



P R A G M A

Retail Strategy & Operations



What We Do

We are a leading consultancy specialising in retail and consumer markets. We deliver strategies that turn insight into profit.

Our key strength is understanding how customers behave and what motivates them to buy. We use this insight to provide rapidly improved business models and profit. Our planning and facilitation services offer our clients support in taking their strategy forward.

With 25 years of experience in more than 30 countries, we have completed over 1,100 projects to date, successfully improving profitability for our clients.

Our Core Capabilities Are

- Retail Strategy & Operations
- Investor Services
- Airports, Travel & Commercial Spaces

What Our Clients Say About Us

"Pragma provided us with very insightful and thorough customer segmentation which has impacted all areas of our business. I was very impressed by Pragma's professionalism and ability to deliver us actionable research and advice. Delivering a huge project with tight deadlines Pragma constantly challenged us and were a pleasure to work with."
Marketing Director, Pets at Home

"Absolutely brilliant insight which will be critical for future marketing, operational and buying plans."
Marketing Director, Cotswold Outdoors

Pragma is part of St Ives, a group of market-leading companies that delivers the UK's most diverse range of marketing solutions.

Retail Strategy & Operations

Pragma's Retail Strategy & Operations Division is dedicated to helping our clients achieve enduring profitable growth.

Our Strategy Team brings a wealth of industry and consulting experience to each project, offering a blend of strategic and practical advice. We work in a variety of different situations from investigating issues around store portfolio performance, shopper insight, location planning, brand investigations and maximising e-commerce potential.

We partner with all types of retailers and brands—from small, niche operators to some of the biggest names in the world; from high street fashion and big box retailers, to restaurants and food service companies.

Whoever the client, our philosophy remains the same—to deliver great customer insight from analysis of what your shoppers are thinking and how they are behaving, and allaying this to our in-depth understanding of retail business models.



Pragma's Products Cover Six Key Areas

Customer Strategy

Actionable insight into your customers' profile, needs, attitudes and behaviours

Brand & Proposition Development

Understanding the customer appeal of your concept, developing the brand proposition and ensuring its competitiveness

Market & Competitor Analysis

Understanding market, competitive trends and dynamics and what these mean for your business

Channel Strategy

Pragma's bespoke portfolio planning services and multi-channel strategy

Operational Strategy

Maximising the potential and performance of your products and channels

International Strategy

Supporting you in your international roll-out

Pragma also offers bespoke **Strategic & Operational Planning and Management Support** services to help clients effectively implement our recommendations.



Case Study Cath Kidston

Since undertaking commercial due diligence regarding the acquisition of Cath Kidston in 2010, Pragma has continued to work with the company on a wide range of assignments, both in UK and internationally.

Objectives of Our Work

Consultancy projects have included:

- Customer profiling and segmentation
- Brand equity analysis and tracking
- Range development
- Adaptation for international markets

Our work has delivered a holistic understanding of consumer relationships with the brand, enabling Cath Kidston to be responsive to the changing demands of its customers as the business has grown.

What We Did

- Quantitative behaviour and attitudinal studies
- In-store qualitative research
- Shopper observations

Result

As a result of our work, Cath Kidston has been able to effectively adapt its offer to new consumer markets whilst delivering innovation and interest for shoppers within its established home market of the UK.

“Pragma’s work was excellent. They gave us a comprehensive insight into our customer and provided a framework on how to plan for our future range. The Pragma team worked really well together and offered seamless communication—with passion and enthusiasm for the project demonstrated across the team.”

Head of Marketing, Cath Kidston





Case Study Pret A Manger

Pragma has worked with Pret A Manger since 2008, conducting consumer-focused evaluations to inform strategic decisions as the company has grown.

Objectives of Our Work

Over the course of our work we have undertaken the following:

- Customer segmentation
- Concept testing
- New format evaluation
- Brand & proposition tracking

A clear understanding of consumer behaviour and segmentation has enabled Pret to tailor its offer appropriately by location type across the UK to match consumer requirements.

