



Prepare and Position Your E-Commerce Business for the Future

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E-Commerce Series Leaders



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Agenda

01 INTRODUCTION

02 TABLE STAKES

03 DIFFERENCE MAKERS

04 NEXT GENERATION / WHAT'S COMING

05 ACTION ITEMS FOR YOU



POLLING QUESTION

What percentage of your business' revenue is derived from e-commerce sales?

- A. Less than 20%
- B. 20-39%
- C. 40-59%
- D. 60-79%
- E. 80% or more



Introduction

MOSS ADAMS CONSULTING OBJECTIVES

- Develop a clear understanding of client's needs
- Identify the type of help and expertise needed
- Determine best source: internal and/or external resources
- Secure the help the client needs

TODAY'S PRESENTATION IS AN EXAMPLE OF PAIRING INTERNAL AND EXTERNAL EXPERTISE:

Bill Vyeniolo, Business Consultant (internal) teamed with Chris Marantette, President of Netrush (external)



Today's Business Environment

The pandemic accelerated the adoption of e-commerce by businesses and consumers.

For many businesses, e-commerce became a means of survival, for others, it was an entrepreneurial opportunity to leverage technology.

For many consumers, an e-purchase decision was driven by the need for personal safety or desired convenience. The awareness and utilization of e-commerce has exploded, and consumer behavior has changed. Many businesses adopted technology to work remotely and efficiently, often in the face of a reduced labor pool.



Today's Business Environment

LESSONS LEARNED AND TRAITS OF COMPANIES THAT SURVIVED AND/OR THRIVED

- Engaged with their employees and customers, invited feedback, built loyalty
- Were decisive and took action, innovative, creative, tried new things
- Remained flexible, nimble, anticipated and adapted to change,
- Ultimately many successfully pivoted from “deer-in-the-headlights” to reporting ‘best year ever’
- Disruption to Supply Chains spurring reevaluation and improvements



Key Definitions

E-COMMERCE

Electronic commerce is the buying and selling of goods and services, and the exchange of currency and data over an electronic network (primarily the internet).

BRAND

Our identity, what we stand for. What we want to be remembered and known for by our customers.

BRAND STRATEGY

The plans a business owner and team form to create, build, and market a brand.

BRAND EQUITY

The financial value of a brand that derives from consumer perception of the brand name. The owner of a well-known brand can generate more revenue, goodwill value, and greater market share from brand recognition. A positive brand equity is reflected in the premium price a company can charge for its brand-name products or services over similar products or services with the same features and utility.



Table Stakes

Table Stakes

THE FUNDAMENTAL CAPABILITIES AND FEATURES NEEDED TO SUCCEED IN E-COMMERCE



A Clear Brand
Strategy



Understanding
Your Brand Equity



Baseline
Software/Tools



Fulfillment and
Infrastructure



People:
Skills and Training



Clear Brand Strategy

QUESTIONS BRANDS SHOULD ASK THEMSELVES

- What is our Brand's purpose and vision?
- What are the non-negotiables?
- What are we measuring?
- How can we most effectively communicate our brand strategy, gain alignment, collaborate across our organization?
- How do we connect with our target consumer in the most sustainable and loyal manner possible?
- What type of e-business are we? (B2B, B2C, C2B)
- What type of product or service do we offer? (physical product, service, digital product)
- What are the best platforms for our product or service? (our shopping cart, marketplaces like Amazon or others, social media)



Clear Understanding of Brand Equity

QUESTIONS BRANDS SHOULD ASK THEMSELVES

- How will we have control over all aspects of what we put into the market?
- How do we maintain consistency across branding, product messaging, pricing, and quality?



Baseline Software and Tools

AREAS OF BUSINESS TO CONSIDER UPGRADING SOFTWARE

- Ordering
- Processing
- Inventory management in sync with sales
- System integration, data analytics, and reporting
- Data or cybersecurity
- CRM



Other Considerations

WEBSITE FUNDAMENTALS

- Accessible and formatted for desktop and mobile devices
- Security of data: transaction and personal data
- Ease of navigation: minimal clicks to destination and purchase
- Fast and responsive with ample bandwidth and reliable connection
- Easy to read
- Content reinforces the brand's purpose, informs customers, and supports vendors
- Capture and learn from visitor traffic tendencies, update and refresh website content as needed
- Compliance: diversity, equity, inclusion (DEI) lens, with accessibility for handicapped consumers



