

A photograph of four diverse women in a meeting, looking at a tablet. The image is overlaid with a semi-transparent blue filter. The text 'OSF DIGITAL sternpartners' is positioned at the top, and the main title 'BUILDING A UNIFIED MULTI-BRAND, MULTI-CLOUD ECOSYSTEM' is centered in the middle. A small 'osf.digital' logo with a mouse cursor is in the bottom left corner.

OSF DIGITAL sternpartners

BUILDING A UNIFIED MULTI-BRAND, MULTI-CLOUD ECOSYSTEM

ABOUT STERN PARTNERS

OSF | DIGITAL

sternpartners

A lead investor in a diverse range of companies, Stern Partners owns 20 companies that are operated and managed independently, generating a total revenue of over \$1.75 billion and collectively employing 7,000 people. Founded about 30 years ago, the company is headquartered in Vancouver, Canada.



ABOUT STERN PARTNERS

Stern Partners owns 7 retail brands with 11 online stores:

WAREHOUSE ONE CLOTHING

A denim and casual wear retailer with 120 stores

WESTERN GLOVE WORKS

One of Canada's largest suppliers of jeans and casual wear with the Silver Jeans and JAG labels in Canada, the U.S. and Europe

URBAN BARN

A furniture and home décor chain with 55 stores

SUZANNE'S

A women's fashion retailer with 56 stores across Western Canada

COMARK SERVICES

A fashion company that also operates the Bootlegger, Ricki's, and cleo brands

- **Bootlegger Clothing**
A retailer with 86 stores dedicated to jeans
- **Ricki's Fashions**
A specialty apparel retailer with 130 stores for younger working women
- **cleo fashions**
A 96-store chain that focuses on workwear for women



URBAN BARN

BOOTLEGGER
The Place for *Jeans*

cleo

RICKI'S

Suzanne's



STERN PARTNERS' CHALLENGES

Siloed brands operating with multiple SIs

The primary reason for Sterns' digital transformation was to create a unified system across brands to connect processes and data for greater efficiency, scalability and profitability.

1

Multiple SIs

Projects for each brand were implemented by different SIs, making it impossible to share and re-use features.

2

Multiple platform versions

Sites were built on different versions of Commerce Cloud available at the time, preventing Stern from re-using features.

3

Problems with legacy functions

Marketing Cloud and Service Cloud were not implemented entirely using best practices and sometimes ran incorrectly across brands.

4

Unscalable system

Each brand had its own ecosystem, so the implementation of new technologies on all brands was costly and not reusable.

5

Siloed ecosystems

Systems were not unified, and Salesforce Clouds were working disconnected.

6

Inconsistent practices

Throughout Stern, no best practices or optimizations were implemented. Legacy implementations lacked documentation.

STERN PARTNERS' GOALS

Creating a more efficient, cost-effective ecosystem

Stern Partners wanted to connect their brands—and their Salesforce Clouds—and they wanted a single partner to create a detailed road map and help them achieve this.

Through a multi-phase digital transformation, Stern Partners wanted to individually optimize ecommerce for its 7 retail brands and unite Bootlegger, cleo's, Ricki's, Suzanne's, Urban Barn and Warehouse One under one multi-cloud Salesforce ecosystem.

✓ **Migrate 6 brands** to Salesforce Commerce Cloud SFRA using a Ref App architecture

✓ Implement and integrate Commerce, Marketing, Service and Sales Clouds to **unify data** across brands at organization level

✓ Improve commerce processes for **efficiency and agility** to quickly reuse, evolve and scale

✓ **Optimize costs and infrastructure** architecture across brands with a streamlined tech stack

✓ Leverage data to deliver **more personalized service and targeted messaging** to customers

✓ Optimize and **improve storefronts** to enhance stability and performance factors

OSF DIGITAL PARTNERS WITH STERN PARTNERS



Earning Stern's confidence

OSF Digital's relationship with Stern began with our work on Urban Barn. Based on the success of those projects, our relationship expanded until Stern Partners selected OSF as its sole digital transformation partner for all its retail brands.

