

FABO X Atlo

The eCommerce x Wholesale Growth Framework

How to build eCommerce & Wholesale as one connected growth system - so each makes the other easier to scale



The Core Premise

IN SILOS

Most brands run eCommerce & Wholesale siloed.

CHANNEL A

eCommerce.

OWN MARKETING

OWN KPIS

OWN BUDGET

X

CHANNEL B

Wholesale.

OWN SALES TEAM

OWN KPIS

OWN RELATIONSHIPS

Run apart, the brand is essentially driving with the handbrake on.



IN SILOS

The best brands build them as one connected growth system.

Together, the brand becomes easier to buy, easier to remember and easier for retail partners to believe in.

ECOMMERCE

Creates demand, data & proof

Builds the audience and generates the evidence that the product sells.



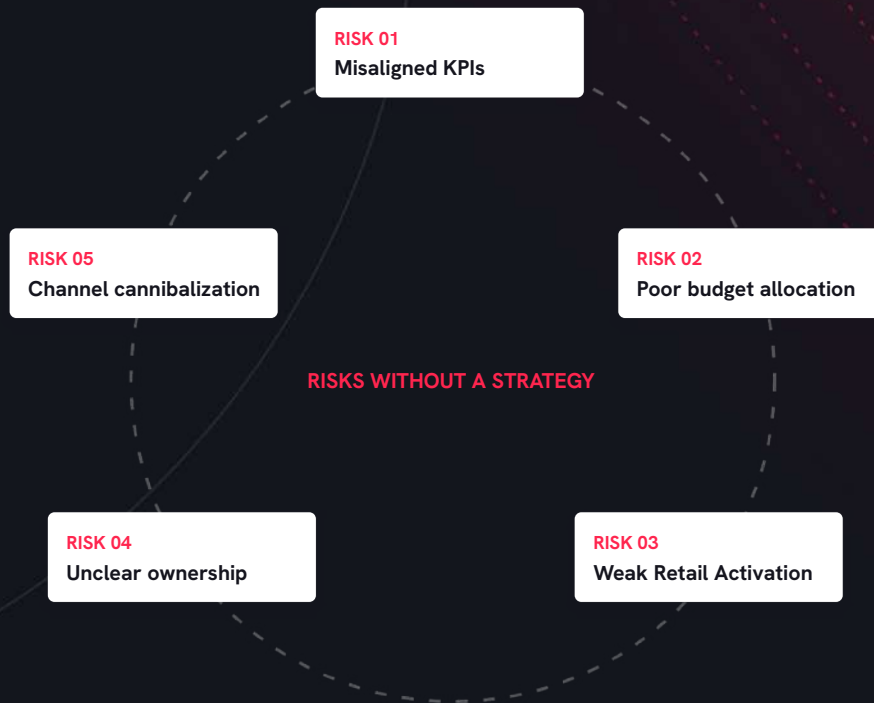
WHOLESALE

Creates distribution, availability & physical presence.

Puts the brand on shelves & in markets the brand can't reach alone.

eCommerce should make wholesale easier to sell in.
Wholesale should make eCommerce easier to scale.

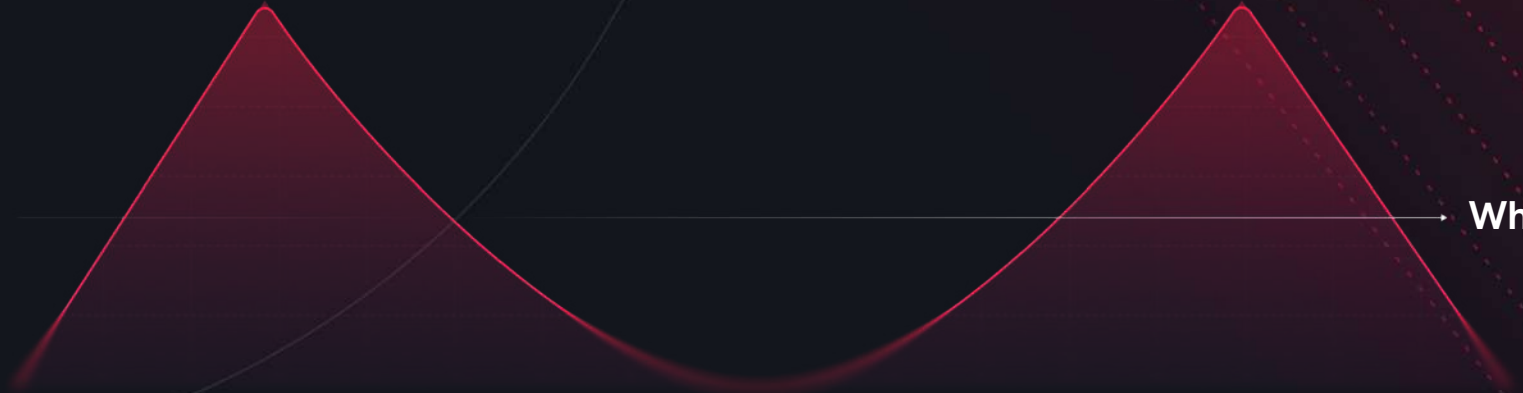
**Applied together without a correct
strategy, you risk the opposite.**



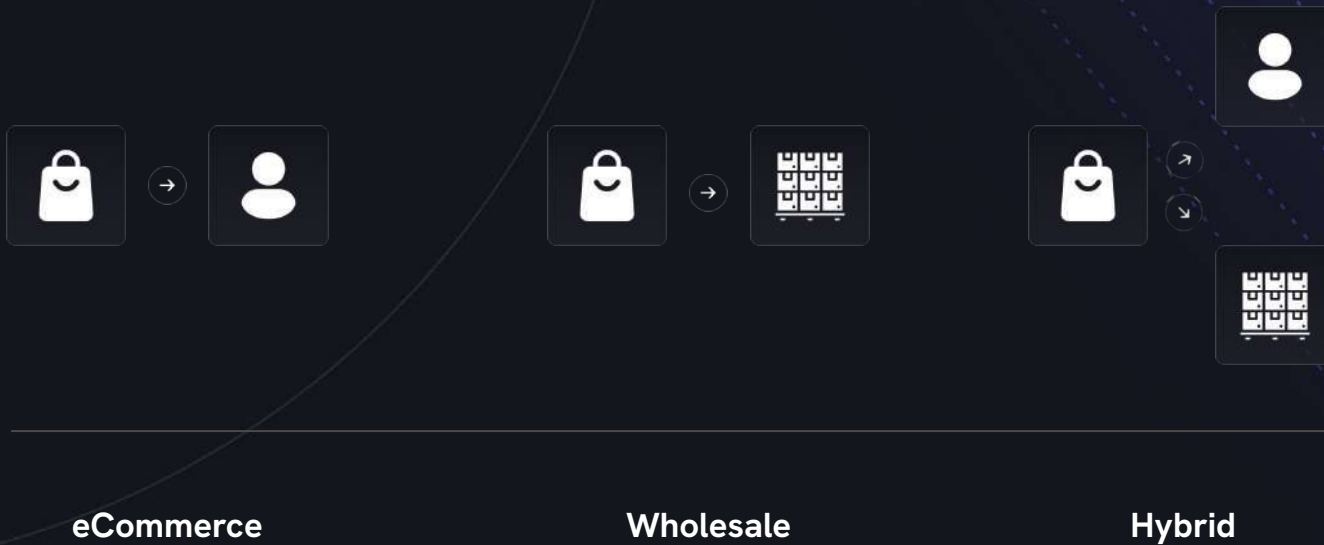
This Framework helps you avoid these risks

eCom

Wholesale

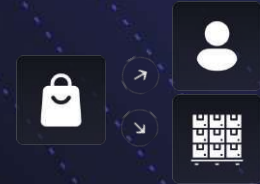
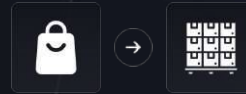
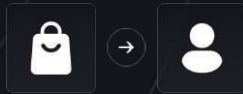


Who are the players?



WHO ARE THE PLAYERS?

FABO x Atlo



eCommerce

What is it You sell, market and price your own products.
Logistics and shipping to private customers.

Where you sell You sell yourself via a website and/or physical store

Payment Immediate payment

eCom examples Bolia, Gymshark, OURA, NA-KD, Planet Nusa, Shaping New Tomorrow, etc.

Wholesale

What is it You sell to retail partners who sell to private customers.
Logistics and shipping to other businesses.

Where you sell Your retail partners market, sell, market and price your products

Payment Net terms & Invoicing

Wholesale examples &Tradition, HAY, Royal Copenhagen, Les Deux, Tommy Hilfiger

Retail partner examples Zalando, Magasin, your local shop around the corner, etc.

Hybrid: eCom + Wholesale

What is it You combine eCom and wholesale.
Logistics setup to private and businesses

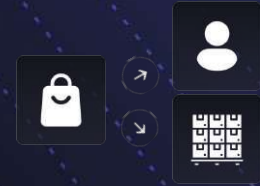
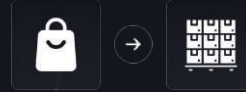
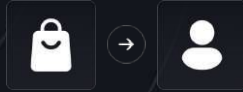
Where you sell You sell via your own channels, and your retail partners

Payment Mixed

Hybrid examples Nike, Adidas, Pedestal, Arturel

FABO Camille Brinch, Caspara, etc.

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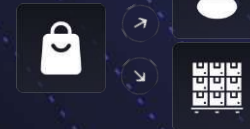
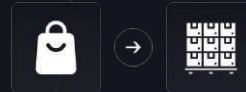
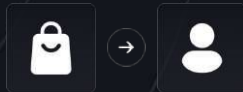
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BUILT FOR

Wherever you start, the destination is the same system.

ECOMMERCE

Want to enter wholesale

YOU ALREADY HAVE

eCom traction

Low-funnel KPIs

Customer data

BUT YOU LACK

Retail network

Buyer material

Wholesale ops

Sell-in story

THE GOAL

Turn eCom demand into wholesale leverage - without risking the core business.

HYBRID

Selling through both

YOU HAVE BOTH. RUN SEPARATELY

ECOM TEAM

WHOLESALE TEAM

ROAS

CAC

MER

SELL-IN

Orders

Partners

THE PROBLEM

No one owns the full commercial system

THE GOAL

Make both channels reinforce each other instead of competing.

WHOLESALE

Want to build eCom

YOU ALREADY HAVE

Product

Strong margins

Distribution

Retail presence

BUT YOU LACK

Owned audience

Customer data

Retention engine

eCom growth system

THE GOAL

Build an brand & own the distribution to scale wholesale & get better margin through eCommerce sales

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FABO X Atlo

Why listen?

YOUR PRESENTERS

Operators from both sides of the system

**Frederik Wind**

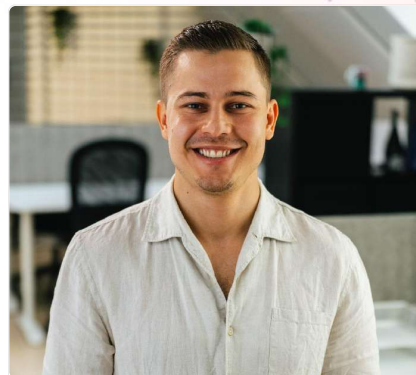
Co-Founder, FABO

Runs the eCommerce growth engine for lifestyle & retail brands.

**Nanna Klausen**

Senior Consulting & Strategy, FABO

Previously Marketing Manager at Axel Kaufmann.

**Kristian Harrit**

Head of Paid Search, FABO

Leads the Paid Search product at FABO.

**Casper Brix**

Co-Founder, Atlo

Previously CPO, AndLight · Berlingske Talent 100



BERLINGSKE TALENT 100

7 YEARS AS CPO (ACQUIRED IN 2022)

AUTHOR

€100M WHOLESALE VALUE UNDER MANAGEMENT

Casper brings 7 years of buying leadership and €100M+ in wholesale value under management helping design-led brands grow through sharper assortment, retail and category strategy.



Grow your wholesale without the stress



Run your wholesale on autopilot

Design-led brands



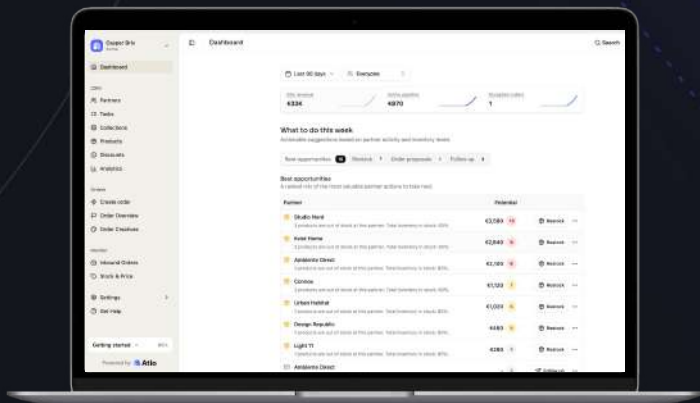
Interior



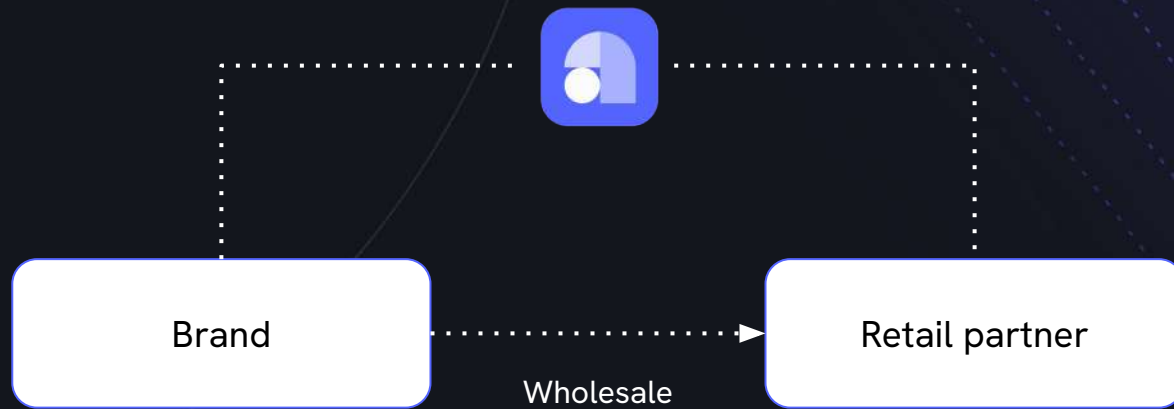
Fashion



Homeware



- Send personalized order suggestions to each retail partner
- Increase wholesale +20% and save 50% of your sales team's time
- Monitor product price and stock levels to identify unrealized sales potential



Traditional wholesale

50% of time spent on manual work

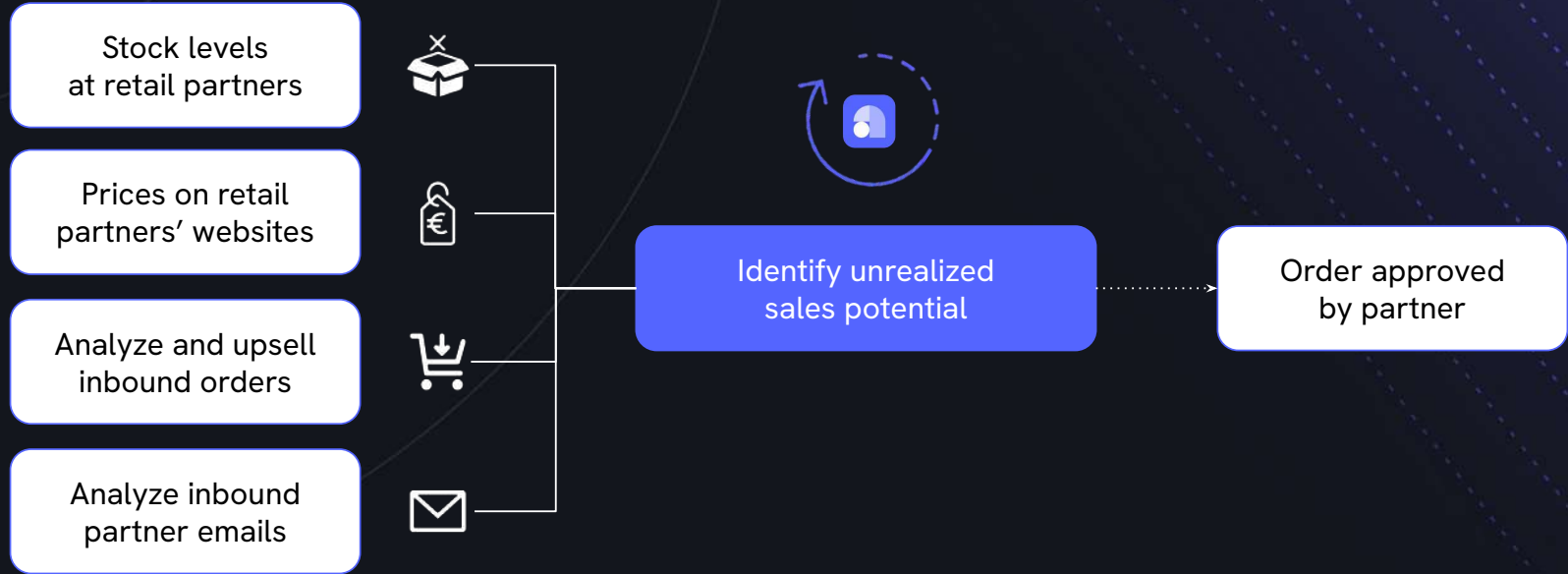
- 01 Spreadsheets and reps working from memory
- 02 Random monitoring of stock and prices with no order flow

vs.



Wholesale on autopilot

- 01 Reorder signals on stock and sales gaps
- 02 Monitor partners stock and price
- 03 New-collection presence detection
- 04 Order suggestions done-for-you
- 05 Scalable partner relationships over time



Common misconception

Wholesale is not about just getting the first order

Reactive

The real business is

- ✓ The reorder
- ✓ The long tail
- ✓ Partner activation
- ✓ Sell-through visibility
- ✓ Stock and pricing visibility
- ✓ Using data to know what every retailer should buy next

Proactive

FABO



Nanna Sofie. Senior Consulting & Strategy, FABO

BRAND & COMMERCIAL STRATEGY

EX-AXEL KAUFMANN MARKETING MANAGER

Brings brand-side experience from one of Denmark's biggest menswear retailers connecting marketing, brand and commercial strategy into clear growth roadmaps for lifestyle brands.

FABO



Kristian Harrit. Head of Paid Search, FABO

HEAD OF PAID SEARCH

HELPED SCALE SEVERAL OF FABO HERO CASES

Sets the standard for FABO Paid Search discipline combining account structure, product feed optimisation, bidding strategy and search demand insights to help brands capture demand more profitably.

FABO



Frederik Wind. CCO & Co-Founder, FABO

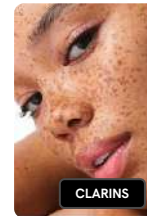
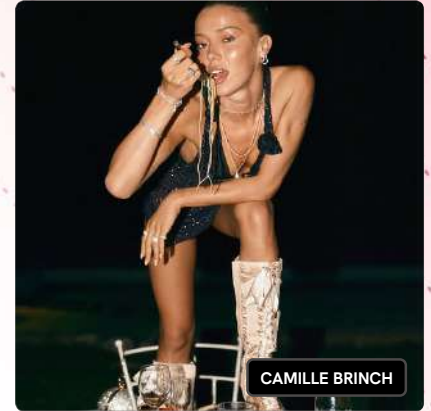
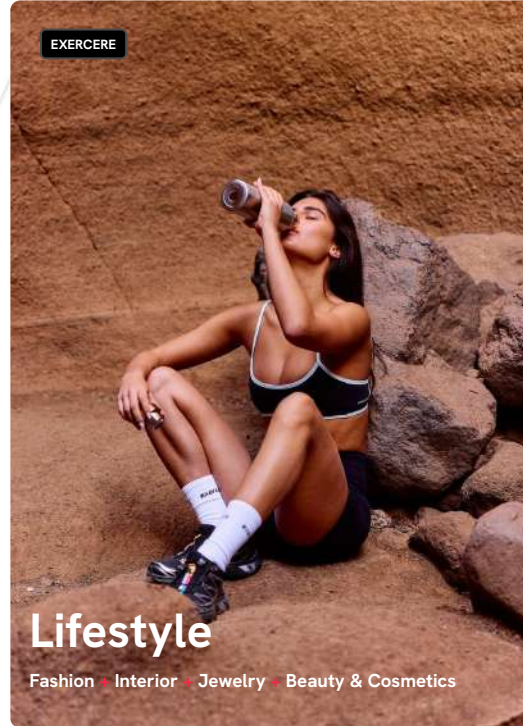
SPEND +40M USD / YEAR

+300M USD IN REVENUE ACROSS PORTFOLIO

ONLY TRIPLE WHALE PLATINUM PARTNER IN SCANDINAVIA

Created the commercial growth framework behind several of Scandinavia's fastest-growing lifestyle brands & build FABO as an external growth team dedicated for lifestyle brands.

We hyper-specialize in Lifestyle & Retail Brands.



As a full-funnel agency, our services span across acquisition, retention and consulting activities.

The Growth Engine - Acquisition.

Objective

Secure New Customers & Market Share

Verticals

Paid Social & Paid Search: Media buying and technical optimization.

Influencer Marketing: Sourcing and activating creators.

Creative Strategy: Concepting ads that convert.

Performance KPIs

LTGP:CAC (12 Months): Long-term gross profit vs. New Customer acquisition cost.

NC-CPA & NC-ROAS: Efficiency on new customer acquisition.

Spend Management: Daily scaling or cutting based on financial targets.



The Profit Engine - Retention.

Objective

Maximize Lifetime Gross Value of Customers & Returning Customers

Verticals

Email & SMS: Automated flows and campaign blasts.

Customer Journey: Mapping touchpoints to increase frequency.

Performance KPIs

CLV (Customer Lifetime Value): Increasing total value per user.

RPE (Revenue Per Email): Measuring channel efficiency.

Subscriber Growth: Building your owned audience.



The Commercial Brain - Consulting

Objective

Decrease Business Risk & Spot Commercial Opportunities

Verticals

Finance & Budget: Monthly P/L review, setting scaling KPIs, and dynamic budget pacing.

Commercial Strategy: Seasonal strategy & focus, Brand & Creative Strategy project management.

Operations: Advisory on internal team structure, recruitment, and operational workflows.

Performance KPIs

Contribution Margin Growth: optimizing the real profit left after costs.

Market Performance: Success rate of scaling winners and excluding low-performing markets

Forecast Accuracy: Tracking actuals vs. targets to ensure predictable cash flow.

ECOM VALUE FORMULA

$$\text{New Customer Acquisition Cost} \times \text{Retention} \div \text{Risiko} = \text{Enterprise Value}$$

Helping brands grow starts by understanding the business.

00

Give Value.

Case Studies

Real knowledge based on actual business growth & not vanity metrics

Free Ressources & Implementation Maps

Free resources to help you grow

Events

For a curated network of eCom brands



01

Financial Deepdive.

Analyze P&L & Margins

We map your real unit economics.

Locate Constraints

Identifying where you lose money today.

Diminishing Returns Analysis

Finding the exact spend limit before profitability drops.



02

Strategic Roadmap.

Profit-Based KPIs

Setting targets based on Contribution Margin, not just ROAS.

Resource Allocation

Assigning budget where it generates the highest yield.

The "Brand Plan"

Aligning Brand, Offer, and Channels into one timeline.



03

Commercial Execution.

The "Muscles" at Work

Paid Social, Search, and Retention specialists execute the plan.

Daily Optimization

Adjusting marketing spend and creatives based on financial targets.

Feedback Loops

Rapid testing of creative angles.



04

Enterprise Value.

Scalable Infrastructure:

A system that works without founder dependency.

Predictable Cash Flow

Growth you can actually fund.

Asset Value

Building a brand that is worth more tomorrow than today.

Traditional agency.

Limited strategic input

- 01 Optimises inflated in-platform ROAS & spend
- 02 Lives inside Ads Manager
- 03 Looks at one channel at a time
- 04 Sells hours and production
- 05 No depth in know-how

vs

FABO

Engineers for Profit & Enterprise Value



- 01 Total Strategic Alignment
- 02 Constraint-Based Roadmap
- 03 Define Leading/Lagging KPIs + Paces Spend based of P/L
- 04 Test Framework based of +40M\$ / Year
- 05 Profit-driven execution
- 06 Scalable eCommerce infrastructure
- 07 Extreme depth in know-how

We have done this before.

Caspara

eCom & Wholesale → Scaling



Consulting + Paid Social + Paid Search + Influencer + Email Marketing

Camille Brinch

eCom Scaling → Wholesale



Consulting + Paid Social + Paid Search + Influencer + Email Marketing

KEY RESULTS [START: OCTOBER 2024]

Caspara

Monthly Brand Searches

 250 → 1.500

 8.000 → 50.000

Share of Search (Indicator for Market Share)

 0.12% → 0.45%

BASED OF: TOP COMPETITORS INCL. FX LULULEMON, ALO ETC.

