

Bolstering Retail Execution in the 21st Century

An effective and efficient sales plan is crucial to succeeding in today's competitive marketplace, and retail execution platforms are mission-critical to achieving success. However, it is becoming evident that tried-and-true processes are falling short in the digitally influenced retail landscape. By adopting more automated, integrated processes that drive visibility and real-time interaction between consumer goods companies and their retail partners, consumer goods organizations are more accurately managing trade activities, thus increasing sales.

SPONSORED BY



20%
TO
40%

Annual data
volume growth.

Source: Edgell Knowledge Network (EKN)'s report, "State of the Industry Report 2014: 2nd Annual Stores Benchmark – Future of the Store: Re-Imagining Stores as Hubs of Omni-Channel Customer Engagement."

Trading partners continue to invest millions of dollars on in-store and trade marketing programs in hopes of grabbing shoppers within the critical “last 100 feet of the shopping journey” — when they make their way to checkout and purchase their desired merchandise. What ensures success in this critical stage depends on how well store retail teams, field services associates and brokers implement retail execution — a process used to attract shoppers on behalf of consumer goods manufacturers.

A rather complex process, retail execution encompasses the accurate deployment of promotional activities, asset management, retail audits and proof-of-performance information collection — either as individual components or as an all-encompassing process. Over the last two decades however, retail execution, as a whole, has struggled. The consumer’s rapidly evolving expectations, retail format evolution, and new digital technology innovations requires consumer goods companies to try even harder to stay relevant in the eyes of fickle shoppers.

Easier said than done, hurdles are around every corner. For example, marketing teams spend extensive amounts of time building the perfect product packaging; and category management teams optimize programs to garner the best shelf facings to can increase turns. However, consumer goods companies find it difficult to achieve consistency of these efforts across thousands of stores, and to execute on their strategic objectives, as summarized in “Retail Execution: The New Differentiator,” a report from Deloitte.

Making matters worse is that at store-level, many insight, category and brand management teams have no visibility into whether these plans are executed. So what is their Achilles Heel? In a word: data. For example, data volume is entering enterprises in bigger volumes and higher velocities, which is overwhelming all

47%

Suppliers that receive daily downstream data from between two and five retail partners.

Source: RIS News, "The First Annual Customer Engagement Tech Trends Study: The Personalization Imperative"

trading partners. In fact, data volume grows between 20% to 40% annually, according to Edgell Knowledge Network (EKN)'s report, "State of the Industry Report 2014: 2nd Annual Stores Benchmark – Future of the Store: Re-Imagining Stores as Hubs of Omni-Channel Customer Engagement."

Meanwhile, data is no longer based on a single set of information — especially as the retail landscape becomes more digitally influenced. The industry has moved beyond simply using data only supplied by syndicated providers, such as Nielsen and IRI. While these sources provide a view into consumer goods' product movement, this also provides limited insight.

Consumer goods companies now also receive information from retailers, as well. For example, 47% of suppliers receive daily downstream data from between two and five retail partners, according to the "Retailer/Supplier Shared Data Study 2014," from CGT and RIS News. And this information runs the gamut, from daily or weekly inventory data; daily point-of-sale (POS) data, loyalty information, and other sources, including unstructured sources, including information stemming from e-commerce sites, Web-based kiosks, even social media sites.

While information is filtering in from new sources, that doesn't necessarily mean that trading partners are optimizing the information. Meanwhile, some suppliers are not receiving information from an adequate cross-section of trading partners. For example, only 32% receive daily downstream data from between six and 10, and a mere 14% of suppliers receive data from more than 10 retail partners, the "Retailer/Supplier Shared Data Study 2014" said.

So what is making consumer goods companies so gun shy when it comes to leveraging this information? In some cases, data files are not robust or rich enough to predict inventory. Other suppliers are not equipped



“Empowering the users with data will enable them to identify problems, address them and report back with corrective actions to be taken within a single store visit.”

JOE BELLINI
CHIEF EXECUTIVE OFFICER,
AFS TECHNOLOGIES

AFS Technologies (AFS) is the leading provider of software solutions purpose-built for consumer goods companies. We are committed to generating improved outcomes at the point of purchase coupled with generating efficiencies in trade spend, retail execution and supply chain. With experience developed over its 30 year history, AFS serves more than 1,300 customers of all sizes in over 50 countries around the world. The AFS products are innovative, configurable solutions that are proven to optimize your potential with automated processes, improved productivity and rapid time to value. To learn more about AFS, visit www.afsi.com.



