



The Future of Online Category Management

Session 1: How do Brands Achieve their Goals in a World Without Planograms and Shelves

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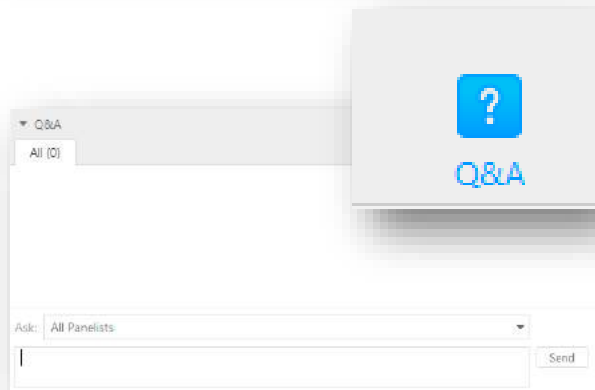
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Agenda

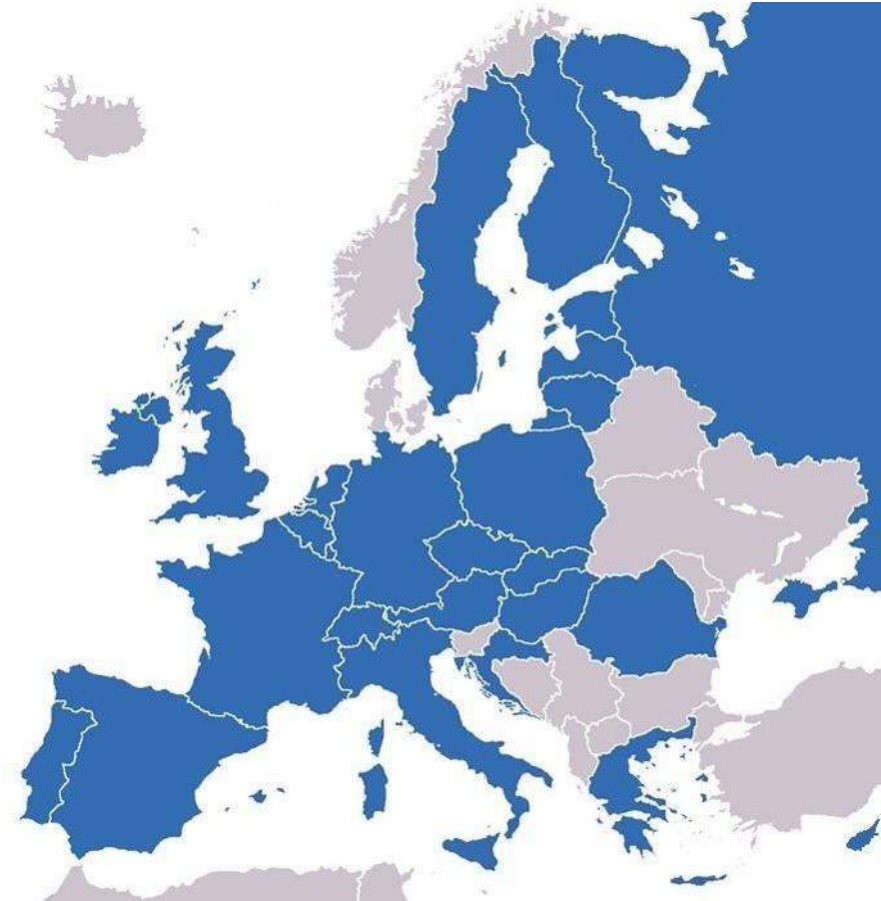
- ECR Community Introduction
- From Outdated Analog, to Harnessing the Digital Growth Agenda
- Considerations for Online Category Management
- The 6Ps Framework for the Digital Channel
- Q&A



What is Efficient Consumer Response?

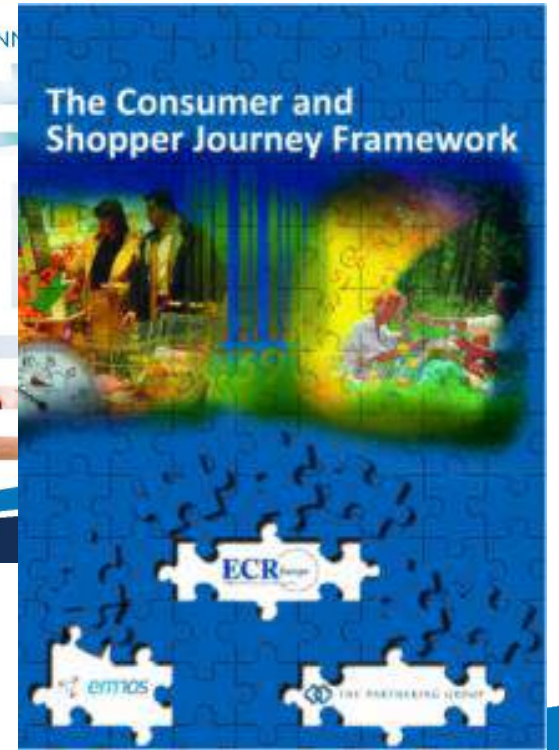
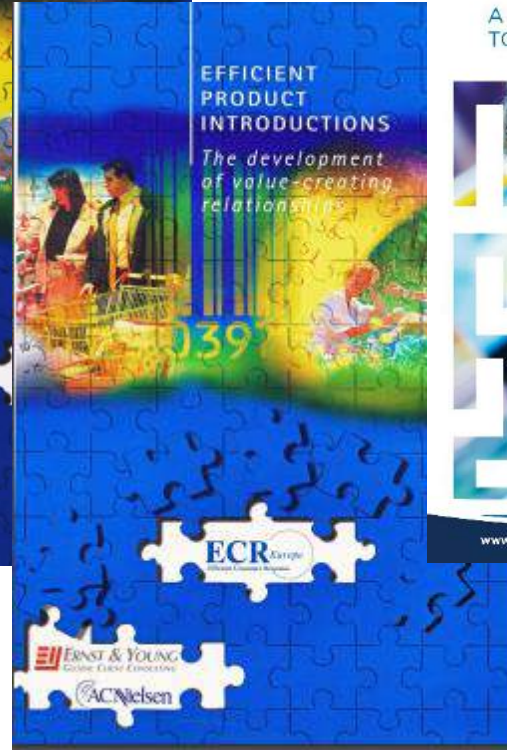
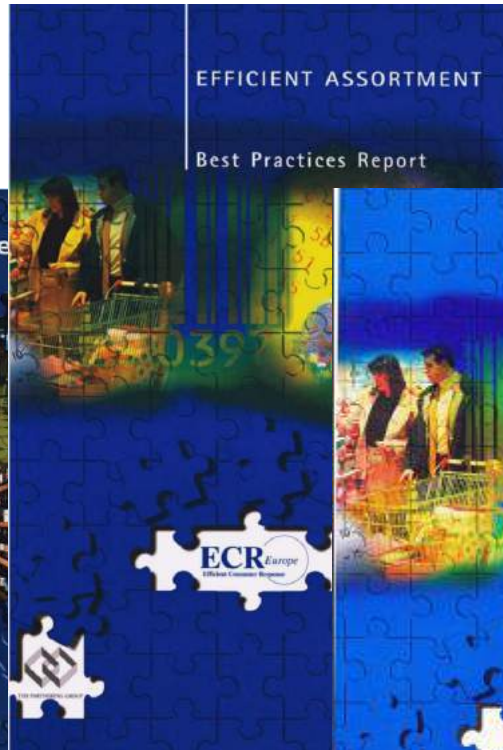
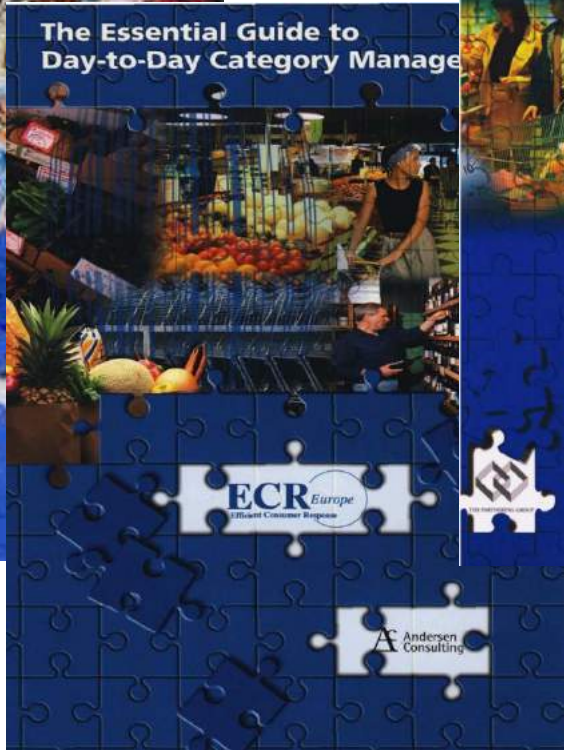
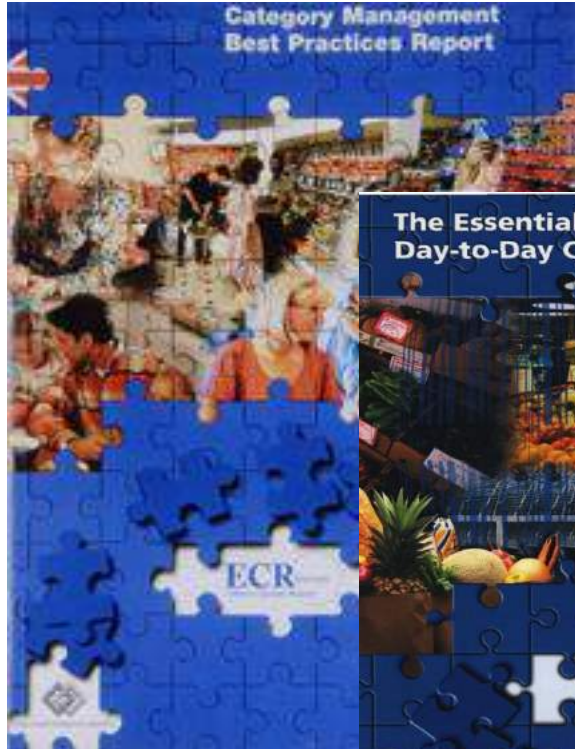
“Transforming the way we work together to fulfil consumer wishes better, faster and at less cost”

