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#HappiestRetail

September 2015

Omnichannel: The Perfect Storm Makes Landfall

A Survey Report of Retailers

Contents

Riding the Perfect Storm of Omnichannel

I am delighted to share with you, our survey findings on the state of Omnichannel retail in the US. It has become fashionable to use words like Omnichannel, Multi-channel, Cross-channel etc., but irrespective of the terminology, the Holy Grail for retailers remains the same - to ensure true continuity of consistent and delightful customer experience. This report aims to provide actionable insights on what many of your peers are planning, as they embark on this journey.

The first thing that jumps out is that 64% of retailers are putting an Omnichannel strategy in place and there seems to be a widespread acknowledgement of Omnichannel as a key strategy lever. Additionally, 38% of retailers enable their customers to engage with their brands across stores, kiosks, the web, mobile, social and call center. The place where retailers need to step up the game, is when it comes to certain foundational capabilities – like single view of customer, products and inventory, which is crucial to delivering a connected and context-aware experience.

Another key point that comes loud and clear is that personalization is becoming a differentiating factor for retailers in their goal to reimagine customer experiences. Analytics and big data programs have been initiated by 60% of respondents, forming the bedrock on which to shape their personalization strategy.

Store continues to be the primary channel for majority of the respondents. Over 60% of retailers have embarked on transforming in-store customer and associate engagement with connected experiences and capabilities. Stores are also on their way to becoming mini-fulfilment hubs.

As customers switch from channel to channel, continuous security and compliance is a must to manage risk, protect data and comply with regulations. It is no surprise that nearly 75% of retailers are investing in threat management, vulnerability and data security solutions and tightening their internal identity and access management solutions.

Finally, Omnichannel transformation has to be driven top down and management buy-in is an absolute must, for its realization at ground level. Communication on unified Omnichannel vision is the cornerstone to success.

We are in the midst of perfect storm of Omnichannel transformation. I encourage you to read this report to find out how your C-suite retail peers are tackling it.

Happy reading.

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Executive Summary

Retailers need to rethink their basics to build foundational capabilities and re-imagine the role of 'Store' when it comes to executing on their Omnichannel Vision.

Omnichannel Retail Survey

Happiest Minds Omnichannel Retailer Survey was intended to throw light on the maturity of Omnichannel strategy adopted by retailers in the US. Through a focused set of questions targeted at mid to large retailers, the survey brought out the adoption of capabilities by retailers for business transformation. Key tenets of this transformation include the ability to provide seamless transactions, create personalized experiences, enable customer retention and retain loyalty across multiple channels such as stores, the web, mobile and social commerce.

The respondents to the survey included executive level decision makers (CXO and VP+) across multiple functions - IT, Marketing, Store Operations, eCommerce and Supply Chain.

Insights and Inferences

1. Very few retailers have a Chief Omnichannel Officer or an equivalent leader to drive their Omnichannel initiatives. An effective Omnichannel strategy should be backed by leadership level commitment and communication for success.
2. Seamless transactions that form the backbone of exceptional customer experience necessitate good execution of cross-channel basics, like 'Buy Online Pick-up In Store', including handling returns well. However, store networks remain largely untapped as possible fulfillment hubs.
3. Connected and personalized experiences entail Omnichannel customer recognition and customer 360 views for the store, marketing, merchandising and contact center associates.
4. Omnichannel loyalty, engagement and retention calls for a change in customer engagement behavior that retailers must build and nurture, incorporating the right KPIs, cross-channel metrics, incentives and tools.
5. The strategic priorities in 2015 for most retailers include
   - Strengthening IT and data security across channels
   - Transforming in-store customer and associate engagements with connected experiences and capabilities (like Extended Aisle, Interactive Kiosks, Digital Sales Advisory Platforms)
   - Flexible and fast fulfillment
   - Customer analytics and insights to drive personalization
   - Revamping of online stores with responsive design for multi-device experience.

Survey Objective, Methodology and Respondent Profile

At Happiest Minds, Omnichannel has been at the forefront of our strategy for retailers. Through this survey, we intended to identify the maturity of Omnichannel strategy and adoption of capabilities by retailers to move up the value chain of Omnichannel enablement.

Key Assessment Areas

The survey assessed retailers on multiple dimensions of Omnichannel maturity including the ability to provide seamless transactions, create personalized experiences, and enable customer retention and loyalty across multiple channels, in a connected manner.

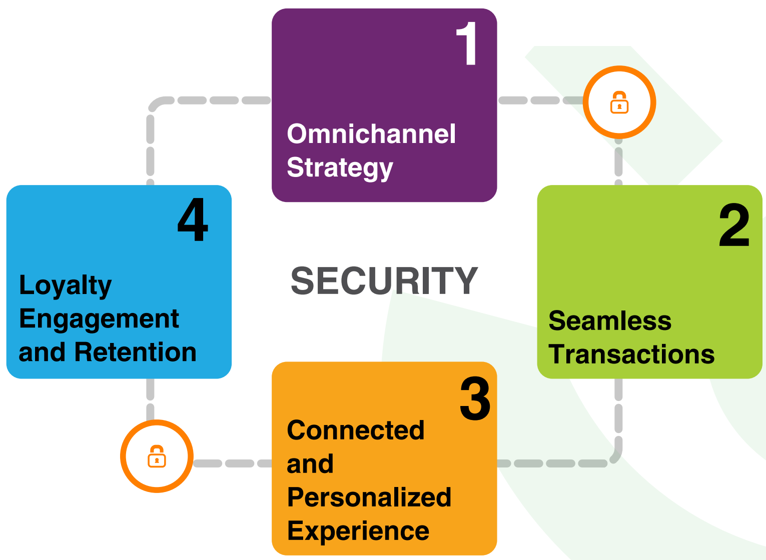


Figure 1 : Key Assessment Areas

Top Strategic Priorities for Retailers over next 3 years

The primary audience of this survey included mid to large retailers (tier 1 and tier 2 retailers) in the US. Through a set of focused questions and interviews with key executives, we collated responses to understand:

- The Omnichannel initiatives being undertaken
- The degree of Omnichannel customer experience retailers are able to deliver
- The extent of technology adoption and attention to fundamental transformational initiatives
- The top IT driven investment priorities
- The continuing impact of digital channels on stores and vice-versa

