



# A UNIQUE CUSTOMER OFFER

Jacob Sten and Eva Berg



20k+

Products offered  
to our consumers

Strong positions in  
attractive categories,  
e.g. organizing, lightning

Strong portfolio of  
own brands

Strong brand: well known,  
liked, trustworthy

# Strong customer offer

Portfolio with the  
leading brands

Offer everyday  
solutions in  
convenient locations



## We have identified **5** strategic realities

1

### **Strong foundation to build on**

- Consumers like shopping at Clas Ohlson, we have a very strong consumer awareness and high consideration for purchase
- Financial position that enables strategic investments

2

### **Large potential in further commercializing our full offer**

- Added complexity with 15% new products over last four years, and extended the long-tail of products that underperform
- 40% of all transactions are one item receipts, and cross-selling has been too low
- Investing margin in wrong types of promotions

3

### **Great opportunities to simplify and streamline our operations**

- Too long lead-times toward consumers
- Instore inventory build-up
- Behind best in class retailers on buying direct and indirect goods

4

### **Need to embrace digital**

- Represents only 3.5% of sales and behind overall market penetration
- Not invested sufficiently in capabilities

5

### **Large potential in growing the Nordic region**

- <10% market share in a healthy growing market

# We have identified 5 strategic realities

1

## Strong foundation to build on

- Consumers like shopping at Clas Ohlson, we have a very strong consumer awareness and high consideration for purchase
- Financial position that enables strategic investments

2

## Large potential in further commercializing our full offer

- Added complexity with 15% new products over last four years, and extended the long-tail of products that underperform
- 40% of all transactions are one item receipts, and cross-selling has been too low
- Investing margin in wrong types of promotions

3

## Great opportunities to

- Too long lead-times towards
- Instore inventory build-up
- Behind best in class retailers

- Simplify current product portfolio
- Commercialize on existing traffic
- Become better of extracting value from promotions

4

## Need to embrace digital

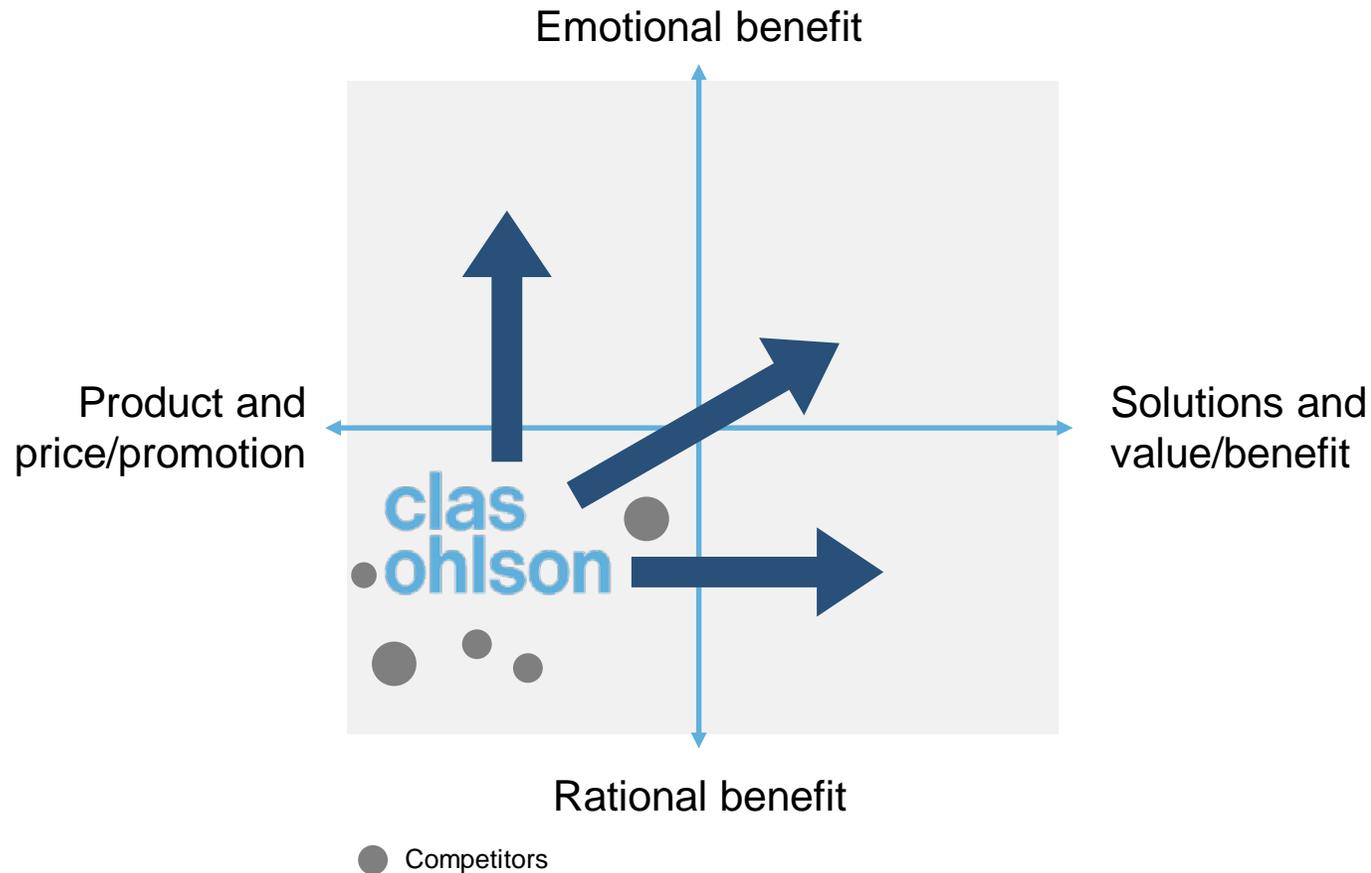
- Represents only 3.5% of sales and behind overall market penetration
- Not invested sufficiently in capabilities

