



# The New Douglas

## The Transformation of the Douglas Group

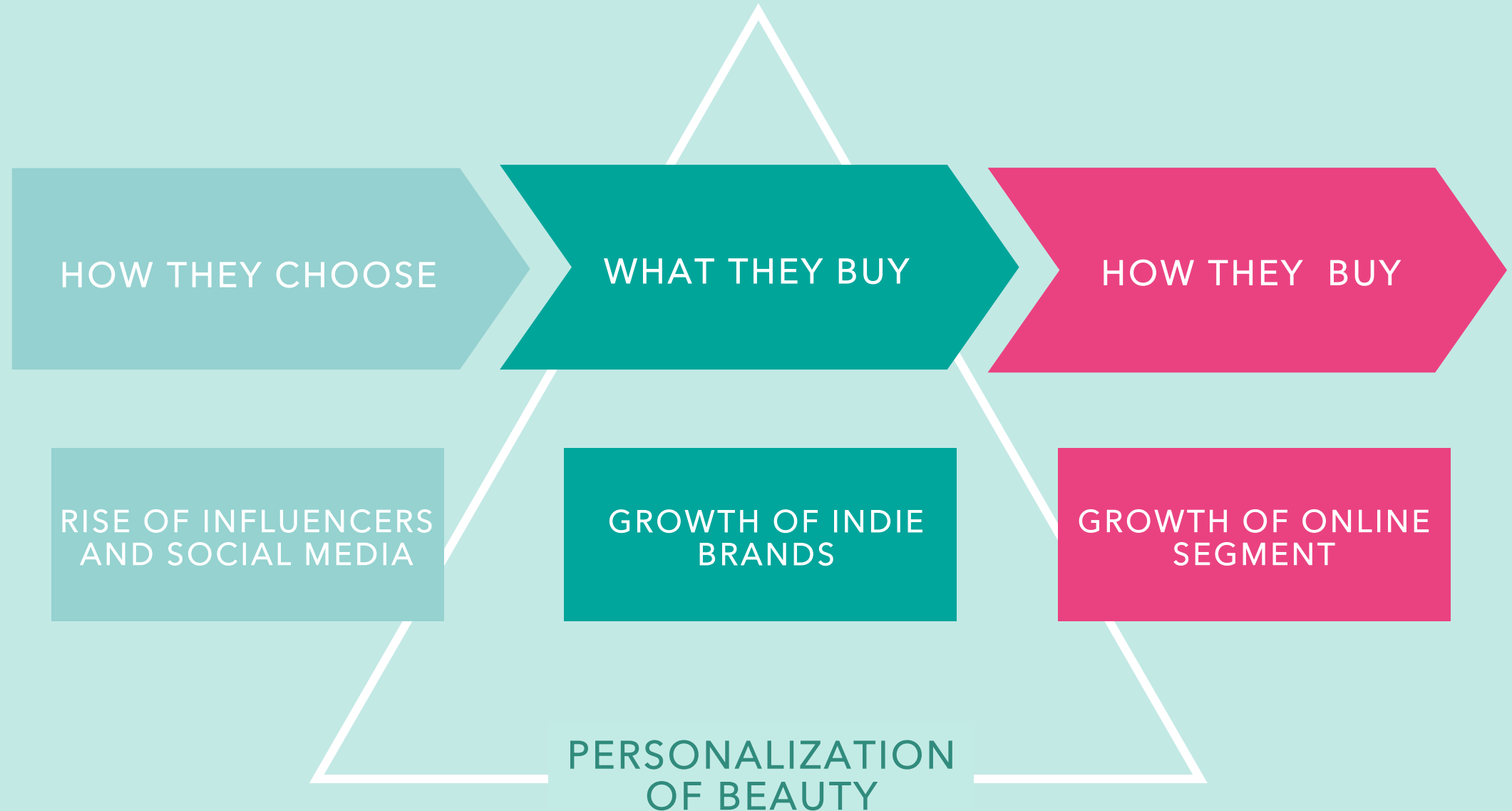
Tina Müller, Group CEO Douglas  
18th Kienbaum People Convention, 16 May 2019

DOUGLAS



What is driving  
**growth &  
innovations**  
in beauty retail?

