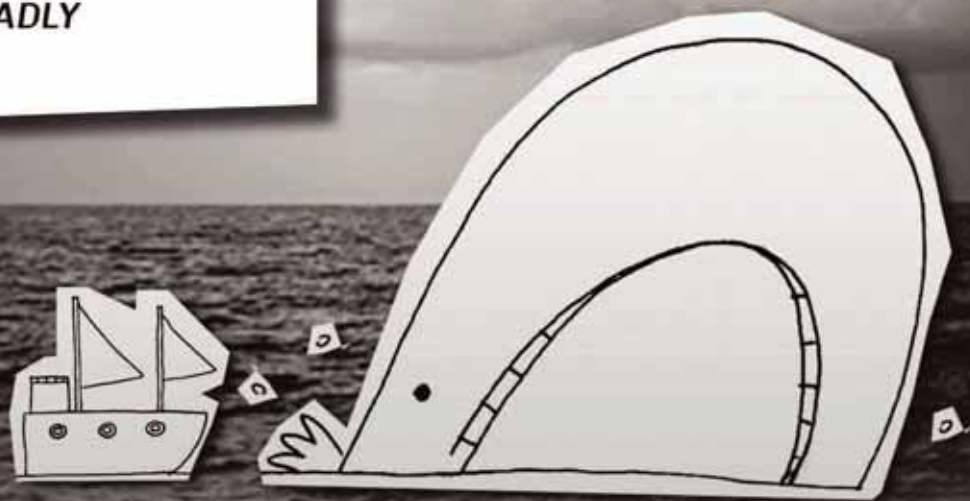


The Internet Retailing Procurement Guide 2012

ONE-LEGGED SHIP'S CAPTAIN
ODDBALL CREW
THEY HUNT A VERY BIG AND
ANGRY WHALE
CAPTAIN GOES MAD
THINGS END BADLY
THE END



WHEN THINGS ARE THIS QUICK,
MORE PEOPLE MAKE IT TO THE END

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FROM THE EDITOR-IN-CHIEF



elcome to *Internet Retailing's* first annual *Procurement Guide*, in which we review the state of supply within our industry, set out the trends and near-future

changes, and outline some questions and approaches to ensure you get the best from your procurement process.

Within multichannel we have a fiercely competitive and highly professional ecommerce sector, highly demanding of suppliers and determined to eke out an advantage at every opportunity. The supplier sector in parallel is extremely capable, knowledgeable and innovative, and provides a wealth of experience and expertise. In particular this is of benefit to 'second mover' companies looking to catch up with the best as quickly as possible, while the very best are looking for agile, capable and ambitious partners to meet

their objectives. Meanwhile, the increasingly sophisticated customer is looking across channels and demanding an ever-improving service.

Our editorial team, under the leadership of our supplement co-editors, Chloe Rigby and Jonathan Wright, has drawn these threads together by structuring our *Procurement Guide* in three main sections: Customer-Facing Technologies and Services (how we get our customers' attention and custom, time and again at a profit); Systems and Processes (the underpinnings of delivering our business, repeatably and at scale); and Growth Opportunities (in this first edition we look at mobile, social retailing and international growth).

Our sponsors and partners have been generous with their experience and insights, while a number of our retail readers have shared their experiences too

– our thanks go to them. I hope that their insights bring the scoping and procurement process to life.

This guide is intended to serve our readers for the coming months as a ready reference for key procurement categories and potential areas for growth. Even as the ink dries, however, we're planning the next issue and I'd be pleased to get your thoughts on areas we've missed, upcoming topics you'd like us to consider, new trends or additional 'deep dives' on individual areas. Let me know your views, ideas and feedback at ian@internetretailing.net.

With best wishes

Ian Jindal
Co-Founder and Editor-in-Chief
Internet Retailing

6 INTRODUCTION

7 MEET THE TEAM

STRATEGY

8 MARKET OVERVIEW

Picking the right specialist

10 INNOVATION & FUTURE OUTLOOK

Planning for an unknown future

12 DIRECTORY LISTINGS

ACQUISITION MARKETING

18 MARKET OVERVIEW

The search goes on

20 INNOVATION & FUTURE OUTLOOK

Search becomes social

22 DIRECTORY LISTINGS

USER EXPERIENCE & PERFORMANCE

26 MARKET OVERVIEW

Managing the creative process

28 INNOVATION & FUTURE OUTLOOK

Change and change again

30 DIRECTORY LISTINGS

SEARCHANDISING

38 MARKET OVERVIEW

It pays to get personal

40 INNOVATION & FUTURE OUTLOOK

Tailored for every touch point

42 DIRECTORY LISTINGS

PAYMENT & FRAUD

48 MARKET OVERVIEW

Kerr-ching!

50 INNOVATION & FUTURE OUTLOOK

Mobile payments

52 DIRECTORY LISTINGS

OPERATIONS & LOGISTICS

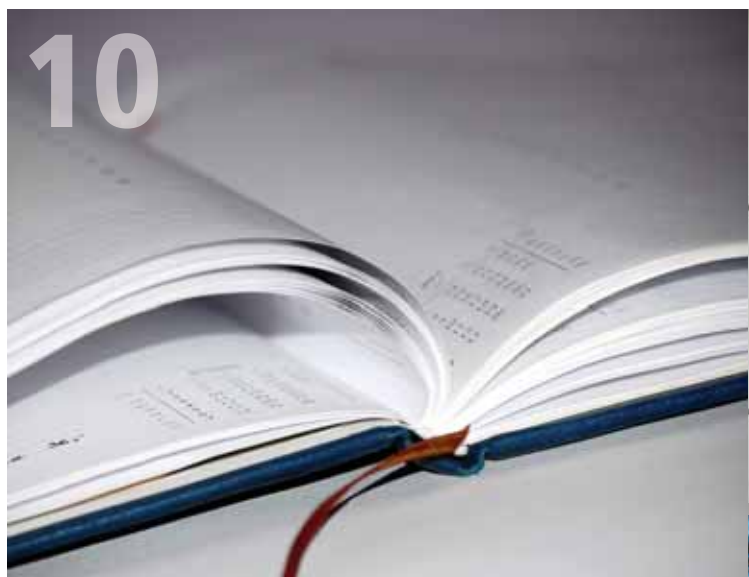
56 MARKET OVERVIEW

Delivering on promises

58 INNOVATION & FUTURE OUTLOOK

Point to point

60 DIRECTORY LISTINGS





CUSTOMER SERVICE & RETENTION

68 MARKET OVERVIEW

How to meet customers' expectations

70 INNOVATION & FUTURE OUTLOOK

Responding to digital demands

72 DIRECTORY LISTINGS

RETAIL SYSTEMS

74 MARKET OVERVIEW

Solving the problem

76 INNOVATION & FUTURE OUTLOOK

Catering for the channel hoppers

78 DIRECTORY LISTINGS



ECOMMERCE

84 MARKET OVERVIEW

The right tools for the job

86 INNOVATION & FUTURE OUTLOOK

A smart-fridge future

88 DIRECTORY LISTINGS

CROSS-CHANNEL

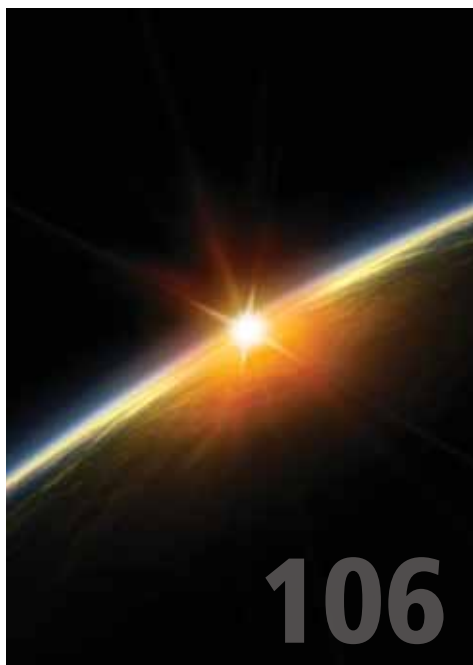
96 MARKET OVERVIEW

The balancing act

98 INNOVATION & FUTURE OUTLOOK

More is more...

100 DIRECTORY LISTINGS



GROWTH

106 SOCIAL

Word of mouth

108 MOBILE

Commerce on the move

109 INTERNATIONAL

New markets

110 DIRECTORY LISTINGS

116 PRODUCT LOCATOR

Editor: Emma Herrod
Tel: 07801 282729
Email: 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
Email: robp@internetretailing.net

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Saint John Patrick Publishers
PO Box 6009
Thatcham, Berkshire
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Tel: 01635 879361
Fax: 01635 868594
Email: internetretailing@ciredata.com

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INTRODUCTION

Purchasing decisions are always fraught with difficulties. Have we over-specified on the brief? Under-specified? Can a company that gives an impressive presentation necessarily be trusted? We hope the *Internet Retailing Procurement Guide* will help to answer such questions.

Within these pages, we're aiming to give a comprehensive guide to the realities of commissioning ecommerce services. Our approach has been to break down that process into the different steps that retailers commonly take when setting up or overhauling their ecommerce and cross-channel technologies. In each area we outline the major issues for retailers to consider.

CUSTOMER-FACING TECHNOLOGIES AND SERVICES

The first part of the guide focuses on Customer-facing Technologies and

Services. Within this, the first section looks at **Strategy**, and analyses how retailers can usefully approach the job of finding and appointing the right digital agencies, consultancies, search and mobile advisers for their business. The second section, **Acquisition Marketing**, looks at how retailers gain customers, from affiliate marketing to social media, by way of personalisation, SEO and PPC.

Following on, the **User Experience and Performance** section focuses on how retailers can make sure the shoppers who visit their site have the best experience possible. That means taking a look at such topics as content management and delivery, usability, analytics, site performance and rich media.

Next, the **Searchandising** section looks at ways of helping customers find the products they are looking for on your site. That includes on-site search, recommendations and reviews. Then, in **Payment and Fraud** we consider how

to ensure customers' financial details stay safe on your website. That includes functions from shopping carts and security to payment processing and mobile payments.

Getting the goods to the customer is the final part of the ecommerce transaction. Under **Operations and Logistics** we cover fulfillment services, carriers, warehousing, packaging systems, shipping supplies and carrier management.

The final section in this part of the guide is **Customer Service and Retention**, where we focus on ways of handling returns, contact centres, live chat and satisfaction.

SYSTEMS AND PROCESSES, PLUS GROWTH

In the second part of the directory, **Systems and Processes**, we take a look at the back-office functions. The **Retail Systems** section looks at hosting,

database management, retail systems and warehouse management.

The **Ecommerce** section, meanwhile, focuses on ecommerce platforms and buying software as a service. The last section in this part is **Cross-channel**, where we consider mobile, email and click-and-collect services.

In the third and final part of the directory we look to the future, considering how ecommerce and cross-channel retailers can plan for growth. Our **Growth** section covers mobile commerce, social, and international.

HOW IT WORKS

By and large, each of the features is made up of two main sections. In *Market Overview*, we look at where the market is now. What are the essential features that your retail business needs to have, and what are the relevant trends that you need to master in order to stay current, and the questions to ask when procuring these services? Here we also outline 10 key issues to consider when commissioning.

The *Innovation and Future Outlook* section looks up the path to consider some of the issues that will be on the radars of forward-thinking retailers if not now, then in the very near future. Here we consider the industry's direction of travel, and how it is moving to meet customer expectations.

KEY LESSONS

So what have we learned during the course of our research? This much is clear: we're moving into an era when mobile, as our growth strategy piece shows, is becoming all-pervasive. Shoppers expect to be able to shop via their much-treasured and relied-upon mobile devices, whether these are smartphones or tablet computers.

Not only do they expect to do so, but they will – whether your site is optimised for mobile or not. And when the modern technology-enabled consumer is disappointed, he or she tends not to return, simply finding another site that can deliver.

Mobile is also becoming a key method of tapping into social networking. Social in turn is becoming key to retailing, as we outline in our feature on growth. Here we also look at international – for in times when retail sales are growing slowly in the UK there's opportunities to do much better abroad, thanks to a combination of strong retailers and a weak pound.

We've enjoyed putting this guide together, and we hope both that you enjoy reading it and find it a useful source of information over the year ahead.

Chloe Rigby & Jonathan Wright

chloe@internetretailing.net
jonathan@internetretailing.net ■

MEET THE TEAM



Alison Clements is a business journalist with more than 15 years experience, covering retail and many other industry sectors in that time. Specialist areas include multichannel, brand marketing, employee training and benefits, supply chain, technology and corporate leadership. She was previously a news reporter and then features editor on *Retail Week*.



Penelope Ody has been writing about the retail sector for more than 35 years starting with *Retail & Distribution Management* and *Drapers*, where she was deputy editor. Freelance since 1983, she edited *Retail Automation* (1985-1995) and *Retail Solutions* (1998-2003) and has written on retail topics for numerous publications. Her books include *Online Retailing* (FT, 2000).



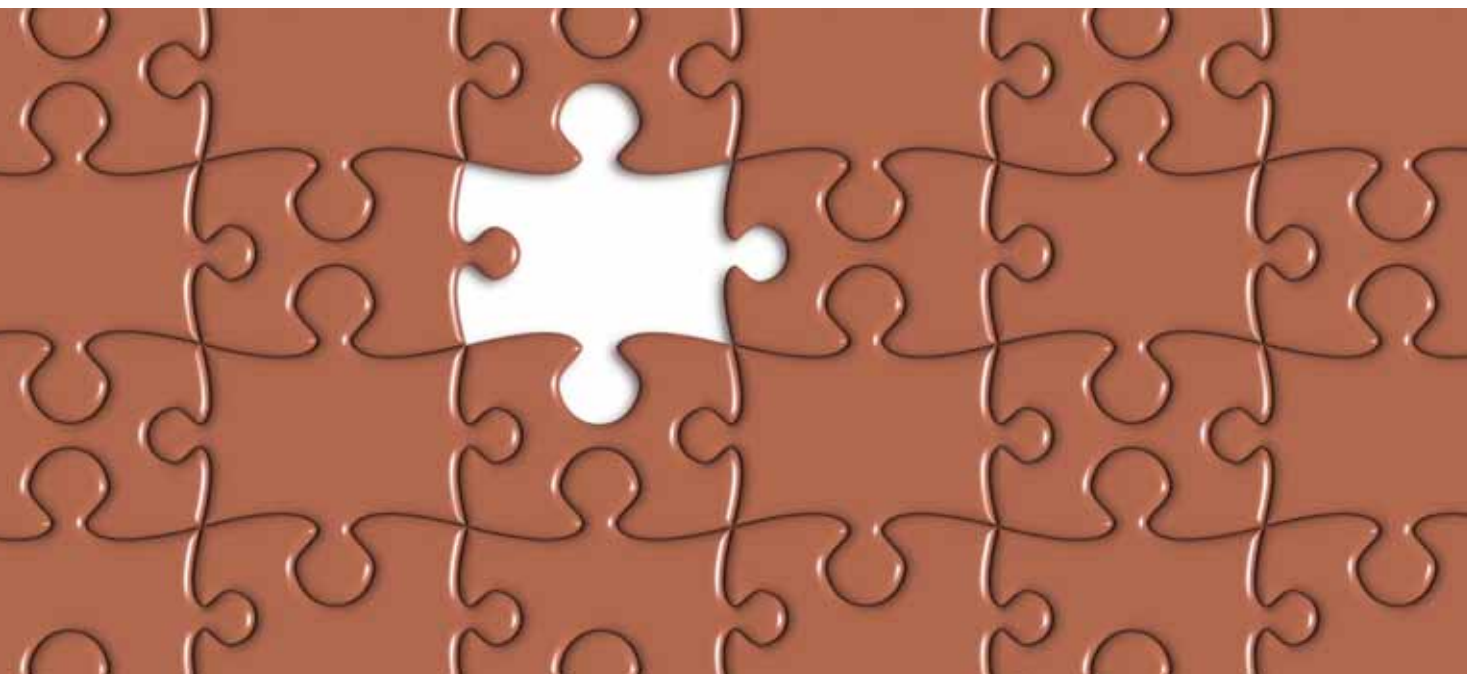
Chloe Rigby is *Internet Retailing's* web editor and supplements co-editor. She's an award-winning former business editor of the *Bristol Evening Post*, where she launched a weekday business supplement. She has written for a wide variety of online and offline publications. After graduating from UCL, she lived for several years in Italy.



Paul Skeldon has been a mobile commerce journalist for 15 years and has been covering the retail sector for the past three. He is editor of *M-Retailing*, the mobile newsletter and website from *Internet Retailing* and has written a book on m-commerce. He's a big fan of gadgets.



Jonathan Wright is *Internet Retailing's* supplements co-editor. He earned his e-stripes on the UK launch of *Business 2.0*, which rode the crest of the dot.com wave back at the turn of the millennium. Since then he's been writing about subjects from technology to alternative investment to entertainment for a variety of print and online audiences.



PICKING THE RIGHT SPECIALIST

SUCCEEDING IN NEW CHANNELS CAN DEMAND NEW SKILLS, BUT EXPERIENCE OF THESE CHANNELS CAN BE LIMITED SO FINDING THE RIGHT EXPERTS TO GUIDE BUSINESS STRATEGY CAN BE CHALLENGING, REPORTS **PENELOPE ODY**

For a market sector that is still in its infancy, there are a great many organisations and analysts eager to tell cross-channel retailers how to run their businesses. While some high streets date back to the

Middle Ages and individual retail businesses 300 years or more, the worldwide web is just 20 years old and the concept of cross-channel retailing rather younger than that.

“We’re 15 years into an industry and that is still very early days,” says Michael Ross, director and co-founder of eCommera and former CEO of Figleaves. “Don’t believe in best practice – there’s bad practice and common practice but it is still too early to say what best practice is.” As Ross also points out, there are a great many people in the sector “selling stuff” who have never had to deal with the long-term consequences of their actions.

Google “multichannel retail consultants” and you get more than 16 million hits; try “digital strategy agencies” and you have more than 91 million. Even given Google’s broad-brush approach any multichannel retailer wanting to identify a shortlist of a dozen or so to investigate further is seriously spoilt for choice.

“ Google ‘multichannel retail consultants’ and you get more than 16 million hits; try ‘digital strategy agencies’ and you have more than 91 million ”

Finding the right people to deliver the expertise you need is key. “It is a very common mistake to choose a consultancy that does not have specialist expertise in the relevant area,” says Will Treasure, director of Javelin Group. “You need to research your preferred choice carefully. Look at their track record for similar projects with similar clients and check that they have delivered to time and to budget with good quality work.”

Mark Cann, online marketing director at SEO specialists Climb Digital agrees: “You need to complete enough due diligence – check LinkedIn, ask for client testimonials and examples of results and make sure that these are up to date. In SEO, online retail experience is key – check that the supplier has ranked a range of brand, category and generic search terms to show breadth of search coverage and ask them

what their strategy to generate RoI would be if budget was restrained.”

For Hedley Aylott, managing director, Summit Media, ensuring that your chosen experts have genuine retail experience is vital: “Ask about the number of ex-retailers working in the organisation and about their current retail experience. They need to understand the dynamics of your specific retail category and how you differentiate your offering. Test the provider to see if they understand how a retail business works and the different functions within it.”

THE RIGHT FIT

Finding people you like and can work with is just as important. “Don’t buy into the sales team which comes to pitch,” warns Peter Hanford, commercial director of Locker Room. “There is nothing worse

than being sold on the sales team and never seeing them again once the contract is signed. Make sure you meet the account team which will be working on the business day to day.”

In a rapidly growing and changing market, buying advice on the various multichannel services a retailer needs has often been on a departmental basis: marketers look for help with SEO, IT people with ecommerce platform selection, merchandisers with website design and so on. The result is that procurement is often spread around the business risking duplication and conflict. “There can be a lot of internal politics,” says Simon Purver, partner with i-Realise, “with the business versus IT and they end up working against one another.”

Some consultancies are highly specialist, focusing solely on SEO or website usability, others – especially those which have come from a conventional retail background – tend to take a broader view of multichannel focusing more on strategic approach than the tactics for increasing click-throughs. Then, of course, there are the ‘big five’ – Deloitte, Accenture, KPMG, PwC and Ernst & Young – which will advise on just about anything, including all aspects of retailing at a not inconsiderable price. Some however, are tempted: “It’s another common mistake,” says Peter Hanford. “Retailers either go for the big name with the big reputation and the big price or they go for the cheapest.”

SPECIALISM MATTERS

Cross-channel retailing is changing rapidly so consultants and agencies need to keep ahead of the game. “I use agencies, really specialist agencies who are telling me about things I don’t know,” says Michael Ross, “as opposed to going to generalist agencies who are talking in generalities.”

Price is obviously important but, as always, the cheapest is not always the best. “Some consultancies deliberately under price to win the business,” says Will Treasure, “and then intend to make it up with later change requests. References are the best way to check this out.”

It is the same with SEO. “Price isn’t always the deciding factor,” says Mark Cann, “however, too cheap and you might want to know the processes the provider is employing to generate results on a monthly basis.”

Before approaching any consultancy – niche or more generalist – it is also essential to define what you want them to do. “If you don’t understand the problem you’re trying to solve then it is extremely hard to procure services effectively,” says Michael Ross.

TEN ISSUES TO CONSIDER

1 **Do you like them?** You’re going to work with these people for many months or even years so you need to get on. As Will Treasure says: “Personal relationships that work are incredibly important.”

2 **Leave magic to Harry Potter:** agencies can help but none is going to waive a magic wand and solve your problems for you. “You have to own your own problem,” says Michael Ross, “rather than feel there are magic agencies out there to solve it for you.”

3 **Divided loyalties:** ‘consultancy’ is offered by all sorts of businesses, some of which also sell or act as implementers for a wide range of cross-channel IT tools. You need to be sure the advice you receive is unbiased.

4 **Fools rush in...** multichannel is around 15 years old, m-commerce on any scale little more than two. It takes time to assimilate and understand these new channels – how much experience does the ‘expert’ actually possess?

5 **Think business:** it’s a cross-channel world and the channels impact upon each other – looking at the wider business issues is just as important for specialists within the retail organisation as it is for niche consultancies.

6 **Know what you want:** “Produce a clear brief,” says Hedley Aylott at Summit Media, “and get at least three different responses to that brief. Where appropriate get external expert validation of the requirements.”

7 **Changing priorities:** cross-channel is now big business with online sales accounting for 10-15 per cent of turnover so it has to be profitable and make a real contribution. CFOs are starting to take as much interest in new channels as the ecommerce directors and may have quite a different take on appropriate consultants.

8 **Forget the five-year plan:** cross-channel is moving fast and it is nigh impossible to predict where it will be in five years time. Planning needs to be flexible and adaptable. As the Boston Consulting Group* says: Companies “need to be able to quickly enter, scale up, or scale down new businesses in diverse industries when opportunities emerge or when experiments do not pan out”.

9 **Going global:** multichannel retailing is increasingly international – how multilingual is your SEO and how multinational is the consultant guiding your optimisation programme?

10 **Thinking the unthinkable:** with new channels and changing consumers the sales potential for traditional options – such as stores – could fall significantly. How many of your outlets will no longer be viable?

PLANNING FOR AN UNKNOWN

While multichannel retailing has been with us for 15 years or so, mobile commerce has really only become mainstream in the past three or four years. The first

iPhones appeared in 2007 and while ticketing applications quickly developed, it is taking some time for mobile websites and shopping via a mobile to become mainstream. Today, analysts such as Gartner are predicting that by 2013 mobile will be the primary means of connecting to the Internet while IDC has suggested that there will be more than one billion mobile web users worldwide by the same year.

For cross-channel retailers mobile is one of the hottest topics and one where they are most likely to seek consultancy advice. "With only a couple of years of mobile experience no-one can know all there is to know," says Richard Traish, senior partner at Kurt Salmon. "The multichannel market is still very volatile and changing dramatically. In the past year, for example, hits on comparison sites have halved – from 54 million to 27 million but at the same time hits on social

“ IDC has suggested that there will be more than one billion mobile web users worldwide by 2013 ”

shopping discount sites like Groupon have doubled. Trying to forecast where retailers should invest is very difficult. You can't have a master blueprint of how your channels will grow."

This uncertainty is echoed in a recent report from the Boston Consulting Group*: "While the strategic concepts of scale, segmentation, and cost position remain valid, the traditional way of looking at those concepts – in terms of three- to five-year planning cycles – is out of date. Companies need to recognise the unpredictability of today's environment and devise a strategic approach that values real-time data analysis and experimentation."

NEW PATTERNS

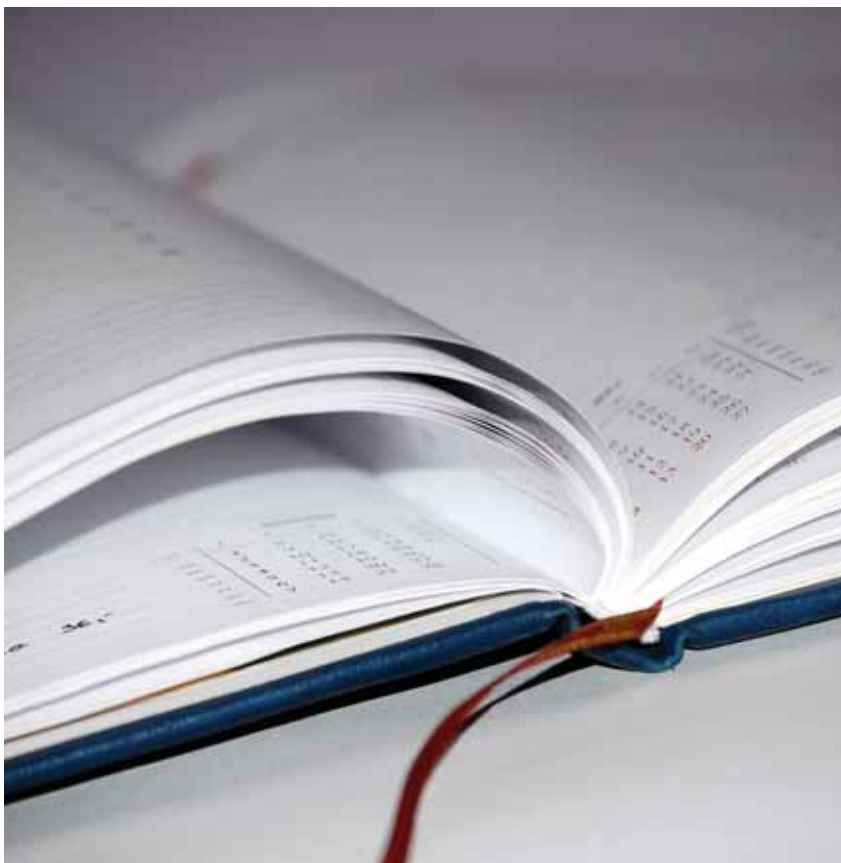
Finding what works and what doesn't work on mobile is still, to a large extent,

trial and error, and expecting a specialist consultant to have all the answers at this stage would be overly optimistic. However, mobile will certainly be key in the years ahead with both shoppers and store staff using the technology. "Mobile retailing is undergoing rapid change," says analyst David Snow at Juniper Research – which specialises in analysing and predicting m-commerce activity. "We are starting to see an 'arms race', as the power of the mobile channel equips both the shopper and the retailer with capabilities they never had before. Each side has to keep up with the other and gain an advantage in order to clinch the purchase transaction in their favour."

Various insights are already emerging: mobile shoppers respond well to promotional offers and news of clearance bargains, for example. "Mobile purchases take around a tenth of the time at a PC," says Tanya Bowen, head of CRM and loyalty at BT Expedite, "but that is probably because it's at the very end of the customer journey – sharing the choice found online the night before with mates in the coffee break before buying – or it can be an instant reaction to a promotion."

But while newer channels such as mobile present significant growth opportunities others, notably the bricks-and-mortar world of stores, are in decline. Javelin Group, predicts that by 2020 ecommerce business in certain non-food categories could account for up to 34 per cent of total sales meaning an effective decline in sales through high street stores of at least 20 per cent**. Any high street retailer contemplating the loss of a fifth of its branch turnover must question the viability of many outlets.

Tony Stockil, managing director at Javelin, talks of the need for retailers to "manage the decline" of their real-world estates. "Shoppers will research a retailer's full assortment online, see where the item they want is in stock and drive to collect it – so smaller stores in secondary locations with a limited assortment available will suffer," he says. The result will be a steady decline in secondary retail locations and a need to repurpose the real



FUTURE

SPEAKING FROM EXPERIENCE

estate for residential or leisure use. "Last men standing" suggests Stockil will include convenience stores and the neighbourhood pharmacist.

SPACE TO FILL

Richard Traish, senior partner at Kurt Salmon agrees: "We can expect big changes in stores," he says. "If fewer people go to stores will there be a need for such large formats? What other uses can be made of the space?"

It is a question which has preoccupied retail futurists for years with numerous analysts suggesting anything from coffee bars and cookery demonstrations to exercise classes and fashion shows to fill the vacated acreage. "The in-store experience will have to become more exciting," says Sarah Taylor, senior director with Oracle Retail, "It will have to delight, entertain and deliver an exciting experience."

Finding the experts to advise on cross-channel strategy as the swings and roundabouts take their toll in the years ahead will be yet another challenge for retailers. ■

* *The Digital Manifesto. How companies and countries can win in the digital economy* by David Dean, Sebastian DiGrande, Dominic Field, and Paul Zwillenberg, Boston Consulting Group, January 2012.

** *How many stores will we really need? UK non-food retailing in 2020*, Javelin Group white paper, October 2011.

*** *Retail 2012: The definitive report on the state of the retail industry, from the leaders of UK retail*, produced by *Retail Week* and Kurt Salmon, January 2012.



Richard Traish, senior partner, Kurt Salmon

MARKET SEGMENT

"In today's world businesses are either at the low cost, value end or they have a premium niche. The middle ground is a graveyard. It is the same whatever you're buying – if it is commodity buy on price; if it is premium quality buy from a specialist – and that's true for IT and consultancies."

FULL COMMITMENT

"Retailers need to put in time to define the project and get the support of stakeholders. A good consultant will certainly be able to use their experience to help the retailer define what is needed, but they need a clear and thorough brief to work to. A successful project needs full commitment from the client and the consultancy."

Will Treasure, director, Javelin Group



Peter Hanford, commercial director, Locker Room

HOLISTIC APPROACH

"Retailers should understand the wider business implications and not just focus on their own specific remit or channel. As retailers move to multichannel any agency that they work with, be it full service or channel specific, needs to understand each channel and the impact it has on others."

ASK FIRST

"Analyse how your customers actually look for your products by asking them before looking in to which media to use for customer acquisition. This can take the guess work out of things, and also save a lot of wasted budget!"

Mark Cann, online marketing director, Climb Digital



DON'T BELIEVE THE HYPE

"Don't believe the sales people and don't choose consultants who have no relevant retail experience."

Hedley Aylott, managing director, Summit Media

IN SUMMARY

Multichannel or cross-channel is a comparatively new retail discipline and one that is changing rapidly as new channels emerge and others diminish in importance. Finding the right experts that not only understand your business but can also deliver insights into the relevant issues – be that marketing, SEO or channel development opportunities – and have the experience to give you confidence in their advice, can be challenging.

Mobile may be the hottest property in town, but it is very new and changing quickly. Really understanding how significant it will be takes time and it is important not to be blown away by the hype. According to IMRG 6.6 per cent, on average, of online sales will be made from a mobile device by 2013. By then online sales in total could account for 15-20 per cent of all retail sales. That suggests that mobile sales would make up 6.6 per cent of 15 per cent – or around 0.01 per cent – of total UK retail sales by 2013. Some retailers already suggest that almost a fifth of their online shoppers are using mobile to access websites at some point in the customer journey – which well demonstrates the wide range of mobile statistics retailers are having to grapple with.

As Kurt Salmon argued in the company's recent *Retail 2012**** report: "There is also a feeling that mobile channels help to add incremental online sales, rather than just cannibalise sales that would otherwise have been completed on a computer. But if overall retail sales are barely growing, then who loses out from mobile sales?"

The answer may well be stores in secondary retail locations – and advice on what to do with those will be much needed in future.

eibDIGITAL

Argentum, 2 Queen Caroline Street, Hammersmith, London, W6 9DX, UK
 Tel: 08458 630 520
 Contact: Sandy Halse, Head of Marketing
 Email: sandy.halse@eibdigital.co.uk
 Web: www.eibdigital.co.uk



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Also find us in: Acquisition Marketing, User Experience & Performance, Searchandising, Payment & Fraud, Retail, Ecommerce, Cross-channel, Growth

Leapfrog

Second Floor, Southdown House,
 130a Western Road, Brighton, BN1 2LA, UK
 Tel: 01273 322 830
 Contact: Ben Potter, Commercial Director
 Email: ben.potter@leapfrogg.co.uk
 Web: www.leapfrogg.co.uk



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Leapfrog is a specialist digital marketing agency helping premium brands and retailers increase customer acquisition, revenue and market share. We understand how to sell products and services to the discerning consumer better than most, delivering integrated search engine marketing, online PR and social media strategies that align closely with our clients' offline marketing activity. In turn, this helps drive a consistent and

seamless experience for customers as they move between channels. A growing portfolio of high-end retail and travel brands rely on Leapfrog for our strategic, joined-up thinking, our creative approach to digital and our proven ability to deliver online retail marketing strategies that have a direct, measurable impact on our clients' bottom line.

Also find us in: Acquisition Marketing, User Experience, Searchandising, Cross-channel

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Enigma House, Elgar Business Centre, Worcester,
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Also find us in: User Experience & Performance, Payment & Fraud, Retail Systems, Cross-channel

Salmon

64 Clarendon Road, Watford, WD17 1DA, UK
Tel: 01923 320 000
Contact: Sue Pratt, Head of Marketing
Email: spratt@salmon.com
Web: www.salmon.com



Retailers turn to Salmon to define the right strategies and make the correct investment decisions to improve their online competitive advantage and extend brand loyalty.

For many, this still centres on the development of effective B2C eCommerce websites, but more recently optimising customer experiences across a variety of devices and executing multichannel strategies effectively, (i.e. optimisation, coordination, integration and synchronisation) have become paramount.

Salmon is able to help multichannel retailers in many areas. We implement solutions that centre on two key aspirations – increasing revenues today, and putting in place technical platforms to support sustainable and profitable growth for the future. Our pedigree is clear with customers choosing and

staying with Salmon due to our retail domain and technical expertise.

Customers include: Akzo Nobel, Argos, Arcadia, Barratts, Boots, Endsleigh, Halfords, Homebase, Hotter Shoes, ICI Paints, Jacques Vert Group, Kiddicare, Pets at Home, Regatta Ltd, Scotts & Co, Selfridges, Sleepy's

Also find us in: Acquisition Marketing, User Experience & Performance, Searchandising, Payment & Fraud, Operations & Logistics, Customer Service & Retention, Ecommerce, Cross-channel, Growth

Adido

Dean Park House, 8-10 Dean Park Crescent,
Bournemouth, Dorset, BH11HL, UK
Tel: 08452 602 343
Contact: Andy Headington, Marketing Director
Email: info@adi.do
Web: www.adido-digital.co.uk

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Ascendant

2nd Floor, Broadwall House, 21 Broadwall, London, SE1 9PL, UK
Tel: 01905 760 950
Contact: Katherine Hill, Head of Marketing Europe
Email: sales@atech.com
Web: www.atech.com

Ascendant helps organisations achieve their digital business goals with a unique combination of creative design, software engineering, analytics and industry expertise. With a mixed team of designers, strategists, industry experts and software engineers, we deliver innovative solutions using IBM's world leading software portfolio. By understanding the "business what" and having the expertise to align the "technical how", we quickly convert your ideas into digital reality. Our retail adoption model helps to combine social, web, mobile and process improvements to improve margins and increase efficiency. JD Sports, Home Depot, Lowes and JJ Keller have benefitted from our approach. Founded in 2003, Ascendant, is headquartered in the US with offices in Europe, India and Brazil.

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Ayima Ltd

2nd Floor, 1 Benjamin Street, London, EC1M 5QG, UK
Tel: 020 7148 5975
Contact: Michael Jacobson, Managing Director
Email: sarahf@ayima.com
Web: www.ayima.com

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8 Glanthurne Mews, 115a Glanthurne Rd, London, Greater London, W6 0LJ, UK
Tel: 020 8600 0500
Contact: Robert Faulkner, CEO
Email: info@datadial.net
Web: www.datadial.net

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Javelin Group

200 Aldersgate Street, London, EC1A 4HD, UK
Tel: 020 7961 3200
Contact: Valerie Goodman, Marketing Manager
Email: info@javelingroup.com
Web: www.javelingroup.com

Javelin Group is Europe's leading specialist consultancy in ecommerce and multichannel retail advising retailers, brand owners and B2Bs on their ecommerce and multi-channel strategies, operations and technologies, and developing large-scale ecommerce solutions. Clients include 17 of the 20 largest retailers in the UK plus many others across Europe and beyond.

Javelin Group's multichannel consultancy services, which include international expansion, help retailers, brands and distributors to grow their sales and coordinate their web, mobile, telephone and store channels for maximum profit. Recent clients include Marks & Spencer, ASOS, Waitrose, Matalan, Warnaco and Bosch Siemens.

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60 Great Portland Street, London, W1W 7RT, UK
Tel: 020 3128 8300
Contact: Emma Honeybone, Marketing Operations Manager
Email: enquiries@bettransformative.com
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Wiggin

10th Floor, Met Building, 22 Percy Street, London, W1T 2BU, UK
Tel: 020 7612 9612
Contact: Emma Massingham, Client Relationship & Business Development Manager
Email: emma.massingham@wiggin.co.uk
Web: www.wiggin.co.uk

Convergent media offers new products and brands an alternative route to market, as well as encouraging existing brands and businesses to adopt an alternative strategy. As legal specialists in the media and technology sectors, we understand the technology that supports these online ventures, how to monetise online content and the regulatory aspects of e/m-commerce.

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THE SEARCH GOES ON

RETAILERS THAT STOP EXPLORING WAYS OF REACHING NEW CUSTOMERS ARE INSTANTLY IN DANGER OF STAGNATING OR EVEN GOING INTO DECLINE. **ALISON CLEMENTS** EXPLAINS HOW THE LATEST TECHNIQUES CAN HELP SECURE VITAL LEADS AND SALES

The quest for new customers never ends. For retailers trying to ensure high organic rankings on the first pages of the leading search engines, search engine optimisation (SEO) is a constant consideration. Optimising search terms and key words, and combining this with PPC (pay-per-click) campaigns, display advertising and social media link-building, can create good brand exposure online, with the intention of acquiring quality customers and driving sales.

Reaching people through affiliates, and with email and increasingly via social networks, all but completes the customer acquisition picture. Factor in the facets of multichannel where stores can sign customers up to email databases, QR codes can attract customers via posters and magazines, and location-specific texts to mobiles pull people back to websites, and the possibilities stretch further.

Global retailers' search spending increased by 18 per cent in the fourth quarter of 2012 compared with the same period in 2010, according to optimisation firm Efficient Frontier. When hiring in help, what can SEO specialists and integrated search marketing companies offer? Essentially, all the benefits of industry knowledge, and account management services, and many are ROI-focused. Optimisation might involve keyword-rich content being written into a site, and creating packages for link-building. The best agencies will be staffed

“ A common mistake that small online retailers make is to assume sales will take off automatically once an affiliate programme has launched ”

by dedicated SEO and PPC account managers, and Google Adwords-qualified individuals who have a sound understanding of analytics, and who will be using a wide selection of SEO tools.

FIND THE RIGHT PARTNER

Success stories confirm that working with the right partner pays off. MyTuxedo.co.uk enlisted SiteVisibility for a multilingual SEO and pay-per-click campaign last year and achieved a 65 per cent increase in revenue, and traffic to the site rose by 81 per cent. The campaign included a social element and a discount voucher code scheme, so it's clear in this case that combining several different search methods is fruitful for acquisition. Jason Woodford, SiteVisibility chief executive, says: "Increasing visits to your website and encouraging those visitors to click through and become your customers has become vitally important if businesses are to survive." For MyTuxedo the success was down to working closely with their chosen SEO partner, not handing the project over completely. "With SEO you really need to be involved because you

know your product and the customers you're trying to attract better than anyone," says Silvana Lindner, head of customer services at MyTuxedo.

Craig Patterson, managing director of West Midlands-based www.direct2ufootwear.co.uk says it's sometimes necessary to change your SEO supplier to improve on the service you're getting. "Over time you understand better what your company's needs are regarding acquisition," he says. "We have just upped our game with search because it's so important to drive traffic to the site. We recently teamed with Just Search and have invested in six key words that will improve our ranking. We want to be page one and in the top three on Google for these words, so we're spending to guarantee that."

Direct2ufootwear doesn't do any print post-outs, but has been blogging on its site to improve SEO, with each post automatically going out to 18 different social media touchpoints. "We haven't monitored closely what we're getting back from this, but it's a low-cost way to be out there and raising our search profile."

AGGREGATE GAINS

Recent research from Econsultancy and IMRG shows that companies will typically drive around 10-20 per cent of site revenue from an affiliate program, so alongside PPC and SEO affiliate marketing should be one of the largest revenue drivers. Large online retailers turn to affiliate networks or 'aggregators' to help them manage their affiliate marketing campaigns. These include Commission Junction, LinkShare, Clickbank, Google Affiliate Network, Affiliate Window and Webgains among others.

They bring together large numbers of affiliate sites and allow retail advertisers to tailor the types of affiliates they want to work with. Some retailers opt to link with thousands of affiliates, while others keep careful control over fewer. Working with aggregators can be helpful because they provide account management and handle email marketing, co-registration, PPC (pay per click) and classic affiliate banners to be run on their affiliate's websites.

When working with affiliate networks, the core services retailers should expect are tracking, reporting and invoicing of sales achieved through their chosen affiliate programme, says Kevin Edwards, strategy director at Affiliate Window. "Our high street retail clients such as John Lewis, New Look and Marks & Spencer want to find the right affiliate partners to publicise their site and drive new customers to spend, and we are able to provide the means of integrating with those partners so that they can track sales coming through and validate sales," says Edwards.

He thinks that when procuring services for affiliate marketing, retailers should remember that this kind of marketing is organic, with no fixed end point when the marketing effort switches off. Also, the way it is used will likely evolve over time. For instance, advertisers might start by using a wide spectrum of affiliates, to drive big number of visitors and generate interest, but then later on, focus on tailoring their affiliate partners to sites which will nurture a higher-quality pool of loyal customers.

A common mistake that small online retailers make is to assume sales will take off automatically once an affiliate programme has launched. "Really it suits brands that are already known, so it might be better for start-ups to wait until they have a brand presence, and invest in affiliate marketing a little down the line," says Edwards. It's hard to predict what return on investment retail advertisers can get, but Edwards says good affiliate aggregators will have data and case studies from similar companies, and new clients can benchmark against this to get an idea of the returns to expect.

