

WHAT TO

EXPECT

WHEN
YOU'RE

SELECTING

YOU'RE INVITED

An objective starter guide on how to
build your eCommerce capabilities

In partnership with



PACVUE



Profitero



ANALYTIC
INDEX

THE MARS AGENCY

Malilga

eCommerce is the **#1 growth driver**

Accounting for
63%
 of chain retail growth
39%
 of chain retail sales
 by 2026

Top 10 Global Retailers / Platforms 2025 (USD bn)





Even though stores are the majority of sales,
**Winning offline requires
winning online first.**



**SHOPPER
INFLUENCE**

62% of retail sales are
digitally influenced.

Forrester

+



**MERCHANT
INFLUENCE**

Digital performance is
determining planograms.

**To win in eCommerce, we need
some “new” capabilities.**

**But this raises several questions
which we will outline in this guide.**

1
What is the
landscape of
capabilities?

2
How do we **choose**
and enable the
right ones?

3
How do we bundle
the optimal **tech**
stack for success?

**But this raises several questions
which we will outline in this guide.**

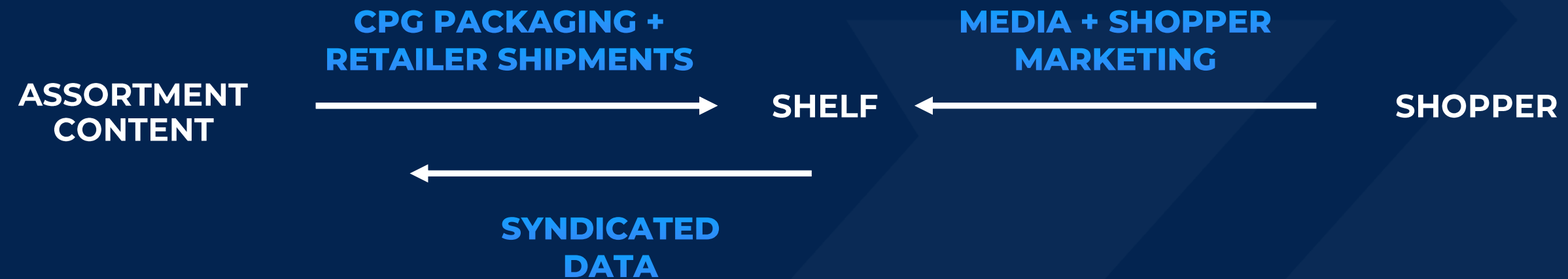
1
What is the
landscape of
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We know how to *shine* offline...

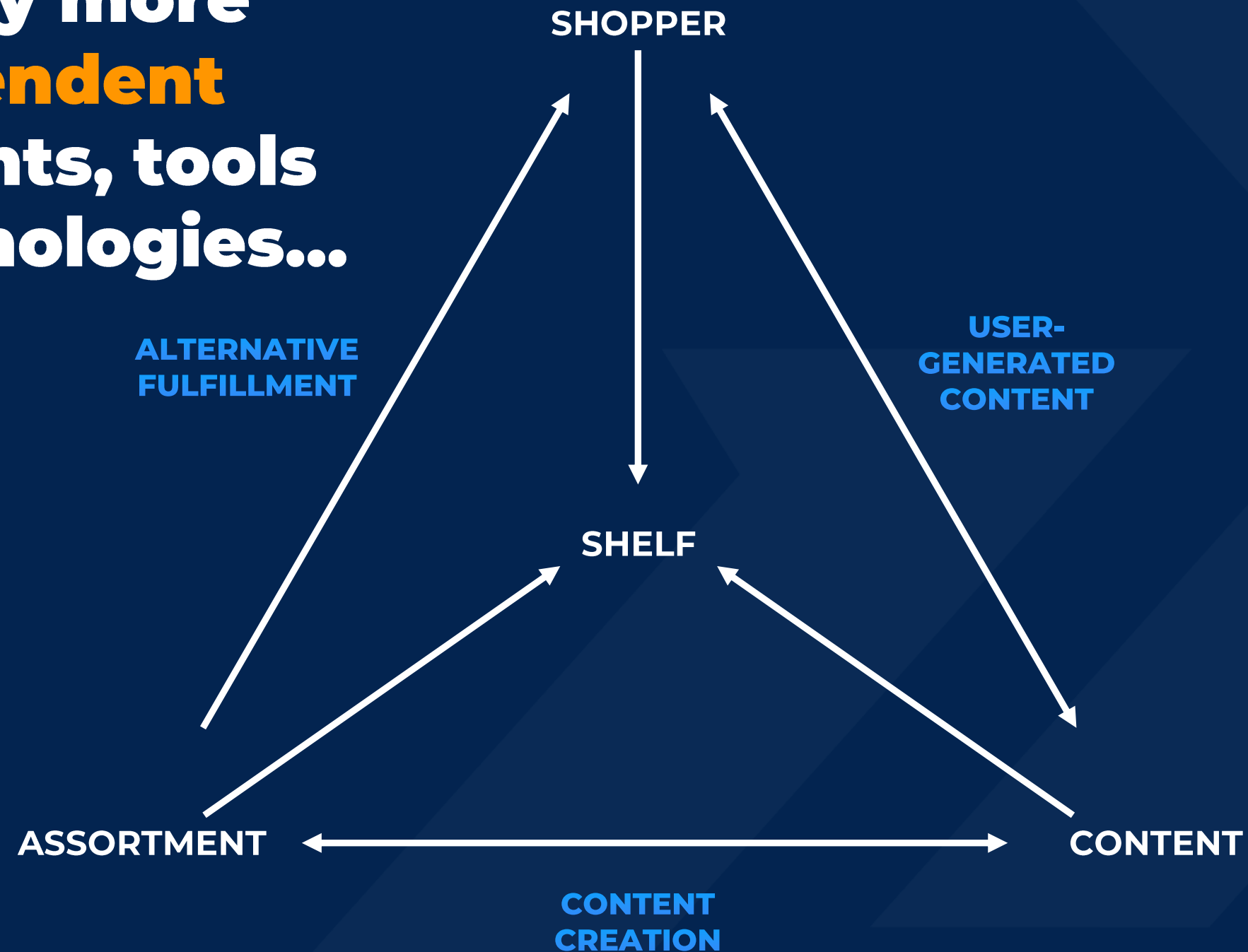
because stores are more **linear** to support.



**But eCommerce is
more complex and
multi-dimensional...**



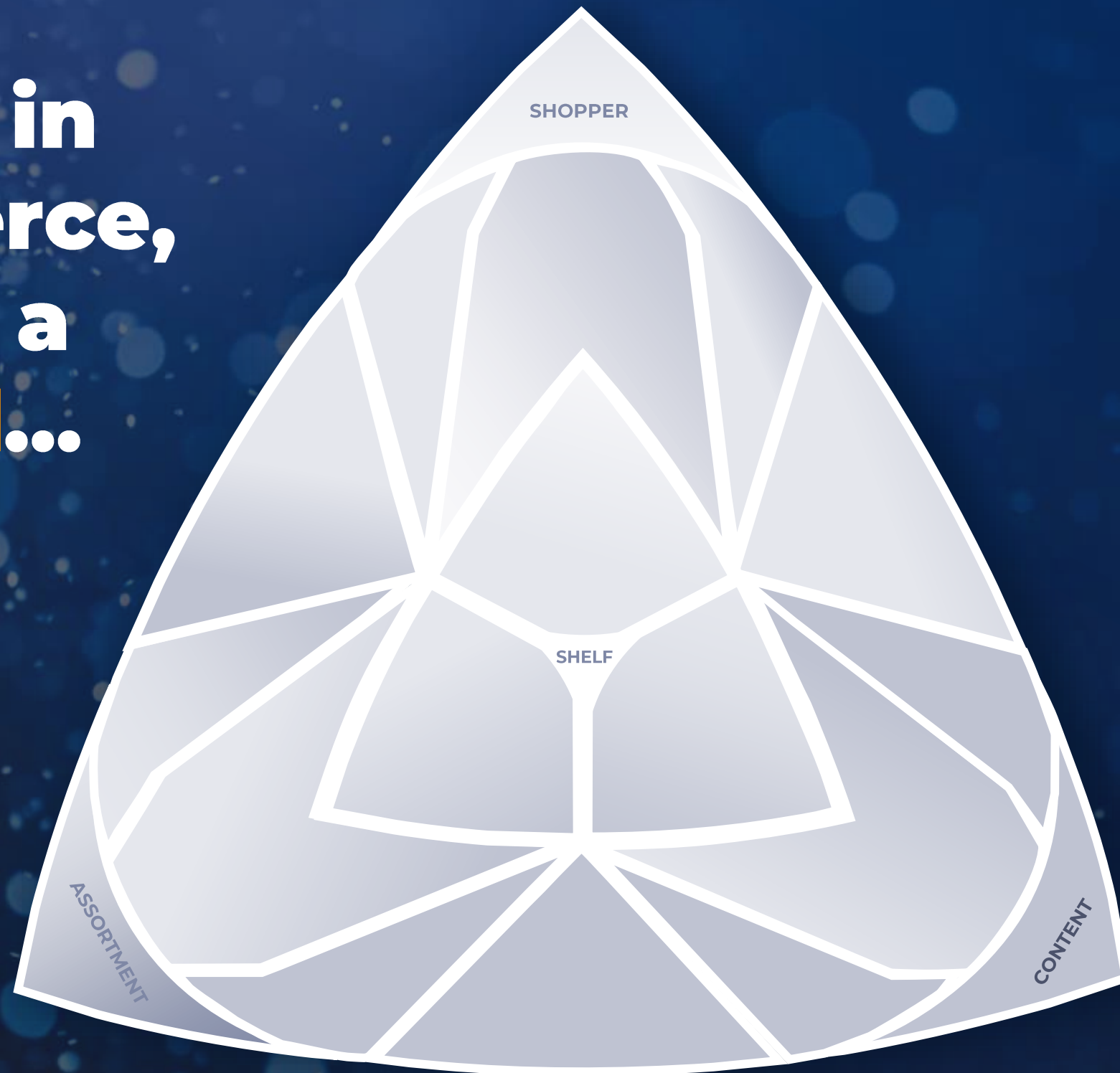
**with many more
interdependent
touchpoints, tools
and technologies...**



**And let's not
forget all that
real-time data!**



To shine in
eCommerce,
we need a
diamond...



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THE VALUE SCAPE FOR DIGITAL COMMERCE TECH CAPABILITIES

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Leverage this framework to
understand the value scape
of capabilities and how they
can work **better together.**

GET YOUR
FREE COPY



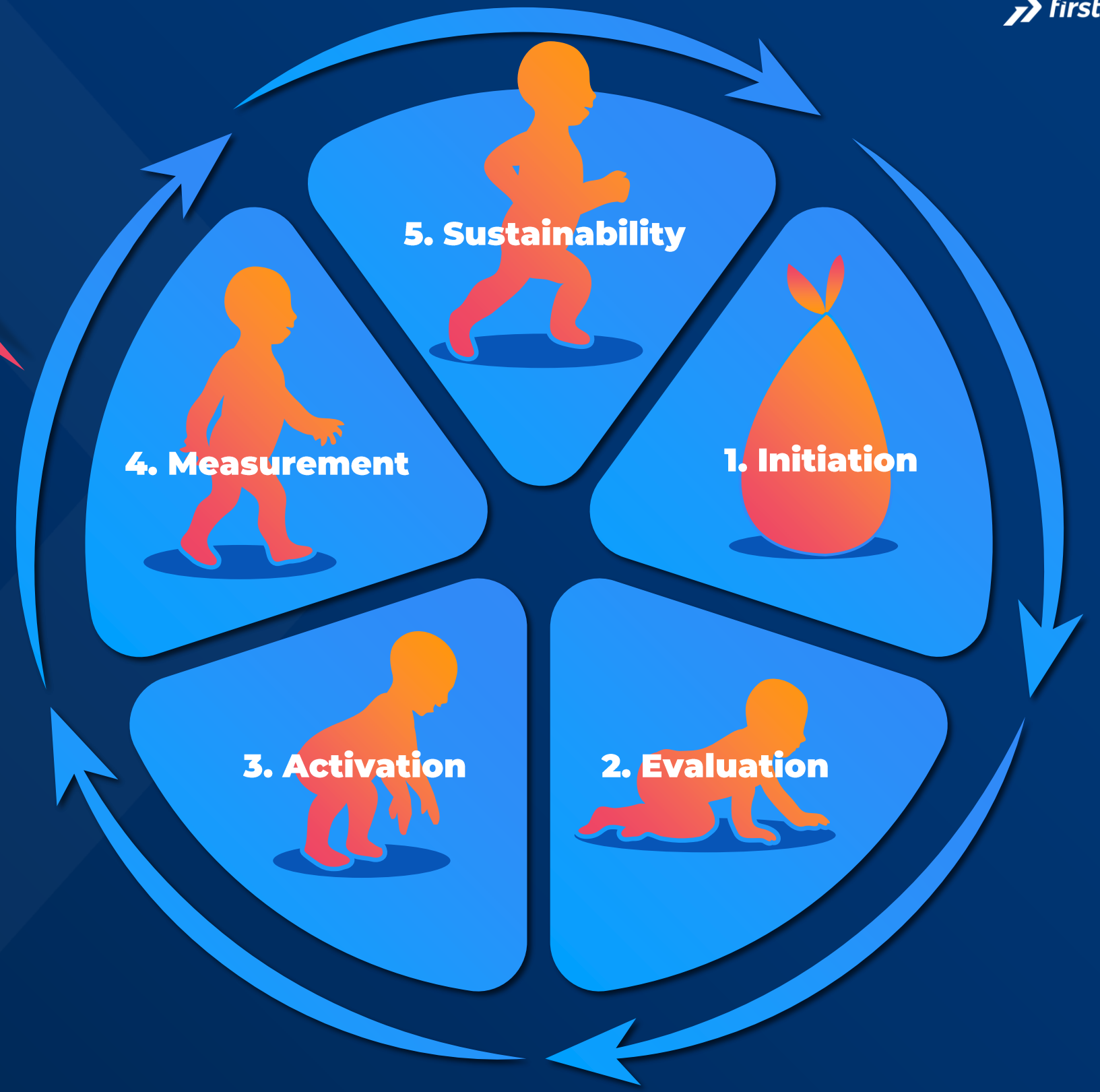
**But just because we now know
which capabilities are out there....**

