

2018

RETAIL TOUCHPOINTS

# Holiday Guide

PUTTING PERSONALIZATION INTO PRACTICE

retail  
TouchPoints®  
GUIDE

# Table of Contents

Introduction: Putting Personalization Into Practice.....	3
Leveraging The Personalizing Power Of Mobile.....	4
How Personal Is Too Personal?.....	6
Weekends Take The Bulk Of Holiday Traffic Growth.....	7
How To Get The Most Out Of Other Holidays.....	9
Merry Marketing: Personalizing CX With Search, Save & Buy Data.....	10
Personalization By The Numbers.....	11
'Responsive Stores' Drive Holiday Success In 2018.....	12
AI Benefits Reach Department Stores Amid Holiday Traffic, Sales Spikes.....	14
Holiday Hiring 101: Define Your Customer Experience.....	16
5 Tips For Holiday Hiring Success.....	17
Proactive Planning Can Lessen Last Mile Holiday Headaches.....	18
Taking The Sting Out Of Returns.....	19
About <i>Retail TouchPoints</i> .....	20

## Putting Personalization Into Practice

Integrating personalization into retail marketing and communications strategies is becoming more important every day. Especially during the highly competitive holiday shopping season, consumers are looking for relevant promotions, messaging and interactions from the brands they visit online, in-store and via every other touch point.

The 9th annual *Retail TouchPoints* Holiday Guide offers strategic insights, tips and real-world case studies that drive home the value of delivering a more personalized retail experience. The statistics don't lie:

- Personalization delivers as much as a **6X ROI** increase compared to non-personalized engagements – A.T. Kearney;
- **83%** of shoppers are willing to **share personal data** to enable a personalized experience – Accenture;
- **80%** of consumers are more likely to do business with a company if it offers a personalized experience – Epsilon; and
- Emails with personalized subject lines are **26% more likely to be opened**. – Campaign Monitor.

It's important to note that personalization must be implemented before, during and after the sale. If a shopper completes a purchase, but has an unsatisfactory delivery experience, the brand has failed to secure a return customer. If a shopper is retargeted with an offer to buy a product they already have purchased, the brand experience is disappointing. If the returns policy is outdated or complicated, a shopper will be frustrated and hesitate to recommend the brand.

Read on to learn more from brands like **Victoria's Secret**, **eBay**, **Alibaba** and **Macy's**, as well as a cross-section of industry experts representing **Forrester**, **A. T. Kearney**, **HighStreet Collective**, **Capgemini** and more.



*Debbie Haus*  
Debbie Haus  
Editor-In-Chief



*Adam Blair*  
Adam Blair  
Executive Editor



“83% of shoppers are willing to share personal data to enable a personalized experience.”

— ACCENTURE



“80% of consumers are more likely to do business with a company if it offers a personalized experience.”

— A.T. KEARNEY

## Leveraging The Personalizing Power Of Mobile



Personalization is a valuable tool for retailers 365 days a year, but during the do-or-die crunch time of the holiday season it becomes an absolute necessity. And as mobile increasingly becomes the consumer's touch point of choice during the holidays, retailers will want to leverage the unique personalization capabilities of these devices.

"There are multiple studies indicating that personalization gives retailers as much as a **6X ROI** increase compared to non-personalized engagements, and that mobile is the vehicle that allows that personalization to happen," said Jessica Wolfe, a Principal in the Consumer Products and Retail Practice of A.T. Kearney.

Industry experts provided several recommendations for retailers seeking to maximize the personalizing power of mobile during the holidays:

- Provide **store-specific mobile experiences** that remove friction from holiday shopping;
- Plan for **higher out-of-stock levels at the holidays** with mobile-enabled endless aisle tools;
- **Fine-tune mobile search criteria** for holiday gift-giving; and
- Focus personalization efforts on **VIP customers**.

"If a retailer provides store-specific mobile experiences, the mobile device becomes a partner in the shopping experience," said Brendan Witcher, VP and Principal Analyst at Forrester. Putting a mobile app into store mode means that "When I look up an item it would only show me inventory for that store, or reviews for that store," Witcher added. "During the holidays, if I'm standing in front of a product on the shelf, I don't need to read a read a review of a product that I can't get immediately."

Retailers also can leverage mobile to address one of the biggest holiday headaches: out-of-stocks. "If a retailer lines their shelves with QR codes because they know that key products are going to be out of stock at some point, shoppers could scan the code and have the item delivered to their home," said Witcher.



"During the holidays, consumers might search for 'gifts for dads who already have everything' or 'inexpensive gifts for mom that look like they cost a lot.' Mobile has expedited the path to purchase, and it can be easy to go from awareness to purchase in just a few clicks."

— JARED BERGER, ANSIRA

## PREPARE FOR HOLIDAY-SPECIFIC MOBILE SEARCHES

Search criteria also should be adjusted based on holiday shopping patterns. “During the holidays, consumers might search for ‘gifts for dads who already have everything’ or ‘inexpensive gifts for mom that look like they cost a lot,’” said Jared Berger, VP of Client Partnership at Ansira. “Mobile has expedited the path to purchase, and it can be easy to go from awareness to purchase in just a few clicks.”

