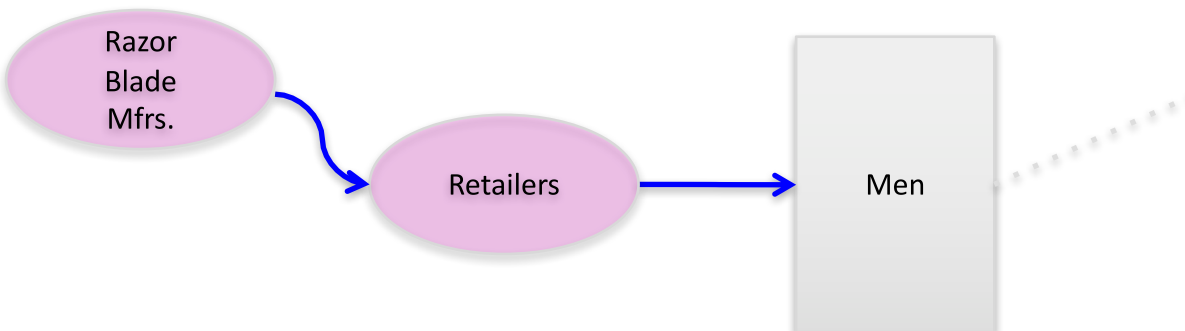
Dollar Shave Club

DOLLAR SHAVE CLUB

ValueMap

Early 2000’s



- Razors for shaving
- Advanced features—multiple blades, lubricating strips, etc.
- Cost: about $25/mo

ValueMap

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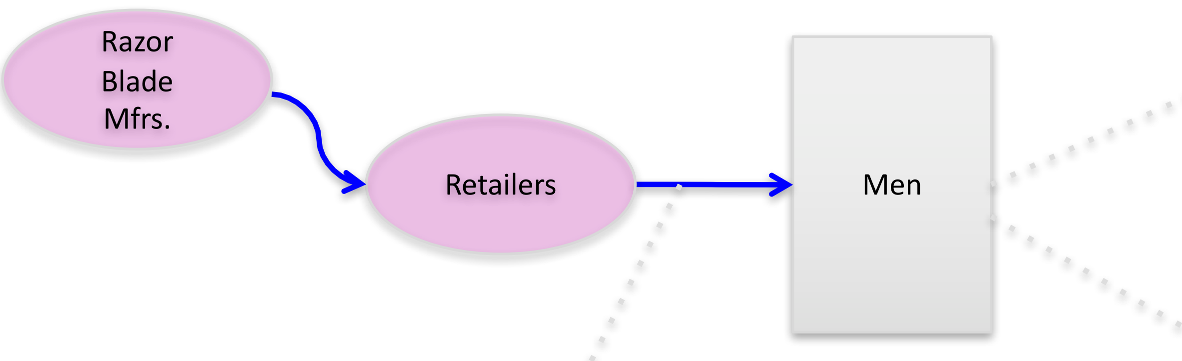
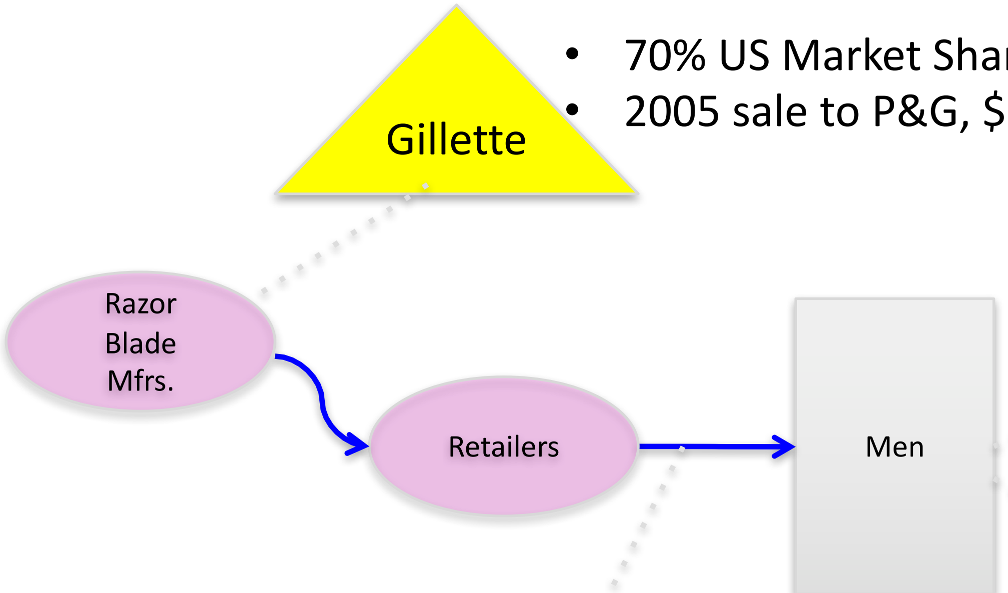