5

## Large potential in growing the Nordic region

- <10% market share in a healthy growing market

# Good at many things but need to strengthen position



- Adapt to the world around us
- Reinvent ourselves in the role as a problem solver



Passionate about simplifying  
life in all kinds of homes

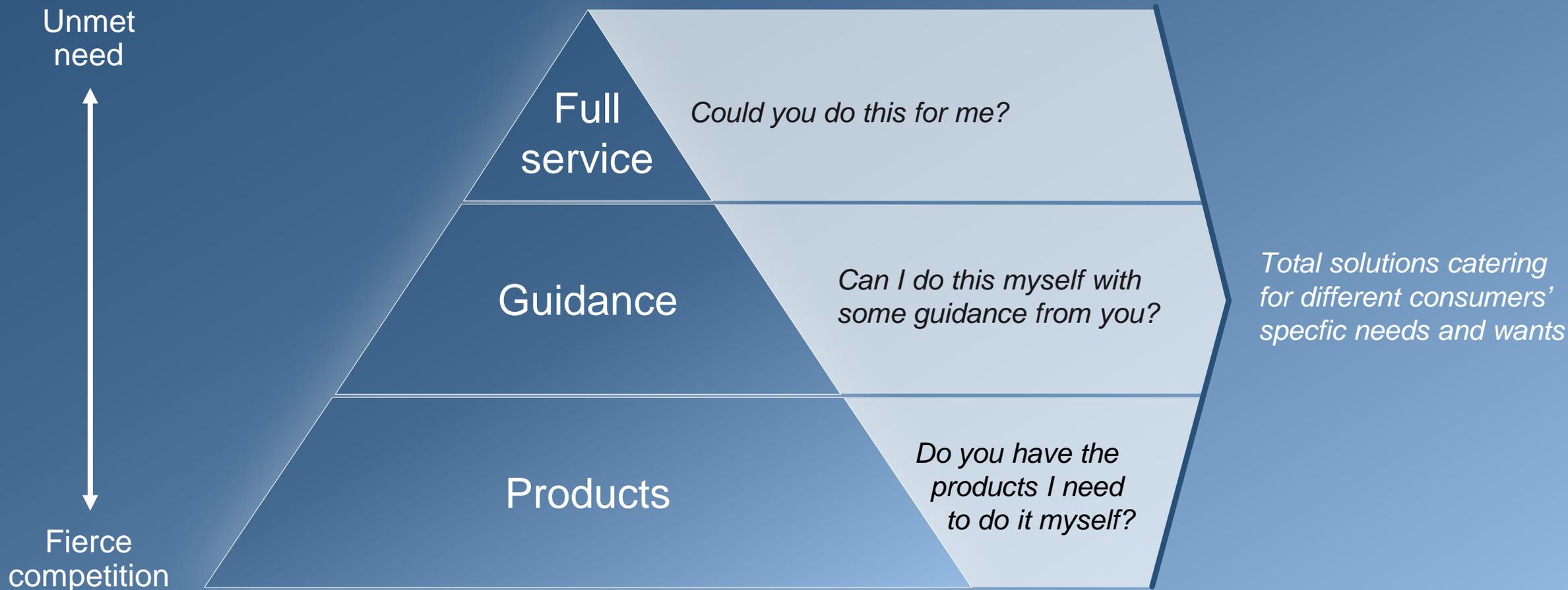
# Problem solving needs for home fixing – occurs on different levels

