

EPAM CONTINUUM

Making Customer Experience Seamless

Playbook For The Athletic Omnichannel Retailer

APRIL 2021



Why A Seamless Customer Experience Matters More Than Ever

The pandemic has created cracks in incumbent retail business models and accelerated a longer-term shift towards **integrated physical/digital experiences**. Nimble competitors have opened profitable niches, further splintering the traditional retail landscape.

To survive in the new world of retail, organizations need to be as athletic as their digital rivals, while leveraging core competitive advantages that cannot be replicated. These new omnichannel retailers are like **decathletes**, with their **business agility and flexibility** enabled by adaptable capabilities, technologies and organizations.



How might we transform into an athletic omnichannel retail organization?

A young woman with her hair in braids, wearing a blue and yellow plaid shirt, is smiling and holding a tablet. She is standing in a clothing store with racks of clothes and a staircase in the background. The word "Contents" is overlaid in white text on the left side of the image.

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01 | Omnichannel Retail Challenges

Omnichannel Retail Challenges



High Customer Expectations

Especially for personalized experiences, free and on-demand delivery



High Last Mile Costs

Delivery/returns, shrinkage, ops infrastructure, customer service and partnerships challenge margins for traditional retailers



Disconnected Stores

Store infrastructure, prop management, EX, POS, etc. are partially or completely disconnected from digital experience



Siloed/Decentralized Decision-making

Federated brand/regional organizations, legacy channel siloes and budgeting



Increased Digitization

Acceleration of digital adoption due to COVID-19



Movement to Health & Sustainability

Healthy, local, sustainable and impactful



Nimble Competitors

Digital natives capitalize on shifting customer needs and move without legacy inertia and with different cost models



Monolithic Architecture

Legacy systems are heavy and inflexible, impeding business agility and innovation



Scattered Data

Lack of data consolidation and productization inhibits customer intimacy and fact-based decision-making



Skills & Talent Pressure

Rapidly changing technology and business models call for flexible staffing and a culture of continuous learning

Customer

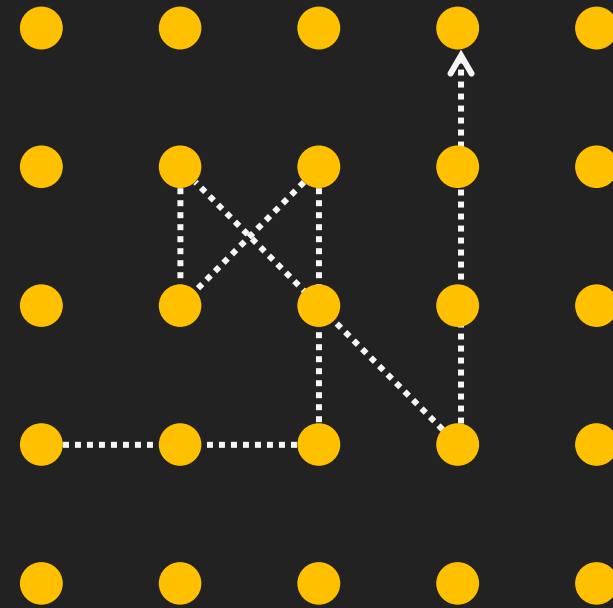
Business

Technology

Organization

No More Linear Customer Journeys

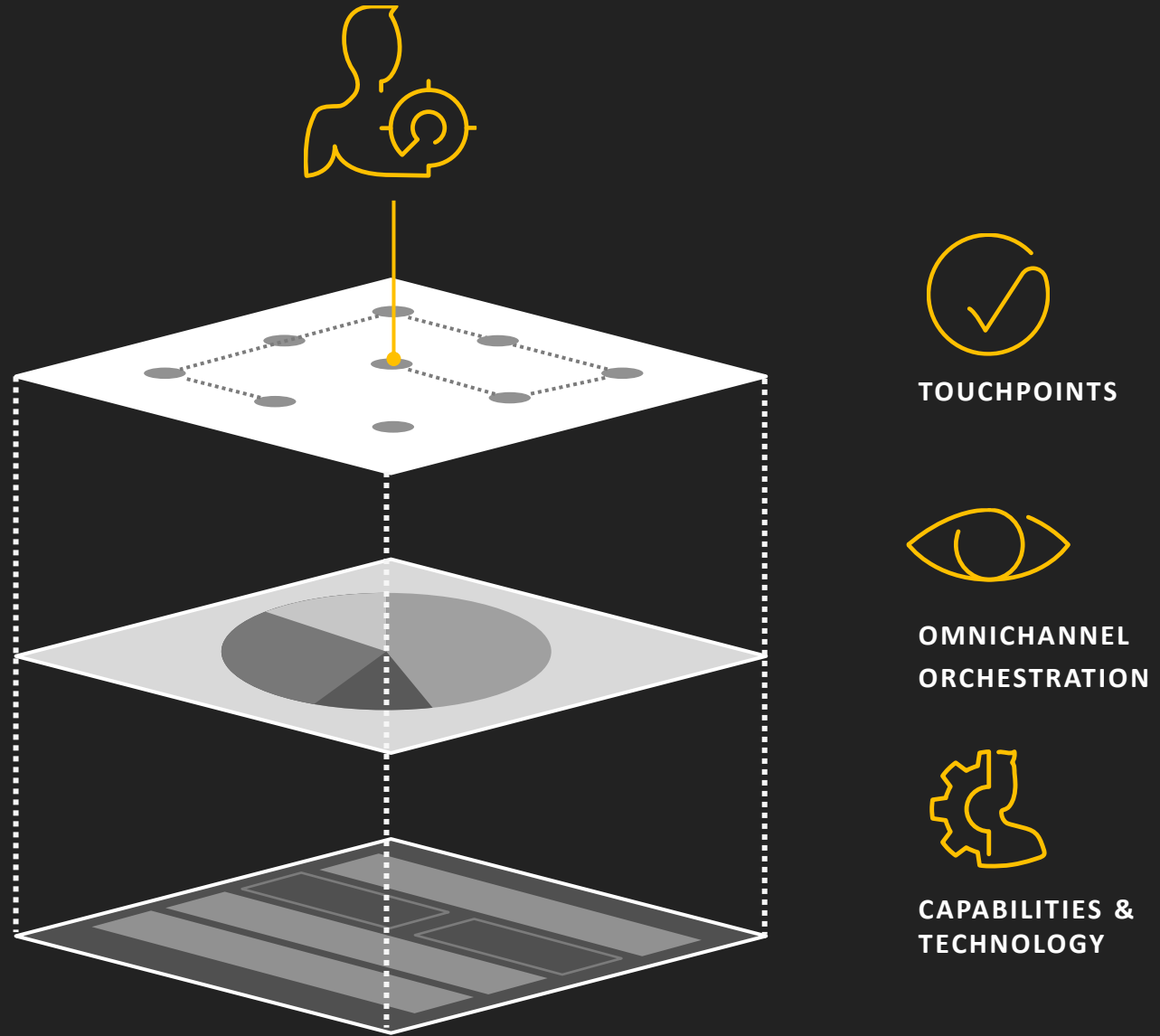
At home, on the go or in the store, athletic retailers need to support **an increasingly fluid customer**.



