

How Our Choices Influence The Future

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1995: Catalogs On Top Of The World



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E-Commerce At Eddie Bauer: 1996

1996: Eddie Bauer

Billion Dollar Business

Thriving Stores

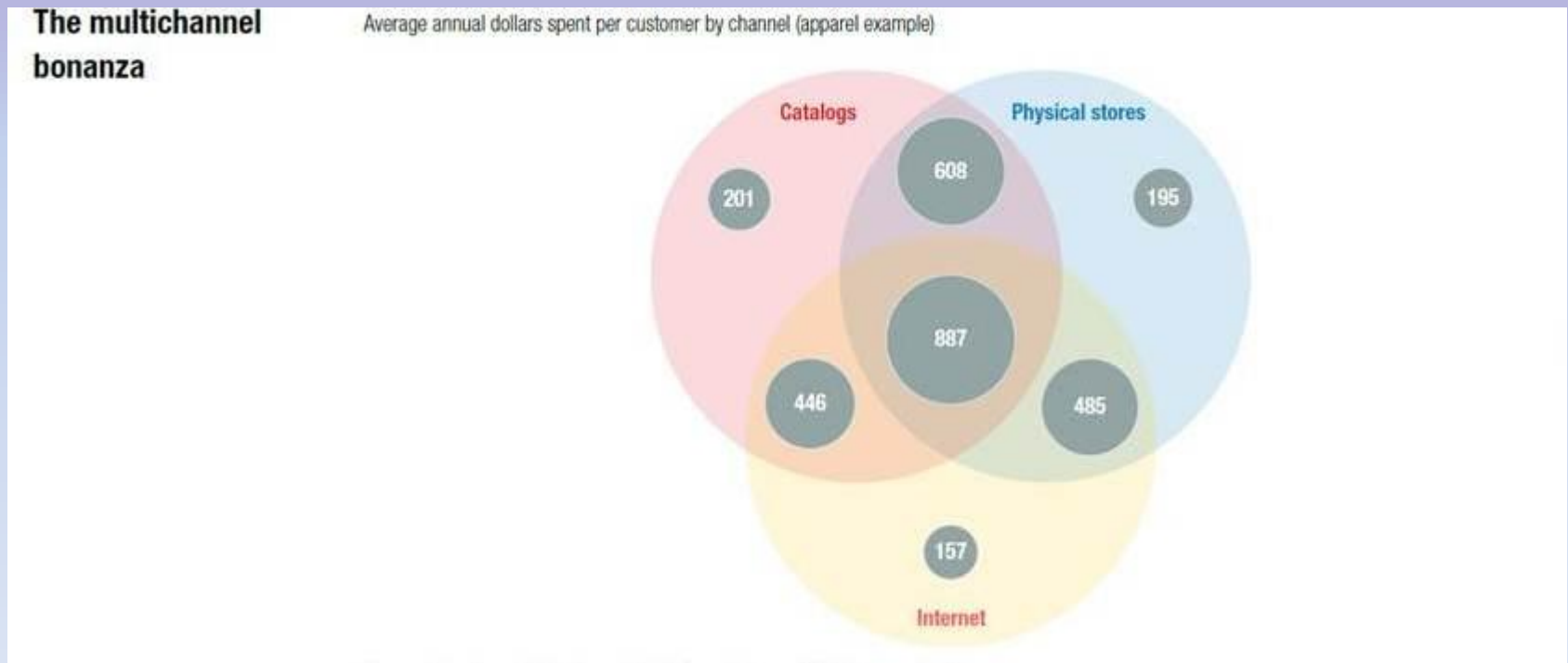
Thriving Catalog

\$1,000,000 Annual E-Commerce Volume

Derision from Marketing Leadership ... “*Did you get six or seven orders today? Six? You missed forecast by 14%, let’s try to do better.*”

2001: The Worst Advice We Ever Got

We chose to believe that customers who bought from multiple channels spent more. We chose wrong. If the thesis were true, then all of our businesses would have grown exponentially. The query failed us, because the query was highly biased.



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Then We Botched Our Matchback Logic

The multi-channel query led catalogers and vendors to create matchbacks ... matchbacks grossly overstated catalog effectiveness.

Mail / Holdout Test Results				
	<u>Mail</u>	<u>Phone</u>	<u>Online</u>	<u>Total</u>
Mailed Segment	\$0.25	\$1.50	\$1.50	\$3.25
Holdout Segment	\$0.00	\$0.30	\$0.75	\$1.05
Lift	\$0.25	\$1.20	\$0.75	\$2.20
Matchback Demand per Book =			\$3.25	
True Lift / Demand per Book =			\$2.20	
Overstatement Factor			47.7%	

Overstated Demand = Overmailing Customers

Matchbacks tell us that \$2.50 per book or \$2.00 per book works!!
Reality (mail/holdouts) show us we are actually losing profit. The lost profit opportunity means we cannot invest for growth elsewhere.

Mailing Decisions				
	Matchback Results		Mail/Holdout Results	
Demand	\$2.50	\$2.00	\$1.69	\$1.35
Net Sales	\$2.18	\$1.74	\$1.47	\$1.18
Gross Margin	\$1.31	\$1.04	\$0.88	\$0.71
Less Ad Cost	\$0.75	\$0.75	\$0.75	\$0.75
Less Ship Exp.	\$0.22	\$0.17	\$0.15	\$0.12
Variable Profit	\$0.34	\$0.12	(\$0.01)	(\$0.16)

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2000 – 2005 = Short-Term Choices, Long-Term ?

We chose multichannel tactics over earned business growth.

We chose co-ops over list organizations.

We chose to use the website as an order form and not as a demand generation channel.

We chose to listen to vendors, researchers, trade journalists, and consultants, when we should have listened to our customers and our merchandise assortment.

We chose to market to our core customer base when we should have chosen to grow via customer acquisition.

2005 – 2010: Outsiders Flee Catalogers

Catalog Age Becomes Multichannel Merchant.

Walter Karl, Edith Roman, Rubin Response, Millard, Mokrynski-Direct, American Church Lists, Jami, Direct Media all folded into infoGroup / InfoUSA – the utter collapse of an industry – and the beginning of a dramatic brain drain in the catalog industry.

The final Catalog Conference was held in New Orleans in 2009.

Co-Ops dominate prospecting efforts for catalogers, at a time when online marketers learned how to use online marketing to acquire customers. The reliance on co-ops results in an acceleration of a customer demographic feedback loop, a feedback loop that greatly spills over into customer merchandise preferences.

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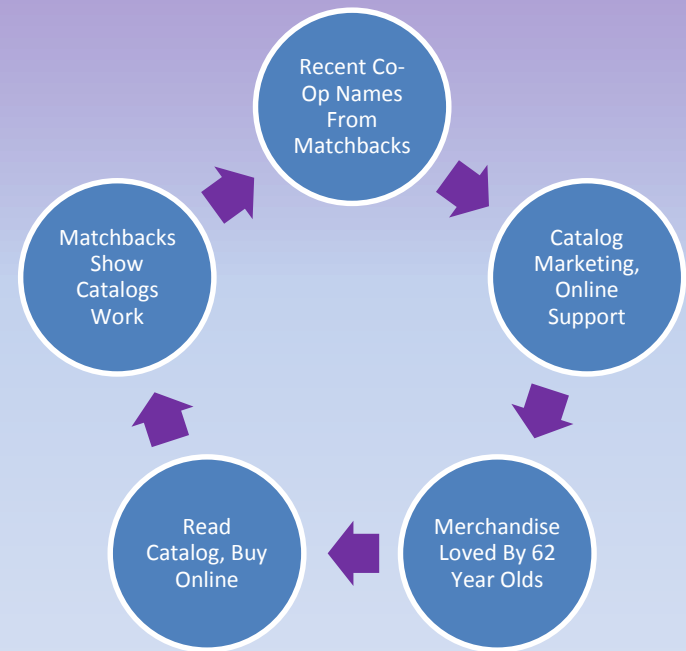
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2005 - 2010: The Feedback Loop Accelerates

The feedback loop is this:

1. We get cheap names from the co-ops.
2. Co-ops model “success” ... the names buying are 55+, they like merchandise Baby Boomers like.
3. Amazon doesn’t contribute names, causing the co-op pool of names to age.
4. Aged co-op names prefer Baby Boomer merch – causing catalogers to alter their merchandise assortment.

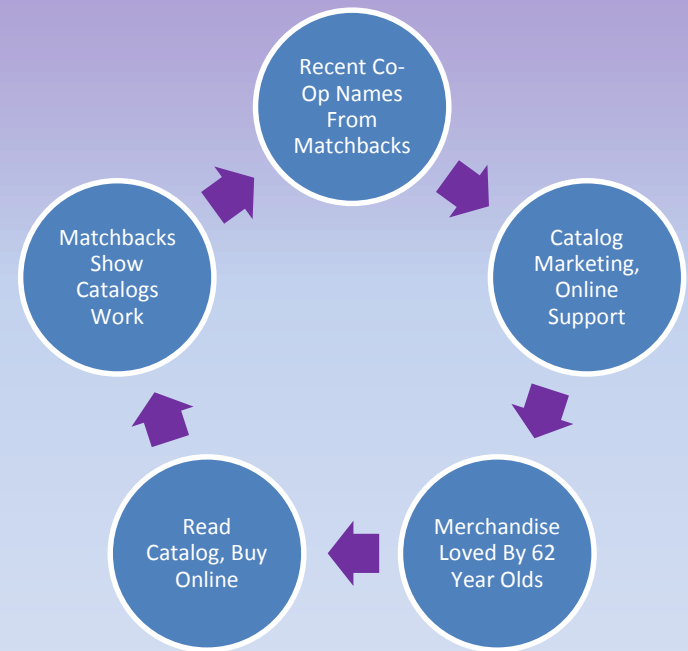


2010 – 2015: Stuck In The Feedback Loop

Catalogers are now locked-in to the feedback loop.

The “best practices” and “pro tips” that promised success in 2005 led to major problems in 2015. We chose a path – now we have to deal with the consequences.

Countless “multi-channel” and current day “omnichannel” businesses failed after adhering to industry-leading advice.



The Experts Are Wrong ... Often ... Me Included!

Compare 2006 to 2014

Coldwater Creek – A 2006 Success Story

“Coldwater Creek is an example of company that has benefited greatly from going public. The women’s apparel retailer blossomed from \$116 million in sales in 1996 to \$1.1 billion in 2006. Interestingly enough, much of Coldwater Creek’s growth can be attributed to the capital it raised through its IPO and its decision to move to become a multichannel merchant. Coldwater was able to transform itself from the once solely catalog based merchant into a much more quickly growing multichannel merchant with storefront locations and a successful online store. The company experienced a 33% increase in internet net sales in fiscal 2006. With internet sales steadily increasing and catalog sales decreasing over the past five years, Coldwater Creek has launched several successful marketing campaigns to bolster internet sales. Coldwater’s user friendly, attractive, and constantly updated website has allowed for the company to continue its growth via the internet. Coldwater Creek’s transformation demonstrates one company’s successful IPO and willingness to adjust to an evolving market, moving beyond a traditional direct mail cataloger to embrace the power of e-commerce.”

<http://www.tullyandholland.com/t-h-publications-page/items/changing-times-for-direct-marketers.html>

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Coldwater Creek – 2014 = Bankrupt

*“Coldwater Creek’s bankruptcy is not a harbinger of anything, nor is it a one-off. There are more reasons for a specialty retailer to fail than there are to succeed: **inability to keep up with the fast-changing fashion scene**, poor locations, weather, **a lousy website** and, of course, **very stiff competition**. Coldwater Creek is just another victim of what was once a successful business model that management didn’t move fast enough to change. That story will repeat itself several more times in the months and years ahead.”*

<http://247wallst.com/retail/2014/04/12/coldwater-creek-bankruptcy-is-not-a-canary-in-the-coal-mine/>

Turns out that the experts were not right about Coldwater Creek. The very dynamics that seemed to guarantee success sunk the business.

If Multichannel Worked, Then ???

**Orchard Brands
Blockbuster
Oriental Trading Company
Coldwater Creek
Love Culture
Bombay Co.
The Sharper Image
Red Envelope
Harry and David
Burpee Holding Co.
Foster & Gallagher
Borders
Circuit City
Radio Shack
Eddie Bauer**

**Loehmann's
Linens' n Things
Mervyns
Alco Stores
G.I. Joes
Delia's
Brookstone
Dots LLC
Gottschalks
Deb Shops
Silver Jeans
Betsey Johnson
Filene's Basement
SkyMall**

Why Doesn't This Stuff Work?

**We Misunderstand The Interaction Between
Merchandise And Demographics.**

A Quote From A Former Co-Op Executive

“We are essentially recycling the same 10,000,000 customers who purchase from catalogers 0-3 every three months. These customers are generally age 55 and older, and they prefer to purchase over the telephone or via online catalog matchback. That’s what we do.”

A Quote From A Catalog Executive

“I run a nine figure business. That’s a big business. I asked my primary co-op to calculate the percentage of names they gave me that purchased from my product category in the past year. It was 45%. How is that possible? And when I queried my co-op about the low percentage, they told me they were finding names that had affinity to my product line. Some affinity. I spend more than a million dollars with them, and lose \$.”

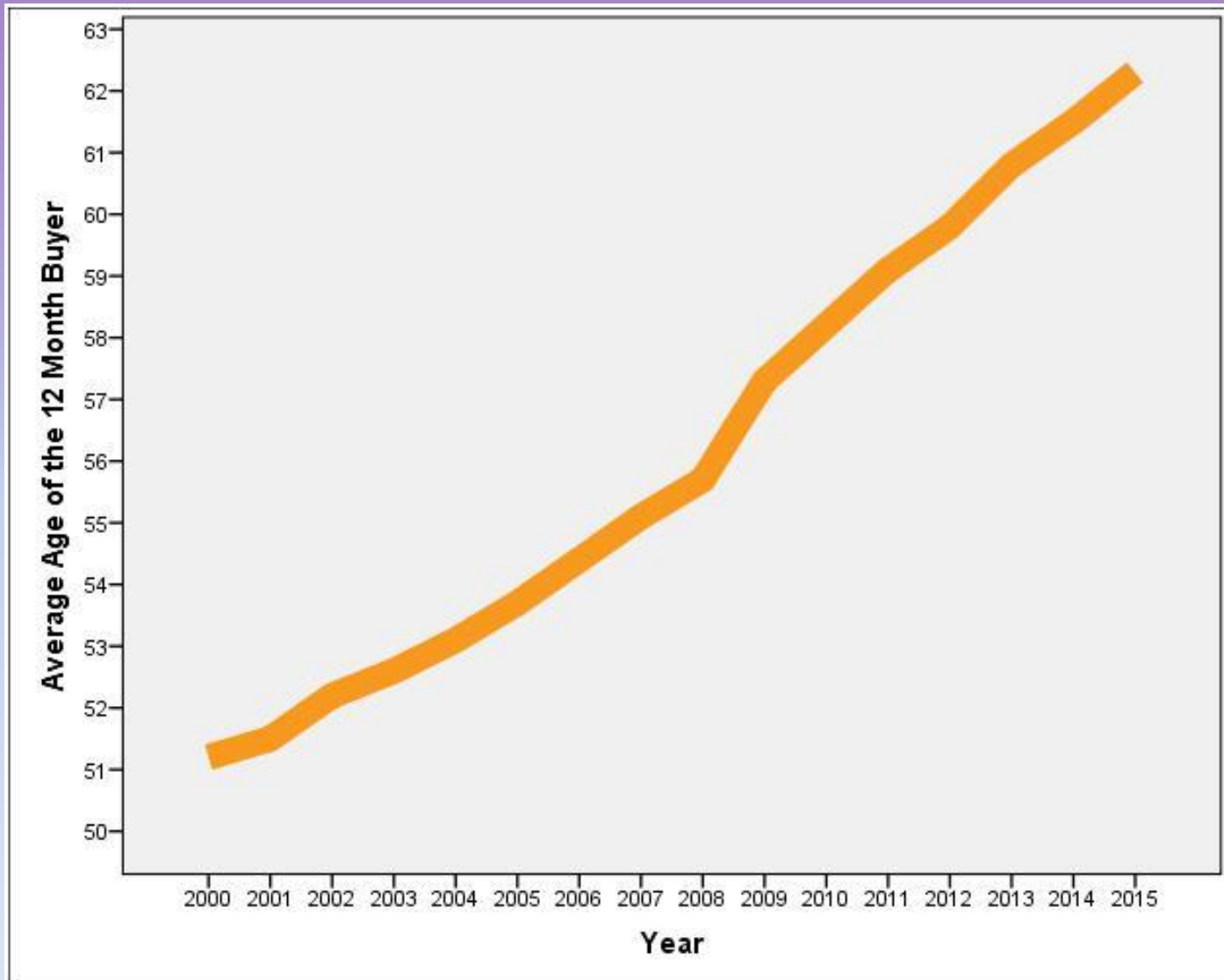
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We Chose Print, We Chose Co-Ops, We Chose Multichannel. What Did We Get?

We Earned An Aging Customer Base



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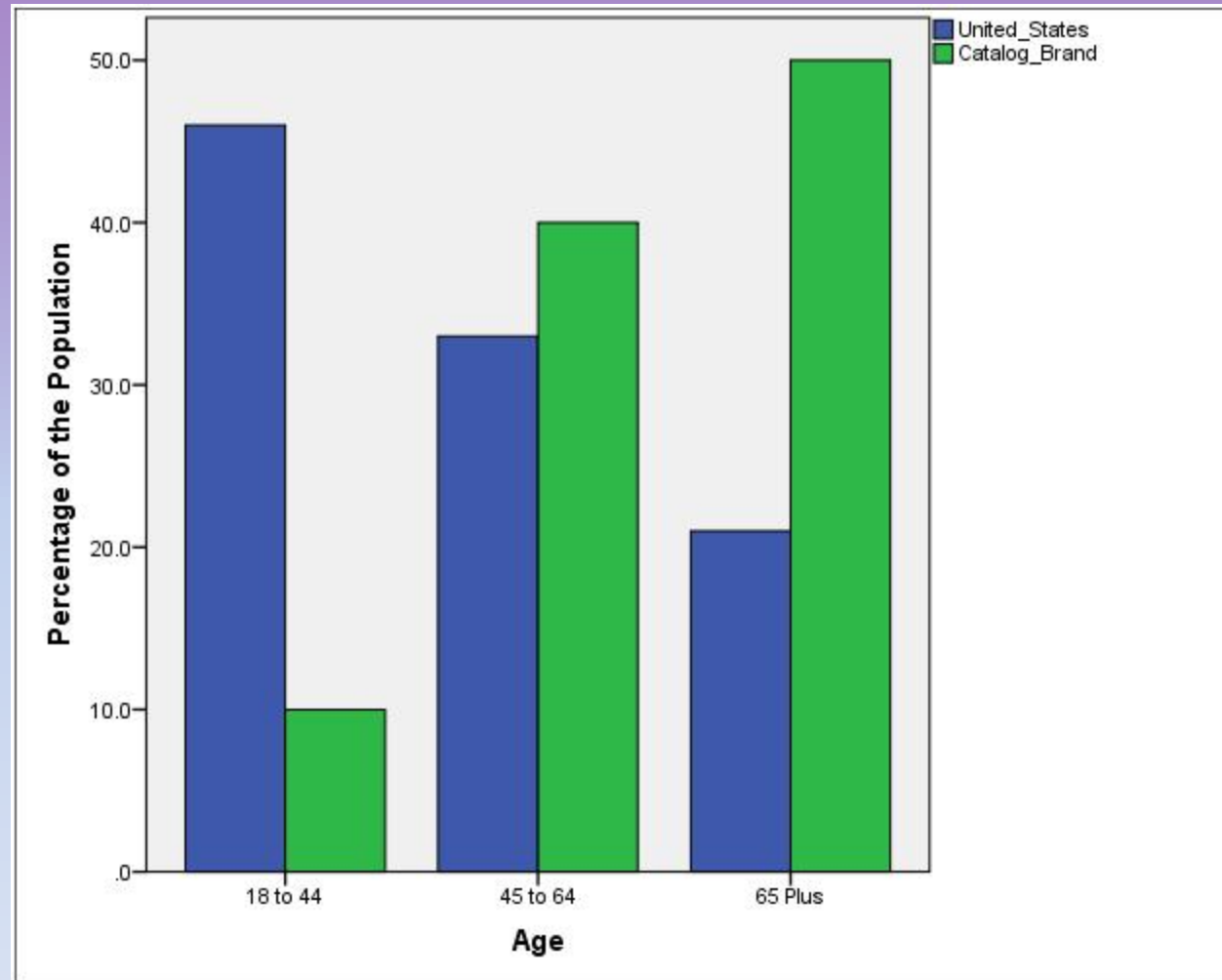
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Print-Based Customers Are Disconnected

Today, half of the United States population is under the age of 45.

