2024 Latin America

Unified Commerce Benchmark for Specialty Retail

Brazil, Chile, and Mexico

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**.

35

retailers benchmarked across 3 countries

290+

customer experience capabilities tested across 4 capability areas

Jump to a Section:

Retail Tapestry: Embracing LATAM's Diverse Markets

Adapting to local cultures and regulations while aligning with consumer preferences is the cornerstone of success in the dynamic LATAM retail landscape.

Understanding Cultural and Market Dynamics

Retailers across LATAM, from the bustling markets of Colombia to the digital hubs of Brazil, face unique consumer behaviors shaped by local traditions and social factors. In Argentina, for instance, there's a growing trend towards e-commerce, similar to Brazil's digital affinity. Recognizing and adapting to these diverse consumer preferences and market dynamics is crucial for retailers looking to succeed in various LATAM countries.

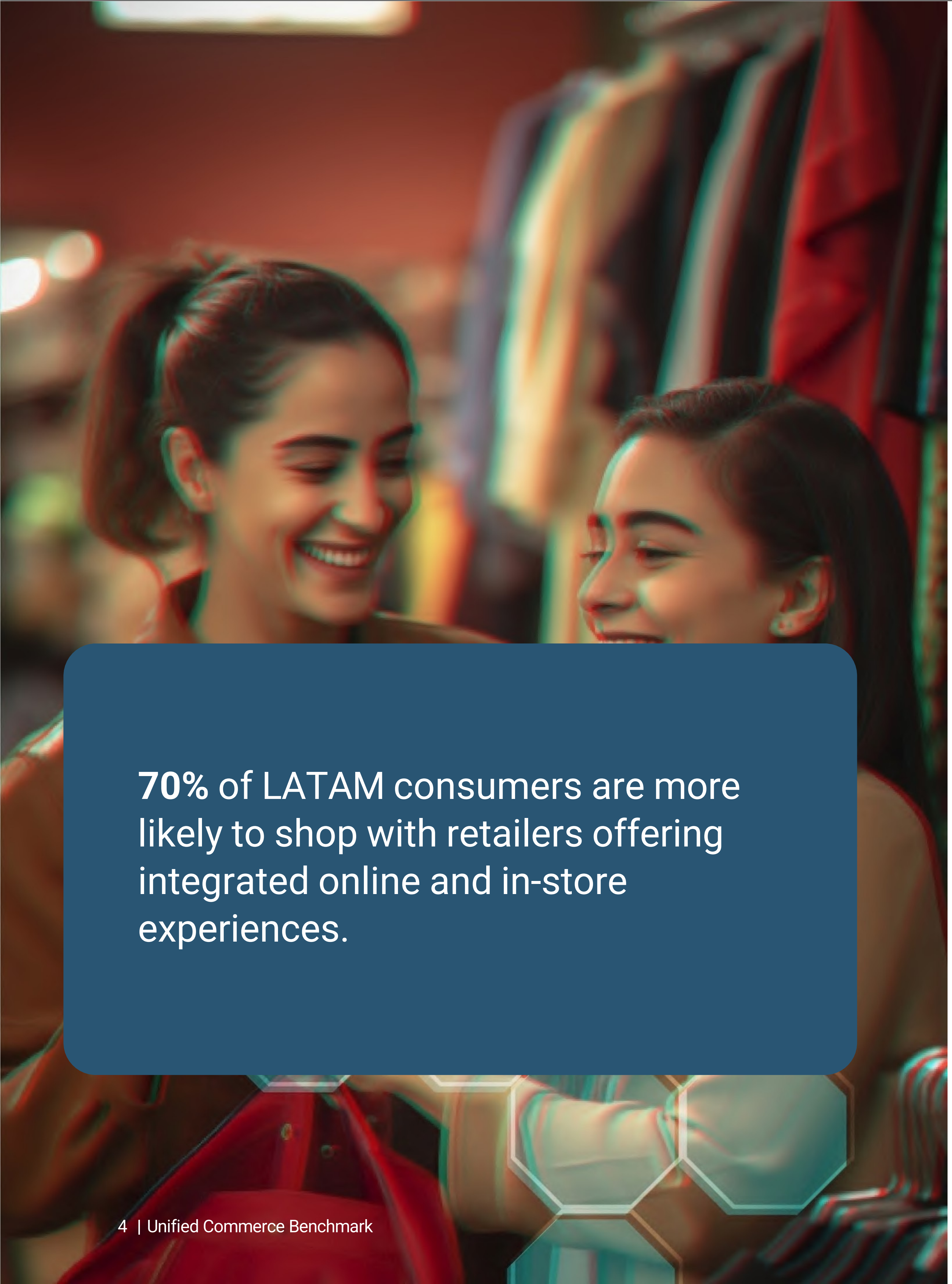
Navigating Economic and Regulatory Landscapes

Across LATAM, retailers face a variety of economic and regulatory landscapes. Adapting to these environments means navigating through different consumer protection laws, digital transformation policies, and fluctuating economic conditions. Retailers need to be agile and informed, creating strategies that are both locally compliant and economically viable.

Strategic Adaptation to Local Realities

Successfully operating in LATAM requires aligning retail strategies with the unique realities of each market. This includes understanding varying levels of digital access, economic strengths, and consumer priorities. Retailers must find the right balance between digital and physical presence to effectively meet the diverse needs of LATAM consumers.

85% of LATAM consumers expressed a strong preference for brands that show cultural sensitivity, underlining the importance of localization in building trust and loyalty.



70% of LATAM consumers are more likely to shop with retailers offering integrated online and in-store experiences.

Innovative Convenience: LATAM's Unified Commerce Evolution

Embrace an omnichannel approach, redefine convenience, and prioritize immediate customer service to excel in the evolving LATAM retail landscape.

Seamless Integration of Retail Experiences

The key to modern retail in LATAM lies in blending digital and physical shopping. Omnichannel strategies are reshaping the retail experience, allowing consumers to move effortlessly between online browsing and physical stores. This integrated approach is crucial for enhancing customer engagement and satisfaction across LATAM.

Redefining Convenience

In LATAM, convenience is being redefined to include aspects like choice, accessibility, and personalization. Innovations such as localized delivery apps, digital payment solutions, and channel-agnostic customer service are setting new standards. These trends reflect a shift towards a more personalized and accessible shopping experience that resonates with regional preferences.

Focus on Immediate Customer Service and Support

Customer service in LATAM needs to be immediate and responsive, reflecting the region's emphasis on personal interactions. Retailers are investing in real-time customer support, often through instant messaging apps and social media, to provide quick and efficient service. This focus on immediate customer response is vital in a region where relationship-building with customers is key to loyalty and repeat business.

Unified Commerce: Charting New Paths in LATAM

Unified Commerce is the strategic imperative for thriving in the ever-changing LATAM retail landscape, enabling personalized experiences and sustainable growth.

Strategic Imperative for Diverse Markets

Unified Commerce is essential for navigating LATAM's varied retail landscape. This approach enables retailers to offer integrated, personalized shopping experiences that appeal to a broad consumer base. Embracing Unified Commerce ensures consistency across various touchpoints, fostering customer loyalty and driving growth.

Adapting to Evolving Market Forces

The retail environment in LATAM is being transformed by new players and evolving consumer expectations. Embracing Unified Commerce equips traditional retailers with the tools to offer distinct, personalized experiences. This strategy is key to competing effectively against both global entrants and local digital brands, leveraging deep market insights to offer unique value.

Emphasizing Innovation and Local Relevance

Innovation is central to succeeding in LATAM's Unified Commerce landscape. Retailers must continuously evolve, embracing technologies like AI and mobile commerce to understand and cater to changing consumer needs. Implementing strategies that are locally relevant and responsive to market shifts is crucial for staying ahead in this dynamic retail environment.

eCommerce sales in LATAM grew by over **25%**, highlighting the importance of embracing unified commerce to capture this expanding market.

LATAM Unified Commerce Benchmark

Methodology & Approach

Meticulous Benchmarking Methodology

Unified Commerce Assessment Framework

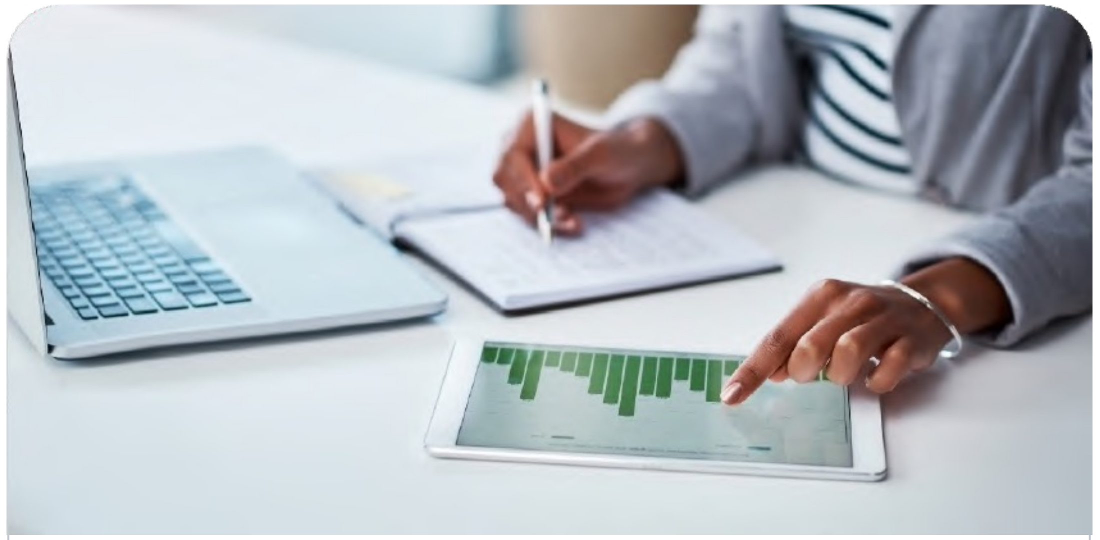
Incisiv first developed a detailed parameterized list of Unified Commerce customer experience capabilities.

