

INDUSTRY INSIGHTS: SPOTLIGHT ON D2C

December 2021

Direct-to-consumer (D2C) brands are diversifying consumer experience—from marketing to delivery—to disrupt the retail industry. We estimate that US D2C ecommerce sales will reach \$151.20 billion in 2022. eMarketer has curated this collection of interviews with D2C marketers to understand how intentional marketing, quality products, conversion strategies, and more have led these brands to success.

MEET THE LEADERS



Jackson Jeyanayagam

Vice President and General Manager, D2C, The Clorox Company

Jeyanayagam's role includes full profit and loss responsibilities, including supply chain, fulfillment, engineering, product, research and development, growth marketing, analytics, and data science. Prior to Clorox, he was the CMO for ecommerce startup Boxed, where he oversaw growth, performance media, brand, customer relationship management (CRM), loyalty, creative, SEO, corporate social responsibility, communications, customer experience, and trade marketing. [Page 5](#)



John Sheldon

CMO, SmileDirectClub

In his role, Sheldon focuses on delivering the best possible experience to customers in order to continue growing SmileDirectClub and reach more people searching for affordable access to a straighter and more confident smile. He oversees all digital media, paid media, creative development, social media, communication tactics, and experimental initiatives for the brand. [Page 7](#)



Eric Tsai

Vice President, Marketing and Business Development, Joybird

Tsai strives to deliver a high-impact user experience that elevates brand performance in the areas of ROI measurement, customer acquisition, growth strategy, and incremental revenue opportunities for D2C brands. In his six-year tenure with the company, Tsai has held the roles of vice president, marketing and analytics, director of marketing, and head of acquisition marketing. [Page 11](#)



Jonathan Bottomley

CMO, Boll & Branch

Bottomley is a transformational CMO with an exceptional record of driving long-term value creation through building powerful brands that define culture. In his role at Boll & Branch, Bottomley is part of the team responsible for the exponential growth of the D2C, ethically-driven luxury home goods brand. Previously, Bottomley was a leader at some of the most iconic brands in the world, including Ralph Lauren. [Page 13](#)

OVERVIEW

According to eMarketer's forecast, US direct-to-consumer (D2C) ecommerce sales will reach \$151.20 billion in 2022, an increase of 16.9% compared to this year. And while D2C purchasing will only account for 2.5% of total retail sales in the year ahead, these brands have challenged and successfully disrupted the retail industry by diversifying consumer experience.

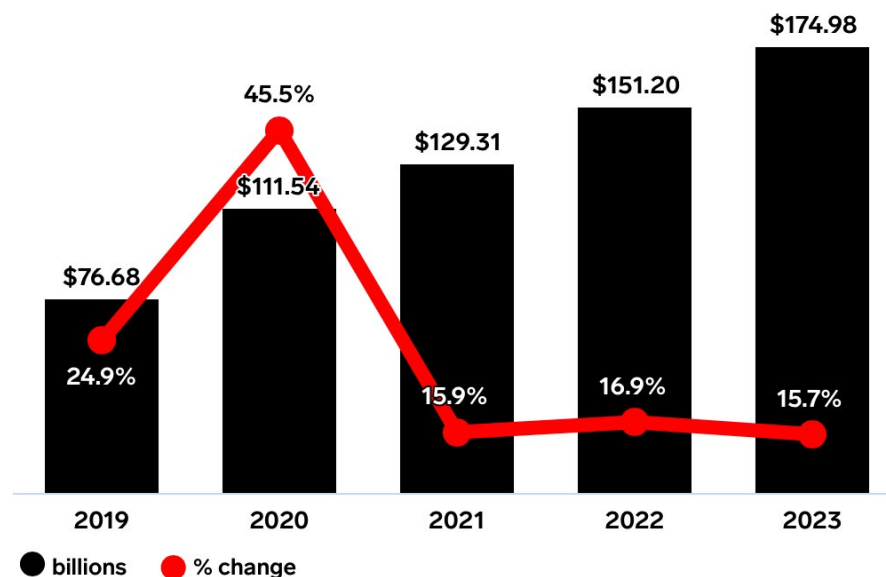
Originally, D2C referred to digitally native brands without a physical storefront that sold directly to consumers by website. Many founders of D2C companies say they went to market with the intent to solve a perceived pain point in the marketplace that they personally experienced. Over time, D2C has evolved into a business model with legacy brands, like Nike and The Clorox Company, having D2C components.

