



## 2023 Unified Commerce Benchmark Industry Playbook

# Luxury



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Unified  
Commerce  
Benchmark

# Market Perspective

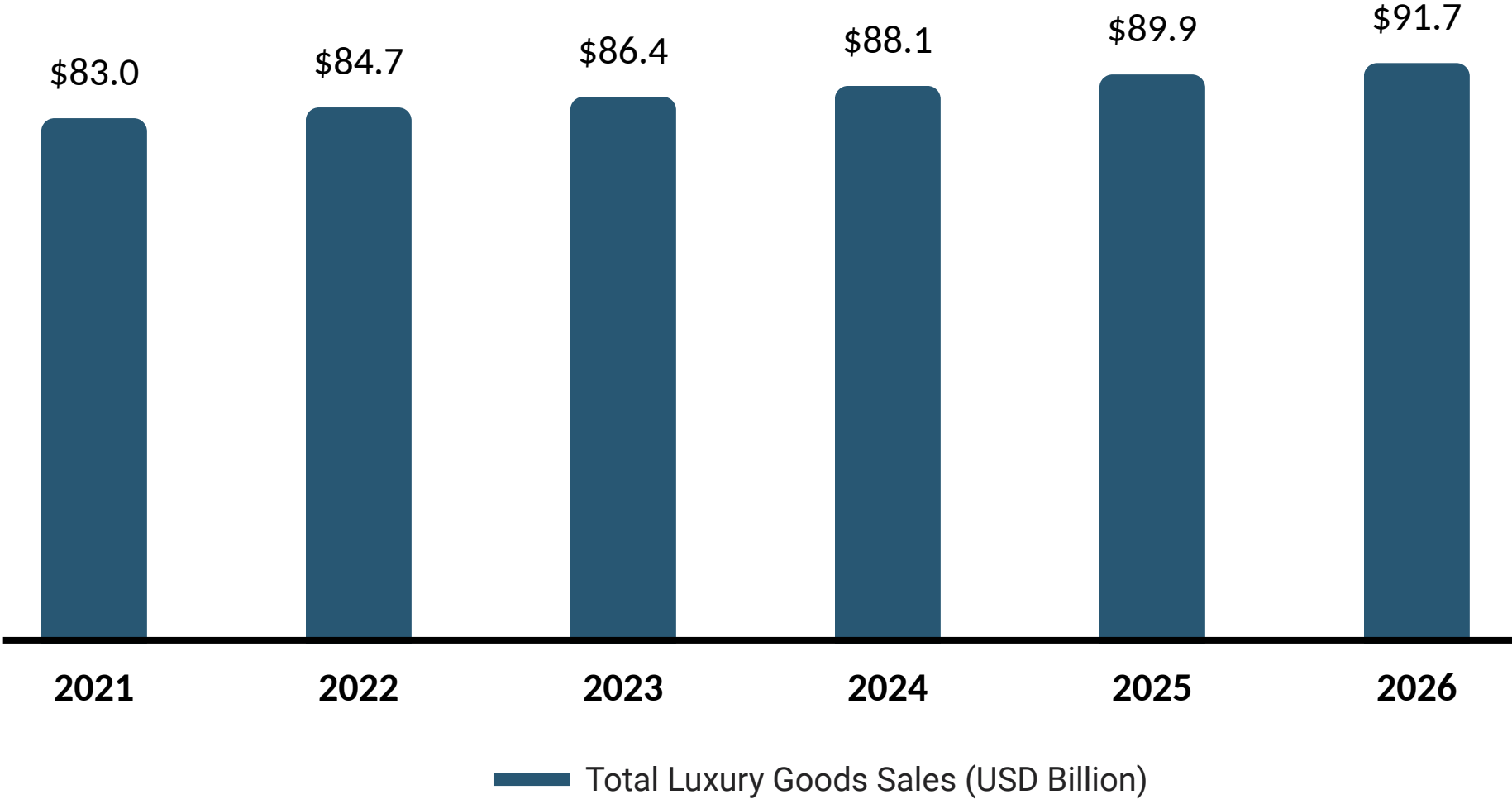
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...  
...this.element = element; // use IntelliSense to  
...this.container = $(element); // verify the  
...this.repo = this.container.attr("data-repo");  
...this.options = $.extend({}, defaults, this.config);  
...  
...function from djember.conf.arts: tower {  
...  url: location.protocol + '//' + location.hostname + '/api/v1/tower/';  
...  // listview, detailview  
...  
...  // ajax url  
...  ajaxurl: 'http://localhost:3000/api/v1/tower/';  
...  // headers  
...  headers: {  
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...    'X-CSRF-Token': '...',  
...  };  
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### Market Perspective

Luxury goods sales are projected to grow at a CAGR of ~2.1% from 2021-2026 to an overall market size of \$91.7 billion, from \$83 billion in 2021.

Luxury brands are making significant investments in shoring up their digital capabilities across order visibility, inventory management, fulfillment, and personalized shopping experiences both online and in-store.



**~12%**

projected CAGR (2021-2026) for online Luxury goods sales.

**53%**

of Luxury shoppers use digital channels to research products.

**2 in 5**

consumers bought personal luxury goods online for the first time in 2020-21.