TEN ISSUES TO CONSIDER

1 **Focus on creating quality content:** use the advice and skills of third-party SEO specialists to create quality content that will be good for reputation management, rather than focusing purely on SEO.

2 **Look for dedicated account management:** account managers will understand your particular project and will provide flexible solutions, aiming for real results. Ideally a specialist will always be on hand, offering ongoing support and advice.

3 **Check out reputations:** it's worth exploring how the industry rates a company you're thinking of using – are there any industry awards under its belt, and what's its client retention rate? Read case studies and testimonials that the company has provided in their marketing material and if possible speak to existing clients about performance and results they've seen.

4 **Understand when you'll see ROI:** return on investment may take time, particularly for affiliate marketing and social. Be clear on what the commercial goals are and work with your provider on setting targets within a realistic timeframe.

5 **Retain a degree of control:** "It helps not to hand everything over to the specialists when you're working on acquisition," says Silvana Lindner at MyTuxedo.co.uk. "If some elements of campaigns are kept in-house you'll have full understanding and better control of things."

6 **Will there be visibility?** Make sure your supplier won't leave you operating in the dark. Ensure there will be plenty of help with analytics alongside the service being offered. Be aware that many affiliate aggregators don't offer performance information. Most only provide stats at the merchant level, not at the individual product/service level.

7 **Expect to adapt what you use over time:** regarding affiliate aggregators it's vital to continually track successes and failures of the individual companies. If one isn't performing well you can make changes in how you work with them, and if things don't improve, swap to ones that perform better.

8 **Is the service ethical?** Search marketing and affiliate aggregators should be able to get results for you using 'natural' means – and without resorting to spamming or using underhand techniques to improve your online profile.

9 **Set the right KPI metrics:** whether you will be measuring the success of your investment in new software or services by traffic, conversion rates or customer database registrations, it's important to set the right KPIs from the start and keep monitoring progress month by month.

10 **Who can help you reach international customers?** If you're hoping to acquire customers beyond the UK it's worth choosing SEO and affiliate marketing partners who have global understanding and reach. For instance, LinkShare operates through the UK, USA, Canada and Japan and has new markets due to launch this year.

SEARCH BECOMES MOICIAL

Mobile and social marketing activities present new ways for retailers to attract customers. However email will remain a vital channel for stimulating sales and building customer

loyalty say the experts. There are nearly a billion more email accounts than social network accounts worldwide according to The Radicati Group, so there's a strong argument for continued investment in email marketing, particularly if it can be integrated with the new areas of social and mobile – 'mocial' – marketing. Email marketing specialist Silverpop says that customer acquisition of the future will depend on engaging, behaviour-based, personalised communications, and that the rise of mocial is accelerating the need for this shift. More specialist help is likely to be needed here to ensure messaging is relevant, and delivered in a cost-effective way.

Richard Evans, director of marketing, EMEA at Silverpop says: "When social media started gaining ground several years ago, there was a lot of dialogue around whether social marketing was going to kill email marketing and make it irrelevant. The opposite has actually been the case – it's made email more important and given it new viral legs that it didn't have before."

You can send an email campaign out and have recipients share offers and information with hundreds of their social network friends at the click of a button, giving brands a lot more reach and opportunity than they have ever had before in email marketing. "It's actually a pretty exciting time even though it is more complex," says Evans.

AUTOMATIC COMMUNICATION

Automation of email output is of growing interest. Direct2uFootwear has signed the services of Dotmailer for its automated email output "because they can provide us with really good analytics showing us exactly who has clicked through, even which part of the email they clicked on" says managing director Craig Patterson. "It's such useful data for us, and will help us tailor future campaigns."

Paul Bolton at IVIS Group says that in the world of affiliates retailers are now trying to be more targeted – working with affiliate networks to offer more personal, relevant and location-specific promotions – and are also investing in software that decides which affiliates to use based on their performance last time around. Kevin

“ Social media advertising is a more direct way of monetising a presence on social networks ”

Edwards at Affiliate Window agrees that data is going to be vital in understanding the complex nature of affiliate marketing looking ahead, and data analysis will help it grow and deliver more. Again, make sure your affiliate aggregator is on top of this.

2012 will be a year of experimentation for marketers and retailers, suggests Liane Dietrich, managing director at LinkShare. "They will have to be shrewd about how they attribute their marketing spend to take advantage of new technology, but maintain current conversations," she says. "Affiliates will play an increasingly important role both in maintaining current presence online and driving new online activity in this increasingly complex social and mobile world."

Mobile vouchers (m-vouchers), location-based services and geo-targeting brought the online world to the high street in 2011. Initiatives such as John Lewis' free WiFi and QR code trial or eBay's pop-up shop near Oxford Street show that offline marketers are starting to view online and offline shopping as far more integrated.

In a recent survey of 1,000 consumers by LinkShare, 41 per cent said they have purchased something online they would never previously thought of buying,

because of a voucher or offer, revealing that a well-timed and well-placed offer can sway buying behaviour significantly. "This means that marketers and retailers planning for 2012 must have the entire consumer buying journey, both on and offline, in mind," says Mather. "Retailers must strive to understand their consumers' journeys better in both the physical and digital world as this trend grows. Affiliates will be critical to achieving this holistic view of buying behaviour."

SOCIAL LIFE

Ever more companies are investing in social media activities that aim to acquire customers. For instance, homewares company Dunelm Mill plans to use social media to put it at the centre of online interest in interior design. Dunelm will use online communities, Facebook and Twitter to raise awareness of the company, and through this communication become a key forum for discussion of interior design tips and has appointed. In Dunelm's case a PR company, Diffusion, has been brought on board to develop its social media and blogger-engagement strategy. Fashion brands are increasingly using Facebook sites for building fans, and offer them a



click-through to product to buy. Social media activity not only has the potential to pull in fans, who will hopefully convert to customers, but efforts on social media networks can improve results in natural search too.

Social media advertising is a more direct way of monetising a presence on social networks, with search agencies often now specialising in tailoring social media campaigns to suit individual companies. Ads on Facebook (globally) will account for five per cent of all online advertising spending this year (2012), according to a report from Efficient Frontier, an ad-buying and optimisation firm, which recently became part of Adobe. That constitutes an increase from the 2.7 per cent of ad spending on Facebook in the fourth quarter of 2010, the report concludes.

"Facebook continues to be where marketers are placing new bets by adding advertising spend with a focus on fan acquisition," says David Karnstedt, Efficient Frontier president and CEO. The report suggests that mobile search spending is on the march too, and could account for up to 22 per cent of all paid clicks by the end of the year. "Mobile search advertising is an area of significant investment," says Karnstedt. Efficient Frontier says marketers' increased spending in social media advertising represents new online spending. So it's not eating into their search and display budgets, because total online ad spending is going up. ■

SPEAKING FROM EXPERIENCE



TRANSPARENT DEALINGS

"Affiliate aggregators today aim to offer plenty of transparency, for instance at Affiliate Window we allow advertisers to communicate directly with their affiliates. Efforts are also made to operate as ethically as possible, protecting advertisers from any rogue elements that may creep in, and keeping checks on activities through both manual and automated means."

Kevin Edwards, strategy director, Affiliate Window

VIEW THE TRAFFIC

"It's important to understand fully what kind of results to expect from affiliate marketing. You can spend a lot and without necessarily getting the best results, particularly when it comes to the PPC model, as people coming through won't necessarily convert to buyers. It's important to regularly view the traffic and conversion data and monitor what is working or not."

Paul Bolton, director of products and strategy, IVIS Group



IT'S GOOD TO SHARE

"Give customers good reason to share your promotional emails with their friends, and you can turn them into a powerful extension of your acquisition and awareness efforts. This will help you reach highly qualified prospective customers who share the same interests as your brand's most engaged email recipients."

Richard Evans, director of marketing, EMEA, Silverpop

AFFILIATE GAINS

"Using an affiliate network provides marketers with customer data and insight helping marketers understand how their customers and competitors customers like to shop, and offers brands a test-bed for new technologies, such as m-vouchers, without requiring the budget commitments of a self-run programme."

Liane Dietrich, managing director, LinkShare



IN SUMMARY

Everyone's battling to get their site noticed, and SEO specialists, email marketing, affiliate marketing and social and mobile marketing companies offer software and services that promise a steady flow of new customers, hopefully ripe for conversion. The challenge lies in selecting partners that can generate traffic to your website, traffic that in turn leads to sales, and to help build customer relationships that will be sustainable for the long-term.

For fast-growingetailers, it will help to work with companies that understand changing needs regarding customer acquisition and communication. Your account manager should be able to adjust your integrated search campaign to suit growing, or diminishing budgets, and evolve advertising, SEO, PPC or affiliate tactics over time.

Natural and paid search traffic is rising butetailers face the challenge of solving an ongoing, rather frustrating SEO puzzle. According to the *Oracle/Endeca White Paper Commerce Trends* for 2012, 30 per cent of ecommerce executives said SEO was in the top three 'pain points' in their organisation. "Plenty of internal and third-party resources are needed to give this incredibly valuable entry point its due attention, particularly as Google updates their algorithms and leaves organisations scrambling to regain lost rankings," says the report.

As new technology emergesetailers and their affiliate partners must be willing to evolve their campaigns and embrace new ideas. Onceetailers have an optimised mobile commerce platform being used by customers, it's important to integrate the affiliate tracking tag or lose out on potential traffic flow. Remember there will be more pressure around compliance in the coming years. With ASA regulations and the EU Cookie Directive coming into force,etail advertisers need to feel confident that affiliates will comply and act responsibly.

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Products/Services: Affilinet facilitates advertiser and affiliate relationships to initiate and optimise their affiliate programs. The network handles fundamentals such as payouts, tracking transactions and provide a consultancy-based service to both parties, utilising their network of advertisers and affiliates to nurture mutually beneficial partnerships. Product developments include product level tracking, retargeting, eReach postview tracking technology, voucher code and offers tool and pay per call tracking

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Contact: Claire Macmenemey, Marketing Executive
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Overview: Callcredit Information Group are experts in developing innovative products and services to help you make smarter, more profitable decisions throughout the customer lifecycle. Our solutions range from marketing analysis and planning, multi-channel prospect data, basket analysis, real-time web tracking, fraud and verification alerts, and customer management.

All things digital: Our expertise in SEO, PPC, display advertising, social media, conversion analytics and affiliate marketing are helping some of the UK's leading retailers convert more searches into sales. Using the best technology available in the marketplace, our competitive edge comes from being able to join up online and offline activity, creating a holistic view across your separate brands and channels.

Fraud and verification: Our award-winning online ID and payment verification solutions let you verify the identity of your

customers and their means of payment swiftly, giving you confidence to accept payments and reduce the risk of charge backs.

Products/Services: Fraud verification tools, consumer marketing data and segmentation, digital and interactive solutions, credit risk and affordability, debt recovery and tracing tools, and market analysis and network planning for various sectors. Callcredit also runs Noddle (www.noddle.co.uk), offering UK consumers free access to their credit report for life.

Client list: Client sectors include retail, financial services, insurance, telecoms and gaming

Also find us in: Strategy, User Experience & Performance, Payment & Fraud, Operations & Logistics, Customer Service & Retention, Retail Systems, Cross-channel, Growth

Efficient Frontier (Adobe)

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Contact: Merinda Peppard, Global Marketing Manager
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Efficient Frontier (an Adobe Company) is a leader in digital marketing, managing search, display and social media campaigns for advertisers around the world. Efficient Frontier combines its core predictive modelling algorithms and bidding technology with comprehensive, value-added services to manage more than \$1.5 billion in annual digital marketing spend on behalf of its clients globally.

In May 2011, Efficient Frontier acquired Context Optional, the leading provider of social marketing management solutions for global brands on the leading social networks, including Facebook and Twitter. Context Optional's Social Marketing Suite enables global enterprises to build, manage and measure their brand presence, and engage their fans to increase mindshare, word of mouth, customer loyalty and website traffic. Together, Efficient Frontier and Context Optional offer a complete solution for brands to acquire, activate and drive value from fans and followers.

Retail clients include Carphone Warehouse and Marks & Spencer.

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ivantage Limited

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ivantage specializes in delivering conspicuously effective search marketing services – SEO (organic search) and PPC (paid search), featuring Web analytics and conversion optimization – for commercial website owners who insist on serious RoI delivered by means of high search engine rankings, compelling paid-search advertising and effective conversion. Our work makes a big contribution to the acquisition and retention of profitable, growing and loyal visitor traffic.

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MANAGING THE CREATIVE PROCESS

DESIGN ISSUES ARE AT THE CENTRE OF EFFECTIVE ETAILING. BUT HOW SHOULD RETAILERS, WITH CORE EXPERTISE IN SALES AND MERCHANDISING, GO ABOUT FORMING PARTNERSHIPS THAT ARE BOTH CREATIVE AND COST-EFFECTIVE? **JONATHAN WRIGHT** ASKS THE EXPERTS

The techniques around user experience and performance are sometimes seen as being at the ‘soft’ end of those needed for effectiveetailing. These are areas, after all, where creative types cluster, where experts talk about issues around deep design and tone of voice. But procurer beware if things start getting too nebulous and indistinct.

Ask Giles Colborne, managing director with usability experts expartners, what are the key criteria that a company should use to judge if a provider is suitable for them, and his advice is robust: those buying expertise and services from creative companies should be thinking about numbers, specifically about whether a provider can “provide a return on investment”.

This may seem basic, but it’s advice worth holding onto tightly in this arena, if only because it’s so easy to be dazzled by great-looking designs and novel notions. A more skeptical approach might be to remember that creative companies are supposed to be good at presentation. (If they aren’t, why even talk to them?) But that’s only one layer of the design process. When procuring services in such areas as content management, usability and rich media, retailers need to be sure they’re talking to companies that can

“ A useful question to think about or ask is: ‘What will happen when the unexpected happens on this project?’ ”

demonstrate deeper design credentials, the ability to learn about a company’s target customers, the ability to engage with the retailer’s strategic vision as necessary and so on.

SPECIALIST KNOWLEDGE

Paul Bolton, director of products and strategy at multichannel and content experts Ivis Group, echoes Giles Colborne’s emphasis on numbers as he warns against getting dazzled by surface shine. He also says that retailers should look for partners with a knowledge of their sector. “I think sometimes this is overlooked because, particularly in user experience,” he says. “People get ridden along on this wave of looking at lovely designs without necessarily looking at the questions behind that in terms of, ‘What sort of user numbers were you looking at? What were the performance figures you had on this? What sort of KPIs were you working to?’”

All that said, it’s worth remembering that creative work within businesses is all about cooperation. After considering ROI when choosing partners, advises Giles Colborne, the next factor to consider is cultural fit. Colborne, who says he hates the old ‘bake and switch’ where a supplier sends in the a-team to secure business and the juniors to do the actual work, says that a useful question to think about or ask is: “What will happen when the unexpected happens on this project?”

Because of course something will go wrong and, even in a well-run project that usually hums with creative energy, this often leads to tension. “I think understanding the stress in a working relationship is incredibly important,” says Colborne. “You can quantify that by looking at how the culture and the personality of the people you’re dealing with spins out into their management of day-to-day communication, and then the process around change, and the process

around stress and problems, and how they'll deal with that."

But even if some flashpoints are unavoidable, arguably even beneficial if they lead to difficult issues being resolved, it's still better to minimise stress before it occurs. To return to Paul Bolton's point, that means choosing suppliers that either understand a specific sector or can take on board new knowledge quickly. To use site performance as an example, what should retailers be looking at?

On a grocery site, the standard basket tends not to vary much and people typically want to checkout with minimum fuss, whereas an electronics retailer needs to plan for customers who will likely be looking for information about different products. "[In the latter case] your performance needs to be more towards the search, the comparison, you need to have a lot of capability to deliver high performance in those areas," advises Bolton, "whereas with a grocery site you need higher performance in transactional processing and ordering because you tend to get higher order volumes for lower searches."

PROCUREMENT PARADOX

The wider point here is that retailers need to choose suppliers that will understand such nuances. However, this in itself presupposes that retailers understand exactly what they do, which can be surprisingly tricky when procuring specialist services. Take imaging. Good product photography drives sales and yet it's not a core skill for most retailers.

According to David Brint, sales and marketing director with imaging specialists SpinMe, before procuring photography and video services retailers should first analyse "total imaging needs" rather than "initial perceived needs". Then the company needs to think about the end-to-end process that will fulfill these needs. Is the image just for use on the ecommerce site? Or does it need to be used in the mobile channel? Will it be used in the bricks-and mortar store?

"All of those questions affect what we offer as a service," says Brint, who says that SpinMe can help retailers hone in on what's needed. "They can all be achieved, it just affects what people require. And it's really understanding the end-to-end process – and in most cases the customer doesn't understand the end-to-end process."

Which is, of course, so often the paradox of procurement: how to ask for expertise the company doesn't possess? At least in part in the 'soft-skill' environment of user experience and performance, the answer is, perhaps counter-intuitively, to look long and hard at the numbers.

TEN ISSUES TO CONSIDER

1 **What makes for good design?** Always remember that really good design both looks good and it's functional.

2 **Think about a suppliers' internal culture.** "In procurement it's much easier to bear down on price than it is to notice that these people are going to be hell to deal with; these people are going to make everyone's lives difficult by making them sign off a thousand documents at every stage, by slowing the project down every time there's a change request," says Giles Colborne of cpartners:

3 **Does the supplier have expertise in your sector of retail?** If not, consider going elsewhere unless there are good reasons to get the supplier up to speed.

4 **Consider being relatively open about budget:** "If you give that to everybody you're taking to, you can see who is prepared to give you more for your money, or which one is prepared to give you a more credible story and a more credible process," says Giles Colborne.

5 **Think about what you're buying in:** "The most common mistake [SpinMe encounters] is that somebody asks for imaging and doesn't actually know how they're going to put it onto the website," says David Brint.

6 **Ongoing cost of ownership matters:** "Making sure [suppliers] understand all of the issues you'll have around feeding the beast is really important," says Giles Colborne.

7 **Buy the technology after scoping the project:** the alternative may turn out to be designing to factor in badly chosen technology.

8 **Think ahead:** a year and a half ago, says David Brint, many companies were researching 360-degree imaging technology. Now these retailers are diving in, because this type of imagery can increase sales by 20-40 per cent.

9 **Checks and balances matter:** "You don't necessarily want the person who's done the design of your user experience to be the person testing it from a performance point of view because they might do what we call 'the happy path' and say everything is great," says Paul Bolton, "and not necessarily do an aggressive level of performance testing across the board."

10 **KPIs with history are best for monitoring the effectiveness of a suppliers' work:** "If you can continue a measurement across time, it's going to be far more important to you than if you create a new one for a particular project," says Giles Colborne.

CHANGE AND CHANGE AGAIN

If it sometimes appears that profound changes are always just around the corner in cross-channel retail, this isn't because we're dealing with a sector where innovation is forever delayed, it's because the pace of development is breakneck. Looking a year out, for example, and most experts agree that 12 months of the smartphone becoming evermore ubiquitous beckons.

This will undoubtedly be a huge challenge for many retailers as companies grapple with issues around evolving consumer behaviour. It's one thing to measure the usability of a website, where it's quickly clear if, say, shopping cart abandonment is becoming an issue, it's quite another to work out if a smartphone-owning customer is happy with a journey that potentially encompasses web research on a desktop PC, price comparison via a mobile device on the way to work and a trip to a bricks-and-mortar store to pick up a pre-purchased or reserved item.

Retailers looking for suppliers with expertise in such areas as content, digital analytics and design need to find partners that understand the issues here. Which isn't the same as demanding a roadmap to the future, something that anyway doesn't

exist. Rather, it's bound up with having an understanding of where technology might be taking us.

Giles Colborne, managing director at usability specialists cxpartners, offers his take on what lies beyond the immediate horizon. "The really interesting thing, and this is talking five years out, is that the internet is becoming absolutely embedded into everything," he says. "So today context is an issue because people are using mobile phones, tomorrow context will be the problem because people's shoes will be talking to their doorways."

As to what your shoes and the doorway will be discussing, that's likely to be in the gift of designers to decide – at least until these objects became self-aware. Joking aside, it's worth remembering that even two or three years back, smartphones weren't really that smart, they were difficult to use. Designers refined them to

“ We're moving into an era when customers will increasingly expect more personalisation ”

be an intuitive-to-use combination of wallet, personal, organiser, camera, MP3 player, games console and, yes, phone. The same will happen with new kinds of internet-enabled devices.

EARLY ADOPTION

If that's the direction of travel – and even the humble television is mutating into the Smart TV, a sales channel that Paul Bolton at Ivis says will become increasingly important in the near future – the changes will be incremental. It's therefore often not enough to wait for new ways of doing things to become mature, it's necessary to get involved in new areas now, to build expertise even as new techniques develop and evolve.

David Brint of SpinMe, for example, says that in the next two-three years we'll see the increasing emergence of websites that are "multi-dimensional" in their use of rich media: "They will have flat images, they will have 360s, they will have video, it won't just be a simple here's-my-products-on-the-site." But more than websites that use these kinds of imaging techniques in isolation, we're likely to see more websites that combine these technologies in new and innovative ways.

How does this work? Customers might be greeted with a picture of a kitchen. Click on an individual item such as the kettle and you can look at it from different angles. Today's most advanced sites already utilise such techniques, but it's still a challenge to use the techniques seamlessly – whether from the user-experience perspective or at the back end so that keeping such a site updated doesn't put too much of a strain on the retailer.

Plus what happens when this imagery becomes increasingly commonplace in bricks-and-mortar stores or in developments such as Tesco's South Korean virtual subway store? "You could go into a shop that has 20,000 products, but maybe in their central stock they have another 20,000 products and you can see those in screens," says Brint. Retailers that have developed imaging expertise – and already there are companies setting up studios in China so that goods can be



SPEAKING FROM EXPERIENCE

photographed close to where they're made and the images used in packaging, digital channels and in-store – will certainly have an advantage here.

Not that retailers should fall into the trap of thinking that future developments will be all about technology rather than customers. We're also moving into an era when customers will increasingly expect more personalisation. Delivering a junk message to a hugely personal device such as a smartphone simply won't cut it.

Accordingly, analytics and technologies around data mining are going to become hugely important as retailers walk a tightrope between targeting messages at individual customers without spooking them. It will be key to get the 'emotional' content of messages right.

A decade ago, says Giles Colborne, his work was all about solving problems tied up with making experiences and technology work for the user. Not today. "The problems I'm solving now are all about engaging people emotionally and there's still a huge amount to be done," he says. "We'll look back in 10 years time and laugh at the devices and the services we're using today, and thinking how crude they look." This 'emotional retailing', he adds, isn't a woolly concept, it's actually bound up with efficiency. Once our emotions are engaged, we find it easier to make decisions rather than potentially getting stuck in analysis-paralysis mode.

To pull all that together, retailers should be searching for creative partners and suppliers to help negotiate immediate challenges, designing for smartphones and cross-channel customer journeys, while also helping the retailer to think about what design challenges the company will face further out. ■



THE GOGGLEBOX IS BACK...

"Having interactive TV devices and people buying through televisions is a big area, and that demands extra content, but also puts extra demand on your site, so we've been looking at how we can measure performance from a TV device. Obviously it's another channel but how can you actually build up capabilities to performance test from that channel?"

Paul Bolton, director of products and strategy, Ivis Group

CREATE THE RIGHT ENVIRONMENT

"What's most important nowadays is to get the people with the insight, the people who are doing the front-end design, the people who are doing the back-end design, the people who are doing the coding that holds it all together, to get those people as close together as possible. Whatever approach you take, the more you can get those people in a room together or communicating or have a collaborative process that holds that together, that's what counts."

Giles Colborne, managing director, cpartners



MULTI-USE IMAGING

"When we shoot for the internet, we're often now also having to make sure those images are in a format that is suitable for in-store point of sale, brochures, quite often now packaging as well."

David Brint, sales and marketing director, SpinMe

START SMALL

"A practical thing we've tried to do with customers in the past is get them to think of something that we call 'MMF', minimal marketable features, so what is it that is going to drive up traffic to your site that you can use as a starting point? And then try to build from that point, so don't try to boil the ocean, but think about the things that are important to your customers."

Paul Bolton, director of products and strategy, Ivis Group



IN SUMMARY

For retailers looking to procure services and expertise around user experience and performance, there's one key point to keep at the centre of all decisions: we're now in the era of cross-channel retail. Where once retailers could analyse what was occurring on the site and get clear data, now we're in an era of mobile, social media and convoluted customer journeys.

It's perhaps no wonder that many established retailers so far appear to be coping brilliantly with such an environment. The managers of department stores, for example, operated for years without the luxury of concise metrics available instantly. The cross-channel age may look daunting, but it's actually not so far removed from traditional retail as it might at first appear.

However, that doesn't mean retailers should abandon metrics. Rather, retailers need to think about them in a more sophisticated manner. To make a prediction, over the next few years we'll see new kinds of metrics emerge as retailers and creative partners work out new ways to measure the effectiveness of, say, using rich media in mobile.

To re-emphasise a point already made, retailers need to pick suppliers that not only have specialist expertise, but are already engaged with the opportunities and challenges of cross-channel retailing.

Personalise Your Website

And Maximise Your Online Sales



If you thought you knew about multi-channel personalisation...think again.

Powered by the Peerius SMART engine, the Peerius SMART personalisation suite enables any retailer to utilise their rich user generated data to create rich personalised experiences.

Covering all channels, the Peerius SMART personalisation suite enables a retailer to optimise the customer journey across every touch point which in turn allows a retailer to maximise their revenues and profitability.

So if you want to know about personalisation, come speak to Peerius at the IRX 2012, stand B13

SPONSOR'S VOICE: PEERIUS



THE SMART-rec SOLUTION

HOW PEERIUS HAS HELPED COTTON TRADERS TO ACHIEVE HIGHER SALES

It is well known that great user experiences foster customer loyalty and increase site revenues.

As one of the largest mail order retailers and one of the top 100 most popular UK online fashion retailers (Hitwise, 2012) with more than 2.5 million site visitors in 2011, more than 1,000 staff and an annual turnover of more than £65 million, Cotton Traders recognises the importance of a great customer experience and the contribution a coherent merchandising strategy can have on their customers' user experience.

When Cotton Traders approached Peerius, the company had a clear goal: to improve the site experience through smarter on-site visual merchandising, with personalisation forming a key part of the brief. Of course, any solution the company would implement had to provide a clear uplift in site revenues as a measure of effectiveness.

During the in-depth consultation process, it was established that the most effective way that Peerius could contribute to the user experience was to implement the SMART-recs product on the Cotton Traders website. This involved adding SMART-recs on the home, product and basket pages to aid customers to find what they want, and what would be most appropriate for them individually through personalised product suggestions.

It was critical for Cotton Traders that these recommendations provided a clear and demonstrable revenue increase over alternative solutions they had in place at the time.

As part of the implementation process, Peerius set up a wide range of AB tests, testing various methods of implementation and merchandising strategies.

It was established that oftentimes it was the smaller details that had a great impact on the effectiveness of the solution. For example, it was found that the Cotton Traders customer wanted a range of alternative and complementing products while on a product page.

Details like these were critical for Peerius to address in order to improve the customer experience to drive the required increase in average order values and conversion rates.

While to a customer it might manifest itself in simple things like recommendation headings that say 'Other Customers Recommend', these in fact have been subject to extensive testing to ensure that they are the most appropriate for the Cotton Traders customer and as such the most effective.

In line with the customer experience, there was a clear expectation from Cotton Traders that the Peerius personalisation had to be in line with their multichannel merchandising parameters. This extends

to taking in consideration current email campaigns and other multichannel activity such as catalogue focus items. These considerations and more are easily dealt with through the web-based control panel, which is accessible to Cotton Traders.

So what then are the results of all these efforts?

Currently, Peerius SMART-recs account for circa 10 per cent of overall site revenue and feature in more than 14 per cent of site orders. If an order contains SMART-recs, it has a 45 per cent higher AOV than orders which do not contain a SMART-rec. As such, SMART-recs provide a significant increase in overall site performance. This is in addition to all other initiatives in progress on the site.

The next stage of Cotton Traders' personalisation strategy will include further developments on the SMART-recs, but will also include the implementation of other products such as SMART-mail, SMART-profiling and SMART-target.

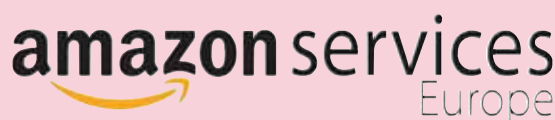
These products will take the retailer's multichannel personalisation to a previously unseen level and will have a significant impact on the customer experience, as the entire customer journey is personalised around them based on their behaviour and the merchandising rules Cotton Traders has in place.

www.peerius.com ■

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Amazon Services Europe

Rue Plaetis 5, 2338, Luxembourg
 Tel: +35 2 2673 3221
 Contact: Sue Hewitt, EU Marketing Manager FBA
 Email: sueh@amazon.lu
 Web: www.services.amazon.co.uk



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leveraging the strength and reliability of Amazon's infrastructure while building and maintaining their own brand.

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ForeSee

2500 Green Rd. Suite 400, Ann Arbor, Michigan, 48105, USA
 Tel: 001 734-205-2612
 Contact: Lee Pavach, Sr. Director of Marketing
 Email: Geoff.Pollak@foresee.com
 Web: www.foresee.com



Established: 2001

Products/Services: ForeSee Satisfaction Analytics for Web, Mobile, Stores, Contact Center, Social Media, Customer Relationships and ForeSee SessionReplay

Clients: Debenhams, Currys, Dixons, House of Fraser, TUI Ltd., British Airways

Typical/Entry Level Pricing: Annual Subscription starting at 20,000 pounds sterling

As a pioneer in customer experience analytics, ForeSee continuously measures satisfaction across customer touch points and delivers critical insights on where to prioritize improvements for maximum impact.

Because ForeSee's superior technology and proven methodology connect the customer experience to the bottom line, executives and managers are able to drive future success by confidently optimizing the efforts that will achieve business and brand objectives.

The result is better business for companies and a better experience for consumers. Visit us at www.ForeSee.com for customer experience solutions and original research.

IBM

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Established: 1912

Products/Services: IBM's advanced set of Enterprise Marketing Management (EMM) solutions empowers organisations and individuals to turn their passion for marketing into valuable customer relationships and more profitable, timely, and measurable business outcomes. These solutions integrate and streamline all aspects of online and offline marketing. IBM EMM incorporates customer analytics and web analytics, centralised decisioning, cross-channel execution, and integrated marketing operations.

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On Tap

9 Devonshire Square, London, EC2M 4YF, UK
 Tel: 020 7183 3183
 Email: info@ontapgroup.com
 Web: www.ontapgroup.com



Established: 2006

Products/Services: Unique and bespoke installations – Optimised Magento hosting with massive scalability, Support 24/7/365, ERP/CRM integration specialists, Magento training and multichannel delivery, including mobile and social commerce.

Clients: Future Publishing, Invensys, TLG Brands, Party Pieces, Accurist, Growell Hydroponics, Liz Earle, DS Music, Astley Clarke

Typical/Entry Level Pricing: Installations <£100K, flexible monthly support plans

As the longest serving Magento Partner in the UK, On Tap have built up a formidable amount of experience in delivering unrivaled ecommerce solutions built on the Magento platform for businesses, from SME's to FTSE 100 across B2B and B2C sectors. Magento provides feature-rich eCommerce platforms that offer

online retailers complete flexibility and control over the presentation, content, and functionality of their online channel.

On Tap is passionate about providing our clients with tailored end-to-end Magento solutions that maximise online potential and offer total peace of mind.

As true Magento specialists, our highly experienced team encompasses both creative and technical disciplines, offering everything from design and user engagement, to virtually limitless customisation and integration. This is all supported by highly optimised and flexible hosting as well as comprehensive training and support services.

Our pedigree in delivering best-in-class custom solutions across SME to FTSE 100 businesses, both B2B and B2C, makes us your ideal partner.

Also see us in: Strategy, Retail Systems, Ecommerce, Cross-channel.

Peerius Ltd

Units 207-211, 30 Great Guildford Street, London, SE1 0HS, UK
 Tel: 020 3397 4940
 Email: info@peerius.com
 Web: www.peerius.com



Established: 2007

Products/Services: Powered by the Peerius SMART engine, the Peerius SMART personalisation suite enables any retailer to utilise their rich user generated data to create rich personalised experiences. Covering all channels, the Peerius SMART personalisation suite enables a retailer to optimise the customer journey across every touch point which in turn allows a retailer to maximise their revenues and profitability.

SMART-recs: The UK's market leading recommendation tool, Real time recommendations based on real time behaviour, Consistently proven to increase sales by up to 20%

SMART-mail: Personalised rich email content relevant to every recipient, Cross platform ESP compatibility, Increase email conversion by up to 18%

SMART-target: Personalise every element of your site, Target your customers with relevant content based on their real time behaviour, Create a unique experience for every individual visitor or segment

SMART-landing: Dynamically generate an optimised landing page for every keyword, Increase your PPC campaign's effectiveness while reducing costs, Retain full user control of every page aspect

SMART-ranking: Personalise your category listings for every user, Optimise your site navigation experience, Drastically reduce customer attrition

SMART-profiling: Actively manage your customer retention through behavioural segmentation, Power up your direct marketing campaigns, Gain valuable insight on your customers' behavioural patterns at the touch of a button

Client List: Topshop, Topman, Evans, Laitwhaites Wine, Republic, Crew Clothing, Cath Kidston, Sweaty Betty, Cotton Traders etc...

Typical Entry level pricing: This is entirely dependent on the level of products implemented

Webtrends

Mallard Court, Market Square, Staines,
 Middlesex, TW18 4RH, UK
 Tel: 01784 415 747
 Contact: Calum Geraghty, Marketing Manager
 Email: calum.geraghty@webtrends.com
 Web: www.webtrends.com



Webtrends dramatically improves digital marketing results for many of the world's most admired and innovative companies. Our unified digital analytics + optimisation products and services for mobile, social and web have set a gold standard for innovation, performance and value since we helped establish the web analytics industry in 1993.

Also see us in: User Experience & Performance

YUSEO

81 Oxford Street, London, W1D 2EU, UK
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Yuseo is at the core of the Customer Experience measurement and optimisation: A leader in France in the digital user experience, Yuseo has dedicated itself for 11 years to managing customer behavioural surveys to deliver hands-on recommendations for different interfaces including the internet, tablet devices, software and mobile.

Placed in the 2008 Deloitte EMEA Technology Fast 500, Yuseo has a unique positioning and expertise thanks to the qualified and quantitative measure of the online customer journeys based on its proprietary behavioural analysis tools.

With a significant international exposure (Europe, USA, Japan,

China) on different projects, Yuseo has developed a relevant and actionable set of metrics of the customer experience to support the digital Marketing strategy.

Since 2009, with its e-Performance Observatory, Yuseo provides a barometric as well as transverse assessment of the online merchandising performance of the main e-commerce fields of business in a competitive benchmark mode (www.eperformance-observatory.com).

Also see us in: User Experience & Performance, Customer Service & Retention, Cross Channel, Growth Through.

CNET Content Solutions

235 Second Street, San Francisco, 94105, USA
 Tel: 1.214.235.0722
 Contact: Kelli Kretschmar, Marketing Manager
 Email: sales@cnetcontentsolutions.com
 Web: www.cnetcontentsolutions.com

CNET Content Solutions, a division of CBS Interactive, is the world's leading independent source of product information. With detailed content on more than 6 million technology products in 18 languages, CNET Content Solutions converts shoppers into buyers by providing product information and creating solutions that empower businesses to improve their customer experience and bottom line.

Also find us in: Retail Systems, Ecommerce.

ipPatrol Ltd

Brough Business Centre, Skillings Lane, Brough, East Yorkshire, HU15 1EN, UK
 Tel: 08005 677 357
 Contact: Duncan Berriman, Technical Director
 Email: support@ippatrol.com
 Web: www.ippatrol.co.uk

ipPatrol have been providing website and internet monitoring services since 2002. We use our global network to monitor customer's websites and other internet services from a visitor's perspective and inform our customers by email, sms and instant message the instant we detect a problem with their services.

Our customers understand that running a successful business in the internet age means that their website and other customer-facing services must be available 24 hours a day. A customer faced with an error will simply do a search for another supplier and will be lost to a competitor.

Using ipPatrol's services means that they are first to know when there is an issue and can quickly resolve it and get their services back online.

If you are unsure about whether our service suits your business you can try it out for free for a month with no obligation.

Lynchpin

13a Abercromby Place, Edinburgh, EH39 4JR, UK
 Tel: 08458 381 136
 Contact: Steve Dalgleish, Director
 Email: info@lynchpin.com
 Web: www.lynchpin.com

Lynchpin is an independent web analytics consultancy. Since 2005, we've been unlocking the power of data to help our clients meet their online objectives.

Our clients include Experian, McLaren, BSI, Cadbury, RBI, Turner Broadcasting, HSBC, Dyson and Thomas Pink.

- We are equally at home providing a complete outsourced analytics function as well as supporting experienced in-house analyst teams.
- We work with our clients to plan web analytics. Then we empower teams to make insight core to their ongoing success.
- We have extensive practical experience deploying and working with web analytics technologies from WebTrends, Adobe (Omniure), Coremetrics and Google Analytics (free & premium). 'Independent' means just that: we don't partner commercially with any vendors because we believe we should only answer to our clients.
- We work with web analytics tools day-in and day-out, and understand the practical strengths and weaknesses, time-savers and frustrations.

Also find us in: Searchandising.

PrismaStar

The Podium, 1 Eversholt Street, London, NW1 2DN, UK
 Tel: 020 7099 5370
 Contact: Priya Patel, Marketing Manager
 Email: info@PrismaStar.com
 Web: www.PrismaStar.com

PrismaStar offers smarter consumer guidance solutions to the eCommerce and multichannel markets. PrismaStar develops advanced multi-channel eCommerce product search and selection tools and data acquisition systems which enable online shoppers to make better and faster decisions. Their two core products/services are the 100% filled and structured data feeds and its flagship product, PrismaStar Selector, a product search solution for online retailers based on the principle of faceted search. The PrismaStar Selector aims to offer a unique shopping experience that will increase engagement, improve conversions and deliver measurable ROI. Retailers adopting the solution have seen their eCommerce conversion rates increase by up to 70% and average basket size increase by 35%. The PrismaStar Selector recently has been shortlisted for the 2012 Econsultancy Innovation Award and in 2011 won 'Best Site Innovation' at the eCommerce Awards for Excellence. The company's solutions have been praised by some of the largest high-street and online retailers.

Also find us in: Searchandising, Retail Systems, Ecommerce.

SiteSpect Europe

De Corridor 27, Breukelen, 3621ZA, Netherlands
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 Contact: Frank Overbeek, Managing Director
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User Vision

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 Contact: Chris Rouke, Managing Director
 Email: chris@uservision.co.uk

As a leading customer experience consultancy, with offices in Edinburgh, London and Dubai, User Vision has developed a reputation for high standards of quality, flexibility and cost effective solutions amongst our client global base. We work with a wide variety of high profile private and public sector clients including the BBC, Channel 4, Emirates Airlines, Jumeirah Hotels, HSBC, Lloyds Banking Group, SKY, the Cabinet Office, NHS and DirectGov.

We offer a comprehensive and robust service in the customer experience sphere, including user testing, evaluation and training to help clients produce better products that customers find easier to use.

With over 12 years' experience in this specialised area, our usability services are the ideal way to enhance your brand, improve your company's competitive position and increase revenues and loyalty.

User Vision will help you shape the best customer experience.

Also find us in: Strategy

Zylog Systems (Europe) Ltd

Zylog Systems (Europe) Ltd
 18 Mansell Street, London, E1 8AA, UK
 Tel: 020 7954 4250
 Email: saleseurope@zsl.com
 Web: www.zsl.com

Zylog's SmartPrise Social Commerce empowers online retail and media web, mobile & social properties with context aware and socially intelligent Personalized recommendations. SmartPrise Social Commerce, is powered by myBantu's recommendation engine (a Smart personal assistant, similar to iPhone 4S), is a patent pending recommendation technology - based on Natural Language understanding, Social Intelligence and Search Relevance. SmartPrise delivers "recommendations personalized to YOU rather than recommending interests or likes for people similar to you". SmartPrise solution is context sensitive and its recommendation engine analyzes various social & behavioral factors - then, graphing the relevance and provides personalized recommendations. SmartPrise is all about empowering your online retail store or media properties through Personalized social recommendations that help increase AOV (average order value), transaction-ability and conversion rates.

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9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
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NetBooster UK	020 7798 5800	www.netbooster.com

NETWAVE	+33 561007150	www.netwave.eu
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
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on-IDLE	020 8980 8960	www.on-idle.com
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OrderGroove	866 853 1261	www.ordergroove.com
Parker Software	01782 822 577	www.parker-software.com
Peerius Ltd	020 3397 4940	www.peerius.com
Perfion	+45 70 26 26 80	www.perfion.com
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Screen Pages Ltd	01932 333 592	www.screenpages.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
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SiteSpect Europe	+31 (0) 208 202082	www.sitespect.com
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IT PAYS TO GET PERSONAL

SEARCH HAS BECOME A KEY STEP FOR CONSUMERS RESEARCHING PURCHASES. IT FOLLOWS THAT RETAILERS NEED AN UNDERSTANDING OF SEARCHANDISING, RECOMMENDATION AND PERSONALISATION IN ORDER TO SECURE SALES IN A CROSS-CHANNEL ENVIRONMENT, ARGUES **ALISON CLEMENTS**

Customers are ably assisted when looking for the ideal product online today. Search filters take account of the most successful historical searches, relevant recommendations pop up, ratings and reviews are provided, and re-targeting and personalisation means products individuals recently viewed or might like are prominently displayed. Dynamic personalisation takes account of real-time online behaviour and makes recommendations accordingly.

Web platforms also now have 'search and promote' tools, which use behavioural analytics aligned with live stock data to make sure the items presented to searching customers are relevant and available. It could be that a search for 'tunic tops' or 'floor lamps' leads customers to the bestsellers with a higher chance of a sale, or if retailers are keen to move end-of-line stock, goods can be presented tagged as sale items.

Retailers know that by investing in advanced navigation, online merchandising, personalisation and recommendation software they can raise conversion rates, while vastly improving the user experience. Personalised recommendation technologies can increase overall turnover by as much as 20 per cent and can drive up to 30 per cent of a website's overall turnover, according to Forrester. In addition to this, it is proven these technologies increase the overall order value and conversion rates of visitors.

