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Structural and operational changes taking place in businesses prove that retailers are using actions, not just words, when it comes to creating genuine cross-channel customer experiences

**Chapter 2 Property: what lies ahead for stores?** [Page 14](#)

Changing footfall patterns combined with the cannibalisation of store sales by online channels is polarising the retail property market. But the good news is that retailers realise they must invest in the space they want to keep

**Chapter 3 Pricing, promotions and marketing in a multichannel world** [Page 18](#)

In non-food retail in particular, online promotions are creating price differentials between channels. But online marketing channels are allowing retailers to stretch their budgets further

**Chapter 4 Mobile: the connective tissue between all other channels** [Page 22](#)

Customers' desire to use mobiles to support online and offline purchases is evident. Retailers are quickly finding how valuable mobile is as a sales channel and to create seamless journeys between other channels

**Chapter 5 The last mile for delivery, fulfilment and click and collect** [Page 27](#)

The fulfilment of web orders is one of the most competitive areas of multichannel retailing. We explain why convenience is winning over pure speed, and how this impacts the premium services being launched

**Chapter 6 International expansion moves from passive to active** [Page 31](#)

The first wave of international expansion through ecommerce has caught on. Now retailers are using the data collected from international delivery to further target markets with the most potential

**Chapter 7 Channel proliferation and the rise of the marketplace** [Page 35](#)

Complicating matters for retailers is the creation of channels such as mobile, Facebook and international ecommerce. And now the biggest online destinations are leveraging their strength to launch marketplaces

**Chapter 8 Leapfroggers and other competitive threats** [Page 39](#)

Retailers prepared to take risks, innovate and surprise the market have the opportunity to leapfrog the competition. Meanwhile, many other retailers are engaged in tit-for-tat tactical multichannel developments

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What you can take away from the report on where the multichannel market is heading

**Top 100 retailers multichannel benchmarking table** [Page 44](#)