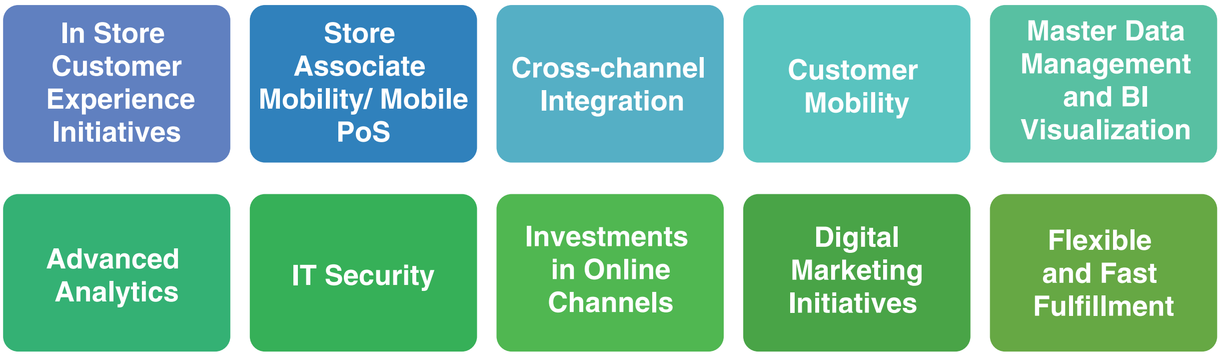


Figure 2: Top Strategic Priorities

Methodology

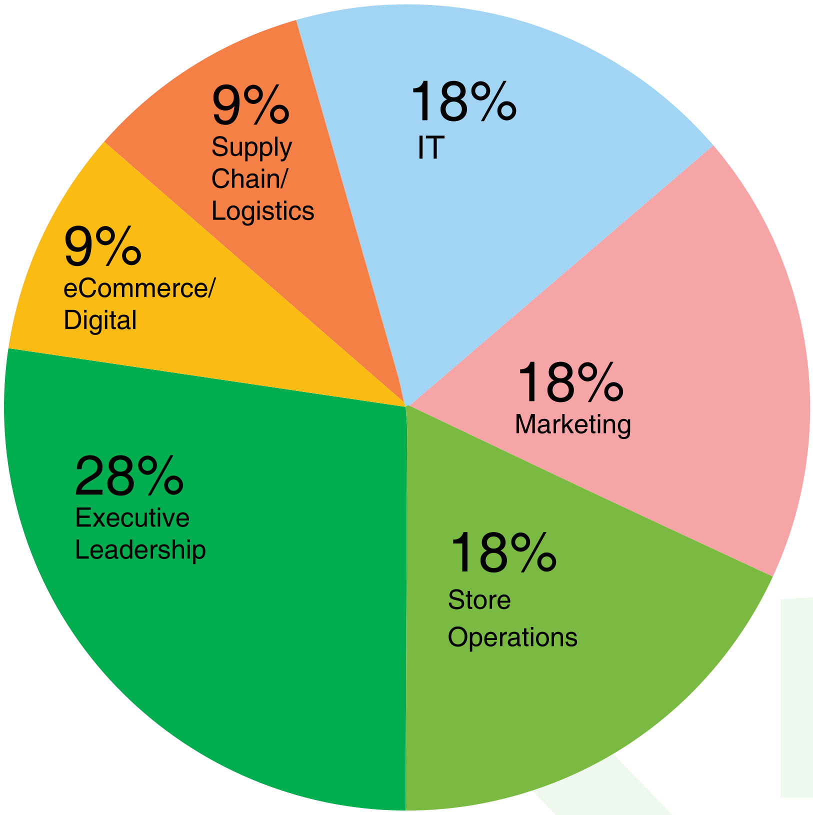
Happiest Minds launched the Omnichannel Retailer Study in the first half of 2015. The data gathering exercise was carried out for a duration of 3 months across diverse retail segments covering multiple channels including brick-and-mortar stores, e-commerce, mobile commerce and social commerce. The 15 minute response gathering exercise showcased 20 questions.

Respondent Profile

The target response audience comprised of retailers across multiple segments like apparel, sports goods, home improvement, beauty, grocery and general merchandise. Over 28% of our survey respondents included CXOs and VP+ leaders from retail organizations, while others hailed from key retail functions like IT, Marketing, Store Operations, Supply Chain/ Logistics and eCommerce/ Digital channels.

The results of this study are representative of the respondent base, and not necessarily the market as a whole.

Figure 3: Respondent Profile



1

Insights and Inferences

1 Omnichannel Strategy Should be Supported with Leadership Level Commitment and Communication.

In today's world, a clearly articulated and mandated Omnichannel strategy and vision forms the foundation for any retailer engaging in more than one channel. Retailers have to commit to this vision through a Chief Omnichannel / Digital Officer and align their IT and business functions to ensure the vision is successful. The strategy further be communicated across all levels of the organization. This will enable every store associate, buyer, vendor and stakeholder to be an Omnichannel evangelist, striving to achieve superior, seamless customer experience.

Omnichannel Strategy and Vision

Our survey results indicate that currently, the ideal state of organization alignment for an Omnichannel enterprise is far from reality.

64% of respondents have a clear Omnichannel strategy and vision. It clearly indicates that Omnichannel has become a central and core theme for most tier 1 and a significant number of tier 2 retailers. They are increasingly moving towards adopting this strategy to jump ahead of competition and ride the wave of consumer-led change.

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Chief Omnichannel Officer Role

15%

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of retailers surveyed have a Chief Omnichannel/ Digital Officer or a dedicated person who can bring together cross-functional business teams and IT sales channels to work towards seamless customer experience and Omnichannel initiatives. This indicates an ongoing struggle on the part of retailers to execute on the Omnichannel vision.

Central IT, Merchandising and Planning Team for Stores and Digital Channels

79%

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of respondents agree that their organization has centrally aligned IT, merchandising and marketing functions. This is a clear indication of growing maturity in organization level readiness for Omnichannel enablement. The adoption of Omnichannel strategy will definitely proceed at an enhanced pace, at least for tier 1 retailers in a couple of years, if not now.

IT Security Core to Omnichannel Strategy

43%

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of retailers have clearly identified IT Security initiatives that are central to their Omnichannel Strategy. As customers switch from channel to channel, retailers are realizing that continuous security and compliance is a must to manage risk, protect data and comply with regulations. Increasingly, CIOs and CSOs are collaborating with business stakeholders, as, a rush to bring in new experiences and technologies can cause security concerns if overlooked. Identity and Access Management, Threat and Vulnerability Management, Application and Device Security, Mobile Security and Data Security solutions are on the radar for many retailers, if not already implemented.

2

Seamless Transactions Necessitate Flawless Execution of Cross-Channel Basics like Buy Online Pick-up In Store, Including Handling Returns well.

Across the typical retail shopping journey, today's customers expect to transcend more than one channel, not just during the research or pre-purchase phase, but also during the core purchase process and even post-purchase processes like returns.

Retailers are expected to provide flexible and faster fulfillment choices by the day. Further, they also need to deliver on the promise of a ‘perfect order’ that includes the fulfillment of the right products, timely delivery, perfect quantity with the right packaging and correct invoice.

Engage With Brand Across Channels

40% of the multi-channel retailers surveyed enable customers to engage with their brands in a true Omnichannel manner.

In-store kiosks that can connect the physical and digital stores with extended aisle and virtual experiences are not completely explored.

