MINUTE 93

Creating Content for Retailers & Manufacturers

# Business Plan

Last Revision: March 12, 2016

— CONFIDENTIAL —

# Summary

## About Minute 93

*Minute 93 is retail's end-to-end product content service.*

Minute 93 will seamlessly create, manage, host, and distribute trusted product information and images for brands and retailers.

## Problem
*Brands, retailers, and wholesalers shouldn't need to be content creators and managers.*

Ecommerce has made product information and images essential for brands, retailers, and wholesalers. That's why we call it "Core Content."

Early solutions put in place before cloud services are still common and can't keep up with the pace of change in the industry. Retailers are stuck between maintaining costly in-house photography, editorial, and technical staff and facilities, or relying on unvalidated content from brands that are even less suited to create and distribute it. There is an opportunity for an independent source that can provide an end-to-end solution at a reasonable price and that is scalable to meet the needs of companies of all sizes.

## Solution
*Customers send us products, we send the world their content.*

Minute 93's Core Content Services encompass every stage in the product information lifecycle, from editorial content and image creation, to hosting, maintaining, and sharing with existing systems, vendors, and partners. In addition to replacing in-house photo, editorial, and IT staff, this eliminates the need for multiple contracts with freelancers and vendors of Product Information Management or Digital Asset Management software.

## Benefits
Minute 93 benefits brands, retailers, and wholesalers by giving them customer-ready product information and images, with easy solutions for integrating this Core Content into their systems and processes. This decreases both costs and errors, resulting in higher customer satisfaction and a smoother distribution chain.

## Differentiation

Minute 93 is unlike any company current providing content services to the ecommerce industry. Our vision is that of an end-to-end Core Content Provider.

Our model is new because it replaces separate siloed services with a single service. We turn product samples into production-ready images and product information, then deliver them in a data feed that can be integrated with any platform.

Many mass market retailers want to free themselves from the overhead of product content creation, without sacrificing content quality. And they don't just want the content to come to them, they want it to appear in all their sales channels like magic.

This has created a dynamic situation. Brands with little experience in content creation, much less information management technology, need solutions that don't blow out their margins through increased overhead. But they can't do that by piecing together the services of existing photo studios, contract editorial houses, and Product Information Management software providers.

Meanwhile, wholesale distributors and brands are starting to apply the lessons of retail ecommerce to their own product catalogs. This creates an even bigger market for our services.

Minute 93 makes these services available from a single provider at an affordable cost per item.

## Funding Needs

Minute 93 has raised $███████ of the $███████ we seek in angel round funding to support building our first content studio and the software to manage our operations as we sign our first clients.

We project profitability in our second year, and plan to bootstrap expansion as much as possible for maximum return on investment.

# Minute 93 in Depth

Minute 93 brings content efficiency to business of all sizes, at any point in the retail supply chain.

The retail industry increasingly depends on high-quality product photos and descriptions to drive sales conversion on product pages, and to produce merchandising and marketing materials.

Brands and retailers rely on their expertise in sales, marketing, and logistics to maintain profitability. Efficient photo studio and editorial team management are outside these core competencies. Economies of scale are only achieved at the largest enterprises.

## Why "Minute 93"?

Henry Ford built his first assembly line in 1913.

The time needed to make a Model T dropped from 12 hours to 93 minutes.

The price of a Model T was cut in half.

