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Specialty Retail: Hardlines

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Advisor Call Takeaways: The Future of Online Furniture Sales - Implications for Wayfair and Others from Amazon's Recent Moves

- The Wedbush View. Precipitated by Amazon's recent move to allow third-party furniture vendors on its site to restrict geographic delivery areas, last week we hosted an Advisor Call with Carl Prindle, CEO of leading omnichannel furniture sales enabler Blueport Commerce, to discuss the future of online furniture sales. We conclude that even with more barriers than in furnishings, furniture sales are also shifting online but at a slower pace to date. Whether bricks and mortar furniture retailers build and leverage online capabilities before online retailers build the scale to more efficiently deliver furniture could determine the winners in this ~\$120b category. In contrast to Amazon, Wayfair is rapidly building furniture delivery infrastructure and working to overcome bricks-and-mortar showroom advantages with technology such as augmented reality, positioning the company very well for future, in our view.
- Furniture is more difficult to sell online than furnishings (décor), giving incumbents' advantages—but most are not capitalizing. Consumers have become very comfortable buying items such as lamps online in the ~\$150b home décor industry segment, and fulfillment is relatively easy through small parcel carriers such as UPS. In contrast, most consumers are still reluctant to buy large tactile furniture online such as a sofa without first trying it (therefore pricing needs to sharper to drive online sales), and delivery costs via truck run in the hundreds of dollars (not to mention returns) without established infrastructure. Bricks and mortar furniture companies with established delivery infrastructure (~27% incremental margins on online sales inclusive of 1.5%-3.5% incremental delivery costs) therefore have advantages over online players, but they struggle in marketing, merchandising and selling online. Indeed, less than ~2/3 of the top 100 furniture retailers offer e-commerce, and the thousands of smaller furniture retailers do not have the ability to invest in meaningful omnichannel capabilities to translate a store's aspirational and personal shopping experience online. These smaller players are ceding share to consolidating larger bricks-and-mortar chains such as Art Van and Bob's Discount Furniture or online players such as Wayfair.
- Wayfair stands out in décor and is becoming a more significant player in furniture. Mr. Prindle lauded Wayfair's décor business as the best out there with its combination of merchandising, shipping and customer service. Even though this business focuses on non-branded items, with many vendors selling across multiple platforms, pricing is becoming more competitive, making exclusive products and scale critical. We believe that W's furniture business, the vast majority of the company's 25%+ mix of sales that are large parcel, is increasingly standing out as it scales. At ~\$800m, W sells about as much furniture as regional publicly traded players such as Haverty's (HVT) and Ethan Allen (ETH), giving the company the ability to command lower pricing and exclusive products from vendors. While regional furniture companies have better entrenched infrastructure with better delivery economies of scale and ability to provide more consistent service than W, we believe W is quickly catching up. The company had six last mile delivery centers at the end of 2016 and will have 15-20 at the end of 2017, covering ~60% of the U.S. population. In addition, while still in early stages, W is pioneering augmented reality (AR) and virtual reality (VR) tools to reduce the need for consumers to see and touch furniture in stores.
- Some appeal to Amazon's new offer, but outlook uncertain. It is too early to determine whether furniture retailers will increasingly sell on Amazon.com with the ability to restrict delivery areas, but this was one of two key barriers previously preventing many from doing so. Many may still feel threatened that Amazon will leverage data and learnings to eventually destroy their businesses as they did with other retailers, such as Borders.com. Indeed, Amazon has been increasingly active in the home furnishings category (e.g., permanent showrooms at wholesale vendor markets, testing Google PLAs, better merchandising and considering opening furniture and appliance showrooms according to the *New York Times*). Nonetheless, retailers may have a lot to gain if they drive incremental sales online and get a "second harvest," where a retailer's brand is prominently displayed on Amazon.com and lead consumers to visit their stores.
 - **Free shipping on furniture likely more prevalent in the future.** While hard to pinpoint a timeframe, Mr. Prindle believes that, like furnishings, shipping on furniture (with minimum spend thresholds) will be free in the future. With established infrastructure, brick-and-mortar furniture companies have low incremental shipping costs and could leverage this advantage to offer free shipping (rather than simply promote low local delivery costs) as a differentiator, in our view. This hot-button buying criteria online shoppers has cultivated favor for Wayfair, which has consistently offered free shipping on orders over \$49, and led other specialty retailers to follow with no (BBBY) or lower/flat-rate shipping fees (WSM, RH, PIR) in the last year or two. These changes could weigh on retailer margins.

