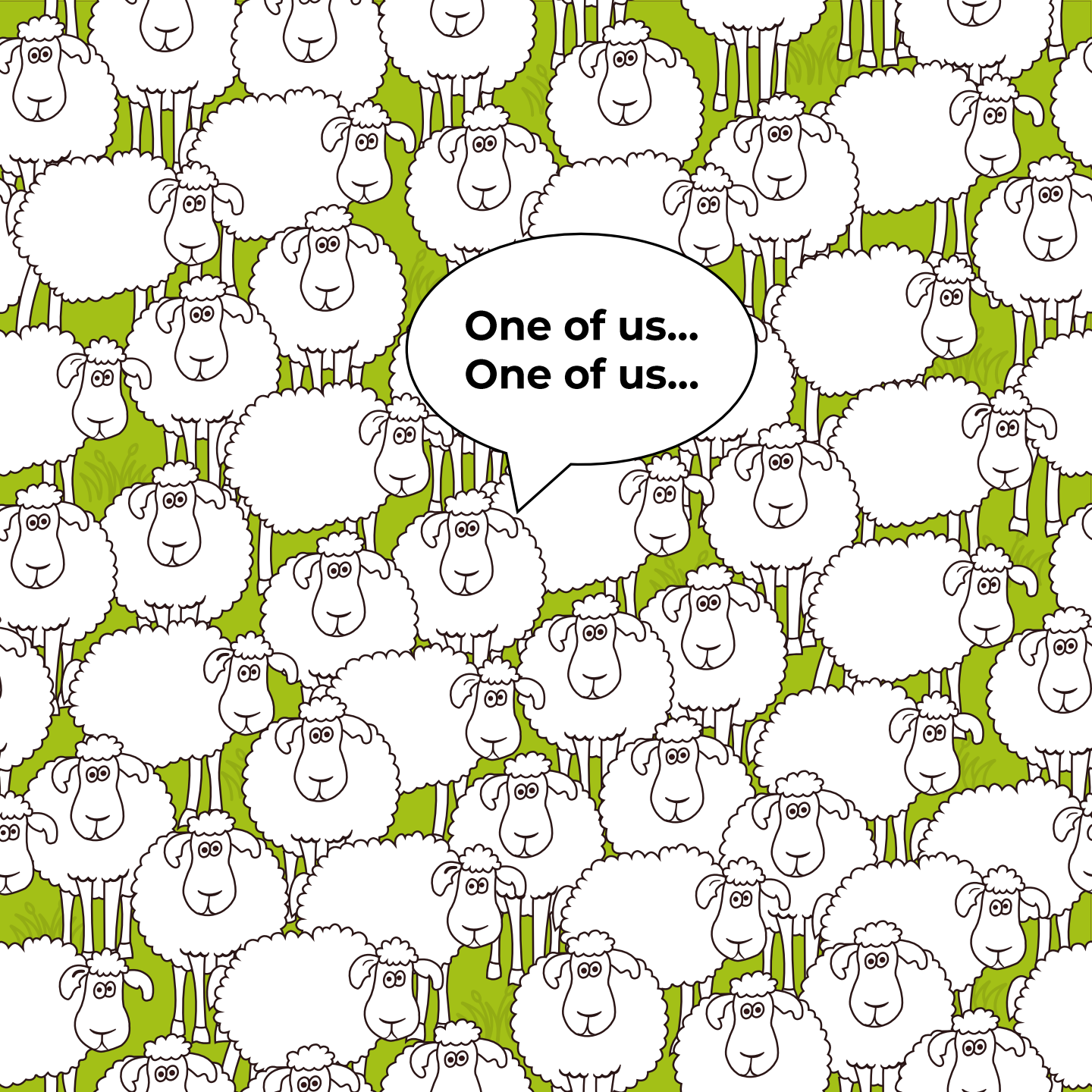


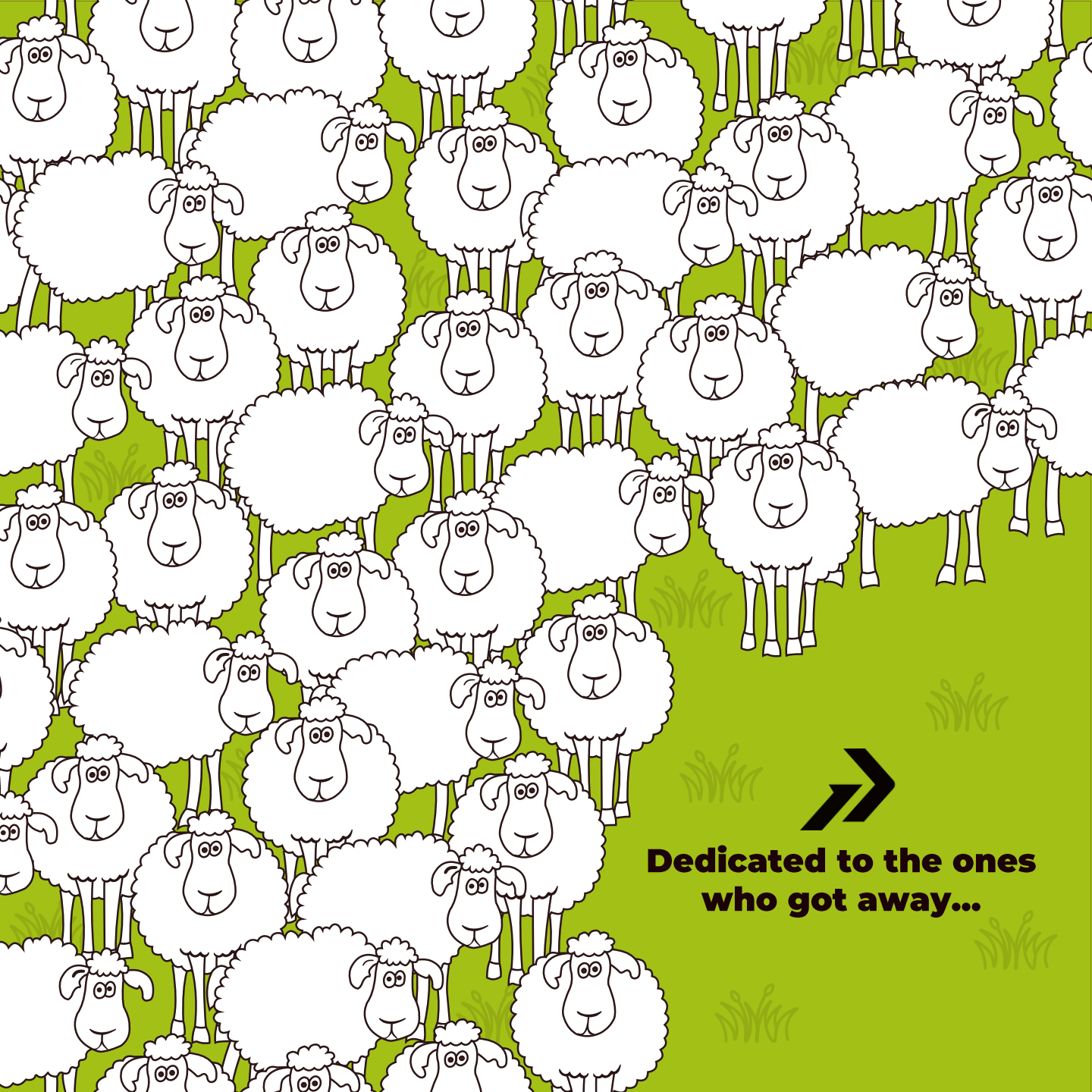
SHEARED



**Shedding Your Coat of
Corporate Conformity
in the Age of eCommerce**



One of us...
One of us...



**Dedicated to the ones
who got away...**



**When it comes to retail,
we're not in
Kansas anymore...**

Really?!

**I know I'm a sheep,
but I haven't been
living under a rock!**





eCommerce is the #1 driver of growth globally...



Accounting for

63%

of chain retail growth

39%

of chain retail sales

by 2026



**Led primarily
by eCommerce
marketplaces,
last milers and
D2C brands!**

Thank you,
Amazon!





To win in eCommerce, brands must win the digital shelf.

Where do you start your
product search online?

