



CONNECT
WITH YOUR
COMMUNITY

THE RETAIL HIVE

Exploiting Digital and Data to Engage the Connected Customer

The Brewery, Stockholm
November 2018



A summary of the day...

What an amazing turnout for the Retail Hive's first meeting for our Nordic members, in Stockholm. Exploiting Digital and Data to Engage the Connected Customer welcomed over 60 digital, fulfilment, and eCommerce leaders from across some of the best known retailers in the region – all with a common goal: wanting results.

All leaders want results, and at the Retail Hive there is ample opportunity to share ideas, collaborate and benchmark against one another to drive those results!

With reports of Amazon's imminent launch into the Nordic region – which is expected to hit Sweden, Denmark and Finland at the same time – and the likelihood of a Nordic based warehouse offering free, next day deliveries through a world-class distribution network; the big topic of the day was *when* will it get here and *how* should retailers react?

Taking example from other markets already in the ring with Amazon as a guiding point, our Nordic members discussed strategies for success in an Amazon world.

Key topics of discussion included:

- Exploiting AI to Deliver Extreme Relevance
- Innovation in Delivery
- Knowing Your Customers: Data Analytics & Insight
- Driving Loyalty & Customer Lifetime Value
- Using Marketplaces & Communities to Grow a Global Customer Base
- Content and Social to Build Engagement
- Change, Culture & Collaboration
- Role of Store & Experiential Moments

We'd like to thank all of our new members for their efforts and contribution to our very first Nordic meeting, and very much look forward to seeing everyone, and more, again in 2019!

With thanks,

Noj Mather and Sally Green

Co-Founders - The Hive Network



Thank you to our partners:



1

EXPLOITING AI TO DELIVER EXTREME RELEVANCE

Moderated by Jesper Gustafsson - Manager of Sales & Partnerships, Nordics, Apptus

DISCUSSION SUMMARY:

Showing customers what they want before they know they want it, and improving their onsite search and navigation experience is the holy grail for many retailers. What tools and techniques are available? How are these being applied? What are the results? What are the lessons learned?

With an overall goal of being relevant throughout the entire customer journey; many retailers are facing the same challenges and are now looking to external partners to optimise the customer experience; both online and offline, and across different channels.

Machine Learning (ML) and Artificial Intelligence (AI) can support merchandising and personalisation by exploiting volumes of data that we cannot do well as humans. However, whilst AI has a lot of proven value, there is still a need for humans. The challenge is working out the optimal use for each against a goal of providing the best customer experience - this can be done through testing and measuring results.

Unfortunately, it's not always logical what is most relevant for each customer. Old habits of showcasing certain products together can be a safe bet in merchandising, but automatically acting upon real-time behavioural data, and not on habitual fixed business rules, can most certainly give better results. Furthermore, it is important to be relevant throughout the customer journey and recognise customers across different platforms and channels. Utilising customer data in the best way and understanding what is really relevant for the customer is key.

With Stories from Mattias Nahlin - Sales & Marketing Director, Pierce, Sweden.

“

A relaxed setting in which to learn the key challenges that other companies are facing and get help with your own. Everyone was open minded, which made for an inspirational meeting.

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Adlibris, Sweden



1

EXPLOITING AI TO DELIVER EXTREME RELEVANCE

Moderated by Jesper Gustafsson - Manager of Sales & Partnerships, Nordics, Apptus

KEY TAKEAWAYS:

There is a need to balance automation with human logic

Whilst AI and ML are becoming an increasingly popular solution for optimising the customer journey, there is still a need for human interaction to bring actual intelligence and manual activation.

Personalise the entire customer journey

There is lots to gain from personalising customer journeys so that they offer the most relevance for customers; from product presentation in merchandising that inspires add-on purchases, to personalised search and navigation, making the customer journey easier; to enriching recommendations with personalisation e.g. size preferences. Help your customers to make easy choices.

Data reviews – basics first

The main challenge is not to get your hands on the data, but more in how to use it to differentiate and make a personal shopping experience more relevant. First things first – make sure the basics are right. Before you can make recommendations, get to know your customer – ASAP! Ask questions, collect feedback and tag information to help with more relevant targeting. Close feedback loops now to prepare for machine learning.

About Apptus

Apptus has been delivering search and optimisation related solutions from its base in the technology 'hot bed' of Sweden since 2000.