1
What is the
landscape of
capabilities?

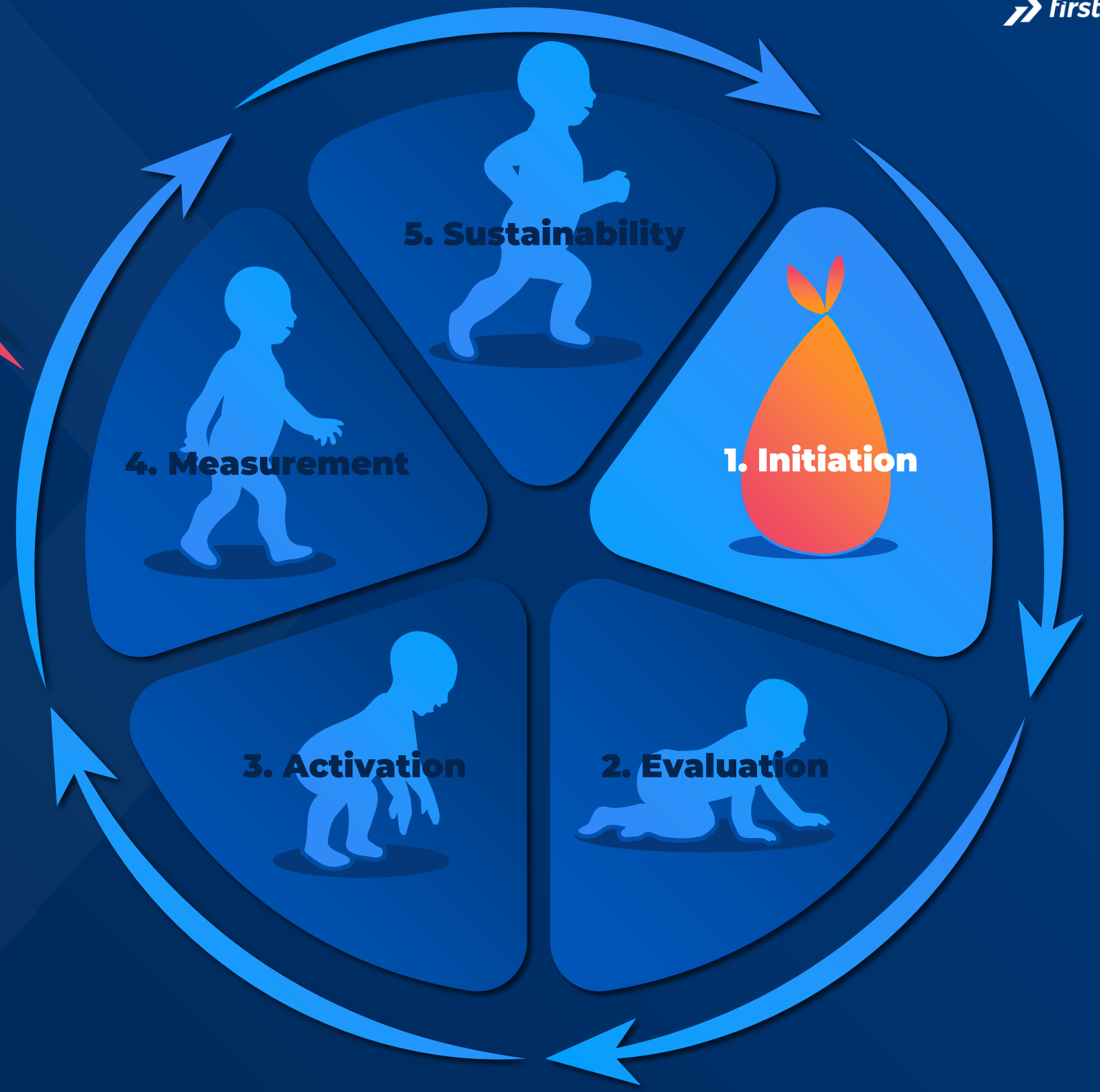
2
How do we **choose**
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right ones?

3
How do we bundle
the optimal **tech**
stack for success?

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**Capability
Lifecycle**



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**Capability
Lifecycle**



What initiates a “new” capability?



A problem arises for which the organization is seeking possible solutions.



A net new capability is promoted, and the organization becomes aware of its potential value.



A global organization is seeking to consolidate multiple local capabilities into one or few for efficiency.



A current capability is not returning the expected value or no longer meeting the organization's needs.



A current capability is misunderstood.



Who should be involved?



**Commercial
Team(s)**

“KNOW”

about Next Commerce

DON'T KNOW

how to RFP



**Procurement
Team**

KNOW

how to RFP

DON'T KNOW

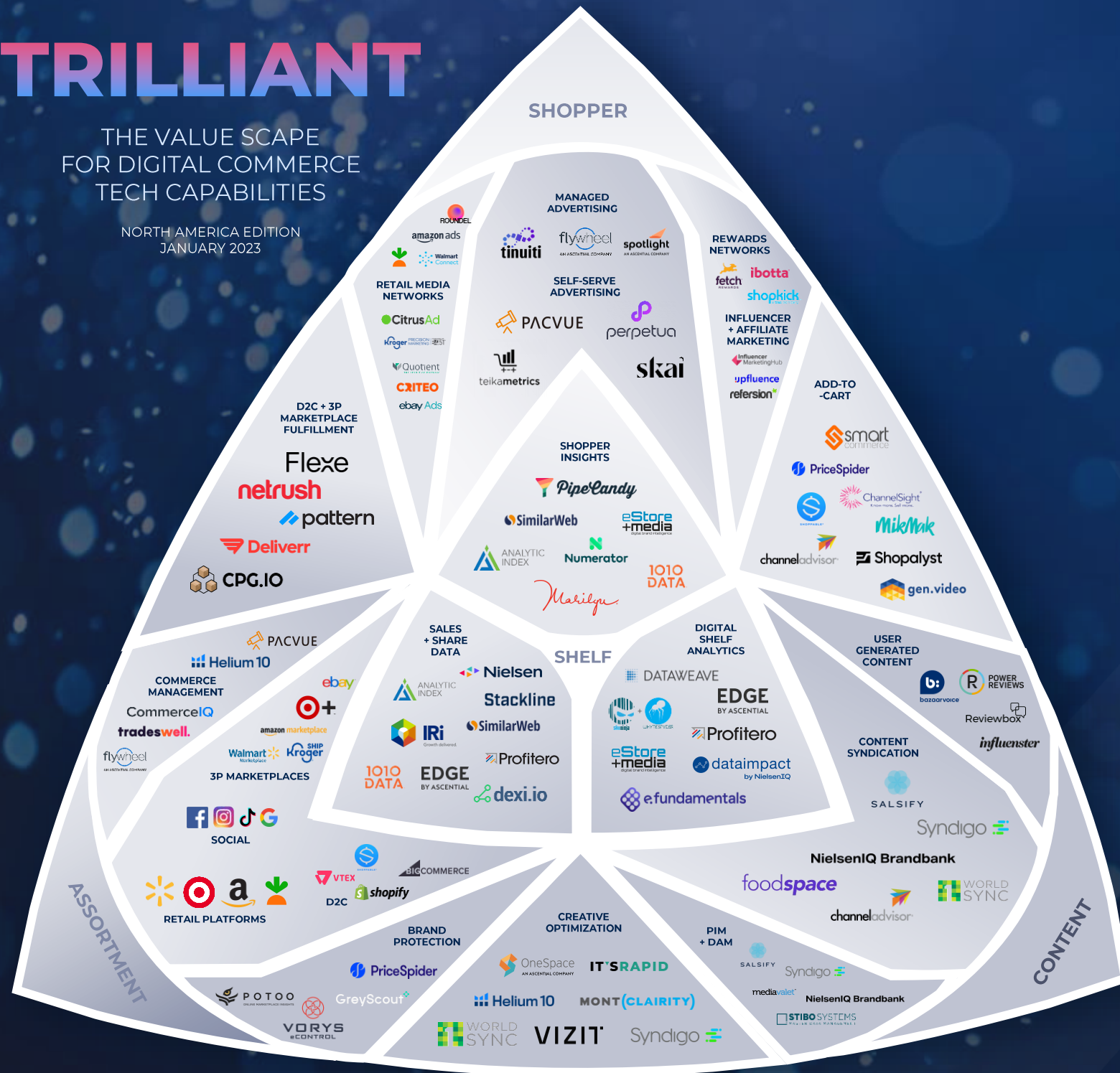
about Next Commerce



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TECH CAPABILITIES

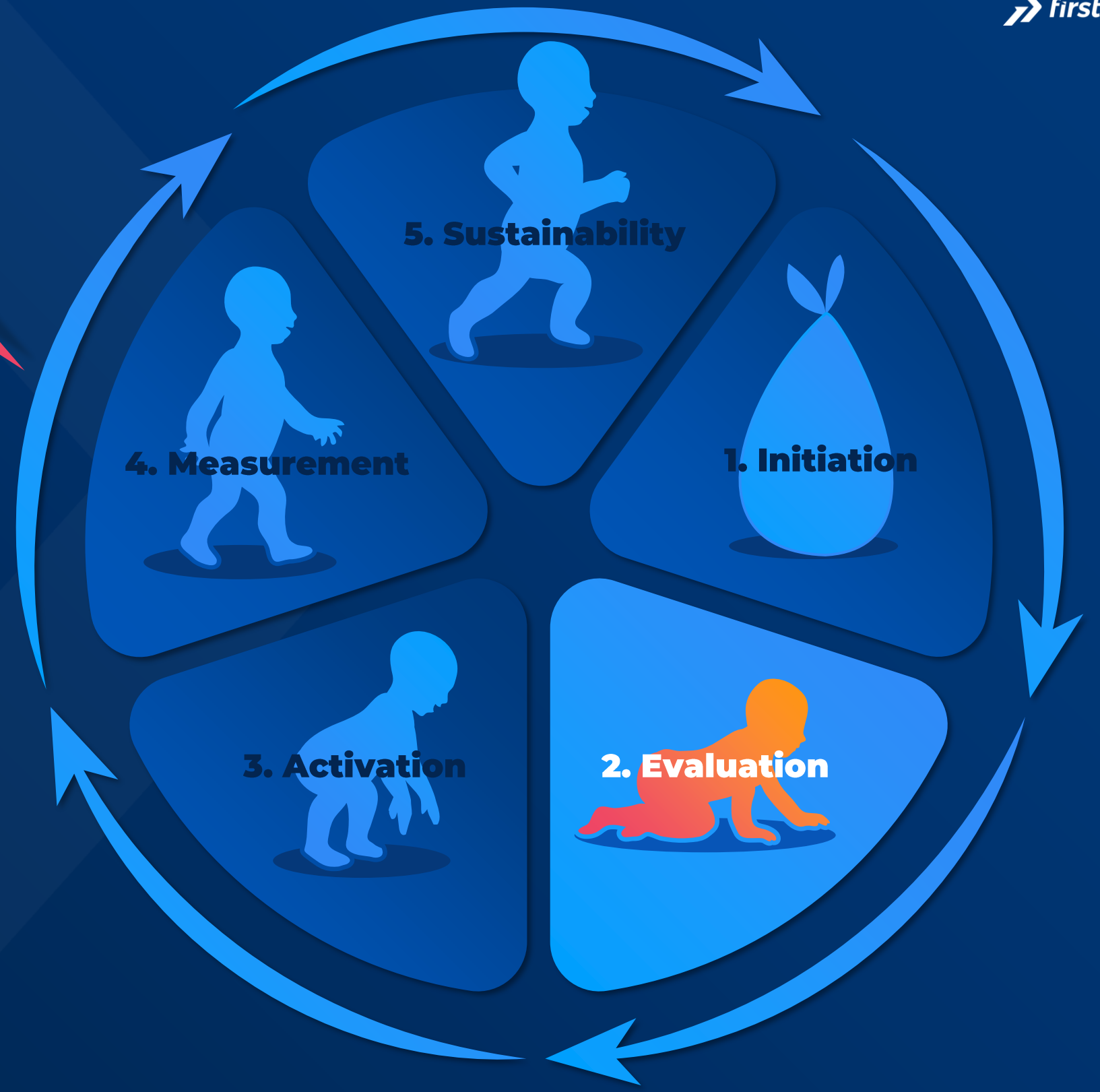
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This is a relatively disruptive ecosystem with ever-evolving players + capabilities.

