

WOULD YOU TRUST A MACHINE?

The OC&C Retail
Proposition Index
2013

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THE OC&C PROPOSITION INDEX 2013

This is the fourth year of the OC&C Proposition Index, a major piece of consumer research into shopper attitudes towards the world's leading retailers. Consumers are asked to rate the retailers they have shopped on the strength of their overall proposition, and then to score the key elements of that proposition (Price, Range, Service, etc). The results are then used to compile a ranking of consumers' favourite retailers from across the globe.

The OC&C Proposition Index continues to grow, this year capturing 300,000 ratings from over 30,000 consumers regarding nearly 600 retailers across 9 countries. This combination of breadth and depth gives a powerful view into the relative strength of retail propositions across the world.



Virtual Reality Check

It is no longer a surprise that Amazon stands atop our global index. In 2010, when we released the first OC&C Proposition Index, there was genuine shock in some quarters that an online player had already usurped large household names as the world's favourite retailer. Since then Amazon's annual revenues have doubled to over \$60bn and its stranglehold on the hearts and minds of consumers has grown ever-tighter. Amazon consistently tops the index across multiple markets (this year the UK, US and France) and in multiple proposition elements (Choice, Value for Money and Trust).

However, even the great it seems are not infallible. Amazon has lost its global leadership on service and on look and feel, in both cases being replaced by store-led retailers evincing a more traditional 'human' element in these areas (John Lewis in service and Polish jeweller Apart in store environment).

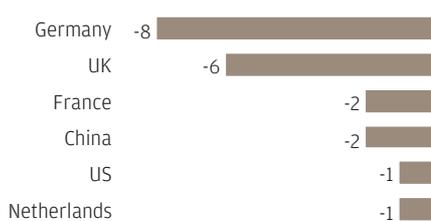
In Germany, Amazon's second largest global market and historically its strongest territory in the OC&C Proposition Index, its crown has very much slipped. Recent labour disputes with warehouse workers and subsequent strikes have tainted the company's relationship with consumers. In 2012 Amazon was the top retailer in Germany across the vast majority of proposition elements (only losing out on low prices). However 12 months on it has lost its leadership in all of those areas other than breadth and relevance of choice.

This is a significant change. Of particular note is the impact on Amazon's trust rating. Trust has historically proven to be the most important factor in driving overall consumer perception of a retailer and has long been a core strength of Amazon's across multiple markets. Amazon's recent experience in Germany shows how fragile Trust can be and the impact it can have across consumer perceptions of a whole proposition.

	Germany 2013 Rank	Germany 2012 Rank	YoY Change in Rating
Overall Rating	2	1	-8
Low Prices	12	6	-5
Quality of Products	6	1	-6
Wide Choice of Products	1	1	-5
Products That are Suited to Me	1	1	-4
Service	2	1	-4
Store Look & Feel	4	1	-5
Value For Money	2	1	-5
Trust	6	1	-9
Rate Online	1	1	-6

Losing Trust

Amazon Change in Trust Rating by Market



Germany is not the only market where Amazon is facing Trust challenges. While overall Amazon remains the world's most trusted retailer, a position that has been built up through exceptional Delivery on Promise and a consistently reliable pricing policy, in

Germany and also in the UK Amazon has lost its trust leadership. The impact of recent negative publicity can be seen in both markets: in Germany Amazon's attitude through its recent labour woes has been reflected in consumers views of it as a 'Fair & Ethical' retailer, with Amazon Germany registering the second lowest score globally in this area, above only Kik (the German discounter closely tied to recent factory disasters in Bangladesh); in the UK widely publicised criticisms of Amazon's tax avoidance program have had a clear impact on sentiment with UK consumers rating Amazon lower than any other retailer in the world in terms of 'Paying Fair Taxes', scoring 20% below its closest rival.

The contrast with its home market is stark, with Amazon scoring above average in both areas in the US despite its use of regulatory loopholes to avoid Sales Tax in all but 12 of the 50 states (admittedly, this is a tactic that directly benefits the consumer which helps support positive sentiment). These differing perceptions, coupled with complaints in Germany about Amazon attempting to "import American-style business practices that stand at odds with European norms" with regard to their attitude to unions, serve to highlight some of the cultural challenges facing retailers as they try to internationalise - a theme we will return to later.

Amazon Trust Elements Ratings by Country (Difference to Global Average)

	Retailer Is On My Side	Retailer Delivers Promises	Retailer Fair and Ethical	Safe and Reliable Products	Retailer Pay Fair Tax	Retailer Charges Fair Price	Retailer Around Long Time
US	8	14	8	9	3	14	6
France	3	8	-2	6	-7	8	4
UK	1	12	-1	7	-22	10	3
Germany	5	8	-14	5	-6	6	-7
China	7	6	-	4	-	6	5
Poland	4	6	4	3	3	5	4
Netherlands	-1	-0	-5	-2	-7	2	2

Amazon is not the only retailer to face Trust challenges in 2013. Across the index some retailers have seen large declines in overall trust rating. Leading these are DFS, the UK furniture retailer, Zappos and Play.com. Zappos' decline is striking, having ranked 4th overall in the index on Trust last year. At that time Zappos was in the recent aftermath of a security breach that resulted in the loss of 24 million customers' data, but were receiving praise for handling the breach quickly and effectively. However the impact of that breach has dragged on, with customers required to change their security details and some bringing a class action law suit against Zappos for losing their data which Zappos tried (and failed) to block relying on the terms of their user agreement.

There have been other high-profile contributions to declines in Trust: in January the UK's Play.com (now part of Rakuten) announced that they would be withdrawing from direct retail following the closure of a tax loophole by the UK government and operating solely as a marketplace for other merchants going forward; in March Neiman Marcus settled a

case with the Federal Trade Commission after admitting to using real fur in certain artificial fur products. Public relations faux-pas can have a large impact on a retailer's trust ratings. The largest such incident of the year, Tesco's much publicised supply chain troubles, also had a large impact on the retailer's trust rating, which was down 5 points from 2012.