ECR VISION





ECR & Category Management



ECR Community Webinar Series 2017



The Future of Category Management



1. Tomorrow's Category Management Today:
How do Brands Achieve their Goals in a World Without Planograms and Shelves



2. Availability in the Online Channel:
The influence of Online out of Stocks on Consumer Behaviour and Sales



3. Content, Consideration and Online Customers:
How to drive the conversation online



The Future of Online Category Management



Daniel Corsten, Professor at IE Business School

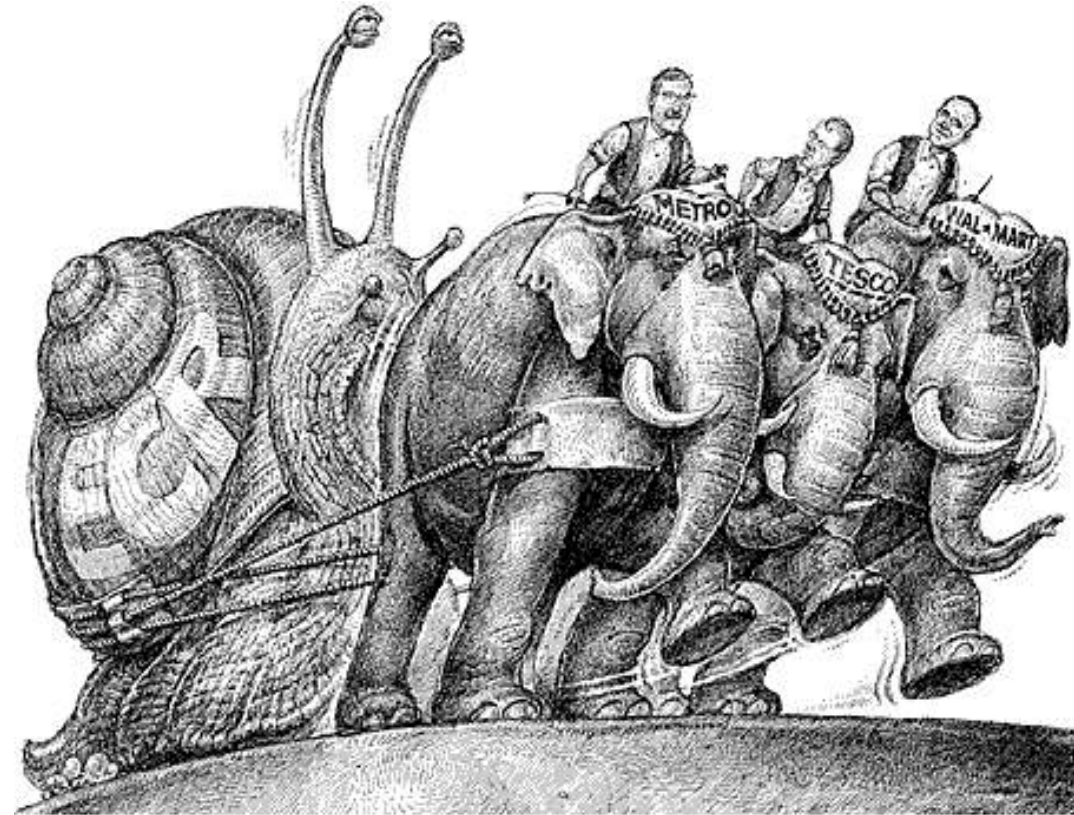
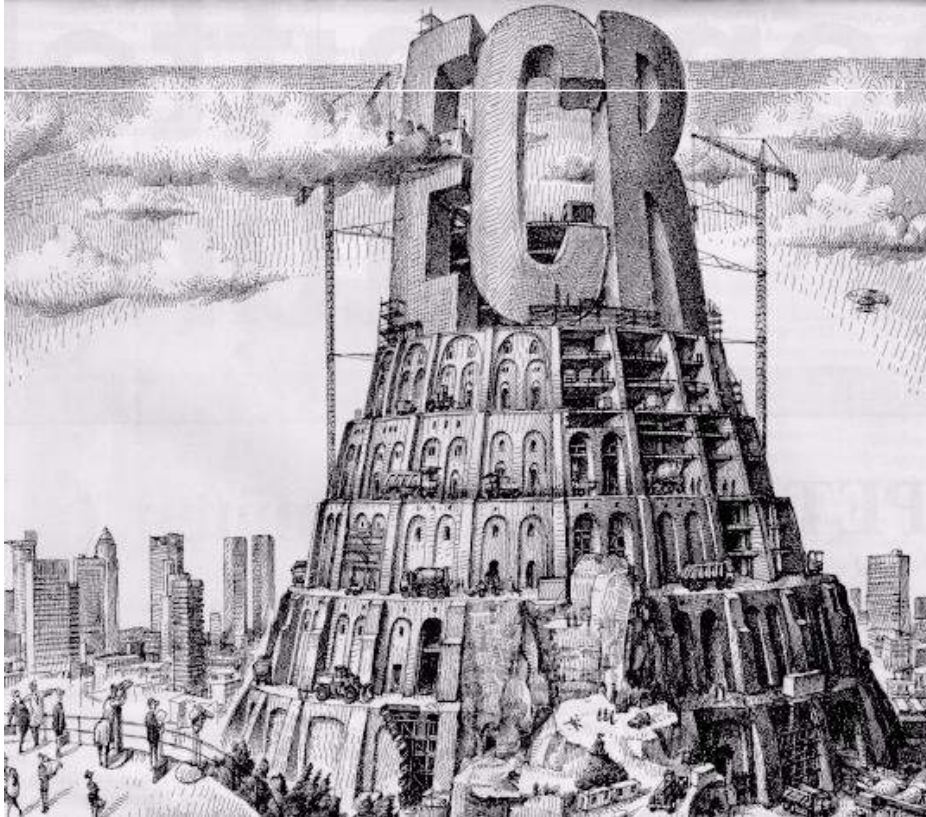


Danny Silverman, Head of Product and Corporate Marketing, Clavis Insight

Tomorrow's Category Management Today: How do Brands Achieve their Goals in eCommerce, a World Without Planograms and Shelves?



