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# TRANSFORMING CUSTOMER ENGAGEMENT IN RETAIL



## The “Brand Theatre” Programme

Brought to you by LeanPie

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**LeanPie**  
Cloud Manufacturing

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# BRINGING BRANDS TO LIFE IN RETAIL

## Introduction

Forrester Research call this time the “Age of the Customer”. Customers have more control and have higher expectations than ever before. They are empowered, and simply put, they expect consistent, high value and relevant experiences when engaging with brands in-store. If they don’t receive the level of experience they were expecting they will go elsewhere or switch brands, as barriers to exit decline and more choices and options become available in an increasingly competitive environment.

## BRAND THEATRE SUPPLY CHAIN

So how can you ensure that you optimise the retail opportunity for your brands? You need to gain control over the entire end-to-end supply chain. The supply chain is extremely complicated and starts with your brand objective and ends with an emotional retail experience for the customer. The supply chain comprises three key stages:

### ART

#### *Brand strategy to technical specification*

The art is how you translate the values of your brand into a compelling retail experience. An experience that both differentiates your brand versus other offers but also creates a compelling engagement that influences customer purchase behaviour. This is about creativity and innovation.

### SCIENCE

#### *Technical specification to manufactured*

The science is how you build that experience in a way that provides the optimal utilisation of resources. It is about efficiency of sourcing, adherence to quality standards and fast turnaround times. This is about mastery of the manufacturing and sourcing of the required resources.

### EXECUTION

#### *Display elements to Brand Theatre*

The execution is all about relationships. Successful execution has as its foundation the establishment of a successful partnership between the brands and the retailers. A partnership that is based on the delivery of mutual value to both parties.

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## BRAND THEATRE CHALLENGE

The challenge is that no one company or function has all the skills to master every stage of the Brand Theatre supply chain. In addition, bearing in mind the competitive environment and the high expectations of the customer, nothing less than delivering the best outcome for each stage should be acceptable. Brands that want to win in the retail environment have to strive for best practice across the entire supply chain. It is no good to develop a great strategy if the installation of the programme in retail is sub optimal.

Marketing need to find the right partners to support them and to work with their colleagues in other functions to fully integrate the supply chain and to set it up for success

**ART** - Brand Marketing or Shopper Marketing to lead

**SCIENCE** - Marketing Procurement to lead

**EXECUTION** - Operations, Trade Marketing & Distribution to lead

## BUILDING THE BRIDGE

When the Brand Theatre supply chain is approached in this way, the most obvious implication is that there needs to be strong cross-functional relationships established. BUT more importantly there needs to be a well defined handover process in place with clear roles and responsibilities defined. This is likely to require a change in current working practices.

We recommend that Brands consider adopting Growth River's Seven Principles for Team Effectiveness:

1. Inspired by **purpose** (well-defined clear goal or desired outcome)
2. **Focused** on a shared journey (detailed process for achievement)
3. Accountable and collaborative **mindset**
4. Right skills in the right **roles**
5. Strong and clear **interdependencies**, reinforcing team agreements
6. Advocating **strategies** from a customer value perspective
7. Laser focused on implementation that resolves **primary constraints** for the highest impact and return on investment (ROI)

This document only focuses on the ART element of the end-to-end supply chain.

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# BRAND STRATEGY TO TECHNICAL SPECIFICATION

## Overview

To unlock the value of design, it is important to recognise the elements that go to making brand theatre design the best it can be. There are four key elements that can equally contribute to making a brand retail programme as successful as it can be and they are:

- **Design Manifesto**
- **Brand Theatre Strategy**, introducing the FLEXstore concept
- **Retail Concepts and Prototyping** and how to achieve this by deploying a Pan-Regional Design Programme
- **Technical Toolkits**

## Design Manifesto

In many cases brand guidelines do not provide enough guidance to how brands can and should be translated into 3-dimensional programmes that both convey and highlight their key values and differentiators. That leads to design decisions that may be inconsistent and not best reflect the essence of a brand.

The luxury retail market have understood this and this is why they establish a “Design Manifesto” for their brands that ensures brand theatre programmes distill and convey the key brand values.

A “**Design Manifesto**” is sometimes also referred to as Brand Architecture. It is a conceptual structure that enables a brand to manage any 3D communication with the customer. It comprises:

- **Product Philosophy** is a set of beliefs concerning how brand related items should be conceived, designed, manufactured and delivered, and what benefits the customer derives from their usage.
- **Design Language** is an own able approach to the presentation of brand related items that consistently and effectively communicate the brand, irrespective of the application of brand graphics.

## Brand Theatre Strategy

There is increasing recognition that the retail environment is becoming more important as an opportunity to establish an emotional connection between the brand and the customer.

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As more and more customers use e-commerce to satisfy their daily purchasing needs, the retail shopping experience needs to become more relevant and more compelling to retain its place as a desired destination.

Relevance is a critical component to maintain interest and this requires both retailers and brands to continually refresh and update their in-store presentations. This is why more and more companies are adopting a “**FLEXstore**” strategy.

“**FLEXstore**” is a retail strategy that has been developed to enable brands and retailers to refresh the in-store experience on a more continuous and dynamic basis, in comparison to the more traditional remodelling approach. The benefits include a significantly lower cost, a quicker time to deploy, less disruption and an increased frequency.

