The Future of Retail

The State Of The Digital Store

The Future of Retail

Retailers are under immense pressure to provide exceptional customer experiences in order to distinguish themselves in a highly competitive, global marketplace. Today, our phones have become handheld shopping malls and social media plays an increasingly important role in driving purchases, collecting feedback and deepening brand loyalty. And consumer privacy concerns must be your priority above everything else.

Magic happens when all your customer data is collected responsibly, in one place and accessible to the right stakeholders. Marketing technologies, like a Customer Data Platform (CDP), are able to connect sales and marketing data for a holistic understanding of the customer so you can spot trends, personalize the customer experience and increase sales.

In this report, Forrester lays out the current state of digital store initiatives and the promising opportunities a digital store evolution represents for retail:

IN THIS DOCUMENT

RETAIL FOOT TRAFFIC IS CHALLENGING, BUT DOWNSIZING ALONE ISN'T THE ANSWER
Retailers must reevaluate the value proposition of the store and use in-store analytics and technologies to improve conversions in-store. Why? Stores play a significant role for retail; in the US, only 16% of sales will be transacted directly online in 2019. Plus, stores are part of a broader omnichannel journey because consumers are spending more time "pre-shopping" — that is, researching online to inform their in-store purchases.

BREAKDOWN DATA SILOS WITHIN THE ORGANIZATION
Fix the cross-channel incentive model by breaking down silos. If you do not incentivize your store managers and associates to sell out-of-stock or beyond-the-aisle merchandise via digital touchpoints, the in-store experiences discussed in this report will almost certainly fail. Technology is only an enabler; it requires a working foundation of people and processes and a commitment to employee training.

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The State Of The Digital Store

Landscape: The Digital Store Playbook

by Sucharita Kodali and Claudia Tajima
December 12, 2018

Why Read This Report

The face of retail continues to change. In-store digital experimentation is well underway, and digital business leaders have the technical know-how and an increasingly cross-functional view to lead these initiatives into full-scale rollouts. In this report, we lay out the current state of digital store initiatives and the promising opportunities a digital store evolution represents for retail.

This report is an update to the original version published on June 21, 2017.

Key Takeaways

Digital Technologies Augment Retail Store CX
We forecast that digital touchpoints will impact more than half of total US retail sales in 2018. Combined with the growing influence of digital technologies on consumer behavior and expectations, the retail in-store experience is undergoing a digital transformation.

The Digital Store Evolves: A Digitally Enhanced Retail Experience
A mix of technologies is evolving and coming together to digitally enhance the retail store. This report outlines how omnichannel initiatives and technology advancements are affecting retail store operations as well as in-store customer service and engagement — both today and in the future.

Harness Digital Store Tech To Help Associates Be Productive And Create Better In-Store CX
Retailers must let go of their focus on iron-clad business cases to understand which technologies to pilot or to roll out more extensively. Digital store success stories are still hard to come by, but retailers recognize that they must invest in operational digital store technologies, at the very least, to make their store teams more productive and better able to help customers.

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Landscape: The Digital Store Playbook

by Sucharita Kodali and Claudia Tajima
with Fiona Swerdlow, Lily Varon, Andre Kindness, and Heidi Anderson
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Digital Technologies Are Challenging The Old Paradigm Of Retail

We're in the midst of yet more retail transformation. Very real growth is still happening in the retail industry, albeit to different degrees depending on geography and sector.[1] Make no mistake: Competition is stiff, and retail digital business professionals are using a combination of digital services and touchpoints in their stores to meet their customers' ever-rising expectations for a great experience. In the age of the customer, the retail store must now deliver a relevant and differentiated customer experience or face obsolescence.