2017	2019	2020	2020	2020	2021	2022
OSF Digital first partners with Stern to transform Urban Barn	Stern requests OSF to work on the Suzanne brand	Stern selects OSF as the SI for all its brands	OSF begins providing evolutions & maintenance services to Comark brands and Warehouse One	OSF starts providing support services to Western Glove Works	OSF begins to assess legacy sites, implement quick win levers and evolution enhancements on legacy code base across all brands	OSF kicks off project to re-platform Ricki's to SFRA and the rest of the brands to follow the Ricki's release

OSF'S MULTI-BRAND SOLUTION

Providing recommendations and strategies for commerce success

OSF | DIGITAL

After taking all of Stern's retail brands commerce implementation, OSF first delivered Evolutions & Maintenance services to help improve and optimize the brands' existing commerce systems. We also delivered this project work:

- ✓ **Performed an audit** to uncover outdated integration points, system bottlenecks or non-optimized code
- ✓ **Sanitized and streamlined** third-party technologies/vendors
- ✓ Recommended additional integrations to **create a connected cloud environment** experience
- ✓ **Implemented cart abandonment functionality** (integrated with Marketing Cloud) for full abandonment tracking and reacting capability and many other integrations (fraud, gift cards, payment methods)
- ✓ **Improved** the navigation experience
- ✓ Provided **best practices**
- ✓ **Improved UX/UI**
- ✓ **Improved SEO** across brands



OSF'S MULTI-BRAND SOLUTION

Building a unified Salesforce ecosystem across all brands

To build a connected commerce ecosystem for Stern, we're implementing Salesforce's Storefront Reference Architecture (SFRA) with core functionality consistent across 6 of the brands (7 sites). Each brand will manage its own look and feel. SFRA enables features to be developed and shared for use across all brands.

- ✓ **Built a Salesforce Commerce Cloud SFRA core model** under Ref App architecture, which will be used for all brands
- ✓ **Migrating all brands** to this Salesforce Commerce Cloud SFRA model, beginning with Ricki's

SFRA will support all brands' road map goals to:

- ✓ **Improve** the user experience
- ✓ **Provide a better understanding** of customers by unifying data
- ✓ **Reduce the cost** of ownership and maintenance
- ✓ **Enable faster speed** to market for new features and innovation



OSF'S MULTI-BRAND SOLUTION

Delivering ongoing support and evolutions

OSF | DIGITAL

As we deliver projects for Stern, we're working in parallel to support and improve the site across brands.



Providing support for Salesforce Commerce Cloud



Evolving and enhancing Salesforce Service Cloud and enabling it across all brands



Providing support and evolutions for Salesforce Marketing Cloud

URBAN BARN'S CHALLENGES

Needed a modern, responsive commerce solution

URBAN BARN

In 2017, OSF began the first major digital transformation for the Urban Barn brand.

Urban Barn's existing ecommerce platform wasn't keeping up with the company's growing business needs.

URBAN BARN'S CHALLENGES

Outdated ecommerce platform

Complicated checkout process

Inefficient commerce and marketing operations

Unable to personalize customer journeys

Struggling to retain customers

Limited ability to scale



OSF'S SOLUTION

Creating a feature-rich ecommerce platform

URBAN BARN



SALESFORCE COMMERCE CLOUD

- Replatformed to Salesforce Commerce Cloud (Site Genesis 2)

SEO ENHANCEMENTS

- Canonical implementation
- Index tag
- Friendly pipelines

NEW SITE FEATURES

- Copy prompting customers to share on social media
- "Buy Now" checkout button to product pages

OSF'S SOLUTION

Creating a feature-rich ecommerce platform

URBAN BARN



SALESFORCE MARKETING CLOUD

Replatformed to Salesforce Marketing Cloud and set up:

- Email Studio
- Social Studio
- Advertising Studio
- Content Builder
- Journey Builder
- Einstein



SALESFORCE SERVICE CLOUD

Implemented Salesforce Service Cloud and optimized SKU management for cases originating in Commerce Cloud for Service Cloud

OSF'S SOLUTION

Creating an integrated, multi-cloud ecosystem for Urban Barn

URBAN BARN

MULTI-CLOUD INTEGRATION

Integrated Urban Barn's Salesforce Commerce, Marketing and Service Clouds to sync consumer information, including purchases, to access data for deeper personalization.