Minute 93 is inspired to bring this kind of efficiency to retail content.
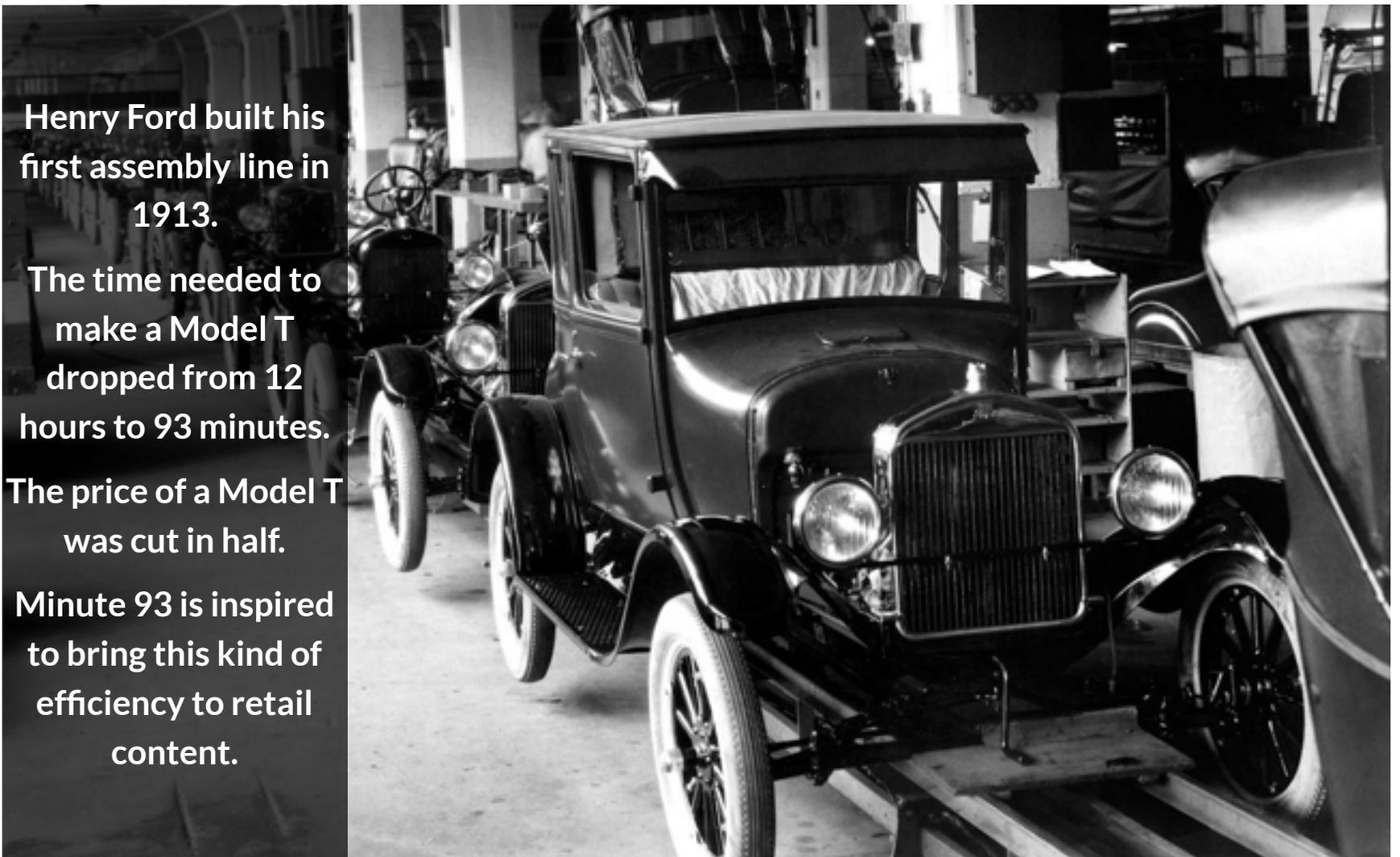
# Opportunity: Retail, an Industry in Transition

*Retail in the digital age requires enormous amounts of product content that retailers, manufacturers, and distributors are not well-suited to create.*

Retail industry businesses can no longer survive just by being better at marketing and merchandising than their competitors. Retail and wholesale customers are increasingly savvy, using the Internet to compare products and retailers through photos, videos, descriptions, and specifications. The advantage goes to the seller with the most complete and most compelling product images and product information, what we call Core Content.

Building and staffing top-quality photo studios and editorial teams is not a traditional competency of retail business. Even mid-sized brand and retailers lack the resources to create Core Content that can match the quality of their largest competitors. Those same enterprise-scale competitors are looking to produce Core Content more efficiency without sacrificing that quality.

As retailers struggle to reduce overhead, they increasingly look to brands to provide the Core Content they need. But content creation, management, and delivery are even farther removed from the business these companies are in.

