

A man with a beard and glasses, wearing a suit and tie, is looking at his smartphone. He is standing next to a dark car, possibly a taxi, at night. The background is a blurred city street with warm lights from buildings and streetlights. The overall mood is professional and modern.

KANTAR

Winning in Omnichannel and Bricks & Clicks

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16 September 2020

Meet the (new) shoppers



Retaining the new shoppers require targeted solutions on B&C platforms

The Elderly:

Most likely to return to stores



The At-risk employed:

Most likely to trade out



The Young:

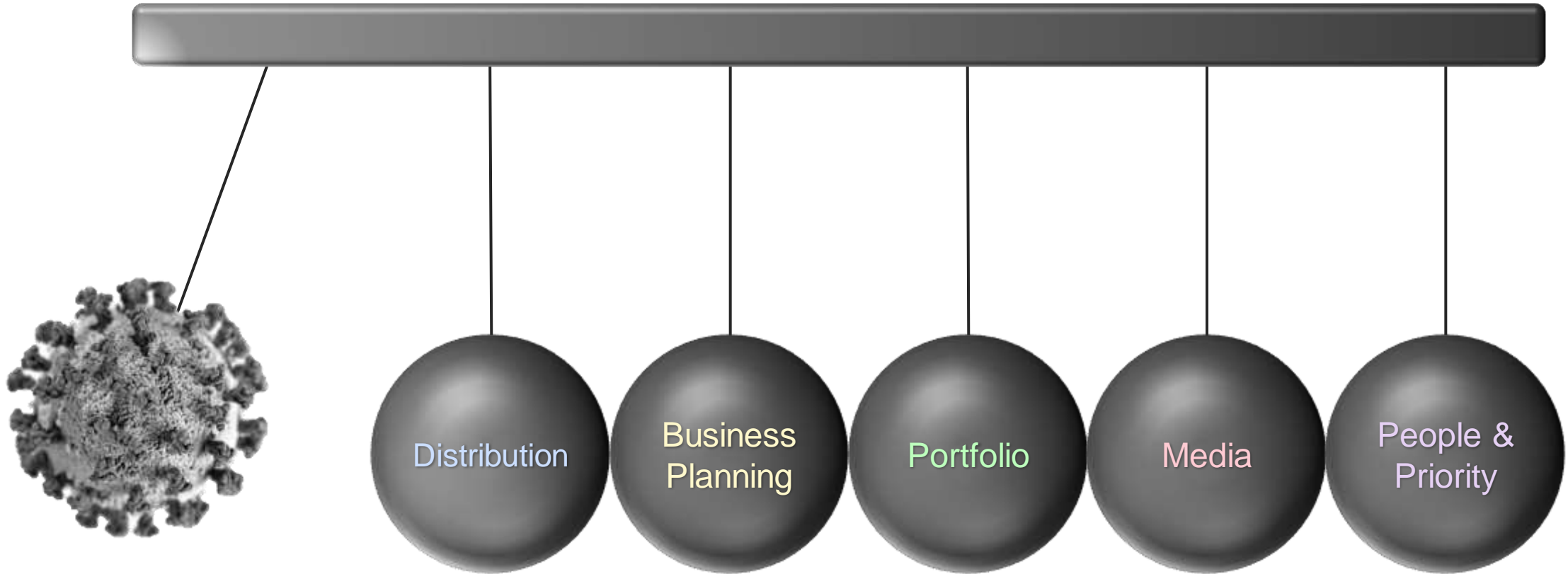
Most likely to shop around



Most likely to define 'growth' in 2021

Covid-19 has sent a ripple of energy through Bricks & Clicks retail – especially Grocery

What are the key tasks to be done in Omnichannel accounts to account for the channel shift?



DISTRIBUTION: your top three actions

1. MAP FULFILMENT MODELS

Understand all your customer fulfilment models. For store/dark store dispatch - map all dispatch points. Plot your product distribution against this to see true online availability

Key Questions:

- Are you aware of your B&C customers' fulfilment options?
- Do you have strategies to optimise sales through availability?

2. TRACK KEY METRICS

Track key logistic metrics for Bricks & Clicks. Use substitution numbers to develop strategies to hack availability. Dispatching store time of day and shelf availability

Key Questions:

- Are you receiving eCommerce availability and substitution data from customers?
- Can you manage availability 'one step removed' by pushing for increase shelf holding of key SKU's?

3. MANAGE INVENTORY

Manage ranging/distribution for all click & collect formats. Pick from shelf and rapid collection models outside of Grocery are critical. Manage store distribution for C&C at key consumption periods

Key Questions:

- Can ranging and distribution be flexed for key consumption periods?
- Do you have critical SKU's in small stores for rapid C&C?

