

HAMBURG, 2023

# Opportunities and risks of the Digital Transformation using the example of Digital Marketplaces



The Digital Transformation is associated with both challenges and opportunities for companies

*Will values and ecosystem networks, some of which have been built up over decades, be abruptly called into question by new technologies and the resulting business models?*

*And how does the digital transformation offer opportunities for tapping new sources of revenue?*



The emergence of Digital Marketplaces is a particular expression of the Digital Transformation for retailers and brands

*Digital Marketplaces bring buyers and sellers together digitally and enable transactions via the marketplace platform.*

*How do individual ecosystems change and how seriously are they really to be taken?*



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# Digital Marketplaces are associated with concrete opportunities and risks








## OPPORTUNITIES – WITH AN ACTIVE APPROACH

-  Broader **offer**
-  Access to **new customers**
-  Higher **innovative strength**
-  Additional **data access**
-  Additional **turnover**

...



## RISKS – IF PERSIST

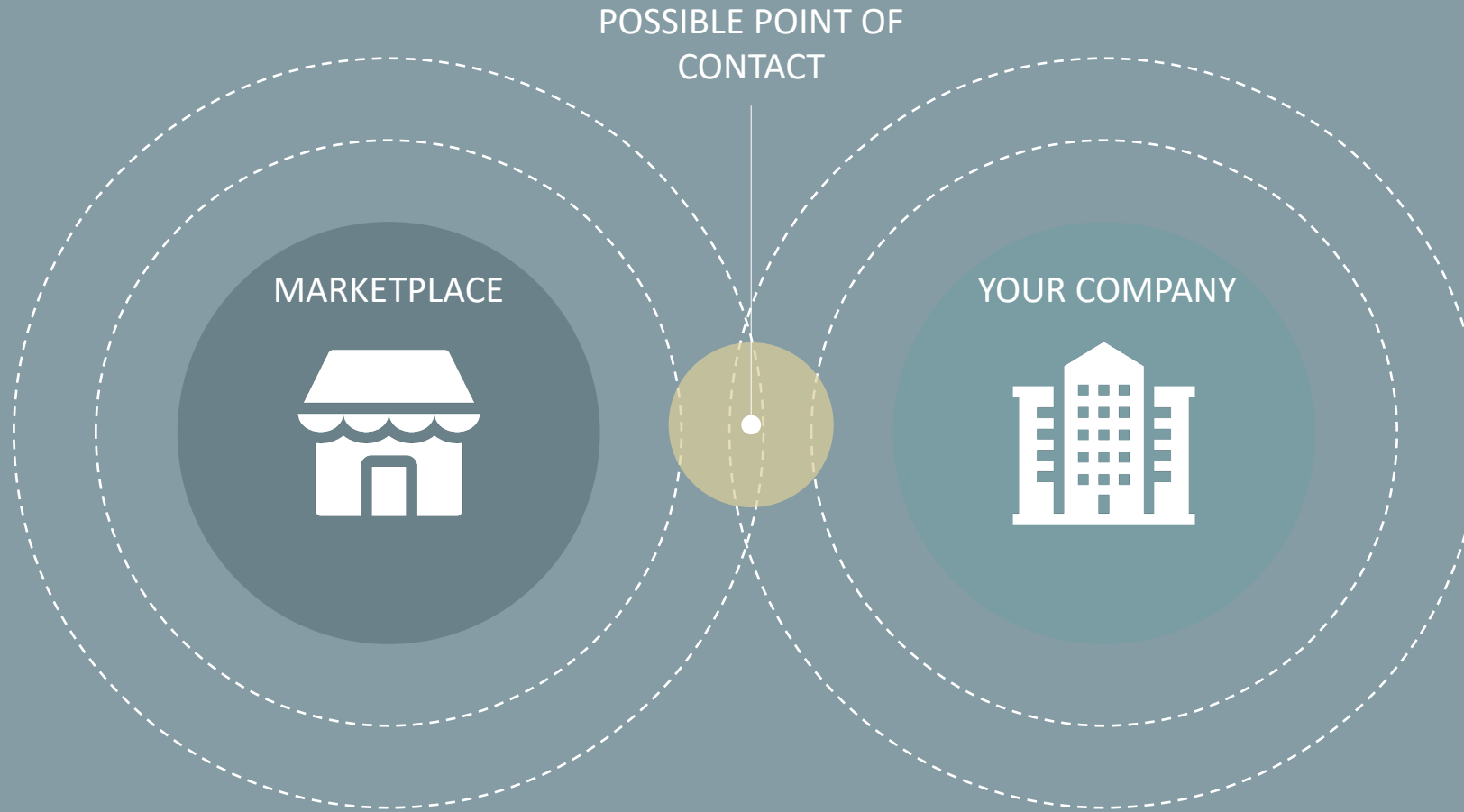
-  Additional competition
-  Indirect customer relationship
-  Price transparency and printing
-  Limited data access
-  Fees for the use of third party marketplaces

...

