



Omnichannel Retail Intelligence SS'19

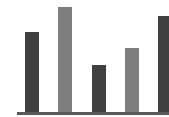
competitive benchmarking for improved market position

- 28th edition -



omnichannel intelligence

> monitor online and offline channels of competitors and benchmarks; compare all details of assortment structure, price architecture and paths to purchase



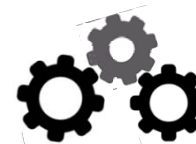
dynamic monitoring

> analyze the range by seasons, events, promotions, sale; get in-depth understanding of product grouping and weekly renewal rate; compare changes over time



100% customized

> choose competitors, channels, locations, frequency of monitoring; select how to compare with your brands



actionable KPIs

> identify the drivers behind trading strategy of benchmarks and competitors; validate action plan to improve performance

about us

ispira

Ispira Ltd is a retail consulting practice providing vision, innovation and profitable delivery in omnichannel retailing, retail strategy, retail merchandising, retail experience, store marketing, retail intelligence.

With offices in London and Rome, we operate in competitive environments supporting the development of successful business models.

- We operate in 6 areas:
 1. Strategy and innovation
 2. Retail Best Practices
 3. Retail experience
 4. Omnichannel
 5. Market Intelligence
 6. Training

Ispira: Passionate About Retail





Team and experience

- We have a team of strategists, retail experts and creative team who have worked with leading international retailers in highly competitive markets. Some of our clients include:

Brand				
Adidas	Cortefiel	Hugo Boss	Miroglio	Porcelanosa
Alessi	DBApparel/Dim	Iceberg	Mondadori	Prenatal
Allsaints	Domus Academy	IC Group	Motivi	Promod
Armani	Emerisque Brands	Imaginarium	M&S	Replay
Autostrade	Emporio Armani	Intesa BCI	Natuzzi	Safilo
Bata	Ferragamo	KappAhl	Nespresso	Salsa
Benetton	Ferrari	Koton	Optissimo	Sia
Bonprix	Fornarina	La Martina	OVS - Oviessa	Springfield
Boots	Geox	Luisa Spagnoli	Ozward Boateng	SunCapital Partners
Bottega Verde	GoldenPoint	Luxottica	Panorama	Terranova
Camper	Gruppo Pam	Malo	Parah	The North Sails
Carrefour	Harmont & Blaine	Marella	Peuterey	VF Corporation
Coin	HMV	Marzotto	Piazza Italia	Zara



Retail intelligence SS'19



Quantitative support to trading strategy

- Omnichannel Retail Intelligence is a key tool to improve the market position of your brand and to grow financial performances
- Our services provide quantitative data, in depth analysis, comparison with competitors and benchmarks, guidelines to improve KPIs
- We operate worldwide in 4 areas:

1.

Market position and strategy

- range width
- price architecture
- style and end use mix
- category mix
- product thresholds
- multichannel strategy

2.

Productivity estimate

- sales volume
- sales/m²
- product rotation
- visitor to customer conversions
- basket analysis

3.

Range structure

- product mix
- number of options by price point
- key range indicators
- comparison against previous periods/years

4.

