

Customer Engagement Awards



November 2012

Table of Contents



Winners listed in alphabetical order



Category: In-Store Experience

Winner: Build-A-Bear



Category: Social Analytics

Winner: Chico's



Category: Cross-Channel Experience

Winner: Guitar Center



Category: Online Customer Service

Winner: Kobo



Category: Personalization

Winner: L'Occitane



Category: Digital Online Technology

Winner: Lenovo



Category: Digital Technology

Winner: Macy's



Category: Supply Chain

Winner: Procurator



Category: Cross-Channel Analytics

Winner: Specialty Fashion Group



Category: Video

Winner: The Sports Authority



Category: Online Clienteling

Winner: Tourneau



11 Retailers Win Customer Engagement Awards

CEA

There is no question that the customer is now in charge of the shopping experience. Retailers are working to meet the needs of today's demanding shoppers by incorporating innovative strategies and technologies into their stores and online. Also, the concept of showrooming is creating even more of an urgency for merchants to deliver a compelling in-store experience while delivering a consistent brand message across all channels.

This year, Retail TouchPoints is proud to honor 7 retail companies that have embraced customer engagement and implemented solutions and services that are delighting customers and improving the bottom line. Each of this year's 7 winners has taken the initiative to deliver a higher level of service and improved experience to their current and prospective customers. The award winners are ahead of the curve and are achieving business success in this increasingly competitive and challenging marketplace.

Through a nomination process, the winners were selected based on, but not limited to, four specific criteria:

1. Unique shopping/promotional offerings
2. Customer engagement strategies
3. Customer analysis
4. Technology innovation

Winners include both large, national retailers and smaller, regional companies, as well as two international selections. Award recipients also vary in products and services offerings, from apparel and specialty toys to beauty products and e-Reader devices.

This year's winners are (in alphabetical order):

- **Build-A-Bear**
- **Chico's**
- **Guitar Center**
- **Kobo**
- **L'Occitane**
- **Lenovo**
- **Macy's**
- **Procurator**
- **Specialty Fashion Group**
- **The Sports Authority**
- **Tourneau**



Build-A-Bear Ups The Ante On In-Store Experience

Already a hands-on product, the bears and accessories at the Build-A-Bear Workshop stores have now become more interactive with the addition of six newly designed Build-A-Bear stores across the U.S. The revamped stores use technology to provide a more personalized experience for shoppers.

Results at the new stores are impressive. Sales are up 30% or more and the company is moving forward with plans to update additional stores by incorporating key elements of the new design.

Build-A-Bear has partnered with Epicor to facilitate new technology throughout the in-store customer experience. Components include: Epicor Retail Multi-Channel Transaction Adapter (MCTA), Epicor Retail CRM, and Epicor Retail Store solutions.

Build-A-Bear also offers a Build-A-Party program for customers who want to celebrate their birthday in-store. Finally, if the guest is a repeat customer who has a Build-A-Bear Workshop “Stuff Fur Stuff” loyalty card, they can scan their card at various stations and it will bring up their information automatically.

MCTA technology supports the retail transactions that take place along the different creation stations located on the sales floor which then integrates to the Epicor Retail Store solution to enable a streamlined guest checkout process.

These retail technology solutions help to move customers through the store to different stations, while they choose and create their new stuffed animal.

The stations are called:

1. **Choose Me** – Guests select a stuffed animal of their choice.
2. **Love Me** – Guests scan the stuffed animal and enter the name, birth date, and unique personality traits to their stuffed animal’s heart. A transaction record for that stuffed animal i.d. is started in the Epicor Retail Multi-Channel Transaction Adapter (MCTA).
3. **Hear Me** – Guests can add their own unique sound to their stuffed animal via a small recording chip. The sound SKU is then added to the transaction.
4. **Stuff Me/Fluff Me/Dress Me/Match Me** (stations) – Stuffing is added to the furry friend with the heart and sound chip. Then guests move to the Fluff Me station, where they have the opportunity to play in a digital bath tub. The stuffed animal’s outfit and accessories are then selected with suggestions from the Match Me station.
5. **Name Me** – Guests give their stuffed animal a name and can view its personality traits that were added at the Love Me station. **Take Me Home** – After picking up their stuffed animal’s birth certificate, guests place their new furry friend in a signature Build-A-Bear Workshop Cub Condo (to go box).

