

CASE STUDY

enVista®

enVista Completes
Comprehensive
Capabilities
Assessment and
Planning Strategy
for Lifestyle Brand
Tommy Bahama



Tommy Bahama leveraged enVista's retail consulting expertise to align its people, processes and technology for improved sales, inventory and gross margin planning across selling channels



The Company

The island mindset is how it all started. The dream of making the relaxed vibe one feels on vacation accessible anytime, anywhere. Tommy Bahama was born from that attitude and “Live the Island Life” has become the company mantra. Not just in clothing – but as a lifestyle.

Tommy Bahama was founded and launched in 1993 as an island-inspired lifestyle brand celebrating the finer things in life: fashion, food and friends. The unforgettable adventure began as a collection of men’s casual sportswear with a relaxed attitude. The concept soon broadened with the opening of a Tommy Bahama restaurant and retail location in Naples, Florida. There, customers literally ate, drank and dressed the part of the ultimate islander.

After swift success, the brand expanded into full men’s and women’s sportswear, swimwear and accessories collections meanwhile opening retail stores and restaurants. The company launched a licensing program that includes indoor and outdoor home furnishings, beach chairs and outdoor games, personal and home fragrance and more.

Tommy Bahama is part of Tommy Bahama Group, Inc., a wholly owned subsidiary of Oxford Industries, Inc. (NYSE:OXM). Established in August 1992, with corporate headquarters in Seattle, Tommy Bahama is the iconic island lifestyle brand that defines relaxed, sophisticated style in men’s and women’s sportswear, swimwear, accessories and a complete home furnishings collection. The company owns and operates over 160 Tommy Bahama retail locations worldwide, 25 of which offer a Tommy Bahama Restaurant & Bar or a Tommy Bahama Marlin Bar. The Tommy Bahama collection is available on TommyBahama.com and at the finest U.S. retailers. For more information, please visit www.tommybahama.com.

The Opportunity

Tommy Bahama began as a wholesale company operating via systems, tools and processes that supported a wholesale business model. As the retailer expanded the brand into brick and mortar and ecommerce both nationally and internationally, gaps emerged in how to plan sales, inventory and gross margin as a brand across all selling channels.

Tommy Bahama engaged enVista's retail commerce experts to develop an end-to-end planning strategy across people, process and technology and to identify opportunities to enhance the combined direct to consumer (DTC) and wholesale planning capabilities in support of the retailer's existing business needs and future strategic goals.



enVista's Solution

CURRENT STATE OF PLANNING ASSESSMENT

enVista began the assessment by leading discovery sessions that validated the company's strategic business planning imperatives and identified current pain points and challenges associated with merchandise sales, profit and inventory planning across people, process and technology. This was followed by a comprehensive evaluation and gap analysis of Tommy Bahama's overall capabilities within merchandise financial and assortment planning, item and demand forecasting, inventory planning, allocation and replenishment. enVista's team also provided potential remediation strategies and tactics as part of the assessment and gap analysis.

FUTURE STATE OF PLANNING DESIGN

Following the current state capabilities assessment and gap analysis, enVista drove the development of a holistic, end-to-end future planning process, including clearly defined roles and responsibilities, a regular meeting cadence and content in support of the identified current and future business needs. Once enVista helped Tommy Bahama determine its desired future state, the team identified the best remediation strategies and solutions for the identified gaps aligning best practices specifically to Tommy Bahama's needs.

WHAT WE FOUND

Opportunities were identified across people, process and technology and further classified into a level of effort taking into account timing, impact and cost. enVista's team identified several quick wins that had the potential for a low cost and effort implementation with a large payback. These were slotted for completion within 3-6 months.

In Tommy Bahama's case, there was a clear need to automate the many manual, time-consuming processes and the multiple data sources which all hindered Tommy Bahama's ability to have the right inventory in the right place at the right time. Effort spent on redundant and inefficient processes took the business' focus away from revenue driving activities. Along with the process quick wins, an investment in planning technology would be required to close the gaps and enable Tommy Bahama to holistically plan sales, inventory and profit for all selling channels. enVista provided a view of the planning vendor landscape that would support Tommy Bahama's needs and provided a short list of vendors that most closely represented the company's planning goals and requirements.



The Results

Due to enVista's successful completion of the capabilities and planning assessment, our team was again brought on to complete and provide all the critical elements for the planning technology selection. Organizational leadership needs the full picture before selecting the ideal vendor and systems that will transform their business. Due to enVista's expertise and experience in guiding clients through IT Capabilities Roadmaps, Planning Strategies, Planning Selections and Planning Implementations, we have been proven adept at providing that extra bandwidth necessary for success, enabling our clients to continue focusing on their critical day-to-day roles.



Let's have a conversation.®

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