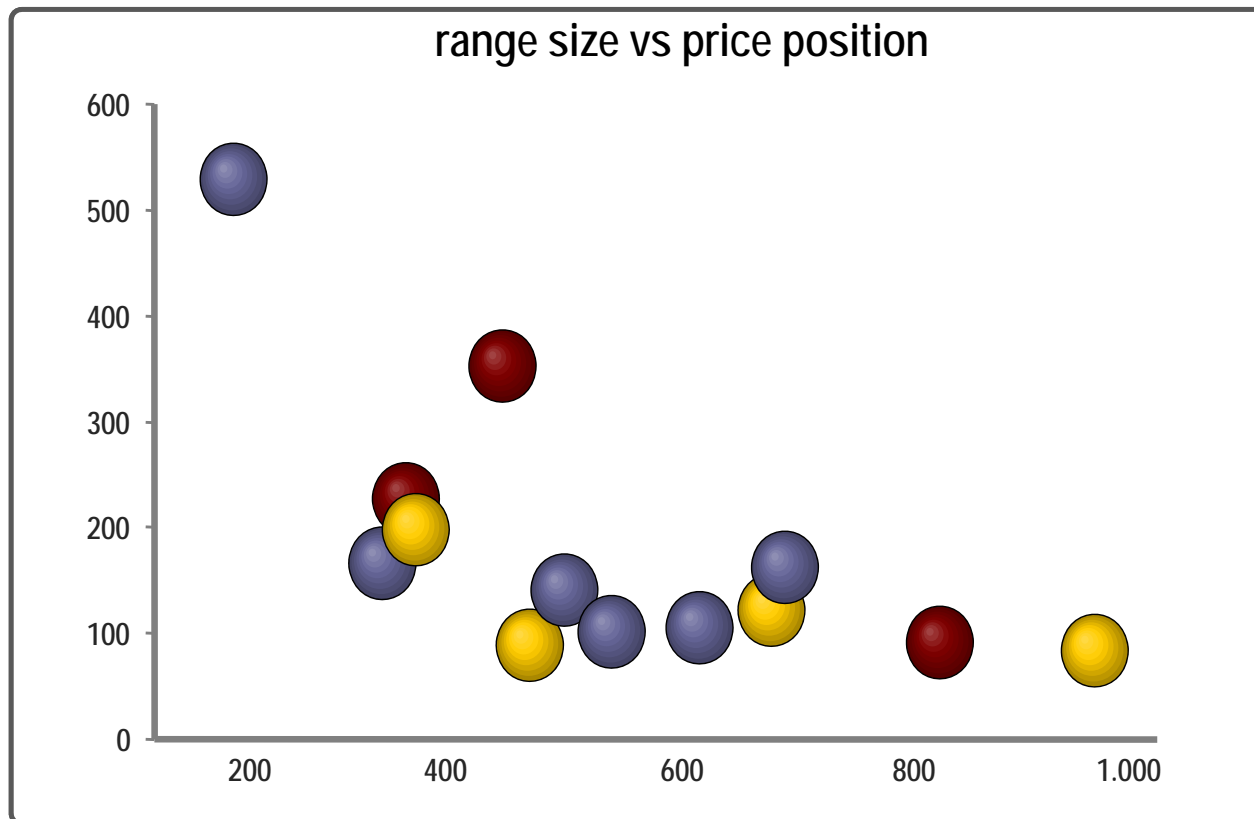
Display and windows KPIs

- options, units density
- m² conversion to metres
- wall vs ground fixtures
- mannequins strategy
- display techniques
- detailed photo coverage

1. Market position and strategy - example

• Retail Brand Market Position

- price-width market position
- number of categories, brands, labels, segments
- product style, end use and store zoning

