



MSC in Internet Retailing:

Is it training tomorrow's leaders?

FOR MORE NEWS, INSIGHT AND DISCUSSION VISIT WWW.INTERNETRETAILING.NET



Retail REVIEW
eBay Fashion

P.18



CUSTOMER
centricity

P.22



M-RETAILING
The latest
developments

P.44

Search and Merchandising the SLI Way

We install, integrate, host,
and maintain everything.



 **SLI SYSTEMS**
Search, Learn & Improve
www.sli-systems.com

EDITOR'S COMMENT

One of the interesting emails that landed in my inbox this month was forwarded from a friend who lives 120 miles from London. The original email was a message from an online retailer apologising for any disruption to deliveries due to the Olympics. One sentence in the email says that "according to your account information, you live in an area where deliveries may encounter delays". On one hand this is a nice gesture, on another bad planning on the part of the retailer since the dates and location of London 2012 have been publicised for a long time now.

At one extreme retailers are trying to understand big data, profile every customer and personalise the experience across channels while at the other I can only assume that the retailer in question has sent a blanket email to its full UK database.

Good timing then for Matt Button to share with readers his back to basics approach to eCRM. Also in this issue, in which we focus on customer centricity, are features on the challenges and opportunities presented by big data and the current state of social commerce.

Penelope Ody asks whether consumers want sites perfectly tailored to their preferences all of the time, while John Bailey explains why new tools and processes are required for the extended supply network. Wherever you're watching the Olympics, all at IR Towers hope you gain your own gold medal for retailing and putting the customer first in challenging times – within parts of London at least.

Emma Herrod
Editor



FEATURES

06 COMMENT

Ian Jindal, IR's Editor-in-Chief, ponders the current issues.

08 MSC IN INTERNET RETAILING

Emma Herrod talks to the first MSc in Internet Retailing graduates and asks how important are academic qualifications in the fast-moving world of internet retailing.

20 DASHBOARD

Ebeltoft Group looks at what it means to be a cross-channel retailer and benchmarks the world champions.

22 CUSTOMER CENTRICITY

The customer is at the heart of retail, adding their voice to board decisions and expecting personal service on their terms. We look at personalisation, social commerce and techniques for understanding, engaging and increasing customers' lifetime value.

REGULARS

04 FRONT MATTER

The shorts that get you noticed. Analysis of the key announcements affecting internet retailing and a more in depth look at one sector – this issue, 'Books'.

18 RETAIL REVIEW

One retailer, four angles. Our team of experts reviews eBay Fashion.

**42 AROUND THE WORLD**

Insight into retail in Brazil, France, Germany and China.

44 M-RETAILING

The latest news, opinions and analysis of the channel in everyone's pocket.

Editor: Emma Herrod Tel: 07801 282729

E-mail: press@internetretailing.net

Editor-in-chief: Ian Jindal

Design: Alex Goldwater

Publishing Director: Chris Cooke

Group Account Director: Andy James

Account Director: Rob Prevett

Sales Executive: Sonia Vitta

Tel: 020 7933 8999

Fax: 020 7933 8998

E-mail: robp@internetretailing.net

Cover photography by Spencer Cartwright

020 8347 7692 www.spencercartwright.co.uk

Internet Retailing

St John Patrick Publishers Ltd,

6 Laurence Pountney Hill, London EC4R 0BL

Printed in Great Britain.

ISSN 1759-0582

For circulation enquiries contact:

Saint John Patrick Publishers

PO Box 6009

Thatcham, Berkshire

RG19 4TT

Tel: 01635 879361

Fax: 01635 868594

Email: internetretailing@circdata.com

No part of this publication may be reproduced, stored in a retrieval system or transmitted by any means without the Publisher's permission. The editorial content does not necessarily reflect the views of the Publisher. The Publisher accepts no responsibility for any errors contained within the publication.

www.internetretailing.net



John Patrick Publishers

yuseo
User Specialist

In a digital world, we are all users!

Pure player in Usability and Utility •

Support retailers to face the omnichannel challenge **

Call us on

020 790 351 02

www.yuseo.co.uk

* The 2 core components of Ergonomics, our DNA since 2001
** Delivering a seamless multi-channel customer experience



For more news, insight and discussion visit www.internetretailing.net

SAINSBURY'S MOVES INTO E-BOOKS

Sainsbury's has bought HMV's stake in social e-book site Anobii for £1. Anobii is an online e-books platform where readers can research, discuss, rate and buy e-books to read on a range of devices, from e-readers to smartphones and tablets. The site has more than 600,000 globally and stocks more than 60,000 e-books. Investors in the business also include Harper Collins, Penguin and Random House Group.

Sainsbury's expects to own a majority 64% share in Anobii as a result both of this deal and of its investment in the business' future, which will include developing the business both in the UK and overseas.

Mark Bennett, Sainsbury's Head of Digital Entertainment, said: "Anobii's innovative use of social media is a clear differentiator. This acquisition is a valuable addition to our digital portfolio and shows our commitment to becoming a key player in the digital entertainment market."

As Choe Rigby reported online at Internet Retailing.net "This deal is as interesting for what it says about HMV's plans for the future as for what it says about Sainsbury's."

Meanwhile, leading high street bookseller Waterstones has signed an agreement with Amazon to launch new e-reading services and offer Kindle digital devices through its UK shops. The agreement with Amazon will enable Waterstones to extend digital reading to its customers in-store. This will complement and strengthen the traditional attributes of the bookshops to which the company remains fundamentally committed.

The digital initiatives will build on the UK group's on-going investment plan to upgrade its 30-year-old retail chain. A major refurbishment programme, dedicated digital areas, free wi-fi and new coffee shops are planned for 2012.

TESCO BRINGS SUPPLIERS AND CUSTOMERS CLOSER

Tesco has launched a web portal that enables suppliers to see how the supermarket's customers buy.

Tesco says the new Tesco Connect portal means thousands of suppliers can use it to map and respond to customer demand and identify emerging product trends. Combining the forecasts with information on how quickly a product is selling ensures much better product availability for customers.

Tony Mitchell, Tesco's Supply Chain Director, said: "We are always looking for new ways to improve the service for customers and the information and insight shared through Tesco Connect comes from several years of development and technical innovation.

"We've already had some fantastic feedback from the suppliers who have worked with us on the new portal. Many of them have told us that the forecast data has begun to change the way they work and will help re-focus their efforts."

Suppliers such as Innocent, Nestle and Unilever were involved in piloting the portal, resulting, Tesco said, in measurable benefits including a reduction of a third in the number of shortages.

DIXONS TO SCALE BACK HIGH STREET PRESENCE

Dixons Retail plans to reduce the number of its UK stores, especially on high streets, as it brings together online and store sales in a multichannel strategy.

The company, which had 557 stores in the UK as of 28 April, said its analysis showed that as it brought together online and stores it would need 400 to 420 stores, of which around 40 would be on the high street and the rest large out-of-town stores.

Dixons Retail trades in the UK under the pureplay brands Dixons.co.uk and Pixmania.co.uk, and through multichannel brands Currys and PC World, and says it will work towards bringing its store and online formats together by developing its website further, introducing a pay&collect service and taking the internet into stores in order "to offer customers the full range of product regardless of their preferred location."

Presenting its full-year results Dixons Retail said that driving "a successful and sustainable business model in a multichannel world" would be a key part of its future strategy. "The way in which a customer shops is fundamentally changing," it said. "Our customers tell us they want advice, to experience products and to ensure they are making the right choices, particularly as these are often major purchases they will own for several years."

Historically, it said, pureplay operators had lower costs and could offer more competitive prices than those with stores. But Dixons said it had "closed the price and cost gap dramatically" in recent years and would now focus on ways of improving its service. They include working with suppliers on ways of presenting their products to customers, selling 'solutions' for customer needs rather than products.

Dixons Retail reported a 30% rise in multichannel sales over the year to 28 April, with UK and Ireland multichannel sales up by 48% in the second half alone. Underlying pre-tax profit for the year was at £70.8m, down from £85.3m at the same time last year.

BOOK SELLING WEBSITES RANKED BY SHARE OF UK VISITS

Rank	Website	Visits share
1	WHSmith www.whsmith.co.uk	10.29%
2	Waterstones.com www.waterstones.co.uk	8.38%
3	audible.co.uk www.audible.co.uk	5.95%
4	Abebooks.co.uk www.abebooks.co.uk	5.59%
5	the BookPeople www.thebookpeople.co.uk	5.07%
6	Dummies.com www.dummies.com	3.91%
7	Sainsbury's Entertainment www.sainsburysentertainment.co.uk	3.85%
8	The Book Depository.co.uk www.bookdepository.co.uk	3.49%
9	Abebooks www.abebooks.com	2.86%
10	TheWorks.co.uk www.theworks.co.uk	2.16%
11	DeepDyve www.deepdyve.com	1.93%
12	Reader's Digest UK www.readersdigest.co.uk	1.87%
13	Barnes & Noble www.barnesandnoble.com	1.86%
14	Alibris www.alibris.com	1.38%
15	Blackwell Online www.blackwell.co.uk	1.18%

Source: Experian Hitwise

MAJESTIC REACHES 10% MILESTONE

One in 10 of Majestic Wines' UK retail sales are now online, following in a year in which the wine merchant's ecommerce sales grew by 7.8%.

The company said it processed 190,000 orders during the 53 weeks to 2 April, up from 175,000 in the previous year. Each was worth an average £144, 1.4% more than in the previous year.

"We recognise that the web is an environment which is continually changing with customer expectations that are rapidly evolving," said Chief Executive Steve Lewis. "We are constantly innovating to enhance our customer's experience and bring the Majestic in-store values online."

In the 53 weeks to 2 April, group

pre-tax profit rose by 14.5% to £23.2m, up from £20.3m last time. Total sales were up by 8.9% to £280.3m, from £257.3m last time. Like-for-like sales in UK retail stores rose by 2.6%.

Since the year-end the company has launched its mobile-optimised website, which has resulted in, said Lewis, "an improved conversion of visitor traffic to sales."

This HTML5 mobile site leverages a variety of functionalities that streamline use such as expandable menus, geo-location, and image galleries. Social sharing options were also included so customers can post products to Facebook or Twitter, email friends, or simply save to favourites for later reference.

TV SHOPPING MOVES A STEP CLOSER

Shopping through interactive TVs has come a step closer with the news that TiVo is to integrate PayPal in a move that it promises will allow simple shopping in a few clicks of the remote control.

The two partners say they have made it possible for shoppers to buy products featured in interactive advertisements on the TiVo user interface through PayPal. The cost of the goods is charged to the shopper's PayPal account and they are shipped to the address the user registers with PayPal.

Now TiVo is to work with advertisers and agency partners to develop PayPal enabled TiVo ads and campaigns that will air from this autumn.

"In today's fragmented TV viewing world it is harder than ever before for advertisers to reach their audiences, and it's important to find creative ways to get in front of viewers," said Tara Maitra, Senior Vice President, General Manager, Content and Media Sales, TiVo Inc.

"TiVo's interactive ads allow advertisers to grab the attention of viewers in unobtrusive ways and on the viewer's terms. By teaming with PayPal consumers will be able to instantly purchase products with just a few clicks of the remote after an easy, one-time account setup. PayPal's expertise in online payments, customer service, and working directly with merchants and sellers makes the entire payment process easy and trustworthy and will create a valuable experience for TiVo users and advertisers."

Scott Dunlap, vice president of emerging opportunities and new ventures for PayPal, said: "At PayPal we have been redefining commerce from online to mobile to offline and we see television as the newest channel in commerce. Teaming up with TiVo will help us connect merchants and consumers via the TV set in the fastest and safest way possible. We are excited about the prospect of delivering a more complete and seamless couch commerce experience."

£1BN BY 2015 FOR ASOS

The goal of £1bn in sales is firmly in Asos' sights with the fashion pureplay expecting to hit the financial goal in 2015, when it expects revenues from five significant markets to feed into the total. It said in its full-year statement that "all of our international markets are performing strongly and our unique position on the global stage of internet apparel retailers is now firmly established."

It is now the "second most-visited apparel website on the planet" for 15-34-year-olds with 69% of its total traffic hailing from outside the UK, up from 58% a year ago.

The update came as Asos reported a 46% rise in group revenues to £494.9m, a 49% rise in retail sales, to £481.6m, and pre-tax profits of £30.3m, up by 93% on the previous year. UK retail sales rose by 7% and international sales by 103% to now account for 59% of total sales. Of its 8 million registered users, 4.4 million were active and hailed from 160 different countries.

During the year new websites launched in Italy, Spain and Australia. The company is now working to enable the Asos platform to handle non-western language character sets in order to serve customers in languages such as Russian and Chinese. Highlights also included the transition to a new warehouse which, said Asos, was "delivering significant efficiency gains."

The Label to be Seen With
What some of the biggest online retailers are wearing this season

For more information contact:

Jake Nethercot: jake.nethercot@webloyalty.co.uk (020 7291 8734)

Ross Tulloch: ross.tulloch@webloyalty.co.uk (020 7291 8741) www.webloyalty.co.uk

Webloyalty International Limited is a company registered in England, company registration number 05922626, and its registered office is at Charter Court, 50 Windsor Road Slough, SL1 2EJ. ©2012, Webloyalty International Limited





CLOUDBASKET™ AND CONSIDERATION SETS

As more and more services move 'into the cloud' and skip across devices and places, our shopping baskets feel stubbornly tied to the ground. Ian Jindal considers the possibility of a 'Cloudbasket' as a portable approach for the iDevice age.

AS THE UK records the wettest June since records began in 1910 'the cloud' has been somewhat too literally front of mind at IR Towers. Less literally, however, the cloud has featured prominently in vendor and consumer promotions of late. At our recent Jumpstart rapid briefing events our presenting suppliers have mentioned the benefits of cloud-powered systems: for rapid deployment, scalability, flexibility and responsiveness. Consumers too have benefitted from cloud capabilities with Apple in particular appropriating the 'iCloud' as their own. Recent announcements tout 'iCloud Tabs' for their Safari browser that will unobtrusively note your open browser tabs and synchronise these across devices via the cloud connection. The experience will therefore be that whichever Apple device you use your browsing will be current, uninterrupted and seamless.

The 'invisibility' however is based upon the ability to uniquely identify the user and the device(s) - without requiring sign-in on each device and application. For Apple this is easy since every phone is linked to an Apple/iTunes account, and it's also typical that a user on a mac is logged in to the machine. Apple can therefore link the user and the many devices and keep them all synchronised.

Pity though the retailers, for whom the connection with the customer may be just a single browser tab on a single device. Where a customer is

browsing product there's a real difficulty to accessing that product on a different device. As ROPO ('research online, purchase offline') increases - Javelin Group estimates it will affect 75% of all retail sales by 2020 - so too does the importance of letting a customer 'carry' their research from device to device, place to place and person to person.

We know that customers put items in the online basket not because they intend imminently to buy the product, but simply not to 'lose' it, or to think about it later. It would be ideal if those items appeared on their mobile devices.

Of course, the customer could just register on the retailer's site and then log in on each device... Even with a 'remember me' setting, however, this is an onerous demand on the customer.

The growth in social media sites also put the retailer at a disadvantage. Customers are more likely to sign in to Facebook, thereby forcing us to adopt its sign-on validation, since we use it so frequently... There is 'leverage' in frequency of access. It's as if there are a few places we're willing and able to log into, and no more.

Customers' adoption of Pinterest, the visual bookmarking and sharing service, shows that there's a desire to be able to 'pin' products from more than one retailer and save them in an accessible, cross-device and communicable place. Fancy (www.thefancy.com), takes the approach a step further by making a

Pinterest for desirable objects we wish to buy and share. In this world of socialised shopping, a retailer's log-in-on-a single-device-each-time basket feels a step or two behind the pace.

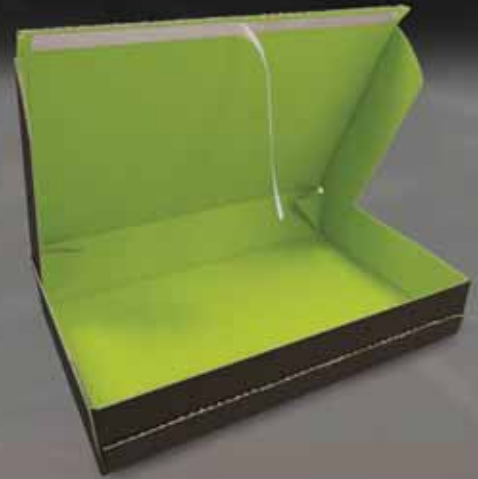
This is where the development of a Cloudbasket could be interesting. Similar to the Fit Passport I suggested last issue, the Cloudbasket would be customer-centred and allow her to add products from any and all retailers to a portable consideration set that will synch seamlessly across devices. Cloudbasket would require a level of product data commonality and a browser than can synchronise a customer's 'added to basket' status. Finally there would need to be a checkout capability and order routing for completed sales.

The dangers of lost sales and losing the ability to control presentation, suggestion and comparison are mitigated by not pushing the customer to her favourite social or service system, leaving us largely alone in our walled garden.