- $3b market US

- Comfortable shave
- Blades that last a week or more

ValueMap

Early 2000's



- 70% US Market Share
- 2005 sale to P&G, $57B

- Razors for shaving
- Advanced features—multiple blades, lubricating strips, etc.
- Cost: about $25/mo

- Comfortable shave
- Blades that last a week or more

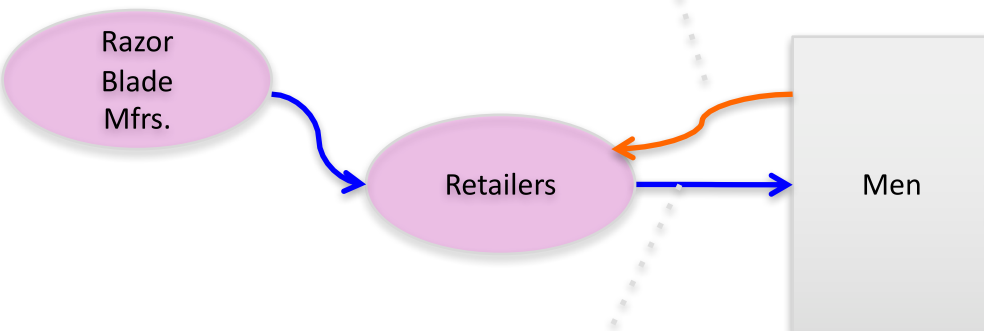
- $3b market US

ValueMap

Early 2000's

- Purchasing process
  - -Requires shopping
  - -Time to drive to drug store
  - -Get someone to unlock cabinet
  - -Wait to pay
  - -Drive home
- Perceived high cost

- Razors for shaving
- Advanced features—multiple blades, lubricating strips, etc.
- Cost: about $25/mo



