

SHEARED

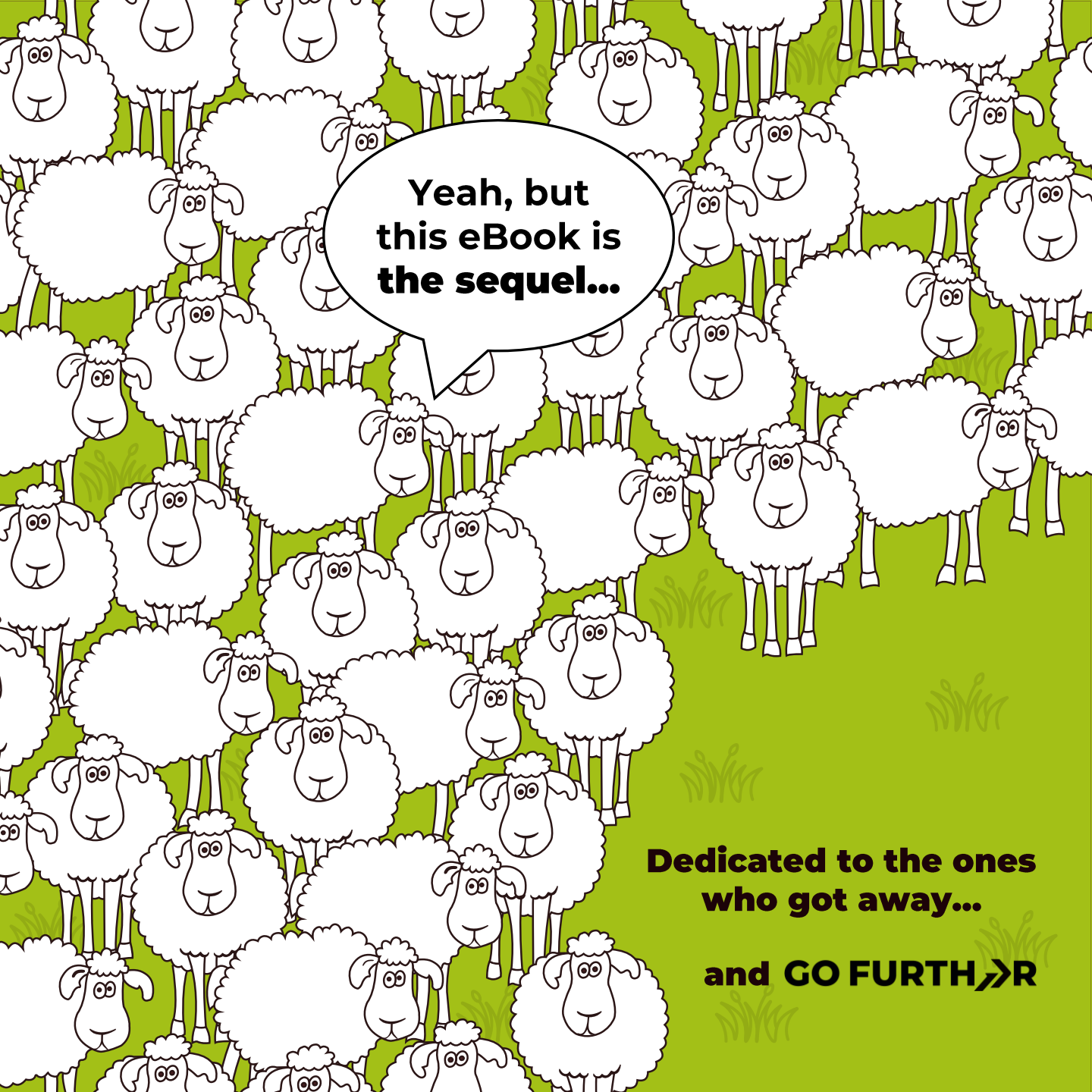


**Going Corporate Commando
in The Clash for Commerce**

A dense crowd of white, fluffy sheep with black outlines and small tufts of wool on their heads. They are standing on a green field. Two speech bubbles are present: one on the left and one on the right.

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

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



**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.

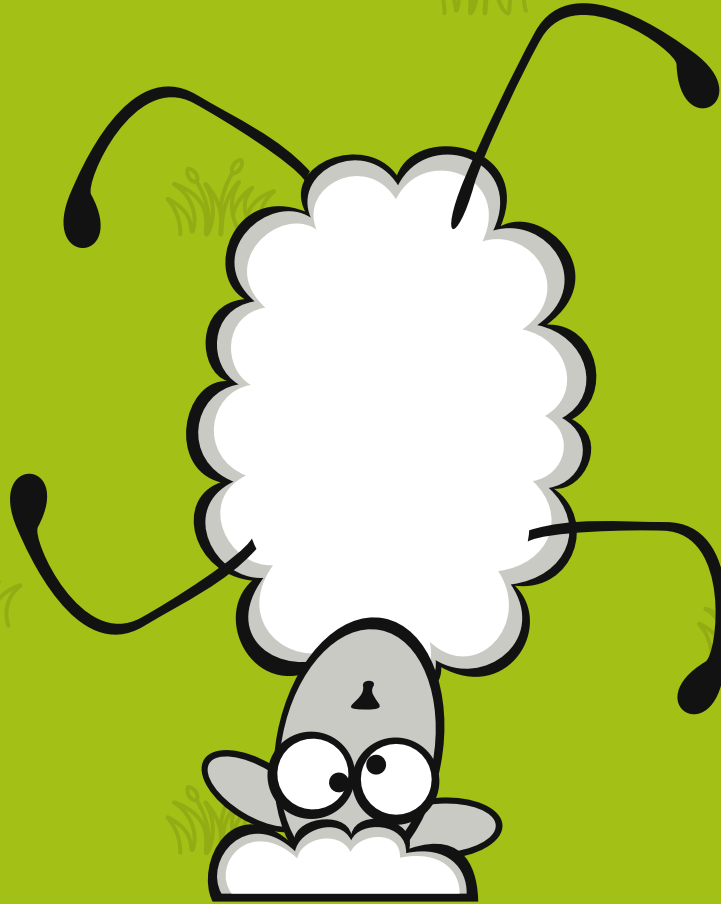
I'd argue closer to 100% because retail merchants are starting to build in-store planograms based on online sales velocity.