We see in practice that more and more new marketplaces are emerging: in the DACH region alone, there were around 100 in the period between 2020 and 2022



Touchpoints with marketplaces will soon be inevitable – are you prepared?





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## Infront offers you two corresponding support services

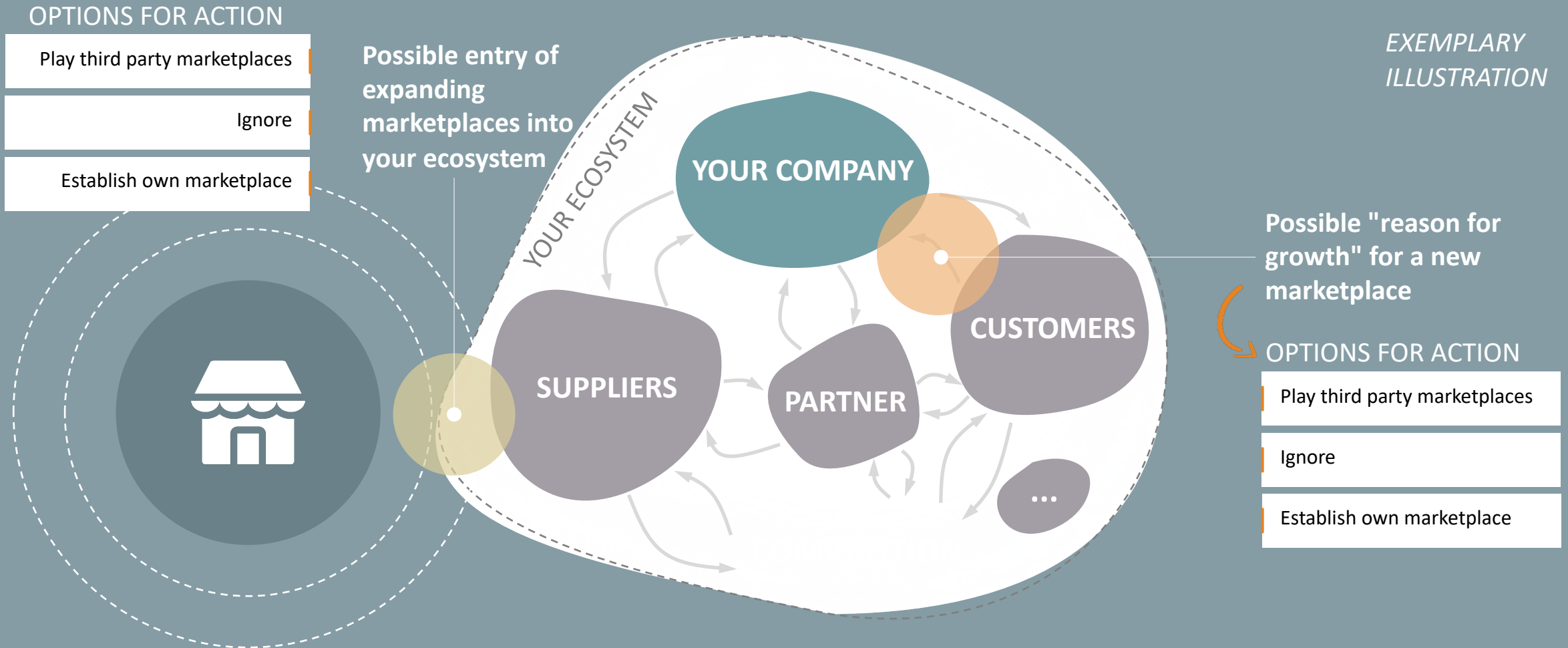
### 1 | ECOSYSTEM SCAN

- Checking which marketplace formats would be conceivable in your ecosystem
- Assessment of the opportunities and risks of these formats for your company
- Decision-making foundation in order to:
  - play third party marketplaces
  - ignore marketplaces
  - build your own marketplace

