progress one step at a time. All that's left to do is find the right solution.





So, you've stuck with us... you must be wondering where one can find one of these mystical fashion ERPs? Well, you're in the right place.

ERPs are traditionally generic in nature. They're phenomenal tools and solutions that underpin an organisation's entire operations, but to put it bluntly, they do not support fashion-specific processes.

In most cases, leading brands and retailers need to bolster their core ERP by tacking on various third-party solutions and trying to create a complete platform. This is a clunky and inefficient way of working.

At K3 Fashion Solutions (K3), our north star exclusively falls to the fashion and apparel industry, meaning we uniquely understand the challenges brands face and how to solve them. We embed our solutions within Microsoft's tech stack, one of the most powerful ERP providers, to offer a single solution for fashion!



Within Microsoft Dynamics 365's intricate technical landscape, we hold a distinctive position. Our mission is to ensure that our customers can seamlessly manage their entire operations, from concept to consumer, using a unified solution. In this dynamic ecosystem, Microsoft plays the role of the ERP wizard, while K3 shines as the fashion guru – together, we create a harmonious blend of technology and style.

We deliver a solution that provides best-insuite, standardised processes aligned to fashion with deep IP depth and breadth. We eliminate the need for customers to source competing API inputs, minimising tech stack complexity.

This collaboration offers a robust and comprehensive solution to alleviate the industry's greatest pains, including:

- Colour, size, and fit handling
- Order management
- Season management
- Product lifecycle management
- Product data management
- Inventory and warehouse management
- Manufacturing
- CSR and supply chain traceability
- Price and cost management
- Retail and commerce
- Insights and intelligence

And much, much more.

But most importantly: with K3 and Microsoft Dynamics 365, customers receive a single source of data truth – empowering them to truly understand their customers' needs and wants.

Thank you

From everyone at K3 Fashion Solutions, we thank you for reading our latest whitepaper and hope that you have learned something new.

We regularly publish thought leadership content that aims to educate the broader industry on upcoming trends and technologies. So, if you'd like to read more insights from us, we recommend keeping an eye on our <u>website</u>.











K3 Fashion Solutions, a leading supplier of fashion business technology with more than 30 years of experience, develops industry-specific tools to support fashion workflows, improve customer experiences, and deliver sustainable growth throughout the supply chain.

Our solutions, K3 Fashion and K3 Pebblestone, are fully embedded in icrosoft's Dynamics 365 ERPs offering enterprise-grade support from design and production through to retail. As a top 20 GISV with a global footprint delivered through our network of Microsoft implementation partners, we are committed to supporting brands of all sizes.



K3 Fashion supports fashion businesses with all aspects of operations, such as planning, design, sourcing, purchasing, logistics, warehousing, and finance.

Fully embedded in Dynamics 365 Finance, Supply Chain Management and Commerce, K3 Fashion presents a single solution to remove technical blockers, unify data sources and maximise margins.









K3 Pebblestone

K3 Pebblestone provides brand owners, wholesalers, and manufacturers with an intuitive ERP environment that provides standardised fashion workflows and tools.

Fully embedded in Dynamics 365 Business Central, K3 Pebblestone is a single solution that supports essential processes like planning, design, sourcing, purchasing, logistics, warehousing and finance









