

Google Cloud



2023 Unified Commerce Benchmark Industry Playbook

Fast Fashion & Lifestyle Apparel



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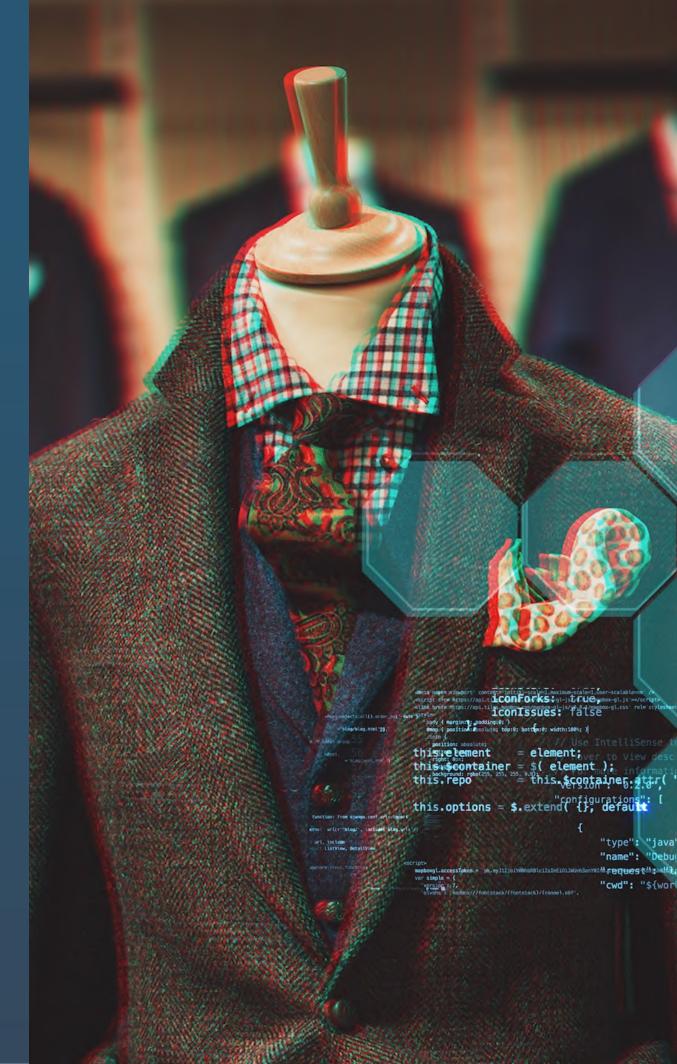
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Market Perspective

> 02 Unified Commerce Benchmark

03 Capability Area Deep Dives

Market Perspective



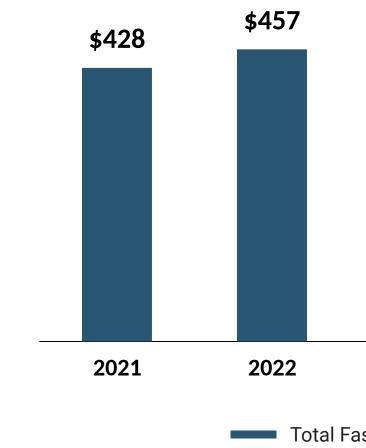
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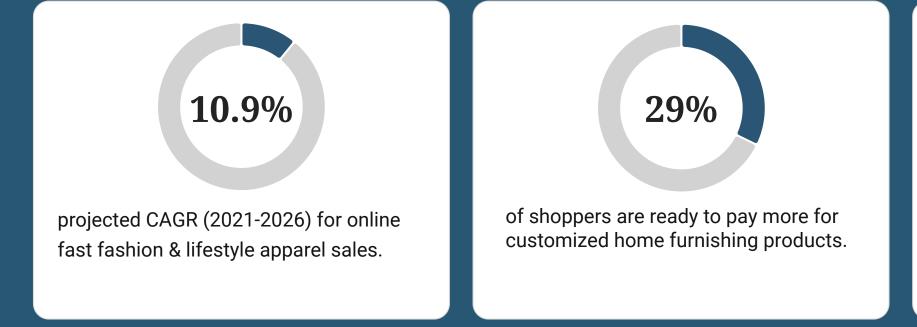
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Market Perspective

Fast Fashion & Lifestyle Apparel sales are projected to grow at a CAGR of 3.5% - 4% from 2021-2026 to an overall market size of \$520 billion, from \$428 billion in 2021.

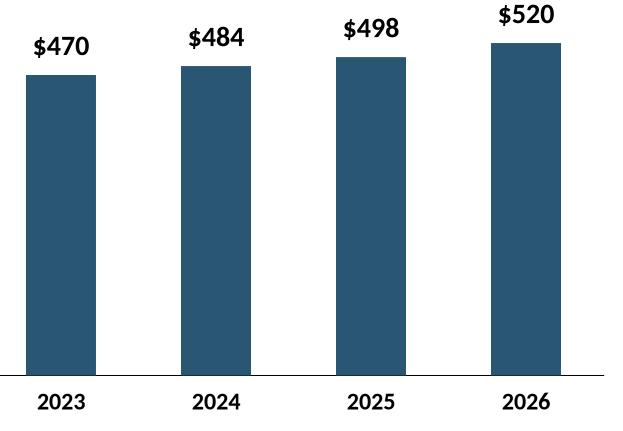
Fast Fashion & lifestyle apparel retailers are making investments in shoring up digital capabilities across fulfillment initiatives, order and inventory management, sustainable practices, personalization and virtual immersive experiences.







shoppers increased their spend on fast fashion and lifestyle apparel in 2022 vs 2021.