Berger also recommends encouraging customers to order multiple sizes, styles and colors to ensure they get what they (or the gift recipient) really wants. “While this might drive up return volumes and cost the company additional shipping charges, it also could reduce a consumers’ hesitancy in placing an order in the first place and endear the consumer to the retailer,” he noted.

Finally, retailers seeking the biggest bang for their buck should focus their one-to-one personalization efforts on VIP customers, according to Tyler Higgins, Director in the Retail Practice of AArete. “**Only 5%** of consumers actually respond to personalization efforts, even at the holiday season,” said Higgins. “While it needs to be a priority, retailers need to build targeted strategies for VIP customers while making sure not to alienate their other customers.”



“Only 5% of consumers actually respond to personalization efforts, even at the holiday season. While it needs to be a priority, retailers need to build targeted strategies for VIP customers while making sure not to alienate their other customers.”

— TYLER HIGGINS, AARETE

## How Personal Is Too Personal?

A November 2017 [Accenture survey](#) of 8,000 consumers from North America and Europe confirms that personalization is a powerfully positive tool:

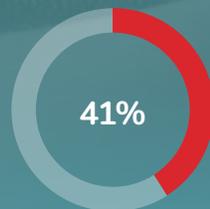


**91% of consumers are more likely to shop with brands that recognize, remember, and provide relevant offers and recommendations**

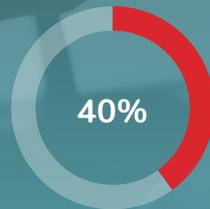


**83% are willing to share their data to enable a personalized experience**

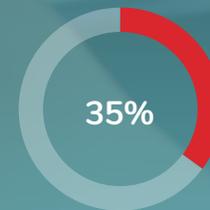
However, retailers need to carefully choose which personalization techniques they will use — particularly during the holiday season, when they are interacting with large volumes of first-time customers. Surveyed consumers identified several “creepy” engagement tactics, including:



**Text from a brand or retailer when walking by a store**



**Mobile notification after walking by a store**



**Ads on social site for items browsed on a brand web site**

In contrast, **45%** of respondents identified receiving an apology email after a poor in-store or online experience as a “cool” engagement tactic. During the holidays, retailers can adapt this tactic by setting up trigger emails that apologize for items being out of stock, along with an offer to send an alert when the item becomes available.

## Weekends Take The Bulk Of Holiday Traffic Growth



Retailers are well aware that there are traffic peaks and valleys within the high-volume holiday season. It's crucial for retailers to be ready to capitalize on those busiest of busy days: the 10 biggest shopping days account for approximately **40% of all traffic** during the holiday season, according to Brian Field, Senior Director, Retail Consulting Practice at ShopperTrak.

It's true that the holiday calendar has been shifting, with shopper activity increasingly spread out over multiple days and weeks. However, Black Friday retains bragging rights as the biggest day of the year for physical retail. In 2017, Black Friday store traffic was down less than **1%** from the previous year, and Field expects that trajectory to be maintained in 2018. Black Friday generated **\$5.03 billion** in sales for 2017, up **16.9%** year-over-year, according to Adobe.

"Black Friday is the largest in-store traffic day of the year," said Field. "It's been this way for years, despite reports to the contrary. To put Black Friday into perspective, the second-largest shopping day of the year would need to **more than double its traffic** for it to get even close to Black Friday traffic numbers."

The real calendar shift has been the concentration of traffic on weekends. Two Saturdays in December 2017 (Dec. 16 and Dec. 23) beat Super Saturday 2016 (Dec. 17), the second-busiest day of that year, in terms of traffic.

"Each holiday season follows a consistent pattern — slower weekdays, busier weekends — with traffic increasing every weekend closer to Christmas," said Field. "Retailers need to determine on a case-by-case basis whether offering promotions on historically lower traffic days is worth it for their bottom line."



"Black Friday is the largest in-store traffic day of the year. It's been this way for years, despite reports to the contrary."

— BRIAN FIELD, SHOPPERTRAK

## PROMOTIONS DRIVE TRAFFIC, BUT EXPERIENCES BUILD LOYALTY

Using promotions to drive traffic is a balancing act for retailers, according to Steve Barr, Consumer Markets Leader at PwC. Stores want to draw in customers early and secure their share of the holiday spend, but the fact that shoppers have come to expect promotions, particularly at holiday time, can hurt retailers' bottom line. On a day-to-day basis, "flawless execution" of product assortment, presentation and other retail building blocks are the way to generate loyalty without impacting the bottom line.

"A big part of what creates a brand is price points," said Pini Yakuel, Founder and CEO of Optimove. "Some brands are associated with discounting, but others may not be like