Cloudbasket could be a collaborative effort by retailers along with platform providers. It's a now-obvious idea whose time has come and it's only a matter of time before the great logged-in services of the web (Apple, Amazon, Facebook, Google) extend their reach to offer a universal basket that might perhaps be created in conjunction with retailers, putting the customer's experience (in our ROPO'd multidevice and cross-channel world) at the heart of the service. ■

THE OUT OF BOX EXPERIENCE

**THERE →
AND ←
BACK
PACK**



- 100% Recycled, Recyclable, Returnable Packaging
- UK's leading manufacturer of eCommerce Packaging
- Potentially limitless branding options inside and out
- Paper sourced from sustainable forestry resources



CHARAPAK
Intelligent eCommerce Packaging

Tel: +44 (0)1773 835735 | E- Mail: sales@charapak.co.uk | www.charapak.co.uk



TRAINING TOMORROW'S LEADERS

There's a raft of qualifications supporting every other profession, so is it time for ecommerce to follow suit? Emma Herrod talks to the first MSc in Internet Retailing graduates and asks how important academic qualifications are in the fast-moving world of internet retailing.

IF YOU WANT TO WORK in retailing there's already a plethora of training courses available. This ranges from short, base-level study focusing on specific skills such as online copywriting, to in-house training in company processes and NVQs that teach specialisms such as customer relations and visual merchandising.

At the other end of the scale there are the post-graduate degrees offered by a number of UK institutions including MScs in Retail Management, International Fashion Marketing, International Retail Marketing, Global Logistics and Supply Chain Management and Consumer Psychology. Until recently, though, apart from the Masters in E-

Business & Innovation offered by Lancaster University, e-retailing lacked representation. That all changed with the introduction three years ago of the MSc in Internet Retailing, the only one of its kind in the country.

The first intake is scheduled to graduate on 16 July. After three years of academic work, assignments, debates, evaluations and dissertations, Becky Olié, Ali Holmes and Dan Mahoney – who all held down their day jobs in retail while on the course – will become the first to qualify to put MSc Internet Retailing after their names.

Another trio – Kieran Petvin, Rob Jones and Mark Selwyn – are set to graduate over the next year.

WHAT IS INVOLVED IN INTERNET RETAILING?

The full MSc – which is run by Manchester Metropolitan University – takes three years to complete: two years taught with in-work assignments and a final year for the dissertation. The course starts in September, so some of the students take a break after the first two years so they can start their dissertation in the following January rather than during the busy run-up to Christmas.

“We’ve made the dissertation element flexible for this reason,” says David Edmundson-Bird, Course Director of the MSc in Internet Retailing. “This is why some people are graduating now while others in their cohort will be finishing later in the year.”

Students can also choose to complete a single year to gain a postgraduate certificate in internet retailing.

The course has two key elements: the practical application of what’s studied coupled with an emphasis on taking a rigorous academic approach to all the issues covered. For example, all the assignments for the individual course modules are based on the company for which each student works, so benefiting their business. Plus students are encouraged to apply ‘Masters-level’ thinking to their studies.

It’s designed to be challenging. “We’re pushing people through to the next level,” says Edmundson-Bird. “It’s a masters; it’s meant to be tough. The very best people are the ones who come on the programme and succeed. They work hard and are passionate about what they are learning and where they work. That passion has to come out in their work.”

“The MSc speeds up your development and makes you more effective as a manager,” believes Becky Olié, Head of Online Selling at House of Fraser. “It’s about the way you work and the way you think.”

“I thought it would make me a better online sales manager, but it has actually made me a better strategist, operations manager, logistics manager and multi-channel retailer,” says Ali Holmes, Head of eSales – Capabilities and Customer Services, Vodafone UK.

MSc IN INTERNET RETAILING

The MSc in Internet Retailing is the UK’s first commercial postgraduate qualification to address specifically the career and business needs of ambitious retail professionals. Bridging commerce, current practice and academic approaches, the programme is jointly delivered by Manchester Metropolitan University, Econsultancy.com and InternetRetailing.

It’s a challenging, multi-disciplinary programme that delivers all the skills and understanding that students working in the field need to become a successful ecommerce practitioner.

Over its three year, part-time syllabus students consider all aspects of internet retailing from marketing, buying and merchandising, through to logistics, engineering and technology. For full details of the course, see www.econsultancy.com/uk/training/qualifications/retailing

Dan Mahoney, Head of Operations, Zulily UK, says: “It has made me more commercially effective in the work environment... In terms of masters-level thinking it has made me more thorough, with techniques you can use to support your thinking and decision making.”

“It’s a different set of thought processes,” agrees ecommerce consultant Mark Selwyn. “You do look at things differently once you have gone through that academic thinking. By following the disciplined process of investigation and evaluation it does permeate into your problem solving and takes the ‘I think’ out of conversations as you have the knowledge and confidence to evaluate and refute what other people are saying and put forward your own balanced ideas.”

MASTERS-LEVEL THINKING

This approach is also what makes post-graduate qualifications such as the MSc so valuable, even in fast-changing industries like internet retailing. ▶



fashot.com

The leading fashion photography and video studios in Europe. Fashot.com operates 19 studios in 7 countries totalling over 140,000 sq ft and supported by a team of over 220 creative and technical experts.

The preferred choice of leading brands, retailers and publishers, we provide the majority of imagery for UK multichannel fashion and work with major brands, PR companies, designers, retailers and E-tailers. With an output in excess of 7,000 finished images per day we are responsible for more fashion stills and video than any other studios.

Our creative strength is matched by our expertise in digital workflow and processes enabling us to deliver the most efficient and flexible business solution available. We consistently provide superb creative and volume imagery, on time, on brief and on budget.



Creative Consultancy Services:

- Styling direction & consultancy
- Creative content design & direction
- Art direction
- Shoot direction - stills & video
- Online visual merchandising tactics
- Content planning & strategies
- Content asset management
- CMS & PIM consultancy
- Production management



Visit our new 11,000 sq ft Camden Fashion Studio

Contact Lee or Paul at info@packshot.com, or call us on +44 (0)20 7267 0700
Fashot.com, Units 1 to 7, 43 Carol Street, Camden Town, London NW1 0HT

London Dusseldorf Eindhoven Zagreb Hong Kong Beijing



 **fashot.com**
The fashion division of packshot.com

"It does change your thinking," says Kieran Petvin, European E-business Marketing Manager, TRW Automotive Aftermarket. "Ecommerce is changing and so many ideas come past your desk, but this Masters-level thinking teaches you how to sit back, analyse and work out what's worth doing and what is best for the business."

It is also one of the hardest aspects of the course and mastering it is what makes the qualification of long-term professional value. "It is a way of thinking through all aspects of a problem and coming out of it with the best outcome," says Edmundson-Bird. "This transferable skill requires in-depth abilities that can be used throughout their career and are all important skills for future leaders."

This focus on high-level analysis and decision making is one of the reasons why the MSc has been dubbed the course for CEOs in training.

Holmes agrees that it has made him a more effective leader but thinks that the course is more useful for potential CEOs of a pure retail organisation rather than the services-led environment of firms like Vodafone. He says he feels comfortable that the MSc has given him the skills to be a leader in the broader managerial and motivational sense. Holmes was actually promoted part way through the course to the post of a specialist leader, a position on a par with the one for which he'd previously been turned down. "It is what I wanted to be," he says.



Mahoney's manager, Zulily UK Managing Director Kristine Kirby, says: "Not many CEOs have come from an ecommerce background. I'd like to think that CEOs can come from the Internet Retailing MSc. It's definitely a qualification for senior director level."

KNOWING YOUR OWN BUSINESS

By covering all areas of internet retailing the course ensures that the students get to see every aspect of

THE VIEW FROM HR

YOUR M&S

What skills do tomorrow's leaders need? Nigel Jeremy, Head of Learning, Recruitment & Organisation Development, Marks & Spencer, says: "Leadership is leadership but in ecommerce and multi-channel retailing [where things are moving so fast] a variety of attributes are needed: curiosity about technology, change management and the ability to simplify the complex in terms of technology and communication."

He believes that a purely academic approach to ecommerce learning will not suffice since by "getting people ready for now, things may have moved on. However, a good qualification in any field is good."

He adds: "The issue we have with recruitment is that there is a lost generation: the 35-45-year-olds who are reaching their peak are the least ecommerce savvy."

Jeremy believes that retailing skills ultimately are more important than IT, but managers must know the right questions to ask in this area and what good looks like.

the business in which they work – and importantly for tomorrow's leaders, how what they do and the decisions they make will impact on other areas. Olié, who was promoted soon after starting the course, says: "It does make you more effective as a manager, and happy and comfortable to steer the business in a certain way."

The rest of the group agree with her: they are now more comfortable with managing people with more specialist knowledge and confident that they know how to measure their performance and get the most out of them.

Petvin says because he had closer contact with other departments while researching and writing assignments, the course has given him a better understanding of the business for which he has worked for the past 10 years. He explains: "Everything has been really relevant and I can relate every topic to an area of the business." He's been able to put into practice what he's learnt about product merchandising and service, working closely with that part of the firm. He adds: "I wouldn't have brought it ▶



Market Leading eCommerce Solutions

Helping multi-channel retailers win and keep online customers

Paraspar
eCommerce

www.paraspar.co.uk sales@paraspar.co.uk 0845 230 5665

Less fraud, more sales



Identity check



Card ownership check



Age verification



Order fraud trends



High risk addresses



Identity check in 135 countries

Everything you need to check out your customers

CallValidate is the only fraud prevention tool that combines an identity and credit card check in an instant operation - making life harder for fraudsters, and easier for you and your customers.

Discover how CallValidate can help you reduce fraud and increase sales. Call **0113 388 4300**, visit www.callcredit.co.uk/retail/fraud or download our brochure at www.callcredit.co.uk/retail-brochure



Callcredit
Information Group

plan

acquire

verify

manage

collect

into the business if I hadn't done that module. The MSc has given me a broad understanding of how the business works, end-to-end."

Holmes is also more involved in different areas of the Vodafone business. He says the study has made him realise that "so much more than online makes up the customer experience" and enabled him to do something about it.

He adds: "I now have a far greater understanding of what other areas of the business are doing... and a broader interest in and understanding of retailing in general rather than just online."

Each module concludes with an assignment based on the student's area of work. During the first two years these are wholly focused on the workplace, which means that although all of the students study the same subject, such as logistics, each assignment is unique and based on the company for which they work.



At this level, the challenge for students is not just to complete the assignments themselves, even though they can benefit their business. It is "to get all of the big ideas into a consigned academic brief," says Mahoney. "It's not about the production of the assignments, it's the process of learning and how one approaches a situation."

"It's not a fact unless you can prove it," adds Olié. She says she has had to ask herself what she needs to put across to show that she knows what she is talking about; it is a case of understanding the audience, be it the board when she wants to get budgets signed-off, or the references she needs to provide and the processes she needs to prove she has followed in order to achieve high course marks.

THE WIDER WORLD

The MSc also aims to broaden students' horizons, enabling them to understand what others are doing so they can improve their own company's ecommerce. Olié gives as examples the waterfall and agile processes used in the IT industry.

"Masters level thinking allows you to spot something useful in one industry and re-purpose it elsewhere," says Rob Jones, Head of eCommerce at Astley Clarke. He mentions a useful function in Klout for comparing

THE VIEW FROM HR



How important are academic qualifications in internet and multichannel retailing compared with experience and do they help a candidate to stand out during recruitment?

Rachel Bushby, Lead Recruitment Manager, Internet Retailing, at Tesco, says: "Ecommerce qualifications would certainly help a candidate stand out in the recruitment process, particularly in the earlier stages of their career. But the most important thing for us is getting the right individuals for our organisation. We look to bring great talent into our online business, but also offer a fantastic platform for progression and development. Finding the right people for our business is the primary focus."

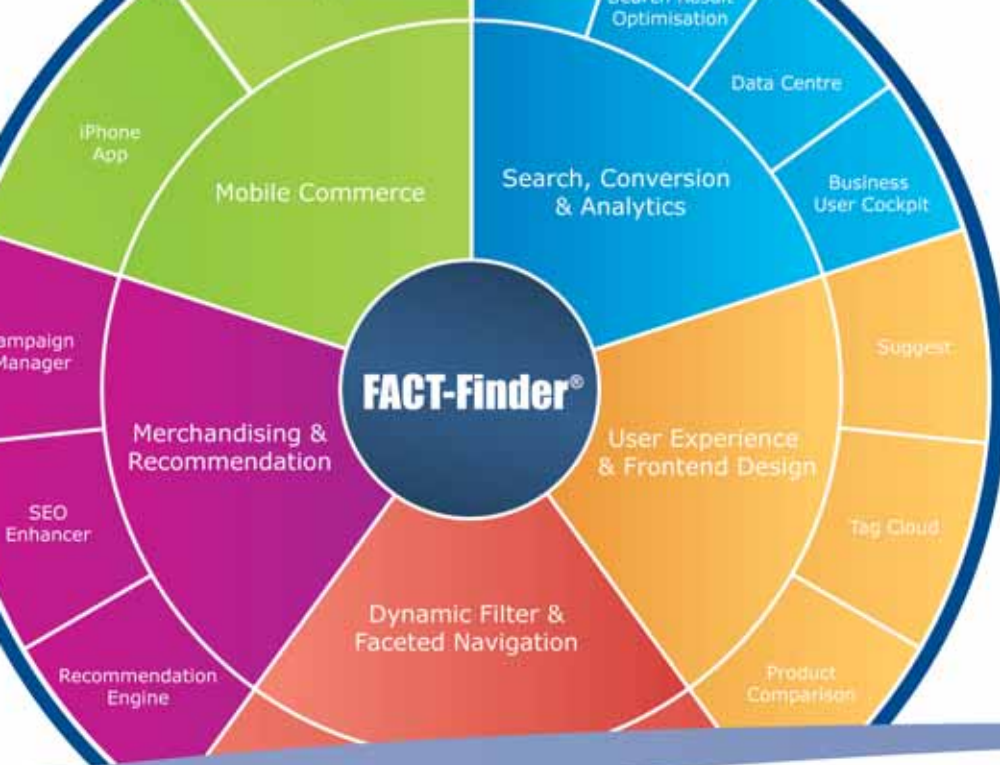
She adds: "We look to hire a diverse range of individuals with a varied skill set to keep the business innovative and market leading. While academic qualifications are valuable, experience is of equal importance in recruitment in ecommerce. Many of our team began their careers in entrepreneurial dotcom ventures instead of taking traditional academic routes. Their experience is really valuable in keeping a large organisation innovative."

As to whether there is a skills shortage, she comments: "There does seem to be a shortage of skills in certain areas of ecommerce, particularly those roles focused on the development of sites. As more companies put ecommerce at the centre of their strategy, and look to become truly multichannel, there is a limited talent pool so everyone is looking for the same people!"

influence that could be re-purposed as a tool for comparing products online as an example of this.

Another bonus of the course is the ability to network, converse with your peers, access forums and share knowledge. In an industry that's changing as fast as ecommerce, says Jones, "you need to remain well informed". ▶





You have the visitors.
**We make
 them
 buy**

Up to 33% more conversion for your online shop:

- ✓ Language independent on-site search from the European market leader
- ✓ Optimum usability with auto-complete and faceted search
- ✓ Error-tolerant and self-learning sorting
- ✓ Highly effective merchandising tools
- ✓ Ready for Omni-channel Retailing

Learn more: www.fact-finder.com

Or contact us directly:

+44 20 30 08 7715 | info@fact-finder.com

No lists, no teaching,
 no language barriers:
IT JUST WORKS!

More than 1000 European online shops already use FACT-Finder to guide their visitors to the desired products, including:



Everyone on the MSc gets to hear the other students' challenges and they can chip in and offer advice. "Seeing different business models has added value," says Olié. Plugging together two or three different models or metrics uncovers new findings and "drives thinking in a new way".

Students get to tackle live retail case studies, to highlight real problems and encourage debate and interaction. Edmundson-Bird explains: "The MD of a large retail outlet spoke about operational issues with the students giving feedback on how they would overcome issues. Sometimes it is reassuring to know that you are not alone and the only one facing such challenges."



Petvin is the only person on the MSc up to now who doesn't work in B2C. The course has made him question why the B2B market doesn't operate online in the same way as B2C. "People are used to B2C sites in their daily lives, so why should B2B sites do it differently," he says. He has already suggested to TRW that it tests a more 'B2C-esque' section on its site to see if it raises average order values.

CLIMBING THE LADDER

Career progression has been a major goal for all the six. "In the first year be prepared for a massive change around in what you want to do," Olié advises prospective students. She suggests employers support students and give them new challenges to enable them to apply their learning.

At House of Fraser sales have almost doubled every year since Olié started her MSc. She says: "I've been able to keep pace with that and be ready for the next step. I'm confident that I haven't been behind where the businesses needed me to be. I led a team of three when I started the course, now I manage 23."

Mahoney has progressed through four employers in three years. He explains: "This was never the intention [his first employer was sponsoring his studies] but just how things have gone. A lot of the time I haven't been looking but all of the positions have been a step up." He adds that much of it is down to the course: "It opens up doors and skill sets

you don't even know you are good at and makes you impatient to progress."

RECRUITMENT

Mahoney says: "When I speak to other people in ecommerce, their first reaction is, 'that's going to look good on your CV'. But I don't think that's the aim of it." According to the group, what doing the MSc really shows is that they are committed to ecommerce and passionate about their careers. It is also about the wide scope of the course content, the people they've connected with across the field and how it is helping them to manage people.

