
From: Wales, Chance
To: Rothman, Michelle; Harris, Stefanie; Taing, Mardi
CC: Pann (Adams), Jennifer
Sent: 5/12/2009 10:45:33 AM
Subject: RE: Benchmarking- Diapers.com

I've already done part of this.

Andrea- Can you take our review and look at the 3P piece with Stefanie?

From: Rothman, Michelle
Sent: Tuesday, May 12, 2009 10:03 AM
To: Wales, Chance; Harris, Stefanie; Taing, Mardi
Cc: Pann (Adams), Jennifer
Subject: FW: Benchmarking- Diapers.com

Stefanie and Mardi,

I think Chance is out this week, I'm hoping you can help with something asap today. The benchmarking team recently completed a study of Diapers.com. They are our largest and fastest growing competitor in the on-line diaper and baby care space. They are presenting their findings to JeffB this afternoon. One of the questions Wilke had was related to our selection versus Diapers.com. The CMT did a comparison, but only did it for HPC, not baby GL. Attached are all brands found on Diapers.com that we believe are available in the baby store. I'm wondering if there's a fast way to compare which brands are offered by retail and which are offered by 3p. I just need a simple yes/no (I don't need asin counts). For retail, I think you can do a vlook up of all ABIS brands to find matches. Not sure of the easiest way to do it for 3P, but it may work from fast track data/glance view data as well.

I'm so sorry for short notice, but since this is being presented to JeffB today I want to be sure we're being as comprehensive as possible. Is this something you can do by noon today? I'll owe you both lunch ☺

Cc'ing Jen, as she may have an easy way to pull this info as well.

Thank you, thank you, thank you!!!!

From: Thekkekara, John Thomas
Sent: Tuesday, May 12, 2009 3:57 AM
To: Rothman, Michelle; Barmish, Kevin; Herrington, Doug
Cc: Jensen, Erik; Stone, Tim; Reddy, Dasaradh; PS, Gopalakrishnan
Subject: RE: Benchmarking- Diapers.com

Michelle,

Brand overlap report (BOR) delivered against US HPC contains brands on Diapers.com which are relevant for HPC. Out of the 246 brands on Diapers.com 121 were found to have products belonging to other categories and hence BOR only had 125 brands. Please find the snapshot of brands not relevant to HPC and product types.

Brand	Product
Bar Goose	mattress
Britax	Car Seat
Belabumbum	Apparels
Belly Basics	Apparels
See Kai Run	shoes

Please find the attached the complete list of brands which did not make it to BOR (not relevant to HPC) for your reference. Let me know if you have any questions.

Regards,
John

From: Rothman, Michelle
Sent: Monday, May 11, 2009 11:45 PM
To: Barmish, Kevin; Herrington, Doug; Thekkekara, John Thomas
Cc: Jensen, Erik; Stone, Tim
Subject: RE: Benchmarking- Diapers.com

John,
Kevin's study of Diapers.com showed 246 brands on Diapers.com versus the 125 or so that your teams study found. My understanding of your methodology is that you start by pulling a list of all brands carried on a competitors site and then work backwards to match that list up against what is currently offered on Amazon.com. If my understanding is correct, what would be a reason that our study would miss half of the brands on Diapers.com?
Thanks for your help.

From: Barmish, Kevin
Sent: Sunday, May 10, 2009 3:46 PM
To: Rothman, Michelle; Herrington, Doug
Cc: Jensen, Erik; Stone, Tim
Subject: RE: Benchmarking- Diapers.com

Michelle-

I am a little skeptical about the CMT's brand analysis results. I *manually* crawled Diapers.com and discovered 2x as many brands than stated in Q11's response (246 vs. 125). I have listed all the brands below for your convenience. I did not check to see which of these brands are available on 3P and Retail.

To validate- I also just called Diapers.com CS. (You'd be surprised as to how much competitive intelligence I've gather just by calling various competitors and asking ☺) Here is an excerpt from the call I just made.

