

The Dr. Martens journey to standardise reporting and drive financial insight

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Dr. Martens' journey to standardise reporting and drive financial insight



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Presenters



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01

Introduction to Dr. Martens

Introduction to Dr. Martens



01

Phase I

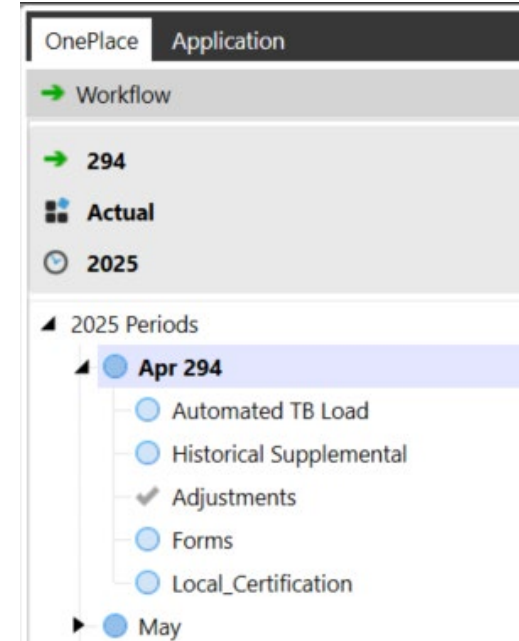
Statutory & Management Reporting

Phase 1

Statutory & Management Reporting



- Bespoke reporting capabilities
- Direct integration to D365 via a data lake
- Speed, Agility & Dynamic Analysis
- Solved complex FX challenges
- Budget and Forecast loads



02

Phase II

Gross Margin Analysis & Forecasting
From legacy excel to full system
automation

Rationale & Background

Why Dr Martens embarked on the Margin Analysis journey



- 01 Move away from Excel based data base and working
- 02 Embed proposals to improve systems, process, discipline & control
- 03 Enhanced visibility on costs, margin and revenue earlier
- 04 One click calculations
- 05 Improved and automated management packs
- 06 Faster, more accurate decision support
- 07 User-friendly dashboard & workflows

Rationale & Background

Why Dr Martens embarked on the Margin Analysis journey



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Transparent accountability and visibility

09

Product/Supply integration – optimising value at earlier stages

10

Formal approval process

11

Controlled access to Margin Analysis/Target Margins

12

Robust system foundation for scenario analysis and planning

03

The Solution

The Solution



Season-by-Season **Margin Forecasts**

Detailed analysis of **Product information** , by

- Channel
- Country of Sale
- Country of Origin
- New/Carry Over/Reintroduction products

Seamless blend with detailed **Product attributes**

Driver based calculations , with driver inputs

Tariff calculations , blended with detailed Tariff codes and Duty percentages

Simple **Guided Reporting** dashboard for reporting

Product detail

Blended cube data with detailed table information



7 TotalSegments - Total Segments
7 Footwear - Footwear
7 Segment1
7 Collection1
7 C23CIF22 - Product 2498
7 C23CIF22_SKU_Default - Product 2498
7 C23F222Z - Product 2491
7 C23F222Z_SKU_Default - Product 2491
7 FZ3CZ22D - Product 2023
7 FZ3CZ22D_SKU_Default - Product 2023

Products included in dimension/cube data model, with futureproofing for possible SKU-level

amco solutions

Margin Analysis Dashboard

Import Product Excel File Complete

Product Master Table Product Class Table Product Tariff Codes Tariff Codes to Duty Copy Driver Data Master Report

