



### About Me

#### What I'm responsible for

- Creating and managing effective assortments
- Buying the right merchandise at the right price
- Creating seasonal merchandise and assortment plans (sales, stock levels, margins, markdowns)
- Monitoring and managing inventory investment and freshness
- Managing margins
- Allocating inventory effectively, forecasting sales and replenishing stock to sales forecast
- Achieving acceptable inventory turns

#### My top objectives for this year

- 1. Increase sales volume
- 2. Increase gross margin
- 3. Increase inventory turnover
- 4. Increase customer loyalty

#### Challenges I face to accomplishing these

- 1. Increasing assortment
- 2. Increasing assortment freshness
- 3. Increasing assortment quality
- 4. Increasing assortment variety
- 5. Increasing assortment depth
- 6. Increasing assortment breadth
- 7. Increasing assortment range

#### What keeps me up at night

- 1. Inventory investment
- 2. Inventory freshness
- 3. Inventory quality
- 4. Inventory variety
- 5. Inventory depth
- 6. Inventory breadth
- 7. Inventory range

Conversation Starters	Listen For ...	Potential Opportunities
<b>Objective: Improve customer service</b>		
1. What are the main areas that you (Buying & Merchandising) can improve <b>customer service</b> ? (A)	On shelf <b>availability</b> is too low (B) We can't offer (same day) <b>click and collect</b> or click and reserve due to inventory issues (C) Our assortment is hard to shop – the range is confusing (D)	Update <b>merchandise management system</b> Real time <b>inventory status</b> to support true <b>multi-channel</b> (E) <b>Customer centric</b> merchandise and assortment planning (F)
2. How do you assess the customer experience? (A)	Need to rely on customer feedback (B) No or limited customer segmentation (C) No baseline customer knowledge (D)	Improve assortment planning (E) Improve assortment (F) Improve customer segmentation and targeting (G)
<b>Objective: Reduce planned obsolescence</b>		
1. What are your biggest challenges in managing planned obsolescence? (A)	How do you manage planned obsolescence? (B) No ability to track inventory (C) No ability to forecast inventory (D)	Improve business intelligence (B) Improve inventory management (C) Improve forecasting and replenishment (D)
2. What are your biggest challenges in managing inventory? (A)	High waste in stock (B) High inventory levels (C) High competition (D)	Improve inventory management (B) Improve assortment (C) Improve forecasting and replenishment (D)
<b>Objective: Reduce promotional effectiveness</b>		
1. How do you assess the effectiveness of your promotions? (A)	We don't have enough promotional programs (B) We don't have enough promotional budget (C) The promotional programs are not effective (D) The promotional programs don't work (E)	We don't have enough promotional programs (B) We don't have enough promotional budget (C) We don't have enough promotional budget (D) We don't have enough promotional budget (E)
2. How do you assess the effectiveness of your promotions? (A)	We often get lost in the data of a successful promotion (B)	We don't have enough promotional programs (B)
3. How do you assess the effectiveness of your promotions? (A)	We don't have enough promotional programs (B) We don't have enough promotional budget (C) We don't have enough promotional budget (D) We don't have enough promotional budget (E)	Improve assortment management (B) Improve inventory management and replenishment (C) Improve customer segmentation and targeting (D)
<b>Objective: Improve vendor performance</b>		
1. How effective are your vendor collaboration programs? (A)	We don't have enough vendor collaboration (B) The vendor collaboration programs are not effective (C) The vendor collaboration programs don't work (D)	Improve vendor collaboration (B) Improve vendor collaboration (C) Improve vendor collaboration (D)

Reference	Additional Information
A	There are many things that make up customer service in the consumer's mind. Availability on shelf is the major one. A selection that is easy to shop is another. Many other aspects of customer service (up to 25) belong to other departments.
B	Grocers average 95%+ availability on shelf. Fashion retailers average 70% at style/size/color/fit level of detail. A 1% improvement in availability adds 0.5% to comp store sales. (What is your availability like on Friday evening at 5pm?)
1	[Faded text]
2	[Faded text]
3	[Faded text]
4	[Faded text]
5	[Faded text]
6	[Faded text]
7	[Faded text]
8	[Faded text]
9	[Faded text]
10	[Faded text]

Reference	Additional Information
1	When you launch a new product, how do you identify the specific attributes that make it stand out among others? Do you focus on design, functionality, or something else? How do you ensure that your supply chain is optimized for the launch? Do you have any specific strategies for managing inventory and logistics during the launch period? How do you ensure that your supply chain is resilient and can handle unexpected challenges?
2	As a merchandising manager, how do you manage the relationship between the supply chain and the customer? How do you ensure that the supply chain is able to meet the customer's needs and expectations? How do you manage the relationship between the supply chain and the marketing team? How do you ensure that the marketing team is able to effectively communicate the value of your products to the customer?
3	How do you ensure that your supply chain is resilient and can handle unexpected challenges? How do you manage the relationship between the supply chain and the customer? How do you ensure that the supply chain is able to meet the customer's needs and expectations? How do you manage the relationship between the supply chain and the marketing team? How do you ensure that the marketing team is able to effectively communicate the value of your products to the customer?
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