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 **35 retailers** across 3 countries and 5 specialty retail segments: **Apparel, Accessories & Footwear (13), Department Stores (7), General Merchandise (5), Home Appliances & Furniture (5) and Home Improvement (5)**. We chose a mix of top omnichannel retailers by revenue, across three countries: Brazil, Chile and Mexico. 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

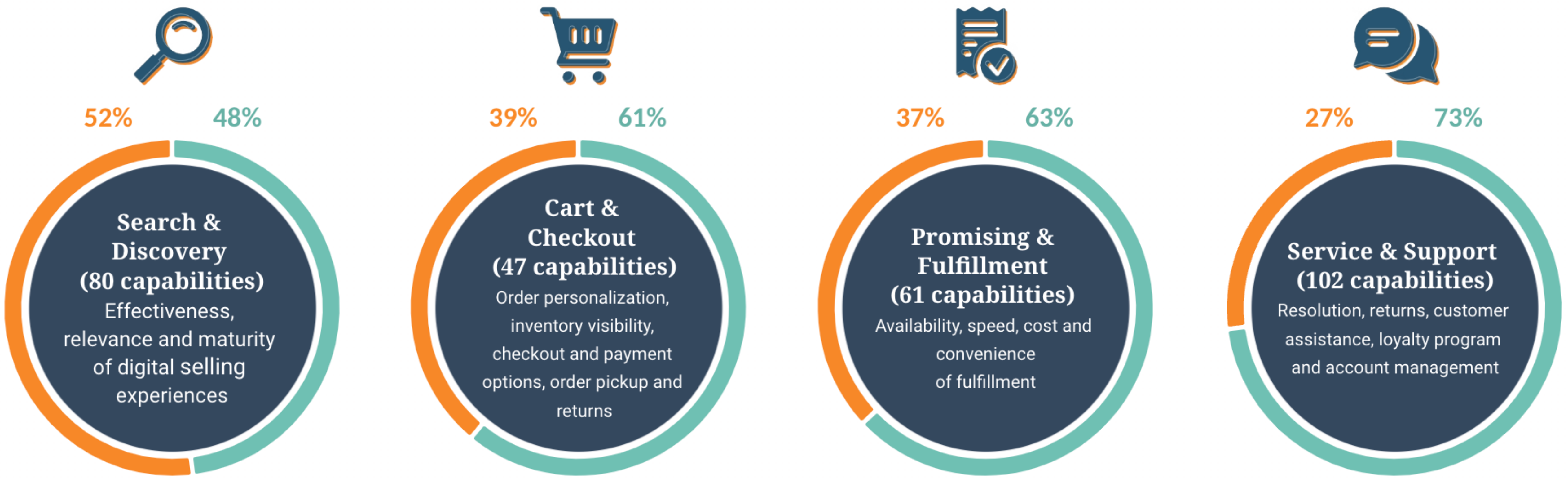
Assessed retailers were then scored based on the **adoption** of customer experience capabilities, the **efficacy** of each capability, and the **consistency and quality** of experience.

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.

Benchmarking Methodology

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.



TS: Table Stakes Experiences, DE: Differentiating Experiences

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.

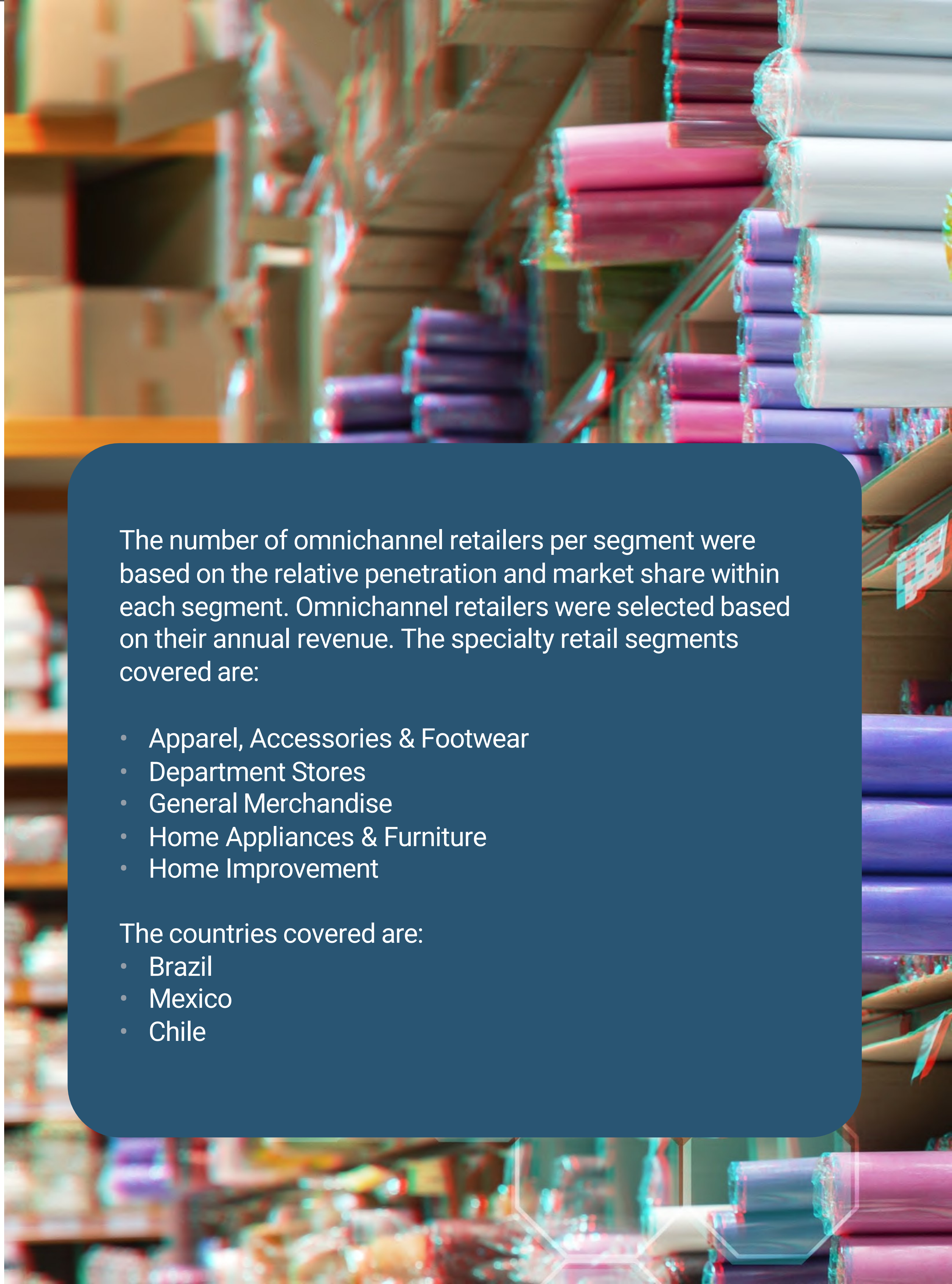
Each capability is mapped either as Table Stakes or as a Differentiating Experience. Incisiv's framework also takes into account variance in relative importance of a capability across various specialty retail segments.

Store & Digital Experience Audits

Incisiv developed an objective list of **35** retailers across **5 specialty retail segments**. We chose a mix of top omnichannel retailers by revenue: Apparel, Accessories & Footwear (13), Department Stores (7), General Merchandise (5), Home Appliances & Furniture (5) and Home Improvement (5). 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 2023 and November 2023**. Customer experience analysts conducted 5 online visits at different times of day, and visited 3 different stores across urban and suburban areas (where available).



The number of omnichannel retailers 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, Accessories & Footwear
- Department Stores
- General Merchandise
- Home Appliances & Furniture
- Home Improvement

The countries covered are:
- Brazil
- Mexico
- Chile

Retailers Assessed

Brazil

Animale
Arezzo
C&A Modas
Casas Bahia
Centauro
Farm
Fast Shop
Gazin
Havan
Leroy Merlin
Lojas Americanas
Lojas CEM
Magazine Luiza
Marisa Lojas
Pernambucanas
Ponto Frio
Renner
Riachuelo
Telhanorte

Chile

Easy
Falabella
Paris
Ripley
Sodimac S.A.

Mexico

Coppel
Elektra
H&M
Home Depot
Innova Sport
Liverpool
Marti
Palacio de Hierro
Sears
TAF
Zara

Unified Commerce Leaders

Rating Categories for Assessed Retailers

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.

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.

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.

