



## SOLUTION SPOTLIGHT

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# Reinvigorating In-Store Experiences in an Omni-Channel World

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*IDC Retail Insights research reveals that close to 60% of global consumers today research their retail purchases online. The reality is that in-store led purchase decisions have become a shrinking minority, and retailers are operating in an omni-channel world driven by changing customer expectations and shopping preferences. The store has a critical role in this, but to position for success, retailers must embrace a disciplined approach to rethink their store strategy. Utilizing technology beyond point of sale (POS) and barcode scanners will be an important part of delivering in-store experiences that engage and capture customers. IDC predicts that through 2021, responding to stakeholders' experience expectations, retailers that leverage analytics, artificial intelligence (AI), augmented reality (AR), and the Internet of Things (IoT) for employee and customer engagement will see customer satisfaction scores rise by up to 20%, employee productivity rise by up to 15%, and inventory turns rise by up to 25%.*

*This IDC Solution Spotlight examines the need for digitally transforming the store and making it relevant in an omni-channel world. The paper also looks at Nexshop, an analytics-powered integrated marketing solution from Samsung SDS, as an enabler and accelerator of any retailer effort geared toward digitally transforming the store.*

### **Fundamental Shifts are Taking Place in the Retail Landscape**

As consumer expectations and preferences change, retailers are also quickly responding. The store and the role that it plays are central to some of these changes. Traditional retailers are trying to bring digital channels into stores to measure up to changing customer preferences, while historically pure-play online retailers are setting up brick-and-mortar shops in their quest to capitalize on tangible customer experiences. Clearly, there is an intention from retailers across the spectrum to work toward a common goal – to provide a highly consistent, integrated and personalized shopping experience in the store. IDC Retail Insights believes that the following imperatives must be considered by retailers as they embark on their journey of digitally transforming their stores.

### ***Understanding the Connected Customer Psyche***

Comprehending the customer psyche against a backdrop of quickly changing shopping behaviors has always been a challenge for retailers, but this is something retailers must do well in order to gain a competitive advantage. Customers have changed and so has what a store needs to be for them. Today, it is common for customers to stand in stores and use their smartphones to compare prices or weigh in opinions from friends and family instantly on social media. At the moment they are ready to make a purchase decision, they may chance upon an advertisement from an online retailer offering to deliver the same product at a cheaper price directly to them, sometimes on the same day.

This is the new status quo – where the customer is technologically savvy, time poor, loves low prices and is incredibly well informed, sometimes knowing more about prices and features than the in-store personnel do. This means today's customers demand contextual conversations and are increasingly less tolerant, more vocal and engaged on social media, where they will discredit retailers if their service-level expectations are not met.

### ***Embracing Industry Paradigm Shifts***

Dramatic forecasts are being made that brick-and-mortar stores will soon become extinct. However, this is not IDC Retail Insights' view. Shifts are happening, but the store will continue to play an important role for the customer. In the past, it was local corner stores conceding defeat to department stores/supermarkets, then to suburban shopping malls, then to discount chains and big-box retailers. Each of these shifts unfolded faster than the one that preceded it, and each elevated new players over incumbents. These changes are inevitable and will eventually pave the way for new winners and losers in the current context as well. Though the previous industry shifts were all relatively slow to unfold, it is hard to dispute that incumbent retailers can no longer go about business as usual any more.

There are plenty of challenges for brick-and-mortar retailers, but the value of stores as a marketing and engagement opportunity cannot be understated. Retailers who will thrive in the future will be those who are able to reimagine and redefine the role their store plays in a digital environment. For retailers to lead the industry, focusing on how to best serve the customer must be central to their store strategy. As shopping journeys traverse new pathways that require gaining an understanding of individual shoppers' intent, context and purchase triggers to better engage and delight them, retailers will need to continuously balance their physical presence with consumer digital technology investments.

