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MISSED OPPORTUNITY
How to Avoid 4 Common PLM Implementation Regrets

As a CIO, you expect identifying and deploying new software and platforms to be challenging. It's part of the job. But you're driven to help your organization centralize data, streamline workflows, control costs and effectively collaborate.

Software implementation is also a huge responsibility. It requires foresight, collaboration, talent and a clear plan for success. What's there's much to be gained, not all who choose to implement will get there without setbacks.

When IT leaders don't have a proper, well-thought out plan, they set themselves up for future "would've-should've-could've" moments – things they wish they'd known during new platform integration and implementation. And perhaps that's why some CIOs are still hesitant to adopt PLM.

Risk vs. Reward

For many CIOs, however, the rewards significantly outweigh the risks. WhichPLM recently shared this evidence: "In terms of customer spending, the (retail, footwear and apparel) PLM market has outpaced the general enterprise software industry, with 21-percent growth year-on-year."[1]

Which PLM concluded:

There has never been a better time to buy PLM. No matter the size, shape, turnover or geographical spread of your business, almost any modern PLM solution is eminently capable of being the engine that will power the future of your business.[2]

[1] WhichPLM 2018 Buyers' Guide
[2] WhichPLM 2018 Buyers' Guide

Today, there's no need to remain hesitant over PLM implementation. More widespread adoption has proven its effectiveness, made it more affordable and helped vendors fine-tune their offerings to maximize its value.

But organizations that don't follow a disciplined, strategic approach will likely miss opportunities to make the most of their platform.

To prevent your organization from the same fate, we're sharing four common regrets that CIOs have when reflecting on their PLM implementations, with insights on what you *could, should and would* do differently to avoid having regrets of your own.

4 COMMON REGRETS IN PLM IMPLEMENTATION

1. That there was more collaboration and consensus
2. That we had an engaged, expert team
3. That we had a fast-tracked, strategic approach for deployment
4. That our vendor provided more value



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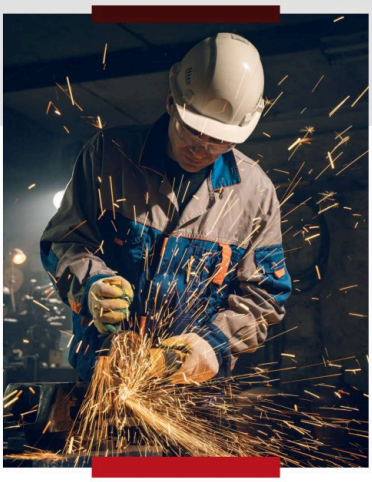
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Ever-evolving ecosystem of PLM, PIM, DAM and more



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HOW TO ACHIEVE SUCCESS IN THE WORKWEAR AND PROTECTIVE CLOTHING INDUSTRY



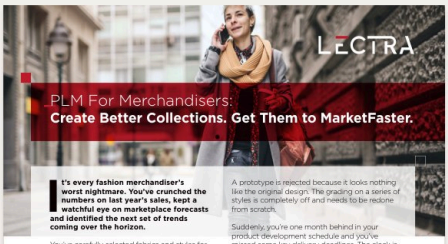
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HOW TO IMPROVE SUSTAINABILITY RATINGS WITH NEXT-GEN PLM



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PLM For Merchandisers:
Create Better Collections. Get Them to MarketFaster.

It's every fashion merchandiser's worst nightmare. You've crunched the numbers on last year's sales, kept a watchful eye on marketplace forecasts and identified the next set of trends coming over the horizon.

You've carefully selected fabrics and styles for the upcoming season, negotiated with suppliers to make sure your collection plan stays within budget, and put together an airtight production schedule that will get the right products into stores just as those trends are hitting their peak.

Then disaster strikes. A fabric delivery goes missing and turns up at the wrong location.

A prototype is rejected because it looks nothing like the original design. The grading on a series of styles is completely off and needs to be redone from scratch.

Suddenly, you're one month behind in your product development schedule and you've missed some key delivery deadlines. The clock is ticking and if you don't figure out a solution soon, you risk missing out on the entire trend—and all the valuable sales that go along with it.

How did you end up here? And what can you do make sure that it doesn't happen again?