Strong finish to 1Q17 for furniture industry sales, 2Q17 off to a bit slower start. Mr. Prindle remarked that sales growth for furniture retailers on the Blueport Commerce accelerated after Presidents Day, when delayed tax refunds hit and stayed strong through March and into mid-April. The later half of April and first week of May started a bit slower (but sales still increased y/y).

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Advisor biography. Carl Prindle provides Blueport with strategic and product leadership as the company enables furniture retailers to compete in ecommerce, solving the unique challenges they face selling online and unlocking groundbreaking omnichannel shopping experiences. Blueport Commerce is the leading Cloud ecommerce platform for furniture, used by the largest retailers in North America to run their omnichannel websites, provide better shopping experiences for their customers and drive sales online and in their stores. Prior to Blueport, Carl was SVP of Product Development for Furniture.com, a "pure play" furniture ecommerce site.. Carl later led the effort to purchase Furniture.com's name and technology, looking to apply learnings from the dot-com boom to the \$100B bricks-and-mortar furniture industry. Notable furniture retailer clients of Blueport Commerce include the following: Levin Furniture –#7 on Home Furnishing Business's *The Power 50*; concentrated in Cleveland/Pittsburgh, Value City Furniture – Midwestern-based, 60+ year history and The Brick – one of Canada's largest retailers of home furnishings, mattresses, appliances and electronics.

The U.S. Home Goods Retail Market Is Very Large, with Online Growth Leading the Way

igure 1: W Commands Only a Small I	raction	of the F	ragment	ed U.S. H	lome Goo	ods Retai	l Market		
United States, \$b	20	13 2	2014	2015	2016	2017E	2018E	2019E	2020E
Industry Size	\$2	39.1 \$	246.6	\$255.9	\$268.7	\$276.8	\$285.:	1 \$293.6	\$302.4
Growth	2	2.8%	3.2%	3.8%	5.0%	3.0%	3.0%	6 3.0%	3.0%
W U.S. Sales	:	\$0.9	\$1.2	\$2.1	\$3.1	\$3.8	\$4.9	9 \$6.0	\$7.0
W U.S. Sales Market Share	e C).4%	0.5%	0.8%	1.2%	1.4%	1.79	6 2.0%	2.3%
ource: Euromonitor, IBISWorld, comScore	e, Wedbus	sh Securi	ties, Inc. e	estimates					
igure 2: Online Home Goods Sales S	hould In	rease a	at a Doub	ole Digit F	Pace Driv	ina Pene	etration t	o 13% in 2	020
		510400 0		olo Bigiti	uoo, Din	ing i one		0 10/01112	5Y CAGR
United States, \$b	2013	2014	2015	2016	2017E	2018E	2019E	2020E	'15 - '20
Industry Size	\$239.1	\$246.6	\$255.9	\$268.7	\$276.8	\$285.1	\$293.6	\$302.4	3.4%
Growth	2.8%	3.2%	3.8%	5.0%	3.0%	3.0%	3.0%	3.0%	
Industry Online Penetration	6.5%	7.3%	8.1%	9.6%	10.6%	11.5%	12.2%	13.1%	
Industry Online Sales	\$15.6	\$18.0	\$20.73	\$25.8	\$29.4	\$32.6	\$35.9	\$39.5	13.8%
Growth	13.9%	15.2%	15.1%	24.5%	14.0%	11.0%	10.0%	10.0%	
ource: Euromonitor, IBISWorld, comScore	e, Wedbus	sh Securi	ties, Inc. e	estimates					
igure 3: Our 2017-2018 Sales Estimat	es for W	Embed	Improvi	ing Indus	try Sales	Growth (Capture	Rates from	2016
United States, \$b	20	13 2	2014	2015	2016	2017E	2018E	2019E	2020E
U.S. Industry Online Sales	\$1	5.6 \$	18.0	\$20.7	\$25.8	\$29.4	\$32.6	\$35.9	\$39.5
Growth %	13.	9% 1	5.2%	15.1%	24.5%	14.0%	11.0%	10.0%	10.0%
Growth \$	\$1	.9 .9	\$2.4	\$2.7	\$5.1	\$3.6	\$3.2	\$3.3	\$3.6
W U.S. Sales	\$0).9 :	\$1.2	\$2.1	\$3.1	\$3.8	\$4.9	\$6.0	\$7.0
Growth %	57.	9% 4	4.2%	72.7%	45.7%	22.6%	27.3%	23.9%	16.1%
Growth \$	\$0).3	\$0.4	\$0.9	\$1.0	\$0.7	\$1.0	\$1.2	\$1.0
W Share of U.S. Industry							32.2%		26.9%
w Share of 0.5. Industry		5% 1	6.0%	33.1%	19.2%	19.4%			