Largest Trust Declines 2013

Retailer	Geographies 2013	2013 Trust Score	Difference
DFS	UK	59.4	-8
Zappos	US	77.5	-8
Play.com	UK	71.6	-8
Biedronka (JMD)	Poland	69.1	-7
Neiman Marcus	US	68.4	-7

The Human Touch

Looking down the top 20 in the OC&C Proposition Index reconfirms the importance of Trust; seven of the top 10 retailers on trust find themselves in the top 20 overall. However, there are other characteristics that are also well represented. In particular, the top 20 is strongly weighted towards retailers delivering well against some of the more traditional elements of a retail proposition: consistent quality, good levels of service and an appealing store environment. The likes of Apart, Publix, Apple, Douglas and John Lewis are reminding us of the value of edited choice coupled with strong merchandising and attention to detail in store fit out, and the power of attentive, knowledgeable staff in-store. The consumer is rewarding these retailers for investing in what matters to deliver a better overall customer experience.

OC&C PROPOSITION INDEX - TOP 20 RETAILERS

Rank	Company	Category	Country	Strongest Area	Weakest Area	Score ¹	Chg ²
1	Amazon	Gen Merch	US FR UK DE CN NL PL	Choice	Low Prices	88.6	-4.3
2	DM	Health & Beauty	DE	Choice	Online	87.2	-1.3
3	Picard	Grocery	FR	Quality	Low Prices	86.0	-3.6
4	Yves Rocher	Health & Beauty	FR	Trust	Low Prices	85.8	1.2
5	Costco	Club	US	Quality	Service	85.3	-0.3
6	Trader Joes	Grocery	US	Quality	Low Prices	84.9	-1.7
7	Apple	Electricals	US UK FR	Quality	Low Prices	84.8	0.3
8	John Lewis	Department Stores	UK	Quality	Low Prices	84.6	-2.7
9	newegg	Electricals	US	Choice	Service	84.2	3.6
10	Douglas	Health & Beauty	DE PL NL FR	Choice	Low Prices	84.1	2.3
11	Thalia	Entertainment	DE	Choice	Low Prices	84.0	-0.5
12	L.L.Bean	Apparel	US	Quality	Low Prices	84.0	-
13	Cultura	Entertainment	FR	Choice	Low Prices	83.8	0.6
14	Publix	Grocery	US	Look & Feel	Low Prices	83.8	-
15	Vente-privée	Apparel	FR	Quality	Service	83.7	-0.3
16	Bath and Body Works	Health & Beauty	US	Quality	Low Prices	83.5	-0.2
17	Apart	Jewellery	PL	Look & Feel	Low Prices	83.5	-
18	Zafari e Bourbon	Grocery	BR	Quality	Low Prices	83.3	-
19	Leboncoin	Gen Merch	FR	Choice	Service	83.2	-1.3
20	Decathlon	Sports & Outdoors	FR BR	Choice	Online	83.1	0.2

CONSUMER PROPOSITION CHAMPIONS

LOW PRICES



Rank	Retailer	Shopper Rating
1	Primark	93.5
2	Dollar Tree	90.6
3	Poundland	89.8
4	Action	89.4
5	99p store	89.3
6	Aldi	88.3
7	Home Bargains	88.1
8	Farm Foods	87.9
9	Kik	87.4
10	Card Factory	86.1

VALUE FOR MONEY



Rank	Retailer	Shopper Rating
1	Amazon	86.3
2	Farm Foods	84.5
3	Aldi	84.2
4	Home Bargains	84.1
5	DM	83.9
6	Costco	83.4
7	Dollar Tree	83.4
8	Card Factory	83.0
9	Yves Rocher	82.9
10	Poundland	81.8

TRUST



Rank	Retailer	Shopper Rating
1	Amazon	85.5
2	Yves Rocher	85.1
3	John Lewis	84.5
4	DM	84.2
5	L.L.Bean	84.0
6	Saraiva	83.1
7	Picard	82.3
8	Netshoes	82.1
9	Thalia	82.0
10	Trader Joes	81.8

SERVICE



Rank	Retailer	Shopper Rating
1	John Lewis	86.3
2	Amazon	85.3
3	Publix	84.6
4	Douglas	84.3
5	Trader Joes	84.2
6	Apart	83.9
7	Bath and Body Works	83.3
8	Apple	83.2
9	Thiriet	83.2
10	Waitrose	82.9

PRODUCT QUALITY



Rank	Retailer	Shopper Rating
1	M&S Simply Food	88.7
2	Apple	88.1
3	Douglas	88.0
4	John Lewis	87.9
5	DM	87.8
6	L.L.Bean	87.5
7	Whole Foods	86.8
8	Thalia	86.8
9	Trader Joes	86.3
10	Waitrose	86.3

WIDE CHOICE OF PRODUCTS



Rank	Retailer	Shopper Rating
1	Amazon	93.5
2	Ebay	92.7
3	Taobao	89.4
4	Douglas	88.8
5	Allegro	88.8
6	Kaufland	88.7
7	Globus	88.6
8	Thalia	88.3
9	DM	88.2
10	Droguerie Müller	88.1

STORE / WEBSITE LOOK AND FEEL



Rank	Retailer	Shopper Rating
1	Apart	85.9
2	Publix	85.8
3	Apple	85.4
4	Douglas	85.4
5	Amazon	85.2
6	John Lewis	84.4
7	Sephora	84.4
8	Thalia	84.3
9	DM	84.1
10	Nordstrom	84.0

FASHIONABILITY



Rank	Retailer	Shopper Rating
1	Victoria's Secret	84.9
2	Esprit	84.0
3	Zalando	83.8
4	Arezzo	82.7
5	Asos	82.3
6	Dafiti	82.2
7	Zara	81.7
8	JCrew	81.6
9	H&M	81.5
10	Forever 21	81.0

What is Trust?