Build-A-Bear Workshop

Brands: **Build-A-Bear Workshop**

Number of stores: **400+**

Web site: www.buildabear.com

Annual revenue: **\$394 million**



Chico's Engages Social Shoppers With Analytics

Using social media analytic tools from SAS, Chico's is able to uncover sentiment about key aspects of its business — across Facebook, Twitter, YouTube, discussion forums, blogs and more — learning how customers feel about the products and brands. Social media analytics helps to identify key influencers and uncover how social media conversations affect business results. In real-time the company can apply answers to brand strategies, media placement, public relations and customer service activities.

Chico's captures tweets in real time and identifies those significant to its brands based on sentiment and the influence of the Twitter author. Key tweets are routed to Chico's customer-facing personnel for response.

Overall, social media analytics allows the company to extend its customer insights beyond the boundaries of its physical stores, web sites and call-centers into the social channels where related apparel conversations are occurring.

Wells said Chico's engages its social media analytics tool with the following overarching goals:

- See the bigger picture, understand how social media conversations affect business results, and apply this intelligence to decision making;
- Enhance internal social media reporting strategy;
- Identify key influencers;
- Ensure more timely responses to customers and maintain our high standard of customer service; and
- Better allocate time and resources spent on social media management.

In an example related to Chico's White House | Black Market Spring 2012 TV advertising campaign, Wells illustrated a scenario in which the SAS social media analytics tool positively impacted the business: "With these in-depth analytics, we immediately could gauge the public's response to this TV spot, which focused on WHBM's 'Work Kit' collection and featured well-known fashion model Coco Rocha," explained Wells. "We immediately accessed snapshots of web conversations on Facebook, Twitter, blogs and other media outlets, and reported the responses directly back to key stakeholders within the brand, including marketing, merchandising and customer service. Because we could see where these conversations were taking place, media placement and public relations strategies could be modified."

Wells explained the learning curve related to social media analytics: "Since these tools use linguistics, you have to learn how to understand text analytics and best interpret the findings then take the appropriate response/action based on the relevant data. For example, for the Chico's brand, we had to work with SAS to train the tool to pull in conversations about Chico's, the specialty retail fashion brand, not the Mexican restaurant. We also had to train it to filter content containing the word 'Chicos' when a post was referring to 'boys' in Spanish."

Chico's

Brands: **Chico's, White House Black Market, Soma Intimates, Boston Proper**
Number of stores: **713 Chico's, 446 White House Black Market, 210 Soma Intimates, 0 Boston Proper**

Web site: www.chicos.com,
www.whitehouseblackmarket.com,
www.soma.com,
www.bostonproper.com

Annual revenue: **\$2.2 billion**



Guitar Center

Brands: **Guitar Center, Guitar Center GC Garage, Guitar Center Studios, GC Pro, Music & Arts, Musician's Friend, Inc., Woodwind & Brasswind, Music123, Harmony Central**

Number of stores: **238**

Web site: www.guitarcenter.com

Annual revenue: **\$2.6 billion**

Guitar Center Connects Shoppers With Music Experts Across Channels

Guitar Center has integrated the shopping experience across channels. Customers can browse and buy online via their computer, tablet or smart phone and have their items shipped to their preferred Guitar Center location for pick-up. And, all items purchased online at guitarcenter.com also can be returned to any Guitar Center store.

To improve the in-store customer experience, Guitar Center established "Find an Expert" profile pages (e.g. <http://stores.guitarcenter.com/experts/brandon-m-7>) — all 5,000 individual Guitar Center expert microsite profiles (representing all 240 stores) are provided and offer details on the individual employee's favorite bands, musical interests, favorite instruments, favorite accessory gear or recommendations and their own personal music/performance photos, audio and visual recordings.

Through Find an Expert, customers are able to search for employee/experts online by location and store and develop dialogs (each profile page includes an "email me" function) and working relationships with these Guitar Center experts based on similar musical tastes and interests. Customer now can engage with GC experts before they ever set foot in a store.

Guitar Center has re-designed its stores to improve customer self-service. Musical instruments and accessories are no longer locked behind glass doors and cases, but are displayed on an open wall so customers can fully interact with the merchandise and conduct mini "jam rehearsal sessions" before they buy a new instrument, accessory or technical device.

