

# THE AGILE RETAILER

PRIORITIES FOR 2021 AND BEYOND

Produced by GlobalData with Cisco



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## Introduction

- Digital has accelerated retail innovation and continues to pave an exciting path forward.
- Consumers have accepted and grown accustomed to frictionless experiences such as curbside pickup and contactless payment.
- Retailers need the agility to deliver on changing expectations from shoppers and associates.
- Secure operations, online and in-store, are necessary to ensure retailers retain the trust of their customers and business partners.
- We will explore what is driving success for retailers and how they are able to remain agile while delivering value to their customers and the bottom line.
- We will also look at the key partnerships that Cisco has built, and the ways in which these joint efforts are delivering enhanced value to our mutual customers.



### Multichannel customer experience

Deliver on the expectations of customers to shop and receive their orders however, whenever, and wherever they desire.



### Safety and surveillance

Leverage real-time video and analytics to ensure the safety of customers and associates.



### Securing critical data

Safeguard digital assets and build loyalty by securing consumer data and privacy.



### Efficiency and sustainability

Enhance operational effectiveness and optimize resources by reducing waste and controlling costs.

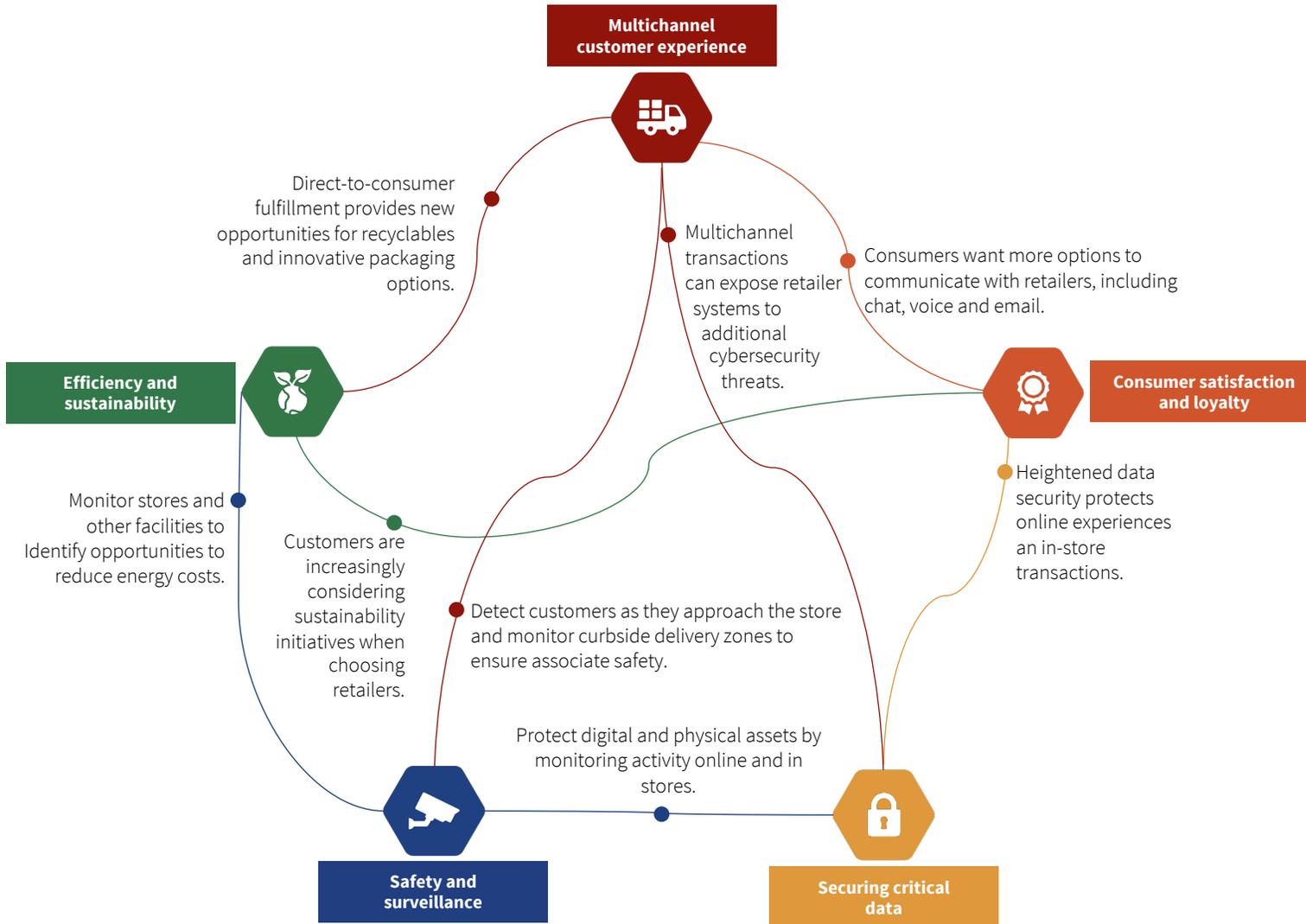


### Customer satisfaction and loyalty

Build brand affinity by delivering innovative customer experiences.