Drivers of Trust

	Overall	UK	US	DE	FR	NL	CH	PL	IN
Safe and Reliable Products	1	1	2	6	1	1	1	1	1
Retailer Deliver Promises	2	2	1	2	2	2	2	2	2
Retailer On My Side	3	3	3	1	5	4	3	3	4
Retailer Fair Price	4	4	4	3	3	5	4	4	6
Retailer Around Long Time	5	5	6	5	4	3	5	5	3
Retailer Fair and Ethical	6	6	5	4	6	6		6	5
Retailer Pay Fair Tax	7	7	7	7	7	7		7	7

While negative publicity can have a big impact on a retailer's trust rating, at its core the drivers of trust are more central to the proposition. At an overall global level offering Safe and Reliable Products is the most important factor in driving consumer trust, closely followed by Delivery on Promise which highlights the importance of having a clear promise that is consistently delivered against. Retailers who are focused on product quality and service, such as John Lewis in the UK or L.L. Bean in the US, understand this and are rewarded by consumers as a result. L.L. Bean leads the index in both offering Safe and Reliable Products and Delivery on Promise and ranks 5th globally on Trust as a result. The distinctive 100% lifetime guarantee on all their products is a strong weapon in their armoury for building lasting trust from consumers.

At the other end of the spectrum, consumers appear much less concerned about retailers' tax payments than media headlines would have us believe with Paying Fair Taxes the

least important factor in driving overall Trust levels across all markets. We have seen already that while Amazon receives very poor ratings from UK consumers for Paying Fair Taxes this has had only a small negative impact on their overall Trust rating and they remain the UK's most trusted retailer.

Across all markets the strongest social conscience appears to be displayed in Germany which is the market in which a retailer being Fair and Ethical most stands out as an important component of Trust. The Germans also place greater importance on the value of a retailer being On the Customer's Side, with this being the most important factor influencing Trust in Germany which stands in contrast to the other markets. The biggest beneficiary of this appears to be DM who are the most trusted retailer in Germany (and 4th globally) by virtue of being perceived to be on the consumer's side with their combination of broad choice and fair prices.

The World is Getting Smaller...But Staying Diverse

Internationalisation is an increasingly hot topic in retail, with many retailers trying to solve the challenge of delivering a strong multinational proposition that meets local needs whilst still retaining a unified global proposition. We mentioned earlier some of the troubles Amazon has been experiencing in dealing with the differing attitudes and cultures in play across multiple markets. This is far from a unique challenge.

Looking across the leading multinational retailers (Amazon, eBay, Ikea, H&M and Zara) consumer ratings appear to suggest that 'harder' or more concrete elements of a proposition (factors such as breadth of range and store look and feel) are easier to deliver and communicate consistently across multiple markets, with the majority of multinational retailers delivering a similar rating on these factors in all markets where they are established. By contrast, the 'softer' or more subjective elements of the proposition (factors such as product quality, service, fashionability and, as mentioned before, trust) appear to require a greater degree of localisation, with the extent to which leading retailers have succeeded in communicating these elements of their proposition across multiple markets varying widely.

Average Variation in Rating (Max to Min) for International Retailers Across Developed Markets



OC&C PROPOSITION INDEX - TOP 20 RETAILERS

Rank	Retailer	Rank	Retailer	Rank	Retailer
1	DM	1	Amazon	1	Amazon
2	Amazon	2	John Lewis	2	Picard
3	Douglas	3	Apple	3	Yves Rocher
4	Thalia	4	M&S	4	Cultura
5	Droguerie Müller	5	M&S Simply Food	5	Vente-privée
1	Bol.com	1	Amazon.com	1	Apart
2	IKEA	2	Costco	2	Rossmann
3	Douglas	3	Trader Joes	3	Allegro
4	Lidl	4	Apple Store	4	Empik
5	Bijenkorf	5	newegg	5	Douglas
1	Flipkart.com	1	Adidas	1	Zafari e Bourbon
2	The Raymond Shop	2	Nike	2	Saraiva
3	McDonalds	3	Ikea	3	Netshoes
4	Levi's	4	360buy	4	Hering
5	Dominos	5	Amazon	5	Angeloni

CATEGORY PROPOSITION CHAMPIONS

GROCERY



APPAREL



ELECTRICALS



DEPARTMENT STORES



GENERAL MERCHANDISER



HEALTH & BEAUTY



ENTERTAINMENT



DIY



HOUSEHOLD



FURNITURE



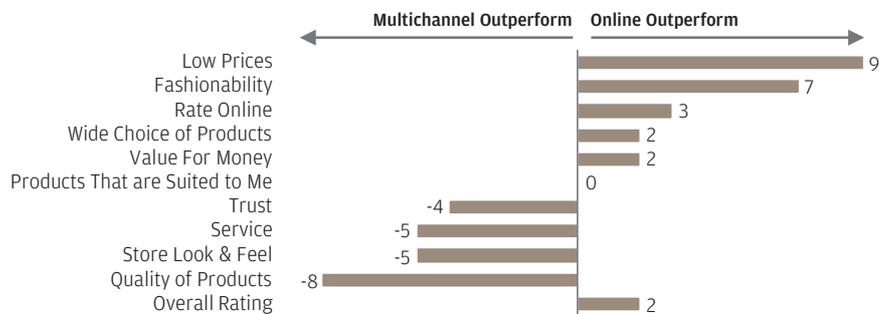
Rising Platforms

Online players continue to play a leading role in the OC&C Proposition Index. Joining Amazon in the Top 20 are a select number of its eCommerce counterparts: newegg, Vente-privee and Leboncoin. Across these three, and across the rest of the Online Pureplay Top 10, there is the strong theme of Do It Yourself retail; sites where huge ranges and cutting edge prices represent treasure troves for those willing and, as importantly, able to put in the effort to find them. Indeed, if we look across the top 10 Online Pureplays from the Index and compare them to the top 10 multi-channel players there is a clear message: pureplays are the place to go for unbridled choice and bargain prices; if you are looking for a curated range of guaranteed quality products supported by good service levels and a welcoming environment then the leading multichannel retailers remain consumers' preferred destinations.

