

READINESS ASSESSMENT FOR MID-SIZED RETAILERS

Is Your Fashion & Retail ERP Ready to Scale for Growth and AI?

A five-part readiness assessment for **fashion and retail businesses growing beyond the limitations of their current core ERP systems.**

Growth creates opportunity, but it also exposes the limits of systems, processes and operating models that were never designed to scale.

This assessment helps identify where those constraints may affect growth, operational efficiency and AI adoption.



MOVING BEYOND SYSTEMS THAT NO LONGER FIT

Growth and AI Depend on the Same Foundation

Mid-sized fashion and retail businesses are being asked to grow and modernize at the same time. Increasingly, these priorities are becoming harder to separate.

At a certain stage of growth, the challenges facing a retailer change. In this environment, fashion and retail leaders are being asked to advance two priorities at once.

The first is growth: new stores, brands, markets, channels, faster fulfillment, wider assortments. Each creates opportunity, but also introduces operational, inventory, financial and compliance demands that can limit scalability.

The second is AI: artificial intelligence is moving from experimentation to enterprise adoption. The challenge is no longer whether to explore AI, but rather how to build the data, process and technology foundation needed to scale AI across stores, supply chains, finance and operations.

These initiatives are often run as separate programs, with separate budgets and separate owners. **Eventually, they become part of the same conversation.**

When growth and AI are limited by the same operating model, the symptoms often become visible in everyday operations:

- ⊗ Teams spend more time reconciling data than acting on it.
- ⊗ Operations lack real-time visibility.
- ⊗ Processes vary across functions, regions and channels.
- ⊗ Business rules are embedded in local systems and workarounds.
- ⊗ Technology complexity slows the adoption of new capabilities.

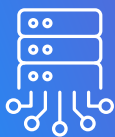
Growth exposes these constraints gradually through rising cost and complexity. AI exposes them immediately because solutions built on fragmented data and inconsistent processes rarely progress beyond isolated use cases.

At that point, many fashion and retail businesses find themselves caught between systems they have outgrown and transformation approaches that feel too costly, disruptive or difficult to justify.

Why Cloud ERP Is Becoming Central to Growth and AI

The challenges described on the previous page rarely exist in isolation. They often stem from the same underlying operating-model constraints and become more visible as growth and AI ambitions increase.

This is why Cloud ERP has become an increasingly important consideration for growing retailers. By providing a connected foundation for data, processes and business context, it helps organizations scale growth, simplify operations and create the conditions needed for AI adoption.



Data

It Brings Your Data Together

Connects core operational and financial information across the retail business, giving AI a more consistent and current view than disconnected systems and delayed snapshots.

WHAT THIS LOOKS LIKE IN FASHION/ RETAIL

One connected source of truth unifies retail data at scale, supporting high volumes of customers, products, SKUs and transactions.



Processes

It Connects End-to-end Processes

Connects core steps across sales, inventory, fulfillment, logistics and finance, providing the context needed for more coordinated execution.

WHAT THIS LOOKS LIKE IN FASHION/ RETAIL

Inventory, supply, demand and fulfillment connect end to end, with real-time visibility from demand to doorstep.



Scale

It Scales With The Business

Growth is managed seamlessly through the operating model rather than through workarounds, so complexity does not compound with every growth initiative.

WHAT THIS LOOKS LIKE IN FASHION/ RETAIL

A new store, channel, market or brand goes live on the same core, with the same processes and the same reporting.



These five questions help identify where your operating model is creating capacity for growth and where it may be limiting future opportunities.

START YOUR GROWTH AND AI READINESS ASSESSMENT

Where Does Your Operating Model Stand?

A short **readiness check** for fashion and retail leadership teams

Most leadership teams recognize the symptoms of growing complexity. Fewer can identify precisely where the operating model may be limiting growth, AI adoption or the next stage of expansion.