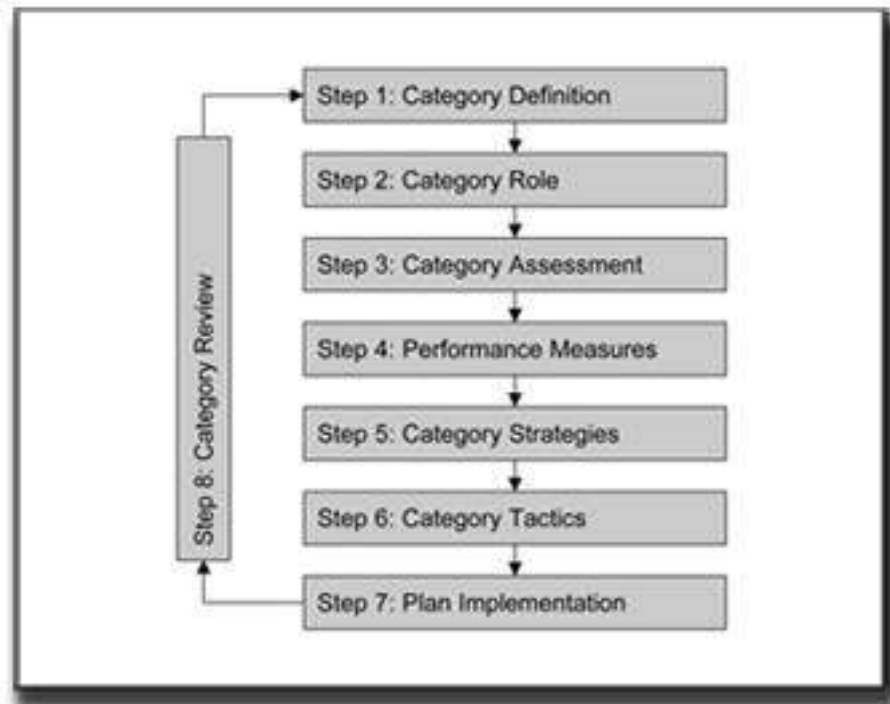
ECR History: Collaborative tools worked but were developed for an analog world.



ECR Europe: Fortschritt als mühsames Geschäft.

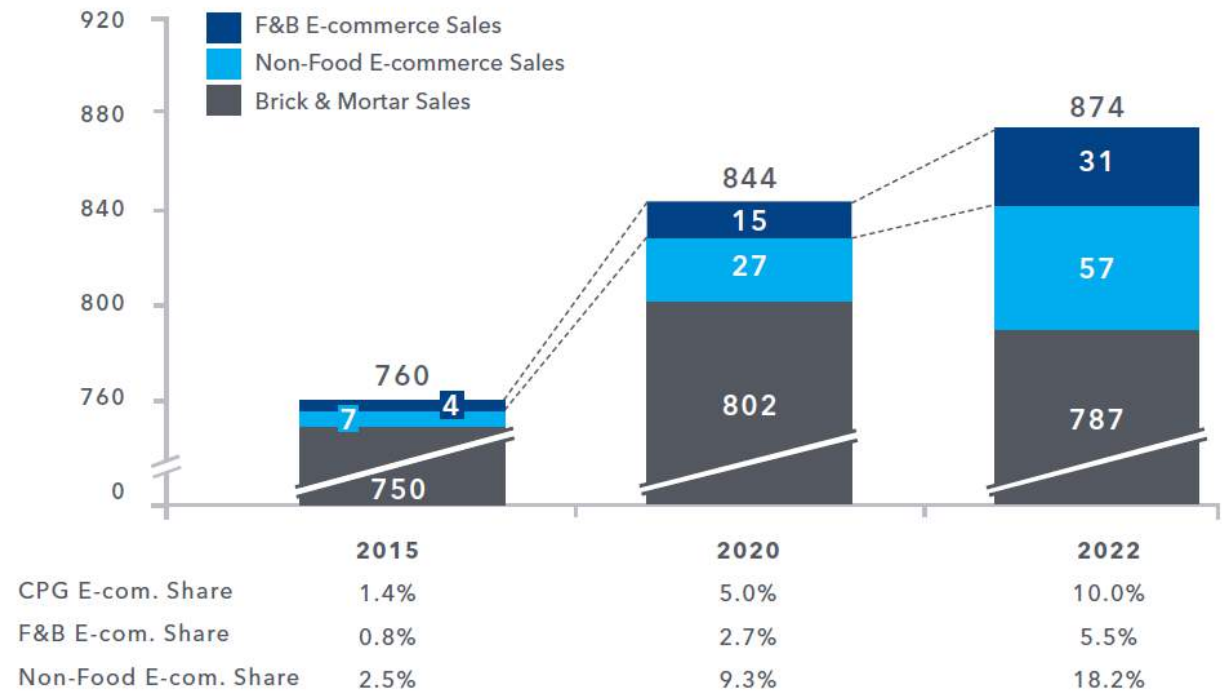
Working together to fulfil consumer wishes
better, faster and at less cost.

Category Management: The analog tools are outdated and eCommerce is growing fast.



CPG Growth 2015-2022

U.S. CPG Sales (\$ Billion)



Digital Growth Agenda

1. Intent - From shrinking-to-glory to managing-for-growth
2. Category - From category management to item profitability
3. Direct - From product supply to consumer direct
4. Outlook - From packaged goods to consumer ecosystems

1. Intent: From Shrinking-to-Glory to Managing-for-Growth

Changing Shoppers

- Millennials
- Mobile First
- Omni-Channel



Retail Meltdown

- Amazon Rise
- B&M Fall
- Daily Innovation

Amazon Working on Several Grocery Store Formats, Could Open More Than 2,000 Locations



Shine Comes Off Big Consumer-Product Companies

An unusual mix of big challenges, including currency swings, delivers a blow to normally solid sector



Newcomer Brands

- Digital Native
- Vertical Direct
- Private Labels

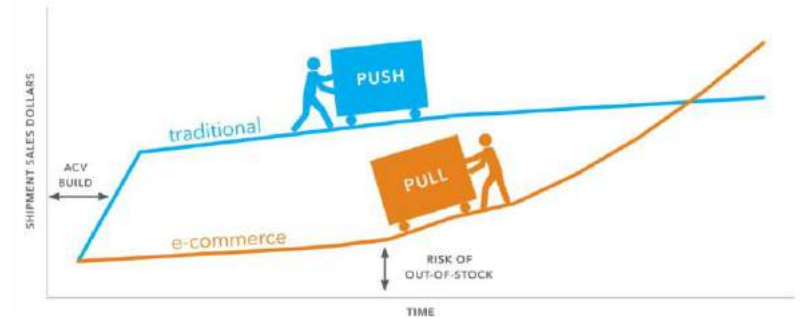


Consumer Products Crisis

- Slow (Growth)
- Cost Cutting
- Earnings Management

2. Assortment: From Category Management to Item Profitability

- From Supply Push to Demand Pull



- From Category Management to Item Profitability



- From Online Retail to Marketplace Platforms



3. Direct: From Product Supply to Consumer Direct

BUSINESS

Unilever Buys Dollar Shave Club

European giant to pay \$1 billion for startup in challenge to P&G



The founder of Dollar Shave Club, Michael Dubin, poses for a portrait in company offices in 2012. PHOTO: DAN KRAUSS FOR THE WALL STREET JOURNAL

Problem

- Dominant Player
- Expensive Blades

Solution

- Direct-to-Consumer Sales
- Simpler blades
- Subscription model
- Club-like followership

BUSINESS

Coty Buys Younique, Valuing Cosmetics Startup at \$1 Billion

Company sells makeup ranging from \$19 lipsticks to \$39 moisturizers, often through social-media platforms such as Facebook