Their latest product, Apptus eSales takes online merchandising to a whole new level. It combines on-site search, list ranking and recommendations for products and content in a single unified solution. Each component learns from and informs the others to deliver a truly relevant and personalised experience and proven to increase revenue and profit.

Apptus eSales leverages AI based technology and onsite behavioural data to automate the manual workload that has previously fallen to search optimisation specialists and visual merchandisers.

Apptus eSales removes much of that manual heavy lifting. Its AI capability automatically optimises the whole site according to a common business objective - optimising for conversion, revenue or profit. Predictive analytics guides strategic decision making, while easy to use 'boosting' tools ensure there's still room for a human touch. For more information visit www.apptus.com

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DRIVING LOYALTY & CUSTOMER LIFETIME VALUE

Moderated by Zoë Senior - General Manager; and Sanaa Voss - Customer Experience & Analytics, Collinson

DISCUSSION SUMMARY:

Loyalty is the holy grail for many retailers. With the looming threat of Amazon how do you delight your customers and keep them loyal? How are others using content and social media to build engagement? And is the Age of the Influencer on the way out? Nordic retailers are deploying a host of tactics to promote loyalty, but are also aware that one size of loyalty does not fit all...!

Loyalty is still considered to be a powerful weapon, albeit one that takes on different forms today compared to the points-mean-prizes approaches of the past. What is the definition of loyalty? Fundamentally it means different things to different brands and, equally, different things to different customers. For some, it's about frequency of purchase; for others, it's about brand engagement at each stage of customer journey; for more still, it might be a paid subscription model - like Amazon Prime. But is this really loyalty? Does it matter? The point is that loyalty can mean whatever you want it to mean, as long as you have a definition that works for your brand, product, or service, coupled with a way of communicating it within and outside of your business, and - critically - a way to measure it.

Brands operating in the B-to-B-to-C model face even greater challenges, with a double equation to solve. On one hand, they don't own the direct relation to their end consumer, and thus don't have quantitative and qualitative data to better understand/serve these customers. On the other hand, they also need to manage their clients' (3rd parties) loyalty and incentivise them. How do you keep control of your own brand values and 1-1 relationship with your end consumer when your interaction is via other channels? What vehicles address the duality equation and work best in such business models?

With Stories from Jesper Arvidsson, eCommerce Director, Samsøe & Samsøe, Sweden; and Casper Bjorner, General Manager / CEO, The Walt Disney Company - Nordic, Sweden.

About Collinson Group

Collinson drives loyalty through smarter customer experiences, enabling some of the world's best known brands to acquire, engage and retain the most demanding and choice-rich customers.

As the trusted partner behind many of the world's leading retail brand's loyalty initiatives, customer benefits and reward programmes; Collinson solutions drive more profitable customer relationships and enrich travel experiences. Their unique expertise and insights into high earning, frequent travellers, allow them to create products and solutions for their clients that inspire greater customer engagement in this lucrative customer segment. Collinson is a privately-owned entrepreneurial business with 2,000 passionate people working in 20 locations worldwide. For more information visit www.collinsongroup.com



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DRIVING LOYALTY & CUSTOMER LIFETIME VALUE

Moderated by Zoë Senior - General Manager; and Sanaa Voss - Customer Experience & Analytics, Collinson

KEY TAKEAWAYS:

Customer experience is human, not automated

We have more data, technology and touchpoints than ever before, which means our loyalty strategies have to be smarter and work harder to better engage customers. Great customer experiences create loyalty – but these need to be dreamt up by humans. Easing pain points in the customer journey, building engagement throughout the touchpoints (before-during-after), and delivering delighting surprises are key.

Data driven consumer insights are key, but don't forget the personal touch

CRM is still incredibly important as the lifeblood of any engagement programme. And it is still a blend of art and science: technology can't think like humans with empathy. We still need the human touch and brains to devise and create intuitive and genuine interactions – before we let technology deploy, track etc. This is also why many engagement techniques based on genuine human behaviour such as creating communities, reviews etc are so successful.

Loyalty is about creating frictionless, brand relevant and intuitive experiences for customers

Data is still key – but again it still needs human brains to decide what you need from it, how you are going to obtain it and how you will use it. Your data strategy needs to link clearly back to your business and loyalty strategies.

