The Future Of The Digital Store

Vision: The Digital Store Playbook

by Fiona Swerdlow
March 6, 2017

Why Read This Report

Today's empowered customers own multiple digital devices that they use to engage with brands and retailers — on their own terms — while shopping in-store. Simultaneously, new technologies are transforming retail store operations, allowing stores to operate more efficiently and with greater flexibility. To remain competitive, eBusiness leaders must take the internal lead to test, pilot, implement, and optimize digital store technologies that improve both the customer experience and store operations. This report outlines the future of the digital store for retail eBusiness professionals.

This is an update of a previously published report; Forrester reviews and revises it periodically for continued relevance and accuracy.

Key Takeaways

Digital Store Technology Will First Enhance Store Operations
Despite the hullabaloo around customer experience technologies, digital technologies will enhance operational efficiency and intelligence in areas such as staffing, task management, loss prevention, and inventory visibility. The store is becoming a fulfillment center, letting retailers tap inventory from across the enterprise to meet customer demand, better use inventory, and improve margins.

Digital Store Maturity Follows Four Stages
Retail organizations undergoing digital transformation must: 1) invest in technology to connect enterprise systems across all touchpoints; 2) add capabilities that create operational efficiencies; 3) turn in-store behavioral data into insights in real time; and 4) transform the store to provide contextual and relevant experiences.

The Digital Store Platform Connects Systems To Generate Real-Time Insights And Action
The digital store platform is the hub that stitches together digital store systems by strategically syndicating data and insights. No longer simply systems of record, today's digital store systems are becoming systems of engagement and consuming larger portions of data to generate new insights and actions.

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Notes & Resources

Forrester interviewed 24 vendor and retailer companies, including Acustom Apparel, Adobe, Alex and Ani, Chico's, The Container Store, Crocs, Deloitte Digital, eBay Enterprise, GGP, Hointer, IBM, LensCrafters, Motorola Solutions, Nebraska Furniture Mart, Nomi (now part of FLIR), OrderDynamics, Razorfish, Red Ant, Reflexis, RetailNext, SapientNitro, Theatro, Walgreens, and Warby Parker.

Related Research Documents

State Of Digital Store Investments 2017: Firms Must Prioritize Digital Operations

TechRadar™: Digital Store Customer Experience Technology, Q3 2016

TechRadar™: Digital Store Operations Technology, Q3 2016

Digital Transformation Poises Stores For Success

Store-based retailers are embracing digital technologies to better engage with their customers, improve store operations, and gain a competitive advantage over web-only retailers. These retailers are shifting their models from "selling" to "serving" their customers in the store and are transforming their retail stores into digital stores. Why? Empowered customers are armed with information, devices, and a rising willingness to experiment with technologies.[1] In 2016, we forecast that 64% of US online adults owned a smartphone — up from 60% just two years earlier.[2] In turn, digital technologies are transforming the customer experience for shopping: For example, 48% of online adults who researched products on a smartphone in the past three months used their phone in-store to compare prices, 41% looked up product information, and over one-third searched for a coupon or read customer reviews (see Figure 1). Forrester defines digital store experience technologies as:[3]

> *Technologies that link or enhance a retail physical store experience with an online experience for customers.*