TOUCHPOINTS

Delivering Omnichannel Requires a New Approach

Retailers must adjust internally to provide seamless customer experiences.



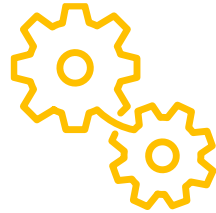
02 | The Omnichannel Vision

Our Approach to Athletic Retail



Omnichannel Vision

Setting a lighthouse for customer-centred value creation



Product Strategy & Portfolio

Identifying critical investments weighted by impact/effort



Digital Business & Operating Model

Enabling omnichannel value delivery with speed, efficiency and scale



Omnichannel Capabilities

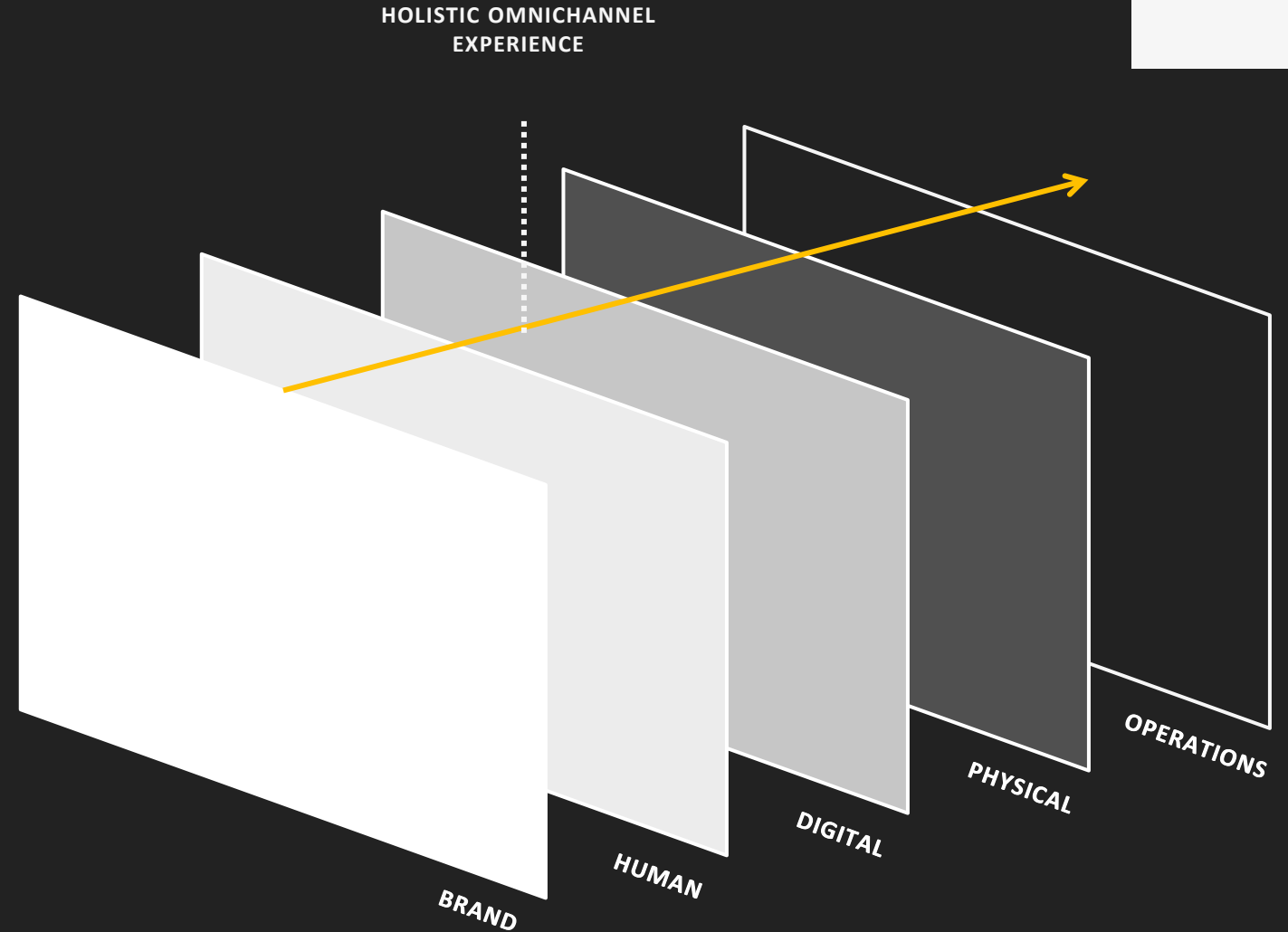
Combining people, processes and MACH technology

An Omnichannel Vision Looks at the Entire System

A true omnichannel approach requires a holistic vision that cuts across traditional retail siloes and aligns the organization around the direction of travel.