 9% → 35%

BASED OF: TOP COMPETITORS INCL. FX LULULEMON, ALO ETC.

Owned Audience

 16.500 → 48.250

 Oct 2024 → June 2026: +354%

Financials (vs LY)

2025 YoY: Net Sales +600%, Net Profit +600%

2026 YoY: Net Sales +162%, Net Profit +204%

KEY RESULTS [START: JULY 2024]

Camille Brinch

EBITDA

💰 -1.159 → +4.922

Brand Searches

🌐 12.5k → 15k

Owned Audience

📺 74.000 → 90.143

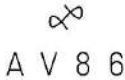
📺 July 2024 → June 2026 +35%

GoWish

🌐 116.984 → 231.473

BRANDS

The minds behind the fastest growing lifestyle- & retail brands

SUIT CLUB	CASPARA	<i>Avoni Projects</i>	SILFEN	CAMILLE BRINCH	ADAX	CLARINS
Brando	 A V 8 6	BLS HAFNIA	BY IC	NOELLA		VENDERBY'S

01

WHAT

The Lifestyle Brand Growth Lifecycle

// .. The lifecycle of scaling a lifestyle brand across eCom & Wholesale.

02

HOW

FABO eCommerce Growth Framework

// .. The 4 areas behind profitable, repeatable eCommerce growth for lifestyle brands.

03

HOW

Atlo Wholesale Growth Framework

// .. The 4 areas behind predictable wholesale growth.

04

OUTPUT

Lifestyle Brand Growth Scorecard

// .. A roadmap for strengths, leaks & next priorities.

The Lifestyle Brand Growth Lifecycle

TWO STARTING POINTS, BOTH MOVING TOWARD HYBRID

OWN ECOM CHANNEL

1

eCommerce
Owns the customer data & distribution

2



SHARED GOAL
Hybrid
Both channels reinforce each other

Just starting
Neither channel built yet



4

Wholesale
Distribution, but no owned audience

3

WHOLESALE DISTRIBUTION

PATH 1 MOVE RIGHT



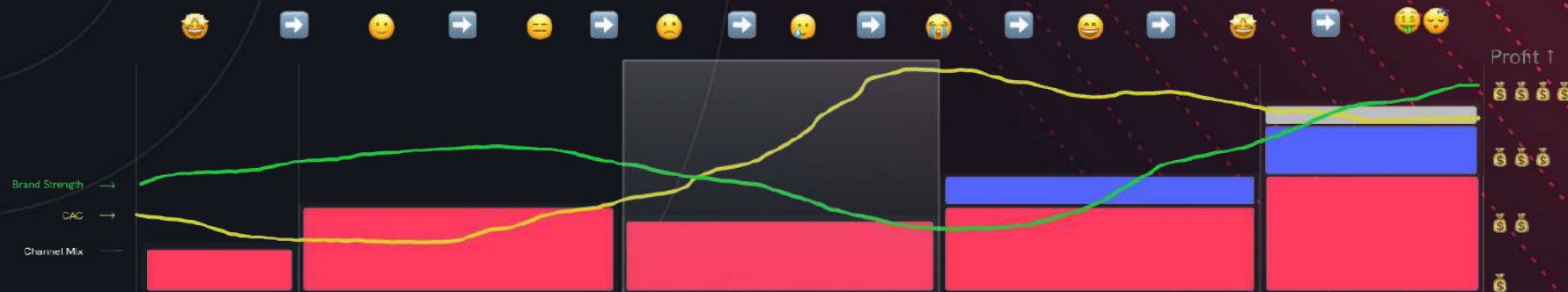
PATH 2 MOVE UP



A REINFORCING CIRCLE IF EXECUTED CORRECTLY

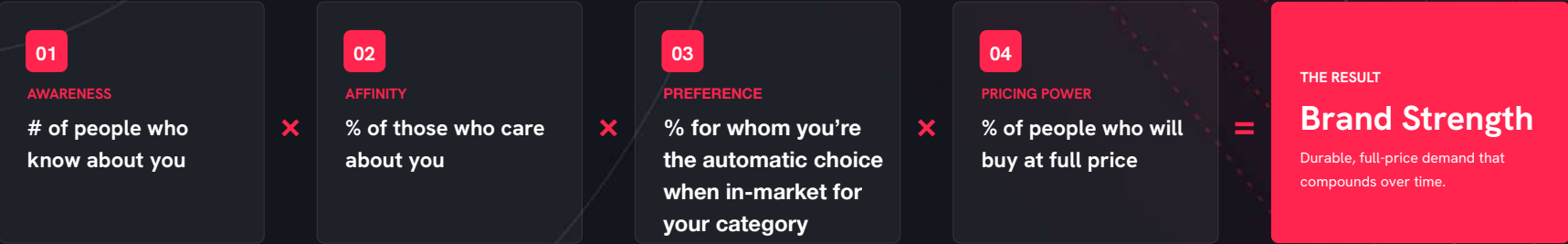


Typical lifecycle of a successful lifestyle brand.



THE FORMULA

Brand Strength is a multiplication, not a sum.



Everyone who knows you

Buyers at full price

Because the factors **multiply**, a weak link doesn't subtract, it collapses the whole. **Discounting** trades away factor 4; **weak distinctiveness** trades away factor 3.

FABO eCommerce Growth Framework

01

ECOMMERCE FOUNDATION

Commercial Foundation

// .. The conditions that determine whether eCom can scale alongside wholesale

02

ECOMMERCE FOUNDATION

Brand Demand

// .. How brands create the demand and market pull needed for profitable growth.

03

ECOMMERCE MECHANICS

Distribution

// .. How demand is converted into traffic, revenue and retail momentum.

04

ECOMMERCE MECHANICS

Retention

// .. How customer value compounds through a thought-out customer journey

UNIT ECONOMICS & OFFER ARCHITECTURE

Do you have the margins to scale profitably?



Weak unit economics force most businesses into unrealistic ROAS targets the moment they scale.

We benchmark your commercial foundation against the economics of your category, AOV & growth stage.

Industry-specific AOV price tier			
Industry	Low if AOV <	Mid if AOV ≤	High if AOV >
Fashion	\$50	\$150	\$150
Jewellery / Accessories	\$75	\$250	\$250
Interior / Home	\$250	\$1.000	\$1.000
Beauty & Personal Care	\$35	\$100	\$100
Health & Wellness	\$40	\$120	\$120
Food & Nutrition	\$30	\$80	\$80
Fitness / Sports	\$60	\$200	\$200
Other Lifestyle	\$50	\$150	\$150

Common benchmark thresholds based on scorecard unit-economics data from Mid Price Tier segment across industries

Industry	COGS% of Rev.	Shipping% of Rev.	Returns% of Rev.	PSP fees% of Rev.
Fashion · Mid AOV	≤36%	≤8%	≤18%	≤2%
Jewellery / Accessories · Mid AOV	≤27%	≤4%	≤7%	≤2%
Interior / Home · Mid AOV	≤45%	≤9%	≤9%	≤2%
Beauty & Personal Care · Mid AOV	≤27%	≤5%	≤5%	≤2%
Health & Wellness · Mid AOV	≤27%	≤5%	≤3%	≤2%
Food & Nutrition · Mid AOV	≤49%	≤8%	≤1%	≤3%
Fitness / Sports · Mid AOV	≤40%	≤8%	≤9%	≤2%
Other Lifestyle · Mid AOV	≤40%	≤7%	≤7%	≤2%

Source: Benchmarks compiled from McKinsey, Polar Analytics, Triple Whale, Industry benchmark data, & anonymized FABO client data

**Broad benchmark if your Gross Margin $\geq 70\%$ you
have good economics to scale.**

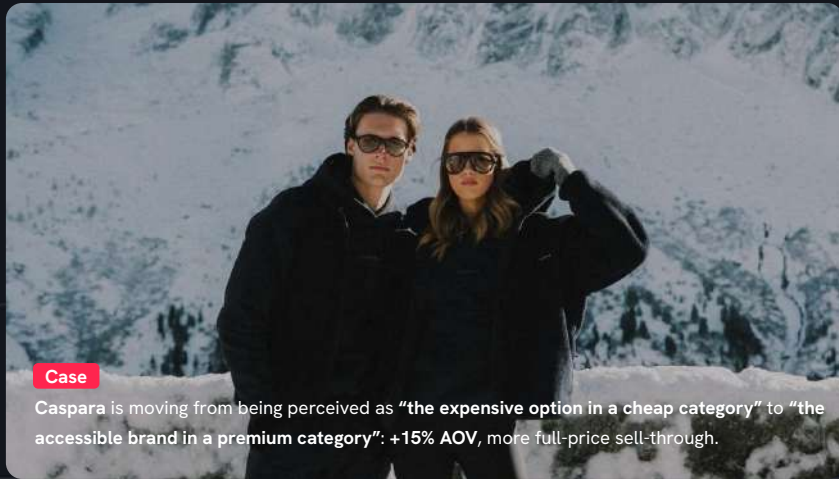
Use-cases on how to improve unit economics.

Beyond supplier negotiation, bulk purchasing and operational savings, unit economics can also improve through what & how you sell it.

01

Product Mix, Pricing Strategy & Brand

Move customers toward higher-value products through better quality, stronger positioning and a more premium product mix. Slower to build, but stronger for long-term margin, AOV and brand equity.



Case

Caspara is moving from being perceived as “the expensive option in a cheap category” to “the accessible brand in a premium category”: +15% AOV, more full-price sell-through.

02

Offers

Increase AOV faster through bundles, thresholds or quantity-based offers. Useful for campaigns and promo periods, but should be built around margin, not just discounting.



BUNDLE OFFERS

Campaign vs. evergreen

CAMPAIGN - DROP DAY VS AVERAGE

Gift with purchase

Offer: Limited item. Only for new-drop sign-ups, who buy within the early access window.

CVR: +170.8%

AOV: +35%

EVERGREEN - ALWAYS-ON

Buy 2 items, get 15% off

Offer: An always-on bundle mechanic that lives permanently on the product page.

CVR: +0%

AOV: +36%

GM pr. order: +16%

DECISION-TREE

Where are you positioned on AOV & perceived value?



DISCLAIMERS

- AOV is not the whole strategy. Category expectations, margin & perceived brand value matter too.
- Mid AOV: move toward perceived value. Offers are commercial support, not the long-term strategy.

- Offers are powerful but costly to brand equity for high-end brands.
- High AOV: avoid discount-led offers. Use value-enhancing mechanics. Exclusivity, proof.<

KPI, MARKETS & BUDGET CONTROL

Are your KPIs limiting growth or enabling profitable scale?



LAYER 1

P/L

Net sales

Gross margin

Contribution Margin

Net profit

Baseline Revenue

Blended ROAS

Yearly Revenue Retention

LAYER 2

Demand creation

Unaided/aided awareness

Brand searches

Brand surveys

Share of search

Incremental reach

IG Follower growth

Creative hit rate

LAYER 3

Demand capture

NC-ROAS

NC-CAC

Non-brand revenue

Email share of revenue

CVR

AOV

Retail sell-through

SELL THROUGH MEASUREMENT REALITY

The caveat of dark data from retailers.

WHAT YOU CAN ACTUALLY SEE

Big retailers vs small retailers.

Big retailers

Day-to-day sales data

HIGH VISIBILITY

Small retailers

Month-on-month sales data

LOW VISIBILITY

You see the order. Not whether it sells through. Unless it's a bigger retailer.

TWO WAYS TO SELL INTO RETAIL

And how much each one shows you.

Marketplace

Retailer sells; shipped from your warehouse. Just an extra distribution channel.

Larger B2B order

Retail buys larger orders up front.

Some have **day-to-day dashboards** on how much of your brand they sell.

Some **don't** — so they can't see if they sell through.

Budget is not the question.
Profitable spend ceiling is.

Advertising is becoming more efficient

	Average Pre Covid	Average Post Covid	% Change
Media ROI	£3.07	£3.15	+4%



But less effective (meaning less profit)

	Average Pre Covid	Average Post Covid	% Change
Media ROI	£3.07	£3.15	+4%
Incremental Profit Generated (2024 Prices)	£33m	£29m	-11%

**Most brands protect ROAS too aggressively
and underinvest in growth.**

THE EFFICIENCY TRAP

Why won't firms invest in advertising?

01 · THE MINDSET

Efficiency over outcomes

- Marketers chase **ROAS**, not profit & cash flow
- Financial modelling is rare (24%); budget tests rarer (<30%)
- Budgets set by “rule of thumb”: last year + inflation
- No financial evidence → CFO cuts the budget



02 · WHAT IT LEADS TO

Small thinking

- Tight budgets → “do more with less”
- Targets tighten, plans shrink
 - 68% chase the 5% who are in-market (5% of TAM)
- Efficiency up a bit — effectiveness (profit) down



03 · HOW TO BREAK OUT

Think bigger

- Speak the CFO's language: **graphs & math**
- **Trade a little efficiency for more profit**
- **Show effectiveness (more profit) by lowering Blended-ROAS & increasing spend**

🔄 **The doom loop:** sales & profit fall → budgets get cut → thinking shrinks again. Breaking out means proving profit, not defending efficiency.

**The real question is: How much can we spend
while contribution margin still improves?**



INTRODUCING The Business Case.

Business Case [TEMPLATE - MAKE A COPY] ☆ ☰ ☁

File Rediger Visning Indsæt Formater Data Værktøjer Udvidelser Hjælp

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7	<table><tr><th>Unit Economics</th><th>Product RRP</th><th>Per Unit %</th></tr><tr><td>AOV</td><td>892.00 kr.</td><td>100.00%</td></tr><tr><td>Enter average VAT/sales tax per order</td><td>178.40 kr.</td><td>20%</td></tr><tr><td>Net revenue</td><td>713.60 kr.</td><td>80.00%</td></tr><tr><th>Variable Costs (Excl VAT)</th><th>Per Unit Cost</th><th>Per Unit %</th></tr><tr><td>Cost of goods sold (COGS)</td><td>178.40 kr.</td><td>75.6%</td></tr><tr><td>PSP fees</td><td>3.64 kr.</td><td>0.5%</td></tr><tr><td>Shipping and fulfillment</td><td>32.97 kr.</td><td>4.6%</td></tr><tr><td>Return Rate (% of orders that get returned)</td><td>111.50 kr.</td><td>12.50%</td></tr><tr><td>Total COD</td><td>326.51 kr.</td><td>45.76%</td></tr><tr><th colspan="3">Profits</th></tr><tr><td>Gross profit</td><td>387.09 kr.</td><td>54.25%</td></tr><tr><td>Contribution profit target per order</td><td>190.00 kr.</td><td>21.02%</td></tr><tr><th>Targets</th><th>As DKK</th><th>As %</th></tr><tr><td>Breakeven ROAS</td><td>1.64</td><td>54.25%</td></tr><tr><td>Blended CPA target</td><td>237.09 kr.</td><td></td></tr><tr><td>ROAS target (contribution profit target)</td><td>3.76</td><td>26.56%</td></tr></table>													Unit Economics	Product RRP	Per Unit %	AOV	892.00 kr.	100.00%	Enter average VAT/sales tax per order	178.40 kr.	20%	Net revenue	713.60 kr.	80.00%	Variable Costs (Excl VAT)	Per Unit Cost	Per Unit %	Cost of goods sold (COGS)	178.40 kr.	75.6%	PSP fees	3.64 kr.	0.5%	Shipping and fulfillment	32.97 kr.	4.6%	Return Rate (% of orders that get returned)	111.50 kr.	12.50%	Total COD	326.51 kr.	45.76%	Profits			Gross profit	387.09 kr.	54.25%	Contribution profit target per order	190.00 kr.	21.02%	Targets	As DKK	As %	Breakeven ROAS	1.64	54.25%	Blended CPA target	237.09 kr.		ROAS target (contribution profit target)	3.76	26.56%
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Fixed Costs	Per Month	Per Day
Agency Fee(s)	130,000.00 kr.	4,333.33 kr.
Fixed Costs	2,033,874.17 kr.	67,795.81 kr.
Total Fixed Operating Expenses	2,163,874.17 kr.	72,129.14 kr.

FABO Business Case

Unit Economics ROAS/Profit Sheet Target Testing

Unit Economics

What is it?

The amount of money we earn directly from an average order

Why does it matter?

Adjust 1 variable in our unit economics can dramatically change how efficient we "must be" before going "unprofitable". [Example next slide]

How do you change it?

Increase AOV, Lower Variable Costs by negotiating with suppliers & payment processors

Unit Economics	Product RRP	Per Unit %
AOV	2,055.00 kr.	100.00%
Enter average VAT/sales tax per order	110.76 kr.	5.4%
Net revenue	1,944.24 kr.	94.61%
Variable Costs (Exc VAT)	Per Unit Cost	Per Unit %
Cost of goods sold (COGS)	301.70 kr.	15.52%
PSP fees	48.58 kr.	2.50%
Shipping and fulfillment	248.25 kr.	12.77%
Return Rate (% of orders that get returned)	125.36 kr.	6.10%
Total COD	723.89 kr.	37.23%
Profits		
Gross profit	1,220.35 kr.	62.77%
Contribution profit target per order	500.00 kr.	25.72%
Targets	As DKK	As %
Breakeven ROAS	1.59	62.77%
Blended CPA target	720.35 kr.	
ROAS target (contribution profit target)	2.47	40.44%

Cost of goods sold down by 100 DKK

Shipping cost down by 100 DKK

II

200 DKK more in gross profit per order

Breakeven ROAS from 1.59 to 1.37

Contribution profit target per order target ROAS from 2.47 to 1.99

Unit Economics	Product RRP	Per Unit %
AOV	2,055.00 kr.	100.00%
Enter average VAT/sales tax per order	110.76 kr.	5.4%
Net revenue	1,944.24 kr.	94.61%
Variable Costs (Exc VAT)	Per Unit Cost	Per Unit %
Cost of goods sold (COGS)	200.00 kr.	10.29%
PSP fees	48.58 kr.	2.50%
Shipping and fulfillment	150.00 kr.	7.72%
Return Rate (% of orders that get returned)	125.36 kr.	6.10%
Total COD	523.94 kr.	26.95%
Profits		
Gross profit	1,420.30 kr.	73.05%
Contribution profit target per order	500.00 kr.	25.72%
Targets	As DKK	As %
Breakeven ROAS	1.37	73.05%
Blended CPA target	920.30 kr.	
ROAS target (contribution profit target)	1.99	50.17%

PROFIT CALCULATION

$$\text{Profit} = ((\text{Spend} \times \text{ROI}) \times \text{Gross Margin\%}) - (\text{Spend} + \text{Fixed Cost})$$

Client current average spend

Adspend / EBITDA		ROAS & EBITDA (After Fixed & Adspend)																	
Daily Adspend	Monthly Adspend	4	4.24	4.47	4.71	4.94	5.18	5.41	5.65	5.88	6.12	6.35	6.59	6.82	7.06	7.29	7.53	7.76	8.00
9,677 kr.	300,000 kr.	-247,791 kr.	-203,483 kr.	-159,176 kr.	-114,868 kr.	-70,561 kr.	-26,253 kr.	18,054 kr.	62,382 kr.	106,669 kr.	150,977 kr.	195,284 kr.	239,592 kr.	283,899 kr.	328,207 kr.	372,514 kr.	416,822 kr.	461,129 kr.	505,437 kr.
11,290 kr.	350,000 kr.	-172,256 kr.	-120,564 kr.	-68,872 kr.	-17,180 kr.	34,512 kr.	86,204 kr.	137,897 kr.	189,590 kr.	241,281 kr.	292,973 kr.	344,665 kr.	396,357 kr.	448,049 kr.	499,741 kr.	551,434 kr.	603,126 kr.	654,818 kr.	
12,903 kr.	400,000 kr.	-96,721 kr.	-37,645 kr.	21,432 kr.	80,509 kr.	139,586 kr.	198,662 kr.	257,739 kr.	316,816 kr.	375,892 kr.	434,969 kr.	494,046 kr.	553,122 kr.	612,199 kr.	671,276 kr.	730,353 kr.	789,429 kr.		
14,516 kr.	450,000 kr.	-21,186 kr.	45,275 kr.	111,736 kr.	178,197 kr.	244,659 kr.	311,120 kr.	377,581 kr.	444,043 kr.	510,504 kr.	576,965 kr.	643,426 kr.	709,888 kr.	776,349 kr.	842,810 kr.	909,272 kr.			
16,129 kr.	500,000 kr.	54,348 kr.	128,194 kr.	202,040 kr.	275,886 kr.	349,732 kr.	423,578 kr.	497,424 kr.	571,270 kr.	645,115 kr.	718,961 kr.	792,807 kr.	866,653 kr.	940,499 kr.	1,014,345 kr.				
17,742 kr.	550,000 kr.	129,883 kr.	211,114 kr.	292,344 kr.	373,575 kr.	454,805 kr.	536,036 kr.	617,266 kr.	698,497 kr.	779,727 kr.	860,957 kr.	942,188 kr.	1,023,418 kr.	1,104,649 kr.					
19,355 kr.	600,000 kr.	205,418 kr.	294,033 kr.	382,648 kr.	471,263 kr.	559,878 kr.	648,493 kr.	737,108 kr.	825,724 kr.	914,339 kr.	1,002,954 kr.	1,091,569 kr.	1,180,184 kr.						
20,968 kr.	650,000 kr.	280,953 kr.	376,953 kr.	472,952 kr.	568,952 kr.	664,952 kr.	760,951 kr.	856,951 kr.	952,950 kr.	1,048,950 kr.	1,144,950 kr.	1,240,949 kr.							
22,581 kr.	700,000 kr.	356,488 kr.	459,872 kr.	563,256 kr.	666,641 kr.	770,025 kr.	873,409 kr.	976,793 kr.	1,080,177 kr.	1,183,562 kr.	1,286,946 kr.								
24,194 kr.	750,000 kr.	432,023 kr.	542,832 kr.	653,646 kr.	764,459 kr.	875,273 kr.	986,087 kr.	1,096,899 kr.	1,207,714 kr.	1,318,528 kr.									
25,806 kr.	800,000 kr.	507,558 kr.	625,711 kr.	743,864 kr.	862,018 kr.	980,171 kr.	1,098,325 kr.	1,216,478 kr.	1,334,631 kr.										
27,419 kr.	850,000 kr.	583,092 kr.	708,830 kr.	834,168 kr.	959,706 kr.	1,085,244 kr.	1,210,782 kr.												
29,032 kr.	900,000 kr.	658,627 kr.	791,550 kr.	924,472 kr.	1,057,395 kr.	1,190,318 kr.	1,323,240 kr.												
30,645 kr.	950,000 kr.	734,162 kr.	874,489 kr.	1,014,776 kr.	1,155,084 kr.	1,295,391 kr.													
32,258 kr.	1,000,000 kr.	809,697 kr.	957,389 kr.	1,105,080 kr.	1,252,772 kr.														
33,871 kr.	1,050,000 kr.	885,232 kr.	1,046,308 kr.	1,195,384 kr.															
35,484 kr.	1,100,000 kr.	960,767 kr.	1,123,228 kr.																
37,097 kr.	1,150,000 kr.	1,036,301 kr.																	