RFP or no RFP, make sure you're reviewing the full set of options.

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**Capability
Lifecycle**



**In general, how should
brands approach the
evaluation of any
new capability?**



Universal Considerations



**Company
Maturity vs.
Innovation**



**Data
Ownership
+ Access**



**Solution
Compatibility
+ Synergy**



**Corporate
Security
Compliance**



**Data + Tool
Ease of
Utility**



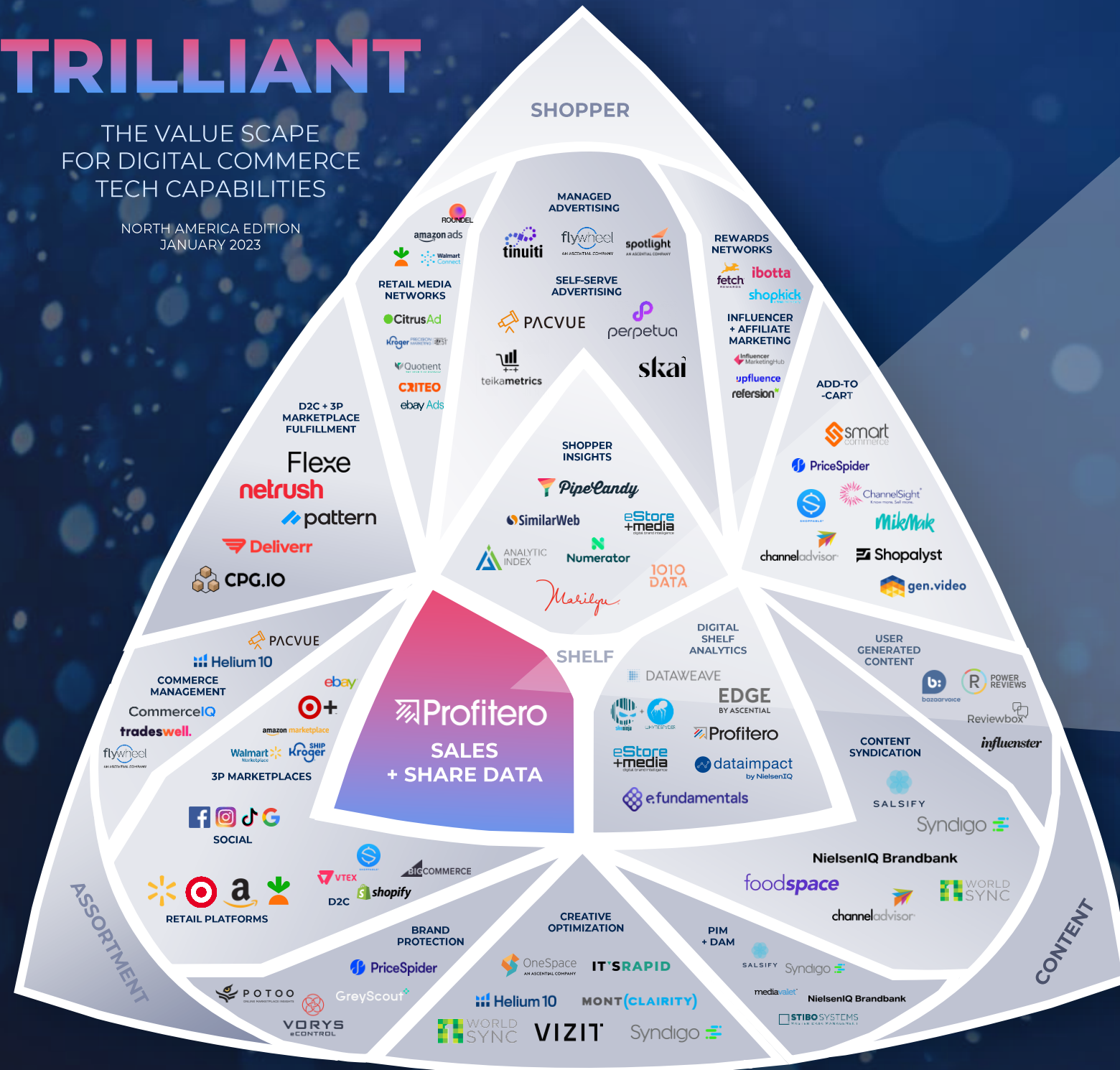
**Success KPI
Accountability
+ Support**



**What are some of the
unique considerations
critical to evaluating
example capabilities?**



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Your eCommerce sales are naturally going to grow simply because more shoppers are shopping online than ever before.

But without the right category and competitor benchmarks, how do you know if your brands are growing fast enough?

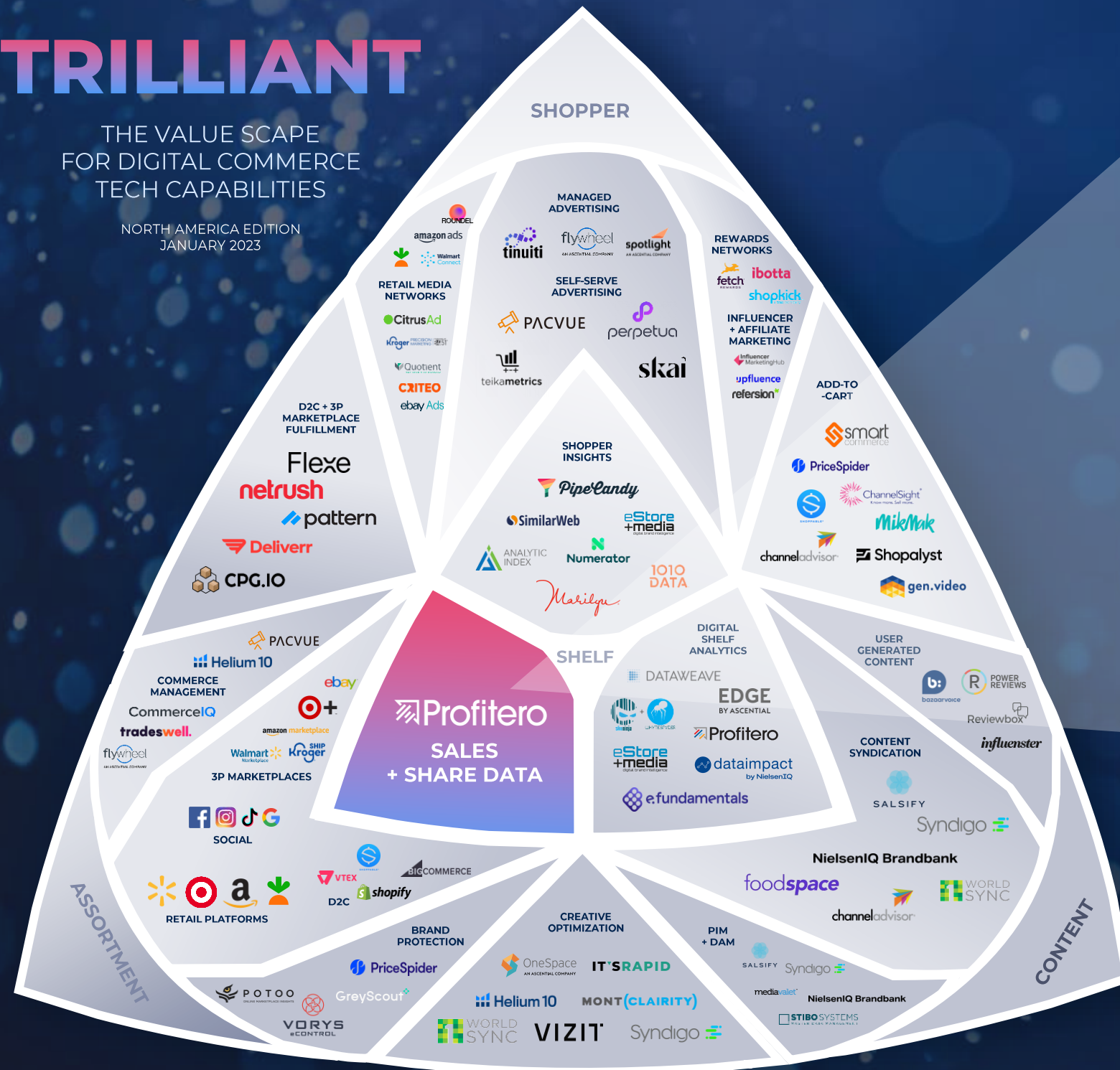
68% of brands track lagging metrics like account-specific eCommerce sales and market share measurement to help them know just that....

Profitero 2022 eCommerce Organizational Benchmark Report

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TECH CAPABILITIES

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SALES + SHARE DATA

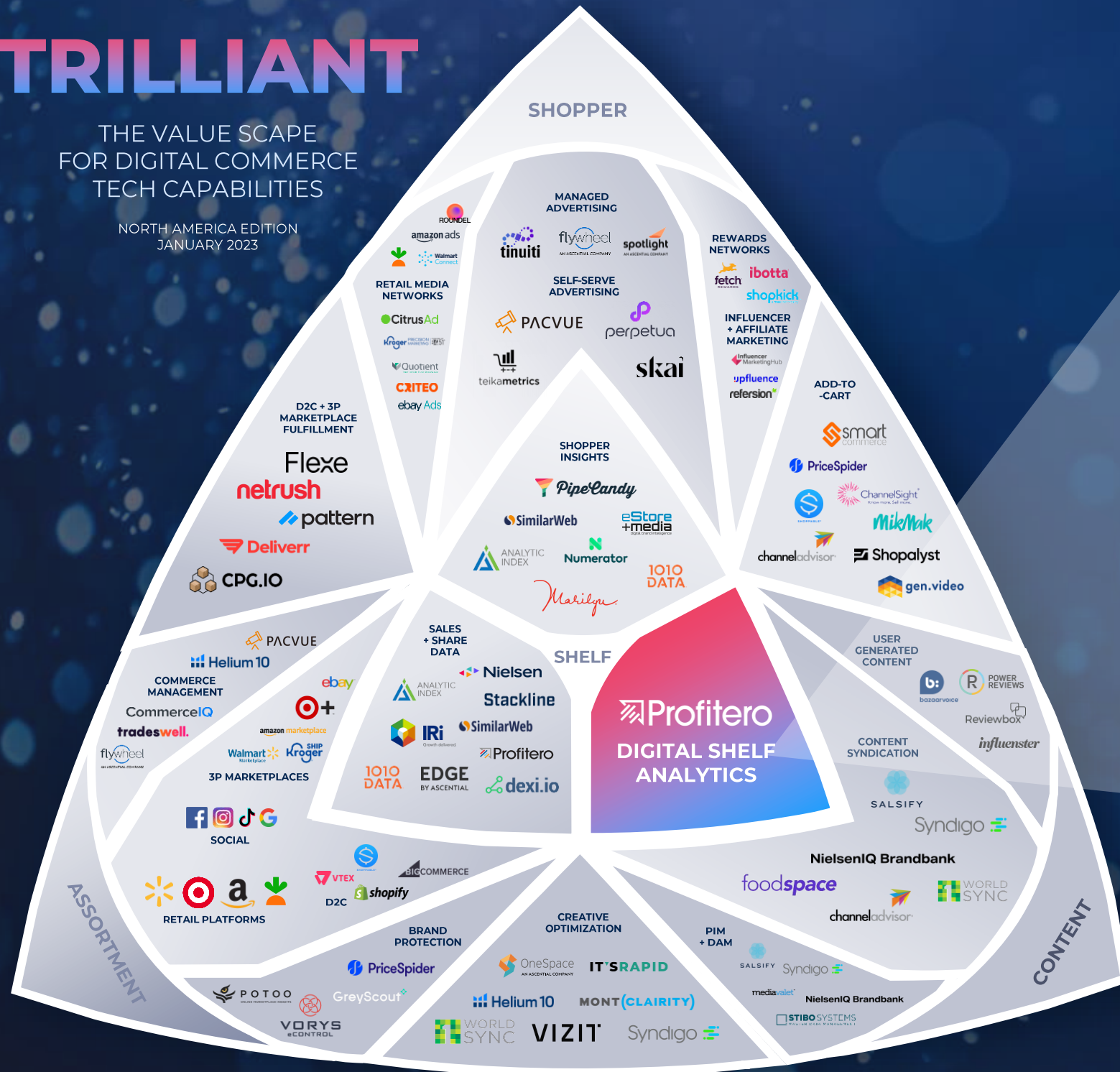
SELECT EVALUATION QUESTIONS

- ☐ Where is data originating?
- ☐ What is the type of data? Panel, clickstream etc.?
- ☐ What is data frequency?
- ☐ What is the data granularity?
- ☐ What is your data methodology beyond Amazon?
- ☐ How can this data be integrated into your SMART growth strategies and levers?
- ☐ Does the data match the categorization we use for other measurement data?
- ☐ Is there a way to validate the accuracy?
- ☐ How do you treat 3P products?

