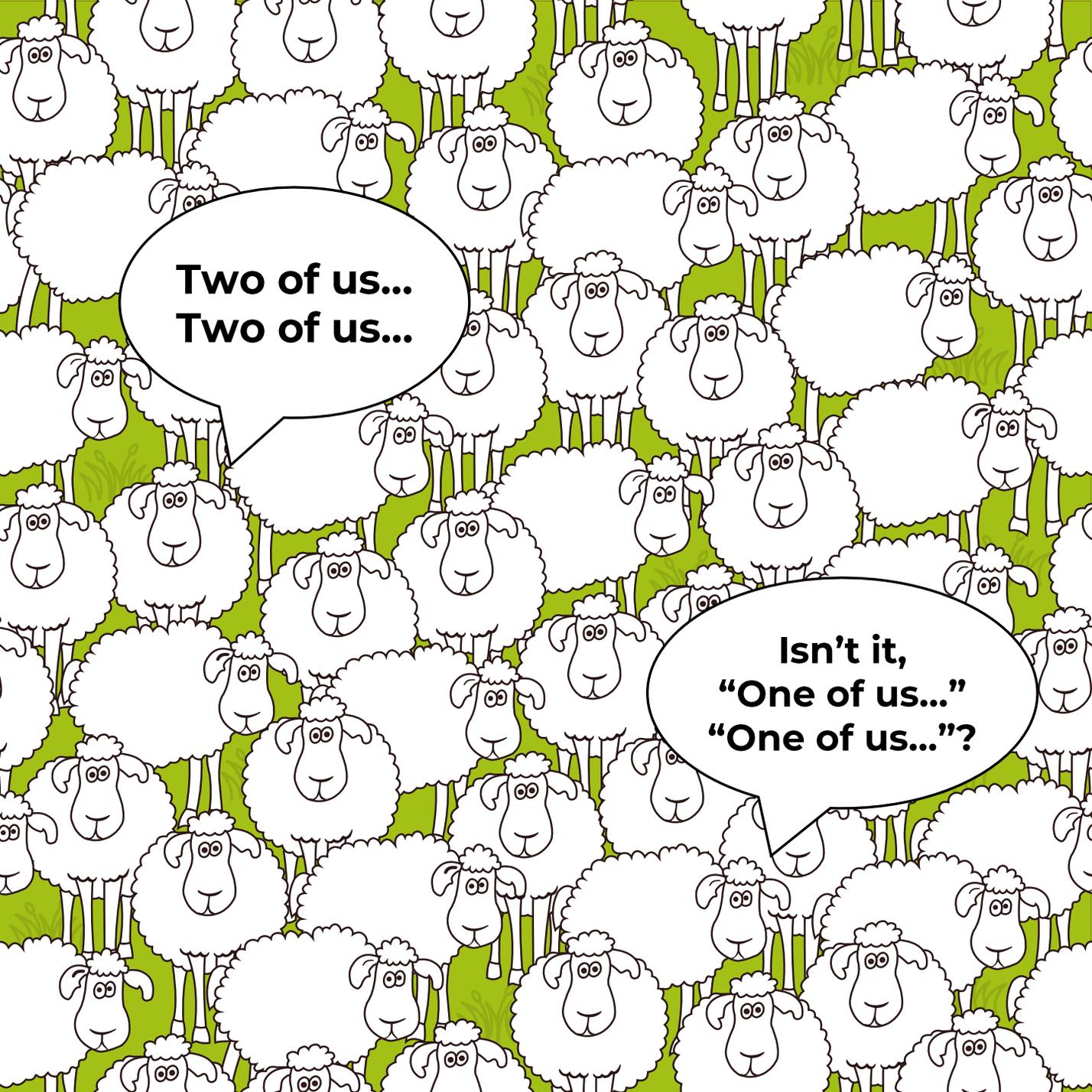


# SHEARED

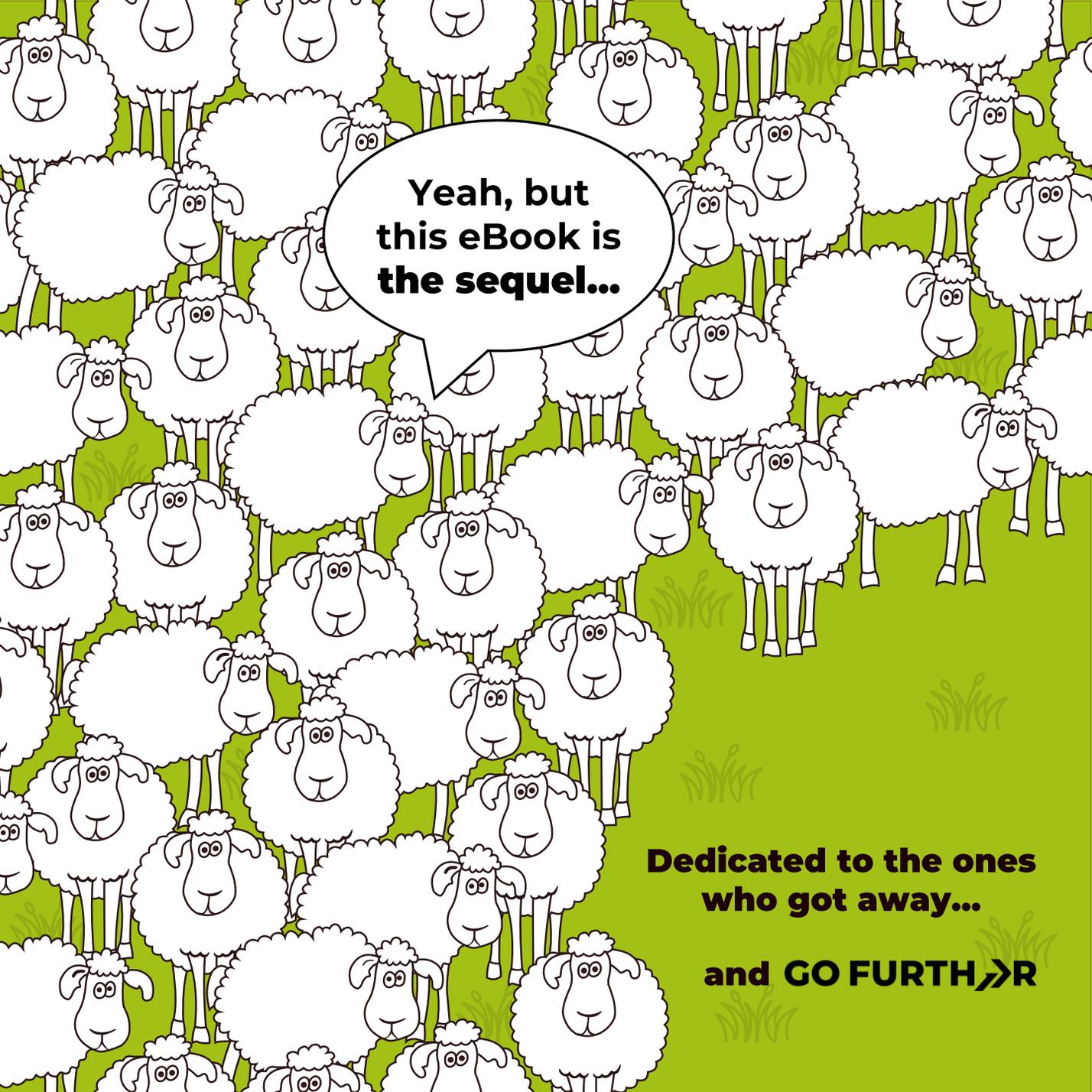


**Going Corporate Commando  
in The Clash for Commerce**



**Two of us...  
Two of us...**

**Isn't it,  
"One of us..."  
"One of us..."?**

A large flock of white sheep with fluffy wool and simple faces is gathered on a green field. A central speech bubble contains the text "Yeah, but this eBook is the sequel...".

**Yeah, but  
this eBook is  
the sequel...**

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

**and GO FURTH,➤R**



# By now, no one can ignore eCommerce or its lead role in sales and share growth...

That's old news...