TECHNOLOGY HAS TRANSFORMED HOW CONSUMERS SHOP

Weaving digital into the store is hardly new: In-store web kiosks are by now an old foray into in-store digital experiences. However, kiosks predate a world where customers routinely check their smartphone for information while they're in the store, and we forecast that digital touchpoints will impact 50.9% of total US retail sales in 2018.[2] In "Top Retail Technology Investments In 2018," the 30 retailers and vendors we spoke with are prioritizing technology that identifies and reduces customer pain points — from in-store pickup to personalization and value-oriented digital experiences.[3] In this vein, they're keeping an eye on digital store technologies (particularly for operational purposes) and the best practices that are emerging around those.[4] Retailers must understand that:

› **Digital touchpoints are vital components of the in-store experience.** Digital touchpoints are the biggest influencers on purchases that customers researched ahead of time, and they include search engines, company websites, and online giants like Amazon.[5] By 2023, Forrester expects that digital touchpoints will impact 58.1% of all retail purchases in the US, up from 52.4% in 2019 — representing nearly $2.5 billion in sales.[6] Digital commerce executives must tap into their customers' increasing willingness to try new technologies by better integrating digital technology into their stores.[7]

› **Consumer smartphone use means that digital is already entrenched in the store.** While in a physical store, 37% of US online adults have used their phones to compare prices online for products they were considering buying.[8] Customers across many demographics routinely find extensive product and price information through their mobile devices while in-store.[9] The Amazon 4-star store uses electronic shelf labels to update prices and customer ratings continually — and to showcase the difference in price for regular versus Prime customers. Many digital business executives are mobile-optimizing their existing websites, but too often, these efforts occur in isolation from store teams, leading to disjointed experiences such as mobile and store pricing disparity.[10]

› **Retail foot traffic is challenging, but downsizing alone isn't sufficient.** Retailers must reevaluate the value proposition of the store and use in-store analytics and technologies to improve conversions in-store. Why? Stores play a significant role for retail; in the US, only 16% of sales will be transacted directly online in 2019.[11] Plus, stores are part of a broader omnichannel journey because consumers are spending more time "pre-shopping" — that is, researching online to inform their in-store purchases.[12] The problem is that physical retailers face three very expensive

budget items: store associates, real estate, and a long tail of distributed inventory that makes it difficult to compete with lean online-focused sellers. In the past two years, several multichannel retailers announced they would close all or most of their stores. The Limited and Wet Seal have moved solely to eCommerce, while others — like Gap, Macy's, and Michael Kors — have closed underperforming locations.[13]

› **Nimble pure-play online retailers are establishing physical footprints.** Formerly online-only retailers such as Away, Birchbox, Bonobos, Rent the Runway, Warby Parker, and now also Amazon are upping the ante and turning stores into hubs of customer experiential excellence with a focus on engagement and service.[14] What are the drivers? First, additional revenue: Bonobos has found that new customers who visit one of its "Guide Shops" often spend approximately 20% more than those who started shopping online.[15] Second, branding: There's an uplift in online sales where physical stores are located. Third, service and engagement for customers — think Casper's Sleep Shops, as well as salons in Birchbox and Ulta Beauty stores. Finally, lower costs: By accepting in-store returns or exchanges and selling more in the physical store, retailers reduce the number of costly online returns they must process.

The Digital Store Evolves To Benefit Customers And Store Associates

Technology adoption in stores is not limited to the smartphone- or tablet-empowered customer or sales associate. The rapid integration of omnichannel initiatives such as inventory visibility, coupled with new advances in order management and analytics, lets retailers marry the online and offline experiences to revolutionize in-store shopping and the role of the physical store. A mix of technologies is now coming together to digitally enhance the retail store, both operationally and from a customer engagement perspective. We see operationally focused digital store technologies as more measurable and likely to provide ROI in the near term than the more visible customer experience in-store technologies.[16]

DIGITAL OPERATIONS ARE CRITICAL TO DRIVE THE DIGITAL STORE AGENDA

By helping employees complete and prioritize routine tasks faster, today's digital tools save time and empower associates, merchants, and store operations professionals to work with greater efficiency and make smarter decisions. For example, employees at The Home Depot were able to spend an average of 20% more time with customers by using tools that allowed them to prioritize tasks in real time.[17] For a roundup of digital store operations technologies and the ways in which these will evolve over the coming years, Forrester clients should consult our "TechRadar™: Digital Store Operations Technology, Q3 2016 (Updated)."[18] Digital business professionals are getting involved in shaping and optimizing internal in-store operations by:

› **Powering store fulfillment initiatives to win, serve, and retain customers.** In 2018, 37% of retailers plan to invest in convenient-to-purchase options, such as short checkout lines, curbside pickup, and "buy online, pick up in-store" service.[19] Target now fulfills same-day delivery online orders from more than 1,100 locations and is one of several retailers that dedicate store real estate

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to pack and process online orders.[20] And rather than having to mark down a product because it's no longer in season in one region, a retailer can sell and ship that item to other regions where it's still in demand. Stores may also generate incremental sales during pickup: 37% of online shoppers who came to pick up their online order in-store made additional purchases they hadn't originally planned to make.[21]

› **Empowering associates with mobile devices.** Forty-two percent of retailers we surveyed tell us that store associates use mobile devices to assist customers in-aisle for services such as line-busting and "check out anywhere" capabilities.[22] The value to retailers: saving the sale when the store is out of stock by tapping into corporate inventory or offering an "endless aisle." But US online smartphone users would like to be able to self-serve via in-store beacon technology that interacts with their own mobile devices: 61% are interested in accessing special offers, 52% want to be guided to a desired product's location, and 44% would like to be able to alert a store associate when they need assistance.[23]

› **Applying web-style analytics technology in the retail store.** Retailers are combining technologies and data sources enabled by Wi-Fi, video, and GPS to understand customer behavior at a more granular level and optimize the store environment in near-real time.[24] Lolli and Pops uses RetailNext's in-store analytics tools to track customer paths to learn about optimal store layouts, merchandising in-store versus online, and the customer experience.[25] In 2018, Jo-Ann Stores announced that it plans to implement ShopperTrak's in-store traffic analytics solution to understand store traffic patterns and better deploy store associates to help customers.[26]

› **Implementing a reliable, holistic Wi-Fi platform for operations and experiences.** Retailers must provide in-store wireless internet connectivity for associates, customers, IoT devices, and a new breed of cloud-based store systems.[27] Without this foundational technology in place, store technologies such as task and labor management, associate wearables, and in-store analytics (to name a few) cannot work.[28] More and more retailers are finding that their ecosystem of store partners (such as Amazon's range of consumer devices at Best Buy, AMSEC's CashWizard smart safe, or Philips' commercial LED lightening service) depend on the store network to fulfill their value.

DIGITAL STORE TECHNOLOGY ENHANCES CUSTOMER EXPERIENCE AND ENGAGEMENT
Sephora is legendary for deploying and testing technologies in-store to augment the service and expertise that its associates offer, from mobile point of sale (POS) to interactive tools to curate skincare products and find the right shade of foundation. In the process, it collects additional data about each customer to provide yet more customized experiences across the web, mobile, and stores over time. For a summary of digital store customer experience technologies and how we see those evolving over the coming years, Forrester clients should consult our "TechRadar™: Digital Store Operations Technology, Q3 2016 (Updated)."[29] Overall, we see digital business, store operations, and digital marketing teams working together to develop digitally enhanced in-store experiences by:

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› **Taking a "test and learn" approach to emerging in-store technologies.** Some newer store technologies show great promise: For example, Walmart uses robots to scan shelves for replenishment more effectively and efficiently than store associates.[30] Expert, a home electronics retailer, uses RELEX Solutions' completely automated replenishment to deliver superior product availability, letting store associates focus more on sales and customer care. However, other digital store technologies may take much longer to take off or simply drop off altogether: For example, facial scanning technology has received some skepticism because of privacy concerns.[31]

› **Directly engaging loyal customers via mobile in stores.** Walmart's mobile app lets customers check in to pick up their online order, which alerts the store associate to retrieve the order and have it waiting at the pickup counter.[32] In addition to a basketball court and services like customizable jerseys at Nike's SoHo flagship store, opening the NikePlus app in-store helps customers find a pair of shoes and access services like express checkout (see Figure 1).[33] Retailers that deliver value with mobile apps in-store harness the potential of connected stores to gather customer data and personalize customer experiences.