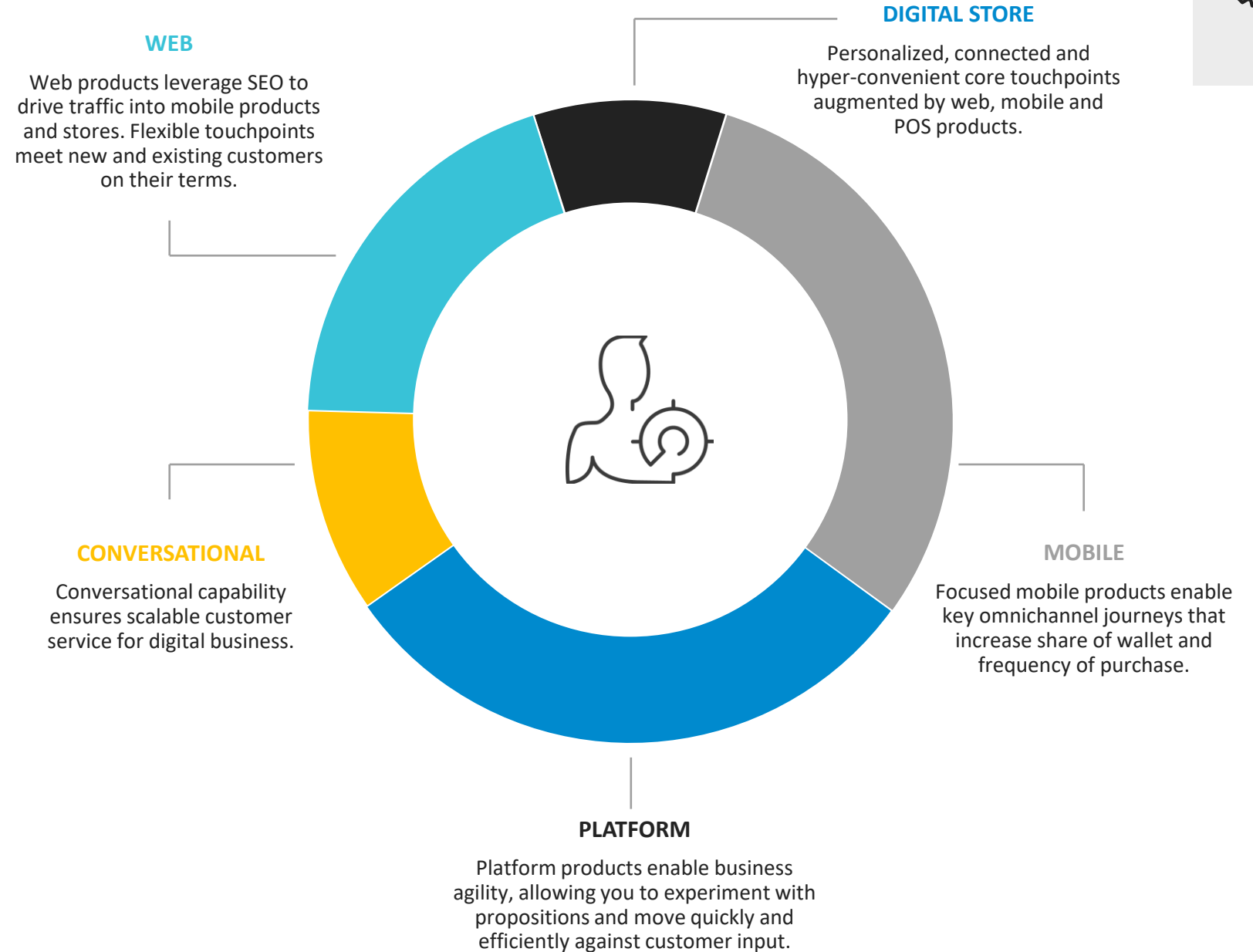
CUSTOMER



03 | How to Prioritize

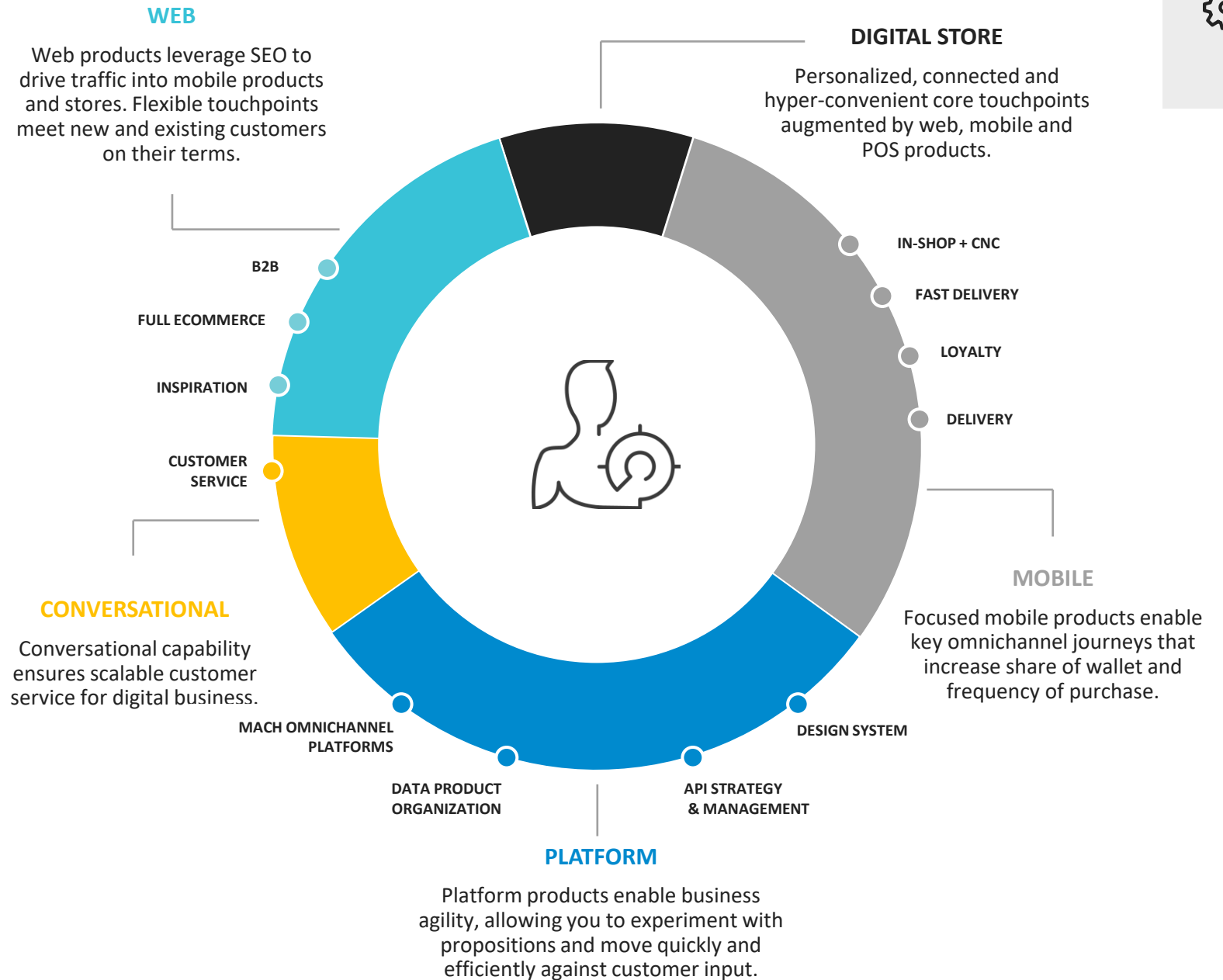
Maximizing ROI Starts with Channel Strategy