Client spend for same profits
but much more volume

Client optimal average spend
for max profit

[Equivalent to 40M DKK
Revenue Goal]

Adspend / EBITDA		ROAS & EBITDA (After Fixed & Adspend)																	
Daily Adspend	Monthly Adspend	4	4.24	4.47	4.71	4.94	5.18	5.41	5.65	5.88	6.12	6.35	6.59	6.82	7.06	7.29	7.53	7.76	8.00
9,677 kr.	300,000 kr.	-247,791 kr.	-203,483 kr.	-159,176 kr.	-114,868 kr.	-70,561 kr.	-26,253 kr.	18,054 kr.	62,382 kr.	106,669 kr.	150,977 kr.	195,284 kr.	239,592 kr.	283,899 kr.	328,207 kr.	372,514 kr.	416,822 kr.	461,129 kr.	505,437 kr.
11,290 kr.	360,000 kr.	-172,286 kr.	-129,984 kr.	-88,672 kr.	-47,360 kr.	-5,052 kr.	38,204 kr.	137,897 kr.	189,589 kr.	241,281 kr.	292,973 kr.	344,665 kr.	396,357 kr.	448,049 kr.	499,741 kr.	551,434 kr.	603,126 kr.	654,818 kr.	
12,903 kr.	400,000 kr.	-96,721 kr.	-37,645 kr.	21,432 kr.	80,909 kr.	139,386 kr.	198,862 kr.	257,739 kr.	316,616 kr.	375,492 kr.	434,369 kr.	493,246 kr.	552,122 kr.	611,000 kr.	670,877 kr.	730,754 kr.	790,631 kr.	850,508 kr.	
14,516 kr.	450,000 kr.	-21,186 kr.	45,275 kr.	111,736 kr.	178,197 kr.	244,658 kr.	311,120 kr.	377,581 kr.	444,043 kr.	510,504 kr.	576,965 kr.	643,426 kr.	709,888 kr.	776,349 kr.	842,810 kr.	909,272 kr.			
16,129 kr.	500,000 kr.	54,348 kr.	128,194 kr.	202,040 kr.	275,886 kr.	349,732 kr.	423,578 kr.	497,424 kr.	571,270 kr.	645,115 kr.	718,961 kr.	792,807 kr.	866,653 kr.	940,499 kr.	1,014,345 kr.				
17,742 kr.	550,000 kr.	128,843 kr.	211,114 kr.	292,344 kr.	373,575 kr.	454,805 kr.	536,036 kr.	617,266 kr.	698,497 kr.	779,727 kr.	860,957 kr.	942,188 kr.	1,023,419 kr.	1,104,649 kr.					
19,355 kr.	600,000 kr.	205,418 kr.	294,033 kr.	382,648 kr.	471,263 kr.	559,878 kr.	648,493 kr.	737,108 kr.	825,724 kr.	914,339 kr.	1,002,954 kr.	1,091,569 kr.	1,180,184 kr.						
20,968 kr.	650,000 kr.	280,953 kr.	376,953 kr.	472,952 kr.	568,952 kr.	664,952 kr.	760,951 kr.	856,951 kr.	952,950 kr.	1,048,950 kr.	1,144,950 kr.	1,240,949 kr.							
22,581 kr.	700,000 kr.	356,488 kr.	459,072 kr.	561,656 kr.	664,240 kr.	766,824 kr.	869,408 kr.	971,992 kr.	1,074,576 kr.	1,177,160 kr.	1,279,744 kr.	1,382,328 kr.							
24,194 kr.	750,000 kr.	432,023 kr.	542,792 kr.	652,560 kr.	762,329 kr.	872,098 kr.	981,867 kr.	1,091,636 kr.	1,201,405 kr.	1,311,174 kr.									
25,806 kr.	800,000 kr.	507,558 kr.	625,711 kr.	743,864 kr.	862,018 kr.	980,171 kr.	1,098,325 kr.	1,216,478 kr.	1,334,631 kr.										
27,419 kr.	850,000 kr.	583,092 kr.	708,630 kr.	834,168 kr.	959,706 kr.	1,085,244 kr.	1,210,782 kr.												
29,032 kr.	900,000 kr.	658,627 kr.	791,550 kr.	924,472 kr.	1,057,395 kr.	1,190,318 kr.	1,323,240 kr.												
30,645 kr.	950,000 kr.	734,162 kr.	874,469 kr.	1,014,776 kr.	1,155,084 kr.	1,295,391 kr.													
32,258 kr.	1,000,000 kr.	809,697 kr.	957,389 kr.	1,105,080 kr.	1,252,772 kr.														
33,871 kr.	1,050,000 kr.	885,232 kr.	1,046,308 kr.	1,195,384 kr.															
35,484 kr.	1,100,000 kr.	960,767 kr.	1,123,228 kr.																
37,097 kr.	1,150,000 kr.	1,036,301 kr.																	

Scenario #1: Unit economics is "as is" for the client

Adspend / EBITDA		ROAS & EBITDA (After Fixed & Adspend)																	
Daily Adspend	Monthly Adspend	4	4.24	4.47	4.71	4.94	5.18	5.41	5.65	5.88	6.12	6.35	6.59	6.82	7.06	7.29	7.53	7.76	8.00
9,677 kr.	300,000 kr.	-124,380 kr.	-72,813 kr.	-21,246 kr.	30,322 kr.	81,889 kr.	133,456 kr.	185,023 kr.	236,590 kr.	288,157 kr.	339,724 kr.	391,292 kr.	442,859 kr.	494,426 kr.	545,993 kr.	597,560 kr.	649,128 kr.	700,695 kr.	752,262 kr.
11,290 kr.	360,000 kr.	-28,277 kr.	31,883 kr.	92,047 kr.	152,209 kr.	212,371 kr.	272,532 kr.	332,694 kr.	392,856 kr.	453,017 kr.	513,179 kr.	573,340 kr.	633,502 kr.	693,664 kr.	753,826 kr.	813,987 kr.	874,149 kr.	934,311 kr.	
12,903 kr.	400,000 kr.	87,827 kr.	156,583 kr.	295,339 kr.	434,095 kr.	572,851 kr.	711,608 kr.	850,364 kr.	989,120 kr.	1,127,877 kr.	1,266,633 kr.	1,405,389 kr.	1,544,145 kr.	1,682,901 kr.	1,821,657 kr.	1,960,414 kr.	2,099,170 kr.		
14,516 kr.	450,000 kr.	163,039 kr.	241,281 kr.	318,522 kr.	395,763 kr.	473,004 kr.	550,245 kr.	628,935 kr.	706,385 kr.	782,736 kr.	860,697 kr.	937,438 kr.	1,014,768 kr.	1,092,139 kr.	1,169,490 kr.	1,246,841 kr.			
16,129 kr.	500,000 kr.	260,033 kr.	345,979 kr.	431,924 kr.	517,869 kr.	603,814 kr.	689,760 kr.	775,705 kr.	861,650 kr.	947,596 kr.	1,033,541 kr.	1,119,486 kr.	1,205,432 kr.	1,291,377 kr.	1,377,322 kr.				
17,742 kr.	550,000 kr.	356,137 kr.	450,677 kr.	545,216 kr.	639,756 kr.	734,296 kr.	828,836 kr.	923,376 kr.	1,017,916 kr.	1,112,455 kr.	1,206,995 kr.	1,301,535 kr.	1,396,075 kr.	1,490,615 kr.					
19,355 kr.	600,000 kr.	452,249 kr.	565,374 kr.	678,500 kr.	791,625 kr.	904,750 kr.	1,017,875 kr.	1,131,000 kr.	1,244,125 kr.	1,357,250 kr.	1,470,375 kr.	1,583,500 kr.	1,696,625 kr.	1,809,750 kr.					
20,968 kr.	650,000 kr.	548,343 kr.	660,077 kr.	771,811 kr.	883,536 kr.	995,279 kr.	1,107,014 kr.	1,218,748 kr.	1,330,482 kr.	1,442,175 kr.	1,553,950 kr.	1,665,684 kr.							
22,581 kr.	700,000 kr.	644,447 kr.	764,777 kr.	885,094 kr.	1,005,417 kr.	1,125,740 kr.	1,246,064 kr.	1,366,387 kr.	1,486,711 kr.	1,607,034 kr.	1,727,357 kr.								
24,194 kr.	750,000 kr.	740,551 kr.	869,488 kr.	998,386 kr.	1,127,304 kr.	1,256,222 kr.	1,385,140 kr.	1,514,058 kr.	1,642,976 kr.	1,771,894 kr.									
25,806 kr.	800,000 kr.	836,653 kr.	974,188 kr.	1,111,678 kr.	1,249,191 kr.	1,386,703 kr.	1,524,216 kr.	1,661,728 kr.	1,799,241 kr.										
27,419 kr.	850,000 kr.	932,757 kr.	1,078,894 kr.	1,224,971 kr.	1,371,078 kr.	1,517,185 kr.	1,663,292 kr.												
29,032 kr.	900,000 kr.	1,028,869 kr.	1,183,562 kr.	1,338,263 kr.	1,492,965 kr.	1,647,666 kr.	1,802,368 kr.												
30,645 kr.	950,000 kr.	1,124,964 kr.	1,284,260 kr.	1,443,561 kr.	1,602,863 kr.	1,762,164 kr.													
32,258 kr.	1,000,000 kr.	1,221,067 kr.	1,392,057 kr.	1,564,848 kr.	1,736,730 kr.														
33,871 kr.	1,050,000 kr.	1,317,170 kr.	1,497,658 kr.	1,678,146 kr.															
35,484 kr.	1,100,000 kr.	1,413,274 kr.	1,602,353 kr.																
37,097 kr.	1,150,000 kr.	1,509,377 kr.																	

Scenario #2: COGS reduces by 100 DKK & Shipping reduces by 100 DKK

Target Testing

What is it?

Daily scaling model

Why does it matter?

Because we can't scale from 376k in monthly ad spend to 758k in monthly ad spend from one day to another

How do you find it?

Daily Revenue Checkpoint - (Daily Revenue Checkpoint*Target EBITDA)-(Daily Revenue Checkpoint/AOV*COD)-Fixed Cost

EBITDA TESTING

Item	Per Day	Per Month
Current Revenue On-Net	82043.95556	2,461,318.67 kr
Current Ad Spend	11,846.64 kr	340,353.83 kr
Current GP/LAC	4.94	
Current COD	7.39	
Revenue Revenue On-Net	68,817.26 kr	1,405,817.44 kr
Revenue Monthly in current ad spend	4.72	
Target Revenue	111,111.00 kr	3,333,333 kr
Target EBITDA	21%	21%

(10 Mts COG)

Item	Current Per Revenue
Ad: Daily Revenue	28,023,542.76 kr
Ad: Gross Margin	18,800,142.24 kr
Ad: Daily Ad Spend	4,140,722.23 kr
Ad: Contribution Margin	14,648,220.02
Ad: Net Profit	6,348,298.02
Ad: Daily Profit	17,218.41
Ad: DRI Margin	20.86%

Daily Model										
	Daily Revenue Checkpoint	Daily Variable Costs	Breakdown Model				EBITDA Model			
			Max Ad Spend	Monthly Spend	uP/LAC	ROI	Max Ad Spend	Monthly Spend	uP/LAC	ROI
Current Daily Revenue	82,043.96 kr	20,937.04 kr	28,759.65 kr	893,699.59 kr	3.75	38.30%	12,956.22 kr	376,106.67 kr	6.54	15.30%
	85,694.94 kr	21,188.64 kr	32,141.53 kr	964,245.87 kr	3.67	37.51%	14,145.61 kr	424,368.40 kr	6.04	16.51%
	89,328.72 kr	21,668.64 kr	34,492.41 kr	1,034,802.18 kr	3.59	36.62%	15,738.06 kr	472,056.14 kr	5.68	17.62%
	92,956.60 kr	22,744.65 kr	36,845.26 kr	1,105,358.43 kr	3.52	35.64%	17,324.46 kr	519,751.87 kr	5.27	18.64%
	96,587.48 kr	24,023.05 kr	39,197.16 kr	1,175,914.71 kr	3.46	34.55%	18,915.79 kr	567,443.60 kr	5.11	19.55%
	100,218.36 kr	25,302.66 kr	41,549.03 kr	1,246,470.99 kr	3.41	33.46%	20,503.18 kr	615,205.33 kr	4.99	20.46%
	103,849.24 kr	26,581.66 kr	43,900.91 kr	1,317,027.27 kr	3.37	32.27%	22,092.67 kr	662,977.07 kr	4.79	21.27%
	107,480.12 kr	27,860.67 kr	46,252.79 kr	1,387,583.55 kr	3.32	31.03%	23,681.56 kr	710,748.80 kr	4.54	22.03%
Target Daily Revenue	111,111.00 kr	30,139.67 kr	48,604.66 kr	1,458,139.83 kr	3.29	30.74%	25,271.28 kr	758,510.53 kr	4.40	22.74%

CASPARA KPIS

Results by setting and measuring the right KPIs.



Spend.

Spend: +121% growth vs LY

Net Profit.

Net Profit: +204% vs LY

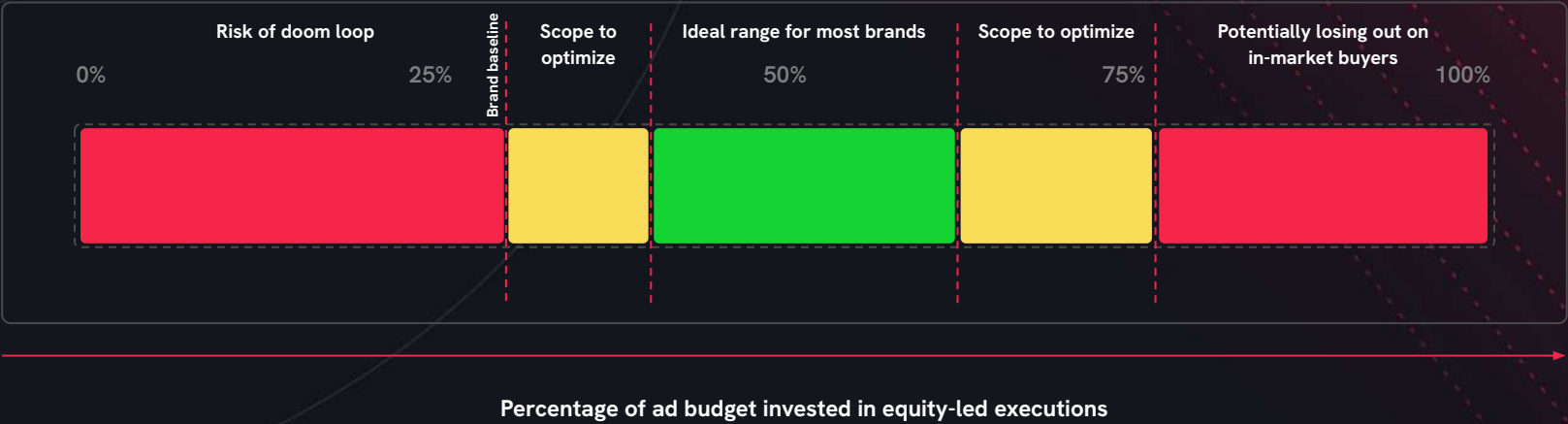
B-ROAS.

B-ROAS: -2%

Once we know how much to invest, the next question is what deserves the investment.

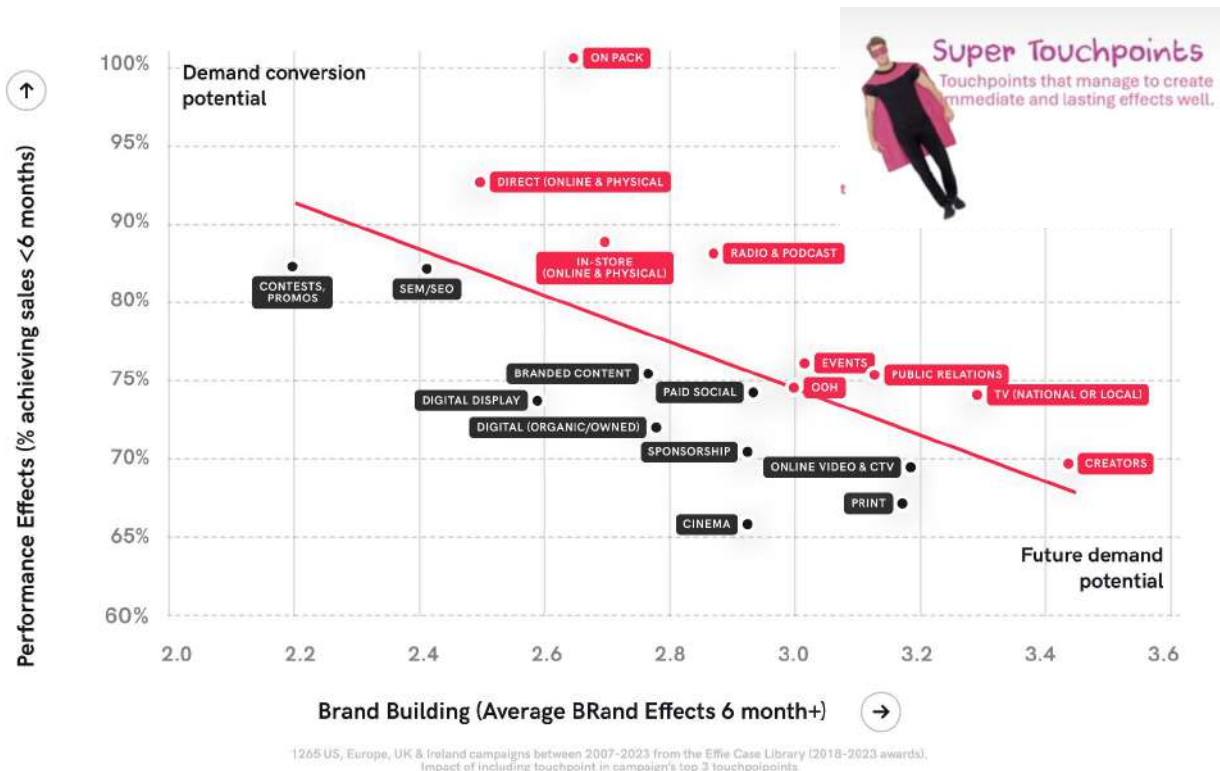
Building an investment framework.

The brand investment spectrum



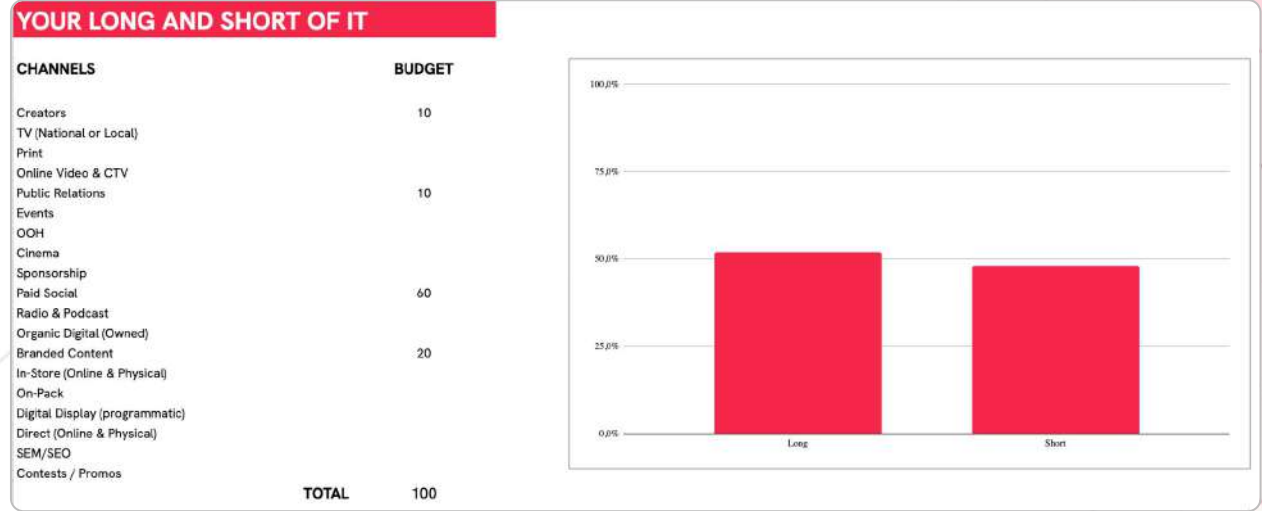
Consumer Touchpoints Impact Outcomes

The research from three independent measurement companies showed that digital channels have significant long-term revenue impact for brands. **Red dots** are “super touchpoints” that create immediate effect [Demand capture] and lasting effect [Demand Generation].



Consumer Touchpoints Impact Outcomes

Based of the previous slide, the
chart to the right can calculate your
budget-mix of long- & short



PRODUCT PORTFOLIO & INVENTORY PLANNING

Do you know which products should drive growth or is budget & creative spread thin across too many products?



CASPARA CASE

Monitoring bestselling, upcoming & declining products to always push relevant products in paid ads



Bestsellers.

Requirements: Volume: Top 20 best selling products
Full stock

Ranking: Bestselling

Products 20 top: Growth vs Previous Period

Action: Keep focus & spend + measure ROI from product dedicated spend towards these products

Turn off previous items that are out of stock

Rising stars (Upcoming products).

Requirements: +20 units / month [Define threshold yourself]
Full Stock

Ranking: Highest percentage growth

Products 20 top: Growth vs Previous Period

Action: Gift creators with these products & make product specific ad sets based of most exciting "rising stars"

Declining Products.

Requirements: Previous month volume: +20 units [Define threshold yourself]

Ranking: Highest percentage decline

Products 20 top: Decline vs Previous Period

Action: Turn off previous items that are out of stock & phase out declining products that are in-stock

01

ECOMMERCE FOUNDATION

Commercial Foundation

// .. The conditions that determine whether eCom can scale alongside wholesale

02

ECOMMERCE FOUNDATION

Brand Demand

// .. How brands create the demand and market pull needed for profitable growth.

03

ECOMMERCE MECHANICS

Distribution

// How demand is converted into traffic, revenue and retail momentum.

04

ECOMMERCE MECHANICS

Retention

// .. How customer value compounds through a thought-out customer journey

BRAND WORLD & DISTINCTIVE ASSETS

**Do you distinctive brand assets that
makes your brand recognizable,
consistent & easy to remember?**



Distinctive Brand Assets are sensory cues like colors, logos or silhouettes that trigger immediate brand recognition in the mind of a consumer.

KEY CHALLENGE

Most brands have distinctive assets, but few are repeated consistently enough to become recognizable.

When cues keep changing, the brand becomes harder to notice & remember.

Your brand and your retailers.

01

The brand becomes harder to recognize. People see the content, but do not instantly connect it to the brand.

03

The brand becomes easier to copy. If the brand relies on generic category codes, competitors can look and feel the same.

02

Creative loses compound effect. Every campaign starts from zero instead of building on existing memory structures.

SOLUTION

Start by mapping the assets that make your brand distinctive. The goal is to turn brand elements into recognizable cues that make your brand easier to notice & remember.

Most important assets for lifestyle brands.



Logo & symbol

A house monogram or emblem
Most common used asset



ARC'TERYX

GANT

R



Colour

Camille Brinch Green Colour
Consistent across all touchpoints



Shape & silhouette

The Birkin
Silhouette you recognize



Character & person

A founder's face or celebrities
A recognizable face for the brand



Phrase or tagline

A signature tagline or line
Signals the brand before you see it

JUST DO IT.

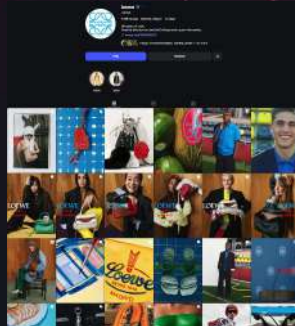


NEVER STOP EXPLORING



Visual style

The way the imagery always looks
A recurring photo treatment & layout



DISTINCTIVE BRAND ASSETS

Which assets are worth investing in?

HIGH · 100%



Fame

% of consumers linking brand to element

LOW · 0%

Avoid
Highly likely to evoke competitors, so best avoided. If it must be used, it needs a very strong direct brand accompaniment.

Ignore or test
Not known at all in the market. Needs considerable work to develop any value.

Use or lose
Can supplement or even replace the brand name in advertising. Keep building it and watch for decay if you don't use it.

Invest potential
Has potential but needs wider, more consistent use and linkage to the brand name. Monitor for competitor ambushing.

TARGET POINT

Uniqueness



% of all links to element

HIGH · 100%

**These assets need to live inside your brand world
that makes it clear what lifestyle, identity & world
the customers are buying into.**

Visual Style → **Brand World** → **Categories** → **Products**

**Let's look at brands that succeed with
creating a distinctive brand world.**

LOEWE

By making the craft, brandworld & humor the story, Loewe turns a product into something with cultural weight, not just a price tag.

Craft as the story

Process and material lead, not the outfit. Showing how it's made justifies the price and builds an emotional bond to the object.