Fulfillment and Infrastructure

THINGS TO CONSIDER

- In-house or external execution
- Clear understanding of customer's expectations
- Order confirmation, status, progress, expected delivery time, and confirmation upon delivery
- Engage your buyer: personalize experience, suggest similar products
- Follow up: capture customer reviews, testimonials, and feedback

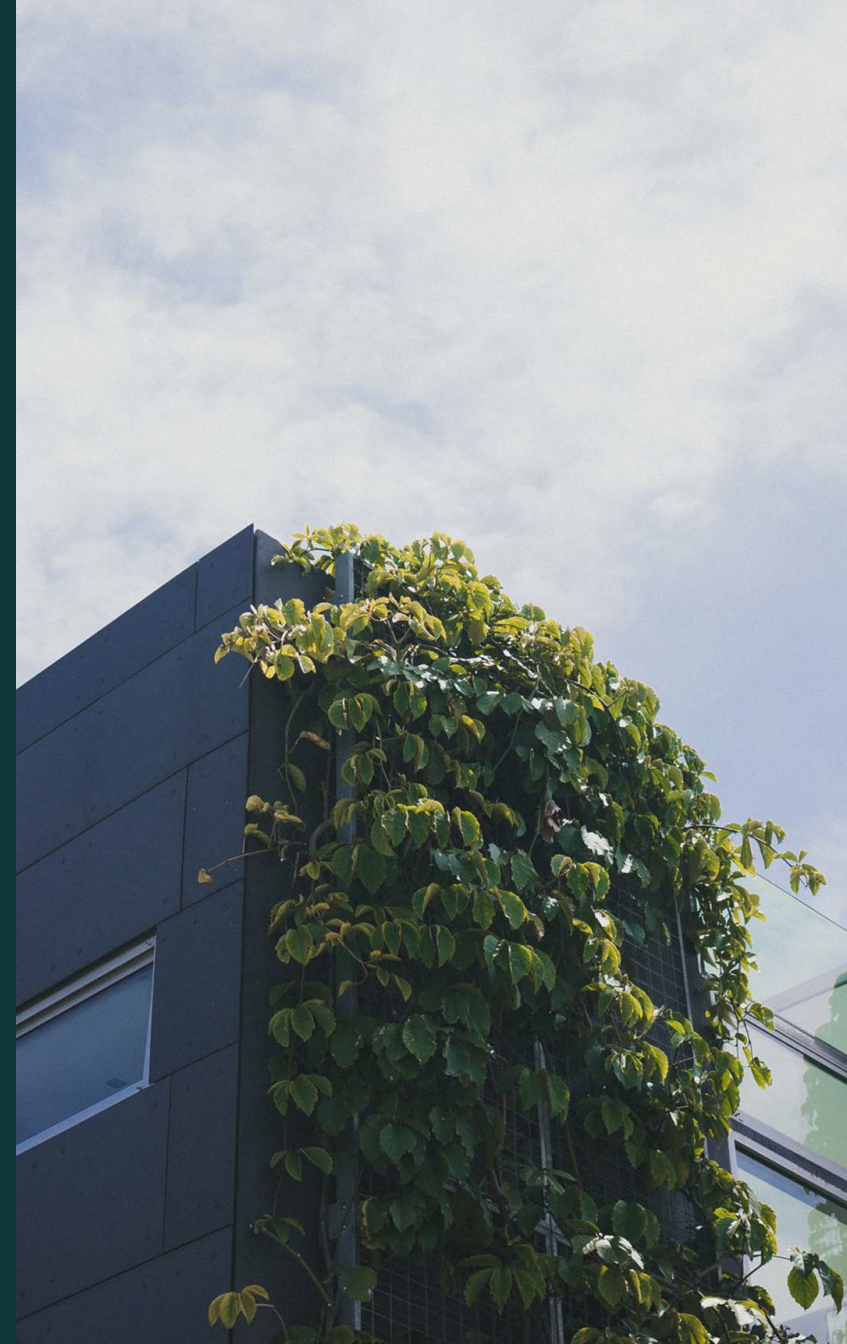
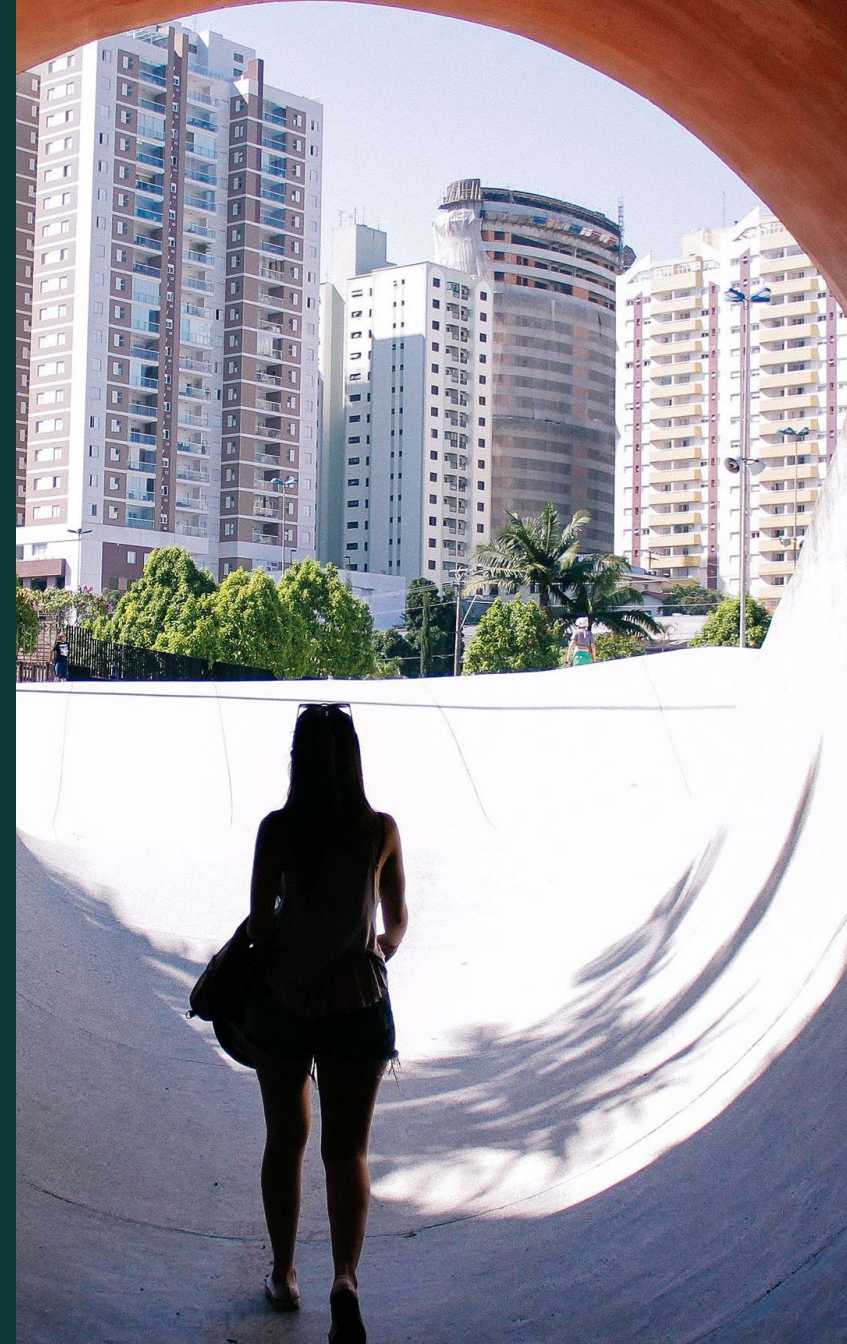