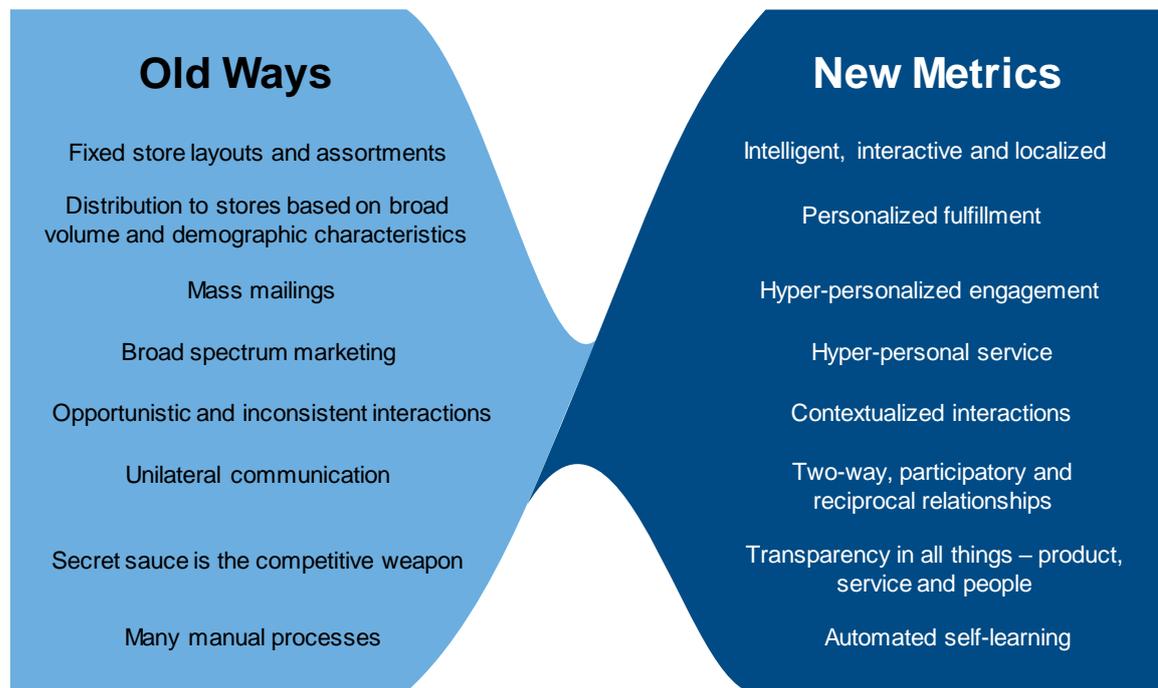
Retailers today are increasingly bringing strategies to drive more customers to the store, including leveraging click-and-collect shopping patterns. Localized assortments and personalized marketing efforts, driven by data and analytics, are also being applied to improve sell-through of products by focusing on right price, right placement and right promotions and supply chain movements. In many cases, this effort requires re-platforming merchandising to avoid the paralyzing impact of rigid legacy systems on continued innovation.

In many of IDC Retail Insights' worldwide surveys, respondents indicated that they want to engage digitally with retailers. In fact, 46% of retail customers said that they are using retail-related mobile apps on a weekly basis, and 6 in 10 said that leading-edge payment solutions are important to them when they visit the store. While 58% of retailers believe that targeted and relevant offers are important to ensure customer stickiness, IDC Retail Insights observes that they are not doing much to understand and anticipate customer demand, or to provide rich and immersive digital content for customers. Clearly, there is a need for retailers to holistically rethink how to democratize data, accelerate responsiveness, anticipate behaviors, and make interfaces, processes and interactions absolutely intuitive.

Figure 1 shows how IDC Retail Insights sees in-store customer experience changing.

**Figure 1**

Metrics of the New Customer Experience



Source: IDC Retail Insights, 2017

***Solving the Operational Productivity Conundrum***

While having an excellent store strategy aiming to delight the customer is great, the margin for error when it comes to execution for retailers has almost reduced to zero. The dramatic increase in number of products and options available to customers means that it is not only getting harder to train in-store personnel on the full range of products/options available, but it is also becoming more difficult to provide highly personalized consultation to customers. In addition, many retailers are under pressure to ensure that store space is utilized effectively, especially in the light of soaring real estate expenses. Due to space limitations, stores cannot always display their entire range of products. With IDC Retail Insights research showing that more than 50% of customers prefer to interact with a digital device during their store visit, it is critical that those digital channels provide relevant and effective content for customers, and in parallel, manipulate the content in real-time according to each customer's interaction.

Faced with these constraints, retailers need to think of a way to sweat their assets appropriately to increase their overall operational productivity. Maximizing the returns on investment through better workforce management is an important part of that. Employees, for retailers, are their most important tangible assets.