"It would help you stand out, although it is just a door opener. You do have to know your stuff," says Petvin. What is more important, though, is that studying for the qualification has made the graduates not only better at their jobs but also better prepared for leadership roles.

"I'm a supporter of training and qualifications generally as it keeps skills fresh and is a motivator," says Rob Jones. "We're recruiting for a content manager and it would be amazing if they could do a diploma. There are plenty of disciplines that could benefit from it. A two-day course only skims the surface of what it's possible to learn about a subject."

"The MSc is a mixture of real-world and aspects that have to be taught and learnt," says Edmundson-Bird. "Yes, these could be learnt at work, but the person has to be given the chance."

Traditionally, qualifications are only of importance when looking for or changing jobs, but that's likely to change over the next five years, believes Selwyn. He says: "Academic rigour will be more important in differentiating those that think something is right and those that know it is right. Like the MBA - which used to be a passport to getting a job - it's now a way of highlighting those people suited to more challenging projects."

In this fast-paced world of ecommerce and the wider retail industry which has gone from silos, to multichannel retailing, to cross-channel to omnichannel in such a short time, retail professionals need to be ready for those challenges and to become mini-CEOs much more quickly than previously.

However far up the career ladder this group of graduates progresses, if nothing else it shows that they are dedicated to internet retailing with a foundation in thinking like a leader. Only time (and their own decisions) will tell whether they become CEOs in the pureplay or multichannel retailing world. Their course leader certainly believes in them, saying that the MSc graduates are "hot property" and organisations will be falling over themselves to retain or acquire their skills. The fact that they've all progressed in their careers while studying is all the proof you need. ▶



Discover the Power of Omnichannel Personalisation

Leverage real-time shopper behaviour with vast profile data and superior merchandising flexibility to deliver the most personalised customer experience aligned to your business.



CERTONA
Personalise Anytime Anywhere™

Learn more:
certona.com

THE MSC PAYBACK

Online growth

HOUSE OF FRASER
SINCE 1849

Becky Olié has been at House of Fraser throughout the course expanding her role as the company's online activities have progressed. Director of Ecommerce, Andy Harding, comments: "I do think we have gained tremendously from Becky doing the course. I think she has developed her skills and awareness at a faster rate than she might have done otherwise and her confidence has grown at the same pace. The challenging nature of the course has given her a really good grounding on how to tackle some of the newer challenges that we see, where changes in technology often mean there is no experience to call upon."

As far as ecommerce qualifications in general are concerned, he thinks that we will see more and more ecommerce qualifications cropping up given the importance that it has on retail and industry in general. Although there are many more facets to the discipline than there were even 3 years ago and consumer habits and trends have changed, many of the basics remain the same and those can be taught in a long course format. "The danger is trying to cram the whole array of subjects into a short format - that works as a training course but not as an academic qualification," he says.

The 4th employer



Dan Mahoney has held four different roles since starting his MSc. His latest position – at Zulily UK – sees him reporting to Managing Director Kristine Kirby, with whom he has worked previously. Kirby, who has an MSc in Direct Marketing, says: "Qualifications are always a good thing as they set a level of standard and expectation of what someone can achieve. In ecommerce we spend a lot of time doing and forward acting rather than reviewing and that's where academia can help. It makes you think a lot more fully about what you are doing."

She believes that hands-on experience and academic study are a powerful combination, and the fact that the MSc in Internet Retailing encompasses all areas of the business makes it more powerful than a jack-of-all-trades-master-of-none MBA.

Kirby says: "I think some people worry about qualifications and how valuable they will be, but the value of the MSc will grow over time. It has energised Dan and I think that anybody who is energised in ecommerce is worth their weight in gold."

The B2B results



Kieran Petvin is the only one of the graduates from a B2B business so it's interesting to hear what his manager thinks of the MSc and the value of qualifications in this field.

"We encourage all of our team to take on external courses or qualifications that enrich them," says Bob Lightfoot, Global Marketing Director at TRW Automotive Aftermarket. "Kieran is a good example of taking on someone with a specialism – in his case IS – immersing them in marketing and encouraged to take external qualifications."

Lightfoot explains that Petvin and his MSc have brought about positive changes in TRW's online retailing, helping to put the firm one or two years ahead of where it would be. The B2B automotive industry might not be a leader in the digital arena, but by giving Petvin an insight into current internet retailing practices, the course has helped to challenge some of TRW's thinking in terms of promotions and how it goes to market.

"It's been a really positive process," adds Lightfoot. "I'm expecting payback on our time, patience and investment which I'm confident he'll give us."

EBAY FASHION REVIEW

Internet Retailing asked 4 retail experts to take a look at eBay Fashion and give readers insight into the retail strategy, site performance, usability and customer experience.

RETAIL STRATEGY

Emma Robertson, Director, Transform

Having worked with eBay on the launch of the fashion outlet for eBay UK, I must confess to having a vested interest in this review. Since those early days of signing up the first retailers, eBay's fashion outlet has grown from strength to strength and is now a key player in the UK online fashion industry.

What was originally a trading and ranging proposition, where "new" product was listed alongside second hand peer-to-peer items, has evolved into a fully developed retail proposition, with all of the attendant functionality. From an online perspective, the site now boasts the same range of features you would expect on a mainstream retail site such as faceted browse and recommendations however the nested-site experience of some of the brand shops can be jarring and implementations vary in their success. Often the juxtaposition of the eBay listing and the brand shop product page create an overly complex hybrid that supports the exposure needs of both brands, rather than the customer experience.

More interestingly, in the last 12 months, eBay fashion outlet has changed from being a platform where retailers self-list into a more managed and curated experience, presenting customers with blog-posts and trends all supported by bespoke photo shoots and an online gallery.

eBay has managed to tap into one of the key themes of modern fashion retail; having arguably now passed through the phase of wear-and-tear disposable fashion, consumers have emerged the other-side with a more complex value equation. High profile luxury fashion brands now sit alongside value retailers in the average wardrobe. The same trend which led Selfridges to open up a concession of Primark in their Birmingham store has created the opportunity for eBay fashion to thrive. Special experiences and everyday purchases now sit well alongside each other, and the thrill of the unique is also matched by the thrill of the bargain. By offering both high-end and low-end retailer and direct brand

products, sitting alongside the bedrock of peer-to-peer listings, eBay can offer it all. Unique and a bargain is the ultimate sweet spot.

USABILITY

Luke Burrows, User Experience Consultant, User Vision

The online shopping giant eBay has long been established as a platform for people to buy and sell their products, whether it's a second-hand bargain or a shiny new item, the shopping and auction community website has pretty much something for everyone.

On landing at the top level Fashion pages you are met with the familiar categories of Women, Men, Kids, Accessories, and slightly less clearly labelled Fashion Outlet. These navigation options are duplicated down the left hand side providing users with the option of where to drill down to their desired choice depending on their particular preference. Within each subcategory the list of options is extensive and on mouse over users can quickly identify their area of interest from the mega drop down in the main navigation or the slightly more focused options down the left hand side.

The Fashion landing page greets users with a suitable aesthetic that clearly communicates the nature of the page including subtle pastel tones, colourful images of clothes and clear but unobtrusive calls to action.

Clearly the emphasis is on the fashion bloggers responsible for each 'Look' however the content conveyed appears to cater only for Women and the page lacks any top level inspiration for men.

Drilling down to sub category pages users are provided with fairly comprehensive filter options that allow them to whittle their selection down using all of the usual and expected parameters including size, colour, brand etc. However, eBay appear to have gone the extra mile by adding the facility to save your 'Fashion Shopping Profile'.

This allows you to avoid having to enter in your requirements every time you visit, significantly

speeding up the process and allowing customers to focus on the more important and fun aspects of the shopping experience.

What's more, if you are not interested in creating an account, eBay do not restrict this function to existing customers allowing you to save your profile as a guest removing a significant barrier to conversion.

EYE TRACKING ANALYSIS

Guy Redwood, Managing Director, SimpleUsability

We asked participants to find an outfit suitable for a wedding using the eBay Fashion website. From the homepage, eye tracking showed us that users were initially attracted to the images on the carousel but then proceeded to choose an option from the left navigation or use the search facility to move forward and find a relevant product.

Users liked the filters on the left and top of the clothing section pages and found them to be useful for narrowing down their results. Filters such as 'Category' and 'Style', showing a pictorial representation of the clothing item, and the 'Main colour' filter, which showed a tile of the colour with the name written over it, proved to be the biggest draw for users. The filters provided a visual cue to aid their searching.

Users tended to stay within the 'Fashion' section of the website where individual sellers listed their products for auction. One user found and accessed the 'Fashion outlet' section where brands such as Asos and House of Fraser listed their products to be purchased through the eBay storefront. In the 'Fashion outlet' section it was missed that the products were being sold by the brands themselves as they were drawn to the images of the clothes. This led them to overlook the name of the brand listed below the product images on the results page meaning they were unclear on how the 'Fashion outlet' section was different from the 'Fashion' section.

In the 'Fashion outlet' section the user also missed that brand itself was actually the seller on the product information page, again meaning that they did not realise that they would be purchasing the product from the brand's eBay store. Furthermore, as the user could also browse by brand in the 'Fashion' section, they initially saw no difference between that and the 'Fashion outlet' where the emphasis was on browsing by brand.

Photographic content on the website was very important for users when they came to make a decision on whether to purchase the product or not. Users quickly dismissed items when the photograph was of poor quality or the item displayed looked to be in poor condition. These photos were usually for the items sold by individuals, whereas items sold by clothing companies tended to have higher quality photographs of the clothes which were usually



*Eye tracking heat map for eBay.co.uk
Source: SimpleUsability*

displayed on a model, which drew more of the users' gaze.

SITE PERFORMANCE

David Flower, VP EMEA, Compuware APM

On the whole, eBay's fashion homepage performed well during the 4-week test from 26 May through 10 June. As well as testing on the Internet Backbone and Last Mile (real end-users' desktops), its performance was tested across a range of popular desktop and mobile browsers. From a mobile perspective, eBay's fashion homepage delivered a flawless performance. None of the results recorded from browsers such as Internet Explorer, Chrome and Firefox uncovered any noticeable faults. And its performance from mobile browsers via an iPad and an Android device were also spot on with the homepage rendering perfectly in both browsers. The fact that eBay has invested in a mobile-optimised website for its mobile users has definitely paid off.

However, this largely strong performance during this test was marred by the website's inconsistent response times. Response data recorded via different network ISPs (BT, Cable & Wireless, Level 3, Telstra and Verizon) varied significantly at different times of day. For example, the data showed that users accessing the site via the Level 3 network would have experienced a slow response at 19.00 hours on 2 June, whereas those on the Telstra network would have noticed a slow response at 21.00 hours on 5 June. However, the website's response time increased considerably across all ISPs at 19.00 hours on 31 May indicating there was an issue with the website itself, rather than the ISPs' infrastructure. ■

COMPUWARE GOMEZ SCORED EBAY 3.8 STARS OUT OF 5:

- Availability from Last Mile peers:** 22 out of 25
- Response time from Last Mile peers:** 18 out of 25
- Consistency:** 5 out of 15
- Competitiveness:** 11 out of 15
- Browser Support:** 20 out of 20
- Total 76 out of 100**

THE WORLD CHAMPION OF CROSS-CHANNEL IS...



Ebeltoft Group looks at what it means to be a cross-channel retailer and benchmarks the world champions.

CROSS CHANNEL CAPABILITIES PER SECTOR				
	GENERAL RETAILERS	SPECIALTY FASHION RETAILERS	DIY RETAILERS	ELECTRICAL GOODS RETAILERS
Buy online and return in store	78%	69%	44%	78%
Same financing solutions in both channels	70%	25%	56%	51%
Overall ease and convenience of store return of online order	39%	44%	50%	57%
Buy online and collect in store	39%	35%	33%	54%
Website information on specific in-store events	39%	25%	50%	24%
Product in-stock availability at store level	24%	27%	56%	68%
Store associates are online knowledgeable	24%	31%	22%	27%
Digital content accessible by associate	20%	19%	28%	49%
Mobile commerce	17%	27%	28%	27%
Use website in store to show extended product range/buy online	7%	6%	22%	19%

WHAT cross-channel capabilities do the most advanced retailers implement and who are the most advanced in terms of integration, the 'world champions'? Ebeltoft Group, and its global alliance of retail experts, developed a set of 47 indicators to measure the extent of retailer advancement in this field and in its benchmark report aims to provide the retail industry with global benchmarks and insights

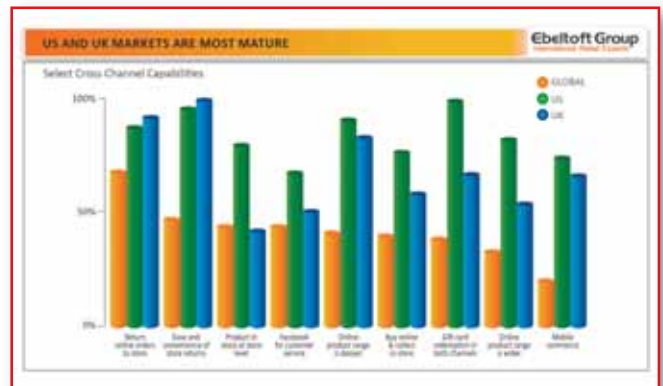
Leading retailers were chosen in each of four retail categories – DIY, electrical goods, fashion, and general retailers - across 17 countries. The retailers were chosen to represent the largest or most influential in their category, as well as having a reputation as leaders in cross-channel retailing. Therefore, the sample is not intended as representative of all retailers in a given market; it represents how "high the bar has been set".

Each retailer was assessed on five core cross-channel capabilities:

- Consistency of services;
- Research online, purchase offline;
- Click & Collect and returns;
- Connected store;
- Social – local – mobile.

Across all 17 countries, the development of cross-channel capabilities varies considerably, aligned with market maturity of digital retailing in general. The global averages provide a snapshot in time of the cross-channel investment made by leading retailers across markets. The results show electrical goods (42% of a maximum score) and general retailers (40%) are slightly ahead of the curve.

This makes sense considering consumer behaviour and the competitive pressures from ecommerce in



these sectors, and the response by multichannel retailers to leverage their stores. With the exception of click and collect and returns, the global averages tend to show modest development across all other cross-channel capabilities. An optimist would point out the extent of progress made since cross-channel strategies have only been in practice for five to six years in the most advanced markets. A pessimist might view these results as proof that retailers are struggling to embrace cross-channel. As in most debates, the answer is a bit of both points of view.

Category champions, globally, tended to rise above their competitors based on their attention to detail and better execution of a capability (e.g., having click and collect is good, but aggressively promoting the capability online and in-store is better). Having a foundational capability, such as collect in store, or store-level inventory visibility, may become the norm over time. Executing well will make the difference.

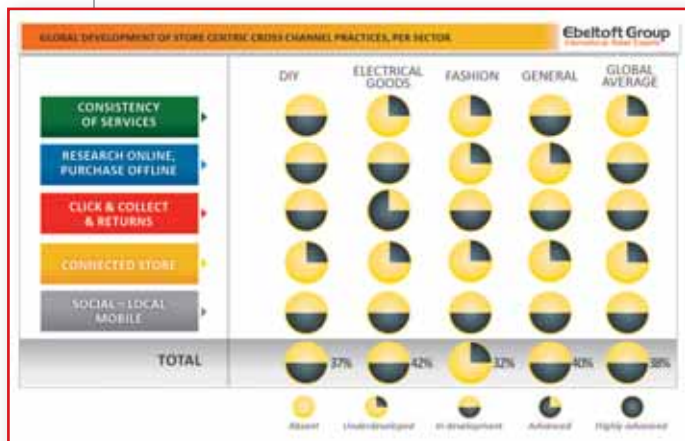
Walmart as the front-runner among general merchandise retailers, ahead of known cross-channel leaders such as Nordstrom or JC Penney, is an example of how to do well by focusing on many different details.

As well as listing the global leaders, the study looked also at category retailers in DIY, electrical goods, fashion, and general retailing. Some examples of best practice cross-channel capabilities include:

- Castorama’s (France) 3D tools for room design, online and in-store and click and collect services by Home Depot (USA).
- In-store design and signage at PC World Megastore’s (UK) and Conrad’s (Germany) are highlighted, along with the latter’s use of kiosks in store.
- Fashion retailer New Look (UK) providing click and collect, a mobile site and app to encourage cross-channel shopping behaviour and upscale department store Nordstrom’s (USA) use of mobile device check out without waiting in a queue, or to browse their catalogue on a tablet. Zara has designed a clear click & collect and online shopping manual to guide their customers while shopping across their channels
- Marks and Spencer (UK) encouraging customers to “shop your way” through wayfinding and shelf signage. Department store John Lewis (UK) has designed an online shopping station integrated within their fashion department. The POS screen includes a reminder to the associates to promote click and collect to their customer.

new cross-channel standards, tailored to each local market.

- Cross-channel standards are developing at a category level, even in emerging markets. Click and collect (i.e., store pickup of online orders) has been implemented in two-thirds of electrical goods retailers, and store-level inventory visibility among the majority of DIY category killers are impressive global examples. Among the retail sectors included in the study, electrical goods retailers were the most developed in terms of cross-channel capabilities, followed by general retailers, DIY and specialty fashion.
- Customers in each market will define their own cross-channel behaviour, compelling smart retailers to determine what is right for their business. For most market leading retailers and their challengers, cross-channel will be an imperative, not an option. Prioritizing the best opportunities will push many retailers to closely examine their willingness and ability to change. Cross-channel strategies will enhance retailers’ skill sets to be more analytical in their decision making and force cross-functional teams to be the norm rather than the exception.