Accessible art & intellectual luxury

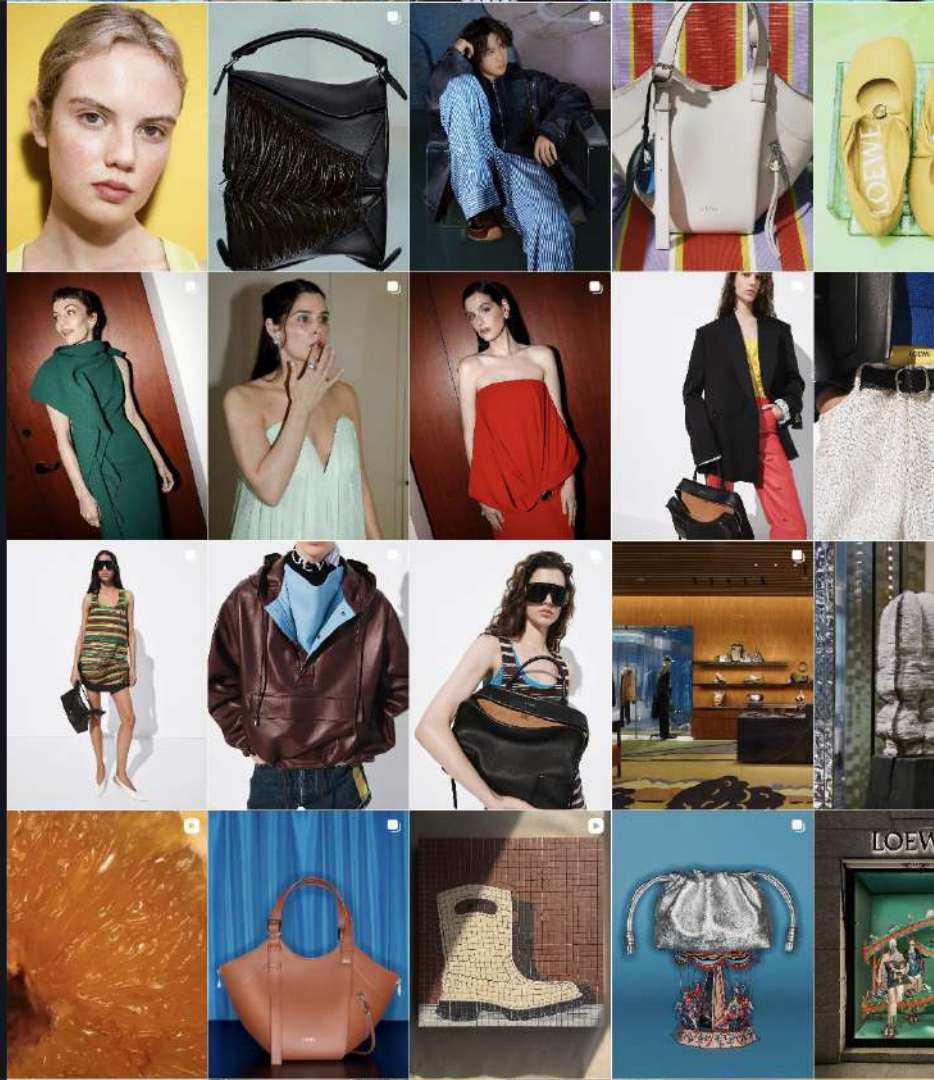
Positions itself as art, not just fashion - and uses humour as a deliberate contrast to traditional luxury. It feels like a point of view, not a price tag.

Humor drives sharing

Surrealist, playful, sometimes absurd posts perform organically because they invite reaction - people share them, so reach compounds for free.

Celebrity as brand architecture

Through selected celebrities and brand ambassadors they create aspiration that ads can't buy.



The craft



The world is the set

Surreal & playful



Humour drives sharing

Art & objects



Intellectual luxury

Celebrity & culture



Aspiration ads can't buy

Craft in close-up



Material made desirable

Occasion & moment



Relevance through real life

ARC'TERYX

Technical precision meets minimalist luxury. The dead bird logo became a downtown NYC trend AND a mountain credibility badge simultaneously.

Technical credibility

Athlete-tested products, expert guidance and real mountain use make the brand feel earned, not styled.

Retail as community

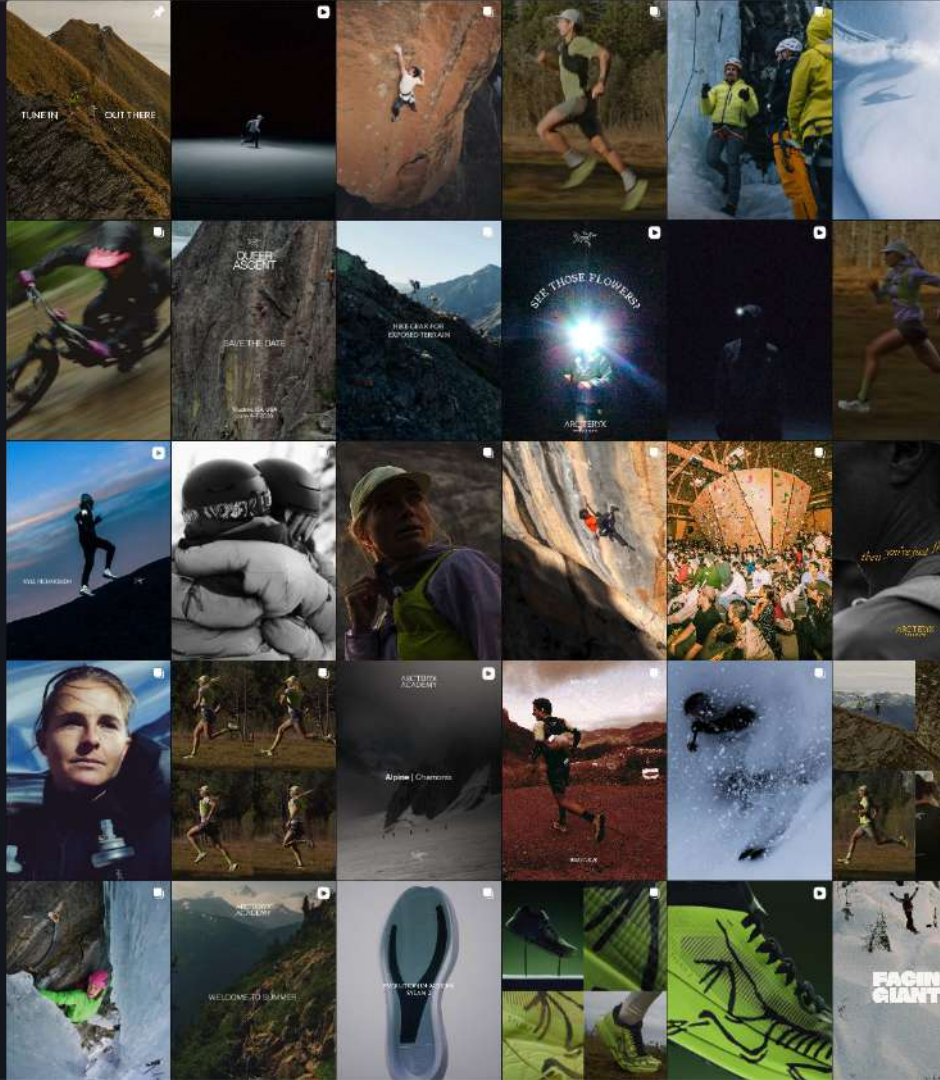
Stores are not just sales channels, but hubs for runs, climbs, repair, education and local culture.

Controlled distribution

Selective wholesale and no-discount scarcity protect the premium position.

Culture without chasing it

The brand became adopted by cities, students and tastemakers by staying true to its outdoor codes.



ARC'TERYX: WITH MOUNTAIN-GRADE CREDIBILITY AND STORES THAT DOUBLE AS ALPINE ACADEMIES, ARC'TERYX TURNED TECHNICAL OUTERWEAR INTO AN URBAN STATUS SYMBOL, MAKING PROOF, NOT HYPE, ITS GROWTH ENGINE.

FABO x Atlo

Product displays as thought leaders



Arc'teryx is product first that has then transitioned into a lifestyle brand

Ambassadors & Partnership posts



Ambassadors post full red bull style

Arc'teryx films



Getting inside the heads of the athletes/ambassadors, their lives that feels like a documentary

Arc'teryx Academy & Community



Academy Events with dedicated landing page

GANT

Heritage Lifestyle

Classic East Coast codes make
the brand feel familiar,
aspirational and easy to place.

Integrated Retail Roll-outs

Campaigns are rolled out consistently across online, retail and wholesale, so the brand world feels connected everywhere.

Episodic Storytelling

Campaigns unfold in small chapters that make the world feel ongoing and lived-in.

Behind the Brand

People, places and process
bring the audience closer to the
brand world.



GANT: WITH HERITAGE-ROOTED STORYTELLING AND A CONSISTENT COMMITMENT TO COLLEGIATE AMERICANA, GANT TURNS SEASONAL STAPLES INTO CULTURAL SIGNIFIERS — MAKING THE BRAND FEEL LESS LIKE CASUALWEAR AND MORE LIKE A LIFESTYLE WITH A POINT OF VIEW. EVERY DROP TURNS INTO EPISODES & FEELS LIKE A SERIES YOU WANT TO FOLLOW.

Heritage Lifestyle Content



Sell the world, not the wardrobe.
The product is always present but never the point. The life is the sell.

Collection campaigns



Every collection as its own world
The campaign sells an lifestyle moment.

Storytelling Sequences



Each campaigns turns into endless storytelling chapters showcasing lifestyle

Behind the scenes



Show the making and make the audience feel part of it

HANNE BLOCH

Hanne Bloch doesn't sell swimwear. They sell a place in very curated world where you're not in doubt what world and what women.

Place as the whole story

Terracotta walls, pools, palms, Mediterranean light. The location isn't a backdrop - it is the brand. Every frame says "this is where you'd rather be."

Mood over collection

Each collection grounded in a visual staging of a feeling. Color and atmosphere lead; the product follows.

Products brought to life

Real women in motion, a mother and daughter, sun on skin. The clothes are worn into a life, never presented as objects.

A feeling you can enter

Heat, ease, escape, sensuality. The viewer doesn't see a bikini - she feels a world she wants to be in.



Location as brand



The world is the set

Distinctive brand world



Recognisable & owned

Occasion & Lifestyle



Lifestyle in context

A REFERENCE OVERVIEW OF BRANDS WITH DISTINCTIVE & WELL EXECUTED WORLDS

Other brands by category

	CATEGORY Fashion	CATEGORY Interior & Home	CATEGORY Beauty
Accessible LOW PRICE POINT	Massimo Dutti Peppermayo Nude Project Oysho Mutimer	IKEA Søstrene Grene	Cerave
Premium MID PRICE POINT	Represent FiveFourFive Suit Supply About Blank Lululemon Sporty & Rich	Bolia Vetsak HAY Bongusta	Meraki Kylie Cosmetics CAIA Cosmetics
Luxury HIGH PRICE POINT	Hanne Bloch Jacquemus Arcteryx Golden Goose Aime Leon Dore	Soho Home Tekla Fritz Hansen Frama	AESOP Clarins La Mer

A 6x6 grid of 36 diverse images. The first row includes an Aesop storefront, a close-up of a plant stem, a person on a ladder near an Aesop sign, and a person's hand reaching up. The second row features three dogs labeled 'Lenny', 'Rain', and 'Lenny', followed by an interior architectural shot. The third row shows three people holding up phones, a silhouette of a bottle pump, a modern building entrance, and a construction site. The fourth row contains a glowing object, a classical dome, a draped fabric structure, and a landscape view. Each image has a small icon in its top right corner.

Aesop turns everyday skincare into a premium ritual. The bottle, sink, shelf, store and language all sell the same calm, intelligent world.

Amber bottles, clinical typography, restrained photography and precise language make the brand recognizable before the product benefit is explained.

Stores, hotel bathrooms and premium placements act as content. The physical world creates trust and gives social content a premium setting.

Performance is not shouted through claims. It is translated into texture, scent, routine, ingredient language and expert guidance.

Aesop doesn't sell skincare alone.
They sell a **ritualised premium world.**

Retail + hospitality seeding



Discovery in premium contexts

Distinctive brand codes



Packaging = memory structure

Selective creator proof



Organic mentions create search

Shelf moments = status signals



Visible ownership

Sensory proof in motion



Feel before conversion

Editorial authority



Awareness → consideration

CATEGORY & OCCASION OWNERSHIP

Bring the world into paid



Brand build memory & earns the attention.
Occasions triggers it in buying situations.

A REFERENCE OVERVIEW OF BRANDS WITH DISTINCTIVE & WELL EXECUTED WORLDS

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Defined buying situations based of SUITSUPPLY.

Occasion	ICP	Model / category	Ad angle (paid)
Wedding	Guest, groom or best man navigating dress codes without looking generic	Wedding suits, tuxedos, shirts, loafers	"Dress code handled. Fit still personal"
Clubbing	Wants to stand out at night without looking like he tried too hard	Bold suits, crochet knits, unbuttoned polos, statement shirts	"Night-out pieces with tailoring energy"
Business	Needs timeless workwear that moves from office to dinner	Suits, jackets, shirts, knits, tailored trousers	"Business dressing without the corporate stiffness"
Black Tie	Has a formal event and wants the full look solved properly	Tuxedos, dinner jackets, formal shirts, bow ties, dress shoes	"The complete evening look, built around the right tuxedo"
Resort	Wants summer/beach style that still feels elevated	Linen suits, polos, lightweight shirts, loafers, relaxed trousers	"Effortless summer style, without dressing down"

SUITSUPPLY · BRAND WORLD

Wedding

- Wedding suits
- Tailored shirts
- Loafers

Clubbing

- Statement shirts
- Crochet knits
- Bold tailoring

THE BRAND
SUITSUPPLY
Man, 30-45

Resort

- Linen tailoring
- Lightweight shirts
- Loafers

Black Tie

- Tuxedos
- Dinner jackets
- Formal shirts

Business

- Soft tailoring
- Shirts & knitwear
- Tailored trousers

- Brand world — the universe you own
- Occasion — a buying situation
- Product — what fits the moment

From product to system.

3 personas x their own awareness journey = a creative system, not a single ad.

BUILD THE SYSTEM AT THE AD SET LEVEL

PERSONALIZE AT THE IMPRESSION LEVEL

Categories

Products are tied to buying situations, occasion category & associations the brand wants to own.

Stage of Awareness

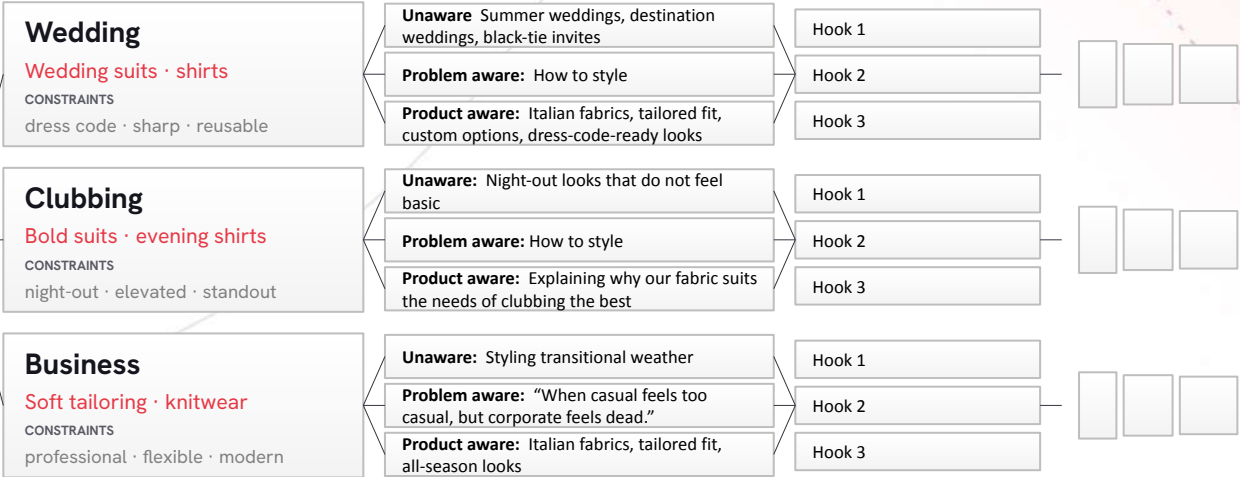
Same persona, different stage.

Hooks

Angles per stage.

Format

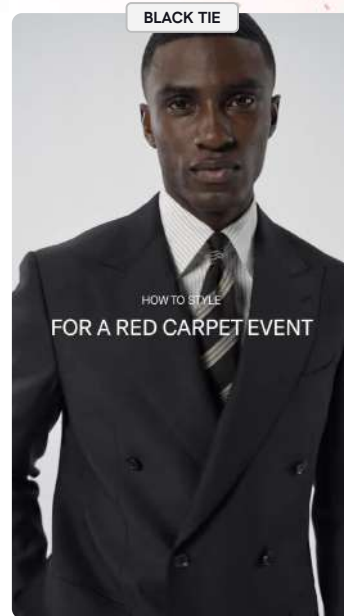
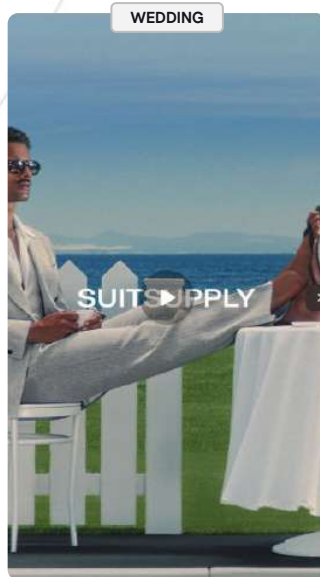
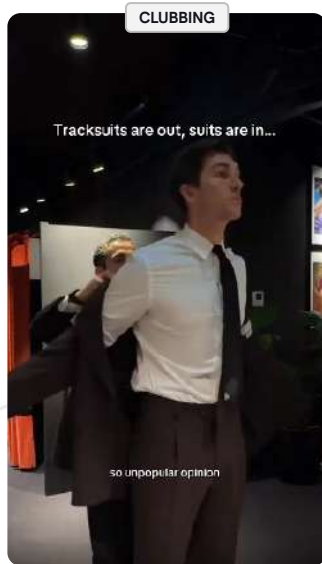
Adapt for each placement.



3 categories × 3-5 awareness stages × 3 hooks × 3 formats = 81-135 unique creatives

Show the occasion. Show the purpose. Not just the product.

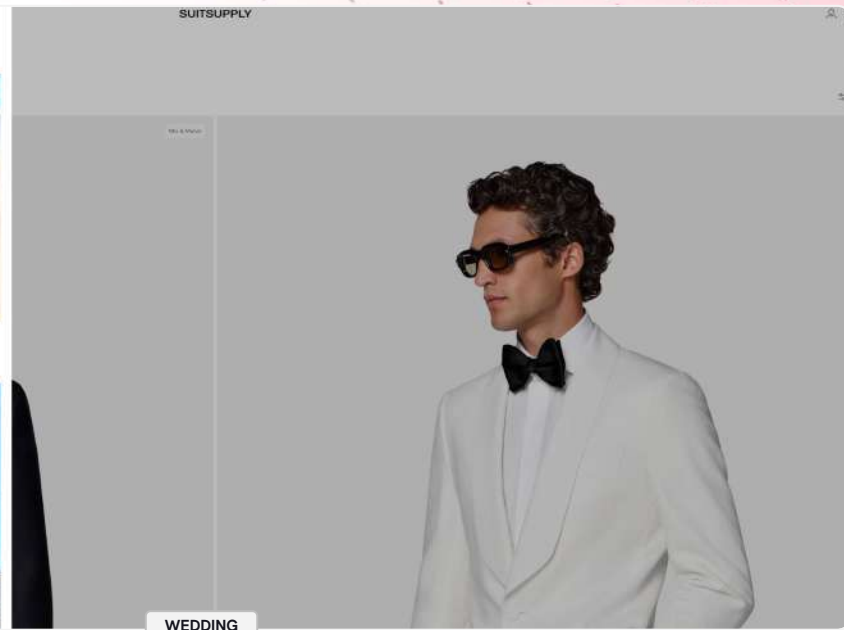
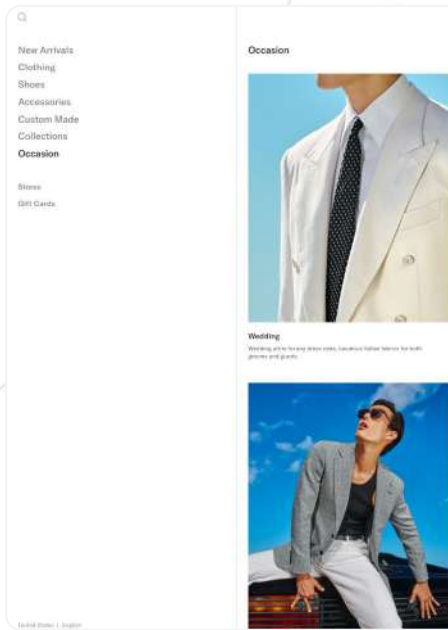
The occasion is the headline, the product is the answer. Keeps the product central within the brand world.



Ad



LP Congruence



01

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// .. The conditions that determine whether eCom can scale alongside wholesale

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// .. How brands create the demand and market pull needed for profitable growth.

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ECOMMERCE MECHANICS

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// How demand is converted into traffic, revenue and retail momentum.

04

ECOMMERCE MECHANICS

Retention

// .. How customer value compounds through a thought-out customer journey

CREATIVE STRATEGY

**Occasions tell us when to show up.
Creative strategy defines how we earn
attention at each stage of the funnel.**



KEY CHALLENGE

Brands still evaluate media in silos using in-platform attribution leading to overinvestment in short-term tactics that often aren't incremental, especially for wholesale brands.

SOLUTION

Better attribution and a holistic KPI framework help brands move beyond channel silos, invest in true incremental growth and build stronger brand perception across the business.

KEY CHALLENGE

Brands still evaluate media in silos using in-platform attribution, leading to overinvestment in short-term tactics that often aren't incremental, especially for wholesale brands.

DATA CONSTRAINT

Data risk

	In-Platform Tracking/Attribution	Triple Whale
What's it build to answer?	"Which ads in the platform are best at getting purchases?"	"Which combination of channels actually drives most new customer sales?"
Exec reporting (CFO)	Channel isolated numbers does not match with MER or P/L.	Yes. Channel attribution attached to backend-revenue.

Data risk: In-Platform

Attribution											
No Comparison		Source (Default)		All		Event		Total Impact		Filter sources	
Source	Spend	ROAS	ROAS	Purchases	NCP	Purchases	CV	NCV	CV	NC ROAS	
TikTok		5,15	4,80							3,79	
Organic and Social		-	-							-	
Meta		4,02	6,94							2,92	
Google Ads		10,55	43,35							4,81	
Referred by a friend	-	-	-							-	
None of the above	-	-	-							-	
Influencers	-	-	-							-	
checkmate	-	-	-							-	
Klaviyo	-	-	-							-	
Snapchat	-	-	-							-	
Text	-	-	-							-	
Shop App	-	-	-							-	
back-in-stock	-	-	-							-	
Affluencer	-	-	-							-	
chatext.com	-	-	-							-	
(34 Sources)											

Data risk: Total Impact

[illegible]



Not In-Market
(95%)

In-Market
(5%)

How the market works:

5% of users are in-market at any given time

Only Reaching users who are in-market with conversion focused ads is only for the 5%.

Consumers remember 3 brands top-of-mind when they go from "Not In Market" to "In-market" and the chance of them buying from on of those 3 brands are +90%.

Let's look at brands that manage to resonate with the 95% out-of-market & 5 in-market.

For the sake of simplicity the following example is centered around fashion but the concepts apply to several industries

TOF

Unaware: Audience doesn't recognize your [Brand].
Spark curiosity.

Problem Aware: Feel a gap in their lifestyle & want
to look better, belong & elevate their lifestyle.



BRAND WORLD



BRAND WORLD CUT DOWNS



OCCASIONAL BUT NOT PRODUCT
FOCUSED



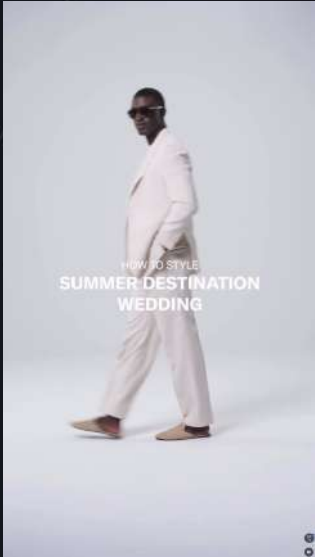
BRAND AMBASSADOR CONTENT



SEEN ON

MOF

Solution Aware: The prospect knows solutions exist but does not know about your specific product. Position your solution as superior.



CRAFTSMANSHIP

PRODUCTION

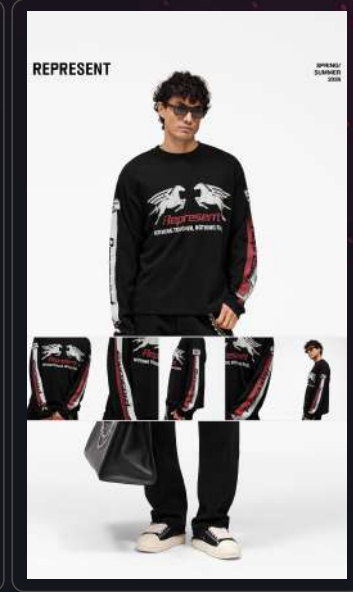
OCCASIONAL

STORYTELLING

PARTNERSHIP POSTS

BOF

Product Aware: Justify the price
Most Aware: Convert



PRODUCT IN ENVIRONMENT

CLOSE-UP

HERO PRODUCT

PRODUCT FOCUS / MODEL

DPA

TOP

80 / 20

Brand

Product Focus

BOTTOM

20 / 80

TOF

Unaware: Audience doesn't know the problem or brand

Very important when selling wholesale

Problem Aware: Audience knows the problem, but lacks solutions.