Total Fast Fashion & Lifestyle Apparel Sales (USD billion)

shoppers are willing to pay extra for sustainable, eco-friendly products.

Market Perspective

Digital is default.

In the Fast Fashion & Lifestyle Apparel segment, digital platforms have become the primary channel through which consumers discover and engage with their favorite brands. With the rapid turnover of trends and styles, it is essential for retailers create seamless digital experiences that cater to the fast-paced nature of the industry.

For example, shoppers in this segment expect to be able to quickly browse through an extensive range of products and styles online and in-store, receive personalized assistance and recommendations based on their preferences and purchase history, and seamlessly transition between digital and in-store experiences based on their current need.





of all shopper journeys for Fast Fashion & Lifestyle Apparel now begin online.



digital share of revenue for Fast Fashion & Lifestyle Apparel retail.

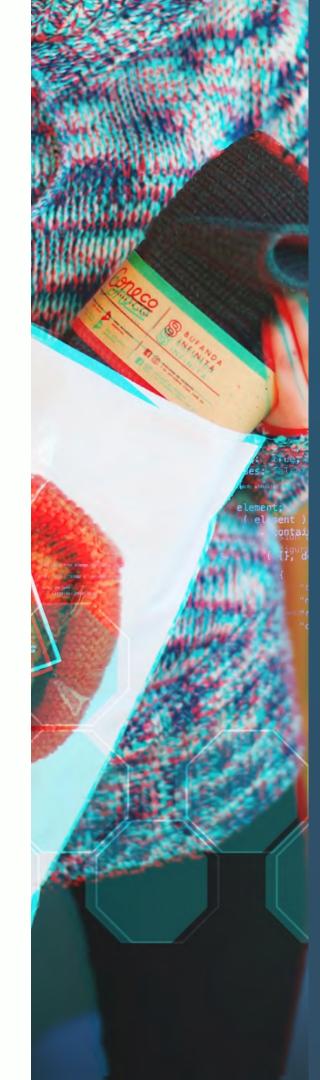


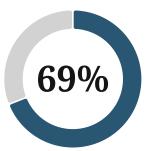
growth in home delivery for this segment in 2022 vs 2021.

Convenience is a commodity.

In the highly competitive Fast Fashion & Lifestyle Apparel industry, convenience is a rapidly evolving concept. Consumers expect brands to provide fast, hassle-free shopping experiences with minimal friction, from browsing to checkout.

Shoppers expect rapid delivery, often within the same day or next day. To meet this expectation, retailers must provide a range of delivery options and innovative solutions, such as Buy Online, Pick Up In-Store (BOPIS) or localized micro-fulfillment centers. Moreover, easy returns and exchanges, along with flexible payment options, are crucial to keeping customers satisfied and loyal to a brand.

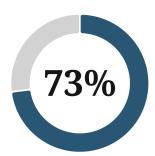




of Fast Fashion shoppers value expedited delivery and are willing to pay a \$5 premium.



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



of shoppers prefer self-service options for order modifications and cancellations.

Market Perspective

Virtue is a brand.

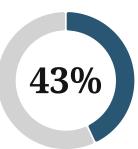
As the Fast Fashion & Lifestyle Apparel industry has been under scrutiny for its environmental and social impact, consumers are increasingly demanding that their favorite brands adopt more sustainable and ethical practices. This shift in values has led to the expectation that retailers not only offer stylish, affordable clothing but also demonstrate a commitment to responsible sourcing and production methods.

Shoppers actively seek out brands that promote transparency about their supply chain, use eco-friendly materials, and support fair labor practices. Offering options for recycling or upcycling garments, showcasing the environmental impact of different production methods, and partnering with organizations that drive positive change can further strengthen a brand's image and appeal to value conscious consumers.

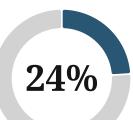




of retailers in this segment publish ESG scorecards and impact of fulfillment choices.



of shoppers are more likely to purchase a product with recyclable packaging.



of shoppers are satisfied with their preferred retailers' sustainability practices.

Unified Commerce Benchmark Overview



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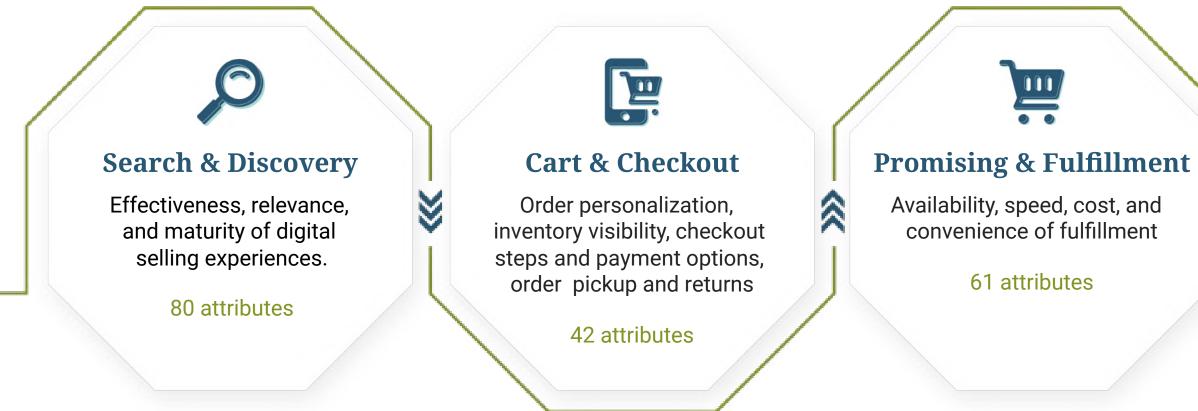
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Incisiv's 2023 Unified Commerce Benchmark Index for Specialty Retail



This Industry Playbook is based on insights from the 2023 Unified Commerce Benchmark Index for Specialty Retail.

