People First in Digital Retail

Accenture Technology Vision for Retail 2016

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While retailers are operating in the most challenging of environments due to structural overcapacity, price deflation and falling profitability, two themes dominate their thinking. First, where is growth going to come from? Second, how do they increase their productivity, particularly of their staff? The Technology Vision for Retail 2016 identifies five technology trends fueled by the people-first principle that are essential to business success in the digital economy.
The people-first principle

According to Accenture’s Technology Vision survey, the majority (88 percent) of retail business and IT executives anticipate the pace of technology change will increase at an unprecedented rate over the next three years. In order to improve their adaptability and respond to consumer demands for a highly connected, integrated and convenient shopping experience, leading retailers are investing in digital technologies across their businesses—expanding into mobile storefronts, adding social channels, plying analytics for data-driven decisions, moving infrastructure and applications to the cloud.

But in the fast-paced digital age, this is no longer enough. Retailers are increasingly recognizing that what has made them successful historically—getting the right product in the right place for the right price—is now the bare minimum. The new battleground is improving people’s experience with digital technology. This year’s Technology Vision for Retail discusses not only how the latest technology trends will shape both business and IT strategies, but also how these strategies will enable customers, employees and business partners to use digital technologies to do more and to do things differently.

As they look to the future, all categories of retailers—grocery and food services, convenience and beauty, home and electronics, fashion and luxury goods—must put the emphasis on people:

- Customers—Retailers have been actively responding to changing customers expectations by providing seamless shopping experiences, innovating with product personalization and expanding the range of convenient delivery options (specific time or location). Continuous focus to refine every single touch-point will enable retailers to create differentiating business models, establish ecosystem relationships, and expand products and services in entirely new directions.

- Employees—Across all stores, the supply chain and the head office, retail employees are demanding more and better digital technology capabilities. Enabling them with advanced technologies like artificial intelligence and using people-first principles to design and build the technologies that employees interact with are important steps in this direction.

- Business partners—Retailers must start to view their own internal teams, technology partners and an expanding ecosystem of business partners as part of an extended team. Using technology—such as APIs to share data and collaborative tools to reduce boundaries—will help business partners operate as one cohesive unit.

The five overarching technology trends in this report—Intelligent Automation, Liquid Workforce, Platform Economy, Predictable Disruption and Digital Trust—have retail-specific dimensions as shown in Figure 1. In the following sections, we describe the trends and discuss the implications for retailers in each area.

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**Figure 1: Retail dimensions of five technology trends**

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Businesses have an opportunity to use intelligent automation to help manage the complexity arising from pervasive digital change. The next wave of intelligent automation solutions—powered by artificial intelligence—will weave technology, big data and people together to transform what retailers do and how they do it.

50% of retailers report an extensive use of automation to deliver IT tasks such as testing deployment in a more agile way, with a similar subset (47 percent) using automation for customer interactions. But that’s just the beginning; retailers anticipate making even more investments in artificial intelligence-related technologies over the next three years. This means that intelligent automation is moving beyond the warehouse, logistics and fulfillment cycle directly into the store and even into the hands of sales employees. We are seeing this dimension begin to mature in the UK and US, while other geographies like Asia Pacific are starting to empower employees with this technology.

Although a third (38 percent) of global organizations report their top reason for automating tasks is to cut costs and increase operational efficiency, retailers have a more ambitious plan: to innovate and create new business models. Applying artificial intelligence technologies—such as robotics, image recognition, machine learning and natural language processing—not only helps retailers refine existing products and services, but also allows them to go to market in completely new ways.
In particular, Accenture sees the retail implications for Intelligent Automation in two dimensions:

**EMPOWER SALES EMPLOYEES**

Retailers can deploy intelligent automation to help sales team members become “proactively insightful.” Equipping employees with product information is the first step as many retailers have done by deploying tablets to help employees check stock or prices while on the floor. Similarly, UK grocer Tesco is providing sales staff with “smart” armbands to automatically track goods and help managers confirm order fulfilment. The next stage is to enable sales staff with tools that differentiate the customer journey and provide information to upsell or cross-sell additional merchandise.

Shoppers Drug Mart in Canada, for example, is providing intelligent interactions at the cosmetic counter, analyzing customers’ skin types to recommend a variety of cosmetics. And the sales teams at Clarks, a shoe retailer, is using an iPad to accurately measure the feet of younger customers while providing an engaging experience. In the future, Clarks may collect and analyze foot data to more quickly adapt manufacturing processes.