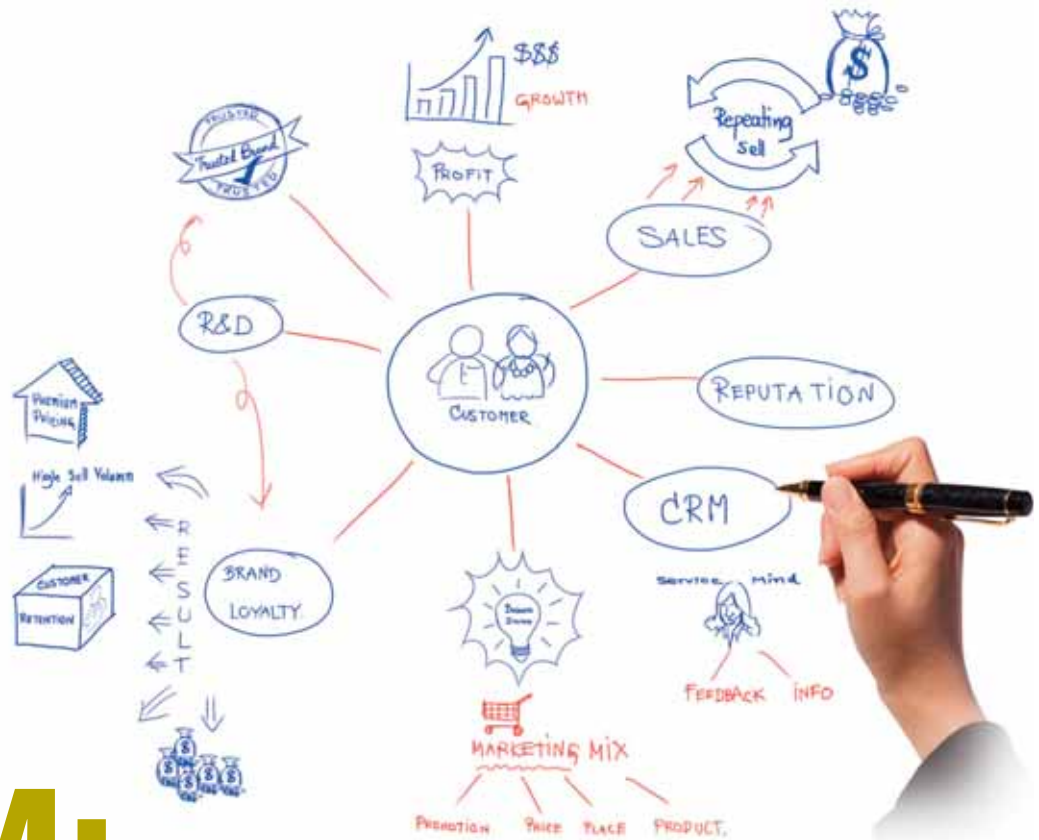


COUNTRY	RETAILER	CATEGORY
Australia	Dick Smith	Electrical goods
Brazil	Saraiva	Electrical goods
Canada	Best Buy	Electrical goods
Chile	Falabela	General
China	Suning	Electrical goods
Denmark	YouHeShe	Fashion
France	Fnac	Electrical goods
Germany	Conrad	Electrical goods
Italy	Marco Polo	Electrical goods
Portugal	Continente	General
Romania	Domo	Electrical goods
Singapore	Traceylinny	Fashion
Spain	El Corte Ingles	General
Switzerland	Interdiscount	Electrical goods
Turkey	Teknosa	Electrical goods
UK	Debenhams	General
USA	Walmart	General

Other key findings include:

- Cross-channel retailing is nascent, with tremendous upside potential. Even in mature markets, best practice leaders will admit they are merely starting their journey, suggesting cross-channel capabilities will change dramatically in the coming years.
- US and UK retailers are far ahead in their cross-channel development. As the most competitive markets for ecommerce, this is not a surprise. How retailers from other markets benchmark against these global leaders will form the foundation for

Given the nascent nature of cross-channel in most markets, we might question how retailers have determined their cross-channel priorities, and we expect to see both success and failures along the way. There will not be one common evolutionary path for all retailers; in fact we would anticipate non-linear advances among leading retailers, as they test and rollout new solutions across their stores. Looking forward over the next few years, we anticipate many changes in the cross-channel landscape as some pursue more aggressive roadmaps while others take more measured advances. ■



eCRM: FROM A – BRAND ADVOCATE ONE STEP AT A TIME

Matt Button, Head of Marketing Strategy at Underwired, shares a back to basics approach to eCRM

LET'S START at the beginning and imagine that you have a brand and a good proposition but no customers. In terms of CRM strategy, this means you have a blank sheet of paper. You need to devise a strategy and create a framework in which to find, acquire, nurture, convert, retain and ultimately generate loyal advocates for your brand.

But where to start? Part of the art (and science) of building a strategy lies in the ability to focus on core issues and subsequently ask and explore fundamental issues. So, in building your strategy, ask yourself these two fundamental questions; each of which is deceptively simple but also very challenging:

- What do you want to do with your customers?
- What do your customers want to do with you?

By answering the first question, you can quickly get to the core of what's important to you. So, for example, do you want to get more? Get them to spend more? Or buy more often? Perhaps you want them to buy something new? Or feel differently about you? Of course, the possibilities are endless.

Your answers to the second question can quickly expose a lack of real customer insight but also highlight what kind of relationship you currently have with your customers. For instance, is it a long term relationship? Is it purely functional, based on price for example? Or convenience? Or does your brand fulfil some deeper need? The most effective strategy will spring from where the answers to these two questions lie.

DESIGNING CUSTOMER JOURNEYS

So now you have an idea of where your strategic priorities lie. Next, you need to build a customer journey that will enable customers to find your brand, understand and trust you, and show/register an interest. It is then hoped that they go on to buy something, stay interested and engaged, and eventually tell others about it and become loyal advocates. Each of these are quite distinct steps, though these often prove to be the failure of many brands who quickly dash from finding a customer, straight to attempting to

convert them. But is this the most effective way of securing loyal advocates? Ask yourself, how many times have you signed up for emails from a brand only to subsequently be subjected to its 'one size fits all' weekly e-newsletter that always seems to feature a sale or some other kind of tactical sales promotion?

Instead, look at the sales process from your customer's perspective: how and where do they find your brand? What do they have to do to find out more about you? How easy is the process? What data is being collected (and more importantly, how is this data then used)? Is the process designed with the customer's interests and motivations in mind? Does it reflect the brand's values/personality/ethos or is this an entirely rational process designed to convert the customer at the earliest possible opportunity?

The most effective CRM strategies are designed to 'nudge' prospects and customers in small steps along this journey. They start at the beginning with a clear prospecting process, moving to acquisition, welcome, nurturing through to conversion, retention, loyalty and advocacy. These steps are designed to build relationships over time. Of course, some customers will dive straight in and convert immediately, but the majority won't. There will be far more disinterested, unengaged (but potentially valuable) prospects than engaged customers. This step by step approach acknowledges where the customer is and is designed to move them closer to your brand.

This nudge approach can also serve as a value exchange between you and your customers as you attempt to nudge customers along the journey. For example, at the beginning of your relationship, you may only ask a prospect to give their email address to sign up for more communications from you. Over time, as the relationship progresses, you can ask them for more details about themselves so you can learn more about them. But you need to offer them something in return. Everyone likes to talk about themselves and you can gather very valuable insights from well-crafted surveys for example. But they have to benefit the customer just as much as you. This doesn't necessarily mean you have to give them a discount or offer in return, customers may just be as motivated by a piece of knowledge or even gossip.

SEEING YOUR CUSTOMERS IN 3D

Let's now imagine that you have a database that contains your transactional data (purchases, spend, products, date etc) along with some demographics (name, gender, postcode etc). Whilst this is all good and useful stuff, this is still a two dimensional view of your customers. This view can become even more

powerful when combined with a third perspective: an understanding of the attitudes towards your brand and sector and their motivations, for example, what makes them interested, what inspires them, what needs can your brand meet?

Understanding your customers' needs will make your strategy much stronger and effective as it will allow you to find out why your customers buy your brand and more importantly why they don't. Addressing these underlying issues is an important factor when developing your strategy, as these motivations are often deep rooted and can be fundamental to a customer's personality and outlook.

Nevertheless, it's the combination of these three dimensions that is so potent. Transactional data will identify which customers are currently the most valuable, demographics will help you find the most potentially valuable, and the behavioural data will help you express and position your brand in a way that is more relevant and engaging.

Now we have a clearer, fuller picture of our customers, we can understand them better and use this understanding to engage them and convert them. But what happens then? Do you have a strategy and process in place to turn customers into advocates for your brand?

There are many different ways to tackle this, but I suggest two approaches. Firstly, you have to give your customers a reason to sing your praises. This sounds like common sense but is certainly not common practice. One way you can do this is to take an under-promise/over-deliver approach and ensure you deliver a day early. You could also inspire your customers and show them how others use your product, or you could let them know that they have bought something that is worth sharing with others.

Secondly, you can make it easy for customers to become advocates: show them how and give them the tools to tweet, post pictures, videos or comments or pins. Direct them to your social media sites and encourage them to give their feedback and share it with their friends. And then make sure you react and respond to this, even if the feedback is negative. The way you respond will have a positive effect on the outcome.

A successful and effective eCRM strategy starts with really understanding and examining what your customers want from your brand. After all, the aim is to build a relationship which implies a two-way, reciprocal connection. The starting point of your strategy will be where your customers' needs and your brand offering intersect. Once you have established your starting point, you can start setting realistic goals, designing customer journeys step-by-step, building up your customer data, understanding customers' motivations and making it easy for them to be advocates. ■



IS SOCIAL COMMERCE WORTH \$100BN?

Facebook's IPO and fluctuating value may be controversial but one thing that's not in dispute is that it is still the main driver of social traffic. Emma Herrod looks at the current state of social commerce.

NEARLY HALF of all consumers will be 'social shoppers' by 2021 with s-commerce sales expected to more than double from £1.4bn to £3.3bn within the next 5 years, predicts new research from Barclays.

Each new fan acquired on a Facebook page drives 20 additional visits to a typical retailer's website over the course of a year, according to research by Experian Hitwise. Proving that social media, and in particular, Facebook, is now key for businesses that seek to drive brand awareness and engagement online.

Using Facebook as a shopping and research tool has increased by almost 40% over the past year with the majority of the social network's users now using it

to research purchases or seek friends' advice, according to Reevoo. Asking friends for product suggestions or checking out what they've bought and recommend has increased by around 50%, while purchasing through Facebook has doubled. Interestingly, the one social shopping channel that seems to be on the wane is group buying sites. Reevoo says the number of regular users has more than halved compared with this time last year. Consumers are finding new and different ways of social shopping as the space diversifies.

Monitoring these emerging social networks is a necessity for retailers even if they don't have a presence on every one. "We use Radian6 to monitor

across platforms,” says Jonathan Hudson, social and mobile lead at Shop Direct Group. “So we are listening even if we’re not active on every platform.”

Facebook is the biggest driver of traffic for the group, but engagement levels and conversion rates for the different social networks vary by brand. For example, an hour-long live and interactive Littlewoods Live event on Facebook hosted by Laurence Llewelyn-Bowen, showcasing the celebrity designer’s AW12 collection for Littlewoods.com, increased sales by 300%. The show, which ran on 13 June, is purported to be the first such event held by a UK retailer.

During the show, the flamboyant homewares expert outlined the upcoming season’s new home and living trends and interacted with viewers through a live phone-in and instant messaging. The broadcast also included four advert breaks featuring a variety of products from across the Littlewoods.com home and living and electrical ranges.

Some 4,000 people watched the show live, “a quarter of whom watched it on a smartphone,” says Hudson. The reach of Littlewoods’ Facebook page peaked at four million during the show, an increase of more than 500% on its usual weekly figure.

For other networks, Shop Direct Group is in the process of adding Pinterest buttons to its product pages so visitors can ‘pin’ items rather than just interacting via the brand boards already created.

It is also active on Google+, launching brands on the network as soon as the facility became available. “We are very cognisant of the tie-up with content and search and that shows up in our SEO,” says Hudson. He adds that this aspect: “is just the icing on the cake. The challenge is user adoption... it’ll be an interesting one to watch.”

Twitter is regarded as a good broadcast tool for the brands in terms of news, competitions and retweets. “An ever-increasing percentage of customers are using Twitter as a service tool,” says Hudson. So the retailer has set up a dedicated social team in its contact centre to monitor and answer customer service enquiries via these routes with around 90% of queries answered in an hour, according to Hudson.

Other platforms starting to show promise for Shop Direct, and ones “that we’re looking into”, are the visual blog Fancy and gifting services such as Wishgenie and Wrapp.

PINTEREST

Pinterest has attracted lots of interest recently as social traffic increases. Seamus Whittingham, Managing Director EMEA at ChannelAdvisor, says: “As a platform – and like Facebook – it has the potential for online retailers to connect their community with their product. Pinterest is the



fastest company in history to grow from 0 to 10 million unique users and, incredibly, 80% of pins on the site are products. Japanese ecommerce giant Rakuten’s recent investment [in which it lead a \$100m investment in Pinterest] is a testament to the site’s huge potential, and is a clear indication that Pinterest is heading towards a path where it will capitalise on the opportunity presented by ecommerce.”

“While some may see ecommerce as a straightforward vending machine-like experience,

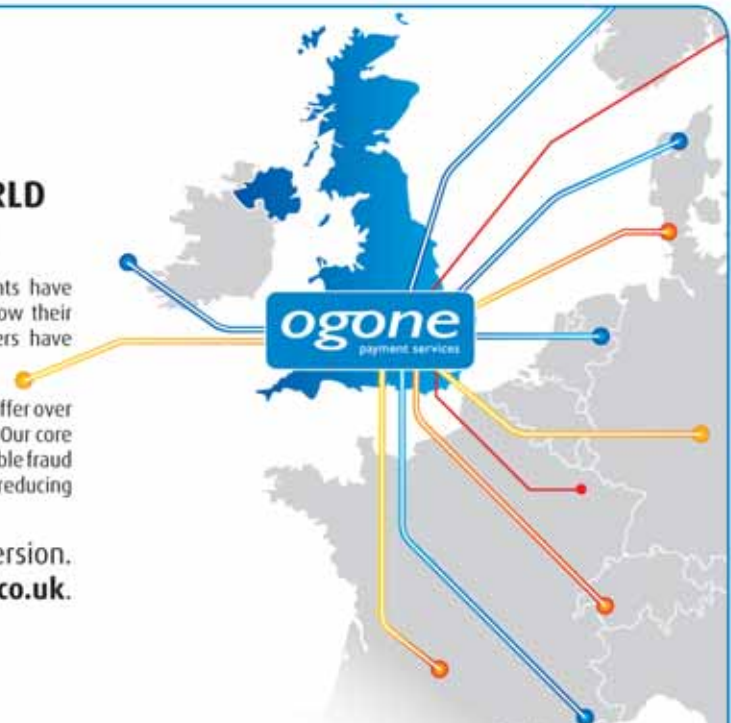
Branch out

CROSS BORDERS AND ENTER THE WORLD WITH A LOCAL PAYMENTS APPROACH

Beginner or expert, local or multinational, thousands of merchants have chosen Ogone to manage online payments, prevent fraud and grow their business in new markets. Why? Because it means their customers have complete flexibility and can use virtually any payment method.

Our extensive global network of acquirer connections means you can offer over 80 international, alternative and prominent local payment methods. Our core value as an international payments gateway is enhanced by customisable fraud prevention tools and a flexible back-office that gives you total control, reducing the time you spend on fraud management and administration.

Discover how payment methods increase conversion. Get your free trial account now on www.ogone.co.uk. Set-up takes 5 minutes.



A WORLD OF LOCAL PAYMENTS - JUST ONE CLICK AWAY



Interlink Express, best for home deliveries by an hour.

We've all got something better to do than **wait in for a parcel**. That's why there's nothing better than our unique one-hour delivery window, **Predict**. Whether your parcels are going to **home addresses or high street businesses**, we ensure the best possible **first time delivery success**. And the highest level of **customer satisfaction**. No wonder other carriers can't keep up.

Call 0500 005 005 or visit www.interlinkexpress.com



Scan the QR code to see our short film



we believe it is a living process where both retailers and consumers can communicate, discover and curate to make the experience more entertaining," says Rakuten's CEO, Hiroshi Mikitani. "We see tremendous synergies between Pinterest's vision and Rakuten's model for ecommerce. Rakuten looks forward to introducing Pinterest to the Japanese market as well as other markets around the world."

Popular US retailers on Pinterest include West Elm, Kate Spade New York and Neiman Marcus. A spokesperson for Pinterest comments that, "as simple as it sounds, best practices for using Pinterest for brand purposes centre around pinning like a regular user".

It can also be a good way of highlighting aspects of your brand that may not come to mind when people first think of it. For instance, Whole Foods uses Pinterest to feature its charitable foundation. The spokesperson adds: "It can also be a great tool to learn what your customers want and like. For example, when The Travel Channel started their Pinterest account, they asked their Facebook users what boards they should create and what they should pin, while Bergdorf Goodman asked their Facebook followers to complete the following sentence, 'In the morning I never forget...'"