In my projects, it is rare to find a print-based business with more than 10% of the customer base under the age of 45.

Think strategically about what this means.



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Judy Stayed With Us: She Is “Multichannel”

Judy:

Current Age = 62 Years Old.

Classic Baby Boomer, Raised On Catalogs.

Loves to thumb through the catalog, then is equally likely to shop via phone, or online.

75% of her demand is print driven.

She is among the 10,000,000 customers the co-ops send to us.



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We Ignored Jennifer, She Chose Amazon

Jennifer:

Current Age = 46 Years Old.

Gen-X / Amazon shopper.

Presented her persona at Spring NEMOA 2012, heard numerous audible groans from the audience (*i.e. the audience did not like this shopper*).

40%-ish of demand is print driven, measured via mail/holdout tests. Jennifer makes attribution vendors \$\$\$\$\$\$.



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A Typical “Jennifer” Marketing Life Cycle

Awareness via Social Media.

Social Media leads to Paid Search, SEO.

Paid Search, SEO leads to Affiliates, Discount Seeking, and a Purchase via Desktop / Laptop.

Purchase yields and E-Mail Address.

E-Mail Address leads to Site Visits. Site Visits generated via Tablets.

Tablets lead to Mobile / Apps, Mobile / Apps are where Loyalty is finally realized.

We Ignored Jasmine. She Ignores Us

Jasmine:

Current Age = 30 Years Old.

Millennial / Mobile / Social shopper.

**< 5% of catalog customer file,
usually < 1%. Customer has no
interest in catalog merchandise
designed for Mom/Dad.**

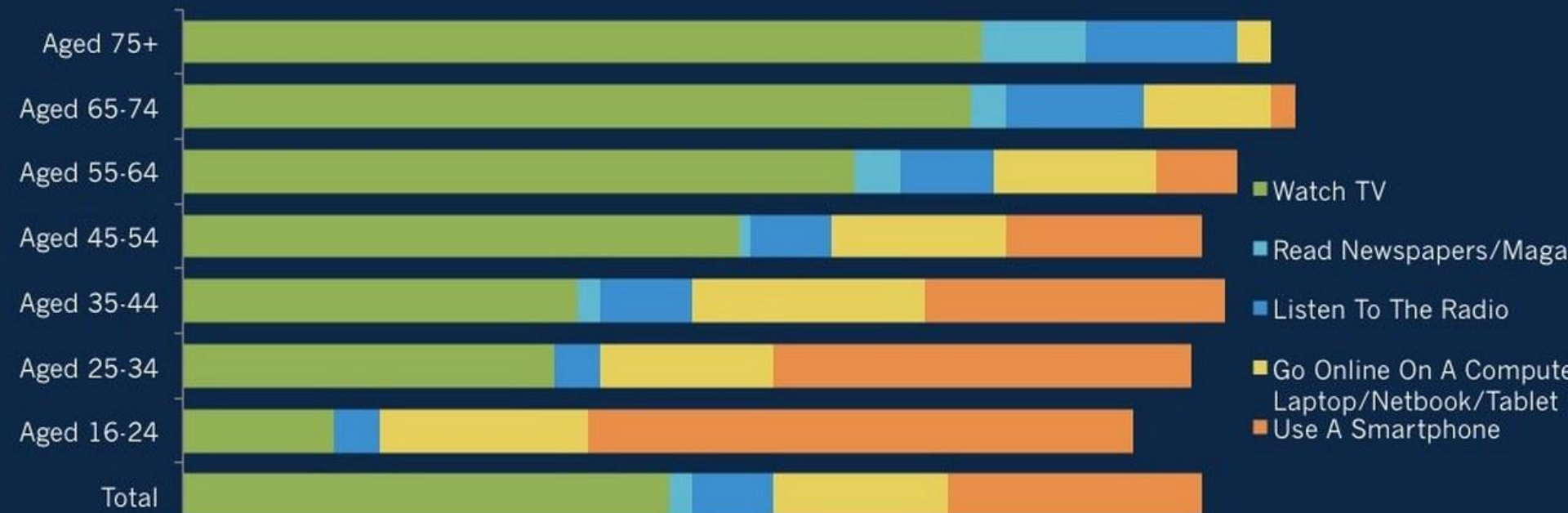
**20% to 25% of demand is catalog
driven, when measured via mail /
holdout tests.**



Business Insider: Mobile ...

is a generational shift

Digital Is Reaching The New Generation Top Five Media Mentions Among all Adults, 2013



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Demographics Impact How We Present Merchandise, And Demographics Impact The Merchandise We Choose To Sell.

An Example? Here's Footsmart



FootSmart
EXPERT RELIEF FOR FEET, LEGS, KNEES & BACK

Home | Catalog Request | Online Catalog | Email Sign-Up | 1 (800) 707-9926 | My Account | Account Sign-In

Shopping Cart (0 items)

Enter keyword or item #

Women's Shoes | Men's Shoes | Slippers | Foot Health | Lower Body Health | Socks | Hosiery | Shop by Brand **SALE** **THE RUNNING SHOP**

Free Shipping on Orders \$59+ Enter Code in Shopping Cart: ShipNow3 [Details >](#)

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Women's Boots
Men's Shoes
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Slippers
Shoe Aids / Accessories

Socks & Hosiery
Women's Socks
Women's Hosiery
Men's Socks

Foot Health
Foot Supports / Insoles
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Merchandise / Creative / Demographics

Key FootSmart Themes:

- Foot Health, Body Health, Ailments, Bunion Relief.
- Free Shipping on Orders > \$59.

Key Zappos Themes:

- Fashion, Brands, Gender/Kids
- Free Two Day Business Shipping, All Orders, Free Returns.

Key Shoemint Theme:

- Personalization – It's About You.

Pretend you are age 25-45. Which message resonates?

Geography Increasingly Dictates The Audience

Urban = Retail, Fast Broadband, 4G, Mobile/Apps Drive Business.

Suburban = Omnichannel + Amazon. Search. Affiliates.

Rural = Print, DSL. Co-Op Sourced Names.



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Demographic Cohorts Dictate Channels

Nine year ago, 38% of survey respondents thought it would be hard to give up the internet. Last year, that percentage was 53%.

Conversely – nine years ago, 44% of survey respondents thought it would be hard to give up television. Today, that percentage is 35%. And land-line phone dropped from 48% to 28%.

What does this have to do with catalogs? The numbers are driven by demographic cohorts ... the impact of Jasmine on society shifts the direction of the numbers in the chart. These numbers are also impacting catalog growth in 2015.

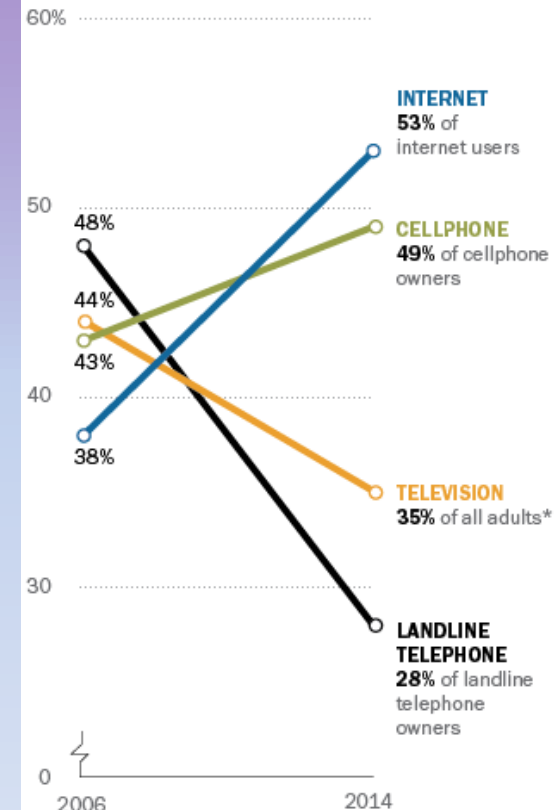
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Americans More Attached to Internet, Cellphones

Percent who say ... would be very hard to give up



*Only 12% of those ages 18-29 say television would be very hard to give up.

PEW RESEARCH CENTER

Meanwhile ... Amazon

On pace to hit one trillion dollars (\$1,000,000,000,000) in annual sales in the next 5-10 years. Current annual net sales are the same as the sum of 1,000 catalogers with annual sales of \$100,000,000. Let that one sink in!

Amazon did not use catalogs.

Amazon did not leverage retail.



Amazon focused on merchandise assortment, price, customer service, devices.

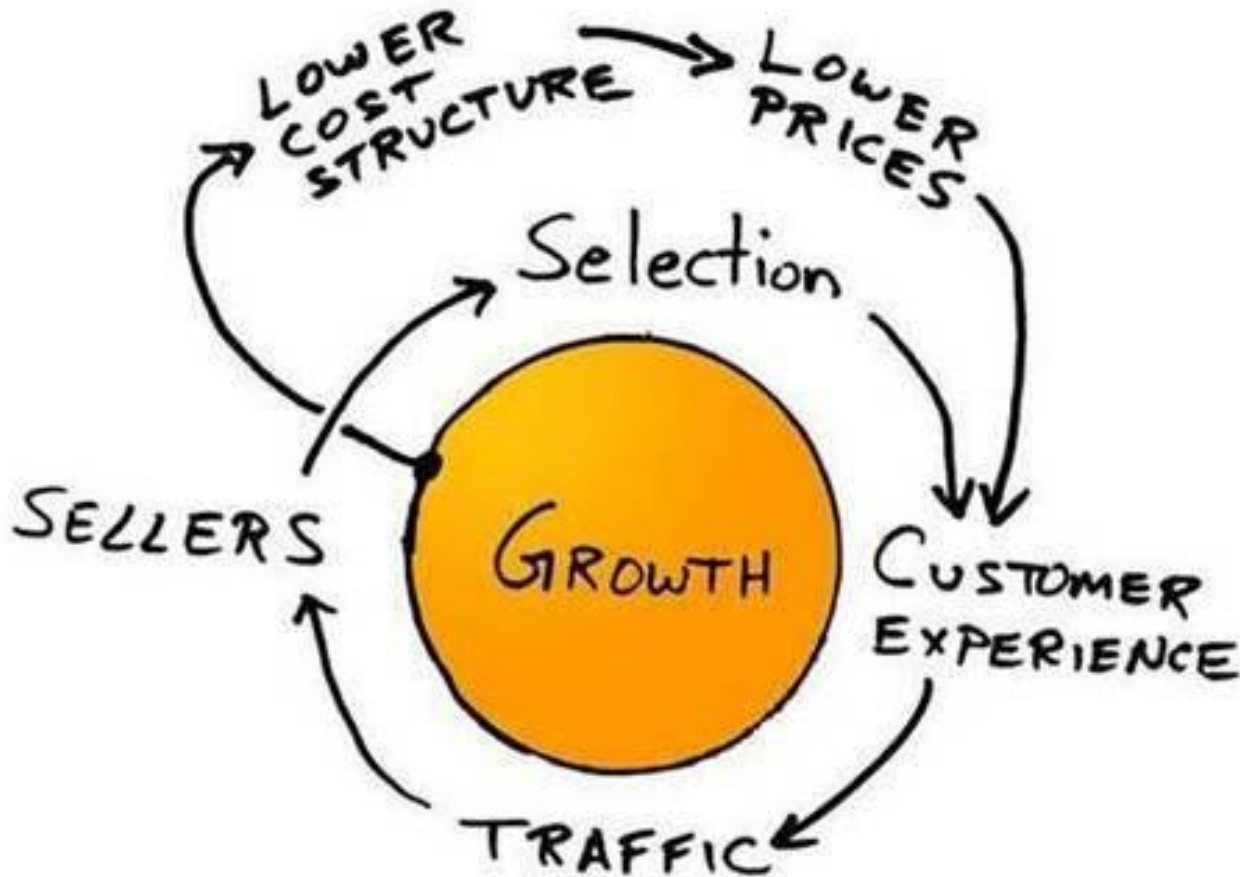
Worst of all – we use all of our omnichannel advertising tactics – and those tactics drive traffic to Amazon. We pay, they profit every day.

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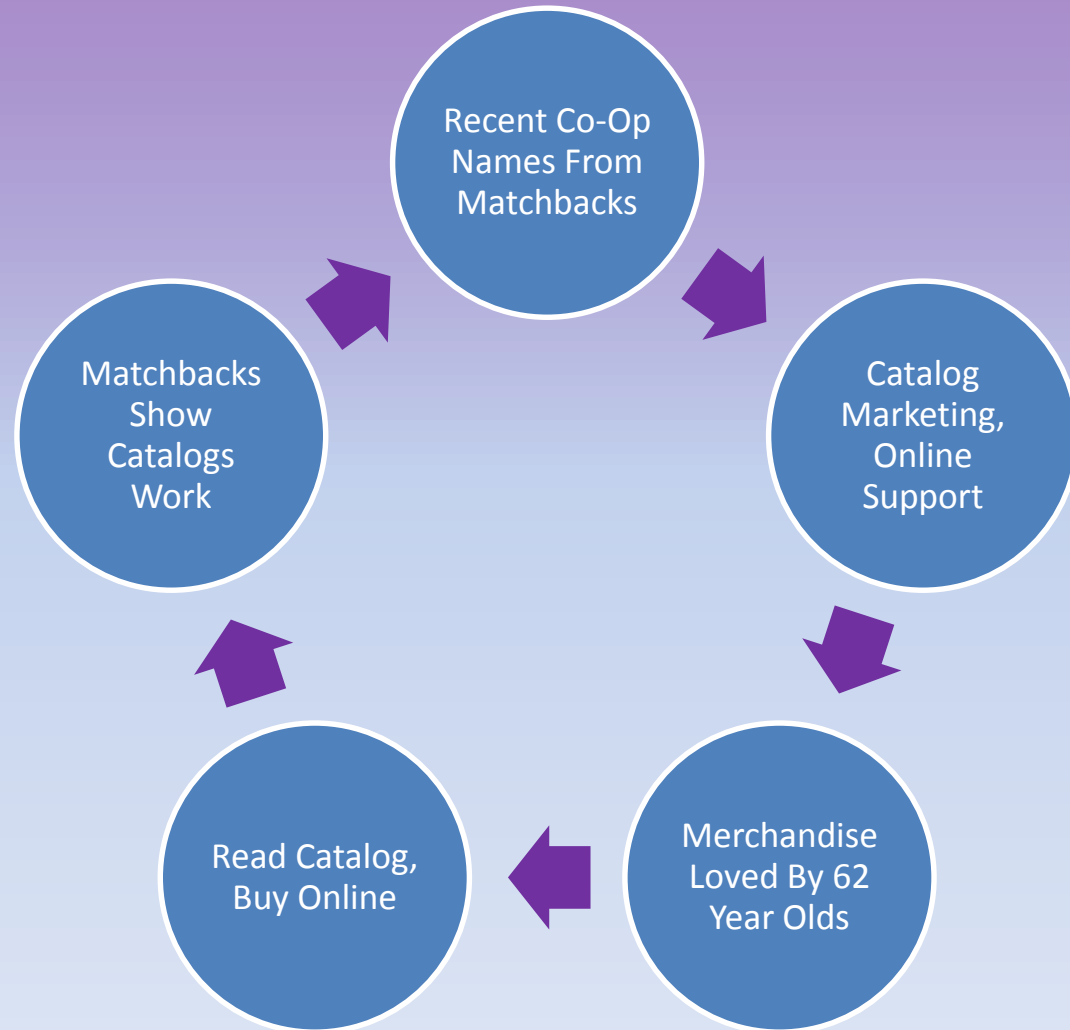
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An Actual Graph From Amazon



(Source: Amazon)

A Graph From A Print-Centric Business



Mobile / Social / Scale / Ops Excellence

The current generation of online businesses continue to cut off the customer acquisition opportunities of traditional catalogers (and increasingly, many retailers).



Question From A USPS Employee

“Jasmine has been trained to love Facebook, Twitter, Verizon, Apple, Amazon, Samsung, and Google.

Judy was trained to love the USPS, Postcards, and Catalogs.

How do we, as classic direct marketers, train Jasmine to love postcards, catalogs, and print? How do we train Jasmine to love what we’ve loved for decades?”

Demographic Cliff Hurts Customer Acquisition

Catalogers are really, really struggling to find new+reactivated customers under the age of 45 ... ½ the population ... 10% of the file.

From 2012 – 2014, Retailers became cut off from new+reactivated buyers, too. And e-commerce growth is slowing. This is the challenge of 2015, folks.

Customer File Trajectory - Same Reactivation / Newbie Trends						
	End of	End of	End of	End of	End of	End of
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
12 Month Buyers, Start of Year	106,583	110,454	109,050	104,916	100,229	95,488
Repurchase Rate	38.3%	38.8%	38.5%	38.5%	38.5%	38.5%
Active Buyers	40,821	42,856	41,984	40,393	38,588	36,763
Reactivated Buyers	32,695	30,733	28,889	27,156	25,527	23,995
New Buyers	36,938	35,460	34,042	32,680	31,373	30,118
12 Month Buyers, End of Year	110,454	109,050	104,916	100,229	95,488	90,876

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Plugging The Holes = Tepid Or No Growth

Demographic cutoffs make it hard to change trends. Even if we plug the holes, our customer files will, at best, level off.

Our multi-channel / omnichannel focus cut us off from a younger demographic ... we are now paying the price.

Customer File Trajectory - Stop The Losses						
	End of	End of	End of	End of	End of	End of
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
12 Month Buyers, Start of Year	106,583	110,454	109,050	104,916	103,324	102,711
Repurchase Rate	38.3%	38.8%	38.5%	38.5%	38.5%	38.5%
Active Buyers	40,821	42,856	41,984	40,393	39,780	39,544
Reactivated Buyers	32,695	30,733	28,889	28,889	28,889	28,889
New Buyers	36,938	35,460	34,042	34,042	34,042	34,042
12 Month Buyers, End of Year	110,454	109,050	104,916	103,324	102,711	102,475

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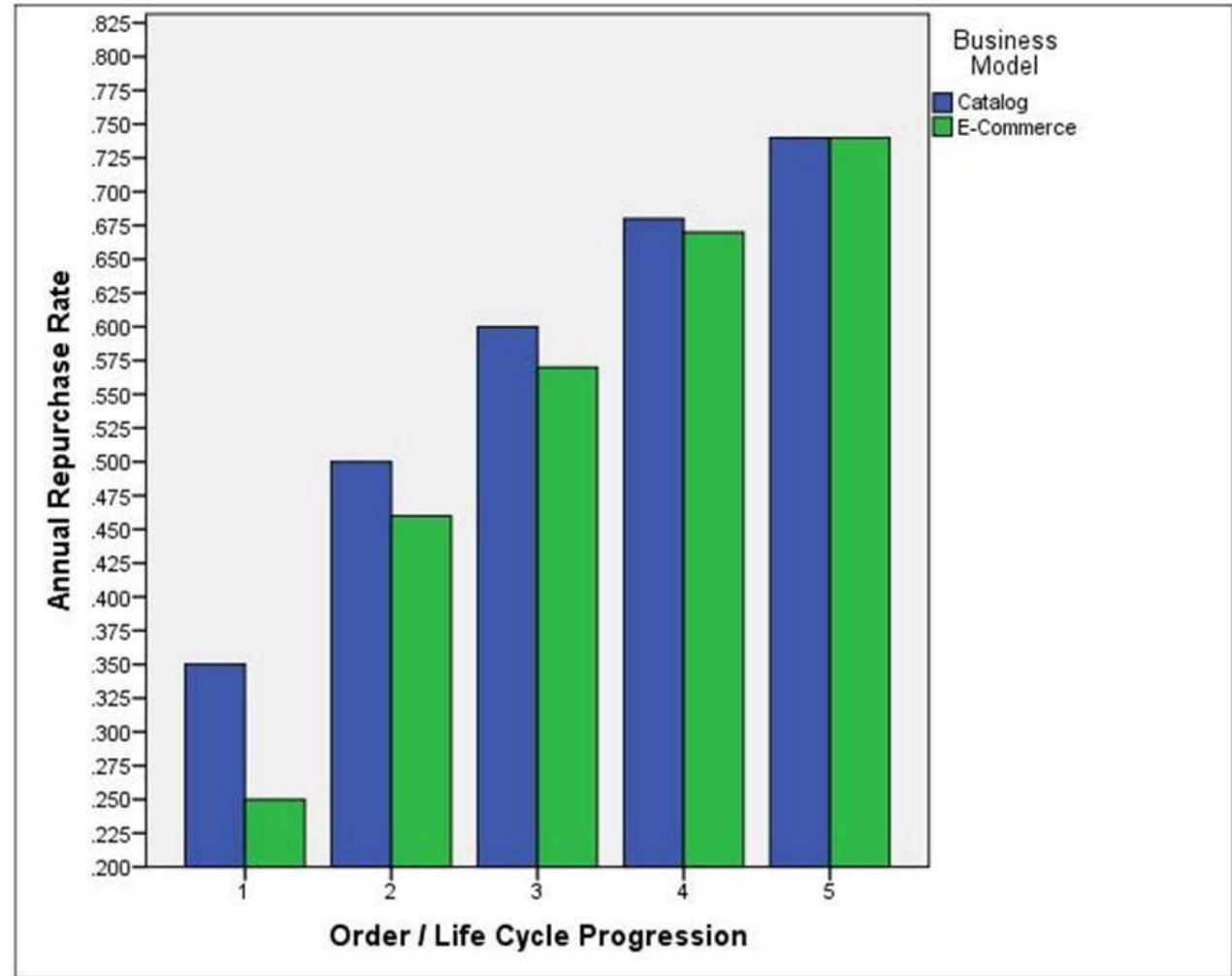
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E-Commerce Is Starting To Hit A Wall, Too

eBay lays off more than 2,000 employees amid slowing growth.