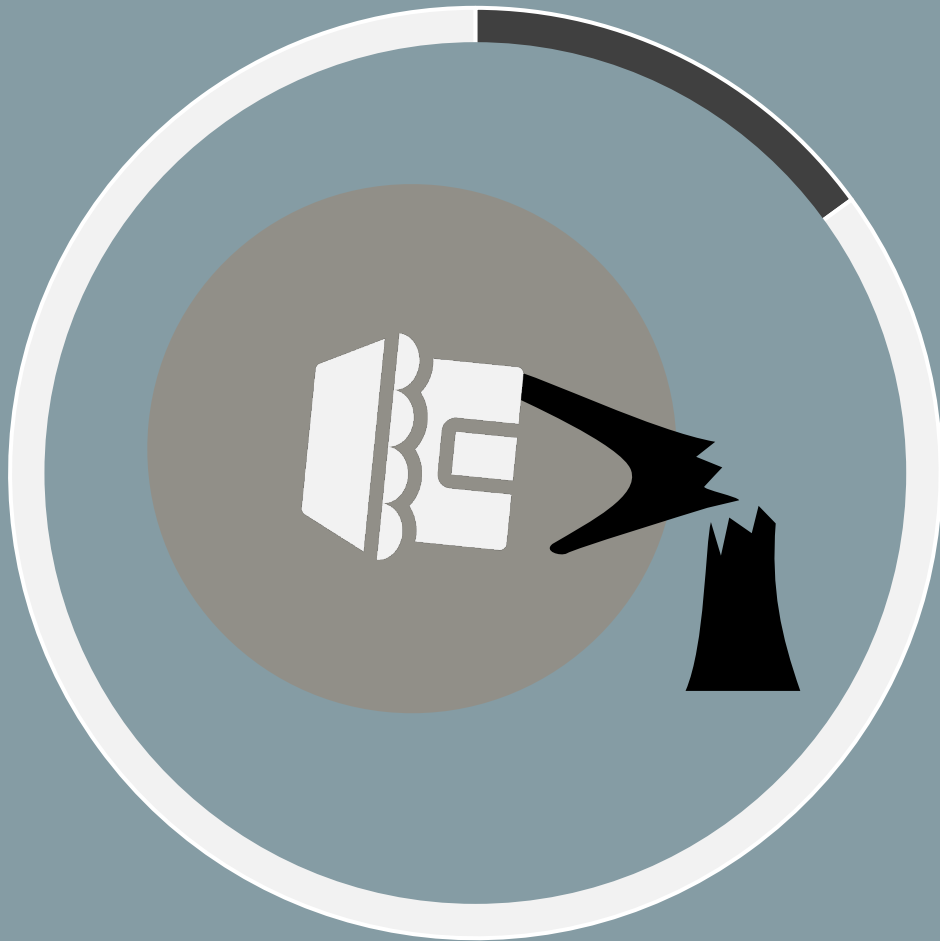
### 2 | MARKETPLACE CONCEPT

- Development of an individual marketplace business model concept
- Extendable by:
  - business and technical concept development
  - go-to-market strategy and support
  - scaling and development of further differentiation potentials

# Evaluation of marketplace scenarios with regard to opportunity or risk for your company & derivation of options for action






Robust concept to avoid common pitfalls based on extensive experience to increase your chances of success

