



Zukunft des Handels Ausblick und Wachstumsperspektiven

11. März 2024

Agenda

Opening
15:00 Uhr

1

Egbert Wege, Consumer Industry Lead, Deloitte
Stefan Genth, Hauptgeschäftsführer, Handelsverband Deutschland

NRF & CES Grand Debrief
15:15 Uhr

2

Emmanuel Vivier, Co-Founder, HUB Institute

Podiumsdiskussion
Zukunft des Handels – Welche Trends und Innovationen sind zukünftig relevant für den deutschen Markt?
16:15 Uhr

3

Dr. Jannika Bock, Managing Director Retail, Google
Stefan Genth, Hauptgeschäftsführer, Handelsverband Deutschland
Clemens Bauer, Director E Commerce, REWE
Thorsten Zierlein, Retail Lead, Monitor, Deloitte
Egbert Wege, Consumer Industry Lead, Deloitte

NRF & CES Grand Debrief

Emmanuel Vivier

What's next for business?

KEY TRENDS FOR 2024





EMMANUEL VIVIER

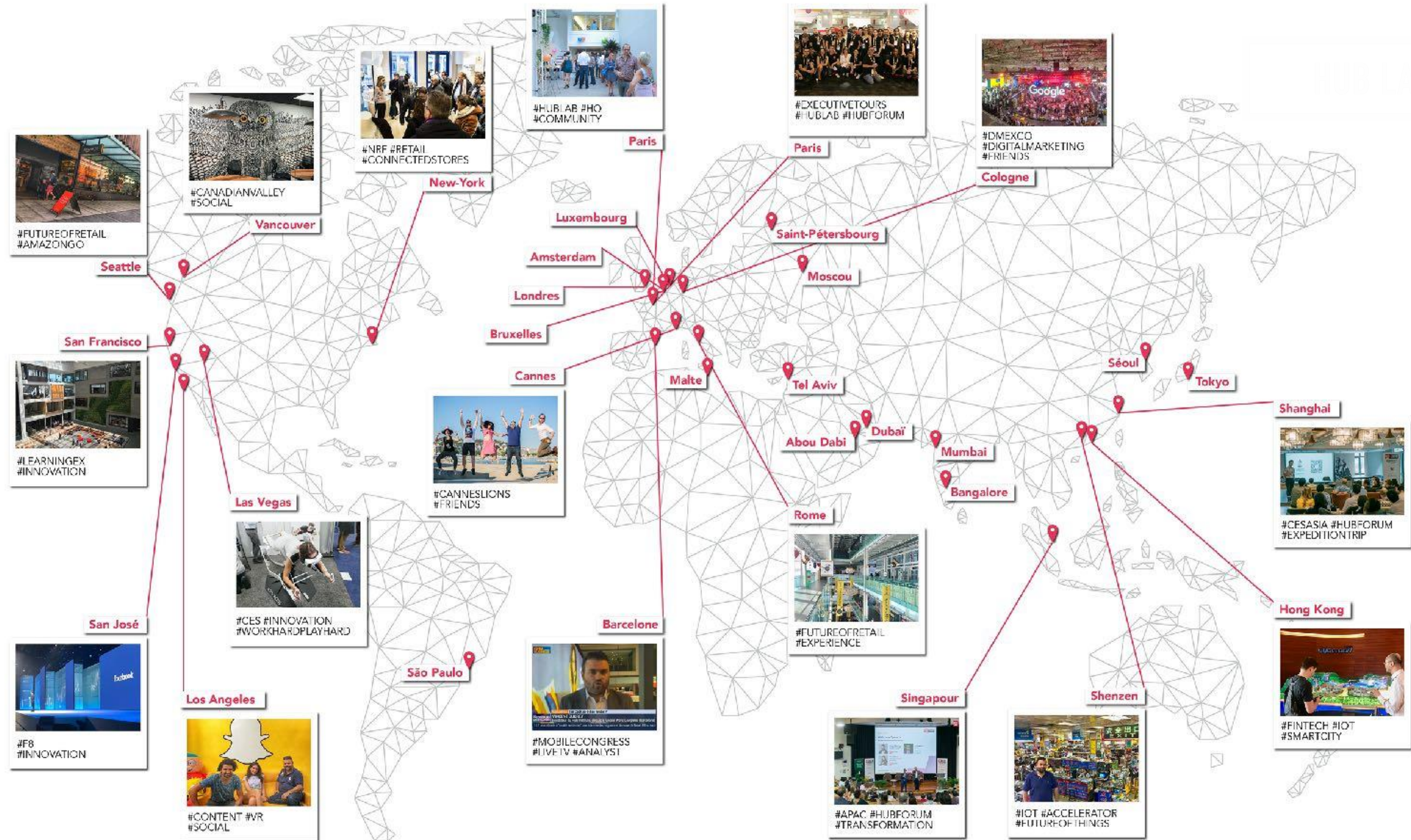
CO-FOUNDER & PRINCIPAL ANALYST
HUB INSTITUTE

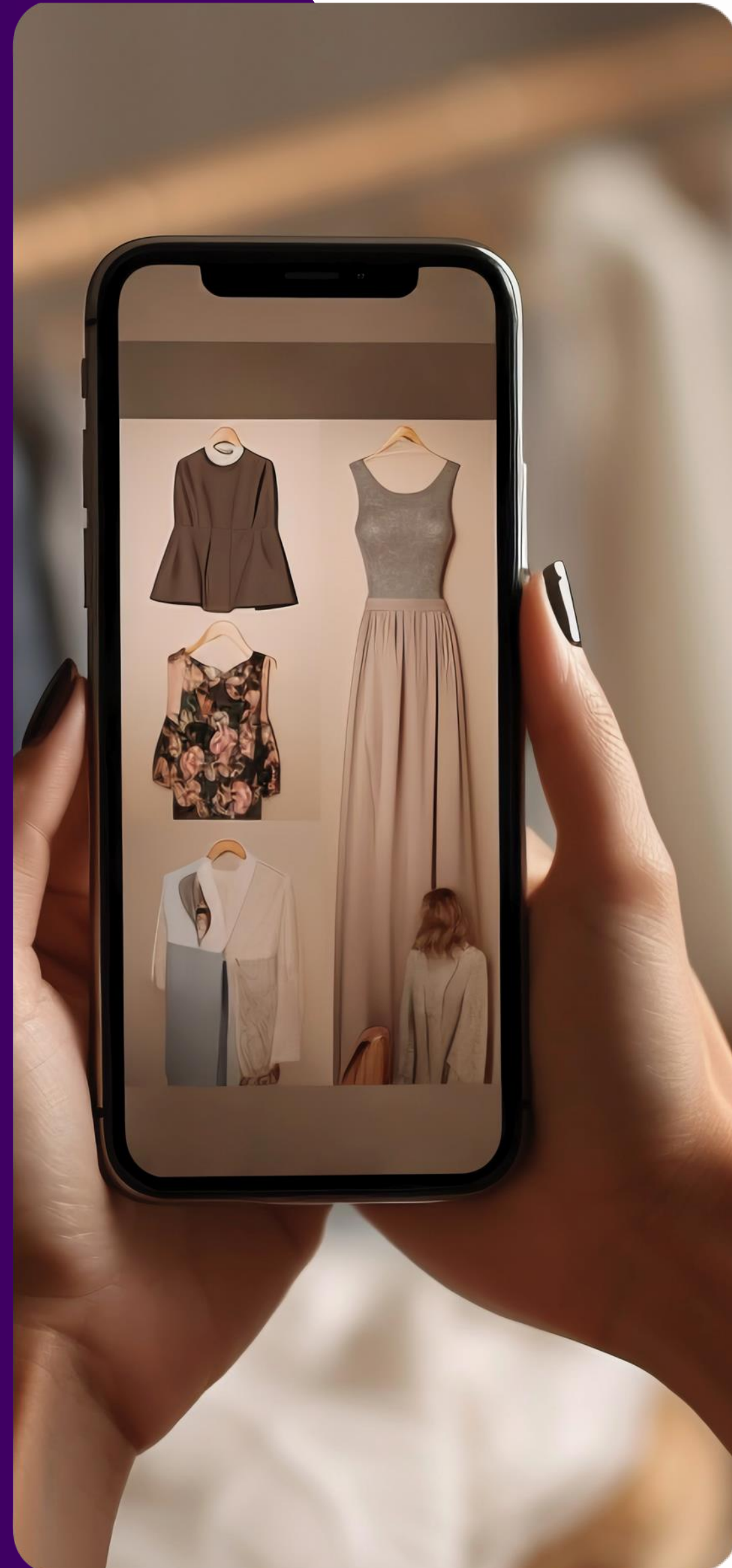




THE DIGITAL & CSR TRANSFORMATION THINK TANK

TRAINING / CONFERENCES / TRENDREPORTS / LEARNING EXPEDITIONS / ELEARNING



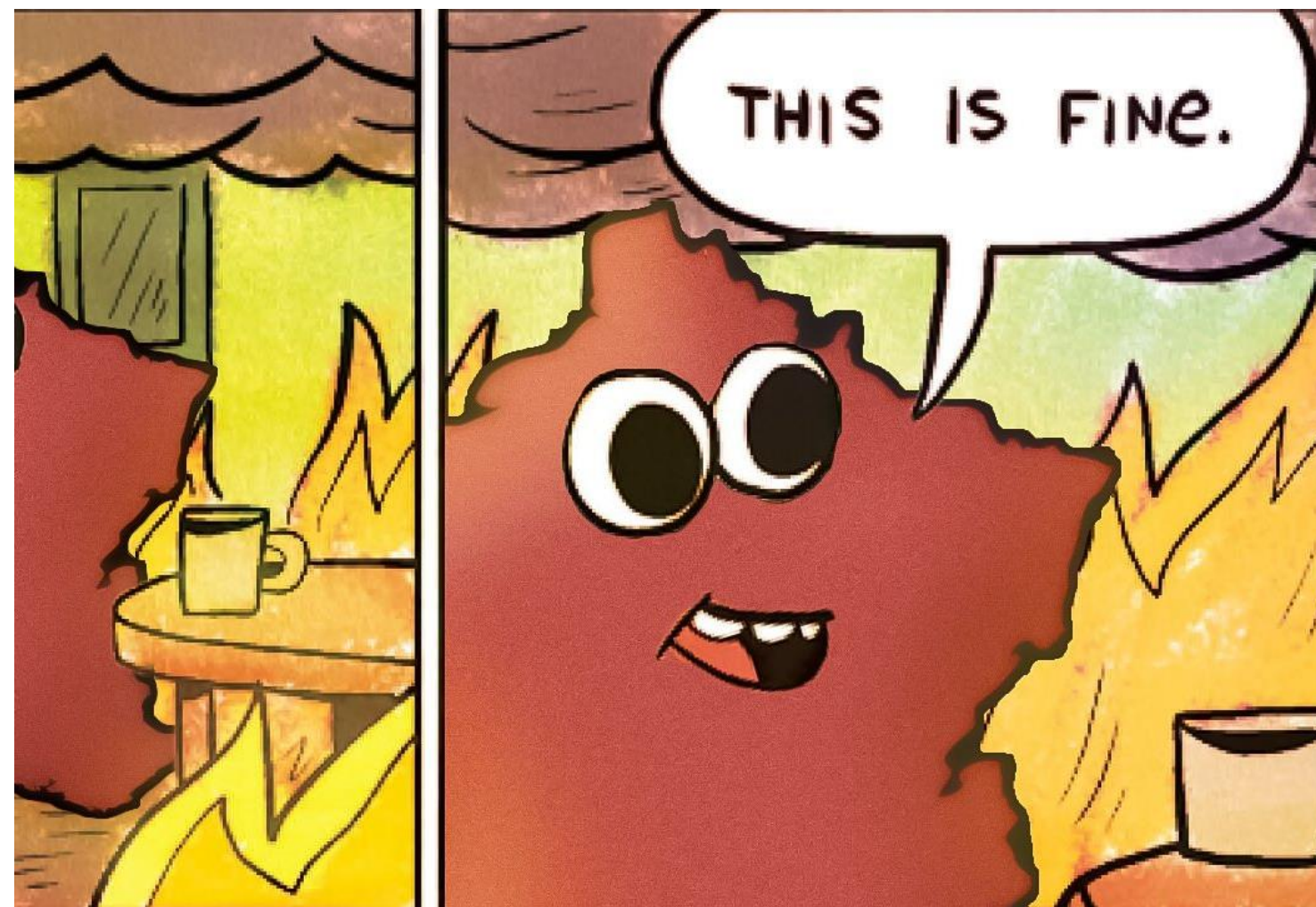


**A VUCA WORLD
PUTTING BUSINESS
& COMMERCE
UNDER PRESSURE**

SINCE 2020, A NON-STOP ERA OF TENSIONS AND CHAOS

A CONTEXT PROVOKING ANXIETY, SEARCH FOR PURPOSE, AND EXHAUSTION

GLOBAL CLIMATE CRISIS



- Increase in the intensity and frequency of climatic disasters (fires, droughts, floods,...)
- Global warming, pollution, energy crisis...
- Eco-anxiety, insecurity, famine, diseases
- Cost of the necessary decarbonization
- Difficulty to change behaviors
- Taxes and bans, CSR regulations (CSRD)

INFLATION & ECONOMIC DIFFICULTIES



- PGC, energy, interest rate and real estate Inflation
- More inequality while the rich got richer the past 3 years economic crisis and depression,
- Household and state indebtedness
- Mass illegal immigration and crime/poverty boost
- Crisis of meaning and great resignation, burn out, quitting, telecommuting, remote work, digital nomads
- Increase in layoffs (in tech too) and unemployment because of AI

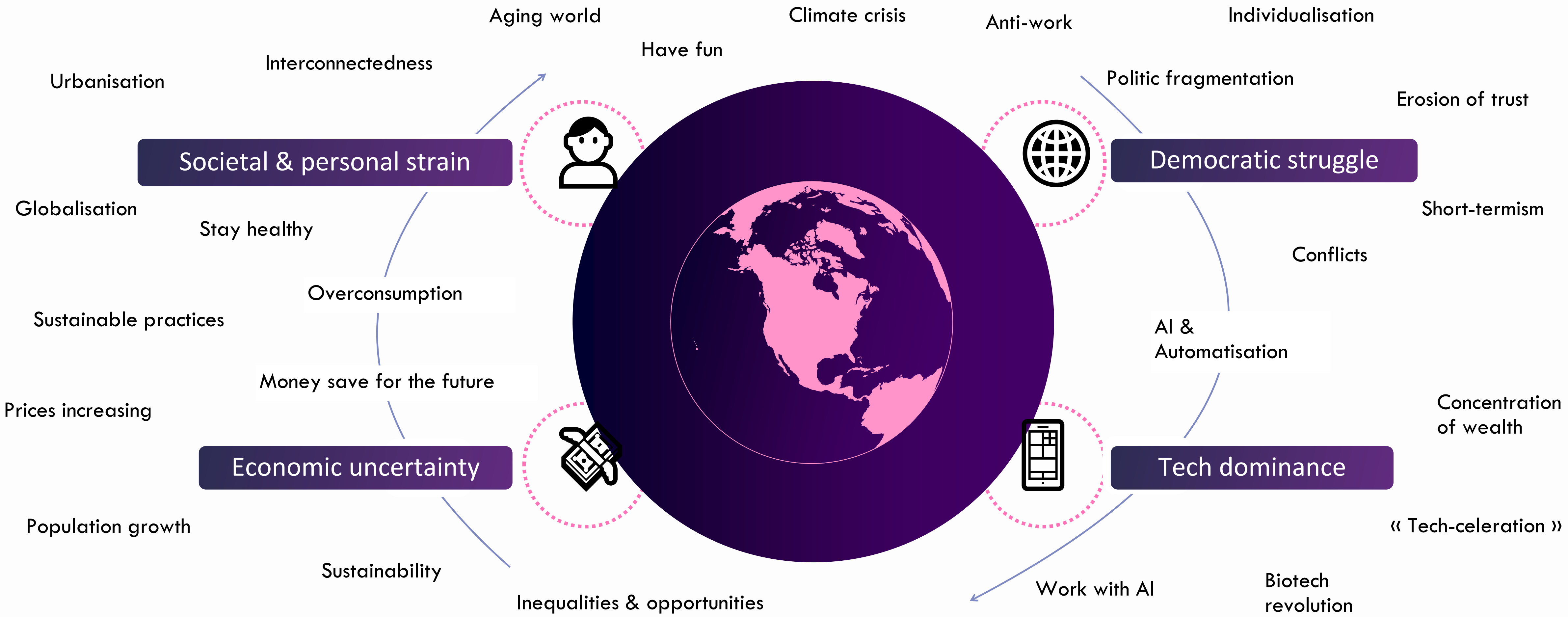
TENSIONS & CONFLICTS



- Rise of the extremes, Hyperpolarization
- Tensions: tradition vs. modernity
- Rise of nationalism
- Territorial conflicts (Ukraine, Taiwan, Iran, Korea)
- Religious and ethnic tensions
- Competition for resources
- Economic wars, big tech vs. big gov

NAVIGATING THE NEVER NORMAL

72% OF CONSUMERS SAY THAT EXTERNAL FACTORS SUCH AS INFLATION, SOCIAL UNREST AND CLIMATE CHANGE ARE HAVING A GREATER IMPACT ON THEIR LIVES THAN EVER BEFORE



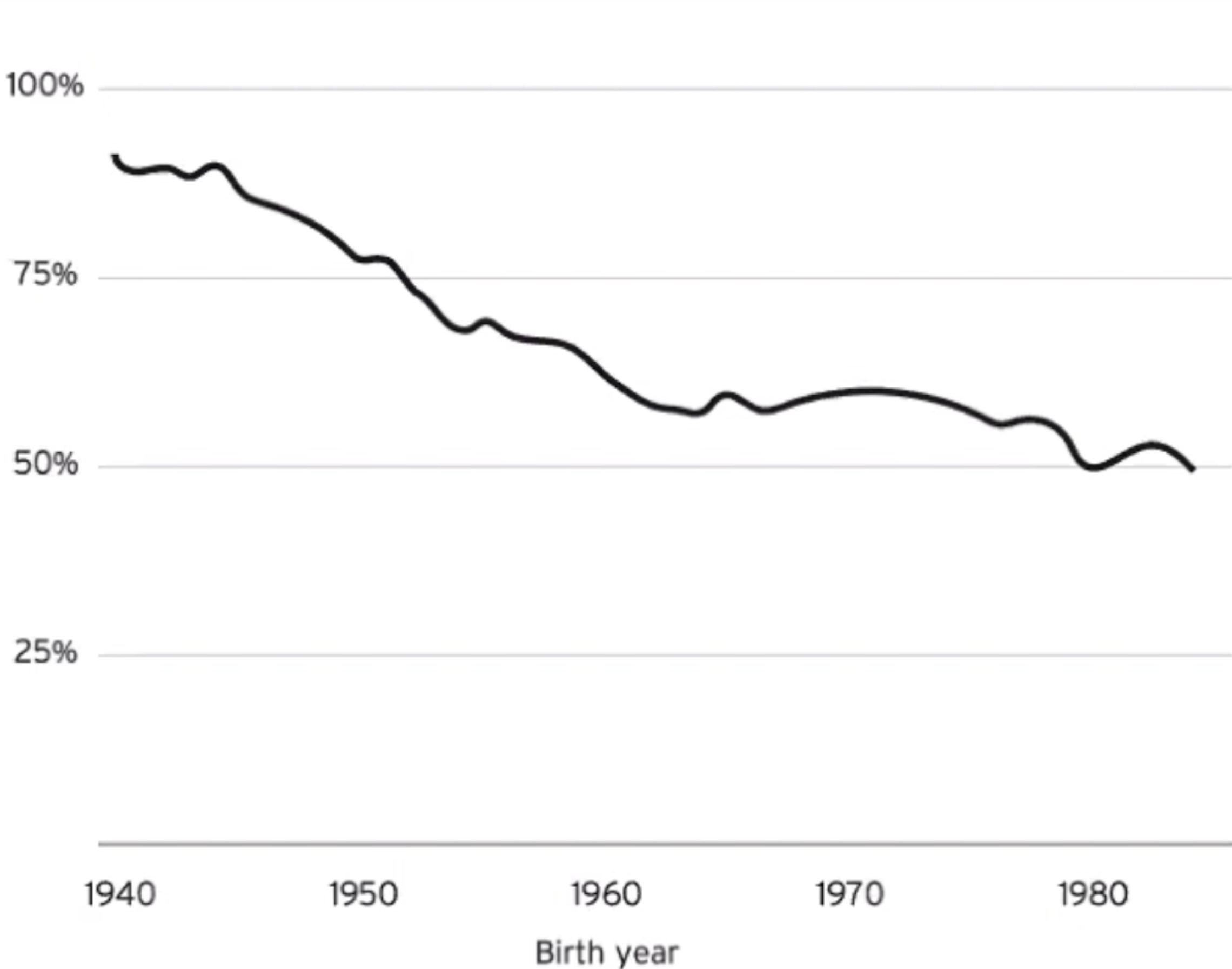
A stylized world map with a purple-to-blue gradient, overlaid on a background of a satellite-style night view of Earth showing city lights.

INFLATION : THE WORLD UNDER PRESSURE

INFLATION : A TOP CONCERN FOR MOST OF THE WORLD ECONOMIES

ENERGY, REAL ESTATE, FOOD & PURCHASE POWER ARE UNDER PRESSURE

Percentage of 30-Year-Olds Earning More Than Their Parents Did at 30
By Birth Year



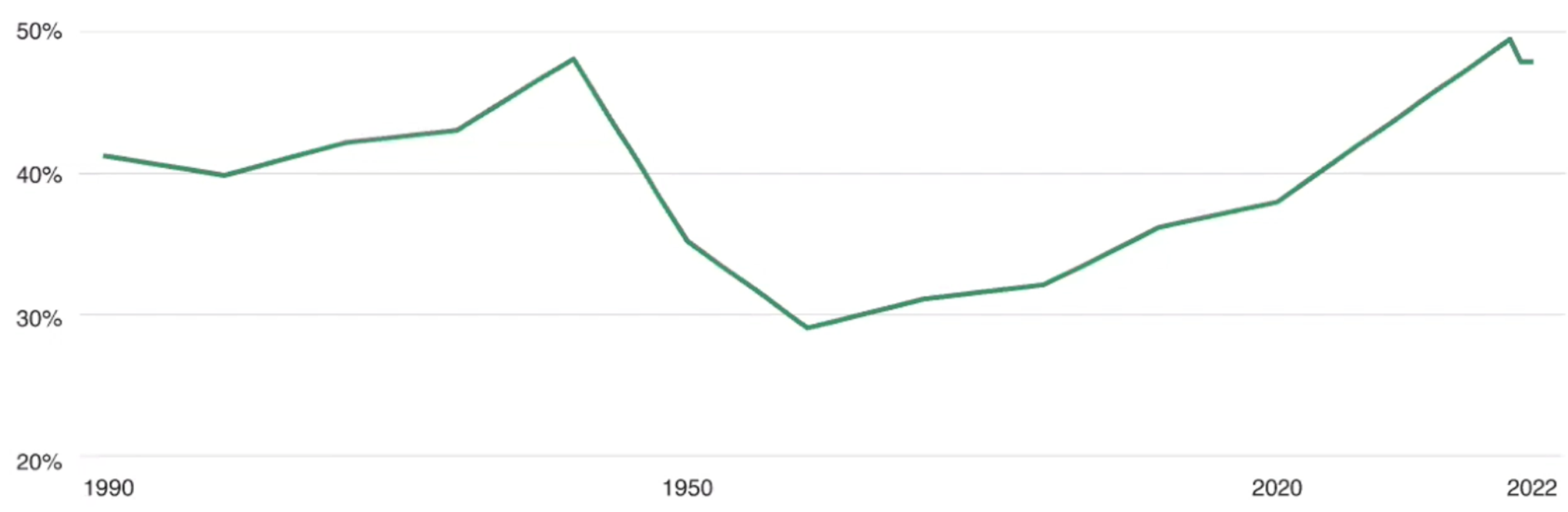
Broken



inflation adjusted	1970 Boomers	Δ	2022 Gen Z
Median price of a home	\$198K	1.9x	\$385K
Median monthly rent	\$847	2.7x	\$2,305
Avg. gas price/gal.	\$2.8	1.4x	\$3.9
Avg. annual cost public 4 yr university	\$3,088	3.1x	\$9,678
Median income	\$68K	1.1x	\$75K
Avg. number of kids	3.6		1.9
Dual-income Households	46%		65%

Sources: Huduser.gov, iproperty management, CNBC, Census.gov, educationdata.org, eia.gov, bls.gov

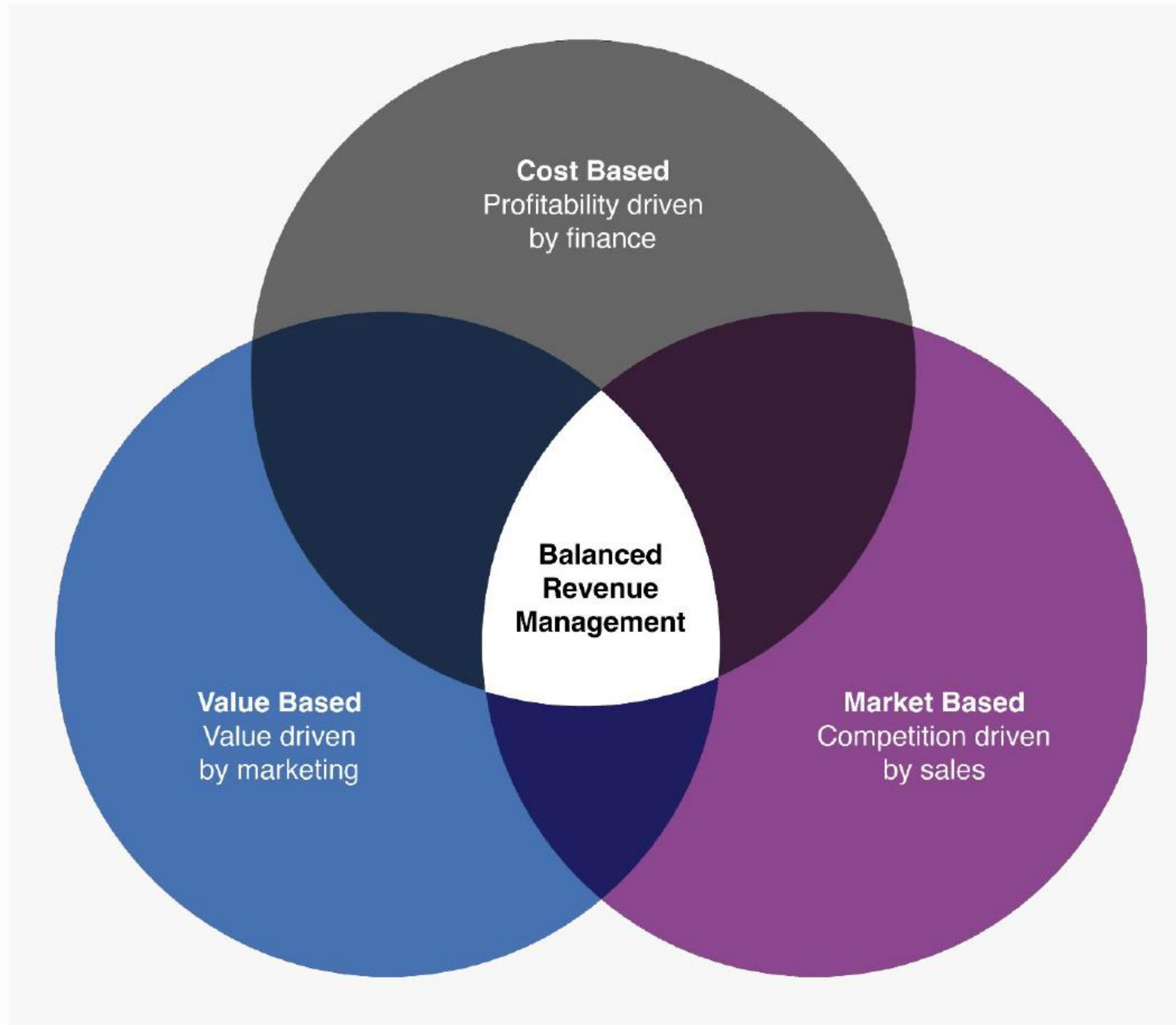
Share of U.S. Adults Aged 18 – 29 Living With Their Parents
1900 – 2022



Source: Pew Research via Bloomberg

THE TIMES FOR FUN INNOVATION IS TOTALLY OVER

METaverse, NFT, BLOCKCHAIN, PURPOSELESS DIGITAL IN STORE ARE OUT!



Value Driven

Macroeconomic uncertainty & rate increases are causing a **short-term flight to value & quality** and a slowdown in market activity.

METaverse,
NFT,
BLOCKCHAIN,
CRYPTOCURRENCIES
DIGITAL IN STORE

ARE OUT!

INFLATION : BUSINESSES ARE TRYING TO ADJUST...

PRICE GOUGING AND FIGHT BETWEEN BRANDS & RETAILERS / PRICE

ILS N'Y VONT PAS AVEC LE DOS DE LA CUILLÈRE

Carte d'Or a décidé d'augmenter ses prix tout en réduisant la quantité de produit. Notre rôle est de vous proposer vos marques préférées mais aussi de vous alerter de ces comportements qui vous sont défavorables.

POIDS -105g
PRIX/KG JUSQU'À +29%

TOUS UNIS CONTRE LA VIE CHÈRE

21/12/2023, 09:46

COPIE

SOMMATION

L'AN DEUX MILLE VINGT QUATRE ET LE dix sept janvier

À LA REQUÊTE DE :

La société UNILEVER FRANCE, société par actions simplifiée au capital de 28.317.129 €, dont le siège social est sis 20 rue des deux gares, 92500 REUIL-MALMAISON, enregistrée au registre du commerce et des sociétés de Nanterre sous le numéro 552 119 216 agissant poursuites et diligences de son président.

La Requérante

2. Ces affichettes contiennent des propos dénigrants à l'encontre de la Requérante et de ses produits ;

- « AVANT, MAGNUM, ÇA VOULAIT DIRE GRAND. Magnum a décidé d'augmenter ses prix tout en réduisant la quantité de produit. Notre rôle est de vous proposer vos marques préférées mais aussi de vous alerter de ces comportements qui vous sont défavorables. Poids -70g Prix/kg jusqu'à +39% »
- « ILS N'Y VONT PAS AVEC LE DOS DE LA CUILLÈRE. Carte d'Or a décidé d'augmenter ses prix tout en réduisant la quantité de produit. Notre rôle est de vous proposer vos marques préférées mais aussi de vous alerter de ces comportements qui vous sont défavorables. Poids -105g Prix/kg jusqu'à +29% »
- « KNORR J'ADORE J'ADORAIS. Pour votre pouvoir d'achat, nous refusons l'augmentation de Prix / kg jusqu'à +39% que Knorr veut imposer sur le prix des soupes. Ainsi, malgré tous nos efforts pour parvenir à un prix juste tenant compte de l'intérêt de nos clients, vous ne trouverez plus cette marque dans nos rayons. Nous sommes désolés de la gêne occasionnée. »

3. Les messages ci-dessus laissent entendre que la Requérante aurait un comportement défavorable à l'égard du consommateur. Ils reposent sur des éléments inexacts et

[Unilever-Intermarché](#)

éditions DAUVERS

Big business accused of using inflation to disguise profit hikes during cost-of-living crisis as price gouging inquiry begins

By business reporters [Kate Ainsworth](#) and [Emily Stewart](#)

Posted Thu 21 Sep 2023 at 12:13pm, updated Thu 21 Sep 2023 at 12:22pm



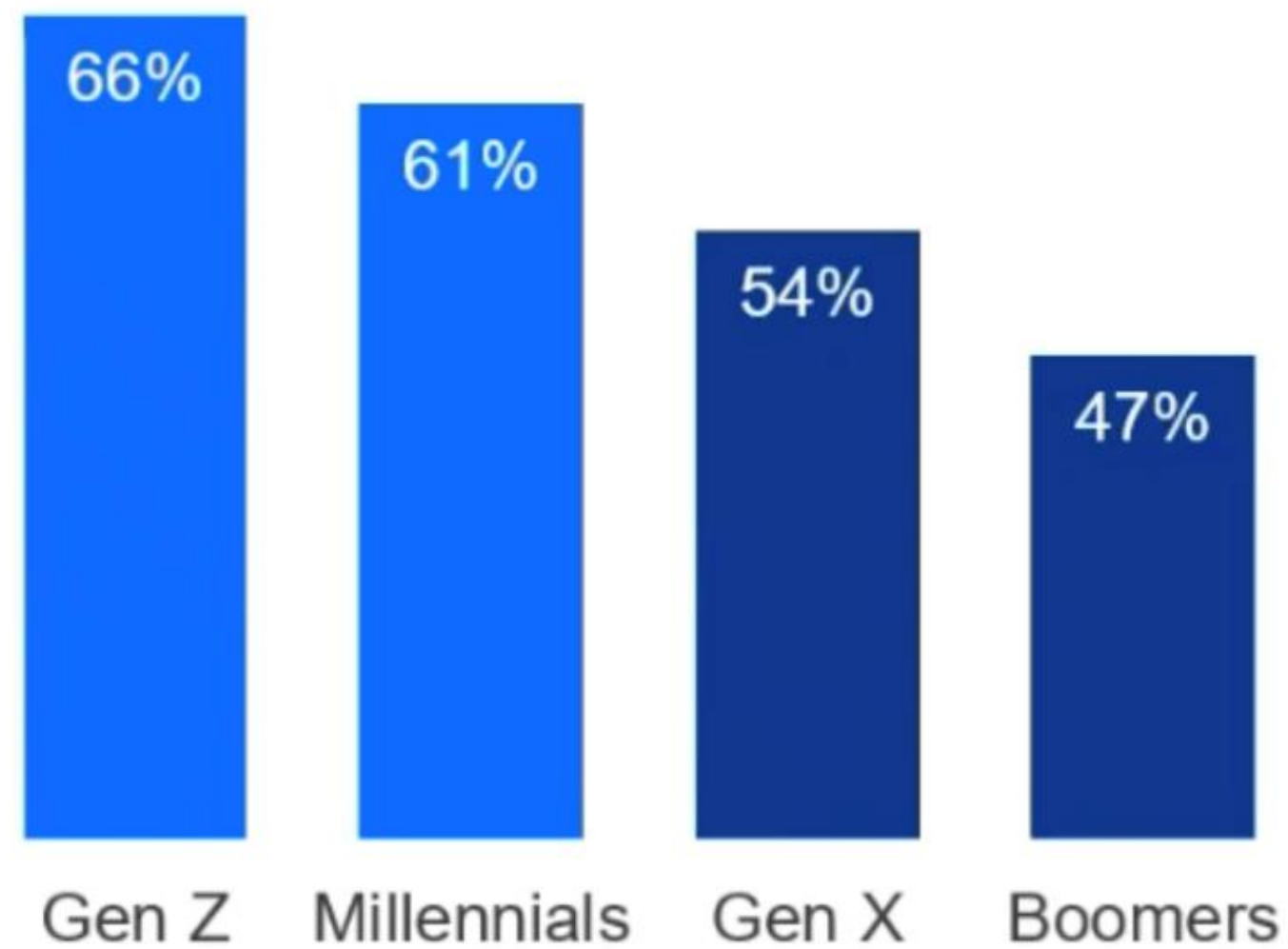
French politicians attempt to appease angry farmers ahead of European elections

France's new Prime Minister Gabriel Attal paid tribute to the country's agriculture sector this weekend, responding to the growing discontent of farm workers angry at red tape and high costs.

YEARS OF MULTI CRISIS HAVE LEFT CONSUMERS....

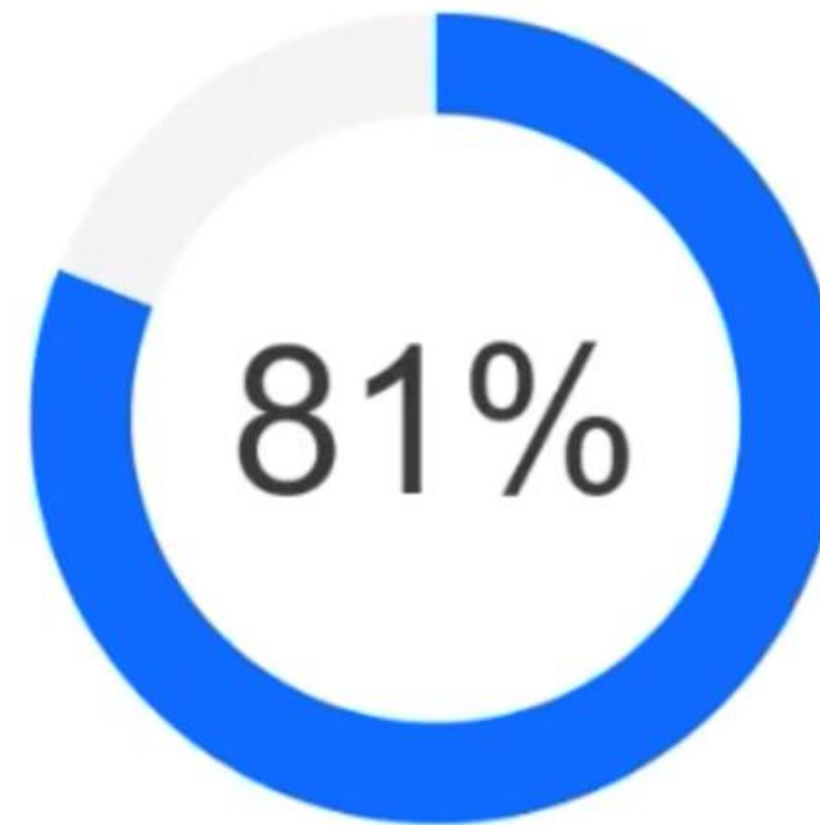
Disheartened

American society is dysfunctional beyond repair



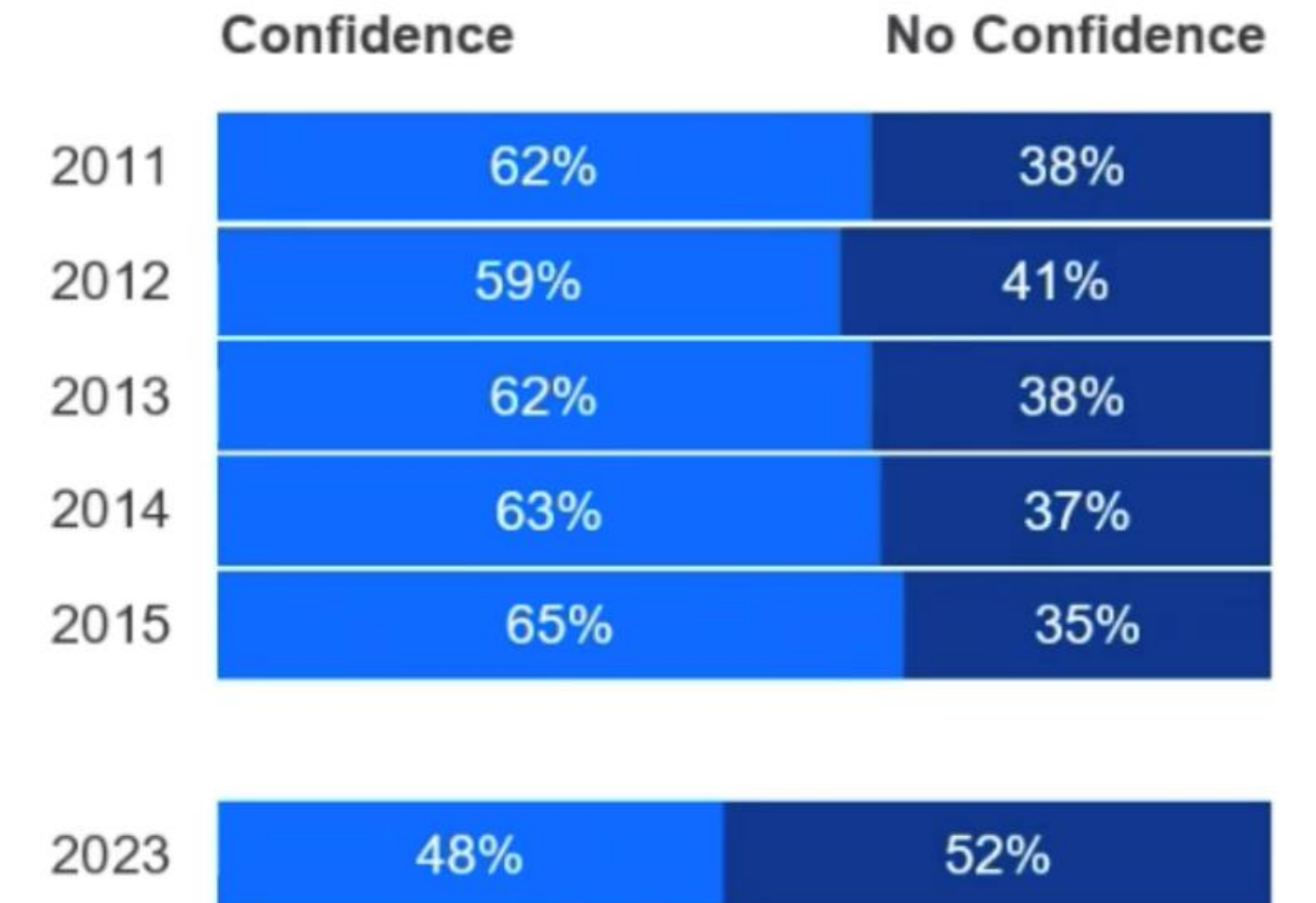
Overwhelmed

It's hard to make sense of the world these days

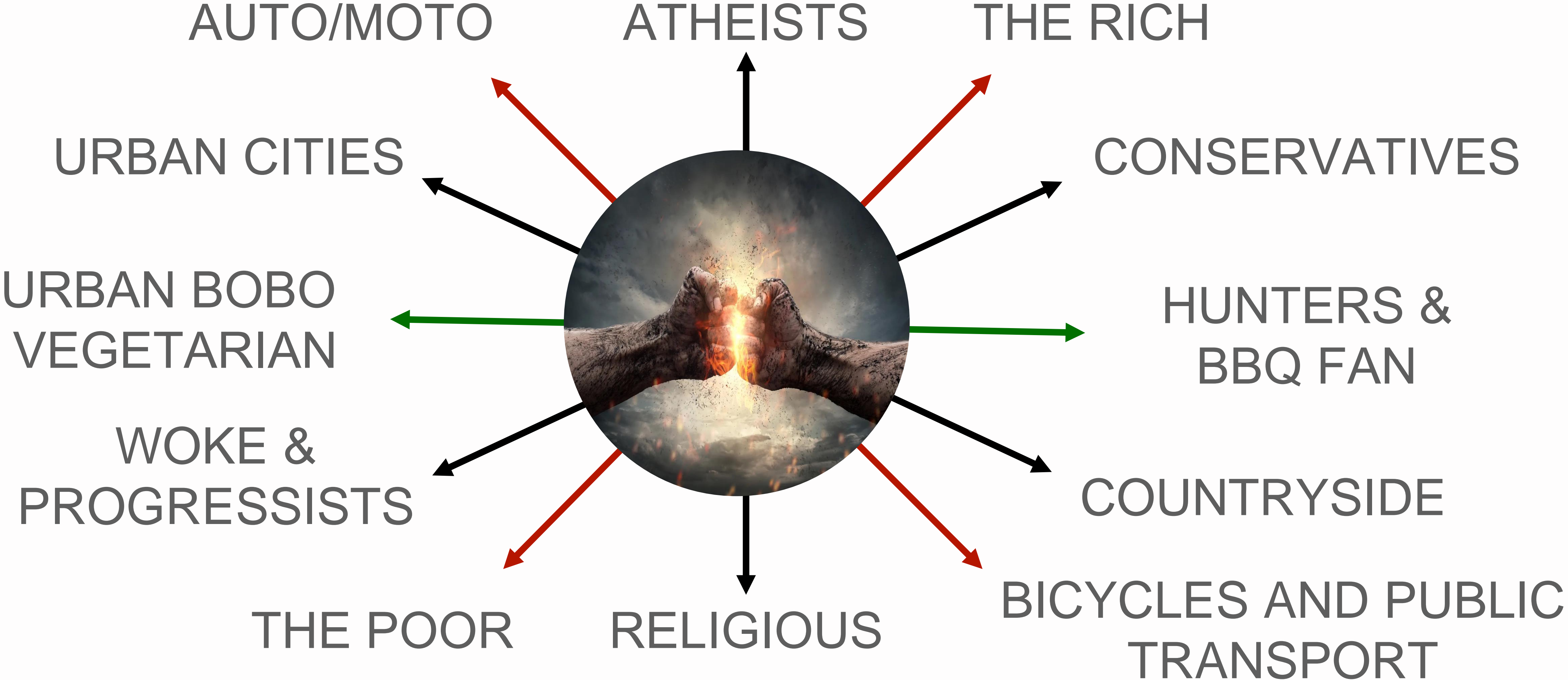


Uninspired

I have ___ in American ingenuity to solve our country's problems¹



HYPERPOLARIZATION OF THE WORLD, OF OPINIONS, OF PEOPLE



TOWARD INCREASING **RADICALIZATION** ≠ LIVING TOGETHER

CONFRONTING EACH OTHER ON OUR DIFFERENCES / INSTEAD OF FINDING COMMON GROUND

CLIENT SIDE : HOW DO YOU DEAL WITH THE PERMACRISIS?

INTROSPECTION OR ADDICTIONS, RETURN TO THE ESSENTIAL OR VIRTUAL ESCAPE?