Product Master Table							
Product Code	Segment	Style Name	Style Description	Colour Descr	Material Descr	Pack	Collection
003BFKZ51CF	Segment7	Product 3454	Overshirt	Yellow	Mesh	Elemental Earth	Collection97
003BFKZ51F2	Segment7	Product 3444	Overshirt	White	Polyester	Elemental Earth	Collection96
003BFKZ51FB	Segment7	Product 3446	Overshirt	Green	Synthetic Leather	Velocity	Collection96
003BFKZ51FCA	Segment7	Product 3449		Brown	Mesh	Vivid Horizon	Collection97
003BFKZ51FCB	Segment7	Product 3450		Orange	Canvas	Starlight Collection	Collection97
003BFKZ51FFA	Segment7	Product 3447	Overshirt	Yellow	Velvet	Aqua Motion	Collection97
003BFKZ51FFB	Segment7	Product 3448	Overshirt	Orange	Suede	Camo Craze	Collection97
003BFKZ51FRA	Segment7	Product 3451	Overshirt	Green	Velvet	Minimalist Flow	Collection97
003BFKZ51FRB	Segment7	Product 3452	Overshirt	White	EVA	Minimalist Flow	Collection97
003BFKZ51FZ	Segment7	Product 3445	Overshirt	Patterned	Mesh	Urban Explorer	Collection96
003BFKZ51R2	Segment7	Product 3457	Skirt	Gold	Rubber	Camo Craze	Collection96
003BFKZ51RBA	Segment7	Product 3460	Overshirt	Patterned	Synthetic Leather	Lunar Legacy	Collection96
003BFKZ51RBB	Segment7	Product 3461	Overshirt	Brown	Neoprene	Camo Craze	Collection96
003BFKZ51RCA	Segment7	Product 3464	Overshirt	Black	Neoprene	Elemental Earth	Collection96

Detailed Product attribute information loaded in parallel to bespoke Product tables

Tariff and duty percentages

Tariffs linked to individual products, by country of import/export



Product Tariff Codes										
Product Code	Year	Season	UK Tariff Code	EU Tariff Code	USA Tariff Code	China Tariff Code	Japan Tariff Code	Hong Kong Tariff Code	Canada Tariff Code	Korea Tariff Code
AC3D2222	2025	SS	9605000000	9605000000	3405.10.0000	2	2	1	3405.10.0000	1
ADZC222	2025	SS	9605000000	9605000000	3405.10.0000	2	2	1	3405.10.0000	1
AC003I222	2025	SS	9603909100	9603909100	9605.90.8050	2	2	1	9605.00.0000	1
AD232BIZ	2025	SS	6406905090	6406905090	6406.10.9040	2	2	1	6406.10.9100	1
AD2FC222	2025	SS	6406905090	6406905090	6406.10.9040				6406.10.9100	
AD2IC222	2025	SS	6406905090	6406905090	6406.10.9040	2	2	1	6406.10.9100	1
AD2IIB2Z	2025	SS	6406905090	6406905090	6406.10.9040				6406.10.9100	

Upload of tariff codes for each Product.

Additional upload of tariff codes to duty percentages by import/export country

Used in cube Duty cost calculations – easily rerun for what-if analysis

Tariff Code	Description	Importer	Exporter	Year	Season	Duty
9605000000	Shoe cleaning set	EU	Tot_BD	2025	SS	0.000000
9605000000	Shoe cleaning set	EU	Tot_CN	2025	SS	0.036999
9605000000	Shoe cleaning set	EU	Tot_GB	2025	SS	0.000000
9605000000	Shoe cleaning set	EU	Tot_TH	2025	SS	0.000000
9605000000	Shoe cleaning set	EU	Tot_LA	2025	SS	0.000000
9605000000	Shoe cleaning set	EU	Tot_VN	2025	SS	0.036999
9605000000	Shoe cleaning set	EU	Tot_VN	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_BD	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_CN	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_KH	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_LA	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_PT	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_TH	2025	SS	0.000000
9605000000	Shoe cleaning set	GBR	Tot_VN	2025	SS	0.000000
9605.90.8050	Shoe brushes	USA	Tot_BD	2025	SS	0.028000
9605.90.8050	Shoe brushes	USA	Tot_CN	2025	SS	0.102999
9605.90.8050	Shoe brushes	USA	Tot_GB	2025	SS	0.028000

Workflows

The screenshot displays the OnePlace application interface for the 'MarginCentralUpload.Forms' workflow. The sidebar on the left shows a list of workflows under the '2025' period, with 'MarginCentralUpload.Forms' highlighted. The central panel shows a tree view of 'Workflow Forms' with 'Required' forms (3001_Input_Footwear, 3002_Input_NonFootwear) and 'Optional' forms. The right panel displays a table titled 'Driver Inputs for Footwear' with columns for various input categories and values for different countries.

