NEXT-GEN OMNICHANNEL STRATEGIES

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Table of Contents

Executive Summary

What does it mean for a retailer to be "omnichannel" in 2019 and beyond? Despite the "omni" prefix, it's not about being all things to all shoppers. Increasingly, omnichannel success will be defined by a retailer's ability to **identify where customers are congregating** and **meet them there with an appealing offer and product**. In addition to traditional retailing channels (stores, online and mobile), consumers are shopping via:

- Social networks;
- AI-enabled chatbots;
- Connected cars;
- AR, VR and mixed reality experiences; and
- Voice commerce platforms.

If this sounds like a challenge, it is, but it's also a huge opportunity. "The customer journey continues to evolve as consumers move across channels to research, purchase and review products with easy access to merchandise and information right in the palm of their hands," wrote the authors of the *2018 Customer Experience/Unified*
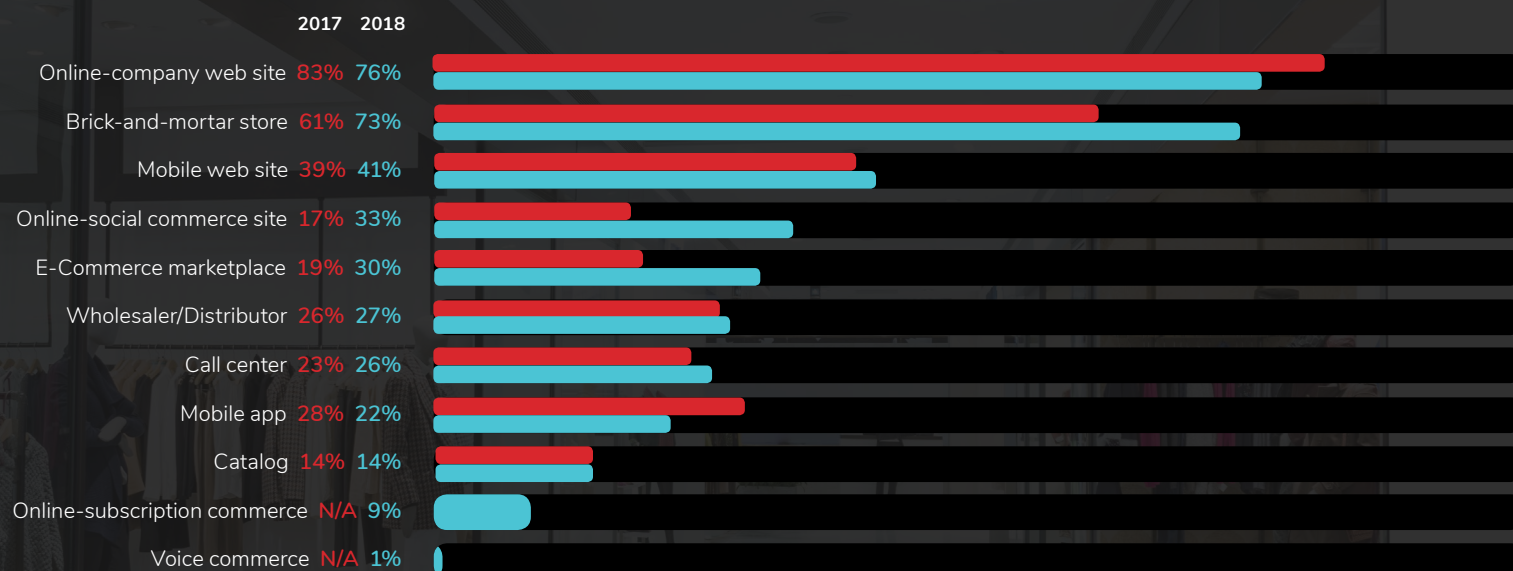
Commerce Survey from BRP Consulting. "Each step along the customer journey offers retailers another opportunity to engage with the customer and strengthen the personal relationship to drive sales and customer loyalty."

The 107 respondents to the seventh annual *Retail TouchPoints Omnichannel Survey* are using every tool at their disposal to maximize these customer engagement opportunities in both traditional and new channels. For the third year in a row, digital remains dominant: company web site is the top channel in which retailers conduct business, edging out brick-and-mortar stores **76%** to **73%**. In 2017, the difference was even starker: company web site was chosen by **83%** of retailers, compared to only **61%** selecting physical stores.

Which channels do you currently conduct business in?

