

salesforce

SIXTH EDITION

# Connected Shoppers Report

Insights and trends from 8,350 shoppers and 1,700 retail industry decision-makers worldwide.



Agentforce

I'm planning a hiking trip and need the right shoes for the terrain.



That sounds exciting! Our top-rated hiking shoes are 30% off for loyalty members. Here are some great options:

- **TrailMaster X1:** Waterproof and ultra-lightweight
- **Summit Pro:** Extra ankle support for tough trails
- **TerraGrip 360:** Superior grip for rocky surfaces

Would you like to see more options?



# What You'll Find in This Report

For the sixth edition of the “Connected Shoppers” report, Salesforce surveyed 8,350 shoppers and 1,700 retail industry decision-makers to learn steps companies are taking to:

- Transform the role of the physical store
- Connect seamlessly with shoppers wherever they are
- Use AI agents to change how they do business
- Build loyalty beyond points-for-purchase programs

Due to rounding, not all percentage totals in this report sum to 100%. All comparison calculations are made from total numbers (not rounded numbers).

Data in this report are from two double-anonymous surveys conducted from November 27 through December 26, 2024. Respondents represent 21 countries across five continents. All respondents are third-party panelists. For further survey demographics, see page 35.



**8,350** shoppers and **1,700** retail industry decision-makers surveyed worldwide

\*Single Sample Group

†Single Sample Group

Flag icons: Getty Images



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## Executive Summary

Retail is transforming as AI agents emerge as the newest innovation in the artificial intelligence (AI) age. Agents can function as scalable digital labor, integrated across every team, that independently execute tasks ranging from customer service to marketing to inventory management.

To enable this new wave of innovation and efficiency, retailers are breaking down data silos and replacing legacy systems with integrated solutions that can support current and future AI capabilities.

These strategic improvements enable seamless, connected shopping experiences that position retailers to thrive in an evolving marketplace.



### 01

#### Stores' Evolving Roles Enhance the Shoppers' Journey

While digital channels multiply and social commerce gains momentum, physical stores take on expanding roles as experience hubs and fulfillment centers that bridge digital and physical shopping journeys. **Shoppers estimate 41% of their purchase volume will come from physical stores in 2026, down from 45% in 2024.**

### 02

#### Unified Commerce Brings Opportunities and Challenges

Companies are working to connect online and offline experiences to understand shoppers and serve them seamlessly across channels. Retailers are upgrading systems and empowering store associates to improve efficiency and provide more value to shoppers. **Eighty-eight percent of retailers say unified commerce will be very important or critical to their business objectives over the next two years.**

### 03

#### AI Agents Poised to Redefine Retail

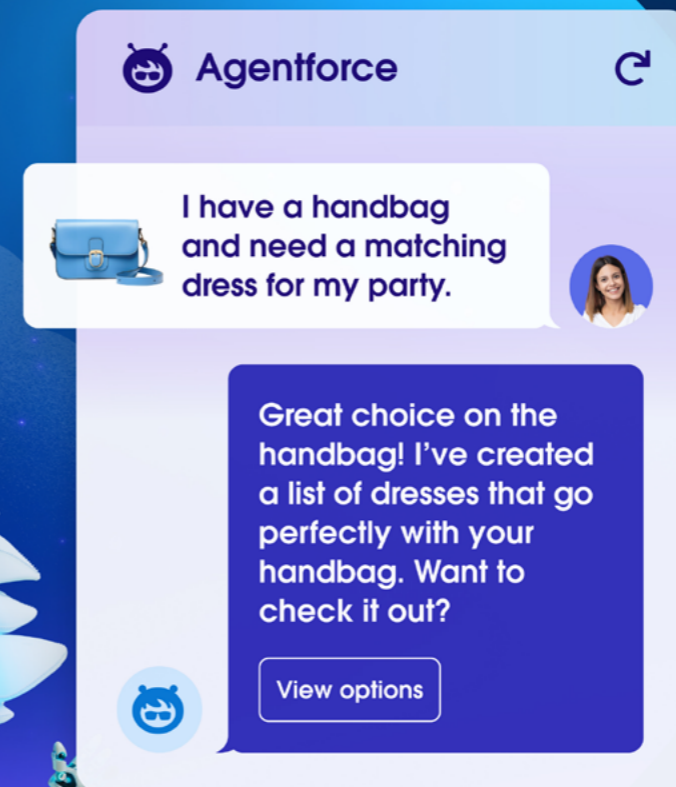
The newest iteration of AI – AI agents – greatly expands the technology's impact by independently responding to customer inquiries, managing inventory, and more. **Seventy-five percent of retailers say AI agents will be essential for a competitive edge by 2026.**

### 04

#### Rewards Programs Put a Check on Declining Shopper Loyalty

Brand loyalty can be fleeting, especially among younger shoppers. Companies are responding by reimagining customer service and refining their rewards programs. **Eighty-four percent of loyalty program members say programs make them more likely to repurchase.**

# Introduction



# Introduction: AI Agents and Unified Commerce Underpin Retail's Digital Transformation

What happens when competition intensifies amid rising operating and customer acquisition costs? For retailers, it adds up to significant pressure on profit margins.

As retailers grapple with these and other headwinds, they view digital transformation – especially from AI and unified commerce – as their greatest opportunity. More ecommerce sales, improved customer service, and better associate productivity are also top-of-mind.

**Retailers view leveraging AI as their #1 opportunity.**

## Retailers Balance Strategic Priorities as Cost Pressures Mount

### Top Retail Industry Challenges

- 1 Increased competition
- 2 Inflation and high costs
- 3 Rising customer acquisition costs
- 4 Changing consumer behavior
- 5 Costs of returns

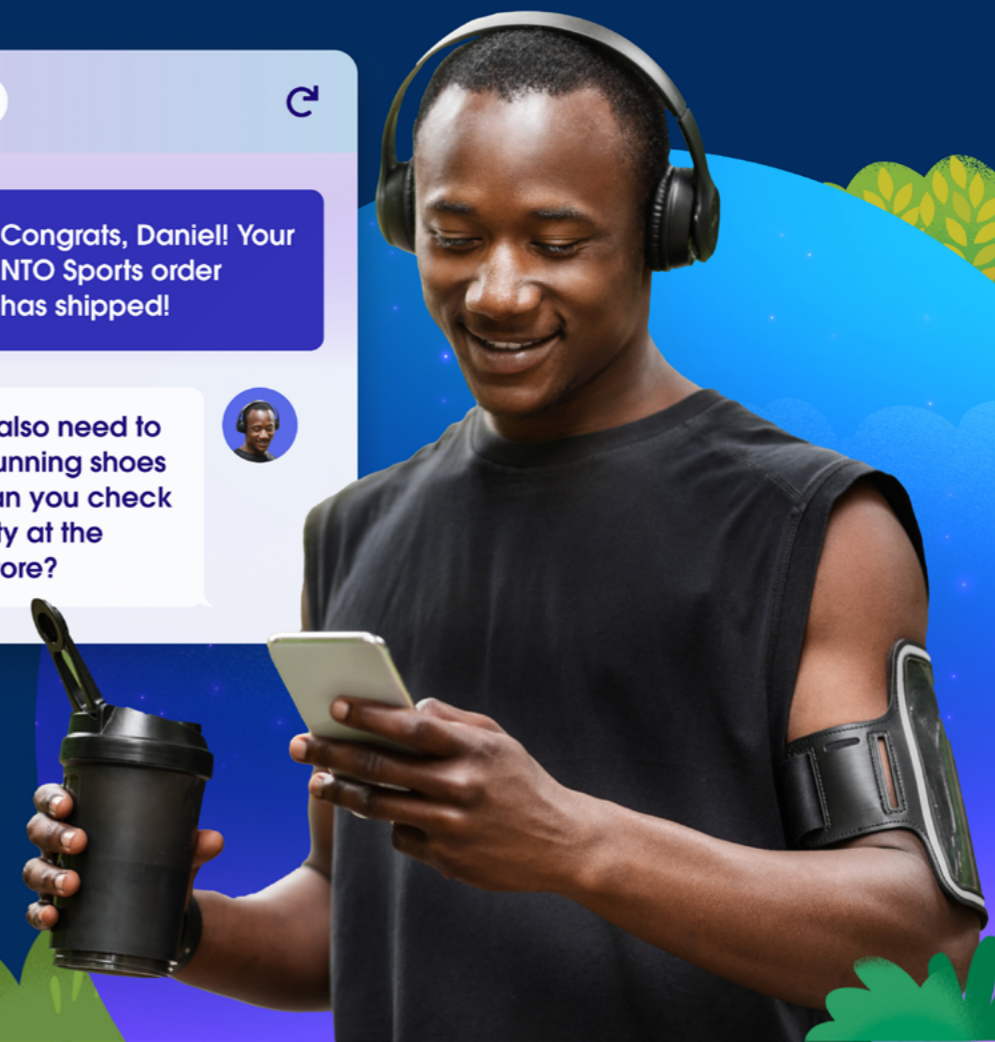
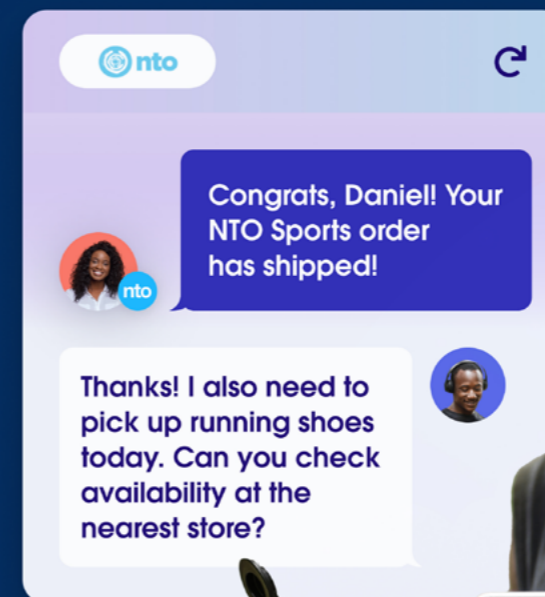
### Top Retail Industry Opportunities

