

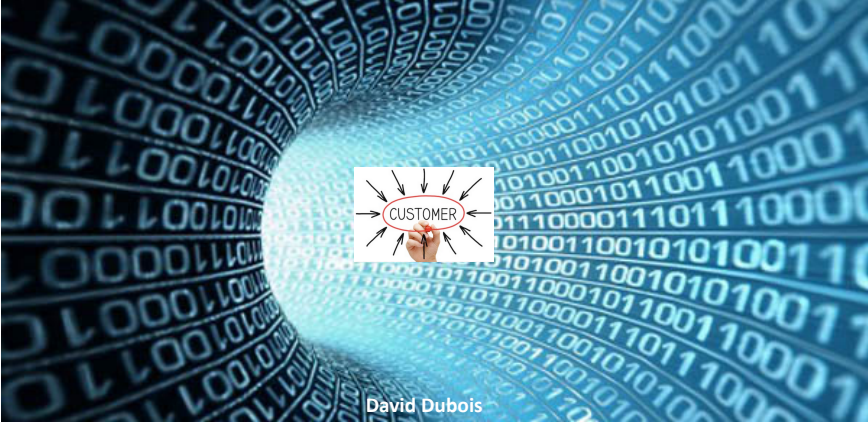
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**WHAT IS NEXT? TRANSFORMING RETAIL THROUGH CUSTOMER-CENTRICITY, PLATFORM THINKING AND DIGITAL LEADERSHIP**

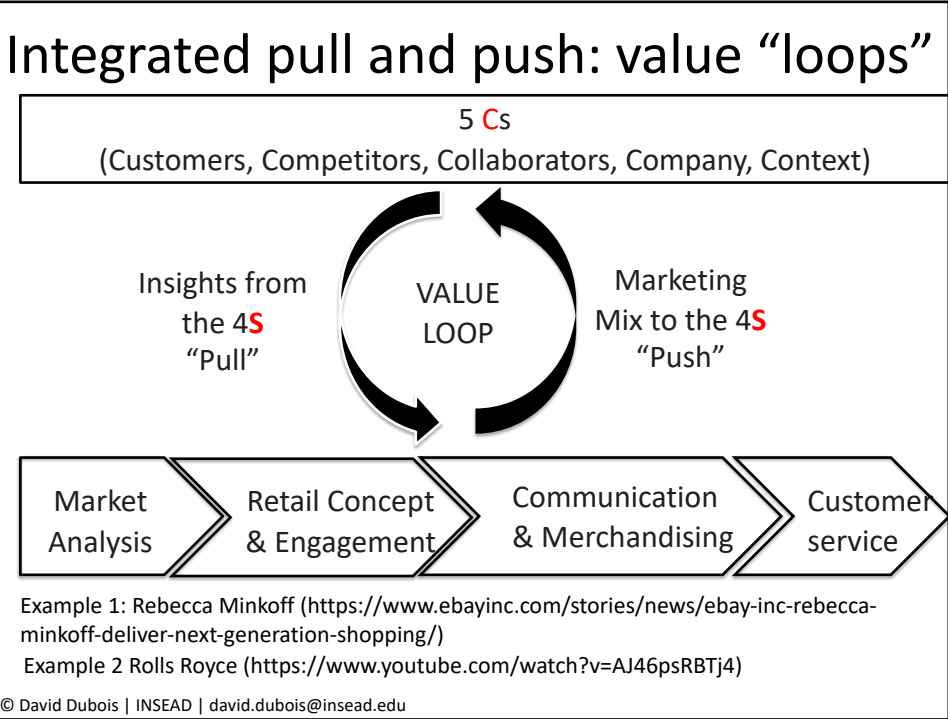
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*Retail Exec Summit @Google*