(Check all that apply)

- 🔴 2017
- 🔵 2018

Channel	2017	2018
Online-company web site	83%	76%
Brick-and-mortar store	61%	73%
Mobile web site	39%	41%
Online-social commerce site	17%	33%
E-Commerce marketplace	19%	30%
Wholesaler/Distributor	26%	27%
Call center	23%	26%
Mobile app	28%	22%
Catalog	14%	14%
Online-subscription commerce	N/A	9%
Voice commerce	N/A	1%

Two other categories saw dramatic increases this year: online-social commerce site nearly doubled, rising from **17%** in 2017 to **33**% this year, while the e-Commerce marketplace category rose from **19%** last year to **30%** in 2018.

Social networks including Pinterest and Instagram have made more concerted efforts to enhance their "shoppability" this year, a trend that is likely to continue into 2019 despite consumer concerns about privacy and customer data. The rise in e-Commerce marketplace participation reflects not just the continued growth of **Amazon**, but also the expansion of China-based companies such as JD.com and Alibaba, with its Tmall marketplace.

A new option added for this year's survey, online-subscription commerce, was selected by **9%** of respondents. Subscription retailers have been raising their profiles in a variety of ways: KIDBOX, for example, has donated more than $12 million worth of clothing as part of its social mission. Pop culture subscription retailer **Loot Crate** has established relationships with industry giants Walmart and Amazon.

Retailers have seen their digital focus rewarded with healthy revenue increases in a number of channels: **24%** of company web sites saw revenues climb by 20% or more during the past 18 months, with only **10%** staying flat or decreasing. In contrast, only **13%** of brick-and-mortar stores achieved revenue increases of 20% or more, and **23%** stayed flat or went down.

Revenue for mobile web sites remained healthy, with **16%** topping the 20% increase mark. And in another indication of the growth in social commerce, **16%** of these sites topped the 20% threshold, as did **12%** of "other social channels."

For a relatively new technology, voice commerce made a respectable showing: **15%** of respondents reported revenue increases of up to 20%, with only **4%** staying flat or decreasing.

Over the past 18 months, have the following channels increased in annual revenue, decreased or stayed the same?

CHANNEL	INCREASED 1-20%	INCREASED >20%	DECREASED OR FLAT
Online-company web site	53%	24%	10%
Brick-and-mortar store	50%	13%	23%
Mobile web site	44%	16%	9%
Online-social commerce site	31%	16%	13%
Mobile app	31%	8%	7%
Wholesaler/Distributor	30%	8%	12%
Other social channels	27%	12%	16%
Call center	26%	7%	24%
Voice commerce	15%	3%	4%
Catalog	14%	4%	17%

Customer Focus Informs Omnichannel Strategies

Retailers finally seem to have realized that in order to be effective, their omnichannel efforts need a single unwavering focus: the customer. The top three business objectives/goals for retailers' omnichannel strategies are all related to customers, led by creating a seamless customer experience across all channels (**87%**); acquiring new customers (**67%**); and improving customer retention (**65%**). These customer-focused objectives came in far ahead of internal tactical goals, such as optimizing inventory (**30%**) and localizing assortments/services (**22%**).

Undoubtedly, Amazon's relentless focus on the customer has been critical in moving the rest of the retail industry in this direction. "Amazon has gained **the trust of more consumers than any other American retailer**, and the power of the people is a powerful thing," said Cooper Smith, Director of Amazon Research at Gartner L2 in *an interview with Retail TouchPoints*. "Amazon can take the trust and goodwill of consumers and, as long as they don't mess it up, combine it with their current

operational efficiency in shipping and fulfillment, and extend that into adjacent industries such as last mile delivery, advertising, fast fashion and more efficient manufacturing."

The good news for retailers competing with Amazon — meaning most of the industry — is that their omnichannel efforts around customer-centricity are paying off: **66%** identified increased customer engagement with the brand as a valuable omnichannel business benefit, followed by improved loyalty (**51%**) and customer service (4**2%**).

As with retailers' goals, internal tactical benefits from omnichannel efforts ranked lower in importance than those with a customer focus. Improved supply chain efficiency garnered **19%** of respondents, with inventory efficiency at **16%**. Revamping in-store merchandising and improving employee satisfaction/retention both achieved single-digit results, at **8%** and **5%** respectively.

What are the most important business objectives/goals of your company's omnichannel strategy?