**4 in 5**

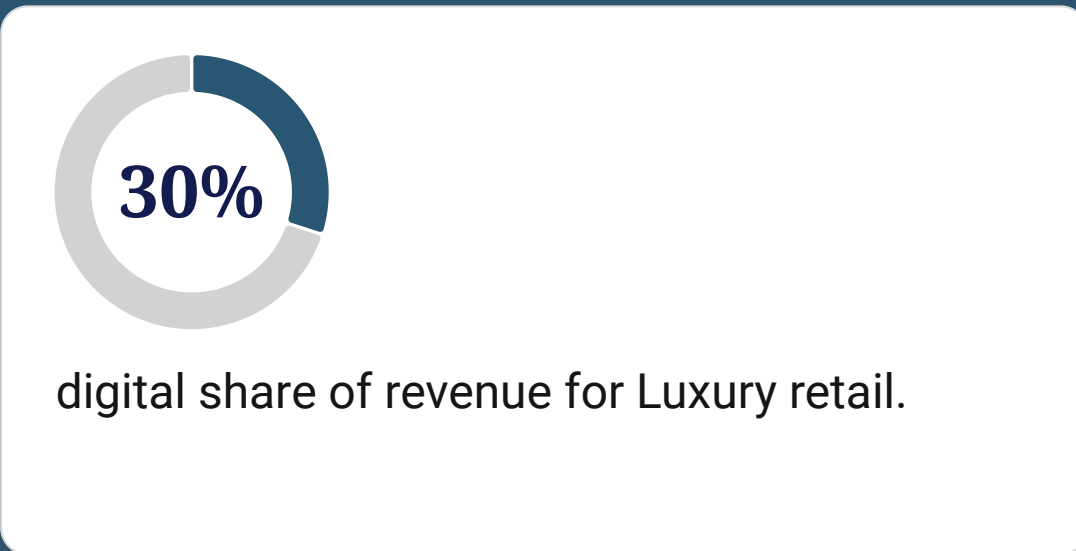
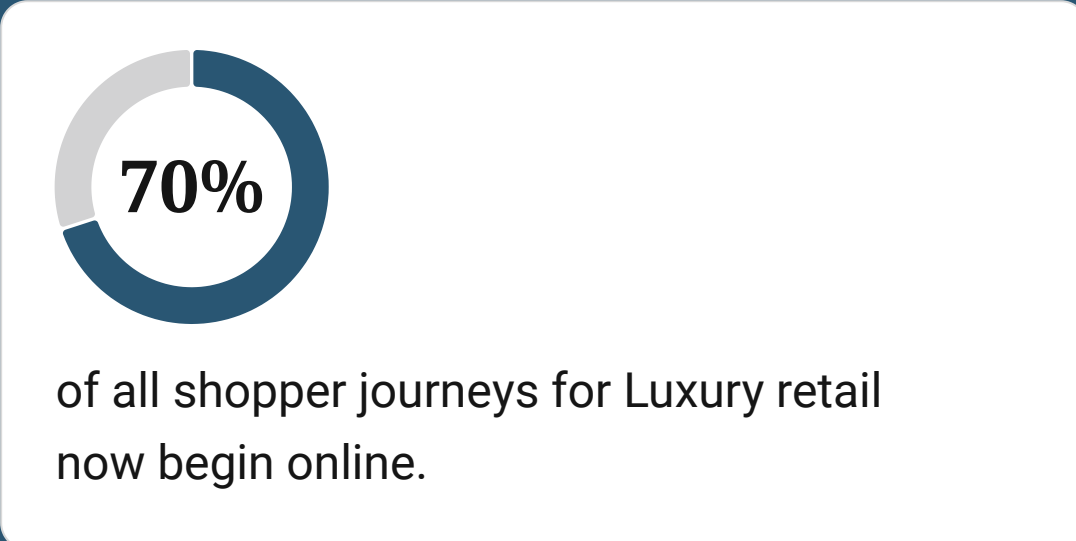
shoppers are willing to pay extra for an enhanced experience.

Market Perspective

# Digital is default.

In the Luxury retail segment, the unification of digital platforms and traditional, high-touch shopping experiences is essential to cater to the sophisticated tastes of affluent consumers. Luxury brands must seamlessly blend the convenience and personalization offered by digital channels with the sense of luxury and exclusivity found in physical retail spaces, creating unified experiences that elevate their brand identity.

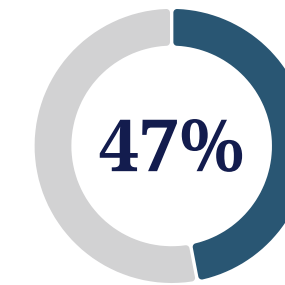
For instance, shoppers in this segment expect highly curated experiences that extend from online to in-store, with personalized product suggestions, access to exclusive items, and digital tools to enhance their in-store visit. Offering digitally-enabled services within brick-and-mortar locations, such as interactive displays and mobile self-checkout, can create a more connected and immersive luxury shopping experience.



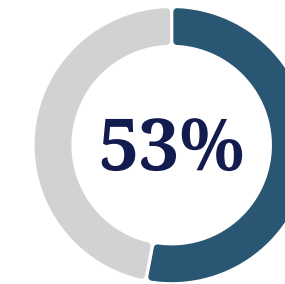
# Convenience is a commodity.

For Luxury retail, convenience goes beyond speedy delivery and seamless transactions. Discerning consumers expect an elevated level of service that is tailored to their preferences and lifestyle, ensuring that every interaction with the brand feels exclusive and personalized.

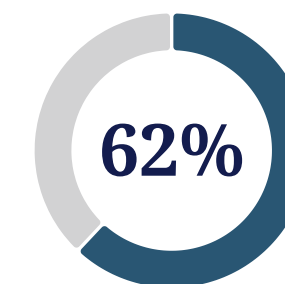
One example of shopper behavior in this segment is the expectation of bespoke services, such as concierge shopping, private appointments, and customized products. Luxury retailers should also offer flexible and discreet delivery options, such as white-glove services and personal courier delivery, to cater to the unique needs and desires of their affluent clientele.



47% of Luxury shoppers prefer online consultants with style experts before buying online.



53% of shoppers are dissatisfied with the limited in-store stock availability.

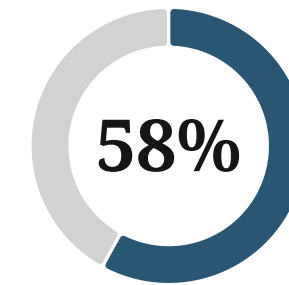


62% of shoppers prefer self-service options for order modifications and cancellations.

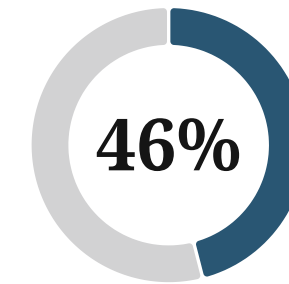
# Virtue is a brand.