Despite significant investments in retail workforce management systems, many retailers have little control over how well their merchandising, workforce management and other asset plans are executed in the stores. Many established retail organizations have thousands of stores which are all geographically dispersed. In such a scenario, it becomes increasingly difficult to:

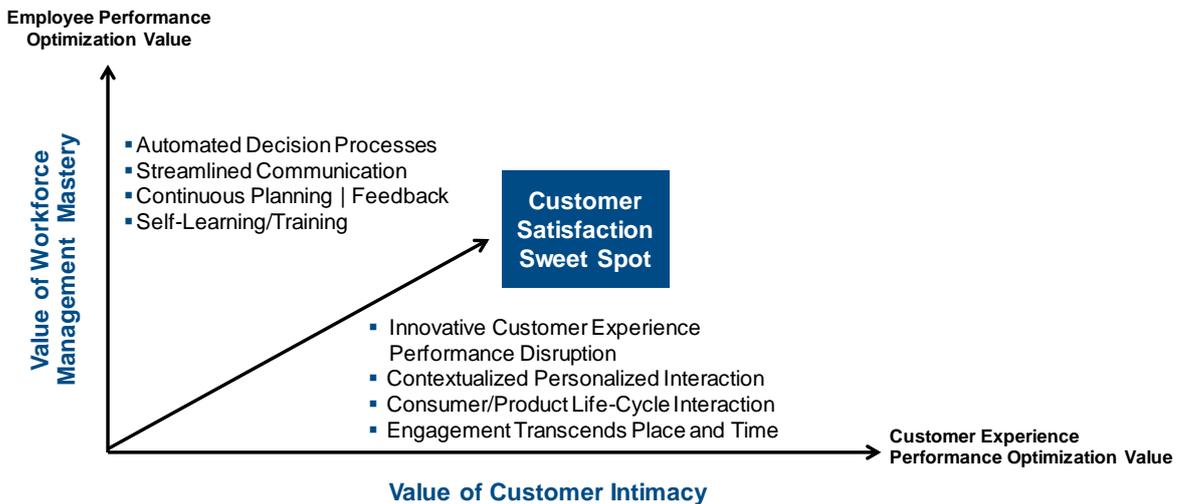
- Establish consistent communication between corporate headquarters (HQ) and different stores.
- Manage policy and campaign execution strategy in stores.
- Monitor staff attendance and scheduling.
- Train and update the workforce, while ensuring compliance visibility.

This presents a classic catch-22 situation, particularly for senior retail executives, who are faced with managing multiple facets of the business – customer satisfaction, front-end operations, physical and digital assets, and most importantly, labor. Despite significant investments, retailers have often failed to realize the intended business outcomes. Achieving superior customer experience at an unreasonable cost and inefficient workforce management are not acceptable for retailers in today's context. IDC Retail Insights believes that there has to be a right balance between the two to hit the customer satisfaction sweet spot.

Figure 2 illustrates the relationship between customer intimacy and the value of workforce management mastery. The most advanced retailers are creating flawless experiences in store with mobility, cloud, analytics, social networking and sensors supporting great service. Ultimately, the more responsive and adaptive retailers are to customer needs (along the y-axis), and the better they manage personalized interactions and customer engagement (along the x-axis), the more satisfied customers will be, and the better they will perform.

**Figure 2**

Hitting the Customer Satisfaction Sweet Spot



Source: IDC Retail Insights, 2017

Over the last few years, retail operations have changed quite significantly in two ways. The first major change is with the structure. In many cases, retailer organizational charts today look significantly different than what they were 10 years ago. This is due to factors like more or fewer stores, geographic expansion or contraction, and various other challenges within the organization. Almost all retailers have reduced staff, some to a lesser degree than others. The second major change is that almost all retailers are doing "more with less" in their quest to stay lean and nimble. The other issue which makes the "more with less" change more complex is that they are doing it with less experienced people. This is especially true of store employees, in terms of training and coaching, as staff training is one of the first areas to be cut back when times are tough. Doing more with less also makes it more difficult for experienced staff members to spend quality time coaching and mentoring. Therefore, there is a need to address this whole issue of workforce management.

## Digital Transformation – An Answer?

IDC predicts that by 2019, the top 30% of retailers will be actively engaged in digital transformation, driving organizational shifts and investment strategies in foundational platform technologies that are cloud-based, AI-enabled and composable. Retailers are seeking to respond to the disruptions they are facing through new business models and approaches to deliver revenue growth and profitability. At the core, this is part of the ongoing journey for retailers in their competitive differentiation.