87% Creating a seamless customer experience across all channels

67% Acquiring new customers

65% Improving customer retention

30% Optimizing inventory investments

27% Reacting more quickly to business/market changes

22% Localizing assortments/services
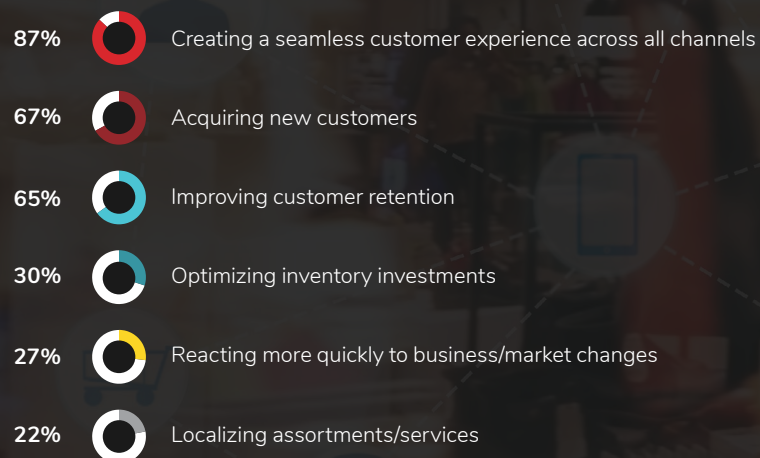
What are the most valuable ways your omnichannel strategies have improved your business?

Increased customer engagement with brand **66%**

Improved loyalty **51%**

Improved customer service **42%**

Improved marketing effectiveness **40%**

Improved customer retention **30%**

Increased basket size **22%**

Improved supply chain efficiency **19%**

Improved inventory efficiency **16%**

Helped to revamp in-store merchandising **8%**

Improved employee satisfaction/retention **5%**

Customer-facing functionalities also scored high as key elements of retailers' omnichannel brand strategies. Consistent pricing across channels was the leader, identified as "very important" by **64%** of respondents. Personalized offers/communications and loyalty programs followed close behind, at **61%** and **60%** respectively. Cross-channel inventory visibility — an important underlying functionality for satisfying shoppers who want multiple options for purchasing and receiving the products they want — was identified as very important by **52%** of retailers.

Retailers use a variety of strategies to improve the omnichannel customer experience. One of Best Buy's strongest differentiators is its Geek Squad, which delivers installation and support services online, by phone and in customers' homes or offices. The retailer uses an appointment scheduling service provided by TimeTrade, which allows customers to find the closest Best Buy location and then select the Reservation Type that best fits their needs. The system presents a reservation calendar of available time slots from which to choose and then confirms the reservation with a qualified Geek Squad agent.

How important are these components of your omnichannel brand strategy?

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT	N/A (DON'T HAVE)
Consistent pricing across channels	64%	31%	3%	2%
Personalized offers/communications	61%	29%	5%	5%
Loyalty program	60%	29%	6%	5%
Cross-channel inventory visibility	52%	36%	5%	7%
Mobile payment	43%	37%	10%	10%
Digital in-store technology	42%	31%	14%	13%
Last Mile: Ordering/delivery options (BOPIS, etc.)	36%	37%	15%	12%
Free shipping	35%	40%	15%	10%
Charitable giving/social responsibility	27%	49%	16%	8%
Experiential offerings (events, classes, etc.)	27%	40%	17%	16%
Augmented Reality	14%	20%	27%	39%
Virtual Reality	11%	18%	33%	38%

Frankensteined Omnichannel Is Everywhere: Expectations Vs. Reality

By Djamel Toubrinet, Senior Product Marketing Manager, Retail, Americas, Cegid

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We've all heard the fascinating tale of Frankenstein's "monster" — the creature cobbled together in a lonely inventor's lab, neither fully human nor beast, ultimately destined for tragedy. No matter how much we may empathize with his plight, the story ends badly for all involved. A parable for retail, perhaps? Think about it. Systems are roughly knitted together, some new processes shoehorned into place, and voilà, we proclaim (with some wariness): "Omnichannel commerce!...It's...*alive!*"

But of course, what has been fashioned into an "omnichannel solution" is not really as seamless as you'd like, or very scalable, or economically sustainable. To avoid losing sales, you must act now to engage with consumers online and in-store in a more personalized, truly frictionless manner, supported by integrated retail technology designed for just that purpose. Indeed, retailers have every reason to be highly motivated in this aim.

Yet research suggests retailers are seriously dragging their feet to implement key capabilities like buy online/pick up in-store (BOPIS) and buy online/return to store (BORIS). These are mere table stakes to play the game today. They are must have, not nice to have.

Consider these startling statistics from OrderDynamics Research, based on trends in the U.S., Canada, the UK, Australia, France, Germany and Austria[1]:

- **37.6% of retailers offer click and collect today (that's 62% who don't!)**. Of the countries studied, Canada and the U.S. are lagging most, with only 31% and 27.5%, respectively, offering this service.

- **34.8% of BOPIS retailers** commit to having orders ready within 24 hours.

- **44.1% of all online merchants** provide active inventory visibility (think of the lost sales for the roughly 56% who cannot place omnichannel orders!).

- **72.6% of omnichannel retailers** offer BORIS.

