

Differentiated Investment by Channel — Protect Retention & Sustain Brand Health

Core idea: Clients move between channels. We must keep the prestige promise consistent, while tailoring assortment + programs and concentrating people/spend where it drives lifetime value.

● Corporate store closures

● Lean staffing + activation ROI

● Open-sell expertise gaps

● Over-assorted, low-volume doors

Channel playbooks: tailor value without diluting the brand

Open-sell

Department store / multi-brand, shared associates

ASSORTMENT

- Hero icons + complexion anchors only
- Inventory priority + auto-replenish (avoid stockouts)

EXPERIENCE

- 2-minute scripts + shade tools
- Value collateral: benefits + proof points

CRM + VALUE

- QR capture → CRM + replenishment nudges
- Premium GWP + bounce-back sample

Specialty

Specialty retailers, curated discovery + events

ASSORTMENT

- Edited line + trend capsules
- Quarterly exclusives (sets/shades)

EXPERIENCE

- Lean bursts in top doors (masterclass)
- Education moments that convert

CRM + VALUE

- Retail media + sampling in hero doors
- Tiered sets + event-based GWP

Owned boutiques

Full control: service, storytelling, community

ASSORTMENT

- Full line + early access
- Limited editions + personalization

EXPERIENCE

- Appointments + high-touch rituals
- Refill / engraving / sampling bar

CRM + VALUE

- 1:1 clienteling with lifecycle journeys
- Members-only services + priority access

Resource allocation: invest where the experience can win (and exit where it can't)

INVEST (Hero doors)

Criteria

- High client density + full-price
- Service-capable door

Actions

- Best talent + hero events
- Inventory priority (heroes)

OPTIMIZE (Core doors)

Criteria

- Steady volume, constraints
- Win with light touch

Actions

- Simplify SKUs + inventory
- Digital CRM + replenishment

RATIONALIZE (Maintain/Exit)

Criteria

- Low volume + chronic OOS
- Cannot sustain prestige

Actions

- Hero-only / ship-from-store
- Exit or shift to nearby hero

How we'll know it's working

- Client retention by channel & cohort (new → repeat → loyal)
- Full-price mix + hero penetration (trade-up success)
- In-stock rate on hero SKUs (reduce disappointment)
- Contribution per door vs. cost