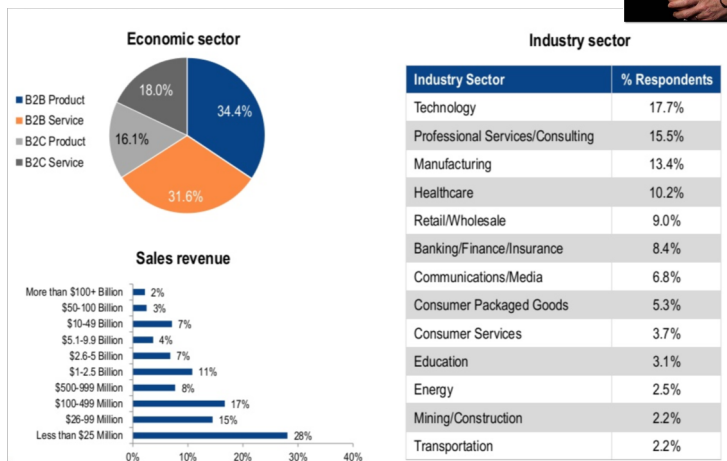


David Dubois  
@d1dubois

  [www.linkedin.com/in/profdaviddubois](http://www.linkedin.com/in/profdaviddubois)



# What matters to lead effectively is....



To what extent have your company's digital marketing activities changed the following areas in your company? (1=not at all, 7= greatly)

1. Importance of marketing capabilities to competitive advantage
2. Customer focus in your culture (customer-first culture)
3. Use of marketing data to drive decisions
4. Importance of marketing leaders in shaping company strategy
5. Use of marketing performance metrics to evaluate outcomes
6. Technical skills required of marketers
7. Level of cross-functional cooperation to perform marketing
8. Degree of marketer specialization
9. Use of digital collaboration tools to make marketing decisions
10. Use of customer managers more than brand or product/service managers

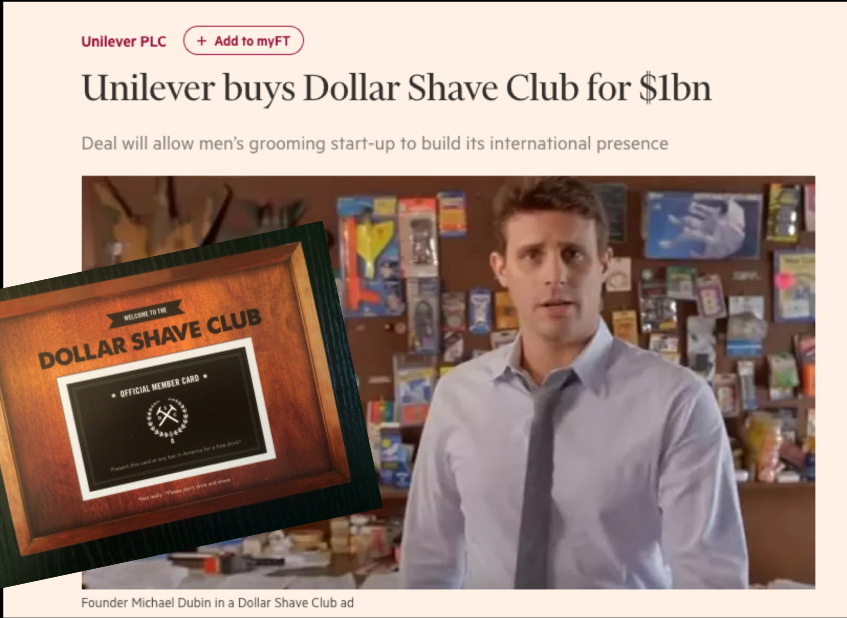
	Social Media Contributions to Company Performance	Mobile Contributions to Company Performance	Marketing ROI
Digital Marketing Organization Rating	+++	++	++
Digital Spending Level	+	+	+

CMO Survey 2018

Unilever PLC [+ Add to myFT](#)

## Unilever buys Dollar Shave Club for \$1bn

Deal will allow men's grooming start-up to build its international presence



Founder Michael Dubin in a Dollar Shave Club ad

Dollar Shave Club:  
From product  
to service



Ambassador KPIs in a digital world			
(SPREAD)		(ADPLAN)	
<b>Social utility</b>	Why should I share this message?	<b>Attention</b>	Does it grab the audience's attention?
<b>Provocative</b>	How outrageous is the message?	<b>Distinction</b>	Is it different than competition?
<b>Replicable</b>	To what extent can users build on it?	<b>Positioning</b>	Does it reinforce the brand POD?
<b>Emotional</b>	Does the message contain emotions?	<b>Linkage</b>	Is the brand visible?
<b>Ambiguous</b>	Is it fake or surprising?	<b>Amplification</b>	Can the audience positively reflect on it?
<b>Distributive</b>	How easy it is to share the message?	<b>Net Equity</b>	Does it enrich the brand DNA?