Accounting for

**63%**

of chain retail growth

**39%**

of chain retail sales

by 2026





# 70%

of sales will be digitally influenced by 2027.

I'd argue closer to 100% because retail merchants are starting to build in-store planograms based on online sales velocity.

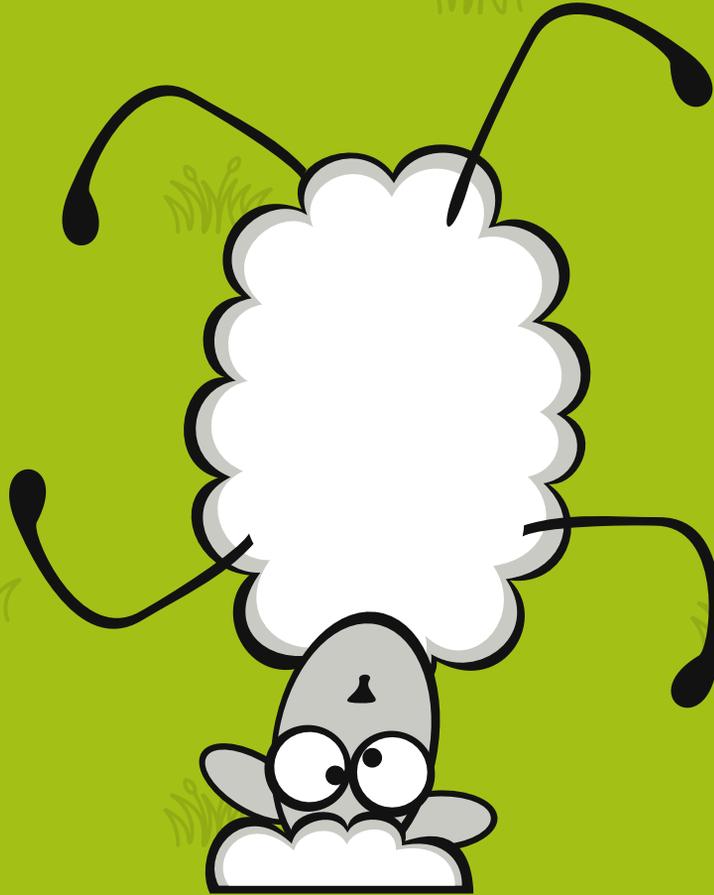
Great point!

This means winning in eCommerce is becoming the **leading indicator** for winning in Commerce.





**Yet, despite this now  
imperative source of  
growth, some leaders  
were not taking action,  
behaving more like  
**SHEEP...****

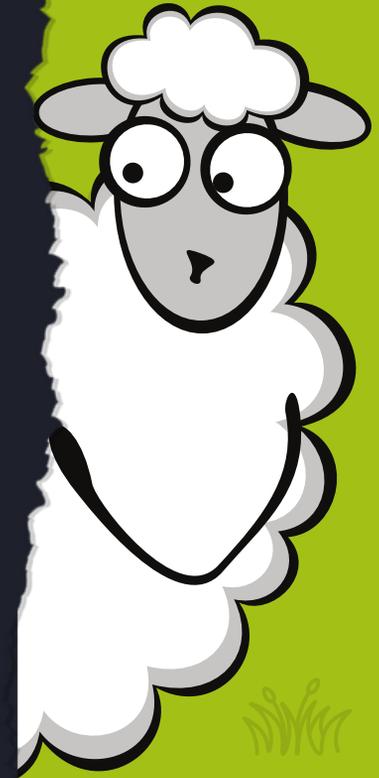


**And that was baaa-d...**

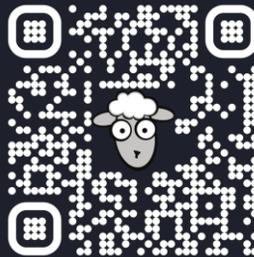


And so, a year ago, we published **SHEARED**, an eBook calling “a sheep a sheep” as we identified:

- ▶ The “baaa-d” behaviors holding us back from digital transformation
- ▶ The true root causes for these sheep-like behaviors “fencing” us in
- ▶ The 8 factors for effective change to help our organizations “hop the fence” of change for long-term growth



As featured in **Forbes**



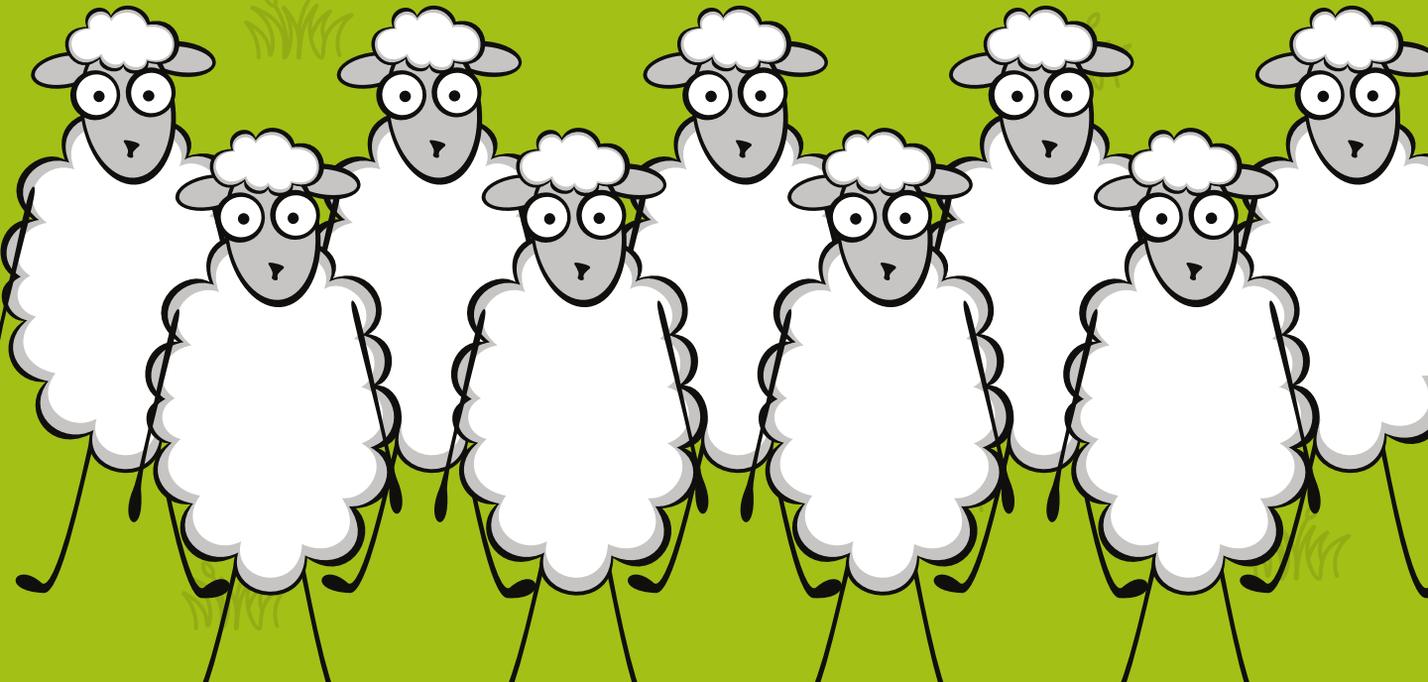
GET YOUR  
FREE COPY





**And in just one year,  
we've seen a lot of progress.**

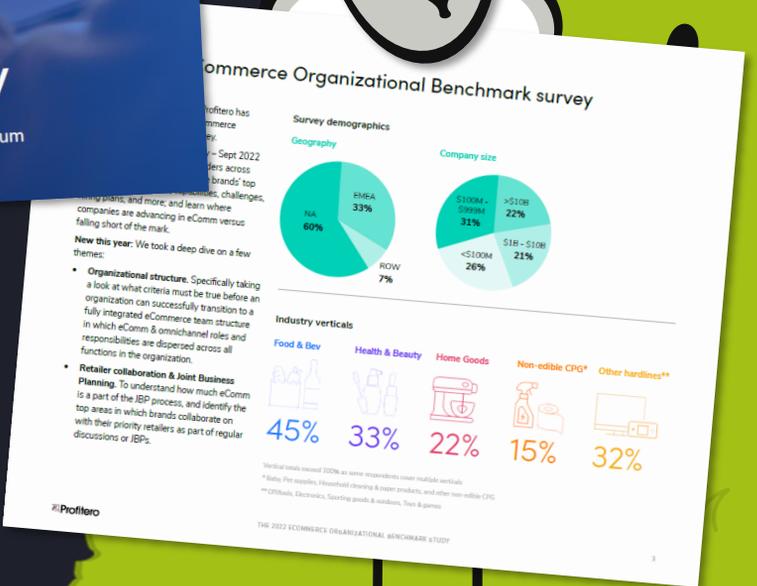
♪ **525,600 minutes**  
How do you measure...measure a year? ♪