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Interrelated capabilities for retail agility



- Retailer agility builds on connected operations and delivers innovative experiences.
- A reliable, scalable and secure network foundation is critical to providing these capabilities.
- The interdependencies of these business capabilities reflect the interdependencies of the technologies that enable them.

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Multichannel customer experience



## Metrics for retail channels

Sales value, value growth and average margins for the three main retail methods of shopping (USA)

	 IN STORE PURCHASE	 ONLINE PURCHASE, DELIVER TO HOME	 ONLINE PURCHASE, COLLECT FROM STORE
Total value (2020, US \$)	\$3,203bn	\$589bn	\$163bn
Value growth (2015-20, %)	+5.5%	+97.3%	+537.4%
Margin (2019, grocery only, %)	3.6%	-6.7%	2.9%
Margin (2019, apparel only, %)	36.6%	27.8%	31.3%

- Retailers continue to expand options for e-commerce order fulfillment.
- The strongest growth for these multichannel orders has come from transactions when consumers place orders online and collect at the store.
- Retailers prefer customers pick-up multichannel orders to avoid shipping costs, particularly in margin-sensitive categories like grocery or in apparel, where online return rates are high.



### Recommendations for retailers

- Expanding digital channels increases the significance of connected logistics, inventory management, and supplier collaboration.
- The purpose and nature of the in-store experience will change as digital channels expand; more space may need to be devoted shopper experiences while other space for online fulfillment operations may need to be expanded.
- Retailers need to balance margin optimization and channel incentives with customer satisfaction. Encouraging online shopping and ordering can reduce real-estate and labor costs of stores, while increasing expenses for fulfillment and introducing complexity and opportunities for customer dissatisfaction.



Data cover the US only. Other methods of buying such as vending machines, TV shopping, catalog retail are excluded from the analysis. Channels based on where customers buy and receive products. Margins are industry-wide averages and include cost of returns. Source: GlobalData analysis

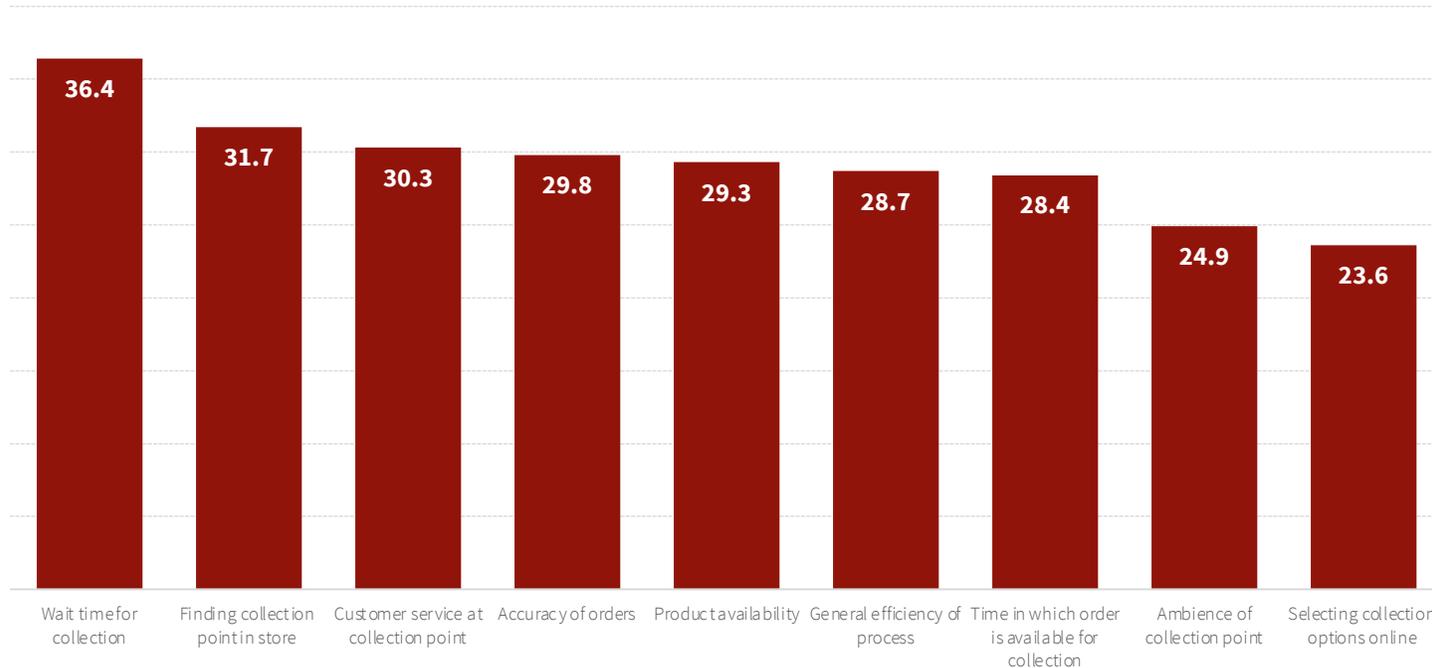
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## Multichannel customer experience



### Shopper satisfaction with multichannel

Percentage of multichannel shoppers who rate certain aspects of the experience as poor



Consumers who had used collection from store services (buy online collect from store and curbside collection) were asked to rate their general experience with the services they had used in the past six months; graph shows the percentage of those rating the experience as poor for each area.