63%



48%



33%

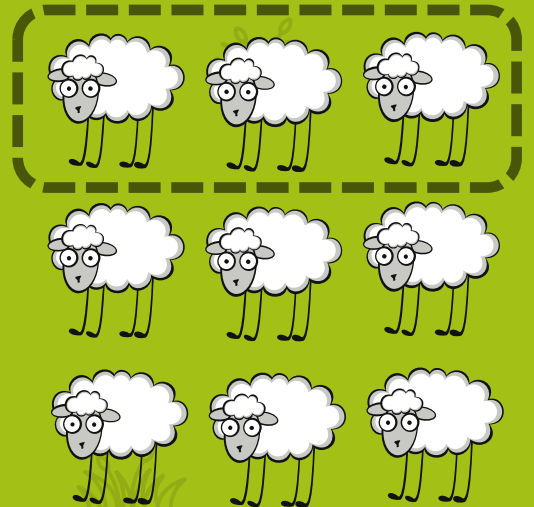
All
Others



64%

of clicks go
through top 3
search results
on Amazon.

+





**And winning the
digital shelf helps brands
win the physical shelf.**

62%

**of sales are digitally
influenced.**

82%

**of smartphone users
consult their phones on
purchases they are
about to make in-store.**





**And we haven't
started talking
about the
future of
retail in the
metaverse...**



**Yet, despite all this
retail disruption,
some organizations
and leaders are still
behaving like sheep...**



And that's baaa-d...



Baaa-d Behavior #1

Silos...

**Great on farms, but
not so much for CPGs**

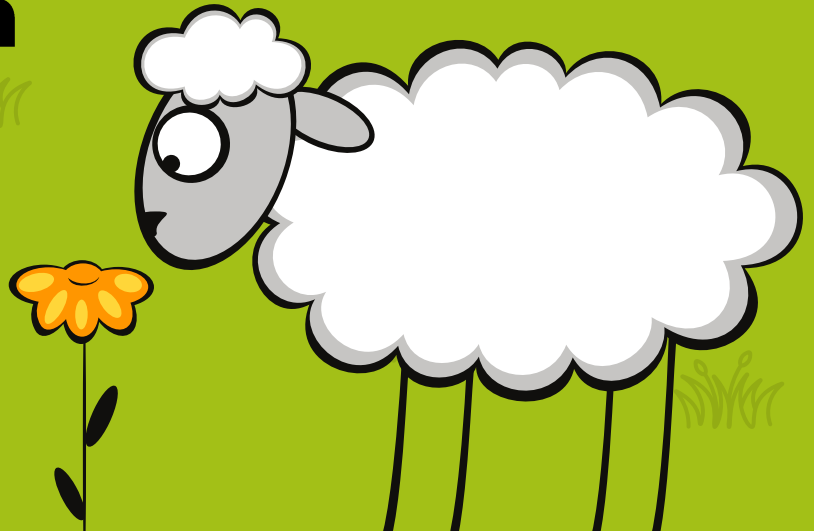




Baaa-d Behavior #2

Shortsight

**Only focusing on the
grass right in front
of them**





Baaa-d Behavior #3



Risk Aversion

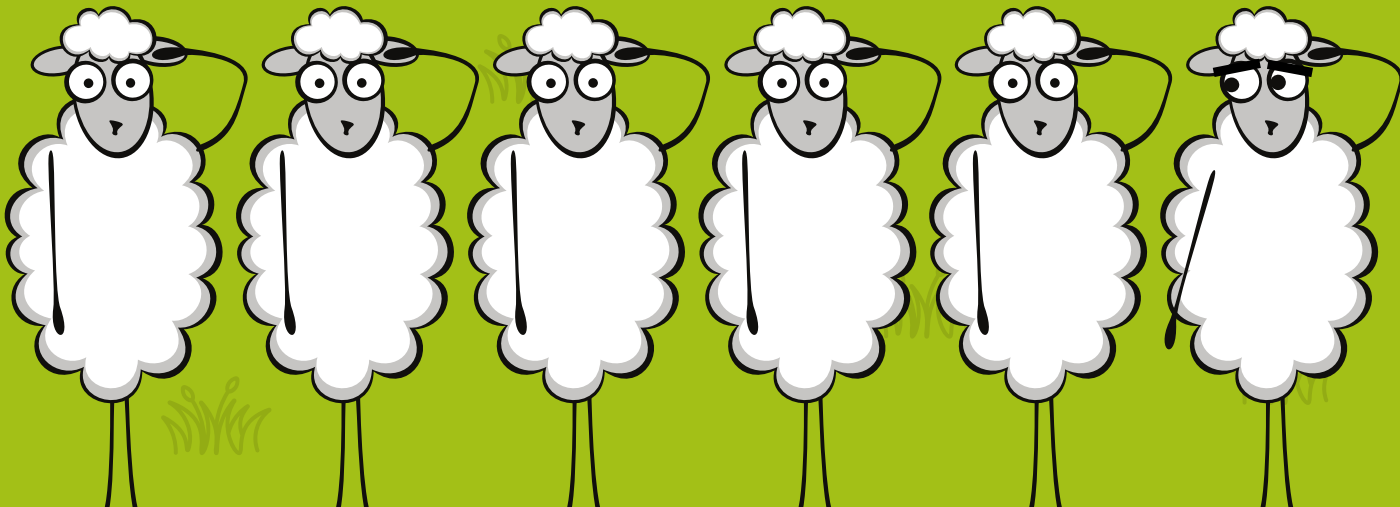
**Unable to test
and learn for
fear of failure
*while learning***



