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Lewitt Insight – Case Study n° 44

E-COMMERCE: TOOLS FOR GROWING



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The **e-commerce sales channel** shows consistent annual growth rates with double figures over recent years and it represents a great expanding opportunity for many enterprises all over the world. The positive trend of this distribution channel is forcing companies to develop dedicated Business Units, with highly skilled personnel, aiming to enlarge the traditional B2B and B2C sales channels.

All these considerations have pushed the company, leader in the e-commerce distribution of "*streetwear*" clothing, to work with Lewitt Associati **to increase the performance and profitability of their e-commerce channel**.

The **definition of Key Performance Indicators (KPIs)** was the aim of the project, together with the determination of external factors (customers' points of view) and internal factors (company's points of view) that lead to **greater purchasing behavior of existing customers**. In addition, it aimed to **increase brand awareness through ad hoc sales campaigns**, **improve the quality of the services offered** (eg. transport services, returns services, packaging quality, etc.) considering the economic targets requested and the resources available within the company.









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

- "**As is" analysis of the e-commerce's Business Unit** in terms of: geographical distribution, sales categories, loyalty ratio, mix and economic orders value, type of services provided to customers (eg. sort of shipments available, etc.);
- National and international **competitors' benchmark analyses**;
- Evaluation of **innovative technical solutions for on-line sales** (eg. multiple transport services, pick up from lockers, new packaging specifically designed for e-commerce channel, etc.);
- **New commercial strategies definition to boost sales**;
- **Economic quantification of different scenarios** and the following submission to the Board;
- **Step by step carrying-out of the recommendations** 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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Several improving scenarios, based on different combinations of types of packaging, types of transportation and other services offered to the customer were identified. Lewitt consultants' recommendations allowed the reduction of the percentage ratio of the cost of transport in the profit and loss account and, in addition, to increase the value of the offer by new services.

The project defined useful tools to support the growth of e-commerce **customer loyalty** and total **sales**.
Thanks to the results of Lewitt consultants' analysis, personnel involved was able to acquire: new skills, a greater awareness about specific e-commerce dynamics, and a clear definition of the company's position compared to its competitors.









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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.

For more information about **Lewitt**'s services visit **www.lewitt.it** or email us at **info@lewitt.it**.