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...

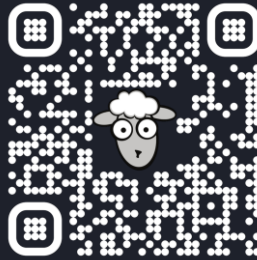


And so, a year ago, we published **SHEARED**, an eBook calling “a sheep a sheep” as we identified:

- 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**



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**LOOK!
I'm famous!**

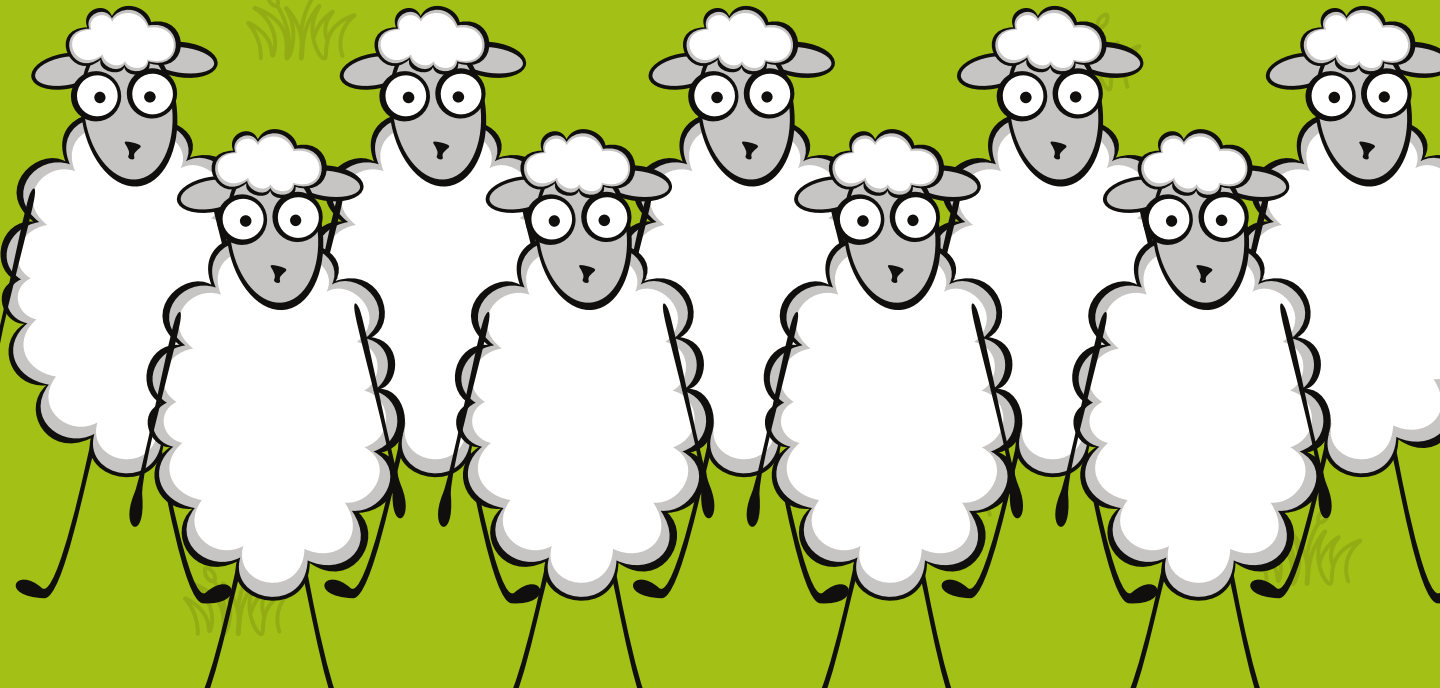




**And in just one year,
we've seen a lot of progress.**

♪ **525,600 minutes**

How do you measure...measure a year? ♪

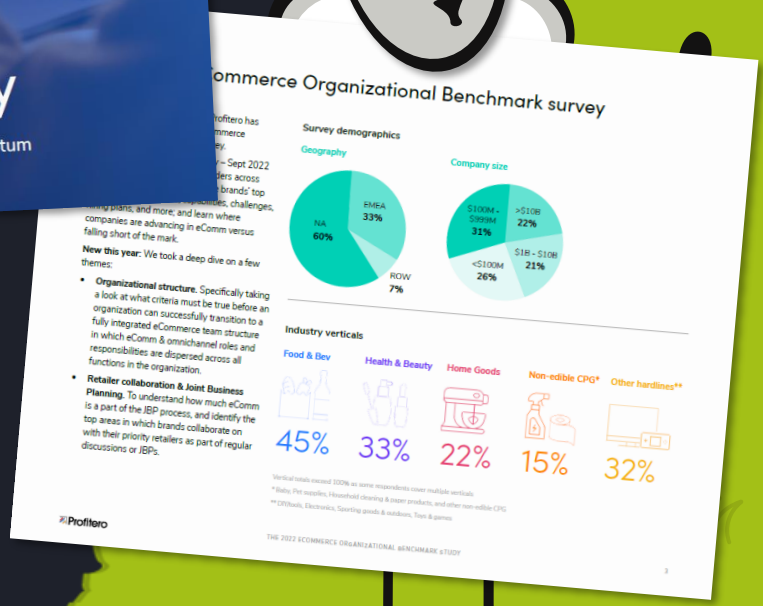