BACK TO BASICS **/ HAPPINESS DEFERRED**

NATURE AND WELLNESS
MENTAL HEALTH, MEDITATION, YOGA, CBD
SEARCH FOR BALANCE AND SERENITY

PASSION ECONOMY

SUSTAINABLE AND COMMITTED TRADE

COMMUNITY & SHARING / NGO HOME COOKING, DIETETICS

SPORT & WELNESS

FINANCIAL EDUCATION (REAL ESTATE/FIRE)

CULTURAL NEOSTALGIA / SURVIVALISM

ESCAPE FROM REALITY **/ IMMEDIATE HAPPINESS**

ESCAPISM / ARTIFICIAL PLEASURES
PARTIES, DRUGS, ALCOHOL, DOPAMINE & SEARCH FOR IMMEDIATE
HAPPINESS VIRTUAL ADDICTION & VIDEO GAMES

QUICK COMMERCE, FAST FASHION, MASS CONSUMPTION

EXTREMISM / INTEGRISM / REPLI / DEV PERSO / COMPTOTISM

JUNKFOOD, EATING DISORDERS DOPING, MUSCU, PLASTIC
SURGERY, INSTAGRAM VANITY

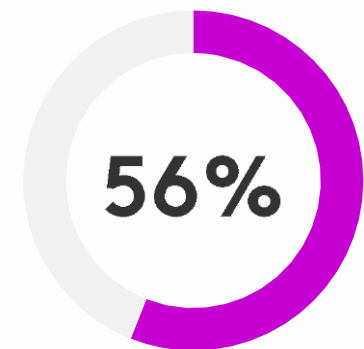
CRYPTO AND NFT TECHNO UTOPISM / COLLAPSE

CONSUMERS TURNING SELFWARD

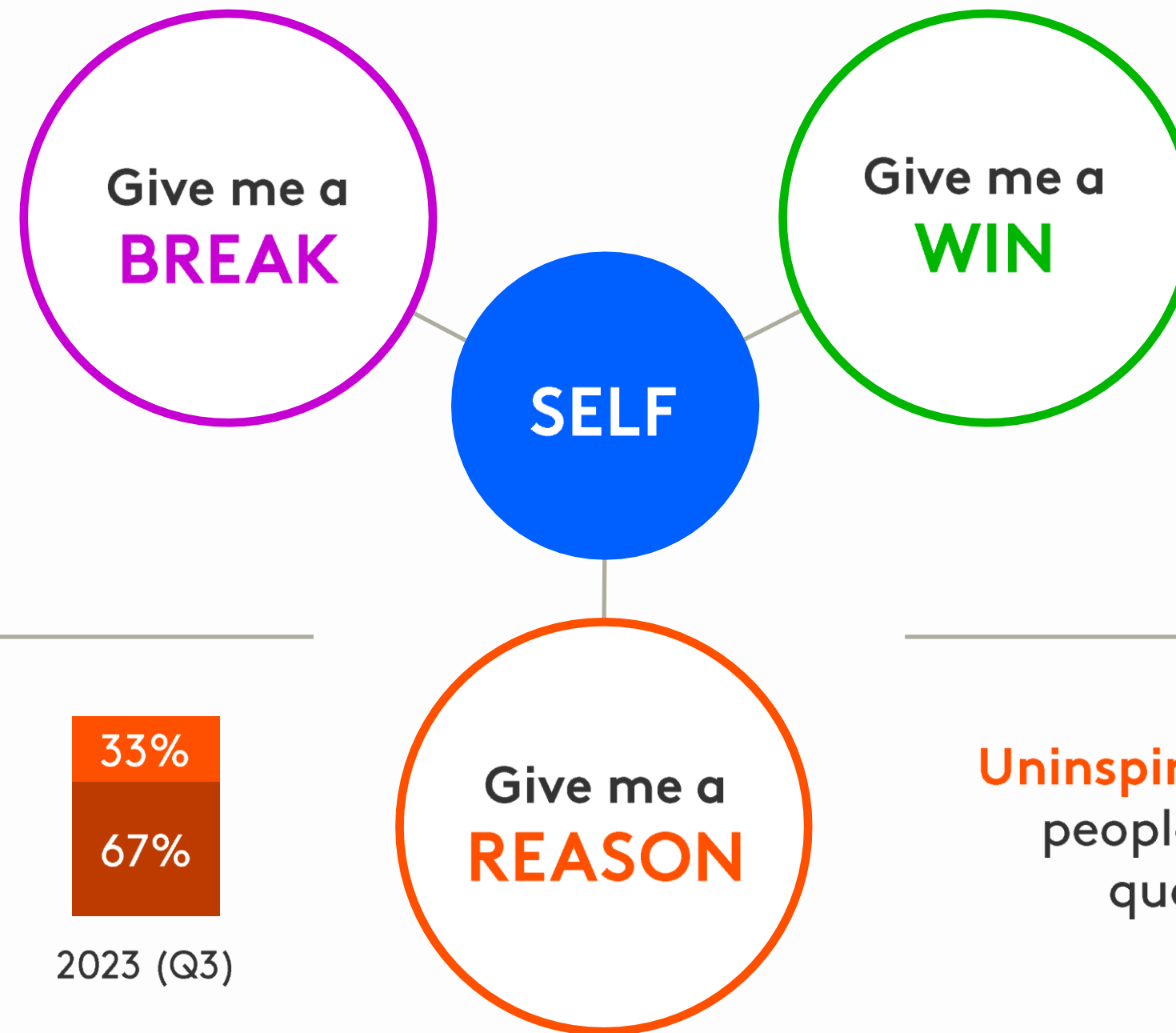
A consumer shift is underway that's been hiding in plain sight, one that can feel both obvious but also counterintuitive. After years of being so oriented toward the problems and disruptions of the world around them—of looking outward—consumers are turning “selfward.” This dynamic comes with new needs for people which means new opportunities for brands to connect with them.

Disheartened by negativity, people are looking for **self-care** through escapism, positivity, and “me time”

I don't pay much attention to the news because it all seems so negative nowadays

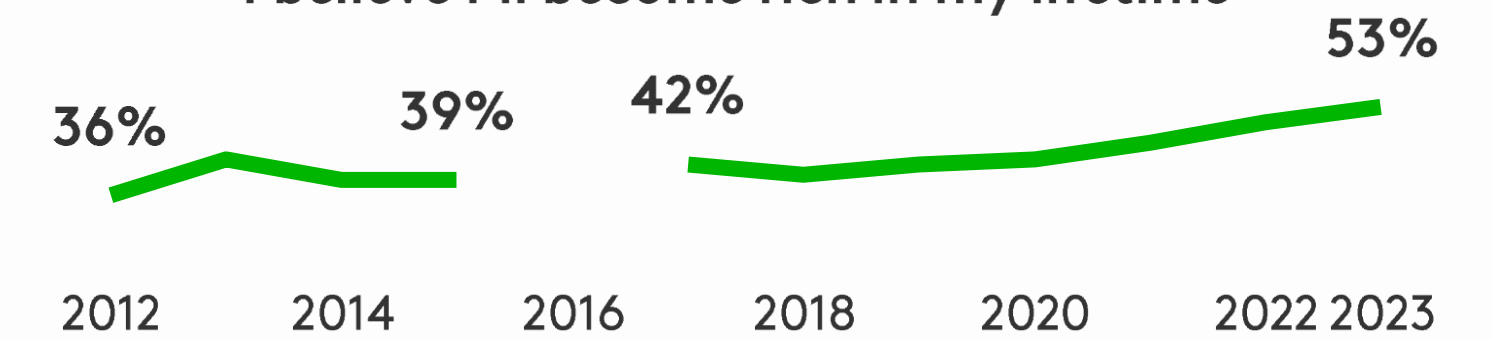


69% of Gen Z

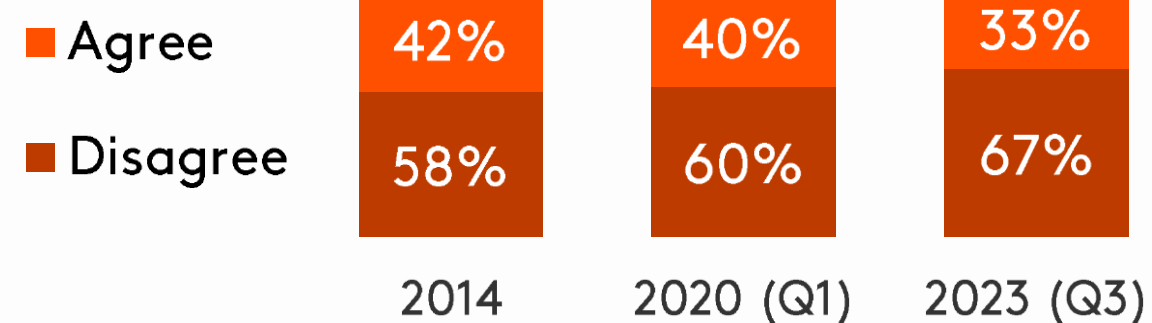


Overwhelmed by financial uncertainty and moving goalposts, people are leading with **self-interest** to pursue personal wealth and ambitions

I believe I'll become rich in my lifetime



I pay close attention to most of the advertising I see or hear



Uninspired by innovation and marketing, people seek **self-assurance** through quality, control, and relevance

The vibes of the marketplace are still decidedly off, and the macroeconomy isn't dispelling the gloom that still permeates the consumer mindset. But rather than continuing to engage with the problems of the world around them, many Americans are turning “selfward” as an act of self-care, self-preservation, and self-interest. Brands that stay over-rotated to the macro-forces roiling the marketplace and don't put the consumer front and center risk a misalignment of interests. But there are ripe opportunities for brands and marketers that can rebalance their own focus and meet the selfward-turning consumer's emerging needs.



A CHANGING GLOBAL ECONOMY

for

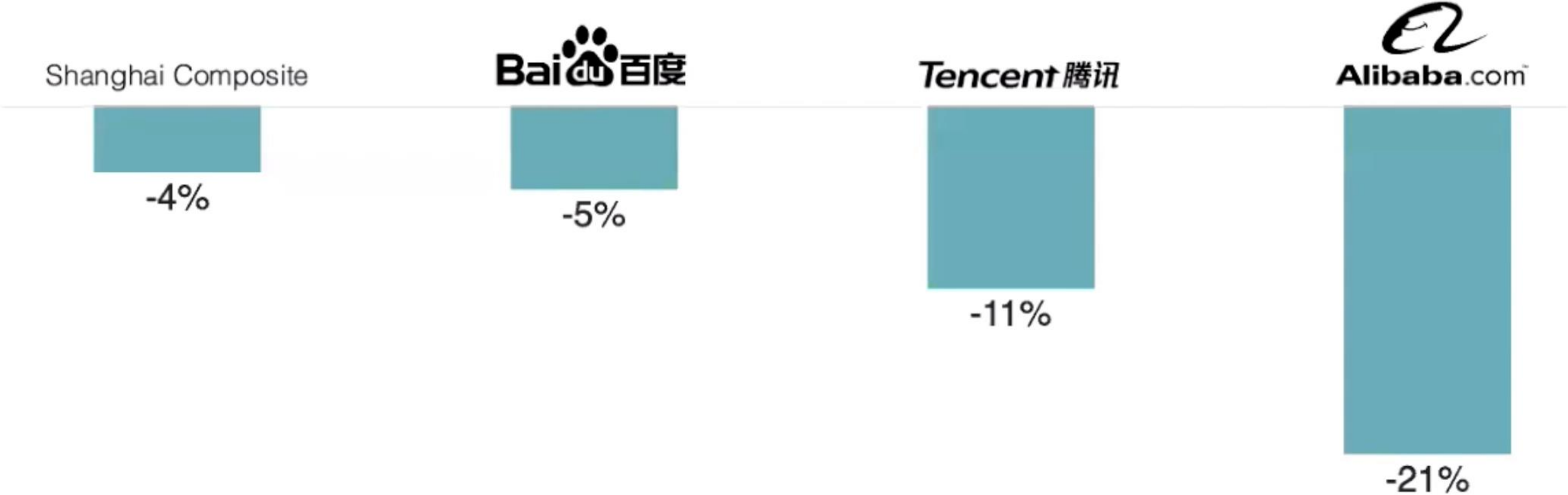
GLOBAL ECONOMY : DON'T ONLY FOCUS ON CHINA



PROF G MEDIA

Chinese Tech

YTD Stock Performance: Shanghai Composite Index vs. Baidu, Tencent, and Alibaba
YTD 2023



Source: Yahoo Finance

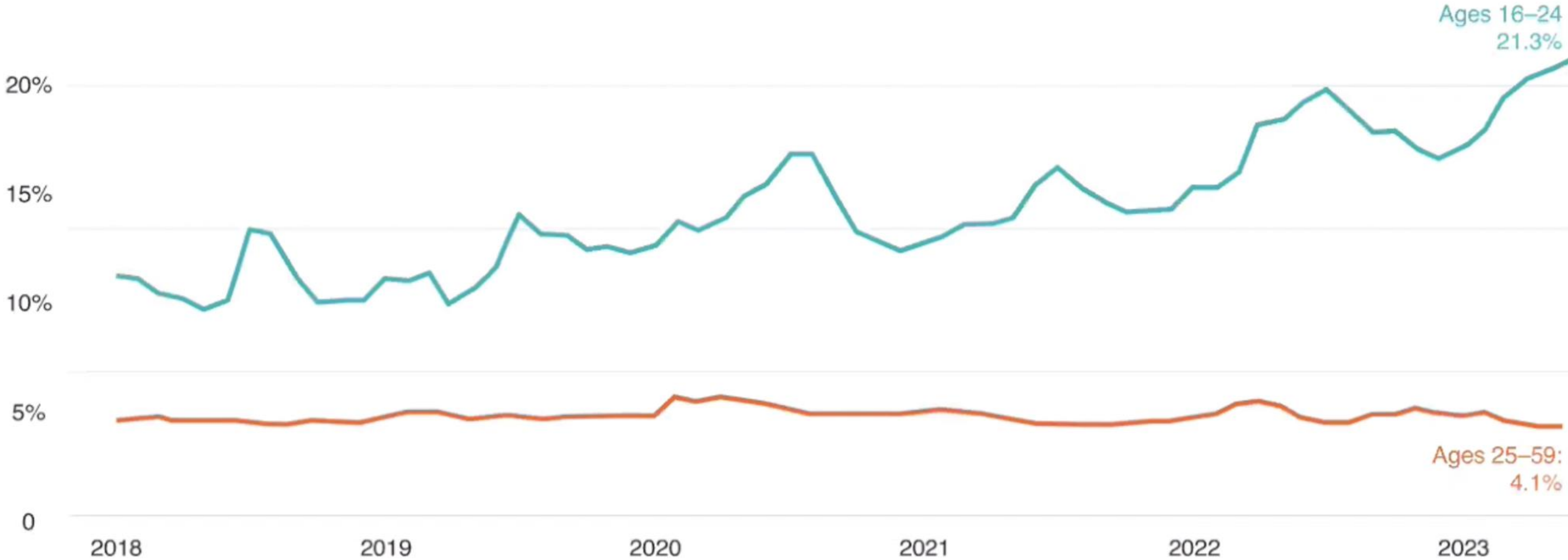
GLOBAL ECONOMY : DON'T ONLY FOCUS ON CHINA



PROF G MEDIA

Xi's Problem

Unemployment in China
2019 – July 2023



Source: National Bureau of Statistics via the NYT

GLOBAL ECONOMY : DON'T ONLY FOCUS ON CHINA > INDIA

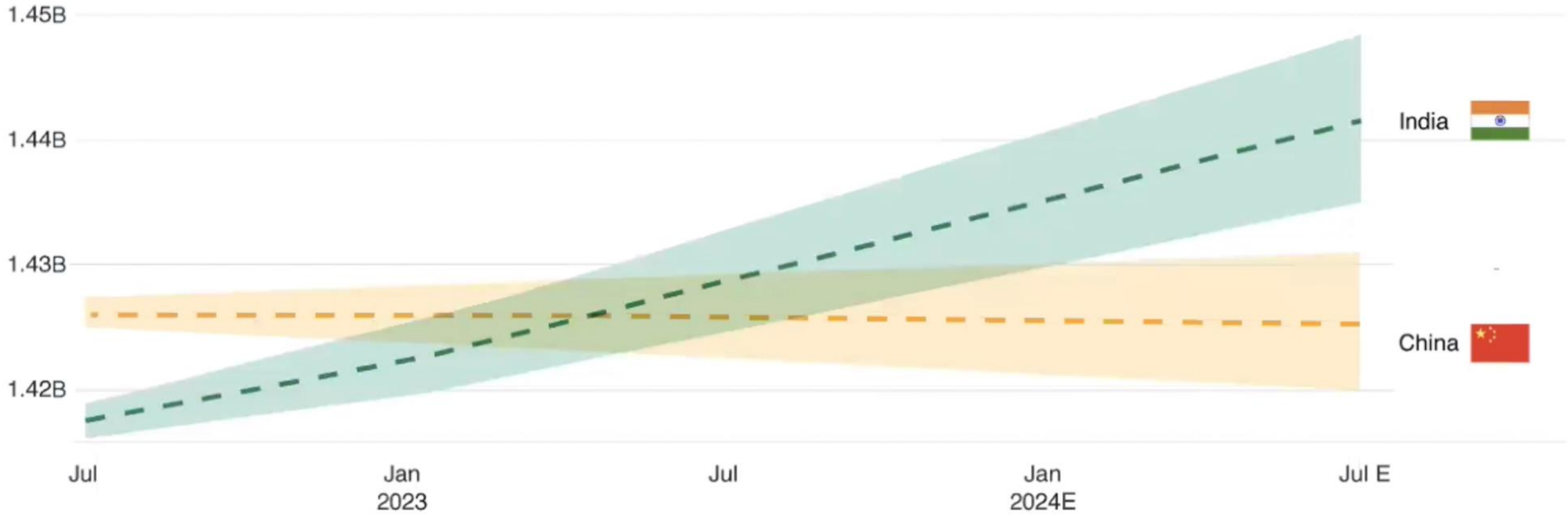


PROF G MEDIA

Growing

Projected Population: India vs. China

July 2022 – July 2024



Source: UN World Population Prospects 2022 via the FT

GLOBAL ECONOMY : DON'T ONLY FOCUS ON CHINA > INDIA

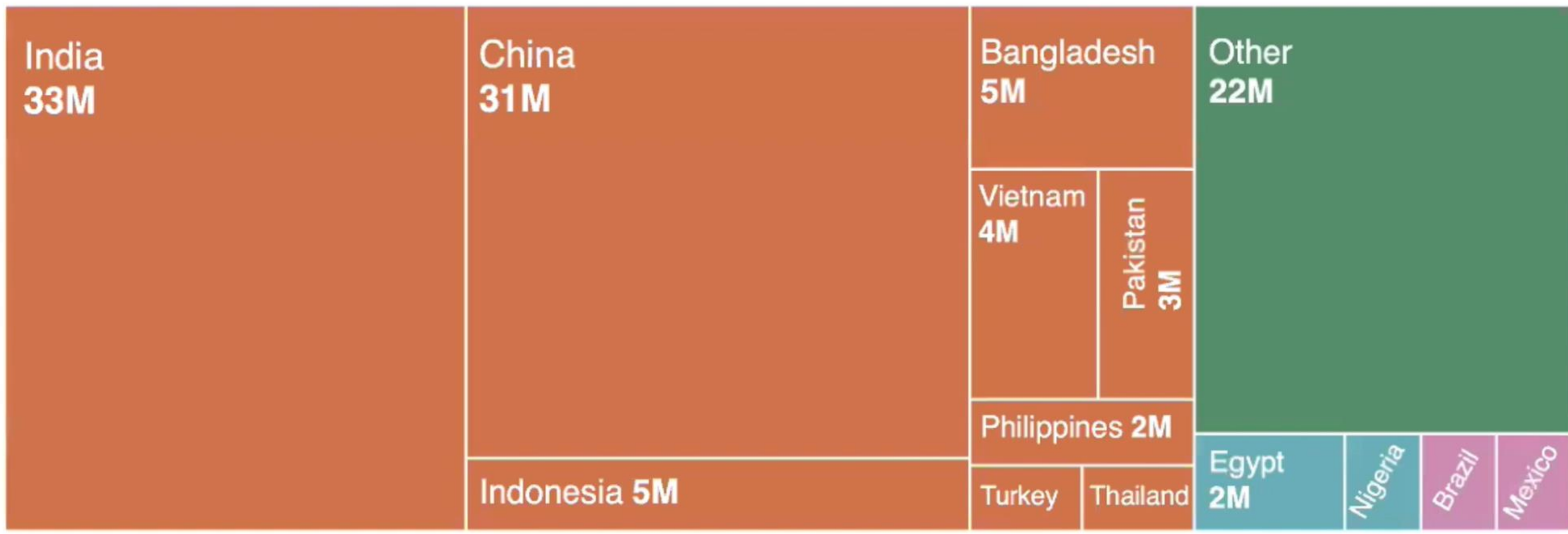


PROF G MEDIA

Consumer Class

Additions to the Global Consumer Class in 2024, by Country
Consumer class is defined as those spending at least \$12 per day

57% of new consumers in 2024 will come from China or India



Source: World Data Lab via Visual Capitalist

THE 2024 **COMMERCE RECIPE FOR SUCCESS** IS ABOUT...

KEY BASICS FOR CLIENTS AND PERFORMANCE OPTIMIZATION INTERNALLY

PERSONALISED PRODUCTS
+
A NICE ATMOSPHERE & PURPOSE
+
SIMPLICITY OF PURCHASE
+
A ZEST OF DIFFERENTIATION

=

A BETTER OFFER THAN
MOST OF THE MARKET

GEN AI = AI-GMENTED BUSINESS
+
SUSTAINABILITY EFFORTS

=

BETTER PRODUCTIVITY + PROFITABILITY
THAN MOST COMPETITORS



PERSONALISATION IS THE FUTURE OF PRODUCTS

LOYALTY AND SUBSCRIPTION EVERYWHERE

IT IS MUCH CHEAPER TO RETAIN CUSTOMERS THAN TO RECRUIT NEW ONES



Levi's REDTAB™
MEMBER PROGRAM

MEMBERS GET THE BEST BENEFITS
SCAN THE QR CODE NOW TO GET:

- FREE SHIPPING & RETURNS
- EARLY ACCESS TO PRODUCTS & VIP SALES
- BIRTHDAY SURPRISES
- TAILOR SHOP SERVICES

QR CODE



sundays

\$29/Month
New Membership
With Benefits*

- Welcome Gift (Value at \$29)
- \$10 off every visit (Services only)
- 20% Saving on products (20% discount online and studio)
- Birthday Gifts (Free Birthday recharge manicure)

Look good and feel good all year round
Available on dearsundays.com & in store
* Minimal 2 months commitment

QR CODE
SCAN TO SIGN UP



adiclub

JOIN US TODAY

Unlock the best of adidas.
Join the membership program for free.

I love connecting with people who are into the same thing

QR CODE
Choose a style from our digital lookbook. Scan now!

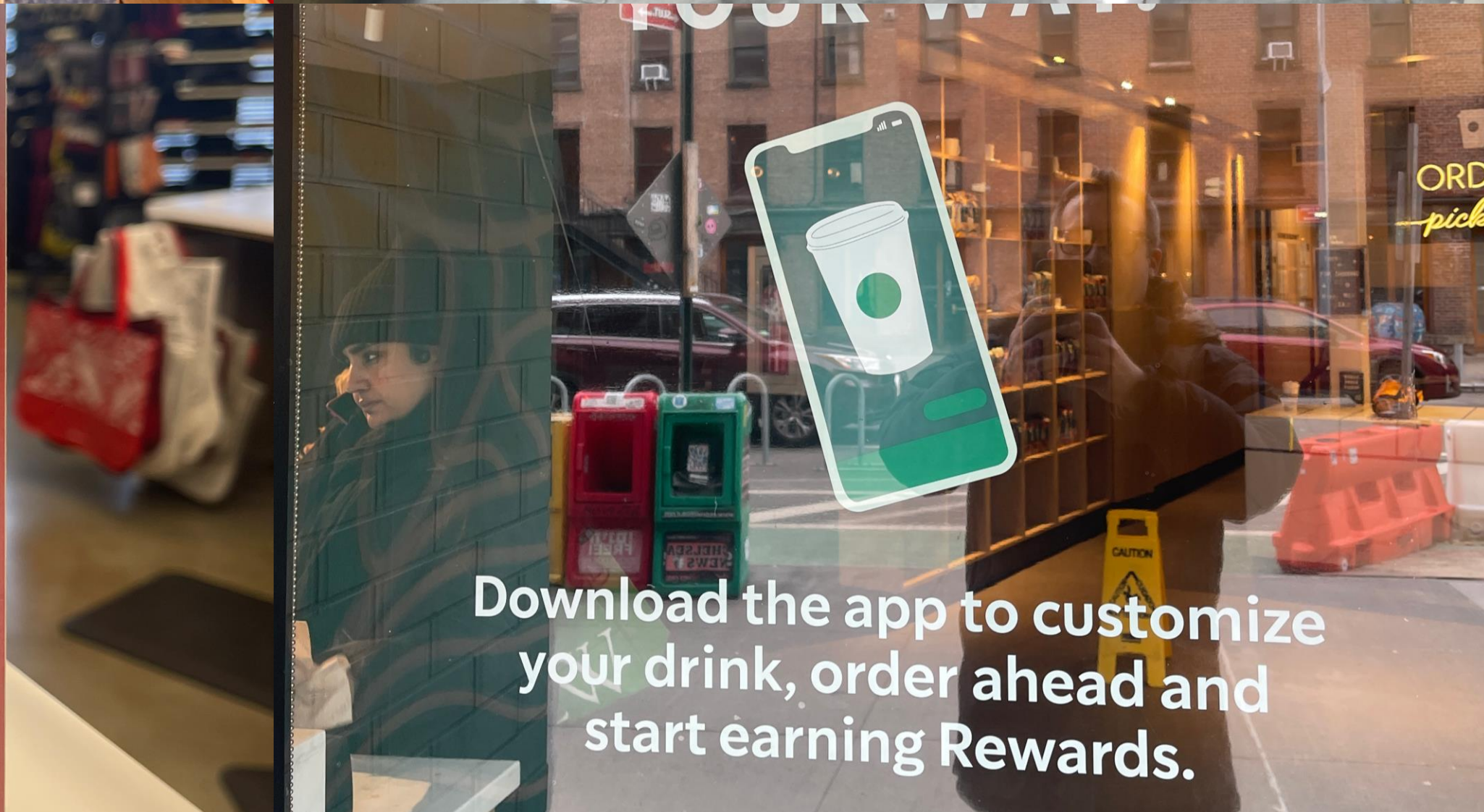


Membership

Becoming a member is easy.

Join—for free—and enjoy benefits that make life even easier. From early access to product drops to lululemon Studio classes and more, we've got you.

Ask us about lululemon Membership.



Download the app to customize your drink, order ahead and start earning Rewards.

QR CODE



READY TO BE A REGULAR?
NEW MEMBERSHIP PERKS

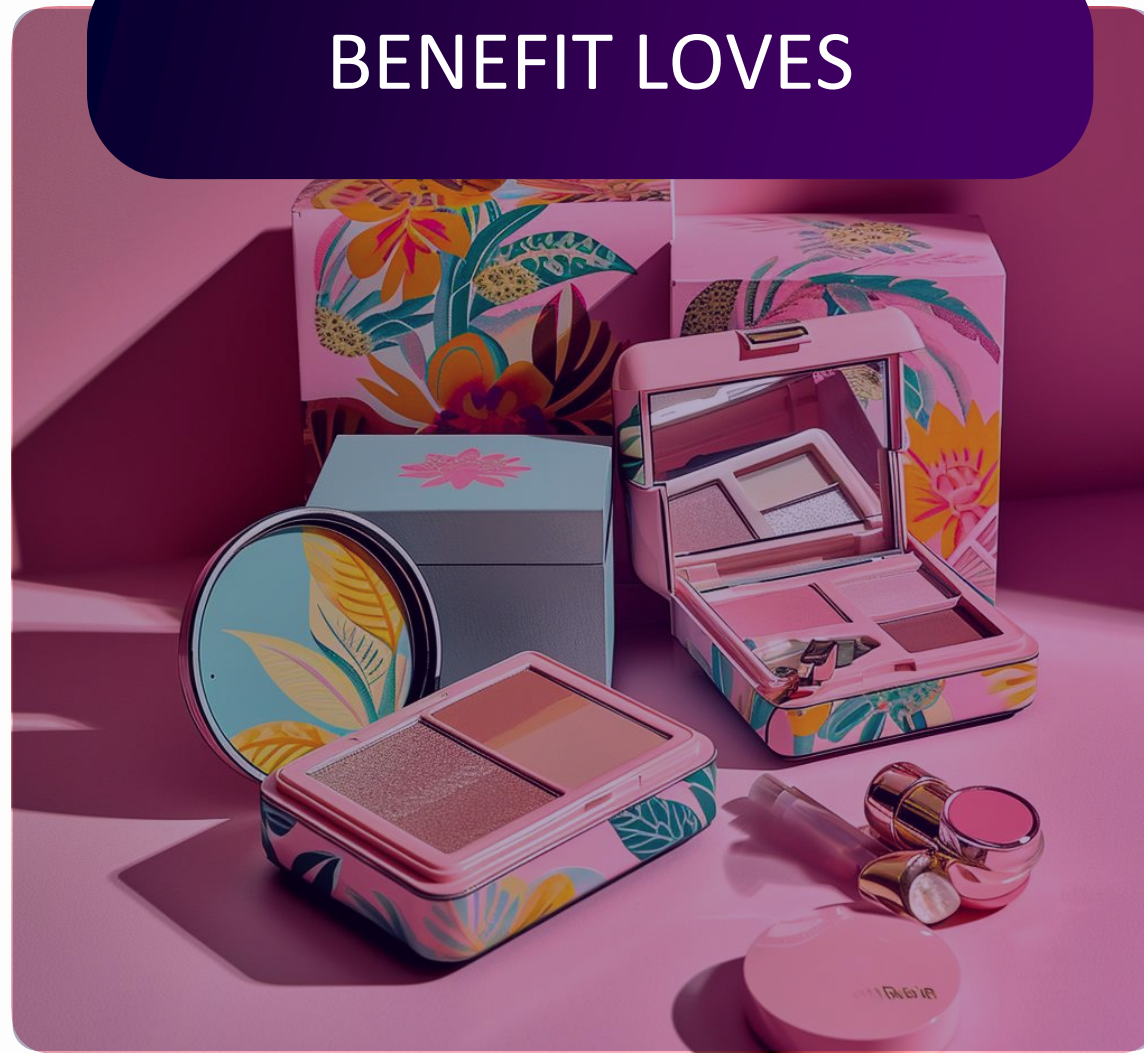
Ask us about our new options today.

QR CODE

MORE BRANDS NOW GRANT EARLY PRODUCT ACCESS TO LOYALTY PROGRAM MEMBERS

Free

BENEFIT LOVES



👉 Benefit Loves is a free to join reward program where members can earn “hearts” with rewards for a variety of actions such as shopping at Benefit boutiques or making online purchases.

👉 They will also earn rewards for non-transactional actions such as opening the app 📱, referring a friend 👤, or booking a beauty service 💋.

6,99\$/month

AMAZON PRIME



👉 Quick and fast delivery (in one day)

⚡ Prime days: flash sales

📺 Movies, series, photos, video games, books

😁 Amazon Prime members were able to sign up for invite-only deals on select products expected to sell out during Amazon’s Black Friday-Cyber Monday deals events

12,95\$/month

WALMART +



🕒 Walmart+ members the perk of accessing Black Friday weekend deals three hours ahead of general customers.

📦 More than 160 000 products include in the fidelity program

📦 Free shipping for the order higher than 35\$

60\$/month - Privilege
120\$/month - Executive

COSTCO PROGRAM

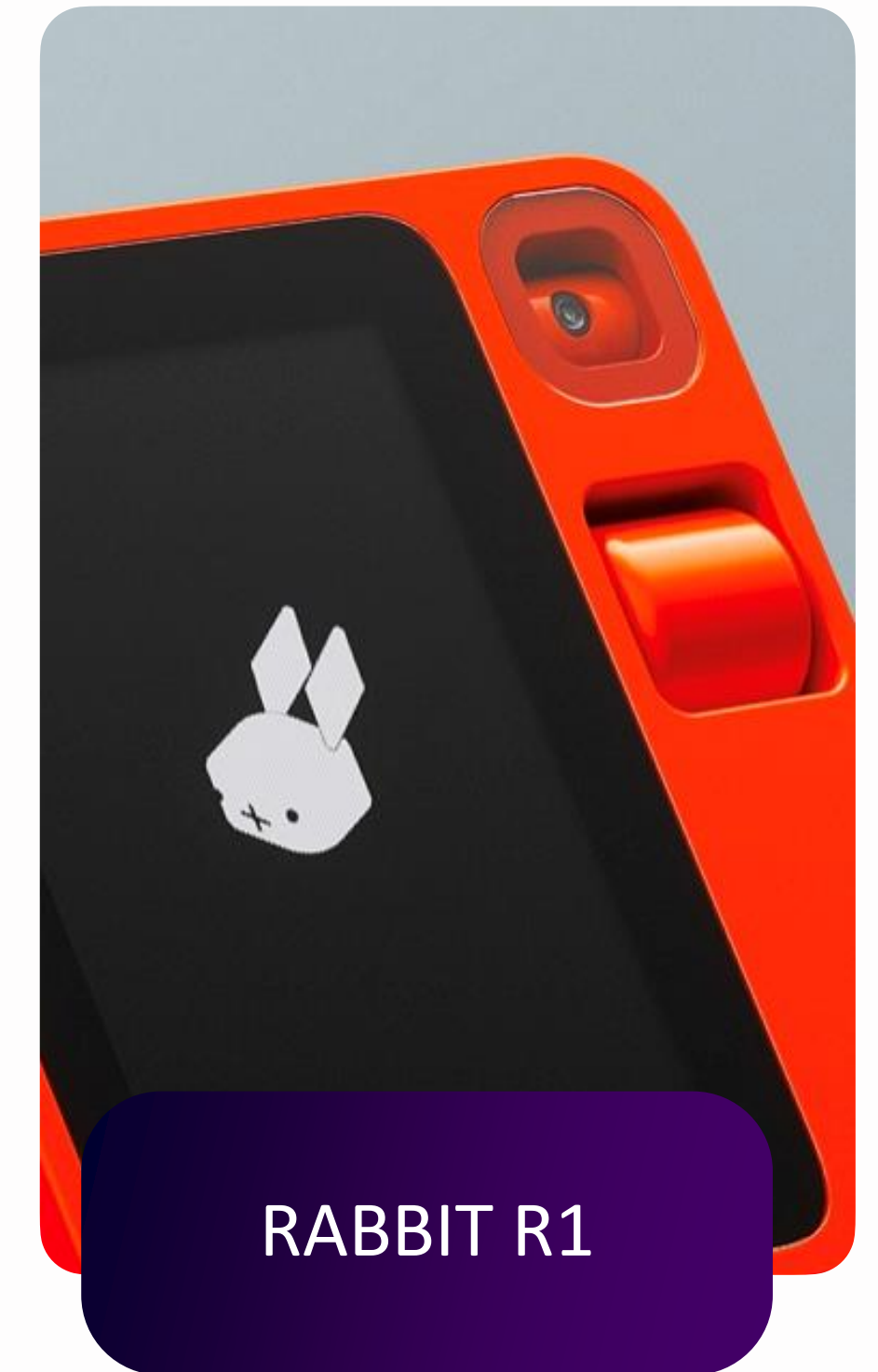
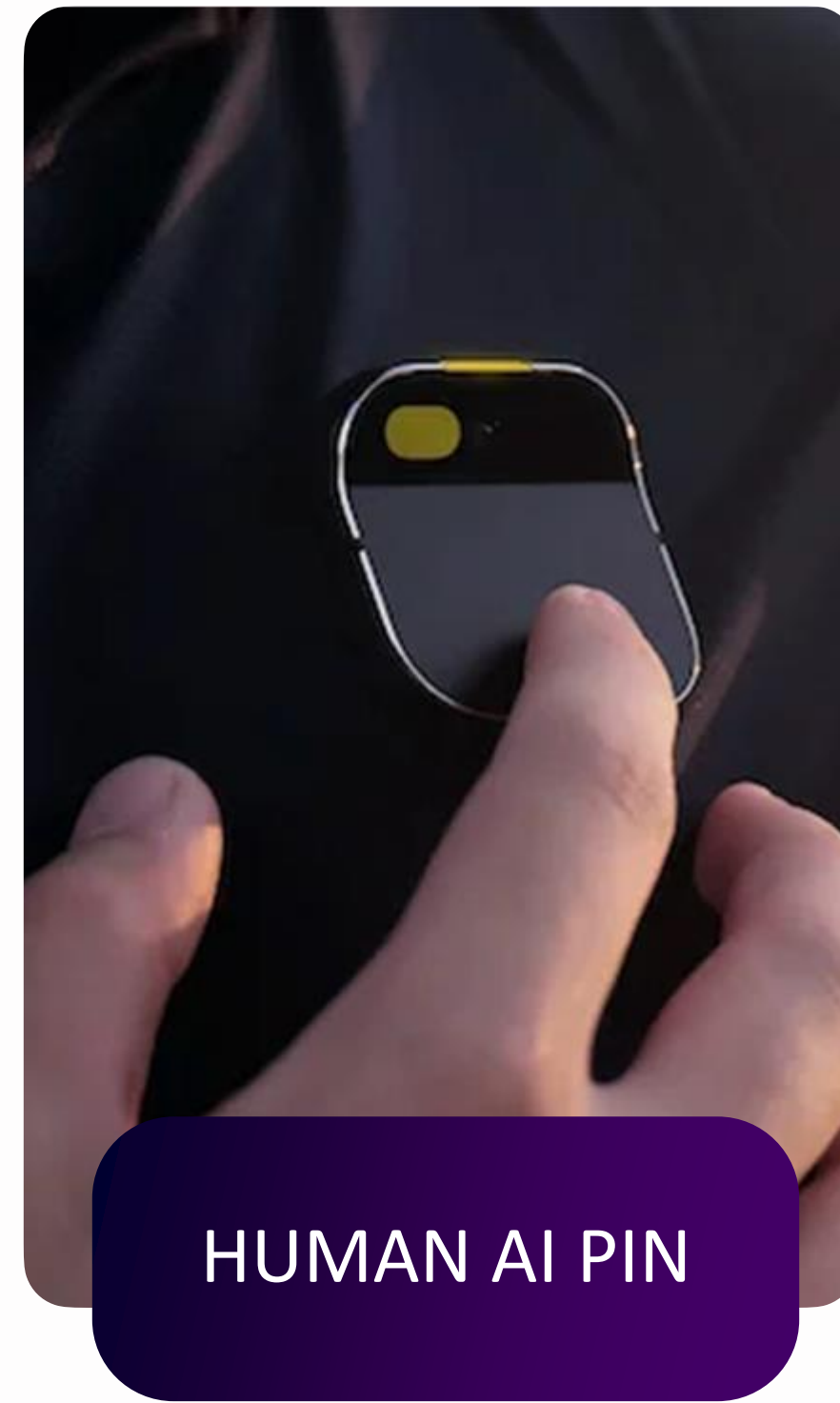
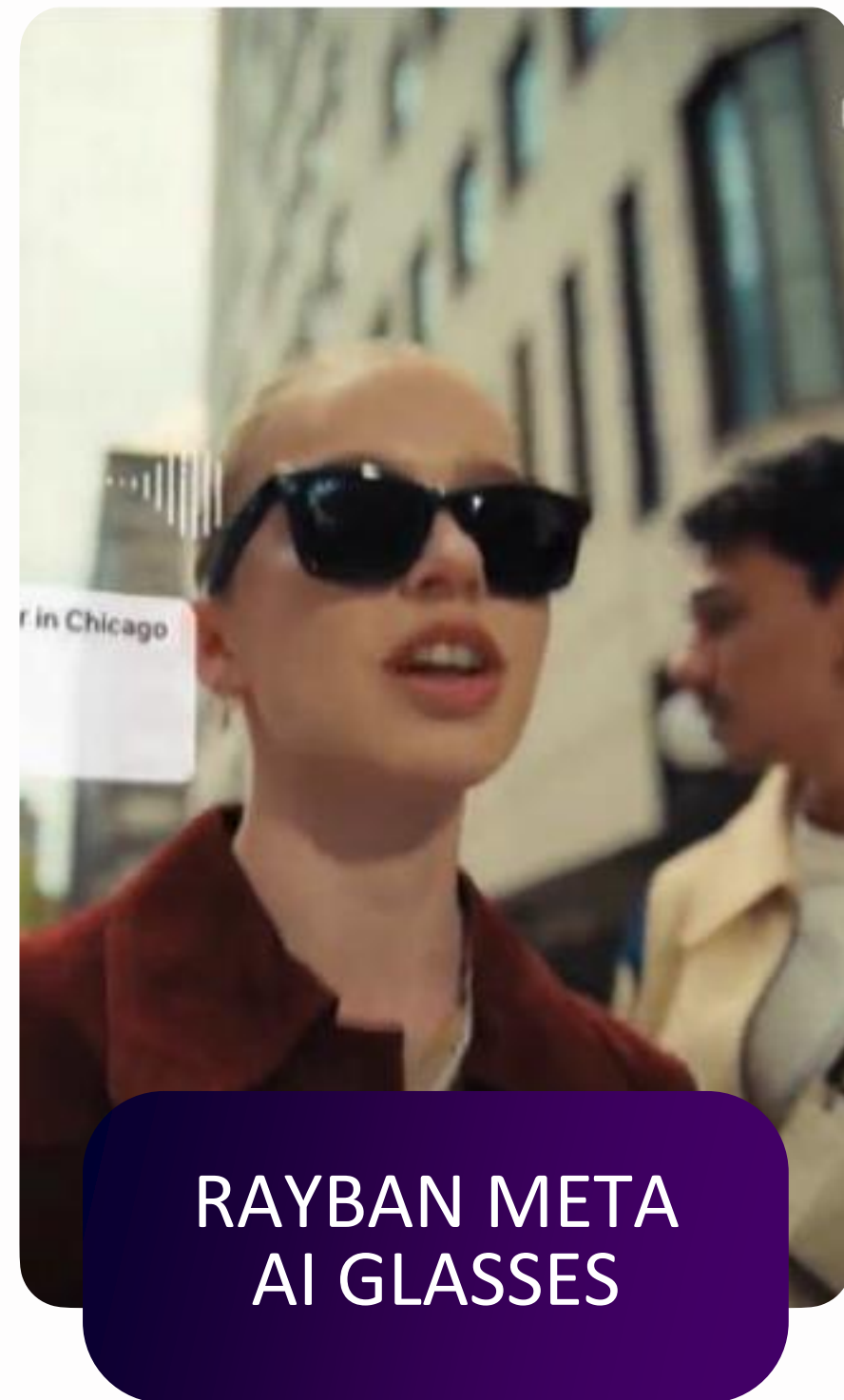
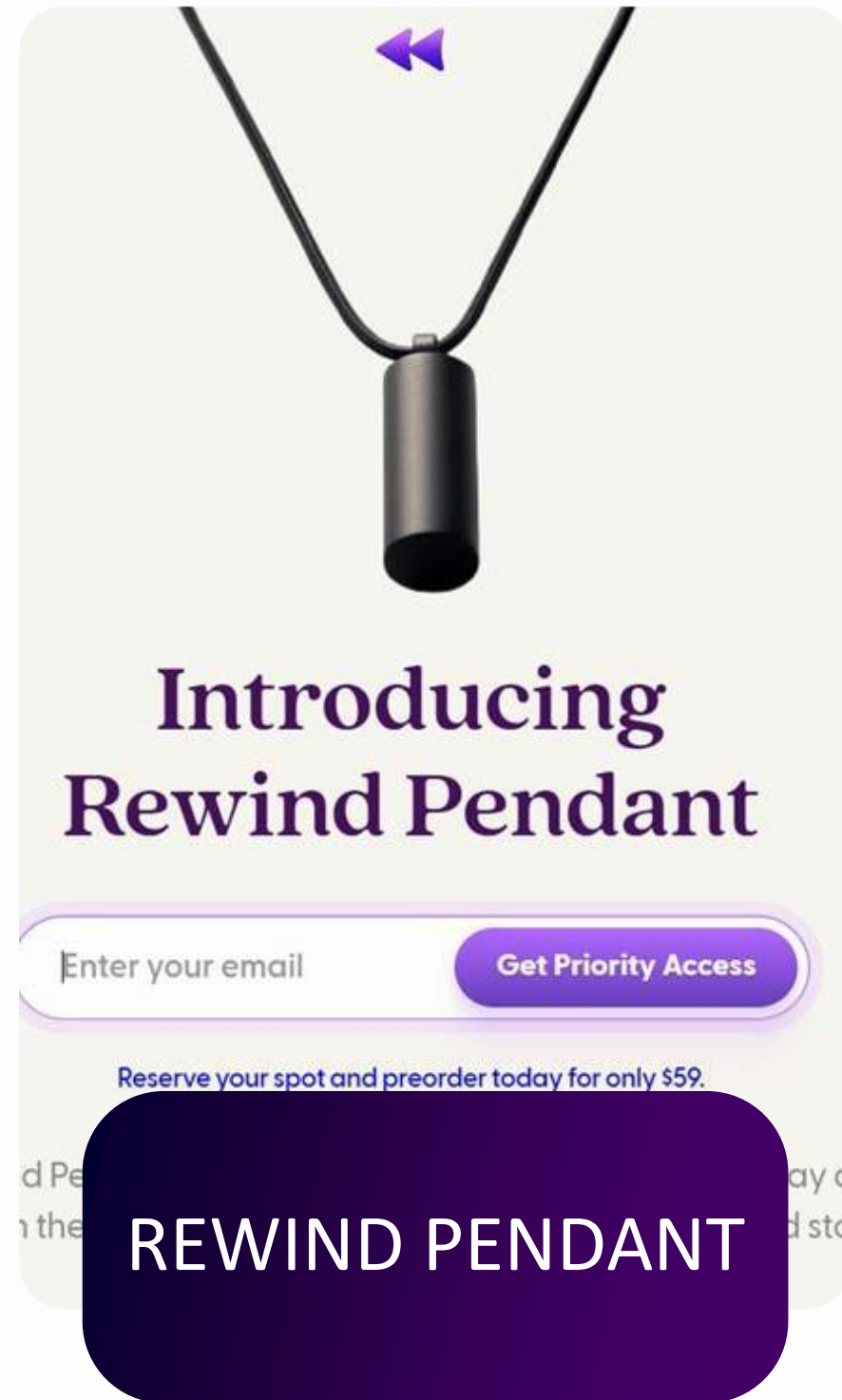


☑️ The membership renewal rate is 92.6% in the United States and Canada.

🌐 Whilst customers are sure to appreciate great value – especially during the current cost of living crisis – the company’s commitment to looking after its people and the planet are also key determinants of the repeat business and loyalty it enjoys.

TECH IS TRYING TO REINVENT THE POST SMARTPHONE ERA

A SYMBIOSIS BETWEEN HUMAN AND TECHNOLOGICAL OBJECTS IS INCREASINGLY TAKING PLACE IN 2024



AI devices like Rewind, Pendant, AiPin, Sims and Rabbit R1 promise a future where personal experiences are captured, transcribed, and archived with ease, transforming our memories into accessible data. These innovations may redefine privacy, memory, and personal history documentation.

IOT (INTERNET OF THINGS) : A FEW BIG SUCCESSES!

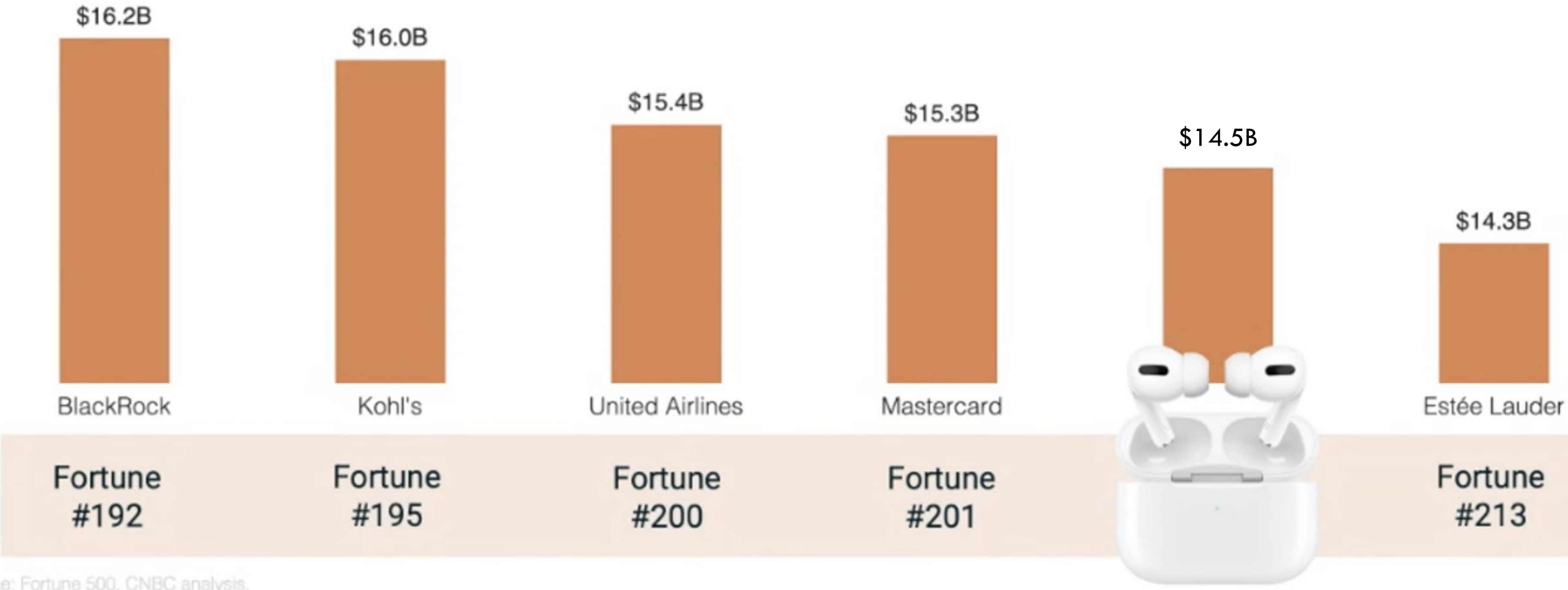


**WHAT WAS APPLE'S
REVENUE IN 2020
ON AIRPODS?**

STILL DON'T BELIEVE IN IOT?

