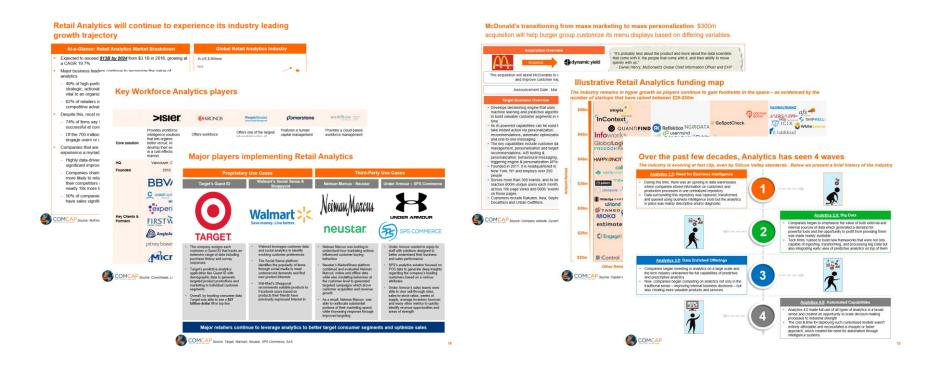


ComCap's perspectives on Retail Analytics is shared with ~500+ financial and ~300+ strategic investors

- ComCap's perspectives on various industries, including trends in retail analytics, is being shared with our large network of strategic and financial investors globally
- This facilitates a better understanding of sweet spots for these investors; and ultimately helps to better position a mandated client with selected players
- Unique disruptors additionally gain a boost to global coverage via ComCap's reach





An introduction to ComCap

- ComCap is a premier boutique investment bank focused on the intersection of commerce and capital, with key focus on B2B SaaS,
 B2C ecommerce, payments, mobile commerce, marketplaces and B2B services for retail technologies (IT and marketing services, instore, fulfillment, logistics, call center, analytics, personalization, location intelligence)
- Headquartered in San Francisco with European coverage from London & Moscow, and LATAM coverage from Sao Paulo. Our firm
 works with mid-cap public companies on buyside initiatives and public and private growth companies on financing and strategic M&A
- In addition to being the only boutique focused on disruptive commerce models, we differentiate by:
 - Bringing bulge bracket techniques to emerging models;
 - A strong and uncommon buyside/strategy practice;
 - Deep understanding of industry drivers and synergy analyses;
 - Deep relationships across the sector; and
 - Worldwide coverage with closed transactions in the United States, Japan, China, the ASEAN region, Western and Eastern Europe and Latin America
 - If you would like to make a submission, please email analytics@comcapllc.com
- Your global ComCap team:



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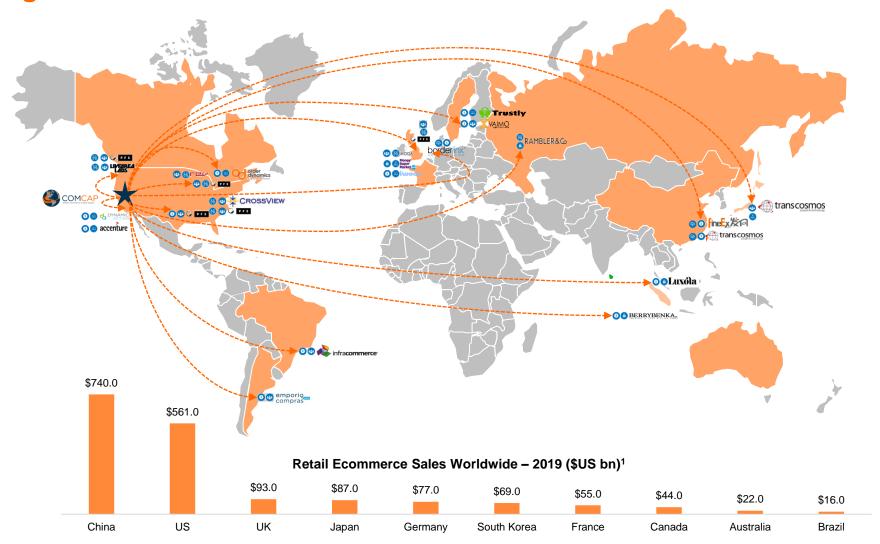
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ComCap – Active in 14 countries, including 9 of the top 10 global ecommerce markets



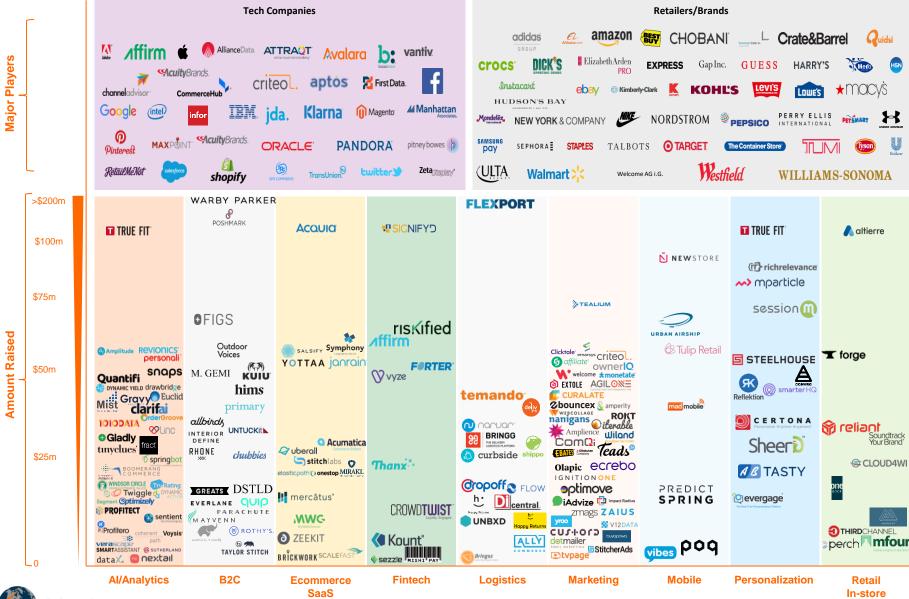


ComCap's current thematic focus areas

Theme	Description	Select companies
Artificial Intelligence / Analytics	Focus on disruptors in the artificial intelligence space focused on ecommerce, logistics, retail, predictive, payment, risk and marketing	DYNAMIC SOIT ENVIRONICS Euclid TRUE FIT' Grayy Analytes
B2C and Vertical Brands (DNVBs)	Digitally native D2C brands harnessing modern technology and business models to reach the end consumer, covering clothing, accessories, personal care, home and kitchen, furniture, and other consumer-focused products	PINROSE STANCE (S)
Ecommerce SaaS	Emerging and disruptive SaaS businesses in the ecommerce sector	Slyce inbenta bilauin
Fintech	Retail and commerce-related disruptors in the fintech universe. Current focus areas include payments, risk analytics, false declines and retail point-of-sale, especially mobile (mPOS)	Geoswift RESE
Logistics	Emerging platforms and providers innovating and optimizing the many facets of the supply chain ecosystem	Anchanto FREIGHTOS FLEXPORT h: Happy Returns
Marketing Suites	Emerging platforms in digital marketing, who focus on optimization in digital marketing and content delivery	AGIL⊙N≡ yottaa ∮ emarsys
Mobile	Focused on mobile solution providers optimizing the mobile experience from desktop-to-mobile website conversions, targeted mobile marketing, to simplifying the mobile checkout experience	URBAN AIRSHIP MOOVWEB
Personalization	Emerging players in the ecommerce personalization space	richrelevance Mparticle evergage certona fiblioomreach
Retail In-store technology	Platforms and solutions that enable retailers improve customer experience, productivity, and operational inefficiencies	beabloo ses imagotag one altierre Displaydata
Agencies and System Integrators	Agencies and systems Integrators implementing retail focused technology spanning the above sectors, including large SIs covering multiple platforms, as well as smaller SIs covering just one or a handful of platforms	astound COMMERCE VAIMO COMECTION COMECTION Smartosc guidance



ComCap's thematic landscape



technology

Retail Analytics – Key themes and case studies





Retail Analytics Landscape



Illustrative Retail Analytics funding map

The industry remains in hyper growth as players continue to gain footholds in the space – as evidenced by the number of startups that have raised between \$20-\$50m