- $3b market US

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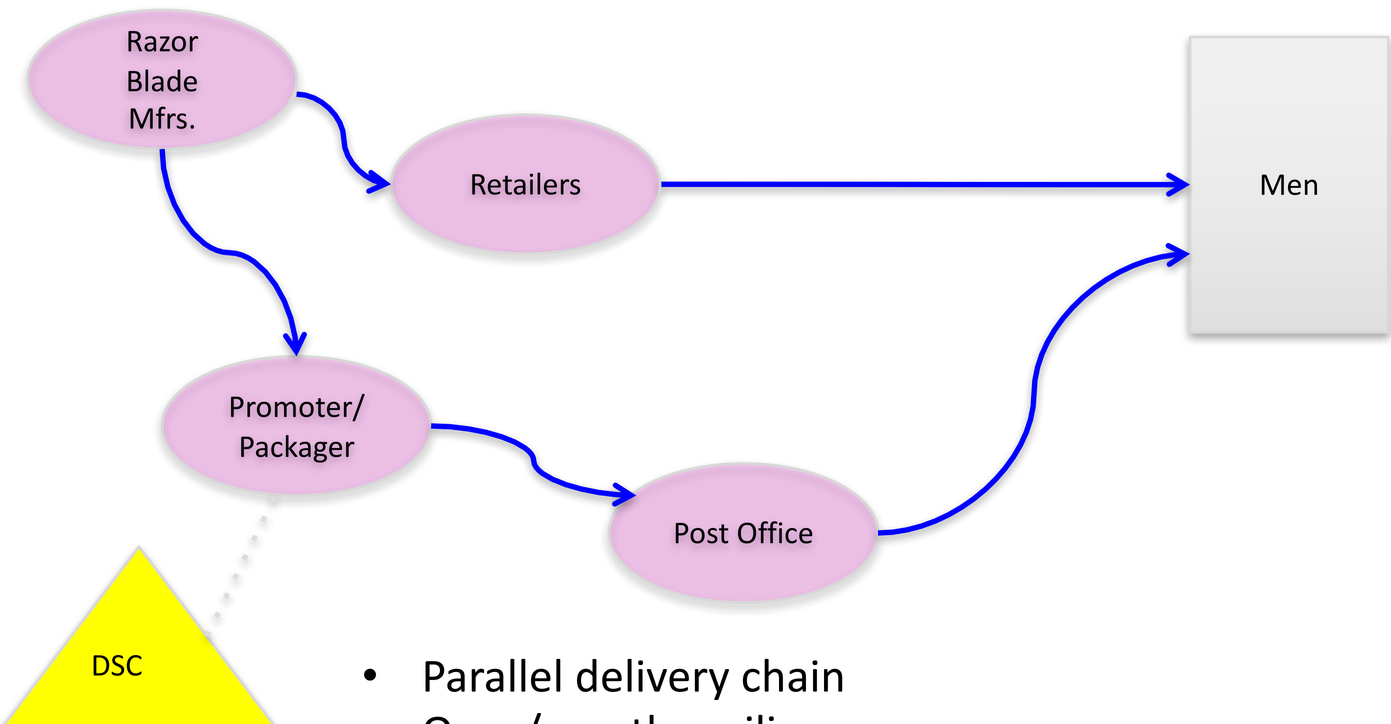
2011: Dollar Shave Club founded

