Manhattan Google Cloud ZEBRA

2023 Benchmark

Unified Commerce for Specialty Retail

INCISIV

A new age of consumerism is reshaping commerce

A third of the US population is younger than Amazon. For them, one-click ordering, and fast and free shipping aren't game-changers. They are just what's expected from modern retail. Their combined life experience over the past thirty years has shaped a set of key expectations and behaviors that are driving the future of consumerism.

6%
The Silent Generation
(born 1928 - 1945)

21%
Boomers
(born 1946 - 1964)

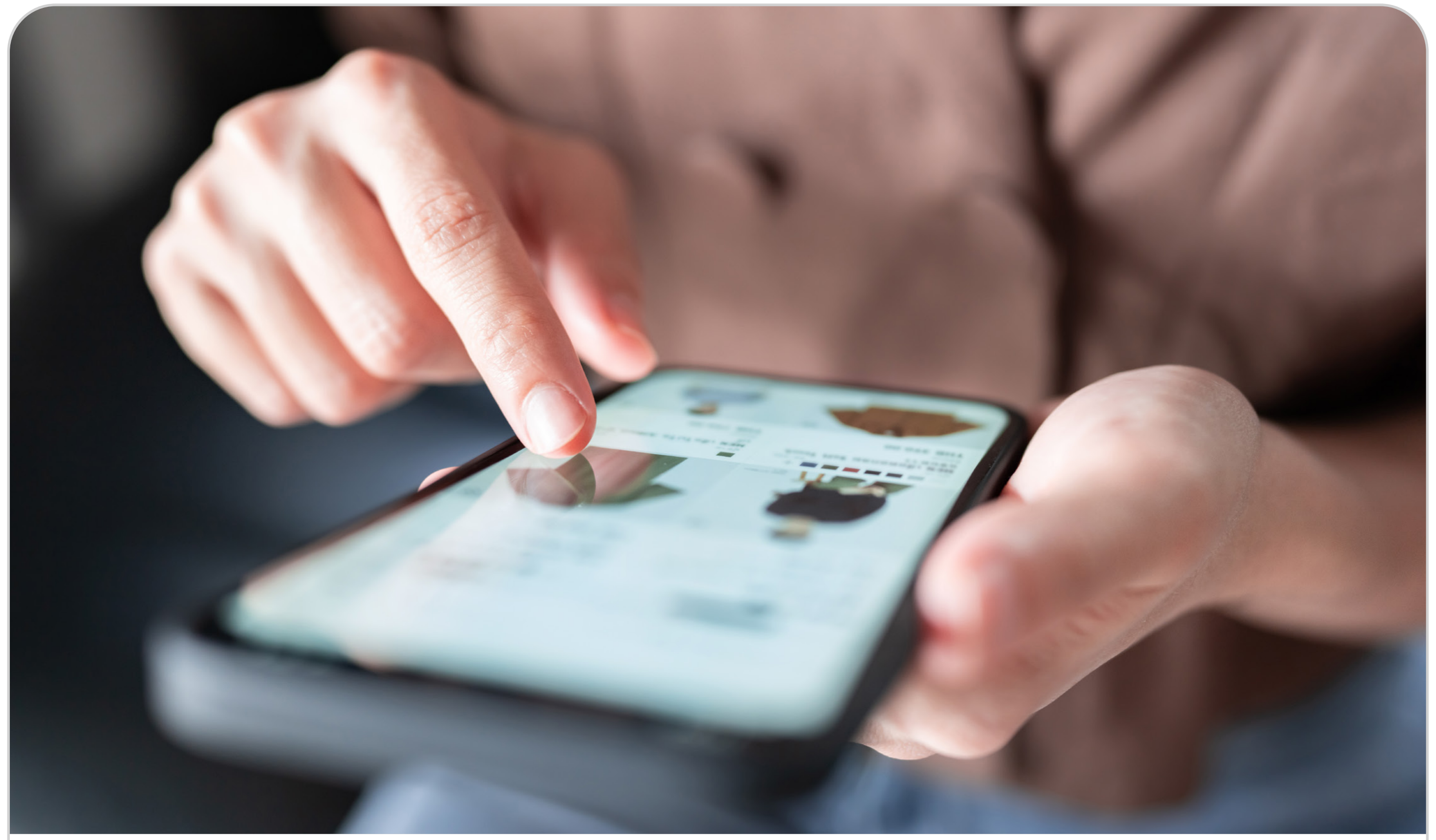
19%
Generation X
(born 1965 - 1980)

22%
Millennials
(born 1981 - 1996)

20%
Gen Z
(born 1997 - 2012)

11%
Gen Alpha
(born after 2013)

Source: US Census Bureau



Digital is default

Digital devices and apps are the lens through which modern-day humanity interacts with the physical world. From watching your favorite Netflix show on the subway, to playing your favorite Spotify playlist on an Uber ride, this digital nativism we all propagate has blurred the lines between the physical and the digital beyond recognition.

Shoppers don’t see “channels” the way retailers do. They simply shop. For brands, embracing a digital-first ethos doesn’t mean giving up on physical retail. It means amplifying each by fusing the two together seamlessly.

Convenience is a commodity

We are now in the age of hyper convenience, with 15-minute delivery for essentials through “Quick Commerce” players such as Gopuff and Gorillas. The likes of ASOS, Shein, and Wayfair offer free next-day delivery across a wide assortment of specialty retail segments.

Specialty retailers must reshape shopper expectations around convenience to be about more than just speed - offering a varied choice of payment and delivery options, for instance.

Importantly, they must differentiate on brand and customer experience to avoid competing on convenience alone - offering an overall experience that is as emotional as it is practical.

Virtue is a brand

As consumers passionately embrace new values - from environmental friendliness to social equity, holistic wellness to inclusive diversity - they expect their favorite brands to stand up and be counted.

Shopping is no longer a simple act of practical consumption. It is an opportunity for self-expression. Shoppers signal virtue through the choices they make, and demand that brands find a purpose beyond profit.

Brands can make commerce more responsible by helping shoppers find products that align with their value system, be transparent about their supply chain, educate shoppers about the environmental impact of various shipping options, and more.

Offering a truly unified experience is central to a retailer's ability to differentiate

The traditional, linear path-to-purchase is dead

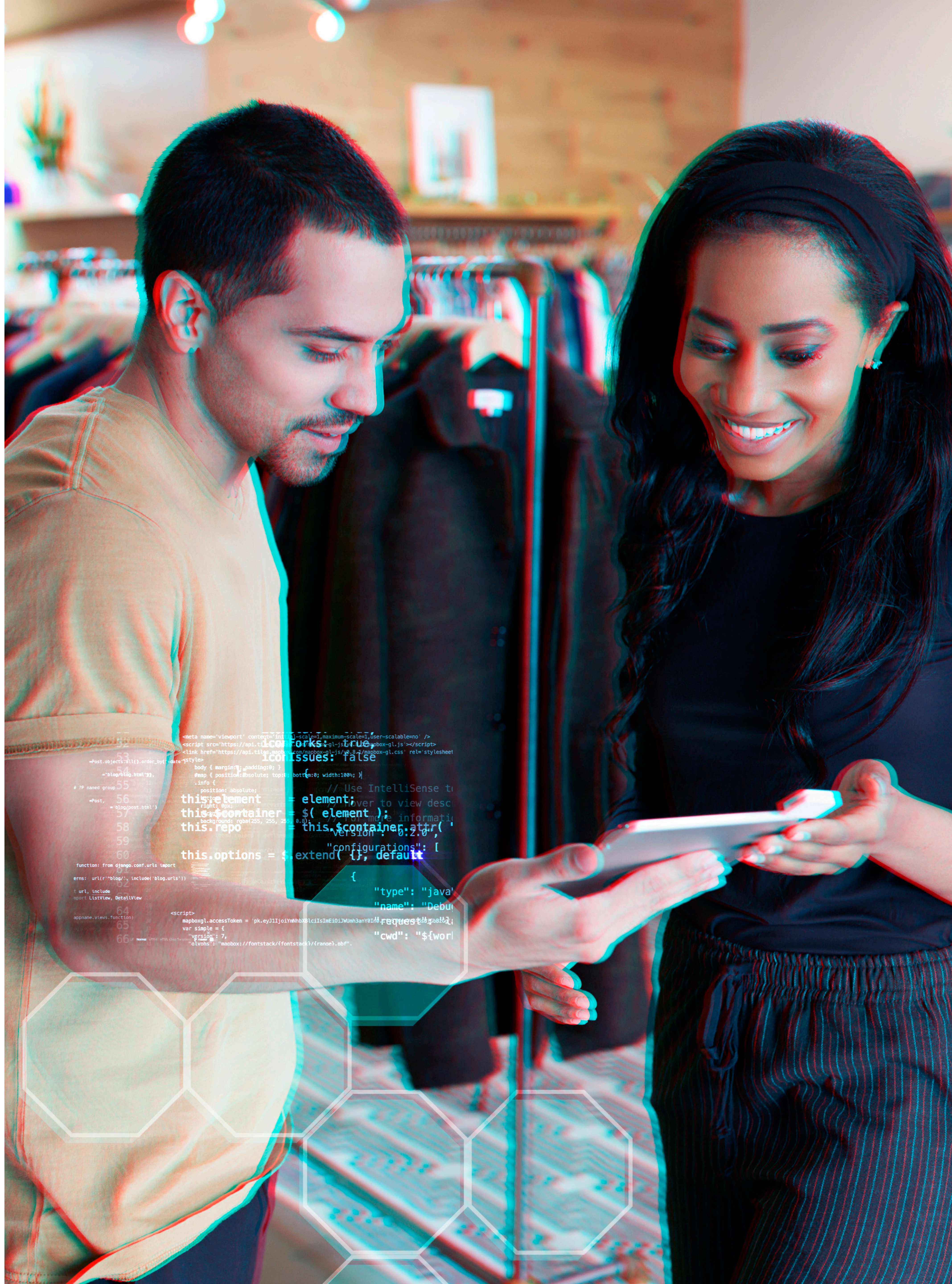
The idea of a "path-to-purchase" is inherently transactional. It is linear, with a beginning and an end. Brands that prioritize relationships over transactions should instead focus on building a "stream of engagement." They must design experiences that allow shoppers to move from one need state to another seamlessly, and let them stop and start engagement at their own terms.

The customer experience still goes dark in the store

For decades brands have operated store and digital channels independently, with different eCommerce and point-of-sale platforms. While they have made significant strides in terms of integrating their digital and in-store experiences, it is in the critical transitions between the two that most still struggle.

Digital - physical unification requires a fundamental reset

A lack of foundational capabilities to tie digital and physical experiences together means retailers lose important context when shoppers move from one channel to another, which in turn introduces avoidable friction across the shopper journey.



2023 Unified Commerce Benchmark for Specialty Retail

The industry's first Unified Commerce benchmark with real purchases, real returns, and **real customer journeys across digital and physical channels**.

124

retailers benchmarked across 11 specialty retail segments.

280+

customer experience capabilities tested across 4 capability areas.

Jump to a Section:

2023 Unified Commerce Benchmark
for Specialty Retail

Methodology & Approach

Meticulous Benchmarking Methodology

Unified Commerce Assessment Framework

Incisiv first developed a detailed parameterized list of Unified Commerce customer experience capabilities.