Source: GlobalData consumer research (2020)

- Retailers have become more adept at offering and delivering multichannel customer experiences.
- Customer expectations for a seamless experience span the entire shopping journey, from shopping, through ordering, to pick-up and returns.
- According to a GlobalData consumer survey conducted in June 2020, 43% of consumers report having significant issues using retail apps or websites when placing or collecting multichannel orders.



### Recommendations for retailers

- Store-based fulfillment needs to be supported with proper systems, dedicated areas, and adequate labor resourcing. Ad hoc approaches will not support increased order volumes or maintain customer satisfaction.
- Retailers need to create systems that are easy for customers and associates to use, deliver consistent experiences, and enable orders to be filled quickly and accurately.
- Key sources of customer dissatisfaction, such as wait times at collection points, updates on order status, clear signage and directions for pick-up, all need to be put in place to improve efficiency and service.

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### Multichannel customer experience



#### Driving Transformation

How technology is enabling retailers

- **Foundation for Success.** A dependable network infrastructure that streamlines secure connectivity with cloud-based resources can help retailers tap into advanced capabilities to maintain or expand relevance to their customers.
- **Accuracy and Availability.** Better tools and resources for managing inventory across stores and warehouses increases order accuracy while reducing time and cost for order fulfillment.
- **Insight.** Full visibility into retail operations, from business metrics to network and application performance, provides retailers with the ability to quickly identify and address potential issues before they impact customer and associate experiences.
- **Click and Collect.** Frictionless experiences for customers and associates are key to differentiating a retailer's multichannel offerings. Technology enablers like location and video analytics, external Wifi coverage, and dynamic digital signage can drive customer satisfaction and brand affinity with each visit.
- **Programmable efficiency.** Operational and technology automation enables associates and management to focus on the subjective aspects of providing the right customer experiences while objective workflows are handled automatically.



Cisco and Microsoft have partnered to deliver the secure, scalable, and reliable network and cloud capabilities retailers need. These enterprise-grade resources help retailers modernize network infrastructure and cloud deployments with intelligent monitoring of physical and digital environments.

For more than 10 years, Cisco and Microsoft have developed and delivered natively integrated, configurable solutions in support of Microsoft Azure deployments. Retailers can benefit from leveraging real-time analytics to make the right decisions to support their online and in-store experiences.

At the core of the Cisco cloud-ready foundation for Microsoft Azure is Cisco's SD-WAN architecture that enables retailers to integrate with Azure virtual WAN and Office 365 deployments. Combining ThousandEyes for digital-experience monitoring, [AppDynamics](#) for application-performance monitoring and Tetration for network-performance monitoring, Cisco can provide end-to-end analytics and insight, from app to cloud, to help identify and address potential issues before they affect a single order.

[Microsoft](#)

