



MERCHANDISE PLANNING SURVEY



ANNUAL
SURVEY

2017

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“Customers use technology to enable and control their shopping journey, now it is up to retailers to play catch up with their organization, processes, and technology to deliver the right products for the right price.”

- Gene Bornac, vice president, BRP

Introduction

Retail is not dead, but the traditional retail model is.

We are in the midst of a retail transformation. Consumer behavior and mobile technology have dramatically changed the traditional retail model and we're not done yet. Amazon continues to disrupt retail as it delves deeper into brick-and-mortar with the acquisition of Whole Foods. Daily headlines blast news about bankruptcies and store closures, with the expression 'retail apocalypse' frequently mentioned. Meanwhile, customers become better informed and more demanding about what they want to buy, when, where and at what price. And they expect retailers to meet their needs immediately.

These developments dictate the need for retailers to adapt to a new model to accommodate the blurred lines of retail and innovative methods of shopping driven by mobile technology, artificial intelligence and rapidly changing fulfillment options, which are changing the very foundation of customer service. This new model must be customer-centric as consumers now dictate their desired shopping journey.

Stores must accommodate customers who “pre-shop” their assortment online or via their mobile device before they even enter the store. Retailers must adapt their infrastructure to meet today's consumers' need for instant gratification with one-day or even same-day fulfillment. Customers expect “more” from their shopping experience – more personalization, a larger

assortment, a more fulfilling experience, non-stop entertainment, etc. These are the days of customer-led demand.

For retailers, it is imperative to take a customer-centric viewpoint (**Exhibit 1**). To innovate the customer experience, they must transform their disparate systems, processes and organization into one cohesive environment with the ability to offer customers a seamless shopping environment across any channel and the capability to deliver merchandise immediately - wherever it is needed. It is time to prepare for the future of retail – it is here – whether we are ready or not.

Within this challenging environment BRP conducted its 2017 Merchandise Planning Benchmark Survey to explore the current state of retail planning and to identify and understand retailers' priorities as they strive to meet the needs and demands of today's consumers.

Exhibit 1
Key Strategic Initiatives

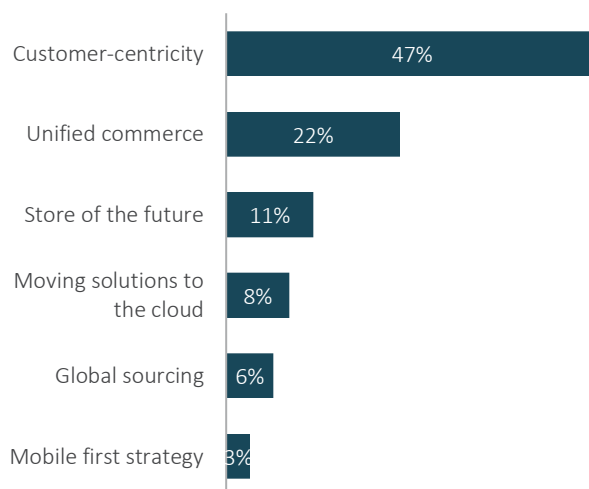
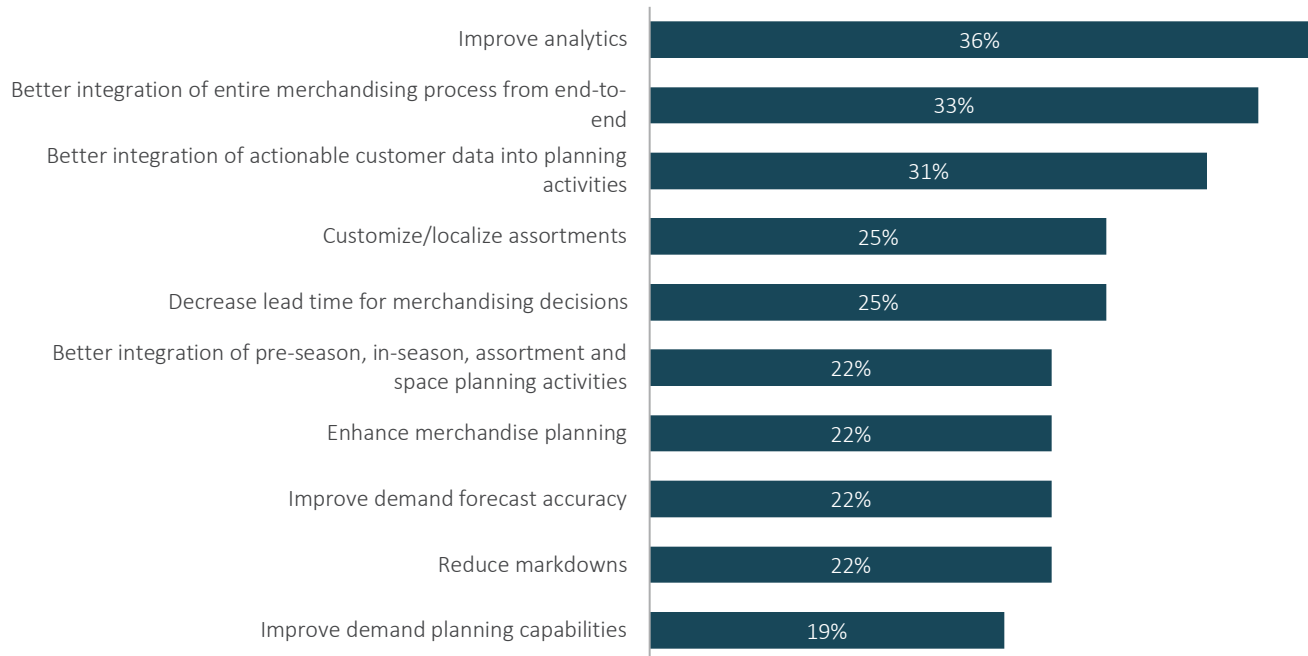


Exhibit 2
Top planning priorities



Planning imperatives

To offer customers the essential seamless experience across all channels requires alignment of the organization and processes to support the right technology solution.

The traditional planning process is conceptually straightforward: identify what to sell, to whom, at what price, and then ensure the product is where it needs to be on time. This is simple in concept but challenging to execute. With customers demanding immediate gratification, it becomes even more difficult to plan and manage effectively. Fortunately, there are technology tools available in the marketplace to support advanced planning that incorporates customer insights and trends, cross-channel integration, competitive information, and real-time data. However, technology is only a part of the solution. To truly offer customers a seamless experience across all channels requires integration and alignment of the organization and processes to support a technology solution.