TABLE STAKES

People

THINGS TO CONSIDER

- Appropriate investment in people
- Appropriate training
- Labor risk management



Difference Makers

Difference Makers

**ONCE THE TABLE STAKES ARE SET, THESE ARE NEXT LEVEL THINGS
THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY**



Data



Knowing The
Customer



Transportation



Performance
Marketing



People



Sustainability
Strategy



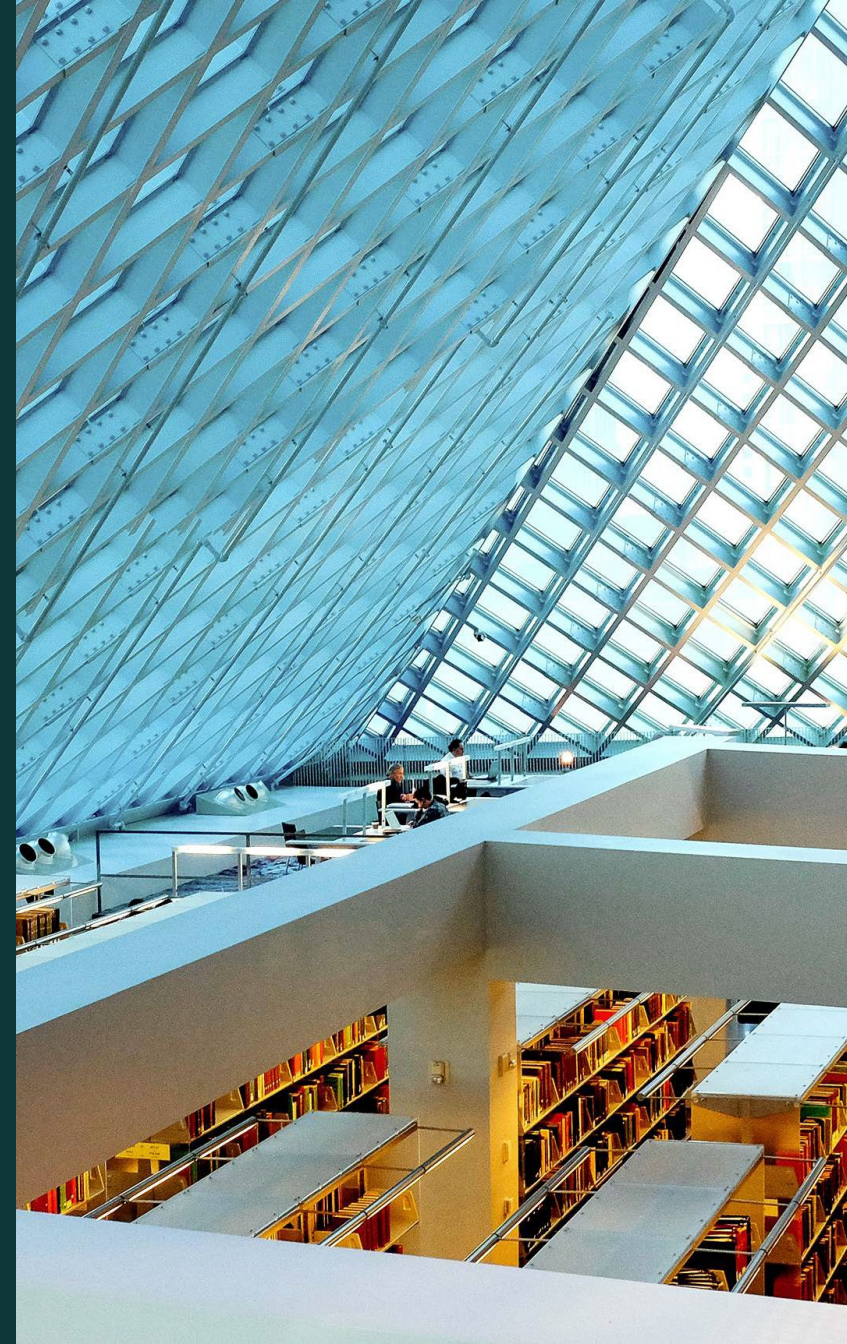
DIFFERENCE MAKERS

Data

NEXT LEVEL THINGS THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY

Learn your ability to:

- Capture and analyze data
- Interpret data, drive decisions, and derive actionable meaning from it
- Incite action



DIFFERENCE MAKERS

Know The Customer

NEXT LEVEL THINGS THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY

- Expectations
- Meeting them where they are
- Who are they?
- How do you continue to engage them in an ever-evolving world?



Transportation

NEXT LEVEL THINGS THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY

- Two days or less execution
- Economically feasible
- Dependability
- Returns strategy: more customer friendly