Omnichannel doesn't mean investing in everything everywhere. A customer-centric channel strategy maximizes channel strengths and keeps a focus on ROI. Platforms ensure the mix is not static, but adapts at speed based on market need.

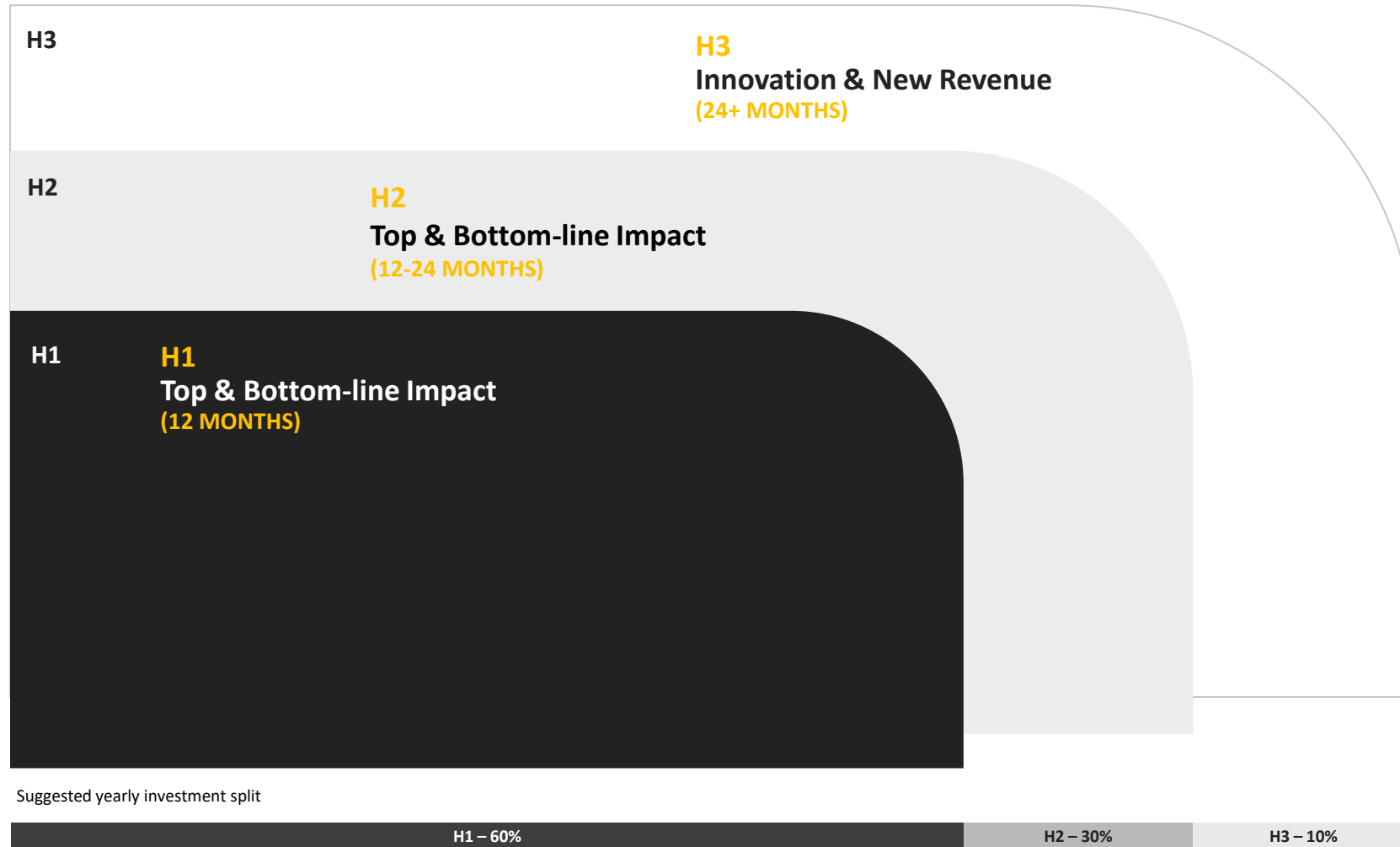


Product Portfolio

Example: Grocery Retail

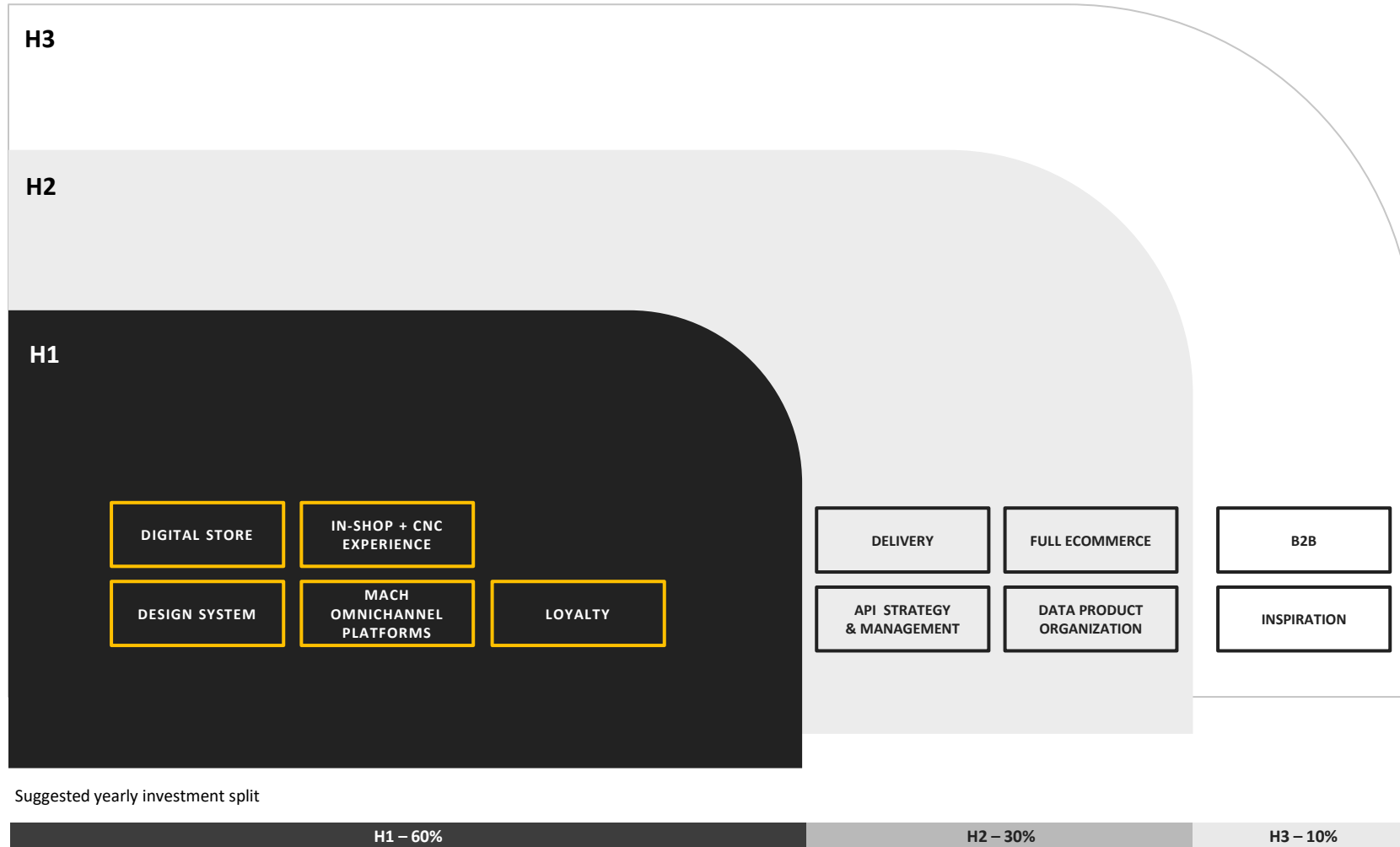


How Do We Prioritize?



EPAM uses a horizon model to drive investment within a product portfolio. A fact-based, effort impact approach to business casing guides investment focus across horizons. Using an investment model like this, product teams are empowered to drive customer value.

Example: Grocery Retail



H1 – Top & Bottom-line Impact (12 MONTHS)

We see Digital Store, In-shop (including click and collect eCommerce) and Loyalty mobile experiences as having the biggest top-line impact in 1-2 years. All capitalize on the existing customer base, drive omnichannel growth and can be brought to market quickly. A design system has the biggest bottom-line impact, ensuring that both experiences can be foundational for any number of other propositions.

H2 – Top & Bottom-line Impact (12-24 MONTHS)

A Delivery mobile proposition and a Full eCommerce web proposition are viable areas for further investment, with longer timelines for impact. As multiple products are brought online, API and data platform products ensure a unified view of the customer and tight feedback loops.

H3 – Innovation & New Revenue (24+ MONTHS)

Inspiration is a secondary value proposition behind convenience and value, but key to the planning stage of the customer journey, as well as a key driver of traffic and monetization. B2B opens a new line of revenue.

04 | How to Make It Real



Digital Operating Model

Joint Strategy Management

A Digital Hub coordinates across brands/regions/touchpoints and sets priorities, targets and investment focus