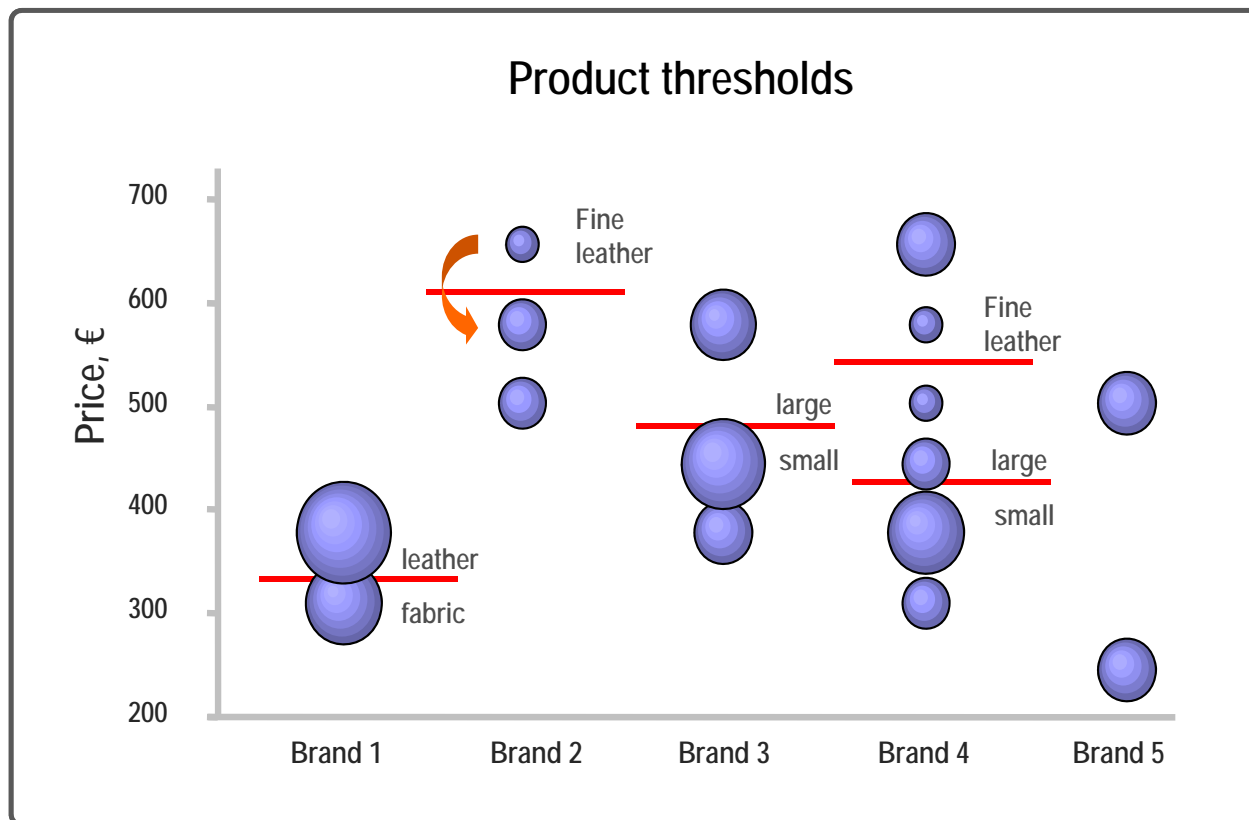


typical KPIs
• shopping bag
• range width
• market position
• segmentation
• min - max prices
• dynamic over time

1. Market position and strategy - example

• Product thresholds and range competitiveness

- product materials by price level
- market standard levels
- differentiation drivers