In fact, for the 6th consecutive year,  Profitero published the results of its **eCommerce Organizational Benchmark Study** to learn where companies are advancing in eCommerce vs. falling short of the mark.

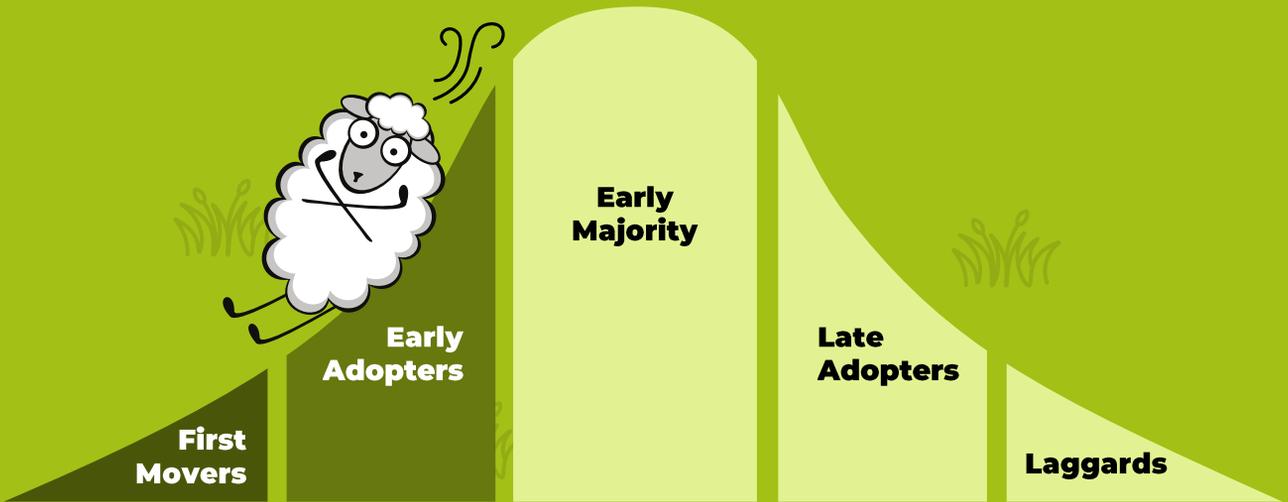
**\*SPOILER\***  
eCommerce is being democratized...



DOWNLOAD YOUR FREE COPY



**We're excited so many leaders  
are shedding their coats of  
corporate conformity...**



**And “jumping the fence”  
of digital transformation.**



However, there's still a lot of progress to be made.

Some orgs  
need to do **more**  
In new areas

Some orgs need  
to do **better** in  
current areas

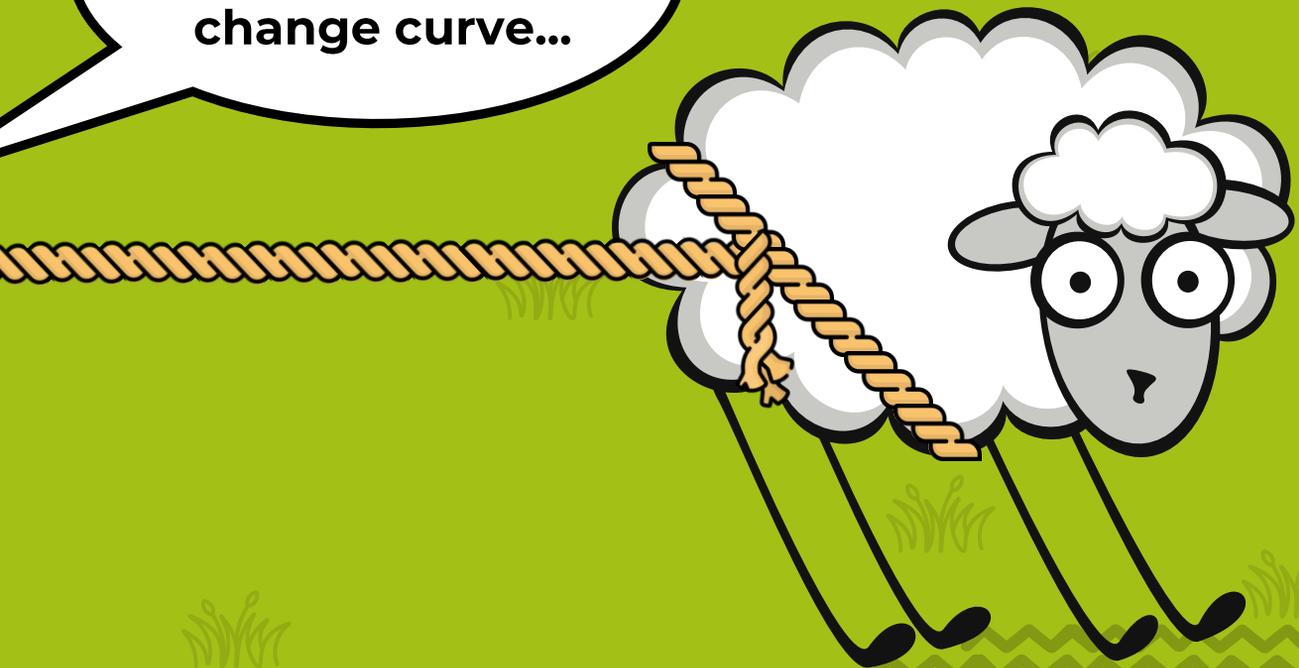
Some orgs just  
need to **start** in  
any area...