Laggards

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

Overall Leaders

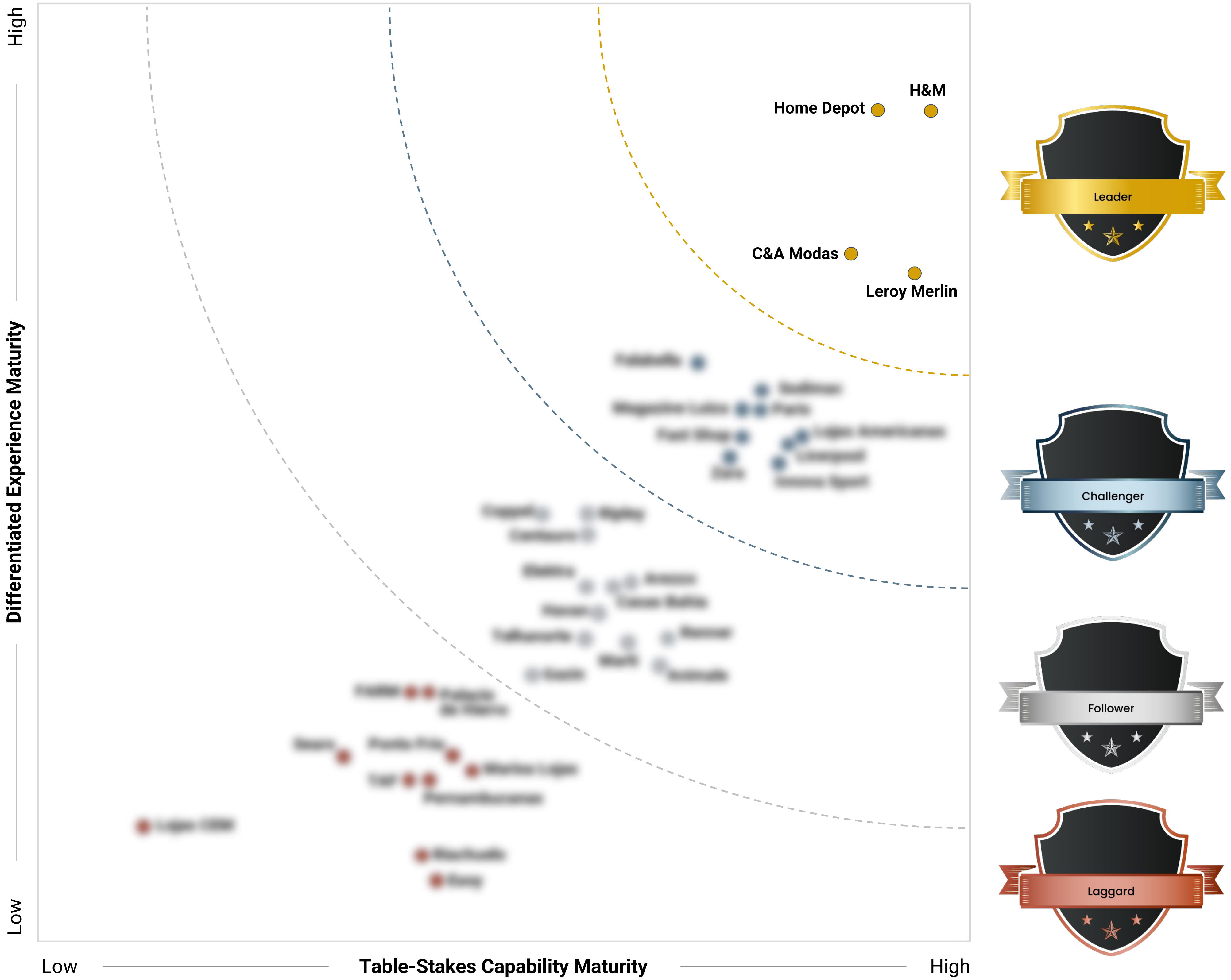
Incisiv recognizes these 4 brands as 2024 Unified Commerce Leaders.

Retailers listed in alphabetical order.

C&A	H&M	The Home Depot	Leroy Merlin
Apparel, Accessories & Footwear	Apparel, Accessories & Footwear	Home Improvement	Home Improvement

Maturity Index

2024 LATAM Unified Commerce Benchmark



Unified Commerce Maturity Index

The Maturity Index illustrates the relative performance of the retailers assessed as part of the 2024 LATAM Unified Commerce Benchmark.

Performance is based on in-store and digital assessments conducted in Q4 2023 and follows a detailed benchmark methodology.

To view the entire Maturity Index and the position of all the retailers evaluated in this benchmark, please get in touch with us at: latam@manh.com

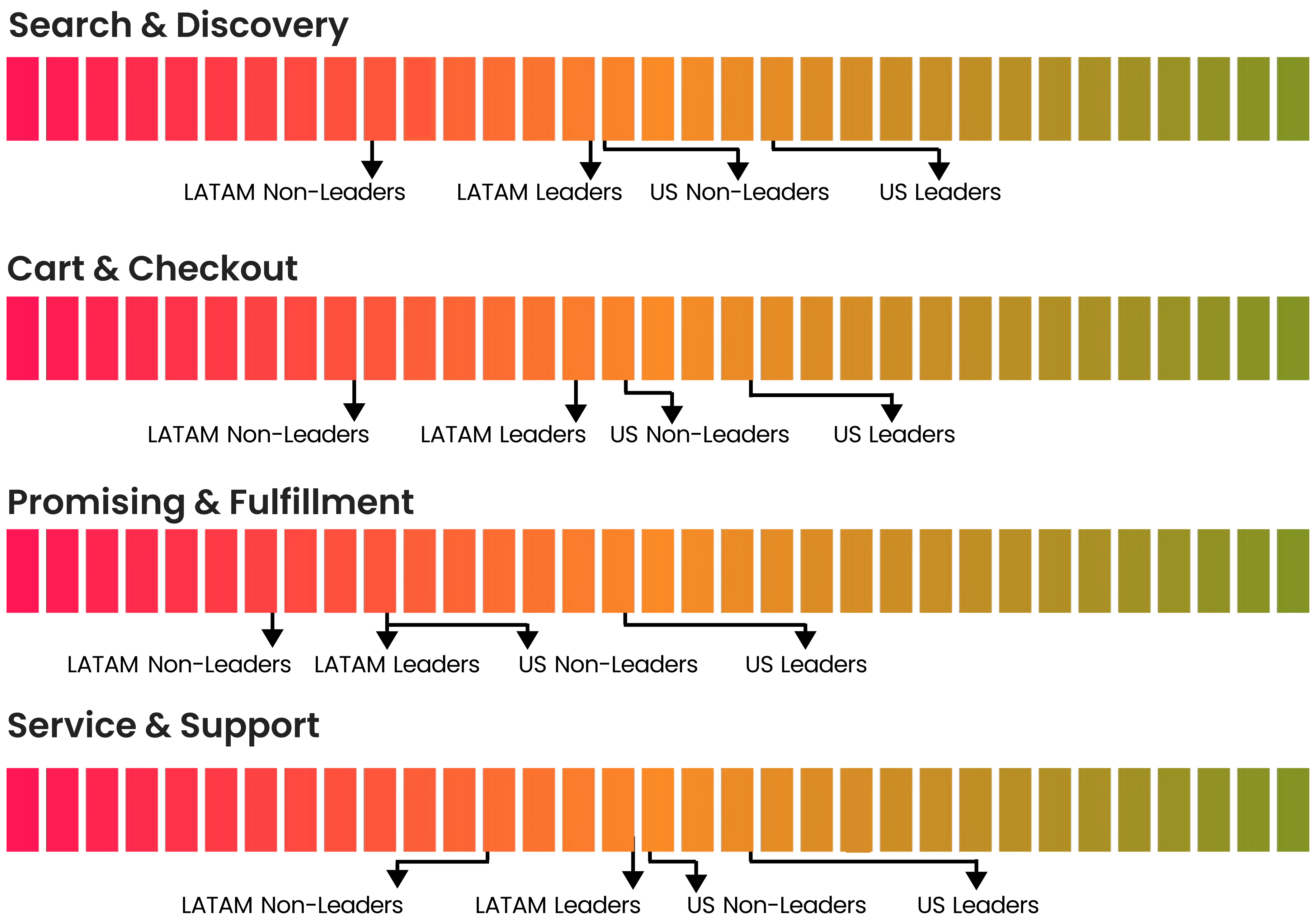
Overall: **LATAM Retailers vs US Retailers**

LATAM is Catching up:

Retailers are diligently addressing table stake capabilities such as basic channel integration, payment options and fulfillment choices. However, they are lagging behind in adopting differentiating capabilities and operational excellence, that could set them apart in the competitive landscape.

Outlook:

Unified commerce adoption is still relatively low, and even in leading regions, differentiating capabilities are only at 50% adoption. The path forward demands innovation and progress across the board.