ValueMap

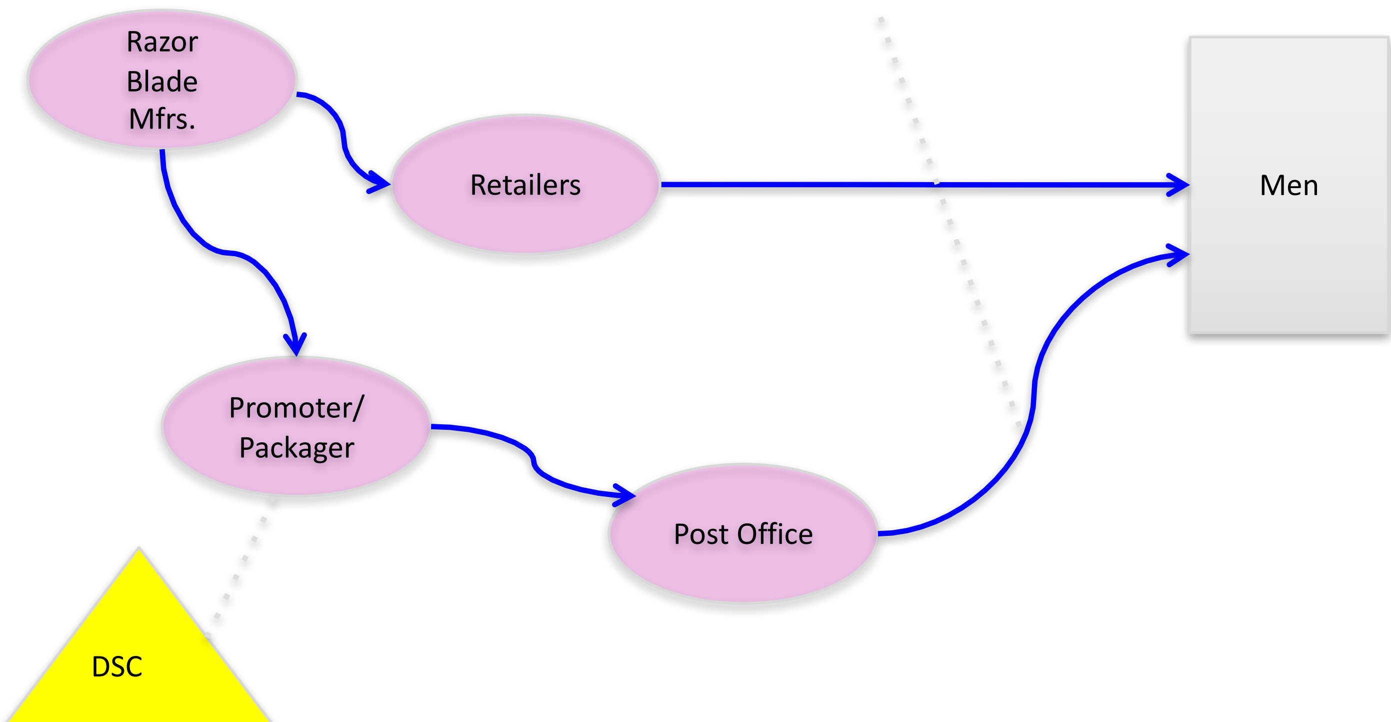


- Parallel delivery chain
- Once/month mailing

ValueMap

2011

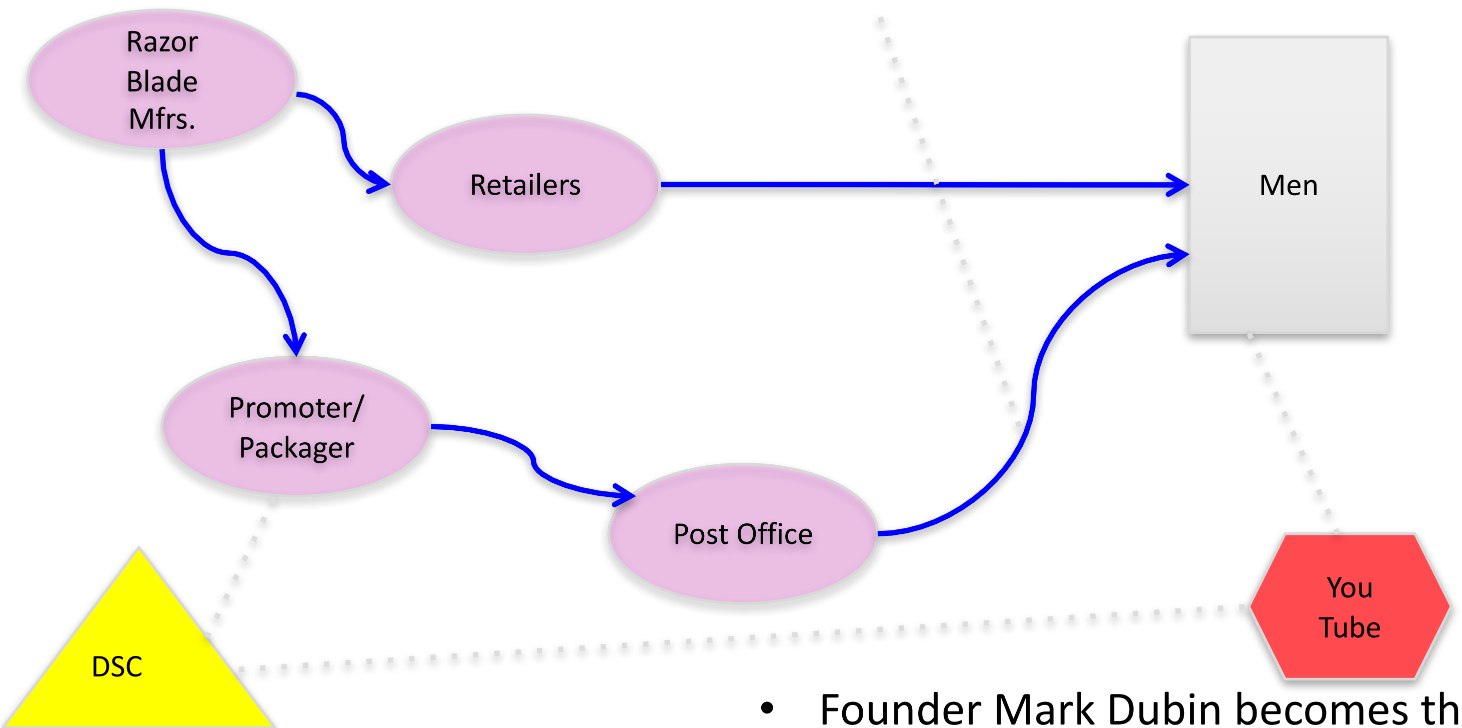
- Monthly mail delivery
- Cost less than half
- Saves shopping time
- Never run out of blades