GLOBALTRANZ \$50m utopia **InContext** GoSpotCheck. QUANTIFIND K Reflektion NG *DATA **O** usermind rubikloud \$45m Intoworks EMPIRIX Plybits Hireology GlobalLogic TRACK | | beeline | IQNavigator GuideSpark AGILONE \$40m Cognitive Scale LIVEPERSON callsign verto analytics Side·car TEKION ZONOff 1010DATA \$35m Gravy **ten**fold RHUMBIX catchpoint . Agilence cuebia (White Ops CART • GIGASPACES Wiland VARONIS mobivity Glympse \$30m TANGO ▼ Profitero → NEURA **NetFortris** SUBEX netbiscuits SEVEN SENDERS SIMOE MOTISTA evergage botify estimote iTradeNetwork* KNOA **1 nu**logy COMMERCE \$25m EVERSIGHT aurionpro P Clutch **Engage** riskmethods REDPOINT LIWIO thinkstep \bigwedge S.A.R.L @ CLOUD4WI abs SMART SHELF InfoScout FLY IXT (C) TERRAGO shiftboard. \$20m Unbound Deptimove **time**trade

Other Retail Analytics

Customer Engagement

Workforce

Supply Chain



Amount Raised

Retail Analytics Broad Market Overview



Over the past few decades, Analytics has seen four waves

The industry is evolving at fast clip, even by Silicon Valley standards. Below we present a brief history of the industry

Analytics 1.0: Need for Business Intelligence

- During this time, there was an uprising in data warehouses where companies stored information on customers and production processes in one centralized repository
- Data surrounding this repository was captured, transformed, and queried using business intelligence tools but the analytics in place was mainly descriptive and/or diagnostic









Analytics 2.0: Big Data

- Companies began to emphasize the value of both external and internal sources of data which generated a demand for powerful tools and the opportunity to profit from providing them was made readily available
- Tech firms rushed to build new frameworks that were capable of managing and processing big data but also incorporated early uses of machine learning and predictive analytics

Analytics 3.0: Data Enriched Offerings

- Companies began investing in analytics on a large scale which fully leveraged both predictive and prescriptive analytics
- Now, companies began competing on analytics not only in the traditional sense – improving internal business decisions – but also creating more valuable products and services through a combination of proprietary first party data and merged 3rd party data









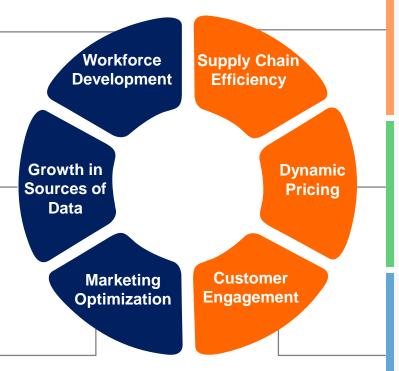
Analytics 4.0: Automated Capabilities

- Analytics 4.0 is making full use of all types of analytics in a broad sense and created an opportunity to scale decisionmaking processes to industrial strength
- The cost & time for deploying such customized models wasn't entirely affordable and necessitated a cheaper or faster approach, which created the need for automation, accomplished through the incorporation of artificial intelligence



Key drivers for the implementation of Analytics in Retail

- Retailers can use analytics to more strategically allocate their budget, increasing productivity and scheduling while improving recruitment, retention, and development activities
- Furthermore, analytics can help align the supply of labour and forecasted demand while taking into consideration the availability and preferences of associates and their individualized abilities and skills
- In the past few decades, methods for generating, collecting, and storing data have fundamentally changed with the rise of massive data sources creating torrents of information that is both deep and diverse
- The increasing availability of data has also fuelled advances in analytical techniques and technologies and these newly developed tools have been and will continue to transform traditional retail
- Today's analytics tools can deliver insights through looking at interactions among items like the media channels, promoted items, and target segments to understand the most effective media weight, placement, and flighting
- Analytics is also expanding to include collaborative systems that integrate marketing and merchandising – more closely connecting supplier and distribution partners



- Incorporating analytics to assess store-bystore performance allows brands to better position themselves as strategic partners to retailers who understand their unique customer base
- Through data sharing, retailers and suppliers will be able to further improve efficiency and reduce costs for managing, purchasing, and delivering products
- Advanced analytics can allow retailers to derive valuable insights by measuring differences in demand across customer segments, identifying key value items, clustering in zones, and assessing shopping behaviour across channels
- Guided by a data-driven pricing strategy, retailers can also identify unmet customer demand for retailers to profitably fulfil
- Customer analytics can be leveraged to generate customer insights identifying sales and margin levers in the process along with more traditional targeted marketing
- As a result analytics has begun shift towards analyses of customer engagement to determine underserved groups of customers with the propensity to increase spending broadly and more specifically in corresponding opportunity categories

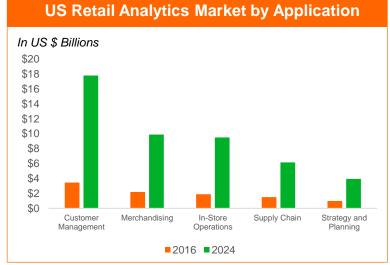


Retail Analytics will continue to experience its industry leading growth trajectory

At-a-Glance: Retail Analytics Market Breakdown

- Expected to exceed <u>\$13B by 2024</u> from \$3.1B in 2016, growing at a CAGR 19.7%
- Major business leaders continue to recognize the value of analytics
 - 49% of high-performance companies have CEOs who believe strategic, actionable insights based on customer analytics are vital to an organization's success
 - 62% of retailers report that the use of analytics creates a competitive advantage for companies
- Despite this, most retailers struggle to make the most of their data
 - 74% of firms say they want to be data-driven, but only 29% are successful at connecting analytics to action
 - Of the 700 million websites that exists, 72% fail to consistently engage users or drive conversions
- Companies that are successful in implementing analytics experience a myriad of benefits:
 - Highly data-driven organizations are 3x more likely to report significant improvement in decision-making
 - Companies championing the use of retail analytics are 6.5x more likely to retain customers, 7.4x more likely to outperform their competitors on making sales to existing customers and nearly 19x more likely to achieve above-average profitability
 - 50% of companies who master the art of analytics are likely to have sales significantly above their competitors







Major players implementing Retail Analytics

Proprietary Use Cases

Third-Party Use Cases

Target's Guest ID

Walmart's Social Sense & Shoppycat

Neiman Marcus - Neustar

Under Armour - SPS Commerce









neustar.



- The company assigns each customer a Guest ID that tracks an extensive range of data including purchase history and survey responses
- Target's predictive analytics application ties Guest ID with demographic data to generate targeted product promotions and marketing to individual customer segments
- Overall, by tracking consumer data
 Target was able to see a \$27
 billion-dollar lift in top line

- Walmart leverages customer data and social analytics to identify evolving customer preferences
- The Social Sense platform identifies the popularity of items through social media to meet underserved demand and find new product interests
- Wal-Mart's Shoppycat recommends suitable products to Facebook users based on products their friends have previously expressed interest in

- Neiman Marcus was looking to understand how marketing actions influenced customer buying behaviour
- Neustar's MarketShare platform combined and evaluated Neiman Marcus' online and offline data while also modelling behaviour at the customer level to generate targeted campaigns which drove customer acquisition and revenue growth
- As a result, Neiman Marcus was able to reallocate substantial portions of their marketing spend while increasing response through improved targeting

- Under Armour wanted to equip its staff with solutions designed to better understand their business and sales performance
- SPS's analytics solution focused on POS data to generate deep insights regarding the company's leading customers based on a various attributes
- Under Armour's sales teams were able to view sell-through rates, sales-to-stock ratios, weeks of supply, average inventory turnover, and many other metrics to quickly identify revenue opportunities and areas of strength

Major retailers continue to leverage analytics to better target consumer segments and optimize sales



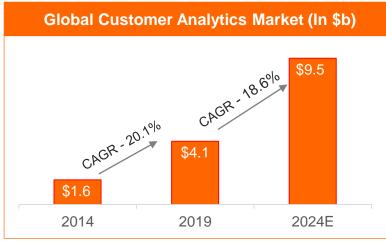
Customer Engagement Analytics



Customer Analytics represents a \$4bn market and shows no sign of slowing momentum

Customer Analytics outlook

- Expected to reach ~ \$9.5B by 2024 while growing at an 18.2%
 CAGR over the next 5 years
- The rise of customer analytics largely stems from recognition of its necessity by industry leaders
 - 73% of business leaders say that delivering a relevant and reliable customer experience is critical to their company's overall business performance today
- Despite the recognition that there is a need for customer analytics, very few companies have acted on this need
 - Only 3% of respondents believed they are able to act on all of the customer data they collect; 21% say they can act on very little of it
 - Additionally, 42% of respondents say their analytics systems don't meet current organizational needs
- However, there are clear incentives to make the shift as data-driven organizations are 23x more likely to acquire customers, and 6 times as likely to retain customers
- Companies championing the use of customer analytics are also 7.4x more likely to outperform competitors in selling to existing customers and nearly 19x more likely to achieve profitability



Importance of real-time customer analytics

Percentage of respondents indicating that the ability to use real-time customer analytics to improve customer experience across touch points and device is extremely important today and that it will be extremely important in two years



2018 2020

Current ability to deliver real time customer interactions across touch points and devices. Future ability to deliver real time customer interactions across touch points and devices.