Jewellery site Boticca.com has found Pinterest to be more effective than Facebook as a social referrer, driving more new visitors to its site. Pinterest assists roughly 10% of Boticca's sales, compared with Facebook's 7%, with Pinterest users spending more than twice as much as Facebook's (£115 compared with £61).

Boticca CEO Kiyon Foroughi comments: "For an ecommerce site such as ours focused on fashion accessories, Pinterest's demographic, which is mostly female, affluent and in the US (where we already make 30% of our sales), is ideal. The better matching demographic results in higher sales".

Pinterest has been closely linked to Facebook since early 2012, when the platform launched its Open Graph integration which prompted people to add the Pinterest app to their timelines through a clear call out that was integrated into the design of the site. In less than a month, according to Will Liu on Facebook's developers blog, "the number of Facebook users visiting Pinterest every day has increased by more than 60%".

It's too early for shoe retailer Schuh to gauge the effectiveness of Pinterest, but the company's Head of Ecommerce and Customer Services Sean McKee says they are monitoring it closely. One of the issues that Schuh has as a single category retailer is that "a board full of shoes would be quite boring", a problem it shares with other similar retailers.

The company is planning to work with social gifting service Wrapp, something which McKee believes is "appropriate for our customers".

The company's activity and response to social commerce is run by the marketing department "but ecommerce does monitor it closely". The customer service team is social as well, since customers are quick to tweet about the service they receive in store, explains McKee. The customer service team aims to get back to the customer in the same time they would expect. "In our case that's 3 minutes," he says.

As far as Facebook is concerned, McKee says: "Traffic levels haven't changed in the past 12 months but the performance is better in terms of sales." He believes that social has commercial potential and the Facebook IPO can only be good news for retailers since it will have to construct a viable way of commercialising. "For now, we'll pursue the quality of conversation and brand loyalty rather than pushing sales."

THE ROI OF ADVERTISING

But hasn't the direct commercial ROI requirement versus engagement and brand advocacy argument already run its course? It appears not because in Facebook's rocky post-IPO weeks, brands have been either giving its advertising platform the thumbs up or the thumbs down. Most notably, car giant GM has pulled its account from the platform despite spending \$10m on Facebook ads last year.

Facebook and comScore are quick to counter ROI objectors with research that they say proves that being a fan or a fan's friend of a brand makes them more likely to buy more from that brand in store and online. The 'The Power of Like 2: How social media works' whitepaper explains how:

- In the four weeks after seeing Starbucks messages on Facebook, fans of Starbucks and their friends overall bought at Starbucks 38% more frequently (earned media).
- In the four weeks after seeing Target messages on Facebook, Target fans and their friends overall bought at Target 21% more frequently (earned media).
- Sales were also driven by using ads to promote that fan-to-brand connection to more people on Facebook.
- In the four weeks after seeing an ad on Facebook from a major offline US-based retailer, fans and their friends overall bought 16% more frequently (paid media).
- And they bought 56% more frequently online from this retailer (paid media).

A spokesperson for Facebook explains that the firm's own research on the ROI of paid media tells a

BUILDING CUSTOMER LOYALTY IN A MULTI-CHANNEL WORLD

Over half of consumers in the UK own a smartphone¹ – enabling shoppers to research, browse, compare prices and make payments whenever and wherever they like.

However, according to Chase Paymentech, one in four consumers find it too difficult to enter payment details on their mobile². Not only might this lead to them abandoning the transaction, resulting in lost sales for the merchant, but they are also likely to share their poor experience with others³.

So, what steps should online retailers consider when aiming to enhance their customers' online experience and build greater loyalty in a multi-channel world?

Know your customer

To improve the customer experience, retailers need to understand their customers' journey and how different channels affect their decision-making. Gaining greater insight into how your consumers like to engage with your brand across multiple e-tail channels, including the payment experience, may help convert more site visits into fulfilled sales.

Offer a consistent experience

Ensure your website, mobile web and app have the same branding and offer a similar layout, information and features. Also ensure there is a seamless transition to your payment site to reassure customers about data security and alleviate concerns about making mobile transactions.

Encourage customers to return

Use stored account and card details to keep information required from returning customers to a minimum. Personalise your customers' experience based on their preferences, purchasing history and behaviour and enable them to add something to their cart using their mobile but checkout through their computer.

CHASE ™
Paymentech

At Chase Paymentech, we provide innovative customer-not-present (CNP) payment and acquiring solutions for merchants and have helped some of the world's leading e-commerce retailers get to where they are today. Our dedicated relationship managers offer their valued expertise to help merchants develop payment strategies, improve cart conversion, payment reporting and analysis, fraud prevention and data security.

Chase Paymentech Europe Limited, trading as Chase Paymentech, is a subsidiary of JPMorgan Chase Bank, N.A. (JPMC) and is regulated by the Central Bank of Ireland. The information herein does not take into account individual client circumstances, objectives or needs and is not intended as a recommendation of a particular product or strategy to particular clients and any recipient of this document shall make its own independent decision. This document and the information provided herein may not be copied, published, or used, in whole or in part, for any purpose other than expressly authorised by Chase Paymentech Europe Limited. © 2012, Chase Paymentech Europe Limited. All rights reserved.

References

- 1 eCustomerServiceIndex (eCSI) – February 2012 eDigitalResearch/IMRG
- 2 Dynamic Markets: The Changing CNP Payment Landscape - March 2012
- 3 Improving the Customer Experience for Mobile Consumers Harris Interactive/Tealeaf – February 2011



Big network. Small world.

If your business needs a local carrier with a network that covers over 200 countries, trust Interlink Express. As well as bringing the world closer, our carbon neutral commitment means that every parcel is delivered with zero CO₂ at zero extra cost to you.

To find out more about TOTAL ZERO call 0500 005 005, visit www.interlinkexpress.com/totalzero or scan the QR code to see our short film.



very similar story. It has now run 60+ ROI campaigns with all of them using a variety of third-party methods such as panels and mixed-media models, all client initiated. In all the studies on ROI to date, 70% of campaigns had a three times return on ad spend or better with 49% of campaigns returning five times or better.

Are sponsored story ads the way forward? And what about real-time ads based on users' web browsing when they go back to Facebook, or Facebook Exchange as it is dubbed, which is rumoured to be under development?

ACQUISITION AND LAUNCHES

Facebook has been ramping up its innovations and launches, as Gavin Sathianathan, Head of Commerce Partnerships at the firm, revealed at the October 2011 Internet Retailing conference.

Since its IPO, Facebook has also announced the launch of its own app store, which will offer apps for Android and iPhones as well. It currently makes the majority of its revenue from advertising, with some coming from fees when people buy goods from within social apps. Anyone buying apps direct from the Facebook App Centre will need to do it with the company's own 'Facebook credits' currency.

It'll be interesting to see what evolves from Facebook's recent launches and acquisitions in the visual areas of photography, sharing and facial recognition (Facebook camera, Instagram and face.com). Eden Zoller, principal analyst at Ovum, comments: "Facebook now operates in a post-IPO world in which it is under intense pressure to take its business to the next level and drive value, and to do so quickly. Mobile presents opportunities for Facebook to extend its reach and engagement with consumers, and the launch of Facebook Camera is an attempt to demonstrate that it is being proactive on this front."

COMMERCIALISING FACEBOOK

Seamus Whittingham at ChannelAdvisor agrees that Facebook needs to up the stakes when it comes to commercialising the platform. He says: "Following its turbulent IPO, we expect to see Facebook push the boundaries in seeking ways to monetise their global user community. This could come in a number of different forms. Brand engagement is already popular on Facebook, and as a minimum it creates brand advocates. The historical challenge has always been around how a brand or retailer quantifies advocate value and ultimately how it converts 'likes' into measurable revenue.

"The likes of Groupon and LivingSocial have already proved that you can build a business based on blending social and transactional.

Pinterest's success is in part due to how tightly it is integrated with Facebook. It uses Facebook data from a user's existing social graph to attract more 'Pinners', as pins are automatically shared with all of the Pinners' Facebook friends, creating a viral effect. Combine Pinterest's 12 million actively engaged and product-centric consumers with an open community of new curators and tastemakers, and you have all the ingredients of an ecommerce channel for customer engagement, market research and, most importantly, online sales."

He adds: "The key to capitalising on this opportunity is relevance; posting an entire website on Facebook is not and never has been social commerce. However, as brands and retailers become more savvy in finding ways to expose subsets of inventory or promotions relevant to target groups, the true power of social commerce will be realised. It will be fascinating to see how Facebook reacts to image-based players such as Pinterest muscling in on the social commerce scene, and how brands and retailers build both into their multichannel strategy."

Rakuten, with its investment in Pinterest, and the 'big guns' of the cloud-based sales world - Oracle (which acquired social media management platform Vitruve) and salesforce.com (which bought Buddy Media) - are all in agreement. However it evolves, with new social players coming and going and brands and retailers switching focus, engagement strategies and budgets to move with the flow of customers, social commerce is certainly not going away. Consequently, retailers need to manage social commerce and integrate it into their wider business to keep up with their customers.

As to the question of whether Facebook is worth \$100bn, Victor Basta, Managing Director of M&A advisory firm Magister Advisors, believes that the 'mynah bird' businesses that sit on top of Facebook are more likely to create value in the next few years. He says: "The Facebook ecosystem will undoubtedly achieve the revenues that justify the \$100bn valuation. The point is that it's the ecosystem rather than Facebook itself. The difficulty for investors focused on short-term returns, therefore, is that it appears that they may be backing the wrong business. It's the other businesses that operate within the ecosystem that are currently better positioned to give investors a decent return.

"The markets are telling us that investors are now shifting their view from 'Facebook is worth a lot of money' to one that includes the view that 'the Facebook ecosystem is worth a lot of money to other businesses'. Crucially, it's the combination of the two that will meet the \$100bn level any time soon." ■

Product Information, the foundation of your multichannel strategy



A Full-Cycle Approach to PIM

- “ ... simplified and streamlined delivery to multiple channels ”
- “ ... an integrated process from beginning to end making us much more efficient ”
- “ ... significant cost savings and increased sales opportunities for our European businesses. ”
- “ ... the ability to respond to changing market conditions quickly gives us a competitive advantage... ”

Talk to us today to find out how you can improve competitiveness and drive sales with reduced effort.



Find out how to future proof your business and increase sales – download our Product Powered Commerce White Paper:





HOW ARE AFFILIATES BUILDING THEIR OWN BRANDS?



Kevin Edwards, Strategy Director, Affiliate Window

affiliates to build their own brands.

It's a chicken and egg situation, impossible to quantify what or who came first, but the savvy shopper emerged at the same time as the so called 'incentive' voucher, cashback or loyalty affiliate, offering these consumers compelling deals and promotions. One may have driven the other but they are now seemingly inseparable with many shoppers turning to them as their first port of call in the same way they would a search engine.

The examples to anyone within the affiliate space are obvious: Quidco with their recently celebrated milestone of two million engaged and demographically attractive members and Vouchercodes.co.uk boasting an email database of five million opted-in consumers hungry for deals. Other big players include newly acquired MoneySavingExpert.com, MyVoucherCodes.com and new(er) kid on the block VoucherCloud who has led the way in the mobile couponing space.

The rapid growth of mobile should see these sites continue to expand exponentially as their educated and engaged users download their mobile apps by the millions in order to tap into the majority of revenue that is still offline.

Recent affiliate success is further evidenced by the investment and

acquisitions of VoucherCloud and MoneySavingExpert.com by Vodafone and MoneySupermarket respectively.

That affiliates are able to do this is remarkable when we consider that many originated without the money to indulge in brand building, building progressively through word of mouth, convincing consumers both of the veracity of their business as well as the concepts behind them. Having reached and passed the tipping point they are now able to invest in their brands, benefitting their members further as more advertisers recognise their power as sales' driving machines.

For many retailers this poses a dilemma: inevitably as affiliates create mass market brands they are sharing loyalty between them and the brands consumers purchase from and in doing so potentially diluting the stickiness of their brand. They are also feeding allegiance to the concept of discounts and deals: a perpetual loop of margin erosion.

These challenges are being addressed by networks, affiliates and agencies and inevitably they involve retailers feeling in control of the relationship, due in no small part to working more closely with these affiliates. These relationships for many advertisers have now become true affinity partnerships, a sure sign that affiliate brands are here to stay. ■

AS ANY INDUSTRY grows in size so it invariably professionalises. Nowhere in digital marketing has this been more evident than in performance marketing where in the past five years we have seen a number of affiliate businesses evolve into established retail destinations whose traffic dwarves that of most of the brands they promote.

For those working within the performance space this is long overdue. Roll back a few years and it was difficult to get many retailers to take affiliate marketing seriously: many affiliates were faceless entities with sources of traffic that were frequently questioned.

Over the past few years however a seemingly symbiotic relationship has developed based around the concept of consumer empowerment that has undoubtedly fuelled the ability of



CATCHING THE SHOPPING MOOD

For many, ever-greater personalisation is seen as the Holy Grail of online retailing with sites and recommendations perfectly tailored to each shopper's preferences. Penelope Ody asks is that really what consumers want all of the time?

SEARCHANDISING, behavioural analytics, predictive modelling, endless recommendations based on purchasing history: the list of tools for honing online marketing and merchandising grows steadily. As the IT vendors and e-tailing pundits regularly stress, the key to success is to customise the online offer to mirror the individual customer's shopping preferences and buying patterns.

The theory has been supported over the years by numerous surveys which report that customers will part with a surprising amount of personal information if they believe they will receive well-targeted special offers in return. But today, as shopping becomes omni-channel and savvy shoppers know just where to go to pick up the discount coupons and vouchers that they actually want, should this emphasis on personalisation still be paramount?

"Customisation is about saving time," says Professor Merlin Stone, head of research at The Customer Framework. "It was all about shopping on a PC or laptop and putting the most relevant offers and products before the customer as quickly as possible. Tablets have changed all that: time is no longer the essence and shopping can be the same sort of social and leisure activity it often is in the physical world."

With online shopping no longer tied to the desk, consumers can browse from the armchair while

watching TV or pass their iPads to friends over a cup of coffee to share the experience. Add social media and tools like Pinterest and the online shopping trip becomes even more complex with multiple touchpoints and influences. Instead of a sterile online catalogue, shoppers – in leisure mode with a tablet – prefer a more magazine-style approach with high level content or even games and increased opportunities for interaction.

"The FMCG companies are becoming very active in this space" adds Professor Stone. "Brands like Coke, Diageo, Unilever and or Proctor and Gamble are adopting gamification techniques to engage consumers and develop a relationship – it might not be an especially deep relationship but it can be fun and encourages repeat visits to the site which enhances marketing activity."

Personalisation based on browsing activity or previous purchases is no longer enough. "Basic tools like recommendation, are an over-simplification," says Frank Lord, VP Oracle Commerce. "We're already starting to see retailers investing in sites that enhance the online experience – creating an extension of the in-store world – by offering greater interaction to encourage shoppers to spend more time on the site."

CUSTOMER JOURNEY

Lord cites the Louis Vuitton site which adds videos, news, events and opportunities to personalise

products, as an example of this trend.

"Personalisation tools are not scientific enough or sophisticated enough to understand what a shopper's purpose may be when they're visiting your site today," he says. "Online retailers need to learn from stores where a sales assistant would never start the interaction by taking a customer back to the aisle where they made a purchase last week."

Identifying the specific customer journey can be helped – sometimes – by identifying the device used: smartphones suggest a quick, much needed purchase; lap-top or PC a more conventional planned shopping trip; tablet or iTV something involving leisure and much browsing. "To some extent the device can express the intent of the customer," says Stefan Schmidt, Director of Product Strategy at Hybris. "A tablet, for example, may suggest someone sitting with friends, looking at pages together much as they would when strolling around a store. You need personalisation but you also need an inspirational aspect – creating a community and dialogue with the shopper, or a conversation as you would in store. The technology may not be quite there yet, but that is the aim."

Max Childs, Marketing Director at Ampliance agrees: "You need personalisation and excitement. If you offer a more engaging experience then customer satisfaction increases and that drives loyalty so improving sales and word-of-mouth promotion. Personalisation is about relevance and offering the right products to the right people – but it also has to be engaging. If you have good personalisation but a really dull environment then you're unlikely to succeed – and the same is true vice versa."

Identifying the shopping mode is crucial. As Childs points out, if you are doing the weekly grocery shop then you want a site which gives you rapid access to your "favourites" or enables multi-channel access to your current shopping list, but if you're looking for ideas then you may well prefer to browse through a selection of recipes, menu suggestions or celebrity chef recommendations before switching to buying mode.

Clear signposting to enable shoppers to move to pages which match the mode are important. Ampliance customer Marks & Spencer has started to take this approach: its Conran offer, for example, provides stylish room settings but by clicking on any item you instantly move to a pop-up giving product information and "buy now" capability. "Retailers need to create more flexible content so that they can leverage the buying modes of the different channels," says Childs. "Creating that sort of quality content can be expensive and many retailers have only just started on the learning curve."

For Andreas Kopatz, Product Marketing Manager at Intershop, this need for high quality

content is a significant benefit for traditional mail order companies. "They can leverage their knowledge of print media and the production of attractive mail order catalogues to make their online content more interesting," he says. "It is definitely a chance for them to create a stunning customer experience."