Kevin: "I'm doing research on Diapers.com and was wondering how many different products you guys carry"

CS REP: "As of last week I think we were at approximately 1400"

Kevin: "And how many brands are represented over these products?"

CS REP: "Last I heard, I think we sell around 250 different brands. You can find the whole list by going to Diapers.com, clicking *More Brands* and then clicking *View all Brands.*"

It's unclear if the "1400 products" included sizes/colors, I didn't want to push my luck or raise suspicion.

Let me know if you have any questions.

Cheers,
Kevin

Brands on Diapers.com

1. 7 A.M. Enfant
2. A+D
3. Aden + Anais
4. Adiri Natural Nurser
5. After-Bite
6. Alex
7. Ameda
8. Anka by Svan
9. Aqua Leisure
10. Aquaphor
11. Avalon Organics
12. Aveeno Baby
13. Avent
14. Baby Bjorn
15. Baby Blanket
16. Baby K'Tan
17. Baby Miro
18. Babyganics
19. BabyPlus
20. Baby's Only
21. Badger Balm
22. Balmex
23. Band-Aid
24. Bar Goose
25. BEABA
26. Bebe Au Lait
27. Belabumbum
28. Bella B
29. Belly Basics
30. Bellybar
31. Benadryl
32. Bibsters
33. Biolane
34. Blue Lizard
35. BOB
36. Boo Boo Buddy
37. Boogie Wipes

38. Books
39. Boon
40. Boppy
41. Born Free
42. Boudreaux
43. Brain Noodles
44. Bravado Designs
45. Bright Beginnings
46. Britax
47. Bug Band
48. bumGenius
49. Bumkins
50. Bundles
51. Burt's Bees
52. California Baby
53. CARES
54. Carter's
55. Chicco
56. Classy Kid
57. Clean Well
58. Clek
59. Clipo
60. Cloud B
61. Clouds and Stars
62. Combi
63. Contours
64. Cosco
65. Country Kids
66. Crayola
67. Crest
68. Crocodile Creek
69. Dapple
70. DaVinci
71. Depend
72. Desitin
73. diapees & wipees
74. Diaper Dekor
75. Diaper Dude

76. Diapers.com
77. Dr. Brown's
78. dreambaby
79. Dreft
80. Dress Up
81. Dutailier
82. DwellStudio
83. Earth's Best
84. Earth's Best by Jason
85. Easy Expression
86. Edushape
87. Elements Naturals
88. Enfamil
89. ErbaOrganics
90. Ergo Baby
91. Evenflo
92. FertilAid
93. First Juice
94. First Years
95. Fisher Price
96. Flap Happy
97. Fleurville
98. Flintstones
99. Foogo by Thermos
100. Fresh Baby
101. Fuzzi Bunz
102. Gaiam
103. gDiapers
104. Gentle Naturals
105. Gerber
106. Glamourmom
107. Go-Go Babyz
108. Good Start
109. Graco
110. Graco by LaJobi
111. Green to Grow
112. Green Toys
113. Haba

114. Halo
115. Happy Baby
116. Happy Heiny's
117. Hatley
118. Hotslings
119. Huggies
120. Imodium A-D
121. ingrid & isabel
122. IQ Baby
123. Japanese Weekend
124. Jeep
125. Jefferies
126. JJ Cole
127. Johnson & Johnson
128. Juvenile Solutions
129. Kalencom
130. Kandoo
131. Kathe Kruse
132. Kee-Ka
133. Keptin- Jr
134. Kettler
135. Kid Kusion
136. KidCo
137. Kidorable
138. Kirkland
139. Klean Kanteen
140. Kolcraft
141. Kushies
142. La Leche League International
143. Lamaze
144. Lana
145. Lansinoh
146. Latitude Infant
147. Leachco
148. LeapFrog
149. LilyPadz
150. Little Kids
151. Little Remedies