Retail Execution: Now and in the Future

Q: It is a fact that traditional means of measuring retail execution initiatives are not adequate anymore. What is lacking and what do supplier partners need instead?

JOE BELLINI: Traditional systems that measure retail execution are typically efficient, but do not ensure that the information captured is consistent or accurate. They often lack capability in several key areas:

1. Directing the end-user regarding which actions should be executed at the store.
2. Capturing the current store conditions.
3. Converting data into actionable Key Performance Indicators (KPIs) by measuring against defined targets.

A truly effective system shares the rules, objectives and definitions from the supplier partner to the sales executive/merchandiser in order to easily and quickly identify problems or exceptions in the field and subsequently drive immediate corrective actions. The value of measuring retail execution processes comes in effecting change in real time to improve performance at the shelf.

Q: Supplier partners have more data at their disposal than ever before, but how has this increase of data been a challenge for retailers?

BELLINI: To ensure the perfect shelf, which benefits both the retailers and suppliers, there must be a collaborative relationship between the two parties in which information related to the product is easily exchanged. Suppliers are leveraging the collected data to learn how best to win at the shelf and are sharing that data with retailers. Retailers, in turn, need to maintain current information about product availability and the sales from promotions to ensure the suppliers have an up-to-date, comprehensive view into what is actually happening in the store.

Q: What do next-generation retail execution tools look like?

BELLINI: Retail execution solutions will continue to evolve to leverage new technology in hardware and software to bring data and features to the hands of the end users in real-time. Empowering the users with data will enable them to identify problems, address them and report back with corrective actions to be taken within a single store visit. The next-gen solutions will support optimization efforts to boost productivity by identifying the critical points of sale to be visited and by giving access to self-guided workflows that indicate what actions are required in the store. Additionally, the solutions will be robust, with features that support different business needs out of the box (avoiding customizations), yet they will also be configurable enough to reproduce or enhance business processes at the business-user level with minimal IT support.

Q: What role will mobility, even wearables, such as smart glasses or rugged smart watches or rings, play in improving retail execution?

BELLINI: Mobile devices have always been a relevant part of retail execution solutions since they enable data visualization, intuitive decision making, and the ability to execute in real time. New gadgets and devices are slowly taking position in the retail execution space by driving productivity increases in the typical end-user's day-to-day efforts. Some examples include:

- 1) Smart watches that send users alerts about their routes (not only how to get to a store, but also what to do in the store);
- 2) Smart glasses that can provide augmented reality vision over the shelf to quickly identify opportunities and action items;
- 3) Digital image recognition that shortens the time to capture data while providing insights simultaneously; and
- 4) Smart phones and ruggedized devices which display performance data using dashboards and reports as well as providing instant execution of actions in the store through exception based UI's.

32%

Suppliers that receive daily downstream data from between six and 10 retail partners

AND

14%

Suppliers that receive data from more than 10 retail partners.

Source: CGT and RIS News report, "Retailer/Supplier Shared Data Study 2014"

with the proper infrastructure and processes to receive, analyze and act on incoming information. And then there are challenges caused by the tangle of disparate systems companies continue to maintain. As more trading partners agree to share data, this process soon equates to a collection and management of disparate, unconnected point solutions. Add in the many manual spreadsheets and processes that companies continue to maintain, and successful retail execution becomes even farther out of reach.

And it is an industry-wide challenge, as 72.5% of companies admit to having absent or underdeveloped capabilities needed to support an end-to-end, cross-channel shopping experience — one that requires insight into the supply chain and product movement, according to "A New Era for Retail: Cloud Computing Changes the Game," a report from Accenture.

This struggle is only exacerbated by the fact that retailers' solutions tend to be less mature than their consumer goods counterparts, a factor that makes it difficult to properly collect and format data for sharing with suppliers, *CGT* and *RIS News*' report said.

Finally, the lack of a systems champion further adds to the complexity. The sales team needs as much flexibility as possible to carry out a retail execution plan. However, without mature solutions in place, store-level teams do not have the means to aggregate data or streamline visibility into their execution tasks. While many look to IT to manage these solutions, too often company IT teams have been burdened with managing incoming data, making it difficult to create more flexible, collaborative sales tools.

