Manhattan   Google Cloud   ZEBRA

2024 Benchmark

Unified Commerce for Specialty Retail in Europe

INCISIV

A Mosaic of Consumerism: Embracing Diverse Retail Realities

Cultural and Demographic Nuances

Retailers in Europe must tailor their strategies to the unique tastes and preferences within each market. Recognising these variances is crucial. What appeals to shoppers in Germany might differ significantly from those in Italy. Success in European specialty retail hinges on this nuanced understanding and the ability to adapt offerings accordingly – a cornerstone of effective Unified Commerce.

Balancing Compliance and Customer Experience

Regulations like General Data Protection Regulation (GDPR) and Environmental Social and Governance (ESG) standards aren't just compliance issues; they're customer expectations. The challenge for retailers is to integrate these regulations into their Unified Commerce strategy. This means designing customer experiences that respect privacy, ethical practices, and transparency, while still delivering personalisation and efficiency.

Economic Factors Influencing Retail in Europe

The varied economic landscapes demand adaptable retail strategies. Retailers need to align their value proposition with the purchasing power and priorities of each market. In regions with stronger economies, premium services and products might be more viable, while in emerging markets, value-driven options could be more appealing. This economic sensitivity is essential for a successful Unified Commerce approach.

62% of European consumers expressed a strong preference for brands that show cultural sensitivity and also comply with regulatory requirements, underlining the importance of localisation in building trust and loyalty.

Redefining Retail Convenience: From Speed to Experience

Seamless Integration of Digital and Physical

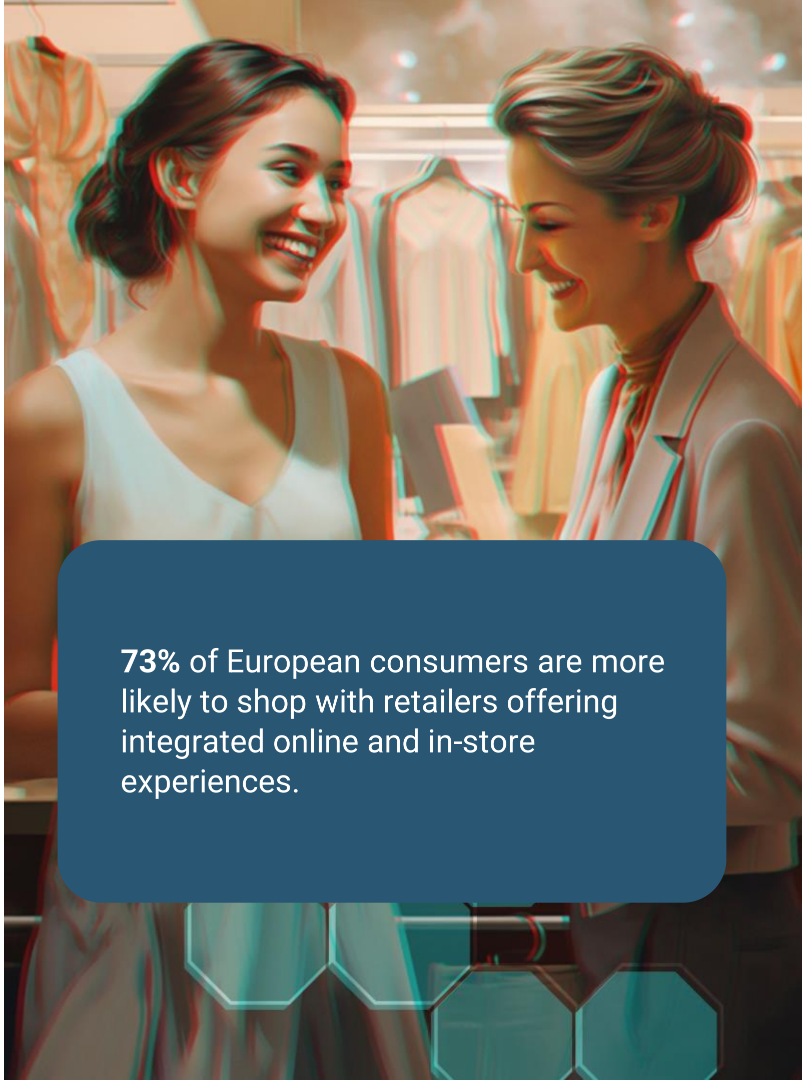
Modern European retail thrives on integrating digital options with physical stores. This seamless blending ensures customers can smoothly transition between online browsing and in-store experiences, a key aspect of Unified Commerce. Such integration, powered by advanced technology, not only enhances customer satisfaction but also positions retailers at the forefront of the evolving retail landscape.

Convenience is a Many-Splendoured Thing

In Europe, convenience transcends speed, reflecting regional preferences like contactless payments in the UK and Germany, and 'buy now, pay later' services in Nordic countries. Retailers are also adopting channel-agnostic customer service and personalised experiences, catering to local tastes and setting new benchmarks in convenience.

Sustainability as a Core Element of Value-Based Retailing

Sustainability in European retail is a growing consumer expectation, not just a trend. Retailers are embedding eco-friendly practices in all operations, from sourcing to logistics. This commitment aligns with the values of an increasingly eco-conscious consumer base, differentiating retailers in a competitive market.



Unified Commerce: Europe's Retail Evolution

Essential Strategy for Diverse Markets

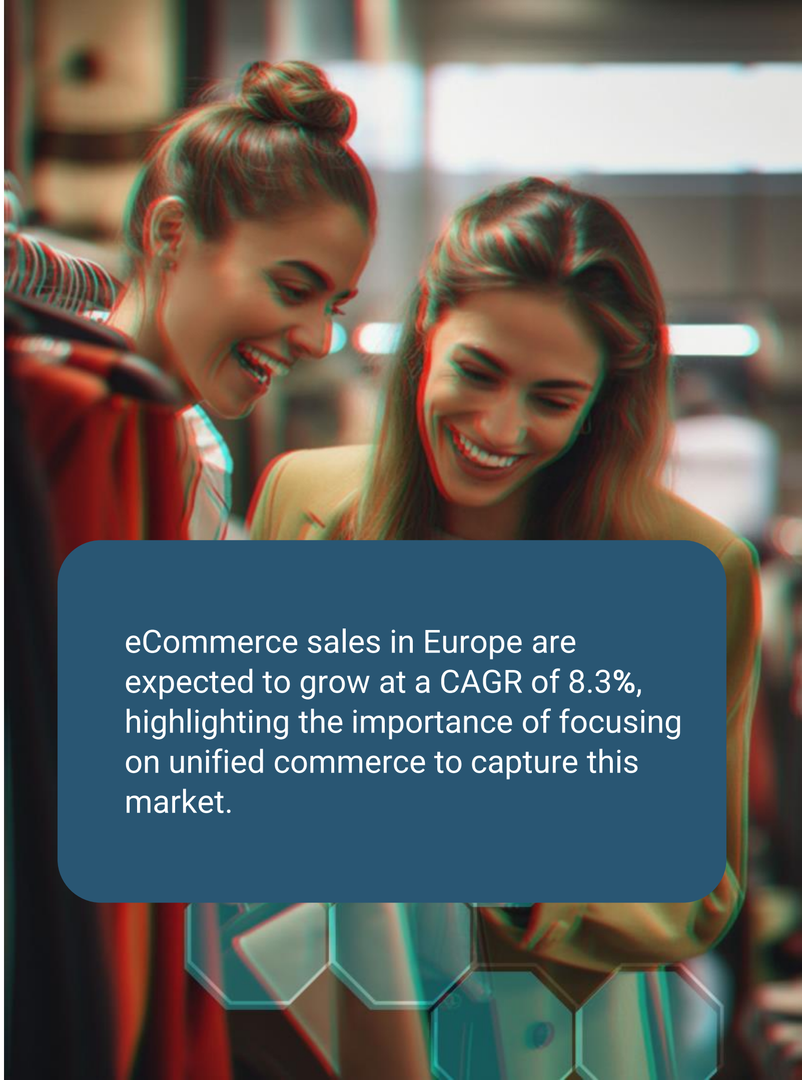
Unified Commerce is vital in Europe’s varied retail landscape. It links diverse consumer preferences with an integrated shopping experience. Retailers embracing this approach go beyond selling products; they craft experiences that resonate across different European markets, keeping their brand relevant and appealing.

Navigating the Polarisation of Value in Retail

Europe's retail sector is seeing a value divide. On one side, digital-native brands offer premium experiences focused on lifestyle and sustainability. On the other, large retailers compete with deep value offerings. Unified Commerce helps retailers find their unique space, focusing on what matters most to their customers and excelling in those areas at scale.

Evolving Through Adaptation and Innovation

In the fast-paced European market, retailers must continually innovate and adapt. Embracing the latest technologies, from Artificial Intelligence (AI) to the Internet of Things (IoT), is key to understanding and optimising the customer journey. Success lies not just in adapting to changes but in leading them, constantly enhancing the retail experience to meet evolving consumer needs and preferences.



eCommerce sales in Europe are expected to grow at a CAGR of 8.3%, highlighting the importance of focusing on unified commerce to capture this market.