# DIGITALISATION IS FUNDAMENTALLY CHANGING THE PURCHASING BEHAVIOUR OF OUR CUSTOMERS





FOR DOUGLAS:

change

= *opportunities*



# DOUGLAS IS THE LEADING EUROPEAN BEAUTY RETAILER

*no. 1*

European beauty retailer

*2,400*

stores & leading  
ecommerce platform

*20,000*

brand ambassadors  
and beauty advisors

*40 million*

Beauty Card members



# OUR VISION: BECOMING THE NO. 1 BEAUTY DESTINATION IN RETAIL




BEST IN CLASS...

OMNI-  
CHANNEL



OFFLINE

ONLINE



We encourage and inspire you  
to have the courage to live  
your own kind of beauty.

#doitforyou

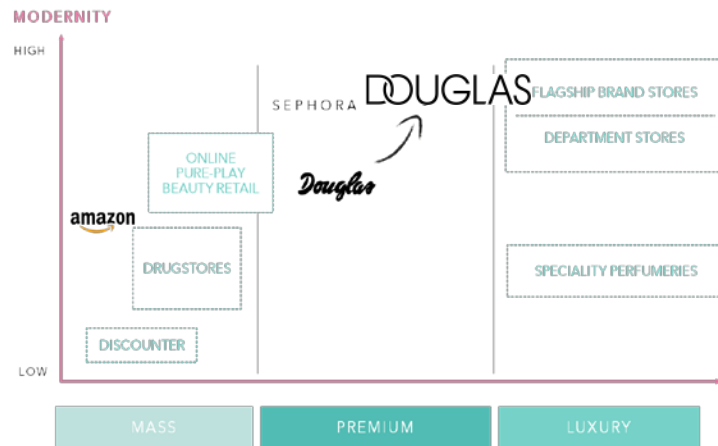
# WITH OUR STRATEGY #FORWARDBEAUTY, WE HAVE LAUNCHED A 360° TRANSFORMATION OF OUR BUSINESS





# WE HAVE UPGRADED AND REJUVENATED THE DOUGLAS BRAND

## POSITIONING



MORE MODERN AND  
PREMIUM POSITIONING

## VISUAL LANGUAGE



NEW VISUAL LANGUAGE

## LOGO

DOUGLAS

*Douglas*

NEW LOGO

# SIGNIFICANT INVESTMENT IN OUR STORES FROM POINT OF SALE TO POINT OF EXPERIENCE

## NEW STORE DESIGN

FOCUS ON SERVICE &  
CONSULTATION



## NEW FLAGSHIP STORE

LARGEST STORE IN EUROPE  
IN FRANKFURT (2,400m<sup>2</sup>)