In fact, for the 6th consecutive year,
Profitero published the results of its
eCommerce Organizational Benchmark Study
to learn where companies are advancing in
eCommerce vs. falling short of the mark.

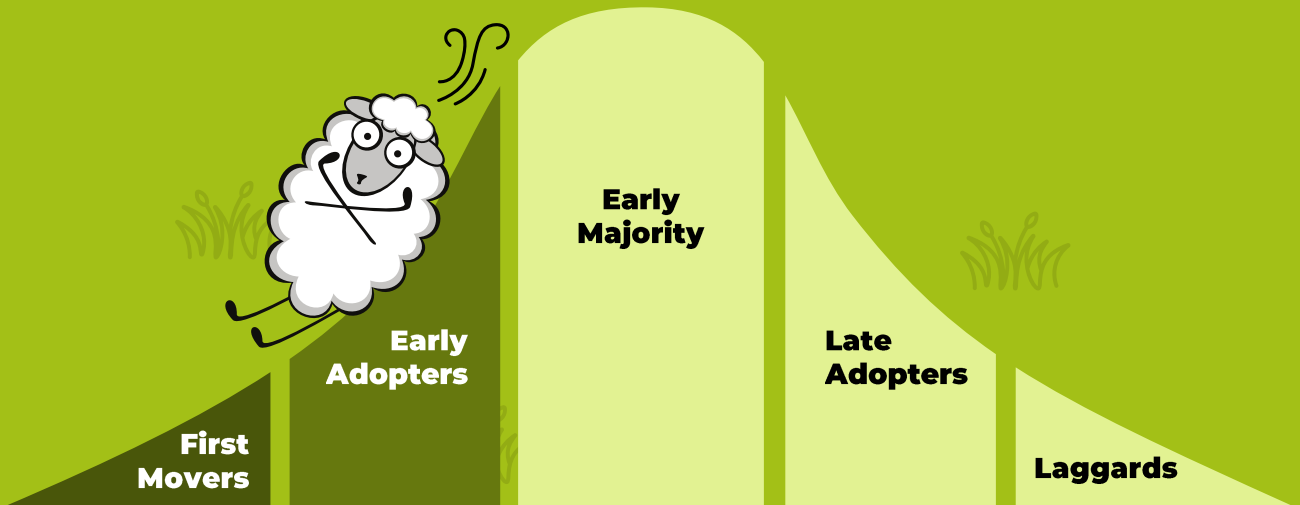


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**We're excited so many leaders
are shedding their coats of
corporate conformity...**



**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

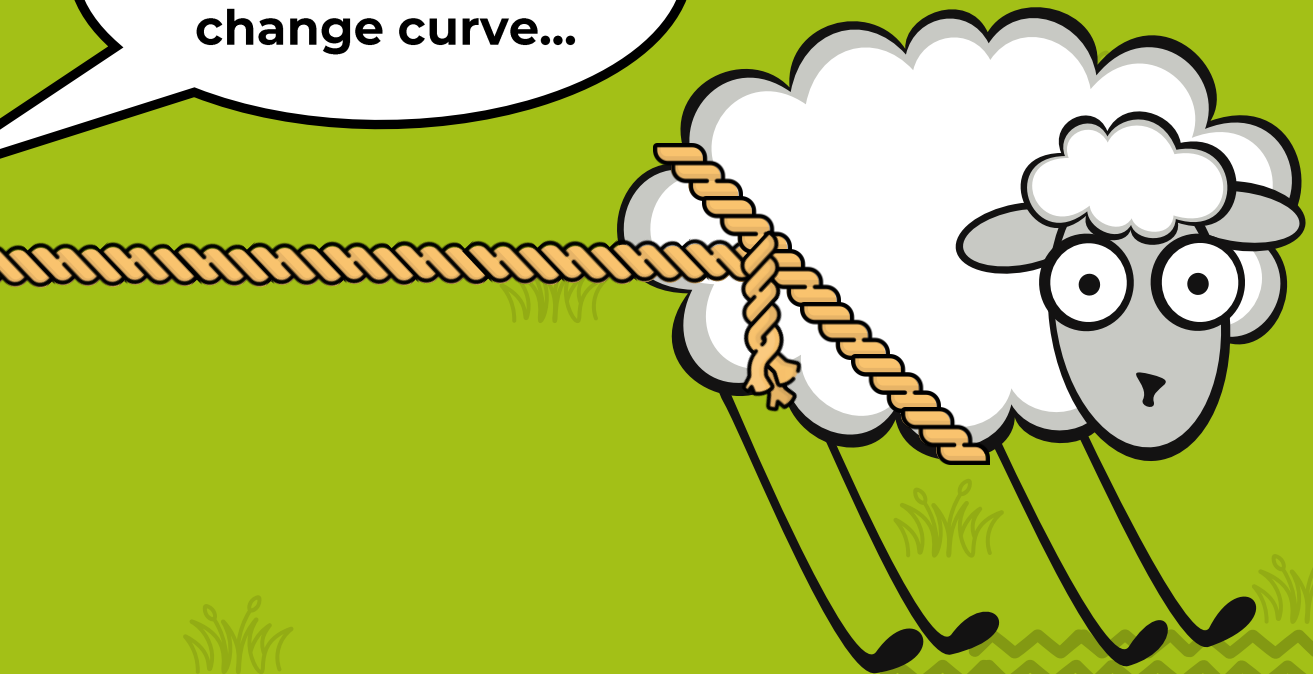
Some orgs just
need to **start** in
any area...