"In minutes, consumers can spot, own, and share a trend on social media, from any corner of the globe. As a result, hits can sell out rapidly, while misses do not move, even with heavy discounting"[1]

The Shortened **Fashion Cycle**

Scenarios like this are becoming all too familiar as production cycles get shorter and supply chains get longer and more unwieldy. Today's digital consumers have made the fast pace of fashion even faster as they leap from trend to trend faster than the speed of fiber-based broadband. Not only do they want high-quality, personalized products that speak to who they are as individuals, they want them right away—and at the lowest possible price. In this new fashion landscape, a single Instagram post can light up demand for a product overnight, skewering the best-laid collection plans and leaving companies scrambling to keep up.

Meanwhile, supply chains have gone increasingly global, with teams often spread out across different countries or different continents. With product development teams under enormous pressure to deliver to market quickly, there is little margin for error or miscommunication, yet never has it been more challenging to communicate between departments, or track everything that's going on at every stage of the supply chain.

The pressure is on and the stakes are high, but the good news is that solutions exist. The same technology that created the millennials' need for speed can also be harnessed to facilitate better ways of working that will help you meet your deadlines and get to market faster.

[1] McKinsey & Company: "The Need for Speed: Capturing Today's Fashion Consumer"

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Beyond Products:
5 Ways PLM Can Help You Beat Your Sales Objectives

When surveyed for the The State of Fashion 2019 report, most executives had one word to describe the industry today: "**changing**." Coming in at a close second and third were "**digital**" and "**fast**."

These words reflect the context of uncertainty in which fashion has evolved over the last ten years, as well as the uneven path that lies ahead. Technology, more than anything else, has rewritten the rules, forcing companies to reconsider how they work if they hope to capture and keep the attention of today's connected consumer.

Fashion companies are expected to surprise consumers with newness, personalization, immediacy, and proof of sustainability and traceability. This creates immense pressure to deliver more collections, but also to make those collections accountable to individual demands. Accomplishing this requires having the right information, complete control, visibility into the entire supply chain, and efficient teamwork.

With the capacity to centralize, filter, and make use of product data in real-time, PLM systems have long been considered one of the go-to solutions for design and development teams. But what if this same collaborative premise could be extended to nearly the entire company? Imagine centralizing company-wide data, from past sales to present trends, from ideation to sourcing to retailing to legacy expertise, even reaching outside the walls to incorporate up-to-the-minute social media feedback from actual consumers.

This is possible—**technology has gone beyond product-focused PLM**.

Traditional PLM systems are being revolutionized to help fashion companies **harness consumer desires, capitalize on data, and achieve a new level of collaboration and in turn** surpass their sales objectives. Here are five ways the next generation of PLM empowers companies to go further.

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QUICK OFFER
by LECTRA

Pick up the pace of product development and pre-production



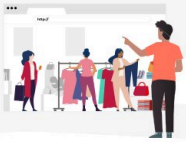
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RETVIEWS

Your competitive **intelligence platform**

With Retviews, it's quick and easy to analyze your competitors' collections, pricing, and discounts. So, you can **hit the market on time, on trend, and on cost.**



Store visits are so yesterday. **Get today's must-have data in a click.**

70% less time benchmarking.

Ditch outdated data, which you can't act on. **Only work with real-time information.**



Data from **5000+** ecommerce sites



Rely on more than your gut. **Make confident decisions with data you can trust.**

98% data accuracy

Don't miss out. **Know what's in. See the colours and garments that are selling – and avoid waste.**





Margins being squeezed? **Make your products, prices and discounts fit the market perfectly – for more profitable collections.**

Keep a step ahead with RETVIEWS

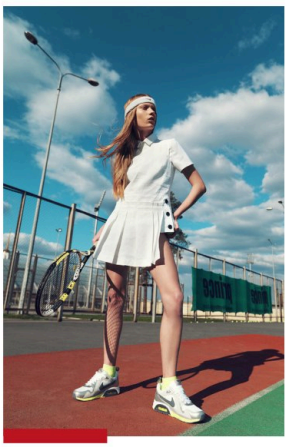
See for yourself how Retviews can help you to sell the right product, for the right price, at the right time.

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DATA REPORT

Nike vs. Adidas

Successful Strategies from Two Sports Giants

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Cyber Week Strategies

Pricing

NIKE AND ADIDAS OPTED FOR TWO OPPOSITE STRATEGIES

Nike chose to offer a **low flat discount of 25%** on Black Friday on its entire website. On the other hand, **Adidas** marked down **selected items up to 50% for a more extended period of time:** from 11/23 to 11/28.