	VAT % (Adults)	VAT % (Kids)	Contingency %	FET %	Mark Up (Adults)	Mark Up (Kids)
	None	None	None	None	Wholesale	Distributors
CAN - Canada			2.8000%		1.4000	4.7000
USA - United States of America			2.8000%		2.0000	3.4000
AUS - Australia			2.3000%		1.4000	3.4000
CHN - China			2.0000%	65.0000%	2.4000	2.3000
HKG - Hong Kong, SAR China			2.5000%		2.0000	2.0000
JPN - Japan			3.0000%		2.2000	2.3000
KOR - Korea (South)			2.8000%	55.0000%	2.2000	3.4000
DEU - Germany	19.0000%	19.0000%	2.0000%		2.2000	4.3000
FRA - France	20.0000%	20.0000%	3.0000%		3.0000	5.2000
ITA - Italy	22.0000%	22.0000%	3.0000%		1.8000	5.2000
NLD - Netherlands	21.0000%	21.0000%	2.8000%		2.8000	3.0000
ESP - Spain	21.0000%	21.0000%	2.0000%		2.5000	5.2000
GBR - United Kingdom	20.0000%	0.0000%	2.0000%		2.8000	5.2000
POL - Poland	23.0000%	23.0000%	2.0000%		2.3000	3.0000
SWE - Sweden	25.0000%	25.0000%	2.0000%		1.7000	4.7000

Simple, central workflow process for whole process

If requirements dictated, responsibilities could be devolved to separate workflows – e.g. Demand Volumes uploaded regionally

Data validation

Confirmation rules



(All) Summary Rule Analysis							
Status ▼	Rule Name ▼	Rule Text			Tested ▼	Passed ▼	Failed ▼
●	MAR01	Check if volumes are loaded, that an RRP is present			47	40	7
●	MAR02	Check if volumes are loaded, that an FOB is present			47	47	0
●	MAR03	Check if product has a tariff code, that corresponding duty percentages appear in the table.			47	47	0
●	MAR04	Check for reported Margin amounts when no volumes are present			47	47	0
●	MAR05	Check UD3 aligns with LineStatus/Class table			47	47	0
●	MAR06	Check FX rates have been input			47	47	0
●	MAR07	Check that the correct T_XXX currency member has been loaded to for the UD4 Country's currency			47	47	0
●	MAR08	Check if volumes are loaded, that a Target % has been uploaded			47	47	0
●	MAR50	Check for products present in Segment hierarchy but not Collection hierarchy.			47	47	0
●	MAR51	Check for products present in Collection hierarchy but not Segment hierarchy.			47	47	0
●	MAR52	Check for duplicate products in the Segment hierarchy.			47	47	0
(MAR01) Detail Rule Analysis							
Status ▼	Entity Name ▼	Amount ▼	Error Message ▼	Information 1 ▼	Information 2 ▼		
●	201	1.00	Volumes loaded for products, but no RRP loaded	Total products against this legal entity with Volume but no RRP = 1	** The below product combinations have demand volumes loaded, but no RRP ** Product code: ZZ3RS22Z_SKU_Default Country: USA		
●	202	0.00					

Strong emphasis on data quality

Simple and clear confirmation rules to capture errors in underlying data (e.g. missing RRP/FOBs)

Led to increase in accuracy of Margin calculations when compared to Excel -based models

Guided Reporting

Management pack outputs



Dashboard - Guided Reporting

GUIDED REPORTING

ANALYSIS

Define Global Parameter

Select Scenario: SS, Select Time: 2025

Report Options

Select Region: Total_EMEA, Select Product: Footwear

Report Groups: Margin

Reports:

- Margin by Channel
- Margin by Region Summary
- Margin by Region
- Top Bottom Performers
- Region Top 10
- Segment Margin Targets
- Product Volume Counts
- Top 5 Season Compare
- Global Top 10
- Margin by Class and Channel
- Margin by Class and Region