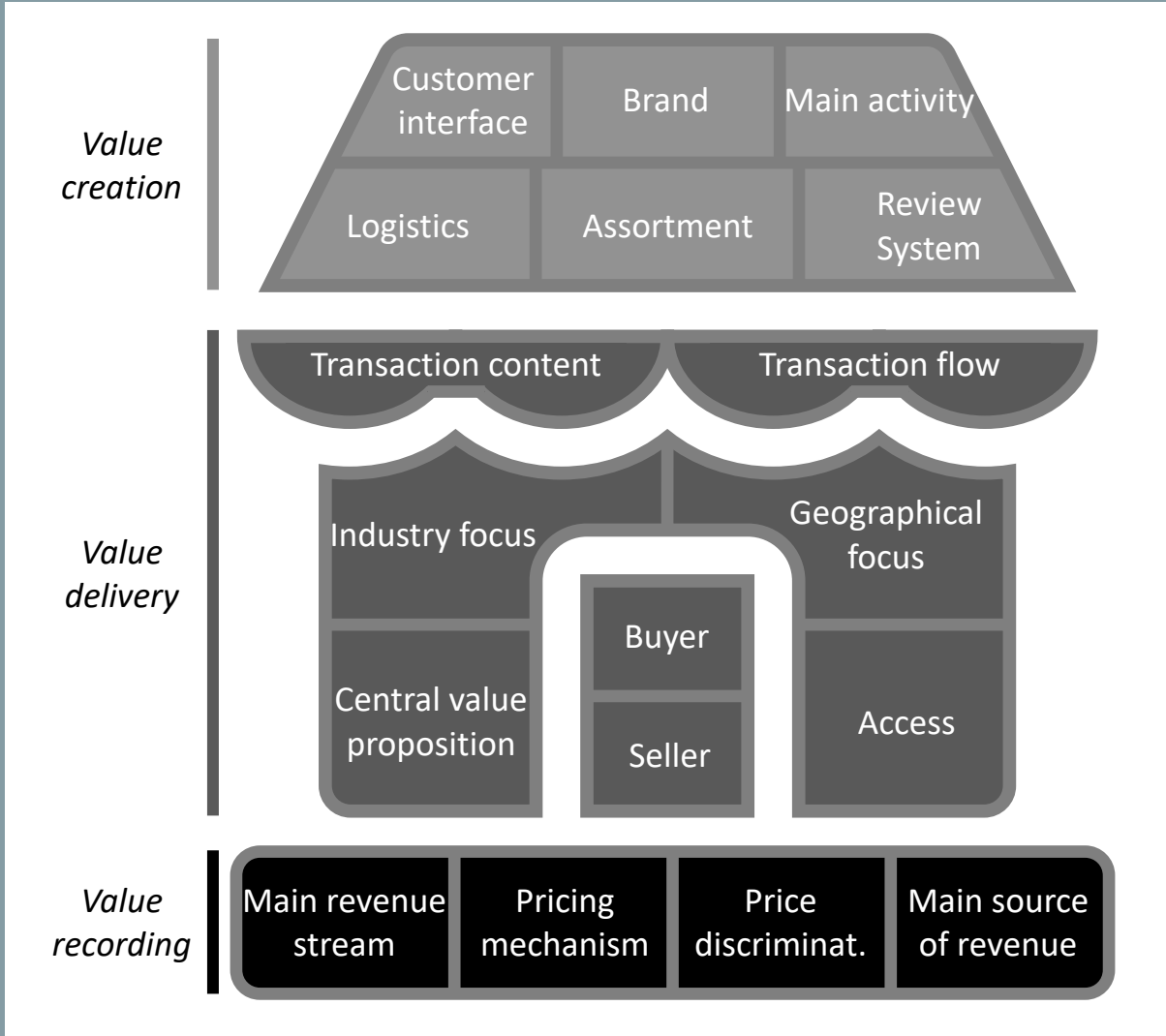


**15%** OF THE MARKETPLACES IN „DACH“  
HAVE BEEN CLOSED AGAIN IN THE  
LAST 2 YEARS

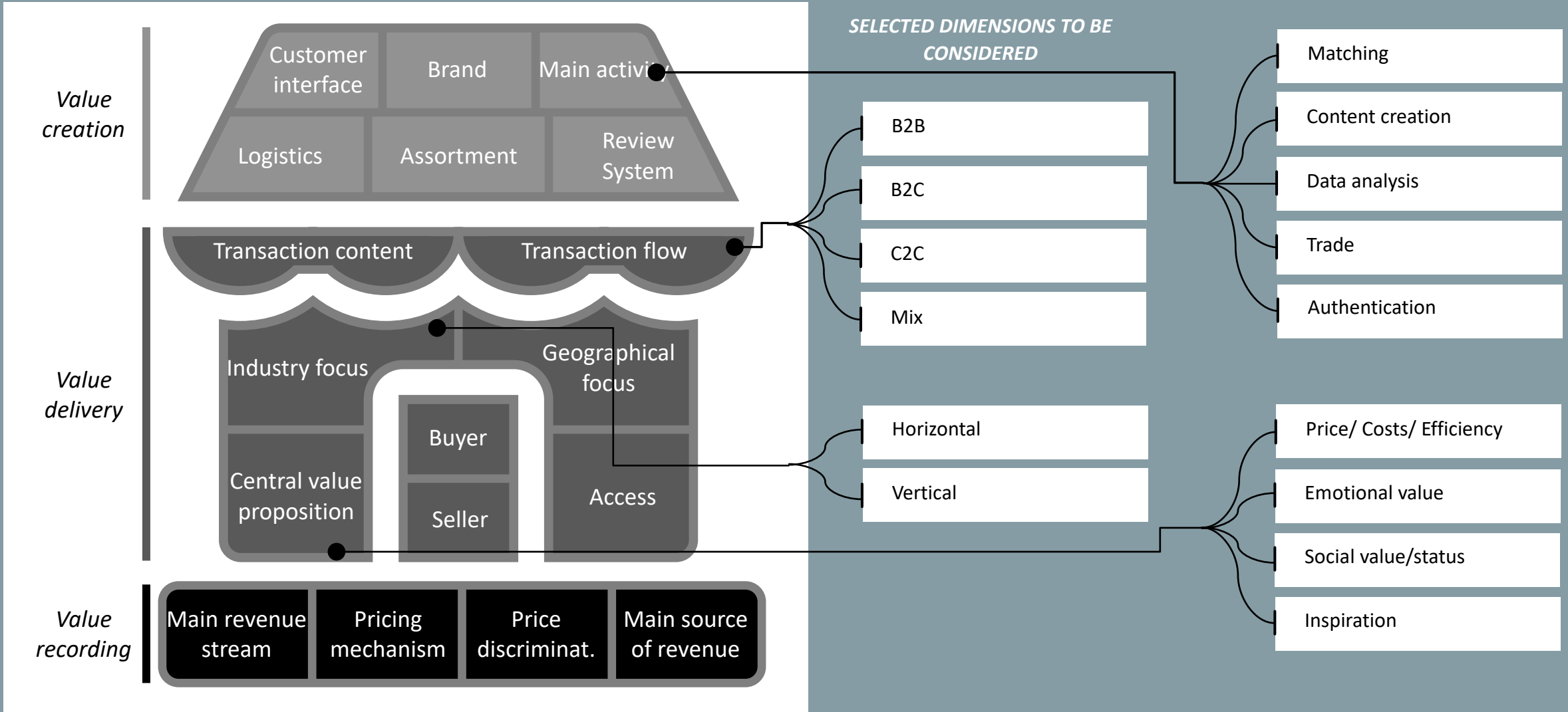
PRIMARY CAUSES

-  | INSUFFICIENT ALIGNMENT WITH THE CORE BUSINESS
