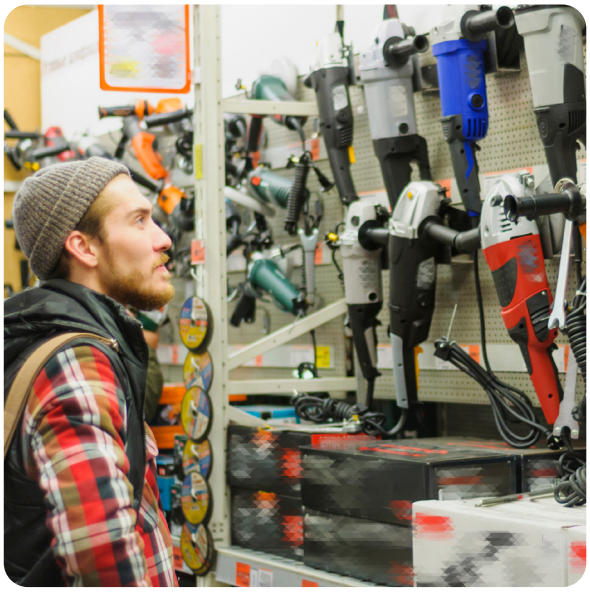
BlueYonder
Fulfill your potential™



End-to-End Category Management Best Practices

End-to-End Category Management Best Practices

Category Management was created in the 90's aiming to develop relationships between retailers and suppliers, however, the scope and objectives differ significantly from one retailer to another. While Category Management could provide significant value and benefits, the number of organizations considering Category Management as a "Planogram Factory" remains high.

Meanwhile, it should be considered as a strategic path for growth by both retailers and suppliers as it stands at the heart of their operations, trying to satisfy the most important person on Earth – their shopper! Setting up the right strategy becomes a win-win process.

BlueYonder

Blue Yonder

We're in the era of the consumer—
and time is the new currency.

Blue Yonder empowers world-leading companies through a seamless end-to-end commerce experience enabled through AI and ML, providing companies the ability to predict, plan and fulfill demand through a modern, responsive and synchronized supply chain.

Microsoft

Microsoft

Microsoft enables digital transformation for the era of an intelligent cloud and an intelligent edge. Its mission is to empower every person and every organization on the planet to achieve more.

BOE | ses imagotag

SES-imagotag

For 25 years, SES-imagotag has been the trusted partner of retailers in using digital technology in stores. SES-imagotag, the worldwide leader in smart digital labels and pricing automation, has developed a comprehensive IoT and digital platform that delivers an array of services to retailers. The SES-imagotag solutions enable them to connect and fully digitize stores; automate low-value-added processes; better understand, inform and serve customers; generate quality information to continuously optimize floor inventory; prevent stock-outs and waste; and create an omnichannel service that builds loyalty and meets emerging consumer expectations.

3DVR Solutions

3DVR

3DVR Solutions (3DVRS), a Blue Yonder Global Alliance Partner, is a retail technology company who specialise in visualisation. 3DVRS' software works as a plugin to the Blue Yonder category management suite. Applications include converting Autodesk® Revit and AutoCAD data into floor plans and supporting both micro and macro space activities through advanced 3D planogram and store visualisations. 3DVRS' innovative technology solutions are installed by some of the world's leading retailers and manufacturers.

1 Everything Matters

Have you ever been "lost" in front of dozens of cookies or fruit juice products available in retail stores or online shopping? In the past ten years, the choice for certain categories of products have more than doubled, thanks for manufacturers and private labels. As a result, retailers find it difficult to decide on SKU rationalization and shoppers find it confusing to choose from.

"The number of products has increased significantly over the last 10 years."

+58%

for baby food reaching up to 300 SKU for the largest assortments

+81%

for coffee reaching up to 200 SKU for the largest assortments

+42%

for healthcare reaching up to 300 SKU for the largest assortments

Neilsen

For retailers, it is a complex situation: how can I integrate new products in my assortment without impacting my performance while my available space remains the same at best or starts to shrink?

The decision to keep or remove a product could have significant consequences. Looking at an assortment through the so called "manufacturing-based" categories could lead to customer dissatisfaction and sales loss.

Not putting this special Dijon mustard on the shelf might not impact your revenue – the selling price is about $5 per bottle, not a lot. In reality, shoppers buying this mustard are among the ones spending the most because there is high chance that they will also pick up a piece of dry aged Angus steak at $70. If the mustard is not available, you will also miss out the sales on steak. Instead they might go to your competitor to buy both the mustard and steak they want, as well as wine and vegetables for dinner.

This example highlights the importance for category managers to look at their assortment from shoppers' perspective. Know your customers better than what your competitors do is one of the important best practices in Category Management– it must deal with more variables.