*Could you do this for me?*

*Can I do this myself with  
some guidance from you?*

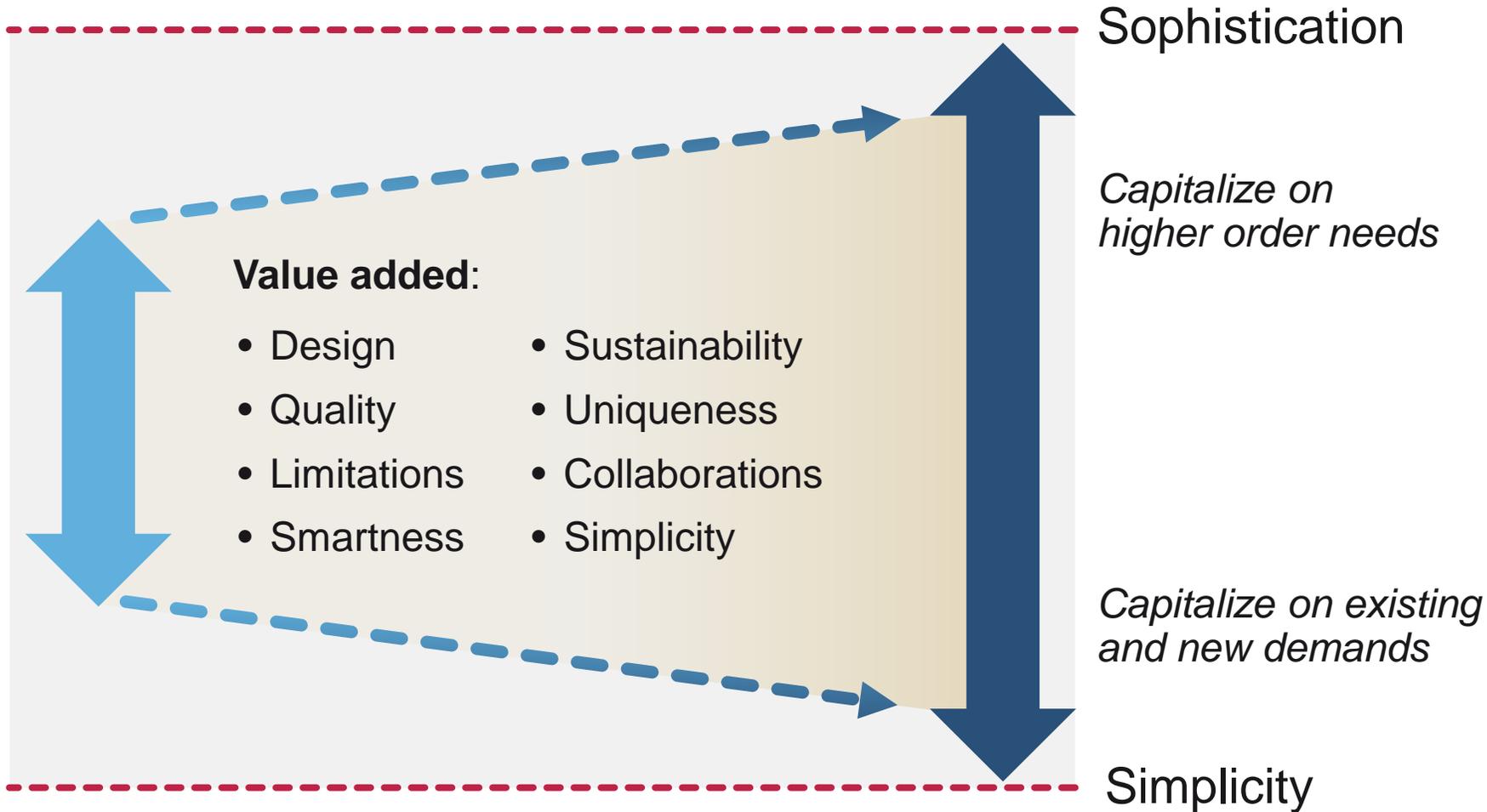
*Do you have the  
products I need  
to do it myself?*

# The complete solution is an opportunity where we can be uniquely positioned





# Develop and grow private label offer to add value



# Developing even more relevant product offering



Basic offer

Meeting basic customer needs, where core functionality and price are main drivers

Supplier and cost development  
Improved purchase process

# Developing even more relevant product offering



Mid range offer

Meeting basic customer needs but offers something extra for ordinary everyday situation in selected categories

Unique offers in ordinary life situations based on needs

Basic offer

Meeting basic customer needs, where core functionality and price are main drivers

Supplier and cost development  
Improved purchase process

# Developing even more relevant product offering



Mid range offer

Meeting basic customer needs but offers something extra for ordinary everyday situation in selected categories

