

High Velocity Retail



OC&C
Strategy consultants

Location, Location, Location.

20 years ago shopping
was a journey...

- 200 trips
- 4.5 miles travelled
- 98 minute trip
- 15 stores visited
(of 300 in a shopping centre)



Captive no More

... today's consumer has been unleashed

- 3bn smartphone users
- 800,000 retailers (Europe alone)
- 50% multichannel, multistage missions
- Repertoire the same...
- ...**loyalty obliterated**

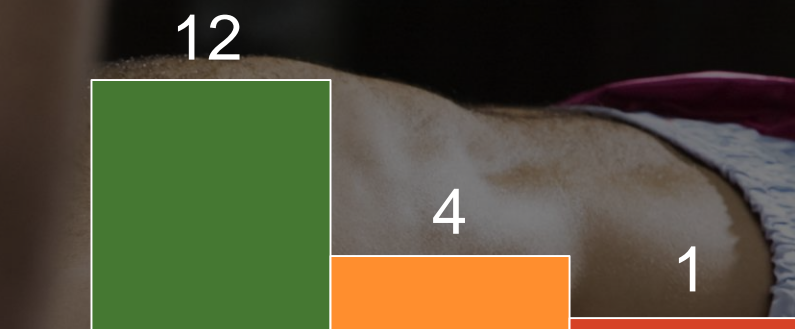


Good is no longer good enough

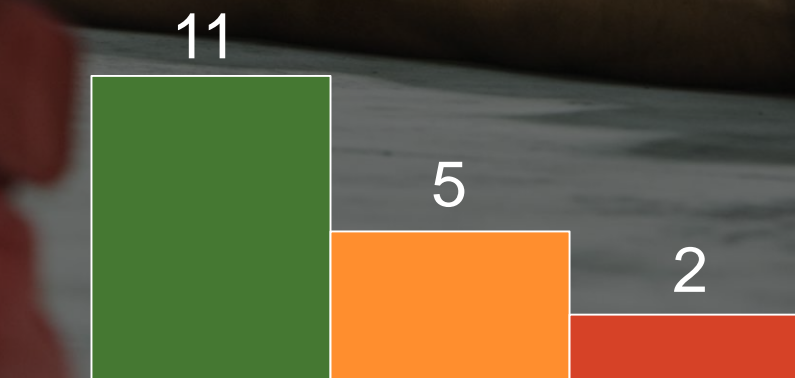
Top rated retailers
have grown profits
5x faster than the rest

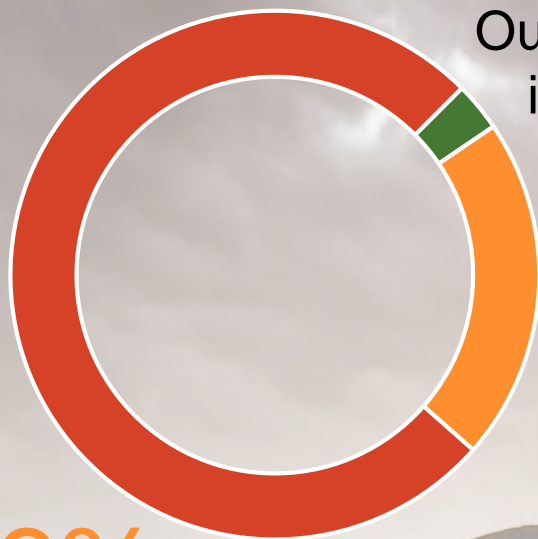
■ Top Quartile
■ 2nd Quartile
■ Bottom Quartile

EBITDA Growth %



Revenue Growth %





3%

Our current model
is sustainable

21%

Our model
requires change

76%

Our model requires
fundamental change



“High Velocity Retail
is about
**combining speed with
meaningful direction**”

Speed comes in many forms...