Learn more about the Index here.

124

retailers benchmarked across multiple specialty retail segments.

30

retailers chosen from the 124 for curated insights in industry segment specific Playbook.



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Service & Support

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

103 attributes

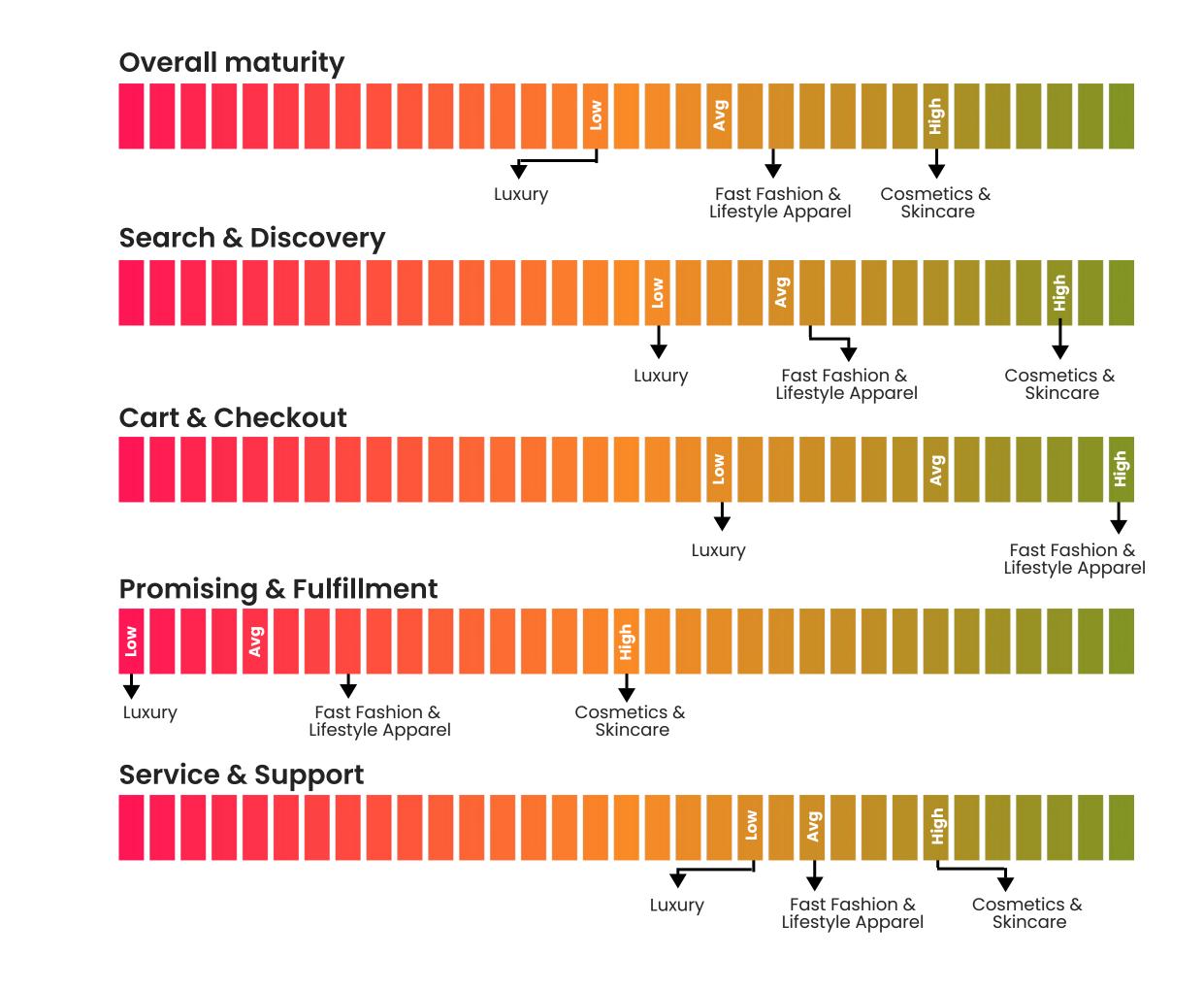
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customer experience capabilities assessed in both, peer and industry segments.

Industry Maturity

Fast Fashion & Lifestyle Apparel demonstrates an above industry average maturity in Unified Commerce, outperforming many other segments. Key observations and recommendations include:

- Build on strengths: Leverage the segment's exceptional performance in Cart & Checkout and Promising & Fulfillment to create a seamless and efficient experience that keeps customers coming back.
- Enhance Search & Discovery: While slightly above industry average, there is an opportunity to further optimize the Unified Commerce experience by utilizing advanced personalization techniques and Al-driven recommendations.
- Focus on Service & Support: As this area aligns with the industry average, investing in improved customer service and support can help differentiate Fast Fashion & Lifestyle Apparel brands from competitors and boost customer loyalty.