As values like sustainability, social responsibility, and ethical practices become increasingly important to consumers, Luxury retail brands must adapt by demonstrating their commitment to these principles while maintaining their premium image. Shoppers in this segment are more conscious than ever of the impact their choices have on the world and expect the brands they patronize to share their values.

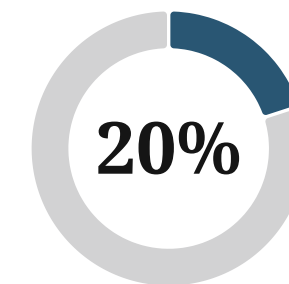
For luxury consumers, this may involve seeking out brands that use ethically sourced materials, employ artisanal craftsmanship, or support social causes. Luxury retailers can strengthen their brand appeal by being transparent about their production methods, showcasing their commitment to social and environmental initiatives, and offering products that reflect these values.



of Luxury retailers 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.

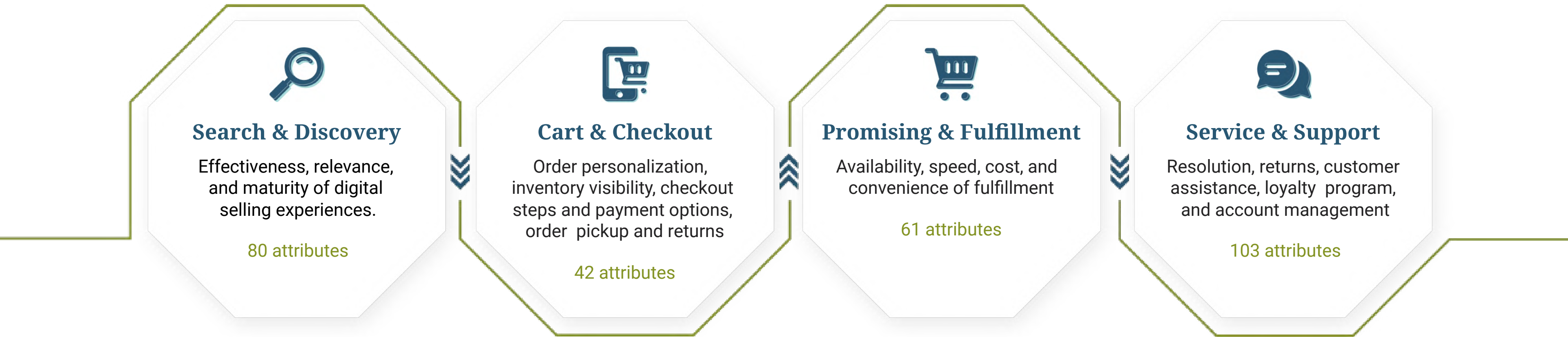
2023 Unified Commerce  
Benchmark Industry Playbook:  
Luxury

# Unified Commerce Benchmark Overview





# 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.

**19**

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

**280+**

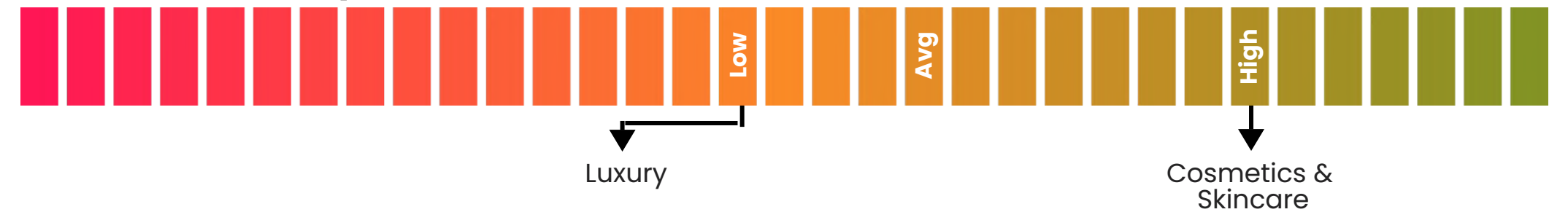
customer experience capabilities assessed in both, peer and industry segments

## Industry Maturity

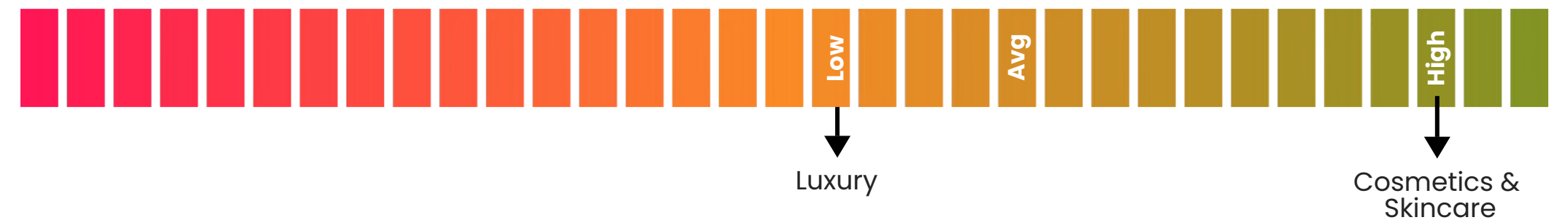
The Luxury industry demonstrates the lowest overall maturity in Unified Commerce compared to other segments, presenting significant opportunities for improvement. Key observations and recommendations include:

- **Build on strengths:** Focus on enhancing Promising & Fulfillment and Service & Support, where performance is closer to industry averages, to create a more satisfying luxury shopping experience.
- **Upgrade Search & Discovery:** As the lowest performer in this area, Luxury brands must invest in advanced personalization techniques and AI-driven recommendations to elevate the shopping experience, and better showcase their premium offerings.
- **Transform Cart & Checkout:** With the lowest maturity in this area, Luxury brands must prioritize improving the purchasing process - whether online or in-store, ensuring a seamless and frictionless experience that aligns with customer expectations for high-end retail.