Baaa-d Behavior #4

Bureaucracy

**Agility and speed
hindered by the herd**





**And sometimes
it almost feels like
they like it
better
this way.**



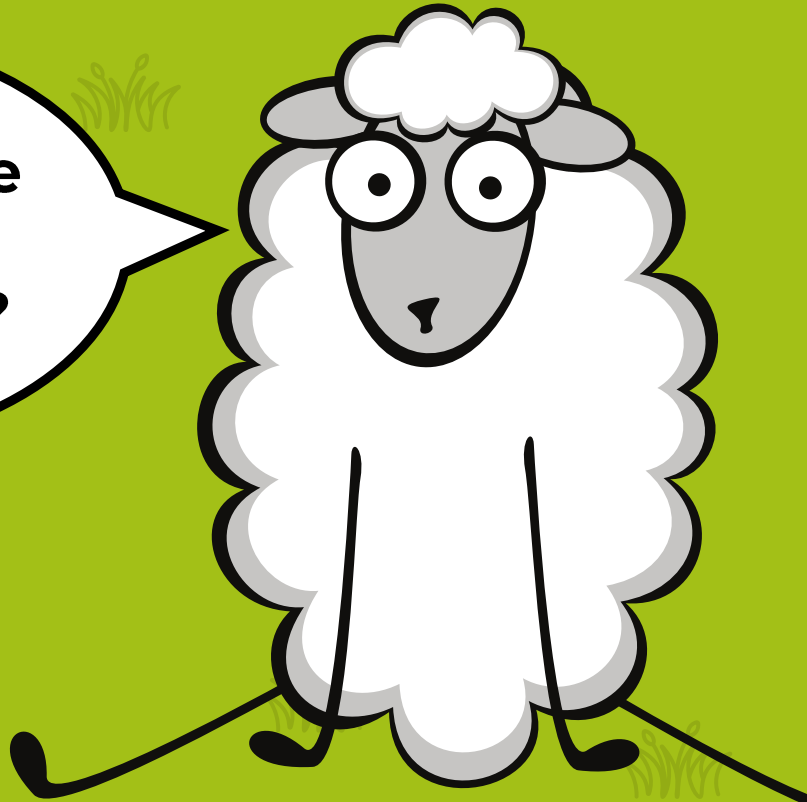


**Because maybe the
“field” they know is
safer than the field
beyond the fence.**



**But in reality,
there is no fence...**

**So why are we
letting one
hold us back?**





Oh, I know
this one!



**Because many
organizations
end up pursuing
“blind” growth**

**at the expense
of clear, holistic
goals, KPIs and
roles for true
accountability...**



**And so, they migrate to
working in functional
silos toward ironically
different and sometimes
conflicting goals.**

**Baaa-d
Behavior #1**



**They end up shortsighted
on shorter-term KPIs
determined by how
shareholders ultimately
measure their C-Suite.**

**Baaa-d
Behavior #2**



They end up risk averse to new growth initiatives because scaled tests put short-term goals at risk, and small tests may not make enough impact to move the needle to merit scaled investment.