The source of new customers for e-commerce businesses is beginning to dry up.

E-commerce rebuy rates are poor.



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Choices In E-Commerce: Conversion

Remember how catalogers made choices, and those choices resulted in an older customer now disconnected from the mainstream of commerce?

E-Commerce businesses spent 15 years making “conversion choices”. These choices are also detrimental to e-commerce.

A lust for “optimizing conversion” results in all sorts of crazy tactics that do not increase annual purchase frequency or annual repurchase rates.

Example: *I analyzed an e-commerce brand where good customers visited the website 120 times per year.* Why demand a conversion today?

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Choices In Retail: Three Challenges

In my projects, retail comps are experiencing tepid growth, for three reasons.

Reason #1 = Merchandising problems post-Great-Recession (significant). This can be fixed.

Reason #2 = Movement of retail customers from in-store buying to online buying (very minor). Will not be fixed, sum of \$ is constant.

Reason #3 = Not enough new+reactivated customers setting foot in stores (significant). We trained prospects to not visit stores/malls, and as a consequence, we've cut ourselves off from 10% - 50% of the new prospects available to us.

Our Merchandising Choices Are Killing Us

We all know the importance of a healthy customer file. Similarly, it is very, very important to have a healthy merchandise assortment.

After the Great Recession, too many of us created self-inflicted wounds by cutting back on the number of new items, starving the customer file of good merchandise.

Common Issue:

- 2010 = \$9.4 million from new items, \$15.4 million from existing.**
- 2011 = \$8.7 million from new items, \$16.6 million from existing.**
- 2012 = \$8.5 million from new items, \$15.9 million from existing.**
- 2013 = \$7.7 million from new items, \$16.3 million from existing.**
- 2014 = \$6.9 million from new items, \$16.6 million from existing.**

Choices In Retail: Clicks > Bricks

We spent 15 years teaching retail shoppers TO NOT VISIT RETAIL STORES – asking them to instead sit at home and click. It's working! Run the query yourself. This is one of the factors that is causing retail comp store sales to struggle – why drive to a store when you can sit and click? Omnichannel!!

Share Of Sales Via In-Store Retail

Five Year Trend		
	<u>2010</u>	<u>2015</u>
0 to 5 Miles From a Store	94.8%	94.8%
6 to 10 Miles From a Store	91.6%	85.9%
11 to 25 Miles From a Store	88.3%	82.4%
26 to 50 Miles From a Store	72.7%	64.3%
51 to 99 Miles From a Store	49.3%	38.7%
100+ Miles From a Store	15.9%	11.4%

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Choices In Retail: Clicks Hurt In-Store Newbies

With 10% to 50% traffic declines in-stores, we're losing out on new + reactivated customers, costing us sales. Secondarily, sales are shifting out of Spring-Fall, and are shifting into December (at 30% off).

New + Reactivated In-Store Buyers							
	<u>14 vs. 13</u>	<u>13 vs. 12</u>	<u>12 vs. 11</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>
January	-2.6%	2.0%	3.0%	5,975	6,134	6,014	5,839
February	-6.9%	-3.5%	-1.0%	2,273	2,442	2,530	2,556
March	-6.2%	-4.7%	-2.0%	2,679	2,856	2,997	3,058
April	-6.2%	-5.3%	-1.5%	2,810	2,995	3,163	3,211
May	-11.7%	-6.1%	-2.7%	2,695	3,052	3,250	3,340
June	-14.1%	-7.5%	-1.8%	2,401	2,795	3,022	3,077
July	-16.6%	-8.3%	-0.7%	1,772	2,125	2,318	2,334
August	-14.2%	-8.7%	-1.6%	1,754	2,045	2,240	2,276
September	-14.1%	-11.1%	-0.8%	2,221	2,586	2,909	2,932
October	-15.3%	-11.5%	-2.6%	3,475	4,102	4,635	4,759
November	-14.1%	-2.7%	0.4%	8,021	9,338	9,597	9,559
December	11.7%	6.8%	7.3%	11,593	10,379	9,718	9,057
Totals	-6.3%	-2.9%	0.8%	47,670	50,849	52,392	51,998

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Macy's: America's Omnichannel Store

What does “omnichannel” buy the recognized omnichannel leader?

Generally flat retail comps.

E-commerce growth.

The closing of 14 stores in 2015, stores that generate \$130,000,000 in annual net sales. If omnichannel worked, why would they close stores?

READ THE ANNUAL REPORTS AND QUARTERLY REPORTS OF LEADING RETAILERS ... THEY ARE TELLING US THAT OMNICHANNEL TACTICS LEAD TO UNDERPERFORMING STORES THAT WILL BE CLOSED.

Abercrombie & Fitch

Omnichannel strategy = 40% of sales will be online in a few years.

Merchandise alignment did not appeal to young customers, cutting Jacy out, leaving company with Jasmine.

Online sales gains + merchandising problems + demographics challenges = 300+ store closures.

This is what omnichannel delivers ... and catalogers know this ... we cut off younger demographics, we ignore merchandise productivity, we move sales online, we close low-performing retail stores.

MERCHANDISE + DEMOGRAPHIC ALIGNMENT MATTERS!!!

Retail's Omnichannel Future

The lower 30% of the store portfolio are generally weakening, in the face of the online channel. In the next 5-10 years, these locations will close, lowering retail net sales, increasing company profit.

Omnichannel Evolution: A Market With Two Stores			
	<u>2010</u>	<u>2015</u>	<u>2020</u>
Store #1	\$1,500,000	\$1,875,000	\$2,394,000
Store #2	\$1,200,000	\$960,000	\$0
Total Retail	\$2,700,000	\$2,835,000	\$2,394,000
Total E-Commerce	\$2,000,000	\$3,000,000	\$3,394,000
Total Net Sales	\$4,700,000	\$5,835,000	\$5,788,000
Earnings Before Taxes	\$835,000	\$1,137,750	\$1,435,400

Kevin Hillstrom, President, MineThatData

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Digital Hates Offline Inefficiency

40% to 50% of all catalog pages mailed in 2007 are not mailed in 2015. This didn't happen because of "the economy". This happened because e-commerce rendered those pages inefficient.

My forecast – 30% of all major retail mall-based store locations will close over the next ten years, as in-store sales are digitized.

There will be retail winners – especially those businesses that cater to younger customers.

Otherwise ... RETAIL 2015 = CATALOGING 2005.

Choices Have Led To Challenges

Catalogers chose co-ops, print-to-website customer engagement, leading to older customers, leading to an evolution of merchandise catering to an older customer, leading to a feedback loop.

E-Commerce businesses chose “optimized conversion”, requiring discounts to close sales TODAY, largely ignoring long-term customer relationships that actually exist, unmeasured.

Retailers trained customers to click instead of getting in a car to drive to a store. Customers listened. Now mall traffic is down, driving comps down, with the likely result a full digitization of the business and the closing of 30% non-prime, below-average retail locations. The best retail locations are likely to grow.

However, The World Is Not Coming To An End

Opportunity Exists For All Of Us

Every Business Model Can Be Successful

Time To Get Busy!

Who Is Looking Out For Your Interests?

Free Data Feeds Do Not Benefit Catalogers

Mr. Rose: “Do you feel bad that Bing was such a failure?”

Mr. Ballmer: “Bing was not a failure. Bing was a major success. Don’t you understand? Without Bing, Microsoft does not have an Artificial Intelligence program! Data from Bing feeds our AI infrastructure.”

Your business partners (Adobe / IBM / Google / Microsoft / Abacus – Epsilon / Datalogix – Oracle) use your data, YOUR DATA, which you freely give to them (web analytics via Adobe / IBM / Google). Then, they monetize the freely offered information, and finally, they sell the data back to you (why, by the way, can IBM Watson grow your business but cannot stem a three year sales drop at IBM?)

Listen Carefully – Is The Message Fair / True?

From a conference organizer: *“Kevin, I realize we reached out to you to speak at our conference. I realize we asked you to volunteer your time. And we appreciate that you put in the time to create a presentation. But our sponsors have informed us that they need to deliver a sufficient return on investment, or they will not partner with us going forward. Our sponsors have asked us to grant them access to the attendees via the speaking sessions. Therefore, we will be giving our speaking assignments to our sponsors, because without them, we wouldn’t exist. But thank you for being willing to partner with us.”*

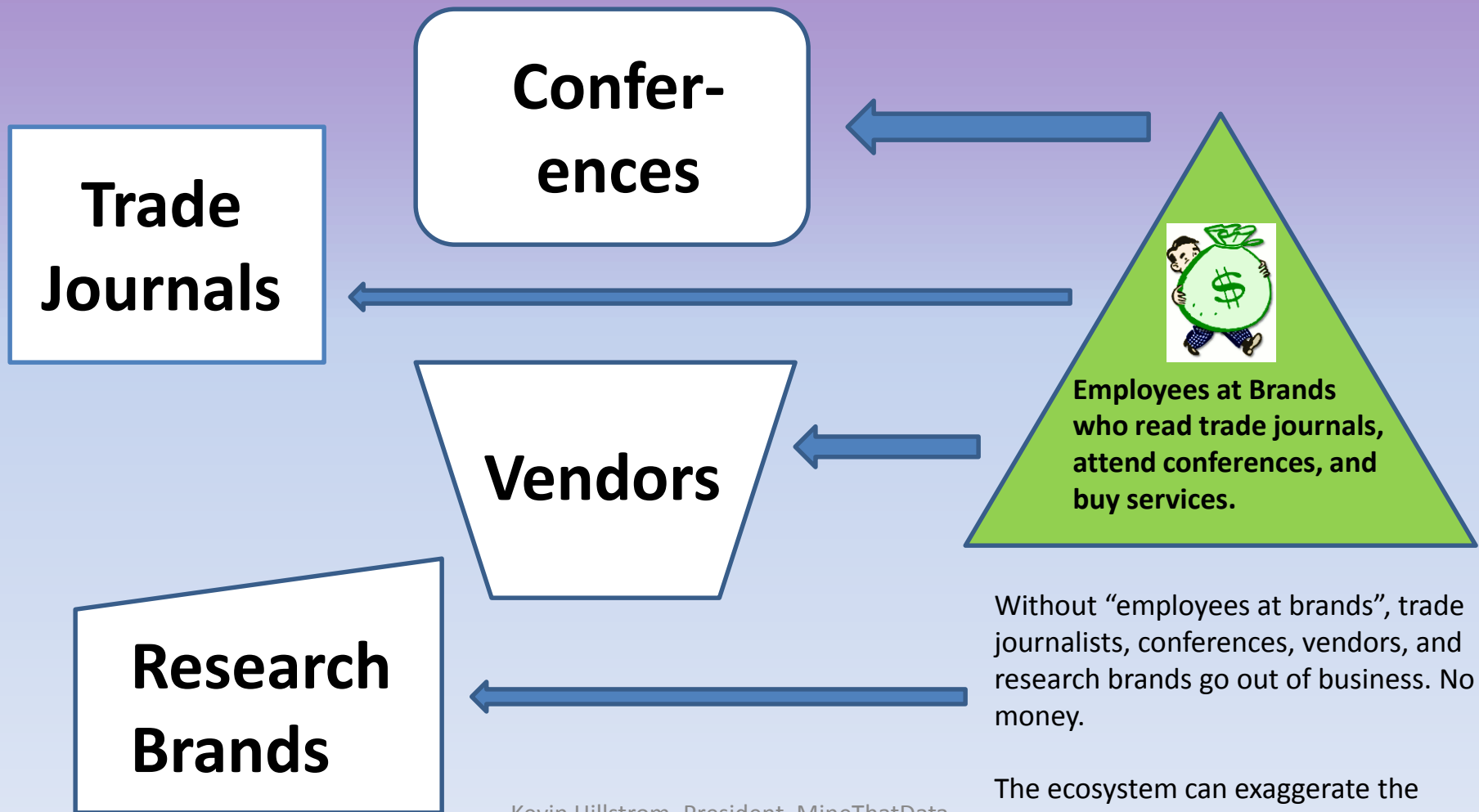
From a conference organizer: **1/3 of revenue comes from sponsors, 1/3 of revenue comes from vendors attending the conference, 1/3 of revenue comes from “brands” attending the conference. “We don’t exist without sponsors / vendors”.**

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The Messaging Ecosystem: “Brands” Fund The Whole Ecosystem – Ecosystem Needs Eyeballs



Without “employees at brands”, trade journalists, conferences, vendors, and research brands go out of business. No money.

The ecosystem can exaggerate the message to generate eyeballs, \$.
57

**Every Business Model & Every Customer
Demographic Can Work Profitably.**

**Your Business Is Not “Dead” If You Don’t Do
What Vendors, Trade Journalists, Researchers,
And Consultants Tell You To Do!**

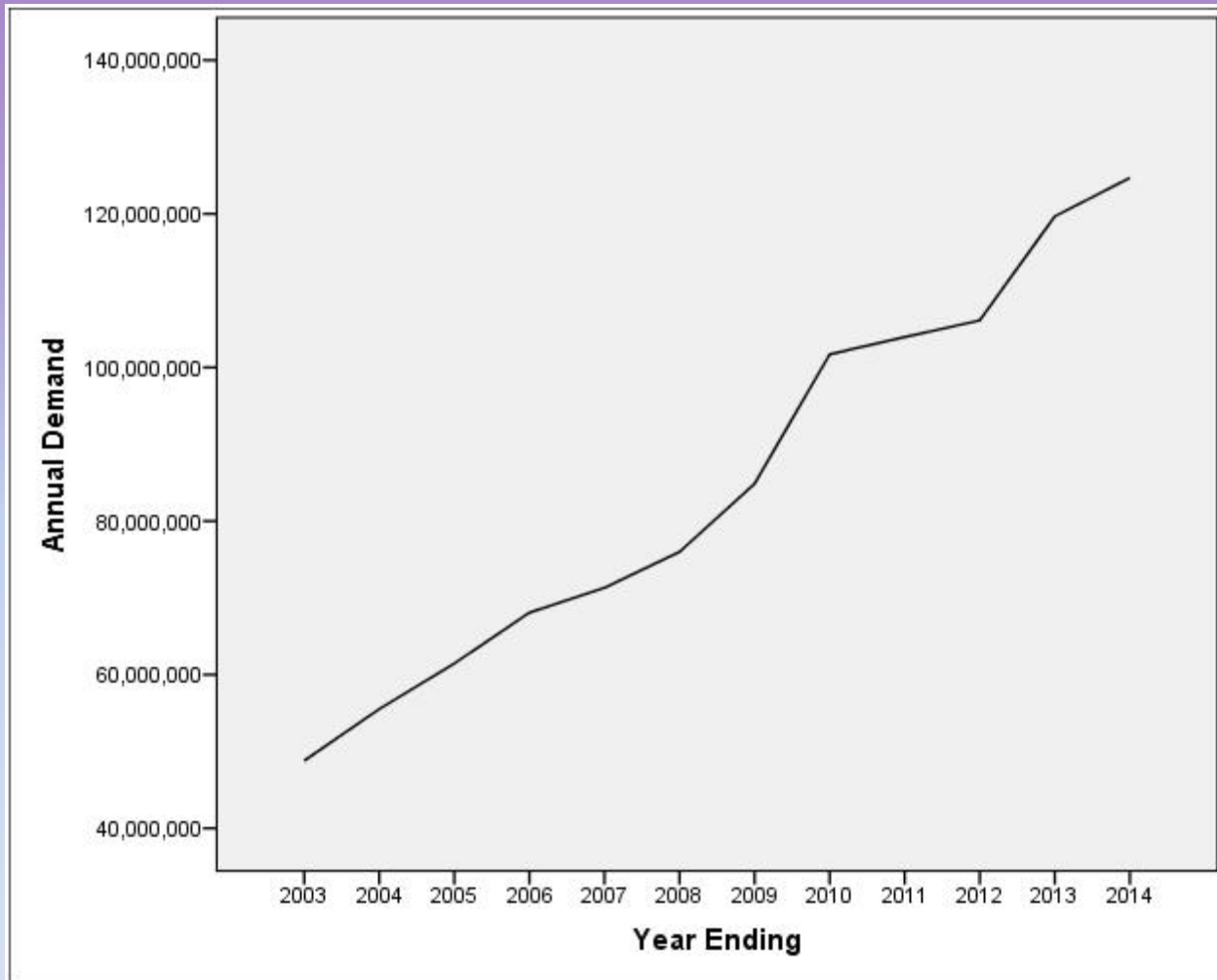
Find Companies And Partners You Can Trust

Up Next

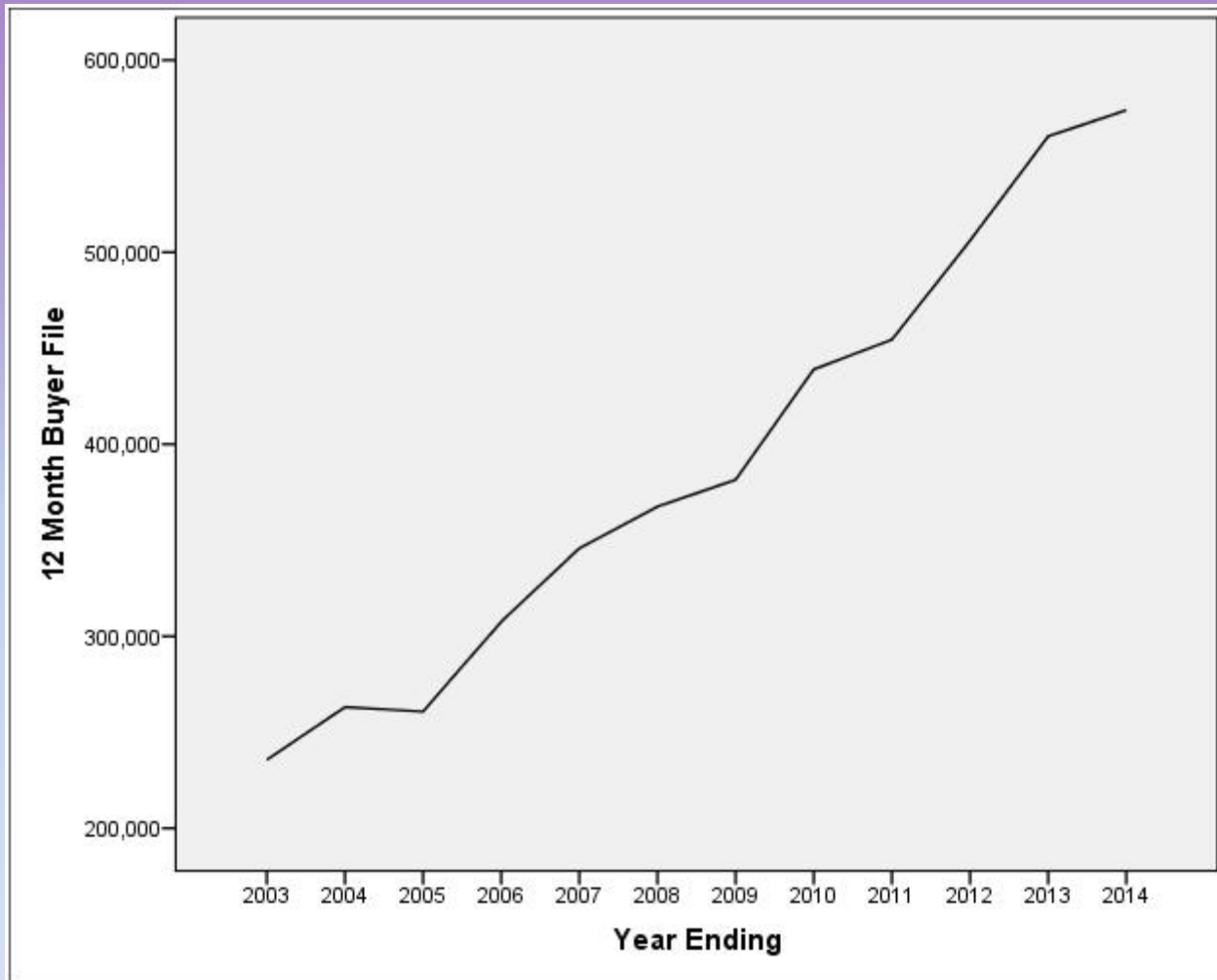
**Customer Metrics From A Successful
Catalog Business**

