

A Manhattan Associates Magazine 2022/2023

COMMERCE TRENDS

A UNIFIED FUTURE IS GREENER

Sonepar delivers on
'anywhere, anytime'
fulfilment promise

Elon Group's search for
domestic bliss

Penti, Scotch & Soda and
ICA talk unified commerce



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COMMERCE TRENDS

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Henri Seroux,
Senior Vice President EMEA
Manhattan Associates



24



9



14



19



23

TABLE OF CONTENTS

| | |
|---|----|
| A unified, greener future | 4 |
| Rewriting retail for the Gen Z narrative | 8 |
| Sonepar Group: faster, more reliable, more sustainable | 9 |
| Power, optimise and protect your supply chain | 10 |
| The future of supply chains is unified | 12 |
| Supply chain commerce and the green imperative | 14 |
| The pursuit of customer nirvana | 18 |
| The lifeline of commerce | 19 |
| What retailers are thinking about sustainability | 20 |
| 8 Questions for: Markus Lohmann | 22 |
| Elon Group finds domestic bliss | 23 |
| Rapid delivery and food retailers: a match made in heaven | 24 |
| A happy client is always the goal | 26 |

The power of community

As a result of the globalised world we live in today, situations that develop in far flung corners of the world often end up affecting daily routines much closer to home. Whether it's the war in Eastern Europe threatening energy shortages, the economic pressure caused by spiralling inflation, or confronting bigger societal issues such as the impact of commerce on climate change, we keep pushing the boundaries of possible.

It is our responsibility and duty as consumers and employees to keep pushing forward and searching for answers and solutions to difficult problems, and at Manhattan Associates that's exactly what we do every day. Whether it's finding technical answers to some of the most complicated supply chain and retail questions of the age, or confronting bigger societal issues associated with topics such as the impact of commerce on climate change, we keep pushing the boundaries of possible. And, with industry leading solutions like Manhattan Active® Supply Chain we empower our customers to deliver commerce solutions that are smarter, more transparent, intuitive, efficient and more sustainable.

The world in 2022 is certainly full of challenges, but it is also full of inventiveness and hope too. In this, the seventh edition of Commerce Trends, sit back, relax and be inspired by stories of innovation and positivity from our experts, partners and customers who have confronted their own challenges and won. And, remember this: there is no trial or test too big or too complicated that we cannot solve when we work together as one global community!



A UNIFIED, GREENER FUTURE

Customers want more choice, more convenience and more speed. At the same time, companies are under increasing pressure to deliver profits while operating more sustainably. How can we reconcile this? Henri Seroux, Senior Vice President EMEA at Manhattan Associates, addresses these current challenges. "It's up to us to create the right conditions so that retailers can operate quickly when they need to and sustainably where they can."

"CUSTOMERS NO LONGER HAVE TO WAIT YEARS, BUT AT MOST A FEW MONTHS, BEFORE AN IDEA IS TURNED INTO FUNCTIONALITY."

These are exciting times to work within a company like Manhattan Associates. Retailers, wholesalers and other companies are increasingly calling on the supplier of omnichannel and supply chain technology.

Henri Seroux notices it in his conversations with the people responsible for digitalisation and supply chain in these companies. All eyes in the company, including those of board members and shareholders, are on them. "More than ever, they influence the strategic decisions within the company. For they must provide answers to the crucial issues of our time. Within Manhattan Associates, the realisation is growing that we can make a substantial contribution to this. But, to make the right decisions innovative, flexible and scalable technology is needed," says the Senior Vice President EMEA of Manhattan Associates.

"RETAILERS NEED A POWERFUL ENGINE THAT CALCULATES THE FASTEST, CHEAPEST OR MOST SUSTAINABLE OPTION IN A SPLIT SECOND."

Sustainability

The issue is bigger and more pressing than ever. The heat of inflation, ignited by the war in Ukraine, is raging throughout Europe. Prices, especially for energy and food, have risen sharply in a few months. Consumers have become more cautious, are watching their spending habits more closely than before and are holding their purse strings more tightly. Retailers notice this at the cash register.

At the same time, the pressure on businesses to operate more sustainably is growing. Consumers are asking more and more questions in shops. Not only about the footprint of products, but also about their origin and the raw materials used.

"Everyone is not only a consumer, but also a citizen of this planet and, increasingly, an employee of a company that is actively working on sustainability. These people want their work to have meaning and do good for society and the planet, not just a customer's P&L. It is interesting to see that this growing awareness is now also influencing their behaviour as consumers."