Furthermore, digital store technologies that target improving store operations are still nascent but may be even more successful than customer-facing technologies that generally get more press. Their secret: eBusiness pros can more easily measure operational store technologies and see the positive ROI. Forrester defines digital store operations technology as:
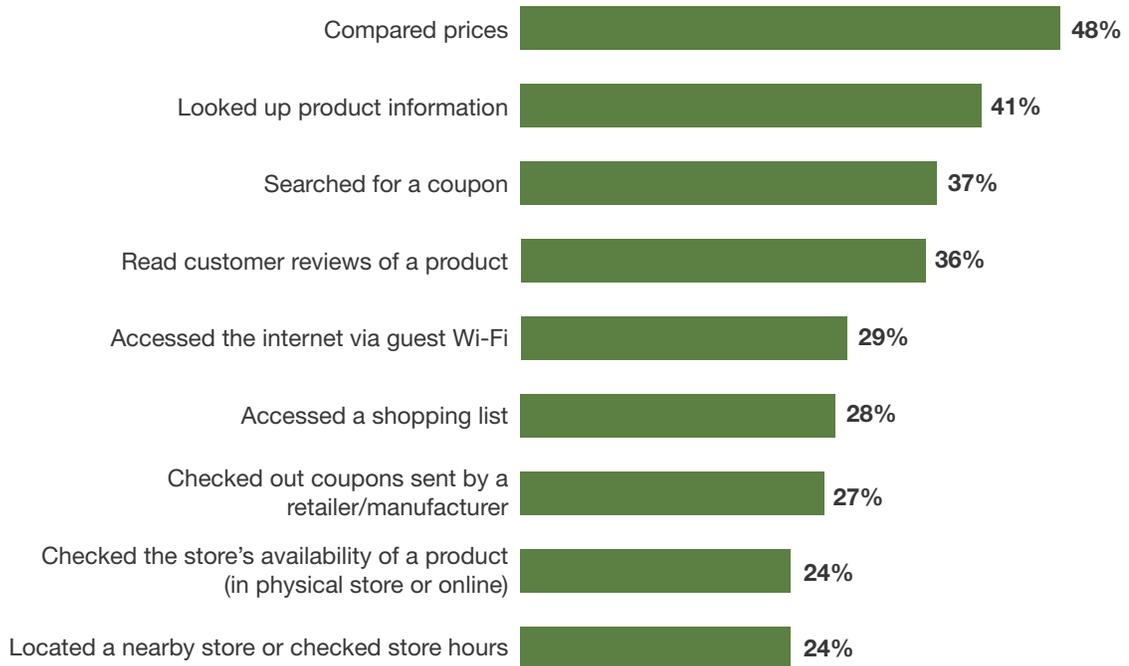
> *In-store technologies that retailers use to help their physical store teams and operations perform better and become more efficient by understanding customer behavior, gleaning customer insights, and spurring real-time action by store staff.*

FIGURE 1 Customers Use Their Smartphones In-Aisle In Many Ways

"In the past three months, what did you do when you researched products/ services on your mobile phone while shopping in a physical store?"

Compared prices	**48%**
Looked up product information	**41%**
Searched for a coupon	**37%**
Read customer reviews of a product	**36%**
Accessed the internet via guest Wi-Fi	**29%**
Accessed a shopping list	**28%**
Checked out coupons sent by a retailer/manufacturer	**27%**
Checked the store's availability of a product (in physical store or online)	**24%**
Located a nearby store or checked store hours	**24%**

Base: 1,225 US online adults (18+) who researched products online on a smartphone
(Multiple responses accepted. Not all response options shown.)
Source: Forrester Data: Consumer Technographics® North American Retail And Travel Online Benchmark
Recontact Survey 1, Q3 2016 (US)

The Digital Store Changes Customer Expectations Forever

Consumers expect retailers to offer exceptional experiences throughout their customer journey, including at the physical store. eBusiness leaders must recognize that in the digital store:

› **Mobile devices are trusted advisors.** Retailers need to embrace digitally connected shoppers and find ways to corral mobile in-store use cases like price checking and looking up product reviews to engage shoppers at critical moments in their shopping journey. Fifty-six percent of US online adults who have used their phone in-aisle to compare prices reported that they do this "most of the time" or "every time."[4]

› **The store associate facilitates engagement.** The digital store transformation means that the sales associate is evolving from information provider to engagement facilitator. Customers already see them as such: When they're shopping in-store, 42% of US online adults are interested in engaging with, or have already engaged with, a store employee who is equipped with a mobile device.[5] When properly implemented, the right digital tools can help store associates quickly comb through multiple information sources to create a relevant experience for the customer, such as past purchase behavior, fashion trends gathered from social networks, and in-store analytics.

› **Omnichannel fulfillment is an expectation — but can be challenging to deliver.** Implementing omnichannel fulfillment is challenging, from implementing the technology itself and aligning goals across internal teams to training and adjusting compensation for store associates. The good news: Omnichannel fulfillment taps into and thus better utilizes local store inventory, improves margins by avoiding store-specific markdowns, and increases customer satisfaction. These benefits allow store-based retailers to directly compete with programs like Amazon Prime. As Macy's CEO Terry Lundgren observed about ship-from-store: "It's a merchant's dream. I don't have to take a markdown, and I don't have to build more warehouses."[6]

Digital Technologies Create New Opportunities In The Physical Store

The impact of digital technology on the retail store goes beyond creating forward-looking experiences with technologies like robotics or virtual reality.[7] Business leaders know that customer experience is key to compete: In 2016, 73% prioritized improving their customers' experience, second only to growing revenue.[8] Digital technology in the retail store creates new customer experience and engagement opportunities by:

› **Personalizing the shopping experience.** Personalization in the digital store can take many forms, from offers based on loyalty status to having associates tailor product recommendations. For example, global optical retailer GrandVision uses its eCommerce product recommendation engine in associate devices on the retail floor.[9] This deployment measures the effectiveness of the product recommendations in driving in-store sales and self-adjusts its algorithm to make more relevant suggestions to customers and associates.[10]

› **Bridging the physical with the digital.** Digital store technology lets retailers maximize conversions and influences customers' in-aisle purchase decisions after they check their smartphone for product information and pricing.[11] Retailers continue to test technologies to enhance that experience, and — not surprisingly — not all will take off uniformly. For example, though beacon programs (powered by Bluetooth low energy [BLE]) were heralded in the past, only 14% of global mobile executives were either using or piloting them in 2015.[12]

› **Improving service levels.** Enterprise fulfillment has forever changed how retailers use their store assets to fulfill customer orders. In-store fulfillment technology lets retailers pick, pack, and ship items directly to the customer from the local store and may even reduce the delivery time. For instance, after implementing store fulfillment, Best Buy was able to deliver items to the customer a full two days faster than before.[13]

Operational Technology Makes Stores More Efficient

Retailers are also seeing the impact of digital technology on operational aspects of running their business. Specifically, digital operational technologies help retailers:

› **Empower employees.** Employees with mobile point-of-service (mPOS) devices can double the sales of standalone endless-aisle kiosks.[14] mPOS devices have access to enterprise inventory and let associates engage customers in-aisle when they have the greatest need — such as during the 2016 holiday season when Sephora was able to proactively and quickly check out customers (including this analyst!) right from the line. Technology can also empower seasonal or new workers by providing customized tasks and personalized training. Red Ant, a connected retail technology specialist, has partnered with IBM's Watson to create a cognitive sales training tool that provides personalized training to associates.[15]

› **Optimize profitability.** Digital store technology can help retailers optimize profitability in many ways, including mining analytics to improve the placement of products, using video technology to programmatically recognize when a shelf is empty, or optimizing tasks based on profitability. For example, workforce management company Reflexis constantly optimizes task priorities for associates, ensuring that they first tackle the most profitable or urgent items.[16]

› **Uncover new insights.** Retail store analytics promise new insights based on in-store shopping behavior and can generate deeper insights when retailers couple those with behavioral data from other channels. These capabilities let other store systems such as task management operate in real time, turning data into actionable insight for associates and customers. For example, fashion brand Rebecca Minkoff has worked with eBay Enterprise to use RFID technology to capture the items that a shopper brings into a fitting room. The company can then compare the fitting room data with sales data to identify a "try-to-buy" ratio for each item and can potentially use that data in the future for retargeting or other marketing activities.

Take A Long-Term View Of Success For Digital Store Transformation

Infusing the physical store with digital technology can significantly transform the customer experience and the retail store's performance. However, some significant barriers exist, as well. eBusiness professionals must put in place foundational capabilities before they deploy customer- or associate-facing experiences.

Tackle Four Main Barriers To Digital Store Transformation Head-On

For all of digital stores' promises, retailers face four main barriers in establishing them. Specifically, retailer ambitions for digital store transformation will stumble in situations when:

› **Poor in-store connectivity prevents retail applications from being effective.** Although some retailers have rolled out guest Wi-Fi to shoppers, a guest Wi-Fi network won't effectively support software-as-a-service (SaaS) retail store systems such as mPOS or digital displays. Retailers must deploy a "customer engagement network" — that is, a robust Wi-Fi network that enables engagement between retail applications, associates, and customers.[17] For instance, campaign and content management systems depend on wireless technologies — like beacons, Wi-Fi, or RFID — to deliver relevant content, whether on a customer's smartphone or on a nearby digital sign.

› **Retail store systems focus on record-keeping — not engagement.** Legacy store systems such as POS and traffic counting capture data but don't share it in real time with other systems in the store. For the digital store to take hold, retailers need to rebuild store systems to act as a service to other store applications. For instance, a customer can indicate on her smartphone that she needs assistance, at which point the retailer can potentially use beacons to determine the customer's location and use task management to assign the most appropriate associate to help her. In this scenario, retail systems must be exposed and communicating freely in a digital store ecosystem.