## NEW STORE FORMATS

EXPLOIT HEALTH & BEAUTY TREND  
MEDICAL BRANDS & NUTRITION

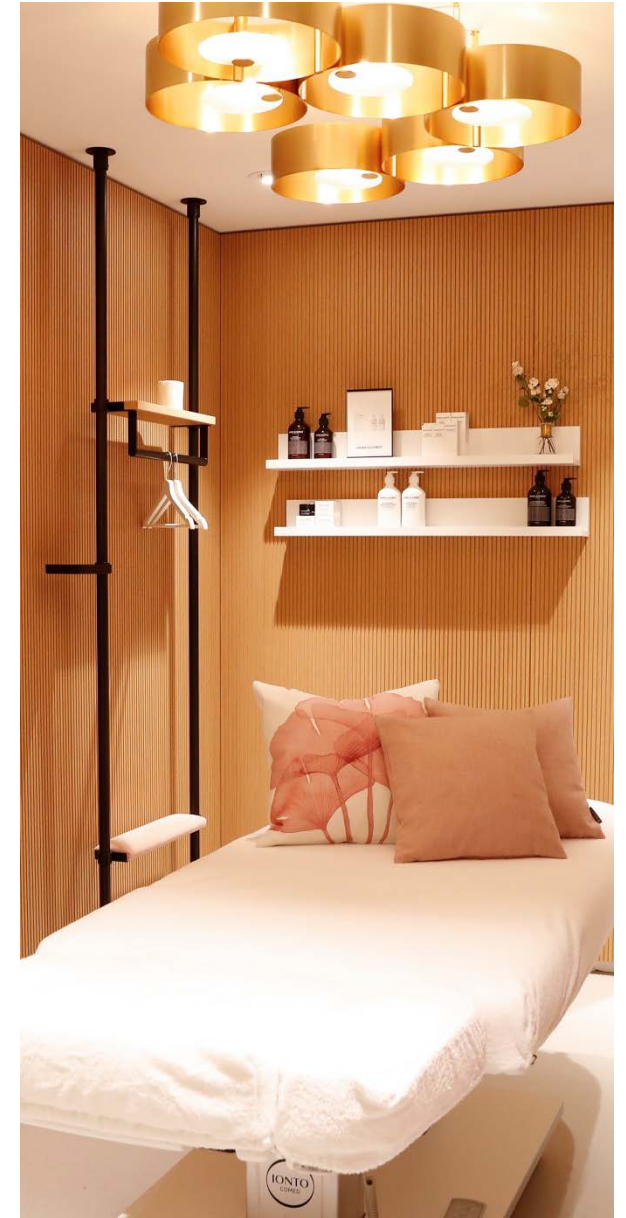




# DOUGLAS<sup>PRO</sup>

Pilot store in Hamburg combines beauty and health with focus on service.

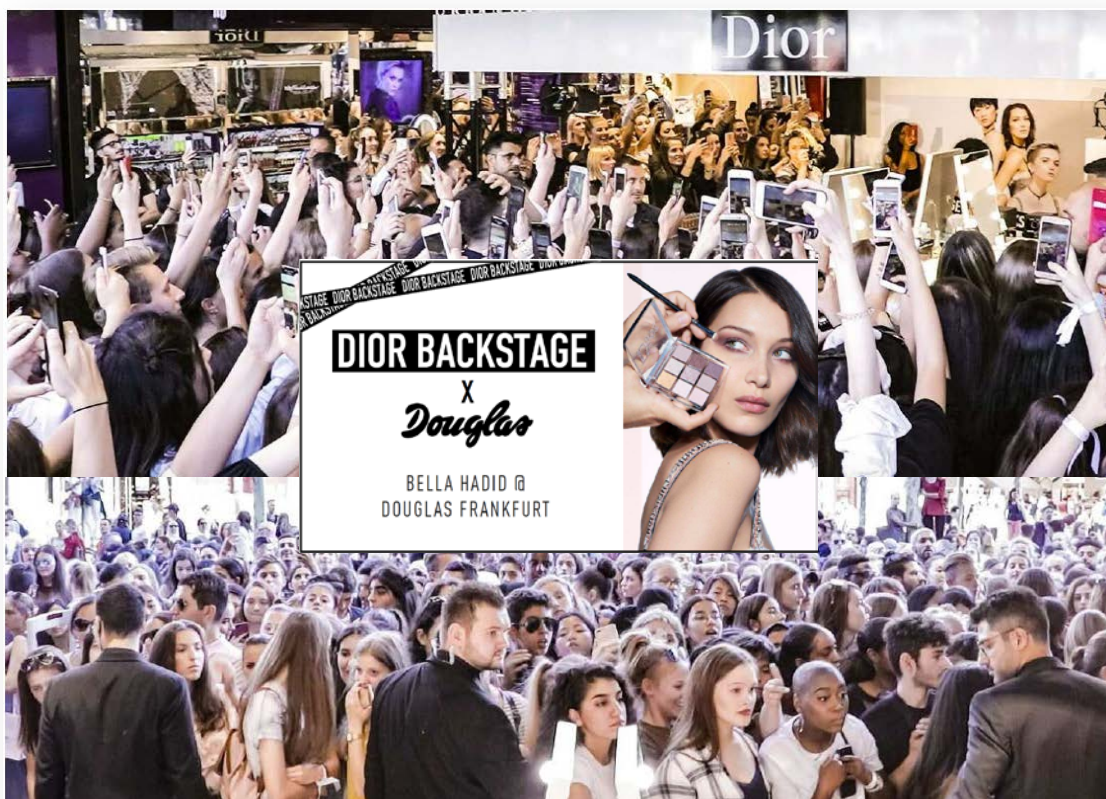
- > Over 45,000 visitors since opening in fall 2018
- > Growth booster for our online business