2 The New Consumers

The COVID-19 pandemic has totally shifted consumers' behaviour and expectations. In its April 2020 research (2022 – Future Consumer), WGSN firm has highlighted 3 types of consumers emerging from COVID-19 times:

- The Stabilizers, mainly Millennials and Gen X – are prioritizing stability across all aspects of their lives, in reaction to desynchronization and feelings of chronic uncertainty. They stay at the opposite of shopping journeys and prefer simplicity. They will prefer shopping in a minimalist (but not minimal) in-store environment focusing on essential and on packaging with direct and concise labelling. It is not about the shopping experience; it is about efficient shopping.
- The Settlers, typically comprising Millennials and Gen X – are looking to plant roots in their community without sacrificing their careers, and they are driving a new era of localism in the process. They are fan of social but local commerce supporting community members as well as 2nd hand, recycle and local/ sustainable products.
- The New Optimists range from Gen Z to Boomers, but despite the broad demographic, they have many unifiers – the largest being a vivacious appetite to embrace joy. As key drivers of the celebration economy, New Optimists are always ready for an adventure or event. Retailers that provide a platform for group ordering and delivery will see conversions. Technophile and highly social, they expect retailers to inspire their shopping experience.

As for any other shoppers' profile, the challenge for retailers is (1) to identify the different groups of consumers visiting each of their individual stores or channels and (2) align their operations (offer, price, presentation, store lay-out, etc.) with consumers' expectations and develop accurate strategies.

One of the most ancient rules of Category Management, which is still highly accurate and never failed, is the 5 Ps of a healthy retail operation, a recipe for sustainable success. And yes, despite what most "experts" are saying, the Ps are not 4 anymore but 5... The 4 Ps are focusing on; Product, Placement, Promotion, and Price but none of these matters if you ignore the 5th P, People.

BEST PRACTICE

Know your customer better than they know you!

3 Consumer First

As outlined by David Ciancio, Global Head of Grocery Retail at dunnhumby, 'Customer First' is a strategic and tactical approach to business growth by making every decision better using customer insights. Far beyond some warm, fuzzy, and altruistic concept, Customer First is a sustainable growth ethos proven to generate accretive customer satisfaction and profits when executed optimally.

Customer first organizations better hear the voice of the customer using behavioural data, therefore better understand their needs. This understanding enables an organization to put the customer at the heart of the way their people, processes and systems work.

Companies that successfully put the customer first in business decisions become the customers' first choice – increasing organic sales and brand value as they buy one more product, one more time.

Best-in-class retailers have proven this model with growth in like-for-like sales and profits that consistently outperform their competitors and the general market over many years.

Customer First Is Much Bigger than Customer-Centric

Most companies attempting to become 'customer-centric' fail miserably – and few so-called 'customer-centric' companies generate sustainable customer loyalty that drives measurable business results. Why -because they get three key principles completely wrong, right from the start:

1. **Loyalty is about the company acting loyally to its customers, not vice versa**

   Retailers start to act loyally to customers when they understand them to a level of detail that ensures that they remain responsive to changes in their behaviour, relevant to ever-changing customer needs and rewarding in the way they treat their customers.

2. **It is about the loyalty approach, not the loyalty program (or CRM)**

   A retailer demonstrates loyalty to their customers by taking a loyalty approach where they commit to rewarding and delighting their customers with products and experiences that meet customer needs.

   - Putting 'customer first' is when the business decides what its priorities and actions are based on the insights from customer data.
   - By doing so, a retailer becomes a more prominent choice in the customer's consideration set. This is not a tactic – it is a long-term strategy that makes the customer the focal point of the business decisions and objectives.
   - Moreover, this data-led customer first approach gives the business a material competitive advantage.

3. **It's about the channel, not the CRM**

   A customer first approach delivers a better shopping experience for customers and a better price and value perception for the retailer by focusing on what matters most for shoppers around price and promotion, range, format, marketing, personalization, loyalty propositions, and staff empowerment.

   Consumers are expecting personalized services, recommendations and offers specific to them so much that they are ready to be identified and provide data on their preferences; for retailers, personalized marketing in store can unlock enormous value and two major principles are necessary. The deal must be fair. Retailers must earn the right to know their customers, use data in exchange for a better and more personalized service, better value for money, time savings and real value. The services are always subject to a shopper's willingness to sign up in a clear and transparent deal, without backdoors.

BEST PRACTICE

Differentiation: give shoppers a good reason to come to the store

Case Study

This French retailer created in 2008 has been surfing on the emergence and fast-growing organic trend with the “promise” to make organic products accessible to everyone, offering conviviality and festive stores to their customers.

Thanks to a dynamic market, they grew up to 150 stores, but the performances remained deceptive despite their alliance with Amazon for home delivery in 2016.

Organic Product Retailer

Frozen Food Retailer

One of the main issues raised by consultants is the lack of alignment of stores layout, assortment and price to shoppers’ profile – one highlighting the price of pasta being closer to an emerging country GDP than market price average.