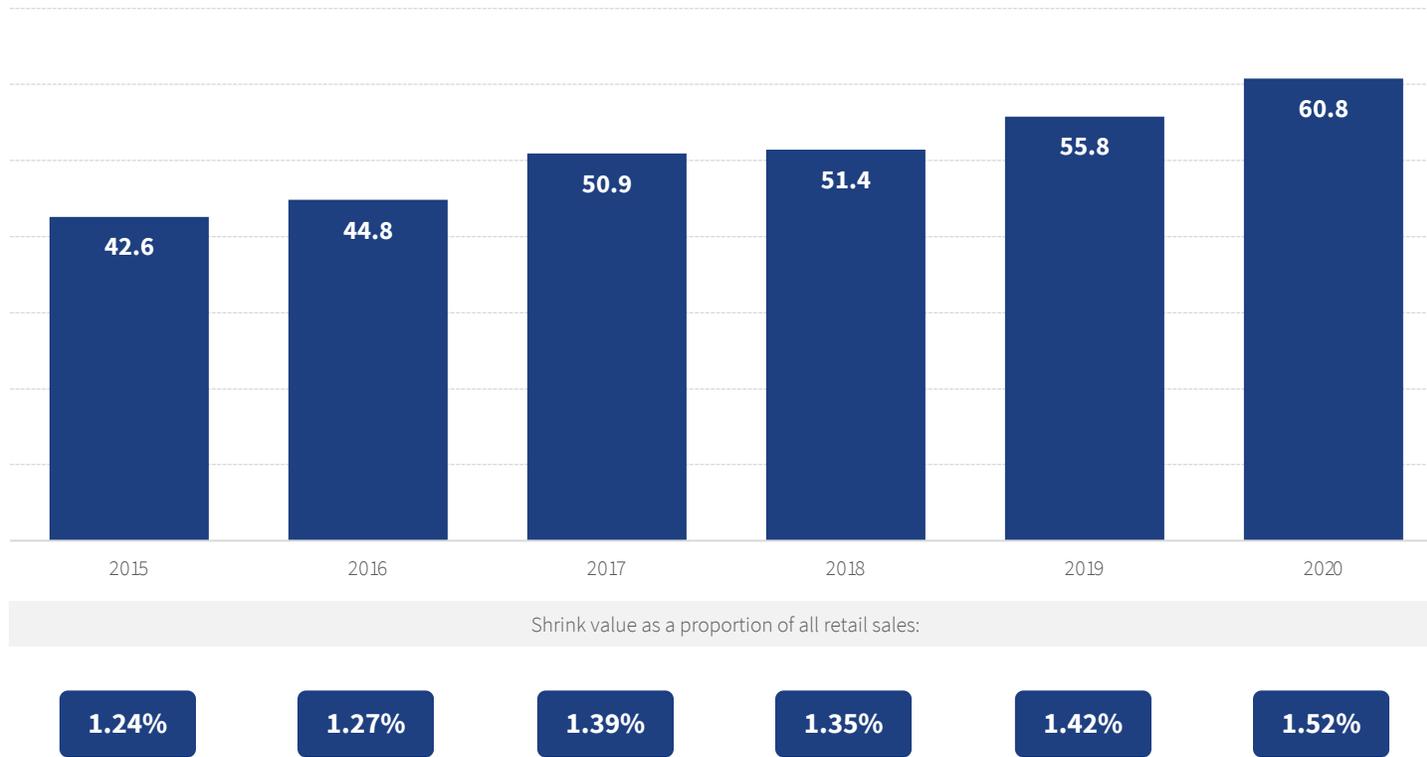
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## Safety and surveillance



### Total retail shrink for US retailers

Total value of shrink for US retailers by year (\$ billions)



- Over the past five years, shrink costs have risen by 42.7%, faster than the increase in retail sales values – meaning shrink's impact to the bottom line is greater than ever before.
- The increasing complexity of retail operations, including additional touchpoints related to multichannel fulfillment, is one of the factors behind the increase.



### Recommendations for retailers

- Focusing on reducing shrink has a more direct effect on the bottom line than attracting new customers or increasing sales.
- Enhanced capabilities for video monitoring and analytics can identify potential sources of shrink.
- While customer theft is viewed as the most common source of shrink, addressing employee theft, waste, and administrative errors can have a more significant impact to the bottom line.



Chart shows the total estimated value of retail shrink for US retailers in each year. Shrink includes all sources from shoplifting to staff theft. 2020 is a full year forecast.

Source: GlobalData analysis

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## Safety and surveillance



### Safety and security concerns of retailers

Percentage of retailers who are concerned about various aspects of their operation (USA)

Warehouses/stockrooms more crowded with stock increasing risk of accidents	73.5%
More complex multichannel processes increase changes of theft/fraud	59.2%
Back end operations spilling onto the shop floor due to lack of space	49.0%
More online fulfilment pickers in stores increase crowding	36.7%

- More complex operations, often as a result of multichannel operations, are causing problems for the safety and security of stores and warehouses.
- According to a GlobalData survey conducted in 2020, nearly 70% of US retailers said they would increase fulfilment from stores in the next year. 53% said they were considering changing the configuration of shops to provide more space for fulfilment operations.
- Customers can be affected by increased crowding in shops and backend operations spilling out onto the shop floor.



#### Recommendations for retailers

- Moving people through stores quickly and efficiently is critical to reducing crowding. Approaches could include automated or self-checkouts and line busting/ mobile point-of-sale.
- Monitoring operations to ensure safety compliance is important, but needs to extend beyond the store to parking lots, distribution centers, fulfillment centers, and headquarters locations to create a safe environment across the entire retail operation.
- Reconfiguring stores may be an option to optimize in-person shopping while supporting multichannel fulfillment operations.



Table shows the percentage of retailers who say that they have concerns over various aspects of their operations from a safety and security perspective.