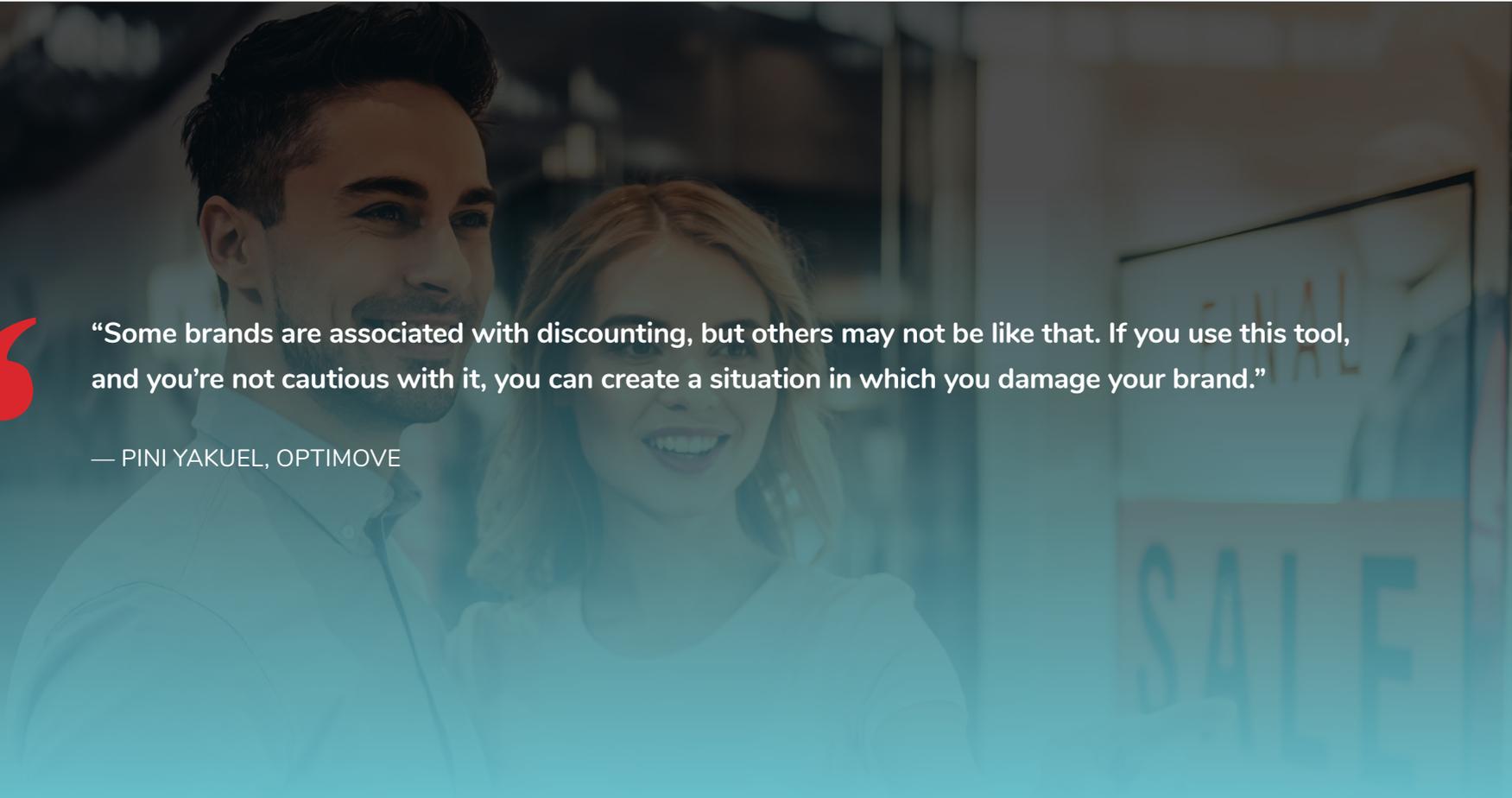
that. If you use this tool, and you're not cautious with it, you can create a situation in which you damage your brand."

The key to promotions is to take advantage of modern data solutions to be more specific with your targeting. Retailers need to reach an equilibrium where their discounts are strong enough to drive traffic without giving too much away, which can be achieved through bespoke promotional offerings that target regions, markets or even individual customers.



**"Some brands are associated with discounting, but others may not be like that. If you use this tool, and you're not cautious with it, you can create a situation in which you damage your brand."**

— PINI YAKUEL, OPTIMOVE



# How To Get The Most Out Of Other Holidays

Outside of the end-of-year holiday season, smaller holidays and their short-term promotions attract “cherry-pickers” who might not normally shop with a given retailer, according to Optimove’s Pini Yakuel. Smart retailers can take advantage of these periods to attract new customers and to build loyalty with their existing base:

## NEW CUSTOMERS:

**These shoppers come for the heavy discounts but they will be lost unless retailers give them solid reasons to return. Engage with them to start building a relationship, and ensure they have a great first experience by showing off the quality of your products and customer service.**

## EXISTING CUSTOMERS:

**Most retailers will already have these shoppers’ contact information, so it’s a good idea to reach out and let them know what bargains are available. Highlight the promotions created for them on a specific holiday to help make them feel appreciated.**

## Merry Marketing: Personalizing CX With Search, Save & Buy Data



Personalization is no longer about plugging in a name to an email or offering a discount based on a single past purchase. Thanks to companies like [Amazon](#) and [Netflix](#), today's consumers expect tailored, personalized experiences that provide unique web pages and recommendations based on consumer actions.

If you're thinking of omitting personalization from your marketing strategies during the holidays, reconsider. [Research from Epsilon](#) showed that **80%** of consumers are more likely to do business with a company if it offers a personalized experience. Personalized marketing can be the key trigger for a consumer to choose you over your competitor during the holiday season.

The key to effective personalization during the holidays and beyond is to utilize as much customer data as possible. [eBay](#), for example, uses search, save and buy data to personalize consumer experiences online and send relevant messaging and recommendations via email or text.

