

Brand Turnaround Study

Thos. Moser — Digital Experience & E-Commerce Transformation

Context & Opportunity

Thos. Moser occupies a rare and valuable position:

A heritage American brand with real craftsmanship, real scarcity, and real integrity.

The challenge is not *what* the brand is.

The challenge is **how clearly that value is translated into a modern digital experience** that:

- Converts without shouting
- Educates without overwhelming
- Feels intentional, calm, and confident
- Honors craft *while* driving revenue

This is not a reinvention.

It's a **clarification**.

The Core Diagnosis (What I See)

After reviewing thosmoser.com, the opportunity lives at the intersection of:

1. Narrative Gaps

The craftsmanship is evident, but the **customer's journey into that story is fragmented**.

- Why *this* piece?
- Why *now*?
- How does it fit into *my* life, space, values?

The answers exist—but they are not always surfaced at the moment of decision.

2. Merchandising Friction

The site is beautiful, but beauty alone doesn't guide choice.

Opportunities include:

- Clearer collection logic
- More intentional naming and framing
- Stronger “why this exists” storytelling at the product level

- Better bridges between inspiration and purchase

3. Conversion Without Compromise

High-consideration products require:

- Confidence
- Reassurance
- Momentum

The current experience could better support:

- Decision clarity
 - Fewer cognitive jumps
 - A smoother path from admiration to action
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Strategic North Star

Create a digital experience that feels like walking into a Thos. Moser showroom—quiet, confident, intentional—while subtly removing friction and increasing conversion.

Not louder.

Not trendier.

Just *clearer*.

The Turnaround Approach (How I'd Lead This)

Phase 1: Establish the Foundation (0–60 Days)

Goals:

Understand behavior, align teams, define success.

Actions:

- Audit current site performance: CVR, AOV, drop-off points, page speed
- Review customer behavior by entry path (organic, paid, email, direct)
- Align with Creative, Marketing, and Operations on:
 - Brand guardrails
 - Product priorities
 - Inventory realities

- Define a small set of *meaningful KPIs* that respect the business model

Outcome:

Shared clarity. No guessing. No vanity metrics.

Phase 2: Clarify the Customer Journey (60–120 Days)

Homepage & Navigation

- Treat the homepage as a **curated entry**, not a catalog
- Emphasize collections and stories over SKUs
- Use restraint to create confidence

Product Pages

- Elevate storytelling at the point of decision:
 - Craft origin
 - Material meaning
 - Longevity
 - Use in real spaces
- Reduce friction around:
 - Dimensions
 - Lead times
 - Care
 - Delivery expectations

Merchandising

- Refine collection structure to mirror how people *think*, not how inventory is stored
 - Introduce subtle guidance:
 - “Designed for dining”
 - “Made for everyday use”
 - “Heirloom scale”
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Phase 3: Optimize With Respect (Ongoing)

This is where analytics serve craft—not replace it.

CRO Philosophy

- Test quietly
- Change intentionally
- Measure what matters

Examples

- A/B test micro-copy, not headlines
- Test image sequencing, not aesthetic shifts
- Improve checkout clarity without adding noise

Dashboards

- Revenue
 - CVR
 - AOV
 - Product-level performance
 - Journey completion, not just clicks
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How This Drives Revenue (Without Dilution)

- Better storytelling increases **confidence**, not pressure
- Clearer navigation increases **momentum**
- Thoughtful merchandising increases **AOV**
- Reduced friction improves **conversion**
- Strong brand alignment increases **long-term loyalty**

This is not short-term growth at the expense of identity.
It's sustainable growth *because* of identity.