Unique offers in ordinary life situations based on needs

Basic offer

Meeting basic customer needs, where core functionality and price are main drivers

Supplier and cost development  
Improved purchase process

# Clas Ohlson Signature Collection



# Developing even more relevant product offering



External brands

Meeting full customer needs including all leading brands

Offer uniqueness by partnerships with innovative branded suppliers

Mid range offer

Meeting basic customer needs but offers something extra for ordinary everyday situation in selected categories

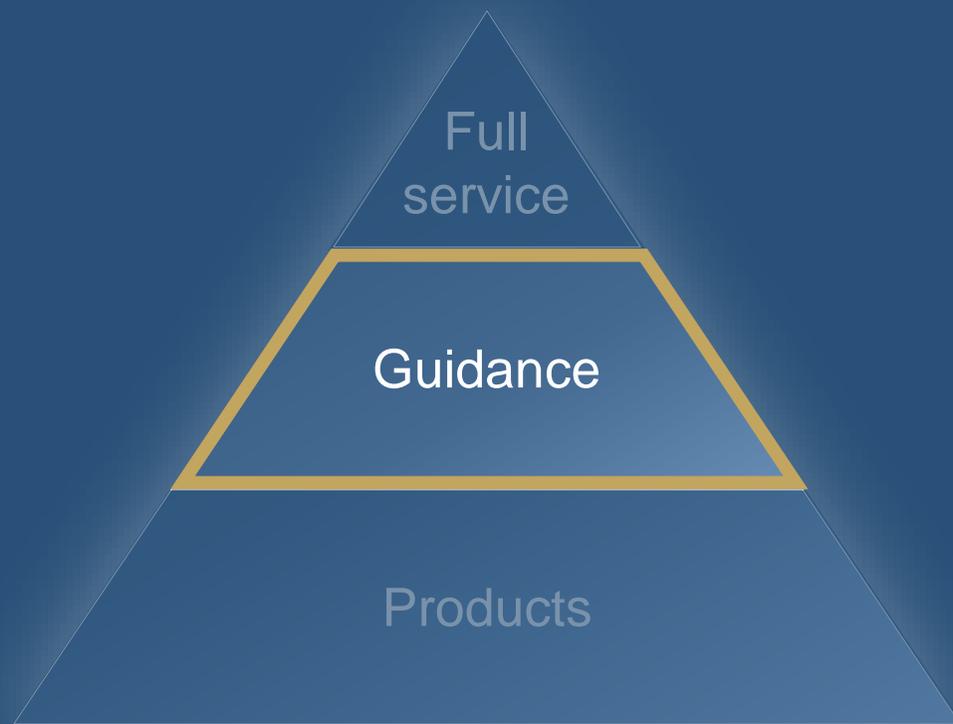
Unique offers in ordinary life situations based on needs

Basic offer

Meeting basic customer needs, where core functionality and price are main drivers