MOF

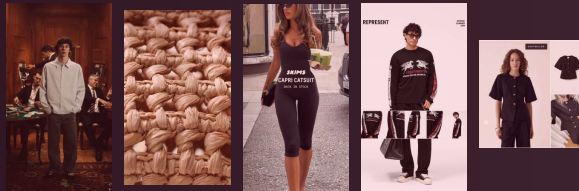
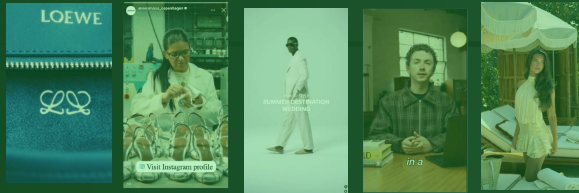
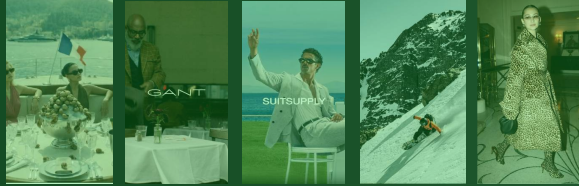
Solution Aware: Audience gathers solutions and favourite brands

BOF

Least important when selling wholesale

Product Aware: Audience knows the brand and several products

Aware: Audience wants the best offer



This analysis is possible due to a **strict naming convention** which includes:

[Date] | [Format] | [Season] | [Creative-concept] | [Awareness-stage] | [Product-name]

Stage	Ads %	Spend %	Platforms	Status
Unaware	4%	1%	Meta + TikTok	General lack
Problem-aware	4%	2%	Meta + TikTok	General lack
Solution-aware	65%	43%	Meta + TikTok	Largest share of ads, but spend more balanced
Product-aware	25%	53%	Meta + TikTok	Healthy ad distribution – High spend, but performs well
Most-aware	2%	1%	Meta	Only 1 restock – Not enough scarcity and urgency

10-20% of budget

Top Funnel

Awareness Campaign

(Ad recall lift or ThruPlays optimization)

10-20% of budget

Mid Funnel

Leads

(Website Conversion Leads)

IG Traffic

(Traffic optimization - Invitation to follow)

Bottom Funnel

Not in market [95%]

In market [5%]

60-70% of budget

Sales Campaign CBO

(Broad audience with incremental attribution | CBO for Winning/Evergreen Ads)

Sales Campaign ABO

(Broad audience with incremental attribution | ABO for Drops, & Testing)

FULL FUNNEL

Sales Campaign [DPA]

(Broad audience with incremental attribution)

PAID SEARCH

**If I am an e-commerce brand moving into wholesale
how should my paid search setup change?**



As eCommerce brands enter wholesale paid search has to move beyond branded conversions that inflate performance & start building real demand across the full ecosystem.

KEY CHALLENGE

The challenge:
paid search often looks healthier
and more profitable than it really is.

01

Branded conversions make ROAS look stronger. Performance is often inflated by customers who were already looking for the brand.

03

Non-brand demand is underdeveloped and under-prioritized. Category and discovery searches are often not prioritized by lazy media buyers, limiting new customer growth.

02

Too much budget is spent harvesting existing demand. Paid Search becomes a short-term sales capture tool instead of a growth driver.

SOLUTION

A paid search setup built to capture existing demand efficiently, create new demand and support wholesale

PAID SEARCH FOR WHOLESALERS

The new paid search setup has three clear roles

01

Capture existing demand efficiently

We should, of course, still be present on paid search for searches related to our own brand. Remember that there will now be other people bidding on our brand as well.

Separate brand and non-branded campaigns with a clear account structure And the correct bidding strategies for this type of campaign.

02

Create new demand

Use non-brand search campaigns, YouTube with creator partnerships and advertorials to grow category demand and bring new customers into the funnel.

We want to use the tools that Google Ads has to reach new customers.

03

Support wholesale growth

As retail distribution grows, paid search should help more people discover the brand, keep branded searches protected, and support sales across both webshop and retailers.

Most important:
We shouldn't create a setup where we start fighting our new retailers.

ROLE 1: WHAT GOOD LOOKS LIKE ON BRAND CAMPAIGNS

Protect brand demand without overbuying it.

01 Own the searches that matter most

Stay visible on core brand terms, high-intent product searches and the moments where the webshop needs to own the customer relationship.

02 Use CPC limits on Brand Search

Avoid bidding wars with retailers by keeping CPCs controlled. Brand Search should be efficient, not maximized at all cost. We want to be visible on search, but not overly aggressive.

03 Set strict ROAS targets on branded Shopping / PMax

Branded Shopping should not buy too aggressively into already-warm demand. Higher ROAS targets help protect profitability. We don't need every single conversion at all costs.

04 Avoid unnecessary retailer conflict

Brand protection is not the same as **buying every branded click**. With the right setup, we can use the benefits of retailer visibility & availability, distribution or customer trust.

ROLE 2: CREATE NEW DEMAND

Create demand before people search for the brand.

THE GAP

Most paid search setups are strongest at the bottom of the funnel.

Role 2 builds demand before Brand Search or Shopping can capture it - Either our own ads or our retailers.

TOF

MOF

BOF

Unaware

Problem aware

Solution aware

Product aware

Most aware

Reach relevant audiences before they are actively searching. Here, we utilize YouTube ads and have great success with creator partnerships.

Make the need more specific, so people start considering the category. Here, we often use advertorials in non-brand search to address a pain or problem that a potential client has.

Capture non-brand searches when people begin looking for solutions. Here, we often utilize generic search.

Help users compare products through Shopping, PMax and strong category pages.

Convert warm demand through Brand Search, branded Shopping and remarketing.

ROLE 3: WHAT SHIFTING BUDGET TOWARDS NON-BRAND CAMPAIGNS DOES FOR YOUR SETUP

What this paid search setup actually does for wholesale

01 Protects brand demand efficiently

Keep control of branded searches where the webshop needs to own the customer relationship.

02 Grow category demand

Use non-brand Shopping/PMax and demand creation to grow searches that both the webshop and retail partners benefit from.

03 Manage retailer overlap

Decide where the brand should win the click, and where retailer presence actually helps distribution and availability.

04 Measure beyond webshop ROAS

Track brand-search growth, category demand and retailer visibility - plus wholesale signals where the data is available.

What happens when you separate brand and non-brand correctly, build efficient non-brand search, and use YouTube to move higher up the funnel?

PROOF: AV86

AV86: brand spend down, efficiency and traffic up

BRAND SPEND

-66%Less spend on
existing demand

BRAND ROAS

+432%Efficiency on
brand

NON-BRAND SHARE

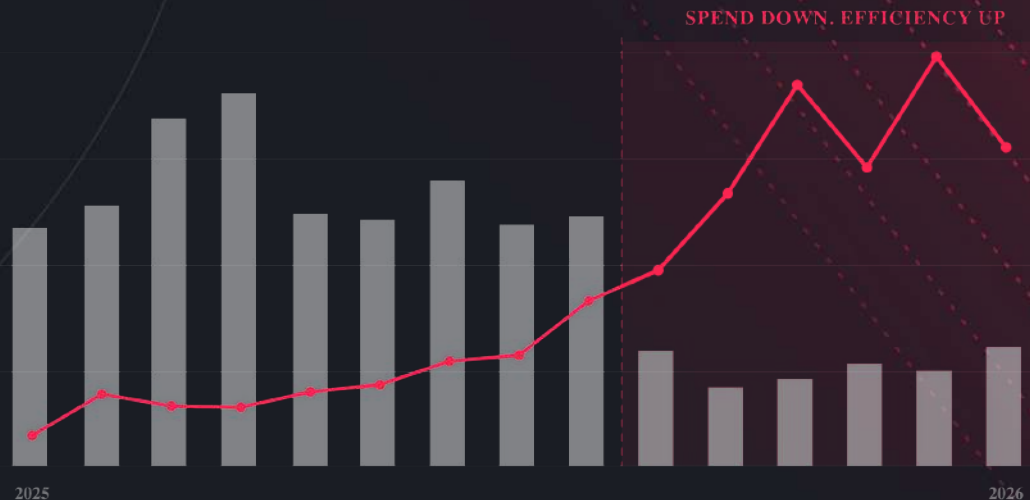
+28 pp

49% to 77%

TOTAL CLICKS

+33%More traffic, less
brand spend

Brand spend vs brand ROAS:
monthly



Brand spend is cut while brand ROAS climbs. The data indicates more efficient capture of existing demand.

The ad spend is now being used on generic non-brand search and YouTube Creator Partnership ads - create new demand

SOURCE: GOOGLE ADS: MAY 2025 VS MAY 2026, YEAR ON YEAR

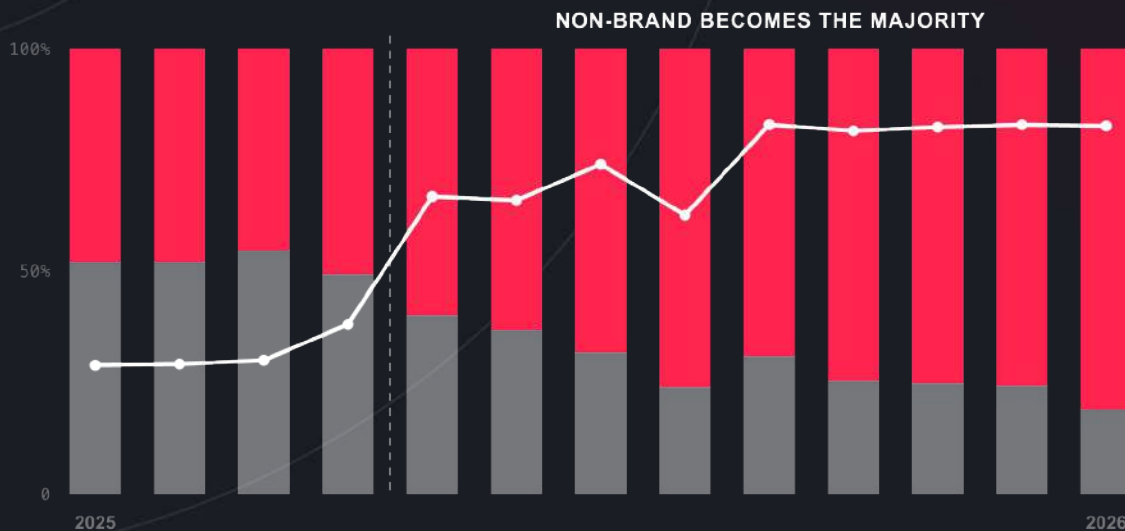
What happens when you also add advertorials to the non-brand search ads setup to reach further up into the middle of the funnel?

PROOF: DUFF

DUFF: big shift from brand dependency to non-brand growth

Share of spend & brand ROAS: monthly

Non-brand Brand Brand ROAS



Non-brand grows from under half to the clear majority of spend while brand ROAS rises in parallel.

NON-BRAND SHARE

+33 pp

48% to 81% of spend

BRAND SPEND

-69%

Less spend on existing demand

BRAND ROAS

+185%

Efficiency on brand

TOTAL CLICKS

+6%

More traffic while brand spend is cut

For brands that sell wholesale the goal is to build an efficient non-brand setup that drives incremental sales (create new demand), while protecting brand visibility without over competing with retailers.

RETAIL MEDIA

**Are your retailers just a sales line or
another channel to get your marketing
out there?**



WHAT IT IS

Retail media: show your brand inside a retailer's own channels.

The ad space, first-party data and in-store opportunities a retailer or marketplace owns, made available to brands.

Sponsored products & search.

Website banner & newsletter.

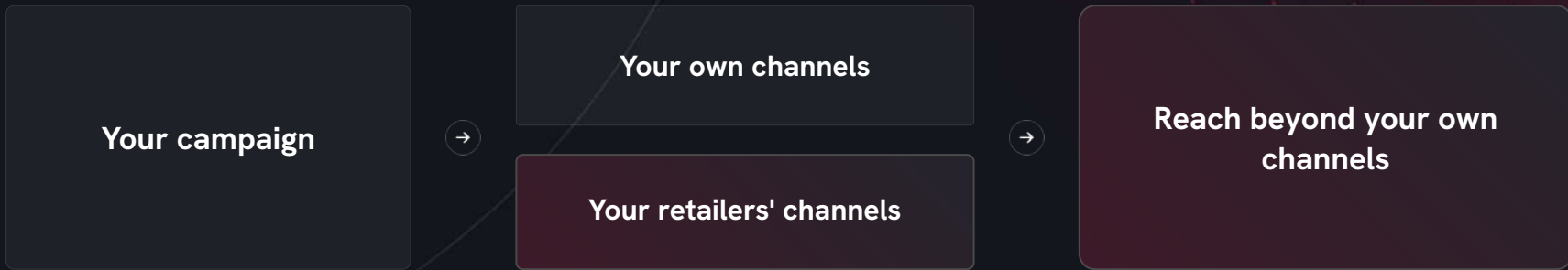
Physical store displays.



It's already one of the biggest, and fastest-growing, forms of advertising in the world.

AN EXTRA CHANNEL

You've built demand with social and search. Your retailers can carry it further.



You make the campaign once - it works on your channels and theirs.

THE UNUSED CHANNEL

Most brands leave this channel switched off.

What happens today.

You launch a strong campaign

Retailers do their own thing & use their own content

You pay to reach people on your own



The opportunity.

Retailers already have the audience

They'll run ready-made content

You can set how it looks

Case Highlight: Costs of no retail media strategy in wholesale

Brand invested €1M in content for a new collection, but only 10% of partners pushed it, so it was deemed a failure.

After relaunch, 90% of top 50 partners pushed it, driving 183% PoP sales growth.

€70M/520M DKK revenue

Interior brand

RETAIL MEDIA

POTENTIAL OUTCOME

FABO x Atlo

INTO WHOLESALE

**What do you actually
get out of it?**

WHY IT'S WORTH IT

What you get when your retailers carry the message.

More reach

+

More trust

+

Better timing

+

One look

RETAIL MEDIA

Not every brand gets featured.
Here's who does.

THE TWO TOP THINGS THEY LOOK FOR

Retailers feature the brands that are easy to sell. And easy to use.

Easy to sell.

Strong search, awareness and sell-through confidence. High brand demand.

→ more space, more features

Easy to use.

Professional, ready-to-use assets remove the retailer's time and production cost.

→ more paid, organic and on-site space

Demand takes years to build. Ready material you can control from day one.

THE MINDSET

Think of it as influencer marketing. Your retailers as the channel.

Campaign



Brief to selected
partners



They share it with their
audience



Multiplied reach +
brand proof



The message spreads through senders
people already trust.

TWO WAYS TO DO IT

Both start with content you've already made.

Asset sharing

Ongoing presence

- Send campaign content to all partners, ready to use
- No timing agreement - adoption is voluntary
- Broad, low effort - but uncontrolled

Structured co-op Activation

RECOMMENDED

for launches & big campaigns

- Pick your key partners, co-funded media
- Agree what runs and when
- Align on budget shares & splits
- Synched to your launch = paid amplification



Deals vary - 50/50 or brand-funded;
both work done right.

THE BRIEF

Make it effortless: give them everything in one place.

Visual assets

All formats & angles (hero, stories, sequences)

Copy & captions

Ready-to-use for every channel

Ad examples

Mockups on Meta, TikTok & more

Timing guide

Coordinated with your launch schedule

Requirements & approval

What you expect; what to approve

Proof of activation

Agree deliverables + ask for data

You already shot the campaign. The brief is the small extra step that gets it used - and keeps it on-brand.

What a brief actually looks like.

A detailed deck: everything a retailer needs to run your campaign.

HERO VISUALS & CAMPAIGN BRIEF

01

AURELI
SUMMER ESCAPE

SPRING - SUMMER 2025

02

THEME
Mediterranean simplicity

Warm mornings
Slow living
Leisure essentials
Coastal elegance

03

PRODUCTS

LEINEN SHIRT LEINEN SHORTS HEMP POLO OVERSHIRT SUMMER TROUSERS

04

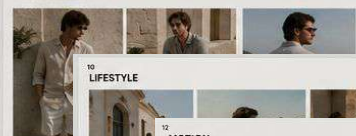
PRODUCT ARCHITECTURE

HERO
Headshot, hero image and content hero image

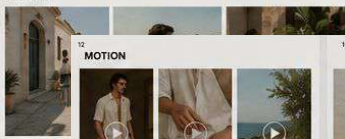
CORE
The core hero image

SUPPORTING
Content images and supporting images

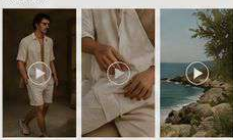
09 PHOTOGRAPHY



10 LIFESTYLE



12 MOTION



12

FORMATS

03

STORYTELLING

Inspired by slow summer days between city and coast. A collection designed for effortless movement, warm evenings and timeless dressing.

04

KEY MESSAGES

Made for warm days
Elevated everyday dressing
Natural materials
Summer uniform

16 META FEED EXAMPLES

18 INSTAGRAM STORIES

19 TIKTOK EXAMPLE

TIMELINE

PRE-LAUNCH WEEK 1	LAUNCH WEEK 2	SUSTAIN WEEK 3-4	LAST PUSH WEEK 5
Teasers Wall-to Content Seeding	Meta Campaign TikTok Launch Email Launch Influencer Push	UGC Content Styling Content Retargeting Email Activation	Best Sellers Last Chance Email Alerts

COPY & CAPTIONS

15

RETAIL COPY EXAMPLES

DISCOVER THE COLLECTION

SUMMER ESSENTIALS

DESIGNED FOR WARM DAYS

16

CTA LIBRARY

SHOP THE COLLECTION →

EXPLORE SUMMER →

DISCOVER MORE →

VIEW LOOKS →

17

HEADLINES

MADE FOR SUMMER DAYS
THE ART OF EASY DRESSING
LINEN, REFINED
A SUMMER UNIFORM

14

LONG COPY EXAMPLE

Thoughtfully designed pieces that move with you. Crafted from natural fibres for breathability, comfort and a refined feel. A collection created for sun-drenched days and warm evenings by the coast.

WEBSITE & NEWSLETTER

20 WEBSITE - HOMEPAGE BANNER

21 WEBSITE - BRAND SITE

22 NEWSLETTER EXAMPLE

OWN HOW YOU SHOW UP

The brands that win here show up prepared.

Leave it to the retailer.

Old photos, off-brand visuals

Your brand looks different in every retailer

Your big campaigns stay stuck inside your own channels and budget

**Show up prepared.**

Your images, your words, your do's and don'ts

Your brand looks like you, everywhere.

Your campaigns spread far beyond your own channels - across every partner

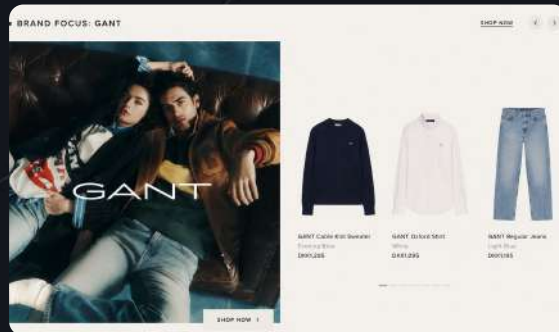
Be proactive, and you decide how your brand shows up across every partner.

WHEN YOU DO IT RIGHT

One look. Carried across every touchpoint.



GANTS CAMPAIGN



RETAILER WEBSITE



RETAILER AD



IN-STORE

RETAIL MEDIA

This is how your marketing makes your wholesale stronger.

Wider reach, synced timing, and your brand intact across every partner.

01

ECOMMERCE FOUNDATION

Commercial Foundation

// .. The conditions that determine whether eCom can scale alongside wholesale

02

ECOMMERCE FOUNDATION

Brand Demand

// .. How brands create the demand and market pull needed for profitable growth.

03

ECOMMERCE MECHANICS

Distribution

// .. How demand is converted into traffic, revenue and retail momentum.

04

ECOMMERCE MECHANICS

Retention

// .. How customer value compounds through a thought-out customer journey

KEY CHALLENGE

When customers can buy through retailers the email list needs to offer more than just another place to shop

Your brand and your retailers.

01

Wholesale makes the brand more available but not more personal

03

Email gives customers access to what retail cannot: BTS content, pre-launch previews, giveaways and brand moments

02

Retailers do not carry the full product range so eCommerce still has a unique product role

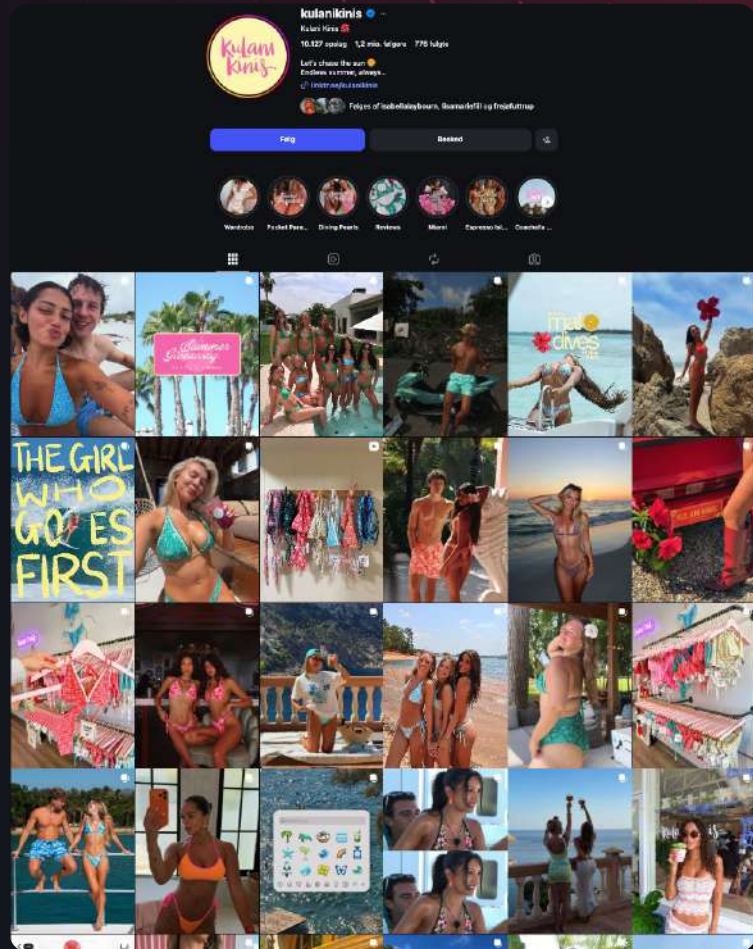
SOLUTION

Use email as the access layer that gives customers what retail cannot launches with limited items, full range, BTS content & brand moments

CASE STUDY

This part of the framework case is based on Kulani Kinis

Available on: Own eCom + Nordstrom + ASOS + Sand Surf + many more



Jemma, Head of CRM & Marketing Manager
Kulani Kinis

Anna Sophie, Head of Email & Retention
FABO



So what does **good** look like?

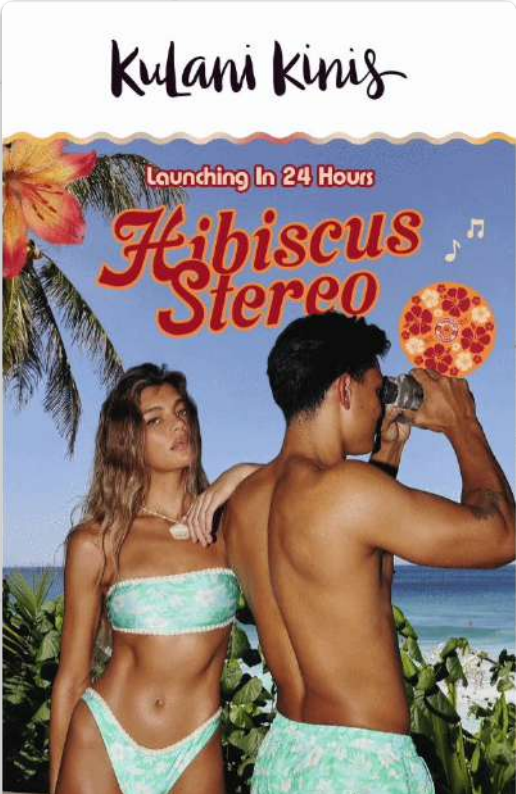
Subcategory	Metric / Question	Benchmark	Average	Top 25%	Bottom 25%
Owned Audience Growth	Email/SMS Audience Growth	Growing YoY	Flat	Clear growth	Declining
	Instagram Audience Growth	Growing YoY in target market	Flat	Clear growth	Declining
Lifecycle Flows	Open Rate	≥48,07%	34,42%	48,07%	
	CTR	≥10,41%	5,54%	10,41%	
	Revenue Per Recipient	≥\$4,95	\$2,31	\$4,95	
	Placed Order Rate	≥4,30%	2,15%	4,30%	
	Lifecycle Flow Framework: Core flows are mapped across TOF, MOF and BOF	Full lifecycle system	Some core flows live	Full lifecycle system	Random: No customer journey mapped
Email/SMS Campaigns	Open Rate	≥46,72%	33,13%	46,72%	
	CTR	≥3,71%	1,83%	3,71%	
	Revenue Per Recipient	≥\$0,70	\$0,32	\$0,70	
	Placed Order Rate	≥0,36%	0,12%	0,36%	
	Campaign Engine Defined: Email/SMS campaigns have a clear cadence, commercial plan, design standard & direction.	Full campaign engine	Some cadence/plan	Full campaign engine	Ad hoc / missing
Customer Segmentation	Segment by First Party Data	Used consistently	Used sometimes	Full first-party segmentation	Not used
	Segment by Zero Party Data	Used consistently	Collected but inconsistent	Full preference-based segmentation	Not used
	Segment by Engagement	Used consistently	Basic engagement segments	Full engagement + purchase segmentation	Not used
KPIs	Klaviyo Attributed Revenue > 30%	≥30%			
	Yearly Revenue Retention over 80% over 12 months.	≥80%	≥50%	≥100%	≤30%

**How can i hit these benchmarks given that my brand
have become more available?**

**Give customers reasons they don't want to miss & build
a brand experience that lifts both eCom and wholesale.**

01 Content & VIP Access

Behind-the-scenes, pre-launch previews, and access to the limited products.