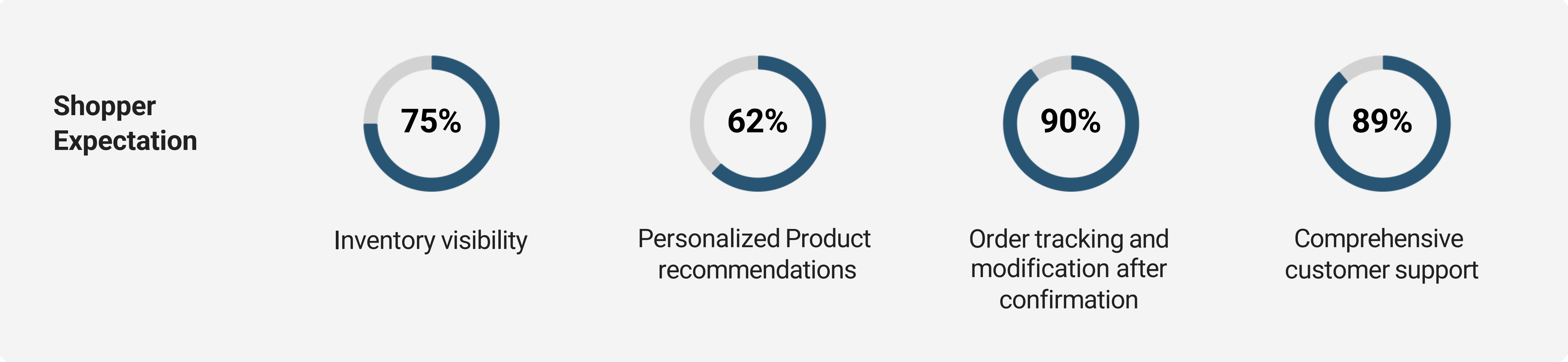


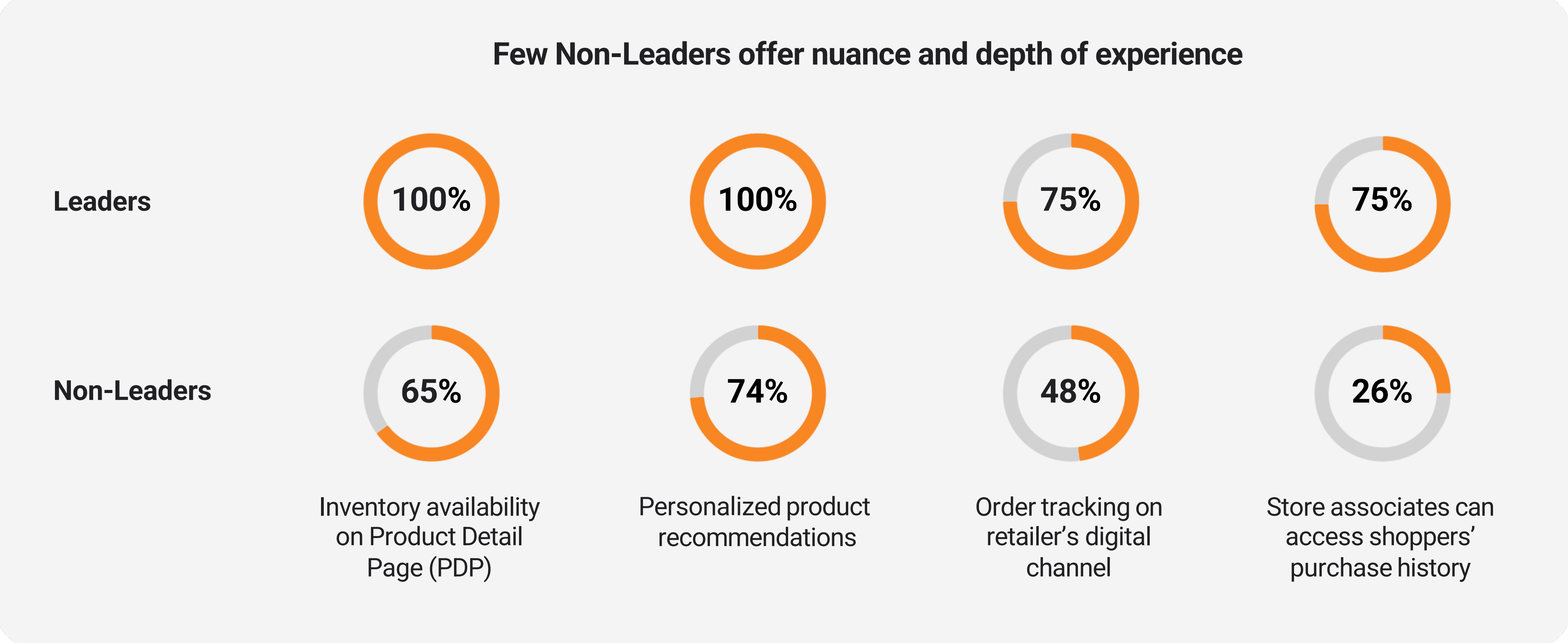
Differentiation is Moving From the Basic to the Nuanced

Shopper expectations in LATAM are being shaped by international and local retail leaders, offering comprehensive and nuanced digital experiences.

Non Leaders in LATAM offer a basic digital experience with a few differentiating capabilities.

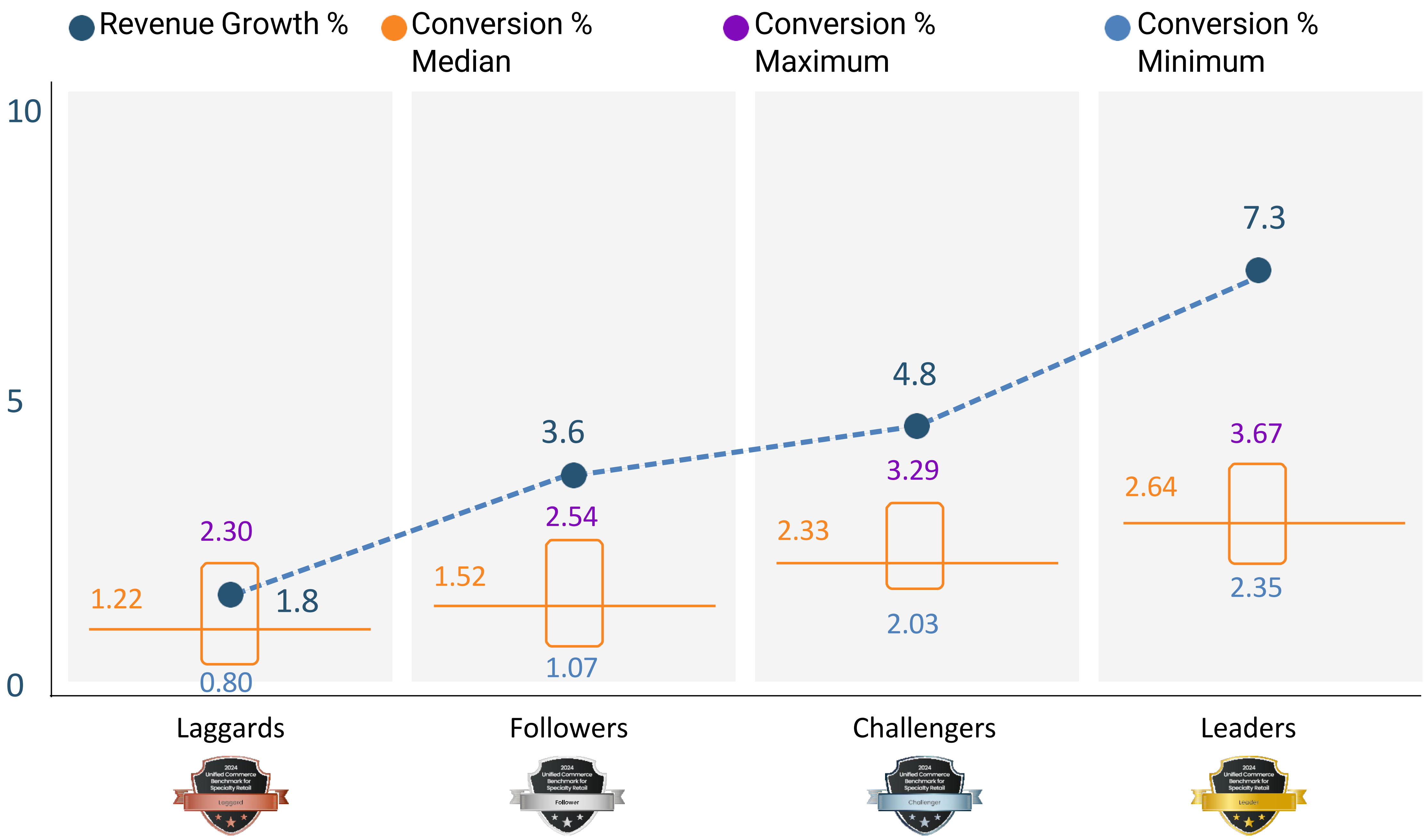
Differentiation is shifting from simply offering a customer experience capability to offering it with depth, nuance, and personalized context.





Unified Commerce Leaders' Revenue Growth Outperforms Non Leaders 2X - 3X

Average revenue growth rate and conversion for retailers by rating category



A retailer currently rated a Challenger would stand to gain ~$25M per billion dollars in annual revenue by improving its Unified Commerce maturity to a Leader.

LATAM Unified Commerce Benchmark

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

35% higher conversion rate for shoppers who initiate engagement with a retailer with a product search.

31% of shoppers will shop at another retailer if their desired product is out-of-stock.

25% 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 →

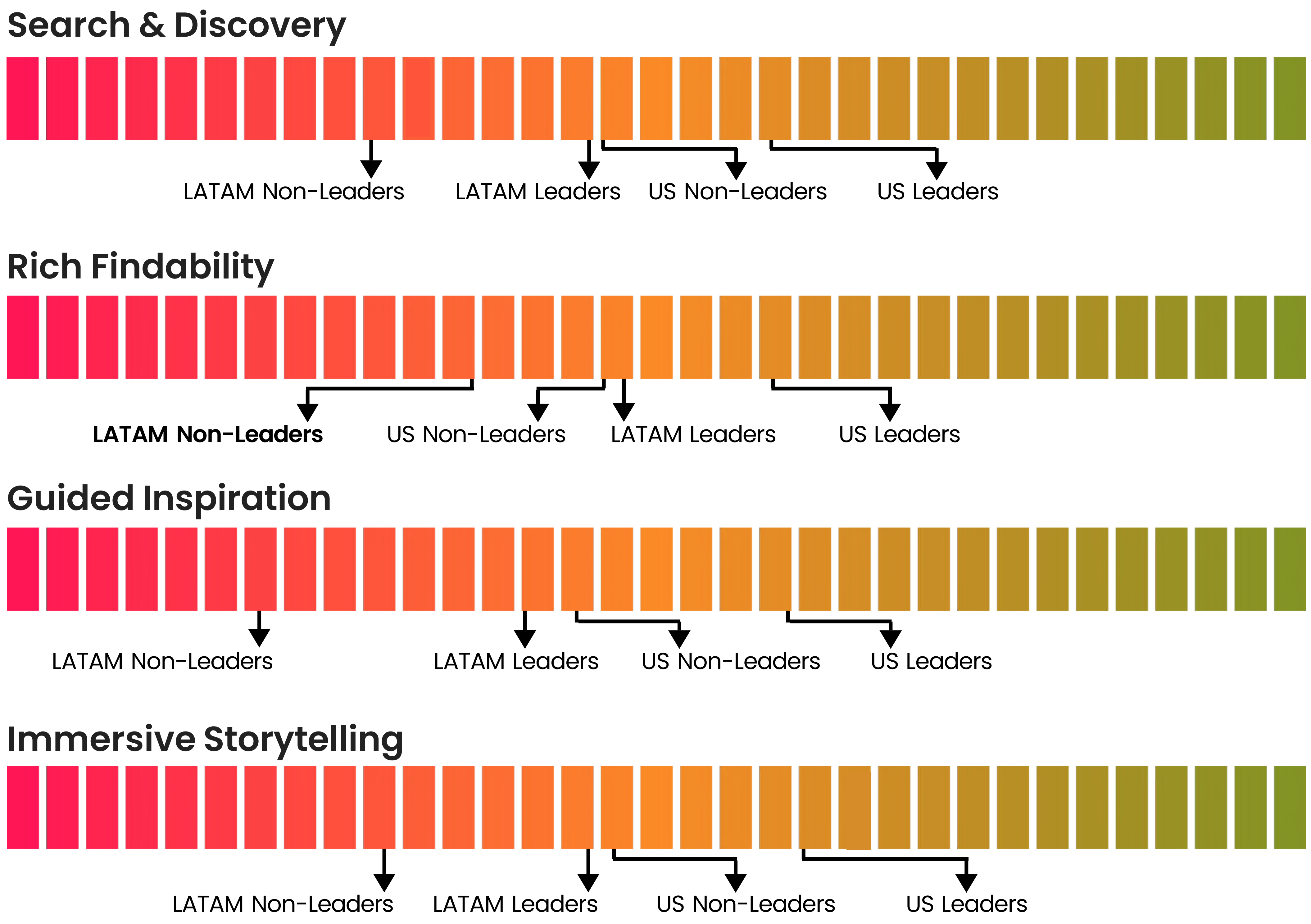
Search & Discovery: **LATAM Retailers vs US Retailers**