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TECH CAPABILITIES

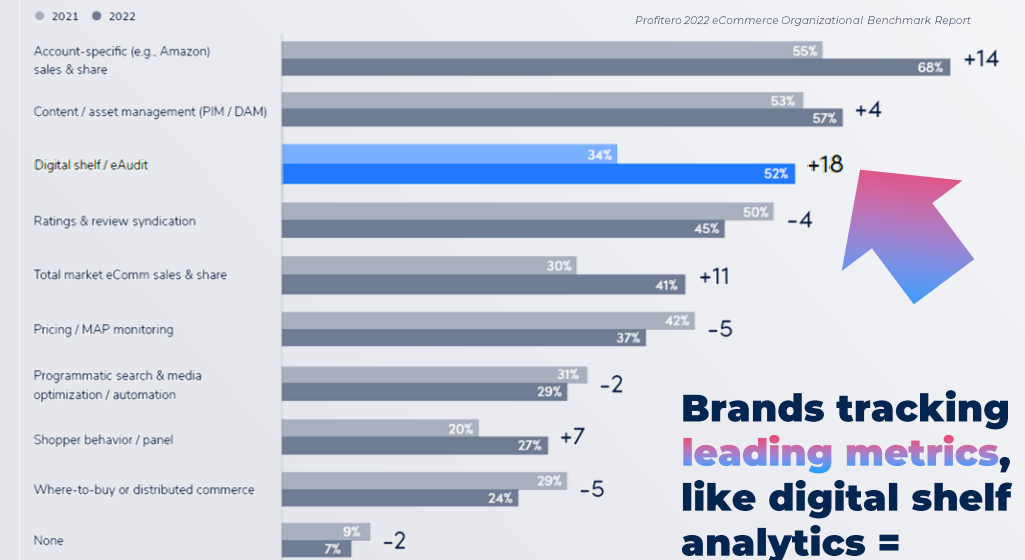
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DIGITAL SHELF ANALYTICS

WHY THIS MATTERS

Q: Does your organization have any of the below types of systems in place? (select all that apply)



Brands tracking leading metrics, like digital shelf analytics =

+18pts

Why?

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

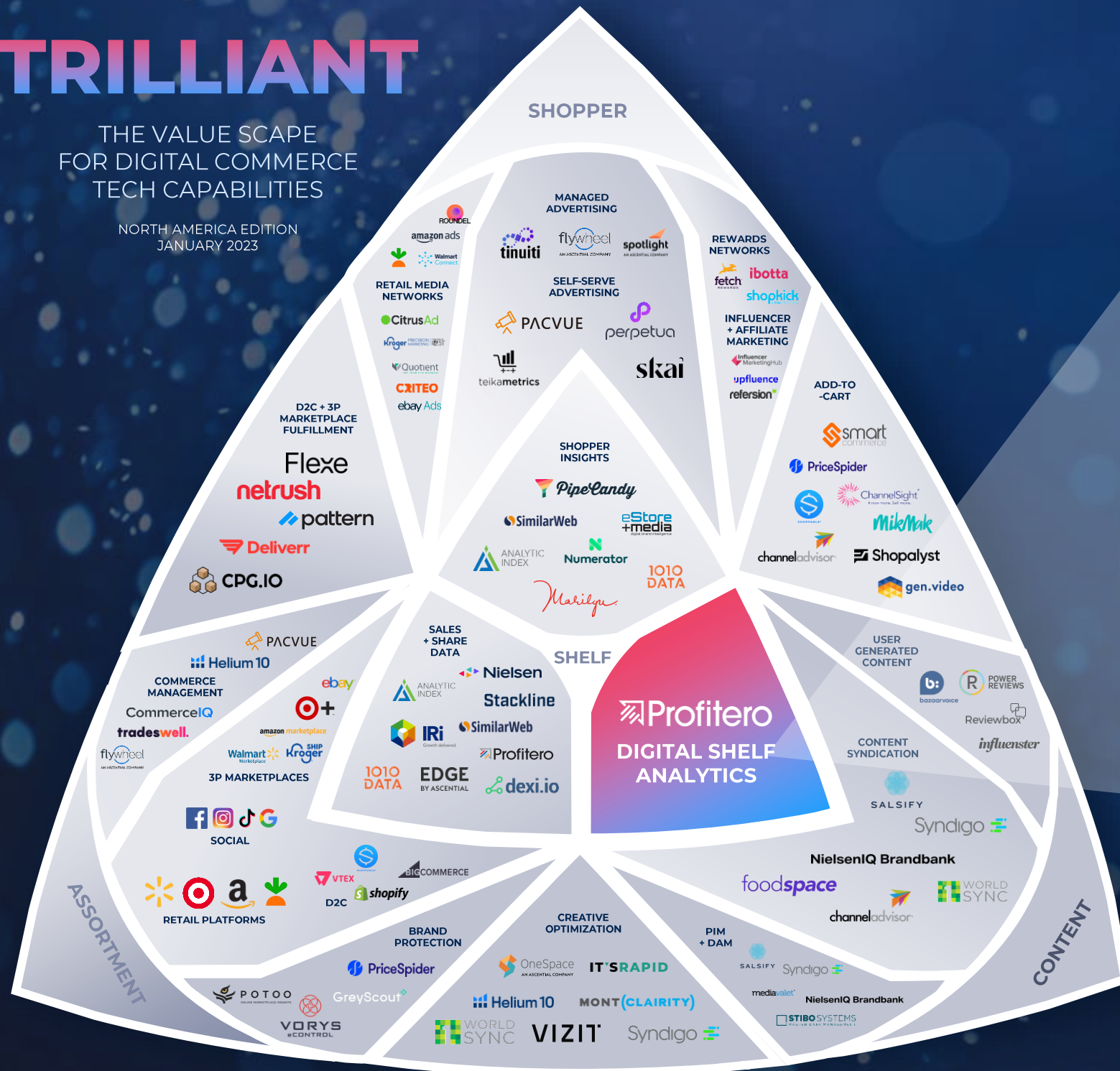
- Peter Drucker

Brands who understand the causal factors informing eCommerce growth can better optimize investments, priorities and strategies.

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THE VALUE SCAPES
FOR DIGITAL COMMERCE
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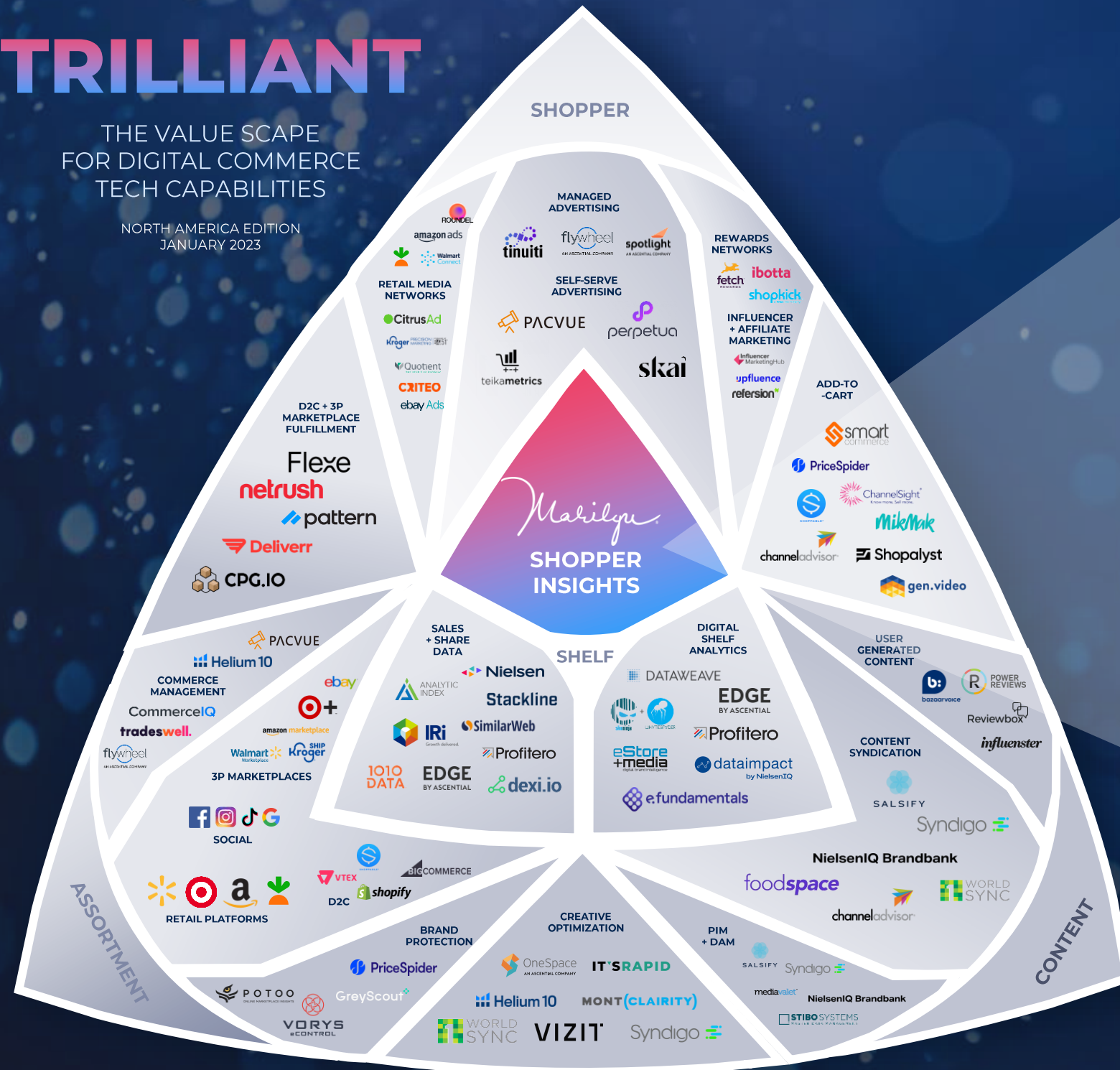


DIGITAL SHELF ANALYTICS

SELECT EVALUATION QUESTIONS

- ☐ Which markets, retailers, zip codes and digital shelf factors do you scrape, when and how often?
- ☐ How do you treat 3rd Party sellers?
- ☐ How do you treat parent/child SKUs?
- ☐ How does your scoring methodology work and what rules and weighting can we apply?
- ☐ Does your tool and/or support resources make recommendations on optimizations or actions?
- ☐ Do you offer competitive benchmarks? On what shelf elements? And how tailored are they by retailer and category?
- ☐ Do you offer alerts?
- ☐ Can you integrate with our other partners in our ecosystem to drive more action?
- ☐ What analyst support comes with your package / vs extra?

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WHY THIS MATTERS

Data-rich shopper insights solutions can help marketers identify the right place, the right time and the right message to best engage target shoppers effectively and efficiently.