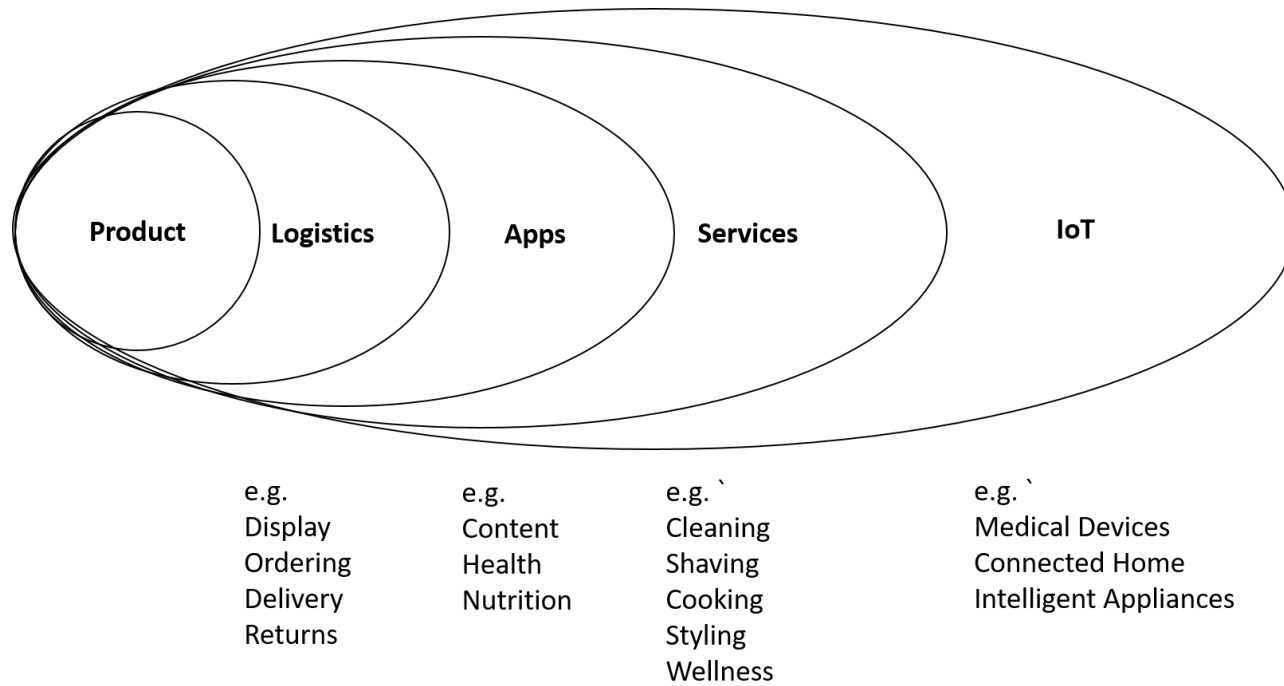
Problem

- Direct sales common for beauty (e.g. Avon)
- Homes parties costly and small

Solution

- Virtual parties with multi-day selling periods
- Sales outreach via social media and smart phone
- Purchases are linked back to host
- Hosts earn 20-30 % of sales

4. Outlook: From Packaged Goods to Consumer Ecosystems



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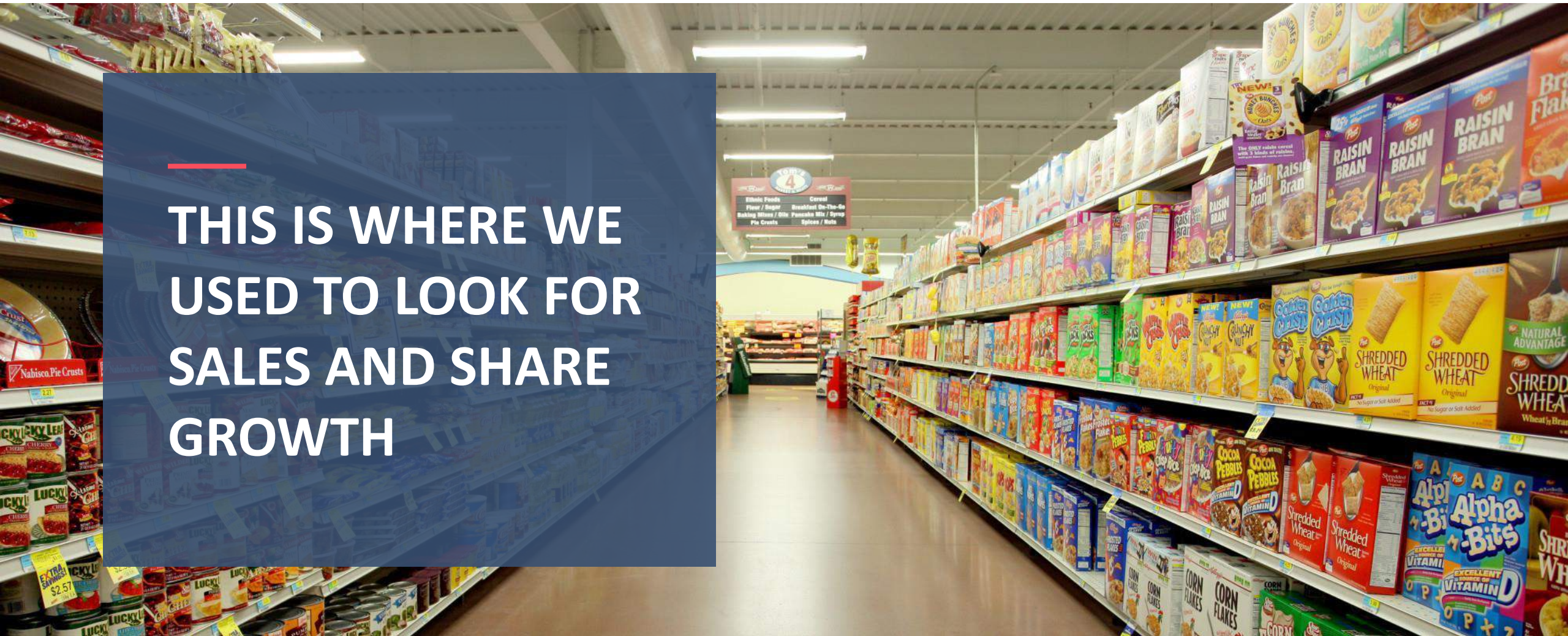


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Considerations for Online Category Management

Danny Silverman

Boston | Dublin | London | Paris | Shanghai



THIS IS WHERE WE
USED TO LOOK FOR
SALES AND SHARE
GROWTH

Brick and Mortar 'old way': Push Digital, mobile, and eCommerce 'new way': Pull



Implication: eCommerce is shopped one item at a time; every Product Detail Page must stand on its own

The image displays four overlapping screenshots of eCommerce product detail pages for L'Oréal Elvive Triple Resist Conditioner 250ml. The screenshots are from Tesco, Asda, Boots, and Ocado. Each page shows the product image, a price, and a 'Buy' button. The Ocado page includes a £20 off voucher for the first shop and a 'Pin it' button. The Asda page features a 'View all 2 for £4' offer. The Boots page has a search bar and a 'Go' button. The Tesco page has a search bar and a 'Zoom' button. The Ocado page has a search bar and a 'Find a product' button. The Ocado page also has a 'Welcome to Ocado' banner with a list of steps to register and book a delivery slot.

TESCO Search with

Groceries Favourites

Fresh Food Bakery Food Cupboard

Groceries > Elvive Triple Resist Conditioner

Offer

L'OREAL ELVIVE TRIPLE RESIST REINFORCING CONDITIONER

Zoom

ASDA Groceries

Fresh Food Food Cupboard Frozen Food Drinks Health Beauty

BACK

View all 2 for £4

L'OREAL ELVIVE TRIPLE RESIST REINFORCING CONDITIONER

Boots Enter keywords

pharmacy & health | beauty | fragrance | mother & baby | toiletries | men | e

Home > L'Oréal > Haircare > Elvive > L'Oréal Paris Elvive Triple Resist Reinforcing Conditioner

Offer

L'OREAL ELVIVE TRIPLE RESIST REINFORCING CONDITIONER

ocado Find a product

Browse Shop Favourites Offers New Smart Pass

Welcome to Ocado

£20 OFF your first shop

1. Register – it only takes
2. Book a delivery slot and
3. Add your voucher code

Order by: 30/04/2015 Minimum

You are in: Search results > L'Oréal Conditioner >

L'Oréal Elvive Triple Resist Conditioner 250ml

Be the first to review this product

Pin it

£2.89

Price per 100ml: £1.16

Qty.

eCommerce is the easiest ‘store check’ to conduct, which means eCommerce owners are more likely to be questioned

“Are we winning online?”

Are we growing share?

How are our competitors performing?

What’s our category position?

Do we have the right assortment?

Are we winning on promotion?

“What are all these metrics and what are the RIGHT KPIs?”

“Why is our best offline product not coming up in search online?”

Is it in stock?

Is the product image and title correct?

Is the copy eComm optimized for search?

How many reviews should it have?

How is the product priced?