AirPods Alone = Fortune 500

AirPods Revenue vs. Revenues of Fortune 500 Companies
2020



Source: Fortune 500. CNBC analysis.



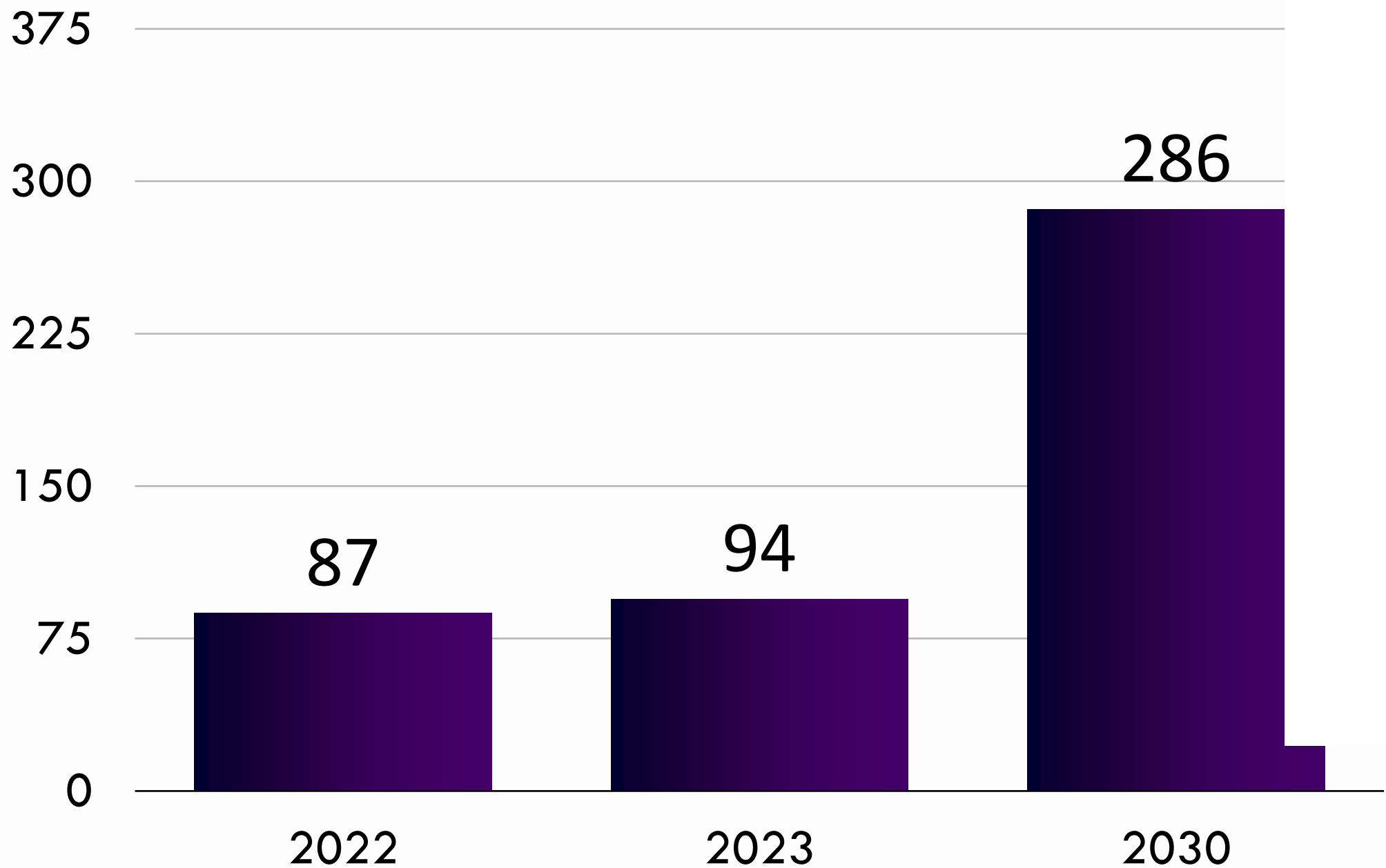
PERSONALISATION IN HEALTH & WELLNESS



TELEMEDICINE'S SURGE: CUTTING COSTS AND EXPANDING GLOBAL HEALTHCARE ACCESS

THE DEVELOPMENT OF TELEMEDICINE RESPONDS TO GREATER CONSUMER DEMAND SINCE COVID-19 AND LOWERS HEALTH-RELATED COSTS FOR HOUSEHOLDS

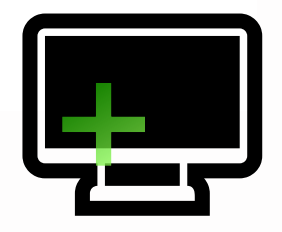
North America Telemedicine Global Market size
(in billions of U.S. dollars)



A reduction of \$33.5 million in healthcare-related travel costs thanks to telemedicine during the COVID-19 pandemic in the USA.

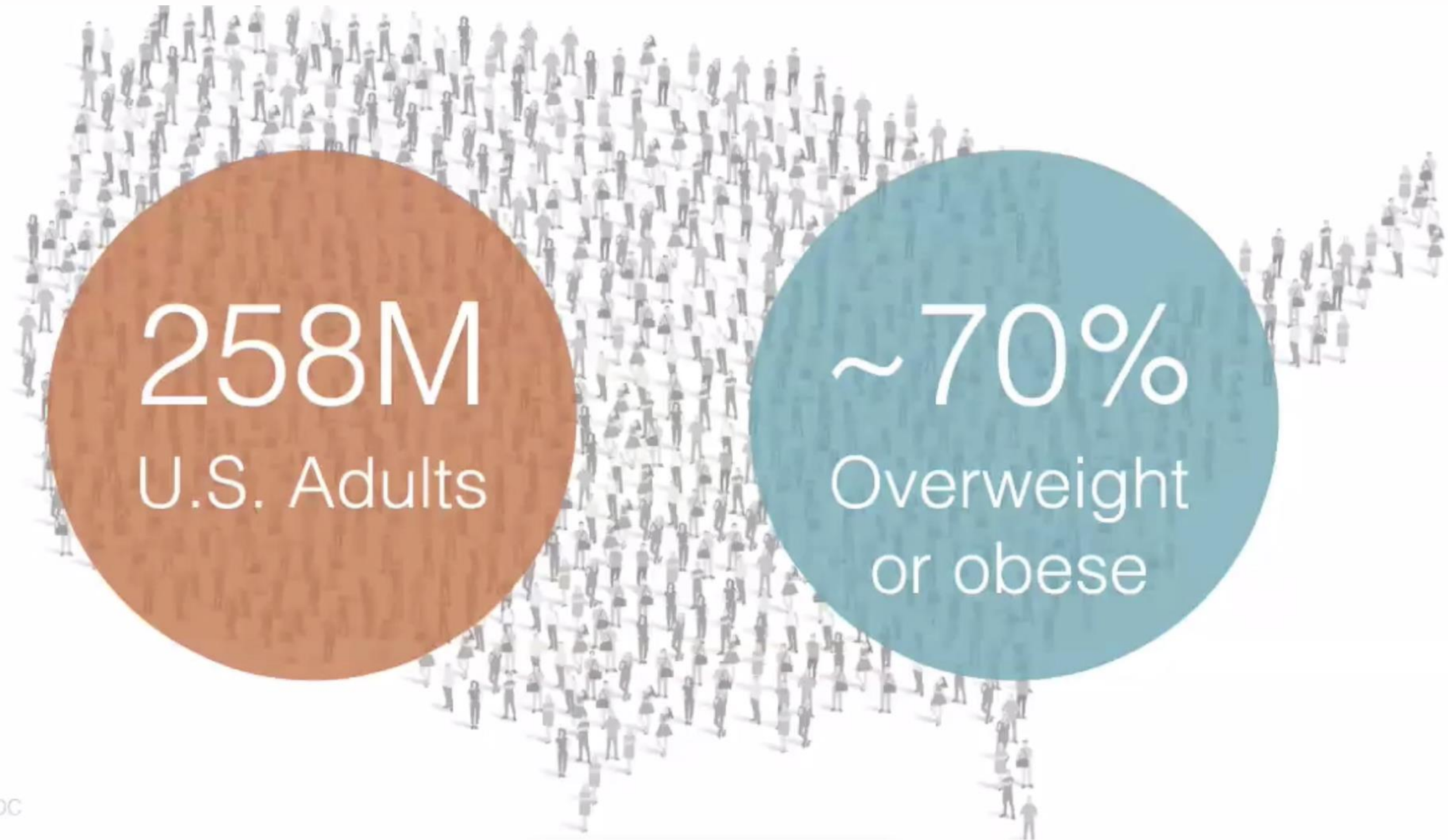


In India, the number of telemedicine consultations exceeds more than 100 million during the month of February 2023.



In 2022, 93% of doctors in the United States report that telemedicine gives some advantages for the health sector.

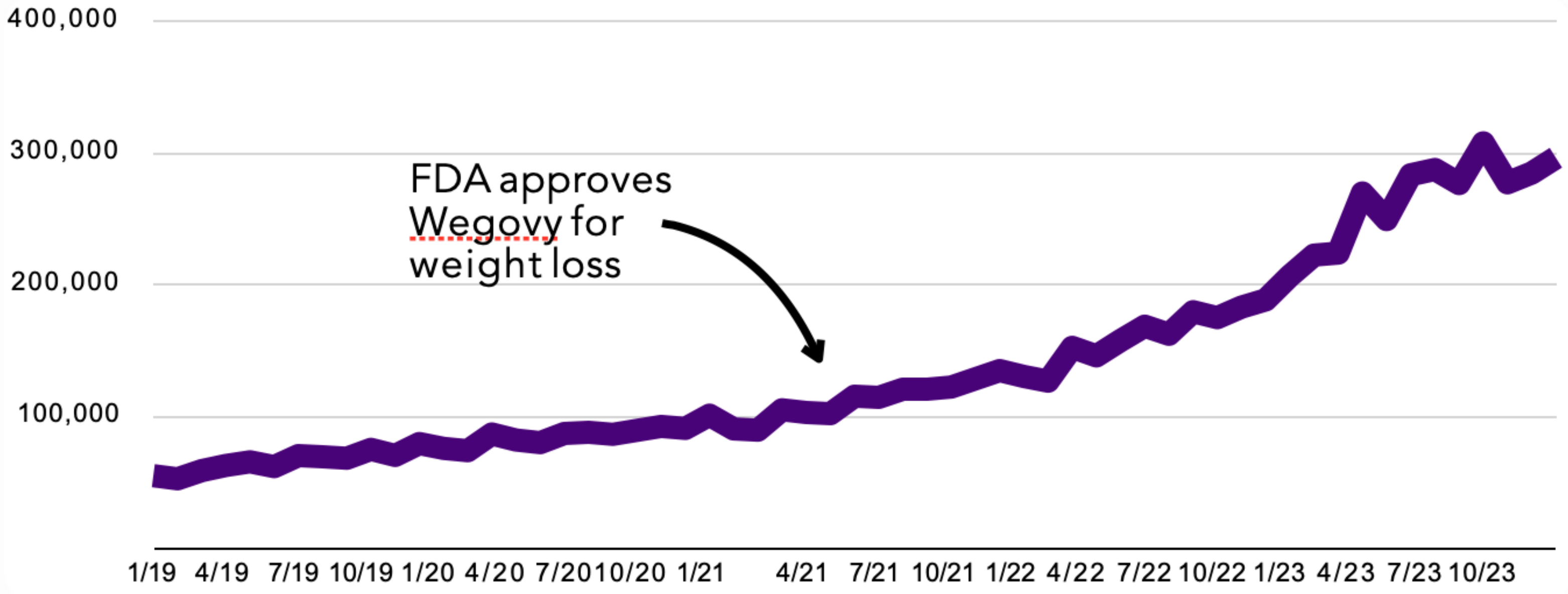
WEIGHT REMAINS AMERICANS' TOP HEALTH PROBLEM



Source: Census, CDC

GLP-1 DRUGS LIKE OZEMPIC AND WEGOVY HAVE SOARED IN POPULARITY

MONTHLY CLAIMS FOR GLP-1 PRESCRIPTIONS - EARNEST ANALYTICS



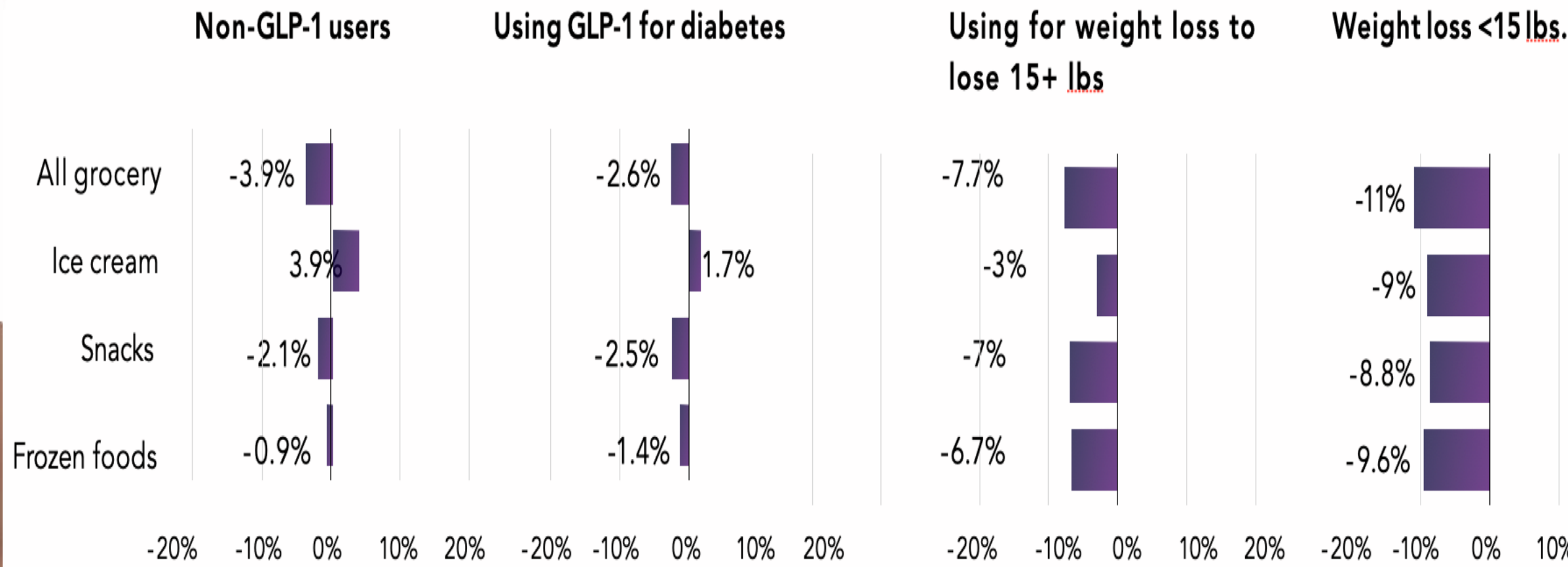
AROUND 8-15 MILLION AMERICANS ARE CURRENTLY USING GLP-1 DRUGS TO MANAGE DIABETES OR TO LOSE WEIGHT

GLP-1 DRUGS WILL RESHAPE THE WAY WE CONSUME & SPEND

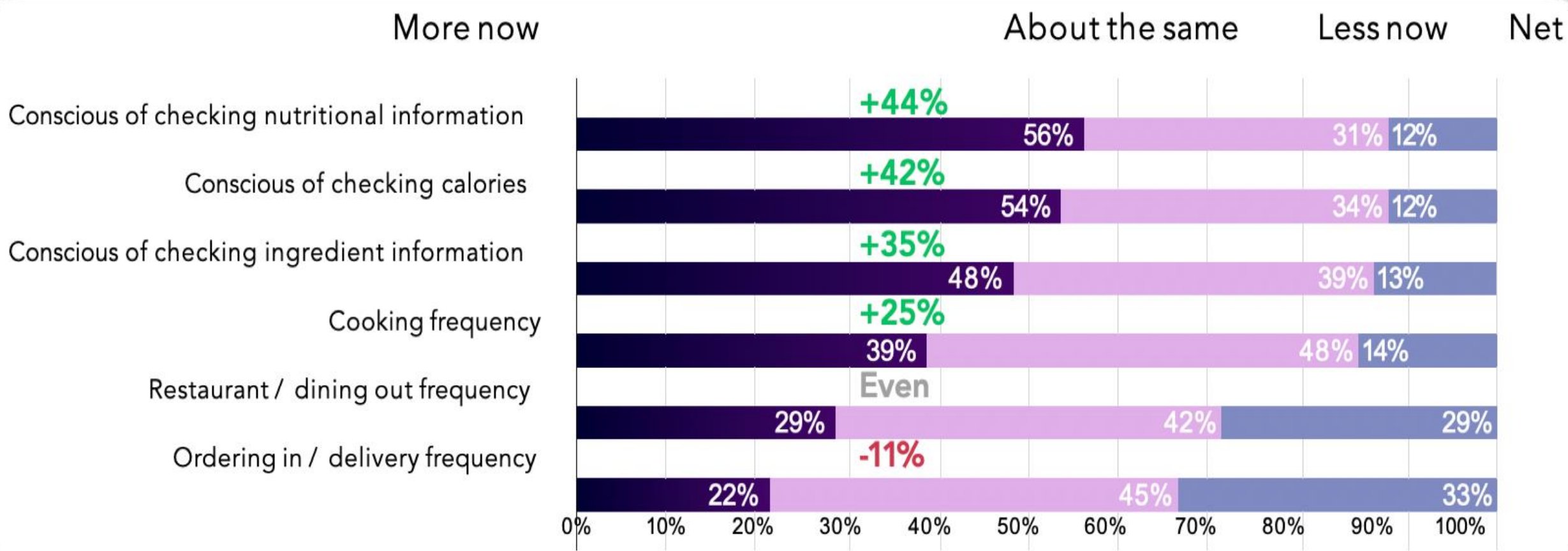
GLP-1 USERS SAY THAT THEY'RE HAPPIER, HEALTHIER, MORE CONSCIOUS CONSUMERS

GLP-1 users say they're more conscious with nutrition labels, and ordering in less

Year-over-year change in buy rate by department



Biggest-losing categories for weight-loss users include beans/grains, deli and prepared foods, and bakery. Meal kits and beverages are less affected.

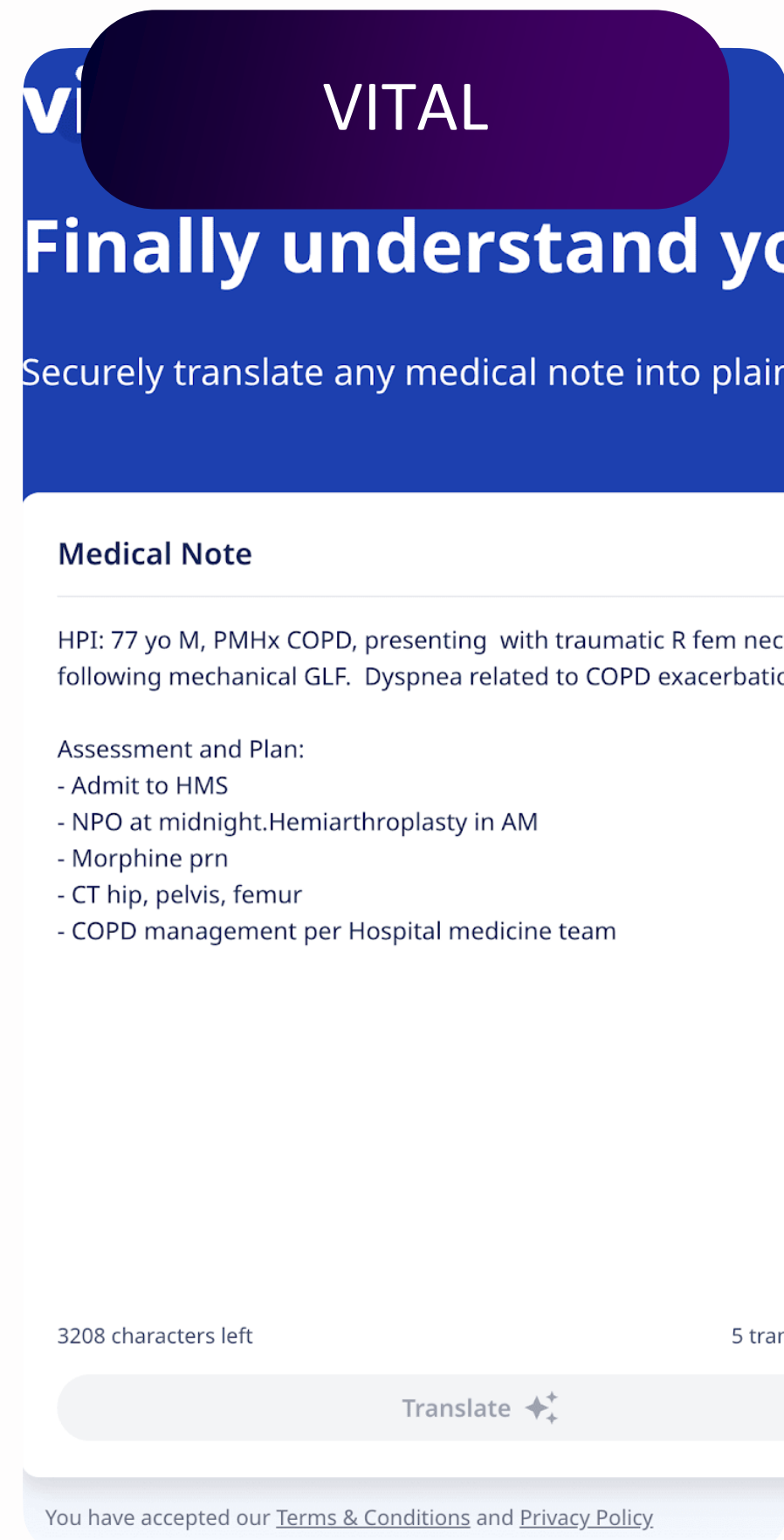


Percentage of responses: How has your behavior changed since starting GLP-1 drugs?



AI: EMPOWERING FUTURE PATIENTS AND HEALTHCARE

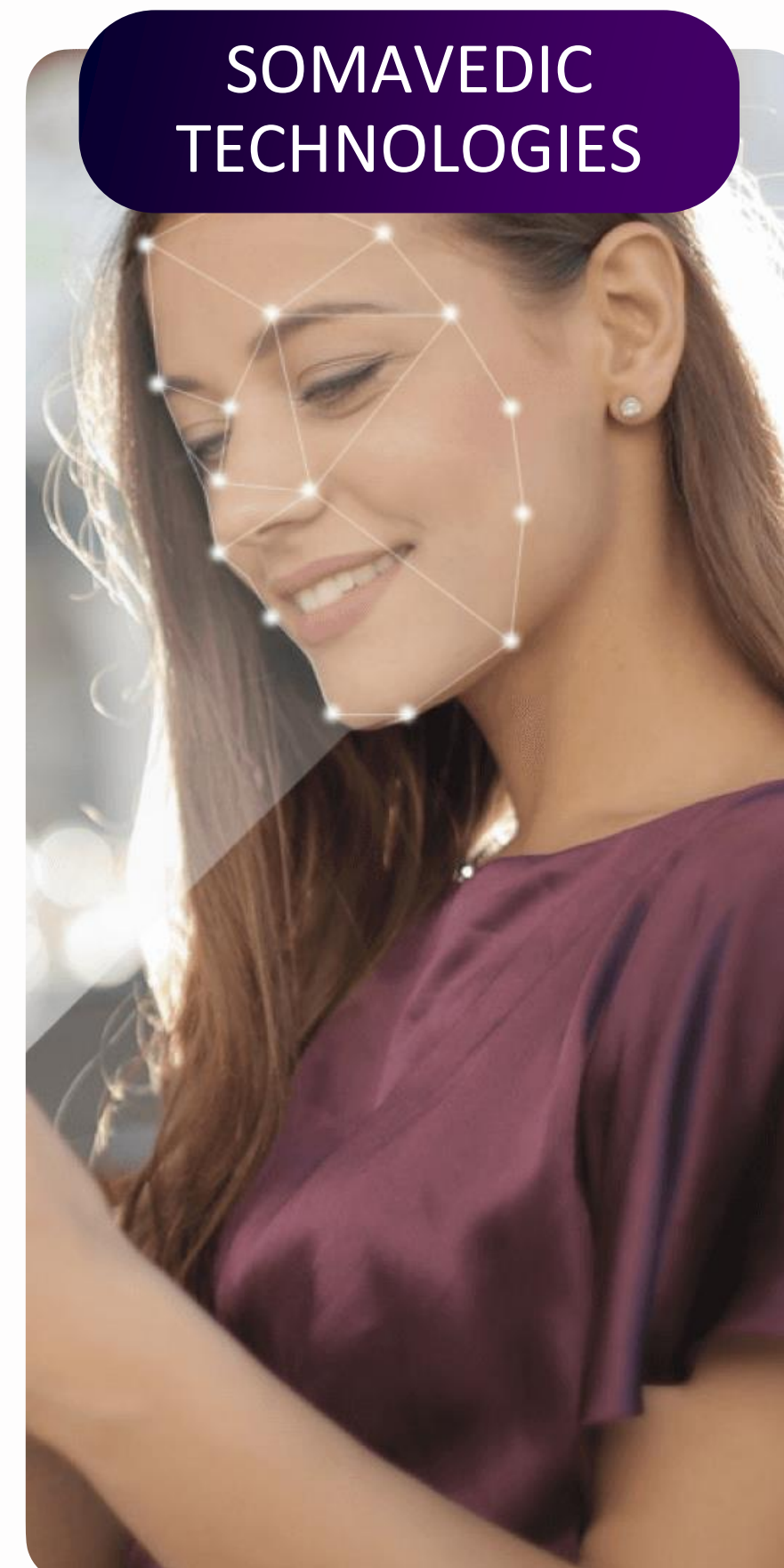
PROFESSIONALS THE DEMOCRATIZATION OF AI IN HEALTH ENVIRONMENT ALLOWS TO GAIN TIME & RESPOND TO A HOLISTIC APPROACH OF CARE AND WELLNESS



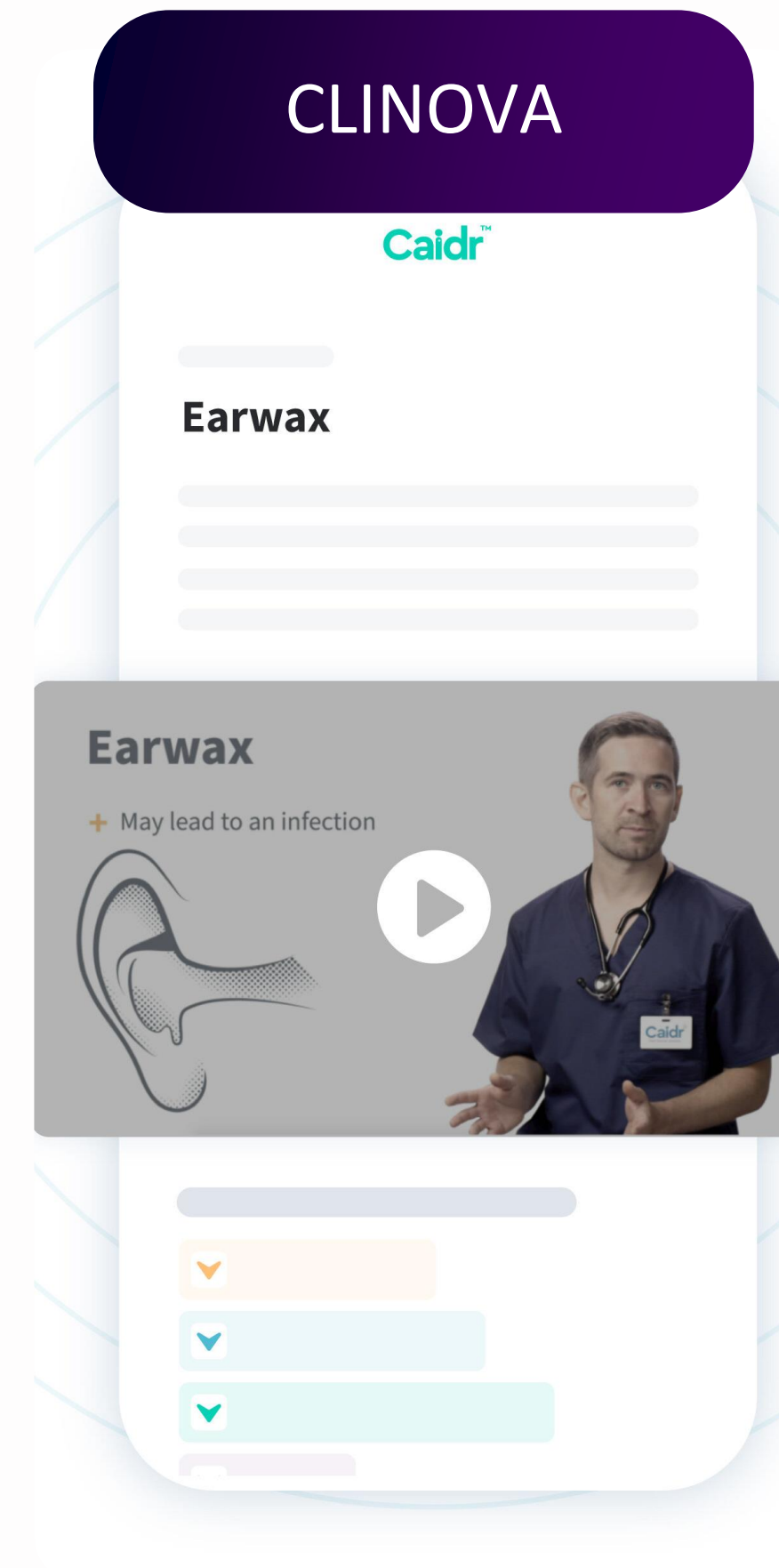
AI tool translates medical jargon into everyday language



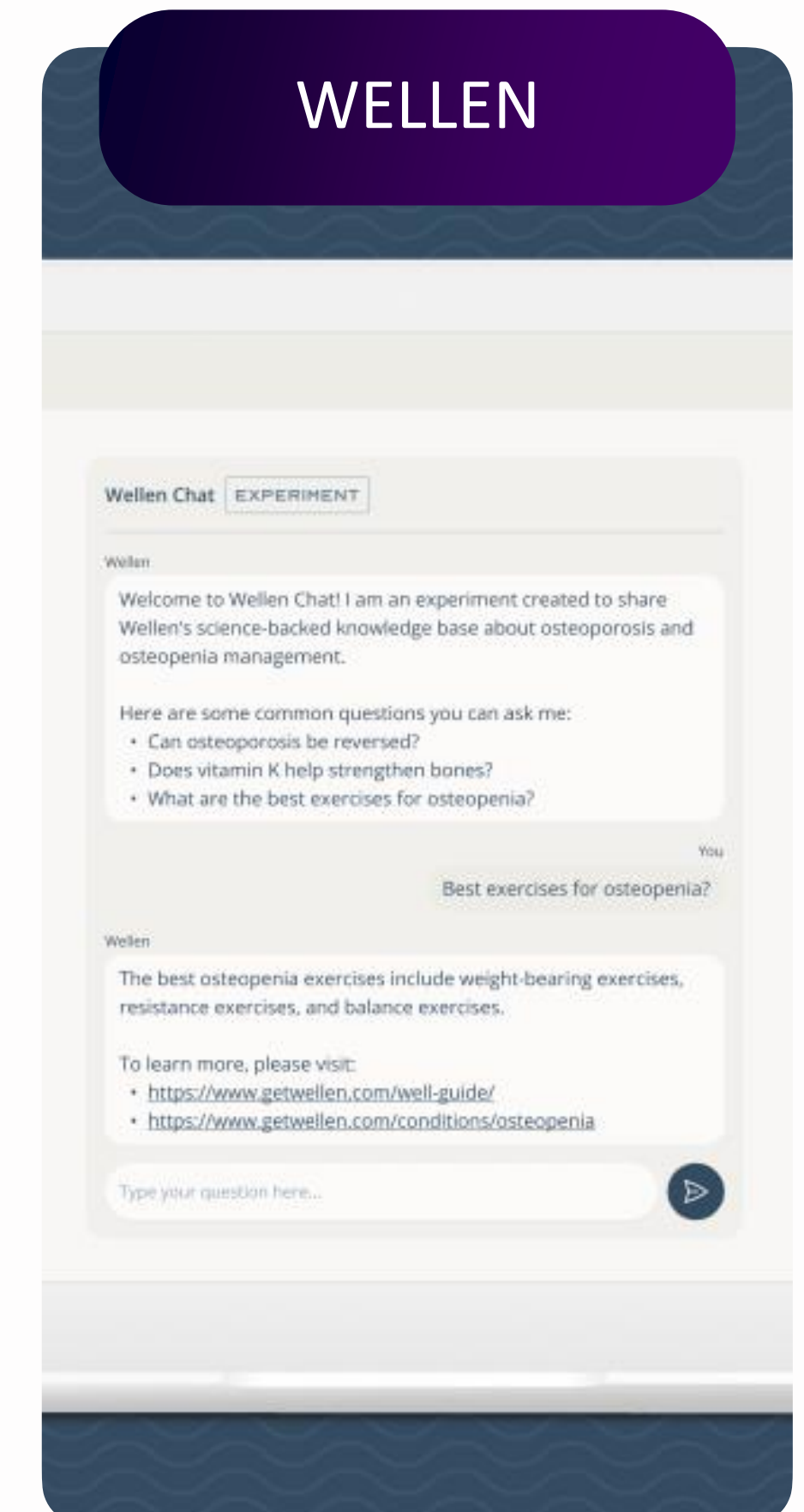
Oracle launches a generative AI clinical voice assistant



AI-enabled app allows users to measure their vital signs



AI takes the helm in health consultation



Wellen chatbot taps OpenAI's GPT for bone health advice

THE WEARABLE TECH MARKET AIMS TO ENHANCE INTERACTION WITH PATIENTS THROUGH VARIOUS APPS AND DATA ANALYSIS

LINGO BY ABBOT



A « biowearable » lifestyle patch to enhance the quality of life for patients with diabetes

GARMIN SMARTWATCH



A health smartwatch connected to a new redesigned application

GYROGLOVE



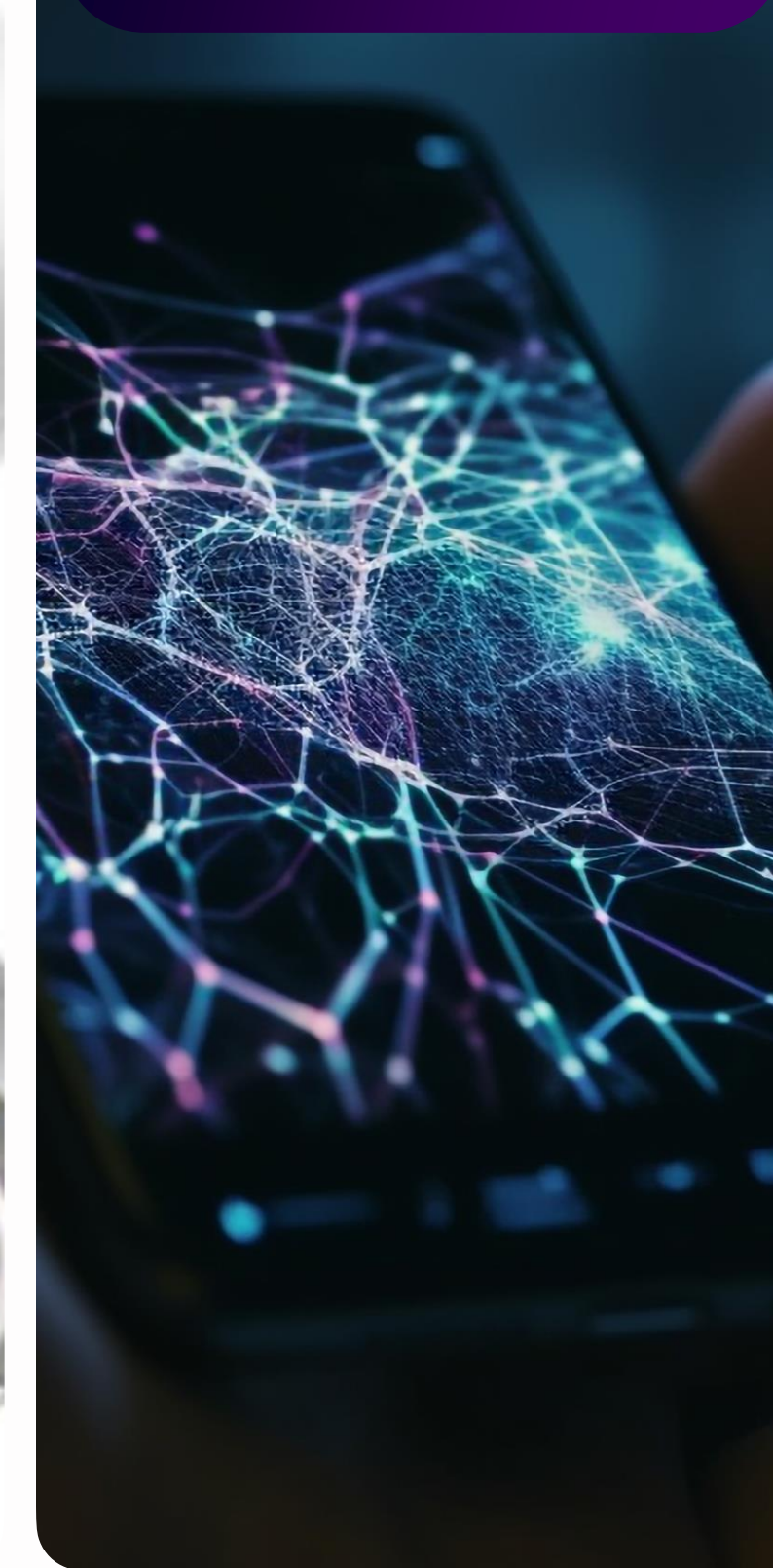
GyroGear has developed an advanced hand tremor stabiliser

INCEPTION ONE PATCH



A « theragnosis »(therapy+diagnosis) patch for detecting and treating bedsores in elderly patients

FONE DX



By collecting real-time data, FoneDx helps users manage chronic diseases remotely

I SWIM WEAR

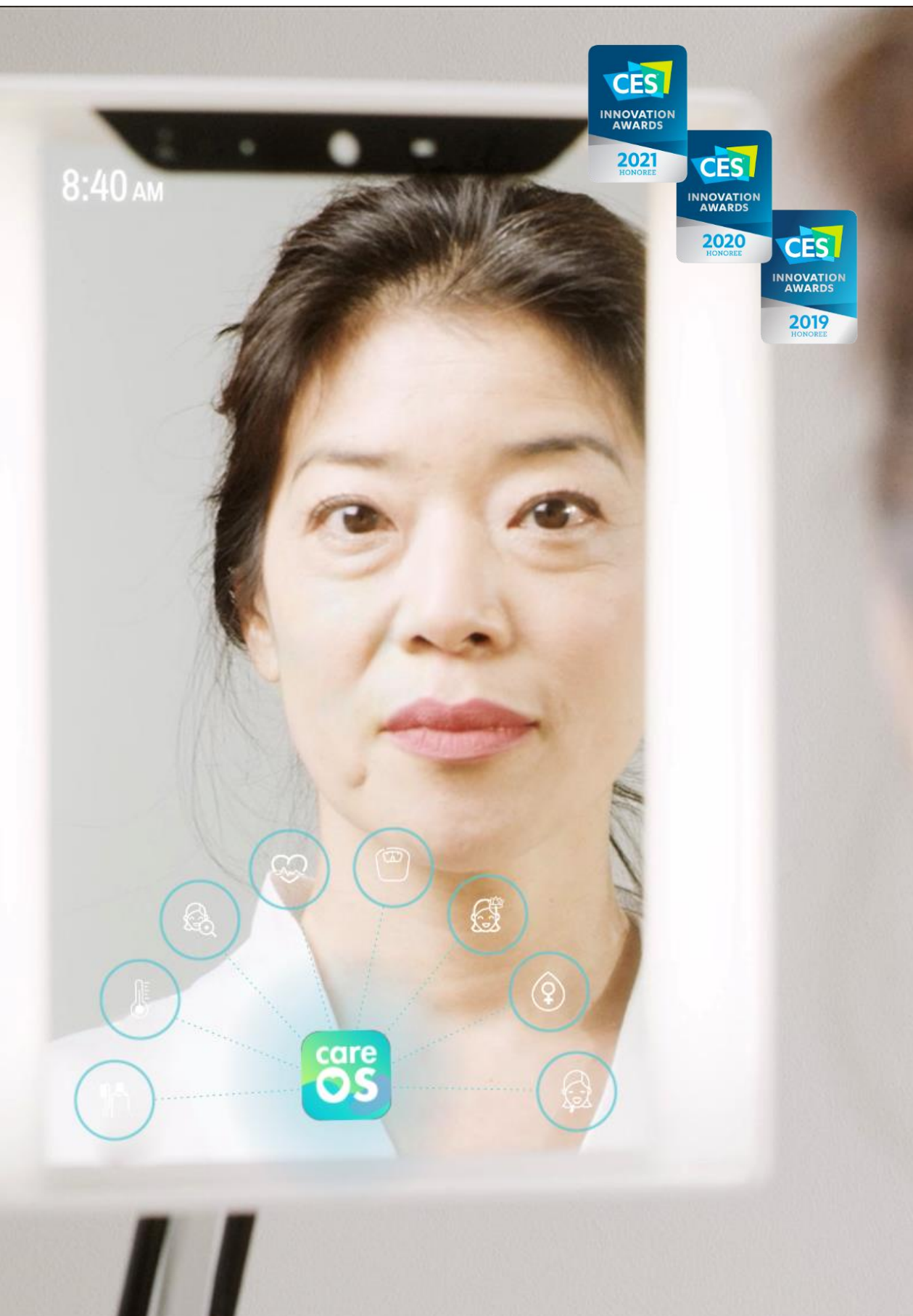


An underwater vital tracker integrated on diving masks or swimming goggles

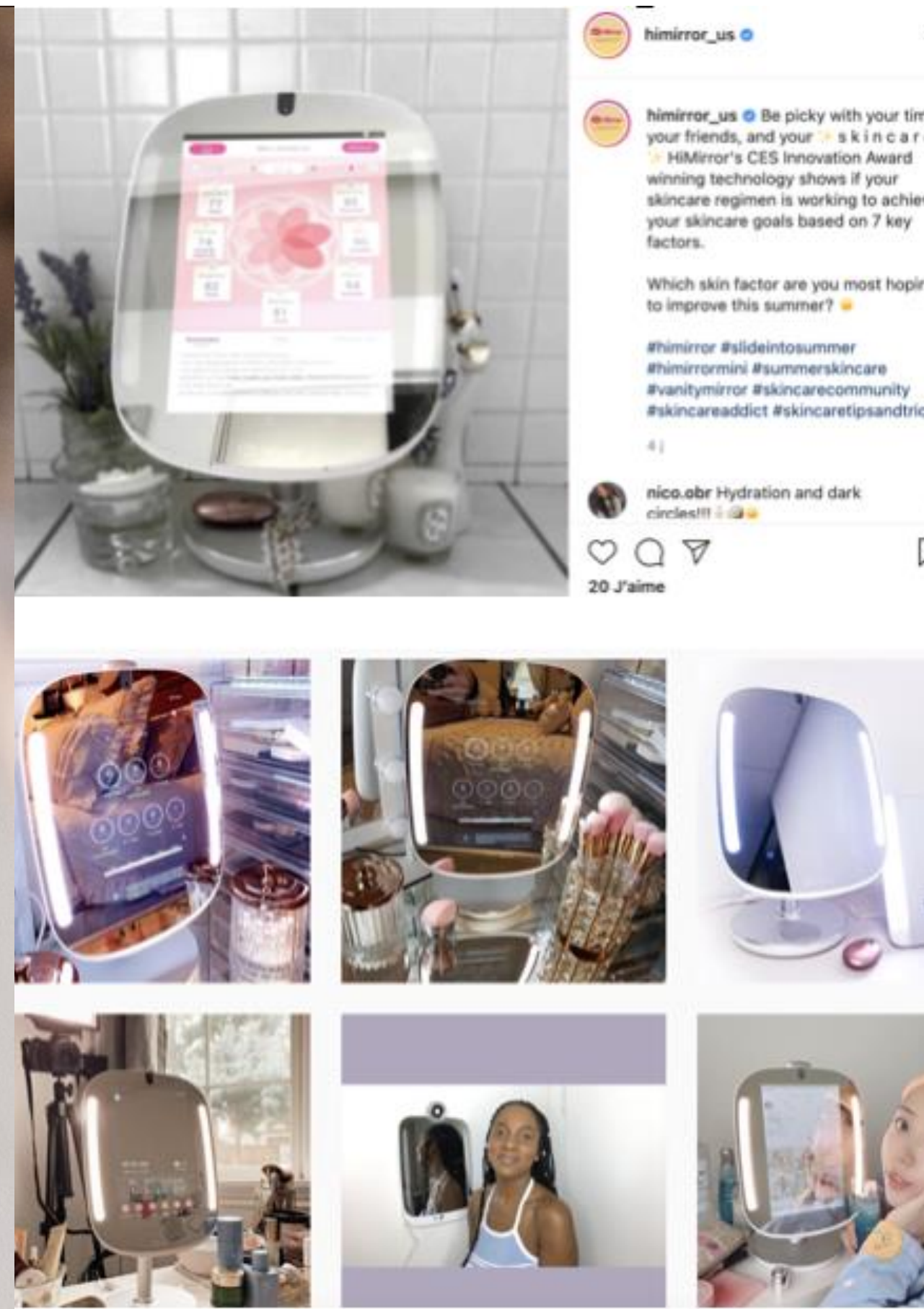
REAL-TIME DIAGNOSIS AND MONITORING

FROM BEAUTY CREAMS TO ANALYTICS/CONTINUOUS CARE THROUGH DATA AND TECHNOLOGY

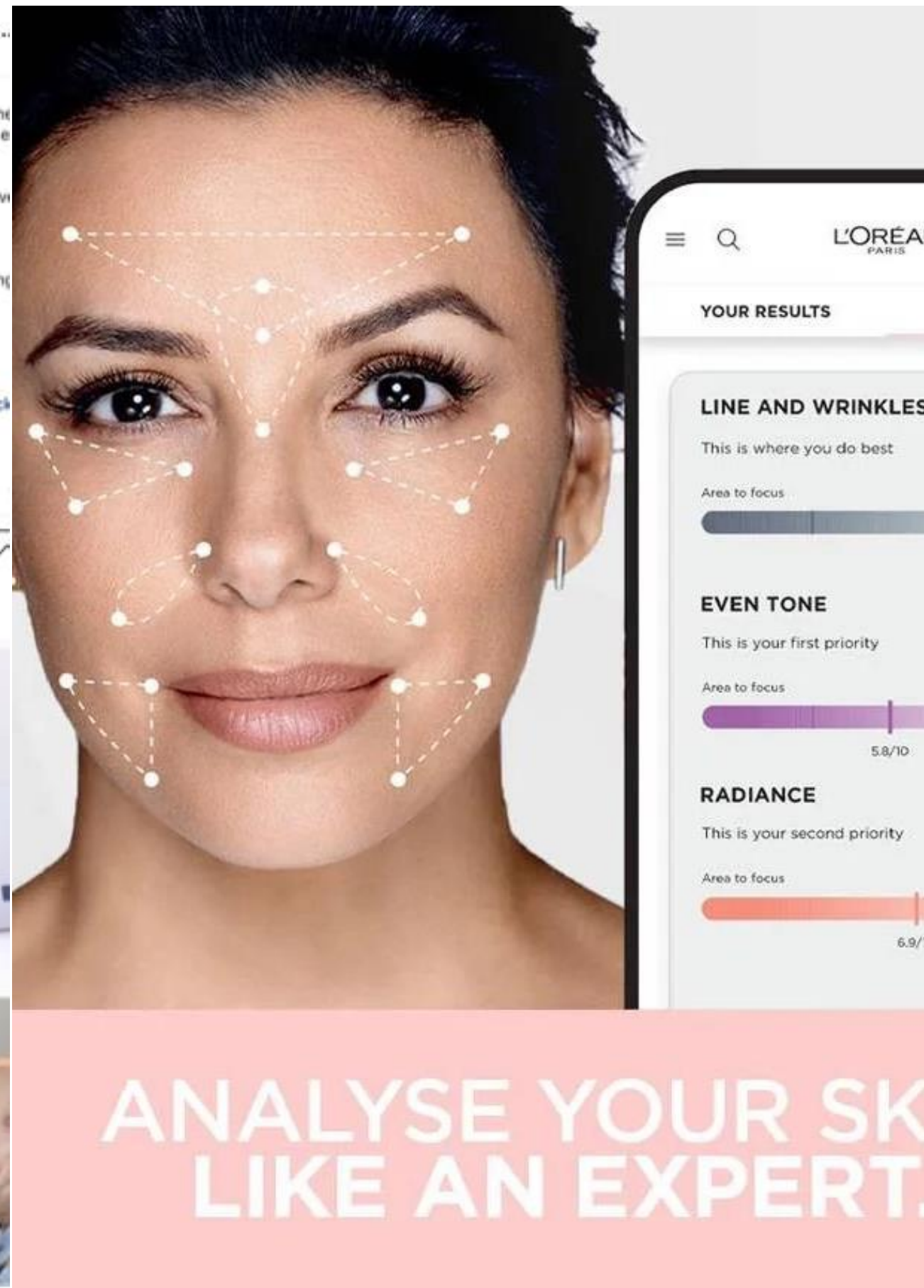
Smart Mirror with App Store for B2B & B2C Care OS