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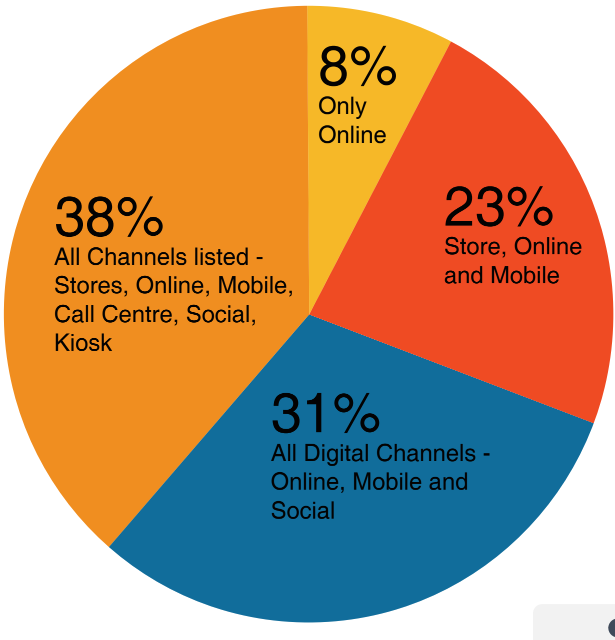

Figure 4: Customer Engagement Channels of Retailers

Fulfillment Choices

81% of Tier 1 and Tier 2 retailers provide home delivery for online orders.

The most popular cross-channel fulfillment options like 'order online - pick-up in store' are being offered by close to 44% of the retailers. However, integration with store specific catalogue and inventory to provide additional options like pick up from store catalogue or ship from store catalogue are being offered only by a few – such as only 25% and close to 19% respectively. True flexibility for customers enabling them to order from online or a different store when facing an 'out of stock' situation in store, is being offered by less than 9% of retailers.

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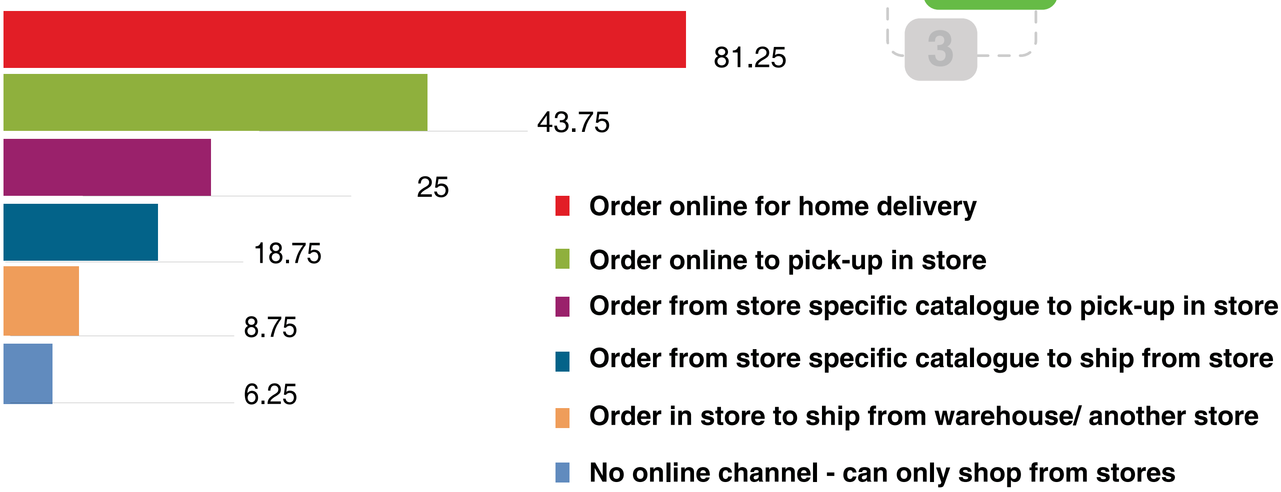

Figure 5: Fulfillment Choices Provided by Retailers

Perfect Order

Perfect order fulfillment is now increasingly adopted by retail supply chain leaders as a key KPI and a measure of their supply chain effectiveness, especially in customer order management scenario. With increased flexibility and agility demanded of the network, the chances of order exceptions and faulty shipments increase. Hence, perfect order helps keep track of the sanity of operations while offering flexibility to customers.

A perfect order is on-time, with right products, in right quantity, with right packaging and invoiced correctly, irrespective of the ordering channel.

70% of retailers surveyed feel that they can confidently deliver perfect orders for their customers. It goes to show that retailers are cautiously and diligently expanding their fulfillment capabilities ensuring that their operational processes can support and scale up with minimal failures.

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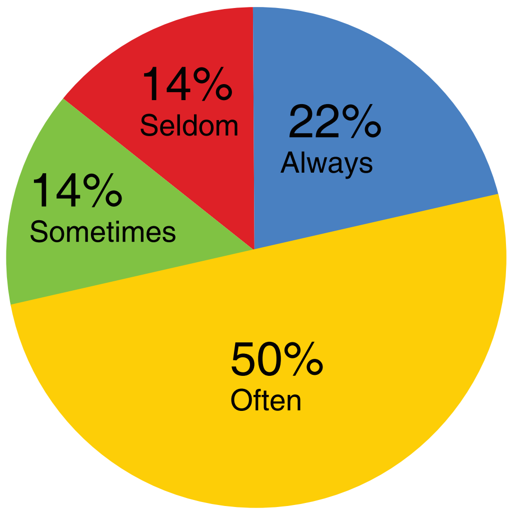

Figure 6: Percentage of Retailers who can Deliver 'Perfect Order'

Seamless Returns

57% of tier 1 and tier 2 retailers surveyed claim to offer seamless returns irrespective of the ordering channel, since this has become a basic expectation from customer. At a policy level, this might be true. However, on ground realities differ when it comes to having the required capabilities to enable the processing of such returns and refunds.

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In multiple cases, we find that systems and checks are not in place to trace back a return
to an online order or to pull up the right price at which the customer was originally offered
a product, especially if it was on a sale. The time taken in such cases for the store/ contact center/ online channel to come to a consensus and process the refund becomes a pain point for the customer.