When asked about retailers' priorities for the next 12 months, integration of processes, data and planning activities were highlighted as some of the top priorities (**Exhibit 2**). But despite progress, there are still many retailers that plan channels individually and maintain separate assortments and inventories for different channels. Brick-and-mortar teams largely operate independently from e-commerce teams and vice versa. There are still opportunities for better integration across channels – and the people, processes and technology to support them – to enable the expected holistic customer experience.

To prepare for today's new retail model, retailers need to:

- Align the organization
- Integrate planning processes
- Implement the right technology
- Prioritize customer insight
- Take action

Align the organization

Planning organizations must be re-aligned, and sometimes consolidated, to create a more proactive and nimble organization.

A prevailing challenge for retailers is the shift of the internal culture and organizational mindsets to consider the enterprise collectively, instead of as disparate divisions. In some cases, retailers need to consolidate separate teams into one unified team and eliminate redundancies. With advanced applications taking some of the burden, employees are now able to take advantage of the data to formulate and execute better strategies. The integration of planning systems across channels gives planners enhanced insights, which enable them to make better strategic recommendations with respect to pricing, promotion and inventory.

Unified commerce and a fully integrated platform are a big part of the speed to market model that many retailers are working towards to meet the needs of today's consumers. Not only are retailers looking at integrated planning processes and tools, but they are also looking at realigning other processes, such as their development lifecycles, to be more nimble. One example of this is retailers who establish a raw material library for a given seasonal period and then make color refreshes or styling changes for subsequent seasons based on customer demand. These retailers can react in-season and some savvy retailers can even plan their production capacity to allow for fast production turnaround.

Retailers are making strides in integrating their planning processes, organizations and systems across channels. Unfortunately, most retailers that have completed their integration initiatives indicate there is need for improvement (**Exhibit 3**). This issue may be a symptom of current legacy systems that are unable to support omni-channel operations or a unified organization. In many cases, the problem may be a combination of integration with manual processes, conflicting teams or technology patched together to span channels.

There continues to be increased integration across omni-channel planning with approximately half of the retailers having already implemented these initiatives although the vast majority need improvement. This is probably a result of many retailers taking the "just get something done" approach without considering all the processes that need to be changed.

Solid organizational infrastructure

A solid organizational structure of cross-functional teams with the right skills and goals to work collaboratively is critical to planning, managing and executing all the functions necessary to run a successful omni-channel organization and support the necessary seamless customer experience. However, we often see retailers operating distinct business areas as functional siloes, which make it impossible to efficiently and effectively deliver the necessary experience for the customer.

Exhibit 3
Integration Initiatives

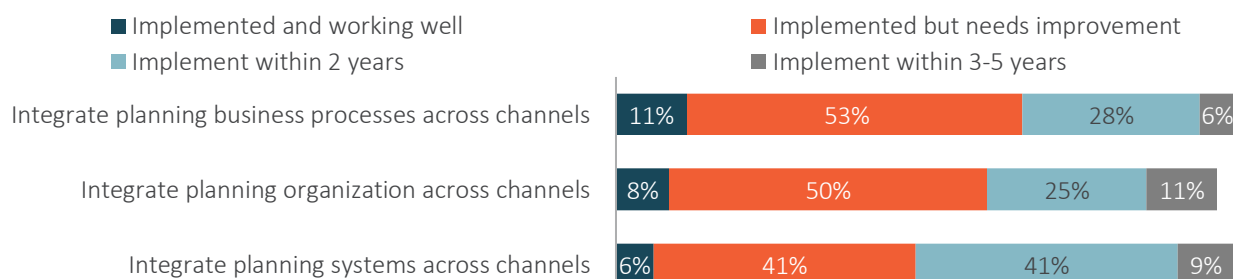
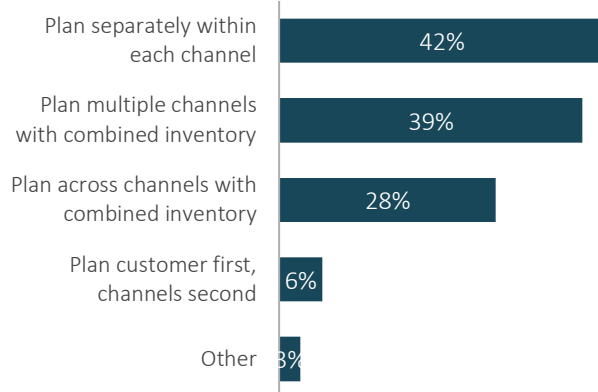


Exhibit 4
Current Planning Environment



Part of breaking down planning silos involves the disruption of the traditional alignment of planning teams. Historically, planning teams were aligned based on product categories by channel. Unfortunately, this does not work with the omni-channel model in which sales are planned across the enterprise. It can also create misaligned goals where a planner puts the success of their channel ahead of the success of the company as a whole. Furthermore, any valuable lessons learned in one channel are not easily shared with or able to benefit another channel.

However, for many of the retailers surveyed (42%), planning still occurs separately within each channel, which indicates that the organization is still operating in distinct silos without the benefits and efficiencies offered to a unified planning organization (**Exhibit 4**).

Integrate planning processes

People and technology are part of the equation but the supporting processes and infrastructure also need to be unified to support the customer experience.

Advances in planning tools support a wide range of merchandising and planning capabilities and have significantly expanded to support the omni-channel model of retail. The value added

by employing formal planning processes is not going unnoticed in today's retail market.

Of the retailers surveyed, nearly all (89%) have a formalized merchandise planning process (**Exhibit 5**). Formalized assortment planning processes are also increasing with nearly three-quarters of the retailers indicating a formal assortment planning process this year. It is also encouraging to see that the number of retailers who have formal omni-channel demand planning processes has increased to 46% this year.

For most retailers, planning is a cyclical endeavor, repeating tasks on a weekly, monthly, quarterly and annual basis. These cycles are completed multiple times throughout the planning organization and often independently for various channels – so the e-commerce planning team is often performing the same exercises as the planning team managing the brick and mortar business.