Proactive insight can also be improved by standardizing and distributing customer information to sales representatives’ mobile devices. This would allow sales clerks to provide more personalized experiences to shoppers or even recommendations based on a shopper’s current or past purchases. Another option: As loyalty cards move from the wallet to the smartphone, customers can opt in to notify retailers when they enter a store in exchange for personalized discounts. This would enable employees to greet customers, help them locate items from a digital shopping list or suggest additional items.

- Use analytics to discover and quantify business efficiencies and cost reduction opportunities through the use of technology. Identify in-store experiences that will be enhanced by technology, and understand the customer benefits and implications of automating sales employees’ tasks. Define a roadmap to deliver the necessary technology to sales employees.
- Implement the technology roadmap for sales employees (automation, customer analytics, data visualization tools, artificial intelligence). Train employees to use new technologies on mobile devices so they can provide a better in-store experience.
EQUIP CUSTOMERS WITH AUTOMATION

Retailers have an opportunity to improve sales margins by providing intelligent automation directly to customers while they shop on a website or app. North Face, an outdoors clothing and equipment retailer, launched an interactive online recommendation engine. Using natural conversation so customers feel like they are talking to a person, the tool helps shoppers find personalized and relevant product suggestions. In another margin-boosting example, a group of companies is developing an avatar-based experience that could help online shoppers “try on clothes” using their lifelike avatar, enabling retailers to reduce the number of returns due to customer issues with size or color.

As for in-store experiences, retailers can furnish customers with intelligent automation to compare and purchase products. Best Buy is implementing a robotic vending machine dubbed “Chloe” that helps shoppers to access games, movies and other products 24/7. South Korean megastore Emart directs shoppers to promotion hotspots using its in-store app navigation system, which is made easier to use with smartphone docks affixed to carts. And Walgreens is piloting Google’s Project Tango 3D augmented reality technology to let shoppers locate a particular product, get directions to the correct aisle and earn rewards while in the store. Customer automation is also moving into consumers’ homes through the Internet of Things (IoT). Retailers continue to invest in IoT technologies and will spend an estimated $2.5 billion in hardware and installation costs by 2020. Coles, a supermarket chain, is testing one such device called Hiku. Fitted with a fridge magnet, Hiku lets consumers make grocery lists by scanning UPC codes or speaking the names of products needed. Expanding to the whole house, Amazon Echo, a voice-activated speaker with an interface named “Alexa,” can be placed in any room to do specified tasks, including ordering Amazon Prime-eligible products. These technologies and others like them are enabling retailers to enhance customer loyalty and simplify the purchase process.

Recommendations

- Look at the customer journeys the organization offers (online, in-store and in-home) and identify areas for automation or customer self-service. Understand the capabilities required to enable automation in these areas, such as access to data sources, personalization or recommendation engines.
- Define the technologies that will automate customer journeys (e.g., apps, smart kiosks, in-store robots, in-home devices) and how these will operate. Build and pilot customer-facing technologies equipped with artificial intelligence capabilities (including advanced analytics and business algorithms) that drive superior customer experiences.
As companies invest in digital technologies to improve agility and keep pace with change, a critical element of their business is being neglected: the workforce. To create an agile workforce, retailers must leverage technology across the organization—to operate more efficiently and drive innovation faster.

Our survey indicates that 56% of jobs within retail organizations are expected to have a digital component by 2019. In addition, retail executives now rate qualities such as “ability to learn quickly” and “willingness to embrace change” among the top characteristics necessary for employees to perform well in a digital work environment. As the workforce evolves towards millennials with digital skills, this will be less of an issue; however, retailers also need to think about their existing workforce and how to enable them. This provides an opportunity to look at the workforce differently.