CORE SERVICE

Smaller retailers might buy a software solution to introduce a few recommendation algorithms to their site, but larger players

“ For most retailers, investment in searchandising is needed when existing site search functionality has been outgrown, or limits possibilities to upsell and cross-sell ”

tend to opt for a fully hosted software service. Site search and personalisation software specialists can then provide all the functionality and maintenance, introduce regular updates, and consult on what's needed over time.

“A searchandising vendor needs to be very analytics and data-driven – and understand the domain a retailer's business is in,” advises Frank Lombos, VP of worldwide sales at ecommerce technology provider Fredhopper. “For example, if you're a fashion retailer, there's a fundamental difference if you're purely online, have high street stores or a catalogue, and whether you sell luxury or cheaper goods. Ultimately, a specialist needs to be able to help the retailer understand what their data is telling them within the context of their business.”

A key element of the work retailers should expect from their searchandising provider is testing, says Daniel Hansens, marketing manager of Peerius, a personalisation engine provider used by Arcadia Group, Republic and The Hut among others. “There might be some suppliers who hand over the system and say 'see you when the contract needs renewing next year', but most retailers expect ongoing support and we believe testing is central to that.” Extensive AB Testing is put

in place so that customers can clearly see the value of the recommendation and personalisation algorithms they're using, and adjust how the technology is used over time.

Of course the bulk of the expertise being purchased will be around these clever algorithms that personalise the shopping experience for customers, but Hansens says retailers need to be aware that this should only be used as part of the wider merchandising strategy. “Remember that the software will only get you so far,” he says. “The trick is to manage the software capability and behavioural algorithms within a clear marketing strategy.” He points out that the algorithms can be very accurate but may not sit well when certain products need to be promoted to get sales at the right prices for example. “There's also a concern that 'long tail' products can be neglected by algorithms, so merchandisers need to keep track of product lines that are being missed out by the recommendations coming through.”

Aurora Fashion uses SLI Systems site search software and Baynote dynamic personalisation software, and these services have been brought in to complement and enhance the searchandising capability that is already provided through Aurora's BT Expedite platform.

“Incredibly smart people devise these algorithms, and they are effectively taking the traditional art of merchandising to new levels, and making merchandising a real-time discipline,” says Ish Patel, group omnichannel director at Aurora Fashions. “It’s important to find a provider with software that will easily plug into your platform, and you need to be very clear on how interventionist you want the searchandising functionality to be. Remember that from a customer perspective being bombarded with recommendations and retargeting can become irritating.”

STRIKING A BALANCE

In fashion particularly, retailers also have to be wary of the balance between presenting the product that has been carefully chosen to make up a new range, and the product the algorithms throw up. “There needs to be an on-going dialogue between merchandisers and analysts to make sure analysts’ ideas are right for the wider merchandising programme, and in tandem with how you want to engage your customers,” says Patel.

For most retailers, investment in searchandising is needed when existing site search functionality has been outgrown, or limits possibilities to upsell and cross-sell. For instance, Quality Bath, a US bath supplier, wanted the ability to customise search and navigation options, and merchandise products via search. “With 300,000 product SKUs, we need to continually optimise how visitors search our site, and how results are presented,” says Isaac Perlstein, ecommerce manager for Quality Bath. When approaching vendors he says he looked for flexibility and customisation capabilities that hadn’t been possible before. Since investing in a full-service hosted site search solution from SLI, Quality Bath has increased conversions and average order values. Another win is that users of site search on the Quality Bath website view four times as many web pages per visit as visitors who don’t use site search.

So what’s a common misunderstanding about what can be achieved with searchandising software? “Some tend to think, ‘I’ll just plug this in and it’ll transform my website,’” suggests Lombos at Fredhopper. “That’s naïve. You shouldn’t have blind faith in technology. There’s a common misconception that there’s some kind of magic in there. Retailers should always question the technology in the context of their business.”

For example, if a customer was looking for a laptop – what’s displayed to them? Are they technically orientated, or just interested in the price, weight and colour? Lombos’s advice is: “Don’t let the technology lead you. Let it serve you in the context of your business. Have someone who truly understands what the data means.”

TEN ISSUES TO CONSIDER

1 **How aggressive does your company want to be?** It’s important to be clear how pushy a searchandising strategy will be. Is your company offering choice and genuine help, or taking a hard-sell approach? “Think about the tone you’re presenting with the recommendations and retargeting you’re planning, and work closely with your technology partner on this,” says Ish Patel at Aurora Fashions.

2 **Will merchandise presentation be consistent?** For multichannel retailers, product ranges customers see in advertising and stores should also be reflected in what’s seen online, otherwise customers will be confused. “You and your supplier need to blend the human touch of merchandising with the algorithms,” says Patel.

3 **Check the capacity on offer:** make sure that any potential supplier has a hardware infrastructure to exceed the demands of a retailer’s website. This should be backed up by a comprehensive Service Level Agreement (SLA), a contractual agreement that the supplier will ensure an agreed level of uptime and service as part of their service.

4 **Test extensively:** make sure a supplier will help with AB testing to keep improving the service.

5 **How good is the account management?** Ensure that a supplier has a dedicated account manager who regularly liaises with the retailer to ensure the configuration is always performing at its best, and KPIs being met. “The supplier should be contactable 24/7,” says Daniel Hansens at Peerius.

6 **Get help with data quality:** searchandising depends on accurate data processing so remember that good quality, clean data is essential, or the algorithms coming through will be inaccurate and distorted. Not all providers will help, so check a supplier will be consultative and supportive on issues such as how to manage data.

7 **Prepare for growth:** make sure that suppliers are geared to enable retailer growth. Will they be able to meet tomorrow’s demands as well?

8 **Work together for continual improvement:** ensure that the supplier continually invests in improving the solution’s capabilities. A solid roadmap and dedicated R&D and implementation team are good indicators of this.

9 **Be aware of compliance issues:** due to the nature of the information monitored by a supplier a retailer needs to ensure that’s supplier complies with all legislative requirements from a data protection perspective. This means that risk assessments need to be in place and a data protection officer needs to be appointed.

10 **Use the technology to its full potential:** don’t view this software as a one-off purchase and tick the box for ‘product recommendations’. “If you can’t recruit experienced people to deliver ongoing benefits from personalisation, make sure you select your supplier accordingly and then leverage their expertise,” says Pontus Kristiansson, CEO of Avail.

TAILORED FOR EVERY TOUCH

Searchandising will become evermore sophisticated thanks to the richness of data being gleaned from behavioural analytics across many channels, say industry experts. Analysts now scrutinise the way customers browse and navigate pages, how they travel between pages, and how long they spend at each stage. Insight gained will help online retailers improve their page layouts and offer the best possible search and navigation experience thanks to dynamic personalisation.

Searchandising is becoming a cross-channel activity. “At a time when consumers have an increasingly broad range of options for where and how they shop, adopting a customer-centric strategy – where retail operations are considered from the customer’s perspective – is going to be the best approach,” said David Selinger, co-founder and CEO of RichRelevance, which supplies personalised product recommendation solutions. Increasingly, online retailers will personalise on-site, via email and via mobile phone messaging. Location-specific SMS messages are seen as the key to bringing customer insight gathered online into play in the store environment. Personalising these in-the-moment marketing messages will be incredibly powerful in the world of cross-channel marketing.

In this sense, multiple channels are giving ecommerce executives new powers to provide consumers with exactly what they want, when they want it, and software vendors are keen to make this vision a reality. “It’s now possible for online brands to understand what consumers are looking for in the moment and engage them by offering highly personalised products as they browse and shop across channels,” says Baynote’s chief operating officer, John Kelly. Today’s retailers and brands have the opportunity to manage the consumer experience far more effectively by adapting to changing customer expectations much faster, he adds.

ACROSS THE SHOPPING EXPERIENCE

The future is personalised retailing, agrees Pontus Kristiansson, CEO and one of the founders of Avail Intelligence, meaning full personalisation of the entire shopping experience will become a best practice in retail. “Online retailers can’t just stand by and let Amazon capture

“ The future is personalised retailing, meaning full personalisation of the entire shopping experience will become a best practice in retail ”

more and more of their market share. They urgently need their own strategy to create active, personalised retailing,” he says. “Technology-wise, it is interesting that while technology is still only scratching the surface of what is possible to achieve in terms of using behavioral data to better serve consumers, many retailers are not even using what is available to them today.”

Dynamic personalisation in a host of different sales channels is expected to drive deeper customer engagement. Avail Intelligence runs an integrated personalisation platform, which is used both to power personalised advertising and personalised merchandising for retail customers. “In other words, we are able to personalise the entire purchasing experience across multiple channels, from the first ad to the last newsletter,” says Kristiansson. “By collecting data across all these interactions, we also build a better profile of the consumer, benefiting both them and the retailer.” Some retailers work with an advertising network for personalised advertising, and

then another system for onsite personalisation, but it could be that retailers prefer to have personalisation holistically managed for them.

Understanding how mobile shoppers behave is a particular area of interest, and improving the user experience here could take m-shopping to a new level. “The richer the data becomes, the better the algorithms for m-commerce searchandising will be,” predicts Ish Patel at Aurora Group.

Although tailored product recommendations are currently the most widely used personalisation solution and will continue to be an effective optimisation tool, the next emerging trend in this area may be more in-depth content personalisation. This means that returning customers will be presented with welcome pages and product pages dynamically tailored to their interests and needs. “Rather than just offering three little boxes of recommendations to the right of the page, the next stage of personalisation is about making the bulk of the content relevant to that person,” says Daniel



POINT

SPEAKING FROM EXPERIENCE

Hansens at Peerius. So the system will recognise when only to show womenswear for female customers, for example, or there could also be content that 'incentivises' or rewards a certain market segment – such as the high spenders, or lapsed spenders. Software specialists will be enhancing their technology to offer these broader personalisation tools.

THE YEARS AHEAD

What will the vendors in this specialism do to keep delivering value in the coming years? "It's imperative we have a flexible system that can adapt every time a retailer wants to make a change," suggests Frank Lombos at Fredhopper. "Our platform empowers merchandisers, catalogue managers, anyone within an ecommerce organisation to run initiatives themselves. With these skills they will be able to test and optimise all of their activities in a very flexible and timely manner."

Hansens at Peerius says improvements and refinements to searchandising in the future will greatly improve the multichannel shopper experience. "We tend to talk about the absolute monetary results," he says. "The true results of a good personalisation technology however are increased usability, an improved customer experience and increased customer loyalty. These are the things that are ultimately going to drive the significant ROI these solutions provide." ■



WHAT'S THE AIM?

"Ecommerce personalisation has been proven to significantly increase profits, but many retailers consider implementing a personalisation strategy a daunting task. As a starting point, marketers and merchandisers must know exactly what they are trying to achieve by the introduction of personalisation – be that attracting new customers, upselling, increasing conversions or driving loyalty – before investing in the analytical technology required for this endeavour."

Darren Hitchcock, VP, UK and European territories, RichRelevance

KEEP CONTROL

"It's vital to keep control of your merchandising strategies and have in-house merchandisers trained and supported so that they can use the system to best effect. That means ensuring that the solution has a back end which allows the retailer to have control over how they want product presented to customers."

Daniel Hansens, marketing manager, Peerius



TREATING CUSTOMERS DIFFERENTLY

"If you know that somebody comes to your website from Google ads – what's your business assumption there? Does that mean they're price sensitive? If that's the case why don't you emphasise you have free shipping? If you know they came via an email newsletter they've probably been to your site before or purchased something, so you'd treat them differently. The technology teaches you how to pitch the right information to each person. It's all about increasing the probability of a sale."

Frank Lombos, VP of worldwide sales, Fredhopper

IN SUMMARY

Recommendation and personalisation tools are proving incredibly powerful. Product prompts such as 'other customers also liked' or 'we recommend' need to be part of the merchandising mix, with retailers perfecting the art of serving up merchandise suggestions based on a logged-in customer's transaction history, or the live activity of anonymous shoppers, bringing the new digital discipline of behavioural merchandising to the fore.

When Asos.com added personalised recommendation technology from Fredhopper, the aim was to enrich the shopping experience of customers and increase sales. "Customers are exposed to products that suit their taste, which in turn is likely to increase the number of items added to their baskets," says a spokesman.

At specialist cycle retailer Evans Cycles an investment in the Avail Intelligence Behavioural Merchandising platform led to 'in search' refinements halving overnight, suggesting that recommendations were in line with shopper expectations. "We are now able to efficiently find and present exactly what our customers want, helping them identify goods to purchase in just three clicks," says Tom Francis, website manager at Evans Cycles.

With such a huge amount of product at their fingertips, customers shopping online now expect this kind of navigational and sales assistance on websites and via email marketing communication. And with mobile-optimised sites proving increasingly popular new search algorithms are helping retailers guide shoppers to product easily and quickly, while on the go. Over time personalisation will be used across all channels, in an integrated way, leading to higher customer engagement levels, and driving sales growth.

With limited IT capability in house, what many online businesses require of their searchandising vendor is access to a team of technology experts for ongoing advice on site search customisation. By taking a full-service approach this should be guaranteed. Ideally a software provider will also get your company set up to make quick changes independently, and adapt as customer needs and merchandising strategies change over time.



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DRIVING TO SUCCEED

AVAIL AND THE MULTICHANNEL GOLF RETAILER, DIRECT GOLF UK

H

aving set an ambitious growth target in the face of growing competition, golf retailer Direct Golf UK partnered with merchandising expert Avail to create a more relevant customer experience and boost sales.

THE GOLF PROS

One of the largest specialist retailers in the UK and Europe, Direct Golf UK was founded in 1991 by PGA Class A Professional, John Andrew. Combining great prices and excellent customer service, Direct Golf UK quickly won a reputation for outstanding value.

Today, the company has more than 190 employees and an annual turnover of more than £25 million. With an expanding network of UK retail stores, international ecommerce operations and a mail order catalogue sometimes referred to as 'the bible of golf gear', Direct Golf UK is now a modern multichannel retailer.

THE CHALLENGE

"Our goal is to be the number one golf retailer in the UK," says Nick Doran, web marketing executive at Direct Golf UK. "With two of our largest competitors recently merging, providing an outstanding customer experience is imperative in order for us to reach that goal." Experiencing strong growth in website traffic, Direct Golf UK wanted to make sure it had the right tools to turn those visitors into profitable and loyal customers.

With his background from several other online retailers, Nick Doran knew that personalised merchandising was a key component in achieving that goal. "We wanted to build a more relevant shopping experience for customers. And there's no better recommendation than that of a peer, someone who shops like you."

THE SOLUTION

After a due-diligence process, which included the leading recommendation and search engine providers, Direct Golf UK chose to work with Avail, one of the UK's largest providers of online merchandising solutions.

"Avail offers something unique – a platform which we can use to power dynamic merchandising throughout our site, on product pages, category pages, search, landing pages and more," says Neil Bell, managing director of Direct Golf UK.

After a swift implementation process, Direct Golf UK launched personalised



product recommendations on its product pages. The solution also includes custom support for golf-specific merchandising challenges, such as left-handed golfers – someone interested in left-handed golf equipment is only recommended other equipment also suitable for left-handed use. "Our team worked closely with Avail's client services team. Any issues we came across were solved quickly," says Bell, "we're really satisfied."

"Avail offers something unique – a platform which we can use to power dynamic merchandising throughout our site."

THE RESULTS

Despite launching the personalised recommendations in only one part of the site, the impact on Direct Golf UK's key performance indicators is already clear. "We're very pleased with the results we've seen so far," says Bell. "Average order value jumped by £10 and the conversion rate also increased."

"Whilst there are other factors that have contributed to this, personalised recommendations have had a significant impact," says Nick Doran. Another benefit is that the Avail solution has also made the merchandising team more effective. "The solution is really easy to use – creating different templates is simple, as is testing to improve the recommendations served. You don't have to touch it, if you don't want to."

After the launch, Direct Golf UK has stayed in touch with Avail. "Our Avail account manager, Keith Venn, has been in touch regularly, and it's always good to find that support," says Nick Doran. As part of the integration process, one of Avail's merchandising experts held a workshop with the company. "Sitting down with the merchandising expert from Avail really gave some great ideas and feedback on what was possible."

MOVING FORWARD

In July 2011, the company took the next step by launching an ambitious and complete overhaul of its online store. Features were added and usability improved in every area, for example, ratings and reviews, recommendations, search and faceted navigation.

"Avail is one of the key components of our new online presence – we're expanding our usage throughout our new site, to create a much more personalised customer experience. We are also excited about personalised email recommendation and the possibilities in remarketing," says Neil Bell.

ABOUT AVAIL

Avail is Europe's leading provider of personalisation solutions for online retailing. By displaying products most likely to activate purchases and personalised offers to individual consumers, Avail personalisation solutions and dedicated support teams help retailers maximise revenue, minimise cost and deliver satisfying shopping experiences. Since our 2000 start, our solutions have delivered more than \$1 billion in sales uplift for top-performing retailers in 25 countries.

For more information:

www.avail.com

info@avail.com ■

EXECUTIVE SUMMARY

Client: Direct Golf UK, a multichannel golf retailer

Business challenge:

Create a more relevant shopping experience, that turned the strong growth in traffic into sales and loyal customers

Solution and results

- Implemented behavioural merchandising strategy
- Average basket size grew by £10
- Other benefits: higher conversion rate and staff productivity

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Europe's leading provider of personalisation solutions for online retailing, Avail helps top-performing retailers maximise revenue, minimise cost and deliver engaging and satisfying shopping experiences. Avail's technology and support enable retailers to rapidly implement, adapt and personalise automated online merchandising and advertising activities with total control. Using Avail technology, retailers offer more personal, relevant and efficient real-time online shopping experiences by displaying products most likely to activate purchases and personalised offers to individual consumers.

Since 2000, Avail personalisation solutions and dedicated support teams have delivered over 1 billion USD in sales uplift, to

more than 100 customers, operating over 250 sites in 25 countries and 18 languages. Our customers are active in such industries as sports, fashion, home furnishing, media, entertainment and consumer electronics.

Avail professional support and service teams are personally committed to transforming our customer's unique requirements into reality. Our employees remain close to customers through our headquarters in Sweden and our offices in the United Kingdom, Germany, France and Italy.

Also find us in: Acquisition Marketing, User Experience, Ecommerce, Cross-channel

Certona**100 Via de la Valle, Suite 100, Del Mar, CA, 92014, USA****Tel: +1 858 369 3888****Email: tscholl@certona.com****Established:** 2004**Products:** Resonance Recommendations (Web, Email, Mobile, Call Center, Instore)**Client List:** Screwfix, Staples, PUMA, Lands End and many more...**Typical Entry level pricing:** Call for details

Certona is the market leading product recommendation and personalization provider for online and multi-channel retailers.

Trusted by more than 375 top ecommerce sites throughout the world, their real-time personalization platform, Resonance, increases average order value and revenue per visit by delivering

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Combined with a flexible business rules engine, merchandisers can harness the power of real-time behavioural profiling while maintaining control over their product recommendation and personalization strategies.

Certona clients include the largest and most recognized online and multichannel retail brands across all popular categories.

Also find us in: User Experience, Searchandising

SLI Systems**First Floor, Kemp House, 152-160 City Road, London, EC1V 2NP, UK****Tel: 020 3217 0321****Contact: Lindsay Holland, Marketing Manager****Email: sales@sl-systems.com****Web: www.sli-systems.co.uk**

SLI Systems offers full-service, customised, on-demand solutions for site search, navigation, merchandising, and user generated SEO. SLI's unique concierge approach allows eRetailers to focus on their business instead of tweaking search results. Our dedicated account teams provide a degree of attention that is unmatched in the industry by offering fast customer support and proactive tips and advice. SLI's patented Learning Engine is at the heart of our technology platform and provides ever-improving customer experiences by observing user actions and showing the most popular results accordingly. SLI solutions reduce site abandonment, improve conversions,

increase sales and average order size and continually optimise information relevance with little hands-on maintenance by your team. SLI Systems is a privately held company, with offices in Silicon Valley, London, New Zealand and Australia. For more information, visit www.sli-systems.co.uk, or see the company's blog at <http://blog.sli-systems.com>.

Also find us in: User Experience & Performance, Searchandising, Ecommerce, Cross Channel, Growth Through.

FACT-Finder

**Palladia Central Court, 25 Southampton Buildings,
London, UK, WC2A 1AL, UK
Tel: 020 3008 7718
Contact: Lucia Markovicova, Event Manager
Email: info@fact-finder.com
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FACT-Finder is available out-of-the-box, resulting in a low total cost of ownership. Its intelligent error-tolerant search technology works independently of language and is set-up in just a few days, independent of the ecommerce shop system. Additional features, such as auto-complete while typing "Suggest", dynamic After Search Navigation (ASN), Recommendation Engine and SEO Enhancer make FACT-Finder a complete and comprehensive conversion solution. FACT-Finder is already used in more than 1000 shops, including Esprit, QVCuk and Harvey Nichols.

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Locayta

**The Met Building, 9th Floor, 22 Percy Street, London,
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**137 High Holborn, London, WC1V 6PL, UK
Tel: 020 7025 0950
Contact: Nigel Atkinson, Director
Email: info@neoworks.com
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KERR-CHING!

IF RETAILERS MAKE IT EASY AND SECURE FOR CUSTOMERS TO PAY VIA DIGITAL CHANNELS, THE PAYMENT PROCESS ITSELF CAN BECOME A VALUE-ADDED PROPOSITION. PAUL SKELDON EXPLAINS HOW THIS WORKS

M

ore than 33 million people in the UK regularly use the internet to shop or access their bank accounts, according to the UK Payments

Administration. Some 10 per cent of this number are also starting to do the same on their mobile phones and, increasingly, tablet devices. Many do both. Yet many consumers often view the payment process online and especially on mobile as being a haven for fraud, ID theft and issues with double charging and credit card fraud.

In reality, online and mobile payments are secure and, with sensible measures in place, can be more secure than the use of cards and even cash in real-world shops.

Unsurprisingly, payment is often considered the endgame of the online and mobile shopping process, the goal that the rest of the business is driving towards. But payment – and fraud protection around payment – is not just a climax to the marketing-shopping process, but can be used as a value-added service that can also allow consumers to interact with the business – and for the business to upsell and cross-sell to consumers, as well as collect valuable data about their spending habits.

KEY CONSIDERATIONS

So what should a business looking to procure payment services be looking for? While there is no perfect formula for implementing payment services, there are several things any retailer needs to take into consideration when procuring these services to make sure they get the best service possible, and the one that is right for them.

“

While the UK remains largely loyal to the use of credit and debit cards in transactions, with a penetration rate of around 80-90 per cent, this isn't reflected in other regions

”

The first thing to consider is consumers' preferred method of payment in the region where the merchant is selling. For instance, while the UK remains largely loyal to the use of credit and debit cards in transactions, with a penetration rate of around 80-90 per cent, this isn't reflected in other regions. Merchants need to offer localised payment methods for the regions they're looking to sell to, to give consumers confidence to shop in their preferred currency, which will have the knock-on effect of them increasing their spend. For instance, iDEAL is one method that is extremely popular in the Netherlands, while GiroPay operates successfully in Germany.

“It is essential that an etailer knows how their customers like to pay, and a good payment service provider will be able to provide the insight on local payment preferences to facilitate this,” says Lefras Coetzee, VP, ecommerce product proposition, WorldPay.

Meanwhile, merchants should also consider the transaction management services that payment providers can offer, and which of these are essential for the business.

“For example,” says Coetzee, “not all payment methods will be able to facilitate refunds, which could prove difficult in sectors such as clothing where returns are

customary. Additionally, etailers may want to ensure that they select a payment service that allows them to access transaction information instantly and in more detail.”

Merchants also need to consider the ease with which new payment methods can be added to their arsenal, and also the cost implications versus the business value that these add. A good payment provider will provide the information on cost implications – for example, cost per transaction – of new payment methods, and encourage retailers to consider whether the addition of these services would increase revenues or promote an increase in shoppers.

“It's a good idea to ensure that your payment provider can provide you with choice as you grow,” says Moeen Curmoula, product marketing manager, at SagePay. “When you do get to this point, you don't have to go through the hassle of switching to a provider that can meet your needs.”

With an increasingly number of channels emerging to service – and a proliferation of fraud challenges – payments, as with so many other facets of the cross-channel world, throws up the option of looking for a series of best-of-breed providers versus going with one provider.

SINGLE PROVIDER

While the advice for most cross-channel technology procurements is to look for best of breed for each part, payments is a different animal.

“Having a single relationship with one provider keeps things simple,” says Curmoula. “The last thing you want when trying to run your business is to have to call three separate customer service teams to get the information you need. It’s also useful to work with a payment provider that can advise on shopping carts, web design agencies and web developers.”

And what of fraud? Online payment fraud is very small, relative to the amount of money transacted, and any decent payment provider will offer suites of fraud protection that can be updated regularly. There is of course always a risk of fraud, and the business needs to assess what an acceptable level of fraud is and work that into any procurement process.

Mobile, which is increasingly becoming a channel for payments, is currently perceived to be highly prone to fraud. Research conducted for Affinion International, a provider of protection and assistance products to many of the world’s major banks, reveals that some 60 per cent of people believe they are at risk when using a mobile, and more than a quarter rate shopping in such a way as being a high risk.

Whilst 26 per cent of those surveyed felt using a mobile to shop and surf left them at a high risk of card crime, only 13 per cent felt the same when using a home PC or laptop – demonstrating the additional problems that mobile devices have to overcome to be an established shopping channel.

Steve Parsons, UK head of protection products and insurance for Affinion International says: “These figures clearly highlight consumer fears around this fast-growing way to shop that need to be addressed. Our research tells us that only one in ten are very satisfied with their current levels of security, so more needs to be done to meet these concerns. Customers want to know that wherever or however they transact or share data they can do safely and securely.”

The thing is, mobile payments are probably more secure than online and card payments in stores thanks to the built-in security of networks and SIM cards. It is unlikely that anyone will intercept over-the-air payments either. But, since it is a big worry to many people, any procurement process needs to make sure that fraud products are involved – and that they can be trumpeted to the consumer. This can even become a USP.

TEN ISSUES TO CONSIDER

- 1** **A match to business needs:** when looking for payment providers, etailers need to consider a payment gateway facility, acquiring services, alternative payment methods, fraud and risk platforms and foreign currency exchange. So, it is essential that any merchant knows these are available, and exactly what their business needs, not just currently, but also how these options fit into future growth plans.
- 2** **Ongoing relationships:** primarily, an etailer should ensure that a payment provider is responsive, and offers appropriate service levels and advice. The relationship between a merchant and payment provider should not end after the product is purchased and implemented, but should be an ongoing and developing relationship, which needs input from both parties.
- 3** **Update, update, update:** merchants should be regularly looking to ensure that a fraud service is fully optimised in line with transaction developments – typically every six-eight weeks as a guide – which a good payment provider will be available to assist with.
- 4** **More than just opex:** it’s not just the initial outlay that needs to be considered, as etailers can incur substantial operating costs if they are using multiple payment services, as all the components need to be able to work together. As such, the value-added component is central. Merchants need to think about cost not just in terms of fiscal outlay, but also the value that a good payment provider can add to the business. This can often be in the intangible things that don’t always appear on spreadsheets – insight and advice into markets, as well as ensuring that the service that they provide is the right one for the retailer.
- 5** **Don’t fear over-specification:** procurement managers shouldn’t be afraid of over-specifying requirements – a good payments provider will work with the retailer to get to the bottom of what is a key consideration and truly essential to the business as a whole. The more information the merchant can provide, the better feedback and advice the payment provider can give.
- 6** **Think it through:** any merchant needs to assess how the company will be approaching payments, particularly things such as whether to accept telephone payments or not and the variety of payment methods that they may take, such as repeat, deferred, token, or PayPal.
- 7** **What fraud level is acceptable?** Fraud is a key KPI consideration, but there is no single fraud KPI appropriate for all businesses. What companies need to consider when looking at payment providers for their business is what level of fraud is acceptable.
- 8** **What fraud protection?** The merchant must think hard about what kind of fraud detection tools to use – AVS, CV2, 3D Secure, third-party checks or combinations of these.
- 9** **Going forward:** it can be fairly difficult as a new etailer to know exactly what services are needed for the business right away, so it’s important that a provider can provide advice not only on products that the merchant will need right now, but also looking at the business’s long-term business plans.
- 10** **Flexible futures:** it’s a good idea to ensure that a payment provider can provide choice as the business grows. For example, a small start-up may want to move into m-commerce at some point or tokenisation, so work with a payment provider that offers the flexibility and innovative payment options to support this.

MOBILE PAYMENTS

With 33 million people shopping online, there is still plenty of room for growth and development in the payments space. Not least there's the expansion of cross-channel into mobile commerce, and the increasing use of mobile as a payment mechanism within stores.

Then there is the fact that online retailing is becoming increasingly international and the challenges this puts on the technology that is taking the payments and the perceived increase in risk of fraud with more cross-border transactions.

Mobile payments are perhaps the hottest ticket in town and will become

“ Perhaps the biggest challenge of all is using the mobile to pay in store using technologies such as NFC ”

more prevalent throughout the next 12 months. These can be broken down into three key areas that may affect a business looking to procure a new payment system or add to what they already have.

Firstly, much of what will be passed as 'mobile payments' will in fact be online payments, optimised for the mobile device, but essentially the same basic

technology asetailers are already using.

Secondly, there is the use of mobile payments that use the mobile's phone bill or credit to pay for things. These throw up some huge challenges to merchants, including connecting to operator billing platforms and adjust their prices to accommodate the operators' need to take between 15 and 60 per cent of the



SPEAKING FROM EXPERIENCE

transaction value in a fee. The upside of these kind of payments is that they are very secure indeed.

Thirdly – and perhaps the biggest challenge of all – is using the mobile to pay in store using technologies such as NFC.

“UK banks have issued millions of NFC-enabled contactless cards since 2008 and mobile handset providers are now incorporating NFC technology into their latest handsets,” says Kunal Choitram, business development manager, eWise. “Mobile network operators are becoming banks, banks are becoming mobile network operators, joint ventures are being created and non-traditional players are very quickly emerging in an attempt to captivate consumers and gain a dominant foothold in the mobile payments arena. However, NFC is yet to succeed in the conventional sense and there are a number of challenges which will need to be overcome before this payment technology can achieve ‘mass adoption’ status.”

INTEGRATION CHALLENGES

Among these challenges are getting merchants to integrate these kind of payments into their payments and business processes and systems.

“Merchants will have to conduct the relevant staff training, taking into account the high employee turnover in retail,” says Choitram. “The other area of significant cost to merchants is the storage and management of sensitive cardholder information. With cash, the consumer reaches into their wallet to handover the required amount to the merchant in the form of a ‘push’ payment. In the conventional cards model however, a consumer shares their personal card information with the merchant, allowing the merchant to



LONG-TERM COSTS

“Merchants can often be distracted by numbers, and not consider the overall value that payment providers can add – an initially ‘cheap’ service, can cost retailers substantially more in the long run.”

Lefras Coetzee, VP, ecommerce product proposition, WorldPay

APPROVAL PROCESS DELAYS

“Merchant services has always been a real pressure point for customers with lengthy approval processes making acquiring a merchant account one of the most painful parts of setting up an online business. We found in our 2011 ebusiness benchmark report that the average time for a merchant account set up through external providers is seven weeks. Retailers rarely think about how they will accept payments until their website is completed and ready to go and this can hold the whole process up so it’s best to get this set up as a priority.”

Moeen Curmoula, Product Marketing Manager, Sage Pay

PAYMENTS IN THE FUTURE

“Today, the majority of consumers under the age of 30 have a connected device and the majority of UK banks already have, or are developing, a means for their consumers to complete most traditional banking transactions from a connected device, which is addressing the behavioural change required to build trust in using connected devices to complete financial transactions.”

Kunal Choitram, business development manager, eWise

‘pull’ the required funds and complete the transaction. This ‘pull’ process adds additional cost and security considerations into the payment process. With the merchant having to store sensitive card information, the penalties of data compromise could credibly put established merchant brands out of business.”

While retailers are getting to grips with mobile payments and NFC, many retailers are also having to look at the growing trend for overseas payments and the challenges these can throw up.

“In the next year, we will see continued expansion across geographies, with retailers and consumers alike looking to make and receive payments in more currencies and in more ways than ever before,” says Lefras Coetzee, VP, ecommerce product proposition, WorldPay. “Additionally, consumer demand for improved and more efficient shopping experiences will drive retailers to review their checkout processes and look to maximise customer conversion and transaction volume throughout 2012 and beyond.” ■

IN SUMMARY

With the number of people shopping online and via mobile growing, despite the recession, it is increasingly vital that retailers look at how to keep offering as many payment channels as possible to consumers. The move towards shopping baskets that can be transferred across different channels means that payment processes have to be consistent and seamless, no matter how the consumer comes in.

And they have to be safe and secure. Despite consumers having the (wrong) impression that online and mobile payments are insecure, the retail industry has to make sure that it stays one step ahead of the bandits who do steal and defraud.

The answer is to pick a versatile, future-proof payment company to work with that can not just sell a business a payments system, but will also act as a partner, updating security and making sure that all new payment tools can be integrated into the business as they are needed and as the marketplace changes.

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Email: mike.bradley@fisglobal.com

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FIS Merchant Payments. We are a UK based payment processor for multiple payment types, processing over 1 million card payments daily for ecommerce, MOTO and traditional retail channels. Solutions include ClearCommerce for online payments - proven to reduce CNP fraud and improve manual review efficiency. And for multi-channel retailers, payments are managed effectively through TRANSAX Payment Gateway - for improved payment and chargeback reporting. Some of the world's biggest retailers are accepting their payments reliably and securely through PCI DSS accredited FIS.

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Sage Pay Europe

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Tel: 020 7685 3316

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Established: 2001

Products/Services: Accept card payments online, over the phone or via mail order with our all-in-one solution including merchant services, card tokenisation and Sage Accounts integration. We also publish an industry magazine – moving money – offering expert advice and an annual ebusiness benchmark report providing industry insights.

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Sage Pay Europe Ltd is the UK's fastest growing independent payment service provider (PSP) and is one of the most trusted e-commerce brands. Sage Pay processes millions of secure payments for over 36,000 customers each year and makes the process of accepting payments simpler, faster, safer and more profitable for businesses of all sizes.

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Arvato Ltd

1 Lyric Square, Hammersmith, London, W6 0NB, UK
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(www.arvato.co.uk) is a leading provider of e-commerce services including Online stores, Payment processing, Call centre support, Direct Marketing and Loyalty services, and Warehousing and fulfilment operations. We can offer a one stop single vendor global delivery solution to support your ecommerce business. As part of Bertelsmann (www.bertelsmann.com) we are a leading services organisation with a global footprint and blue chip client base.

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For further information contact, Tony Matthews (tony.matthews@arvato.co.uk) or Rajiv Dey (rajiv.dey@arvato.co.uk) or call 020 3178 4533.

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Chase Paymentech Europe Limited

Block K, East Point Business Park, Dublin 3, Ireland
 Tel: 08453 991 120

Contact: Verity Ramsden-Hare, Marketing Manager
 Web: www.chasepaymentec.co.uk

Chase Paymentech, a subsidiary of JPMorgan Chase (JPMC), is a leading provider of payment processing and merchant acquiring.

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CyberSource Ltd

The Waterfront, 300 Thames Valley Park Drive,
 Reading, Berkshire, RG6 3BZ, UK
 Tel: 01189 294 840

Contact: Hannah Chapman, Solutions Marketing Executive
 Email: uk@cybersource.com
 Web: www.cybersource.co.uk

CyberSource is an eCommerce payment management company providing a complete portfolio of services that simplify and automate payment operations. Our solutions include:

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Also find us in: Ecommerce.

Lateral Payment

**Lateral Payments, The Old Church, Quicks Road,
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Tel: 020 8545 8848
Email: sales@lateralpayments.com
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Lateral Payments was established in London back in 2001 to serve the complex and very specific payment processing requirements of the e-commerce industry. The skill set of our team is all encompassing and our senior management have all previously held top positions in successful ecommerce ventures.

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ReD

ReD House, Brookwood, Surrey, GU24 0BL, UK
Tel: 01483 728 700
Email: info@redplc.com
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ReD develop and deploy predictive analytics to help customers fight the battle against fraud, and tailor our fraud solutions to each organisation's needs. Solutions can be hosted, fully managed or based on licensed products. We are present in every part of the payments value chain, protecting merchants, banks, processors and switches in over 190 countries on every continent. With more than 21 years of experience and 28 analytical experts working around the globe, ReD is well positioned to help protect customers in the fight against payment fraud.

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SecureTrading

**European Operation Centre, Parc Menai, Bangor,
Gwynedd, LL57 4BL, UK**
Tel: 03332 406 000
Contact: Michael Gwynne, Marketing Executive
Email: sales@securetrading.com
Web: www.securetrading.com

SecureTrading is the UK's leading independent payment processor, providing online payment processing for all types of businesses via the most reliable and secure internet payment gateway. The company's fast and reliable online card payment services enable customers to accept credit cards, debit cards and other payment methods such as PayPal and Ukash online.

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Servebase

The Corn Mill, Stanstead Abbots, SG12 8XL, UK
Tel: 08442 094 370
Email: sales@servebase.com
Web: www.servebase.com

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Also see us in: Payment & Fraud.

Wirecard UK & Ireland Ltd

**1st Floor, Ulysses House, Foley Street, Dublin, Dublin, 1,
Ireland**
Tel: +353 18 765 800
Contact: Indra Fiebig, Marketing Manager
Email: solutions@wirecard.com
Web: www.wirecard.co.uk

Wirecard AG is one of the leading international providers of electronic payment and risk management solutions. Worldwide, the Wirecard Group supports over 12,000 companies from a wide range of industry segments in automating their payment processes and minimizing cases of default. Wirecard Bank AG is a Principal Member of Visa, MasterCard and JCB and operates as a credit card acquirer in 69 countries around the world, involving over 100 transaction currencies and 18 payout currencies. Part of the Wirecard Group, Wirecard Bank provides innovative solutions in the fields of corporate banking, prepaid and co-branded cards, along with account products for both business and private customers.

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Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
CreditCall Ltd	01179 304 455	www.creditcall.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
CyberSource Ltd	01189 294 840	www.cybersource.co.uk
DataCash	08707 274 761	www.datacash.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
Dydacomp	08008 583 666	www.Dydacomp.com
Eagle Eye	01483 246 530	www.eagleeye.com
eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIDIGITAL	08458 630 520	www.eibdigital.co.uk
FIS Merchant Payments (Certegy Ltd)	01214 104 357	www.fismerchantpayments.com
GMO GlobalSign Ltd	01622 766 766	www.globalsign.co.uk
Grapple Mobile	020 7952 4030	www.grapplemobile.com
Handpoint	01223 597 909	www.handpoint.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
International POS Ltd	01524 388 811	www.iposltd.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Jungo Fulfilment Solutions	01162 344 408	www.jungo.co
Kount Inc	020 8489 3346	www.kount.com
Lateral Payments	020 8545 8848	www.lateralpayments.com
MagTek	01793 786 070	www.magtekeurope.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	07816 635 000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
NCC Group	01612 095 200	www.nccgroup.com
NCR	07738 956 295	www.ncr.com
Neoworks	020 7025 0950	www.neoworks.com
Nochex Ltd	01133 466 205	www.nochex.com
Ogone Ltd	020 3147 4966	www.ogone.co.uk
Omnicia Ltd	01925 398 111	www.omnicia.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
Optimal Payments (incorporating NETBANX)	01223 446 040	www.netbanx.com
Pay4Later Limited	020 7148 6196	www.pay4later.com
PayPal	08443 380 470	www.paypal.co.uk/business
PayPoint.net	08000 258 300	www.paypoint.net
PEER 1 Hosting	02380 926 300	www.peer1hosting.co.uk
Polar Moment	01252 810 061	www.polarmoment.co.uk
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.purenet.co.uk
Rade	01502 478 000	www.rade.net
Realex Payments	020 3178 5370	www.realexpayments.co.uk
Red Technology	01865 880 800	www.redtechnology.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Decisions Europe Ltd	01483 728 700	www.redworldwide.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sage Pay Europe	020 7685 3316	
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
SecureTrading	03332 406 000	www.securetrading.com
Servebase	08442 094 370	www.servebase.com
Shopcreator	08451 211 400	www.shopcreator.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
Star	08456 047 376	www.star.co.uk
STAR Digital	01604 696 385	www.star-digital.co.uk
Starfish 360 Ltd	07753 815 647	www.starfish360.com
Strange	01202 203 160	www.strangeorp.com
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Logic Group	01252 776 700	www.the-logic-group.com
Trustwave	3.13E+09	www.trustwave.com
Venda	020 7070 7000	www.venda.com
Volumatic Ltd	02476 584 311	www.volumatic.com
Volusion	08005 200 301	www.volusion.co.uk
Williams Commerce	01162 078 918	www.williamscommerce.com
Wirecard UK & Ireland Ltd	+353 18 765 800	www.wirecard.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com
Worldpay	08703 661 290	www.worldpay.com
YESpay International Ltd.	08712 219 510	www.yes-pay.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com



DELIVERING ON PROMISES

GETTING THE GOODS TO CUSTOMERS IN A TIMELY FASHION IS A MUST FOR SUCCESSFUL RETAILERS. **CHLOE RIGBY** OUTLINES THE KEY ISSUES TO CONSIDER WHEN PROCURING OPERATIONS AND LOGISTICS SERVICES

It's what customers can't see when they visit a company's website that will keep them loyal. While the interface may impress and the skilful marketing persuade, it's keeping the promises made during each purchase that's crucial. Retailers need robust operations and logistics if they are to deliver on a customer's expectations. That's important because research shows many shoppers don't buy again from a retailer whose deliveries are late. Take the 28 per cent of respondents to a 2011 Econsultancy/Toluna survey who agreed with just that statement.

"Delivery is a battlefield," says Tom Allason, of Shutl, with the victors those retailers that offer the most convenient delivery options. In other words, the standard of service can be a powerful way for retailers to set themselves apart from the competition.

It's the customer who will judge whether the service they receive worked for them, and for the customer it's simple. They want to get their goods where and when they want them – and they don't want to be disappointed.

“ If customers find there is a particular way of doing business that suits them and a retailer doesn't provide it they'll go to the retailer that does ”

For the retailer that means having the right systems in place to offer the delivery or collection service that their customers want. But those operations start well before the point of delivery. To deliver successfully, traders must know where their stock is – whether it's in store, in a warehouse, a fulfilment centre or held by the manufacturer for drop shipping.

For some traders this means unwanted complexity and each will make a different decision about how much of the operation to handle in-house.

Thus the sales and marketing company that imports from a far-flung country and delivers direct to the consumer may outsource everything: from liaising with the factory of origin on shipping, overseeing the import of goods, packing and sending out goods via a range of delivery companies and

finally answering delivery queries via a call centre. For that company, there are all-in-one fulfilment services that will cover all parts of this journey.