The reality is that omnichannel is *HARD*, and many retailers are still determining the best way to execute their strategies. That's one reason 2019 promises to be such a landmark year. Cloud-based technology like Cegid's is readily available to help retailers succeed with a unified commerce platform, including omnichannel order management, point of sale, click-and-collect, clienteling, loyalty and promotions, one view of inventory for all, endless aisle and much more!

At the end of the day, it's about giving customers shopping options and serving them on their own terms, all of which are possible when retailers deliver a frictionless, personalized shopping experience in-store and online — anytime, everywhere.

1 OrderDynamics (2018). Omni-2000 Global Research Report

Retailers Rely On Digital For Cross-Channel Customer Tracking

The search for a truly 360-degree view of customer activity across all channels and touch points remains elusive, but it's not for lack of effort. This year's survey reveals the multiple tools retailers are using to track and link up all types of shopper activity.

Achieving this single view is crucial for providing a seamless experience across increasingly complex shopper journeys. Additionally, retail marketers want more accurate information about the specific advertisements, messaging and associate-customer interactions that move customers further along their journey. Brands are anxious to learn what motivates a customer to finally make a purchase — and also which actions bring the shopper journey to a screeching halt.

Several digital methods for tracking shopper activity increased in 2018 compared to the previous year: e-Commerce site login/access climbed from **49%** to **55%**; email communications increased from **49%** to **54%**; and social media tracking rose from **30%** to **37%**.

Retailers remain stuck at low usage levels for more sophisticated solutions, however. Cross-channel, multi-device customer tracking remained flat at **21%** in 2018, while the use of location-based technology actually decreased, from **15%** to **9%**.

While the use of the in-store POS declined in 2018 compared to the previous year, it remains an important tool for tracking shopper activity in multiple channels. The "Shopping" omnichannel POS solution from Cegid is designed to unlock actionable intelligence for retail associates about a customer's online journey prior to an in-store visit. Store personnel can help customers complete an online purchase in-store, reserve an item online and fulfill click-and-collect orders. Vilebrequin, a luxury lifestyle brand with 144 boutiques around the world, piloted the solution in 2017, giving its sales associates access to shoppers' online and in-store order history. This allowed them to use the retailer's digital catalog to suggest items that were not currently in-stock in the store, arranging delivery to another Vilebrequin store or to the customer's home.

What tools or solutions are you using to track consumer activity across the omnichannel purchase journey?

(Check all that apply)

● 2017
● 2018

	2017	2018
E-Commerce site login/access	49%	55%
Email communications	49%	54%
In-store POS	66%	53%
Loyalty program	41%	51%
Customer surveys	60%	49%
CRM solution	N/A	39%
Social media tracking	30%	37%
Cross-channel, multi-device customer tracking	21%	21%
Branded mobile app	25%	20%
Location-based technology/GIS	15%	9%
Virtual assistants/chatbots	6%	5%
Unified Commerce solution	N/A	5%
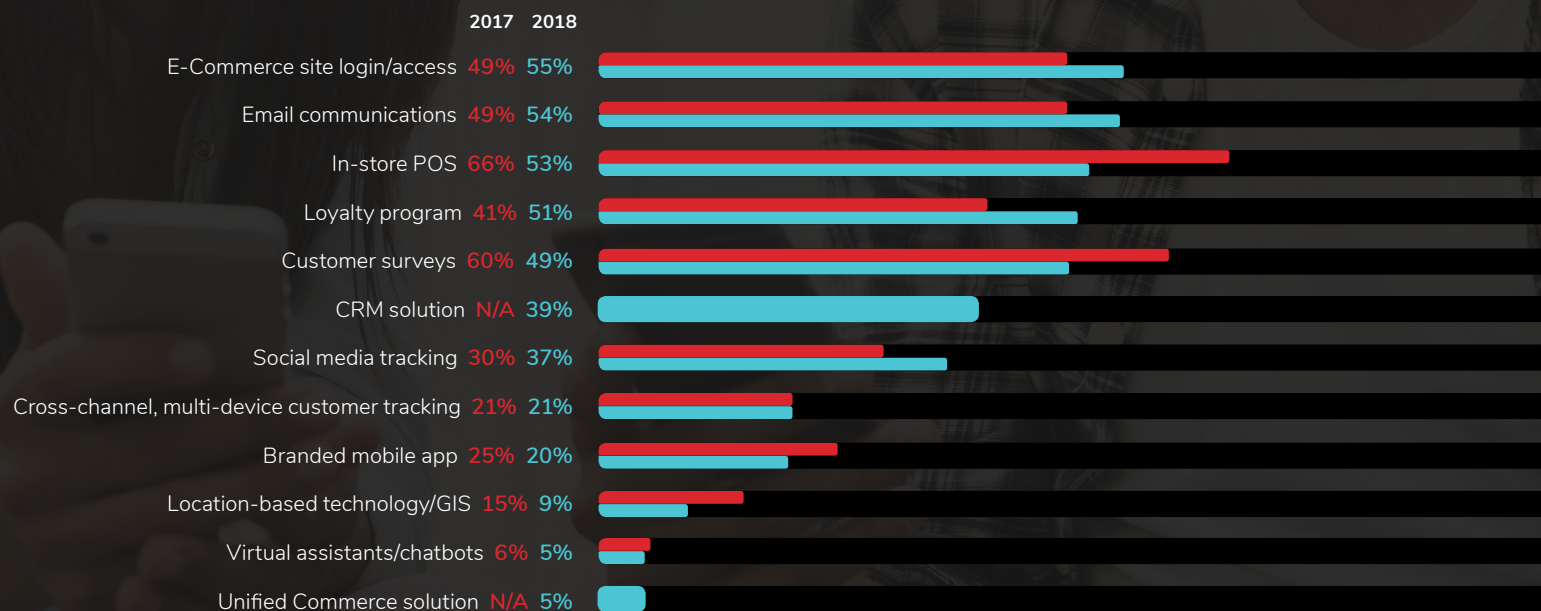
This year saw a dramatic increase in retailers offering shoppers access to crucial cross-channel data: the ability to track their orders across some or all channels rose from **36%** in 2017 to **53%** in 2018. Providing cross-channel access to loyalty program information also increased, from **34%** in 2017 to **50%** in 2018. Surprisingly, there was a dramatic dip in providing promotions and offers across channels, from **70%** in 2017 down to **50%** in 2018. Retailers may be focusing their promotional efforts more narrowly within specific channels, or shifting their efforts to more customer-friendly tasks around order management.