The following assessment considers five signals commonly seen in growing fashion and retail organizations. The purpose of this assessment is to help identify which constraints may have the greatest impact on growth and AI readiness.

Each question examines five foundations needed to support scalable growth and AI:

- ✓ Connected Operations
- ✓ Clean Core
- ✓ Standardized Processes
- ✓ Trusted Data
- ✓ Retail Business Context

How to use this assessment

There are five questions, each with three answer options. Choose the answer that most closely reflects your organization and note the score beside it. Add the five scores together at the end.

Two approaches will make the result more useful:

01

Answer for the business you are becoming

Assess whether the operating model can support the organization as it will operate in the next phase of growth, not only whether it supports the business today.

02

Compare perspectives across the leadership team

If several leaders complete the assessment, answer independently before comparing results. Differences among IT, finance, operations, supply chain and commercial leadership can reveal where visibility, process maturity or confidence varies within functions.

QUESTION 01 — CONNECTED OPERATIONS

01

How Connected Is Your Retail Operating Model?

The symptom: Teams reconcile information across systems before they can answer a basic question about inventory, orders or margin.

SCORE	
☐ Inventory, finance, store operations and fulfillment operate across separate systems with limited shared visibility.	1 Fragmented
☐ Key systems are integrated, but data inconsistencies and manual reconciliation remain common.	2 Partially Connected
☐ Core retail processes and data are connected, with current information available across the business.	3 Connected

How does this impact you?

GROWTH IMPLICATION

Fragmentation makes every new store, channel or market harder to coordinate.

AI IMPLICATION

AI needs connected operational context to support decisions across the retail process.

IN PRACTICE

For our retail customer expanding from wholesale into retail and e-commerce, legacy systems fragmented workflows and inventory visibility.

📍 North America 📦 Apparel & Footwear 💰 \$1B Revenue 🏪 30+ Retail Stores

WHAT WAS HAPPENING

- Limited inventory visibility created stock inconsistencies and delayed fulfillment across channels.
- Disconnected workflows slowed coordination across teams, functions and business partners.
- Customized, siloed systems constrained the organization's ability to scale across channels.

WHAT CHANGED WITH CLOUD ERP

- A unified ERP environment connected core retail operations and reduced system fragmentation.
- Connected processes and a single source of truth improved coordination across retail, wholesale and e-commerce.
- Real-time inventory visibility enabled more informed sourcing, allocation and fulfillment decisions.

02

Can Your Operating Model Drive Growth Without Added Complexity?

The symptom: Every new brand, market or channel adds another system or workaround to maintain.

SCORE	
☐ No. New brands, markets and channels have been added, but the underlying systems remain fragmented or heavily customized.	1 Constrained
☐ Partly. The current environment still operates, but additional integrations, local processes and customizations are required to support growth.	2 Strained
☐ Yes. The ERP environment can support expansion without rebuilding core processes or increasing unnecessary complexity.	3 Scalable

How does this impact you?

GROWTH IMPLICATION

Expansion adds complexity when each new brand, market or channel requires another workaround or integration.

AI IMPLICATION

AI is difficult to scale across inconsistent systems, data structures and business rules.

IN PRACTICE

For one retailer, years of acquisitions created a fragmented operating environment spanning seven ERP systems.

📍 North America 📦 Apparel & Footwear 💰 \$1B Revenue 🏪 300+ Retail Stores

WHAT WAS HAPPENING

- Scalability was a major issue, with long M&A timelines and higher integration costs from inconsistent configurations.
- Processes lacked standardization — teams across geographies performed the same tasks in completely different ways.
- Customization had reached its limit and could no longer support process simplification.

WHAT CHANGED WITH CLOUD ERP

- Standardized processes replaced fragmented workflows.
- A robust data infrastructure enabled faster M&A integration.
- A single ERP foundation reduced operational complexity and created a consistent global operating model.
- A single source of truth reduced inconsistencies across brands and supported scalable growth.

03

How Dependent Is Your Business on Manual Workarounds?