They are in the process to be acquired and one of the candidate for this acquisition is a frozen food retailer communicating on high quality and tailored offers with stores and assortments perfectly aligned with their “promise.” A realignment of both organic offer and layout is expected soon.

$$4\ \text{Success} = \int \frac{\text{Financial targets}}{\text{Supply Chain constraints}} \left(\text{Shoppers' behavior \& expectations} \right)$$

Category managers do not have an easy life. Their role is to translate the business requirements to customer demand and grow category performance while achieving financial targets of the budget. Millennials, Generation Z, long before the COVID-19 pandemic, have already made it clear to retailers that they need to adapt the business by respecting consumers' shopping preferences. New consumers behavior is much more difficult to understand and can shift without notice according to unforeseeable external market and industry changes. This is not "Mission Impossible"- the success relies on a perfect coordination between all stakeholders. We see some retailers adopting a strong, clear and "readable" positioning.

Case study

Aldi

The German retailer has doubled its US store count over the past decade and is now the third largest grocery store in the US behind Walmart and Kroger. The same story happened in Australia. While other grocery stores are at risk of bankruptcy, Aldi is thriving in the US and it's not because of price. The simpler store format, limited assortment (Aldi SKU count is about 1,400 items compared with 40,000 SKUs in traditional US supermarkets) and curated product options are driving growth and a cult-like following.

Takeo

Tokyo paper retailer Takeo Mihoncho Honten is a prime example of a single-product offer in store. Simplicity is key to the layout – over 2,700 types of paper are arranged by shade and size – taking the guesswork and frustration out of a potentially overwhelming shopping experience.

Source: WSGN Research – 2022 Shopper – May 2020

The most important learning is that category management strategy cannot be successful without a deep and granular understanding of shoppers' behaviour. What are they buying, why, when, where and how can they buy more and more often?

Let's take a simple example. You are a category manager for rice. You need to introduce a new product and remove one of the three products below from the Thai Rice segment.

	Thai Jasmine Rice	Thai Jasmine Rice	Thai Three Colors Brown Rice
Selling Price	$7.90	$8.05	$9.83
Avg Weekly Sales	$1 975	$1 545	$815
Avg Weekly Profit	$296 (15%)	$278 (18%)	$98 (12%)

The obvious answer seems to be the Thai Three Colors Brown Rice - low margin, low sales. The product is not performing, your financial performance would not be impacted.

Now let's add the customer data.

	Thai Jasmine Rice	Thai Jasmine Rice	Thai Three Colors Brown Rice
Selling Price	$7.90	$8.05	$9.83
Avg Weekly Sales	$1 975	$1 545	$815
Avg Weekly Profit	$296 (15%)	$278 (18%)	$98 (12%)
# Shoppers	250	192	83
Loyalty penetration	9%	26%	70%

70% of the shoppers buying Thai Three Colors Brown Rice are exclusively buying this product. Removing this product from your assortment will literally push these shoppers to your competitors. Not selling this rice means not selling all the other products these shoppers would be buying too. You will lose these shoppers for good.

One solution could be to remove the first product – with a very low loyalty penetration – and ask the procurement department to negotiate with the supplier of the second product to offer better conditions to decrease the selling price to $7.90 which will improve the margin of the segment.

Data is one of the key components of efficient Category Management. Sophisticated data on shopping behaviour and sales dynamics should influence individual category strategy.

BEST PRACTICE

Don't be wrong. Data is the new fuel.

Each store has a specific context with regards to local market, local competition, temporary stockouts or overstocks, etc. Pricing decisions must consider this local or regional context each day to maximize the store's sales and profitability. Analysis of internal and external data makes it possible to decide on shrewdly targeted price changes each day that are implemented rapidly and at no cost thanks to the smart tag digital solution. This approach leads to improved margins and sales, while optimizing the price index.

There is a substantial top and bottom-line impact at stake:

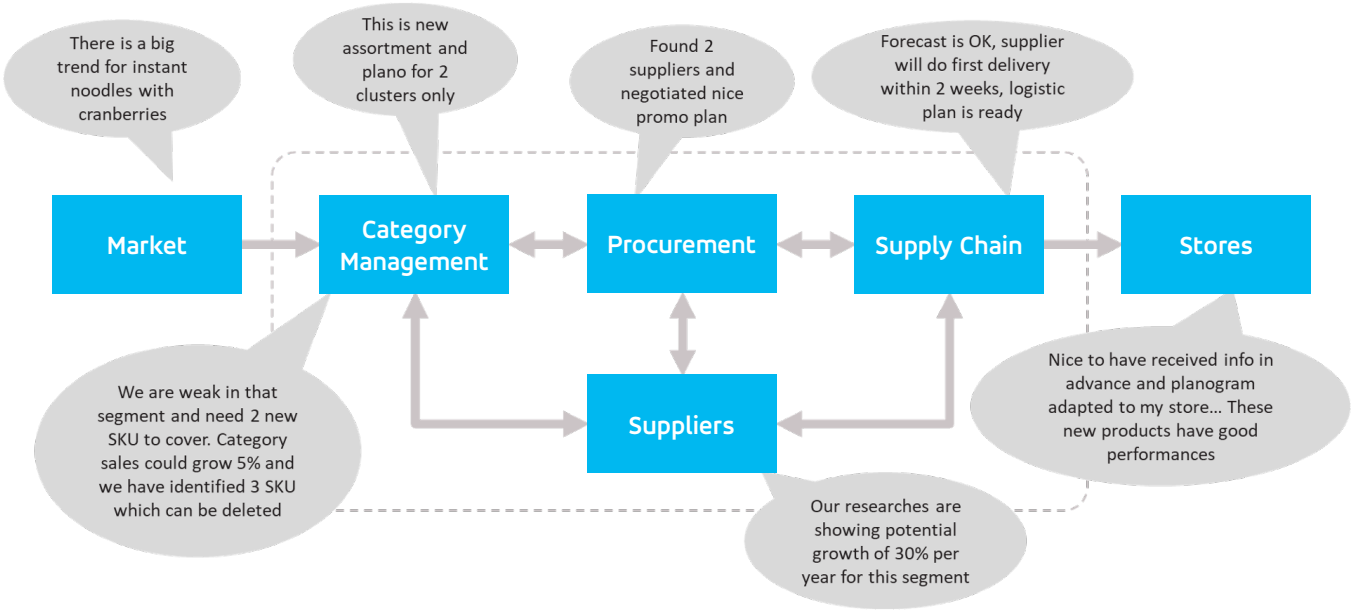
- **Improved sales:** better targeted and thus more effective promotions, faster sell-through of overstock, reduced food waste.
- **Optimized margins:** more targeted markdowns, fewer unjustified promotions, fewer discounts granted by sales staff in store, fewer government fines, faster return to pre-sale prices, etc.
- **Reduced personnel costs:** elimination of time devoted to label updates and verifications, less time spent on customer complaints (elimination of pricing errors), etc.

5 Category Management Is Collaborative

Sitting at the heart of retail operations, the category management practice is a real “transmission belt” of the retail strategy to the shelves or the website. It is not limited to categories but should consider the store as a whole entity, making it relevant for shoppers. But beyond adapting the company strategy to store assortments and layouts, Category Management has proactive roles:

- Providing decisive insights to Forecasting and Planning for products introduction or delisting
- Providing What-If scenarios to procurement for negotiation strategies based on changes in assortment and suppliers’ future performance
- Providing Merchandise and Operations with recommendations anticipating market trends and changes
- Elaborating What-If strategies with suppliers integrating new products or delisting low performers
- Provide marketing and suppliers with consumer data helping to elaborate personalized promotions campaigns

From an internal standpoint, efficient process is illustrated as:



External collaboration of Category Management practices with suppliers should also be considered. Retailers have invented the concept of Category Captains who collaborate closely to improve overall category performance. Reinforcing collaboration with suppliers will reduce out-of-stock and unlock marketing spend. A one percent uplift of profit is achievable. Using compatible or integrated systems will facilitate data and strategy exchange. It might be a revolution, but it will be a profitable revolution.

BEST PRACTICE

Rebalanced insight: make yourself indispensable

When well executed, Category Management becomes a strategic weapon for retailers to stay proactively connected to their entire ecosystem and will significantly contribute to the business growth as illustrated below:

Suppliers

- Share category strategies
- Implement sales agreement
- Share stores planograms

Stores

- Associates stores to strategy
- Optimize store execution

Shoppers

- Improve loyalty
- Improve satisfaction
- Grow spending

Operations

- Create new concepts with 3D
- Harmonize communication
- Improve visibility/brand characteristics

Sales

- Adjust assortment to sales
- Avoid OOS or Overstock
- Optimize shelves performances

Supply chain

- Predict new products performances
- Optimize on shelf or stores stock
- Integrate logistic constraints