› **Installing touchscreens or gesture-based digital displays for product personalization.** Interactive touchscreen and gesture-based displays let retailers more easily sell configurable products in-store. In Reformation stores, customers add items to a cart on a tablet and then go to a fitting room that the store associate has stocked with the cart contents — the fitting room also has a tablet from which the customer can request other sizes or colors (see Figure 2).[34] Car manufacturer Hyundai is shrinking showrooms and installing touchscreen kiosks to let customers make appointments as well as explore cars, options, and financing.[35]

› **Using augmented or virtual reality to help customers "try it on."** It can be hard to see products in-store if they're boxed up — think toys, furniture, and model kits. Hardware retailer Lowe's developed its iPad- and Oculus Rift-based Holoroom service to help customers design their dream kitchen and bathroom projects, as well as its "Holoroom How To" to offer virtual reality DIY clinics for customer skills training in three stores (see Figure 3). Both Wayfair and IKEA let customers use augmented reality (AR) to see how a piece of furniture fits in a room or setting (see Figure 4). It's not quite the same as trying something on "for real," but it helps the customer by saving time, shortlisting items to try, and virtually browsing inventory that is out of stock in the store but available to ship. As a bonus, by analyzing what customers have tried and ultimately buy, merchandisers can refine assortments and more confidently recommend products in-store and online.

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FIGURE 1 Customers Trial Several Products At Nike's SoHo Flagship Store
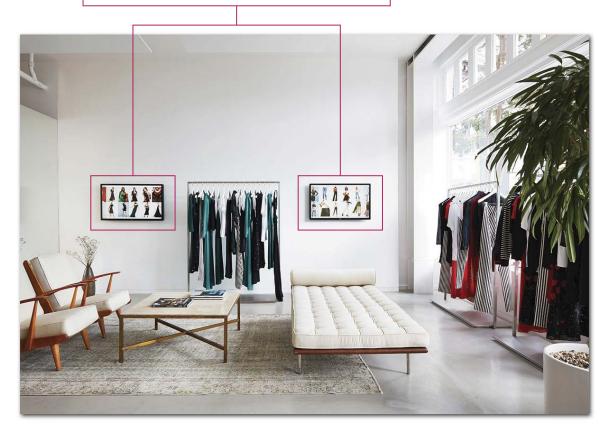

Source: Nike website

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FIGURE 2 Reformation Brings Online Shopping Experience To Stores

Customers use in-store tablets to add items to a cart, and the items are then brought to their dressing room.

Source: Reformation website

FIGURE 3 Augmented Reality Tools Help Lowe's Customers With Home Design

Source: Lowe's Innovation Labs website

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FIGURE 4 AR Shopping Apps Enable Customers To Virtually Place Furniture In Their Homes

Wayfair AR shopping app

IKEA Place app

Source: Wayfair and IKEA websites

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Build Digital Store Initiatives With Discipline

Retailers across the globe are investing significant resources and cash to adapt retail stores to the realities of digital disruption, especially ever-rising customer expectations for seamless interactions and great experiences across all touchpoints. The influence of digital technologies on retail stores is clear, but success stories, backed by clear evidence of uplifts in incremental revenue, are still hard to come by. Why? Retailers are still largely experimenting with digitally enabled stores. To this end, digital business professionals must treat digital store tech initiatives like any other project that requires significant capital expenditure, and they must work with their counterparts in other areas of the business to:

› **Evaluate the long-term merit of emerging technologies.** Digital business pros must first work with their store division partners to clearly define objectives for any tests, whether it's expensive virtual fitting rooms, augmented reality displays, or anything in between. As digital agencies come knocking on the door with flashy concepts, retailers must have a disciplined evaluation approach that looks beyond the glitz. Use the POST framework (people, objectives, strategy, and technology) to evaluate digital store opportunities.[36] Does the store technology break down existing friction points for customers by simplifying a cumbersome task, increasing convenience, or shortening the purchase cycle? Is the in-store digital experience worthy of the brand? Does the proposed technology platform easily integrate with back-end systems for touchpoint experience consistency?

