

**YOUR  
NUMBER'S  
UP!**

DIGITAL REVENUE AS A PERCENTAGE OF TOTAL REVENUE

**IF YOU'RE NOT AT  
28%**

**YOU'VE GOT SOME  
WORK TO DO!**

UK

# INTRODUCTION

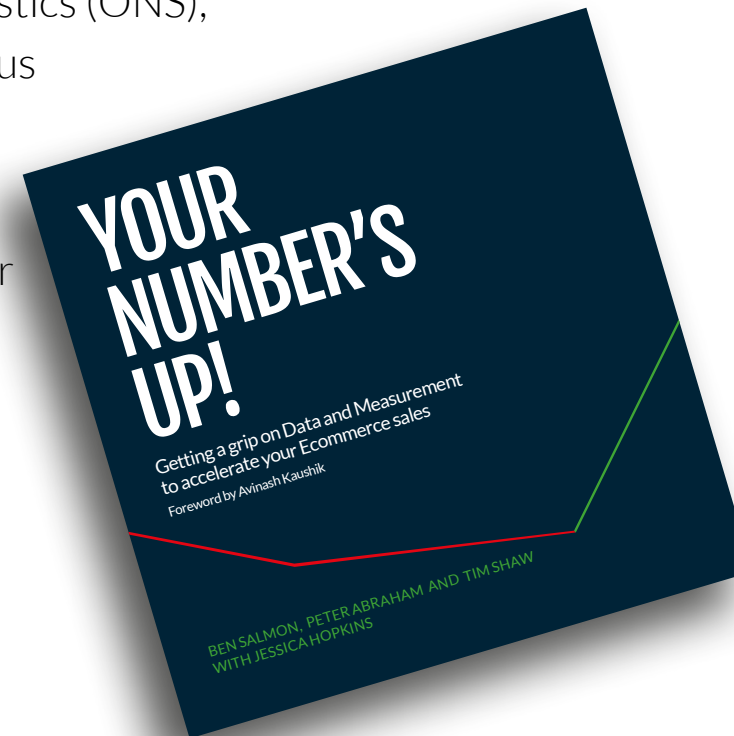
**THE RISE OF DIGITAL OVER THE LAST 18 MONTHS HAS BEEN UNDENIABLE. WE HAVE SEEN THE IMPACT OF DIGITAL ON THOSE BRANDS WHO WERE READY AND THOSE WHO WERE NOT.**

We wanted to understand the state of the nation in the USA and UK and see if digital consumer behaviour would return to the levels seen prior to the impact of COVID-19.

We have looked at brands who have embraced digital and some of those who have fallen, and what their share of Digital revenue on total revenue was.

We used a mixture of data from the Office of National Statistics (ONS), Benedict Evans (the great unbundling), United States Census Bureau and our own primary research.

We had 124 respondents from our own survey from Europe and North America. They were primarily in digital or ecommerce roles or ran agencies who worked in digital.



# 4 FOCUS AREAS

THE FOLLOWING 4 AREAS ARE COVERED IN THIS DOCUMENT TO HELP PROVIDE GUIDANCE ON WHAT GOOD LOOKS LIKE, WHO IS DOING WELL TODAY AND HOW TO IMPROVE YOUR DIGITAL MEASUREMENT.



## Adoption of Digital

How brands are adopting digital to generate revenue. The impact COVID-19 has had on digital sales in the UK and USA.



## How Brands Perform

A review of some brands and how they are performing.  
A review of their digital revenue and how they compare.



## Our Research

A review of our own research and identification of what makes a digitally focused vs more traditional business.



## Measuring Success

A guide to the 4 different levels of measurement maturity, types of metrics and how you can improve.

# EXECUTIVE SUMMARY

1

## Adoption of Digital

We want to see digital revenue as a share of total revenue on every annual report.

The share of revenue from digital has grown massively in the last 18 months both in the USA and UK.

Understanding your digital revenue contribution is critical and it needs to be above the national average if digital is your brand's route to growth.

The UK average is higher with 2020 averaging 28% of sales from digital and 32% of from the first half of 2021.

The USA is 14% in 2020 and the first half of 2021.

2

## How Brands Perform

There have been winners and losers, but most would agree those who have succeeded were prepared and embraced digital prior to the last 18 months (outbreak of COVID-19).

The winners have had a larger share of revenue coming from digital and in a like for like period have seen a larger increase in revenue.

The winners are not just purely digital businesses. There are those who have focused on and transitioned to digital, where this source of revenue now represents the greatest share of sales.

3

## Our Research

The businesses with most of their revenue coming from digital (more than 75%) were the most prepared and had least amount of concern about staffing and technology.

Those organisations with less than 25% of revenue coming from digital, had unrealistic expectations coming from digital (as they were the only group hoping for more revenue). They additionally were most risk adverse of all groups.

Dashboards and reports were not the centre of attention across all businesses with those who are most digitally focused using data to inform all of their decisions.

4

## Measuring Success

Look at the 4 different levels and see which ones best connect with you.

Once you have identified your level of maturity map out how you can improve across the different areas of customer, brand, business and evaluation.

Ensure you have your metrics clearly defined and start with outcome metrics, not volume based metrics.

Want more help and guidance read our book *Your Number's Up!* or download one of our micro guides to help you solve your measurement problem.

[wearecrank.com/resources](https://wearecrank.com/resources)

**ADOPTION OF DIGITAL**

**OUR  
AMBITION**

**TO SEE DIGITAL REVENUE  
AS A PERCENTAGE OF  
TOTAL REVENUE ON EVERY  
ANNUAL REPORT**

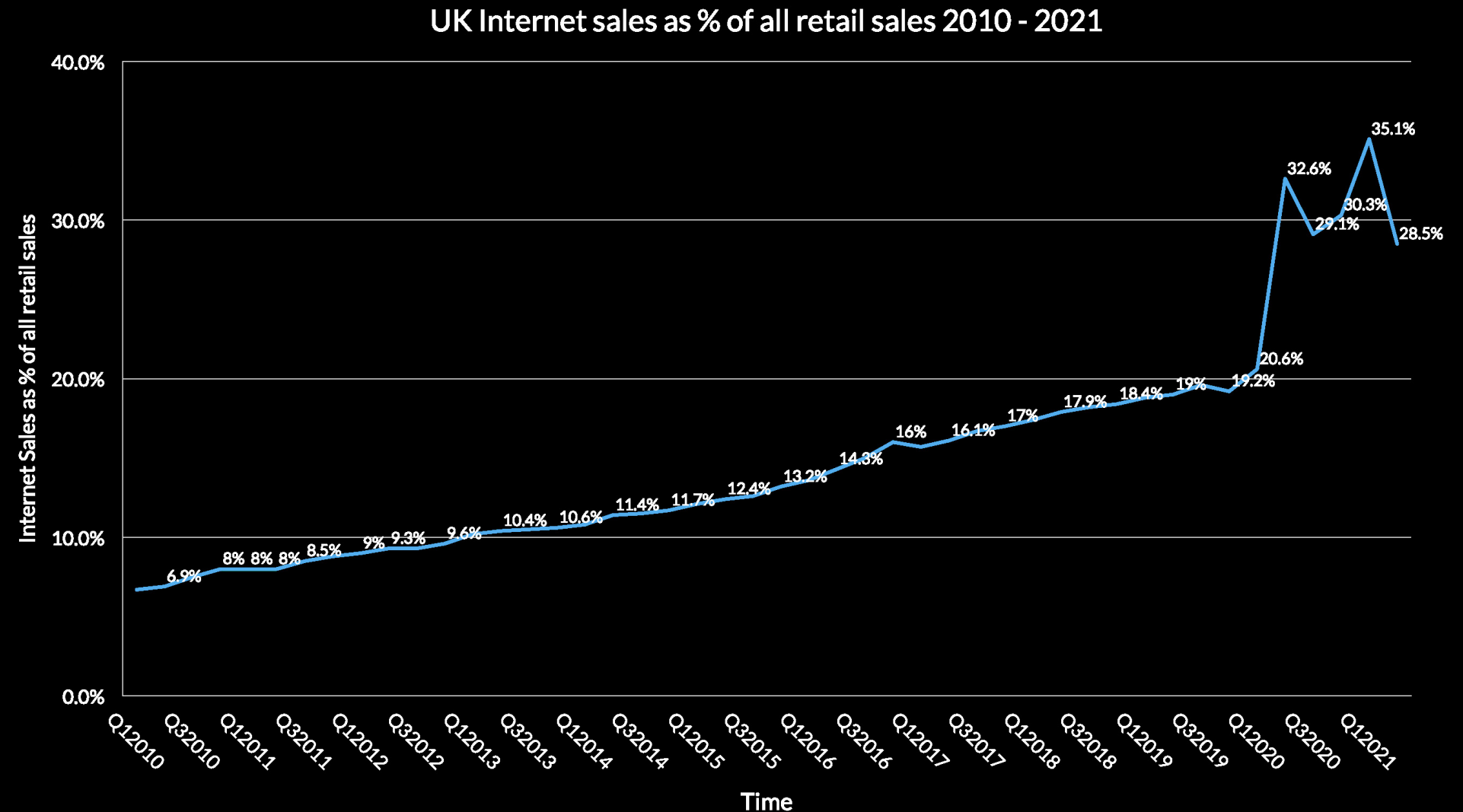
# SLOW AND STEADY GROWTH

From 2010 to 2019 there was a steady increase of digital sales.

Digital revenue share only grew from 16% to 19% from 2017 to 2019.

It wasn't until Quarter 2 2020 that the adoption of digital really spiked due to the lockdown in the UK and closure of stores.

## UK DIGITAL REVENUE AS A PERCENTAGE OF TOTAL REVENUE



SOURCE: ONS <https://www.ons.gov.uk/businessindustryandtrade/retailindustry/datasets/retailsalesindexinternetsales>  
Quarter 1 (Jan - Mar) 2010 until Quarter 2 (Apr - Jun) 2021 - Seasonally adjusted internet sales as a percentage of total retail sales.