Supplier and cost development  
Improved purchase process

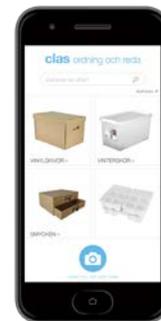
# Adding value through guidance



Further build on our renowned customer service with guidance in store and online

## Online guidance

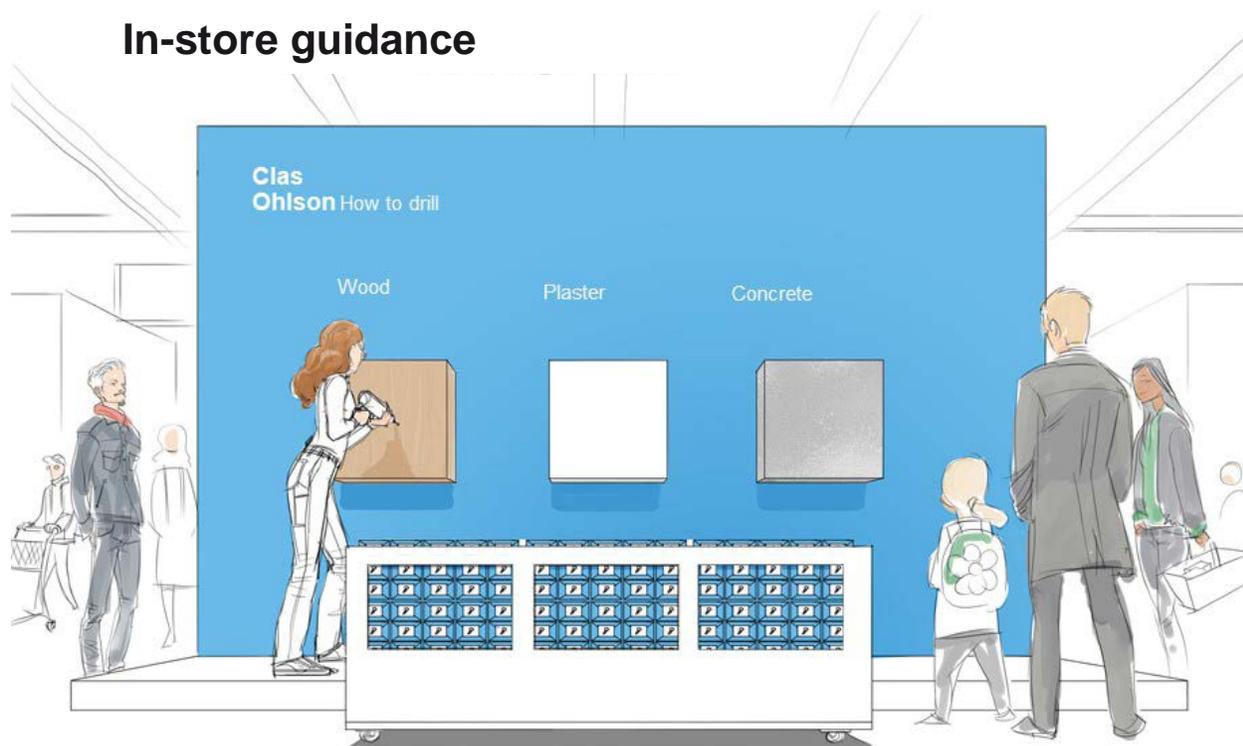
Clas organize app



Video support



## In-store guidance



# Services for complete offering



Scalable service solutions – easy access and entry level  
Capitalizing on Clas Ohlson's trustworthiness while  
seizing a strategic opportunity of unmet needs