Other forms of customer engagement at Guitar Center include:

- Event/contest promotions: Guitar Center's annual Drum Off (now in its 24th year) is a popular nationwide search for the top undiscovered drummer in the country.
- Guitar Center® Sessions: Customers have access to a Guitar Center DIREC TV channel featuring in-store performances by well-known artists and up and coming talent.
- Guitar Center® Podcasts: via guitarcenter.com, customers can listen to interviews and performances by well-known artists and up and coming talent.
- Connections® by Guitar Center: This initiative is a collaboration between 88.5 KCSN Los Angeles and Guitar Center. It is a weekly one-hour radio program featuring fresh, new music from across the globe and musical spectrum.
- Exclusive artist interviews at Guitar Center
- Free recording classes at every Guitar Center across the country

Guitar Center also leverages its social media properties (Facebook, Twitter, YouTube) to promote upcoming events, deals and contests, as well as address and resolve any customer service issues that happen either online or in-store.

The company has implemented the Workforce Management from Ceridian to help make better staffing decisions and allow managers to interact with customers and store associates.



Kobo Improves Customer Satisfaction With Customer Service Initiative

Online eReader retailer Kobo sought to provide a much richer online experience for its customers. The retailer implemented the IntelliResponse Enterprise Virtual Agent solution to allow customers to self-serve online but also easily escalate to a live group when they need a representative. Customers simply can go online to Kobo's web site, type in their question in natural language and receive answers in real time.

Kobo positioned their online customer self-service tool (based on IntelliResponse Virtual Agent technology) as the first tier of customer support. Doing so enabled Kobo to be more responsive since the customer's question would be answered right, the first time. This also allows call center agents to spend more time on the phone with customers who really need it.

Kobo gathers data from the IntelliResponse virtual agent online self-service tool, identifying customers' top questions and general trends in terms of what's happening online. To ensure its on track in meeting its customer service goals, Kobo uses a variety of metrics.

This has led to many benefits for the company, including:

- A 700% increase in web traffic and only a 4% increase in call center volume, during their peak season.
- A much faster "speed to react." Getting answers online sooner benefits both customers and operations alike.
- Reduced the need for multiple customer call transfers.
- Reduced "Contact Rate." (Contact rate=eBooks sold/customer care calls plus emails received). If Kobo can reduce this ratio, they can reduce customer care costs. Between January and June 2012, Kobo had successfully reduced their contact rate by 50% — meeting their goals well before the December target date they had originally set.
- Kobo now has much deeper insight into the types of questions customers are asking. As a result they are now able to tighten the feedback loop with their marketing and product development teams.
- Steady increase in CSAT scores over 6 months
- Net Promoter® Score that increased by 4% — even when measured at the enterprise level, and not just by incoming calls from customers who have issues.
- Kobo's determination to decrease customer effort have worked and the organization has improved its customer effort score by 12% since January, following an 8% improvement in the previous quarter.

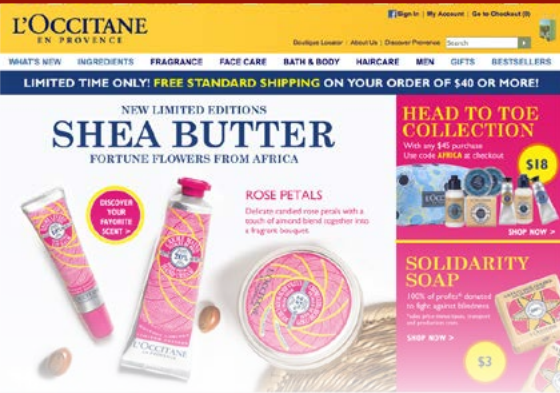
Kobo

Brands: **Kobo**

Number of stores: **0**

Web site: www.kobo.com

Annual revenue: **n/a**



L'Occitane Uses Personalization To Attract And Retain Customers

L'Occitane, a high-end beauty products retailer, more effectively tests web site and email messaging, offers, images and other content, with help from the Agility Suite, a testing and personalization solutions toolbox from Monetate. Additionally, the brand is increasing purchases and loyalty by segmenting visitors and customizing eCommerce experiences based on consumers' overall level of engagement and "their unique journey and relationship with the brand," said Matt Kritzer, Director of e-Commerce for L'Occitane.

To drive more revenue among new and returning customers on its e-Commerce site, L'Occitane is testing a variety of personalization techniques for different customer segments, running up to 75 different campaigns at one time, according to Kritzer. "Testing and targeting both are key to the L'Occitane online experience," he said. "We're focused on personalization to make the web site itself as relevant as possible to specific users."