Procurement

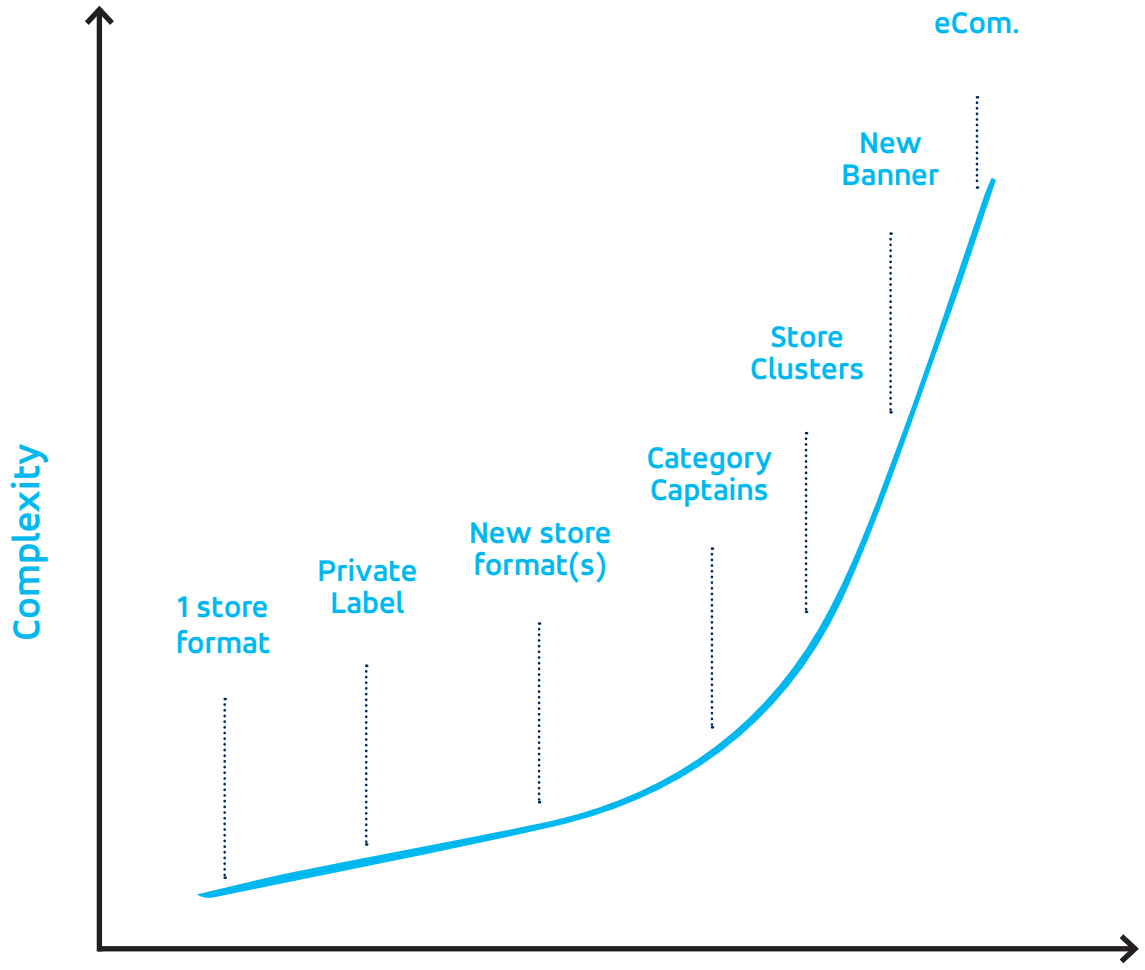
- Report brands performances (actual/ future)
- Provide shelves report
- Ensure agreements compliance

Marketing

- Share category assessment
- Monitor new product performances
- Manage tests/new concepts

6 The Category Management Bullet Train

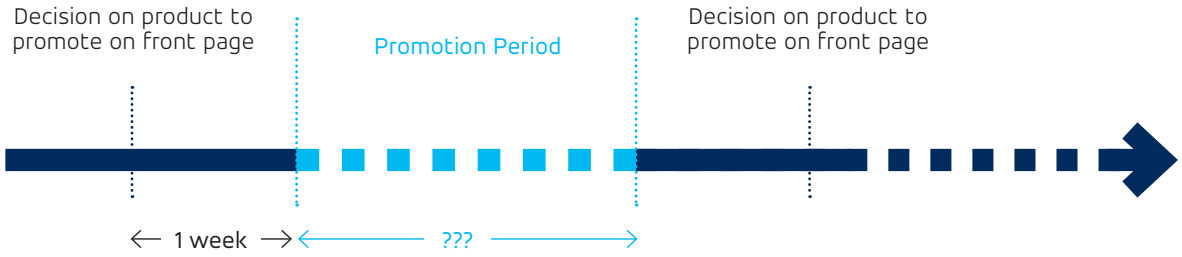
As outlined by Damien Veilleroy, Managing Director Retail ASIAM at Accenture, the complexity of Category Management practices has dramatically increased over the past 15 years with a recent spike generated by eCommerce. By 2000s, category managers were managing one category for one type of stores – this was the most common model of retail across the globe. With the change in customers' behavior, the competition, the need for new stores formats and stores clusters corresponding to new consumption moments rose adding exponential complexity. If the main goal of Category Management remains unchanged, growing the category performances while increasing customers' loyalty to the store, adding complexity to category managers mission gradually took them away from this objective.



If the rise of eCommerce brought complexity in assortments management and has deeply changed the game, it is nothing compared to promotion management. When the traditional model of doing end of aisle promotions, decided several months in advance, was based on planning and allocation, eCommerce environment requires decisions made at the speed of light.

Traditional “In-Stores” Promotions Plan

eCommerce Promotions Plan



Front page promotions are decided based on either objective, over stock or external events impacting consumption. It takes a maximum of 1 week to decide product and price. eCommerce doesn’t replicate the “store model” as promotional budget is centralized and no initial agreement with supplier must be made.