**This Business Markets Through More Than 20
Marketing Channels. It Found The Secret To
Their Success!**

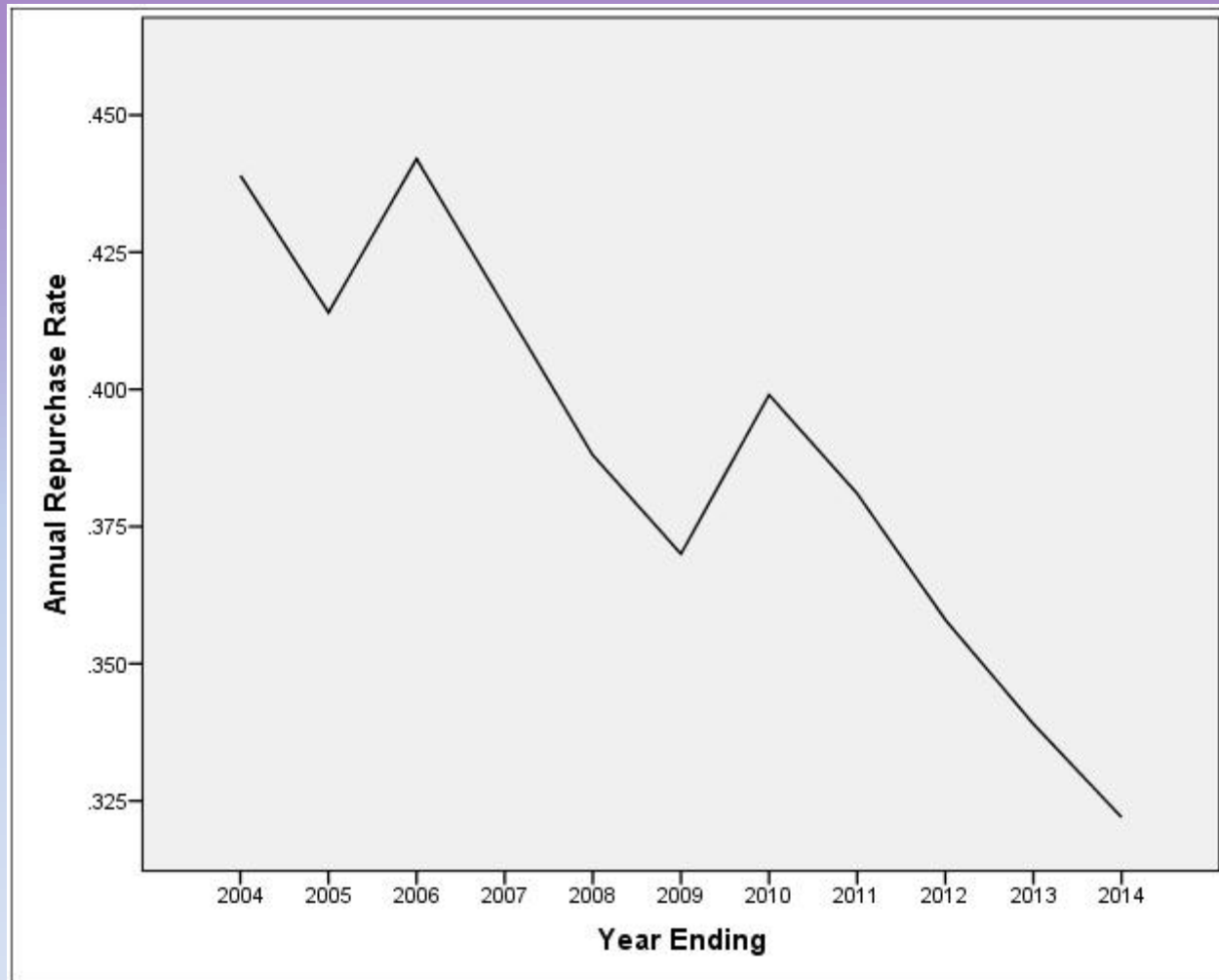
A Successful Cataloger: Annual Demand



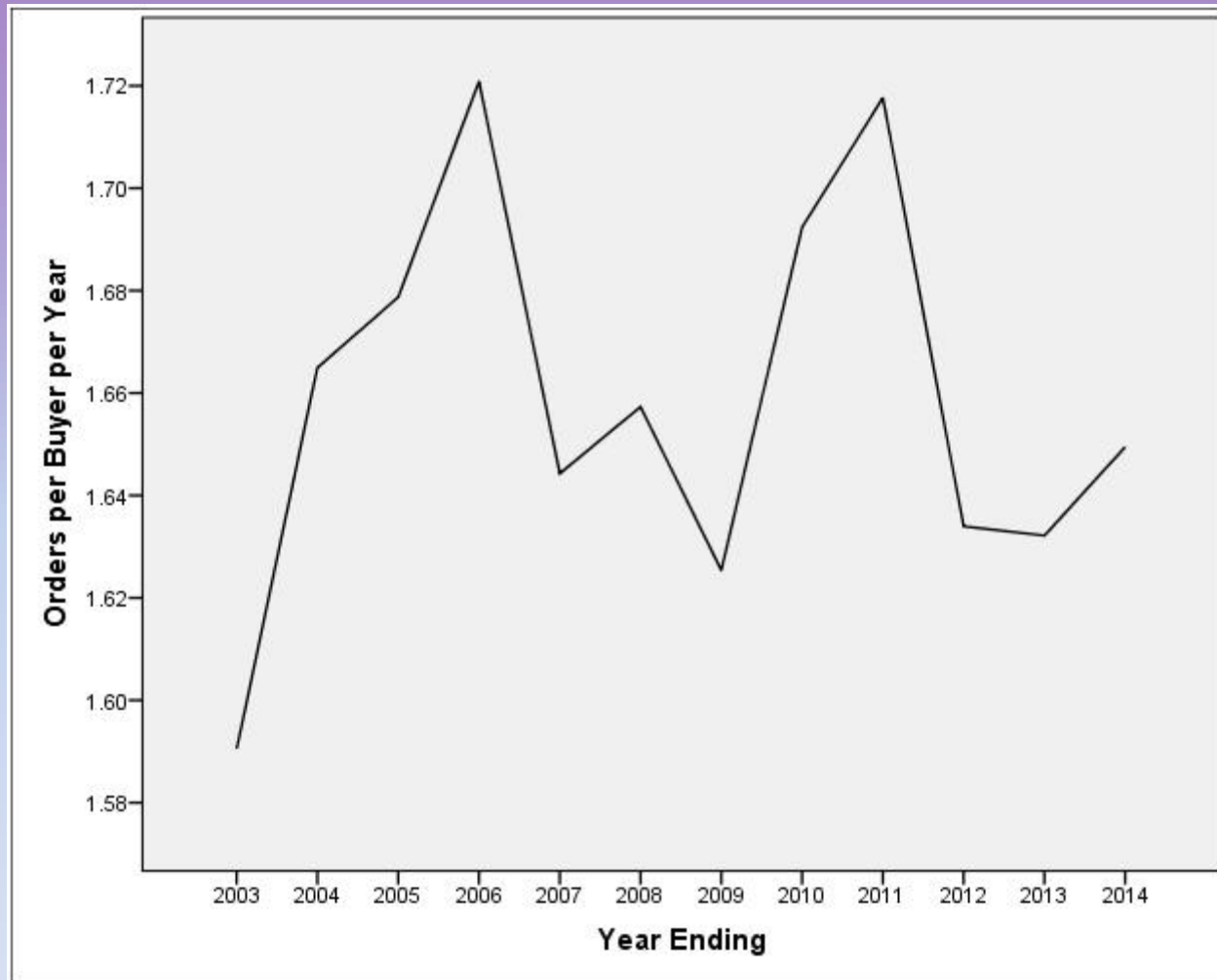
A Successful Cataloger: Annual Buyers



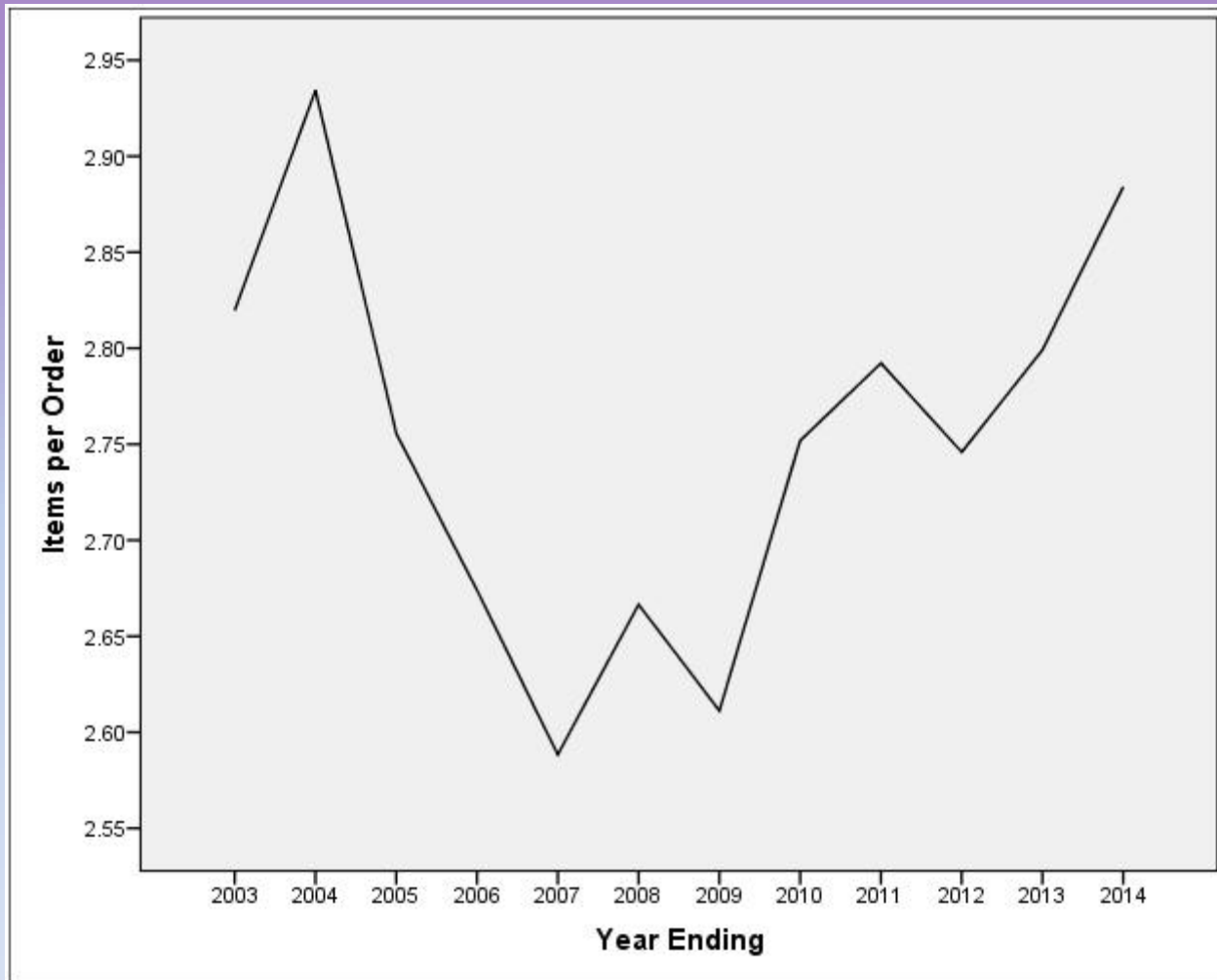
A Successful Cataloger: Annual Rebuy Rate



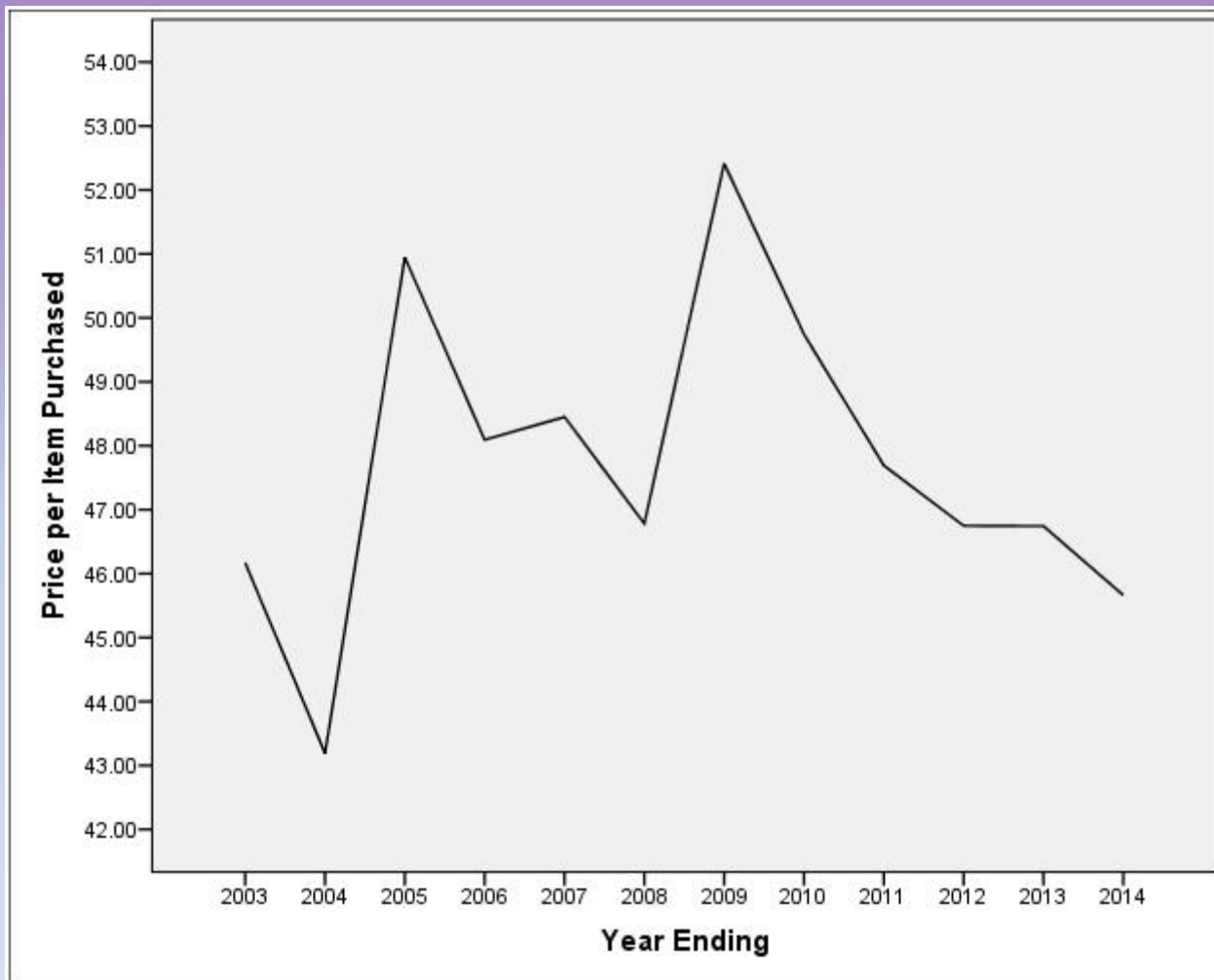
A Successful Cataloger: Orders per Buyer



