

Javelin Group

Digital Retail Quick Wins

Introduction | 2018

JAVELIN GROUP ADVISES THE WORLD'S LEADING RETAILERS AND BRANDS ON STRATEGIC RETAIL TRANSFORMATION

SPECIALISTS

Retail and consumer sector specialists

EXPERIENCED

Highly experienced team of 250+ consultants

VERTICAL

Vertical retail focus – strategy, operations and technology

CHANNELS

All channels – stores, ecommerce, omni-channel

GLOBAL

Global client list – the world's leading retailers and brands

DIGITAL

Digital innovation at the heart of our work

ACCENTURE

Leading digital retail within Accenture Strategy



DIGITAL RETAIL QUICK WINS INTRODUCTION

- ▶ Review the retail offer across all digital channels
- ▶ Clients choose from 20 modules in 4 categories
- ▶ Use proprietary framework & performance benchmarks
- ▶ Provide recommendations prioritised into roadmap
- ▶ Include actionable quick wins to implement immediately
- ▶ Quantified recommendations show sales uplift opportunity

**Typically, our
work produces
sales uplifts of
10-50% within
12 months**

1 Customer Experience

2 Digital Marketing

3 Online Proposition

4 eCommerce Capabilities

DIGITAL RETAIL QUICK WINS MODULES

1 Customer Experience

- i. Customer journey analysis
- ii. Omni-channel experience audits
- iii. Web analytics benchmarking
- iv. Cust. service & delivery development
- v. Omnichannel & value added services

2 Digital Marketing

- i. Strategy & budget allocation
- ii. Channel performance analysis
- iii. Customer profiling
- iv. Customer database segmentation
- v. Customer life-time value modelling

3 Online Proposition

- i. Product & merchandising review
- ii. Online assortment strategy
- iii. Extended range opportunities
- iv. Pricing assessment
- v. Promotion effectiveness

4 Omni-channel Capabilities

- i. Content & product management
- ii. Omni-channel technology
- iii. Omni-channel fulfilment
- iv. Contact centre
- v. Digital organisation

DIGITAL RETAIL QUICK WINS C-SUITE CHALLENGES

ALIGNMENT ON STRATEGY & VISION

Our strategy has changed – how do we ensure our digital proposition and customer experience are aligned to it?

PERFORMANCE ACCELERATION

Our sales or other ecommerce KPIs are not trending as desired – where and how can we improve? How do we achieve better ROI?

DIGITAL CAPABILITY DEVELOPMENT

What structure, skills, capabilities and processes do we need to deliver an acceleration in our digital performance?

PERSPECTIVE ON PRIORITIES

We need to identify new opportunities, leading practice and focus on the top priorities. Can we get fresh perspective?