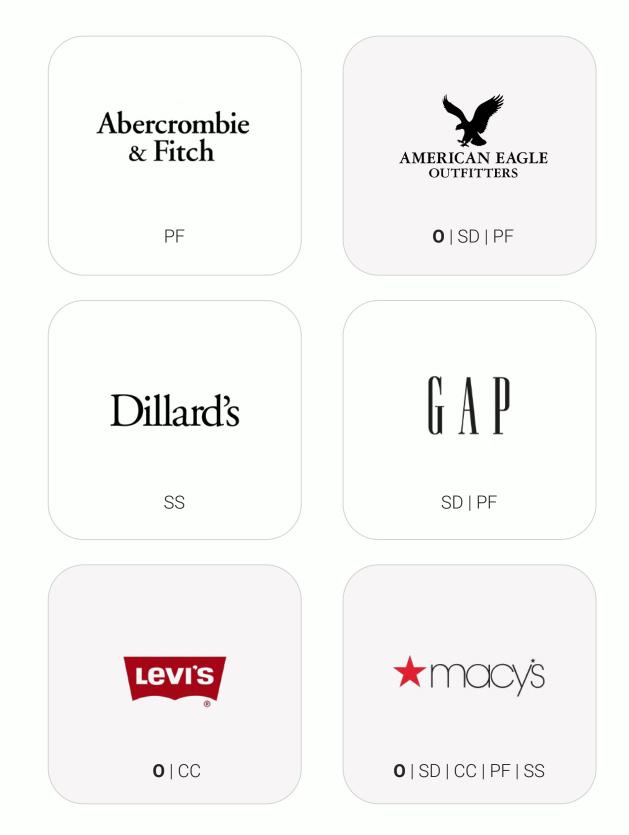
Fast Fashion & Lifestyle Apparel Leaders

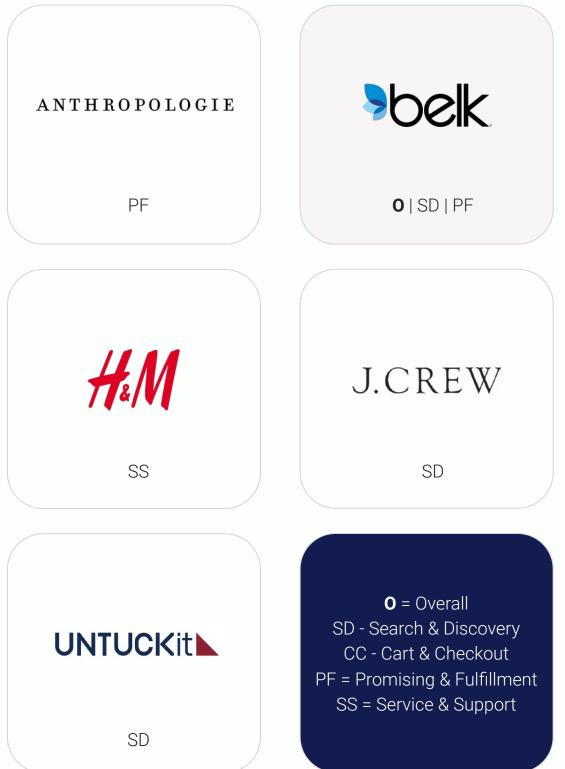
Incisiv recognizes these 11 Fast Fashion & Lifestyle Apparel brands as Leaders in the 2023 Unified Commerce Index across all rating categories.

The Index includes a complete Leaderboard spanning 124 retailers across multiple specialty retail segments. Leaderboards are provided at both an overall and capability area level.

Learn more.

Fast Fashion & Lifestyle Apparel Retailers Rated as Leaders, in Alphabetical Order





Search & Discovery



Search & Discovery

Why it matters.

Search & Discovery refers to a set of retailer capabilities and experiences to provide personalized experiences to shoppers based on their intent. This includes curating a shopping experience that meets the shopper's needs, whether they are searching for a specific item, exploring a brand for the first time, or shopping for a particular occasion.

33% higher conversion rate

for shoppers who initiate engagement with a retailer with a product search.

65% of shoppers

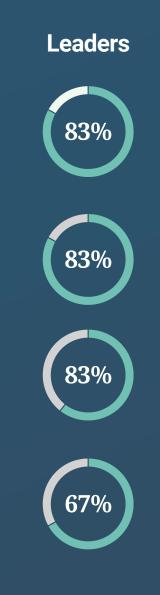
value display of accurate product availability status and precise order promising information.

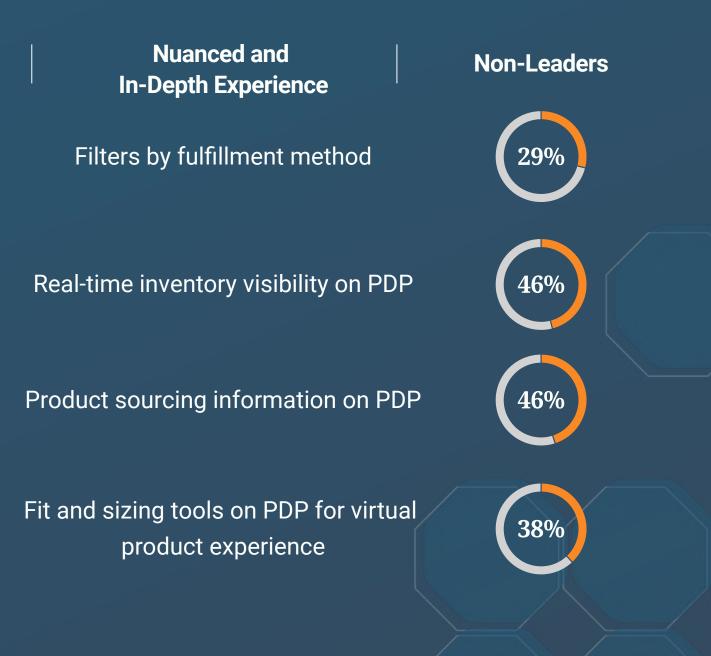
80% of shoppers

find fit guides and virtual try-out tools extremely useful in decision making along with product reviews by specific attribute like size and fit.

What Leaders do well.

Leaders have improved customer experience by personalizing the shopping experience and understanding shopper intent. Providing access to real-time inventory, advanced filtering options and virtual try-on helps shoppers make informed purchasing decisions, and delivers a more satisfying experience.