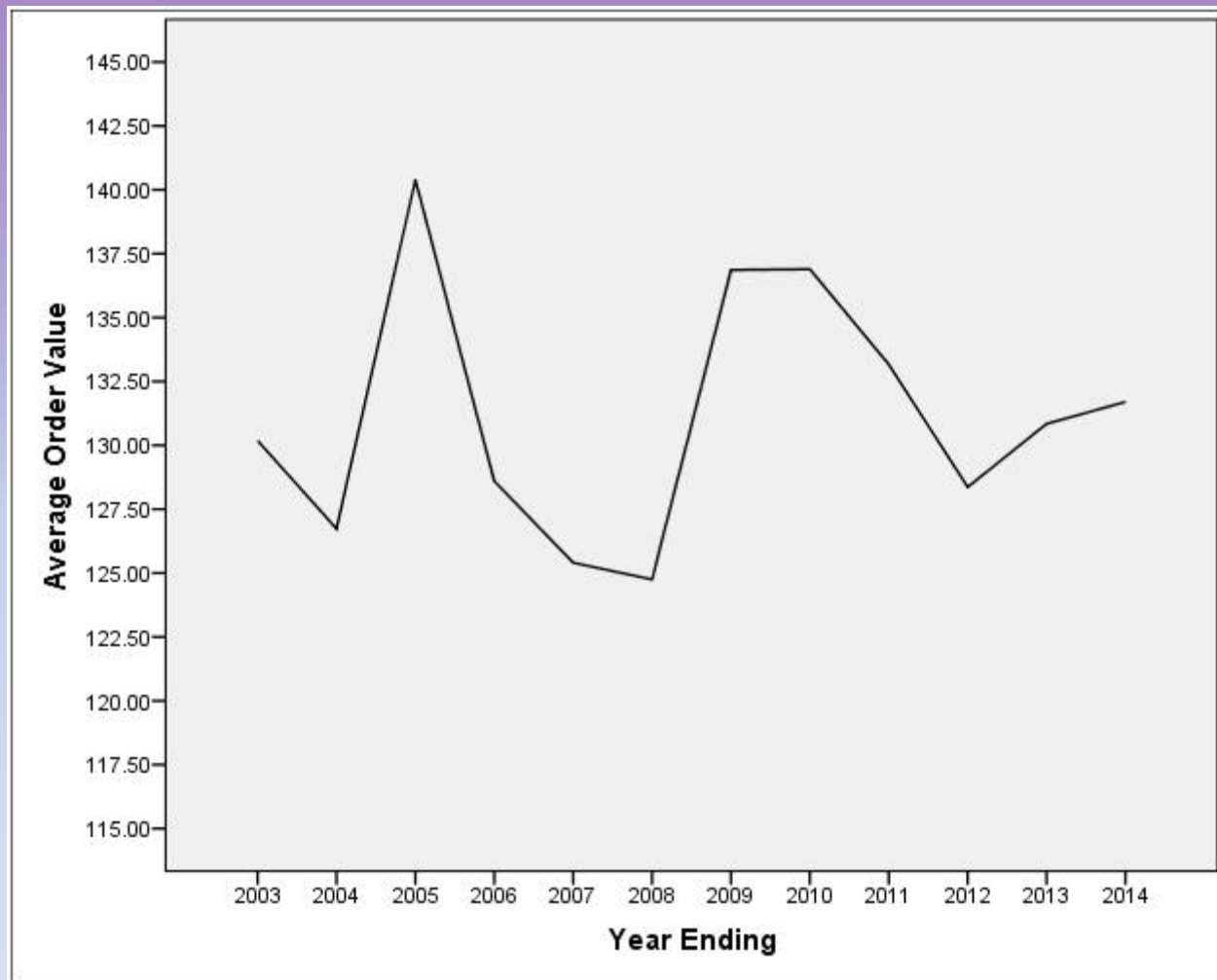
A Successful Cataloger: Items per Order



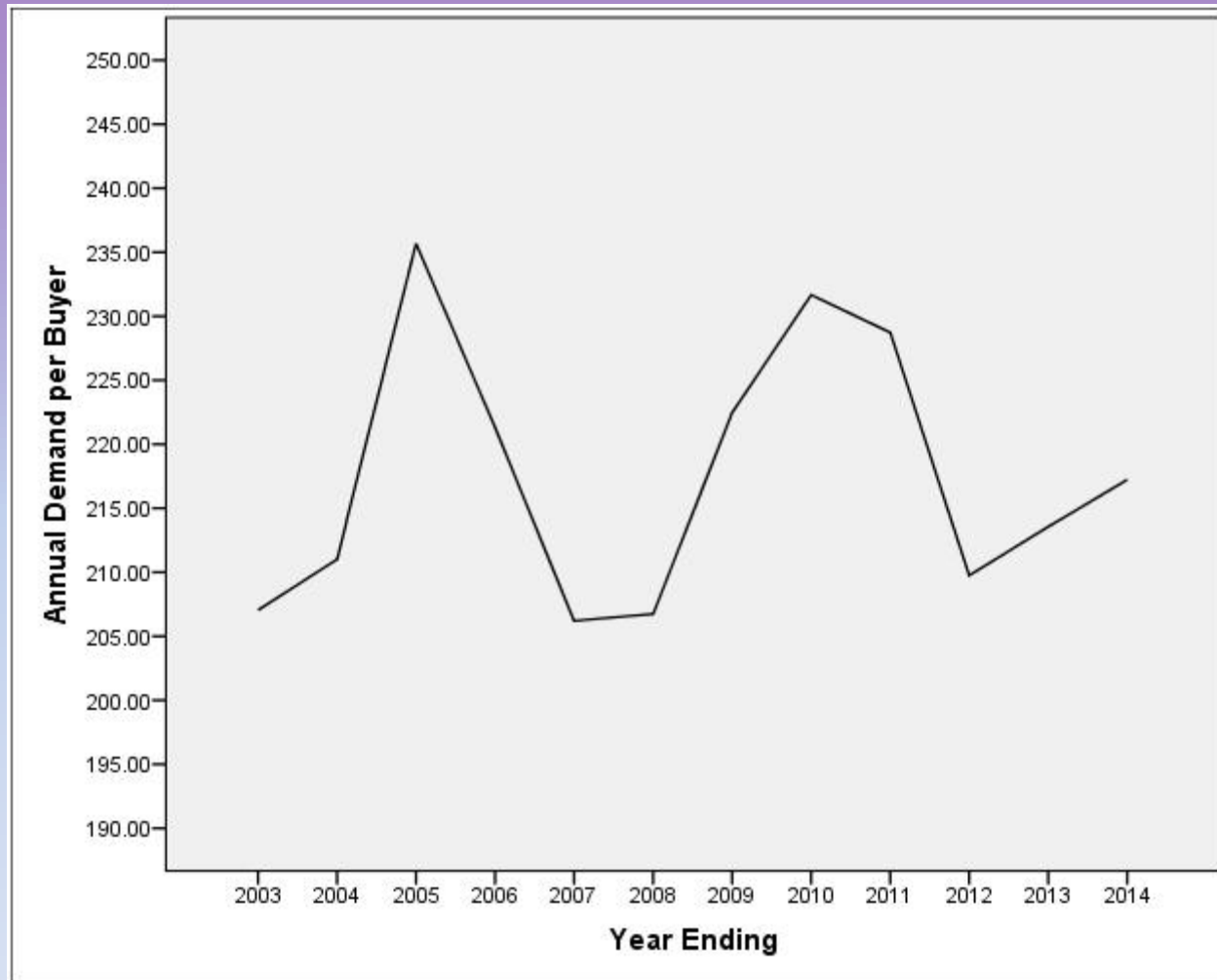
A Successful Cataloger: Price / Item Purchased



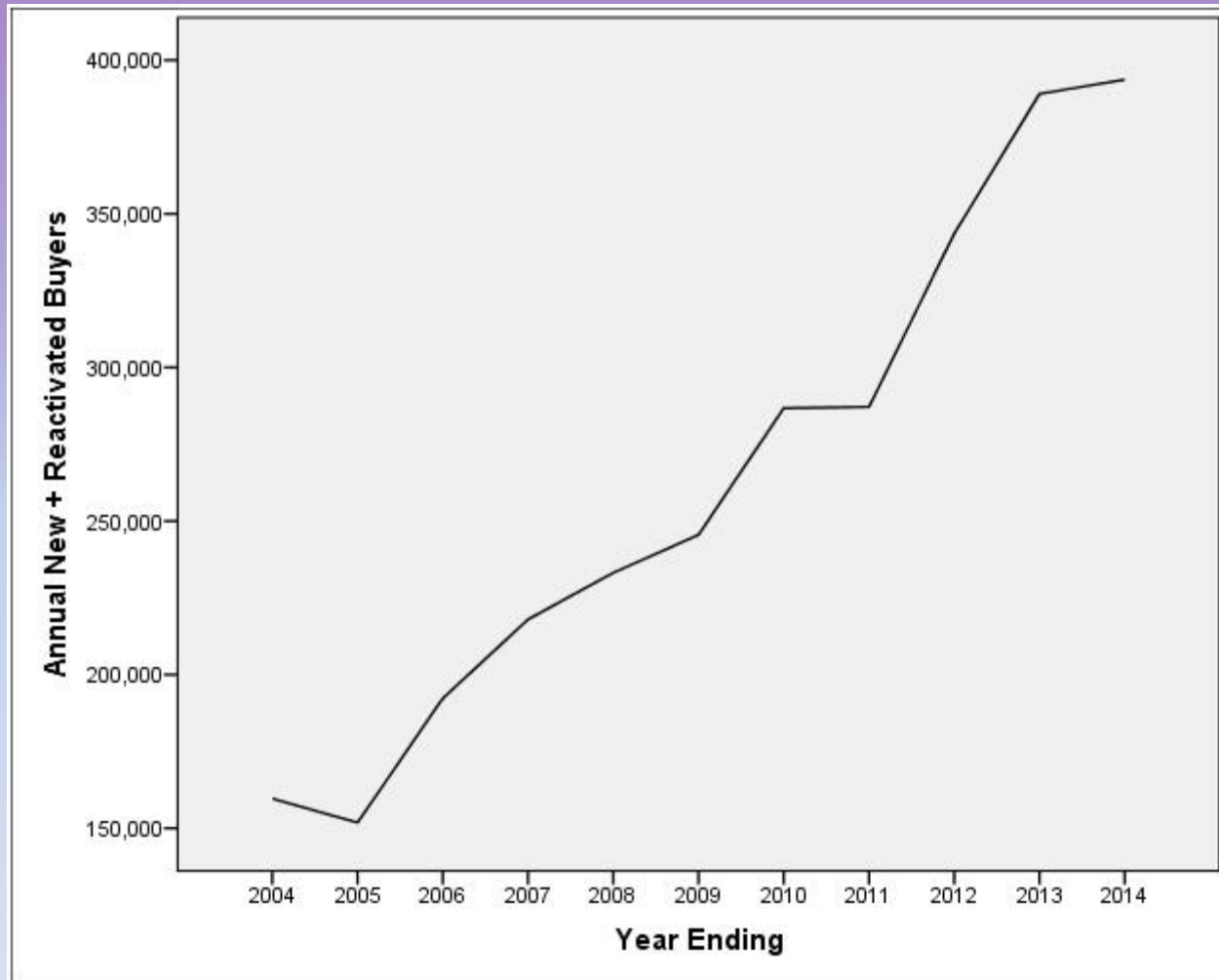
A Successful Cataloger: Average Order Value



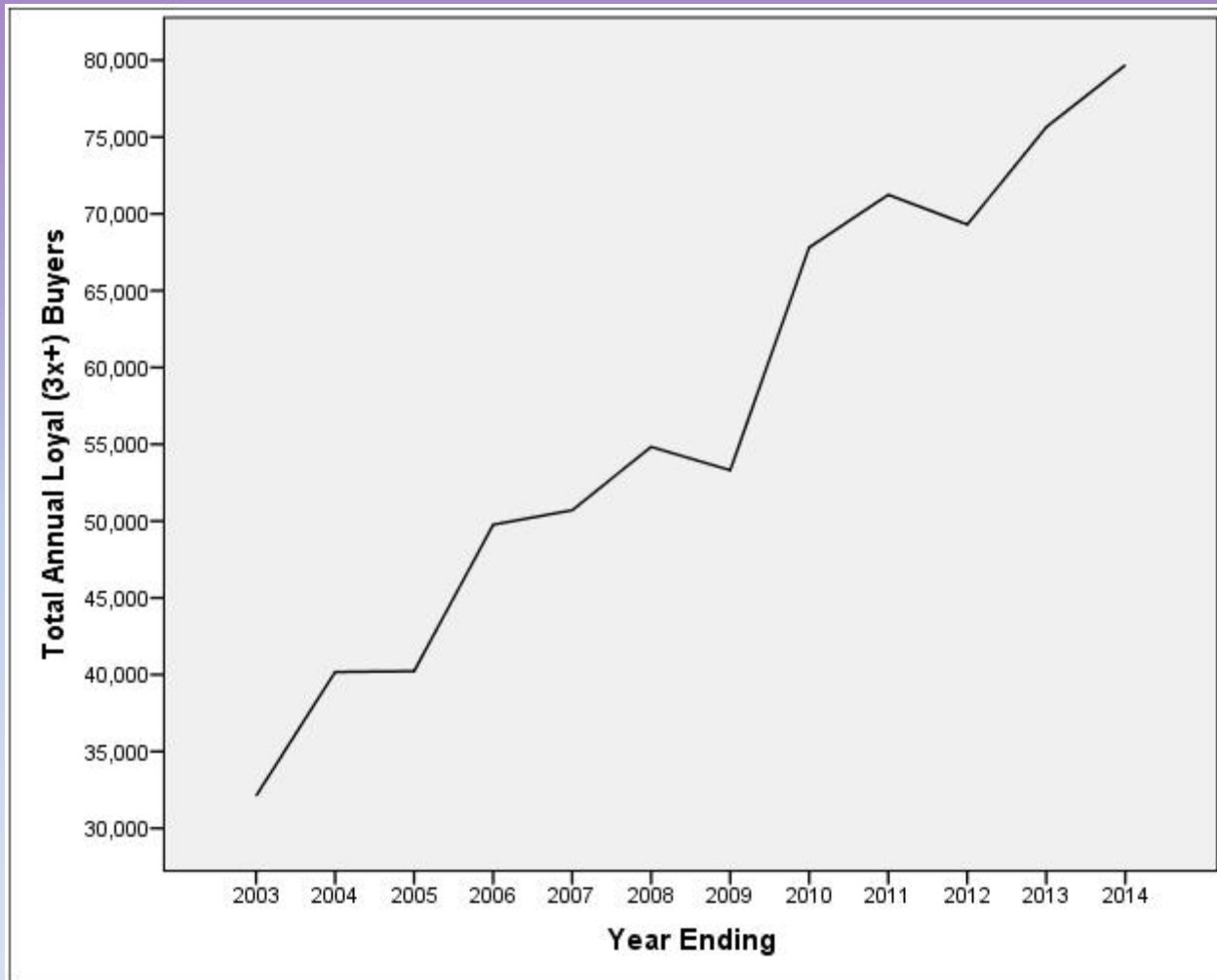
A Successful Cataloger: Annual \$ per Buyer



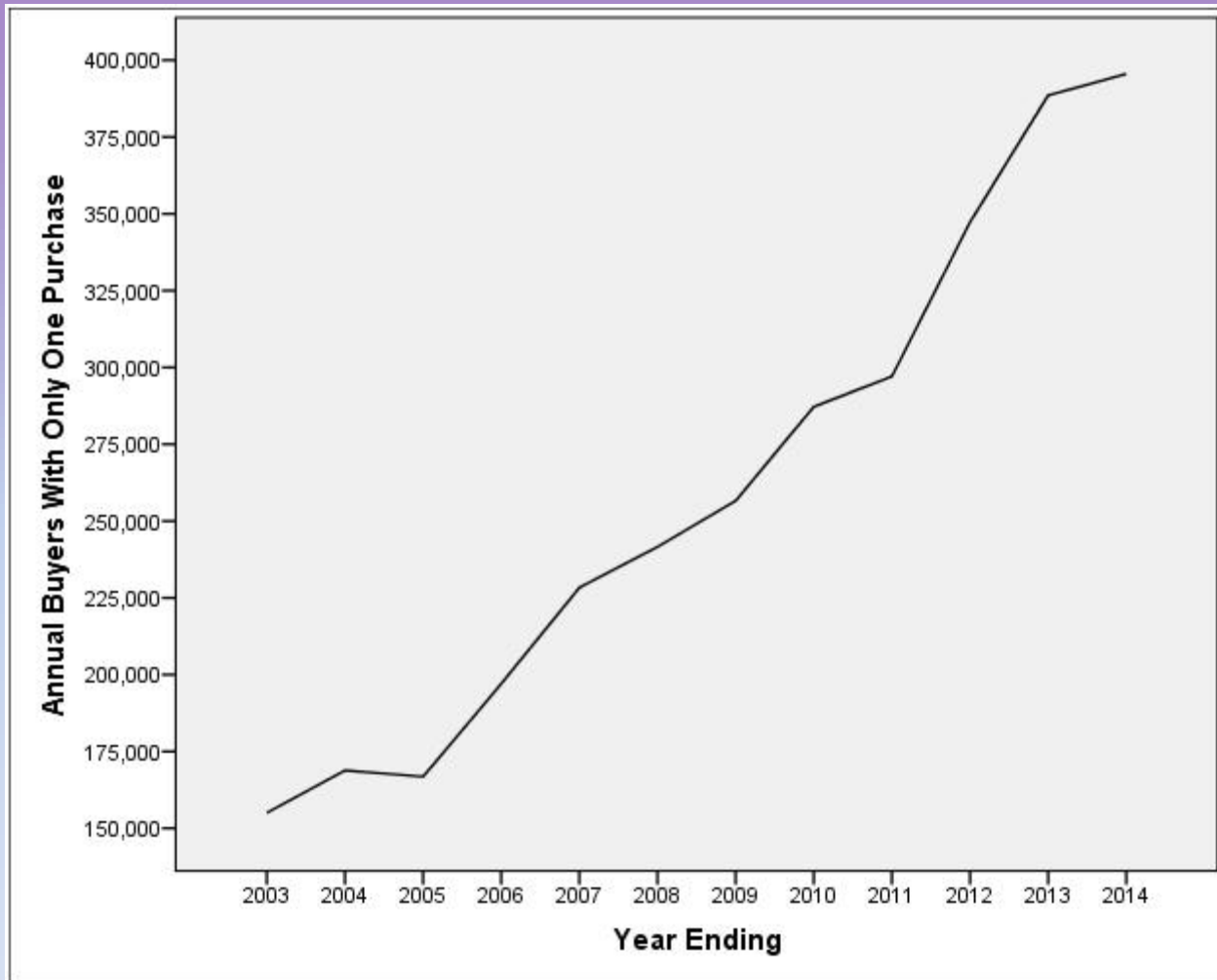
A Successful Cataloger: New + Reactivated #s



A Successful Cataloger: Loyal Buyers



A Successful Cataloger: 1 Annual Purchase



A Successful Catalog Business

Secret = Customer Acquisition

Churns 1x Online Buyers

Retails Loyal Catalog Buyers

Overcomes Declining Rebuy Rates

This Business Made A Choice

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The Time Is Coming ... Make A Choice

All business models can succeed ... all customer demographic cohorts can generate profit.

But we cannot be all things to all customers. Soon (maybe today), it will be time to make a choice.

Nostalgia, Need



Convenience



Friendship, Fashion



Catalog Future: Follow Judy?

The current catalog shopper (age 55 – 85) is moving into and through retirement.

What are the products needed by this generation? What is the creative message that resonates with a person entering or moving through retirement?

Nostalgia, Need



Convenience



Friendship, Fashion



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E-Commerce Future: Ruthless Competition

E-Commerce is splitting real commerce into two halves.

First Half = Commodity Items Shipped Quickly And Conveniently.

Second Half = Unique Items And A Compelling Story.

Nostalgia, Need



Convenience



Friendship, Fashion



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Commodity / Convenience And Retail

A physical store must provide superior entertainment and/or other emotional benefits and/or unique merchandise, in order “have a purpose”. Without a purpose, lower-than-average performing retail locations are under severe financial pressure, and will be closed as the world is digitized.

Nostalgia, Need



Convenience



Friendship, Fashion



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Mobile Is Not For Everybody

If your customer is Judy, mobile is close to irrelevant.

If your customer is Jennifer, mobile is not “native” – it’s a piece of the puzzle.

If your customer is Jasmine, it’s “mobile first”, all day, every day.

Nostalgia, Need



Convenience



Friendship, Fashion



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Mobile: The Assortment Challenge

Each marketing channel poses challenges.

In my projects, the distribution of items sold is dependent upon the amount of real estate and “searchability” available to merchandise.

Catalogs: Moderate Head, Short Tail.

Online: Big Head, Long Tail.

Mobile: Huge Head, Short Tail.

In-House Data, Purchased Data, Algorithms will need to create a personalized assortment that ensures that all merchandise is featured to all customers. Think Amazon ... no two home pages are alike.

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Data, Data, Data

Data is not as necessary to market to Judy. You need to satisfy her needs, quite possibly via nostalgia.

Data / Social / Mobile are not channels with Jasmine. They “are” the business / experience. The style of marketing needed to partner with Jasmine is unique, different, and rapidly evolving. Think Uber.

Nostalgia, Need



Convenience



Friendship, Fashion



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Data + Demographics + Merchandise + Story

We can combine customer data with demographic customer preferences, the merchandise that a specific demographic cohort cares about. Then, we bundle the message within a story. If we do that, and we do it well, we experience success.

Nostalgia, Need



Convenience



Friendship, Fashion



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Competing Against Infinity

The omnichannel thesis argues that if you digitize a business, and if you sell via many channels, you will please the customer, and your sales will increase.

In practice, the theory is failing. Why?

Here's the problem. We're all competing against infinity. "The customer" is being bombarded with infinite messages from infinite businesses. It's all noise.

We must have a compelling story, one that stands out among infinite messages from infinite businesses.

What Is Their Story?

sign in my account stores customer service

FREE SHIPPING with \$99 purchase. FREE RETURNS U.S. only, exclusions

the magic of macy's

Search or enter web ID

my bag (0)

HOME BED & BATH WOMEN MEN JUNIORS KIDS BEAUTY SHOES HANDBAGS & ACCESSORIES JEWELRY WATCHES BRANDS

the gift guide wish list deals & promotions gift cards wedding registry

WANT IT NOW? NEW! buy online pick up in-store FIND OUT MORE

2-DAY HOLIDAY SALE

EXTRA 15% OFF

EXTRA 10% OFF
home & select depts. excludes Specials.
PROMO CODE: [SAVE](#) [exclusions & details](#)

OR

\$10 OFF


YOUR PURCHASE
OF \$25 OR MORE
excludes Specials, furniture & mattresses.
PROMO CODE: [SAVE25](#) [exclusions & details](#)

[WOMEN](#) [MEN](#) [SHOES](#) [JEWELRY](#) [DINING](#) [FOR THE HOME](#)
[JUNIORS](#) [KIDS](#) [HANDBAGS](#) [PLUS SIZES](#) [KITCHEN](#) [BED & BATH](#)

EXTRA 25% OFF CLEARANCE: TOTAL SAVINGS OF 40-80%

What Is Their (Billion \$ In 5 Years) Story?

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| already a member? sign in |  USD ▾



 INVITE FRIENDS,
EARN CREDIT

 BASKET


NEW TODAY | **TRENDING** | **LAST DAY** | **SHOP BY CATEGORY ▾** | **SHOP BY SIZE ▾** | **SEARCH**



stock added

Clarks Women
crafted with comfort in mind | Ends 2/9

shop now




stock added








Brooks Women
conquer every run | Last day!

shop now


NEW TOMORROW 8 of 123





LeSportsac



- Progressive 
- KicKee Pants Girls 
- The Warming Trend 
- Teva 
- Crosley 
- Almatrichi 
- Marina West 

SEE ALL NEW TOMORROW >

 **SHARE WITH FRIENDS,
EARN CREDIT >**



stock added



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Zulily: \$0 to \$1,000,000,000 In Five Years

“We’re sort of like a newspaper in that we publish something brand new every single day.” **Darrell Cavens, CEO, Zulily**

“I just can’t wait for September to get here. We’ve been selling the same assortment for six months, and quite honestly, we don’t have anything left to say to the customer.” **Major Retail Brand Executive, To Me During A Consulting Project**

In a world where Zulily is publishing compelling merchandise and content daily, we catalogers are trying to figure out how many times we can profitably send out the same remail catalog to the customer.