Retailers also are making more types of data available to their store associates. While **51%** of retailers offered basic product data to employees in 2017, that number jumped to **69%** this year. Information about real-time product inventory levels — crucial to the retailer's ability to provide ship-from-store or inter-store transfer services for shoppers seeking a specific item — is on the upswing, climbing from **43%** in 2017 to **49%** in 2018.

What types of cross-channel access to information is available to customers?

(Check all that apply)

- 2017
- 2018

36% **53%**
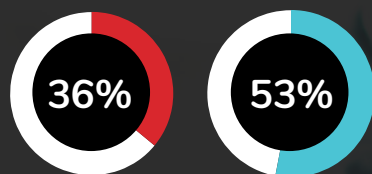
Customers can track orders across some or all channels

70% **50%**
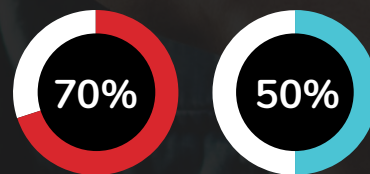
Customers can access promotions and offers across some or all channels

34% **40%**
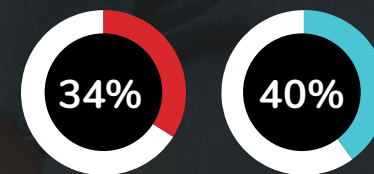
Customers can access their loyalty information across some or all channels

34% **33%**
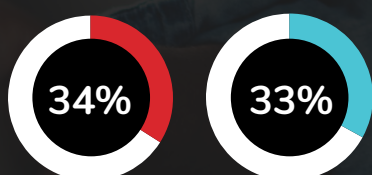
Customers can share purchase and product information with social networks from their personal devices

N/A **26%**

Customers can access inventory data on personal devices and place/modify orders

14% **19%**
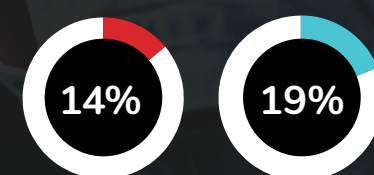
N/A we are not providing cross-channel information to shoppers across channels

9

This year, more associates are empowered with important information about individual customers and their activities. The percentage of retailers providing data about shoppers' previous purchases jumped from **24%** in 2017 to **40%** in 2018; personalized upsell/cross-sell suggestions climbed from **19%** to **26%**; and employees' access to loyalty program/CRM data rose from **33%** in 2017 to **44%** this year.

A large number of retailers identify their ability to provide consistent pricing across channels as a key part of their omnichannel offering. Nearly half allow their store associates to match competitor's prices in some or all cases, with another **27%** planning to institute such a policy.

Are in-store employees empowered to match competitors' prices?

- ● **21%** Yes, in all instances
- ● **26%** Yes, in some instances
- ● **27%** No, but plan to institute
- ● **26%** No

What information is available to store associates to help them assist customers?