Top 10 Online Pureplays

Overall Rank	Retailer	Category	Country(ies)
1	Amazon	General Merchandiser	US FR UK DE CH NL PL
9	newegg	Electricals	US
15	Vente-privee	Apparel	FR
19	Leboncoin	General Merchandiser	FR
27	Club des Créateurs de Beauté	Health & Beauty	FR
30	Ebay	General Merchandiser	UK US DE FR IN PL
33	iTunes	Entertainment	US FR
39	Bol.com	Entertainment	NL
43	Flipkart.com	General Merchandiser	IN
45	Allegro	General Merchandiser	PL

Top 10 Online PurePlays vs Top 10 Multichannel Retailers



Role of Multichannel

That is not to say that store-based retailers can afford to rest on their traditional strengths. Multichannel is an increasingly important component of a retailer's proposition and finding ways to use these new channels to continue to deliver, and build upon, those traditional sources of advantage and differentiation is crucial to future survival.

Leading the charge on this multichannel battlefield are four diverse retailers who have been successful in migrating a large proportion of their customer base onto multiple channels. Argos (47%), Empik and RTV Euro AGD (both 37%) and John Lewis (34%) lead the way with the highest proportion of their customers shopping them

Leading Multichannel Retailers

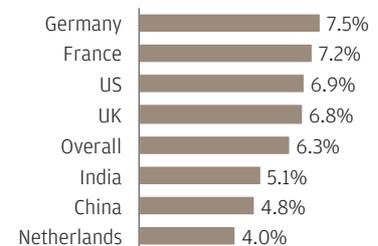
Country	Retailer	% Multichannel Customers
UK	Argos	47.3%
Poland	Empik	37.4%
Poland	RTV Euro AGD	36.5%
UK	John Lewis	34.1%
US	Apple	34.0%
US	Best Buy	33.4%
Germany	Tchibo	33.3%
France	FNAC	33.3%
US	Toys R Us	33.1%
US	IKEA	31.9%

across multiple channels. Argos has long been regarded as the leading multi-channel retailer in the UK (if not the world) and was an early pioneer of Click and Collect technology, using it to drive multichannel penetration among its customer-base from an early stage. However, that John Lewis has been so successful in driving multi-channel participation is a tribute to the effort that has been put into online marketing, SEO and in-store initiatives to drive cross-channel shopping.

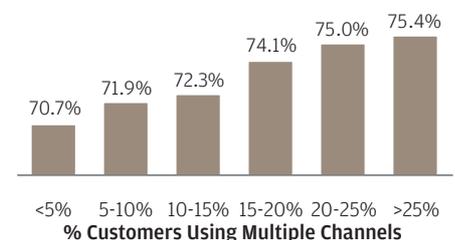
Driving increasing multichannel presence is not just an opportunity to future-proof the business, it is an opportunity to better engage with consumers, increasing affinity and loyalty. Multichannel customers generally represent a retailer's best customers, on average rating the same retailer 6% higher than a single channel customer.

Fashion retailers have been deploying this particularly well, with Breuninger, Esprit and Monsoon all successful in driving strong ratings from their multichannel customers (c.20% higher than average ratings), using advanced website functionality to present a compelling browsing proposition. However, there remains significant opportunity for these retailers to further leverage this advantage as they have not yet succeeded in driving more than 15-20% of their customers into these value creating channels.