# Diagram of Minute 93 Services
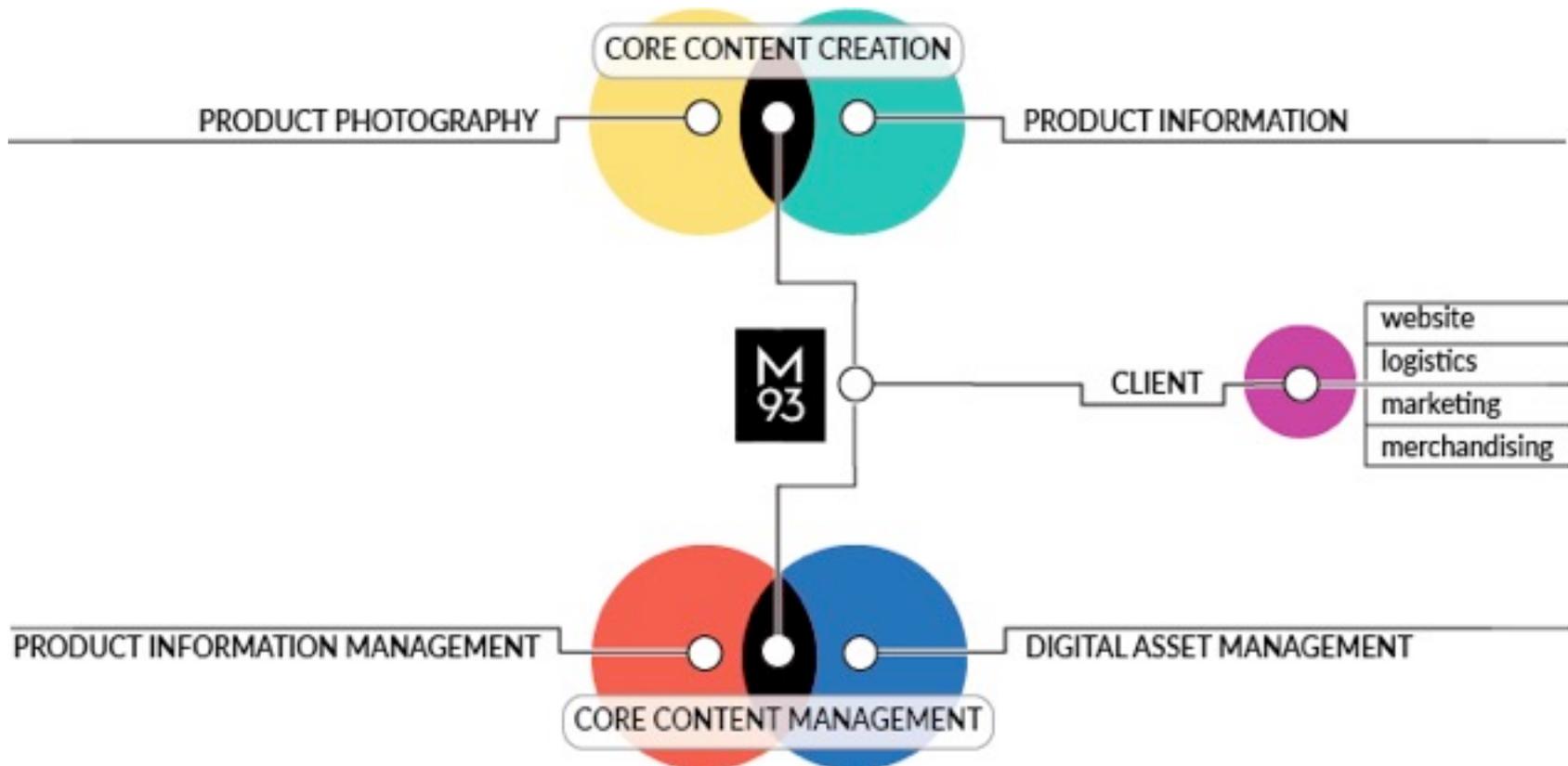
# Services Description

## Core Content Creation Service

New customers of Minute 93's Core Content Services will go through a quick on-boarding step in which we will collect general information on the type and size of goods they will be sending us, as well as contact and billing information.

[Proprietary Information Removed]

## Product Information Management Service

[Proprietary Information Removed]

# Market Segmentation and Growth Plan

Minute 93's long-term growth goal is to sell our services to many market segments within the retail industry. We will build to this goal by segmenting the market both by customer need and by our established strengths.

According to the National Association of Manufacturers, there are more than a quarter million manufacturing companies in the United States. Of those, only about 3000 have more than 50 employees. The other 250,000+ companies are the ones most in need of help creating product content.