2024 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**.

50

retailers benchmarked across 5 countries

290+

customer experience capabilities tested across 4 capability areas

Jump to a Section:

Retailers Assessed

France

Castorama
Chanel
DAMART
Dior
Gemo
H&M
Hermes
Kiabi
Lacoste
Leroy Merlin
Louis Vuitton
Sandro
Zara

Germany

adidas
Bauhaus
Birkenstock
C&A
Deichmann
Ernsting's Family
Hugo Boss
KiK
NewYorker
OBI
Puma

Italy

Benetton
Calzedonia
Dolce & Gabbana
Geox
Gucci
Max Mara
Moncler
Prada
Valentino

Netherlands

Hunkemoller
Karwei
Rituals
Zeeman

United Kingdom

B&Q
Burberry
Clarks
JD Sports
M&S
Matalan
New Look
Next
Nike
Primark
ScrewFix
Sports Direct
The Edinburgh Woollen Mill

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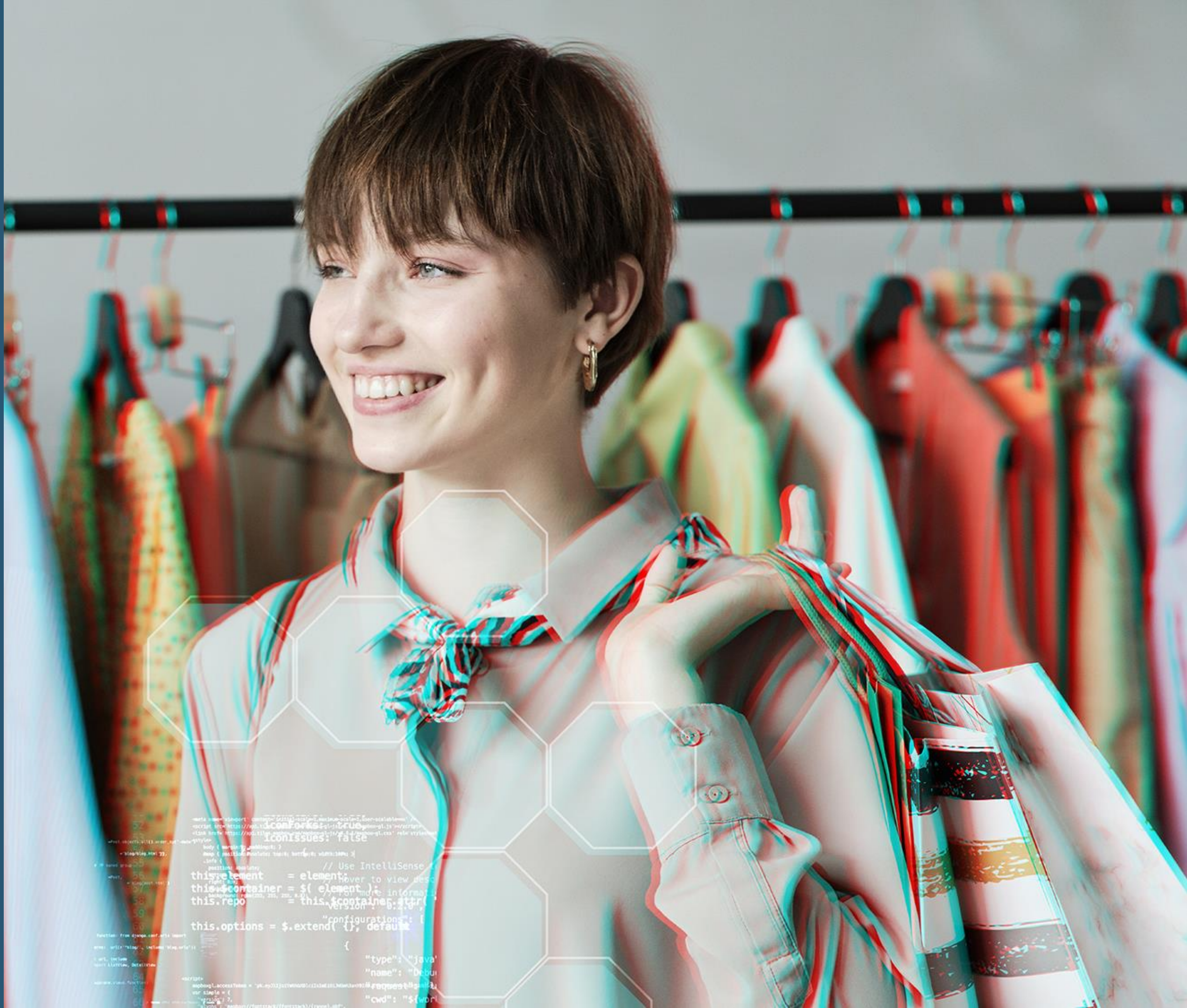
for Specialty Retail

Methodology & Approach



Meticulous Benchmarking Methodology

Unified Commerce Assessment Framework

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

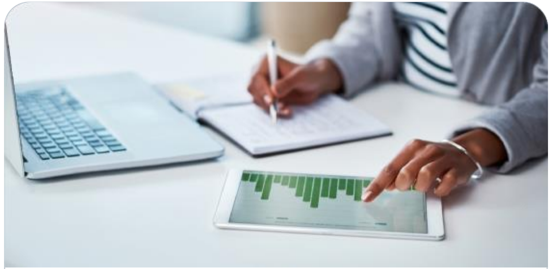
Then, based on shopper insights, retailer executive surveys, retailer digital and store performance data, and segment-level KPI benchmarks, we organised key capabilities into **Table Stakes** and **Differentiating Experiences.**

Unless mentioned otherwise, all data in this report is from Incisiv's in-market shopper and executive research, and from aggregate data analysis of the retailers that were assessed as part of the benchmark.

Store & Digital Experience Audits

Incisiv developed an objective list of 50 retailers across 5 countries and 3 specialty retail segments. We chose a mix of top omnichannel retailers by revenue, across Apparel & Footwear, Home & DIY, and Luxury. 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 digital and store channels.



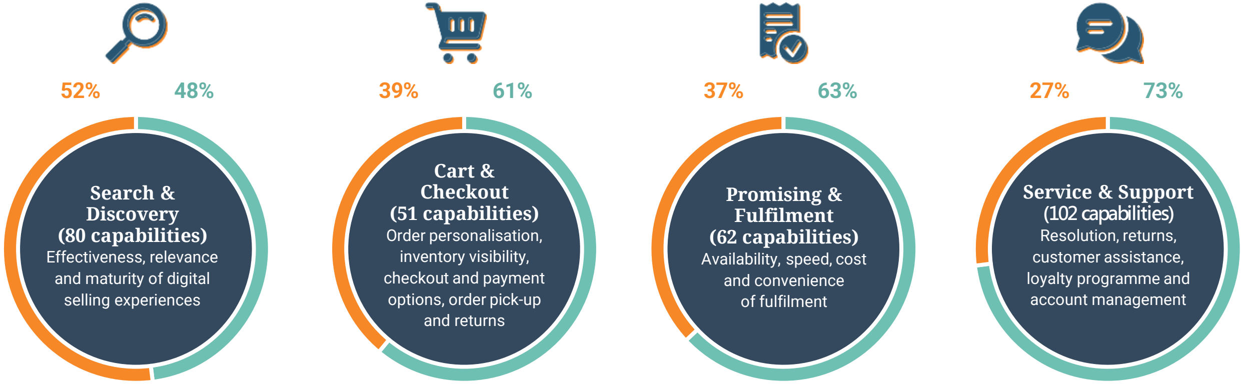
Rating Categories for Assessed Retailers

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 organised 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 **290 customer experience capabilities** across the following four functional areas. The number of attributes assessed in each area is provided in parentheses.



DE: % Differentiating Experiences, TS: % Table Stakes Experiences

Capabilities are categorised 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 fulfilment 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.