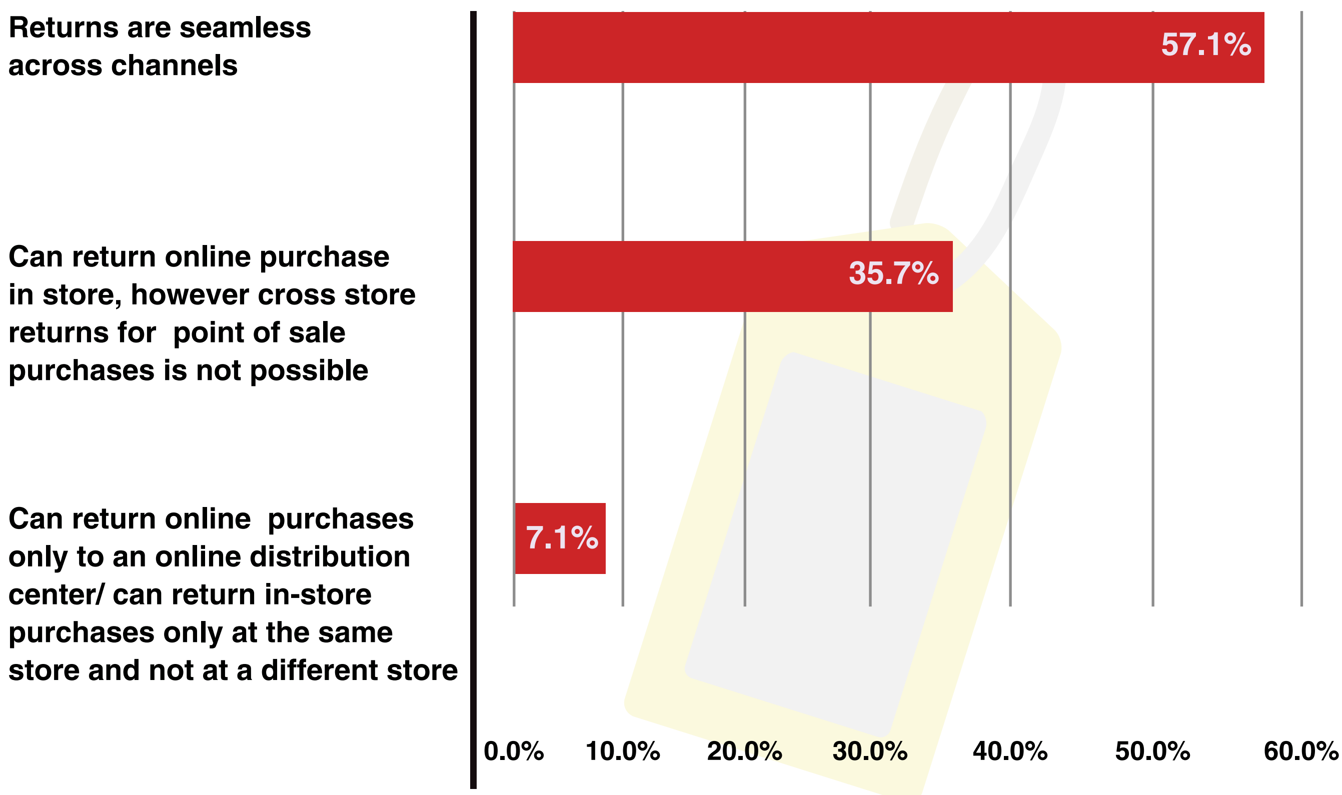

Figure 7: **Percentage of Retailers with 'Seamless Returns' Capability**

3 Connected and Personalized Experiences Entail Omnichannel Customer Recognition and Customer 360 views for Store, Marketing, Merchandising and Contact Center Associates.

Personalization is becoming ‘the edge’ for retailers in an era where consumer loyalty is extremely fickle due to ready access to information and competitor prices.

Contrary to popular belief, customers are willing to share personal data in return for better deals that are personalized and more relevant.

Retailers need strong foundational systems that enable a single view of enterprise entities like customers, products, inventory and orders, to help them offer customized experiences that are meaningful and capable enough to engage customers. Our survey results show that tier 1 and tier 2 retailers are at different stages of maturity in enabling personalization. We find that even tier 1 retailers have a long way to go before they transcend from mass customization to personalization.

Single View of Customers

56%

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of Tier 1 and Tier 2 retailers still do not have 'Customer 360' kind of capability when their customer advocates engage with customers. Customer 360 is key to personalization and enabling connected experiences for marketers, store associates and contact center associates of an Omnichannel retail enterprise.

A real-time view of customer profile, transactions, interactions, engagements and queries with the retail brand is a must-have to sell, service and delight customers at every touchpoint. Connected experiences also stem from being able to recognize a customer and his transaction history, irrespective of which channel he has transacted with the retailer on.

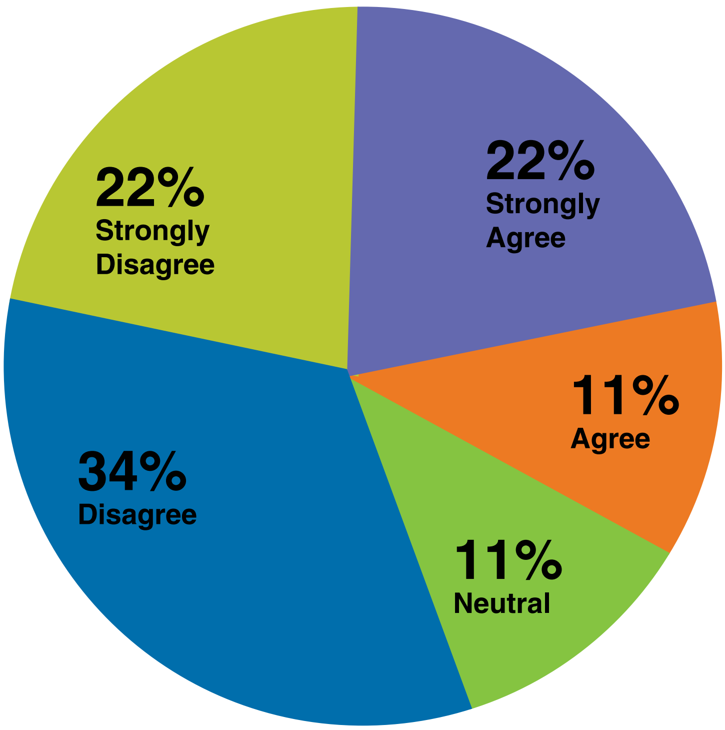

Figure 8: Percentage of Retailers with 'Single View of Customers'

Omnichannel Customer Recognition: Offline Customers Recognized Online

33%

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retailers surveyed agree that today they have the capability to recognize an in-store customer when he/ she is shopping online to offer a personalized and connected shopping experience. This can be driven explicitly by means of collecting identifiable information like email id at the Point of Sale (PoS) counter, or by swipe of loyalty card or implicitly through the usage of retailer mobile app, and thereby recognizing that the same customer was in store and later co-relating to PoS transactions. Some retailers have started offering digital receipts to in-store transactions. Customers can save these e-receipts to their account on mobile devices, thereby building a more comprehensive view of their transactions across channels.

