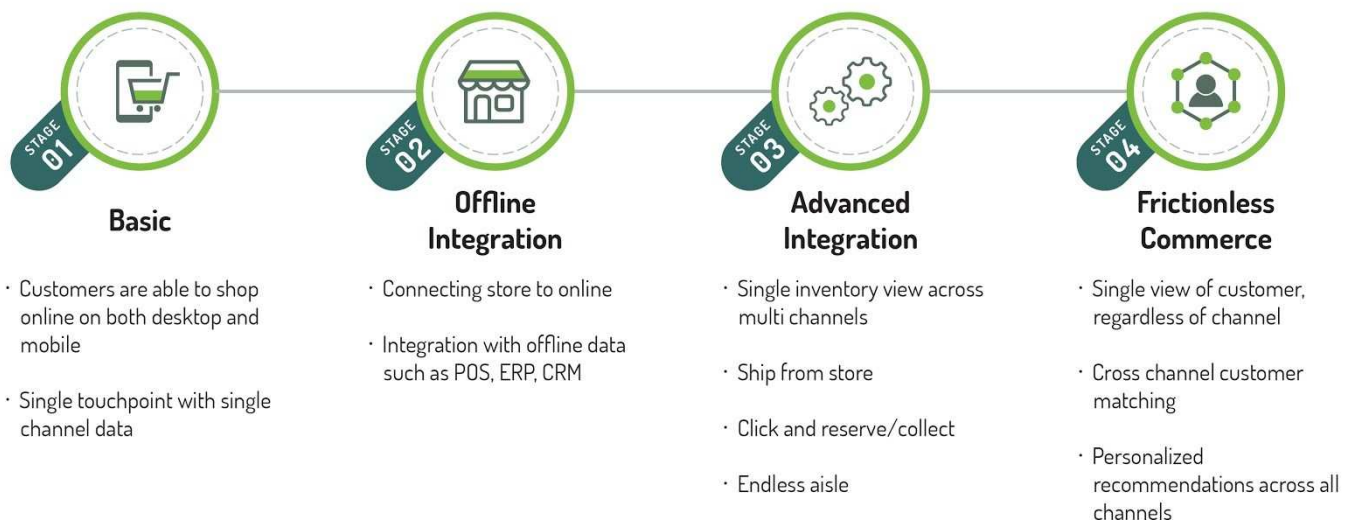# Transforming to Frictionless Retail
邁向全渠道無縫對接的零售轉型

While Hong Kong falls behind in eCommerce compared to other Asian countries, many retailers have started to embrace eCommerce in Hong Kong. From a study conducted by CLEARgo at the beginning of 2019, 71 out of 165 (43%) branded retailers researched have already established an online shop. Having an eCommerce website is the right first step in the digital transformation journey, but there is still a long way to go.

Customers are always on the lookout for convenience, flexibility and better services. With fast internet connectivity and ubiquitous smartphone usage, the consumer paths to purchase are now intertwined across different touchpoints in both the virtual and physical worlds, and they demand a frictionless omnichannel shopping experience from brands. However, for most of the brands in Hong Kong, the current level of omnichannel maturity is still low. Most brands are not yet or just starting to sell go online, with limited omnichannel & mobile support, and operating in isolation with their physical stores.

儘管與其他地區相比，香港在電子商務方面仍然比較落後，但許多香港零售商已經漸漸開拓電子商務市場。根據 CLEARgo 在 2019 年初進行的一項研究顯示，在研究的 165 間品牌零售商中有 71 家(佔 43%)已經建立了網上商店。擁有電子商務網站是數碼化轉型的第一步，但仍有很漫長的道路要走。

消費者總是在尋找最便利、最靈活和最好的服務。隨著互聯網高速的發展和智能手機使用普及，令線上和線下購物無縫對接，為客戶打造一個完全一致的全方位購物體驗。對於香港大多數品牌來說，目前全方位覆蓋率仍然很低。大多數品牌還沒有或只是剛剛開始在網上銷售，配合有限度的全方位售前售後支援服務，並且大多數電商選擇網店與實體店分開營運。

STAGE 01 — Basic
- Customers are able to shop online on both desktop and mobile
- Single touchpoint with single channel data

STAGE 02 — Offline Integration
- Connecting store to online
- Integration with offline data such as POS, ERP, CRM

STAGE 03 — Advanced Integration
- Single inventory view across multi channels
- Ship from store
- Click and reserve/collect
- Endless aisle