Then, based on shopper insights, retailer executive surveys, retailer digital and store performance data, and segment-level KPI benchmarks, we organized key capabilities into **Table Stakes** and **Differentiating Experiences.**

Store & Digital Experience Audits

Incisiv developed an objective list of 124 retailers across 11 specialty retail segments. We chose a mix of top omnichannel retailers by revenue, and top Digital Native Vertical Brands (DNVBs) by store count. All retailers had to be in good financial health, as determined by a combination of factors including their debt rating, and rate of store closures.

Incisiv's team of customer experience analysts then conducted comprehensive shopping journeys, including **real purchases and returns**, across both physical and in-person channels.

Rating Categories for Assessed Retailers

Assessed retailers were then scored based on the adoption of customer experience capabilities, the efficacy of each capability, and the consistency and quality of experience.

Based on their score, brands were organized into one of 4 performance categories - **Leaders, Challengers, Followers, or Laggards** - each with a statistically significant difference in capability maturity and impact on performance.

Unified Commerce Assessment Framework

Incisiv's Unified Commerce Assessment Framework spans **286 customer experience capabilities** across the following four functional areas. The number of attributes assessed in each area is provided in parentheses.

Search & Discovery (80)

Effectiveness, relevance and maturity of digital selling experiences

Cart & Checkout (61)

Order personalization, inventory visibility, checkout and payment options, order pickup and returns

Promising & Fulfillment (42)

Availability, speed, cost and convenience of fulfillment

Service & Support (103)

Resolution, returns, customer assistance, loyalty program and account management

Capabilities are categorized as **Table Stakes** or **Differentiating Experiences** based on their impact on key performance metrics such as average order value (AOV) and conversion.

Tables Stakes are foundational capabilities required to address key shopper expectations today. The absence of these capabilities has a negative impact on digital performance KPIs.

Differentiating Experiences are advanced capabilities that address important, emerging shopper expectations. The presence of these capabilities has a positive impact on digital performance KPIs.

For instance in Search & Discovery, the ability to show store inventory online is table stakes, whereas the ability to filter search results based on available fulfillment type is a differentiating experience.

Each capability is mapped either as Table Stakes or as a Differentiating Experience. Incisiv's framework also takes into account variance in relative importance of a capability across various specialty retail segments.

Benchmarking Methodology

Store & Digital Experience Audits

Incisiv developed an objective list of **124** retailers across **11 specialty retail segments**. We chose a mix of top omnichannel retailers by revenue, and top Digital Native Vertical Brands (DNVBs) by store count. All retailers had to be in good financial health, as determined by a combination of factors including their debt rating, and rate of store closures.

For each retailer included in the benchmark, Incisiv's team of customer experience analysts conducted real, in-store and digital shopping journeys, including purchases and returns.

The team used the retailer's eCommerce site, visited their brick and mortar stores including interacting with in-store staff, spoke with call center agents, interacted with virtual agents via chat, and used the retailer's mobile app.

The benchmark assessment was conducted between October 2022 and February 2023. Customer experience analysts conducted 5 online visits at different times of day, and visited 3 different stores across urban and sub-urban areas (where available).

The number of omnichannel retailers and DNVBs per segment were based on the relative penetration and market share within each segment. Omnichannel retailers were selected based on their annual revenue, and DNVBs were selected based on store count. The specialty retail segments covered are:

- Apparel - Athleisure
- Apparel - Fast Fashion
- Apparel - Footwear
- Apparel - Intimates
- Apparel - Lifestyle
- Cosmetics and Skincare
- Department Stores
- Home Furnishing
- Jewelry
- Luxury
- Sporting Goods & Outdoor

Rating Categories for Assessed Retailers

Laggards

Laggards offer a severely lacking Unified Commerce experience, missing even some basic table-stakes functionality.

Followers

Followers offer a basic Unified Commerce experience, addressing most table-stake capabilities. Their experiences lack depth, and are light on the adoption of differentiated capabilities.

Challengers

Challengers offer a seamless Unified Commerce experience built on a solid foundation of capabilities. They offer some differentiated experiences, but lack the depth and coverage of leaders.

Leaders

Leaders offer the richest Unified Commerce experience within and across retail segments. They lead in the adoption of differentiated experiences, and are functionally mature across most assessment areas.

2023 Unified Commerce Benchmark
for Specialty Retail

Overall Leaders

2023
Unified Commerce
Benchmark for
Specialty Retail
Overall

Overall Leaders

Incisiv recognizes these 15 brands as 2023 Unified Commerce Leaders.

Retailers listed in alphabetical order.

Academy SPORTS+OUTDOORS	Sporting Goods & Outdoor
AMERICAN EAGLE OUTFITTERS	Apparel - Lifestyle
belk	Department Stores
Crate&Barrel	Home Furnishing
Levi's	Apparel - Lifestyle
macy's	Department Stores
MAC	Cosmetics and Skincare
Neiman Marcus	Department Stores
NORDSTROM	Department Stores
PANDORA	Jewelry
REI co-op	Sporting Goods & Outdoor
Saks Fifth Avenue	Department Stores
SEPHORA	Cosmetics and Skincare
UGG	Apparel - Footwear
ZALES THE DIAMOND STORE	Jewelry

Unified Commerce Leaders' revenue growth outperforms Non Leaders 3X - 6X

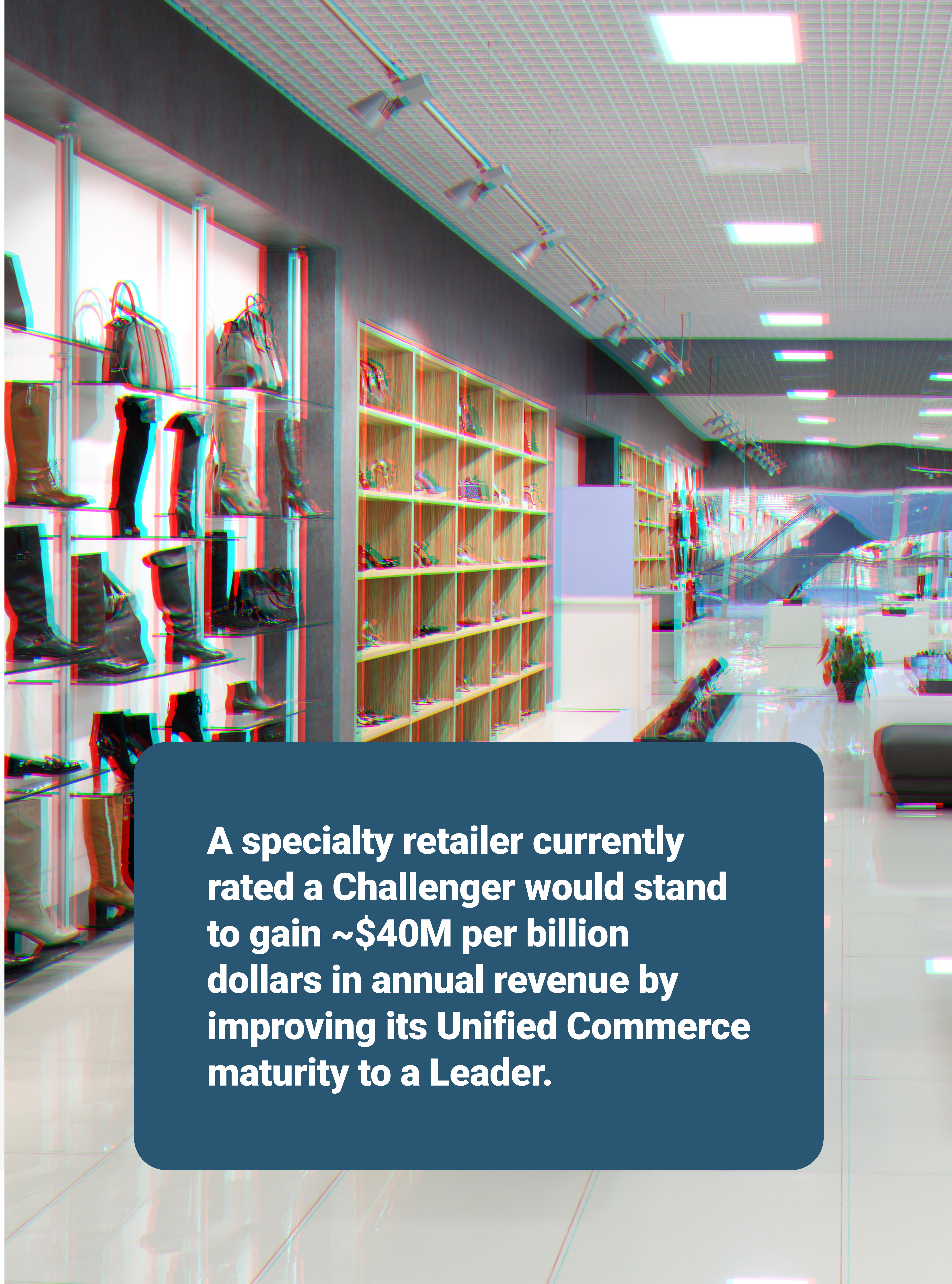
Average revenue growth rate for retailers by rating category

+1%

+1.5%

+2%

+6%



A specialty retailer currently rated a Challenger would stand to gain ~$40M per billion dollars in annual revenue by improving its Unified Commerce maturity to a Leader.

DNVBs are conspicuously absent from the overall Leaders category. This is largely due to them still scaling store operations, and underperforming in a few critical Promising & Fulfillment capabilities.

This should not be mistaken for a lack of recognizable performance. DNVBs lead the way in a few differentiating Unified Commerce capabilities, specifically in Search & Discovery, and Service & Support.