While competitors focus on big contracts with big companies, Minute 93 will make it easy and affordable for small companies to send us product samples and receive production-ready product content. Tapping this neglected market first is in part inspired by the disruption model described by Clayton Christensen in his classic business book "The Innovator's Dilemma."

Our particular market strengths are:

- Shared experience and contacts in the outdoor industry

- Established reputation for product photography studio management

The matrix below shows that our initial client push (step 1) will be targeted at small manufacturers of outdoor apparel and outdoor products. This will be followed sequentially by steps 2-4, in which we expand to broader market segments and larger clients.

**Core Content Creation Markets Ranked in Order of Targeting**

| Brand Segment | < 50 Employees | 50 > 200 Employees | > 200 Employees |
|---|---|---|---|
| Outdoor Products | 1 | 3 | 4 |
| Consumer Products | 2 | 3 | 4 |
| All Manufacturing | 4 | 4 | 4 |

Because Minute 93's end-to-end model is both new and forward looking, many of our early customers will not be prepared to adopt our full service suite right away . To attract these customers, we will offer our services à la carte.

The à la carte option helps Minute 93 in two ways:

- We will be able to establish cash flow to bootstrap ongoing development instead of further diluting equity.

- Established relationships with "single service" clients can be leveraged into "full service" clients over time.

We will primarily look to sign early clients on the strength of our product photography services, then later convert them to customers of our product information and Core Content Management services. By the time we reach step 3, we will be primarily marketing our complete suite of services as a package, though à la carte will always remain an option.

## Interim and Alternate Customers

Minute 93 began as Seattle Workflow, providing consulting services to retailers looking to streamline their photo studio operations. We still are presented with opportunities to use our operational and production skills to help clients using the more traditional workflow.

We will not turn down opportunities to work with retailers just because our eventual goal is to work with brands. In fact we are in conversations with a potential retail client that could potential help us rapidly reach our first goal of 25% penetration in the outdoor products industry.

Somewhat farther from our main market, but still relevant, is consulting work for startup businesses that for reasons of business model or branding choose to maintain their own in-house studios. The same expertise in content workflow that Seattle Workflow used to build a studio for ▇▇▇▇▇ that produces 64,000 product images daily has value to other young businesses. That value will contribute to Minute 93's bottom line in our early stages of growth, while bolstering our credentials and helping establish long-term relationships.

# Market Size: Core Content Creation Services

The size of the markets Minute 93 is targeting will be largely determined by the total number of products carried by retailers, rather than product sales or retail value. This is a difficult figure to find, and we have taken a heuristic approach to estimating it.

According to the NPD Group, in 2013 US sales of outdoor products and clothing topped $6.9B.

That same year ████████'s revenue was $2B, or roughly 35% of the total. We can use data gleaned from searching ██████.com to help provide baseline estimates of how many products a larger outdoor retailer carries. ██████.com also lets us filter by "Made in USA" which is helpful to identify potential early customers for Minute 93.

| Source | Products | Made in USA |
|---|---|---|
| ██████.com | 19,779 | 3,259 |
| ██████.com/████████ | 7,276 | 484 |
| **Total** | 27,055 | 3,743 |

██████'s product assortment doesn't include fishing or hunting categories, and there are a number of manufacturers who fit in the broad outdoor category but market their products primarily to specialty markets such as members of the military and other professions. So we looked at Amazon.com as the retailer likely to have the broadest assortment.

Amazon doesn't release sales by category, so we don't know how much of their revenue came from outdoor products. They also don't have a "Made in USA" filter, so that data is much harder to get.

Running a wildcard search on Amazon.com's "outdoor recreation" category returns 2,689,363 products, carried by many different sellers. Filtering that result to only those sold by Amazon.com provides a much smaller number.

| Source | Products | Made in USA |
|---|---|---|
| Amazon.com | 126,725 | N/A |
| Total | 126,725 | N/A |

For our heuristic estimate, we'll say the number of outdoor products carried by US retailers is a round 100,000.

Roughly 14% of the products █████ carries are manufactured in the United States, and these are sold under approximately 100 different brand names. For our estimate we will assume that 14% of the 100,000 total outdoor products are also made in the US. These manufacturers represent an accessible niche that we will approach in our first marketing outreach campaign.

Many US-based outdoor products manufacturers make their products overseas, and we will begin an outreach campaign to them immediately after completely the domestic manufacturer outreach campaign.