Both strategies have their pros and cons. They depend on the current level of inventory each brand needs to manage.

In this case, we suppose that Nike decided to increase its sales, even if some articles did not need to be discounted, to attract more customers. Adidas' strategy supposedly went more towards reducing their inventory.



Nike vs. Adidas

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DATA REPORT

H&M vs. Zara

Successful strategies in a changing industry

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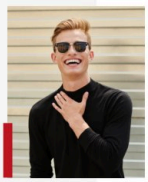
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ASSORTMENT MIX

MOVING TOWARDS PREMIUM FABRICS

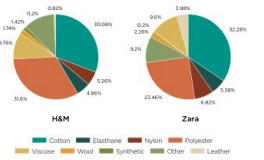
Looking at the fabrics that are most prominent in each brand's assortment, there is an evident similarity between the two, both ZARA and H&M placing the largest emphasis on cotton and polyester, including recycled versions of both fabrics, each making up between 20% and 30% of the brands' fabric mix.

However, as the two brands have amped up their higher quality collections, **premium fabrics have also gained momentum within both brands' assortments, namely cashmere, wool and leather.** Although H&M has a higher share of products containing cashmere in its assortment, ZARA is close behind, and is significantly increasing investments in premium fabrics, thus solidifying its move towards a more premium positioning.



H&M vs. Zara
Successful strategies in a changing industry

Fabric Mix



Premium Fabric Mix 2020 vs. 2021

		2020	2021	Variation
ZARA	Cashmere	0.25%	0.36%	44%
	Wool	1.80%	2.26%	41%
	Leather	3.43%	3.98%	16%
H&M	Cashmere	0.42%	0.54%	29%
	Wool	1.28%	1.74%	36%
	Leather	0.62%	0.82%	32%

Source: Retviews, the Automated Benchmarking Solution for Fashion Brands and Retailers

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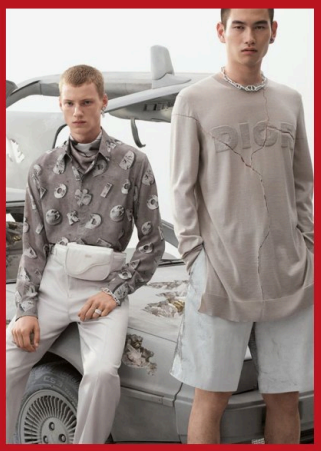
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LUXURY MARKET – THE NEW ERA OF STREETWEAR

How Luxury Houses Are Evolving

RETVIEWS

www.retviews.com



Before Reading

3 Accessories vs ready-to-wear
4 Importance of shoes and bags
5 The important category: Handbag
6 Leather #1 fabric of bags
7 Pricing reflects the new generationsns
8 Sneakers: the new era
9 Sneakers: pricing doens't matter
10 Pricing challenges
11 Pricing challenge: Retailers
12 Pricing challenge: Wholesale
13 Final word

The luxury market accounted for **€920bn** in 2018, with an expected annual growth of 4 to 5 percent until 2025. Within this market, **personal luxury** (accessories, apparel, beauty, and hard luxury) has reached around **€330bn** and is driven by accessories and beauty, according to Boston Consulting Group and Altagamma reports.

Casualwear continues to grow within the fashion luxury segment. Despite the disruptive COVID-19, this style, driven by **sneakers**, is expected to rebound faster than the other categories impacted by the crisis.

Furthermore, consumers are increasingly aware of **sustainability**, which influences their purchasing decisions. According to the recent Bain report with Altagamma, for a given item, **over 60% of the consumers would buy from a more sustainable brand** compared to only 50% in 2013. The pandemic has accelerated this shift in that will most likely shape tomorrow's society.

Regarding **online channels**, fashion houses were slow to affirm their online presence in the past few years, still favoring more traditional sales channels. With the lockdown and crisis, the whole consumption industry has seen a boost in online shopping. Luxury fashion houses are no exception. As stated in the BCG report on true-luxury consumer insights of 2020, online will continue to grow and **contribute to overall growth more than the cannibalization** of traditional retail channels.