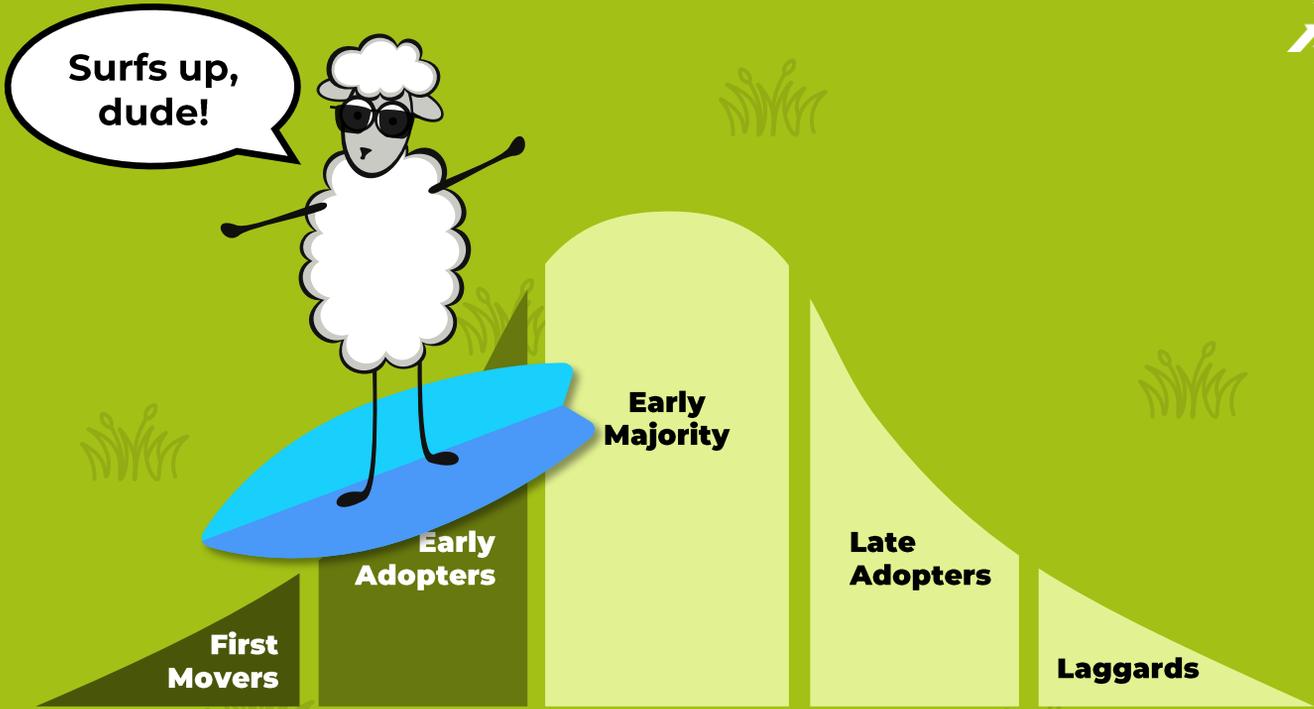




**We're not satisfied  
until everyone breaks  
free from the herd.**

Sorry, no leader  
left behind the  
change curve...





**And because eCommerce is beginning to mature, we can no longer surf the wave of “free” growth.**



**2023**

**will be a  
tough year.**

**The wave is more  
likely to surf us.**





**We've got to go fight  
for growth, or else.**

**It's time to go  
Corporate  
Commando**

Sir, yes sir!





**Yes... “Commando”**

**A** **Because we’re free from  
our coats of conformity.**  
*(but please keep your underwear on!)*

**B** **Because we must be soldiers  
to brave the barriers ahead  
of us for organizational  
AND professional success.**



**Wait! Before we go commando...  
what are the biggest  
barriers ahead of us?**





**1**

**Measurement**  
(Accountability)

**2**

**Me-asurement**  
(Professional Vanity)

# 1 Measurement

**“You are what  
you measure.”**

By focusing on shorter-term metrics, many CPGs have enabled the “baaa-d behaviors” we discuss in our first eBook.

- **Silos**
- **Shortsightedness**
- **Risk Aversion**
- **Bureaucracy**

**And less accountability.**

A cartoon illustration of a sheep with a large, white, fluffy body and a grey face. The sheep has large, wide eyes and a small black nose. A speech bubble originates from the sheep's mouth, containing the text 'It's "Ewe".. You might want to Spell Check.' The sheep is holding a black pointer stick in its right hand, pointing towards the text 'baaa-d behaviors' in the paragraph above. The background is a dark blue-grey color with a jagged, torn-paper-like edge on the right side, revealing a bright green background behind it. In the top right corner of the green background, there is a white double arrow pointing to the right.

It's “Ewe”..  
You might want  
to Spell Check.



# 2 Me-asurement

**“Ewe aren’t the only *what* you should measure.”**

**In our bureaucratic workplaces with limited measurement and accountability, some leaders focused on measuring themselves and succeeded due to efficiency and relationships VS. true effectiveness, market foresight and merit.**



**Now, ewe’re getting it!**

**These leaders can pose great risk to an organization when navigating through tough times as they **aren’t practiced.****

# 2 Me-asurement

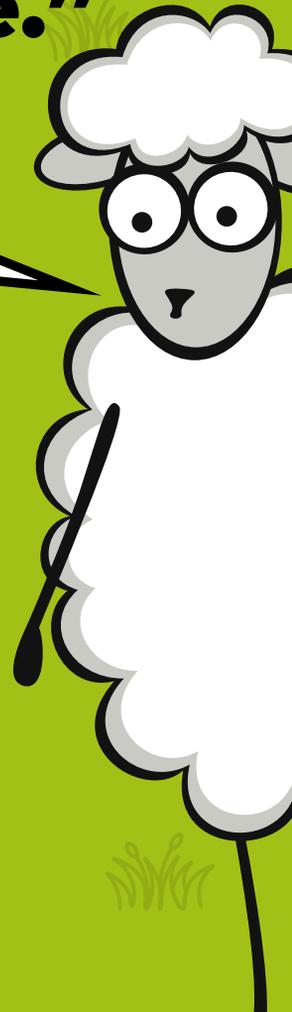


**“Ewe aren’t the only *what* you should measure.”**

But eCommerce leaders aren’t only focused on themselves, right?

**There are always some egos, but it’s more that many of these leaders managed a wave of growth and ambiguity well as consultative thought leaders, but aren’t all prepared to manage maturity.**

**These leaders can also pose great risk when asked to lead an organization through tough times as they too aren’t practiced.**





***“A smooth sea never  
made a skilled sailor.”***

*Franklin Roosevelt*



**Sailor? I thought they  
said **Commando**...**

**Ugh!  
You're missing  
the point!**



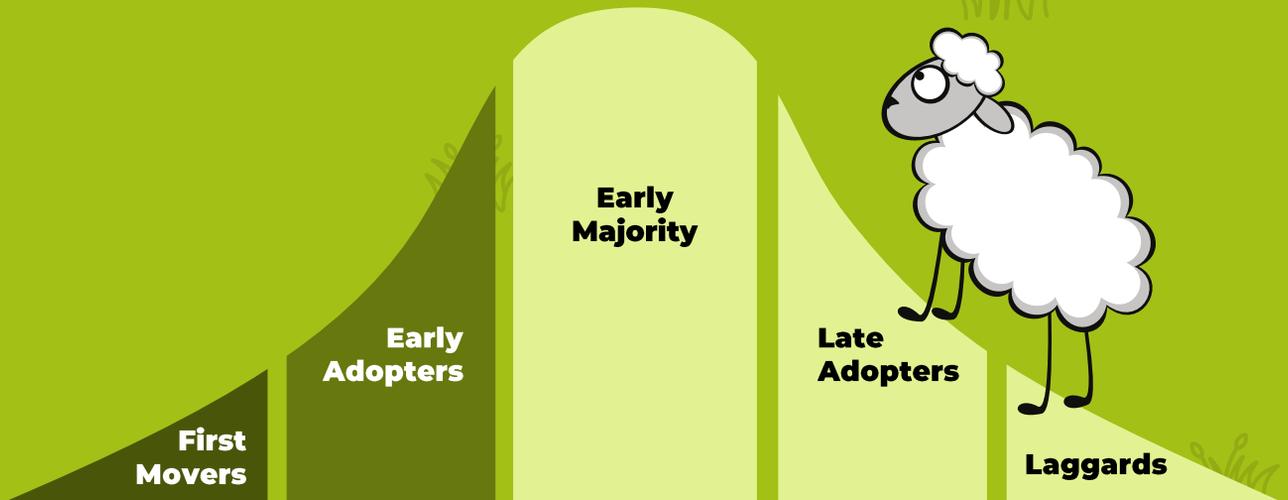
Instead of being  
“thought leaders,”  
we must all  
keep proving  
ourselves  
as **skilled  
practitioners...**