ValueMap

2011

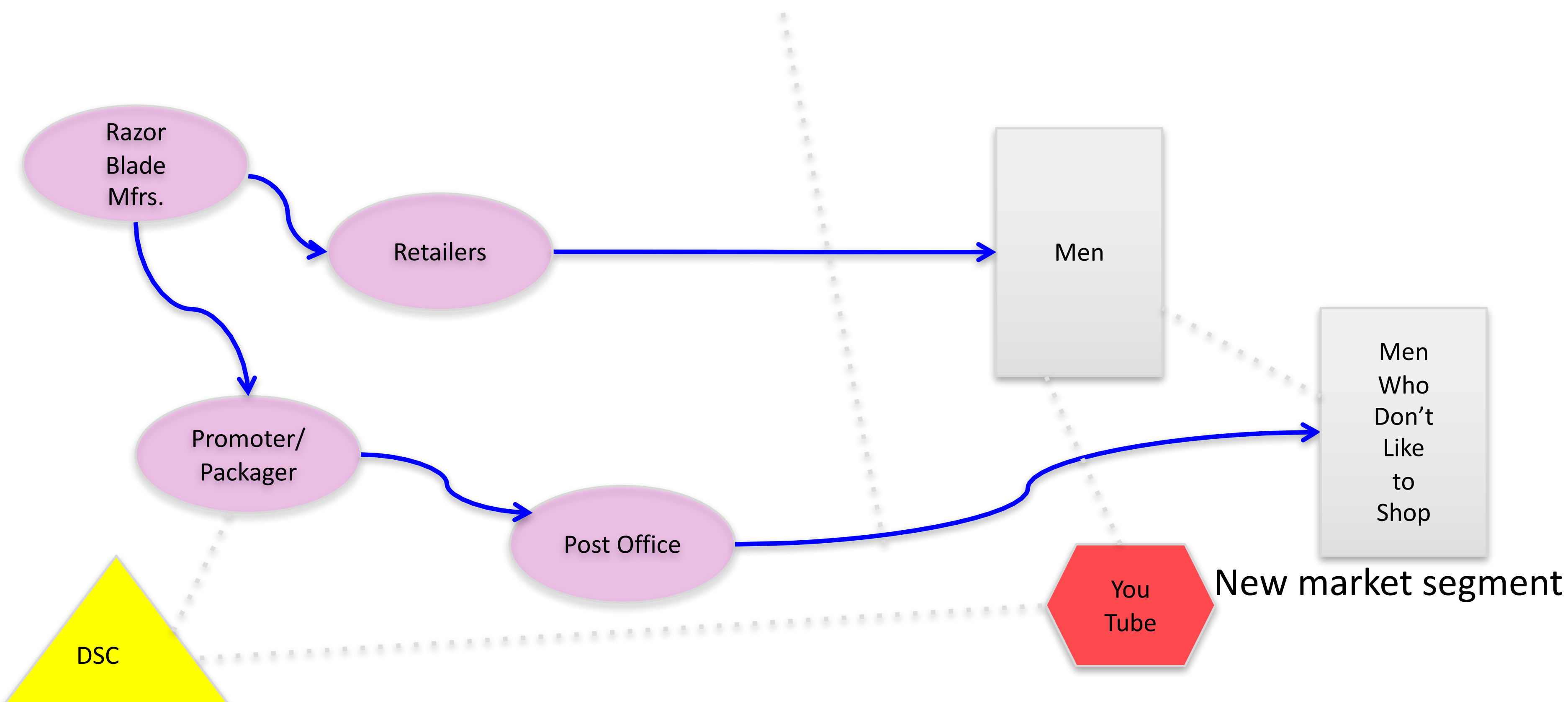
- Monthly mail delivery
- Cost is less than half as much
- No time spent shopping
- Don't run out of blades