A data-driven approach to understanding shopper behavior:



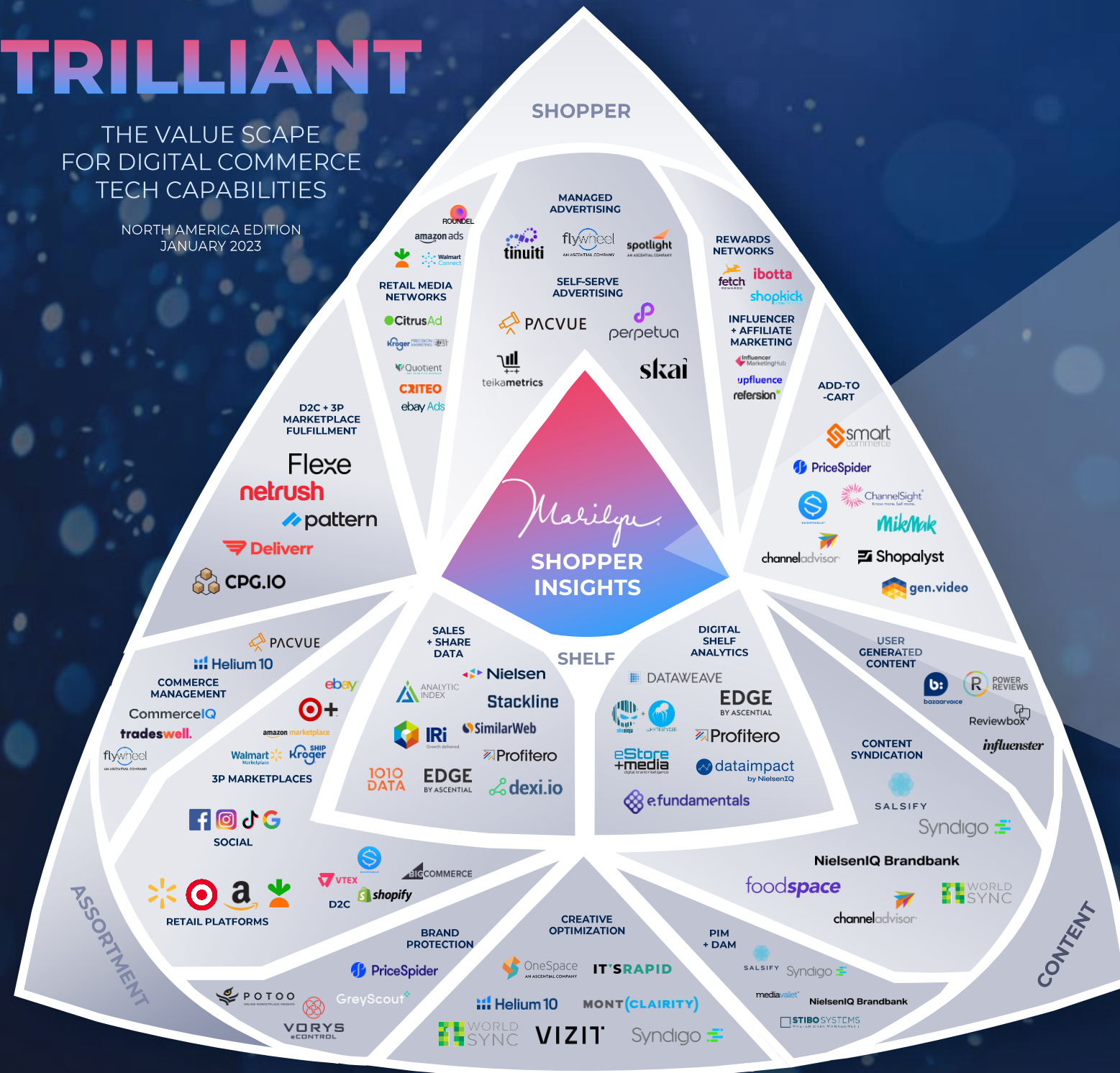
Provides the data you need to better understand shoppers' motivations along the path to purchase.

Helps to better inform the media messaging and medium that inspires behavior change.



Leads to more informed decisions, richer experiences for the shopper and stronger results.

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SHOPPER INSIGHTS

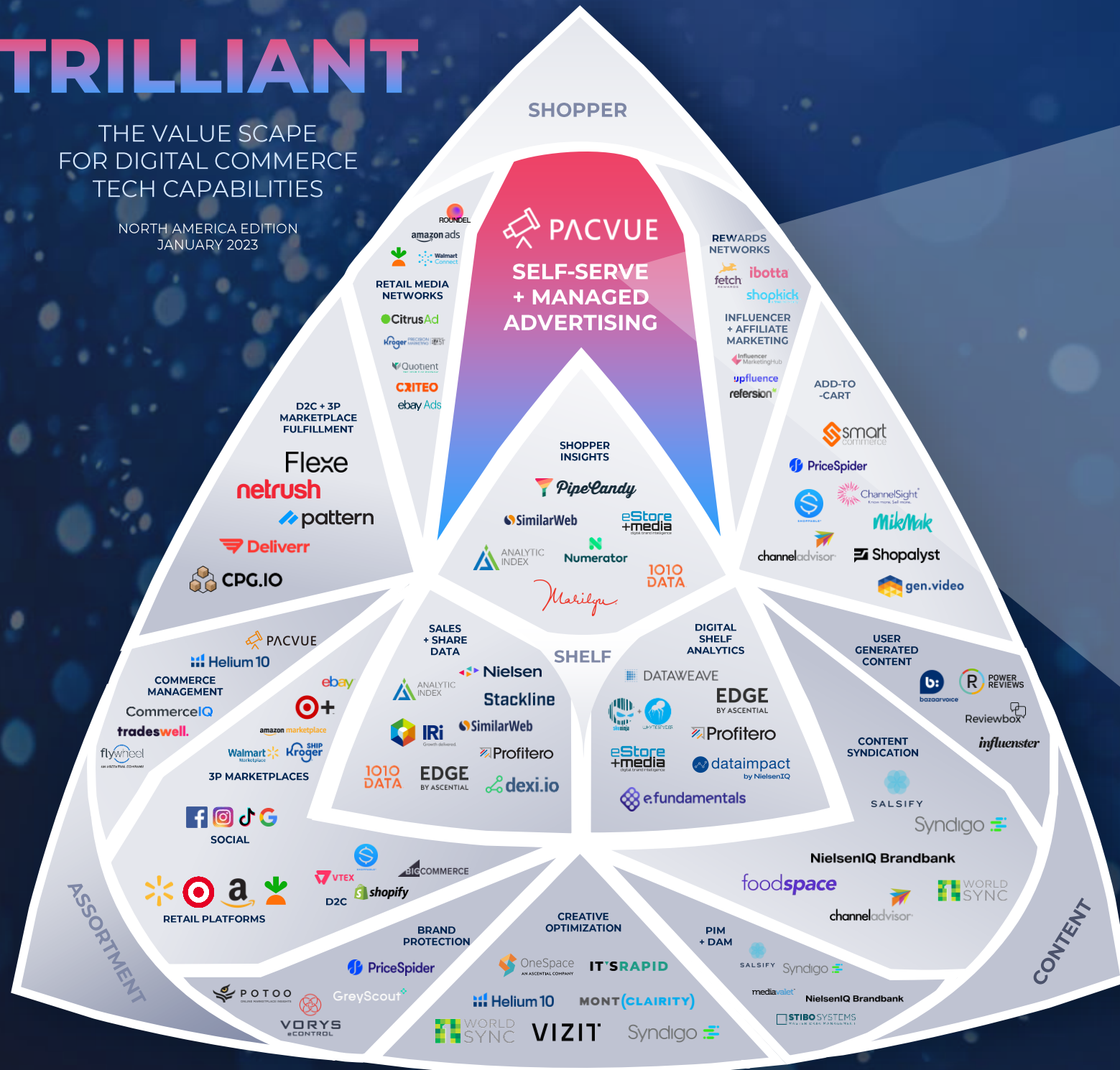
- ☐ What is specific data you offer?
- ☐ Where is data originating? What is the type of data? Panel etc.?
- ☐ What is the data breadth, granularity and frequency
- ☐ What is your data methodology?
- ☐ Which markets, retailers and categories do you cover?
- ☐ Can we integrate any 1st party that we have collected?
- ☐ How is this visualized / reported?
- ☐ Does the data match the categorization we use for other measurement data?
- ☐ Is there a way to validate the accuracy?
- ☐ How do you determine insights?

DISCLAIMER: FEATURED COMPANIES MAY OFFER ADDITIONAL CAPABILITIES BEYOND THOSE REPRESENTED. THERE MAY ALSO BE RELEVANT COMPANIES NOT YET FEATURED.

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THE VALUE SCAPE
FOR DIGITAL COMMERCE
TECH CAPABILITIES

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SELF-SERVE + MANAGED ADVERTISING

WHY THIS MATTERS

The right self-serve advertising technology helps brands manage a holistic retail media strategy from one location.

Key Benefits:



IMPROVE EFFICIENCY

with automated actions based on your goals and custom thresholds.



STRENGTHEN YOUR BUDGET

with one centralized location of all budget-related metrics, recommendations and alerts.



INCREASE CONVERSION

by dayparting to prioritize budget allocation based on the highest customer traffic times.



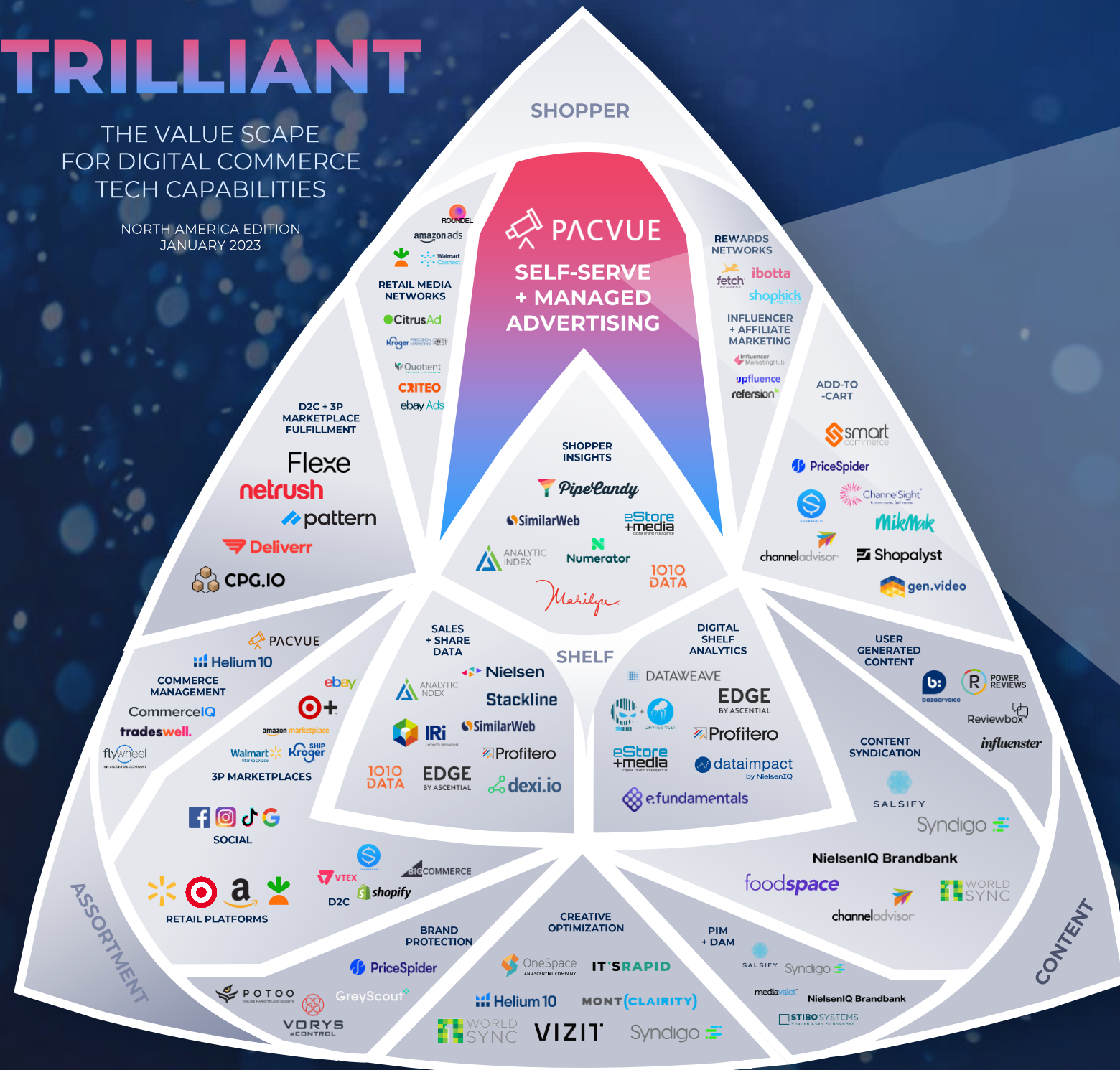
GET REAL-TIME INTEL

with keyword research tools to see which keywords have the highest search volume.