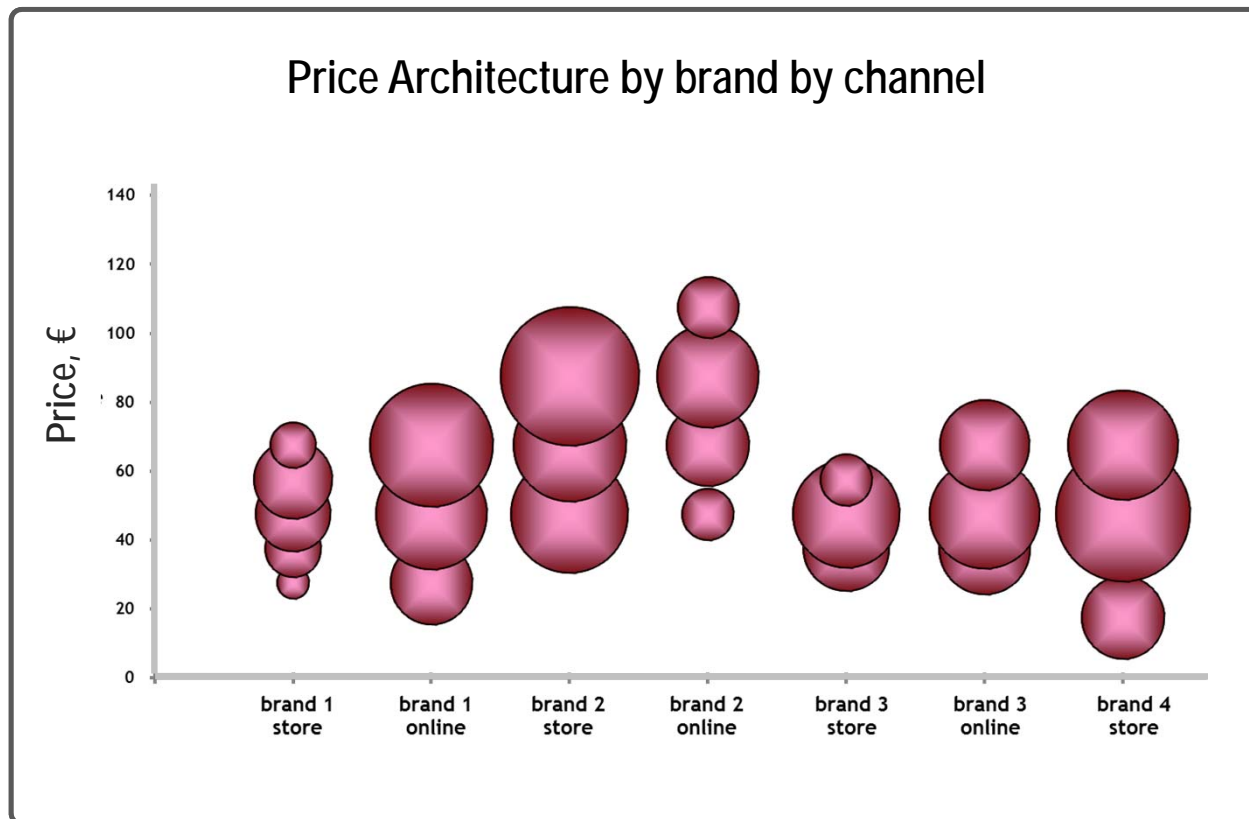
typical KPIs

- points of parity
- points of differentiation
- range structure
- product thresholds
- mix by style-end use
- range segmentation

1. Market position and strategy - example

- **Multichannel strategy**