bluebell  
SINCE 1954

## How to transform luxury retail in Asia:

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### The case of Bluebell

## Time for Team work

- Game changers and value proposition?
- What shifts in customer expectations?
- How is the luxury/high-end consumers' experience changing?
- How should Bluebell help its clients monetize their retail spaces?
- What future business model for Bluebell?



Fang Yimin - better known as fashion blogger Becky Li - launched her influential Becky's Fantasy blog in 2015.



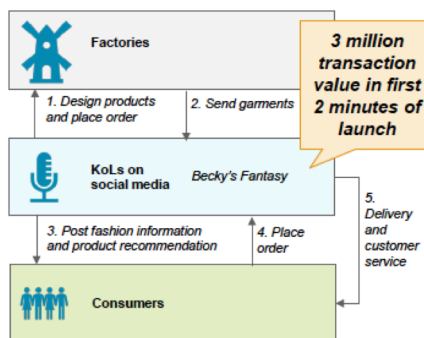
bluebell  
SINCE 1954

### Li Beika/Becky's Fantasy

- One of the most popular KOLs in China with 2.3M Weibo followers
- Features mainstream luxury brands to little-known high-quality independent labels
- Worked with Gucci, Chanel, Mini, and others
  - Collaborated with carmaker MINI to promote a limited edition car - sold out in less than four minutes after launch
  - Co-operated with Rebecca Minkoff and sold out 1,000 bags over single weekend

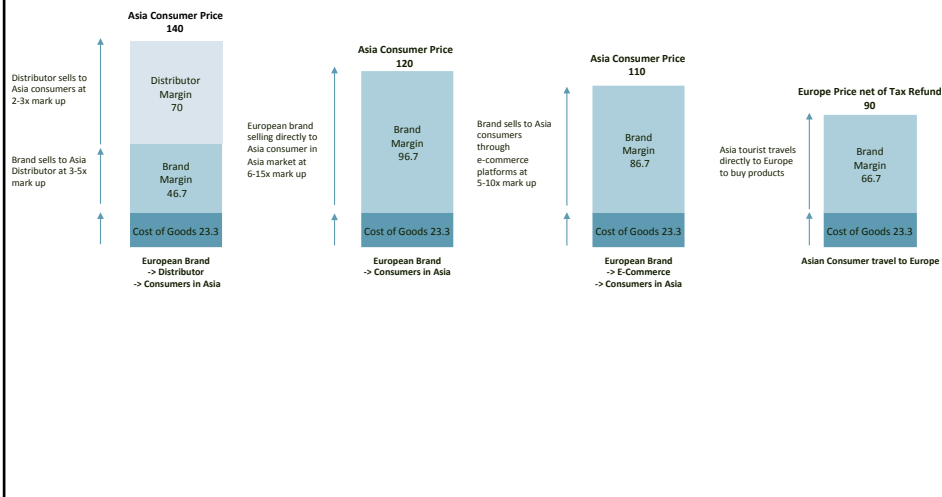


Launched own collection in 2017 – directly designing, owning stock, and selling to consumers