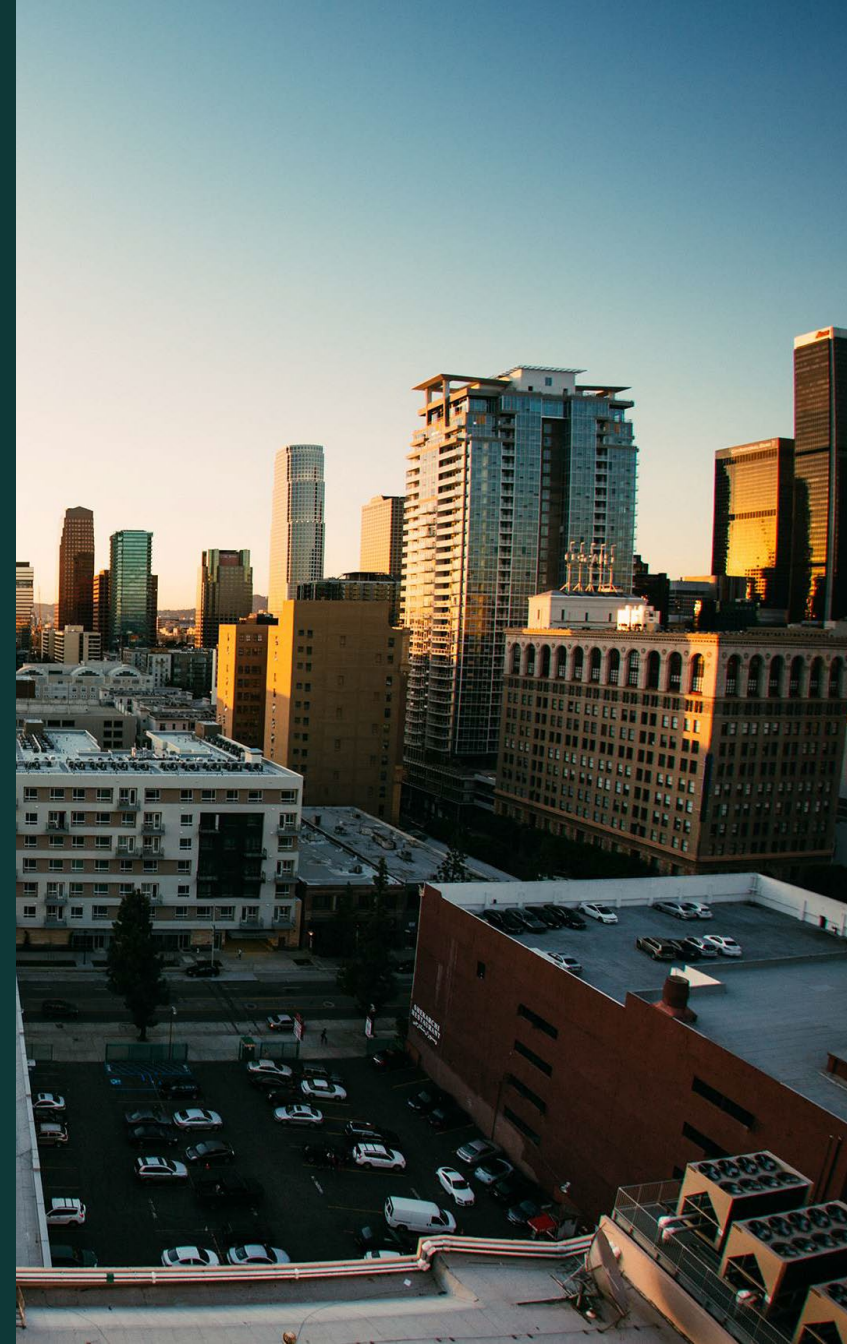


DIFFERENCE MAKERS

Performance Marketing

NEXT LEVEL THINGS THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY

- How you reach your customer
- How you measure ROI
- Communicating who and what we stand for