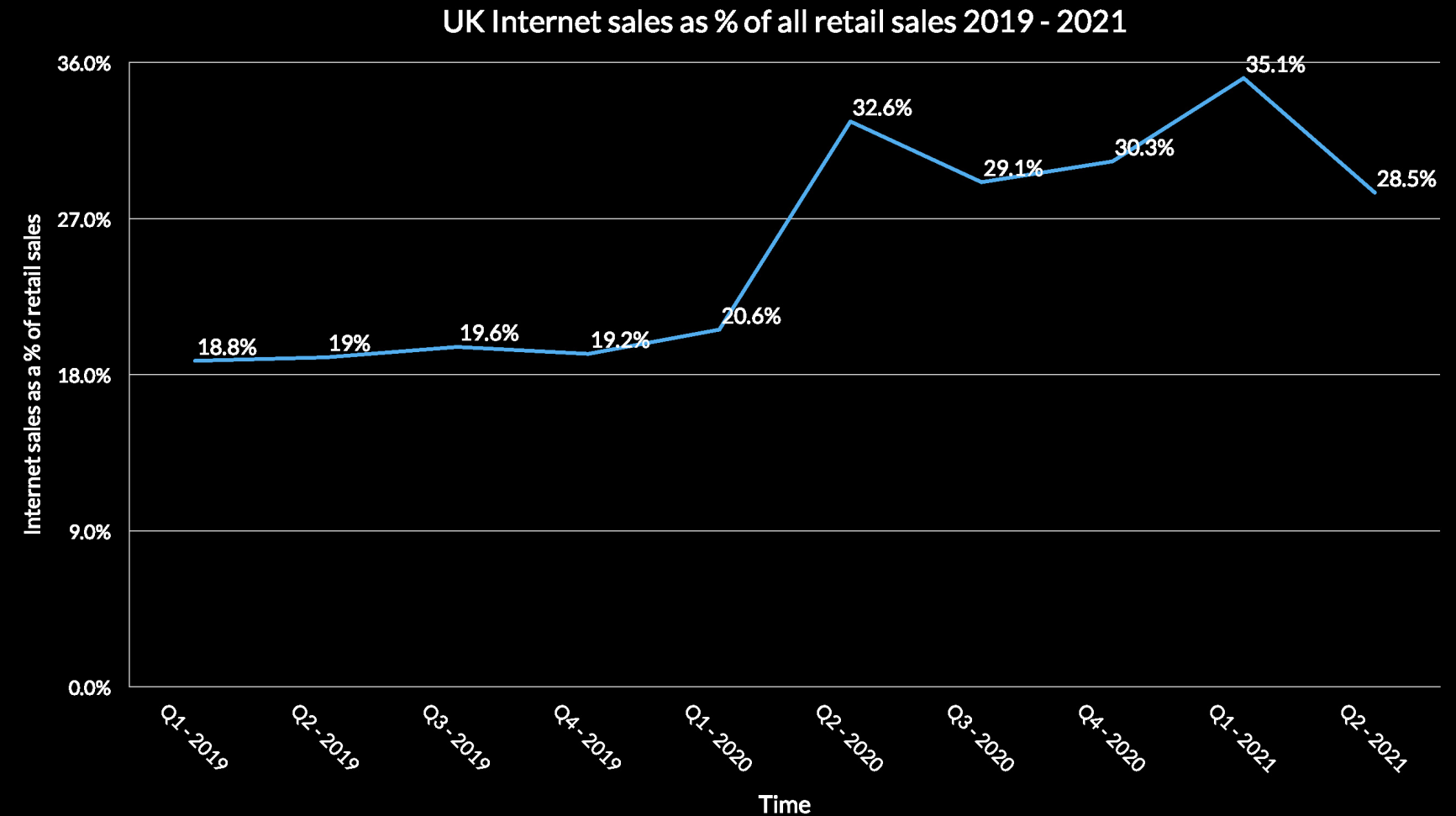
# NO RETURN TO NORMAL

There was a 72% year on year increase Q2 2019 to Q2 2020.

As lockdowns have been eased in the UK there has been a slight decline in online sales as expected with stores opening back up.

However this hasn't been a big a drop as expected with digital sales contribution dropping to 28.5% in Q2 2021 far from the previous 19% from Q2 2019. Digital is here to stay and the focus on digital is more important than ever.

## UK DIGITAL REVENUE AS A PERCENTAGE OF TOTAL REVENUE – PRE AND POST COVID 19

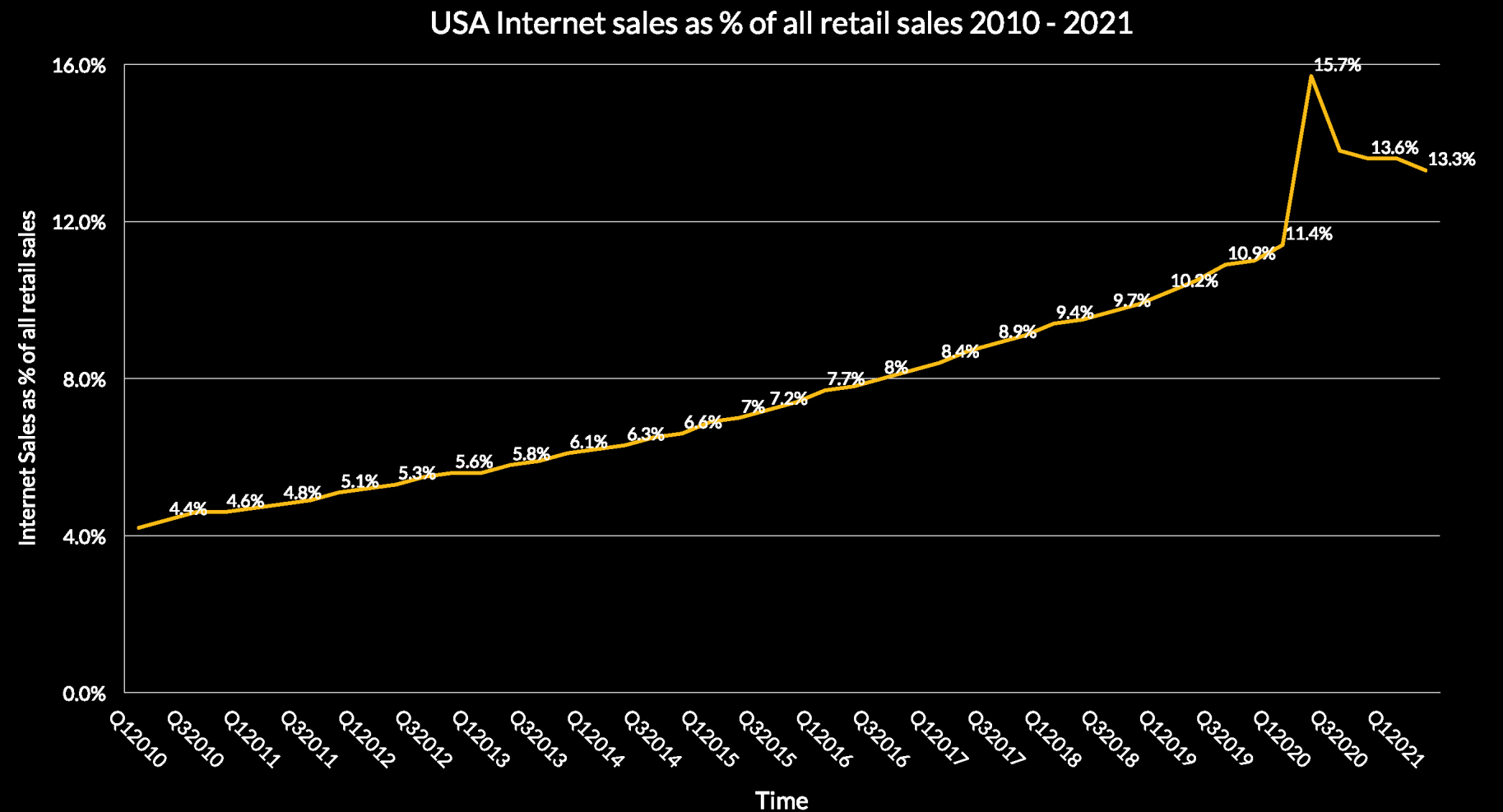


# A LOWER STARTING POINT

From 2010 to 2019 digital sales share grew but at a slower rate in the USA compared to the UK. Digital revenue share only grew from 8% to 10% from 2017 to 2019. It wasn't until Quarter 1 2020 that there was a big increase in sales from digital with the outbreak of COVID-19.

The adoption of digital is lower in the USA but this is not a surprise given the size of the country and the historically slower delivery times 2-3 days compared to the UK average of 1.7 days down from 2.1 days. The rise of services like Instacart, Deliveroo and Uber Eats, will make a difference but same/next day delivery for niche brands might take longer.

## USA DIGITAL REVENUE AS A PERCENTAGE OF TOTAL REVENUE

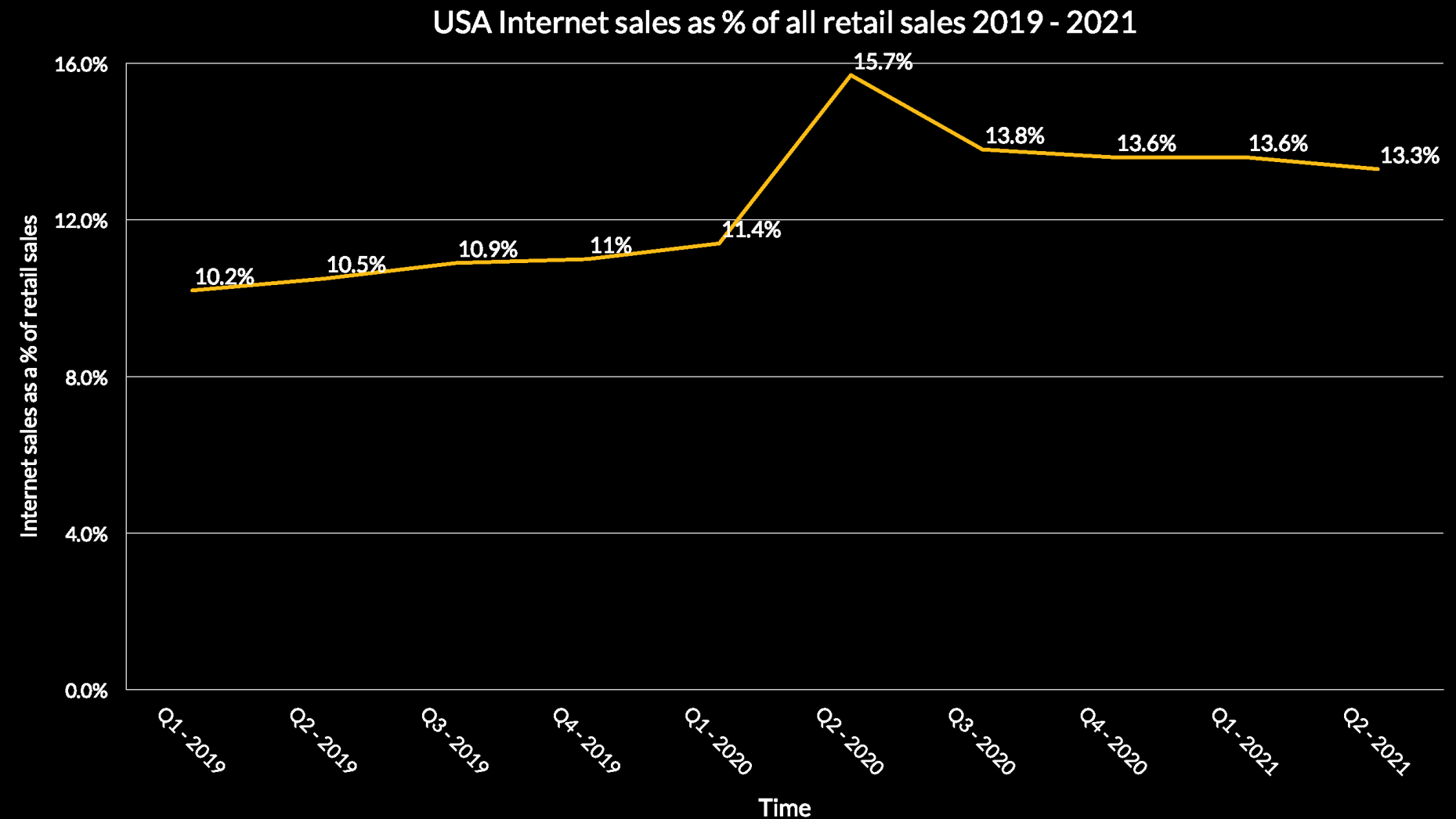


# BIG GAINS BUT NOT HUGE

There was a 50% year on year increase Q2 2019 to Q2 2020. One reason for the smaller increase might be due to the limited number of lockdowns in the USA forcing consumers to purchase online.