Source: GlobalData retailer research (2020)

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## Safety and surveillance



### Driving Transformation

How technology is enabling retail agility

- **Health and Safety.** For years, video systems have been designed for and dedicated to loss prevention. Now, video can be used to prevent shoplifting and to assist in providing more safe and secure environments for customers and associates.
- **In-Store Environment.** IoT sensors and cameras can provide insight into environmental conditions, employee and shopper activity, and suspicious and unsafe behavior.
- **In the Warehouse.** Video analytics can detect unsafe behavior and situations, proactively notifying appropriate personnel in case of fire, improper operation of equipment, missing or improperly used safety equipment, and other unsafe conditions.
- **Real-Time Analytics.** Real-time IoT data collection and video analytics puts timely information into the hands of retailers to improve customer experiences, enhance associate efficiency, and protect customers and associates.
- **Automation.** Increased automation in stores and distribution centers delivers efficiencies but requires reliable connectivity and significant data storage, processing and analytics capabilities. More advanced automation and integration can incorporate complex machine learning and other artificial-intelligence capabilities to provide safe monitoring and control of machinery and vehicles.

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Understanding what's happening in and around facilities is an invaluable tool for retailers to optimize experiences, reduce costs, and ensure the safety of customers and associates.

EVERYANGLE is a strategic partner of Cisco, integrating their proprietary analytics capabilities with [Meraki](#) MV cameras to produce insights into any retail environment.

Monitoring for safety-protocol adherence, such as PPE compliance, safe equipment operation, and associate handwashing, helps retailers confirm policy and regulatory compliance.

Surveillance technologies that have been useful tools to prevent shoplifting are now becoming instrumental in providing additional monitoring capabilities for retailers. Enhancing these capabilities with analytics and automated workflows can help retailers build and expand their operations safely and efficiently.

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## Securing critical data



### Consumer concerns

Percentage of retail consumers who are concerned about... (USA, %)



Do these concerns make you limit how much data you share with retailers?



Percentage of consumers who say they have concerns about each aspect of data security. Refers only to retail. The yes/no numbers do not sum to 100% - the balance is made up by those saying they don't know or are unsure. Source: GlobalData consumer research (2020)

- According to a GlobalData survey, 86% of consumers have at least one concern about the data they share with retailers. The most common concern is the risk of financial data being hacked, followed by the risk of other personal data being hacked. There are also concerns about how data is used and with whom it is shared.
- A variety of high-profile hacking cases, as well as potential legislation such as the California Consumer Privacy Act, have brought the issue of data security to the forefront of consumers' minds.
- At a time when retailers want more data to aid decision making, concern over.



### Recommendations for retailers

- Consumers want more control over how their data is used, and future legislation may require retailers provide this control. Retailers need to have systems in place that put consumers in control of how their data is shared and used.
- Data policies need to be clear and concise so that consumers are aware of what data is being gathered and how it is being used.
- With more technologies able to monitor customers, retailers need to take great care not to infringe on consumer rights by gathering information without consent or notice.



### Consumer reactions

How would you react to a major data breach at a retailer you normally shop at? (USA, %)

Action	%	
Think badly of the retailer/brand	83.8	
Stop sharing data/information in the future	75.9	
Contact the retailer for more information	71.4	
Stop shopping at the retailer for 3 months	39.2	
Stop shopping at the retailer for 6 months	28.5	
Seek some form of compensation	21.5	
Take legal action or seek legal advice	13.1	
Stop shopping at the retailer for good	12.4	

- Three quarters of consumers say they would stop sharing data with a retailer if a data breach occurred. Considering the statistic from Forbes that it takes 12 positive customer experiences to make up for one negative experience in retail, the stakes are quite high for data security.
- Almost 40% of US consumers say they would stop shopping at a retailer for 3 months or more following a major data breach.



### Recommendations for retailers

- Proactively integrating security solutions to protect, detect, and respond to threats is critical for retailers to build trust and avoid additional cost to the business.
- In the event that a breach does occur, retailers need to have very clear policies and processes in place for informing customers. When there is an issue, customers want to know what data has been breached, how that breach affects them, and what steps they need to take.



Percentage of consumers who say that they would undertake certain actions if a retailer they regularly shopped at had a major data breach which potentially exposed their personal details.  
Source: GlobalData consumer research (2020)

## THE AGILE RETAILER

### Securing critical data



#### Driving Transformation

How technology is enabling retailers

- **Risky Business.** Prioritizing security as an ongoing strategy rather than an afterthought can have significant benefits for retailers, as customer awareness of data security and privacy will only increase in the coming years.
- **A Matter of Trust.** Zero trust needs to be an integral part of all retailers' cybersecurity strategies. Retail organizations need to use technology to track and automate adjustments in security posture, employee roles, and access policies.
- **More Than the Minimum.** Compliance does not mean secure, but implementing protections required by governments and industry associations like the PCI Security Standards Council can significantly improve the security of data. Proactive security practices such as interim penetration tests and tabletop exercises can be extremely helpful in identifying potential vulnerabilities.
- **Protected Connections.** Retail has invested heavily in connected devices as a means to streamline brick-and-mortar operations, elevate the customer experience, and improve physical security in stores. As more devices are added, the attack surface expands, requiring mature endpoint security solutions and threat management.
- **Practice What You Preach.** The best security policies are worthless if they are not put into practice. The combination of mature threat protection and continual employee training is essential for retail systems to remain protected.