- 1 Leverage AI
- 2 Implement unified commerce
- 3 Increase ecommerce sales
- 4 Improve customer service
- 5 Increase store associate productivity



## 01

# Stores' Evolving Roles Enhance the Shoppers' Journey



01

# Channel Shifts Signal an Evolving Retail Landscape

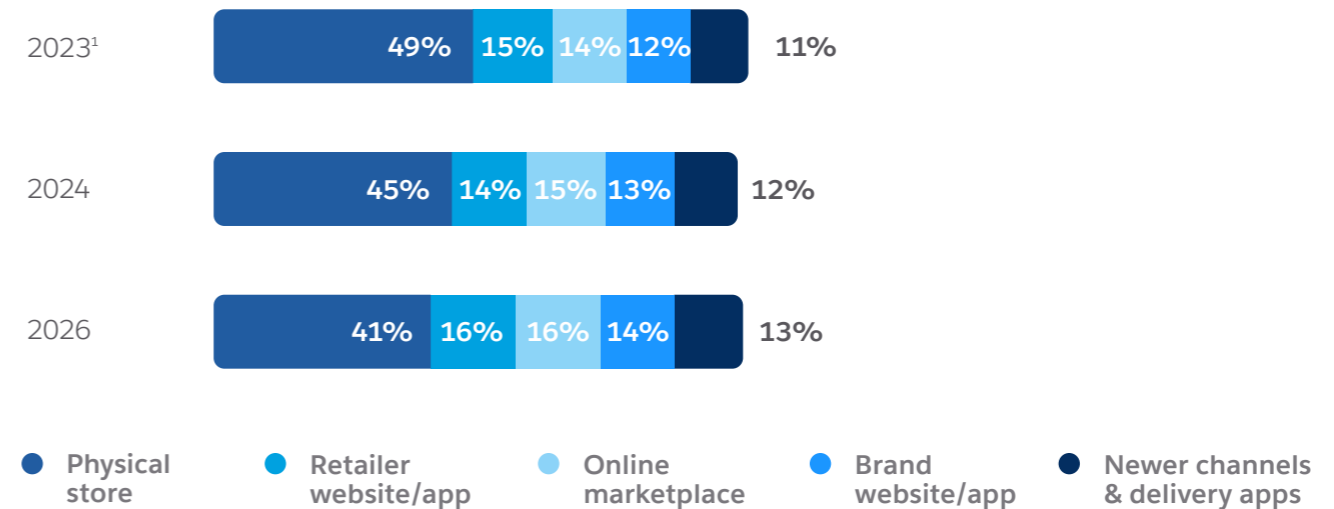
Physical store purchase volume is decreasing as shopping spreads across a growing array of digital channels.

Despite this, in-store shopping remains crucial due to its unique, irreplaceable benefits – such as the ability to touch and feel merchandise and get products immediately.

The growth of digital commerce isn't creating a single winner. Instead, online marketplaces, retailer websites, brand websites, and delivery apps are all gaining modest share as consumer journeys take unique paths.

## Physical Stores Remain Crucial Despite Digital's Growth

Estimated Volume of Purchases Across the Following Channels



<sup>1</sup>[Salesforce Connected Shoppers Report, 2023](#)

## Top Reasons to Shop in a Physical Store

- 1 To touch and feel merchandise
- 2 To get merchandise immediately
- 3 To avoid shipping fees
- 4 To take advantage of in-store discounts
- 5 To enjoy the shopping experience



01

# Retailers Meet Shoppers at the Edge

In addition to shopping in traditional retail spaces, consumers' journeys are extending further as they engage in "shopping at the edge."

When retailers meet consumers in their everyday digital environments, social media can be a powerful force. Over half of shoppers use social platforms to discover products, while nearly a quarter follow influencers for inspiration.

The journey continues through purchasing, where 25% of shoppers buy through social media and 16% via messaging apps. Even post-purchase service is evolving, with messaging apps and social media becoming key channels for customer support.

## Digital Shopping Extends Beyond Traditional Channels

### Discovery

- 53% Social media
- 23% Influencers
- 21% Messaging app
- 17% Live-stream video
- 13% Blogs

### Shoppers Who Have Used the Following Channels for These Use Cases

### Buying

- 25% Social media
- 16% Messaging app
- 14% Live-stream video
- 13% Voice assistants
- 10% Video or live chat

### Service

- 31% Messaging apps
- 29% Social media
- 26% Video or live chat
- 19% Text/SMS
- 14% Voice assistants



## Spotlight: Social Media for Product Discovery

Social platforms have evolved into dynamic spaces for brand interaction and commerce, particularly as digital natives build more purchasing power.

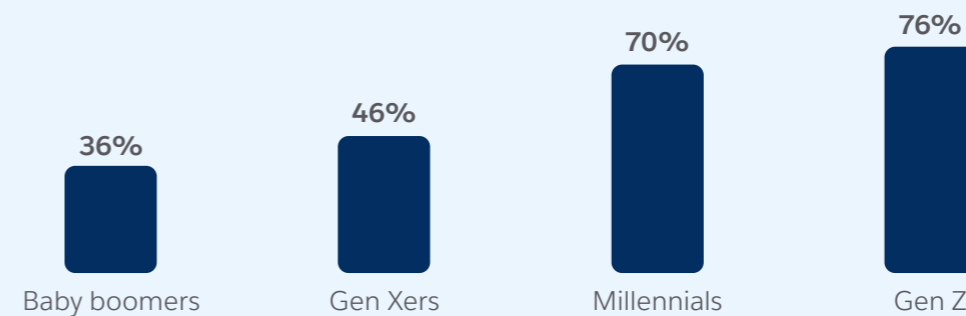
**Fifty-three percent of shoppers discover products on social platforms — up from 46% in 2023.**

YouTube is the most popular social platform for product discovery, followed closely by Instagram and Facebook. Generation plays a key role in shaping habits, with **40% of Gen Z using TikTok for shopping discovery compared to just 4% of baby boomers.**

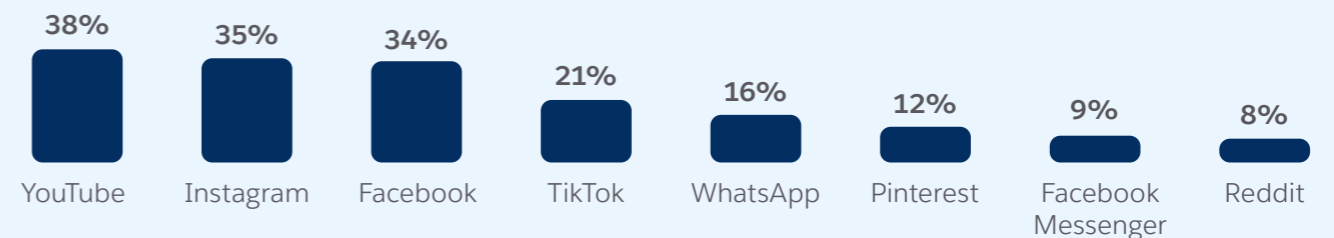
Consumers of all generations flock to social media for exclusive deals, user-generated review, and product demonstrations, among other factors.

### Shoppers Lean into Social Platforms

Generational Use of Social Platforms for Product Discovery



### Reported Use of Social Platforms for Product Discovery



### Top Reasons Shoppers Use Social Platforms for Product Discovery

- 1 Exclusive discounts or promotions
- 2 User-generated reviews and recommendations
- 3 Ability to see products in use
- 4 Friend recommendations or shares
- 5 Direct communication with brands and retailers

01

# In-Store Complements Digital Commerce

While digital commerce channels proliferate, physical stores are evolving to offer experiences and services that can't be replicated online.

Nearly one in four shoppers have sought product customization or repairs in-store, while others have explored unique experiences, pop-up stores, and virtual try-on features like magic mirrors.

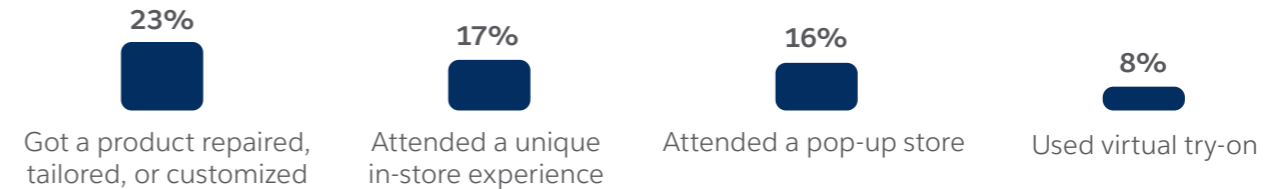
Retailers are transforming stores to deliver elevated retail experiences:

**59% now offer in-store services like customization and repairs, while 46% provide dedicated spaces for events and community gatherings.**

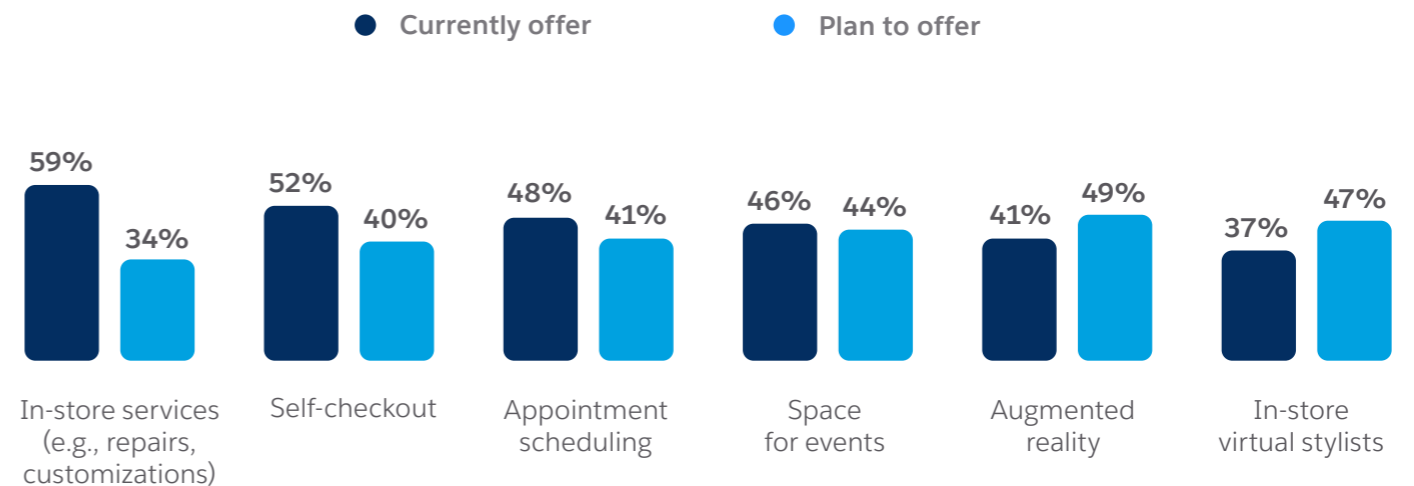
Looking ahead, retailers plan further investments in technologies and services to enhance the in-person shopping experience, like augmented reality and interactive styling tools.