# Gamechangers: Digital Disruption

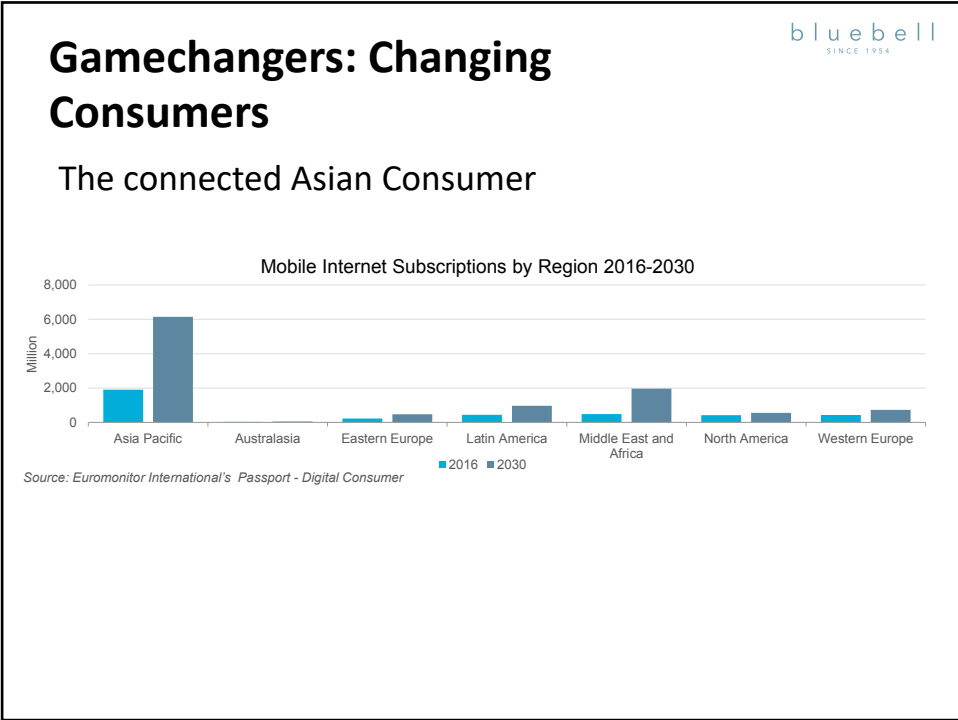
## Margin Compression



# Gamechangers: Digital Disruption

## Rise of Experiential Luxury





The  
response:  
platform  
vs. pipeline

"Thorough and often provocative."  
-JEREMY G. PHILIPS,  
*Wall Street Journal*

PLATFORM

HOW NETWORKED MARKETS  
ARE TRANSFORMING THE ECONOMY AND  
HOW TO MAKE THEM WORK FOR YOU

REVOLUTION

Geoffrey G. Parker  
Marshall W. Van Alstyne  
Sangeet Paul Choudary

- **Pipeline businesses** = step-by-step, single-track value chain for creating and transferring value, along the producers-consumers line
- **Platform businesses** = myriad connections and interactions between users, thanks to the resources the platform offers, with producers and consumers potentially switching roles.

## Platforms > Pipelines

- **Scale more efficiently** (eliminate gatekeepers)
- **Use data-based tools to create community feedback loops** (quality of content, reputation systems etc.) gatekeepers → market signals to curate by popularity
- **Unlock new sources of supply and value creation** “not-even-mine” vs. just-in-time inventory,
- **Cultivating and harnessing the eco-system around the firm**, engineered by the community of users.
- **Network effect** (telephone, “two-sided” markets)



## The How: Digital Transformation in Bluebell

### People and Culture

- Recruitment – Group and Country digital teams
- Digital marketing training
- Digital Champions
- Learning expeditions
- Digital Board



### Technology and Data

- Omnichannel IT system
- Marketing Automation tool
- E-Commerce Platforms
- Order Management System
- Social Listening tool
- Google Suite and Analytics
- Collaboration tool



### Processes and Impact

- Business development
- E-Commerce, CRM and Performance marketing
- New KPIs (network and engagement metrics)
- Customer centricity



Bluebell's digital transformation will facilitate the execution of its digital strategy, 2 main objectives by 2025: a) eCommerce sales must reach 25% of total domestic sales (1% in 2017)  
b) 2/3 of the marketing budgets should be spend on digital activities.

## What has changed conceptually?

1. It's about data, not products (AccorHotels)
2. It's about customers and consumers, not brands (Obama vs. Clinton)
3. It's about integration, not investment (Rebecca Minkoff, Rolls Royce)

## Thank you!



[david.dubois@insead.edu](mailto:david.dubois@insead.edu)



[fr.linkedin.com/pub/david-dubois/5/309/717](https://fr.linkedin.com/pub/david-dubois/5/309/717)



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