Put customer loyalty at the heart of your business

A lot of companies face barriers when it comes to embarking on a loyalty strategy for many reasons: where does ownership lie in the organisation? Why do it? What will the return on investment be? How important is lifetime value when sales are needed now? What kind of programme is right for the brand? How do we keep it working and evolving once we have launched it? Often, loyalty is seen as a 'bolt-on' but is arguable more successful when it is at the heart of the business.

Loyalty can come in any shape, size or solution; be open, attentive and unique!

One size no longer fits all and loyalty techniques of the future could involve tactical incentives and offers to cater to different segments. Online and offline loyalty solutions may also need to be different to cater to different behaviours, even for the same brand.

Know your enemies

Amazon is potentially less of a threat than Alipay/Alibaba, Tencent, Google, Apple. Once a company owns the channels to communicate, purchase, pay and deliver, this makes them very powerful. You could also argue the Nordic region has the advantage of already being a strong market place culture, which could make it harder for Amazon to break into the region.

Hive

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INNOVATION IN DELIVERY

Moderated by Jacky Marolleau - Sales Director, Manhattan Associates

DISCUSSION SUMMARY:

The fulfilment experience really does seem to be a big opportunity for differentiation. During this discussion members shared their ideas and experience on omnichannel delivery, using stores as DCs and distribution hubs. Participants also exchanged their experiences on same day, next day and other delivery models, and brainstormed insights into understanding what customers expect from their delivery experience.

Innovation in delivery is undeniably a big opportunity for differentiation, enabling retailers to become closer to their customer with a shorter lead time. Many companies are investing heavily and making tremendous changes in order to offer same-day or next-day delivery but, as a company, it is really important to understand why you are offering those services.

The starting point should always be to irrefutably understand the expectations of your customers. These can be exceedingly different depending on country, city, demographic, product... contrary to popular belief, many of your customers might actually be fine with receiving their online orders in the next two-to-three days but, on the other hand, they could expect a seamless communication; pro-actively informing of delivery updates.

As always, it is recommended to define a strategy that perfectly reflects the needs of the markets you address, in addition to accounting for your business's own strengths and weaknesses, the cost of added value of services offered and, of course, your competition.

“

Highly recommend attending Retail Hive meetings when you are invited! A professional set up, showcasing up-to-date and timely business topics with a great mix of attendees.

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Casio Scandinavia, Sweden

It is a long journey which is impossible to perfect from day one. Focus should first be on the most critical services expected, which – once perfected - will enable fast business growth and improved company image. Doing less but doing it right will always win over offering more but never meeting customer expectations.

With Stories from Sander van Enschoot, Supply Chain Director Scandinavia, Sephora, Denmark; Jonas Hane, Head of Logistics, RNB Retail & Brands, Sweden; Maral Shadloo, Head of Adlibris GO, Adlibris, Sweden; and Stella Cederqvist, Director eCommerce Operations Western Europe, Adidas, Netherlands.

3

INNOVATION IN DELIVERY

Moderated by Jacky Marolleau - Sales Director, Manhattan Associates

KEY TAKEAWAYS:

There is no single definition of omnichannel

Know your customer - is same-day delivery an absolute necessity for your shipping options? Possibly not. In some cases, it was more important to be seen to offer same-day delivery as an option, rather than customers actually wanting to use it. For some, same-day delivery didn't work at all, despite lowering the price. If same-day delivery is being offered it may also be wise to offer a fast return/exchange service.

Home deliveries only work if they're quick, flexible deliveries, or within short time slots

Convenience is very important for conversion and has a big impact on loyalty. Where is the convenience in having to wait in all day for an item to be delivered? Make sure you're aware of the options available from your carriers and their services. Make sure you understand the sense of urgency for your customer's delivery and accommodate accordingly.

The next step to achieving omnichannel fulfilment is change management

Speed is not the only thing that is important. Success can also come from adjusting internal ways of working; removing silos and putting the customer at the centre of operations with a goal to deliver on customer promise.

Transparency to customers is key

Consumers value proactive communication. Delivering on the expectations you've set is more important than speedy delivery. Be open with customers and update them on any changes or delays to delivery times. A lost digital customer is a lost customer.

About Manhattan Associates

Manhattan Associates is a technology leader in supply chain and omnichannel commerce. They unite information across the enterprise, converging front-end sales with back-end supply chain execution. Their software, platform technology and unmatched experience help drive both top-line growth and bottom-line profitability for their customers.