› **Walk before they run.** Pilot before you invest in nationwide rollouts. Not every new digital store initiative will resonate with your customers or your associates in the way your business plan originally predicted. Don't aim for perfect — and if you fail, do so quickly, analyze and learn from it, and move to the next test. Walmart piloted the Scan & Go service and ultimately deployed it in Sam's Club stores, opting instead to implement the Check Out With Me mobile POS service by late November in the busiest areas of 350 stores, including all of its SuperCenters.[37] Remember that low-tech solutions can provide great results, as well: One US national brand started simply by improving the lighting in its fitting rooms, which instantly (and cost-effectively) improved the customer experience.

› **Fix the cross-channel incentive model by breaking down siloes.** If you do not incentivize your store managers and associates to sell out-of-stock or beyond-the-aisle merchandise via digital touchpoints, the in-store experiences discussed in this report will almost certainly fail. Technology is only an enabler; it requires a working foundation of people and processes and a commitment to employee training.[38] Years ago, REI put a system in place whereby store staff get credit for all online orders and returns that occur in their store territory.[39]

› **Invest in services that connect with and leverage their enterprise systems.** Every in-store digital experience investment needs to integrate with and leverage existing enterprise systems — primarily the eCommerce platform, POS system, order management system, campaign management system, and web content management systems. Piecemeal, custom integrations for each in-store touchpoint are neither scalable nor cost-effective. Invest in services that enable these systems, with APIs that internal developers, agencies, and external vendors can reuse over time.

› **Consider customer privacy in the digital store.** Thirty-three percent of US online adults say they are uncomfortable with allowing a retailer to track their location through their mobile device, even if it meant that they would receive product offers and discounts.[40] Consumer wariness may wane with time, but a lack of transparency will unsettle customers if they feel that companies are capturing their personal information without their knowledge or approval.

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Supplemental Material

SURVEY METHODOLOGY

The Forrester Analytics Consumer Technographics® North American Retail And Travel Topic Insights 3 Survey, 2018, was fielded in July and August 2018. This online survey included 4,653 respondents in Canada and 4,658 respondents in the US. For results based on a randomly chosen sample of this size, there is 95% confidence that the results have a statistical precision of plus or minus 1.0% of what they would be if the entire population of online adults (defined as those online weekly or more often) in each country had been surveyed.

Forrester weighted the data by age, gender, income, region, and broadband adoption to demographically represent the North American online adult populations. The survey sample size, when weighted, was 4,653 respondents in Canada and 4,658 respondents in the US. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) The programming language herein reflects the survey respondent base for each question. Bases for specific questions have been changed in published data for increased clarity. Therefore, the base in published data may not match the base language in this document. Research Now fielded this survey on behalf of Forrester. Survey respondent incentives included points redeemable for gift certificates.

COMPANIES INTERVIEWED FOR THIS REPORT

We would like to thank the individuals from the following companies and others who generously gave their time during the research for this report.

Adobe	Publicis.Sapient
EPAM Systems	RetailNext
eyeQ	ShopperTrak
Locately	Springboard Retail
Nordstrom	Starmount

Endnotes

[1] See the Forrester report "Apocalypse, Schmapocalypse: What's Really Happening In Retail."

[2] Digitally impacted sales are those that take place online as well as those offline sales influenced by online research. See the Forrester report "Forrester Analytics: Digital-Influenced Retail Sales Forecast, 2018 To 2023 (US)."

[3] See the Forrester report "The Top Retail Technologies To Watch In 2017."

[4] See the Forrester report "The Top Retail Technology Investments In 2018."

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[5] Forrester forecasts that digital touchpoints will affect more than half of total US retail sales in 2018. See the Forrester report "The Art And Science Of Retail eCommerce."

[6] See the Forrester report "Forrester Analytics: Digital-Influenced Retail Sales Forecast, 2018 To 2023 (US)."

[7] More than half of retail sales in the categories that Forrester measures were impacted by digital devices in 2017. See the Forrester report "Digitally Impacted Retail Sales In 2018: Still Only Half Of Retail."

[8] Source: Forrester Analytics Consumer Technographics North American Retail And Travel Benchmark Recontact 1 Survey, 2018 (US).

[9] In 2018, 37% of US online adults with a mobile phone have used their phone in a store to compare prices, 30% used it to look up product information, 23% used it to read customer reviews of a product, and 20% used it to redeem coupons. Source: Forrester Analytics Consumer Technographics North American Retail And Travel Benchmark Recontact 1 Survey, 2018 (US).

