

HAMBURG, 2023

Fit for the present & future: Focus on profitability and sustainable growth

How to increase your profitability and secure growth opportunities with Infront



WE HELP YOU GENERATE PROFITABLE GROWTH

Dissatisfied with your profitability?

With **unique, award-winning methods** coupled with **years of practical experience**, we analyse **holistically**, tailor **field-tested solutions** to individual needs and create **effective cross-functional improvements**.



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02 OUR PROPOSAL

03 INFRONT PROFILE

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Retailers and brands increasingly focus on profitability instead of growth at any price

THE PRESSURE ON RETAILERS & BRANDS IS INCREASING

GROWTH BECOMES MORE EXPENSIVE

222% increase in eCom Customer Acquisition Costs between 2013 and 2022¹

CONSUMPTION DROPS

8% less turnover in March 2023 compared to the previous year in trade²

PROFITS SHRINK

12% profitability in the retail sector has declined over the last ten years.³

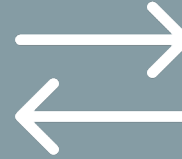
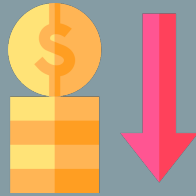
PROFITABILITY MOVES INTO FOCUS

CORE CHALLENGES HOW TO INCREASE PROFITABILITY:

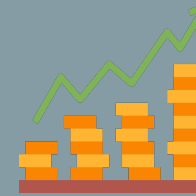
- 1 IDENTIFICATION OF THE RIGHT MEASURES FOR THE COMPANY AS A WHOLE**
- 2 HOLISTICALLY EFFECTIVE AND VALUE-DRIVEN IMPLEMENTATION**

Two (well-known) action spaces for retailers & brands:

**BOTTOM-LINE:
ACHIEVING OPERATIONAL EXCELLENCE**



**TOP-LINE:
PROMOTING SUSTAINABLE GROWTH**



EXAMPLES



Focus on **omnichannel services** with **real customer added value**



Avoidance of duplicate structures in the organisation and **harmonisation** of processes & systems



Ensure **channel-integrated, data-based performance measurement**

EXAMPLES



Focusing a **curated** and **personalised target customer approach**



Skimming off the customers' **maximum willingness to pay** through "**smart pricing**"



Transformation of the company into an innovative **self-optimising organisation**