Advanced personalization

42%
DNVB Adoption

26%
Omnichannel Retailer Adoption

Order modifications

33%
DNVB Adoption

17%
Omnichannel Retailer Adoption

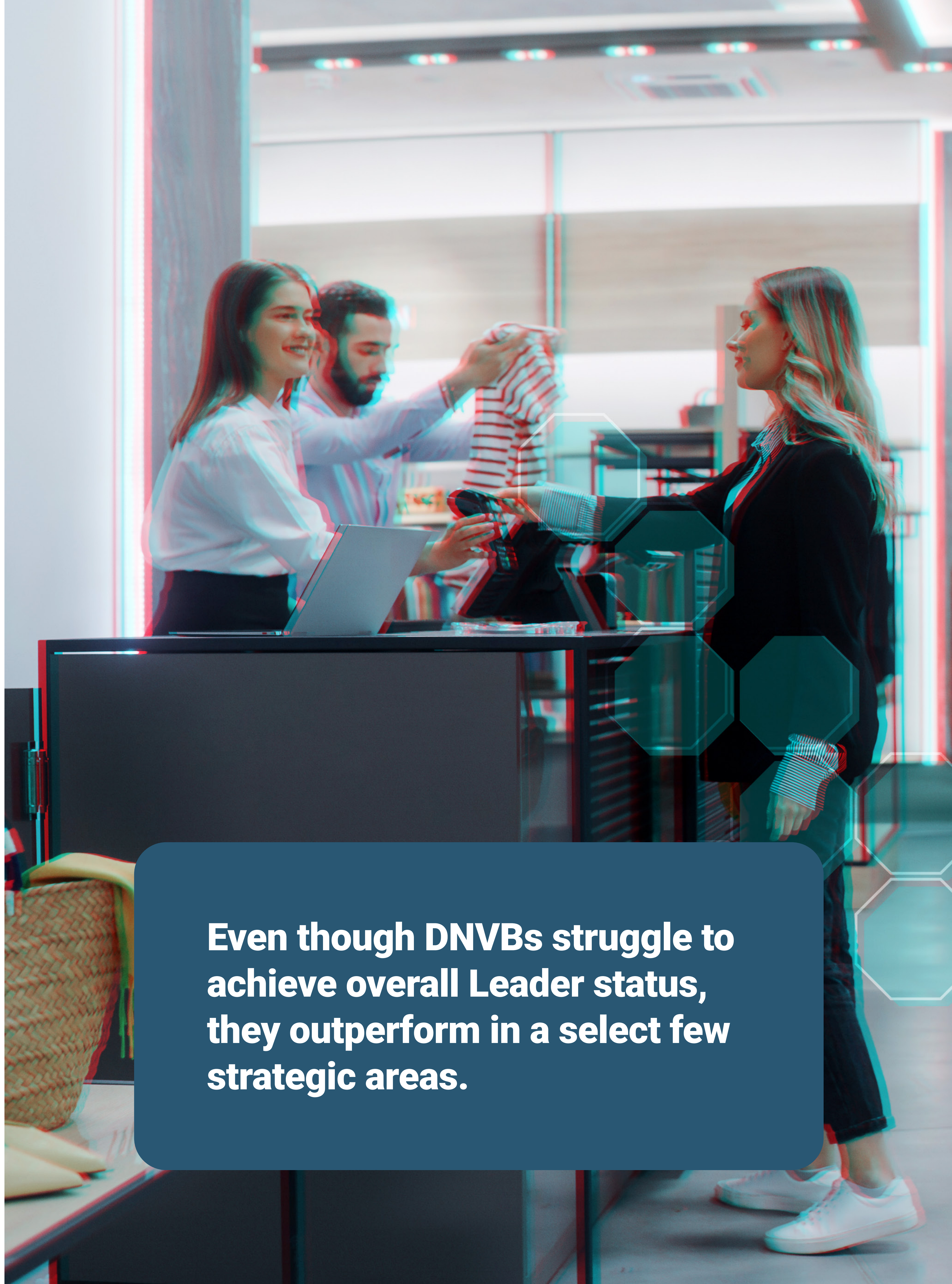
Sustainability related experiences

40%
DNVB Adoption

20%
Omnichannel Retailer Adoption

DNVBs also have strong foundational capabilities around product and brand storytelling, store format innovation, unified customer profile, guided selling both in-store and online, and innovative in-store merchandising.

There is much to learn for both omnichannel retailers and DNVBs from each other.



Even though DNVBs struggle to achieve overall Leader status, they outperform in a select few strategic areas.

Differentiation is moving from the basic to the nuanced

Most retailers now offer at least some basic unification of the customer experience across channels. As the general standard of customer experience rises across the board, being good enough will no longer be good enough.

Differentiation is shifting from simply offering a customer experience capability to offering it with depth, nuance, and personalized context.

Most retailers now offer basic capabilities

- **94%** Inventory availability on Product Detail Page (PDP)
- **96%** Product recommendations on PDP
- **93%** Order tracking on retailer's digital channel
- **93%** Store associates can access product and inventory details

Few offer nuance and depth of experience

- **33%** Real-time inventory statistics on PDP
- **20%** Personalized product recommendations based on purchase history
- **32%** Real-time order status alerts, communication about delays
- **38%** Store associates can access shoppers' purchase history and wishlist

2023 Unified Commerce Benchmark for Specialty Retail

Leaders in Search & Discovery

Search & Discovery: Overview

Search & Discovery refers to the set of retailer capabilities and experiences that help shoppers find the most meaningful products and services for their needs. To do so, a retailer must be able to curate a personalized experience based on shopper intent. Are they looking for a specific item that they need urgently? Are they exploring the brand for the first time, and need to understand how it can fit their lifestyle? Are they shopping for an occasion, and are willing to be led and inspired?

Why it matters

33% higher conversion rate for shoppers who initiate engagement with a retailer with a product search.

37% of shoppers will shop at another retailer if their desired product is out-of-stock.

20% of shoppers are satisfied with their preferred retailer's sustainability practices.

What we assess

We assessed 80 capabilities in this area, covering important themes such as:

- How easy a retailer makes it for shoppers to find relevant products based on their need through deep search and rich filtering capabilities
- How a retailer educates, informs and inspires the shopper about the latest style trends in the shopper's tribe
- How transparent a retailer is around important sustainability considerations such as materials used, fair wage practices of its manufacturing partners, and supply chain carbon footprint
- How a retailer handles out-of-stock scenarios, both in-store and online, including the ability to back-order or pre-order, and consistency of information about when an item is expected back in stock

Key findings in this section

Guided Inspiration →

Rich Findability →

Immersive Storytelling →

2023 Unified Commerce Benchmark for Specialty Retail

Search & Discovery

Leaders in Search & Discovery

Incisiv recognizes these 15 brands as Leaders in Search & Discovery.

Retailers listed in alphabetical order.

Academy Sports + Outdoors	Sporting Goods & Outdoor
allbirds	Apparel - Footwear
American Eagle Outfitters	Apparel - Lifestyle
Athleta	Apparel - Athleisure
belk	Department Stores
GAP	Apparel - Fast Fashion
J.CREW	Apparel - Lifestyle
Kiehl's Since 1851	Cosmetics and Skincare
macy's	Department Stores
Neiman Marcus	Department Stores
NIKE	Apparel - Athleisure
NORDSTROM	Department Stores
Saks Fifth Avenue	Department Stores
SEPHORA	Cosmetics and Skincare
UNTUCKit	Apparel - Lifestyle

Search & Discovery: Leader Insights

Guided Inspiration

Leaders help shoppers discover meaningful products - whether they are looking to fulfill an immediate need, or simply in need of inspiration. They strive to go beyond being a place to find products, to becoming a lifestyle hack for their shoppers. They do so through advanced digital personalization, best-in-class, in-store assisted selling, and excellent online and in-store merchandising.

Personalized recommendation on home page

60% Leaders

21% Non Leaders

Real-time inventory visibility on PDP

67% Leaders

28% Non Leaders

AR/VR tools (try-on / sizing) on PDP for virtual product experience

35% Leaders

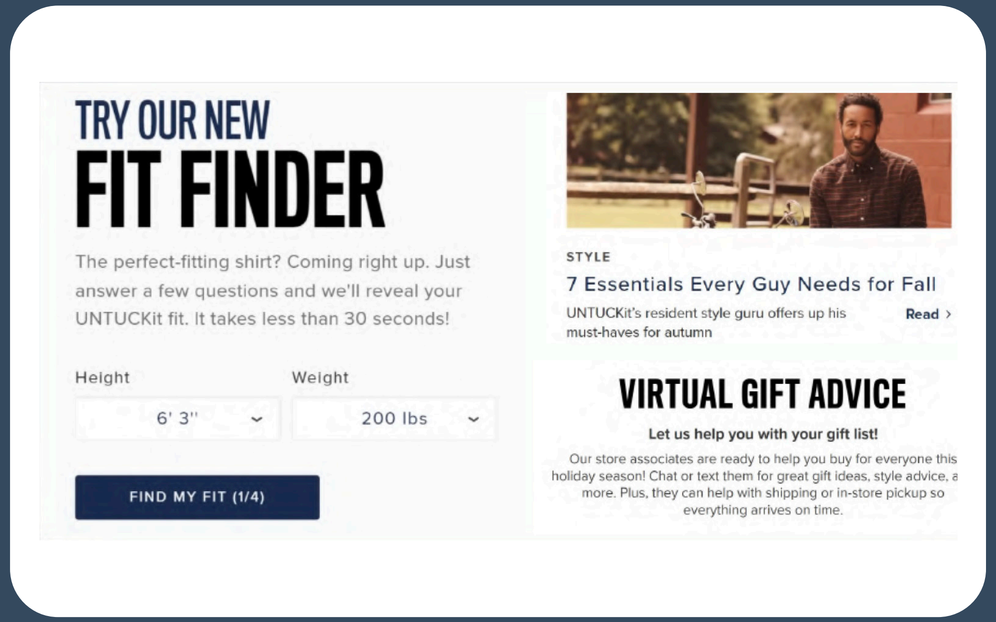
29% Non Leaders

Magazines or catalogs that offer product suggestions

47% Leaders

35% Non Leaders

UNTUCKit



Product sizing tools, catalogs, and virtual shopping assistance.

61% of shoppers say they are overwhelmed by product assortment online, find it difficult to navigate to the right product, or the right fit for the occasion. 55% say the product's actual look, feel, and fit is very different compared to the images online.

UNTUCKit provides multiple ways for a shopper to find 'that look', or the most meaningful product. From a detailed four-step fit finder, to virtual assistance through store experts, to collections by occasion, weather or time - UNTUCKit guides and inspires shoppers' exploration.

Search & Discovery: Leader Insights

Rich Findability

Leaders understand the broader context of a shopper's purchase intent, and assist them through deeply contextual search and filtering capabilities online, and similarly guided assistance in store. e.g. How soon can it be delivered? Does it have a specific product characteristic or feature they are looking for? Can they back-order their preferred size and color if it is out of stock?

Filters by fulfillment method

80% Leaders

22% Non Leaders

Option to opt for back-in stock notifications on PDP

47% Leaders

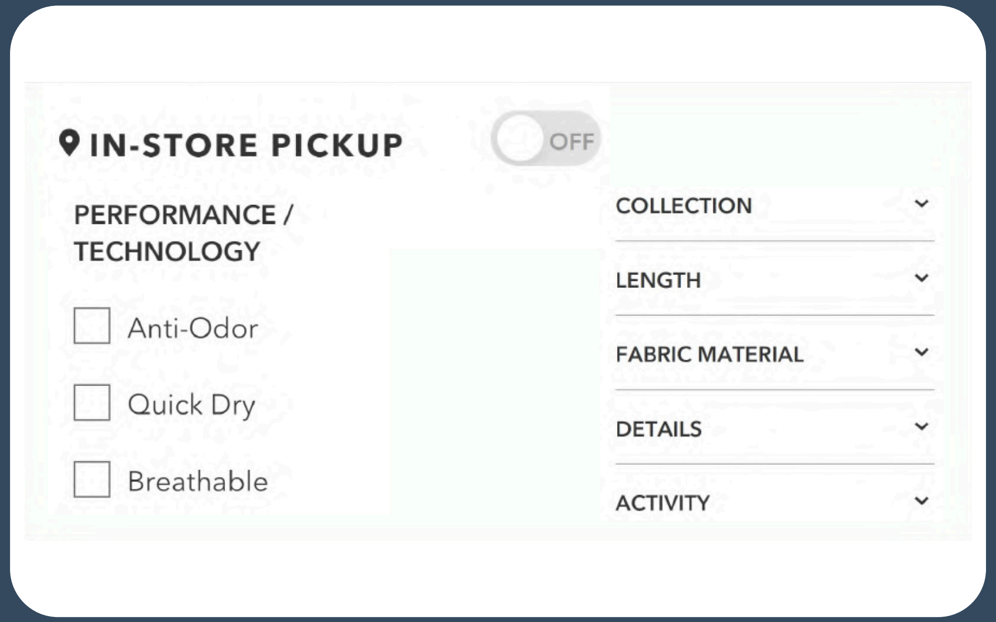
40% Non Leaders

Inventory status callouts for low stock/ out-of-stock products

60% Leaders

33% Non Leaders

ATHLETA



Expansive search filters for a simplified product discovery experience.