Search & Discovery

Standout capabilities.

Fast Fashion & Lifestyle Apparel retailers are setting the bar high in the area of search & discovery with standout capabilities such as advanced product visibility, detailed inventory information, and enhanced findability. These experiences provide customers with the information they need to make informed decisions and have a seamless shopping experience.



Enhanced findability: filter products by specific category



Advanced product visibility: Callouts for new arrivals, trending, sustainable products



Detailed inventory visibility: Highlighting out-ofstock and low stock products

Improvement opportunities.

However, there is still room for improvement in the search & discovery process. Retailers can take the customer experience to the next level with innovative technologies and features such as real-time inventory visibility, personalized filters, and immersive experiences.



Advanced findability: filters products by availability status or fulfillment method

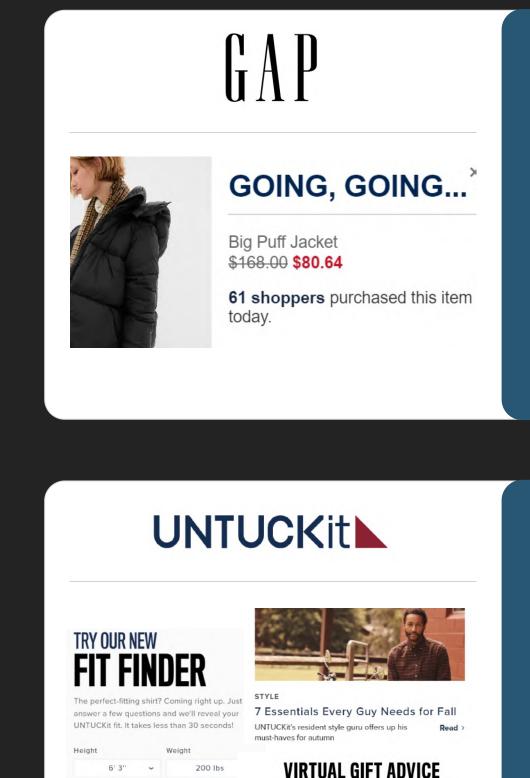
Endless aisle experience: real-time inventory visibility, product restock notifications

Check inventory availability and pricing in-store

Search & Discovery

Spotlight: **Shopper Inspiration**

Leaders aim to offer more than just a place to buy products, by helping shoppers find meaningful products that fulfill immediate needs or inspire them. They aspire to become an integral part of shoppers' lifestyles by providing advanced digital personalization, exceptional in-store support, and effective online and in-store merchandising.



FIND MY FIT (1/4)

Let us help you with your gift list! Our store associates are ready to help you buy for everyone this holiday season! Chat or text them for great gift ideas, style advice, and more. Plus, they can help with shipping or in-store pickup so everything arrives on time.

Real-time inventory visibility

Retailers use triggers such as 'current product views', 'low inventory' and 'units purchased' to create a sense of urgency among shoppers. Brands have seen a 6.1% improvement in conversion rates during the holiday season when retailers highlight fast-selling items. Currently, 53% of Fast Fashion & Lifestyle Apparel retailers display inventory status on their websites.

The GAP provides real-time statistics on the number of units purchased in the form of a pop-up on the product listing, product display and cart page.

Product sizing tools, catalogs, and virtual shopping assistance.

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

UNTUCKit provides multiple ways for a shopper to find 'that look', or the most meaningful product. From a detailed 4-step fit finder, to virtual assistance through store experts, to collections by occasion, weather or time - UNTUCKit guides and inspires shoppers exploration.

Cart & Checkout



Cart & Checkout

Why it matters.

Cart & Checkout refers to the capabilities and experiences provided by retailers to help shoppers make positive purchase decisions. Retailers must ensure a seamless shopping experience, especially when shoppers switch between physical and digital channels.

40% of shoppers

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

26% of shoppers

abandon their shopping cart because they perceive the checkout process to be too long.

37% of shoppers

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

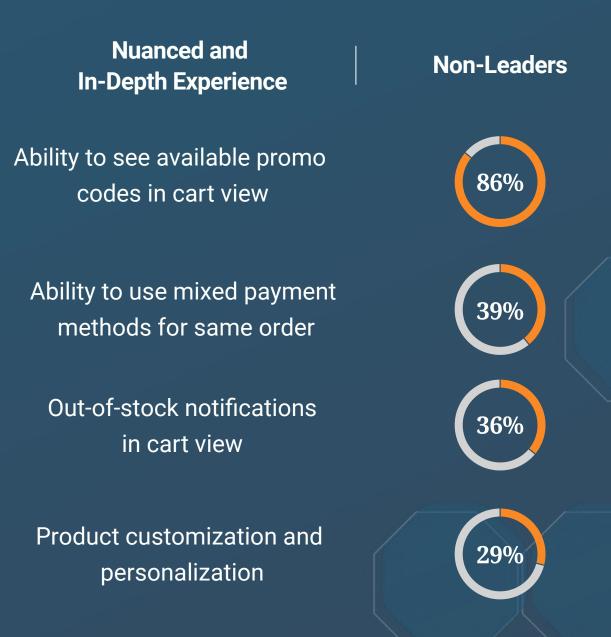
What leaders do well.

Leaders prioritize the implementation of a unified cart, clear visibility of inventory status, easy access to promo codes, flexible payment options, and efficient one-step checkout.



Leaders





Cart & Checkout

Standout capabilities.

Fast Fashion & Lifestyle Apparel retailers are delivering an efficient and streamlined checkout experience with standout capabilities such as expedited one-step and guest checkout options, the ability to view and apply promo codes and coupons, and brand communications for products left in the cart.