When in-store promotional products are set for a fixed period, eCommerce players are monitoring the performances in real time and can decide to replace the product within minutes if the performances are not up to expectation.

While consumers’ trends are rapidly changing, winning retailers must remain ahead of these new behaviors and act proactively, anticipating those changes into their assortment, pricing and promotions. Neither Millennials or Gen-Z customers will expect to wait too long or come back later to find the latest innovation on the shelves.

Such proactivity requires category managers to spend more time on analyzing data, building and benchmarking strategies rather than spending too much time locating, cleaning and uploading data, which might still be the case for too many retail organizations. Modern Category Management requires “cloud like” agility, automation, real time connectivity. Deploying a winning Category Management relies on 3 main pillars:

- An organization able to spend time on strategies
- Efficient tools to eliminate repetitive, fastidious and non-strategic tasks
- Clear strategy supported by COO or CEO

7 Platform for External Collaboration

Turning Data into Action and Results

The gap between data and action presents a significant challenge, especially for companies using legacy systems. With the growth of cloud computing and the abundance of available data, AI provides a more responsive approach to solving business challenges by turning static data into actionable insights.

Azure™ for the Retail Industry

Create a personalized and seamless shopping experience that influences buying behavior, empowers employees to delight consumers with outstanding service at every point along their shopping journey and optimize retail operations with an intelligent, trusted, and secure platform.

Engage customers with personalized retail experiences

When you gather and understand shopping behavior data, you can anticipate customer needs and interests and respond with personalized offers and experiences across all of your retail channels. With personalization, you'll increase the relevance of your brand, the effectiveness of your promotions, and boost sales.

Empower employees to provide outstanding customer service

Excellent customer service and guest satisfaction is critical to success in retail. Give your people tools that boost productivity, foster collaboration, and promote sharing of insights about customer activity and more. A unified commerce offering with built-in social and mobile capabilities will let your people work effectivity and act quickly to deliver differentiated and personalized customer service.

Learn from your data to open new revenue streams

There's plenty of data out there. Use it to understand your customer and enhance existing offerings—and create new ones—to stand out from the competition. Get advanced insight into what your customers are saying about your products and respond with innovation.

The Hub for Teamwork in Microsoft 365

Microsoft Teams is the ultimate collaboration experience for your entire organization. It enables your corporation to have a workspace for real-time communication, meetings, file and app sharing.

It is also a platform for your retail firstline workforce, with first-party solutions that create intuitive shifts schedule management and task management. The instant communication enables collaboration between corporate teams and store staff, empowering firstline colleagues with collaborative tools and mobile access. An evergreen application, Teams continues to evolve and develop with a dedicated focus on improving the way firstline workers connect, complete tasks and manage their shifts

Collaboration with external stakeholders is mainly data sharing, assortments, performances, new products forecast. Since efficient collaboration is creating value for each stakeholder, it is important to make sure the right technology and tools are supporting this process.

> *"With Teams, we can have a quick conversation without traversing the building. It's trackable, too—we can see who said what without parsing a long email thread. Everyone is on the same page instantly."*
>
> **Andi Kubacki**
> Co-founder
> The Detroit Wallpaper Co.

A Connected Experience for Your Firstline Workers:

Firstline workers are, and have always been, the backbone of the retail business. This has become even more obvious in the face of the COVID-19 pandemic. While some firstline workers are returning to work as parts of the world reopen, others have been on the job throughout the last several months. They are the essential workers who have staffed grocery stores' curbside pick-up, who are the first to interact with your customers and the first to make sure your stores have the right store logistics in place to keep your business moving forward.

Building for success at the firstline of business

- **90%** of business leaders believe that a digitally empowered firstline workforce will be a competitive differentiator in their industry
- **57%** of business leaders say their existing IT resources does not adequately support their firstline workforce
- **<25%** of firstline workers indicate they have the right technology to do their job effectively

Sources:

1. Making firstline workforces the new focus for digital transformation, *HBR Pulse Survey*, January 2020 survey of 360 business leaders conducted by Harvard Business Review Analytic Services
2. Equip Firstline Workers with Better Tools to Drive Engagement, *Forrester Opportunity Snapshot*, December 2018 survey of 605 Firstline Workers and Firstline Managers conducted by Forrester Consulting

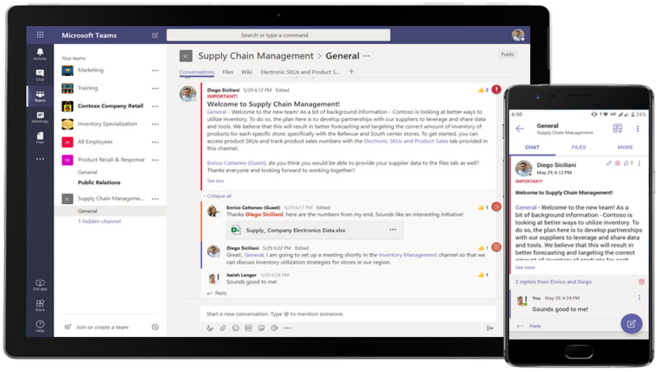
Equip your firstline workers with Microsoft 365 and Teams to be enable the following:

- Connect your entire workforce: Increase employee engagement by connecting them with the organizational goals, people, and information they need to do their best work.
- Digitize manual processes: Transform firstline efficiency by automating task & service processes with custom apps and digital workflows.