Key Customer Analytics players

	mixpanel •••	TOTANGO	Amplitude	CleverTap	capillary
Core solution	Provides an API-based analytics platform designed to deeply understand every user's journey with instant insights for everyone on mobile and web	Leading enterprise customer success solution that enables companies to align around their customers to increase loyalty and customer lifetime value	Amplitude offers product analytics to help companies better understand user behaviour and derive insights	Develops a customer engagement and analytics platform offering collated and consolidated customer journeys augmented by machine learning	Develops AI-powered consumer experience platform enabling greater customer engagement and better omnichannel buying experiences
HQ	San Jose, CA	San Mateo, CA	San Francisco, CA	Sunnyvale, CA	Singapore, Singapore
Founded	2007	2001	2012	2013	2008
Key Clients & Partners	Gekko STARZ. Shutterfly. Hinge Expedia SAMSUNG	WAYSTAR SAP PANAYA WORKFRONT ZOOM WAYSTAR Styler Echnologies	Microsoft adidas POSTMATES POSTMATES PayPal UNDER ARMOUR Ewitter ATLASSIAN	SONY. FANDANGO Domino's Bolt BEBILE Lenskart.com Lenskart.com Lenskart.com	Walmart: FOSSIL GROUP KALYAN MALABAR GOLD & DIAMONDS Battar Unilever

Capillary Technologies overview

Bata Case Study



Challenges

Bata's existing marketing efforts at the time were primarily via SMS to mass customer list and as a result Bata was not able to hit their target segments nor generate a strong conversion rate from marketing efforts

Solution

Filtered customers using offline data such as purchase behaviour and campaign responsiveness and segmented based on demographics Incorporated analytics to clearly identify marketing campaigns aimed at the targeted customer segments generated from first layer of filtering Overall, Bata saw a 34% higher hit rate from targeted campaigns and 57x ROI specifically from the targeted ladies wear campaigns

Product Overview

Insight+

Omnichannel Data Capture – customers can gather and integrate customer data across channels to create customer journeys

Essential Insights – enables customers to create analytics dashboards, promoting cross functional collaboration

Deep Customer Analytics – offers companies better understanding of customer journeys and behaviour to enable data-driven marketing

Automated Business Insights – improves efficiency and growth with strategic, actionable generated from Al-powered predictive models

Retail Store Insights – vision-based analytics solution analysing in-store foot patterns to optimize staffing and store performance

Engage+

Campaign Manager – companies can better manage campaigns through intelligent rewards and personalized customer engagement

Journey Builder – leverages data to better engage with and influence consumer journeys to increase marketing impact and relevance

Real Time Dynamic Offers – personalized, dynamic offers sent to customers at each interaction increasing avg. basket sizes and values

Data Drive Marketing – incorporates analytics into understanding consumer behaviour and preferences from existing data sets

Omnichannel Customer Engagement – increases efficiency of data capture and marketing efforts across platforms



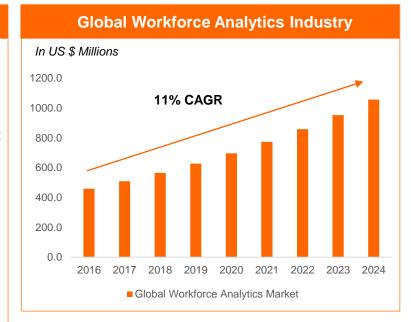
Workforce Analytics



Workforce Analytics growth lags other cohorts as only certain industries are embracing the technology

Workforce Analytics Market Breakdown

- Expected to reach ~\$2B by 2025 while growing at an 11% CAGR
 - Retail is expected to dominate the market going forward, accounting for more than 23% of the overall revenue share
 - North America currently dominates the field, but the Asia-Pacific region is likely to grow most quickly over the next decade
- Approximately 71% of companies see people analytics as a high priority in their organizations
 - At 68% of organizations, HR analytics is the most common area for future investment
 - 65% of companies are planning to increase investment into analytics over the next 3 years
- Over the last 5 years, the industry has moved from static HR management to more dynamic, real-time tools and platforms
 - 29% of companies think they are effectively leveraging external data as part of their people analytics
 - 44% of companies are using their workforce data to predict their own business performance
 - 51% of organizations now review the business impact of their HR programs
- Despite the strong growth of workforce analytics, predominantly across North America, adoption has been concentrated in certain industries and overall adoption rates remain relatively low
- Incorporation of workforce analytics allows companies to optimally allocate their human resources with minimal operational cost to the organization



Institutionalized & Business-Integrated 2% Accessible & Utilized 15% Consolidated & Building 69% Fragmented & Unsupported 14%



Key Workforce Analytics players

	>ISIEI'	KRONOS"	PeopleStreme Human Capital Management	€ ornerstone	workforce MAKING WORK SOFTWARE EASY
Core solution	Provides workforce intelligence solutions that lets organizations better recruit, retain, and develop their workforce in a cost-effective manner	Offers workforce management and human capital management cloud solutions	Offers one of the largest integrated suites of human capital management solutions spanning the entire employee life cycle	Features a human capital management solution offering recruiting, personalized learning, performance management, and HR planning	Provides a cloud-based workforce management solution to empower employees and managers to optimize time and labor-intensive processes
HQ	Vancouver, Canada	Lowell, MA	Melbourne, Australia	Santa Monica, CA	Livonia, MI
Founded	2010	1977	2001	1999	1999
Key Clients & Partners	Coastcapital SAVINGS MSKESSON EXPERION FIRSTWEST AngloAmerican pitney bowes	Johnson Controls SHOP: DIRECT	CORRECT CARE A U S T R A L A S I A OSHCLUB CORRECT CARE A U S T R A L A S I A	ACCORHOTELS Feel Welcome AGFIRST FARM CREDIT COUNCIL ALLIANCE RESIDENTIAL COMPANY ACCOLAGE	AMERICANADA ArchCoal AMERICANADA ArchCoal AMERICANADA ArchCoal ALAMO COLLEGES

Visier overview

Electronic Arts Case Study



Challenges

EA was looking to revamp their HR process. Despite having plenty of data, reporting was often difficult and time-intensive to produce, and further, these reports didn't offer enough depth to go from workforce observation to diagnosis

Results

Visier's automated reporting and analytics offered improved visibility across divisions and business partners to better integrate headcount planning processes Addition of applicant tracking allowed EA evaluate competencies of new grad hires and found they were more likely to be rated as high performers, more likely to be promoted and cost the company less than their more experienced peers Overall, EA saved 24+ weeks of labour yearly due to analytics implementation

Product Overview

Planning

Transforms workforce planning process and its effectiveness, by enabling continuous, collaborative, data-driven planning allowing companies to make more informed investments, optimize workforce costs, and eliminate surprises

Talent Acquisition

Achieve deep insights into your recruitment processes, programs, and results – from questions about your applicant pipeline and sourcing, to quality of hire and candidate diversity, to hiring process and recruiter capacity

Talent

Answers all important talent questions, from those about employee retention and movement to performance and engagement to leave management, compensation, leadership succession, risk management, and how talent decisions impact business results

Learning

Gain new understanding of the effectiveness of learning programs, activities, and content – from questions about learning impact, to learning engagement and operations, to compliance learning, new hire programs, and leadership development



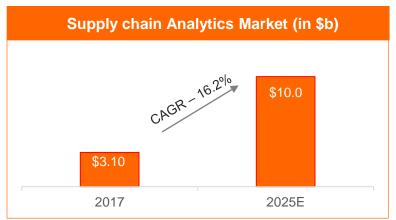
Supply Chain Analytics

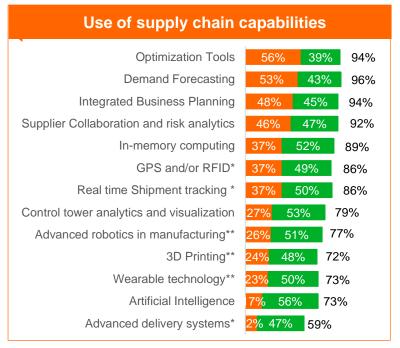


Supply Chain Analytics maintains huge potential in the coming years

Supply Chain Analytics outlook

- Expected to reach ~ \$10B by 2025 while growing at a 16.2% CAGR over the next 7 years
- A big factor in this growth is the recognition by industry leaders of analytics revolutionary potential across the supply chain:
 - 66% of supply chain leaders say advanced supply chain analytics are critically important to their supply chain operations in the next 2 to 3 years
- Despite this, companies have been slow to act:
 - Nearly two-thirds (63%) of companies do not use any technology to monitor their supply chain performance
 - While 94% of supply chain leaders say that digital transformation will fundamentally change supply chains, only 44% have a strategy in place
 - The current average supply chain has a digitization of only around 43%
- However, companies that aggressively digitize their supply chains can expect to boost annual growth of earnings by 3.2% and annual revenue by 2.3%
- Furthermore, businesses with optimal supply chains have 15% lower supply chain costs, less than 50% in inventory holdings, and cash conversion cycles at least three times faster than companies not focused on supply chain optimization