Product filters allow shoppers to hone in on a specific category, sub-category, or item(s), enabling more efficient discovery. Only 50% of retailers offer nuanced, category-specific filters.

Athleta offers more than 10 filters, including fulfillment options, category specific, product usage and product attributes such as length, material, size and color.

Immersive Storytelling

Leaders make shoppers feel good about their purchase decisions: what they're buying, and who they're buying from. They go beyond product features, and immerse the shopper in the brand's ethos. They storytell their greater purpose, and have shoppers buy into their vision for why their way is good for the shopper, good for business, and good for the world.

Product sourcing information on PDP

100% Leaders

89% Non Leaders

Publish detailed content on sustainability practices

87% Leaders

64% Non Leaders

Ratings and reviews for specific product dimensions (size, fit) on PDP

87% Leaders

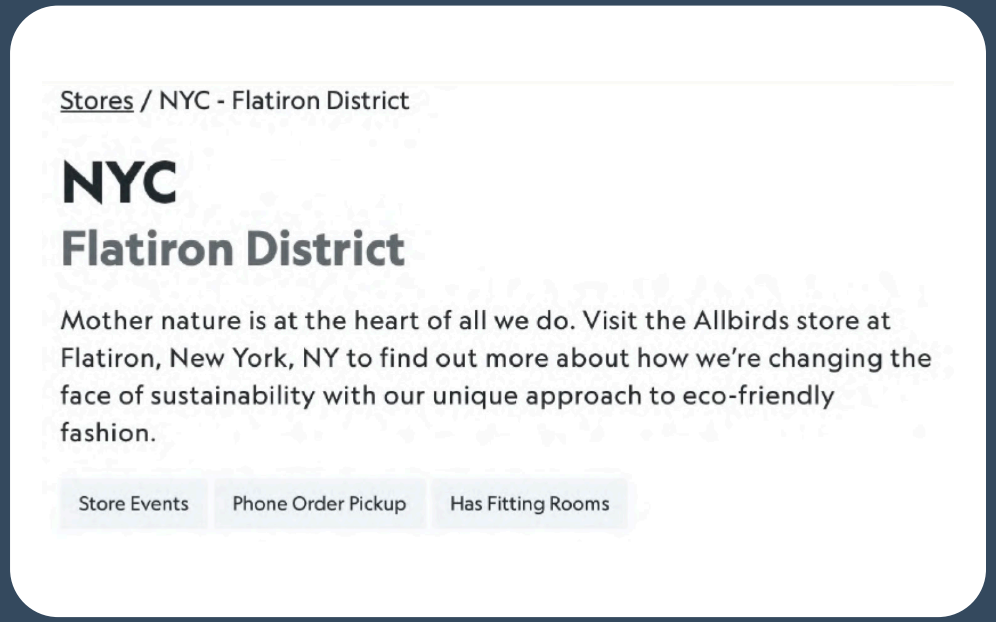
62% Non Leaders

Promote sustainable products on Product Listing Page (PLP) and PDP

77% Leaders

56% Non Leaders

allbirds



Purposeful commerce through digital and in-store experience.

40% of shoppers are actively looking for, and willing to spend more for sustainable, and ethically sourced products. From sharing fair-wage practices at their (or their partners') factories, to highlighting products sourced from minority-operated partners - brands can make shoppers feel good about their purchase.

Allbirds places a strong focus on its sustainability story - both online and in store. A sustainability deep-dive, and its "rerun" marketplace for used goods feature prominently on its site. Each product has detailed sustainability information on the PDP.

Luxury retailers see the impact of direct-to-consumer and “quiet luxury” brands.

Luxury retailers have a lot of catching up to do as far as providing a rich Search & Discovery experience is concerned. This is an area they must benchmark themselves against those beyond their immediate peer group, by specifically looking to emulate the experience provided by emerging or refreshed direct-to-consumer brands in luxury or luxury-adjacent segments.

Ability to narrow product search by filtering using available fulfillment or delivery method

58%
Department Stores

28%
Retail Average

Low inventory or out-of-stock label on the search listing page

60%
Apparel Fast Fashion

35%
Retail Average

Information on sourcing and carbon footprint

71%
Cosmetics & Skincare

40%
Retail Average

Valextra

Italian “quiet luxury” brand **Valextra** guides shoppers through a curated selection via its digital and print journal, and a prominently featured “Get Inspired” section on its website.

Loro Piana

LVMH-owned **Loro Piana** offers shoppers a rich search experience, including voice search, trending categories, and featured store and online exclusives.

2023 Unified Commerce Benchmark
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Leaders in Cart & Checkout

Cart & Checkout: Overview

Cart & Checkout refers to the set of retailer capabilities and experiences that help shoppers make a positive decision at the most critical point of conversion (or abandonment, if they don't get it right). Modern shopping journeys have a decidedly start-and-stop nature. Retailers must provide shoppers seamless continuity as shoppers switch between the physical and the digital, especially between their cart and wishlist so the burden is not on shoppers to do all the work again.

Why it matters

40% of shoppers say that checkout is the #1 area retailers should focus on in order to improve in-store experience.

26% of shoppers abandon their shopping cart because they perceive the checkout process to be too long.

37% of shoppers will not retry if they have to re-enter their payment or delivery details.

What we assess

We assessed 42 capabilities in this area, covering important themes such as:

- Whether a retailer is able to provide a unified view of a shopper's cart, wishlist, and purchase history across channels and devices
- How flexible a retailer is with payment options such as the ability to use multiple payment modes for an order
- How easy does a retailer make it for a shopper to pay however they prefer
- How simple does a retailer make it for shoppers to use promotions, store credit, and loyalty points flexibly at the point-of-purchase
- How efficient a retailer's checkout experience is, both online and in-store

Key findings in this section

Unified Basket →

Payment Flexibility →

Frictionless Checkout →

2023 Unified Commerce Benchmark for Specialty Retail

Cart & Checkout

Leaders in Cart & Checkout

Incisiv recognizes these 14 brands as Leaders in Cart & Checkout.

Retailers listed in alphabetical order.

aerie	Apparel - Intimates
CAMPING WORLD	Sporting Goods & Outdoor
CHANEL	Luxury
crocs	Apparel - Footwear
CUYANA	Luxury
intimissimi	Apparel - Intimates
Kiehl's SINCE 1851	Cosmetics & Skincare
Levi's	Apparel - Lifestyle
macy's	Department Stores
MICHAEL KORS	Luxury
Neiman Marcus	Department Stores
NORDSTROM	Department Stores
PANDORA	Jewelry
REI co-op	Sporting Goods & Outdoor

Unified Basket

The biggest point of friction in today's retail customer experience is due to the loss of context when transiting between the physical and the digital. A unified cart or basket is a foundational capability to provide that critical connective tissue across channels. Even though a truly unified basket remains elusive, Leaders have made the most progress.

Check product availability status by store in cart view

93% Leaders

62% Non Leaders

Ability to see available promo codes in cart view

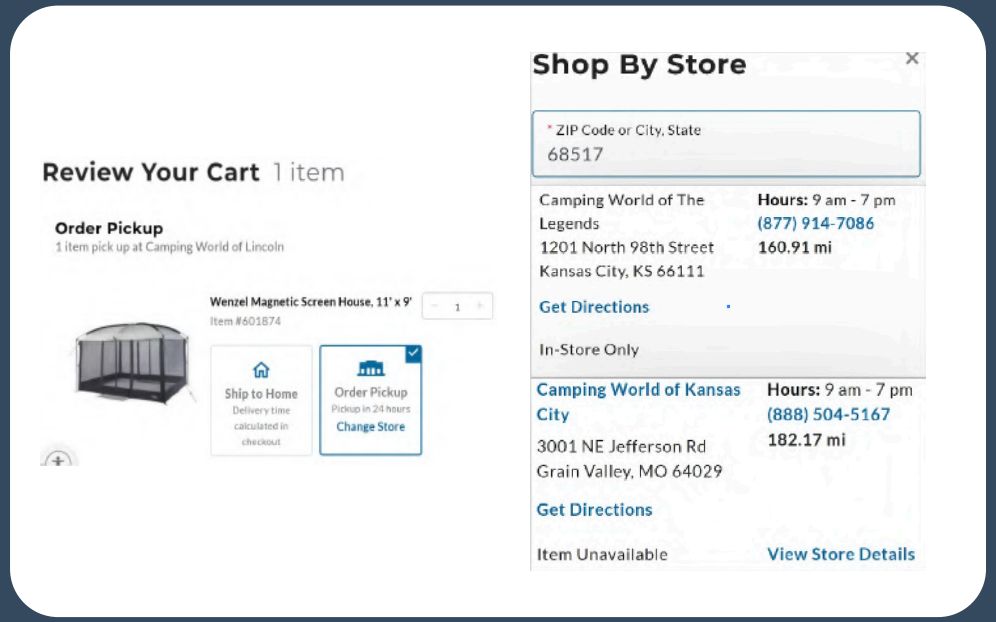
71% Leaders

57% Non Leaders

Personalized promotions and offers displayed on PDP and cart

36% Leaders

33% Non Leaders



Store inventory and past purchase visibility for a unified shopping experience.

50% of shoppers say that retailers only personalize market messages, not the customer experience. One big stumbling block towards achieving this in-store is the lack of a unified cart and profile that would help customers and store associates seamlessly carry context from one channel to another.

Camping World unifies the shopping experience online and in-store by making comprehensive store inventory visibility and customer purchase history available on a mobile device for store associates.

Payment Flexibility

Leaders offer shoppers the widest choice of payment types, both online and in store, providing that extra bit of flexibility that makes their purchase decision easier. They make it simple and convenient for shoppers to pay however they prefer, including through gift cards, loyalty points, store credit, mobile wallets, pay-later apps, store credit cards, and any combination therein.

