



The great ecommerce acceleration.

How retailers need to adapt to the effortless economy.

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So how close are retailers to achieving Total Commerce?

1. The new age of commerce is here - are retailers ready?

No retailer will need reminding how the pandemic years of 2020 and 2021 led to unprecedented strains on supply chains and accelerated a major shift in consumer shopping behaviors.

With non-essential stores forced to shut for months at a time, it was little surprise that online's share of total retail sales in the US saw retail spiking at 15% of total sales during the pandemic before levelling back off at 13% at the beginning of Q4 2021, according to the [Department of Commerce](#).

Digital shopping still accounts for more than \$1 in every \$6 spent in retail in the US, and despite the dip in online sales in Q3 2021, the trajectory of online sales growth still remains above pre-pandemic levels. The UK saw a similar trajectory, with figures from the [Office of National Statistics](#) showing the shift to online slowed after lockdown ended, but still stood at a quarter of all UK retail sales at the start of Q4 2021.

This all adds up to a significant and growing opportunity for online retailers. Consumers were already seeking out the convenience of shopping online and the pandemic has simply prompted an acceleration in uptake. This applies not just to dollars spent online, but also the spread of channels in which consumers are now shopping in for different types of products, with a notable shift to marketplaces and social platforms.

Retailers have been forced to adapt to remain competitive, but face the dual challenges of getting their products in front of more customers, while also creating the seamless consumer experience that shoppers now expect as standard. As sales grow, brands need to also scale and automate their back end processes to retain control of cross-channel merchandising, inventory and stock management as well as order fulfillment.

To unpack how well retailers are coping or excelling in this new, effortless economy, Linnworks surveyed over one thousand retailers in the UK and US to benchmark where retailers are on this ecommerce transformation journey. Also how retailers are planning to prioritize investment in developing different areas of their business to capitalize on growth opportunities, heading into 2022. As ever with shopping, the story starts with the customer and their new expectations of the consumer experience.



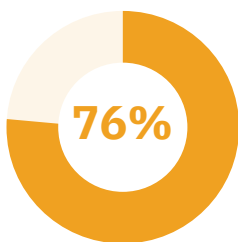
2. Consumers are the drivers of Total Commerce and retailers need to adapt.

The past couple of years have seen consumers agree on the one thing they value above all else from a retailer – convenience.

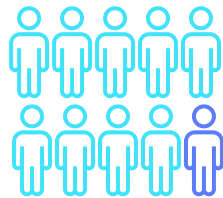
Retailers are now operating in an environment with the most motivated online shoppers, but also the most competitive and complex selling environment. From product discovery through to the purchase journey, consumers expect a seamless omnichannel experience and those retailers that cannot provide it will not be in consideration.

This trend was already well underway before the pandemic but [Linnworks 'Effortless Economy' research from April 2021](#) quantified the impact of this trend by revealing that three in four shoppers reported they valued convenience more now than during the year before.

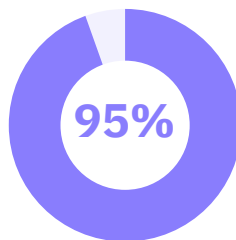
The study also unpacked what consumers mean by convenience and how retailers need to respond - to summarize the results:



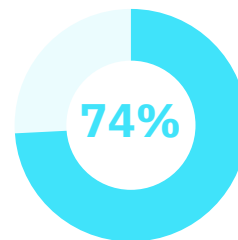
76% agreed convenience was the priority



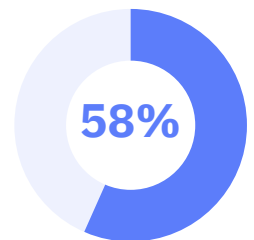
9 in 10 prioritized retailers that offered a seamless experience



95% cited convenient delivery options as key



74% have abandoned shopping carts with complicated check-outs



58% have dropped ecommerce sites completely that are inconvenient to use

To deliver on this, retailers needed to optimize the experience at every point in the transaction journey, from product discovery right through to the product landing on the shoppers doorstep and the return process. To facilitate this, many retailers have had to transform their back end processes and logistics to be able to deliver on these expectations while keeping control of their business operations.

Social expectations are rising.

The 'Effortless Economy' research also revealed that consumers no longer see a retailer's website, or a marketplace, as the only place they expect to shop. Social commerce has taken off as consumers find themselves increasingly being targeted in their social feeds with relevant products and inspiration. Consumers have responded with their wallets:



35%

35% have already made a purchase through social media

77%

77% of social shoppers have found products through Facebook

67%

67% of social purchases were purchased through Facebook

56%

56% of social purchases were purchased through Instagram

As ever with online shopping, seamless experiences are essential to encourage shoppers to buy:

82%

82% say they like the convenience of social shopping

71%

71% prefer to check out on a social store than be directed to a retail site

As ecommerce functionality on social platforms evolve, there is a key competitive advantage of these platforms by inserting the shopping experience into a consumer's daily social feed, removing a significant point of friction from the start.