also known as  
**Corporate  
Commandos**





**So, with humility and  
the right factors for  
success, we can all  
leap over the curve...**



# Let's revisit the **8 factors** for eCommerce Acceleration

*Expanded and Updated*



**Executive  
Commitment**



**Focused  
Leadership**



**Ambitious  
Vision**



**SMART Strategy  
+ Goals**



**Resources  
+ Investment**



**Communication  
+ Assessment**



**Education, Skills  
+ Capabilities**



**Organizational  
Enablement**





**Executive  
Commitment**



**Focused  
Leadership**



**Ambitious  
Vision**



**SMART Strategy  
+ Goals**



**Resources  
+ Investment**



**Communication  
+ Assessment**



**Education, Skills  
+ Capabilities**



**Organizational  
Enablement**

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

**Wow! The buck really does START HERE!**



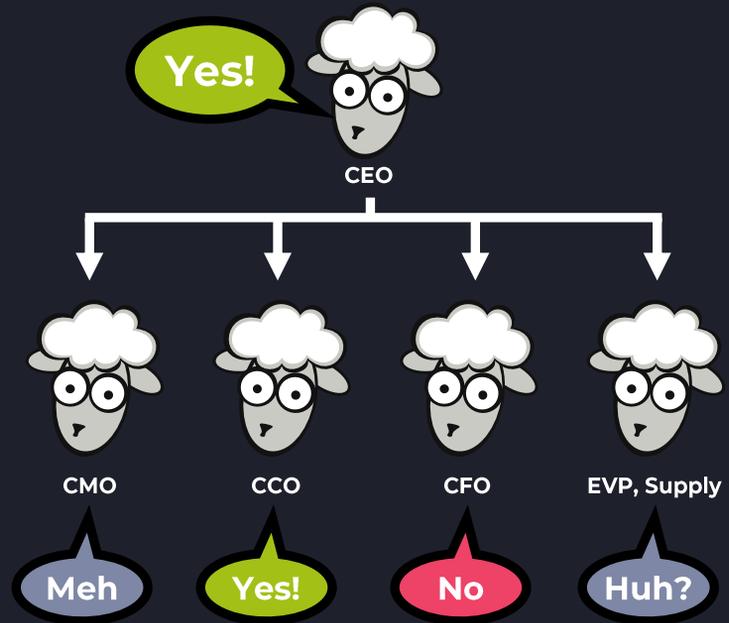
**57%**

**of brands believe eCommerce success is tied to top-down executive leadership championing.**

*Profitero 2022 Benchmarking Study*



**But this MUST extend to and from ALL executive leaders, NOT just the CEO!**



**\*Especially if they own the P&L's.**

**Executive Commitment**

**Focused Leadership**

**Ambitious Vision**

**SMART Strategy + Goals**

**Resources + Investment**

**Communication + Assessment**

**Education, Skills + Capabilities**

**Organizational Enablement**



Executive  
Commitment



Focused  
Leadership



Ambitious  
Vision



SMART Strategy  
+ Goals



Resources  
+ Investment



Communication  
+ Assessment



Education, Skills  
+ Capabilities

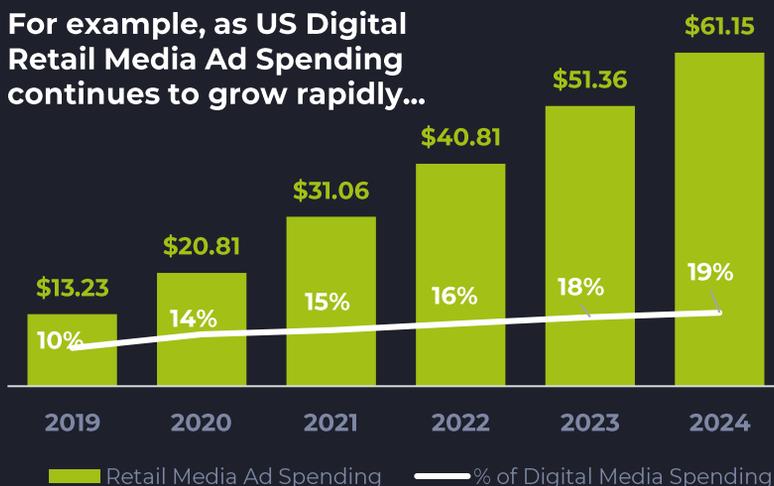


Organizational  
Enablement



**Focused leadership and talent assigned to new and evolving strategies will always be the next step to success.**

For example, as US Digital Retail Media Ad Spending continues to grow rapidly...

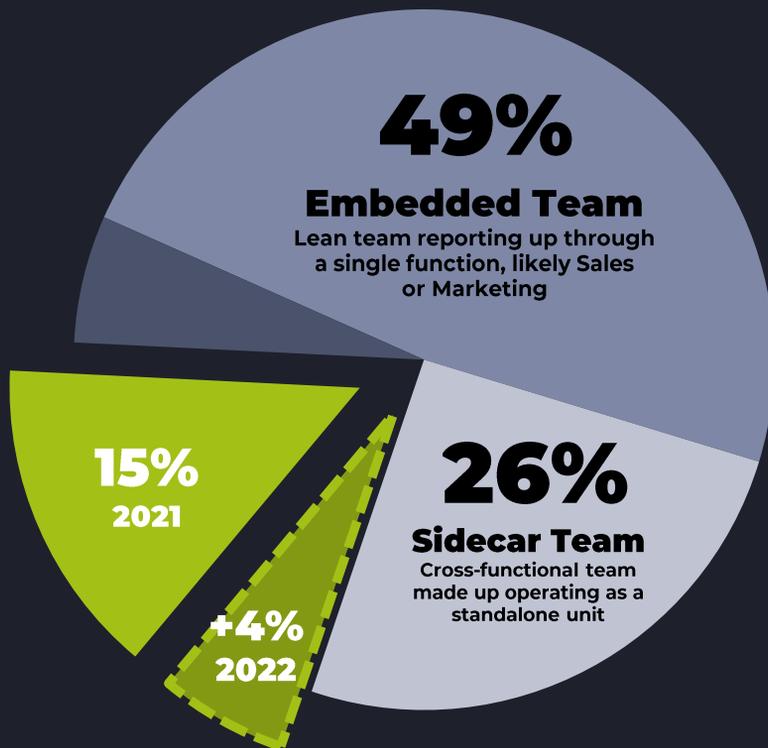


**71%**

**of orgs reported having dedicated digital and retail media roles in place. +25% vs. Prior Year**



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



Only **19%**

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



Executive Commitment



Focused Leadership



Ambitious Vision



SMART Strategy + Goals



Resources + Investment



Communication + Assessment



Education, Skills + Capabilities



Organizational Enablement





Executive  
Commitment

Focused  
Leadership

**Ambitious  
Vision**

SMART Strategy  
+ Goals



Resources  
+ Investment

Communication  
+ Assessment

Education, Skills  
+ Capabilities

Organizational  
Enablement



**Most execs tops-down the vision goal and don't ensure the building blocks to achieve.**

**Them: "We are transforming into a digital-first organization."**

**Us: "Great...how?"**

**Them: "We will achieve \$3B in eCommerce net sales by 2025."**

**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 online only portfolio development across our top 5 retailers, c) innovation in sustainability, d) social commerce integration and e) Y% increase in retail media spend YoY."**

**Us: "You had us at incremental..."**



Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

**SMART Strategy  
+ Goals**

Resources  
+ Investment

Communication  
+ Assessment

Education, Skills  
+ Capabilities

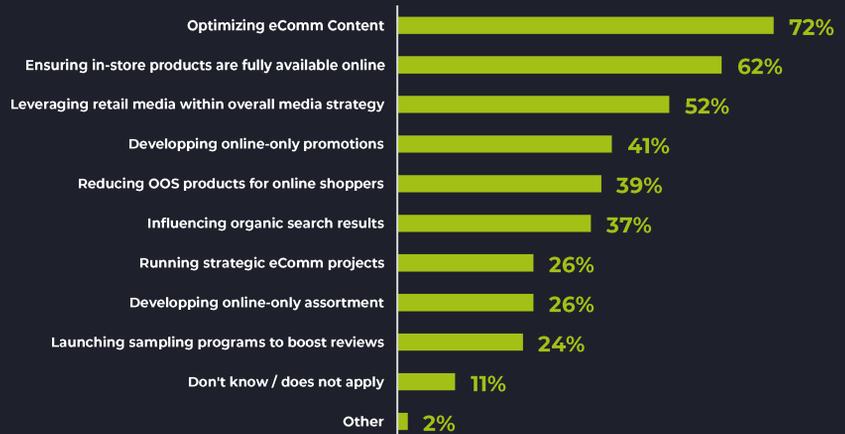
Organizational  
Enablement

**Growth is NOT a strategy.  
Growth is the goal based on a  
strategy enabled by capabilities.**

**Most brands have a growth goal.**

**And most are enabling capabilities.**

In which areas do you currently collaborate with priority  
retailers as part of your regular discussions or JBP process?