Margin % for Year = 2025, Scenario = SS, Region = Total_EMEA, Segment = Footwear

	EU								United Kingdom								EMEA		
	SS Qty (000s)	Var % PY	SS Sales (\$000)	SS Margin (\$000)	SS 2025 Margin	SS PY Margin	Var PY Margin		SS Qty (000s)	Var % PY	SS Sales (\$000)	SS Margin (\$000)	SS 2025 Margin	SS PY Margin	Var PY Margin		SS Qty (000s)	Var % PY	
Total	825	11.2%	19,589	13,422	68.5%	73.3%	-4.8% pt		547	11.6%	10,541	7,248	68.8%	65.9%	2.9% pt		1,372	11.4%	
Other	332	11.9%	6,019	4,160	69.1%	73.3%	-4.2% pt		313	11.4%	4,752	3,265	68.7%	64.7%	4.0% pt		645	11.7%	
Carry Over	493	10.8%	13,570	9,263	68.3%	73.3%	-5.0% pt		234	11.9%	5,788	3,983	68.8%	66.9%	1.9% pt		727	11.1%	
Footwear	234	10.6%	19,589	13,422	68.5%	73.3%	-4.8% pt		127	12.9%	10,541	7,248	68.8%	65.9%	2.9% pt		361	11.4%	
Segment1	5	12.5%	499	375	75.0%	77.3%	-2.3% pt		4	12.7%	417	312	74.7%	70.8%	3.9% pt		9	12.6%	
Segment2	43	12.0%	2,650	1,780	67.2%	72.9%	-5.8% pt		37	12.2%	2,256	1,480	65.6%	61.6%	4.0% pt		80	12.1%	
Segment3	186	10.3%	16,439	11,268	68.5%	73.2%	-4.7% pt		86	13.2%	7,868	5,456	69.4%	66.9%	2.5% pt		272	11.2%	

User friendly, dynamic reporting pack created in Guided Reporting

*Illustrative figures. Not actual data

Reporting

Blending cube data with table information



Master Report for 2025, SS

Product Cr	Country	Channel	Factory	Segment	Style Name	Colour	Collection	Leather	Tariff Code GBR	Tariff Code EU	Tariff Code USA	Line Status	Demand_Vk	Revenue excl VAT	FOB	Freight	Contingency	Duty
C23CIF22	USA	Ecommerce	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	55.00	9,152.00	(2,236.21)	(83.60)	(62.61)	(195.40)
C23CIF22	USA	Wholesale	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	33.00	2,745.60	(1,341.73)	(50.16)	(37.57)	(117.24)
C23CIF22	CHN	Retail	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	3.00	803.21	(121.98)	(3.96)	(2.44)	
C23CIF22	CHN	Ecommerce	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	21.00	5,622.50	(853.83)	(27.72)	(17.08)	
C23CIF22	JPN	Retail	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	5.00	1,058.82	(203.29)	(5.65)	(6.10)	
C23CIF22	JPN	Ecommerce	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	20.00	4,235.29	(813.17)	(22.60)	(24.40)	
C23CIF22	JPN	Wholesale	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	18.00	1,732.62	(731.85)	(20.34)	(21.96)	
C23CIF22	KOR	Retail	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	24.00	6,240.00	(975.80)	(31.68)	(27.32)	
C23CIF22	KOR	Ecommerce	GB	Segment1	Product 2498	Red	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	6.00	1,560.00	(243.95)	(7.92)	(6.83)	
C23F222Z	CAN	Wholesale	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	27.00	4,207.79	(1,234.09)	(56.97)	(34.55)	(238.61)
C23F222Z	USA	Ecommerce	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	76.00	12,646.40	(3,473.75)	(115.52)	(97.26)	(303.54)
C23F222Z	USA	Wholesale	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	168.00	13,977.60	(7,678.81)	(255.36)	(215.01)	(670.97)
C23F222Z	CHN	Retail	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	3.00	803.21	(137.12)	(3.96)	(2.74)	
C23F222Z	CHN	Ecommerce	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	23.00	6,157.98	(1,051.27)	(30.36)	(21.03)	
C23F222Z	JPN	Retail	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	5.00	1,323.53	(228.54)	(5.65)	(6.86)	
C23F222Z	JPN	Ecommerce	GB	Segment1	Product 2491	Black	Collection1	Leather	6403911390	6403911390	6403.91.6075	New	23.00	6,088.24	(1,051.27)	(25.99)	(31.54)	