Pure-play D2C companies like Peloton, Warby Parker, and HelloFresh, for example, curate every interaction—from marketing to delivery—with customers and share distinct commonalities that have enabled D2Cs to thrive:

Attract consumers through intentional marketing. Customer acquisition can be expensive for D2Cs. However, the D2C model offers companies control over each product's marketing. Shane Pittson, vice president of growth at Quip, told eMarketer that launching as a D2C allowed the oral hygiene provider better “data and perspectives” for conversations with retailers, setting the company up for success.

Offer customers unique, quality products. Because of their direct offerings for customers, each D2C is challenged with convincing customers that it offers something consumers can't find anywhere else. For Ricky Joshi, co-founder and chief strategy officer at mattress company Saatva, this means avoiding the “glitz and glitter” that surrounds typical D2C brands and instead “sticking to the value proposition and the philosophy of the company as it started.”

Direct-to-Consumer (D2C) Ecommerce Sales
US, 2019-2023



Source: eMarketer, February 2021

eMarketer | InsiderIntelligence.com

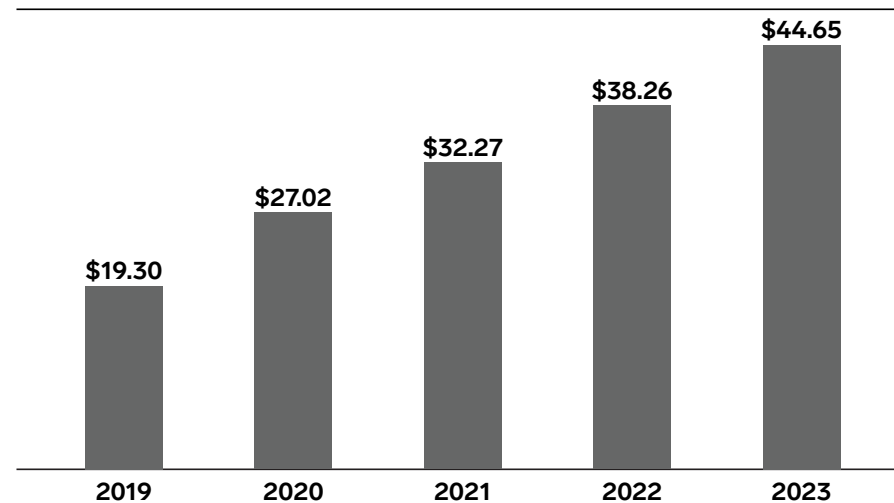
An ability to convert “add to cart” into “proceed to checkout.” Like every ecommerce company, D2Cs face the challenge of converting impressions into actual purchases. Strategies for pushing consumers to reach for their wallets look different for each D2C. Kate MacCabe, vice president of product at Brooklinen, shared with eMarketer that the bedding company has actually benefited from limiting consumers’ customizations, streamlining the path to purchase in the process. For other D2Cs, increasing conversions may involve adopting partnerships with companies like Shopify to streamline checkout.

Evolve alongside customer needs. To stay competitive, D2Cs must diversify consumer experience beyond selling fixed products on a static website. For many D2Cs, this means evolving beyond the pure D2C model to partner with external resources in the spirit of growth. Footwear brand Allbirds and eyewear provider Warby Parker have brick-and-mortar stores to bring customers offline. Quip partners with existing brick-and-mortars, like Target, to sell products. Many D2Cs have also expanded beyond their initial hero offerings: Allbirds now sells apparel and men's razor company Harry's has deodorant available. These offerings reflect an evolution of these brands' original models while holding true to their original spirits.

We estimate that US digitally native brand D2C ecommerce sales will top \$44.65 billion by 2023.