- product mix and range structure
- pricing strategy
- width vs depth strategy



typical KPIs

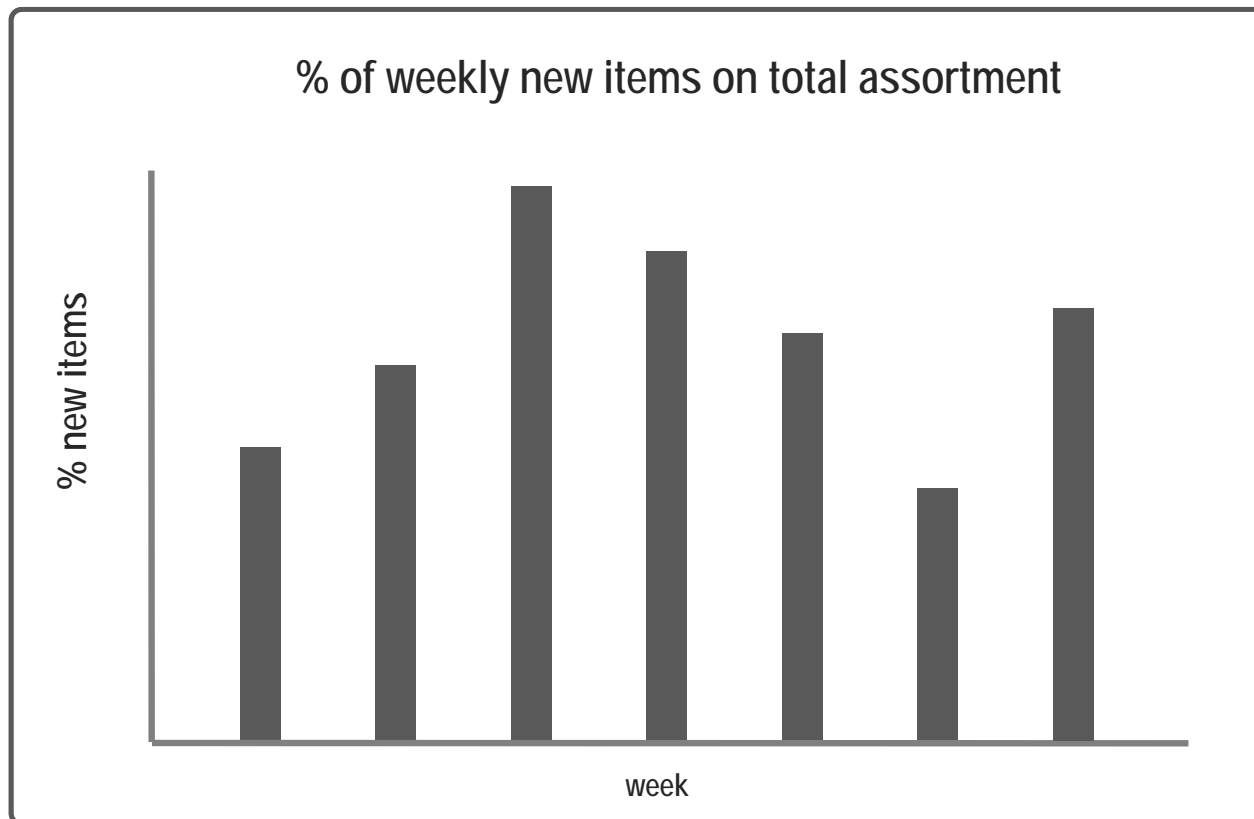
- multichannel strategy
- product mix
- online vs offline assortment structure
- product thresholds
- price strategy
- price variance