Following is a snapshot of the Agility Suite techniques L'Occitane has implemented, and the effectiveness of each:

- Targeting new customers with a lightbox and inviting them to share their email addresses in exchange for special offers helped L'Occitane increase conversions 37% during the 2011 holiday season.
- Moving the add-to-cart button and product price above the fold on product detail pages led to a 1.53% boost in the add-to-cart rate and improved average order value 3%.

- Placing a "Best Seller" badge on products resulted in a 3.1% conversion increase and a 4.9% lift in customer acquisition.
- Adding a "Limited Edition" badge on a selection of L'Occitane products encouraged a 13.8% jump in customer acquisition.

In addition, the L'Occitane email program also is driving substantial revenue for the brand — again as a result of the Agility Suite testing and personalization solutions, Kritzer added. To create a more consistent journey from a customer's email to the site, L'Occitane tailors web content, images and offers based on the email subscriber. "We never thought that ensuring consistency between email and the web site would make much of a difference," he said, "but it definitely has had a tremendous impact on overall sales and conversions."

L'Occitane also is using location-based services — including a geotargeting feature that notifies shoppers of the three closest retail stores within a 45-mile radius of their IP addresses — to better connect the web site to the brick-and-mortar store. The retailer encourages shoppers to opt-in to social sign-ins on the web site to receive special offers only redeemable in stores. These strategies will increase likelihood that consumers will make a purchase.

L'Occitane

Brands: L'Occitane, Melvita, Le Couvent des Minimes and Erborian
 Number of stores: 895 (products available in 1,900 locations)
 Web site: www.loccitane.com
 Annual revenue: \$1.16 billion



Lenovo Attracts Tech-Savvy Shoppers With Digital Catalog

Rather than sticking to a traditional catalog approach, computer hardware retailer Lenovo connected with its tech-savvy consumer base by offering a digital catalog consistent with its online presence and branding. Lenovo made its digital catalog available across its Web and mobile channels, enabling customers to experience products through videos, demos and detailed tech specs — no matter what device they are using. What's completely unique to this digital catalog experience is the shoppers' ability to click through to a Lenovo Sales Specialist to purchase straight from the digital catalog.

Lenovo partnered with Zmags to create the digital catalog, which features high-resolution imagery, video functionality and detailed product overviews. Lenovo's Winter 2011 Large Enterprise digital catalog inspired increased purchases of its array of Lenovo PC solutions— from carbon fiber Thinkpad Ultrabooks to powerful Thinkstations, servers, monitors, accessories and more.

To evaluate customer engagement, Lenovo compared the amount of time spent within Zmags digital catalog to time spent on the Lenovo web site and found that customers spent 3.5 times longer in the digital catalog compared to the pages of its web site. In the process, Lenovo found that customers viewed 2.5 times more pages in the digital catalog. In addition to a direct increase in ROI, Lenovo was able to gain invaluable information about its shoppers through data collected and analyzed using the Zmags platform.

Since readers are spending more than three times the amount of time in the Lenovo digital catalog compared to its Large Enterprise web pages, the retailer is able to gather more data and deliver a more tailored experience to its customers. In fact, using the Zmags platform and the data gleaned from each catalog, Lenovo can customize catalogs specific to a target audience. By integrating with existing customer relationship management tools, the Lenovo digital catalog delivers detailed information about customer behaviors and interactions to the sales team to enhance their ability to service existing customers and find new leads for potential sales.

Lenovo

Brands: **Lenovo**

Number of stores: **(purchase directly through Lenovo, through retail partners or resellers)**

Web site: www.lenovo.com

Annual Revenue: **\$29 billion**



Macy's Blends Physical And Digital To Delight In-Store Shoppers

Macy's brick-and-mortar locations are increasingly becoming a blend of physical and digital. Today in stores, handbags are displayed side-by-side with digital displays, allowing customers to touch and hold the items while also reviewing an endless aisle of other handbags, all onscreen.

The retailer also is researching digital mannequins that could be re-outfitted quickly and easily throughout the day, changing clothes to appeal to different types of customers who shop at different times of day.

Kiosks and a new visual broadcasting system also will be an ongoing part of the in-store experience at Macy's. While Macy's has long featured video loops in its stores, the new system will allow the retailer to tailor its videos by department, time of day or to highlight door busters or other merchandise on promotion.

By the end of 2012, Wi-Fi will be installed all 840 store locations. Macy's also has partnered with Google to provide in-store maps that customers can download and use to self-navigate its stores, and it is also partnering with Google for tap-and-go mobile payments via Google Wallet.