- Founder Mark Dubin becomes the 'face' of DSC
- Viral You Tube video, 240M downloads

2011

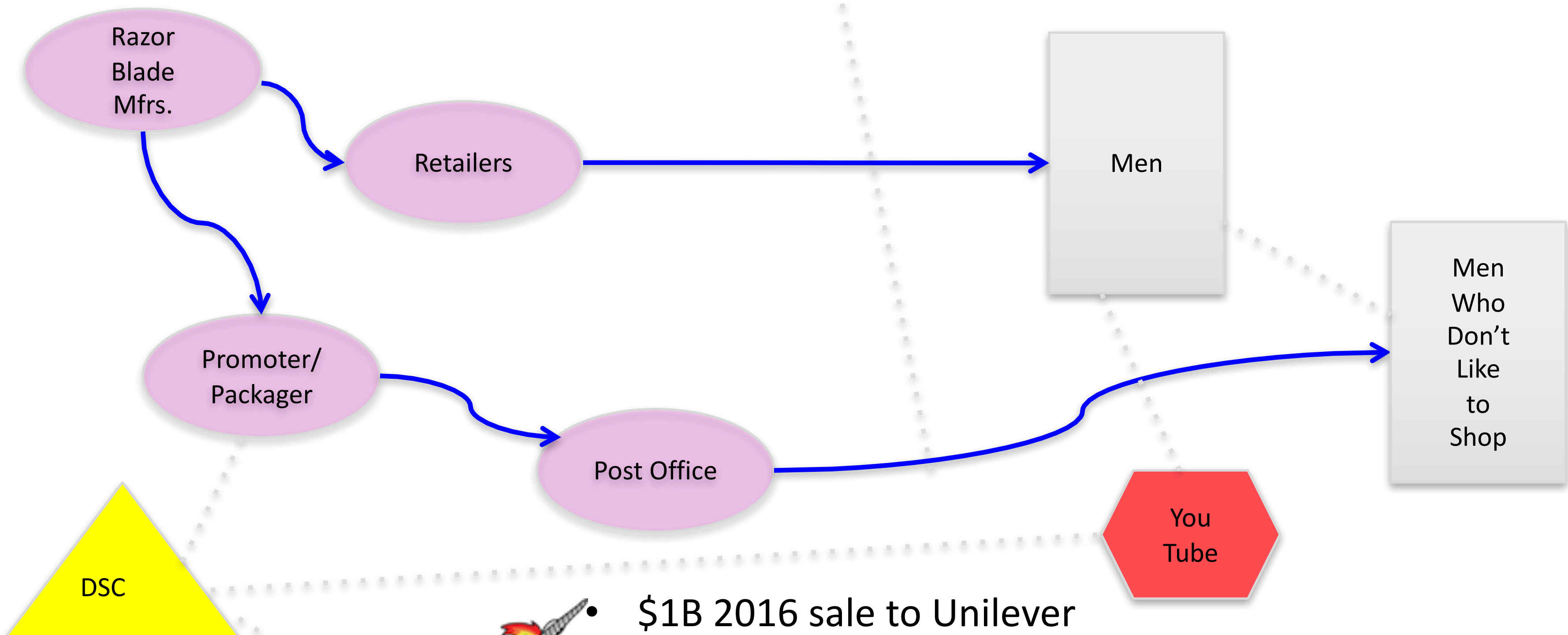
- Monthly mail delivery
- Half the cost
- Shaves match Gillette
- Save shopping time
- Never run out of blades



2016

ValueMap

- Monthly mail delivery
- Half the cost
- Shaves match Gillette
- Save shopping time
- Never run out of blades