-  | LACK OF MARKETPLACE EXPERTISE
-  | UNCLEAR STRATEGY WITH LOW AMBITIONS

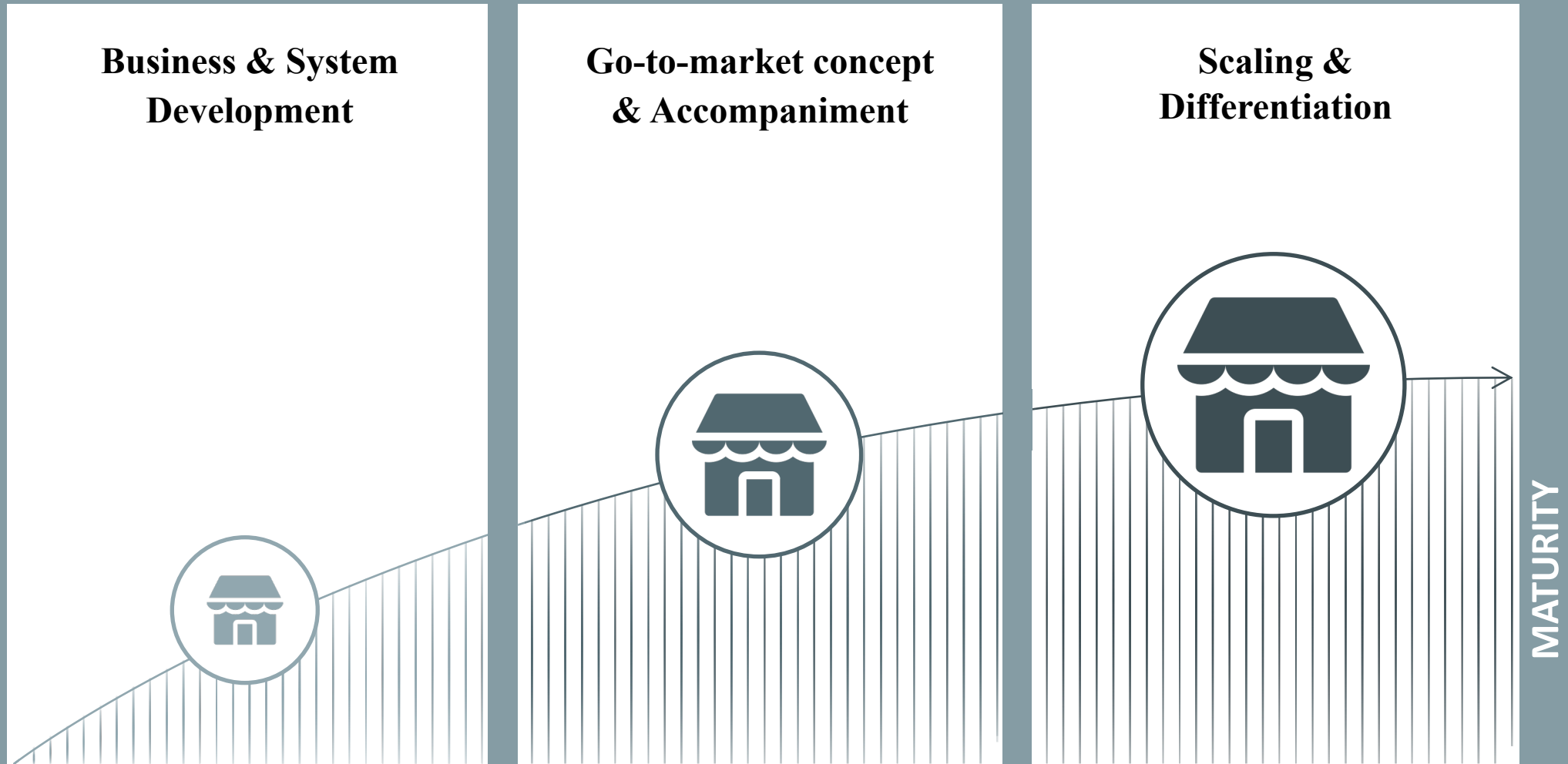
# Strategic development and validation of a marketplace concept, tailored to your individual situation