COST OPTIMISATION

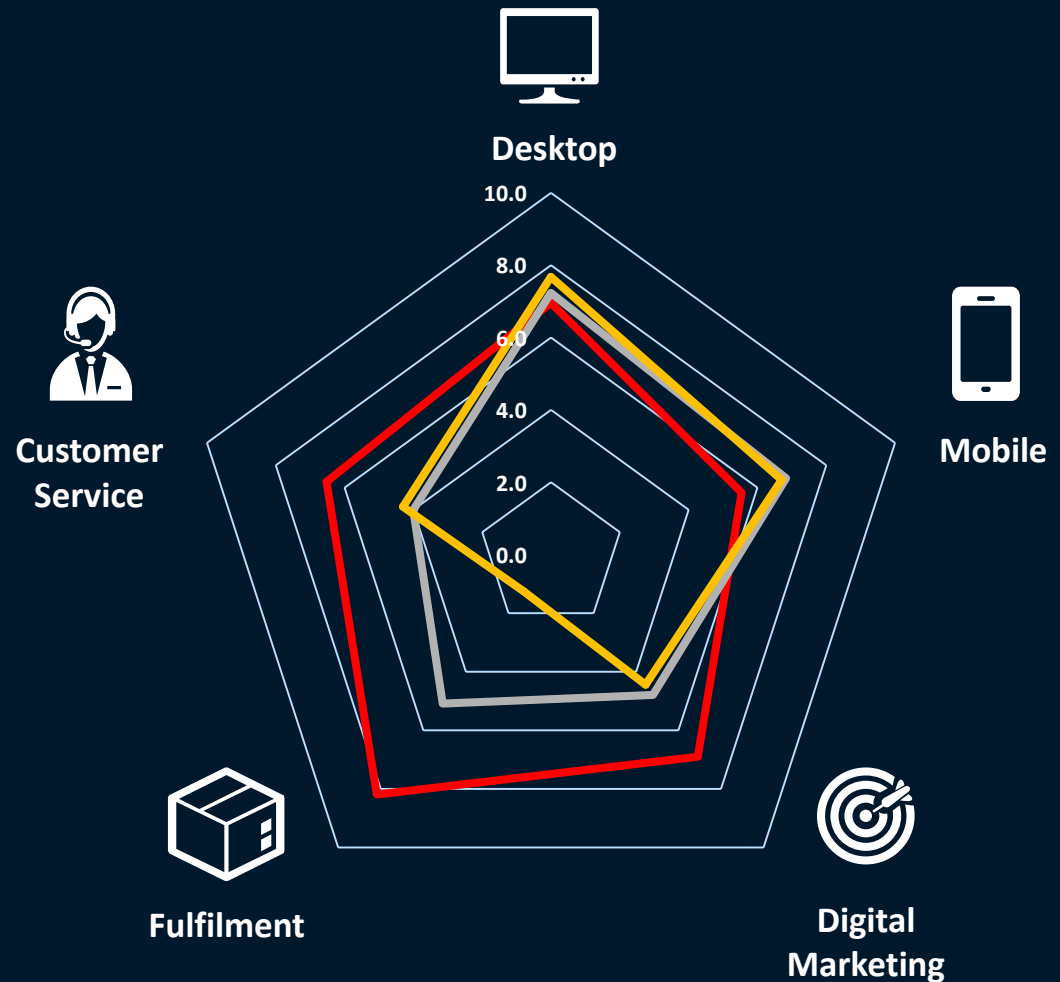
How can we evaluate ecommerce spending and use of resources to ensure maximum operating efficiency?