LATAM Highlights

Leaders have high adoption rates of customer experience capabilities such as category-specific filters, product recommendations on PDP, bundled product offerings, notifications for out-of-stock products, aggregate and individual ratings, and sustainability initiatives.

Key Gaps

The adoption of some high-impact capabilities, such as recommendations based on past purchases, AR/VR tools, callouts for out-of-stock items, real-time inventory visibility, and back-in-stock dates for out-of-stock items, is still low.



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Unified Commerce
Benchmark for
Specialty Retail
Search & Discovery

Leaders in Search & Discovery

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

Retailers listed in alphabetical order.

C&A	Fast Shop	The Home Depot	Leroy Merlin	Magalu
Apparel, Accessories & Footwear	Home Appliances & Furniture	Home Improvement	Home Improvement	General Merchandise

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.

Highlighting fulfillment options on PDP

100%

Leaders

53%

Non Leaders

Real-time inventory visibility on PDP

60%

Leaders

27%

Non Leaders

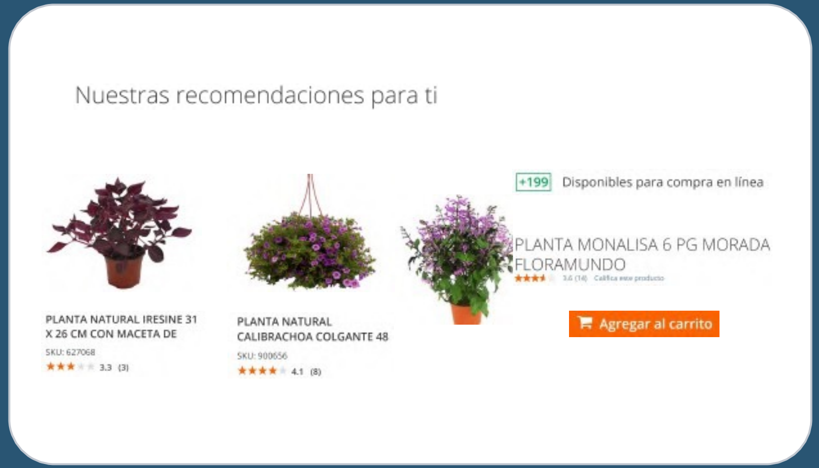
Personalized recommendation on homepage

40%

Leaders

10%

Non Leaders



Inventory visibility and tailored product recommendations.

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

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

Home Depot showcases real-time inventory statistics on the PDP and provides product recommendations on the home page, including recommendations based on past purchases. It also offers category-specific recommendations on the PDP.

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 for nuanced category-specific attributes

100%

Leaders

53%

Non Leaders

Product availability at specific stores

100%

Leaders

43%

Non Leaders

Option to opt for back-in-stock notifications on PDP

40%

Leaders

23%

Non Leaders

Magalu

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.

Magazine Luiza offers more than 8 filters, including filters for fulfillment options, category-specific filters, product usage and product attributes filters such as length, material, size and color.

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.

Aggregate/individual ratings and reviews on PDP

100%

Leaders

60%

Non Leaders

Accepting old items for recycling/safe disposal

60%

Leaders

23%

Non Leaders

Highlight sustainability metrics (ESG Practices)

60%

Leaders

53%

Non Leaders

C&A

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.

C&A Modas 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 and in-store.

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

51% 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 47 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

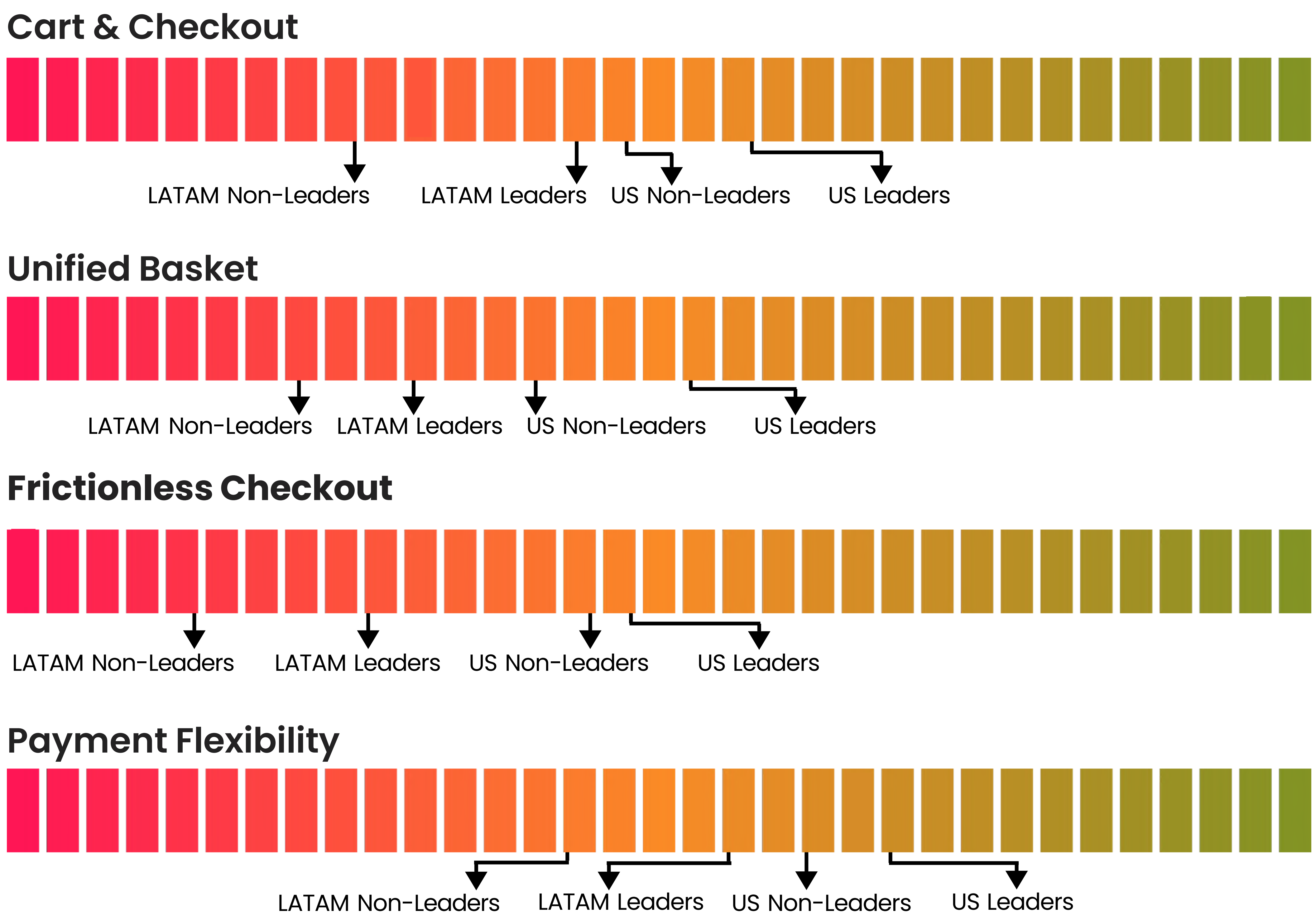
Cart & Checkout: **LATAM Retailers vs US Retailers**

LATAM Highlights

Leaders have a high adoption of customer experience capabilities, such as providing multiple payment options (PayPal, gift cards, EMI, PIX, Elo, Boleto, etc.), expedited guest checkout, recommendations in the cart view, and the ability to create and update wishlists.

Key Gaps

The adoption of some high-impact capabilities, such as one-step checkout, clickable promo codes in the cart, product customizations, recycling options, and the ability to pay via mobile wallets and a combination of payment options, is still low.



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Specialty Retail
Cart & Checkout

Leaders in Cart & Checkout

Incisiv recognizes these 6 brands as Leaders in Cart & Checkout.

Retailers listed in alphabetical order.

C&A	H&M	The Home Depot	Innovasport	Leroy Merlin	El Palacio de Hierro
Apparel, Accessories & Footwear	Apparel, Accessories & Footwear	Home Improvement	Apparel, Accessories & Footwear	Home Improvement	Department Stores

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 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.

Ability to see available promo codes in cart view

50%

Leaders

31%

Non Leaders

Ability to move items directly from wishlist to cart

50%

Leaders

24%

Non Leaders

Check product availability status by store

33%

Leaders

14%

Non Leaders

Inventory 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.