- $1B 2016 sale to Unilever
- 3M Subscribers
- $280M sales

ValueMap

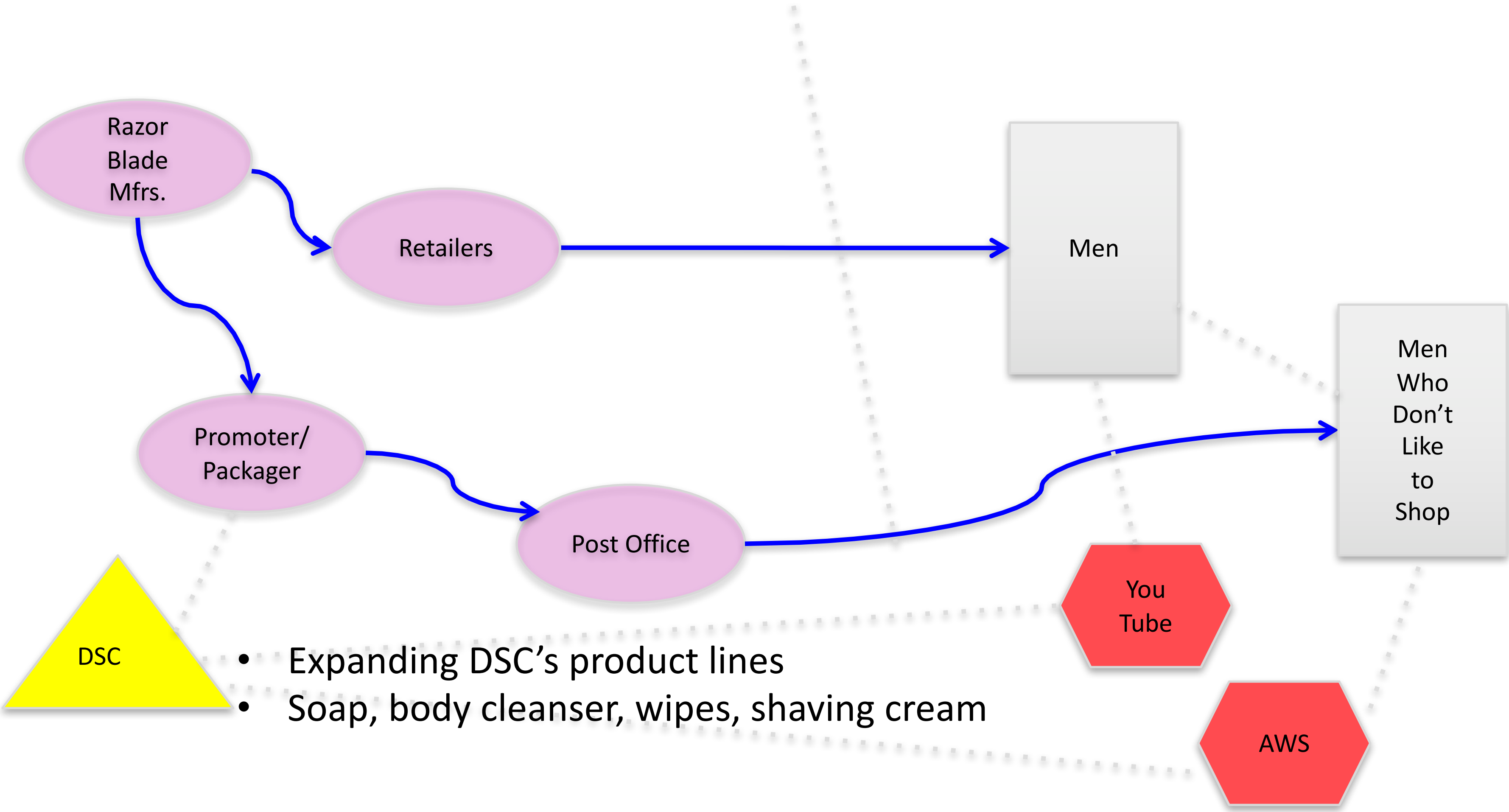
In Value terms, how did DSC do it?

- Converted negative values to positive values
- Accelerated the business launch by using YouTube in a creative way
- Expanded the business space by creating and capturing a new market segment
- Leveraged supporting value stages
  - Post office
  - Korean blade manufacturer
  - Scale business with AWS
- Captured the most value in the segment he created, and capitalized this value

ValueMap

2016

- Monthly mail delivery
- Half the cost
- Shaves match Gillette
- Save shopping time
- Never run out of blades



- Expanding DSC’s product lines
- Soap, body cleanser, wipes, shaving cream