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# Case Study

eCommerce: 3 Case Studies



## Overview

A better innovation process is at the top of the agenda for most CEOs, but the idea of a more innovative culture appears too frightening to many.

The challenge: In the "new normal," how do you innovate and be more relevant to your existing clients?

GlobalEdgeMarkets is your answer for business, operations, and digital transformation using cutting-edge sales, marketing, and technology strategies.

We help start-ups to Fortune 500 companies achieve their growth and expansion goals by leveraging the skills, capabilities, and relationships with subject matter experts and our consultants worldwide.



# We Are Happy To Engage With You



**Alex Romanovich**

Alex is the founder/CEO of GEM (formerly tritiumDX), specializing in Market Entry, Global Expansion, ABM (Account-Based Marketing), Sales Enablement, and Strategy. He is also an Advisory Board Member, and active participant in, TheCMOClub, CDO Club, and frequently volunteers with Global Cause-based initiatives. His work with Global Brands, such as IBM, American Express, SD Ventures, BertelsmannAG, Mitsubishi, EPAM Systems, and others enabled revenue and brand engagement worldwide. Alex is also an active podcaster at [globaledgetalk.com](http://globaledgetalk.com) and an avid world traveler.



**John Bancroft**

John is a Global Commerce and Retail expert with proven results managing business units to drive year-over-year revenue and profit within turnaround, growth, and fortune 500 companies. John has also had full P&L responsibility for a wide variety of businesses (startups to USD\$220M) and 20+ years progressive responsibility leading strategic, divisional, functional areas of marketing and digital commerce for B2C and B2B. John is a Global Entrepreneur with an additional focus on Asian markets.



**Marla Bace**

Marla is a highly effective, accomplished, innovative, and goal-oriented senior marketing professional with a proven history of leading high-impact marketing and branding initiatives across regional and global markets. Marla has skills in the development and execution of effective marketing and customer experience strategies to enhance revenue, holistic digital presence, brand awareness, and market penetration. Her finance and operations optimization expertise take root in UBS, American Express, and Sodexo, as well as many scaleups globally.

[Learn More About The Team](#) 

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# Situation: What We Heard & Potential Opportunities

## PROBLEM:

- This mega Global Retailer and eCommerce Giant largely, but not exclusively, divides “church & state”
- Its new cosmetics division is relatively “niche” but has potential for enormous growth
- It is constrained by its own P&L to implement preferred technology tools for strategic growth initiative

## POTENTIAL OPPORTUNITIES:

- Evaluate Brand partner and technology expenses and/or “middle of page” costs to capture additional savings & benefits per learnings from other COVID related consulting experience
- Evaluate B2B relationships & operations and identify fast-growth B2B opportunities and related B2C activities
- Assess and Identify short-term B2C opportunities
- Evaluate potential new markets with an initial eye on Asia with potential focus on Japan



## GEM Workstream Overview

- Workstreams, mutually exclusive, can be completed in parallel or asynchronously
- Workstreams to be further clarified upon additional rounds of discussion/diligence with Fresh Team
- Timing can be expanded/contracted, based on client needs, budget constraints or other constraints

## Covid-19 Workstream

### **SITUATION:**

- Covid-19 has placed unprecedented stress on business, causing both accelerated digital transformation and disruptions in virtually every aspect of a manufacturer's operations, customer experience, and business plan.

### **OPPORTUNITY:**

- Clients are seeing broad-based vendor network recalibrations achieve up to 15% savings through rigorous, informed re-evaluations. Achieved savings lowers opex and helps fund additional operations & growth plans, or helps fuel additional marketing expense, a key driver to growing customer account and incremental sales.