"Buy now, pay later" availability

93%
Leaders

83%
Non Leaders

Loyalty points redemption for payments

86%
Leaders

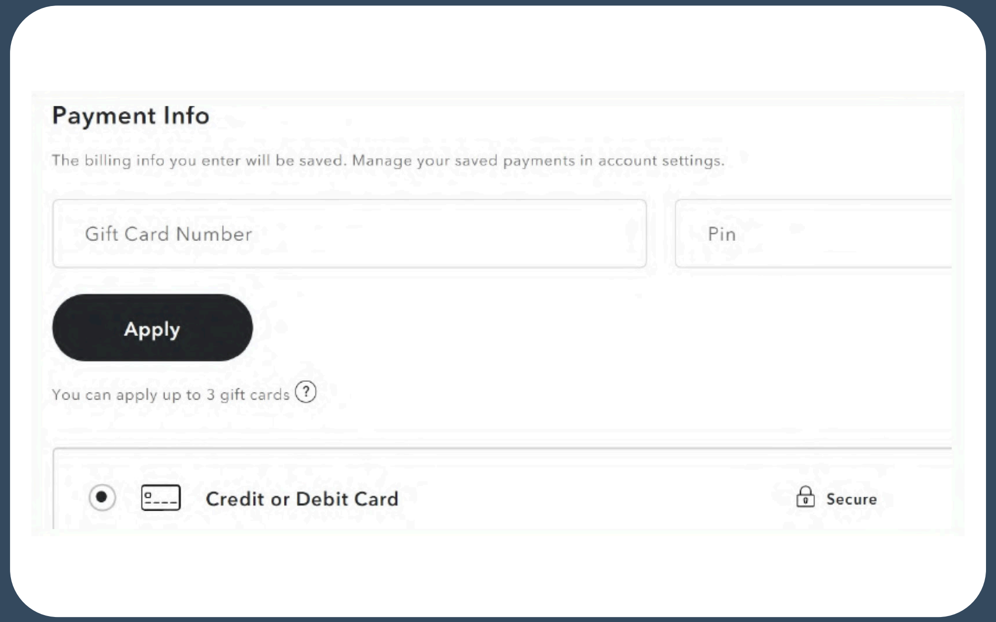
53%
Non Leaders

Ability to use mixed payment methods for same order

50%
Leaders

41%
Non Leaders

aerie®



Combine multiple payment options within the same order.

40% of shoppers prefer payment flexibility, including the ability to use a combination of modes to pay for an order. The ability to use more than one payment option makes the checkout process smoother for shoppers, and improves customer satisfaction.

Aerie allows shoppers to use up to three gift cards or a combination of gift cards and credit cards to pay for an order.

Frictionless Checkout

Addressing in-store and online cart abandonment is a huge revenue opportunity for retailers. A majority of cart abandonment occurs due to less-than-ideal shopper experience at checkout - long wait times in store, or multi-step checkout online, for instance. Leaders provide seamless checkout experiences that reduce unnecessary friction at the point of conversion.

Expedited checkout

79% Leaders

51% Non Leaders

Ability to checkout using Apple Pay or Google Pay

64% Leaders

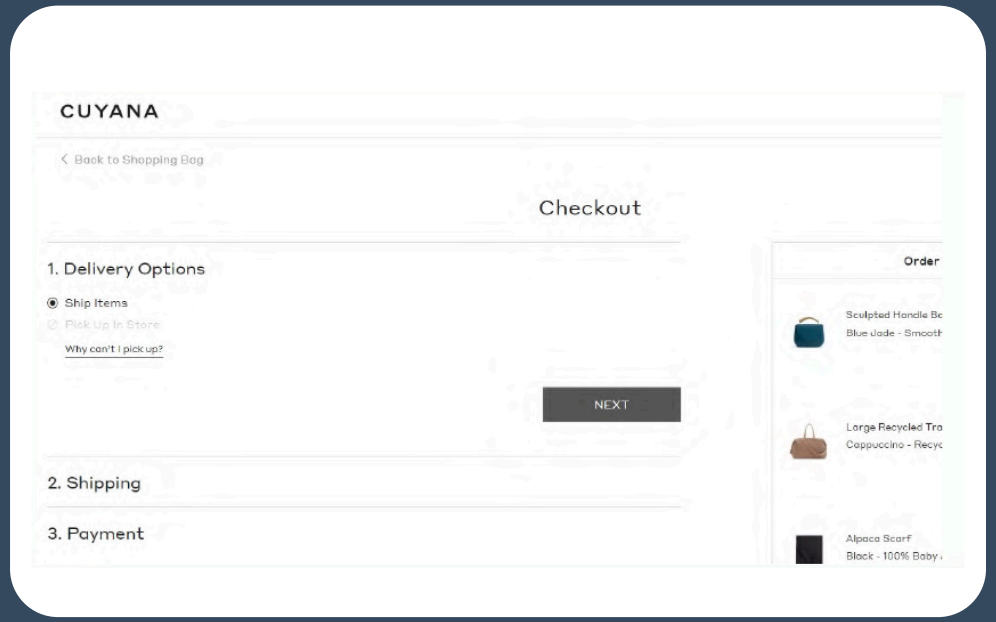
45% Non Leaders

Buy using a payment link (chat/call)

36% Leaders

16% Non Leaders

CUYANA



Expedited one-screen checkout.

Shoppers look for fast and convenient checkout options. 30% of shoppers will abandon the cart if the checkout involves multiple steps and involves long text forms.

Cuyana offers a single-step checkout option where shipping details are pre-populated and all payment-related information can be entered in one step.

Cart & Checkout: Segment Insights

No one specialty retail segment emerges as a leader consistently across various aspects of the Cart & Checkout experience value chain.

Here's a look at **which industry segments have the highest adoption of key differentiating capabilities** from product customization to express checkout.

92% Jewelry

Customization

Product customization and personalization options

100% Jewelry

Wishlist

Move items from cart to wishlist and back

92% Cosmetics and Skincare

Promotions

Availability of coupons at the point of use, online or in store

85% Apparel - Footwear

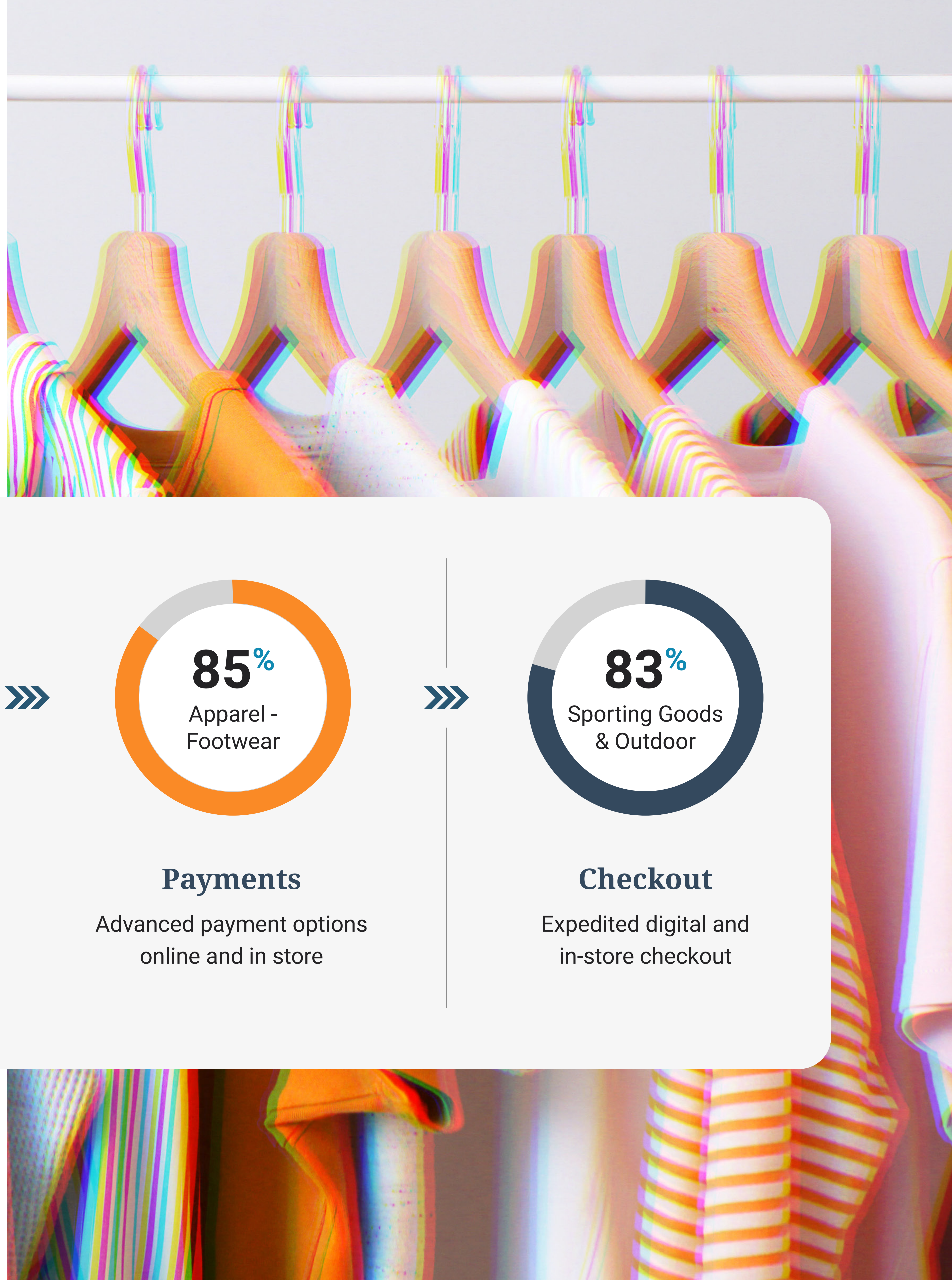
Payments

Advanced payment options online and in store

83% Sporting Goods & Outdoor

Checkout

Expedited digital and in-store checkout



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Leaders in Promising & Fulfillment

Promising & Fulfillment: Overview

Promising & Fulfillment refers to the set of retailer capabilities and experiences related to offering shoppers the choice, confidence, and clarity of how and when they can receive the products they want to order. If retailers can assist shoppers with important ordering and delivery-related information across the shopping journey, they increase their probability of conversion. What is the earliest I could get this item, and how? Can I order an item for in-store pick-up and another for delivery as part of the same order? Can a store associate help me back-order an item currently out of stock in my preferred color or size?

Why it matters

60% of shoppers value expedited delivery (same business day), but are only willing to pay a maximum of $5 as extra fee.

77% of shoppers prefer to use a subscription based model to get their essentials delivered.

62% of shoppers want a self-service option to be able to edit orders after placing them.

What we assess

We assessed 61 capabilities in this area, covering important themes such as:

- What types of delivery and pick-up options does a retailer offer, and how easy does it make it for shoppers to pick different delivery or pick-up types within the same order
- How early in the shopping journey does a retailer begin to make delivery promises, and how consistently and accurately does it keep them through the order and fulfillment process
- How a retailer handles out-of-stock scenarios, both in-store and online
- How a retailer helps a shopper remain informed about their order, including any issues if they arise
- How does a retailer promote and incentivize sustainable delivery and pick-up choices

Key findings in this section

Ordering Flywheel →

Dynamic Promising →

Flawless Fulfillment →

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Promising & Fulfillment

Leaders in Promising & Fulfillment

Incisiv recognizes these 14 brands as Leaders in Promising & Fulfillment.

Retailers listed in alphabetical order.