However, it is important to mention here that digital transformation as such has not changed the "rights" of retail. By this, it means that the "rights" of merchandising, marketing and complementary operations haven't changed, but the market, fulfillment and customer conditions under which getting product, assortment, place, channel, price, promotion, quantity, display and timing right are more challenging. Retailers have more options to consider in each dimension – in effect, playing n-dimensional chess with more pieces on each board against a larger number of smarter, nimbler competitors. Complexity plays out in financial, price, assortment and buying plans; product and style development; inventory investment and staging decisions; and across marketing in campaigns, content, media plans, advertisement and banner buying, and personalized communications. Operational risks rolling out of these complexities impact allocation and replenishment, promotion strategies, tactics and calendars, marketing investments, and store technology, process and staffing decisions.

Table 1 gives a condensed glimpse of those complexities and corresponding consequent risks across merchandising and operational decisions and process control.

**Table 1**

### Complexity Drivers and Associated Risks

| Dimension                 | Complexity Drivers  | Consequent Risks  |
|---------------------------|---|---|
| Product/Style Development | <ul style="list-style-type: none"> <li>• Unpredictable trends</li> <li>• Proliferating choice</li> <li>• Shorter seasons</li> </ul>   | <ul style="list-style-type: none"> <li>• Off-trend buys</li> <li>• Margin erosion/lost sales</li> <li>• Store and distribution rework</li> </ul>  |
| Store Operations          | <ul style="list-style-type: none"> <li>• Multifaceted traffic factors</li> <li>• Additional functions and roles</li> <li>• Complex pricing rules</li> </ul>   | <ul style="list-style-type: none"> <li>• Over/under labor costs</li> <li>• Localized pricing errors</li> <li>• Lost unit sales and revenue</li> </ul>   |
| Marketing                 | <ul style="list-style-type: none"> <li>• Proliferating marketing channels and digital devices</li> <li>• Proliferating data sources in complex digital ecosystems</li> <li>• Multiple shopper identities across devices and shopper domains</li> <li>• Hidden in-store shopper interactions with displays, planograms and products</li> </ul> | <ul style="list-style-type: none"> <li>• Inefficient media mix, budget and campaign design</li> <li>• Lost leads, conversions, traffic and sales</li> <li>• Subpar key performance indicators (e.g., cost per action, cost per mille, click-through conversions)</li> </ul> |
| Promotions and Markdowns  | <ul style="list-style-type: none"> <li>• Consumer choice dynamics</li> <li>• Dynamic, transparent prices</li> <li>• Touch-point/message complexity</li> </ul>   | <ul style="list-style-type: none"> <li>• Inefficient allocation of promotional budgets</li> <li>• Margin erosion/lost sales</li> </ul>  |

Source: IDC Retail Insights, 2017

While digital-led transformation is undoubtedly a critical weapon for retailers to change and ensure their relevancy to customers, it is hard to dispute that for many this transformation will be a long journey. Table 1 shows that recalibrating the business corresponding to each of the complexity drivers to minimize the associated risk is an arduous task. Though IDC Retail Insights advocates retailers to embark on this journey to transform multiple dimensions of their business, it cannot be denied that the costs associated are quite high – third-party consulting costs, new technology/platform acquisition costs, costs related to operational changes within existing systems, staff training costs and unknown contingency costs.

## **Applying Analytics to the Right Dimensions of Business Is Key**

Retailers are privy to vast amounts of data generated from POS systems, websites, internal transaction systems, vendor systems and marketing initiatives, and many have adopted analytics to gain deeper insights from the data for competitive advantage. Leading retailers are also utilizing real-time predictive analytics that support customers' purchase decisions simultaneously while they are interacting with digital touch points inside the store for a reinvigorated in-store customer experience.

It is clear that winning retailers are re-architecting the customer experience for agility and contextual relevance, enabling a dynamic composition of customer services leveraging information (customer, product, inventory, employee and external data), processes and engagements (actions, channels) consistently. Just applying the lens of analytics on the below four dimensions of business creates the opportunity for a great deal of competitive differentiation for retailers.