"It has become more important than ever to keep up with consumer expectations, whether that's around offers, personalization or immediacy. Consumer expectations have shifted. Connecting the right product to the right person has become more and more important."

Sebastien Dubuisson - commerce partnerships, Facebook & Instagram

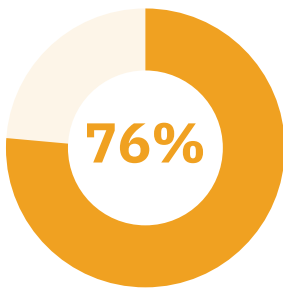


Watch Linn Academy 2021 session on Facebook Shops: Best practice strategies and how to achieve success on-demand here.

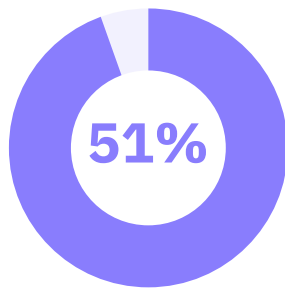


Check out and delivery a key part of the consumer experience.

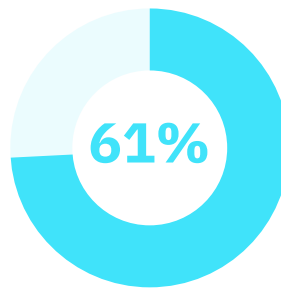
Whichever channel they are shopping on, consumers also have an eye on the fulfillment process. They not only want to shop on whatever device they are using at the time, they also expect the same frictionless service to apply right through to the end of the transaction. This means allowing customers to curate their checkout out process with options that suit their needs. This can include options like guest checkouts, free, fast or slow delivery, and click and collect. Consumers were clear on how their preferences impact where they spend their shopping dollars:



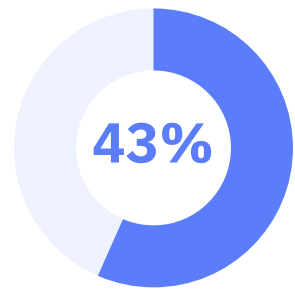
76% prioritize stores offering a seamless, frictionless service



51% have ditched a retailer that can't provide this shopping experience



61% expect free delivery and are willing to wait longer if needed



43% expect a click and collect (in-store) option

Being competitive at each consumer touchpoint is essential for retailers to win at Total Commerce, but consumers will reward those brands that get it right.



3. The twin challenges of Total Commerce.

Total Commerce is the simple concept of selling wherever your customers want to shop.

Commerce is increasingly happening in multiple online environments, wherever consumers are spending their time and consumers expect effortless shopping experiences in these channels. To be competitive it's essential for retailers to transform their operations to be able to both sell in multiple channels while delivering a seamless, convenient shopping experience across all touchpoints. This also may require a reconfiguration of their business operations to be able to deliver this experience.

These new consumer expectations present two clear challenges for retailers.

Challenge 1.

For retailers, staying connected to their customers by accessing multiple commerce environments simultaneously requires specialized capability and knowledge.

Challenge 2.

Continuously adapting and controlling commerce in all of these environments simultaneously, is complex, costly and technically challenging.



“Retailers broadly need to focus on two things moving into 2022. It’s how do you understand your customers and then how do you set up in the back end. Retailers need to thoroughly map their customer journey, from discovery to purchase, through to delivery and returns, to understand where any friction might be. At the back end it’s about setting up the organization with the technology that allows retailers to scale effectively and quickly.”

Callum Campbell - CEO, Linnworks



Watch Linn Academy 2021 session on The great commerce acceleration - capturing every growth opportunity in the midst of change on-demand here.



How prepared are retailers for the great commerce acceleration?

Linnworks surveyed over 1000 retailers in the US and UK to unpack how well placed brands are to capitalize on Total Commerce while meeting these challenges head on. The research also uncovered what retailers see as the key business priorities and greatest opportunities for growth in the new, effortless economy.

One key finding from the research was that **96% of respondents said that the pandemic accelerated their company's adoption of new sales channels**, which indicates how much of a priority brands are making the evolution of their online experience.

Furthermore, to help connect retail operations across these new channels, 48% of retailers increased IT investment in 2021 while this increases significantly to 71% of businesses planning IT investment in 2022. This comes on the back of a very strong investment year in which Q1 of 2021 saw a tripling of investment in retail technology and a 73% rise in ecommerce technology investments.

This was the highest level of investment in retail IT for five years, with retailers indicating they will increase budgets again for the new year. This highlights how critical it is for businesses to have the technology in place that can enable them to realize their growth ambitions.



How retailers focused their resources during the pandemic:



96% of respondents said the pandemic accelerated their company's adoption of new sales channels



48% of retailers increased IT investment in 2021



71% of businesses planning IT investment in 2022



Q1 of 2021 saw a **73%** rise in ecommerce technology investments

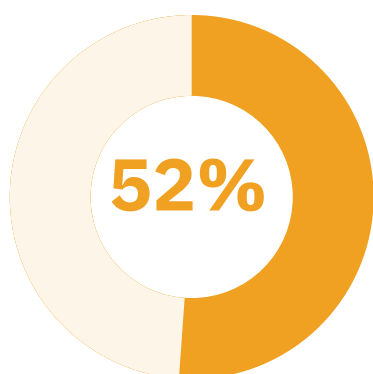
There are three key elements for retailers to be able to embrace Total Commerce - growth across new selling channels, automation of business operations, and control over your business performance with insights.

