Dear Leah,

Here are the reports Dariusz and I agreed on after a few iterations. Dariusz will write to Hao on where he can find the necessary data. You and Olive can now design the layout of each report in line with the notes below. The best is probably to design a template for each, and have me look at them first. Thanks.

Best, Wilfried

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1. General Report

1.1 Market Shares

1.2 Sales

1.3 Segment Leadership

1.4 Cross-Segment Sales Volumes

1.5 Product Portfolio

1.6 Retail Prices

1.7 Financial Performance Highlights

1.1 Market Shares

Here we show the market shares aggregated to supplier/retailer level; hence, we have 4 suppliers (1,2,3 and 4) and 2 retailers (for private label; 1 and 2). I suggest we visualize these using colored bar charts: the height of the bar is 100% ( whole market) and different colors in the bar show the shares for each of the 6 "aggregates"; next to each color segment, we show the increase/decrease from the previous period.

We have 3 sections:

-first section shows the overall shares with two bars, one for each category; -the second section is for Elecssories: first two bars for the markets, then four bars for the consumer segments, and finally three bars for the shoppers segments; -the third section is the same as the second but for HealthBeauties.

1.2 Sales

Same as in the Market Shares section above (1 .1) but showing the volume sales and value sales.

1.3 Segment Leadership

This is 1 table showing the top two share leaders (ie, the SKUs with the largest shares) by category, consumer segment, and shopper segment. The table is structured as follows:

a. Rows (14 lines):

-first section is for Elecssories, with first the consumer segments (4 lines for the 4 consumer segments in Elecssories) and then the shopper segments (3 lines for b&m, online, and mixed);

- second section is the same 7 lines but for HealthBeauties.

b. Columns (8 columns):

- first column lists the SKU name of the volume share leader

- second column gives the volume share of the leader

- third column lists the SKU name in second position in terms of volume share -fourth column gives the volume share of the second

- fifth column lists the SKU name of the value share leader -sixth column gives the value share of the leader

- seventh column lists the SKU name in second position in terms of vale share -eight column gives the value share of the second.

1.4 Cross-Segment Sales Volumes

This consists of 4 graphs which should be put on one page. The 4 graphs are for :

1. Elecssories/Urban

2. Elecssories/Rural

3. HealthBeauties/Urban

4. HealthBeauties/Rural

Each graph has as vertical axis sales volume and as horizontal axis the respective consumer segments (ie, 4 points on the horizontal axis). For each of the points on the horizontal axis, we have 3 bars referring to the 3 shopper segments (ie, b&m, online, mixed). The height of the bars indicate the volume bought by each shopper segment in that respective consumer segment. Hence, each of the 4 graphs will have in it 4 sets of bar charts with each of the latter having 3 bars.

1.5 Product Portfolio

This consists of 2 tables, one for Elecssories and one for HealthBeauties. Each table lists the respective SKUs by supplier and retailer (for private label) as rows and the columns show the exact technical design specs of each SKU.

1.6 eMall Prices and Promotion Intensity

This report gives an overview of the net retail prices and the promotion intensity in the eMall stores of the three suppliers. The info is given at the SKU level. There are two sections:

-first, we have the net retail prices and the change for the SKUs the suppliers sold online. There are two tables, one for each category, with each table listing the SKUs sold on line by supplier. We have two columns: one for the net price and one for the change in that price from the previous period. If the SKU was newly listed in the last period, the "change" column indicates "new".

-second, we report on the online promotion intensity. Again two tables by category, and in each we list the SKUs sold online by supplier; there are two columns: one for the length and one for the depth of promotion.

1.7 Financial Performance Highlights

For each supplier and retailer, we report here:

-total sales, in volume and value

-total operating profit

-total cumulative investments

-by category, total value market share.

2. Confidential Reports

For both the suppliers and the retailers, the confidential reports have a similar structure and each consists of 3 parts. Let me outline them in detail.

2.1 Supplier Confidential Report

The Supplier Confidential Report has 3 sections:

-Financial Report

-Situation Report

-KPI Report

Below are details on each of these reports.

2.1.1 Financial Report

This report has 3 sections:

-First, we have 3 P&L reports: one for the b&m business, one for the online business, and a consolidated report. The layout as Leah suggests.

-Second, we have a profitability analysis by channel; the profitably-by-channel table in Leah's 2.1.4 table (but with $ instead of RMB).