Synergies across channels

Pursuing an omni-channel model requires retailers to break out of these repeated planning cycles and silos to share insights across the enterprise and react to trends in real-time. Initially, retailers must plan sales across channels and allow those forecasts to trickle down to a more granular level. This allows retailers to take advantage of synergies across business channels and potentially save capital on inventory

Exhibit 5
Formal Planning Processes

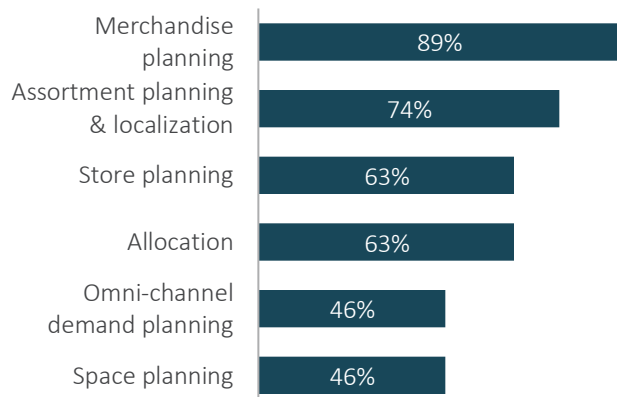
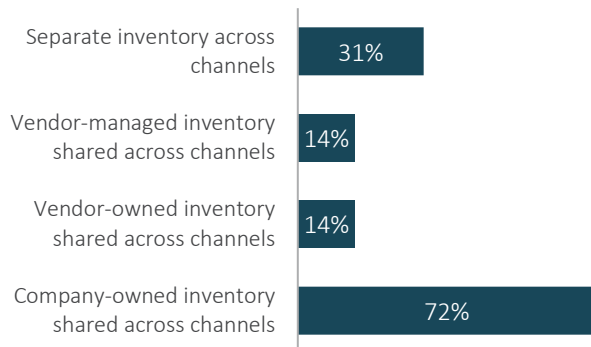


Exhibit 6
Inventory Management Processes



investments. Retailers should recognize that this requires their inventory to be more flexible as units earmarked for one channel may end up fulfilling sales in another.

Retailers are still trying to eliminate planning silos within the merchandising organization. Most retailers continue to work on integrating assortments across channels. This represents a significant improvement opportunity for retailers, as streamlining inventory availability is vital to enable a true unified customer experience. The consumer has been conditioned to view retailers outside of silos, and expects to get the merchandise she wants, when and how she wants it, regardless of channel.

There continues to be advances made in the integration of inventory management across channels. Over the last few years, we have seen a drop from 69% of retailers maintaining separate inventory across channels to now 31% with separate inventory in each channel **Exhibit 6**). Retailers are increasingly recognizing the

importance of visibility to their inventory positioning to foster more proactive business decisions.

Implement the right technology

A combination of appropriate tools and systems are necessary to fully support the required omni-channel environment.

Best practices dictate the use of a full suite of planning tools working as an integrated system. Absent the right technology – with the processes and organization to support it – omni-channel strategies fail to achieve maximum efficiency and benefit for retailers. However, fully integrated solutions have not gained vast acceptance into the systems landscape at most retail organizations. Integrated planning solutions allow retailers to leverage raw materials, production, shipping, and supply chain costs across channels, enabling retailers to deliver cost savings to the bottom line and eventually the customer.

A fully integrated omni-channel environment requires a solid technological foundation. As the survey shows, retailers are starting to appreciate the urgency behind system improvements. However, transitioning from legacy systems and spreadsheets continues to be a challenge and the inability to fully embrace integrated systems will inhibit efforts to provide a truly omni-channel retail model. Those keeping pace with

Exhibit 7
Type of Application

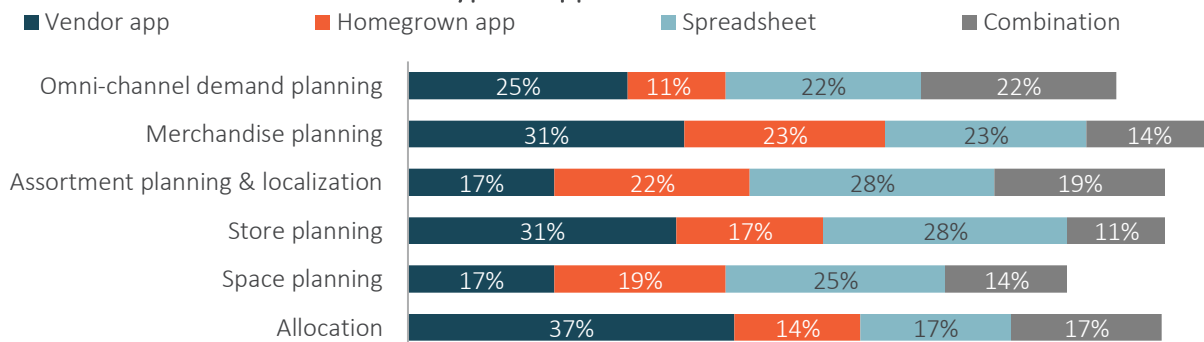
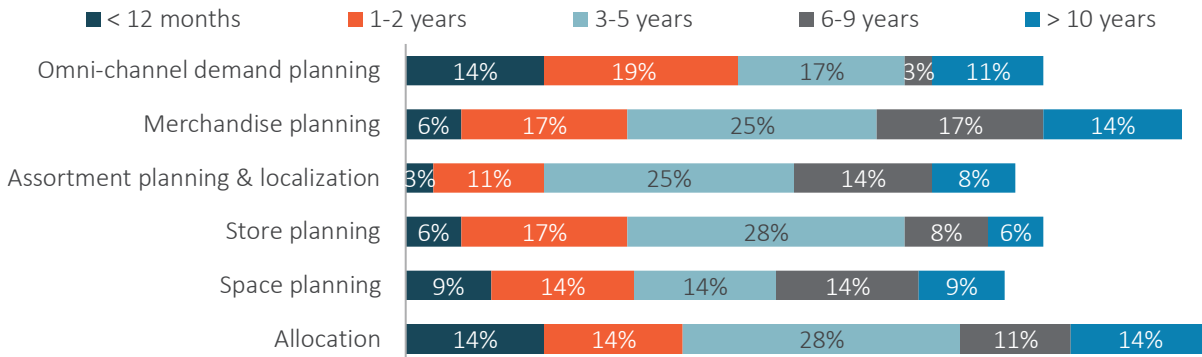


Exhibit 8
Current Age of Systems



technological developments will find themselves at a definite competitive advantage until the rest of the industry is able to catch up.

Omni-channel demand planning

As retailers move to an omni-channel environment, demand planning across channels becomes more difficult. The complexity of more items across multiple channels requiring different shipping options makes it challenging to forecast demand accurately and requires more effective tools.

Currently, one-quarter of the retailers surveyed utilize a vendor application to handle demand planning across channels (**Exhibit 7**). Most of these applications are less than three years old and retailers find them neutral in effectiveness with no near-term plans to replace them (**Exhibits 8, 9, & 10**).

Today, 22% of retailers utilize a spreadsheet for omni-channel demand planning but these tend

to be smaller organizations. The good news is that all of these retailers plan to replace their antiquated spreadsheets with more effective applications in five years or less.