There has been a drop in digital revenue share, however this has not returned to the levels prior to the COVID-19 outbreak. At 13% it is still above the 10%-11% average from 2019. Digital is still an important channel in the USA but less of a critical factor compared to the UK.

## USA DIGITAL REVENUE AS A PERCENTAGE OF TOTAL REVENUE – PRE AND POST COVID 19



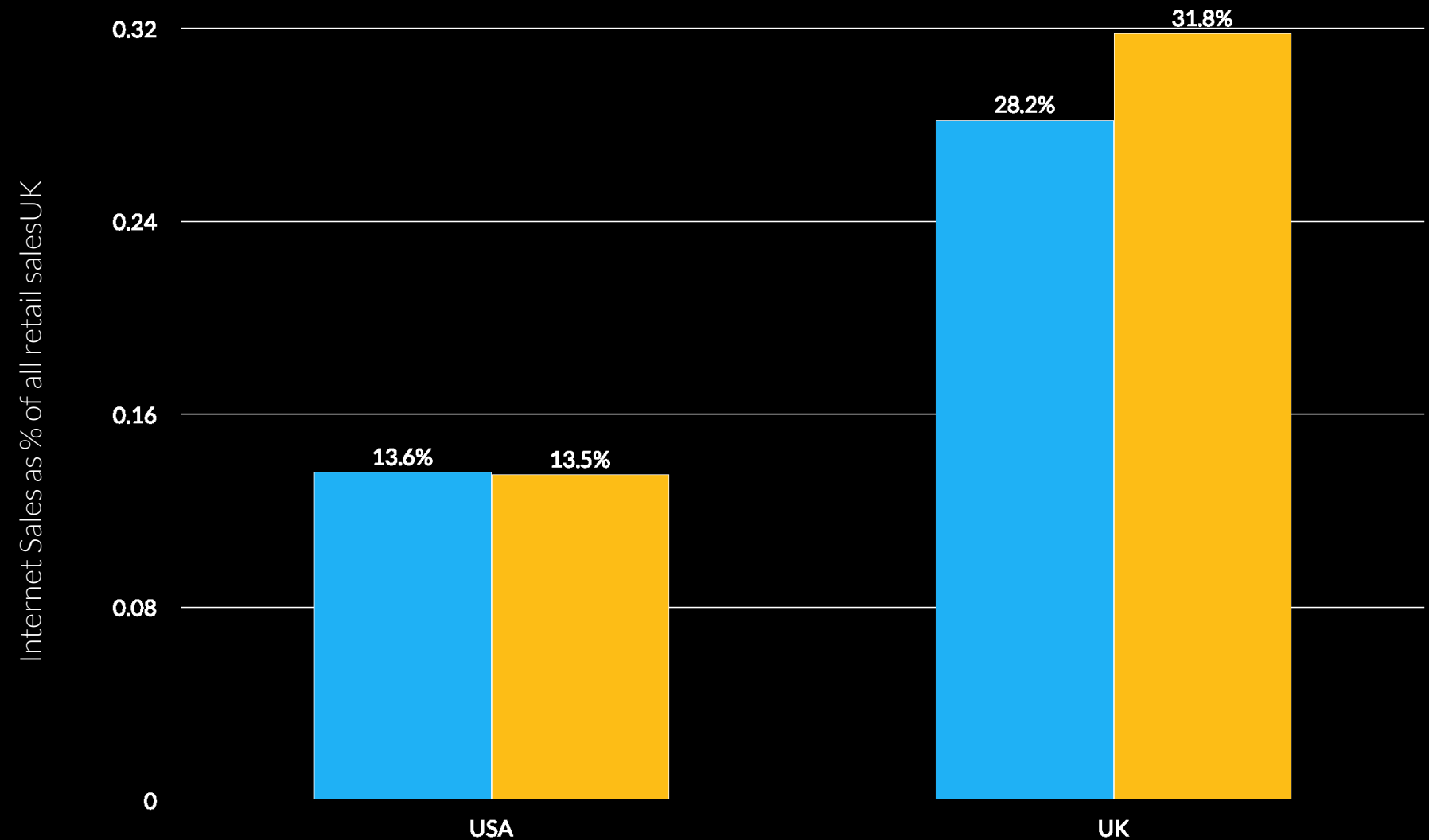
# WHAT DOES GOOD LOOK LIKE?

For those organisations who are focused on growing their digital offering, the baseline in the USA is 14% and the UK is 32%.

This means if your share of digital revenue is less than either of these numbers, you must focus on growing your digital revenue. Increase the role of digital, budget and digital savvy team members onto your board of directors.

## WHAT DOES A BUSINESS THAT FOCUSES ON DIGITAL LOOK LIKE?

Internet sales as % of all retail sales 2020 - and H1 2021 for USA and UK



SOURCE: Based on data from United States Census Bureau <https://www.census.gov/retail/mrts/www/data/excel/tsadjustedsales.xls> and ONS (UK) <https://www.ons.gov.uk/businessindustryandtrade/retailindustry/datasets/retailsalesindexinternetsales> Seasonally adjusted internet sales as a percentage of total retail sales.

# WHAT WORKS FOR YOU AND YOUR MARKET?

Do not set a target globally for digital revenue share, as you'll need a different approach in each market.

Each country has its own level of maturity and therefore the required investment digital represents. For example the approach you take in South Korea vs Spain, where more investment is required in digital in South Korea given the higher rate of digital adoption in that market.

## GLOBAL AVERAGES HIDE THE TRUTH

### Top 10 Countries, Ranked by Retail Ecommerce Sales Share, 2021 & 2022

*% of total retail sales*

	2021	2022
1. China	52.1%	55.6%
2. South Korea	28.9%	31.6%
3. UK	28.3%	28.5%
4. Denmark	19.1%	19.8%
5. Norway	17.6%	17.7%
6. US	15.0%	16.3%
7. Finland	14.3%	14.4%
8. Sweden	13.2%	13.8%
9. France	11.2%	11.7%
10. Spain	10.9%	11.2%

*Note: includes products or services ordered using the internet via any device, regardless of the method of payment or fulfillment; excludes travel and event tickets, payments such as bill pay, taxes or money transfers, food services and drinking place sales, gambling and other vice good sales*

*Source: eMarketer, Dec 2020*

263351

eMarketer | [InsiderIntelligence.com](https://www.insiderintelligence.com)

SOURCE: eMarketer 2020 - <https://www.emarketer.com/chart/244425/top-10-countries-ranked-by-retail-ecommerce-sales-share-2021-2022-of-total-retail-sales>

Note: Estimates are based on the analysis of data from other research firms and government agencies, historical trends, reported and estimated revenues from major online retailers, consumer online buying trends, and macro-level economic conditions.

# HOW BRANDS PERFORM

# OBSERVATIONS

Not all brands can become digital first brands. Price point and margin are critical factors for making that decision.

It is easier for L'Oreal to become a digitally focused business when their average order value is likely to be £50 (\$68). Versus Hershey who might struggle to sell chocolate if the cost of delivery is similar to the cost of the products.

Creating a sense of urgency for Dettol (Reckitt) and Dove (Unilever) might be harder. However changing the offering to your cleaning subscription or body care subscription across a variety of brands might work.

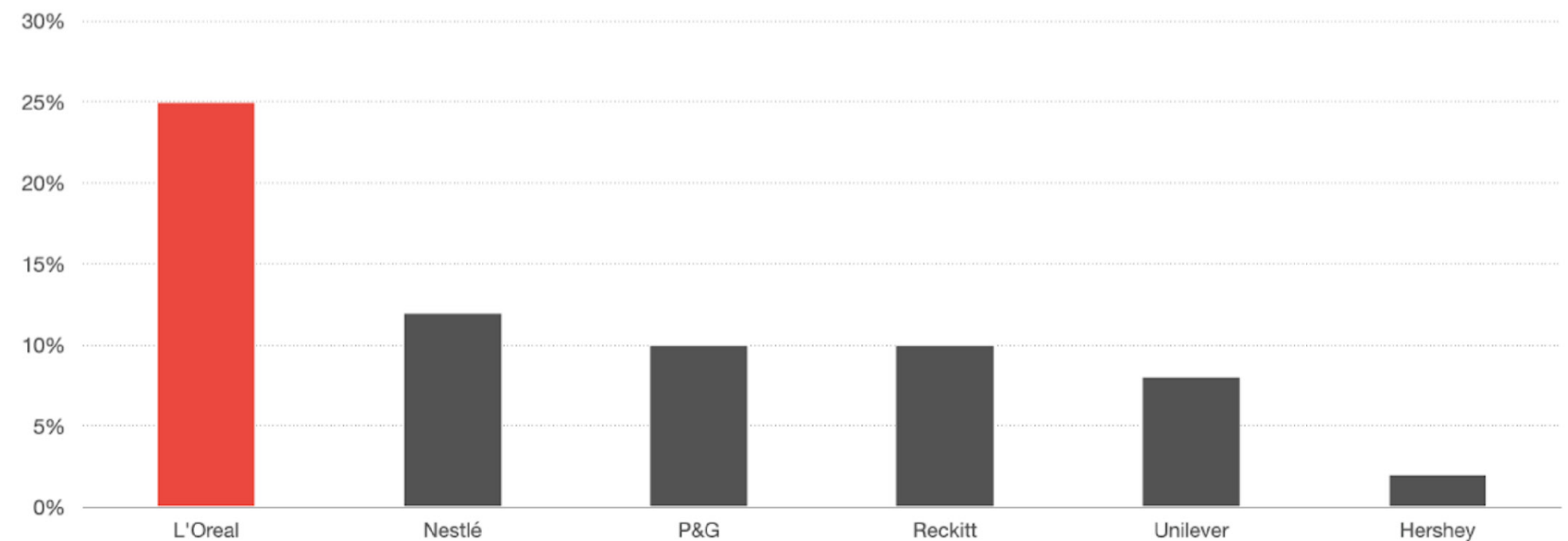
Offering products direct to consumer has to be more than putting products on a website if the price point or sense of urgency is not there. Maybe Hershey could create a subscription service offering customised confectionary for their customers, or to send as gifts throughout the year.

