

PROCESS BMD (Buying, Merchandise, Design)

	EVALUATION previous season	INSPIRATION	Proposal Budget - Lineplan	Kick off season	Fabric sourcing	Product group meetings (Business plan meetings)	Finalize Budget - Collection lineplan	DESIGN PROCESS			DEVELOPMENT PROCESS				Sales period WHOLESALE	PRODUCTION PROCESS			in DC	to Stores
								Start sketching	Sketch review	Stylesheet + sizespecs creation	Allocation / sourcing	Proto request	Proto review	(Final) Proto comments		SMS Sample review & price check	Order deadline	Pre-shipment sampling		
WHAT	Discuss: - Sell through per product group - Actuals / results - Turnover / stock	Visit shops, fairs, etc. for inspiration	1st Proposal buying plan budget & lineplan with number of options per drop/theme/mood	Drops/ Themes /Moods, Trends, Color cards, Silhouettes, overview per Product group	Send out fabric sourcing requests to suppliers	Budget per product group & options/business plan meeting per product group per period (price range/sourcing,etc.); finalize lineplan per product group. Set KPI's for Buy in margin, avrg price level, etc.	Create buying plan budget & lineplan with number of options per drop/theme/mood	Designing	Check Drops/ Themes/ Moods per Month > combi's, sets, silhouettes, shapes, lengths, etc.  Discuss & decide materials to use	Create stylesheets, technical drawing, bill of materials & sizespec	Decide which supplier will get which proto request taking into account material, product type, price range, capacity, vendor performance, etc.	Start sampling proces		Final comments to prepare SMS		Write final order	PP sample & Photoshoot sample in bulk fabric	Ship/ transport	Process	Delivery
WHO	Merchandise, Buying, Design	Design, Buying	Merchandise	Design	Design > input Buying > request sourcing	Design, Buying, Merchandise	Merchandise	Design	Design, Buying, Merchandise	Design	Buying (= product development) i.c.w. Design	Design, Buying	Design, Buying, Merchandise	Buying	Design, Buying, Merchandise	Sales	Buying			Buying (planning & QC) & Allocation / Logistics (transport)
Leadtime								± 3 wks		± 2 wks		± 12 wks			± 4-6 wks	± 10-16 wks (20 wks flat knit & jacquard)				
CSR related risks / remarks:					<b>Risk(s)</b> - Environmental impact - Animal welfare - Health & safety working area	<b>Risk(s)</b> - Wages - Health & safety working area - Subcontracting = less transparency	<b>Risk(s)</b> - Excessive overtime - Wages - Subcontracting = less transparency	<b>Risk(s)</b> - Environmental impact - Animal welfare - Excessive overtime - Wages - Health & safety working area - Subcontracting = less transparency	<b>Risk(s)</b> - Subcontracting = less transparency - Excessive overtime	<b>Risk(s)</b> - Excessive overtime - Wages - Health & safety working area - Subcontracting = less transparency - Environmental impact - Animal welfare	<b>Risk(s)</b> - Excessive overtime - Wages - Health & safety working area - Subcontracting = less transparency		<b>Risk(s)</b> - Excessive overtime - Wages - Health & safety working area - Subcontracting = less transparency - Environmental (transport air/boat/truck)		<b>Risk(s)</b> - Environmental (chemicals, packaging, transport) - Animal welfare					
					<b>How to avoid / By who?</b> * Design * Buying * CSR coordinator --> - Set goals for use of sustainable materials - Visit seminars & workshops for research & developments in sustainable options - Discuss sustainable alternatives with suppliers	<b>How to avoid / By who?</b> * Buying * Merchandise --> - Set realistic KPI's for Buy In Margin (BIM), average buying price level per product group > non realistic KPI's can cause pressure on buying prices > risking an effect on production planning (subcontracting), paid wages, hazardous situations in working environment (full factories), etc. - Request open costings for more insight and have dialogue with supplier on wages and costing - Get insight in inflation and (minimum) wages increase	<b>How to avoid / By who?</b> * Merchandise * Buying --> - Without a buyingplan it is harder to give forecasts to suppliers, so they can not make a decent production planning based on needed capacity > risking an effect on prod. planning (subcontracting/excessive overtime), paid wages, hazardous situations in working environment (full factories), etc.	<b>How to avoid / By who?