Those that have delayed moving to a vendor or even a homegrown omni-channel demand planning system are feeling the crunch from competitors who have already made the move. Additionally, the increase in cloud-based or managed service options has changed the cost and resource skillset required.

Of those retailers that plan to upgrade their omni-channel demand planning applications in the next five years, 81% currently use spreadsheets, a combination of apps and spreadsheets or nothing at all. When asked about the concerns that retailers have when implementing a new omni-channel demand planning application, cost and technical expertise are the greatest concerns (**Exhibit 11**). Interestingly though, 71% of those same retailers plan to use a cloud/managed services

Exhibit 9
Upgrade/Replace Plans

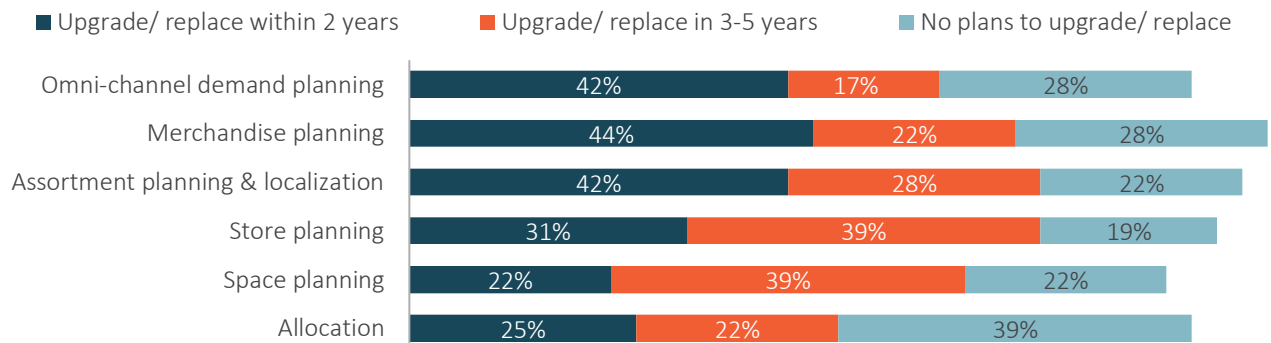
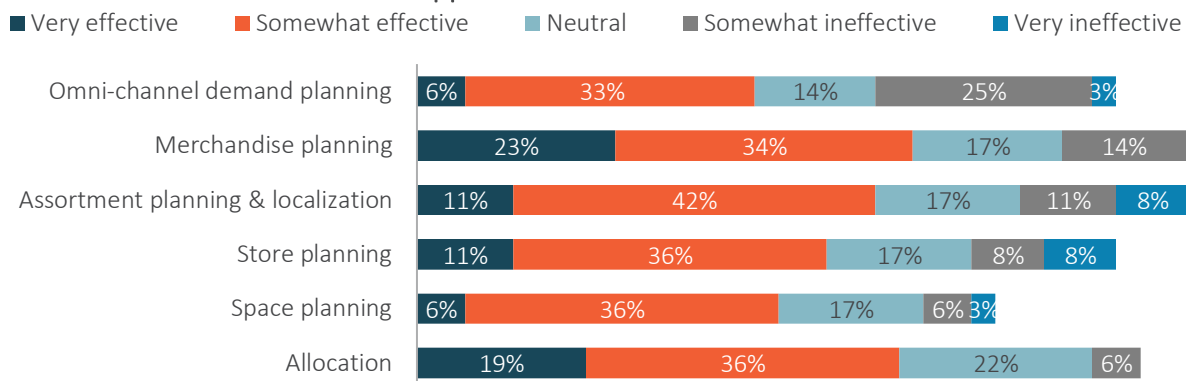


Exhibit 10
Application Effectiveness



deployment as they upgrade/replace their omni-channel demand planning solutions (**Exhibit 12**).

Merchandise planning

Merchandise planning is the systematic approach of planning sales and inventory to maximize profitability. Advances in planning tools support a wide range of merchandising and planning capabilities and have significantly expanded to support the omni-channel model of retail. Unfortunately, we still see 23% of retailers using spreadsheets for their merchandise planning needs (**Exhibit 7**). Interestingly, when we delve deeper into the responses, we find that 63% of those utilizing spreadsheets have no near or mid-term plans to replace or upgrade their current applications (**Exhibit 9**).

For the 54% of retailers that use a vendor or homegrown application, more than half are three to nine years old (**Exhibit 8**). For the 31% of retailers currently using a vendor solution,

almost half indicate no intention to upgrade or replace, all stating their current solution is somewhat to very effective (**Exhibit 10**). Overall, merchandise planning is an area showing the most plans for upgrades/replacements as this is a cornerstone of the planning department, but it is surprising to see this as 57% of the retailers actually find their current solution to be effective.

Assortment planning

Assortment planning is the primary method of tailoring merchandise to meet customer demand, generally at the store-level. Assortment plans not only identify the types of products, but also offer step-by-step processes to bring in-demand merchandise into the right locations in the right amounts.

Typically, assortment plans are integrated with space planning, allocation, replenishment and financial planning. It is nearly impossible to

Exhibit 11
Greatest Concern When Changing Current Application

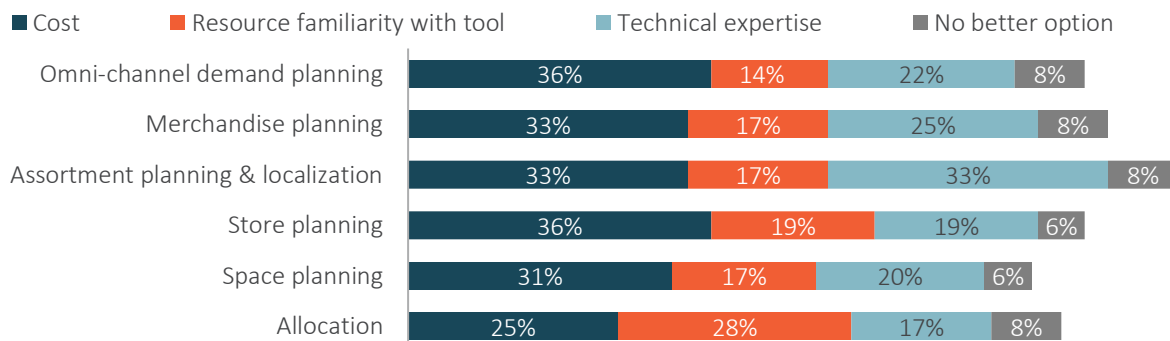
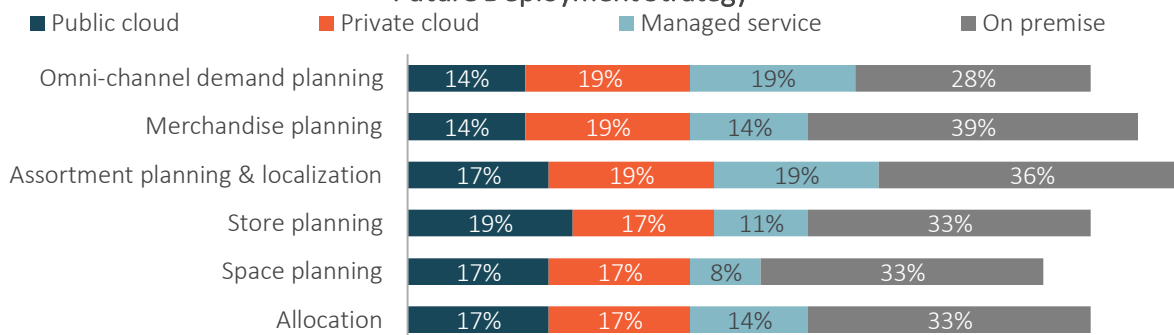