Despite the current situation, the luxury fashion industry is still strong and resilient. **What makes it so different** from the other fashion segments?

In this report, we will mainly focus on the European market for luxury fashion and the online data available through the Retviews platform.

Key Insights

- **Accessories and shoes** account for **75%** of the luxury market compared to 25% for ready-to-wear. Among the top categories, Retviews observed the **predominance of sneakers and handbags**, first luxury gateways.
- **Sneakers are the most represented shoes** within the footwear category of the luxury segment, and are increasing popularity.
- The price of **iconic handbags** reflects the brand positioning and pricing strategy of luxury houses.
- **Pricing challenges** of luxury houses are related to **price parity and consistency** across sales channels. Following up on exchange rate evolution, and on wholesales partners' strategies are among the top priority of the fashion luxury houses.

Geographical scope:
Europe

Brands scope:
Balenciaga, Prada, Gucci, Saint Laurent, Dior, Loewe, Jacquemus and Givenchy.

Luxury Market - The New Era of Streetwear

2

Sneakers: the New Era

RETVIEWS

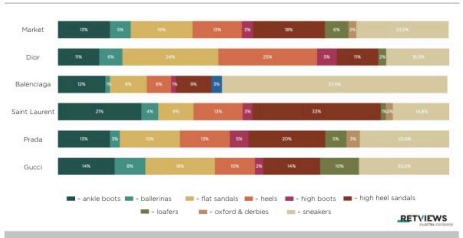
Comfort is key. With the rise of athleisure and street style these past few years, **sneakers** have become more popular and also made their appearance on catwalks. According to the Boston Consulting Group, the global athletic footwear market was projected to hit **€90bn** by 2025.

Sneakers are no longer only made for sports, they have become a fashionable accessory. The latest collaboration of Nike icon Jordan shoes with major luxury houses like Dior and Off-White shows how luxury houses have adapted to their customers' demands.

Sneakers have known **increasing popularity**. Especially since **Balenciaga**, the industry's biggest disruptor in terms of luxury sneakers, has launched its **Triple S** under the creative direction of Demna Gvasalia and its design shoe director, David Tourniaire-Bauciel.

Assortment mix – Shoes

Retviews, Womenswear 2020



Based on the brand scope: Balenciaga, Dior, Prada, Gucci, Saint Laurent, Loewe, Jacquemus, Givenchy.



Looking at the graph, we see that **sneakers** account for the highest share of the shoes' assortment with more than **20%**. What can also be observed is that brands' DNA is reflected in their shoes. Dior, known for its kitten heels, has a lot of small heels.

Saint Laurent has the highest share of high heels, and this goes along with its edgy-sexy style. What is noteworthy to mention is that brands appealing more to the **younger generation** like Balenciaga, Gucci, and Prada, are the ones with **the highest share of sneakers**.

Luxury Market - The New Era of Streetwear

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Final Word

RETVIEWS

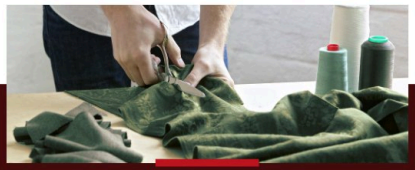
In the luxury segment, prices are not what defines a brand. What truly differentiates the fashion houses are their **heritage**, the **image**, and the **status** they represent to consumers. No one buys a Ferrari for its great value for money. Owning a luxury fashion item is a **statement of luxury**. Fashion brands know it and have now invested more and more into the younger generation. Sneakers are the first luxury gateway for the Gen-Z and Millenials.

From a company perspective, they face challenges that are more linked to their brand image and consistency. The digital shift has been even more crucial for luxury houses, and only the future will tell us who has managed to survive and thrive.

Nevertheless, luxury fashion houses will continue to set the tone in the fashion industry and to make people dream throughout their history.



12



Sustainability has been a hot button issue in the fashion industry for years, with fashion companies around the world vying to prove their green credentials. From relatively small, unknown designers to big-name luxury brands, increasingly eco-conscious consumers as well as international regulations and laws are driving fashion and apparel companies to launch new sustainability initiatives, share more information and set new goals.

Against a backdrop of new corporate social responsibility (CSR) challenges and a growing list of environmental laws and regulations, it is essential that fashion and apparel companies gain visibility over their end-to-end product lifecycle processes. The creation of the Sustainable Apparel Coalition (SAC) and development of the Higg Index have been the industry's most concrete steps towards achieving the environmental and social transparency consumers are calling for.