Manhattan Associates designs, builds and delivers leading edge cloud and on-premises solutions so that across the store, through networks or from fulfilment centres, retailers are ready to reap the rewards of the omnichannel marketplace. For more information visit www.manh.com/en-gb



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WORKING WITH MARKETPLACES

Moderated by Håkan Thyr - Director, Strategic Partnerships, EMEA, ChannelAdvisor

DISCUSSION SUMMARY:

Using all channels at your command, including marketplaces, resellers and tapping into new communities of customers, is as big a challenge as it is an opportunity. How can retailers use a multitude of channels to extend reach in new markets, and what are the supply chain / brand / experience considerations to take into account?

At a time when marketplaces are more like discovery platforms than online shops, it's never been more important for retailers to leverage these channels to enter new markets and build a brand. But with so many channels to choose from it can be a challenge to understand where to invest time and energy to attract new buyers whilst continuing to meet the needs of loyal customers. In order to create a differentiated brand experience on marketplaces, retailers need to understand the opportunity and specialism each channel offers, employing their marketing and advertising services to truly stand out. The retailers who succeed will be those who are able to harness marketplaces as new channels for growth, enabling them to attract new potential shoppers with a seamless and convenient experience.

With Stories from Johan Hallin, New Business & Strategy Director, Lindex, Sweden; Jacob Bojsen, Global eCommerce Marketing Director, Electrolux, Sweden; and Daniel Hansson, Head of B2B Sales & Supply Chain, Afound, Sweden.

“

The Retail Hive organised a very interesting meeting where everyone had the opportunity to be open and participate in the discussion; it was a perfect way to get inspired

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Sephora, Denmark



4

WORKING WITH MARKETPLACES

Moderated by Håkan Thyr - Director, Strategic Partnerships, EMEA, ChannelAdvisor

KEY TAKEAWAYS:

Marketplaces are an important complement to get access to a new customer base

It may be seen as a challenge or risk to expose your brand on a marketplace, but this need not be the case. Brands can use marketplaces as a channel, but with a different (or limited) assortment that can be tailored to the type of marketplace. Use marketplaces to open up your brand to a new, customer-first, experience.

Marketplaces are the future of department stores – but with more control for brands

Create a differentiated brand experience via marketplaces but select which marketplace to sell on with great care. Brands can stand out on marketplaces whilst choosing whether to control price. There are both advantages and disadvantages: pricing, cannibalisation, brand power, conflicts with clients. Get to know them and understand how to exploit the positives and overcome the negatives.

Amazon is already here – become “frenemies” with them

To become successful on Amazon you need to invest in advertising. Treat Amazon as a niche, add a few products from your catalogue as entry points to your brand. Allow first purchases to happen on Amazon – this is where they are strong. It is important to establish that first purchase for the brand to then use Amazon as an acquisition tool and develop further purchases to drive brand loyalty onto own channels.

Customer expectation is raised after shopping on Amazon

Set your customer promise and always meet it. Know your availability and trust your brand distribution. Manage customer expectations – ensure your service offering is above and beyond that of Amazon

About Channel Advisor

ChannelAdvisor has been on the front lines of eCommerce since 2001, helping retailers and brands connect with customers, optimise operations and grow sales channels. They've grown from a small company in a young industry to an industry leader at the forefront of a global revolution – with thousands of clients and billions of dollars in transactional revenue flowing through the platform every year.

ChannelAdvisor are here to connect your products to wherever you want them to go, but they're also here to connect you and your products to whatever comes next.

That means being the first to integrate with new channels and new ways of shopping. It means connecting retailers and brands through shared data and insights. It means calming the chaos and helping retailers track, manage and grow your inventory and scale your business. For more information visit www.channeladvisor.co.uk

by personalising and optimising. The future will be about creating experiences, not only about convenience and location.

Counterfeiting can be a big issue

Brand value and identity is key on marketplaces. Make sure your customers know, beyond doubt, when they are purchasing a genuine product and take serious action against counterfeit traders.

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KNOWING YOUR CUSTOMERS: DATA ANALYTICS & INSIGHT

Moderated by Sofia Valentin - Founder, Customer Experience First

DISCUSSION SUMMARY:

With oceans of data within organisations, coming from all directions, how can retailers pinpoint useful data and draw from it meaningful conclusions? What are the most valuable data points? How can this analysis be applied to personalise the entire customer journey? Is a single, real time view of the customer a realistic goal for retailers? And crucially, what tools and techniques are others using to help with this?

