

# THE DATA STORM - RETAIL AND THE BIG DATA REVOLUTION

AN ECONOMIST INTELLIGENCE UNIT REPORT



Commissioned by



# Contents

Executive summary	2
1. The big picture: To have and have not	4
2. The customer: An experience without a relationship?	7
<i>Case study: Technology tailoring the customer experience</i>	10
3. Omni-channel commerce: More than just making purchasing convenient	11
<i>Case study: Karen Millen uses omni-channel to develop brand advocates</i>	12
4. Regulatory compliance: A major challenge that can build customer loyalty	13
5. Looking beyond the customer: Is corporate strategy the next big thing for data?	15
6. Conclusion	17
Appendix: Survey results	18

# Executive summary

## About the research

This Economist Intelligence Unit study, commissioned by Wipro, examines how retailers are reacting to, and how leaders are benefiting from, increasing volumes of data. It examines the role of data in the customer experience, the benefits it is delivering in omni-channel commerce and corporate strategy and the regulatory challenges facing retailers as they accrue greater and greater quantities of information.

The report is based on a survey of 50 C-suite executives from the retail sector including groceries and food (24%), fashion and apparel (20%), and large mixed retail (20%). Respondents come from a range of functions, including finance (24%), technology (20%) marketing (16%) and strategy (12%, including CEOs and chief strategy officers). Respondents are based in North America (60%) and Europe (40%), with their corporate head offices similarly split (62% and 36% respectively, with the remainder from Asia). Those surveyed come from companies of all sizes: 46% represent businesses with less than US\$1bn in annual revenue, while 16% work for those with more than US\$5bn in annual revenue. To complement the survey, The EIU conducted in-depth interviews with senior retail executives, as well as extensive desk research.

### Key findings:

- **Many retailers are at the early stages of using big data:** Only 46% of retail C-suite executives (CXOs) are confident that their firm's analytical abilities are keeping up with data volumes. Meanwhile just 36% believe that they have a well-defined policy for analysing the most valuable information and 30% admit that they are not consistently obtaining value from it.
- **Marketing is still the main focus:** The most common priority for data analysis spending by

retailers in recent years has been marketing: 46% of respondents put this among their top three areas of focus. Marketing also remains one of the most likely projected areas of big data spend in future, cited by 40%.

- **Big data analysis is helping drive brand loyalty, but respondents think it can do more:** Some 63% of respondents report increased brand loyalty as a general gain from data analysis and 52% say big data has enabled them to expand their sales by offering the next logical item. Yet respondents remain uncertain that they are

getting all that data has to offer. Only 30% are confident that big data is delivering the sales increases that they had hoped for; most (52%) simply are not sure .

- **More focus on the customer is needed—probably:** Only 16% believe that data analysis has yielded a 360-degree view of the customer. But many are unsure if customers want a closer relationship: 72% cannot answer whether further personalisation would alienate clients.

- **Data delivers in co-ordinating omni-channel commerce:** Over half of the respondents say that big data has brought gains in multi-channel sales (54%) and has made multi-channel customer tracking and management more profitable (52%). But 38% agree that managing differing pricing and margin strategies over varying channels is a major headache.

- **Legal restrictions on data usage are a major concern:** Two-thirds of retail CXOs say that they have increased the amount of information that they hold on individual customers in the past year; 64% of them cite legal problems with data collection as a major barrier to its effective use. Data protection laws are the second-biggest impediment to making effective use of large amounts of data in strategic planning and decision making in general, cited by 32%.

- **Using data to improve strategy is increasingly important:** In the next two years strategy is set to become the most important area of focus for big data in the retail industry, with 62% expecting to see relevant investment in data analysis to support strategy. Some 78% of all respondents' businesses have seen a positive economic return from investment in data analysis for the strategy area, the highest figure for any function or process.



## 1

## The big picture: To have and have not

“You are really shifting away from traditional report development into more of a data scientist role.”

Todd Hale, CIO, Office Depot

Imagine a heavy squall suddenly hitting a regatta at sea: most of the boats—ill equipped for the new conditions—begin to struggle visibly; a better prepared minority are able to use the winds to sail faster, racing away from their competitors. This picture sums up how a storm of data is affecting retailers in North America and Europe.

Information continues to grow exponentially. By some estimates 90% of the world's current data has been created in the last two years alone. Not all of this is relevant to every business, but a surprising amount is. In 2012, researchers publishing in the *MIT Sloan Management Review* calculated that total company data had multiplied by 1,000 times in the previous decade and that most corporations saw their data volume grow by 35% to 50% annually. Moreover, external data—whether trends revealed on social media, census data or, indeed, even weather forecasts—can reveal important insights when combined with data collected internally.

Todd Hale, senior vice president and global CIO at Office Depot, an office products and services provider, says that with today's analytics, “you are really shifting away from traditional report development into more of a data scientist role, where you understand the types of data available not just internally, but externally, and how to combine different data sets to answer questions that you couldn't before.”

Retail is an industry that generates massive amounts of information and one which

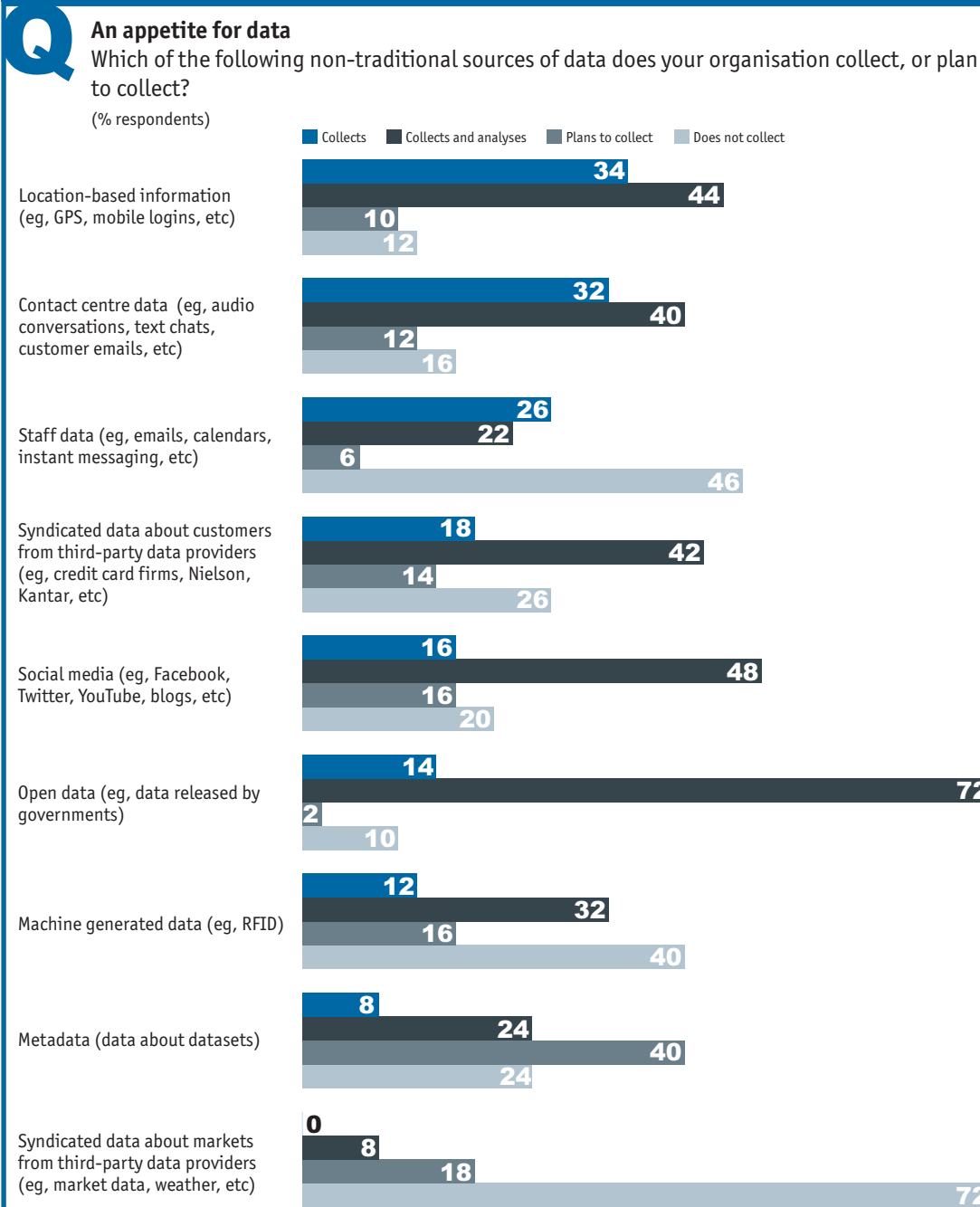
recognises the possibilities and challenges arising from this vast amount of data. A survey of 50 industry CXOs from North America and Europe conducted for this report demonstrates this in detail. A majority of respondents indicate that their businesses collect, or plan to collect, a wide range of non-traditional data and face the challenge of interpreting it.