Expedited one-step and guest checkout options

77%

80%

View and apply promo codes/coupons at checkout



Brand communications for products left in cart

Improvement opportunities.

Fast Fashion & Lifestyle Apparel retailers must seek ways to improve the checkout experience through innovative services, advanced ordering options, and expanded payment options. These advancements have the potential to enhance customer convenience and streamline the checkout process.





Innovative new services and business models: Tradein, recycle, pre-order etc.

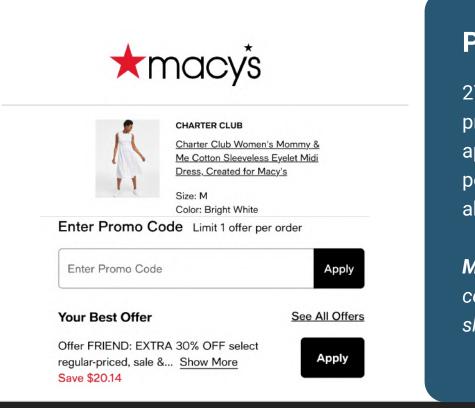
Advanced ordering: Product / order customization or personalization

Expanded payment options: Google Pay, payment link or combine multiple options for same order

Cart & Checkout

Spotlight: Seamless Checkout

The primary challenge for retailers striving to deliver a unified customer experience is the disconnect between physical and digital interactions, which creates a significant point of friction. To bridge this gap, a unified cart or basket is crucial to maintain context across all channels. Despite the difficulties of achieving a fully unified basket, Leaders have made notable progress towards this goal.





To Pay Using a Combination of Methods

You can pay for any purchase using several different methods.

Let's say you're buying a pair of jeans and a child's jacket. You can use a promotions code for a 25% discount on the jacket, and then use up the last \$27 on the gift card you got for your birthday. If there's a balance remaining, you can pay it with a debit card or credit card.

You could also redeem rewards in the payment mix.

You can use up to five promotion codes and rewards for a single purchase. That is, you can use one promotion and four rewards, or two promotions and three rewards, etc. Any rewards drawn from your points bank, regardless of value, count as one reward.

Promotion codes are always applied first to your purchase total, followed by rewards, gift cards, and then debit or credit cards.

Promo codes displayed in cart

27% of online shoppers abandon their cart to go search for promotions/discounts on the website. Allowing shoppers to view applicable promo codes and use clickable ones in the cart positively impacts the purchase decision, helps reduce abandonment rates, and smoothens the checkout experience.

Macy's allows shoppers to view an entire range of applicable promo codes that can be selected with just a click. The retailer also allows shoppers to manually enter their own coupon codes.

Multiple payment options for easier checkout

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

Old Navy offers flexible payment options including the option to apply multiple payment methods at checkout.

Promising & Fulfillment



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Promising & Fulfillment

Why it matters.

Promising & Fulfillment refers to the set of retailer capabilities and experiences that provide shoppers with convenient fulfillment options and precise order promising. Retailers should offer shoppers important ordering and delivery-related information throughout the shopping journey to improve shopper trust and increase the chances of conversion.

65% of shoppers

real time order alerts and proactive exception alerts

77% of shoppers

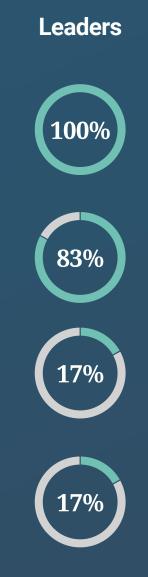
prefer to use a subscription-based model to get their apparel essentials delivered.

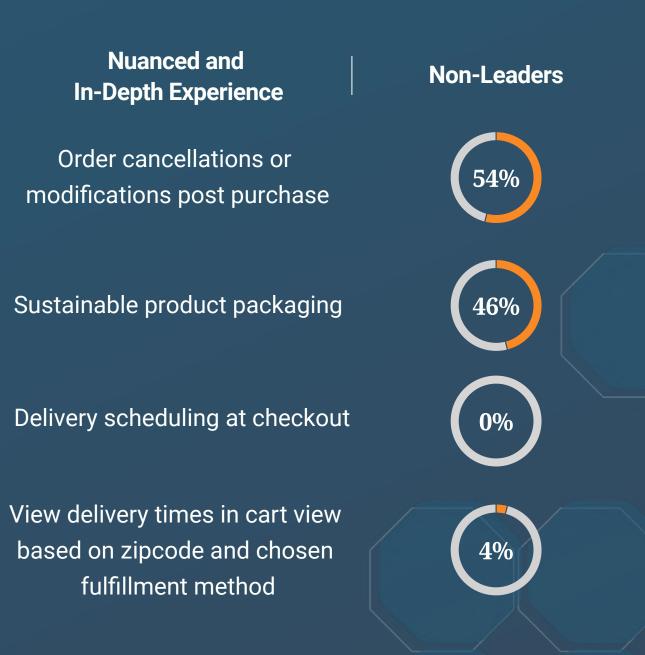
70% of shoppers

prefer flexibility to change fulfilment option post order confirmation.

What leaders do well.

Leaders gain shoppers' trust and boost conversions by providing clear information on how and when products will be delivered, offering a choice of fulfillment options, and providing relevant updates at every step.