The basic principle is that there are standard merchandising and display units that can be overlaid and clad with highly flexible add-ons that transform the look, feel and experience delivery of the overall display. The standard units focus on maximising shelf inventory and ease of dispensing whereas the add-ons focus on creating the brand theatre and providing the customer with a relevant and compelling experience.

These add-ons improve the level of connection with the customer as they invite engagement through information, demonstration and interactivity. They can also convey seasonal and festival themes, thereby enhancing the overall store experience.

### **Retail Concepts & Prototyping**

It is critically important to recognise the difference in retail environments, not only in terms of different store types within a single market but also from one country to another. These differences must be fully taken into account within the retail concepts and prototyping process for international brands to deliver a consistent, high quality and compelling experience.

Successful Pan-Regional programmes require each of the markets to work collectively together in a very objective and assigned way. LeanPie is in the process of developing an additional module to our platform that addresses this very need.

Key stages of this process include:

- **Retail Discovery:** Each market providing a well documented assessment of the retail landscape within their market
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- **Concept development:** A range of retail concepts developed that are aligned with the overall programme objective and reflective the individual needs of all the retail landscapes
  - **Finalised designs:** All the markets work together to agree on a range of materials that meet their local needs and where cross-market synergy is the focus rather than differentiation
  - **Agreed prototypes:** All markets agree on which materials to prototype and where
  - **Prototype testing:** Fully working prototypes to be developed, tested and validated based on an agreed strategy
  - **Retail sell-in:** A comprehensive selling-in kit to be developed and deployed by individual markets to achieve the optimal levels of retailer buy-in
  - **Order aggregation:** Local markets to provide accurate estimations on expected investment levels, including overall numbers and target investment level per store

By tackling Pan-Regional programmes in this way, retailers and brands will ensure:

- **Effectiveness:** The retail investment is fit for purpose and will work within the retail environment
- **Efficiency:** Economies of scale are applied to provide the best quality production at lowest cost

### Technical Toolkit

Graphic and conceptual guidelines are no longer enough to ensure that a design is successfully translated into actual products. The reason is that conceptual designs leave too much leeway for local adaptation, when it comes to technical specification.

This is why many forward looking brands are now developing “Technical Toolkits”. These toolkits not only contain the design concepts but they also include the full technical specifications including engineering drawings, Bill of Materials and tooling requirements. This ensures that, irrespective of where the materials are produced, they will still be delivered to the required level of quality, be exactly fit for purpose and will be fully consistent with any store where the brand is being merchandised.

Technical toolkits also ensure that any quotations, provided by any supplier, in any location will be comparable. This provides objective like for like tendering in every instance and ensures that the local market will always find the best source of supply, wither that may be local or offshore.

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## HOW TO IMPLEMENT

This approach requires Marketing to think differently about the way they approach retail investment. It also requires recognition that to really unlock the full opportunity you require control, transparency and flexibility for every element of the supply chain. The key is to be able to separate design from production so that brands can work with the best shopper marketing design experts, whilst also taking significant cost out of the supply chain.

## WHAT DOES SUCCESS LOOK LIKE

Success is a streamlined and fully integrated “Brand Theatre” supply chain, where the best possible outcome is delivered at the lowest possible investment. It is about gaining control over the entire supply chain thereby enabling the best providers to be used for every step of the supply chain.

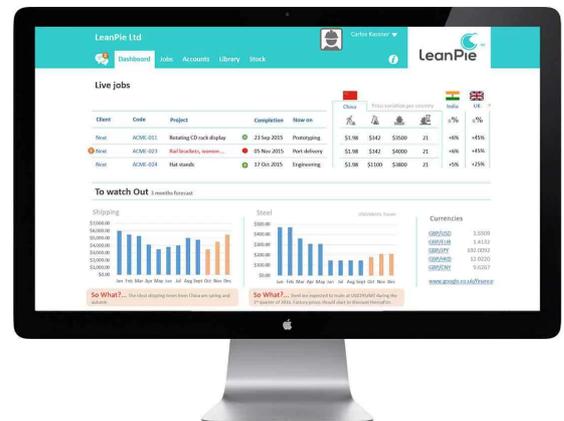
It is about unlocking the potential of Marketing, Procurement and Operations, along with key partners in a way that delivers the best result for the company, the functions and individuals and most importantly the customer.

## THE ROLE OF LEANPIE

LeanPie is focused on helping the client establish the best possible “Brand Theatre” programme. The foundation for achieving this is a supply chain platform that enables a seamless and very efficient management of the entire end-to-end process.

## LeanPie platform highlights

- Secure platform
- Role based access control
- Easy to use
- Includes communication tools to engage with all stakeholders
- Includes translation facility for communicating with non-native speakers e.g. foreign manufacturers
- Real-time updates
- Provides complete transparency and in-depth information on every aspect of the supply chain
- Enables full drill-down data analysis
- Provides extensive dashboard reporting



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## WHAT'S NEXT? TO LEARN MORE...

Please visit us online at [leanpie.com](http://leanpie.com),  
email me at [david.newberry@leanpie.com](mailto:david.newberry@leanpie.com),  
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