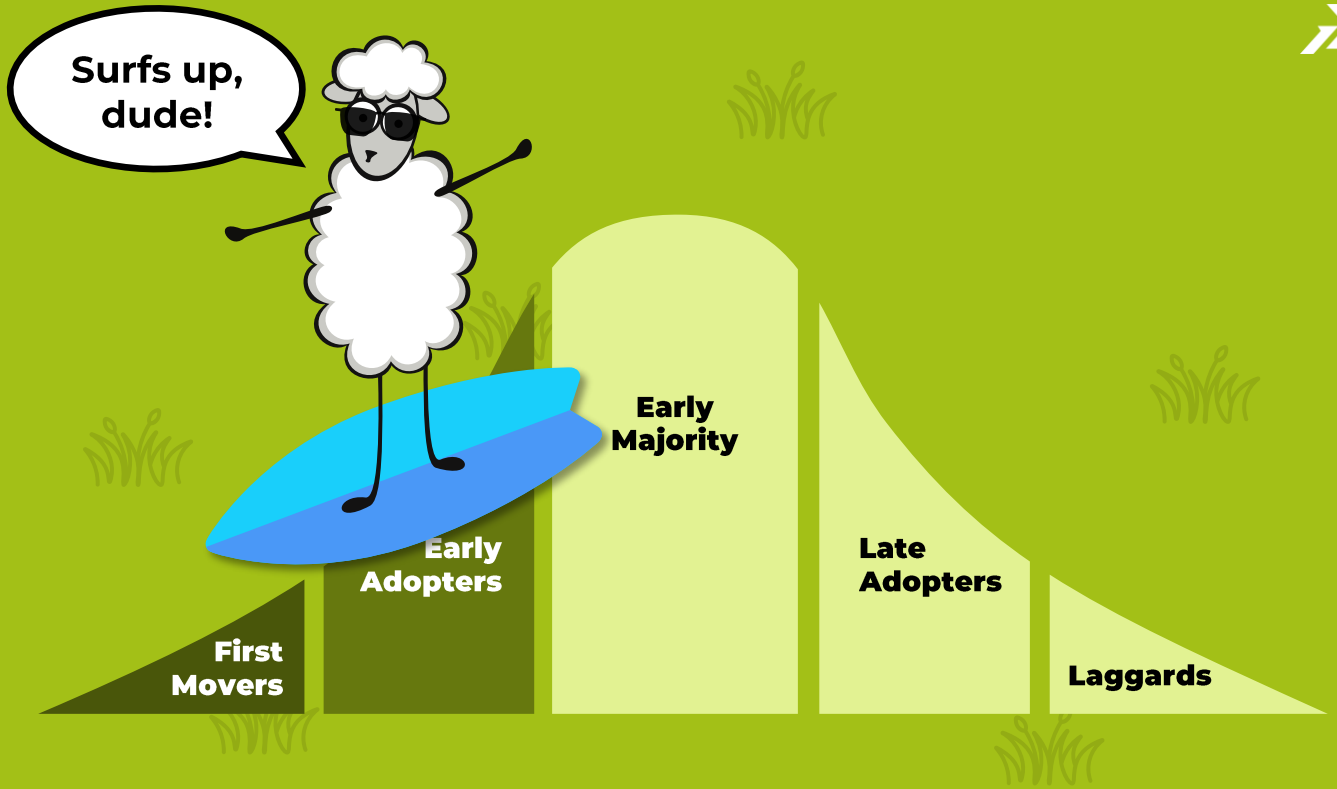




**We're not satisfied
until everyone breaks
free from the herd.**

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.



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

2

Measurement



“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

Measurement



“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!