Leading retailers must leverage digital technology—massive open online courses, boot camps and virtual training—to constantly upskill their workforce to deal with the rate of digital technology change. They also need to rethink their approach to projects and assemble experts from every part of organization and beyond to solve problems. The vast majority (83 percent) of retailers already recognize this necessity, agreeing that the workforce of the future will be structured more by projects than by job functions. Finally, retailers must evolve the organization to manage across function and company boundaries, as well as with crowdsourced workers and contractors. This includes integrating collaboration and engagement tools that make it easier for a distributed workforce to work together seamlessly.
We believe the Liquid Workforce trend translates into three dimensions for retailers:

**NEW WAYS TO STRUCTURE WORK (ROLES/RESPONSIBILITIES)**
Retailers can take a fresh look at how resources are aligned to organizations and rethink the definition of employees’ roles and responsibilities. Breaking down responsibilities into sub-categories and further into small but meaningful tasks makes it possible to move to a prioritized task approach to work, as well as distribute work to a broader talent ecosystem—various combinations of internal employees, contractors, crowdsourced resources, business partners and even customers—all contributing their strengths to complete a job.

**DYNAMIC SOURCING**
Retail is a highly seasonal business; the industry also has spikes in demand caused by unexpected circumstances, such as whether a product starts trending on social media or a storm is brewing. The concept of a “people-as-a-service” model can help retailers both in the store and supply chain, where these fluctuations impact the business the most. Retailers can use technology to maximize labor scheduling by enabling trained employees to opt in if they are nearby and available to work on short notice. They can also tap into the extra capacity of services like Instacart or Uber to deliver food or parcels instead of hiring delivery drivers.

For more strategic activities, retailers can post “retail reinvention” challenges or gigs, such as a food packaging design task or a store layout quandary, on crowdsourcing sites. This approach allows members of the crowd to offer solutions for the retailer to review. The winner may receive a pre-negotiated payment, an internship or even royalties from the idea.

Distributing tasks directly to consumers via digital technology is yet another option. Using a mobile app called Field Agent, retailers can hire everyday people, called “agents,” to collect data, perform surveys and conduct store audits. When a beverage company needed to ensure its displays were being executed properly by retailers, consumers completed 400 jobs in just four hours. As a result, the beverage company’s field sales representatives were able to have more productive in-store discussions.

**Recommendations**
- Understand sourcing requirements for new ways of structuring work. Take tasks that are candidates for restructuring, identify sourcing partners who can support a “as-a-service” models (contractors, crowd, business partners, customers), and establish a framework to allocate work.
- Implement technologies to enable external talent pool to complete tasks. Pilot allocating tasks to complete work in a distributed model. Analyze business potential benefits and adjust project-based or individual task distribution to partner with right organizations and individuals.
- Deconstruct organization and categorize nature of work associated with specific roles. Understand relative complexity of tasks, including which provide differentiation and competitive advantage.
- Orient roles towards dynamic “next best task” execution, rather than based on static tasks. Shift least differentiating tasks to external organizations, as a service.
CONTINUOUS LEARNING

More than three quarters (86 percent) of retail executives report that training their workforce has become more important, with 41 percent stating it is significantly more important today.\textsuperscript{xviii} To support a liquid workforce, retailers need to develop continuous learning capabilities, which may include accessing third-party digital education resources.

Delivering on-demand training in short bursts via mobile devices or tablets is another option to upskill employees who are on the clock, while saving training dollars for retailers. This is especially true for in-store sales representatives and seasonal workers, who need access to people-first training apps that are designed to deliver quick and easy technical education. In addition, some retail categories (consumer electronics, appliances and fashion) require more training than others; Sears Hometown Stores uses tablets to provide comprehensive training to store associates, including brand-specific selling certification for appliances.\textsuperscript{xix}

**Recommendations**

- Understand in-demand skills within the organization and define training strategy for employees. Pilot new tools and training modules to determine the most efficient and effective ways to deliver training.

- Adopt an any device, anywhere policy for training, including employees own devices. Then design and build training that is both easy to digest and specific to roles or tasks. Build training in a people-first way that is easily accessible: for everyone, from everywhere, at any time. Roll out to workforce.
Companies need to master digital technologies to help drive growth and protect core business profitability. However, the next wave of disruptive innovation will arise from technology-enabled, platform-driven ecosystems. Retailers must decide what part to play in this platform economy—and move quickly to carve out their role.

86% of retail executives agree that platforms will be the “glue” that brings organizations together in the digital economy, and 52 percent are investing in a comprehensive digital technology platform as part of their overall business strategy. That’s a good sign since platform-based businesses are not only dominating the growth curve, but also changing the rules of business. In order to keep up, retailers must understand these new rules and decide how to position their businesses and platforms.