Commerce Cloud



Marketing Cloud



Service Cloud

OSF'S SOLUTION

Enhancing consumer insights and purchasing processes for Urban Barn

OSF | DIGITAL

URBAN BARN



| an OSF Product
Customer

BEHAVIOR TRACKER

Measure Shoppers' Actions

CUSTOMER BEHAVIOR TRACKER

Implemented this cartridge to facilitate the integration of Google Tag Manager with Commerce Cloud, giving Urban Barn comprehensive insights into their customers' page browsing, shopping, and checkout behavior



| an OSF Product

One Page
CHECKOUT

Simplified Buying Process

ONE PAGE CHECKOUT

Integrated this cartridge, which allows registered and guest customers to complete their purchase in one step—simplifying and shortening the checkout process



| an OSF Product

CartUP

Recover Lost Revenue

CARTUP

Implemented and integrated this cartridge to lower cart abandonment rates by triggering a reminder email to bring back customers and close the sale

OSF'S SOLUTION

Urban Barn's third-party integrations

OSF | DIGITAL

URBAN BARN

PayPal

ApplePay

Bambora

Facilitates multiple online payments

Bazaarvoice

Enables customer ratings and reviews

**Canada Post
AddressComplete**

Helps customers fill out the correct address with the automatic completion of the shipping address

Google Maps

Shows store locations on Google Maps

Google Recaptcha

Provides 2-step verification to prevent malicious activities

Givex

Verifies gift card balances and enables the purchase of e-gift cards and other products on one consolidated checkout

SAP

ERP system

RESULTS

A modern & responsive ecommerce experience for Urban Barn

URBAN BARN

Urban Barn now has a feature-rich website that is:

- SCALABLE & STABLE
- MOBILE RESPONSIVE
- ABLE TO HANDLE MULTIPLE LANGUAGES

+40%

INCREASE IN OVERALL
TRANSACTIONS

+84%

BOOST IN MOBILE
TRANSACTIONS

+32%

MORE VISITS CONVERTED
TO PURCHASES



RESULTS

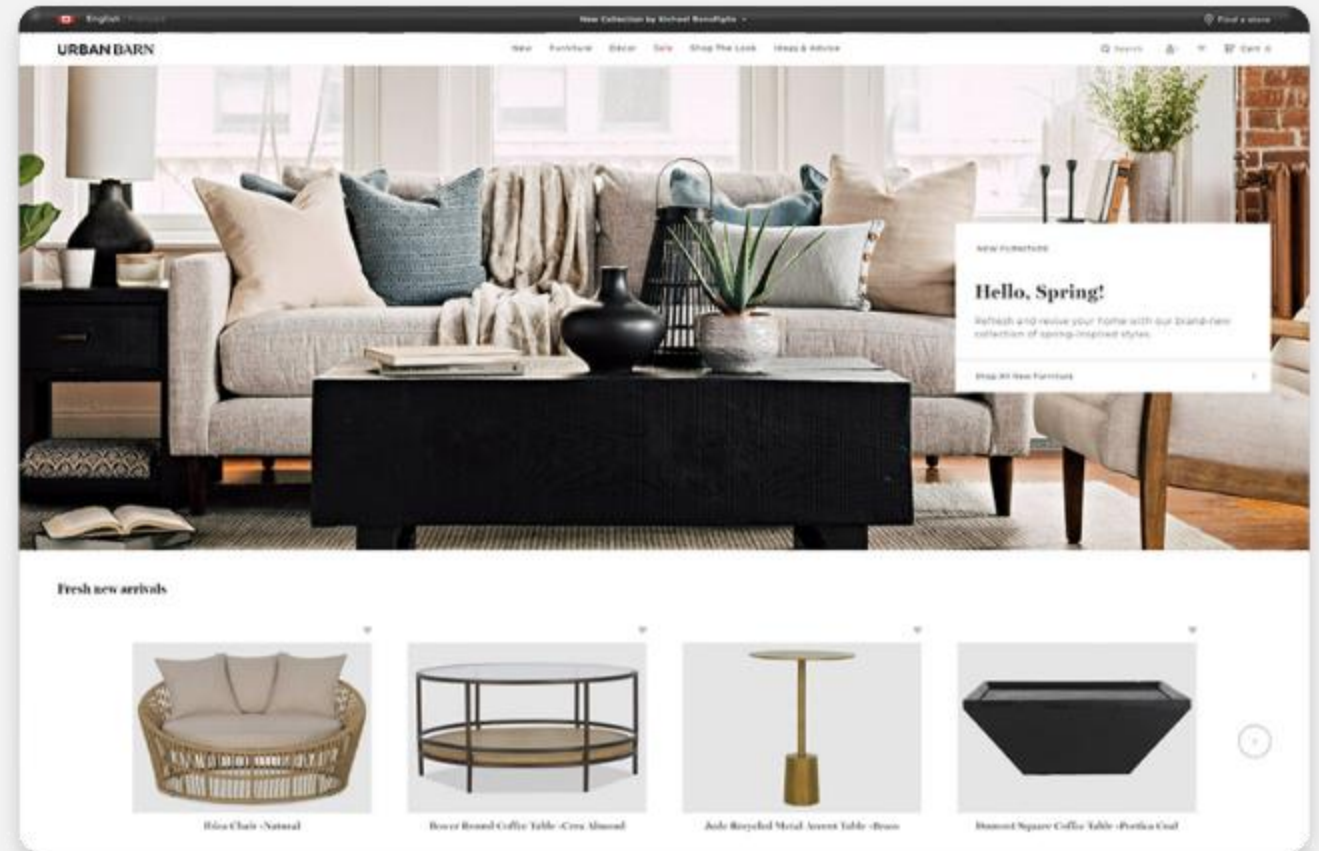
A fully integrated commerce and marketing solution for Urban Barn