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If this were Bricks and Mortar, we would measure the 4Ps



To organize and prioritize eCommerce intelligence and actions, we have pioneered a familiar, yet powerful framework

Clavis 6Ps eCommerce Intelligence™

Here's how it works:

5 Ps are within your direct control

- Product
- Placement
- Price
- Promotion
- Perfect Page

These 5 Ps drive the 6th P:

- Performance: Search, Sales, Share





Product: Availability

- First set targets for the top 20 percent of revenue generating products per retailer
- Root cause pervasive stocking issues – is it your own supply chain or is the retailer not carrying enough inventory?
- Share the data with retailers and partners to drive change
- Use data ahead of anchor events such as holidays and retailer promotions to proactively provide forecasts
- Begin experience testing the processes with key products, set achievable targets early on and dial up the intensity as you learn

The collage illustrates various e-commerce availability messages:

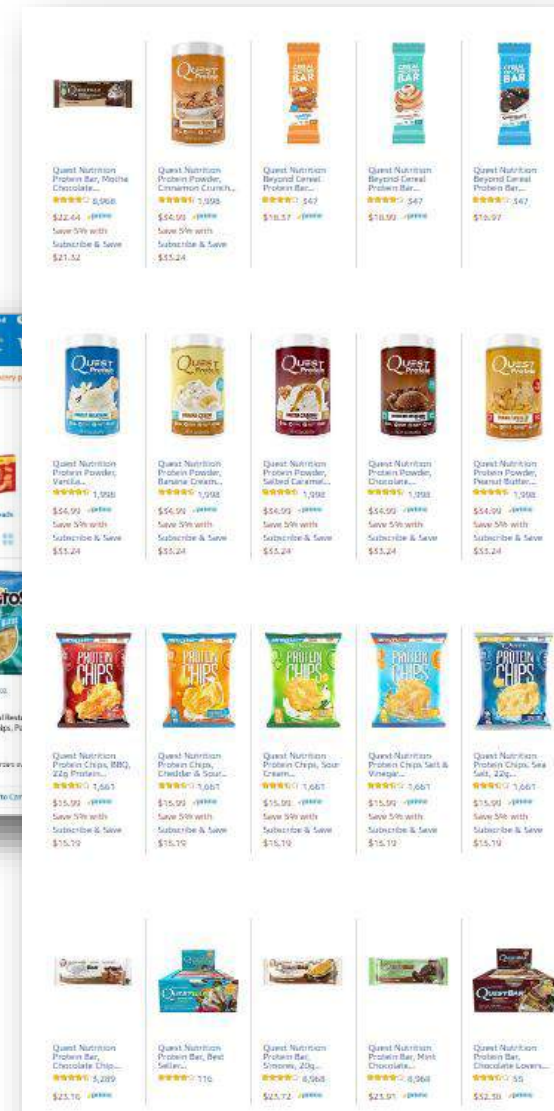
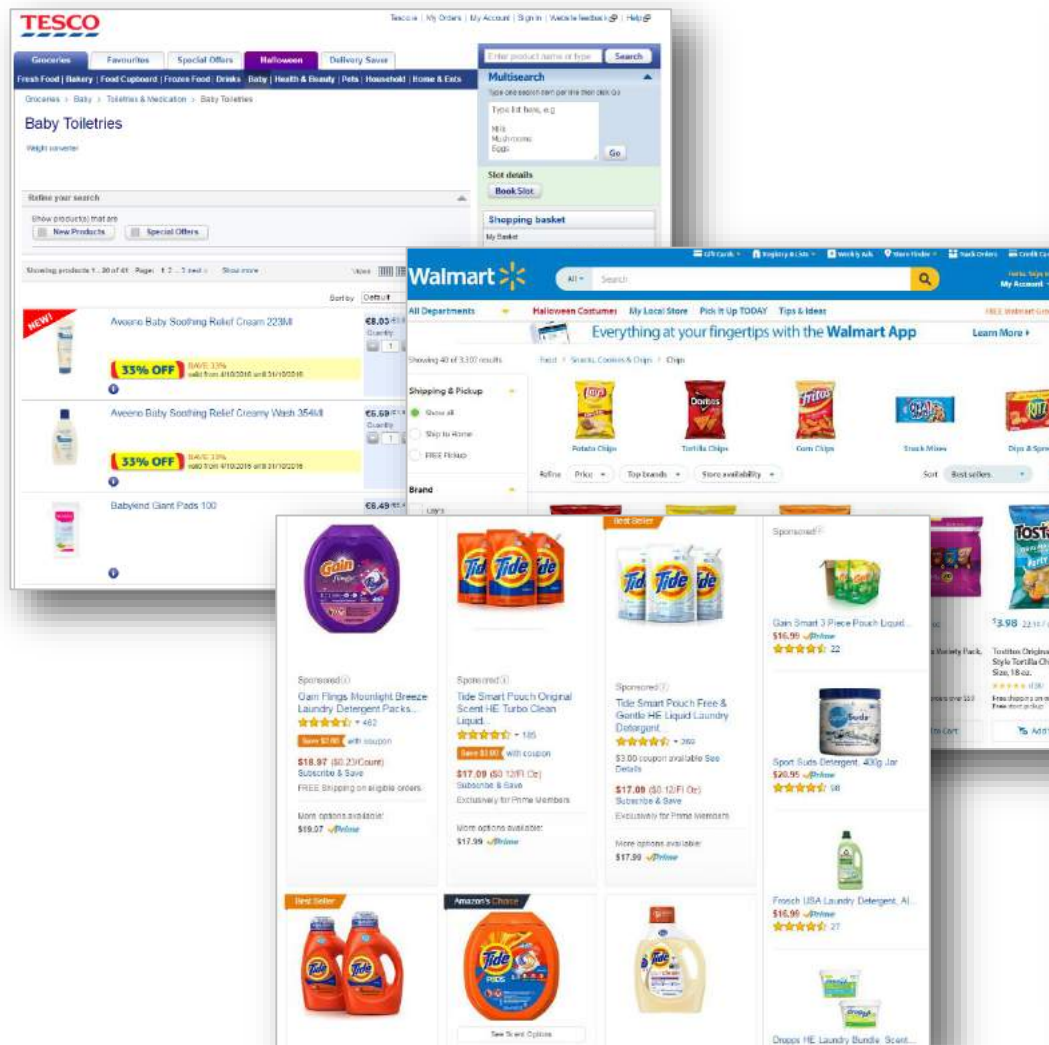
- Walmart:** Product priced at \$2.69, marked "Out of stock". Includes a "Get In-Stock Alert" button and "Add to List" option.
- Amazon:** "Other Sellers on Amazon" section showing two alternative offers: one for \$24.99 and another for \$27.24, both with "Add to Cart" buttons.
- Generic:** "Currently Unavailable" message with a "Want us to email you when this item becomes available" prompt and a yellow button.
- Spanish:** "AÑADIR FAVORITO" (Add Favorite) button and "NO DISPONIBLE" (Not Available) message.
- Tesco:** Navigation menu (Groceries, Favourites, Special Offers) and a "Sin envío a domicilio" (No home delivery) message.
- Click & Collect:** "CLICK & COLLECT" message with "No disponible para recogida" (Not available for pickup).
- Uh-oh:** A "uh-oh." banner with a spaghetti product image and a message: "Well, this is awkward. We're sorry. There are no products available." It includes contact information for customer care.
- Notification:** A "Sign up to get notified when this product is in stock." form with a "Correo electrónico" (Email) field and a "to subscribe" button.



Product: Assortment

- Analyze best sellers by online retailer, not by what sells well offline
- Identify if packaging solutions, such as eCommerce-ready, or 'Ships In Own Container' will create a better proposition for the retailer and for shoppers.
- Study 3rd party sellers to see if they are creating unique bundles that are highly ranked.
- Develop strategies for niche items and first-to-market NPD
- Work with your Finance and Supply Chain teams to build a test and learn plan that will scale to a multi-year, P&L model that is a win for everyone

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Placement: Distribution and Categorization

- Monitor your own and competitive product placements; test and learn for optimal placements
- Understand the overall location count and menu rank of your products
- Analyze category insights supporting placement strategy to maximize ease of navigation

The screenshot displays a retail website interface with several key elements:

- Navigation Breadcrumbs:** A path of categories is shown at the top right: `Skin Care > Sensitive Skin > Face`, `Skin Care > Scar & Fade Therapy > Face`, `Skin Care > Healthy Skin Care > Face`, `Skin Care > Face`, `Clearance > Skin Care > Face`, and `Clearance > Beauty > Skin Care > Face`.
- Filtering and Breadcrumbs:** At the top, there are filters for `AISLE` (set to `HEALTH & BEAUTY`), `BRAND`, and `HAIR CARE`.
- Category Menu:** A sidebar menu lists categories under `Health & Beauty`, including `Oral Care`, `Shower, Bath & Soap`, `Haircare` (highlighted), `Mens Toiletries`, `Feminine Care`, `Sensitive Bladder & Incontinence`, `Female Deodorants & Body Sprays`, and `Facial & Body Skincare`. The `Haircare` section is expanded to show `All Haircare`, `Conditioner`, `Dry Shampoo`, `Hair Accessories`, `Hair Colourants & Dyes`, `Intensive Conditioners & Treatments`, and `Shampoo`.
- Product Listing:** The main content area shows a search for `Healthier cereal bars (44 products available)` with various filtering options like `Options` and `Top Brands`.
- Product Recommendations:** A `Top Picks` section lists items like `Fresh (6009)`, `Food Cupboard (10184)`, `Bakery (910)`, `Frozen (1246)`, `Tea, Coffee & Soft Drinks (2208)`, `Beer, Wine & Spirits (2307)`, `Baby & Child (2577)`, `Toiletries (4275)`, `Household (2227)`, `Pet (1412)`, `World Foods & Free From (4653)`, `Organic (2081)`, `Kitchen & Dining (5666)`, `Home & Garden (3439)`, `Beauty (2344)`, `Health & Medicines (1558)`, and `Newsagent (1678)`.
- Shop Selection:** A `Selected shops` section lists various retailers such as `Beauty Gift Ideas (38)`, `Beauty Boutique (1406)`, `Skin Care (941)`, `Bath & Shower (137)`, `Nail Bar (252)`, `Make Up (403)`, `Electricals (78)`, `Gifts (114)`, `Hats / Scarves / Gloves (1)`, `Hosiery / Socks / Underwear (71)`, `Hair Care (200)`, and `Men's Grooming (84)`.
- Product Categories:** A `Shampoos (68)` section lists `Conditioners (60)`, `Styling (20)`, `Treatments (18)`, and `Accessories (34)`, with a `View all Hair Care` link.
- Bottom Navigation:** A `Beauty` navigation bar includes `fragrance`, `mother & baby`, `toiletries`, `men`, `electrical`, `photo`, `opticians`, `toys`, `gift`, `sun & holiday`, and `offer`.
- Quick Finds:** A `Beauty` sidebar offers `Browse by category` (Fragrance, Premium Beauty, Make-up, Nails, Accessories, Skincare, Indulgent Bodycare & Gift Hair, Sun care, Fake Tan, Electrical, Beauty Tips & Inspiration, Beauty Finds, Beauty offers, Health & Beauty magazine, Exclusive to Boots), `MakeUp Quick Finds` (Mascara, Nail Art, Primers, Foundation, Nail Polish, Lipstick, False Eyelashes), `MakeUp brands` (No7, Benefit, Nails Inc, Soap and Glory, Maybelline, Barry M, Smashbox), `Skincare Quick Finds` (BB Cream, CC Cream, Lip Balm, Concealer, Anti-Wrinkle, Serums, Face Mask), `Skincare Brands` (No7 Skincare, Clinique, Molton Brown, Clarins, Bio Oil, Philosophy, Clarisonic), and `Beauty Inspiration` (Let's Give It a Go, No7 Serum Discovery).



Price

- Analyze pricing, particularly for Priority SKUs at key retailers
- Review how pricing fluctuates over time
- Work with retailers on SKUs where profitability is at-risk
- Schedule email alerts for daily pricing updates to proactively identify changes

\$3.59

Kellogg's Cracklin' Oat Bran, 17 Oz by Kellogg's

\$3.80 (\$0.22/Ounce) **€1.25** (€1.25/l)

PrimePantry
Exclusively for Prime Members

\$1.47 19.6¢ / fl oz

Only **£1.00**: Save 55p

\$3.84 6.9¢ / fl oz

\$2.99

£1.50/unit **£2.63/100ml**

\$5.09 was \$5.47
save \$0.38

add to cart

\$8.99 reg \$9.99
Clorox Disinfecting Wipes Value Pack Scent...

\$5.49 reg \$5.89
Clorox Disinfecting Wipes Value Pack Scent...
★★★★★ 17694
buy 3, get a 4th free

\$4.49 reg \$4.99

SAVE SAVE 1.95 Was 3.95 Now 2.00
valid from 21/9/2016 until 18/10/2016

Neutrogena Light Therapy Acne Spot Treatment by Neutrogena

\$19.97 ~~\$22.78~~

prime

FREE Shipping on eligible orders

More options available:
\$19.12 Other Sellers

amazon
Try Prime

Neutrogena Light Therapy Acne Spot Treatment

\$19.97

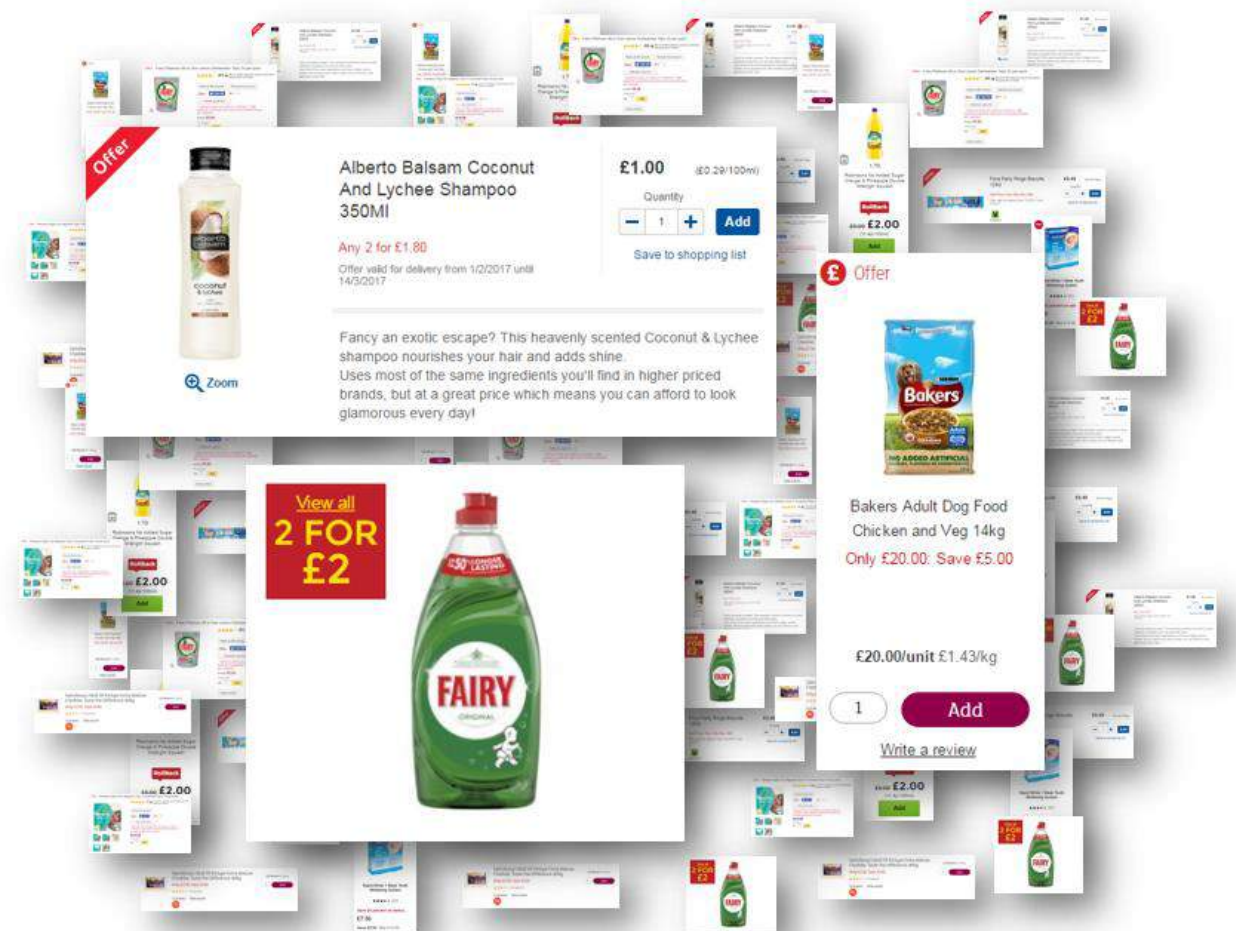
★★★★★ (382)

Walmart



Promotions: Merchandising

- Gain a Greater understanding & control of your promotions strategy
- Understand what promotions types are most prevalent in your category
- Analyze promotions effectiveness, given competitive landscape
- Use Calendar View of competitive promotions landscape in promotions planning
- Impact of Competitor Activity: Is the frequency and depth of competitor promotions negatively affecting your brands (and the category)?
- Apply insights to annual promotional plans
- Test, learn and utilize traffic driving solutions such as paid search, or Add to Cart from owned digital properties





Perfect Page: Content

- Prioritize keyword-optimized product titles and image accuracy
- Complete all possible fields: secondary images, features, descriptions, ingredients, directions, warnings, etc.
- Establish benchmark then set bar-raising improvement goals

Pampers Baby Wipes Tub, Sensitive - 64 Wipes/Tub
 Galaxy Chocolate Bar 4 Pack 168G
 Tostitos Simply Natural Blue Corn Organic
 Walkers Cheese & Onion Crisps 14X25g
 Scotch Magic Tape & Refillable Dispenser, 3/4" X 300", 1" Core, 4/pack



About this item
Important Made in USA Origin Disclaimer: For certain items sold by Walmart on Walmart.com, the displayed country of origin information may not be accurate or consistent with manufacturer information. For updated, accurate country of origin information, please refer to the manufacturer information.