Our goal is to market ourselves to the broader consumer goods manufacturing industry once we achieve 25% penetration in the outdoor products manufacturer market.

**25% Penetration of Outdoor Product Market at Different Average Price Points**

| Source | Products | 25% Of Market | 25% @ $50 | 25% @ $80 | 25% @ $120 |
|---|---|---|---|---|---|
| USA | 14,000 | 3,500 | $175,000 | $280,000 | $420,000 |
| Foreign | 86,000 | 21,500 | $1,075,000 | $1,720,000 | $2,580,000 |

We are uniquely positioned to achieve this level of penetration quickly in the outdoor products industry due to our existing contacts and discussions already underway with retailers.

Amazon carries a total of 522,276,401 items across all departments. A 10% penetration of this broad consumer products category would be very lucrative.

**10% Penetration of Consumer Product Market at Different Average Price Points**

| Products | 10% Of Market | 10% @ $50 | 25% @ $80 | 25% @ $120 |
|---|---|---|---|---|
| 500,000,000 | 5,000,000 | $250,000,000 | $400,000,000 | $600,000,000 |

Logistically, it will be easiest to work with manufacturers based in the United States regardless of where they make their products.

US Manufacturers' contribution to the economy is growing:

- 2009: $1.70 trillion

- 2015: $2.17 trillion

US Manufacturers are mostly small:

- 256,363 total

- 252,737 have less than 50 employees

While we are confident our strategic focus on the manufacturing sector as the emerging source of product content is correct, we see a large opportunity should circumstances require a pivot to focus on retailers instead. A few bullets from our analysis of the retail opportunity:

- ~$750M on product content (our estimate)

- Looking for efficiencies

- Many small new retailers using Shopify, Amazon Storefronts, etc.

We believe that complete market penetration of the retail industry would be worth approximately $200M per year.

# Growth Market: Core Content Management Services

From Day 1, the output of Minute 93's Core Content Creation service will be stored in a secure and reliable cloud-hosted database.

Clients will initially only have the ability to download their content from this service. The revenue from our early Core Content Creation clients will be used to rapidly build Product Information Management and Digital Asset Management features on top of this database.

A pricing matrix will be developed based on the number of products subscribed to and the number of features used. As the amount of data managed by Minute 93 grows, we expect these subscription fees to become a significant source of revenue, perhaps even the primary source. At the current time we are focusing on the Core Content Creation business, and include this section on Core Content Management as an indication of our future direction and goals.

Core Content Management features will allow customers to add and edit proprietary information that goes beyond Minute 93's impartial, vetted information. For example, Minute 93's Core Content schema could contain a field for "Color Family" and a leather jacket would be tagged "Brown/White" in it. But the client brand would have access to a "Brand Color" field in which they could enter their proprietary color names like "Burgundy Seal/Kerry Cream."

The value of Core Content Management becomes much greater when this information is not only accessible to our clients, but also to our clients' own clients and partners. Brands can maintain and update the content, even adding information and photos from sources other than Minute 93 (on-model location shots, for example), and have it shared directly into retailers' product databases, asset management systems, or online stores whether self-hosted or built on services such as Shopify, Magento or Amazon Marketplace.

Minute 93's Core Content Management services will facilitate this relationship by allowing brands and retailers to make a virtual handshake on what information to share, and which party agrees to pay for the data subscription. Sharing permissions can be defined granularly as only the products the retailer actually carries, managed product collections, or the entirety of the brand's products.

The appeal of Core Content Management services for retailers will be enhanced as we add features allowing them to store proprietary information (skus, photos from catalog shoots, inventory counts, markup percentages, etc.) in their accounts, associated with products but not accessible to other subscribers.

**Future Opportunities**

[Proprietary Information Removed]

# What We Are

**We are content creators and content managers.**

We will create the Minute 93 Core Content Repository in order to connect our two types of clients:

*Brands will use our services to ensure their products are represented by high-quality images and copy produced at the low costs made possible by Minute 93's optimized and scalable workflow. They will free themselves from staff and infrastructure outside their core competencies.*

*Retailers and value-added businesses will subscribe to our repository as the best source for the content building blocks they can use to build commerce and marketing experiences.*

# What We Are Not

**Minute 93 is not a creative agency or a web development company.**

*Minute 93 will not develop experiences, marketing campaigns, or branding.*

*We will free companies to focus more resources on these things themselves.*

# Marketing Plan

### Establish Track Record, 2013 — 2017

Minute 93 has been laying groundwork for its business since 2014. That year, under the name Seattle Workflow it began providing consulting to new and growing companies looking to streamline their content production processes. This groundwork has paid off in networking opportunities that include recruiting the CEO of ███████████, one of our consulting clients that raised $125M in venture capital on the strength of the process we helped them design and patent, to our board.