Source: Euromonitor, IBISWorld, comScore, Wedbush Securities, Inc. estimates

Wayfair's Growth Is Outpacing Specialty Retail Competitors





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Private Equity Not Counting Out B&M Furniture as Signs of Consolidation Emerge

The top 100 U.S. furniture stores generated 80% of 2016 industry sales, up from 62% of industry sales represented by the top 100 in 2011, according to Furniture Today's Top 100 Furniture Stores of 2016.

Notable recent private equity transactions:

- Bain Capital acquired a controlling interest in Bob's Discount Furniture in a \$350m sponsor transaction (announced December 2013, closed February 2014).
- Thomas H. Lee acquired Art Van and its over 100 stores in five states for an undisclosed amount (March, 2017)
- Castle Island Partners acquired Boston Interiors (seven stores, ~\$50m annual sales, April, 2016)



Source: Blueport Commerce, Wedbush Securities, Inc.

Online Sales for Furniture Retailers on Blueport Platform Appear Healthy.

90% of all furniture sales (both online and in-store) are influenced by interaction with the online channel across the Blueport Platform of retailers.



Furniture Retailers with Well-Utilized Local Delivery Infrastructure Enjoy Significant Efficiencies that Drive High Incremental Margins for Online Sales

% of Net Sales						B&M Incremental Margin on Online Sales				
FY 2016	w	PIR	ETH	HVT	B&M*	Margin Explanation	Opportunities			
Gross Merch Margin (GMM)	38%	57%	56%	54%	∙ 1 1 1	Scale with Manufacturers. Proprietary, big-ticket Product. Don't have to cut prices to get shoppers to buy unseen/un-sat on.	Could lower prices further, particularly for online-only items.			
Fulfillment/Distribution	14%	3%	9%	9%	I I 1.5-3.5% I	Excess capacity makes variable cost for an incremental order very low.	Could reduce delivery charges to shoppers.			
GM Including Fulfill/Dist	24%	54%	47%	45%	1					
Occupancy	1%	16%	4%	4%	1.0%	L'ttle incremental expense, as growth leverages existing merchandising, marketing and service staff.	Costs will everage quickly with online scale.			
Other SG&A	16%	26%	28%	30%	13%					
Advertising	12%	6%	4%	5%	5%+	Known brands and stores attracts shoppers efficiently.	Opportunity to leverage ow variable costs and "lean in" on digital advertising.			
Total SG&A	28%	48%	36%	39%	I I ~20%		-			
Operating Profit	-4%	4%	11%	5%	~27%		Significant margin that cou d be redeployed towards ower prices, free delivery and advertising.			

Source: Company data, Wedbush Securities, Inc. estimates

Note: includes reported and Wedbush estimated/re-categorization of select line items. * Blueport Commerce estimates of bricks & mortar (B&M) retailer incremental costs of online sales.



Wayfair Delivery Network (WDN) and CastleGate Are Differentiators in Small and Large Parcels

Figure 9: Wayfair CastleGate and Wayfair Delivery Network (WDN) Locations are Expected to Handle 90% of Middle-Mile Transportation with Last Mile Delivery Covering 60% of the U.S. Population by the End of 2017







Figure 11: ...And Wayfair Is Aggressively Expanding Its CastleGate Fulfillment Capabilities, Potentially Supporting Faster Growth



Led by Wayfair, Furniture Shipping Charges Are Compressing, Following the Trend to Free Shipping in Furnishings