Fortunately, retailers have a foundation in platforms upon which to build. For one, they have experience aggregating a variety of products into a physical or online space for customers to purchase. Retail businesses also have direct-to-customer product sales experience that other companies lack. And they have established networks of brick and mortar stores that can be leveraged, as some retailers are doing by becoming distribution partners for e-tailer giants eBay and Alibaba. By correctly harnessing these strengths and making the leap into digital platforms, retailers may have some advantage to cross-sell and upsell products and services in a variety of aspiring ecosystems.
Recommendations

- Assess where IT sits within the organization and the governance connecting IT with the business. Reposition technology to a more central role and more appropriate reporting line to ensure IT both enables and drives the business agenda. Set up technology leadership governance that includes senior C-suite business stakeholders and present the business opportunities originating from technology, including a digital platform strategy.

- Build a “new IT” organization to enable successful platform business. Reevaluate skills and capabilities of internal employees. Insource core roles, such as IT staff members with digital skills, or develop business relationships with trusted providers that can provide digital expertise.

We believe the Platform Economy trend will affect retailers in three key dimensions:

TECHNOLOGY-FIRST RETAIL IS THE NEW NORM

Some of the most successful retailers from a technology, people and investment perspective have more in common with technology companies than traditional retailers. e-Bay began as an online sales platform for items not held in stock, and evolved into a full-scale ecosystem of manufacturers and consumers selling directly to each other. Similarly, Amazon had an excess capacity of computing power and leveraged its global IT infrastructure to create Amazon Web Services and enter the cloud market.

Many traditional retailers are saddled with legacy systems and infrastructure. To overcome these constraints, retailers are either undergoing a digital transformation or spinning off separate digital retail businesses, as an Asian retailer did when it started a venture with new premises, reward schemes and processes. In either case, building a platform requires strong IT skills in digital and traditional enterprise technologies, as well as the right leadership to get the business value out of a substantial investment.

To stay ahead of newer competitors that started with greenfield technologies, we are seeing retailers beginning to change their own IT organizations to deliver multi-speed IT, hiring in technology leadership with digital experience and repositioning the IT function within the business.
As part of a broader digital transformation, identify parts of business that are prime for platform business models. Prioritize areas of focus, define a technology strategy for platforms and take this to the business. Understand what data is needed and how to surface that data so it can be shared internally and externally.

Build platform architecture, including data gateways and APIs that can expose data externally. Operate platform to enable ongoing growth.

Recommendations

- As part of a broader digital transformation, identify parts of business that are prime for platform business models. Prioritize areas of focus, define a technology strategy for platforms and take this to the business. Understand what data is needed and how to surface that data so it can be shared internally and externally.

- Understand customer preferences and extend organization’s reach into relevant ecosystems of products/services that customers want. Assess existing ecosystems and identify how and where to partner with others to offer more products as a service.

- Move to multi-speed IT model with real-time, synchronous architecture in order to link to ecosystem partners. Contribute to ecosystem and assess additional areas to improve customer journey through ecosystem relationships.

Looking beyond platforms into retail ecosystems can benefit retailers through direct product and service sales, as well as through customer lock-in to capture sales that might otherwise go to a competitor. Retail ecosystems can also create a captive audience for selling both a retailer’s next wave of products and services—as well as business models as Amazon has done by offering its Prime subscription service.

If building their own ecosystem is not an option, retailers can tap into the connected home, connected health or connected car ecosystems of other companies so that they will succeed as the ecosystem does. A home improvement retailer, for example, could extend its value chain by linking to popular do-it-yourself sites like Houzz.com or Porch.com, as well as the ecosystem of qualified architects and tradespeople.
TREND FOUR
Digital ecosystems drive the next wave of change

Every company now understands the transformational power of digital. What few have yet grasped is how disruptive new platform-based ecosystems, which have been made possible by digital, will be. As these ecosystems become more pervasive across a customer’s journey, whole industries and business models will be reinvented. Fortunately, these ecosystems are a disruptive force that retailers can anticipate, manage and use to their competitive benefit.

Where will retail disruption come from next? It’s important to look in the right place. According to our survey, 88% of retail executives believe industry boundaries are being erased and every industry is being significantly impacted. These same executives think disruption is likely to come from established retail peers. We see a different reality: disruption is rising from under the radar—from start-ups that are chipping away at small parts of the retail value chain, and from companies outside the industry that are rapidly forming new connected ecosystems.

