



Footwear Logistics & Transportation Strategy

Highlights



- Delivered a comprehensive Supply Chain Improvement Roadmap
- Delivered ocean freight savings of more than 5%
- Spinnaker continues to provide program management, supply chain best practice alignment and program management support as the individual improvement projects are implemented

The Summary: Following rapid global expansion in the years since its inception, this \$650+ million footwear and apparel company was struggling to manage supply chain costs and deliver consistent service to its customers. Spinnaker was engaged to lead a detailed assessment of the company's logistics operations including global transportation, distribution and fulfillment. The initiative resulted in a detailed roadmap for improving supply chain operations, reducing supply chain costs and supporting continued growth.

The Challenge: The client is a world leader in casual footwear for men, women and children, with products sold in more than 125 countries. With its rapid expansion, came growing pains in the form of a complex global manufacturing and distribution network that resulted in difficulties controlling operating expenses, monitoring supply chain processes and meeting customer demand. With the desire to reduce costs and institute a stable platform for continued growth, the client approached Spinnaker to lead a detailed assessment of its supply chain organization and processes from manufacturing through end delivery.

The Approach:

Spinnaker deployed a team of seasoned supply chain professionals to work closely with the client's global leadership team and offer recommendations based on proven best practices. Over the course of more than 30 interviews and workshops, the Spinnaker team developed a detailed assessment of current operations and identified critical gaps


limiting the client's ability to operate a best-in-class supply chain. The assessment covered all facets of the client's supply chain processes, including sourcing logistics providers, supply chain planning, transportation, distribution and spend management. It also included the client's wholesale, retail and Internet fulfillment channels.

The Solution: Based on the identified gaps, the team executed a number of focused improvement projects based on a customized application of industry best practices and Spinnaker's significant experience helping similar companies improve their operations. These projects included global ocean freight sourcing, import crossdocking, parcel and less-than-truckload delivery, supply chain cycle time, purchase order management, carrier integration, freight payables, and localized distribution and fulfillment assessments for the Americas, EMEA and APAC regions. The global ocean freight sourcing project covered 13 freight forwarders and 21 major trade lanes.

The Results: The client and Spinnaker jointly defined a supply chain improvement roadmap and overarching business strategy designed to take its supply chain to the next level of maturity. The improvement roadmap included detailed plans for logistics provider sourcing, physical distribution and global transportation. The ocean bid resulted in cost savings of over 5% in a period of rapidly increasing freight rates. Changes in Internet fulfillment strategies slashed cycle times and reduced delivered costs. Spinnaker continues to provide program management, supply chain best practice alignment and analytical support as the individual improvement projects are implemented.

About Spinnaker: Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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