Yammer Communities in Teams mobile app helps firstline teams share knowledge across teams and departments as well as crowdsource solutions and best practices at the edges of the organization. You can also engage your firstline Workers with company-wide announcements and live events that employees can access anywhere. With Yammer Communities, firstline teams can stay connected to what is happening in their communities.

A Connected Experience for Suppliers

Develop strong communication methods between suppliers and individual stores. Do away with lengthy email chains that go back and forth or avoid attaching large files on emails to suppliers when you collaborate on a project or just to get a job done!



With Microsoft Teams, you can chat, call and set up meetings with your suppliers as guests. In fact, you can even collaborate on organization files (stored in SharePoint or OneDrive for Business), using Microsoft 365 apps, such as Word, Excel, or PowerPoint. You can also create 1:1 chats or Teams Channels with your suppliers for easy coordination.

Within the channels, share files, images, photos and collaborate in real time for more responsive communication and make decisions faster. You can use @ mentions to notify individuals and make sure people pay attention by marking messages that are 'Urgent' or 'Important'. Share files such as inventory lists on Excel or forecast sales and demand with Power BI dashboards within Teams.

BEST PRACTICE

Increase productivity by connecting everyone, from firstline workers to suppliers on the same platform

"When you give a minute a day back to each worker—and you have 300,000 employees—you see tremendous productivity gains. The more friction we can take out of their daily activities, the more they can focus on customers, revenue, and making a difference in the world."

Jeff Monaco
Chief Technology Officer
General Electric

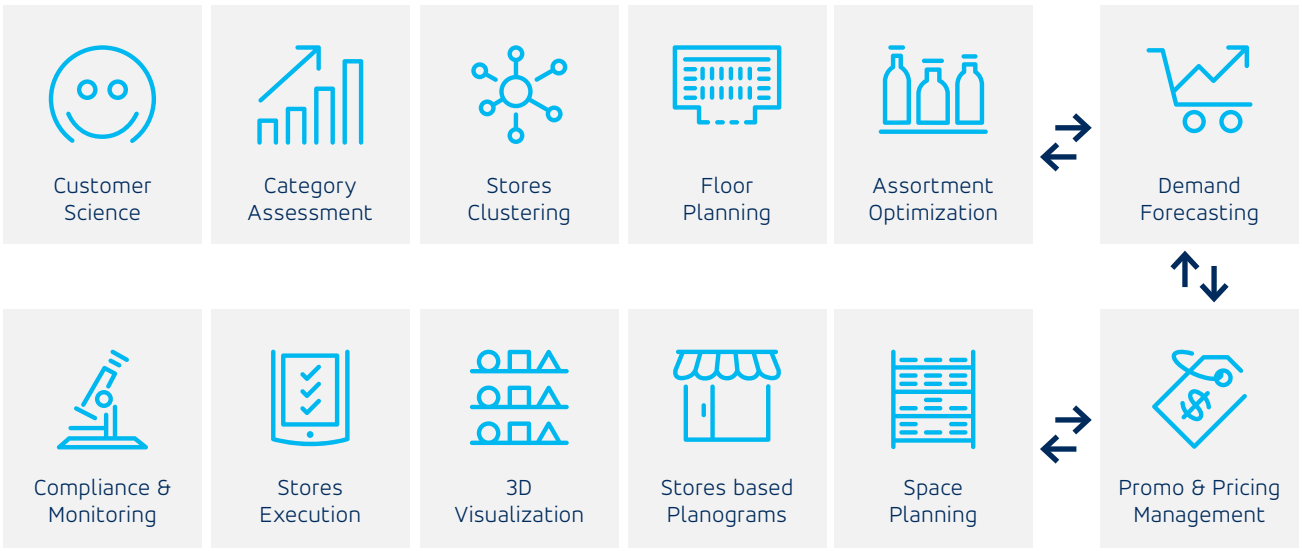
8 End-to-End Category Management

Supported by strong internal and external collaboration, Category Management is now sitting at the heart of both supply and operation processes, elaborating store offers and layout as the representation of the retailer's promise to their consumers.

BEST PRACTICE

Stepping out of the category: consider the entire store

Category managers should then make sure that not only the products are well placed with the right price, they should also ensure the loop is closed and stores have well executed the strategy. From a business process point of view, the end-to-end approach should be supported by several solution areas such as:



Business process are much more nested than what one might think. There are number of examples where end-to-end Category Management provides great value.

New Concept Development

Thanks to technology, Category Management can efficiently work with marketing and suppliers to develop new concepts without needing ghost stores, implementing and monitoring the results from a selected number of stores.