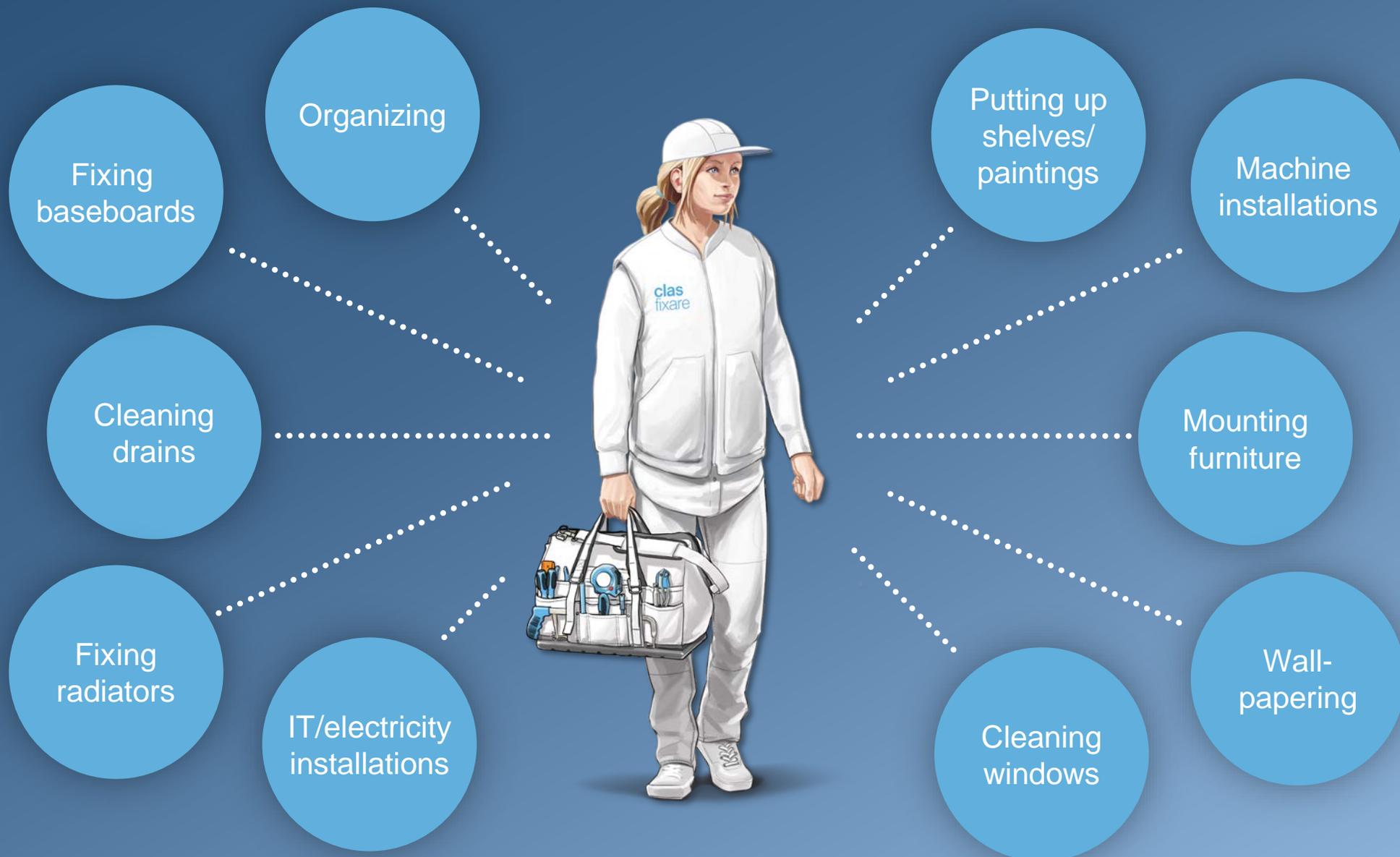


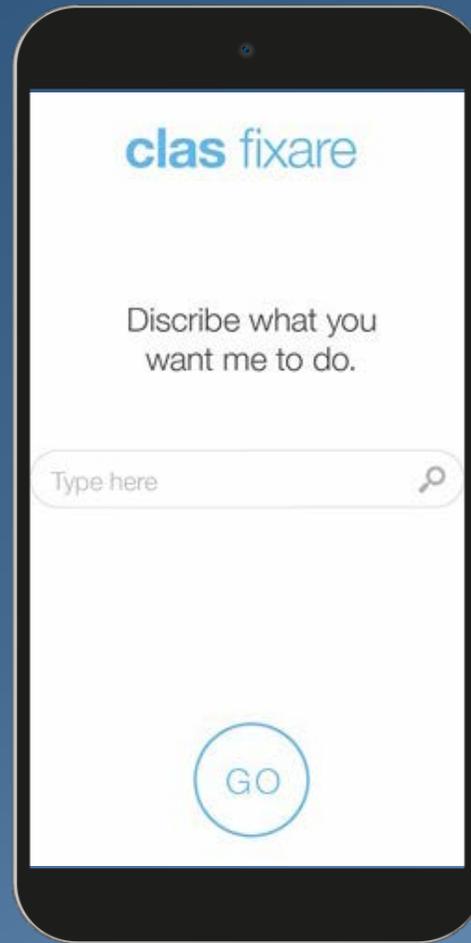
The strategic opportunity  
we are aiming at

**Do it myself**

**Rather hire a pro**

Too big for me,  
too small  
for pros





Download the app, describe what you need help with and decide when you want your Clas Fixare to come

# Service partnership with Pegital

– New business model platform for Clas Ohlson

## Key objectives with partnership

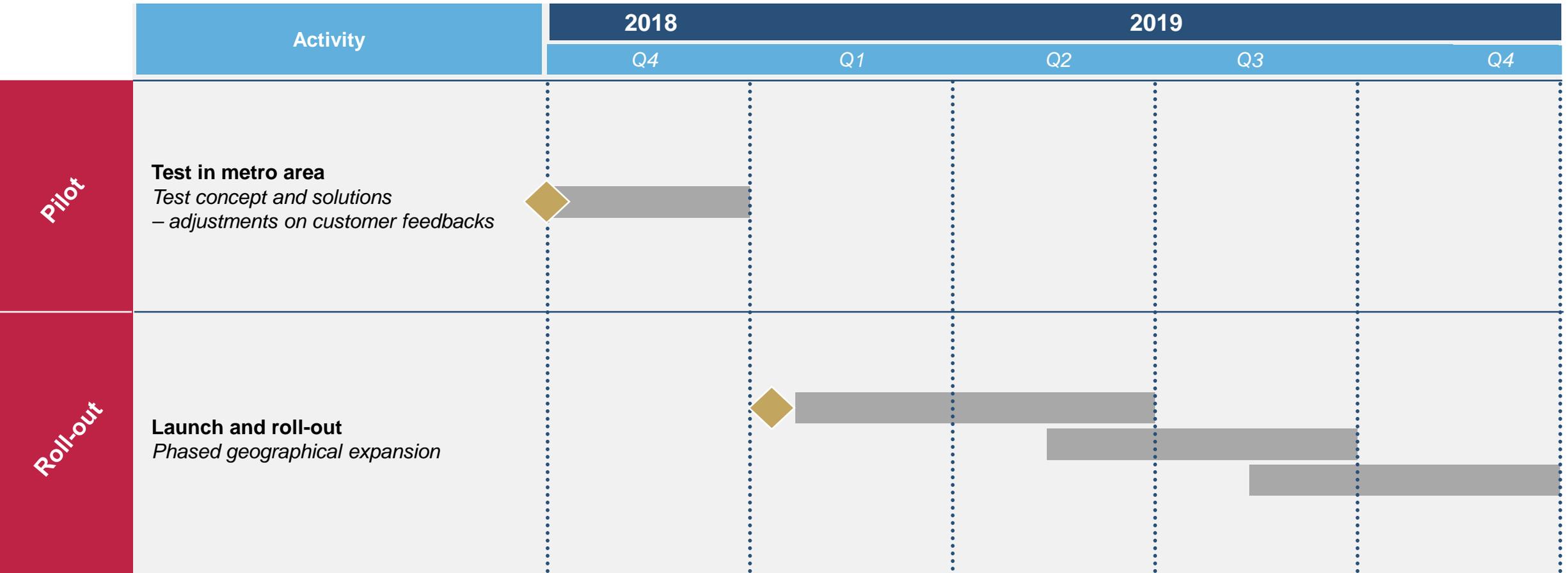
Start a service business – Pegital is an investment company that owns and develops service companies e.g. Veteranpoolen, HomeMaid, Fortnet and IT-Hantverkarna