Tools are known – it is mostly the implementation that fails

KNOWN



OFTEN MISSING

Holistic consideration of interdependencies



Buy-in from all relevant stakeholders

Avoidance of recourse to "known" measures



Operationalised, integrated roadmaps

Avoiding political games through proper incentivisation



Clear prioritisation of the most effective measures

Establish & maintain clear responsibilities



Transparency regarding ROI and appropriate KPIs

exemplary

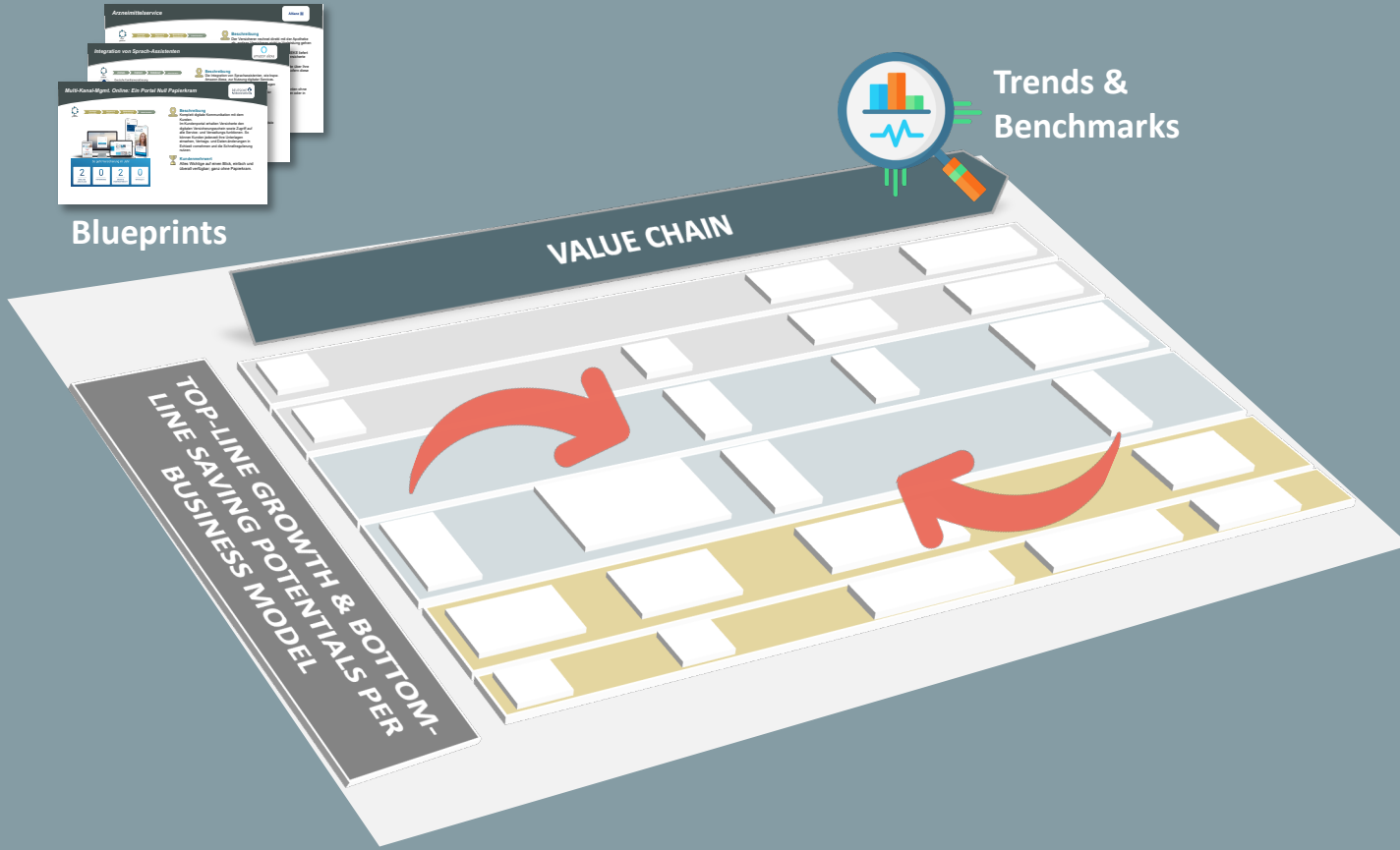
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Holistic discussion and consideration of interdependencies on an interactive navigation table