In 2016, as we prepare to move into our first studio, we are continuing to follow up on consulting opportunities with companies such as ███████ ███████, the fastest growing startup in San Francisco, and the venture-funded ███████ ██████████ ███████. We are in talks with █████ about handling a large assortment of products they currently do internally.

These opportunities provide connections, as well as cash flow and credibility. They support our work on shifting the standard product content model to the partnership between Minute 93 and manufacturers. In our early stage maintaining the flexibility to work with the industry as it changes, placing us far ahead of potential competitors who lack our long term vision. As

the model become more apparent to the industry, we will have established relationships with retailers ready to push their suppliers to send products directly to us and cut out the middleman.

## Contact Outdoor Manufacturers, 2016

We are compiling a list of Outdoor Manufacturers in a Customer Relationship Management tool and evaluating them for potential as early customers. Following our move to the new studio space in May we will be prepared to contact these leads with offers to take on their product photography needs at any time. These customers will form the core of our beta testing pool as we develop our ordering features.

The summer Outdoor Retailer trade show in August will give us an opportunity to work this customer base in person, meeting manufacturers with products to market and introducing our services. Ahead of this show, we will prepare a set of survey questions to ask potential customers in order to further understand their needs.

## Boost Online Presence, 2016

With the move to our new studio space, we will retool our online presence in a number of ways:

- New website photos and copy, better describing current direction

- Update social profiles to match website (Facebook, LinkedIn, Instagram, Twitter)

- Start blogging, cross-posting to Medium and LinkedIn on these topics:

  - Company progress, culture, talent

  - Importance of quality content for customer conversion

  - Client stories and highlights

## Photo-Only Trade Show Floor Demonstrations, 2017

Following our attendance at the summer Outdoor Retailer show, we will ramp up our presence by making our actual services available to brands attending the winter Outdoor Retailer show in January 2017. We will reserve a space, preferably in convention center where the show is held, and set up a traveling studio. At our booth, brands will have the opportunity to experience Minute 93's service, from placing an order via our website, to having the product virtually "shipped" to our studio, being notified when photos are ready, and having the product returned to them.

If this demonstration proves successful in attracting customers, we can repeat it at the summer OR show and possibly also at the much larger, full retail industry Shop.org conference in the fall.

### Free Product Information Samples, 2017

Once we have established customers for our photo service, we will begin recruiting them to our product information service. The second time any customer sends us an order, we will include with the returned photos product information formatted in multiple ways:

- Plain text

- XHTML marked up using Google's Rich Snippets (possibly plus other structured markup standards not officially supported by Google)

- JSON

The PI sample will be accompanied by a detailed description of the service, explaining the different formats, how they can be used, and how to order PI at the same time as product photos.

### Ongoing Marketing, 2018 and Beyond

In 2018, Minute 93 will be begin promoting our services more broadly by attending a wider range of trade shows, purchasing online advertisements targeted to keyword searches and user interests, and advertising in traditional outlets such as Internet Retailer's magazine and website.

At that time an evaluation of our marketing needs will help us determine if we'd like to keep our marketing efforts in-house with existing staff, outsource to an agency, or hire a specialist to manage them

## Who We Are

**Minute 93's management team has the necessary expertise and skills to deliver on our vision, developed while working together at a multi-billion dollar retailer.**

[Personnel Information Removed]

### Staff

Our photography staff and editorial staff will be hired on contract to allow for maximum flexibility and scalability.

## Our Competition

**Minute 93's integrated services model is unique.**

Other companies offer components of what we do, but no one else has yet recognized the opportunity that comes from combining them into one business. Where other companies specialize, Minute 93 will synthesize, disrupt, and outcompete.

Examples of established specialty services:

## Photography Studios

Our analysis of large studios shows Minute 93 has the experience necessary to match their quality of work. We can outcompete them on ease of ordering, sample tracking, cost per shot, and turnaround time.