Retailers must shift their thinking to begin using these connected ecosystems as crystal balls, providing insight into the future of the industry. Understanding these will allow retailers to take steps to avoid impending disruption, partner with the disrupters to supplement revenue streams, or actively participate in the disruption to change the retailer’s role in marketplace.

There are also ways in which retailers can proactively seek to understand disruption and stake out their own opportunities. One option to guide internal disruption is to find problem areas within the organization, identify behaviors that support the current way of doing business and redesign the processes. Another is to use customer data innovatively to find new interaction points and prospects to smooth the purchase experience.
Other retail-specific dimensions of the Predictable Disruption trend include:

**DISINTERMEDIATION FROM MANUFACTURERS**

As platform-based businesses flourish, retailers run a genuine risk of being cut out of the purchase cycle entirely. Manufacturers will continue pushing toward a direct-to-consumer sales model, as already evidenced in the consumer goods and services sector with Nike, P&G and other companies aggressively entering the space. Unilever and Alibaba, for example, have struck an alliance to reach customers across China through the retailer’s data-driven ecosystem. At the same time, smaller companies are offering farm-to-consumer delivery channels such as vegetables or fresh-caught fish.

Other industries that are poised to disrupt retailers include auto manufacturers, which have a captive audience with time to browse and buy while in the car; utilities companies with direct access into consumers’ home energy usage patterns; and telecom providers, which own network infrastructure and compile vast quantities of customer data on mobile device usage. Any of these adjacent industries could topple susceptible retailers that do not pay attention to how digital ecosystems are emerging.

**EXTEND OFFERINGS (CROSS-INDUSTRY PLAYERS)**

Another disruption opportunity for retailers is the use of digital technology innovations to augment product offerings with new cross-market services. UK retailer Argos is selling insurance for the home products featured on its shelves and online storefronts. Dixons Carphone, an electronics retailer in Europe, provides a service to help customers configure phones or computers purchased from the store. And Amazon Pay Monthly (a service run by Hitachi Capital) provides credit to customers wishing to finance larger purchases like furniture.

Retailers can go even further to disrupt and compete across industry boundaries. UK retailer Dixons Carphone launched its own mobile network called iD to compete with telecom providers in the European market. Digital giant Alibaba used its understanding of customers’ financial profiles to start offering loans to Chinese consumers in a move that directly competes with the Asian bank industry.

**Recommendations**

- Examine retail value chain and identify vulnerable parts, especially where manufacturers or other organizations could engage directly with consumers.
- Build stronger, more collaborative partnerships with manufacturers to support retail ecosystem strategy. Incentivize and lock-in manufacturers with joint go-to-market strategies and better margins.
- Empower internal or external innovation group to review underlying assumptions of retail industry and to think about how to break current business model.
- Develop a compelling case (price or better customer experience) and experiment in other industries.
START-UP DISRUPTION

There are hundreds of nimble digital technology start-ups vying to offer product, service and experience innovations to consumers. It is vital for retailers to pay attention to this marketplace in an effort to predict how and where disruption may happen. In many cases, it will come from start-ups selling products as a service, subscription models and advanced personalization; it will also appear in narrow segments such as with Dollar Shave Club sending razors and shaving cream to customers every month, or with DeskBeers delivering craft beverages on a Friday at 5:00 PM.

To avoid this, retailers should identify vulnerable points in their own processes to buy, move or sell products. Strategic acquisitions or partnering arrangements with complementary start-ups are good approaches. Target, for example, is working to improve the customer shopping experience by partnering with Facebook and Instacart. Macy’s installed beacons in many of its stores to help detect shoppers’ locations and partnered with Shopkick to send promotions to customers’ mobile devices. And Burberry created its first 24-hour fashion marketing campaign by working with Snapchat.

Recommendations

- Invest for disruption: Partner with or acquire start-ups, invest in technology innovation labs or digital hubs to boost innovation, attract talent and create new business opportunities.
- Conduct market scans to keep finger on the pulse of start-ups.
Without trust, businesses cannot share and use the data that underpins their operations. As such, managing data ethics and digital ethics must be core elements of the security strategy at every stage of the customer journey. That’s why the most advanced systems today go well beyond establishing perimeter security and incorporate the highest ethical standards for data. New products and services must also be ethical and secure-by-design.

