

# 2014 NRF store tour

12 January 2014

New York



# Introduction

New York is one of the world's shopping capitals and a key location for retail innovation.

Every year the National Retail Federation hosts the largest global retail expo and conference “The NRF Big Show” which attracts over 27,000 attendees from more than 80 countries.

During this event on January 12<sup>th</sup> 2014 Boxwood in partnership with Lexmark invited over 20 senior retail executives from around the world on a store tour to visit some of the most exciting innovations in store-based retail.

The key purpose of the tour was to visit new retail concepts and in-store customer facing technology based innovation.

# MakerBot - the first store of its kind



## WHAT WE SAW

- 3D printing devices to buy and see in action.
- The store is selling printers and products made on MakerBot Replicator 2 Desktop 3D Printers.

## KEY TAKE AWAY

- The store is educating potential customers on 3D printing technology.
- Hands-on, demo.
- Birth of a new technology, that will change retail.

## COMPANY INFORMATION

- Owned by Stratasys, a manufacturer of 3D Printers and 3D production systems
- MakerBot was founded in 2009 by Zack Smith and has grown to be the global leader in desktop 3D printing. In 2011, MakerBot had 21.6% market share.
- CEO Pettis sold MakerBot to Stratasys in June in a stock deal valued at roughly \$403 million.
- MakerBot also run Thingiverse where MakerBot owners can access and contribute to a database of projects, models and downloads.

**Total sales 2012:** \$15.7m

**Forecast 2013 revenue:** \$75m

**3 store locations:**

Boston, New York and Greenwich

**Opening Date:**

September 2012

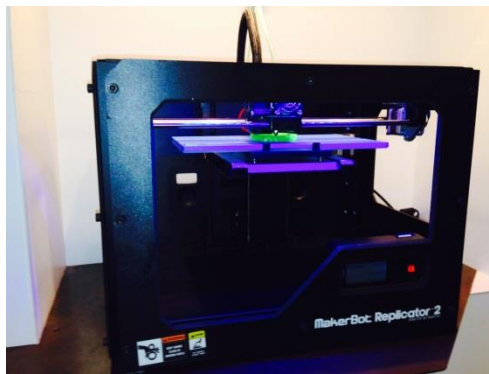
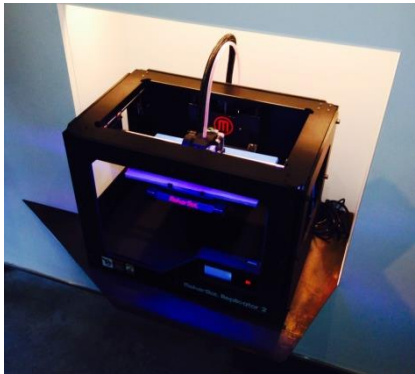
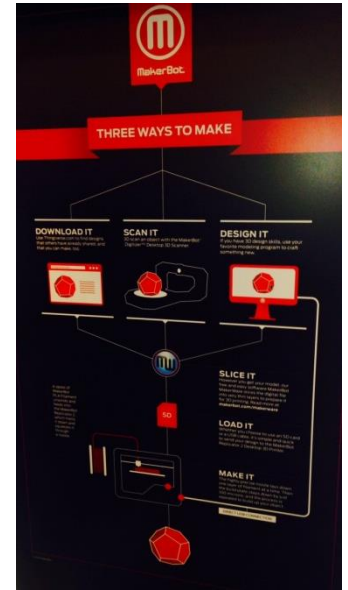
**Opening times:**

Mon-Sat 12pm-7pm

Sun 12pm-7pm

**Address:**

298 Mulberry St, New York, NY  
10012



# Warby Parker



**WARBY PARKER**  
eyewear

## WHAT WE SAW

- Traditionally a .com retailer.
- Photo Booth & Social Media Integration.
- Point of Sale – CRM.
- Digital Signage and Eye Exam Queuing.

## KEY TAKE AWAY

- 360 degree customer service, across all channels.
- Know your customer.
- Viral marketing through social media integration.

## COMPANY INFORMATION

- CEO & Co-founder: Neil Blumenthal
- American company selling prescription eyeglasses and sunglasses
- Warby Parker sells online, and has a limited number of showrooms in the United States
- The company was started in the Venture Initiation Program in 2010 and received \$2,500 seed investment. By Fall 2012, it raised a \$41 million investment and attracted investors American Express and Mickey Drexler
- Warby Parker shipped more than 100,000 pairs of glasses in 2011, and had 60 employees. By the end of 2012, the company grew to over 113 employees.

**Sales 2011:** \$31.5bn

**Privately owned, VC backed**

### **Key store locations:**

New York, Los Angeles, Boston

### **Opening Date:**

November 2013

### **Opening times:**

Mon – Sat 10am-8pm

Sun 11am-7pm

### **Address:**

121 Greene Street,  
New York, NY 10012



WARBY PARKER  
eyewear



# H&M



## WHAT WE SAW

- New H&M flagship store in NYC
- Runway Photo Experience
- Digital Signage and Lighting
- Unique H&M Location:
- Open environment and well presented merchandise.