Having the right images to match both buying mode and screen – be it mobile, tablet, TV or desktop – is clearly going to be more important in an omni-channel world but that does not mean that personalisation will be sidelined. However, instead of simplistic recommendations – pioneered by Amazon and based on a shopper's recent purchases, browsing activity or of the "people who bought X also bought Y" variety – a more in-depth knowledge of preferences and buying patterns is needed.

"You need both screen and data," says Darren Hitchcock, VP UK and EU for Rich Relevance. "You need to look at where the shopper is coming from – a search engine or direct to your home page – as well as repeat behaviour, is the customer regularly replenishing things previously bought, for example. Activity across all channels also needs to be monitored and recent purchases by type, brand or other relevant parameters."

Recommendations based on one-off purchases are often more irritating than useful so monitoring trends over time is essential. A shopper buying, for example, disposable nappies and baby wipes for the first time might simply be making a purchase for a friend or visiting family member. If she keeps buying nappies, then that very quickly implies a new mum and a change in life stage triggering a raft of promotional opportunities.

"Customers still want to use websites to save time," says Chris Withers, Head of Smarter Commerce at IBM, "so when they come to a website they want to be recognised, they want their shopping history to be remembered, and they want to be offered products and promotions that are relevant and in the appropriate context to their current shopping trip. Getting all of that right helps to build trust and when consumers have trust then that gives the retailer a 'cognitive monopoly' – it becomes the key preference for that shopper; the one she thinks of first when she wants to buy."

Retailing today may be omni-channel but that doesn't necessarily mean that retailers can deliver what is needed. Back in the 1990s, online shopping was seen as providing retailers with an ideal opportunity to identify their customers and develop personalised and targeted marketing: nearly 20 years later many are still struggling to perfect such techniques. As for shopping by mobile, barely five years old, or tablet – not quite two – the right techniques are probably also still some way off. ■

DATA IN MULTICHANNEL: FROM RECOGNITION TO RELEVANCE

Chris Withers, Head of Smarter Commerce, IBM outlines the challenges and opportunities presented by big data.

WE'RE DROWNING in data. Smartphones, YouTube and social media are just some of the new sources of information that didn't exist ten years ago. The data that individuals generate from photos, tweets and videos is exploding, but incredibly, it is now exceeded by our shadow data – the data that is created as a result of our activity such as web search histories and account access details. The result is that by 2015, analysts project that each year we will generate data equivalent to 18 million times the digital assets stored by the US Library of Congress.

Big data is both a challenge and an opportunity for retailers. The goal for any brand or retailer should be to build a continuous, lifetime dialogue with their customer in which every interaction adds value to both sides. But that aspiration requires retailer communications to be both relevant and timely, and for retailers to be able to 'see' into the consumer's mind to figure out what they want.

Big data and insight into consumer behaviour are the answers to the personalisation challenge, but when so much competitive advantage stands to be gained from deep customer insight, how does the

retail sector manoeuvre the data deluge to this end?

Once upon a time it was enough to understand the demographic of a customer. A 39 year old male was equivalent in the eyes of the retailer to another 39 year old male and so targeted in the same way. But the evolution of data collection through digital media means visited by today's connected consumers it is now possible to build sophisticated behavioural profiles at the level of the individual consumer.

The websites that consumers visited before coming to yours give an indication of their media preferences; the response – or lack of – to outbound marketing campaigns tells the retailer about a consumer's preferred channel of communication; and the time of day that a consumer interacts with a retailer-owned channel can tell you the best time to target them.

But this is just the start. Facebook's Open Graph, for example, allows retailers to understand what individual consumers 'like' and 'want'. It is also now possible to track shopper movements in-store to identify 'surgical' shoppers who come into the shop knowing exactly what they want, from those who browse, try on clothing in the changing room but leave without buying. Powerful analytical tools can turn this mass of data into consumer micro-segments that marketers can target. However, these communications need to be carefully crafted.

THE IMPORTANCE OF RELEVANCE

The low cost of digital channels for communication has often resulted in consumers being bombarded

with marketing spam, with the resultant negative consumer reaction. In our annual consumer survey, IBM asked consumers whether retailers communicate and promote to them in a frequency to their liking. Those that strongly disagreed were then asked if the communications and the promotions were too little or too much – 73% stated that the communications were too little. That perhaps surprising result demonstrates that many marketing initiatives fail to connect with their target audience and get lost in noise. The key to getting your message to consumers is relevancy – communicating with the consumer through their preferred channel, at a time when they want to interact, with a message that resonates.

Big data can help retailers make marketing so personalised that consumers perceive it as a service. The insights that can be derived from piecing together public and proprietary data about a consumer from across owned, earned and paid media channels can be used to shift customer segmentation from primarily demographic based, to micro-segments of consumers based on their behaviour.

And consumers will reward retailers who succeed in personalising their communications. When asked if consumers are willing to share information about themselves, the answer is a resounding 'no'. But when asked if they are willing to provide information in exchange for something relevant, but non-monetary, their answers are split equally between yes, maybe and no. If retailers can provide relevant communication for the two-thirds of consumers who are positive or sitting on the fence, consumers will share more information about themselves, allowing the communication to be more relevant and so in turn increasing the likelihood of future positive interaction. Retailers who can achieve relevancy will be able to develop such a deep understanding of their customers, that they will be able to use it to outperform their peers.

NEW SOURCES OF DATA

As previously described, useful customer data can be collected from almost every and any source. Retailers really need to adopt a 'Google mindset' for customer data, collecting it from every possible touchpoint and organising it so it can be used across the enterprise. Whilst retailers have many sources of customer data, further insight can be acquired by collaboration with the industries that also come into contact with customers throughout their purchasing journey such as manufacturers, suppliers and others organisations within the value chain and trading partner ecosystem.

A particularly hot topic for retailers currently is potential collaboration with the mobile network

providers. As consumers become ever more reliant on smartphones, these devices become a primary source of insight. Whether it is understanding the location of the consumer in a shopping centre or the products the consumer is researching in store, smartphone data can tell a retailer what a consumer wants to do, and sophisticated analytics, combined with behavioural profiles can enable the retailer to decide what action to take, such as whether to bid in an auction to serve that consumer a promotion to redeem in their nearest store.

Cloud computing has an important role to play because of the ability it provides to collect and analyse massive amounts of data. The systems and applications that reside in the cloud will be the ones upon which retailers will depend the most in the analytics-driven future.

Retailers, in common with most industries, struggle to piece together a coherent picture of their customer with the data they currently own. The main reason for this is that new channels have been added as silos to the existing organisation. Each silo, inbound marketing for example, has its own strategy, targets, technology and, of course, data.

As consumers traverse channels in their interactions with retailers, valuable insight is lost. In many ways, the marketing technology landscape is analogous to ERP (enterprise resource planning) two decades ago, where best-of-breed, specialised software solutions performed specific tasks. And in the same way that enterprises have overwhelmingly selected a platform suite which integrates end-to-end enterprise financial and production processes as provided by technology vendor SAP and others, the future of marketing technology is a platform. Because only a platform can understand all the marketing interactions with a consumer, consolidate their responses to them, decide on the next best action and execute in the most appropriate channel and media.

Although it is technically feasible to integrate existing technologies, it is practically impossible to do so. The marketing platform needs a customer 'marketing datamart' which holds the profile of individual consumers, is behaviour based and can be extended to capture new sources of behavioural information as they become available.

Thus, the problem and the answer to relevant customer dialogue sits with the CIO. Visionary CIOs will partner with Chief Marketing Officers to transform today's siloed solutions to a marketing technology platform. As technology expands the way marketing is understood, led and practiced, opportunities are emerging for CMOs and CIOs to collaborate in new ways and transform their organisations to use big customer data to drive business growth. ■

THINK YOU'VE C MULTI-CHANNE



Portaltech Reply are experts in eCommerce implementation and multi-channel integration. Download our mobile research which identifies the changes in mobile browse and purchasing behaviour over the last three years and what today's consumers expect from a mobile retail experience.

www.replyltd.co.uk/mobileresearch

CONTACT INFO

portaltech@replyltd.co.uk

+44 (0) 207 730 6000



CRACKED ECOMM, L AND DIGITAL?



Are you really successfully engaging your customers on mobile?
Consumer mobile solutions are difficult to get right, and easy to get wrong. Email us at open@replyltd.co.uk to register for our free mobile master class seminar where you can find out how to successfully unlock the potential in mobile to grow your digital channel.

Open Reply are a leading UK consultancy, specialising in delivering engaging and captivating mobile solutions.

CONTACT INFO

open@replyltd.co.uk

+44 (0) 207 730 6000





Internet Retailing

● ● 9th October 2012, Novotel, Hammersmith, London

Title Sponsor:  SILVERPOP

The Mantle of Leadership

UK's No.1 Conference

for the 7th straight year

Speakers include:



TOPMAN



3 keynotes, **3** tracks,
24 presentations,
8 workshops **45** displays
and a great after party!

Up to 60% discount on full delegate passes via the EARLYBIRD SPECIAL that closes on August 1st - GRAB this great rate now

To register go to:

internetretailing.net/events

Email - info@internetretailing.net

Call UK +44-(0)7970579288

And many more!

Stream 1 Sponsors



Stream 2 Sponsors



Stream 3 Sponsors



Tea/Coffee
Stations Sponsor



Registration
Sponsor



C-Level Dinner
Sponsor



Post Event Party
Sponsor





Reach new heights with eCommerce in the Cloud

Thanks to our cloud-based eCommerce platform, hundreds of global sites have access to new features on demand. This enables them to create truly exceptional customised shopping experiences across digital interactions – web, mobile, call center, and in-store. You too can enjoy total peace of mind by deploying within our proven, global environment that is scalable and reliable.

Stop worrying about infrastructure.
Focus on growing your business.

With Demandware, the sky's the limit.

Download our newest white paper here:
www.demandware.com/whitepapers



www.demandware.com | info@demandware.co.uk
Phone +44 (0)208 895 4867

 demandware®

TIME TO TAKE STOCK

John Bailey, Retail Industry Director EMEA, RedPrairie, explains why new tools and processes are required for a single view of product across the extended supply network.



ACHIEVING the optimal balance of inventory and availability is the holy grail of retail supply chain management – while the cost of holding too much stock can wipe out precious margin, not enough results in lost sales – just ask Marks & Spencer – and also, potentially, lost customers.

In many cases however, out of stocks occur, not as a result of lack of inventory, but as a result of lack of inventory visibility and/or disconnected supply networks.

At a recent industry conference, analysts from Forrester and Gartner estimated the amount of inaccessible inventory in retail organisations is at least 60%. This inventory is either in the wrong DC or store, owing to variations in local demand, or has become invisible to waiting online and mobile shoppers. Either way, the customer is disappointed.

And, while many retailers are still caught up managing the intricacies of web commerce, their customers are already moving ahead to new channels and expecting – even demanding – access and connectivity via mobile and social platforms as well.

Although these new market dynamics can wreak havoc on outdated supply chains, market leaders are viewing the challenge of meeting these expectations as an opportunity to create 'clear water' between themselves and the competition. These companies are developing integrated supply chains that provide end-to-end visibility and intelligence all the way from manufacturing plants to distribution centres to the store shelf.

NEW REALITIES

In order to address the new retail reality, businesses from discrete manufacturing to distribution need to optimise warehouse and manufacturing productivity and visibility to leverage all inventory in all channels. Achieving this single view of product flow means businesses must re-engineer their current processes and tools in the following areas:

- Providing actionable intelligence around inventory management so that every piece of inventory can be tracked and made available to every customer in every channel;
- Streamlining the flow of goods so that every order can be fulfilled in the most efficient manner possible;
- Improving forecasting capabilities so that businesses can sense a new set of demand signals, and then respond by sharing that intelligence across their extended supply network;
- Extending inventory availability across all channels and offering a variety of flexible fulfilment options.

The inherent principles of commerce – taking a customer's order and finding the most time- and cost-efficient path to deliver the goods – still apply in today's world. However, those principles have become exponentially more difficult to manage as sourcing, delivery options and costs have multiplied.

The 2020 Future Value Chain Report published by The Consumer Goods Forum (TCGF) predicts that a

more collaborative and integrated approach to product visibility and actionable intelligence will emerge as a competitive necessity. "New information technologies will enable new ways of collaboration and information sharing among all partners in the value chain," the TCGF report stated. "New business models will focus on 'collaborating to compete,' as brand-independent and 'smart' supply chains emerge where information (including POS, forecast and inventory data) as well as assets (technologies, facilities and fleets) are shared across the value chain."

For example, Tesco recently launched its Tesco Connect portal to allow thousands of its suppliers to map and respond to customer demand and identify emerging product trends. Combining the forecasts with information on how quickly a product is selling ensures much better product availability for customers.

Suppliers such as Innocent, Nestle and Unilever were involved in piloting the new portal, resulting, Tesco said, in measurable benefits including a reduction of a third in the number of shortages.

SENSING & RESPONDING TO DEMAND SIGNALS

Perhaps the most dramatic change that has impacted supply networks over the past decade is the rate at which customers now change their behaviours, preferences and buying patterns. To keep pace, businesses can no longer rely purely on historical data for their forecasting and planning needs and must tap into a broader set of demand signals, including unstructured sources such as weather patterns and chatter on social media platforms.

In a recent post titled "Improving On-Shelf Availability for Retail Supply Chains Requires the Balance of Process and Technology," Gartner analyst Mike Griswold stressed that brands need to "recognise that sales and demand are different."

In order to solve the out-of-stock epidemic that continues to plague the retail and consumer product sectors, Griswold pointed out that both sides of the value chain need better visibility into actual demand levels. "Sales represent what the consumer purchased. Demand is what would have sold had consumers found everything they desired. Most forecasting products don't account for lost sales and forecast based on historical sales," he wrote. He recommended companies 'begin using out-of-stock data to calculate lost sales' and incorporate that information into future forecasting processes.

In a recent Gartner case study, the analyst firm highlighted the progressive work consumer goods giant Kimberly-Clark has done in incorporating

"demand sensing" into its end-to-end supply chain planning. The case study highlighted impressive results, including a 20% improvement in forecast accuracy, which reduced the need for safety stock. These improvements have the potential to have a significant impact on the bottom line, as Gartner pointed out that a one-day reduction in safety stock equates to a \$10m saving within Kimberly-Clark's supply chain network.

ALL CHANNEL AVAILABILITY & FULFILMENT

However, an integrated supply network doesn't end at sharing intelligence on product availability and demand signals with sourcing patterns. Truly end-to-end networks are extending the power and value of a single view to their customers by providing transparency into inventory levels and flexible fulfilment options.

According to the 2011 Retail Systems Research benchmark report, 'Enabling Buy Anywhere/Get Anywhere: The Future of Cross-Channel,' the companies qualifying as winners are using their supply chain capabilities to make purchasing more convenient for their customers.

The report found:

- 79% of retail winners enable buy online/return to store vs. 55% of laggards;
- 68% of winners allow customers to buy via mobile device vs. only 18% of laggards;
- 42% of winners have tackled buy online/fulfil from store vs. only 27% of laggards.

In addition to improving the customer experience, the report found winners are also viewing the all-channel, all-network future as a way to operate more efficiently, with 76% citing cross-channel fulfilment as a very important opportunity and 65% wanting cross-channel inventory leverage.

Inventory management practices that simply track availability at regional distribution centres are no longer sufficient in today's marketplace. The new rules dictate that companies have access to actionable intelligence from their entire value chain in order to leverage all inventory in the network in all channels.

It also requires warehouses to be configured as mixed fulfilment locations to accommodate retail and direct fulfilment. It can entail fulfilment processes to be implemented within the retail stores, such as customers ordering product online and requesting pickup in the store. And it can call for more strategic vendor relationships for vendors to ship direct to consumers.

Although this is all easier said than done, for the retailer who can achieve these things, the holy grail is within reach. ■

Insight from around

MICHAEL MORIARTY, PARTNER, A.T. KEARNEY



Brazil has topped A.T. Kearney's ranking of the top 30 developing countries for global retail expansion for the second year. Brazil's number one spot in the Global Retail Development Index (GRDI) is driven by a growing middle class economy, high consumption rates, a large, urban population and reduced political and financial risk. In addition, Brazil's relatively young population and high per capita spending in the apparel and luxury sectors make this country a top destination for specialty retailers.

Botswana's entry into the GRDI at number 20 is a pre-cursor to steadily developing countries in the Sub-Sahara Africa region that could emerge as favourable retail markets in coming years.

Although the Arab Spring uprisings had a negative impact on the rankings of several MENA countries including Lebanon (-10 versus 2011), Morocco (-7 versus 2011) and Tunisia (-12 versus 2011), several countries from the region are still high on the ranking - U.A.E. (#7), Oman (#8), Kuwait (#12) and Saudi Arabia (#14).

While the world's largest developing markets - particularly the BRIC nations of Brazil, Russia, India, and China - still tempt the largest global retailers, and show no signs of slowing down as a source of growth, many smaller, untapped markets are providing new growth opportunities. New countries in the 2012 Index include several "small gems" such as Georgia (#6), Oman (#8), Mongolia (#9) and Azerbaijan (#17) that are showing progress as attractive destinations for global retailers, particularly specialty and luxury players. These markets, though small in total retail market size, have strong fundamentals that appeal to retailers targeting a concentration of wealth and seeking to be first movers in fast-growing markets.

