

Enabling the Multi-Channel Retail Supply Chain (Strategic Focus)

https://marketpublishers.com/r/E0672CA66E4EN.html

Date: June 2010

Pages: 38

Price: US\$ 3,395.00 (Single User License)

ID: E0672CA66E4EN

Abstracts

Introduction

For many retailers within APAC and around the world, the question of whether or not to adopt a multi-channel retailing strategy has already been answered: multi-channel retailing is a business imperative. But there still remains much confusion about how to implement technology that supports a multi-channel operation that's efficient, effective, and focused on the total customer experience.

Scope

Considers four key channels for retailers: stores, catalog, online, and mobile, with a detailed analysis of the supply chain dynamics of each.

Provides technology recommendations to retailers that have already decided to engage in multi-channel retailing.

Primarily looks at APAC, but retains a relevance to retailers around the world.

Highlights

Too often, key data has been siloed within individual channels or within legacy technologies. Ovum believes that it is essential for retailers to shift to a composite-channel strategy, however, in order to accomplish this from the IT side, retailers will need to improve the underlying data upon which business processes rely.



Reasons to Purchase

Understand the challenges facing the supply chain aspects of multi-channel retailing.

Gain insight into Ovum's recommendations for IT leaders to support the business goals of multi-channel retailing.



Contents

SUMMARY

Catalyst

Ovum view

Key messages

There are numerous channels available to retailers, therefore the mix is critical

Retailers must focus on the composite-channel

Fulfillment is the end goal of multi-channel retailing

Core retailing data needs to be drastically improved for multi-channel optimization

Application environments hold the key to multi-channel retailing support

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Market Context: The Shift Online and its Implications for Retailers

The retail industry is coming out of recession and looking for quick growth

Acquisitions are seen as a vital element of growth strategy

Is technology driving the industry? A shift to new channels is underway

Internet penetration is increasing across APAC

Mobile penetration is increasing, but in a far more volatile fashion than the internet

Business Focus: Optimizing the Retail Supply Chain for Multi-channel in APAC and

Abroad

There are numerous channels available to retailers, therefore the mix is critical

Bricks and mortar stores remain the foundation of the retail industry

Catalogs and call centers have broadened the reach of retailers

The online channel has emerged as a force in the retail industry

M-commerce is emerging, but is only prevalent in some countries

Cross-channel as the multi-channel intersection point

Retailers must focus on the composite-channel

Organizational structure - no longer multi-channel, but the composite-channel

Demand forecasting will be reliant upon people, data, and functionality across the channels

Consolidated inventory management allows for quick stock reallocation

Multi-channel scale can drive consolidated supplier interactions

Establish the financial value of a channel independently, but do not make it operationally independent

Fulfillment is the end goal of multi-channel retailing

A rules-based approach is being taken to order fulfillment but is also introducing complexity

Historic supply chain strategies may be hindering fulfillment



Cross-docking has left little warehouse space for the pick-and-pack processes of multichannel retail

VMI can create headaches for retailers

The returns process is absolutely critical for retailers, but often overlooked

Technology Focus: Getting Multi-channel Right the First Time

Core retailing data needs to be drastically improved for multi-channel optimization

A single truth of data should be the goal for retailers

MDM can assist retailers that are looking to improve data quality

Application environments hold the key to multi-channel retailing support

Retailers should focus on reaching an end-state application architecture

Integrating enterprise applications can assist business process support

Retailers should look to leverage an ESB and BPM

An architecture approach to application integration can reduce project duration Application rationalization and consolidation should be done in tandem with multichannel strategies

Retailers need to consider the other practicalities of implementing multi-channel technology

An incremental approach to multi-channel technology makes the most sense Outsourcing is a key option available to retailers

Cloud computing is not expected to feature heavily in multi-channel retailing technology A shortage of both IT and business skills is something that retailers should address early

IT's role in multi-channel strategies should be as a unifying force

RECOMMENDATIONS

Recommendations for enterprises

Treat multi-channel as a composite-channel

Build a single source of data truth

Audit existing enterprise environments to determine potential support for multi-channel process support

Recommendations for vendors

Focus on providing modular solutions

Provide expertise where possible and have a knowledge capability ready to go

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