(Check all that apply)

- ● 2017
- ● 2018

	2017	2018
Basic product data	51%	69%
Pricing and promotion data	79%	67%
Real-time product inventory levels	43%	49%
Customer loyalty program/CRM data	33%	44%
Previous customer purchases	24%	40%
Detailed product data including rich media (e.g. how-to videos)	36%	33%
Personalized upsell/cross-sell suggestions	19%	26%
Multiple fulfillment options (e.g. customer pickup at another store)	46%	23%
Endless aisle options	19%	22%
Customer intent data	N/A	9%
Cross-channel customer behavior data	N/A	7%
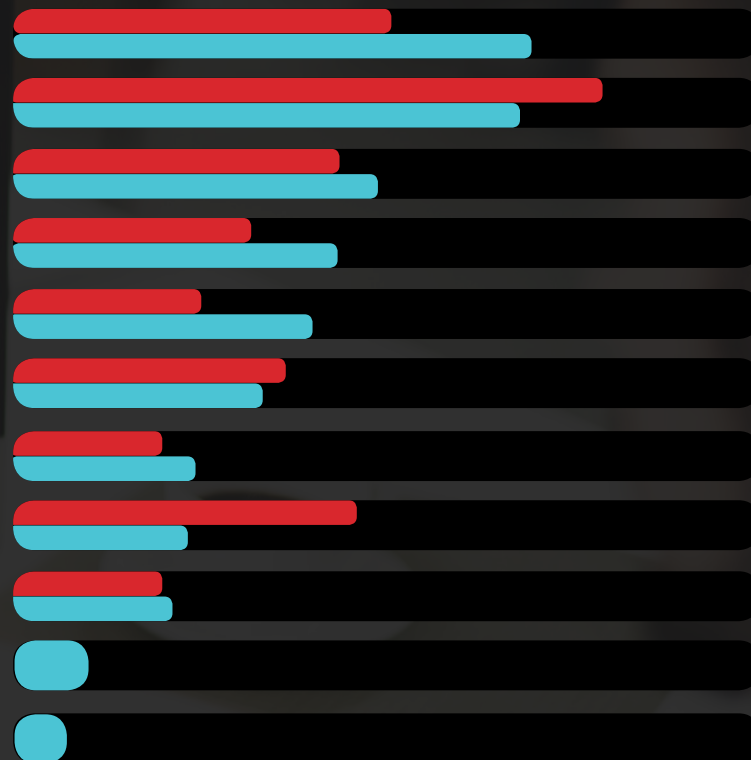
Omnichannel Gets Personal: The Power Of 1:1 Appointments In Driving Retail Revenue & Loyalty

By Lauren Mead, CMO, TimeTrade

timetrade®

Retailers are now firmly living in the omnichannel era, and the once strict lines between digital and brick-and-mortar channels continue to blur. Retail brands now need to be where their customers are — wherever that is — with a renewed focus on delivering an exceptional, and increasingly personalized customer experience in every channel.

Smart retail brands understand that every interaction is a chance to convert a shopper into a buyer. So when are shoppers *most likely* to buy? During live interactions when they are assisted by a knowledgeable associate. According to TimeTrade's own B2C Buyer Experience Survey released earlier this year, **83%** of respondents indicated that they would be either likely or very likely to schedule an appointment with a company they may buy from.

NYX PROFESSIONAL MAKE-UP & TIMETRADE: A BEAUTIFUL PARTNERSHIP

One retailer taking full advantage of this phenomenon is NYX Professional Make-up, a division of L'Oréal. In opening its more than 100 brick-and-mortar locations, NYX wanted to capitalize on its strong online and social presence, as well as its customers' desire to try products before they buy, to incent valuable store traffic. But how could they make in-store appointment booking as easy as scrolling through their Instagram feed?

By embedding TimeTrade's Click-to-Schedule links on its web site's home and store locator pages, NYX Professional Makeup was able to capture online browser interest and immediately convert that interest to in-store appointments, including booking makeovers or personal product consultations. In addition to other TimeTrade offerings, NYX Professional Makeup also utilizes Concierge, part of the TimeTrade Queue Manager Extension, allowing in-store associates to personally greet and check in scheduled appointments as well as walk-ins.

The results? According to the company's digital marketing team, pre-booked service customers spend **3X** the amount of a traditional walk-in customer, while helping in-store associates deliver a higher-level of customer support and attention.

BOTTOM LINE: ENGAGE BUYERS WITH KNOWLEDGEABLE SERVICE

In today's on-demand economy, retail brands must engage buyers at each phase of the customer journey, including live interactions that take place where, when and how a shopper requires. Intelligent Appointment Scheduling from TimeTrade creates a unique opportunity for brands to bridge the "phygital" divide, connecting with customers in a personalized way — at the right time, the right place, and with the right experts, to deliver on the omnichannel promise.