"I'm a brick and mortar girl, but I must say that eBay has really stood out from the pack for me — both in last year's holiday and in general," said Laura Davis-Taylor, Co-Founder of [HighStreet Collective](#). "When I save a search, I now know that the second my coveted item shows up, I get an email or text alerting me. When I go to my home page, I have a rich list of product 'stories' assimilated by brands, occasions, themes and stores that I just can't resist. They are thinking for me, creating those stories based on things that they know I like via my searches, but also things I'm sure to like but didn't know about — and 98% of the time they are right."

Davis-Taylor recommends retailers take a similar approach this holiday season by turning communication — whether via the web site, email or text — into more of a personal shopping portal for the consumer than a search site.

"[This lets consumers] lean back and discover what you've curated versus having to do all the work to find something new," said Davis-Taylor. "I'd love to see other retailers get similarly inspired. I'd love to have the ability to sync up my close personal friends and family for their data-based gift recommendations, as well."



"When I save a search on eBay, I now know that the second my coveted item shows up, I get an email or text alerting me."

— LAURA DAVIS-TAYLOR, HIGHSTREET COLLECTIVE

## Personalization By The Numbers

Personalization is more than just a buzzword in retail. The numbers speak for themselves:



74% of marketers believe personalization has a “strong” or “extreme” impact on advancing customer relationships. — [Evergage](#)



77% of marketers are applying personalization to emails, and 52% are applying it to their web sites. — [Evergage](#)



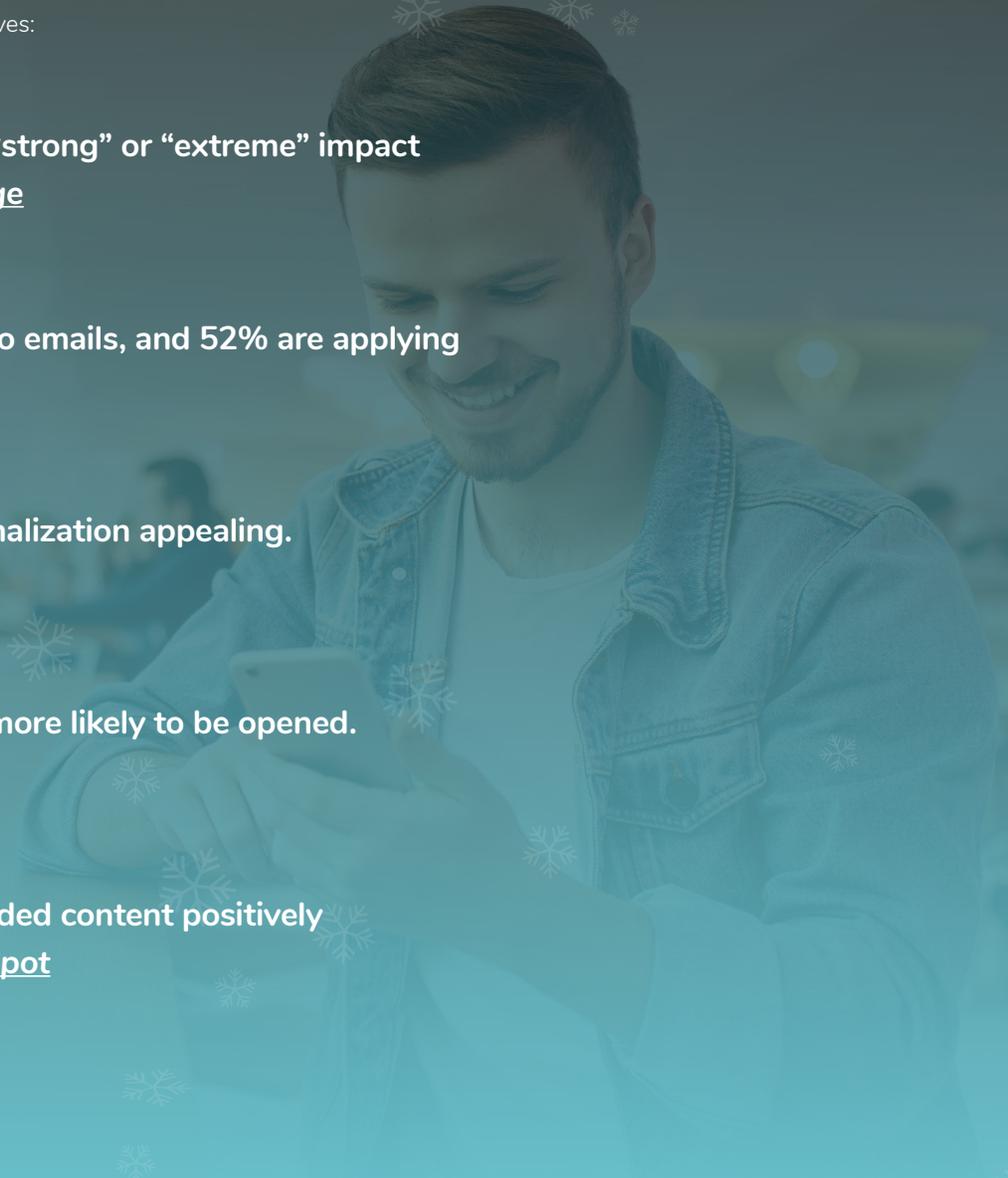
90% of consumers indicate that they find personalization appealing. — [Epsilon](#)



Emails with personalized subject lines are 26% more likely to be opened. — [Campaign Monitor](#)



87% of consumers said personally relevant branded content positively influences how they feel about a brand. — [OneSpot](#)



## ‘Responsive Stores’ Drive Holiday Success In 2018



With traffic at an annual high during the holiday season, retailers must ensure that store experiences are in top shape as early as the summertime, when shoppers are starting to think about the holidays. The combination of relevant customer data and a focus on mobile will help many retailers improve their holiday store experiences.