Product Management

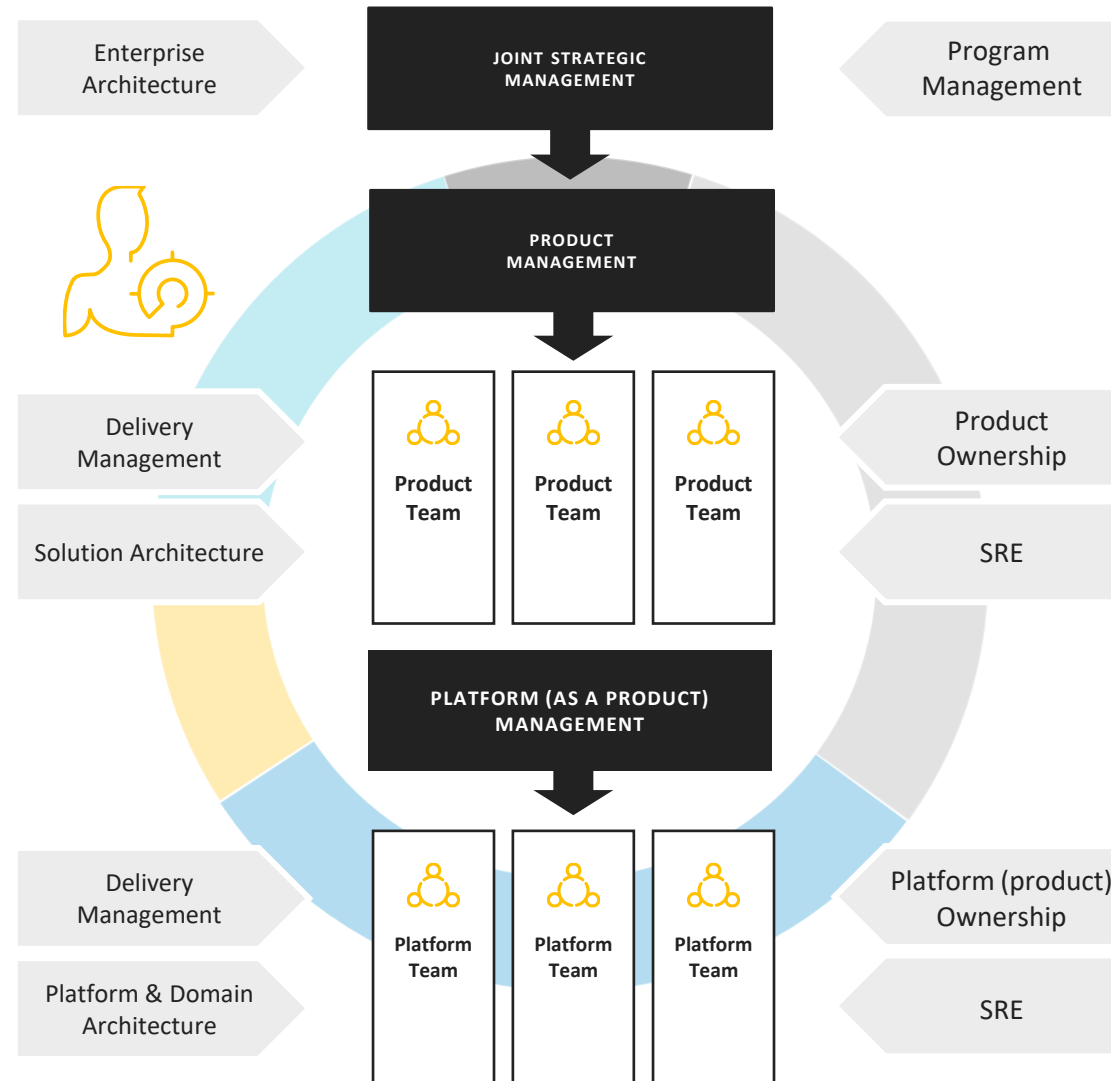
Responsible for building and optimizing customer propositions

Platform Management

Responsible for driving efficiency and scale across the product portfolio

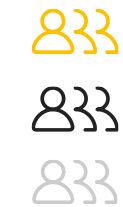
Product & Platform Services

Cross-cutting disciplines focused on driving quality, efficiency and coherence across product and platform landscapes

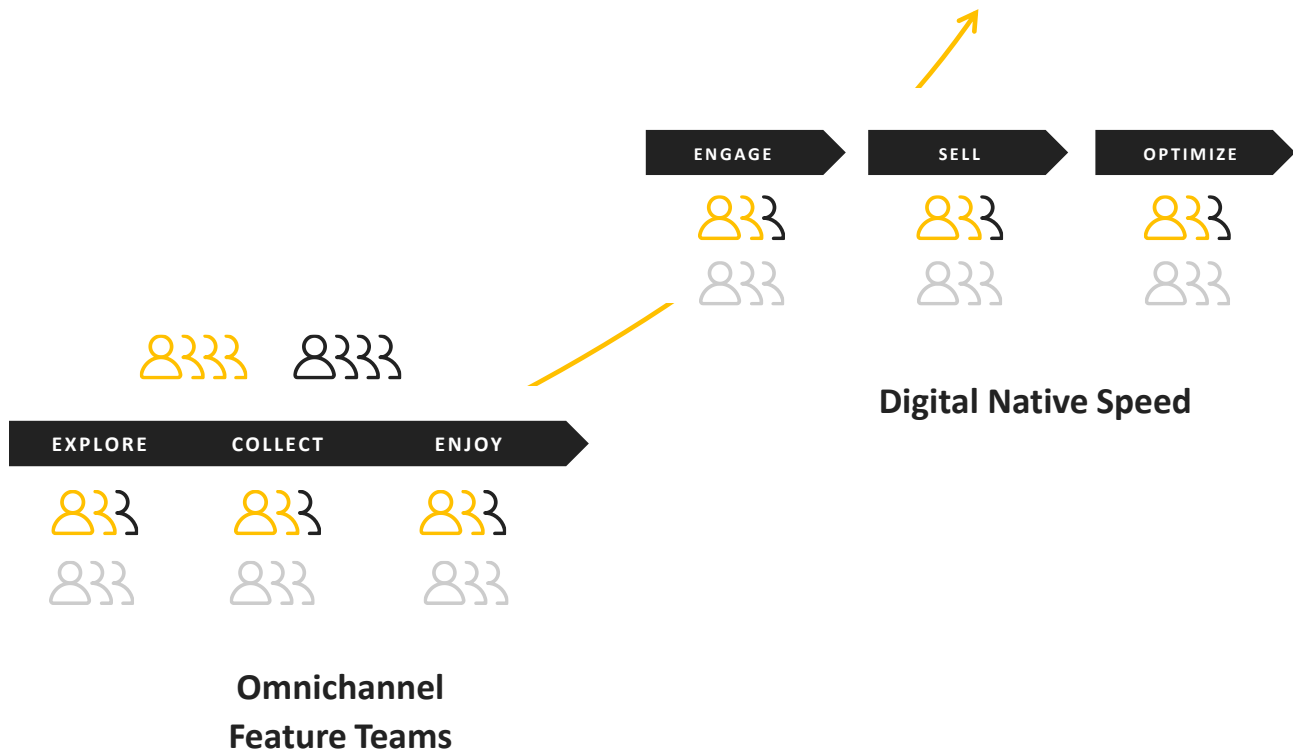


Organizing Product for Omnichannel Value Delivery

EPAM Continuum's end-to-end capabilities, combining award-winning strategy, innovation and design; alongside scaled DesignOps, DevOps and Delivery sets your business on a course for **digital native customer focus and the ability to deliver it.**