DIGITAL PROPOSITION IMPROVEMENT

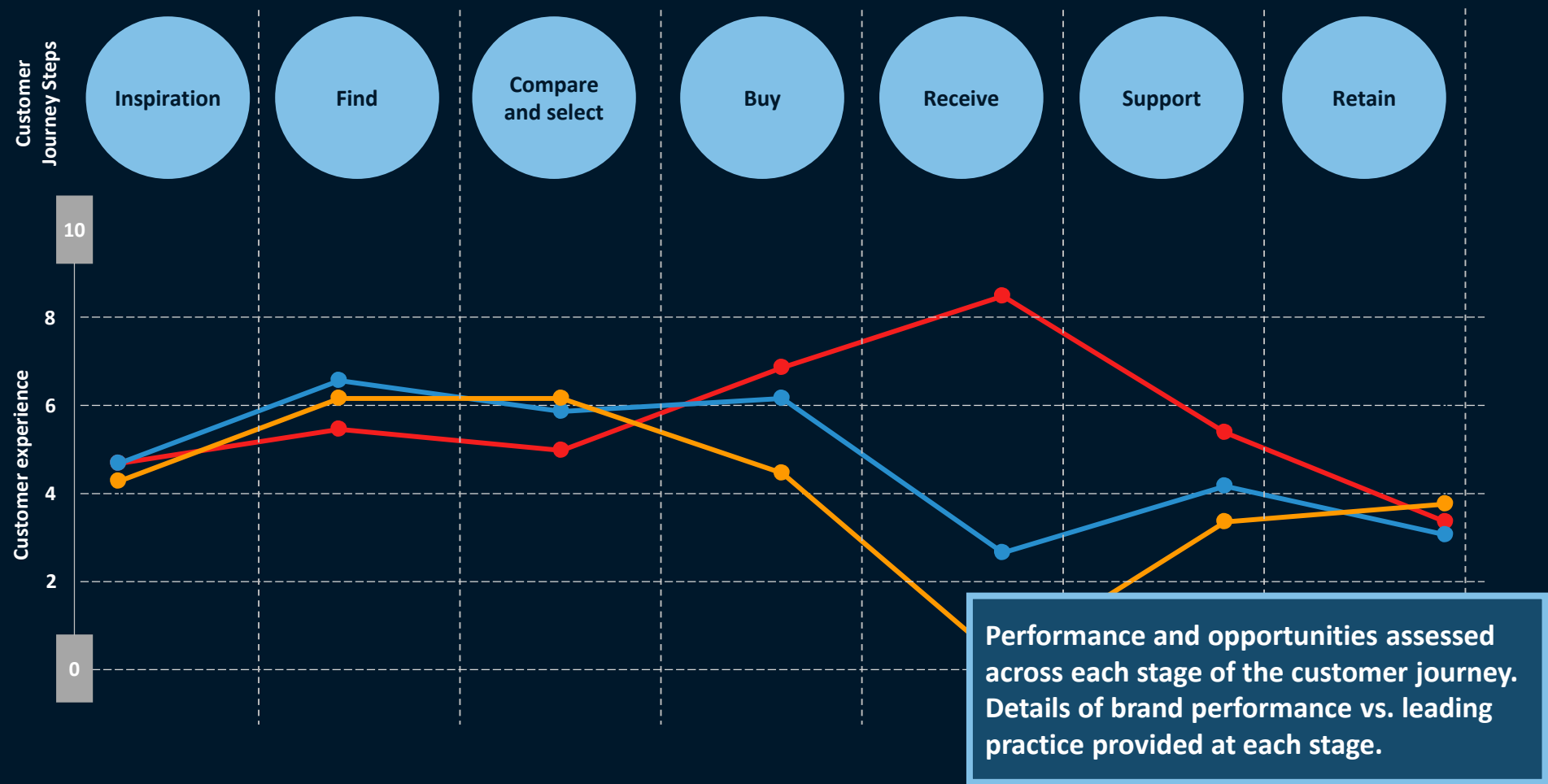
Our competitors and new entrants are winning market share with better propositions and executions – how can we respond?

DIGITAL RETAIL QUICK WINS METHODOLOGY

- ▶ A range of proprietary audits that benchmark current omnichannel proposition vs. competitors
- ▶ Additional audits for stores, value added services and retail partners available
- ▶ Performance assessed vs. “world class retailing” (i.e. a score of 10)
- ▶ Audits draw out multiple opportunities and recommendations of which Quick Wins can be prioritised



DIGITAL RETAIL QUICK WINS METHODOLOGY



DIGITAL RETAIL QUICK WINS EXAMPLE DELIVERABLES

BP scores average on awareness and acquisition; single website and better online content required



Customer Experience Review

Communities, personalisation and location-based push notifications found in wider retail market