The main challenges facing retail companies today are the huge amounts of data available in different channels and, how to transfer this data into actionable and trustworthy insights that can be understood and used throughout the whole organisation. These challenges lay not only in systems collecting huge amounts of unstructured data, but also in organisational challenges surrounding the use and understanding of data to drive business relevant decisions.

"Without data you're just a person with an opinion"

W. Edwards Deming

With Stories from Tone Pedersen, Head of Marketing & eCommerce, Elektroskandia, Norway; and Alexander Dedovets, Head of Consumer Market Insights, Unilever, Sweden.

“

A good place to get insight and inspiration about the business potential actually existing in a lot of the things you already do.

RNB Retail and Brands, Sweden

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5

KNOWING YOUR CUSTOMERS: DATA ANALYTICS & INSIGHT

Moderated by Sofia Valentin - Founder, Customer Experience First

KEY TAKEAWAYS:

It is important to define the data to collect and then collect it properly

Start with the end-user to define data needs. What do we really need to know to provide a good customer experience? Define clear KPIs to measure from a business perspective. Prioritise and define which part of the organisation needs which type of data. Collection of data for all channels (online, offline, supply, client insight, sales) should be done centrally to gain economies of scale and to create a coherent use and collection process. Keep an eye out for future AI and data analytics tools for potential benefits.

Encourage a data driven organisational culture

It is important to not only collect the data but to analyse it with the right prioritisation from management in order to achieve long term customer satisfaction. Secure management support of what data to look at and allow data to drive business decisions.

Ownership and understanding

Translate and communicate the data to make it understandable and accessible for the receiver. Data regarding customer needs, profile and behaviour could preferably be communicated to a more creative part of the organisation through some other means than Tableau or Excel. Define clear ownership of data findings and KPIs. Who is responsible for acting on the reports and findings?

Which data to use for what

Reduce the amount of data, focusing on the insights that will create value for the organisation. Define which data needs to be used on a daily reporting basis and which data can be used for less frequent, more strategic decisions. If possible, create alert functions for data that only need attention if something changes, instead of looking at the same reporting data every day. Define data in reporting and proactive use.

Attribution modelling is a pain point for many

There is a need for attribution modelling to evaluate ROI for marketing activities online.

Using data

Use customer data to group and cluster into different profiles/types to provide customised offers and experiences. Data insight about sales, products and customer behaviour are valuable and can be sold from producers/brand owners/own online stores to partners in retail.

Centralise data for a holistic view and seamless customer journey

Find data and KPIs to measure the complete customer path, don't split the organisation or evaluation in online/offline. The client experience needs to be seamless and coherent independent of channel.

Remember.... data can steer your business but also make you miss potential if not used in the correct way.

6

CONTENT AND SOCIAL TO BUILD ENGAGEMENT

Moderated by David Vallin - former Head of eCommerce, Toteme

DISCUSSION SUMMARY:

How do you use content, influencers and social channels to acquire, service and retain customers? How do you capitalise and commercialise a strong presence on social? Can you sell on social media or is it purely a driver of loyalty and service? And what social channels work best?

Content means different things in different organisations. For retailers, reference to content is more about driving on-site performance, including product descriptions and SEO landing pages. For a brand, it's more about reputation and customer engagement - e.g. conceptual campaigns and editorial. As such, content creation strategies vary and could include anything from using external agencies, to in-house departments, partner collaborations and user generated content. But, regardless of strategy, what remains consistent throughout is the need for timely and engaging content.

With Stories from Norman Nielsen, Global Head of Content Marketing, Zalando, Germany.

“

I think that much value can be shared. There are many interesting participants who can learn from each other.

Bybiehl, Denmark

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6

CONTENT AND SOCIAL TO BUILD ENGAGEMENT

Moderated by David Vallin - former Head of eCommerce, Toteme

KEY TAKEAWAYS:

Authenticity in social is paramount

Instagram is the primary platform for brand engagement. Facebook is the primary platform for service but should also be seen as a data source. Some companies use Facebook data as the base of their CRM. However social is used, content – whether user generated or corporate – should be authentic and balanced.

Check comments to understand driver behind engagement

Communication should not be one-way. Tools for social listening help track brand status and identify situations where brand interaction is necessary.

A lot of companies hire influencers

Influencer marketing gives cost efficient reach, but a direct effect on generated traffic and sales is increasingly hard to find.