BUSINESS PLANNING: your top three actions

1. PREPARE FOR BATTLE!

eCommerce teams supporting Omnichannel customer accounts need to sharpen commercial skills. Involve them in commercial discussions and use their perspective on margin situations

Key Questions:

- Are your B&C account managers sufficiently confident with eCommerce conversations?
- Do you eCommerce managers own their P&L?

2. INTEGRATED NEGOTIATIONS

Negotiate eCom as a fully integrated channel, not an afterthought. Consider all the new possible tradeables you might have. These will vary by customer!

Key Questions:

- As the growth part of the account is eCommerce front and centre of this year's terms negotiation?
- Have you fully explored all digital tradeables the customer could offer?

3. DATA DATA DATA

Put data on the agenda for every meeting with customers and table it as a tradeable in negotiations or when investing. Ensure you have the capability and resources to add value and interpret the data

Key Questions:

- Do you know the data and analytics capabilities of key customers?
- Are you adequately resources to be able to handle it and what hypotheses are you looking to test?

PORTFOLIO: your top three actions



1. SKU LEVEL FOCUS

Map value chain of each SKU to optimise profit in omnichannel, examining the P&L at a line level within Bricks & Clicks eCommerce

Key Questions:

- Do you know the line level profitability of key SKU's in B&C eCommerce?
- What optimisations in the value chain could be made for eCom that don't compromise in-store execution?

2. PLAN FOR INVENTORY FLEX

Build ranging flexibility into your plans. Find the right product for the right audience is critical for online conversion and the fulfilment channel may have a significant impact on this

Key Questions:

- Have you targeted Brand-critical audiences within Bricks & Clicks eCommerce?
- Do you know if your customers offer inventory customisation per fulfilment method?

3. INNOVATIVE FOR CHANNEL PROFIT

Advanced organisations are innovating for eCommerce but this can stray into 'vanity project' territory. The smart move is to innovate for channel profit.

Key Questions:

- Do Brand and NPD team understand the B&C eCommerce value chain?
- How could you work together to optimise existing and future products for inventory flex and other trends?

MEDIA: your top three actions

1. TEST & INVEST

Work with your Brand Marketing team, Agencies and Customers to identify digital media opportunities within Bricks & Clicks retail.

Key Questions:

- What existing retail media are you using to activate digital journeys?
- As B&C sophisticated digital media opportunities open up are you aware of the early movers?

2. DISRUPT JOURNEYS

Review Shopper Journey understanding for Bricks and Clicks retail post Covid-19 and create new view of how their behaviour has changed.

Key Questions:

- Do you have a strong understanding of post Covid-19 omnichannel shopping behaviour?
- Have you mapped potential shopper intercept points, on and off site?

3. SKU BUSINESS PLAN

Get to know your margin hotspots and allocate money as a group and organise around the budget.

Key Questions:

- Have you considered shopper journeys that start off-site?
- How can you intercept these missions and direct traffic to the most profitable destination?

PEOPLE & PRIORITY: your top three actions

1. CREATE INTEGRATED TEAMS

Solidify those Bricks & Clicks team lines. Either co-opt existing resource or hire more. Protect the team with dedicated resource and make the business case for a strong full time team around you

Key Questions:

- Could you test agile teams for omnichannel customers?
- Have you budgeted for a larger omnichannel cross functional team in 2021?

2. eCOM KPI'S FOR ALL

Every single commercial or supporting function in your business should have eCom KPIs. Consider: Absolute and growth in eCommerce penetration targets as well as, role specific goals

Key Questions:

- Do your commercial and brand teams have an eCommerce KPI?
- How could supporting functions develop measures to support channel growth?

3. CONSIDER 'NEW' ROLES

Build out “new roles” to activate Bricks & Clicks – media, finance and logistical analytics primarily. These could be cross customer or even pan-EU to begin with.

Key Questions:

- Do Brand and NPD team understand the B&C eCommerce value chain?
- How could you work together to optimise existing and future products for inventory flex and other trends?

A close-up photograph of two hands against a black background. The hand on the left is holding a wooden baton, while the hand on the right is open and palm-up, as if receiving something. The lighting highlights the skin texture and the wood of the baton.

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Thank you... and good
luck on your digital
commerce journey

If you were unable to attend Kantar's 'Digital Leadership for the New Decade' Conference, you can purchase it on-demand [here](#) or by emailing events@kantarconsulting.com

Or to schedule a virtual coffee with one of our experts contact Nick East at nick.east@kantar.com