Baaa-d Behavior #3

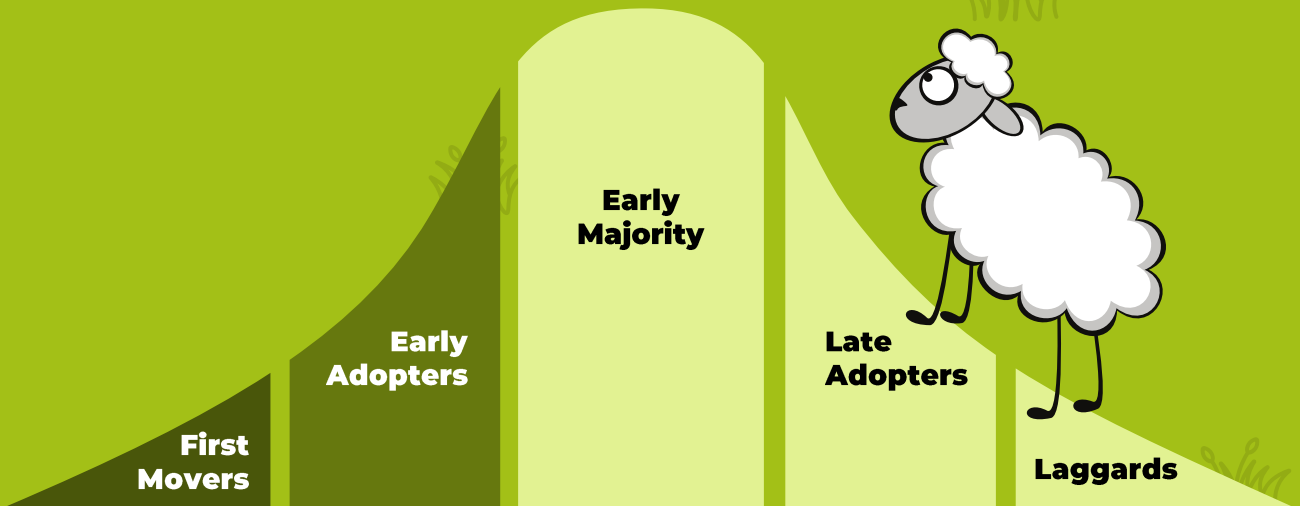


**They end up with
a model of **bureaucracy**
i) rewarding efficiency vs.
effectiveness amidst
self-imposed complexity
and ii) hindering speed, agility
and the very growth they want.**

**Baaa-d
Behavior #4**



**So how can they jump
over this personal
and organizational
fence of change?**



Successful eCommerce change requires 8 factors

**Executive
Commitment**

**Focused
Leadership**

**Ambitious
Vision**

**SMART Strategy
+ Goals**

**Resources
+ Investment**

**Communication
+ Assessment**

**Education, Skills
+ Capabilities**

**Organizational
Enablement**





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**Organizational
Enablement**

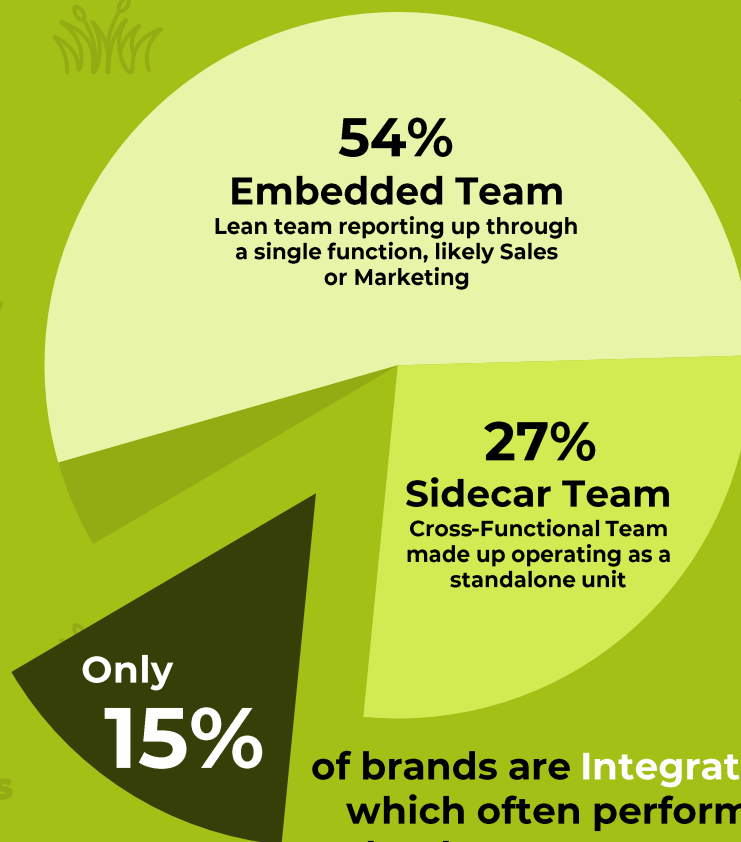
**Change must start at
the top with eCommerce
stated as a **top priority**
publicly and internally.**