Pegital



# Clas Fixare time plan



◆ = Launch date

# Our total offer positively impacted by services added

Opportunity to sell large share of consumable portfolio

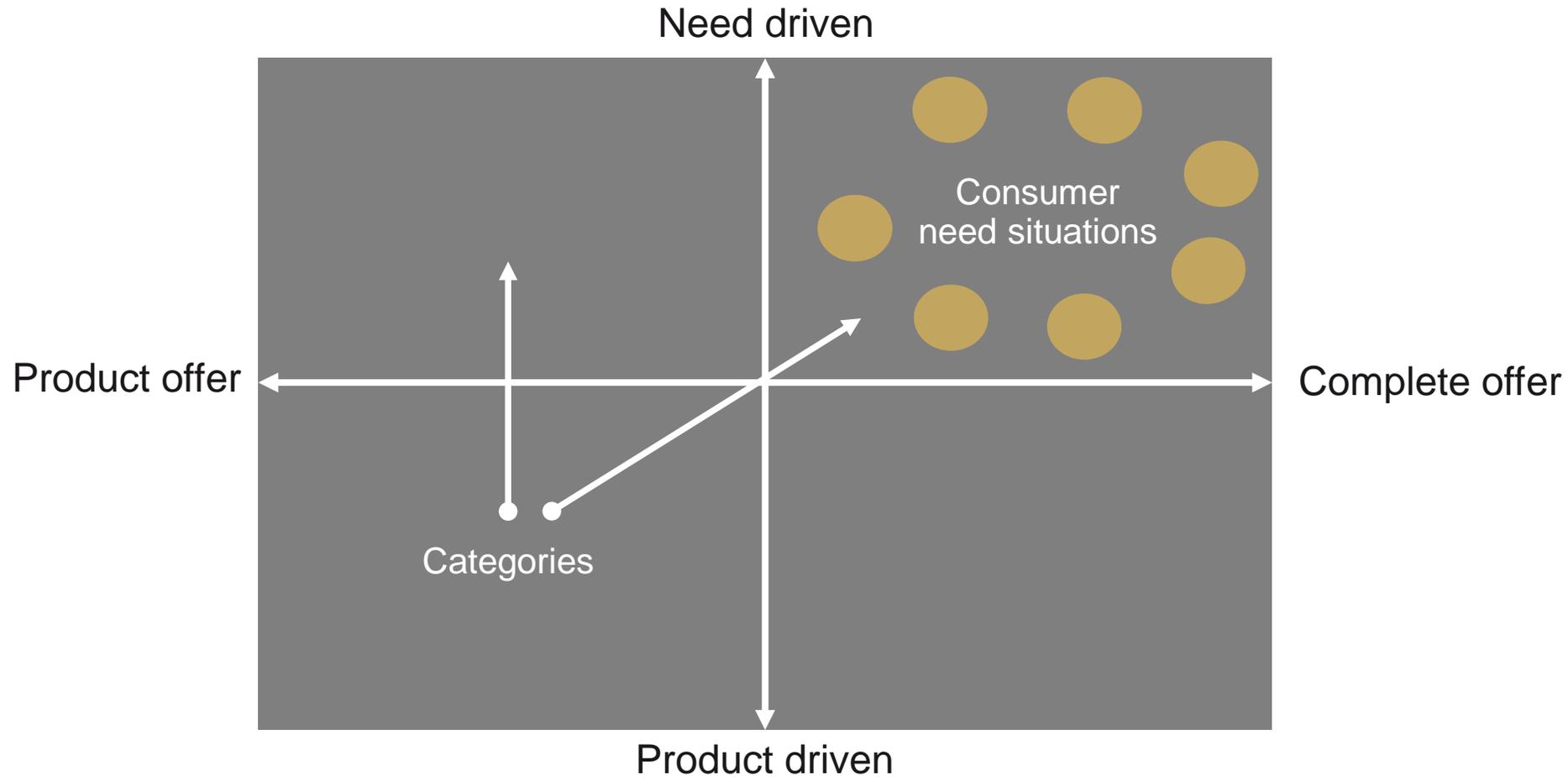
We sell products related to the services provided

