



Multi-Channel Retailing Report 2010

Being a Winner and Prospering in the Next Five Years



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For most retailers non store channels still account for a small proportion of total sales, less than 8% overall. So many companies have not yet begun to see the challenges of multi-channel as it becomes an increasingly bigger part of the business. This report focuses on the business issues that need to be addressed as multi-channel grows. This 100 page report is relevant for retailers in all countries and is based on:

- Interviews with 50 North American and UK retailers
- Extensive desk research in North America and Europe
- Experience from client projects
- Thought leadership in multi-channel retail

Why do you need this report?

This detailed report will help you:

- Plan your multi-channel retailing strategy in detail.
- Change your current business processes to ensure that profitability of all channels is maintained and enhanced.
- Benchmark your business against peers.
- Understand how multi-channel retailing will change over the next five years.
- Most research in multi-channel focuses on using the technology better now and in the near future. This study focuses on developing your business over the next five or more years.

Who will benefit from this report?

- CEOs
- E-commerce VPs / directors
- Marketing VPs / directors
- CIOs
- Store Operations VPs / directors
- Vendors selling or marketing e-commerce solutions to retailers

A FEW KEY CONCLUSIONS FROM THIS STUDY

- Scale will present new challenges and issues
- Some retailers won't make it. Cannibalization will become a big problem for them.
- Organisations will need to adapt. Departmental costs will go up.
- Processes will need to change:
 - Range
 - Pricing
 - Logistics and inventory management
 - Marketing and CRM
 - Finance (analysis and reporting)
- New KPIs will become important
- IT budgets will have to get bigger for some time to come
- Marginal stores will close. The role of the store will change. How the space is used will change
- New accounting techniques will be needed

For the background to these and other key conclusions, buy this report.



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Executive Summary

- Introduction
- Multi-Channel Retailing
- Investment Intentions
- Retail growth
- Study Approach

State of Multi-Channel Today

- Online and Multi-Channel Share of Sales
- Key Challenges Today in Multi-Channel
- Retailing
- Can You Catch Up?

Organizational Issues

- Organization Structure
- Buying & Merchandising
- Who Sources Content?
- Marketing
- Finance
- E-Commerce
- Matrixed Organizations
- Store Staff Motivation

Logistics Issues and Strategy

- Dedicated or Shared Warehousing
- Locked Post Boxes

Range or Assortment Issues

- Width or Range
- Smarter Range Planning
- Product Recommendations
- Previewing Ranges to Customers
- Regular Pricing
- Clearance Pricing
- Price Maintenance

Inventory Management

- Integration of Inventory Management Processes and Systems
- Inventory Visibility and Access

- Inventory Turn
- What Does Out of Stock Mean Online?
- Inventory Planning and Pack Size Considerations
- Click and Collect Process

Marketing and Customer Service

- Single view of the customer
- Brand Experience
- Use of search
- Profitability of Marketing Activities
- Growing Sales
- CRM

Information Technology

- IT Budgets
- System Considerations
- Speed of Change
- Web Site Developments

Impact on Profitability

- Cannibalisation
- Profitability of The Channel
- Cross Channel Impact
- Multi—Channel Customer profitability
- Changes in Expense Costs
- Overall Impact

Key Performance Indicators

- Existing Metrics
- New Metrics

Impact on the Store

- Impact on Sales
- Impact on Expenses
- Impact on Inventory
- Future Role of the Store

The mobile internet

Conclusions and Recommendations