Published since 2002, the GRDI ranks the top 30 developing countries for retail investment worldwide. The Index analyzes 25 macroeconomic and retail-specific variables to help retailers devise successful global strategies and to identify emerging market investment opportunities.

The full 2012 GRDI Report is available at www.grdi.atkearney.com

ISABELLE SALLARD, EDITOR, INTERNETRETAILING.FR



Last May was a month of discoveries for us French people. Of course, we discovered our new President but also, on this occasion, an entirely new phenomenon: social networks have permeated into every single part of our daily life including politics. For the first time in our history, the presidential campaign has taken place both in traditional media and on social networks such as Facebook and Twitter. But politicians are not the only ones concerned by the "invasion" of social networks. Nobody can deny it; customer relationship also has entered the era of digitization through them. Today, all sectors are interested and have engaged in the integration of these new communication tools with consumers. That is the conclusion drawn by research conducted by CCA International, Fevad and CCM Benchmark which reveals that 89% of brands say they have put in place actions on social networks. That should be 95% in 2012.

But not all sectors have the same degree of maturity in the use of social media. If the French banks and insurance companies were among the first players to incorporate them into their customer relation strategies, they prefer to move step by step and do not yet capitalize on all the benefits they could gain from such tools. In fact, among the banks and insurance companies surveyed, only 8% of them have set up a Facebook page dedicated to customer service in contrast to 33% of e-retailers. Of Twitter accounts dedicated to customer relations: only 8% of banks and insurance companies have them, compared to 25% of companies in e-tourism, for example.

If French financial institutions seem to go slow on this subject, it may be because they are still looking for more credibility and legitimacy on social networks. Even if the internet is a very useful tool for them to buy financial products and manage their bank accounts (77% of the internet users do so), to date, only 7% of Facebook members are registered members of a bank or insurance company's fan page and only 14% of Twitter subscribers say they "follow" financial feeds, according to Fevad. In addition, 6 out of 10 internet users say they are "disturbed by the fact of finding a financial

and the world

institution on a social network” even if the younger seem to agree more with the integration of the banking world on social networks: 49% of the 15-24 years old find that social networks give it a more modern image against 32% of all internet users.

If the banking and insurance sectors seem to take more time, the strategies deployed to invest these new media are also generally much more developed than in other sectors, with a systematic search of a global ecosystem to interact with its customers: forums, editorials rebounds on Facebook, news feeds via Twitter...

STEFAN SMALLA, COFOUNDER AND CEO OF WESTWING



International shopping club for home and living Westwing (which trades in the UK at dalani.co.uk) is announcing that it has received \$50m in funding in a financing round led by growth equity investor Summit Partners.

This new investment brings the company's total funding to \$82m and will help with plans to become one of the largest ecommerce retailers in the emerging home décor and furnishing market on an international scale. With this new capital, we will accelerate our rapid growth, scale operations in each of our countries and – most importantly – do everything to serve our members and brand partners even better. We are very pleased to have Summit Partners join our group of existing investors - Access Industries, Holtzbrinck Ventures, Investment AB Kinnevik and Rocket Internet - and we will benefit from their substantial experience.

Westwing launched in Germany in August 2011 and has since rolled out operations to more than a dozen countries in Europe and worldwide. With dedicated local teams in each geography, we're positioned to leverage initial traction into long-term success in the \$500bn global home & living market. Westwing currently serves over three million members, and sales have increased by more than 10x in the past five months.

Our early success is driven by tens of thousands of new members joining each day, as well as by exceptional loyalty of existing customers and brand partners. We are extremely passionate about what we do, working hard day-

by-day to offer our members the finest home & living products from established brands and upcoming designers at exclusive prices. Excellence in curation, merchandising, design – and providing our brand partners with a sales and marketing platform to reach our international member base in an exclusive, inspiring, almost magazine-like ecommerce environment – is at the core of our business.

SAM ZHUANG, CEO, WWW.SMART-PATH.NET



Chinese mothers are accustomed to buying Infant Milk Formula (IMF) online. Among various categories in the Chinese online market, IMF is a most popular one. According to Smart Path's tracking, the China IMF online market reached US\$1bn in 2011, a 62% growth over 2010. Karicare, Friso, Nutrilon, Wyeth and Abbott are the top 5 brands in the market.

There are three reasons behind the booming of the IMF market: increasing numbers of young mothers, repeat purchases and multiple suppliers. A large number of new mothers in China were born in the 1980s so belong to a generation which has grown up in with the internet in their lives. They tend to be familiar with online shopping. Online shopping provides a simpler alternative than offline for repeat purchases. Finally, the IMF category is handled by a large portion of the leading ecommerce sites in China, both C2C and B2C, increasing the availability of IMF to online shoppers.

In the soaring IMF market, a significant portion is imported IMF. The portion that is imported is about 1/3 of the total IMF category, and 50+% for some of the leading brands. Due to the custom tariff and the physical store costs, imported IMF sold online is normally 20%-35% cheaper than the same one sold in offline stores. Also, some IMF brands, which are not officially imported to China, are only available online. Besides, imported IMF has a high perceived quality in Chinese customers' eyes. Following the IMF melamine crisis a few years ago that affected some domestic IMF brands (several babies died during that crisis), many Chinese customers consider that imported IMF, especially those from Australia, New Zealand and Holland, is of a better quality than domestic IMF. ■

UNDERSTANDING LOCATION BEHAVIOUR

With mobile advertising in Western Europe expected to account for 25% of the global market by 2015, according to Gartner, mobile offers a significant opportunity for retailers. Sri Sharma, MD, NetMedia Planet explains why understanding the customer reaps greater rewards in the mobile ad space.



THERE ARE numerous ways to tap into the creativity mobile offers, some of which are outlined below. However, the key point for retailers to remember is that in order to be creative, each campaign must be underpinned by a solid understanding of the mobile consumer's needs. At its simplest this comes down to location: are they at home, or on the move or in store?

Going mobile need not be a complex task, nor necessitate the building of a mobile site. Sk:n, the



UK's largest skin clinic company wanted to improve the conversions they were getting from mobile paid search marketing without having to build a mobile specific site.

Using research data, which showed potential sk:n customers are more likely to become customers if they speak to an advisor, they introduced a click-to-call technology to their paid search programme. This enabled consumers viewing an advert on their mobile to click once to be put directly through to a sk:n advisor. There was no option for the consumer to go to the sk:n website.

The results were significant. The click-to-call conversion rate was 26 times higher than where consumers were directed to the sk:n website first and the enquiry to conversion rate was 2.2 times higher than across all search channels.

The click-to-call functionality was so successful for sk:n because it met the three basic demands of the mobile consumer:

- Simplicity - it offered consumers a simple experience that worked for them;
- Immediacy - it provided instant access to the information customers were looking for;

■ Context – the experience and information was relevant to who they were, where they were, and what they were looking for.

Understanding these needs is the first step towards understanding how consumer behaviour alters when on the move, at home and in-store, as Papa John's Pizza, the UK's third largest pizza chain, discovered.

APPEALING TO CONSUMERS ON THE MOVE

The mobile consumer on the move, typically a commuter, uses mobile whilst travelling to check emails, search for items of interest or make simple purchases. It was these, most prevalent type of consumers – that turned out to be key to Papa John's plans to move away from a strategy of discounting without damaging its sales volumes.

Since price is less important to consumers when they are hungry, the company started targeting consumers when they were hungriest - peak hunger times were revealed to be between 6.30 and 7.30pm (when on their commute home) and between 10.30 and 11.30pm (when on their journey home from the pub). At both times consumers are only contactable on their mobile phone.



To overcome its customers' ingrained desire for a discount, which Papa John's felt may impact on sales, the campaign focused instead on increasing average order values. At the heart of this was creating "appetite appeal" particularly for sides and desserts.

To make the desserts and sides more appealing, the campaign looked to replicate a restaurant specials board – using messaging focused on the taste rather than the price. After just three months, Papa John's saw:

- Mobile revenue per click increase by 48%;
- Profit per pound spent increase by 139%;
- Average order value increase by 13%.

THE POWER OF THE MOBILE ON THE HIGH STREET

As Papa John's showed, targeting consumers on the move can be very lucrative for brands. Additionally, mobile can play a pivotal role in driving in-store sales when the consumer is on the high-street.

Google is introducing a number of new tools to drive in-store sales. One such tool, currently being trialled by Cotswold Outdoor, is Google Offers. Google Offers enables the outdoor clothing

retailer to offer promotions to consumers on their mobiles, tablets or desktops. Consumers receive a voucher code number, printed voucher (with a barcode), or a barcode on their phone, depending on the device from which they access the offer for redemption in-store.

Targeting consumers within a two mile radius of a number of key stores including Islington, and Edinburgh across mobile, tablet and desktop, on non-brand keywords, Cotswold Outdoor is hoping the offers will encourage new consumers to visit the stores.

The Perfume Shop, the UK's second largest perfume retailer, also took advantage of a new Google tool to drive in-store sales in the build up to Christmas last year.

Using the new Proximity bidding tool from Google and specific local messaging, including directions to the nearest store, visibility of adverts was boosted by 60% as soon as consumers entered a 10 mile radius from one of the retailer's stores.

The increase in visibility significantly grew awareness of the 250 local stores nationwide and increased footfall. It also had a positive impact on The Perfume Shop's mobile performance:

- Mobile traffic increased by 76%;
- Mobile revenue increased by 17%.

INTEGRATING LOCATION-BASED MARKETING AND INTERNET TV ADVERTISING

Internet TV's introduction in the US has highlighted an interesting future for location-based marketing on mobile.

Today in the US, retailers can place adverts on Google TV and then monitor the impact of those adverts on PPC, SEO and social media presence in their Google Analytics. In effect, the joined up nirvana marketers have striven for is now a reality.

With the UK typically following in the footsteps of the US, it is likely we will see advertising on Google TV or other IPTV offerings have a similar impact here over the coming year. For retailers this offers a fantastic opportunity to tailor location-based marketing on mobiles according to the adverts consumers are viewing on television, which is likely to maximise the conversion from those advertising campaigns.

The potential to integrate Internet TV and location-based marketing on mobile is just another example of how mobile can enable marketers to achieve the joined up approach that continues to be, the nirvana. Indeed, the brands that invest time and resources in using mobile as the centre piece of an integrated channel now will be the ones that get ahead and stay ahead as mobile evolves. ■

FREE
Usability videos

pay on
results
SEO

pay on
results
PPC

pay on
results
CRO

Pay on Results Search Engine Optimisation, Pay Per Click and Conversion Rate Optimisation.

- ✓ No regular monthly fees
- ✓ Only pay for additional sales or more traffic

Go to: www.strategyinternetmarketing.co.uk



strategy
internet marketing

Contact Us

Call Stephanie on **0845 838 0936**

Email: info@strategyinternetmarketing.co.uk



**GREENWOODS
STOCK BOXES LTD**

SIENS

UNABILITIES/REPHRASED/ALWAYS

So
EATER ONLY
with care in Great B...

SEED
PARTY

Dee & Lou

PAUL COSTELLOE

RUBY PROM

www.rubyprom.co.uk

Paul Costelloe

01159 851 851
sales@boxesdirect.co.uk



**WWW.
BOXESDIRECT
.CO.UK**

WORKING ON THE NETWORKING

Paul Skeldon, Editor, M-Retailing, looks at how Debenhams' plan to roll out free wifi across all its stores with O2 is a much needed step in the right direction.

THE NEWS that Debenhams has teamed up with O2 to roll out free wifi throughout its stores marks the first move in making mobile retail – nay mobile commerce – a true reality. Much of the talk and column inches devoted to mobile services in general and retail in particular often is more theoretical than practical. Sure, the apps and adaptive m-websites work really well, the payment tools are coming along and the public is buying into it. But in reality, lack of network capacity and access often scupper that theory.

I for one, being a heavy user of mobile while out and about, have long got used to having to swear loudly in public when I can't get the damn thing to actually work, either at a useful speed or at all. Debenhams' move is the vision of the near future I crave. All we need now is for everyone to start doing it.

According to mobile network analytics company Actix, I am not alone. It has found that three quarters of mobile subscribers are unable to get the data speeds they want during peak times in busy locations. By analyzing data from a live 3G network in a major city, the mobile network analytics and optimization specialist discovered hotspots of demand from smartphones at train and bus stations generate up to 100 times more network load than immediately adjacent areas.

LOCATION-BASED MARKETING

It will be m-commerce that drives the implementation of free wifi, as Debenhams is proving. London's shoppers are in for a surprise thanks to a new partnership that will see mobile vouchers for nearby shops offered through free public Wi-Fi hotspots for the first time in the UK.

Spectrum Interactive, the UK's leading independent provider of wifi, and location-based media company, Selective Media, have teamed up to launch a new offer-based media platform that will display deals to shoppers as part of the log-in pages when they connect to public wifi using a mobile or tablet device. The service will grant free access to users in exchange for simply selecting a free promotional offer from one of the service's brand and advertising partners.

The new platform could form a key component of location-based marketing campaigns, giving brands and advertisers the opportunity to target shoppers who are close to one of their stores on a cost-per-lead media model.

For example, a bookstore could entice shoppers

into a nearby branch by offering a voucher for 10% off purchases delivered via the wifi portal page. Shoppers will be offered unique deals or promotions from at least four promotional partners, giving the consumer the freedom to choose the most appropriate offer, and increasing the resulting conversion rate and ROI for brands and advertisers.

But, with the Olympics around the corner, the growing demand from consumers to get online on mobile in London will only see the problem of poor connectivity increase, unless wider, more concerted action is taken.

Debenhams is essentially offering free wifi with O2 to get people into its stores and using its app to enhance shopping and not stop people walking out if they can't find what they want in the store – combining online and high street in one place, if you will. Selective Media is using advertising to fund free wifi in the high street. It's a start.

O2 has long championed the roll out of free wifi as a means to taking the pressure off its own 3G networks to make life easier all round. But, until everyone offers free wifi everywhere – in each shop, on the high street and so on – then we still face a problem.

The conundrum, however, is that each provider of wifi will want to know who is signing on and what they are doing. This will then leave me, the humble consumer, in the unenviable position of having to keep signing in everywhere I go. I already find that places such as Café Nero, which offers the Cloud, requires me to sign in each time I want to use it. Imagine having to do this in each shop, café and high street hot spot you find yourself in as you wander around.

While Apple has announced that its iOS 6 will have an app that will help users manage their money, vouchers and more in one place, my contention is that someone needs to create a simple app that lets you seamlessly move from service to service without having to do anything. Along the lines of BT Fon, but that actually works and works across providers.

Such an approach will make m-commerce fly, but it also is a mire of privacy laws, competing data ownership arguments and more. It makes you think that the real key is the phone network. I can send an SMS, an MMS and get online anywhere I have a signal. Why can't this also encompass wifi? 4G promises to be the key to doing this, but with a premium price tag when it finally arrives, it looks like I shall be standing outside Euston station or in Starbucks all over the world swearing loudly. ■

Five reasons why 1,300 of the UK's leading advertisers choose us as their Performance Marketing Network



Winner of the A4U Publishers' Choice of Network, 2007 to 2011

 **affiliatewindow buyat**

divisions of Digital Window Ltd

020 7553 0425 | digitalwindow.com

BOUNCY BOUNCE RATES



Paul Skeldon takes a tour around the latest happenings in the mobile retailing space.

ACCORDING to the IMRG Capgemini Quarterly Benchmarking Index, Q1 of 2012 sales through a mobile device (including tablets) have been rocketing at a growth rate of 2000% in two years. But the rise of mobile is having unexpected impacts on e-tail.

When the Quarterly Index was launched in Q1 2010, the percentage of sales via mobile devices was recorded as 0.4% of e-retail sales. In Q1 2012 this hit 8.2%, a growth rate of 2000% over the 2-year period. Visits via a mobile device are currently double that of the sales figure, at 16.4% of total site visits in Q1 2012.

But the benchmark also found that bounce rates on retail sites have continued to rise as consumers become ever more demanding, both in terms of finding the right products and the actual experience that the site provides.

Tina Spooner, Chief Information Officer at IMRG, explains: "The competition and choice available to online shoppers has always provided a fundamental challenge for retailers, as a hard-to-please visitor can easily become disinterested at the initial contact with a brand. These figures show that consumers are becoming ever more demanding when finding the online experience that suits them. Retailers need to ensure that the site is as engaging as possible for their customer demographic, looking at usability, social elements and performance through key channels and browsers. For online consumers, it would appear that first impressions really matter."

LEADING THE WIFI REVOLUTION

Debenhams is to launch free O2 wifi throughout all its 167 shops and will now offer the largest wifi coverage of any department store in the UK. This will allow customers to access a huge variety of Debenhams information and special deals as they walk around the store, when using the fitting rooms or whilst enjoying a coffee in one of the retailer's restaurants.

Wifi is being introduced after a very successful trial run with O2 in three of Debenhams' stores in the UK and due to the large uptake of the Debenhams app, which has seen one million downloads and 250,000 barcode scans in store via the app. 20% of the retailer's online traffic now comes from mobile devices.

Customers only need register to O2 wifi once and they will then be automatically connected whenever they are in range. O2 wifi is for everyone regardless of their mobile or broadband provider. The move, which effectively heralds the end of online versus in-store shopping by bringing the two together, is set to have a dramatic effect on how people buy products in stores and will leave the rest of the high street wanting to follow suit.