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URBAN BARN

By leveraging synchronized data from Salesforce Commerce and Marketing Clouds, Urban Barn now can:

- ✓ Create personalized customer journeys based on purchase history and preferences
- ✓ Launch targeted promotions tailored to customers' interests
- ✓ Offer unified experiences to customers
- ✓ Nurture customer loyalty
- ✓ Drive more revenue
- ✓ Operate more efficiently



SUZANNE'S CHALLENGES

Needed an ecommerce channel

Suzanne's

OSF then began transforming the Suzanne brand in 2019.

SUZANNE'S CHALLENGES

No online store – wanted growth in ecommerce and omnichannel

Wanted to increase reach and engagement with customers

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OSF'S SOLUTION

Launching the first online store for the Suzanne's brand

Suzanne's

We launched Suzanne's online store on Salesforce Commerce Cloud SFRA as part of strategy to help Suzanne's refresh its brand and expand to new markets.



SALESFORCE COMMERCE CLOUD

- Implemented Salesforce Commerce Cloud (SFRA)



IMAGE OPTIMIZATION

SEO ENHANCEMENTS

- Canonical implementation
- Index tag
- Robot.txt
- Title tag optimization

OSF'S SOLUTION

Modernizing the marketing system

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Suzanne's

We replaced Suzanne's marketing platform, Mailchimp, with Salesforce Marketing Cloud to enable more robust marketing capabilities.



SALESFORCE MARKETING CLOUD

- Implemented Salesforce Marketing Cloud



OSF'S SOLUTION

Enhancing consumer insights and purchasing processes for Suzanne's

OSF | DIGITAL

Suzanne's



| an OSF Product
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OSF'S SOLUTION

Suzanne's third-party integrations

OSF | DIGITAL

Suzanne's



Bambora

Facilitates multiple online payments



Bazaarvoice

Enables customer ratings and reviews



Candid

Allows user-generated social media content on the site



Google Tag Manager

Enables website tracking and analytics



Canada Post AddressComplete

Helps customers fill out the correct address with the automatic completion of the shipping address