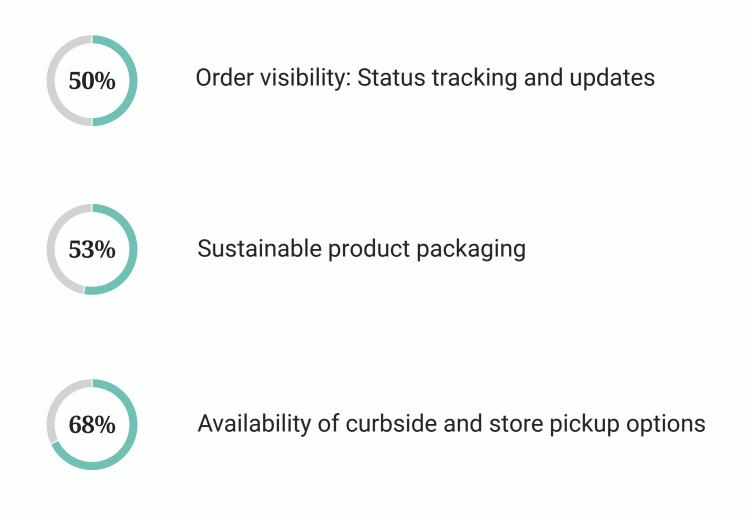




Promising & Fulfillment

Standout capabilities.

Fast Fashion & Lifestyle Apparel retailers are delivering a top-notch fulfillment experience with standout capabilities such as order visibility and tracking updates, sustainable product packaging, and curbside and store pickup options.



Improvement opportunities.

However, they can enhance the customer experience by offering more flexibility in ordering, including the ability to modify orders postconfirmation. They must also explore sustainable options, such as reducing the carbon footprint of delivery methods, while offering more comprehensive fulfillment options and more affordable (or free) delivery fees.



Ordering flexibility: modification (post confirmation)

Sustainable choices: Carbon footprint by delivery methods

Advanced fulfillment options: Locker collection services, free delivery /shipping on all orders

Promising & Fulfillment

Spotlight: Flawless Fulfillment

Leaders prioritize providing customers with a seamless product pick-up or delivery experience that rivals their shopping journey. Further, Leaders consistently meet or exceed delivery promises while prioritizing ecofriendliness. Additionally, they offer customers increased post-order flexibility, including the ability to cancel or modify orders partially or completely, and the option to change delivery or pick-up methods.

Abercrombie & Fitch

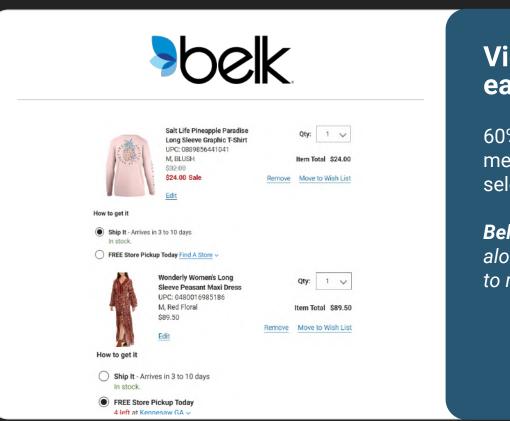
Change My Order

To Modify Your Order, such as adding an item or changing your address, please contact us:

B

Call Us 866-681-3115 View More Numbers 7:00am - 12:00am EST

71% of shoppers say that delivery flexibility plays an important role when making purchasing decisions. As shoppers look for convenience, post purchase order modifications help encourage revisits and build loyalty.



Order modifications post-purchase

Abercrombie & Fitch allows shoppers to modify orders by contacting customer care.

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

60% of shoppers say they prefer the option to select delivery method by item in cart. Only 38% of retailers provide the option to select fulfillment method at an item level in cart view.

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

Service & Support



Service & Support

Why it matters.

Service & Support pertains to the range of capabilities and experiences that offer customers personalized options to address any pre or postpurchase issues. Customers expect retailers to minimize the need for support, prioritize comprehensive self-service, but offer prompt and empathetic human assistance if needed.

Only 15% of shoppers

say that retailers offer them a personalized service experience.

41% of shoppers

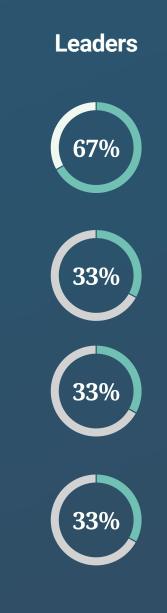
find the refund and return process to be very time consuming.

51% of shoppers

prefer 24*7 availability of customer support.

What leaders do well.

Leaders differentiate themselves by providing personalized assistance though an optimal mix of self and assisted service. They offer customers a range of service options, including in-store assistance, call centers, social media support, and live agents on their website and mobile app.



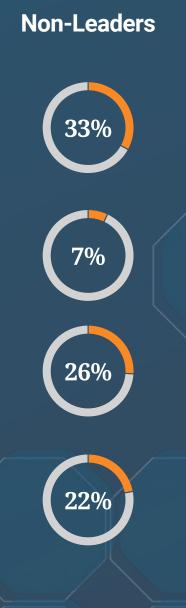


Store associates' ability to check online wishlists & profile

Product alterations/repairs

Support via text/social media channels

Return tracking capability via email/text



Service & Support

Standout capabilities.

Fast Fashion & Lifestyle Apparel retailers are delivering excellent customer service with standout capabilities such as support through multiple channels including email, call, virtual assistant, and live chat, as well as flexible returns options and loyalty programs to drive lifetime value.



Support via email, call, virtual assistant, and live chat



Flexible returns: Initiate online or in-store returns/exchanges, drop off product at UPS or post office



Loyalty/reward program to drive lifetime value

Improvement opportunities.

However, they can enhance their service experience by offering SMS or social media support and personalized interactions with brand experts. Additionally, advanced return options like tracking returns, scheduling return pickup, and initiating returns through chat or call can further enhance the customer experience.