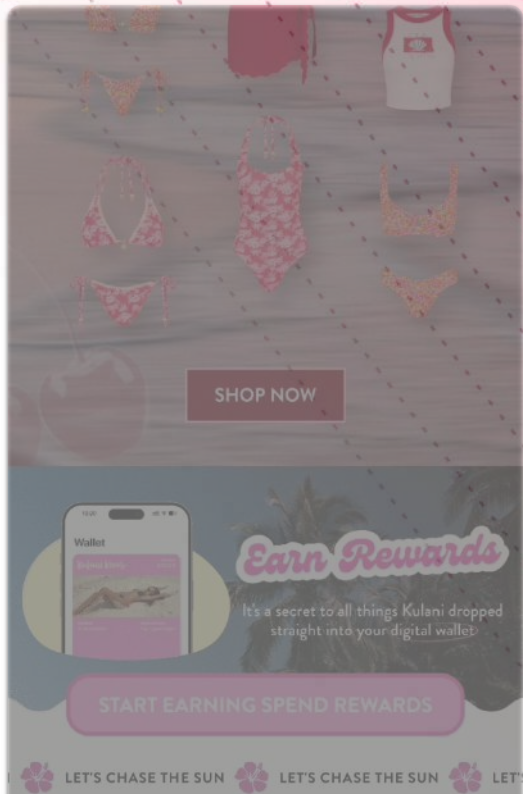
02 Offer

Access to exclusive offers.



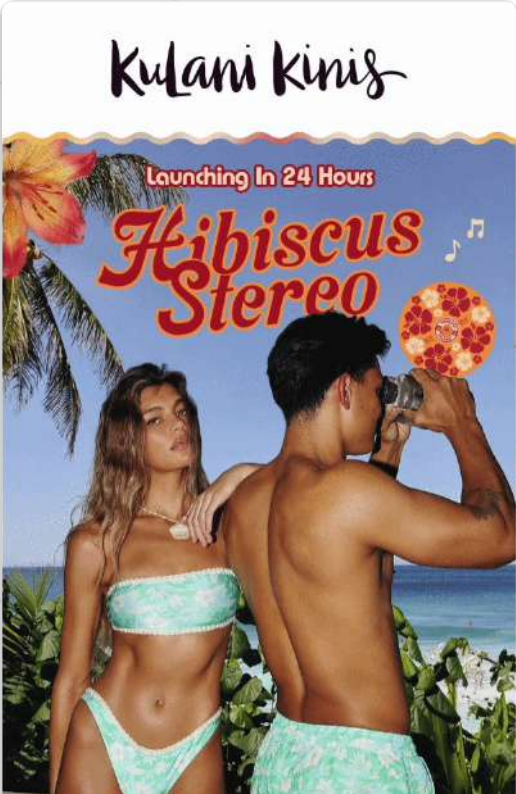
03 Members Club

Points, tiers & rewards that only live inside the direct channel. Fx. Okendo Loyalty that Kulani Kini uses.



01 Content & VIP Access

Behind-the-scenes, pre-launch previews, and access to the limited products.



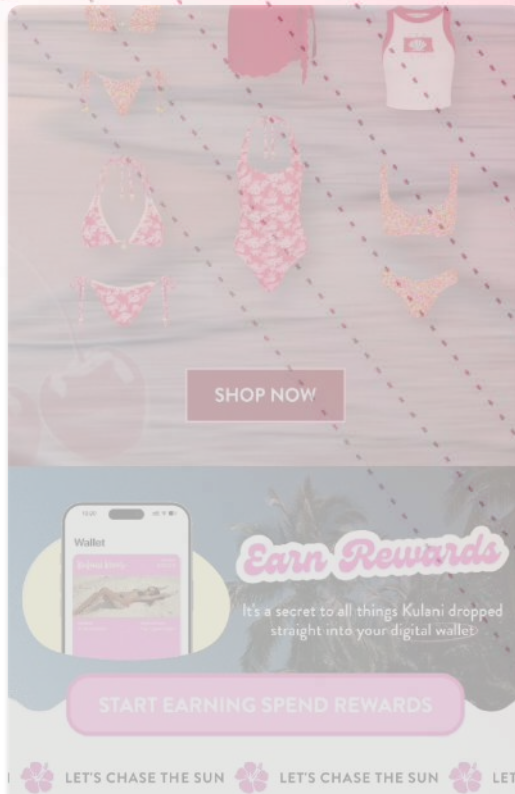
02 Offer

Access to exclusive offers.



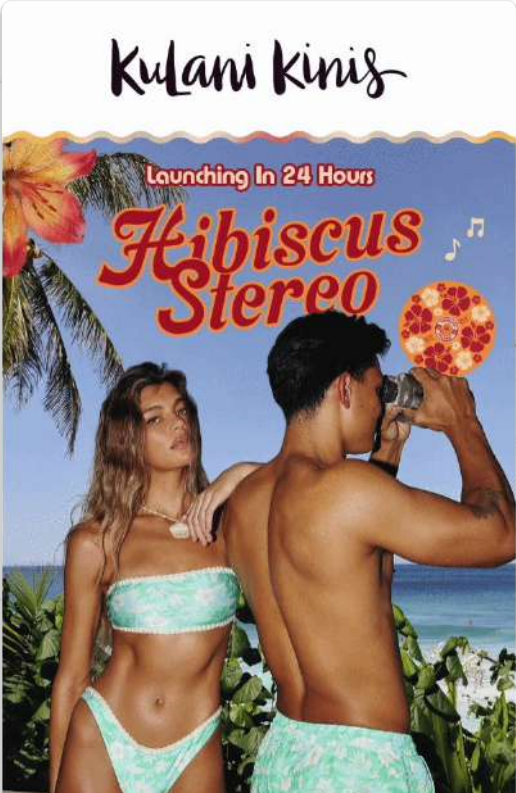
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01 Content & VIP Access

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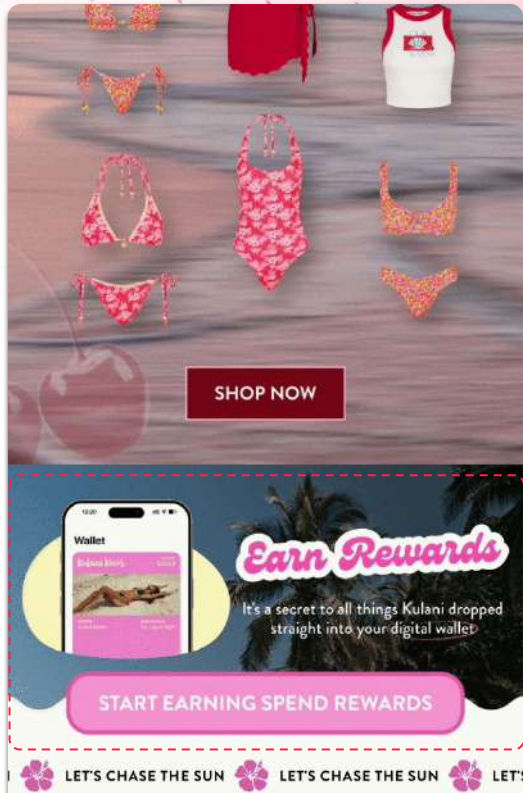
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**The email program works for the
whole distribution not just eCom.**

01

Geo-targeted campaigns

Localized campaigns route demand to the nearest stockist through relevant geo segments.

02

Sell-out on eCom → retailer

Route consumers on to best retailers when sold out

03

Aligned discount policy

Strict brand and discount rules ensuring wholesale sends align

04

Key retail partners

Dedicated campaigns support key retail partners alongside their own activations.

FULL WHOLESALE EMAIL



Geo sends for relevant partners

Region-aware hero at the top of the send.

Logic

If the condition is true for a recipient, the block displays. If false, it's hidden.

Country T equals AU

Store locator

Locator block anchored at the footer of every send.



LIFECYCLE FLOWS

**Are your flows built for the full
customer journey?**



Every touchpoint has a job.

Acquisition

TOP FUNNEL

Unaware → Problem Aware

Most people are not ready to buy yet. The goal is to earn attention and give them a reason to subscribe.

Onboarding

MID FUNNEL

Problem Aware → Solution Aware

First impressions set the trajectory. Onboarding moves subscribers from curious to convinced - who we are, why it matters, and what's in it for them if they stay.

Retargeting

BOTTOM FUNNEL

Solution → Product Aware

When someone shows intent, the response should match the moment: relevant, timely, and specific to where they are in the journey.

Retention

BOTTOM FUNNEL

Most Aware

One purchase does not create loyalty. Retention keeps the brand relevant between buys, so the next purchase feels natural, not discount-driven.

Loyalty

RETENTION

Most Aware

The best customers should feel recognized. Loyalty turns repeat buyers into advocates who come back because they feel valued, not because they got a code.

Winback

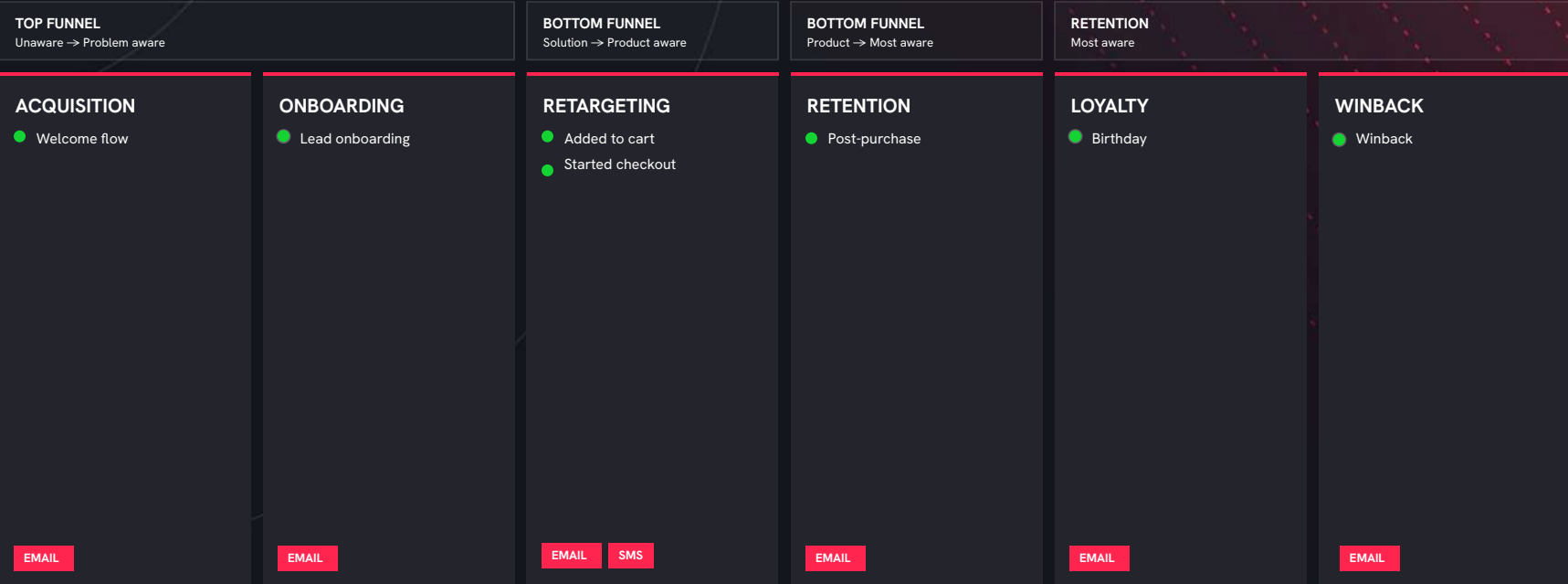
LAPSED

Problem Aware

When someone goes quiet, it is not over. Winback meets them where they dropped off and rebuilds the reason to come back.

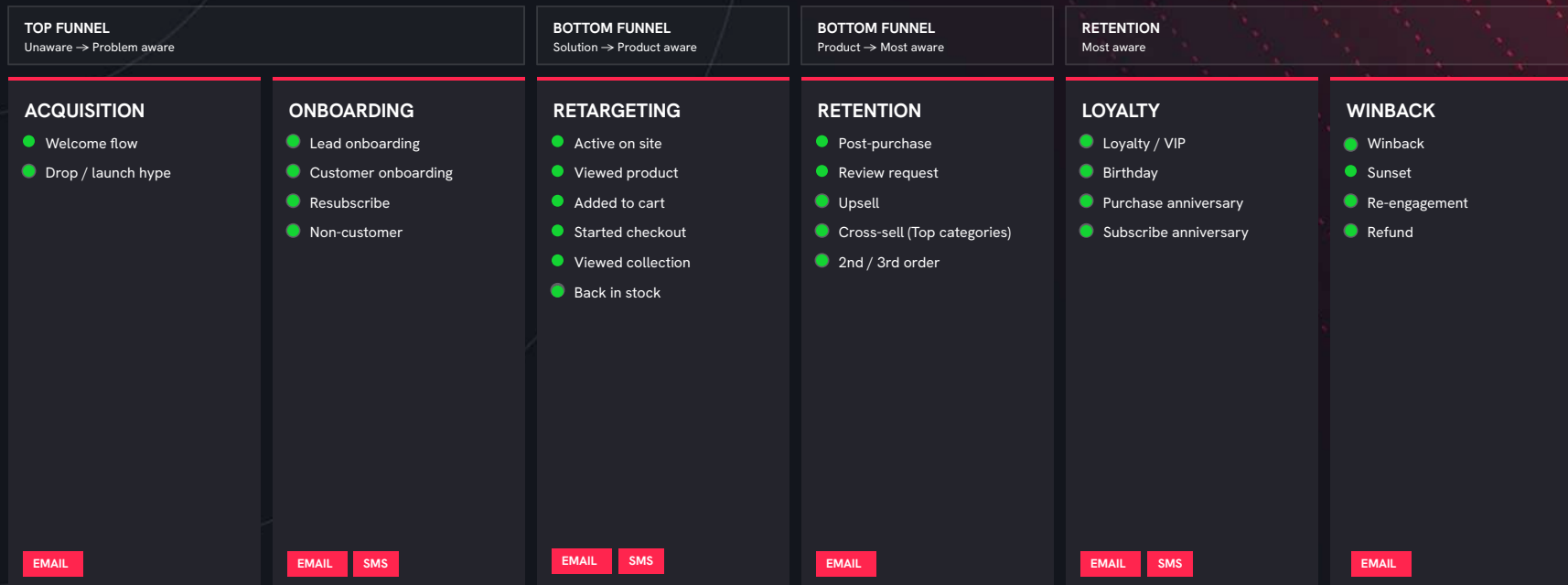
EMAIL & RETENTION

What most have.



EMAIL & RETENTION

The full funnel - mapped to flows, channels and customer behavior.



IT'S A CRUCIAL TOUCH POINT TO REACTIVATE THE SUBSCRIBERS

A flow is not just a flow

Flow filters.

When someone has Started checkout

AND Started Checkout zero times since starting this flow

AND Placed order zero times since starting this flow

AND Is in Kulani Kinis - Newsletter

Start flow
Started checkout

A sequence of emails will send to invite the subscriber to reengage with the product they've added to cart.

The best part? It's totally personalized using django and tailoring data from the event payload to fit the messaging.

The email and its code.

THE FIRST TIME YOU WEAR IT

Imagine the first time you put on your new

Ⓢ event.extra.line_items.0.product.product_type|lower|default:'style'

.That Ⓢ event.items.0|split" - "lookup:"|lower shade steals the show and the soft fabric allows you to move - from couch to fridge or on the field. We don't judge.

We just know a perfect match when we see one:

GET TO THE GOOD PART



```
item.product.title|default:"|split" -
"|lookup:"0"
item.product.title|default:"|split" -
"|lookup:"1"
{% if item.compare_at_price == null
%}item.variant_price|floatformat:0
event.extra.presentment_currency|default:"
{% elif item.compare_at_price == 0.00"
%}item.variant_price|floatformat:0
event.extra.presentment_currency|default:"
{% elif item.compare_at_price ==
item.variant_price
%}item.variant_price|floatformat:0
event.extra.presentment_currency|default:"
{% elif item.compare_at_price <
item.variant_price
%}item.variant_price|floatformat:0
event.extra.presentment_currency|default:"
{% else %}item.variant_price|floatformat:0
event.extra.presentment_currency|default:"
item.compare_at_price|floatformat:0
event.extra.presentment_currency|default:"
{% endif %}
```

SHOP NOW

THE FIRST TIME YOU WEAR IT

Imagine the first time you put on your new hoodie. The navy shade steals the show and the soft fabric allows you to move - from couch to fridge or on the field. We don't judge.

We just know a perfect match when we see one:

GET TO THE GOOD PART



W Varsity Hoodie
Navy
1599 NOK
SHOP NOW

THE FIRST TIME YOU WEAR IT

Imagine the first time you put on your new shorts. That millennial pink shade steals the show and the soft fabric allows you to move - from couch to fridge or on the field. We don't judge.

We just know a perfect match when we see one:

GET TO THE GOOD PART



W Pollux Shorts
Millennial pink
899 NOK
SHOP NOW

CUSTOMER REVIEWS

4.9 ★★★★★

Based on 1,267 reviews

97% would recommend these products



What Our Besties Say

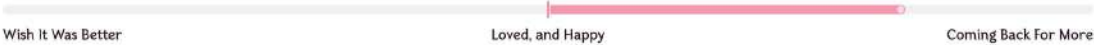
Our Besties Say these bottoms are flattering and comfortable, with a cheeky cut that doesn't dig in at the sides. The material feels soft and buttery, with vibrant colors that match photos. Many appreciate the seamless design and how well they stay in place. Sizing runs slightly small, so some recommend sizing up for more coverage. Common feedback notes the quality is excellent, though a few mention it's pricier than expected...

[Read More](#)

HOW DID IT FIT?



DO YOU LOVE THE QUALITY?



DID SHE PASS THE GIRL MATH TEST?



SEGMENTATION

**Do your segments reflect
where customers are in the
customer journey?**



Most accounts just mass blast.

THE MASS BLAST

3 mails. 3 ways to lose a customer

THE CUSTOMER

Paid full price
two days ago



Based in Denmark
shops online, full price



Browsed one collection
all week, high intent



WHAT LANDS IN THEIR INBOX



20% off sitewide — this week only
Brand



Meet us in store — US stockist event
Brand



New launch: shop the full collection
Brand

CONSEQUENCE

Trains them to wait for promos, the purchase feels less valuable.

Feels impersonal. Wholesale support becomes noise instead of service.

The moment they were closest to buying goes unanswered.

THE MASS BLAST

3 mails. 3 ways to lose a customer

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Brand



New launch: shop the full collection
Brand

CONSEQUENCE

Trains them to wait for promos, the purchase feels less valuable.

Feels impersonal. Wholesale support becomes noise instead of service.

The moment they were closest to buying goes unanswered.

The money & relationships lies beyond that.

One main list.

Segments.
First party data

Segments.
Zero party data

Segments.
Engagement

Customer

Not customer (yet)

Interest

Gender

Custom

Location

Birthday

Anniversary

Post ID.

Open clicks

Bounces

Spam compliants

Activity

Purchase.

Collection

Product

Material

Include these.**High intent****90 day engaged****New leads****All subscribers****Exclude these.****Recent purchasers****Never engaged****Subscribers in Sunset flow****Recent tickets (Customer Service)**

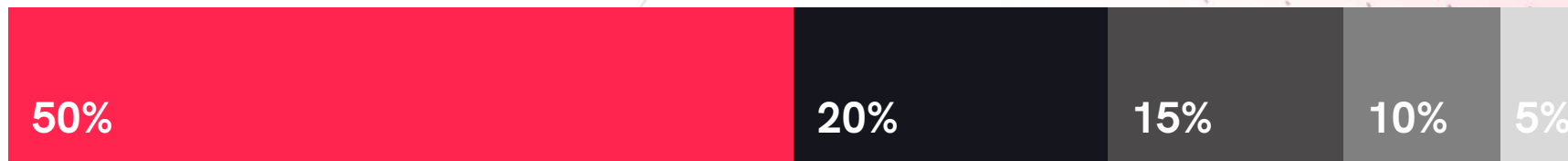
CAMPAIGN MIX

**Do you have a balanced
campaign mix & distinct design?**



RECOMMENDED CAMPAIGN MIX

Launch-led, not discount-led

**■ LAUNCHES**

Drops and new collections. The engine of the calendar.

■ PRODUCT EDUCATION

Fit, fabric & justifying the price

■ COMMUNITY

Brand ambassadors and influencers, brought into the send.

■ BRAND CONTENT

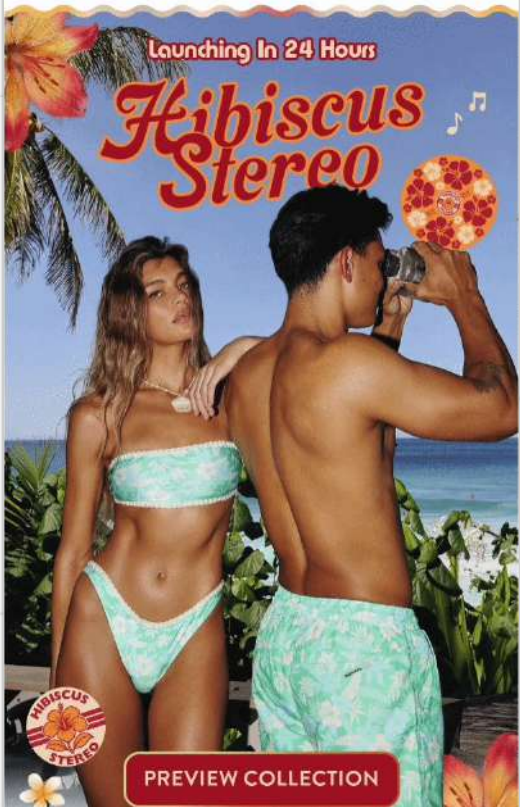
Behind-the-scenes and the stories around the brand.

■ DISCOUNTS

Used strategically & not as a lifeline.

Benchmarked on Kulani Kinis current campaign mix.