Debenhams Director, Simon Forster, says: "We're seeing the shape of shopping in the future emerging right before our eyes. With over one million customers already with our app on their phones, free wifi in stores has the potential to transform how people shop."

PAYMENTS PARADISE LOST

After much hype and build up in mobile circles, UK operator O2 launched O2 Wallet, a seamless and secure digital wallet service that will deliver the benefits of mobile money to more UK consumers than any other product or service currently available.

The Wallet, like most others, including Barclay's Pingit, requires an extensive registration and for the user to keep their account topped up to be of any use. The move does cock a snook at NFC as payment tool, which still seems to be dogged by disinterest from retailers and, more importantly, consumers.

According to a study of 2,000 consumers by eDigital Research, 33% of shoppers said that they had not heard of the technology before. Trust in the technology is also incredibly low, with more than one third (35%) saying that they wouldn't use contactless mobile payments because of concerns over security and fraud.

That said, 89% of those that have used it in anger would do so again.

The study reveals only the tip of the public disinterest in mobile payments, however. The BBC's technology correspondent Rory Cellan-Jones, downloaded O2's Wallet, Barclay's Pingit and Starbuck's loyalty app and set forth to spend a day just paying via mobile. He failed dismally. Vox-popping consumers along the way he found that overall, most were not really up for using mobile as a payment tool. ■

Smarter
mobile and mCommerce solutions
www.redant.com



**red
ant**

New from the publishers of:
Internet Retailing magazine



Information, learning and inspiration to help **ANY** entrepreneur or businessperson sell online. From the basics of getting online, via customer acquisition and selling online, servicing customers, to growth via multichannel, mobile and international - we focus on building your sales.

Visit www.esellermedia.com today and subscribe free to our service. To advertise or sponsor contact info@esellermedia.com or speak with Andy and Rob on 0207 933 8999

e-commerce

performance security conversion

Award winning e-commerce & online payment solutions
High performance cloud based PCI/DSS Level 1 platform
 bespoke web application development



chaptereight™

Our tailored web systems help our clients to run their businesses more efficiently and more profitably.
We would love to help you.

0113 227 0800
www.chaptereight.com

innovation expertise excellence

e-commerce

NEW MARKETS... // Expand beyond borders
NO LIMITS... // Be found on search engines
 // Sell on comparison shopping
 // Sell on eBay, Amazon and more

Powered by ChannelAdvisor



+44(0)203 014 2700
ukteam@channeladvisor.com www.channeladvisor.co.uk

e-commerce



Everything you expect in an eCommerce solution
Plus this
integrated financial accounts, advanced stock control, sales order and back order processing, pick, pack and despatch CRM & marketing

0845 25 75 111
www.completecommerce.co.uk

e-commerce



Why act on impulse, when you can act on insight?

- Customer satisfaction tracking
- End-to-end site usability and fulfillment
- ROI site evaluation & competitor benchmarking
- Online communities
- Product reviews & ratings

01489 772920
info@edigitalresearch.com
edigitalresearch.com

e-commerce



"The complete and fully integrated solution for today's online retailers"

Physical Stock & Stock Feeds → Inventory & Stock Control → Marketplace Management → Back Office Automation → Sales Order Processing → Order Delivery & Customer Service

Call + 44 (0)207 672 5442 to speak to an advisor, email enquiries@esellerpro.com or visit www.eSellerPro.com for more information

e-commerce



Knowledge Passion Experience

Online Shopping Specialists
eBay and Amazon Integration
Grow your profits and improve business efficiency
End to end B2C & B2B capability
www.etailsystems.com
0844 482 0908 • info@etailsystems.com

e-commerce



hybris partner GOLD

the e-commerce people
straight talking multi-channel consultancy, build and support from the experts

www.neoworks.com

e-commerce




The UK's longest serving Magento Gold partner

Design/Customer experience Build Support Training Optimised Hosting Fully multi-channel CRM/ERP integration Warehouse management Marketing integration Personalisation

info@ontapgroup.com 0207 183 3183 www.ontapgroup.com

e-commerce



Integrated eCommerce & eMarketing eCommerce

- Affordable solutions for multichannel retailers
- Fully Integrated content, merchandising & promotions management
- Reliable, flexible & scalable solutions

0845 2305665 www.paraspar.co.uk info@paraspar.co.uk

e-commerce




Experts in eCommerce implementation and multi-channel integration

www.portaltechreply.com
Tel: +44 20 7401 0980 Email: info@portaltech.co.uk

e-commerce

performance security compliance

Award winning e-commerce & online payment solutions
High performance cloud based PCI DSS Level 1 platform
 bespoke web application development



chaptereight™

Our tailored web systems help our clients to run their businesses more efficiently and more profitably.
We would love to help you.

0113 227 0800
www.chaptereight.com

innovation expertise excellence

e-commerce

NEW MARKETS... // Expand beyond borders
NO LIMITS... // Be found on search engines
 // Sell on comparison shopping
 // Sell on eBay, Amazon and more

Powered by ChannelAdvisor



+44(0)203 014 2700
ukteam@channeladvisor.com www.channeladvisor.co.uk

e-commerce



Everything you expect in an e-commerce solution
Plus this
integrated financial accounts, advanced stock control, sales order and back order processing, pick, pack and despatch CRM & marketing

0845 25 75 111
www.completecommerce.co.uk

The absolute end-to-end multi-channel solution
Innovating on-line shopping

e-commerce



Why act on impulse, when you can act on insight?

- Customer satisfaction tracking
- End-to-end site usability and fulfillment
- ROI site evaluation & competitor benchmarking
- Online communities
- Product reviews & ratings

01489 772920
info@edigitalresearch.com
www.edigitalresearch.com

e-commerce



"The complete and fully integrated solution for today's online retailers"

Physical Stock & Stock Feeds → Inventory & Stock Control → Marketplace Management → Back Office Automation → Sales Order Processing → Order Delivery & Customer Service

Call + 44 (0)207 672 5442 to speak to an advisor, email enquiries@esellerpro.com or visit www.eSellerPro.com for more information

e-commerce



Knowledge Passion Experience

Online Shopping Specialists
eBay and Amazon Integration
Grow your profits and improve business efficiency
End to end B2C & B2B capability
www.etailsystems.com
0844 482 0908 • info@etailsystems.com

e-commerce



hybris partner GOLD

the e-commerce people
straight talking multi-channel consultancy, build and support from the experts

www.neoworks.com

e-commerce




The UK's longest serving Magento Gold partner

Design/Customer experience	Fully multi-channel
Build	CRM/ERP integration
Support	Warehouse management
Training	Marketing integration
Optimised Hosting	Personalisation

MAGENTO GOLD SOLUTION PARTNER

info@ontapgroup.com 0207 183 3183 www.ontapgroup.com

e-commerce



Integrated eCommerce & eMarketing
eCommerce

- Affordable solutions for multichannel retailers
- Fully Integrated content, merchandising & promotions management
- Reliable, flexible & scalable solutions

0845 2305665 www.paraspar.co.uk info@paraspar.co.uk

e-commerce



- The affordable, multi channel, retail platform
- Deploy websites in as little as 8 weeks
- Manage your merchandising & promotions internally with the hybris CMS & PIM
- Flexible & scalable solution for the long term

Contact us to learn more
www.portaltech.co.uk



ecommerce



Salmon Unique Approach • Unique Solutions

B2C eCommerce • B2B eCommerce • Multi Channel Integration
 Customer Experience • Content Management • Web 2.0
 Performance Optimisation • Capacity Planning • Payment
 Testing • Master / Product Data Management
 Application Management and Support

+44 (0)1923 320000 info@salmon.com www.salmon.com

ecommerce

Delivering your eCommerce vision to drive business performance

sceneric

www.sceneric.com

search & recommendation



APPTUS
www.apptus.com



Apptus is the technology leader in bringing instant, relevant access to personalized information to **Local Search** and **eCommerce**.

Our products efficiently and profitably convert clicks to sales, providing the right thing, to the right person, at the right time.

search & recommendation

Drive More Revenue from Personalized Recommendations




CERTONA
Personalization. Anytime. Anywhere.

certona.com

search & recommendation



SLI SYSTEMS
Search, Learn & Improve
www.sli-systems.com

Search and Merchandising the SLI Way

We install, integrate, host, and maintain everything.



customer experience



FORESEE

Satisfaction analytics to measure the multichannel experience from the customer perspective.

www.foresee.com

optimisation



webtrends

Market Smarter.

Gain competitive advantage through measurement and optimisation of **mobile, social and web**.

For more information go to: www.webtrends.com or call +44 (0) 1784 415700



address validation

PostcodeAnywhere

The easiest way to add features to your website.

UK & international addressing | Address cleansing
 Payment validation | Customer profiling
 Store finder

To find out more:
 Call: 0800 047 0495
www.postcodeanywhere.com

"Great products and features, helpful support team and excellent services."
 Venture Innovations

affiliate marketing

Award winning performance marketing solutions from the UK's leading affiliate networks



affiliatewindow & buyat
divisions of Digital Window Ltd

Phone: +44 (0)844 557 9240 Email: sales@digitalwindow.com
 Fax: +44 (0)844 557 9241 Web: www.digitalwindow.com

international

your products millions of customers

No listing fees. Sell in more than 20 categories in UK, France, Germany, Italy and Spain.

Sell on amazon Visit us at www.amazon.co.uk/sellonamazon

fulfilment, logistics & order management



BLG Logistics Group founded in 1877 offer a complete end to end supply chain solution from efulfilment, warehousing, distribution to returns handling we offer a true partnership approach

to find out more email: vanessa.hope@blglogistics.co.uk www.blg.de

Have the ACE up your sleeve: BLG Retail Logistics

fulfilment, logistics & order management



E-fulfilment solutions fully integrated with your business from the Group with over 20 years experience:

- 5 warehouses
- Fastrack pick pack
- Pack assembly
- Collation Mailing
- National & International delivery services
- Real time tracking
- Returns handling
- 24/7 extranet access
- Management reporting
- Dedicated account managers
- Tailored solutions



www.cdl.uk.com

+44 (0) 0208 308 6974

fulfilment, logistics & order management

CitySprint Retail, we deliver



As the UK's leading same day distribution network, we deliver a full range of retail distribution services.

- Evening and weekends
- Store to home
- Logistics partner support

Our national network can reach over 81% of the UK population within 60 minutes, opening a world of delivery options up to you!

Contact us by email at retailsolutions@citysprint.co.uk to find out how we can bring a fresh look to your delivery arrangements.



fulfilment, logistics & order management

One Stop Shop

- Ecommerce
- Payments
- Fulfilment
- Photo Studio



docdata @-success

We help our clients to outperform with the European market

Contact 0207 5802880

john.van.heumen@docdata.co.uk
www.docdatafulfilment.co.uk

fulfilment, logistics & order management

Jungo...fulfilment solutions

Whether you are a multi-channel high street brand or a serious start up e-tailer we can provide a tailored fulfilment solution for you.

Contact Ged Newman or Roger Crosse on
Tel: 0116 2344411
Web: www.jungo.co
Email: gednewman@jungo.co



www.jungo.co

fulfilment, logistics & order management

Jiffy Aircraft Padded Bags

Buy mixed full / half truck loads for the best prices

Strong, lightweight postal solution

- keep postage costs to a minimum
- Available in a wide range of sizes
- view our online comparison chart to find yours
- 'Earth Aware' packaging
- reduce cardboard waste, better for the environment

from 4.5p (ex VAT)



www.kitepackaging.co.uk

Phone: 02476 420065 | Email: sales@kitepackaging.co.uk | Credit Accounts available

fulfilment, logistics & order management

Delivery Excellence

Find out what the e-retail industry is talking about

MetaPack

MetaPack's software utilises the latest internet technology to transform your delivery service into a competitive advantage by reducing costs and improving service levels while being completely scalable to suit your requirements.

Tel: 020 7843 6720 info@metapack.com www.metapack.com

fulfilment, logistics & order management

MNP's order management, warehousing and purchasing software systems will transform the operational performance of your multi-channel or direct commerce business and keep you ahead of the competition.

www.mnp-media.com

fulfilment, logistics & order management

Fulfilment Services...

.....choose a service partner

.....that fits your business.

- Order Fulfilment
- B2B & B2C
- Web Integration
- Order Processing
- Pick & Pack
- Distribution
- Comprehensive Customer Care

Tailored Solutions for your Business

Put us to the test, contact Ged Newman or Roger Crosse on
Tel: 0116 234 4411
Web: www.postdirect.co.uk
Email: info@postdirect.co.uk



fulfilment, logistics & order management

SANDERSON

Elucid - the complete multi-channel software solution, helps you:

- Convert enquiries
- Sell more products
- Increase order values
- Sell across all channels

0333 123 1400

www.sanderson.com/elucid



Choice | Customer Service
Convenience | Consistency

hosting

Managed Hosting & Cloud Solutions



iomart hosting

www.iomarthosting.com
tel: 0800 040 7228 or email: info@iomarthosting.com

The natural choice for business hosting.

payment & fraud

CashFlows®

The most important word in your business

-  Merchant Services
-  Payment processing
-  Mobile Commerce
-  Payment terminals

www.cashflows.com +44 (0)1223 550920

payment & fraud

Upgrade to the leading provider of credit card payments

- Ultra-high reliability - so you can depend on being able to take secure payment by card.
- Already integrated with major shopping carts and mail order software.
- Easy transaction management - our web-based system provides comprehensive reporting, with a free SOAP interface.

Call us free: 0800 138 0200
www.creditcall.com



payment & fraud

Branch out

CROSS BORDERS AND ENTER THE WORLD WITH A LOCAL PAYMENTS APPROACH

For a FREE test account and to find out how, contact us on:
+44 (0)203 147 4966 | sales@ogone.co.uk | www.ogone.co.uk



payment & fraud

Ukash®
The Global e-Money Network

Allow cash to be used to pay at your website with Ukash and get:

- Incremental cash customers
- Social inclusivity
- Assured payments
- Cross-border business from 50 countries

Find out more at
www.ukash.com/business



InternetRetailing
Selling in the digital age

IF YOU ARE A FULFILLMENT OR LOGISTICS COMPANY, WORK WITH LEADING RETAILERS AND WOULD LIKE TO REACH OVER 24,000 READERS EVERY ISSUE. PLEASE CONTACT SONIA VITTA ON 020 7933 78999 SONIA.VITTA@INTERNETRETAILING.NET WWW.INTERNETRETAILING.NET

Providers of eCommerce solutions to Retail and Multi Channel businesses.



Attract Convert Retain

Visit our portfolio at www.paraspar.co.uk
sales@paraspar.co.uk 0845 2305665

Paraspar
eCommerce

what's going on?

JULY 18TH – AWARDS

eCommerce
BIRTHDAY PARTY
& Awards

Join the UK's top retailers at the 2012 awards. 2012 is the 18th birthday of eCommerce and we've decided to throw a party to celebrate. We work in a wonderful, dynamic, open and friendly industry and an evening spent with peers in a wonderful venue on a summer's evening is something to be savoured.

Sponsored by:



SEPT 12TH – WEBINAR

InternetRetailing Webinar

BEHAVIOURAL MARKETING; BEYOND EMAIL MARKETING

This session will look to overcome the issue of how to tie together the many marketing channels - social, email, mobile, website, and CRM and look at how they might be integrated and automated to better drive marketing and sales results. We will get a behind the scenes look at how some of our customers can move beyond "audiences" and "segments", as we've traditionally known them, to behavioural marketing.

Sponsored by:



SEPT 19TH – JUMPSTART – Payment & Fraud



Payments are at the very heart of eCommerce: indeed, the difference between digital marketing, social networking and honest-to-goodness retail is the simple concept of taking a customer's cash in return for goods and services.

Internet Retailing has put together a panel of experts to share with you their knowledge and experience within this space.

OCT 9TH – CONFERENCE



Major industry figures will keynote the conference and share their knowledge and insight from major points in their industry changing journey, before the event splits into three indispensable learning opportunities with presentations running simultaneously. Up to 60% discount is on offer until August 1st 2012 so visit the event website to register today.

Sponsored by:



MARCH 2013 – IR EXPO

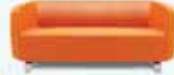


IRX is the only opportunity in the UK to blend marketing with technology, logistics with customer facing design, mobile with instore experience - the full range of skills and capabilities to sell in the multichannel era. It contains all the elements to deliver a high quality and highly targeted visitor audience and will generate significant ROI for exhibitors and sponsors. It comprises a traditional trade show with an unrivalled programme of learning and trade opportunities so blending the need to see the latest solutions and hear the most strategic thinking available in the retail sector.

Sponsored by:



compario
connected commerce



AT
**THE HEART
OF EVERY
BUSINESS**
IS THE
CUSTOMER.



**YOUR
BUSINESS
IS NO
DIFFERENT.**



With Compario, you can offer each visitor a personalised shopping experience across all channels. You'll turn your existing E-Commerce site into a live sales lab, implementing new merchandising rules in seconds, not days, and measuring the impact at the most granular level immediately.

Our customers have reported: **+30% conversion**, **+33% SEO traffic**, **+87% digital revenue** and they include leading retailers such as **Yves Rocher**, **Delhaize**, **Casino** and **Damart**.

Discover how at www.compario/centricity