Consumer goods companies and their retail partners have struggled with implementing efficient retail execution programs for years. As these and new challenges continue to emerge however, companies are tired of struggling, and instead are seeking the



“With real-time data collection afforded by enterprise mobile applications, brands can understand where problems exist, the size of the problem, and most importantly, fix and mitigate impact”

FRED BOUTROS
VP OF SALES
GIGWALK

Gigwalk is a mobile workforce management and execution platform to more effectively manage field teams, gather in-store data and direct resources to improve retail execution. Gigwalk is the only solution that combines workforce management, crowdsourcing and a data driven approach to job and worker alignment to track and fix in-store execution. For more information, visit Gigwalk.com.

Gigwalk

Leveraging Mobile for Improved Retail Execution

Q: You define retail execution as “what happens in the last 100 feet of the store.” In your opinion, what should happen in this area, and where do consumer goods companies and retail partners fall short?

FRED BOUTROS: Ideally, every shopper’s experience would be optimized and the efforts consumer brands expend on in-store programs would not be in vain. Unfortunately, we know this is not the case. Millions of dollars are spent on in-store and trade marketing programs every year with limited visibility into what is happening on-the-ground. With the advent of enterprise mobile applications, brands can now understand in real-time where gaps in execution exist by channel, retailer and brand and then course correct. And, with the communication tools afforded by mobile, companies can collaborate with field teams or tap into an on-demand workforce to collect real-time data and address gaps in compliance. This is what should be happening now for companies to remain competitive.

Q: It is evident that consumer goods companies are using tools to measure their business results in “the last 100 feet of the store,” but they are not working. What are the tools that continue to trip them up?

BOUTROS: There is not one specific tool that is tripping them up, but instead two key issues that make current tools not as valuable as they could be — data recency and the ability to take action. Often, data received by brands comes too late, doesn’t tell the whole story and the window of opportunity to fix the problem has already passed. With real-time data collection afforded by enterprise mobile applications, brands can understand where problems exist, the size of the problem, and most importantly, fix and mitigate impact. Now, instead of a snapshot of how well you did, you get intelligence around what’s impacting sales, whether it’s on-shelf availability, lack of promotion and planogram compliance, or pricing discrepancies.

Q: What do the configurations of today’s retail execution tools look like, and what role does analytics play?

BOUTROS: Robust analytics is a key benefit of a workforce management and execution platform. Enterprise mobile applications like Gigwalk efficiently connect people with work and can be configured to manage a distributed team, like field reps, an on-demand workforce, also known as crowdsourcing, or a combination of both. Companies can quickly mobilize teams and gain real-time intelligence about what’s happening at retail. Paired with advanced analytics and the ability to trend data over time, brands now have a complete story of the store and can better forecast sales, as well as intelligently allocate promotional budgets.

Q: How valuable is the cloud in retail execution strategies?

BOUTROS: Cloud computing afforded by Software as a Service platforms provides consumer goods companies a better way to access and manage data so they can intelligently allocate resources and benchmark performance. These advancements afforded by SaaS and mobile technology means brands can reduce out-of-stocks, improve planogram compliance, and validate merchandising efforts across all retail channels, improving the ability to forecast demand, as well as maximize budgets and resources.

72.5%

Companies that admit to having absent or underdeveloped capabilities needed to support an end-to-end, cross-channel shopping experience.

Source: Accenture report, "A New Era for Retail: Cloud Computing Changes the Game"

solutions needed to validate their retail execution investments. By following an actionable plan, they can improve their visibility into retail execution plans, and finally deliver a return on investment — and drive profitability.



Integrate Retail Execution Point Solutions to Aggregate Data

As the retail industry broadens and competition increases, retail execution can become an important differentiator. For the process to be successful however, all business partners must be on the same page. This requires a singular view of demand as well as product movement — a move that becomes difficult as data volume continues to rise. The only way to achieve this level is through systems integration.

By adopting a closed-loop retail execution platform that integrates sales activities — from pre-sales, merchandising, order taking and other related services — consumer goods companies will gain visibility of merchandise, orders, inventory and customer demand. Sure, it is a big undertaking, but when the absence of systems integration can cause up to 10% sales losses enterprise-wide, it is a process that must be considered, according to "The First Annual Customer Engagement Tech Trends Study: The Personalization Imperative," a report from *RIS News* and EKN.