# Strategic development and validation of a marketplace concept, tailored to your individual situation



Business and system-side further development of the existing concept via go-to-market and scaling to marketplace maturity



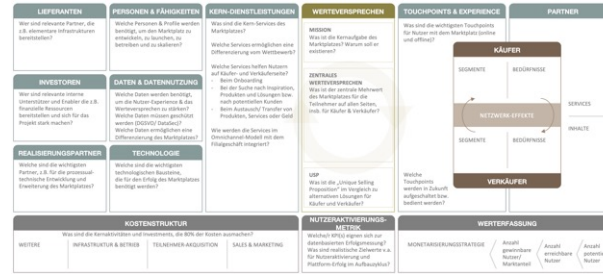
# METHODOLOGY

In doing so, we draw on proven and established interactive methods and tools

## IMPRESSIONS & SELECTION



## MARKETPLACE CANVAS



## IMPRESSIONS & SELECTION



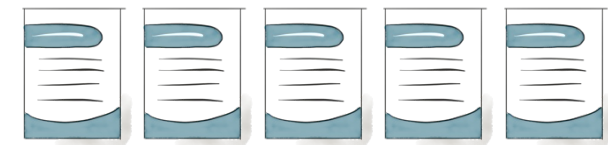
## MARKETPLACE TOOL KIT

Value creation	Customer interface	Web	App	Both	
	Brand	Existing		New	
	Key activity	Match making	Content creation	Wholesale Data analysis	
	Price determination	Fixed prices	Set by sellers	Set by buyers Auction Negotiation	
	Review system	User reviews		Review by marketplace None	
Value delivery	Logistics	Own	Through partner	Through sellers Mix	
	Key value proposition	Price, Cost, Efficiency	Emotional value	Social value Inspiration	
	Transaction content	Product	Service	Both	
	Industry scope	Vertical		Horizontal	
	Transaction flow	C2C	B2C	B2B	Mix
Value capture	Buyer	Known own customers	Unknown buyers	Current non-buyers	
	Seller	Known own sellers	Unknown sellers	Current non-sellers	
	Access	Restricted		Free	
	Geographic scope	Regional	Germany	Europe	Worldwide
	Key revenue stream	Commission	Subscription	Advertising	Service sales Freemium Logistics Payment
Value capture	Pricing mechanism	Fixed pricing		Market pricing Differentiated pricing	
	Price discrimination	Quantity based	Location based	Feature based	None/other
	Revenue source	Seller	Buyer	Third party	None/other

## IMPRESSIONS & SELECTION



## BLUEPRINT COLLECTION





CHAPTER

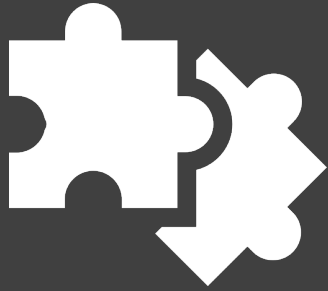
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## YOUR ADVANTAGES

As a leading strategy and management consultancy, we help you develop effective and sustainable strategies for the future and implement them in a technologically business-effective manner



### EXPERIENCE

#### Extensive consulting and practical experience

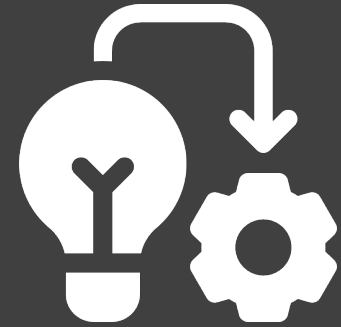
- Combination of high-quality strategy consulting expertise and many years of top management implementation experience
- Consultancy at eye level with hands-on mentality as well as visible, directly implementable and above all effective results based on our practical expertise



