

# Retailers, moving to understand changing demands

How leaders in retail are using data to tackle four of today's toughest challenges.





# Introduction

**Leaders in retailing have faced unprecedented change in the industry in recent years. No other industry has seen such fundamental shifts, not just in the way they do business, but in where they do business. Those changes can bring additional rewards, but they come with additional demands.**

You have to anticipate your customers' needs regardless of where they purchase, and maintain flexible pricing. You also have to deliver a robust supply chain and at the same time ensure your whole organisation is both working together and focused on the customer.

It's a big ask, but is it deliverable?

How can retailers remain flexible for consumers and solid in processes?

Our experience with retailers across the world shows that the answer lies in using the right data at the right time to make better, flexible and more profitable decisions. In this ebook, we'll share what we've learned and give you an introduction into how rethinking your data and partnering with Tableau can transform your retail business.

- Drive efficiencies in your supply chain
- Deliver outstanding experiences across channels
- Bring your customer focused organisation together
- Roll out flexible product and pricing strategies



# 75%

of consumers have tried a new store, brand, or different way of shopping during the pandemic.

Source: [McKinsey](#)

# 44%

of global consumers will do more grocery shopping online.

Source: [EY Future Consumer Index](#)

# Drive efficiencies in your supply chain

**Your supply chain is under constant pressure. Continually shifting consumer demands mean that finding efficiencies becomes increasingly difficult.**

You're constantly having to readjust your supply chain and losing valuable time as you shift to find new suppliers or partners to cope with customer demand. To maintain agility and be able to react at speed you need a clear view of all aspects of your supply chain, from procurement to delivery.

Driving efficiencies in the supply chain will pay major dividends in terms of your ability to react to, and properly serve your customers. Those efficiencies arise from spotting changing customer trends and needs and responding accordingly. That response relies on staying both agile and quick with procurement.

Getting ahead of the crowd when it comes to spotting both economic and customer trends will give you the edge in the market. A full overview of the real-time data you collect will enable you to do this, as well as reducing waste in your procurement process and keeping pace with your customers changing demands.

# 45%

**of consumers avoid the use of plastics whenever possible.**

Source: [PwC](#)

**To get product to customers quickly, merchants are working with cross-functional colleagues to increase vertical integration and with third-party partnerships to speed up and boost the supply chain.**

Source: [McKinsey](#)



# Customer Success Story: Abercrombie & Fitch



## THE PROBLEM:

The relaxed Abercrombie & Fitch look is familiar across the world. But when it comes to merchandising across 865 stores worldwide, A&F couldn't afford to take a relaxed approach - planning is absolutely critical. The ability to spot trends and respond accordingly is key.



## THE SOLUTION:

Tableau helped A&F use key metrics to ensure that their merchandising teams were able to effectively track sales over time and by customer segment. This clear view of trends and customer behaviour has allowed A&F to respond immediately and take action on inventory, increasing supply or reducing it where necessary.



## THE RESULTS:

Previously sales information was siloed, slowing down the time it took to take action. Now A&F's Tableau server facilitates 6,000 queries across 600 users every week. This clearer picture of transactions and customer behaviour means they can now take action on inventory immediately.

## RESULTS AT A GLANCE:

**Integrated customer and merchandise data from**

**865 stores**

**Fulfilling customer demand with unified inventory view across stores and online**

“To be able to see trends across time, look at them, and just the sheer amount of data, Tableau allows us to capture it, and as we place merchandising bets, find the anomalies that pop and react to them quickly”



**DANIEL TRIMMER**

Senior Manager of Product Facing Solutions  
Abercrombie & Fitch

## Deliver outstanding experiences across channels

**It's no longer enough for retailers to excel in one channel with little focus on alternate routes to purchase. Customers are ever more demanding and expect the same experience and level of service whatever their point of purchase. The key driver has shifted towards convenience and ease of use.**

The trend towards ecommerce has been continuous over the last number of years. The Covid-19 pandemic has introduced a new cohort to the convenience of online retailing, making it unlikely that they'll return to their old real-world shopping habits.