Move Operations to the Cloud

As the retail industry becomes more automated, companies become over-burdened by a sea of servers that manage supporting IT systems, and hopefully support the agility needed to execute sales plans, merchandising strategies and promotional campaigns. However, this often forces consumer goods companies to begin investing time and labor in IT rather than selling product. By transitioning these supporting



“Most retailer systems are just not designed to automatically look for problems in store execution. Business intelligence solutions fill the gaps where a retailer system is lacking.”

BRUCE ERICKSON
CHIEF ANALYTICS OFFICER
LUMIDATA

LumiData is a business intelligence specialist, providing retailer demand data analytics that enable consumer goods companies to increase revenue, margins, brand visibility and market positions. LumiData's SOLYS™ solution integrates processes and funnels supply, order and cross-channel POS demand data into customizable dashboard analytics to specific users in the consumer goods organization.

Accurate, Automated, Actionable — How Agile is Your Retail Execution?

Q: What trends are shaping the role of retail execution, and how do these play into LumiData's current initiatives?

BRUCE ERICKSON: We see three trends that are shaping retail execution: 1) Demand data is more rapidly available at a more granular level, 2) Technology has progressed at a fast enough rate to process the data quickly and enable it to be consumed and acted upon. 3) Retailers are partnering more with consumer products companies to help address issues on the shelf. LumiData's SOLYS™ demand intelligence solutions provide users with more “specificity” — using our demand data technology to detect specific issues down to the store level, to provide more accurate insights and to react much faster to issues. We also collaborate with both retailers and consumer products companies to create automated, standardized systems that significantly improve retail execution.

Q: Often times, retail partners do not have the information, systems or labor to efficiently execute a program, display or other store-level program. What stumbling blocks keep retailer partners from solving these issues?

ERICKSON: The real obstacle is the retailer system itself. An in-store team member may be able to identify an issue, but the system is not streamlined and agile enough to give that team member the ability to update the inventory. Also, non-integrated systems—for instance, the inability to see distribution center data—make it difficult to obtain a full picture of all issues that may contribute to executing a program. Most systems are just not designed to automatically look for problems in store execution.

Q: How can business intelligence solutions help solve these issues for consumer goods companies and their retail partners?

ERICKSON: Business intelligence solutions fill the gaps where a retailer system is lacking. Store alert functions enable consumer product goods companies to isolate specific issues that the retailer system is not positioned to detect. For instance, if the end caps are not being set, BI solutions should be able to detect issues based on minimum SKU facings. BI solutions should also be able to push inventory to specific stores when needed by identifying the stores, recommending an appropriate quantity and providing an actionable list for the retailer. In many cases, this process can be integrated into the retailer system so that exceptions can be addressed automatically and the issue can be resolved in time to make a real difference.

For example, one of our SOLYS users launched a new pedicure product and the market initially responded well. However, in the third week of the launch, the team received SOLYS alerts that showed out-of-stocks were as high as 45%, which represented over \$225,000 in lost sales for the three week period. The team identified the problem as inaccurate forecasts causing low orders for stores in key warm weather, “sandal” climates. The team collaborated with the retailer to improve forecast accuracy, thereby driving build orders and limiting additional lost sales. As a result, the retailer placed an additional \$1.5 million in orders for the product.

Q: What role will mobility play in retail execution going forward?

ERICKSON: A BI solution will play a major role in the future of retail execution. A BI solution can integrate with mobile devices to provide visibility to in-store execution teams—anytime and anywhere. Teams can then focus on stores that have issues and pinpoint which SKUs to address, reducing the time that execution teams spend at stores overall and increasing team efficiency. Mobile BI solutions essentially help stores automate the workflow.

UP TO
10%

Sales losses caused
by the absence of
systems integration.

Source: RIS News and EKN report, "The First Annual Customer Engagement Tech Trends Study: The Personalization Imperative"

systems to cloud-based platforms, consumer goods companies can recapture the flexibility needed to execute sales plans and in-store programs.

Unlike "on-premise" computing models based on dedicated resources, cloud business models feature IT resources that are shared by multiple users at the network level, host level, and application level, as summarized in "Cloud Computing: A Value Proposition," a blog from ACG Research.