Store-Based Fulfillment Moves Into 'Table Stakes' Territory

The news in 2018 has been full of stories about the increase in store-based fulfillment and the expansion of delivery and pickup options, particularly in the highly competitive grocery space. As in other areas, Amazon's actions in building a Whole Foods delivery network are prodding responses from other major players, including Walmart and supermarket giant Kroger. Kroger has partnered with Instacart to make its delivery service available in 1,600 stores. Supermarkets are reaching beyond their own vertical as well: in October 2018, Kroger began a pilot program to offer in-store pickup and its own private label products in 13 Walgreens stores.

Nearly half (**47%**) of retailers use their stores as supply chain distribution arms, with another **17%** planning to do so. Digging deeper into how retailers leverage their brick-and-mortar stores, nearly all the variations on digital purchases with physical pickups rose or stayed virtually flat from 2017 to 2018. Buying from a store associate for store or home pickup showed the most dramatic change, rising from **40%** to **50%** this year.

However, there was a surprisingly sharp dip in the most basic offering: buy online/pick up in-store dropped from **75%** to **50%** in 2018. It's possible retailers that offer more specific variations on this service no longer identify BOPIS as a separately identifiable offering.

Are your stores now used as distribution arms of the supply chain?

- 🔴 **47%** Yes
- 🔴 **36%** No
- 🔵 **17%** No, but plan to
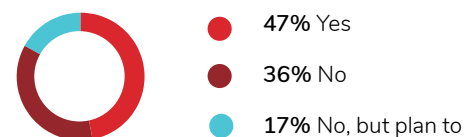
Which of the following order/pickup/delivery options do you currently offer?

(Check all that apply)

- 🔴 2017
- 🔵 2018
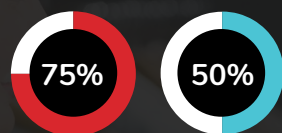
75% / **50%** — Buy online/pick up in-store
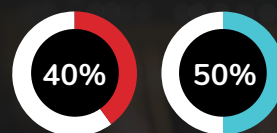
40% / **50%** — Buy in-store through store associate/deliver to store or home
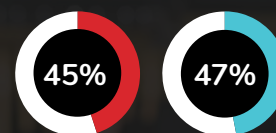
45% / **47%** — Buy via mobile site or app/deliver to home
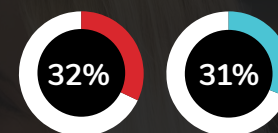
32% / **31%** — Buy via mobile site or app/pick up in-store
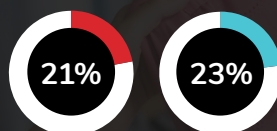
21% / **23%** — Reserve online/purchase and pick up in-store

N/A / **22%** — Same-day delivery

N/A / **8%** — Curbside pickup

12

arm TREASURE DATA
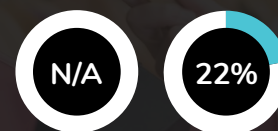
PERSONALIZATION FOR OMNICHANNEL RETAIL TO INCREASE CUSTOMER LIFETIME VALUE

Innovative retailers are driving revenue by unifying customer data.

+ Today's Shopper: Connected and Informed

Mobile Apps

Online Ads

Reviews

eCommerce Sites

+30% off

Push Notifications

Email Marketing

Loyalty Programs

Social Media

90% of CMOs expect to own the whole customer experience by 2020.

+ 3 Steps to Overcoming Omnichannel Obstacles

1. **Understand your customers:** connect all your online and offline customer data points.

2. **Analyze the customer experience:** use machine learning to look for common and uncommon patterns.

3. **Improve the customer experience:** activate personalized messages based on the patterns uncovered in analysis.

+ Customers: Worth More with Each New Channel They Use

73% use multiple channels in their shopping journeys.

80% more likely to purchase with personalized experiences.

82% consult their phones about in-store purchases.

57% are influenced by offers received while shopping in-store.

23% increase in shopping trips after an omnichannel shopping experience.

50% expect to buy online and pick up goods in-store.

Omnichannel Strategy: Right Person, Right Message, Right Time

A successful marketing stack combines data analytics, machine learning, and a Customer Data Platform (CDP) to get a single view of the customer.

A CDP can help retail CMOs:

+ Identify and segment customers across channels and devices.

+ Deliver highly personalized offerings to in-store customers.

+ Identify and increase high LTV (lifetime value) customers.

+ Grow revenue with an omnichannel marketing presence.