› **Existing store systems don't provide real-time insights.** For digital store technology to be most effective, these solutions must generate insights in real time. Real-time data lets retailers offer more personalized experiences for customers (e.g., product recommendations), plus they can turn that insight into actionable business results (e.g., inventory management). The problem is that digital store systems are effective at gathering data but still struggle to turn that data into actionable insights.[18] For instance, digital signage will need to display the most relevant messages to customers based on their preferences or shopping behavior. The algorithms that determine the right message to display must act in an instant and then must deliver that content to the digital sign before the customer moves on. There are two primary issues that prevent companies from doing this well. First, many retailers are still using basic segmentation, not real-time decisioning or machine learning, to understand data and deliver experiences. Second, even if companies are using real-time decisioning, they often don't have enough data to make educated choices on the best actions to take.

› **Retail store teams are still siloed.** Inadequate business measurements and incentives are a key barrier preventing organizations from becoming integrated omnichannel companies. A major challenge that retailers face initially is that traditional incentive structures discourage adopting new digital store technologies. For example, some omnichannel fulfillment programs — such as "buy online, pick up in-store" (BOPIS) — rely on store associates to support sales that are then credited to the online channel. Retailers must create incentive structures that reward the right behavior — which also means always giving (or at least sharing) the store credit for the sale if the store influences the sale in any way.

Building Relevant In-Store Experiences Is A Journey

eBusiness professionals who are leading digital store transformations must anticipate and plan the appropriate changes in people, process, and technology. Organizations should apply the IDEA cycle to their digital store transformation work before beginning any technology deployment. The IDEA cycle involves identifying your firm's digital store strategy; designing in-store engagement; engineering technology platforms, processes, and people for digital; and analyzing results to monitor performance and improve outcomes.[19] Since the level of effort needed to transform digital store technology is significant, retailers will need to approach the execution phase in iterations.

The Digital Store Platform Is The Foundation For Future In-Store Experiences

Progressive retailers and vendors are rapidly creating new digital store platforms that connect the selling and servicing systems, such as customer relationship management (CRM), POS, and order management systems (OMS), together to give customers and associates new tools to enhance the in-store experience. The digital store platform is the bond between ecosystem partners. The digital store platform consists of (see Figure 2):

› **Digital store touchpoints.** These touchpoints can be: 1) customer focused, as in the case of a smartphone; 2) associate focused, such as a terminal in the back room; or 3) a shared touchpoint, such as a co-shopping experience on an associate's tablet. These touchpoints send and receive information from other store and enterprise systems.

› **Contextual delivery.** Delivering the right message at the right time has been the ultimate goal for marketers for decades — though technology limitations have at least in part hindered this goal in the digital store. Technology is beginning to emerge that can power real-time contextual experiences in-aisle. Though still struggling to find traction with first-generation experiences, beacons represent one technology that can use contextual information (location) to deliver personalized experiences.

› **Digital store systems.** These systems actively operate the store and can be based on-premises or in the cloud. Systems such as mPOS, clienteling, digital signage, and labor management will tap into and use content and services from the digital experience platform and will also consume data and insight from other in-store systems.

› **The digital experience system.** This layer consists of commerce engines, content management, personalization, analytics, and other technologies.[20] It enables digital store systems such as mPOS and digital signage to operate from a common set of applications. For instance, future digital store systems will share a commerce and order management engine with the eCommerce business.

› **Enterprise back-office systems.** These systems act as systems of record and fuel the applications that make real-time decisions in the digital experience platform and digital store systems. For many organizations, the enterprise resource planning (ERP) system lies at the heart of their back-office systems and streamlines processes and information across the organization. Another example is master data management (MDM) systems.[21]

› **Third-party data.** The digital store platform can use third-party data such as weather, location, and product recommendation data to augment the experiences for both associates and customers. This data can provide additional context to various systems within the digital store: For example, a retailer might combine product reviews for camping gear with the local weather forecast to provide a curated list of highly rated gear tailored to those conditions.