Embracing omnichannel is a must for growth.

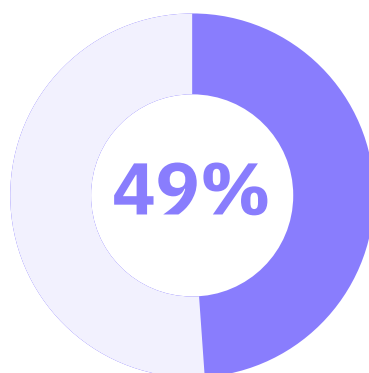
To be competitive and achieve real growth, retailers must adopt an omnichannel selling strategy as a priority. This is a core execution of a Total Commerce approach - being present where your customers want to shop.

The pandemic has already pushed many retailers into expanding their sales channels. From the research, Linnworks found that reaching a housebound audience of shoppers during lockdown resulted in:

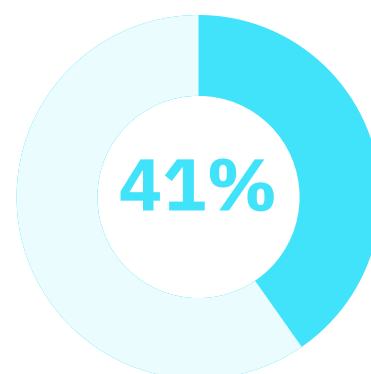
How retailers reached new customers during 2021.



52% of respondents launching products on an online marketplace (with respondents in the US being 13% less likely to say this than those in the UK)



49% launching a social media storefront or marketplace



41% adding a direct to consumer (D2C) offering through their own website (with respondents in the UK being 46% more likely to say this than those in the US)

From those retailers who expanded their selling channels, the clear winners were the biggest platforms with the broadest audiences, with those surveyed revealing that:

How retailers are exploring new selling platforms.



79% are now selling on Amazon



45% have launched a sales channel on Facebook



42% are retailing through eBay (with respondents in the UK 115% more likely to have started selling on eBay than those in the US)



The great ecommerce acceleration. How retailers need to adapt to the effortless economy.

The complication and cost of serving customers ordering on different platforms are the key challenge facing retailers at the moment, according to **research from McKinsey**. Its research concluded that omnichannel sales account for between 10% to 20% of a retailer's orders and so retailers need to rely on a combination of expanding their network, developing better supply chain and fulfillment partnerships, while linking everything together at speed with the right technology.

The latter is important, because McKinsey's researchers concluded that 90% of American shoppers will no longer wait more than two to three days to have goods delivered. This means retailers need their technology to work smarter at cutting costs and boosting conversions. As highlighted in the McKinsey report, a successful example of how retailers can achieve this comes from **UK clothing and homewares retailer Next**. They ran A/B tests to find out how to maximize sales while controlling costs, beyond simply distributing key clothing ranges to logistics center closest to the highest local demand.

As a result, they established which customer groups – based on demographics, shopping behavior and location – would be less influenced by promises of quick deliveries and its associated higher cost for the retail chain. The technology made sure those who needed it got speedy deliveries and those who were less time-sensitive were not given prompt delivery promises. The retailer used its technology to reduce fulfillment costs while delivering a near 10% rise in online conversion rates.



"It's about meeting your customers where they are. Sellers need to look at servicing existing customers first. My recommendation would be to focus on improving the store experience and minimizing those blockers to conversion before driving new traffic."

Iris Schiefer,
Senior Strategic Partnerships Manager EMEA,
Big Commerce



Watch Linn Academy 2021 session on Multichannel selling strategies and how to keep control of your brand on-demand here.



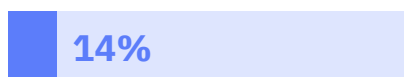
Retailers struggle with visibility across their business.

With retailers accepting that they need to be available wherever modern consumers are shopping, roughly half of those surveyed are opening up new store fronts on either a marketplace or on social media.

Expanding into a multichannel selling strategy is essential to Total Commerce, but it opens up a number of complications for retailers as their selling network grows. From keeping accurate product listings across different selling sites, through to managing inventory levels and fulfillment as orders are generated from multiple channels, retailers require backend systems that can integrate information from different sources and manage logistics efficiently, while allowing businesses to get a clear picture of how the business is operating.

Linnworks research found that having a single view into their business is one of the biggest challenges facing retailers. Only one in seven, or 14% of retailers are running all business processes from a single platform. Amongst retailers surveyed, the average number of separate tools being used to manage sales, inventory and fulfillment was four, while 43% indicated they are using more than four tools to manage their business.

How retailers are currently managing multiple sales channels.