What We Did

- Nationally representative quantitative research
- Customer exit interviews
- Customer focus groups
- Shop observations
- Local catchment area studies

Result

Our findings and recommendations have been incorporated in strategic growth plans, and our insights from the quarterly tracking programme continue to drive innovation and guide in-store messaging and communications.

“Pragma’s practical experience and technical guidance has enabled us to feel very confident in understanding our customers’ drivers and preferences, particularly by region which is helping to shape our strategies.”

Pret A Manger

Case Study Forest Holidays

Forest Holidays' management wanted to better understand their customers and commissioned Pragma to undertake an analysis of their customers' and enquirers' behaviour.

Objectives of Our Work

- Define the key factors behind holiday choice for Forest Holidays customers
- Evaluate what customers valued about the Forest Holidays experience and what differentiated it from competitors
- Analyse pricing strategy in terms of customer perception and competitors
- Provide a customer segmentation and market sizing to determine the headroom opportunity for Forest Holidays
- Understand the determinants of conversion from enquirer to buyer

What We Did

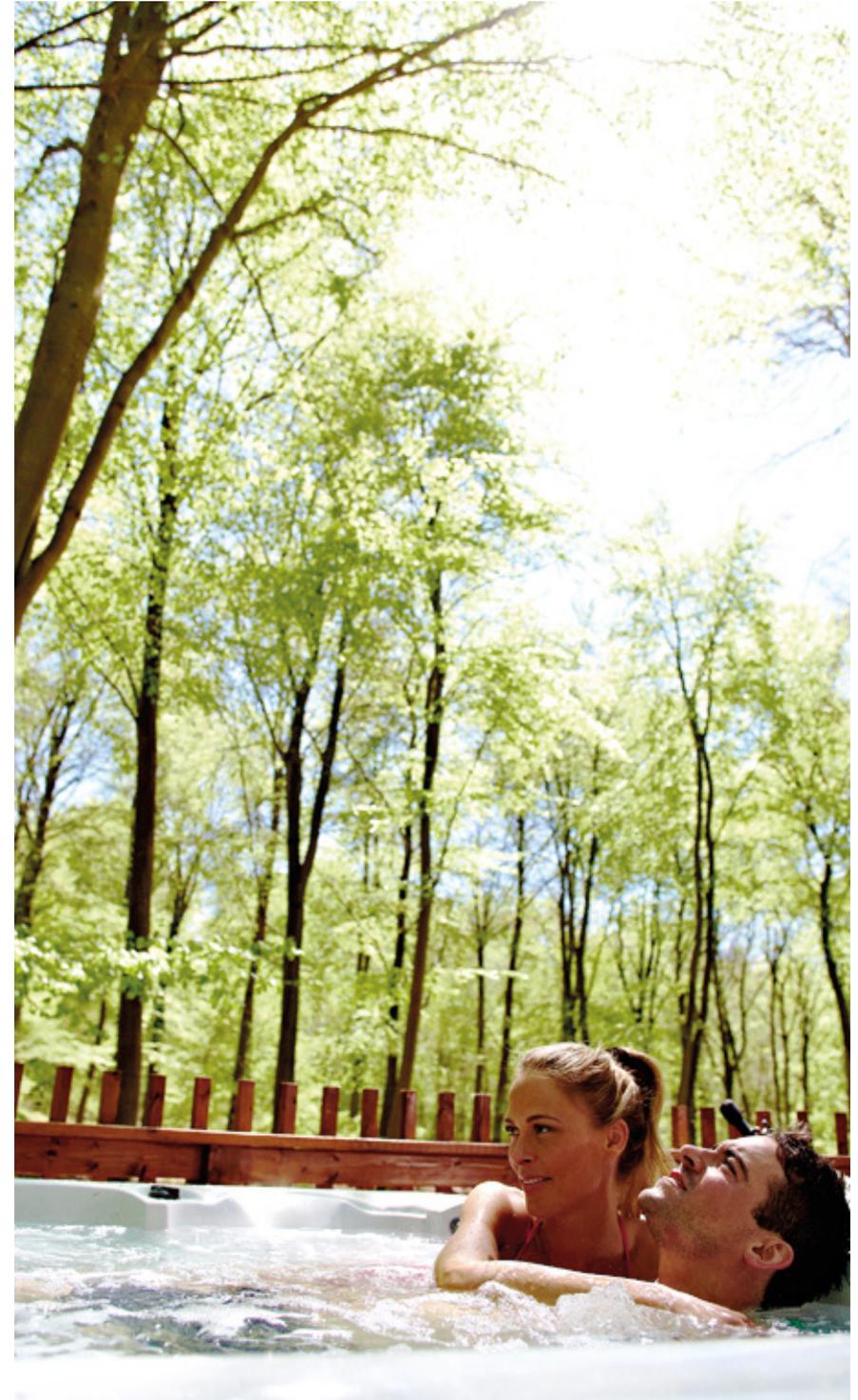
Pragma conducted management interviews and undertook detailed customer research to get to the heart of what customers love most about Forest Holidays. We provided recommendations in relation to key drivers underpinning holiday choice across customer segments and suggested additional services that could be provided to enhance the customer experience.