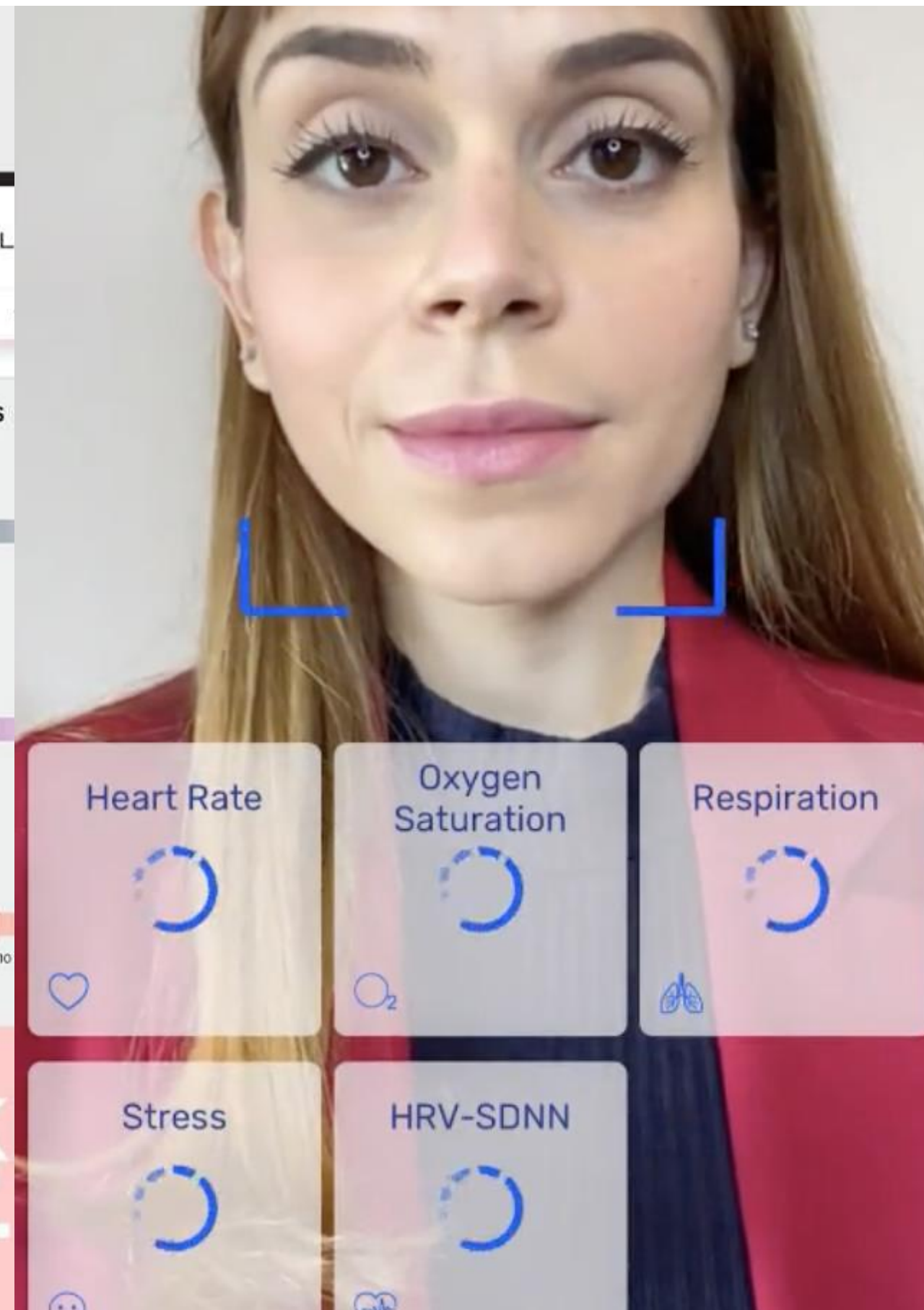
Smart Mirror with Skin Diagnostics Hi Mirror



Skin analysis tool L'Oréal Skin Genius



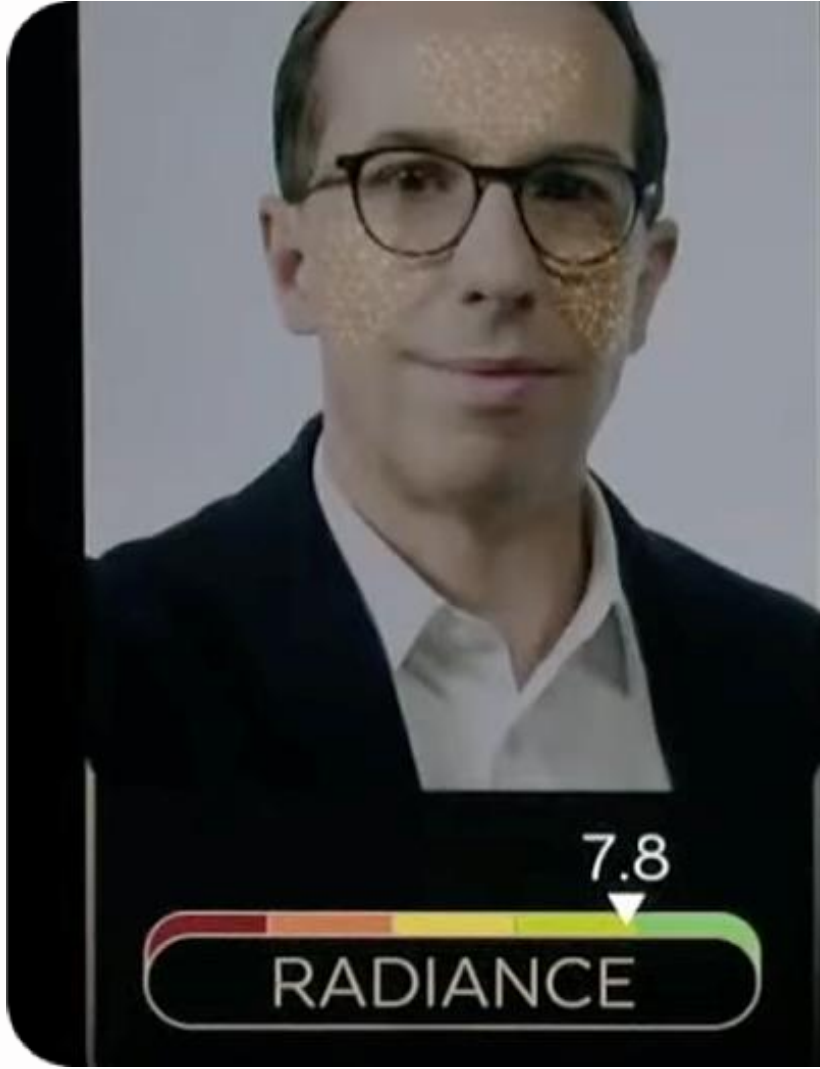
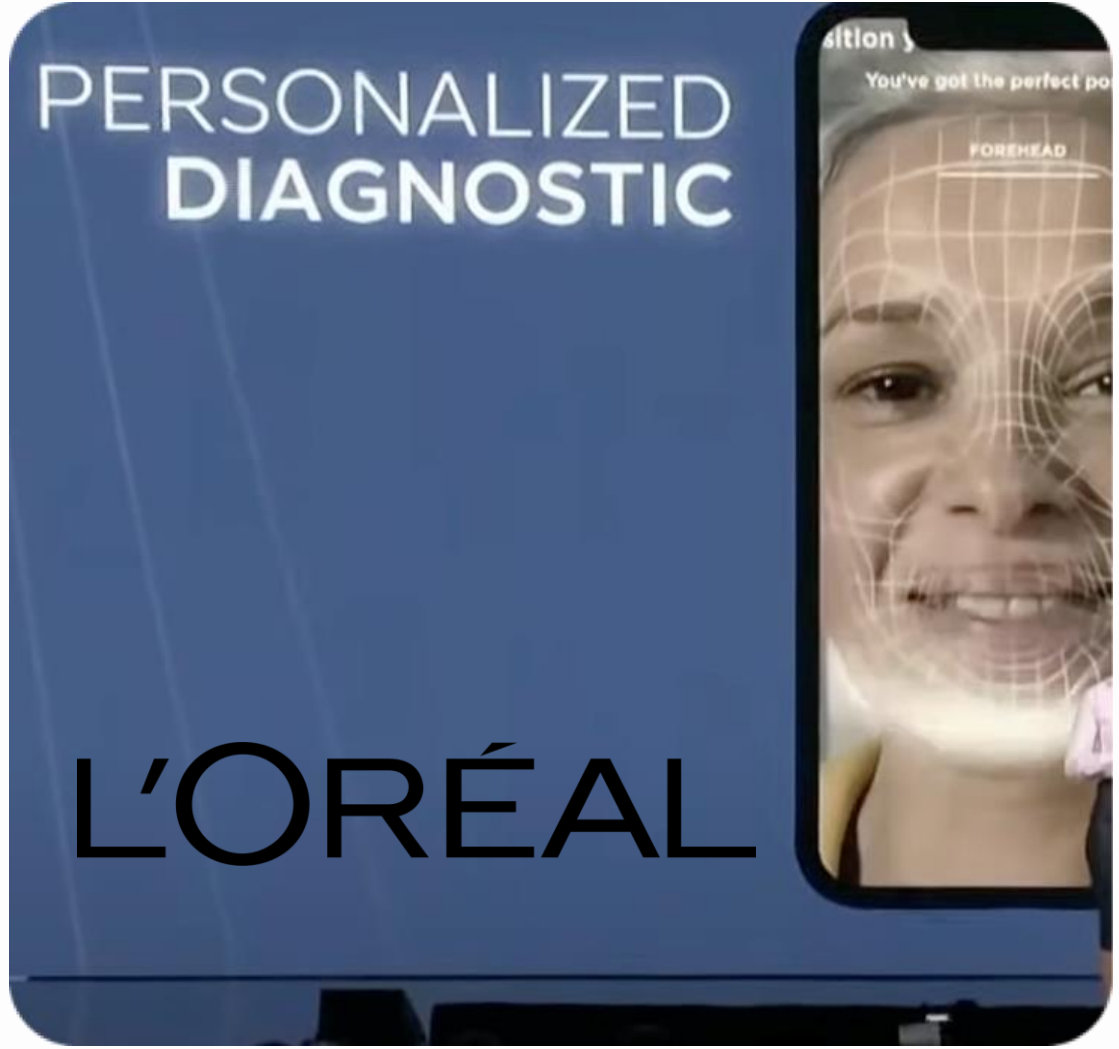
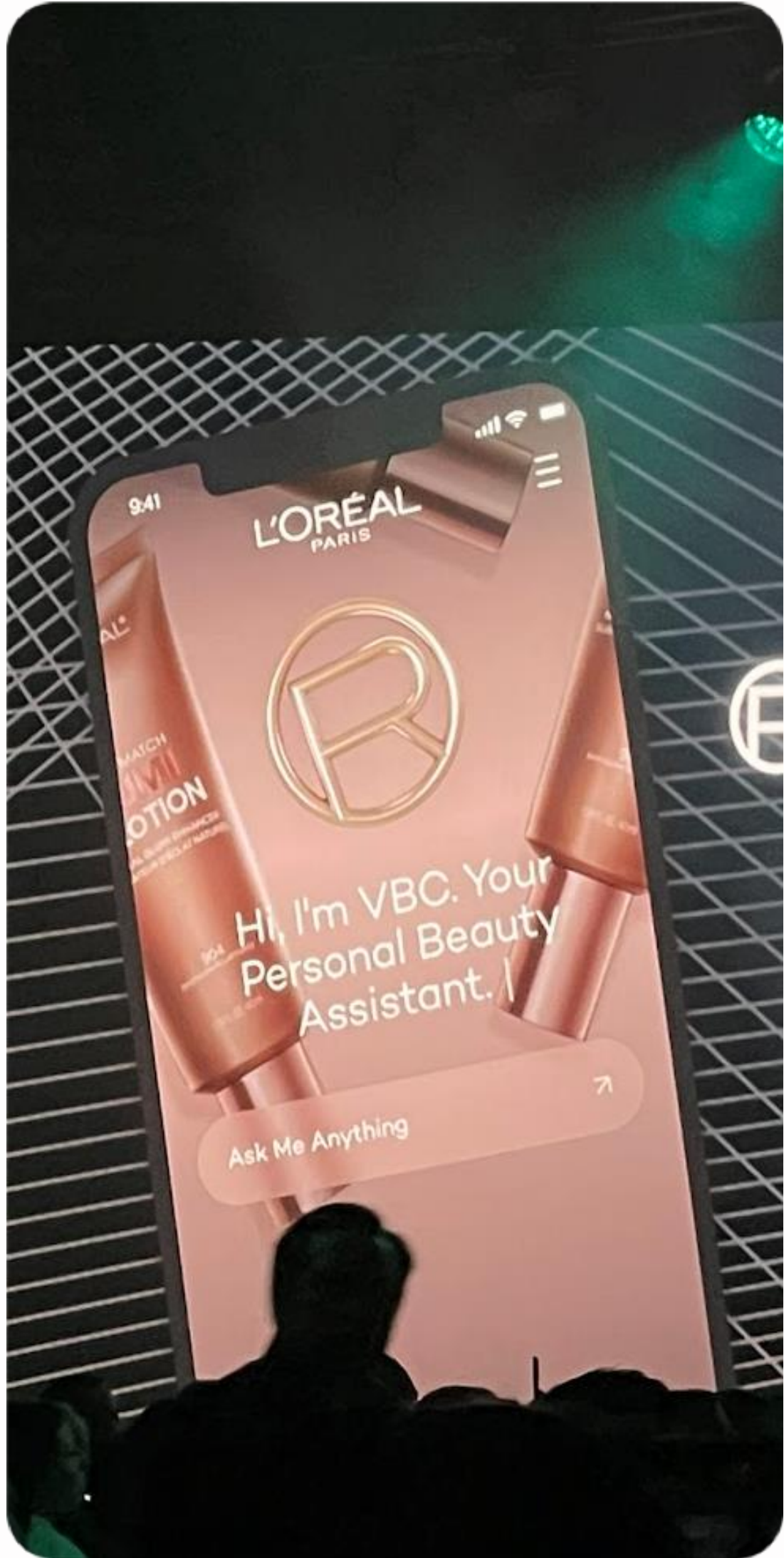
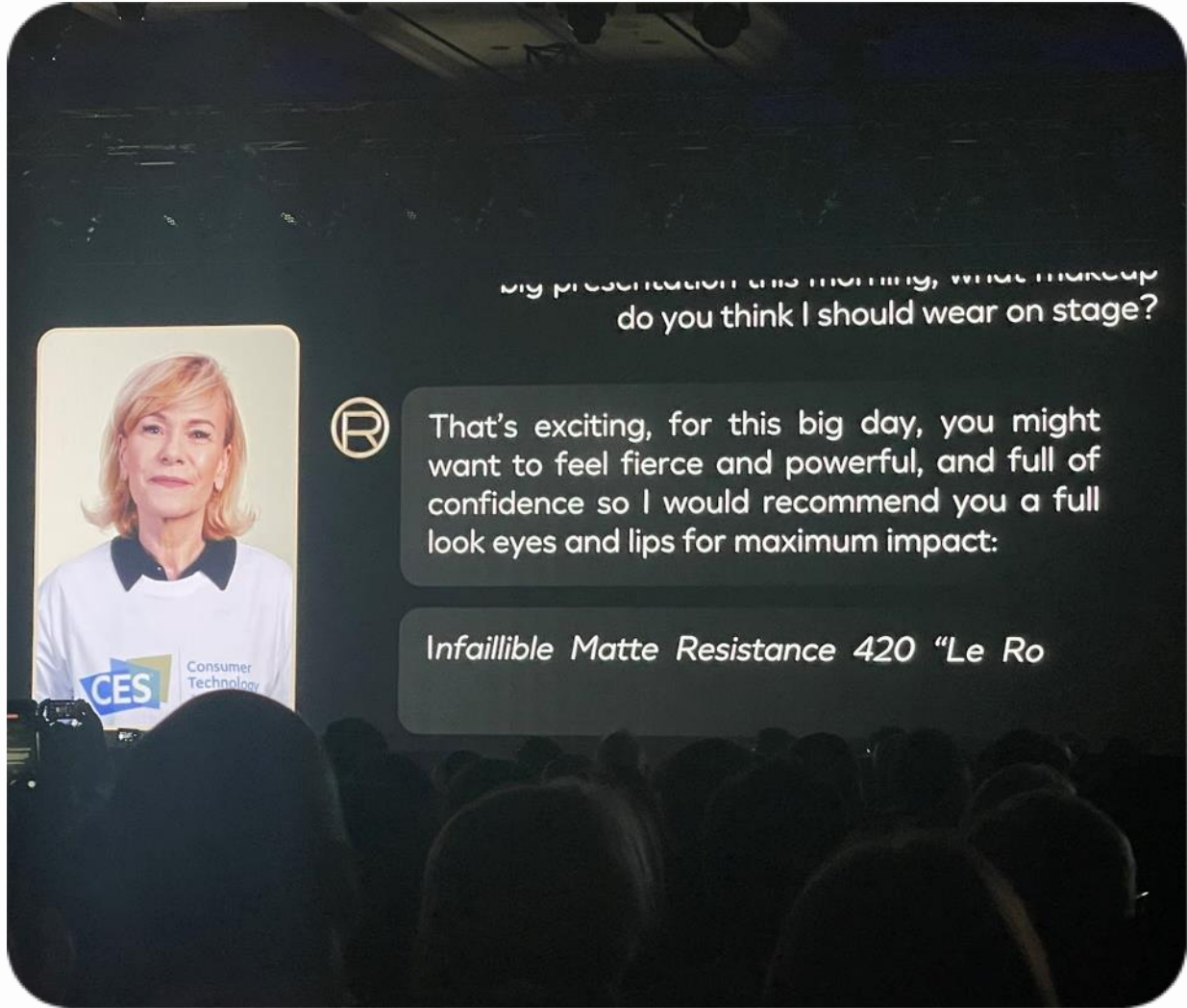
Vital signs monitoring by phone Binah.ai



ANALYSE YOUR SKIN LIKE AN EXPERT.

L'Oréal UNVEILS NEW AI-POWERED SMART ADVISOR: BEAUTYGENIUS

THE AI TOOL RECOMMENDS SPECIFIC PRODUCTS DEPENDING ON A USER'S PARTICULAR NEEDS



L'Oréal's BEAUTY 4.0: THE RISE OF TECH FOR HYPER-PERSONALIZATION & ADVANCED DIAGNOSTIC



Meta Profiler

- Armani Meta Profiler provides high-precision skin diagnostics
- Measures 13 clinical markers, classifying into 4 skin criteria: structure, tone, balance, and texture
- 10-minute skin diagnostic service available at Armani Beauty points of sale



Scent-Sation

- YSL Scent-Sation is a cutting-edge in-store experience that leverages neuroscience to provide personalized fragrance advice
- Sensors in the headset record how each olfactory note stimulates the neural activity, measuring electric impulses in specific brain areas



BreezoMeter

- L'Oréal X BreezoMeter for R&D
- BreezoMeter specializes in environmental information, including air quality, pollen, and wildfires, aiming to enhance global health and safety through accurate data
- The collaboration combines L'Oréal's expertise in skincare science with BreezoMeter's environmental knowledge to develop a exposome platform focused on beauty

BEAUTY TECH IS THERE : AI IS PROMPTING COSMETIC BRANDS TO INNOVATE AND REVAMP STRATEGIES TO STAY AHEAD IN THE EVOLVING BEAUTY INDUSTRY



AI-equipped smart mirror called ECILA that provides clear images both as a mirror and as a display



Kate Zone, immersive experience around virtual makeup



Generative AI system that identifies sustainable alternatives to replace harmful ingredients



AI-powered facial device Hakei



AI-technology shampoo in the product formulation

PROSE = AN EXAMPLE OF A SUCCESSFUL DATA DRIVEN COMPANY

ARNAUD PLAS

1. CO-FOUNDER AND CEO @PROSE
2. EX. L'ORÉAL, HENKEL



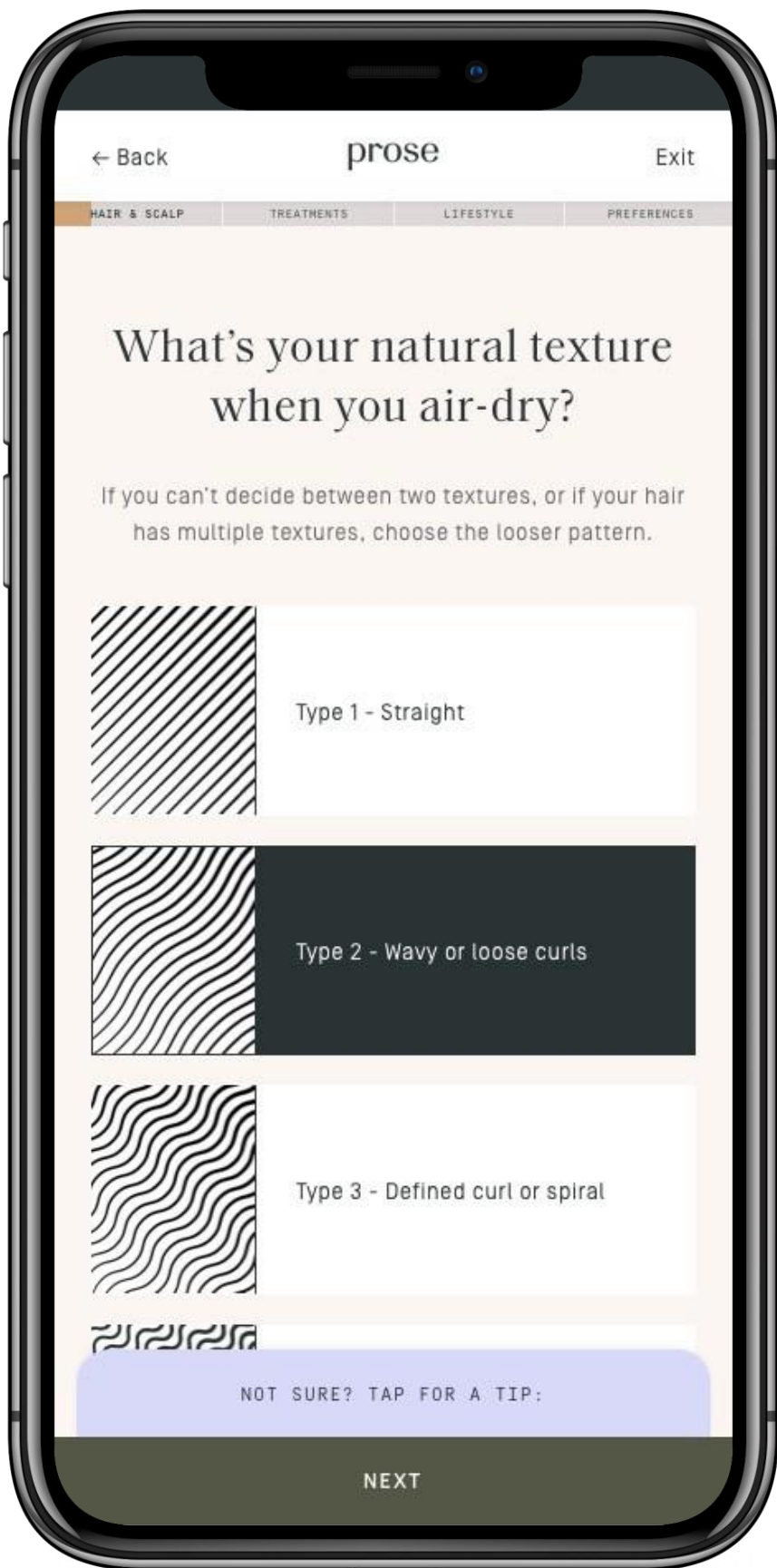
Transform your hair and skin with custom care

**100M\$ REVENUE
AFTER 4 YEARS**

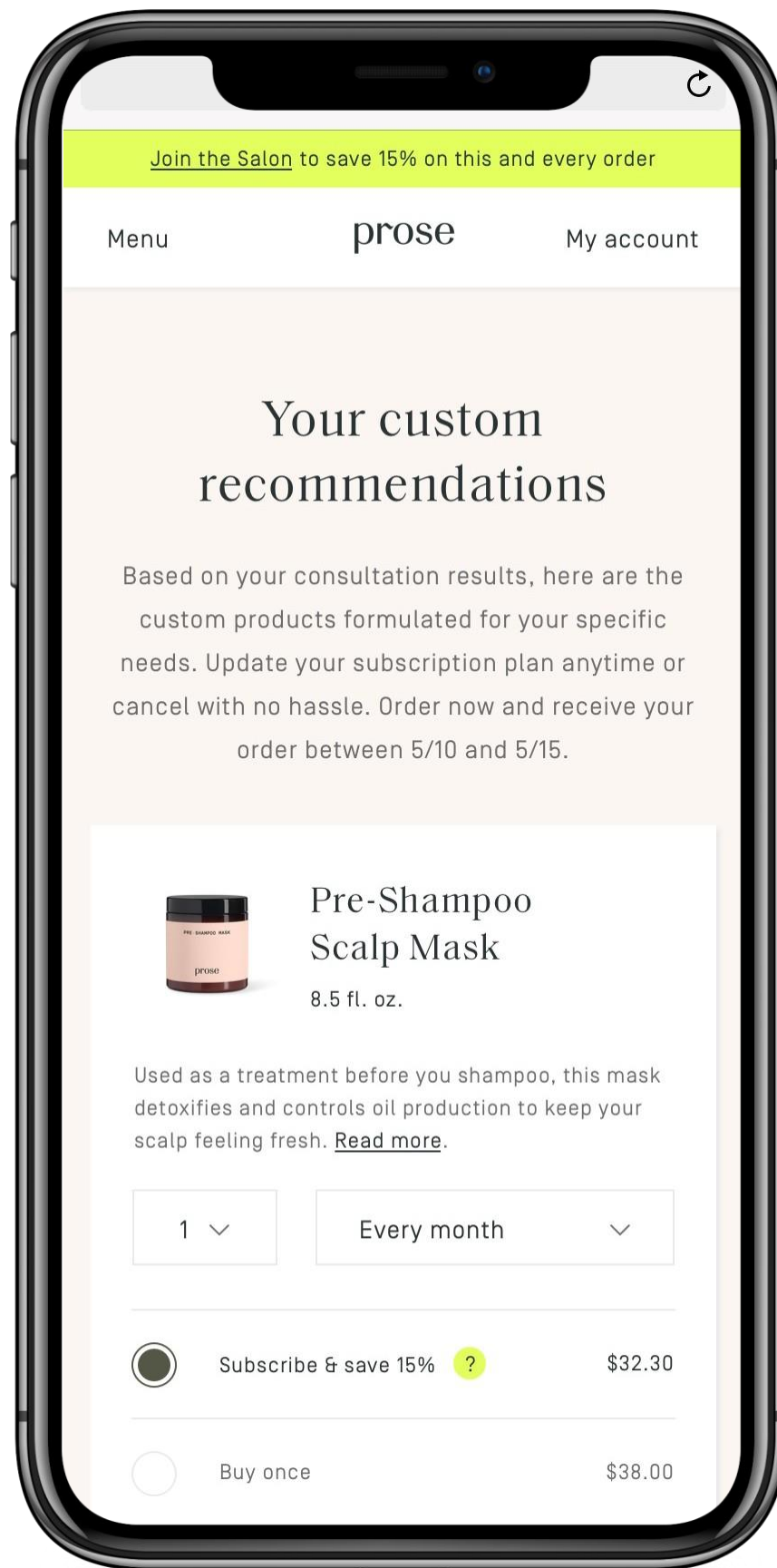
760,000+ monthly visits to its website.



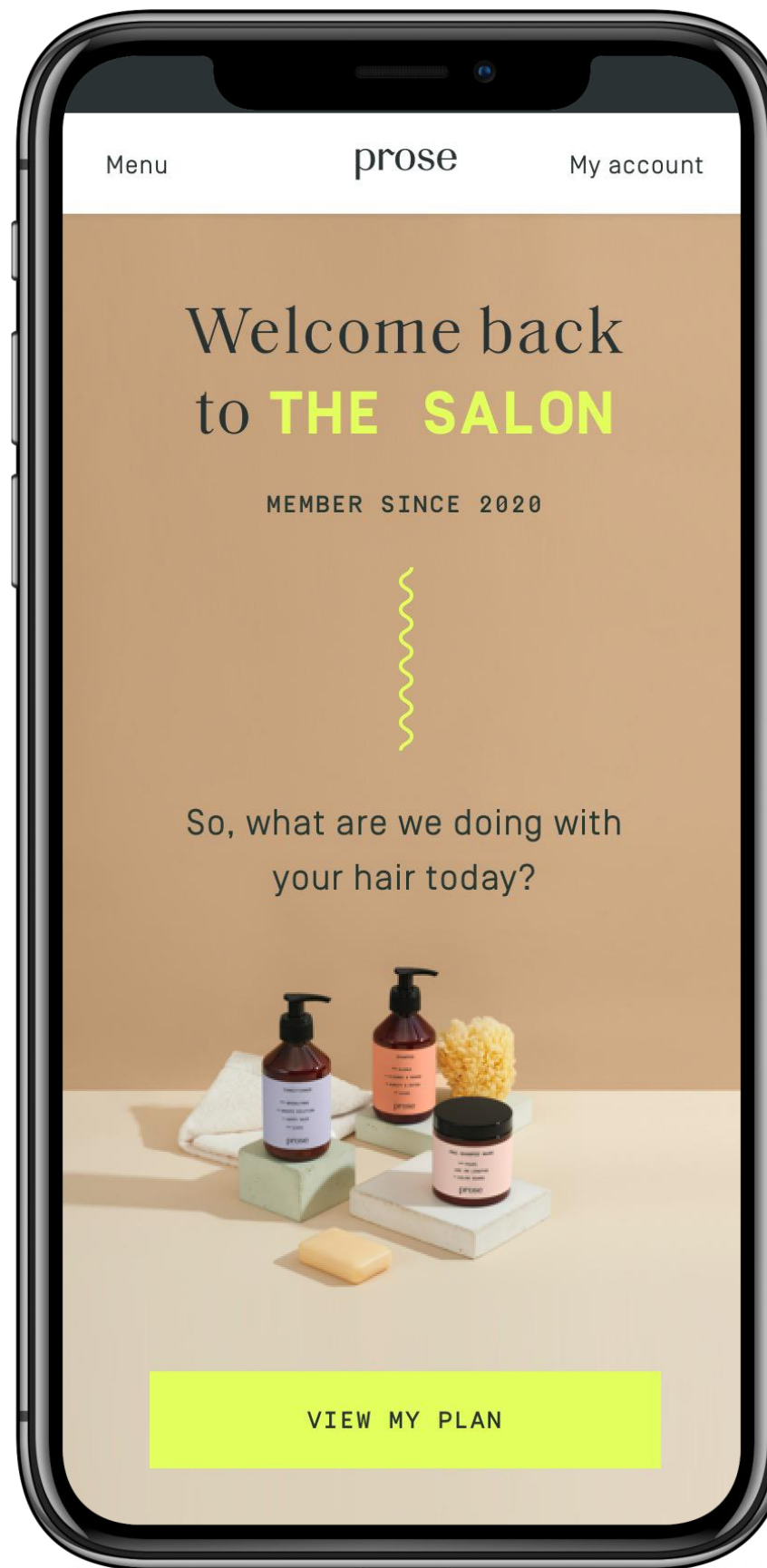
PROSE : THE DATA ALLOWS TO CREATE A CUSTOMIZED PRODUCT AND BUSINESS



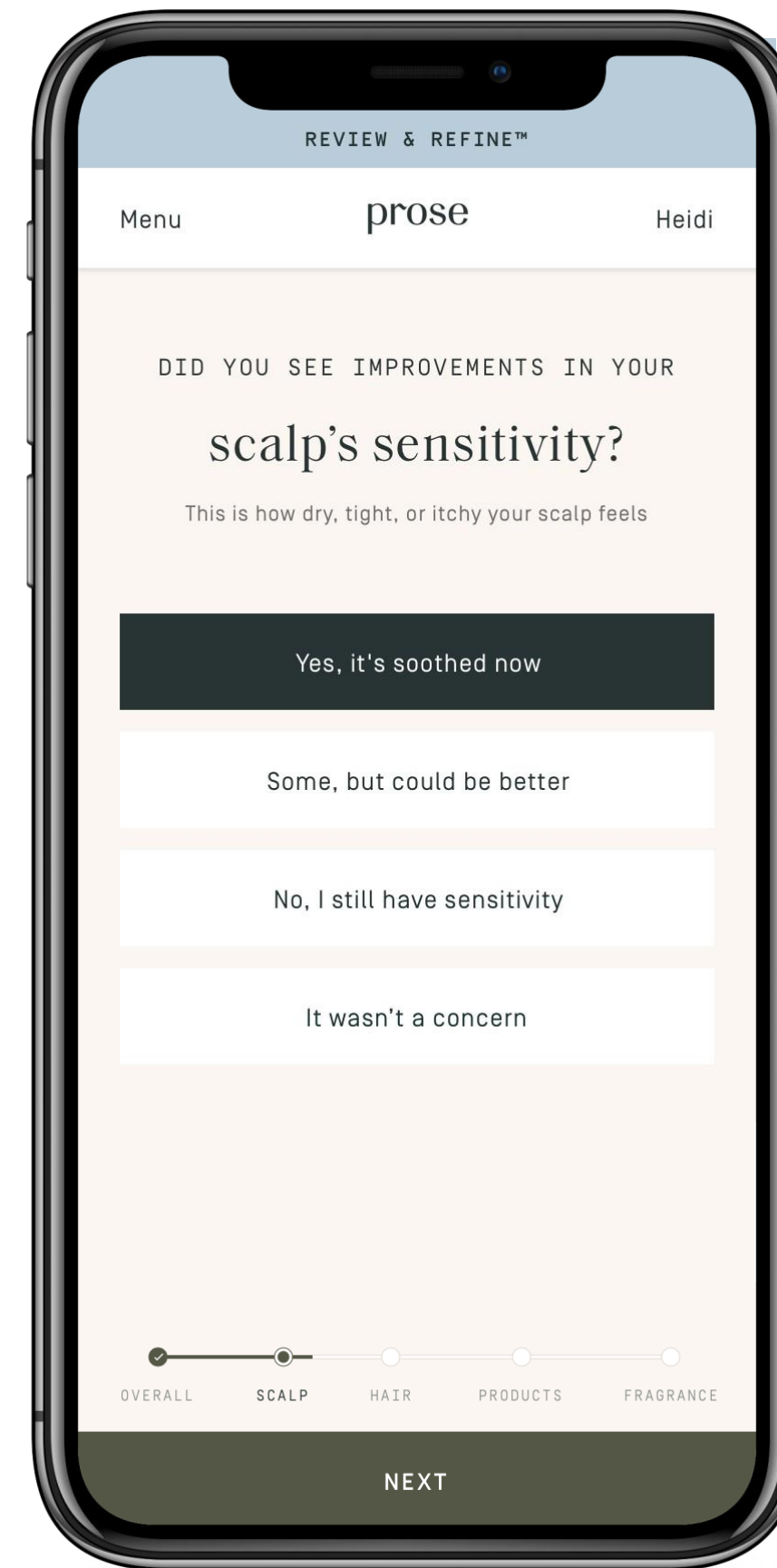
USER CONSULTATION



PRESCRIPTION



MEMBERSHIP



REVIEW & REFINE

PROSE : RETHINK ITS PRODUCTION ON DEMAND INSTEAD OF PRODUCING IN ADVANCE



NIMBLE'S ROBOT DOES YOUR NAILS AT HOME

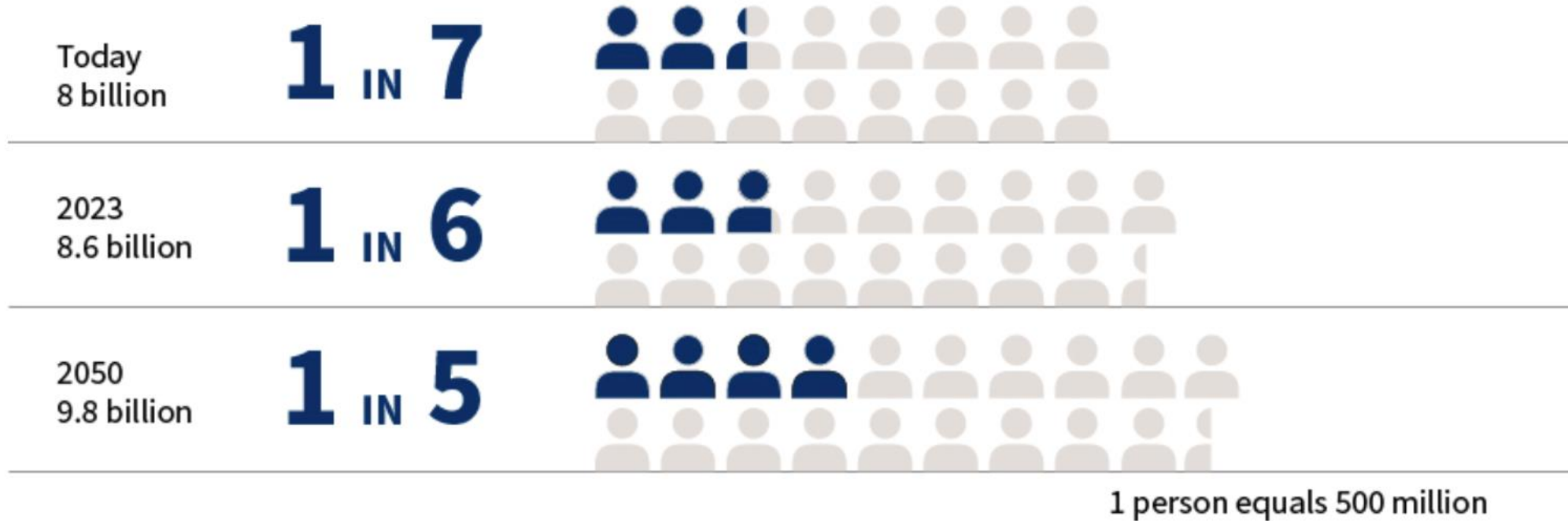
WITH THE HELP OF AI

- 👉 Vegan, cruelty-free color capsules containing base coat, color, and top coat
- 👉 25 minutes to complete a manicure, employing a robot arm, fan drying, and AI for improved results
- 👉 Currently limited to single-color nails, Nimble plans to introduce more designs based on customer demand
- 👉 The machine needs a Wi-Fi connection, and faster connections result in quicker manicures
- 👉 Nimble is priced at \$599, with \$50 worth of free polish capsules for pre-orders. A \$99 deposit secures a reservation, and delivery is expected in March 2024



GLOBAL ECONOMY : TOWARDS A SILVER ECONOMY

Chart 1: The number and percentage of people globally aged 60 and above will increase between now and 2050



Source: [World Health Organization \(WHO\)](#), 2022 [World Health Organization, Aging and Health](#)



Japanese models wear the latest style of adult diapers during its fashion show in Tokyo. The show introduced a collection of 170 adult diapers and smaller pads with men and women walking and striking a pose to the tunes of 1980s British and American pop and rock music.

YOSHIKAZU TSUNO/AFP/Getty Images





**BACK TO
BASICS IN
RETAIL : A
NICE
ATMOSPHERE
& PURPOSE**

GLOSSIER: HYPER AESTHETIC & DELIGHTFUL CONCEPT STORE

A TEMPERED PALETTE AND A SUBWAY-INSPIRED LAYOUT



GLOSSIER, NEW YORK



ATELIER BEAUTÉ CHANEL : Services / quiet luxury / experiences

STILL THERE AFTER 5 YEARS...



RIVIAN : WARM STAFF & DESIGN / OUTDOOR LIFESTYLE / SHOWROOM

8 SHOWROOMS, 50K SOLD ELECTRIC VEHICLE, SO MUCH NICER THAN ANY CAR RESELLER



WILLIAMSBURG : WELCOME TO THE WORLD OF QUIET LUXURY...

WOOD, CREAM AND UNIFIED COLORS, A BIT OF GREEN....



WILLIAMSBURG : WELCOME TO THE WORLD OF QUIET LUXURY...

A SMALLER SHOP, CREAM AND UNIFIED COLOR, FOCUS ON CONFORT



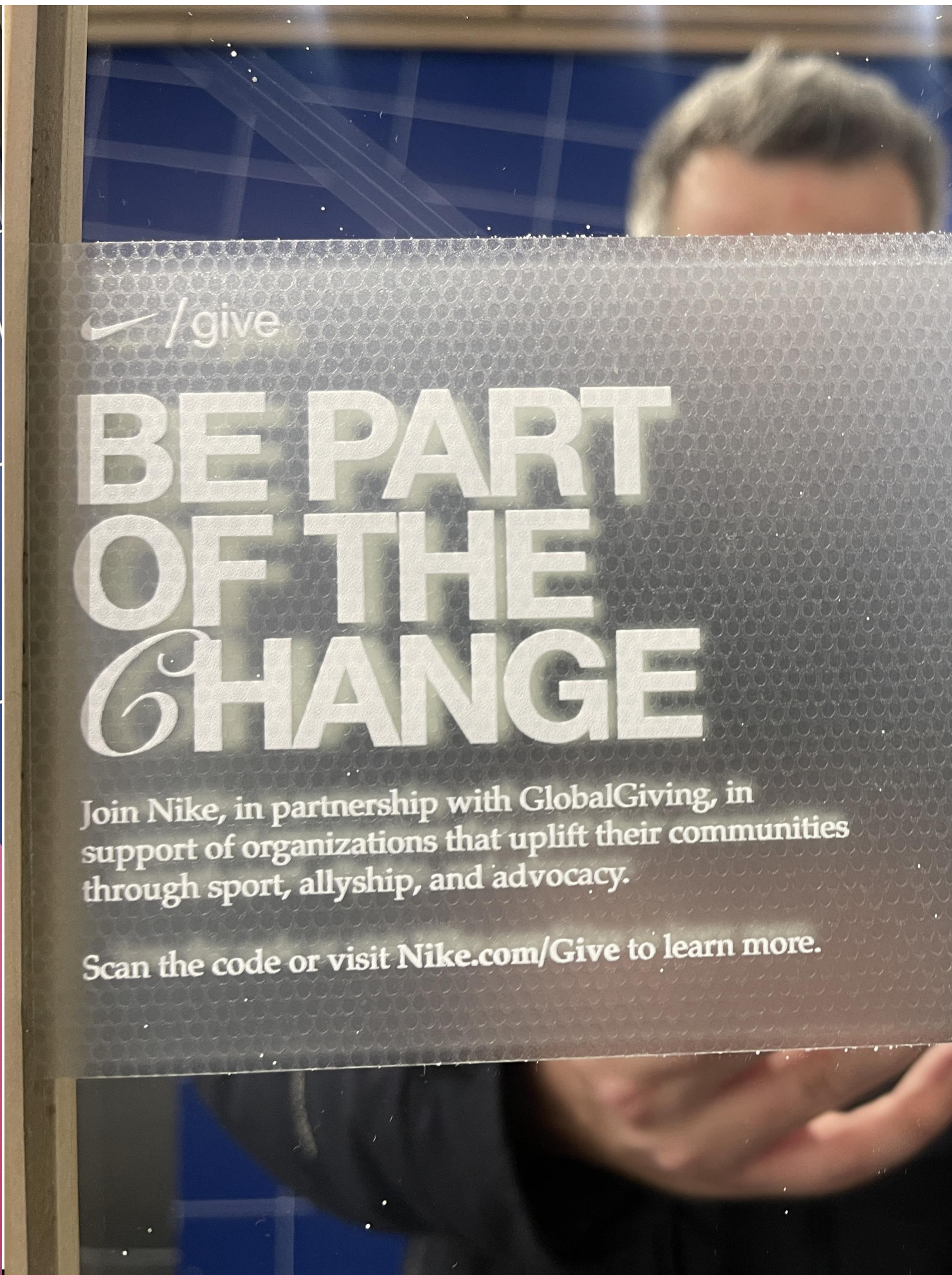
WILLIAMSBURG : WELCOME TO THE WORLD OF QUIET LUXURY...