Retailers can look to [Alibaba Hema supermarkets](#) as an example of a store experience heavily focused on mobile, according to Genevieve Chamard, Digital Retail Managing Consultant at Capgemini Consulting.

“By just scanning any QR code on any product in the grocery store, you can access all the information that is necessary for a customer to make a purchasing decision,” Chamard said. “We’re talking about nutritional content, recipes and even product comparisons.”

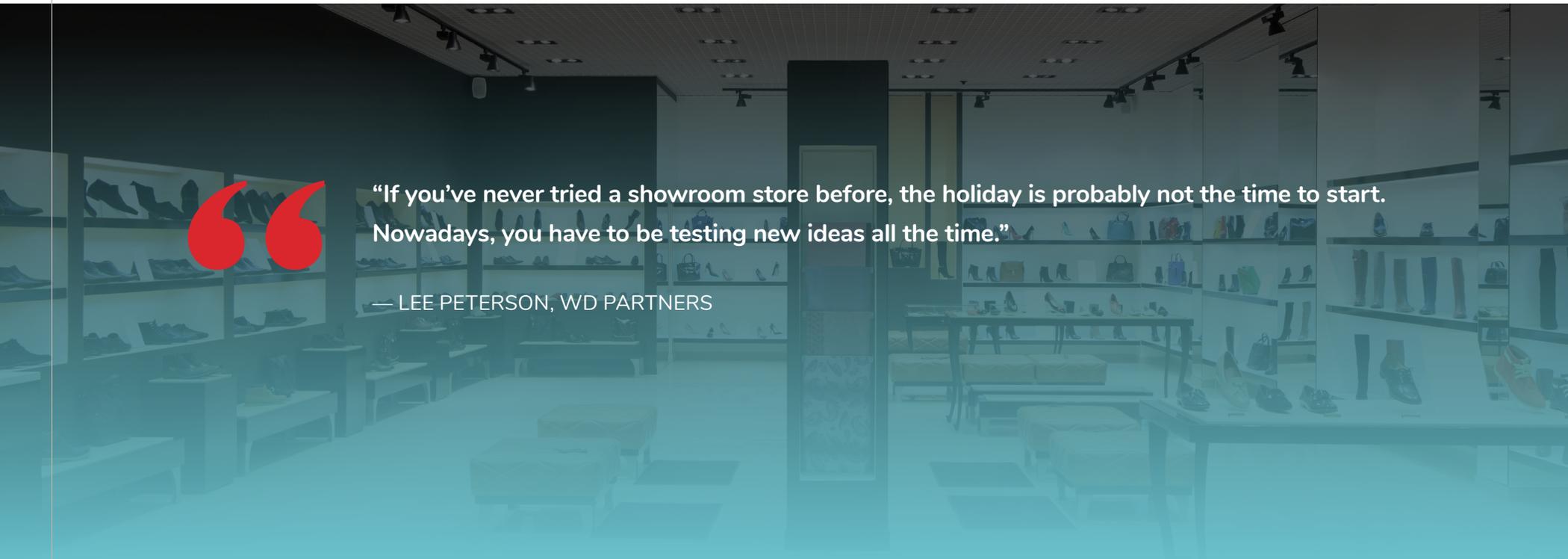
Chamard referred to these stores as “responsive stores” because they integrate consumer data from online purchases, previous store visits and mobile phones to eliminate friction within the store.

“If you think about online shopping, you can see the continued experience from the time they get to your store, how they get to your store, to the time they decide to check out or keep the product in the cart for later,” Chamard said. “Bringing that data in-store, you have high visibility of when the shopper enters your store to the time they leave. Retailers can then discover how many shoppers entered the store, how much time they spent in a certain aisle and where their trouble areas are.”



“If you’ve never tried a showroom store before, the holiday is probably not the time to start. Nowadays, you have to be testing new ideas all the time.”

— LEE PETERSON, WD PARTNERS



**BALANCE NEW EXPERIENCES WITH FUNDAMENTALS: EMPHASIZE ‘SEEING AND DOING’** 

Many retailers want to try out the latest hot technologies to improve the in-store experience. However, they need to find a balance between testing new store tech and getting right the core fundamentals, such as well-trained associates and buy online, pick up in-store services, noted Lee Peterson, EVP of Brand, Strategy and Design for WD Partners.

“There are two ways to look at holiday testing,” Peterson said. “You don’t want to distract your associates. The reverse side of that coin is that you get more eyeballs on the stuff you’re testing in holiday than any other time of year. You have to make a call based on the complexity of what you’re going to try. If you’ve never tried a showroom store before, the holiday is probably not the time to start. Nowadays, you have to be testing new ideas all the time.”