14% of respondents have a single platform for managing fulfillment, inventory, and all sales channels in one place

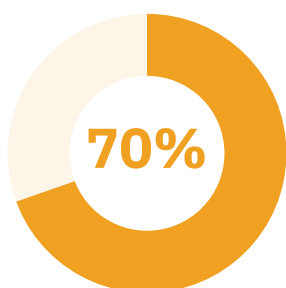


4 is the most common number of tools companies use to manage fulfillment, inventory, and all sales channels, with 19% of respondents saying they use 4 tools

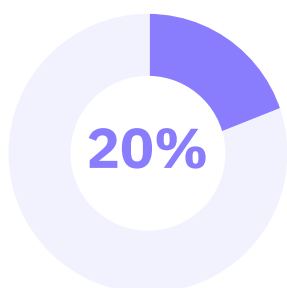


43% use more than four tools to manage fulfillment, inventory, and all sales channels

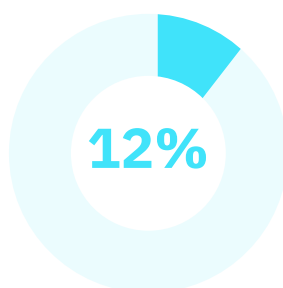
It is hardly surprising to find, then, that many companies are experiencing a range of challenges in both keeping control of their business and being able to access accurate information to make business decisions, including:



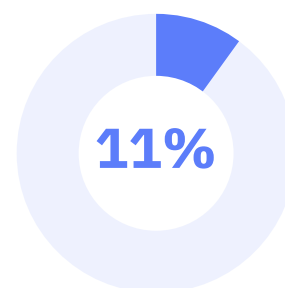
70% having difficulty leveraging data for decision making due to siloes



20% having limited real time inventory visibility



12% having limited delivery tracking visibility



11% having difficulty accessing sales metrics across channels

These average figures downplay the situation in the US where respondents are 100% more likely to report a restricted view on delivery tracking and 210% more likely to report issues on inventory level visibility, compared to their UK counterparts.

The outcome of this is either retailers have to spend a significant amount of resources and time collating information for decision making, or have to make decisions based on single data points without full visibility across their business. It also limits the ability to identify new opportunities, and forecast and optimize for demand and growth.

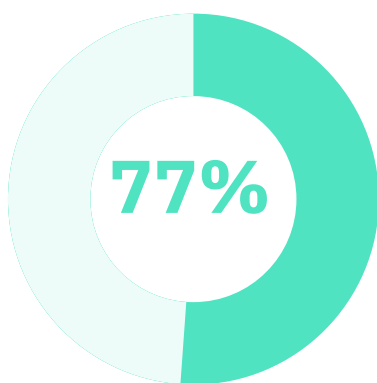
Omnichannel struggles prompt investment in automation and business control tools.

Retailers are clearly aware of the issues of running channels on different systems as three in four respondents agreed that a single platform would improve business performance, improve agility and customer experience as well as improve efficiency and reduce operational costs.

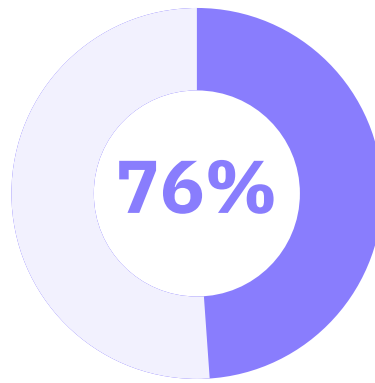
Furthermore, the research found that the majority of respondents felt that being able to control their business from one central platform would deliver a number of key improvements:



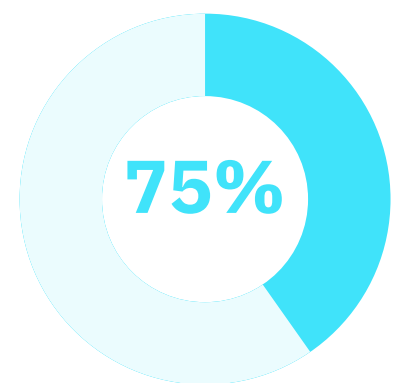
How a centralized platform would impact on businesses:



77% of respondents agreed that having a centralized platform for managing all channels would improve business performance



76% agreed that having a centralized platform for managing all channels would increase operational agility and/or improve customer experience



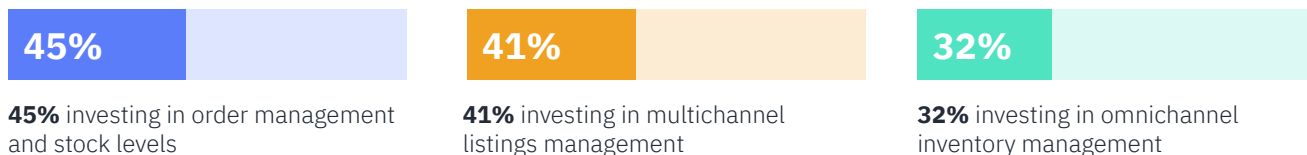
75% agreed that having a centralized platform for managing all channels would improve efficiency and/or reduce costs