Palacio de Hierro unifies the shopping experience online and in-store by making comprehensive store inventory visibility and detailed product information 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 in-store

83%

Leaders

55%

Non Leaders

Loyalty points redemption for payments

33%

Leaders

14%

Non Leaders

Ability to use closed loop wallets for in-store payments

33%

Leaders

10%

Non Leaders

Seamless rewards Integration for ease of use.

84% of shoppers are more likely to stick with a brand that offers a loyalty program. Allowing shoppers to redeem points during payment not only enhances their shopping experience but also provides tangible benefits. This seamless integration of rewards into the payment process encourages loyalty, fostering a stronger connection between the brand and its customers.

Leroy Merlin allows shoppers to use their accumulated points in the form of instant discount vouchers at checkout.

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.

Expedited guest checkout

83%

Leaders

31%

Non Leaders

Ability to checkout using PayPal

67%

Leaders

27%

Non Leaders

Self-checkout capability in-store

33%

Leaders

24%

Non Leaders

elektra

Expedited guest checkout for shopper convenience.

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. Streamlining the checkout process not only keeps customers engaged but also boosts overall satisfaction and loyalty.

Elektra offers a quick guest checkout option where shoppers only have to enter their email ID to checkout and shipping/payment can be entered without creating an account.

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

45% of shoppers value expedited delivery (same business day) and are only wiling to pay < R$ 10 for the same.

61% of shoppers prefer in-store pick-up over home delivery.

67% of shoppers want a self-service option 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 →

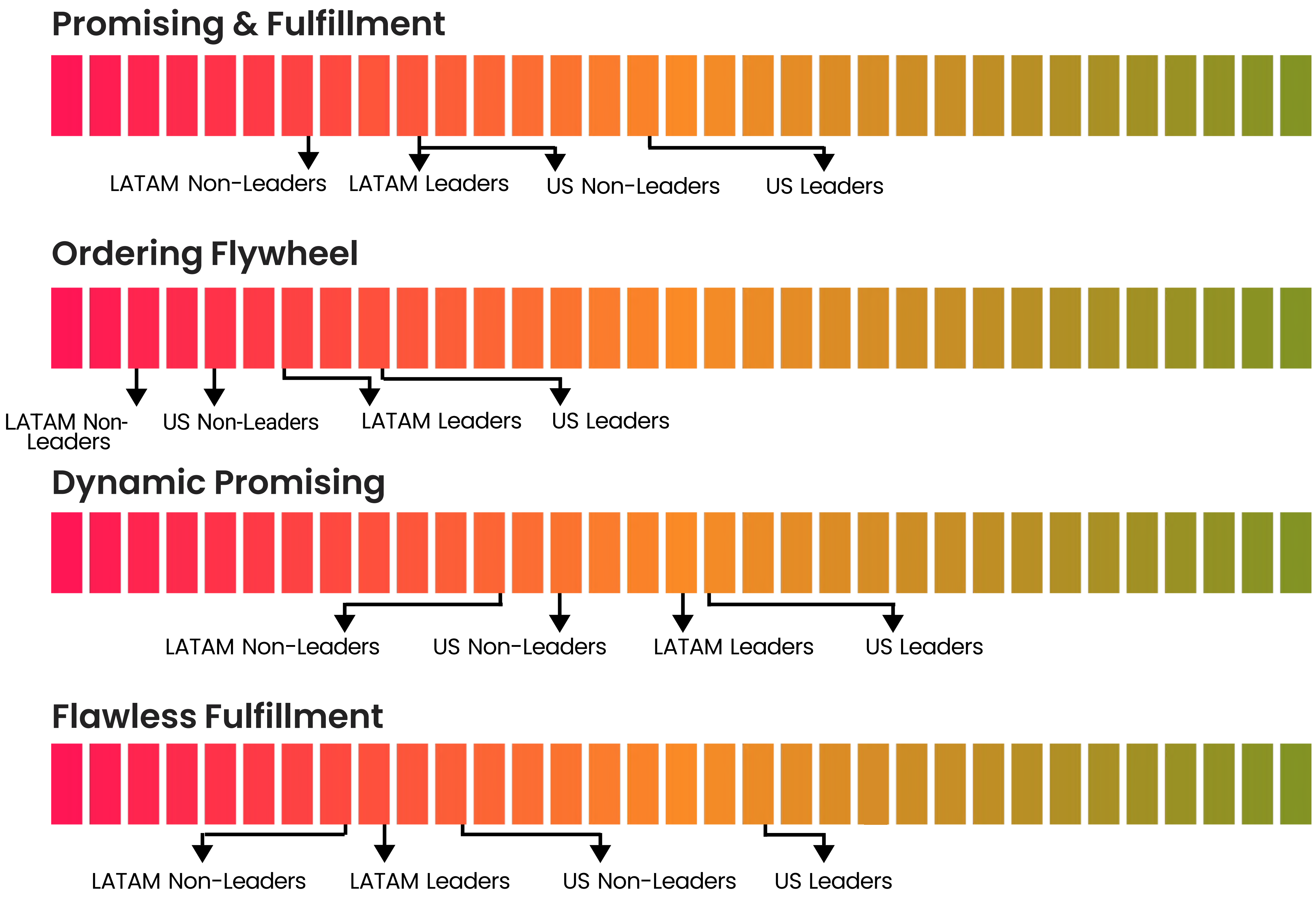
Promising & Fulfillment: **LATAM Retailers vs US Retailers**

LATAM Highlights

Leaders have high adoption of customer experience capabilities, such as multiple delivery options like BOPIS (Buy Online, Pick Up In-Store), ship-from-store, the ability to split orders by fulfillment method, order tracking, and on-time order delivery and pick-up.

Key Gaps

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



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Promising & Fulfillment

Leaders in Promising & Fulfillment

Incisiv recognizes these 6 brands as Leaders in Promising & Fulfillment.

Retailers listed in alphabetical order.

C&A	elektra	The Home Depot	Innovasport	Sodimac	Zara
Apparel, Accessories & Footwear	Home Appliances & Furniture	Home Improvement	Apparel, Accessories & Footwear	Home Improvement	Apparel, Accessories & Footwear

Promising & Fulfillment: 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.

Ability to cancel order post purchase

50%

Leaders

28%

Non Leaders

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

50%

Leaders

21%

Non Leaders

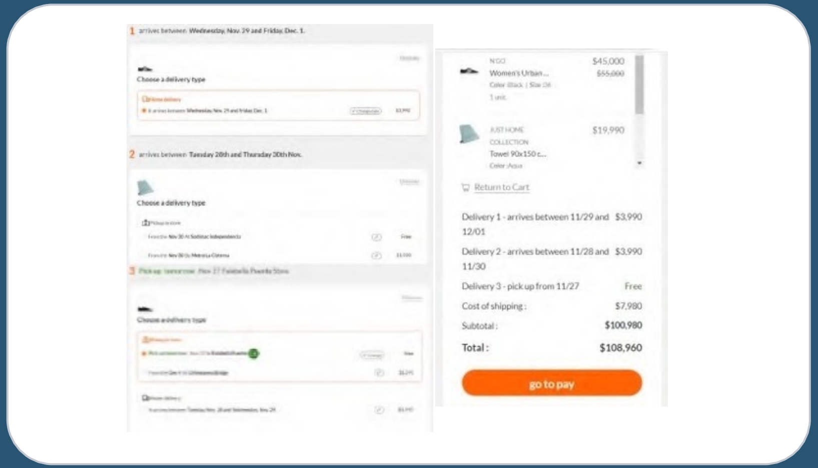
Ability to return orders during in-store pickup

33%

Leaders

17%

Non Leaders



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.

Sodimac offers split-shipping options (in-store pickup, curbside and home delivery) for the same order transaction.

Promising & Fulfillment: Leader Insights

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.

Store notification when order is ready for pickup

100%

Leaders

72%

Non Leaders

Order tracking via email/text

67%

Leaders

48%

Non Leaders

Proactive communication in case of exceptions/delays

33%

Leaders

17%

Non Leaders

Seamless Order Tracking via multiple channels.

90% of shoppers expect the retailer to provide real time updates on order status and proactive communication incase of any issue or delay with the order.

Innova Sport notifies shoppers once the order is ready and also allows shoppers to track order status in real-time via email or on the website/app.

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.