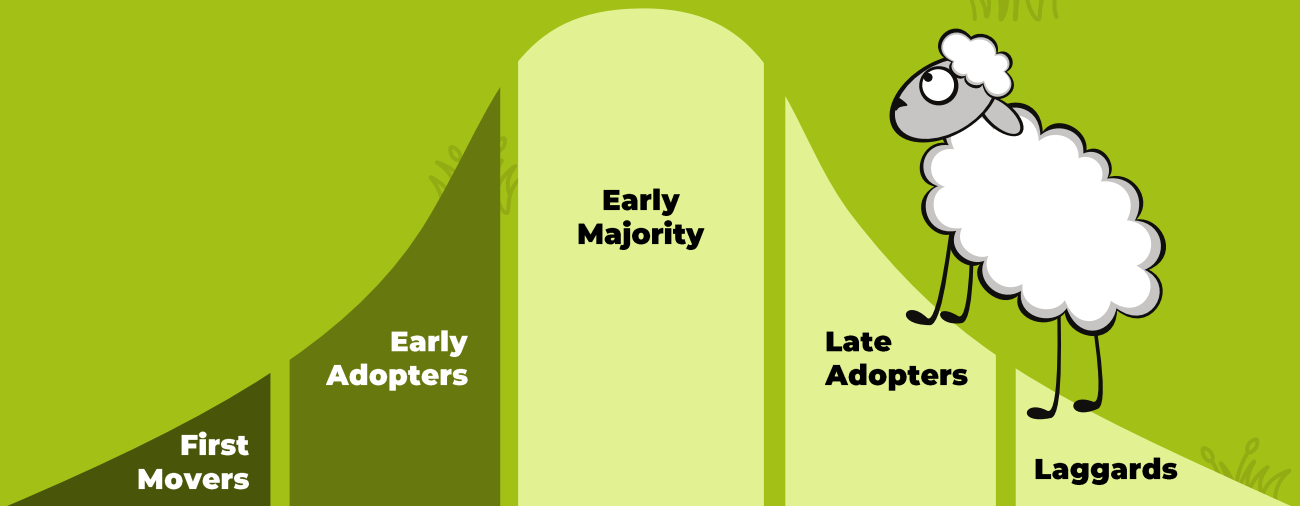
Instead of being
“thought leaders,”
we must all
keep proving
ourselves
as **skilled
practitioners...**

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**





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**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



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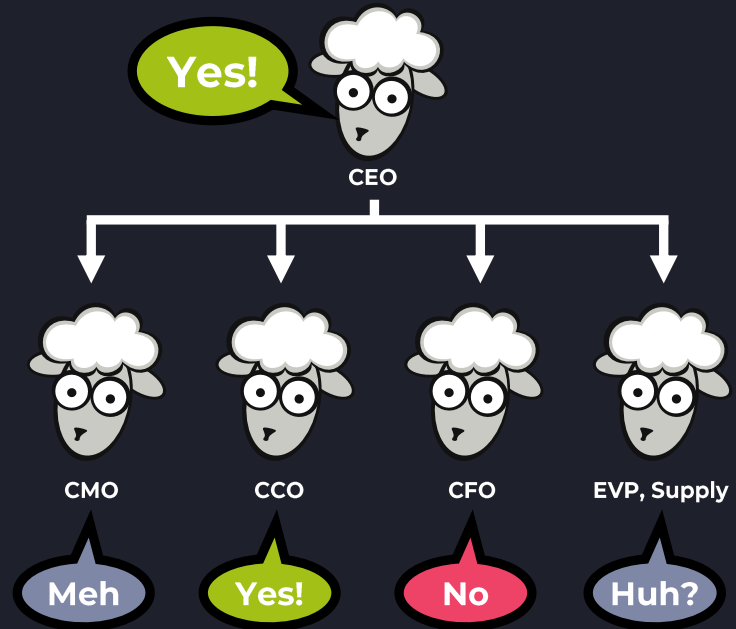
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**But this MUST extend
to and from ALL
executive leaders,
NOT just the CEO!**



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



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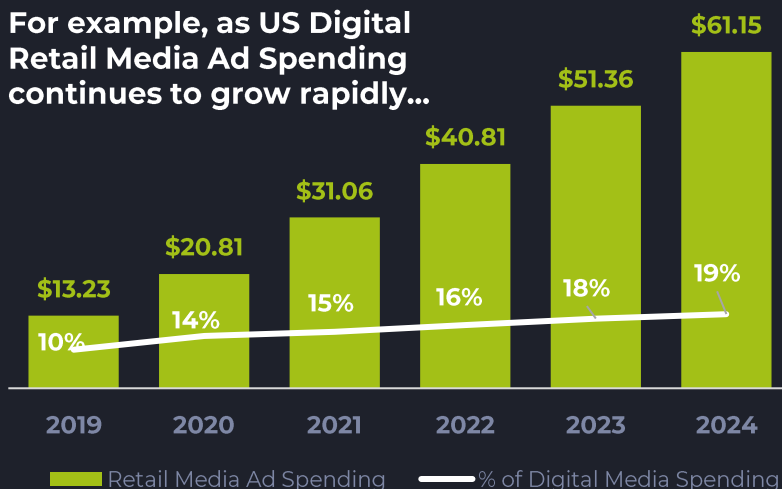


**Organizational
Enablement**



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...