[10] Too few organizations coordinate mobile across functional groups. Only 20% of executives who either own or have extensive involvement in their company's mobile strategy and services say they have a mobile steering committee, and only 16% say they have a mobile center of excellence. Source: Forrester's H2 2016 Global Mobile Executive Online Survey.

[11] See the Forrester report "Forrester Analytics: Digital-Influenced Retail Sales Forecast, 2018 To 2023 (US)."

[12] We forecast that digital touchpoints will influence 36.2% of US offline sales in 2018. See the Forrester report "Forrester Analytics: Digital-Influenced Retail Sales Forecast, 2018 To 2023 (US)."

[13] Source: Daphne Howland, "The faultlines in retail real estate," RetailDive, October 1, 2018 (https://www.retaildive.com/news/the-faultlines-in-retail-real-estate/532513/); Vicki M. Young, "Kors' Turnaround Plan to Shake the Doldrums," Women's Wear Daily, June 1, 2017 (http://wwd.com/business-news/markets/kors-plan-get-out-of-the-doldrums-strategic-program-smartwatch-handbags-ready-to-wear-store-closures-10898738/); and Charisse Jones, "Sears is closing 30 more stores -- is yours on the list?" USA Today, May 21, 2017 (https://www.usatoday.com/story/money/2017/05/19/sears-closing-more-stores/101874868/).

[14] Source: Hilary Stout, "Birchbox, Seller of Beauty Products, Steps Out From Web With a Store," The New York Times, March 23, 2014 (http://www.nytimes.com/2014/03/24/business/birchbox-seller-of-beauty-products-steps-out-from-web-with-a-store.html) and Bill Chappell, "Amazon Opens A (Real) Bookstore In Seattle," NPR, November 3, 2015 (http://www.npr.org/sections/thetwo-way/2015/11/03/454250311/amazon-opens-a-real-bookstore-in-seattle).

[15] Source: "Why digitally native brands keep opening physical stores," Digital Commerce 360, October 22, 2018 (https://www.digitalcommerce360.com/2018/10/22/digitally-native-brands-are-opening-more-physical-locations/).

[16] See the Forrester report "The Top Retail Technologies To Watch In 2017."

[17] Source: "Workforce Automation: The Home Depot Increases Customer Contact By 20 Percent," Retail It: Insights (https://www.retailitinsights.com/doc/workforce-automation-the-home-depot-increases-0001).

[18] See the Forrester report "TechRadar™: Digital Store Operations Technology, Q3 2016 (Updated)."

[19] See the Forrester report "The State Of Retailing Online 2018: Store Investments, Business Objectives, And Mobile."

[20] Source: Sarah Perez, "Target's same-day delivery reaches 1,100+ stores, Drive Up to reach 1,000 by year-end," TechCrunch, August 22, 2018 (https://techcrunch.com/2018/08/22/targets-same-day-delivery-reaches-1100-stores-drive-up-to-reach-1000-by-year-end/).

[21] Source: "More Than Half Of Most-Active Click and Collect Shoppers Made Additional In-Store Purchases When Retrieving Online Orders," Retail Dive press release, July 25, 2018 (https://www.retaildive.com/press-release/20180725-more-than-half-of-most-active-click-and-collect-shoppers-made-additional-in/).

[22] Source: "The State Of Retailing Online 2018," an NRF Shop.org study conducted by Forrester Research.

To read more about key metrics for retail, see the Forrester report "Forrester Analytics: Digital-Influenced Retail Sales Forecast, 2018 To 2023 (US)."

[23] Source: Forrester Analytics Consumer Technographics North American Retail And Travel Topic Insights 3 Survey, 2018.

[24] For more on web-style analytics in-store, see the Forrester report "Analyze This: Web Style Analytics Enters The Retail Store."

[25] Source: Allison Collins, "Analytics Help In-Store Experience, Says Lolli and Pops' Alex Chang," Women's Wear Daily, April 10, 2017 (http://wwd.com/business-news/retail/analytics-help-in-store-experience-says-lolli-and-pops-alex-chang-10863051/).