## DIRECT TO CONSUMER IS GROWING

### Brands go digital, or go direct

B2B businesses learning new channels, and learning B2C

Ecommerce as % sales, 2020



Source: Companies

Benedict Evans — January 2021

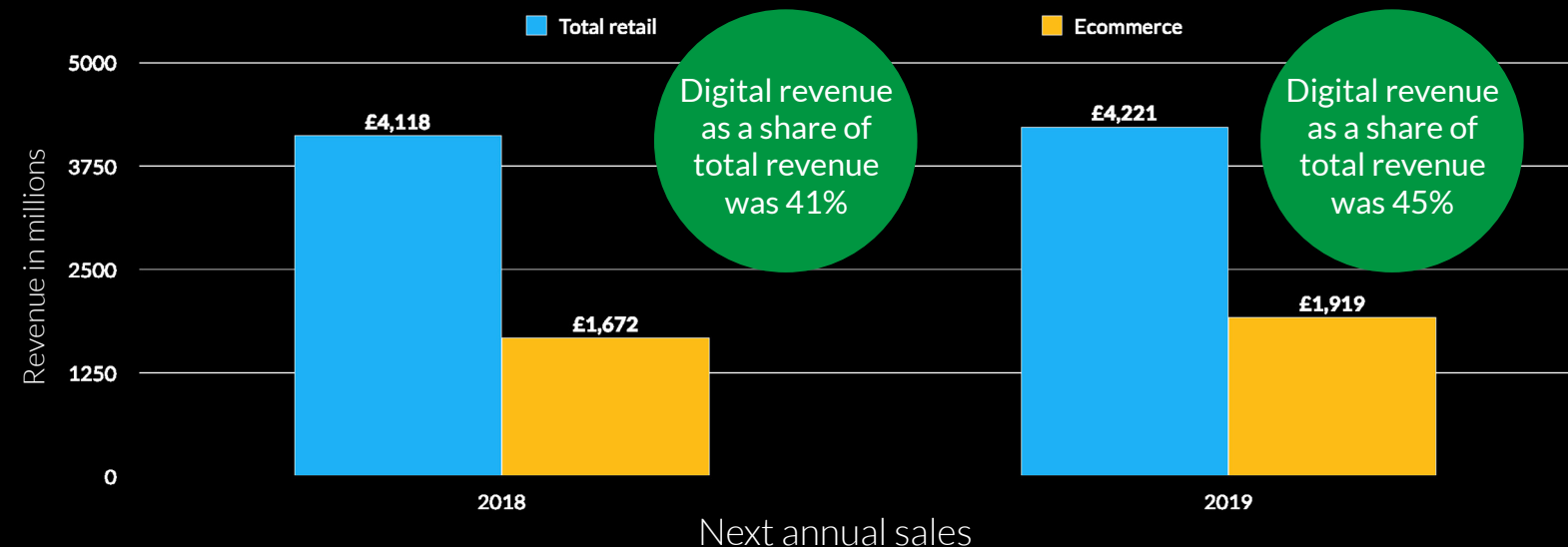
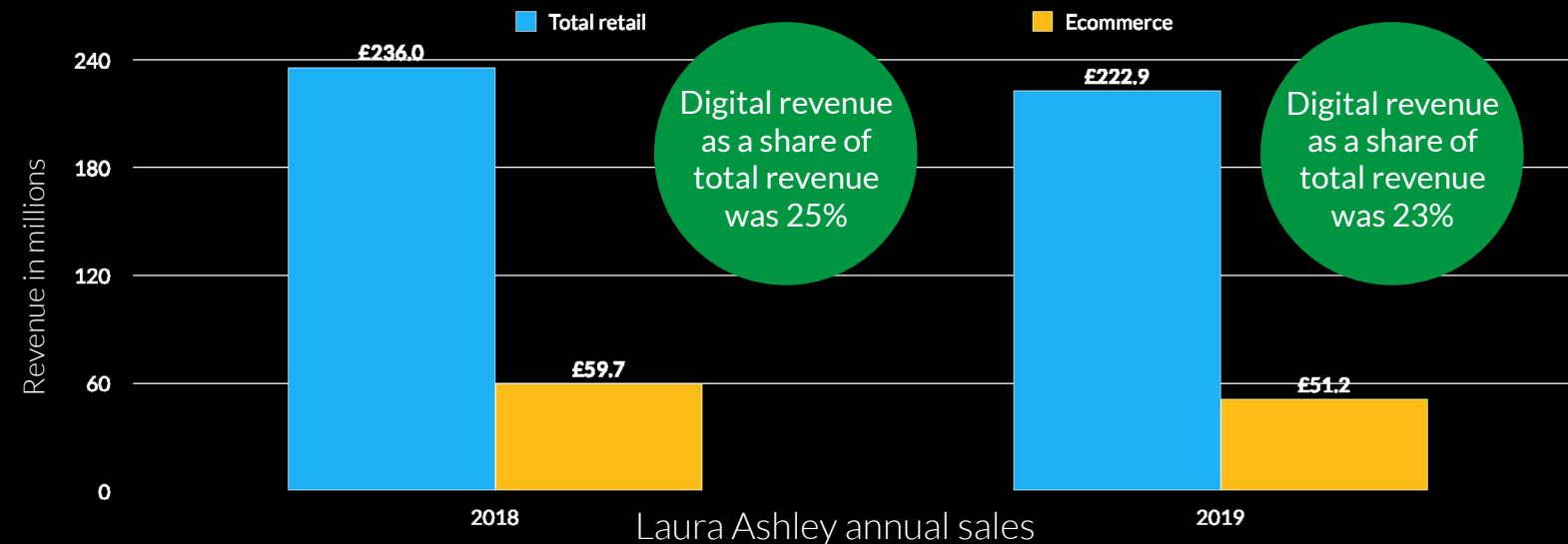
38

# COMPARING TRADITIONAL RETAILERS

**Laura Ashley** had seen a decline in sales overall and a decline in digital sales. Their digital revenue share also decreased. When COVID-19 hit it forced their closure

**Next plc** had grown their digital offering and were ready for COVID-19. They still turned a profit even with a £206m loss from retail stores in 2021.

## LAURA ASHLEY vs NEXT PLC



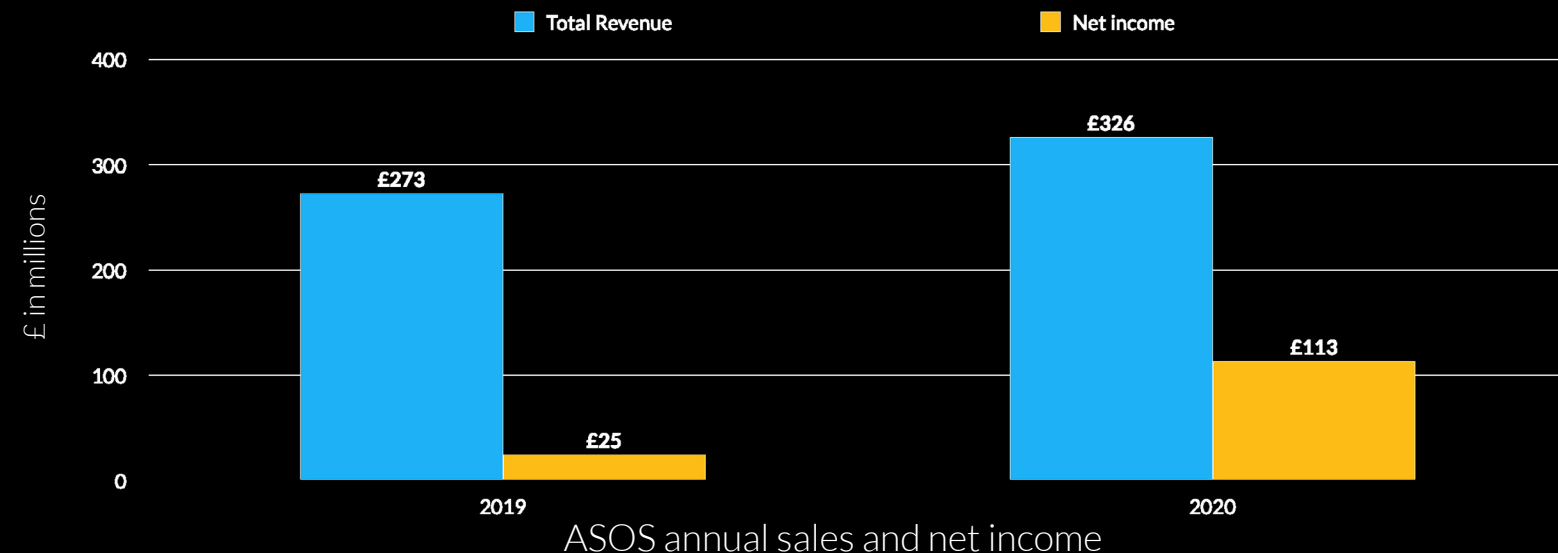
SOURCE: [Companies house Laura Ashley Annual report 2019](#) and <https://www.nextplc.co.uk/investors/ten-year-history>

# COMPARING OFFLINE AND ONLINE

**Associated British Foods (ABF)** net income declined 48%. Currently it does not offer any online purchasing options for Primark. This might be due to low margins on product, but click and collect isn't even offered.

**ASOS** net income grew 361% year on year with. Currently ASOS operates direct to consumer and generates 3rd party income from its websites.

## ASSOCIATED BRITISH FOODS vs ASOS



SOURCE: [ABF \(Primark\) 2020 annual report](#) and [ASOS 2020 annual report](#)

STRUGGLING  
WITH  
YOUR  
MEASUREMENT?