Delivering services in people's homes enables us to provide scalable home deliveries at any time

Drives consumer insights, to how people live



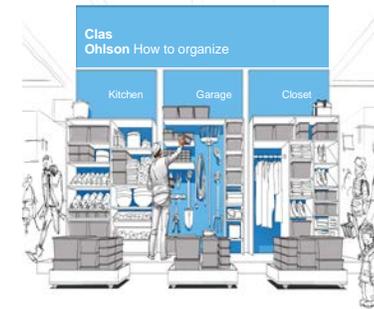
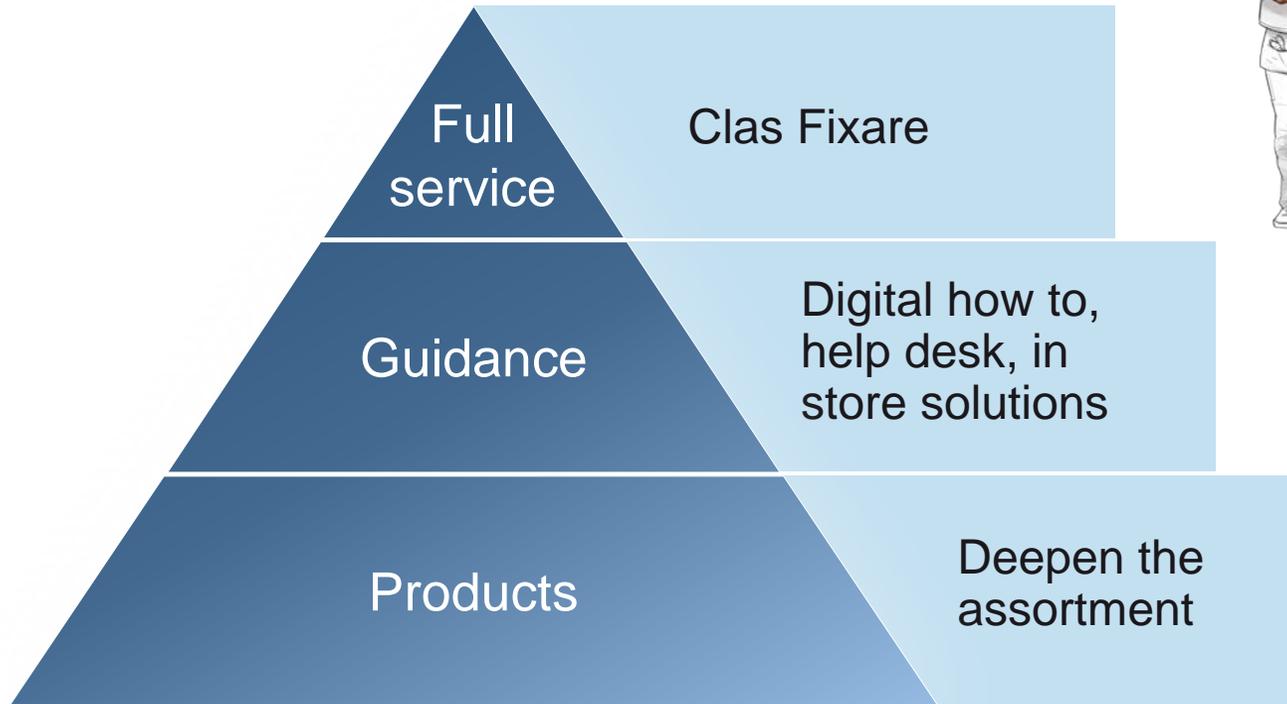
# Moving from what we can sell, to what we can solve





# Complete customer offer for all kinds of homes

Organizing your home



# Developing a more complete and unique offer



Strong foundation to build on



Need for product category reset to address current inefficiency



Reposition from a pure product / price focused position towards becoming a problem solver that offers complete solutions in all kinds of homes



Create new demand spaces by developing even more relevant and unique product offerings and by developing private label



Introduce Clas Fixare and also become a service provider that offers full services

100  
YEARS OF clas  
ohlson