Bingo

Ecommerce inventory and fulfillment



Elastic Path

OMS component for order fulfillment and tracking



Google Maps

Shows store locations on Google Maps

RESULTS

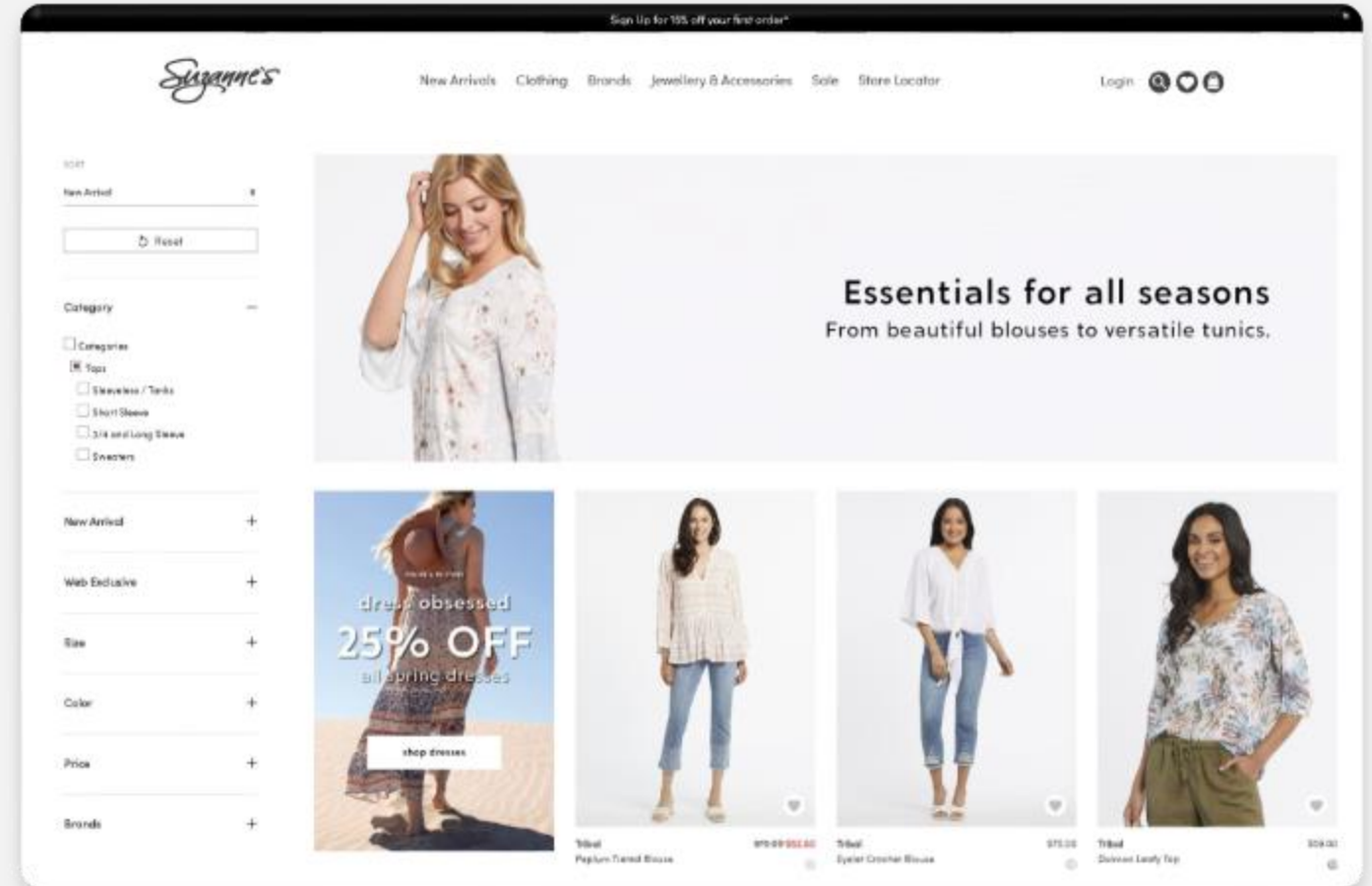
A new commerce channel for Suzanne's

Suzanne's

OSF | DIGITAL

With this ecommerce solution, Suzanne's can:

- ✓ Expand reach and engagement with customers
- ✓ Enhance brand's market position
- ✓ Drive more revenue
- ✓ Get better customer data and insights
- ✓ Deliver an omnichannel shopping experience to customers



COMARK & WAREHOUSE ONE

Improving ecommerce systems

OSF | DIGITAL

In 2020, OSF Digital began supporting the Comark brands—Bootlegger, cleo and Ricki's—and Warehouse One to make incremental improvements on each brand's current system.