GET IN TOUCH OR LEARN  
HOW TO IMPROVE YOUR  
DIGITAL MEASUREMENT  
IN OUR BOOK

10% off

use Research UK as coupon code



# OUR RESEARCH

**WHAT DOES  
GOOD  
LOOK LIKE?**

**WHAT THE  
LEADERS IN DIGITAL  
DO**

# THE EXPECTATIONS OF DIGITAL

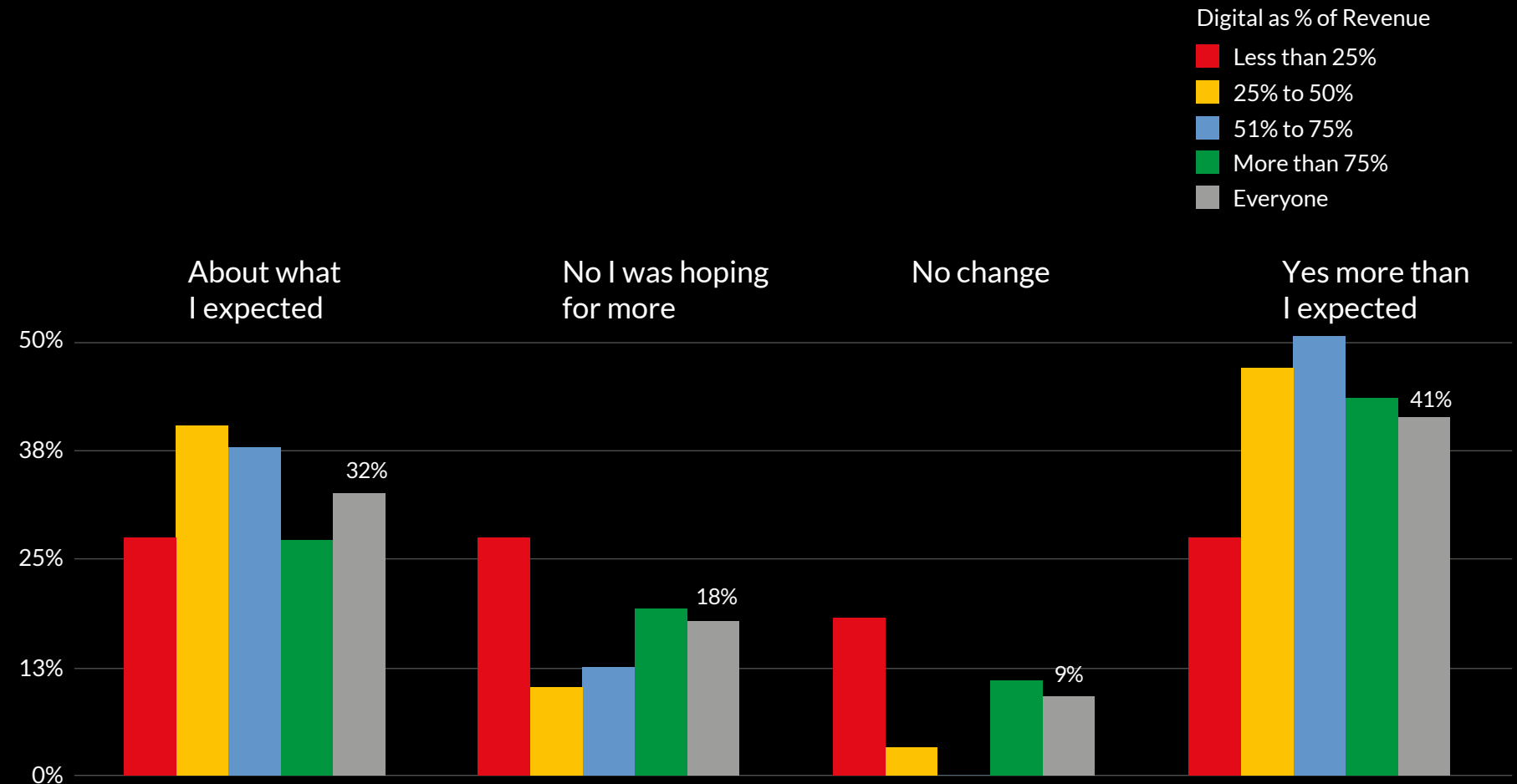
Overall most saw more revenue than they expected, showing huge and unexpected growth in the last 18 months.

Those with more than 25% digital revenue were most surprised, with more than 41% in all audience groups saying, “Yes - more than I expected”.

Those with less than 25% digital revenue were the audience who were hoping for more or saw no change in digital revenue.

**QUESTION: HAS DIGITAL GENERATED THE REVENUE RETURNS YOU EXPECT GIVEN THE MARKET CHANGES WE’VE SEEN RECENTLY?**

Overall 41% of respondents found they had more revenue than they expected.



SOURCE: Primary research from wearecrank from 25th January to 1st April 2021: 124 respondents

# THE TOP 3 METRICS

Overall conversion rate and revenue were the top metrics showing a good level of measurement maturity.

The group with 75% or more digital revenue were the only group who focused on outcomes, with 55% listing revenue as their top metric.

Cost per acquisition was the lowest for those who had 25% digital revenue or less with only 35% choosing this metric.

Conversion rate was the most popular metrics overall with 61% of respondents choosing this performance metric.

## QUESTION: CHOOSE THE TOP 3 METRICS YOUR ORGANISATION IS FOCUSED ON

Most list these top 3 metrics: Conversion rate (61%), Revenue (40%) and Cost per acquisition (35%)

Less than 25%		25% to 50%		51% to 75%		Over 75%		Everyone	
Metric	Share of responses	Metric	Share of responses	Metric	Share of responses	Metric	Share of responses	Metric	Share of responses
Conversion rate	61%	Conversion rate	79%	Conversion rate	58%	Revenue	55%	Conversion rate	61%
Cost per acquisition	35%	Cost per acquisition	38%	Average order value	37%	Conversion rate	48%	Revenue	40%
Revenue	32%	Revenue	38%	Cost per acquisition	32%	Cost per acquisition	45%	Cost per acquisition	35%
Average order value	29%	Average order value	25%	Revenue	32%	Revenue on advertising spend	42%	Revenue on advertising spend	33%
Return on Advertising spend	26%	Return on Advertising spend	25%	Visitors	32%	Visitors	23%	Visitors	27%
Visitors	26%	Visitors	25%	Return on Advertising spend	26%	Average order value	19%	Average order value	26%
Click-through rate	19%	Click-through rate	17%	Add to cart and completion rate	21%	Click-through rate	13%	Click-through rate	15%
Add to cart and completion rate	13%	Add to cart and completion rate	13%	Revenue per user or Engagements per lead	16%	Cost per click	13%	Revenue per user or Engagements per lead	11%
Cost per click	10%	Cost per click	13%	Sessions	16%	Dwell time/time on site	10%	Add to cart and completion rate	10%
Sessions	6%	Sessions	13%	Click-through rate	11%	Revenue per user or Engagements per lead	10%	Sessions	10%

SOURCE: Primary research from wearecrank from 25th January to 1st April 2021: 124 respondents

# BARRIERS TO GROWING DIGITAL

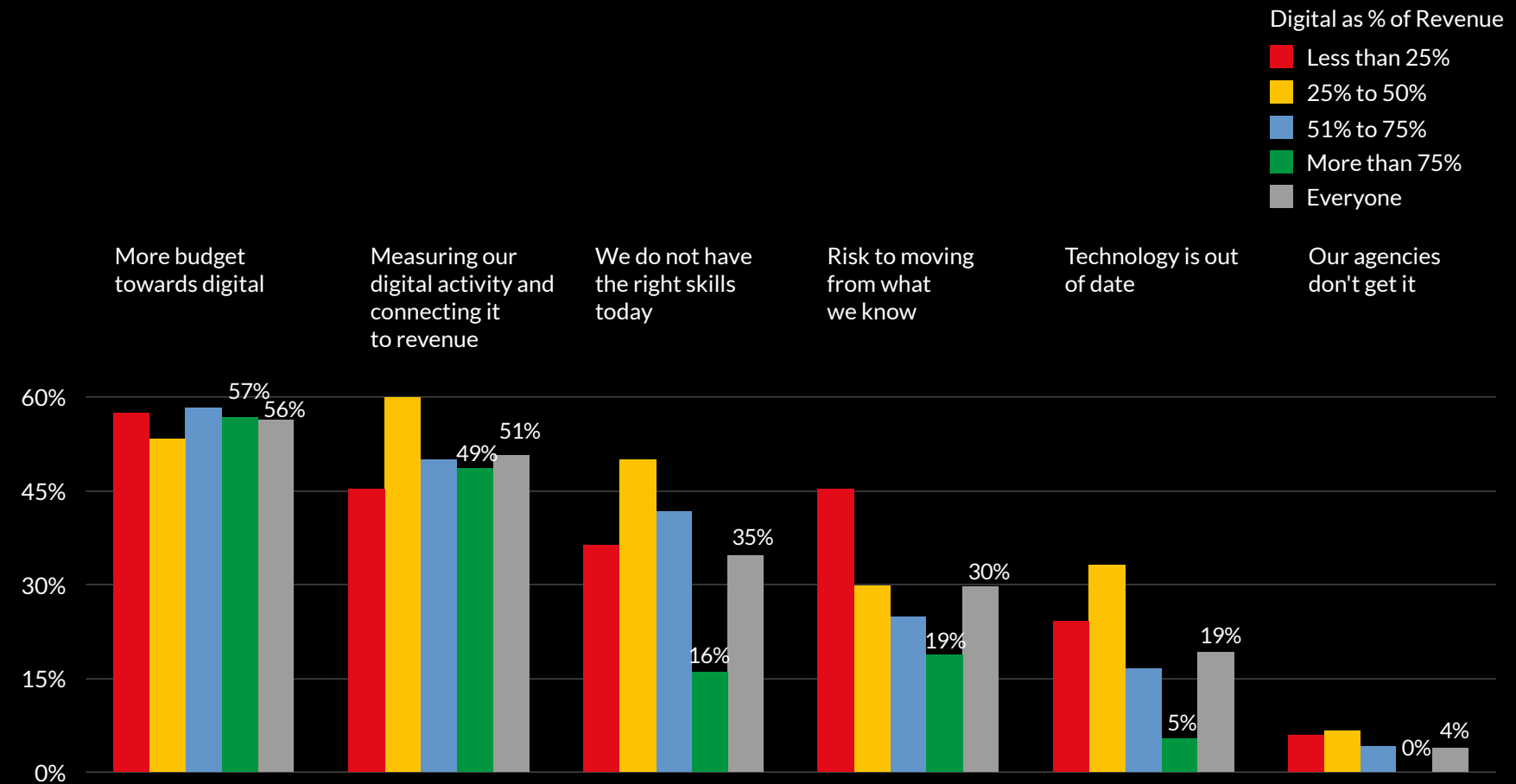
Most audiences wanted more budget towards digital or had issues with connecting revenue to digital activity. It was good to see agencies were not seen as a hindrance with very few stating this was an issue.