Multichannel Premium



Impact of Multichannel Participation - Average Overall Rating



THE OC&C PROPOSITION INDEX 2013 – THE T

RATING OF OVERALL RETAIL PROPOSITION BY CONSUMERS VISITING OR PURC

Rank	Company	Category	Country	Score ¹	Chg ²	Rank	Company	Category	Country	Score ¹	Chg ²
1	Amazon	Gen Merch	US FR UK DE CN NL PL	88.6	-4.3	51	Bonprix	Apparel	DE	80.9	2.4
2	DM	Health & Beauty	DE	87.2	-1.3	52	Brooks Brothers	Apparel	US	80.6	-
3	Picard	Grocery	FR	86.0	-3.6	53	Healthspan	Health & Beauty	UK	80.5	-
4	Yves Rocher	Health & Beauty	FR	85.8	1.2	54	360buy	Gen Merch	CN	80.5	-1.8
5	Costco	Club	US	85.3	-0.3	55	Esprit	Apparel	DE CN NL	80.5	-0.9
6	Trader Joes	Grocery	US	84.9	-1.7	56	Nordstrom	Department Stores	US	80.4	-3.6
7	Apple	Electricals	US UK FR	84.8	0.3	57	Specsavers	Optical	UK	80.3	-2.4
8	John Lewis	Department Stores	UK	84.6	-2.7	58	Waitrose	Grocery	UK	80.3	-1.9
9	newegg	Electricals	US	84.2	3.6	59	Home Bargains	Discount	UK	80.3	-0.8
10	Douglas	Health & Beauty	DE PL NL FR	84.1	2.3	60	Kaufland	Grocery	DE	80.2	-0.1
11	Thalia	Entertainment	DE	84.0	-0.5	61	RT Mart	Grocery	CN	80.2	-1.8
12	L.L.Bean	Apparel	US	84.0	-	62	T-Mall	Gen Merch	CN	80.2	-2.1
13	Cultura	Entertainment	FR	83.8	0.6	63	Marionnaud	Health & Beauty	FR	80.2	-1.5
14	Publix	Grocery	US	83.8	-	64	Empik	Entertainment	PL	80.2	-3.2
15	Vente-privée	Apparel	FR	83.7	-0.3	65	Cdiscount	Gen Merch	FR	80.1	1.4
16	Bath and Body Works	Health & Beauty	US	83.5	-0.2	66	Wilkinson	Gen Merch	UK	80.1	-1.7
17	Apart	Jewellery	PL	83.5	-	67	Auchan	Grocery	CN FR PL	80.1	0.4
18	Zafari e Bourbon	Grocery	BR	83.3	-	68	Nocibé	Health & Beauty	FR	80.1	1.3
19	Leboncoin	Gen Merch	FR	83.2	-1.3	69	Leclerc	Grocery	FR PL	80.1	0.4
20	Decathlon	Sports & Outdoors	FR BR	83.1	0.2	70	PetSmart	Other	US	80.1	-
21	Rossmann	Health & Beauty	PL DE	83.0	-3.0	71	Kohl's	Department Stores	US	80.0	-1.4
22	Droguerie Müller	Health & Beauty	DE	83.0	2.0	72	BJs wholesale	Club	US	79.9	-2.4
23	M&S	Apparel	UK IN	82.8	-1.2	73	Aldi	Grocery	UK DE US NL	79.9	-0.4
24	Thiriet	Food Service & QSR	FR	82.7	-	74	Leroy Merlin	DIY	FR BR PL	79.9	-1.2
25	Saraiva	Entertainment	BR	82.6	-	75	Ernstings Family	Apparel	DE	79.8	0.6
26	M&S Simply Food	Grocery	UK	82.5	-1.7	76	Krys	Optical	FR	79.7	-0.9
27	Club des créateurs de Beauté	Health & Beauty	FR	82.4	0.5	77	Galleries Lafayette	Department Stores	FR	79.7	-0.7
28	Netshoes	Sports & Outdoors	BR	82.3	-	78	Angeloni	Grocery	BR	79.6	-
29	Hering	Apparel	BR	82.2	-	79	Whole Foods	Grocery	US	79.6	-3.9
30	Ebay	Gen Merch	UK US DE FR IN PL	82.1	-0.6	80	SOLiver	Apparel	DE	79.6	2.2
31	FNAC	Electricals	FR	82.1	-1.4	81	Farm Foods	Grocery	UK	79.3	-
32	Nature et Découvertes	Department Stores	FR	82.1	-2.5	82	Drogaria SP	Health & Beauty	BR	79.3	-
33	iTunes	Entertainment	US FR	82.1	-2.4	83	Argos	Gen Merch	UK	79.3	-2.1
34	Kroger	Grocery	US	82.1	0.5	84	Maisons du Monde	Household	FR	79.2	-1.6
35	Sephora	Health & Beauty	US FR CN PL	82.0	-2.0	85	Edeka	Grocery	DE	79.2	1.8
36	Tchibo	Department Stores	DE	82.0	-0.5	86	C&A	Apparel	DE BR PL FR CN NL	79.2	-0.2
37	Victoria's Secret	Apparel	US	81.9	-	87	Hornbach	DIY	DE NL	79.1	-0.2
38	IKEA	Furniture	CN NL UK FR US	81.9	-2.3	88	Williams-Sonoma	Household	US	79.1	-3.8
39	Bol.com	Entertainment	NL	81.7	-0.4	89	Greggs	Other	UK	79.1	-2.4
40	Espace Culturel Leclerc	Entertainment	FR	81.6	0.5	90	Price Minister	Gen Merch	FR	79.1	-0.1
41	Sam's Club	Club	US	81.4	-2.8	91	Zappos	Apparel	US	79.1	-4.9
42	Lakeland	Other	UK	81.3	-	92	McDonalds	Food Service & QSR	IN FR	79.1	8.4
43	Flipkart.com	Gen Merch	IN	81.2	-0.6	93	The Raymond Shop	Apparel	IN	79.1	-1.1
44	Lowe's	DIY	US	81.2	-0.5	94	Pague Menos	Health & Beauty	BR	79.1	-
45	Allegro	Gen Merch	PL	81.1	-6.1	95	Americanas	Department Stores	BR	79.0	-
46	Barnes & Noble	Entertainment	US	81.1	-1.4	96	Marisa	Apparel	BR	79.0	-
47	Globus	Grocery	DE	81.1	-2.2	97	Walmart	Grocery	CN BR US	78.9	-2.3
48	L'Occitane	Health & Beauty	FR	81.0	-3.5	98	Uniqlo	Apparel	CN	78.9	1.5
49	Otto	Department Stores	DE	80.9	0.8	99	Deichmann	Apparel	DE	78.9	0.6
50	Waterstones	Entertainment	UK	80.9	-	100	Macy's	Department Stores	US	78.8	0.5

¹ The score is the retailer's highest overall proposition rating globally. Consumer proposition index ratings within a country have been normalised to make them comparable globally

² Change indicates difference in overall proposition rating 2012-13

TOP 400 RETAILERS

CHASING AT RETAILER IN LAST 3 MONTHS (INDEXED 0-100)