### METHODOLOGY

#### Multiple award-winning methods

- Excellent method portfolio - implementation-oriented, haptic, involving and tailor-made
- Use of a unique good practice blueprint collection of business model strategies and profitability measures
- High "buy-in" from stakeholders through collaborative eye-to-eye cooperation

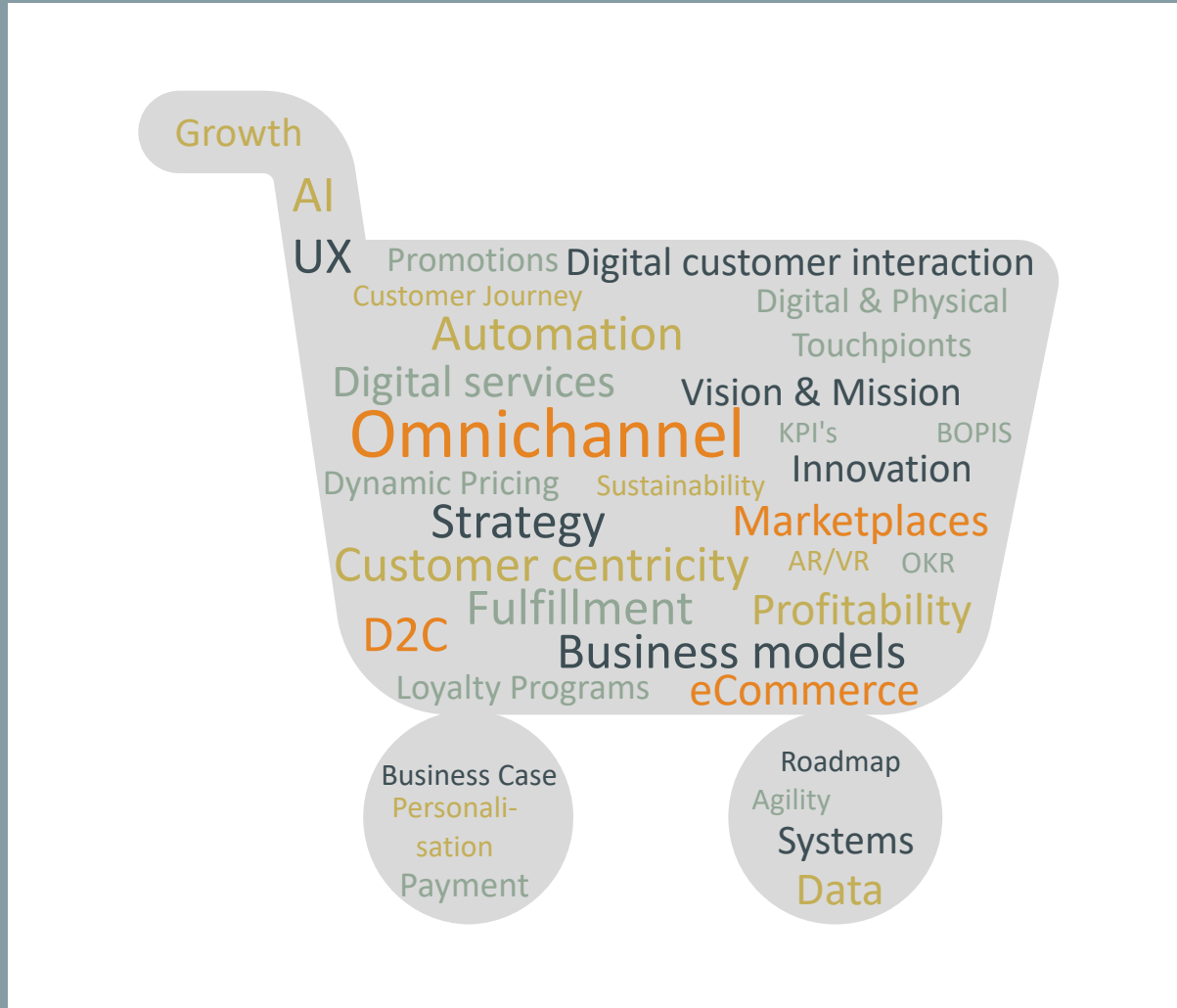


### IMPLEMENTATION

#### E2E implementation competence

- Implementation-oriented concept development right from the start coupled with actual operational business and IT delivery capability
- Broad domain knowledge and partner network for a solution from a single source – right up to independent operational management

Our focus in Retail & Brands is on profitable business and operating model design and the development of a first-class omnichannel experience based on a resilient organisation