# Growth Strategy (Existing Channels) Workstream

## **SITUATION:**

- B2B is primarily made up of a limited amount of key distributors (i.e. Sephora, Harrods, etc..)
- This predominantly B2C eCommerce player would like to grow beyond its current niche
- B2B2C product awareness appears to have room to expand to drive distributor interest

## **OPPORTUNITY:**

- Weigh existing B2B Distribution practices against a Best Practice Diagnostic and propose alternative partnerships
- Conduct B2C Best Proactive Diagnostic to highlight immediate digital opportunities with current channels
- Evaluate Technology stack, go-to-market architecture to enhance the complete B2B2C market



# Potential New Markets

## SITUATION:

- Domestic Market Share remains a niche
- Asia is underpenetrated despite being a dominant marketplace for skincare (e.g. Korea, China, Japan, etc.)
- Japan appears to not be part of Fresh's current footprint, yet has the largest luxury market spend

## OPPORTUNITY:

- Evaluate Domestic Market Share to address any immediate opportunities (i.e. Hawaii)
- Provide Asia opportunities existing within current Fresh markets providing a low-cost / low-risk road map
- Gauge risk / reward initially for market entry to Japan



## Partnering

- Obtain buy-in from key stakeholder and his team
- Socialize with Fresh Management Team
- Sign NDA
- Engage with the GlobalEdgeMarkets team to evaluate the understanding of the situation and opportunities
- Refine SOW to reflect actual activities desires to be undertaken
- Establish timelines and RACI chart

## What To Expect From Us

We assist many companies in strategy development for growth and relevance. Leaving behind the corresponding recommended infrastructure, processed necessary for success.





## How We Do It

What separates us from many other, much larger and slower organizations, are several personalized factors, including:

- Knowledge of the local markets that you are interested in entering; at personal levels, we know where the best coffee houses are, where the best schools are, and which companies have the best specialists in entering marketing in the UK and the NL among other countries you would ultimately like to operate within.
- Combination of skills and experience in driving new operations within EMEA-based countries. Those areas can include, but are not limited to, talent acquisition, business and partner development, real estate options, and cost of living.
- Multiple decades of combined expertise across all aspects of sales, marketing, strategy, innovation, including knowledge of the political and economic factors for local geographies



## Case Study

### **Client:** \$100M Women's Luxury Brand

**Challenge:** Recently a client requested immediate help with their technology and operating capabilities. They were just acquired by a private equity firm, were deeply in debt, and directionless after their corporate carveout was completed.

They needed immediate organizational, technological, and strategic assessment. They needed a new vision, best practice processes that would be synchronized via a detailed roadmap.

The situation was made more severe by the sudden onslaught of covid-19, driving comparable operating KPIs down while keeping "middle of the page" OPEX high. They asked for immediate solutions and a roadmap into the future.



## Case Study

### **Client:** \$100M Women's Luxury Brand

**Result:** We ran a diagnostic benchmark on the client's cost structure to establish immediate OPEX goals and opportunities. In parallel, we reviewed their previous money-losing strategy and helped them refine their vision and strategy to align around an EBITDA profitable business model that could grow.

We assessed their ecosystem partners, internal team and processes, and vendor relationships. Results were strong. Armed with a new vision focused on profitable growth and a clear roadmap aligned with achievable opportunities, we refocused the team to leverage resources around the new plan.

Detailed review and recalibration of their "middle of the page" OPEX resulted in an immediate 25% reduction in technology costs, improved business terms, additional team training and support, and tighter collaboration from the strategic vendor mix. Results also included a 20% reduction in sourcing/product and a ~40% reduction in marketing expenses.

Newly identified opportunities were carefully evaluated and aligned with the Executive Leadership Team and subsequently rolled into an approved, synchronized strategic roadmap. The client is now on a growth trajectory, achieving the same margin dollars as the prior year, despite the extreme challenges of covid-19.

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# Contact Us

Want to Take on The Global Market Expansion with Confidence?  
Contact Us Now. We Are Ready When You Are.

[Book a call with our team of experts](#)

[info@globaledgemarkets.com](mailto:info@globaledgemarkets.com)

[www.globaledgemarkets.com](https://www.globaledgemarkets.com)