Innovation & Leading Practice

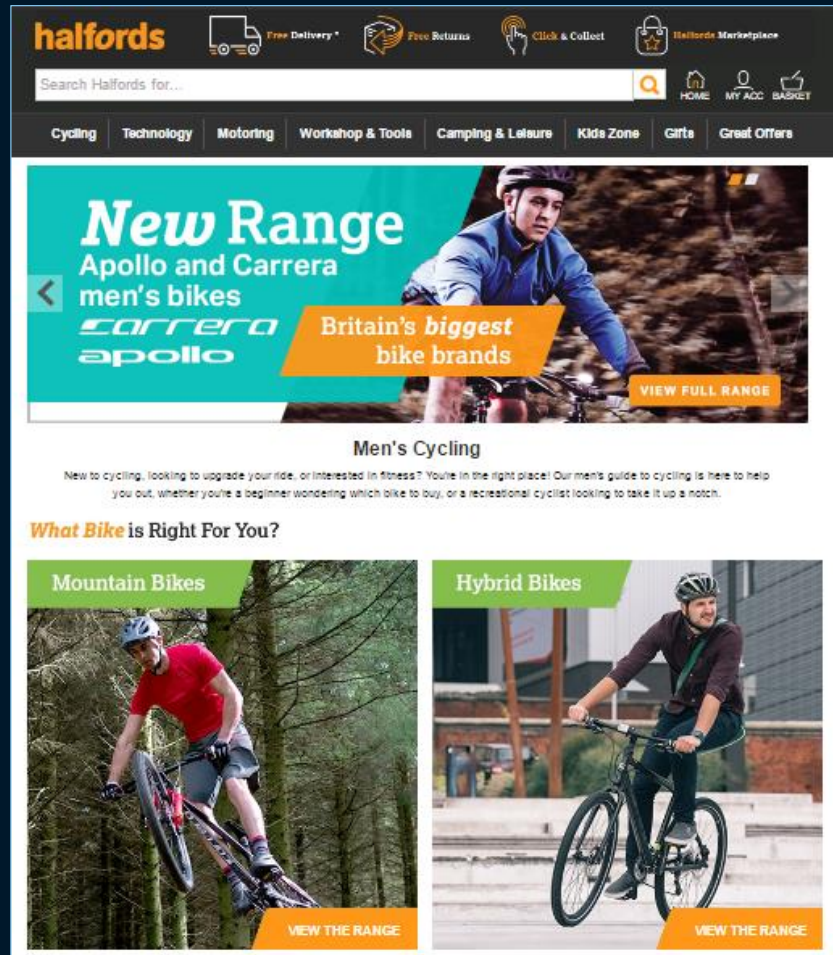
Priority	Strategic initiatives	Why is it important?	Benefit ⁽¹⁾	Costs ⁽¹⁾
P1	T1 Support distributors through content strategy	<ul style="list-style-type: none"> Establish content strategy per product category Introduce content expectations in trade terms Monitor adoption 	<ul style="list-style-type: none"> Neither Triton nor competitors focus on content Content is a key driver of conversion on retail site Benefit extends beyond online transactions due to prevalence of ROPO journey in market 	High £250k - £300k Medium £30k-£50k Content & FTE
	T2 Continuous improvement to brand site	<ul style="list-style-type: none"> B2B portal: develop inst. and spec. log-in features B2C: Include re-direct to preferred retailers All: Targeted SEO improvements 	<ul style="list-style-type: none"> A feature-rich brand website can achieve good traction through direct purchase, ROPO journeys, post-purchase and brand awareness (B2B & B2C) Triton has strong levels of traffic to leverage 	High £100k - £150k Medium £30k-£50k Ongoing Improvements
			Medium £50k - £100k	Low No investments
P2	T4 Consider taps and accessories	<ul style="list-style-type: none"> Offset loss of mixer showers to own brand through additional sales in adjacent categories 	NA Out of scope for digital	NA Out of scope for digital
	T5 Self installation services	<ul style="list-style-type: none"> Integrate installation services sales to Triton site Develop and scale engineer fleet 	<ul style="list-style-type: none"> Cannot compete on price through own site Offering services instead gives brands a point of differentiation and ability to impact retention 	Low £10k - £20k Low Existing team
P3	T6 Develop installer loyalty scheme	<ul style="list-style-type: none"> Brand loyal customers can deliver returns Installers have sufficiently high purchase frequencies to warrant investment in loyalty 	Medium £50k - £100k	Medium £50-£100k Prog. set-up

Business Case & Prioritisation

Initiative	Brand	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Channel	UK recommendations	ALL	UK only	UK only	UK only	UK only	UK only	UK only	UK only	UK only	UK only	UK only	UK only	UK only
Channel	Stock visibility across channels	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Channel	In-store ordering	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Channel	Click & Collect	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Channel	Returns	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Channel	Mobile	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Content	Brand content strategy	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Content	Digital stories	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Product	Online extended range	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Service	Advanced delivery options	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Service	Improved customer service offer	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Service	Value-added services	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands
Marketing	Customer segmentation	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL	ALL
Marketing	CRM implementation	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands	Brands

