

Appendix 8:

IFE Douglas

Internal Factors	Weight	Rating	Weighted Score	Comments
Strengths				
Organization	0.10	4	0.4	Get a brand line to the market, organization inside of company and in shop
Brand reputation	0.09	5	0.45	Tradition, brand awareness of Douglas
Effective supply chain	0.08	3	0.24	Access to suppliers, timely delivery of goods
Innovations	0.07	3	0.21	Creating new services, internet shopping, another distribution channels
Cooperation with partners	0.03	4	0.12	Film festival KV, fashion week, magazines-Elle, design block
Marketing Management	0.04	5	0.2	Recommendation in fashion magazines, celebrities, cooperation with MFFKV, billboards
Client membership	0.04	3	0.12	Douglas membership, 20CZK=1point, 200p=200CZK voucher
Client service	0.07	3	0.21	Makeup, skincare consultations, reclamation
Financial Management	0.02	3	0.06	Company knows very well how to operate with their finance
Reputation of exclusive brands	0.02	5	0.1	Exclusive brands-mainly La Mer, Sensai, Armani, Bobbi Brown
Sub-Total			2.11	
Weaknesses				
Organization	0.10	4	0.4	Internal corporate management/governance/Organization in stores
Cost of Production	0.07	4	0.28	Response to inflation
No discounts for customers	0.08	5	0.4	Douglas never get their clients discounts - only Marianne days, Christmas, Birthday
Suppliers	0.05	3	0.15	Sometimes long delivery of goods
Lack of qualified staff	0.02	3	0.06	Hard to find responsible and skilled employees to certain positions
Outflow of customers to competition	0.04	4	0.16	Outflow to internet portals, other perfumery
Target customer	0.03	2	0.05	Focusing on more segmented group, non price sensitive, conservative
Limited by product portfolio	0.05	4	0.2	Small number of brands in comparison to competition
Sub-Total			1.7	
Total	1.00		3.81	

Appendix 9:

EFE Douglas			
External Factors	Weight	Rating	Weighted Score
Opportunities			
New brands to portfolio	0.09	4	0.36
New distribution channels - internet shop, home delivery	0.04	4	0.16
Attract new potential customers - tourist, non-Czech customer	0.05	2	0.1
Attract & develop services for customers - cosmetics, nail care	0.05	3	0.15
Open new branches	0.09	5	0.45
Increasing demand for prestige cosmetics and services	0.05	4	0.2
Innovations in materials (e.g. recyclable packaging, product and taste preserving technologies)	0.01	2	0.02
Innovation in Douglas skin care line and makeup	0.04	4	0.16
Spread of Eastern lifestyle in world wide (new whitening procedures, change of trends..)	0.04	2	0.08
Threats			
Competition from Sephora	0.08	3	0.24
Competition from Marionnaud	0.05	4	0.2
Competition from Fann	0.04	4	0.16
Government taxes / duties / regulations	0.09	1	0.09
Increasing costs of suppliers	0.04	1	0.04
Complications of reaching representatives for new exclusive brands	0.04	2	0.08
Competition from internet store - Parfums.cz	0.05	3	0.15
Expired products	0.08	2	0.16
Lack of skilled personnel	0.06	3	0.18
Inflation	0.01	1	0.01
Total	1		2.99

Appendix 10:

Company positioning of Douglas to its competitors

Key Success Factors	Weight	Douglas	Douglas Weighted Score	Sephora	Sephora Weighted Score	Marionnaud	Marionnaud weighted score	Fann	Fann weighterd score
Number of stores	0.15	2	0.3	2	0.3	4	0.6	5	0.75
Market share	0.20	4	0.8	5	1	3	0.6	2	0.4
Reputation of the brand	0.17	5	0.85	5	0.85	4	0.68	2	0.34
Diversity of product portfolio	0.16	4	0.64	5	0.8	3	0.48	3	0.48
Skilled workforce	0.08	4	0.32	4	0.32	3	0.24	3	0.24
Design of shop	0.03	5	0.15	5	0.15	3	0.09	2	0.06
Number of exclusive brands	0.04	5	0.2	3	0.12	3	0.12	3	0.12
Membership	0.05	3	0.15	5	0.25	4	0.2	3	0.15
Trade margin	0.05	4	0.2	5	0.25	3	0.15	1	0.05
Revenues	0.05	4	0.2	5	0.25	3	0.15	1	0.05
Price per chosen product	0.02	2	0.04	3	0.06	1	0.02	3	0.06
Total	1		3.85		4.35		3.33		2.7

Explanations	5- excellent	4-above average	3-average	2-below average	1-poor
Number of stores	41 and more	31 to 40	21 to 30	11 to 20	0 to 10
Market share	1st place	2nd	3rd	4th	very insignificant
Reputation of the brand - from customer point of view	Exc.	Above av.	Average	Below av.	Poor
Diversity of product portfolio	Excellent	Above av.	Average	Below av.	Poor
Skilled workforce - customer point of view	Excellent	Above av.	Average	Below av.	Poor
Design of shop	Excellent	Above av.	Average	Below av.	Poor
Number of exclusive brands	>50	41-50	31-40	16-30	<15
Membership - advantages for customer	Excellent	Above av.	Average	Below av.	Poor
Trade margin (balance sheet, for Douglas estimation, in thousands CZK)	354 744	170 000-300 000	143 017	<100 000	0
Revenues (balance sheet, for Douglas estimation, in thousands CZK)	737 468	500 000-600 000	410 244	<100 000	19 774
Price per chosen product in CZK - Guerlain Aqua Serum Light	<2000	2000-2600	2600-2800	2800-3000	>3000