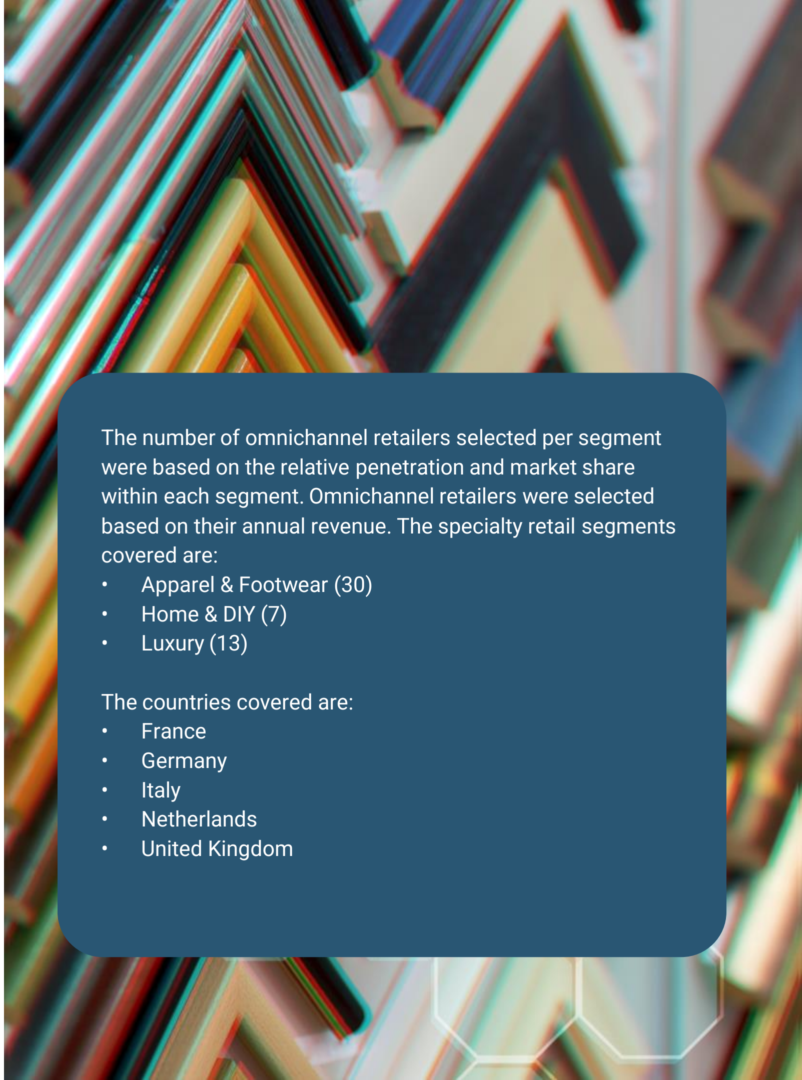
Benchmarking Methodology

Store & Digital Experience Audits

Incisiv developed an objective list of **50** retailers across **3 specialty retail segments in 5 countries**. We chose a mix of top omnichannel retailers by revenue: Apparel & Footwear (30), Home & DIY (7) and Luxury (13). 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 centre agents, interacted with virtual agents via chat, and used the retailer's mobile app.

The benchmark assessment was conducted between October 2023 and November 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 selected per segment were based on the relative penetration and market share within each segment. Omnichannel retailers were selected based on their annual revenue. The specialty retail segments covered are:

- Apparel & Footwear (30)
- Home & DIY (7)
- Luxury (13)

The countries covered are:

- France
- Germany
- Italy
- Netherlands
- United Kingdom

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.

2024 Unified Commerce Benchmark for Specialty Retail

Overall Leaders

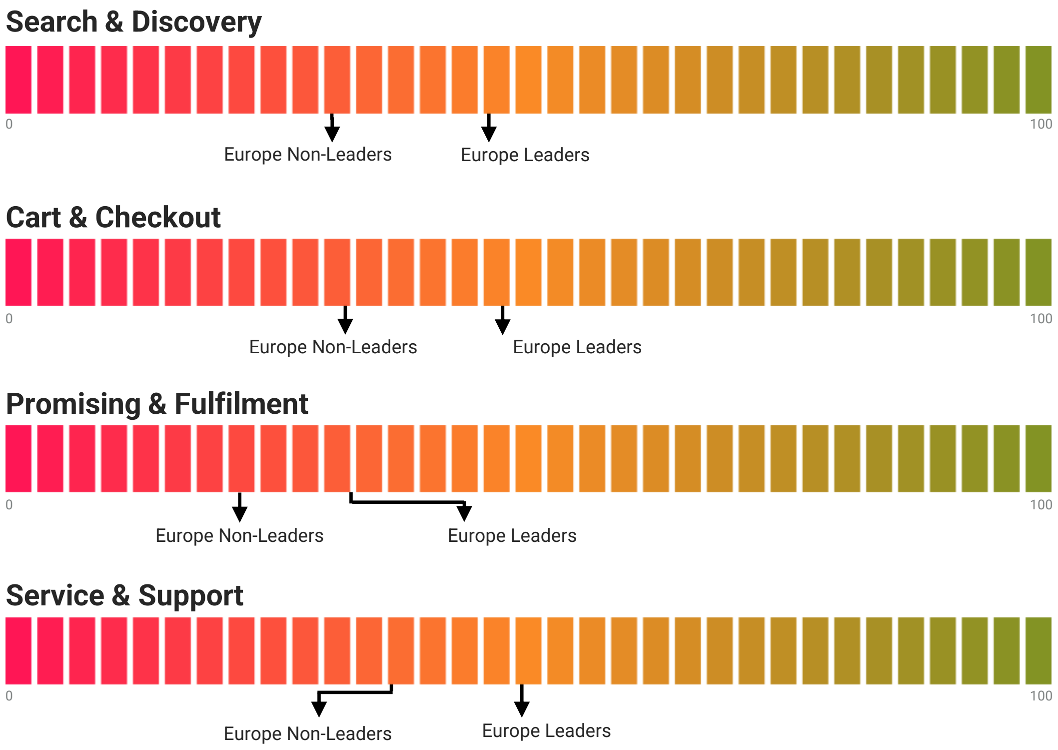
Overall: **Europe Leaders vs Non-Leaders**

Europe Highlights:

Retailers are diligently addressing table stake capabilities such as channel integration, efficient search, payment options, sustainability choices and fulfilment. However, they are lagging behind in adopting many high impact differentiating capabilities and driving operational excellence.

Outlook:

Unified commerce adoption remains relatively low, even among retail leaders, with differentiating experiences adoption at only 40%. To achieve success in the future, retailers must reevaluate their strategy and maintain a strong focus on execution.



2024
Unified Commerce
Benchmark for
Specialty Retail
Overall

Overall Leaders

Incisiv recognises these 4 brands as 2024 Unified Commerce Leaders.

Retailers listed in alphabetical order.