VISUAL STYLE. FONT. PRODUCT



DISTINCT EMAIL & PRODUCT MAKE THE MAILS RECOGNIZABLE INSTANTLY. EVEN WITHOUT THE LOGO

VISUAL STYLE. FONT



LOGO. VISUAL STYLE





Wholesale Growth Framework

01

WHOLESALE FOUNDATION

Partner Strategy

// Finding, managing and growing the *right* retail partners for your brand

02

WHOLESALE FOUNDATION

Onboarding & Launch Readiness

// What is needed to onboard new retail partners, and create growth for new product launches

03

WHOLESALE MECHANICS

Commercial & Operations

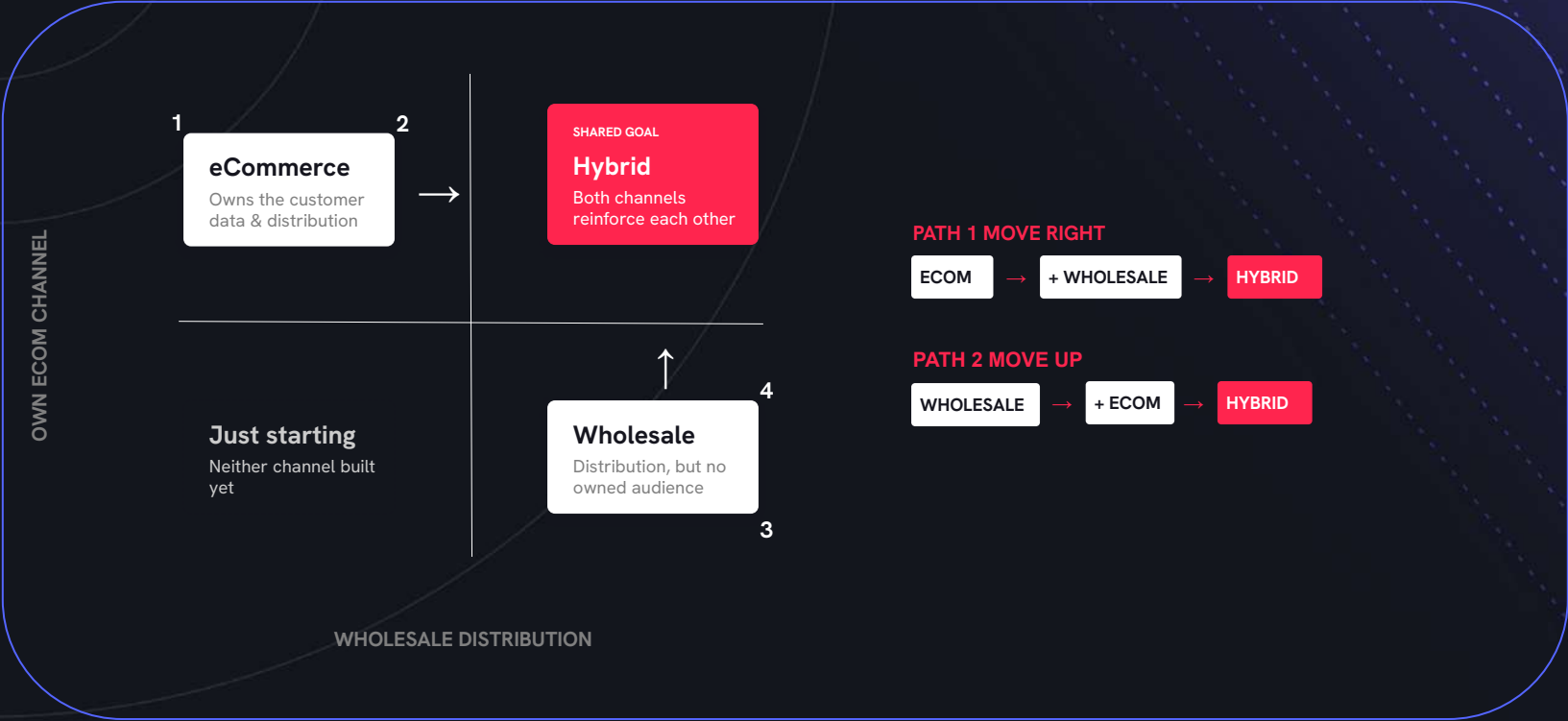
// The commercial and operational pitfalls of wholesale you have to avoid or improve

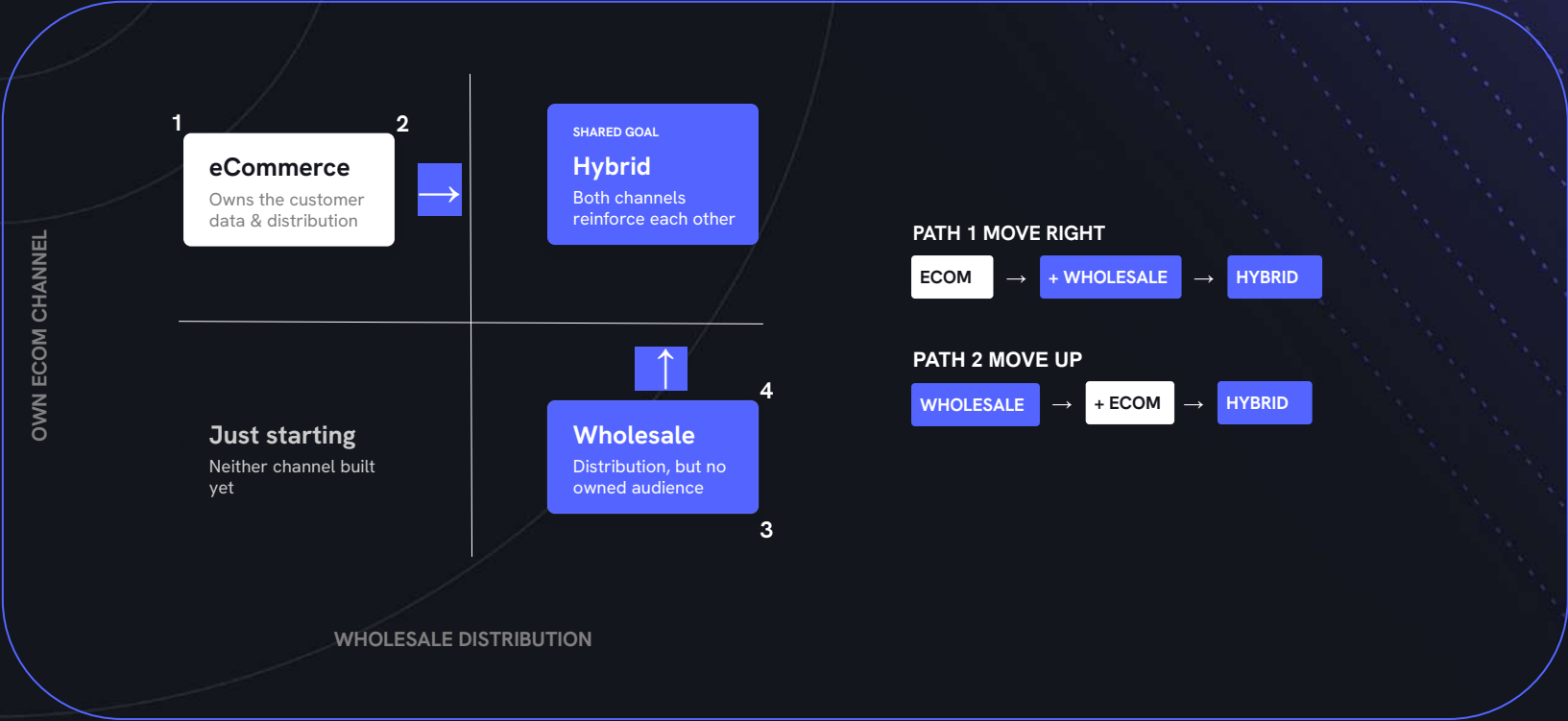
04

WHOLESALE MECHANICS

Growth & Performance

// How to grow your wholesale (together with eCom)





1
eCommerce
Owns the customer data & distribution



2
Hybrid
Both channels reinforce each other

SHARED GOAL
Hybrid
Both channels reinforce each other

Just starting
Neither channel built yet



3
Wholesale
Distribution, but no owned audience

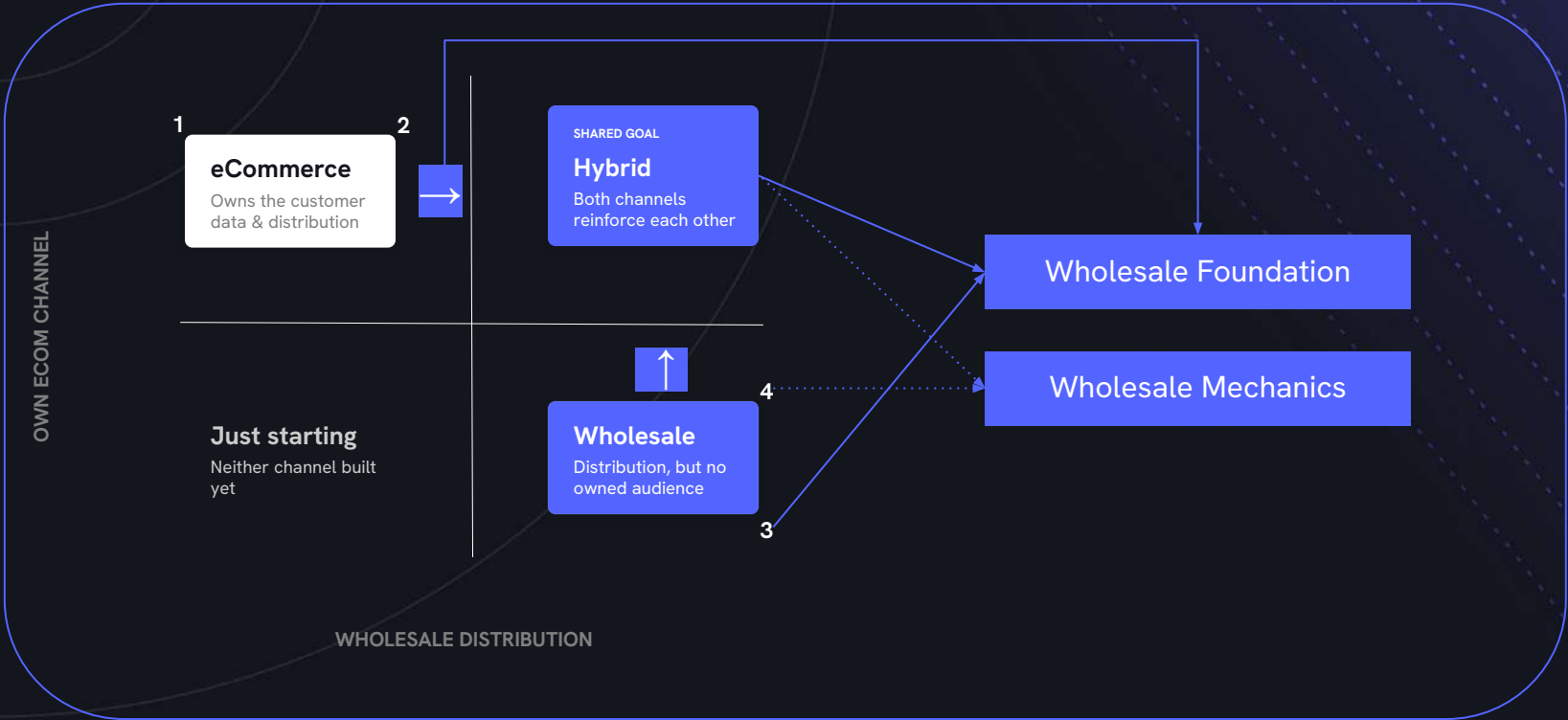
4

PATH 1 MOVE RIGHT



PATH 2 MOVE UP





01

Partner Strategy

02

**Onboarding/Launch
Readiness**

03

**Commercial &
Operations**

04

**Growth &
Performance**

Wholesale Foundation

Wholesale Mechanics

01

WHOLESALE FOUNDATION

Partner Strategy

// Finding, managing and growing the *right* retail partners for your brand

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04

WHOLESALE MECHANICS

Growth & Performance

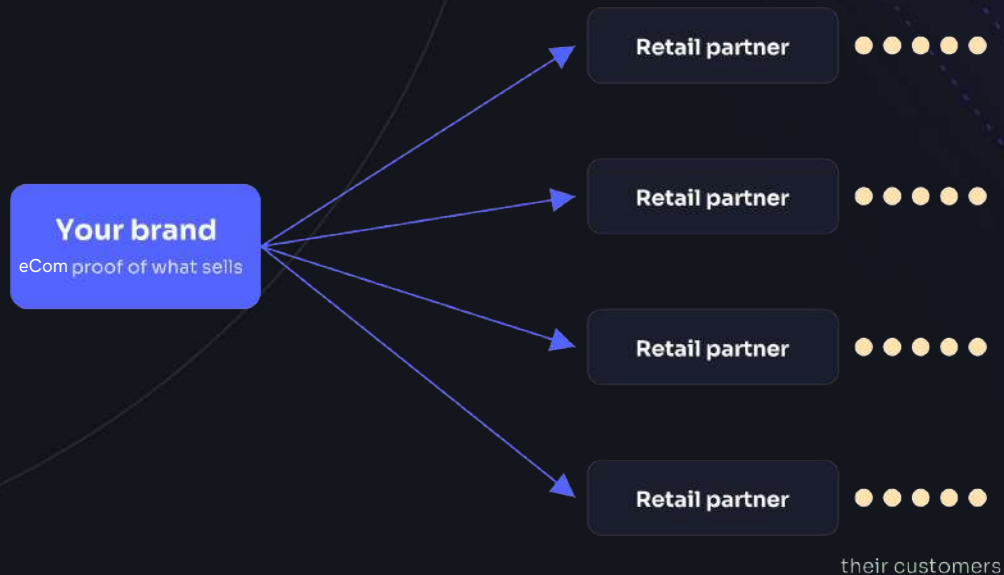
// How to grow your wholesale (together with eCom)

PARTNER STRATEGY

Why and *how* to build a network of retail partners for your brand



Why an eCom brand should go wholesale



Benefits of wholesale

- ✓ Increase revenue, brand awareness, new customer segments
- ✓ Social proof from retail partners
- ✓ Less dependence on Google and Meta
- ✓ Partners handle customer support
- ✓ Your edge: you come from eCom/D2C with proof of what sells

Tip: You don't have to pitch

Show your numbers and tell them how they can get more sales with your products

Risks of wholesale

Strategy and brand

- ✗ Don't go wholesale before eCOM works
- ✗ You lose some control of your brand
- ✗ Revenue goes dark: you see the order, not the sell-through
- ✗ You don't know your end customer

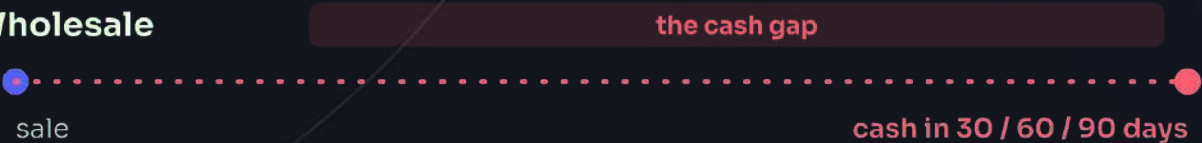
Money and conflict

- ✗ Cashflow: bad payment terms
+ additional money tied up in stock
- ✗ You own returns and claims
- ✗ Damaging own eCOM sales and brand
 - You can't control shelf prices
 - Misaligned campaigns
(e.g. they do Black Friday, you don't)

eCom



Wholesale



Build your retail partner list

- ❑ Example → “We need 500 retail partners”
- ❑ Make a top 20-100 dream list
 - ❑ Define dream partner: online and/or physical sales? Volume and/or brand?
 - Some markets are more price sensitive and competitive, which can cannibalize eCOM → choose partners/markets with care.
- ❑ Win your top 5 first, then expand
- ❑ Align to your goal and the right markets

Tip: Assign one employee to own the list.

Reach out and manage them

- ❑ Start where you have leverage (market, countries, etc.)
- ❑ Build a 5-10 slide brand PDF → treat it like an investment deck
 - ❑ Focus on visual universe, USPs and sales trend partner can tap into, and partner agreement (next slide)
- ❑ Reach out on your strongest channel (IG, LinkedIn) + email
- ❑ You can manage up to about 20 partners in Excel
 - When 20+ partners, find a system (in 2026, hire with a lean mindset)
 - E.g. Atlo works best where complexity is higher

Tip: Play on your eCOM strengths (you already have purchases and proof)

Partner agreements

- ❑ Example → “The expensive reactive partner agreement”
- ❑ Build in an exit if it's not a match
- ❑ Include
 - ❑ Partner discounts
 - ❑ Payment terms (e.g. net 14 days)
 - ❑ Shipping costs
- ❑ Set a minimum order for new partners
- ❑ Give new partners your top seller list
 - ❑ Map in product master data to help onboard priority products
- ❑ Watch out for consignment deals (local stock + only cash when sold)

Agents and distributors (pros/cons)

- ❑ What is
 - ❑ Agent
 - ❑ Distributor
- ❑ Open doors maybe you can't
- ❑ Useful before hiring own sales reps

Tip: Match it to your strategy → There is no right or wrong way to do it.



01

WHOLESALE FOUNDATION

Partner Strategy

// Finding, managing and growing the *right* retail partners for your brand

02

WHOLESALE FOUNDATION

Onboarding & Launch Readiness

// What is needed to onboard new retail partners, and create growth for new product launches

03

WHOLESALE MECHANICS

Commercial & Operations

// The commercial and operational pitfalls of wholesale you have to avoid or improve

04

WHOLESALE MECHANICS

Growth & Performance

// How to grow your wholesale (together with eCom)

ONBOARDING & LAUNCH READINESS

**Make yourself a top 1% brand
partner to *launch and grow*
with your retail partners**



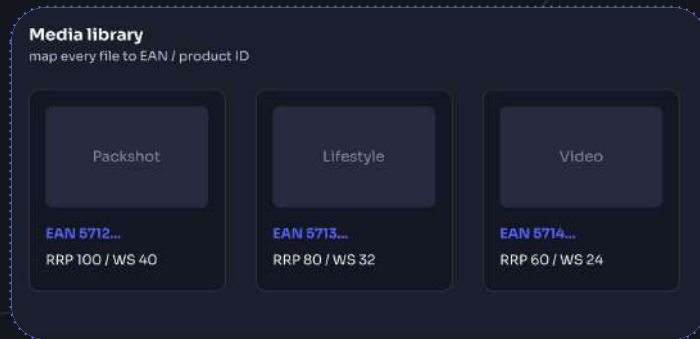
Onboarding package (data)

- ❑ Product data/master data
- ❑ Partner agreement
- ❑ Commitment/requirements (incl. Retail marketing)

Onboarding package (media)

- ❏ Content: packshots, lifestyle images, videos
 - Share via a media library (software or just Google Drive)

Tip: Name your photos with EAN and/or product ID for easier search



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COMMERCIAL & OPERATIONS

How your wholesale success (and margins) *are found in the details*



Pick a pricing strategy

How to present/sell your products

- ❑ Wholesale pricing
- ❑ Discount from Recommended Retail Price (RRP)
- ❑ Discounts: Calculate max for each segment of partners (A/B/C/D)

Tip: Calculate bottom up and adjust RRP prices with competitive focus



Know all your cost drivers

Cost drivers (next to eCOM costs)

- ☐ Production
- ☐ Logistics and shipping
- ☐ Claims
- ☐ Order and/or partner discounts
- ☐ Extra management time and people
- ☐ Always add a buffer

Tip: Calculate margins on each product



Logistics

● Own warehouse

+ Flexible

- Expensive upfront

ship in bulk, not single parcels

Rec: €5M+ revenue

● 3PL

+ Quick to start

- Eats ongoing margin

ship in bulk, not single parcels

Rec. < €5M+ revenue

Automate, scale, hire

- 1) Find person responsible for wholesale**
- 2) Automate with systems**
- 3) Hire when needed**

01

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GROWTH & PERFORMANCE

Be proactive and *maximise the potential* of each retail partner



Proactive vs reactive sales

- ❏ Set a proactive sales strategy, not a reactive
 - ✗ Reactive: you wait for the order
 - ✓ Proactive: you pitch what to stock next
- ❏ Create a restock flow with partners

Reactive

You wait for the order



Proactive

You tell partners what to stock next
and why

Restock flow

reorder before they run out

Partner analysis, segmentation and plan

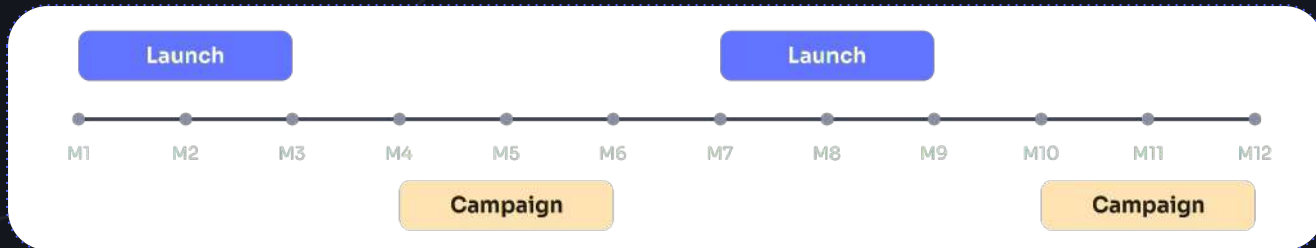
- ❑ Segment (growth and revenue)
- ❑ Targets and budgets
- ❑ Share of shelf analysis
- ❑ Value the partnership



Activation and retail marketing

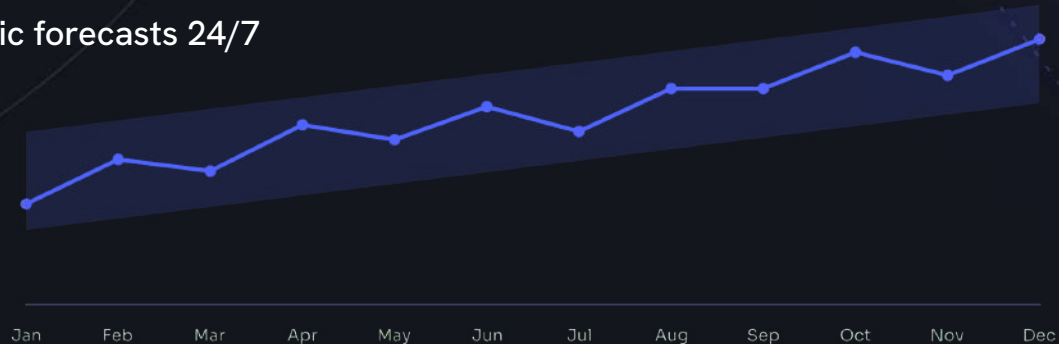
- ❑ 6-12 month marketing plan → launches, campaigns, brand initiatives
 - ❑ Physical partners: POS material
 - ❑ Online partners: Digital asset strategy + Influencer marketing

Tip: Tie activation cost to order discounts you give



Assortment and forecasting

- ❑ Product segmentation strategy
- ❑ Forecast monthly/quarterly (don't run out, when it starts to get fun)
- ❑ Forecast for all retail partners 2-3 months before peak periods (e.g. Nov - Jan)
 - ❑ Min. top 20% of partners and products
 - ❑ Use for own production forecast
- ❑ Atlo runs automatic forecasts 24/7



Wholesale starting eCOM?

- ❑ Be aware of risks not understanding eCOM
- ❑ Costs: logistics, shipping, marketing
- ❑ Cannibalization on retail sales



Watch:

new costs in logistics, shipping, marketing
cannibalization on retail sales

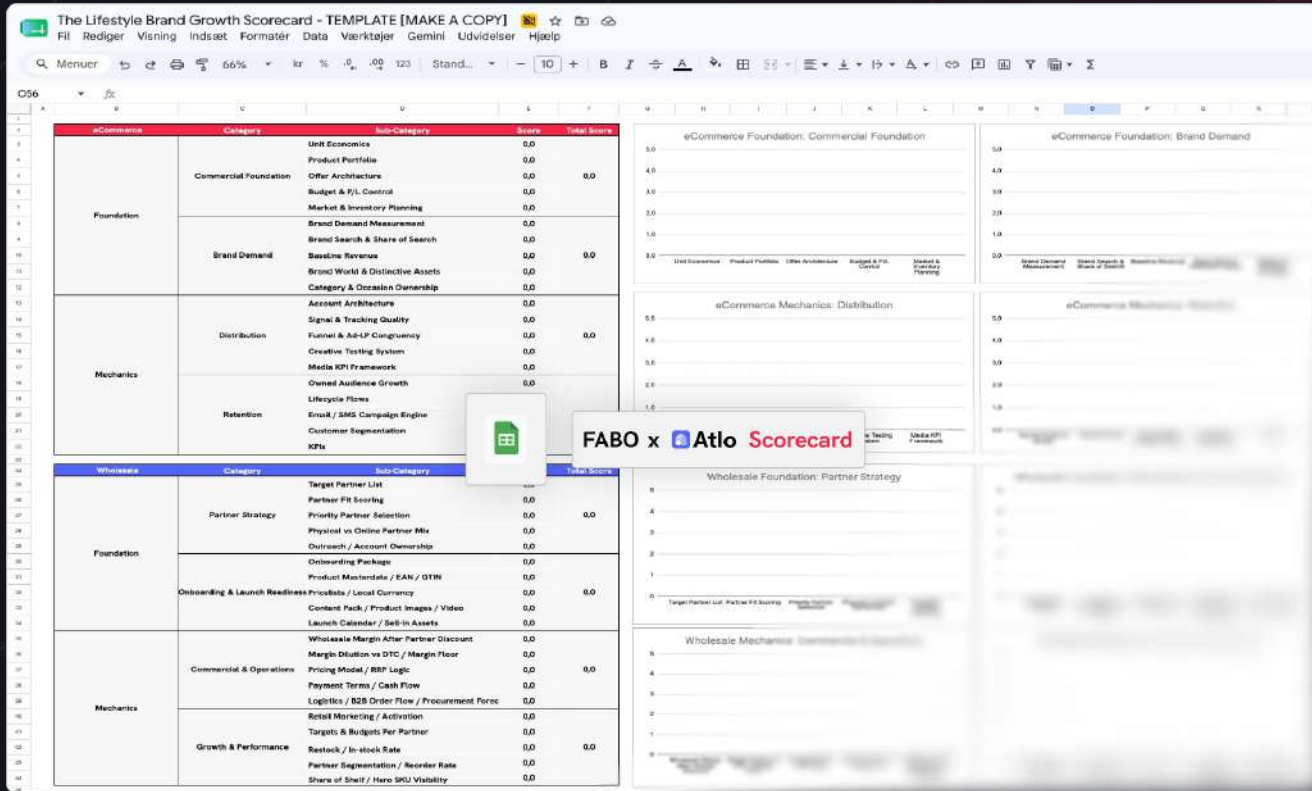
The Lifestyle Brand Growth Scorecard

The potential of a hybrid sales strategy (eCom + wholesale)

**Avoid wasting time and resources when
starting wholesale. Use our scorecard and
plan your next steps.**

IDENTIFY YOUR CONSTRAINT IN OPERATIONAL ORDER

Download The Lifestyle Brand Growth Scorecard.