Key Supply Chain Analytics players

	chainalytics	⊻ toolsgroup	LLamasoft Supply Chain By Design	LOK A D Quantitative Supply Chain	JOHN GALT
Core solution	Global leader in supply chain analytics with end-to-end offerings designed to transform supply chains at every planning horizon and across multiple domains	Global provider of supply chain planning and demand analytics software featuring probability forecasting and machine learning based decision-making	Offers advanced analytics to business leaders to support realworld supply chain decisions in order to achieve profitability and growth goals	Provides quantitative supply chain optimization software, with a focus on enabling business to optimize their purchasing and replenishment decisions	Offers flexible supply chain solutions for growing middle market companies increasing forecast accuracy, enhancing collaboration, and optimizing inventory
HQ	Atlanta, GA	Boston, MA	Ann Arbor, MI	Paris, France	Chicago, IL
Founded	2001	1993	2003	2008	1996
Key Clients & Partners	PEPSICO SiteOne Stronger Together TEMPUR-PEDIC US. Unified Grocers. Campbellia.	ALFASIGMA ALESSI PROFESSIONAL PARTNER Cacciona ABSOLUT.	LAFARGE TARMAC Kurt Salmon Part of Accenture Strategy Findel Findel Findel Findel	AIRFRANCE / KLM INDUSTRIES MAINTENANCE WE the elephant pants EMPÉRIUM COOKSHOP SELL MARICOFFEE MARICOFFEE	BUCKEYE Syngenta flowers Bayer CropScience



ToolsGroup overview

Proctor & Gamble Case Study



Challenges

Results

Arc Distribution Iberica (ADI), a subsidiary of Arc International, was looking for solutions to optimize the balance of stock to service by reducing inventories, improving service levels, ensuring future network capacity from an optimal base, and optimizing fulfilment processes

SO99+ restructured the physical facilities and IT systems ADI had been using as a part of their supply chain by centralizing its inventories and optimized the fulfilment process through the elimination of redundant structures, lowering logistics costs, and ensured service quality

Overall, ADI maintained service levels as inventory was reduced by 38%

Product Overview

Allocation & Replenishment

Demand Planning & Sensing

Planning as a Service

Production Planning

Inventory Optimization

Automatically calculates optimal inventory levels for both existing and new items to create a phased, time-series plan that achieves target service levels even in the face of demand variability and distribution complexity

Automates the creation of demand plans using machine learning and by incorporating detailed short-term demand signals and demand collaboration, reducing forecast errors and optimally deploying inventory

Provides business-focused technology enabled resources to help customer quickly achieve value from Service Optimizer 99+ implementation and accelerates time-to-value over a traditional implementation and lean approach

Provides unparalleled visibility, insight, and control of the entire production lifecycle to improve efficiency and quality control, and service demand

Factors in multiple planning variables and probabilities to generate an optimal, multi-echelon inventory plan for every item in a portfolio to achieve target service levels



Landmark M&A Transactions



Select M&A across Retail Analytics technology in 2019

Closed Date	Target	Acqui	Transaction irer Size	Enterprise Value	Implied Equity Value	LTM Revenue	EV / LTM Revenue	EV / LTM EBITDA
9/4/19	Certain Assets of Arcadia Data Inc.	Cloudera, Inc.	NA	NA	NA	NA	NA	NA
8/6/19	Celect, Inc.	NIKE, Inc.	NA	NA	NA	NA	NA	NA
7/17/19	Lymbyc Solutions Private Limited	Larsen & Toubro Infotech Limited	\$6	\$5	NA	\$1	5.4x	NA
7/11/19	Mnubo Inc.	Aspen Technology, Inc.	\$78	\$78	\$71	NA	NA	NA
6/13/19	Lattice Engines, Inc.	The Dun & Bradstreet Corporation	NA	NA	NA	NA	NA	NA
5/10/19	Tableau Software, Inc.	salesforce.com, inc.	\$17,378	\$16,337	\$16,933	\$1,192	13.3x	NM
/6/19	Looker Data Sciences, Inc.	Google LLC	\$2,600	\$2,600	\$2,600	NA	NA	NA
/29/19	Geografia Aplicada Sociedad Limitad	la CARTO	NA	NA	NA	NA	NA	NA
/20/19	Profitect Inc.	Zebra Technologies Corporation	\$86	NA	NA	NA	NA	NA
/17/19	MapAnything, Inc.	salesforce.com, inc.	\$225	\$262	\$262	NA	NA	NA
/4/19	ClearStory Data Inc.	Alteryx, Inc.	\$20	\$20	\$17	NA	NA	NA
/25/19	Dynamic Yield Ltd.	McDonald's Corporation	\$300	\$300	\$300	NA	NA	NA
/7/19	SnappyData, Inc.	TIBCO Software Inc.	NA	NA	NA	NA	NA	NA
/15/19	Operatedata Ltd.	Apple Inc.	NA	NA	NA	NA	NA	NA
lin							5.4x	N/A
lean							9.3x	N/A
Median							9.3x	N/A
Лах							13.3x	N/A



McDonald's transitions from mass marketing to mass personalization – The \$300m acquisition will help McDonald's customize its menu displays based on differing variables

Acquisition Overview



Acquired



The acquisition will assist McDonalds to increase personalization and improve customer experiences

Announcement Date: Mar 25, 2019

- "It's probably less about the product and more about the data scientists that come with it, the people that come with it, and their ability to move quickly with us,"
 - Daniel Henry, McDonald's Global Chief Information Officer and EVP
- "The downside for McDonald's here is capped if this doesn't work, McDonald's loses about \$300 million but the upside is uncapped Liad Agmon, Co-founder and CEO, Dynamic Yield

Target Business Overview

- Develops decisioning engine that uses machine learning and predictive algorithms to build valuable customer segments in real time
- Its Al-powered capabilities can be used to take instant action via personalization, recommendations, automatic optimization, and one-to-one messaging
- The key capabilities include customer data management, personalisation and targeting, recommendations, A/B testing & personalization, behavioural messaging, triggering engine & personalization APIs
- Founded in 2011, it is headquartered in New York, NY and has over 250 employees
- Serves more than 300 brands, and its tech reaches 600m unique users each month, across 10b page views and 600b "events" on those pages
- Customers include Rakuten, Ikea, Sephora, Decathlon and Urban Outfitters

Deal Terms

- McDonald's acquired Dynamic Yield for \$300m
- Dynamic Yield will continue to operate and serve clients as a stand-alone business unit of McDonald's; however, this acquisition does prevent Dynamic Yield from supporting other quick-serve restaurants
 - The technology is expected to be brought to 1,000 McDonald's locations in the next three months, and all 14,000 US stores as well as its international restaurants over time
- Based on Zacks Equity Research, this move will allow McDonald's to maintain a significant competitive advantage over its peers that have not adopted similar technology such as Domino's, Chipotle and Yum! Brands

Strategic Rationale

- Benefits to McDonald:
 - The insights will be deployed through the restaurant's drive-thru menus and self-service kiosks with the goal of increasing flexibility with its menu presentation...
 - ...and to expand predictive analytics to in-store kiosks, supply chain, kitchen, for mobile order and pay.
- The acquisition will allow McDonald's to vary its electronic display of items and DOOH network for walk-up or drive-thru customers based on the weather, time of day, restaurant traffic consumer demand and a whole host of other factors that will power Dynamic Yield's integrated Al capabilities

In some cases the value add from analytics is enough to warrant an outright acquisition



Zebra Technologies to acquire Retail Analytics technology, Profitect

The acquisition expands Zebra's relevance deeper and wider within global retail operations while advancing their software capabilities

Zebra Technologies entered into an agreement to acquire Profitect for an undisclosed sum

Acquisition Overview



"We are excited to join Zebra and bring our award-winning prescriptive analytics solution to every worker at the edge... Together we will ensure the workforce of the future is more connected and optimally utilized. We value Zebra's support and expertise over the past five years as a key venture capitalist. I'm proud of the contribution that Profitect's solution will bring to Zebra and look forward to working closely to deliver prescriptive analytics as part of its innovative and broad solution portfolio"

- Guy Yehiav, CEO and Chairman of the Board of Profitect, PR dated May 20, 2019

Announcement Date: May 20, 2019

Target Business Overview

- Develops cloud-based prescriptive analytics solutions for the retail and CPG industries
- Core platform analyses data from across the value chain to help brands improve inventory and pricing accuracy, out of stocks, supply chain efficiency, unsellable merchandise, and assortment discrepancies
- Raised \$14.5m from Benhamou Global Ventures, Motorola Solutions Venture Capital, Genesis Partners and Cedar Fund
- Founded in 2007, the company is headquartered in Burlington, MA