### Overall maturity



### Search & Discovery



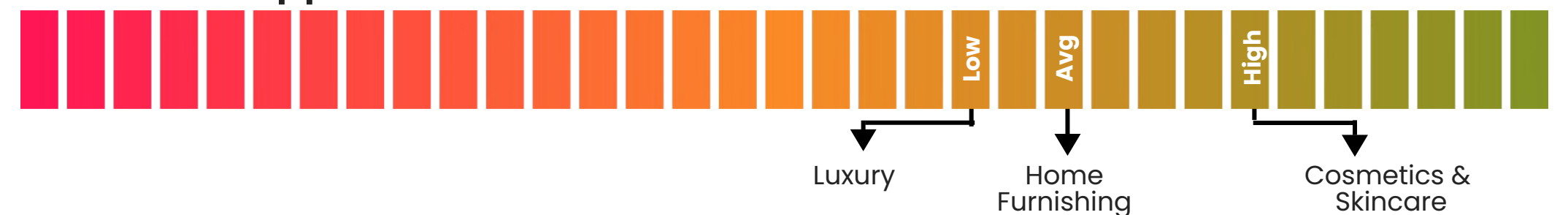
### Cart & Checkout



### Promising & Fulfillment



### Service & Support





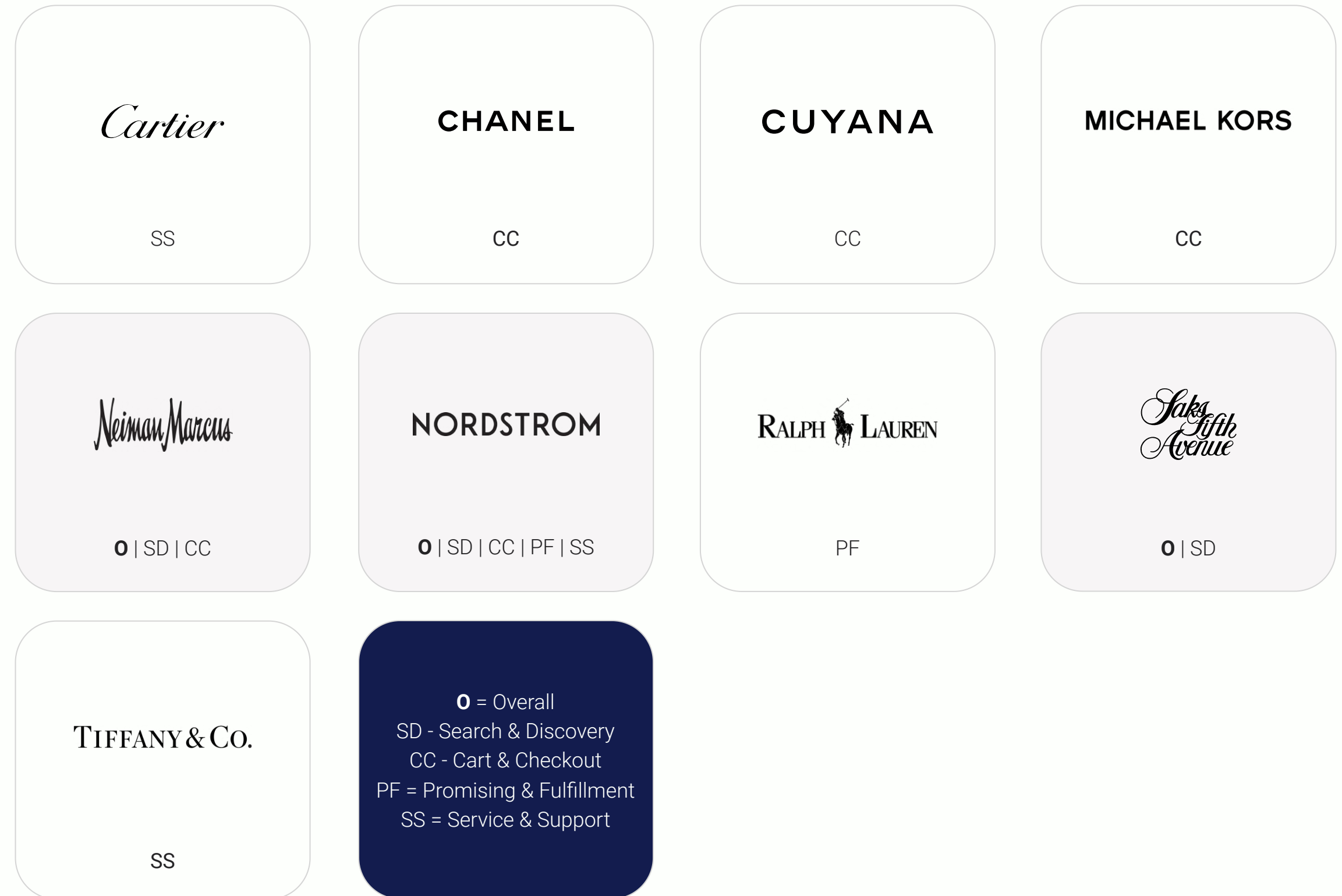
## Luxury Leaders

Incisiv recognizes these 9 Luxury 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.](#)

Luxury Retailers Rated as Leaders, in Alphabetical Order



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# 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.

### 69% of shoppers

are willing to spend more on sustainable or socially conscious retailers to reduce environmental impact.

### 65% of shoppers

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

### 80% of shoppers

prefer using augmented reality (AR) tools to simplify purchase decisions and enhance their online shopping experience.

## What Leaders do well.

Leaders are succeeding in the search and discovery by offering filters that cater to industry nuances or fulfillment methods, personalized product recommendations, and product sizing tools for virtual product experiences. Additionally, sustainable products are being promoted on product pages to encourage environmentally conscious shopping.