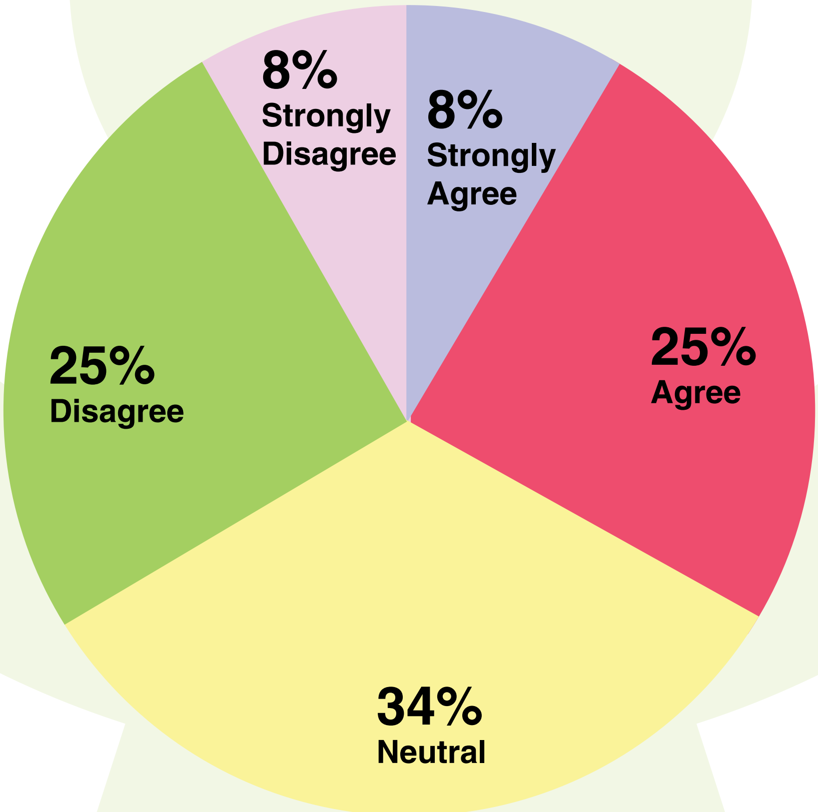
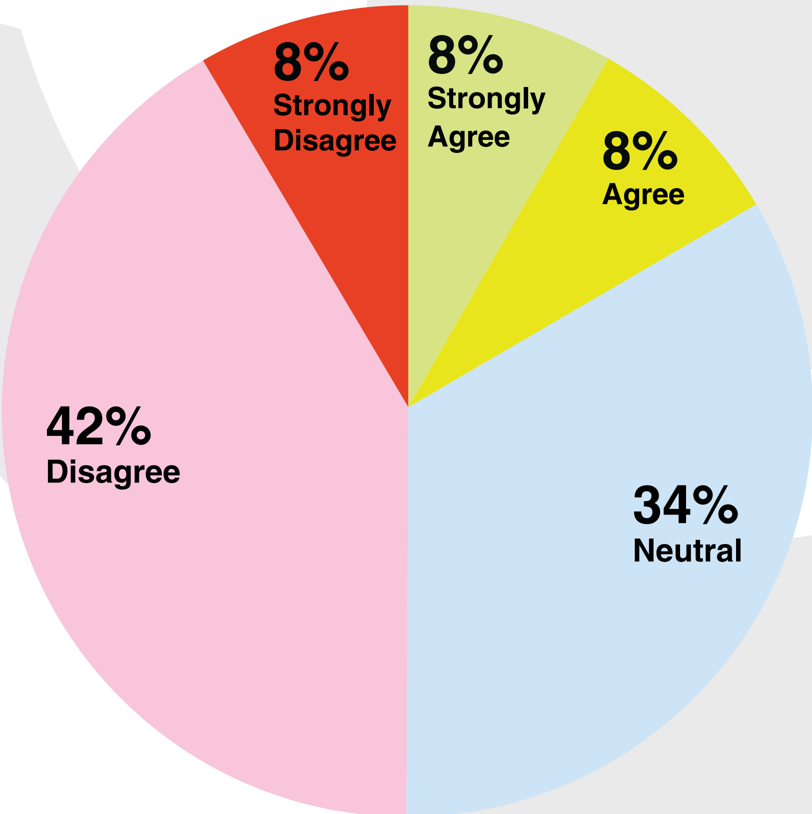


Figure 9: Percentage of Retailers with Omnichannel Customer Recognition Capability: Offline Customers Recognized Online

Omnichannel Customer Recognition: Online Customers Recognized Offline

Recognizing online customers in store is also an emerging challenge area and retailers are investing in cutting- edge technologies to address this area. E.g. Through IoT (Internet of Things) solutions like beacons and other Bluetooth low energy devices with the ability to decode customer purchase behavior in store.

Tactics like asking for loyalty information, online account information or social login and even more sophisticated means like beacon-based location identification through customer mobile app or facial recognition are all in trial mode. It still remains to be seen which of these offer more fool-proof and less intrusive means to enable connected experiences.



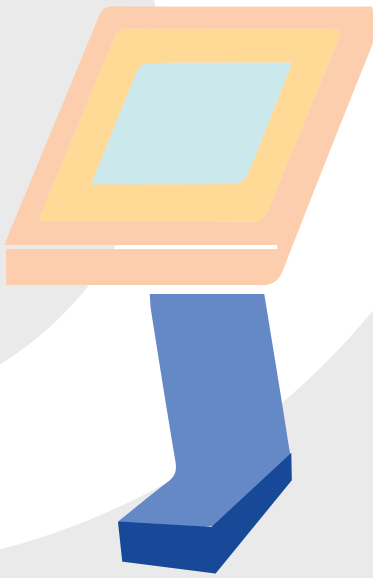


Figure 10: Percentage of Retailers with Omnichannel Customer Recognition Capability: Online Customers Recognized In Store

Single view of product

56%

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of tier 1 and tier 2 retailers agree that they have a Product Information Management (PIM)/ Master Data Management (MDM) solution along with strong BI and visualization tools to help manage product information and prices across channels. We are also seeing that 'In the moment' and dynamic pricing are taking the imagination of merchandisers and customers to a different level altogether. There is a clear need for a strong PIM solution that connects multiple channels, to enable merchandisers, marketers and store staff offer prices that are dynamic and leverage price elasticity of a customer.

44% of retailers surveyed still do not have a strong PIM or similar solution in place. Processes and systems for online and store channels still exist in silos. To quote an example, a customer who bought a product online will have trouble returning the same at a store, as the store associate might not have access to the online product catalogue. Moreover, he may not be able to check the price at which it was sold online or if an offer was existing against that product.

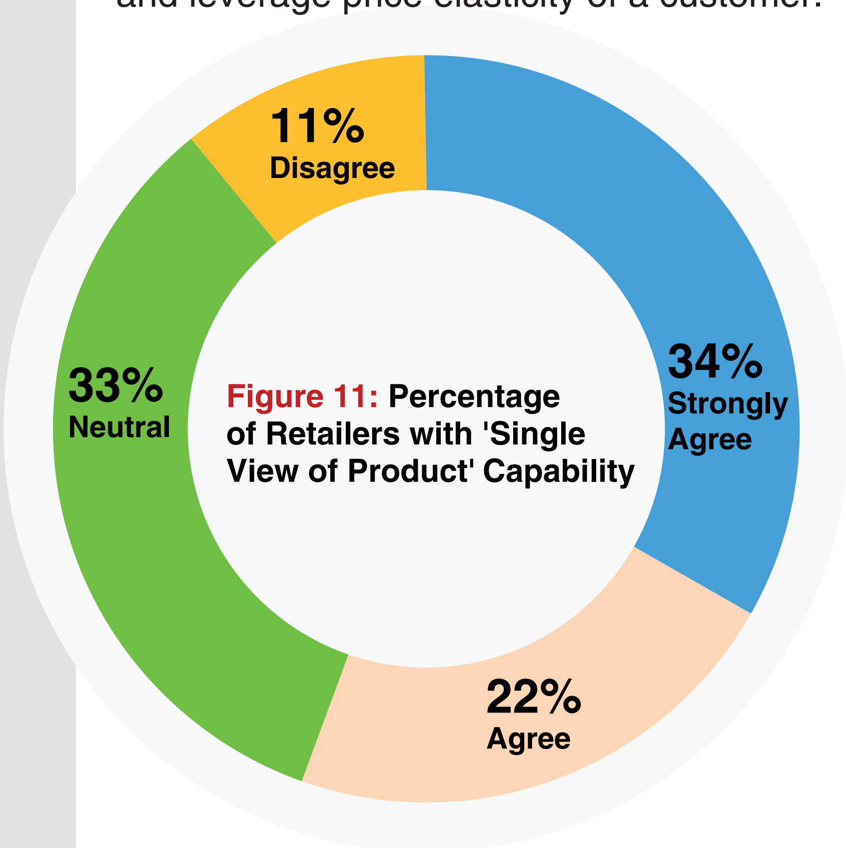
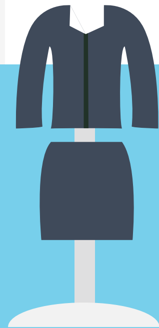


Figure 11: Percentage of Retailers with 'Single View of Product' Capability

4 Omnichannel Loyalty, Engagement and Retention

Calls for a Change in Customer Engagement Behavior that Retailers Must Build and Nurture with the Right KPIs, Cross-channel Metrics, Incentives and Tools.