## Physical Stores Embrace Experiences and Technology

Shoppers Who Have Done the Following In-Store



## Retailers' Plans to Offer Value-Added Services



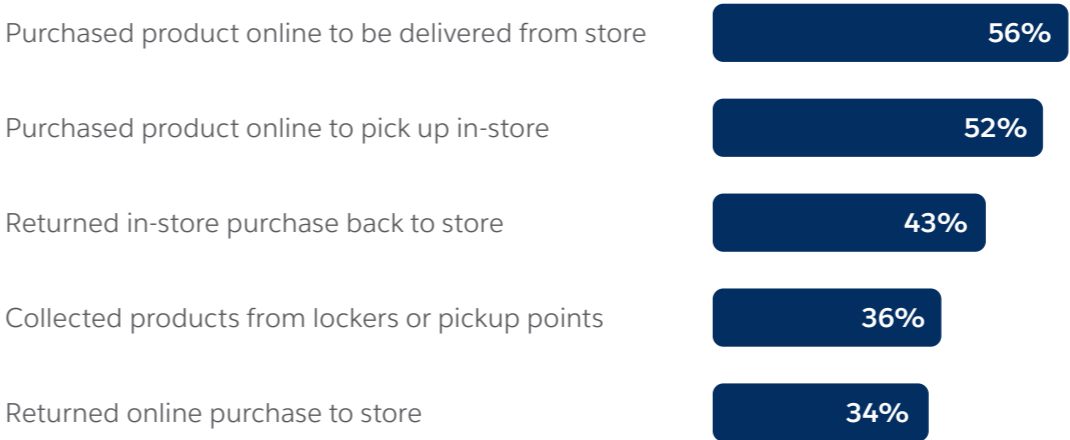
# Physical Stores Power Flexible Fulfillment

Beyond offering unique experiences, physical stores are also fulfillment hubs that facilitate flexible shopping journeys. More than half of consumers have had products delivered from stores or bought online for in-store pickup.

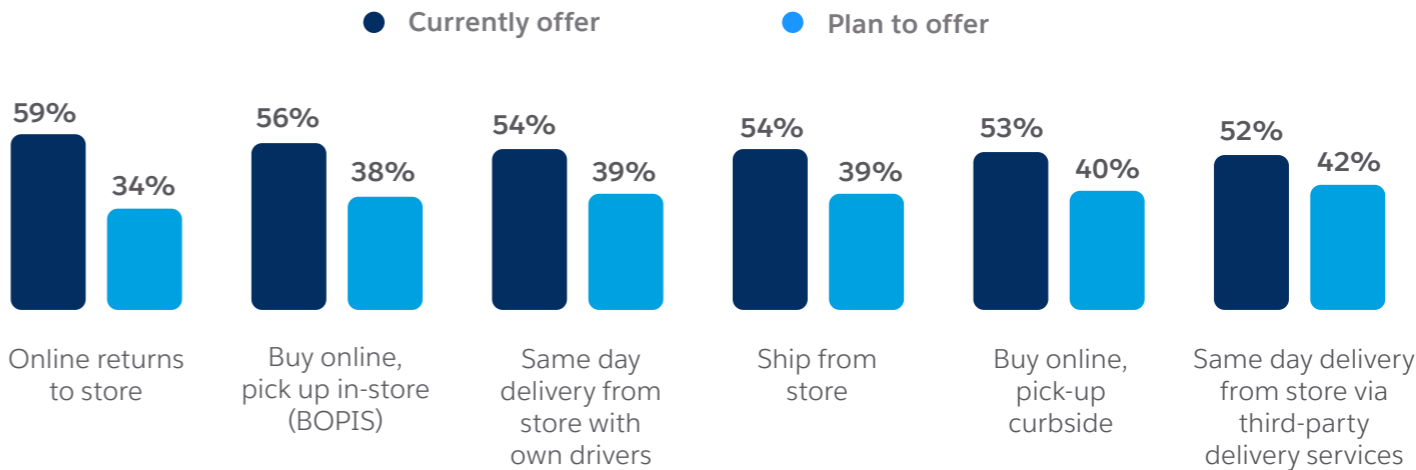
A majority of retailers offer core omnichannel services like in-store returns of online purchases and buy online, pick up in-store and most of the rest are racing to catch up.

## Fulfillment Bridges Digital and Physical Shopping

Shoppers Who Have Completed the Following Fulfillment Activities



## Retailers' Plans for Store Fulfillment Capabilities



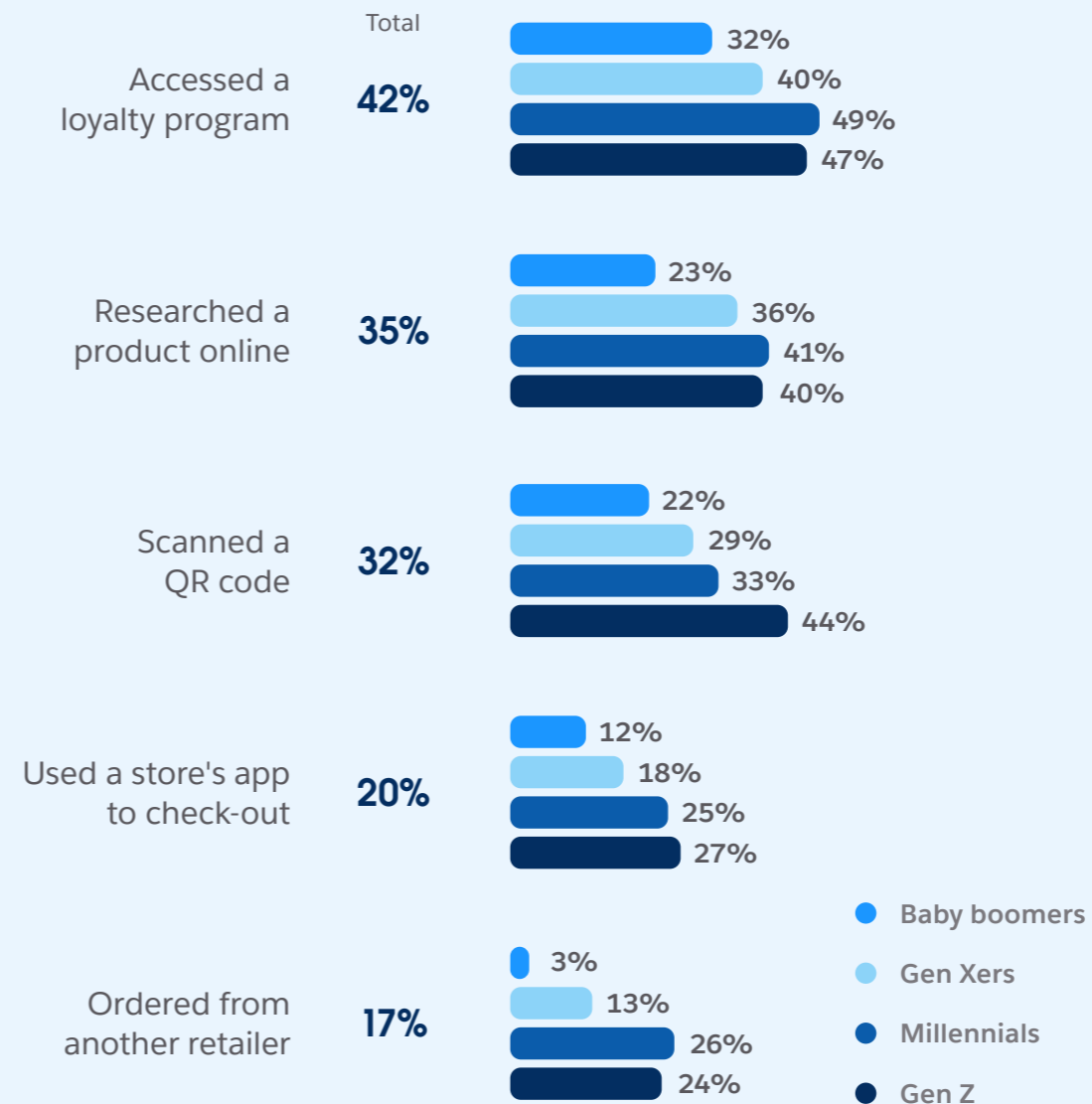
## Spotlight: Shoppers' In-Store Mobile Use

Even in carefully curated retail spaces, customers remain omnichannel, using mobile devices to access loyalty programs, research products in real time, and more.

Younger generations lead the way across every mobile shopping behavior. For example, Gen Z shoppers are twice as likely as baby boomers to use store apps for checkout, and eight times more likely to order from competing retailers while walking the aisles.

