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BERTRAND
LIVREIROS

“The reshaping of retail pos-Covid.
Key learnings and new perspectives for e-commerce



Key learnings



Our logistic center was robust enough to sustain a 3 digit growth of our website;



Transport services providers were not capable to maintain SLA during lockdown periods or in Christmas;



Footfall in our stores was down by 51% in 2020, but turnover decreased only 23,6% (without online), thanks to a big improvement in the conversion rate (+ 8 p.p.) and the average basket (+10%);



Through negotiation and COVID-19's extraordinary laws we reduced personnel and rent costs (near 2M€) and kept a very positive EBIT in 2020.



Key learnings

A pandemia vem “tirar a prova dos nove” ao tão afamado conceito “omnicanal”, seja na perspectiva de quem vende, seja na de quem compra.

É preciso bem mais do que termos um site de vendas online, pois quem compra se calhar não é tão autónomo assim e, quando as lojas físicas fecham, continuam a sentir necessidade de ouvir uma voz, uma sugestão, uma confirmação, um sorriso.

Será este um desafio transversal a todos os negócios?



Key learnings



The weight of *omnichannel* customers (people that buy in both places) was very reduced when we faced this crisis (only 6% in 2019), so most of our customers (8 in 10) were not prepared to buy online:

ACTIVE BERTRAND CUSTOMERS	dec 2019	dec 2020	Δ 20/19 (p.p.)
Exclusive site customers	7%	20%	13,0
Exclusive bookstore customers	86%	67%	-19,0
Multichannel Customers	6%	12%	6,0



In 2020, our multichannel customers almost doubled.



Key learnings

A more available and proactive customer support service, by phone, email and social networks, was essential to mitigate COVID-19's impacts in our performance:

- *babysitting* customers who have never bought online;
- making personalized recommendations;
- doing cross and up selling;
- Smiling 😊.



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