Actionable Roadmap

DIGITAL RETAIL QUICK WINS DELIVERS REAL RESULTS



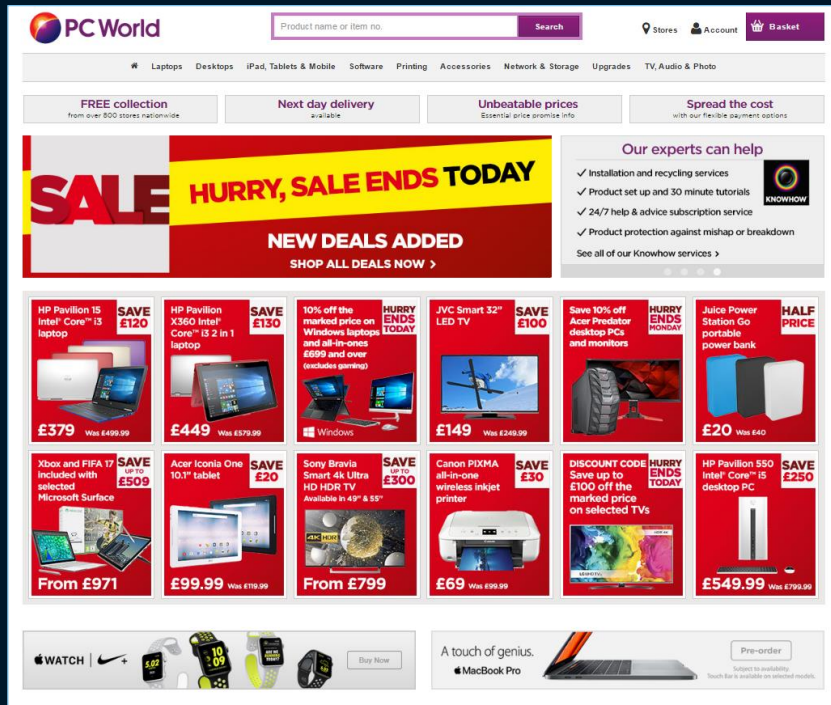
halfords

Javelin Group's recommendations contributed to an uplift of 20% in conversion in the 6 months following the work. Their knowledge of the omni-channel space is unrivalled. They also understand the cultural and organisational challenge very well and worked seamlessly with our partners.



**Clive West, Digital Director,
Halfords**

DIGITAL RETAIL QUICK WINS DELIVERS REAL RESULTS

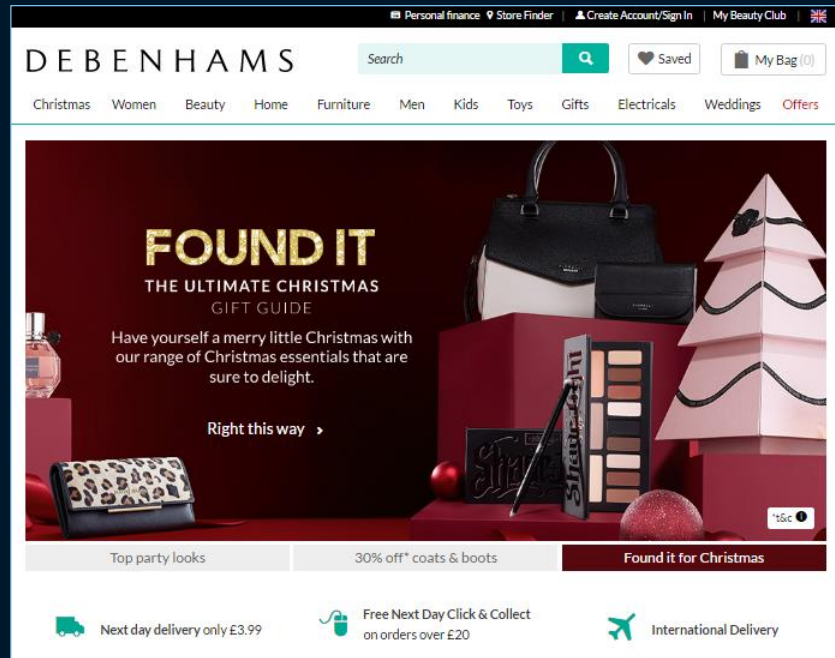


Javelin Group identified significant sales opportunities for the business. Their forecasts have been highly accurate and we have successfully implemented the initiatives from this work. Their detailed knowledge of key benchmarks and best practice across both business and IT has been invaluable.