Technology will play a significant role in helping the fashion industry achieve its loftiest sustainability goals, and product lifecycle management (PLM) software is one of the technologies that will help fashion brands and manufacturers drive successful sustainability initiatives.

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Pick up the pace of product development and pre-production

ANTICIPATE



Do you grapple with keeping product costs on track? Are you having trouble balancing different development cycles due to consumers' demand for more product variety? Are you losing a lot of time preparing and getting your products approved for production?

With Quick Offer, brands and retailers can speed up their pre-costing, fabric reservation and pre-production processes:

- Ensure that products stay on budget to protect your profit margins
- Reserve the exact amount of fabric you need
- Stay ahead of schedule and handle pre-production peaks with ease

Services 4.0





Your success is our priority

We're here to provide all the support and guidance our customers need to make the most of their Lectra solutions and equipment. Our training and technical support programs were developed based on 47 years' experience of working with renowned fashion companies.

With advanced services, expertise, data analysis, and comprehensive technical support, we ensure that our solutions are fully adopted and used in an optimal way to help our customers achieve their objectives, with the best possible experience.

"The quality of their technology and customer care services has always been premium and thanks to them, we've managed to take our first steps towards Industry 4.0."

Li Shuangrui
Vice President, Tongtai Infant Finery Co., Ltd

IN-DEPTH KNOWLEDGE

With digital resources and face-to-face training sessions, we enable you to set and accomplish your learning goals at every stage of the implementation and deployment process of our solutions. Our training methodology was designed to guide you through quick wins and practical application, which helps you gain independence quickly.

CONTINUOUS INNOVATION

We give our customers immediate access to the latest functionalities of our software, with key information to help them get familiar with the latest features quickly. Continuously create value by working with us to establish an optimal mode of operation based on best practices.



DESIGN & DEVELOPMENT: STRIVE FOR ZERO WASTE

For the fashion and apparel industry, the issue of waste linked to excess stock is a burning issue. Latest-generation PLM solutions **reduce material waste, improve information flows and optimize time to market** especially when connected to other IT systems such as warehouse management system (WMS) and enterprise resource planning (ERP) software. With real-time access to data, you can **reduce oversampling and stock,** as well as predict the impact of sustainability at an early stage.

Produce only the clothes consumers want

Even though some are sounding the death knell of fast fashion, the trend-driven nature of the fashion industry will always exist. **Competitive analysis tools** allow brands to track market trends, benchmark themselves against their competitors and identify gaps in their own collections. Connecting a competitive analysis tool with a PLM solution enables fashion companies to **store consumer insight in one place** and incorporate it at the design and collection planning stage.

LECTRA

Provides efficient scalable centralization that makes for a more profitable and productive business

Kubix Link's unparalleled approach was designed to uncover and solve some of the industry's toughest challenges head-on – allowing you to see the full picture, predict the impact of your decisions, and better link profitability with passion and purpose.

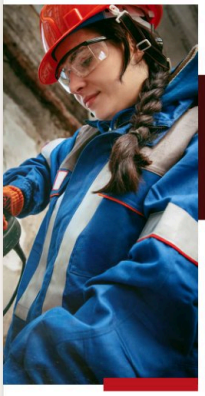
- Quickly react to market demands or supply-side constraints.
- Drive product performance by accurately estimating costs and materials.
- Plan collections, product ranges, budgets, profitability and product deployment.
- Increase accuracy with automated data and reporting and dashboarding tools.
- Stay up to date with real-time synchronization with other IT platforms via API.
- Easily generate configurable, print-ready online and offline reports.

Ensures widespread adoption by removing the need to learn new ways of working together with familiar-feeling interfaces

Kubix Link delivers new levels of collaboration, but through familiar search engine and social media inspired interfaces. This functional familiarity drives rapid adoption, delivering the promise of accessing the same data in real-time for everyone, faster.

- Navigate intuitively based on best-practice web-standards.
- Monitor project completion over channels, languages and time zones.
- Effortlessly access information related to all products and their objects.
- Easily create templates for print and online catalogues.
- Powerful search capabilities for dynamic results.
- Communicate effectively using social media-style tools.