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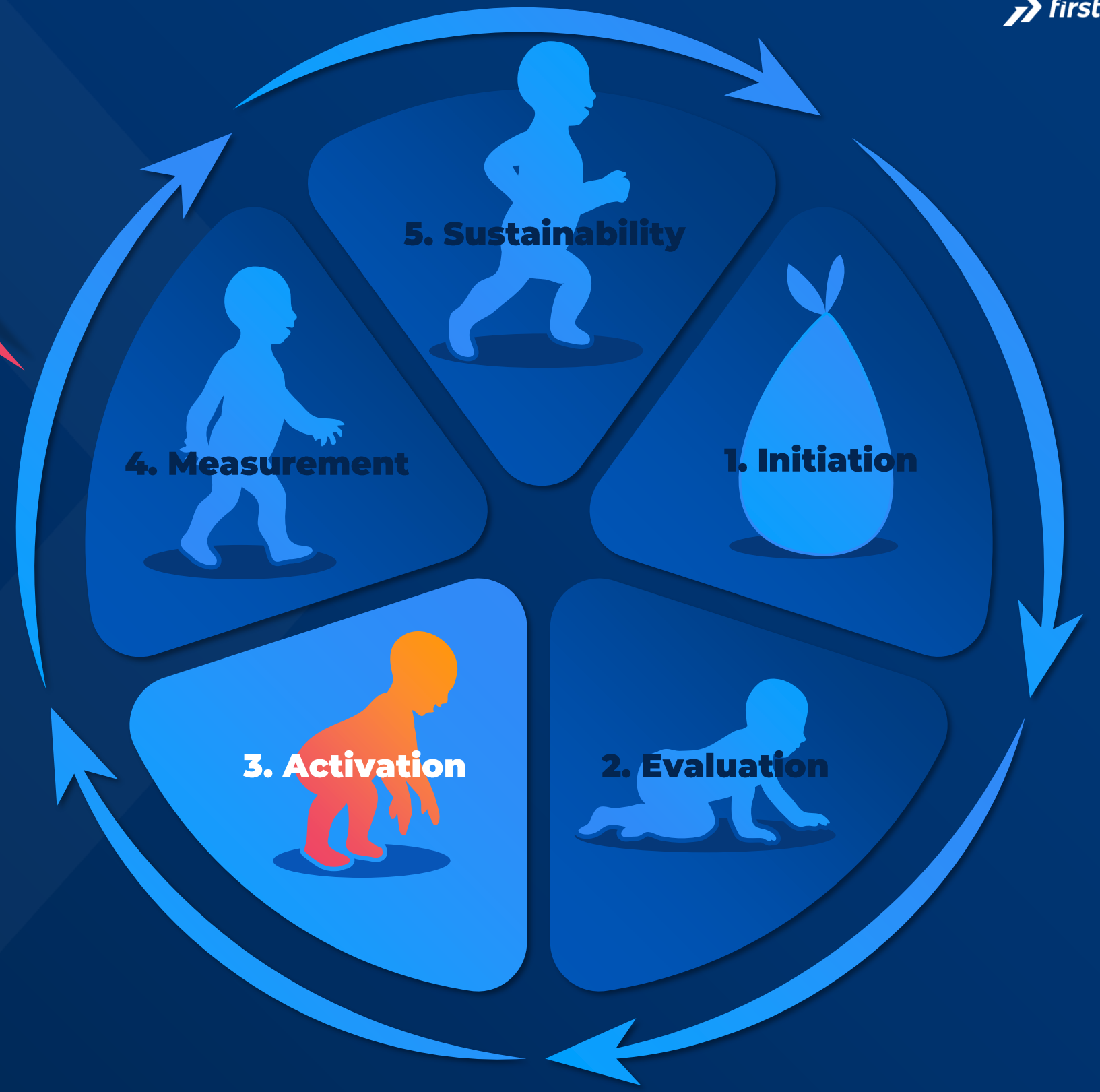


SELF-SERVE + MANAGED ADVERTISING

SELECT EVALUATION QUESTIONS

- ☐ Are you offer self-service, managed services or both?
- ☐ Which retailers do you support with your advertising capabilities?
- ☐ Which media types do you support on your platform?
- ☐ What other ad capabilities do you offer on your platform?
- ☐ Which performance metrics do you provide and in what formats and frequency?
- ☐ How do you measure success of campaigns based on different objectives?
- ☐ How do you approach determining budgets and media planning?
- ☐ What is your approach to optimization?

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**Capability
Lifecycle**



How should brand leaders manage effective **activation** of new capabilities?





Activation Checklist

- ✓ **Launch Timeline + Resourcing (Both Sides)**
- ✓ **Capability Cost Timeline (Setup + Launch)**
- ✓ **Reasonable Expectation + KPI Setting**
- ✓ **Our Data Hygiene**
- ✓ **Historical Data + Transition Plan**
- ✓ **Reporting Transition Plan**
- ✓ **SME + Power User Assignment + Training**
- ✓ **Organizational + Executive Training**



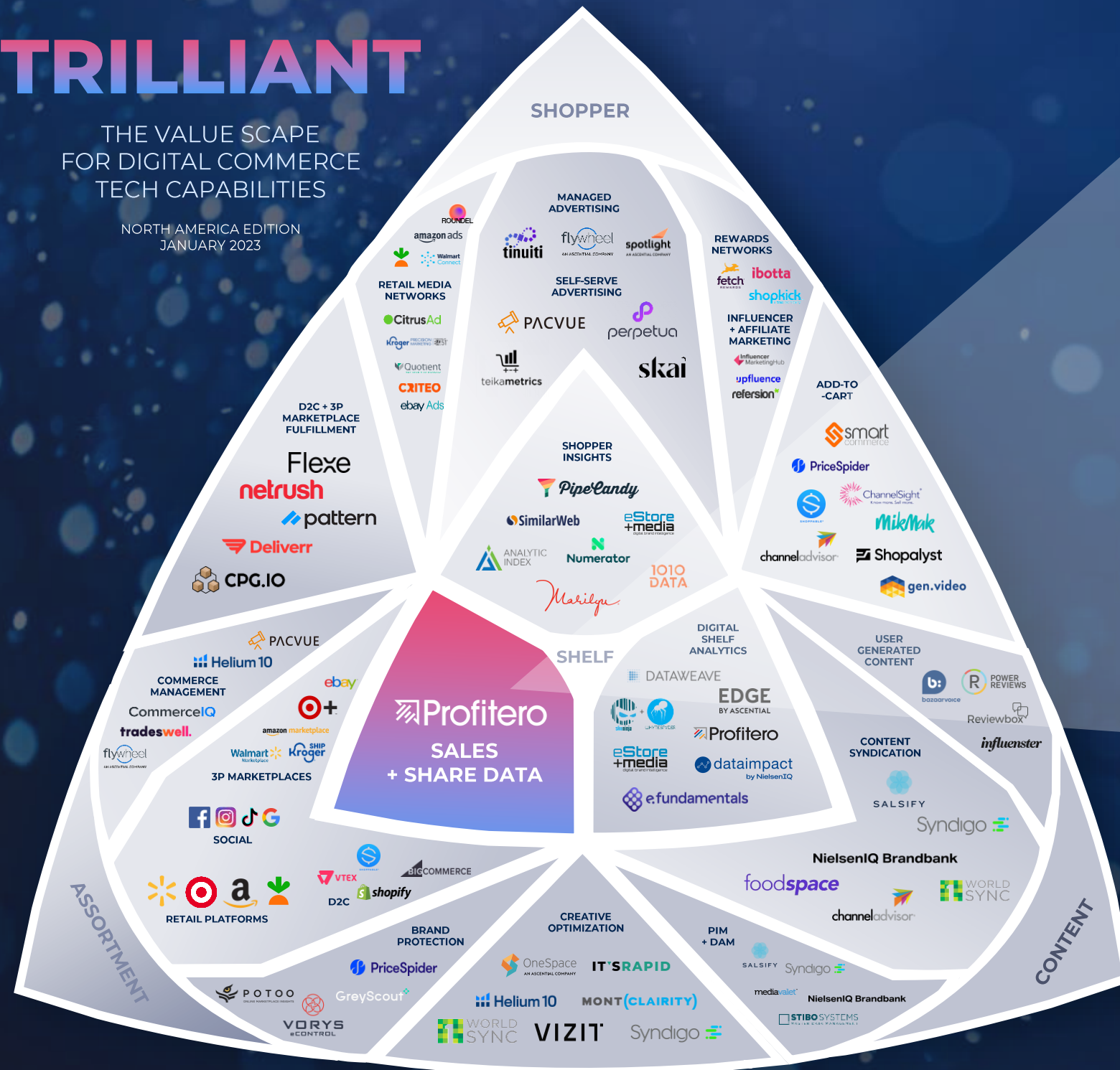
**How should brand
leaders ensure the
effective activation of
example capabilities?**



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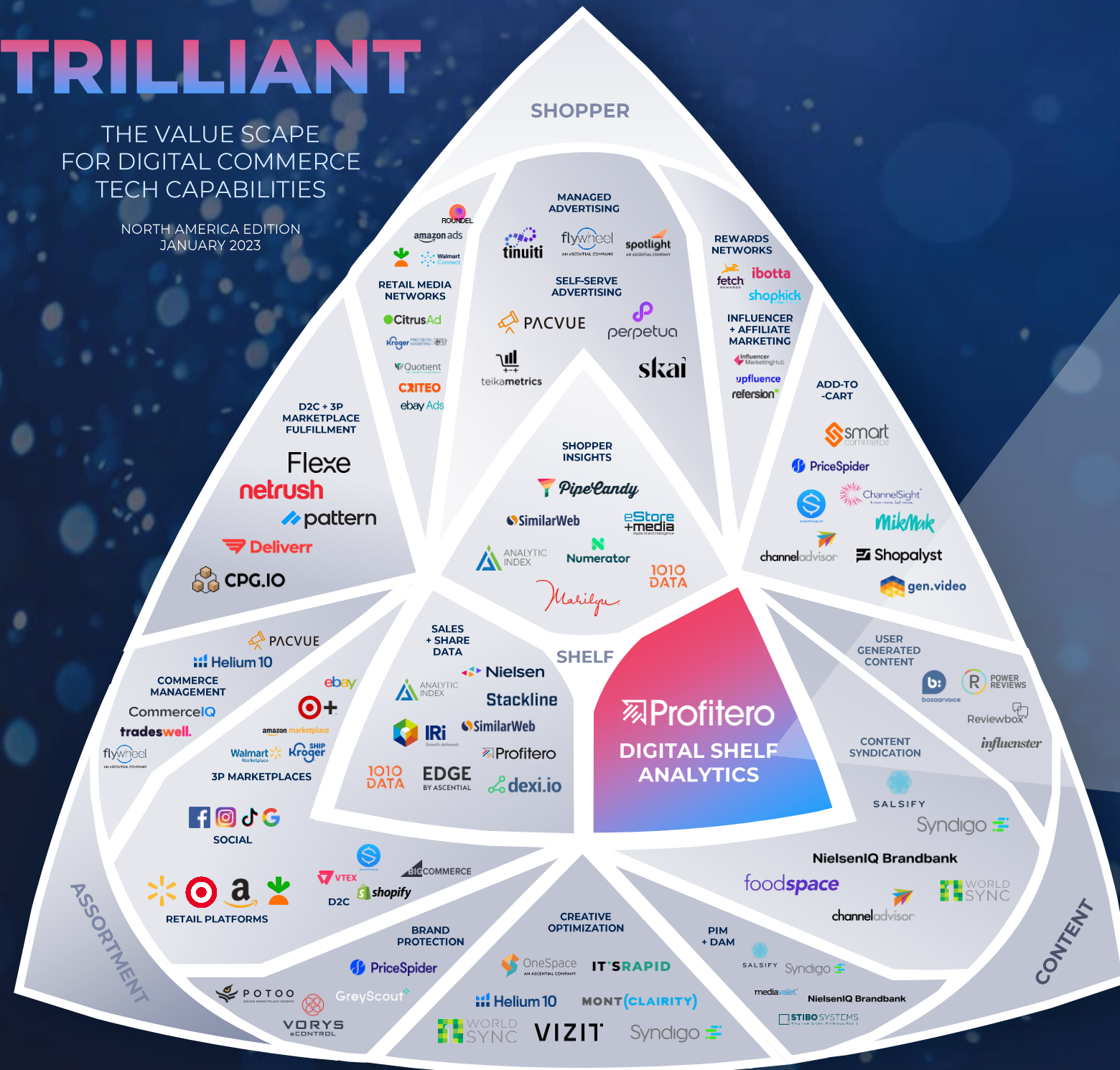


SALES + SHARE DATA

ACTIVATION CHECKLIST

- ☐ **Set the right expectations:** Key users and stake holders must understand that estimated market share is not same as Nielsen and IRI.
- ☐ **Get your categories right:** Amazon categories are a mess so work with your vendor to tailor them your needs and set a clear refresh schedule and expectations.
- ☐ **Democratize the data:** Sales & share is not only valuable for measurement but is invaluable to innovation teams and media teams. Socialize it
- ☐ **Connect the dots between cause and effect:** Ask your vendors to prepare quarterly business reviews to highlight interesting connections between changes in digital shelf and sales and market share. Set up test and learns using share to measure success.