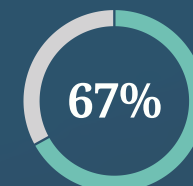
### Leaders



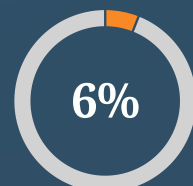
### Nuanced and In-Depth Experience

Filters by industry nuances or fulfillment method

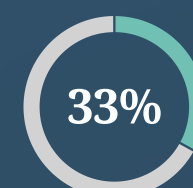
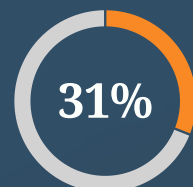
### Non-Leaders



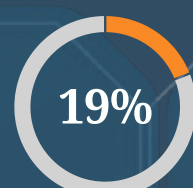
Personalized recommendations on homepage



Promote sustainable products on product pages

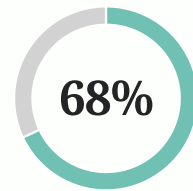


Availability of product sizing tool for virtual product experience

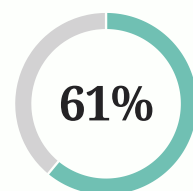


## Standout capabilities.

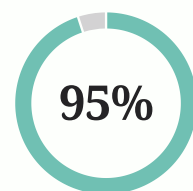
Luxury retailers excel in search and discovery with enhanced findability, advanced product visibility, and detailed sustainability information. Customers can filter products by specific categories and sustainability attributes, get restock notifications, see new arrivals and limited edition products, and learn about product sourcing and sustainability practices.



Enhanced findability: Filter products by specific category and sustainability



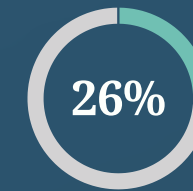
Advanced product visibility: Product restock notifications, callouts for new arrivals, limited edition products



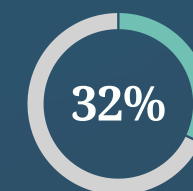
Detailed sustainability information: Product sourcing information, brand sustainable initiatives and ESG practices

## Improvement opportunities.

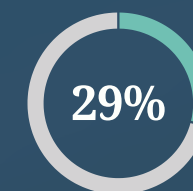
Luxury retailers can further improve their search and discovery capabilities by enabling customers to filter products by availability status or fulfillment method, providing full inventory visibility both online and in-store, and offering guided inspiration through virtual product trials and sizing tools to enhance the personalization of the shopping experience.



Advanced findability with option to filter products by availability status or fulfillment method



Endless aisle experience with full inventory visibility (e.g., X left in stock) - both online and at store



Guided inspiration through virtual product trials, sizing tools

## Search & Discovery

### Spotlight: Shopper Inspiration

Leading retailers aim to create a memorable shopping experience by providing personalized attention, exceptional in-store support, effective merchandising, search filters for availability and sizing, virtual shopping assistance, and a comprehensive catalog, all of which are geared towards building long-term relationships with customers.



The screenshot shows a search filter sidebar on the left with the following options:

- Sale (+)
- New (+)
- Availability (-)
  - Pre-Order (87)
  - Available Now (2,035)

The main product grid displays four items:

- PRE-ORDER Terry Burch Mid-Rise Cropped Jeans, \$298
- NEW Jen7 Mid-Rise Boot-Cut Jeans, \$99
- PRE-ORDER Frame La High n Tight Wide-Leg Jeans, \$268
- PRE-ORDER Frame La Super High Mini Boot Sil-Hem Jeans, \$248

### Search filters for product availability

37% of shoppers who experience a stockout during their buyer journey tend to shop with another brand instead. Filtering out-of-stock items help improve customer satisfaction and reduces abandonment rates.

*Saks Fifth Avenue has an expansive list of filters that allow shoppers to filter out items that are available now or available for pre-order online.*



The screenshot shows a product page for a DOLCE&GABBANA Silk Printed Midi Dress, priced at \$2395, with an 'ADD TO BAG' button and a 'SIZE HELP' link. Below the product page, three screenshots of the Truefit sizing tool are shown:

- Let's see which size fits best. How tall are you?** A height slider set to 5'4" with a '1 am 5'4" →' button.
- Let's see how this fits. What do you weigh?** A weight slider set to 165 with a 'No' button.
- What's your age?** A grid of age range buttons: 18-24, 25-34, 35-44, 45-54, 55-64, and 65+.

### Product sizing tools, catalog and virtual shopping assistance

61% of shoppers say they are overwhelmed by the 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 are very different compared to the images online.

*Neiman Marcus offers a product sizing tool called 'Truefit' that provides size recommendations, taking into consideration shoppers' height, weight, and age.*

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# 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.

### 76% of shoppers

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

### 76% of shoppers

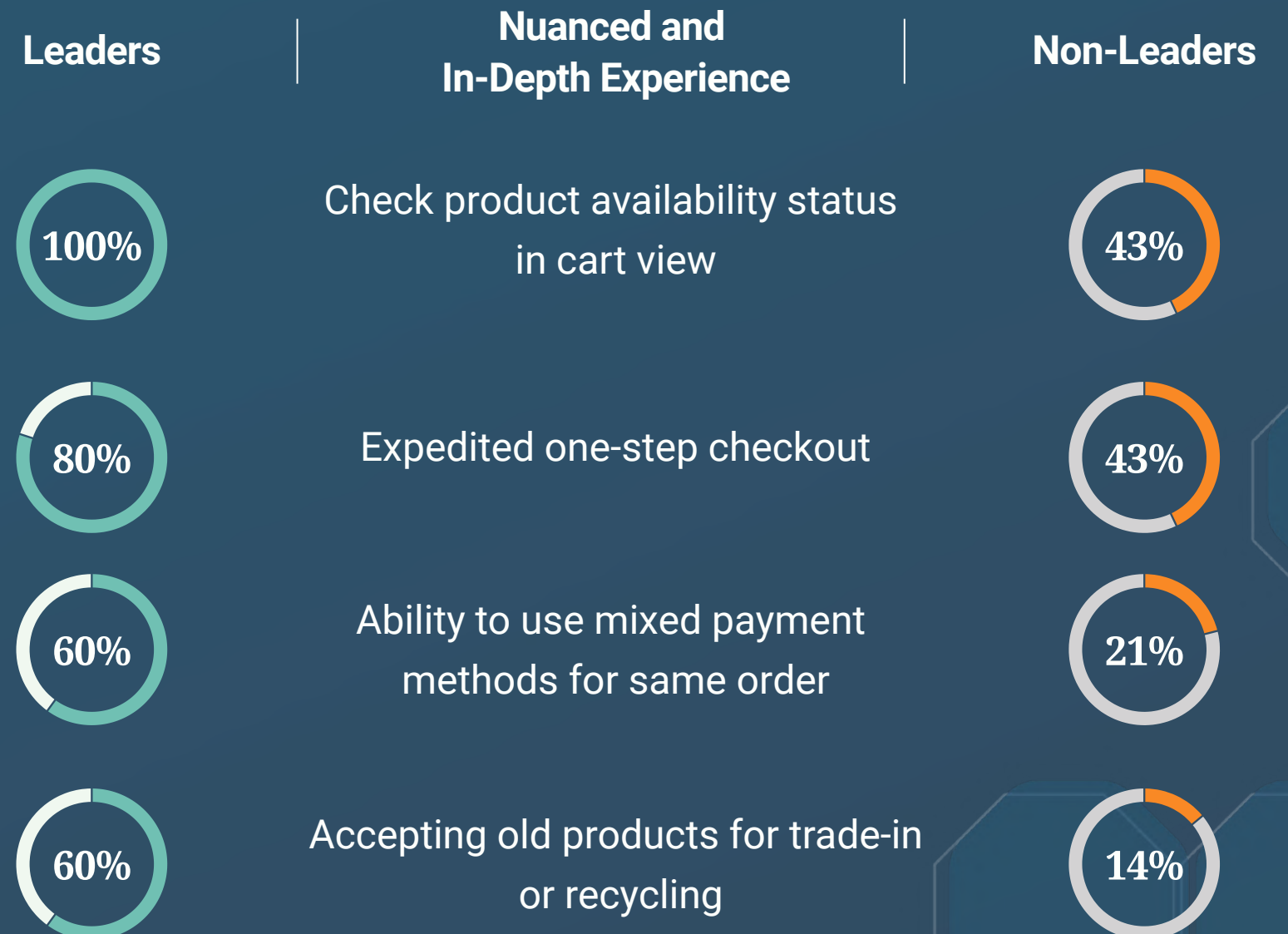
consider personalized communications from brand as key factor influencing their purchase decisions.