[26] Source: "JOANN Stores implementing ShopperTrak analytics to improve customer experience," PR Newswire, August 15,2018 (https://www.prnewswire.com/news-releases/joann-stores-implementing-shoppertrak-analytics-to-improve-customer-experience-300694431.html).

[27] eBusiness pros are already reaping value from technologies that improve store operations — unlike customer-experience-focused digital store technologies that are largely still early-stage. To help retailers and vendors navigate this burgeoning field of technologies, Forrester identified and investigated the 14 most important digital store operations technologies. See the Forrester report "TechRadar™: Digital Store Operations Technology, Q3 2016 (Updated)."

[28] Retailers can use in-store Wi-Fi to enhance customer experiences. Free internet connectivity is a powerful benefit for US online adults who own a smartphone: In exchange for free Wi-Fi access, 37% of respondents are comfortable allowing a retailer to know their location in the store via that device. Source: Forrester Analytics Consumer Technographics North American Retail And Travel Topic Insights 3 Survey, 2018.

[29] See the Forrester report "TechRadar™: Digital Store Customer Experience Technology, Q3 2016 (Updated)."

[30] See the Forrester report "The Three Rs of Retail Robotics."

[31] VR is another example. Despite high expectations, usage has grown slowly. To read about how AR and VR are "solutions looking for a problem," see the Forrester report "The Top Retail Technologies To Watch In 2017."

[32] Source: "Store Pickup Mobile Check-in," Walmart (https://help.walmart.com/app/answers/detail/a_id/4/~/store-pickup-mobile-check-in).

[33] For example, a customer can use their smartphone to scan a shoe's bar code to get product information on their phone, as well as request to try on that shoe. When a customer requests to try on the shoe through the app, every store associate in that store will get a notification, and once a store associate claims that request, the consumer will get a notification that someone is retrieving their shoes. Also, when the app recognizes a customer is in a Nike store, that customer will receive a message in the app that they have a new reward available.

Source: Stephanie Crets, "How Nike is using its app to improve the in-store experience for shoppers," Digital Commerce 360, July 19, 2018 (https://www.digitalcommerce360.com/2018/07/19/mobile-takes-the-starring-role-at-nike/).

[34] Source: Melia Robinson, "This apparel startup fixed the worst part of shopping for clothes in stores — and it could defy retail's curse," Business Insider, January 18, 2018 (https://www.businessinsider.com/how-reformation-clothing-stores-beat-online-shopping-2018-1#shoppers-can-jam-to-any-music-they-like-using-the-in-room-speaker-and-phone-charger-15).

[35] Source: Hyundai Digital Signage (http://www.hyundaidigitalsignage.com/).

[36] To see an application of the four-step POST process, see the Forrester report "Four Steps To Add Social Media To Your Marketing Strategy."

[37] Source: "Walmart Launches Check Out With Me, a New Service Designed to Save Customers Time," Walmart, April 19, 2018 (https://news.walmart.com/2018/04/19/walmart-launches-check-out-with-me-a-new-service-designed-to-save-customers-time).

Source: Russell Redman, "Walmart pulls plug on Mobile Express Scan & Go," Supermarket News, May 16, 2018 (https://www.supermarketnews.com/news/walmart-pulls-plug-mobile-express-scan-go).

[38] Organizations today must have a comprehensive strategic plan that aligns their internal teams with a single vision for omnichannel excellence. However, because omnichannel commerce continues to evolve quickly, eBusiness pros must often build their strategic plans in the face of technology, organization, and measurement challenges that they are still discovering. For guidance on building a plan that provides the foundation for a strong road map, see the Forrester report "Your Strategic Plan Is The Lynchpin For Omnichannel Success."

[39] Source: Paul Demery, "REI pegs growth on effective multi-channel strategy, executive says," Digital Commerce 360, February 17, 2005 (https://www.digitalcommerce360.com/2005/02/17/rei-pegs-growth-on-effective-multi-channel-strategy-executive-s/).

[40] Source: Forrester Analytics Consumer Technographics North American Retail And Travel Topic Insights 3 Survey, 2018.

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