



THE DELIVERY CONFERENCE
2 FEBRUARY 2016. PARK PLAZA, LONDON

As a main sponsor of the original and best-attended event for all things eCommerce and delivery, thank you so much for attending.

One thing is clear. While originally regarded simply as the end of the selling process, delivery has shifted in prominence. It is now firmly front and centre of the eCommerce proposition.

The **12** dynamics of the Delivery Conference.

With the aid of emerging technologies, innovation around the delivery experience is becoming a significant differentiator for brands, a new market for logistics companies and a choice factor for consumers. Here are 12 dynamics Salesforce identified at the event.

1 THE ECOMMERCE CALENDAR IS COMING OF AGE

eCommerce has not only continued to grow to significant proportions for all retailers, but the calendar has changed shape too. UK retailers and shoppers have embraced sales events such as Black Friday and Cyber Monday, alongside traditional sale seasons and gifting dates such as Valentine's Day. In the past two years it has driven significant investment to create capabilities to cope with and fulfil extreme demand spikes – now, retailers will need to leverage those investments.

2 THE 360-DEGREE CUSTOMER VIEW IS INCREASINGLY BUSINESS CRITICAL

Competitive pressures and changing expectations from customers mean that delivering personalised, intelligent services and customer information 'in

the moment' is as important as ever. Widening access to customer insights or indicators are becoming key for drivers and delivery teams, in-store and customer service staff alike in order to deliver differentiated services.

3 CAPACITY TRANSFORMATION IS NOT YET COMPLETE

The capacity of the delivery channel has vastly expanded in recent years as innovative providers have joined the Royal Mail and established couriers, creating myriad new points of delivery and collection. During the peak hours many providers are still struggling to deliver. Plus, the forward view of peaks and troughs isn't always clear – making it hard to plan resourcing to match, as Yodel's Dick Stead commented: 'Timing is everything' may become a mantra, as pinpoint delivery timing proves important to consumers.

4 TECHNOLOGY-ENABLED TRANSFORMATION IN THE DELIVERY CHAIN IS CENTRAL

Investment and innovation through technology is a high priority for logistics suppliers as they become part of the eCommerce experience and they fulfil scaling expectations for transparency. As connectedness increases, they are sharing responsibility to assure excellent delivery of brand experiences. With apps investments and other innovation, like many other industries they are becoming technology companies, while others are using technology to compete with them. Jeremy Waite, head of digital strategy for Salesforce Marketing Cloud, cited how Uber has effectively become one of the biggest logistics companies in the world, powered by Salesforce to help it map customer journeys and maximise every touchpoint for customers across 400 cities in 65 countries.

5 THE ON-GOING RISE OF OMNI-CHANNEL

Customer journeys continue to expand and the omni-channel customer is now the focus, so frictionless process is vital. Yet it remains a challenge for many retailers, and remains front and centre for major retailers including Marks & Spencer as they work to keep pace with the habits of consumers and their rising expectation for absolute convenience and consistent delivery experience no matter what shape their own journey has taken.

6 THE MOST CRITICAL ECOMMERCE KPIs LIE AT THE POINT OF DELIVERY

As Paul Coby, IT director at John Lewis said: "Retail is being revolutionised". The future is hard to predict, but intense competition is certain. The "fancy front end" cannot be the only focus – because supply chain excellence and fulfilment of customer expectations at the point of delivery is where brand promises must be met. This is increasingly where the most critical eCommerce KPIs must be measured and performance improved.

7 DELIVERY CAN MAKE MEMORIES AND COMPLETELY CHANGE THE CUSTOMER EXPERIENCE OF A BRAND

Qaalfa Dibeehi, VP Customer Experience at Forrester Research gave some striking examples where delivery makes the difference. One was the use of female delivery teams in the United Arab Emirates where women overwhelmingly are the recipients of household deliveries. Another was around the power of delivering equally dependable and added-value delivery service no matter whether a customer

is in Siberia or central Moscow. "Design memories, as well as experiences", was his advice.

8 PUTTING THE CUSTOMER AT THE HEART OF DELIVERY STRATEGY IS KEY

This thinking emerged again, and again, throughout the day. Asda's toyou director Paul Anastasiou spoke of the rise and rise of click-and-collect as one signal that customers don't want to be pinned down awaiting deliveries. The parcels must be waiting for customers or go to where they want them – not the other way around – and retailers must adopt smart technologies such as proximity and GPS tech to further meet this need. This was borne out by a YouGov poll which firmly concluded that "customer journeys should be delivery-led, not delivery last."

9 PHYSICAL OUTLETS CAN TRANSFORM INTO HUBS, ENHANCING DELIVERY IN NEW WAYS

Bricks-and-mortar shops continue to be under pressure from changing shopping habits and the high-street decline. Their role in retailing is evolving, as they are increasingly becoming hubs for services or an extension of a brand's community. Retailers with 100 high street shops could consider them as hubs with huge opportunity.

10 MOBILITY IS TAKING ON NEW MEANING

Having spent time and effort adapting to their use of mobile platforms to open up eCommerce any time, anywhere, attention is now refocusing on physical customer mobility, with cars under consideration. Johan Maresch, senior

invention manager at Volvo spoke about in-boot delivery with Volvo in Sweden and Audi in Germany. These concepts are now arriving in the UK but are only the start, as connected cars become a reality. DHL looked even further: at the potential of self-driving vehicles to transform the economy of logistics.

11 TECHNOLOGY IS UNLOCKING IMMERSIVE EXPERIENCES

Nobody could have missed the explosion of wearable tech in the past year – and retailers like River Island are not missing a beat in responding. Helen Colcough, eCommerce development manager spoke of the importance of innovation to both mirror and drive changing customer behaviours, exploit constant connectedness and meet expectations for immersive experiences, seamless app-based payments and more.

12 CONNECTING DELIVERY AND RETURNS SEAMLESSLY REMAINS A WORK IN PROGRESS

Retailers and their supply chain partners have undeniably woken up to the value of delivery. It is gaining investment and is the focus of innovation – but, argues IMRG, the focus also needs to widen. The returns process isn't always as advanced in the UK market as it should be – although some countries, such as Germany seem to have integrated it perfectly. Retailers who haven't yet turned their mind to it perhaps should do so. Companies like Asda are already enhancing the in-store returns process, knowing that customers want things to be blissfully simple – and that it forms another key element of the brand experience.