Think about that, for a moment.

What Is Their (Chapter 11) Story?

THERE ARE CHANGES IN THE AIR, BUT WE'RE STILL HERE! PLACE YOUR ORDER TODAY.



TWENTY-FIVE YEARS
OF COOL STUFF

Search the coolest stuff on the planet



Wish List

My Account

Cart: 0

HOME & GARDEN

HEALTH & BEAUTY

CLOTHING & ACCESSORIES

ELECTRONICS

TRAVEL

PETS

GIFT SHOP

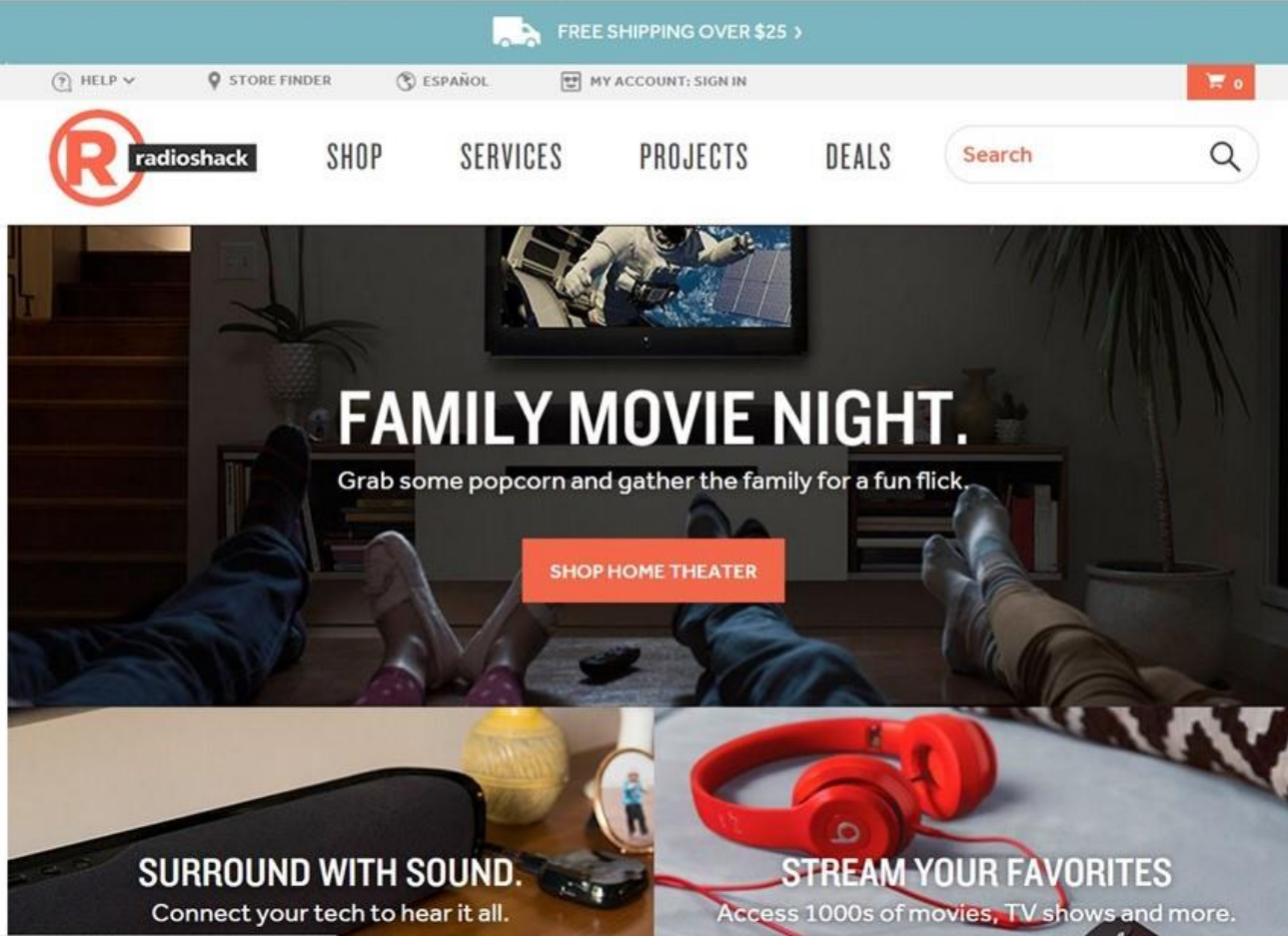
TOYS

MORE



Waiting for connexity.net...

What Is Their (Chapter 11) Story?



What Is Their Story?

888-450-7715 • MY ACCOUNT • CUSTOMER SERVICE • EMAIL SIGN UP • VIEW CART • CHECKOUT

Magellan's 
YOUR TRUSTED SOURCE FOR TRAVEL SOLUTIONS AND GEAR

search by keyword or item # 

No Items In Cart...

Travel Clothing | In Flight Comfort | Bags, Wallets & Luggage | Packing Aids | Portable Electronics | Health & Hygiene | Gifts | Outlet Sale

Travel Clothing for Every Destination



SHOP TRAVEL CLOTHING ►

Style, security & organization 

Protection from Identity 

Combat DVT 

Relaxation at any altitude 

What Is Their Story?

The screenshot displays the WinterSilks website homepage. At the top, a navigation bar includes logos for Orchard, Appleseed's, The Tog Shop, WinterSilks, Norm Thompson, Sahalie, and The Outlet. A link 'Click Here to shop all 14 of our stores' is also present. To the right are links for 'Shopping Bag' (with a 0 item count) and 'Checkout'.

Below the navigation bar, the WinterSilks logo is prominently displayed. To its right, a cardholder reward banner states 'Cardholders get rewards & save all year. APPLY TODAY >'. Further right, links for 'Customer Service', 'Order Status', 'Wish List', 'My Account', and 'Sign In' are provided. A search bar with the placeholder text 'What are you looking for today?' and a 'Search' button is also visible.

A secondary navigation bar lists categories: 'New Arrivals', 'Women', 'Men', 'Silk Long Underwear', 'Sleepwear', 'Outerwear', 'Gifts', 'Sale', and 'Clearance'. A 'Font Size' selector (A A A) is located on the far right of this bar.

The main content area features a large promotional banner with the text 'Hurry, DEALS END TONIGHT' and 'Get all 3 with code U7036 See details'. Below this, three distinct promotional boxes are shown:

- A teal box on the left stating 'ALL ORDERS SHIP for just \$4.99'.
- A red box in the center stating 'EXTRA 25% OFF ALL CLEARANCE STYLES FOR UP TO 80% OFF' with a 'SHOP CLEARANCE >' button.
- A light pink box on the right stating '20% off SWEATERS Excludes Clearance' with a 'SHOP ALL SWEATERS >' button.

Below these boxes, a large image of a smiling woman in a blue jacket is featured. To her left, a list of features is provided: '• Drawcord keeps drafts away.', '• Zip pockets.', and '• Hip-covering length.' A red circular badge over the image indicates a price reduction: '\$54.50 NOW \$42.99'.

To the right of the woman, a graphic with a torn-edge effect contains the text '{ Keep Cozy } SALE' and '20% OFF all Microfleece'.

What Is Their Story?

The screenshot shows the Plow & Hearth website with a winter theme. At the top, a banner reads "ANNUAL WINTER SALE 20% OFF the season's best selections!". Navigation links include "Sign In/Register", "Order Status", "Gift Registry", "Help", "Your Cart", and "0 ITEMS". The Plow & Hearth logo is prominently displayed, along with the text "Since 1980" and a phone number "800-494-7544". A search bar is located on the right. Below the navigation bar, a red banner lists categories: "Hearth", "Indoor Living", "Outdoor Living", "Yard & Garden", "Footwear & Apparel", "Shop by Room", "New & Exclusives", and "SALE". A large yellow pop-up window in the center of the page contains a contest announcement: "enter for a chance to win a \$500 Plow & Hearth shopping spree!". The text continues: "No purchase necessary! Just enter your email address, now through March 31, 2015. View Details>". Below this text is a form with an "Email Address" input field and an "Enter Now!" button. In the background, a large red circular graphic says "SAVE 20% on American Made Furniture" with a "SHOP" button. At the bottom, there are two more promotional banners: "Holiday Clearance" and "SAVE 20% on Best Selling".

ANNUAL WINTER SALE 20% OFF the season's best selections!

Sign In/Register | Order Status | Gift Registry | Help | Your Cart 0 ITEMS

Plow & Hearth Since 1980 Call us in Madison, VA 800-494-7544 Search Type here to search

Hearth | Indoor Living | Outdoor Living | Yard & Garden | Footwear & Apparel | Shop by Room | New & Exclusives | SALE

annual winter

enter for a chance to win a **\$500** Plow & Hearth shopping spree!

No purchase necessary! Just enter your email address, now through March 31, 2015. [View Details>](#)

Email Address Enter Now!

SAVE 20% on American Made Furniture SHOP

Holiday Clearance SHOP

SAVE 20% on Best Selling

What Is Their Story?

CRUTCHFIELD
Seriously into audio since 1974™

Search products...



1.800.555.7088
5 advisors available

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Chat, Email, Support

My Account
Rewards program



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Rock out with Alpine
Buy one sub or speaker set,
get a second for half price

BUY ONE GET ONE HALF OFF



Last-minute play!

Get your new TV by game time - **order by 1/23**



Free Polk sub
with qualifying
purchase of \$499
and up

Free 3-Day Shipping to Washington [See details](#)

What Is Their Story?

Home | [FREE CATALOG](#) | [Online Catalog](#) | [WishList](#) | [Gift Cards](#) | [Library](#) | [Stores](#) | [Blog](#) | [Welcome](#) | [Create Account](#) | [Login](#) | [View Cart](#): 0 Items, \$0.00 | [Checkout](#)

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[Breeches](#) | [Helmets, Hats & Vests](#) | [Gloves](#) | [Show Clothing](#) | [Polos & Casual Clothing](#) | [Outerwear](#) | [Socks & Support](#) | [Spurs & Accessories](#)

WINTER BLOWOUT SALE ❄️ **SAVE UP TO 65% WHILE SUPPLIES LAST** [SHOP THE SALE NOW](#)

Catalog Quick Order Enter catalog item number (i.e. AB-1234)

WINTER BLOWOUT SALE

ENDS SOON!

SHOP IN STORES, BY PHONE OR
[CLICK TO SHOP THE SALE ONLINE NOW!](#)

SAVE UP TO **65%**

Limited quantities, while supplies last. Sale ends 1/31/15.

CHARLES OWEN
ESTABLISHED 1911

SELECT HELMETS 20% OFF*

[SHOP NOW](#)

* Restrictions apply. See Helmet Notice, Warning and Disclaimer. Expires 1/31/15 at 11:59PM ET. © Bob Langrish

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Mountain Horse® Forest Highlander



Wahl® Deluxe Essential Grooming Kit



Cavallo Trek Boot



Mountain Horse® Supreme High Rider Field Boot



What Is Their Story?



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TRUSTED SINCE 1945

1-800-645-3122 Customer Service Log In Register

0 Items | \$0.00
(Earns 0 Profit Shares) View Cart

Home Shop All Gifts What's New Clubs Learn Blog SALE

Search keyword or item # **Go**

[Gold & Silver](#) | [Dollars](#) | [Half Dollars](#) | [Quarters](#) | [Other U.S. Coins](#) | [Mint & Proof Sets](#) | [Supplies](#) | [Paper Money](#) | [Ancient](#) | [World](#)

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2015 Silver American Eagle

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not available from
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\$29.95

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Honor America's Presidents



Shop All Presidential Dollars

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Save on this Modern Dollar Collection -
plus get FREE GIFTS!

50% Off!



Send No Money Now

FREE Catalogs!



Request Your Copy Now

What Is Their Story?

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Devoted to your luxurious comfort and style

— once-a-year —
COMFORTER SALE
Save on Comforters & Mattress Pads

search by keyword or item # 

No Items In Cart...

SHEETS & BEDDING • BLANKETS & BED COVERS • COMFORTERS • PILLOWS • FEATHERBEDS • MATTRESS PADS & PROTECTORS • SLEEPWEAR & APPAREL • BATH • HOME & PET • **CLEARANCE**

— once-a-year —
COMFORTER SALE

★★★★★
*"A+ quality and comfort!
I will never buy a comforter
from anywhere else ever!
They are the best."*
—Customer, Rhode Island

Shop Comforter Sale



Made in
USA BY
CUDDLEDOWN

What Is Their Story?



What Is Their Story?

DAKIN FARM
WHAT VERMONT TASTES LIKE™

Search

GO

Sign In

0

Maple Syrup

Gift Samplers

Bacon & Sausage

Breakfast

Ham

Ribs & BBQ

Poultry

Cheese

Entrees

Pantry

Top Rated

Most Popular

Shop By Price

Sale



Free Gift Offer

[Click for Details >](#)



Mouthwatering Flavor

[Shop all Bacon >](#)



Vermont's Finest!

[Shop All Syrup >](#)

What Is Their Story?

Danforth
handcrafted in vermont

ACCOUNT INFO

LOGIN

CUSTOMER SERVICE

EMAIL SIGNUP

0 ITEMS \$0.00 VIEW CART

Search Our Site



CALL TOLL FREE

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BABY

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that fits every budget!

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Shop Our
FEATURED
CATEGORIES



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<http://blog.minethatdata.com>
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What Is Their Story?

Questions? 855-493-9856 | Email Us Text Size:

Product Finder

» LOG IN » NEW ACCOUNT » VIEW CART

» CHECKOUT Items: 0
Cart Total: \$0.00

Shop By Resources

Home Health Conditions + All Products + Body Part + Brands + About Us Blog Easier Shipping

HEAT UP
to
COOL DOWN
the
ACHES OF WINTER!

SHOP NOW >>

SHAPE UP FOR THE NEW YEAR! SAY GOODBYE TO THE ACHES OF WINTER! SHOP RONWEAR PORT-ABLE CLOTHING MASSAGE AND REFRESH EYE PILLOW NO BUTTONING NECESSARY THE HIP SURGERY SURVIVAL KIT!

RECENT ARTICLES
• Insomnia may be linked to future

Your One-Stop-Shop for Home Healthcare Products!

enter email address

Sign Up Now for Exclusive Email Offers
privacy assured >>

Caregiver Wellness Home Health News Prepare for Care Favorites

LEAVE A MESSAGE

What Is Their Story?

The screenshot shows the Gardener's Supply Company website. At the top, there's a navigation bar with links for Customer Service, Order Status, Sign In | Register, and a search bar. Below this is a banner for "OUR ORDER-TODAY SHIP-TODAY PROMISE" with a "DETAILS" link. A secondary navigation bar includes "WINTER SALE", "GARDENING", "OUTDOOR LIVING", "INDOOR LIVING", "NEW & EXCLUSIVE", "OUTLET", and "LEARN & SHARE".

The main content area features three promotional tiles:

- Tabletop Gardens:** A large tile showing three colorful planters (blue, red, and white) filled with flowers. Text reads: "Green up your home with TABLETOP GARDENS". Below the image, it says "Viva Self-Watering Tea Cup Planter \$29.95" and includes a "Buy Now" button.
- New Plant Stands:** A tile showing a black metal plant stand with several pots. Text reads: "NEW Plant Stands". Below the image, it says "New plant stands and terraces that are both decorative and functional." and includes a "Shop Now" button.
- Winter Sale:** A red tile with a snowflake icon. Text reads: "Winter Sale! SAVE UP TO 80%". Below this, it says "Save on Over 200 Products" and includes a right-pointing arrow.
- Free Planner:** A tile showing a "FREE Kitchen Garden PLANNER" and a wooden planter box. Text reads: "Our FREE Kitchen Garden PLANNER Just Got Better!". Below the image, it says "LEARN MORE" and includes a right-pointing arrow.
- No-Fail Seed Starting:** A tile showing a person's hands holding a seedling. Text reads: "NO-FAIL SEED STARTING, EVERY TIME!". Below the image, it says "Shop Seed Starting" and includes a right-pointing arrow.

What Is Their Story?

Request a Catalog | Quick Order | E-mail Signup | 1-877-564-6697

My Account | Wish List | Login

Johnny's
Selected Seeds
An employee-owned company

What are you looking for?

SAME DAY SHIPPING  **CART (0)**

VEGETABLES **FRUITS** **FLOWERS** **HERBS** **FARM SEED** **TOOLS & SUPPLIES** **ORGANIC SEED** **SALE** **LEARN**

Seed-Starting Sale! **FREE SHIPPING On Orders Over \$200!*** [E-mail Signup](#)

Home

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Heirloom
New for 2015!
Pelleted Seeds
Internet Only
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Johnny's Exclusives

Growing Center
Grower's Library
Videos
Interactive Tools
Seed Calculator
Hardiness Zones
More...

About Johnny's
Ownership
Maps & Directions
Careers

NEW! for 2015

Over 200 NEW Products


New Vegetables, Flowers, Herbs, & More »

NEW Vegetable Varieties »
Our newest introductions from near & far, selected for your growing success.

NEW Flower Varieties »
Top-performing new flower varieties with the finest features.

email SIGN UP
growing tips
and more organic
new products
[Click Here »](#)

Johnny's Commercial Sales Team
• Vested in Your Success
• More Round Crops



What Is Their Story?


The screenshot shows the Lake Champlain Chocolates website. The header includes the company logo (a deer), navigation links (My Account, Welcome, Log In), a phone number (1-800-465-5909), a search bar (search chocolates), and a shopping cart icon (SHOPPING CART (0) CHECKOUT). The main navigation menu lists categories: Seasonal, Truffles, Assortments, Caramels, Fruit & Nuts, Bars & Hot Chocolate, Gift Ideas, Business Gifting, and Wedding & Party. The central banner features a large image of a heart-shaped box of chocolates with a pink ribbon, surrounded by various chocolate truffles. The text on the banner reads: "Take 10% off any purchase! Shop now for your sweetheart, ship when convenient, and SAVE... Hurry, offer ends Jan. 27! Shop Valentine Gifts". Below the banner are three smaller promotional tiles: "Valentine Gifts" with a heart-shaped box, "Fanatical about chocolate? Join the Club!" with various chocolate treats, and "Hot Chocolate Sale!" with a cup of hot chocolate and a can of chocolate powder. Each tile has a "Shop Now" button.

What Is Their Story?




SIMPLE PRODUCTS for a SIMPLER LIFE


Call Now to Order
800-438-5346
» Need Help? «
Click Here to Chat with Us!




Welcome!
» Sign In
» Email Sign Up

 My Cart

Health/Beauty	Garden	Home Goods	Kitchen	Lights	USA Made	Water
Books	Eco-Friendly	Emergency Supplies	Food	Outdoors	Stoves	Tools/Farm
Home	Web Specials	Exclusives	New Products	Free Catalog		

SEARCH: What are you searching for? 




Over 50 items up to 75% off.
In-stock items only. Buy now: when the sale's this good, supplies are limited. New items being added - check back often!

SHOP NOW ▶

» CLICK HERE TO
SIGN UP FOR OUR EMAILS!

REQUEST OUR LATEST CATALOG!
» Click here for details



Product Categories


- » Appliances
- » Books
- » Eco-Friendly
- » Garden

CLEARANCE

CRUMB CAKE COOKIES

WAS \$5.99
\$3.97

SHOP NOW ▶




BARGAIN OF THE WEEK

FIFTEEN PUZZLE

WAS \$10.95
\$5.47

SHOP NOW ▶

Supplies limited!




NEW ITEM

BUTTERCUP BUTTER MAKER

\$15.99

SHOP NOW ▶



What Is Their Story?