### 84% of shoppers

prefer to pay over time without extra cost or interest, when it comes to purchasing high-end products.

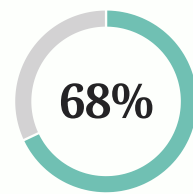
## What Leaders do well.

Leaders provide seamless cart & checkout experiences with features such as product availability in cart view, expedited one-step checkout, mixed payment options, and accepting trade-ins or recycling. These convenient and flexible features enhance the customer experience during the checkout process.

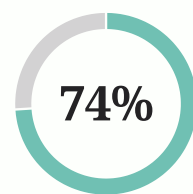


## Standout capabilities.

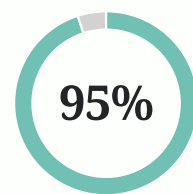
Luxury retailers set themselves apart in the cart and checkout experience with features such as expedited checkout options, advanced ordering features, and a unified cart across devices. These capabilities prioritize customer satisfaction and convenience throughout the shopping process.



Expedited one-step and guest checkout options



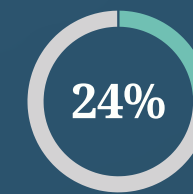
Advanced ordering: Pre-order newly launched products, product / order personalization



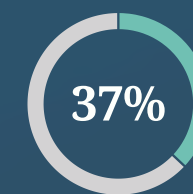
Unified cart across devices

## Improvement opportunities.

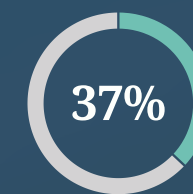
To improve the cart and checkout experience, luxury retailers can offer innovative new services such as trade-in or recycling programs, expand payment options to include mobile wallets and payment links, and communicate with customers who have left items in their cart with personalized messaging and incentives to complete their purchase.



Innovative new services and business models: Trade-in, recycle etc.



Expanded payment options: Mobile wallets, payment link or combine multiple options for same order



Brand communications for products left in cart

## Spotlight: Seamless Checkout

Retailers must bridge the physical-digital gap to offer a seamless customer experience. Leading retailers are making strides in achieving a unified cart/basket and accepting old items for resale /donation, while also providing product customization/personalization to strengthen customer relationships.

### CUYANA

CUYANA *revive* Shop Sell Donate

A Second Life Program  
For Preloved Cuyana Pieces

Shop

Sell

### Accepting old items for resale and donations

34% of consumers are willing to pay an additional premium for sustainable products and services. Retailers are therefore altering their products and sourcing methods to align with new shopper expectations.

*Cuyana is leading the way forward in terms of sustainability initiatives by accepting pre-owned bags and small leather products for resale or donations.*

### MICHAEL KORS



Marilyn Medium Saffiano  
Leather Satchel

Style# 30S2S6AS2L

\$298.00

★★★★★ 49

ADD TO BAG

#### PERSONALIZE IT

- Add a Monogram (Complimentary)

Monogram It

### Product customization / personalization

Lifestyle retailers are creating a personalized shopping experience, allowing shoppers to customize their products via colors, the material used, and even engrave personal information like names on the item. 65% of shoppers say that a personalized experience impacts their brand loyalty.

*Michael Kors allows shoppers to personalize their products by adding a monogram, and customizing them according to their preferences such as style, color, etc.*

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# Promising & Fulfillment



## 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.

#### 45% of shoppers

are inclined toward purchasing from a brand that offer recyclable product packaging.

#### 65% of shoppers

value real time order alerts and proactive exception alerts

#### 58% of shoppers

prefer flexible fulfillment methods and blended shipping options during checkout.

### What Leaders do well.

Leaders are revolutionizing the fulfillment experience by providing curbside pickup, free ship to store, real-time order updates, mixed delivery options, and the freedom to modify orders even after purchase. These customer-centric features set them apart and provide a level of convenience and flexibility that is unparalleled in the industry.

#### Leaders



#### Nuanced and In-Depth Experience

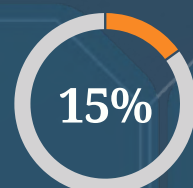
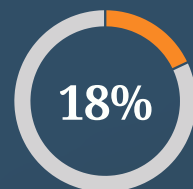
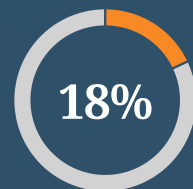
Availability of curbside pickup, free ship to store

Real-time order status alerts and communication

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

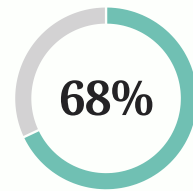
Order cancellations or modifications post purchase

#### Non-Leaders



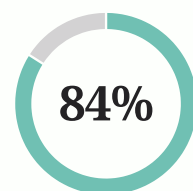
## Standout capabilities.