</b> * Design * Buying * CSR coordinator --> - Set goals for use of sustainable materials (Roadmap Sustainability 2025) - Send complete information & clear technical sketch for 1st proto development so # of proto's can be kept as low as possible > more proto's means longer development time which often leads to shorter production leadtimes, risking an effect on prod. planning (subcontracting/excessive overtime), paid wages, hazardous situations in working environment (full factories), etc.	<b>How to avoid / By who?</b> * Buying --> - Consolidate # main suppliers & so # of production locations to increase long term business relations & gain transparency - Increase commitment from suppliers in working on CSR goals by committing to turn over - Ensure the right factory produces the right product, avoiding subcontracting, excessive overtime, etc. - In case of new production location(s) the vendor set up procedure needs to be followed	<b>How to avoid / By who?</b> * Buying --> - Discuss sample location with supplier in relation to bulk & monitoring - Send complete information for 1st proto development on time, so # of proto's can be kept as low as possible > more proto's means longer development time which often leads to shorter production leadtimes, risking an effect on prod. planning (subcontracting/excessive overtime), paid wages, hazardous situations in working environment (full factories), etc. - Request relevant certificates/test reports for sustainable materials & high risk styles	<b>How to avoid / By who?</b> * Buying --> - Give clear and complete comments on all aspects of the style in order to keep # of proto's as low as possible - Give final comments on proto on time for supplier to have realistic leadtime for production > longer development time often leads to shorter production leadtimes, risking an effect on prod. planning (subcontracting/excessive overtime), paid wages, hazardous situations in working environment (full factories), etc.		<b>How to avoid / By who?</b> * Buying --> - Place order on time based on realistic leadtime (reference Year calender / Critical path) - Order size in line with production capacity / leadtime - Avoid last minute changes to styles - If a last minute style change is requested, buying should agree to a reasonable leadtime and new ETD in agreement with supplier > last minute changes lead to shorter production leadtimes, risking an effect on prod. planning (subcontracting/excessive overtime), paid wages, hazardous situations in working environment (full factories), etc. > realistic leadtimes can avoid last minute deliveries by airplane		<b>How to avoid / By who?</b> * Buying * QC * Allocation * Logistics --> - Request test reports / certificates for styles indicated as high risk during development in material or finish - Test bulk delivery randomly of styles with high risk materials or finishes according to RSL - Distribution of goods based on commercial results to avoid additional relocation of goods - Recycle packaging in warehouse - Combine transport to stores to reduce # of transport					
					<b>With what?</b> - CSR Policy / CoC - Roadmap sustainability 2025 - Product guidelines (for materials) - Buying plan with buying price & margin target / calculations - Open cost calculation template	<b>With what?</b> - Country/region related info on wage standards from sources online and/or NGO's, Modint wages & salary alert/newsletter - Buying plan with buying price & margin target / calculations - Open cost calculation template	<b>With what?</b> - Buying plan from which a sourcing/allocation plan with budget / forecast per supplier can be made	<b>With what?</b> - CSR Policy / CoC - Roadmap sustainability 2025 - Product guidelines (for materials) - Stylesheet incl. technical sketch, bill of materials, fabric & trim info	<b>With what?</b> - Buying / sourcing-allocation plan - CSR Policy / CoC - Roadmap sustainability 2025 - FNG Vendor set up procedure	<b>With what?</b> - Stylesheet incl. technical sketch, bill of materials, fabric & trim info - Year calendar / Critical path - Product guidelines (for materials) - Restricted Substances List (RSL) latest version	<b>With what?</b> - PDM system with clear fitting comments, pictures and sizespec - Year calendar / Critical path		<b>With what?</b> - Year calendar / Critical path		<b>With what?</b> - Restricted Substances List (RSL) latest version - Recycling projects - Transport consolidation					

For detailed CSR subjects, risks, policy & goals - see Roadmap sustainability 2025