The symptom: Key processes depend on individual knowledge and offline tools rather than the system.

SCORE	
☐ Frequently. Spreadsheets, custom tools and manual processes are required to complete core activities.	1 Manual
☐ Occasionally. Some processes are standardized, but important gaps are still managed through local workarounds.	2 Mixed
☐ Rarely. Core processes are standardized, connected and supported by the ERP environment.	3 Standardized

How does this impact you?

GROWTH IMPLICATION

Manual workarounds increase cost and inconsistency as transaction volumes and operational demands grow.

AI IMPLICATION

AI cannot reliably automate processes when the underlying rules vary by function, market or user.

IN PRACTICE

For one footwear brand, an ERP built for wholesale became reliant on workarounds as retail and e-commerce expanded.

📍 Switzerland 📦 Footwear 💰 \$350M Revenue 🗓️ 30+ Retail Stores

WHAT WAS HAPPENING

- Stock-protection workarounds made cross-channel availability difficult to maintain.
- Customer prioritization and product allocation relied on custom tools and manual effort.
- Complex bulk orders were managed manually, limiting visibility into available inventory across markets.
- Inventory allocation and rescheduling processes were not aligned, delaying stock availability.

WHAT CHANGED WITH CLOUD ERP

- Standardized processes reduced complexity and reliance on heavily customized workflows.
- Rule-based allocation and simulation tools improved inventory optimization across markets and customer segments.
- Real-time stock protection and inventory visibility helped improve product availability and fulfillment performance.

04

Can Governance, Reporting and Compliance Scale with the Business?

The symptom: Each market runs its own version of reporting and controls.

	SCORE
☐ Poorly. Statutory reporting and local compliance rely heavily on manual processes and workarounds.	1 Manual
☐ Adequately. Requirements can be met, but reporting is time-consuming, inconsistent or vulnerable to error.	2 Partial
☐ Effectively. Governance, controls and local requirements are embedded within standardized processes.	3 Embedded

How does this impact you?

GROWTH IMPLICATION

Expansion becomes harder when reporting, controls and local requirements depend on manual intervention.

AI IMPLICATION

AI needs governed information with consistent definitions, controls and ownership.

IN PRACTICE

For one international retailer, legacy systems struggled to support statutory reporting and cross-border operations across its expanding footprint.

📍 Germany 📦 Sportswear 💰 €3.4B Revenue 🏪 90+ Retail Stores 👤 13,000 Employees

WHAT WAS HAPPENING

- The legacy ERP could not support the legal and compliance requirements of a global footprint.
- Manual processes and limited system flexibility created bottlenecks in statutory reporting.
- Goods movement within borders carried avoidable risk and operational overhead.

WHAT CHANGED WITH CLOUD ERP

- A simplified legal structure enabled consistent statutory reporting.
- Compliance in cross-border goods movement improved.
- Standardized global operations simplified compliance across markets and reduced the complexity of local regulatory requirements.

05

Can You Deliver Consistently Across Channels?

The symptom: Each channel holds its own view of the customer, the order and the inventory.

SCORE	
☐ Not yet. Inventory, customer, order and fulfillment information remains fragmented across channels.	1 Fragmented
☐ Partly. Some omnichannel capabilities exist, but visibility and execution are not consistent across the business.	2 Partial
☐ Yes. Teams can access connected customer, inventory, pricing and order information to support consistent execution.	3 Consistent

How does this impact you?

GROWTH IMPLICATION

Disconnected channels make customer promises, inventory decisions and fulfillment harder to coordinate.

AI IMPLICATION

AI needs connected customer, product, inventory, order and fulfillment data to make relevant recommendations.

IN PRACTICE

For one global fashion brand, a heavily customized environment could not keep pace with evolving customer expectations.