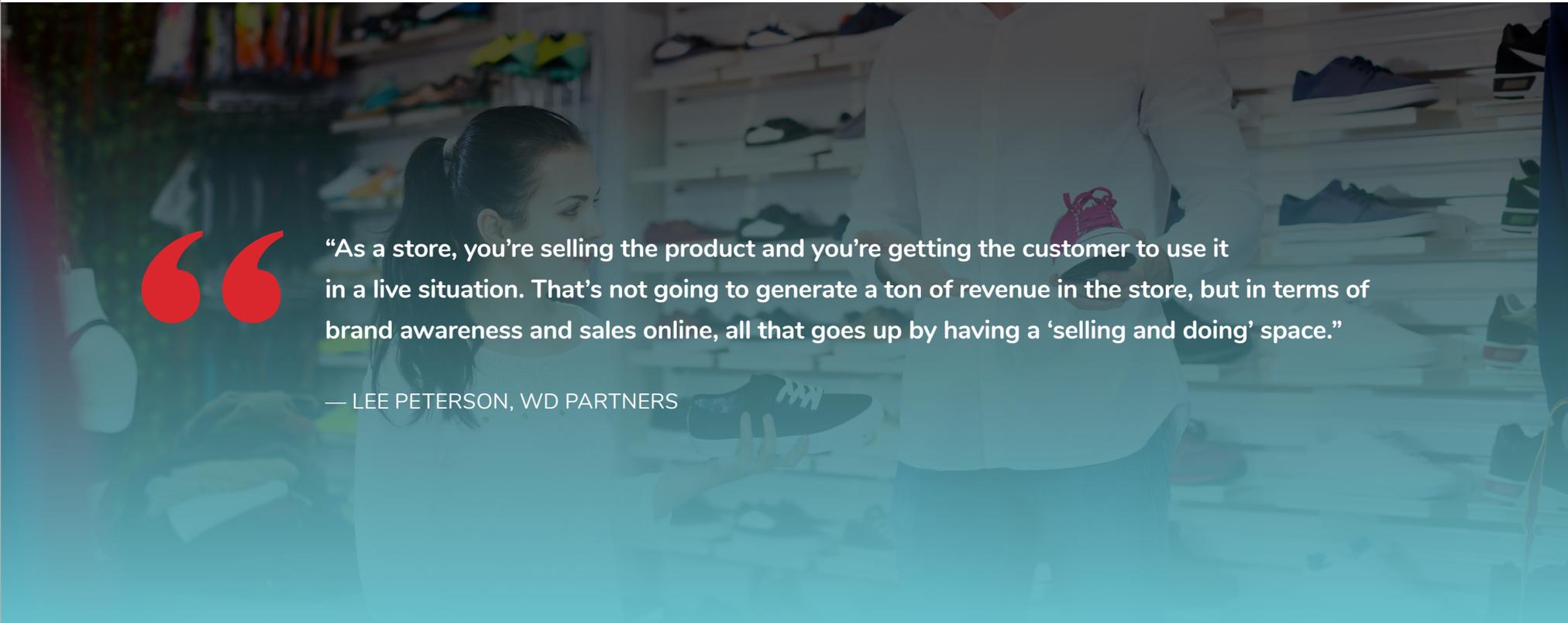
In one example, the **Nike** store in SoHo offers a brick-and-mortar experience that **emphasizes “selling and doing,”** a vital characteristic for any store seeking to grab the attention of in-store shoppers during the holiday, according to Peterson. When shoppers are trying on a pair of basketball shoes, they can participate in a one-on-one shootout with a store associate.

“They’ll email you the video of your 10 seconds playing one-on-one with the Nike associate,” Peterson said. “You’re not just trying on shoes, you’re trying the shoes. As a store, you’re selling the product and you’re getting the customer to use it in a live situation. That’s not going to generate a ton of revenue in the store, but in terms of brand awareness and sales online, all that goes up by having a ‘selling and doing’ space.”



“As a store, you’re selling the product and you’re getting the customer to use it in a live situation. That’s not going to generate a ton of revenue in the store, but in terms of brand awareness and sales online, all that goes up by having a ‘selling and doing’ space.”

— LEE PETERSON, WD PARTNERS



## AI Benefits Reach Department Stores Amid Holiday Traffic, Sales Spikes



AI and machine learning are perhaps the most talked-about retail trends today, which means holiday 2018 will be a litmus test for how these technologies play out with a national audience. Retailers already have benefitted from the platforms in areas such as inventory management, online search and email targeting, but now businesses must ensure that their AI operations are working efficiently amid peak sales and traffic.

Since retail sales and traffic often spike during certain times of year, especially during the December holidays, AI platforms can deliver an advantage for retailers that already operate on a more seasonal basis, such as department stores, according to Bryan Gildeberg, Chief Knowledge Officer of Retail at Kantar Consulting.

“For instance, **Macy’s**, which tends to run a very spiky, promotional business, might find that an AI module could learn holiday faster than say **Walmart**, which runs a

more consistent business,” said Gildeberg. “AI has a better chance of converting data from these spikes from an art into science than previously existing, more mechanical algorithms could.”

Of course, AI still can benefit retailers with more consistent business schedules during the holiday season, particularly around personalizing the shopper experience. In fact, **73%** of U.S. retailers report improvements from localized shopper insights upon leveraging AI, according to Symphony RetailAI.