FIGURE 2 The Digital Store Platform Powers Digital Store Transformation
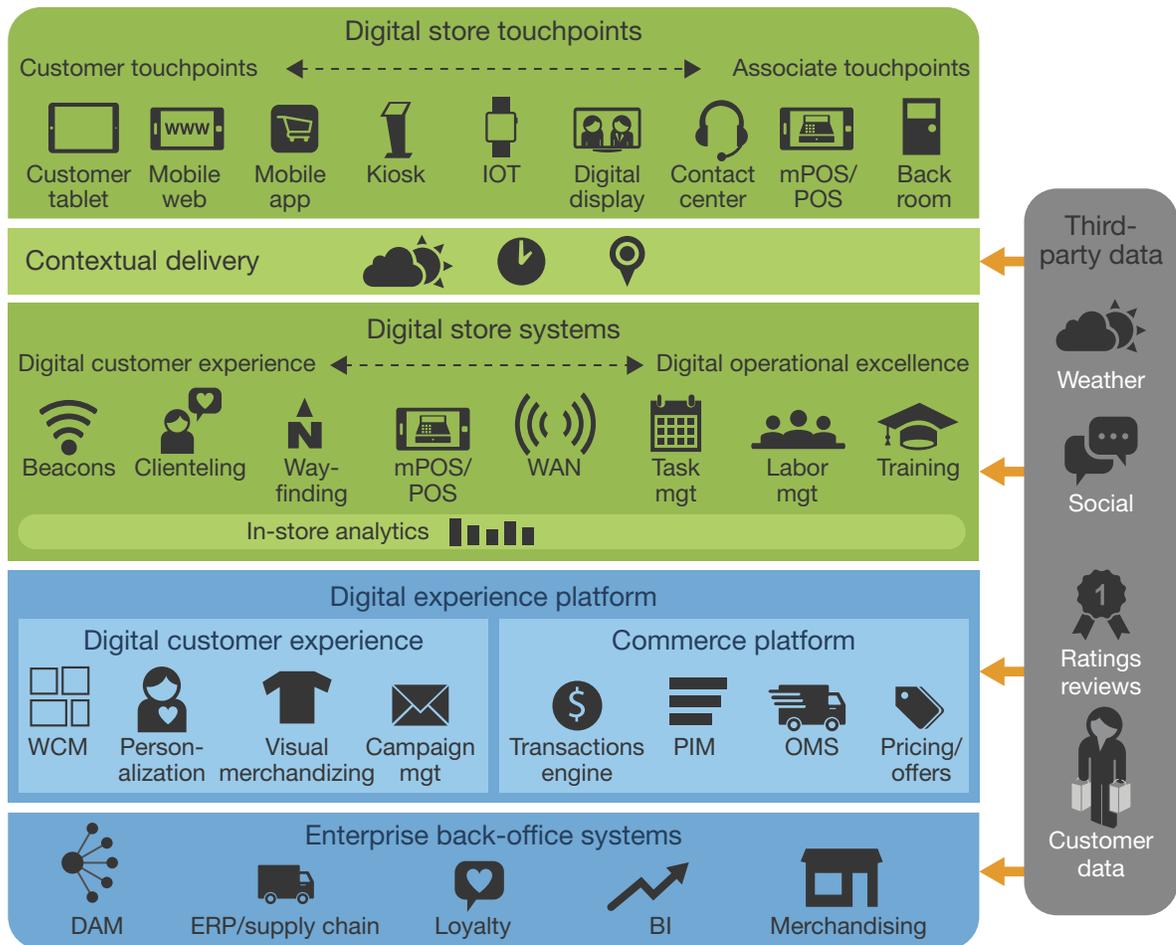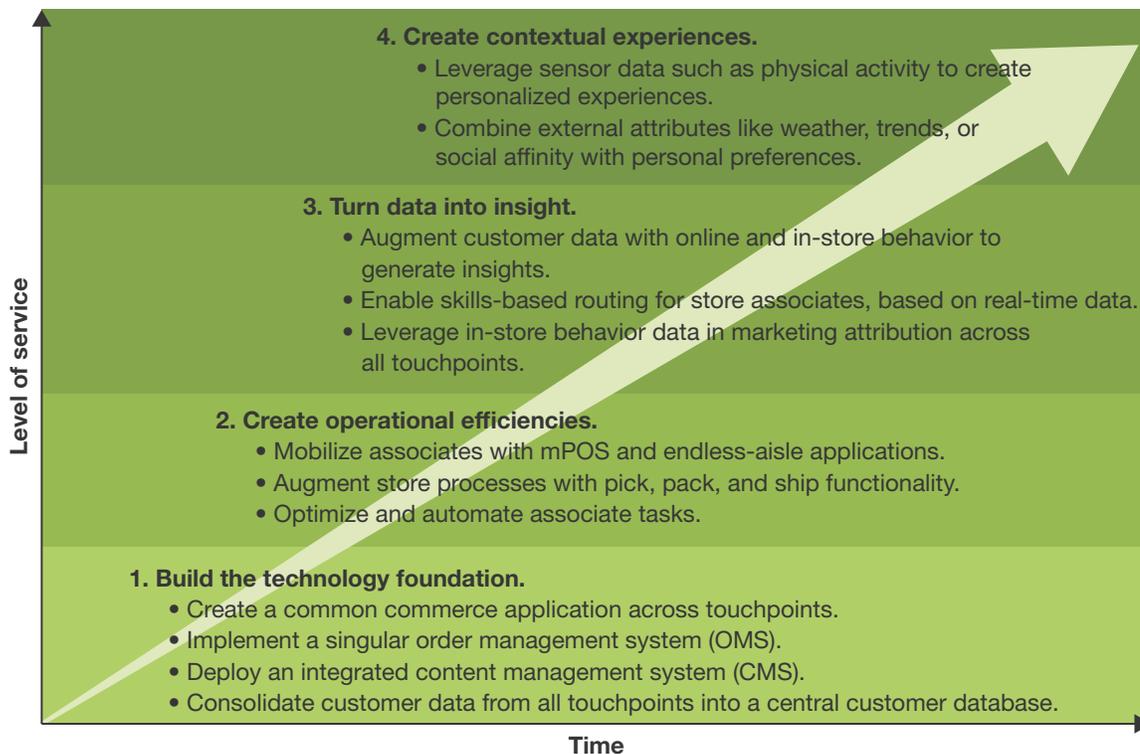
Lead Your Digital Store Through Four Stages Of Technology Evolution