STAGE 04 — Frictionless Commerce
- Single view of customer, regardless of channel
- Cross channel customer matching
- Personalized recommendations across all channels

Whenever there is friction, it affects customer experience. For example, friction occurs when customers cannot pay easily in mobile such as using Apple Pay or saved credit card from the last purchase. This is important considering that mobile traffic is way more than half of the total online traffic for most brands, and conversion rate is usually lower than desktop. Friction occurs when the brand's VIP customers cannot take advantage of their member benefits for their online purchases. Friction occurs when customers cannot choose to collect their online orders at nearby stores or courier collection points, as they don't necessarily have someone at home to receive the parcels. Friction occurs when the stores don't have the color or

每當有購物不順時，就會影響客戶體驗。例如，客戶無法在移動設備上，使用 Apple Pay 或已存的信用卡信息輕鬆支付時，就會出現體驗不順。對於大多數品牌來說，這點很重要，因為移動流量占總線上流量的一半以上，而且轉換率通常低於電腦端。當該品牌的 VIP 客戶無法在在線購買時使用會員優惠時，就會出現購物體驗不順。當客戶不能選擇附近門店或快遞收集點收取包裹，就會產生購物體驗不順，因為他們不一定有人在家簽收包裹。當

size in stock when customers go to the store to purchase, after researching at the brand website. Friction occurs when customers cannot return their online purchase at a nearby store, and they must mail back the product to a designated location at their own expense.

While 43% of the brands we studied have already setup eCommerce, only 7% shows inventory availability in store, 22% allows collect in store, 7% allows collect in courier pickup points or lockers, and 10% shares the same membership programme between online and in-store. The low adoption of omnichannel services creates frictions and impacts customer experience.

消費者在品牌網站上瞭解產品後，到商店購買時，商店沒有符合要求的顏色或尺寸，就會產生購物體驗不順。當顧客不能在附近門店退貨，而必須自費將產品寄回指定地點，就會產生購物體驗不順。以上這些亦會影響客戶的購物體驗,為客戶帶來不便。

雖然我們研究的 43%的品牌已經建立了電子商務,但只有 7%的品牌顯示了店內的可用庫存,22%的品牌可以在店內收集訂單,7%的品牌可以在快遞取件點或智能櫃領取訂單,10%的品牌在線上和線下共用會員計劃。全渠道服務採用率低會造成購物流程不順暢並影響客戶體驗。

OmniChannel Feature Adoption By Brands in Hong Kong
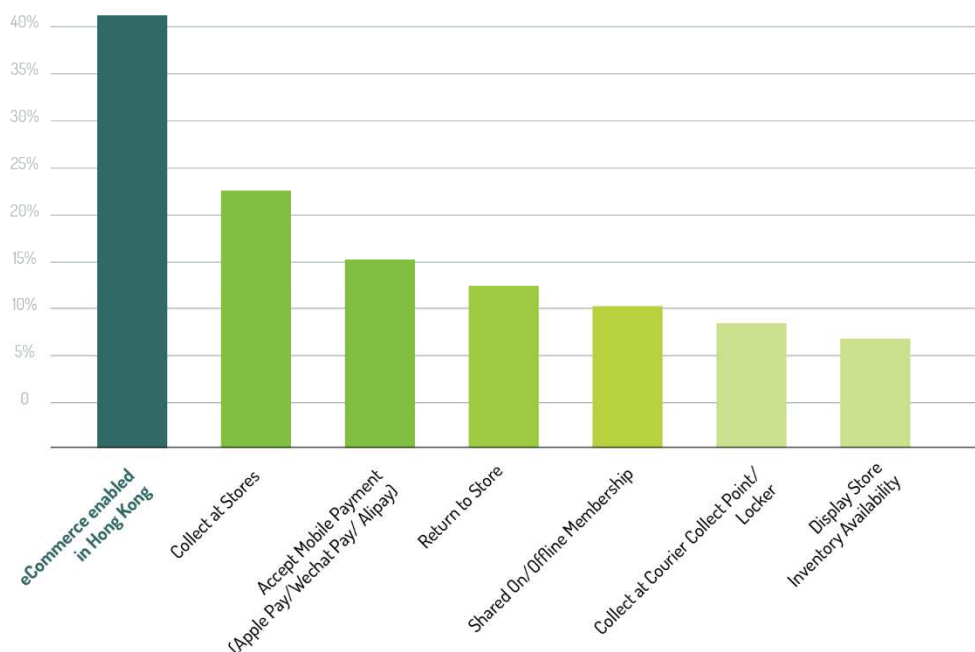
What we can do to create frictionless retail

1. Create a Mobile-Optimized Experience
Mobile traffic has well surpassed desktop for most retailers, a mobile optimised experience especially utilising mobile payment methods such as Apple Pay or mobile wallets would significantly reduce frictions and improve conversion.