A SMALLER SHOP, CREAM AND UNIFIED COLOR, FOCUS ON THE LOCAL COMMUNITY & TOGETHERNESS



WILLIAMSBURG : WELCOME TO THE WORLD OF QUIET LUXURY...

A SMALLER SHOP, CREAM AND UNIFIED COLOR, FOCUS ON THE LOCAL COMMUNITY & TOGETHERNESS



WILLIAMSBURG : WELCOME TO THE WORLD OF QUIET LUXURY...

A SMALLER SHOP, CREAM AND UNIFIED COLOR, FOCUS ON THE LOCAL COMMUNITY & TOGETHERNESS

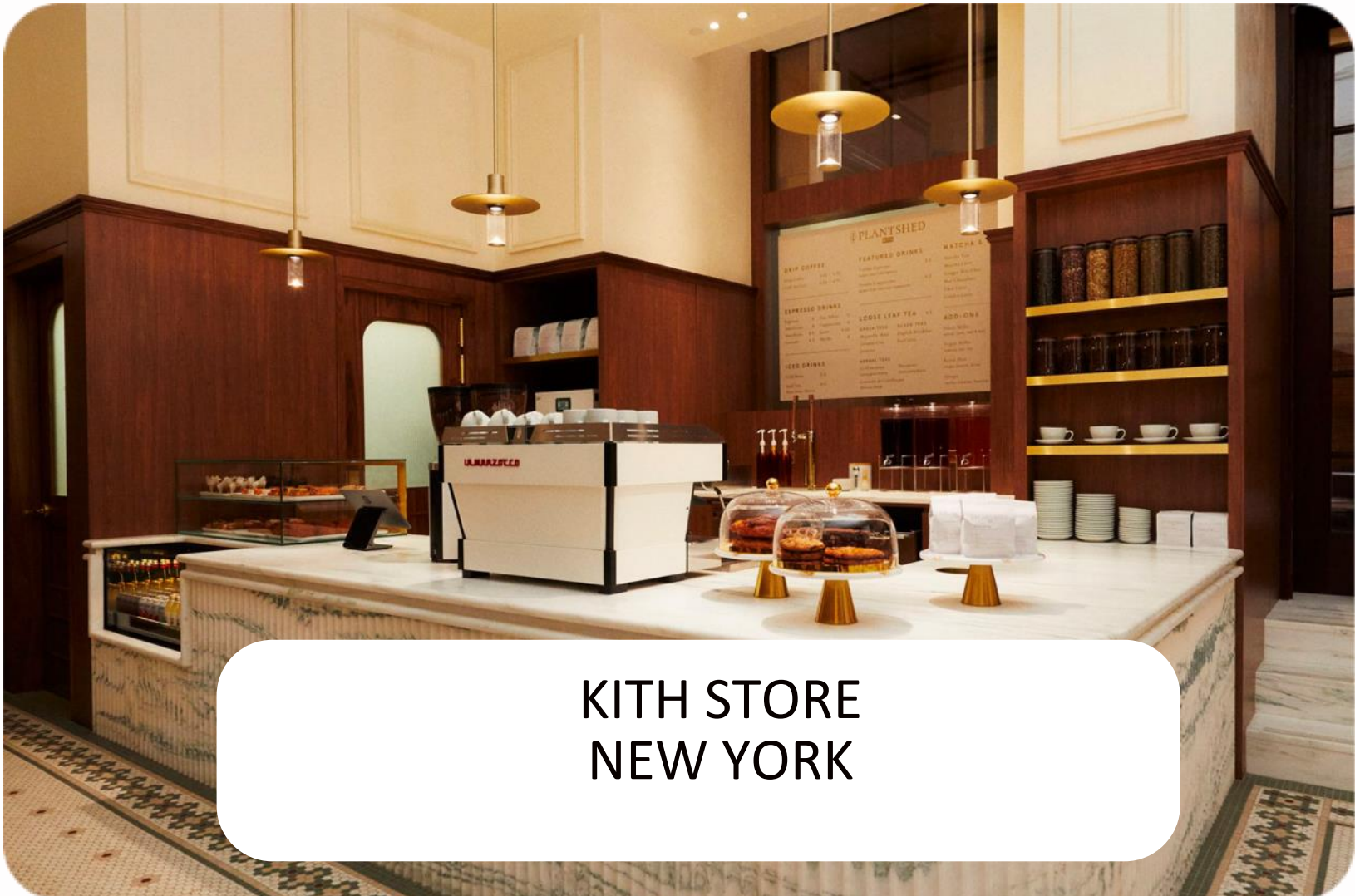


Start Where You Are



RE-TAIL-STAURATION : FOOD & BEVERAGE SPACES WITHIN THE RETAIL AREA

EAT-IN-STORE CONCEPT FOR MORE ATTRACTIVE AND MORE HUMAN EXPERIENCES



KITH STORE
NEW YORK



SANTANDER BANK / CAFÉ
BROOKLYN



TIFFANY
NYC 5TH AVENUE


WILLIAMSBURG : WELCOME TO THE WORLD OF QUIET LUXURY...

MORE INCLUSIVITY, SMALLER SHOP, MORE EXPERIENCE AND SERVICES...

Welcome.

As a member of our community, we expect you to join us in acting with humanity, respect, and empathy for everyone.

We do not tolerate racism, discrimination, harassment, or hate.

 lululemon

Find out more:





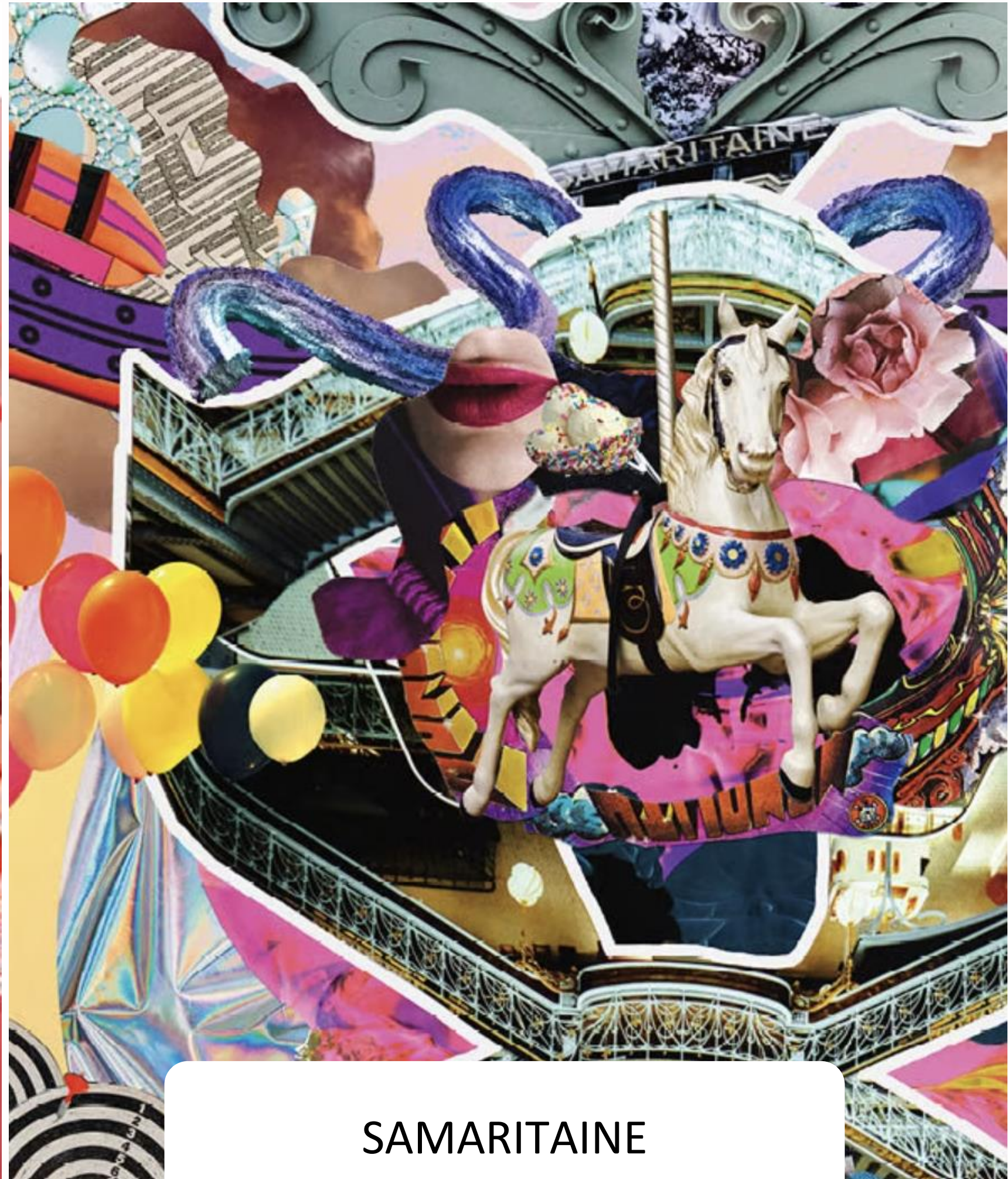
A ZEST OF DIFFERENTIATION RETAILTAINMENT

CREATING ENGAGING AND MEMORABLE IN-STORE MOMENTS OF GOODNESS/DELIGHTFUL DISTRACTIONS EXPERIENCES



MUSEUM OF ICE CREAM

Punk, selfies, fun, entertainment, immersion, instagrammability, experiences and sugar



SAMARITAINE

The Samaritaine turns into a giant amusement park over the summer



LOUIS VUITTON

A store like a gallery? Maximize instagrammability

CREATING ENGAGING AND MEMORABLE IN-STORE EXPERIENCES

MOMENTS OF GOODNESS/DELIGHTFUL DISTRACTIONS



COACH: AR TRY-ON WINDOW STOPS SHOPPERS IN THE STREET

IN PARTNERSHIP WITH ZERO10, COACH'S AR INSTALLATION LETS WINDOW SHOPPERS TRY ON THE TABBY BAG WITHOUT STEPPING FOOT IN-STORE



COACH, NEW YORK,
5TH AVENUE

WOOLRICH: TEST YOUR JACKET FOR REAL IN A SNOW ROOM SIMULATOR



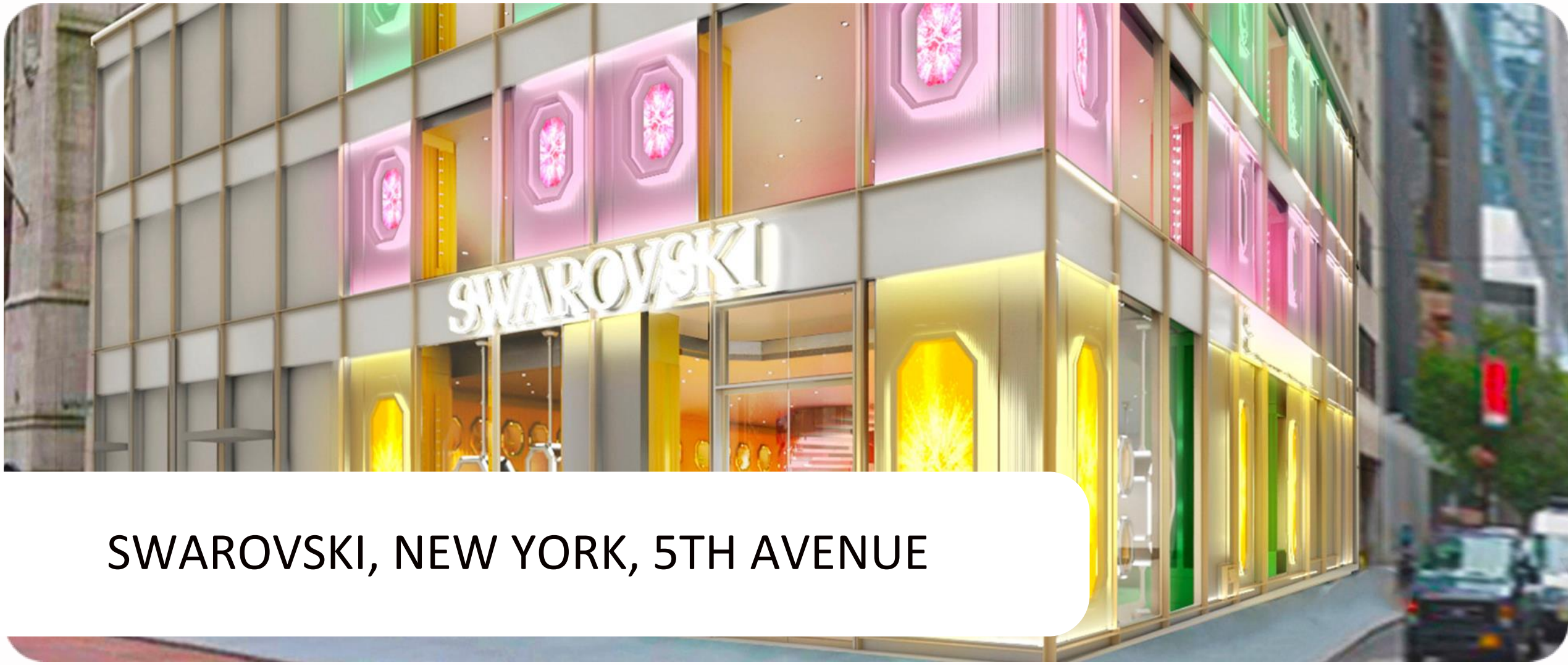
WOOLRICH



THE FUNCTIONAL DIMENSION OF THE PRODUCT

SWAROVSKI: « SHINE BRIGHT LIKE A DIAMOND »

A VISUAL EXPERIENCE WHERE EVERY ITEM OF FURNITURE IS A JEWEL 



SWAROVSKI, NEW YORK, 5TH AVENUE



HEART ATTACK GRILL IN LAS VEGAS

A MIX OF CRAZINESS AND FUN EXPERIENCE....

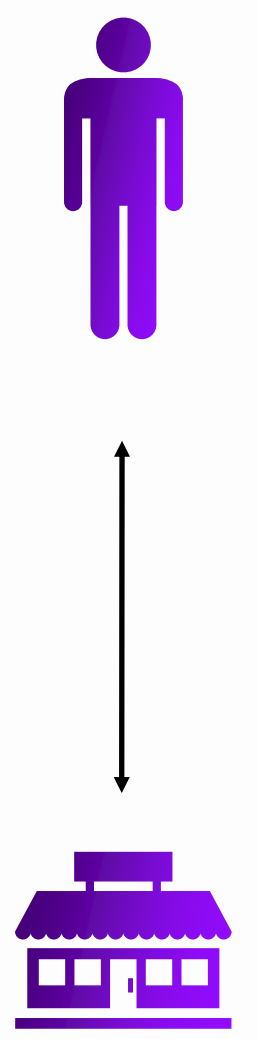




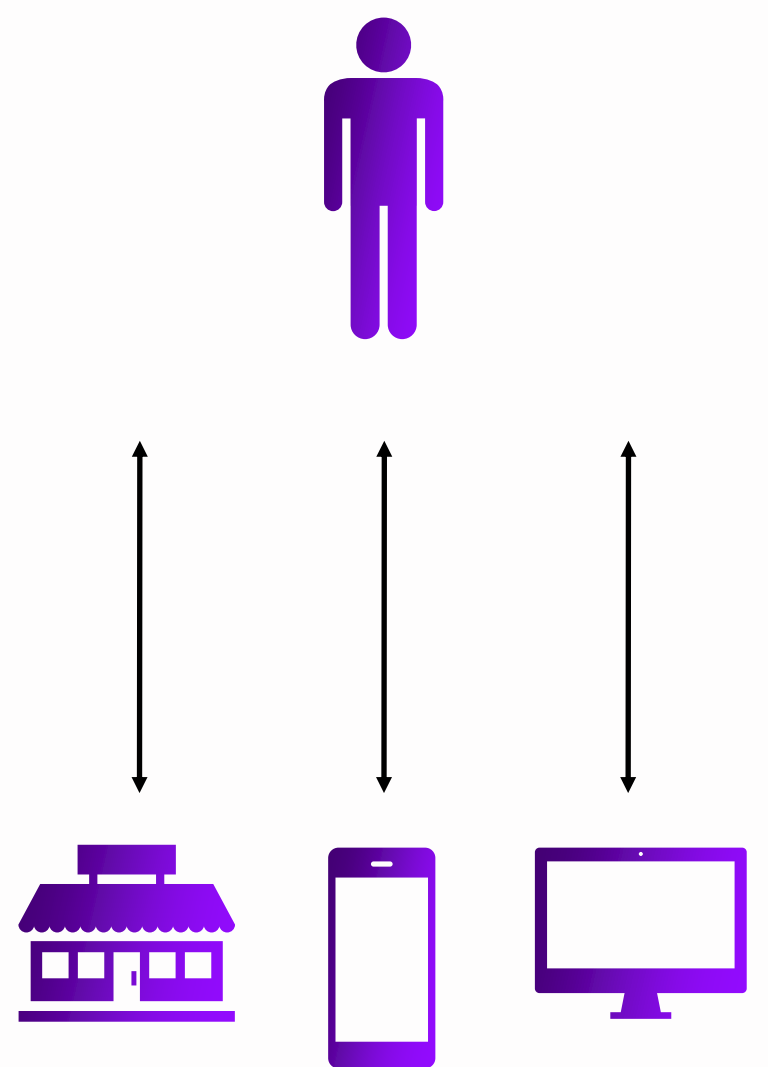
SIMPLICITY OF PURCHASE & SERVICE

FROM OMNICHANNEL TO UNIFIED COMMERCE

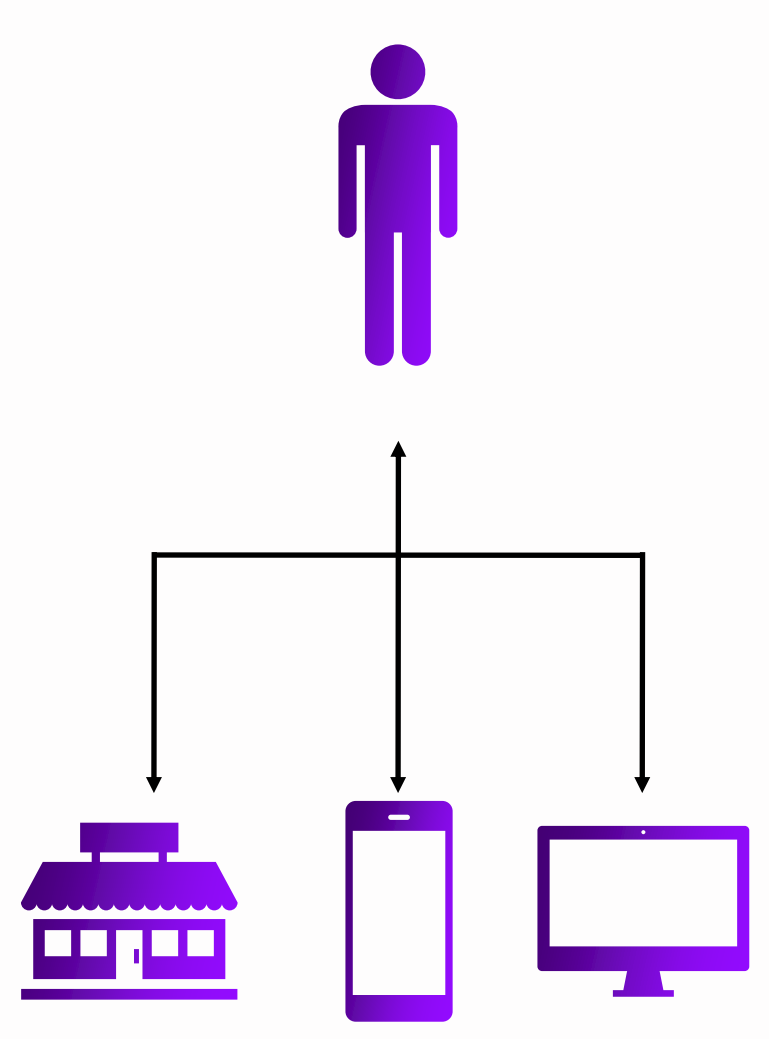
FOR A SEAMLESS CUSTOMER EXPERIENCE



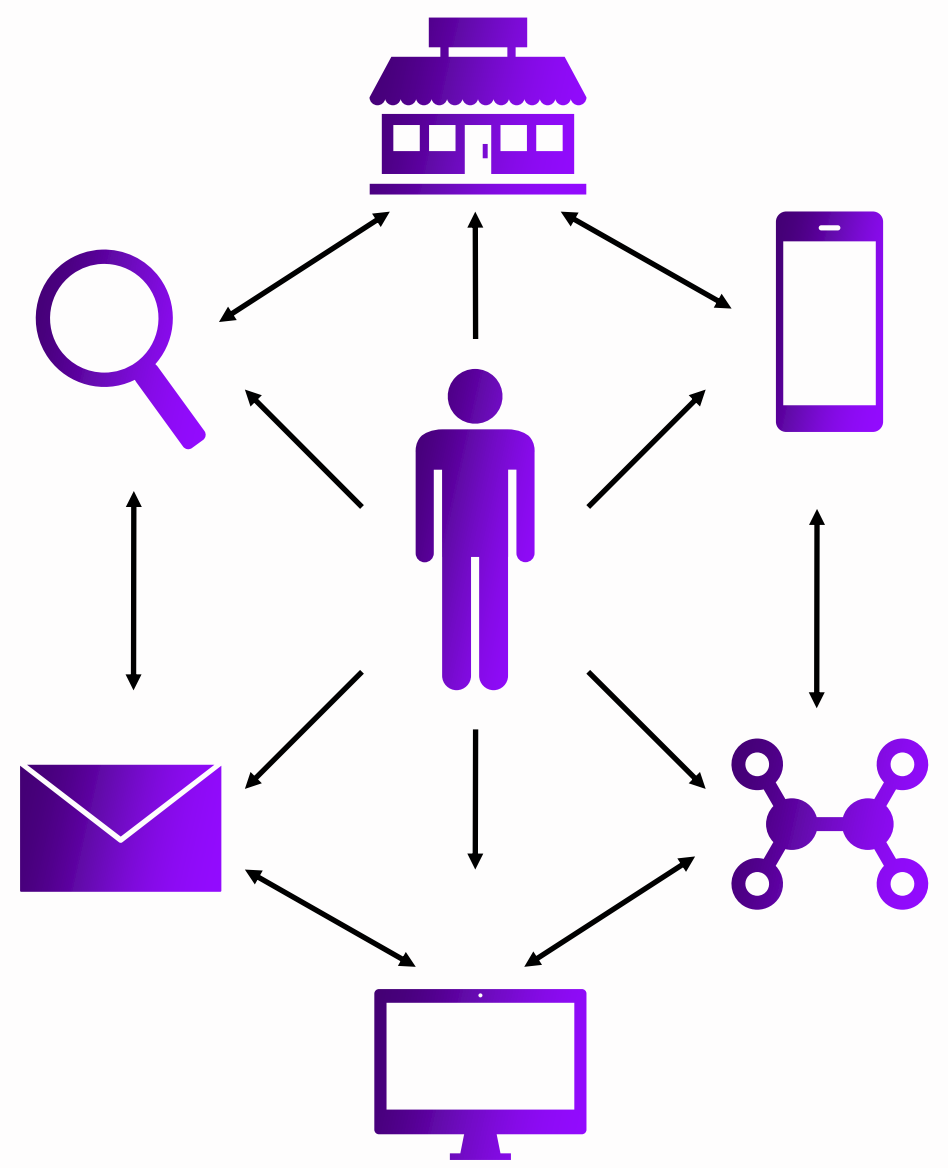
Commerce exclusively in physical stores



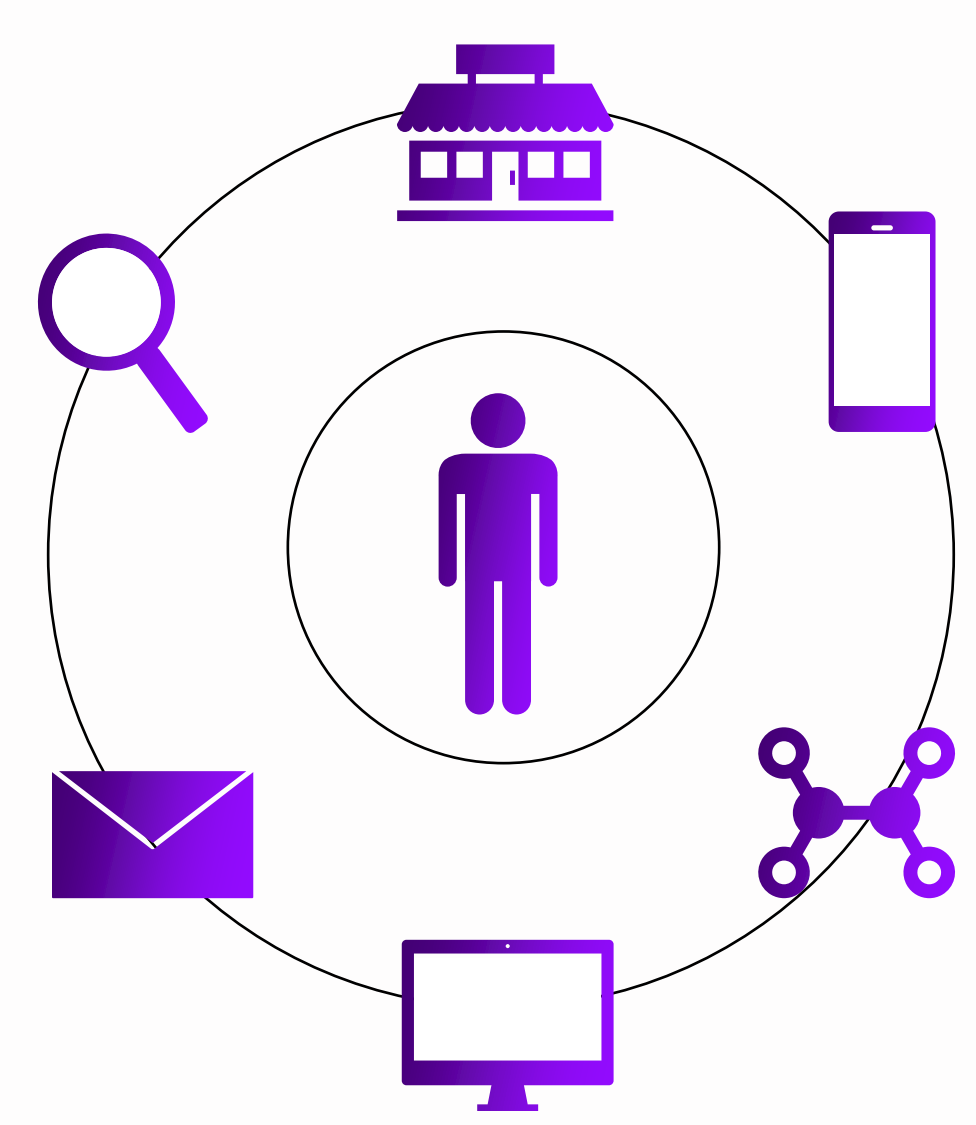
Stores and e-commerce in opposition



Stores and e-commerce complement each other



Stores and e-commerce interconnected



Stores and e-commerce consumer-centric

The background features a close-up of a woman's face with her eyes closed, overlaid with a large, semi-transparent purple circle. The scene is surrounded by several large, glossy, orange spheres that resemble bubbles or ornaments, set against a light teal background.

ECOMMERCE & RETAIL TRENDS

WHAT IS E-COMMERCE FOR YOU?

THERE ARE MORE THAN 20 KINDS OF E-COMMERCE!

Direct To
Consumers

Marketplace

Click & Collect /
Curbside

Social
Commerce

Influencers
& Affiliation

Presales

Flash Sales

Voice
Commerce

Chatbot
Commerce

Live
Commerce

Subscription

Rental

Second Hand
Commerce

3D
showroom

Digital Asset
Commerce

Customisation
& On Demand

Lockers

Vending
Machine

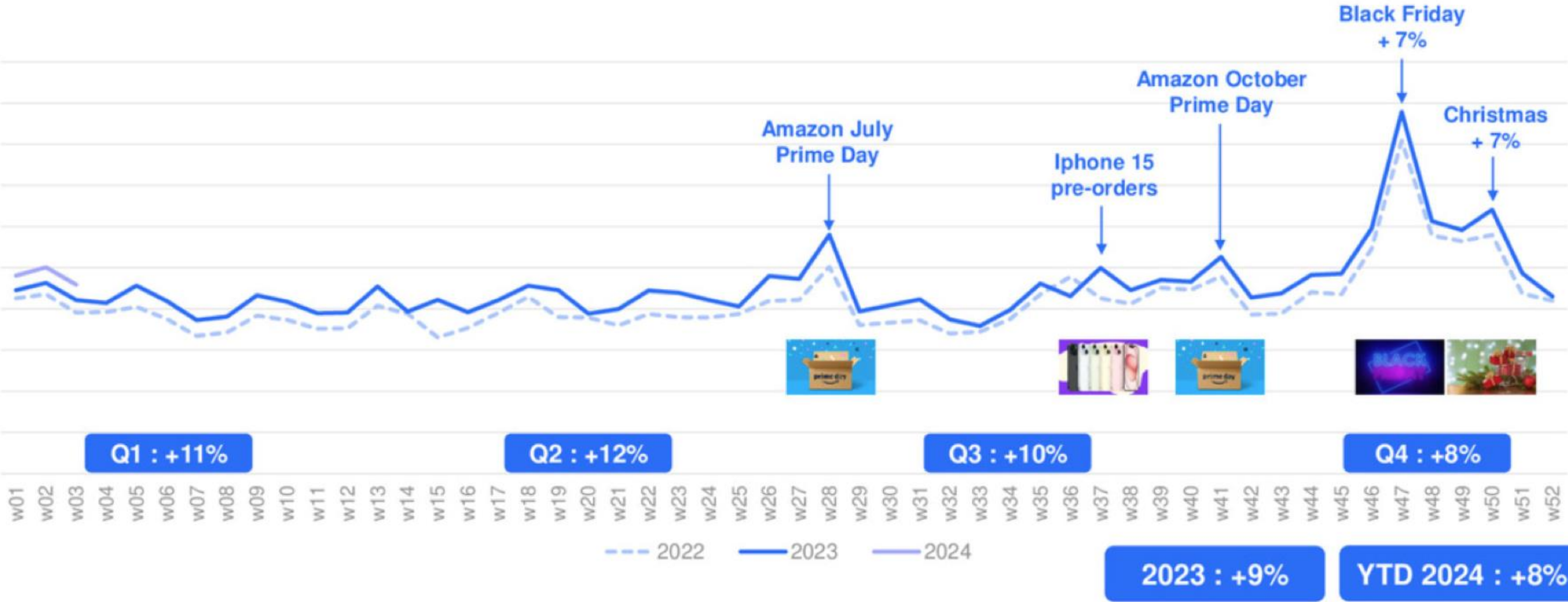
Autonomous
Store

NFT & Metaverse

E-COMMERCE SALES IN EUROPE

GROWING BY 9% IN 2023, +8% IN JAN 2024

Weekly Online Sales in Value – 2023 vs 2022
EU9 e-commerce of goods

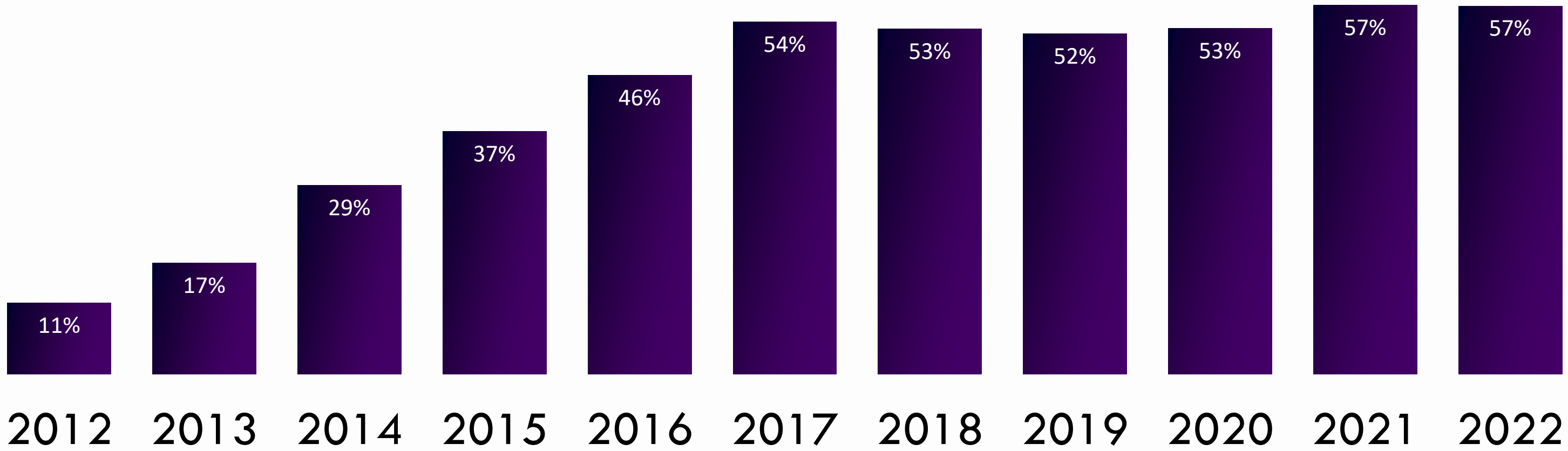


Source: Consumer Panel Foxintelligence by NielsenIQ .EU9: Germany, UK, France, Italy, Spain, Netherlands, Belgium, Austria, Ireland.
Black Friday 2023: from 17.11.2023 to 26.11.2023. Christmas: from 01.12.2023 to 25.12.2023. YTD 2024 as of 21.01.2024.

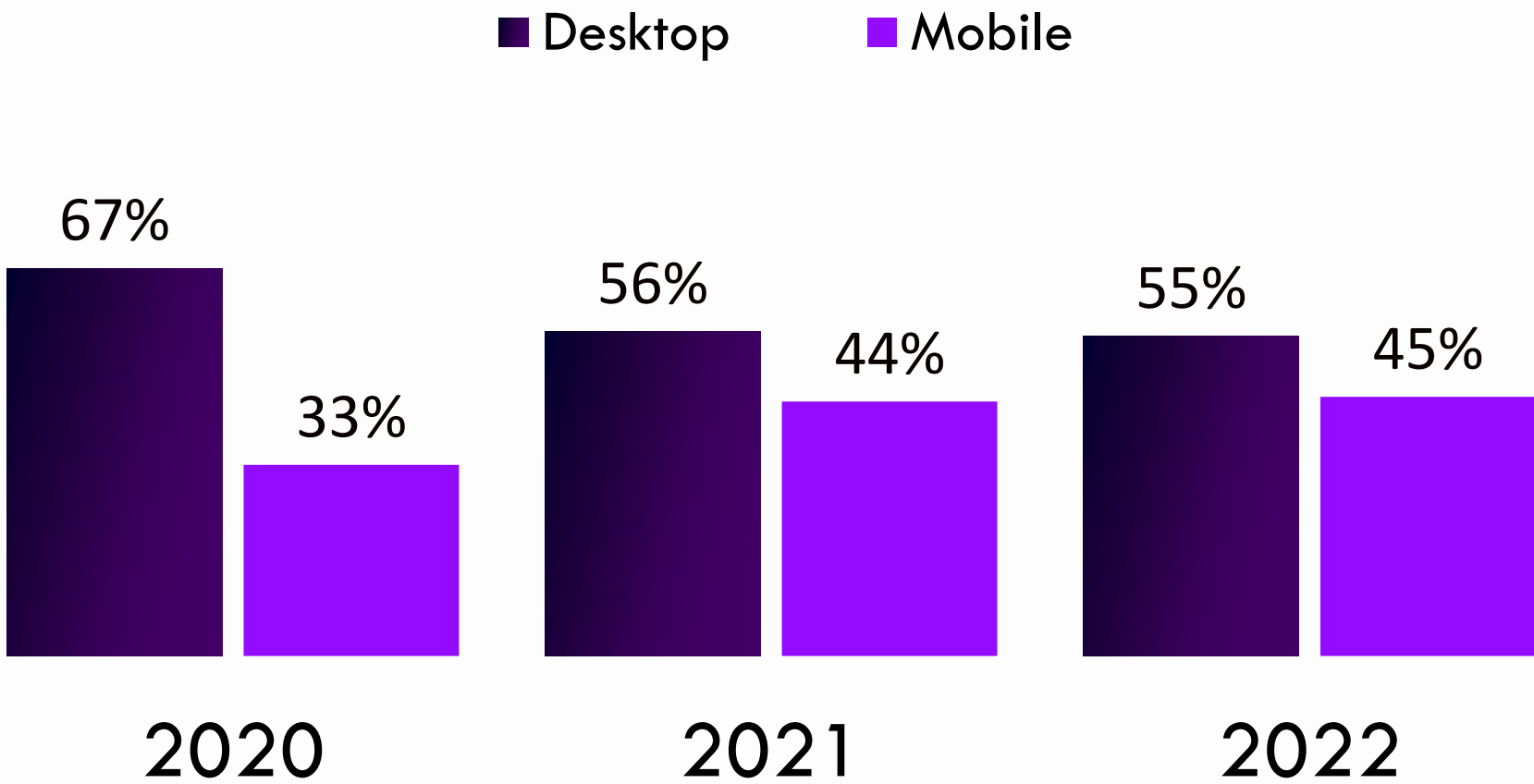
MOBILE IS BECOMING MORE AND MORE STRATEGIC FOR BRANDS AND COMMERCE



Global mobile phone website *traffic share* from 2012-2022



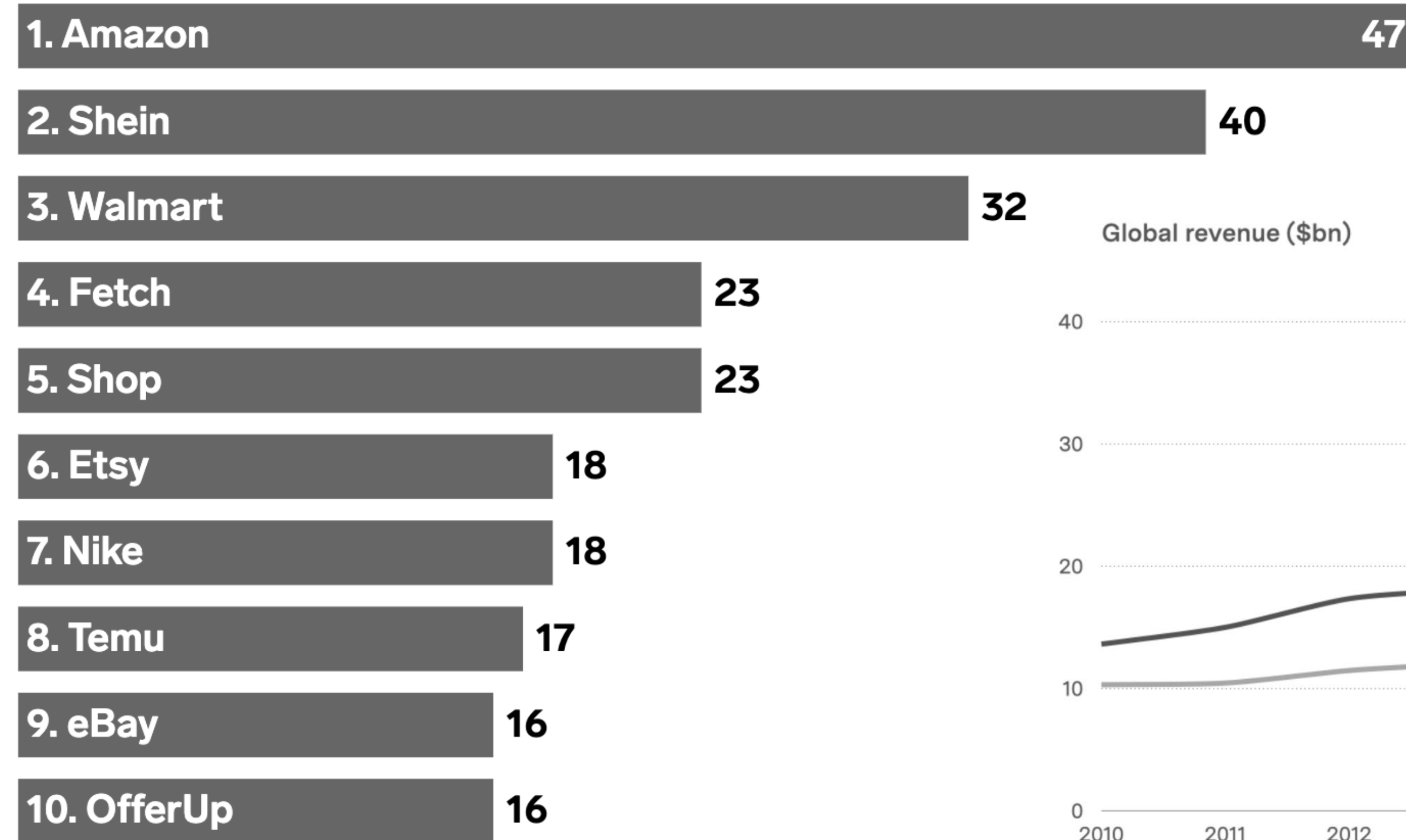
Mobile vs Desktop Online *Sales Conversion*



MOBILE COMMERCE > SO HARD TO MAKE THINGS SIMPLE AND INTUITIVE

Top 10 US Mobile Shopping Apps, Ranked by Downloads, 2022

millions



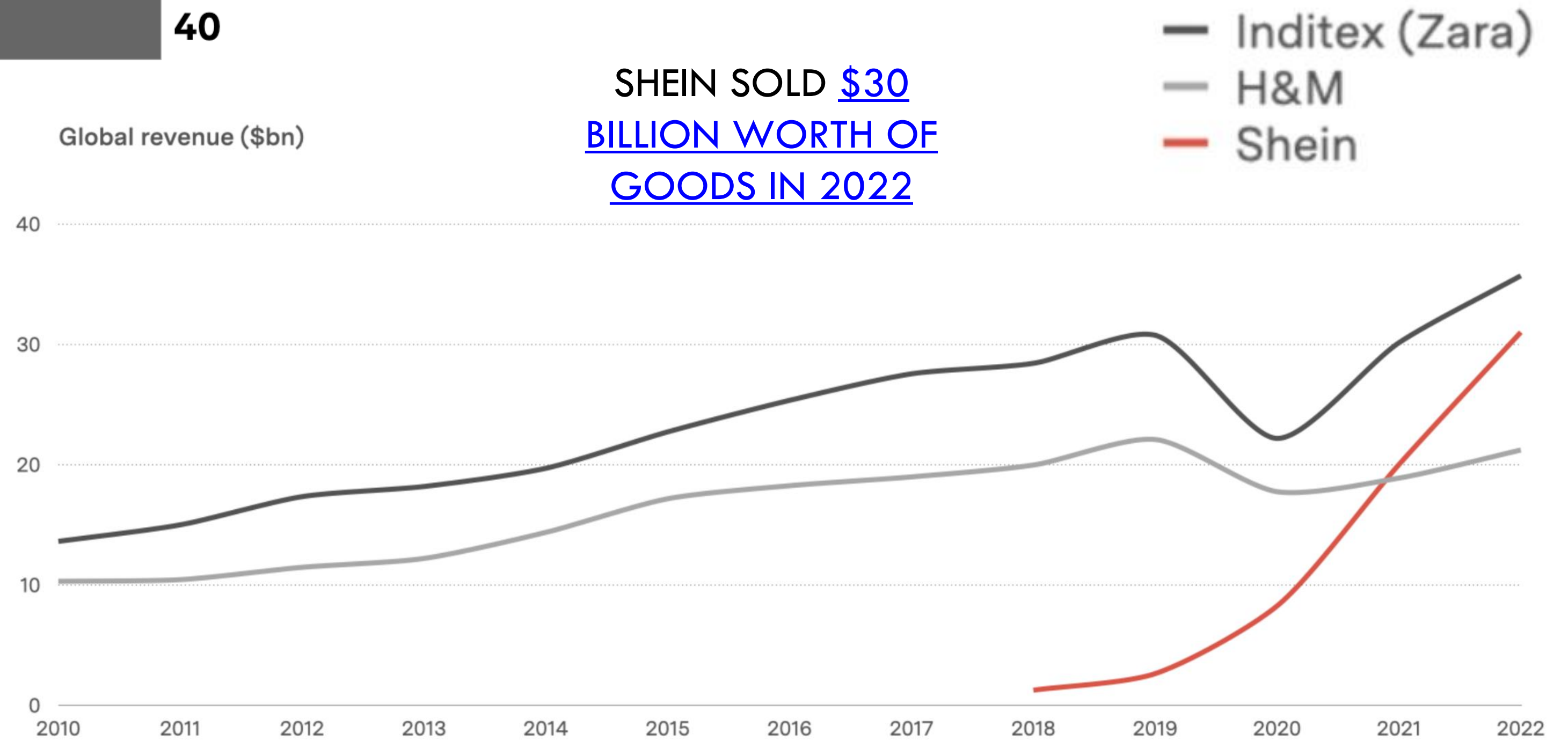
Source: Apptopia, "Worldwide and US Download Leaders 2022," Jan 4, 2023