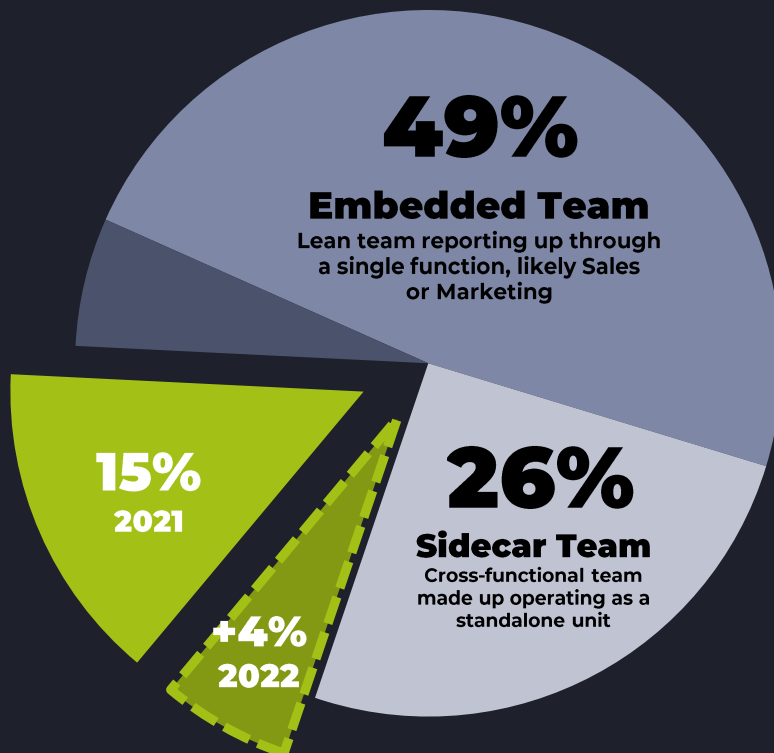


71%

**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.





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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..."



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**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.**



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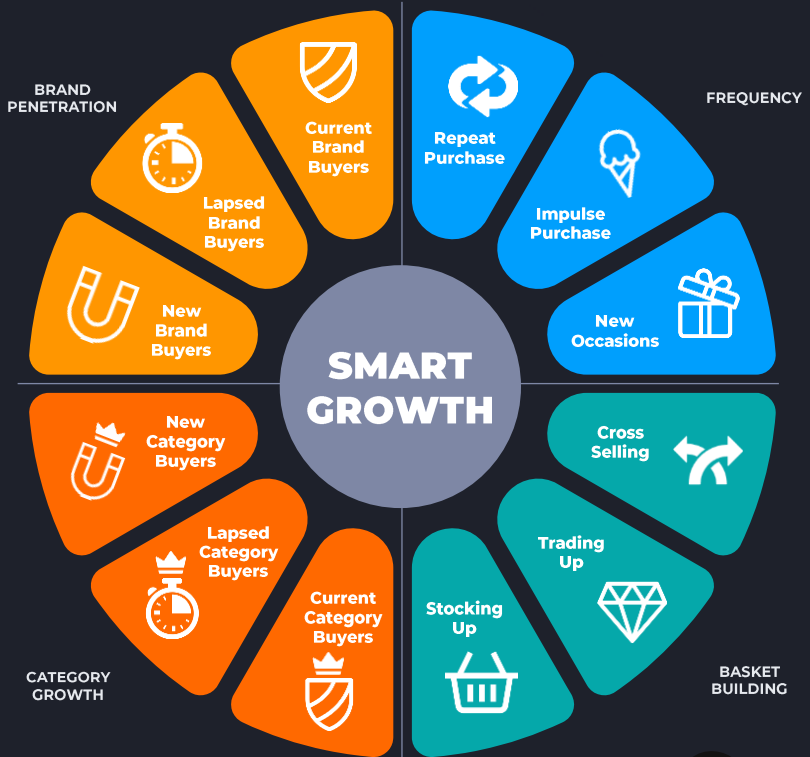
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Brands must establish goals leveraging their capabilities behind SMART Growth Strategies and their bottoms-up building blocks.



Me likey...



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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.

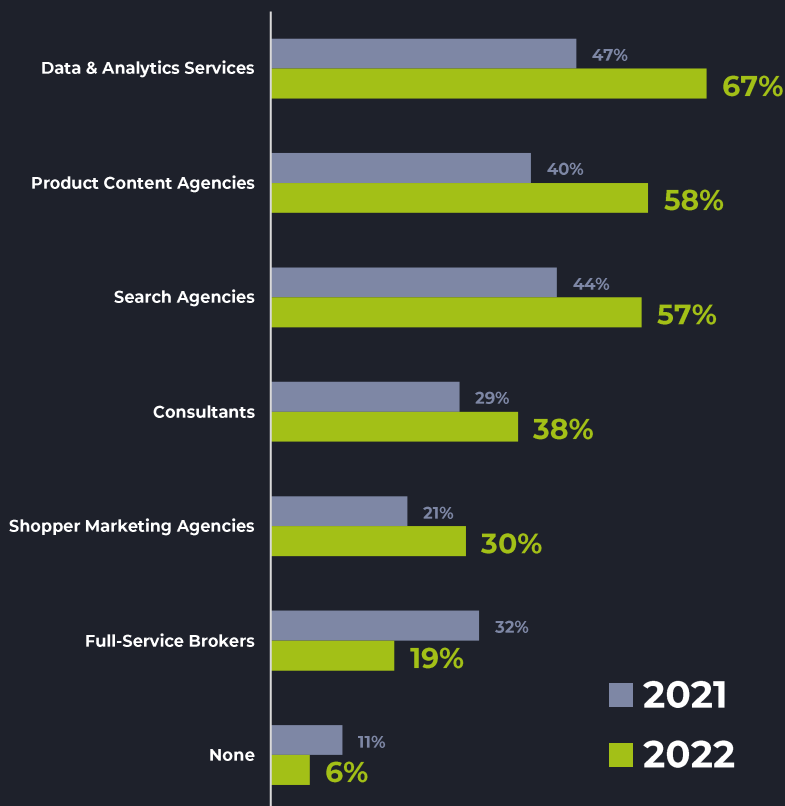
Hey Dad, can I have some money?



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 3rd party solutions and services to support their eCommerce growth.





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!



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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**



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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%

?????