Rank	Company	Category	Country	Score ¹	Chg ²	Rank	Company	Category	Country	Score ¹	Chg ²
101	Target	Gen Merch	US	78.8	-2.6	151	Zalando	Apparel	FR DE NL	77.4	-0.6
102	Printemps	Department Stores	FR	78.8	0.1	152	M&M Direct	Apparel	UK	77.3	-1.5
103	Dafiti	Apparel	BR	78.7	-	153	Tesco	Grocery	CN UK PL	77.3	-2.6
104	The Home Depot	DIY	US	78.6	-1.4	154	GameStop	Entertainment	US	77.2	-2.2
105	Asda	Grocery	UK	78.6	-0.5	155	Dollar Tree	Discount	US	77.2	-2.0
106	Body Shop	Health & Beauty	UK US	78.6	2.2	156	Piotr i Paweł	Grocery	PL	77.2	0.3
107	Clarks	Apparel	UK	78.6	-0.7	157	Lidl	Grocery	DE NL PL UK FR	77.2	0.3
108	Panvel	Health & Beauty	BR	78.5	-	158	Dominos	Food Service & QSR	IN	77.2	-
109	Yonghui	Grocery	CN	78.5	-	159	Crate and Barrel	Household	US	77.2	-3.8
110	Boots	Health & Beauty	UK	78.4	-2.6	160	KFC	Food Service & QSR	IN FR	77.1	6.2
111	Dobbies	Household	UK	78.4	-	161	Magazine Luiza	Department Stores	BR	77.1	-
112	Optic 2000	Optical	FR	78.3	0.1	162	Asos	Apparel	UK DE	77.1	-2.7
113	Saks Fifth Avenue	Department Stores	US	78.3	-3.7	163	Conrad Elektronik	Electricals	DE	77.0	-0.7
114	Jcrew	Apparel	US	78.3	2.4	164	Toys R Us	Other	US UK	77.0	-1.8
115	Casas Bahia	Furniture	BR	78.3	-	165	Red Star Mecalline	Furniture	CN	77.0	-
116	Yihaodian	Grocery	CN	78.2	-1.9	166	Bijenkorf	Department Stores	NL	76.9	2.8
117	Banana Republic	Apparel	US	78.2	4.0	167	Sainsbury's	Grocery	UK	76.9	0.6
118	Richer Sounds	Electricals	UK	78.2	-1.8	168	dangdang	Gen Merch	CN	76.9	-2.3
119	Riachuelo	Apparel	BR	78.2	-	169	Pizza Hut	Food Service & QSR	IN	76.9	-
120	Zara	Apparel	CN FR IN DE PL UK US NL	78.2	-0.7	170	Vero Moda	Apparel	CN NL	76.9	3.4
121	Suning	Electricals	CN	78.0	-1.4	171	Iceland	Grocery	UK	76.9	-2.6
122	Hotter Shoes	Apparel	UK	78.0	-	172	La Redoute	Apparel	FR	76.8	-1.0
123	H&M	Apparel	CN US PL FR DE NL UK	78.0	-2.8	173	Boulanger	Electricals	FR	76.8	0.0
124	Ace Hardware	DIY	US	78.0	-	174	Castorama	DIY	PL FR	76.8	-2.0
125	Staples	Stationers	US	77.9	-0.1	175	Bauhaus	DIY	DE	76.8	-0.7
126	Cath Kidston	Other	UK	77.9	-	176	Centauro	Sports & Outdoors	BR	76.8	-
127	Belle	Apparel	CN	77.9	-2.6	177	GAP	Apparel	CN US UK	76.7	-1.1
128	P&C	Apparel	DE	77.9	-1.8	178	361°	Apparel	CN	76.7	0.7
129	Levi's	Apparel	IN	77.8	-0.2	179	Burlington Coat Factory	Apparel	US	76.7	-1.9
130	Alma Market	Grocery	PL	77.8	-0.6	180	WuMart	Grocery	CN	76.7	-0.1
131	Watsons	Health & Beauty	CN	77.8	-2.8	181	Rueducommerce	Gen Merch	FR	76.7	-0.3
132	Jack and Jones	Apparel	CN IN	77.8	0.5	182	Alain Afflelou	Optical	FR	76.7	-3.8
133	Kiabi	Apparel	FR	77.7	1.3	183	Strauss Innovation	Department Stores	DE	76.7	2.9
134	H-E-B	Grocery	US	77.7	-	184	Generale d'Optique	Optical	FR	76.6	-2.2
135	Li Ning	Apparel	CN	77.7	-4.6	185	Mediamarkt	Electricals	DE PL NL	76.6	0.9
136	Tom Tailor	Apparel	DE	77.7	-	186	Play.com	Entertainment	UK	76.6	-4.9
137	Bed Bath and Beyond	Household	US	77.7	-1.4	187	Walgreens	Health & Beauty	US	76.6	-1.5
138	Celio	Apparel	FR	77.7	-	188	Alinea	Household	FR	76.6	0.7
139	Drogarias Pacheco	Health & Beauty	BR	77.6	-	189	CI Paris XL	Health & Beauty	NL	76.6	-
140	Arezzo	Apparel	BR	77.6	-	190	Ponto Frio	Electricals	BR	76.5	-
141	Darty	Electricals	FR	77.6	-2.1	191	Gome	Electricals	CN	76.5	-2.6
142	Only	Apparel	CN	77.6	-1.5	192	OBI	DIY	DE PL	76.5	0.5
143	QVC	Other	DE	77.5	-	193	Best Buy	Electricals	US	76.5	-0.4
144	The Range	Other	UK	77.4	-	194	Armand Thierry	Apparel	FR	76.4	-
145	Jules	Apparel	FR	77.4	-	195	Siciliano	Entertainment	BR	76.4	-
146	Taobao	Gen Merch	CN	77.4	-3.3	196	Lojas Renner	Apparel	BR	76.4	-
147	Dunelm Mill	Gen Merch	UK	77.4	-3.7	197	Vancl	Apparel	CN	76.4	0.5
148	Submarino	Department Stores	BR	77.4	-	198	Etam	Apparel	FR CN	76.3	-2.1
149	Debenhams	Department Stores	UK	77.4	-0.4	199	Drogasil	Health & Beauty	BR	76.3	-
150	Saturn	Electricals	DE NL PL	77.4	1.9	200	Wehkamp	Apparel	NL	76.3	1.4

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THE OC&C PROPOSITION INDEX 2013 – THE T