Deal Terms

- Zebra expects to fund the acquisition of Profitect with a combination of cash on hand along with fully committed financing available under its credit facility
- Guy Yehiav, CEO and Chairman of the Board of Profitect, will be a key leader in the business integration
- The transaction is subject to customary closing conditions and is expected to close in the second guarter of 2019
- The transaction is expected to be immaterial to sales and profitability in the near term

Strategic Rationale

- With the acquisition, Zebra adds a capable retailer data gathering and interface system to its Enterprise Asset Intelligence solution
- Assist retailers to increase sales and reduce inventory mismatch via its mobile-connected monitoring and resolution module suite
- To expand the range of its service offerings beyond just automatic data capture
- Will work with its' partners to empower frontline workers – across all verticals - with the insights that require to make better, faster, smarter decisions
- Leverage the investment to accelerate the development of its Savanna data platform
- The retail analytics market size is expected to exceed \$13 billion by 2024, according to market research report by Global Market Insights in 2019
- Key drivers: Need for omnichannel insights, retailers seeking to attract both new customers while retaining existing customers, and an
 increased demand for customized software solutions



Salesforce is buying data visualization company Tableau for \$17.4bn in an all-stock deal

Acquisition Overview



Acquired



The acquisition will merge the top CRM platform with the leading analytics platform

Announcement Date: June 10, 2019

"As part of the world's #1 CRM company, Tableau's intuitive and powerful analytics will enable millions more people to discover actionable insights across their entire organizations."

Adam Selipsky, President and CEO of Tableau

"It's truly the best of both worlds for our customers—bringing together two critical platforms that every customer needs to understand their world."

Marc Benioff, Chairman and co-CEO of Salesforce

Target Business Overview

- Provides business analytics software products that helps users visualize and understand data
 - Products include: Tableau Desktop,
 Tableau Server, Tableau Online, Tableau
 Prep and Tableau Public
- A pioneer of self-service analytics that is considered as the #1 analytics platform
- Has ~86K business customers, including Charles Schwab, Verizon, Schneider Electric, Southwest, and Netflix
- Listed on NYSE on May 16, 2013
- Founded in 2003 and is headquartered in Seattle, WA
- Employs over 4,200 individuals



Deal Terms

- Salesforce to acquire Tableau from Christian Chabot, Patrick Hanrahan, Christopher Stolte and other shareholders for \$17.4bn⁽¹⁾
- Each common stock of Tableau will be exchanged for 1.103 shares of Salesforce common stock.
- Key transaction multiples & Implied EV: \$16.3b
 - Implied EV / LTM Revenue: 13.7x
 - Implied EV / NTM Revenue: 11.4x
 - Implied EV / NTM EBITDA: 67.7x
- Tableau will operate independently under the Tableau brand as a business unit of salesforce.com and will remain headquartered in Seattle, WA
- It will continue to be led by CEO Adam Selipsky along with the current leadership team
- Expected closing date: Salesforce Q3 ending October 31, 2019

Strategic rationale

- With Tableau, Salesforce aims to:
 - accelerate digital transformation efforts enabling the companies to streamline and access the data across their entire business
 - surface deeper insights to make smarter decisions, drive intelligent customer experiences, and accelerate innovation
- It will also make Salesforce's Customer 360 and analytics capabilities stronger than before
- Tableau to integrate with Salesforce Einstein to deliver an intelligent, intuitive analytics and data visualization platform for every department at a company to reach more customers
- The purchase will merge Salesforce's community of 1.4 million users and Tableau's consumer base of 1 million individuals



Nike acquires Celect to optimize inventory, analyze consumer behavior, and tackle \$2bn in inventory write-offs

Nike's August 2019 acquisition of inventory analytics company Celect demonstrates the expected impact that transformative technology can have on a retailer's operations and profitability.

Celect's ML and Al-based consumer data science & demand forecasting technology allows retailers to understand customer shopping patterns in-store and online, helping retailers to estimate future demand and optimize inventory portfolios in stores and across the supply chain.

The acquisition is aligned with Nike's strategy of trying to **sell more directly to consumers** and shift business away from its traditionally dominant wholesale channel.

In 2019, Nike recorded nearly \$2bn in inventory write-offs. By helping Nike reduce out-of-stocks, excess inventory, and connect more directly with consumers, ultimately increasing revenue and reducing write-offs, Celect's technology is expected to make a direct impact to Nike's bottom line.







Based on ComCap's analysis, Celect's technology could be worth \$100's of millions over the next several years if it can even marginally reduce Nike's nearly \$2bn FY2019 inventory write-offs.

ComCap sees two primary drivers of value:

- A 2% reduction in inventory write-offs could generate \$130m in additional Net Income
- A 2% increase in sell-through rate could generate \$114m in additional Net Income

Over the next 5 years, these initiatives could combine to create a present value of \$244m in additional Net Income

Nike P&L (\$millions)	FY2019A	FY2024E
Revenue	\$39,117	\$56,459
Net Income	\$4,029	\$7,451
Inventory write-offs	\$1,820	\$2,450
% Net Income	45%	33%
Present value of Celect impairment reduction		\$130
Present value of Celect additional sales		\$114
Total present value of Celect technology		\$244

This case highlights the continued trend that ComCap has both predicted and tracked - major retailers are increasingly becoming technology companies in order to better adjust to a world driven by disruptors including Amazon and Google



Notes: Forecast period through 2024; Write-offs held constant as a % of COGS through forecast period; After tax benefit from impairment reductions and additional sales grows from \$33-\$42m, and \$27-\$39 through the forecast period, respectively. Additional sales impact assumes recaptured sales Gross Margin flows directly to EBIT. See ComCapllc.com/research for expanded case study and calculation details

Celect is expected to provide value to Nike by optimizing inventory sales and reducing excess inventory write-offs

Estimated impacts to Nike's Net Income justify a \$100m+ present valuation

Assumptions	
Discount rate (Nike WACC + 5%)	12.5%
Inventory write-off reduction due to Celect technology	2.0%
Additional inventory sell through due to Celect technology	2.0%

Nike P&L (\$millions)	FY2019A	FY2020E	FY2021E	FY2022E	FY2023E	FY2024E
Revenue	\$39,117	\$42,131	\$45,534	\$49,044	\$52,622	\$56,459
Revenue growth		7.7%	8.1%	7.7%	7.3%	7.3%
cogs	\$21,643	\$23,109	\$24,707	\$26,244	\$27,574	\$29,133
% of revenue	55.3%	54.9%	54.3%	53.5%	52.4%	51.6%
Gross Profit	\$17,474	\$19,022	\$20,827	\$22,801	\$25,048	\$27,326
Gross Margin	44.7%	45.2%	45.7%	46.5%	47.6%	48.4%
SG&A	\$13,445	\$14,432	\$15,560	\$16,742	\$18,317	\$19,875
Net Income	\$4,029	\$4,590	\$5,267	\$6,059	\$6,731	\$7,451
Inventory write-offs % Net Income % of COGS (held constant) Nike effective tax rate	\$1,820 45% 8.4%	\$1,943 8.4% 16.1%	\$2,078 8.4% 15.9%	\$2,207 8.4% 15.8%	\$2,319 8.4% 15.5%	\$2,450 33% 8.4% 15.0%
Impairment add-backs 2% of inventory write-offs impairment back into EBIT After-tax Impact		\$39 \$33	\$42 \$35	\$44 \$37	\$46 \$39	\$49 \$42
Additional inventory sell through 2% of write-offs back into inventory for sale		\$39	\$42	\$44	\$46	\$49
COGS % revenue		54.9%	54.3%	53.5%	52.4%	51.6%
Additional revenue from inventory sale		\$71	\$77	\$82	\$89	\$95
Gross Margin		45.2%	45.7%	46.5%	47.6%	48.4%
Additional Gross Margin from sale		\$32	\$35	\$38	\$42	\$46
After-tax Impact*		\$27	\$29	\$32	\$36	\$39

Present value of Celect impairment reduction	\$130
Present value of Celect additional sales	\$114
Total present value of Celect technology	\$244

^{*}Assumes Gross Profit flows through directly to EBIT



Select technology acquisitions by retailers

Date	Target	Acquirer
8/13/19	Sidestep Technologies Inc.	Custom Ink
8/6/19	Celect, Inc.	NIKE, Inc.
5/20/19	Boomerang Commerce	Lowe's Companies, Inc.
4/11/19	Polymorph Labs, Inc	Walmart Inc.
3/25/19	Dynamic Yield	McDonald's
2/26/19	Aspectiva Ltd.	Walmart Inc.
2/15/19	Operatedata Ltd.	Apple Inc.
1/11/19	ZiipRoom, Inc.	Bose Corporation
1/11/19	Askuity Inc.	The Home Depot, Inc.
1/3/19	Wiggly-Amps Limited	Walgreens Boots
12/13/18	Int Data Labs, Inc.	Walmart Inc.
11/12/18	Unlockd Media	Wesfarmers Limited
11/8/18	GlamST LLC	Ulta Beauty, Inc.
11/8/18	Qm Scientific	Ulta Beauty, Inc.
10/17/18	daco SAS	Vente-privee.com
9/25/18	Upstream Commerce Ltd.	Flipkart
9/13/18	Delivery Technologies	Walmart Inc.
9/3/18	Dhurya Technologies Private Limited	Walmart Inc.
8/21/18	Liv.ai Pvt. Ltd.	Flipkart
8/1/18	Pretr Online Services Private Limited	Flipkart
7/20/18	CuriosityChina	Farfetch UK Limited