### Younger Shoppers Drive Mobile-First Store Experiences

Shoppers Who Have Used Mobile for These In-Store Activities



## 02

# Unified Commerce Brings Opportunities and Challenges



## Customer Unified Profile

 **Lifetime Value: \$2,397.09**  
High-Value Shopper

 **Recent Interaction:**  
Inquired about product availability



## Disconnected Tech Saps Efficiency

As shopping journeys weave between physical and digital touchpoints in increasingly complex ways, retail technology grows trickier to manage.

**Retailers see AI as their #1 opportunity,** yet implementing these solutions is also their top operational challenge. High operational costs and disconnected systems slow progress on AI and other critical business opportunities.

Meanwhile, store associates feel the burden of disconnected technology – **only 17% have access to a unified view of customer data** as they navigate disconnected systems in their daily work. This fragmentation hampers teams' ability to provide effective service and threatens low customer satisfaction scores.

### Integration Woes Challenge Retailers

#### Retailers' Top Operational and Customer Experience Challenges

- 1 Limited ability to implement AI
- 2 High operational costs
- 3 Multiple disconnected tools for store teams/  
Low customer satisfaction scores (tie)
- 5 Difficulty accessing business insights



## Store Associates Grapple with Expanding Roles

Store associates' roles are transforming as dramatically as the stores they work in. Traditional checkout duties now occupy just 28% of their time, while responsibilities such as store operations, customer service, and fulfillment activities fill the remainder of their time.

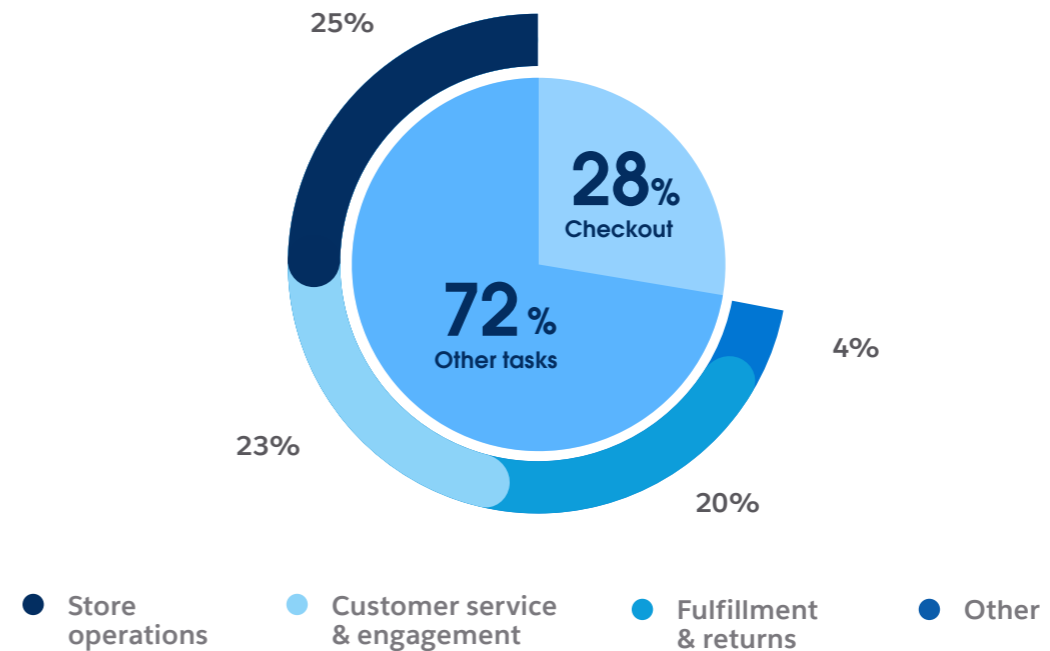
As duties expand, associates face mounting technological complexity.

**New associates must master an average of 16 different systems they'll use daily — up from 12 in 2023 — and spend 26 hours on technology training in their first month alone.**

The growing number of distinct systems creates significant inefficiencies, draining productivity at a time when associates' responsibilities are broader than ever.

### Bad Technology and Processes Waste Associates' Time

How Store Associates Spend Their Working Hours



## 02

## Retailers See Unified Commerce as Key

To overcome disconnected systems, retailers are actively pursuing unified commerce platforms. The aim is to connect both the front- and back-end retail operations – from stores and ecommerce to order management and marketing – on one platform, creating a seamless experience across digital and physical shopping journeys.

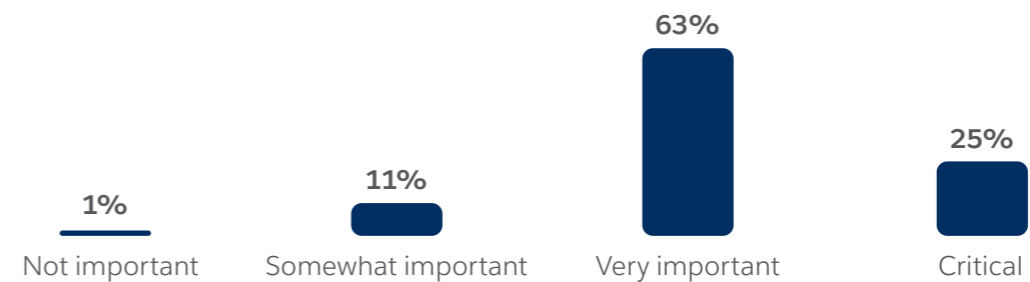
While nearly 9 in 10 retailers have unified commerce initiatives underway, only 15% have fully realized their value. The stakes are high: 88% say unified commerce will significantly impact their goals, and a quarter go as far as stating they can't meet their objectives without it.

### Unified Commerce Initiatives Are Near-Universal in Progress

#### Self-Assessed Retail Unified Commerce Maturity



#### Importance of Unified Commerce to Business Objectives Over Next Two Years



# AI Ups the Ante for Unified Commerce

Retailers see unified commerce as transformative for their operations. Beyond immediate gains in productivity and efficiency, unified commerce creates a foundation for future innovation: With consolidated data and systems, retailers say they can better power AI capabilities.

However, the journey to unified commerce involves complex obstacles beyond cost and expertise. Many retailers must untangle a web of legacy systems that connect stores with digital channels. They also often struggle with data migration and change management issues.

## Retailers Navigate Hurdles to Unified Commerce

### Top Benefits of Unified Commerce

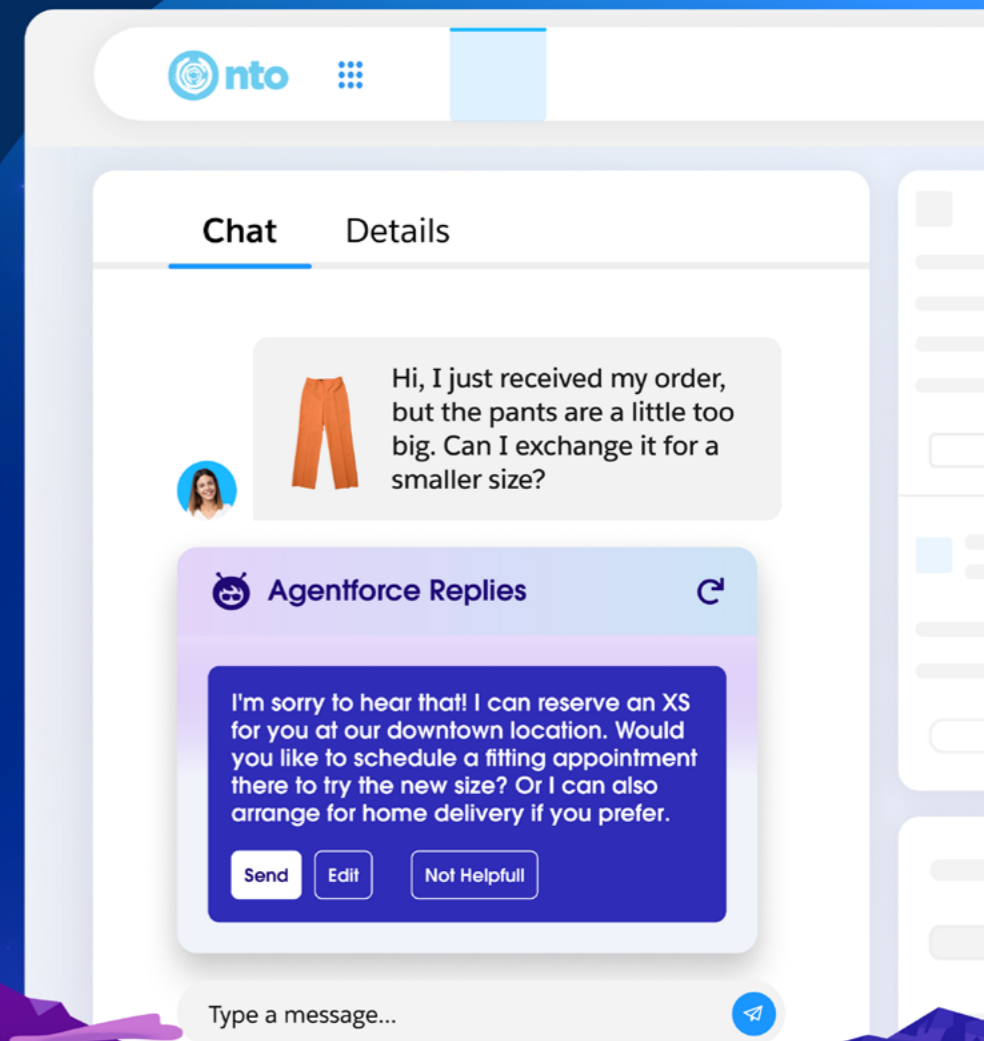
- 1 Ability to power AI capabilities
- 2 Increased store associate productivity
- 3 Increased operational efficiency
- 4 Increased revenue
- 5 Improved inventory and order management