Figure 12: Furniture Shipping Charges for Select Retailers

Retailer	Ground/ Truck Delivery to Door	Room of Choice (Flat Rate)	White Glove Delivery (Flat Rate)	Notes
Wayfair	Free	\$49.99	\$119.99 includes assembly	
Pottery Barn	NA	NA	\$99-\$399, depending order size and proximity	Moved to flat rate delivery fee in 2016. \$99 local, \$199 regional, \$299 national on order < \$999; \$199 local, \$299 regional, \$399 national on order > \$999; Delivered to room of choice, simple assembly, inspected and all packing materials removed.
Pier1	NA	NA	\$169	Flat rate. Item(s) will be delivered to room of choice, assembled, inspected and all packing materials removed.
Bed Bath & Beyond	Free	\$20	\$40; Assembly: \$125- \$160 per item (3rd Party)	Recently moved to free delivery after testing in 2016. White glove only includes delivery to room of choice, unboxing, and removal of packing material. Shipping surcharges on over- sized or extremely heavy items may still apply, but items such as a \$700 sofa shipped with no additional charge.
Raymour & Flanigan	NA	NA	\$52.50-\$225, depending on order size and proximity	\$52.50 local, \$85 regional on order < \$750; \$105 local, \$170 regional on order \$750-\$4,000; \$160 local, \$225 regional on order > \$4,000

Source: Company data, Wedbush Securities, Inc.

Amazon Is Now Allowing Furniture Retailers on its Site the Ability to Restrict Geographic Delivery Areas

Criteria/ Fees	Amazon Prior Terms for Furniture Vendors	Amazon New "Unified Delivery with Services" Changes to Its Furniture Vendors Terms			
Shipping Requirement	Required vendors to ship nationwide	Retailers will be able to choose the regions where they ship; nationwide no longer required for products weighting ≥ 50 lbs.			
Listing	Furniture listed for sale nationwide	Retailers able to choose regions to list/ display furniture for sale using "geo-fencing tools"			
Price Listing	Retailers set own prices with fixed delivery fees	Retailers set own prices that can change with delivery service levels (e.g., drop off at door, white glove)			
Amazon Listing Fee	NA	Pro Merchant: \$39.99 monthly fee for an unlimited number of listings			
+ Product Sales Fee	NA	+15% on product sales minimum delivery set	Retailers can choose to ro minimum delivery service charge into the product		
+ Service Fee	NA	+ 20% on services price, and offer one to consumers at a 1	price		

Source: Furniture Today, Amazon.com, Wedbush Securities, Inc.



Amazon Increased Its Presence at Wholesale Furniture Markets Including High Point and Las Vegas



Amazon now has permanent showrooms and staffing at leading furniture markets in order to recruit vendors to its selling platform.

Amazon Has Improved its Visual Presentation at the Category and Sub-Category Level, but Product-Level Merchandising Remains Uninspiring



Source: Amazon.com, Wedbush Securities, Inc.

Figure 16: ...But Visuals, Product Information and Navigation Are Uninspiring at the Product Level



Source: Amazon.com, Wedbush Securities, Inc.

Amazon Tested Home Goods on Google Product Listing Ads (PLAs) in Late 2016 – Early 2017, but Has Since Pulled Back in Non-Branded Products Core to the Category



Source: Company data, Wedbush Securities, Inc.

Figure 18: PLAs Represent the Fastest Growing and Largest Source of Product Search Ad Clicks on Google, Particularly for Non-Branded Keywords that Dominate in the Home Goods Category



PLA share of retailers' total Google search ad clicks rose slightly to just under 48% in Q4 2016, but many advertisers saw text ads gain back some ground due to shifts in consumer search behavior during the holiday shopping season. Desktop text ads also exhibited relative strength in Q4, as advertisers moved spend from tablets to desktop after Google reintroduced the ability to segment desktop and tablet search ad bids in Q3.

However, we believe Amazon likely pulled back on this late 2016 Google PLA test in recent months...

Amazon Did Not Rank Highly in PLA Searches for Non-Branded Products in February or May, but Continues to Appear in Branded Products Search Results