KEEPING CONTROL

Alternatively a large multichannel retailer with existing warehouse space and a fleet of vans may keep most of this in-house in order to retain control of the process, but decide to outsource some specific parts of the process, whether that's adding specialist delivery options or buying in software to manage stock or carrier allocation. That company can tap into the specialist services they need through a range of suppliers.

Alan Braithwaite, executive chairman of LCP Consulting and visiting professor at Cranfield School of Management, says:

“Smaller entrants are sensible to outsource because you can leverage others’ experience,” he says. “As you get more experience we see people asking should we be making more of this service ourselves, right the way down to delivery. Then your destiny is in your own hands.”

The stand-out advantage of outsourcing is financial. Buying in logistics services means that they can be paid for as they’re used. That’s particularly useful for those launching or scaling a business and also goes for IT solutions which can be owned, rented or even bought on a pay-as-you-go basis. Steve Vass, sales director of delivery management software specialists MetaPack, says the trend towards using software-as-a-service-based logistics products cuts down on the need for IT departments to buy and maintain hardware. “Software maintenance and updates can also be administered centrally,” he says, “reducing the cost of ownership to the retailer significantly.”

STAYING IN TOUCH

Just as cross-channel operations let customer place their order in the way that suits them best, customer-driven shopping has also resulted in a wide variety of convenient delivery options. Shoppers like to know where their purchases are – and couriers can now tell them using SMS delivery notifications. They offer the ability to book and change delivery slots online or via text, track the location of their parcel using real-time tracking, and call a contact centre to find out where their parcel is.

But delivering the goods is not enough. Many shoppers now choose to collect their online purchases or reservations when they’re out and about. That can be via the fast-growing click-and-collect services that centre on multichannel retailers’ stores or on new services using local collection points. Collect+ runs equivalent services for online-only retailers using convenience stores as pick-up points, while ByBox uses locker banks (see over for more).

If a reminder were needed as to why all this is so important, Braithwaite has one: “If customers find there is a particular way of doing business that suits them and a retailer doesn’t provide it they’ll go to the retailer that does.” It’s that simple.

Returns are also an important part of the process. Under European distance-selling regulations, UK retailers must offer customers the right to return goods within seven days of delivery – and many offer longer, give free returns and accept them in their stores in order to be the most convenient. Retailers should consider how a logistics provider will deal with those returns as part of the procurement process.

TEN ISSUES TO CONSIDER

1 **What does the customer want?** Ask them. An online or email survey will yield useful answers as to how they’d prefer to get their goods.

2 **Offer choice:** with alternatives from cheap-but-slow through to same-day delivery and in-store collection, customers will find one that suits them.

3 **But manage expectations:** better to promise less and delight by delivering early than to promise more and disappoint when it’s late. Really good websites, says Alan Braithwaite, “are getting better and better at almost having a conversation with you as you go along so you know what to expect. It’s not just a question of going in, buying it and praying it arrives.”

4 **What to outsource?** Start by asking, “Why outsource this function?” says Neil Weightman, sales director of iForce. His customers, he says, cite value-adding services that they cannot deliver internally.

5 **Look to a crosschannel future:** find out how a potential supplier will handle the requirements of different shopping channels, whether that’s software systems that connect up stock visibility across warehouse and store, delivery systems that can handle click-and-collect orders, as well as direct to the consumer, or more.

6 **But consider your legacy systems:** existing and new systems should feed into each other but more advanced services will inevitably emerge, so have a “simple and efficient way to decouple and replace applications” within the infrastructure, says Steve Vass, sales director at MetaPack.

7 **What do others think?** Ask providers’ current and former clients whether it was easy to scale the service when volumes grew or decreased, and whether the service they received was an agile and nimble one that valued their business. Social media gives valuable insights into what shoppers think about the service.

8 **Check your vision is realistic:** “Listen to suppliers on what potential issues they may face and treat this valuable advice as a reality check, not a judgement on the supplier’s capabilities,” says Steve Vass.

9 **Consider whether to deliver for ‘free’:** consumers love the idea of free delivery – and it can be a powerful promotional tool in persuading them to buy. But only use it if it works for your model: if the price and service is right, customers will pay for reliability. “Don’t try to give customers something that costs you money,” says Braithwaite. “That will distort your own economics.”

10 **Measuring success:** the advantage of buying in services is in low start-up costs but think in terms of cost per order, rather than total cost. But, adds MetaPack’s Steve Vass, also consider: “The total cost to the business, including the knock-on effects, of having a mismatched system in place.”

POINT TO POINT

The future of logistics looks likely to be about taking goods to a point that's evermore convenient for the customer. But when the customer opts to collect in store, that point is also more convenient for the retailer. Currently click-and-collect services are growing fast. Supermarket Tesco reported that two-thirds of its Tesco Direct online orders were collected in store over the Christmas period. In the run-up to Christmas, almost 75 per cent of Sainsbury's non-food online orders were also picked up. Figures from the retail trade body IMRG show that in the third quarter of 2011, 10.4 per cent of all online orders were delivered through click-and-collect services.

Click-and-collect services can deliver a healthy boost to sales while costing less than delivery. Introduce a click-and-collect option, says supply chain expert Alan Braithwaite and expect to see 20-25 per cent of sales move to that delivery channel. "It's huge," says Braithwaite, executive chairman of LCP Consulting

and visiting professor at Cranfield School of Management.

ISSUES AROUND COLLECTION

Click and collect is a cheaper than delivery because no special journey is needed: the goods ordered are either reserved from store inventory or delivered to the shop along with regular warehouse deliveries. But that doesn't mean it's without cost or complexity, points out Braithwaite, since the challenge of keeping accurate track of stock can require solutions such as integrated information systems. However, he says: "Customers are learning how to interact with different retailers, and if they find there is a particular way of doing business that

suits them and a retailer doesn't provide it they'll go to the retailer that does."

Collect-from-locker services also seem set to take off in the months ahead. At the end of 2011 ByBox, the pioneer in this area, invested in new locker banks aimed at consumers, in order to take its total to 500 across the UK. Many of these are at locations such as stations, designed to be handy for commuters on their journeys to and from work. Amazon is also taking up the model and is expected to place locker banks in shopping centres.

If another store format currently being pioneered by House of Fraser takes off, we can also expect to see the emphasis on collection in high street shops. Its House of Fraser.com stores, opened in

“ Many locker banks are in stations, handy for commuters. Amazon is expected to place locker banks in shopping centres ”



SPEAKING FROM EXPERIENCE

autumn of 2011 in Liverpool and Aberdeen, carry no stock and function entirely as points for the customer to order and collect items.

Meanwhile delivery services are likely to become evermore accurate as carriers look to minimise the costs of the missed delivery. Thus one-hour delivery windows may become standard.

Shutl founder Tom Allason argues that the popularity of click-and-collect-type services are merely a work around for the fact that most people would prefer to get their deliveries at home at a time that suits them. "Solving the problems that exist with delivery – primarily convenience, immediacy, price – is the single greatest step that a retailer can take to make their online business more profitable," he says.

BEHIND THE CURTAIN

But none of these delivery solutions will work without good cross-channel organisation in place behind the scenes – and the process of linking up channels is currently taxing many forward-thinking retailers as they look to the future. The most up-to-date stock management systems link different shopping channels together make website and store inventory visible from any point. Thus customers can go into a store and order the fashion item that is out of stock in their size for delivery to their home, or for reservation so that they can try before they buy.

Alternatively they can reserve or buy the item they see on the website, from a home or work computer or from a mobile phone, to collect in the shop. For

TALK, LISTEN AND LEARN

"Talk to your customers – find out what they want, if you're meeting those needs. You can do worse than satisfying your customers – I think the most common mistake all businesses make is building stuff the suppliers want and not necessarily the customers. It starts there."

Tom Allason, chief executive and founder, Shutl



WHY CONTRACT OUT?

"Why do you contract out? It adds value and adds scalability and flexibility that might cost you a great deal more internally. Don't always look at the initial number on the price estimate – look at what's behind it. Look at how you can integrate in a very timely and cost-efficient manner and speak to a potential supplier's clients."

Neil Weightman, sales director, iForce.

KEEP AN OPEN MIND

"Ensure the selection process is not overly formal, providing ample room for suppliers to suggest alternative solutions. Retailers should retain an open mind in order to find a solution that best fits its needs and culture."

Steve Vass, sales director, MetaPack

most retailers this is not yet a reality but one that many are working on.

Traders considering where future growth will come from are now starting to sell overseas. At the moment many fulfill international orders from the UK but in the future they may find volumes rising to the degree that it's worth investing in overseas warehouse facilities. Alternatively they may consider depositing stock for third-party fulfillment. Amazon, for example, is currently bringing forward

offers that make it easier for retailers to sell across its European marketplace sites. This includes the ability to store stock at its French and German warehouses for easier distribution to purchasers in mainland Europe. In the future, it may also make it easier for sellers to get their stock to the European centres by distributing to those depots from the UK in what Chris Poad, head of the seller services business at Amazon UK, says is a move to remove "points of friction". ■

IN SUMMARY

Some two-thirds of online shoppers abandoning their baskets at the checkout cite delivery as a reason, according to Shutl's Tom Allason, who says that makes delivery "the single most popular tool that a retailer has to drive online conversion and obviously profitability".

But in a world where shoppers like to get all they can for free, achieving stellar performance at the lowest possible cost is important. Using a third party to handle fulfillment can keep costs down. As iForce's Weightman says: "The economics are critical and one of the advantages that a third party has is that you can pay as you go. The thing that will kill you in terms of costs per order is if you have massive fixed costs in your core warehousing space. Your occupation costs, your security, your fixed team of management: if you're not doing a high volume of order, that fixed cost will be astronomical."

As well as price, making sure that the right suppliers are selected can often depend on getting the right culture fit. Will this company work with the retailer as it expands, help it to succeed when orders are growing rapidly and unexpectedly, and give it the nimbleness and agility to help it keep its customers satisfied? These are all questions a trader must consider when selecting the services to suit it – and, most importantly, its customers.

We deliver fabulous fashion, the latest gadgets, classic literature, best selling games, wonderful presents and everything else in between.

At CitySprint Retail, the UK's leading same day distribution network, we've designed a range of delivery services especially for our retail clients, so you can offer your customers delivery solutions that are right for them.

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

- Evening & weekend deliveries
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CITYSPRINT'S RETAIL DELIVERY SERVICE CONTINUES TO RAISE THE INDUSTRY BAR

It is difficult to match the excitement and anticipation felt by a couple anticipating their wedding day – the intense planning and attention to detail which all comes together to create a dream day. House of Fraser believes that this same attention to detail should be applied to the wedding list and, in partnership with CitySprint, has launched a delivery service which ensures couples continue to feel as special when receiving their gifts as they did on their wedding day.

Unlike many delivery services, the House of Fraser Wedding List service gives couples choice and flexibility over when they can receive their gifts. They are offered a two-hour window, five days a week and an am/pm service on a

Saturday, enabling them to select a convenient time for the delivery. It can be frustrating enough to return home to find a 'sorry we missed you' card at the best of times, this is magnified when it is your wedding gifts you are waiting for!

"After approaching a number of suppliers regarding more flexible delivery options for our Wedding List customers, it quickly became evident that CitySprint was able to offer the best solution to meet both our and our customers' requirements," says Tony Carr, head of distribution at House of Fraser. "From the convenient time slots to the competitive cost and national coverage, all round CitySprint came out on top. We have been extremely pleased with the

service CitySprint have provided to date and have received positive feedback from our customers."

CitySprint is causing quite a storm in the retail industry by offering delivery options that give customers more control and flexibility over their delivery. Due to its unique infrastructure, investment in technology and a dedicated retail support team, CitySprint is able to offer same day or defined delivery slots to retailers 365 days a year, seven days a week. This superior level of service is enabling retailers to further differentiate themselves in a market which is highly competitive and where there is a race to gain online market share.

www.citysprint.co.uk ■

City Sprint

58-62 Scrutton Street, London, EC2A 4PH, UK
 Tel: 08452 668 778
 Email: retailsolutions@citysprint.co.uk
 Web: www.citysprint.co.uk



Established: 2002

Products/Services: Our solutions include: Evening and weekend deliveries - same day, next day, nominated day. Store to home delivery. Logistics Partner Support, with flexible final mile solutions.

Clients: Asos, Amazon, House of Fraser, Nespresso, Aurora, Selfridges & Co

Typical/Entry Level Pricing: From £5

CitySprint is the UK's leading same day distribution network, offering a comprehensive range of services: SameDay Courier, SameDay Logistics and International and UK overnight courier. Our network of 35 service centres across the UK and fleet of over

2000 couriers, manage over 3 million deliveries per year. We can reach over 81% of the UK population within 60 minutes, which means we can collect from distribution centres or direct from store and deliver straight to customers wherever and whenever best suits them. Our leading edge technology means we can provide our clients with complete transparency on their bookings and reliable customer service. All our couriers have GPS-enabled handheld computers, giving us visibility of the location of every courier across the UK, so we can manage them, and therefore our customers' deliveries, extremely efficiently. This system also allows our customers to track the real-time location of the courier making their delivery, keeping them in the picture at all times.

docdata

4th Floor, 20 Margaret Street, London, W1W 8RS, UK
 Tel: 020 7580 2880
 Contact: Rosie Atallah, Head of Marketing
 Web: www.docdata.co.uk



Docdata is a European market leader in ecommerce and logistics solutions for retailers, with a strong presence across the UK, The Netherlands and Germany. Docdata offers a wealth of experience through their combined innovative portfolio of services, which allow retailers to fully maximise their online revenue and ROI across Europe.

Our fulfilment divisions deal with fully integrated logistics and personalised distribution, with worldwide distribution of around 50,000 to 100,000 packages a day.

Our ecommerce divisions provide bespoke consultancy, website build and on-going management of online retail stores.

To complement these core services, docdata offer a portfolio of innovative payment solutions across Europe to enable clients to trade securely online.

These services, in addition to strategic partnerships with popular ecommerce channels, such as ebay, have positioned Docdata as a one-stop-shop for retailers selling online. We are dedicated to helping our clients outperform within their market.

Also find us in: User Experience & Performance, Searchandising, Payment & Fraud, Customer Service & Retention, Retail Systems, Ecommerce, Growth

Kite Packaging

186 Torrington Avenue, Tile Hill, Coventry, CV4 9AJ, UK
 Tel: 02476 420 065
 Contact: Ben Greenaway, Marketing
 Email: sales@kitepackaging.co.uk
 Web: www.kitepackaging.co.uk



Established: 2001

Products/Services: Packaging products including cardboard boxes, bubble wrap, stretch film, mailing bags and packaging tape.

Typical/Entry Level Pricing: Stretch Wrap from £2.09 a roll, Single Wall Boxes from 12p each, Mailing Bags from 2.7p each. Kite Packaging offers market-leading prices on over 2,500 packaging products such as cardboard boxes, bubble wrap, stretch film, mailing bags and packaging tape.

Our website is designed to offer a great online shopping experience for both businesses and consumers ordering large volumes, with quick and easy ordering, credit account facilities and free UK delivery on all orders.

MetaPack

12-16 Laystall Street, London, EC1R 4PF, UK
 Tel: 020 7843 6720
 Contact: Claire Biggs, Marketing Manager
 Email: info@metapack.com
 Web: www.metapack.com



Year Established: 1999

Products/Services: MetaPack's Delivery Manager ensures that the complexity of using a multi-carrier network, which gains delivery efficiencies and optimisation, is made simple through automatic carrier allocation. New carriers can be added easily with no integration hassle and standardised label printing is automatic.

We allow for proactive customer care through email notification, SMS messaging and complete tracking and reporting for all shipments, all on one screen.

Clients: John Lewis, ASOS, B&Q, Dixons and Marks & Spenser to many hundreds of smaller pure play companies.

Typical/Entry Level Pricing: 14p per parcel

One of the biggest challenges facing online retail is the critical aspect of fulfillment. MetaPack transforms your delivery service into a competitive advantage by reducing costs and improving service levels.

MetaPack is arguably the leading provider of delivery management solutions in the UK with a worldwide reach providing e-retailers with a single point of integration to over 60 parcel carriers providing 1200 services. Customers include over 50 of the UK's top 100 retailers and hundreds of SMEs shipping over 85 million parcels a year.

Also find us in: Retail Systems, Ecommerce, Cross-channel, Growth

B+ Equipment

Pôle performance Bât C3, 510 avenue de Jouques, Aubagne, 13400, France
 Tel: +33 6 76 87 71 93
 Email: b.dominici@bplus-equip.fr
 Web: www.bplus-equip.com

B+ Equipment manufactures the I-Pack® automated packaging solution which is specific for e-commerce.

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 Contact: Chris Hutchinson, Director
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Also find us in: Customer Service & Retention, Retail Systems.

Charapak

Salcombe Road, Meadow Lane Industrial Estate, Alfreton, DE55 7EZ, UK
 Tel: 01773 835 735
 Contact: Richard Smith, Managing Director
 Email: richard.smith@charapak.co.uk

Speciality manufacturer of mail order and gift packaging. Employing the very latest technology and design to create bespoke mailing solutions for some of the world's instantly recognisable brands. Projects range from volume- and price-efficient print solutions to high value options. Charapak also offers a fully integrated Fulfilment division

Also find us in: Operations & Logistics.

Greenwoods Stock Boxes Ltd

Abbeyfield Road, Lenton Ind. Est, Nottingham, NG7 2SZ, UK
 Tel: 01159 851 851
 Contact: Oliver Mawer,
 Email: sales@boxesdirect.co.uk
 Web: www.boxesdirect.co.uk & www.boxesinbulk.co.uk

Long established packaging manufacturer and stockholder. Our stock range includes over 2500 sizes – delivered nationwide in 24 hours. Products include single and double wall boxes, die cut 'mail order' packaging perfect for E-Commerce. In addition we stock a wealth of other packaging including tape, bubble lined envelopes and grey internet mailing bags. Order online from www.boxesdirect.co.uk or for larger quantities and frequent orders visit www.boxesinbulk.co.uk.

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Contact: Ged Newman, Commercial Director
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Ketenislaan 1, 9130 Kalle, Belgium
Tel: +32 3 570 61 27
Email: dries.delove@katoennatie.com
Web: www.katoennatie.com

Katoen Natie is a leading logistics service provider with headquarters in Antwerp, operations in 28 countries and 9,500 people, offering integrated logistics solutions. Katoen Natie ecommerce focuses on product fulfilment for web shops and offers custom-made solutions in a multi-customer environment. This results in a unique flexibility in volume treatment and fast returns processing. We also have daily transactions to Germany, France, Benelux,...

Customers can count on full Track and Trace, clients on complete process transparency.

The Katoen Natie ecommerce Team wants to provide a full consumer-oriented back office for pure players, brands and cross-channel retailers with the focus on quality and velocity.

Errors result in unnecessary costs and a bad impression. This is why we accept no more than 1 error in every 1,000 fulfilments.

Kewill plc

Oaklands House, 34 Washway Road, Sale, Cheshire,
M33 6FS, UK
Tel: 01619 054 600
Fax: +44(0)161 905 4611
Contact: Fiona Brook, UK Marketing Manager
Email: eu-marketing@kewill.com
Website: www.kewill.com

Products/Services: Order Management, Business Integration Software, EDI, Direct Despatch/Drop Ship, Managed File Transfer

Kewill's software solutions significantly simplify the management of the most complex global supply chains for enterprises and retailers. Kewill's suite of software solutions, which include Order Management, Business Integration, Direct Despatch/Drop Ship and EDI Connectivity solutions, are uniquely tailored to the needs of retailers looking to streamline their supply chains.

With nearly 40 years experience in global trade management and logistics, 40,000 worldwide users and over 600 employees worldwide, Kewill is a long-time innovator of solutions for organisations operating throughout the whole supply chain.

Kewill's additional software solutions also include Reverse Logistics, Customs Compliance, Freight Forwarding, Transport Management System (TMS), Warehouse Management System (WMS), Parcel Shipping and Trade Compliance software solutions.

Also see us in: E-Commerce, Retail systems

Nightfreight GB Ltd

Crestwood House, Birches Rise, Willenhall,
West Midlands, WV13 2DB, UK
Tel: 01902 604 010
Email: roy.herley@nightfreight.co.uk
Web: <http://www.nightfreight.co.uk>

Products and services: single parcel delivery express, non-standard freight, two-man shared user home delivery (Deliver2Home), specialist warehousing, handling and installation 'white glove' service, dedicated logistics

Nightfreight specialises in delivering UK-wide supply chain solutions in the B2C and B2B market place.

We are unrivalled in the flexibility of services we bring to our customers through four delivery channels: B2C consignment delivery, B2B parcel delivery, shared user fleet operations and dedicated transport and warehouse operations.

Our experienced teams provide a wide range of innovative, tailored and cost effective solutions no matter the size or complexity of your requirement.

Nightfreight can offer a range of 'variable configuration' shared user and dedicated transport options that provide transparency of costs and service excellence.

Equipped with the latest in-cab technology, route planning systems, web portal and real time tracking software, our customers can rely on us to provide the most up-to-date information on all consignments.

Established in 1984, our culture is driven by personal service values and imaginative, technology led solutions. Our client portfolio ranges from manufacturers and SMEs to top household brands such as B&Q, House of Fraser and Marks & Spencers.

Also see us in: Growth

Paragon Software Systems plc

Parsonage House, Parsonage Square, Dorking, Surrey,
RH4 1UP, UK
Tel: 01306 732 600
Contact: Jane Geary, Marketing Manager
Email: info@paragonrouting.com
Web: www.paragonrouting.com

Paragon HDS (Home Delivery System) is a home delivery and route optimisation solution that links seamlessly with your multichannel order processing systems to deliver major advances in home delivery transport efficiency and service performance. Paragon HDS is linked directly into the ordering and delivery booking process. As a result each new home delivery request is automatically optimised into the existing route schedules ensuring that the customer is only offered delivery time windows that are both viable and cost effective. Paragon HDS also improves order status visibility, continuously re-optimises transport schedules as new orders are added and offers vehicle tracking, satellite navigation, customer notification and electronic POD options to provide a complete home delivery solution. As a result Paragon HDS provides a faster route to major transport efficiency improvements and customer service gains for home delivery operators. To find out more visit <http://www.paragonrouting.com/uk/product/4/paragon-hds-home-delivery-system>

Professional Fulfilment Services

Ville Machon, Trinity, Jersey, JE3 5BJ, UK
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In the 'networked' economy there are no barriers to using outsource partners for your online business. With our extensive experience, we are able to support the entire freight, logistics and distribution needs of 'distance sellers' wanting to take advantage of outsourcing.

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We are well positioned to serve the needs of online retailers who are looking to break into the global marketplace or who are already seeing international growth but want to explore more cost effective ways of doing business. Contact us now to find out how one or more of our distribution centres are ready to be part of your online business, NOW!

Also find us in: Strategy, Customer Service & Retention, Retail Systems.

Spring Global Mail

Unit 9 Trident Way, International Trading Estate,
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Tel: 020 8574 1414
Contact: Vanesha Patel, Sales & Admin
Email: spring.uk@springglobalmail.com
Web: www.springglobalmail.com

Spring Global Mail helps Retailers reach out to their customers all around the world by sending Mail, delivering Parcels and managing Returns.

Spring is a joint venture with a global footprint owned by two of the largest postal organisations in the world: TNT Post and Royal Mail. This shareholder structure combined with the established customer base gives Spring unparalleled access to networks, postal services, and efficiency benefits in an increasingly competitive market.

Spring operates in the international cross-border B2B and B2C mail market and processes over 500 million items a year.

Spring's product portfolio includes solutions for international Mail, Parcels and Returns. Spring is able to create innovative solutions based on an international mail network that is constantly optimised. This is done by combining the best possible transport routes, delivery options and systems from across the world.

Spring Global Mail – creative solutions, reliably delivered

Also find us in: Operations & Logistics.

UK Mail

Express House, Wolseley Drive, Birmingham, West
Midlands, B8 2SQ, UK
Tel: 01213 351 808
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UK Mail is the largest independent express delivery company in the UK, with a nationwide network and a 3,500 vehicle fleet. Over the past 40 years, we have continually improved our services by listening to the needs of our customers. Clients include a wide range of high street stores, telecommunications companies and online retailers. At UK Mail, we deliver to your customers when they want it, with evening deliveries available up to 10.00 p.m. and a same day evening service, 7 days a week, 365 days a year. We even text or email customers to notify them of their delivery time window the night before the delivery is made and allow customers to self-serve at their convenience using our website. UKMail is also able to offer a next day returns service for retailers wishing to provide a collect-from-home option for their online customers

Also find us in: Customer Service & Retention.

Unipart Logistics

Unipart House, Garsington Road, Cowley, Oxfordshire,
OX4 2PG, UK
Tel: 07771 764 765
Contact: Sarah Crowther, Marketing Executive
Email: david.hindson@unipart.co.uk
Web: www.unipartlogistics.com

Unipart Logistics is one of Europe's leading independent logistics companies. We provide flexible logistics and fulfilment solutions, enabling our clients to respond rapidly to market changes and exploit new opportunities. We combine an in-depth understanding of retail business processes with our unique way of working - the Unipart Way – to improve operational productivity and create supply chain certainty.

Also find us in: Strategy, Customer Service & Retention.

Wincanton

Methuen Park, Chippenham, Wiltshire, SN14 0WT, UK
Tel: 01249 710 000
Contact: Helena Belcher, Marketing Manager
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Supporting a multichannel supply chain.

Increasingly retailers are embracing the multi-channel revolution which brings a whole new challenge to the supply chain. So, it's important to ensure that your logistics processes are robust enough for the job.

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We promise to deliver a great customer experience at the lowest possible cost, giving you savings which you can pass down to your customers.

Also find us in: Customer Service & Retention, Retail Systems, Growth

Worldwide Chain Stores

56 London Road, Bagshot, Surrey, GU19 5HL, UK

Tel: 08708 486 644

Contact: Kevin Ford, Business Administrator

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Web: www.wwchainstores.com

- WCS (Worldwide Chain Stores) is a leading provider of Supply Chain Expertise, Products and Technology, with a heritage of over 40 years in Supply Chain, Procurement and Warehouse Management Software and Services.
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HOW TO MEET CUSTOMERS' EXPECTATIONS

CROSS-CHANNEL SHOPPERS ARE INCREASINGLY DEMANDING AND IMPATIENT. **PENELOPE ODY** ARGUES THAT SERVICES NEED TO BE FAST AND EFFICIENT TO DEAL WITH THIS NEW RETAIL LANDSCAPE

Retailing has always been about 'selling goods which don't come back to customers that do'. The same is just as true in the cross-channel world, although the likelihood that the goods will return is rather higher – typically 40 per cent in some sectors.

At the same time, persuading customers to come back can be just as challenging, given that the competition is just a click away and shoppers have ever higher expectations of the sort of service levels they want. "Shoppers expect the experience to be convenient and joined up," says Gary Topiol, managing director EMEA, Empathica. "They also want certain aspects of the shopping trip to be extremely quick and efficient – most are happy to browse for long enough but once they decided to buy the checkout process has to be as quick as possible – and that is as true in-store as it is online."

Customers are also increasingly impatient. In a study for Right Now,

“ Returns are a problem for all cross-channel retailers – especially where overseas orders are concerned ”

surveys showed that 91 per cent of people who stopped doing business with an organisation due to a poor customer experience went on to buy from a competitor company – and 37 per cent of those stated they give a company less than one week to resolve customer service issues before taking their business elsewhere. "Almost half of those questioned said they had posted a negative comment on a social networking site following a poor customer experience," says Ian Tickle, VP EMEA at Right Now. "Even if just one per cent of a large retailer's customers are dissatisfied, that is a lot of customers who can make a negative impact through social media."

RIGHT HERE, RIGHT NOW

Shoppers also expect appropriate help and information whenever they need it: in-store any need to search for a sales assistant is likely to send them heading for the exit. The same is true of call centres that either do not respond quickly enough or fail to provide a first-time fix for any problems. Finding appropriate help on a website is another bugbear: pop-ups offering live chat can be welcome if delivered at an appropriate stage of the customer journey, while far too many sites seem to bury their FAQs in the small print at the bottom of the screen or else refer to buttons and click-throughs that disappeared in the last site upgrade.

Customer service issues permeate the entire customer journey – from pre-sales to after-sales – and failure at any stage is going to impact overall satisfaction.

“Customer service needs to be considered from an ‘end-to-end’ perspective rather than just the contact centre,” says Philip Michell, consulting director, Capita. “As such, retailers need to focus on ‘avoidance’ rather than simply resolution or efficiency.”

For large cross-channel retailers, many customer service attributes will be handled in-house with dedicated staff ensuring that brand messaging is consistent at every stage. Service function procurement for these retailers may be limited to buying tools for live chat or outsourcing returns to third-party logistics providers.

Returns are, of course, a problem for all cross-channel retailers – especially where overseas orders are concerned. Unless there is a local returns address shoppers may not order at all and they are certainly unlikely to pay for goods to be sent back, so if there is a problem they are very unlikely to order from you again.

WHO TO CALL?

As well as third-party logistics, small and medium-sized retailers are more likely to use third-party call centres and selecting the right partner is crucial. It is obviously important to choose a provider with similar business ethics and attitudes and retailers also need to think carefully about their customers’ likely requirements to avoid the risk of buying a solution which is either inadequate or which does too much. “You really want a company with which you can establish a relationship as a partner rather than a supplier,” says Philip Michell, “one which can also demonstrate an understanding of your business and has a proven solution.”

It is also important not to over-specify – which applies both to buying software for in-house use and outsourcing. Some contact centre software providers offer products with eye-catching features, and retailers may believe high specs will improve services only to find there’s an extra cost for features that nobody needs or wants. “Sourcing relevant services and not under or over-specifying is potentially the biggest challenge we face with organisations who haven’t previously outsourced customer-facing activities,” adds Michell.

As well as being offered on individual websites, live chat is increasingly popular with contact centres as it lowers the cost of handling calls, allowing one operator to handle several queries at a time. Companies such as LivePerson argue that chat can convert 20 per cent more website visits into sales, with visitors who chat three times more likely to place an order.

TEN ISSUES TO CONSIDER

1 **Does it do it all?** Will a chosen call centre solution cover all needs across all channels and handle voice, email and web or will additional functions need to be bolted on?

2 **Where are your staff?** Does all centre software allow operators to work from multiple locations or from home? For small or medium-sized retailers, home working can be an economic option for 24/7 coverage.

3 **Simplifying returns:** how easy is it for your customers to return goods? Can they be accepted at your stores or do you expect shoppers to pay for the privilege of sending something back?

4 **Check those returns, especially from overseas:** stories abound of parcels being returned containing nothing more than old newspapers or a couple of bricks. “Goods need to be checked to ensure that the customer really is returning the genuine item, even if the plan is to dispose of them,” says Roger Burns, development director, DHL Supply Chain.

5 **Can it grow with you?** Are the solution and its inherent technology scalable? Can it support your growing business and the query turnover over a period of time and from newer or emerging channels such as mobile or internet-enabled TV?

6 **Measure retention:** does your system assess lifetime value of a customer or the cost to retain them? “You have to document the customer lifecycle and measure how successful you are in terms of retention,” says Ian Tickle at Right Now. “For how many years have they shopped with you?”

7 **What about social media?** Does customer management software or services allow you to integrate data from social networking sites so that tweets or other comments can be added to the customer record?

8 **Pre-empting problems:** online shoppers like self-service but can you alert them if they are making an inappropriate choice? Or intervene if a basket is abandoned? “You need to be able to interrupt the transaction to point out the pitfalls,” says Professor Merlin Stone, head of research at The Customer Framework.

9 **Think end-to-end:** having efficient returns or a helpful contact centre won’t deliver high levels of customer satisfaction if the checkout is slow. “It has to be a seamless end-to-end experience not just a fantastic website,” says Carlo Rimini, business unit director of ecommerce at Micros.

10 **Less is more:** the Customer Effort Score – developed by Harvard Business School – shows that the less effort a customer has to make to achieve what they want, the greater the chances that they’ll repeat purchase.

RESPONDING TO DIGITAL DE

If there is one thing certain in the customer service arena, it is that shoppers will become more impatient, more demanding and more critical. As such they will expect higher service levels and greater efficiency from cross-channel retailers.

“According to the Retail Eyes September 2010 report,” says Professor Merlin Stone, head of research at The Customer Framework, “92 per cent of shoppers confirmed they had left an establishment before making a purchase after receiving poor customer service, which is 36 per cent higher than Retail Eyes’ 2009 survey.”

Professor Stone’s own research* suggests that shoppers fall into three main groupings: cross-channel enthusiasts, uninvolved shoppers and store-focused consumers. “Multichannel enthusiasts tend to be more innovative, whereas store-focused consumers generally are more loyal than multichannel enthusiasts.

“However, multichannel consumers have higher purchase volumes though are less likely to be loyal to brands or retailers. Multichannel customers have higher expectations of the customer experience, particularly the online aspect. They base their purchase decisions not only on online retailers’ website appearance and functionality, but on evaluations of the entire service offer, including offline performance.”

The study confirms that cross-channel retailers cannot afford to neglect any of the channels in which they operate but must ensure consistent service levels across all of them. At the same time the competition really is only one click away,

“Cross-channel retailers cannot afford to neglect any of the channels in which they operate but must ensure consistent service levels across all of them”

and with online conversion rates often still only two-three per cent making a sale is as challenging as ever.

WHERE TO INVEST

Investing in technologies that support the sale and encourage site stickiness must clearly be on the IT investment agenda. Pre-emptive activities – such as live chat or well-timed pop-ups – which can interrupt a customer journey to offer appropriate advice that guides product selection, and prevents the shopper buying something that will only have to be returned, is clearly worth investigating.

As for returns, the ‘return to store’ option will certainly need to be extended in future as customers expect and demand this sort of convenience. Processes are more of an issue here than technology with a need to assess whether the item can be re-sold at full price, marked down, or returned to a central warehouse. Store managers will no doubt be unwilling to take the mark-down hit on their sales figures or be saddled with additional items leading to over-stocks. It’s an area where third-party logistics providers may have a part to play – collecting unwanted items, assessing their saleability, or even disposing of them via dedicated clearance sites or eBay.

According to a survey by Oracle, digital natives (those born after 1985) also want greater personalisation and services based on their preferences. “In their eyes, technology plays a key role in delivering, differentiating and personalising the offer,” says Sarah Taylor, senior director, Oracle Retail. “They like to use technologies in store and prefer to be contacted with offers by email – yet only 20 per cent could recall seeing a compelling personal marketing experience or offer.”

That figure will be as no surprise to anyone who receives promotional emails as very few are based either on previous shopping patterns or buying preferences. “If a company sends me inappropriate offers then I’ll regard that as spam,” says Ian Tickle, VP, EMEA at Right Now, “and spam delivers very poor brand messages.”

TARGETED MESSAGES

Already companies such as Responsys are developing email campaigns based on perceived preferences and which deliver significantly higher click-through. Monitoring which shoppers tend always to open emails on mobiles, for example, can help hone targeting for relevant promotions or mobile apps.



MANDS

SPEAKING FROM EXPERIENCE

Social media also needs to be incorporated into the range of multichannel customer services. While older generations may be rather cautious about giving away too many personal details on Facebook and similar sites, younger age groups are happy to reveal all giving retailers additional opportunities to exploit such information. In the USA, WalMart is already doing this with its Shopycat social shopping app. Shopycat allows customers to search Facebook to identify their friends' declared interests and then matches this with relevant products from WalMart and other sites including bookseller Barnes & Noble and gifts store RedEnvelope. The item can then be bought with just one click. We can expect more of these cross-channel service initiatives, improving efficiency and speed for shoppers, in future.

Many in the digital native group also crave recognition and celebrity. Futurists already suggest that face recognition technology would allow retail sales staff to identify loyal customers as they enter a store using images uplifted from Facebook pages as reference. For tomorrow's digital-savvy shoppers being greeted by name as they enter a shop may well be seen as cool, and become a key driver for loyalty and customer retention. ■

** The Death of Personal Service: why retailers make consumers responsible for their own customer experience by Merlin Stone, in Database Marketing and Customer Strategy, September 2011.*



INTUITIVE INTERFACES

"Every company that has a multichannel presence needs to ensure that it provides a simple and efficient customer experience across all platforms. There has to be a smooth, intuitive user experience which includes creating FAQs, shipping and 'about us' pages which help to build credibility." Keith Bird, CEO, eSeller Pro

SPEED IS OF THE ESSENCE

"Customer expectations have significantly increased in terms of the speed of response across all channels. Retailers also need to consider how they can provide customer insight through analysis of each customer interaction to drive both customer loyalty and continuous improvements in service." Philip Michell, consulting director, Capita



PROACTIVE CHAT

"In-store can either use software and screens to give the answers to frequently asked questions or use proactive chat from the same devices to link to experts at a call centre. Chat can be better than actually talking to someone as it offers more privacy and is ideal for answering complex queries." Ian Tickle, VP, EMEA, Right Now

THE WHOLE EXPERIENCE

"It is the end-to-end experience that counts in assessing customer satisfaction: websites can be great for finding the lowest price but it is the whole experience and the level of customer service that the shopper receives that counts. Do the experiences meet their expectations?" Gary Topiol, managing director, EMEA, Empathica



IN SUMMARY

Successful retailers will need to adapt and develop services to meet the demands of their cross-channel customers. Speed of service is essential with shoppers increasingly impatient of any inefficiency; failure to deliver what is expected can seriously damage brand image – especially given the readiness of shoppers to make their complaints public via social media sites.

As a result, retailers will need to invest more in proactive support both to help guide self-service transactions and increase available product information. FAQs and help pages need to be more comprehensive, easier to find and well-maintained. Contact centres also need to respond to customer expectations and preferences: shoppers regularly complain about hold buttons or the number of buttons that must be pressed before reaching an operator. As live chat becomes more familiar it could well become the preferred alternative for many.

The returns process also needs to be streamlined and improved: shoppers expect delivery charges to be refunded while overseas customers, especially, may want pre-paid labels for returns as well. Test purchases and returns by Micros's international shopper panel last year highlighted the high cost of sending back goods from some countries and the need for local return addresses in all geographies. The company's latest *Online Returns & Refunds Report (2011)* found that more retailers are refunding the original delivery charge, but half still offer no choice on how an item can be returned to them.

With shoppers in future likely to expect collection, return to store, or pre-paid labels this is clearly another area for future focus.

Liveperson

200 Brook Drive, Green Park, Reading,
Berkshire RG2 6UB, UK
Tel: 0333 666 5483
Email: enquiry@liveperson.com
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LivePerson is the leading provider of intelligent, online engagement solutions, enabling the world's top brands to deliver a personalised user experience by proactively engaging visitors with real-time solutions for chat, voice and content.

LivePerson's solutions create meaningful, real-time connections by engaging the right customer, at the right time, through the right channel, driving incremental sales, maximising customer satisfaction and retention, and optimising agent resources.

- Online sales conversions increase by 20%
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- Customer satisfaction exceeds 90%
- Issues are resolved first-time, in real-time
- Net Promoter scores rise to record levels
- Agent resources are optimised (e.g. by deflecting emails)

More than 8,500 companies including Apple, Aviva, Barclaycard,



EDF Energy, HSBC, MORE TH>N, Nationwide, O2, Royal Bank of Scotland, Sky, Ted Baker, T-Mobile and Walt Disney rely on LivePerson to foster deeper connections with their customers.

Year Established: 1995

Products/Services: LP Chat: Enables businesses to chat with online visitors at any time, anywhere, on any device.

LP Voice: Let visitors request a call from an agent whenever they need help, or contact high-priority visitors proactively.

LP Marketer: Target visitors onsite with specific messages – discounts, brand and customer service – to promote conversions.

Client List: Apple, Aviva, EDF Energy, MORE TH>N, Nationwide, O2, Royal Bank of Scotland, Sky, Ted Baker and Walt Disney

Typical/Entry Level Pricing: Price on application

Collect+

54 Clarendon Road, Watford, WD17 1DU, UK
Tel: 07826 869 007
Contact: Catherine Woolfe, Marketing Director
Email: sales@collectplus.co.uk
Web: www.collectplus.co.uk

Collect+ is an innovative parcel delivery and returns service that offers consumers greater freedom and convenience when shopping online. We are the trusted partner of over 100 Retail Brands and are growing fast – in 2011 we doubled our volumes taking us to over 4 million returns and deliveries a year. We operate through a nationwide network of over 4,500 local convenience stores, meaning that consumers can drop off and collect parcels at a time to suit – 7 days a week, early 'til late. We offer three services; retailer returns, Click&Collect+ (allowing customers to collect online purchases from retailers from our stores) and a send service for marketplace sellers and small businesses. In 2011, Collect+ was named 'Third Party Logistics Supplier' at the Retail Week Supply Chain awards; 'Innovative Delivery Service' at IMRG's eCommerce Excellence Awards and was highly commended by Retail Systems for 'Supply Chain Solution of the Year'.

Also find us in: Operations & Logistics, Retail Systems, Cross-channel, Growth

Logicalware

23 Manor Place, Edinburgh, EH3 7DX, UK
Tel: 08000 093 131
Email: enquiries@logicalware.com
Web: www.logicalware.com

Logicalware is a web-based customer support software for online and multi-channel retailers, providing all the tools to efficiently manage customer email communications. Logicalware gives you the ability to better manage, track and report on all areas of your customer service. With a unique blend of automation, your customer's emails will always land in the right department.

A robust ticketing system giving your customers a reference for any future correspondence and real time advanced reporting so managers can monitor the performance in every area of the team. The system is simple to use and integrates with existing phone support with minimum investment. Our clients range from small niche retailers to global organisations. Logicalware offers a pay monthly subscription per agent and a 45-day trial.

Also see us in: Ecommerce

Orium

Za Suzerolles, Seiches Sur Le Loir, 49140, France
Tel: +33 2 44 01 50 05
Contact: Judith Arkle, International Development Manager
Email: contact@orium.com
Web: www.orium.com

Orium is a European specialist in fulfilment, shipping and call centre services for both ecommerce and multichannel distribution. With an integrated network of ten distribution centres, Orium provides scalable solutions to get both B2C and B2B orders efficiently and cost effectively to customers across Europe. Services cover the entire spectrum of the e-commerce supply chain:

- A network of fulfilment centers and a range of solutions according to your business needs and market growth
- A broad range of carrier solutions tailored to meet the needs of each market
- Multilingual call center services to deal with presales and aftersales enquiries, lost parcels, payments and other day to day needs.

Providing professional, quick and reliable delivery across Europe, Orium is positioned as one single partner for all order fulfilment and customer service needs.