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Our analysis of small studios shows we will have a competitive advantage over them in our quality of work, ease of ordering, sample tracking, and scalability. We won't match their low prices, but they can't match our service levels unless they raise them.

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## Sample Tracking Software Providers

Minute 93 will not offer a standalone sample tracking service, but sample tracking will be a feature of our software. We will design the sample tracking experience to avoid the pain points we have experienced ourselves as users of standalone tracking systems.

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- ███████

## Product Information Creators

Outsourced Product Information Creation is a relatively new business model. There is one Seattle company that has made a name for itself in this area. Minute 93 has a competitive advantage over them in offering photography services as well as ease of ordering and sample tracking. They have advantages over us in their existing editorial expertise and in offering "enhanced content," meaning content coded for display on retailer websites. As we move to

add this service, we will make informed choices about how to compete with them, or possibly to partner in some areas.

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## Product Information Management

PIM is generally marketed as a technology solution for businesses to bolt on to their internal workflows. By contrast, Minute 93 sees developing a Product Information Management system as an outcome of providing our Core Content services. We will not compete with these companies directly, but we will disrupt their value proposition. Our system will fit seamlessly into the Minute 93 ordering and workflow experience, freeing our clients to focus on using content instead of managing content.

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## Product Information Distribution

The opportunity in distributing product information across retail networks is beginning to be recognized. The startup company ███████████ is gaining visibility and traction in this area. Although distribution is part of Minute 93's long-term plan, we will monitor developments in this area and adjust our goals and milestones appropriately. It is conceivable that a partnership with ███████████ might prove wiser than trying to compete with them.

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# Appendix: Customer Scenarios

Minute 93's Core Content solutions can help retailers of various sizes solve common problems.

The first two senarios described below are anonymized hypothetical scenarios informed by discussions we have been having with potential clients.

The last case describes how Minute 93 could have helped prevent a real-world business disaster that cost a major retailer billions of dollars.

## The Small Business: Beth's Board and Beach

Beth has expanded on her family's third-generation hand-crafted surfboard business by opening a retail shop that sells the family boards plus beach clothing and fashion accessories. She carries both locally-made goods, and imported board shorts, swim shirts, etc. that she buys from suppliers through alibaba.com.

Now that she's started taking online orders, she's finding her ecommerce customers need more information to make purchasing decisions. A visitor to Beth's shop can try on a pair of flip-flops, heft a bracelet, or run their hands over a longboard. But online shoppers rely on a combination of accurate product information and product photographs to substitute for the store experience.

Beth's family and her local suppliers are small artisan businesses that aren't set up to produce accurate product information or photos. She is happy with the quality of the products she gets from her overseas suppliers, but finds that sizing and other product information is not necessarily accurate. The product photos are also of varying quality and style, but she knows she lacks the time and skill to make better ones.

When she first signed up for Minute 93's Core Content services, Beth was only looking for a solution to her information and photography challenges. She liked the ease of sending product samples with the pre-paid shipping labels, and the reliable quality of Minute 93's Core Content services. But as her online business has expanded, she's come to appreciate the value of having Product Information Management feeds that integrate directly into her Shopify-powered online store as well as her Amazon Webstore. The Core Content is even being used for signage in her beachfront store and in printed promotional materials.

Many of the mass-produced products Beth carries have assigned UPC/EAN barcode identifiers. As factual product information is not proprietary, and Beth has not opted to pay for custom style guides, the Core Content produced for her can also be made available to other Minute 93 customers who can retrieve it from our database by UPC/EAN code.

## The Midsize Retailer: Outdoor Sports Consolidated (OSC)

OSC has over 100 physical stores throughout the United States, selling a full range of outdoor recreational products, from mountaineering equipment to bicycles, canoes, and apparel. The online store accounts for roughly 35% of their $2B in yearly sales and a legacy catalog business remains profitable at just under 10%.

A pioneer in "clicks and mortar" retail, OSC invested early in expanding its content production capacity to include creating the validated information and high-quality photos its customers expect from the online store. That investment means they now maintain a significant team of editors that record product measurements, weights, countries of origin, etc., as well as write product descriptions that fit the company style guide. Even more costly is the fully equipped photo/video studio, which carries with it significant expense in maintaining the square footage of the building in which it is housed.