Apparel & Footwear

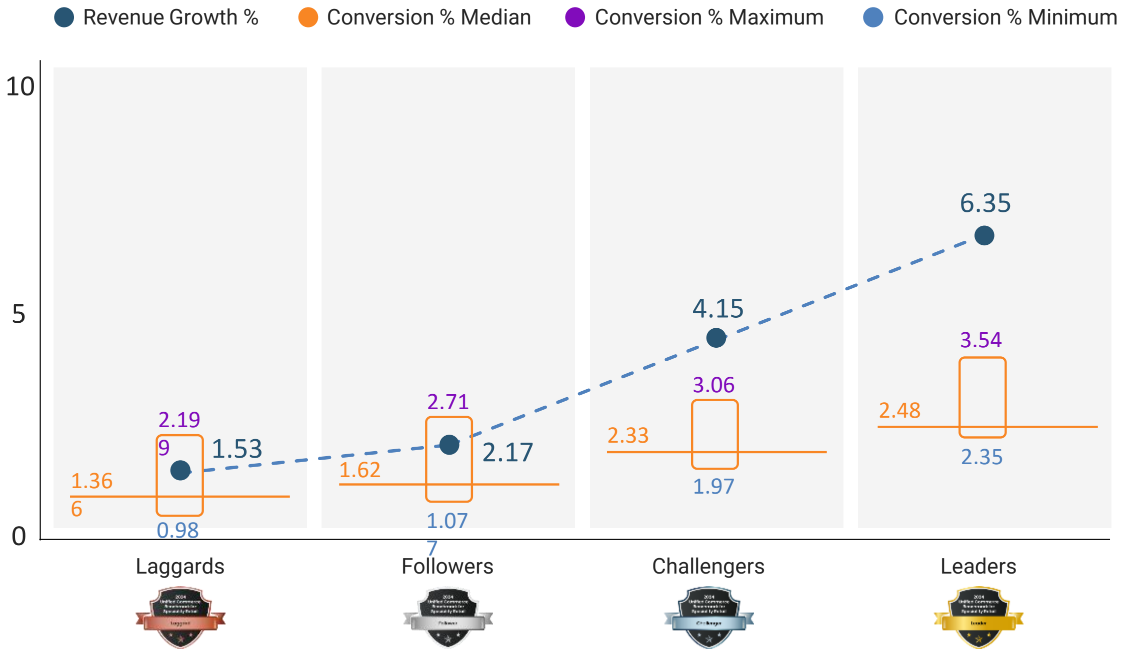
H&M
Apparel & Footwear

LEROY MERLIN
Home & DIY

M&S
Apparel & Footwear

Unified Commerce Leaders’ revenue growth outperforms Non-Leaders 2X - 3X

Average revenue growth rate for retailers by rating category



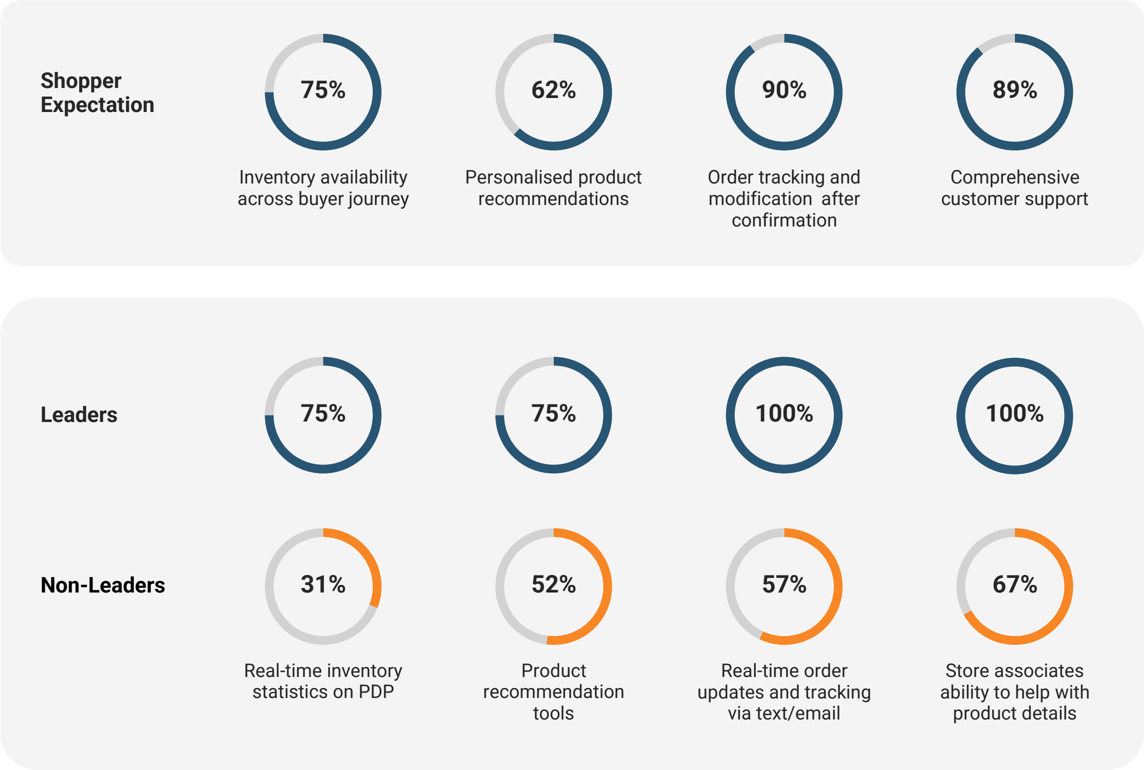
A specialty retailer currently rated a Challenger would stand to gain €22M per billion euros in annual revenue by improving its Unified Commerce maturity to a Leader.

Navigating From Basic to Nuanced Retail Experiences

Shifting from the basic to the nuanced, retailers are recognising the need to transcend conventional offerings.

Differentiation now thrives on in-depth capabilities, where retailers embrace advanced technologies and services. The evolution from basic to nuanced retail experience necessitates a steadfast commitment to comprehending and proactively addressing diverse customer needs.

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



2024 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 personalised 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

37% higher conversion rate for shoppers who initiate engagement with a retailer with a product search.

32% of shoppers will shop at another retailer if their desired product is out-of-stock.

27% 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 to be back in stock

Key findings in this section

Guided Inspiration →

Rich Findability →

Immersive Storytelling →

2024
Unified Commerce
Benchmark for
Specialty Retail
Search & Discovery

Leaders in Search & Discovery

Incisiv recognises these 5 brands as Leaders in Search & Discovery.

Retailers listed in alphabetical order.

adidas	castorama – changer nous fait avancer	KARWEI	M&S	RITUALS...
Apparel & Footwear	Home & DIY	Home & DIY	Apparel & Footwear	Luxury

Search & Discovery: Leader Insights

Guided Inspiration

Leaders help shoppers discover meaningful products - whether they are looking to fulfil 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 personalisation, best-in-class, in-store assisted selling, and excellent online and in-store merchandising.

Bundled product offerings (suggestions to buy the look or set)

80%

Leaders

55%

Non-Leaders

Real-time inventory visibility on product detail page

40%

Leaders

34%

Non-Leaders

Personalised recommendations on home page

40%

Leaders

21%

Non-Leaders

Personalised exploration via a tailored product discovery experience.

80% of consumers are more likely to purchase through personalised experiences and are willing to pay upto a 16% premium for a curated shopping experience.

Personalisation streamlines the path to purchase, curates tailored discoveries, and fosters loyalty.

Rituals places fragrance at the forefront of product discovery, thereby showcasing a visionary approach that tailors the experience to each individual, transforming the act of discovery into a deeply personal and intriguing experience.

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 colour if it is out-of-stock?

Option to opt for back- in-stock notifications on product detail page

60%

Leaders

43%

Non-Leaders

Filters by fulfilment method

40%

Leaders

11%

Non-Leaders

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

40%

Leaders

9%

Non-Leaders

KARWEI

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.

Karwei offers more than 10 filters, including filters for fulfilment options, category specific filters and filters for product usage or attributes such as length, material, size and colour.

Search & Discovery: Leader Insights

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

77% Non-Leaders

Publish detailed content on sustainability practices

100% Leaders

85% Non-Leaders

Publish ESG metrics on website

80% Leaders

55% Non-Leaders

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

40% Leaders

32% Non-Leaders

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.

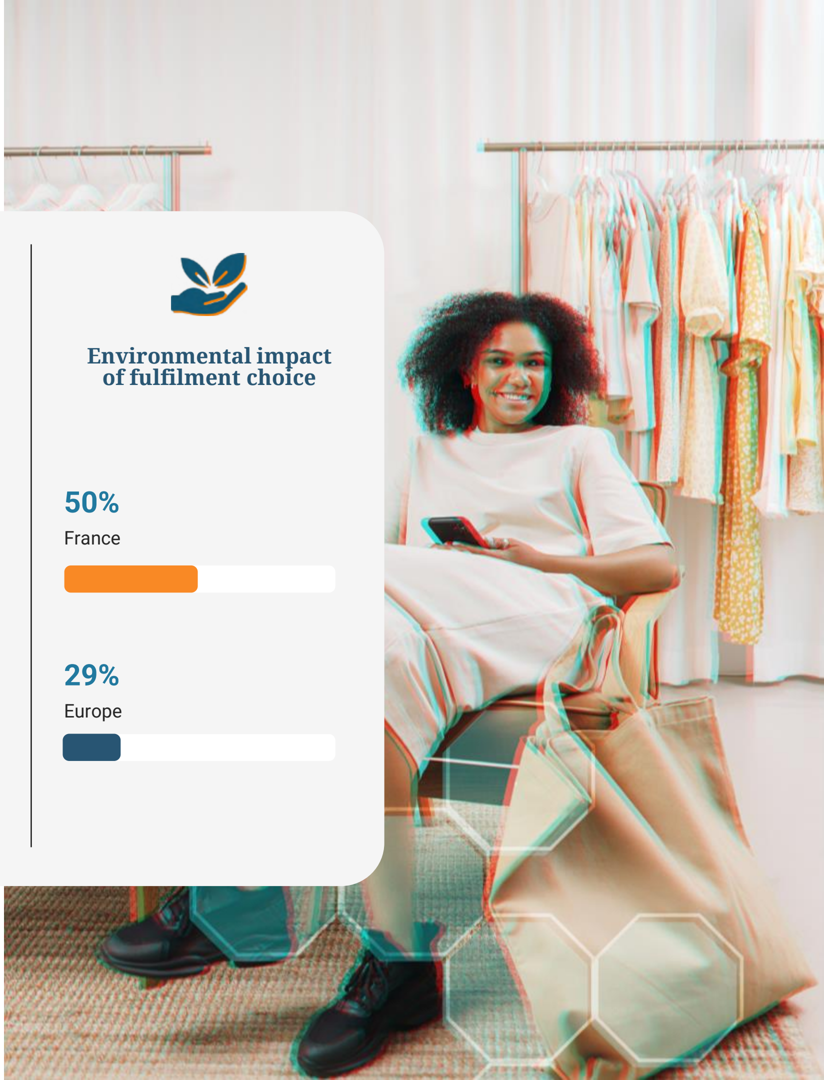
adidas places a strong focus on its sustainability story - both online and in-store. A sustainability deep-dive, and its "rerun" marketplace for used goods feature prominently on its site. Each product has detailed sustainability information on the PDP.