It is quite clear as to why Omnichannel is the way forward from a customer experience point of view. When it comes to why it makes sense for an enterprise, it's a simple factor of multiplier effect. What it means is that the sum of your channel sales is going to be greater with the cross-channel effect than when you operate in a single channel. What is required is the right policy and incentive structure to ensure that this message is communicated rightly and reflects in the sales and customer service team's engagement tactics.



For instance, when a store associate is asked a question about a 'salmon pink' shirt that was found online, but is not in stock in store, the store associate should be incentivized and should have the tools to check if the product variant is available in a nearby store or at the Distribution Centre (DC). Further, the associate should be empowered to take the order for shipping this product to customer's home at no extra charge the next day.

In a nutshell, what it means is that the store associate should be motivated to 'Save the sale' for the enterprise rather than just think about his store / department specific targets.

Save a sale

15% of tier 1 and tier 2 retailers have a 'Save a sale' capability either on the process or the technology side to empower their store/ call center associates.

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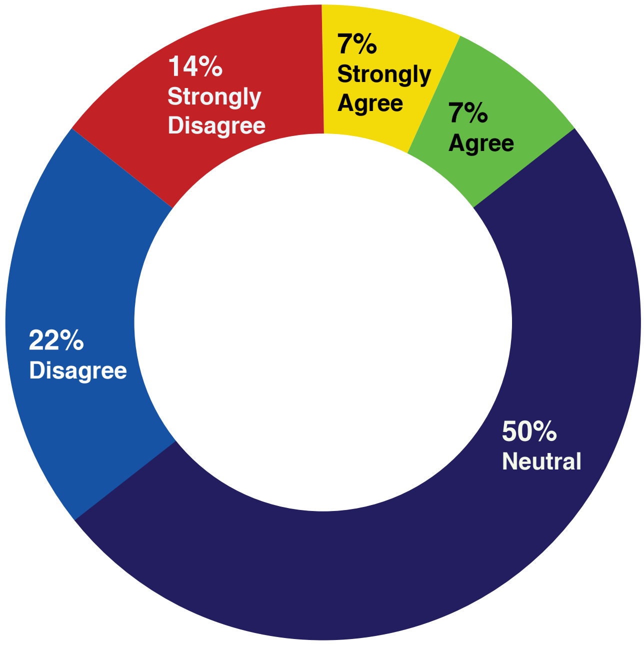

Figure 12: Retailers with Capability to 'Save a sale'

Omni Channel Attribution Capability

18% of retailers surveyed have taken the lead in creating an incentive and KPI structure that builds in a store associate the initiative to close a sale or up-sell from other channels, thereby contributing to topline growth for the enterprise and think beyond just their store sales.

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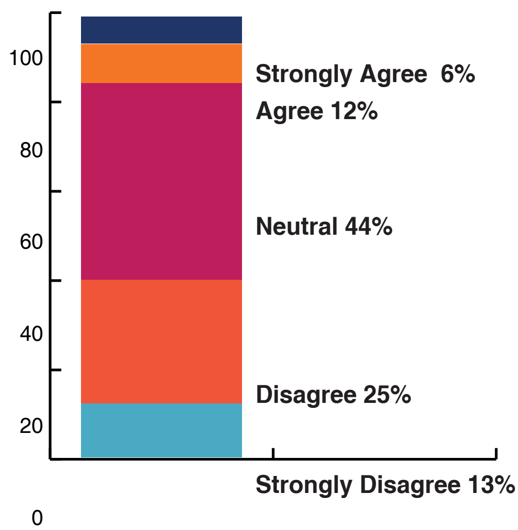

Figure 13: Retailers with Omnichannel Attribution Capabilities

"Do not Have to Repeat Myself" Experience for Customers

When it comes to contact center and customer service associates, we would like to define a KPI of 'Do not have to repeat myself' experience which is a true epitome of what a customer 360 view can enable. Measuring their associates on this KPI will ensure that a retailer's customers will not have to go through lengthy discussions about the problem context each time they engage, especially in scenarios where they are in distress about a faulty order or delayed refunds.

16% tweet this

retailers claim to be able to provide this kind of connected and hassle-free experience to customers. However, most others have a long way to go.

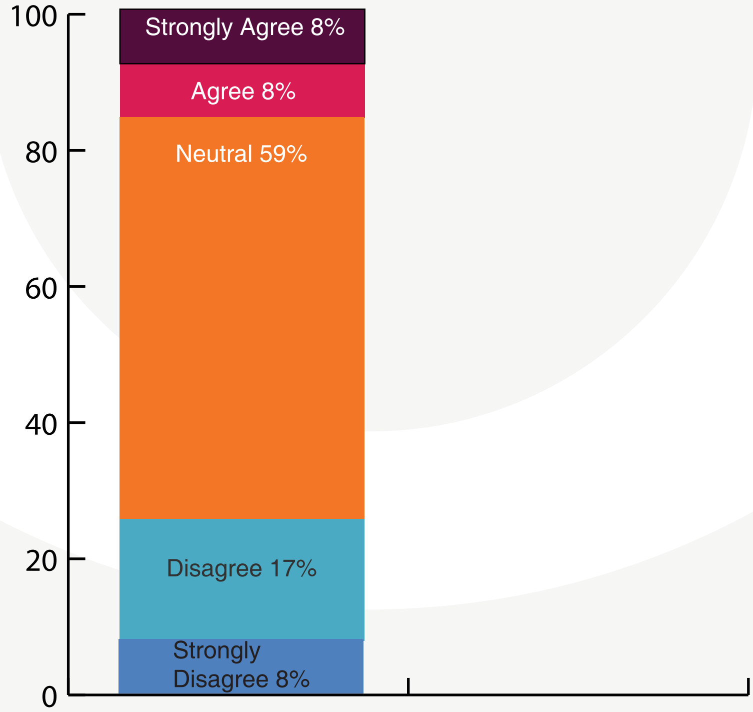

Figure 14: Percentage of Retailers who can Offer a 'Do not Have to Repeat Myself' Experience for Customers