With a new generation stepping into Leadership roles, OSC is increasingly open to new ideas for containing costs and increasing profit margins. These approaches include outsourcing work to trusted partners and carefully adopting technology approaches used at younger companies, such as the "bring your own devices" ethos which allows employees access to company systems through their own phones or laptops.

After evaluating vendors, OSC chose to scale back its photo/video operations by sending the tens of thousands of products it carries to Minute 93 instead of its own in-house studio. No other studios contacted had the real-world operational experience of a mass production studio, and none had built internal processes around maximizing the dual goals of efficiency and quality.

While becoming a Minute 93 customer met OSC's immediate goal of outsourcing photo production, it's also opened up possibilities OSC hadn't even considered. Next year's budgets are being written to outsource Production Information creation to Minute 93. IT has already approved using Minute 93's Product Information Management system to replace the homegrown tool they built, integrating the data feeds into existing processes with a configurable desktop tool built by Minute 93.

OSC has unique branding requirements, and Core Content is produced for them according custom style guides. However, the non-proprietary factual content and generically-styled photos can be used by other Minute 93 customers who look it up by UPC/EAN code.

OSC has enough market share leverage that Minute 93 has suggested they require suppliers to send product samples to Minute 93 and pay for the creation of Core Content, freeing OSC from doing this themselves. Soon, savvy suppliers will begin to send products for which they do not yet have orders, and pay for Minute 93 to produce both non-proprietary Core Content and Core Content conforming to the style guides of the retailers they hope will pick up their products, make it easier to sell to the buyers.

## The Large Enterprise: Target Canada

Target Canada has become a watchword for retailers, a cautionary tale, a story about an otherwise well-managed company completely bungling an international expansion and posting losses of over $2B.

The story as detailed by Canadian Business magazine contains one of the best examples we've come across of how validated, trustworthy, product information is key to retail operations as well as merchandising and marketing. (http://www.canadianbusiness.com/the-last-days-of-target-canada/)

> Strange things started happening in 2012, once ordering began for the pending launch. Items with long lead times coming from overseas were stalled—products weren't fitting into shipping containers as expected, or tariff codes were missing or incomplete. Merchandise that made it to a distribution centre couldn't be processed for shipping to a store. Other items weren't able to fit properly onto store shelves. What appeared to be isolated fires quickly became a raging inferno threatening to destroy the company's supply chain.

> It didn't take long for Target to figure out the underlying cause of the breakdown: The data contained within the company's supply chain software, which governs the movement of inventory, was riddled with flaws. At the very start, an untold number of mistakes were made, and the company spent months trying to recover from them. In order to stock products, the company had to enter information about each item into SAP. There could be dozens of fields for a single product. For a single product, such as a blender, there might be fields for the manufacturer, the model, the UPC, the dimensions, the weight, how many can fit into a case for shipping and so on. Typically, this information is retrieved from vendors before Target employees put it into SAP. The system requires correct data to function properly and ensure products move as anticipated.

A team assigned to investigate the problem discovered an astounding number of errors. Product dimensions would be in inches, not centimetres or entered in the wrong order: width by height by length, instead of, say, length by width by height. Sometimes the wrong currency was used. Item descriptions were vague. Important information was missing. There were myriad typos. "You name it, it was wrong," says a former employee. "It was a disaster."

Without accurate information about the products it had ordered, Target Canada could not calculate the shipping capacity, warehouse space, or store shelving needed to sell them. It could not tell online customers how much shipping would cost, much less whether the product they were looking at would actually meet their needs.

The rush to launch meant merchandisers were under pressure to enter information for roughly 75,000 different products into SAP according to a rigid implementation schedule. Getting the details from suppliers largely fell on the young merchandising assistants. In the industry, information from vendors is notoriously unreliable, but merchandising assistants were often not experienced enough to challenge vendors on the accuracy of the product information they provided…The investigative team estimated information in the system was accurate about 30% of the time. In the U.S. [Target product database], it's between 98% and 99%.

As a trusted white label Core Content service of product information and photos available as a data feed, Minute 93 could prime the pump for retail launches from the smallest shops to major investments like Target Canada.

In the final analysis many things contributed to the Target Canada train wreck besides inaccurate product information. But if the breakdowns in their supply chain had been avoided by having access to accurate product information, more resources would have been available to address the other failures in the expansion plan and perhaps the end result would have been different.