Also find us in: Operations & Logistics, Growth

The Selfservice Company

118 Gore Road, New Milton, Hampshire, BH25 6SJ, UK
Tel: 01425 614 070
Contact: Darren Robertson, Internal Sales Representative
Email: tscuk@selfservicecompany.com
Web: www.selfservicecompany.co.uk

Our service is simple: we answer customer questions online. Our technology recognises and answers customer questions very accurately using natural language processing. Our Virtual Assistant is an online personality who welcomes website visitors and invites them to ask questions. We promote the use of one answer to a question, instead of an FAQ list that puts information stress on a customer. Besides our technology we offer knowledge maintenance services to optimise recognition and identify the gaps of the knowledge base and live chat.

Self-service can only be successful if your customer perceives this as a pleasant, easy and reliable way to communicate with your company, which is the central goal of all our products at The Selfservice Company. Our VA's ensure the best possible customer experience whilst at the same time reducing service costs. Our clients include Sky, ToysRUs, Staples Direct and PKR.com

Also find us in: Strategy, Acquisition, User Experience & Performance, Searchandising, Ecommerce, Cross-channel

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SOLVING THE PROBLEM

BUYING THE RIGHT SYSTEMS TO DRIVE CROSS-CHANNEL RETAILING IS COMPLEX. NOT ONLY IS ADAPTING EXISTING SYSTEMS A STRUGGLE, BUT CUSTOMER DEMANDS ARE CHANGING RAPIDLY, ADVISES **PENELOPE ODY**

Buying retail systems traditionally started with an ITT or RFQ, an invitation to tender or request for quote. After drawing up a wish list of what the planned technology had to do along with a roll of likely suppliers, retail IT managers sent out their letters and waited for a response. Various templates for both ITTs and RFQs are widely available and have been used for years: they left little to chance. “A standard document ensures that all questions are answered by all suppliers on a level playing field,” says Chris Hughes, who ran the Retail Automation Consultancy for 20 years.

Today it is rather different. ITTs are still used but often for basic commodity products – replacing till printers or cash drawers – or for standalone niche items. “We receive very few ITTs for multichannel solutions,” says Richard Willis, retail solutions director at Torex. “It doesn’t get the best out of the vendor.”

LET’S TALK

If you are looking for a complex solution then most IT vendors much prefer an

“ In a data-distributed environment, getting a 360-degree view of the customer is tough ”

open discussion of the issues that need to be solved rather than a formal request for information. “If someone asks us to quote for buying a widget that’s what we’ll do,” says Tony Bryant, head of business development at K3, “but it may well not be the best solution to solve the underlying problem. The best engagements don’t involve an ITT but sitting down with the board and talking strategy – we need to know where the retailer sees itself going to help develop the best solution.”

Sarah Taylor, senior director, Oracle Retail agrees: “We much prefer to look at how we can solve a business problem,” she says, “then we can prove our capability before they buy.”

For any multichannel retailer, today’s systems have to deliver three key factors: a

seamless customer journey, a single stock pool updated in real-time, and fully integrated customer data. For all, apart from pureplays that started life with fully integrated modern systems, achieving any of these attributes can be challenging.

An obvious problem is that almost all established retailers have grown their systems piecemeal with much of the technology pre-dating the explosion in online shopping and proliferating channels of recent years. Handling website orders on a standalone system with its own stock allocation was easy when online business accounted for one or two per cent of sales. Today with ecommerce hitting 10-15 per cent of turnover it is very different.

Customers, too, have changed and increasingly expect to be able to move

between a number of channels as they make a single purchase: from website to mobile to store and back again as they adapt and add to their order. With many retail systems still locked into departmental silos, following this journey is nigh impossible and makes even such basic customer requirements as buy-online-return-to-store impossible to achieve.

THE SINGLE STOCK POOL

And it isn't just store systems that need to be connected to online operations: "Warehouse management systems are hugely capable," says Craig Sears-Black, UK managing director of Manhattan Associates, "but they need to be interfaced to a raft of legacy systems – such as ERP, trading systems, web front end – so that orders can be fulfilled from stock in any location."

Many retailers, especially in the fashion sector, are already moving towards a 'single stock pool' or 'virtual inventory', while a 'single customer database' enabling a 'single view of the customer' is also claimed by several of the majors. In a multichannel world, however, an accurate and real-time single view is proving rather more difficult to achieve: customers interact in multiple channels simultaneously and there is a great deal more to collect and interpret than just transactions and purchasing history. "In a data-distributed environment, getting a 360-degree view of the customer is tough," says Sarah Taylor, at Oracle Retail. "The customer expects a retailer to have all the necessary information but the retailer may not have it in perfect alignment due to multiple data sources."

Obtaining a single view of purchases across all channels is a modest ambition: adding information about customer preferences, demographics, social media activity, search, recommendations and much more is another matter. With massive amounts of data – 'big data' – and rapidly changing requirements it is not surprising that use of hosted systems delivering software as a service (SaaS), often delivered via cloud computing, has increased dramatically bringing flexibility and scalability with minimal capital investment.

Not only does SaaS – or the software-plus-platform model, 'solutions as a service' – move IT costs from the capital on the balance sheet to ongoing operations, but it also shifts technical support and upgrade issues to the service provider. As such it is changing the traditional role of retail IT departments from implementation and support of complex technology to managing service-level agreements.

TEN ISSUES TO CONSIDER

1 **Focus in integration:** breaking down departmental and channel systems silos has to be a priority and is vital to create a seamless cross-channel environment for the customer journey.

2 **Keep it flexible and scalable:** retail channels and customer shopping preferences are changing rapidly. How easy will it be to adapt or expand systems to meet future – and currently unknown – needs? "Retailers can experience major surges in demand, especially if they offer discounts and other deals which attract masses of bargain-hungry online shoppers," says Fabio Torlini, VP cloud at Rackspace.

3 **Should you go for best of breed?** A total system from one vendor solves the integration problems but niche applications can often offer better functionality for competitive advantage and new tools are emerging to simplify the interface issues.

4 **Do you really need it all?** Lists of requirements – in ITTs or initial approaches to vendors – are often grossly overstated. "If delivered they would create working processes that would be impossible to support," says Bob Jolley, group commercial director, Maple Lake. Focus on essentials – extras can always be added in future if needed.

5 **Stay agnostic:** opt for applications that can run across many platforms rather than device specific developments, such as iPads. "Choose providers that can support you across various channels, including Amazon and eBay," says Keith Bird, CEO, eSeller Pro

6 **Embrace 'big data':** cloud and SaaS mean that massive investment in data-warehousing is not essential and the rewards of number crunching are significant: McKinsey has identified 16 key retail areas where big data can deliver benefits.

7 **Think mobile:** not just how shoppers will use mobile to interact with your operations but how staff can use mobile devices to access product information or capture the sale at any opportunity

8 **Follow the customer:** shoppers want to move seamlessly between channels with a 'go-anywhere basket', placing and adding to an order at any touchpoint. Can your systems support that?

9 **Sometimes stop-gaps can be useful:** to give your customers the services they want now is it worth implementing a niche application to fill the gap and then throw it away once core systems have been updated and integrated?

10 **Hasten slowly:** "Assess, trial, test," says Richard Traish, senior partner at Kurt Salmon, "the best businesses absorb and take time – don't rush."

CATERING FOR THE CHANNEL

While today's customers expect click-and-collect or return-to-store as standard – tomorrow's will expect their orders to be fulfilled from any source and 'out of stock' to be a thing of the past.

Systems integration and real-time updates are essential for the creation of that vital single stock pool allowing access to the complete inventory records from any channel. Fortunately, while digital technology has driven multichannel retailing, it is also providing many solutions to help streamline operations. Those disparate silos stuffed with isolated information can now be joined by assorted hubs and interface layers, which enable information to be shared across the organisation and be made available in all channels.

Torex, for example, has produced 'MiRetail Hub', which has been implemented by Republic to connect store, ecommerce, merchandising and warehousing systems. Such solutions are not confined to those systems designed for tier one or tier two retailers either: companies such as Lois Systems, a

“ In the longer term, many retail applications and information sources may also have to be accessible to consumers ”

specialist provider targeting small fashion chains, has also built its applications around a single stock database accessible by both online customers and store staff.

Integrated customer data – adding in all the social media information, records of search, reviews and so forth – is where 'big data' comes into its own. According to a report from McKinsey Global Institute* effective use of big data has the potential to increase retailer's operating margins by 60 per cent. As McKinsey puts it: "The widespread use of increasingly granular customer data can enable retailers to improve the effectiveness of their marketing and merchandising. Big data levers applied to operations and supply chains will continue to reduce costs and increasingly create new competitive advantages and strategies for growing retailers' revenues."

GOING LARGE

Big data requires new tools and talents to interpret and act upon, but with falling storage prices and faster computing, meaningful and rapid analysis is possible. Business analytics specialist, SAS, is already reviewing vast tranches of unstructured data from social media to allow retailers to respond quickly to negative tweets or critical Facebook postings. "Big data analytics is data management on steroids," says Sarah Taylor at Oracle Retail, "it is quick and can be achieved in context and in process."

It is also an area where cloud computing can help. "Cloud is the largest growth opportunity in all of technology," says Fabio Torlini, VP cloud at Rackspace. "Cloud adoption is in its infancy. According to IDC as it becomes mainstream the market will increase by 45.5 per cent every year to 2015."

Cloud not only allows access to information and applications from anywhere but also provides additional capacity to cope with peaks and troughs in processing demand. "It allows website capacity to scale when hit by high levels of traffic," adds Torlini.

In the longer term, many of these retail applications and information sources may also have to be accessible to consumers. Shoppers already use smartphones to check on comparative prices in-store while QR codes and bar codes can be used to access product information or link to websites. In future we could expect shoppers to check on stock availability before entering a store, find out when deliveries of new lines are due, or check sourcing information for fresh produce in whichever channel they happen to be placing their grocery order – without of course actually phoning the retailer to actually ask.

NO DIFFERENTIATION

For increasing numbers of channel-hopping shoppers – especially those who have grown up with technology – flitting between online and offline channels is simply regarded as one continuous



HOPPERS

SPEAKING FROM EXPERIENCE

seamless interaction. As a leading fashion retailer interviewed for the *Retail 2012*** report put it: "They come in with their iPhones and iPads. They have already done their research and know exactly what they want. They are very technology savvy. They send photos taken on their iPhones from the fitting rooms to friends to get their opinions." Or as John Gillan, senior industry retail head at Google, says: "The best shopping companion will be your phone."

In future we can expect more phones to be enabled by near field communication (NFC) to act as contactless payment systems replacing the plastic card and shoppers will simply tap a pad as they leave the store rather than hand over real money. We can also expect that new channels will emerge – more marketplaces of the Amazon or eBay variety, for example, or more interactive television options – and systems will need to be flexible and adaptable enough to cope with the unexpected.

Whatever the future holds, retail managers will still be trying to procure the right systems for their organisations – and no doubt some of them will still be ticking the checklist on their ITT. ■

* *Big Data: The next frontier for innovation, competition and productivity*, McKinsey Global Institute, May 2011

** *Retail 2012: The definitive report on the state of the retail industry, from the leaders of UK retail*, produced by *Retail Week* and Kurt Salmon, January 2012



LINKING SILO SYSTEMS

"The biggest challenge retailers are facing is how to take their silo systems and combine them to enable that seamless customer journey. Almost all retailers are saying they need to do this but most are worried about the cost as they, wrongly, believe that it will involve massive investment and wholesale system replacement."

Richard Willis, retail solutions director, Torex

USING THE CLOUD

"More and more retailers are realising the benefits of the cloud and the ability it gives them to scale up and down their services quickly according to fluctuations in demand."

Phil Worms, director of marketing and corporate communications, Iomart Hosting



THE IT DEPARTMENT, BYPASSED

"SaaS is going to happen and it will bypass the IT department – they can't stop people going out and sourcing what they need from an operational budget. IT should be embracing SaaS and take the initiative to offer the tools to the business. Instead many of them are behaving like King Canute."

Chris Collins, managing director, i-Realise

KNOWLEDGE COUNTS

"If the customer has more information than the sales staff then that as challenging. With shoppers already comparing prices via their phones while on the shop floor, sales associates need to have all the relevant product and stock availability information there as well."

Craig Sears-Black, UK managing director, Manhattan Associates



IN SUMMARY

Retailers have been investing in IT since the first electronic tills appeared in the 1970s, and most now have a plethora of systems of varying ages and capabilities. In the current economic climate few can afford major system replacement programmes, but those systems have to keep pace with changing customer demands and behaviour.

For many, tools to integrate existing applications to ensure a seamless shopping experience and single stock and customer databases are clear priorities, for others there is a need to move into the world of cloud and 'big data' to improve customer targeting and cope with major fluctuations in processing demand.

The demands of multichannel retailing are already challenging many accepted retailing practices. How does a single stock pool impact allocation and replenishment activity, for example? If you can fulfil orders from any location every surviving store becomes a flagship store offering the full range – although not necessarily available at that location.

Mobile is clearly becoming key: not only mobile apps but numerous mobile transactional sites have been launched in the past year with more under development. Store staff are being equipped with iPads as well to put them on an equal footing with these well informed shoppers and close the sale at any opportunity.

Greater customer insights from big data will also enable more responsiveness – to stop negative tweets as well as enable better targeting. "It's about pre-emptive distribution," says Richard Traish at Kurt Salmon, "you need to be the first to reach the customer whenever they want to purchase. You need to have the right goods available, the right SEO and the right social network recommending your offering."

And all that requires investment in the right systems.



Will your
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information
close this
sale?

How important is product information to your customer?

Customers are demanding rich and detailed product information and are interacting with retailers via multiple channels. Retailers need a product information management (PIM) solution as an essential foundation to build a successful multichannel initiative to drive sales and increase customer satisfaction.

Stibo Systems, the leader in strategic information management helps global companies master product information to support revenue goals through current and future channels.



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A robust multichannel strategy has never been as vital as it is today. At a time when technology is moving quickly and customers are choosing to shop via various channels both offline and online, retailers increasingly need to consider how to create and manage rich product information across these multiple channels. According to Stibo Systems' independent research, 57 per cent of retailers are planning on investing in enhancing consumers' cross-channel experience this year. These retailers, which are looking into procuring software to support cross-channel, need to ensure that product information is the first area of address.

Product information is an area that can often be overlooked by retailers. However, according to our recent consumer study, it is seen by nearly half of shoppers as the most important aspect of a retailer's website. Creative, detailed product descriptions, granular facts to drive searchandising, customisation and recommendations, easy-access supplementary product information including buyers' guides and manuals: all fall under the heading of 'product information'. All of them are vital to ensuring an enriched shopping experience – if a consumer isn't holding a product in their hands, they will want to know as much as they can about it before committing to purchasing. Across other channels such as in-store, print and at the contact centre, consistent product information is just as important, both for shoppers and retail staff, yet often falls behind in terms of quality and accessibility of detailed information.

The challenges for many retailers lie not only in making sure that product information is detailed, easy to access and context specific, but also in ensuring that the data is managed consistently across each channel. In many retail organisations, time-consuming business systems and spreadsheets are often needed to introduce new products – which can often be littered with inaccuracies, delaying time-to-market. Additionally, product information is often locked into channel silos, making it difficult to repurpose, synchronise across channels and efficiently introduce new channels. Poor data can impact site search and product comparison, and cross-sell and upsell, meaning that retailers run the risk of losing the customer's trust. By

automating the process of managing onboarding, creation, enrichment and versioning of product data, quality errors can be fixed, missing data identified and data standardised.

Internationalisation is additionally cited as a key trend for retailers in the next year. However, launching an international site takes more effort than simply displaying prices in Euros. The translation of product information can add significant overhead to the authoring and maintenance process. Using a product information management (PIM) system provides the answer to managing the process of translating lots of product information, while ensuring consistency and accuracy across all versions and channels.

Finally, retailers need fully to understand all of the existing channels that customers are currently using, while also ensuring that they are prepared for any future shopping channels. The rise of ecommerce in particular means that retailers need to understand how customers are using their internet-enabled devices, optimising product data to meet these needs. A PIM solution makes it possible to generate online and offline versions of rich product data without duplication.

When considering multichannel procurement, it is important that retailers do not approach product information with a 'quick fix' attitude. A good product information management platform needs to be a long-term strategic investment which is most importantly scalable – after

all, just five years ago many couldn't have predicted the massive volume of goods now purchased via ecommerce. Selecting a supplier with good PIM and best-practice expertise will enable the retailer to create a rich product data foundation on which it can build. Scalability will ensure that investment will continue to bring business benefits, getting products to market quicker, increasing customer satisfaction, and therefore sales and revenue.

Stibo Systems has a deep understanding of product information management, having worked in the space for more than 30 years. Stibo Systems' STEP platform is used by retailers, distributors and manufacturers worldwide, creating a single trusted source of product data, eliminating silos. We appreciate the challenges retailers are facing, but also understand the value that lies in product data. A solid PIM enables retailers to increase revenue and profits, while decreasing cost and managing risk. Furthermore, detailed and accurate product information is not only appreciated by customers, but often reduces the amount of product returns. With 76 per cent of retailers noting that the quality of their online product information is a challenge, it is important that retailers recognise the benefits that a PIM platform offers, and reap the rewards of employing it as one of their best practices.

Simon Walker is director, product management at Stibo Systems.
www.stibosystems.com ■



• Simon Walker, director, product management, Stibo Systems

Iomart Hosting

11 - 21 Paul Street, London, EC2A 4JU, UK
Contact: Tony Argyrou, Director, Sales
Tel: 08000 407 228
Email: info@iomarthosting.com
Web: www.iomarthosting.com



Iomart Hosting is one of the UK's leading providers of boutique managed hosting and cloud services. From a single server through to private cloud networks, Iomart Hosting specialises in the delivery and management of mission-critical hosting services, enabling customers to reduce the costs, complexity and risks associated with maintaining their own web and online applications.

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Also find us in: Ecommerce, Cross-channel

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91 Crane Street, Salisbury,
 Wiltshire, SP1 2PU, UK
Tel: 01722 341 342
Contact: Pierre D'Arbost,
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Stibo Systems Ltd

200 Brook Drive, Green Park, Reading, Berkshire, RG2 6UB, UK
Tel: 01189 497 899
Contact: Fiona Ashdown, Marketing Manager
Email: success@stibo.com
Web: www.stibosystems.com



Stibo Systems specializes in Strategic Information Management. Stibo enables companies to link product, supplier and customer information through an integrated process to maximize profitability, reduce operating expenses and mitigate risk. Our technology solutions help companies gather, manage and share product, customer and supplier intelligence across the organization.

The STEP platform boasts a flexible architecture that combines master data management (MDM) with product information management (PIM), creating a single, trusted source of strategic information for the entire enterprise.

Also find us in: User Experience & Performance, Retail, Ecommerce.

Brandbank Ltd

28 Whiffler Road, Norwich, NR3 2AZ, UK

Tel: 08453 701 980

Contact: Hannah Johnson, Head of Communication

Email: enquires@brandbank.com

Web: www.brandbank.com

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Cegid

1 Copperhouse Court, Caldecotte, Milton Keynes, Buckinghamshire, MK7 8NL, UK

Tel: 01908 272 420

Contact: Lyndsey McIntosh, Marketing Coordinator

Email: cegiduk@cegid.com

Web: www.cegid.co.uk

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Omnicia Ltd

Newton House, Birchwood Park, Warrington, WA3 6FW, UK

Tel: 01925 398 111

Contact: Eleanor Walsh, Head of UK Sales & Marketing

Email: info@omnica.co.uk

Web: www.omnica.co.uk

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City Tower, Piccadilly Plaza, Manchester, M1 4BT, UK

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18 Mansell Street, London, E1 8AA, UK

Tel: 020 7954 4250

Contact: Nanda Kumar Tukaram, Regional Sales Manager

Email: saleseurope@zsl.com

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THE RIGHT TOOLS FOR THE JOB

CHOOSING THE RIGHT ECOMMERCE PLATFORM MEANS ALIGNING THE CURRENT NEEDS OF THE RETAIL BUSINESS WITH ITS FUTURE AMBITIONS, ADVISES **CHLOE RIGBY**

The ecommerce platform has the potential to be an enormously powerful tool. At its best it allows customers to move seamlessly from researching or buying online, via mobile or social media, to the store. It can give retailers important insights into how their customers buy from the company and the stock knowledge needed to make sure the business can fulfil their orders efficiently. In short, it acts as a hub to make commerce work across sales channels, and that's key to satisfying evermore demanding customers.

But in order to achieve that potential, the tool must be the right one for the job. Deciding which ecommerce platform – and how to buy it – starts with the shape of the business and with its finances. Thus, a company looking to make online sales of between £1 million to £5 million will make a different decision from the business that expects to turn over £50 million or £200 million. A retailer with money to invest in capital expenditure, but which wants to keep operating costs low, will make a different decision from one looking to spend little upfront but that can afford higher monthly payments.

REFLECTING THE BUSINESS

A business looking to move quickly into new international markets will make a different decision from one that is focused on multichannel integration. A retailer expecting to grow online sales fast may make a different decision from one that wants to serve an existing customer base

“Deciding which ecommerce platform – and how to buy it – starts with the shape of the business and with its finances”

more effectively and take time to grow. A company that has internal technological expertise will make a different decision from one that has not.

Thinking through all of this carefully is vital, says Michael Ross, co-founder of eCommera. “It’s important to get it right because technology is a key enabler,” he says. “Technology will not confer advantage in and of itself – you’ll never be successful because you’re got the right platform. But if you’ve got the wrong platform it can be an enormous constraint to how you trade, how you internationalise, how you run your business, how you scale.”

The answers to these questions will initially inform the type of platforms that a business considers. Smaller retailers with less in-house technical expertise are likely to consider ecommerce platforms supplied by Vendra, BT Fresca and Magento. Mid-market retailers will look at products from Demandware and hybris, and the largest will probably be looking at IBM and ATG. While an individual ecommerce platform may give some retailers all the features they need, others will adapt or integrate other systems, from payment processing to reviews and ratings, using the platform as a hub. “Extensibility is key,” says

Demandware’s Andrew Gilboy, vice president, EMEA, Demandware. “One platform may meet all of your needs but as your commerce business evolves, the ecommerce platform needs to be able to easily integrate with other third-party technologies as necessary.”

END-TO-END SOLUTIONS

In recent years ecommerce vendors have looked to develop platforms into solutions that meet all needs, including the demand for cross-channel retail. As vendors have bought smaller technology companies in order to add their functionality to their own platforms, the industry has consolidated. Back in 2008 BT bought Fresca to add its on-demand web platform to its broad sweep of retail systems under BT Expedite. Then IBM bought analytics provider Coremetrics and order management platform Sterling Commerce. eBay bought Magento, the open-source platform, and ecommerce services company GSI Commerce, while hybris merged with iCongo in autumn 2011 with the promise of becoming a one-stop shop for retailers.

The net effect has been to produce evermore powerful and sophisticated

systems that have retailers questioning whether to move away from platforms developed in house. Today's platforms offer features from cross-channel customer order histories and inventories that feed into Google search, to built-in AB testing and WYSIWYG (what-you-see-is-what-you-get) design functionality for use by non-technical staff.

One retailer that has replaced its homegrown platform with an on-demand model is Australian footwear manufacturer Deckers Outdoor Corporation. It recently launched its online stores for brands including UGG Australia and Teva on Demandware Commerce. It realised it was spending its time maintaining its existing platform, rather than innovating to stay ahead of competition. Instead, said John Kalinich, vice president of ecommerce for Deckers, "We wanted the ability to integrate cross-channel experiences for our customers on a global scale." Moving to an on-demand model, says Kalinich, "allows us to move our focus from software development to merchandising and marketing, giving us a robust platform to showcase our brands".

So far Deckers has launched ecommerce and mobile commerce sites on Demandware Commerce in the United States, Netherlands, UK and Canada. In the first week of the new platform, the company reported a rise in customer engagement and conversion, including a 14 per cent rise in the conversion rate of visitors to the UGGAustralia.com site.

CHOOSING HOW TO SPEND

As well as increasing functionality ecommerce platform providers are also increasingly giving their retail customers more choice about how they want to buy. In the past, whether a retailer wanted to buy their own software or rent it by the month could dictate which ecommerce platform they chose. But today solutions are fast becoming more flexible.

Many vendors offer a choice with the same platform available either for the retail business to own, integrate and run on its own premises, or as a hosted service, managed by the vendor or a company that specialises in running ecommerce websites for retailers, or as on-demand software-as-a-service (SaaS) options that tap into software stored in the cloud.

Stefan Schmidt, VP of product strategy at hybris, sees the advantage of both on-demand and hosted solutions as being quick to market. In addition, hosted solutions can allow for more innovation. "On premises is strategic, embodies innovation and is bespoke, allows the company to differentiate its services, prefers CapEx, is best for marketing internationally and is fully owned and controlled," he says.

TEN ISSUES TO CONSIDER

1 Owned, hosted or on-demand? Businesses that can afford to invest upfront in owned solutions save on the regular payments implicit in on-demand software. Others may prefer to pace their spending as sales grow. On demand claims to be quicker to market, while owning the solution gives control and room for innovation.

2 Innovate or follow the pack? Ecommerce innovators tend to have in-house expertise and to be working in a competitive market. Take your lead from customers: do they demand more than you are offering and will failing to offer more mean losing customers to others?

3 Going cross-channel: in a world where many products are similar and priced at the same level, customers may choose to buy from the retailer that allows them to shop across channels. Make sure the channels your customers want to buy through are served by the platforms you consider.

4 Shouldn't the company just choose the same platform as other retailers of its size? This is a "very dangerous" approach, says eCommera's Michael Ross, "because there are a lot of people making bad decisions". Better to start with your customers and your business and work out what suits them.

5 Look carefully at what you already have before you re-platform: judge through analytics what parts of the selling process is working and target the areas that aren't for specific improvements.

6 How do I measure if it's working? Compare conversions and profitability before and after the investment. Return on investment over five years is a key metric, but 'how much will my whole business, both online and offline, profit?' is also key. Statistics show, says hybris' Schmidt that 71 per cent of offline sales are influenced by online.

7 How much will it cost? Count the total cost of ownership over the next three to five years: for an ecommerce platform this will include future upgrades and licenses. How much will the initial implementation cost, but also how much will it cost to add new sites, and how many people will the company need to run those sites?

8 How does the company pay? When it comes to on-demand, business models range from a set fee to a percentage of revenues made through the online store. At scale, on-demand may be more expensive than ownership, but over three to five years, the costs should align with the revenues.

9 Get references from other users of a platform: ask other users of the ecommerce platform about their experiences, including the support they've enjoyed. Vendors should be happy to give you references, but there's also mileage in asking others that have not been referred.

10 Who can the company ask for help? Consultants with wide experience of specifying a multichannel ecommerce system may well be useful in keeping the project focused. Systems integrators are likely to be fully focused on delivering your project: choose the one that fits your company culture best.

A SMART-FRIDGE FUTURE

In five years time we may be buying through the TV as easily as today we do via a laptop or a smartphone. Our fridges might automatically send orders to supermarkets as food runs low. We may even be able to try on and order clothes virtually through mirrors in smart wardrobe doors. Or we may not. The only certainty about the future of ecommerce is that it will be different. “Ecommerce is constantly evolving,” says Andrew Gilboy, vice president, EMEA, Demandware. “That at least will not change.”

So how can retailers make sure the ecommerce platform they specify today is capable of adapting to changes in the way we shop that may come in the not-too-distant future? To some extent this change is predictable. We are already seeing the rise of multichannel or cross-channel shopping – also known as omnichannel or agile commerce. “All of these terms refer to the very same challenge,” says hybris’ Stefan Schmidt. “How to interact with our customers via the various touchpoints they are using when buying, whether online, in-store, mobile, TV or print.” It goes without saying that retailers investing in a new ecommerce platform need to make sure it reflects the existing touchpoints that their

“ Big data – or the metrics collected every time a customer uses a website – is threatening to overwhelm many retailers ”

customers want to use – and often customers are already shopping through mobile devices on websites that are not optimised for such use.

It’s also predictable that platforms will need to be able to handle large amounts of data in an intelligent manner. Big data – or the metrics collected every time a customer uses a website – is threatening to overwhelm many retailers. A recent study from SAP (UK) found that more than half of the retailers who took part had more data than they could use, while 88 per cent said they found it difficult to gain useful insights from the information they had. It’s important therefore, says hybris’ Schmidt, to make sure a platform can cope with big data the real-time content delivery and transactions it brings.

It’s also worth considering how the platform may need to take some of the load as stores change in the future. Already retailers from Philip Green’s

Arcadia Group to Thomas Cook and Carpetright are ‘right-sizing’ their store estates by closing shops in the light of the trend towards buying online. That could mean more products need to be available through ecommerce, via what hybris’ Schmidt describes as the “endless aisle” concept. Again, this suggests platforms bought now will have to flex in future to deal with large amounts of data.

EXPECT THE UNEXPECTED

But while retailers can predict some of what may happen in the future, they also need the platform they specify now to be capable of reacting to new and unpredictable ways of doing business. Few would have predicted the current and fast-growing popularity of the tablet computer, but most now need sites that are optimised for this form of device in order to satisfy consumer demand. So too, a future intelligent fridge or wardrobe



SPEAKING FROM EXPERIENCE

mirror would need to feed into platforms that are available today. Preparing for the specific 'future' device is impractical, even if possible, but being prepared for future devices as a general concept seems if anything a cautious approach. Not being prepared could even be a risk to the business. Demandware's Gilbey says one potential pitfall is "the inability to adopt new technological developments that become available at the expense of consumers' needs and shopping preferences". He adds: "Consumers want to interact in many different ways and want their shopping experience to be seamless and fun."

Achieving that is likely to mean choosing a platform that is open to integration with other systems in future. The ability to scale and extend that platform in future will be an important consideration, as will the question of how disruptive future upgrades are likely to be.

The future shape of commerce is shifting and it seems likely that whatever the future may bring will have its roots in our present climate of austerity accompanied by fast-moving technological change. Finding new ways to gain the business of customers who are reluctant to spend is likely to produce innovation. The retailers best placed to profit in the future may well be those that leave their structures as open as they can for what that future may bring.

And that, says hybris' Stefan Schmidt, is all about finding a platform with an open API that allows other applications to hook into the main ecommerce solution but is not disrupted by new technology.



BIG DECISION

"[Buying an ecommerce platform] is a complicated decision. The first thing is really just to have absolute clarity on what it is you're looking for."

Michael Ross, co-founder, eCommera

CUSTOMER EXPERIENCE

"The ecommerce platform really needs to empower the online retailer to focus on constantly innovating the customer experience, instead of focusing on maintaining the infrastructure and code base. Through the shift of resource allocation away from technical operations to user experience, retailers are far better positioned to grow their business."

Andrew Gilboy, vice president, EMEA, Demandware

SOME THINGS STAY THE SAME...

"The platform has to be your cable in the ground, what people do at each end of it is up to the outlet they are using. However that really doesn't mean your business processes have to change. An order placed via mobile still needs to be processed in the same way like your order is processed online or even offline."

Stefan Schmidt, VP, product strategy, hybris



"Let's assume smart TV becomes more popular and becomes a new commerce touchpoint for consumers," he says. "Should that disrupt your organisation? No, it's just another touchpoint and introducing this one should be a matter of days rather than months."

"Retailers made the mistake of thinking that every new device is a new channel. By that logic enterprises will soon end up with hundreds of departments for each device, mobile

phone, tablet, TV, in car entertainment, website, and whatever Apple comes up with in the future.

"The fact is that these are all windows into your organisation; riding on the back of online. There is no need to introduce all of that just because a washing machine can connect to the internet and a repair service can be ordered from the LCD screen on the machine. Once one accepts that the internet is a utility like electricity, life becomes much easier." ■

IN SUMMARY

Finding the right ecommerce platform can be a long and complicated process. Retailers that assess the needs of the business and the demands of their customers will make a good start to that job, but it's important not to underestimate the time and cost of putting a new ecommerce platform into place. Bear in mind too that the cost of lagging behind the competition in a demanding retail environment can be significant.

Keep an eye on competitors in your sector and innovators in other sectors of ecommerce to get advance warning of how your customers will want to shop in the future. But buying the platform that allows you to be prepared for an uncertain future will mean the tools are already within your grasp. Talk to potential vendors to find out how they will help you adjust your systems when the reality of how your customers shop is changing. Will that mean a dedicated team on your premises, or will you be sharing with lots of other retailers at a critical time?

But as always, balance is key. There's no point specifying a hugely complex system whose expense will be scarcely justified by a smaller or medium-sized enterprise. Equally true is that companies miss out when they have a platform that is not sophisticated enough for their customers and how they want to shop. The balance will be struck when companies think first how the business needs to be organised around customers – and what kind of platform will help achieve that.

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STANLEY GIBBONS' POWERFUL NEW ONLINE PRESENCE

Stanley Gibbons is a globally recognised brand and the world's leading name in stamps and collectibles. Established in 1856, the UK-based group has built an international business serving specialised and general collectors worldwide. Committed to becoming the foremost place to buy, trade, invest and enthuse about stamps and collectibles, Stanley Gibbons wanted to expand its business and brand by delivering a more powerful online presence, offering a rich choice of innovative new services, and becoming the place for international collectors and traders to congregate online.

Alongside expanding overseas, Stanley Gibbons' vision was to launch a series of new value-added services to the collector and trading communities, including online auctions and virtual dealing rooms, and allow users to build and manage their own personal collections online. It was also important to engage more deeply with users, implementing powerful new social functions, allowing collector communities to meet, network and comment online in rich new ways.

"Putting the user experience first was a key priority," explains Keith Heddle, group sales and marketing director at Stanley Gibbons. "Packed with new functionality, our websites had to be easy to navigate, provide clear signposting to our services, offer fast, powerful search capabilities across our product catalogues, streamline checkout for retail purchases and deliver an interface for almost any kind of user interaction."

THE CHALLENGE

A new platform had to support Stanley Gibbons' fast-evolving, multichannel business, including the launch of online trading platforms, and support for complex websites across multiple brands, local currencies and other country-specific requirements.

Administration and maintenance of the websites had to be easy, allowing for dynamic product and content updates, special offers, email campaigns and

search engine optimisation to drive increased traffic to the site. Powerful back-office integration was a must.

THE SOLUTION

hybris Commerce was the platform of choice. Highly scalable and offering all the flexibility and integration necessary to support Stanley Gibbons' online growth strategy and future multichannel aspirations, hybris Commerce delivered the cutting-edge, full-value ecommerce solution Stanley Gibbons needed, including the multi-language and localisation features.

hybris became a key player in a team assembled by its strategic web partner Sceneric (www.sceneric.com) – selected by Stanley Gibbons to design the end-to-end solution architecture and develop new websites across the Stanley Gibbons group. The strength of the hybris platform, and Sceneric's outstanding development capability built a platform that can easily be customised to support Stanley Gibbons' multichannel business strategy.

The re-launched www.stanleygibbons.com flagship website now serves more than 40 million collectors worldwide. It features faceted navigation against a catalogue of more than 600,000 products, a powerful product image zoom feature, a streamlined checkout process to drive conversion and an intuitive interface so users can manage their collections online.

The hybris Commerce-based solution allows for full web service connectivity to other layers of Stanley Gibbons' business. Integration with Orbis TaskCentre delivers full connectivity with back-office product information management, CRM and accounting systems. Alongside supporting automated product catalogue updates from Stibo STEP, hybris delivers automated stock updates for in-store and web synchronisation, customer data synchronisation between the web and call centre, and order data into fulfilment systems.

hybris' dynamic web content management helps Stanley Gibbons

easily to undertake bundling, discounts and special promotions, previously only available from Stanley Gibbons' mail order department or London retail store. Merchandising and marketing teams can directly edit carousels and promo banners, update the product catalogue, feature new products on content pages and even design and build their own micro sites.

THE RESULTS

The launch of the new platform has delivered impressive results. Just months after launching the new Stanley Gibbons' flagship website and the website for its Fraser's Autographs business (www.frasersautographs.com), the group's online revenue is up a staggering 200 per cent.

Earnings from its substantial holdings of lower-value stamps, totalling more than 400,000, have been boosted by their online availability, whilst targeted promotions and the use of online transactional analytics to make intelligent segmentation choices has helped to stimulate interest from a wider audience directed to the entire range of offerings.

Importantly, the new site has reinforced the brand's kudos with collectors around the world, demonstrating that Stanley Gibbons' traditional values and expertise are no hindrance to delivering cutting-edge new services.

Keith Heddle explains: "The sites allow us fully to integrate our marketing initiatives and provide a seamless customer journey. Merchandising is managed entirely in-house, and for the first time we've been able to make our entire stockholding available online. Users can also network online with other collectors while building and managing their own personal collections."

Stanley Gibbons now plans to launch a range of services that include publishing its catalogues online and creating a philatelic marketplace allowing individuals and dealers to buy, trade, swap and auction their stamps.

www.hybris.com ■

www.colonycommerce.com

ChannelAdvisor

Kean House, 6 Kean Street, London, WC2B 4AS, UK
 Tel: 020 3014 2683
 Email: ukteam@channeladvisor.com
 Web: www.channeladvisor.co.uk



Products/Services: ChannelAdvisor's software simplifies selling across marketplaces by automating day-to-day tasks from inventory management to order fulfilment, allowing online retailers to sell more across multiple marketplaces. We also manage paid search campaigns; build e-commerce web stores and rich catalogue for our clients. For more information please visit: www.channeladvisor.co.uk.

Clients: House of Fraser, Dell, Ford, Orvis, Vodafone Limited, Boots UK, Lenovo Technology, Speedo, Laura Ashley, New Look

ChannelAdvisor is a global e-commerce platform provider that helps retailers sell more online through channels such as marketplaces, paid search and comparison shopping, and with webstores and rich media solutions. Widely respected as a

trusted advisor for more than 3,000 top e-commerce brands, ChannelAdvisor calms the chaos of online selling by enabling retailers to submit one inventory feed to the ChannelAdvisor platform where it is translated to fit the specifications of hundreds of e-commerce channels and distributed accordingly.

In 2011, ChannelAdvisor managed more than GBP 1.9 billion in annual gross merchandise value (GMV) on behalf of retailers of all sizes including Joe Browns, Republic Retail, Speedo, Dell and JD Williams. ChannelAdvisor's European headquarters are located in London, United Kingdom, with additional offices in Ireland and Germany; global headquarters are in North Carolina, USA and other offices are located in New York, Seattle and in Australia.

hybris

hybris UK Ltd, 5th Floor, 2 Copthall Avenue London, EC2R 7DA, UK
 Tel: 020 3002 2799
 Email: marketing@hybris.com
 Web: www.hybris.com



Established: 1997

Products/Services: Integrated commerce solution, incl. WCMS, OMS, PCM

Clients: Bobcat, Clarks, Coca Cola Beverages, Conrad, Grundfos, Hornbach, Iomega, Kaiser+Kraft, Levi's, Lufthansa, Migros, Nespresso, Nikon, P&G, Rexel, Timberland and Toys 'R' Us,

Typical/Entry Level Pricing: Flexible with pricing

hybris is a leading vendor of next generation end-to-end multichannel commerce software based on a single platform including managed and hosting services. Its clear vision about the need for consistency, coordination and personalisation of

information across all channels and throughout all phases of the customer lifecycle has resulted in the development of an integrated, agile solution enabling businesses to communicate and sell across all channels – online and offline - in a consistent and effective way. hybris has 14 offices around the world located in the economic capitals of North/South America, Europe and Asia and supports over 380 global customers.

Customers are brands from retail and manufacturing industries, including: Bobcat, Clarks, Coca Cola Beverages, Conrad, Grundfos, Hornbach, Iomega, Kaiser+Kraft, Levi's, Lufthansa, Migros, Nespresso, Nikon, P&G, Rexel, Timberland and Toys 'R' Us.

Also see us in: Cross-channel, Strategy, User Experience & Performance, Searchandising.

Etail Systems

Marl Business Park, Ulverston, Cumbria, LA12 9BN, UK
 Tel: 08444 820 908
 Email: info@etailsystems.com
 Web: www.etailsystems.com

Etail Systems specialise in ecommerce web sites designed to your exacting requirements, delivered using our own sophisticated back office system giving you complete control over your site, products, shipping, orders, warehousing and despatch.

Are you new to online retailing? We simplify the complex process of designing a great looking web site, creating search engine friendly pages, and getting traffic to your web site.

Our ecommerce technology generates pages that are highly search engine optimised directly from your product data, enabling you to get good natural listings and save on expensive Adword campaigns.

Did you know more money is spent on Amazon and eBay than anywhere else online? We can promote and sell your products in these marketplaces, keep stock and prices up to date and bring orders back automatically.

Our philosophy is to partner with you on increasing revenues and profits, and we link our rewards to your success.

Also see us in: Strategy, User Experience & Performance

OrderGroove

900 Broadway, Suite 402, New York, 10003, US
 Tel: 866.853.1261
 Contact: Greg Alvo, CEO
 Email: info@ordergroove.com
 Web: www.ordergroove.com

OrderGroove powers subscription programs for retailers, allowing customers to subscribe to frequently purchased items as well as launch monthly clubs. Our RetentionEngine Subscription Commerce platform integrates seamlessly into sites including Johnson & Johnson, L'Oreal, Jockey, Swanson Vitamins, LD Products and Teavana. This allows merchants to get live quickly and turn customers into repeat buyers, dramatically increasing purchasing frequency, building customer retention and maximising lifetime value. Please visit us at www.OrderGroove.com to learn more.

Also find us in: Strategy, Acquisition Marketing, User Experience & Performance, Retail Systems

Volusion

1 Lyric Square, London, W6 0NB, UK
 Tel: 08005 200 301
 Contact: Sonu Sayeed, Marketing Director
 Email: sales@volusion.co.uk
 Web: www.volusion.co.uk

Volusion is the leader of hosted ecommerce solutions for over 30,000 online business owners. Our award-winning, user-friendly platform gives you everything needed to open a successful online store.

Starting at just £15, all of our plans come with innovative, built-in tools, including: free design templates, powerful marketing and merchandising features, social media integrations, order processing, mobile commerce and much more.

Beyond our powerful shopping cart software, we're here to help every step of the way. In fact, our free, 24x7 customer support took home the 2010 UK National Customer Service Award.

To get started with your online business, check out a free, 14-day trial at www.volusion.co.uk.

Clients: National Geographic, 3M, Nalgene

Also find us in: User Experience & Performance, Payment & Fraud, Retail Systems

World Addresses Ltd

Manor Farm Barns, Fox Road, Framingham Pigot,
 Norfolk, NR14 7PZ, UK
 Tel: 01508 494 488
 Contact: Judi-Mae Galer, Marketing Executive
 Email: sales@worldaddresses.com
 Web: www.worldaddresses.com

World Addresses is a hosted web service that delivers international address lookup data to any web form across the internet from the input of a Postcode, address or ZIP code. Add intelligent global address & ZIP code lookup to your e-commerce website and internal software to see a world of new opportunity and efficiency. Easy to integrate with examples in many languages.