152. Little Twig
153. L'ovedbaby
154. Luvs
155. Maclaren
156. Made by Moms
157. Majamas
158. Manhattan Toy
159. Manny and Simon
160. Maxi-Cosi
161. Medela
162. Melissa & Doug
163. Method
164. MFS Eyewear
165. Micralite
166. Mini-Shower
167. MiYim
168. MOBI Technologies
169. Moby
170. Motrin
171. Munchkin
172. Music for Little People
173. Mustela
174. My Baby Experts
175. My Brest Friend
176. Mylanta
177. Mylicon
178. Natrapel
179. Nature babycare
180. NaturePedic
181. Nature's Baby Organics
182. Neat Solutions
183. Neosporin
184. Nuby
185. Nuk
186. Oi Oi
187. Once Upon a Potty
188. One A Day
189. Orajel

190. Oral B
191. Orbit Baby
192. OV-Watch
193. Pampers
194. Pedialyte
195. PediaSmart
196. Pediture
197. PediaVance
198. Peg Perego
199. Penelope Peapod
200. Plan Toys
201. Play-doh
202. Playskool
203. Playtex
204. Pre~Seed
205. Psi Health Solutions, Inc.
206. Puppet Workshop
207. Putumayo Kids
208. Quinny
209. Radio Flyer
210. Reach
211. Robeez
212. Safe Sippy
213. Safety 1st
214. Sassy
215. SC Products
216. Schwinn
217. Sealy by Kolcraft
218. See Kai Run
219. Selecta
220. Seventh Generation
221. Sevi
222. Sigg
223. Similac
224. Skip Hop
225. Snoozer
226. Spielstabil
227. Stokke

- 228. SunBusters
- 229. Sunshine Kids
- 230. Svan
- 231. Tea Collection
- 232. The Mommy Hook
- 233. Tolo
- 234. Triple Paste
- 235. TruKid
- 236. Tushies
- 237. Tylenol
- 238. Umi
- 239. UpSpring Baby
- 240. Valco Baby
- 241. Vulli
- 242. Wall Candy Arts
- 243. Water Babies
- 244. Weleda
- 245. Zutano
- 246. Zyrtec

From: Rothman, Michelle
Sent: Friday, May 08, 2009 5:24 PM
To: Barmish, Kevin; Parker, Allen; Herrington, Doug
Cc: Jensen, Erik; Stone, Tim
Subject: RE: Benchmarking- Diapers.com

The retail portion needs a little more refining, but I wanted to send you what we have so far. Please see attached. Final edits by EOD Monday. Questions/comments welcome.
Thanks!

From: Barmish, Kevin
Sent: Friday, May 08, 2009 8:04 AM
To: Parker, Allen; Herrington, Doug; Rothman, Michelle
Cc: Jensen, Erik; Stone, Tim
Subject: Re: Benchmarking- Diapers.com

Doug/Michelle- for rec 1, the response is owned by both ops and retail. Allen Parker would like to know where you guys currently stand on offering free 2-day for baby/diapers so he can adjust Ops response accordingly.
Thanks,
Kevin

Sent from my iPhone

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On May 8, 2009, at 7:52 AM, "Parker, Allen" <[REDACTED]> wrote:

Attached is the latest version of the Diapers Q&A... responses need to be sent to Keven Barmish [REDACTED] by no later than end of day today. I have marked FAQ's and recommended actions that require a Ops response in Red
FAQ 1 - Mckenna please read and ensure the response is accurate and complete
FAQ 3 - Samuels/Wegner - please make sure the response is accurate and complete
FAQ4 - Weiland/Samuels - please make sure the response is accurate and complete
FAQX - Seifert/Girish - I think we need an additional FAQ on the standard early arrivals... explaining why and more detail on the extremely early arrivals
10-1 - Girish/Nadia - I believe the answer will be simple if retail moves to free two day shipping... But I think we do need a few sentences that say we currently have a ship option which meets or beats Diapers.com and the same or better cost... Can you guys confirm that statement based on data. We need to be prepared to discuss why we feel moving standard promises or creating different inventory policies for just diapers is not recommended... I think we should at least understand the potential benefits/issues..."If only Mechanical Sensi were here" ©
10-2 - Girish/Seifert - complete as discussed in the meeting
10-3 - Girish/Seifert - can reference the FAQ we should create above...

