FASHION ADVISORY

Clear decisions on analytics, assortment and cash

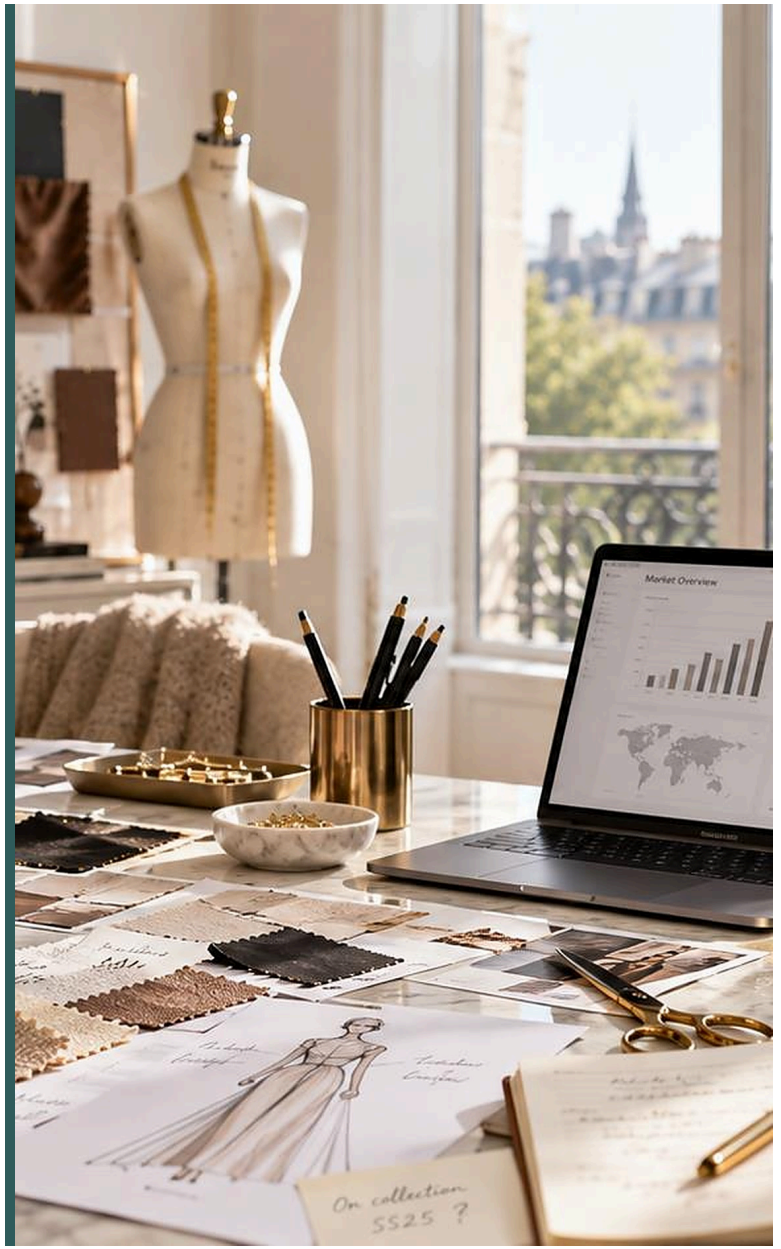
Buying ● assortment ● cash

I help business owners run buying so that stock earns its margin. I led buying and assortment in multi-brand retail: 500+ brands and 30,000+ SKUs.

Before a decision, I calculate on your own data what it will change in stock, margin and cash. Alongside, I build Syntha PLM, a system for a fashion brand.

What I connect: from market to cash

Market › Customer › Brand › Collection › Product › Buying and production › Stock › Channel and sales › Cash



How I help your business

Five areas. I shape the scope around your situation.

01	**Growth strategy and capital**	Market choices, capital priorities and growth scenarios.	DECISION **Where to invest and what to confirm before the first investment.**
02	**Commercial model and sales**	Pricing, channel margins, customer segments and route-to-market economics.	DECISION **Which channels bring profit, and on what terms.**
03	**Assortment, product and buying**	Collections, SKU and size ranges, buying and allocation decisions.	DECISION **What to order and produce, in what volume and for which season.**
04	**Processes and digital systems**	Workflows, master data, roles and PLM/ERP integrations.	DECISION **How to build one chain from order to sale that can be seen end to end.**
05	**Data, reporting and forecast**	A governed sales, buying, stock, budget and forecasting system, from data review to a ready working tool.	DECISION **See where money is lost and plan seasons from the numbers.**

An area says what the work is about. A format says how it runs: term, scope and outcome.

How a decision is built

Six typical situations: what shows in the numbers and which decision follows. This is an illustration, not a report on a particular client.

01 Stock and capital

SIGNAL

Stock grows faster than sales, and capital is stuck in positions from past seasons.

DECISION

Revisit buying depth, allocation across stores or markdowns.

02 Buying budget

SIGNAL

The season plan exceeds the available capital, and some supplier orders are already placed.

DECISION

Rebuild buying priorities and the order calendar: what we confirm, what we postpone and what we drop, taking cash flow into account.

03 Mismatched data

SIGNAL

Data on one order differs between buying, the warehouse and finance: each names its own figure, and decisions rest on different reports.

DECISION

A single chain of confirmations: who confirms what and when.

04 Margin and markdowns

SIGNAL

Revenue grows while gross margin falls: more sales go on discount, and the share of markdown sales rises from season to season.

DECISION

Revisit the depth and timing of discounts, entry price and the buying mix in the categories where margin is lost.