Search & Discovery: Differentiating Experiences Adoption Region Insights

Product sourcing information on product detail page	Publishing ESG practices	Highlighting sustainable/eco-friendly products in-store	Environmental impact of fulfilment choice
100% Netherlands	100% Netherlands/France	80% Netherlands	50% France
79% Europe	87% Europe	38% Europe	29% Europe

Highest Adoption

Europe Adoption (5 Included countries)



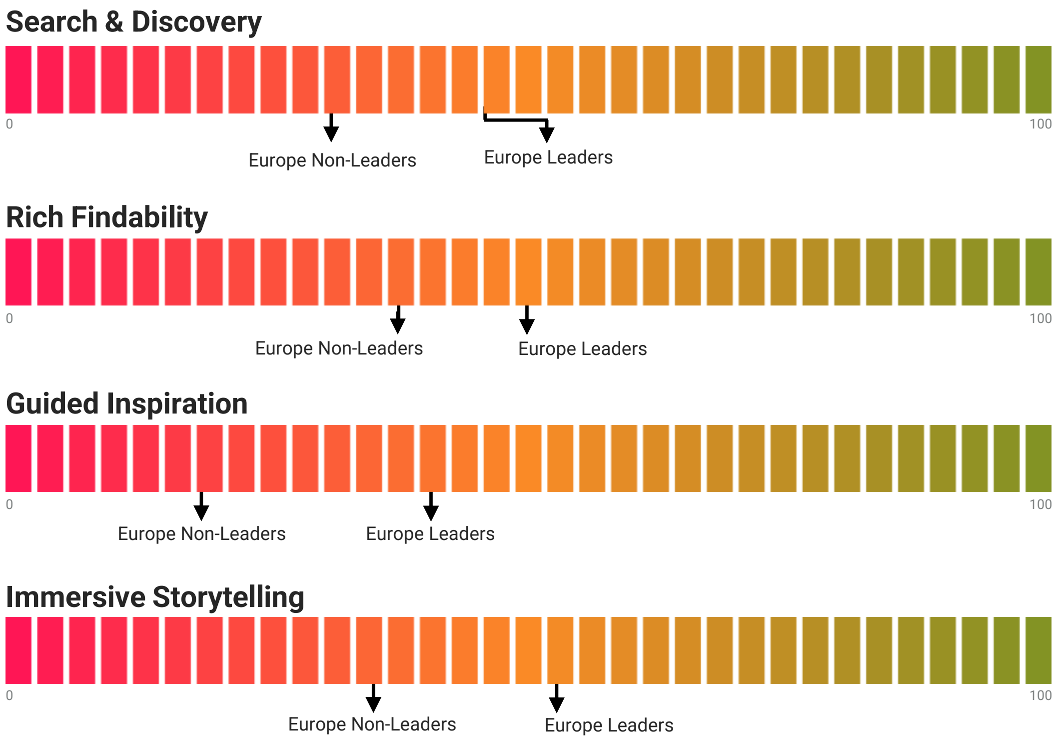
Search & Discovery: **Europe Leaders vs Non-Leaders**

Europe Highlights

Leaders have high adoption rate of customer experience capabilities such as category-specific filters, new arrival/promotional callouts, product recommendations, back-in-stock notifications, real-time inventory visibility, product sourcing information, and aggregate/individual product ratings.

Key Gaps

The adoption of some high-impact capabilities, such as AR/VR tools, sizing or product comparison tools, recommendations based on past purchases and carbon footprint information, is still low.



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 shopping cart and wishlist so the burden is not on shoppers to do all the work again.

Why it matters

51% of shoppers say checkout is the #1 area retailers should fix to improve in-store experience.

35% of shoppers abandon their shopping cart as they perceive the checkout process to be too long.

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

What we assess

We assessed 51 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 →

2024
Unified Commerce
Benchmark for
Specialty Retail
Cart & Checkout

Leaders in Cart & Checkout

Incisiv recognises these 5 brands as Leaders in Cart & Checkout.

Retailers listed in alphabetical order.

CALZEDONIA	GUCCI	H&M	LEROY MERLIN	M&S
Apparel & Footwear	Luxury	Apparel & Footwear	Home & DIY	Apparel & Footwear

Cart & Checkout: Leader Insights

Unified Basket

The biggest point of friction in today's retail customer experience is due to the loss of context when transitioning 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.

Ability to see available promo codes in cart

80%

Leaders

47%

Non-Leaders

Check product availability status by store in cart

60%

Leaders

45%

Non-Leaders

Personalised promotions and offers displayed on PDP and cart

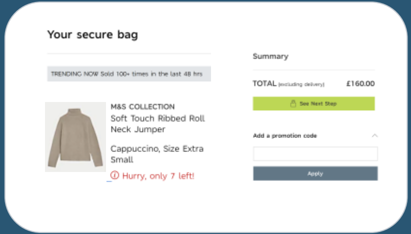
40%

Leaders

6%

Non-Leaders

M&S



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

58% of shoppers say that retailers only personalise market messages, not the customer experience. One big stumbling block towards achieving this in-store is the lack of a unified shopping cart and profile that would help customers and store associates seamlessly carry context from one channel to another.

Marks & Spencer unifies the shopping experience online and in-store by making store inventory and detailed product information available on mobile devices 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

100%
Leaders

66%
Non-Leaders

Ability to use mixed payment methods for same order

40%
Leaders

36%
Non-Leaders

Loyalty points redemption for payments

20%
Leaders

9%
Non-Leaders

H&M

Combining multiple payment options within the same order for flexibility.

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.

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

Cart & Checkout: Leader Insights

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.

Ability to checkout using Apple Pay or PayPal

70%

Leaders

66%

Non-Leaders

Expedited checkout

60%

Leaders

45%

Non-Leaders

Buy using a payment link (chat/call)/option to pay on delivery

20%

Leaders

12%

Non-Leaders

GUCCI

Expedited one-screen checkout for shopper convenience.

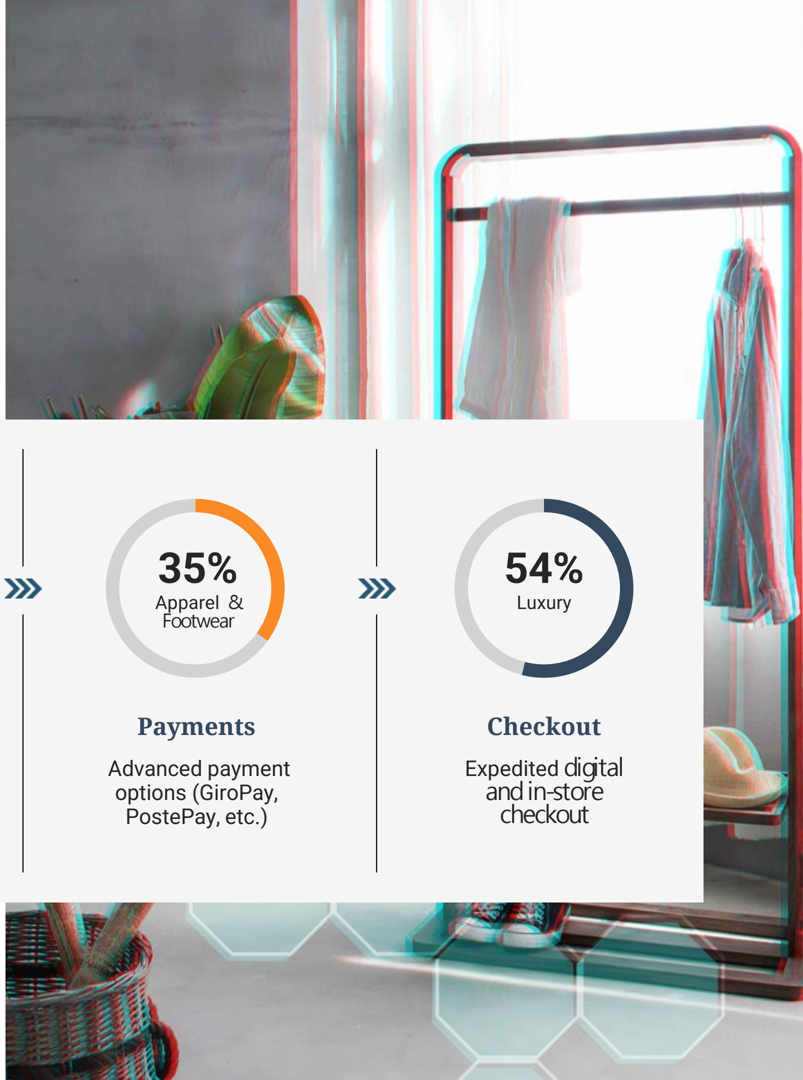
Shoppers look for fast and convenient checkout options. 30% of shoppers will abandon the shopping cart if the checkout involves multiple steps and involves long text forms.

Gucci offers a single-step checkout option where shipping details are pre-populated and all payment-related information can be entered in one step. In addition, Gucci accepts multiple payment types including crypto currency.

Cart & Checkout: Differentiating Experiences Adoption 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 customisation to express checkout.



77% Luxury

Customisation

Product customisation and personalisation options

69% Luxury

Product Recommendation

Suggestion to buy the look or set/similar products

75% Home & DIY

Promotions

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

35% Apparel & Footwear

Payments

Advanced payment options (GiroPay, PostePay, etc.)