US Digitally Native Brand D2C Ecommerce Sales, 2019-2023

billions



Note: includes products sold by consumer brand manufacturers that sell their products directly to consumers digitally via their owned and operated sites, bypassing standard distribution channels through a retailer, wholesaler, or third-party platform such as a marketplace; includes digitally native brands and established brands; excludes traditional retailers' private-label brands; excludes travel and event tickets and food or drink services
Source: eMarketer, Feb 2021

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THE CLOROX COMPANY'S JACKSON JEYANAYAGAM, VICE PRESIDENT AND GENERAL MANAGER, D2C

September 28, 2021



Today's consumer packaged goods (CPG) sector is years beyond where it was expected to be in terms of consumer adoption of ecommerce, especially when it comes to buying directly from the manufacturer. In a conversation with Jeyanayagam, we discussed how The Clorox

Company's brand portfolio—which includes Brita, Glad, Burt's Bees, and more—is responding to evolving behaviors, personalizing the purchase journey, and encouraging consumers of all ages to buy online.

What role does D2C play in Clorox's overall retail strategy?

You can't be relevant in digital marketing without first-party data with the way cookies are going, so that's critical. The real strategy for us is to personalize the whole journey. D2C offers us a chance to get smarter about our consumer[s]—where they're shopping, how they're shopping, and then letting them convert where it makes the most sense. That could be in a Walmart, on Amazon, [or] on D2C. So we play a critical role in that journey, but we are by no means the only channel. We're the smallest channel if you really think about it, but we have a huge opportunity to drive impact across the entire funnel no matter where the checkout happens.

There are a host of brands under the Clorox portfolio that are quite different from one another. How do you prioritize the needs of these brands?

It's a combination of factors. It's where the marketplace is [in] demand and where we think consumers are ready and willing to buy. Brita makes

sense because it's filters and subscription[s]. You want those filters delivered to your door. Clorox Wipes makes a ton of sense for obvious reasons, right? You want your cleaning products, whether you're a small business, a teacher, or a parent. We also have to work with the brands to figure out their priorities. If their priorities are in global expansion or in brand innovation or a rebrand, that's a lot of work and effort. And while my team—we act like an agency internally—we can't do it all ourselves. And the brand folks, they know that brand, they know their consumer, they know exactly what kind of value props resonate. We partner with them closely. If they don't have the time, then we might de-productize [D2C] for a few quarters. It's a combination of factors, but we know there's huge opportunities with plenty of the brands within a large portfolio, if not all of them.

“D2C offers us a chance to get smarter about our consumer[s]—where they're shopping, how they're shopping, and then letting them convert where it makes the most sense.” —Jackson Jeyanayagam, The Clorox Company

How is Clorox using customer data to better understand the purchase journey?

Known data is so critical. Without cookies now and device ID being less relevant, you need to have first-party data, but it's important to know that first-party data isn't all created equal. You have first-party data like email subs for content or for recipes. That's good data, but it's not as rich, right? But first-party data tied to a purchase—and certainly tied to repeat purchase[s]—is the most powerful because of all the behaviors you get around it. Clorox also has a lot of first-party data from email subscribers. We're trying to figure [it] out legally because there [are] a lot of privacy laws [around] when you can mix and match databases and when you can't. So how do we take all the data we're learning and find the themes and then cross-sell someone into the portfolio or drive them to purchase offline, or from a third-party ecommerce, or to D2C? It's not always about driving a D2C [purchase]—it's about what's best for the consumer in that funnel and that choice.

Of the channels that you've tested for Clorox D2C brands, which one has been the most effective to drive awareness?

Instagram is still great for that, down-funnel and top-of-the-funnel. We're still playing around [with TikTok], and I'm not sure what that [will] look like in about six months. The numbers are insane in terms of visitors, repeat visitors, and time spent, but it's hard to compete with Facebook and Google. YouTube and Google still serve very important roles. When you're down-funnel, you want to search for a category, topic, or brand. Nothing's more important than Google. Maybe Amazon, too—I think Amazon has passed [Google] in terms of searches, beginning and ending. YouTube is up there as well, but from a true brand-building standpoint, Instagram is still [at the] top. Above the funnel, though, I still think TV, direct mail, and out-of-home still work. But the problem is if you're not always on with that and you don't have enough investment there, the return is pretty minimal.

CTV is something that a lot of marketers are testing right now. How is CTV playing a role in your media mix?

It is not yet, but I'm very big on all things OTT and addressable. I do think being able to be focused on addressable TV and very specific consumers and cohorts is the future. I just haven't seen that return quite yet at the scale that I would want it to be.