A well-developed digital store platform holds the promise of higher revenues and happier customers, but it also requires a significant investment to retool store infrastructure and operations. Retailers have to budget for significant effort to execute a comprehensive transformation, especially since it won't be done in a single phase. Based on interviews with omnichannel retailers, Forrester identified the four phases of technology evolution that eBusiness leaders must follow in their innovation journeys (see Figure 3):

› **Phase 1: Build (and continually update) the technology foundation.** Digital stores require a modern set of technologies that allow stores to tap enterprise consumer data, product data, and operational capabilities. For instance, to implement omnichannel fulfillment, retailers must make enterprisewide inventory visible in all customer and associate touchpoints. Technology must connect devices, collect and transmit data back to the enterprise, and feed insights to customers, associates, and store managers in a meaningful way. To stay current, of course, this "phase" really never ends: Rather than ever achieving a "perfect" tech foundation, retailers need to get (very) good at quickly and continually testing, piloting, and getting new foundation elements up and running.

› **Phase 2: Create operational efficiencies.** Based on our findings, focusing on operational efficiencies allows retailers to generate measurable return on investment (ROI). Highlighting quick operational wins can bolster investment for future digital store investment. In 2015, JCPenney crucially retained connectivity for sales associates to use mobile mPOS, even though it discontinued guest Wi-Fi. Although this move in the long run may be detrimental to the customer experience, it highlights that the C-suite perceives the value of technologies that drive store efficiency.[22]

› **Phase 3: Turn data into insights.** Get ready for an influx of data, including customer preferences that you gather both overtly and covertly from interactions with digitally connected associates or that you acquire through in-store analytics that capture footfall and dwell locations. Employees at the headquarters will need a central repository to house this data, the tools needed to analyze the data, and the staff assigned to disseminate insights across the enterprise. For instance, marrying in-store analytics with web analytics can generate more in-depth customer profiles on browsing behavior, which retailers must then use across all touchpoints to better engage with customers.

› **Phase 4: Provide real-time contextual experiences.** Retailers will be able to provide relevant and contextual experiences to customers in real time by using real-time insights from customer relationship management (CRM) and analytics systems and combining that with location, time of day, weather, and advanced sensor data such as physical activity. For instance, think of a customer who is an avid runner: Store systems such as digital signage or clienteling services can combine data from her purchase history, in-store location, and activity level sensors to recommend appropriate running products or running content.[23]

FIGURE 3 The Four Phases Of Digital Store Maturity

4. Create contextual experiences.
- Leverage sensor data such as physical activity to create personalized experiences.
- Combine external attributes like weather, trends, or social affinity with personal preferences.

3. Turn data into insight.
- Augment customer data with online and in-store behavior to generate insights.
- Enable skills-based routing for store associates, based on real-time data.
- Leverage in-store behavior data in marketing attribution across all touchpoints.

2. Create operational efficiencies.
- Mobilize associates with mPOS and endless-aisle applications.
- Augment store processes with pick, pack, and ship functionality.
- Optimize and automate associate tasks.