### Top Challenges Faced While Implementing Unified Commerce



## 03

# AI Agents Poised to Redefine Retail



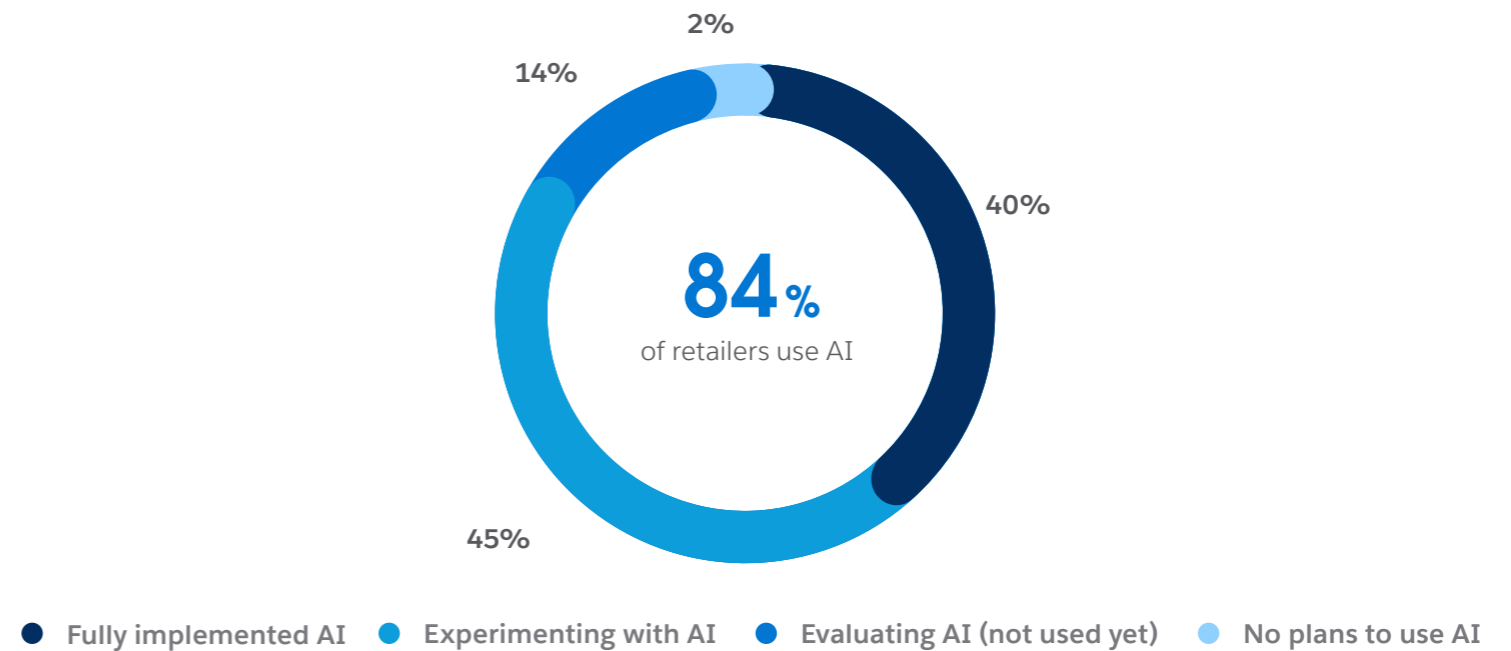
## AI Shakes Up the Retail World

AI has taken retail by storm, transforming everything from customer experience to supply chain management. Already, 84% of retailers use AI, and only 2% have no plans for it. More innovation is underway as AI becomes increasingly agentic – taking action autonomously without human involvement.

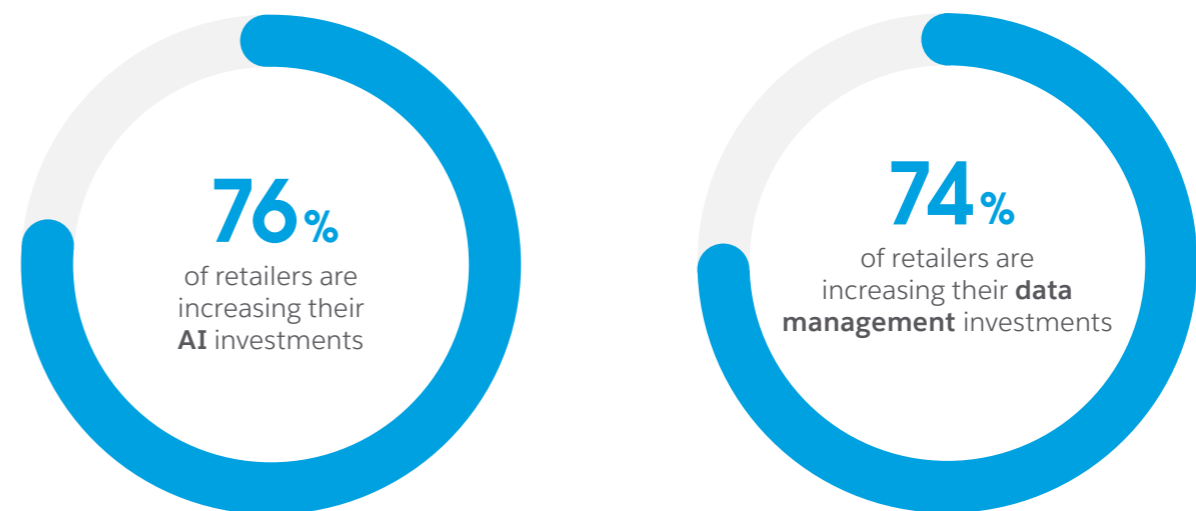
**85% of retailers agree AI advancements are transforming retail.**

Most retailers intend to increase their AI investments, with 74% simultaneously boosting their data management investment – reflecting how accessible, integrated data underpins successful AI implementation.

### Nearly All Retailers Are Using or Evaluating AI



### Retail AI Investments Are Growing



## Retailers Trust in the Benefits of AI

As retailers expand AI implementations, they're seeing benefits across every aspect of the business. Employee productivity tops the list, with automation of routine tasks so employees can focus on higher-value activities. Better shopping experiences follow, which retailers can enhance through capabilities like personalized recommendations.

AI also strengthens supplier relationships by streamlining processes like inventory management and ordering.

AI yields clear business results: 89% of retailers expect returns on their investments, with similar shares reporting increased online sales volume and reduced operational costs.

### AI Improves Employee, Shopper, and Supplier Experiences

#### Top Benefits of AI<sup>1</sup>

- 1 Increased employee productivity
- 2 Improved experiences for shoppers
- 3 Increased revenue
- 4 Improved supplier relationships
- 5 Improved employee experience

#### Agree With the Following Statements<sup>1</sup>

We will get a return on our AI investments	89%
AI increases our online sales volume	89%
AI reduces our operating costs	85%

<sup>1</sup>Base: Uses AI

# Spotlight: AI Adoption Follows Generational Trends

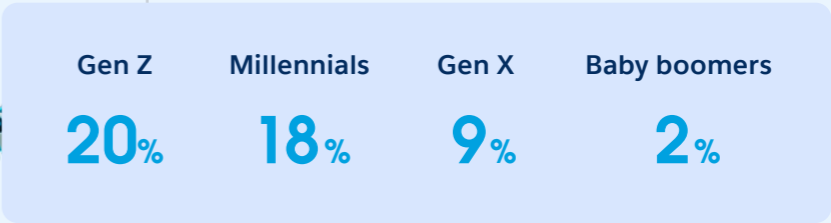
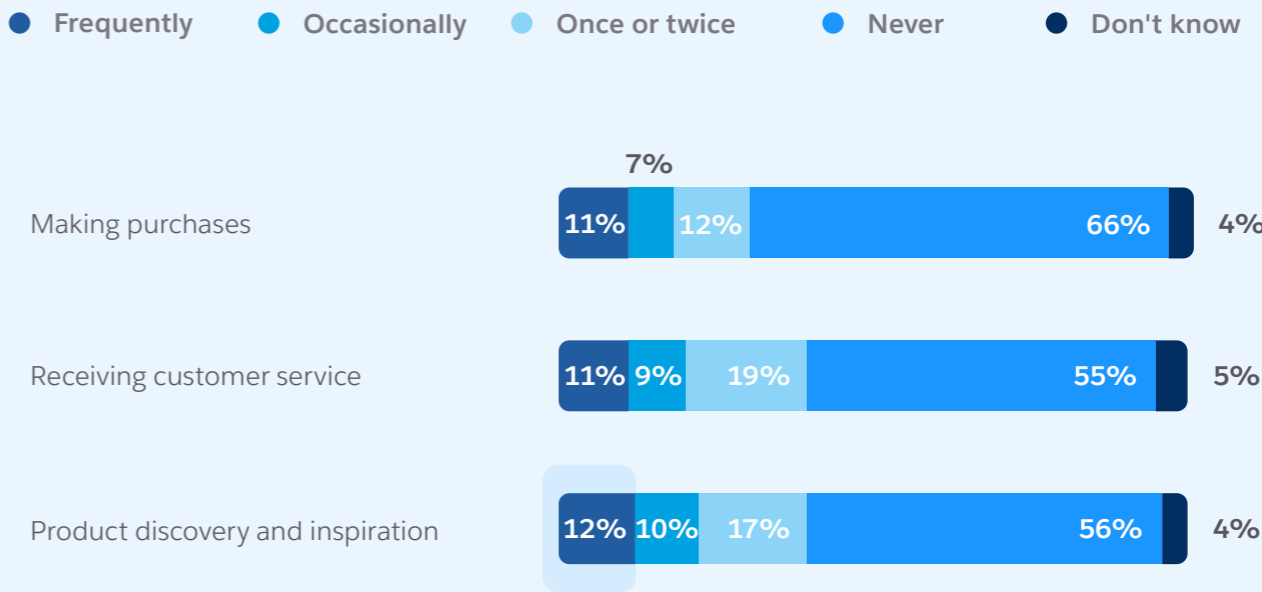
AI-assisted shopping is in its early stages, but a growing number of shoppers use the technology for product discovery, purchasing, and customer service.

Compared to baby boomers, millennials and Gen Z are much more likely to infuse AI in their shopping journeys, suggesting the technology will gain momentum as these generations gain purchasing power.