RATING OF OVERALL RETAIL PROPOSITION BY CONSUMERS VISITING OR PURC

Rank	Company	Category	Country	Score ¹	Chg ²	Rank	Company	Category	Country	Score ¹	Chg ²
201	Neiman Marcus	Department Stores	US	76.3	-3.8	251	Shell	Service Stations	PL	75.3	2.1
202	Action	Household	NL	76.3	1.9	252	99p store	Discount	UK	75.3	-2.4
203	Bloomingdale's	Department Stores	US	76.3	-0.6	253	Primark	Apparel	UK DE	75.3	-0.4
204	Optical Centre	Optical	FR	76.2	3.8	254	Carphone Warehouse	Electricals	UK	75.2	2.3
205	Breuninger	Department Stores	DE	76.2	2.2	255	Marshalls	Department Stores	US	75.2	-2.8
206	Camaieu	Apparel	FR	76.2	-0.7	256	Sports Direct	Sports & Outdoors	UK	75.2	0.3
207	Stop & Shop	Grocery	US	76.2	-	257	Harrods	Department Stores	UK	75.2	-
208	Brico Dépôt	DIY	FR	76.2	1.1	258	Promod	Apparel	FR	75.2	1.3
209	Super-Pharm	Health & Beauty	PL	76.2	-3.1	259	Morrison	Grocery	UK	75.2	-2.6
210	Depot	Other	DE	76.2	-2.3	260	Old Navy	Apparel	US	75.0	-1.2
211	Sarenza	Apparel	FR	76.1	1.7	261	Notebooksbilliger	Electricals	DE	75.0	-5.4
212	Kappa	Apparel	CN	76.0	-0.4	262	Butlers	Other	DE	75.0	-3.0
213	Reserved	Apparel	PL	76.0	-4.2	263	Mothercare	Other	UK IN	75.0	1.0
214	Selfridges	Department Stores	UK	76.0	-6.0	264	Pão de Açúcar	Grocery	BR	75.0	-
215	Droga Raia	Health & Beauty	BR	76.0	-	265	Wiggle.co.uk	Sports & Outdoors	UK	75.0	0.8
216	Paperchase	Stationers	UK	76.0	-	266	Hagebau	DIY	DE	74.9	2.5
217	Ebuyer	Electricals	UK	75.9	-1.7	267	Hema	Department Stores	NL	74.9	-1.1
218	Intersport	Sports & Outdoors	FR	75.8	-0.5	268	Lifestyle	Department Stores	IN	74.9	-1.3
219	True Value	DIY	US	75.8	-	269	Save-A-Lot	Grocery	US	74.9	-1.6
220	Leader Magazine	Department Stores	BR	75.7	-	270	Gemo	Apparel	FR	74.9	1.6
221	Extra	Grocery	BR	75.7	-	271	Buffalo Grill	Food Service & QSR	FR	74.9	0.5
222	Kaufhof	Department Stores	DE	75.7	0.2	272	Shoppers Stop	Department Stores	IN	74.8	-1.1
223	Poundland	Discount	UK	75.7	-1.4	273	Albert Heijn	Grocery	NL	74.8	-1.8
224	Carrefour	Grocery	FR BR CN PL	75.7	-0.6	274	Miss Etam	Apparel	NL	74.8	1.1
225	Card Factory	Stationers	UK	75.7	-7.9	275	La Pataterie	Food Service & QSR	FR	74.8	-
226	Metersbonwe	Apparel	CN	75.7	-3.0	276	New Yorker	Apparel	DE	74.7	1.5
227	Système U	Grocery	FR	75.6	-1.9	277	Real	Grocery	DE	74.7	-0.9
228	Pernambucanas	Department Stores	BR	75.6	-	278	Womai	Grocery	CN	74.7	-0.2
229	Matalan	Apparel	UK	75.6	0.3	279	Expert	Electricals	DE NL	74.6	-0.4
230	Orlen	Service Stations	PL	75.6	-0.4	280	Sport 2000	Sports & Outdoors	FR	74.6	4.2
231	Rewe	Grocery	DE	75.6	-1.2	281	Pantaloons	Department Stores	IN	74.5	-0.8
232	Pepe Jeans	Apparel	IN	75.6	1.3	282	Les 3 Suisses	Apparel	FR	74.5	-1.0
233	Austin Reed	Apparel	UK	75.6	-	283	U S Polo Association (USPA)	Apparel	IN	74.5	-
234	B&M Bargains	Discount	UK	75.6	-2.9	284	Boots Opticians	Optical	UK	74.4	-0.1
235	American Eagle Outfitters	Apparel	US	75.5	-0.5	285	Next	Apparel	UK	74.4	0.4
236	CVS	Health & Beauty	US	75.5	-0.9	286	House of Fraser	Department Stores	UK	74.4	-2.1
237	Intermarche	Grocery	FR PL	75.5	0.1	287	Semir	Apparel	CN	74.4	-0.9
238	TK Maxx	Apparel	US UK	75.5	-1.6	288	Görtz	Apparel	DE	74.4	-0.1
239	Pets at Home	Other	UK	75.5	-3.2	289	Trust Mart	Grocery	CN	74.4	-4.0
240	Ocado	Grocery	UK	75.4	1.8	290	Hobbycraft	Other	UK	74.4	-0.8
241	Aeropostale	Apparel	US	75.4	-4.2	291	Toom - Der Baumarkt	DIY	DE	74.4	0.6
242	Biedronka (JMD)	Grocery	PL	75.4	-7.2	292	Peter England	Apparel	IN	74.3	0.0
243	Dawanda	Other	DE	75.4	-7.7	293	ChainReactionCycles.com (CRC)	Sports & Outdoors	UK	74.3	-4.7
244	Louis Philippe	Apparel	IN	75.4	1.3	294	Big Bazaar	Grocery	IN	74.3	-2.9
245	Vanguard	Grocery	CN	75.3	-1.1	295	Cotswold Outdoors	Sports & Outdoors	UK	74.3	-
246	Cache Cache	Apparel	FR	75.3	-0.0	296	Holland & Barrett	Health & Beauty	UK	74.3	-2.8
247	Go Outdoors	Sports & Outdoors	UK	75.3	-	297	Superdrug	Health & Beauty	UK	74.3	-0.7
248	Metro	Grocery	CN DE	75.3	-0.4	298	Fast Shop	Electricals	BR	74.2	-
249	Wickes	DIY	UK	75.3	1.8	299	BP Polska	Service Stations	PL	74.2	-0.8
250	Van Heusen	Apparel	IN	75.3	1.6	300	Safeway	Grocery	US	74.2	-2.3

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TOP 400 RETAILERS

CHASING AT RETAILER IN LAST 3 MONTHS (INDEXED 0-100)