Andrew Ware, CFO of Karen Millen, a UK-headquartered fashion retailer, says that retail is “the classic business for data. We can analyse anything you like, in any direction, at any time.” The question, he adds, though, is “what does that really tell you?”

Indeed, according to the survey, by a substantial margin the biggest single barrier to making effective use of data is figuring out what is useful amid the overload—a problem cited by half of respondents. Moreover, only 46% are confident that their firm's analytical abilities are keeping up with data volumes. As Figure 1 shows, even the data being collected is not necessarily used: 78% gather location-based data, for example, but only 44% analyse it.

Richard Baker, a retail industry veteran who is chairman of DFS, a UK furniture retailer, and also chairman EMEA at Aimia, a company which runs retailer loyalty card programmes, explains the challenge facing retail companies: “Data collection is now relatively easy in all different forms, but data is arriving in such a tsunami it's hard to really make sense of it other than at a very common-sense level.”

Figure 1



Source: The Economist Intelligence Unit survey.

Too few companies feel that they have the answer. Indeed, some 32% of respondents are concerned over whether using large volumes of data would genuinely help improve decisions—the second-biggest potential barrier to making effective use of big data (tied with legal issues,

cited by 32%, behind only data overload, cited by 50%). Nevertheless, all respondents say their firms are prioritising data collection, but still only 36% of respondents believe that they have a well-defined policy for analysing the most valuable information and 30% admit that

Figure 2



they are not consistently obtaining value from it. Similarly, only 28% say that they are highly effective at translating new data or types of data into useful insight (Figure 2).

Failure to do so is costly. Among those companies reporting an average increase in earnings before income tax, depreciation, and amortization (EBITDA) of 10% or above over the last three years, 65% say that they have a well-defined data policy, compared to just 17% for those with lower growth. As for translating data into insight, the similar figures are 50% and 13%. The results should be interpreted with caution given

the sample size—and the fact that correlation does not prove causation—but it is no surprise that more profitable retailers tend to be more advanced in their use of data.

Mr Baker believes that “retailers can now largely be segmented into ‘haves’—the people who know their customers by name, address and what they’re buying and not buying from them—and ‘have nots’ who simply know what they’re selling in aggregate but don’t know whom they’re selling it to. It doesn’t take too much thought to realise that those who know a little bit more can do whatever they’re doing much more efficiently.”

“It doesn’t take too much thought to realise that those who know a little bit more can do whatever they’re doing much more efficiently.”

Richard Baker, Chairman EMEA, Aimia



## 2

## The customer: An experience without a relationship ?

“Retailers are understandably preoccupied with the customer, the customer experience and how to drive sales out of that customer base in a sustained way,” says Karen Millen CFO Andrew Ware. “Customers determine whether you are here tomorrow.” Accordingly the sector’s use of

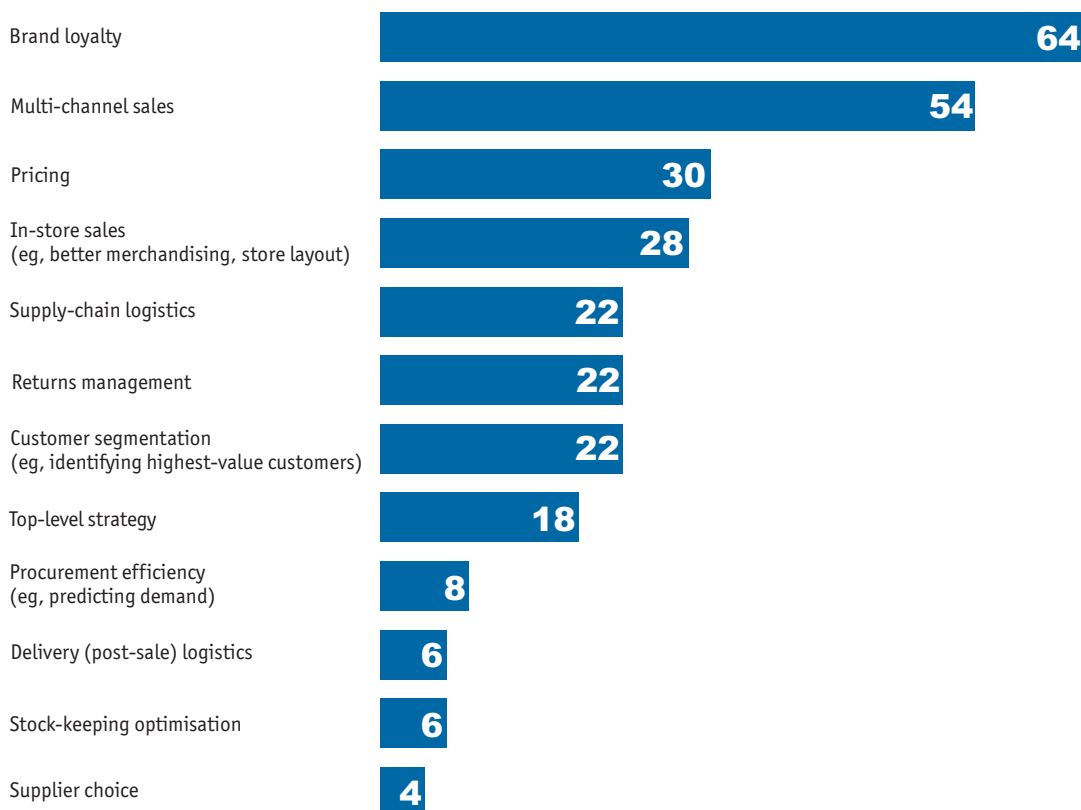
big data frequently zeroes in on customers and sales. The survey results reflect this. In recent years, retailers have been diverting most of their data analysis spending to marketing; 46% of respondents put this among their top three areas of focus. Moreover, 58% of respondent companies

Figure 3

**Strategic gains from big data**

In your business, in which of the following areas do you see big data analytics yielding the biggest gains? Select the top three.

(% respondents)



Source: The Economist Intelligence Unit survey.

report that the maturity of their analytics capabilities in marketing are much better than average—among the highest figures for any function.