The way to win in this new world is to fully understand your customer, what they want, what they need and deliver it to them smoothly. And the way to do that is to harness the data that you already collect, not just show you understand the customer but to prove it by accurately predicting their behaviour.



# 86%

**of consumers are likely to continue to shop online/by phone when social distancing measures are removed.**

---

Source: [PwC](#)

# 43%

**of US consumers make purchases online - showing the preference for convenience is consistent across all retail segments.**

---

Source: [Deloitte](#)

# Customer Success Story:



## THE PROBLEM:

When you're one of the best loved outdoor retailers in the US a sense of individualism comes with the territory. With over 16 million 'members' the challenge for REI lay in translating the data they had collected on their customers into a more personalised experience both in-store and online.



## THE SOLUTION:

REI used Tableau to bring together data points on customers from over 75 different sources from point of sale to Adwords. Having the complete data together in one view allowed REI to analyse the complete customer journey, putting customer experience at the centre of every business decision - from store operations to the online experience.



## THE RESULTS:

Bringing the data together has enabled REI to become more customer centric. Analysis showed how the way content is displayed on the website can affect customer behaviour, the effect of targeted emails and how promotions affect purchasing decisions. The result has been a greater impact on the marketplace and a constantly improving customer experience strategy.

## RESULTS AT A GLANCE:

# 75

**different sources  
in one view**

“In the face of the consumer shifts that are happening right now—including the brick and mortar stores to digital and online purchasing—one of the core things at REI is the ability to actually take the data accessible to us, put that into Tableau, discover the insights, and actually have those insights drive our strategy and drive a better customer experience.”



**CLINTON FOWLER**

Director Of Customer And Advanced Analytics  
REI

# Bring your customer focused organisation together

**Retail has always been about the interplay of operations, supply chain, merchandising and marketing. Finding that balance across your organisation can be difficult enough, but to remain successful in all of those operations today, you also have to be firmly focussed on one thing - the customer.**

So how can you bring the organisation together and at the same time ensure that you never lose focus on what matters?

The answer lies in ensuring that all employees can look to a single source of truth, so that decisions are made based on up-to-date fact, not convention or opinion.

There's no doubt that the post-pandemic retailer will see demands and preferences change rapidly as the market continues to shift and mutate. Staying ahead of changing consumer demands and being clear on actions that need to be taken across the organisation is the only way to ensure continued success. And the only way to do that, is by having a clear understanding of your data.



# 63%

**of consumers are buying more groceries online/by phone than before social distancing**

Source: [PwC](#)

**A major value proposition of both big and small successful retailers is their ability to position inventory close to the consumer and become accessible both physically and digitally through stores.**

Source: [Deloitte](#)

# Customer Success Story:



## THE PROBLEM:

The ideal position for a retailer is when a trend you're ahead of turns into a cultural phenomenon, and ultimately changes people's buying behaviour. For Whole Foods, with 460 stores across the US, Canada and the UK though, an explosion in popularity and rapid growth led to conflicting systems and data sources.



## THE SOLUTION:

Whole Foods used Tableau to create a single source of truth across the organisation. Regional dashboards allow store managers to track their performance against other stores. Customer flow through checkout is measured in every store so that the team can be adjusted accordingly - always ensuring the best experience for the customer.



## THE RESULTS:

Whole Foods has developed and embraced a data driven culture across the organisation. 18,000 users now work off the same data sources - delivering not just operational efficiency but improved customer experience across all of the company's stores.

### RESULTS AT A GLANCE:

# 18,000

**Users working off the same data sources**

“Having a data-driven culture at Whole Foods Market is incredibly important. Knowing that we can use this data to improve our customer experience, drive more customers to our product and create a better experience for all stakeholders, is the critical value of data for our company.”