Abercrombie & Fitch	Apparel - Fast Fashion
Academy Sports + Outdoors	Sporting Goods & Outdoor
American Eagle Outfitters	Apparel - Lifestyle
Anthropologie	Apparel - Lifestyle
belk	Department Stores
Crate&Barrel	Home Furnishing
Dick's Sporting Goods	Sporting Goods & Outdoor
GAP	Apparel - Fast Fashion
macy's	Department Stores
Nordstrom	Department Stores
Pandora	Jewelry
Ralph Lauren	Luxury
Sephora	Cosmetics and Skincare
UGG	Apparel - Footwear

Ordering Flywheel

Leaders offer shoppers a comprehensive set of delivery and pick-up options, focusing not just on speed but on flexibility to fit busy lifestyles. They accommodate ordering complexity without compromising checkout convenience, allowing shoppers to select different delivery options for products within the same order for instance.

Mixed delivery option (home delivery / in-store) for same order

71% Leaders

25% Non Leaders

Order cancellations or modifications post purchase

71% Leaders

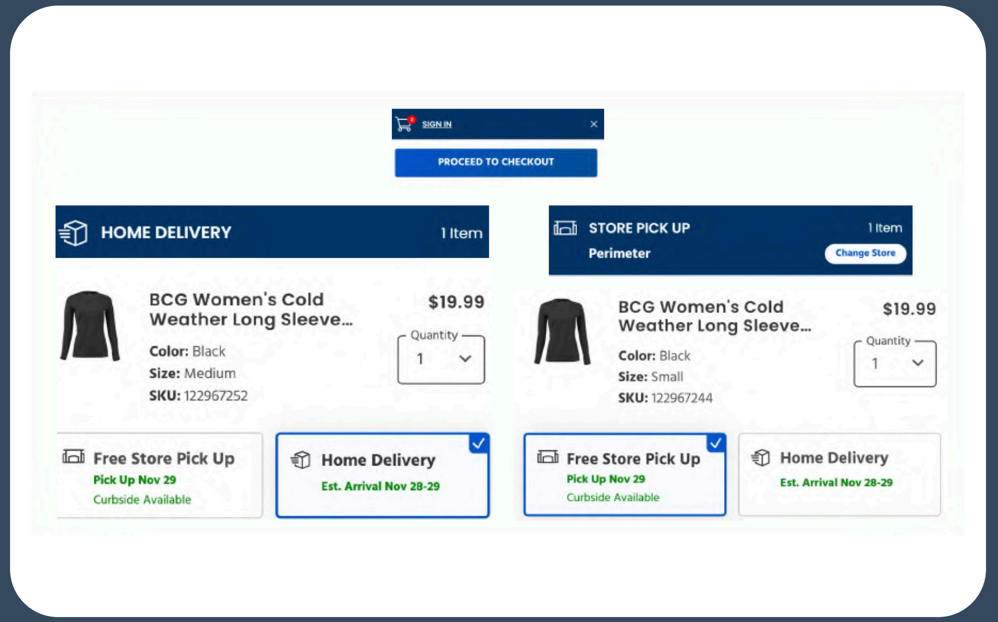
31% Non Leaders

Option to ship orders to store

43% Leaders

18% Non Leaders

Academy SPORTS+OUTDOORS



Ability to select different fulfillment options within the same order.

54% of shoppers say that the delivery timelines and fulfillment options are key decision influencers while purchasing on a retailer's digital channel.

Allowing shoppers to split fulfillment methods for orders offers them greater flexibility, and saves them time, improving retention rates and encouraging repeat purchases.

Academy Sports offers select split-shipping options (in-store pickup, home delivery) for the same order transaction.

Dynamic Promising

Leaders understand that simply exposing available inventory to shoppers is no longer good enough. They provide early, narrow, consistent, and accurate delivery estimates throughout the shopper journey. And, they clearly communicate with shoppers in case a delivery estimate changes during the order process, helping build a higher degree of shopper confidence and trust.

Order ready for pickup within the expected/ mentioned timelines

64%
Leaders

36%
Non Leaders

Compare estimated delivery dates of items in cart

21%
Leaders

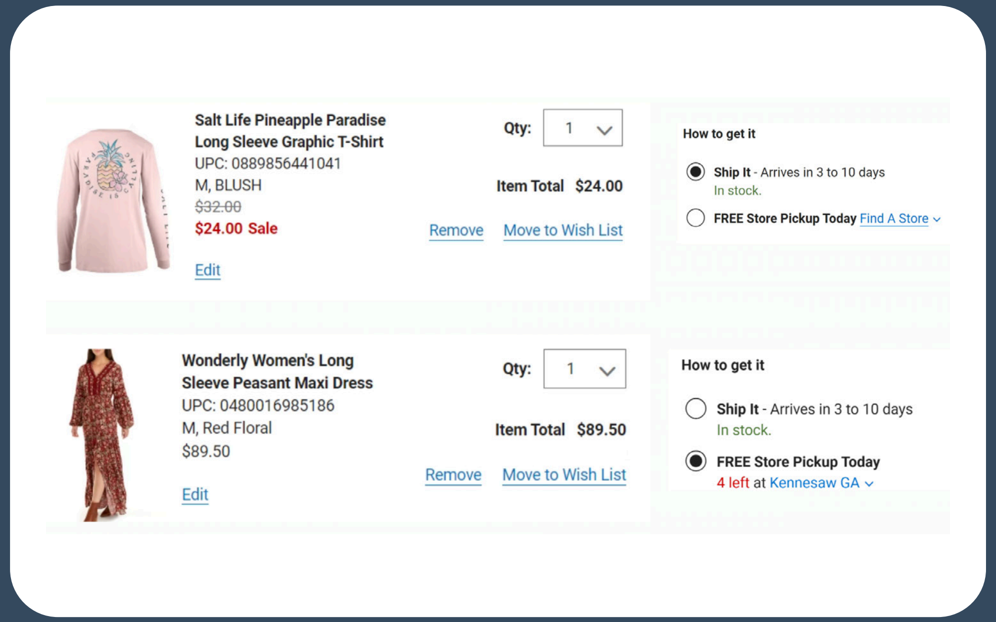
7%
Non Leaders

Delivery timelines basis destination zipcode/ fulfillment methods in cart view

43%
Leaders

8%
Non Leaders

belk



View, choose and manage delivery option for each item in the cart.

77% of shoppers say they prefer options to select delivery method (speed, cost, channel). Only 38% of retailers provide the option to select fulfillment option by item in cart view.

Belk provides multiple fulfillment options (e.g. pick-up, delivery) along with delivery timelines for each item, and also allows shoppers to revisit their fulfillment method at an item level in the cart.

Promising & Fulfillment: Leader Insights

Flawless Fulfillment

Leaders make sure shoppers' product pick-up or delivery experience is as good as their shopping journey. Not only do leaders meet or beat their delivery promises consistently, they do so while being more environmentally friendly. They also offer shoppers greater post-order flexibility, such as complete or partial cancellations, item modifications, and change of delivery or pick-up method.

Option to change shipping method from BOPIS to direct shipment

93%
Leaders

60%
Non Leaders

Receiving delivery as per the expected timelines

93%
Leaders

61%
Non Leaders

Sustainable product packaging

86%
Leaders

58%
Non Leaders

SEPHORA

What happens if I don't pick up my order?

If you can't make it, please let us know by canceling your order.

We will put the items back on the shelf and reverse your payment, but you can always order again or get the items shipped.

Option to change fulfillment options.

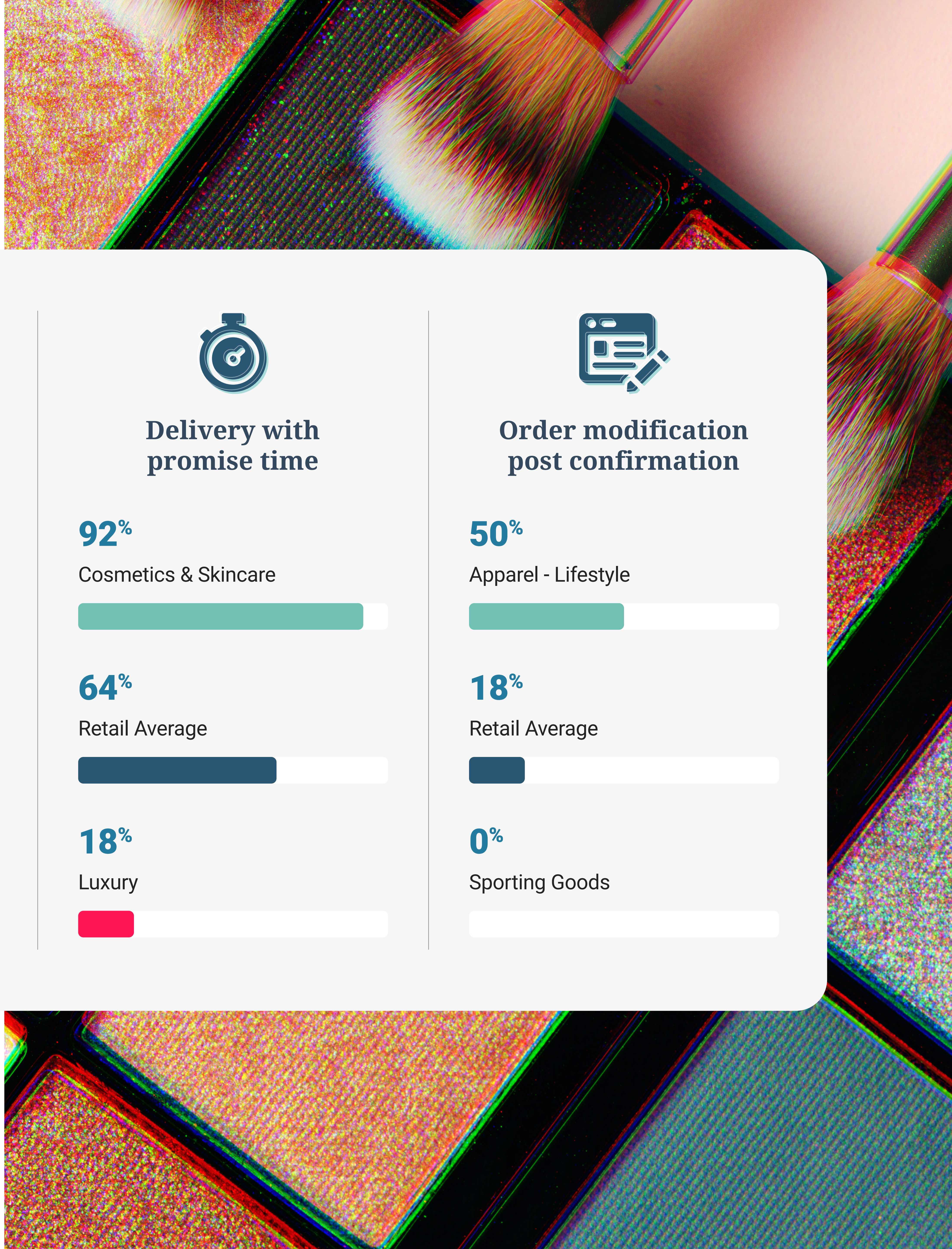
55% of customers prefer the option to schedule delivery and 40% prefer the option to change fulfillment method post order confirmation or even shipping. Only 15% of retailers provide the option to change fulfillment method post order confirmation.

Sephora enables allows shoppers to get BOPIS orders shipped to home in case they are unable to pick it up from the store. In addition, Sephora also offers sustainable packaging for its products and orders.