About the Product

- Worry-free disinfectant kills 99.9% of germs where kids eat, play, and sleep.
- Kills RSV, Salmonella, E. coli, cold and flu, and more. Use daily to keep surfaces ready for babies and kids.
- No harsh chemicals, leaves no chemical residue!!! No first aid warnings.
- No rinse, no wipe required. Food-surface contact safe.
- Fragrance free, hypoallergenic, no allergens, no asthma triggers, doctor approved.

resistant continuous sheet cutting mechanism, they have been marked with a textured grip that enables you to perform lengthy tasks without developing hand fatigue. These Sparco scissors deliver precise cuts with each use. You can use them on writing and construction paper, cardboard, threads, cloth, felt and much more. They make a suitable addition to your home, school or office supplies.

From the manufacturer

NEW
QUEST BAR
 SOYA CHOCOLATE CHIP
 4g NET CARBS

QUEST NUTRITION

What Makes Quest Bars Special?
 Quest Bars are known for tasting great while maintaining nutritional integrity. Every Quest Bar flavor has at least 20 grams of protein and less than 7 net carbs. They're the perfect smarter snack choice for everyone and the best option for those with serious fitness goals.

Quality of Ingredients
 Quest Bars are made with the most scientifically beneficial, metabolically sound ingredients. The protein used in Quest Bars is a protein blend of whey and casein isolates. That means cleaner protein in every bar without the excess carbs, fat and other junk commonly found in protein bars.

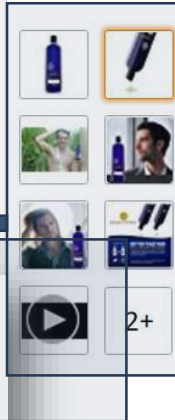
Why Fiber Matters
 Every Quest Bar has at least 13 grams of Dietary Fiber. Dietary Fiber is essential in keeping Net Carbs low, making you feel full, slowing digestion and increasing metabolism. Most people only get half of the daily suggested amount of fiber -- just one Quest Bar can provide up to 1/4 of your daily fiber intake.

Cook, Bake, Get Creative!
 Did you know you can microwave your Quest Bar for 10-15 seconds to make it a hot, delicious treat? Or put one in the oven for five minutes. There are hundreds of high-protein recipes you can make with every Quest Bar. We encourage our fans to experiment and get creative!

SPAM Single Lite, 3-Ounce Pouches (Pack of 6)		SPAM Single Lite, 3-Ounce Pouches (Pack of 6)	
Harvested Image	Trusted Image	Harvested Image	Trusted Image
Online Store: Category: Brand: RPC: UPC: Result:	Amazon Food Spam B09JLJ7630 0037606465854 Change	Online Store: Category: Brand: RPC: UPC: Result:	Amazon Food Spam B0069874ZG3 0037606465854 Change

Perfect Page: Engaging Content (example)

K + S Salon Quality Men's Shampoo – Tea Tree Oil Infused To Eliminate Dandruff, Dry Scalp, and Prevent Hair Loss – Professional Stylist Recommended (16 oz...
★★★★★ 1,406 customer reviews | 38 answered questions kriegler + söhne



About the product

- ⌘ THE WARRIORS PLANT – Tea tree oil has been used for hundreds of years for its medicinal benefits.
- ⌘ SHARPEN THE SAW – Everyday is a new challenge, and we want you to be prepared for it.
- ⌘ THE BEST SMELLING SHAMPOO FOR MEN – Stay fresh and battle ready no matter who, or where you are!
- ⌘ HEAL YOUR HAIR – Rinse away the past w/ the potent power of tea tree oil, and bask in the healing!
- ⌘ SATISFACTION OR YOUR MONEY BACK – If you're like us, you don't take guff from anyone, and the last thing we want to do is give you any trouble. We're so confident in this shampoo, that we'll give you a 100% SATISFACTION GUARANTEE. No hassles from us. If you don't like it, you don't have to pay for it. Just send it back our way and we'll refund your money, no questions asked.





Perfect Page: Shopper Generated Content

- Aim for 20-25 reviews minimum – varies by retailer
- Leverage retailer programs or reviews syndication (e.g. Bazaarvoice) if necessary
- Respond to 1 and 2 star reviews, and to Q&A
- Word Cloud analysis on reviews and questions will help to identify content keyword candidates
- Identify products which have low ratings or reviews.
 - Work with your customer service team to reach out to consumers who left negative reviews.
 - Prioritize SKUs with high review count, but low average rating, to determine if corrective action is necessary. There could be a packaging issue, or the content on the page doesn't accurately describe the product, leaving consumers with unmet expectations.

Five Stars, March 9, 2015
By [ddgh](#) - See all my reviews
Verified Purchase (What's this?)
This review is from: [Coca-Cola Zero, 24 ct, 7.5 FL OZ Mini-Can \(Grocery\)](#)
Excellent value for the price, ships well, arrives timely n undamaged
Help other customers find the most helpful reviews [Report abuse](#) | [Permalink](#)
Was this review helpful to you? Yes No Comment

4.1 out of 5 stars

5 star	65%
4 star	11%
3 star	7%
2 star	6%
1 star	11%

See all verified purchase reviews >

Huggies Snug and Dry Diapers, Size 1, 112 Count
5,810 reviews
\$1.00 coupon available [See Details](#)
FREE Shipping on eligible orders [See Details](#)
\$18.83 (\$0.17/Count)
 Prime
Get it by **Monday, Oct 17**

Question/Answer

Q). How many come in the bag?

A). I'd say about 50 pieces. Never had the chance to do the math. I served them at my wedding on the dessert table. They didn't last very long at all.

A). I think it's somewhere in the 80's? As far as I'm concerned they are still the best candy around!

pieces according to Nutrition Facts on the side of the bag

...n't know. She has already eaten a lot of them. The bag says 84 pieces and I'm guessing that's accurate from the of it.

...e these the full size patties as the picture shows, or are they truly the tiny minis?

...ave to argue the size, smaller like a snack size (slightly smaller than original), but they are individually wrapped as, your latter part to your question, they are no where near as small as the unwrapped minis.

A).full size :-)

Q). Are the mints in the 25 lb box individually wrapped, or do they come wrapped in sleeves of 3?

A).Individually wrapped.

A).They are wrapped individually! Nice for hubby who loves to have 1 in the evening! :))

Performance: Search

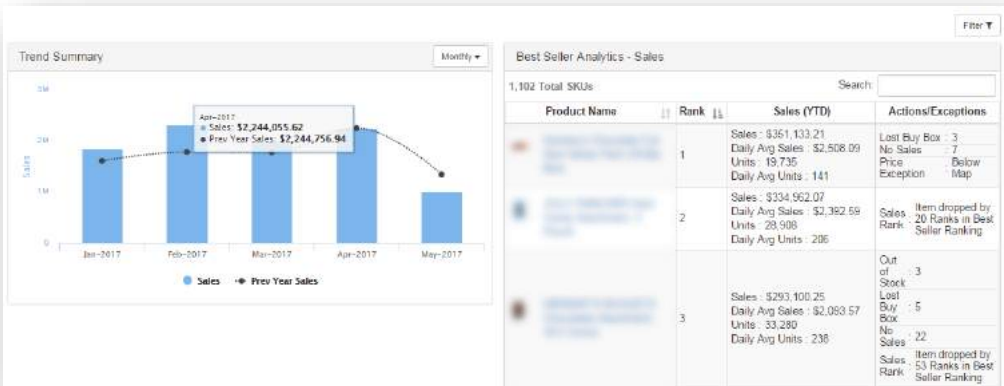
- Identify category and brand keywords that shoppers use to search for your products
- Establish search rank and page one Share of Search goals; constantly raise the bar as you achieve these goals
- Ensure keywords appear in titles; recommended in feature bullets, descriptions, and A+ content as well
- Benchmark online share of search to offline market share for the same categories

The screenshot displays a search results page for 'shampoo'. At the top, a search bar shows '487 results for 'shampoo''. Below the search bar, there are filters for 'OFFERS', 'CATEGORY', and 'BRAND'. A 'Sort by' dropdown is set to 'RELEVANCE'. The page shows 'Showing 1-32 of 250 items'. The main content area features several product listings, including 'Head & Shoulders Classic Clean Anti-Dandruff Shampoo' (500ml, £4.98) and 'TRESemme Colour Revitalise Colour Fade Protection Shampoo' (900ml, £2.38). A secondary window shows a detailed view of search results for 'shampoo' with 487 products, including 'Herbal Essences Dazzling Shine Shampoo', 'Pantene Classic Care Shampoo', 'Pantene Clarifying Shampoo', 'Aussie Mega Shampoo', 'Herbal Essences Shampoo Naked Shine', and 'Aussie Miracle Shine Shampoo'. A banner at the top right of the secondary window says 'Better than half price' with a 'Shop now' button.