**Gen Z shoppers are 10x more likely than baby boomers to frequently use AI to discover new products.**

## Younger Shoppers Lead in Uptake

How Often Shoppers Use AI for the Following Tasks



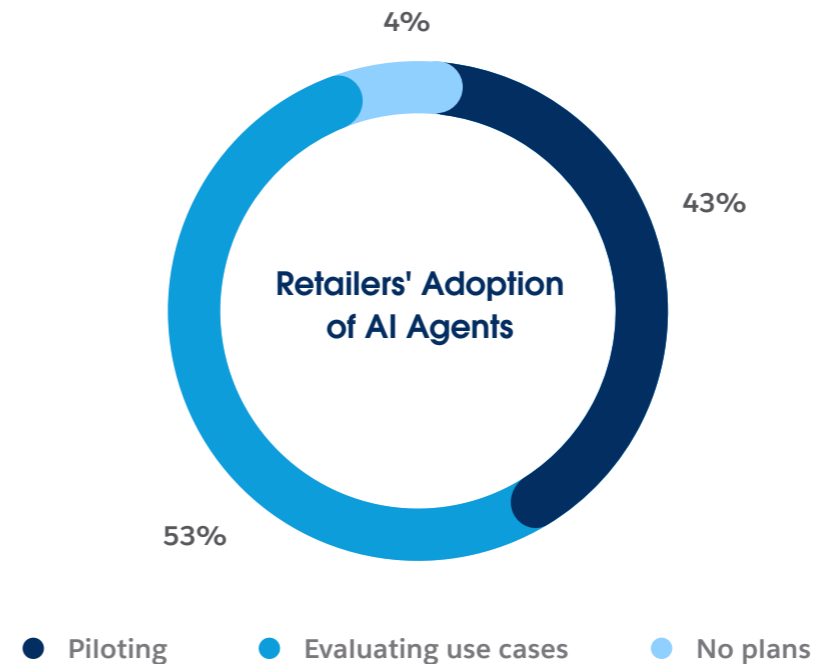
## AI Agents Promise Next Wave of Retail Innovation

AI agents – systems that can work autonomously with minimal human oversight – build on earlier AI foundations and represent the technology’s latest innovations.

Retailers are taking notice: 43% say they are already piloting autonomous AI, with use cases spanning the business.

Customer service is especially promising, with agents that can field inquiries and manage returns, among other tasks. Retailers also see strong potential in agents that optimize merchant websites and marketing materials. Other promising use cases extend to store operations, where agents can support associate training and manage inventory levels.

### Retail's Agentic Transformation Is Underway



### Top AI Agent Use Cases in Retail

- 1 Customer service skills (e.g., resolving customer inquiries through order tracking, returns, and appointment booking)
- 2 Merchant skills (e.g., tasks for merchants such as creating a website that automatically optimizes sales)
- 3 Marketing skills (e.g., drafting emails, targeting audience segments based on campaign briefs)
- 4 Training skills (e.g., supporting store associates through onboarding and beyond with instructions and suggestions)
- 5 Inventory skills (e.g., automatic replenishment, product receiving, inventory tracking, and stock level adjustments)



## Spotlight: AI in Retail Customer Service

Shoppers say the worst retail experience is poor customer service, putting pressure on retailers to enhance support – with implications for their bottom lines.

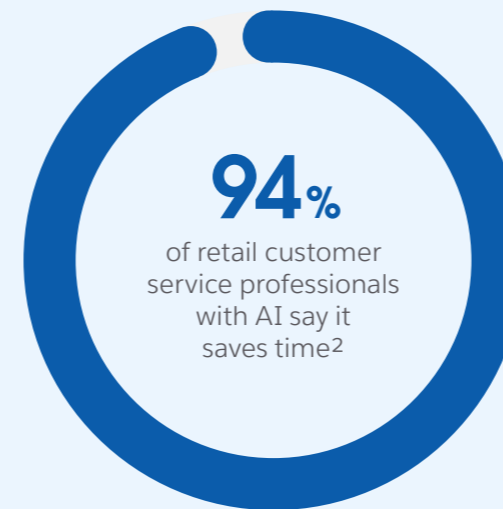
**74% of shoppers say they will abandon a brand after three or fewer bad experiences.<sup>1</sup>**

AI is proving transformative for service teams. By managing return logistics, answering common questions, prioritizing and triaging incoming requests, and more, AI helps retail service professionals work more efficiently while controlling costs.

This automation of routine tasks allows human representatives to focus on building customer relationships and tackling complex casework.

<sup>1</sup>[Salesforce Connected Shoppers 2023](#)

### AI Lightens the Load for Customer Service



<sup>2</sup>Retail data from [Salesforce State of Service 2024](#) survey.

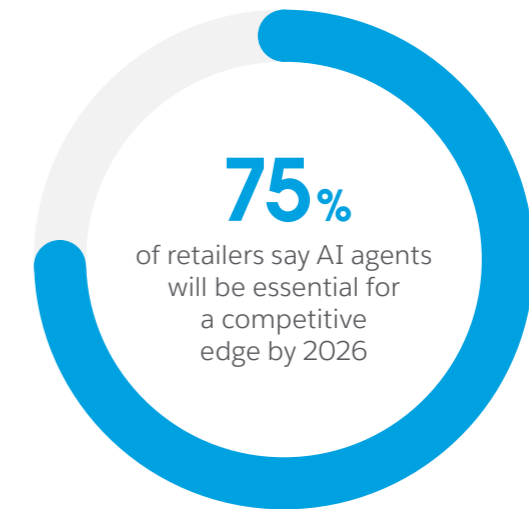
03

## Retailers Are Bullish on Agent Opportunities

Retailers are optimistic about AI agents, with a strong majority excited about their potential to transform the industry.

They see opportunities ahead and recognize the urgency, claiming peers will fall behind by 2026 if they don't adopt the technology.

### Retailers Say Late Adopters Risk Competitive Disadvantage



### How Retailers View AI Agents



## Shoppers See Value in Agents

Shoppers gravitate toward AI agents that perform practical, value-driven activities. They show strongest interest in loyalty program optimization and faster customer service – tasks that offer clear, immediate benefits.

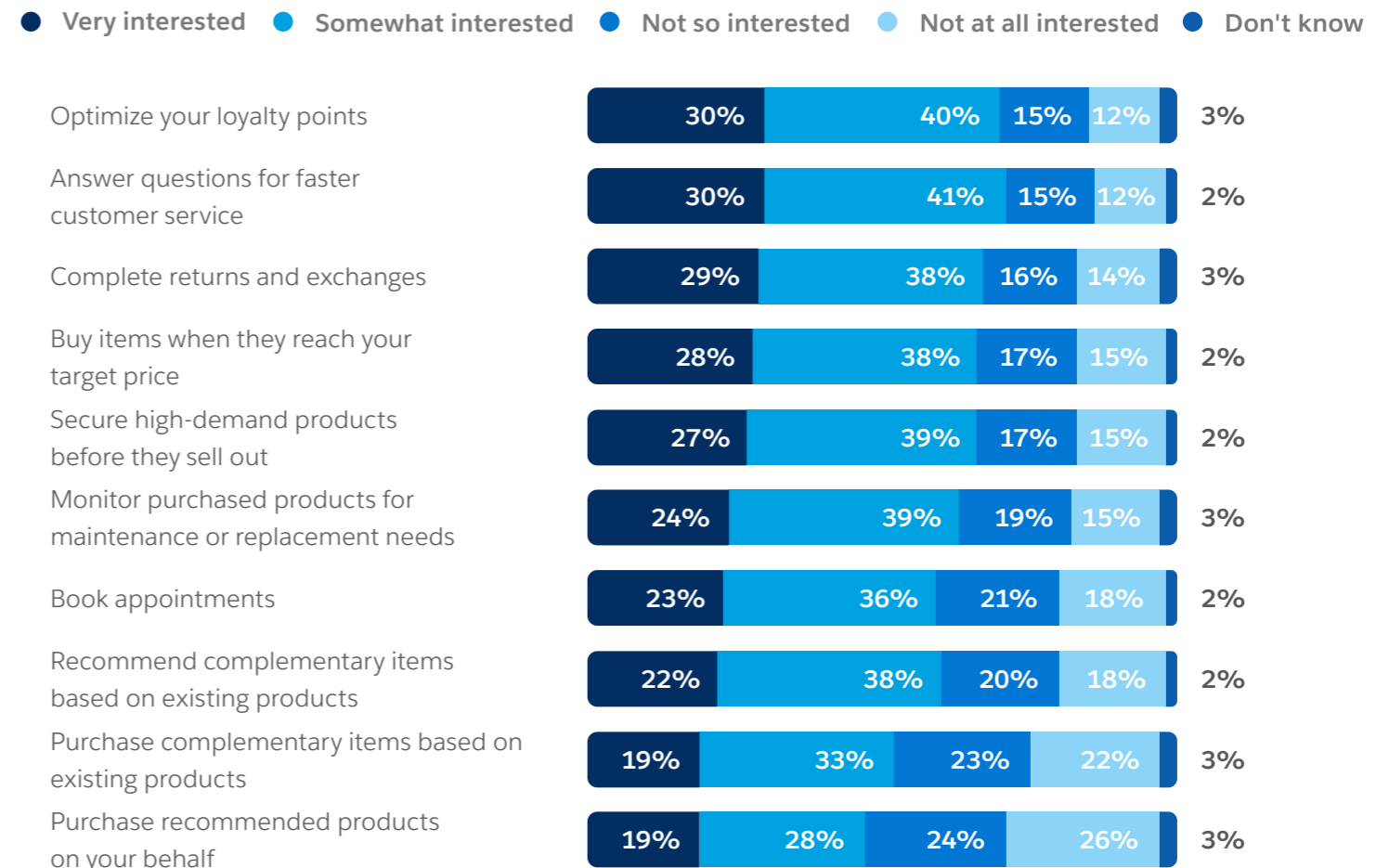
Trust will be essential for broader consumer adoption of agents. Shoppers emphasize strong data privacy protections and want control over how agents are applied – whether through easy on/off switches or approval before agents make purchases.