WORKWEAR IS QUICKLY BECOMING A MAJOR GROWTH ENGINE IN THE GLOBAL GARMENT INDUSTRY THANKS TO ITS FOCUS ON COMFORT, SAFETY AND DURABILITY.

Workwear and protective clothing is a booming segment in the global fashion industry and according to a recent study by market intelligence firm Fact.MR it expects to grow at rate of over 7% during the forecast period of 2020 – 2030.

4 MAIN REASONS FOR THE HIGH DEMAND IN WORKWEAR AND PROTECTIVE CLOTHING

01
INCREASED FOCUS ON EMPLOYEE SAFETY AT THE WORKPLACE

Public health authorities worldwide, in response to the Covid-19 crisis, are defining linen, uniform and facility services as essential sectors. The result is a growing increase in workwear and PPE investments by industrial, healthcare, and hospitality organizations as a way to offer better health protection and improve employee retention rates.

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On the path toward a greener, faster and more cost-effective product development process

Better and faster decision-making

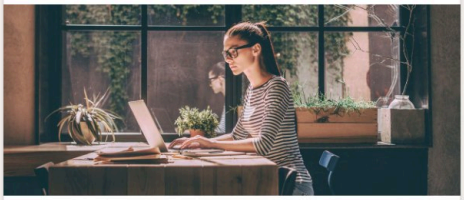
- Make product decisions earlier with fabric usage information available immediately after every pattern adjustment.
- Achieve higher product acceptance rates during collection reviews with accurate material consumption estimates for precise costing calculations.
- Share consumption data easily with sourcing teams via anytime, anywhere cloud access.

An agile product development process

- Empower patternmakers with the ability to estimate their own fabric needs quickly without having to consult pre-production teams.
- Monitor costs throughout the product development process by evaluating the effects of pattern adjustments on fabric consumption and product cost.

Accurate fabric consumption forecasts and effective time management

- Reserve your fabric earlier with accurate estimations of production requirements.
- Optimize cost and protect profit margins by ordering only the required fabric quantities thanks to precise estimations of fabric needs.
- Manage activity peaks with ease by running multiple marker lists in parallel.
- Go to production faster by providing suppliers with accurate pre-production packages.



RADICAL TRANSFORMATION CALLS FOR RADICAL TRANSPARENCY

In the coming years, pressure from consumers and activists will make it harder to dodge the issue of sustainability. Traceability across your supply chain is a prerequisite for true understanding and eventual improvement of your company's environmental impact. A next-generation PLM platform can serve as a **transparency-enabling system** that not only helps ensure ethical and environment compliance throughout your production process but also help profit margins by **reducing overproduction and inventory loss.**

ABOUT KUBIX LINK

Kubix Link is a unique and endlessly adaptable ecosystem of PLM, PIM, DAM and more. It can fully integrate every aspect of product-related business processes – designs, details, data and decisions – into one familiarfeeling, cohesive Industry 4.0-inspired platform. Kubix Link removes barriers to collaboration with an endlessly configurable, strikingly familiar interface that is as easy to use as it is to understand.

DOWNLOAD THE PRODUCT BROCHURE

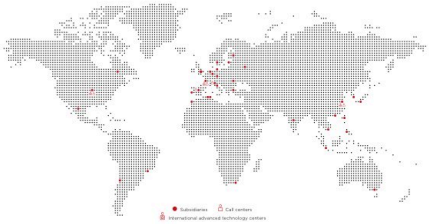
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Working with major fashion and apparel players in more than 100 countries, Lectra has invested more than 40 years in innovating the fashion industry. Drawing from our vast experience and expertise, alongside passion for improving the way fashion organizations operate their businesses, Lectra strives to continuously reinvent the value chain so you can become more profitable, sustainable and agile. Kubix Link, a unique data ecosystem of PLM, PIM, DAM and more, was created to help fashion organizations like yours capitalize on the promise of digitalization, from sketch to storefront, delivering the ultimate consumer experience.

Empowering customers through industrial intelligence



About Lectra

For companies that breathe life into our wardrobes, car interiors, furniture and more, Lectra is crafting the premium technologies that facilitate the digital transformation of their industry. Lectra's offer empowers brands, manufacturers and retailers from design to production, providing them with the market respect and peace of mind they deserve.

For more information, please visit **www.lectra.com**