Result

The results of the project are being used to inform and guide Forest Holidays' marketing and pricing strategy, as well as cabin configurations in existing and future locations.

“Pragma were very good at getting under the skin of our business and understanding what we do before talking to our customers. They were excellent ambassadors of our brand which I found very refreshing.”

Chief Executive Officer, Forest Holidays



Case Study Phase Eight

Objectives of Our Work

Pragma was engaged to review the international market potential for Phase Eight, with a focus on the market entry opportunity in Germany.

What We Did

Pragma conducted a comprehensive market opportunity analysis making strategic recommendations around distribution channels and the development sequence. Pragma assessed the management business plan, which included revenue modelling by channel and location type, as well as evaluating prospective partners and site locations.

Result

Phase Eight successfully entered the German market and has since continued its international expansion based on Pragma's roll-out strategy.

“Pragma did an excellent piece of work for us on our financial and operational performance and the extent of our roll-out opportunity. What particularly impressed us was their ability to provide fresh ideas that really challenged our thinking.”

Finance Director, Phase Eight



A Wide Range of Brand & Retailer Experience

Accessorize	First Choice Holidays	P&O Cruises
Alpha Retail	Fly53	Pets at Home
American Golf	Forest Holidays	Penhaligon's
Antler	Fraser Hart	Phase Eight
Anthropologie	Gambado Playcentres	Pizza Hut
Au Naturele	Gelert	Play.com
Aurum	Gerard Darel	Porsche
Basler	Gieves & Hawkes	Poundland
Bathstore	Goretex	Pret A Manger
Batiste	H. Samuel	RAC
Beales	Hamleys	Radley
Bench	Harveys	Robert Dyas
Berghaus	Hawksmoor	St Tropez
Bonmarché	Hobbycraft	Sanctuary Spa
BrightHouse	Hotter Shoes	SK:N
British Airways	Hunter	Snow+Rock
Burlington Arcade	IKEA	Speedo
Card Factory	Inchcape	Spicers
Cath Kidston	Internazionale	Starbucks
Chessington World of Adventures	Jack Wills	Strada
Claire's Accessories	Joules	Superdry
Costcutter	Kaporal	Tampopo
Cotswold Outdoor	Kwik-Fit	Tanner Krolle
Crew Clothing	L.K.Bennett	Tate Modern
Dealz	London Eye	TCC
Design Objectives	Lowe Alpine	The Body Shop
Disney	Mercedes-Benz	The Gro Company
Dreams	Micheldever Tyre	The National Trust
EAT	Monsoon	The Natural History Museum
East	Morrisons	The Tower of London
Ede & Ravenscroft	Moss Bros	The Tussauds Group
Ernest Jones	Mountain Warehouse	Thinkmoney
Erno Laszlo	Musto	True Religion
Euronics	Myla	Vodafone
Eveden	Nando's	Wahaca
Everest	Nicole Farhi	White Stuff
Fat Face	Office	The Works
	Original Additions	Zadig & Voltaire

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