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Catherine Dussart, Director of Business Organisation,
3 Suisses France



3 SUISSES

**Number of distribution centres
& locations:**

2 DCs – Croix (Lille, Northern France)

Manhattan solutions:

Warehouse Management for

Open Systems, Supply Chain Intelligence

Challenge:

3 Suisses France's proprietary system was unable to support the rapid growth of the company's e-commerce operation.

Solution:

Manhattan Associates' solutions were selected to support 3 Suisses' multi-channel fulfilment operation.

Results:

50% rise in productivity in the inventory receiving process as well as improvements in inventory accuracy, operational efficiency and service quality.

3 Suisses France runs multi-channel retail operation with Manhattan's supply chain platform

Manhattan
3 Suisses
is a Supply Chain
Leader
Associates

Founded in 1932, 3 Suisses France originally ran a mail-order service for woollen knitting yarn manufactured at a spinning plant owned by the Toulemonde-Destombes family. 3 Suisses France has since become one of France's leading multi-channel 'distance retailers', offering customers a wide range of goods including clothing, cosmetics, household items, audio visual equipment, computer and office supplies as well as a range of financial products, all of which can be bought via the Internet, by mail-order or over the phone.

Annually, 3 Suisses France delivers more than 13.5 million consignments to its customers representing a total of more than 45 million individual items. Having had a web presence since 2000, 3 Suisses France's online business has experienced exponential growth. The proprietary supply chain system the company previously relied on was not scalable enough, could not provide real-time inventory visibility and did not offer 3 Suisses France the necessary flexibility to run a catalogue and e-commerce order fulfilment operation.

Manhattan's Supply Chain Platform Selected to Enable 3 Suisses France to Hit Ambitious Growth Targets for its e-Commerce Business

To optimise the performance of its online sales channel—which now generates 50% of the multi-channel retailer's revenues—3 Suisses France set itself several key objectives. Firstly, the company wanted to improve product availability, improve inventory accuracy and rationalise the order preparation process. Secondly, the company needed to support its multi-channel sales strategy by increasing its stock-keeping unit (SKU) range from 100,000 to 150,000 individual products, at the same time as improving visibility of inventory. Finally, 3 Suisses France sought to increase productivity levels and reduce operational costs.

3 Suisses France deployed Manhattan Associates' Warehouse Management solution for Open Systems and Supply Chain Intelligence solution at two



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distribution centres in Croix, Northern France, with a combined floor area of almost 1.1 million sq. ft. The solutions were implemented in three phases over a period of five months.

Effective Change Management Crucial to Project's Success

More than 750 of 3 Suisses France's staff are involved every day in fulfilling orders the company receives via the multiple channels in which it operates and all of them are impacted in some way by the new supply chain technology the company has introduced. Given this context, the transition to the new system required a strategic approach to change management and the formation of a strong and dedicated team to lead the project and the associated operational changes.

The implementation required a complete change in the company's standard operating procedures (SOPs) in a very short period of time. In close collaboration with the Manhattan Associates team, 3 Suisses France developed a well-defined and pragmatic training programme. A series of workshops in which 3 Suisses France replicated processes from the warehouse floor and the introduction of a pilot zone within the warehouse where the company would train managers and operators in a 'real' environment culminated in the delivery of more than 13,000 hours of training.

This strategy involved the identification of key trainers and facilitators who ensured the whole change management process was a complete success and was conducted in a consistently positive and constructive spirit. This approach helped gain employee and partner commitment in adopting the new system. Parallel to that, the communication programme that was put in place was also a key success factor.

Significant Results for an Optimised Supply Chain and Improved Service Levels

A few months after the solutions' go-live, 3 Suisses France recorded significant, tangible results. Firstly, Manhattan Associates' solutions, coupled with the mechanisation of 3 Suisses France's receiving operations, helped the company experience a 50% productivity improvement in the inventory receiving process. The software also delivered a significant improvement in overall service quality. Thirdly, the Manhattan supply chain platform now provides 3 Suisses France with a real-time view of warehouse and outbound inventory. This real-time view, complemented by sales forecasts, enables 3 Suisses to optimise merchandise allocation at the moment stock arrives in the warehouse. It has also improved order fulfilment rates and overall efficiency in the company's picking operations. As a direct result, the new system has enabled 3 Suisses to significantly reduce the proportion of inaccurately prepared orders, bringing it down to historically low levels.

3 Suisses France is also benefiting from improved productivity. The company saw immediate improvements in receiving and stock-checking, with significant gains reported in both the unloading and counting processes. Better inventory management has also benefited the company in both an operational and administrative perspective, resulting in more goods sold and less time correcting errors.

Another important improvement is related to the usage of the warehouse floor. Manhattan's solutions have helped 3 Suisses France to reduce the area needed to process goods being received by 50%, essentially making better use of the existing capacity.

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