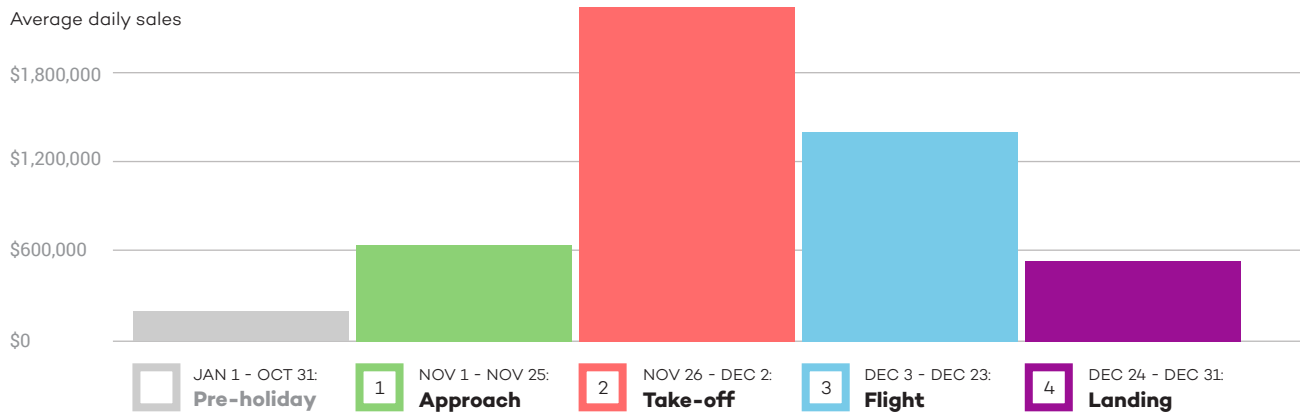


ANALYSIS

The 4 (Hidden) Stages of Holiday Spending

NOV 2016 FIT ANALYTICS DATA TEAM

Consumer spend segmented by average daily sales



Source: Fit Analytics sales data from 3 major US brands, 2014-2015

Segmenting average daily sales throughout the year reveals **four distinct phases** of heightened consumer holiday spending, with the action starting *well in advance* of Black Friday.

Share of total annual sales by holiday spending stage



Our four stages account for **over 50%** of total annual sales. Though the Black Friday/Cyber Monday period dominates industry and consumer attention, it accounts for **less than a quarter** of overall holiday spending.

Order value and return rate by holiday spending stage



Takeaways:

1. There are four distinct phases of holiday shopping for retailers and brands to target.
2. Black Friday/Cyber Monday grab the headlines, but there are huge opportunities on offer both before and after the Thanksgiving sales period.
3. Higher than average returns represent a major risk to margins and operational efficiency throughout the holiday season.