Top Strategic Priorities for Retailers Over Next 3 Years

Strategic Priorities for Retailers over next 3 years

Table 1: Strategic Priorities of Tier 1 and Tier 2 Retailers

Strategic Priority Areas	2015	2016-2017	Not priority for next 3 yrs
In-Store Customer Experience Initiatives (Experiential kiosks & displays, digital signage, location based services etc.)	>50%	<25%	<25%
Store Associate Mobility/ Mobile PoS	>50%	25-50%	<25%
Cross-channel Integration– buy online pick up in store/ ship from store, order from another store etc.	>50%	25-50%	<25%
Customer Mobility – better apps, responsive design, better features, mobile payments, in-store mode etc.	>50%	25-50%	<25%
Master Data Management (products, customers, inventory, orders) and BI visualization across channels	<25%	<25%	>50%
Advanced Analytics, insights and personalization	>50%	<25%	<25%
IT Security & Security Management	>50%	<25%	<25%
Investments in Online Channels – re-platforming/ platform upgrade, responsive design, international websites, marketplace etc.	>50%	<25%	<25%
Digital Marketing Initiatives – Omnichannel campaign management, analytics for customer/ channel insights & attribution	25-50%	25-50%	<25%
Flexible & Fast Fulfillment – Next day delivery, same day delivery, 30 minutes pickup, Delivery to collection centers etc.	25-50%	>50%	<25%

Legend (Percentage of retailers)

>50%

25-50%

<25%

Top Strategic priorities for Retailers

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63%
store transformation for customer experience

60%
digital advisory and assisted sales platform for store associates

50%
added fulfilment choices for customers

Order online to ship from/ pick up from store, Order in store for home delivery, Order in store for pick up/ delivery from other store

60%
customer analytics, insights and personalization in-store and on digital channels

20%
MDM, Integrated data(customer, inventory, product) and BI visualization

58%
customer facing mobile initiatives

better apps, responsive design, better features, mobile payments, in-store mode etc.

75%
threat management, vulnerability, data security solutions, internal identity and access management solutions

66%
online channel modernization

Re-platforming/ platform upgrade, responsive design, marketplace, international sites

60%
flexible and fast fulfilment

Next day delivery, same day delivery, 30 minutes pickup, Delivery to collection centers

Source: Happiest Minds Technologies Analysis

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1

In-Store Customer Experience Initiatives

For Bricks and Clicks retailers, physical stores will continue to be at the center stage, since over 90% of all retail sales are transacted in stores. eCommerce and digital channels, although growing, still contribute to less than 10% of all retail revenue.

Our survey reveals that nearly 63% of tier1 and tier 2 retailers have already embarked on store transformation initiatives for customer experience, thereby leveraging the store network they have built over years.

For instance, experiential kiosks with augmented reality, interactive digital displays, digital signage, location - based personalization, are multiple initiatives retailers are considering for 2015 and beyond.

2

Store Associate Mobility / Mobile PoS

Continuing on the same trend of store emerging as the nerve center of all Omnichannel activities, retailers have also realized the importance of associates as Omnichannel evangelists who can make or break seamless experiences for the customer. Initiatives to incentivize cross-channel 'save the sale' behavior is one key paradigm shift that retailers are consciously undertaking.

Tools and technologies to equip associates with in-the- moment 360-degree view on customer, enterprise level inventory information, mobile PoS and in-built intelligence to provide the right recommendations (product recommendations/ substitutes/ alternate fulfillment options etc.) are very much on the cards for nearly 60% of tier 1 retailers.

3

Advanced Analytics, Insights and Personalization in Store and on Digital Channels

2015 is definitely expected to be the year when many retailers' insights and big data initiatives are expected to start producing results that truly up the game when it comes to context-aware marketing and personalization. Many tier 1 retailers have started scaling up their analytics teams and setting up Big Data labs. Some have even started appointing Chief Insights Officers to ensure their insights initiatives are bringing in the necessary Return on Investments (ROI).

Our survey indicates that around 60% of respondents have already invested in these initiatives and many tier 2 retailers have also started considering investments in big data and customer analytics projects.

4

IT Security and Security Management

Holiday and peak sale season off late has been a mix of cheer and scare, due to the rising instances of data and security breaches with established retailers coming under attack.

Diligent preparedness and the right strategy to ensure zero or minimum loss when under security / data attack is on every retailer's cards.

It comes as no surprise that over 75% of retailers are either already investing in threat management, vulnerability and data security solutions or tightening their internal identity and access management solutions.

5

Investments in Online Channels – Re-platforming/ Platform Upgrade, Responsive Design, International Websites, Marketplace

66% of Tier 2 retailers who responded are now on their way to re-visit their online channel performance and are making conscious movement to platforms that can enable scalable growth while ensuring the best possible experience in a multi-device mode. With responsive design being the norm of the day, for Tier 2 retailers it saves them the pressure to invest in mobile apps.

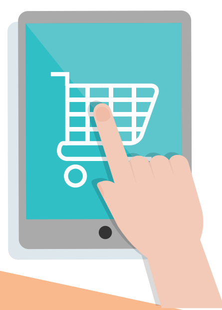
Internationalization is another factor that has also forced some retailers to re-look at their existing commerce platforms and position themselves for an upgrade / move to platforms that support the multi-language and multi-tenant requirements, and also in some cases, the marketplace needs that come with this strategy.

6

Cross-channel Integration – Buy Online Pick-up in Store / Ship from Store, Order from Another Store

Most tier 1 retailers have an established Buy Online Pick-up In Store (BOPIS) fulfillment model in place, as a first step to cross-channel integration. They are looking to augment their offering with more flexible fulfillment choices for their customers – like order in store for home delivery from another store / from online channel. Many specialty retailers, on the other hand, are just embarking on the BOPIS journey now.

Hence, cross-channel integration is expected to see a good amount of investment, specifically in terms of added fulfillment choices for the customer through enabling stores to double up as fulfillment hubs. Over 50% of retailers surveyed are already embarking on such initiatives.



7

Customer Mobility – Better Apps, Responsive Design, Better Features, Mobile Payments, In-store Mode etc...

Customers driving mobile engagement and commerce have called for a mobile-first approach with many nascent and emerging players in the market. However, for about 58% of established tier 1 and tier 2 retailers surveyed, it's all about re-visiting the mobile experiences delivered to their customers and ensuring they are personalized, in context and location-aware. These retailers are also focusing on providing cutting-edge capabilities with digital payments and mobile wallets like Apple Pay, Google Wallet and others on their native apps.

Further, mobile becomes a pivotal touch point for retailers in connecting online and in-store experiences. With Internet of Things taking the form of beacons and Bluetooth low energy devices, retailers are prepared to invest and provide connected and contextualized experiences for customers within the store environment. Mobile is at the core of this strategy.

Closing Remarks

Commitment at Leadership Level and Communication on a Unified Omnichannel Vision are Cornerstones to Success.

Although a majority of retailers have undertaken Omnichannel initiatives, the ground-level transformation is still far from reality. Most of the initiatives just end up being a new website or a mobile app at the most, which marginally improves customer experience.
A successful Omnichannel vision requires leadership level focus, an assurance of budget and resources, and an ability to pursue the initiatives with conviction.
Further, communication across the rank and file of a retail enterprise to ensure every function and stakeholder is aligned with the vision of providing seamless experiences to customers is critical. Finally, assurance that they would be supported with the right tools, capabilities and incentives to realize the vision will enable success at the ground level.

Foundational Capabilities are a Must-Have to Provide a Seamless and Connected Experience.

For a complete Omnichannel transformation to be successful over the next 2 to 3 years, the foundation has to be strong. It starts with a single view of customer, orders, inventory, products, etc. and a scalable architecture to support dynamic changes in business.
In addition, there is also the challenge of choosing the right technologies that can really add value, rather than jumping on the bandwagon. At the same time, it is necessary to take measured risks to understand what new technologies and infrastructure would work best for an organization.