54% Luxury

Checkout

Expedited digital and in-store checkout

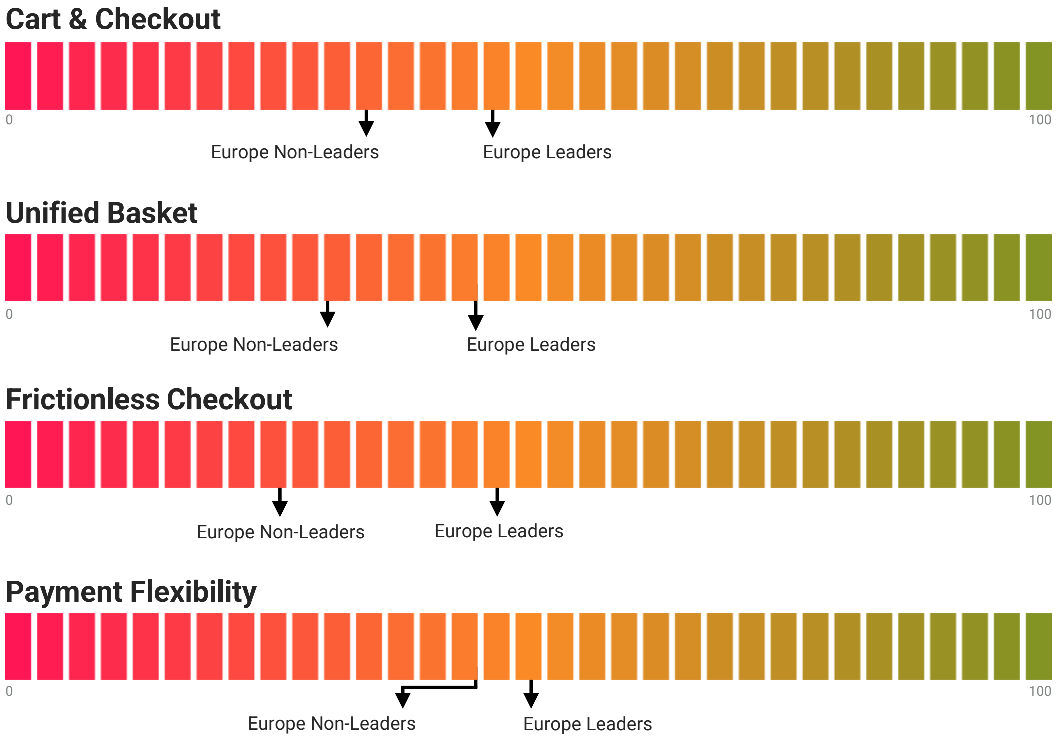
Cart & Checkout: **Europe Leaders vs Non-Leaders**

Europe Highlights

Leaders have a high adoption rate of customer experience capabilities such as promo code visibility in shopping cart, expedited guest checkout, and payments via PayPal, gift cards and monthly instalment options.

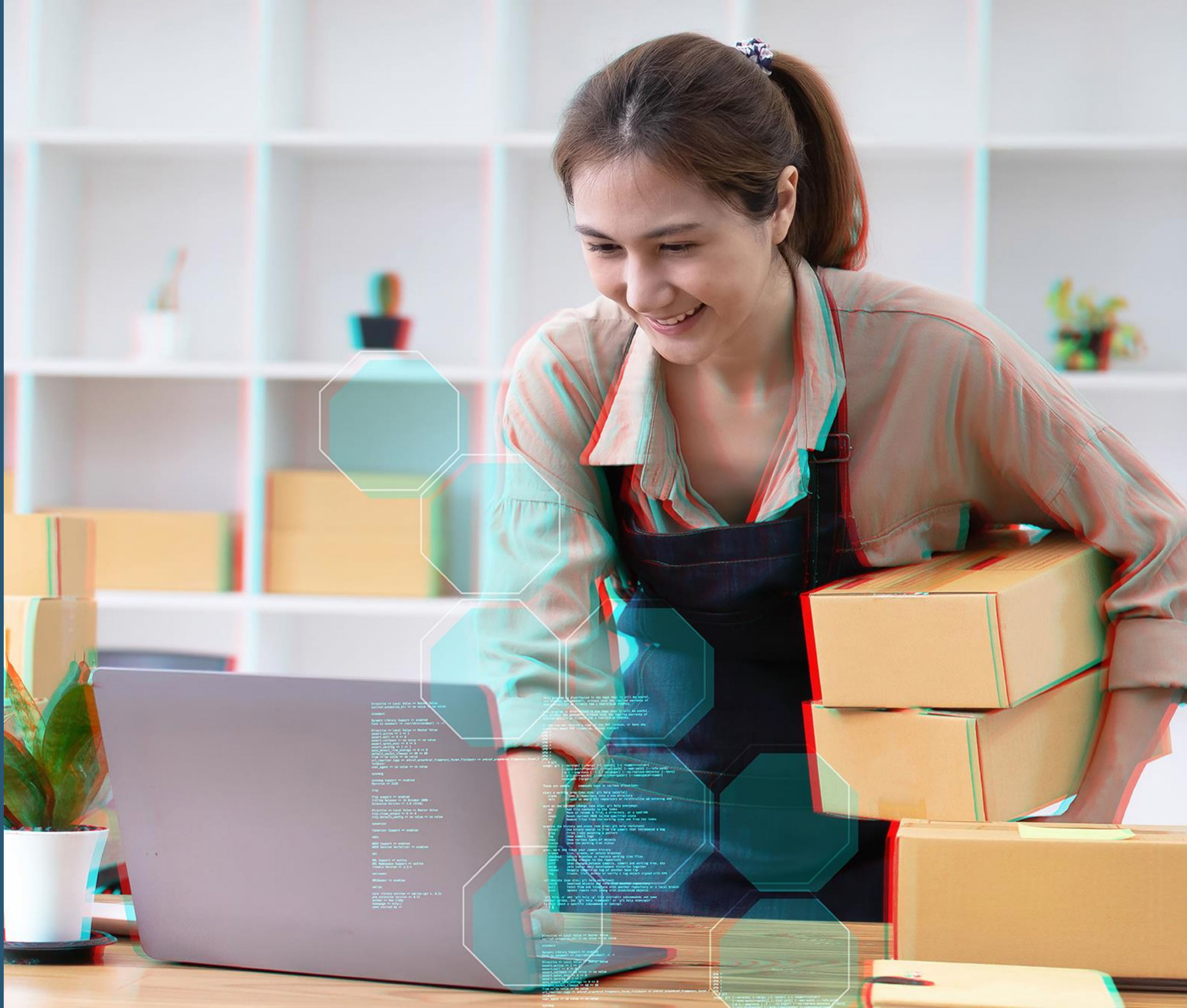
Key Gaps

The adoption of some high-impact capabilities, such as the ability to pay via close-loop wallets, combination of gift cards, using clickable promo codes, and redeeming loyalty points for payments, is still low.



2024 Unified Commerce Benchmark for Specialty Retail

Leaders in Promising & Fulfillment



Promising & Fulfilment: Overview

Promising & Fulfilment 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 colour or size?

Why it matters

73% of shoppers value expedited delivery (same business day), but are only willing to pay <€5 as extra fee.

59% of shoppers prefer to use a subscription based model to get their essentials delivered.

68% of shoppers want a self-service option to be able to edit orders after placing them.

What we assess

We assessed 62 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 fulfilment 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 incentivise sustainable delivery and pick-up choices

Key findings in this section

Ordering Flywheel →

Dynamic Promising →

Flawless Fulfilment →

2024
Unified Commerce
Benchmark for
Specialty Retail
Promising & Fulfilment

Leaders in Promising & Fulfilment

Incisiv recognises these 5 brands as Leaders in Promising & Fulfilment.

Retailers listed in alphabetical order.

- H&M — Apparel & Footwear
- LEROY MERLIN — Home & DIY
- LOUIS VUITTON — Luxury
- NEXT — Apparel & Footwear
- Apparel & Footwear

Promising & Fulfilment: Leader Insights

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.

Option to pick-up orders from parcel collection points

80%

Leaders

43%

Non-Leaders

Order cancellations post-purchase

60%

Leaders

28%

Non-Leaders

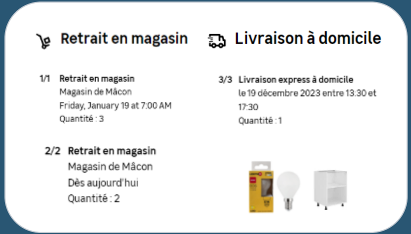
Mixed delivery option (home delivery/in-store) for same order

40%

Leaders

17%

Non-Leaders



Providing the ability to select different fulfilment options within the same order.

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

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

Leroy Merlin offers split-shipping option (in-store pick-up, kerbside and 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 tracking via website/app or email/text channels

100%

Leaders

71%

Non-Leaders

Order ready for pick-up within the expected/mentioned timelines

80%

Leaders

68%

Non-Leaders

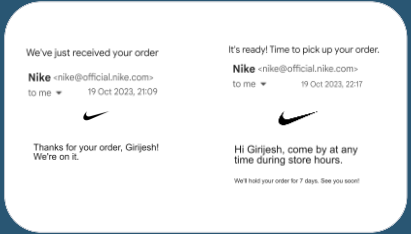
Delivery timelines basis destination postal code/ fulfilment methods in cart view

20%

Leaders

9%

Non-Leaders



Precise delivery estimates and seamless order tracking for enhanced convenience.

The commitment of promising extends to ensuring that orders are ready for pick-up within the expected timelines, fostering a sense of reliability and trust. 90% of shoppers expect the retailer to provide real time updates on order status and proactive communication in case of any issue or delay with the order.

Nike ensures that pick-up orders are ready within the expected timelines and allows shoppers to track their order status in real-time, on the website/app.

Promising & Fulfilment: Leader Insights

Flawless Fulfilment

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.