Exhibit 12
Future Deployment Strategy



discuss assortments without also mentioning space requirements, allocations of specific items to specific stores, replenishment as needed and the overall financial goals of the retailer.

Of the retailers surveyed, spreadsheets are the most abundant tool for assortment planning with 47% of retailers using a spreadsheet exclusively, or a spreadsheet coupled with other applications (**Exhibit 7**). Only 17% use a vendor application for assortment planning, which is not surprising as assortment planning tends to be a difficult solution to implement.

Many retailers (69%) indicate a need to replace or upgrade their current solution within the next five years, although cost and lack of technical resources are causing retailers to hesitate in their upgrade plans (**Exhibits 9 & 11**). This increase in the number of retailers looking to replace their current applications could be related to the overall trend of more localized assortments. This is a great opportunity for assortment planning vendors as many retailers don't currently have a packaged solution but may be in the market for one soon.

Store planning

The store planning process allocates the assortment down to the store-level to optimize profitability. Again, a number of retailers (28%) are utilizing spreadsheets as their main application, although another third of retailers (31%) are utilizing a vendor app (**Exhibit 7**). Of those retailers using a spreadsheet, 100% indicate a desire to upgrade/replace their current form of planning within five years

(**Exhibit 9**). Overall, 69% of retailers indicate plans to implement or upgrade a new application within five years. In fact, only those retailers operating homegrown apps seem to feel that their applications are effective and plan to stick with their current solution (**Exhibit 10**).

Space planning

Space planning, also referred to as planogramming, determines where and how to place the merchandise assortment within a store to increase sales. It also helps fine-tune the visibility, appearance and presence of products to encourage customers to purchase items or to ensure adequate inventory levels on the shelf.

Overall, there is relatively even distribution among vendor and homegrown apps, spreadsheets and a combination of tools used for space planning (**Exhibit 7**). However, many retailers recognize their systems or methods need improvement, as 61% of the retailers indicate their intent to upgrade/replace their applications in less than five years (**Exhibit 9**).

Allocation

Allocation is all about matching supply with demand to get merchandise where it will be purchased quickly at full price. However, with most retailers selling across multiple channels, this becomes even more challenging.

In most cases, retailers utilize an application for their allocation needs. In fact, 51% utilize a vendor or homegrown app (**Exhibit 7**). And most

retailers seem to be pleased with their current tools as allocation is the area with the most retailers (39%) having no plans to upgrade or replace their solutions soon (**Exhibit 10**). Many retailers (55%) also indicate that they feel their allocation applications are very or somewhat effective (**Exhibit 11**).

The retailers with plans to upgrade/replace their allocation solution are likely just upgrading their solution to remain on an up-to-date supportable version vs. implementing a new solution or changing business processes.

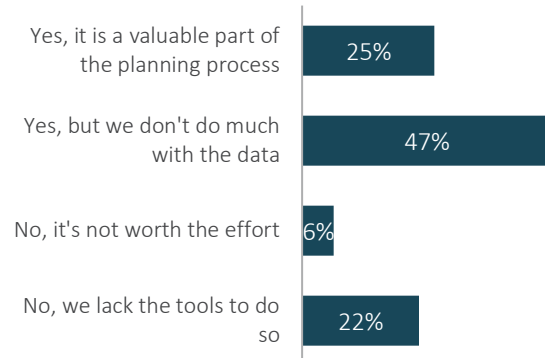
Retailers must invest in modern merchandise planning applications to achieve omni-channel success. The increased complexity of a collection of homegrown and off-the-shelf apps, supplemented with spreadsheets, creates multiple versions of the truth, making it even more challenging for retailers to remain competitive.

Prioritize customer insight

Evolving technology has made real-time gathering of valuable business data across multiple customer touch points a necessity.

Today's retail executives have more opportunities to collect actionable data than ever before. Whether mobile, in-store, online, or originating via social media or through location services, a wealth of information is available to inform all aspects of organizational decision-making. These interactions produce valuable data that can be instrumental when predicting demand and informing buying and planning decisions.

Exhibit 13 Customer Feedback Captured via Social Media



Knowing the customer better than the competition empowers retailers to create better assortments, personalized promotions and marketing campaigns to drive sales and enhance customer loyalty. The ability for retailers to understand their customers, predict what they want to purchase, and even shape their buying behavior is now driving the need for better analytics.

Social media usage

Social media provides retailers with unprecedented visibility into their customer base. It provides a venue in which retailers can directly communicate with their customers and it is an extremely powerful tool for collecting and using customer insights to improve planning decisions. Retailers can understand who the customer is, what she wants, when and where she wants it, and even why she wants it based on social media postings and feedback.