Jackson, what's next for Clorox?

[We plan] to continue to drive growth on D2C and figure out our customers and get smarter about where they are, personalizing that journey and experience. Whether they're unknown or a one-time purchaser, a repeat or uber-loyal [customer], I'm figuring out when and how they shop, and getting smarter about giving them the products and services they need. We had to think about things very differently than we did even 10, 15 years ago, let alone 50 years ago. And I think that's going to be fun, but also very hard. [Over] the next few years, all CPGs, especially us, [will be going] through that change and [reconsidering] how we think about going to market.

Want to learn more about why known data is critical to Clorox's engagement efforts? [Watch our video interview](#)

SMILEDIRECTCLUB'S JOHN SHELDON, CMO

September 20, 2021



Noticing gaps in accessibility, SmileDirectClub went to market to offer consumers affordable orthodontic care first in the US before expanding to other countries. When we spoke with Sheldon, he shared how SmileDirectClub's strategic focus on CRM and retention has been intrinsic to achieving its goals and broader success in the oral care category.

How would you describe SmileDirectClub's journey from a consumer products disruptor to a challenger brand?

SmileDirectClub disrupted the 120-year-old orthodontics industry by introducing the first telehealth platform for teeth straightening, helping make getting a smile you love more affordable, convenient, and accessible in ways that had never been possible before. In seven years, we've worked with over 1.5 million customers in 13 countries, and that direct-to-consumer, ongoing relationship is something really innate in our model.

When we first launched, consumers had one option to get started—a doctor-prescribed impression kit—but we've since expanded that to open up over a hundred SmileShops around the world. And now, starting in 2020, we launched our partner network where people can start directly with their own dentists in over 1,500 US locations.

At this point, we feel that the telehealth investments we've made and the expanded access that we have has resulted in a superior product for almost all consumers who are looking to straighten their teeth. Which is why we've really transitioned from focusing on disruption to focusing on taking on the leader in the marketplace and challenging them, [while also] challenging consumers to think about what the smarter choice is when they want to straighten their teeth.

Let's talk about your marketing strategies. Tell me about the channels that work best for SmileDirectClub.

SmileDirectClub does a lot of marketing across a broad array of channels. Our marketing starts with awareness in the TV and OTT environment[s] where we're working to build our brand and help people become familiar with us. Social plays a huge role in staying in front of consumers as they go through the consideration process. And then lastly, our CRM communications play a critical role. This is not an impulse buy, right? It's a highly considered purchase with many different places in the journey for the consumer to get a little lost. So we use CRM to help them understand, for example, "Does your insurance cover this?" and "What's the process going to feel like?" We can explain what the process will look like and then, ultimately, create the urgency that gets them into a SmileShop or purchase a kit where we can begin the process together.

"Our marketing starts with awareness in the TV and OTT environment[s] where we're working to build our brand and help people become familiar with us." —John Sheldon, SmileDirectClub

Despite so many being self-conscious about their smiles, we're often posting pictures on social media. Because of this, does SmileDirectClub have a robust influencer marketing strategy?

Influencers play an important role in our marketing mix, and it's for two key reasons. The first is that influencers have done a really good job in building up their own communities and being an authentic voice for those communities. We work with influencers, particularly those that are in treatment with us. That's important. We want anyone who is talking about our brand to have experienced it and to speak authentically to their communities. Secondly, influencers have also done a great job learning how to make beautiful and engaging content. Even when we dark- or ghost-post influencer content to audiences who don't know who [a specific influencer] is, because of how engaging that content can be, it performs quite well for us.

With over a hundred SmileShops across the country, does SmileDirectClub approach its media mix based on designated market areas?

One of the things that really surprised me when I started working with the company is that 60% of all the counties in the United States do not have access to an orthodontist. And it is that access to care that we can provide via our remote impression kit to allow these folks access to straightening their teeth in ways that they never have before. That footprint that we operate on is really on a national basis as opposed to working locally in any particular designated market area.

As you mentioned, SmileDirectClub operates its own telehealth platform. Why is telehealth an integral part of your business model, and how do you build trust with your customer base?

