

# Organizational restructuring? Know how.

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With funding from the European Union, we helped Jez, a wholesale supplier and a retail chain operator to set a new organizational structure and achieve better overall store performance.



# Wholesale and retail chain, Serbia

**We helped Jez, a wholesaler and a supermarket retail chain, to set its retail business on the right track. Using services of an experienced retail structuring adviser, Jez increased the total turnover by 17%, removed over 4,500 of the worst selling products from assortment, and increased the gross profit by 56%.**

The company was founded in 1991. Specializing in the wholesale business in Western Serbia, Jez started its own retail network in 2012.

A number of issues arose due to the lack of experience in retail business. Internal organisation, business development and financial planning all posed a challenge.

We helped Jez find an adviser who evaluated its business operations, identified the shortcomings, and transferred know-how that significantly enhanced company performance:



The reorganization and introduction of new practices has resulted in a standardized, customer friendly and more efficient store presentation.

- Set up a new organizational structure with clearly defined roles, responsibilities and lines of reporting

- Introduced analytical tools for detailed analysis, evaluation and forecasting of retail store trends

- Initiated a new assortment classification together with restructuring the store layout

- Removed “dead” (not selling) items from assortment and focused on best sellers.

Due to the greatly upgraded stores' assortment, the items turnover accelerated which increased both the sales and the profit. In fact, the APSD (average per store day) sales increased by 8%.

Over the last 12 months, warehouse inventory has decreased by a staggering 58%, while sales have increased by 27% compared to the same period last year. In total, the company inventory has dropped by 43%, which has resulted in significant changes to the operational efficiency of the company.

Jez today serves over 250,000 customers on a monthly basis. With improved organisational structure and better analytical and product range methods, Jez seized new opportunities and two new retail outlets were opened.

Encouraged by these successes, Jez is planning to continue developing its retail network in the regions of central and western Serbia, while introducing further improvements of its overall business operations.

[www.ebrd.com/knowhow](http://www.ebrd.com/knowhow)

Customers served on monthly basis

250,000

Sales

+27%

Gross profit

+56%

Total project value

€47,000

Turnover

+€1.2 million