Joint Strategic Planning & Platform Alignment



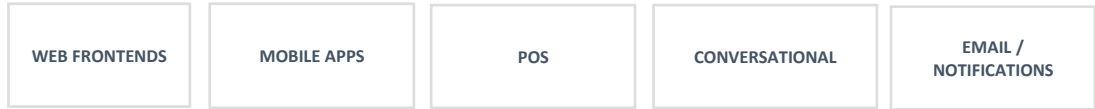


A MACH Approach to Capabilities & Technology Ensures Enduring Athleticism

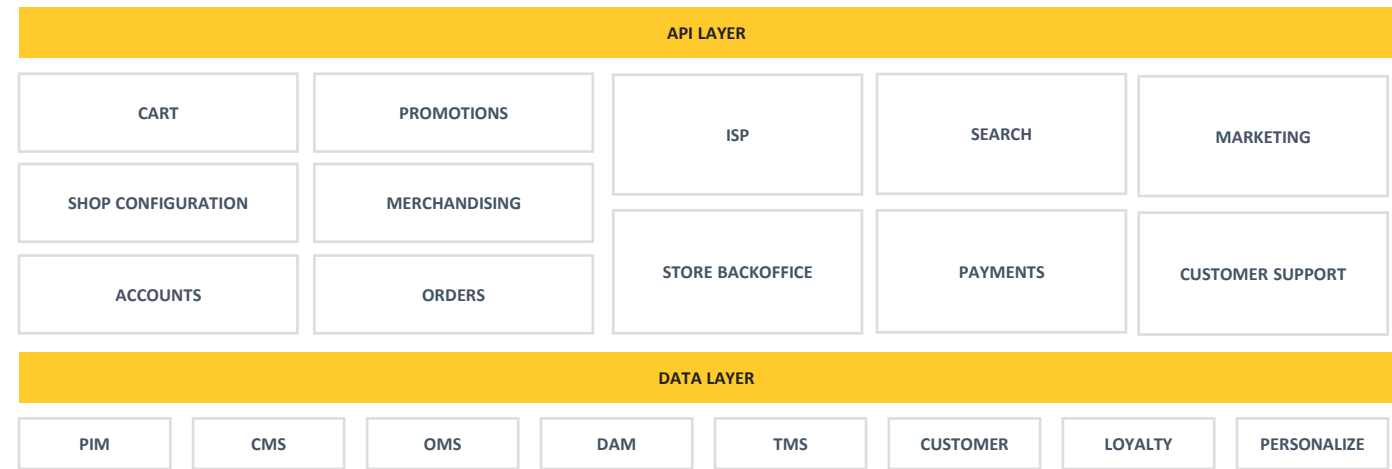
Business agility is powered by **MACH** omnichannel platforms which leverage microservices and APIs to employ best of breed technologies.

- M** Microservices
- A** API enabled
- C** Cloud-native
- H** Headless

CUSTOMER EXPERIENCE PRODUCTS



OMNICHANNEL ENGAGEMENT & COMMERCE PLATFORM



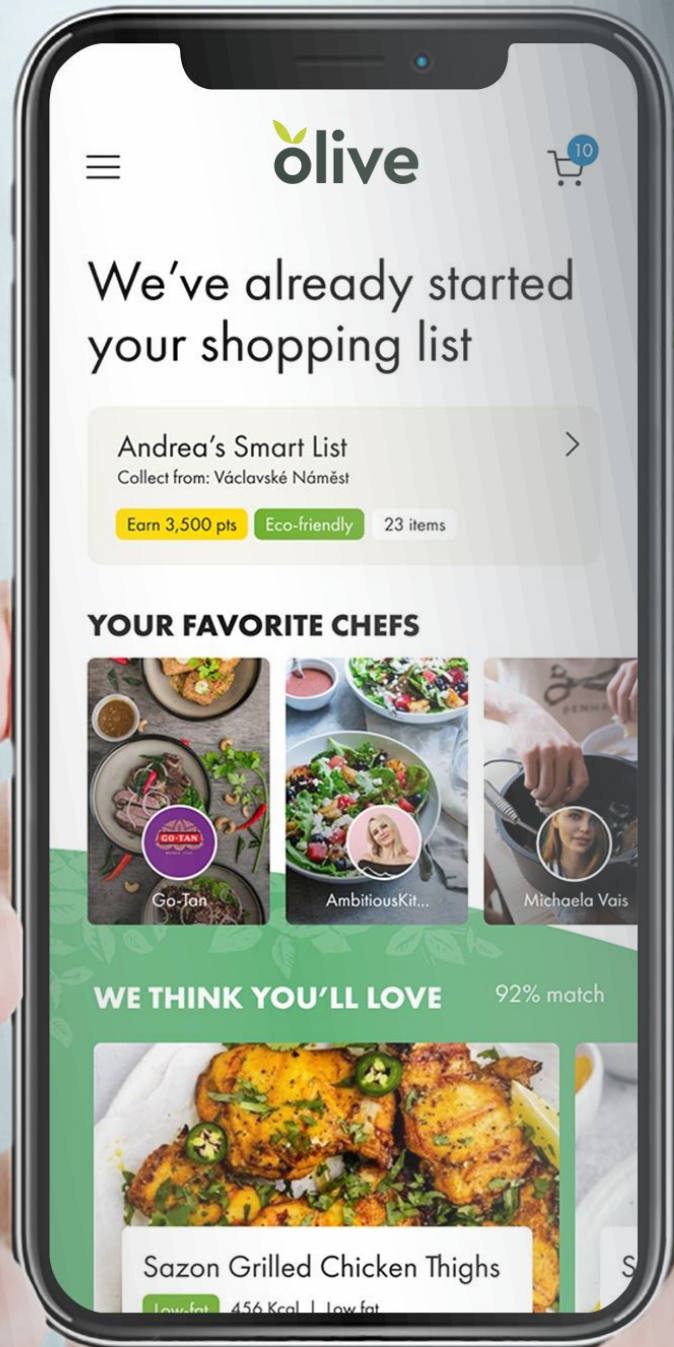
RETAIL CORE SYSTEMS



OMNICHANNEL VISION

EXAMPLE: GROCERY RETAIL

Designed for everyone, tailored just for you.