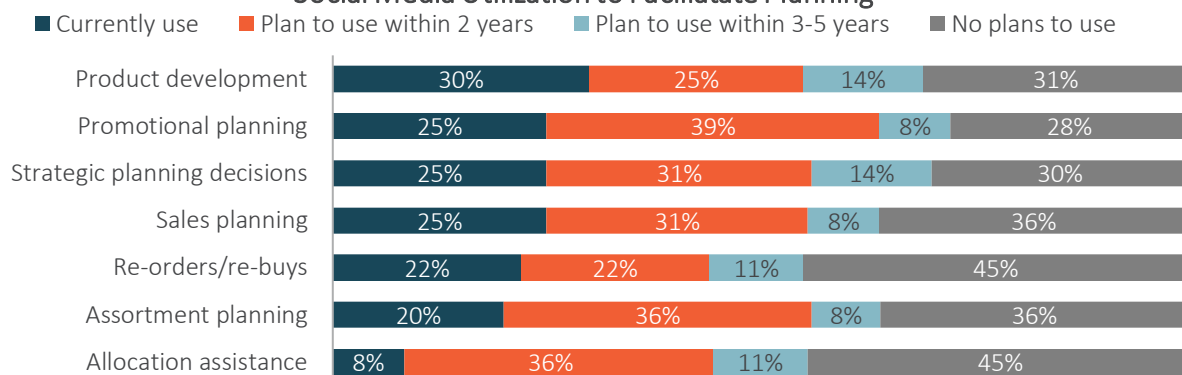
Though the value of social media feedback is indisputable, retailers still seem hesitant to incorporate this information into business processes and decisions.

RETAILER EXAMPLE: UNIQLO

International retailer Uniqlo has implemented just-in-time (JIT) inventory practices to guide their merchandise planning. With customized analysis and forecasting technology that focuses on customer centric data, they can analyze and react to sales on a weekly basis. Instead of being locked into pre-season assortment decisions with long lead times, they leverage localized production and have greater flexibility to respond quickly to customer demand. Special arrangements with their clothing manufacturer aids in this process. Not only does this free up investment capital, it also enables the real-time ability to impact assortment based on insights learned.

Exhibit 14

Social Media Utilization to Facilitate Planning



Currently 72% of retailers indicate that they capture customer feedback via social media (**Exhibit 13**). However, more than half of those retailers are still just scratching the surface when it comes to leveraging social media content for planning purposes as they currently don't do much with the data.

Product development remains the biggest area for social media data utilization with 30% currently utilizing it and 25% planning to use within two years (**Exhibit 14**). It is interesting that many retailers don't see the value in utilizing social media data for allocation assistance, as only 55% have any plans at all for utilizing social media data in assisting with allocation. Understanding customer insight seems like it could be very useful for re-allocating merchandise.

Social media still represents a huge opportunity for retailers to be more customer-focused in their planning. Driving merchandise decisions

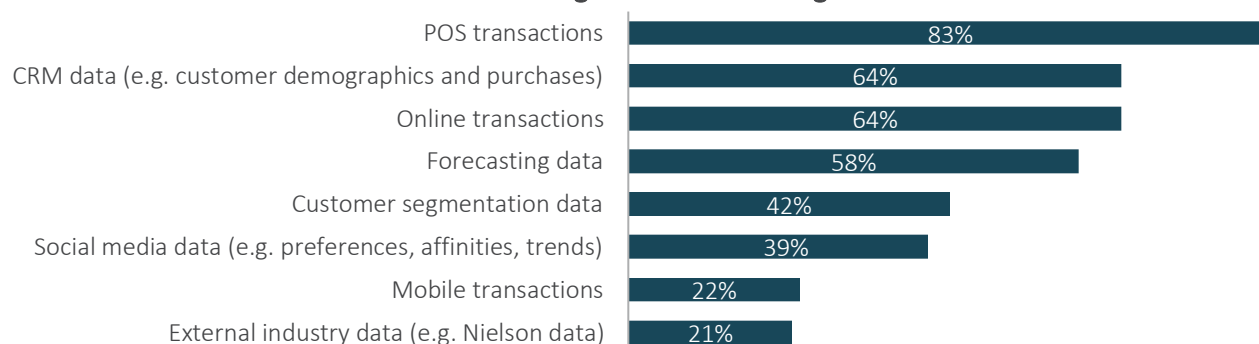
based on customer desires and needs should improve the chances that retailers will buy and stock the merchandise that customers want.

Incorporating insight

Evaluating and incorporating all available insights in planning and allocation decisions greatly enhances outcomes. Merchants should consider using every data point available in the planning process, including: business intelligence, inventory movement, shopping behavior, customer relationship management (CRM), social media, clienteling data and customer demographics/segmentation. At this time, most retailers integrate POS and online transactions plus CRM data into the planning process (**Exhibit 15**). However, more than half the retailers surveyed do not integrate customer segmentation and social media data into their process which highlights potential opportunities for retailers.

Exhibit 15

Customer Data Integrated into Planning Process



RETAILER EXAMPLE: BONOBO

Bonobos takes a “showrooming” approach, operating under a no stock, no inventory model. Their physical locations known as “guideshops” allow customers to interact with product by physically trying on in store, then order product to be shipped to them. This enables significant savings on inventory costs, and circumvents several challenges of the traditional merchandise planning model. It also opens up time to focus efforts heavily on customer service, which enables the gleaning of more feedback and actionable data to utilize in planning.

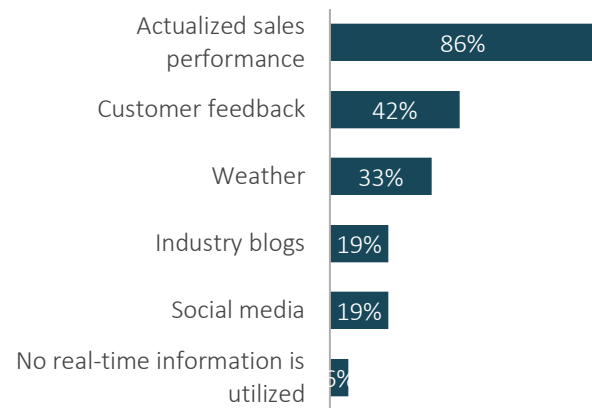
Retailers know that understanding the finer details of their business remains key in satisfying consumer demand, fulfilling inventory, and maximizing revenue. Strategic business questions continue to become more complex and cross-functional, requiring more disparate data to be referenced to influence decisions. Real-time information such as actualized sales performance, customer feedback, and weather is critical to in-season planning. However, currently, customer feedback and weather lag significantly behind as impacts to in-season planning (**Exhibit 16**).

The consolidation of various data points enables a unified, comprehensive view of customers and products to help retailers make smarter product decision and offer more personalized customer experiences. Furthermore, it can act as the catalyst to encourage proactive, rather than reactive, retail actions in real-time.

Prioritization of analytics

The importance of enhanced data and analytics is not lost on retailers. In this year’s survey, 36% of retailers identified improved analytics as their top priority. As technological capabilities continue to advance, investing more resources into data utilization will remain a critical objective for retailers.