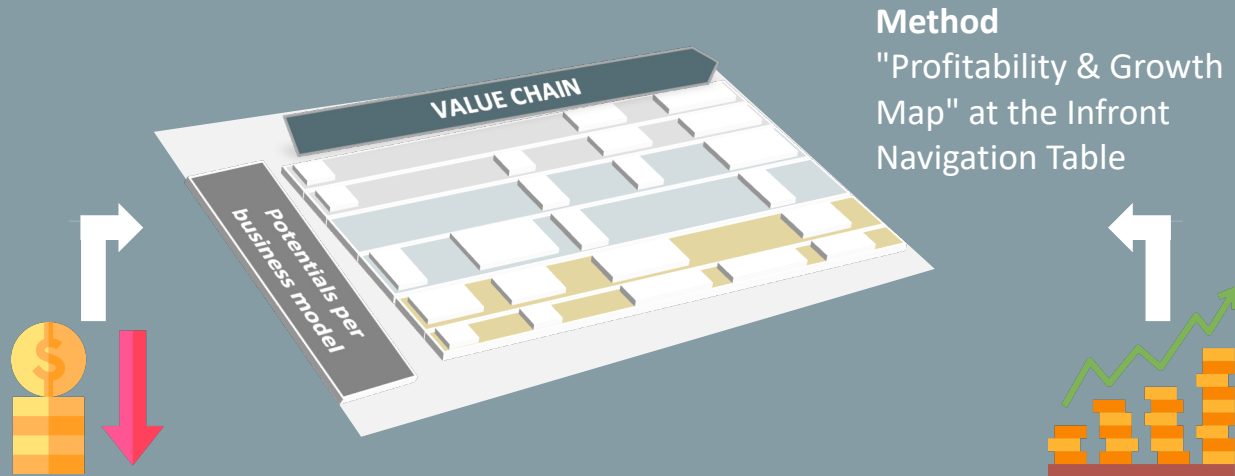
YOUR ADVANTAGES

- ✓ Quantifiable profitability and growth levers
- ✓ Prioritised, implementable measures
- ✓ Roadmap incl. cause-effect relationships
- ✓ Buy-in from the stakeholders
- ✓ Resource-saving approach

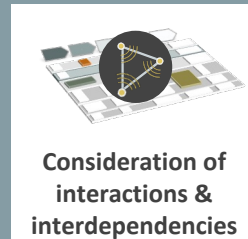
OUR PROPOSAL

Increase profitability and exploit growth opportunities

In the search for profitability and growth levers, it makes sense to evaluate the internal perspective more strongly with regard to processes, structures and products/services and to link it holistically with external trends and developments



EXCERPT FROM THE METHOD



PROCEDURE

1. **Interactive workshop(s)** to jointly derive suitable options for action to increase profitability & growth - accelerated by the application of **good practice blueprints** and current **trends**
2. **Selection of the best options for action** according to **potential**, **urgency** and **integrability** along the value chain and business models
3. **Specification** of the best options for action with regard to value proposition, preconditions, cost-benefit ratio, etc.
4. **Prioritisation of concrete implementation paths** for the best options for action, taking into account the individual implementation prerequisites

RESULTS

- ✓ **Transparency** and **uniform understanding** of **top- and bottom-line potentials**
- ✓ Clear **prioritisation of effective and implementable options for action**
- ✓ Systematically derived **roadmap** for **effective implementation**



INTEGRATIVE WORKSHOP FORMATS

Our highly collaborative methods enable the active participation of all workshop participants



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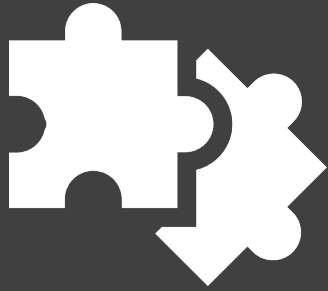
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YOUR ADVANTAGES

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

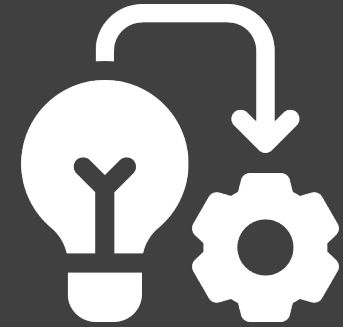
- Combination of high-quality strategy consulting expertise and many years of top management implementation experience
- Consultancy at eye level with hands-on mentality as well as visible, directly implementable and above all effective results based on our practical expertise