Select technology acquisitions by retailers

Date	Target	Acquirer
7/16/18	Solvy Tech Solutions Pvt. Ltd.	Flipkart
5/2/18	STORY	Macy's, Inc.
4/20/18	Detour.Com, Inc.	Bose Corporation
4/9/18	Invertex Ltd	NIKE, Inc.
3/22/18	Zodiac Inc.	NIKE, Inc.
3/16/18	Modiface Inc.	L'Oréal S.A.
3/8/18	BevyUp	Nordstrom, Inc.
3/8/18	MessageYes	Nordstrom, Inc.
2/5/18	Spatialand Inc.	Walmart Inc.
12/13/17	Shipt, LLC	Target Corporation
11/16/17	Outward Inc.	Williams-Sonoma, Inc.
10/3/17	Parcel Inc.	Walmart Inc.
9/29/17	Regaind, SAS	Apple Inc.
9/28/17	TaskRabbit, Inc.	IKEA
8/14/17	Grand Junction, Inc.	Target Corporation
4/19/17	Inlogg Internet Pvt. Ltd.	Flipkart
4/5/17	Decorist, Inc.	Bed Bath & Beyond Inc.
4/3/17	Integra Commerce	Magazine Luiza S.A.
11/28/16	GameChanger Media, Inc.	DICK'S Sporting Goods, Inc.



Leading Public Companies



Analytics leaders

(\$USD millions, except per share amounts)

	Trading I	Trading Performance				tion	Trading Multiples				Operating Statistics				
	Stock			Equity	Net		EV	/	EV	1	Rev. G	rowth			LTM
	Price	%52	2W	Market	Cash	Enterprise	Rever	nue	EBIT	DA	CY18 /	CY19 /	EBITDA I	Margin	Gross
Company (FYE)	12/4/2019	Low	High	Value	(Debt)	Value	CY18E	CY19E	CY18E	CY19E	CY17	CY18	CY18E	CY19E	Margin
Analytics Leaders															
Verisk Analytics, Inc. (US)	\$145.41	142%	88%	\$23,828	(\$2,630)	\$26,458	11.0x	10.2x	23.4x	21.8x	11.6%	8.5%	47.2%	46.6%	63.0%
Splunk Inc. (US)	\$146.62	163%	96%	\$22,629	(\$119)	\$22,748	12.6x	9.7x	NM	58.3x	37.7%	30.4%	15.6%	16.6%	81.9%
Datadog, Inc. (US)	\$36.92	134%	84%	\$10,922	\$699	\$10,223	NA	29.1x	NM	NM	NM	NA	NA	(1.9%)	74.6%
Alteryx, Inc. (US)	\$110.93	229%	75%	\$7,219	\$148	\$7,071	34.6x	18.0x	NM	NM	55.2%	91.8%	(0.2%)	14.4%	90.4%
New Relic, Inc. (US)	\$68.13	136%	63%	\$4,005	\$283	\$3,722	8.4x	6.6x	49.3x	38.9x	35.0%	27.5%	16.9%	16.8%	83.3%
Teradata Corporation (US)	\$25.85	109%	52%	\$2,908	(\$147)	\$3,055	1.4x	1.6x	9.0x	9.5x	0.4%	(13.1%)	15.7%	17.1%	50.3%
MicroStrategy Incorporated (US)	\$151.60	131%	95%	\$1,556	\$464	\$1,093	2.2x	2.3x	49.0x	23.7x	(1.2%)	(2.8%)	4.5%	9.5%	79.1%
Min				\$1,556	(\$2,630)	\$1,093	1.4x	1.6x	9.0x	9.5x	(1.2%)	(13.1%)	(0.2%)	(1.9%)	50.3%
Mean				\$10,438	(\$186)	\$10,624	11.7x	11.1x	32.7x	30.5x	23.1%	23.7%	16.6%	17.0%	74.7%
Median				\$7,219	\$148	\$7,071	9.7x	9.7x	36.2x	23.7x	23.3%	18.0%	15.6%	16.6%	79.1%
Max				\$23,828	\$699	\$26,458	34.6x	29.1x	49.3x	58.3x	55.2%	91.8%	47.2%	46.6%	90.4%



Select Key Disruptors



Select AI company profiles

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Company	Headquarters	Employees	Amount Raised	Description
昌	Redwood City, California	~350	\$228.5m	 C3 delivers a comprehensive and proven set of capabilities for developing, deploying, and operating large scale AI, predictive analytics, and IoT applications 10 to 100x faster than alternative approaches.
	Boston, Massachusetts	~750	\$430.6m	 DataRobot offers a machine learning platform for data scientists of all skill levels to build and deploy accurate predictive models in a fraction of the time it used to take. The technology addresses the critical shortage of data scientists by changing the speed and economics of predictive analytics.
E	Montreal, Quebec	~350	\$257.5m	 Element AI is an artificial intelligence company that gives organizations unparalleled access to cutting-edge technology. They deliver AI software products that augment decisions to make your business stronger, safer, and more agile.
SYMPHONY RETAIL	Addison, Texas	~700	NA	 Symphony RetailAI is the leading global provider of role-specific, AI-enabled revenue growth management solutions and customer- centric insights for retailers and CPG manufacturers across the entire value chain.



Company	Profile	Capabilities
ace turtle	Ace Turtle A technology driven platform company that provides direct to consumer web commerce solutions for leading retail brands Founded: 2013 HQ: Karnataka, India Total Funding: \$8.9m	 Business Highlights: Integrates online and offline retail channels automating and optimizing Omni-Channel fulfilment The platform provides brands with a single view of inventory Has raised funds from Vertex Ventures, InnoVen Capital and C31 Venture Solutions are currently used by brands such as Ray-Ban, Puma, Max, Arrow, Flying Machine, Ed Hardy, US Polo, and Fossil Has offices in India and Singapore
Amplience CONTENT MANAGEMENT, SIMPLIFIED.	Amplience Simplifies how clients plan, create, manage, and deliver content Founded: 2008 HQ: London, UK Total Funding: \$104.8m	 Business Highlights: Provides products such as content, media, and content hub to help the creativity and productivity of content and technology teams Key partners include SAP, Salesforce, IBM, Oracle, Magento, and Akamai It serves more than 200 businesses including Crate and Barrel, Heritage Parts, Boohoo, Mulberry, BMC, TUM and others On June 2019, Amplience partnered with Mobify to deliver modern headless frontend experience for commerce
⊗ capillary	Capillary Technologies Pvt Ltd Develops customized and cloud-based customer analytics marketing platforms for retailers Founded: 2008 HQ: Singapore Total Funding: \$113.1m	 Business Highlights: Offers an integrated platform of AI and machine learning to make it easy for brands to get deep understanding, engage consumers, provide easy and connected cross-channel commerce experiences and retain the best consumers It serves around 400 brands across 30 countries, key clients include Pizza Hut, Walmart, PetroMin, ToysRus, Charriol and others It has a global presence in 30 countries with 14 offices, and powers 35k stores
CB4	CB4 Provides a patented AI tool that helps retailers uncover and fix the costliest execution problems in stores Founded: 2012 HQ: New York, NY Total Funding: \$22.0m	 Business Highlights: Offers a patented software solution for brick and mortar retail companies which uncovers hidden purchasing patterns that detect unfulfilled consumer demand at the SKU and store level Key customers include Barnes & Noble, Urban Outfitters, Ace Hardware With headquarters in New York, CB4 has additional offices in London and Herzliya In Mar 2019, CB4 raised funds of \$16m from Octopus Ventures and three others
celect	Celect A cloud-based, predictive analytics SaaS platform for retailers Founded: 2013 HQ: Boston, MA Total Funding: \$41.4m	Business Highlights:



Company	Profile	Capabilities
€ CLARABRIDGE	Clarabridge, Inc. Offers SaaS products for sentiment analysis and text analytics to automatically collect, categorize and report on structured data and unstructured data Founded: 2006 HQ: Reston, VA Total Funding: \$124.9m	 Business Highlights: Offers advanced text analytics which transforms survey, social, voice and all other forms of customer feedback into intelligence tools used to empower confident, decisive action across the business Key partners include ORI, Smooch, Customerville, and Accenture Digital Key customer include Adobe, United, Aramax, Electrolux, Autodesk and others It has offices in London, UK and San Francisco, CA
Clicktale °	Clicktale A Content square company, that creates solutions to help clients understand their digital audience to connect with them better Founded: 2006 HQ: Tel Aviv, Israel Total Funding: \$60.0m	 Business Highlights: Offers enterprise-class platform and customer experience experts which transform millisecond-level behaviors and gestures into meaningful insights Key partners include Adobe, Google, Oracle, Salesforce, and Gaprise It serves a wide range of industries including retail, telecommunication, media, finance, tech and travel; Key customers include Avis, Dell, Mobile, USAA, Metlife, and Ring Central
⊕ CLOUD4WI	Cloud4Wi An Al- driven application suite for location services Founded: 2014 HQ: San Francisco, CA Total Funding: \$23.5m	 Business Highlights: Offerings include Volare Splash, Volare Compass, Volare Spaces and an ROI Calculator Key industries include retail chains, restaurant chains, shopping centers, and transportation Key customers include Adecco, Bank of America, Burger King, Olive Garden, Salvatore Ferragamo, and The Cordish Companies It connects more than 130 million mobile users across 45,000 locations in more than 120 countries, while collecting more than 10 billion points of location data per month
DYNAMIC ACTION	Dynamic Action An advanced retail analytics solution specifically built to enable eCommerce, store and omnichannel teams Founded: 2007 HQ: Redwood City, CA Total Funding: \$19.0m	 Business Highlights: Delivers new metrics, automated diagnostics and both out-of-the-box and ad hoc analytics and visualizations It has three distinct partner categories including technology, solutions and service Key customer include Cole Haan, Eddie Bauer, DXL Men's Apparel, Farfetch, Heine, SportSchek, and MyOptique Group among others
emarsys	Emarsys An independent marketing platform which enables truly personalized, one-to-one interactions between marketers and customers across all channels Founded: 2000 HQ: Wien, Austria Total Funding: \$55.3m	 Business Highlights: Provides software products which enable companies to scale marketing decisions and actions beyond human capabilities Key partners include CSO, eco, Return Path, sncd and others It serves more than 4.2 billion consumers across 150 countries; key customers include Ebay, Macy's, Best buy, Canon, ghd, Lesara, Superdrug and others Globally, the company operates 15 additional offices



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Company	Profile	Capabilities
ENVIRONICS ANALYTICS	Environics Offers the full range of analytical services—from data supplier to strategic consultancy Founded: 2003 HQ: Toronto, Canada Total Funding: N/A	 Business Highlights: The company specializes in geodemographic-based segmentation, site evaluation modelling, and custom analytics Additionally, the company offers marketing data related to demographics, financial, media and behavior, business, geographic, and other consumer attributes Furthermore, it offers services in the areas of customer insights, geocoding, multicultural marketing, target marketing, trade area and site modelling, and customized solutions
EVERSIGHT	Eversight Al-powered pricing and promotions service provider which helps brands in optimizing pricing and maximizing ROI on promotional spend Founded: 2013 HQ: Palo Alto, CA Total Funding: \$24.2m	 Business Highlights: Offers solutions that help retailers and consumer goods manufacturers in improving promotion effectiveness and making better use of trade spend dollars Serves various retail channels such as grocery stores, drug stores, mass merchandise stores, online retailers, and pet speciality stores among others Key partners include Catalina, Vestcom, Altierre, Rite Aid, Google and others It has offices in New York, NY and Chicago, IL
Ei	EVRYTHNG An IoT SaaS platform for consumer products that manage a wide range of unique digital identities in the cloud Founded: 2011 HQ: London, UK Total Funding: \$41.3m	 Business Highlights: Provides a suite of solutions to drive new digital applications, better control the supply chain, and engage directly with customers It offers its solutions to the appliances and electronics, apparel and accessories, consumer packaged goods, food and beverages, health and insurance, insurance, lighting, telecommunication, and toys & entertainment industries Key customers include Puma, Diageo, Coca-Cola, Almond, Carrefour, Avery Dennison, WestRock, and Almond
first insight	First Insight A SaaS-based predictive analytics platform enabling data-driven product decisions for the next generation of retail Founded: 2007 HQ: Warrendale, PA Total Funding: \$23.4m	 Business Highlights: Offers SaaS-based predictive analytics platform that provides insight about expected product performance, optimal entry price points for new items, planning and target marketing It serves 100+ customers including Rue21, Camuto group, Randa Accessories, Caleres, Crocs, and Vince Camuto First Insight partners with HSN to identify top-performing products
fractaboo	Fractal Analytics A technology company which helps brands to listen to their customers and make informed decisions Founded: 2000 HQ: New York, NY Total Funding: \$325m	 Business Highlights: Offers products which power every human decision by bringing analytics & AI to the decision-making process It serves wide range of industries such as consumer goods, insurance, financial services, retail, technology, healthcare & life sciences, media, and telecom It has presence across 15 global locations including the United States, UK, Ukra, China, Singapore, Germany, Canada, Australia, Malaysia, Sweden, Netherlands, Switzerland, and India



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Company	Profile	Capabilities
FREEDOMPAY	Freedompay A white label ecommerce platform for banks, retailers and healthcare organizations delivering cashless solutions for clients and operators Founded: 2000 HQ: Philadelphia, PA Total Funding: \$42.8m	 Business Highlights: Offers transaction solutions, including mobile payments, cashless solutions, virtual and remote terminals, payment processing, intelligent analysis, routing of promotions, incentives and customer relationship management services Key partners include Gateaway, Noble, Agilysys, Corneil Centers, and Vista It serves a wide range of industries including contract food services, financial services, gaming, higher education, hospitality and retail
GINESYS RETELLING RETAIL	Ginesys An ERP software which covers the entire retail value chain from manufacturing to distribution to retail Founded: 2006 HQ: Gurgaon, India Total Funding: NA	 Business Highlights: Offerings includes procurement, production, inventory, sales & distribution, retail management, point of sale, data analytics, SMS / email notification, finance & accounts and e-commerce integration It enable 25,000 transactions annually across 500+ businesses The company has 5 offices across India
GoodData	GoodData Corporation Provides the platform to create business applications that harness existing data to help in automating, recommending and taking better business actions Founded: 2007 HQ: San Francisco, CA Total Funding: \$115.8m	 Business Highlights: Offers the technology and expertise to drive wide-scale adoption of analytics across entire business networks The company's clients span a wide range of industries including financial services, insurance, retailers Key customers include Emerald Club, ByPass, FCM travel Solutions, and Fourth In Nov 2018, the company raise \$14.4m in its most recent round of funding
Gravy	Gravy Analytics Provider of real-world location intelligence for a broad array of clients including marketers, data players, and retailers Founded: 2011 HQ: Dulles, VA Total Funding: \$35m	Business Highlights: The company processes billions of anonymous mobile location signals every day to create its industry-leading and privacy-friendly data services, insights, and audiences Its patented AdmitOne engine verifies consumer attendances at various places, points-of-interest and local events, providing unprecedented visibility into the offline consumer journey It serves various industries such as automotive, hospitality & travel, financial services, real estate, restaurants, retail and sports & entertainment
InContext	InContext Solutions, Inc. Provider of enterprise mixed reality (MR) solutions for total retail optimization and shopper engagement Founded: 2009 HQ: Chicago, IL Total Funding: \$46.9m	Business Highlights:



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Company	Profile	Capabilities
• iterable	Iterable, Inc Growth marketing platform that enables brands to create, execute and optimize campaigns across email, push, SMS, in-app with data flexibility Founded: 2013 HQ: San Francisco, CA Total Funding: \$90.2m	 Business Highlights: Provides cross-channel customer engagement platform focusing on audience identification, flexible data integration, lifecycle campaign composition, behavior-based personalization and performance optimization Key customers include Zillow, Tender, Ipsy, Madisonreed, Opendoor, AT&T, and Box Raised \$50m in Mar 2019 from Blue Cloud Ventures, Stereo Capital and various other firms
J∧GG∧ ER•	Jaggaer Inc. Develops cloud-based business automation software solutions for spend management Founded: 1995 HQ: Morrisville, NC Total Funding: \$48.4m	 Business Highlights: Offers full digital transformation through its business management tools including spend analytics, category management, supplier management, sourcing, contracts, e-procurement, invoicing, inventory management, supply chain collaboration and quality management Key partners include PWC, Infosys, Fincons group, Everis, TWS partners, The Hackett Group, and Rapid Ratings In Oct 2019, Discover and JAGGAER launched a joint B2B payments solution
MarketDial	MarketDial Offers A/B testing platform for offline commerce to retailers Founded: 2016 HQ: Salt Lake City, UT Total Funding: \$9.6m	Business Highlights: Provides cloud-based software that enable brick-and-mortar retailers to maximize their budgets by measuring and evaluating the ROI of strategic initiatives It automatically performs trade-area analysis to enrich data with consumer demographics and competitive location data Key customers include WoolWorths and Rego restaurants In September 2018, the company raised \$7.5m to supercharge brick-and-mortar retail
memSQL	MemSQL Inc Provides real-time databases for transactions and analytics Founded: 2010 HQ: San Francisco, CA Total Funding: \$109.7m	 Business Highlights: Offers operational analytics, machine learning & artificial intelligence, modernizing data analytics, IOT analytics, risk management, secure Government workloads, monitoring and detection and customer 360 solutions Serves clients in financial, media, energy, government, retail, high-tech industries; key customers include Teespring, Dell EMC, Sony, Tapjoy, Novus, Fanatics Raised \$30m in May 2018 from Accel, GV, IA Ventures and various others
MPP globalsolutions	MPP Global Solutions Provider of subscriber management & billing platforms Founded: 2000 HQ: Warrington, UK Total Funding: \$15.5m	 Business Highlights: Offers eSuite, a smartest subscription & billing platform providing enterprises with the freedom to deploy business models that drive recurring revenue streams Clients include Sky, McClatchy, L'Equipe, Bonnier, Specsavers, Daily Mail, Racing Post and the New Zealand Herald Has over 20 million subscribers, with 700,000 transactions processed everyday and over GBP 1bn annual revenue for clients