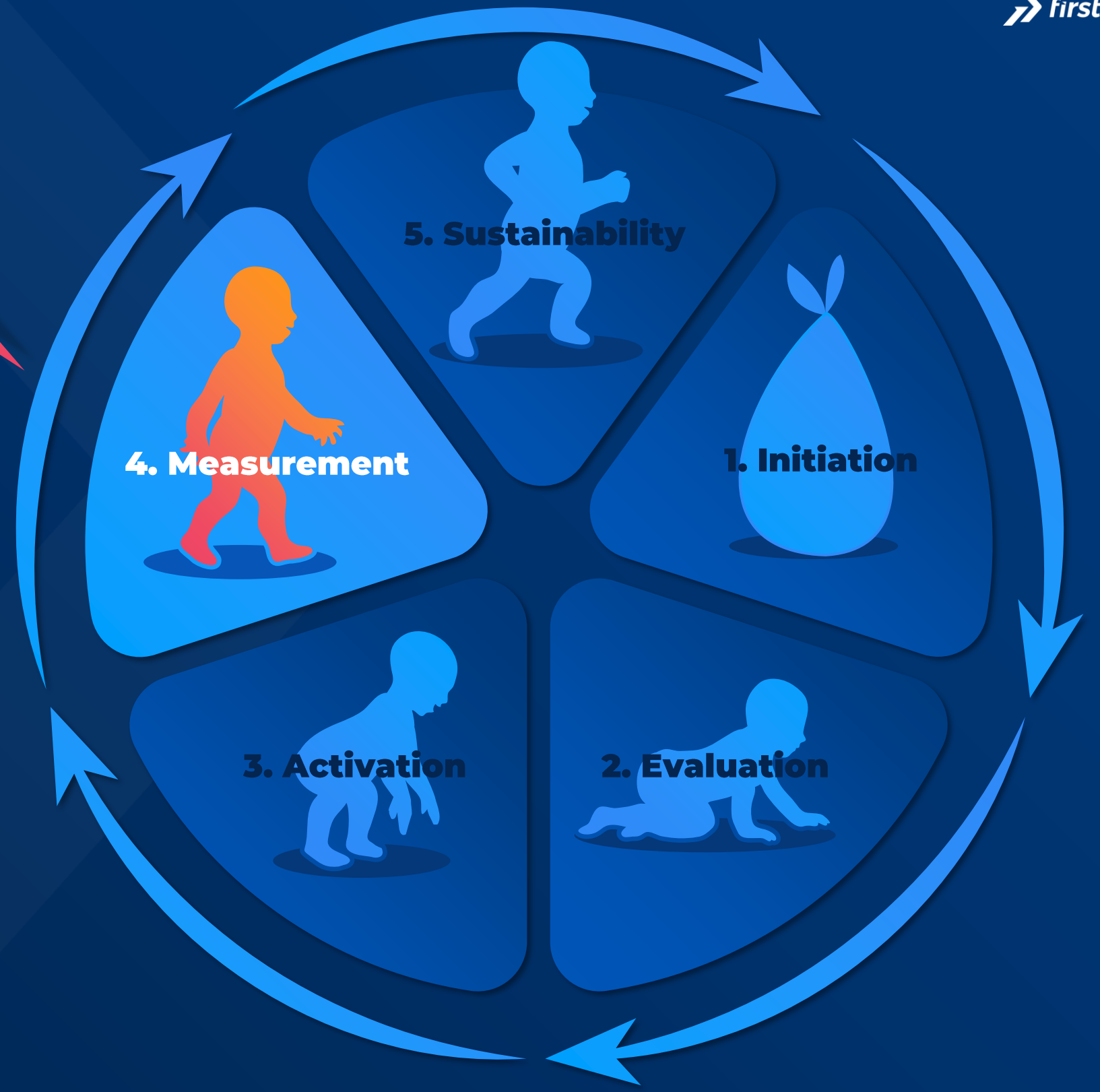
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DIGITAL SHELF ANALYTICS

- ❑ **Get the initial data set up right:** Have well thought out strategy on which competitors and how many to track based on use cases – ie, if use case is pricing and assortment analysis you will want a more robust competitor set
- ❑ **Match training to maturity and use case:** Don't do a show up and throw up training. Identify actionable use cases by persona and tailor training to toward repeatable, high value actions. Your vendor should have good on demand tools too.
- ❑ **If you have a DAM, integrate it.** Same with media tools. One of the easiest and highest value use cases is automating compliance trackers. Major time save. And integrating with a Pacvue can drive optimized bidding.
- ❑ **Tell your vendor which retailers and metrics are most important:** This will help them prioritize escalation and support and put the right SLAs in place.
- ❑ **Operationalize scorecarding:** Set up retailer specific goals and KPIs for critical metrics and get the organization behind it with work shops and sessions to co-create.
- ❑ **Connect executives to executives:** Your vendor should be your biggest champion. Set up top to tops so they can help you drive strategic alignment.

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**Capability
Lifecycle**

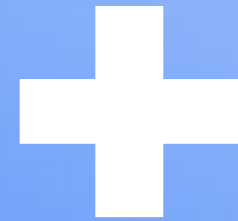


What does success look like?



**Capability's
KPIs**

**Yes, we need to
know how
we're tracking
success **WITHIN**
the capability.**



**Capability
KPIs**

**But we must
also know how
we're tracking
success **OF**
the capability.**



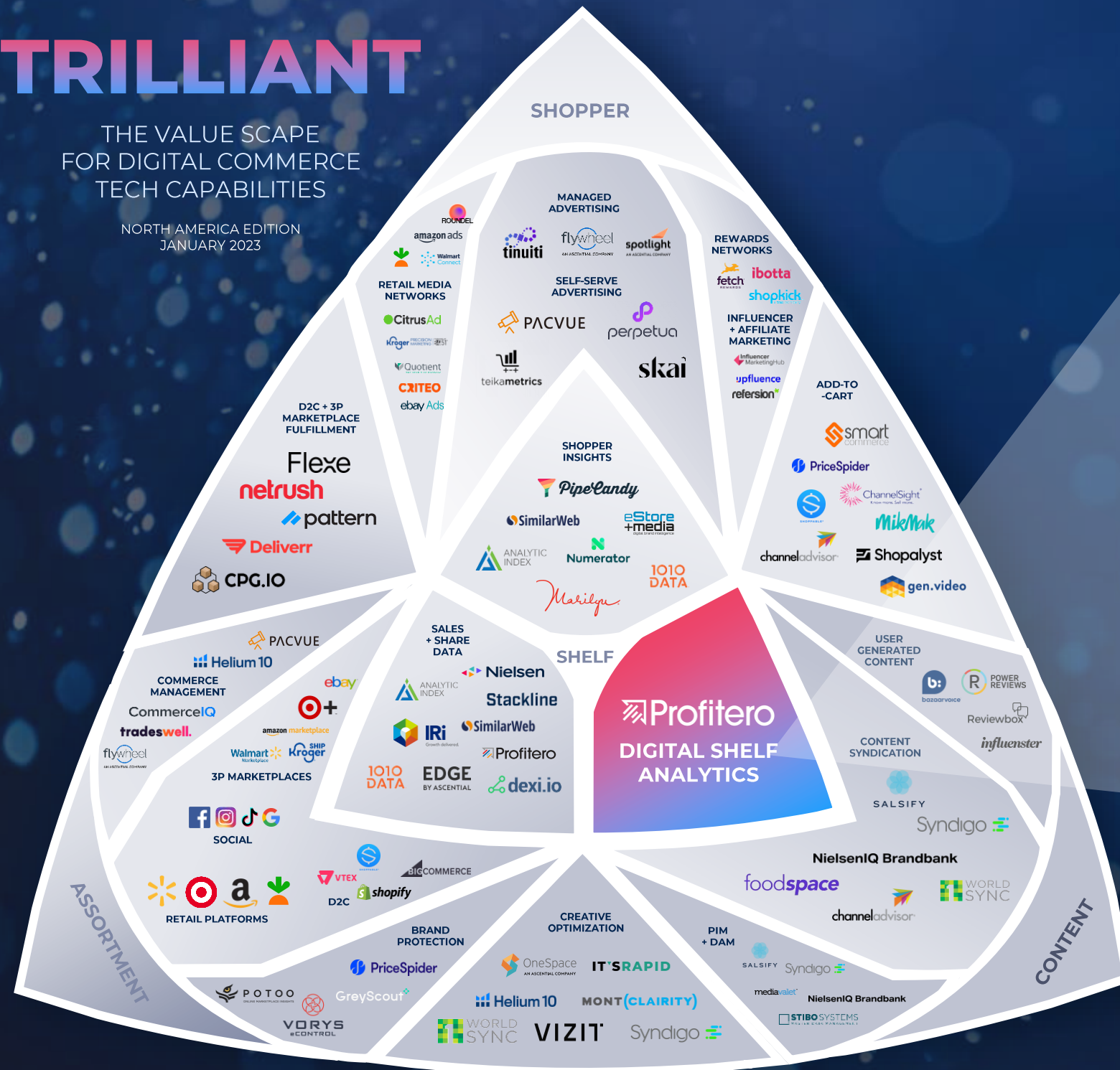
**What does success
look like for example
capabilities?**



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THE VALUE SCAPES
FOR DIGITAL COMMERCE
TECH CAPABILITIES

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DIGITAL SHELF ANALYTICS

WHAT DOES SUCCESS LOOK LIKE?

Accuracy, reliability should all be table stakes. Success should be built on:

- ❑ **Source of Truth Status:** The data is universally being used and trusted as a leading indicator of sales performance and actioned with urgency. Metrics are embedded into business unit and individual performance plans and incentive structures
- ❑ **Attributable ROI:** You can measure growth based on actions taken with the data.
- ❑ **Efficiency & Cost Savings:** Manual auditing and is now automated, saving time and resources and enabling faster insights to action.

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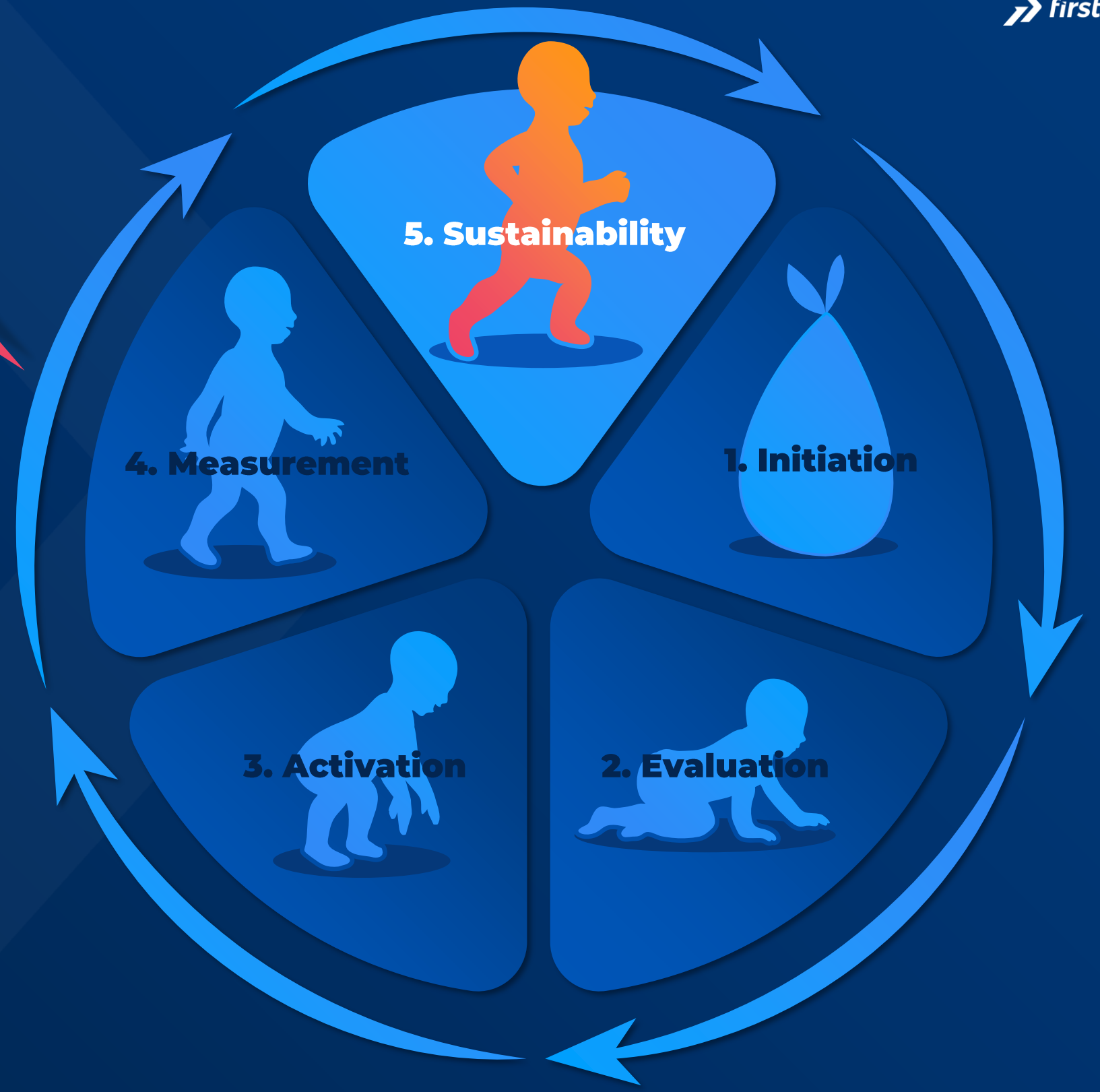
SELF-SERVE + MANAGED ADVERTISING

KPIs for success depends across organizations, but most leaders focus on:

- ❑ **Sales:** RoAS, Attributable Media-Driven Sales and more.
- ❑ **Incrementality:** iRoAS, New to Brand Percentages and more.
- ❑ **Digital Shelf Leadership:** Share of Voice, Share of Search, Buy Box Ownership and more
- ❑ **Efficiency & Cost Savings:** TACoS, RoAS, CPCs, CPMs and other synergies in time and resources achieved by automation
- ❑ **Return on Partnership:** Attributable Media-Driven Category Growth and Retailer-Specific Media Investment