The Teachers' Lounge Blog     

Sign In | Wish List | Customer Service | Quick Order | (800) 366-1920

0 Items

Really Good Stuff

Fun & creative teaching tools for today's classroom®

Search

ELA SCIENCE
SOCIAL STUDIES MATH

Shop By Subject

Organizers & Storage Teacher Supplies Bulletin Boards & Posters Games & Activities Books & Media Teacher Management Tools Celebrations & Themes Shop by Subject Shop by Standards Outlet

Standards Match Personalized Picks Top Rated What's New Web Exclusives Mix And Match Savings eGift Certificates

Common Core Aligned And Connected Valentine's Day Activities

Shop Valentine's Day ▶



Celebrate 100th Day!

Shop Now ▶



Organization & Storage Solution Headquarters

 Boxes, Bins & Tubs

 Give Me Five

 Plastic Baskets


 Carts


You'll Love Shopping With Us!

- ✓ Really EZ Pay™ Take 3 Payments To Pay
- ✓ 100% Satisfaction Guarantee
- ✓ BuySAFE Protection 3-in-1 Guarantee With Any Purchase
- ✓ Sales, Bids and P.O.s
- ✓ Get Email Savings ▶

What Is Their Story?

Ross + SIMONS
Fabulous Jewelry. Great Prices. Since 1952.

Live Chat 800-835-0919 Ship to 


Sign In Your Account Customer Care  0 items in bag [CHECKOUT](#)

Jewelry Diamonds Engagement Gemstones Pearls Bracelets Earrings Necklaces Rings Estate Clearance


Item# or keyword [search](#)

[Valentine's Day Gifts](#) [Today's Daily Deal](#) [Store Locator](#) [Watches](#) [Gifts](#) [Collectibles](#) [Home & Tabletop](#)

[shop JEWELRY](#)

 **70% OFF & MORE!**
[great values](#)

Daily Deal!
[BIG look](#)

 [shop CATALOGS](#)

SITEWIDE SAVINGS
25% off
code **SAVE25** • thru JAN 25
[SHOP JEWELRY](#)

THE Valentine's Day GIFT GUIDE
[SHOP NOW](#)

[Shop Featured Items](#)

SHOP JEWELRY * details

Diamonds
[SHOP NOW](#)

Gemstones
[SHOP NOW](#)

Pearls
[SHOP NOW](#)

Gold
[SHOP NOW](#)

Silver
[SHOP NOW](#)

Fine Jewelry Boutiques, Diamonds, Pearls, Gold, and Silver Jewelry

Estate
[SHOP NOW](#)

Designer Jewelry
[SHOP NOW](#)

New Arrivals
[SHOP NOW](#)

Trending Styles
[SHOP NOW](#)

Closeouts
[SHOP NOW](#)

What Is Their Story?

 **\$4.99 Free Standard Shipping** Only on Orders \$50+ [See Details](#)

SWANSON
Health Products
swansonvitamins.com

America's #1 Rated
Catalog/Internet Merchant
Based on Customer Satisfaction†

For Help or to Order
1-800-824-4491
Call or [Chat](#)



en Español  SECURED BY ENTRUST

Sign In or Register  **Cart**

Food and Beverage Beauty CoQ10 Herbs Joint Immune Digestive EFAs Heart Sports Nutrition Diet

Home Free Catalog New Products Deal of the Day Web Specials Buy 1 Get 1 Free Brands **Overstock**

Search All Item #/Keyword Sign Up Today For 10% Off Enter Your Email



DOUBLE YOUR SAVINGS

Save Up to **70%** with Buy-1-Get-1 Deals!

SHOP THIS WEEK'S BOGOS

Ready to Lose?

Month of Healthy Savings

SHOP WEIGHT LOSS

Order from Catalog

Item # Qty

Item # Qty

Item # Qty

[Add More Items](#)



Shop Clearance

Save Up to 80% Off with 

Web Specials

Buy Top Products at Secret 

New Products

Breakthrough Formulas, 



What Is Their Story?

Customer Service | Email Sign Up | Request a Catalog

1-800-547-7849 | Live Help

Sign In / Create Account



**The Vermont
COUNTRY STORE®**
Purveyors Of The Practical and Hard-To-Find



SHOPPING BAG 0

Checkout

MADE IN THE USA SLEEPWEAR KIDS BED & BATH GIFTS VISIT US

Enter Keyword, product name or item# here



WOMEN'S

MEN'S

HOME

HEALTH & BEAUTY

FOOD & CANDY

ORTON SPECIALTIES

CLEARANCE



**WINTER
CLEARANCE**

SAVE UP TO 65%
Over 250 Markdowns!

SAVE NOW

What Is Their Story?

The screenshot shows the homepage of the Wind & Weather website. At the top, there is a navigation bar with links for SIGN IN, ORDER STATUS, WISH LIST, LIVE CHAT, EMAIL SIGN UP, and a shopping cart icon showing 0 items. The main header features the Wind & Weather logo, a circular seal with a portrait and the text 'WIND & WEATHER SATISFACTION GUARANTEED', and the tagline 'At Home With Nature Since 1976'. Below the header is a search bar and a row of category links: Weather Instruments, For the Home, Garden Art, Yard & Patio, Favorites, Gift Guide, and Sale. A secondary row of links includes HOLIDAY CLEARANCE, WIND SPINNERS, OUTDOOR GLASS ART, BEST SELLERS, SPRING PREVIEW, and VALENTINE'S GIFTS. The main content area is dominated by a large blue banner with the text: 'Who wants \$500 to spend at Wind & Weather? No purchase necessary - just enter your email address for a chance to win, now through March 31, 2015. View Details'. Below this text is a form with an 'Enter address' input field and an 'enter now!' button. The banner is flanked by images of colorful glass art. At the bottom, there are two smaller promotional banners: 'seaside whimsy shop beach' with a beach scene and 'New Markdowns' with a red background.

What Is Their Story?

The screenshot shows the H&M website homepage. At the top, there is a navigation bar with links for LOG IN, MY H&M, UNITED STATES | USD, SHOPPING BAG, and CHECKOUT. Below this is a secondary navigation bar with the H&M logo, STORE LOCATOR, CUSTOMER SERVICE, ORDER FROM CATALOG, SIGN UP FOR EMAILS, and a search bar. The main navigation bar includes links for LADIES, MEN, KIDS, HOME, SALE, and H&M LIFE. The central banner features a woman in a peach-colored long-sleeved top and black pants, and a man in a light blue button-down shirt and dark pants. To the right of the models, the text reads: "THIS WEEKEND ONLY! DEALS FROM \$5". Below this, it says "Up to 60% off select styles online & in-store. Valid until 1/19/2015." There are four buttons: "SHOP LADIES", "SHOP MEN", "SHOP KIDS", and "SHOP HOME". At the bottom of the banner, small text states: "Offer valid on select items from 1/15/2015 12:01am EST to 1/19/2015 11:59pm EST at hm.com or while supplies last. No adjustments on prior purchases. In-store prices and products may vary and may differ from online." Below the banner, there are three smaller promotional tiles. The first tile on the left shows a woman's face and the text "MUST-HAVES LONG-SLEEVED \$24.95". The middle tile shows a woman's face. The right tile shows a close-up of a textured surface and the text "VOTE FOR YOUR".

LOG IN MY H&M UNITED STATES | USD SHOPPING BAG CHECKOUT

H&M

STORE LOCATOR CUSTOMER SERVICE ORDER FROM CATALOG SIGN UP FOR EMAILS

LADIES MEN KIDS HOME SALE H&M LIFE

Search products Q

THIS WEEKEND ONLY!
DEALS FROM \$5

Up to 60% off select styles online & in-store.
Valid until 1/19/2015.

SHOP LADIES SHOP MEN SHOP KIDS SHOP HOME


Offer valid on select items from 1/15/2015 12:01am EST to 1/19/2015 11:59pm EST at hm.com or while supplies last. No adjustments on prior purchases. In-store prices and products may vary and may differ from online.

MUST-HAVES LONG-SLEEVED \$24.95

VOTE FOR YOUR

What Is Their Story?

100's OF NEW STYLES ADDED! **EXTRA 50% OFF CLEARANCE**
ONLINE ONLY. USE CODE [EXTRA50](#) [DETAILS](#) [GIRLS](#) [GUYS](#)

AERO LIVE LOVE DREAM **p.s. KIDS** [email sign up](#) [my account](#) [ship to: !\[\]\(90b72a2399b1982a0f0b7a8676dcfc8d_img.jpg\)](#) [MY BAG](#) 


AERO

[GIRLS](#) [GUYS](#) [ROOM](#) [CLEARANCE](#) [BRANDS](#) [FACTORY](#) [#AERONOW](#)

50% OFF CLEARANCE
100's OF NEW STYLES ADDED!
EXTRA

[SHOP GIRLS >](#) [SHOP GUYS >](#)

USE CODE **EXTRA50** ONLINE ONLY. [DETAILS](#)



What Is Their Story?



What Is Their Story?

Welcome to L.L.Bean ([log in](#) or [create an account](#))

SHIPPED *for* FREE | GUARANTEED TO LAST™

Email Updates Customer Service 800-441-5713

L.L.Bean

Enter item # or keyword

SEARCH



Shopping Bag

Wish List

MEN'S WOMEN'S KIDS' FOOTWEAR OUTDOOR GEAR HUNTING & FISHING LUGGAGE HOME SALE

Earn \$10 Coupons with the L.L.Bean® Visa® Card

What's New Outerwear Gift Shop Gift Cards Outdoor Adventures Blog L.L.Bean Visa

L.L. BEAN
SIGNATURE

The Season's Best Sweaters

NEW COLORS, NEW STYLES

▶ NEW COTTON BASKETWEAVE SWEATER

▶ WOMEN'S SWEATERS

FREE SHIPPING NO MINIMUM ORDER. NO END DATE.

WINTER SALE



What Is Their Story?

overstock™

Search Overstock™

FREE SHIPPING* // AWARD-WINNING CUSTOMER SERVICE

Join Now Earn Rewards Sign In My Account

Shopping Worldstock Farmers Market Pet Adoptions O.info Cars Insurance

Email Lists Registry Gift Cards Flash Deals English

FOR THE HOME FURNITURE BED & BATH WOMEN MEN JEWELRY WATCHES HEALTH & BEAUTY ELECTRONICS WORLDSTOCK MORE GIFTS SALE

Valentine's Gift Guide

2.14 Valentine's Day Is February 14th.

GIFT FINDER
PINPOINT THE PERFECT GIFT

Don't know what to give?
Choose the perfect gift in four easy steps!

Occasion

Age

Gender

Price

Start Now

SHOP GIFTS UNDER \$50

SHOP GIFTS UNDER \$100

SHOP ROMANTIC GIFTS

Waiting for inw-1172.inw-rtb1.rfihub.com...

What Is Their Story?



FREE SHIPPING
ON SELECT DR® POWER EQUIPMENT

[Log In](#) | [Register](#)

[View Cart](#)

[Contact Us](#)

[Live Chat](#)

1-800-687-6575

[POWER EQUIPMENT](#)

[SHOP BY CATEGORY](#)

[ON SALE](#)

[SUPPORT](#)

[BLOG](#)



**RAPIDFIRE
LOG SPLITTERS**

[Shop Now >](#)

**NOW STARTING AT
\$1199⁹⁹**

**ORDER BY
MAR 5TH**

**FREE
SHIPPING**

**6 MONTH
HANDS-ON
TRIAL**

**0% MONTHLY
INTEREST 24
MONTHS**

DR REDI-PLOW
ATTACHES IN SECONDS!

[SHOP NOW >](#)

**NEW
4-CYCLE
ROTO-HOG
TILLER
CULTIVATOR**

**PERFECT FOR
TILLING BETWEEN ROWS!**

[SHOP NOW >](#)

What Is Their Story?

800.870.3513 Shipping To: Email Signup Sign In/Register My Account Order Status Gift Registry Wish List Shopping Cart (0 items)

delight by design™ Garnet Hill kids

Search - Keyword or Item # Go

WOMEN'S FASHION SWIMWEAR SHOES & ACCESSORIES EILEEN FISHER BEDDING & BATH RUGS & HOME DECOR kids CLEARANCE

20% OFF EXCLUSIVE WOMEN'S SWIM ❄️ BUY ONE, GET ONE 50% OFF WOMEN'S KNIT TOPS ❄️ BUY ONE, GET ONE 50% OFF EXCLUSIVE KIDS' SWIM through February 9. [Details](#) Code: **K5WMTE2**

FLEE THE FREEZE: SHOP, SAVE, PACK, GO!

THE GREAT ESCAPE SALE

20% OFF
EXCLUSIVE WOMEN'S
SWIM»

1



BUY ONE, GET ONE
50% OFF
WOMEN'S KNIT TOPS»

2



BUY ONE, GET ONE
50% OFF
EXCLUSIVE KIDS' SWIM»

3



Waiting for track.securedvisit.com...

What Is Their Story?



New Pig

World's Best Stuff for Leaks, Drips and Spills

Search

Enter Keyword or Item#



GO



For Help or to Order
1-855-493-HOGS
(493-4647)

[Sign In / My Account](#)

Your CART (0 ITEMS)

[Home](#)

[Shop All Products](#)

[Go to Federal Government Site](#)



[Recently Viewed Items](#)

[Ordering from a Catalog?](#)

FREE PINT GLASS SET with \$199 order —
a \$20 value. Click for details.

Use Squeal Deal Code PIGPINT.
Expires 02/13/2015.

Top-Selling Product Links

- [Mats \(221\)](#)
- [Drum Funnels \(43\)](#)
- [Barrels & Drums \(92\)](#)
- [Spill Containment \(118\)](#)
- [Spill Kits \(360\)](#)
- [Socks & Booms \(62\)](#)
- [Drain Covers \(83\)](#)
- [Drum Lids & Covers \(42\)](#)
- [Epoxy Putty \(54\)](#)
- [Leak Diverters \(53\)](#)
- [Barnyard Clearance \(149\)](#)

Pig Blue

Our most absorbent mat. Ever.

Soaks up more
so you use less on
big leaks and spills.

**Show me
Pig Blue Mat!**

BLU101

Order From Catalog

Item#	Qty
Item#	Qty

Add to Cart

[Add
More
Items](#)



Get Chocolate Piglets

Just be one of the first
500 to sign up for PIG
email! [Details](#)



Email Address

Get your chocolate now



**Sign up for
Autoship!**

Automatic deliveries
plus a **FREE** surprise
in every shipment!

[Learn More Now](#)

**DrainBlockers seal tight,
won't rip. Guaranteed.**

Protect your drains
with our super-sealing,
UV-resistant cover.
Perfect for quick or
long-term spill response.

[Buy a DrainBlocker!](#)



**BARNYARD
CLEARANCE**

**SAVE
50%**

**LIMITED
QUANTITIES!**

SAVE BIG NOW!

Kevin Hillstrom, President, MineThatData

<http://blog.minethatdata.com>

kevinh@minethatdata.com

What Is Their Story?

The screenshot shows the Vermont Teddy Bear website. At the top, there's a navigation bar with the Vermont Teddy Bear logo, a search bar, and links for 'My Shopping Cart: Empty', 'LOGIN', and 'MY ACCOUNT'. Below the navigation bar is a promotional banner for 'FREE WITH PURCHASE: Gourmet Chocolate and Personalized Gift Card'. The main content area features two large product images: a large brown teddy bear with a red bow and a woman hugging it, and a grey teddy bear in a suit. Both images have 'Shop Now' buttons. Below these is a 'SIGN UP for the PreFUR'd Member Email Program' section with an email address input field and a 'SIGN UP' button. At the bottom, there's a 'VALENTINE'S DAY' section with four images of teddy bears: one in a pink hoodie, one in a brown suit, one in a green shirt, and one in a red shirt.

VERMONT TEDDY BEAR

My Shopping Cart: Empty
LOGIN | MY ACCOUNT

1-800-829-BEAR(2327)

NOW ACCEPTING **PayPal**

BIG BEARS VALENTINE'S DAY OCCASIONS RECIPIENT THEMES BEAR & PJ GIFT SETS ACCESSORIES

FREE WITH PURCHASE: Gourmet Chocolate and Personalized Gift Card

GO BIG

Shop Now

We're Obsessed with Grey

Shop Now

SIGN UP for the **PreFUR'd Member Email Program**

Enter to win a free Vermont Teddy Bear, receive exclusive discount offers & more!

Email Address

SIGN UP

VALENTINE'S DAY

anne

VERMONT BROWNIE COMPANY


I LOVE BEANNS




Waiting for cdn.vermontteddybear.com...



What Is Their Story?

Need Help? 1-888-349-0397 Customer Service Catalog Quick Order Free E-News My Account

 **HEALTHY DIRECTIONS**
Home of America's Most Admired Doctors

Search [Search](#) [VIEW CART](#) 

HOME	SHOP NOW	HEALTH A-Z	OUR DOCTORS	COMMUNITY	SPECIAL OFFERS			
Anti-Aging	Bone & Joint Health	Digestive Health	Heart Health	Skincare	Sleep	Trilane®	New	Customer Favorites



To Commemorate American Heart Health Month...

Save up to

52% OFF


ALL orders. No minimum.

+ FREE SHIPPING
on all orders over \$99.


[Save Now](#)

Featured Products


Dr. Lark [View all](#)




Dr. Sinatra [View all](#)




Dr. Tabor [View all](#)



Dr. Whitaker [View all](#)



Dr. Williams [View all](#)



What Is Their Story?

The screenshot shows the Oriental Trading website homepage. At the top, a blue navigation bar contains the phone number 1-800-875-8480, links for Help, Call Me, Live Chat, Feedback, Log In, and Track Orders. Below this is the Oriental Trading logo with the tagline "celebrating over 80 years of fun". A search bar with a "GO" button and a "WEDDING DAY DEALS! SHOP NOW" link are also present. A horizontal menu bar lists various product categories: Party Supplies, Occasions & Events, Toys, Games & Novelties, Craft & Hobby Supplies, Teaching Supplies & Stationery, Holidays, Valentine's Day, and Sale. A large pink banner announces a "Valentine SALE SAVE up to 60% Shop Now". The main content area features a large Easter promotion with a girl lying on grass surrounded by Easter eggs and toys. Text on the banner includes "Easter", "Shop Now", "UP TO 50% OFF!", "Easter Eggs", "Easter Toys", "NEW ARRIVALS", and "EASTER is APR. 5th". To the right of the main image is a vertical list of category links: St. Patrick's Day, Mardi Gras, Easter (highlighted), Toys & Games, and Dr. Seuss. At the bottom, a URL is visible: ms.orientaltrading.com/prefcenter/resources/html/otc/mtEmailBox.html#close.

What Is Their Story?

MARCO  Promotional Experts Are Standing By  **1.877.545.9322** Monday - Friday 8 am - 7 pm EST

Promote More. Spend Less. **Guaranteed!** **START LIVE CHAT!** Enter Catalog Item # or Keyword **Search** [Advanced Search](#)

Apparel Auto, Home & Tools Badge Holders & Ribbons Bags & Totes Drinkware Lanyards & Neck Wallets Outdoor & Leisure Pens & Writing Office & Technology Wellness & Safety Sales & Closeouts

Home 24-Hour 2-5 Day Rush Low Minimums 49¢ Store 99¢ Store Free Catalog Best Sellers What's New Promoting Smarter! 

Get **FREE** Samples & Special Deals. Sign Up Now! Enter Email Address 

[Privacy Policy](#)

FREE STANDARD GROUND **SHIPPING**
on four of our popular umbrellas



Start Shopping Umbrellas Now!

< 1 2 3 4 5 >

We can help!

Don't gamble with your marketing budget!



Save up to **\$120** first order offer

Click to Chat 

Just Added! **HOT NEW Promotional Items**

Dunes Pen



Business Card Letter Opener



The Racer, 25 oz.



Cotton Santa Fe Tote



16 LED Plastic Flashlight



Kevin Hillstrom, President, MineThatData

<http://blog.minethatdata.com>

kevinh@minethatdata.com

What Is Their Story?

Phone: 800-221-0570 | Fax: 800-322-2003

[Sign In](#)





[Product Categories](#) [Work Gloves](#) [Protective Wear](#) [New Products](#) [Sale](#) [Clearance](#) [Contact Us](#)



Great Values
Guaranteed Quality
Dynamic Selection
Now Just \$8
Buy Now!

[My Current Order](#) 

Your current order is empty.

[Quick Order](#)

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

[Email Giveaway](#)

Receive a pair of Sportster Safety Glasses (Item #9200040) when you sign up for our email offers.

Offer only valid for US residents 18 or older. While supplies last, 1000 available. Limit one per person. Email address must be valid and new to Galeton's lists.