Our UK brand PostCoder offers a wide range of UK addressing solutions including an online hosted web service, an API for developers, raw PAF data selections and a batch data cleansing tool.

Also find us in: User Experience & Performance, Payment & Fraud, Customer Service & Retention, Retail Systems, Growth

Neoworks

137 High Holborn, London, WC1V 6PL, UK
 Tel: 020 7025 0950
 Contact: Nigel Atkinson, Director
 Email: info@neoworks.com
 Web: www.neoworks.com

We are a dedicated e-commerce solutions company. This essentially means that we live and breathe retail! We pride ourselves in being experts in everything that starts or ends with a shopping basket.

We are highly technical business, dedicated to finding software solutions, but we understand that the success of all retail business lies in the bottom line. So we are fluent in merchandising, online marketing and customer relationship management across all channels. This broad understanding enables us to design effective solutions for our customers that delivery both technically and commercially.

Also find us in: Strategy, User Experience & Performance, Payment & Fraud, Customer Service & Retention, Retail Systems, Ecommerce, Cross-channel.

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Providers of eCommerce solutions to
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Visit our portfolio at www.paraspar.co.uk

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Paraspar Ltd

Equity House, 128-136 High Street, Edgware, HA8 7EL, UK
 Tel: 08452 305 665
 Email: info@paraspar.co.uk
 Web: www.paraspar.co.uk

Products/Services: ecommerce design & build, ecommerce consultancy, systems integration, emarketing intergration, hosting & support.

Clients: Dune Group, Crew Clothing, Whitestuff, Firetrap, Sweaty Betty, Foot Ayslum, Baker Ross and many more.

Paraspar is a market leading ecommerce solutions provider. Since 1997, Paraspar has delivered successful ecommerce web sites to leading names in mail-order and retail.

Paraspar's ecommerce platform and managed services provide retailers with the tools that help to drive business growth and engage with customers in a cost-effective way. The platform delivers rich functionality, scalability, and flexibility, while the services ensure that clients can continue to evolve their offering.

Paraspar provides an easy to use, easy to manage and integrated catalogue and content management system, allowing clients to proactively market and sell their products – executing initiatives from idea to ROI in short timescales.

Also see us in: Cross-channel, Strategy, Retail Systems

Portaltech Reply

81 Southwark Street, London, SE1 0HX, UK
 Tel: 020 7401 0982
 Fax: +44 20 7900 2864
 Contact: Mark Adams
 Email: m.adams@replyltd.co.uk
 Web: www.portaltech.co.uk

Portaltech Reply is a market leading provider of eCommerce implementation and multi-channel consulting services with offices in London and Milan. We have 20+ hybris implementations (with 50+ hybris web and mobile sites) to our credit and are one of the world's most experienced and respected hybris implementation partners. We have hybris customers as far afield as the United States, Australia and Europe and we are the most successful UK partner by number of projects and breadth of hybris expertise.

Portaltech Reply is part of the Reply Group, one of Europe's largest and most successful business consulting and system integration company's with significant operations across the continent and further afield. Key areas of business are ecommerce, mobile, digital media, supply chain execution, risk management and regulatory compliance.

Also find us in: Strategy, User Experience & Performance, Searchandising, Operations & Logistics, Customer Service & Retention, Retail Systems, Cross-channel, Growth

Prism DM

Columbia House, Apollo Rise, Farnborough, Hampshire, GU14 0GT, UK
 Tel: 01252 556 900
 Email: sales@prism-dm.co.uk
 Web: www.prism-dm.co.uk

Prism DM is a specialist provider of e-commerce platforms including design, build, hosting and supporting CMS combined with the power of the DataCash payment processing API. Prism DM supports deep integration with its own fulfilment and CRM systems, or alternatively can support and have extensive experience of 3rd party integrations. Prism DM is now providing its solution globally including support for retail operations across countries including Canada, United States of America, Germany, Australia and the United Kingdom

Also see us in: Searchandising, Payment & Fraud, Operations & Logistics, Customer Service & Retention, Retail Systems

Sellerexpress.com

2nd Floor City Factory, 100 Patrick Street, Derry, Londonderry, BT48 7EL, UK
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 Contact: Brendan Doherty, CEO
 Email: sales@sellerexpress.com
 Web: www.sellerexpress.com

Simple, Cost Effective, Multi-channel Retail Software.

SellerExpress helps you manage your inventory, sales, pricing and orders on Amazon, PlayTrade and eBay. SellerExpress is a complete package for managing every step of the marketplace sales cycle – inventory management, auto price checking, order fulfilment, customer emails, shipping, currency conversion and much more – all in one simple to use, low-cost software application.

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We have been providing software solutions for marketplace selling and management for over ten years. SellerExpress is used by some of the leading marketplace sellers in the UK. Start Selling in Minutes.

Sign up to our free trial and you'll be up and running on Amazon Marketplace and PlayTrade in minutes. There's no software to download and the set-up process is quick and easy.

Also find us in: Strategy, Retail Systems

Venda

101 St Martin's Lane, London, WC2N 4AZ, UK
 Tel: 020 7070 7000
 Contact: Ivor Morgan, Head of EMEA Marketing
 Email: sales@venda.com
 Web: www.venda.com

Venda is the world's largest on-demand ecommerce provider. Processing over 1 billion USD in transactions annually, its highly flexible convergent cross-channel platform offers retailers the scalability, stability and security for deploying world-class ecommerce sites.

With over ten years' experience and a presence in the UK, US and France and Thailand, Venda helps global retailers increase revenues and deliver a return on investment faster than traditional 'buy and build' methods. Its expertise in multichannel commerce and knowledge of payment regulations in different countries allows retailers to expand quickly into new markets and to exploit channels including online, store, mobile, social and call-centre.

As of December 2011, over 100 retailers of all sizes use Venda's platform to handle millions of transactions each month. These include Accessorize, Anthropologie, Emma Bridgewater, Jimmy Choo, Paperchase, Royal Doulton, and Clothing at Tesco, BBC and Orange.

For further information please visit <http://www.venda.com> or join the discussion at www.twitter.com/vendauk

Also find us in: Strategy, Acquisition Marketing, User Experience & Performance, Searchandising, Payment & Fraud, Customer Service & Retention, Retail, Cross-channel, Growth

Volusion

1 Lyric Square, London, W6 0NB, UK
 Tel: 08005 200 301
 Contact: Sonu Sayeed, Marketing Director
 Email: sales@volusion.co.uk
 Web: www.volusion.co.uk

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Also find us in: User Experience & Performance, Payment & Fraud, Retail Systems

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 Tel: 01508 494 488
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World Addresses is a hosted web service that delivers international address lookup data to any web form across the internet from the input of a Postcode, address or ZIP code. Add intelligent global address & ZIP code lookup to your e-commerce website and internal software to see a world of new opportunity and efficiency. Easy to integrate with examples in many languages.

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THE BALANCING ACT

TO BE AN EFFECTIVE CROSS-CHANNEL RETAILER, IT'S NECESSARY TO BREAK DOWN INTERNAL SILOS. PARADOXICALLY, THIS USUALLY INVOLVES GETTING HELP FROM SUPPLIERS THAT ARE SPECIALISTS IN DIFFERENT AND VERY SPECIFIC AREAS. MOBILE EXPERT **PAUL SKELDON** LOOKS AT THE ISSUES THIS RAISES

The market for cross-channel retail systems is immense and yet, at the same time, it's hard to define. This is in great part because the market has expanded over the years to encompass everything a retailer

might need – from in-store PoS to online orders, but also incorporating mobile, tablets, kiosks, catalogues and in-store mobile devices used by both customer and staff.

This has had a huge impact on how businesses must look at procuring systems, and has made the whole issue of cross-channel at once both more strategic and more tactical.

“The biggest trend in multichannel platform procurement is that it is moving, on a technology basis at least, to much

more homogeneous solutions, rather than ‘silo-ed’ systems for trading,” says Mark Adams, partner at PortalTech (pictured). “It is getting increasingly difficult to look at point solutions for ecommerce, m-commerce, PIM,



“ It is rare that a single supplier will meet all the technology requirements of a multichannel retailer ”

catalogues and in store systems, especially from a user experience point of view. So increasingly, procurement is looking at how to offer a homogenous experience.”

In addition, as Adams adds, things are much more complex in the back office: “Most retailers can’t junk their whole platform and systems across multiple stores and rebuild it, so as well as looking homogeneously at front end technology, it is also vital that this is delivered using solutions that work with and augment legacy systems. It’s a very tough balancing act to pull off.”

WALKING THE HIGH WIRE

The balancing act gets tougher still when retailers look at how to source what the company needs. While the approach to what the technology has to deliver errs towards homogeneity, the business still needs best of breed for each of those technologies.

“It is rare that a single supplier will meet all the technology requirements of a multichannel retailer,” says Sanderson’s technical director, Rob Cooper. “Ideally etailers should look for an established IT systems provider with extensive experience in key areas, and supplement with niche suppliers, if required.”

Neil Stewart, commercial director at Salmon, echoes this comment. He believes that occasionally a single supplier can be justified, from a cost basis, but it isn’t really the answer. “There are times when it can be beneficial from a financial and development perspective with some offerings – your analytics software can also provide your cross-sell/upsell,” he says. “But it is never wise to accept two or three weak areas as a result or not spread risk. Committing everything to one supplier makes it difficult to change suppliers in the future – ‘all eggs in one basket’.”

“Using specialist suppliers who play to their strengths and are open to working in a multi-supplier environment is lower risk, allows for best-of-breed solutions and retains flexibility.”

While it's logical to get a range of best-of-breed suppliers in to handle the various aspects of a cross-channel offering, the overall management of the project then becomes crucial. “Think about who is going to manage the suppliers? Focus on the interface between the suppliers,” says Mark Patron, CEO of RedEye. “If the retailer compartmentalises things properly, this should not be too onerous.”

WHICH WAY TO GO?

Typically, when faced with this dilemma of having to get a series of technology suppliers to work together on such a business-critical project, many retailers either try to manage the project themselves or hand over overall systems integration to one of the technology suppliers. Both scenarios can be disastrous, says PortalTech's Adams.

“Many best-of-breed technology providers are only best of breed in their field and managing an overall project is not one of their core skills,” he warns. “While many businesses get this, they instead hand over responsibility to middle management internally, who equally aren't equipped with the skills to run it. This is a business-critical strategic and tactical implementation, and needs to be overseen as a fundamental part of the business.”

So how do retailers go about selecting the right suppliers? “Try to assess cultural fit – can you work with these people and do they understand your business and your KPIs?” is always a good starting point, says Stewart from Salmon. “And do you like the people? Ask to meet the actual team that will be working with you. Does the supplier have other clients of a similar profile – size, category and so on and how important will your business be to them and how well do they understand your business?”

Retailers also have to look at what customers are doing, says Sanderson's Cooper. “Etailers do need to consider their customers and their buying behaviour before procuring multichannel services: consider which channels their customers are buying from – online, store, catalogue, mobile – and develop accordingly.”

It is also important before retailers look for a vendor to ask why the company is doing what it plans to do, suggests PortalTech's Adams. “You have to ask how to undertake a major procurement, as well as how much, but many firms still don't really ask themselves why they are looking at it and what they want to achieve – and that should be the starting point.”

TEN ISSUES TO CONSIDER

1 The simple stuff: there are obviously many straightforward questions businesses need to ask of potential suppliers, almost before doing anything else. How long has the company been trading? Does it have a successful implementation track record with a chosen technology and capacity for a new project? Will the supplier fit culturally with your company?

2 Business user control: will the platform really allow the business users easily to control and run site(s) and services?

3 Scalability: will the new platform scale to meet forecast business growth and accommodate business changes such as international sites, new brands, loyalty, social and other as yet unthought of spin-offs? Can procurement models – SaaS, licence, revenue share – be fully exploited, without ripping and replacing the solution itself over time and how far beyond forecasts can the platform extend – by 50 per cent and by a year, or by 300 per cent and five years, for example?

4 Costs versus value: price is important, but value is more important. Ask suppliers what value the company will bring, and if the company is prepared to guarantee it in any way. Remember, it's not just about price, it's about ability to deliver and ability to adapt to business change rapidly, while also ensuring TCO is optimum.

5 Flexible RFPs: don't be too rigid with RFP requests, allow the prospective suppliers to look closely at what needs to be achieved and suggest ways to do it, rather than dictating from the start how the project is to be rolled out – suppliers are the experts and listening to them may save money and time.

6 Development capability and pedigree: are there delivery skills available, be they internal, freelance, or professional SIs with proven skills implementing the platform for similar types of companies/similar projects? Do the consultants available have the project experience, the right cultural fit and will your company be able to put together a team that have delivered similar projects as a collective before?

7 Back-end infrastructure: will all the relevant systems talk to each other with straight onward development effort, or without having to invest in new EPOS or anything else? And what integration options are available?

8 Product roadmap and ongoing investment: what is the future direction of your business and what investment is made in developing new functionality, how is this made available to existing customers?

9 Ask how much and why? Make sure the business is ready to go into this process in terms of costs, time and disruption. But also ask why the business is planning to do what it's planning to do and how it will impact the business in the short, medium and long run?

10 Is the business ready? If bricks and mortar are involved, can the current estate, training and in-store experience cope with the demand from the web, mobile, social and other channels the business is looking to add?

MORE IS MORE...

The next stage of development within the cross-channel environment will, naturally, be more of the same: more m-commerce, more mobile transactions, more use of devices and kiosks in store, and more demand for homogeneity of customer experience across new and existing customer channels.

But while this will continue to tax retailers at the front end, this changing approach to customer servicing will have

“ Mobile is also likely to start to become part of the loyalty and marketing mix for most retailers ”

huge repercussions throughout the rest of the business as retailers seek to fulfil on the purchases, stock enquiries and other demands levelled on the business by these new and expanding channels.

Provision of stock, stock availability and warehouse management are all going to be crucial, suggests Sanderson's technical director, Rob Cooper. And, building on this, “Continued growth of online



SPEAKING FROM EXPERIENCE

marketplaces such as eBay and Amazon to provide much needed additional revenue streams," he says.

But perhaps the biggest change that retailers are going to see over the coming year is the increasing demand for in-store mobile and kiosk technology. "We are going to see a lot of NFC and mobile being built out in stores in the not too distant future," says Mark Adams, partner at PortalTech. "This will of course be for payments, but we will also see a lot of it being used to give extra information and stock and ordering data about display goods simply by waving the phone over the goods."

The industry is also pretty well convinced that the current trend for rolling out WiFi networks in store to make it easier to use mobile devices therein will continue apace and that this, in turn, will fuel a massive growth in the use of mobile in store – by both customers and staff.

AN EXTRA CHANNEL

In essence, while many retailers are already struggling with finding best-of-breed suppliers to work together to implement mobile commerce into their existing online and in-store sales systems, in-store mobile and all it can bring is yet another platform that needs to be considered. It all adds to the headache of homogeneity.

"This will put even more pressure on the procurement process as retailers need to look at how to integrate all this into what they are already doing in multichannel and trying to find the best – and most cost effective way – to make it homogenous with all their other offerings," says Adams.

Social media is also set to have an impact on retailers and, again, its impact on procurement is hard to assess, other than to say that it clearly adds yet more complexity to the process.

With it comes internationalisation too, which is set to impact increasingly on



FADS AND GIMMICKS

"One of the most common mistakes etailers and retailers make is getting seduced by presentations and gimmicks, as opposed to useful services, the operational structures for project roll out and whether they will add value or work."

Neil Stewart, commercial director, Salmon

ANOTHER SILO

"Often people seek quick fixes to business challenges, which can prove to be limiting to multichannel development and growth. As a result, this can create yet another channel-specific data silo."

Simon Walker, director, product management, Stibo Systems



INFORMATION OVERLOAD

"[Retailers need to consider how] to source, manage, analyse and action the vast amounts of online and offline data they are going to need to drive good multichannel marketing."

Mark Patron, CEO, RedEye

retailers as the world, thanks to online and mobile, shrinks still further and borders become almost inconsequential to shoppers.

Mobile is also likely to start to become part of the loyalty and marketing mix for most retailers, both online and high street, and this too changes the shape of what back-end and front-end systems need to do. Already the industry expects there to be a huge upswing in mobile loyalty and how that fits with mobile marketing in the coming 12 to 24 months.

FUTURE-PROOF PROCUREMENT

But beyond mobile, social, international, loyalty, marketing and in-store advances, some retailers and platform providers can see that this trend for mobile has a much more far reaching impact on the cross-channel business and the procurement demands associated with realising it.

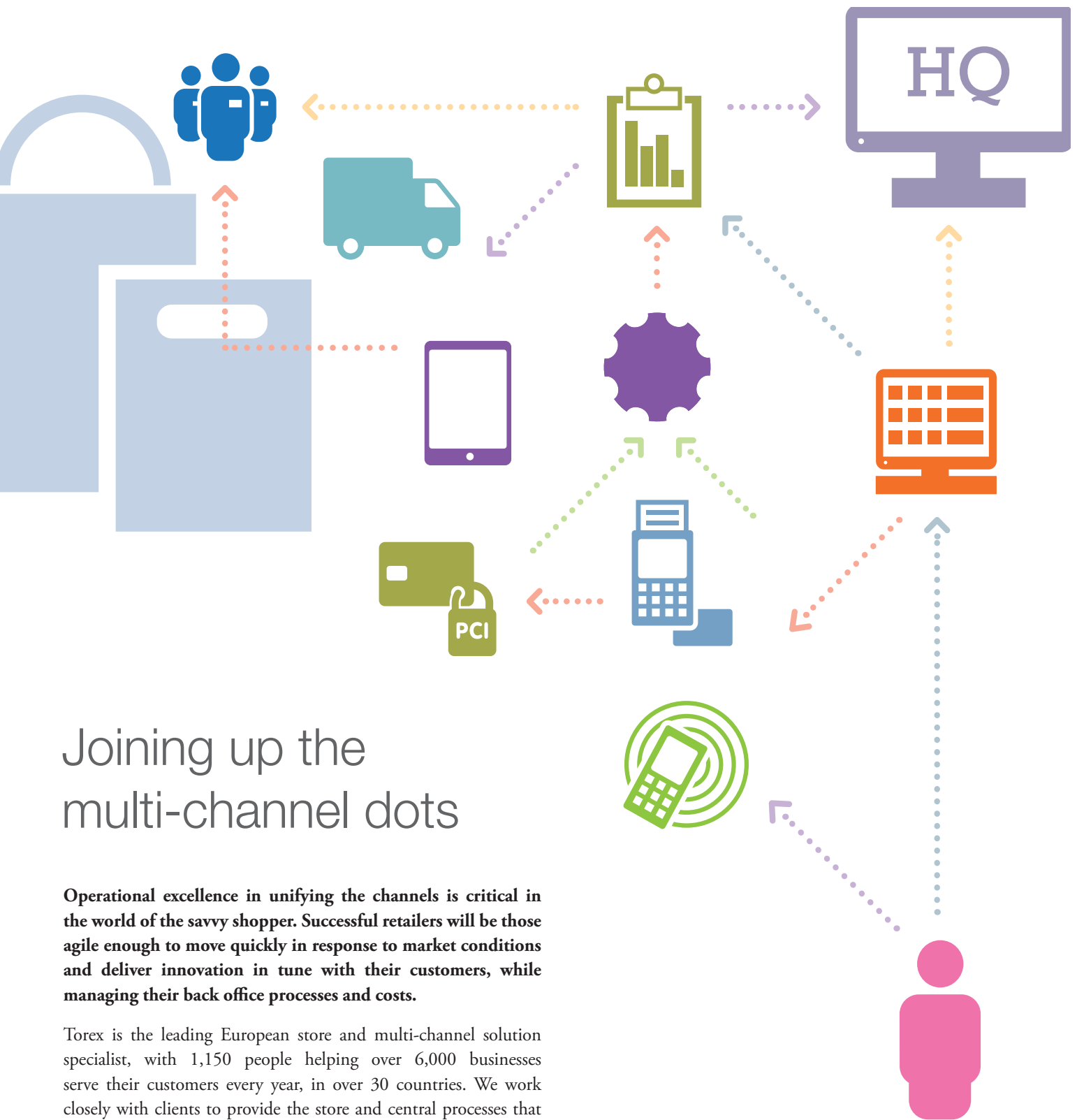
"We have found that retailers recognise the importance of mobile commerce, and realise that consumers are moving on from using mobile devices simply for browsing to actively purchasing," says Simon Walker, director, product management at Stibo Systems. "Our findings suggest that the shrewdest retailers will now be preparing for internationalisation and geo-spatial retailing, yet maintaining detailed product information across multiple channels remains the biggest priority."

What all this points to is that future proofing is going to be key when procuring technology. How many retailers who were insightful enough to leave platforms open for mobile two years ago, have the capacity to handle social, loyalty, marketing and CRM across all these channels too with the kit they have? ■

IN SUMMARY

Cross-channel procurement has always been tough, but the proliferation of channels and the growing demand from consumers for a homogeneous experience across channels is making it tougher still. To meet these challenges, businesses need to look at what they are trying to achieve – both now and in the future – and weigh that up with the ROI.

To bring projects to fruition, businesses need to look at getting individual technological challenges handled by best-of-breed suppliers, but businesses also need to work out who is going to manage all these providers and assess how what they want to sell will work together – often with the company's legacy kit to boot. It's a tall order and possibly one of the toughest challenges in procurement within retail to get all these balances right and on budget.



Joining up the multi-channel dots

Operational excellence in unifying the channels is critical in the world of the savvy shopper. Successful retailers will be those agile enough to move quickly in response to market conditions and deliver innovation in tune with their customers, while managing their back office processes and costs.

Torex is the leading European store and multi-channel solution specialist, with 1,150 people helping over 6,000 businesses serve their customers every year, in over 30 countries. We work closely with clients to provide the store and central processes that synchronise customer, supply and delivery channels. The resulting universal view of all stock, orders and customer data transforms an organisation's ability to serve customers wherever they are and smoothes the purchasing journey as they move between channels.

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REPUBLIC KEEPS INNOVATING WITH TOREX

CONNECTING CHANNELS FOR A SEAMLESS SHOPPING EXPERIENCE

By its nature fashion retailing is about constant reinvention and few companies epitomise this quality like Republic. Over 25 years, it has grown from a men's only denim retailer with one shop in Leeds, into one of the go-to multi-branded fashion chains for young adults, with 121 outlets throughout the UK and Ireland.

It is now in the process of creating an advanced multichannel operation that also puts the customer at the heart of its business.

This demands a platform that both supports an ever-changing mix of traditional, web, social media and mobile-based activities, and provides customers with a consistent experience regardless of touchpoint.

The retailer first established Republic.co.uk as both a top online fashion store and a community for keeping customers up-to-date on trends, competitions and offers. It also implemented the functionality rich Torex Retail-J POS solution to connect its stores in real time, which improved the efficiency of processes such as stock management and replenishment.

MULTIPLYING CHANNELS

Republic next looked to offer:

- click-and-collect
- in-store ordering
- flexible collection/delivery options
- m-commerce.

Behind the scenes this demanded cross-channel integration of orders and stock, plus a single, analysable view of customers.

Republic again turned to Torex. Nick Rennardson, head of IT, Republic,

says, "Torex has a track record of constantly evolving and extending boundaries. That's important: if we are to realise a business that not only operates through multiple channels but is truly customer-centric, then we need the backing of retail visionaries as well as the right infrastructure."

Torex first extended Republic's use of Torex Retail-J to support its phase one approach to offer click-and-collect and validated returns in store for its customers.

This enabled Republic to fulfil online customer from warehouse stock and automatically notify customers when their order has arrived in-store. On collection, Torex Retail-J automatically notifies the central order engine, thereby providing closed-loop reconciliation for all click-and-collect orders.

Further, by enabling Republic to reallocate sales and returns to the originating channel, Torex has prevented stores from being penalised for web returns in-store, which in turn has encouraged them to support the multichannel strategy.

In phase two, Torex integrated Torex MiRetail Hub with Torex Retail-J POS and Republic's web and social platform. This has enabled the retailer to offer flexible collection/delivery options for online and in store orders. Importantly, this allows Republic to rescue potentially lost sales when requested sizes or colours are not available in a store, by offering in-store ordering with delivery to a preferred store or the customer's home.

This has given Republic the ability to collate information from all of its stock, sales and marketing systems to provide customers with a consistent experience across channels. Jo Molineux, head of

multichannel, Republic, says, "Torex has effectively broken down our inventory silos. This has enabled us to be far more responsive to customers, introduce new ways to shop and improve conversion rates."

In addition, Torex has enabled the retailer to create a rich, personalised and mobile-optimised platform that supports growing customer demand for smartphone shopping.

Phase three of the project will provide seamless source stock information from anywhere within its available inventories for any channel. It will also track all customer purchases across channels – from order through to delivery and return.

ACHIEVING ROI

Customers and staff alike have responded well to the new Torex-enabled services.

Click-and-collect now represents 10 per cent of Republic's online orders, and mobile five per cent. Customers have expressed appreciation for the system's simplicity, the text notifications and the speed of deliveries.

Meanwhile, the cross-channel visibility of customers is helping Republic to create behaviour-led promotions that increase loyalty, conversion rates and average basket size.

Nick Rennardson says, "With Torex, we're on our way to creating a world-class multichannel platform from which we can confidently launch and control initiatives to increase sales, margins and productivity, reduce operating costs and expand internationally. Most importantly, Torex has put our customers at the centre of our business – and that puts us ahead of the game." ■

UNDERSTANDING THE MULTICHANNEL CONSUMER

In today's multichannel business, the ability to obtain and utilise in-depth insight is crucial to achieving competitive advantage and true success.


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Elucid helps you address the operational challenges of running a multichannel business whilst supporting all types of popular buying behaviour. It can help generate additional revenues,

boost supply chain efficiency, save valuable time and increase staff productivity.

Elucid allows you to achieve cross-channel success and can help increase order values, order frequency, customer satisfaction, quality of service, response times and the growth of your most profitable customers. If you're an expanding business and outgrowing your current system, Elucid is the next step to support your business growth.

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324 Blackwell St., Suite 410, Durham, Durham, 27701, USA
 Tel: 919-595-2500
 Contact: Caroline Riddle, Community Marketing Manager
 Email: karen.bruce@bronto.com
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Bronto Software provides the leading marketing platform for retailers and other commerce-focused companies to drive revenue through email, mobile and social campaigns. Over 1000 organizations including Party City, Armani Exchange, Timex, Samsonite, and Trek Bikes rely on Bronto to increase revenue through interactive marketing. The company won the Stevie Award for Best Customer Service in 2009 and in 2010 and was named a CODiE Award Finalist for Best Marketing Solution in 2011. For more information, visit bronto.com or call 888-BRNT0-1.

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eDigitalResearch plc
 Vanbrugh House, Grange Drive, Hedge End, Hampshire, SO30 2AF, UK
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RichRelevance has delivered more than £1 billion in attributable sales for its clients to date, and is accelerating these results with the introduction of a new form of personalised advertising called shopping media which allows brands to engage shoppers where it matters most – at the point of purchase on the largest retail sites in world. RichRelevance is located in San Francisco, with offices in Seattle and London. For more information, please visit www.richrelevance.co.uk.

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FUTURE OPPORTUNITIES

EVEN AS HIGH STREET SALES IN THE UK AND ELSEWHERE SHRINK, ONLINE RETAIL CONTINUES TO PROSPER AND GROW. SO WHY WORRY TOO MUCH ABOUT THE FUTURE? BECAUSE RETAILERS THAT DON'T LOOK PAST THE SHORT TERM WILL MISS OUT. OUR EXPERTS LOOK AT THREE KEY AREAS THAT RETAILERS NEED TO BE THINKING ABOUT NOW IN ORDER TO PROSPER IN THE YEARS AHEAD

SOCIAL:

How can ratings and reviews, blogs, and social marketing campaigns through networks such as Twitter, Facebook, Google+ and YouTube help you grow? Online retailers are beginning to seize exciting growth opportunities through social commerce, but navigating these relatively uncharted waters can be challenging. "Social data comes fast and furious, and the brands who can turn this data into 'doing' will gain a big advantage in the years ahead," says Erin Mulligan Nelson, CMO of Bazaarvoice, a Software as a Service (SaaS) company that enables customer-powered marketing through reviews and feedback. "Brands need to make sure that they are prepared to capture, analyse and, most importantly, act on these insights to catapult beyond loyalty to real advocacy."

Mobile Fun is doing exactly this. It makes use of social networks to connect with customers, demonstrate products, deal with queries and gather feedback. Largely using in-house expertise the plan is to grow customers, build a dedicated community around the brand, improve customer service, and drive up conversions. For instance, Mobile Fun publishes all its online videos onto a YouTube channel, MobileFunTV; integrates social media 'like' buttons into its product pages; and deals with questions and complaints on Twitter. The Mobile Fun Blog is an important marketing channel too, driving engagement and SEO, says managing director Mohammed Hussain.

"It allows us to write useful articles to help customers who have specific needs and release news about important new products. We also operate blogs on all of our other websites, including our international websites," he says. "In 2011 we reached a milestone – with more than 1,000 individual blog posts published on the Mobile Fun UK blog and over 900 comments published." Last year Mobile Fun introduced the DISQUS comment system to its blog, which facilitates integration with the social networks and creates a more social blog-commenting system.

Ben Austin, managing director at online promotion company SEO Positive says that since Google carried out a 'freshness update' in October 2011, search engine optimisation is even more dependent on the uniqueness of content. "The Google system checks for relevance and popularity, and companies will slip down the search ranking if their content is old, or just cut and pasted in from elsewhere," he says. "So a flow of fresh user-generated content is

WORD OF MOUTH

very good for improving search position, and many retailers use their search marketing agencies for guidance on how to build relevant, unique content.”

THE POWER OF CONTENT

So for retailers there is a valuable currency in consumers creating and sharing ratings, reviews, questions, answers, and stories about products and brands on websites. Review providers such as Bazaarvoice, Feefo, Reevo, Power Reviews and others are used by larger retailers for this, and often the specialists can syndicate user-generated content across the internet, ultimately influencing purchase decisions. This also provides online retailers with in-depth customer intelligence, useful for marketing, research and development, and operational and customer service improvement.

For instance, luxury shirt retailer Charles Tyrwhitt implemented a customer feedback tool from Feefo in 2007. “It gives customers the right of response and allows for businesses to make sure customers’ experiences online are the right ones,” founder and managing director Nick Wheeler explains. “If customers want to complain online, they can do it right away and the comments are not edited.” Charles Tyrwhitt has a customer satisfaction rate of 98 per cent, its Feefo feed shows.

According to Andrew Mabbutt, managing director of Feefo, having this kind of feedback platform will allow online retailers to maximise the social marketing potential of the reviews that are being received. “Being able to post a review on a retailer’s site and then having the ability to simultaneously post the review onto that consumer’s Facebook and Twitter accounts has a huge marketing potential,” he says. “In addition, subscribing to an independent party review platform such as Feefo, will deliver the Google Gold Star Seller ratings. The reviews collected generate a score-out-of-five gold star rating on Google and these are shown in various ad-word campaigns, wherever the URL appears for the retailer.” Google suggests that this has the impact of increasing CTR (click-thru rates) by between 10 and 30 per cent.

Richard Anson, founder and chief executive of Reevo, says there are four areas that retailers need to consider when implementing a social commerce solution: ratings and reviews, customer engagement, analytics and integration. “To drive the biggest increase in sales and customer loyalty, you need to ensure that you

purchase a solution that is comprehensive and future proof, as opposed to a simple point solution,” he says.

His advice is that when looking at ratings and reviews, retailers should ensure they have a seamless SEO integration that requires no complicated long processes; and that the integration embeds content directly into web pages, ideally avoiding the need for micro-sites. “It’s also important that your system allows for both merchant and product reviews to be harvested and scored separately, so you can use them separately too,” says Anson. “To enable you to increase your customer reach, your solution provider should offer you the ability to opt-in to aggregate and syndicate – essentially publish – your reviews across the web.”

It’s useful to arrange this through a contract-less aggregation and syndication model to save you having to set up time-consuming contracts with each and every distribution partner. “You should also check that your solution has full ‘social reach’ built in: the ability to syndicate content to external

social sites, for instance users seamlessly posting to Facebook,” says Anson.

So what measures should retailers be putting in place to make sure they get the best service from their review providers? Mabbutt at Feefo says the key ROI performance indicators his company works to are increased traffic volume, increased conversion rates by displaying reviews (“particularly next to the ‘Add to Basket’ button, which works very well”), reduced customer churn, increased customer satisfaction and loyalty. “We make sure we provide case studies to demonstrate each one of these deliverable benefits upon request,” he adds.

Don’t hide negative feedback say the experts. Just respond to negative comments and you can effectively turn critics into advocates quickly, which is hugely important in this day of social media, says Mabbutt. “And don’t let your supplier suggest you edit reviews. It can be brand-damaging and it can backfire!” he adds.

Alison Clements

THREE ISSUES TO CONSIDER

1 Understand integration: when it comes to integration, you will need to assess who will be managing the various aspects of implementation and integration with your current applications, and how much each option will cost. “You should check that the solution can be implemented quickly and that features have the capacity to be automatically updated – and that customisation is not hampering software updates,” says Reevo’s Richard Anson. In short, don’t just look at what the software can do, but how you will achieve the volume of content, distribution and SEO, and how you will be able to use the analytics suite.

2 Master analytics: On top of the customer-facing solution, there are analytics capabilities to consider. Ensure that each review can be tracked to a definite purchase and consumer to validate the review quickly. “Obtaining numbers is easy, but analytic suites are incomplete if you cannot obtain a quantifiable and ‘statistically relevant’ sample size,” says Anson at Reevo. If results are being aggregated, the service you opt for should have the ability to compare product scores and feedback across industry averages and competitive profiles. Most importantly, you need to check that the tool enables consumer feedback to be combined with other relevant data, such as your CRM data.

3 Mobilise your social content: according to Reevo, consumers reading reviews on mobile devices increased by 55 per cent in the six months to September 11, compared with overall review reading being up by just eight per cent. More than 10 per cent of all the reviews Reevo collects are now submitted via mobile devices and this is set to rise. Certainly retailers should be mobilising their social commerce content now to ensure reviews, recommendations, comments and feedback are working hard on all devices, to increase trust, inspire conversions, and drive long-term profitability.

MOBILE: COMMERCE ON THE MOVE

For many in retail and eetail, mobile is seen as the next wild frontier. It shouldn't seem this way: mobile is really just the extension of what all merchants do in both the real world and online. Mobile retailing – the actual selling of things via mobile sites and apps – is pretty much just optimised, portable ecommerce. What mobile really offers is all that sits around this transactional finalé.

This is m-commerce: the use of mobile to drive people to websites, stores, brands and adverts and to allow users to then engage and interact with them. And this is where mobile will start to make big impacts on the retail sector during the coming year.

So what are we looking at, trend-wise? “As we move into 2012 the key priorities for any retailer are to build a future-proofed m-commerce strategy, to understand their customers mobile habits and to integrate multi-channel capabilities into their existing communications,” says Matt Cockett, commercial director, mobile marketing and commerce, Mobile Interactive Group.

“With regards to trends, there are several to be aware of, such as mCRM and building customer loyalty programmes; HTML5 and other emerging technologies to deliver more engaging customer experiences that bring products to life on the small screen; mWallets/NFC and building a seamless mobile payment checkout process directly from the device – and for global retail brands it's about developing their international offering.”

Chris Brassington, CEO of Starfish 360 agrees, seeing mobile as the centrepiece of the customer experience journey. “It's the recognition by retailers that mobile devices should be the point of service for customers. Point-of-service strategies on mobile devices leverage the unique nature of mobile, which is the ability to complete the overall shopping experience – anytime, anywhere.” Understanding this central role is what will drive growth of retail businesses through investment in mobile.

BRINGING EVERYTHING TOGETHER

Within these overarching trends, mobile has very specific roles to play in improving the way businesses are run – and how consumers experience ‘shopping’. Chief

among these is the in-store paradigm.

Mobile is uniquely placed to bring together the worlds of online and real world retail: bringing together all that is best about shopping online and in shops. And this is where most retail growth will come from in the coming years, believes Adam Levene, Grapple's Chief Strategy Officer.

“In 2012, Grapple predicts a far closer alignment between the mobile device and the physical retail store,” he says. “On-demand TV, instant messenger, fast food; consumers have become a generation that demands everything right now. This has left high-street retailers with a big problem. If a customer walks into a store and the retailer doesn't have the right size or preferred colour in stock, the customer is lost to the shop next door.”

According to Levene, mobile is uniquely positioned to convert this dissatisfaction into a sale by identifying a customer's location, informing them of the nearest store where stock is available, or even allowing them to purchase immediately from the mobile and have it delivered home

“With m-commerce flourishing, retailers will continue to invest in mobile,” Levene adds. “2012 will be the year in which mobile plays a far more active role in-store, truly increasing customer satisfaction whilst subsequently driving brand loyalty.”

Within this in-store experience, the idea of mobile payment is one of the key

technologies that is about to explode on the retail sector. In February this year, UK bank Barclays rolled out PingIt, a smartphone app that allows people to pay each other from bank account to bank account by tying the phone number to the bank account. This is likely to morph into a similar service for paying businesses too. Suddenly mobile payments will be everywhere – and no-one has had to invest in NFC (yet: it will come but only once the consumer is happy using mobile and the handsets are in place to do it).

Social media on mobile is also going to revolutionise the retail sector. Location, check-in and customer reviews and recommendations are already a key part of some younger people's shopping habits. Once this spreads to the mainstream, retailers and eetailers are going to see another revolution in how people shop.

There is obviously a strong precedent already for social commerce online, but adding all the elements of mobile social to it make it very powerful. And once these are combined with all the other attributes of mobile based loyalty and payments, internal mobile CRM processes that understand how mobile is being used, retailers are going to see some fundamental changes in what the company can and how to do it when it comes to engaging with and selling to customers.

Paul Skeldon

THREE ISSUES TO CONSIDER

1

Think holistically: use mobile to glue together your multichannel strategy – not just from a commerce perspective, but from the whole customer experience standpoint, advises Chris Brassington, CEO, Starfish 360.

2

In-store mobile: mobile has a vital role to play in keeping bricks-and-mortar stores alive. Use mobile to stop consumers going to rivals by offering good marketing, engagement, loyalty, payments and out-of-stock ordering on a free network in store, suggests Adam Levene, chief strategy officer with Grapple.

3

Keep the data: from all this mobile interaction – online and in store – look at how to collect as much data as possible about your customers and put it to good use in a mCRM environment, says Matt Cockett, commercial director, mobile marketing and commerce, Mobile Interactive Group.

INTERNATIONAL: NEW MARKETS

Given continuing stagnation in the UK economy, international sales – easily enabled by the global nature of the internet – can represent a significant growth opportunity for multichannel retailers. Pureplays such as Asos have made a determined and highly successful push for international trade: its overseas business increased by 150 per cent in the six months to September 2011 and now accounts for 58 per cent of its total business.

Almost all websites regularly receive non-UK enquiries or orders and servicing these on an ad hoc basis is how many start international operations. To be successful, however, requires a rather more deliberate focus. Local fulfilment, multilingual websites and a good understanding of the varying demands of consumers in different geographies are all essential.

“People want the delivery and customer interface to be provided in a way that suits them, in their language and fitting (or exceeding) the norms they are used to,” says Siobhán Géhin, associate partner, Kurt Salmon. “The website needs to be in the local language and perfectly translated – including ongoing updates. From a commercial point of view, establishing a local legal entity also helps a lot when it comes to dealing with couriers, banks etc.”

Equally important is establishing local fulfilment operations and a returns address. Regional distribution hubs could also be considered to improve both efficiency and cost control: “There is a commercial tipping point to opening up international hubs for forward fulfilment and returns consolidation,” says Mark Mearns, head of multichannel at DHL Supply Chain. “However, when this point arrives it will firmly establish the retailer within the region.”

Chris Poad, director merchant services for Amazon UK agrees: “A local address for returns is definitely a plus, it is easier for the customer and helps with consolidating returns to the supplier.”

Marketplaces can also help drive growth. Amazon, for example, allows retailers access to its global markets, while the company will manage fulfilment and returns greatly simplifying international operations. According to some businesses using Amazon, overseas sales can reach 30 per cent of more of turnover within a year or so for minimal investment and risk. “For smaller retailers, the expansion of Amazon across Europe allows them to put a ‘toe in the water’ to assess the growth potential without major investment,” says Géhin.

Identifying likely geographies in this way can help guide site translation priorities, for example, or give a clear indication where to focus fulfilment investments. The danger is to try and grow international business too widely or quickly. “While retailers may be

enamoured with the idea of selling to as many countries as possible, they need to consider which would be most appropriate for their business right now, and then develop an expansion plan from there,” says Gabriel Hopkins, head of ecommerce products at WorldPay. “It is also essential that retailers make the most of their expertise and local knowledge in terms of payment penetration and preferences.”

Those preferences can vary significantly: credit cards are less common in many European countries, some still expect a cash-on-delivery option, others will opt for a bank transfer. “It is essential that a retailer knows how its customers like to pay,” says Hopkins. “They need to have detailed discussions with payment providers about the localised payment methods for the countries they’re looking to sell to.”

For many retailers looking for international growth, Western European markets are an obvious initial target. The single European market simplifies fulfilment, while the European Commission is working towards greater integration for card, internet and mobile payments*.

“There is still a lot of potential in the five largest Western European countries (UK, Germany, France, Italy and Spain), which represent over 80 per cent of current European online spend and are relatively easy to export to,” says Chris Poad. “The further afield you go additional challenges include customs and the likelihood of needing to have a local partner to help with the country specific formalities.”

France, Germany and the USA have all proved difficult markets for UK bricks-and-

mortar retailers but are far easier targets for online: “Ecommerce has opened up many mature markets which retailers would previously have seen as too risky,” says Siobhán Géhin. “Now the cost and associated risk of entering those mature markets is much reduced if approached as a pure ecommerce play.”

Géhin also points to the global potential for major premium brands as well as the high growth BRIC countries: “India and China win on sheer size,” she says, “while Brazil is looking increasingly attractive with eight per cent GDP growth and relatively stable market conditions.” Mark Mearns agrees: “The greatest growth potential is within the BRIC countries, which are rapidly becoming consumer-driven and attracting interest from premium brands. They also have growing populations and are easy and quick to reach via the internet and international carrier networks.”

Opportunities can also vary depending on market sector. Asos has targeted the USA, France, Germany, Italy and Spain with its designer offerings, others score less predictable success: “Clarks shoe shop is incredibly successful in the Far East,” points out Gabriel Hopkins.

Going global will certainly drive growth for many multichannel retailers – and can cost a great deal less than investing in bricks-and-mortar.