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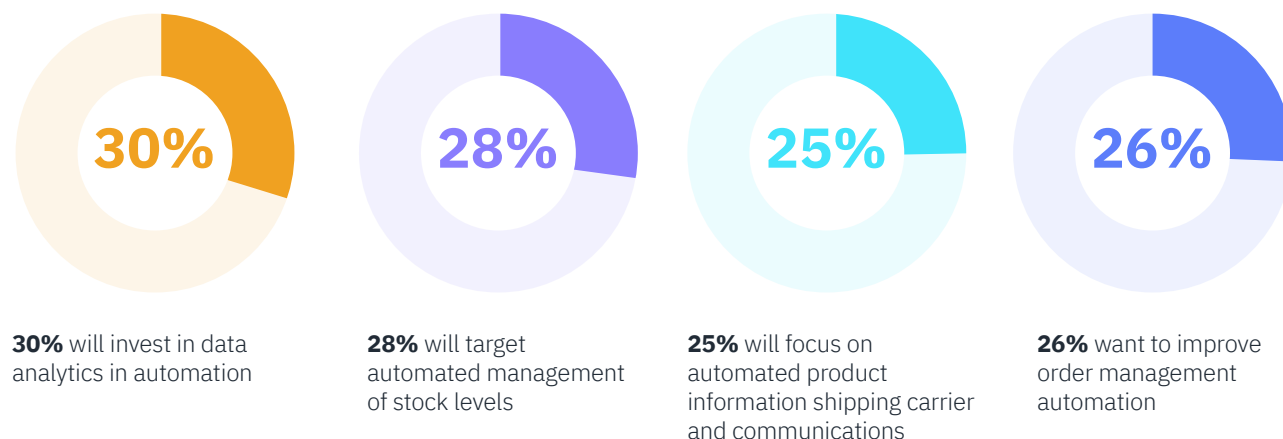
The task ahead, that still needs to be addressed, is not just expanding into new channels, but implementing a business strategy to keep control as sales grow. That is why 92% of retailers indicated they are investing in omnichannel capabilities as a major priority for 2022.

The survey found that this new investment will fall almost equally across five key areas of the business, to both drive efficiencies and deliver growth. These include improving the operational tech stack, optimizing the company's own website, marketing spend on customer experience, engagement and loyalty, and investment in physical space split between bricks and mortar retail locations and expanding a company's warehouse space.

Furthermore, retailers were prioritizing their 2022 investment in technology across the following key processes.



While those retailers investing in automation indicated that.



The relatively equal spread of investment into these key processes impacts right across the customer journey, from product discovery through to selling and fulfillment. This indicates that to achieve Total Commerce, having centralized control over each arm of your retail business is essential to winning every sale.

Automation is about customers, not just processes. Overselling, wasted marketing budget, dissatisfied customers, overburdened customer service staff and lost orders are just some of the outcomes for businesses that don't scale the sophistication of their operations as their selling channels expand and sales grow. Automation plays a key part in building a competitive customer experience, being able to capture every sales opportunity and taking control of all corners of your retail operations to drive growth.



[Download the Linnworks Total Commerce Guide to Automation here](#)



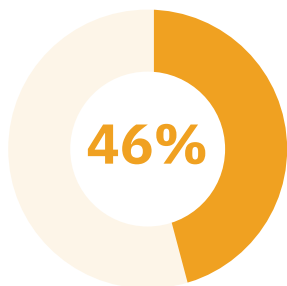
4. Gaining control over the fulfillment journey.

While there is little retailers can do to address some of the global supply chain issues that retailers have endured, much of the work involved in delivering Total Commerce focuses on optimizing the performance of key processes that impact on a retailer's ability to create an optimal customer experience.

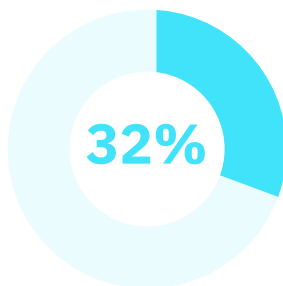
Selling conditions during the pandemic led many retailers to pivot their operations to keep up with demand. This was reflected in those surveyed, with four in five respondents indicating that their business repurposed physical store space to help with ecommerce fulfillment, with only a third now having reverted the facilities back to physical stores. So retailers have demonstrated they can be flexible and repurpose resources when required. However, keeping control of order picking, fulfillment and warehouse management remains a challenge, particularly as a business expands.



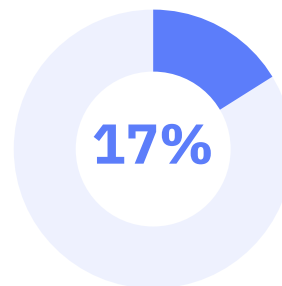
How use of physical retail space changed during the pandemic.