Investments in Store are Inevitable In One Form or Another – For Better Customer Experience, More Fulfillment Choices and Associate Enablement.

The store continues to be the nerve-center for most bricks and clicks retailers. It is important to realize the true potential of huge store network, retailers are sitting on. Stores can transform to be experience centers for Omnichannel customers. They can be mini-fulfillment hubs, offering ultimate flexibility when it comes to delivery choices and saving a potentially lost sale. The store associates can be brand ambassadors and inculcate loyalty and help improve customer retention when armed with right tools and technologies. It’s a no-brainer that Omnichannel retailers must invest in store transformation initiatives!

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Happiest Minds Retail Practice

Happiest Minds Retail Practice drives Digital Transformation for retailers by focusing on three key tenets – Re-imagining Customer Experience, Re-engineering Business Fluidity and Reduce Risk, through an integrated set of disruptive technologies like big data analytics, internet of things, mobility, social, cloud, security, unified communications, and agile infrastructure management.

Happiest Minds is a trusted technology innovation partner for retailers across segments like Fashion and Apparel, Home Improvement, Grocery, General Merchandisers and other specialty categories. We have been recognized as an Advanced Analytics provider specializing in Retail and operating in Tier 1 Retail market by Gartner.

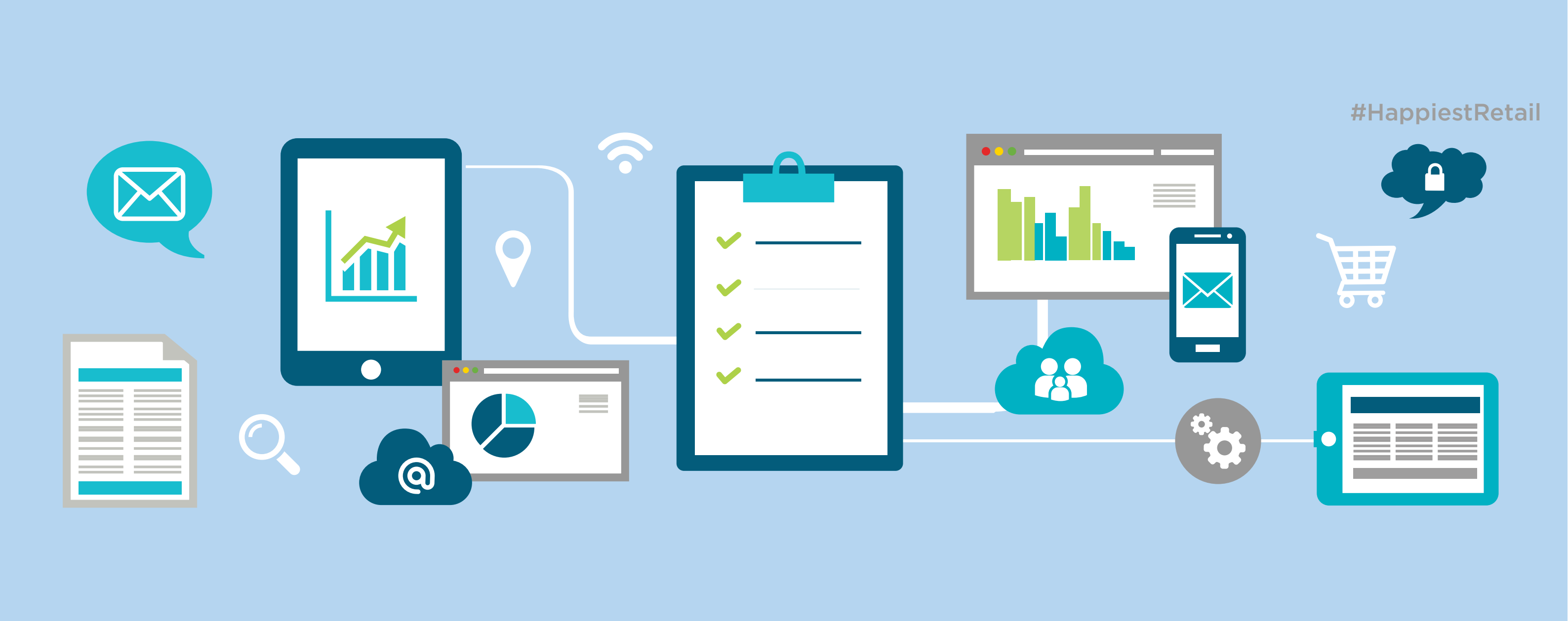
Our retail services straddle across the spectrum from strategy and roadmap planning to design, development, security and infrastructure management services.

Happiest Minds Retail solutions include:

- **In Store Solutions:** Experiential Kiosks and Digital Displays, Digital signage, Analytics for Customer Experience
- **Store Associate Solutions:** Digital Advisory and Assisted Selling Platform, Learning Management Solutions, Gamified KPI/ Productivity Enablement Solutions and Store Performance Dashboards
- **Omnichannel Solutions:** Strategy and Enablement through Cross-channel Integration, Click and Collect, Flexible Fulfillment, Customer 360 views, Integrated Customer Service etc.
- **Big Data and Analytics Solutions:** Campaign and Marketing Analytics, Contextual Personalization and Recommendation, Social Media Analytics, Security Analytics
- **Security Solutions:** Compliance Assessment and Data Governance Solutions, Loss Prevention, Data Classification, Identity and Theft Management ,Cyber Security, PoS and Mobile Device Security, Application Security Assurance
- **IoT Solutions:** In Store IoT/ Beacon based Personalization and Insights, Intelligent Vending Machine

Some of the key projects delivered by Happiest Minds include:

- Omnichannel fulfillment through click and collect enablement for a US retailer
- eCommerce enablement for a large cash and carry retailer
- Geo-fencing and i-beacon based communication for a global clothing retailer
- Product recommendation system for a US apparel retailer
- Enhanced store associate engagement using gamified BI for a US retailer
- Personalized recommendation using big data analytics for a leading home improvement retailer
- Integrated retail and cinema platform for a leading European chain
- Consumer engagement application for a US toy retailer
- 24/7 monitoring SOC services for a gaming enterprise based in US.
- Penetration testing, Vulnerability management, Secure SDLC and PCIDSS preparedness for an online player



About Happiest Minds Technologies:

Happiest Minds, the Mindful IT Company, applies agile methodologies to enable digital transformation for enterprises and technology providers by delivering seamless customer experience, business efficiency and actionable insights. We leverage a spectrum of disruptive technologies such as: Big Data Analytics, AI & Cognitive Computing, Internet of Things, Cloud, Security, SDN-NFV, RPA, Blockchain, etc. Positioned as "Born Digital . Born Agile", our capabilities spans across product engineering, digital business solutions, infrastructure management and security services. We deliver these services across industry sectors such as retail, consumer packaged goods, edutech, e-commerce, banking, insurance, hi-tech, engineering R&D, manufacturing, automotive and travel/transportation/hospitality.

Headquartered in Bangalore, India; Happiest Minds has operations in USA, UK, The Netherlands, Australia and Middle East.

To know more about our offerings. Please write to us at business@happiestminds.com