Highlighting carbon footprint/impact of fulfillment choice

50%

Leaders

7%

Non Leaders

Sustainable product packaging

33%

Leaders

17%

Non Leaders

Option to opt in/out of order alerts at checkout or in user profile

33%

Leaders

10%

Non Leaders

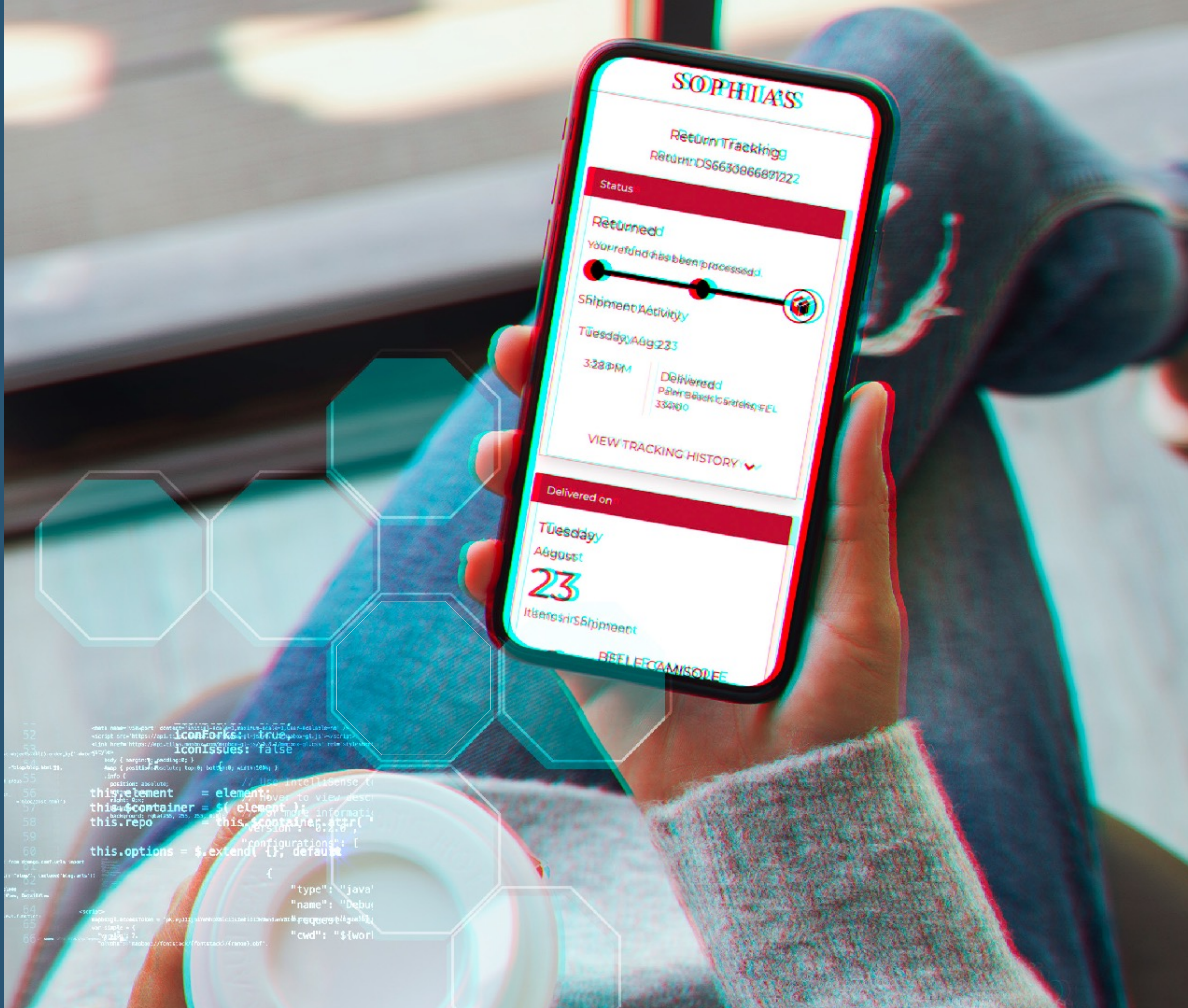
RIPLEY

Uniting sustainable practices and adaptive order management.

64% of shoppers are more likely to buy from brands that offer sustainable product packaging. By allowing shoppers to easily update their shipping information, brands enhance customer satisfaction, reinforcing a positive buying experience.

Ripley places a strong emphasis on sustainable fulfillment options and order packaging. Additionally, they provide shoppers with the ability to check the status of their in-store purchases/orders through the brand's digital channel, ultimately establishing a comprehensive 360-degree order tracking experience.

Leaders in Service & Support

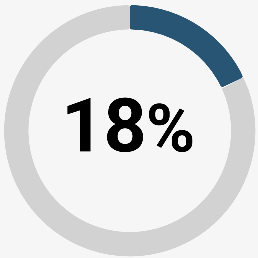


Service & Support: Overview

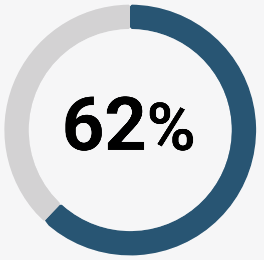
Service & Support refers to the set of retailer capabilities and experiences related to offering shoppers personalized assistance across their relationship lifecycle.

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.

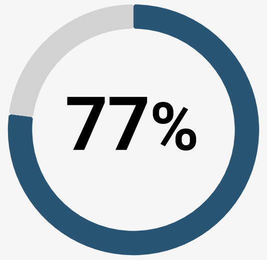
Why it matters



shoppers say that retailers offer them a personalized shopping experience.



of shoppers find the returns and refund process to be very time consuming.



of shoppers prefer/expect 24*7 availability of support services.

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 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 →

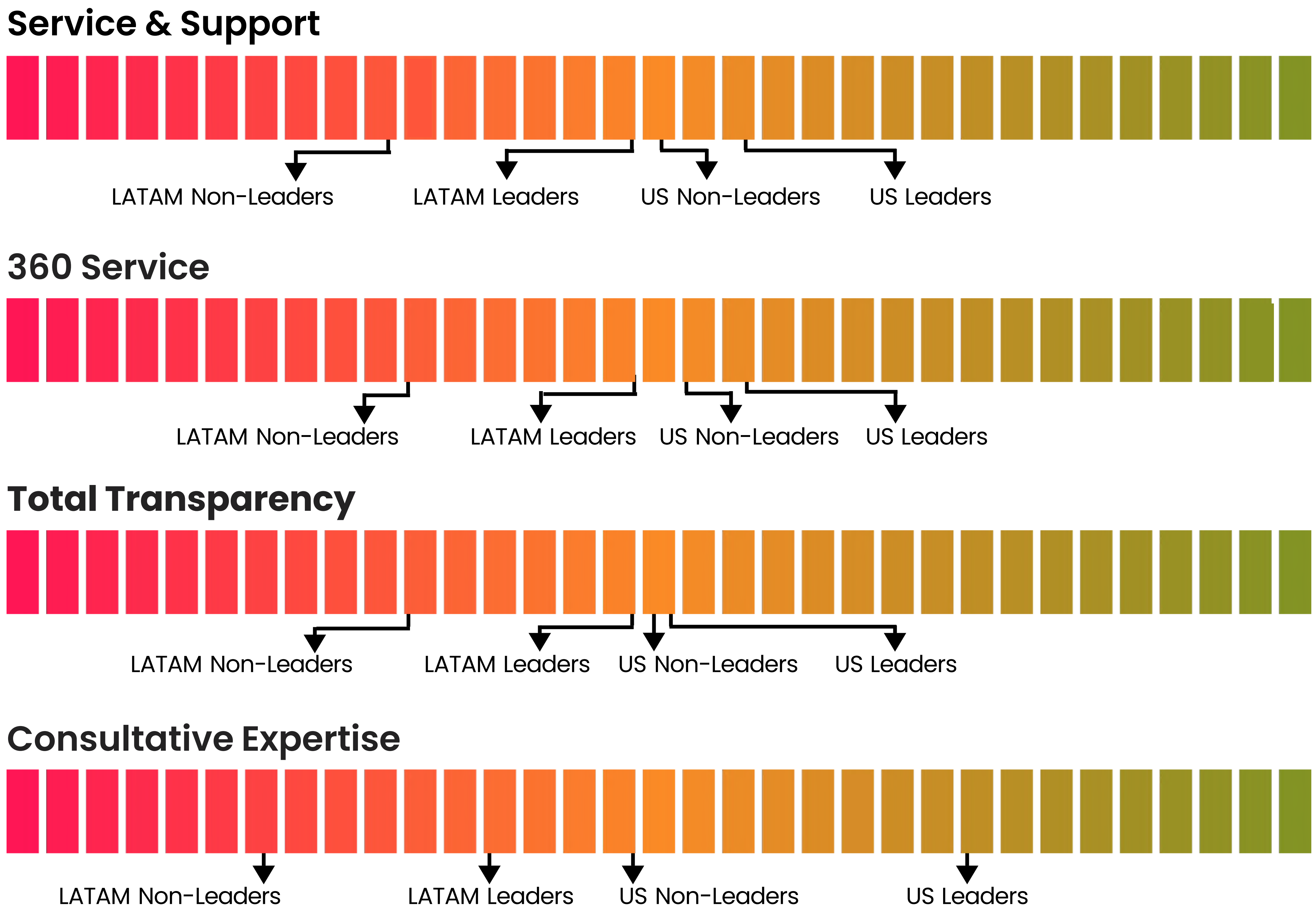
Service & Support: **LATAM Retailers vs US Retailers**

LATAM Highlights

Leaders have a high adoption of customer experience capabilities, such as support via email, call, live chat, and social media channels, support for returns, payments, product related queries, inventory, and product details.

Key Gaps

The adoption of some high-impact capabilities, such as appointment scheduling, ability to look up customer wishlist in stores, and service and maintenance subscriptions, is still low.



2024
Unified Commerce
Benchmark for
Specialty Retail
Service & Support

Leaders in Service & Support

Incisiv recognizes these 3 brands as Leaders in Service & Support.

Retailers listed in alphabetical order.

H&M
Apparel, Accessories & Footwear

Liverpool
Department Stores

ZARA
Apparel, Accessories & 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 center associates.

Support in-store and online payment capabilities

100%

Leaders

39%

Non Leaders

Ability to track returns

100%

Leaders

38%

Non Leaders

Real-time order alerts or notifications

67%

Leaders

53%

Non Leaders

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.

H&M allows shoppers to view return status on their website and sends regular order updates including alerting the shopper when the return is accepted, and when the refund is processed.

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 social media channels

100%

Leaders

66%

Non Leaders

Support via live chat

100%

Leaders

47%

Non Leaders

Ability to return online purchases in-store

100%

Leaders

59%

Non Leaders

ZARA

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.

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

Service & Support: Leader Insights

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.