- **Customer behavioral intelligence.** While much of customer analytics to date has been focused on better targeting marketing messaging to specific segments, real opportunity lies in using customer insights to find sales and margin levers.
- **Sales forecasting.** Applying analytical techniques on past transactional data and combining it with public (demography, geography) data can help accurately forecast demand. This is particularly important to optimize inventory, minimize excess or out-of-stock situations, and eventually offer better promotions.
- **Workforce analysis.** Workforce analytics help align associate schedules to store traffic, required tasks and other factors driving store activity, such as seasonal patterns or special promotions. The use of analytics also helps to align the supply of labor and forecasted demand, while taking into consideration the availability and preferences of associates and their individualized abilities and skills.
- **Promotions analysis.** Promotion analytics helps retailers understand which promotions work best for different stores in the network, what is the optimal number of promotions to run during a given season and which promotions have halo effect on non-promoted products.

### ***Issues Abound***

Many analytics solutions available in the market today end up analyzing more noise than actually analyzing the right data and therefore, offer few insights to users. Consequently, many retailers using sub-standard analytics solutions are finding it difficult to:

- Blend marketing data from multiple sources to deliver a comprehensive view of marketing initiatives.
- Visualize data through interactive reports/dashboards that can be accessed anytime, anywhere, and shared with anyone in the organization.

- Access and integrate data – as the amount of data created only continues to grow.
- Plan and equip for the future, as they end up spending an inordinate amount of time and resources reporting about the past and present.
- Attract and build in-house skills to further advance existing data analytics capabilities.

### **Shifting the Paradigm of Analytics: Considering Samsung SDS Nexshop**

Samsung SDS Nexshop is an analytics-embedded integrated marketing solution that emphasizes customer-facing innovation and accuracy of data and insights. It supports retailers to transform their store strategy into delivering next-generation retail store experiences.

Nexshop seeks to empower retailers to pursue a new holistic and data-driven approach to optimize personalization and provide better shopping experiences. Conceptually, Nexshop is innovative, provides rich insights with minimal disruption to existing systems and enables hyper-personalized marketing for retailers with smooth process integration, thereby addressing the issues which retailers face with many other analytics solutions.

Figure 3 illustrates how Nexshop is changing the paradigm of application of analytics across the abovementioned four key dimensions of retail business.