I would say we operate as the pioneer in dental telehealth, and we've continued to make significant investments in our telehealth technology. Being able to enable access to the dental team 24/7, either by chat or video conference or the app that we've built that enables people to track their progress all through treatment—all of these are ways that we

help people stay engaged with their teeth-straightening process, even if [it's] being done [virtually]. I think the more consumers engage with us via these different avenues, whether that's [through] the app via chat, video conference, or engaging with their dentists through the process, they get better outcomes. The result is what really matters. Compliance drives results, and the engagement that we've created in this telehealth platform really helps ensure the compliance that we're looking for.

What can we expect to see next from SmileDirectClub?

SmileDirectClub is continuing to grow pretty extensively in a few specific areas. We're looking to continue expansion into other countries, all through the next year or so. We've also built out an end-to-end oral care system, and it's grown explosively for our business since its launch in the beginning of 2020. And lastly, we're going to really lean into our challenger brand campaign to challenge the industry leader, who is more established and has been around for a long time.

Want to learn more about why SmileDirectClub's influencer strategy stresses authenticity?

[**Watch our video interview**](#)

WHY SUCCESSFUL DIRECT-TO-CONSUMER BRANDS RELY ON CTV

This article was contributed and sponsored by **MNTN**.



Ali Haeri

Vice President of Marketing, MNTN

Thanks to the nature of their transactions, direct-to-consumer (D2C) brands have a unique relationship with their customers. With no need for a retailer or distributor, D2C brands often rely on advertising solutions that drive their audience directly

to their website for conversions. The demand for an efficient performance marketing platform to reach these consumers is driving leading D2C brands to embrace another type of direct-to-consumer venture: connected TV (CTV).

Targeting the right audience at the right time

Whether selling shaving accessories, pet supplies, or something else entirely, most D2C brands have a very specific target customer in mind. Reaching this customer is key, but blanketing a broad audience through traditional advertising isn't financially efficient. While the powerful storytelling capabilities of TV are ideal for D2C brands sharing their vision, linear TV leaves many of these brands guessing where, when, and what their target audience is watching.

CTV is one solution that has D2C brands buzzing. Thanks to its unique targeting capabilities, CTV elevates brands by serving television commercials across streaming channels—serving the right ad to the right audience. In fact, studies show that CTV is especially effective for D2C brands. [According to research](#) from Hulu and Telaria, D2C shoppers watch 20% more CTV than cable, spend 70% more time on CTV than social media, and are 82% more likely to convert after being served a CTV ad.

CTV advertising platforms, like MNTN Performance TV, make CTV's audience targeting accessible by implementing audience builder technology directly into the user interface. This allows D2C brands to

streamline the implementation of audience strategies, and helps them connect with the right customers.

Skip the introductions with customer relationship management (CRM)

One advantage D2C brands have over other industries is the wealth of customer data they possess. Because most D2C customers buy direct, these brands have access to valuable information: email addresses.

CTV platforms with CRM audience targeting give marketers the ability to upload customer email lists and target them directly—delivering key messages to audiences already familiar with the brand. On average, a repeat customer is [worth up to ten times](#) as much as a prospective customer, and repeat customers [spent 67% more](#) in 31-36 months than new customers in 0-6 months. As you can imagine, this type of targeting is especially effective for D2C brands looking to keep customers engaged, or bring previous ones back into the fold.

Staying accountable with analytics

Often operating under razor-thin margins, D2C brands must be accountable for every dollar and see that their campaigns are performing. CTV ads are targeted and delivered to specific audiences, and can also be tracked and measured in real-time—providing valuable insights and feedback, while also reassuring advertisers their budget is well spent.

By understanding which campaigns are working and which needs adjusting, advertisers can tweak their creative or targeting to optimize campaign performance. This can all be done quickly, effortlessly, and at a fraction of the cost of linear TV, making CTV a must-have for D2C.