We are seeing another interesting development in Europe this year. According to Seroux, this is a temporary phenomenon that has little to do with worrying economic developments. "While the rapid explosion in ecommerce accelerated by the pandemic is beginning to plateau, this new normal is still far in excess of pre-pandemic levels. It is no wonder this levelling-out is occurring given not so long ago online was the only channel available. Now that the situation has normalised and shops are open again, this was a natural progression."

Seroux has no doubt that growth in ecommerce will continue to creep upwards in the long run. "The desire to receive goods even faster and with more convenience is only increasing. I can assure you that nobody expects anything different in ecommerce. It is not for nothing that, in addition to retailers, more and more brands are choosing to sell directly to consumers via the Internet."

The green paradox

As mentioned earlier, besides speed, choice and convenience, consumers are also increasingly focused on the topic of sustainability. And, while that, might appear to be a contradiction in terms, retailers need to consider how to deliver more services and at the same time as keeping both costs and CO₂ emissions in check.

"There are moments in our lives as consumers when we can lose sight of the bigger picture. A time when we momentarily forget the long-term health of our planet and opt for that combination of discount and the quickest delivery time," says Seroux. "It's up to us to create the right conditions so that retailers can offer speed when necessary as well as more sustainable options too."

There are several ways Manhattan Associates can help companies with their sustainability goals. Firstly, by investing heavily in innovation. Because Manhattan has completely switched to cloud-native software applications, innovations are available to all users more quickly. "They no longer have to wait years before an idea is converted into functionality", says Seroux. "In addition, this is the moment to use the strength of our people. We have a large group of experts who deliver our customer projects. They can advise customers on how to create fewer transportation kilometres, higher load factors and more efficient return flows. We invest a lot, not only in the software but also in our people."

Smarter order streaming

Take a consumer who places an order online today and another in an hour's time. Chances are that consumer will receive two shipments. "The vast majority of retailers are not able to merge those two orders. Because our solutions for order management, warehouse management and transportation management are fully integrated, we can offer retailers more options. Such as the ability to add items to an order later in the day, even if they are in a different warehouse. That all sounds simple, but it is anything but straightforward in a warehouse that processes tens of thousands of order lines every day."

Traditional warehouses use a warehouse management system, with which they combine large numbers of orders into efficient waves. Once a wave is released for order picking, nothing can be changed. "With order streaming, we can work much more real-time. The moment we inject orders into the process, we can accurately match >



SUSTAINABILITY NARRATIVE GAINING MOMENTUM

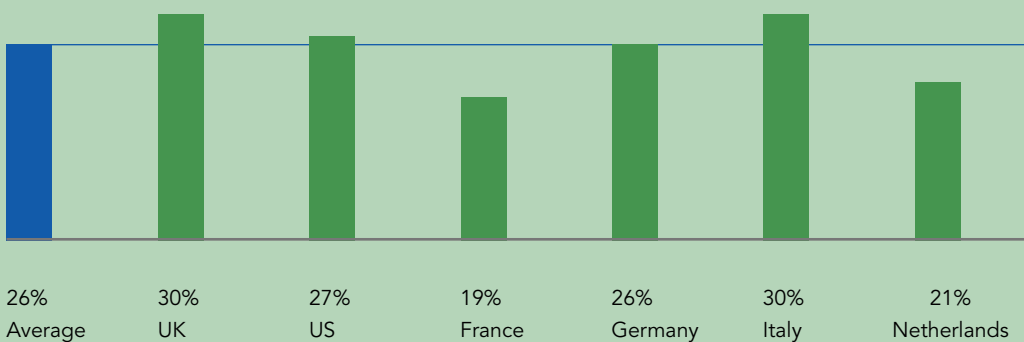
As the retail sector recalibrates for the 'next normal', retailers must double down on the technologies that help them navigate recent disruptions, enhance the customer experience in both physical and digital worlds, and take into account growing consumer sentiment around the topic of sustainability.

Original research* conducted across 700 management or senior-level retailer respondents into consumer expectations and the ability of retailers to meet them shows that 'keeping pace with online demand, a single inventory view and meeting consumers' evolving needs' are three key trends retailers need to focus on into 2023 and beyond. Retailer respondents were based in the following countries: France, Germany, Italy, The Netherlands, United Kingdom and United States of America.