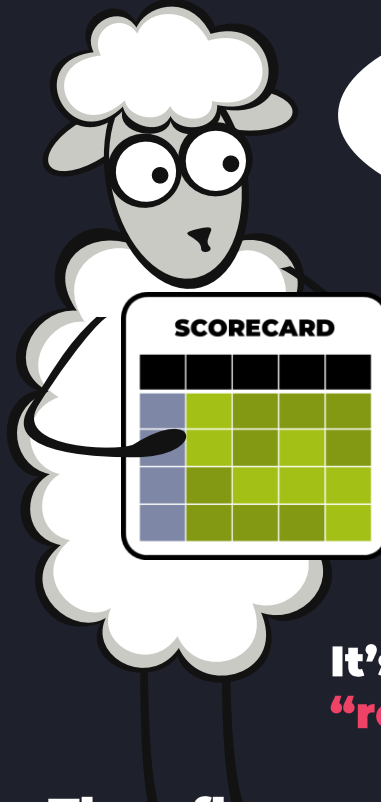
Et tu, brute?

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.**

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**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”**





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Organization
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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.**

Exec



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



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**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.



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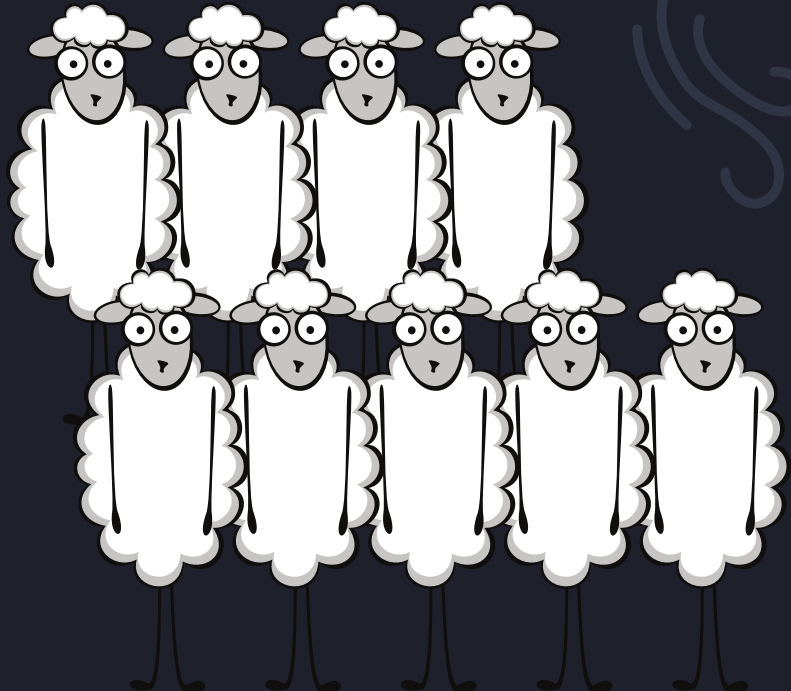




But only

10%

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



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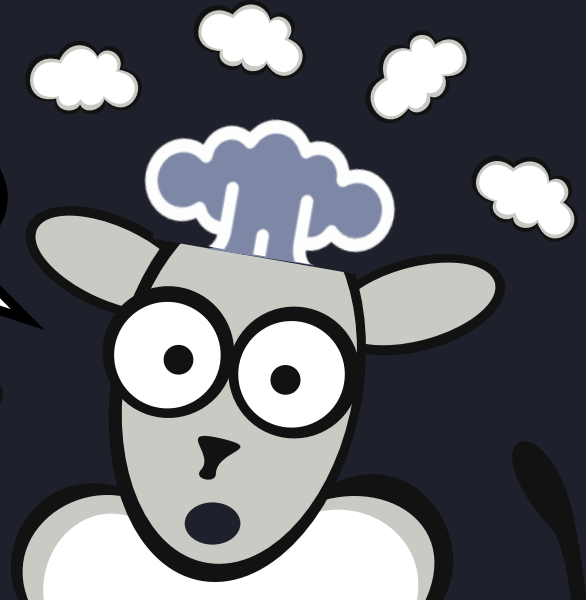


By embedding those metrics broadly across the organization, there will be a natural need for

- **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!

#mindblown



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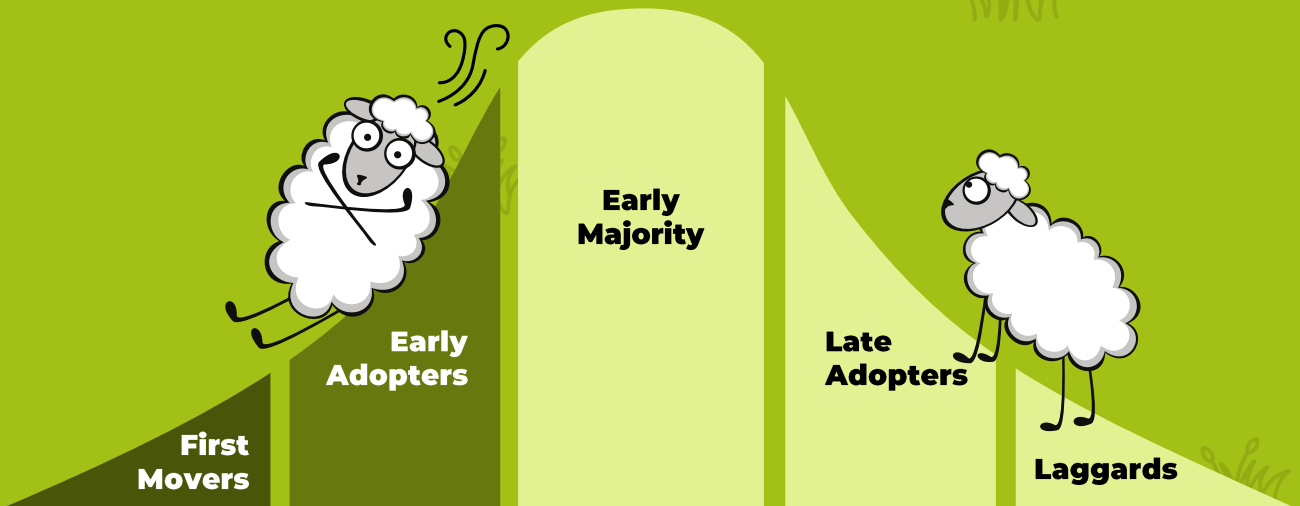
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**These 8 factors will
help all of us hop that
fence of change...**