Luxury retailers prioritize convenience and sustainability in promising and fulfillment, offering customers order visibility and tracking with proactive communications, sustainable product packaging, and free shipping/delivery on all orders, along with store pickup options.



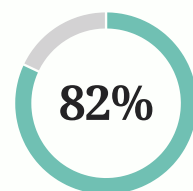
68%

Order visibility and status tracking with proactive communications



84%

Sustainable product packaging

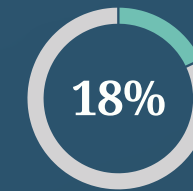


82%

Availability of free shipping/delivery on all orders and store pickup options

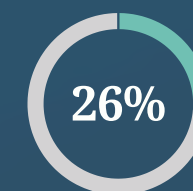
## Improvement opportunities.

To enhance the promising and fulfillment experience, luxury retailers can offer post-confirmation order modification or cancellation, reduce their carbon footprint with sustainable delivery methods, and offer flexible fulfillment options like curbside pickup, multiple shipping addresses, or split delivery.



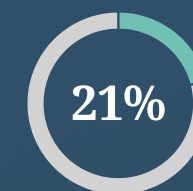
18%

Order modification or cancellation (post confirmation)



26%

Carbon footprint by delivery methods



21%

Flexible fulfillment options: Curbside pickup, option to ship to multiple addresses or split delivery

## Promising & Fulfillment

# Spotlight: Flawless Fulfillment

Leaders prioritize a seamless delivery/pick-up experience that matches the in-store shopping journey. They exceed delivery expectations and prioritize sustainability, offering post-order flexibility such as modifying or cancelling orders, selecting different fulfillment options, and sustainable delivery initiatives. These initiatives show a commitment to enhancing the customer experience and meeting their evolving needs.

**NORDSTROM**

Pickup (1 item) at [Nordstrom Rack Buckhead Station](#)

	<input checked="" type="radio"/> Pickup at Nordstrom Rack Buckhead Station Arrives in store Sun, 5/7-Sat 5/13	\$79.90 Now: \$79.90 Was: \$125.00
<input type="radio"/> Shipping to 98101 Sun, 5/7-Sat, 5/13		

Shipping (1 item) to [98101](#)

	<input type="radio"/> Pickup at Nordstrom Rack Buckhead Station Arrives in store Sun, 5/7-Sat 5/13	\$129.00
<input checked="" type="radio"/> Shipping to 98101 Sun, 5/7-Sat, 5/13		

Estimated total \$229.23  
or 4 interest-free payments of \$57.31 with [afterpay](#)

Check Out

## Ability to select different fulfillment options within the same order.

54% of shoppers say that delivery timelines and fulfillment options are key decision influencers when purchasing on a retailer's digital channel. Allowing shoppers to split fulfillment methods for orders offers greater flexibility and saves them time, improving retention rates and encouraging repeat purchases.

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

**RALPH LAUREN**

2 Delivery Options

Select economy shipping for ground shipping with the least environmental impact ⓘ

We ship Economy deliveries with ground shipping, which has reduced carbon emissions compared to our other shipping options, which frequently use air shipping. For further impact reduction, consider selecting the reduced packaging option.

### Select a Shipping Method

<b>Economy Shipping</b> Arrives by Wed, May 10	<b>Free</b>	<b>Fast Shipping</b> Arrives by Mon, May 8	<b>Free</b>
<b>2-Business-Day Shipping</b> Arrives by Fri, May 5	<b>\$20.00</b>	<b>1-Business-Day Shipping</b> Arrives by Thu, May 4	<b>\$25.00</b>

## Sustainable delivery initiatives

57% of shoppers are willing to pay extra for environmentally friendly shipping options. Allowing shoppers to view the impact of their shipping decisions helps improve brand trust and instills a sense of responsibility, leaving a positive impact on brand loyalty.

*Ralph Lauren offers economy shipping with reduced carbon emissions to minimize waste and reduce the impact on the environment.*

2023 Unified Commerce  
Benchmark Industry Playbook:  
Luxury

# 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 post-purchase issues. Customers expect retailers to minimize the need for support, prioritize comprehensive self-service, but offer prompt and empathetic human assistance if needed.

#### 71% of shoppers

value personalized interactions with brand professionals for enhanced shopping experience.

#### 60% of shoppers

have abandoned a retailer due to poor in-store experience.

#### 51% of shoppers

prefer 24\*7 availability of customer support.

### What Leaders do well.

Leaders are improving customer experience through personalized virtual or in-store interactions with brand experts, online purchase history check by store associates, return tracking, and 24x7 live chat support.

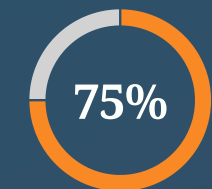
#### Leaders

#### Nuanced and In-depth Experience

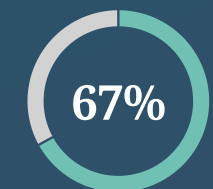
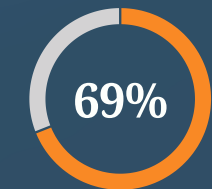
#### Non-Leaders



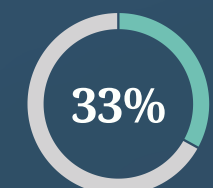
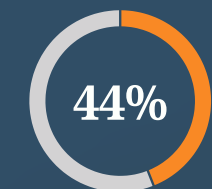
Personalized virtual or in-store interactions with brand experts



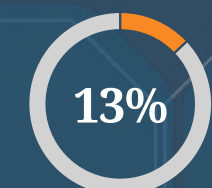
Store associates' ability to check online purchase history in-store



Return tracking capability

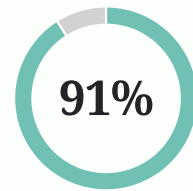


Availability of 24x7 live chat support

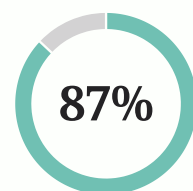


## Standout capabilities.

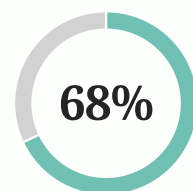
Luxury retailers provide exceptional service and support by offering flexible return policies, personalized interactions with brand experts, and multiple support channels, including email, call, and live chat.