76% of retail executives agree they are exposed to more risks than they are equipped to handle as a digital business. In today’s business environment, privacy and security breaches are on the rise; in fact, many retailers now expect to be hacked. Nearly half (47 percent) of the most invasive breaches in recent years have been in the retail industry, with an average of 86.5 million customer records stolen in each case. To further protect transactions, a handful of retailers are moving to two-step authentication for online purchases, and some regions have taken the lead on enabling chip and pin card technology for in-store sales.

Although digital technologies provide retailers with many lucrative opportunities to serve customers, the number and complexity of channels also exponentially increases the risk of security breaches. Mistakes or misguided steps on any channel can harm customer trust and brand reputation. It is now more important than ever for retailers to consider the security implications up-front every time they build a new product or service. Installing in-store beacons or offering mobile couponing, for example, require advanced security technology and protocols to maintain confidence and customer trust.

Given the emphasis on people first, these digital capabilities also create new ethical questions that retailers must proactively address. Retail pharmacies, for instance, see numerous opportunities in the connected healthcare ecosystem for partnering with medical or insurance providers. However, customer purchase history could reveal private medical information, lifestyle choices, eating and exercise habits, which could negatively impact insurance rates. Understanding how to handle these types of ethics questions before forming business partnerships, and using technology to reinforce the ethical boundaries, will be critical for retailers in the digital era.
Accenture sees the retail implications for Digital Trust in these two dimensions:

COOL VS. CREEPY PROPOSITIONS

Eighty-six percent of retail executives agree that trust is the cornerstone of every business in the digital economy today. In other words, the more trust retailers establish with employees, customers and business partners, the more they can do with the data they have. But what data should they use and how? According to Accenture research, shoppers want retailers to improve their customer experience without invading their privacy. For example, in-store shoppers like capabilities that help them find what they are looking for, but dislike the idea of retailers showing feedback from their social media friends for items they are considering.

In part, what is cool or creepy depends on the demographic. Since millennials are a digital-ready generation, they are more open to in-store recommendations or real-time promotions. One example comes from Shopify’s new iOS keyboard, called Shopkey, which enables retailers to sell products on social media and messaging apps. The keyboard imports product catalogues, allowing the people behind the accounts to search, tap a product, and insert a photo and purchase link into a conversation. While millennials might view this as a route to instant gratification, other demographics may have the opposite response. Clearly, retailers must carefully craft not only the proposition, but also the right approach—or risk losing the customer’s trust and business.

Recommendations

- Conduct a sentiment analysis to understand how customers perceive retail offerings and brand; make a top-five list of the least trustworthy offerings. From that list, do a complete customer journey analysis and understand how to improve offerings to build trust.
- Complete an assessment to identify key security risks, and implement advanced security solutions to mitigate risks with data, platforms and ecosystems. Design and build offerings that embed data and digital ethics to improve trust with customers.
DATA MANAGEMENT POLICIES AND PROCEDURES

Although governments and regulators have attempted to safeguard customer data, they have not been able to keep up with digital advancements. A number of retailers are stepping in with more stringent, transparent policies on what data they use and for what purpose. For example, some of Nordstrom’s personal shoppers offer text-to-buy services for their private customers; however, the company has established firm policies and procedures to avoid push marketing to mobile phones.\textsuperscript{xxxi}

Recommendations

- Understand how data is currently being used. Rewrite policies to align with business strategy and reinforce customer trust.
- Make data policies transparent to customers via different channels. Explicitly mention how customer data is being used and what customers receive in exchange for providing their data. Enable customers to opt in or out easily.

For purposes of the Data Protection Act, UK retail pharmacy Boots registered with an independent data protection service that customers can access to make informed choices about how their data is used.\textsuperscript{xxxi} Apple and other technology companies are taking a stronger stance by refusing to hand over device data to authorities, claiming it represents a breach of customer trust. In each case, these retailers are staking part of their market valuations and brand reputations on strong data ethics and digital ethics.
Conclusion

In the digital era, adaptive retailers must embrace the dimensions of these five technology trends with one common principle: people first. Equipping customers with automation for greater convenience. Enabling employees with digital skills through a continuous learning model. Extending offerings with business partners to create disruption. All of these options and more are available to retailers that use digital technology to its fullest advantage to improve staff productivity and unlock future growth.

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