-Third, we report on the respective negotiation results in the last round: we report the contracts negotiated with each retailer as well as whether or not the contracts were honored.

2.1.2 Situation Report

This report has 2 sections, all in table format:

-Market Share Report

-Volume Report

Below are the details for each of these reports.

2.1.2.1 Market Share Report

This report gives detailed market share information but only for the respective supplier's SKUs. The market share data is given by category, by market, by consumer segment and by shopper segment. There are the 16 tables (8 per category):

-Elecssories/Rural: volume share and change by consumer segment (8 columns)

-Elecssories/Rural: value share and change by consumer segment(8 columns)

-Elecssories/Urban: volume share and change by consumer segment (8 columns)

-Elecssories/Urban: value share and change by consumer segment(8 columns)

-Elecssories/Rural: volume share and change by shopper segment (6 columns, for b&m only, online only, and mixed)

-Elecssories/Rural: value share and change by shopper segment (6 columns)

-Elecssories/Urban: volume share and change by shopper segment (6 columns) -Eslecssories/Urban value share and change by shopper segment (6 columns).

-the next 8 tables are identical to the ones above but for HealthBeauties.

2.1.2.2 Volume Report

This is Leah's table 2.1.3, with volume information by SKU. But I suggest we flip the structure with the SKUs as lines (this will change over time) and the 5 columns corresponding to: initial inventory, production volume, sales volume, discounted goods volume, and closing inventory. Hence, we have 2 tables with this structure, one for the Elecssories' SKUs and one for the HealthBeauties' SKUs.

2.1.3 Key Performance Indicator (KPI) Report

For the respective supplier:

-effectiveness of trade spending(ROI)

-effectiveness of media spending(ROI)

-portfolio strength (average awareness across SKUs by category) -trade strength (by category, share of value sales moved through each b&m retailer) -online strength(by category, share of value sales sold online and share of online shoppers)=

2.2 Retailer Confidential Report

The structure mimics the Supplier Confidential Report. Hence, again 3 sections:

-Financial Report

-Situation Report

-KPI Report

Below are the details on each of these reports.

2.2.1 Financial Report

As with the suppliers, this report has 3 sections: the P&L by SKU, the profitability by supplier/private label, and the negotiation results. The first section is your table 2.2.1; the second section is your table 2.2.4. These are fine for now, but adjust the terminology to be consistent; eg. table 2.2.4 refers to "manufacturers". The third section reports on the contracts negotiated with each of the suppliers and whether or not the contracts were honored.

2.2.2 Situation Report

This report is similar in structure to the corresponding one for the suppliers. Hence, 2 sections:

-Market Share Report

-Volume Report

Below are details on each of these.

2.2.2.1 Market Share Report

Same in content and structure to the supplier report of the same name but here the lines are the retailer's private labels.

2.2.2.2 Volume Report

This should have the same structure as the Volume Report for the suppliers (ie, all SKUs as lines) but with 6 columns : initial inventory, ordered volume, delivered volume, sales volume, discounted goods volume, and closing inventory.

2.2.3 Key Performance Indicator (KPI) Report

SKU performance table 2.2.2 from Leah.

We add two measures:

1. the share of b&m shoppers the retailer gets 2. the share of overall shoppers (b&m and online shoppers together) the retailer gets.

3. Market Research Studies

There are currently 16: 9 with market intelligence, 4 with supplier intelligence, and 3 with retailer intelligence. In have classified all 18 studies into 6 sections:

-Awareness

-Perceptions

-Behavior

-Retail Prices

-Supplier Intelligence

-Retailer Intelligence

-Forecasts

Below are details on each of the research studies.

3.1 Awareness

This research report has 2 tables, one for each category. The tables have the SKUs as lines (by supplier and retailer- for the private label) and 4 columns: the awareness levels achieved in the two markets (rural and urban) and respective changes from the previous period.

3.2 Perceptions

We have two separate studies here: brand perceptions and retailer perceptions.

3.2.1 Brand Perceptions

We have 4 graphs here, by category and by market. We use the current set up:

a 2x2 graph plus a unidimensional representation of perceived price.

Since consumer preferences are captured by a vector model with more is better, there are no ideal points. Furthermore, to be consistent across all dimensions, we will show perceived price as "price appeal" so that also on that dimension more is better. In other words, the "price appeal" dimension is the reverse of the perceived price dimension.

I suggest two pages, one with the Elecssories graphs, the other with the HealthBeauties graphs.