📍 Netherlands 📦 Apparel & Accessories 💰 €750M Revenue 👤 1,400 Employees

WHAT WAS HAPPENING

- Decentralized retail systems made customer behavior difficult to track, with POS and ERP operating independently.
- Limited fulfillment options restricted the ability to scale flexible delivery models.
- Fragmented inventory visibility across locations delayed planning and fulfillment.
- Outdated store processes and handheld tools created inefficiencies across logistics, merchandise management and service.

WHAT CHANGED WITH CLOUD ERP

- A single customer view connected cross-channel orders and shopping patterns.
- A loyalty platform supported targeted promotions, personalized offers and pricing simulations.
- Real-time inventory visibility improved inventory planning and fulfillment decisions.
- RFID and mobile apps gave store teams immediate access to inventory, pricing and logistics.

YOUR RESULT

What Your Score Means



Most constraints in a retail operating model are not visible until growth or AI puts weight on them. Your total indicates the strength of your operating model. The area where you scored lowest is usually where the most immediate constraint sits.

If several areas share the lowest score, the issues may be connected rather than isolated.

5–8

TOTAL SCORE

Operating model under strain

Growth is being absorbed through manual effort and local fixes rather than through the operating model. Each new store, channel or market compounds cost and complexity, while AI initiatives may struggle to move beyond isolated pilots.



WHAT THIS INDICATES

Start with your lowest-scoring area. Fixing the underlying issue will deliver more value than improving all five at once.

9–12

TOTAL SCORE

Operating model holds today, but growth will test it

Core processes are functioning, but standardization, connectivity and visibility varies through the organization. Further growth or broader AI adoption may expose gaps between functions, systems, regions or channels.



WHAT THIS INDICATES

Identify which constraint your next growth move will hit first and address that issue ahead of the expansion.

13–15

TOTAL SCORE

Operating model positioned to scale

Standardized, connected processes and trusted data provide a stronger base for growth and AI. The priority now is to extend that consistency into automation and enterprise-wide innovation.



WHAT THIS INDICATES

The priority is no longer fixing foundational issues. It is deciding where AI and automation create the most value.

The Five Foundations Behind Scalable Growth and AI

Although the five assessment areas represent different operational issues, they depend on the same underlying foundations: **trusted data, standardized processes, connected operations, retail business context and a clean core.**

SAP Fashion and Retail Public Cloud ERP helps establish these foundations by connecting core retail processes with trusted operational and financial information on a standardized cloud core. Together, they create the structure, consistency and context required to support scalable growth and AI-enabled retail processes.

1	TRUSTED DATA	WHY IT MATTERS As retailers grow, inventory, pricing, and margin decisions become more complex, making trusted data essential for both operations and AI.	IN SAP RETAIL PUBLIC CLOUD ERP A governed source of retail operational and financial data helps maintain consistency and creates a more trusted foundation for insights, automation and AI.
2	STANDARDIZED PROCESSES	WHY IT MATTERS Growth becomes harder to scale and operations harder to automate when the same process is executed differently across brands, markets, or channels.	IN SAP RETAIL PUBLIC CLOUD ERP Retail best-practice processes help reduce unnecessary variation, simplify execution and create a more consistent foundation for automation and AI.
3	CONNECTED OPERATIONS	WHY IT MATTERS Disconnected operations make coordination harder as the business grows and limit AI's ability to understand the end-to-end impact of a decision.	IN SAP RETAIL PUBLIC CLOUD ERP Connected retail processes create visibility across the enterprise, helping AI work with end-to-end operational scenarios rather than isolated functional information.
4	RETAIL BUSINESS CONTEXT	WHY IT MATTERS Without business context, AI may misinterpret data, producing recommendations that are incomplete or operationally inappropriate.	IN SAP RETAIL PUBLIC CLOUD ERP Business context is preserved across processes and data, helping AI understand operations and suggest recommendations based on how the business works.
5	CLEAN CORE	WHY IT MATTERS Excessive customization increases cost, slows change, and makes new capabilities, including AI, harder to adopt.	IN SAP RETAIL PUBLIC CLOUD ERP Supported extensibility enables retailers to differentiate where needed, without compromising a clean, scalable ERP core.