# EVENTS & COOPERATIONS CREATE UNFORGETTABLE AND EMOTIONAL EXPERIENCES

## LAUNCH DIOR BACKSTAGE WITH BELLA HADID



## LAUNCH DOUGLAS KISS KIT LIMITED EDITION

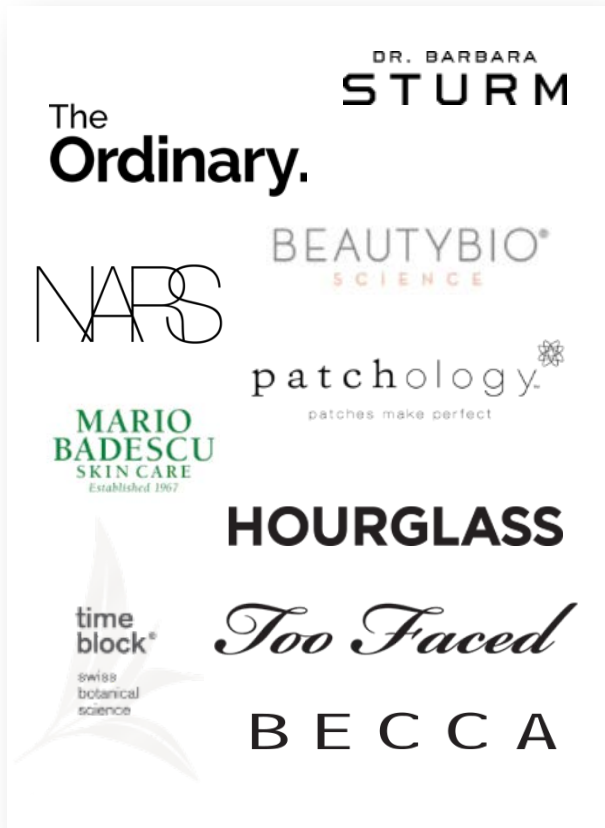




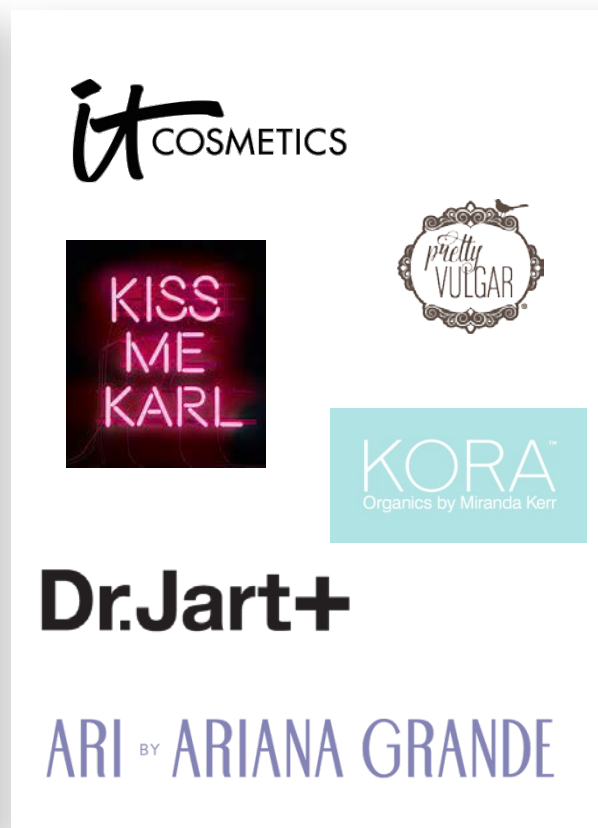
# MORE THAN 150 NEW BRANDS IN EUROPE

## CLEAR DIFFERENTIATION FROM COMPETITORS

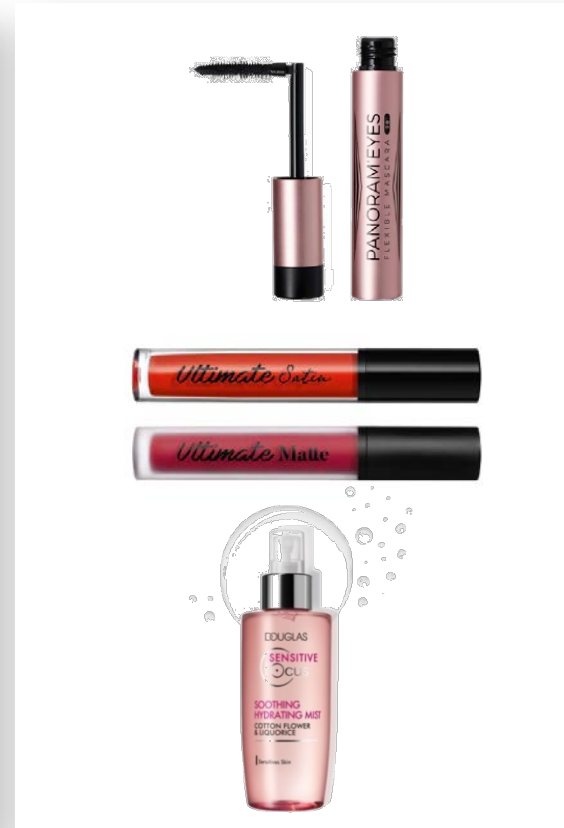
### FAST GROWING TREND BRANDS



### EXCLUSIVE BRANDS



### DOUGLAS COLLECTION



### NEWLY CREATED OWNED BRANDS



# #INNERBEAUTY

## #INNERBEAUTY

An exclusive series of beauty supplements with high-dose beauty ingredients such as collagen and hyaluron, which strengthens your skin from the inside out and makes it look younger.