Support via SMS or social media handle

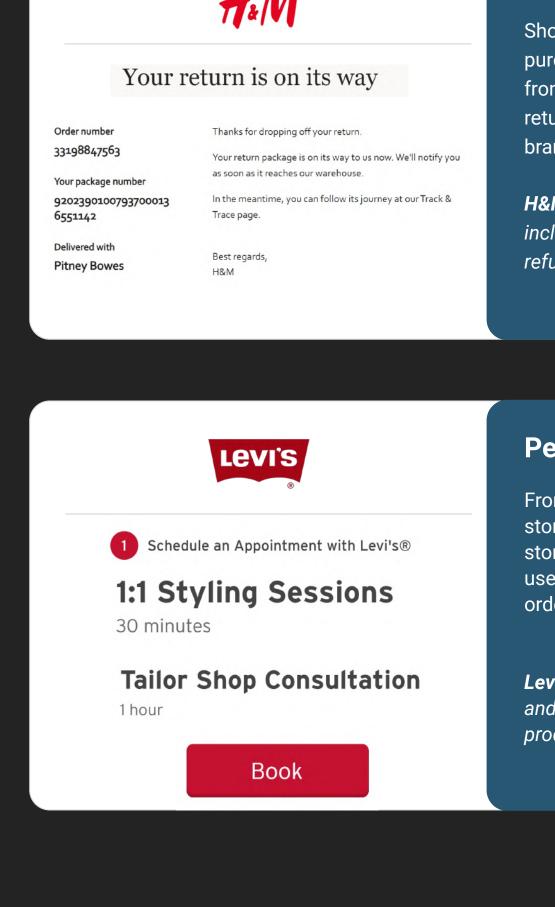
Personalized interactions with brand experts

Advanced return options: track returns, schedule return pickup, initiate returns via chat/call

Service & Support

Spotlight: Comprehensive Service

Leaders provide customers with multiple service options, including in-store assistance, call centers, social media support, and live agents on their website and mobile app. They ensure seamless continuity, consistent quality, and 24/7 availability across all service channels. Leaders empower customers to selfserve most of their service needs, offer "silent" support options such as text messaging, and minimize wait times for human assistance.



Option to track returns for online orders

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

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

Personalized interactions with experts

From receiving personalized tailoring services to scheduling instore styling appointments, shoppers can directly connect with store teams for issue resolution. These appointments can also be used to place orders and make payment on phone, and have the order delivered to home or picked up in-store.

Levi's allows shoppers to book consultations with in-store experts and schedule appointments to meet them directly for customized products and trade-in options.

Segment Dashboard

Category	Segment Maturity
Overall	Above Average
Search & Discovery	Above Average
Cart & Checkout	Highest
Promising & Fulfillment	Above Average
Service & Support	Average

Retailer	Leader In
Abercrombie & Fitch	PF
American Eagle Outfitters	0 SD PF
Anthropologie	PF
Belk	0 SD PF
Dillard's	SS
The GAP	SD PF
H&M	SS
J.Crew	SD
Levi's	O CC
Macy's	0 SD CC PF SS
UNTUCKit	SD

Standout Capabilities

- Enhanced findability: filter products by specific category (SD)
- Advanced product visibility: Callouts for new arriv trending, sustainable products (SD)
- Detailed inventory visibility: Highlighting out-of-st and low stock products (SD)
- Expedited one-step and guest checkout options (
- View and apply promo codes/coupons at checkout (CC)
- Brand communications for products left in cart (6)
- Order visibility: Status tracking and updates (PF)
- Sustainable product packaging (PF)
- Availability of curbside and store pickup options
- Support via email, call, virtual assistant, and live chat (SS)
- Flexible returns: Initiate online or in-store returns/exchanges, drop off product at UPS or po office (SS)
- Loyalty/reward program to drive lifetime value (SS

Improvement Opportunities:

	 Advanced findability: filters products by availability
	status or fulfillment method (SD)
ivals,	 Endless aisle experience: real-time inventory
	visibility, product restock notifications (SD)
stock	 Check inventory availability and pricing in-store (SD)
	 Innovative new services and business models: Trade-
(CC)	in, recycle, pre-order etc. (CC)
	 Advanced ordering: Product / order customization or
	personalization (CC)
(CC)	 Expanded payment options: Google Pay, payment
)	link or combine multiple options for same order (CC)
	 Ordering flexibility: modification post confirmation
s (PF)	(PF)
	 Sustainable choices: Carbon footprint by delivery
	methods (PF)
	 Advanced fulfillment options: Locker collection
ost	services, free delivery /shipping on all orders (PF)
	 Support via SMS or social media handle (SS)
SS)	 Personalized interactions with brand experts (SS)
	 Advanced return options: track returns, schedule
	return pickup, initiate returns via chat/call (SS)

Dive Deeper with the 2023 Unified Commerce Benchmark for Specialty Retail

For a comprehensive analysis of unified commerce across all specialty retail segments, don't miss the "2023 Benchmark: Unified Commerce for Specialty Retail". Gain valuable insights, best practices, and in-depth case studies from industry leaders beyond your immediate peer group.

Elevate your brand's customer experience and stay ahead of the curve with the full benchmark report.



秋, ZEBRA Google Cloud Manhattan 2023 Benchmark **Unified Commerce** for Specialty Retail IN CISIV





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.

incisiv.com

Google Cloud

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

cloud.google.com

///. Manhattan

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

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

manh.com



A global leader respected for innovation and reliability, Zebra offers technologies that give a virtual voice to an organization's assets, people and transactions, enabling organizations to unlock greater business value. The company's extensive portfolio of marking and printing technologies, including RFID and real-time location solutions, illuminates mission-critical information to help customers take smarter business actions.

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