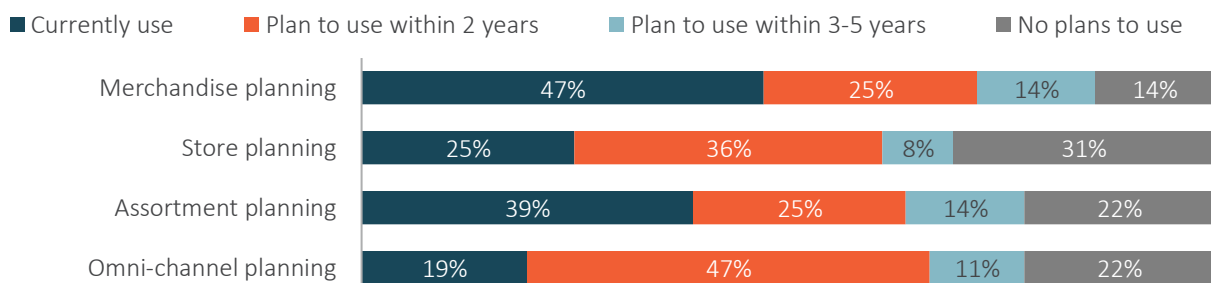
Exhibit 16
Real-time Information Impacting In-season Planning



Retailers recognize the value of having the tools necessary to improve data visibility. However, the degree to which this is deemed vital to their future success and growth remains unclear. Analytics has received much recognition in the industry, but there still appears to be a marked delay in the integration and unification of business information enterprise-wide.

Analytics serve as an important tool in assisting retailers to find and interpret meaningful patterns in customer and inventory data to support decision-making. Insight into customer

Exhibit 17
Advanced Analytics Utilization



RETAILER EXAMPLE: ZARA

Zara has successfully implemented just-in-time (JIT) practices as well, giving them a competitive edge in the apparel marketplace. As a true data-driven organization, their processes foster regular product feedback sharing between stores and corporate. This, paired with their average lead time of only 15 days due to centralized factory locations, has given them considerable agility to make last minute changes to protect inventory investments. Additionally, they focus on limited run productions of goods to keep quantities on hand low.

demand, price sensitivity, reaction to promotions, demographics and more are key to drive merchandise plans and actions that maximize profitability. This is especially critical in an omni-channel environment, as understanding the preferences of disparate customer groups across different channels becomes more complicated.

The ability to execute upon advanced analytical capabilities is limited primarily by tools, data and internal skills. The tools utilized by many retailers lack the consistent capability to answer today's critical, forward-looking business questions efficiently with supporting data, transparency and trust in the results. Many organizations also deploy measures without a comprehensive analytics strategy, resulting in under-utilization of capabilities and an absence of the requisite knowledge of existing tools and data to ensure their efficient use.

Despite readily available data, retailers are often challenged to successfully understand and utilize analytics. Implementation of a successful omni-channel approach undeniably requires organizational alignment across all business segments, and analytics are not exempt. A large number of today's organizations have capabilities and processes that are inconsistent

across functions. Without organizational alignment, it is difficult to maximize the benefits that big data can bring to omni-channel performance.

Take action

Savvy retailers know they have a problem with their current planning systems and most are beginning to take action, however resource, budget and system challenges must be overcome.

The good news is that there are some very good tools available, but technology is only part of the solution. To successfully meet the needs of an omni-channel world, the people and processes involved to support it are just as critical to address, and the systems must integrate analytics with operational processes and solutions. The imperative is to address these issues before disenchanting today's ever more demanding customer.

However, many retailers are limited by a lack of organizational training, internal skills, and resource or cultural constraints. The retailers surveyed indicated that resource constraints, disparate systems and organizational and process challenges often provide obstacles as

Exhibit 18
Technology Utilized to Integrate Customer Data

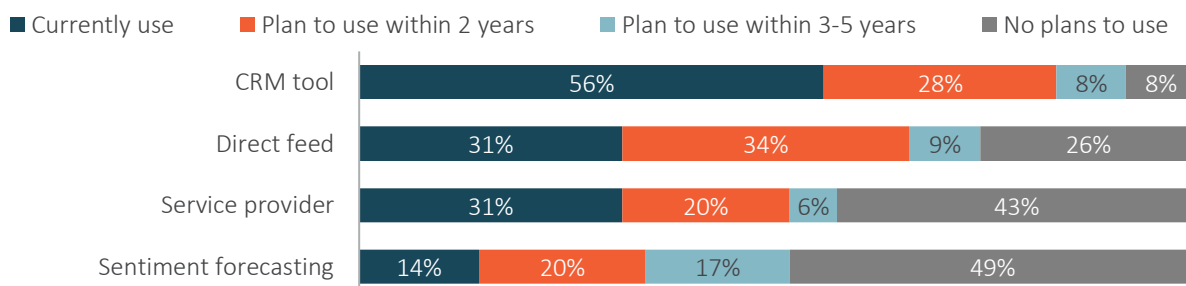
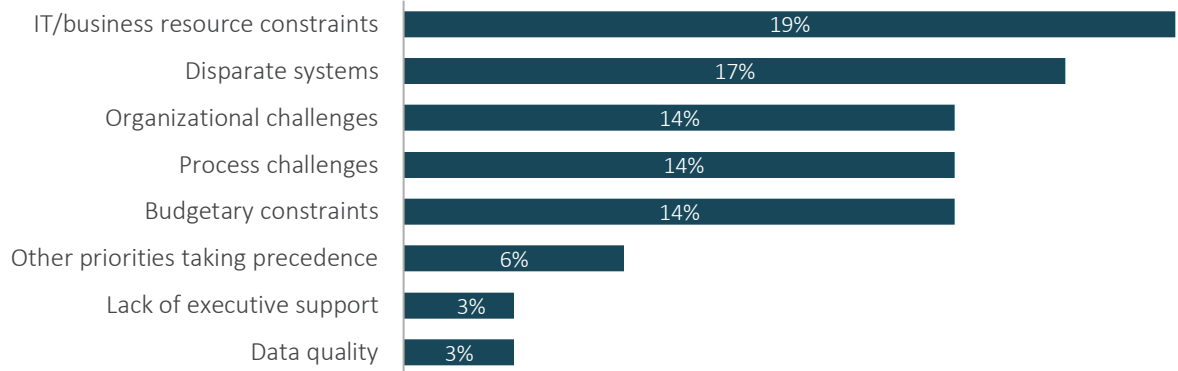


Exhibit 19
Biggest Planning Obstacles



retailers work to create the needed environment to satisfy today's customers **(Exhibit 19)**.

Once new tools or an omni-channel vision has been defined, business processes must be redesigned across all segments and the organization must be realigned to support the technological capabilities. This evolved model can prove to be challenging for many organizations.