**SAMSUNG**



Applications are central to providing secure, connected retail experiences. Associate devices that run those applications securely and reliably can have a significant impact on associate and customer satisfaction.

Samsung and Cisco's partnership for retailers means that the devices transacting on the network have the capabilities, compatibility, and security required to deliver the right experiences and protect consumer and retailer data.

Putting the right information in associates' hands enables retailers to take advantage of real-time, contextual information and personalized recommendations for each customer. Giving associates the right information at the right time and in the right place can make the difference between a delighted customer and an abandoned cart.

[Samsung](#)

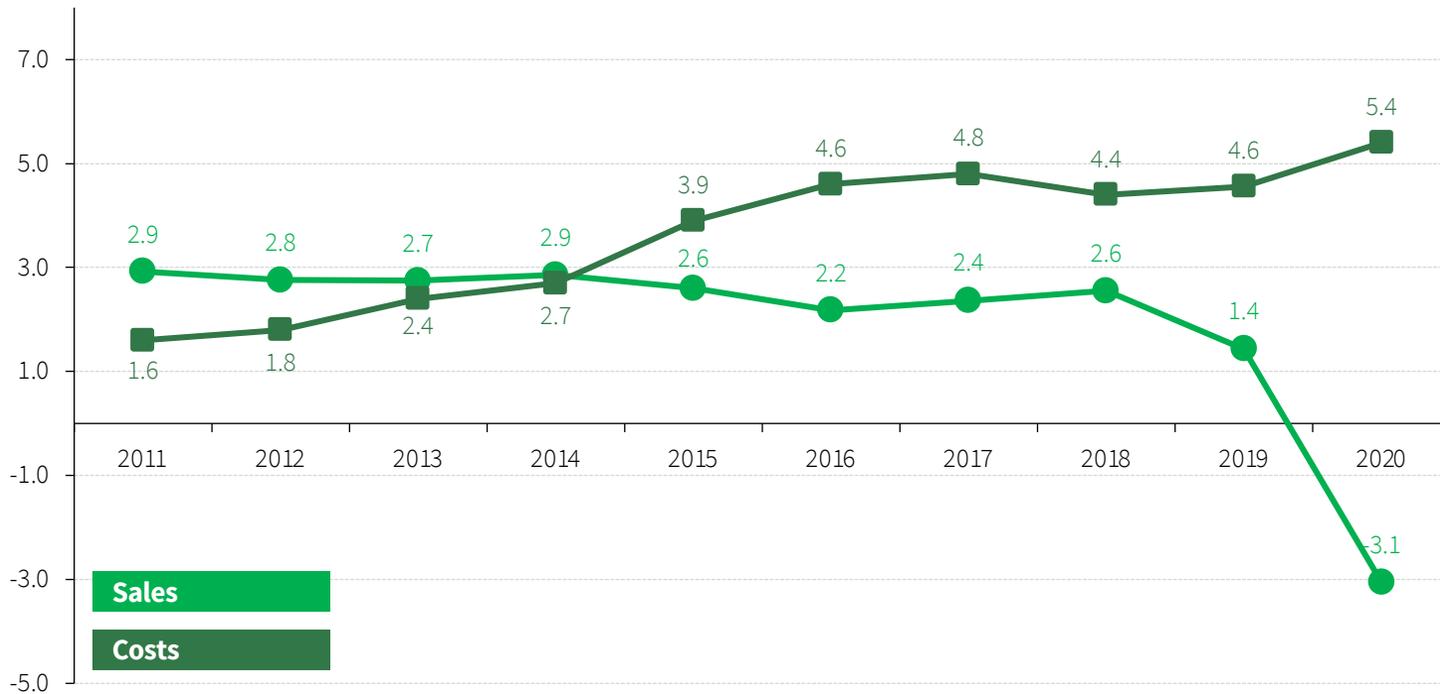
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Efficiency and sustainability



## Comparing store sales and costs

Annual change in sales via physical stores and the average running costs of physical stores (USA, %)



- Over the past five years, the increase in costs for operating physical stores has accelerated faster than the increase in sales generated by those stores. This means that, on average, stores are gradually becoming less profitable.
- Maximizing profit can come from a combination of improving the efficiency of stores and growing sales at a faster pace.



### Recommendations for retailers

- Retailers need to streamline processes and reduce other variable costs in stores to increase efficiencies and profitability.
- Improving store environments and increasing selling opportunities can help bolster sales, offsetting some of the impact of higher costs.