**Wussten Sie,  
dass Zucker  
Falten macht?**

Dr. Susanne  
von Schmiedeberg

## Wussten Sie, dass Zucker Falten macht?

Die Revolution  
in der Anti-Age Pflege:  
**L-CARNOSINE**

Reduziert nachweislich die  
Verzuckerung in den Zellen,  
die Ihre Haut altern lässt.



**NEU** L-CARNOSINE  
Anti-A.G.E. Cream





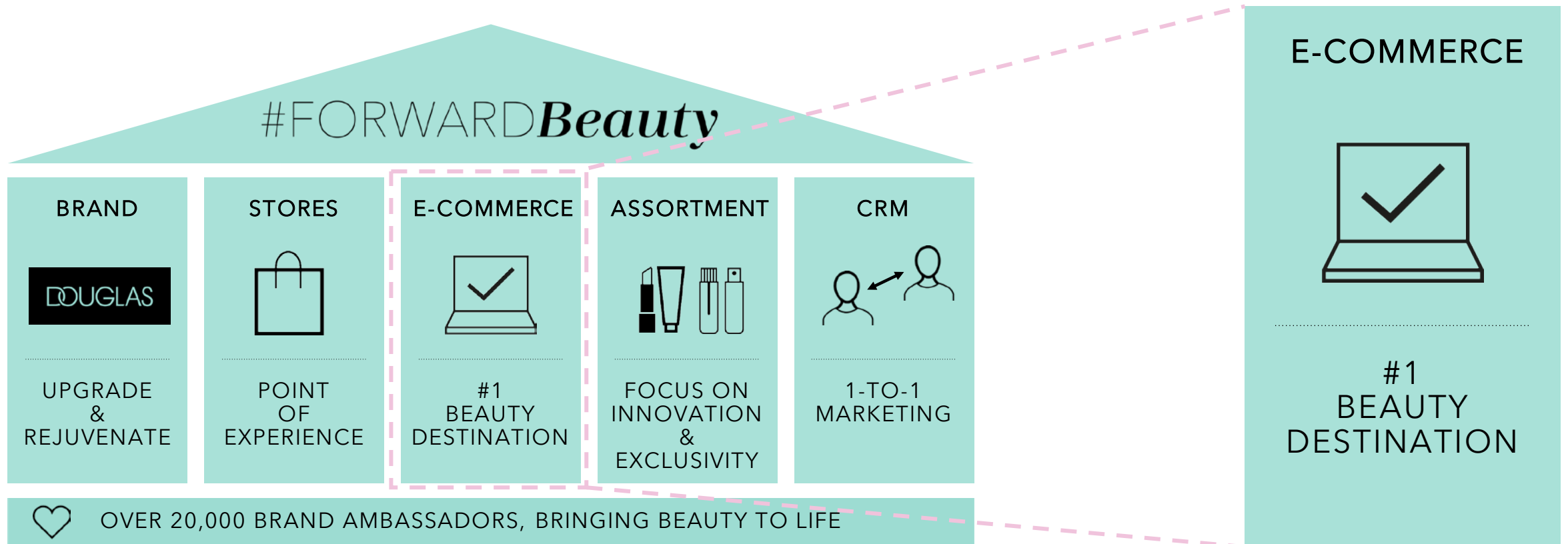
# DR. SUSANNE VON SCHMIEDEBERG

## Dr. Susanne von Schmiedeberg

The effective Anti-A.G.E. Cream with L-Carnosine counteracts the saccharification of the skin and slows down the skin aging process. Six power serums with immediate effect for different skin needs.