“Most of that work has been based in understanding people’s transactional behavior within the store,” Gildeberg said. “The interesting thing that AI will get good at is combining that with any sort of outside of the store behavior, to create a richer profile that allows better service and recommendations.”



“AI has a better chance of converting data from these spikes from an art into science than previously existing, more mechanical algorithms could.”

— BRYAN GILDENBERG, KANTAR CONSULTING

## WILL CHATBOTS TAKE THE LEAD IN PERSONALIZED CUSTOMER SERVICE IN 2018?

AI-powered personalization, customer profiling and product recommendations already are here in the person of chatbots, which can help shoppers in place of customer service reps or sales associates. Retailers can look to [eBay](#) for inspiration here: [the e-Commerce site deployed chatbots during the 2017 holiday season](#) to engage consumers that felt the stress of picking the right gift.

In partnership with Facebook Messenger, eBay leveraged ShopBot to personalize the shopping experience, by directing consumers to one of eight curated gift guides and recommending trending holiday deals. The bot leverages natural language processing and visual technologies to make the customer experience more user-friendly and conversational.

“Shoppers could enlist the bot to do the heavy lifting of deal hunting and discovery for them, through texting, talking or snapping a picture in Facebook Messenger of the item they are looking for,” said Jay Vasudevan, Lead Product Manager of eBay in an interview with *Retail TouchPoints*. “The bot will then ask you questions to better understand your intent and make personalized recommendations.”

Beyond the holidays, eBay is continuing to leverage chatbot technology, focusing primarily on delivering AI-driven curated recommendations and learning more about shopper preferences through quiz interactions. This type of conversational commerce is a trend that most retailers should consider in order to stay competitive in 2019 and beyond.



“Shoppers could enlist the bot to do the heavy lifting of deal hunting and discovery for them, through texting, talking or snapping a picture in Facebook Messenger of the item they are looking for.”

— JAY VASUDEVAN, EBAY

## Holiday Hiring 101: Define Your Customer Experience



Both retailers and customers are likely to have different priorities during the holiday season than at other times of the year. Holiday shoppers may be more concerned with the speed of checkout than the level of attention from associates, and strategies should be adjusted accordingly. Retailers need to define and quantify their brand and customer promise as a crucial first step in holiday hiring, according to Scott Knaul, CEO of SMK Workforce Solutions.

For example, **Victoria's Secret** completely changes its customer service model during its Secret Semi-Annual Sale: rather than putting an emphasis on fittings, associates focus on making sure shelves are stocked and organized. "It's the same kind of thing at the holidays," said Knaul. "You have to define what the experience is, figure out your needs from a labor perspective and generate the labor demand so you schedule more appropriately."

Customers do expect high customer service levels during the holiday season, but the tight labor market is making it more difficult to recruit top-quality associates, according to Chris Petersen, CEO of Integrated Marketing Solutions. To handle the pressure, retailers need to finalize their plans early to be ready for hiring in time for the holiday season.

"The absolute, fundamental core thing to do right now is called SOP: standard operating procedure," said Petersen. "All of that planning needs to be happening right now so that the hiring can take place in October or early November."



**"Customers do expect high customer service levels during the holiday season, but the tight labor market is making it more difficult to recruit top-quality associates."**

— CHRIS PETERSEN, INTEGRATED MARKETING SOLUTIONS

## A HEALTHY, WELL-TRAINED EMPLOYEE POOL EASES OTHER CHALLENGES

When onboarding associates, retailers need to take their particular strengths and weaknesses into account, according to Petersen. Additionally, bite-sized training segments can reinforce lessons better than long, structured lectures, and some retailers add gamification elements to increase associates' investment and their retention of key facts.

Well-trained associates also are the key to reducing shrink: according to Knaul, the best deterrent to shoplifting is good customer service. To prevent employee theft, retailers should make sure they heighten security and screen employees, without being intrusive.

The most successful retailers analyze data to determine who their top seasonal employees are and work to maintain a pool of exceptional candidates all year long, according to Jennifer Johnson, Director of Retail Industry Marketing at Kronos. Seasonal associates should be treated just as well as full-time associates, as a positive experience is what will keep the best workers coming back.

"A lot of retailers don't necessarily treat the seasonal workers as if they're real employees," said Johnson. "Giving them good training and management interaction is what is going to keep that pool consistent, where retailers aren't scrambling at the last moment trying to find somebody to fill a shift."

## 5 Tips For Holiday Hiring Success

- 1. Start planning early.** The process can begin after the holiday ends, with a plan in place by June and hiring outreach starting in the fall.
- 2. Analyze the data.** Use the results and traffic patterns from previous years to inform your decisions.
- 3. Determine your focus.** Whether you want to maintain a personalized experience or impeccably stocked displays, create a strategy and hire accordingly.
- 4. Train employees well.** A strong onboarding program will cut shrink and improve performance.
- 5. Build a pool of associates.** A group of reliable, recurring seasonal employees will reduce scheduling headaches.

## Proactive Planning Can Lessen Last Mile Holiday Headaches



As in so many other areas, the holidays ratchet up the pressure on retailers' management of the post-sale experience, a.k.a. the last mile. Shipping volumes are higher, and they often include a hard deadline that grows increasingly challenging as the gift-giving date approaches. Additionally, returns spike during the post-holiday season, testing retailers' abilities to create positive customer experiences while re-integrating returned items into stock — and all while keeping a lid on costs.