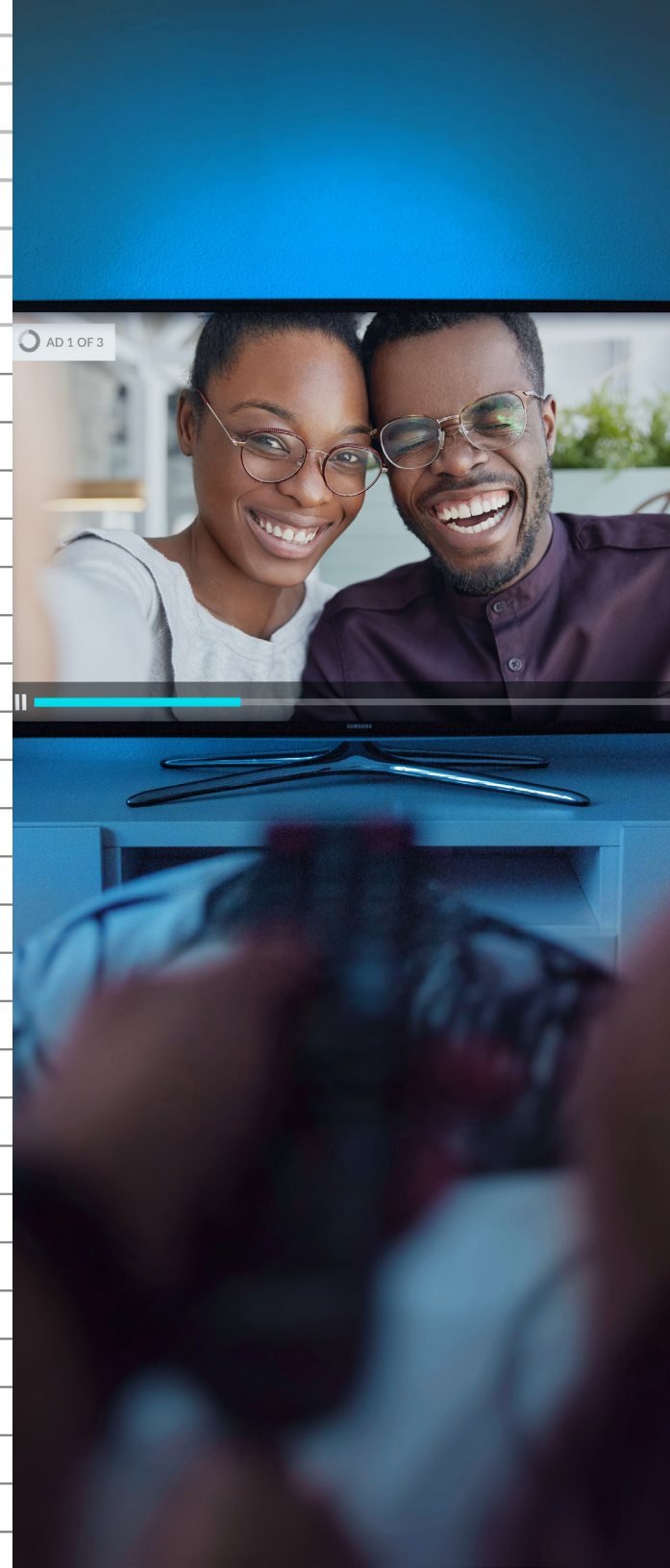
DTC Brands, Meet Your Next Million Loyal Customers

Direct-to-consumer shoppers spend an average of 13 hours a week watching Connected TV—that's 20% more time than cable TV and 70% higher than social media—and 82% of them take action after seeing a CTV ad. Are you meeting your next lifelong fan where they are?

MNTN Performance TV gives you the tools to efficiently and quickly target your ideal audience and directly serve them ads whenever and wherever they're watching—then get real-time feedback to optimize, influence, and measure direct-response campaign performance.

Check out how Performance TV is turning DTC brands into performance advertising powerhouses.

[Learn More](#)



JOYBIRD'S ERIC TSAI, VICE PRESIDENT, MARKETING AND BUSINESS DEVELOPMENT

October 13, 2021



As a D2C brand thriving under La-Z-Boy, its 96-year-old parent company, Joybird has built consumer confidence among prospective and repeat buyers through high-impact interactions. When speaking with Tsai, he shared how Joybird is staying in sync with consumer trends and expectations to help scale its custom furniture business at a time when comfort buying furniture online is expanding.

How do Joybird's online customers differ from those who stop by your traditional showrooms?