46% are now using their physical sites as showrooms



32% have turned the converted space back into storefronts



17% have kept the space entirely dedicated to ecommerce distribution/fulfillment

There are equally valid reasons for managing fulfillment and warehousing completely inhouse or outsourcing to a third party logistics provider (3PL) to manage. The different strategic approaches to logistics were reflected in the survey results, with 48% of respondents managing their fulfillment centers internally while 41% outsourced their fulfillment to a 3PL. Only 11% of those surveyed used a 3PL but planned for greater control by bringing warehouse management inhouse.

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How retailers are currently managing fulfillment.



48% manage their fulfillment centers internally



41% outsource fulfillment to a third-party logistics (3PL) partner

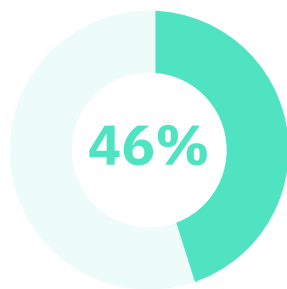


11% currently outsource to a 3PL but plan to bring warehouse management in-house in 2022

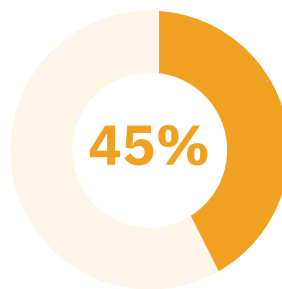
Expanding to cross-border commerce is one of the key drivers of using a 3PL provider as managing orders in house across multiple international locations can become both impractical and inefficient. Utilizing a 3PL to outsource your distribution, warehousing and fulfillment can lower the barriers to entry into new geographical markets by allowing you to scale up quickly without having to make an investment into infrastructure. Having fulfillment locations close to your new customer base can also help you establish a competitive position in the market with fast and efficient delivery options.

This position was echoed in the research with four in five retailers selling internationally. These retailers were mostly reliant on a 3PL option with 46% utilizing the Fulfilled by Amazon program and 45% working with a third party logistics provider. Only 9% of retailers handle international fulfillment logistics themselves, with the UK companies being more than twice as likely as their US counterparts to fulfill their own international orders.

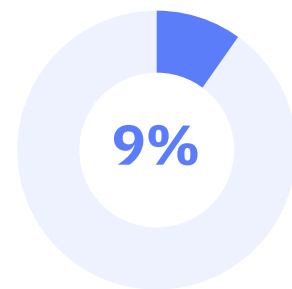
How companies manage cross-border logistics.



46% engage the services of Fulfilled by Amazon (FBA) and/or other marketplace fulfillment programs



45% engage the services of 3PL partners in the countries they sell to



9% manage cross-border logistics in-house

Getting your shipping and fulfillment solution right is imperative, not only to drive business efficiencies in inventory management and stock holdings, but also to maintain and grow your brand through delivering great customer experiences via reliable delivery and fulfillment operations.

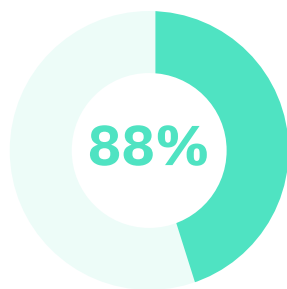


Getting better visibility on inventory.

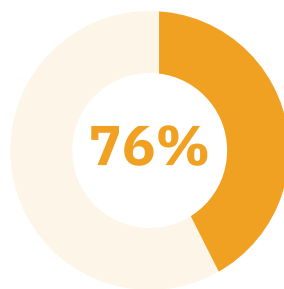
As the world moves beyond the pandemic and the new retail landscape becomes clearer, supply chain issues continue to cause problems both in getting goods into retailers and then back out to customers.

The retailers surveyed highlight the impact it continues to have on their performance with 73% saying inventory management is more challenging post pandemic than before and 75% expect to be short of inventory in the 2021 holidays season.

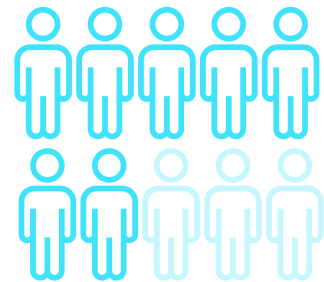
The impact has been felt right across retail operations, with businesses identifying a range of consequences.



88% of respondents said that supply chain disruptions have negatively impacted their customer service



76% said the disruptions have lost their company sales and revenue

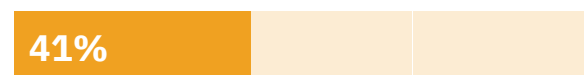


7 in 10 said the disruptions have caused their company to increase prices

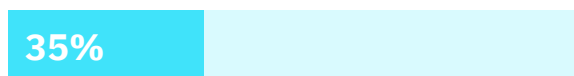
71% of respondents said that supply chain disruptions over the past 12 months have still not been resolved, indicating ongoing disruptions. The key reasons identified were:



42% said labor shortages as a primary factor to their ongoing supply chain disruptions