Ability of store associate to look up inventory / product details

100%

Leaders

77%

Non Leaders

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

100%

Leaders

25%

Non Leaders

Audio/video appointment scheduling

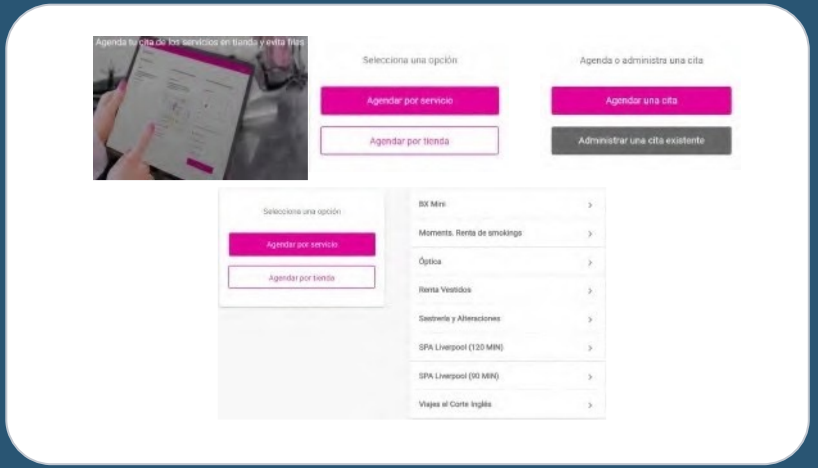
33%

Leaders

13%

Non Leaders

Liverpool



Liverpool uses stores as a hub of unmatched service.

Offering specialized services such as in-store appointments, personalized 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.

Liverpool offers exclusive services and allows shoppers to schedule appointments for personalized product customizations, repairs, and exclusive previews of new products in store.

Using the Benchmark

Putting Information into Action

How To Use This Benchmark

Assess Existing Capabilities

- What are your customers' buying experiences across channels?
- Do you have insights into your unified commerce operations?
- Are you delivering table stakes or differentiating experiences?

Identify Strengths and Opportunities

- What areas are you delivering exceptional customer experiences?
- What are the capability gaps holding you back from being a Leader?
- How do you compare to your peers?

Prioritize Technology Investments

- What technologies do you need to close the capabilities gap?
- How can you leverage technology to create differentiated experiences?
- What capabilities can make you a Leader?

Dive Deeper

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

LATAM Unified Commerce Benchmark

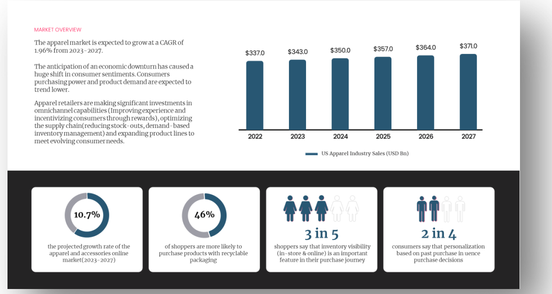
Benchmark Your Operations

Research + Benchmarking + Technology + Expertise

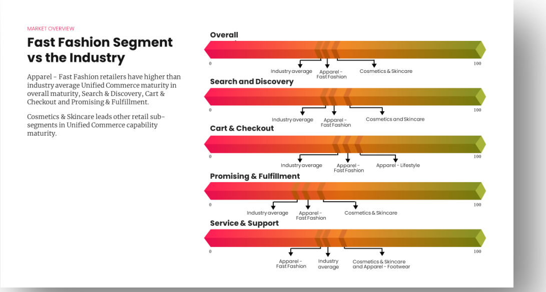
Custom Insights & Assessments

Market Overview
(1–2 weeks)

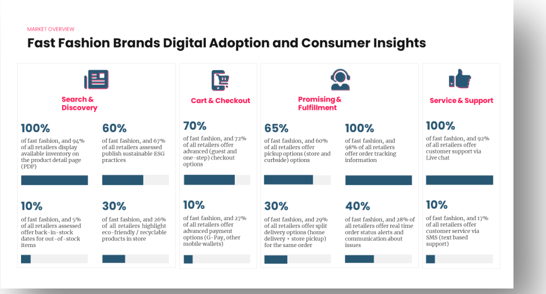
Market Overview



Segment Overview



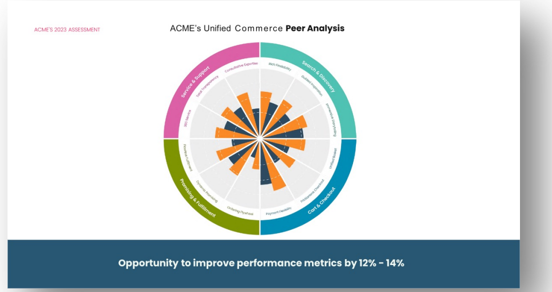
Consumer Insights



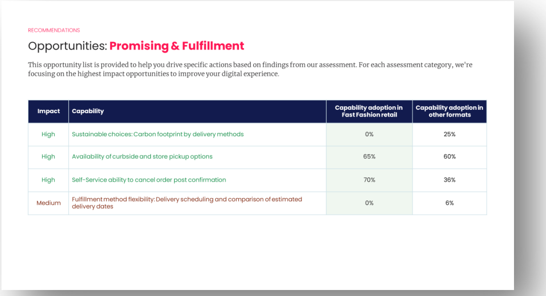
Brand Assessments
(3–4 weeks)

Your Brand Assessment

Peer Gap Analysis



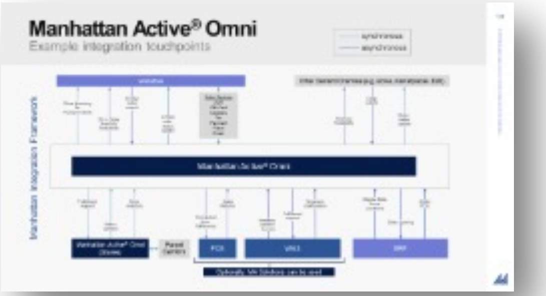
Areas of Opportunity



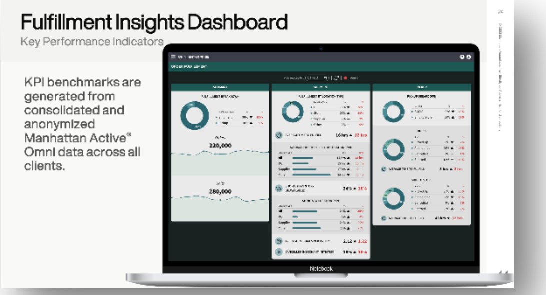
Value Assessments
(8–12 weeks)

Solutions Roadmap

Deployment Strategy



Insights Dashboard



Benchmark Your Unified Commerce Operations

Get a custom assessment of your operation.

Let's discuss how you can be part of he Unified Commerce Benchmark.

It includes detailed brand and value assessments and a personalized walkthrough.

To discover how we can help you differentiate your unified commerce, contact us at: latam@manh.com

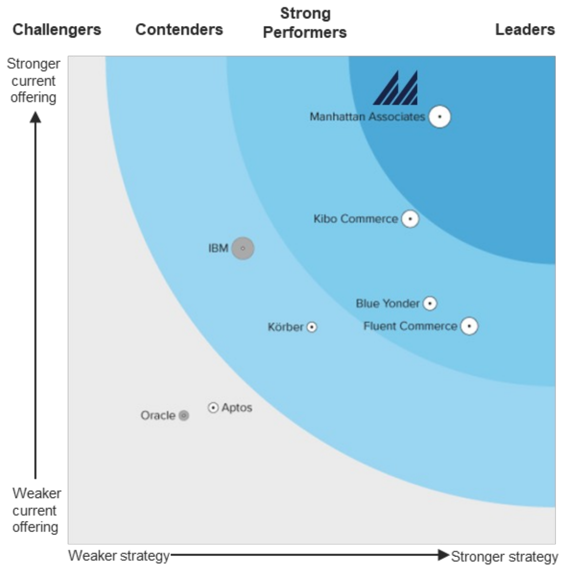
Moving Life and Commerce Forward

Partner with Manhattan

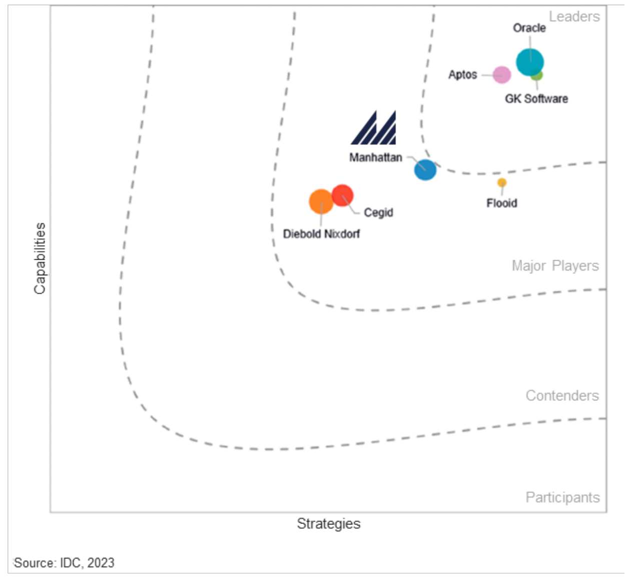
Manhattan is a technology leader focused on improving experiences and outcomes in supply chain commerce. We provide leading software solutions for omnichannel commerce, supply chain planning and supply chain execution. Our **cloud-native** Manhattan Active® platform technology and **unmatched industry 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.

THE FORRESTER WAVE™
Order Management Systems
Q2 2023



IDC MARKETSCAPE™
Point of Service
Q2 2023



GARTNER MAGIC QUADRANT™
Warehouse Management Systems
Q2 2023

GARTNER MAGIC QUADRANT™
Transportation Management Systems
Q1 2023

Omnichannel

- Point of Sale
- In-Store Clienteling
- Enterprise Promotions
- Order Management
- Enterprise Inventory
- Store Inventory & Fulfillment
- Customer Service & Engagement
- Returns Management
- Digital Self Service

Supply Chain Execution

- Warehouse Management
- Labor Management
- Slotting Optimization
- Warehouse Execution System
- Yard Management
- Transportation Management
- Fleet Management
- Freight Audit & Payment

Supply Chain Planning

- Demand Forecasting
- Replenishment
- Inventory Allocation

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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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

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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