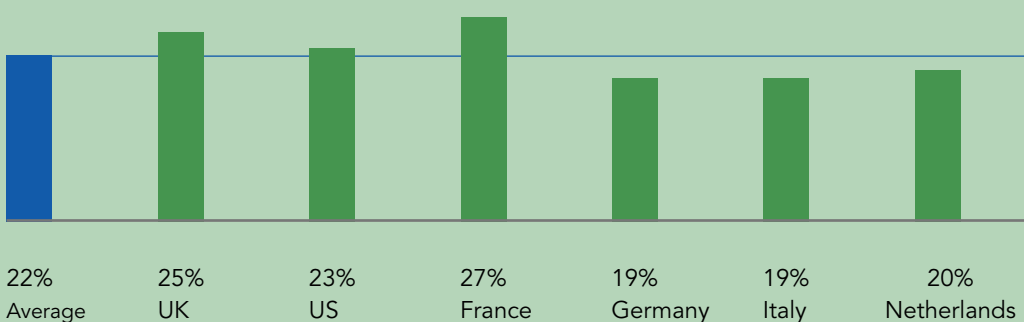
WHICH OF THE FOLLOWING ARE BUSINESS PRIORITIES FOR YOUR ORGANISATION FOR THE YEAR AHEAD?



2 CREATING A MORE SUSTAINABLE AND ENVIRONMENTALLY AWARE SUPPLY CHAIN



5 DOING MORE TO MINIMISE THE ENVIRONMENTAL IMPACT OF OUR ORGANISATION



* Research findings of this report are based on primary consumer and retailer research carried out via online surveys starting in February 2022.

“IT’S AN UNWRITTEN LAW THAT WHEN THERE ARE HICCUPS IN THE CHAIN, THE PRESSURE INCREASES ON THE LAST LINK.”

the cut-off time or delivery time agreed with the customer. We can hold the first, second and third orders and inject them into the order picking process together with the fourth order, so that they are handled simultaneously and end up in one box, thus reducing split shipments and the unnecessary carbon footprint of the extra miles travelled.”

Maximising more local stock

Another possibility is to offer multiple options and incentives so that retailers can steer the ordering behaviour of consumers. For example, rewarding them if they choose a longer delivery time or in-store pickup. “More and more retailers are using more local stock in the shops to deliver to consumers faster and more sustainably. What these retailers need is a powerful engine that, based on business rules, can calculate in real-time what the fastest, cheapest or most sustainable delivery option is: from the warehouse or from the shop.

“This depends on various criteria such as distance, delivery time and the costs of handling, transport and restocking. It may turn out that it is more efficient and more sustainable to ship the order from the supplier’s warehouse. All this has to be calculated in a split second, between the moment the consumer clicks on a product and the moment they press the buy button.”

The mustard seed affair

Another problem concerns hiccups in the supply of products due to numerous, smaller incidents in the supply chain, causing some products to appear temporarily unavailable. Seroux himself saw how reports of a shortage of mustard seed led to hoarding behaviour. “Many consumers stocked up on mustard and created the very problem they were afraid of,” laughs Seroux. “It is an unwritten law that when there are hiccups in the chain, the pressure increases on the last link. Considering that rumor of availability of such ‘rare and precious’ products at one store when there are empty shelves in others, can cause panic buying. Pressure to make incoming stock available for delivery causes challenges, but one unified warehouse and transportation management system, such as Manhattan Active® Supply Chain, can actually go a long way to alleviating such pressure points.”

As if these were not enough challenges, staff shortages are mounting. Both in the warehouses and the shops. “We see that employees are more loyal and less likely to switch to other employers if

two conditions are met, in addition to competitive wages of course. The first condition is that the quality of management improves. Managers need to know who their employees are, what strengths they have and how best to use them.

“In addition, we need to ensure that employees are given the right tools. They want applications that are as simple and intuitive as the apps on their smartphone. We responded to this trend by using gamification. People can follow and improve their own performance in a playful way. That may not help to solve all the problems in the labour market, but it does enable companies to distinguish themselves positively as employers.”

Accelerating towards unification

Over the past six years, Manhattan has invested no less than half a billion dollars in the development of a new generation of applications under the name Manhattan Active. Because these are cloud-native applications, a solid foundation has been laid for further innovation in the future. Innovation in the form of new functionality, but also in the form of new processes made possible by the far-reaching integration of the applications.

“We are now on the digital highway with all our solutions. That does not mean that we are slowing down. On the contrary, we have everything on board to accelerate into the future. Many companies have already started working with our solutions, but are only harnessing a fraction of the potential these solutions can offer when all bought to bear in conjunction with each other. Over the coming years we will continue to invest in innovation that not only benefits our customers and their end-consumers, but also benefits our planet too!”