Robyn Doyle, Former Head of eCommerce Strategy, Dixons Retail

DIGITAL RETAIL QUICK WINS DELIVERS REAL RESULTS



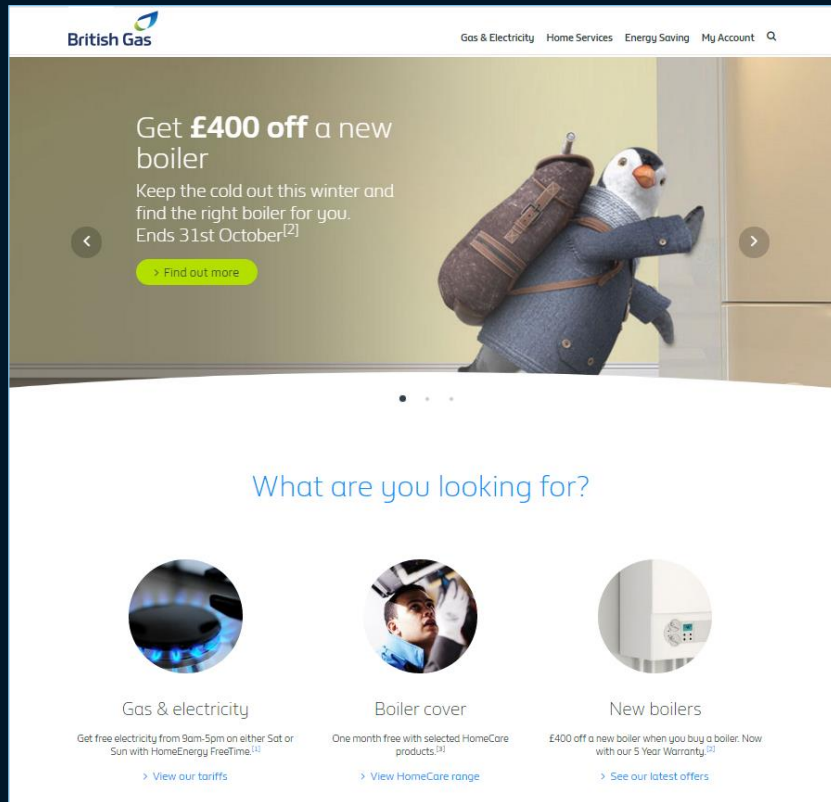
DEBENHAMS

Javelin Group's excellent work can justifiably claim a fair share of the credit for the 88% sales growth that Debenhams.com then experienced over the next 12 months. In consequence, this consulting engagement represented a very high return on investment for Debenhams.



**Michael Sharp, Former COO,
Debenhams**

DIGITAL RETAIL QUICK WINS DELIVERS REAL RESULTS



We engaged Javelin Group to support a strategic review of our digital experience. Their proven track record from retail has helped to develop a set of recommendations that we are implementing.



Arslan Sharif, Digital Director, British Gas.

DIGITAL RETAIL QUICK WINS ACROSS ALL SECTORS



DIGITAL RETAIL QUICK WINS IS JUST ONE OF OUR SERVICES



**Digital Retail
Strategy**



**Digital Retail
Quick Wins**



**Commercial
& Operational
Due Diligence**



**End-to-End
Retail
Operations**



**Store &
Chain of the
Future**



**Intelligent
Retail
Analytics**



**Technology
Consulting**



**Specialist
eCommerce
Solutions**

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