## KEY TAKE AWAY

- CRM (Customers need to register for runway experience)
- Viral marketing through social media integration

## COMPANY INFORMATION

- Hennes & Mauritz AB is engaged in the sale of clothing, accessories, footwear, cosmetics, and home textiles. The company brands include COS, Weekday, Cheap Monday, Monki, and H&M Home
- H&M's business concept is to offer fashion and quality at the best price
- Established by Erling Persson who opened the first store in Vasteras, Sweden in 1947
- H&M launched its US online site in August 2013 following its success in numerous European countries
- CEO: Karl-Johan Persson
- Public Company listed on NASDAQ OMX Stockholm

**Sales 2012:** SEK 120,799 (+11%)

**Stores:** Approximately 3,000 stores in 53 markets

**Key store locations:**  
Boston, New York and LA

**Key Competitors:**  
TJX, Inditex, Gap, C&A

**Opening Date:** November 2013

**Address:**  
4 Times Square, New York, NY  
10036

**Size:** 42,000 sq ft

# Sunglass Hut



## WHAT WE SAW

- 24 Hour Vending Machine.
- iPad Shopping Experience – CRM:
- Try on glasses virtually
- Share with friends on social media.
- CRM: Know your customer
- Attack online channel with vending machine
- Viral marketing through social media integration.

## COMPANY INFORMATION

- Sunglass Hut was founded in 1971 and retails sunglasses for men, women and children.
- A global brand with over 2,000 stores in North America, the UK, South Africa, the Middle East, Asia, India, Australia and New Zealand.
- Owned by Luxottica, an Italian manufacturer which markets and distributes luxury frames and sunglasses

**Net Sales 2013:** \$9,645m  
(Luxottica)

**Stores: Approx.** 2000

**Key Competitors:** Charmant Group, De Rigo S.p.A., Marchon Eyewear, Inc., Marcolin S.p.A., Safilo Group S.p.A., Silhouette International Schmied AG and Viva International

**Address:** 1585 Broadway, New York, NY 10036

**Opening Date:** April 2010



# Best Buy



## WHAT WE SAW

- In-Store Pickup
- Electronics Demos & Experience Stores
- Signage - Retail Signage with QR Codes
- Mobile Strategy for CRM
- 360 degree customer service, across all channels
- Comprehensive labels
- Shopping experience:
  - Hands-on, demos
  - “Living room“.

## COMPANY INFORMATION

- Best Buy is the world’s largest multi-channel consumer electronics retailer with stores in the U.S., Canada, China and Mexico
- 10th largest online retailer in the U.S. and Canada
- On June 26, 2013, Best Buy completed the sale of its 50% interest in Best Buy Europe to Carphone Warehouse Group plc.
- Public company listed on the New York Stock Exchange

**Revenue 2013:** \$45,085bn

**Stores:** 2047

**Key Competitors:** Metro Group, DSGi, Expert, Euronics, Yamada Denki

**Address:** 1880 Broadway, New York, NY 10023

### Opening Times:

Mon - Fri 9am-9pm

Sat 10am-9pm

Sun 11am-8pm

# Whole Foods



## WHAT WE SAW

- Merchandise Presentation & Assortment:
- Retail Signage
- Mobile Technology - Payment, Associate, etc.
- Point of Sale – Queuing advisor.
- Shopping with all senses: visual, fragrance, touch, taste.
- Superb merchandise presentation leads to up/x-selling.
- Marketplace experience.

## COMPANY INFORMATION

- Whole Foods Market owns and operates the chain of natural and organic foods supermarkets in the US, Canada and the UK
- The company was founded by John Mackey, Renee Lawson Hardy , Craig Weller and Mark Skiles on September 20, 1980 and is headquartered in Austin, TX.
- Public company, (NASDAQ: WFM)

**Revenue 2012:** \$11.699bn

Stores: 362

**Key store locations:** North America

**Key Competitors:** Walmart, Kroger, Tesco, Target, Carrefour

**Address:** 10 Columbus Cir, New York, NY 10019

**Size:** This is the largest grocery store in NYC

**Opening times:**

Mon – Sat 10am-9pm

Sun 11am-7pm

# Who is Boxwood?

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**Boxwood is a no-nonsense consultancy that partners with ambitious CEOs and their teams to unlock the potential in their business.**

We are an award-winning company known for delivering unreasonable results – the kind of tangible results that many consultancies would neither attempt nor believe possible.

We hire experienced people from industry and consulting who work closely with the client's team and bring immediate and practical advice. They have the insight and expertise to solve complex problems, they know how to build consensus around knotty issues and they know how to deliver fast.

## Our successes include

- Delivering £700m in cost savings by transforming the operations, trading and supply chain of a top-four UK supermarket
- Designing and delivering an award-winning capability development programme to transform the product to market approach for a major UK high-street retailer
- Working with an international retail franchise to develop a five-year strategy to quadruple revenue
- Implementing a global expansion strategy with the fashion brand of a major retail giant

# Our clients & services



## Services we offer:

- Strategic review
- Operational due diligence
- Business transformation
- Turnaround
- Business & operating model design
- International expansion
- Acquisition integration
- Capability development

# An award-winning consultancy

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We are acknowledged by our clients and our industry as exceptional.



- Best Companies Accreditation 2013
- MCA Awards 2013: Highly commended – Change Management in the Private Sector
- MCA Awards 2012: Change Management in the Private Sector
- MCA Awards 2011: Platinum Award; Change Management in the Private Sector; Operational Performance in the Private Sector

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