Initially, cloud was an option for companies eager to eliminate the need for maintaining internal hardware, a move that could increase efficiency, lower their total cost of ownership and increase speed to market. As the industry grows more automated however, consumer goods companies need an architecture that will allow them to access information easily, while allowing them to scale solutions efficiently and cost-effectively, and add computing capacity on-demand. It is this value proposition that is driving growth, and making the platform a strategic business differentiator for 56% of enterprises, according to Enterprise Cloud Adoption Survey 2014," from Everest Group.

Overall, "cloud provides resource bandwidth, as employees are freed from [manual] tasks moved to the cloud," as summarized in "A New Era for Retail – Cloud Computing Changes Retail," a report from Accenture.

Ferrero Australia made the transition to a cloud-based platform to support communications among its mobile sales force. "[The solution] will help us visualize — both in the field and at the office — our key performance indicators [KPIs] and perfect-store selling framework," Mark Pearce, spokesperson for Ferrero said in a recent *CGT* article, "Ferrero Improves In-Store Execution." "It will also help us increase social collaboration among our team, an important factor for our sales reps, who are spread across the country."

Designed to improve productivity, efficiency and

56%

Enterprises that value cloud platforms as a strategic business differentiator.

Source: Everest Group report, *Enterprise Cloud Adoption Survey 2014*

results, the solution can be configured to Ferrero's specific needs, allowing the company to implement its specialized processes and best practices.



Move Toward Mobile

With a cloud-based foundation in place, consumer goods companies gain the flexibility needed to add innovative strategies that will improve their retail execution operations. One of these innovative tools is mobility. Mobile platforms enable users to instantly monitor promotions and conduct retail audits based on real-time insight available right in the palm of their hand.

Rather than wait until hours, days, even weeks after executing a display or promotion to see results, mobile apps enable users to conduct evaluations and make immediate changes, including restocking shelves and fixing displays, for example. In fact, consumer goods companies reported that the right mobile solution can help them devise and execute a better strategy for marketing, selling and delivering products, according to "Mobile Retail Execution," custom research from CGT.

One of these companies is the Kellogg Company. Armed with cloud-based mobile software, Kellogg's North American Snacks based sales force and direct store delivery (DSD) teams now have a scalable solution with advanced capabilities, including dynamic, data-driven in-store selling. Device-driven users have access to detailed information about store conditions, sales volumes and promotions, as well as integrated dashboards and KPIs needed to complete tasks. "The software is highly configurable for many of different Kellogg roles and routes to market which, in turn, improves the path to value," Eric Gripentrog, vice president, DSD sales and operations, Kellogg Company said in CGT's article, "Kellogg Company to Implement Mobile Retail Execution and DSD Software." "[The so-

68%

Companies that use mobile applications for sales, merchandising, and distribution tasks.

Source: CGT custom research, "Mobile Retail Execution"

lution] will enhance our in-store DSD efficiency and productivity."

Kellogg is not alone, as 68% of companies also use mobile applications used for sales, merchandising, and distribution tasks, according to CGT's custom research.

Adopt Sophisticated Analytics

The best way to optimize retail execution activities is to understand the impact of a program in relation to customer demand. The only way to understand this performance — and make unexpected, yet timely adjustments — is through sophisticated analytics tools.

Designed to combine customer preferences, business strategy and business processes, sophisticated analytics tools are evolving into a strategic capability, as summarized in "State of the Industry Research Series 2014: 3rd Annual Analytics in Retail Study," from EKN. Further, as companies deeply embed this insight across their value chain, organizations attain the ability to be investigative and predictive, as well as more adept, efficient and agile, the report said.

Using analytics to gain insight into store-level task execution for example, consumer goods companies can analyze task assignment and completion; understand compliance issues, and pinpoint trends that could affect stock levels, customer service, even risk and safety issues.

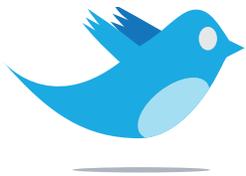
Continue to Test Solutions to Evaluate Effectiveness

As digital influences continue to change the pace of retail, trading partners are learning that processes that worked in the past may not be adequate as the industry evolves. As a result, consumer goods companies are urged to step up their testing and audits of new systems and processes.

Trading partners should establish metrics and KPIs

TWEETABLE

Adopting automated processes helps consumer goods companies accurately manage trade activities, and increase sales.



that focus on the factors that are driving sales, as well as their impact on the overall customer experience. H.J. Heinz has made audits a mission-critical process in retail execution processes, including the distribution, placement, and display of their products. What used to be a cumbersome, paper-based system has transitioned into an electronic system accessible on smartphones. The solution enables auditors in the field to record their observations directly on their smartphones, a move that enables management to pull both detail and summary reports on demand.