Figure 19: Amazon ranko May	ed #1 & #2 for "	Roomba" in Febru	•	Figure 20: …And Amazon ranked #1 for "Magic Bullet" in February and early May							
Brar	nded Products S	Search (Desktop)		E	Branded Products	Search (De	sktop)				
February 14,	2017	May 3,	2017	February 3	14, 2017	May 3, 2017					
roomba	4 Q	roomba	\$ Q	magic bullet	پ م	megic bullet		\$ Q			
All Shopping Videos News Images More About 10,300,000 results (0.35 seconds)	Settings Tools	All Shopping Videos Images About 11,100,000 results (0.39 seconds)	News More Settings Tools	All Shopping Videos images New Abovt 9,870,000 results (0.42 seconds)	s More Settings Tools	All Shopping Vide About 7,770,000 results (0.3	os Images News M 9 secondo)	lore Settings Tools			
Shop for roombe on Google	O benengz	Shop for Roomba on Google		Shop for magic bullet on Google	o benece	Shop for magic bulle	t on Google	Spasared 0			
980 Robotic 860 Robotic 650 Robotic 96 \$897.95 \$384.99 \$299.99 \$6	obot Roomba IRebot 650 IG (Ntanufacturer 195.00 \$259.99 almart Groupon.com ★★★★: (228) ★★★★: (68)	650 Robotie	Bath & Bey Overstock.com Target	Blender, Magic Bullet Nutribullet RX B \$34.99 \$39.99 \$169.00 \$ Amazon.com Macy's Walmart J	Alagic Bullet NutriBulet by As Seen Dn TV Itender Magic Bullet Magic Bullet 99.99 \$29.99 \$48.19 CPenney Target Jet.com 4% price drop Øtin store Free shipping	Magic Bullet Veggie Blender, Small, Spinaliz \$34.00 \$19.30 Amazon.com Veggie Free ch	5 \$39.99 Bullet Target	The Original NutriBullet Mayo Ballet Blonder \$30.50 \$73.50 Macy's NutriBullet #-Special offer			

Source: Amazon.com, Wedbush Securities, Inc.

Source: Amazon.com. Wedbush Securities. Inc.

Source: Amazon.com, Wedbush Securities, Inc.

Figure 21: Amazon did not rank in PLA results for non-branded kitchen products in February or May...

Figure 22: ...And Amazon does not appear in non-branded in 17 nonbranded furniture and appliance category terms we checked in both periods

Non-Branded Products Search (Desktop)								Non-	Brande	d Produ	cts Seai	rc <mark>h (De</mark> :	sktop)		
February 14, 2017		May 3, 2017					February 14, 2017			May 3, 2017					
fcod processor	Q food p	cessor			ê d	futon				↓ Q	futon				پ ۹
Al Shopping Images Videos News More Settings		ihopping Images Viá		tare	Settings Tools	All Shopping	images Ma		lane	Settings Tools	All Shoppin	g Images Ma Diesults (D.59 seconds	ps Videos M	lore	Settings Tools
Alout 22,200,000 results (0. 59 seconds) Shop for food processor on Google spore	Shop	or food processors on		, 00,	O becomed		nesults (0.71 seconds		-	Sponsored (i)		n on Google			Eponsored ®
Huniton Bran Claimat	1		4	-	ID E		1	No. of Concession, Name			2			Lane.	
Hamilton Diffein Customer Customer Coursener	(704)		Cuisinant Elemental 13 \$199.00 Sur La Table 9 In store	Cuisinart DFP-148CNY \$199.00 Amazon.com Free shipping	Ritchenald T-Cap Food	Peondex Adjustable \$229.99 Rollins	Allendra Liking Room \$299.99 Janema's Furnit +++++(?)	Funiture of America \$171,99 Rollina	Better Homes and Gardens \$195.88 Walmart ★★★★★(454)	Kebo Futon Sofa Bied, Multiple \$1119.00 Walmart ****** (1k+)	Alondra Living Paom \$277.00 Jerome's Furnit	Jackson Twin Sleeperin Grey \$344.00 Jerome's Furnit 9 In store	Blazing Needles 10-inch Full \$162.33 Jet.com *dr.k # dr (230)	Queen Size 8-Inch Gel 5250.99 Overstock.com str.k.st.st. (16)	Mainstays Memory Foam \$139.00 Walmart Free shipping

Source: Amazon.com, Wedbush Securities, Inc.



Covered Public Companies Mentioned in This Report (as of 05/05/17)

COMPANY	TICKER	RATING	PRICE	PRICE TARGET
Bed Bath & Beyond	BBBY	NEUTRAL	\$37.34	\$38
Home Depot	HD	NEUTRAL	\$155.73	\$155
Williams-Sonoma	WSM	NEUTRAL	\$53.62	\$48
Pier 1 Imports	PIR	NEUTRAL	\$6.81	\$8
Amazon.com	AMZN	OUTPERFORM	\$934.15	\$1,250



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Company	Disclosure
Wayfair, Inc.	1
Amazon.com	1
Bed Bath & Beyond	1
Pier 1 Imports	1
Williams-Sonoma	1

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		Nick McKay	(213) 688-4343	Henry J. Coffey Jr., CFA	(212) 833-1382		
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