**BUT...**





**But fewer brands to-date have clarified their “SMART” strategy.**

**32%**

**of orgs have cited “Establishing a clear and well-understood eComm strategy” as a top challenge. +6% vs. Prior Year**

If strategy were easy, everyone would do it.



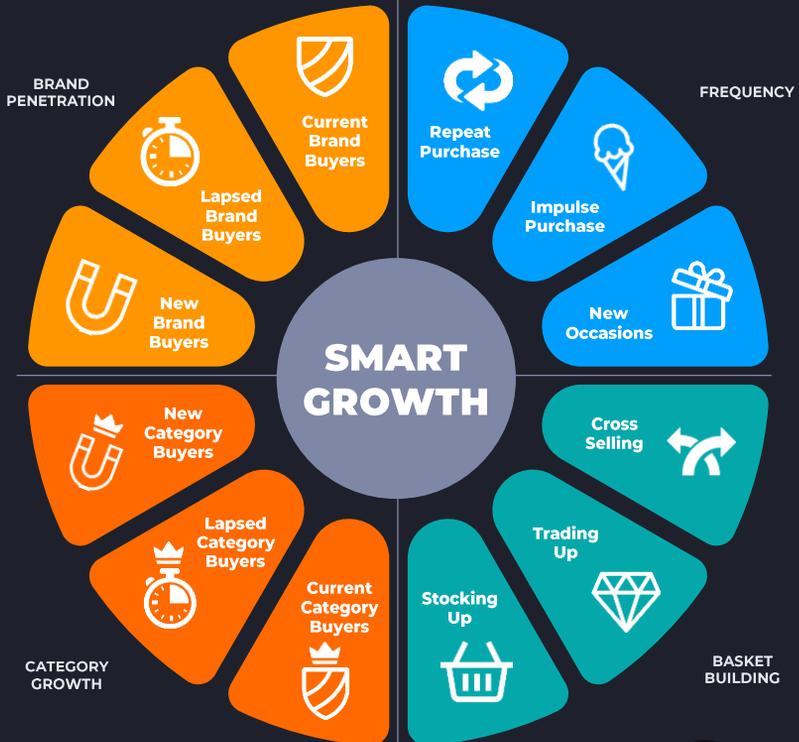
**Only 14%**

**of orgs are developing specific goals, budgets and requirements for eCommerce with their retailers.**

- Executive Commitment
- Focused Leadership
- Ambitious Vision
- SMART Strategy + Goals**
- Resources + Investment
- Communication + Assessment
- Education, Skills + Capabilities
- Organizational Enablement



**Brands must establish goals leveraging their capabilities behind SMART Growth Strategies and their bottoms-up building blocks.**



**Me likey...**



Executive Commitment

Focused Leadership

Ambitious Vision

**SMART Strategy + Goals**

Resources + Investment

Communication + Assessment

Education, Skills + Capabilities

Organizational Enablement





Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

SMART Strategy  
+ Goals



**Resources  
+ Investment**

Communication  
+ Assessment

Education, Skills  
+ Capabilities

Organizational  
Enablement



**While there is only ever a finite pie of resources to go around, it is great to see that orgs are prioritizing more budget and headcount to eCommerce.**

Hey Dad, can I have some money?



eCommerce leaders were less likely to cite securing **incremental headcount** and **getting budget approval** as challenges compared to prior year – down by **10%** and **20%**, respectively.



# Brands are substantially increasing investment in 3<sup>rd</sup> party solutions and services to support their eCommerce growth.



Executive  
Commitment



Focused  
Leadership



Ambitious  
Vision



SMART Strategy  
+ Goals



Resources  
+ Investment



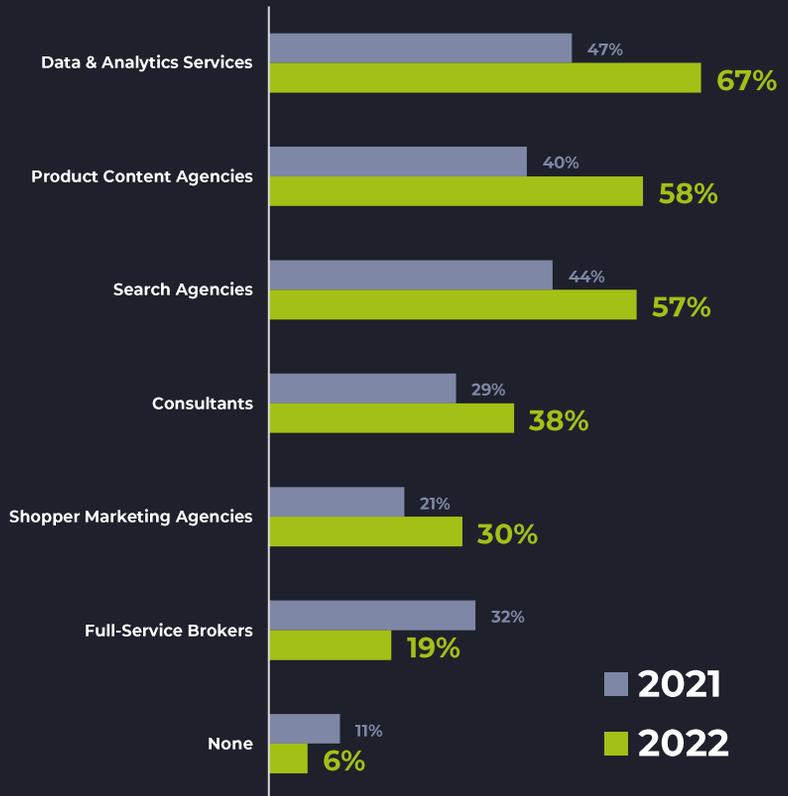
Communication  
+ Assessment



Education, Skills  
+ Capabilities



Organizational  
Enablement



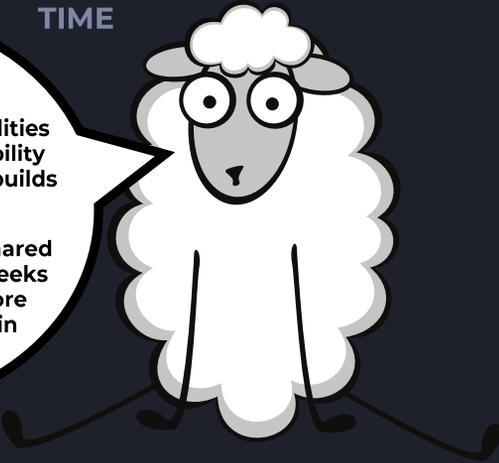


# eCommerce success requires a **Pull Strategy** with new complexities.



Brands must invest upfront in media and capabilities to drive conversion and visibility online. Over time, inventory builds as demand pulls.

But NOW with more store-shared inventory and lower retail weeks on hand, we need even more resources and supply chain capabilities!



Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

SMART Strategy  
+ Goals



Resources  
+ Investment

Communication  
+ Assessment

Education, Skills  
+ Capabilities

Organizational  
Enablement





Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

SMART Strategy  
+ Goals

Resources  
+ Investment

**Communication  
+ Assessment**

Education, Skills  
+ Capabilities

Organizational  
Enablement



**To keep everyone in the organization up-to-date with communication on performance, we must assess performance.**

**That means we need ongoing sales and share data.**

**68%**

**of orgs reported having account-specific sales and share (ex. Amazon).  
+24% vs. Prior Year**

**But for the fuller picture...**

**Only  
41%**

**of orgs reported having total market sales and share data reporting in place.  
+36% vs. Prior Year**



**But to truly assess performance, we can't just measure lagging metrics like sales and share.**

**We must actually access the leading metrics...**

**52%**

**of orgs reported having digital shelf monitoring or eAudit tools in place. +53% vs. Prior Year**

**But for a next-level approach**

**A pioneering 31%**

**of orgs reported combining sales tracking with non-sales leading metrics. +55% vs. Prior Year**



**Executive Commitment**

**Focused Leadership**

**Ambitious Vision**

**SMART Strategy + Goals**



**Resources + Investment**

**Communication + Assessment**

**Education, Skills + Capabilities**

**Organizational Enablement**



**I'll have what they're having...**



Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

SMART Strategy  
+ Goals

Resources  
+ Investment

**Communication  
+ Assessment**

Education, Skills  
+ Capabilities

Organizational  
Enablement

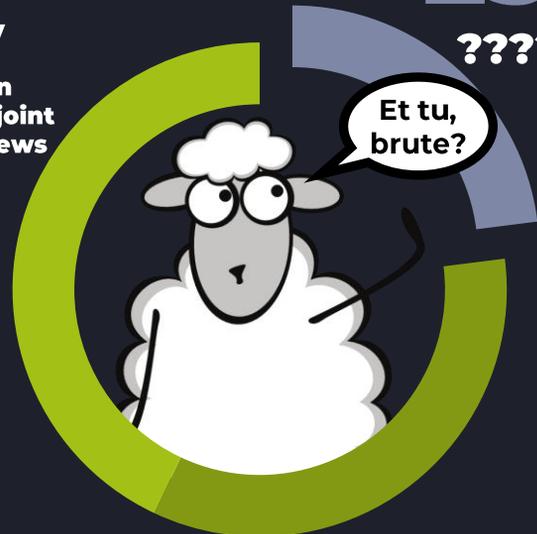
Once we know how we're performing and why, we must communicate our performance and strategy consistently, INTERNALLY and EXTERNALLY.

**43%**

of leaders say they include eCommerce in their retailer joint business reviews consistently

**23%**

?????



**34%**

of leaders say they include eCommerce in their retailer joint business reviews occasionally



**And as we communicate, we must make sure we don't become a "Good News Only" Company.**



Look, Boss!  
We keep crushin' *all* our metrics!

Great! I guess you don't need as much investment!

It's okay to have some "reds" and "yellows"...

**They flag areas of opportunity, prompt investment and focus, AND show that we've set our benchmarks high enough.**

Executive Commitment

Focused Leadership

Ambitious Vision

SMART Strategy + Goals

Resources + Investment

Communication + Assessment

Education, Skills + Capabilities

Organizational Enablement



What must be true before you can successfully transition to Corporate Commando?

**43%**

of orgs responded “eCommerce training and education to disperse skills and knowledge”



Executive Commitment

Focused Leadership

Ambitious Vision

SMART Strategy + Goals

Resources + Investment

Communication + Assessment

**Education, Skills + Capabilities**

Organizational Enablement



I know how to prep the teams for the future!  
**Let's offer 4 voluntary 60-minute webinars.**

**While quantity is not quality, orgs will first need robust training and certification programs to accelerate "next commerce" knowledge.**



 **firstmovr**  
can help most places,  
BUT *definitely* here.

- Executive Commitment
- Focused Leadership
- Ambitious Vision
- SMART Strategy + Goals
- Resources + Investment
- Communication + Assessment
- Education, Skills + Capabilities**
- Organization Enablement



Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

SMART Strategy  
+ Goals



Resources  
+ Investment

Communication  
+ Assessment

**Education, Skills  
+ Capabilities**

Organizational  
Enablement



# What must be true before you can successfully transition to Corporate Commando?

But beyond just the knowledge,

# 60%

of orgs responded  
“Embedding eCommerce  
skills and knowledge  
into workflows”



 **firstmover**  
can also help here.



# “You are what you measure.”

Going back to the first of the biggest barriers ahead of us,

## 1 Measurement (Accountability)

the way to enable your organization for eCommerce (or any change for that matter) is to hold everyone (*NOT just the eComm Team*) accountable to the “change” metrics that matter.



Executive  
Commitment



Focused  
Leadership



Ambitious  
Vision



SMART Strategy  
+ Goals



Resources  
+ Investment



Communication  
+ Assessment



Education, Skills  
+ Capabilities



Organizational  
Enablement

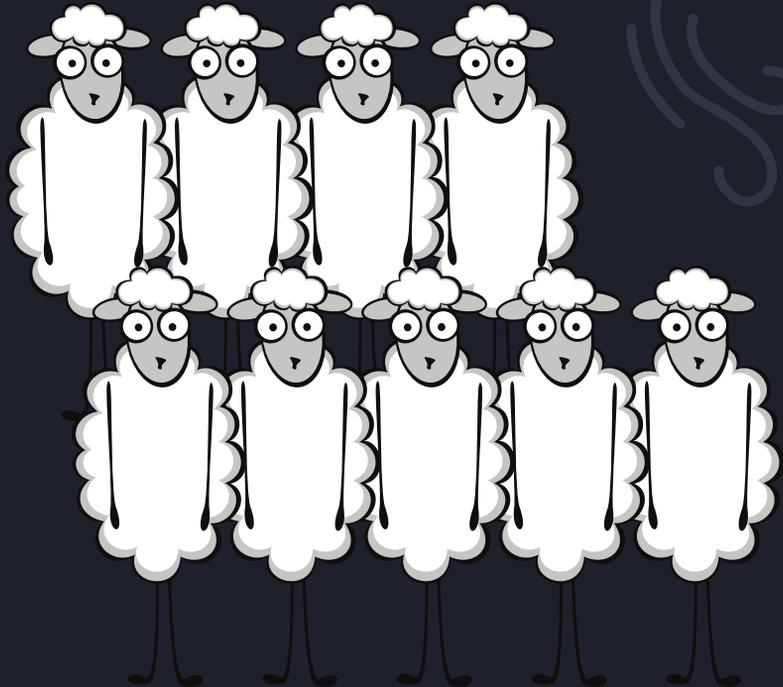




But only

**10%**

of orgs have embedded  
eCommerce goals and  
KPIs more broadly into  
personal objectives and  
bonus plans.



Executive  
Commitment

Focused  
Leadership

Ambitious  
Vision

SMART Strategy  
+ Goals

Resources  
+ Investment

Communication  
+ Assessment

Education, Skills  
+ Capabilities

**Organizational  
Enablement**

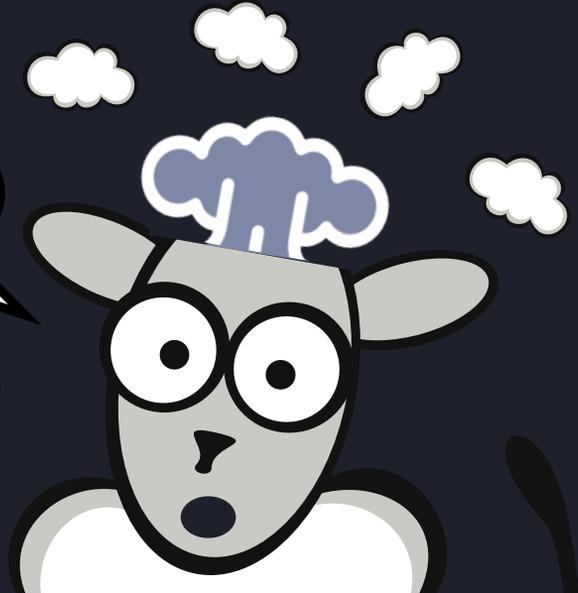




**By embedding those metrics broadly across the organization, there will be a natural need for**

- **New Education & Upskilling**
- **New Capabilities**
- **More Resources & Investment**
- **Enhanced Strategies**
- **Evolved Org Structures**
- **Improved Workflows**
- **And more...**