# WITH OUR STRATEGY #FORWARDBeauty, WE HAVE LAUNCHED A 360° TRANSFORMATION OF OUR BUSINESS



# ADA

## What is ada?

- › Fellowship program for one year
- › **Objective:** Understanding on-trend technological developments as well as new working methods, and building a network of digital pioneers
- › Different businesses partners, e.g. Allianz, BMW, Deutsche Börse, Henkel, Kienbaum, Lanxess, Lufthansa, McKinsey, Telekom – and Douglas









DOUGLAS



# DRIVING GROWTH THROUGH E-COMMERCE

NO.1 EUROPEAN E-COMMERCE PLAYER WITH STRONG KPIS

| GROUP<br>6M2018/19   | ONLINE NET SALES   | ONLINE REVENUE SHARE  |
|----------------------|--|---|
|                      |  €327m +36.8%     |  16.8%<br>(Germany: 28.9%) |
| GERMANY<br>6M2018/19 | CONVERSION RATE  | AVERAGE BASKET  |
|                      |  3.9% +0ppts      |  €64 +4.9%                 |
|                      | MOBILE REVENUE SHARE   | APP REVENUE SHARE   |
|                      |  61.1% +4.7ppts |  18.6% +2.6ppts          |

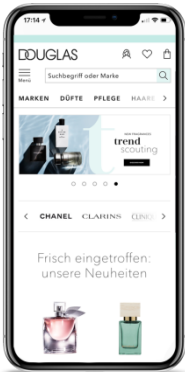
# WE WILL BECOME THE LEADING BEAUTY PLATFORM

## PLATFORM

### RETAIL

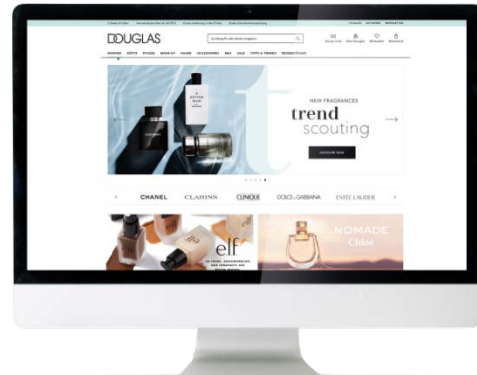
#### APP

New App with highly developed augmented reality-functionalities



#### ONLINE SHOP

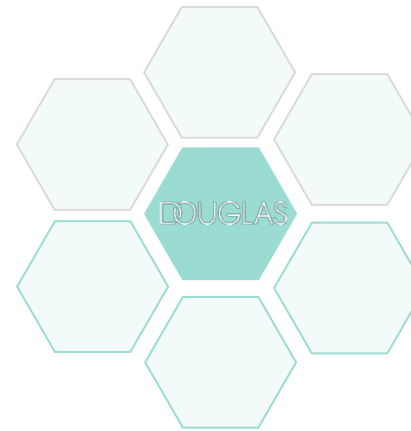
Complete remodeling of online shop to create an outstanding customer experience and integrate new business model



### MARKETPLACE

#### PARTNER PROGRAM

First beauty player in Europe to open a partner program (marketplace) in 2019



#### BEAUTY SERVICES

Start of online beauty booking service incl. own POS & external partners

**DOUGLAS**  
BEAUTY BOOKING

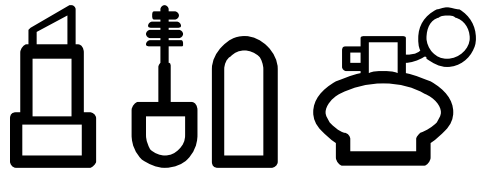
Media for Equity investment into beauty at home startup Welmoa



# CREATING THE LEADING BEAUTY PLATFORM IN EUROPE

## FROM TRANSACTION FOCUS TO AUDIENCE FOCUS

### TRANSACTION FOCUS



Douglas  
sells owned  
inventory to  
customer



Customer  
purchases



### AUDIENCE FOCUS

Broader Assortment without additional inventory



Extended audience



Secondary profit pool through additional audience



DATA SALES



1:1 COMMUNICATION



MEDIA SALES





# THE TRIANGLE OF EMPOWERMENT