The 75% or more group were those who were most likely to have the right technology or team in place. Only 16% state technology or 5% skills as barriers. They were also the least risk averse.

Only those who had 25% or less were most concerned about moving from what they know (45%). Technology and skills was the biggest barrier for the between 25% and 50%.

## QUESTION: WHAT ARE YOUR BIGGEST BARRIERS TO GROWING DIGITAL REVENUE FURTHER?

Most respondents (56%) said they needed more budget towards digital.



SOURCE: Primary research from wearecrank from 25th January to 1st April 2021: 124 respondents

# ENSURE PLANNING IS IN PLACE USING DATA

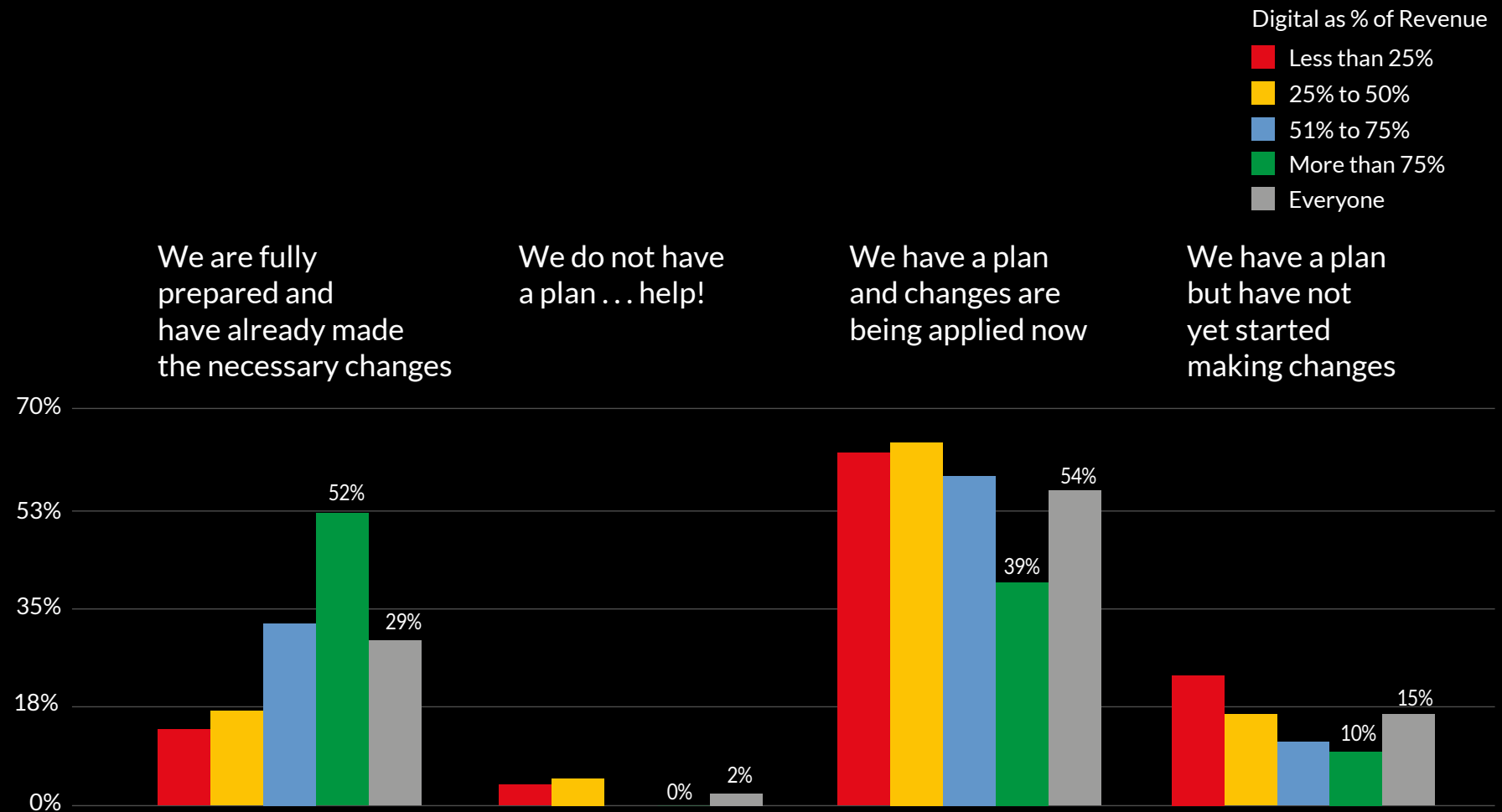
Most audiences had a plan in place and were at varying degrees of that plan being implemented.

The 75% or more group were those who were most likely to have already implemented a plan with 52% saying their plan was already in place, compared to all respondents at 29%.

Only those who were 50% or less had no plan at all, and they also tended to also have a plan which had not started implementation.

## QUESTION: HOW PREPARED IS YOUR ORGANISATION FOR THE CHANGES AHEAD?

Most respondents (54%) said they had a plan and changes were being applied now



SOURCE: Primary research from wearecrank from 25th January to 1st April 2021: 124 respondents

# DATA NOT DASHBOARDS

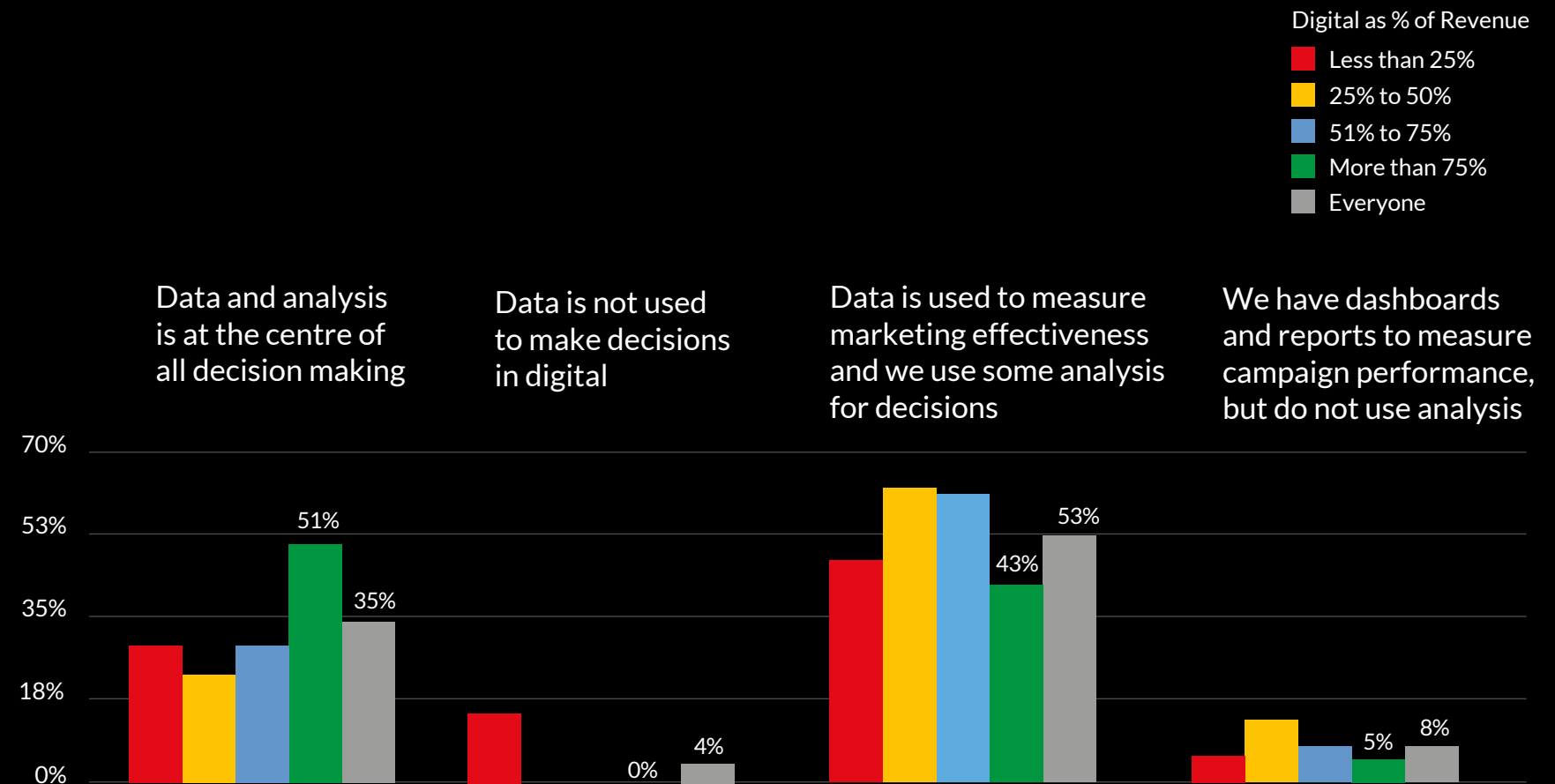
Very few of the audience used dashboards and reports to measure campaigns. Most used data to measure campaign effectiveness.

Those in the 75% or more group were the most data focused, with 51% saying they use data and analysis for all decision making, compared to all respondents at 35%.

Those in the 25% or less group were the only audience to not use data at all to make decisions in digital.

## QUESTION: HOW DO YOU MEASURE SUCCESS AND HOW MUCH IS DATA AND ANALYSIS A FACTOR?

Overall 53%  
said they used  
data to measure  
marketing  
effectiveness,  
with some use of  
analysis



SOURCE: Primary research from wearecrank from 25th January to 1st April 2021: 124 respondents

**MEASURING SUCCESS**

# THE 4 LEVELS OF MATURITY

ENGAGEMENT VISIBILITY

SHOPPING VISIBILITY

TRANSACTION VISIBILITY

TRAFFIC VISIBILITY

LEVEL OF MATURITY

Recording of non-transactional  
user behaviour

Using Google Analytics Enhanced  
Ecommerce to understand  
shopping behaviour

Using Google Analytics Ecommerce  
to measure revenue and sales

Tracking visitor volume and pages viewed  
on the website (Google Analytics)

START HERE

# TRAFFIC VISIBILITY

## KEY CHALLENGES:

- Which traffic is engaging the most?
- Can you connect the impact of the website to sales?
- What content or products are most popular (i.e. most viewed)?