1. Market position and strategy - example

- **Online assortment strategy**

- Weekly assortment deliveries
- Paths to purchase and duplicated items
- Assortment by event and period



typical KPIs

- Weekly range renewal rate
- Number of paths to purchase
- Assortment structure by period
- Assortment structure by event
- Price Architecture by category, campaign, segment
- Number of colors per style



1. Market position and strategy - example

• Communication and display strategy

- Window strategy and frequency of renewal
- Number of options on display
- Type of coordination and pricing
- Number of styles of mannequins
- Type and size of POS material

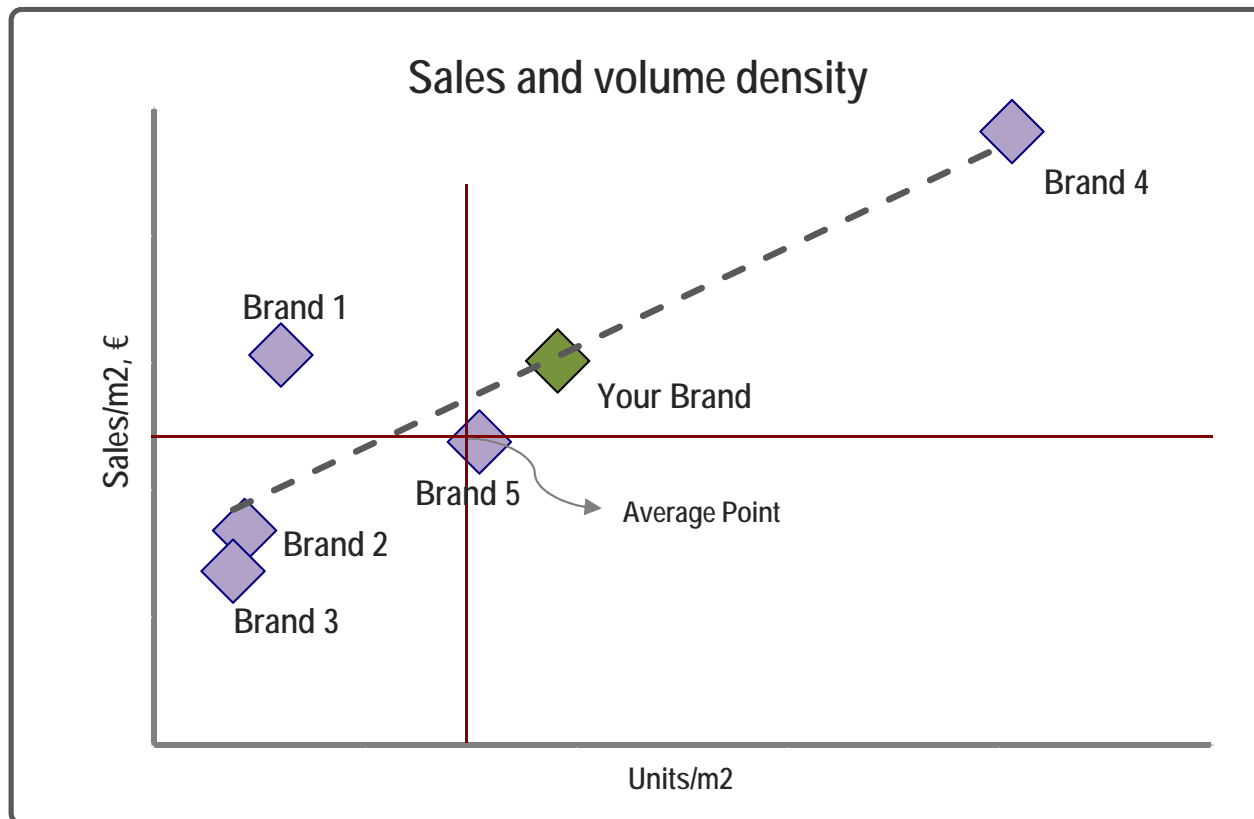
typical KPIs
• Frequency of renewal
• Number of options on display
• Price points
• Product type on display
• Mechanics for communication