2. Same Membership Programme, Online & In-Store
If your brand has an existing membership programme implemented in-store, it is imperative to provide the same recognition and benefits online. Make sure that customer don't "lose out" just because they are not shopping at your retail store. They should be able to enjoy the same benefits and program however they choose to shop.

我們可以做些什麼來創造全渠道無縫對接的零售模型

1. 創造優質的流動購物體驗
對大多數零售商來說，移動流量已經遠遠超過了 PC 端，優化移動的體驗，特別是使用移動支付方式（如 Apple Pay 或移動錢包）將明顯減少購物不順並提高轉換率。

2. 線上線下使用同一套會員計劃
如果你的品牌在店內實施了現有的會員計劃，最好同時在在線上提供相同的會員體系。以確保消費者不會因為沒有在你的實體店購物而"損失"。無論他們選擇哪裡購物，都能夠享受相同的會員福利。

3. **Empower Store Associates with Digital Tools**
   The retail store now also serves as a showroom for a full brand experience, a hub for brands to cultivate customer loyalty, and a fulfilment center for online orders. With the right digital tools, store associates can provide more personalised experience to the customers, knowing what they have browsed or what's in their online shopping cart, and facilitate their purchases. The store associates can also handle collect in-store orders, and cross sell relevant products when customers arrive. In the case that the store doesn't have the right size or color, the store associates can also facilitate the purchase if the product is available online, and receive the same recognition for commission.

4. **Offer Inventory Visibility, Collect and Return In-Store**
   A recent study shows that over 80% of consumers research online and complete the purchase in-store. Offering inventory visibility at product detail page and collect in-store greatly improves customer expectations and avoid disappointment of product unavailability when customers come to the store. When implementing Collect In-Store, it is important to make sure the products are available at the shortest possible time so it is important to make use of the inventory at store, rather than only ship from warehouse to store, which usually takes at least one or two more days. In addition to the brand's own stores, offering collection at couriers' collection stores and lockers. Complicated return process is another friction point that makes consumers hesitant to purchase online and lowers conversion, offering Return In-Store can reduce hesitation and potentially logistic cost as well.

5. **Integrating the Disparate Systems**
   Pulling off omnichannel can be challenging as retailers need to connect multiple disparate systems to perform in an orchestrated manner. However, when done well, you should have a single view of your customers across multi channels. Customers should be able to start anywhere, finish everywhere. Buy online, collect offline. Collect at pick up location, return in-store. Browse offline, buy online. You should also be able to push personalized products to them at any channel. Which all boils down to a better experience for your customers, and in turn more sales for the merchant.

3. **讓店內員工使用數字化工具**
   實體店化身成品牌體驗中心，既培養客戶忠誠度，也是在線訂單的執行點。通過數字化工具，店內員工可以為客戶提供更個性化的體驗，瞭解他們到店前瀏覽過或放在購物車中的產品，並為他們提供便利的購買體驗。店員還可以處理門店取貨的訂單，並在客戶到達時交叉銷售相關產品。如果商店沒有合適的尺寸或顏色，店員也可以幫助客戶線上下單，並獲得相同的傭金。

4. **在線內顯示門店存貨，門店取貨和退貨**
   最近的一項研究表明，超過 80%的消費者在網上瞭解商品，並在店內完成購買。在產品詳細信息頁面提供可用庫存並在店內下單，極大地提高了客戶的期望，避免了客戶到店時無法下單而失望。在店內下單時，商品能在最短的時間內到店裡非常重要，要利用店內現有庫存，而不是從其他倉庫運到店內，那至少需要一到兩天時間。除了品牌自己的店鋪，還可以在快遞點和智能櫃提供提貨。複雜的退貨流程也會造成購物流程不順暢，會使消費者在網上購物時猶豫，從而降低轉化率，提供店內退貨也可減少這樣的猶豫和潛在的物流成本。