3.2.2 Retailer Perceptions

We have 2 2x2 graphs here: one for rural and one for urban. The two dimensions are: convenience and price. Each graph shows the perceived location of every retailer; note that there are 6: the two b&m retailers, traditional retail, and the online (eMall) stores of the three suppliers.

3.3 Behavior

This research study shows detailed sales (value and volume) and market share (value and volume) results for each SKU by category, market, consumer segment, and shopper segment. The structure is identical to the market share report in the confidential reports but here it includes all SKUs (listed by supplier and retailer-private label).

3.4 Retailer Prices and Promotion Intensity

This report has two main sections: first we show the retail prices, and second we show promotion intensity:

-The retail prices are show by market: one table for rural and one for urban. Each table has two sections, one for each category. The lines in each section are SKUs by supplier/retailer (private label), and there are 6 columns: the retail prices and ch age from the previous period for each retailer (retailer 1, retailer 2, and traditional trade).

-Then, we report on promotion intensity by SKU : two tables, one for each market. As rows are the SKUs sold through retailers (listed by supplier); there are 4 columns for the length and depth of promotions by each retailer.

3.5 Supplier Intelligence

We have 4 research studies here:

-Advertising

-Trade Support

-Online Investments

-Production & Technology Assets

Below are the details for each of these competitive intelligence reports.

3.5.1 Advertising

This is an intelligence report with estimates on how much each supplier is spending on advertising: online by category, and offline by market and by category).

3.5.2 Trade Support

This is an intelligence report with estimates on how much each supplier spends on supporting each respective retailer ( 2 b&m retailers, their online store, and traditional trade); for the b&m retailers and the traditional trade, this is show by market (rural and urban).

We also report here the values of all the items that were negotiated for each pair of supplier/retailer.

3.5.3 Online Investments

This is an intelligence report with estimates on how much each of the suppliers spend on their online presence (ie, their investments in their eMall store).

3.5.4 Production & Technology Assets

This is an intelligence study which reports by supplier on:

-acquired technology level

-acquired design level

-available production capacity and utilization rate -production flexibility (max level, up or down)

3.6 Retailer Intelligence

We have 3 research studies here:

-Advertising

-Shelf Space Allocation

-In-Store Service

Below are the details for each study.

3.6.1 Advertising

In structure similar to the Advertising study for the suppliers but with the addition of local advertising by market.

3.6.2 Shelf-Space Allocation

This study gives estimates, by category and by market, of how much shelf space each b&m retailer gives to each of the respect SKUs (supplier SKUs and private label).

3.6.3 In-Store Service

This study reports on the elected service levels by retailer.

3.7 Forecasts

We have 4 forecast studies available:

-Consumer Segment Size Forecasts

-Shopper Segment Size Forecasts

-Category/Market Volume Forecasts

-Internet Penetration Rate Forecasts

The historical trends will be included in the forecasts; hence, each forecast will have the actual data 3 periods back and forecasts for 2 periods ahead (5 time points).

Below are details for each of these studies. I suggest that we design a standard graphical representation for each forecast report.

3.7.1 Consumer Segment Size Forecasts

This research study gives forecasts, 2 periods out, for the consumer segments sizes by category and by market. We can show these graphically with ranges that increase into the future. The upper bound would be the optimistic level, and the lower bound the pessimistic level (ie, for each of the 2 periods ahead, we have two values).

Hence, we have 4 graphs:

-Elecssories/urban

-Elecssories/rural

-HealthBeauties/urban

-HealthBeauties/rural

In each graph, we have 4 lines (the 4 consumer segments).

3.7.2 Shopper Segment Size Forecasts

This is a research study which gives forecasts, 2 periods out, for the shopper segment sizes (online only, b&m, and mixed) by category. As with the Consumer Forecast, we can give a range as well as the actual values 3 periods back.

Hence, 4 graphs.

3.7.3 Category/Market Volume Forecasts

This research study gives estimates, 2 periods out, of the category volume growth expected in each market (rural and urban). As with the Consumer Forecast, we can give a range and the actual values 3 periods back. Hence, one graphs with 4 lines.

3.7.4 Internet Penetration Forecast

This research study gives forecasts, 2 periods out, of the Internet penetration rate in each of the markets (rural and urban). As with the Consumer Forecast, we can give a range for 2 points into the future as well as the actual values 3 periods back. Hence, 1 graph with 1 line.

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