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Company	Profile	Capabilities
nanuar°	Narvar Inc. Provides a shipping and delivery solutions platform for retailers Founded: 2012 HQ: San Mateo, CA Total Funding: \$66.7m	 Business Highlights: Offers concierge, ship, track, notify, and return products that allows retailers to extend their brand from consideration to fulfillment; deliver real-time tracking information & customers engagement Acquired Kronos Care on Jan 2019 Key customers include Dagne Dover, Dooney & Bourke, Hibbett, and Rebecca Minkoff Key partners include Magento, Shopify, IBM, Oracle, Fedex, and DPDGroup
optimove	Optimove Relationship marketing hub that leverages AI to maximize the value of every customer Founded: 2009 HQ: Glen Allen, VA Total Funding: \$20m	 Business Highlights: Offers insights, engagement, optimization bots, predictive modelling, customer success management, and strategic services to empower brand-consumer relationships Serves over 500+ brands in retail, gaming, financial services, app and others; key customers include Staples, Dollar Shave Club, Ebury, Family Dollar, and Sisal Key partners include ActiveTrail, Amaya, Arc, Facebook, flexReceipts, and Flow Acquired DynamicMail in May 2018
≯ Passage AI	Passage AI Designs and develops an artificial intelligence-driven conversational interface to help companies create chatbots Founded: 2016 HQ: Mountain View, CA Total Funding: \$10.3m	 Business Highlights: A natural language understanding and processing (NLU/NLP) platform that can be used to create a deep conversational interface for any website or business Serves various industries such as auto, retail, telecom, hospitality, and financial services Key customers include Ipsos, Telax, Kohl's, Soft Bank, Accenture, Ford, BMW, MasterCard, Bridgestone, Renault, and TransUnion
precima	Precima Inc. Offers solutions for development and execution of customer-centric retail strategies Founded: 1991 HQ: Toronto, Canada Total Funding: NA	 Business Highlights: Offers assortment optimization, total store price optimization, promotion optimization, personalized marketing, category and shopping insights, supplier collaboration solutions and translates retail customer data into critical insights Serves retailers and manufacturers; key customers include Pepsico, Loblaws, Jumbo, US Foods, and Hudson's Bay Key partners include DemandTec, Inc. and Winston Weber & Associates
	Profitero Ltd. Offers cloud based real-time eCommerce intelligence to retailers and brands Founded: 2010 HQ: Dublin, Ireland Total Funding: \$28.7m	 Business Highlights: Offers digital shelf analytics, Amazon sales & share analytics and expert analysis & recommendations to understand performance factors and to increase sales Key customers include Bayer, Beiersdorf, iRobot, Edgewell, General Mills, Heineken, Kids II, MillerCoors and L'Oreal Key partners include Neilson, Kantar and Brandbank



Company	Profile	Capabilities
Q LESS"	Qless Develops Software-as-a-Service queue management solutions Founded: 2007 HQ: Pasadena, CA Total Funding: \$19.0m	Business Highlights: Solutions include appointment scheduling and Queue management The company serves over 1000 locations globally spanning various industries such as DMW, government, education, healthcare, logistics, retail and others Since inception, the company has achieved over 100% average yearly revenue growth Additionally, Qless operates five data centres in the U.S. and Europe
QUANTIFIND	Quantifind, Inc. A data science company that develops an ondemand insights platform to help marketers understand, and change their impact on revenue Founded: 2009 HQ: Menlo Park, CA Total Funding: \$46.4m	 Business Highlights: Offers financial crimes intelligence automation services including investigations, alerts management and customer due diligence and provides brand intelligence products to drive revenues Serves clients in the automotive, consumer packaged goods, entertainment, financial services, pharmaceutical, retail, and telecom industries Key customers include the NFL, Taco Bell, and Chipotle In Sep 2019, the company entered into a strategic collaboration with Oracle Financial Services
Qubit.	Qubit. A personalization platform which drives customer loyalty and lifetime value by collecting and processing large data sets Founded: 2010 HQ: London, UK Total Funding: \$74.9m	 Business Highlights: Provides qubit start, qubit grow, qubit pro, and peak season personalization which ensures a best in class personalization experience It provides solution in the field of merchandising, product recommendation, product badging, customer affinities, content personalization, A/B testing, platform integrations, customer data management and omnichannel personalization It serves a wide range of industries including beauty & cosmetics, fashion, luxury, airlines, travel & tourism and online betting Key customers include River Islands, LVMH, Emirates, and Estee Lauder Key partners include Google Cloud, SAP, Salesforce, and Actionable It has offices across London, New York, San Francisco and Paris
Reflektion	Reflektion, Inc. Develops an artificial intelligence driven predictive marketing software Founded: 2012 HQ: San Mateo, CA Total Funding: \$45.9m	Business Highlights: Offers customer engagement platform to create impactful commerce experiences, ecommerce solutions that leads visitors to various products, predictive product recommendations that creates a one-to-one connection with shoppers and mobile solution that unifies customers shopping by integrating various devices Key partners include Magento, Shopify, Netsuite, Bigcommerce, Narvar, and Tulip Key customers include TOMS shoes, Sport Chek, Marmot, Reeds, and ULTA Beauty



Company	Profile	Capabilities
⊈ Rocket.	Rocket Software, Inc. Develops a broad array of enterprise software solutions and suite offerings Founded: 1990 HQ: Waltham, MA Total Funding: \$141.9m	 Business Highlights: Offers products in application lifecycle management and development, archive and backup management, business intelligence and analytics, data migration, data virtualization, DBMS and application servers, enterprise performance management, enterprise search and text analytics, and supply chain integration Key technology partners include Intel, Microsoft and Oracle Key customers include Orchard Brands, PVH Corp, Vermont Teddy Bear Co., and the Wolverine Packing Company Acquired RSD SA in Sep 2019
SKUPOS	Skupos A data platform which develops tools for recording and analyzing a wide range of transactions for retailers Founded: 2016 HQ: San Francisco, CA Total Funding: \$41.9m	 Business Highlights: Provides software products including scan data reporting, predictive ordering & consumer engagement for ensuring seamless processes of recording & analyzing data Key partners include Core Mark, Eby Brown, US Oil, and Atlantic Dominion Key customers include Valero, Chevron, Sunoco, Exxon, and Marathon Connects CPG brands to more than 10,000 convenience retailers ranging in size from single-site operators to large chains The company covers all 50 states in the U.S. with a broad network of retail locations
1 THIRD CHANNEL	ThirdChannel Operates a cloud-based platform that provides visibility into store networks and drives new revenue across retail partners in the US Founded: 2012 HQ: Boston, MA Total Funding: \$9.1m	 Business Highlights: The company leverages powerful, cloud-based technology with people in every local community to read the physical shopping environment in different color and context, decoding what matters to consumers and then translating those messages into shopping environments Mass consumer brands and retailers can shape the shopping experience to consumers as easily as they configure their ecommerce storefronts The Web based platform integrates real time data from field teams on the ground with POS, inventory, traffic, and other sources of data to reveal retail execution issues
w wiser Better data, better decidions	Wiser (Previously known as Quad Analytix) Provides compliance, market intelligence and optimization solutions for retail markets Founded: 2012 HQ: San Mateo, CA Total Funding: NA	 Business Highlights: Offers MAP monitoring, pricing intelligence and retail auditing services that collects and analyzes online and in-store data to provide insights that drive business value for clients Key customers include Amazon, Clorox, Sears, Hershey's, Pepsi, Lovepop and Unilever Acquired Hooky, Inc. in Sep 2017