Support via email, call, and live chat



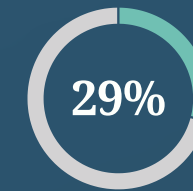
Flexible returns: Initiate online or in-store returns/exchanges, drop off product at UPS or post office



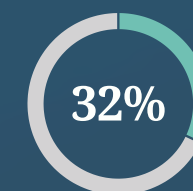
Personalized interactions with brand experts

## Improvement opportunities.

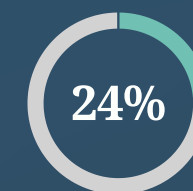
Luxury retailers can further enhance their service and support offerings by implementing loyalty and reward programs, additional support channels such as SMS or social media handles, and advanced personalization features, such as post-purchase feedback for online or in-store experiences.



Support via SMS, social media handle or virtual assistant



Loyalty/reward program to drive lifetime value



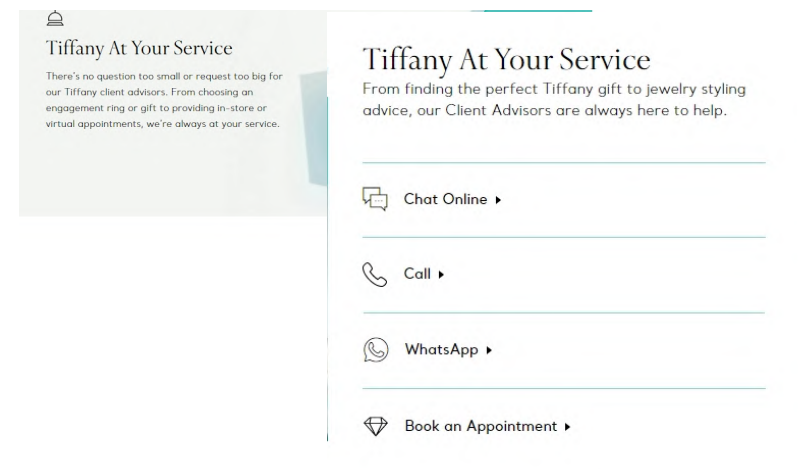
Advanced personalization: Post purchase feedback for online or store experience

## Service & Support

### Spotlight: Comprehensive Service

Retail leaders prioritize offering a range of service options such as in-store assistance, call centers, social media support, and live agents, ensuring seamless continuity and consistent quality across all channels. They also offer personalized interactions or service appointments, empower self-service, provide "silent" support options like text messaging, and minimize wait times for human assistance to ensure a smooth customer service experience that's available 24/7.

## TIFFANY & Co.



### 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 and are also time-saving for shoppers looking for quick responses to their queries.

*Tiffany offers social media (Whatsapp) support for order modifications, returns, exchanges and repair requests.*

## Cartier



REQUEST A SERVICE

BOUTIQUE SERVICE

You may hand in your creation for repair or maintenance at the boutique of your choice. We recommend booking an appointment for the most personalized and prompt boutique experience.

Book Your Boutique Service Appointment

### Personalized interactions or service appointment

From personalized tailoring experiences to in-store service appointments, one-on-one interactions are focused on connecting shoppers directly with professionals. This helps build stronger relationships and create a curated shopper experience.

*Cartier offers the option of scheduling a service appointment in-store for a personalized experience.*

## Segment Dashboard

Category	Segment Maturity
Overall	Lowest
Search & Discovery	Lowest
Cart & Checkout	Lowest
Promising & Fulfillment	Below Average
Service & Support	Average

Retailer	Leader In
Cartier	SS
Chanel	CC
Cuyana	CC
Michael Kors	CC
Neiman Marcus	O   SD   CC
Nordstrom	O   SD   CC   PF   SS
Ralph Lauren	PF
Saks Fifth Avenue	O   SD
Tiffany & Co.	SS

### Standout Capabilities

- Enhanced findability: Filter products by specific category and sustainability (SD)
- Advanced product visibility: Product restock notifications, callouts for new arrivals, limited edition products (SD)
- Detailed sustainability information: Product sourcing information, brand sustainable initiatives and ESG practices (SD)
- Expedited one-step and guest checkout options (CC)
- Advanced ordering: Pre-order newly launched products, product / order personalization (CC)
- Unified cart across devices (CC)
- Order visibility and status tracking with proactive communications (PF)
- Sustainable product packaging (PF)
- Availability of free shipping/delivery on all orders and store pickup options (PF)
- Support via email, call, and live chat (SS)
- Flexible returns: Initiate online or in-store returns/exchanges, drop off product at UPS or post office (SS)
- Personalized interactions with brand experts (SS)

### Improvement Opportunities:

- Advanced findability with option to filter products by availability status or fulfillment method (SD)
- Endless aisle experience with full inventory visibility (e.g., X left in stock) - both online and at store (SD)
- Guided inspiration through virtual product trials, sizing tools (SD)
- Innovative new services and business models: Trade-in, recycle etc. (CC)
- Expanded payment options: Mobile wallets, payment link or combine multiple options for same order (CC)
- Brand communications for products left in cart (CC)
- Order modification or cancellation (post confirmation) (PF)
- Carbon footprint by delivery methods (PF)
- Flexible fulfillment options: Curbside pickup, option to ship to multiple addresses or split delivery (PF)
- Support via SMS, social media handle or virtual assistant (SS)
- Loyalty/reward program to drive lifetime value (SS)
- Advanced personalization: Post purchase feedback for online or store experience (SS)

O = Overall | SD - Search & Discovery | CC - Cart & Checkout | PF = Promising & Fulfillment | SS = Service & Support

## 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.

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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.

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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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