05 Assortment and range

SIGNAL

The assortment is wide, but only a small part of it sells: a few dozen positions bring most of the revenue, and the rest pile up in stock.

DECISION

Rebuild the range: what we cut, what we expand and what we test with a small lot.

06 Replenishment and forecast

SIGNAL

Fast sellers run out at peak demand while slow ones sit: replenishment is by feel or by average.

DECISION

Replenishment rules by group of positions: when we reorder, in what quantity and on what signal.

I give concrete figures only after reviewing your data. There are no universal turnover or margin norms “for everyone”.

How the work is organised

A project, ongoing support or a one-off piece of work. Each format has its own duration, scope and outcome.

01

Diagnostic

project, 4–6 weeks

I find where money is stuck in stock, what holds growth back and why the data disagree.

Result: a ranked list of losses and an action plan for the season.

02

Owner’s adviser

ongoing, from 3 months

I take part in important decisions in advance: we weigh the options and their consequences before a decision takes effect.

Result: written decision rules and a habit of checking plan against result inside the team.

03

Programme lead

project, 4–6 months

I run the change programme: I set priorities, align the departments and lead the difficult negotiations.

Result: a working management system with priorities, roles, decision rights and a weekly control cycle.

04

Data and PLM

project, 3–6 months

I build the path of the metrics from the source systems to the dashboard a manager looks at.

Result: a system outline, shared rules for calculating metrics, a dashboard prototype and a launch plan.

05

Analytics on request

one-off piece of work

I benchmark your company’s figures against public retailers: margin, stock and sales dynamics.

Result: an analytical report, an assessment of where you stand and a file with the calculations.

After our conversation I send a proposal with the cost. A diagnostic usually takes 4–6 weeks, counted from when the data is received and the NDA is signed.

WHAT I WILL NEED FROM YOU

Data

sales, stock, buying and markdowns for 2–4 seasons

Involvement

main meetings of 1.5–2 hours, one coordinator for data and meetings

Confidentiality

a non-disclosure agreement is signed before any data is shared

Practical experience

Buying, assortment, cash, data and processes.

01

Buying and assortment

Multi-brand retail

Season limits, collection mix, sales forecast and store allocation

02

Product and production

Premium segment

Unit cost, technical files, factory orders, delivery schedules

03

Markets and finance

Financial model

Market and competitor review, the funding need worked out, materials for investor talks

04

Turnaround

A difficult period

Cash and payments, the order of tasks, who does what, checking plan against result, getting back to growth

05

Business systems integration

Reporting

Data sources, owners, procedures, forecasts and budgets

500+ brands in the multi-brand retail where I led buying and assortment

30,000+ SKUs in buying and assortment

Alongside, I build my own digital products. The main one, Syntha PLM, is a system for a fashion brand: the next slide is about it.

Syntha PLM: one system for a fashion brand

In one system a brand runs the collection from style to margin, and brand and retailer work with one order: the system calculates price and reservation.

HOW IT WORKS

01 One data model

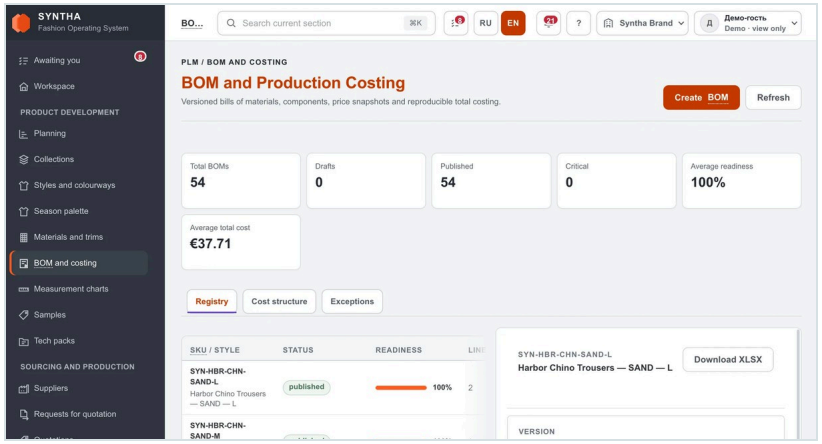
A change to a specification flows through to cost and the permissible price, and both sides agree an order amendment in the same system.

02 The system does the calculating

The system calculates price, availability, reservation and confirmation, not a document sent by email. A document is out of date the moment it is sent.

03 Symmetry between parties

Brand and buyer work in one deal record and see one order. They do not exchange versions.



Costing by bill of materials. Frames from the demo on illustrative data.

STAGE

The commercial core and production module are built; I am preparing a pilot. I fix the exact terms of involvement after the pilot.

FROM STYLE TO MARGIN

Style and version → **Specification and planned cost** → **Sample and tech pack** → **Production order** → **Publication to showroom and price list** → **Order and confirmation** → **Delivery** → **Actual cost** → **Margin and period close**

Each step takes the recorded result of the one before: nothing is re-keyed or moved by export.

Let us start with a description of the task

Tell me what is happening, which decision lies ahead and your deadline.

01 You tell me about the task

in a messenger or by email: the situation, the decision, the deadline

02 You receive a proposal

after our conversation I send the scope, format, indicative timing and cost; no obligations until you accept

03 We start the diagnostic

usually 4–6 weeks, counted from when the data is received and the NDA is signed

I work through to a management decision and a working tool, not just to a report.

Data from the form is used only to reply; please send confidential information after the NDA.

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Point your phone camera