41% cited supply and demand shocks



35% cited reliance on international suppliers



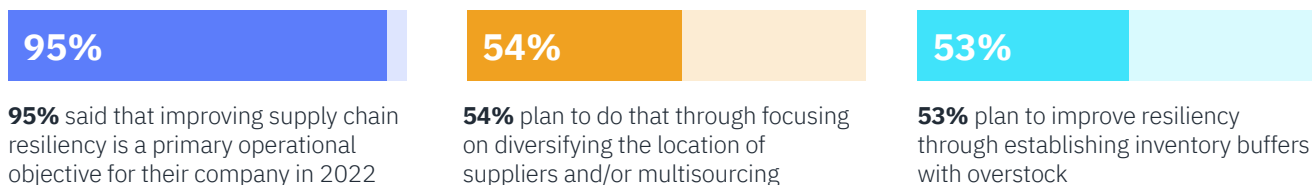
33% cited a nationwide failure to invest in domestic manufacturers

While sellers have no control over the movement of goods around the supply chain, having both mitigation strategies in place to work around these external challenges, while also having the internal visibility across your business is crucial to protect your revenue and brand and to be able to continue to meet customer expectations in uncertain times.

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Key mitigation strategies include supply chain diversification, forecasting accurately for future demand, and managing availability and product range across different sales channels to avoid overselling and customer service issues. Retailers clearly recognize the importance of a resilient supply chain strategy for future success, as demonstrated in the following results:

How companies plan to mitigate supply chain issues:



To implement an effective supply chain strategy, it's essential for retailers to also have full visibility across their business and bring together insights and data points from different functions for accurate decision making. This can include tracking sales metrics across different selling channels, real time visibility into inventory levels and shipping performance and indicators of customer service performance, not only to identify any issues that need immediate attention but to accurately forecast future demand to maximize selling opportunities.

Despite supply chain challenges, brands and retailers need to continue advertising to keep their revenue stream active. For now, brands can focus their advertising efforts on driving core product lines that they know they can deliver on. Longer term, the key strategy for retailers will be to fully diversify their supply chains in order to keep goods flowing in the event of disruption. Strong supplier relationships, dispersed warehouse locations and real-time customer communication are all key in mitigating risk when it comes to product shortages and supply chain delays.

Finally, retailers simply need to be upfront with consumers to set expectations. With logistics costs soaring, retailers will likely need to pass some portion of these costs to consumers. However, surprise costs that come up later on in the purchase process will drive consumers away for good. In fact, according to a Linnworks study conducted earlier in 2021, 72% of consumers say that they have abandoned a purchase due to lack of transparency around shipping. Real, human communication will be key this holiday season and likely moving forward to protect your brand in the face of uncertainty.

“What is the best period of time in the past to use for data to help indicate how much stock to have in the future? Sellers should look at three time periods depending on the product they are considering. These include seasonal products (last 12 months), non-seasonal (last six months to a year) or trendy items (last 14 to 30 days).

Think about what's most relevant to what will happen in the future. That means when predicting future growth, understanding that a cap might be required on forecasted increases to avoid overstocking. Also think about the different personalities of different locations or sales channels and that will help you fine-tune your inventory planning.”

Jill Liliedahl, VP Business Development, **Inventory Planner**



Watch Linn Academy 2021 session on Inventory planning in an unpredictable economy on demand here.

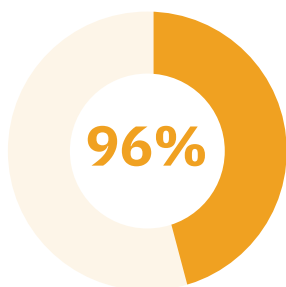


5. Retailers need to respond to new consumer values.

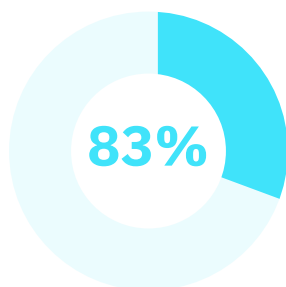
The picture emerging from retailers is they see the need to get more control over their merchandising, inventory management and shipping operations.

This was possibly the case before the pandemic, but the rush to ecommerce, and the strain on supply chains it brought about, has prompted action.

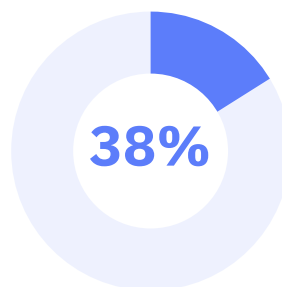
One can list the areas where this will need great investment and strategic thinking but all roads lead to the same goal – customer experience. It is central to nearly all retailers moving forward:



96% of retailers say they need to offer customers seamless experiences



83% have offered more flexibility in payment and delivery options to offer this



38% have added product reviews to provide customer with reassurance

Customer experience, of course, has moved on from being just what a business does - it now incorporates the how. Modern consumers want to be loyal to businesses that share their values and as a result, embracing diversity and sustainability are major issues.

Research from **PwC** shows that in the past year alone, 50% of consumers reveal they have become more eco-friendly in their shopping decisions.