279936

InsiderIntelligence.com



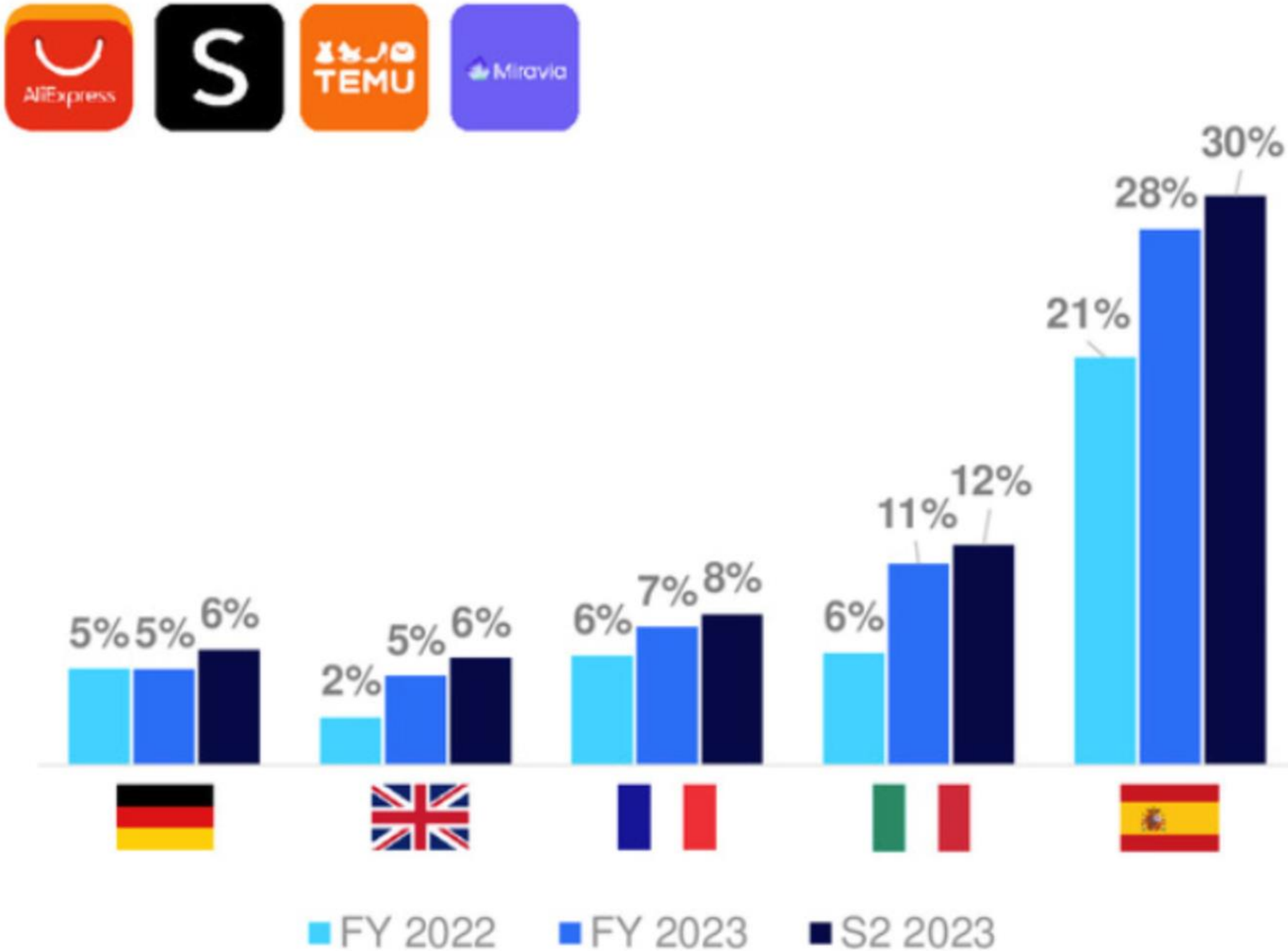
SHEIN SOLD \$30 BILLION WORTH OF GOODS IN 2022



E-COMMERCE SALES IN EUROPE

THE NEW CHINESE ECOMMERCE PLATFORMS ARE GAINING MOMENTUM

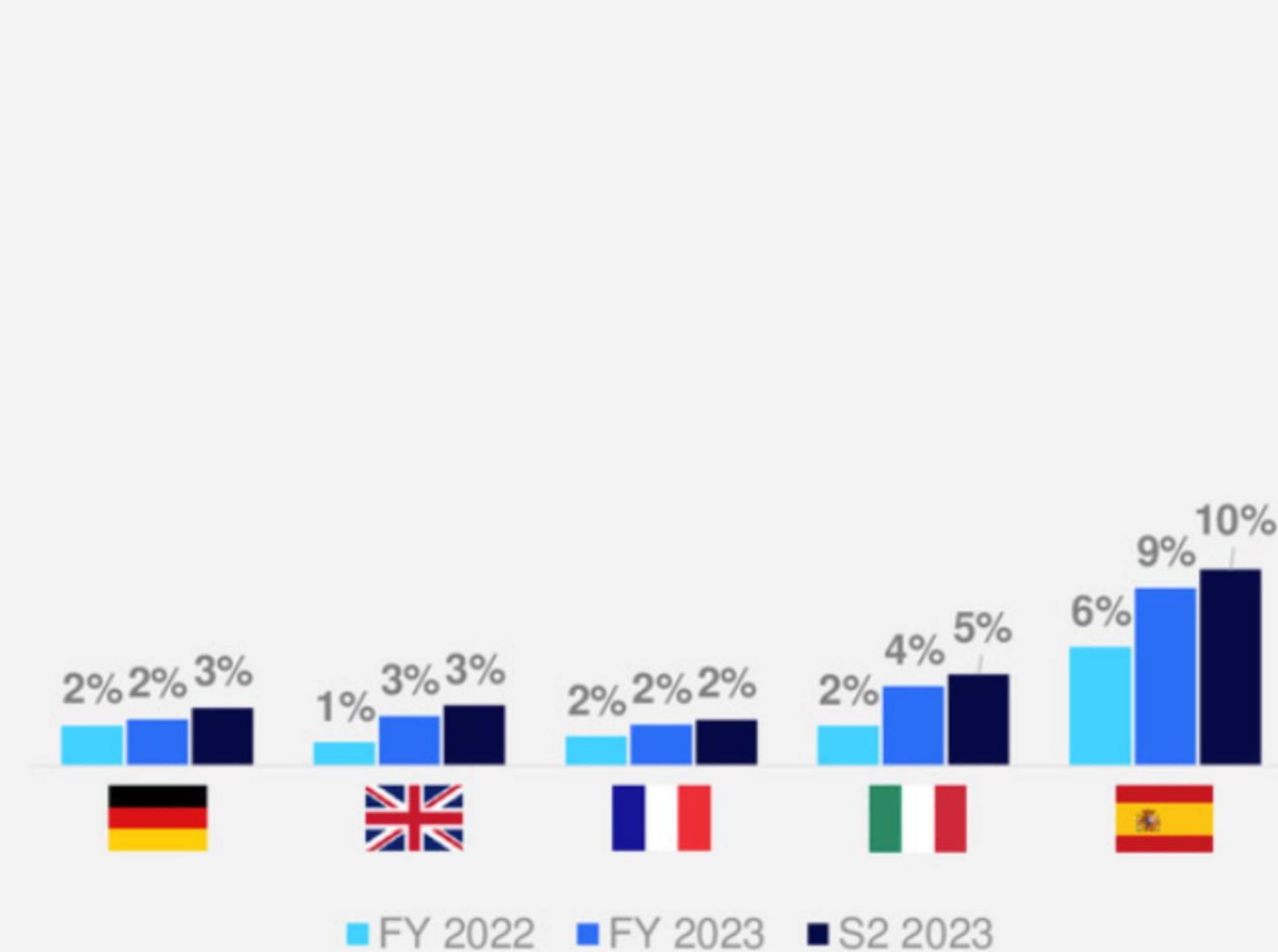
Aliexpress, Miravia, Temu, Shein market share in volume of orders
Total e-commerce of goods



Source: Consumer Panel Foxintelligence by NielsenIQ



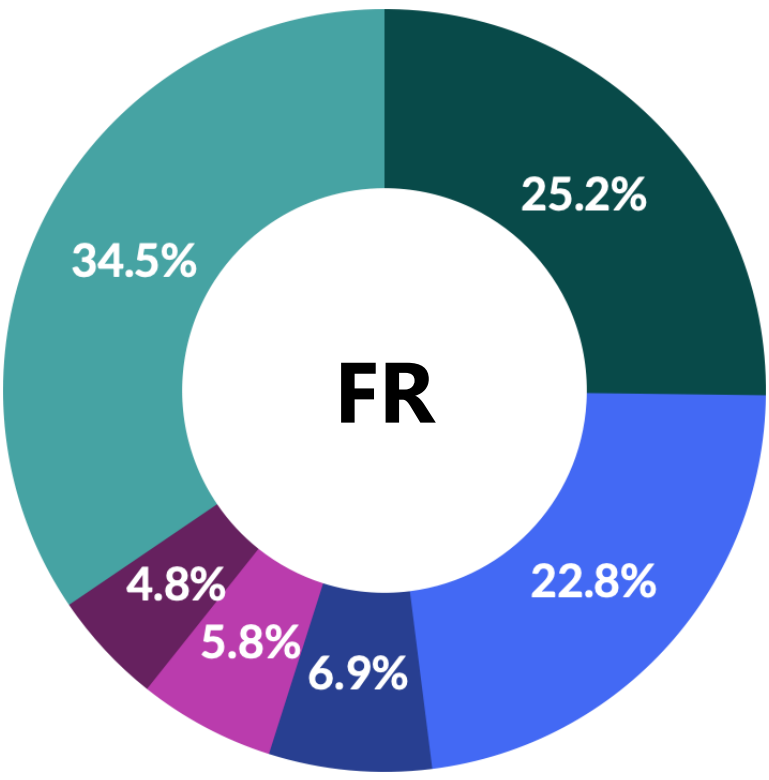
Aliexpress, Miravia, Temu, Shein market share in value
Total e-commerce of goods



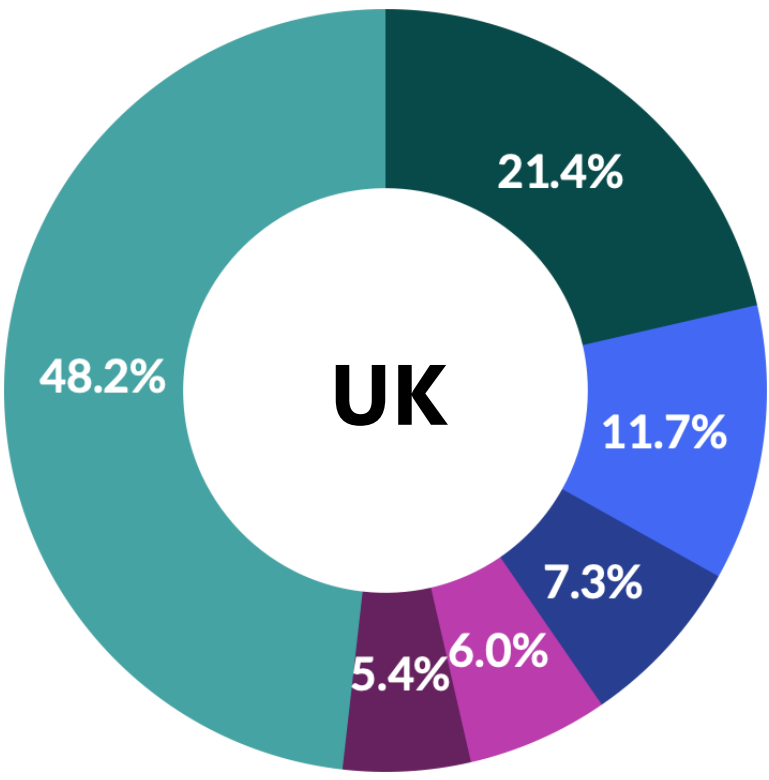
© 2023 Nielsen Consumer LLC. All Rights Reserved.

EUROPE AND BEAUTY ECOMMERCE : STILL MANY DIFFERENCES

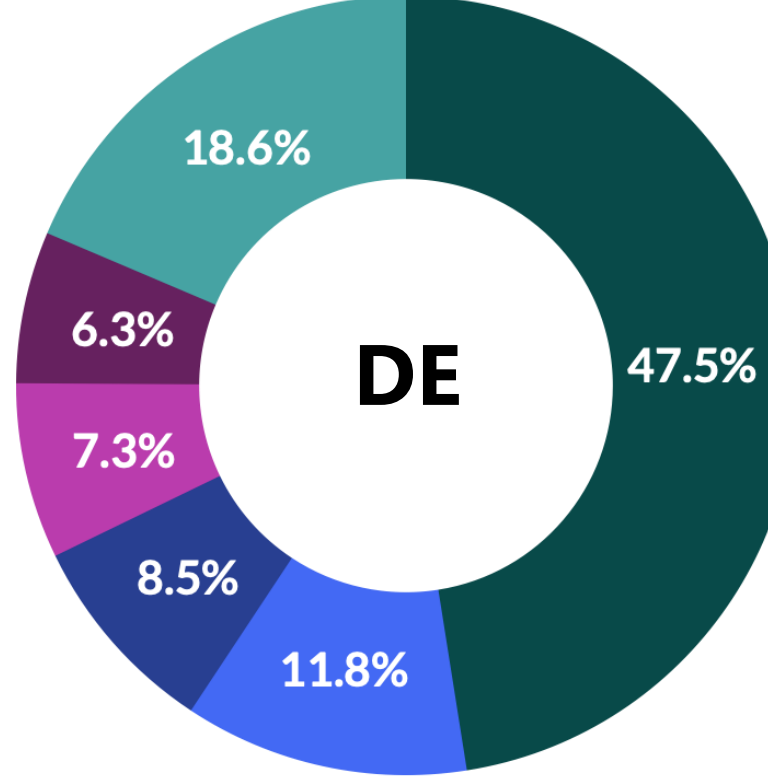
Share of Top 5 Retailers by Purchase Intent Clicks, Beauty



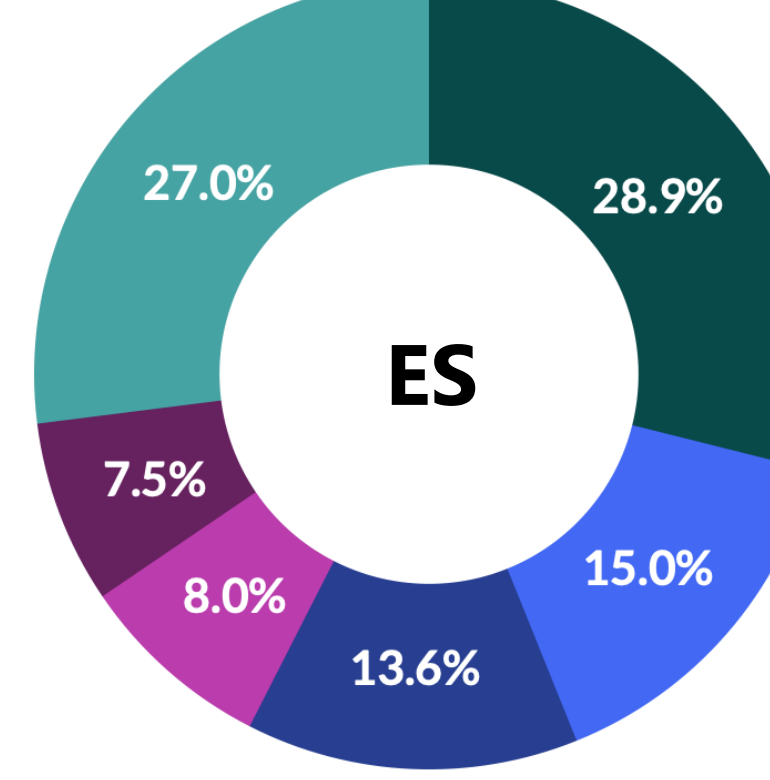
- 1 Amazon
- 2 Nocibe
- 3 Sephora
- 4 CDiscount
- 5 Carrefour Drive
- 6 Other Retailers



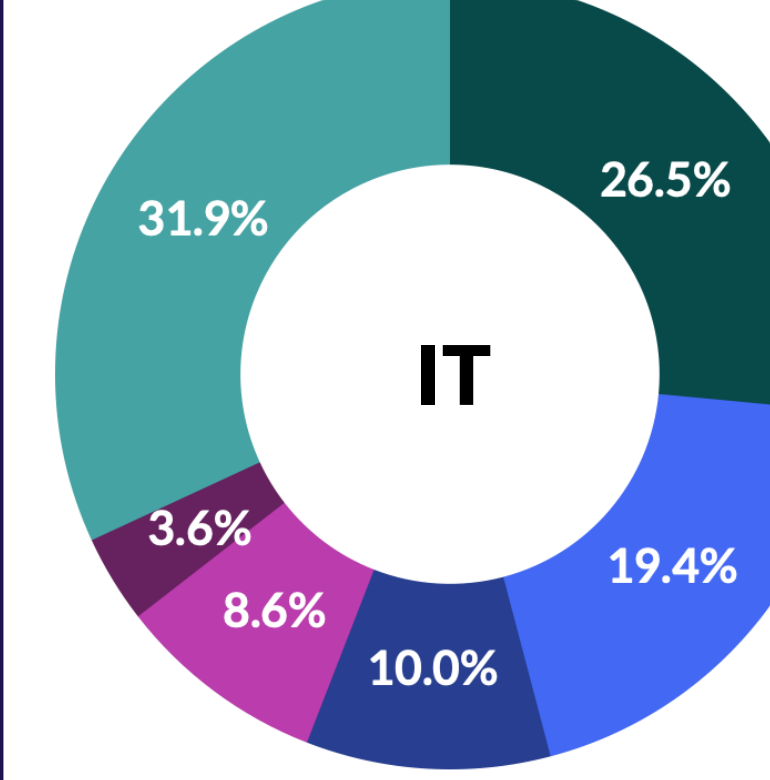
- 1 Boots
- 2 Amazon
- 3 Lookfantastic
- 4 Sephora
- 5 John Lewis
- 6 Other Retailers



- 1 Douglas
- 2 Flaconi
- 3 Müller
- 4 Galeria
- 5 Parfumdreams
- 6 Other Retailers



- 1 El Corte Ingles
- 2 Druni
- 3 Sephora
- 4 Douglas
- 5 Perfume's Club
- 6 Other Retailers



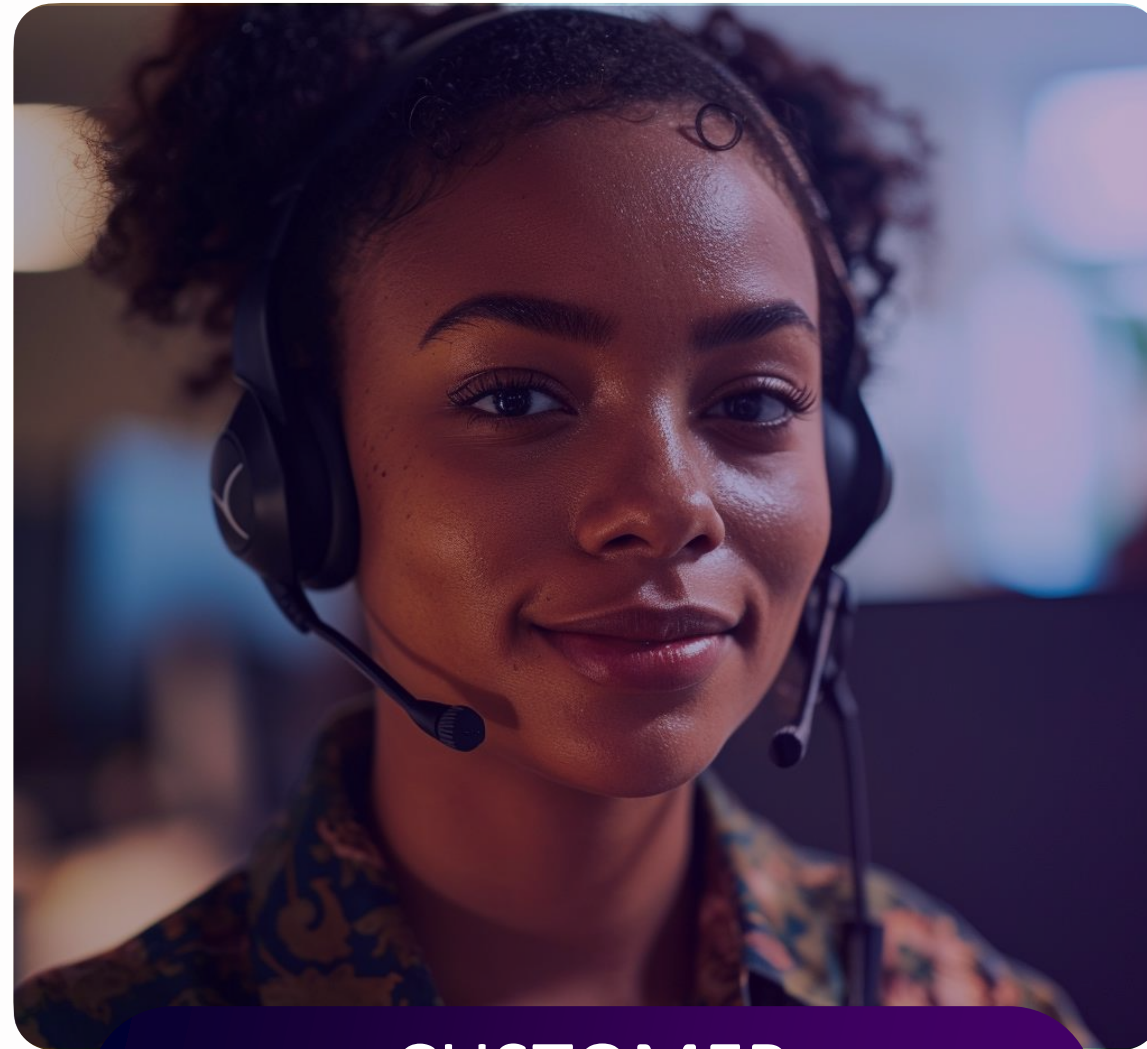
- 1 Douglas
- 2 Sephora
- 3 Pinalli
- 4 Amoretti Profumi
- 5 Marionnaud
- 6 Other Retailers



AMAZON STILL LEADS ACROSS KEY CONSUMER SATISFACTION METRICS



SERVICE X DELIVERY X PRICE X CHOICE



CUSTOMER SERVICE

To the question: « Who offers the best customer service? »
46% respond Amazon
(+9 points vs 2022)



DELIVERY

61% consider Amazon as the best for fast delivery (+11 points vs 2022)



PRICE

51% consider Amazon as the best value for money (+11 points vs 2022)



PRODUCT RANGE

51% consider that Amazon always allows to find the searched product (+6 points vs 2022)

AMAZON HAS IMPOSED ITSELF AS A LEADER IN ECOMMERCE IN THE PAST YEARS

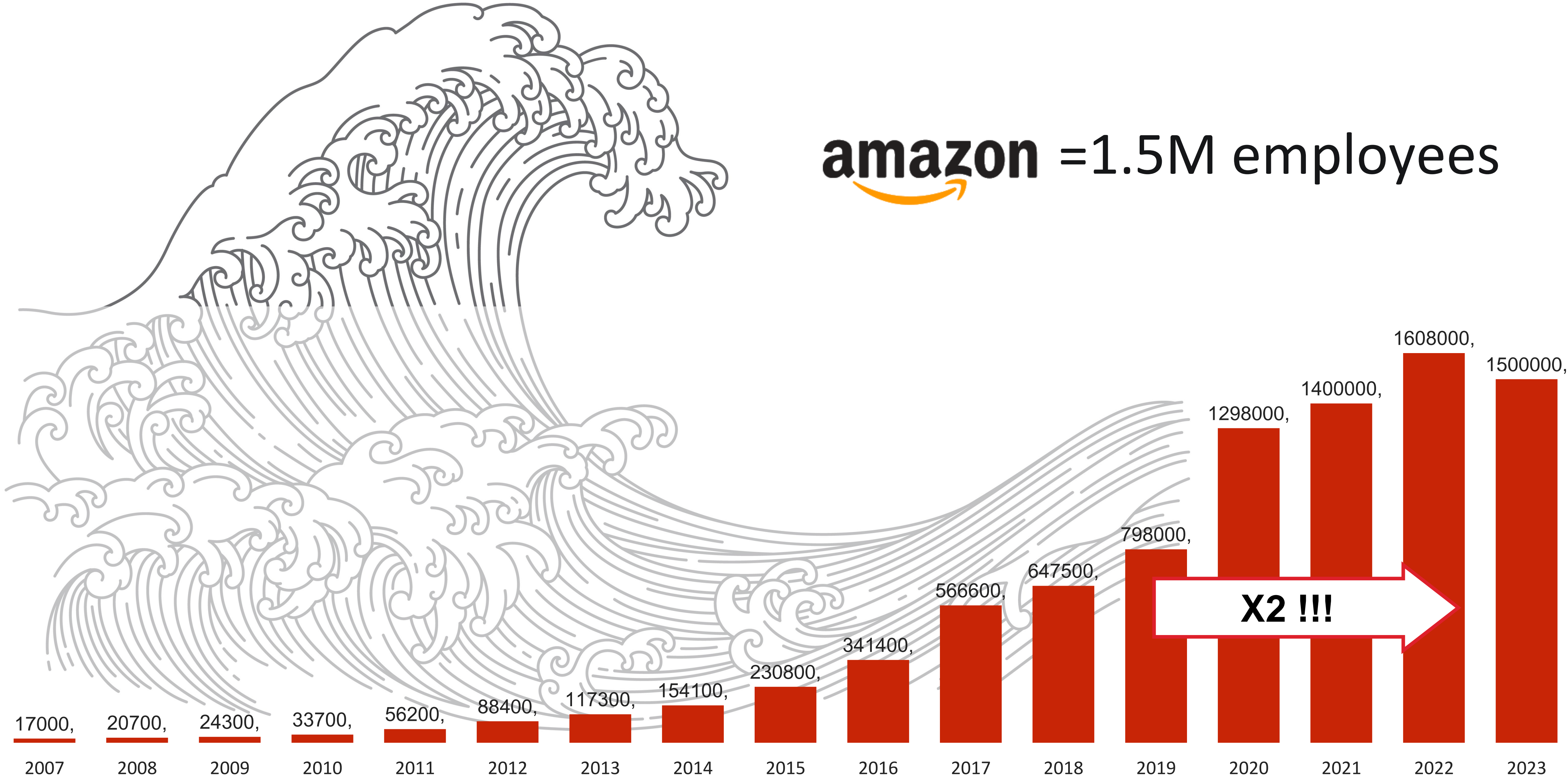


amazon

= How Many Employees?

AMAZON HAS IMPOSED ITSELF AS A LEADER IN ECOMMERCE IN THE PAST YEARS

 = 1.5M employees



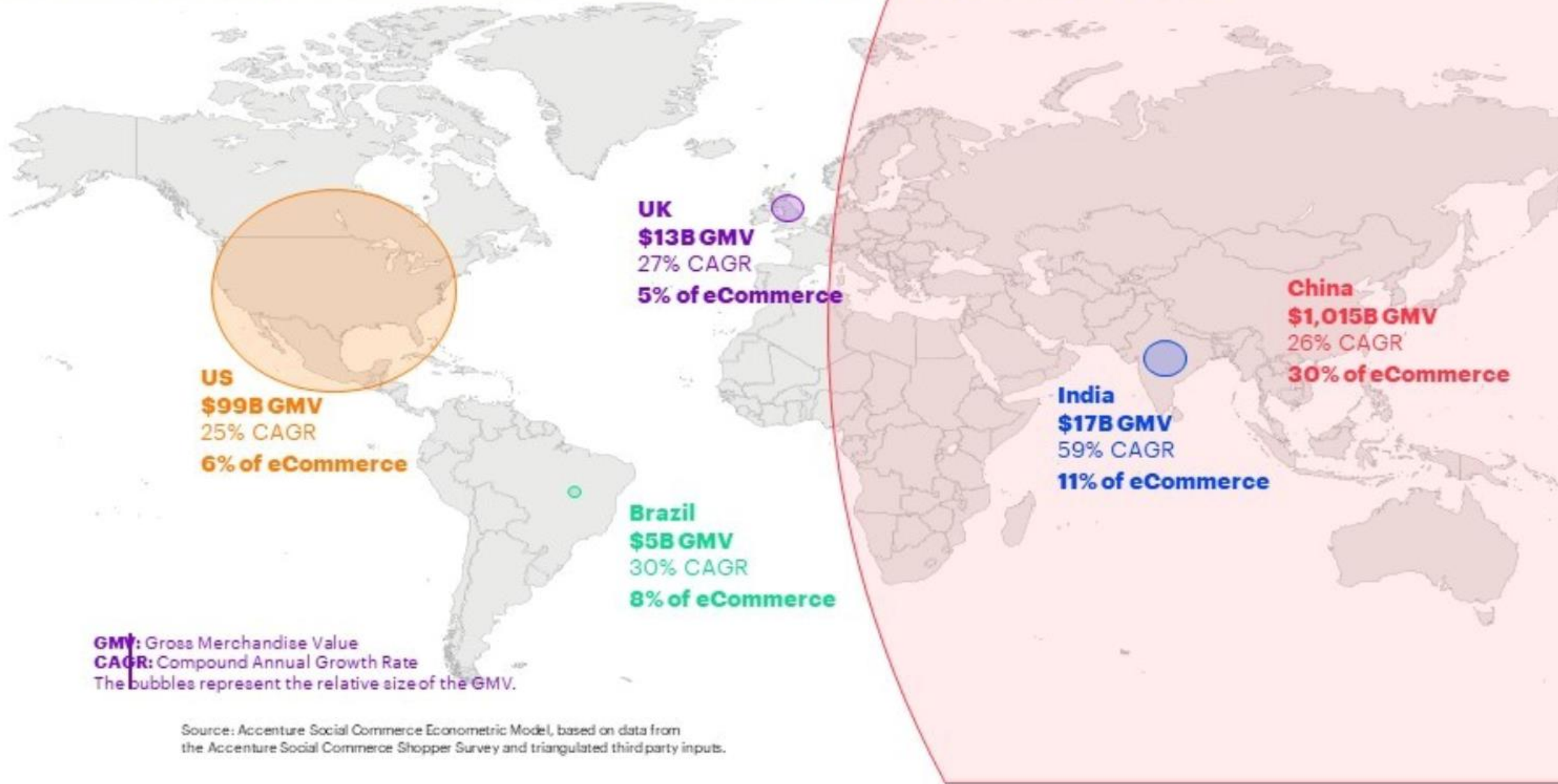
X2 !!!

2024/2025 : FINALLY THE YEARS OF SOCIAL COMMERCE?

SOCIAL / LIVE COMMERCE : FROM ASIA TO THE WEST, FINALLY?

2025 Social Commerce Market Forecasts

Global 2025 Market Size (Billion USD): **\$1.2T Global**
2021-2025 Growth: **26% CAGR**
Social Commerce as a % of Traditional eCommerce GMV: **10% in 2021 to 16.7% in 2025**



TikTok Shop

Sellers Creators Partners Academy Blog Contact Us United Kingdom Log In

TikTok Shop

Create joy and sell more

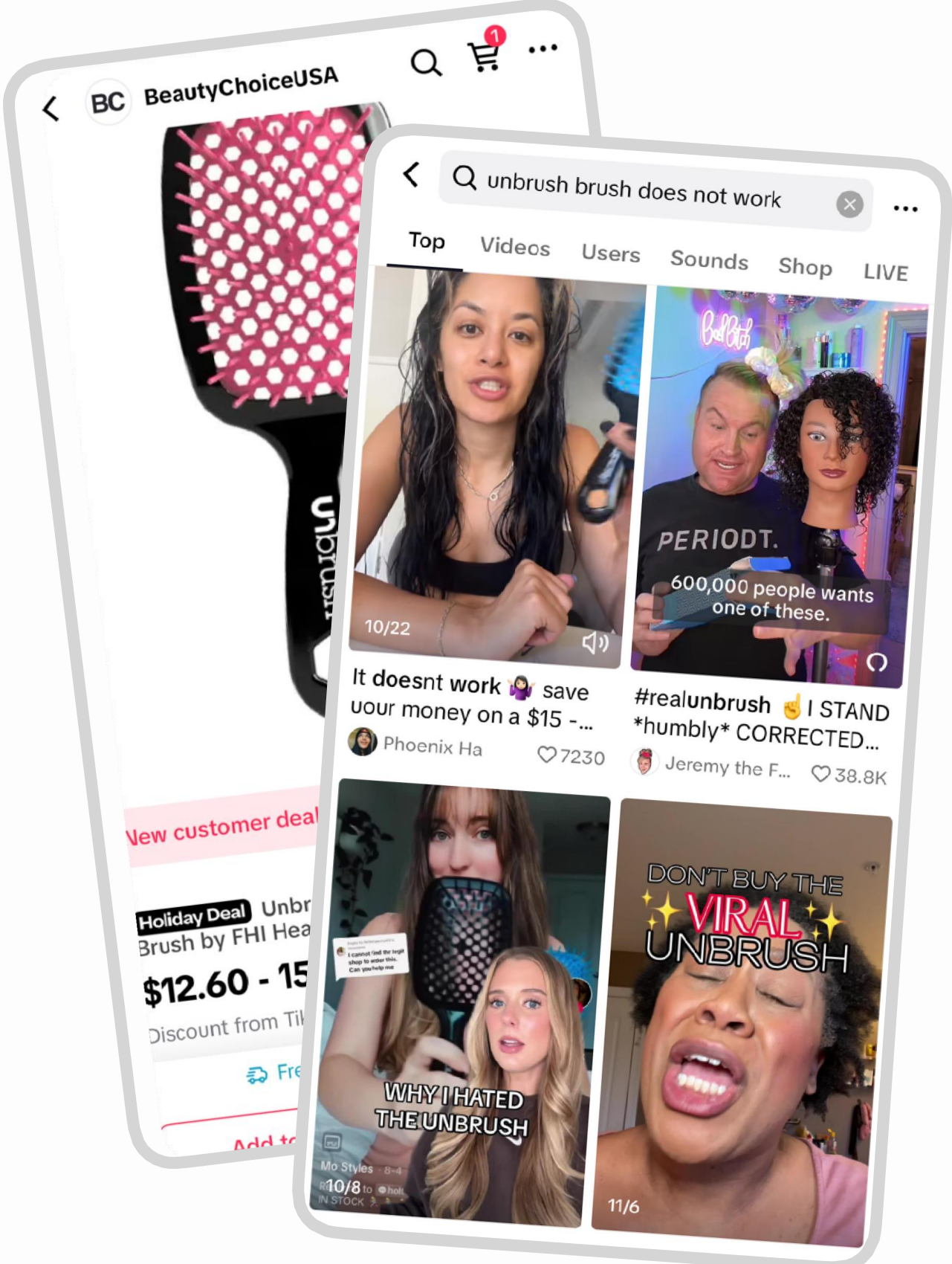
Let your customers discover and buy your products the fun way.

[Get Started >](#)

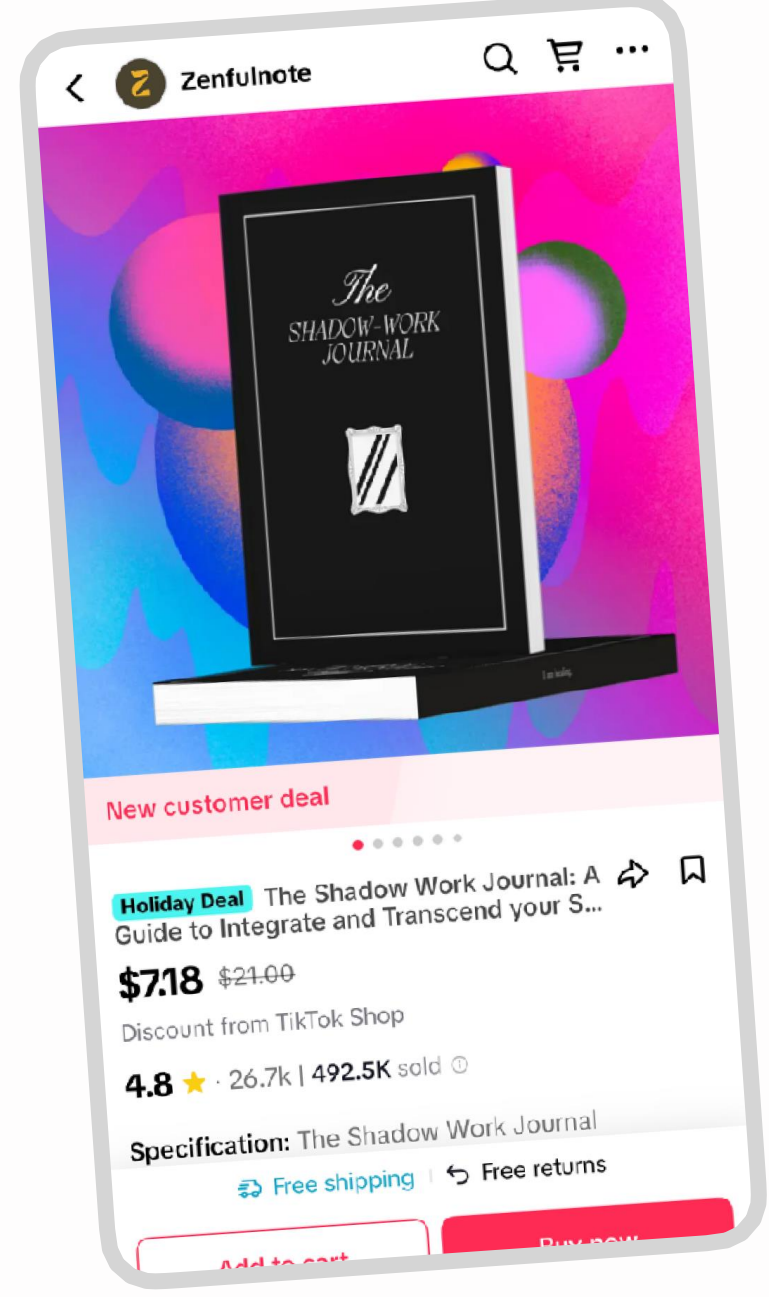
The screenshot shows a live stream on TikTok Shop. A woman is demonstrating a pink bottle of 'Lemon flavored shower gel'. The product is listed for £12.00 with free shipping. The interface includes a 'Buy' button, a comment section with user interactions, and a bottom navigation bar with icons for Shop, Add comment, Rose, Gift, and Share.

2024/2025 : FINALLY THE YEARS OF SOCIAL COMMERCE?

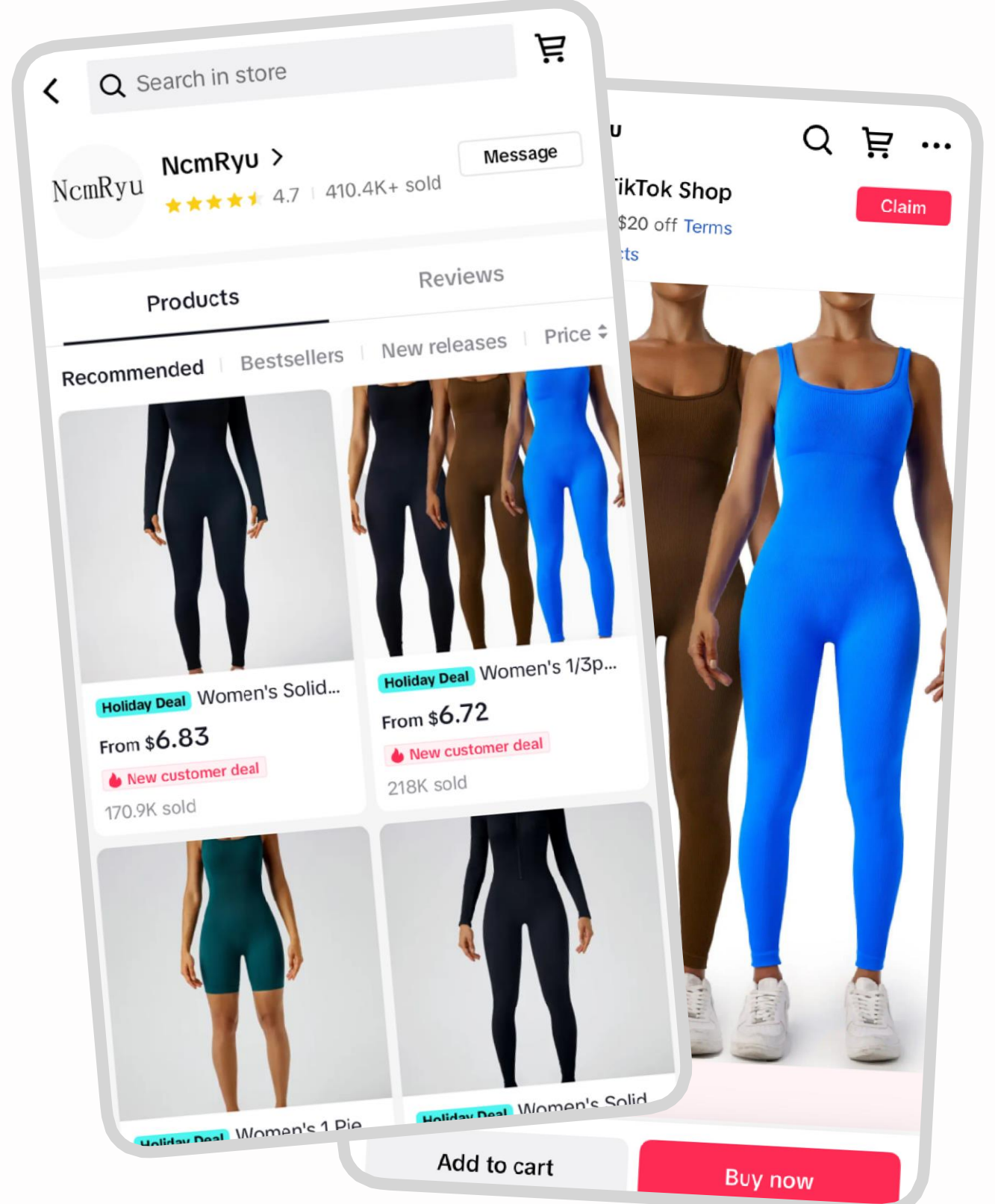
POPULAR PRODUCTS ON TIKTOK SHOP



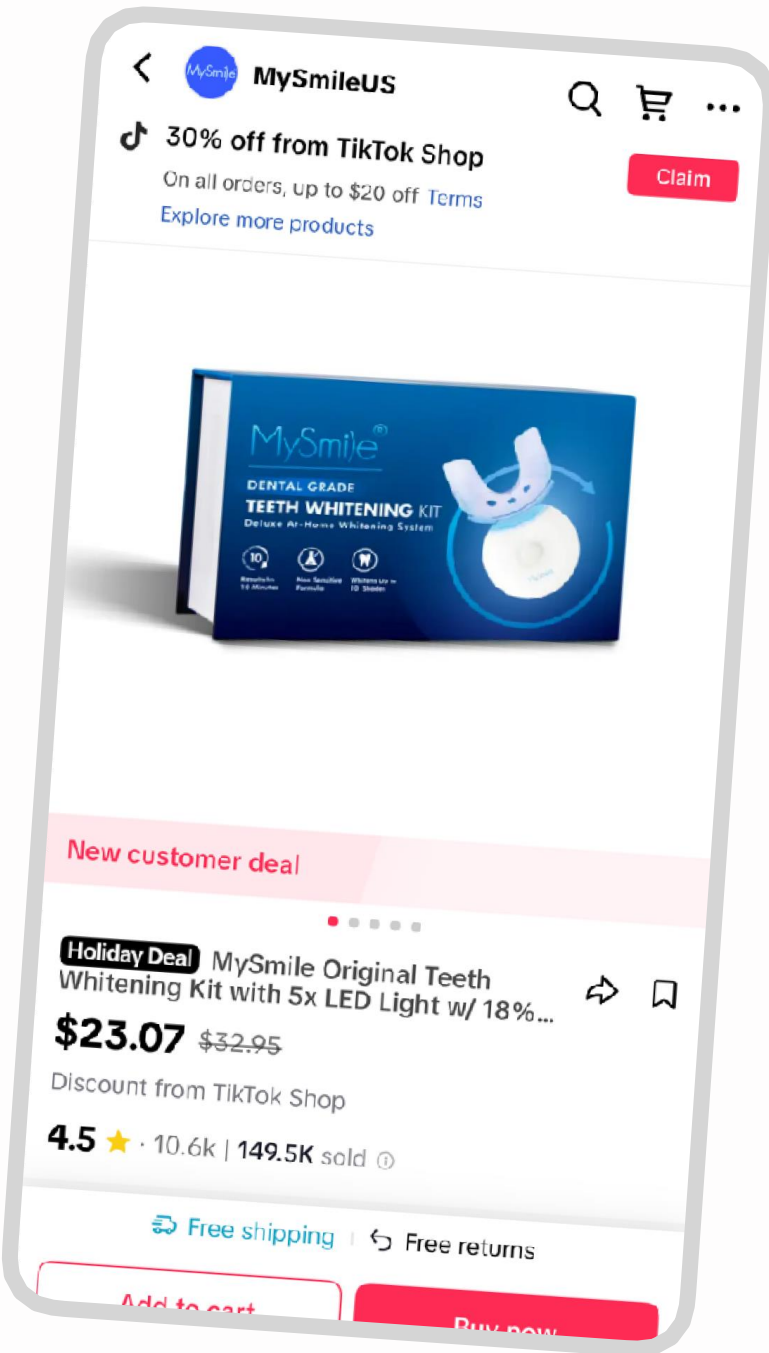
Unbrush hair brush
670,000+ sold



The Shadow Work Journal
490,000+ sold



NcmRyu shapewear
410,000+ sold



MySmile whitening kit
150,000 sold



CONVERS-AI-TIONAL COMMERCE

CONVERS-AI-TIONAL COMMERCE

FROM TEXT MESSAGES TO CHATBOTS AND AI-POWERED VIRTUAL AGENTS

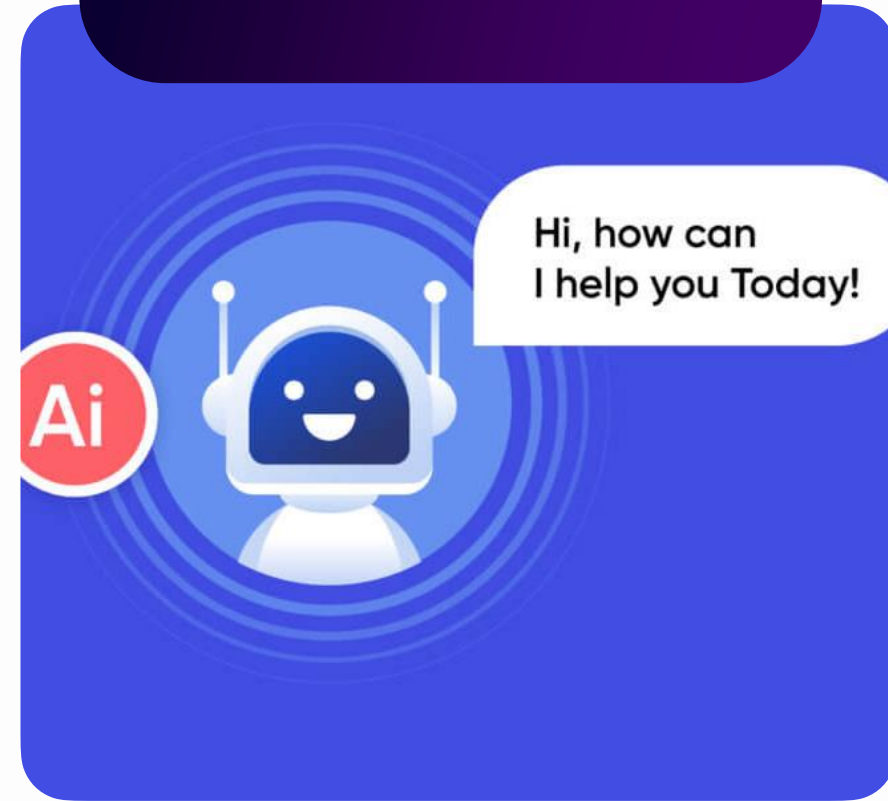
TEXT/WEB/MOBILE CHAT/WALLET



On-site chat, texts, Facebook Messenger, Apple Messages, and WhatsApp are powerful new channels for customer service, message marketing, conversational commerce, and customer support.

- 👉 Notifications: [Notify](#), [Batch](#)
- 👉 Live Chat : [Yalo](#) / [Yellow.ai](#) / [WhatsApp Business](#) / WeChat / [Zeals](#) (Insta), [iAdvize](#), [Zendesk](#),...
- 👉 Via email: [Front.com](#)
- 👉 Via email & sms : [Attentive](#)
- 👉 NFT & Web3.0: [Discord](#), [Ariane](#), [Cwallet](#), [absolutelabs.io](#) [Getcohort](#)
- 👉 Wallet Mobile: PopWallet,...