	H&M	Zara	Next	Primark	Uniqlo	Top Shop	River Island	New Look	Miss-Guided	Pull & Bear	Stradivarius	Bershka	Jack Jones
No window					●	●			●		●		
Open	●	●											
Closed	●												
Half closed			●	●	●		●	●		●		●	●

2. Productivity - example

• Productivity levels by volume and value

- total sales by quantity
- sales density
- visitor to customer conversion



typical KPIs

- store traffic
- conversion rates
- average basket
- productivity
- gender mix
- store size



2. Category Productivity - example

- **Trading performance guidelines (*)**

- product rotation
- sales product mix
- role by category

	Sold option/ visible options	Visible / available option	Units sold / option	Units sold/ option / week
Category 1	32%	65%	12	2.5
Category 2	21%	80%	18	5.1
Category 3	22%	79%	15	3.1
Category 4	34%	57%	10	2.0
Category 5	40%	83%	8	4.3
Category 6	45%	90%	9	6.1
Category 7	47%	77%	2	1.3
Total	35%	76%	11	2.9

typical KPIs
• sold options/ visible options
• visible options/ available options
• units sold/option
• units sold/option/week
• customer penetration by category
• customer penetration by brand / label

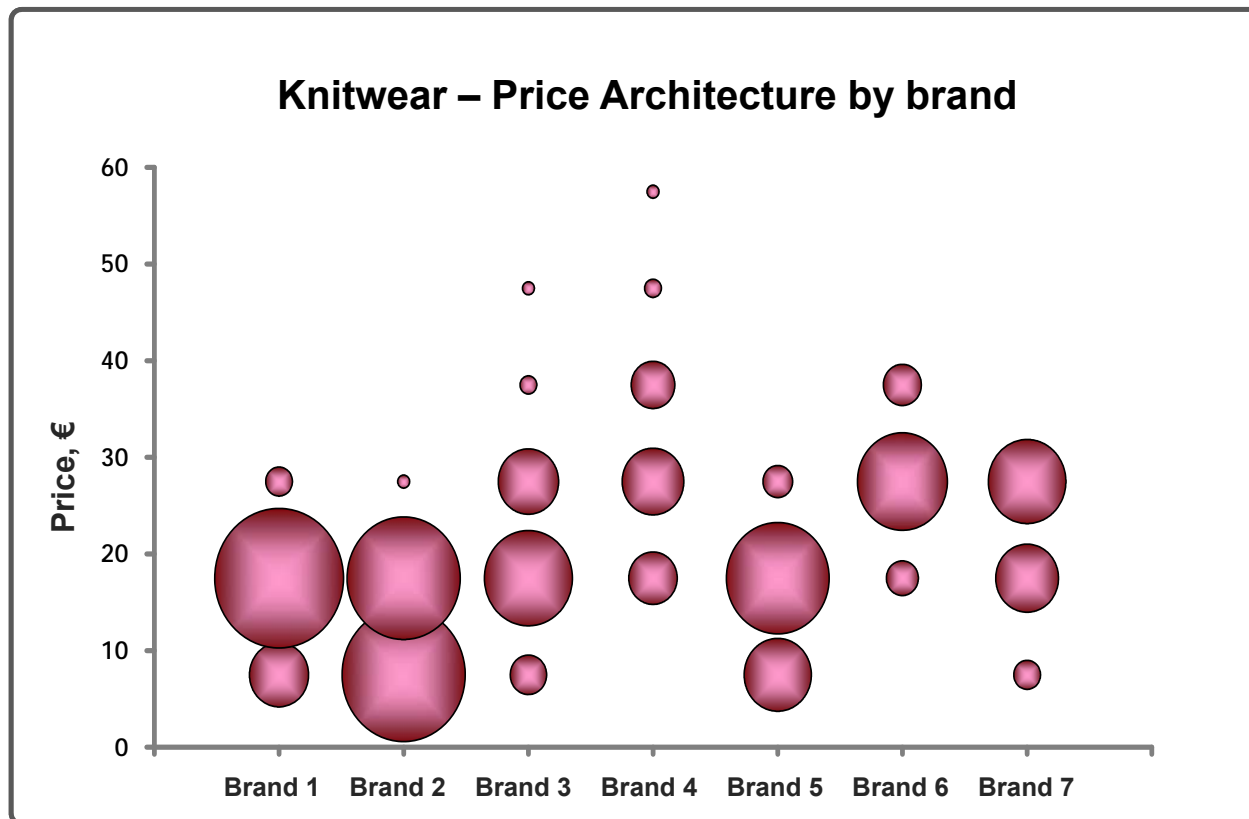
(*) available for owned stores only with our proprietary Category Management Solution



3. Range Structure - example

• Price Architecture

- assortment structure by price level by function
- number of options by price level
- gaps and excess of offer