ENGAGEMENT VISIBILITY

SHOPPING VISIBILITY

TRANSACTION VISIBILITY

TRAFFIC VISIBILITY

LEVEL OF MATURITY

Recording of non-transactional user behaviour

Using Google Analytics Enhanced Ecommerce to understand shopping behaviour

Using Google Analytics Ecommerce to measure revenue and sales

**Tracking visitor volume and pages viewed on the website (Google Analytics)**

START HERE

# TRANSACTION VISIBILITY

## KEY CHALLENGES:

- Which products are performing the best?
- Which campaigns are the most profitable vs those costing money?
- Where have customers fallen out of the purchase journey?

ENGAGEMENT VISIBILITY

SHOPPING VISIBILITY

TRANSACTION VISIBILITY

TRAFFIC VISIBILITY

START HERE

LEVEL OF MATURITY

Recording of non-transactional user behaviour

Using Google Analytics Enhanced Ecommerce to understand shopping behaviour

**Using Google Analytics Ecommerce to measure revenue and sales**

Tracking visitor volume and pages viewed on the website (Google Analytics)

# SHOPPING VISIBILITY

## KEY CHALLENGES:

- Where are customers struggling to find the right product?
- Which SKUs (colour and sizes) are selling well in what channel?
- What products and price points should I offer to my mobile vs desktop audiences?

ENGAGEMENT VISIBILITY

SHOPPING VISIBILITY

TRANSACTION VISIBILITY

TRAFFIC VISIBILITY

LEVEL OF MATURITY

Recording of non-transactional user behaviour

**Using Google Analytics Enhanced Ecommerce to understand shopping behaviour**

Using Google Analytics Ecommerce to measure revenue and sales

Tracking visitor volume and pages viewed on the website (Google Analytics)

START HERE

# ENGAGEMENT VISIBILITY

## KEY CHALLENGES:

- What content (including videos) is my audience engaging with for research vs purchase?
- What impact are wishlists and account creation having on repeat sales?
- What products should I bundle for each of my channels?

ENGAGEMENT VISIBILITY

SHOPPING VISIBILITY

TRANSACTION VISIBILITY

TRAFFIC VISIBILITY

LEVEL OF MATURITY

Recording of non-transactional  
user behaviour

Using Google Analytics Enhanced  
Ecommerce to understand  
shopping behaviour

Using Google Analytics Ecommerce  
to measure revenue and sales

Tracking visitor volume and pages viewed  
on the website (Google Analytics)

START HERE

# WHERE TO FOCUS TO IMPROVE MATURITY

	CUSTOMER				BRAND		BUSINESS			EVALUATION		
	CONTENT	MEDIA	MERCHANDISING	OFFERS	IMPACT	AWARENESS	GOALS	SKILLS	TESTING AND EXPERIMENTATION	TRAFFIC CLASSIFICATION	DATA USED	METRICS
ENGAGEMENT VISIBILITY	Categorise content into: - Used for awareness - Used for research/intent - Used for purchase	Measure the cost of visitors who engage on your website and then purchase on a returning visit	Show product recommendations or content based on wishlist or other non transactional engagement ("Things you might like")	Incentivise offers to certain actions (writing a review, sharing content, creating a wishlist), e.g. get free delivery for creating an account	Monitor website visitors from non-prompted channels (direct, referral and organic search), during brand campaigns to understand impact	Use paid search, shopping, display, affiliates/online partners and paid social to drive brand awareness and sales	Understand user behaviour to drive repeat purchase	Trading, merchandising, media and content teams	Test different elements on a given page	Paid and organic social is correctly classified	Track non-transactional actions such as wishlist, social sharing and viewing of videos, and categorise your content pages	Value of purchasers who engaged with content, reviews, or signed up to a newsletter
SHOPPING VISIBILITY	Categorise content and link to revenue generation	Measure the cost of discount/offers	Show products which have been most viewed or popular purchases on homepage and on product list/category pages	Make overall site wide offers, e.g. 20% off	Validate brand building by comparing the click-through rate, bounce rate, conversion rate and cost per acquisition as visitors know your brand	Use retargeting (visitors who have visited and shown intent) to create brand affinity and sales	Recover lost customers/non-purchasers	Trading, merchandising and media teams	Test different product list page formats/layouts	Email is correctly classified	Capture product detail page views, add to cart, checkout journey, and group products into category and sub-categories	Lifetime customer profit, average order profit, cart completion rate, product detail page view rate
TRANSACTION VISIBILITY	Create content based on what products generate the most revenue	Measure cost per acquisition of purchasing visitors	Show popular products and highest revenue products first on homepage	No offers available	Track share of page 1 from organic search. Monitor brand terms and if your share of page 1 increased from brand building	Use some digital media for brand building and offer-led messaging	Drive sales and transactions	Trading and media teams	A/B testing on landing pages	Google media is correctly classified and referrals only from genuine sources	Capture visitors who make transactions on your website, ensuring you record the number and value of transactions	Digital revenue as a % of total revenue, revenue, conversion rate, average order profit, items per basket
TRAFFIC VISIBILITY	Prioritise content based on most viewed	Measure impressions and click-through rate, engaged visitors those who do not bounce to calculate cost per visitor	Show popular pages first	N/A	Benchmark your overall share of organic search and uncover the brand and category terms you are leading	All media and brand building is offline	Drive repeat visitors	Limited measurement, someone who can use Google Analytics	None	Traffic is not categorised	Record website visitors who browse your web pages	Visitors and sessions, page impressions, bounce rate, session duration

# NOT ALL METRICS ARE CREATED EQUAL

# 1

## OUTCOME METRICS

Actions relating directly to revenue to understand trading.

**(Revenue, repeat purchase rate or lifetime customer profit)**

# 2

## PERFORMANCE METRICS

Sales related behaviour that gives an understanding into marketing effectiveness.

**(Conversion rate or average order value)**

# 3

## BEHAVIOUR METRICS

Actions relating to visitors: what they are doing and engaging with.

**(Add to cart or basket abandonment rate)**

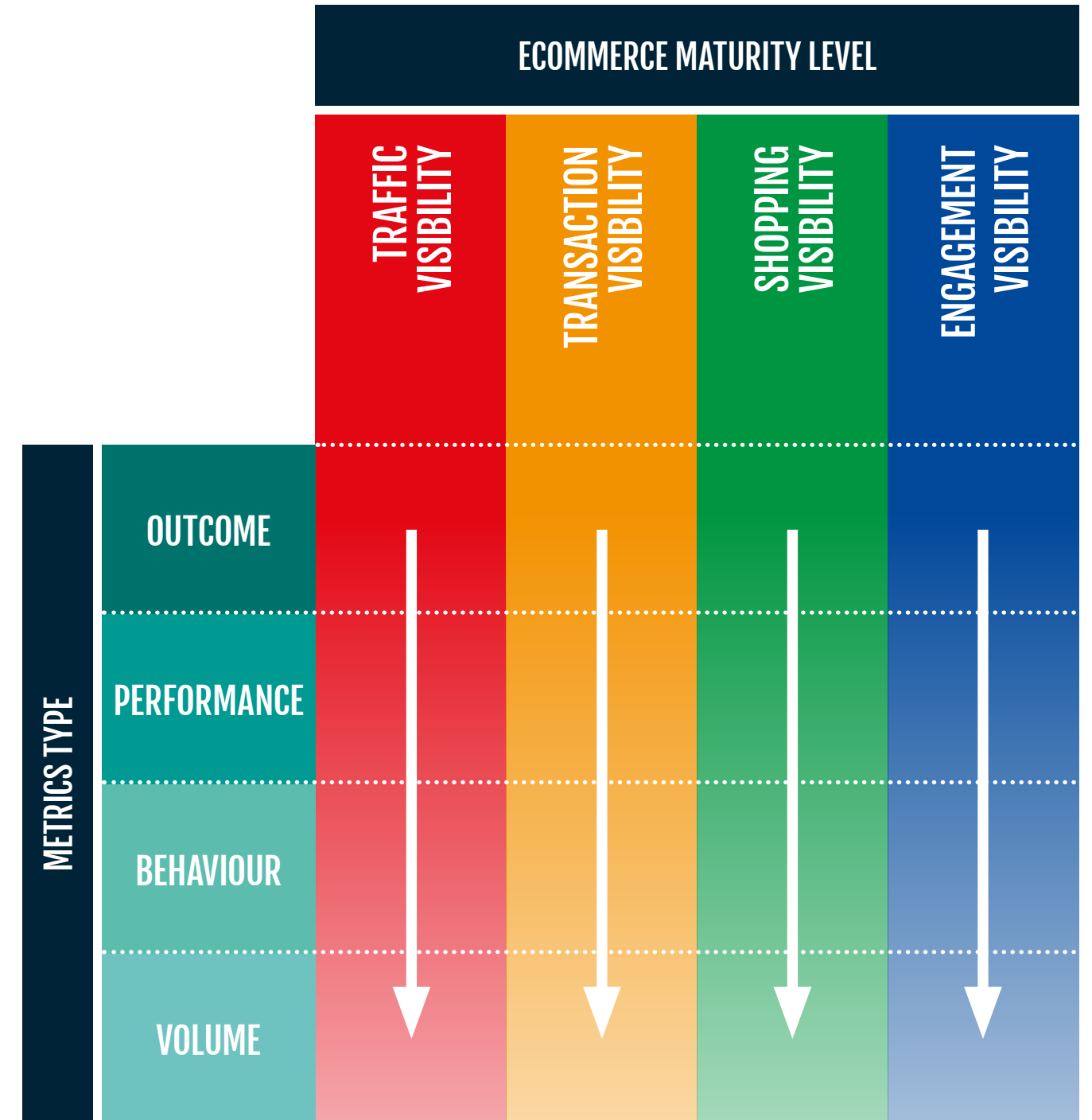
# 4

## VOLUME METRICS

An overall view of how visitors are engaging with your brand.

**(Number of visitors to the website)**

# ALIGNING METRICS TO MATURITY



WANT TO  
CREATE  
YOUR  
MEASUREMENT  
ROADMAP?

GET IN TOUCH OR LEARN  
HOW TO MAP OUT YOUR  
DIGITAL MEASUREMENT  
NEXT STEPS IN OUR BOOK

YOUR  
NUMBER'S  
UP!