Our customers are very digital savvy and do a lot of research online. They read a ton of reviews, follow influencers, read blogs, and they will use channels like Instagram to build their tastes. Historically, you go to a showroom to see and feel that type of space. Whereas on the internet, you just see a picture, and most of the pictures have a white background. As a company, we use a lot of our customer[s'] photos. We try to bring people together by showing them, "Hey, this is what somebody else's home looks like." It is not necessarily about each person's style, it's more about, "Wow, my home can look like that." There's a lot of ways that we connect with consumers through how we distribute our content and how we use our user experiences online to help people choose the right sofa for them.

Furniture is often a considered purchase due to its larger ticket size. How does Joybird build trust with first-time online furniture buyers?

What we try to do is bring a high-impact user experience. We're talking about an elevated experience where you come to the site, see the

product, and everything is done the right way. There are reviews for you to read, customer photos for you to look at, then when you go outside of our website, you can read more reviews. You can do "reputation research" and find good information about what we do, and if you should trust us. That's not built overnight—it takes time. In the past, we had a lot of liberal policies. Back in the day, we gave 365-day return policies. That's unheard of today. Believe it or not, not many people took advantage of that because we build quality products. But it was a way to boost people's confidence in buying from us. In addition, we also brought in tools like financing to bolster the entire experience, so it doesn't feel like there's a lot of risk buying sight unseen.

"What we try to do is bring a high-impact user experience. We're talking about an elevated experience where you come to the site, see the product, and everything is done the right way."

—Eric Tsai, Joybird

Let's talk more about financing. Joybird works with buy now, pay later service Affirm. How has the payment option impacted conversions?

One of the things that our customer insights team does is surveys, where we ask, "Why don't you buy?" A little over a third of customers say that money is an issue. "I'm trying to save up money. You don't provide

financing.” That’s when we started looking into financing options and finding a partner who aligns with our brand ethos. It was important to find someone who does honest financing, where it’s not just about credit, but about great user experience. When we started working with Affirm, we realized that a lot of the customers that buy from us wouldn’t have otherwise purchased if it wasn’t for the financing offer. That has really helped us build more trust and scale the financing operations out of our business.

There's been a lot of news recently about obstacles in the supply chain. What is Joybird doing to manage delivery expectations?

I don't think anybody has an answer. But what we do, from a supply chain perspective, is address the source and say, “How do we figure out the right fabric or materials that we need to stock up on,” and try to inventory that way ahead of time. We also manage the supply chain in terms of freight and logistics. Those are very difficult because we don't own the freight company, so we have to really work with the freight company. Our team on the backend also works to strengthen our system to show a very honest and transparent lead time. Our algorithms and systems are focused on how we work with each touchpoint of the supply chain.

Joybird works closely with Pinterest to bridge the gap between inspiration and purchase. What can you tell us about this partnership?

Pinterest has been a great partner. When we first started, Pinterest was very open to our advice and getting feedback from us as a customer. Because we're like, “Hey, we want Pins to do certain things. We want certain features so that customers can feel comfortable looking at these pictures.” The other thing is that our furniture is actually elongated and Pins are vertical. So we had to go through a lot of iterations to change our images to fit the Pins. We work very closely with Pinterest’s product team on a lot of alphas and betas in terms of certain features. We also partner with Marxent, a company that creates 3D tools and renderings.

Essentially, you click on a pin, and you can directly design your room from that photo.

Many D2C businesses include traditional marketing, like print or radio, in their media mix. How is Joybird using traditional channels as a part of its media mix?

We've been using direct mail for many years, and it has worked extremely well for us. It's very easy to dismiss something on your phone because you probably see a hundred ads a day. But even if you're going to throw away a piece of mail, you have to touch it and see it and read it and say, “This is not important. I'm going to throw it in the trash.” But before they do, they say, “Oh, this is Joybird.” And then maybe they see something again online later, and it helps to build frequency with the consumer.

Recently, we've been getting into TV and connected TV (CTV). We're doing a lot of tests around these areas. CTV has performed really well for us, but we want to look for even more scale.

Want to learn more about how conversational commerce could be key for CRM and retention?