**But this MUST
extend to/from all
executive leaders,
NOT just the CEO!**



Leadership and talent focused on eCommerce is critical, but how you structure matters, too.



of brands are Integrated Teams which often perform better thanks to COE support and eCommerce roles distributed across the organization.



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Enablement

Most CPGs confuse vision with priorities or goals AND lack the reasons to believe.

Them: “We are transforming into a digital-first organization.”

Us: “Great...how?”

Them: “We will achieve \$2B in eCommerce net sales by 2024.”

Us: “Cool...is that good?”

How about?

Them: “We would like to be within arms distance of desire by 2030. Based on trends and dynamics, for that to be true, we must achieve \$XB in incremental growth via a) D2C acceleration, b) exclusive portfolio development fit for model across our top 5 retailers, c) Gen Z product innovation, d) metaverse integration and e) Y% increase in working shoppable media YoY.”

Us: “You had us at incremental...”



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**Growth is NOT a strategy.
Growth is the result of a strategy.**

No problem.
We've got the
eCommerce
flywheel...

**The flywheel is a
growth strategy
BUT it only works well
when you know how
you want to grow.**

**Are you growing
new HHs, lapsed HHs,
bigger baskets, more trips,
more profitability or a mix?**





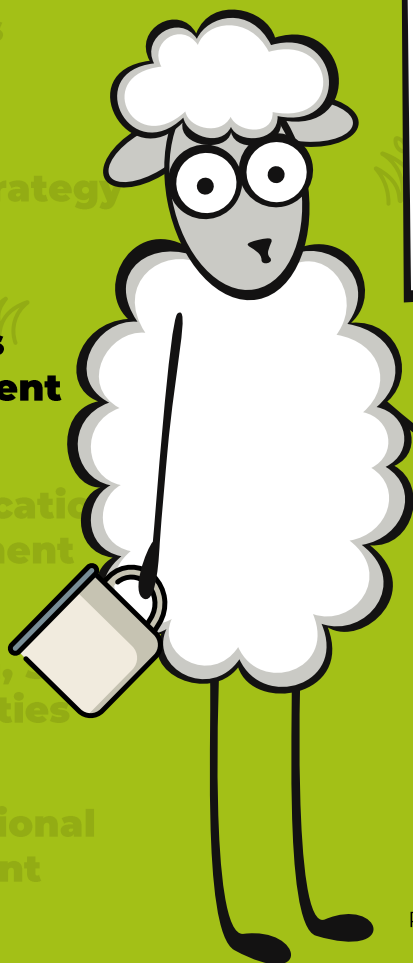
41% of brands
**cite attributing online influence
on offline sales as a top challenge.**

**WILL
WORK
for
RETAIL
MEDIA
BUDGET**

**Sadly, CPGs are
forfeiting ROI
due to lagging
retail media
measurement
capabilities,
NOT the lack
of actual ROI.**

**Our shoppers are
already going digital.**

**We must follow the
shopper and invest
ahead of the curve.**



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**For digital transformation,
you must continuously
check the pulse of your
organization's maturity.**



 Profitero + bobsled
MARKETING

**provide complimentary benchmark
assessments based on 100+ brands for
both total eCommerce AND Amazon.**

*How eComm ready
is your brand*



TAKE THE ASSESSMENT

*How Amazon savvy
is your brand?*



TAKE THE ASSESSMENT



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And for business performance,

**“You can’t manage what
you don’t measure.”**

- Peter Drucker

61% vs. 34%

**of brands track
lagging metrics =
eCommerce sales**

**of brands also track
leading metrics =
digital shelf and other
advanced analytics**

**True eCommerce Leaders know how
they’re doing, why + next steps.**

**For success, organizations require
advanced analytics, accessible and
actionable scorecards and frequent,
direct communication to the broader
organization.**



**CPGs have had 30+ YEARS
to learn how to master
Brick & Mortar Retail and
there are some brands
who still don't get it right.**



Touché...