SAP Fashion and Retail Public Cloud ERP: Enterprise-Grade Capability, Built for Mid-sized Fashion and Retail Businesses



Scalable

Start Fast, Expand at Will

Offers a flexible, low-disruption entry point to AI-powered cloud ERP, helping retailers modernize and expand without disruptive rebuilds or unnecessary complexity. It creates a foundation for more autonomous operations over time.



Retail-Ready

Reach Value Sooner

Helps retailers start with proven retail processes, business content, and capabilities designed around how they operate. This enables faster adoption while reducing the need for lengthy redesign and customization efforts.



AI-Enabled

See Clearly, Decide Faster

Embeds AI across retail processes, bringing together the data, business context, and operational connectivity needed to support more informed decisions across merchandising, inventory, supply chain, and fulfillment.



Predictable

Modernize with Greater Certainty

Provides a clearly defined scope, transparent pricing, and a structured delivery approach from the outset, helping retailers reduce implementation risk, control costs, and move forward with confidence.



Simplified

Run ERP with Less Effort

Reduces the burden of maintaining aging customizations, manual workarounds, and disconnected systems. SAP-managed operations, updates, and security help lower operational effort, allowing teams to focus on growth, innovation, and higher-value work.

A FOUNDATION FOR WHAT COMES NEXT

Preparing Your Fashion & Retail Enterprise for the Next Stage of Growth

Growth will continue to introduce new stores, channels, markets, products and business models. AI will continue to reshape how retailers plan, decide and operate.

Neither can scale on a fragmented operating model.

Whether the challenge is data, process standardization, operational visibility or scalability, the underlying requirement is the same: a fashion and retail foundation capable of supporting growth and AI together.

As businesses strengthen this foundation, they become better positioned to operate with greater efficiency, consistency and autonomy over time.

NEXT STEPS

Turn Your Assessment into a Focused Readiness Discussion

A discovery session with Rizing and Wipro can help your leadership team interpret the assessment, connect the findings to planned growth and AI priorities, and determine where SAP Fashion and Retail Public Cloud ERP may fit.

- ✓ Translate the assessment result into clear transformation priorities
- ✓ Identify the constraints most likely to affect growth and AI adoption
- ✓ Clarify where standardization is required and where differentiation matters
- ✓ Explore how SAP Fashion and Retail Public Cloud ERP may fit your existing environment

[Schedule Discovery Session](#)

Why Rizing and Wipro for Your Fashion & Retail Transformation?

The Go-to SAP Partner for Fashion and Retail

✓ **Unmatched SAP S/4HANA Fashion and Retail Expertise**

For over two decades, the Rizing team has been at the forefront of driving end-to-end SAP Retail/Fashion transformations, leveraging deep industry expertise and experience managing 30+ global SAP S/4HANA Retail/Fashion projects.

✓ **Proven Experience & Implementation Strategy**

Backed by seasoned SAP Retail/Fashion experts, we leverage tried-and-tested methodologies and tools to streamline SAP S/4HANA deployments, reducing complexity, minimizing downtime, and maximizing efficiency.

25+

Years of implementing SAP Retail and Fashion solutions

80+

Retail and Fashion success stories

40+

Countries covered in implementation projects



Co-development Partner for SAP S/4HANA Fashion and Retail Public Cloud with Wipro



Co-Innovation Partner of SAP S/4HANA Fashion, FMS and Customer Activity Repository



The most number of SAP S/4HANA Fashion and Retail projects completed globally



Includes a Center of Excellence team that drives industry best practices, works closely with SAP product teams and co-development efforts.

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The go-to SAP co-innovation and collaboration partner for retail and fashion, Rizing helps companies transform to intelligent enterprises, leveraging proven accelerators and **20+ years of expertise in end-to-end implementations.**

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