The chart shows the year-over-year change in the sales made through physical stores versus the average change of running costs of physical stores. Sales includes all products sold via physical outlets. Costs includes all overheads including labor costs. 2020 is a full year forecast  
Source: GlobalData analysis

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## Efficiency and sustainability



### Retailer views on store efficiency and sustainability

Percentage of retailers undertaking various actions to improve store efficiency and store sustainability



Percentage of retailers who believe that sustainability can help improve the cost efficiency of store operations



# 87.6%

Efficiency actions	%
Improve staff scheduling	74.3
Carefully monitor / assess store KPIs	63.8
Monitor processes more closely	59.0
Change store layouts	56.2
Automate more tasks	54.3
Upgrade systems / equipment	45.7
Renegotiate rents	35.2

Sustainability actions	%
Reducing packaging	81.9
Reducing energy costs in store	78.1
Reducing product wastage	71.4
Making distribution greener	65.7
Reducing carbon footprint	49.5
Using sustainable energy	43.8
Using more sustainable suppliers	38.1

- Sustainability can play a significant role in rebalancing the cost and sales equation in stores.
- Consumers increasingly want retailers to be environmentally conscious; sustainability initiatives can help boost loyalty.



### Recommendations for retailers

- Smart building solutions such as energy management and automation can help retailers monitor consumption and manage costs such as electricity and gas.
- Sensors can generate real-time information that retailers can use to prevent waste. For example, detecting when a chiller cabinet door has been left open can prevent product from spoiling.
- Having systems that monitor and report regularly on sustainability KPIs can help retailers proactively manage their efficiency initiatives.



Tables show the percentage of retailers who say they will invest in various sustainability and efficiency initiatives over the next few years. Covers US retailers only. Source: GlobalData retailer research (2020)

# THE AGILE RETAILER

Efficiency and sustainability



## Driving Transformation

How technology is enabling retail agility

- **Sustainability and Brand.** Waste reduction, energy management, and biodegradable packaging have become significant aspects of a retailer's brand. Technologies that can enable these initiatives include cold-chain management, environmental IoT sensors, and smart-building systems.
- **Waste Reduction.** Retailers can implement solutions to track perishable inventory from supplier to store. Artificial intelligence and machine learning technologies can help reduce waste in distribution centers and in-store.
- **Product Safety.** Tracking medication and other products that require temperature management through transport are key to overall safety initiatives. Ensuring these systems have ubiquitous connectivity for sensors and environmental-management systems can help retailers ensure the quality of these products as they are delivered to stores and customers.
- **Smart Buildings.** Energy management systems that include occupancy, temperature, light, and humidity sensors are part of larger smart-building initiatives that also include building security, automated elevators, predictive maintenance for equipment, and occupancy management.
- **Transparent Supply Chain.** By extending inventory management from the store back to the distribution center and into supplier systems, retailers can ensure that customers have more reliable information about present and future product availability.



Sustainable and resilient operations not only enable retailers to achieve more profitable businesses, they can also make a greater impact on the environment and use of natural resources.

Cisco and Microsoft have a shared vision to equip retailers with the technology needed to reduce waste and improve efficiency. The Cisco and Microsoft partnership puts the necessary technology tools in the hands of retailers, to provide end-to-end visibility across the entire value chain.

Supplier collaboration, distribution management, and smart and efficient buildings are all initiatives that can have tangible impact on costs as well as carbon footprints.

[Microsoft](#)

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## Customer satisfaction and loyalty



### Enhancing the in-store shopping experience

Percent of dissatisfied apparel consumers mentioning improvements they'd like from a physical shopping experience (USA)

Improvement	% mentioning
Range or assortment better suited to my tastes	72.3
More interesting and innovative products	64.7
Improved customer service	60.1
More pleasant store environments	53.4
Faster shopping experience	42.4
Better product/stock availability	41.8
More in-store entertainment and engagement	27.9

- There are many things retailers can do to make visits to their stores more enjoyable.
- Consumers identified better product assortments and more interesting and innovative products as improvements they would like to see in apparel stores.
- Not addressing these customer-satisfaction factors erodes loyalty and potentially pushes customers to competitors.



### Recommendations for retailers

- Retailers need to adapt stores to be more experiential and service-orientated to cater to the needs of modern consumers.
- For product-assortment, retailers need to balance increasing on-hand stock with shoppers' desire to find the products they want without searching.
- Store locations and formats need to evolve. Retailers may need to adjust store footprints and locations to cater to different audiences.



Percentage of dissatisfied apparel shoppers who mention each improvement they'd like to see from physical shopping experiences.

Covers the US only.

Source: GlobalData consumer research (2019)

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## Customer satisfaction and loyalty



### The impact of customer satisfaction

Comparative performance metrics for high and low satisfaction retailers



#### Apparel retailers with high satisfaction

Group of twenty US apparel retailers attaining the **highest** scores for consumer satisfaction with in-store experience

Total apparel revenue growth (2014-2019)

**+32.1%**

Total number of stores opened (2014-2019)

**1,342**

Average revenue per store growth (2014-2019)

**+12.5%**



#### Apparel retailers with low satisfaction

Group of twenty US apparel retailers attaining the **lowest** scores for consumer satisfaction with in-store experience

Total apparel revenue growth (2014-2019)

**-12.1%**

Total number of stores closed (2014-2019)

**1,222**

Average revenue per store growth (2014-2019)

**-1.5%**

- The twenty apparel retailers with the highest satisfaction ratings for in-store experience grew revenue by an average of 32% over a four-year time period. These retailers also opened more than 1,300 new stores and grew revenue per store nearly 13%.
- In contrast, the twenty apparel retailers with the lowest satisfaction ratings for in-store experience is marked. On average, these retailers' revenue declined by 12% and they closed more than 1,200 stores.