[WORK GLOVES](#)

[INSULATED GLOVES](#)

[PALM COATED GLOVES](#)

[DRIVERS GLOVES](#)

Kevin Hillstrom, President, MineThatData
<http://blog.minethatdata.com>
kevinh@minethatdata.com

What Is Their Story?

The screenshot shows the American Meadows website homepage. At the top is a navigation bar with the American Meadows logo, the tagline "WHERE CONFIDENCE GROWS", and links for "Log In", "Register", and "View Cart". Below this is a search bar with the text "FIND: Search for Products & Information" and a green "SEARCH" button. To the right of the search bar, it says "Gardening Questions or Comments? Call 877-309-7333 or [E-mail](#)".

A horizontal menu below the search bar lists various product categories: Wildflower Seeds, Flower Seed Packets, Perennials, Flower Bulbs, Vegetables, Grass Seeds, Gardening Gifts, Gardening Tools, and Community.

The main banner features a large image of a garden gnome named Ray, wearing a red hat with a yellow star and a green tunic. To the right of the gnome, the text "WHERE CONFIDENCE GROWS" is written in large, bold, green letters. Below this, it says "HARDIEST SEEDS, BULBS & PLANTS." and "Supplying Gardeners for over 30 YEARS" with an American flag graphic.

Below the banner are three sections:

- Join our Email List:** A section with a text input field for "Enter email address" and a green "SIGN-UP" button. It also includes a link to "Details" and a note about respecting privacy.
- Featured Products:** A section titled "Save on these Favorites" showing a carousel of images of various flowers, including purple and pink daisies.
- Wildflower Specialists:** A section featuring a large image of pink daisies.

At the bottom left, there is a link to "Our Gardening Blog" dated February 4, 2015.

What Is Their Story?

Garrett Wade
Where Good Tools Come First. Since 1975.
Need Help? Call Us 24/7 **800-221-2942**


[Click Here](#) to request our Free Catalog

Sign In | Wish List
0 items \$0.00
100% Secure Shopping Cart

Search Enter Search Here

ALL TOOLS | WOODWORKING TOOLS | SHOP TOOLS | HOME + OFFICE | OUTDOOR TOOLS | CLEARANCE

HOME | NEW ITEMS | BEST SELLERS | USA MADE | 5 STAR TOOLS | INVENTORY REDUCTION SALE | EMAIL SIGNUP


Inventory Reduction Sale. Over 100 tools on sale! (click here)

Save \$53.45
INVENTORY REDUCTION

Save \$49.45

SHOP WINTER
Solid Copper Outdoor Thermometer & Hygrometer

SHOP ALL PRUNING

INVENTORY REDUCTION SALE

SHOP ALL DRILLS + DRILL BITS

What Is Their Story?

The screenshot shows the homepage of White Mountain Puzzles Inc. The header features the company logo, a 'MADE IN USA' seal, and navigation links for Wholesale Login, Sell Our Puzzles, and a 1-800-548-8009 toll-free number. A search bar and a 'GO' button are also present. Below the header is a red navigation bar with links to Shop All Jigsaw Puzzles, Shop by Pieces, Shop by Themes, Shop by Difficulty, Shop by Artist, Puzzle Accessories, Quick Order, and Wish List. The main content area includes a red box for email sign-up, a blue box for Terry Redlin Puzzles, and three category boxes: Best Sellers (featuring cereal boxes), Nostalgic Puzzles (featuring a red car), and New Jigsaw Puzzles (featuring a store interior). A Norton Shopping Guarantee logo is visible in the bottom left corner.

WHITE MOUNTAIN PUZZLES INC.
America's Favorite Jigsaw Puzzles

MADE IN USA

Wholesale Login | Sell Our Puzzles
1-800-548-8009
Checkout | My Account
Customer Login | Cart \$0.00

Search Jigsaw Puzzles **GO**

[Shop All Jigsaw Puzzles](#) [Shop by Pieces](#) [Shop by Themes](#) [Shop by Difficulty](#) [Shop by Artist](#) [Puzzle Accessories](#) [Quick Order](#) [Wish List](#)

ENTER YOUR EMAIL ADDRESS TO RECEIVE SPECIALS, NEW PUZZLE UPDATES AND PUZZLE CONTESTS

Submit Email Address **GO**

[CLICK HERE TO REQUEST OUR JIGSAW PUZZLE CATALOG](#)

TERRY REDLIN PUZZLES

EXCLUSIVE COLLECTION...
AMERICA'S MOST WIDELY COLLECTED PAINTER OF NATURE AND AMERICANA.

BEST SELLERS

NOSTALGIC PUZZLES

NEW JIGSAW PUZZLES

Norton
SHOPPING GUARANTEE
2/7/2015

What Is Their Story?

The screenshot shows the Gap website's homepage. At the top, a navigation bar includes logos for GAP, OLD NAVY, BANANA REPUBLIC, PIPERLIME, and ATHLETA. It also features promotional text for 'FREE SHIPPING' and 'FREE RETURNS' on all orders over \$50. A user account section on the right offers links for 'Sign in', 'Wish List', 'Orders and returns', and a 'Checkout' button. Below the navigation bar, a yellow banner announces a '40% OFF YOUR PURCHASE' sale, valid online only and ending on 1/19. The main header area contains a search bar and links to 'FIND A STORE', 'CREDIT CARD', and 'GIFTCARD'. The primary promotional banner is dark blue with a red diagonal stripe and a large 'SALE' graphic. It advertises a 'winter sale now up to 75% off' with a 'SHOP SALE' button. To the left of this banner is a vertical menu listing categories: Women, GapFit, Maternity, Men, Girls, Boys, Toddler, Baby, and Gap Factory. The main content area features a large advertisement for '10 pieces seven days' of new wardrobe essentials, featuring a woman in a green sweater and scarf. A 'SHOP THEM ALL' button is at the bottom of the ad.

GAP

OLD NAVY

BANANA REPUBLIC

PIPERLIME

ATHLETA

FREE SHIPPING
ON ALL ORDERS OVER \$50.

FREE RETURNS
ON ALL ORDERS.

Your account | Sign in
Wish List | Orders and returns

0 items in your bag

Checkout

40% OFF YOUR PURCHASE (includes sale!) USE DEALS ONLINE ONLY. ENDS 1/19. DETAILS ▶

FIND A STORE / CREDIT CARD / GIFTCARD

Search

GAP

SALE

winter sale
now up to 75% off

Prices as marked online may vary in stores.
Excludes Gap Factory.

SHOP SALE ▶

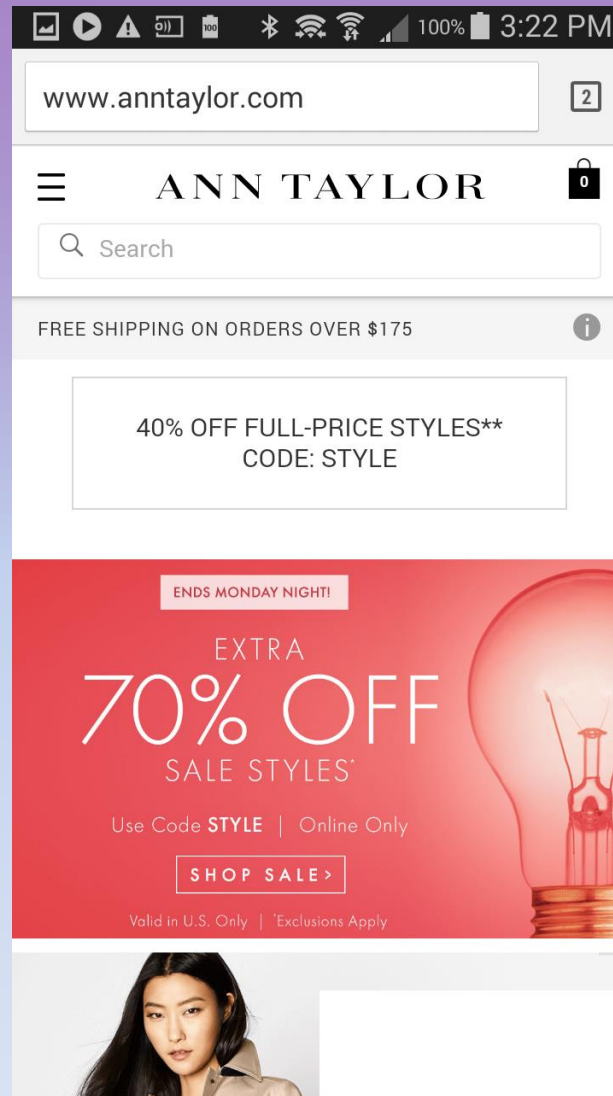
Women
GapFit
Maternity
Men
Girls
Boys
Toddler
Baby
Gap Factory

10 pieces
seven days

New year, new wardrobe essentials.

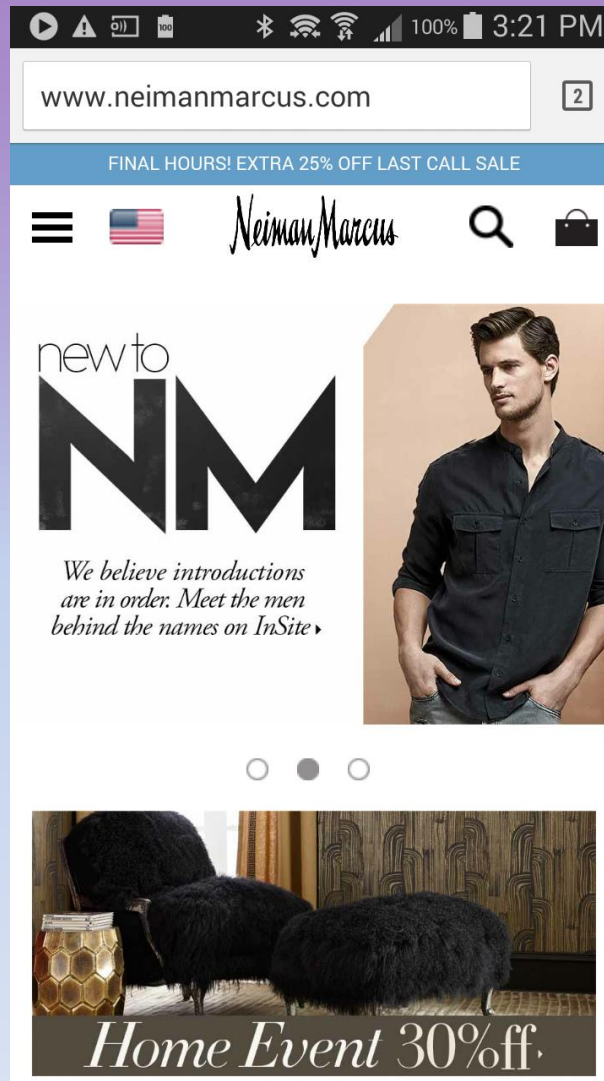
SHOP THEM ALL ▶

How Do We Tell A Mobile Story?

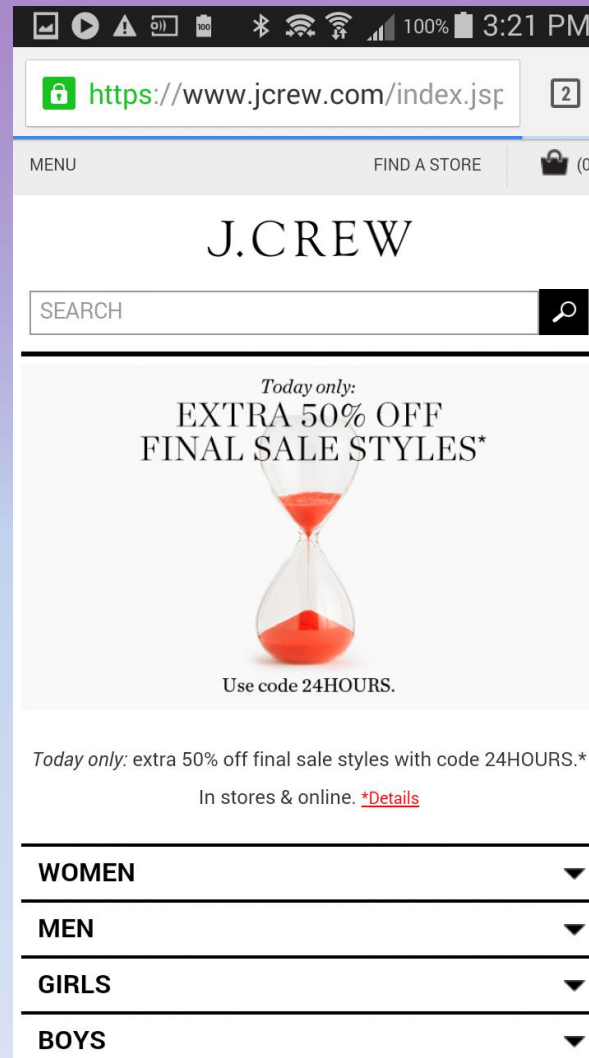


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How Do We Tell A Mobile Story?



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Catalogers: Three Options

The majority of catalogers now cater to a 55+ audience, often 65+. Some don't (those who offer products loved by 30-49 year olds). But for most, there are three emerging options.

- 1. Ride the Baby Boomer generation through retirement. Embrace 'em. Offer products that a 65-84 year old customer needs. Be a merchandising genius (new + winners), use productivity to fuel customer acquisition activities.**
- 2. Generate as much profit as possible in the next five years – use the profit to migrate some of the merchandising assortment to stuff a 45-64 year old customer likes, marketed online. This is a bridge-merchandise and bridge-customer strategy.**
- 3. Use profit from current activities to fund a new brand catering to a 35-54 year old customer.**

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E-Commerce: Three Major Issues

My e-commerce clients are hitting a wall. There are three things e-commerce clients are working on.

- 1. End of easy customer acquisition via catalog/retail cannibalization. The next five years will be critical as the names dry up.**
- 2. Merchandise brilliance. Easy/cheap new customers covered-up serious merchandising errors. These errors are now rearing their ugly head. Merchandising discipline will become critical.**
- 3. Mobile. Carefully analyze the age distribution of loyal mobile users. If the age distribution is lower than your desktop/laptop customer, big changes are in the offing ... changes similar to what catalogers experienced as e-commerce took over.**

Retail: Omnichannel Is Not The Answer

What we continually read about (omnichannel) is in direct conflict of what is actually happening. What is actually happening? Get ahead of the curve, folks.

- 1. We trained customers to stay at home. For 10 years, 5 times a week, we told the customer to stay home. Our actions destroyed in-store traffic. This will result in 30% of stores closing, in my opinion.**
- 2. Omnichannel tactics cater to core customers – cutting businesses off from the 13-34 year old audience that is shopping fast fashion, for instance.**
- 3. Our industry has no choice but to find reasons, entertainment, strategies for causing customers to want to get in a car, drive to a store, and be entertained.**

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We Have All Become Media Companies

In many ways, we've become media companies. We are competing against all forms of entertainment.

Commodity / Branded products are moving to Amazon / Wal-Mart / Some Big Box Brands. Lowest price. Fastest shipping. Most convenience. None of us can compete with that. Stop competing against infinity.

What can we compete on? Unique merchandise. A compelling story. Great customer service. Entertainment. An emotional benefit. We can be interesting. The customer should WANT to spend time with our content and merchandise. Pick a customer. Pick the entertainment methods relevant to that customer. Offer unique merchandise & a compelling story & great customer service & emotional benefits.

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What My Projects Tell Me

My projects indicate that growth comes from three areas.

50% = Merchandising Brilliance & New Item Brilliance (fuels customer loyalty & acquisition)

30% = New Customer Acquisition Brilliance.

20% = A Compelling Brand Story.

“Yes, We Already Know All Of This. Now How About You Help Catalogers Find A Path Out Of The Forest? Give Us Specific Tactics, Now.”

Specific Advice: The catalog customer is Judy. Embrace Judy. Give Judy exactly what she wants.

Specific Advice: If your core customer is Jennifer, then you are not a cataloger. You are a direct merchant selling to Jennifer via a website and catalogs. This is an important distinction. Classic catalog strategy is no longer relevant when marketing to Jennifer. It is ok to churn through Jennifer, just find more of her!

Specific Advice: Execute mail/holdout tests, learn your organic percentage, tell your attribution / matchback vendor to incorporate your organic percentage into your reports.

Payoff: \$1,000,000 to \$2,000,000 profit per \$100,000,000 business.

Specific Advice: Mail / Holdout tests strongly suggest that phone-centric 0-12 month Judy customers should receive 15 – 35 mailings per year. Those same tests suggest that online-centric 0-12 month Jennifer customers should receive 3 – 9 mailings per year. *There is no longer a “mailing middle ground”, it’s gone.*

Specific Advice: Execute mail/holdout tests in email marketing. What happens when you do not email Jennifer? The best catalogers know exactly how to mix email contacts and catalog contacts to Judy and Jennifer. Often, page count reductions are offset by smarter email strategies.

Specific Advice: If your customer is a younger Judy and/or Jennifer, then have 5-10 versions of email campaigns ... merchandise centric of course.

Payoff = 20% increase in email productivity.

Specific Advice: Increase “winning new items” by 20% this year, next year, and the year after. Too few new items are the #1 weakness for my clients, hands down.

Payoff: 5% to 10% increase in net sales, compounded, per year.

Specific Advice: Increase carryover of winning products, and have specific criteria for how long to carry over winning items.

Payoff: 5% to 10% increase in net sales, compounded, per year.

Specific Advice: Partner with your co-ops ... demand that they tell you what your customers are doing elsewhere in the Big Data ecosystem. Many of your co-ops know this already, they pass your data into the Mobile / Social ecosystem. Get a return on your investment, and gain some knowledge.

Specific Advice: Immediately increase customer acquisition circulation by 20%.

Payoff: 10% increase in new customers, a likely net of \$0 profit increase this year, a likely increase in sales/profit next year. Grow!!!

Specific Advice: Do not be afraid to acquire customers via non-traditional methods ... and then limit how many times you mail these customers, moving forward.



Specific Advice: If you must go down the free shipping path, then you must fund those free shipping dollars (Jennifer) by reducing catalog contacts. Free shipping mavens are usually in Jennifer's cohort, and they are buying because of deals, not because of catalogs.

Specific Advice: The impact of free shipping decreases over time, so try to have a hurdle in order to generate enough profit to offset the cost of shipping (and if the customer is Jennifer ... again ... mail less often).

Specific Advice: Be very careful about moving business into December. This is a huge trend right now, and a negative trend. December buyers have lower lifetime value than do buyers in other months, and are less likely to pay full price. (Bad * Bad) = Really Bad.

Specific Advice: Given the choice between mailing a 128 page catalog one time per month, or mailing a 64 page catalog two times per month, always choose the 64 page catalog two times per month.

Payoff = 10% Sales Increase, Annually.

Specific Advice: Merchandise the first twenty pages of your catalog with proven winners, with the exception of the very best customers, who crave new merchandise – paginate / version / target differently to them.

Specific Advice: Stop demanding that your customer purchase from you NOW. In most of my projects, best customers (younger Judy, Jennifer) visit the website every 4-7 days. Why give away margin dollars when the customer will visit anyway, a total of 50 – 100 times per year? Why? WHY??

Specific Advice: Measure the items that catalog recipients purchase. What percentage of items are in the catalog? If the percentage is 95%, then increased page counts matter. If the percentage is 75%, then you can scale way back on pages, save \$\$, and your customer will still buy online. FYI, Jennifer will buy online anyway.

Specific Advice: New creative / pagination performs 30% to 40% better than remail catalogs. Hire more people, talented people, and create exciting content. In 2015, catalogs are content ... for Judy. Give Judy great content.

Specific Advice: Share every aspect of your catalog business with a non-competitive partner. There is no reason why PC Connection and Orvis, or Crutchfield and Plow & Hearth should not share every detail of their strategy / measurement with each other. Learn. Grow!

Specific Advice: We spent fifteen years teaching customers to click instead of drive to a store. Customers listened. Create exciting reasons for customers to drive to a store – it's becoming a mission-critical imperative.

Specific Advice: Traditional Direct Marketers essentially give younger employees a 20 year apprenticeship. Those days are over. Give younger employees responsibility, now, especially in online/mobile tactics you know very little about.

Specific Advice: In pure e-commerce businesses, new customers, cannibalized from catalogs & retail brands, are slowly drying up. The next frontier e-commerce experts must master is the conversion of a first-time buyer to a second purchase. Evaluate your business. Independent of catalogs/emails, what tools do you have to convert a 1x e-commerce buyer to 2x status?

Questions?

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