Shoppers also seek transparency about how their data is used and the option of human backup when needed.

**Gen Z shoppers are 2.7x as likely as baby boomers to want product recommendations from AI agents (63% vs 23%).**

### Privacy and Control Increase Trust in AI Agents

#### Shopper Interest in AI Agents for the Following



#### Top Factors That Increase Shoppers' Trust in AI Agents

- 1 Data privacy and security protections
- 2 Ability to easily turn it off/on
- 3 Require approval before any purchase
- 4 Transparency over how my data is used
- 5 Available human customer service backup

## 03

## Retailers Lay the Groundwork for More Advanced AI

Retailers are doing more than buying new software as they build a foundation for AI agents.

**86% of retailers with AI say it will restructure how they operate.**

To ensure successful implementation retailers are putting basic building blocks in place, from defining what success looks like to figuring out how their teams will work together.

As systems take on more decision-making processes, retailers are strengthening data protections and cleaning up existing datasets, recognizing that input determines the quality of system output.

### Retailers Make Moves to Ensure Security and Accuracy

#### Top AI Implementation Challenges<sup>1</sup>

- 1 Security/privacy concerns
- 2 Data quality
- 3 Implementation costs
- 4 Concerns about AI accuracy
- 5 Lack of AI expertise

#### Retailers' Actions to Prepare for AI<sup>1</sup>

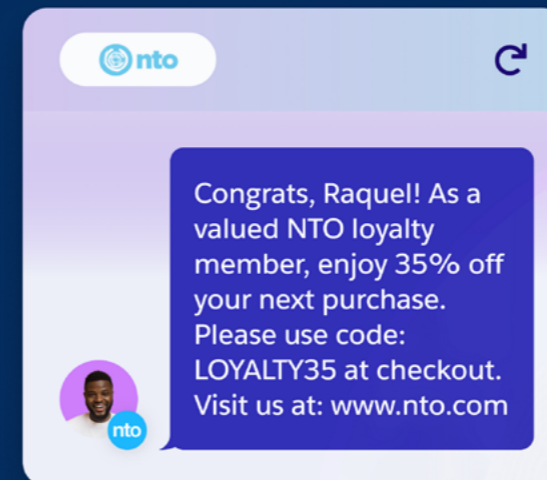
Define AI success metrics and KPIs	36%
Hire AI strategy or implementation consultants	35%
Upgrade technology infrastructure	33%
Enhance data security	33%
Purchase or subscribe to AI software	33%
Develop process to coordinate between business and IT	33%
Develop employee training programs	30%
Hire AI specialists or data scientists	30%
Clean up data	26%
Set ethical guidelines	24%

<sup>1</sup>Base: AI users.



## 04

# Rewards Programs Put a Check on Declining Shopper Loyalty



## High Prices Drive Widespread Brand-Switching

Consumers' loyalty is fluid, at best. Three out of four shoppers have switched brands within the past year.

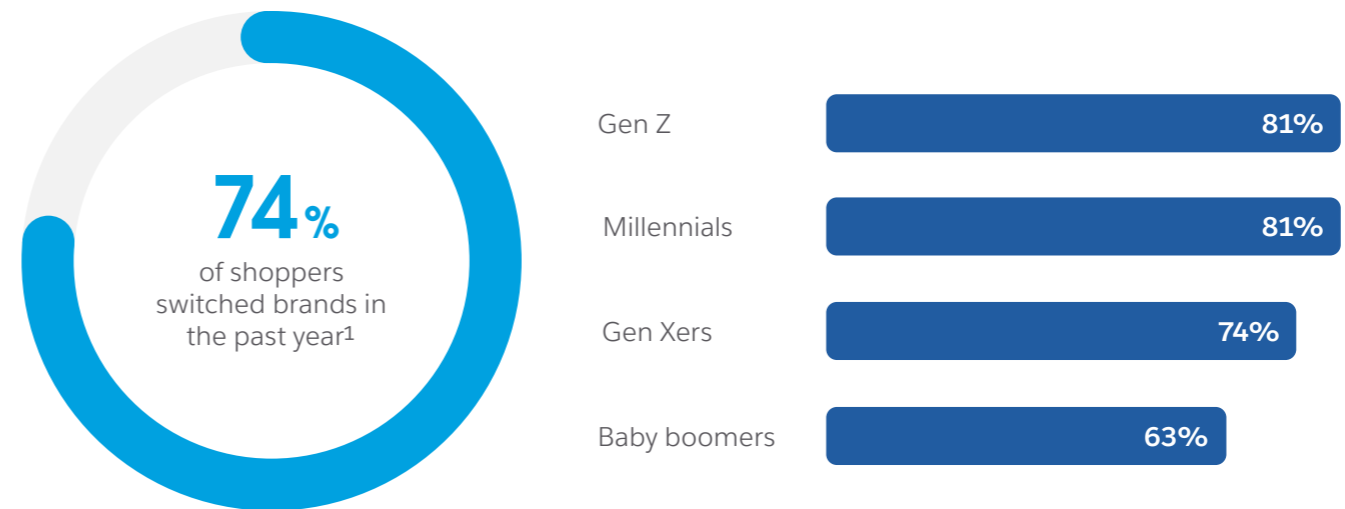
While high prices are the top reason for brand defection, over 40% of consumers also cite poor customer experiences and inconsistent quality.

Brand hopping is common across all generations, but younger consumers are particularly prone to it – demonstrating how brands will need to work harder to keep their rising crop of customers.

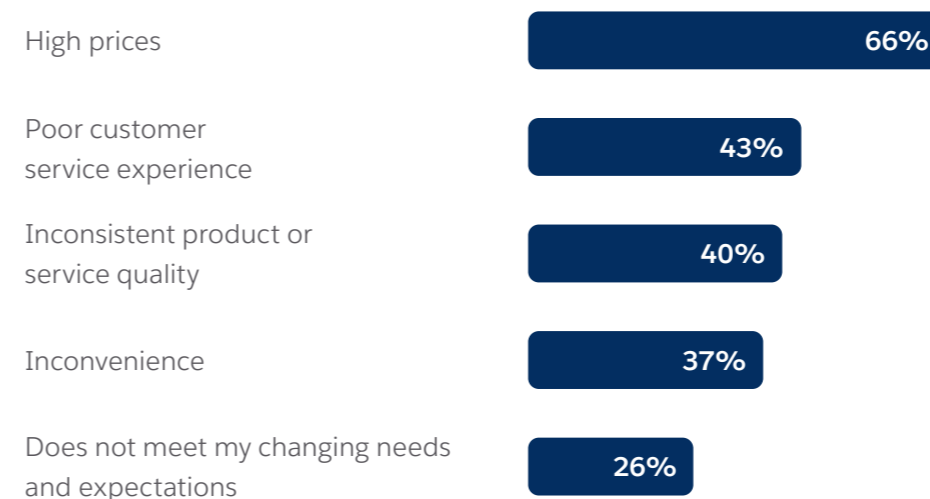
**Gen Z and millennials switch brands at 1.3x the rate of baby boomers.<sup>1</sup>**

<sup>1</sup> [Salesforce State of the AI Connected Customer, October 2024.](#)

### Younger Shoppers Are Especially Prone to Brand-Hopping



### Top Reasons Consumers Stopped Buying from a Brand in the Last Year<sup>1</sup>



## Diverse Programs Aim to Lock In Loyalty

As shopper loyalty wavers, retailers are doubling down on formal programs to bolster it.

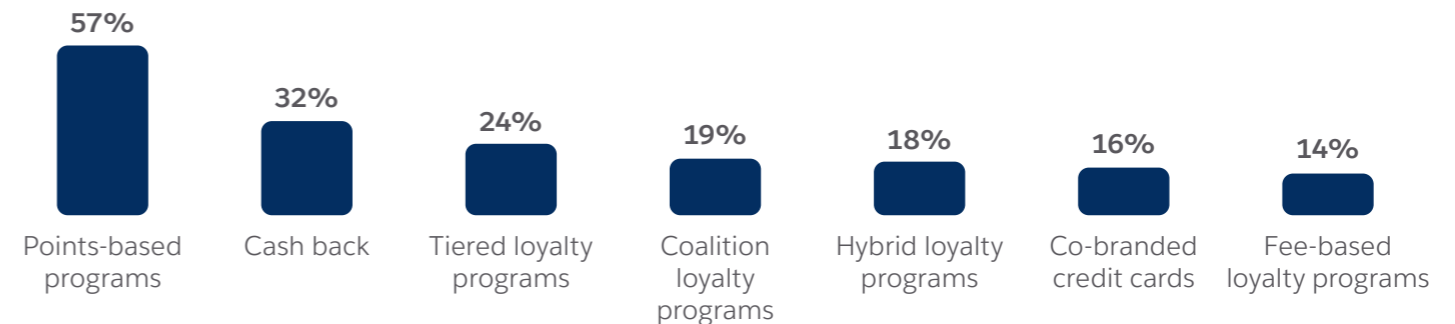
**67% of retailers offer a loyalty program, and 29% plan to introduce one in the next 24 months.**

Shoppers belong to a wide range of these programs. Simple points-based rewards lead the pack, but other incentive structures are popular as well, such as cash-back programs (for value-focused shoppers), tiered programs (for a sense of exclusivity), and coalition programs (to earn rewards across different stores and brands).

**The average shopper belongs to four loyalty programs.**

### Points Remain King, but Loyalty Program Innovation Is On the Horizon

Types of Loyalty Programs Shoppers Belong to



## Experiential Rewards Draw Younger Generations

Rising prices have pushed 66% of shoppers to switch brands in the past year, making loyalty programs' cost-saving benefits more appealing than ever.

Shoppers overwhelmingly gravitate toward traditional perks – earning rewards at favorite stores, accessing free shipping, and receiving discounts on services.

While these core money-saving benefits drive most program participation, newer offerings like exclusive experiences and gamification elements have carved out a significant following among younger shoppers.