Getting a grip on Data and Measurement  
to accelerate your Ecommerce sales  
Foreword by Avinash Kaushik

BEN SALMON, PETER ABRAHAM AND TIM SHAW  
WITH JESSICA HOPKINS

10% off

use Research UK as coupon code

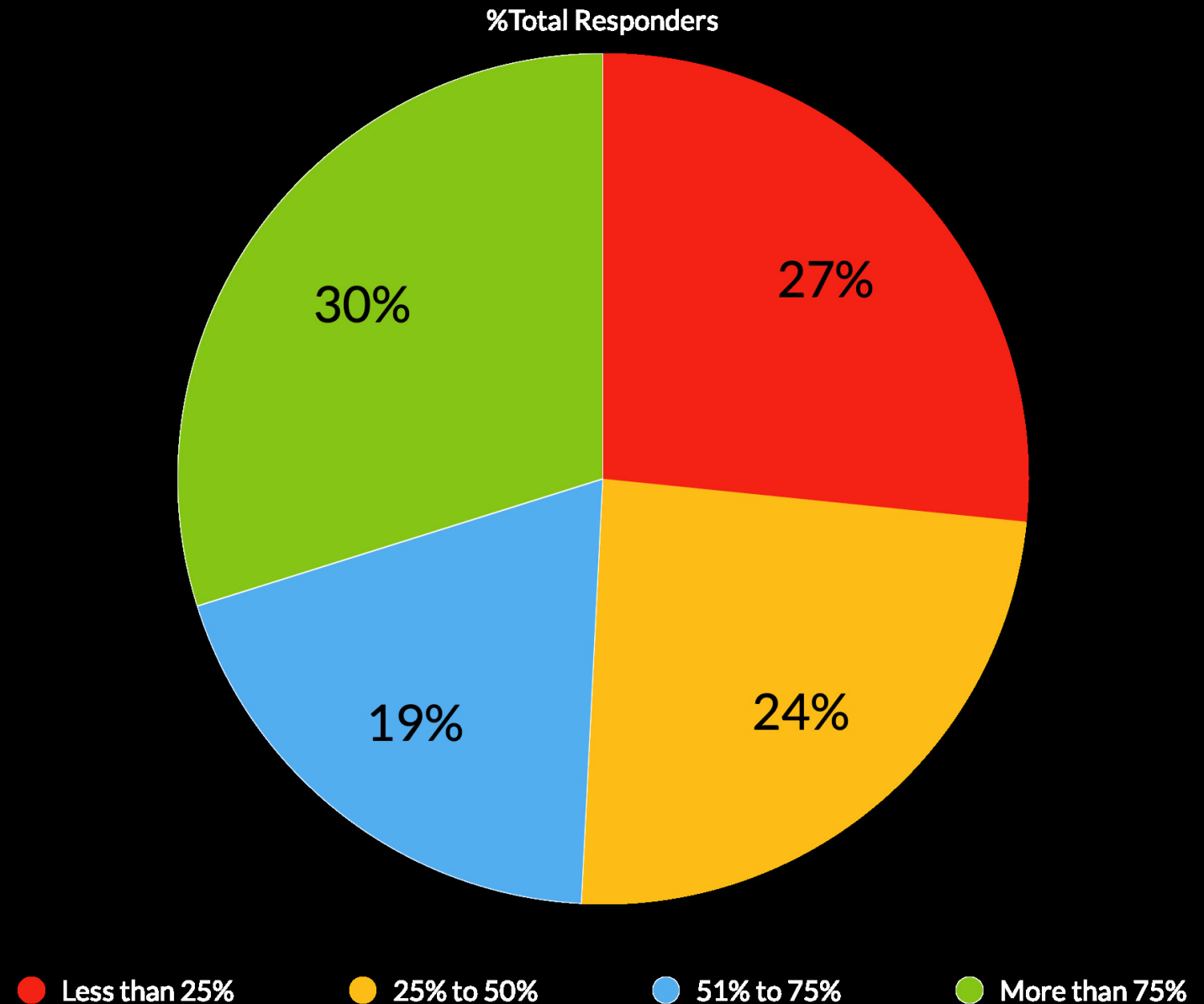
# APPENDIX

# RESEARCH PARTICIPANTS

A survey was deployed from January to March 2021. We collected 124 respondents, who were from UK, USA, Europe and Australia.

The survey was deployed to those who worked in digital with a mixture of brands and agencies and software providers.

QUESTION: HOW MUCH REVENUE DOES DIGITAL GENERATE AS A PERCENTAGE OF YOUR ORGANISATIONS TOTAL REVENUE?



SOURCE: Primary research from wearecrank from 25th January to 1st April 2021: 124 respondents

# COMPARING WINNERS AND LOSERS

LAURA ASHLEY

Total UK retail sales of £222.9m were recorded during the 52 week period to 30 June 2019 (2018: £236m). UK retail sales were affected by the six closures and considerable market uncertainty.

Total e-Commerce sales of £51.2m were recorded during the 52 week period to 30 June 2019 (2018: £59.7m). On a like-for-like basis, online sales fell by 14.2% following a re-platforming of our website.

next

## TEN YEAR HISTORY

	2021***	2020	2019*	2018**	2017	2016***	2015	2014	2013	2012
SALES										
RETAIL (\$m)	955	1,852	1,955	2,123	2,305	2,406	2,348	2,241	2,191	2,191
ONLINE (\$m)	2,368	2,147	1,919	1,672	1,728	1,688	1,541	1,374	1,193	1,089
FINANCE (\$m)	250	269	250	223	-	-	-	-	-	-
TOTAL GROUP SALES (\$m)	3,626	4,362	4,221	4,118	4,137	4,214	4,028	3,758	3,548	3,441
PROFIT / (LOSS)										
RETAIL (\$m)	(206)	164	212	269	353	408	384	348	331	324
ONLINE (\$m)	472	400	353	310	430	413	377	359	302	263
FINANCE (\$m)	112	147	127	112	-	-	-	-	-	-

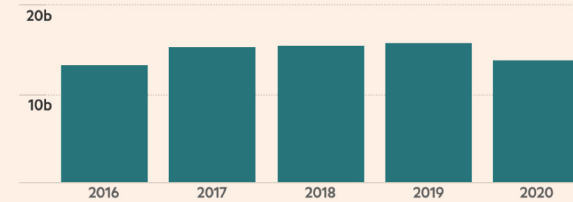
# PURELY OFFLINE VS PURELY ONLINE

## Income statement in GBP

[View more](#)

■ Year on year Associated British Foods plc's revenues fell -11.92% from 15.82bn to 13.94bn. This along with an increase in selling, general and administrative costs has contributed to a reduction in net income from 878.00m to 455.00m, a -48.18% decrease.

### Revenue



### Gross margin

--

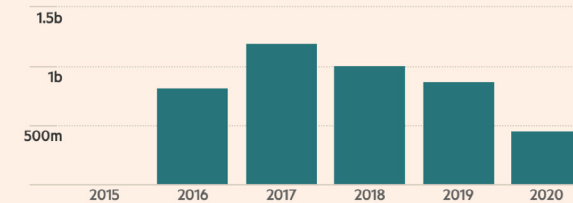
### Net profit margin

3.30%

### Operating margin

6.16%

### Net Income



### Return on assets

2.58%

### Return on equity

4.30%

### Return on investment

3.13%

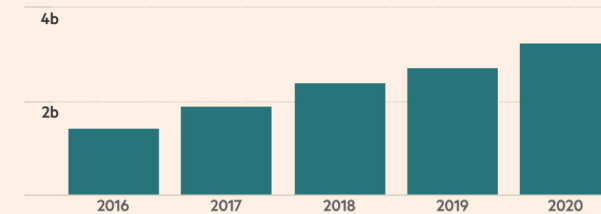
Associated  
British Foods  
plc

## Income statement in GBP

[View more](#)

■ Year on year ASOS PLC grew revenues 19.39% from 2.73bn to 3.26bn while net income improved 360.57% from 24.60m to 113.30m.

### Revenue



### Gross margin

46.32%

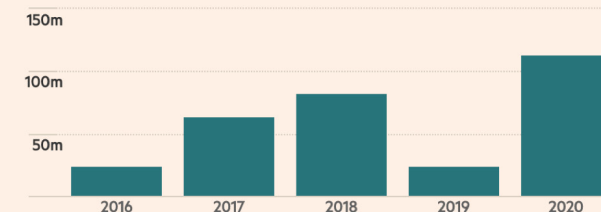
### Net profit margin

4.72%

### Operating margin

6.21%

### Net Income



### Return on assets

8.80%

### Return on equity

23.60%

### Return on investment

16.16%

asos

# About Crank.

Def 1. *verb*: Turn a handle in order to start an engine.

Def 2. *noun*: A person who is obsessed by a particular subject.

We're a delightful mashup of the two.

We're unashamed digital marketing and ecommerce nuts who crank new life, new value and new growth into digital businesses just like yours.

## WE'RE SHARP YET BLUNT

For over 5 years Crank has been working with ecommerce businesses, advising them on how they create growth through better measurement and use of data. We have worked with a variety of businesses from beauty, technology, software, higher education, charities and fashion.

**We are Sharply focused** on highlighting the actions that enable you to grow your business.

**Blunt about showing** you the evidence that points to engagement and growth.

No more 100-page presentations or meaningless charts. Just clear marketing actions in a language you understand.

Giving you the focus you need to execute the most important actions while maximising limited time, budget and resource.

**Our goal is to get digital revenue as a percentage of total revenue on every annual report.** We want transparency, with a common set of critical digital metrics, so shareholders and leaders of businesses can clearly show much they are investing in digital and how much it is contributing to their business.

**Digital isn't going anywhere, and the quicker you embrace it, the better off you'll be. We are here to help you understand how to measure your business and what you need to do to make the most of it.**

## 1 FREE STUFF.

Go to:

[wearecrank.com/resources](http://wearecrank.com/resources)

to get your hands on some goodies. This will continually be updated with new content to help people master their culture of measurement journey.

We know there is a lot in the book and we are here to help. Hopefully you can tell we love digital measurement and some of our enthusiasm has rubbed off.

We have been working with digital data for over 20 years but have really focused on Google Analytics and built our own analysis tools in the last 5 years.

## 2 OVERWHELMED?

I am baffled and want to know what this digital thing is all about?

We offer senior and team coaching based on our method in this book. To this end we often get asked to either speak at events or work with teams to help them understand how they can create their own culture .of digital measurement. This can be educational or more prescriptive by taking your data and auditing how you measure today.

[book@wearecrank.com](mailto:book@wearecrank.com)

## 3 A MEASUREMENT ROADMAP.

How good is good and where do I need to start?

We can help create your measurement roadmap. We will use our methodology to benchmark you business and help you understand what you need to put in place first to ensure you have solidified your metric maturity. We will then work with you to create a prioritised roadmap to help you work out your immediate next steps.

## 4 I NEED A UNICORN.

Interpretation, where can I find one of those unicorns?

Fortunately this is exactly what we have been doing using data directly from Google analytics. Our software extracts the data and our team then performs the magic. Actually what we do is interpret and translate our findings into a set of actions your team can get on with. These are data driven and are impartial. We just want to help you deliver growth.

[weareCrank.com](http://weareCrank.com) +(44) 20 3302 0807 [book@wearecrank.com](mailto:book@wearecrank.com)