Evolutions & Maintenance Services

- ✓ Audited and streamlined commerce ecosystems
- ✓ Recommended integrations to create a connected cloud environment
- ✓ Improved UX/UI
- ✓ Improved the navigation experience
- ✓ Improved SEO
- ✓ Implemented reserve online, pick up in store (ROPIS) for Bootlegger, cleo and Ricki's

BOOTLEGGER
The Place for *Jeans*

RICKI'S

cleo

WAREHOUSE
one
THE JEAN STORE

WESTERN GLOVE WORKS

Delivering ecommerce support

OSF | DIGITAL



In 2020, OSF Digital began supporting Western Glove Works' labels, Silver Jeans and JAG.

Providing support for:



Salesforce
Commerce Cloud



Salesforce
Marketing Cloud



Cross-cloud integrations

RICKI'S CHALLENGES

Outdated platform and customer experience

RICKI'S

Ricki's was running on an old version of Site Genesis. The brand wanted to add new ecommerce features, but the ROI to build them would have been too low vs. migrating to SFRA, which already has many of these features out of the box.

RICKI'S COMMERCE & MARKETING CHALLENGES

Customer data and journeys were in separate, disconnected systems

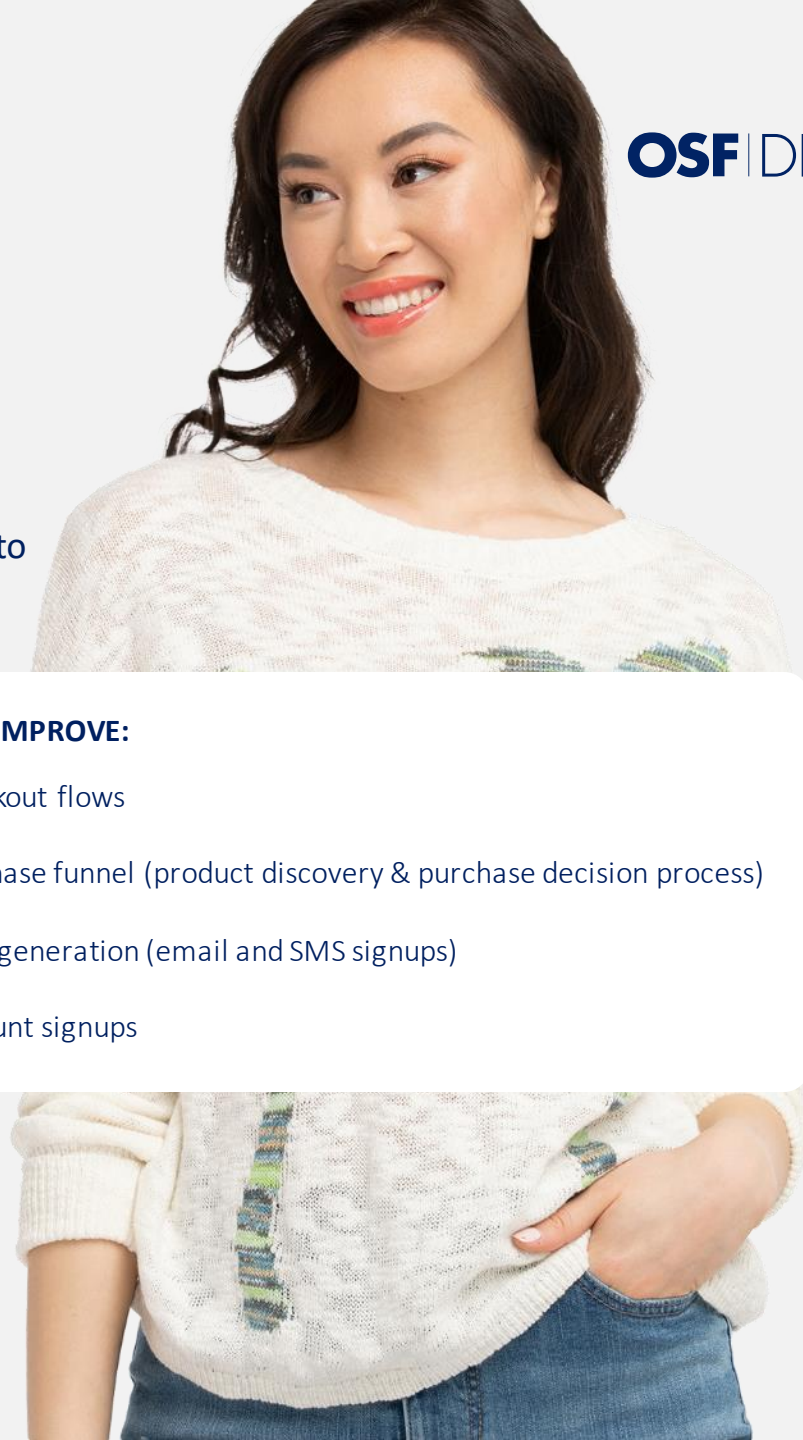
Customer experience was not connected

SEO wasn't optimized

Wasn't using Marketing Cloud to its full capabilities

NEEDED TO IMPROVE:

- ✓ Checkout flows
- ✓ Purchase funnel (product discovery & purchase decision process)
- ✓ Lead generation (email and SMS signups)
- ✓ Account signups



OSF'S SOLUTION

Launching the first Stern brand on the new Ref App

OSF | DIGITAL

RICKI'S

OSF built the core Salesforce Commerce Cloud SFRA solution using reference architecture. Ricki's will be the first brand to migrate to this platform.

MULTI-CLOUD ECOSYSTEM

- ✓ Migrated Ricki's to Salesforce Commerce Cloud (SFRA)
- ✓ Implemented Page Designer so Ricki's can manage the design of their site pages
- ✓ Cleaned up and streamlined technologies and integrations
- ✓ Integrating Commerce Cloud, Marketing Cloud, and Service Cloud with POS, OMS and all other technologies
- ✓ Helped Ricki's optimize the use of Marketing Cloud
- ✓ Redesigned the UX/UI to follow best practices, enhance the shopping experience and better reflect the Ricki's brand



Commerce Cloud



Marketing Cloud



Service Cloud

RESULTS

Building the foundation for Stern Partners' multi-brand system

OSF | DIGITAL

RICKI'S

With this ecommerce solution, Ricki's can:

- ✓ **Unify data** to personalized customer engagement
- ✓ **Simplify** the shopping experience
