



**"With confidence in the system and the software, we can really hone in on performance across the business."**

—JAMES SAUNDERS, HEAD OF BUSINESS PLANNING, HALLMARK CARDS

## ABOUT THE COMPANY.

Hallmark Cards is the UK's leading manufacturer of greeting cards, gifts wrap, and gift products. Established in the UK in 1958, it is one of three operating divisions under the Hallmark Cards PLC name, with the other two being Tigerprint and Hambledon Studios.

Hallmark produces products in over 30 languages for 100 countries around the world. The UK is Hallmark's biggest market outside of the US, with more than two billion greeting cards being sent each year. In the UK, Hallmark has 3,300 employees ranging across all the core departments including creative, sales, marketing, manufacturing, and warehousing, as well as a merchandising force in the field.

# HALLMARK CARDS

## SETTING THE STRATEGY.

In order to anticipate and satisfy consumer demand, Hallmark must hold in excess of 20,000 different product items in reserve at any one time. The management of Hallmark's inventory was based on a simple 13-week moving average sale rate produced using Microsoft® Excel® spreadsheets. This resulted in high levels of stock holding and stock obsolescence, both of which were unsustainable. Added to this was a desire to drive improvements in product availability.

In addition, there were forecasting inconsistencies between departments. It was commonplace for departments to forecast varying figures for the expected demand of Hallmark's products. Often no provision was made if the customer changed or re-planned what it wanted to order and sell. Hallmark knew that it required a system that could review forecasts directly in line with fluctuating demand in order to reduce costs and improve business agility.

But with such an overwhelming range of products, this posed many challenges.

Hallmark needed a supply chain management partner who would help to integrate all of its processes across sales, marketing, finance, inventory, and supply functions, in order to improve the accuracy in forecasting and better manage inventory to meet its service targets.

## GETTING BUSINESS SPECIFIC.

Hallmark made the decision to implement Infor™ SCM Demand Planning, including the forecasting, inventory, replenishment, and sales and operations planning modules. Under the project code name SPLASH (Serviceability and Productivity Leap as Stock Halves), Hallmark also implemented a company-wide web tool for tracking sales and recording market intelligence.

## SEEING RESULTS.

One of the most important benefits reported by Hallmark is the provision of a single company-wide view of the forecast from which inventory and production can be planned. The information is held centrally and incorporates all the many promotions, new product additions, and line deletions that a company in the greeting card business has to manage on a daily basis.

Sales forecasts are calculated using statistical inputs and the planning processes across sales and operations are now fully integrated. This gives Hallmark an accurate view of the “true demand” and, more importantly, provides the sales and operations planning departments with complete visibility of available stock.

In line with this, Hallmark’s inventory management is now based on accurate, forward-looking sales forecasting. The marketing and supply chain departments set and control inventory policy to anticipate upcoming events.

As a result of this single, unified view across all of its departments, Hallmark has delivered significant reductions in working stock levels while simultaneously increasing the availability of its products by two percentage points. Departments no longer use Excel in their demand planning and inventory management functions.



### Facts at a glance :

- ▶ *Company*—Hallmark Cards
- ▶ *Solution*—Infor SCM
- ▶ *Product*—Demand Planning, Collaborate
- ▶ *Industry*—Manufacturing & Distribution
- ▶ *Employees*—3,300
- ▶ *Country*—UK

James Saunders, head of business planning for Hallmark Cards, comments, “Infor has really demonstrated its expertise in providing a demand and replenishment planning solution. The Infor team spent time understanding our needs and processes across our different departments.

This was crucial to get the maximum benefit from the system. Gaining the buy-in from our staff was crucial, too.” He continues, “With confidence in the system and the software, we can really hone in on performance across the business. We can review our processes on a continual basis. It will enable us to become even more agile as an organization by understanding key trends and patterns of demand across our UK operations.”

## DOING BUSINESS BETTER.

Hallmark’s goal is to increase the availability of its stock keeping units (SKUs) further by utilizing a process of collaboration with the sales and marketing teams, again assisted by the capabilities of Infor SCM through its “Collaborate” solution. A key focus is the importance of people and processes, so staff members have access to the right tools and information. Infor’s Collaborate will become an integral part of Hallmark’s forecast review process and will deliver greater accuracy over the medium to long-term for the business.

Hallmark will also embark on an implementation of Infor SCM Demand Planning at Tigerprint, a subsidiary of Hallmark UK. Tigerprint designs and produces products solely for Marks & Spencer.



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HALLMARK CARDS

Hallmark has been won over by the commitment and expertise that Infor has shown throughout project SPLASH's duration.

### **THERE IS A BETTER WAY.**

At Infor, we work with a core belief. We believe in the customer. We believe that the customer is seeking a better, more collaborative relationship with its business software provider. And a new breed of business software: created for evolution, not revolution. Software that's simple to buy, easy to deploy and convenient to manage. Our 70,000 customers in more than 100 countries stand with us. We look forward to your sharing in the results of our belief. There is a better way. For additional information, visit [www.infor.com](http://www.infor.com).

**Infor Corporate Headquarters**

13560 Morris Road  
Suite 4100  
Alpharetta, Georgia 30004  
USA  
Phone: +1 (800) 260 2640

[www.infor.com](http://www.infor.com)

The Infor logo consists of the word "INFOR" in a bold, sans-serif font. The letters "I", "N", "F", and "O" are black, while the letter "R" is red. A small trademark symbol (TM) is located to the upper right of the "R".