Promising & Fulfillment: Segment Insights

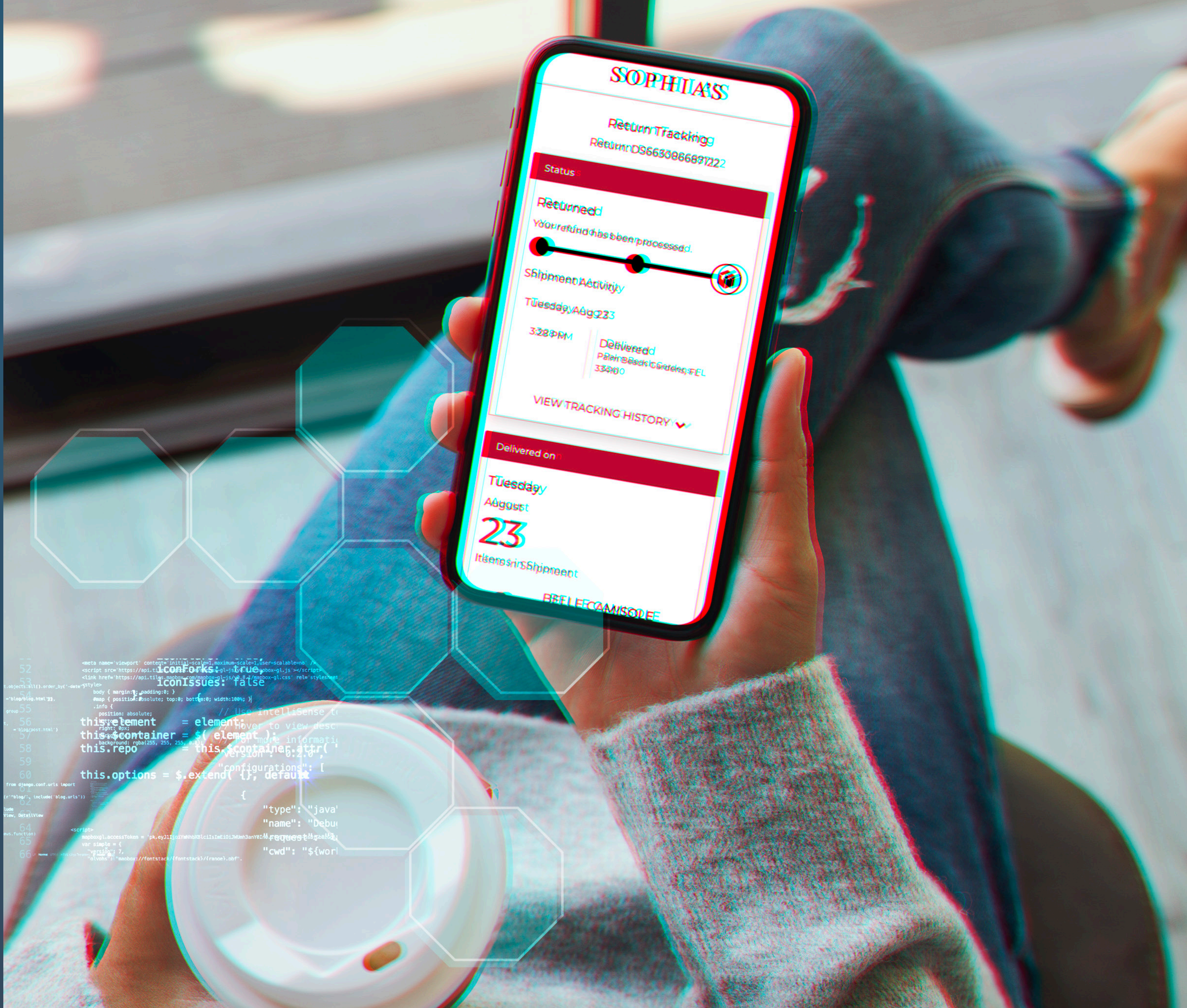
Sustainable product packaging	Delivery scheduling and last mile tracking	Order tracking and notifications	Delivery with promise time	Order modification post confirmation
92% Cosmetics & Skincare	56% Home Furnishing	97% Cosmetics & Skincare	92% Cosmetics & Skincare	50% Apparel - Lifestyle
61% Retail Average	8% Retail Average	73% Retail Average	64% Retail Average	18% Retail Average
40% Apparel - Intimates	8% Department Stores	60% Apparel - Athleisure	18% Luxury	0% Sporting Goods

Highest Adoption   Lowest Adoption



2023 Unified Commerce Benchmark for Specialty Retail

Leaders in Service & Support



Service & Support: Overview

Service & Support refers to the set of retailer capabilities and experiences related to offering shoppers personalized assistance across their relationship lifecycle. Shoppers are pushing retailers to two extremes of service: “give me service options that don’t interrupt the natural flow of my day”, and “make me feel special through high-touch, personal service.” Retailers can balance the two by using digital tools to improve service efficiency, and the human empathy of their store and call center associates to deliver authenticity.

Why it matters

15% of shoppers say that retailers offer them a personalized service experience.

41% of shoppers find the refund and return process to be very time consuming.

51% of shoppers prefer 24*7 availability of customer support.

What we assess

We assessed 103 capabilities in this area, covering important themes such as:

- How proactive a retailer is in offering assistance across the engagement lifecycle with the shopper
- How extensive is a retailer’s customer service and support offering
- How personalized and seamless is a retailer’s customer service across various digital and in-person touchpoints
- How a retailer helps shoppers resolve service issues with minimal disruption through self or silent service
- How available, responsive and efficient are a retailer’s service options, especially those that involve human interaction
- What value-added services, expertise, and consultative service does a retailer provide
- How a retailer handles returns, refunds, and exchanges

Key findings in this section

Total Transparency →

Comprehensive Service →

Consultative Expertise →

2023 Unified Commerce Benchmark for Specialty Retail
Service & Support

Leaders in Service & Support

Incisiv recognizes these 11 brands as Leaders in Service & Support.

Retailers listed in alphabetical order.

Cartier	Jewelry
Crate&Barrel	Home Furnishing
Dillard's The Style of Your Life.	Department Stores
H&M	Apparel - Fast Fashion
macy's	Department Stores
MEJURI	Jewelry
NORDSTROM	Department Stores
SWAROVSKI	Jewelry
TECOVAS	Apparel - Footwear
TIFFANY & CO.	Jewelry
ZALES THE DIAMOND STORE	Jewelry

Service & Support: Leader Insights

Total Transparency

Leaders are more transparent with shoppers across a variety of relationship vectors - from orders to service requests, from data use to supply chain practices. They also ensure the drop-off in transparency between digital and physical channels isn't as steep by providing the necessary tools and training for store and call center associates.

Support on order modifications, returns and exchanges via chat/call

100%
Leaders

96%
Non Leaders

Return tracking capability

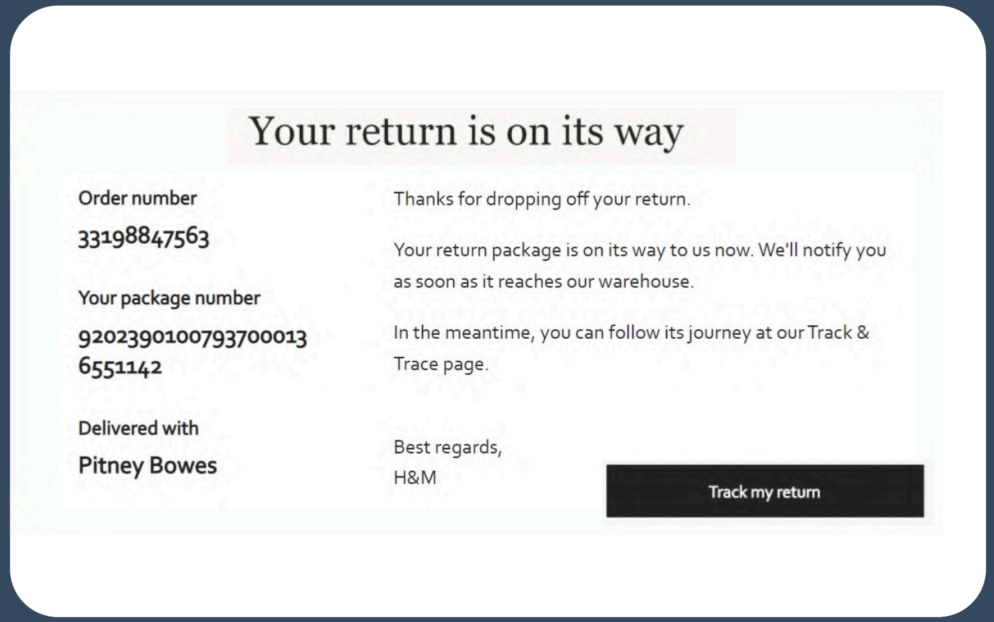
64%
Leaders

40%
Non Leaders

Real-time order alerts or notifications

73%
Leaders

36%
Non Leaders



Option to track returns for online orders.

Shoppers expect near real time updates at key point of purchase and return process. 96% of shoppers would buy again from a brand that offers a smooth return experience. Order and return transparency reduce customer churn, and help improve brand loyalty.

H&M allows shoppers to track returns for products purchased online, including alerting the shopper when the return is accepted, and when refund is processed.

Service & Support: Leader Insights

360-Degree Service

Leaders offer shoppers a wide variety of service options - from in-store assistance to call centers, social media support to live agents on their website and mobile app. Importantly though, they offer seamless continuity, consistent quality, and always-on availability across their service portfolio. They empower shoppers to self-serve most of their service needs, offer “silent” support options such as via text, and ensure they don’t have to wait long to talk to a human if they choose to.

Support via text/social media channels

32%
Leaders

18%
Non Leaders

Availability of 24x7 live chat support

30%
Leaders

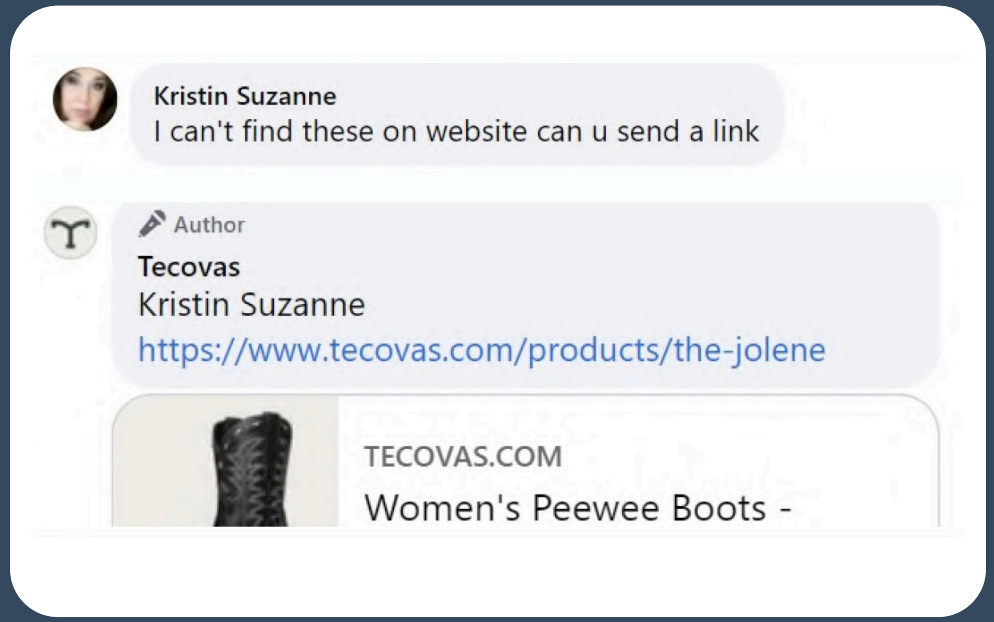
12%
Non Leaders

Option to return in-store purchases online

36%
Leaders

27%
Non Leaders

TECOVAS



Customer support via social media platforms.

