



FTD, LLC
Charlie Cole - CEO

June 10, 2020



Setting the Stage

- Started as CEO of FTD on March 23
- Our offices are based in the Chicago Land Area
 - Illinois issues a shelter in place order started on March 21
- Business was missing forecast consistently on a monthly basis
- During first 3 weeks on the job, website crashed twice



Implemented a 3-Stage Process

First 3 Weeks: Save
as much cash as
possible



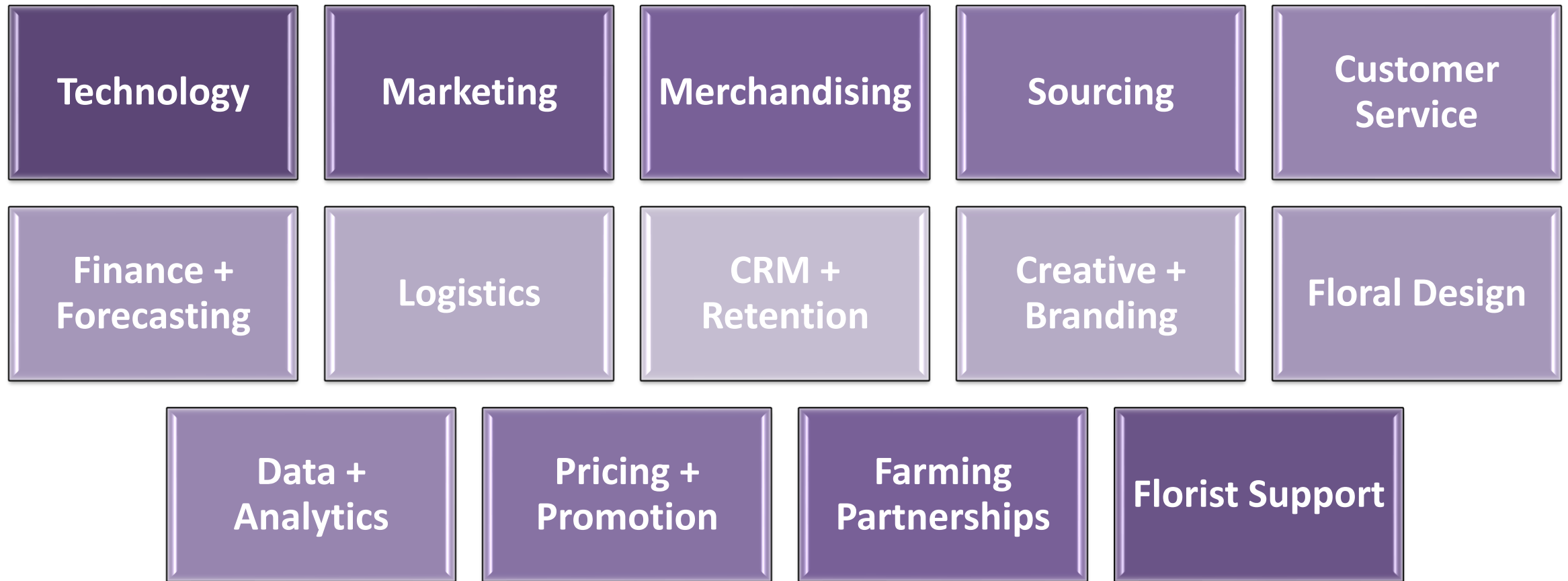
Next 4 Weeks:
Deliver Mother's
Day Results



Beyond:
Understand and Fix
Systemic Challenges



Areas of Opportunity/Potential Focus... Where to Start?



Focus Areas for Mother's Day

Technology

Marketing

Merchandising

Sourcing

**Customer
Service**

Logistics

**CRM +
Retention**

**Data +
Analytics**

**Pricing +
Promotion**

**Farming
Partnerships**

Florist Support



First 7 Weeks: Actions Taken

Key Hires

- Matt Powell – CTO
- Taryn Rayment – CMO
- Patty Chen – COO
- Annelies De Rouck – Creative Director

Agency Changes

- Digital marketing was split between an internal team, internal consultant, and external agency
- Consolidated team and centralized agency with new team – external consultant to depart end of May

Data Revamp

- Invested with external partner to ensure data integrity from our Adobe stack specifically to optimize front end conversion
- Created new dashboard to allow for daily optimization of profitability and all critical operational levers
- Adopted new OMS to optimize order flow

Front End Changes

- Launched Apple Pay, Google Pay, Afterpay to optimize payment stack to younger audiences
- Launched new gift finder experience to drive users to more personalized experience



Results

- April
 - Exceeded revenue forecast by 1%, EBITDA forecast by 137%
 - Drivers
 - Marketing efficiencies: achieved traffic goals while decreasing spend by \$2.3mm vs. forecast
 - Less promotional with higher ASPs
 - Pro Flowers reinvestment in non-branded search + PLAs beat forecast
 - *Note: EBITDA forecast win includes cost of forgiving \$1.6mm florist monthly fees that FTD provided as COVID relief to mom & pop business partners
- May (Mother's Day)
 - Expect to beat EBITDA forecast by approximately 60%
 - Driven by focusing on profit in optimizing towards higher ASPs, more efficient marketing and no inventory risk/higher sell through rates