**How can we expect
an entire organization to shift
at the COVID-accelerated
pace of retail change
without robust, custom
training, continuing education
and new partners and tools?**



We can't.

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+ Investment



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+ Assessment



Education, Skills
+ Capabilities



Organizational
Enablement

Only
13%

of brands say that each functional team in their company has specific eCommerce goals built into their growth plans & KPIs.

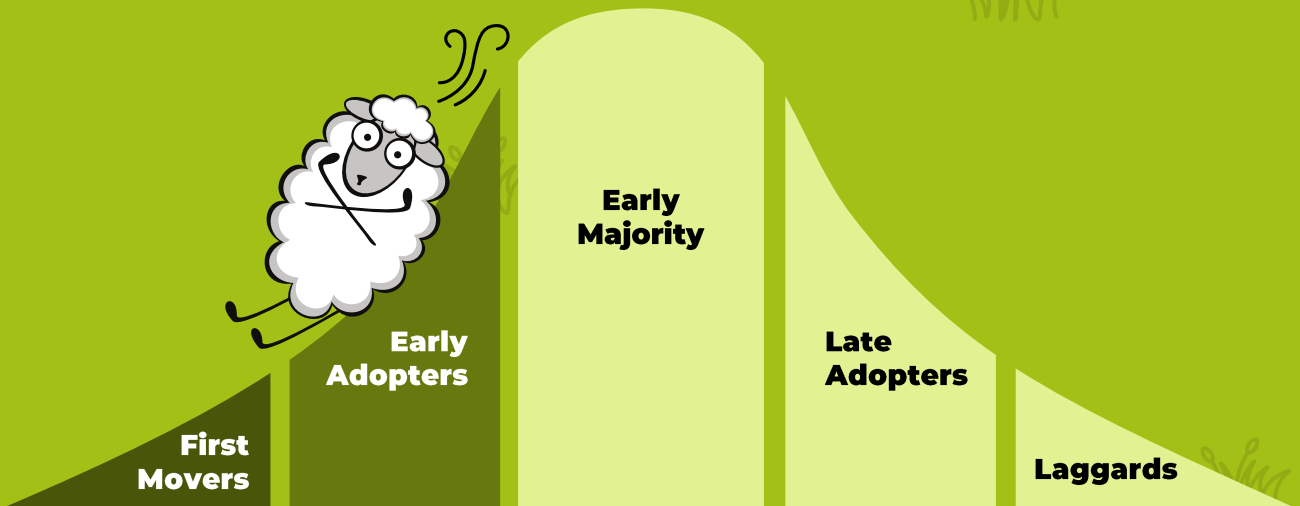
eCommerce Leaders are

2X

as likely to have eCommerce goals built into cross-functional growth plans and team performance KPIs vs. eCommerce Laggards.



**These 8 factors will
help them hop that
fence of change...**



**While this
all sounds
straightforward,
leading change
is NOT for the
fainthearted.**





But you're not alone.

**We've got your
baaa-ck!**



Your Satellite COE

for CPG eCommerce Education
+ Change Management

Empowering
go-to-market change
from the front lines
of retail disruption

EXPLAIN

with Industry
Education + Strategy

TRAIN
with Custom
Programs

SUSTAIN

through Digital
Transformation Support

**First
Movers**

**Early
Adopters**

Early Majority

**Late
Adopters**

Learn how to shed the sheep coat and UNLEASH THE LION: hello@firstmovr.com



About the Authors

Fellow practitioners
on a mission to
leave no leader
behind the
change curve...



Chris Perry

CHIEF LEARNING OFFICER
CO-FOUNDER



Oskar Kaszubski

CHIEF GROWTH OFFICER
CO-FOUNDER



Join our **in** community!



**“Better to lead for one day
as a lion than lag an entire
career as a sheep...”**

firstmovr proverb

A large number of cartoon sheep with white wool and black outlines are packed closely together on a green field. They are all looking towards the center of the image where the text is located.

**Where do sheep
shop online?**

Woolmart.com



Hey, where are
you going?

That sheep joke was
baaa-d...

But weren't you
listening? We don't
have to be sheep
anymore.

NO CARTOON SHEEP WERE HARMED
IN THE MAKING OF THIS EBOOK.