64% of shoppers prefer messaging a brand over calling for support. Social media platforms provide retailers with the opportunity to personalize their interactions with shoppers. Moreover they save time for shoppers looking for quick responses to their queries.

Tecovas offers unified customer support with both self-service and assisted order modifications, including the ability to initiate returns, exchanges and repair requests. It also offers product information and support via social media and live chat. The store associates use iPads to help any queries and also to checkout customers.

Consultative Expertise

Leaders don't just limit services to providing support. They offer value-added services such as customizations, style and fit guidance, and in-store hospitality to turn service interactions into a secret sauce of brand stickiness. Leaders empower store and call center associates with the tools and training needed to convert a moment of potential churn into one that builds feverish brand loyalty.

Store associates' ability to check online purchase history in-store

91% Leaders

67% Non Leaders

In-store appointment scheduling via brands' digital channel

73% Leaders

40% Non Leaders

Product personalization or customization

82% Leaders

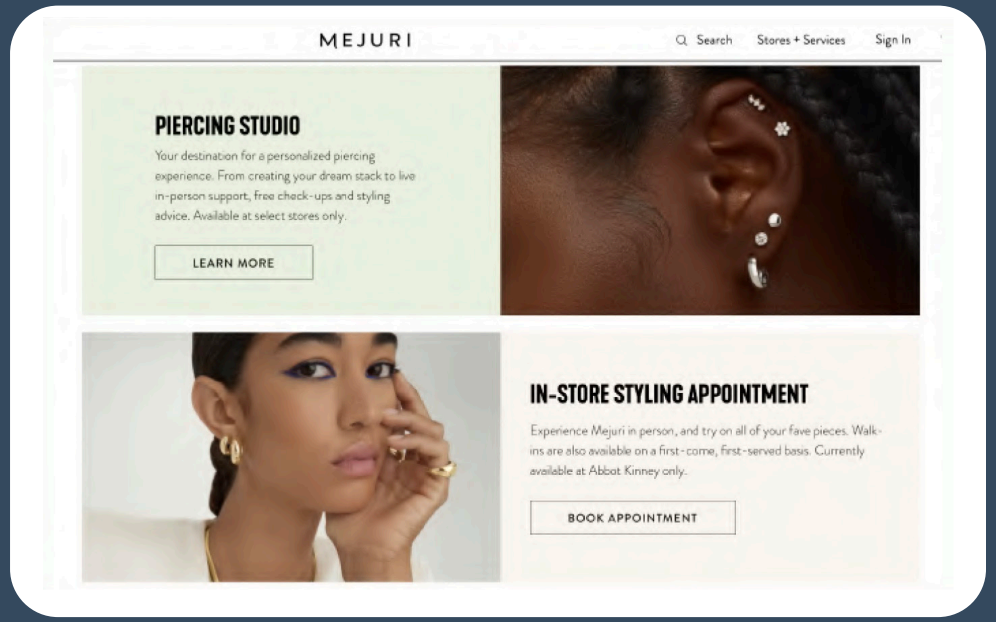
39% Non Leaders

Ability of store associate to create/ manage shoppers' online wishlist/look book in-store

73% Leaders

31% Non Leaders

MEJURI



Mejuri uses stores as a hub of unmatched service.

From personalized piercing experiences to in-store styling appointments, **Mejuri** uses its brick-and-mortar stores as an entry point into its brand.

It is heavily focused on connecting shoppers with local store teams directly, even offering an "order by phone" option where shoppers can speak with an in-store associate, pay over the phone, and have the order ready for pick-up within two hours.

Service & Support: Segment Insights

Return store purchases online

46%
Apparel - Footwear

27%
Retail Average

10%
Apparel - Fast Fashion

Customer service on social media: Twitter, Facebook, Instagram

50%
Apparel - Fast Fashion

20%
Retail Average

0%
Cosmetics & Skincare

Store associates have access to shopper’s cart and past purchases

92%
Apparel - Lifestyle

69%
Retail Average

40%
Apparel - Athleisure

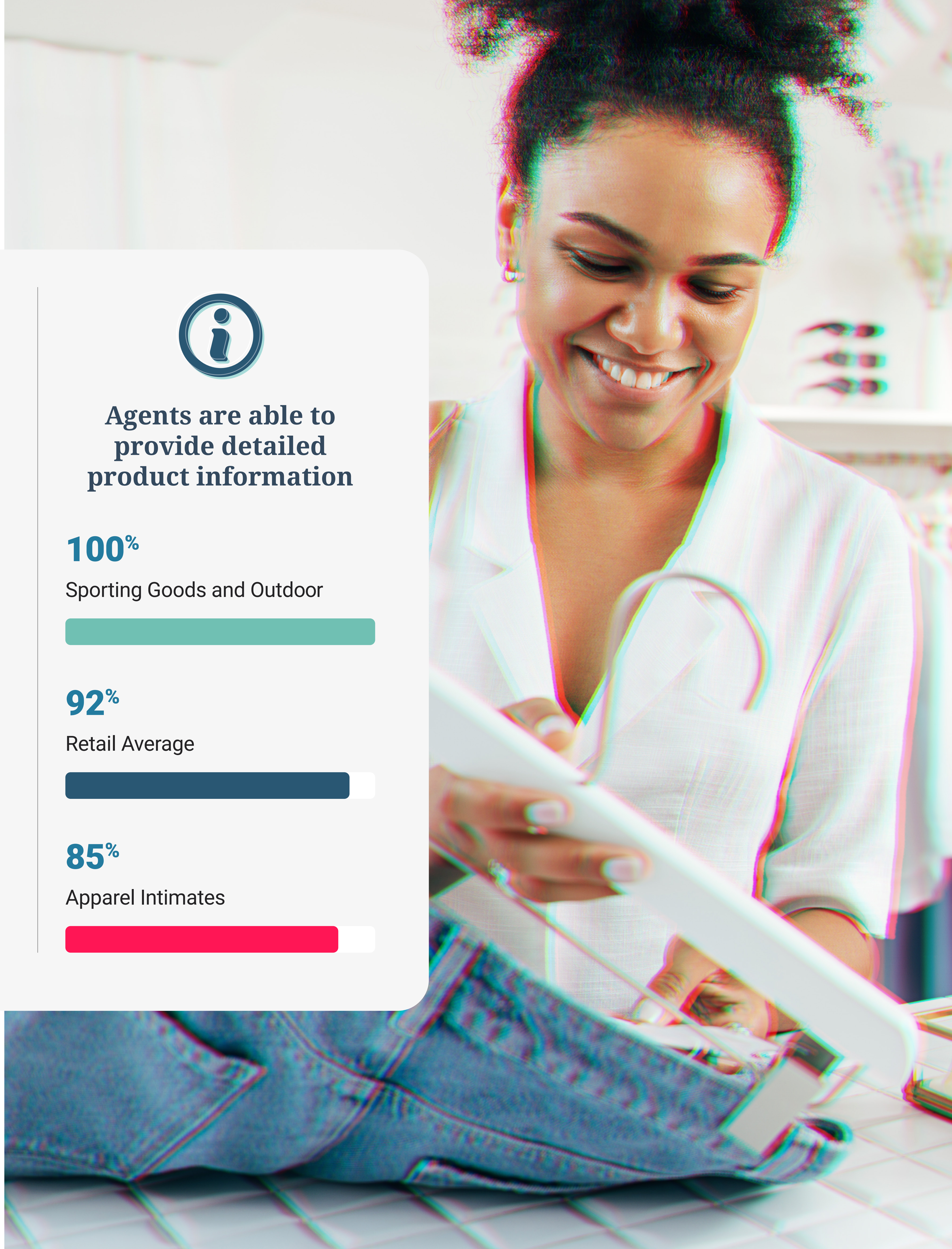
Agents are able to provide detailed product information

100%
Sporting Goods and Outdoor

92%
Retail Average

85%
Apparel Intimates

Highest Adoption   Lowest Adoption



2023 Unified Commerce Benchmark
for Specialty Retail

Leaderboard

2023 Unified Commerce Leaders

Academy SPORTS+OUTDOORS
Sporting Goods & Outdoor

AMERICAN EAGLE OUTFITTERS
Apparel - Lifestyle

belk
Department Stores

Crate&Barrel
Home Furnishing

Levi's
Apparel - Lifestyle

MAC
Cosmetics & Skincare

macy's
Department Stores

Neiman Marcus
Department Stores

NORDSTROM
Department Stores

PANDORA
Jewelry

REI co-op
Sporting Goods & Outdoor

Saks Fifth Avenue
Department Stores

SEPHORA
Cosmetics & Skincare

UGG
Apparel - Footwear

ZALES THE DIAMOND STORE®
Jewelry

Dive Deeper

Speciality retailers have the opportunity to learn from the finding of this exclusive benchmark.

Benchmark Your Unified Commerce and Get a Custom Brand Assessment

Want to evaluate your operations?
Let's discuss how you can be part of the Unified Commerce Benchmark.
It includes a detailed brand assessment and a personalized walkthrough.

INCISIV

Incisiv is a peer-to-peer executive network and industry insights firm for consumer industry executives navigating digital disruption.

Incisiv offers curated executive learning, digital maturity benchmarks, and prescriptive transformation insights to clients across the consumer and technology industry spectrum.

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Manhattan

Manhattan is a technology leader focused on improving experiences and outcomes in supply chain commerce. We provide leading software solutions for omnichannel commerce, supply chain planning and supply chain execution. Our cloud-native Manhattan Active® platform technology and unmatched industry experience help increase top-line growth and bottom-line efficiency for the world's leading brands.

Manhattan designs, builds and delivers innovative solutions for stores, transportation networks and fulfillment centers, eliminating silos created by legacy commerce, warehouse, and transportation systems to create seamless operations and optimal efficiency.

manh.com

Google Cloud

Google Cloud is widely recognized as a global leader in delivering a secure, open, intelligent and transformative enterprise cloud platform. Customers across more than 150 countries trust Google Cloud's simply engineered set of tools and unparalleled technology to modernize their computing environment for today's digital world.

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Zebra empowers organizations to thrive in the on-demand economy by making every front-line worker and asset at the edge visible, connected and fully optimized. With an ecosystem of more than 10,000 partners across more than 100 countries, Zebra serves customers of all sizes – including 86% of the Fortune 500 – with an award-winning portfolio of hardware, software, services and solutions that digitize and automate workflows. Supply chains are more dynamic, customers and patients are better served, and workers are more engaged when they utilize Zebra innovations that help them sense, analyze and act in real time.

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