Lewitt Associati

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Lewitt Insight – Case Study n° 43

E-COMMERCE: COMPETITOR ANALYSIS AND BENCHMARKING



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The high growth rates of the e-commerce channel have pushed a growing number of companies **to develop specific strategies able to improve online sales**, increasing market competitiveness.
In a higly dynamic channel like e-commerce, **it's important to monitor competitors** in order to constantly consider the competitive strength, take advantage of opportunities and rapidly counteract possible threats.

For these reasons this company, that operates in fashion, decided to avail itself of Lewitt Associati's Consultants' skills in order to improve online sales through a **KFS (Key Success Factors) Analisys of the main national and international competitors** operating in the B2C segment.

The goals of the project were to **identify the main points** that infuence the **custumer's willingness to buy** and to define specific **e-commerce commercial strategies**. Through a field and desk analysis it was possible to find **useful and practical solutions** for the company.






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The **methodology** used in order to achieve the target is divided into the following steps:

- **"AS IS" Analysis** of company's e-commerce channel's performance and evaluation of its commercial policies;
- National and international **Competitor Analysis and Benchmarking**, including outsiders in the same sector;
- **Evaluation of commercial strategies and communication** applied by the competitors analyzed;
- **Analysis of the level of service offered by competitors** (delivery rates, shipping options, shipping costs, couriers, return policy, refund/exchange, special offers, form of payments, taxes and duties, other services, etc.);
- **Analysis of new commercial strategies** to increase product sales;
- **Economic quantification of the different scenarios** shared with the Board;
- **Selection between different alternatives** and definition of **action priorities**;
- Step by step **implementation of reccomendations** and **periodic reporting of the results**.

A **Working Team** composed of Lewitt/Client personnel that followed an **Action Plan** previously endorsed by the Board was set up to achieve the project target.

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The project enabled the company to better understand the **"customer experience"** offered compared to its competitors, and to learn its main strengths and weaknesses.

By extending the analysis to other competitors operating in the same sector, it was possible to identify more **innovations** in **packaging**, **brand communication** and **brand enhancement**. This study has permitted the company to learn the main e-commerce **customer trends** reducing, on the one hand, the the competitors'gap in service, and, on the other, increasing the value offered to the customer; in this way better protecting the competitive strength.
The feasibility of the strategies recommended by Lewitt Associati's consultants was quantified before, this factor has allowed the implementation of **economically sustainable actions** in line with the company's aim.

The close collaboration with the company's personnel has permitted them to obtain, during the project, **new skills** and a **deeper knowledge** of current e-commerce channel dynamics.









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The **Case Study** series is a part of **Lewitt Insight** that includes other tools (eg. articles, presentations, white papers, videos, etc.) in order to communicate the thoughts, knowledge and experiences of Lewitt Associati experts.

Lewitt Associati deals with managerial and organizational consulting and consists of a group of consultants of different entrepreneural, managerial, accademic and consulting experiences. Lewitt works in the following areas:

i. Strategy and planning development;
ii. Organization and precesses;
iii. Technology and innovation;
iv. People and skills development.

Lewitt's Cost Reduction Unit develops cost reduction projects with the "Success Fee" approach (no results, no remuneration) through a **«patented methodology»** that allows to obtain solid and long-lasting results. Areas of specialization include the following expense categories:

- Express and traditional transportations;
- Dedicated transportation;
- Import and export transportations (sea/plane/truck);
- Third party logistics;
- Packaging materials;
- Waste disposal.

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