TOPICS

Our Retail & Brand Practice advises you on different topics

**PROFITABLE GROWTH**

Deriving a holistic strategy for generating top- and bottom-line potentials, as well as adapting the business and operating model to sustainably secure competitive advantages

**OMNICHANNEL EXPERIENCE**

Development of approaches to optimise the omnichannel experience, incl. assortment, price, fulfilment, channel selection, linking and design, customer approach, services

**RESILIENT ORGANISATION**

Testing and adapting organisational requirements: Strategy, organisation, processes, personnel, culture, technology and systems

In recent years we have successfully worked on several projects with leading retail & brand companies

Design of a D2C business model



OBJECTIVE

Developing and adopting a centralised **D2C business model approach** and design the relevant **D2C processes**

METHOD

- Conception of D2C approaches** – in connection with the **stationary specialised trade** and the **responsible country organisations**
- Derivation of a **target operating model** incl. description of the **detailed processes**
- Calculation of a **business case** incl. revenue roadmap

RESULT

**Elaborated D2C business and operating model** for an omnichannel market approach

Development of a marketplace strategy



OBJECTIVE

Conception of a **strategy** for the **marketplace business** and **entrepreneurial evaluation** through a business case

METHOD

- Strategy development** for the marketplace business
- Description of the concept** on the most important dimensions
- Designing **differentiating business models** using the **Infront blueprint collection**
- Evaluation of the business model in a **business case**

RESULT

**Marketplace strategy** defined, **entrepreneurial perspective** assessed and **implementation roadmap** derived

Conception and scaling of digital commerce



OBJECTIVE

**Development of digital business opportunities** under the MediaMarkt and Saturn brands in **Europe**

METHOD

- Strategy development for digital commerce ("**omnichannel**")
- International **Trail Fast, Fail Fast, Learn Fast** approach for the right concept
- Intensive active **change management**
- Concept consisting of **Pure Play, Web2Store and Store2Web**

RESULT

**Scaling of digital commerce** to approx. 15 % (approx. 3 billion euros) of total turnover

Optimisation of logistics processes



OBJECTIVE

Consistent **optimisation of logistics processes** with regard to transparency and increased efficiency

METHOD

- End-2-End logistics process analysis** using the Customer & Goods Flow Journey
- Evaluation of growth areas with the help of the **Infront position table**
- Development and implementation of a new **Target Operating Model**

RESULT

Implementation of a **4PL solution**, cost minimisation of the "**first-reverse-mile**" and introduction of a new **KPI-driven organisational structure**

Infront combines implementation-oriented management consulting with the necessary IT and process expertise

**Infront Consulting & Management**  
Focused business solutions



Infront is a leading strategy and management consultancy specialising in the following areas:

- Business model strategies
- Innovation ecosystems
- Renewal of the core business

**KPS AG**  
Immediate effect



KPS is one of the European market leaders for transformation programmes at process, application and technology level for retail, logistics and industry

**740**  
Employees

**14**  
International  
offices

**180 mio.**  
Euro turnover

## OUR SUCCESSES

Infront is your award-winning consulting partner for strategy, innovation and business renewal

### OUR EXPERIENCE

#### Strategy:

**100+** developed ecosystems for future industries

**100+** situation table strategies

**1,200+** developed business model ideas

#### Innovation:

**8+** built innovation labs

**100+** ideas tested in the market

**3** built and sold own start-ups

#### Renewal:

**30+** Change Programmes: People, Organisation, Processes, IT

**100+** Complex ERP implementations

**100+** eBusiness systems implementations

### OUR AWARDS



### OUR STUDIES



### SELECTED CLIENTS

#### Manufacturing industry:



#### Retail & Brands:



#### Logistics:



#### Service:



#### Devices/ Machines/ Plants/ Components:



CONTACT NOW

## OUR DISCUSSION OFFER:

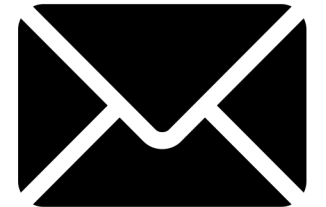
How can you seize the opportunities of Digital Marketplaces?



**TOBIAS KINDLER**

PARTNER AND RETAIL & BRANDS LEAD

- Many years of top management and consulting experience
- 10 years (co-)responsible for the international digitalisation of sales in the MediaMarktSaturn Group, including as VP Omnichannel & Pricing and as Country Manager and COO/CDO
- Deep understanding of structures and processes in the retail & brand environment
- Experience in the development and implementation of hybrid and digital business models as well as in the transformation of business units and entire companies



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CONTACT



THANK YOU VERY MUCH!

We look forward to working together with  
you!

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