Macy's also is looking to better leverage its approximately 30,000 sales associates, not only by fulfilling from stores, but by

empowering associates with new tools to better assist customers. New "search and send" capabilities, for example, will enable a sales associate to assist a customer who finds a product she likes but that is not available in her size, by finding the requested size anywhere in the network and having it shipped to the customer's house. In some departments, mobile POS handhelds will allow sales associates to check out customers on the floor instead of at a cash register. Additionally, reports newly delivered via mobile, instead of paper, will allow the management team to react in real time to developments while walking the floor.

The need to keep inventory optimized for a "buy anywhere, fulfill anywhere" model is a big driver of Macy's ongoing item-level RFID implementation. Its RFID readers, powered by Motorola, allow associates to take inventory 20 times faster than via traditional manual methods, with 95% accuracy.

Brian Leinbach, Senior Vice President of Systems for Macy's noted: "We used to check inventory once a year. Now we are checking 15 to 20 times a year. That's a game changer." To better manage inventory, Macy's has implemented the Warehouse Management System from Manhattan Associates.

Macy's

Brands: Macy's, Bloomingdale's

Number of stores: 840

Web site: www.macys.com,

www.bloomingdales.com

Annual revenue: \$26.4 billion



Procurator Advances Supply Chain To Improve Shopper Experience

Procurator, a Swedish Retailer of industrial safety supplies, janitorial and office supplies, operates 17 stores and carries more than 19,000 SKUs. In November 2009, the company had a stock value of 127M Swedish Krona, a stock turnover of 2.9, and service levels of 89%. Inherent supply chain deficiencies were apparent and required urgent attention.

To resolve these problems, Procurator sought to remove complications in the company's supply chain, by analyzing customer demand and better assessing how to forecast in consideration of demand-shaping activities, and thereby improve customer experience. The goal was to close the gap between demand-shaping activities and product availability by predicting the influence of these activities to assure that inventory was where the company drove demand.

Procurator implemented CLARITY Demand Forecasting and Replenishment from Blue Ridge with great results: "We could work with a forecast, we could see trends, and we could see somewhere in the future there would be some problem with this product," noted Anders Armandt, Purchasing Director. These capabilities allowed Procurator to take decisive action in order to ensure quality products were provided where the demand occurred.

Procurator has been able to greatly improve service levels for its customers. In less than one year, the retailer increased service levels to 94%, and drastically reduced the stock levels to 100M Krona. Since the initial launch, service levels have improved to 97%, with a 25% decrease in inventory and a 6.5 increase in turns. The company has sustained those results for some time, and is aiming to take service levels to an even greater height with recent initiatives.

Procurator will continue to fine-tune and sustain performance with additional Blue Ridge offerings, such as Visibility Inventory Analytics. The inventory-focused analytics application allows the retailer to capitalize on the wealth of customer and inventory insights in their supply-chain data, and take further control of demand forecasts and the inventory optimization process. The flexibility to create custom reports, along with reports and dashboards has revealed opportunities to improve inventory performance, and most importantly excel at servicing customers.

Procurator

Brands: **Work Safe, KBM, STOKO, Duni, Peltor**

Number of stores: **17**

Web site: www.procurator.se

Annual Revenue: **\$138.8 million**



Specialty Fashion Group Employs Analytics To Increase Customer Interactions

The largest women's fashion retailer in Australia, Specialty Fashion Group (SFG) operates 894 stores, 8 online stores and 9 web sites. The retail group connects with 7.3 million customer communities and reaches more than 2.4 million members via email. SFG brands include: Autograph, City Chic, Crossroads, La Senza, Katies, Millers and Stylefix.

With real-time reporting via the SDL Campaign Management & Analytics solution, SFG is able to deliver accurate and timely business updates for weekly executive meetings. At the heart of optimizing individual customer journeys and driving engagement, the SDL solution provides critical insights to key decision-makers.

The SDL solution draws upon behavior from the store network, eCommerce, mCommerce, direct marketing and social media across the brands. In the digital space, every hover and/or click can be associated with a member so SFG can leverage intent to increase sales.

SFG now has the capability to apply sophisticated data models to their loyalty proposition. Cluster and predictive models are applied to the loyalty databases, which are driven operationally across the business.

During 2012, SDL implemented a new Campaign Management & Analytics project within three months, and the solution immediately started to deliver value to SFG. By streamlining marketing processes, the SDL solution drastically reduced production times for eDM (electronic Direct Marketing) from 24 hours to less than 2 hours. Leveraging this improved efficiency enabled SFG to deliver personalized, targeted communications based on the behavior of individual customers, ultimately supporting their omnichannel strategy.