**Figure 3**

Nexshop at a Conceptual Level

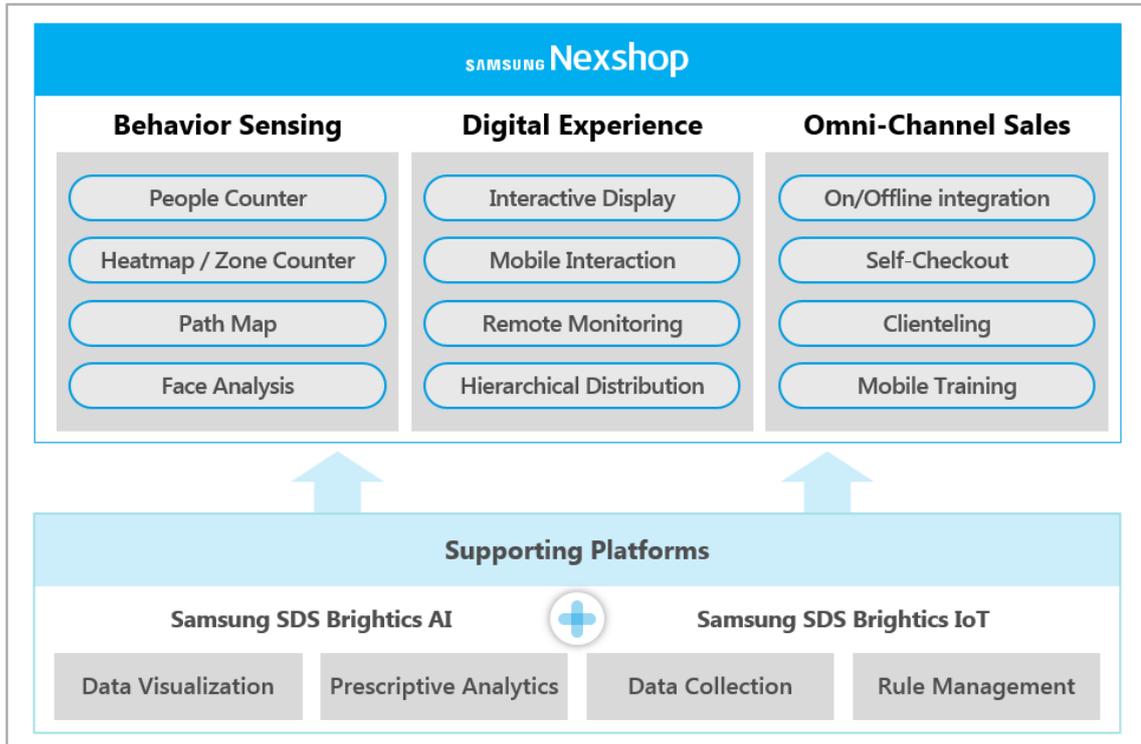


Source: Samsung SDS, 2017

Figure 4 illustrates the constituents of the Nexshop solution.

**Figure 4**

Building Blocks of Nexshop



Source: Samsung SDS, 2017

Cutting through the noise, Nexshop is an amalgamation of two modules – Intelligent Marketing and Omni-Channel Sales modules – underpinned by analytics and supported by Samsung SDS's Brightics AI and IoT platforms.

- **Intelligent Marketing module.** This module is made up of the Behavior Sensing and Digital Experience sub-modules which together observe customer behavior, deduce their preferences and feed them to decision makers so that they can work in refreshingly new ways on their marketing campaigns and other initiatives.

The **Behavior Sensing** sub-module is designed to provide marketing support by leveraging customer behavior analytics. With built-in features like People Counter, Zone Counter/Dwell Time and Heatmap, this sub-module aims to optimize marketing and store operations through customer behavior data gathering and analysis. By utilizing frameworks like In-Store-Congestion-Analysis and Funnel-Analysis, the Behavior Sensing sub-module not only helps to run promotional events and product layout/placements effectively, but also helps in analyzing customers' reactions to promotions and overall marketing effectiveness.

The **Digital Experience** sub-module focuses solely on customer experience innovation by leveraging customer preference analytics – collecting and analyzing data using various touch points both in and out of the store. Utilizing Interactive Display, Mobile Interaction, Remote Monitoring and Hierarchical Distribution, the Digital Experience sub-module aims to improve in-store customer experiences through superior digital marketing and by delivering customer-specific content and product details in real time, thereby converting more foot traffic into revenue.

In addition, the Intelligent Marketing module enables store managers to better manage their promotions and orders by providing insights into the performance of a promotion/campaign and which products are selling well or otherwise. Through functionalities like Rule Manager and Promotion planner, Nexshop can help marketers design personalized promotions that cater to individual stores.

- **Omni-Channel Sales module.** This module addresses the realities of selling complex offerings/products and the challenges that staff encounter from a sales point of view. This module also includes the Workforce Management function which features an AI chatbot, allowing sales personnel to master product information and quickly retrieve answers while they are in consultation with a customer. Through features like Clienteling, sales associates are not only able to save customer consultation data, but also make personalized suggestions the next time the same customer visits the store. In addition, features like the On/Off-line Integration Connector allow stores to seamlessly integrate omni-channel products with inventories and order fulfillments. This module also aims to streamline inventory management and logistics strategies, by collating, analyzing and giving insights to store managers about sales history and inventory.

### ***Benefits of Nexshop***

The Nexshop solution offers retailers several benefits.

- **Better conversion rate.** By collecting and analyzing customer data from various touch points, Nexshop gives retailers a better understanding of the customer as well as improves the in-store experience for the customer through its interactive displays. Through indoor sensing, and with features like People Counter, Zone Counter and Heatmap, Nexshop enables retailers to optimize marketing and store operations. Nexshop also supports one-stop sales checkout service on mobile devices. In addition, the data collected through these features and resulting insights from the analytics engine equips store managers with more meaningful data that will help them improve employee training and implement more strategic store layouts, both of which can increase customer conversion rates.
- **Enhanced customer experience.** With sales associates having real-time access to customer data and other critical information like in-store promotions, Nexshop pushes the envelope for in-store personnel to provide easier, faster and seamless shopping experiences to customers. A simple use case would be a customer selecting a mobile phone and placing an order through the sales associate's tablet, finally making payment and receiving the receipt right on the spot.
- **Increased operational efficiency.** Nexshop streamlines communication between the HQ and stores, and between stores. It enables management of inventories through real-time data analysis and insights operationalization. Anytime, anywhere access and the opportunity to personalize means that Nexshop makes it easier for retailers to manage their campaigns and policies, monitor staff and attendance, and provide real-time training through feedback mechanisms, thereby allowing for quick ramping up of employee competencies.
- **Fewer interoperability issues with one-door access to many solutions.** Nexshop supports a variety of devices that are not necessarily manufactured by Samsung as well as various operating systems. The status of all devices and content can be monitored at a central point, and administrators can assign different authority levels according to the store hierarchy. Content can also be updated to each store in real time. Through Nexshop, not only can retailers boost their marketing and sales enablement efforts, but also gain easy access to other Samsung SDS solutions like Samsung Square, Enterprise File Synchronization and Sharing (EFSS) and Enterprise Mobility Management (EMM). Samsung Square integrates key enterprise collaboration tools like secure instant messaging, web conferencing, file sharing, corporate email and calendar services, thereby pushing the paradigm of workforce and operational efficiencies. EMM addresses the complexities involved in dynamically managing today's workforce, who are increasingly using wearable devices for mobility and empowerment through simplified device administration.