Sources:
https://www.retailtouchpoints.com/features/special-reports/retailers-seek-innovation-in-personalization
https://www.thinkwtithgoogle.com/marketing-resources/micro-moments/5-ways-consumers-connect-stores-mobile-shopping/
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https://www.pymnts.com/news/retail/2018/omnichannel-mobile-shopping-coupons/
https://www.dynamicyield.com/blog/promise-and-pitfalls-omnichannel-retailing/
https://www.retailtouchpoints.com/topics/mobile/more-than-90-of-consumers-use-smartphones-while-shopping-in-stores

The Arm Treasure Data Customer Data Platform (CDP) brings all your enterprise data together for a single, actionable view of each customer.

Learn more at
TreasureData.com

Customer Focus Encompasses Analytics Choices

Retailers rely on a wide range of analytics solutions in order to achieve their omnichannel goals. More than two thirds (**68%**) of retailers use analytics to evaluate and optimize their omnichannel strategies, and another **21%** plan to do so.

As in other areas, a strong focus on the customer is evident in retailers' responses: customer analytics jumps to the top choice this year, selected by **84%** of respondents, up from **52%** in 2017. Last year's top choice, web analytics, dropped from **87%** to **71%**.

The use of both marketing and sales analytics rose this year compared to last year: marketing analytics jumped from **47%** to **64%**, and sales analytics increased from **62%** to **77%** in 2018.

When retailers can bring together disparate data sources to create a coherent picture of customer activity, the results can be dramatic. Muji, a 650-store global retailer known for sustainable products and packaging, used an enterprise customer data platform (CDP)

from Treasure Data to combine online browsing data with in-store purchase histories. Adding real-time store inventory data, Muji executed on incentives such as personalized coupons and targeted in-app push notifications. By using the solution to collect and process more than 8 million web and mobile events per day, and analyze 3 billion+ transactions per year, the retailer achieved higher volumes of in-store foot traffic, a **46%** increase in in-store revenue and a **100%** increase in coupon redemptions.

Do you use analytics to evaluate and optimize your omnichannel strategies?

- **68%** Yes
- **11%** No
- **21%** No, but plan to add
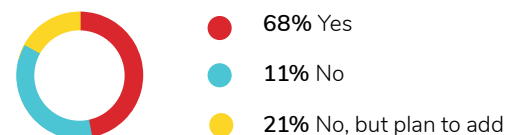
What types of analytics do you currently use?

(Check all that apply)

- 2017
- 2018

	2017	2018
Customer analytics	52%	84%
Sales analytics	62%	77%
Web analytics	87%	71%
Marketing analytics	47%	64%
Mobile analytics	N/A	48%
Social media analytics	40%	44%
Merchandising analytics	31%	33%
Assortment/Inventory analytics	N/A	32%
Supply chain analytics	30%	21%
Predictive analytics	23%	18%
Location-based analytics	20%	14%
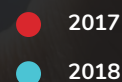
Conclusion: The Next Generation Of Omnichannel?

As ubiquitous as the term "omnichannel" has become, it's still a bit of a misnomer. Channels are a retail-centric relic of the days when there were only two or three of note: stores, catalogs and desktop-based e-Commerce. The transition away from this view began when retailers realized that consumers no longer think in terms of "channels" during their shopper journey: it's doubtful anyone says *'I will shop online because it's the channel I prefer to use.'*

The next step after omnichannel is a term that is getting a revival: customer-centricity. BRP analysts noted: "The new retail model ventures beyond omnichannel by breaking down the walls between internal channel silos and leveraging a common commerce platform with a single order management system to deliver a holistic, real-time, personal, customer-centric experience."

Customer-centricity sounds like a simple concept, but it's enormously challenging to execute and scale up: "The complexity expands exponentially as the proliferation of social media, the Internet of Things, (IoT), artificial intelligence, virtual reality and machine learning influence the retail world and, more specifically, the customer journey," according to BRP. "Stores must now encompass both worlds — the sensory experience generally available in the physical world, such as touching and feeling merchandise and personally interacting with a knowledgeable associate — married with the unique and personalized shopping experience common in the digital world."

There are multiple signs that retailers are working hard to make their omnichannel offerings truly customer-centric:

- **87%** of retailers say **creating a seamless customer experience across all channels** is the most important business goal of their company's omnichannel strategy;

- **66%** of retailers identify **increased customer engagement** with their brand as the most valuable way omnichannel strategies have improved their business;

- **64%** say offering **consistent pricing across channels** is a "very important" component of their omnichannel brand strategy;

- **53%** of retailers allow **customers to track orders** across some or all of their channels, up from **36%** in 2017; and

- The percentage of retailers using **customer analytics** rose dramatically, from **52%** in 2017 to **84%** in 2018.

In 2019 and beyond, retailers will need to keep their focus firmly on the customer, aligning internal departments and technology solutions to make every interaction seamlessly connected — both to the current shopper journey and to the customer's entire relationship with the retailer.

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