Furthermore, rollout of a new solution is most effective when issued organizationally from leadership down, with change management measures designed to help employees adjust to new planning processes. Gaps in staffing can also hinder effectiveness, particularly when deployment is done in a siloed manner without a comprehensive enterprise strategy. Results can include underutilization of capabilities as well as an absence of the requisite knowledge of existing tools and data to ensure their efficient use.

A key area of focus today is the integration of people, processes and technology across channels to enable a seamless omni-channel experience. Unfortunately, despite progress, most retailers still plan channels individually and maintain separate assortments and inventories for different channels. Brick-and-mortar teams largely operate independently from e-commerce teams and vice versa. Retailers also face challenges when attempting to couple their

unified commerce solutions with a broader supply chain optimization effort to truly enable the new retail model needed to survive today.

Retail is undergoing a transformation, what action will your organization take to survive it?

Survey methodology

BRP conducted the 2017 Merchandise Planning Benchmark Survey in October of 2017 by contacting more than 500 top North American retailers. Through an online survey system, BRP gained insight into retailers' planning initiatives, priorities and future trends.

This report summarizes the results and key findings of the survey, offers insight based on BRP's client engagements and overall retail experience and identifies current and future trends in the industry to offer retailers opportunities to continue to evolve and prosper.

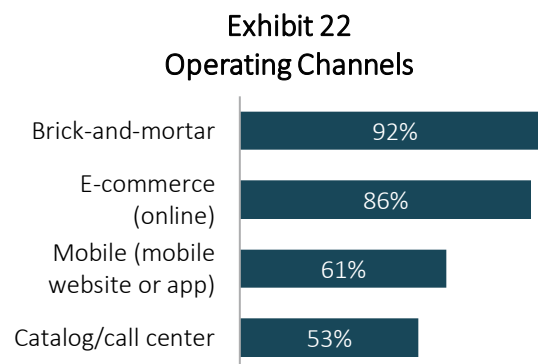
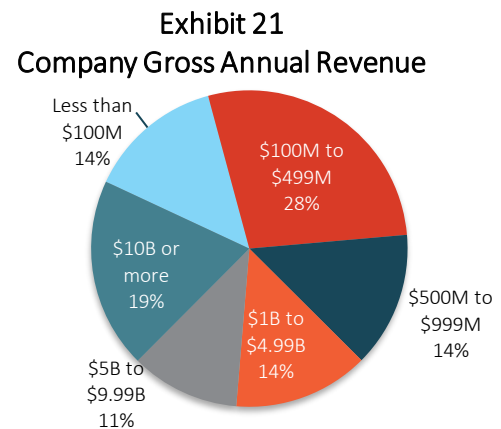
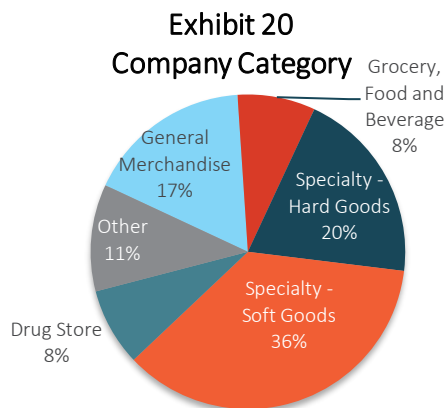
The primary focus of this survey is the specialty retail segment with 36% of the respondents

within the specialty soft goods category and 20% in the specialty hard goods category (**Exhibit 20**). The remainder fall into various other categories such as general merchandise and grocery.

Of the retailers surveyed, the breakdown in size based on gross annual revenue included a broad selection of Tier 1, 2, and 3 retailers with 58% of the respondents generating \$500M or more in annual revenue (**Exhibit 21**).

The respondents were primarily vice presidents in merchandising, planning and IT or C-level executives.

Nearly all the survey respondents operate within the brick-and-mortar world and most also have an e-commerce presence (**Exhibit 22**).



About BRP

BRP is an innovative retail management consulting firm dedicated to providing superior service and enduring value to our clients. BRP combines its consultants' deep retail business knowledge and cross-functional capabilities to deliver superior design and implementation of strategy, technology, and process solutions. The firm's unique combination of industry focus, knowledge-based approach, and rapid, end-to-end solution deployment helps clients to achieve their business potential.

BRP's consulting services include:

Strategy

Point of Sale (POS)

CRM

Order Management

Supply Chain

Business Intelligence

Mobile POS

Unified Commerce

E-Commerce

Networks

Business Process Optimization

Payment Security

Customer Experience & Engagement

Merchandise Management

Private Equity

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Gold sponsor – Enspire Commerce



About Enspire Commerce

Enspire Commerce is a Unified Commerce Platform by enVista, a leading global consulting and software solutions firm. In today's complex digital retail market, enVista's platform enables mid-market, omni-channel companies to leverage a single solution to rapidly unify commerce, optimize customer engagement and deliver an exceptional, consistent brand experience to drive revenue. The Enspire platform is comprised of the next generation solutions companies require to optimize the customer experience and omni-channel fulfillment, including: e-Commerce, order management (OMS), point of sale/mobile point of sale (POS/mPOS), product information management (PIM), store and vendor fulfillment, and trading partner management (EDI).

Built on a multi-enterprise integration framework, Enspire's solutions rapidly integrate with existing systems to unify commerce in months or weeks, versus years. Coupled with enVista's exceptional consulting expertise, Enspire Commerce allows companies to leverage a single firm to enable enterprise commerce.

Get Enspired! Let's have a conversation. www.enspirecommerce.com

Enspire Commerce? We can help!

Unify Commerce in months or weeks, and optimize:

- Enterprise inventory visibility and order orchestration
- Customer care and engagement
- Store & vendor fulfillment
- Trading partner management and visibility
- Product information management
- A single view of the customer, item, inventory, order and payment
- Personalized, seamless, omni-channel shopping and returns
- Systems integration, ROI and time to value
- Brand loyalty and sales revenue

We are Proven.

- As a team of retail and supply chain consultants, we have helped many of the world's leading retail and distribution companies develop and enable a unified commerce strategy.
 - Enspire helps companies unify commerce and deliver a consistent brand experience because we are uniquely experienced in optimizing supply chain planning and execution and customer engagement across the enterprise.
 - Clients include: PetFlow, Performance Bicycle, Coldwater Creek, American Freight Furniture, PetSmart, Pet360, Sassy, Lasco Fittings, Ghurka, ITA Group, Saddle Creek Logistics, and more.
 - Enspire Commerce has been named a Top Enterprise Commerce Platform for 2017 and 2018 by Multichannel Merchant Magazine
 - enVista is seven-time Inc. 500/5000 fastest growing, privately held company
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