Rank	Company	Category	Country	Score ¹	Chg ²	Rank	Company	Category	Country	Score ¹	Chg ²
301	Ricardo Eletro	Department Stores	BR	74.2	-	351	Maplin	Electricals	UK	73.0	-1.1
302	Big Lots	Discount	US	74.2	-0.9	352	Kruk	Jewellery	PL	72.9	-
303	Móveis Grazin	Furniture	BR	74.2	-	353	Adler	Apparel	DE	72.9	0.1
304	Merlin	Gen Merch	PL	74.1	-3.7	354	Boden	Apparel	UK	72.9	-1.7
305	Overstock.com	Household	US	74.1	-	355	Booths	Grocery	UK	72.9	-
306	Mannings	Health & Beauty	CN	74.1	-3.0	356	Xenos	Household	NL	72.8	0.9
307	Street One	Apparel	DE	74.1	-	357	Redcoon	Electricals	DE	72.8	-0.6
308	DirkBasDigros	Grocery	NL	74.1	1.1	358	The Sting	Apparel	NL	72.8	-1.1
309	Jumbo	Grocery	NL	74.1	-1.0	359	Wyevale	Household	UK	72.8	-
310	Dillard's	Department Stores	US	74.0	-5.0	360	Lulu Lemon	Apparel	US	72.8	-
311	Karstadt	Department Stores	DE	74.0	0.9	361	Me&City	Apparel	CN	72.7	-1.4
312	Lojas Colombo	Department Stores	BR	74.0	-	362	Star Bazaar	Grocery	IN	72.7	1.3
313	Conforama	Household	FR	74.0	-0.2	363	Fat face	Apparel	UK	72.7	-1.9
314	Wöhrl	Apparel	DE	74.0	5.3	364	Bargain Booze	Grocery	UK	72.7	-
315	Schuh	Apparel	UK	74.0	-	365	Max Bahr	DIY	DE	72.7	-3.1
316	Abercrombie & Fitch	Apparel	US	74.0	-5.2	366	Courtepaille	Food Service & QSR	FR	72.6	-2.8
317	Space NK	Health & Beauty	UK	74.0	-	367	Urban Outfitters	Apparel	US	72.6	-
318	Ted Baker	Apparel	UK	74.0	-4.0	368	Café Coffee Day	Food Service & QSR	IN	72.6	-
319	River Island	Apparel	UK	73.9	-0.5	369	Dollar General	Discount	US	72.5	-0.8
320	B&Q	DIY	UK	73.9	-0.3	370	Pimkie	Apparel	FR	72.5	-
321	Ristorante Del Arte	Food Service & QSR	FR	73.8	-	371	Etos	Health & Beauty	NL	72.5	-0.9
322	Blacks	Sports & Outdoors	UK	73.7	2.2	372	Prezunic	Grocery	BR	72.5	-
323	Pandora	Jewellery	PL	73.7	-	373	Century Mart	Grocery	CN	72.5	-0.9
324	Praktiker	DIY	PL DE	73.7	-1.5	374	Makro	Grocery	NL	72.4	-
325	Moonbasa	Apparel	CN	73.7	-1.1	375	Cyberport	Electricals	DE	72.4	-
326	Monoprix	Grocery	FR	73.6	-0.7	376	Giordano	Apparel	CN	72.3	-1.5
327	RTV Euro AGD	Electricals	PL	73.6	-0.7	377	Peapod	Grocery	US	72.3	-
328	Benetton	Apparel	IN	73.5	1.1	378	Bonita	Apparel	DE	72.3	-0.6
329	Game	Entertainment	UK	73.5	2.0	379	Netto	Grocery	DE PL	72.3	2.2
330	Daphne	Apparel	CN	73.5	-2.3	380	Carrefour Market	Grocery	FR	72.3	1.9
331	Ross Stores	Department Stores	US	73.4	-4.5	381	Robert Dyas	DIY	UK	72.2	-1.1
332	Bonobo	Apparel	FR	73.4	-	382	TM Lewin	Apparel	UK	72.2	-
333	Superdry	Apparel	UK	73.4	-0.8	383	Intertoys	Entertainment	NL	72.2	1.1
334	Diapers.com	Other	US	73.3	-	384	Majestic Wine	Other	UK	72.2	-3.2
335	Forever 21	Apparel	US	73.3	-4.0	385	Bruna	Entertainment	NL	72.1	-0.2
336	Kruidvat	Health & Beauty	NL	73.3	0.8	386	Cora	Grocery	FR	72.1	-0.4
337	Spartoo	Apparel	FR	73.3	0.1	387	Karen Millen	Apparel	UK	72.1	-
338	Ernest Jones	Jewellery	UK	73.2	-0.1	388	Go Sport	Sports & Outdoors	FR	72.1	0.1
339	Office Max	Stationers	US	73.2	0.9	389	WE	Apparel	NL	72.1	-1.4
340	Subway	Food Service & QSR	IN FR	73.2	-0.1	390	Hermes	Apparel	BR	72.1	-
341	New Look	Apparel	UK	73.2	-2.2	391	Monsoon	Apparel	UK	72.0	-4.2
342	Dorothy Perkins	Apparel	UK	73.2	1.2	392	Takko	Apparel	DE	72.0	1.5
343	Arrow	Apparel	IN	73.2	0.7	393	Gamma	DIY	NL	72.0	0.4
344	Brioche Dorée	Food Service & QSR	FR	73.2	-0.4	394	Timpson's	Other	UK	72.0	0.9
345	Lloyds Pharmacy	Health & Beauty	UK	73.1	-2.5	395	JC Penney	Department Stores	US	72.0	-6.7
346	Atol	Optical	FR	73.1	1.2	396	Reno	Apparel	DE	72.0	-0.3
347	Dumond	Apparel	BR	73.1	-	397	Rite-Aid	Health & Beauty	US	71.9	-2.4
348	HSN.com	Gen Merch	US	73.1	-	398	Pottery Barn	Household	US	71.9	-5.0
349	Famila	Grocery	DE	73.1	-0.1	399	Penny	Grocery	DE	71.9	1.8
350	Relay	Entertainment	FR	73.0	-	400	Van Haren	Apparel	NL	71.8	-1.0

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