DIFFERENCE MAKERS

People

NEXT LEVEL THINGS THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY

- Experts
- Clear DEI strategy
- Employee recruitment, hiring, and training



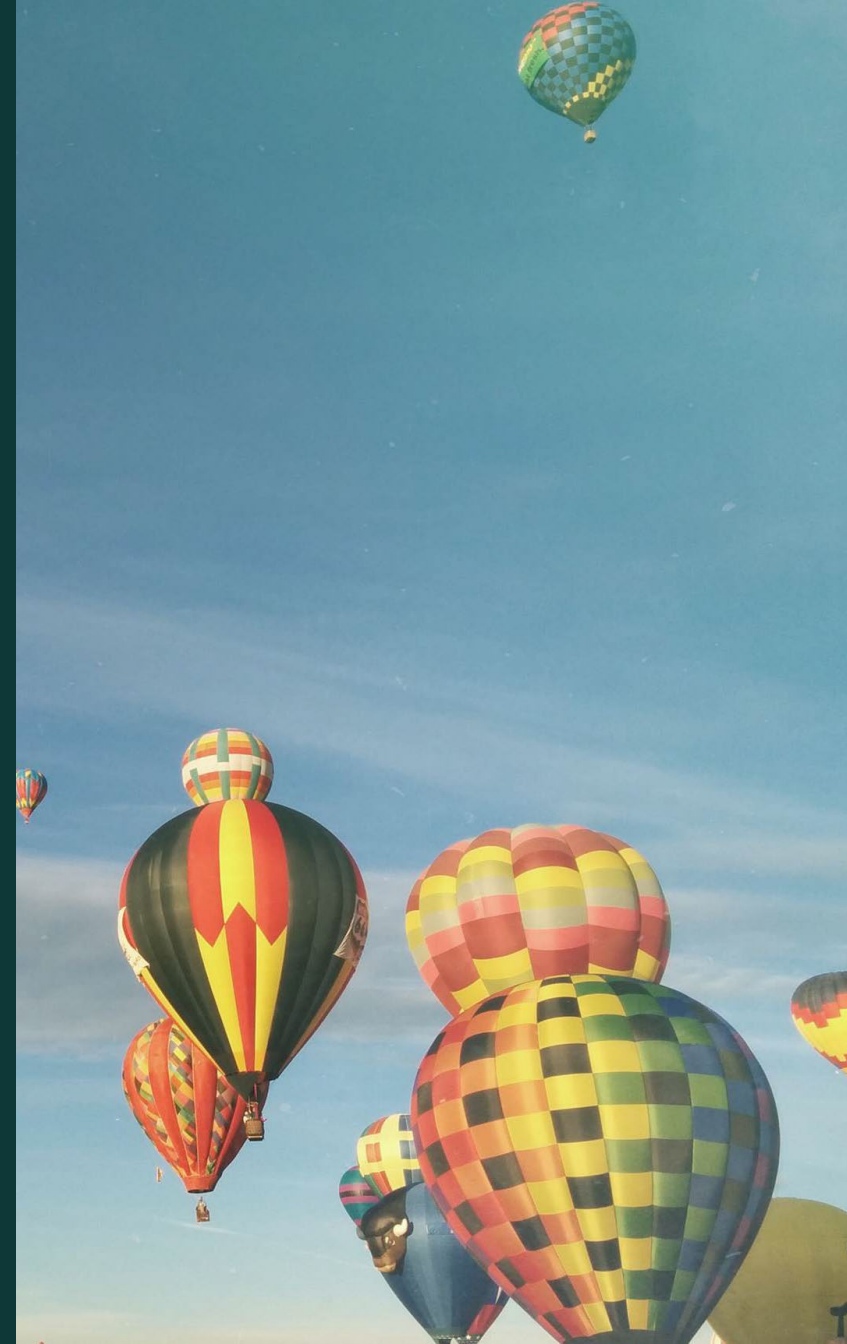
DIFFERENCE MAKERS

Sustainability Strategy

NEXT LEVEL THINGS THAT DIFFERENTIATE A BRAND'S EXECUTION STRATEGY

Social, economic, and environmental

- Do we have one?
- How will we execute?
- How will we measure success?
- How will we communicate it?



The Next Generation and What's Coming

TOMORROW'S DIFFERENCE MAKERS: WHAT'S COMING THAT WILL TURN TODAY'S DIFFERENCE MAKERS INTO TABLE STAKES

- 1) 1-1 product engagement with digital identification
- 2) Brand as the retailer
- 3) Data-informed product innovation
- 4) Data-informed customer engagement
- 5) Agnostic and flexible supply chain
- 6) Artificial intelligence (AI) and machine learning



Action Items for You and Your Organization

Asking the four questions below should begin to establish how to prepare and position your e-commerce business for success, both now and in the long-term.

1

Do we have the fundamental e-commerce table stakes in place and aligned with our brand strategy?

2

What are genuine difference makers for us—the things that differentiate our brand's e-commerce execution strategy?

3

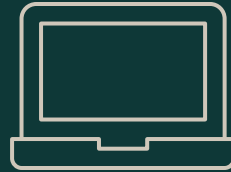
How can we proactively anticipate, identify, vet, and employ the next generation's e-commerce innovations?

4

Review and measure progress, successes, and failures. How can we instill and sustain a culture where we continue to adapt, innovate, evolve, and grow?



E-Commerce Series: Up Next



E-COMMERCE COMPANIES: HOW TO KEEP CUSTOMER DATA SAFE

January 27, 2022, at 10 AM



➤ QUESTIONS

Let's start a conversation.

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