Penelope Ody

*A green paper *Towards an Integrated European Market for Card, Internet and Mobile Payments* is currently in public consultation with proposals for integration likely to be finalised later this year.

THREE ISSUES TO CONSIDER

1 **Chose the right partner:** look for companies that are well established in your target markets and can deliver similar service levels to your home operation. “Service partners should have an extended reach in both the developed world and also be prepared to invest in the emerging markets,” says Mark Mearns, head of multichannel at DHL Supply Chain. “They should ensure they can meet the same levels of customer service as they do within their domestic market.”

2 **Think local:** simply translating the site into other languages is not enough. Payment practices can vary as will peaks in demand and the promotional calendar: Christmas falls at a different date in parts of Eastern Europe; the timing of Chinese New Year varies as do the dates of Ramadan and Eid ul-Fitr. “People are local, even if they love the global brand,” says Siobhán Géhin, associate partner, Kurt Salmon.

3 **Don’t do it all:** resist the temptation to move rapidly into as many countries as possible – far better to choose your target markets with care and consolidate success. “UK retailers should think about country expansion in terms of where the growth potential is for their particular product or service – some regions may be more receptive to it than others,” says Gabriel Hopkins, head of ecommerce products, WorldPay.

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“Statistics show that more than 15 per cent of all online traffic is now coming from mobile, therefore retailers using websites that don't adequately support mobile transactions are losing

the equivalent to one day of business per week,” says Dominic Keen, CEO of The MoBank Group.

The retail market is tough, but the m-commerce channel has opened up new opportunities. The MoBank Group is passionate about getting merchants on mobile and has helped clients of all sizes to integrate onto the channel through a variety of different models.

Providing complete m-commerce solutions, from mobile site build through to merchandising and fully secure mobile payments, the company has developed MoPowered. This is a platform solution aimed at getting smaller merchants integrated onto m-commerce.

The company is able to offer a range of solutions suited to both large and small merchants. One of the bigger clients that The MoBank Group has worked with is HMV. The retailer required a fully rounded mobile strategy to enable customers to interact with the HMV brand in a range of meaningful ways.

At its highest level, the brief was to better utilise the growing mobile channel to enhance HMV's business as a whole.

This meant not only making HMV's platform transactional to create a new sales channel, but also using mobile to help customers research products in store and on the move, increase sign-up conversion for HMV's reward scheme and drive customers in store through their pre-played games division. It was vital that this new sales channel was fully integrated

with HMV's existing payment infrastructure, powered by WorldPay. The MoBank Group built, integrated and deployed a full range of mobile platforms for HMV. This included:

- **m.hmv.com:** a fully transactional mobile website that allows customers to purchase HMV's products from any handset with internet capabilities. The site also has a store locator function as well as a My Account section.
- **HMV.com iPhone:** a fully transactional app, giving customers the opportunity to research and purchase HMV's products wherever they are. The app also has a store locator function as well as a My Account section.
- **re/play iPhone & Android:** re/play is the first pre-played game application in the UK. The app allows customers to scan the barcode, or enter the details of their games and get an instant trade-in or cash price.
- **purehmv:** this simple but effective app allows users to register the purehmv loyalty card they have bought in store and check their card balance.

The apps and mobile website generated large download and visit numbers, enhancing HMV's status as a leading high street brand. The flagship hmv.com iPhone app is consistently in the top 15 apps in the Lifestyle section.

The MoBank Group also deployed landing pages for HMV's mobile platforms, alerting customers visiting the HMV site from their handsets of the existence of the apps. The presence of these pages had a substantial effect on downloads.

HMV has turned those downloads into substantial revenue, generating impressive

incremental sales through the channel. The apps have also reinforced HMV's image as an innovative multichannel retailer. The re/play app in particular generated a lot of positive press at launch because of its 'first to market' appeal.

It is the experience gained through working with large merchants that has enabled The MoBank Group to develop MoPowered, a platform version of its mobile technology targeted at helping the SME market gain immediate access to the mobile channel.

The Tickle Company is a merchant that has utilised the MoPowered platform. This high-quality greetings card specialist wanted to take advantage of the commercial opportunities of the mobile commerce channel, but didn't believe the company had the time, budget or expertise to do so.

MoPowered enabled The Tickle Company to sell the same products via mobile as on its ecommerce site, through a fully transactional mobile site with a user interface designed to maximise conversions through mobile. The site includes a fully customisable home screen, easy-to-browse categories, and a checkout process that is swift, simple and secure.

The Tickle Company pays predominantly per transaction, removing the barrier of significant upfront cost. This enabled the company to acquire a powerful, cost-effective solution to start capturing transactions through the mobile channel.

Darren Tickle, founder of The Tickle Company comments: “MoPowered has enabled us to gain access to a whole new and exciting channel as easily as flipping a switch. It's the kind of easy and effective solution that I need as a small business owner.”

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Swiss Post International (UK) Ltd.

Unit 12, The Heathrow Estate, Silver Jubilee Way, Hounslow,
Middlesex, TW4 6NF, UK
Contact: Stevens Chris
Tel: 020 8897 1200
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Products/Services: mobile commerce and payments solutions for merchants of all sizes. Our MoPowered platform allows SMEs to quickly and easily benefit from the new revenues that mobile commerce offers. Our enterprise consultancy has designed, built and implemented solutions for some of the UK's best known retailers.

Clients: HMV, Waterstone's, Game, Deliverance

Typical Entry level pricing: Available on request. Our product is not a single commodity.

The MoBank Group is a specialist in creating and operating transactional systems for mobile commerce, banking and payments.

Reevoo

61 Webber Street, London, SE1 0RF, UK
Tel: 020 7654 0350
Contact: Kat Matfield, Marketing Communications Manager
Email: sales@reevoo.com
Web: b2b.reevoo.com



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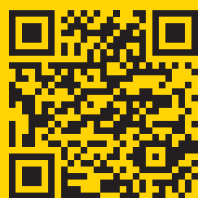
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Adido	08452 602 343	www.adido-digital.co.uk
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Found	08455 645 342	www.found.co.uk
Guava	08700 630 707	www.guava.co.uk
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
nonstopConsulting UK Ltd	020 7492 1817	www.nonstopconsulting.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.purenet.co.uk
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
TTC Marketing Solutions	800-777-6348	www.ttcmarketingsolutions.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webgains	020 7269 1230	www.webgains.com

SEO

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
7thingsmedia	020 7017 3190	www.7thingsmedia.com

9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Climb Digital SEO	020 3301 3897	www.climbdigital.co.uk
Datadial Ltd	020 8600 0500	www.datadial.net
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
EPiServer	01923 432 608	www.episerver.com
Equi=Media	01793 715 440	www.equimedia.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Feefo	08456 800 320	www.feefo.com
Found	08455 645 342	www.found.co.uk
Fox Communications	01924 445 843	www.foxcommunications.co.uk
Guava	08700 630 707	www.guava.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Indigo Sky	020 7993 6029	www.indigoskydigital.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Leapfrog	01273 322 830	www.leapfrog.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
Maginus	01619 460 000	www.maginus.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
NetBooster UK	020 7798 5800	www.netbooster.com
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
on-IDLE	020 8980 8960	www.on-idle.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.purenet.co.uk
Reevoo	020 7654 0350	www.b2b.reevoo.com
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Treepodia	0845 528 0050	www.treepodia.com
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Williams Commerce	01162 078 918	www.williamscommerce.com

PPC

7thingsmedia	020 7017 3190	www.7thingsmedia.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Criteo	020 3389 0038	www.criteo.com

Datadial Ltd	020 8600 0500	www.datadial.net
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
Efficient Frontier (Adobe)	020 7908 6215	www.efrontier.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Found	08455 645 342	www.found.co.uk
Fox Communications	01924 445 843	www.foxcommunications.co.uk
Guava	08700 630 707	www.guava.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Indigo Sky	020 7993 6029	www.indigoskydigital.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Leapfrog	01273 322 830	www.leapfrog.co.uk
Maginus	01619 460 000	www.maginus.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
NetBooster UK	020 7798 5800	www.netbooster.com
nonstopConsulting UK Ltd	020 7492 1817	www.nonstopconsulting.co.uk
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.purenet.co.uk
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Upcast Social	020 7096 1797	www.upcastsocial.com
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com

Personalisation

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Advansys	08458 382 700	www.advansys.com
Ascendant	01905 760 950	www.atech.com
Avail	+46 40 121217	www.avail.net
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Compario	07798 660 022	www.compario.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Criteo	020 3389 0038	www.criteo.com
Datadial Ltd	020 8600 0500	www.datadial.net
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
EPiServer	01923 432 608	www.episerver.com
Equi=Media	01793 715 440	www.equimedia.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Javelin Group	020 7961 3200	www.javelingroup.com
Jigsaw Business Networks Ltd	01257 275 518	www.jigsawbn.com
Keenpac	01152 890 900	www.keenpac.com
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
LivePerson	03336 665 483	www.liveperson.com
Locayta	020 3440 6202	www.locayta.com
Medoc Computers ltd	01159 868 786	www.medoc.com
ModusLink	781 663 5000	www.moduslink.com
on-IDLE	020 8980 8960	www.on-idle.com
Orbital Response	01233 500 800	www.orbital-response.co.uk
OrderGroove	866 853 1261	www.ordergroove.com
Peerius Ltd	020 3397 4940	www.peerius.com
PredictiveIntent Ltd	01202 832 030	www.predictiveintent.com
PRIAM Software	01788 558 000	www.priamsoftware.com

Profero Performance	020 7387 2000	www.profero.com
Pure360 email marketing	08445 860 001	www.pure360.com
PureNet	01904 898 444	www.purennet.co.uk
Red Technology	01865 880 800	www.redtechnology.com
Responsys	08442 477 723	www.responsys.com
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Sponge Ltd	020 7612 1910	www.spongegroup.com
Starfish 360 Ltd	07753 815 647	www.starfish360.com
Strange	01202 203 160	www.strangecorp.com
StrangeLogic Limited	07594 852 753	www.pzyche.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Upcast Social	020 7096 1797	www.upcastsocial.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

Social Media

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
7thingsmedia	020 7017 3190	www.7thingsmedia.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Ascendant	01905 760 950	www.atech.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
Bazaarvoice	020 8080 1100	www.bazaarvoice.com
BD Network	020 7033 7280	www.thisisbd.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Ceros	08455 211 872	www.ceros.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Crayon London	020 7664 0444	www.crayonlondon.com
Datadial Ltd	020 8600 0500	www.datadial.net
dotAgency	08453 379 170	www.dotagency.co.uk
Efficient Frontier (Adobe)	020 7908 6215	www.efrontier.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
EPiServer	01923 432 608	www.episerver.com
Equi=Media	01793 715 440	www.equimedia.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Feefo	08456 800 320	www.feefo.com
Found	08455 645 342	www.found.co.uk
Fox Communications	01924 445 843	www.foxcommunications.co.uk
FreshNetworks	020 7692 4512	www.freshnetworks.com
Guava	08700 630 707	www.guava.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
iContact	020 8099 7855	www.icontact.com
Imano Plc	020 7632 6930	www.imano.com
Indigo Sky	020 7993 6029	www.indigoskydigital.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Leapfrog	01273 322 830	www.leapfrog.co.uk
Maginus	01619 460 000	www.maginus.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Metakinetik Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
NetBooster UK	020 7798 5800	www.netbooster.com
on-IDLE	020 8980 8960	www.on-idle.com
Orbital Response	01233 500 800	www.orbital-response.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.purennet.co.uk
Rade	01502 478 000	www.rade.net
Red Ant	08454 593 333	www.redant.com
Reevoo	020 7654 0350	www.b2b.reevoo.com

Responsys	08442 477 723	www.responsys.com
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Starfish 360 Ltd	07753 815 647	www.starfish360.com
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan	020 3465 9250	www.tagman.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Upcast Social	020 7096 1797	www.upcastsocial.com
Venda	020 7070 7000	www.venda.com
VerticalResponse	001 (415) 905 6880	www.verticalresponse.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

USER EXPERIENCE & PERFORMANCE

Content Management

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Anya Media	08452 592 173	www.anyamedia.co.uk
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Ascendant	01905 760 950	www.atech.com
Avail	+46 40 121217	www.avail.net
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Brandbank Ltd	08453 701 980	www.brandbank.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Compario	07798 660 022	www.compario.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
ec2i Ltd	01702 541 311	www.ec2i.biz
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
EPiServer	01923 432 608	www.episerver.com
Equi=Media	01793 715 440	www.equimedia.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Feefo	08456 800 320	www.feefo.com
FindWatt	707 237 9234	www.findwatt.com
Found	08455 645 342	www.found.co.uk
Fox Communications	01924 445 843	www.foxcommunications.co.uk
Freehand Limited	01483 200 111	www.freehand.co.uk
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
Heiler Software AG	+49 711 139 840	www.heiler.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
LiquidPixels, Inc.	866-808-4937	www.liquidpixels.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
MotionPoint UK Ltd	020 7554 8500	www.motionpoint.com
NCR	07738 956 295	www.ncr.com
Neoworks	020 7025 0950	www.neoworks.com
Omnica Ltd	01925 398 111	www.omnica.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
OnTap Group	020 7183 3183	www.ontapgroup.com
Open Range Ltd	08453 300 618	www.open-range.com
Perfion	+45-70 26 26 80	www.perfion.com

Portaltech Reply	020 7401 0982	www.portaltech.co.uk
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.purenet.co.uk
Rade	01502 478 000	www.rade.net
Red Technology	01865 880 800	www.redtechnology.com
Responsys	08442 477 723	www.responsys.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Screen Pages Ltd	01932 333 592	www.screenpages.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SiteVisibility	01273 733 433	www.sitevisibility.com
SmartBear	978.236.7918	www.smartbear.com
SpinMe	01243 220 144	www.spinme.co.uk
Sponge Ltd	020 7612 1910	www.spongegroup.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Stibo Systems Ltd	01189 497 899	www.stibosystems.com
Strange	01202 203 160	www.strangecorp.com
StrangeLogic Limited	07594 852 753	www.pzyche.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
StreamExchange Ltd	08450 508 419	www.streamexchange.tv
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Transform	020 3128 8300	www.betransformative.com
Treepodia	0845 528 0050	www.treepodia.com
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Venda	020 7070 7000	www.venda.com
Volusion	08005 200 301	www.volusion.co.uk
Web Liquid	020 7253 4133	www.webliquidgroup.com
Web-Translations Ltd	01138 150 460	www.web-translations.co.uk
Webtrends	01784 415 747	www.webtrends.com
Williams Commerce	01162 078 918	www.williamscommerce.com

Usability

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Anyam Media	08452 592 173	www.anyamedia.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Ceros	08455 211 872	www.ceros.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
ClickTale	1-800-807-2117	www.clicktale.com
Compario	07798 660 022	www.compario.com
Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
Crimsonwing	020 7367 4300	www.crimsonwing.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
eDigitalResearch plc	01489 772 920	www.edigitalresearch.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
FACT-Finder	020 3008 7718	www.fact-finder.com
FindWatt	707 237 9234	www.findwatt.com
ForeSee	01734 205 2612	www.foresee.com

I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Leapfrog	01273 322 830	www.leapfrogg.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
Lynchpin	08458 381 136	www.lynchpin.com
Maginus	01619 460 000	www.maginus.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
NCC Group	01612 095 200	www.nccgroup.com
NCR	07738 956 295	www.ncr.com
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
on-IDLE	020 8980 8960	www.on-idle.com
OnTap Group	020 7183 3183	www.ontapgroup.com
OrderGroove	866 853 1261	www.ordergroove.com
Peerius Ltd	020 3397 4940	www.peerius.com
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.puren.net.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Simple Usability	01133 508 155	www.simpleusability.com
SiteSpect Europe	31208202082	www.sitespect.com
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Transform	020 3128 8300	www.betransformative.com
Upcast Social	020 7096 1797	www.upcastsocial.com
User Vision	01312 250 851	www.uservision.co.uk
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com
Williams Commerce	01162 078 918	www.williamscommerce.com
World Addresses Ltd	01508 494 488	www.worldaddresses.com
YUSEO	020 7903 5102	www.yuseo.com

Analytics

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Anyam Media	08452 592 173	www.anyamedia.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Avail	+46 40 121217	www.avail.net
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Certona	+1 858 369 3888	www.certona.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Cimex Media	020 7324 7780	www.cimex.com
ClickTale	1-800-807-2117	www.clicktale.com
Compario	07798 660 022	www.compario.com
Crayon London	020 7664 0444	www.crayonlondon.com

Crimsonwing	020 7367 4300	www.crimsonwing.com
Datadial Ltd	020 8600 0500	www.datadial.net
DC Storm	01273 807 272	www.dc-storm.com
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
eCommera	020 7291 5800	www.ecommera.co.uk
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Emailvision	020 7554 4500	www.emailvision.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
EPiServer	01923 432 608	www.episerver.com
Equi=Media	01793 715 440	www.equimedia.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Feefo	08456 800 320	www.feefo.com
ForeSee	01734 205 2612	www.foresee.com
Found	08455 645 342	www.found.co.uk
Fox Communications	01924 445 843	www.foxcommunications.co.uk
Grapple Mobile	020 7952 4030	www.grapplemobile.com
Guava	08700 630 707	www.guava.co.uk
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Indigo Sky	020 7993 6029	www.indigoskydigital.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Jigsaw Business Networks Ltd	01257 275 518	www.jigsawbn.com
Leapfrog	01273 322 830	www.leapfrogg.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
LivePerson	03336 665 483	www.liveperson.com
Locayta	020 3440 6202	www.locayta.com
Lynchpin	08458 381 136	www.lynchpin.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Neoworks	020 7025 0950	www.neoworks.com
NetBooster UK	020 7798 5800	www.netbooster.com
NETWAVE	+33 561007150	www.netwave.eu
on-IDLE	020 8980 8960	www.on-idle.com
OrderGroove	866 853 1261	www.ordergroove.com
Parker Software	01782 822 577	www.parker-software.com
PivotLink.com	425.460.1000	www.pivotlink.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.purenet.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
Rade	01502 478 000	www.rade.net
Reevoo	020 7654 0350	www.b2b.reevoo.com
Responsys	08442 477 723	www.responsys.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Screen Pages Ltd	01932 333 592	www.screenpages.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SiteSpect Europe	31208202082	www.sitespect.com
SiteVisibility	01273 733 433	www.sitevisibility.com
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
SmartBear	978.236.7918	www.smartbear.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
StrangeLogic Limited	07594 852 753	www.pzyche.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
TagMan Ltd	020 3465 9250	www.tagman.com
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
ToolsGroup UK	020 7629 1899	www.toolsgroup.com
Transform	020 3128 8300	www.betransformative.com
Treepodia	0845 528 0050	www.treepodia.com

Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Upcast Social	020 7096 1797	www.upcastsocial.com
Venda	020 7070 7000	www.venda.com
VerticalResponse	001 (415) 905 6880	www.verticalresponse.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com
Webtrends	01784 415 747	www.webtrends.com
YUSEO	020 7903 5102	www.yuseo.com

Site Performance

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9xb Limited	01423 814 555	www.9xb.com
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Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Anya Media	08452 592 173	www.anyamedia.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Compario	07798 660 022	www.compario.com
Crayon London	020 7664 0444	www.crayonlondon.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
eBusiness UK	01254 279 998	www.ebusinessuk.com
eCommera	020 7291 5800	www.ecommer.com
eDigitalResearch plc	01489 772 920	www.edigitalresearch.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Feefo	08456 800 320	www.feefo.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
ipPatrol Ltd	08005 677 357	www.ippatrol.co.uk
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
LiquidPixels, Inc.	866-808-4937	www.liquidpixels.com
Lynchpin	08458 381 136	www.lynchpin.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
NCC Group	01612 095 200	www.nccgroup.com
Neoworks	020 7025 0950	www.neoworks.com
NETWAVE	+33 561007150	www.netwave.eu
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
on-IDLE	020 8980 8960	www.on-idle.com
OnTap Group	020 7183 3183	www.ontapgroup.com
Peerius Ltd	020 3397 4940	www.peerius.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
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Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SiteSpect Europe	31208202082	www.sitespect.com
SmartBear	978.236.7918	www.smartbear.com
Sponge Ltd	020 7612 1910	www.spongegroup.com

STAR Digital	01604 696 385	www.star-digital.co.uk
Starfish 360 Ltd	07753 815 647	www.starfish360.com
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
ToolsGroup UK	020 7629 1899	www.toolsgroup.com
Transform	020 3128 8300	www.betransformative.com
Treepodia	0845 528 0050	www.treepodia.com
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
User Vision	01312 250 851	www.uservision.co.uk
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com
Webtrends	01784 415 747	www.webtrends.com
World Addresses Ltd	01508 494 488	www.worldaddresses.com
YUSEO	020 7903 5102	www.yuseo.com

Optimization

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9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Avail	+46 40 121217	www.avail.net
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
ClickTale	1-800-807-2117	www.clicktale.com
Compario	07798 660 022	www.compario.com
Crayon London	020 7664 0444	www.crayonlondon.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Criteo	020 3389 0038	www.criteo.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
Efficient Frontier (Adobe)	020 7908 6215	www.efrontier.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
FACT-Finder	020 3008 7718	www.fact-finder.com
Feefo	08456 800 320	www.feefo.com
Found	08455 645 342	www.found.co.uk
Guava	08700 630 707	www.guava.co.uk
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Indigo Sky	020 7993 6029	www.indigoskydigital.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Leapfrog	01273 322 830	www.leapfrog.co.uk
LivePerson	03336 665 483	www.liveperson.com
Lynchpin	08458 381 136	www.lynchpin.com
Maginus	01619 460 000	www.maginus.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
NCC Group	01612 095 200	www.nccgroup.com

NETWAVE	+33 561007150	www.netwave.eu
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
on-IDLE	020 8980 8960	www.on-idle.com
OnTap Group	020 7183 3183	www.ontapgroup.com
OrderGroove	866 853 1261	www.ordergroove.com
Peerius Ltd	020 3397 4940	www.peerius.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PredictiveIntent Ltd	01202 832 030	www.predictiveintent.com
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.purenet.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
Red Ant	08454 593 333	www.redant.com
Responsys	08442 477 723	www.responsys.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SiteSpect Europe	31208202082	www.sitespect.com
SiteVisibility	01273 733 433	www.sitevisibility.com
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
StrangeLogic Limited	07594 852 753	www.pzyche.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
TagMan Ltd	020 3465 9250	www.tagman.com
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
ToolsGroup UK	020 7629 1899	www.toolsgroup.com
Transform	020 3128 8300	www.betransformative.com
Treepodia	0845 528 0050	www.treepodia.com
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Upcast Social	020 7096 1797	www.upcastsocial.com
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com
Webtrends	01784 415 747	www.webtrends.com
Williams Commerce	01162 078 918	www.williamscommerce.com
World Addresses Ltd	01508 494 488	www.worldaddresses.com
YUSEO	020 7903 5102	www.yuseo.com

Data Mining

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Advansys	08458 382 700	www.advansys.com
AT Internet	020 3178 5356	www.atinternet.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Compario	07798 660 022	www.compario.com
eCommera	020 7291 5800	www.ecommerca.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Feefo	08456 800 320	www.feefo.com
ForeSee	01734 205 2612	www.foresee.com
Lynchpin	08458 381 136	www.lynchpin.com
Medoc Computers ltd	01159 868 786	www.medoc.com
MNP	01722 341 342	www.mnpmedia.com
on-IDLE	020 8980 8960	www.on-idle.com
Open Range Ltd	08453 300 618	www.open-range.com
PredictiveIntent Ltd	01202 832 030	www.predictiveintent.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.purenet.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
Responsys	08442 477 723	www.responsys.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Salmon	01923 320 000	www.salmon.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk

Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com
Williams Commerce	01162 078 918	www.williamscommerce.com

Testing

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
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Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Certona	+1 858 369 3888	www.certona.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Compario	07798 660 022	www.compario.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Found	08455 645 342	www.found.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
ipPatrol Ltd	08005 677 357	www.ippatrol.co.uk
Leapfrog	01273 322 830	www.leapfrog.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
Lynchpin	08458 381 136	www.lynchpin.com
Medoc Computers ltd	01159 868 786	www.medoc.com
NCC Group	01612 095 200	www.nccgroup.com
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
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PureNet	01904 898 444	www.purenet.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
Responsys	08442 477 723	www.responsys.com
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Salmon	01923 320 000	www.salmon.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SiteSpect Europe	31208202082	www.sitespect.com
SLI Systems	020 3217 0321	www.sli-systems.co.uk
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
Treepodia	0845 528 0050	www.treepodia.com
Upcast Social	020 7096 1797	www.upcastsocial.com
User Vision	01312 250 851	www.uservision.co.uk
VerticalResponse	001 (415) 905 6880	www.verticalresponse.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com
Webtrends	01784 415 747	www.webtrends.com
Williams Commerce	01162 078 918	www.williamscommerce.com
YUSEO	020 7903 5102	www.yuseo.com

Content Delivery

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Brandbank Ltd	08453 701 980	www.brandbank.com
Ceros	08455 211 872	www.ceros.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
CNET Content Solutions	1.214.235.0722	www.cnetcontentsolutions.com
Compario	07798 660 022	www.compario.com
Criteo	020 3389 0038	www.criteo.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
EPiServer	01923 432 608	www.episerver.com
Equi=Media	01793 715 440	www.equimedia.co.uk
FACT-Finder	020 3008 7718	www.fact-finder.com
Feefo	08456 800 320	www.feefo.com
FindWatt	707 237 9234	www.findwatt.com
Found	08455 645 342	www.found.co.uk
Fox Communications	01924 445 843	www.foxcommunications.co.uk
Freehand Limited	01483 200 111	www.freehand.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imagesound PLC	01246 572 990	www.imagesound.co.uk
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Leapfrog	01273 322 830	www.leapfrog.co.uk
LiquidPixels, Inc.	866-808-4937	www.liquidpixels.com
LivePerson	03336 665 483	www.liveperson.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
NCR	07738 956 295	www.ncr.com
on-IDLE	020 8980 8960	www.on-idle.com
Open Range Ltd	08453 300 618	www.open-range.com
OrderGroove	866 853 1261	www.ordergroove.com
Peerius Ltd	020 3397 4940	www.peerius.com
Perfion	+45-70 26 26 80	www.perfion.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.purenet.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
Red Ant	08454 593 333	www.redant.com
Red Technology	01865 880 800	www.redtechnology.com
Responsys	08442 477 723	www.responsesys.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SpinMe	01243 220 144	www.spinme.co.uk
Sponge Ltd	020 7612 1910	www.spongegroup.com
Stibo Systems Ltd	01189 497 899	www.stibosystems.com
Strange	01202 203 160	www.strangecorp.com
StrangeLogic Limited	07594 852 753	www.pzyche.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
StreamExchange Ltd	08450 508 419	www.streamexchange.tv
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Web Liquid	020 7253 4133	www.webliquidgroup.com

Rich Media

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Brandbank Ltd	08453 701 980	www.brandbank.com
Ceros	08455 211 872	www.ceros.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Cimex Media	020 7324 7780	www.cimex.com
CNET Content Solutions	1.214.235.0722	www.cnetcontentsolutions.com
Compario	07798 660 022	www.compario.com
Criteo	020 3389 0038	www.criteo.com
DesignUK	020 7292 2700	www.designuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Equi=Media	01793 715 440	www.equimedia.co.uk
Feefo	08456 800 320	www.feefo.com
Fox Communications	01924 445 843	www.foxcommunications.co.uk
Heiler Software AG	+49 711 139 840	www.heiler.com
LiquidPixels, Inc.	866-808-4937	www.liquidpixels.com
ModusLink	781 663 5000	www.moduslink.com
NCR	07738 956 295	www.ncr.com
on-IDLE	020 8980 8960	www.on-idle.com
Perfion	+45-70 26 26 80	www.perfion.com
Portalteltech Reply	020 7401 0982	www.portalteltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
Propellernet	08456 019 595	www.propellernet.co.uk
PureNet	01904 898 444	www.purenet.co.uk
Responsys	08442 477 723	www.responsys.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
STAR Digital	01604 696 385	www.star-digital.co.uk
Stibo Systems Ltd	01189 497 899	www.stibosystems.com
Strange	01202 203 160	www.strangecorp.com
StreamExchange Ltd	08450 508 419	www.streamexchange.tv
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Webtrekk GmbH	+49 (0)30 755 415 46	www.webtrekk.com

SEARCHANDISING

On Site Search

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Ayima Ltd	020 7148 5975	www.ayima.com
Compario	07798 660 022	www.compario.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk

Eptica UK	01189 497 072	www.eptica.com
FACT-Finder	020 3008 7718	www.fact-finder.com
FindWatt	707 237 9234	www.findwatt.com
Fredhopper	01753 272 166	www.fredhopper.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
ivantage Limited	020 8392 6627	www.ivantage.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Locayta	020 3440 6202	www.locayta.com
Lynchpin	08458 381 136	www.lynchpin.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetik Ltd	01183 249 000	www.metakinetik.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Neoworks	020 7025 0950	www.neoworks.com
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
on-IDLE	020 8980 8960	www.on-idle.com
Open Range Ltd	08453 300 618	www.open-range.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PredictiveIntent Ltd	01202 832 030	www.predictiveintent.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.puren.net.co.uk
QuBit	020 3551 3990	www.qubitproducts.com
Rade	01502 478 000	www.rade.net
Red Technology	01865 880 800	www.redtechnology.com
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
SLI Systems	020 3217 0321	www.sli-systems.co.uk
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Ugam Interactive	(720) 334 UGAM (8426)	www.ugaminteractive.com
Venda	020 7070 7000	www.venda.com
Williams Commerce	01162 078 918	www.williamscommerce.com

Recommendations & Reviews

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
AT Internet	020 3178 5356	www.atinternet.com
Avail	+46 40 121217	www.avail.net
Bazaarvoice	020 8080 1100	www.bazaarvoice.com
Certona	+1 858 369 3888	www.certona.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Compario	07798 660 022	www.compario.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
DesignUK	020 7292 2700	www.designuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Epiphany Search	08000 199 727	www.epiphanysearch.co.uk
FACT-Finder	020 3008 7718	www.fact-finder.com
Feefo	08456 800 320	www.feefo.com
Fredhopper	01753 272 166	www.fredhopper.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Javelin Group	020 7961 3200	www.javelingroup.com
Leapfrog	01273 322 830	www.leapfrog.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
Locayta	020 3440 6202	www.locayta.com
Lynchpin	08458 381 136	www.lynchpin.com
Metakinetik Ltd	01183 249 000	www.metakinetik.com
ModusLink	781 663 5000	www.moduslink.com
Neoworks	020 7025 0950	www.neoworks.com

on-IDLE	020 8980 8960	www.on-idle.com
Peerius Ltd	020 3397 4940	www.peerius.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PredictiveIntent Ltd	01202 832 030	www.predictiveintent.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.puren.net.co.uk
Rade	01502 478 000	www.rade.net
Red Technology	01865 880 800	www.redtechnology.com
Reevoo	020 7654 0350	www.b2b.reevoo.com
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
Venda	020 7070 7000	www.venda.com
Williams Commerce	01162 078 918	www.williamscommerce.com

PAYMENT & FRAUD

Shopping Carts

123 Send LTD	08005 423 123	www.123send.net
20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Actinic	08451 294 800	www.actinic.co.uk
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Anderson Zaks Limited	01344 317 900	www.andersonzaks.com
Ant:Digital	08000 737 300	www.antmarketing.com
Anya Media	08452 592 173	www.anyamedia.co.uk
Ascendant	01905 760 950	www.atech.com
BD Network	020 7033 7280	www.thisisbd.com
CharityClear	08000 322 991	www.charityclear.com
Commidea	+0 (844) 482-8250	www.commidea.com
Compario	07798 660 022	www.compario.com
Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
Crimsonwing	020 7367 4300	www.crimsonwing.com
DataCash	08707 274 761	www.datacash.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
Dydacomp	08008 583 666	www.dydacomp.com
eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
International POS Ltd	01524 388 811	www.iposltd.com
Lateral Payments	020 8545 8848	www.lateralpayments.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Neoworks	020 7025 0950	www.neoworks.com
Ogone Ltd	020 3147 4966	www.ogone.co.uk
Omnica Ltd	01925 398 111	www.omnica.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
Optimal Payments (incorporating NETBANX)	01223 446 040	www.netbanx.com
PayPal	08443 380 470	www.paypal.co.uk/business
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.puren.net.co.uk
Rade	01502 478 000	www.rade.net
Red Technology	01865 880 800	www.redtechnology.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds

Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Shopcreator	08451 211 400	www.shopcreator.com
Star	08456 047 376	www.star.co.uk
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
Trustwave	3128737500	www.trustwave.com
Venda	020 7070 7000	www.venda.com
Volusion	08005 200 301	www.volusion.co.uk
Williams Commerce	01162 078 918	www.williamscommerce.com
Wirecard UK & Ireland Ltd	+353 18 765 800	www.wirecard.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com

Security

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Actinic	08451 294 800	www.actinic.co.uk
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Anderson Zaks Limited	01344 317 900	www.andersonzaks.com
Ant:Digital	08000 737 300	www.antmarketing.com
Ascendant	01905 760 950	www.atech.com
BD Network	020 7033 7280	www.thisisbd.com
Bleep UK PLC	020 8961 5200	www.bleeplc.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Commidea	+0 (844) 482-8250	www.commidea.com
CreditCall Ltd	01179 304 455	www.creditcall.com
CyberSource Ltd	01189 294 840	www.cybersource.co.uk
DataCash	08707 274 761	www.datacash.com
Datadial Ltd	020 8600 0500	www.datadial.net
docdata	020 7580 2880	www.docdata.co.uk
Dydacomp	08008 583 666	www.dydacomp.com
Eagle Eye	01483 246 530	www.eagleeye.com
eBusiness UK	01254 279 998	www.ebusinessuk.com
FIS Merchant Payments (Certegy Ltd)	01214 104 357	www.fisglobal.com
GMO GlobalSign Ltd	01622 766 766	www.globalsign.co.uk
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
Kount Inc	020 8489 3346	www.kount.com
Lateral Payments	020 8545 8848	www.lateralpayments.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
Metakinetik Ltd	01183 249 000	www.metakinetik.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
NCC Group	01612 095 200	www.nccgroup.com
NCR	07738 956 295	www.ncr.com
Ogone Ltd	020 3147 4966	www.ogone.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
Optimal Payments (incorporating NETBANX)	01223 446 040	www.netbanx.com
PayPal	08443 380 470	www.paypal.co.uk/business
PayPoint.net	08000 258 300	www.paypoint.net
Polar Moment	01252 810 061	www.polarmoment.co.uk
Profero Performance	020 7387 2000	www.profero.com
PureNet	01904 898 444	www.purenet.co.uk
Retail Answers	01372 272 800	www.retailanswers.co.uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
SecureTrading	03332 406 000	www.securetrading.com
Shopcreator	08451 211 400	www.shopcreator.com
Star	08456 047 376	www.star.co.uk
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Logic Group	01252 776 700	www.the-logic-group.com
Trustwave	3128737500	www.trustwave.com

Venda
Volumatic Ltd
Williams Commerce
Wirecard UK & Ireland Ltd

020 7070 7000
02476 584 311
01162 078 918
+353 18 765 800

www.venda.com
www.volumatic.com
www.williamscommerce.com
www.wirecard.co.uk

Payment Processing

Strange
123 Send LTD
20:20 Technology Limited
9xb Limited
Adido
Amazon Services Europe
Anderson Zaks Limited
Ant:Digital
Arvato Ltd
Ascendant
BD Network
Bleep UK PLC
CharityClear
CommerceGate
Commidea
CreditCall Ltd
Crimsonwing
CyberSource Ltd
DataCash
Datadial Ltd
docdata
Dydacomp
Eagle Eye
eBusiness UK
eibDIGITAL
FIS Merchant Payments (Certegy Ltd)
I Spy Marketing
Imano Plc
International POS Ltd
Javelin Group
Junction Solutions
Jungo Fulfilment Solutions
Kount Inc
Lateral Payments
MagTek
Medoc Computers ltd
Metakinetic Ltd
ModusLink
Moneyspyder
Multi Resource Marketing (MRM)
NCC Group
Neoworks
Nochex Ltd
Ogone Ltd
on-IDLE
Optimal Payments (incorporating NETBANX)
Pay4Later Limited
PayPal
PayPoint.net
Polar Moment
Postcode Anywhere
PRIAM Software
Prism DM
Profero Performance
Realex Payments
Retail Answers
RR Donnelley Global Document Solutions
Sagittarius Marketing
Salmon
Sanderson Multi-Channel Solutions Ltd
SecureTrading
Servebase
Star
Summit
Syzygy
The Ecoma Organisation S.L.
The Logic Group

01202 203 160
08005 423 123
020 7264 5900
01423 814 555
08452 602 343
+35 2 2673 3221
01344 317 900
08000 737 300
020 3178 4533
01905 760 950
020 7033 7280
020 8961 5200
08000 322 991
+34 936 002 303
+0 (844) 482-8250
01179 304 455
020 7367 4300
01189 294 840
08707 274 761
020 8600 0500
020 7580 2880
08008 583 666
01483 246 530
01254 279 998
08458 630 520
01214 104 357
020 7096 1797
020 7632 6930
01524 388 811
020 7961 3200
01494 429 361
116.2344408
020 8489 3346
020 8545 8848
01793 786 070
01159 868 786
01183 249 000
781 663 5000
020 7492 1929
08449 912 345
01612 095 200
020 7025 0950
01133 466 205
020 3147 4966
020 8980 8960
01223 446 040
020 7148 6196
08443 380 470
08000 258 300
01252 810 061
01905 888 633
01788 558 000
01252 556 900
020 7387 2000
020 3178 5370
01372 272 800
020 3047 5277
08450 553 888
01923 320 000
03331 231 400
03332 406 000
08442 094 370
08456 047 376
01482 876 876
020 3206 4009
020 3341 12786
01252 776 700

www.strangecorp.com
www.123send.net
www.2020-technology.com
www.9xb.com
www.adido-digital.co.uk
www.services.amazon.co.uk
www.andersonzaks.com
www.antmarketing.com
www.arvato.co.uk
www.atech.com
www.thisisbd.com
www.bleepplc.com
www.charityclear.com
www.solutions.commercegate.com
www.commidea.com
www.creditcall.com
www.crimsonwing.com
www.cybersource.co.uk
www.datacash.com
www.datadial.net
www.docdata.co.uk
www.dydacomp.com
www.eagleeye.com
www.ebusinessuk.com
www.eibdigital.co.uk
www.fisglobal.com
www.ispymarketing.com
www.imano.com
www.iposltd.com
www.javelingroup.com
www.junctionsolutions.co.uk
www.jungo.co
www.kount.com
www.lateralpayments.com
www.magtekeurope.com
www.medoc.com
www.metakinetic.com
www.moduslink.com
www.moneyspyder.co.uk
www.mrm.co.uk
www.nccgroup.com
www.neoworks.com
www.nochex.com
www.ogone.co.uk
www.on-idle.com
www.netbanx.com
www.pay4later.com
www.paypal.co.uk/business
www.paypoint.net
www.polarmoment.co.uk
www.postcodeanywhere.com
www.priamsoftware.com
www.prism-dm.co.uk
www.profero.com
www.realexpayments.co.uk
www.retailanswers.co.uk
www.rrdonnelley.com/gds
www.sagittarius-marketing.com
www.salmon.com
www.sanderson.com/elucid
www.securetrading.com
www.servebase.com
www.star.co.uk
www.summit.co.uk
www.syzygy.co.uk
www.theecoma.org
www.the-logic-group.com

Trustwave	3128737500	www.trustwave.com
Venda	020 7070 7000	www.venda.com
Volumatic Ltd	02476 584 311	www.volumatic.com
Volusion	08005 200 301	www.volusion.co.uk
Williams Commerce	01162 078 918	www.williamscommerce.com
Wirecard UK & Ireland Ltd	+353 18 765 800	www.wirecard.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com
YESpay International Ltd	08712 219 510	www.yes-pay.com

Mobile Payments

Strange	01202 203 160	www.strangecorp.com
123 Send LTD	08005 423 123	www.123send.net
20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Adido	08452 602 343	www.adido-digital.co.uk
Anderson Zaks Limited	01344 317 900	www.andersonzaks.com
Ant:Digital	08000 737 300	www.antmarketing.com
Ascendant	01905 760 950	www.atech.com
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Bleep UK PLC	020 8961 5200	www.bleepplc.com
CharityClear	08000 322 991	www.charityclear.com
CommerceGate	+34 936 002 303	www.solutions.commercegate.com
Commidea	+0 (844) 482-8250	www.commidea.com
CreditCall Ltd	01179 304 455	www.creditcall.com
DataCash	08707 274 761	www.datacash.com
Eagle Eye	01483 246 530	www.eagleeye.com
eBusiness UK	01254 279 998	www.ebusinessuk.com
Grapple Mobile	020 7952 4030	www.grapplemobile.com
Handpoint	01223 597 909	www.handpoint.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
Javelin Group	020 7961 3200	www.javelingroup.com
Kount Inc	020 8489 3346	www.kount.com
Lateral Payments	020 8545 8848	www.lateralpayments.com
MagTek	01793 786 070	www.magtekeurope.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
NCC Group	01612 095 200	www.nccgroup.com
Ogone Ltd	020 3147 4966	www.ogone.co.uk
Optimal Payments (incorporating NETBANX)	01223 446 040	www.netbanx.com
PayPal	08443 380 470	www.paypal.co.uk/business
Polar Moment	01252 810 061	www.polarmoment.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
SecureTrading	03332 406 000	www.securetrading.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
Star	08456 047 376	www.star.co.uk
Starfish 360 Ltd	07753 815 647	www.starfish360.com
Summit	01482 876 876	www.summit.co.uk
The Logic Group	01252 776 700	www.the-logic-group.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wirecard UK & Ireland Ltd	+353 18 765 800	www.wirecard.co.uk
YESpay International Ltd	08712 219 510	www.yes-pay.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

OPERATIONS & LOGISTICS

Fulfilment Services

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Amethyst Group Ltd	01580 895 857	www.amethystgroup.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Axida Ltd	01482 783 630	www.pickandpacksoftware.com
ByBox	08448 005 219	www.bybox.com