- ✓ **Lower operational costs** with a streamlined tech stack
- ✓ Easily manage merchandise pages, **saving on costs** and dependency on a developer
- ✓ **Optimize processes** for content management
- ✓ **Enhance the brand's presence** and market position
- ✓ Drive **more sales** and revenue
- ✓ **Improve** site performance



STERN PARTNERS: PROJECTED OVERALL RESULTS

OSF | DIGITAL

Optimized commerce and connectivity across the organization

sternpartners

With optimized multi-cloud ecosystems for each banner, Stern Partners plans to leverage the successes for each brand across the other brands for better performance and results.

✓ **Agility to scale** and evolve faster

✓ **Up-to-date, unified data** across brands

✓ **Personalized shopping journeys** that nurture customer loyalty

✓ **Cost-effective operations** with a streamlined tech stack and more efficiency

✓ **Easier storefront management** and development with one SI

✓ **Faster site and feature deployment** with more consistent, connected technology

✓ **Increased profitability** across brands

FUTURE

A roadmap for a unified, scalable multi-brand platform

OSF | DIGITAL

This multi-phase digital transformation includes these future projects:

Migrate remaining retail brands to Salesforce Commerce Cloud SFRA for easier management, better data flow and efficient multi-banner deployment.

Implement and integrate Salesforce Marketing Cloud, Service Cloud and Sales Cloud to unify data and create a golden customer profile across all brands

Enhance Marketing Cloud

Deliver a Salesforce platform-based evolution road map

Redesign the remaining brands' storefronts

Enhance the OMS



TESTIMONIAL

OSF | DIGITAL

Our Work Through The Eyes Of Our Clients

We had a variety of vendors supporting our Salesforce platforms but were looking for one that could be a true partner in our collective journey. That required more than just technical skills—it also demanded a firm that would be aligned with our strategy, have capacity and ‘bench strength’ to meet our timelines, and was committed to our success. OSF has delivered on all of those requirements and adapted to our unique corporate culture(s). The highest praise I reserve for a services partner is ‘predictability,’ in that it summarizes simply that they do what they say they will. That is precisely how I think of OSF.

PETER ROBERTS

Vice President, Technology, Stern Partners



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THANK YOU!