Accelerating
processes



Removing
the human



Continuous
adaptation



‘Short-circuiting’
the value chain



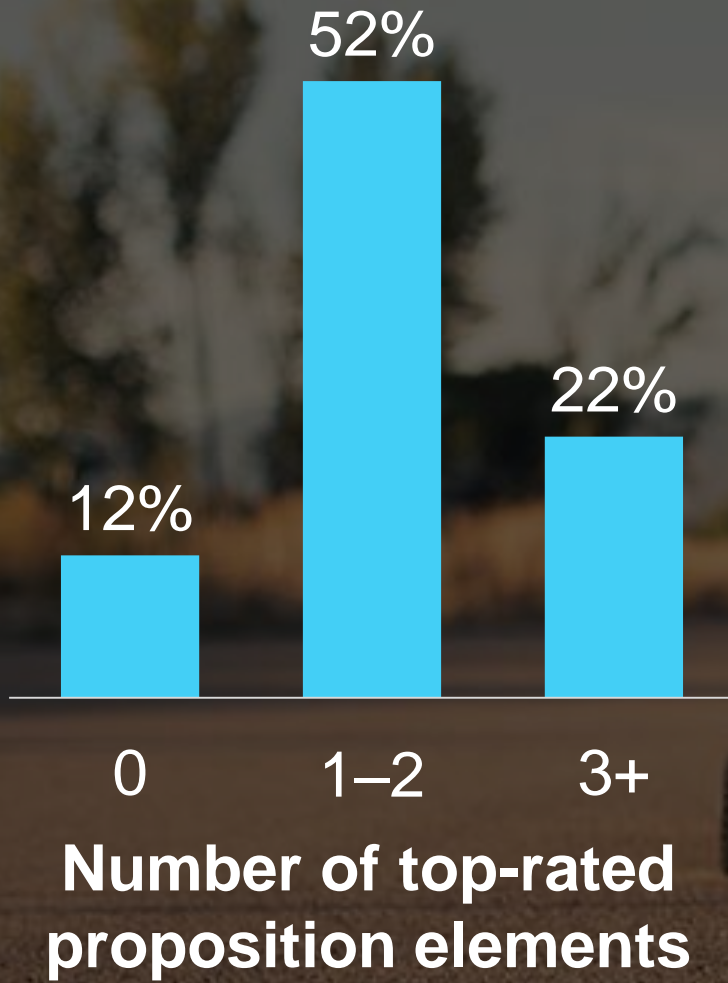


... direction
is equally
important



OC&C
Strategy consultants

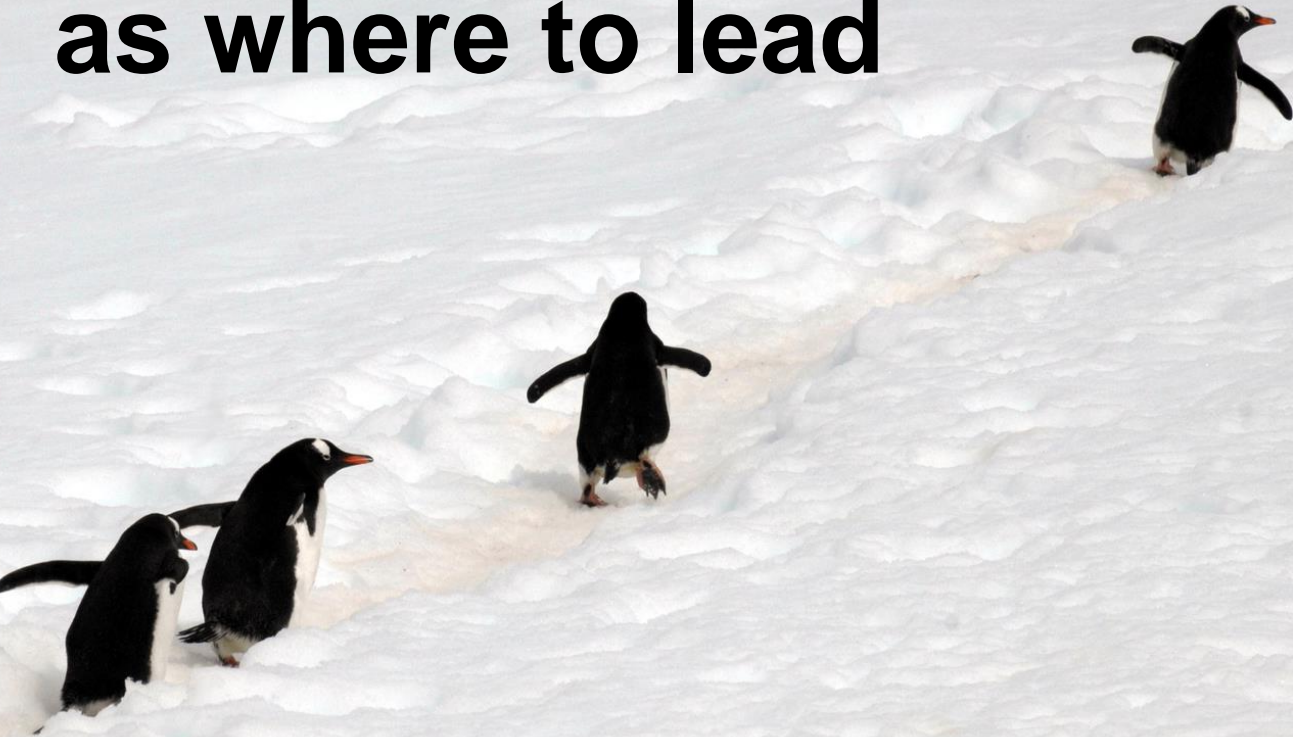
Retailer EBITDA growth %



Be the best at something that matters



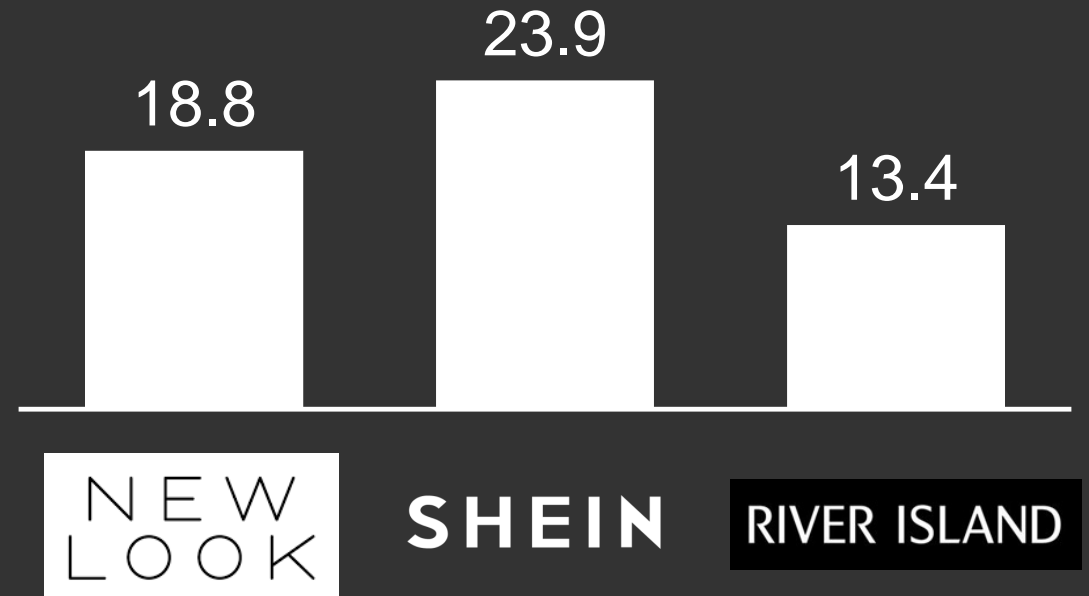
Choosing where to follow is as important as where to lead



SHEIN

- 500 new products a day
- 2-week lead time
- Social-media led marketing

UK Unique Desktop Visits
H2 2018 (m)



If you're not a winning model you're a losing model

Platforms

Rev Growth:	31%
EBITDA Growth:	44%
EBITDA Margin:	8%

Customer Solutions

Rev Growth:	11%
EBITDA Growth:	16%
EBITDA Margin:	14%

Value Champions

Rev Growth:	10%
EBITDA Growth:	9%
EBITDA Margin:	7%

Brands

Rev Growth:	15%
EBITDA Growth:	13%
EBITDA Margin:	24%

Other

Rev Growth:	8%
EBITDA Growth:	5%
EBITDA Margin:	7%

Be fearless and set your team free



**We are capable
of making 35,000
decisions a day**

High Velocity Retail

- You are one of 800,000
- **Good isn't good enough**
- **Velocity not speed**
- Be best at something
- ...and smart at where to follow
- If you're not a winning model
you're a losing model
- Be fearless