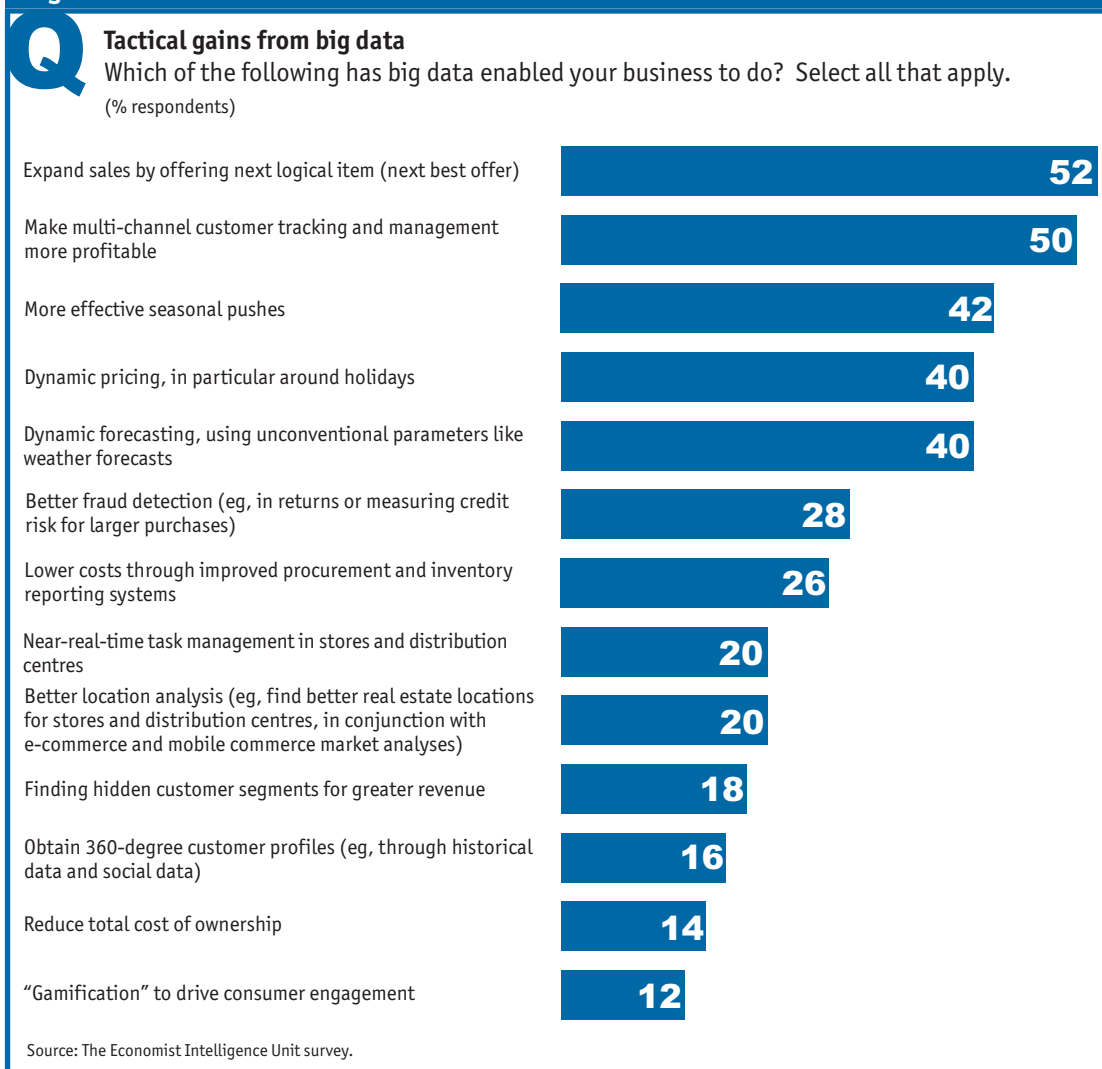
These efforts have already yielded fruit: 64% of respondents report increased brand loyalty as a general gain from data analysis (Figure 3) and—when given a list of specific benefits—52% say big data has enabled them to expand their sales by offering the next logical item (Figure 4). For both questions, these are the top answers. Looking ahead, marketing remains one of the most likely projected areas of spend (cited by 40%). This is consistent with a recent Gartner survey that

said 55% of companies globally were addressing customer experience as part of their big data efforts.<sup>1</sup>

Yet, survey respondents remain uncertain that they are getting all that data analysis has to offer. Only 30% are confident that big data is delivering the sales increases that they had hoped for; most (52%) simply are not sure.

The problem may well be that retailers' analytics historically have focused too much on sales and not enough on the customer. The ability to identify customers is still relatively new, with most retailers making effective use of loyalty

**Figure 4**



<sup>1</sup>"Gartner Survey Reveals That 64 Percent of Organizations Have Invested or Plan to Invest in Big Data in 2013", Press Release, September 2013

programmes only in the past decade or so. Despite the frequent reports around the use of big data to personalise the consumer experience, just 20% of respondents say that their firms have made customer relationship management a priority and only 38% believe that their capabilities here are of above average maturity. As a result only 16% believe that data analysis has yielded a 360-degree view of the customer.


Going further has obvious advantages. As Mr Ware notes, “the more we know about our customers—the way they shop and when, their preferred methods of communication, their buying patterns and habits—the more that allows us to tailor our client proposition.” Karen Millen is accordingly attempting to use its data analysis to create something akin to an international customer relationship management programme to understand their customers globally. He believes that this will be “very hard to do but could add huge value to our strategic direction.”

For Mr Baker, one obvious thing very few companies are doing in this regard holds great potential. “Not much progress has been made in joining up different data sets that could give very valuable information to produce a 3D rather than a 1D or a 2D view. The more you can cross reference data the sharper the picture and therefore the smarter offers you can provide.”

Although privacy issues limit the ability to do this to some extent, consumers might well accept it, should it prove its worth in improving their shopping experience.

Indeed, Mr Baker speculates that such information could allow retail to find its future by going back to its past. “The origin of loyalty programmes,” he says, “was a shopkeeper behind a counter seeing customers personally day in and day out and so he got to know what they bought at a personal level.” This allowed retailers to offer a service that made the experience of shopping pleasurable. With more commerce taking place online, he believes, retailers will need to rethink the purpose of the physical store—whether it should follow the current trajectory of becoming increasingly inanimate or whether companies should use data to recreate the personalised experience of visiting the high-street store 50 years ago.

Nobody is there yet, and many respondents are even unsure if customers want a closer relationship: 72% cannot answer whether further personalisation would alienate clients. Nevertheless, some efforts are headed in that direction [see case study]. Companies that rely on marketing without enhancing the customer relationship and experience risk being left behind.



## Case study: Technology tailoring the customer experience

Todd Hale, senior vice president and global CIO at Office Depot, an office products and services provider, believes that using real-time analytics to enhance the consumer shopping experience both online and in-store is a huge opportunity for driving up sales.

Data technology advances are changing post-event marketing practices, such as product recommendations and tailored offers, into live functions able to engage individual customers as they shop, says Mr Hale. He adds that Office Depot's aim is a system that can capture and process data quickly enough—even information such as where a consumer's mouse hovers on a web site—to tailor the online shopping experience for each user. Meanwhile, Office Depot is using smartphone technology to translate this personalised customer experience into its retail stores. If customers

use a company-developed mobile application to opt in, it can detect their proximity to a store and be responsive to their presence inside.

"The real opportunity is what do I do," says Mr Hale. "What's my communication, what's my messaging with that customer when they are in my store? It could be a generic offer, a very personalised offer, or a message to internal associates to let them know they have an important customer in the store and they should go and interact with them."

This holds potentially huge value for the business. Mr Hale says the challenge is to ensure concepts are proven before investing in new technologies and then to have a clear idea of the data analysis skills needed for implementation.

## 3

## Omni-channel commerce: More than just making purchasing convenient

One element of using data analysis to build better customer relationships is the knowledge it gives of how customers wish to interact with a retailer. Multiple sales channels are the norm in retail. Among our respondents, 96% have physical outlets. At the same time, though, 78% are on the Internet, either through their own web stores (72%) or through third-party sellers. Mobile has also become commonplace: nearly half (48%) of respondents report that they have Internet sites optimised for mobile and a majority of this group also have app-based channels. Moreover, almost two-thirds of respondents (64%) rate the maturity of their data-analysis capabilities in this function as better than average.

A major benefit of data analysis is to make easier the coordination of these efforts. Over half of respondents say that big data has brought gains in multi-channel sales (54%) and made multi-channel customer tracking and management more profitable (52%).

These gains, however, are not coming without pain. Thirty-eight per cent of respondents agree that managing differing pricing and margin strategies over varying channels is a major headache for their businesses. Only 10% disagree. More striking, just 38% say that they have integrated their online and offline sales targets and budgets to reflect how customers now shop in a multi-channel world. Failure to develop a comprehensive, omni-channel capability is costing too many companies money. Edgell Knowledge Network, a retail research network, has found that retailers themselves

estimate that a lack of cross-channel capability dampens sales by 4.5%.

Once again, the real benefits of omni-channel come from the capacity it provides to deepen the customer relationship. Increasingly, it is not simply about providing a range of possible ways to buy, but about having coherent interaction with the same individual across all those channels so as to encourage purchasing and brand loyalty—omni-channel communication rather than just commerce.

This is also leading to greater interaction between channels and, in particular, an increase in the use of social media. Nordstrom, the American fashion retailer, for example, released its latest fashion catalogue on Pinterest and is placing signs in all of its large brick and mortar stores highlighting items that were on that site. Toys “R” Us, meanwhile, has its own YouTube channel. These online messages often push customers back to physical stores, but the connection could just as easily go from such outlets to online. As Mr Ware says for Karen Millen: “Ultimately a sale is a sale and we don’t mind which route it comes down.”