Since implementing the SDL solution, the most recent 200 eDM campaigns delivered an ROI of 2,200%, as well as realizing the following:

- eDM open rate uplift of 12% on industry benchmarks
- eDM click through rate uplift of 44% against industry benchmarks
- Increase in email member contribution to sales from 32.4% to 45.7%
- Average campaign ROI of more than 1,800%

Specialty Fashion Group

Brands: **Autograph, City Chic, Crossroads, La Senza, Katies, Millers, Stylefix**

Number of stores: **894**

Web site:

www.specialtyfashiongroup.com.au

Annual revenue: **\$593 million**

Category: Video

Winner: *The Sports Authority*

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The Sports Authority Banks On Video To Improve Customer Engagement

The Sports Authority partnered with Invodo to launch an online video campaign to increase sales conversions and improve its customers' shopping experience. The team created a series of approximately 120 videos, which range from product-specific videos explaining the benefits of a particular football cleat, to more educational videos, such as how to set up an outdoor volleyball system.

A key strategy of The Sports Authority's video initiative is creating videos that feature an expert demonstrating how a product works. A recent survey conducted by the e-tailing group, in partnership with Invodo, found that 52% of U.S. consumers were more confident in a purchase after watching a video.

Invodo's video platform offers several tools to measure the impact of videos on customer behavior, and further optimize videos. These tools include: Video Conversion Tracking, which shows the relationship between video views and conversion; Video Watch Metrics, which show how a consumer actually behaves while they are watching a video; and Ratings and Comments, which gather consumer feedback about what they liked about a video, or what they wanted to see in a video that wasn't there.

Through video metrics, The Sports Authority found that consumers were more likely to click "add to cart" if a product featured video. Invodo tracks the add-to-cart (ATC) Rate Lift, which compares the rate at which products featuring videos converted compared to products without video. Across The Sports Authority catalog, products featuring video experienced a significant increase in the add-to-cart rate.

The Sports Authority also learned that consumers tend to be convinced a product is worth purchasing when they see that product demonstrated in a video. Invodo's Watch Metrics can track how long viewers are watching a video, and even at what point during a video's duration that they take an action, such as adding a product to the shopping cart. A 1:15 video explaining how to choose the right weight bench showed a spike in cart adds in an eight-second period near the end of the video, when the expert is demonstrating a bench press.

The Sports Authority

Brands: **The Sports Authority**

Number of stores: **450**

Web site: www.sportsauthority.com

Annual Revenue: **\$3.2 billion**
(2010 estimate)



Tourneau Supports Clienteling With New CRM Suite

Luxury jewelry retailer Tourneau utilizes MICROS-Retail's innovative omnichannel suite including the CRM Relate solution, with a rich clienteling functionality. The solution provides a seamless experience: one view of the order, one view of the item, one view of the customer. Customer data is centrally stored so a completely personalized experience is available to every shopper.

The Tourneau experience targets the luxury customer, the collector, and the aspirational customer. To facilitate the personalized shopping experience, the retailers offers an online service called My Tourneau. While browsing merchandise, shoppers can sign into My Tourneau, place timepieces they like in a virtual "tray" and make an appointment to see those timepieces in-store. Once in-store, customers are welcomed by the sales associates, who deliver the timepieces which were placed in the virtual tray.

Using My Tourneau clients can sign up for an account to add timepieces to their tray, schedule in-store appointments,

and follow-up on repairs. Once in-store, sales associates are empowered with iPads, having a wealth of information about the customer, before the even walk through the door. This allows the sales professional to provide a tailored, personalized experience for every unique customer. Tourneau also creates a community for their shoppers, both online through rich engagement in social media and My Tourneau, and in-store with customer events.

Through working with customers, Tourneau recognized that its shoppers are not using the web site to finalize purchase of timepieces. Before completing a large purchase, customers prefer to have the opportunity to see and hold the piece prior to finalizing the purchasing decision. However, Tourneau has responded to the reasons shoppers are using the site: research. Tourneau created a new site, which features rich photography, detailed product descriptions, information about upcoming events and numerous sorting options. For Tourneau, the web site acts as a marketing and lead generation tool.

Tourneau

Brands: **Tourneau**

Number of stores: **36**

Web site: www.tourneau.com

Annual revenue: **n/a**

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