1. Build the technology foundation.
- Create a common commerce application across touchpoints.
- Implement a singular order management system (OMS).
- Deploy an integrated content management system (CMS).
- Consolidate customer data from all touchpoints into a central customer database.

Level of service

Time

Recommendations

Test And Invest In Your Digital Store Initiatives

It's still early days for the digital store transformation, but retailers that continue to wait on the sidelines risk losing ground to competitors.[24] Many digital store capabilities such as assisted selling or mobile require investments in foundational technology such as Wi-Fi connectivity and enterprise inventory visibility. Retailers that embark on these foundational improvements will allow their eBusiness, store operations, and marketing teams to innovate and learn which digital technologies serve their customers the best. As an eBusiness leader with a role in transforming the in-store experience, you should:

› **Understand your customer's appetite for technology-driven experiences.** Make sure you're testing and building digital store technologies that create new, value-added experiences or increase convenience for your customers. Of course, different demographics and customer segments will engage to a greater or lesser extent with experiential technology in stores. For example, 81% of Progressive Pioneers and 54% of Savvy Seekers opt for in-store fulfilment after they order items online — but only 16% of Reserved Resisters choose this service.[25]

› **Become the digital store change agent.** Include all stakeholders in the process, and select internal partners from a broad set of teams such as store operations and technology. eBusiness pros are ideally positioned to lead a digital store strategy due to their deep understanding of commerce technology, expertise in mining data and analytics to make operational decisions, and strong understanding of customer behavior in the digital world. Given these core competencies, the eBusiness role is increasingly strategic across the entire retail organization.

› **Implement a technology foundation that puts the customer first.** Retailers can't transform the physical store to meet customer needs unless they have the right technology in place. The challenge is that technology implementations and integrations are huge projects that require massive investment in people and software. Focus on implementing core technologies that have a direct impact on your customers, rather than going for "big bang" deployments that try to launch multiple systems all at once.

› **Build business cases around operational improvements.** Retailers on the front line of digital store transformation have struggled to show a return on investment when they focus solely on customer-facing technologies. eBusiness leaders should start by implementing technologies that drive operational excellence and then use the new technology capabilities to improve the digital customer experience.[26] This approach relieves the expense burden on innovating solely around the customer experience.[27]

› **Plan ahead for how you will store, access, and analyze data.** The eBusiness leader and her peers need a scalable and manageable way to handle potentially vast quantities of digital store data, or they will struggle to maximize their early digital store pilots and integrations. The digital store will collect customer insights that you feed back to an enterprise data warehouse and then use to inform all touchpoints. As you test and deploy new technology and digital store vendors, work with your technology, business intelligence, and marketing partners to build a repository for the data that you glean from these early pilots.

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Supplemental Material

Contributors To This Research

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Companies Interviewed For This Report

We would like to thank the individuals from the following companies who generously gave their time during the research for this report.

Acustom Apparel

Adobe

Alex and Ani

Chico's

The Container Store	A midsize apparel manufacturer and retailer
Crocs	Motorola Solutions
Deloitte Digital	Nebraska Furniture Mart
eBay Enterprise	Nomi (now part of FLIR)
GGP	OrderDynamics
Hointer	Razorfish
IBM	Red Ant
A large apparel omnichannel retailer	Reflexis
A large baby and toy retailer	RetailNext
A large healthcare products retailer	SapientNitro
A large home goods retailer	Theatro
A large optical products retailer	Walgreens
LensCrafters	Warby Parker

Endnotes

[1] Decades of data analysis reveal five key forces for change in consumer behaviors, attitudes, and expectations that lead to customer empowerment. This report reveals how evolutions in customer behaviors and attitudes are manifesting themselves and measures how urgently brands must move toward customer obsession. See the Forrester report "The Rise Of The Empowered Customer."

[2] Source: Forrester Data Mobile, Smartphone, And Tablet Forecast, 2016 To 2021 (US).

[3] For a comparison between the concept of digital operational excellence (DOX) and digital store operations technology, please see the Forrester report "How To Design Internet-Of-Things Engagements In Retail, Hospitality, And Travel."

[4] Source: Forrester Data: Consumer Technographics® North American Retail And Travel Online Benchmark Recontact Survey 1, Q3 2016 (US).

[5] Source: Forrester Data: Consumer Technographics North American Retail And Travel Online Benchmark Recontact Survey 1, Q3 2016 (US).