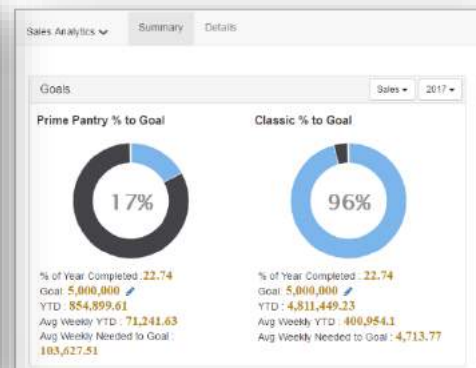


Performance: Sales and Share

How is my business trending?



How are sales vs. goals?

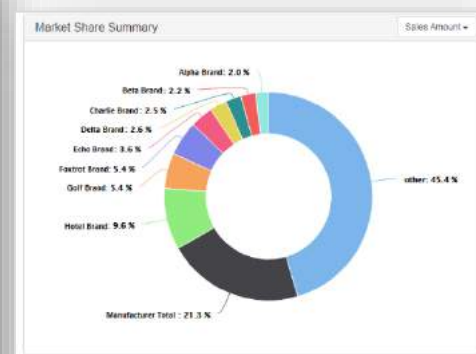


What are my best sellers?

Best Seller Rank - Volatility

	Avg Days Rank Consistent	New Entrants	Items No Longer Ranked	Items Ranking Higher	Items Ranking Lower		
	10	12	14	25	35		
Brand	# of products	Avg Rank	Avg Days Rank Consistent	New Entrants	Items No Longer Ranked	Items Ranked Higher	Items Ranked Lower
Brand A	25	55	2	2	25	100	100
Brand B	50	114	17	22	90	125	125
Brand C	12	27	11	3	106	50	50
Brand D							
Brand E							
Brand F							
Brand G							

What's my category share?



Amazon Best Seller Rank Trends

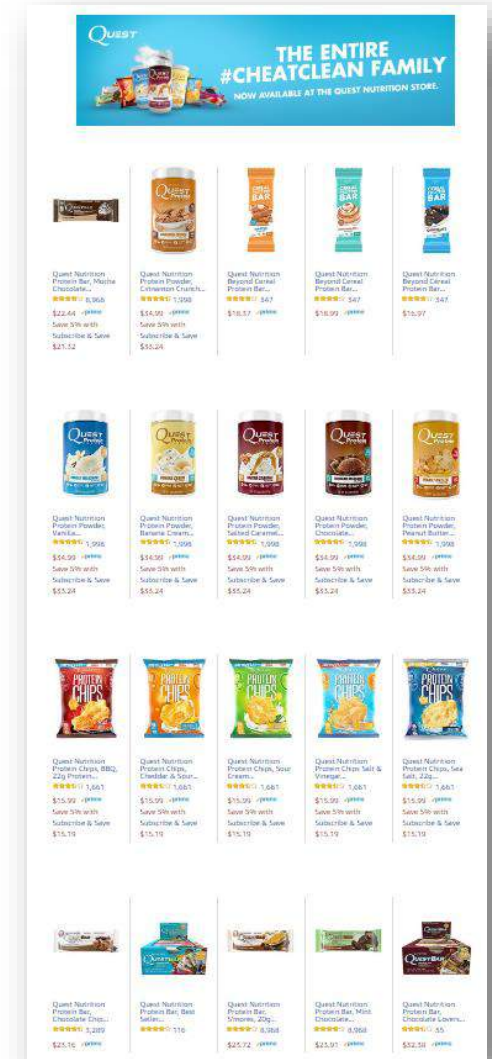
Brand	# Of Products	# of Products Trends	Avg Rank	Rank Trends	Avg Change in Rank	Results Per Month
Alpha Brand	1		72		-71	█
Charlie	3		147		-144	█ █
Delta	2		15		-13	█

Getting Started: Adopt a Crawl → Walk → Run Approach



*Is my assortment optimised by the online retailer?
Is my product consistently in stock?*

	CRAWL	WALK	RUN
Assortment			
In-Stock			



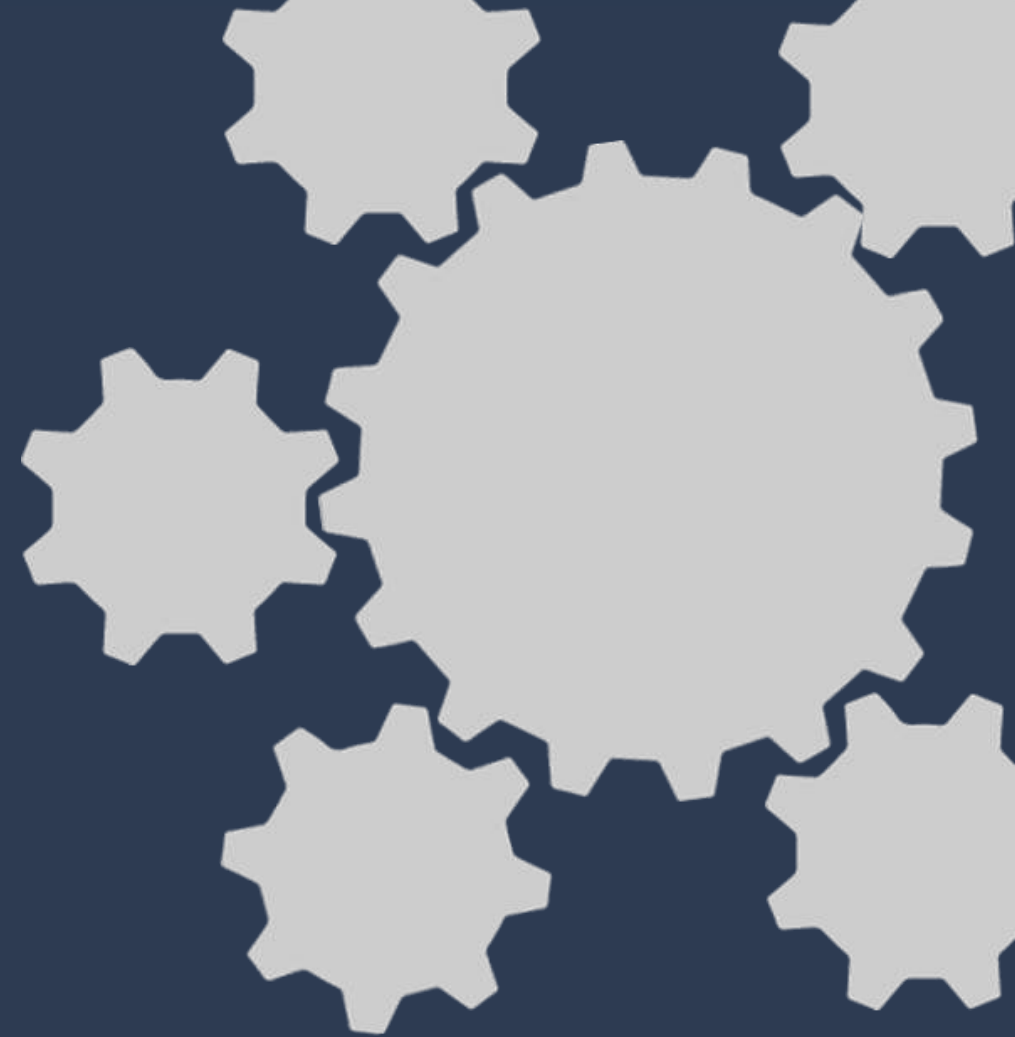
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Questions & Answers



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Coming Attractions

- Webinar 2: Content, Consideration and Online Consumers – How to drive the conversation in the eCommerce Channel?
 - Wednesday October 18th
 - 14:00 BST / 15:00 CEST

- Webinar 3: Availability in the Online Channel: How Online Out of Stocks Influence Consumer Behaviour and Sales
 - Wednesday November 15th
 - 14:00 GMT / 15:00 CET



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