From: Barmish, Kevin

Sent: Wednesday, April 29, 2009 1:23 PM

To: Shouraboura, Nadia; Seifert, Michael; Prasad, Kalyanaraman; Lakshman, Girish; Parker, Allen; McKenna, Michael; Weiland, Tom

Cc: Jensen, Erik; Stone, Tim; Barmish, Kevin

Subject: Benchmarking- Diapers.com

Hello-

Apologies for just sending the empty email ☺ Here is the upcoming ops schedule for the Diapers.com benchmarking program.

5/ (Friday) Pre-Onetto Meeting

5/ (Tuesday) Onetto Meeting (pre-Bezos)

5/1 (Tuesday) Bezos review

I have attached a draft of the document for your reference. Following this email are recommendations (highlighted require ops responses) and a few questions we came up with for the Q&A (ops Qs are highlighted). Please add any other questions Jeff may ask. Let me know if you have any questions/comments.

Cheers,

Kevin Barmish

<image001.png>

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Recommendations and Business Actions

10-1: Beat or meet Diapers.com's delivery speed.

Operations Response: <insert response>

Retail Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-2: Beat or meet Diapers.com's 6PM order time cutoff.

Operations Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-3: Re-evaluate our customer shipping charges.

Retail Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-4: Standardize the return/refund process for diapers.

Operations Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-5: Fix the *More Buying Choices* widget on diaper (and other consumable product/categories) product detail pages to not show "used".

RCX Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-6: Consider accepting manufacturer's coupons.

Retail Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-7: Modify CMT to index Diapers.com product prices net of "instant rebates".

Retail Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-8: Modify CMT to factor in the average multi-pack unit price vs. singles price to ensure the multi-pack unit average is not higher than the competitor's single unit price.

Retail Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-9: Display diaper (and other products) sizes sequentially on the detail page and combine duplicate sizes and colors.

RCX Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-10: Consider adding "re-order" functionality on the site as well as email reminders.

RCX Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-11: Consider implementing *My Family*-like personalization functionality to drive product sales based on key baby/child development milestones.

RCX Response: <insert response>

Estimated Completion Date: dd/mm/yy

10-12: Consider adding a "Verified Buyer" badge to customer reviews if the reviewer has purchased the item on Amazon.

RCX Response: <insert response>

Estimated Completion Date: dd/mm/yy

QUESTIONS

Q1. What is our latest assessment of using Kiva?

Operations Response: <insert response>

Q2. What is the standardized return process for products that ship in manufacturer's packaging – where should the customer put the "return slip"? Can customer returned items shipped in manufacturer's packaging be resold?

Operations Response: <insert response>

Q3. What is Amazon's policy on refunding the original ship charge? What is Amazon's policy on charging for the return shipping? Do these policies vary between Prime and non-Prime members?

Operations Response: <insert response>

Q4. What is Amazon's order cutoff time for baby products and how does it compare to Diapers.com's 6PM (local) cutoff?

Operations Response: <insert response>

Q5. What do we know about PowerReviews? Have we looked into their offerings?

RCX Response: <insert response>

Q6. Did Diapers.com violate any terms of our seller agreement by offering cheaper shipping on our site and including the "Amazon Insert" in the orders? Should we monitor their seller account if they become active again?

Merchant Services Response: <insert response>

Q7. How big is the addressable market size for baby products?

Retail Response: <insert response>

Q8. What were our retail (and 3P) sales for baby products in 2007 and 2008?

Retail Response: <insert response>

Q9. What is the Amazon ship option mix for baby products?

What percent of baby products orders are Subscribe and Save? What percent is Prime?

Retail Response: <insert response>

<diapers-q109-FAQ.docx>