Fortunately, there are a number of steps retailers can take to mitigate last mile challenges:

- **Take a strategic look at planning and allocation systems:** “The key to success in meeting consumers' last mile expectations is having the right product in the right place, so that you are buying it once and touching it once,” said Perry Kramer, SVP and Practice Lead, Boston Retail Partners. Putting product in the distribution centers or stores that are geographically close to their final destinations makes the last mile both shorter and speedier.
- **Set clear expectations around delivery times, and meet them:** “You don't necessarily have to offer two-hour delivery, but if you offer two-day delivery, you have to meet that expectation 99.9% of the time,” said Kramer. “Customers may be buying something they need for the weekend or as they are heading out on vacation.”

- **Err on the side of over-communication:** The [eft 2018 Last Mile Retail Study](#) revealed that 51% of consumers want real-time visibility into last mile activity, so retailers need to communicate with shoppers at every step of the way. The Retail TouchPoints [Last Mile Benchmark Survey](#) indicated that **86%** of retailers use email to inform customers about their delivery status, compared to **38%** using online tracking links and **33%** using text messages. Retailers should adopt the methods that individual customers prefer to keep the lines of communication open.
- **Offer self-service options:** When customers are kept in the loop, they can make adjustments when shipping issues do occur. “Customers are more than willing to do self-service,” said Kramer. If they learn about a delay, they can “cancel an order or re-route it to a different location.” Building such capabilities into a web site interface also reduces call center volumes, which helps control overhead costs.
- **Implement and test systems before the holiday season kicks off:** “A common mistake retailers make is trying new things around the holidays,” said Mike Froggatt, Director of Intelligence at Gartner L2. “It's better to either stick to tried-and-true methods, or to test new technologies ahead of the holiday to make sure everything is running smoothly.” BRP's Kramer recommends the back-to-school season as a “great opportunity for a holiday dry run.”



“The key to success in meeting consumers' last mile expectations is having the right product in the right place, so that you are buying it once and touching it once.”

— PERRY KRAMER, BOSTON RETAIL PARTNERS

## Taking The Sting Out Of Returns

---

Returns appear to be on the rise, according to the *Retail TouchPoints Last Mile Benchmark Survey*: while **31%** of respondents said their returns percentages had increased over the past 18 months, only **13%** said they had decreased.

Retailers can take steps both to reduce returns and to make them less painful for their business and customers. One proactive step is to get more specific about apparel sizing, since many shoppers buy multiple sizes of the same garment in order to ensure they get one that fits correctly. “If it’s an item that runs large or small, retailers should put that in the product description,” said Perry Kramer, SVP and Practice Lead, Boston Retail Partners. “Also, if it’s a private label product, focus on quality control further up in the supply chain, so that a size 6 is always a true size 6.”

The growth of BORIS (buy online/return in-store) has meant increased convenience for consumers, but has created a new set of issues for retailers — particularly when the items purchased online are not carried in the brick-and-mortar store. “Some retailers are limiting the impact of BORIS by offering customers who are returning products a coupon for X percentage off anything they purchase in the store on the same day,” said Kramer. “This is a great way for retailers to garner some additional sales from customers returning merchandise.”

## To Learn More...



Retail TouchPoints is an online publishing network for retail executives, with content focused on optimizing the customer experience across all channels. The Retail TouchPoints network is comprised of three weekly e-newsletters, special reports, web seminars, exclusive benchmark research, an insightful editorial blog, and a content-rich web site featuring daily news updates and multi-media interviews at [www.retailtouchpoints.com](http://www.retailtouchpoints.com). The Retail TouchPoints team also interacts with social media communities via Facebook, Twitter and LinkedIn.

P 201.257.8528

[info@retailtouchpoints.com](mailto:info@retailtouchpoints.com)



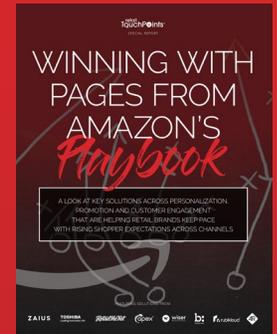
## You Might Also Like...



Cloud Strategies  
Proving Key To  
Personalization, Product  
Content Enhancement



Benchmark Survey  
Report: Are You  
Winning The Last Mile  
Of Retail?



Winning With  
Pages From  
Amazon's Playbook



### ABOUT THE AUTHOR

Debbie Hauss, Editor-In-Chief

Longtime retail editor who loses sleep over typos. Looking forward to covering the industry as it morphs along with social and mobile developments.

[Read more from Debbie](#)



### ABOUT THE AUTHOR

Adam Blair, Executive Editor

Avid theatergoer, intrepid journalist and grammar nag. There's always something new to learn about retail technology.

[Read more from Adam](#)



### ABOUT THE AUTHOR

Glenn Taylor, Senior Editor

Glenn Taylor is a retail journalist covering all aspects of the industry with interests in AI-driven personalization, conversational commerce, finance and business.

[Read more from Glenn](#)



### ABOUT THE AUTHOR

Bryan Wassel, Associate Editor

Bryan Wassel covers the retail industry at large, with a focus on contextual marketing, technological innovation and omnichannel developments.

[Read more from Bryan](#)