- **Future ready.** Built on the Samsung SDS Brightics platform, Nexshop is equipped for any data explosion, as more "things" get connected into the store ecosystem. Brightics AI and Brightics IoT together constitute the Brightics platform.

The **AI layer**, through its machine and deep learning capabilities, takes into consideration internal and external influence factors to provide robust forecasting, and enables per POS and per stock keeping unit (SKU) analysis. In addition, the platform offers data visualization, and automated analysis accelerates decision making.

The **IoT layer** provides advanced analytics with the ability to factor in, easily connect to and securely manage IoT devices. It conveniently centralizes data for analytics and integrates to pre-existing legacy systems. Using standard application programming interfaces (APIs) and a data message bus, this platform can also create smart applications on top of a connected pipeline, collect behavioral data from sensors including cameras, and provide rich insights for better operational management and customer assistance.

One of Samsung SDS's customers, a German electronics retailer, attributed a 20% improvement in its sales forecast accuracy solely to the Brightics AI platform. The electronics retailer now leverages insights from Brightics AI to optimize pricing and promotions and conduct life-cycle forecasts for new products, thus improving business efficiency.

### ***Customer Use Cases***

Nexshop has been successfully deployed in several industries, such as automotive, electronics, real estate and retail, thanks to its ease of use, flexibility in pricing, strong maintenance and support post-deployment, as well as ease of customizing the solution depending on customer needs.

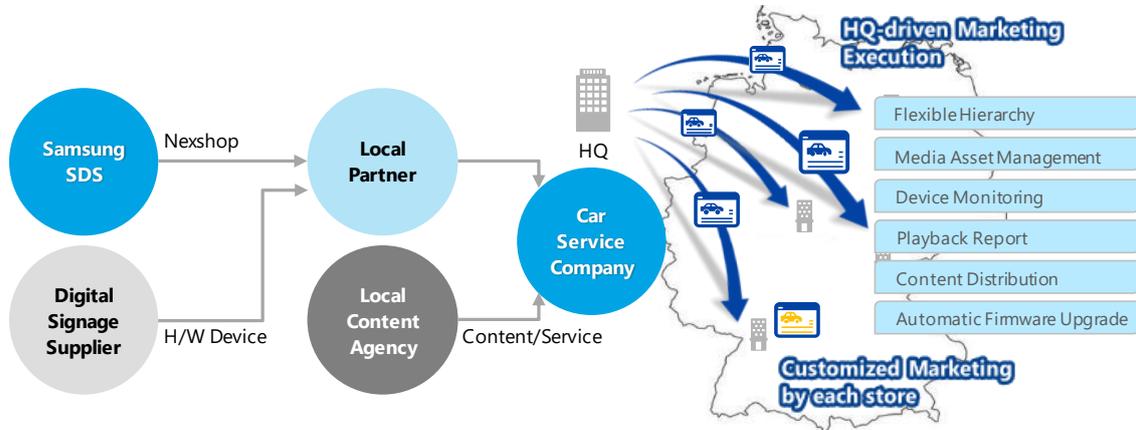
One of the case studies worth exploring further is how Samsung SDS enabled a car service company in Europe to achieve competitive differentiation. With more than 10,000 service locations worldwide, the company had a requirement for timely delivery and management of inventory from its HQ to a myriad of stores. In addition, the company needed to deliver tailored content to each store while also remote managing all their display devices, particularly monitoring them in real time and detecting any abnormal activity.