Real Use Case eCommerce

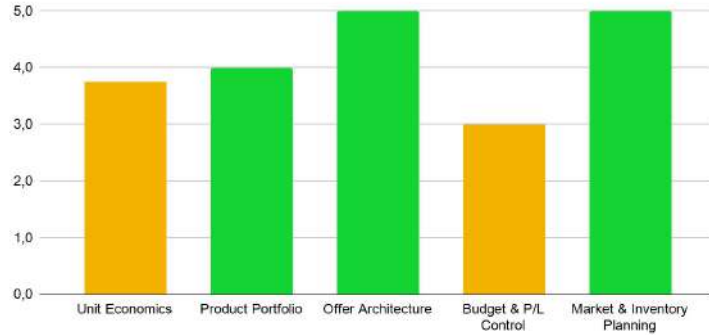
Case: 200M DKK revenue

10% wholesale

90% eCom

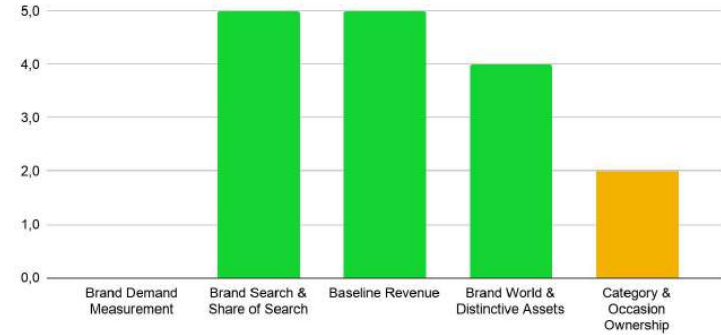
COMMERCIAL FOUNDATION [21/25]

eCommerce Foundation: Commercial Foundation



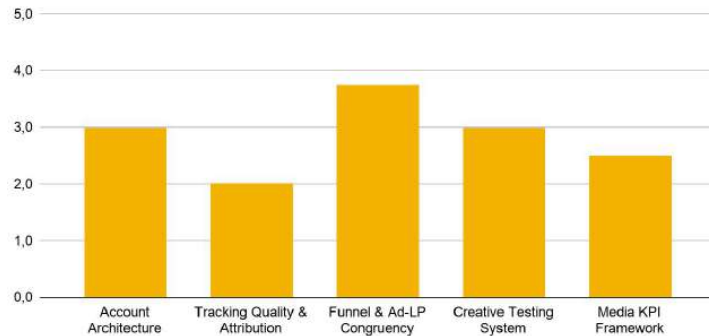
BRAND DEMAND [16/25]

eCommerce Foundation: Brand Demand



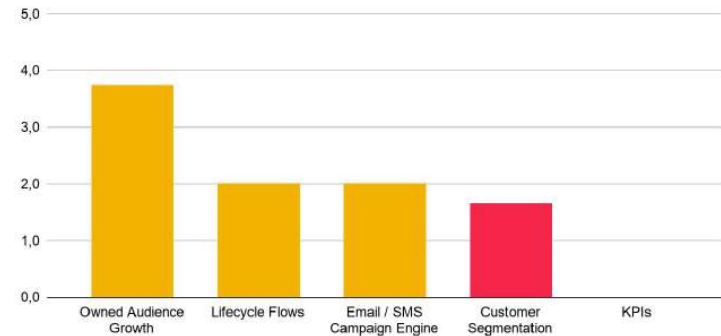
DISTRIBUTION [14/25]

eCommerce Mechanics: Distribution



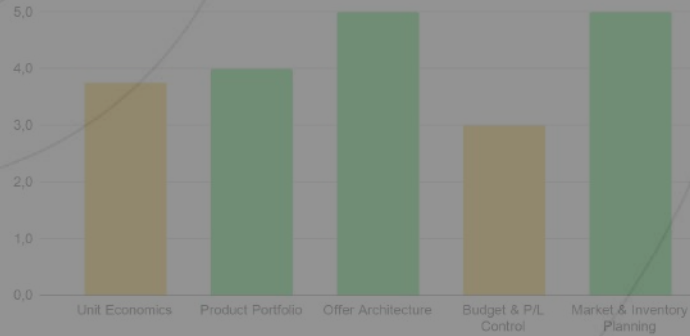
RETENTION [9/25]

eCommerce Mechanics: Retention



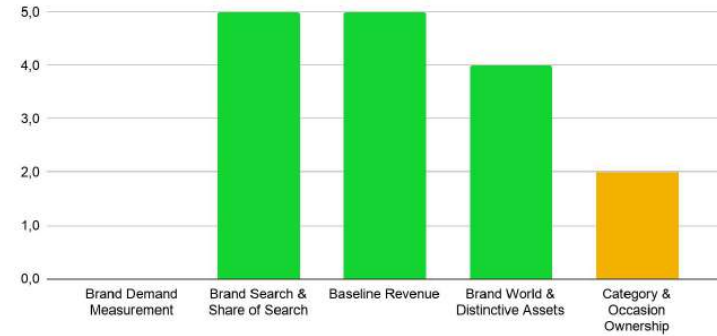
COMMERCIAL FOUNDATION [21/25]

eCommerce Foundation: Commercial Foundation



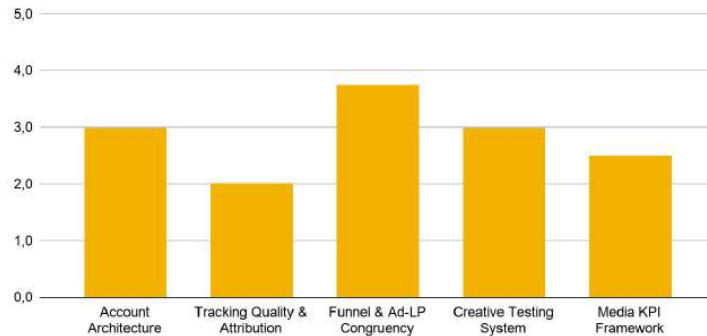
BRAND DEMAND [16/25]

eCommerce Foundation: Brand Demand



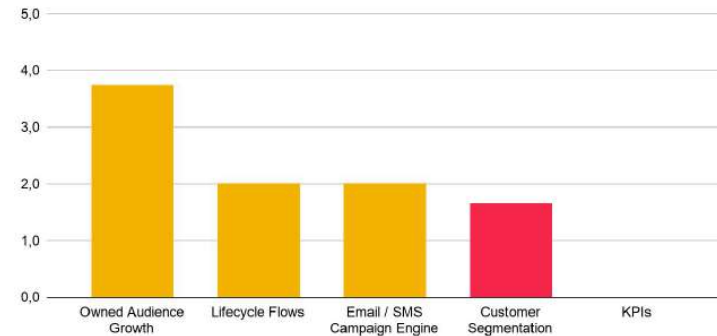
DISTRIBUTION [14/25]

eCommerce Mechanics: Distribution



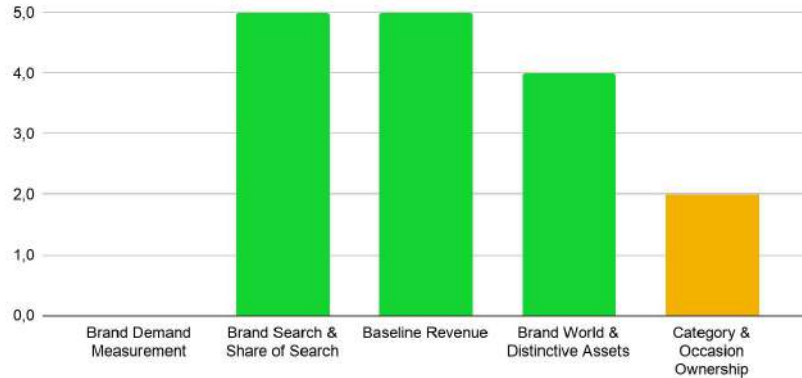
RETENTION [9/25]

eCommerce Mechanics: Retention



BRAND DEMAND

eCommerce Foundation: Brand Demand



01

Brand Demand Measurement

- No unaided/aided awareness surveys.
- No consistent measurement of qualitative brand data.
- No lift studies in-platform.

02

Brand World & Distinctive Assets

- The visual identity and brand assets are strong.
- Campaign content remains too product-led and does not consistently build a clear lifestyle territory or brand world.

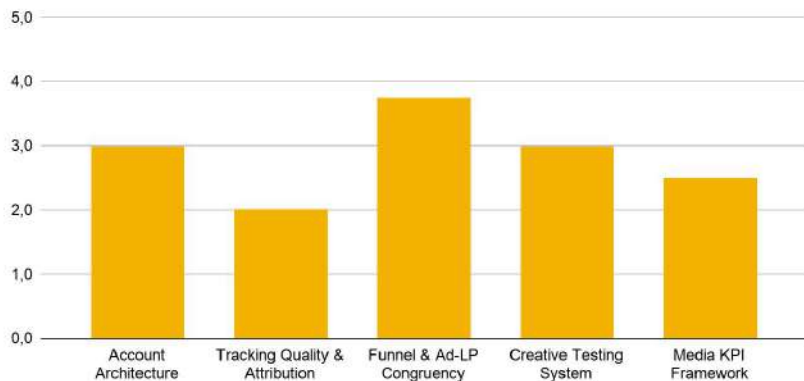
03

Category & Occasion Ownership

- Key buying situations are not owned clearly enough.
- Products and creative are only partly mapped to occasions, with bridal as the clearest example. Execution is inconsistent and too product-led, so the brand lacks repeatable memory structures.

DISTRIBUTION

eCommerce Mechanics: Distribution



01

Account Architecture

- Solid account with consistent naming conventions on product-level naming.
- However, the setup is not clearly structured around awareness stages, making it difficult to see where in the funnel we're lacking.
- Poor use of AI to 1) Detect anomalies 2) Suggest & execute accounts changes 3) Brief new creative variants

02

Attribution

- Meta data quality is among the highest we've seen, with a 9.1/10 match rate.
- But, decision-making on creatives scaled still relies too heavily on in-platform metrics and B-ROAS

03

Creative Testing System

- See next slide

In the upcoming example a hit is defined as a creative that have: 10x median spend & 2x roas.

Based on the last 12 month

METRIC	EXAMPLE	INPUT	BENCHMARK	AVERAGE	TOP 25%	POINTS
Weekly Creative Testing Volume	Number of new creatives produced / tests per week.	48	$\geq 31,1$	18	31,1	1
Hit Rate [10x Median, 2x ROAS in this case]	Creative hit rate = winner creatives / total launched creatives. Answers: "How often a creative launched becomes a winner"	3,4%	$\geq 8,6\%$	8,6<5	8,6%	0
Creative Churn / Loser Share	Share of tested creatives turned off before 28 days. Lower is better.	10,0%	$\leq 53,9\%$	53,9%	53,9%	1
Spend share to winners	Share of paid spend allocated to winning creatives. A healthy system does not just find winners; it shifts budget toward them. Example: if winners are 8% of creatives but receive 60%+ of spend, the account is scaling what works instead of spreading spend evenly."	51,2%	$\geq 56,5\%$	56,5%	56,5%	0
Winner share of active creatives	Answers: "How big a %-share of my current active creatives in the ad account are winners" Example: if 100 creatives are tested and 8 become winners, winner share is 8%.	9,1%	$\geq 8,1\%$	8,1%	8,1%	1

WHAT THIS MEANS

Strong creative output

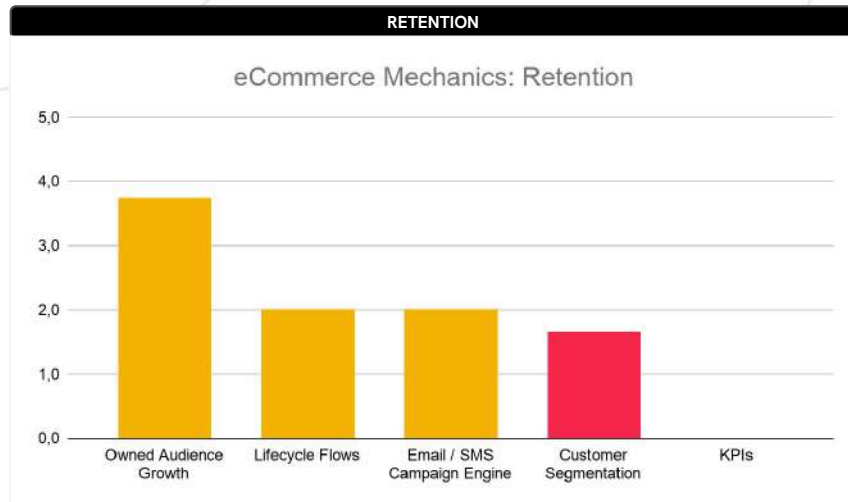
48 tests a week, well above the 31 top-quartile bar. The account is not short on volume.

Few become hits

Only 3,4% of tests convert to scalable winners. Strong creative testing volume, but low hit rate and winner share show that testing is not consistently producing scalable winners.

Concentrated spend

Budget stays on a narrow set of proven product-led assets, limiting learning and funnel development.



01

KPIs

- Email drives meaningful revenue, but targets are not clearly anchored to CLV, flow share and subscriber growth.
- That makes retention more reactive than commercially managed.

02

Lifecycle Flows

- Core flows are live and some already perform well, especially welcome and abandoned checkout.
- Coverage is still thin across browse, cart, winback, VIP and category-based post-purchase moments.

03

Customer Segmentation

- Campaigns mostly rely on broad lists rather than RFM, engagement, product/category and lifecycle segments.
- That limits personalization and keeps messaging too close to one-size-fits-all broadcasts.

Real Use Case Wholesale



Case (interior brand)

€16M/120M DKK revenue

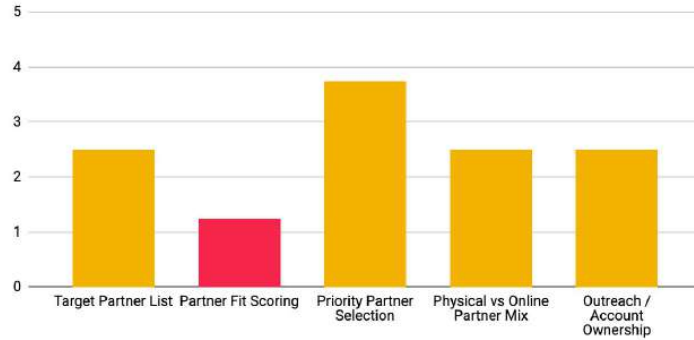
65% wholesale

35% eCom

5% contract

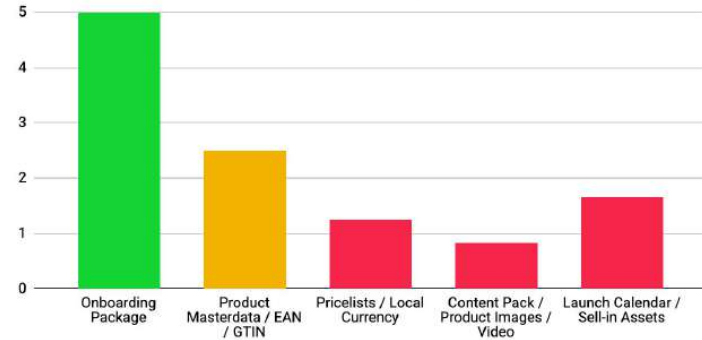
PARTNER STRATEGY [12,5/25]

Wholesale Foundation: Partner Strategy



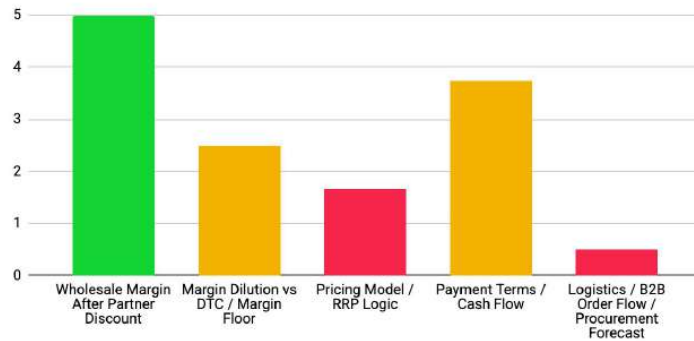
ONBOARDING & LAUNCH READINESS [11,3/25]

Wholesale Foundation: Onboarding & Launch Readiness



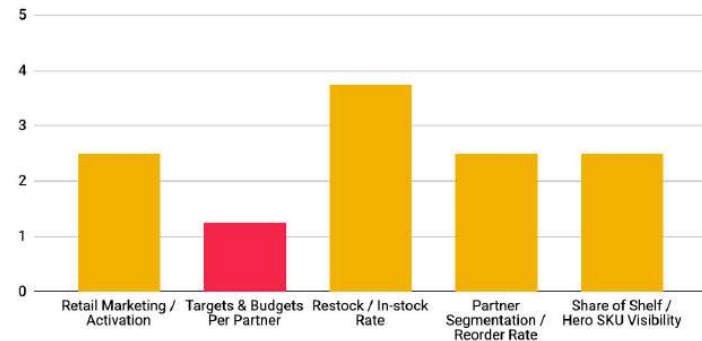
COMMERCIAL & OPERATIONS [13,4/25]

Wholesale Mechanics: Commercial & Operations



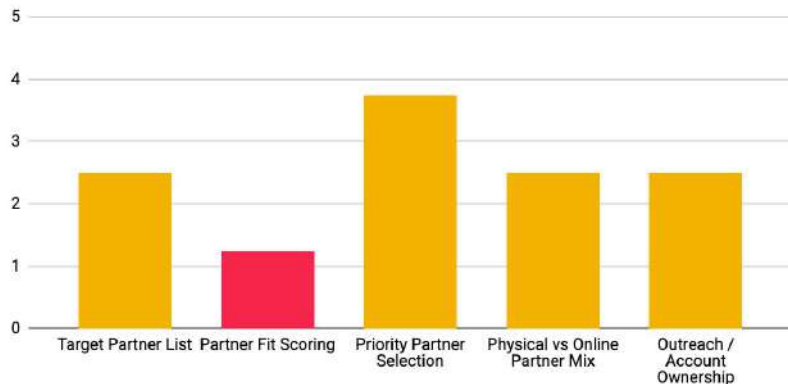
GROWTH & PERFORMANCE [12,5/25]

Wholesale Mechanics: Growth & Performance



PARTNER STRATEGY

Wholesale Foundation: Partner Strategy



01

No partner selection strategy

- No owner of retail partners
- Wanted quantity, didn't check partner fit (400+ accounts)
- Do prioritize top 10% partners but have no targets

02

Unclear mix of partners

- Brand is premium and want volume and/or brand building partners
- No clear strategy for partners
- Doesn't know their top 20-50 most important

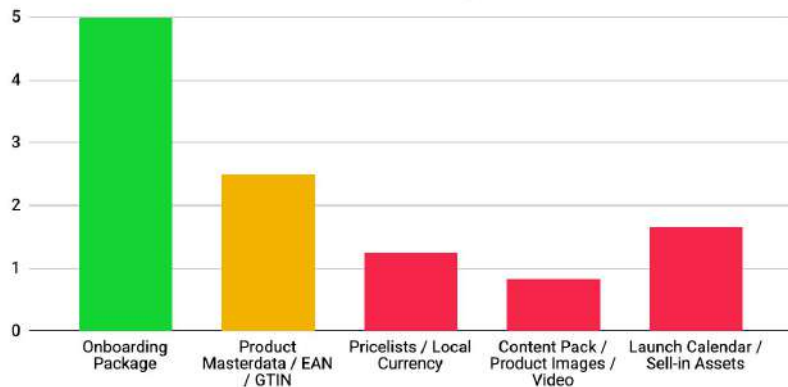
03

No ownership

- They got the partners but don't set action points, follow up, etc.
- Lack of reorders and partnership development

ONBOARDING & LAUNCH READINESS

Wholesale Foundation: Onboarding & Launch Readiness



01

Onboarding package

- Has a good initial onboarding package
- Includes basic content and data but has good brand guidelines

02

Insufficient data

- Affects performance with online retail partners
- Missing good product master data, local price list, a non-EAN mapped content folder

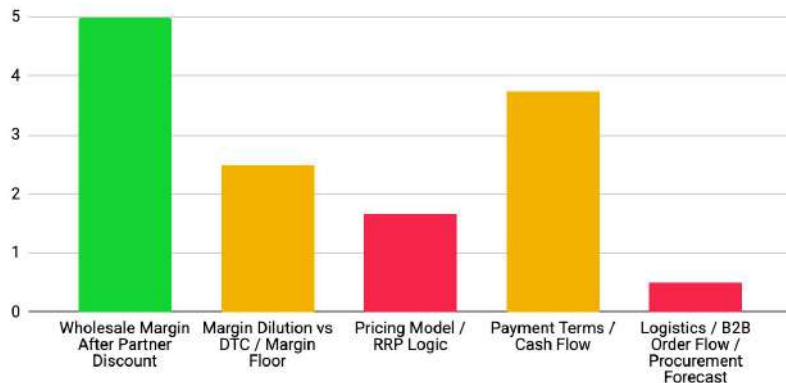
03

Short-term calendar overview

- Don't offer 3+ month calendar overview (6-12 months preferred)
- All their activities are launched at different times (retail partners don't have enough time to plan)

COMMERCIAL & OPERATIONS

Wholesale Mechanics: Commercial & Operations



01

Mixed margins

- Good wholesale margins after discount but no clear top and bottom (everything is partner by partner)

02

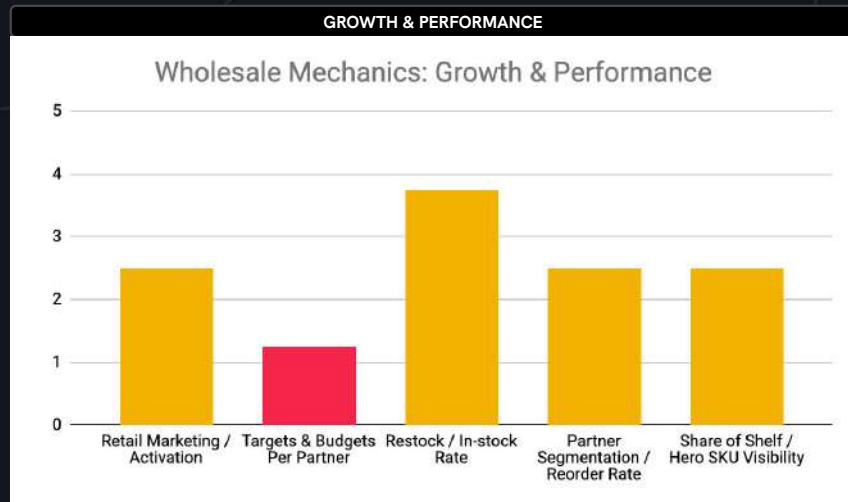
Pricing model

- Operate with wholesale price list but has no recommended retail prices (incl VAT)
- Shelf prices in market varies - creating an inconsistent brand perception

03

No forecasts

- Operates with a reactive sales strategy - waiting to the orders to come in
- Forecasts based on gut feel, creating regular stock shortages of high-runners
- Needs to forecast for retail partners



01

No clear retail marketing plan

- Everything is case by case: sometimes they pay, sometimes they give a discount
- Impossible to scale without a clear strategy

02

No wholesale demand forecast

- No targets for retail partners
- No forecasts = don't understand market demand
- Inaccurate budgeting based 100% on last year's sales data

03

Segmentation and analysis

- Only segment based on subjective measures for top retail partners
- No share of shelf analysis - don't know their brand presence

NEXT ACTION

Then you could..

FABO

Sign-up to see if you qualify for a full audit

We use +60 hours in these audits so we are very careful with who we audit



Book demo

Free 30 min demo

CONTACT

Book an intro call with us about your scaling options



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Fill in the information below and we will contact you as soon as possible.

Contact us only if you are wagering at least €200.000/mo.

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Send



Casper Brix

Atlo demo

☐ Kræver bekræftelse



30min

45min

 Google Meet

 Europe/Copenhagen

juni 2026

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