Callcredit Information Group	01133 884 300	www.callcredit.co.uk
CDL Logistics	020 8308 6974	www.cdlllogistics.com
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Charapak	01773 835 735	www.charapak.co.uk
Click On Logistics Ltd	01295 817 654	www.clickonlogistics.com
docdata	020 7580 2880	www.docdata.co.uk
DPD UK	08459 505 505	www.dpd.co.uk
Dydacomp	08008 583 666	www.dydacomp.com
Exact Abacus	01772 455 052	www.exactabacus.com
Giraffe Marketing Ltd	020 8743 0233	www.hippo-box.co.uk
Greenwoods Stock Boxes Ltd	01159 851 851	www.bboxesdirect.co.uk & www.bboxesinbulk.co.uk
iForce Group Ltd	01932 310 260	www.iforcegroup.com
ILG	08442 648 000	www.ilguk.com
Intelligent Fulfilment (DKP) Ltd	01788 820 200	www.i-fulfil.co.uk
Interlink Express	08459 505 505	www.interlinkexpress.com
Intermail Plc	01635 565 000	www.intermail.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Jungo Fulfilment Solutions	116.2344408	www.jungo.co
La Poste UK	01753 486 074	www.laposte.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Omnica Ltd	01925 398 111	www.omnica.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
Orium	+33 2 44 01 50 05	www.orium.com
Pack Smart Ltd	01926 853 190	www.packsmartltd.com
ParcelPal Ltd	08006 125 803	www.parcelpal.com
Portaltch Reply	020 7401 0982	www.portaltch.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
Royal Mail	08457 950 950	www.royalmail.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
SkuTouch Solutions		www.skutouch.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
ToolsGroup UK	020 7629 1899	www.toolsgroup.com
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

Carriers

Amethyst Group Ltd	01580 895 857	www.amethystgroup.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
ByBox	08448 005 219	www.bybox.com
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Click On Logistics Ltd	01295 817 654	www.clickonlogistics.com
Collect+	07826 869 007	www.collectplus.co.uk
CPR Logistics Limited	01935 388 159	www.cprlogistics.com
DHL Global Mail	01344 744 268	www.dhl.com/en/mail/destination_germany.html
DPD UK	08459 505 505	www.dpd.co.uk
iForce Group Ltd	01932 310 260	www.iforcegroup.com
ILG	08442 648 000	www.ilguk.com
Interlink Express	08459 505 505	www.interlinkexpress.com
Intermail Plc	01635 565 000	www.intermail.co.uk
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
La Poste UK	01753 486 074	www.laposte.co.uk
Maginus	01619 460 000	www.maginus.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
ParcelPal Ltd	08006 125 803	www.parcelpal.com

PRIAM Software	01788 558 000	www.priamsoftware.com
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Royal Mail	08457 950 950	www.royalmail.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Skillweb	08700 707 077	www.skillweb.co.uk
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

Warehousing

Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Amethyst Group Ltd	01580 895 857	www.amethystgroup.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Axida Ltd	01482 783 630	www.pickandpacksoftware.com
ByBox	08448 005 219	www.bybox.com
CDL Logistics	020 8308 6974	www.cdllogistics.com
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Charapak	01773 835 735	www.charapak.co.uk
Click On Logistics Ltd	01295 817 654	www.clickonlogistics.com
CPR Logistics Limited	01935 388 159	www.cprlogistics.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
docdata	020 7580 2880	www.docdata.co.uk
DPD UK	08459 505 505	www.dpd.co.uk
Dydacomp	08008 583 666	www.dydacomp.com
Exact Abacus	01772 455 052	www.exactabacus.com
Heiler Software AG	+49 711 139 840	www.heiler.com
iForce Group Ltd	01932 310 260	www.iforcegroup.com
ILG	08442 648 000	www.ilguk.com
Intelligent Fulfilment (DKP) Ltd	01788 820 200	www.i-fulfil.co.uk
Interlink Express	08459 505 505	www.interlinkexpress.com
Intermail Plc	01635 565 000	www.intermail.co.uk
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Jungo Fulfilment Solutions	116.2344408	www.jungo.co
La Poste UK	01753 486 074	www.laposte.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Omnicia Ltd	01925 398 111	www.omnicia.co.uk
OpalTec	01179 160 810	www.opaltechnology.com
Orbital Response	01233 500 800	www.orbital-response.co.uk
Orium	+33 2 44 01 50 05	www.orium.com
Pack Smart Ltd	01926 853 190	www.packsmartltd.com
ParcelPal Ltd	08006 125 803	www.parcelpal.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
SkuTouch Solutions		www.skutouch.com
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

Packaging Systems

Ant:Digital	08000 737 300	www.antmarketing.com
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Charapak	01773 835 735	www.charapak.co.uk
Greenwoods Stock Boxes Ltd	01159 851 851	www.boxesdirect.co.uk & www.boxesinbulk.co.uk
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk

Keenpac	01152 890 900	www.keenpac.com
Kite Packaging	02476 420 065	www.kitepackaging.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
OpalTec	01179 160 810	www.opaltechnology.com
Orbital Response	01233 500 800	www.orbital-response.co.uk
ParcelPal Ltd	08006 125 803	www.parcelpal.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

Shipping Supplies

Ant:Digital	08000 737 300	www.antmarketing.com
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Charapak	01773 835 735	www.charapak.co.uk
Collect+	07826 869 007	www.collectplus.co.uk
Greenwoods Stock Boxes Ltd	01159 851 851	www.bboxesdirect.co.uk & www.bboxesinbulk.co.uk
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Keenpac	01152 890 900	www.keenpac.com
Kite Packaging	02476 420 065	www.kitepackaging.co.uk
Maginus	01619 460 000	www.maginus.com
Mainline	01480 434 848	www.mainlinepackaging.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
ParcelPal Ltd	08006 125 803	www.parcelpal.com
PRIAM Software	01788 558 000	www.priamsoftware.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Spring Global Mail	020 8574 1414	www.springglobalmail.com
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

Carrier_Management

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Amethyst Group Ltd	01580 895 857	www.amethystgroup.co.uk
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Click On Logistics Ltd	01295 817 654	www.clickonlogistics.com
Collect+	07826 869 007	www.collectplus.co.uk
CPR Logistics Limited	01935 388 159	www.cprlogistics.com
docdata	020 7580 2880	www.docdata.co.uk
iForce Group Ltd	01932 310 260	www.iforcegroup.com
ILG	08442 648 000	www.ilguk.com
Intelligent Fulfilment (DKP) Ltd	01788 820 200	www.i-fulfil.co.uk
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
MetaPack	020 7843 6720	www.metapack.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
ParcelPal Ltd	08006 125 803	www.parcelpal.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Retail Pragmatist	07005 908 932	www.retailpragmatist.com

RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Salmon	01923 320 000	www.salmon.com
Skillweb	08700 707 077	www.skillweb.co.uk
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

Customer Service & Retention

Returns

Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
ByBox	08448 005 219	www.bybox.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Collect+	07826 869 007	www.collectplus.co.uk
Crimsonwing	020 7367 4300	www.crimsonwing.com
DHL Global Mail	01344 744 268	www.dhl.com/en/mail/destination_germany.html
docdata	020 7580 2880	www.docdata.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
iForce Group Ltd	01932 310 260	www.iframegroup.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Jungo Fulfilment Solutions	116.2344408	www.jungo.co
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers ltd	01159 868 786	www.medoc.com
MNP	01722 341 342	www.mnppmedia.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Neoworks	020 7025 0950	www.neoworks.com
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Omnica Ltd	01925 398 111	www.omnica.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
Orium	+33 2 44 01 50 05	www.orium.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Red Technology	01865 880 800	www.redtechnology.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
Royal Mail	08457 950 950	www.royalmail.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
SkuTouch Solutions		www.skutouch.com
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Wincanton	01249 710 000	www.wincanton.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com

Contact Centres

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Ascendant	01905 760 950	www.atech.com
BD Network	020 7033 7280	www.thisisbd.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Capita	01132 073 476	www.capita.co.uk/customermanagement.co.uk
Collect+	07826 869 007	www.collectplus.co.uk
Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
docdata	020 7580 2880	www.docdata.co.uk
Eptica UK	01189 497 072	www.eptica.com
Exact Abacus	01772 455 052	www.exactabacus.com
Intelligent Fulfilment (DKP) Ltd	01788 820 200	www.i-fulfil.co.uk
Intersperience Research	01539 565 450	www.intersperience.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk

Jungo Fulfilment Solutions	116.2344408	www.jungo.co
LivePerson	03336 665 483	www.liveperson.com
Maginus	01619 460 000	www.maginus.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Neoworks	020 7025 0950	www.neoworks.com
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Omnicia Ltd	01925 398 111	www.omnicia.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
Orium	+33 2 44 01 50 05	www.orium.com
Parker Software	01782 822 577	www.parker-software.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Red Technology	01865 880 800	www.redtechnology.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
SkuTouch Solutions		www.skutouch.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
TTC Marketing Solutions	800-777-6348	www.ttcmarketingsolutions.com
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Venda	020 7070 7000	www.venda.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com

Live Chat

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Adido	08452 602 343	www.adido-digital.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Ascendant	01905 760 950	www.atech.com
Ayima Ltd	020 7148 5975	www.ayima.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
Eptica UK	01189 497 072	www.eptica.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
LivePerson	03336 665 483	www.liveperson.com
ModusLink	781 663 5000	www.moduslink.com
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk
Orbital Response	01233 500 800	www.orbital-response.co.uk
Parker Software	01782 822 577	www.parker-software.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
Salmon	01923 320 000	www.salmon.com
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Volusion	08005 200 301	www.volusion.co.uk
Williams Commerce	01162 078 918	www.williamscommerce.com

Satisfaction

Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Ascendant	01905 760 950	www.atech.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
eDigitalResearch plc	01489 772 920	www.edigitalresearch.com
Empathica	01216 322 240	www.empathica.com
Eptica UK	01189 497 072	www.eptica.com
Feefo	08456 800 320	www.feefo.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
Intersperience Research	01539 565 450	www.intersperience.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
LivePerson	03336 665 483	www.liveperson.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
NETWAVE	+33 561007150	www.netwave.eu
Norbert Dentressangle	01604 737 100	www.norbert-dentressangle.co.uk

Orbital Response	01233 500 800	www.orbital-response.co.uk
ParcelPal Ltd	08006 125 803	www.parcelpal.com
Parker Software	01782 822 577	www.parker-software.com
Reevoo	020 7654 0350	www.b2b.reevoo.com
Responsys	08442 477 723	www.responsys.com
Royal Mail	08457 950 950	www.royalmail.com
Salmon	01923 320 000	www.salmon.com
SkuTouch Solutions		www.skutouch.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk
YUSEO	020 7903 5102	www.yuseo.com

SYSTEMS & PROCESSES

Retail

Hosting

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Ascendant	01905 760 950	www.atech.com
Attenda Limited	01784 211 100	www.attenda.net
Ayima Ltd	020 7148 5975	www.ayima.com
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Brandbank Ltd	08453 701 980	www.brandbank.com
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Commidea	+0 (844) 482-8250	www.commidea.com
Cybertill	08000 304 432	www.cybertill.co.uk
Datadial Ltd	020 8600 0500	www.datadial.net
docdata	020 7580 2880	www.docdata.co.uk
Dydacomp	08008 583 666	www.dydacomp.com
eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Freehand Limited	01483 200 111	www.freehand.co.uk
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
Imano Plc	020 7632 6930	www.imano.com
iomart Hosting	08000 407 228	www.iomarthosting.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Memset Limited	01483 608 210	www.memset.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
OnTap Group	020 7183 3183	www.ontapgroup.com
Open Range Ltd	08453 300 618	www.open-range.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
PrismaStar	020 7099 5370	www.prismastar.com
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Rade	01502 478 000	www.rade.net
Retail Assist	01158 533 910	www.retail-assist.co.uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Screen Pages Ltd	01932 333 592	www.screenpages.com
Shopcreator	08451 211 400	www.shopcreator.com
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
Star	08456 047 376	www.star.co.uk
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
ToolsGroup UK	020 7629 1899	www.toolsgroup.com
Treepodia	0845 528 0050	www.treepodia.com
UKFast.Net Ltd	08454 584 545	www.ukfast.co.uk

Venda
Volusion
Williams Commerce

020 7070 7000
08005 200 301
01162 078 918

www.venda.com
www.volusion.co.uk
www.williamscommerce.com

Database Management

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Ascendant
Brandbank Ltd
Callcredit Information Group
Channelgrabber.com
Ciao/Microsoft
CNET Content Solutions
Compario
Crayon London
Crimsonwing
Cybertill
Datadial Ltd
docdata
Dydacomp
eBusiness UK
ec2i Ltd
eibDIGITAL
Exact Abacus
Gulliver.com
Heiler Software AG
Imano Plc
Junction Solutions
Maginus
Medoc Computers ltd
Moneyspyder
on-IDLE
Open Range Ltd
Orbital Response
Parker Software
Perfion
Postcode Anywhere
PRIAM Software
PrismaStar
Responsys
RR Donnelley Global Document Solutions
Sanderson Multi-Channel Solutions Ltd
Star
Stibo Systems Ltd
Strange
Summit
Syzygy
The Birchman Group
The Ecoma Organisation S.L.
Williams Commerce
World Addresses Ltd
Zylog Systems (Europe) Ltd

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08453 701 980
01133 884 300
01614 080 688
+49 (0) 89 3176 7260
1.214.235.0722
07798 660 022
020 7664 0444
020 7367 4300
08000 304 432
020 8600 0500
020 7580 2880
08008 583 666
01254 279 998
01702 541 311
08458 630 520
01772 455 052
+33 (0) 486 095 330
+49 711 139 840
020 7632 6930
01494 429 361
01619 460 000
01159 868 786
020 7492 1929
020 8980 8960
08453 300 618
01233 500 800
01782 822 577
+45-70 26 26 80
01905 888 633
01788 558 000
020 7099 5370
08442 477 723
020 3047 5277
03331 231 400
08456 047 376
01189 497 899
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01482 876 876
020 3206 4009
020 8754 7574
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020 7954 4250

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www.channelgrabber.com
www.ciao-group.com/ www.ciao.co.uk
www.cnetcontentsolutions.com
www.compario.com
www.crayonlondon.com
www.crimsonwing.com
www.cybertill.co.uk
www.datadial.net
www.docdata.co.uk
www.dydacomp.com
www.ebusinessuk.com
www.ec2i.biz
www.eibdigital.co.uk
www.exactabacus.com
www.gulliver.com
www.heiler.com
www.imano.com
www.junctionsolutions.co.uk
www.maginus.com
www.medoc.com
www.moneyspyder.co.uk
www.on-idle.com
www.open-range.com
www.orbital-response.co.uk
www.parker-software.com
www.perfion.com
www.postcodeanywhere.com
www.priamsoftware.com
www.prismastar.com
www.responsesys.com
www.rrdonnelley.com/gds
www.sanderson.com/elucid
www.star.co.uk
www.stibosystems.com
www.strangecorp.com
www.summit.co.uk
www.syzygy.co.uk
www.thebirchmangroup.com
www.theecoma.org
www.williamscommerce.com
www.worldaddresses.com
www.zsl.com

Retail Systems

123 Send LTD
20:20 Technology Limited
Advansys
Amazon Services Europe
Ant:Digital
Anya Media
Barracuda Digital
Cegid
Ceros
Channelgrabber.com
Collect+
Compario
Crimsonwing
Cybertill
Davidson-Richards
Eagle Eye

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08458 382 700
+35 2 2673 3221
08000 737 300
08452 592 173
020 7593 1838
01908 272 420
08455 211 872
01614 080 688
07826 869 007
07798 660 022
020 7367 4300
08000 304 432
01332 383 231
01483 246 530

www.123send.net
www.2020-technology.com
www.advansys.com
www.services.amazon.co.uk
www.antmarketing.com
www.anyamedia.co.uk
www.barracuda-digital.co.uk
www.cegid.co.uk
www.ceros.com
www.channelgrabber.com
www.collectplus.co.uk
www.compario.com
www.crimsonwing.com
www.cybertill.co.uk
www.davrigh.co.uk
www.eagleeye.com

eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Fairfield Displays & Lighting Ltd	01252 812 211	www.fairfelddisplays.co.uk
Heiler Software AG	+49 711 139 840	www.heiler.com
Imano Plc	020 7632 6930	www.imano.com
International POS Ltd	01524 388 811	www.iposltd.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Metakinetik Ltd	01183 249 000	www.metakinetic.com
MetaPack	020 7843 6720	www.metapack.com
MNP	01722 341 342	www.mnppmedia.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Neoworks	020 7025 0950	www.neoworks.com
Omnica Ltd	01925 398 111	www.omnica.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
OpalTec	01179 160 810	www.opaltechnology.com
Open Range Ltd	08453 300 618	www.open-range.com
OrderGroove	866 853 1261	www.ordergroove.com
Polar Moment	01252 810 061	www.polarmoment.co.uk
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
POS Ltd	01422 249 083	www.poslogistics.co.uk
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Profitero		www.profitero.com
Rade	01502 478 000	www.rade.net
Responsys	08442 477 723	www.responsys.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Assist	01158 533 910	www.retail-assist.co.uk
Retalix	01438 740 085	www.retalix-intl.com/uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Sellerexpress.com	02871 367 730	www.sellerexpress.com
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
Star	08456 047 376	www.star.co.uk
Stibo Systems Ltd	01189 497 899	www.stibosystems.com
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Torex	01582 869 600	www.torex.com
Volumatic Ltd	02476 584 311	www.volumatic.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

Warehouse Management

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ant:Digital	08000 737 300	www.antmarketing.com
Anya Media	08452 592 173	www.anyamedia.co.uk
ATMS plc	01216 289 000	www.atmsglobal.com
Ceewhy Vancouver Ltd	01435 868 000	www.ceewhy.co.uk
Cegid	01908 272 420	www.cegid.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Click On Logistics Ltd	01295 817 654	www.clickonlogistics.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
docdata	020 7580 2880	www.docdata.co.uk
Dydacomp	08008 583 666	www.dydacomp.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
Heiler Software AG	+49 711 139 840	www.heiler.com
iForce Group Ltd	01932 310 260	www.iforcegroup.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com

Medoc Computers Ltd	01159 868 786	www.medoc.com
MNP	01722 341 342	www.mnpmedia.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Omnicia Ltd	01925 398 111	www.omnicia.co.uk
OpalTec	01179 160 810	www.opaltechnology.com
Orbital Response	01233 500 800	www.orbital-response.co.uk
ParcelPal Ltd	08006 125 803	www.parcelpal.com
PeopleVox Warehouse Systems for eCommerce	01923 606 660	www.peoplevox.co.uk
Portalteltech Reply	020 7401 0982	www.portalteltech.co.uk
POS Ltd	01422 249 083	www.poslogistics.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Professional Fulfilment Services	01534 869 529	www.profulfilment.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Assist	01158 533 910	www.retail-assist.co.uk
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Sellerexpress.com	02871 367 730	www.sellerexpress.com
Star	08456 047 376	www.star.co.uk
Unipart Logistics	07771 764 765	www.unipartlogistics.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wincanton	01249 710 000	www.wincanton.co.uk

ECOMMERCE

Platforms

123 Send LTD	08005 423 123	www.123send.net
20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Actinic	08451 294 800	www.actinic.co.uk
Adido	08452 602 343	www.adido-digital.co.uk
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Any Media	08452 592 173	www.anyamedia.co.uk
Arvato Ltd	020 3178 4533	www.arvato.co.uk
Ascendant	01905 760 950	www.atech.com
Attenda Limited	01784 211 100	www.attenda.net
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Brandbank Ltd	08453 701 980	www.brandbank.com
Ceros	08455 211 872	www.ceros.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
CNET Content Solutions	1.214.235.0722	www.cnetcontentsolutions.com
Colony Commerce	08454 595 060	www.colonycommerce.com
Commidea	+0 (844) 482-8250	www.commidea.com
Compario	07798 660 022	www.compario.com
Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
CreditCall Ltd	01179 304 455	www.creditcall.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
CyberSource Ltd	01189 294 840	www.cybersource.co.uk
Cybertill	08000 304 432	www.cybertill.co.uk
DataCash	08707 274 761	www.datacash.com
Datadial Ltd	020 8600 0500	www.datadial.net
DesignUK	020 7292 2700	www.designuk.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
eCommera	020 7291 5800	www.ecommer.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
EPiServer	01923 432 608	www.episerver.com
eSellerPro	020 7872 5442	www.esellerpro.com
Exact Abacus	01772 455 052	www.exactabacus.com
Found	08455 645 342	www.found.co.uk
Freehand Limited	01483 200 111	www.freehand.co.uk
GMO GlobalSign Ltd	01622 766 766	www.globalsign.co.uk
Grapple Mobile	020 7952 4030	www.grapplemobile.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com

Handpoint	01223 597 909	www.handpoint.com
Heiler Software AG	+49 711 139 840	www.heiler.com
Imano Plc	020 7632 6930	www.imano.com
Infosys Limited	+91 80 2852 0261	www.infosys.com
International POS Ltd	01524 388 811	www.iposltd.com
iomart Hosting	08000 407 228	www.iomarthosting.com
IVIS Group	020 8579 3335	www.ivisgroup.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Jungo Fulfilment Solutions	116.2344408	www.jungo.co
Lateral Payments	020 8545 8848	www.lateralpayments.com
LetSolveIT	020 8203 9345	www.letsolveit.co.uk
Locayta	020 3440 6202	www.locayta.com
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Memset Limited	01483 608 210	www.memset.com
Merchantry	020 3402 3372	www.merchantry.com
Metakinetic Ltd	01183 249 000	www.metakinetic.com
MNP	01722 341 342	www.mnpmedia.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
MymCart	01617 132 972	www.mymcart.com
Neoworks	020 7025 0950	www.neoworks.com
NETWAVE	+33 561007150	www.netwave.eu
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Omnica Ltd	01925 398 111	www.omnica.co.uk
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OnTap Group	020 7183 3183	www.ontapgroup.com
Open Range Ltd	08453 300 618	www.open-range.com
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OrderGroove	866 853 1261	www.ordergroove.com
Polar Moment	01252 810 061	www.polarmoment.co.uk
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
POS Ltd	01422 249 083	www.poslogistics.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Prism DM	01252 556 900	www.prism-dm.co.uk
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
PureNet	01904 898 444	www.purenet.co.uk
Rade	01502 478 000	www.rade.net
Red Technology	01865 880 800	www.redtechnology.com
Responsys	08442 477 723	www.responsys.com
RichRelevance	01189 255 018	www.richrelevance.com/uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Screen Pages Ltd	01932 333 592	www.screenpages.com
Sellerexpress.com	02871 367 730	www.sellerexpress.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Sitemakers Ltd (LiquidShop)	020 7099 1002	www.sitemakers.co.uk
Skillweb	08700 707 077	www.skillweb.co.uk
Star	08456 047 376	www.star.co.uk
STAR Digital	01604 696 385	www.star-digital.co.uk
Stibo Systems Ltd	01189 497 899	www.stibosystems.com
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
Syzygy	020 3206 4009	www.syzygy.co.uk
TagMan Ltd	020 3465 9250	www.tagman.com
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Logic Group	01252 776 700	www.the-logic-group.com
Treepodia	0845 528 0050	www.treepodia.com
Volusion	08005 200 301	www.volusion.co.uk
Webgains	020 7269 1230	www.webgains.com
Williams Commerce	01162 078 918	www.williamscommerce.com
Wirecard UK & Ireland Ltd	+353 18 765 800	www.wirecard.co.uk
World Addresses Ltd	01508 494 488	www.worldaddresses.com
YESpay International Ltd	08712 219 510	www.yes-pay.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

Saas

123 Send LTD	08005 423 123	www.123send.net
20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Actinic	08451 294 800	www.actinic.co.uk
Advansys	08458 382 700	www.advansys.com
Ascendant	01905 760 950	www.atech.com
Avail	+46 40 121217	www.avail.net
Axida Ltd	01482 783 630	www.pickandpacksoftware.com
Bazaarvoice	020 8080 1100	www.bazaarvoice.com
BD Network	020 7033 7280	www.thisisbd.com
Ceros	08455 211 872	www.ceros.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
CNET Content Solutions	1.214.235.0722	www.cnetcontentsolutions.com
Compario	07798 660 022	www.compario.com
Crafty Clicks Limited	08455 279 982	www.craftyclicks.co.uk
Criteo	020 3389 0038	www.criteo.com
Cybertill	08000 304 432	www.cybertill.co.uk
DC Storm	01273 807 272	www.dc-storm.com
docdata	020 7580 2880	www.docdata.co.uk
dotAgency	08453 379 170	www.dotagency.co.uk
eCommera	020 7291 5800	www.ecommer.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Emailvision	020 7554 4500	www.emailvision.co.uk
Exact Abacus	01772 455 052	www.exactabacus.com
FACT-Finder	020 3008 7718	www.fact-finder.com
Found	08455 645 342	www.found.co.uk
GMO GlobalSign Ltd	01622 766 766	www.globalsign.co.uk
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
HookLogic	01612 365 898	www.hooklogic.com
Infosys Limited	+91 80 2852 0261	www.infosys.com
iomart Hosting	08000 407 228	www.iomarthosting.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
LivePerson	03336 665 483	www.liveperson.com
Locayta	020 3440 6202	www.locayta.com
Logicalware	08000 093 131	www.logicalware.com
Medoc Computers ltd	01159 868 786	www.medoc.com
Memset Limited	01483 608 210	www.memset.com
Merchantry	020 3402 3372	www.merchantry.com
MetaPack	020 7843 6720	www.metapack.com
ModusLink	781 663 5000	www.moduslink.com
Moneyspyder	020 7492 1929	www.moneyspyder.co.uk
NCC Group	01612 095 200	www.nccgroup.com
NETWAVE	+33 561007150	www.netwave.eu
Ogone Ltd	020 3147 4966	www.ogone.co.uk
OnePosting	+353 1 442 9850	www.oneposting.com
Open Range Ltd	08453 300 618	www.open-range.com
Optimal Payments (incorporating NETBANX)	01223 446 040	www.netbanx.com
OrderGroove	866 853 1261	www.ordergroove.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
Prism DM	01252 556 900	www.prism-dm.co.uk
PrismaStar	020 7099 5370	www.prismastar.com
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
Reevoo	020 7654 0350	www.b2b.reevoo.com
RichRelevance	01189 255 018	www.richrelevance.com/uk
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Screen Pages Ltd	01932 333 592	www.screenpages.com
Sellerexpress.com	02871 367 730	www.sellerexpress.com
Shopcreator	08451 211 400	www.shopcreator.com
Shopzilla Europe	020 7029 3300	www.shopzillasolutions.co.uk
Sitemakers Ltd (LiquidShop)	020 7099 1002	www.sitemakers.co.uk
Skillweb	08700 707 077	www.skillweb.co.uk
SLI Systems	020 3217 0321	www.sli-systems.co.uk
Smart Information Systems	+43 (0) 1890 5318 0	www.smart-infosys.com
Star	08456 047 376	www.star.co.uk
StrangeLogic Limited	07594 852 753	www.pzyche.com
Summit	01482 876 876	www.summit.co.uk
Supplyant	01604 679 090	www.supplyant.com
TagMan Ltd	020 3465 9250	www.tagman.com
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org

The Logic Group
The Selfservice Company
ToolsGroup UK
Venda
Volusion
Williams Commerce
Wirecard UK & Ireland Ltd
World Addresses Ltd
YESpay International Ltd
Zylog Systems (Europe) Ltd

01252 776 700
01425 614 070
020 7629 1899
020 7070 7000
08005 200 301
01162 078 918
+353 18 765 800
01508 494 488
08712 219 510
020 7954 4250

www.the-logic-group.com
www.selfservicecompany.co.uk
www.toolsgroup.com
www.venda.com
www.volusion.co.uk
www.williamscommerce.com
www.wirecard.co.uk
www.worldaddresses.com
www.yes-pay.com
www.zsl.com

CROSS CHANNEL

Mobile

20:20 Technology Limited
Adido
Advansys
Ascendant
Barracuda Digital
BD Network
bemoko
Bronto Software
Callcredit Information Group
Cegid
Ceros
Cimex Media
Colony Commerce
Compario
DesignUK
dotAgency
dotDigital Group
Eagle Eye
eBusiness UK
eCommera
eibDIGITAL
Emailvision
Eptica UK
Grapple Mobile
Gulliver.com
I Spy Marketing
Imano Plc
Javelin Group
Junction Solutions
Locayta
Maginus
Manhattan Associates
Medoc Computers Ltd
ModusLink
Multi Resource Marketing (MRM)
MymCart
Neoworks
on-IDLE
OnTap Group
Open Range Ltd
Peerius Ltd
Perfion
Portaltech Reply
PRIAM Software
Profero Performance
Profitero
Pure360 email marketing
Rade
Red Ant
Red Technology
Responsys
RichRelevance
Sagittarius Marketing
Salmon
Skillweb
SLI Systems
Sponge Ltd
STAR Digital
Starfish 360 Ltd

020 7264 5900
08452 602 343
08458 382 700
01905 760 950
020 7593 1838
020 7033 7280
08442 640 909
919 595 2500
01133 884 300
01908 272 420
08455 211 872
020 7324 7780
08454 595 060
07798 660 022
020 7292 2700
08453 379 170
08453 379 170
01483 246 530
01254 279 998
020 7291 5800
08458 630 520
020 7554 4500
01189 497 072
020 7952 4030
+33 (0) 486 095 330
020 7096 1797
020 7632 6930
020 7961 3200
01494 429 361
020 3440 6202
01619 460 000
01344 318 000
01159 868 786
781 663 5000
08449 912 345
01617 132 972
020 7025 0950
020 8980 8960
020 7183 3183
08453 300 618
020 3397 4940
+45-70 26 26 80
020 7401 0982
01788 558 000
020 7387 2000

08445 860 001
01502 478 000
08454 593 333
01865 880 800
08442 477 723
01189 255 018
08450 553 888
01923 320 000
08700 707 077
020 3217 0321
020 7612 1910
01604 696 385
07753 815 647

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www.adido-digital.co.uk
www.advansys.com
www.atech.com
www.barracuda-digital.co.uk
www.thisisbd.com
www.bemoko.com
www.bronto.com
www.callcredit.co.uk
www.cegid.co.uk
www.ceros.com
www.cimex.com
www.colonycommerce.com
www.compario.com
www.designuk.com
www.dotagency.co.uk
www.dotmailer.co.uk
www.eagleeye.com
www.ebusinessuk.com
www.ecommerca.co.uk
www.eibdigital.co.uk
www.emailvision.co.uk
www.eptica.com
www.grapplemobile.com
www.gulliver.com
www.ispymarketing.com
www.imano.com
www.javelingroup.com
www.junctionsolutions.co.uk
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www.manh.com
www.medoc.com
www.moduslink.com
www.mrm.co.uk
www.mymcart.com
www.neoworks.com
www.on-idle.com
www.ontapgroup.com
www.open-range.com
www.peerius.com
www.perfion.com
www.portaltech.co.uk
www.priamsoftware.com
www.profero.com
www.profitero.com
www.pure360.com
www.rade.net
www.redant.com
www.redtechnology.com
www.responsys.com
www.richrelevance.com/uk
www.sagittarius-marketing.com
www.salmon.com
www.skillweb.co.uk
www.sli-systems.co.uk
www.spongegroup.com
www.star-digital.co.uk
www.starfish360.com

Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Logic Group	01252 776 700	www.the-logic-group.com
The Selfservice Company	01425 614 070	www.selfservicecompany.co.uk
Transform	020 3128 8300	www.betransformative.com
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
YESpay International Ltd	08712 219 510	www.yes-pay.com
YUSEO	020 7903 5102	www.yuseo.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

Email

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
Avail	+46 40 121217	www.avail.net
BD Network	020 7033 7280	www.thisisbd.com
Bronto Software	919 595 2500	www.bronto.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Ceros	08455 211 872	www.ceros.com
DesignUK	020 7292 2700	www.designuk.com
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Emailcenter	01327 811 884	www.emailcenteruk.com
Emailvision	020 7554 4500	www.emailvision.co.uk
Eptica UK	01189 497 072	www.eptica.com
Gulliver.com	+33 (0) 486 095 330	www.gulliver.com
iContact	020 8099 7855	www.icontact.com
Imano Plc	020 7632 6930	www.imano.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Locayta	020 3440 6202	www.locayta.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers ltd	01159 868 786	www.medoc.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
Neoworks	020 7025 0950	www.neoworks.com
on-IDLE	020 8980 8960	www.on-idle.com
Peerius Ltd	020 3397 4940	www.peerius.com
Perfion	+45-70 26 26 80	www.perfion.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
Pure360 email marketing	08445 860 001	www.pure360.com
Red Technology	01865 880 800	www.redtechnology.com
Responsys	08442 477 723	www.responsys.com
RichRelevance	01189 255 018	www.richrelevance.com/uk
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Strange	01202 203 160	www.strangecorp.com
Summit	01482 876 876	www.summit.co.uk
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

Click & Collect

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Ascendant	01905 760 950	www.atech.com
Ayima Ltd	020 7148 5975	www.ayima.com
bemoko	08442 640 909	www.bemoko.com
ByBox	08448 005 219	www.bybox.com
Cegid	01908 272 420	www.cegid.co.uk

Collect+	07826 869 007	www.collectplus.co.uk
Crimsonwing	020 7367 4300	www.crimsonwing.com
Cybertill	08000 304 432	www.cybertill.co.uk
DataCash	08707 274 761	www.datacash.com
DesignUK	020 7292 2700	www.designuk.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
iForce Group Ltd	01932 310 260	www.iforcegroup.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
MetaPack	020 7843 6720	www.metapack.com
MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
NCR	07738 956 295	www.ncr.com
Neoworks	020 7025 0950	www.neoworks.com
Omnica Ltd	01925 398 111	www.omnica.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
Postcode Anywhere	01905 888 633	www.postcodeanywhere.com
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
Rade	01502 478 000	www.rade.net
Red Technology	01865 880 800	www.redtechnology.com
Retail Answers	01372 272 800	www.retailanswers.co.uk
Retail Pragmatist	07005 908 932	www.retailpragmatist.com
RichRelevance	01189 255 018	www.richrelevance.com/uk
RR Donnelley Global Document Solutions	020 3047 5277	www.rrdonnelley.com/gds
Salmon	01923 320 000	www.salmon.com
Sanderson Multi-Channel Solutions Ltd	03331 231 400	www.sanderson.com/elucid
Shopcreator	08451 211 400	www.shopcreator.com
Strange	01202 203 160	www.strangecorp.com
Syzygy	020 3206 4009	www.syzygy.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
Torex	01582 869 600	www.torex.com
Transform	020 3128 8300	www.betransformative.com
Venda	020 7070 7000	www.venda.com

GROWTH

Mobile

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Ascendant	01905 760 950	www.atech.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
bemoko	08442 640 909	www.bemoko.com
Brandbank Ltd	08453 701 980	www.brandbank.com
Bronto Software	919 595 2500	www.bronto.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Ceros	08455 211 872	www.ceros.com
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Cimex Media	020 7324 7780	www.cimex.com
Collect+	07826 869 007	www.collectplus.co.uk
Colony Commerce	08454 595 060	www.colonycommerce.com
Compario	07798 660 022	www.compario.com
Crayon London	020 7664 0444	www.crayonlondon.com
DesignUK	020 7292 2700	www.designuk.com
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eBusiness UK	01254 279 998	www.ebusinessuk.com
eCommera	020 7291 5800	www.ecommerca.co.uk
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Emailvision	020 7554 4500	www.emailvision.co.uk
Eptica UK	01189 497 072	www.eptica.com
Equi=Media	01793 715 440	www.equimedia.co.uk
Grapple Mobile	020 7952 4030	www.grapplemobile.com
Heiler Software AG	+49 711 139 840	www.heiler.com

I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Locayta	020 3440 6202	www.locayta.com
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
ModusLink	781 663 5000	www.moduslink.com
MymCart	01617 132 972	www.mymcart.com
on-IDLE	020 8980 8960	www.on-idle.com
Perfion	+45-70 26 26 80	www.perfion.com
PivotLink.com	425.460.1000	www.pivotlink.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
Pure360 email marketing	08445 860 001	www.pure360.com
Red Ant	08454 593 333	www.redant.com
Red Technology	01865 880 800	www.redtechnology.com
Responsys	08442 477 723	www.responsys.com
RichRelevance	01189 255 018	www.richrelevance.com/uk
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
Sponge Ltd	020 7612 1910	www.spongegroup.com
STAR Digital	01604 696 385	www.star-digital.co.uk
Starfish 360 Ltd	07753 815 647	www.starfish360.com
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Logic Group	01252 776 700	www.the-logic-group.com
Transform	020 3128 8300	www.betransformative.com
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

Social

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
9xb Limited	01423 814 555	www.9xb.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Ascendant	01905 760 950	www.atech.com
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Calcredit Information Group	01133 884 300	www.callcredit.co.uk
Ceros	08455 211 872	www.ceros.com
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Cimex Media	020 7324 7780	www.cimex.com
Collect+	07826 869 007	www.collectplus.co.uk
Colony Commerce	08454 595 060	www.colonycommerce.com
Compario	07798 660 022	www.compario.com
Crayon London	020 7664 0444	www.crayonlondon.com
DesignUK	020 7292 2700	www.designuk.com
dotAgency	08453 379 170	www.dotagency.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
Efficient Frontier (Adobe)	020 7908 6215	www.efrontier.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Emailvision	020 7554 4500	www.emailvision.co.uk
Eptica UK	01189 497 072	www.eptica.com
Equi=Media	01793 715 440	www.equimedia.co.uk
Feefo	08456 800 320	www.feefo.com
FreshNetworks	020 7692 4512	www.freshnetworks.com
Heiler Software AG	+49 711 139 840	www.heiler.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
iContact	020 8099 7855	www.icontact.com
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Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Maginus	01619 460 000	www.maginus.com
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers ltd	01159 868 786	www.medoc.com

ModusLink	781 663 5000	www.moduslink.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
NCR	07738 956 295	www.ncr.com
on-IDLE	020 8980 8960	www.on-idle.com
PivotLink.com	425.460.1000	www.pivotlink.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
Propellernet	08456 019 595	www.propellernet.co.uk
Rade	01502 478 000	www.rade.net
Red Ant	08454 593 333	www.redant.com
Red Technology	01865 880 800	www.redtechnology.com
Reevoo	020 7654 0350	www.b2b.reevoo.com
Responsys	08442 477 723	www.responsys.com
RichRelevance	01189 255 018	www.richrelevance.com/uk
Sagittarius Marketing	08450 553 888	www.sagittarius-marketing.com
Salmon	01923 320 000	www.salmon.com
SLI Systems	020 3217 0321	www.sli-systems.co.uk
Sponge Ltd	020 7612 1910	www.spongegroup.com
Strange	01202 203 160	www.strangecorp.com
Strategy Internet Marketing	08458 380 936	www.strategyinternetmarketing.co.uk
Summit	01482 876 876	www.summit.co.uk
Syzygy	020 3206 4009	www.syzygy.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Logic Group	01252 776 700	www.the-logic-group.com
Transform	020 3128 8300	www.betransformative.com
Unique Digital	020 3206 4009	www.uniquedigital.co.uk
Upcast Social	020 7096 1797	www.upcastsocial.com
Venda	020 7070 7000	www.venda.com
Web Liquid	020 7253 4133	www.webliquidgroup.com
YESpay International Ltd	08712 219 510	www.yes-pay.com
Zylog Systems (Europe) Ltd	020 7954 4250	www.zsl.com

International

20:20 Technology Limited	020 7264 5900	www.2020-technology.com
7thingsmedia	020 7017 3190	www.7thingsmedia.com
Adido	08452 602 343	www.adido-digital.co.uk
Advansys	08458 382 700	www.advansys.com
Amazon Services Europe	+35 2 2673 3221	www.services.amazon.co.uk
Ascendant	01905 760 950	www.atech.com
Ayima Ltd	020 7148 5975	www.ayima.com
Barracuda Digital	020 7593 1838	www.barracuda-digital.co.uk
BD Network	020 7033 7280	www.thisisbd.com
Brandbank Ltd	08453 701 980	www.brandbank.com
Callcredit Information Group	01133 884 300	www.callcredit.co.uk
Cegid	01908 272 420	www.cegid.co.uk
Ceros	08455 211 872	www.ceros.com
ChannelAdvisor	020 3014 2683	www.channeladvisor.co.uk
Channelgrabber.com	01614 080 688	www.channelgrabber.com
Ciao/Microsoft	+49 (0) 89 3176 7260	www.ciao-group.com/ www.ciao.co.uk
Colony Commerce	08454 595 060	www.colonycommerce.com
Compario	07798 660 022	www.compario.com
Crimsonwing	020 7367 4300	www.crimsonwing.com
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docdata	020 7580 2880	www.docdata.co.uk
dotDigital Group	08453 379 170	www.dotmailer.co.uk
eCommera	020 7291 5800	www.ecommer.com
eibDIGITAL	08458 630 520	www.eibdigital.co.uk
Eptica UK	01189 497 072	www.eptica.com
Equi=Media	01793 715 440	www.equimedia.co.uk
eSellerPro	020 7872 5442	www.esellerpro.com
FACT-Finder	020 3008 7718	www.fact-finder.com
Heiler Software AG	+49 711 139 840	www.heiler.com
I Spy Marketing	020 7096 1797	www.ispymarketing.com
Imano Plc	020 7632 6930	www.imano.com
Javelin Group	020 7961 3200	www.javelingroup.com
Junction Solutions	01494 429 361	www.junctionsolutions.co.uk
Manhattan Associates	01344 318 000	www.manh.com
Medoc Computers Ltd	01159 868 786	www.medoc.com
MetaPack	020 7843 6720	www.metapack.com

MNP	01722 341 342	www.mnpmedia.com
ModusLink	781 663 5000	www.moduslink.com
MotionPoint UK Ltd	020 7554 8500	www.motionpoint.com
Multi Resource Marketing (MRM)	08449 912 345	www.mrm.co.uk
OBAN Multilingual	01273 704 434	www.obanmultilingual.com
Omnicia Ltd	01925 398 111	www.omnicia.co.uk
on-IDLE	020 8980 8960	www.on-idle.com
Orium	+33 2 44 01 50 05	www.orium.com
Parker Software	01782 822 577	www.parker-software.com
Perfion	+45-70 26 26 80	www.perfion.com
PivotLink.com	425.460.1000	www.pivotlink.com
Portaltech Reply	020 7401 0982	www.portaltech.co.uk
PRIAM Software	01788 558 000	www.priamsoftware.com
Profero Performance	020 7387 2000	www.profero.com
Profitero		www.profitero.com
Propellernet	08456 019 595	www.propellernet.co.uk
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Red Technology	01865 880 800	www.redtechnology.com
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RichRelevance	01189 255 018	www.richrelevance.com/uk
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Syzygy	020 3206 4009	www.syzygy.co.uk
The Birchman Group	020 8754 7574	www.thebirchmangroup.com
The Ecoma Organisation S.L.	020 3341 12786	www.theecoma.org
The Logic Group	01252 776 700	www.the-logic-group.com
Torex	01582 869 600	www.torex.com
Total Logistics	01189 773 027	www.total-logistics.eu.com
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Unipart Logistics	07771 764 765	www.unipartlogistics.com
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Venda	020 7070 7000	www.venda.com
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