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Lifecycle**

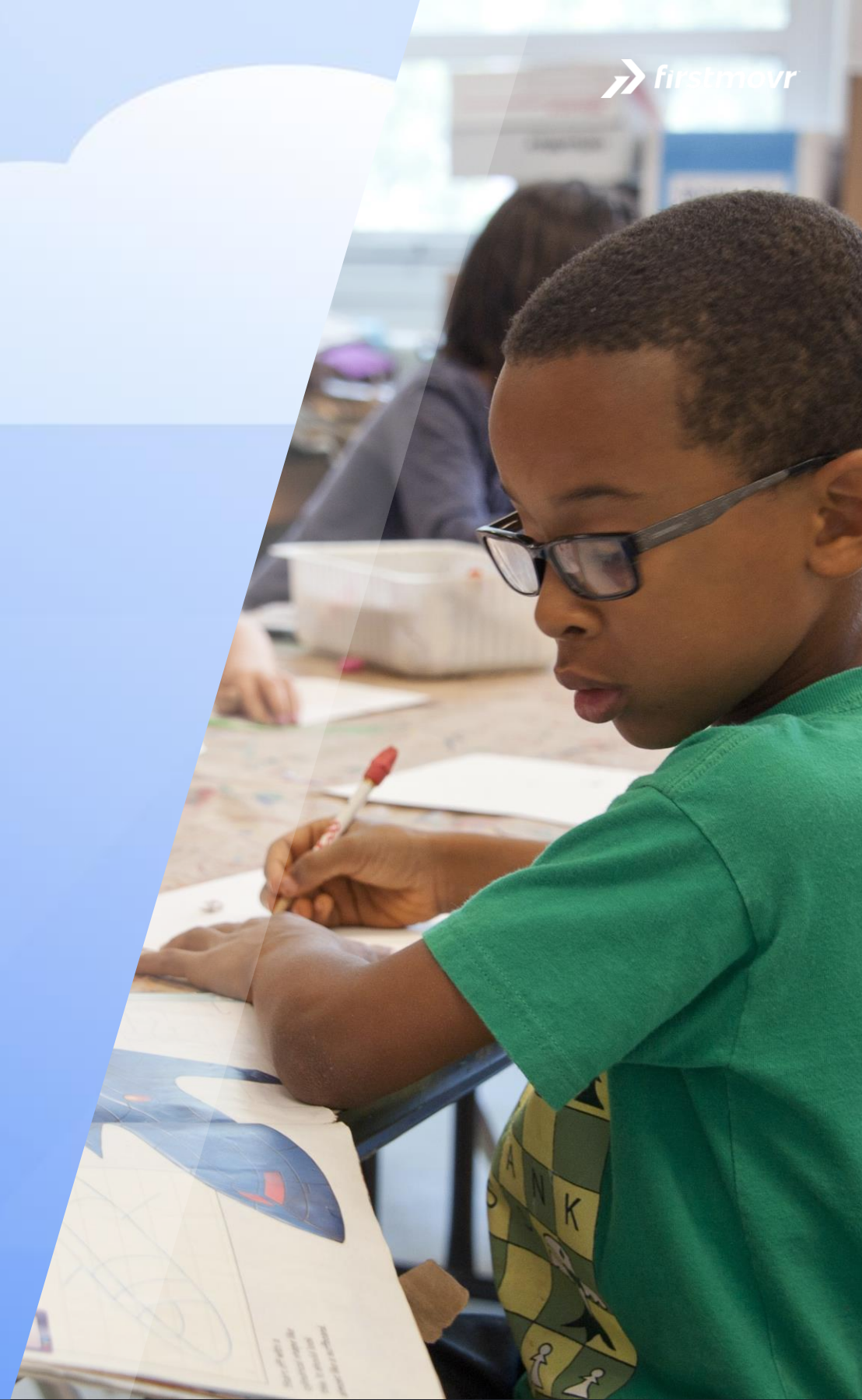


**Not all capabilities will stand
the test of time or relevance.**

**But a capability shouldn't fail
because our organization is
failing the capability.**



**How should brand
leaders maximize
their capability
lifetime value?**



Capability Lifetime Value



**Executive
Commitment +
Empowerment**



**Capability
Case Study
Development**



**Capability KPI
Measurement +
Accountability**



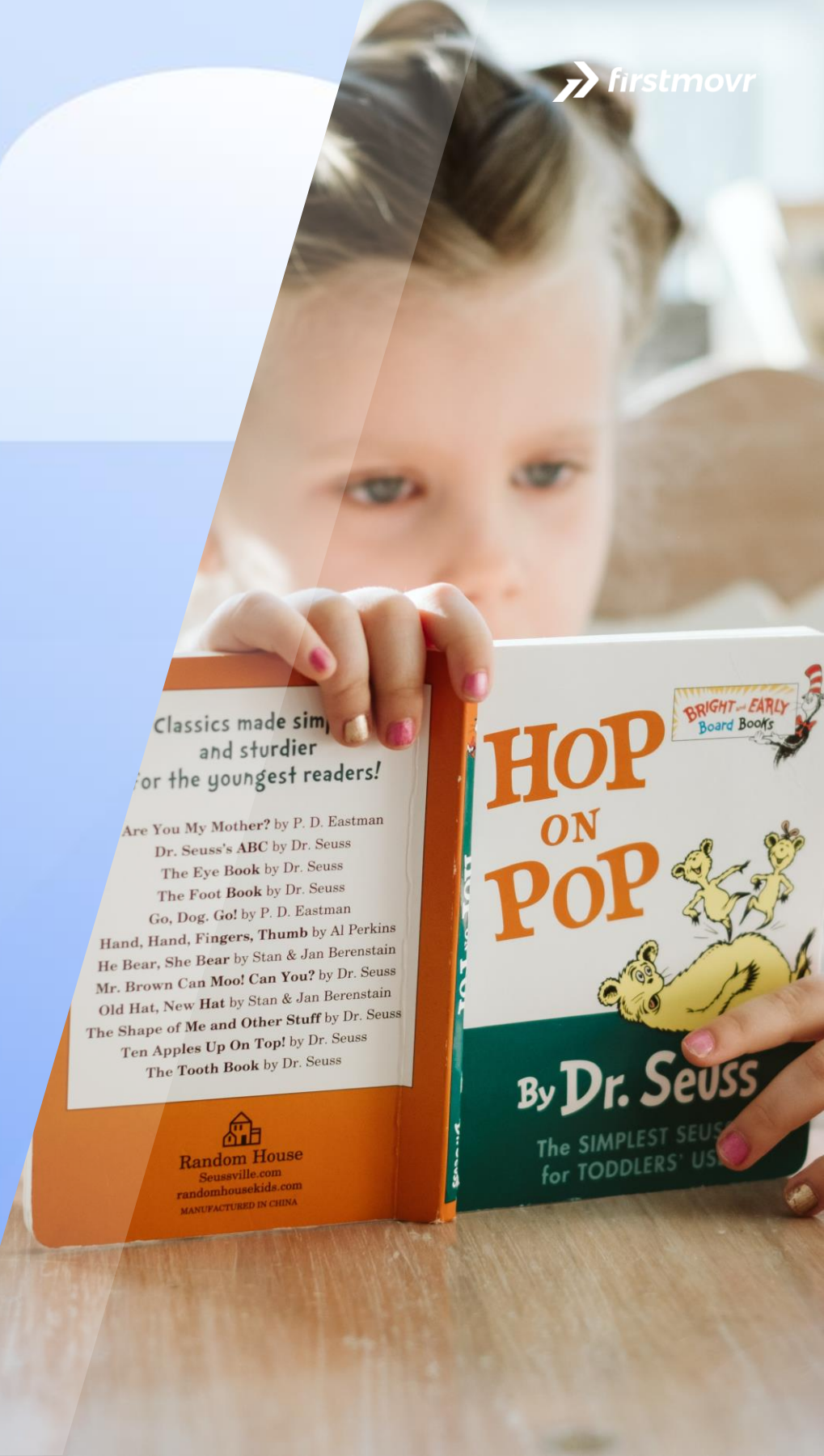
**Consistent SME
+ Power User
Assignments**



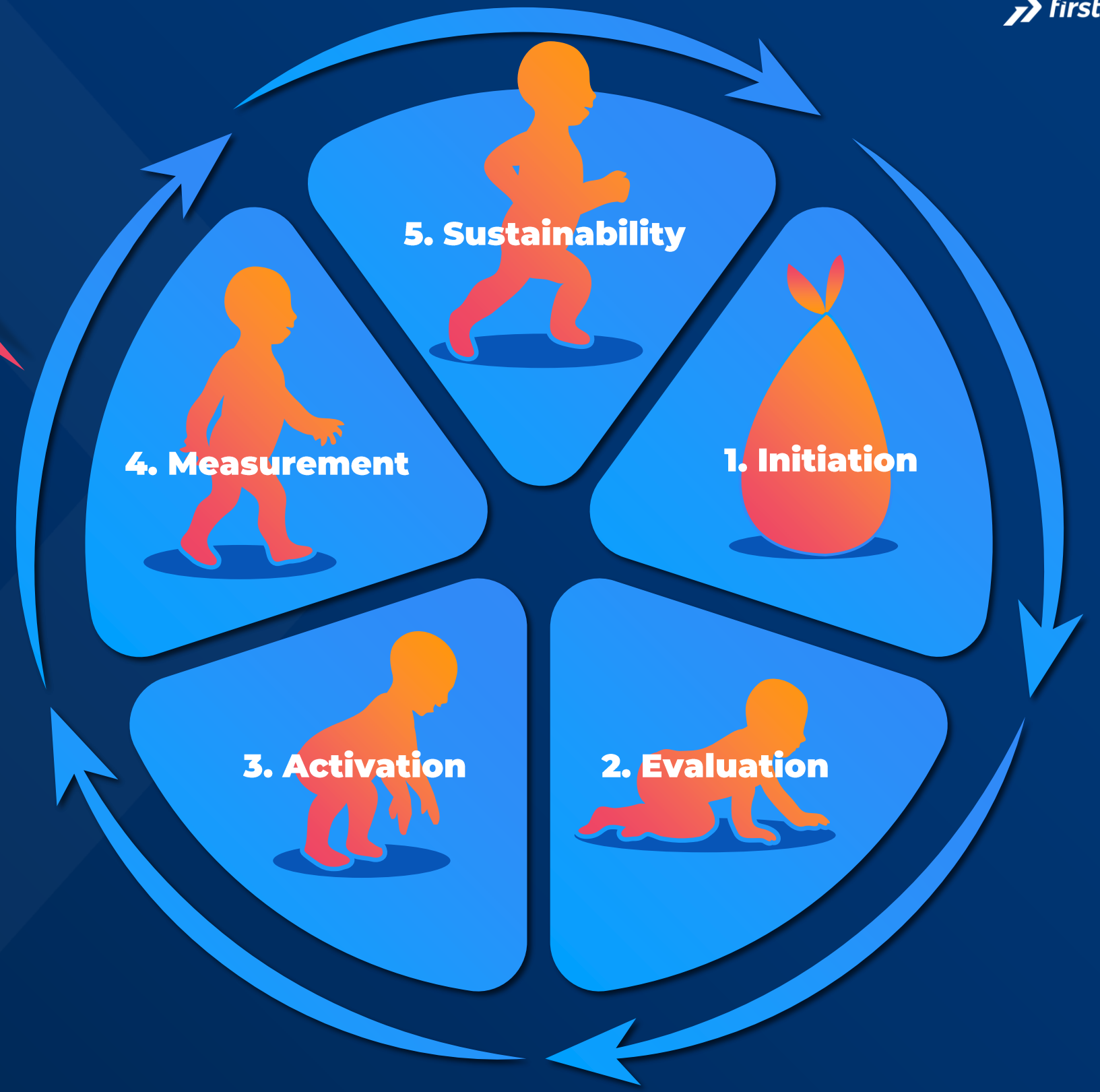
**Capability
Training +
Certification**



**Capability
Integration Into
Workflows + Goals**



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**Capability
Lifecycle**



So now that we better understand how to setup individual capabilities for success...

1
What is the
landscape of
capabilities?

2
How do we **choose**
and **enable** the
right ones?

3
How do we bundle
the optimal **tech**
stack for success?

Tech Stack Considerations



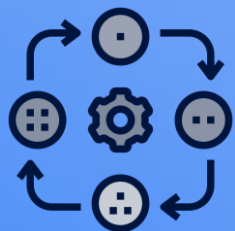
**Your Objectives
+ Capability
Alignment**



**Your Budget
+ In-House
Resources**



**Current + Future
Capability
Compatibility**



**Minimum Viable
Capabilities +
Phasing Plan**



**Internal
Capability
Ownership**



**Capability KPI
Measurement
+ Communication**



**We're just scratching the surface
with these questions.**

1
What is the
landscape of
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the optimal **tech**
stack for success?



BEFORE WE GO FURTHER

We are helping many leaders connect to great capabilities and enable the optimal digital commerce ecosystems.

We can help you, too!



Chris Perry
Chief Learning Officer
+ Co-Founder
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Oskar Kaszubski
Chief Growth Officer
+ Co-Founder
oskar@firstmovr.com

WHAT TO

EXPECT

WHEN
YOU'RE

SELECTING

**PLEASE LET US KNOW
HOW WE CAN HELP!**



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