Since adding the testing solution, Heinz has gained deeper insight into retail conditions; improved broker management through actionable information, and streamlined monitoring activities of special events and campaigns, according to a company statement.

Conclusion

Between consumers' rapidly evolving expectations, retail format evolution, and new digital technology innovations, consumer goods companies are hard-pressed to stay relevant in the eyes of fickle shoppers. To achieve this goal, consumer goods companies must depend on how well store retail teams, field services associates and brokers implement retail execution strategies at store-level.

Burdened by increasing data volume, new —and multiple — data sources, and disparate systems, trading partners need to revamp retail execution processes to address these trends and better connect with shoppers at store-level. By automating processes through the cloud, as well as adopting mobile solutions, and analytics, consumer goods companies are primed to more accurately manage trade activities, and increase sales.

Requirements

Every major business initiative requires a detailed assessment that examines the project's impact on internal processes, technologies, personnel, strategic alignment and costs. One goal of the assessment is to identify granular and high-level requirements that are essential elements in the project's game plan. Managing and addressing these requirements is critical to success.

Requirements for

Bolstering a Retail Execution in the 21st Century

Strategy

- Evaluate the key components that are impacting existing retail execution plans, and decipher what is lacking.
- Define goals that encompass how to use growing data volume and automated solutions to benefit retail execution programs.
- Replace manual, paper-based processes with automated solutions.
- Break down silos between trading partners' data-sharing solutions to streamline collaboration and execution of sales plans.
- Replace multiple point solutions with a cloud-based platform that can deliver a single operating platform, and universal view of customer demand.

Technology

- Break down silos between disparate business systems, and begin transitioning to an integrated platform that shares data both internally with head office executives and field-based associates, as well as trading partners.
- Synchronize mission-critical information, including customer and transaction data.
- Adopt a cloud-based computing platform that eliminates the need for maintaining internal hardware; allows users to seamlessly access mission-critical information — two factors that lower organizations' total cost of ownership, enables them to scale on demand, and increases their speed to market.
- Give field associates access to mobile solutions to streamline the execution and audits of in-store programs.
- Adopt integrated analytics solutions that enable users to evaluate trends that can impact a program, and streamline their ability to make program changes in real-time, based on performance.

Personnel

- Adopt mobile solutions to train and engage field associates when selling programs to retail partners, as well as how to implement retail execution strategies in-store.
- Untether associates from their desktops and manual spreadsheets, and teach them to use mobile solutions as a means of monitoring store-level programs in real-time.
- Encourage IT teams not to be "the keepers of data," but rather to train associates to use automated, configurable systems that afford users the flexibility to access data files, planograms, analytics and other retail execution tools.
- Collaborate with retail partners to understand program performance, identify opportunities and resolve issues.



Charting the Path That Links Technology and Business Goals

Roadmap KPIs Infographic Bolstering a Retail Execution in the 21st Century

68%

Companies that use mobile applications for sales, merchandising, and distribution tasks

Source: CGT custom research, "Mobile Retail Execution"

UP TO
10%

Sales losses caused by the absence of systems integration

Source: RIS News and EKN report, "The First Annual Customer Engagement Tech Trends Study: The Personalization Imperative"

32%

Suppliers that receive daily downstream data from between six and 10 retail partners

AND

14%

Suppliers that receive data from more than 10 retail partners

Source: CGT and RIS News report, "Retailer/Supplier Shared Data Study 2014"

47%

Suppliers that receive daily downstream data from between two and five retail partners

Source: RIS News, "The First Annual Customer Engagement Tech Trends Study: The Personalization Imperative"

20%
TO
40%

Annual data volume growth

Source: Edgell Knowledge Network (EKN)'s report, "State of the Industry Report 2014: 2nd Annual Stores Benchmark – Future of the Store: Re-Imagining Stores as Hubs of Omni-Channel Customer Engagement."

72.5%

Companies that admit to having absent or underdeveloped capabilities needed to support an end-to-end, cross-channel shopping experience

Source: Accenture report, "A New Era for Retail: Cloud Computing Changes the Game"

56%

Enterprises that value cloud platforms as a strategic business differentiator

Source: Everest Group report, "Enterprise Cloud Adoption Survey 2014"