[6] Terry Lundgren, CEO of Macy's, stated that Macy's has enabled 500 stores to act as local fulfillment centers. Source: Sam Lewis, "Macy's Grows Order Fulfillment Centers To 500," Innovative Retail Technologies, September 25, 2013 (http://www.retailsolutionsonline.com/doc/macy-s-grows-order-fulfillment-centers-to-0001).

[7] To read more about emerging digital store experiences, please see the Forrester report "The Emerging Technologies Of The Digital Store."

[8] Source: Forrester Data: Global Business Technographics Priorities And Journey Survey, 2016.

[9] Source: Phone interview with Jason Goldberg, GVP strategy, Razorfish, May 11, 2015.

[10] Source: Phone interview with Jason Goldberg, GVP strategy, Razorfish, May 11, 2015.

[11] Plus, stores also let customers visualize and try otherwise online-only products for real. For example, in 2015, Target piloted a program in 29 stores for customers to try patio sets in the store that they would then order online. Source: Paul Demery, "Target.com's president challenges Amazon," Internet Retailer, June 3, 2015 (https://www.internetretailer. com/2015/06/03/targetcoms-president-challenges-amazon).

[12] Source: Forrester's Q3 2015 Global Mobile Executive Online Survey.

[13] Source: Ty McMahan, "With Ship-From-Store, Best Buy Is Delivering Faster Than Amazon," Bright, January 22, 2014 (http://bright.stellaservice.com/fulfillment-3/with-ship-from-store-best-buy-is-delivering-faster-than-amazon/).

[14] To read more about the benefits of endless-aisle technology, please see the Forrester report "Drive Incremental Sales With Endless Aisle Capabilities."

[15] Source: Phone interview with Alex Sbardella, director of product strategy, Red Ant, February 19, 2015.

[16] Source: Phone interview, Reflexis, May 21, 2015.

[17] To read more about customer engagement networks, please see the Forrester report "Create A Customer Engagement Network For Your BT Agenda."

[18] Forrester's research into dozens of firms over the past year uncovered the reason: Big data doesn't create actions that shape your customer's experience. Firms that master turning insights to action form systems of insight to harness data, find the valuable insights, and implement them so they drive action that not only improves but also transforms customer experiences. To learn how digital upstarts do this and how enterprise architecture (EA) professionals can leverage their advantages to fend off digital upstarts, see the Forrester report "Transform Customer Experiences With Systems Of Insight."

[19] To read more about the IDEA cycle, please see the Forrester report "Organize For Mobile Development Success."

[20] Organizations face an expanding ecosystem of technology supporting digital customer experiences, but they're falling behind on using the technology to provide great experiences. For a definition of the use cases, business value, and outlook for the core technologies that comprise the digital experience (DX) platform ecosystem, see the Forrester report "TechRadar™: Digital Experience Platform Technologies, Q3 2016."

[21] For more information about MDM systems, please see the Forrester report "Brief: The MDM Crossroad — To Graph Or Not To Graph?."

[22] JCPenney reportedly is saving roughly $7 million annually by removing guest Wi-Fi in-stores. Source: "JCPenney Unplugs All Customer Wi-Fi. Should It Plug Some Back In?" FierceRetail, September 20, 2013 (http://fierceretail.com/ operations/jcpenney-unplugs-all-customer-wi-fi-should-it-plug-some-back).

[23] Digital signage, combined with technologies like foot traffic tracking and facial recognition, will drive an increasing number of real-time customer experiences. See the Forrester report "The Digital Signage And Display Opportunity In 2016."

[24] By 2020, every business will become a digital predator or digital prey — which will your company evolve into? The answer to this question lies in how well you, as the CIO, and the executives in your organization can internalize and apply the six strategies of digital business mastery laid out in this report. To determine how far along in the journey your company has already come, see the Forrester report "Six Strategies To Strengthen Your Company's Digital DNA."

[25] Source: Forrester Data: Consumer Technographics North American Retail And Travel Online Benchmark Recontact Survey 1, Q3 2016 (US).

[26] To read more about digital business transformation, including digital operational excellence and digital customer experience, please see the Forrester report "Digitize Your Business Strategy."

27 To help both retailers and vendors navigate these emerging fields, Forrester identified and investigated the 16 most important digital store experience technologies and 14 most important digital store operations technologies. Please see the Forrester report "TechRadar™: Digital Store Customer Experience Technology, Q3 2016" and see the Forrester report "TechRadar™: Digital Store Operations Technology, Q3 2016."

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