The communication is not one way either. Social media in particular is allowing customers themselves to develop any number of links with retailers, including becoming their advocates to friends and online readers [see case study]. Omni-channel, then, is as much about building relationships with customers through the media they prefer as providing a range of purchase options.

**“Ultimately a sale is a sale and we don’t mind which route it comes down.”**

*Andrew Ware, CFO,  
Karen Millen*

## Case study: Karen Millen uses omni-channel to develop brand advocates

Andrew Ware, CFO of Karen Millen, a UK-based fashion house, says his company is proud of having been at the forefront of omni-channel development. One of the most important aspects of success in this field, he adds, is making use of knowledge about preferred channels to build up a relationship with customers. "We will channel our communications with customers in a way that supports their buying habits effectively. If they use mobile, we will communicate by mobile. If you are the client, you get to feel that we are communicating with you in a way that you like to communicate with us," he explains.

Mr Ware adds that one of his company's most innovative use of data analysis builds on this segmented communication. The business tries to keep in regular contact with what it calls its "key loyalists" in ways tailored to their preferences. This could take the form of an

email or a simple text, the content of which is highly specific to the individual. One of the goals is to increase sales but it goes further. "We try to find ways for them to advocate our brand externally using social media. That for us is quite important because we are a small company that trades internationally."

The impact of such efforts is hard to overstate. A 2011 EIU survey found that, when making major purchasing decisions, consumers were most likely to trust family and friends for advice (61%). The next most trustworthy source of information was the wisdom of the crowd (51%). Brand advocates shape that wisdom: the research firm Marketing Charts has found that they are 50% more likely than other consumers to influence a purchase. Effective omni-channel interaction, then, has the potential to turn the clients it satisfies into a powerful driver of new business.

## 4

## Regulatory compliance: A major challenge that can build customer loyalty

As they sort through mountains of information looking for insight, legal restrictions are a major concern for retailers. Data protection laws are equally cited with sheer volume as the second biggest impediment to making effective use of large amounts of data in strategic planning and decision making in general (cited by 32%).

Predictably, this is an even bigger issue for customer data in particular. Two-thirds of respondents say that they have increased the amount of information that they hold on individual customers in the past year. The biggest difficulty that this group has experienced in managing and using such information is regulatory: 64% of them cite legal problems with data collection as a leading barrier in this area. Those not collecting more such data have been facing the same problem, with legal restrictions on gathering customer information the most commonly given reason for their relative inactivity (59%).

In the context of the ongoing, frequently contentious, debate over the European Union's new General Data Protection Regulation, the issue has particular resonance with European respondents. Forty-five percent of respondents from that continent cite existing data protection laws as a leading barrier to use of large volumes of data in strategic planning and 85% say that they have in the last year been either a leading barrier to the collection of more customer data or the reason for not doing so. That said, it is no small issue in North America. In both regions, the number saying that data privacy regulation is the

biggest of any impediments to collecting more customer data is very close to the survey average.

For Mr Ware, regulation is inevitable. Rather than letting it be a barrier, he advises that companies "turn compliance into an opportunity. Smart business people work out a good way to work with it that makes customers feel that they're getting something more." Mr Baker even sees going the extra mile on privacy as a way for businesses to differentiate themselves with the public. "Far-sighted and responsible companies," he says, "are waking up to the fact that customers know that their data is being collected and know that they need to give the customer access to and transparency on the data that is being held on them."

Mr Baker expects regulation to move in that direction but notes that, if companies make sure that they are using customer information in a way that genuinely benefits their clients, they are very likely to satisfy most current and future regulation as well as helping the business. "Customers get fed up with receiving unsolicited direct marketing of no relevance. Having to trash real mail or email is very irritating. But, much more targeted offers that are genuinely things you might be interested in buying and offering you discounts—that is a plus for the customer," he adds.

The opportunity is certainly there. Customers' concerns about the security of their own data are currently a far smaller impediment to gathering more consumer data: only 15% of respondents

cite this as an issue. Companies need to repay this trust by making customers glad the data being collected is well analysed and used.





## 5

## Looking beyond the customer: Corporate strategy and store operations the next big things for data?

Retailers, as noted above, have an understandable customer focus. Nevertheless, failure to apply data analysis to other areas would be a mistake. Mr Hale sees “a misconception that big data is really just about understanding the consumer and customer behaviour.” Office

Depot, he says, also has lots of internal data that, historically, it hadn’t been able to use but which now it could thanks to advances in technology.

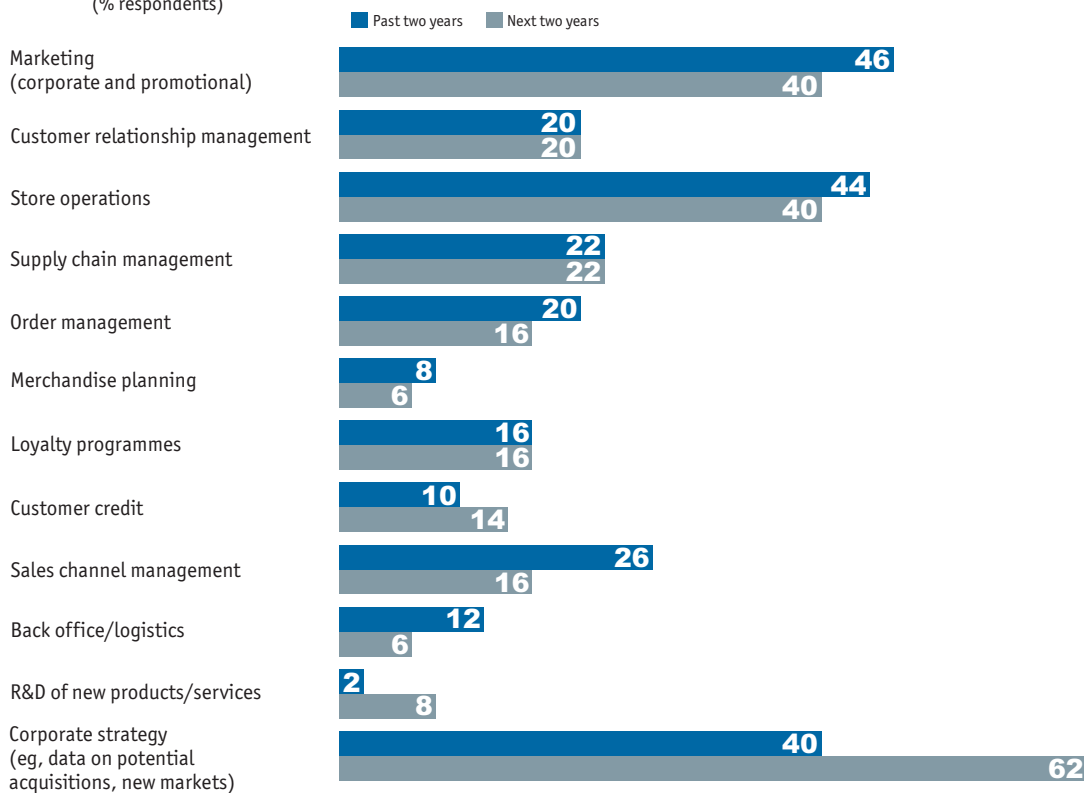
Accordingly, some retailers are experimenting with data analysis in a far wider range of fields.

Figure 5

**Changing priorities**

Which of the following business functions and processes have been the highest priorities for investment in data analysis over the past two years, and will be the focus in the next two? Pick the top three.

(% respondents)



Source: The Economist Intelligence Unit survey.

WalmartLabs, for example, Walmart's own in-house technology accelerator and incubator, recently acquired Inkiru, a start-up specialising in the use of predictive analytics for supply chains. British supermarkets Sainsburys and Tesco, meanwhile, have for some time integrated weather forecasts into their demand forecasts. Mr Hale expects that at Office Depot, "as we progress with some of the proof of concepts that we are doing, other parts of the organisation [than marketing] will start to see the value that's there."

The survey indicates that the biggest expansion in the use of big data will be in the field of corporate strategy. For the past two years, this has been just as common a priority for retailers in using big data as store operations (both cited by 40% of respondents) and a less frequent focus than marketing (Figure 5). In the next two years, however, it is set to take the lead, with 62% expecting to see relevant investment in data analysis to support strategy at their firms.