Reports built that blended cube - based Margin data with detailed Product/Tariff table-based data

Gave Dr. Martens team extremely granular data that allowed for detailed ad-hoc analysis

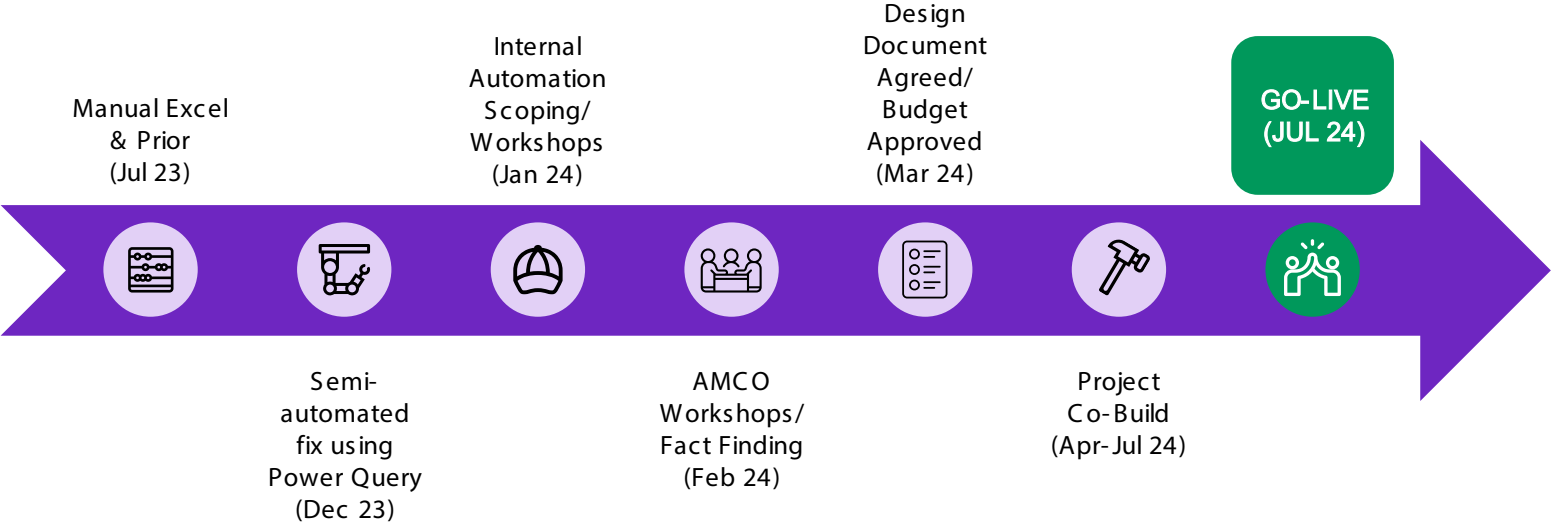
*Illustrative figures. Not actual data

The Solution

Dr Martens & AMCO building in partnership



Timeline



Value Generated



Agility & Speed
From Weeks to Days

Improved Margin Analysis across all of Dr. Martens

Dynamic Analysis:
products, duty, freight
contingency, wholesaler
mark ups, VAT

Improved Scenario Modelling

Real time Decision Support into C-Level executives

75% reduction in
working days

04

Key Learnings

What Went Well



- ✓ Collaboration – Dr Martens IT, Finance & AMCO
- ✓ Success Factors and Impact Study
- ✓ Accountability & Testing
- ✓ Identify Super Users. FTE and back fill

In Conclusion



- ✓ Delivery – In Scope. On Time. On Budget
- ✓ Strong, Effective Solution
- ✓ Inspiration to do more

Q&A



Thank you!