**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!**



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**Learn how to go
Corporate Commando:
hello@firstmovr.com**

An astronaut in a white spacesuit is floating in space, with a blue and white nebula in the background. The astronaut's helmet has a red light and a blue light. Orange lines connect the astronaut to the circular portraits of Chris Perry and Oskar Kaszubski.

BEFORE WE GO FURTH➤R



Chris Perry

CHIEF LEARNING OFFICER
CO-FOUNDER



Oskar Kaszubski

CHIEF GROWTH OFFICER
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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.



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#NOTASHEEP

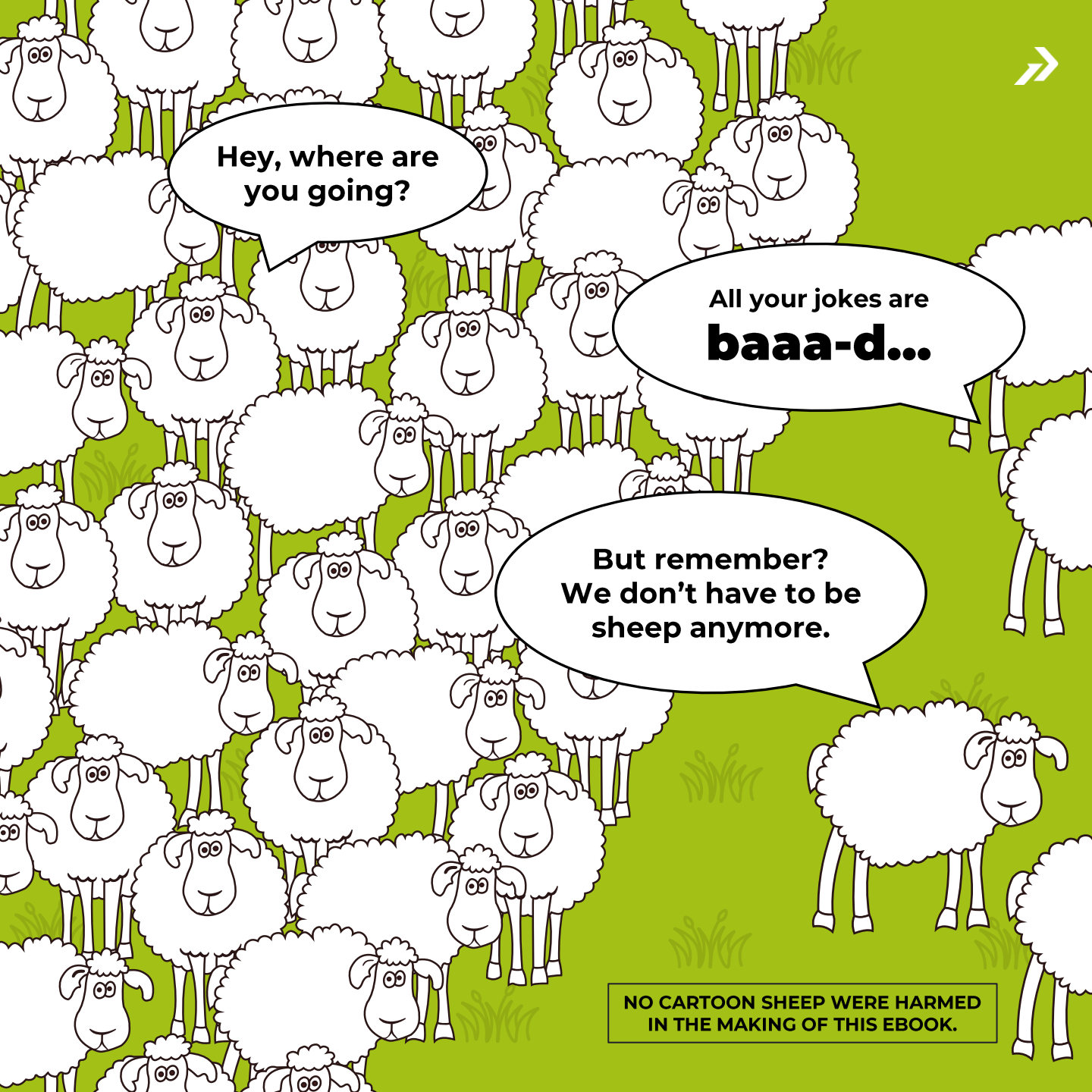
#CORPORATECOMMANDO





**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.