AI CHATBOT



With generative AI, chatbots significantly enhance their intelligence and relevance, whether used externally (shopping assistant, customer service) or internally (HR assistant for employees).

- 👉 Text Chatbot: [Chatbot.com](#), [Chatfuel](#), iAdvize, [Talkr.ai](#), [Liveperson](#), [Voiceflow](#), [Chatfaq](#), [Kore.AI](#),
- 👉 Prospecting Assistant: [Cogneed](#)
- 👉 Customer Service Assistant: [Engaige](#), [Timely](#)

AI VOICEBOT



👉 Callbot Vocal: [Talkr.ai](#), [Zaion.ai](#) (EU), [Allobrain](#), [Locuta](#)

- 👉 Audio Survey: Allobrain, [Vocads](#)
- 👉 Audio Capsules: Auchan creates 'audio capsules' to enhance product descriptions with [Ekoo.co](#), recording over 100 capsules.
- 👉 Fast-food Order Taking: [Vox AI](#)
- 👉 Voice-powered Human-Machine Interface: [Airudit](#)
- 👉 Business phone system, AI-powered video meetings, and built-in team messaging: [Dialpad](#)

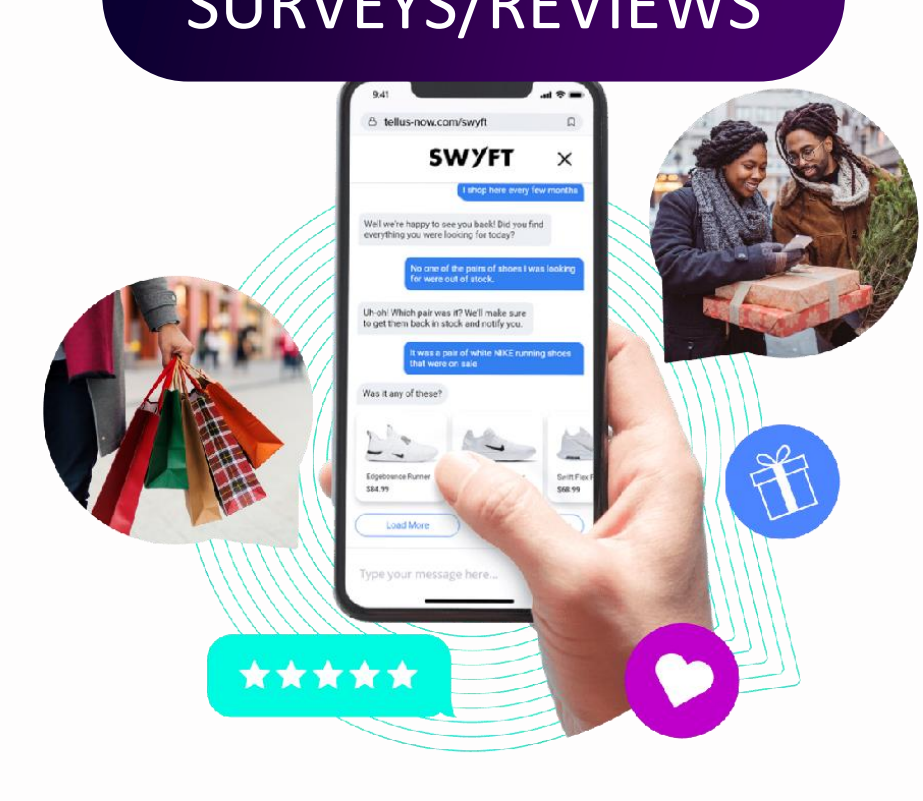
AI POWERED AVATARS



A cloud-based, real-time voice animation platform to create natural interactions between customers, AIs and avatars. Examples of startups:

- 👉 Realistic Live Avatars: [Mindslab](#), [Soul Machines](#), [DeepBrain](#), [Avataar.AI](#), [heygen.com](#), [Firework](#) (Ava)
- 👉 Cartoons: [Animatico](#), [Rapport](#)
- 👉 Video Avatars: [Synthesia.io](#), [elai.io](#), [Movio](#), [D-ID](#), [Alethea](#), [Ploonet](#), [Rephrase.ai](#), [Synthesys.io](#), [Yepic.ai](#), [Colossyan](#), [Hourone.ai](#), [heygen.com](#), [Aivatar](#)

NPS SURVEYS/REVIEWS



Real-time feedback: engage with customers while they are buying or right after the purchase to understand their experiences and address issues head-on. Use AI and NLP to analyze feedback, data and feelings.

- 👉 Customer Reviews: [Chatter Research](#) (US), [Podium](#) (US/AU), [Marsolutions](#)
- 👉 Call Analysis: [Cogneed](#) (IA)
- 👉 Social listening: [Crowlingo](#), Radarly, Synthesio, Brandwatch

CHATBOTS TAILORED TO SUPPORT EVERY CLIENT

NEW NEEDS IN AUTOMATISATION OF BRAND CONSUMER RELATIONSHIP

BRICORAMA



pAInt, a paint expert developed with Accenture on an Azure instance of OpenAI

CASTORAMA



Castorama launches "Hello Casto", its first AI-based chatbot

CARREFOUR



Carrefour.FR integrates GPT-4 into its sales advisory chatbot

CDISCOUNT



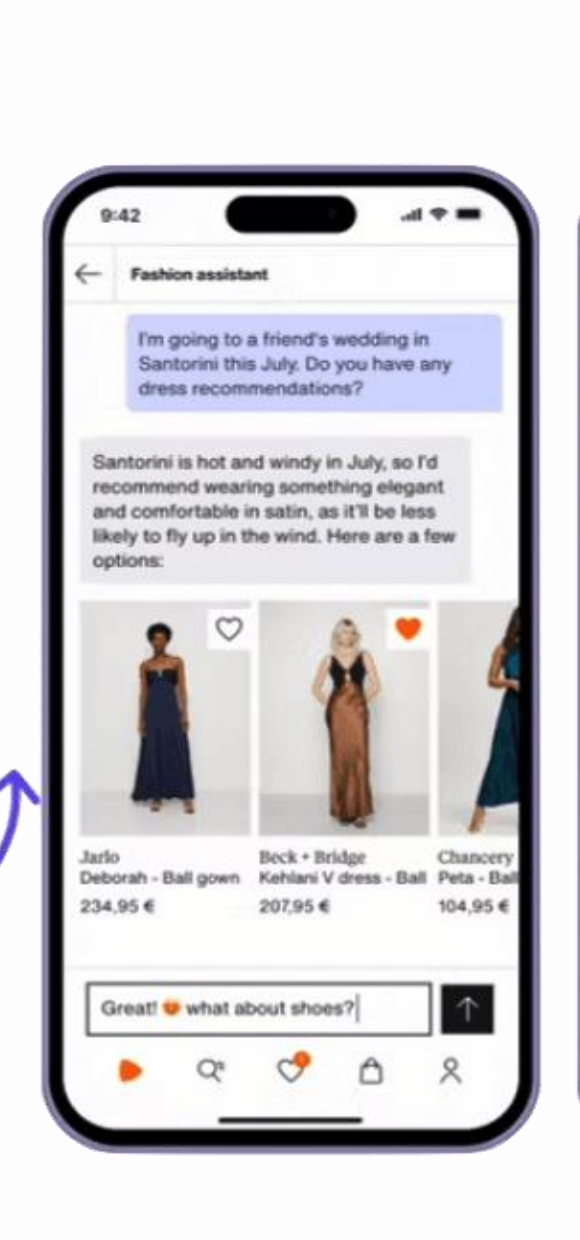
Cdiscount integrates GPT4 in its chatbot with IADVIZE

KERING



Kering and its Madeline chatbot as a sales advisor

ZALANDO



Zalando launches virtual fashion assistant powered by ChatGPT

KLARNA



Klarna taps ChatGPT for shopping recommendations

KICKZ



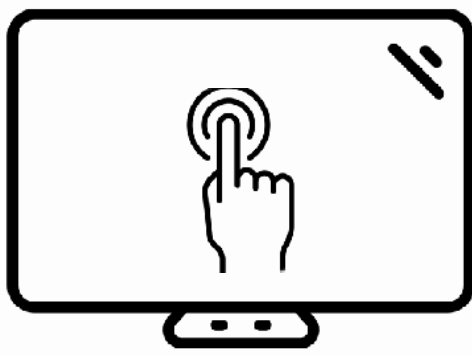
AI chatbot offers beauty and skincare advice



DIGITAL IN STORE

DIGITAL IN-STORE : NUMEROUS POSSIBILITIES, VERY FEW SUCCESSES

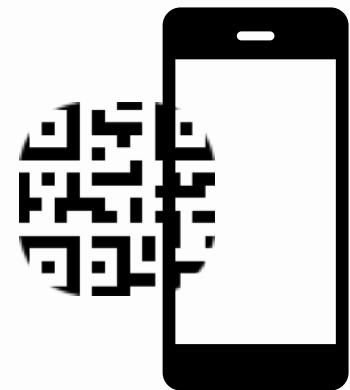
IT'S REALLY HARD TO IMPROVE THE CUSTOMER'S EXPERIENCE (HOW TO AVOID "GADGETS")



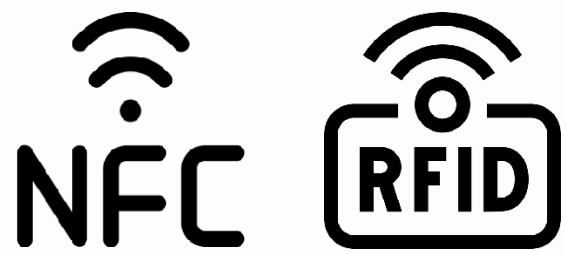
Interactive screens



Interactive tablets



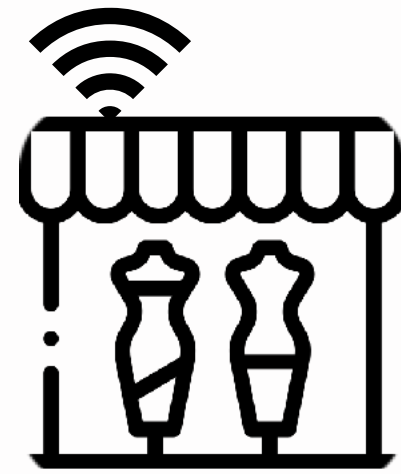
QR codes to be scanned on a cell phone



NFC & RFID technology



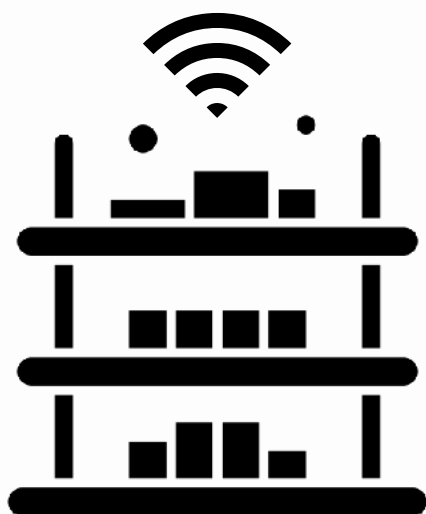
Connected mirror



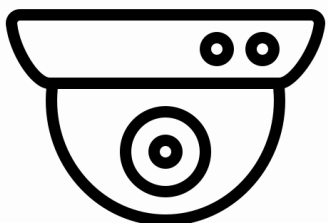
Connected shop windows



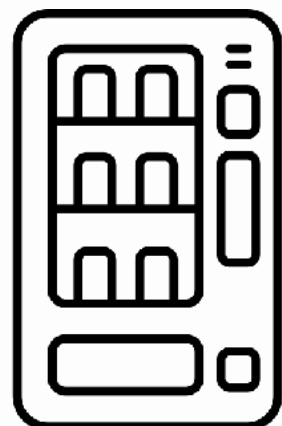
LiFi



Connected shelves



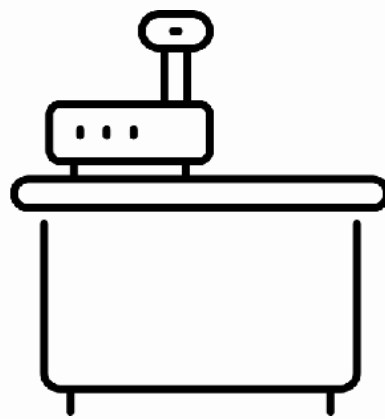
Inventory Camera



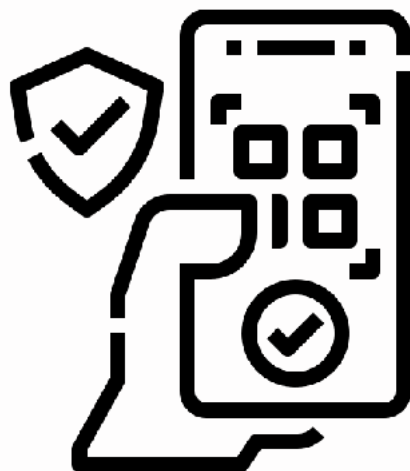
Vending machines



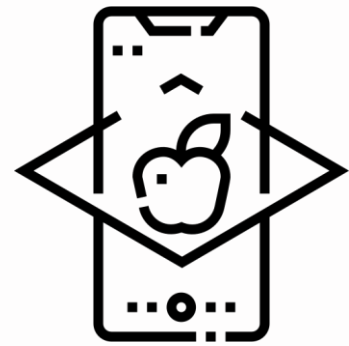
Connected cart



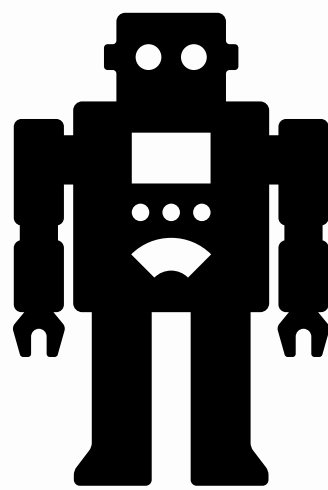
Autonomous check out



Payment via mobile/app



AR In Store



Robots

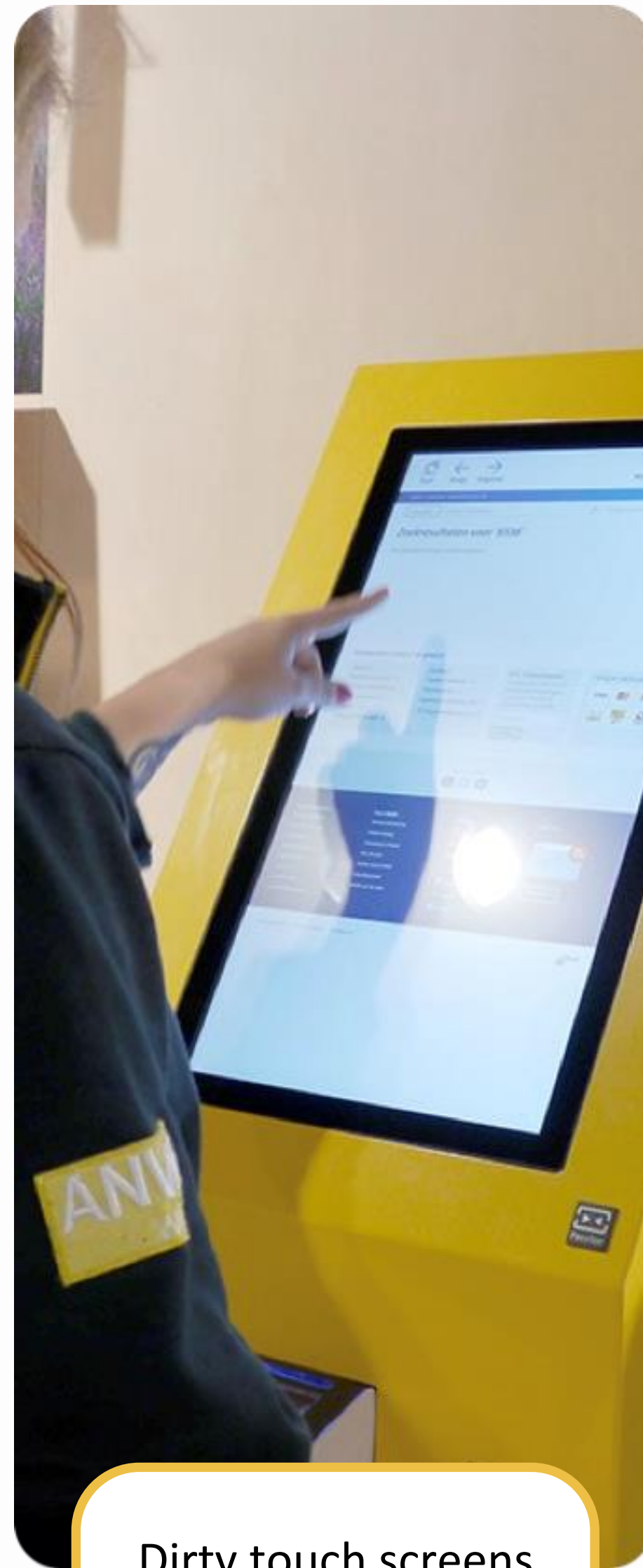
DIGITAL IN-STORE: TOO OFTEN GADGET, NOT VERY USEFUL OR BROKEN...



Silly robots



Holograms with voice in a noisy place



Dirty touch screens



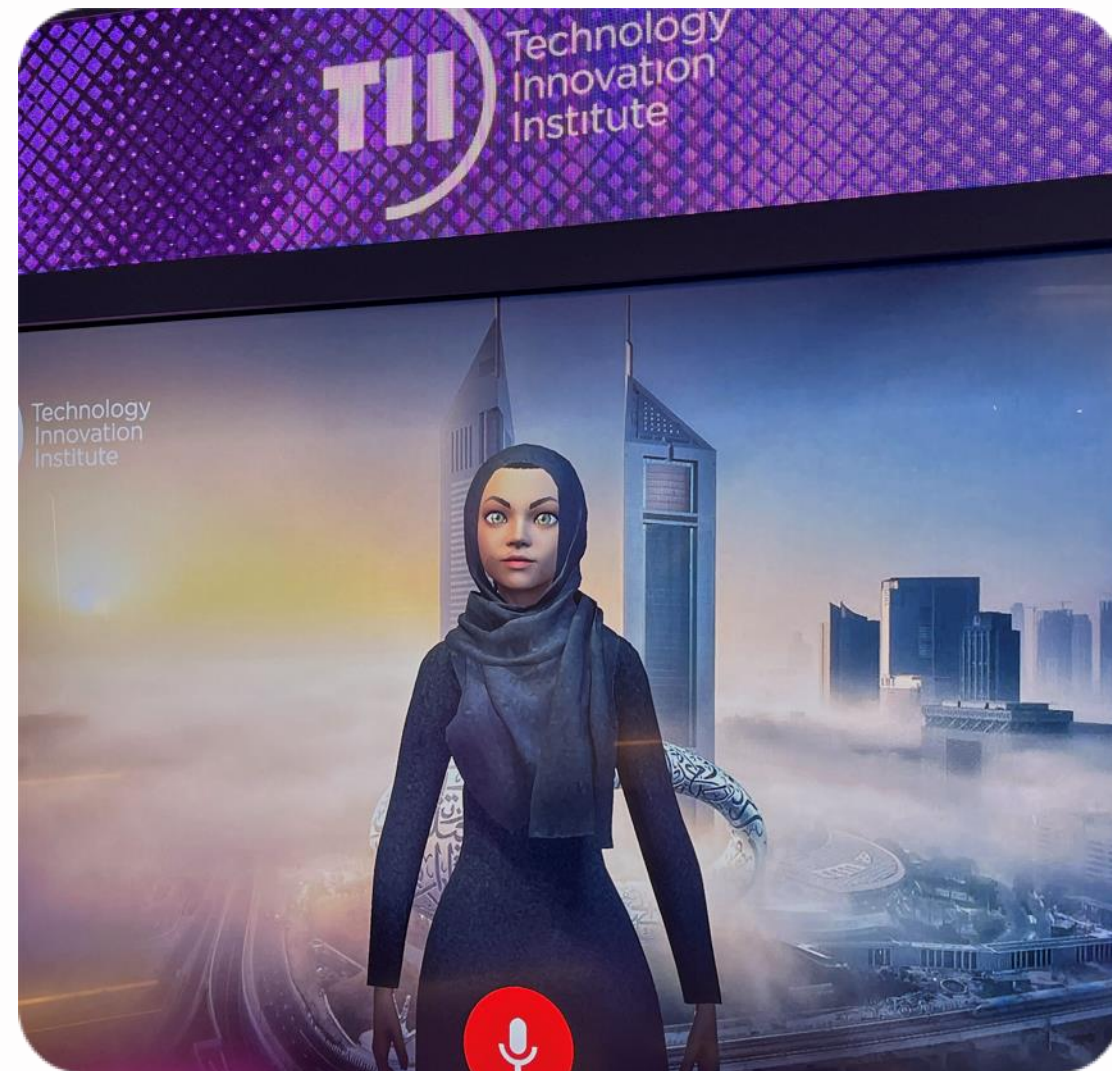
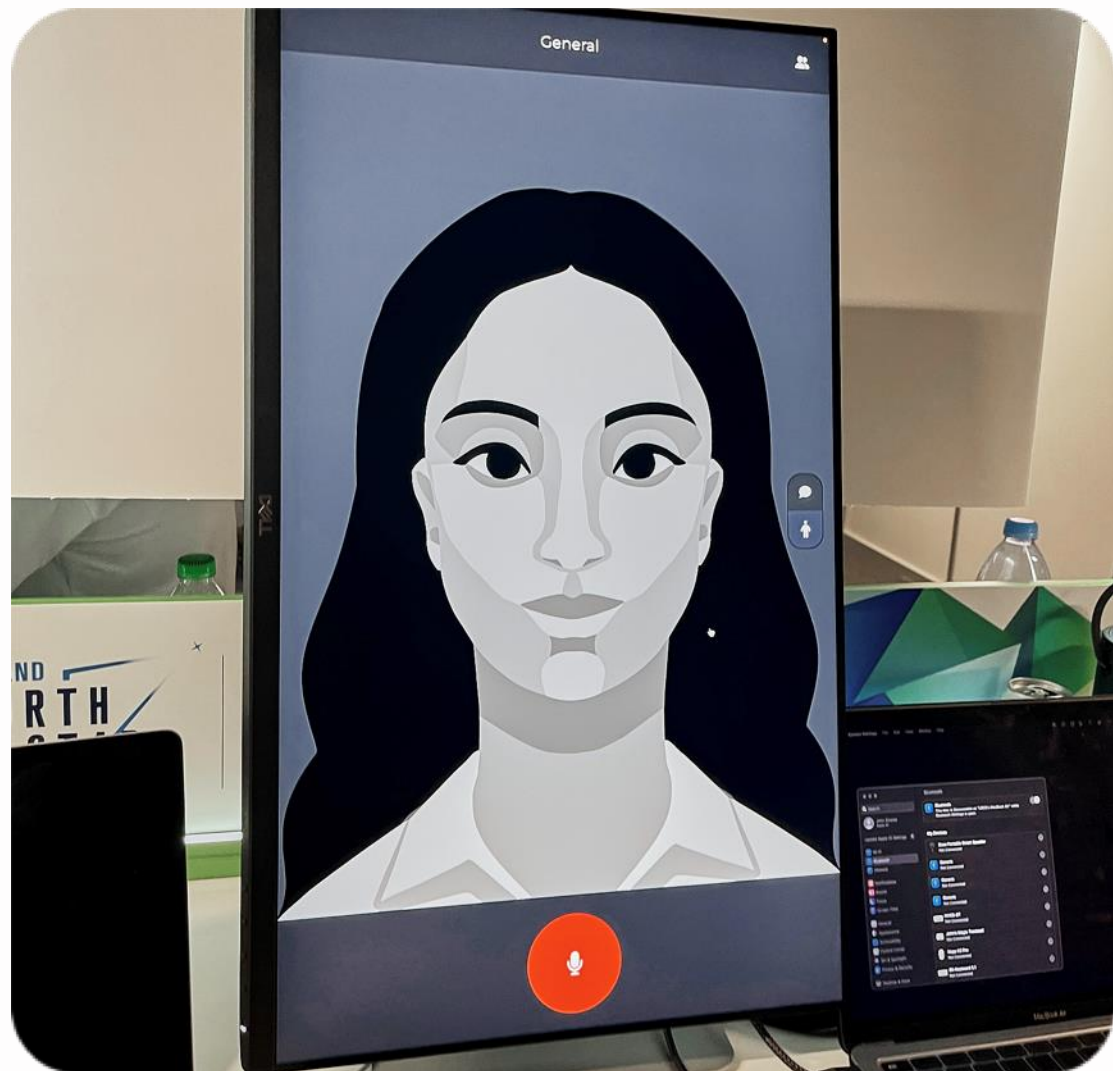
Bugged or crashed devices



Broken screens / devices

IN DUBAI... GENERATIVE AI LLM CHATBOTS ARE EVERYWHERE

NO FEARS ABOUT REGULATIONS, ETHICS OR RISKS HERE...



BY 2025, 80 OF THE WORLD'S TOP 250 RETAILERS WILL DEPLOY ROBOTS IN THEIR PHYSICAL STORES



BARMAN ROBOT



DINNERBOT T6



KNEXT: BARISTA ROBOT

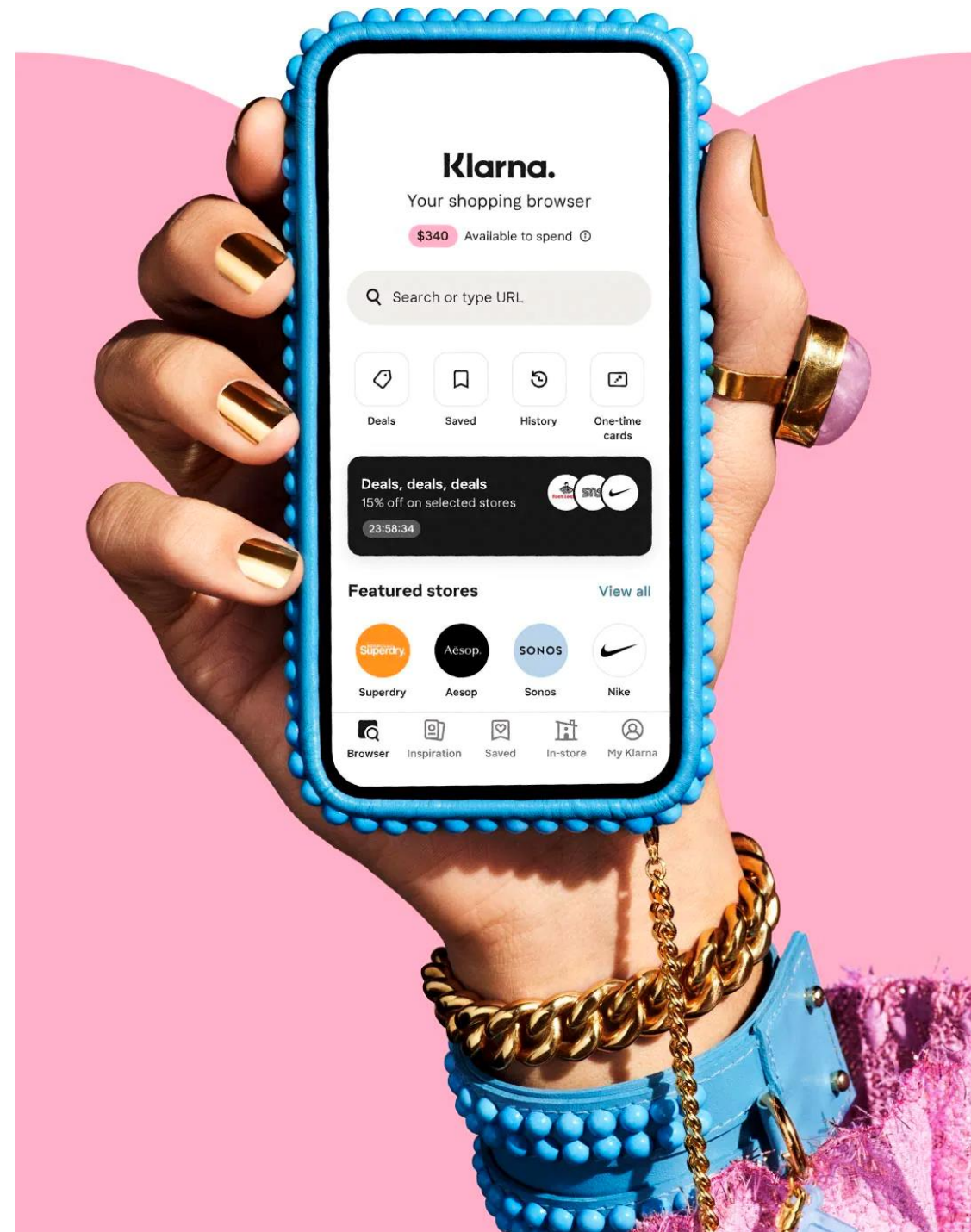


PAZZI: PIZZA ROBOT

BUY NOW, PAY LATER: A LEVER TO INCREASE THE CUSTOMER'S BASKET

KLARNA

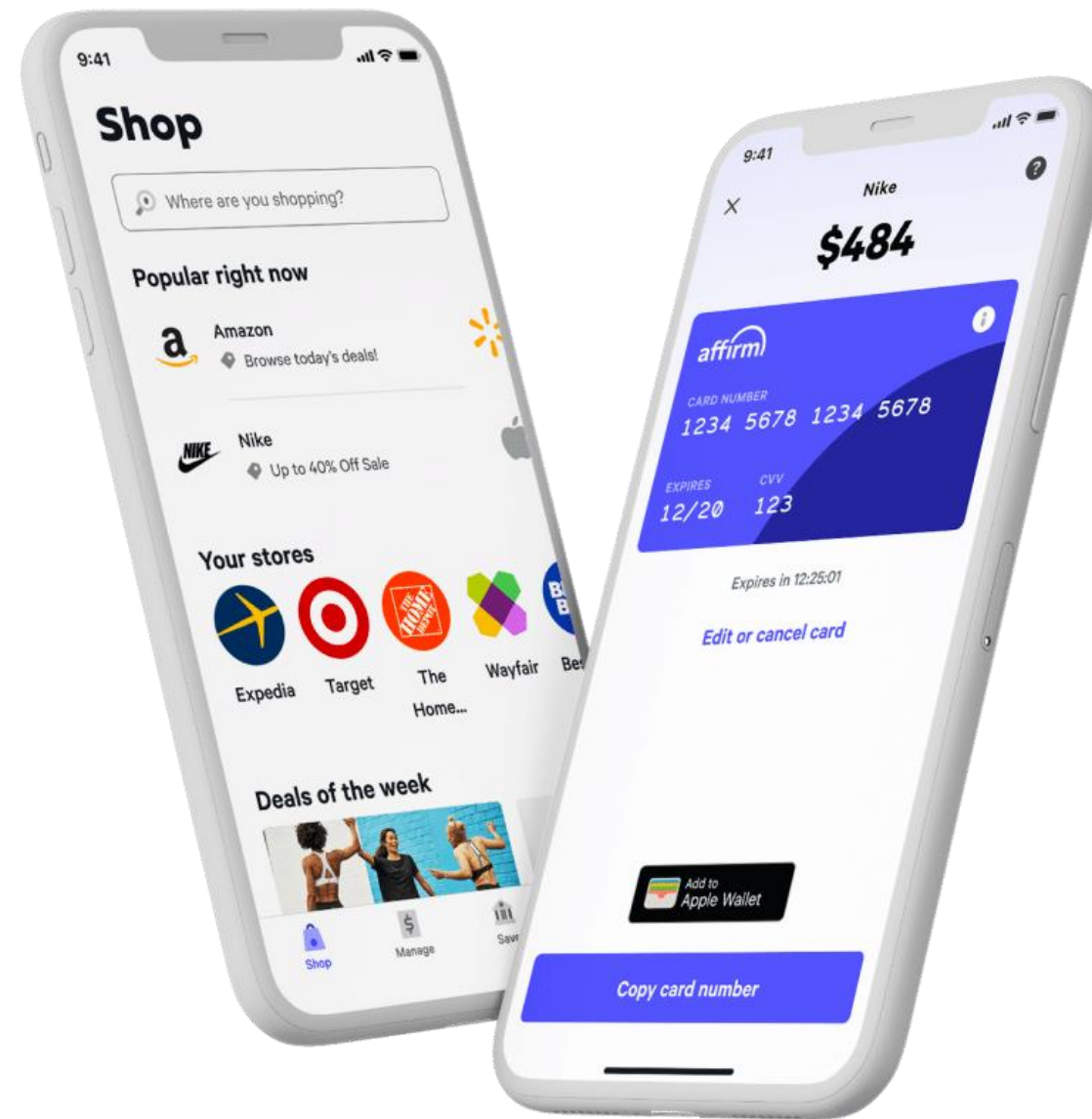
Payments in 4 installments, without interest
90 M users



Klarna.
Smooth shopping

AFFIRM

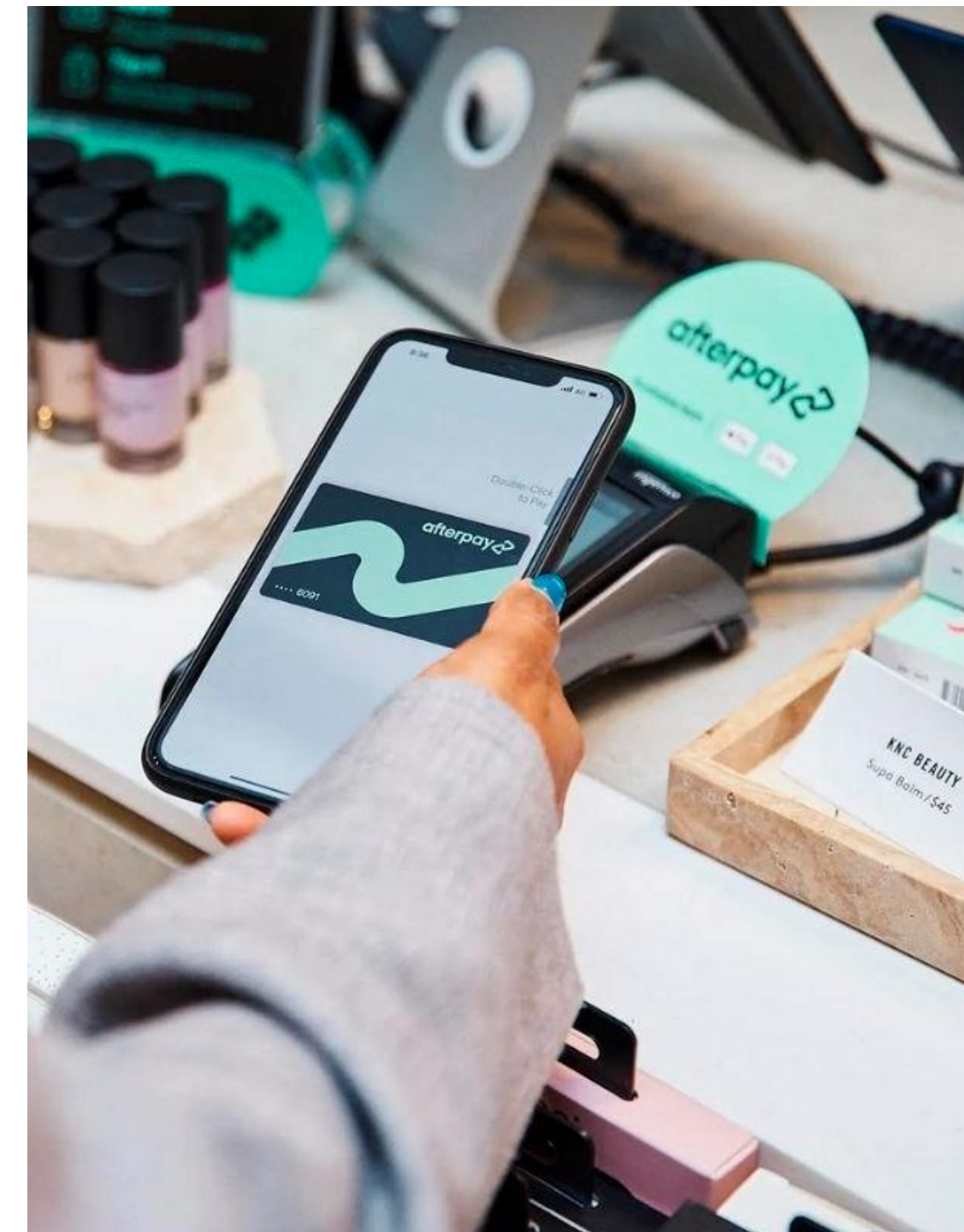
Deferred payment, no fees
8.7M users



affirm

AFTERPAY

Payment spread over 6 times
10M users



afterpay

ALMA

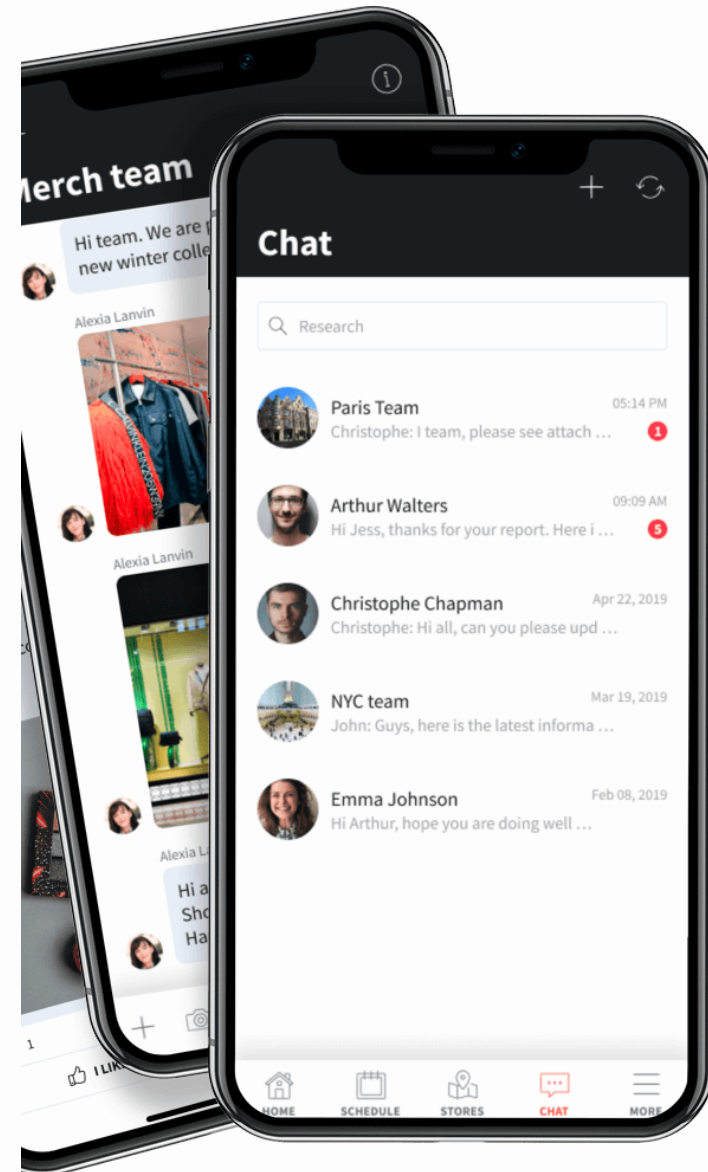
Spreading or deferring payment
4 M users



alma

ENHANCE OPERATIONAL PERFORMANCE & EFFICIENCY

SIMPLIFIELD FR



A tool for team communication, analysis of retail performances.

TULIP US



Tulip helps retailers in digitalization with mobile appear management

YOOBIC US



An AI-powered employee platform for communication

VOCOVO US



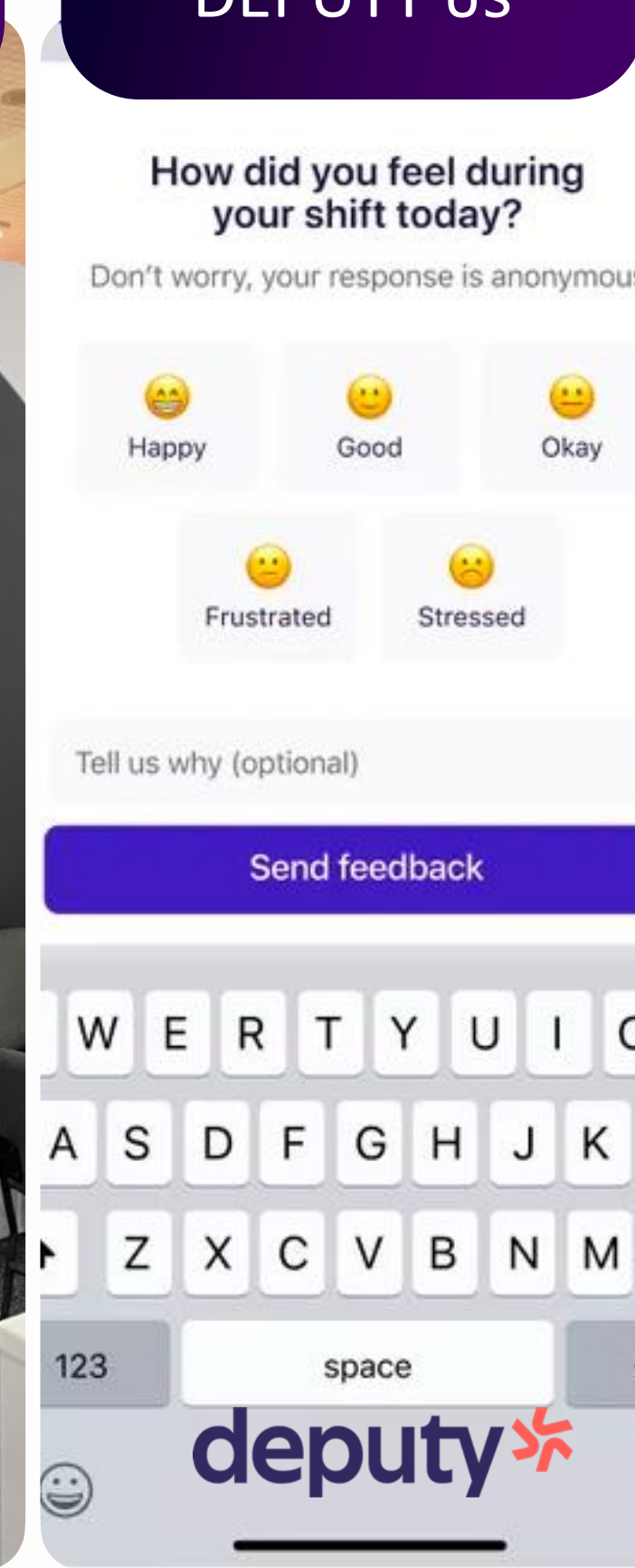
A headset with multiply phone systems

ORQUEST ES



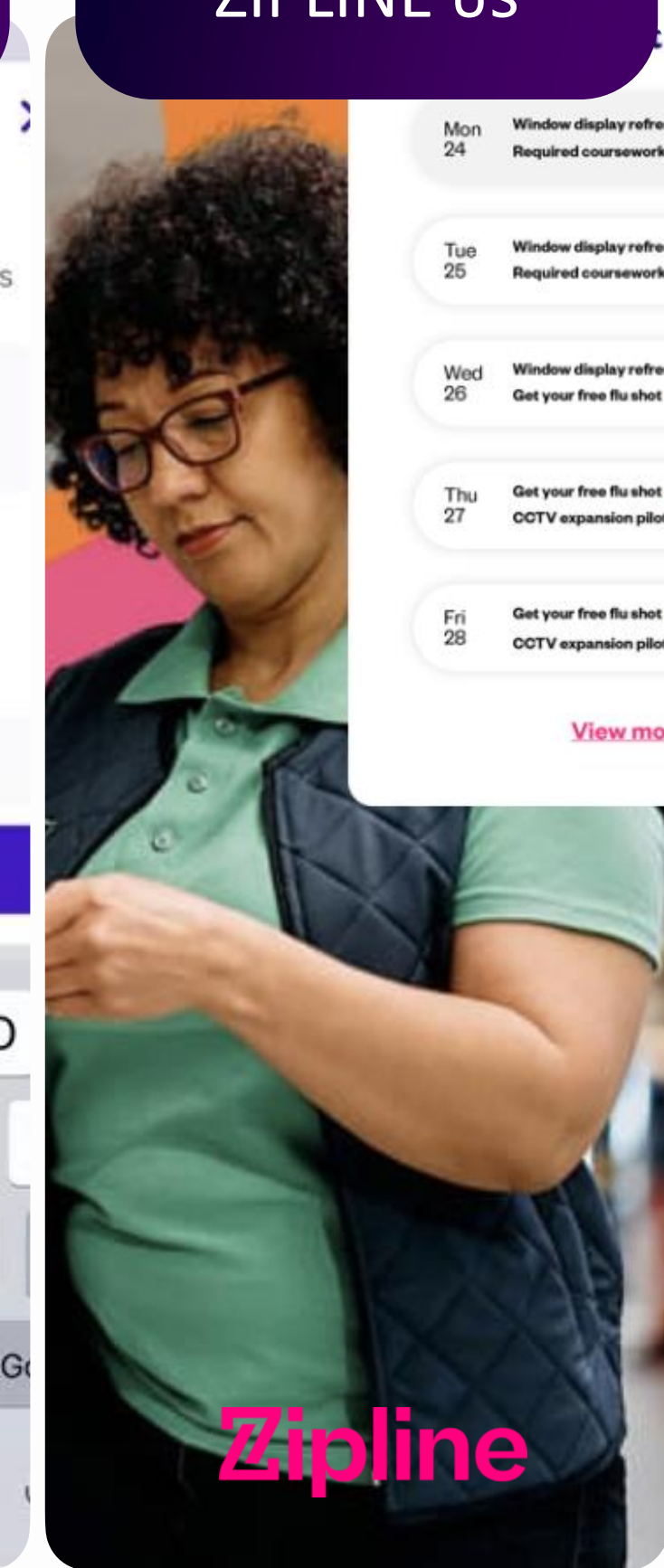
AI-powered schedule plan for in-store teams to enhance customer service and

DEPUTY US



Tool for task and time management

ZIPLINE US

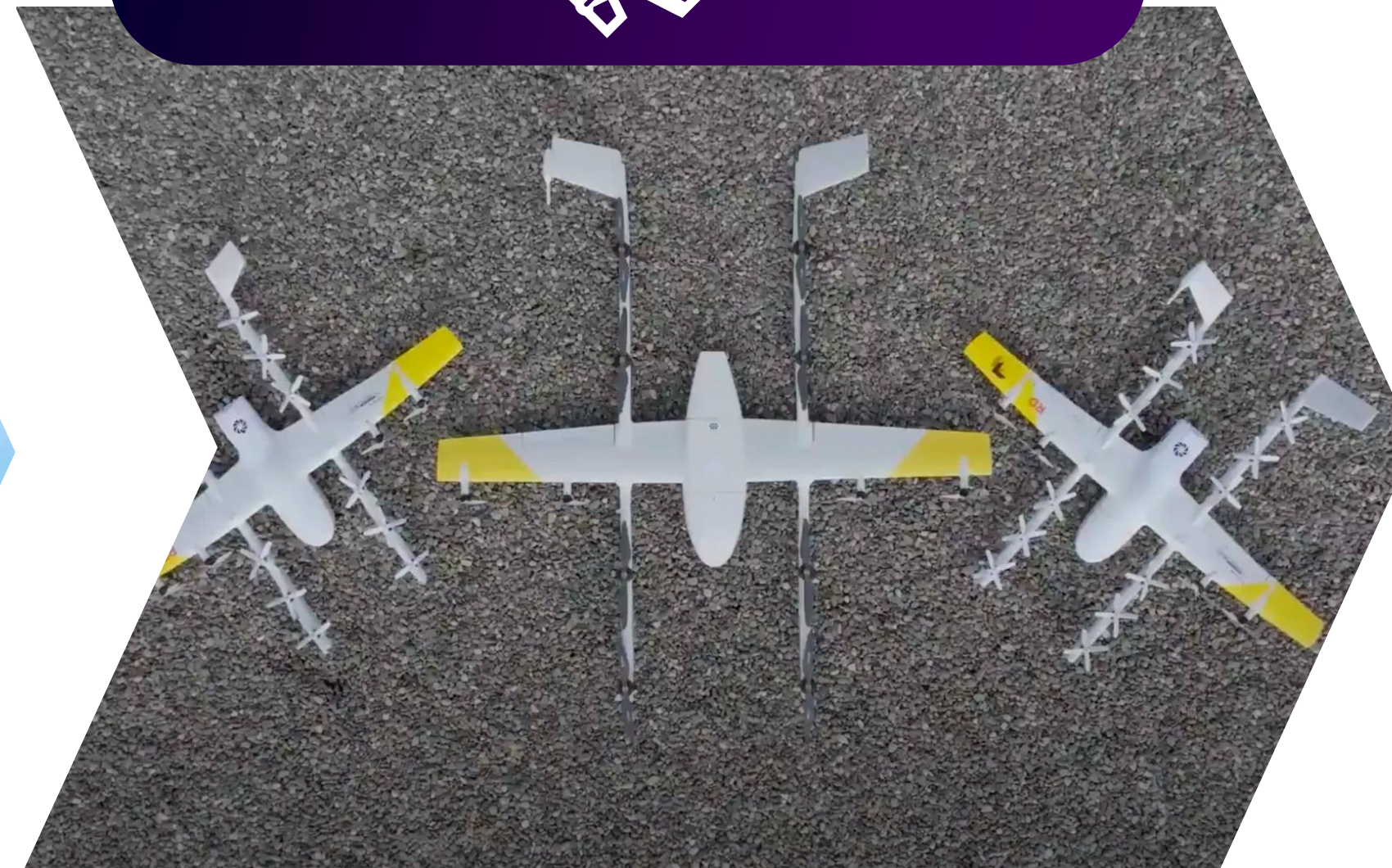


Platform which centralizes all the management information of retailers

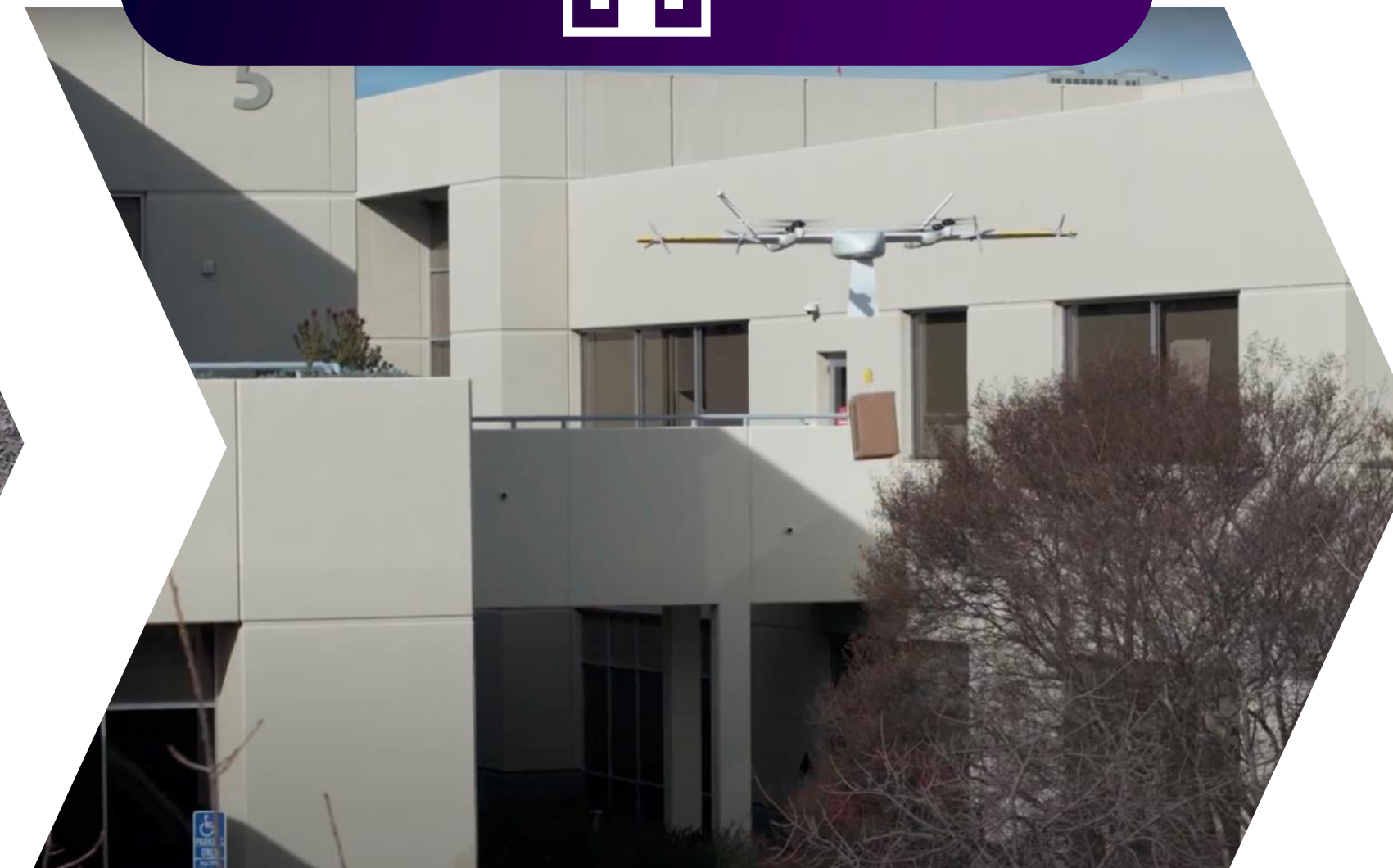
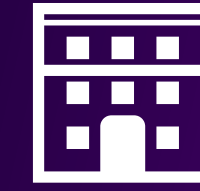
ALPHABET'S WING SUPERSIZES DELIVERY DRONES TO TOW BIG ORDERS



Alphabet's drone delivery company, Wing, plans to introduce larger drones capable of towing heavier packages.