For that reason, 92% of retailers have responded to consumer and staff pressure and published a sustainability strategy and promise. Indeed, nine in ten retailers reveal they have picked up on heightened concern among shoppers over sustainability to the point where three in four believe a retailer without a commitment to sustainability will not be able to survive in the long term.

This is prompting a mix of actions including retailers changing their own ways of working and choosing to work with suppliers and partners who are committed to minimising their impact on the planet's resources.

Sustainability initiatives need to have real impact to resonate.

A point to watch out for here is that while a half of respondents believe their company is making a difference and an additional 21% believe that their company promotes some meaningful sustainability initiatives, 26% of respondents believe the business is simply ‘greenwashing’ – making announcements that lead to little real-life action. Both consumers and employees will hold businesses to account on any environmentally-focused claims that are misleading about their eco credentials.

Customers and employees care about sustainability more than ever.

64% of those who have a sustainability strategy or brand promise that is accessible to the general public did so in response to customer demand



83% did so in response to employee demand and/or to keep up with competitors



Pressure from consumers as well as business incentives and cost savings have meant many companies have already started going green by implementing environmentally friendly practices across many different parts of their business:

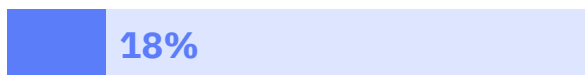
44% of respondents said that their company already runs sustainable operations in some or all areas of their business



35% saying they do not yet run sustainable operations but plan to within the next year



18% saying they plan to within the next five years



When asked how their company achieved sustainable operations.

46% of those that already run sustainable operations achieved this by working with sustainability-focused vendors/partners/suppliers and/or increasing the share of electric vehicles in their supply chain



45% did so by prioritizing ethically sourced product ingredients/materials and/or reducing packaging materials



And for those companies that are planning to implement sustainability initiatives in the future.

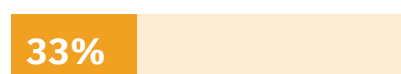
39% of those who have plans to pivot to more sustainable operations intend to do so by working with sustainability-focused vendors/partners/suppliers



36% intend to do so by reducing packaging materials and/or prioritizing sustainably sourced product ingredients/materials



33% intend to do so by reworking spaces for energy/water conservation and/or increasing the share of electric vehicles in their supply chain



The great ecommerce acceleration. How retailers need to adapt to the effortless economy.

Consumers are now demanding authenticity and transparency from businesses, who are responding by not only implementing sustainable practices at every touchpoint across their operations, but are looking to extend this to their partners and suppliers. This indicates that businesses are taking sustainability seriously, beyond just being a marketing strapline, and are using it as a motivator to find new and innovative ways to operate their business.

Companies that do take bold initiatives may find it not only taps into pent up demand from consumers for sustainable products, but can become part of their mainstream business practices. For example, **Adidas** tested the waters by collaborating with Parley for Oceans to produce 7,000 pairs of shoes made completely from plastic retrieved from the ocean. After selling out immediately, another run of five million pairs went into production, creating a billion dollar product line.



“Building a truly sustainable brand isn’t easy but it’s worth the hard work. We are looking at sustainability through both people and planet. How do we reduce our carbon footprint and make sure every one of our producers are receiving a living wage? It’s been a challenge because it’s a lot easier not to focus on those two things and there’s a lot of greenwashing in the industry right now where people see talk of sustainability but don’t actually live it.”

Omari Whyte, Director of Operations, **Nisolo**



Watch Linn Academy 2021 session on Building a truly sustainable brand: from sourcing to selling on demand here



So how close are retailers to achieving Total Commerce?

Consumers have changed their purchasing habits for good. Almost instantaneous access to products with minimal effort is the new normal. This means for retailers to maintain even a minimal level of competitiveness they need to rethink their selling strategy and the logistics that support it.

This shift to both omnichannel and convenience is a major challenge for retailers who need to expand their reach into new platforms like marketplaces and social channels. With this expansion, retailers need to ensure their service levels meet the new raised expectation of what a good shopping and fulfillment experience looks like. On top of this, consumers are now demanding businesses 'go green' across every aspect of their operations.

Linnworks latest research aims to benchmark where retailers are along this journey of digital and business transformation in the new, effortless economy. In a period of ecommerce acceleration and operational challenges, retailers have been working hard to pivot their operations in order to capture every selling opportunity.

Control over inventory and stock management, supply chain diversification and fulfillment strategies are not only key to driving efficiencies and growth, but also to be able to deliver the frictionless customer experience that consumers now demand. Key to achieving this is having a centralized platform that can give a single view across the business to facilitate decision making and commerce control. The other key factor is automation of processes to be able to maintain performance and service levels as the business expands.

Linnworks research shows retailers understand the challenges and are prioritizing business strategies and investment to transform their business to meet these head on.

Linnworks puts Total Commerce Control at the center of your organization so you can:

- Manage multichannel inventory easily across multiple marketplaces.
- Optimize your order and fulfillment processes from a single location.
- Gain deep insights across your sales and operations for fast decision making.

Book a demo to discover in 30 minutes how Linnworks can automate your operations and help you sell better. www.linnworks.com/demo