Meanwhile, some 40% intend to invest in data analysis for store operations—which may encompass issues as diverse as workforce

management optimisation, product displays and merchandising. Again, this makes sound financial sense: 70% of respondents have already seen financial benefits from investing in this area. The potential for innovative new uses of the data is also substantial. Brookshire Brothers, a Texas and Louisiana-based supermarket chain, for example, is already using sensors to collect data from refrigeration, lighting and heating systems in order to better maintain food quality and reduce wastage. Now it is beginning to employ that data to predict equipment failures and to schedule preventative maintenance accordingly.

The reasons are easy to fathom: 78% of all respondents' businesses have seen a positive economic return from investment in data analysis for the strategy area, the highest figure for any function or process. Not surprisingly, the companies doing best financially—those with EBITDA growth of 10% or more over the past three years—have been more likely to invest here: half have done so, compared to just a third of the rest of the survey. As Mr Baker notes, "Leading companies are using data to run their whole business thinking, not just promotional activities."

“Leading companies are using data to run their whole business thinking, not just promotional activities.”

*Richard Baker, Chairman  
EMEA, Aimia*

## 6

## Conclusion

Data has reshaped how leading retailers operate. Mr Baker's "haves" are now, in his words, "genuinely looking at their business through a customer lens, not through a product lens."

As this study shows, however, while most companies are deriving some benefits from more data analysis, only a minority believe they are using it to the full. Too many remain focused on marketing and relatively simple customer analytics. These are important and yield higher sales as well as better brand loyalty. Many survey respondents are also sure data can drive gains in pricing, store operations and supply-chain optimisation (Figure 3).

Even in these specific, restricted areas, however, retailers think that they could benefit further. To do so, they need to make big data part of understanding their customers in greater depth and then use this knowledge not just to sell more but to develop even deeper relationships.

Leading companies are doing this in any number of ways, including:

- Using data to obtain a 3D view of the customer that allows companies to personalise the customer experience;

- Making omni-channel commerce an element of coherent cross-channel communication that both increases sales and allows further deepening of the customer relationship;

- Treating customer data in a way that will make consumers happy they provided it, which has the added benefit of helping with regulatory compliance.

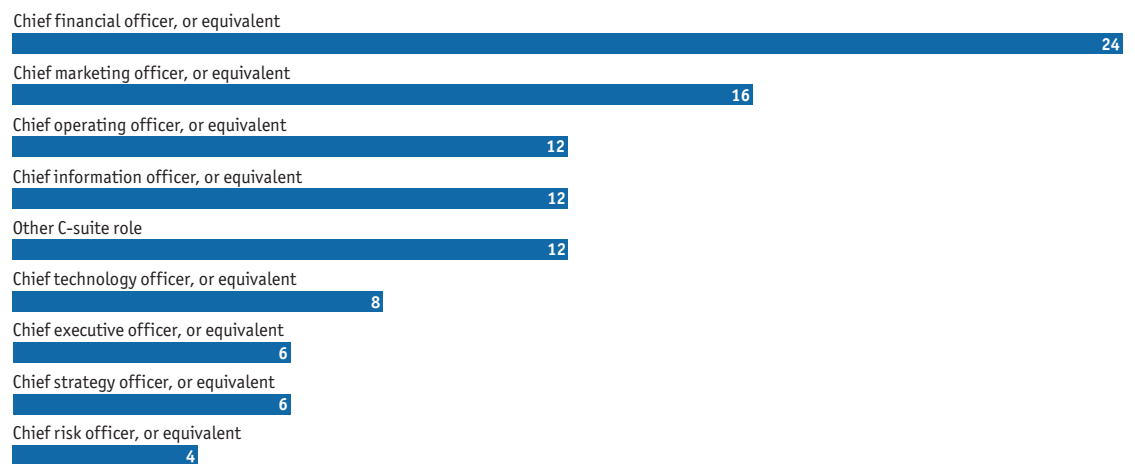
Data analysis, though, is not just about finding the best way to interact with customers. Leading firms are also looking at ways to apply data analysis throughout the company in order to improve efficiency and decision-making. In particular, corporate strategy is already being reshaped by the use of data analysis. In the near future, this change will only accelerate.

Not everyone will do this well, but those who can harness the potential of big data are already filling their sails and racing ahead. The rest risk being left far behind in the storm.

## Appendix: Survey results

Note: Percentages may not total 100 due to rounding or the ability of respondents to choose multiple responses

### Which of the following best describes your job title? (% respondents)

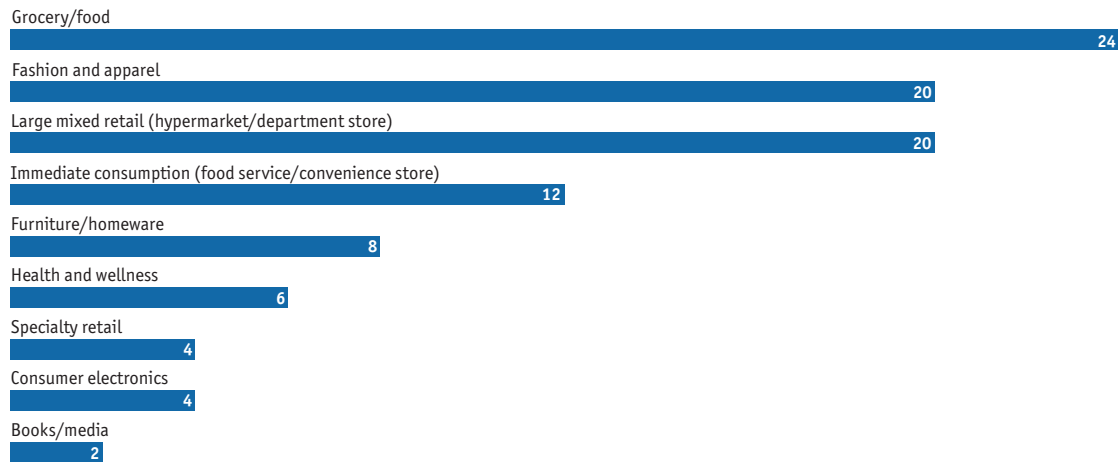


### In which region are you located? (% respondents)



**Which of the following best describes your principal line of retail business?**

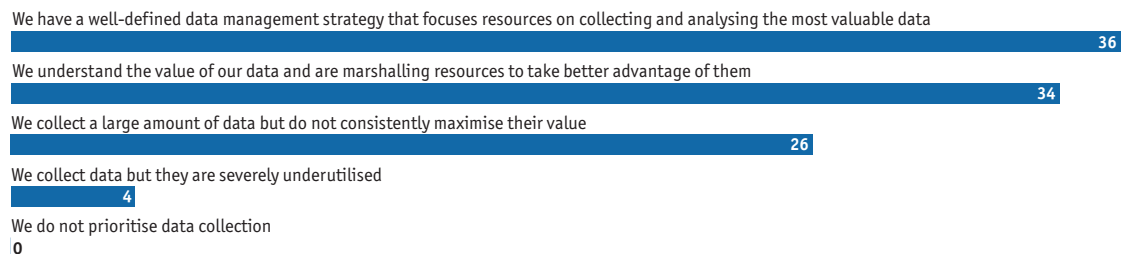
(% respondents)

**How has your company performed, in terms of average EBITDA, over the past three financial years?**

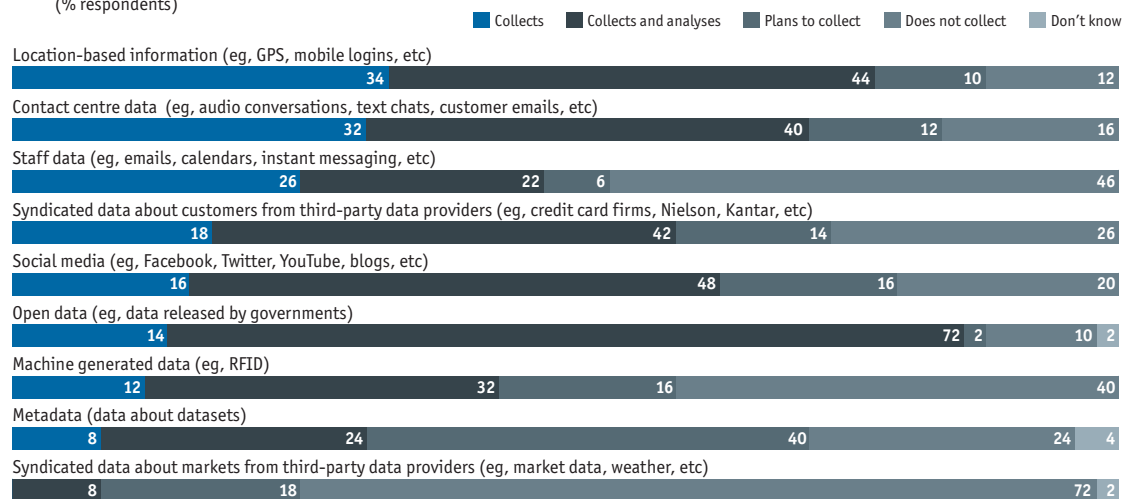
(% respondents)