Sustainable product packaging

100%
Leaders

62%
Non-Leaders

Highlighting carbon footprint/impact of fulfilment choice

40%
Leaders

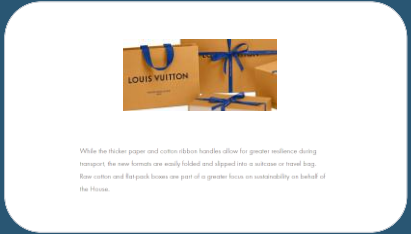
28%
Non-Leaders

Option to change shipping method from BOPIS to direct shipment from store

40%
Leaders

23%
Non-Leaders

LOUIS VUITTON



Fulfilment excellence by uniting sustainable practices and adaptive order management.

40% of shoppers prefer the option to change fulfilment method post order confirmation or even shipping. 64% of shoppers are more likely to buy from brands that offer sustainable product packaging.

Louis Vuitton allows shoppers to get BOPIS orders shipped to home in case they are unable to pick it up from the store. In addition, Louis Vuitton uses sustainable packaging for all shipments.

Promising & Fulfilment: Differentiating Experiences Adoption
Region Insights

Order pick-up at locker collection point

43%
France

23%
Europe

Delivery with promise time

100%
Netherlands/France/Italy/UK

81%
Europe

Order tracking and notifications

80%
Netherlands

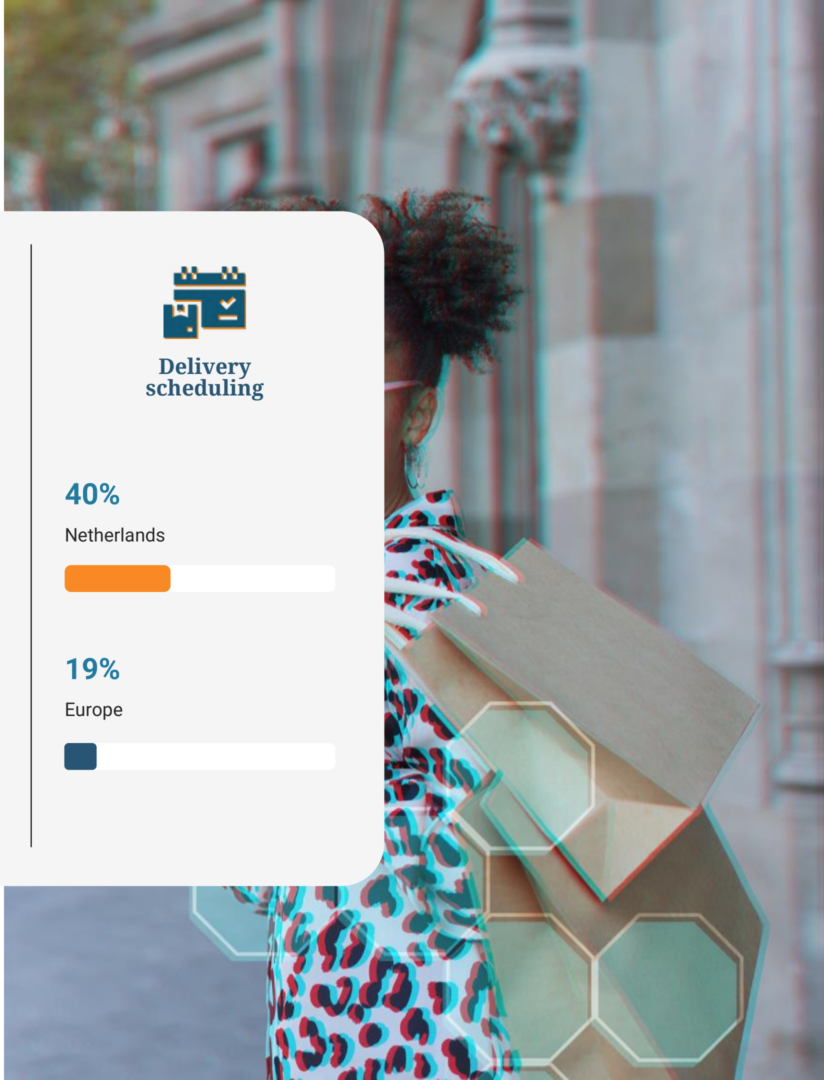
63%
Europe

Delivery scheduling

40%
Netherlands

19%
Europe

Highest Adoption   Europe Adoption (5 Included countries)



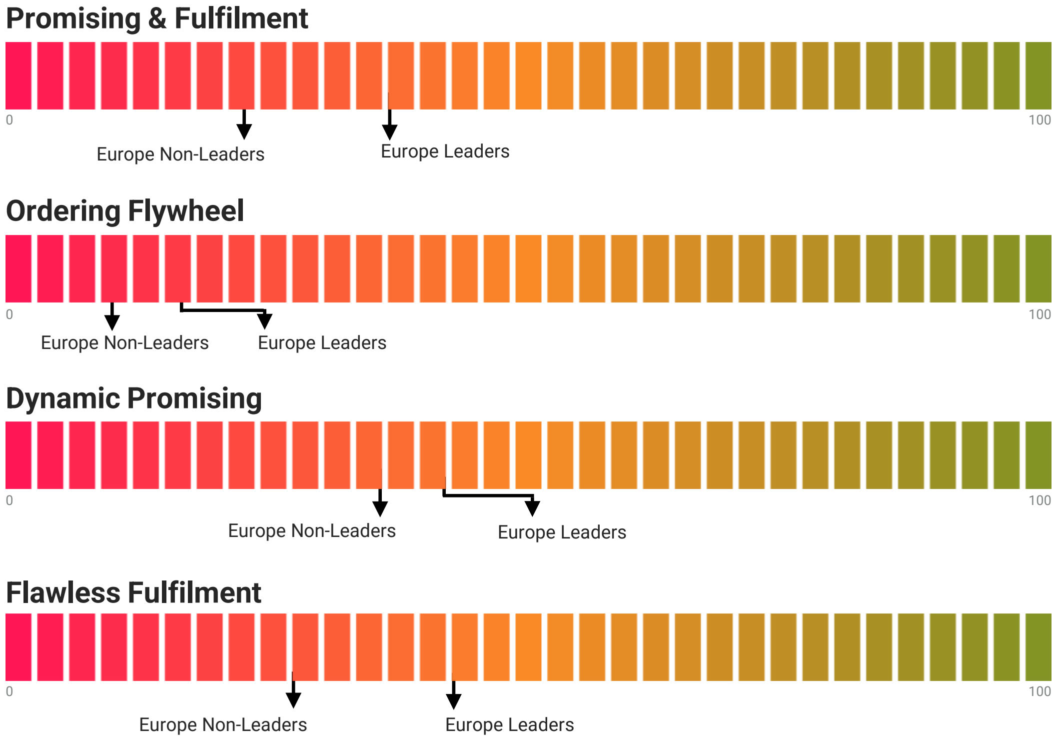
Promising & Fulfilment: **Europe Leaders vs Non-Leaders**

Europe Highlights

Leaders have a high adoption rate of customer experience capabilities, such as multiple delivery options like BOPIS (Buy Online, Pick Up In Store), order tracking and real-time order updates, and self-ability to cancel orders post-confirmation.

Key Gaps

The adoption of some high-impact capabilities, such as split delivery, ability to compare delivery dates before checkout, and the ability to modify orders post-confirmation, is still low.



Leaders in Service & Support

Service & Support: Overview

Service & Support refers to the set of retailer capabilities and experiences related to offering shoppers personalised 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 centre associates to deliver authenticity.

Why it matters

33% of shoppers say that retailers offer them a personalised shopping experience.

54% of shoppers find the refund and return process to be very time consuming.

65% of shoppers prefer 24*7 availability of customer support.

What we assess

We assessed 102 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 personalised 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 →

2024
Unified Commerce
Benchmark for
Specialty Retail

Service & Support

Leaders in Service & Support

Incisiv recognises these 4 brands as Leaders in Service & Support.

Retailers listed in alphabetical order.

	DIOR	HUGO BOSS	NEXT
Apparel & Footwear	Luxury	Luxury	Apparel & Footwear

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 centre associates.

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

92%
Leaders

58%
Non-Leaders

Real-time order alerts or notifications

75%
Leaders

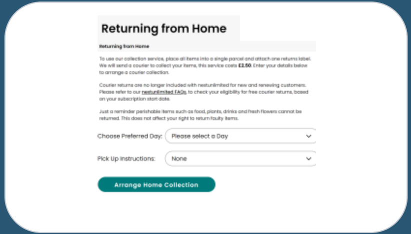
63%
Non-Leaders

Self-ability to schedule return pick-ups

50%
Leaders

29%
Non-Leaders

NEXT



360-degree transparency via timely order updates, support and convenient returns.

Shoppers expect near real-time updates at key point of purchase and return process. 85% 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.

NEXT allows shoppers to schedule return pick-ups on their websites and sends regular order updates including alerting the shopper when the return is accepted and when the 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 centres, 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.