Choose credible influencers (not necessarily the largest or most popular ones)

Commercial influencers with low authenticity (high number of sponsored posts and many collaborations) gives less effect (per follower) and can even dilute the brand's reputation. Finding smaller accounts with higher authenticity and higher engagement is a more popular and credible option.

Build influencers rather than feed the monsters

A more friend2friend centred approach could be used and could help up-and-coming influencers to grow alongside your brand.

“

The Retail Hive gave me insight and inspiration for new development.

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Bybiehl, Denmark

Customers can be influencers

By working with selected loyal customers and fans, instead of professional influencers, you can create a buzz around new product launches by sending freebies and testers before they're released to the wider market; leading to authentic, user-generated content.

Employees are future ambassadors

Employees can play a role as ambassadors for the brand, but guidelines and policies need to apply, even when posting as a private individual.

Exploit products as communication tools

Use products as communication tools to exploit and build brand communities and forums, bringing value adding services.

Content creation budgets are an investment

Budget for content creation can/ should be seen as investment in marketing and customer service (e.g. FAQs and tutorials).

We're coming back to Stockholm in 2019...

Not once, but twice! Following feedback from our founding Nordic members, in 2019 the Retail Hive will return to Stockholm for two separate meetings. Seats for both 2019 meetings are already filling up!

Thursday 9 May 2019

The Retail Hive Nordics: Focus on Fulfilment

With the imminent arrival of Amazon in the Nordic region, local retailers are realising that if their delivery is not up to scratch, compared to the benchmark set by Amazon, then quite simply their Net Promoter Score (NPS) will go down and customers will go elsewhere.

As supply chains grow more complex, ordering channels multiply and customer expectations increase, fulfilling orders quickly and reliably is a more significant business challenge than ever before. It also provides scope for experience differentiation which is critical in today's competitive market.

The Retail Hive Nordics: Focus on Fulfilment will bring together Nordic retailers to pool expertise and brainstorm the best strategies and solutions to shared challenges.

Tailored for Heads of eCommerce & Omnichannel, Supply Chain and Logistics Directors, Heads of International, COOs, Heads of Fulfilment and Delivery.

Wednesday 6 November 2019

The Retail Hive Nordics: Customer Experience & Engagement

Building on the Retail Hive's inaugural meeting in Stockholm in November 2018, this member meeting continues the dialogue we started around acquiring, engaging and retaining today's ever more connected customers, across multiple channels.

Senior executives are invited to share best practice, develop cutting edge concepts, and get to grips with the digital retail landscape through interactive brainstorming sessions on topics including; 1-1 personalisation, programmatic marketing, content marketing, communities, storytelling, predictive analytics, digital stores and more.

Tailored for CMO's, Digital Directors, Heads of Marketing, Head of Digital Marketing, Heads of eCommerce and Omnichannel.

For more information and to reserve your seat at any of our Hives in 2019, contact:

Amy Phoenix by phone on +44 (0)203 948 1623 or email: amy@thehive-network.com

Where else will the Retail Hive be in 2019?...

If you're keen to learn from your peers in other markets, get in touch and come along to one of our Hives around the world...

Get in touch

For more information and to reserve your seat at any of our Hives in 2019, please contact:

Amy Pheonix


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www.thehive-network.com

 TheHive-Network

 @TheRetailHive

Tuesday 12 - Wednesday 13 March

The Retail Hive Exchange: Engaging the Connected Customer
BY INVITATION ONLY (Luton Hoo Hotel, Golf & Spa, UK)

Thursday 28 March

The Retail Hive Deutschland: Focus on Fulfilment, Berlin

Tuesday 16 April

The Retail Hive USA: Data, Analytics & the Connected Customer, San Francisco

Thursday 2 May

Digital Luxury: Delivering Amazing Customer Experiences, London

Wednesday 22 May

The Retail Hive: Focus on Fulfilment, London

Wednesday 12 June

The Retail Hive: Customer Experience & Engagement, London

Wednesday 10 July

The Retail Hive: Cracking International Markets, London

Wednesday 11 September

The Retail Hive: Innovation & Collaboration, London

Wednesday 18 September

The Retail Hive Netherlands: Digital D2C for Brands, Amsterdam

Tuesday 24 September

The Retail Hive USA: Omnichannel and the Future Store, New York

Thursday 26 September

The Retail Hive USA: Focus on Fulfilment, Atlanta

Wednesday 9 October

Retail Fulfilment Leaders, Amsterdam
BY INVITATION ONLY