**1. Which of the following statements best describes your organisation's approach to data management?**  
(% respondents)



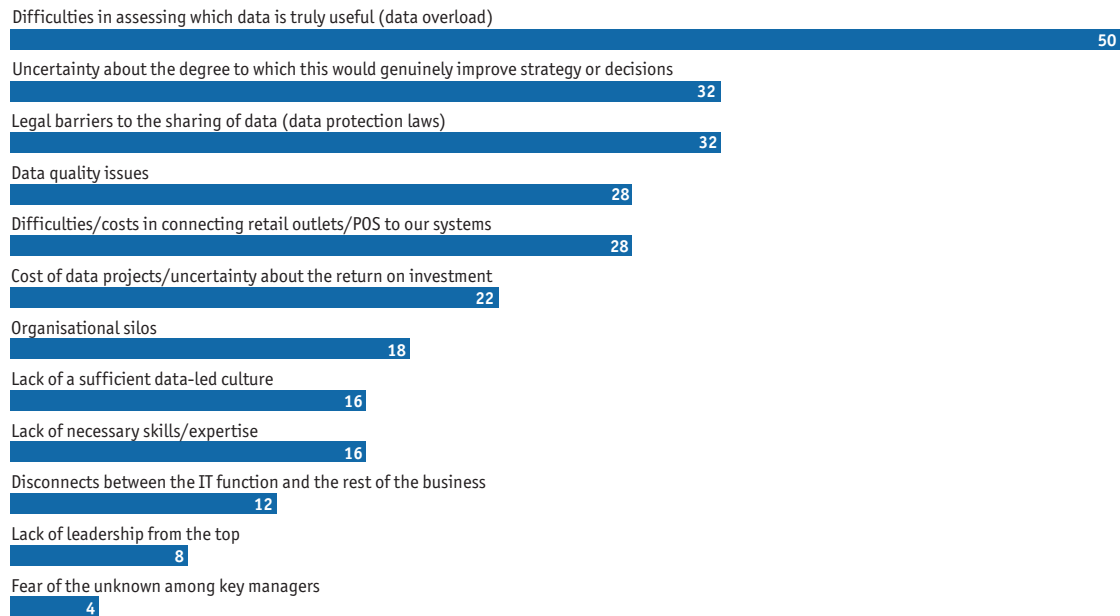
**2. Which of the following non-traditional sources of data does your organisation collect, or plan to collect?**  
Select all that apply.  
(% respondents)



**3. To what extent would you say that your organisation has been effective at translating any new data sources, or types of data, into useful and insightful information to drive changes of strategy or new strategies?**  
(% respondents)

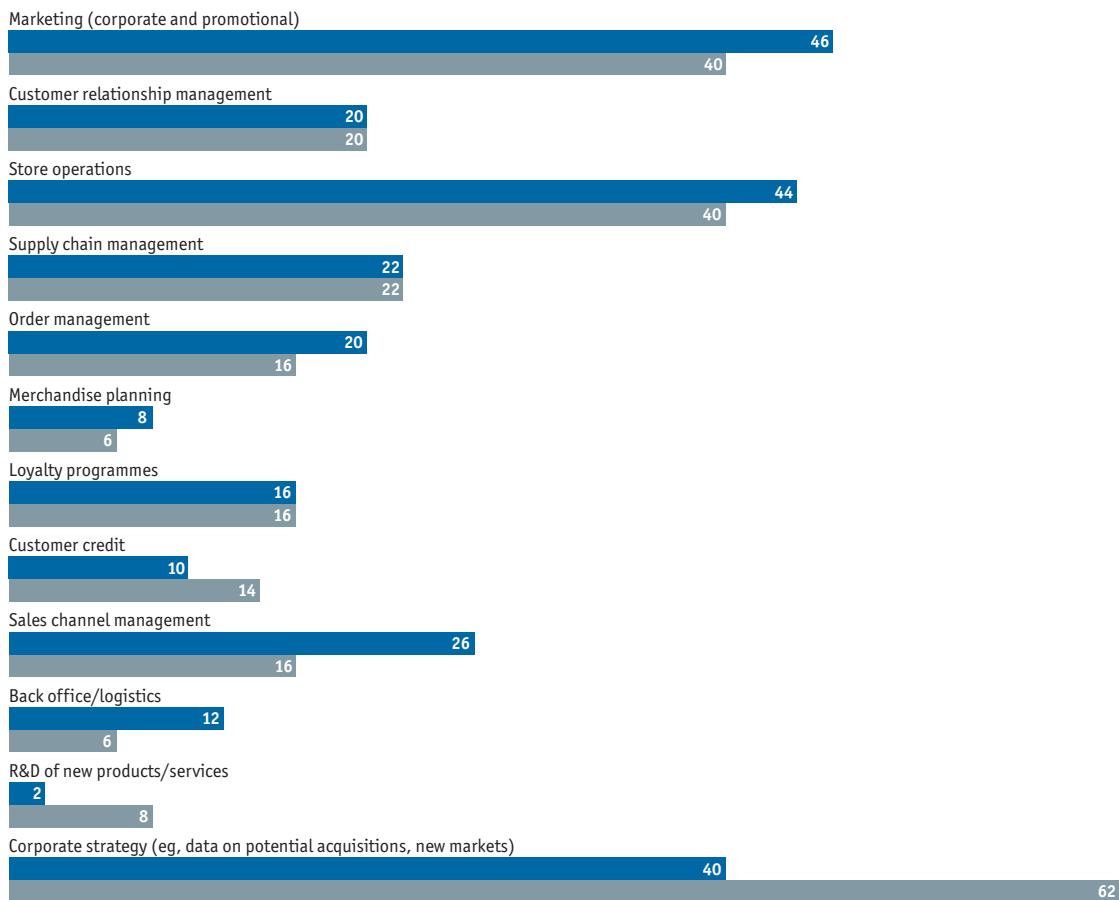


**4. What do you see as the biggest barriers to making effective use of larger volumes of data within your strategy planning or strategic decision-making? Select up to three.**  
(% respondents)



5. Which of the following business functions and processes have been the highest priorities for investment in data analysis over the past two years, and will be the focus in the next two? Pick the top three in each column.  
(% respondents)