Virtual support via chatbot or live chat

88%

Leaders

55%

Non-Leaders

Ability to return purchases to drop-off locations

75%

Leaders

58%

Non-Leaders

Support via social media channels

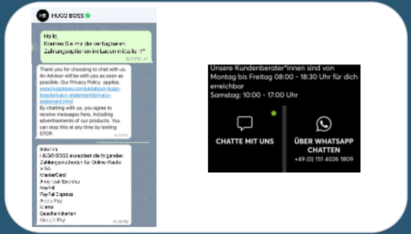
75%

Leaders

31%

Non-Leaders

HUGO BOSS



Customer support via social media platforms for ease of use.

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

Hugo Boss 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 customisations, style and fit guidance and in-store hospitality to turn service interactions into a secret sauce of brand stickiness. Leaders empower store and call centre associates with the tools and training needed to convert a moment of potential churn into one that builds feverish brand loyalty.

Store associate's ability to check online purchase history in-store

75% Leaders

48% Non-Leaders

In-store appointment scheduling via brand's digital channel

50% Leaders

40% Non-Leaders

Product personalisation or customisation

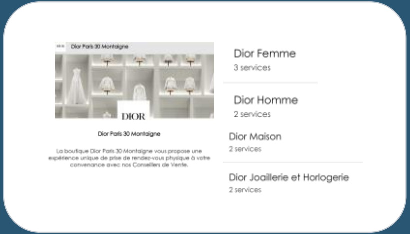
75% Leaders

44% Non-Leaders

Ability of store associate to create/manage shopper's wishlist or lookbooks

63% Leaders

23% Non-Leaders



Dior uses stores as a hub of unmatched service.

By offering specialised services like in-store appointments, personalised consultations, tailored styling services, and alterations, a brick-and-mortar space transforms into much more than just a store visit. In fact, 74% of shoppers are more inclined to shop at a retailer that provides an engaging experience both in-store and online.

Dior offers an exclusive service that allows shoppers to schedule appointments for personalised product customisations, meticulous repairs and exclusive previews of new products in their luxurious stores.

Service & support: Differentiating Experiences Adoption Segment Insights

Store associate's ability to place orders for home delivery/pick-up

100% Luxury

60% Europe Average

39% Apparel & Footwear

Customer support via social media: Twitter, Facebook, Instagram

54% Luxury

35% Europe Average

25% Home & DIY

Store associates have access to shopper's purchase history

100% Luxury

50% Europe Average

26% Apparel & Footwear

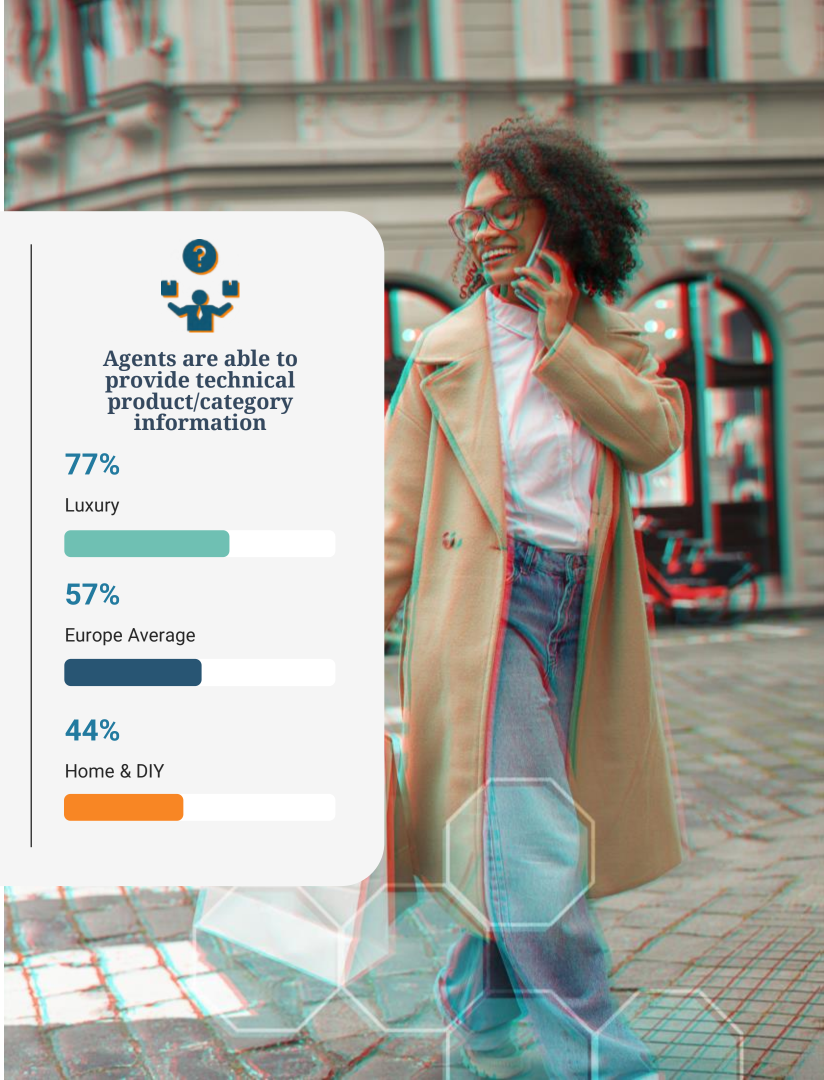
Agents are able to provide technical product/category information

77% Luxury

57% Europe Average

44% Home & DIY

Highest Adoption | Retail Average | Lowest Adoption



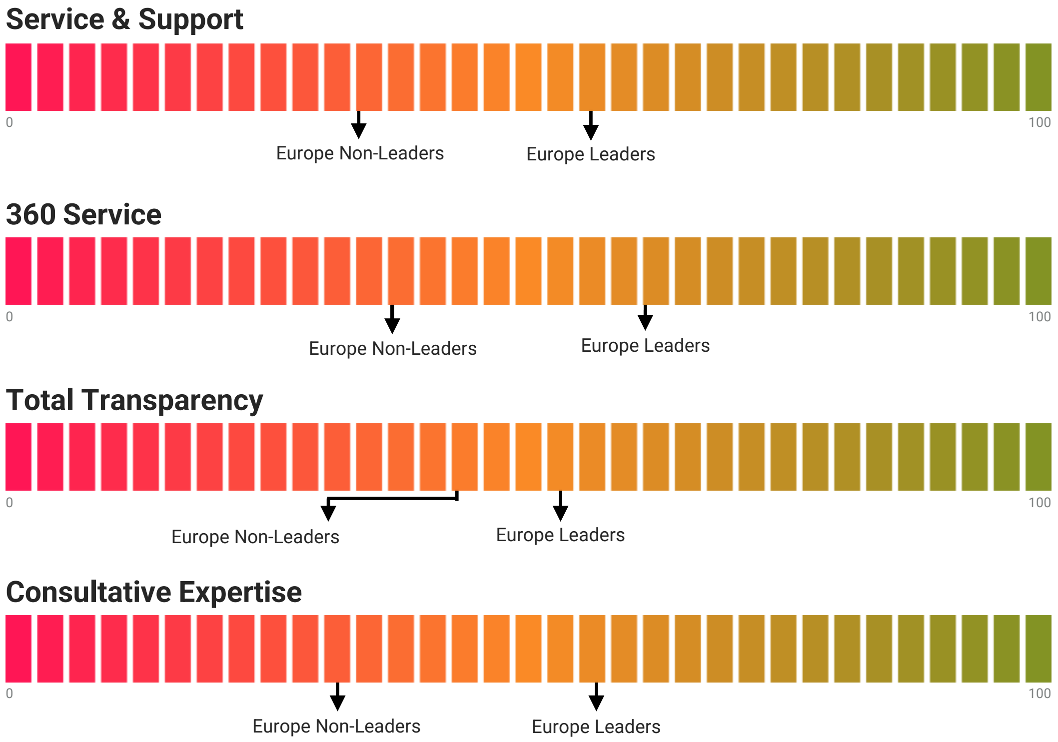
Service & Support: **Europe Leaders vs Non-Leaders**

Europe Highlights

Leaders have a high adoption rate of customer experience capabilities such as email support, calls or live chat, creating and managing wishlists, in-store self-checkout, and assistance with returns, product availability and payment methods.

Key Gaps

The adoption of some high-impact capabilities, such as support via texts or social media, maintaining subscriptions, and store associate's ability to look up purchase history, is still low.



2024 Unified Commerce Benchmark
for Specialty Retail

Leaderboard

2024 Unified Commerce Leaders

Apparel & Footwear

Apparel & Footwear

Home & DIY

Apparel & Footwear

Dive Deeper

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

Benchmark Your Unified Commerce Experience 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 personalised 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 fulfilment centres, eliminating silos created by legacy commerce, warehouse, and transportation systems to create seamless operations and optimal efficiency.
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Google Cloud

Google Cloud is widely recognised 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 modernise their computing environment for today's digital world.
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Zebra empowers organisations to thrive in the on-demand economy by making every front-line worker and asset at the edge visible, connected and fully optimised. 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 digitise and automate workflows. Supply chains are more dynamic, customers and patients are better served, and workers are more engaged when they utilise Zebra innovations that help them sense, analyse and act in real time.
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