#### Recommendations for retailers

- Retailers need to understand what consumers want from their stores and adapt, accordingly. Putting the customer at the heart of decision making and changes to store formats and experiences is key.
- Making investments in stores comes with a cost, but it can also deliver significant benefits in terms of business growth and expansion.



Satisfaction ratings taken from GlobalData consumer survey from 2019. Ratings relate to the in-store apparel experience. Revenue growth and store growth are from GlobalData's market databases and analyst estimates.  
Source: GlobalData consumer surveys and market modelling



#### Driving Transformation

How technology is enabling retailers to improve customer satisfaction and brand loyalty

- **Monitor Customer Sentiment.** The opportunity for multichannel engagement means that retailers need to monitor sentiment across all platforms, including social media. Responding proactively to customer comments, reviews and feedback is important for improving customer satisfaction and protecting brand reputation.
- **Provide a Differentiated In-Store Experience.** Customers want more personalized offerings and frictionless experiences. Analysis of customers' previous buying behavior can help make more relevant and timely product recommendations. In-store WiFi and location-based capabilities enabled by [DNA Spaces](#) can help identify shoppers through loyalty apps and push product information, promotions, coupons or other incentives to their mobile phones.
- **Improve and Update Store Layouts.** Video analytics can generate heat-maps to help retailers understand dwell time and in-store behavior. These insights are valuable input for merchandising decisions, store layout adjustments, and improving traffic patterns. Contextual data about shopping groups and shopper paths can help optimize promotions by pushing them to the right shoppers at the right time.
- **Address Customer In-store Priorities.** Equipping associates with valuable and relevant information is critical to providing a differentiated in-store experience. Ensuring these associates have reliable and secure access to the tools they use to address customer needs and improve the shopping experience will boost satisfaction and improve brand loyalty.
- **Enhance the Online Shopping Experience.** Cloud-based solutions can integrate data from in-store, online, and contact-center interactions, providing a more complete understanding of customer behavior and preferences. By analyzing shopping and transactional data from multiple channels, retailers can personalize the online shopping experience by offering recommendations, promotions and other incentives to their customers.
- **Intelligent Contact Center.** Customers want to communicate with retailers through chat, text and voice to get answers to common questions and find relevant information. Artificial intelligence can be a valuable tool to increase efficiency and improve first-call resolution rates. AI capabilities retailers can use in their contact centers can also include call transcription, analyzing customer intent and sentiment, and making product or service recommendations.

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Customer satisfaction and loyalty



## Driving Transformation

Partner spotlight



### SAMSUNG



### EVERYANGLE

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Connecting sensors and devices to collect information about what is happening in retail stores is only part of the equation. Analyzing and interpreting that data to make decisions to improve operations, enhance efficiencies, and increase customer satisfaction is what enables retailers to be innovative and respond to changing market conditions.

Microsoft and Cisco have partnered to combine [Meraki](#) MV cameras and Microsoft's artificial intelligence solutions and services to observe, analyze, and learn from shopper behavior in retail stores.

The joint value proposition of Cisco and Microsoft for retailers encompasses cloud-based solutions, foundational network capabilities and management, artificial intelligence, machine learning, and open platforms for integration of other partner solutions to enable ongoing innovation.

[Microsoft](#)

The amount of information that is available to retailers and their associates can be overwhelming. Providing the right information to the right people at the relevant time and place to act on that information can differentiate a retailers in-store experience or multichannel operations.

Samsung and Cisco technologies can help retailers put that information in the right hands through the combination of secure and reliable networks and connected retail solutions for associates to use from the palms of their hands to give customers tailored, relevant information and services wherever needed.

With the right information and resources available to associates and customers in and around the store, retail experiences can be created and delivered that delight customers, enhance engagement, and promote brand loyalty.

[Samsung](#)

Understanding the world that retailers see and hear enables them to act accordingly. Those actions could include sending alerts based on certain events or patterns, or it might be showing operations teams the bigger picture of aggregated data on a custom dashboard, enabling better business decisions.

The EVERYANGLE + [Meraki](#) MV partnership enables greater customer awareness, such as understanding traffic patterns, customer demographics, and gauging customer sentiment and intent.

Presence, proximity, and location analytics add context to what's happening within physical store environments. This level of awareness and automated response enables retailers to push targeted and relevant promotional offers to customers and direct associates to areas of the store where they can have the most impact on improving customer experience and delivering on brand promises.

[EVERYANGLE](#)

Learn more about [Cisco's solutions for retail](#)



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