**JAMIE LAHIERE**  
Change Management  
Whole Foods Market



# Roll out flexible product and pricing strategies

**Today customers are demanding both better value and better quality. As retailers push to increase their share they need to balance those demands with their own need for increased margin and cost efficiency. The solution is to create data led product and pricing strategies that are as agile as the rest of your organisation.**

This requires a single point of view that informs decisions. Helping your teams delve into your sales, product and pricing data equips them to make critical decisions on category, product and SKUs.

Simply put, if you understand what's happening both within the market and with your customers, then you can tailor both your product and your price to take advantage of the situation. And that doesn't mean a race to the bottom, it means creating a strategy to maximise your return.



# 67%

**of consumers in the UK would consider buying private label in the packaged foods category.**

Source: [Euromonitor](#)

**We know that customers care a lot less about our competitive price when our competitors are out of stock.**

Source: [Forrester](#) (VP of Merchandising, General Merchandise Chain)

# 21% of consumers look for a better deal

Source: [Forrester](#)

# Customer Success Story: Huel®



## THE PROBLEM:

Bringing together a desire for better nutrition and a care for the environment are the hallmarks of Huel. They provide nutritionally complete, affordable food with minimal impact on the environment - to the tune of 100 million meals in over 100 countries. January has traditionally been a huge month for Huel and tracking consumer need was problematic.



## THE SOLUTION:

Having introduced Tableau across the organisation, Huel were able to tackle what they call 'Jumbo Jan' head on. Tableau's dashboards have allowed Huel to monitor and react to realtime customer behaviour and buying patterns - sharing metrics on channel and campaign success and real time sales.



## THE RESULTS:

Huel are now able to predict daily sales in January with 98% accuracy. The business has been able to pivot at speed - expanding their product offering, increasing value and improving customer experience.

### RESULTS AT A GLANCE:

# 98%

**accuracy of daily  
sales predictions**

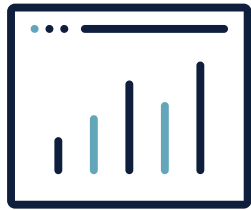
"Huel's data-driven strategy is helping the business work through the pandemic and adapt to the new business reality. Tableau enables us to pivot and react with greater speed and clarity. Employees are exploring data from across the whole organisation and turning it into insight we can act upon, whether that's revenue forecasts, distribution effectiveness, or marketing spend."



**OLLIE SCHEERS**  
Ecommerce Director  
Huel

# How Tableau is helping retail organisations across Europe to achieve clarity delivering a complete view of your customers

It's an exciting time for retailers but it's not without its challenges. What's clear is that innovative leaders across the world are taking advantage of data to become more agile, adapting when and where they need to.



## Creating a real time view of your whole business

Because reaction speed is so vital, Tableau allows you to make fact based decisions in real time.



## Removing silos for total engagement

By bringing together data from the supply chain, merchandising and marketing you get a full view of all your operations.



## Giving you a complete view of your customers

Tableau gives you a view of your customers at every touchpoint, so that you can target the right customer at the right time.



## Helping you make critical decisions faster

Tableau puts data and analytics at the centre of your decision making - helping your entire organisation to work smarter and faster.



# Where do you go from here?

**Every company will have different priorities when it comes to the issues outlined in this ebook. We've shown you how some of them have used Tableau to overcome them - and that may be exactly what you need, but it doesn't stop there.**



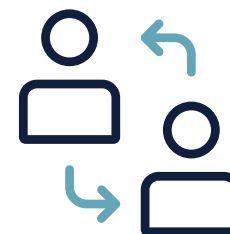
## Learn

Come and attend some of our executive briefings or webinars at [tableau.com](https://tableau.com). You'll find a wealth of information and education that will show you the importance of having that clear view of your customer.



## Talk

If you'd like to have a more direct conversation on how Tableau can help to solve your issues we're happy to talk it through with you, just contact us and we'll set it up.



## Share

Start to get your team and the rest of your leadership on board. Share this ebook, start a conversation and then get ready to get a clearer view of your customer.



[www.tableau.com](http://www.tableau.com)