What does true omnichannel look like?

Olive is a prototype omnichannel platform developed by EPAM that demonstrates the levels of customer-centricity, personalization and convenience that can be achieved by bringing every customer touchpoint together in one space.

Olive incorporates:

- In-store and Click & Collect
- eCommerce
- Inspiration
- Loyalty
- Delivery

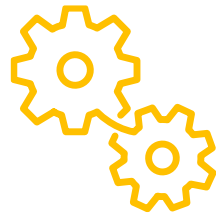
Playbook for Omnichannel Business Agility



Omnichannel Vision

Setting a lighthouse for customer-centred value creation

OUTCOME:
Organizational alignment around the direction of travel



Product Strategy & Portfolio

Identifying critical investments weighted by impact/effort

OUTCOME:
A fact-based, effort/impact, portfolio and prioritization model for flexible investment



Digital Business & Operating Model

Enabling omnichannel value delivery with speed, efficiency and scale

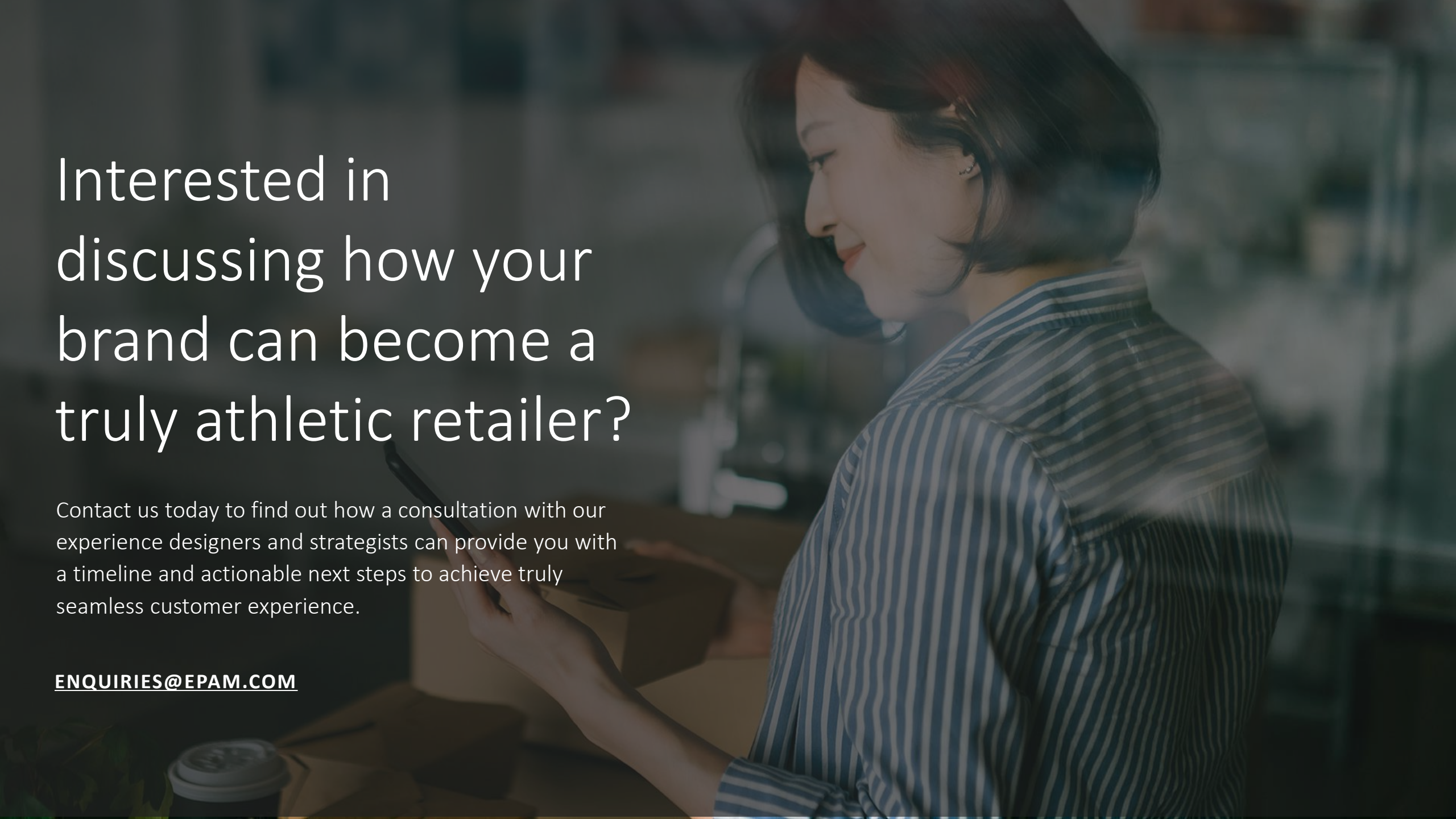
OUTCOME:
Adaptive retail organization at speed and scale



Omnichannel Capabilities

Combining people, processes and MACH technology

OUTCOME:
Future-proof capabilities and technology

A woman with dark hair, wearing a blue and white striped shirt, is shown in profile, looking down at a smartphone she is holding in her hands. She is in a retail or office environment, with shelves of products visible in the background. The image has a dark, semi-transparent overlay.

Interested in discussing how your brand can become a truly athletic retailer?

Contact us today to find out how a consultation with our experience designers and strategists can provide you with a timeline and actionable next steps to achieve truly seamless customer experience.

ENQUIRIES@EPAM.COM