■ Past two years ■ Next two years



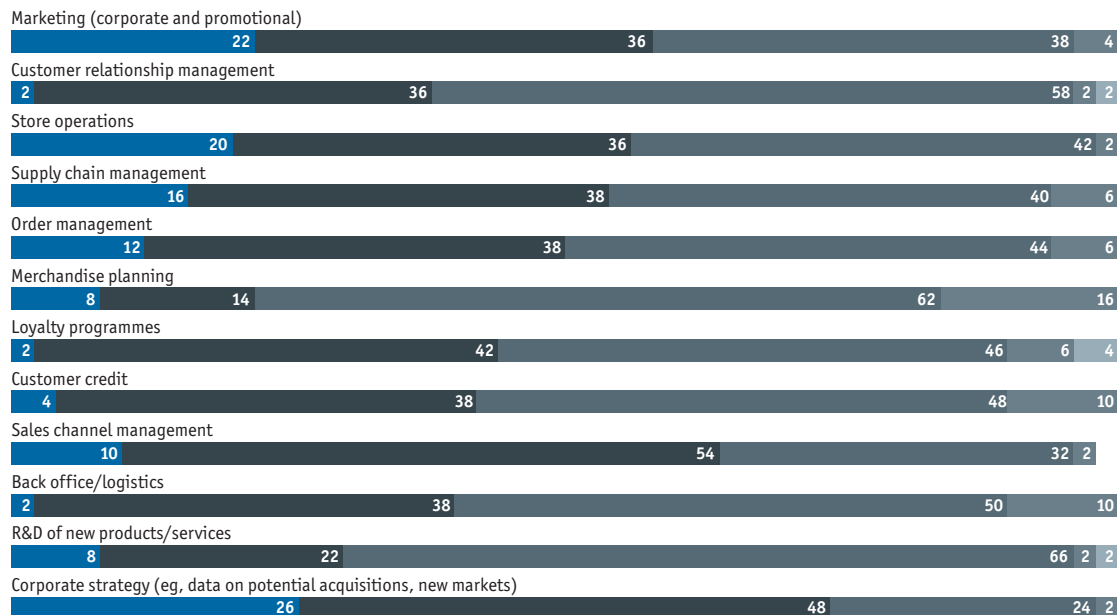


**6. Currently, how mature would you say your data analysis capabilities are in the following functions and processes?**

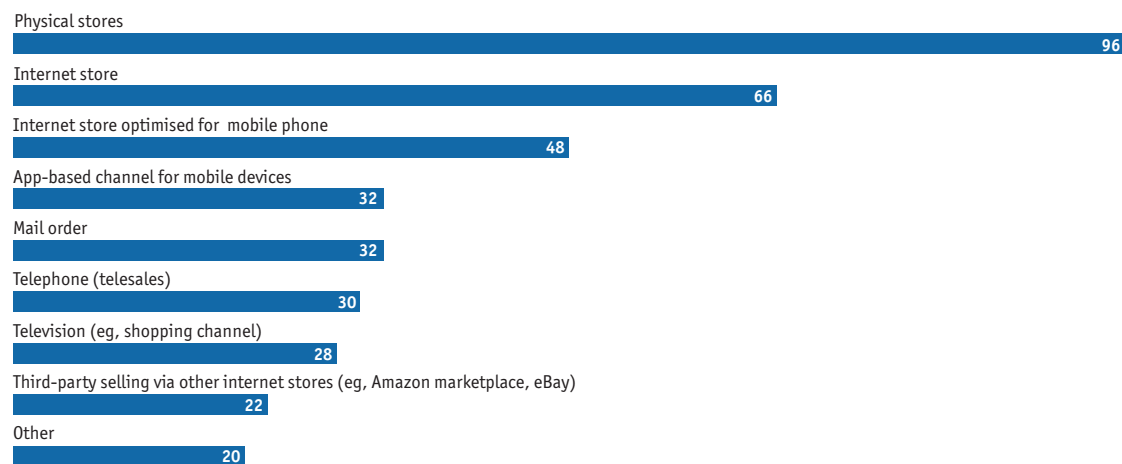
Rate on a scale from 1 to 5, where 1=Much better than average, 3=Average and 5=Much worse than average.

(% respondents)

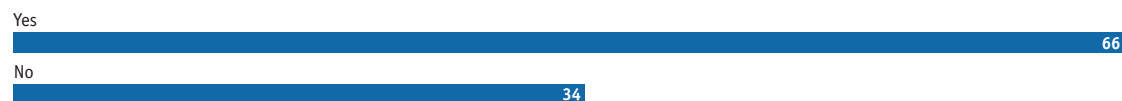
■ Much better than average 1 ■ Somewhat better than average 2 ■ Average 3 ■ Somewhat worse than average 4 ■ Much worse than average 5

**7. Which sales channels do you use? Select all that apply.**

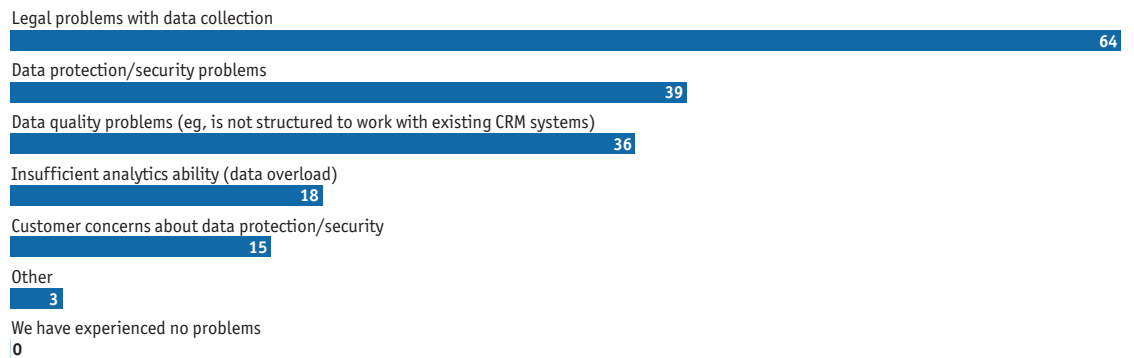
(% respondents)

**8. Over the past year have you significantly increased the amount of information you hold about individual customers?**

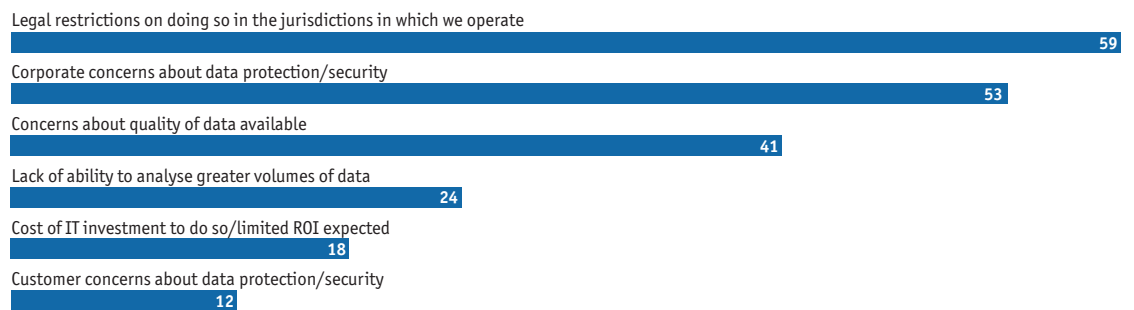
(% respondents)



**8a. What problems have you experienced in managing greater volumes of data?** Select all that apply.  
(% respondents)



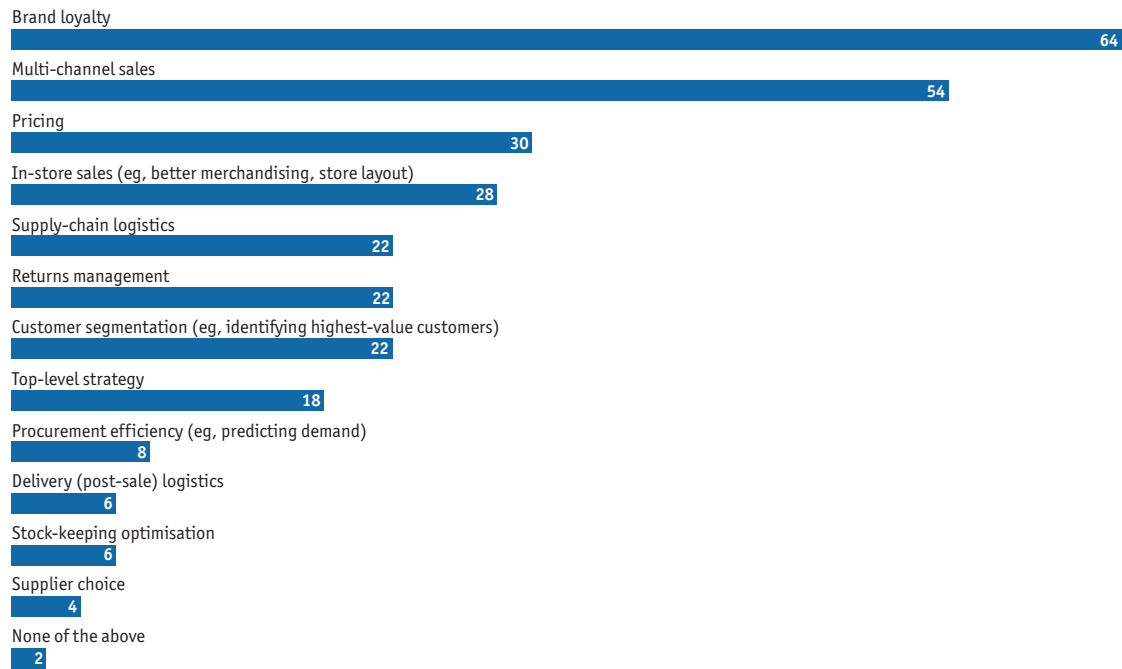
**8b. What are the main reasons preventing your organisation from managing greater volumes of customer data?** Select all that apply.  
(% respondents)