350 000 deliveries in three continents since 2019



Walmart expressed the need for drones that can handle larger items



GENAI AS A LIFE JACKET TO GAIN PRODUCTIVITY AND SAVE ON COSTS

GENERATIVE AI : WELCOME TO THE WORLD OF “AI-GMENTED BUSINESS”



ChatGPT

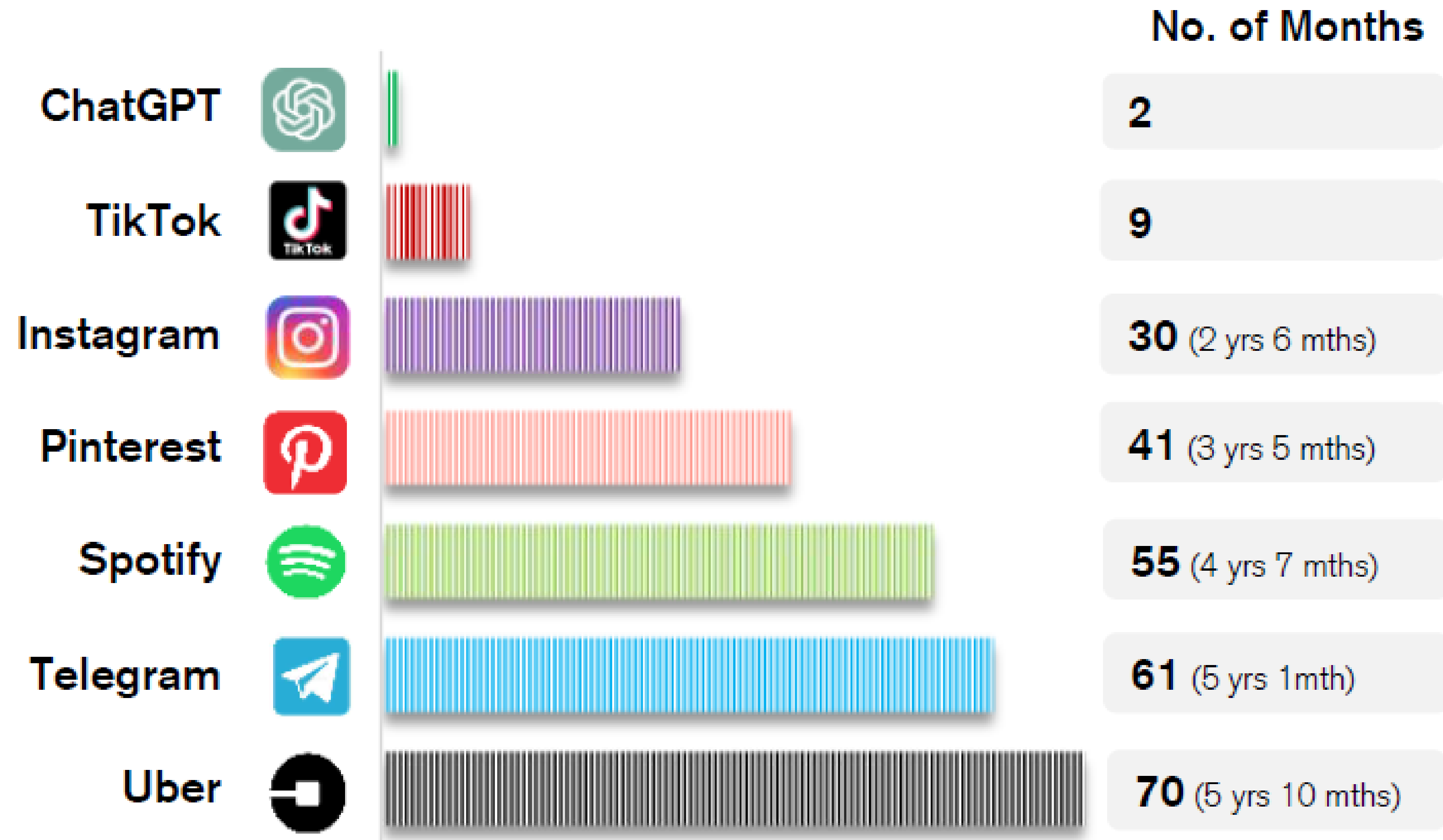
Bard AI

 OpenAI



GENERATIVE AI : AN INCREDIBLE START AND PACE OF ADOPTION

Figure 25: ChatGPT – Time to Reach 100M Users Comparison



GENERATIVE AI : A STRATEGIC BATTLEFIELD FOR DIGITAL GIANTS AND STARTUPS

OPEN AI
CHATGPT / DALL-E / SORA

MICROSOFT COPILOT
AZURE GPT & BING

GOOGLE BARD / GEMINI BUSINESS

AMAZON Q & AMAZON BEDROCK

CLAUDE AI

DALLE-3

BAIDU / ERNIEBOT

IBM WATSON X AI

GROK / X.AI

HUGGING FACE

META - LLAMA 2

MIDJOURNEY

STABLE DIFFUSION

ADOBE FIREFLY

MISTRAL.AI

RUNWAY ML

PIKA LABS

GENERATIVE AI: A WAVE OF INNOVATIONS IN JUST A FEW MONTHS

TEXT & CONTENT

Microsoft Designer, OpenAI, Jasper, grammarly, Rytr, ada, excelformulabot, BLUM, HUGGING FACE, Adobe, tome, beautiful.ai

IMAGES

Midjourney, Canva, DALL·E 2, Adobe Firefly, stability.ai, Lightricks, Lexica, SUPER MEME, AdCreative.ai, ILLUSTRROKE, Booth.ai, Scribble Diffusion, MODELME, scenario, Galileo AI, ColorMagic, shutterstock.ai, ZMO.AI

SOUND

CRESTA, Otter.ai, MURFAI, steno, RESEMBLE.AI, checksub., Deepdub.ai, Aiva, USICO, AIVA, REPLICAI, AIVA, REPLICAI, soundful, STACCATO, poised, SOUNDRAW, II ElevenLabs, AIbsTRACT, YouTube Summary with ChatGPT, SUPERNORMAL

VIDEOS

Quickvid.ai, nerfstudio, Leia Pix, Waymark, animatico, D-ID, OPUS, p-e-n-c-i-l, SYNTHESYS, synthesis, Rephrase.ai, soul machines, Hour One, DEEPBRAIN AI, wonder DYNAMICS, runway

CODING

OpenAI, aws, GitHub Copilot, CODEX, Bard, replit, GitHub, Ask Codi, Codi

TEXT TO IMAGE : AN INCREDIBLE ADOPTION BECAUSE OF THE GIANT **BOOST OF PRODUCTIVITY**



Human illustrator : 4 days



MidJourney : 2h

MIDJOURNEY / DALL-E / ADOBE FIREFLY : CREATING CAMPAIGN **VISUAL ASSETS FASTER**

RETAIL



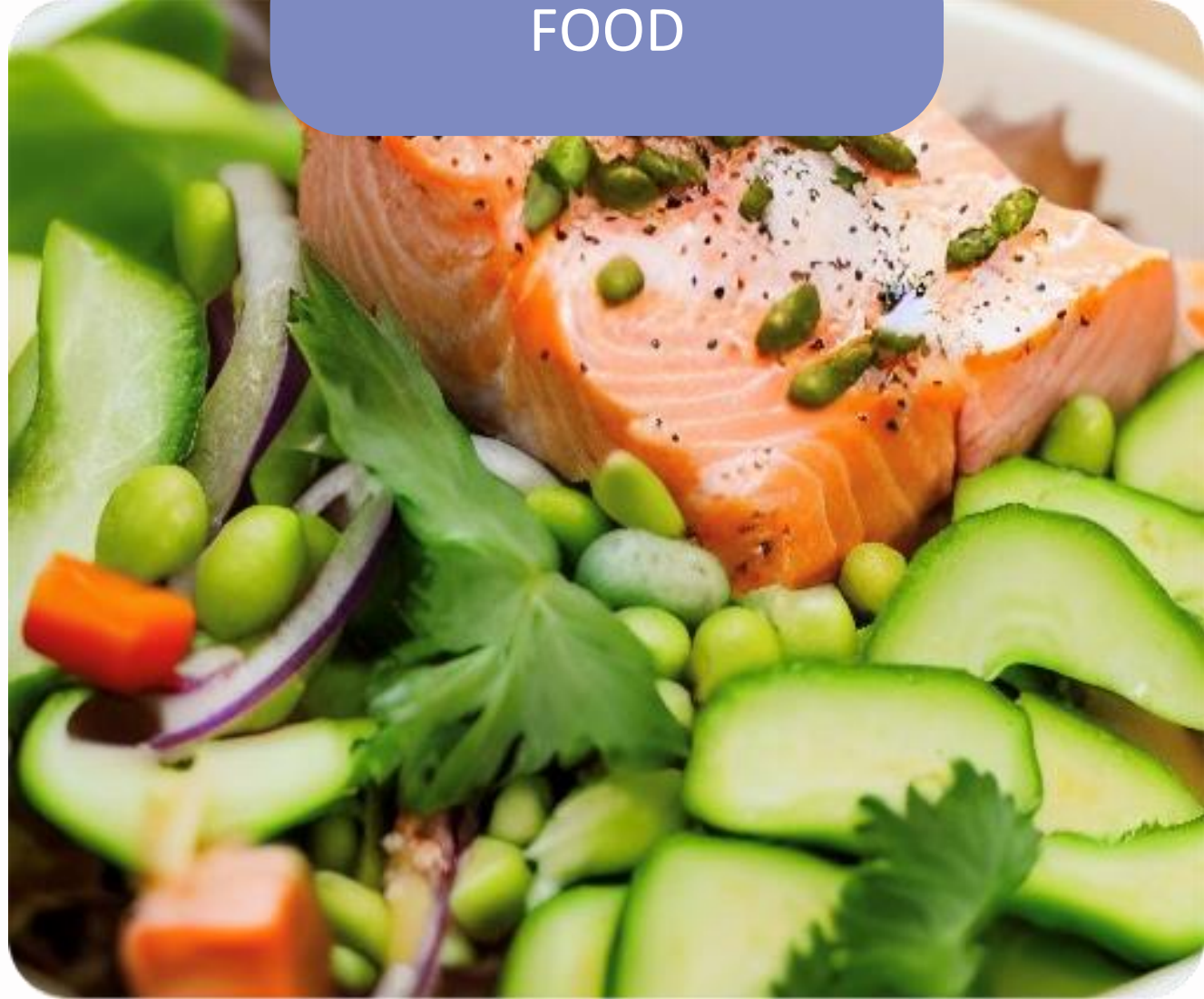
GAMING



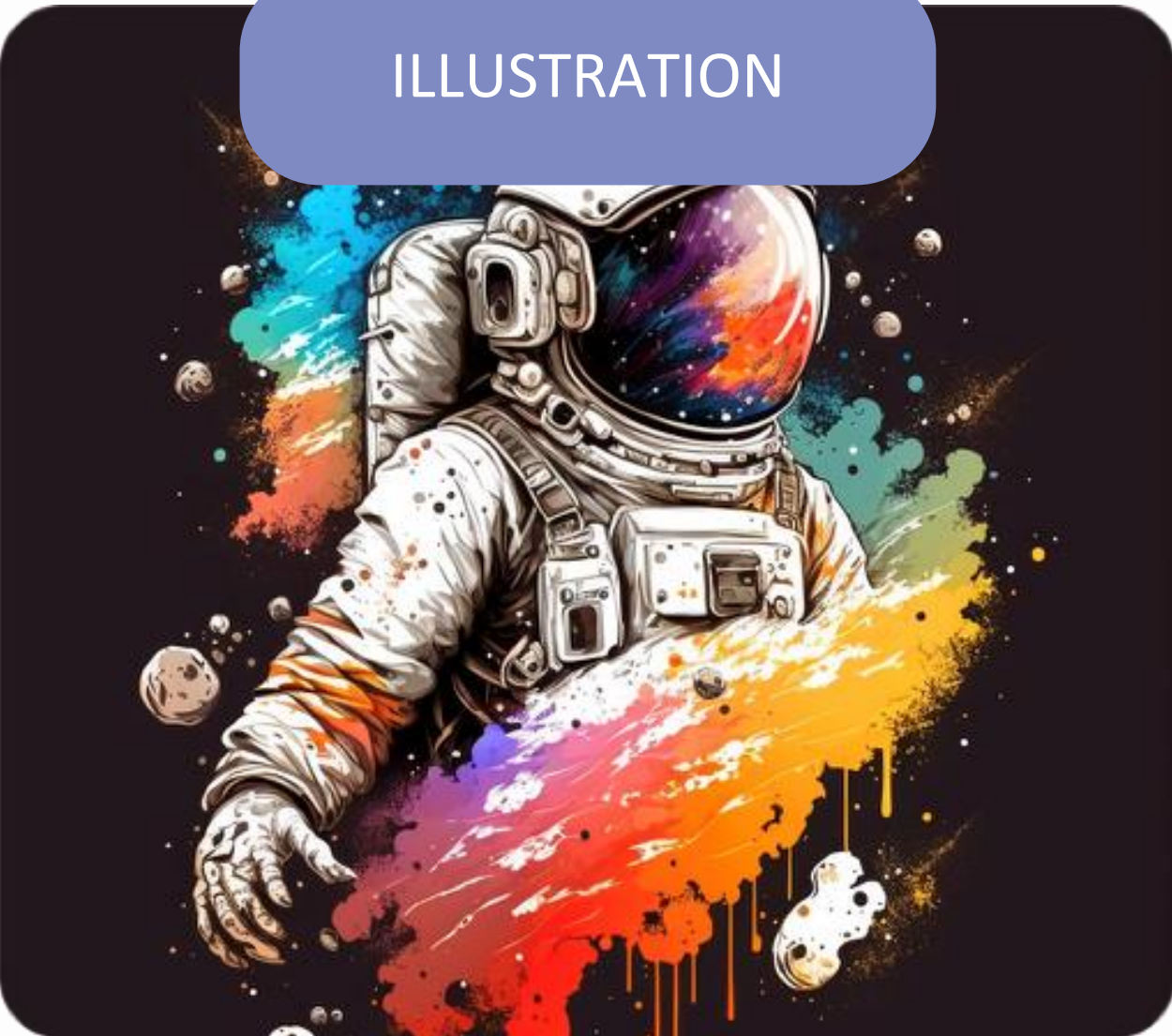
DESING D'INTÉRIEUR



FOOD



ILLUSTRATION



CINÉMATIQUE



DESIGN PRODUITS



3D & ISOMÉTRIQUE



EVOLUTION OF A REVOLUTIONARY GENERATIVE AI : MIDJOURNEY

« A grandma relaxing with a coffee in Paris »



V1 FEBRUARY 2022



V2 APRIL 2022



V3 JULY 2022



V4 NOVEMBER 2022



V5 MARCH 2023

GEN AI TO CREATE MEETING SUMMARY AUTOMATICALLY

The screenshot displays the Fireflies.ai website interface. At the top left is the logo 'fireflies.ai' and a navigation menu with 'Product', 'Use case', 'Integration', 'Resources', and 'Pricing'. On the top right are 'Login', 'Request demo', and 'Get started' buttons. The main heading reads 'Automate your meeting notes'. Below it, a sub-headline states: 'Fireflies.ai helps your team transcribe, summarize, search, and analyze voice conversations.' Two buttons, 'Get started for free' and 'Request demo', are positioned below the text. The central part of the image shows a video call window with a woman, Janice Anderson, smiling. A transcript overlay shows her saying: 'I'll send out the meeting notes after our call. We can sync up again next Friday.' A purple robot icon is visible in the top right corner of the video window. Below the video window, there are two smaller video thumbnails: one with the Fireflies.ai logo and the text 'Fireflies.ai Notetaker', and another showing a man in a white shirt.

CLIENT SUPPORT & GEN AI : SALESFORCE SERVICE GPT

The screenshot displays the Salesforce Service GPT interface for a case titled "Guidance on Super Heretic bike capabilities?". The interface is divided into several sections:

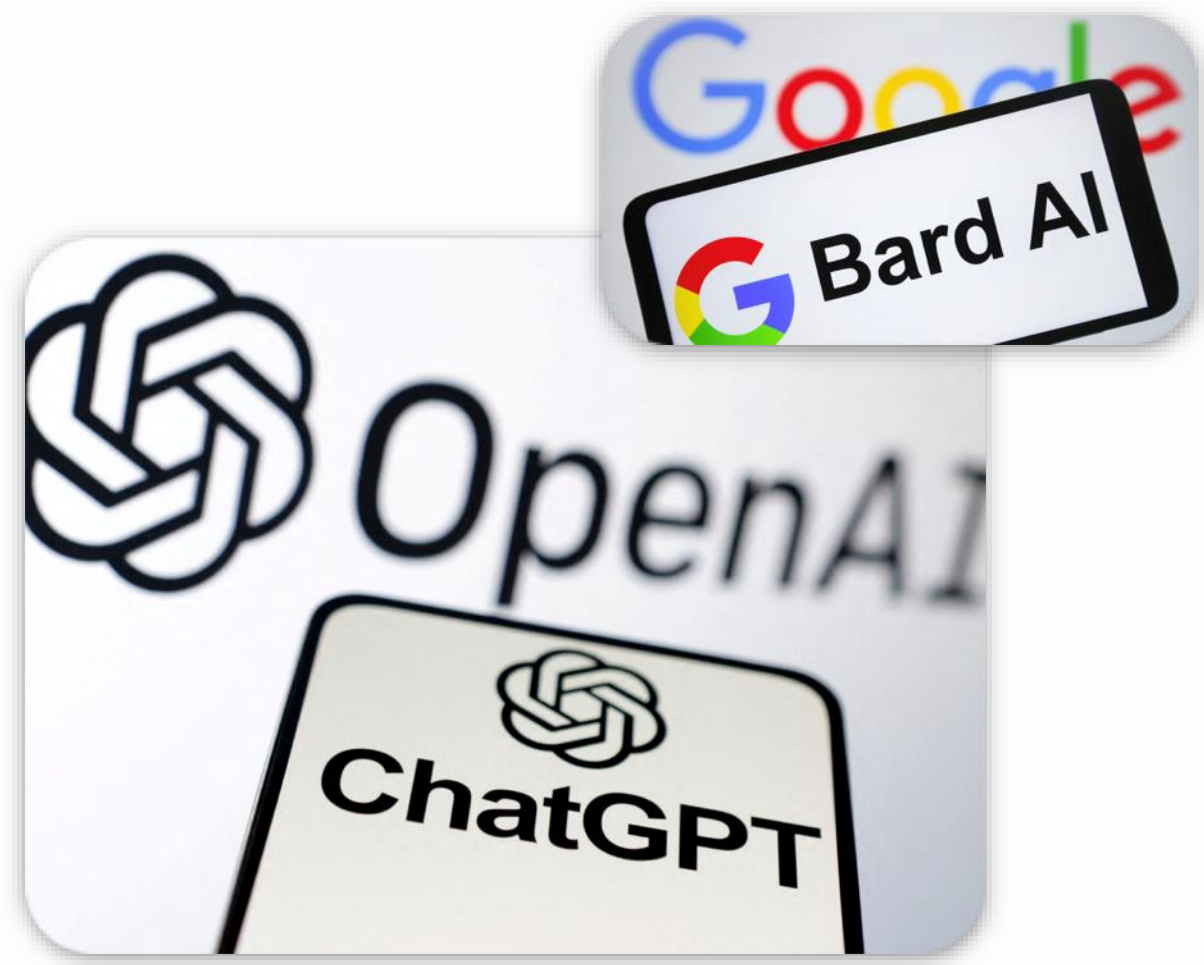
- Case Details:** Shows the channel as "Chat" and the case number as "00001090". The status is "In Progress" and the priority is "Low". The reason for the case is "Guidance on Super Heretic capabilities".
- Contact Details:** The contact is identified as "Ashley Bennett" with an email address of "ashley@email.com" and a phone number of "+1 773-233-2044".
- Chat:** The chat history shows a message from Ashley Bennett at 2:37 PM: "Hi, I recently purchased the Super Heretic bike and I'm ready to take it out on some challenging rides. I was told it's equipped with the Ohlins suspension system. What kind of trails is it equipped to handle?".
- Einstein Replies:** A generated response from Einstein states: "Good news, The Öhlins suspension is an industry leader. The Heretic's aluminum frame and Öhlins suspension smooth out big hits to small bump chatter providing the comfort needed for long enduro stages." The source is identified as "Commerce Cloud" and "Public Content".
- Next Best Action:** A recommendation is shown for "The Super Heretic Bike: Technologies", featuring an image of the bike. The description notes it is available in limited edition and tuned for racing.

At the bottom of the interface, there is a "Service GPT" button with a heart icon and a prompt input field labeled "type a question or prompt...". A small cartoon character is visible near the Service GPT button.

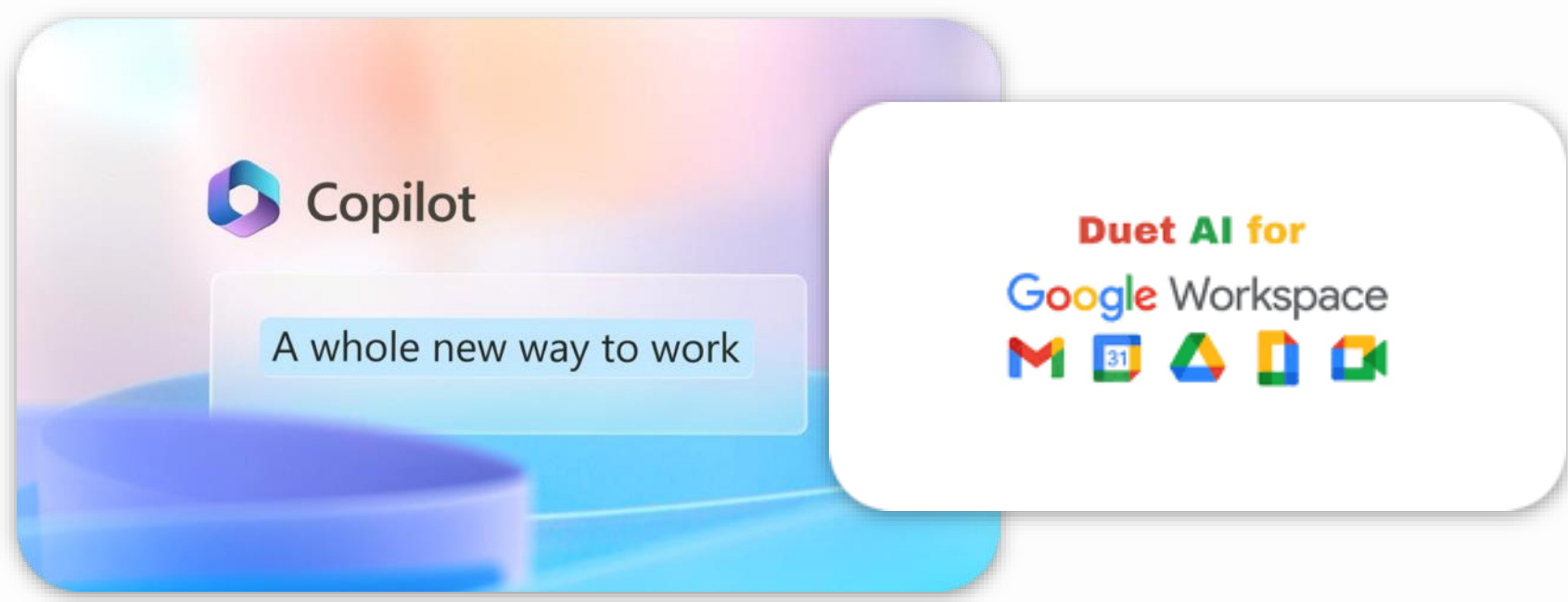
GENERATIVE AI AND ITS IMPACT ON SKILLS/CAREERS

3 STAGES IN CORPORATE USE (NEXT 36 MONTHS)

1 Personal use of tools like ChatGPT and GEMINI



2 Mass adoption in B2B office automation Private instance of GPT4 Office365 Copilot + or Google Gemini for Workspace



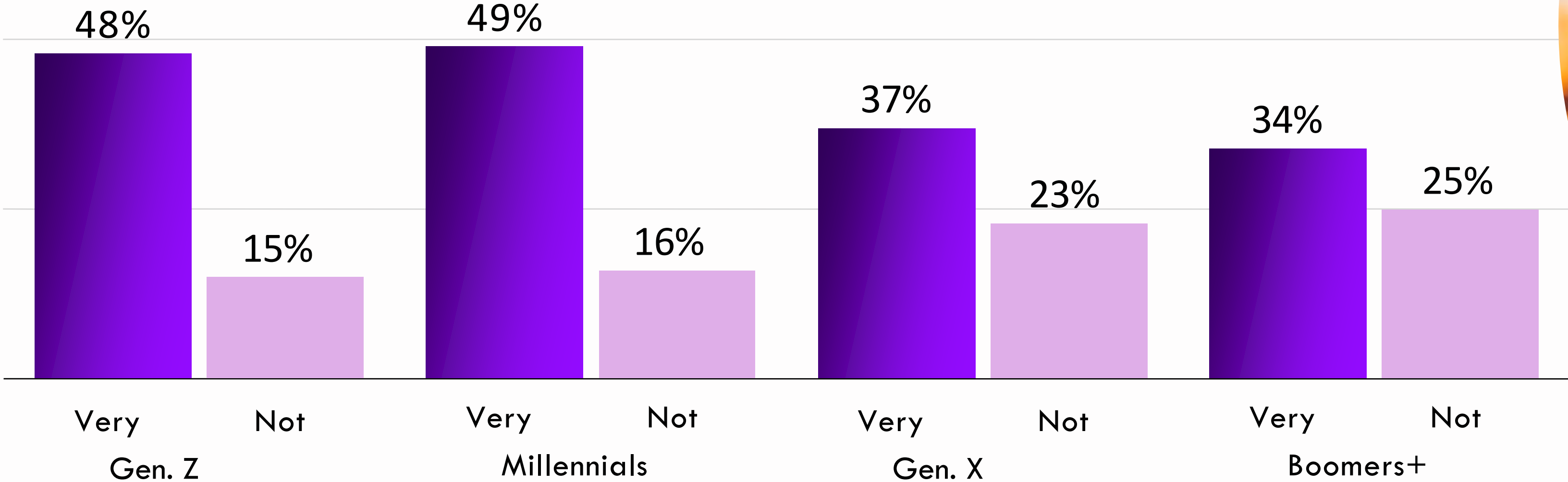
3 Selection and Integration of Industry-Specific LLM Tools with Your Private Data

- Marketing & Com'
- HR
- Finance
- Sales & CRM
- ...

IN ALL CASES: ACCULTURATION, TRAINING, COMMUNICATION AND GOVERNANCE HAVE TO BE PUT IN PLACE

YOUNGER CONSUMERS PRIORITIZE VALUE ALIGNMENT IN BRAND CHOICES

Percentage of extremely and very important and not very and not at all important responses: How important is it to purchase from brands that align with your values?

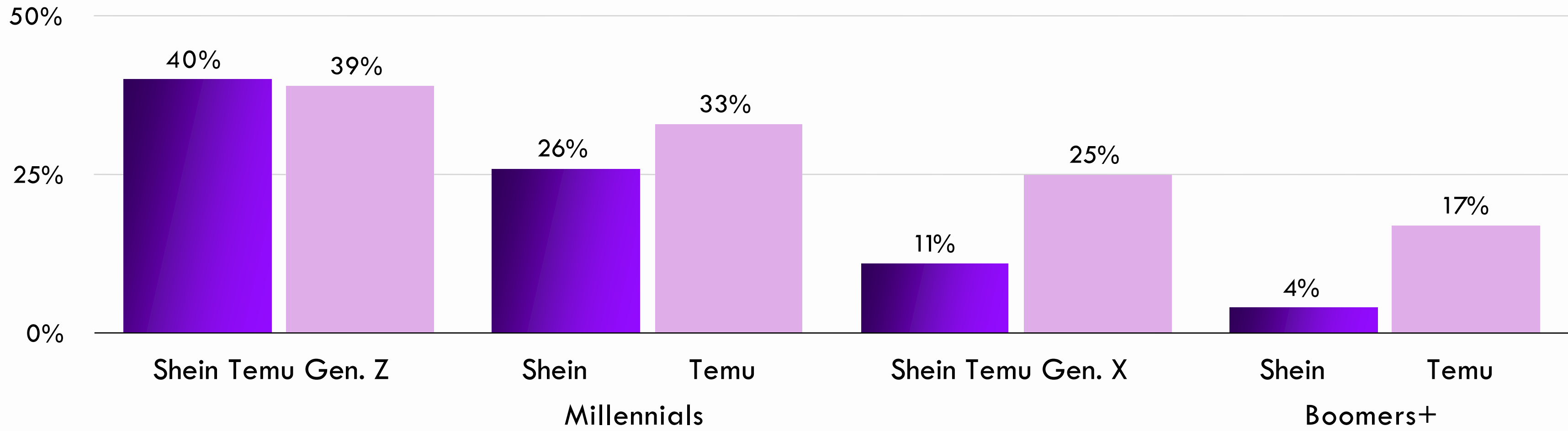


Data: Consumer Trends Survey, powered by **toluna*** “Somewhat important” responses not shown. (n=3197)

HOWEVER, ~40% OF GEN Z CONSUMERS SAY THEY'VE PURCHASED FROM SHEIN AND TEMU OVER THE PAST YEAR



Percentage of responses: Which of the following stores have you made purchases from in the past 12 months?



ECO-DESIGN MATERIALS REACH NEW HEIGHTS WITH CUTTING-EDGE TECHNOLOGY



[Renovare](#)



[Fossil](#)



[Panda Paper](#)



[GaeaStar](#)



[Ecovative](#)



[Vegia](#)



[Bananatex](#)



[Yanko Design](#)



[Ananas Anam](#)



[Arkema](#)



[Rekava](#)
Tableware



[Plasticoff](#), [Bzeos](#)

SUSTAINABLE STORES: CRAFTING A GREENER TOMORROW

Dior



Clarins



Greenswap



Welcome Bio



La Nature



Boutique flagship's window displays are made from leftover materials

The store combines eco-design (recycled marble, wood and resin furniture, perfume refill station, etc.) and phigital experience (virtual make-up, pressure sensor for the application of treatments, etc.)

App helps shoppers understand the climate impact of packaged products

Promotes green ethics and values, with the store's credo summed up in a single word: "slow"

Waste-free shops provide thousands of zero-waste products and refill containers provided or the possibility to bring your jars and bottles

NUDIES JEANS : JEANS CONCEIVED TO BE MORE SUSTAINABLE

REPAIR X SECOND HAND MATERIAL X PROMOTION OF NOT CHANGING STYLE TOO OFTEN



THE 8 R: THE SOLUTIONS TO REDUCE YOUR IMPACT

FOR A GREENER PRODUCTION, THERE ARE A LOT OF ALTERNATIVES TO RECYCLING, WHICH SHOULD BE THE VERY LAST RECOURSE WHEN IT COMES TO WASTE



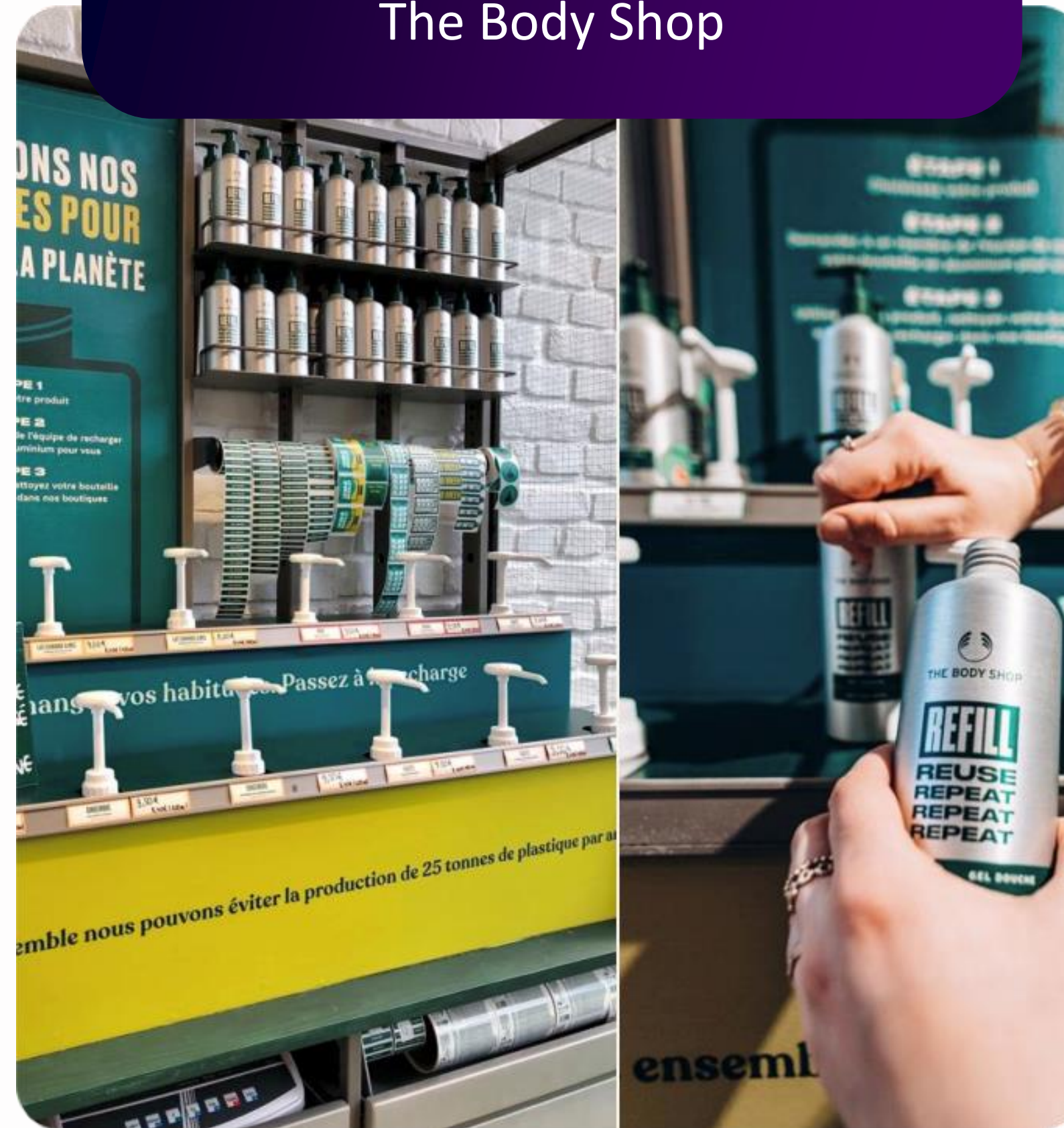
REFILL: REDEFINING SUSTAINABLE CONSUMPTION PRACTICES

Clarins



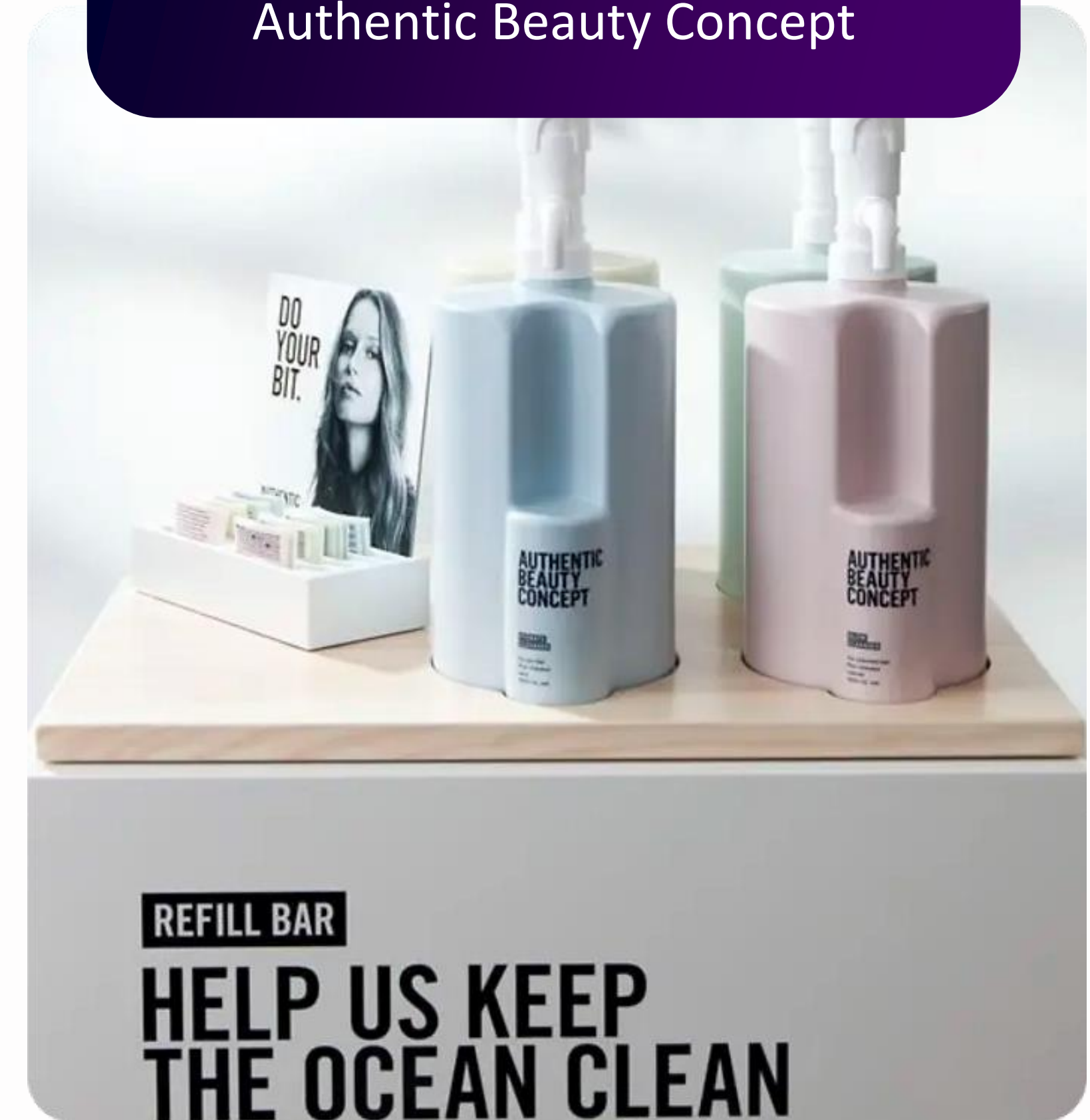
Aptar beauty's private refill for Joli Rouge

The Body Shop



Refill stations are central to The Body Shop stores

Authentic Beauty Concept



"Refill Bar," a refill system promoting a circular economy and environmental benefits



CONCLUSION

THE 2024 **COMMERCE RECIPE FOR SUCCESS** IS ABOUT...

KEY BASICS FOR CLIENTS AND PERFORMANCE OPTIMIZATION INTERNALLY

PERSONALISED PRODUCTS
+
A NICE ATMOSPHERE & PURPOSE
+
SIMPLICITY OF PURCHASE
+
A ZEST OF DIFFERENTIATION

=

A BETTER OFFER THAN
MOST OF THE MARKET

AI-GMENTED ORG.
+
SUSTAINABILITY EFFORTS

=

BETTER PRODUCTIVITY + PROFITABILITY
THAN MOST COMPETITORS

BE SUPER CURIOUS, TEST BUT FORCE YOURSELF TO CHOOSE TO SUCCEED

Technology is the answer,
but what was the question?

Cedric Price

“ quote fancy

THANK YOU FOR
YOUR ATTENTION



EMMANUEL VIVIER
Co-Founder / HUB Institute
Digital Transformation Expert

emmanuel.vivier@hubinstitute.com

Mob. +33 6 11 62 37 94



**Zukunft des Handels –
Welche Trends und Innovationen sind
zukünftig relevant für den deutschen Markt?**

Podiumsdiskussion

Zukunft des Handels - Welche Trends und Innovationen sind zukünftig relevant für den deutschen Markt?

Moderator



Egbert Wege

Consumer Industry Lead

Deloitte

Panelist



Dr. Jannika Bock

Managing Director Retail

Google

Panelist



Stefan Genth

Hauptgeschäftsführer

Handelsverband
Deutschland

Panelist



Clemens Bauer

Director E Commerce

REWE

Panelist



Thorsten Zierlein

Retail Lead

Monitor Deloitte

Deloitte.

Google



HDE
Handelsverband
Deutschland

REWE

Thank You!





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