

► Our « distribution and retailing » offer

Margin reliability

Facing the increased competitive pressure, the mastering of your distribution model and its profitability is at the heart of your monitoring and your strategy.

> We assist you in:

- › assessing and reengineering your financial management model (cost allocation, analytical framework...);
- › ensuring an efficient margin monitoring: analysis and improvement of all the margin components (buying price, sale price, stocks valuation, costs of goods sold,...), margin reconciliation;
- › controlling and maximizing your commercial joint products with your suppliers: target rebate schemes, discounts,...

Reporting and performance management

Facing major changes in the economic landscape and the distribution channels, you need a more accurate view on your markets and your business units to monitor your costs and objectives.

> We provide our expertise in:

- › modelling and implementing dedicated dashboards for each activity;
- › specifying or redefining your KPI's, ratio optimisation (breakage, markdown, stock...) through corrective action plans;
- › supporting your development: business plan conception, financial needs forecasts, synergies identification;
- › organising and exploiting your big data resources (cash registers lines, customers files, suppliers and goods sold references...) and building relevant analytical models;
- › optimising your budget process and implementing rolling forecasts;
- › reducing financial reporting lead times and accelerating the decisional process.

Cash management and WCR

Financing your growth and managing your cash are key components of your strategy. Therefore, in a credit crunch environment you are looking for alternative financing solutions.

> We help you to:

- › design and implement indebtedness control and cash flow forecasting tools;
- › implement a supplier financing strategy (Supply Chain Finance / Reverse Factoring);
- › assess and ensure the payment process, the billing process and the banking reconciliation;
- › optimise your changing treasury processes: TMS deployment, cash pool implementation.

MARGIN REPORTING

- For a major food distribution group (sales of € 28 bn), redesign and securization of the margin management.

REPORTING SECURIZATION

- For the subsidiaries of an independent distribution group (sales of € 35 bn), diagnosis of the managing reporting, enhancing of the reliability and the accounting closing length.

OBJECTIVES AND PERFORMANCE

- For a retail group, diagnosis and recast of the budgetary process, indebtedness management and financial result.

CASH MANAGEMENT REPORTING

- For a major retail group:
 - modelling and implementation of a cash management reporting tool;
 - identification of indebtedness improvement drivers.

FINANCIAL SERVICES

- For a leading mass-retailing group, management of an European-scale reverse factoring project.

Procurement and logistics

Logistics is a key component of your strategy. You want to secure your Supply Chain, you foresee potential economies or you lack visibility on flows organization.

- > We help you to:**
- › enhance your analysis tools and methods to improve control over logistics-related costs (costing, invoices disputes management, purchasing of services, teams and fleet sizing...);
 - › optimise your sourcing strategy and set up supply chain management models;
 - › improve stock management, select and implement specific software (WMS implementation, reliability of inventory movements, replenishment and reservation, holdings...);
 - › ameliorate control over invoicing and outstanding bills management.

Diversification and transversal projects

Your strategy has driven you to develop supporting or new activities. You wish to keep a close control on these activities in a changing environment (concentration, diversification or M&A).

- > We provide our expertise in:**
- › managing your non-core activities (consumer financial services, production lines, real estate,...) by delivering you our multi-sectoral expertise;
 - › redesign operation and financial process: internal audit procedures, shared services center;
 - › implementing your IT projects: due diligence, needs analysis, IT tools benchmarking, project management.

AKEANCE CONSULTING at a glance

Akeance Consulting is a Paris and Brussels based consulting firm specialized in operational strategy. Our specificity resides in our consultants' expertise in financial and operational departments. As a result, we work with large groups and midcaps to implement efficient and concrete solutions, in line with the industry framework.

CONTACTS



Frank Privat
Associé Akeance France
frank.privat@akeance.com
+33 (0)6 62 07 20 80



Benjamin Réaux
Directeur Akeance Belgique
benjamin.reaux@akeance.com
+32 471 826 982

Conseil en Stratégie • Organisation • Management

11 bis, rue Portalis – 75008 Paris – Tél. +33 (0)1 42 94 08 90

Avenue Louise, 32 – 1050 Bruxelles – Tél. +32 2 503 6200

Paris – Bruxelles – Luxembourg – Genève

E-mail : contact@akeance.com

INVENTORY MANAGEMENT

- For a French e-commerce leading company, management of an inventory-related project aiming at increasing the reliability of stock movements.

REPORTING AND FORECASTS

- For a mass-retailing group (sales > € 1 bn):
 - elaboration of a 5-year business and development plan simulation;
 - identification of key value drivers, presented to the top management.

COMMERCIAL LEASES MANAGEMENT

- For the Real Estate department of a large retail group (2600 retail units leased & 150 properties):
 - definition of target processes;
 - specification and implementation of a lease management and lease-related invoicing tool.

REPORTING AND TOOLS

- For an independent distribution group (sales of € 35 bn), elaboration of a management process master planning and the related tools.