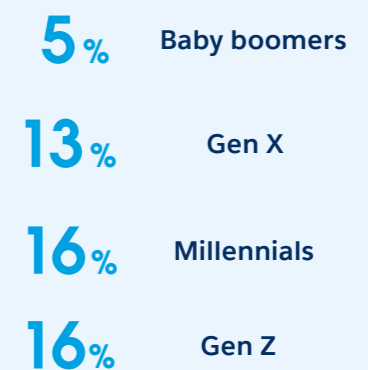
**Gen Z shoppers are over 3x more likely than baby boomers to value experiential benefits like exclusive events and in-store classes.<sup>1</sup>**

### Money-Saving Perks Are the Main Adoption-Driver but Not the Only Draw

#### Factors that Draw Shoppers to Loyalty Programs<sup>1</sup>



#### Shoppers Attracted by Exclusive Experiences



<sup>1</sup>Base: Shoppers in at least one loyalty program.

## Programs Deliver Value but Require Maintenance

Loyalty programs deliver value, with 84% of members saying such programs make them more likely to repurchase. Yet even successful programs need continuous refinement, with 80% of retailers working on program optimization.

For shoppers, convenience and timeliness are crucial, and when these elements falter, engagement can flag.


**35% of shoppers belong to a loyalty program they've never used.**

For retailers, smoothly managing program logistics is far from simple, requiring streamlined data operations that many retailers are still working to perfect. However, when loyalty programs successfully overcome operational hurdles, they can create foundations for deeper customer relationships that go well beyond basic transactions.

### Retailers Navigate Data Hurdles to Meet Customer Expectations



### Top Loyalty Program Challenges



**For Shoppers**

- 1 Takes too long to earn rewards
- 2 Rewards aren't worth it
- 3 Benefits expire or arrive too late to use



**For Retailers<sup>1</sup>**

- 1 High maintenance costs
- 2 Data integration & management issues/ Difficulty measuring ROI (tie)

<sup>1</sup>Base: Currently offers a loyalty program.



## Look Ahead: Supplemental Revenue Streams

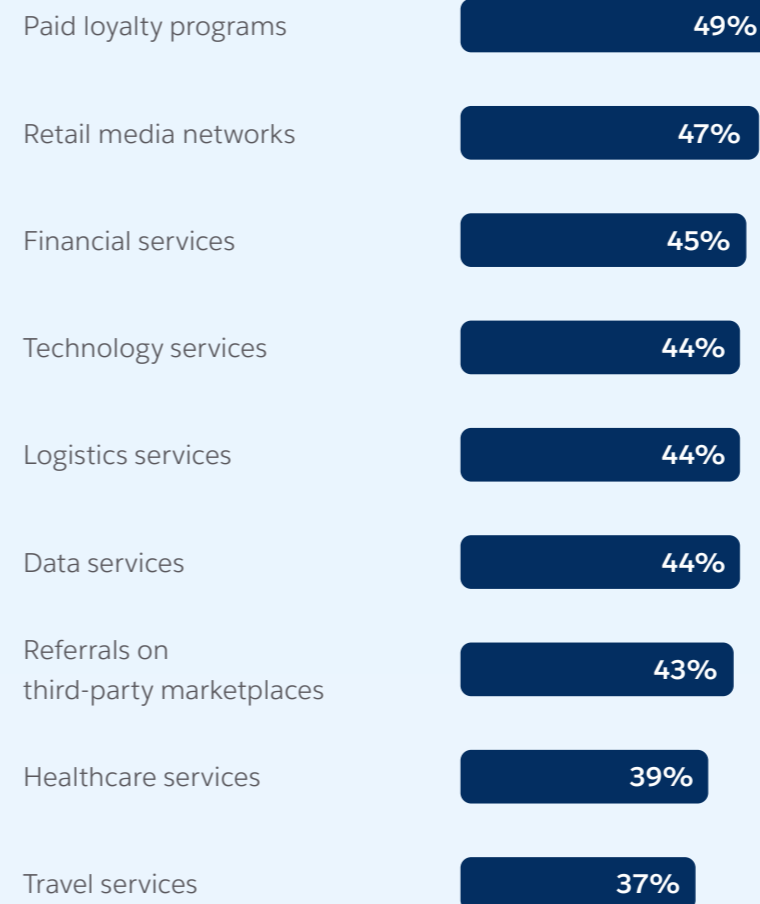
As industry margins face pressure, loyalty programs are becoming foundations for innovative business models that extend beyond traditional retail sales.

These business models take many forms. Media networks help retailers' partners reach shoppers with relevant offers. Retailers also monetize existing infrastructure, as those with sophisticated technology and logistics capabilities sell access to expensive-to-build systems, helping other companies operate without massive investments. Some retailers are even venturing into healthcare and financial services, using physical locations and customer relationships to expand into everything from medical services to credit cards.

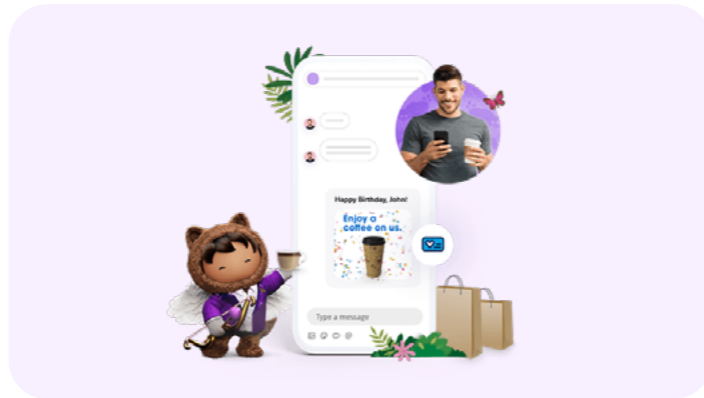
By diversifying revenue streams, companies are more resilient and create new value for customers and partners.

### Retailers Expand Beyond Traditional Sales

#### Retailers' Supplemental Revenue Streams



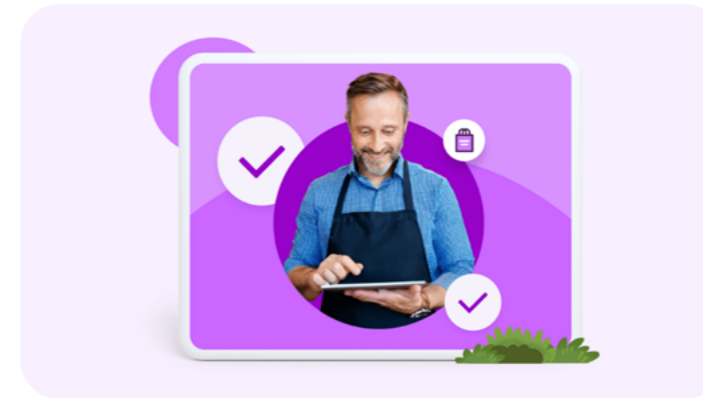
## Ready to Learn More?



### From Predictable to Personalized: Rethinking the Loyalty Experience

Learn to use data, AI, and trust to connect with shoppers through retail loyalty programs.

GET THE GUIDE



### Go from Guesswork to Growth with Retail Data and AI

With a modern tech stack, you can streamline operations, reduce costs, and win shopper loyalty.

GET THE GUIDE



### Retail Cloud Demo

Say hello to Retail Cloud, the only cloud-native POS built on the #1 AI CRM. See how you can unite transactions from anywhere and maximize every sale with unified commerce.

EXPLORE SOLUTION

# Survey Demographics



# Survey Demographics: Consumers

## Country

Australia/New Zealand.....	N=500, 6%
Brazil .....	N=500, 6%
Canada .....	N=500, 6%
France.....	N=500, 6%
Germany .....	N=500, 6%
India.....	N=500, 6%
Ireland .....	N=500, 6%
Italy .....	N=500, 6%
Japan .....	N=500, 6%
Mexico.....	N=500, 6%
Netherlands.....	N=500, 6%
Nordics .....	N=100, 1%
Singapore.....	N=500, 6%
Spain.....	N=500, 6%
Switzerland .....	N=500, 6%
United Kingdom.....	N=500, 6%
United States .....	N=750, 9%

## Generation

Baby boomers	
(1946-1964).....	N=1,814, 22%
Gen Xers	
(1965-1980).....	N=2,379, 28%
Millennials	
(1981-1996) .....	N=2,697, 32%
Gen Z	
(1997-2012) .....	N=1,460, 17%

## Gender

Male.....	N=4,365, 52%
Female.....	N=3,962, 47%
Other .....	N=23, >1%



# Survey Demographics: Retailers

## Country

Australia/New Zealand.....	N=100, 6%
Brazil .....	N=100, 6%
Canada .....	N=100, 6%
France.....	N=100, 6%
Germany .....	N=100, 6%
India.....	N=100, 6%
Ireland .....	N=100, 6%
Italy .....	N=100, 6%
Japan .....	N=100, 6%
Mexico.....	N=100, 6%
Netherlands.....	N=100, 6%
Nordics .....	N=100, 6%
Singapore.....	N=100, 6%
Spain.....	N=100, 6%
Switzerland .....	N=100, 6%
United Kingdom.....	N=100, 6%
United States .....	N=100, 6%

## Department

Analytics or business intelligence.....	N=73, 4%
Customer experience.....	N=66, 4%
Customer service and support .....	N=115, 7%
Ecommerce or digital/ omnichannel strategy.....	N=499, 29%
Information technology or technology related .....	N=86, 5%
Marketing .....	N=264, 16%
Retail or store operations.....	N=597, 35%

## Company Size

1 to 200 employees .....	N=340, 20%
201 to 4,999 employees.....	N=1,211, 71%
5,000+ employees.....	N= 149, 9%

## Retail Segment

Apparel, accessories, and footwear .....	N=406, 24%
Consumer electronics .....	N=406, 24%
Department store .....	N=177, 10%
Discount or mass merchant.....	N=76, 4%
Grocery.....	N=75, 4%
Health and beauty .....	N=260, 15%
Home, hardware, and garden.....	N=124, 7%
Outdoor and sporting goods .....	N=135, 8%
Other specialty retail .....	N=41, 2%





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