It is also possible to involve suppliers' sales team to optimize stores execution.

Image from 3DVRS

Shelves Compliance

The latest retail IoT technologies combining geolocated smart labels and ultra-low miniature wireless shelf cameras provide essential KPIs such as real time product placement compliance, on-shelf inventory, out-of-stock. Having all these indicators in real-time is essential to optimize sales and customers' satisfaction.

This will revolutionize supply chain and store management, open a new era of digital collaboration and data sharing between retailers and CPG companies, generating massive cost savings across the entire value chain:

- Shelf execution compliance
- Stockouts reduction
- OSA and sales increase
- Store staff labour cost savings
- Overall inventory reduction
- CPG trade spend reduction

In addition, it comes to out of stock monitoring which will trigger actions for replenishment.

Image from SES Imagotag

Global Store Overview

Fully integrated 3D solution allows jumping in a virtual store and immediately identifying the performance through color-coding KPIs.

Category managers can share either actual or future situation and make "on-the-fly" changes and measure the impact on the overall performance.

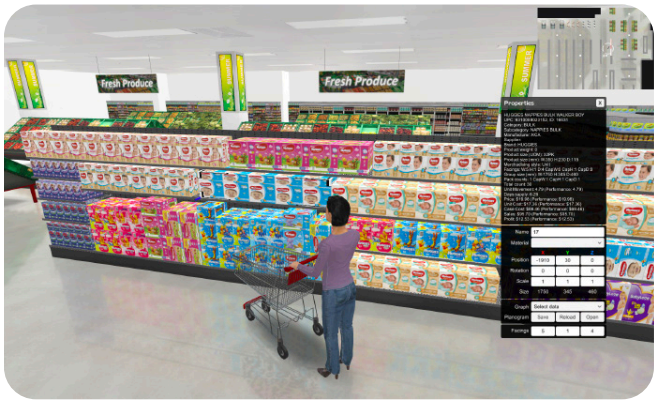


Image from 3DVRS

Implementation Velocity

Affordable video strips could be used directly on the gondola to display price tags, advertising, but also planograms when it comes to implementation.

Use of such technology is reducing cost of implementation and is eliminating products misplacement. This is significantly beneficial when using employees not familiar with the category.

Image from SES Imagotag

BEST PRACTICE

Implementing in-store: make it easy

9 Beyond Stores

Category Management is not exclusively for stores. Customer Science will apply to all sales channels - stores, eCommerce, rental, subscription – if planograms are dedicated to stores, assortment optimization based on clusters of shoppers are totally relevant to maximizing spending and increasing loyalty.

To ensure a full coverage of customers' expectation, retailers should also consider associating pricing levels with assortment classification. Shoppers looking for premium will be ready to pay for premium price. Thanks to loyalty data, customer science will identify which shoppers are going in stores and online. Based on the data, they can propose similar assortment to give the shoppers a consistent experience with the retailer. Those shopping exclusively online will be managed through specific clusters and assortment will be adapted to each of the profile.

One of the most important constraints category manager should consider when defining assortments for non-store channels should be the capacity of the supply chain to provide ordered products on time. Assortment optimization solution, integrating granular customer science, will provide forecasting process with expected sales according to shoppers' profiles.

BEST PRACTICE

Omnichannel: give shoppers consistency and clarity

10 Implement End-to-End Category Management in Your Organization

Ready to start?

We recommend four critical steps:

1. **Assess your current organization**
   Look at your current Category Management organization, how do they work together, what is the collaboration level with other stakeholders? Think about internal collaboration and stakeholders of categories.

2. **Consider end-to-end**
   As explained, restricting Category Management to planograms only is limiting the full value that could be realized by your organization. How could you make the life of your store associates easier? How can you anticipate market shifts and make sure your company is surfing on the latest trends? How can you reinforce the collaboration with your suppliers and get the most benefits form their products?

3. **Assess available data**
   Do you have a loyalty program? Do you have access to market data and suppliers' research? Make sure you have supply chain data too, including days of delivery, logistic constraints, etc. Don't worry about data-warehouse, so-called DATA LAKE solution help to spend minimum time to review data.

4. **Build a plan based on reliable solutions**
   Organize your plan based on short and mid-term objectives. What are the KPIs you should work on from day one? Category Management can provide significant quick wins.

Blue Yonder and our partners are helping thousands of companies across the globe. Feel free to contact us to discuss how our expertise could support your project.

Assessing Your Category Management Capabilities

Accenture and Blue Yonder have prepared an assessment bringing retailers an image of their current organization and their readiness to take the next step to customer centricity and automation.

This assessment is free and is based on a series of interviews. Results and potential action plan will be delivered few weeks after the interviews and will cover areas such as processes, organization, technology, vision and strategy.

If you are interested with this zero-risk approach, contact us at **info@blueyonder.com**.

info@blueyonder.com | blueyonder.com

BlueYonder
Fulfill your potential™

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