**9. In your business, in which of the following areas do you see big data analytics yielding the biggest gains?**

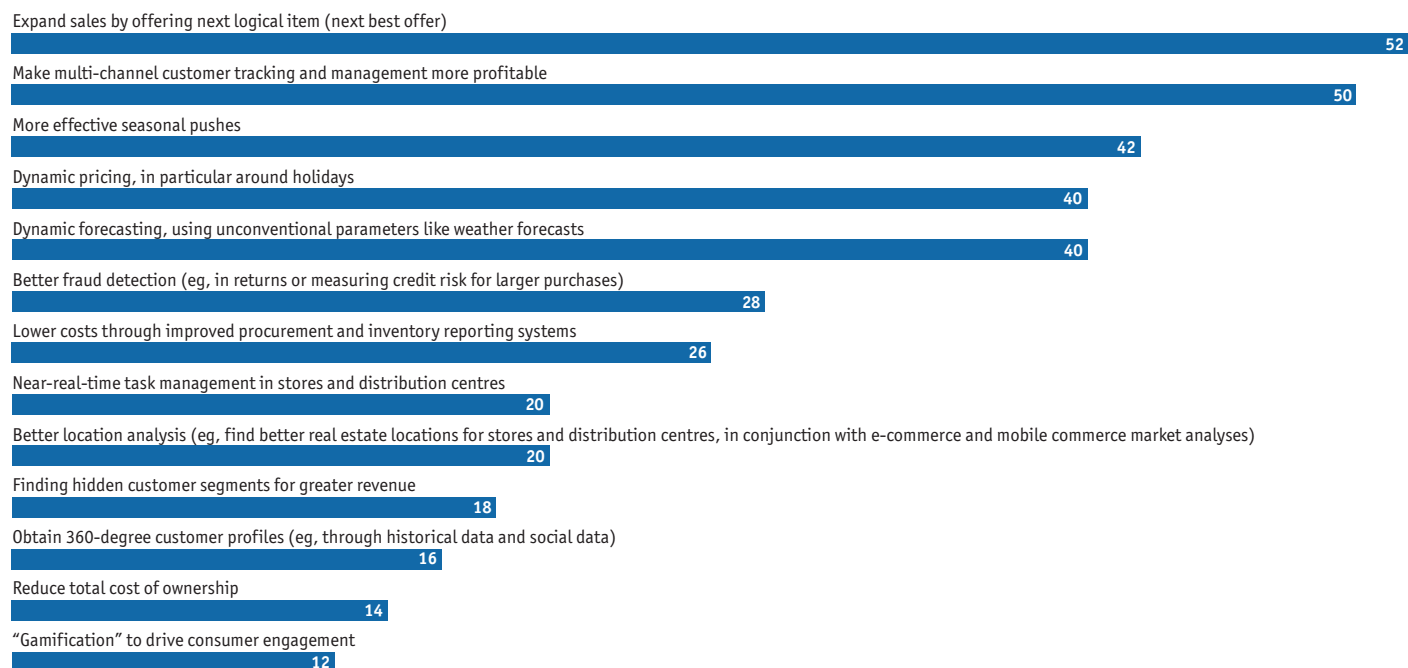
Select the top three.

(% respondents)



**10. Which of the following has big data enabled your business to do? Select all that apply.**

(% respondents)



**11. To what extent have insights from big data delivered a positive financial impact (eg, cost savings or revenue gains) in the following areas? Please select an estimated range.**

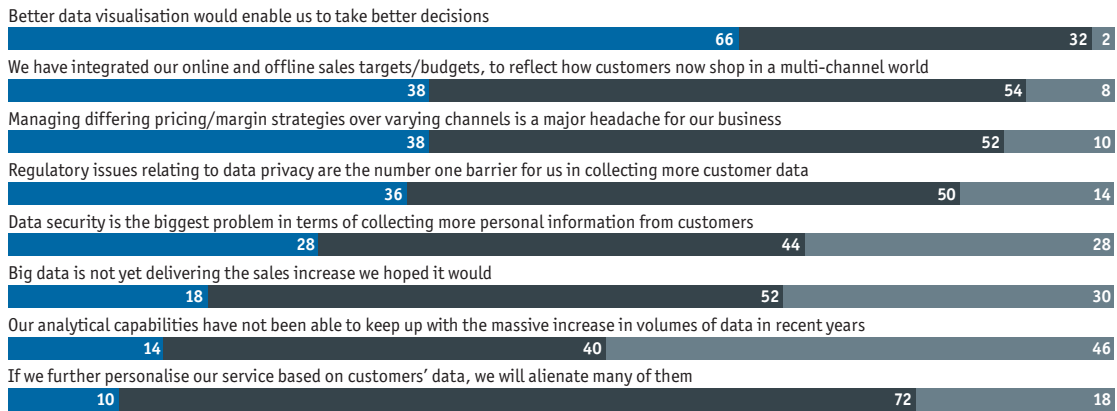
(% respondents)

Loss No impact Up to 10% savings/gain 11-25% savings/gain 26-50% savings/gain More than 50% savings/gain Don't know



**12. Do you agree or disagree with the following statements?**

(% respondents)

■ Agree   
 ■ Neutral/no opinion   
 ■ Disagree




While every effort has been taken to verify the accuracy of this information, The Economist Intelligence Unit Ltd. cannot accept any responsibility or liability for reliance by any person on this report or any of the information, opinions or conclusions set out in this report.

## **This report was commissioned by Wipro**

### **About Wipro Ltd.**

Wipro Ltd. (NYSE:WIT) is a leading Information Technology, Consulting and Outsourcing company that delivers solutions to enable its clients do business better. Wipro delivers winning business outcomes through its deep industry experience and a 360 degree view of “Business through Technology”—helping clients create successful and adaptive businesses. A company recognized globally for its comprehensive portfolio of services, a practitioner’s approach to delivering innovation, and an organization wide commitment to sustainability, Wipro has a workforce of 140,000 serving clients across 61 countries. For more information, please visit [www.wipro.com](http://www.wipro.com).

### **About Wipro Retail**

Wipro provides the world’s leading retailers with ways of gaining customer insights, driving growth, powering innovation and achieving operational excellence. As customers interact with retailers across physical, digital and social channels, it is imperative to not only collect behavioural data but to accurately identify individuals in all touch-points of the channel, and to generate a holistic view of the customer and their circle of influence. Through value-driven strategies, Wipro helps retailers do business better by operating seamlessly across channels to create delightful experiences for customers as well as boost margins.

### **About Wipro Council for Industry Research**

Wipro set up the Council for Industry Research, comprising domain and technology experts from the organization, to address the needs of customers. It specifically surveys innovative strategies that will help customers gain competitive advantage in the market. The Council, together with leading academic institutions and industry bodies, studies market trends that provide organizations a better insight into IT and business strategies. For more information, please visit <http://www.wipro.com/insights/>

LONDON

20 Cabot Square

London

E14 4QW

United Kingdom

Tel: (44.20) 7576 8000

Fax: (44.20) 7576 8500

E-mail: [london@eiu.com](mailto:london@eiu.com)

NEW YORK

750 Third Avenue

5th Floor

New York, NY 10017, US

Tel: (1.212) 554 0600

Fax: (1.212) 586 0248

E-mail: [newyork@eiu.com](mailto:newyork@eiu.com)

HONG KONG

6001, Central Plaza

18 Harbour Road

Wanchai

Hong Kong

Tel: (852) 2585 3888

Fax: (852) 2802 7638

E-mail: [hongkong@eiu.com](mailto:hongkong@eiu.com)

GENEVA

Rue de l'Athénée 32

1206 Geneva

Switzerland

Tel: (41) 22 566 2470

Fax: (41) 22 346 9347

E-mail: [geneva@eiu.com](mailto:geneva@eiu.com)