typical KPIs

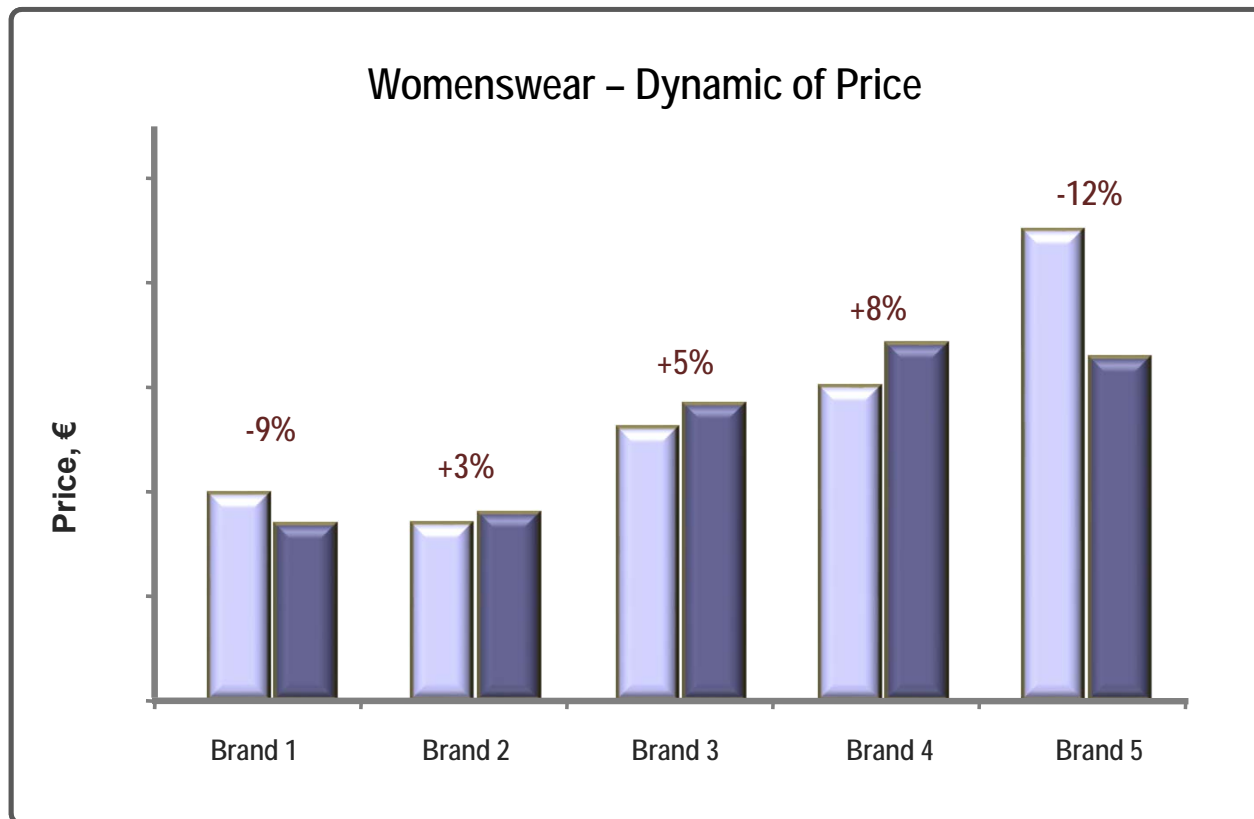
- number of price points
- over- vs under- represented price bands
- range variance by category
- authority of assortment
- price ranking across categories
- missing market segments



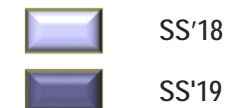
3. Range Structure - example

• Dynamic of offer

- price change
- assortment structure dynamic
- product mix evolution



typical KPIs
• online vs offline price
• online vs offline assortment structure
• flagship vs large vs small range structure
• start vs middle season range structure
• year n vs year n-1 range structure
• monobrand vs multibrand range structure





4. Display and Windows KPIs

- **Retail experience and consistency of display**

- fixture density
- product density
- store zoning
- photo coverage of window and store display

	options per linear metre	units / linear metre	M2 conversion to LM	wall fixture % total fixture
Store 1	3.9	12	4.1	60%
Store 2	5.2	15	4.6	55%
Store 3	6.3	18	5.1	48%
Store 4	4.1	12	5.3	52%
Store 5	5.5	14	4.3	55%
Store 6	5.2	19	5.5	65%
Store 7	4.1	13	3.9	61%
Store 8	6.0	20	5.9	65%
Store 9	5.1	17	6.1	59%

typical KPIs
• options per linear metre
• units / linear metre
• m2 conversion to linear metre
• wall fixture vs ground fixtures
• options on display on windows
• comparison across formats and store concepts



Retail Intelligence Services for SS'19

- Unique combination of flexibility, experience and depth of knowledge at your disposal:

1. totally flexible service – you choose:
• number of your stores to audit
• competitors and benchmarks
• locations
• timing of the audit
• frequency
• data and KPIs required

2. in most retail sectors	
• Apparel	• Watches
• Fashion	• Jewelry
• Footwear	• Homeware
• Accessories	• Opticians
• Bags	• Electricals
• Health & Beauty	• Mass merchandisers

3. in all channels and formats
• monobrand direct vs franchised stores
• online stores
• multibrand
• temporary, unconventional stores
• high street vs mall
• flagship vs standard and small stores

➤ <u>deliverables:</u>
• exclusive, customized research
• team of expert consultants
• delivery in 4-6 weeks
• detailed quantitative report
• relevant KPIs and action plan
• onsite result presentation

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