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

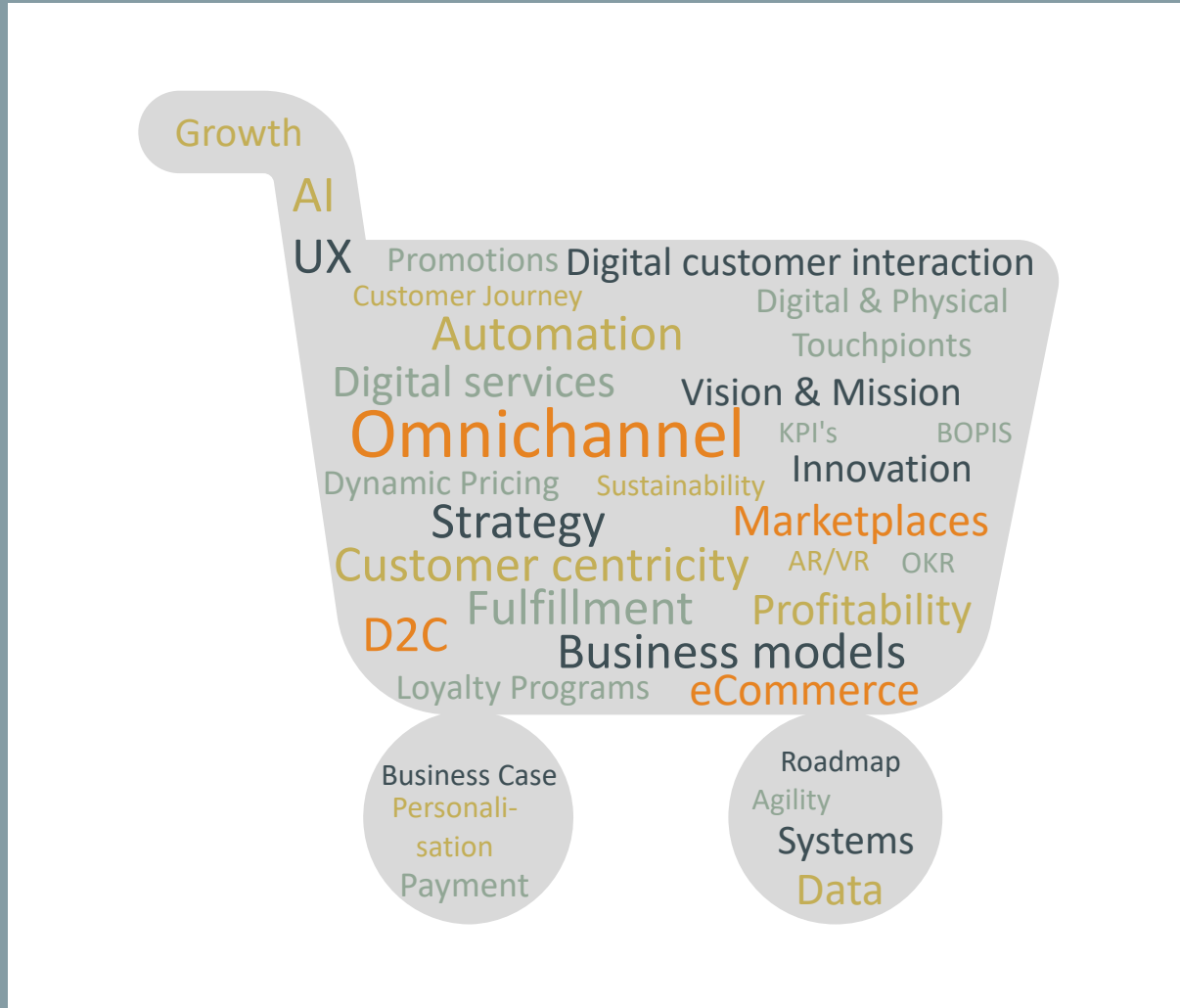


IMPLEMENTATION

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:

SIEMENS SCHOTT EVONIK INDUSTRIES Continental MAN

Retail & Brands:

DEICHMANN CHRIST s.Oliver Coca-Cola SWAROVSKI LIDL adidas BOSS HUGO BOSS MEDION XXXLutz BAUHAUS arena MediaMarkt SATURN ELKJOP

Logistics:

KUEHNE+NAGEL modality TCU vossloh GEODIS DB Deutsche Post DHL Group ermewa group Hermes HHLA idem telematics

Service:

SIXT mobility Audi BKK Raiffeisen Bank International Volksbank Bielefeld-Gütersloh eG DEVK ADAC

Devices/ Machines/ Plants/ Components:

Vaillant CLAAS MIRKA VIESSMANN KARCHER FRANKE KRONES STIHL GRUNDFOS EagleBurgmann.

CONTACT NOW

OUR DISCUSSION OFFER:

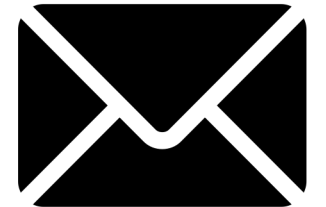
Which profitability and growth levers are achievable for your company?



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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