To summarize the requirements, the company needed a solution for HQ-driven content marketing, specialized services for stores and device management of all stores.

Figure 5 illustrates how Samsung SDS co-created a solution to solve the customer's requirements.

**Figure 5**

Transforming Marketing Content Distribution through Nexshop



Source: Samsung SDS, 2017

The solution, based on Nexshop Digital Experience, began with a pilot service in 6 stores, and is now operating in 65 stores. The solution included providing end-to-end service of display hardware from a digital signage supplier and Nexshop software from Samsung SDS HQ to different service stores. Based on the car service company's requirements, Samsung SDS integrated the Nexshop platform with its existing digital content management service (provided by a local content agency). This included distribution of HQ marketing material to all the stores, as well as providing customized marketing material for each store and displaying promotions that are relevant to each store and customer through large format displays (LFD) and Smart signage.

The outcome was better and streamlined communication between the HQ and stores, customized services for each of the stores depending on the merit of individual store operations, and centralized device management. Consequently, there has been a boost in operational efficiencies across the store network, allowing in-store personnel to better focus on improving customer experience.

Samsung SDS also has experience in deploying its Digital Experience and Behavior Sensing sub-modules to different global automotive original equipment manufacturers (OEMs). By utilizing a unique customer identifier in various formats including face recognition, mobile app and near field communication (NFC), Samsung SDS's solution allows dealerships to capture a customer's fragmented experience using various devices to provide a unified experience. All customer behavioral data is collected for analytics, targeted promotion and personalized consultation. In addition, the solution extends the customer journey beyond the dealership, allowing personalized content and consultation results to be retrieved on individual smartphones.

From the sales/operations standpoint, with Samsung SDS's Nexshop, sales associates can make efficient use of any available device in the dealership depending on a customer's needs at any time. Also, the dealership managers and administrators can control/monitor all devices and applications installed globally. Currently, Samsung SDS supports 1 billion devices in 200+ countries, amounting to approximately 10 TB of device data collected on a daily basis.

### **Challenges and Opportunities**

The success of Nexshop will depend on the intensity of coordination across key roles and processes, up and down within the retailer's organization. Retailers must realize that there is a need for innovation and rethink their corporate strategy. They can't let their legacy systems stymie their progress. Approaches that worked in the past must be reconsidered, and the journey starts with reorganizing people and culture for success. Once that is complete, the focus shifts to execution where technology and process go hand in hand. There is an opportunity for Samsung SDS to use

this organizational and cultural chaos that exists in many retail businesses, and organize design-thinking workshops with prospective customers to help frame their issues and eventually better evangelize the value proposition of deploying Nexshop.

How retailers enable organizational information access, analysis and operationalization strategy to tie structured and unstructured data sources together virtually, and ensure access for Nexshop to high-quality data from internal and external sources, will be an important driver of the capacity for the solution to deliver against promised value. Retailers will likely need to implement content aggregation strategies that can effectively access siloed and legacy data sources. This is again a great area of opportunity for Samsung SDS to partner with retailers and help them formulate content aggregation strategies. Not only will it help Samsung SDS acquaint themselves with a myriad of data sources within the retailer, but will also allow for a smooth Nexshop roll-out.

## Conclusion

- IDC believes there will be significant growth in the number of store transformation initiatives that will take place across the retail sector. Store-network transformation must be part of an integrated and consistent omni-channel strategy. For this reason, leveraging an amalgamated solution that incorporates analytics, interactive displays and robust platforms underpinned by a strong security framework will accelerate the transformation effort.
- Retailers should cautiously avoid data silos and make data accessible through a unified data orchestration layer to get an accurate view of the customer journey. Special focus on master data management is required for supporting decision processes and compliance. In addition, there is a need to govern the use and curation of personally identifiable information, and apply data privacy to marketing processes. There is a need today to assure customers that their data is well managed. This will lead to customers providing more personal information for more individualized experiences.
- Lastly, retailers need to realize that hyper-personalizing 1:1 interactions are most likely not possible with legacy systems in place today. Not only is there a need for retailers to holistically rethink the modernization of business processes and systems, but they should also start developing enterprise-wide AI, AR and IoT programs across strategic priorities that support the customer experience and the nature of work throughout the enterprise.

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