[Watch our video interview](#)

BOLL & BRANCH'S JONATHAN BOTTOMLEY, CMO

October 28, 2021



Buying new bedding is often triggered by necessity or a life event, and when that sale happens online, creating a sensorial experience is critical to building product trust. When we spoke with Bottomley, he shared insight into Boll & Branch's approach to selling a sensorial

product through screens by leveraging great customer service with inspirational and educational content to help retain existing customers, attract new ones, and prompt future sales.

Jonathan, you became CMO of Boll & Branch in early 2021, after a very disruptive year for brands, retailers, and consumers. That must have been a really interesting time to join the company. What about the company culture at Boll & Branch appealed to you?

It was really a couple of things. I think the first was kind of the mission, the values of Scott and Missy Tannen, Boll & Branch's founders. They came at this with a view to change the way that bedding and home goods were made. So with much more care and attention to the impact on the planet, but also the care and attention they give to everyone that's involved in making this product and who enjoys the product, that to me felt very different. And I think off the back of that stage of COVID, it felt very timely. These were values that were more important to all of us. And it also felt like these were the values that consumers were seeking out from companies. And as a marketer, it felt like a great opportunity to be right at the heart of a fast-growing D2C business.

Boll & Branch's linens are described as being "buttery soft," but when you buy online, you can't touch or feel the product. How do you build trust and confidence with your online consumers?

When you're selling a sensorial product through a screen, obviously that presents some challenges. I think firstly, we work hard to try to make sure that the product looks as inviting and as sensorially tactile as possible on [the] screen. But there are other things as well. We have great customer service. We have a fantastic team that deals with a lot of questions from the consumer. You can order swatches, and you can feel the product before you decide to buy. There's a long window from which you can send the product back, and we also have a few stores. We've seen customers happy to buy online. And I think it's not just within our category. I think people's comfort with buying products that, traditionally, they would've needed to try first, through a screen is becoming greater.

**"It's not just within our category...
People's comfort with buying
products that, traditionally, they
would've needed to try first, through
a screen is becoming greater."
—Jonathan Bottomley, Boll & Branch**

The bedding category is interesting because sometimes months, or even years, can go by between a purchase. How does Boll & Branch continue to engage with its customers?

I think, traditionally, before I get to that bit, you're right, it's usually some kind of life event or necessity. "I just need new bedsheets," or whatever it might be. That's usually the trigger. We've been pretty successful at

changing that by demonstrating there is a much better product and set of products out there. They create a different sensorial experience, they're made in a different way, and actually, they have some profound health benefits. What we found is that once people engage with that idea and once they're in, they're quite eager to learn more. So if you've bought bedsheets, maybe you want to buy a pillow to go with that. If you've bought a duvet cover, maybe you want the duvet insert to go with it, or maybe you want to understand more about, "Well, what's the best way to sleep for you?" A lot of what we try to do, partly through the customer service but also through things that act like inspiration, and education, and tips. That's how we make sure that we're as relevant and as targeted as possible around what people have already bought with the conversations that we have with them after the sale.

For a lot of digitally native brands, the conversation often starts on mobile. How is Boll & Branch using mobile to grow awareness?

Most of our kind of traffic, most of our sales come in through a mobile device. Our ecosystem is pretty much built around that. The simple answer is that it's an ecosystem of content, some of which we push out and exists on our own platform, social, etc., and others which we buy. I think that our ecosystem of content is very powerful. We work at times with outside agencies, but we're also focused on our own database to understand how we reach people and how we target the message in as relevant a way as possible. From both an acquisition perspective and a repeat and retention perspective, personalization, microtargeting, [and] highly-relevant ways of bundling product messaging content—that's what we found to be the best way to drive that system.

What new channels are you testing to grow your audience?

We're always testing what's new. We're always thinking about how we can reach the consumer in new ways, and how we can deliver better performance. Everything that we do is in service to our consumers. I think some of the things that have been most interesting recently have been looking at ways we can create new data sets, so looking at our own data, starting to think about some new media partnerships that can deliver us new insight into the audience and combin[e] those. I think what you'll probably see is some partnerships with some bigger media publishers of all kinds that can help us deliver. For us, it's less about what kind of channel and tactic. It's more about audience and, "How can we get after that?" So that's really where we're looking.

**Want to learn more about why
Boll & Branch's core values resonate
with today's consumers?**

[**Watch our video interview**](#)

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