6. **整合不同的系統**
   推進全渠道無縫對接可能具有挑戰性，因為零售商需要連接多個不同的系統。但是，如果做得好，就可以通過多個渠道對單一消費者分析瞭解，消費者可以從任何地方開始，從任何地方結束。在線購買，線下取貨。在集貨點取貨，店內退貨。門店瀏覽，在線購買。還可以在各種渠道向他們提供個性化商品建議。都是為您的客戶提供更好的消費者體驗，反過來，也會更多的銷售商機。
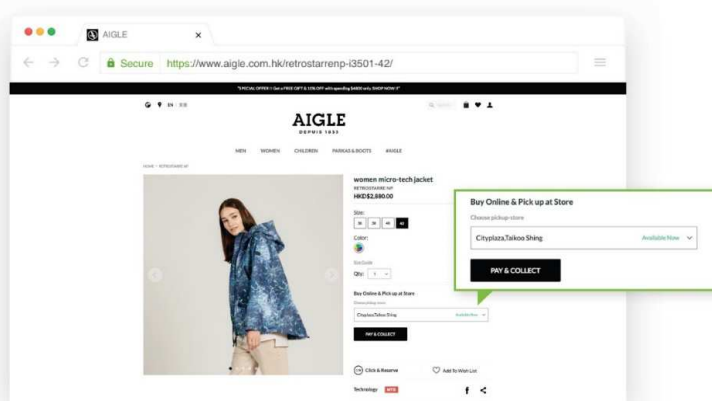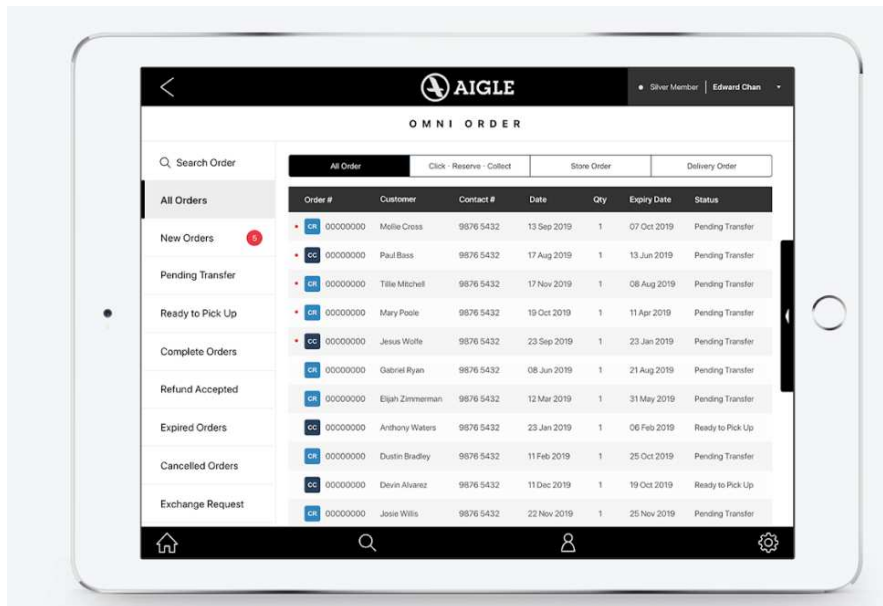
While it may be an uphill battle for most brands who are still at Stage 1 of Omnichannel Maturity, it also presents a massive opportunity in terms of removing frictions and engaging the Hong Kong customer, and be one of the first brands to build brand love and loyalty through a great customer experience.

對仍處於全渠道第一階段大多數品牌而言，建立電商網站只是第一步，通過全面的線上線下整合，為客戶提供一致性的購物體驗，才能促進客戶對品牌的喜愛和忠誠度。

CLEARgo e-Business Consultancy Limited

CLEARgo is a full-service eCommerce agency delivering end-to-end solutions for our retail clients to establish its eCommerce presence through brand.com and marketplaces and transform into an Omnichannel business. We have regional presence in Hong Kong, Shanghai, Singapore, Malaysia and Australia. CLEARgo is an official partner of Magento, Salesforce, Shopify Plus and Tmall (TP). Our CLEARomni platform helps retailers seamlessly connect their online and physical presence together to enable a frictionless shopping journey, empower store associates and unify Omnichannel retail operations.

CLEARgo 是一家為零售商提供全方位電子商務解決方案的服務商。我們在香港、上海、新加坡、馬來西亞和澳大利亞為客戶提供品牌官網電商、第三方電商平台和全渠道解決方案。CLEARgo 是 Magento，Salesforce，Shopify Plus 和天貓(TP)的官方合作夥伴。此外，我們的 CLEARomni 零售平台，幫助零售商無縫連接在線和實體店，助力店員使消費者購物體驗更順暢，並且統一管理全渠道零售業務。

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