**Further fueling the 8 factors of successful eCommerce change!**



Executive Commitment

Focused Leadership

Ambitious Vision

SMART Strategy + Goals

Resources + Investment

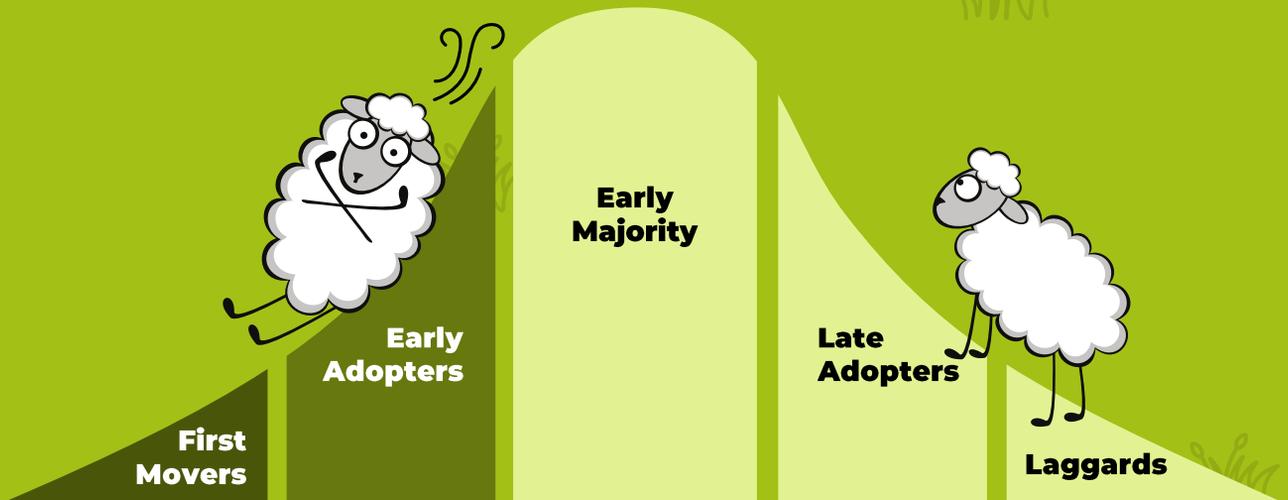
Communication + Assessment

Education, Skills + Capabilities

**Organizational Enablement**



# These 8 factors will help all of us hop that fence of change...





**Other leaders  
are making these  
changes and seeing  
the results.**

**You can, too.**

**Ask not what your  
company can do for you,  
but what you can do for  
your company.**





**And remember  
you're never alone.**

**We've always got your**

**baaa-ck!**



## **YOUR SATELLITE COE**

for eCommerce Events, Custom Trainings  
& Change Management Advisory

Learn how to go  
Corporate Commando:  
[hello@firstmovr.com](mailto:hello@firstmovr.com)

A full-page background image of an astronaut in a white space suit floating in space. The astronaut is positioned on the left side of the frame, with their right arm extended. The background is a dark blue gradient with some light effects.

# BEFORE WE GO FURTH<sup>→</sup>R



**Chris Perry**

CHIEF LEARNING OFFICER  
CO-FOUNDER



**Oskar Kaszubski**

CHIEF GROWTH OFFICER  
CO-FOUNDER



Join our **in** community!

About Our Partners:



**Profitero is the leading commerce acceleration company that offers a flexible suite of intelligence-driven solutions so that brands can grow profitably.**

Our integrated predictive analytics, activation and advisory services empower brands to optimize availability, discoverability and conversion across 1100+retailers in 50 countries.

Our Open Commerce Ecosystem makes it possible for retailers, agencies and tech providers to combine our data insights with their own solutions, unlocking incremental value and efficiency for brands.



To learn more, visit [profitero.com](https://profitero.com).

**DOWNLOAD  
YOUR FREE COPY**

of our 2022 eCommerce  
Organizational Benchmark Study



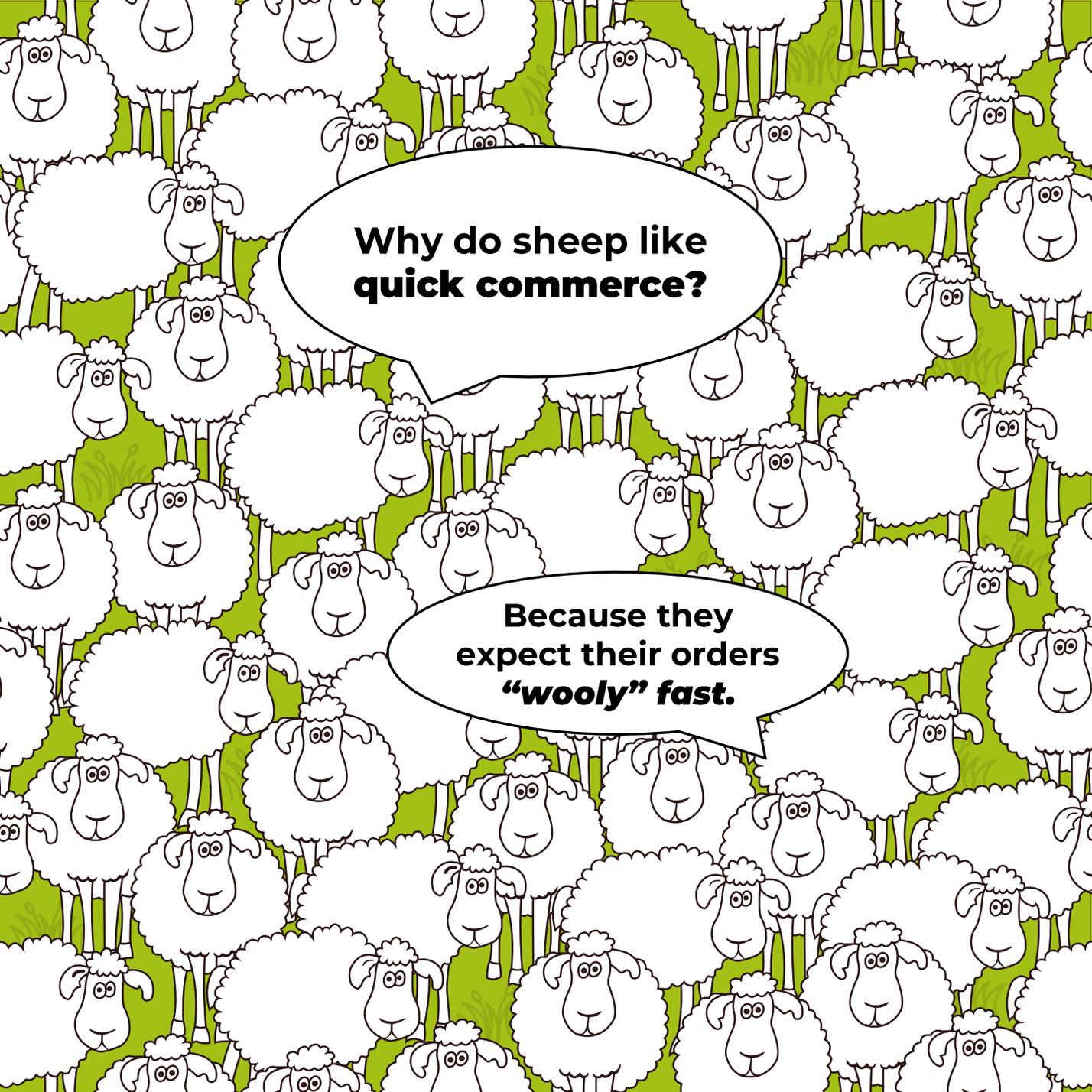


**#NOTASHEEP**

**#CORPORATECOMMANDO**



**WE WANT  
EWE!**

A large flock of cartoon sheep with white wool and black outlines is gathered in a green field. Two speech bubbles are overlaid on the scene. The top speech bubble contains the question, and the bottom speech bubble contains the answer.

**Why do sheep like  
quick commerce?**

**Because they  
expect their orders  
“wooly” fast.**



Hey, where are you going?

All your jokes are **baaa-d...**

But remember?  
We don't have to be sheep anymore.

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