REWRITING RETAIL FOR THE GEN Z NARRATIVE

For the past decade or so, many brands have been scrambling to serve the needs of an increasingly digital savvy, growing millennial audience. After two decades, however, the millennial generation is beginning to slip into the annals of retail history. Today's brands are bracing themselves for the next wave of shopper-led disruption in the form of the 11-24 age group, colloquially known as 'Gen Z' or 'Zoomers'.



Nicole Leinbach,
Founder of Retail Minded

Perhaps a more fitting epithet for Gen Z, would be 'Generation Omnichannel', as this is the first truly omnichannel generation to hit high streets and social media platforms in equal measure. This group are prepared to shop wherever suits them best, in the moment and without preference as to the vehicle they use to find what they want.

At the same time, Generation Z has been called the most critical consumer group until now, with a fundamentally different view of shopping and consumption to previous generations. They are the latest to enter the workforce and will have strong purchasing power over the next decade, meaning brands have to earn their place in their wallets. Furthermore, Gen Z's frequency of shopping for new items is being disrupted by the second-hand, preloved, vintage market - a market Zoomers are 27 per cent more likely to shop. Preloved and vintage platforms, such as Depop and Vinted, are arguably slowing the cycle of new purchases and redefining the concept of the customer journey and what it really means to be 'new'.



New forms of payments

Since the beginning of the pandemic, 123 percent more Zoomers have used buy-now, pay later (BNPL) than previously, representing the strongest uptake of

any generation. Also, 33 percent of Zoomers said they were likely to use BNPL solutions in the future too. Furthermore, Gen Z has continued to embrace mobile payment options such as mobile apps and e-wallets like Apple and Android Pay faster than any other consumer spending group too.

This expectation to be able to pay how, when and with what device or platform is something that permeates Gen Z spending habits, meaning traditional payment and point of sale (POS) technologies need to keep up and be able to offer these different payment options.

A window into the future

Gen Z is the emerging cultural and economic powerhouse in today's retail landscape and it will continue to drive cultural change, retail spending habits and so much more, on so many levels over the next two decades. While the full force of their pounds and dollars may not have hit retailers just yet, the race to meet the future expectations of Gen Z consumers is very much underway.

The success of brands over the next two decades will not only be predicated by understanding what, how and from who Zoomers are likely to buy, but also on a retailer's abilities to execute frictionless omnichannel experiences with the right technology in their stores and supply chains.



SONEPAR GROUP: FASTER, MORE RELIABLE, MORE SUSTAINABLE

In response to significant ecommerce growth and increasing customer demand for a seamless digital and physical experience, French electrical giant, Sonepar Group is expanding its current Manhattan Active® Warehouse Management remit to support its global omnichannel supply chain transformation initiative.

The company has an ambitious supply chain and digital transformation agenda - its goal, to become the first global B2B electrical distributor to provide a fully digitised omnichannel experience to all its customers and deliver on its 'anywhere, anytime' customer promise in a faster, more reliable and sustainable way.

Rapid rollout

"Manhattan's cloud native supply chain solutions are innovative and run on a unique platform enabling us to drive the rapid rollout of state-of-the-art distribution facilities globally, underpinning the buying journey and offering our customers a seamless omnichannel experience," commented Jo Verbeek, Chief Supply Chain Officer at Sonepar. With this latest rollout, Sonepar is building on its previous successes with Manhattan's Warehouse Management solutions at its subsidiaries Technische Unie and Van Egmond Group in the Netherlands and Mayflex in the UK.

Omnichannel experience

"We believe expanding the global partnership with Manhattan will help Sonepar Group become the first global B2B electrical distributor capable of delivering a truly complete omnichannel experience to each and every one of our customers, in a more sustainable, cost-effective way. We look forward to working together with Manhattan's team of experts in the coming years to realise this long-term, strategic goal," added Verbeek.



Sonepar leverages its multichannel distribution and logistics network to optimise its supply chain, offer competitive prices and improve its customer relationships, by offering products that are available anywhere, anytime, at the company's branches, showrooms, online and on mobile devices.



AUTOMATION THAT CAN POWER, OPTIMISE AND PROTECT YOUR SUPPLY CHAIN

Given the state of the supply chain we seem to be experiencing very little of our operations are the same as they were two years ago, and priorities have significantly shifted. Whether you're an operations or logistics manager, IT decision-maker, or procurement professional, the only things that matter at present are augmenting your workforce, sourcing the right supplies, right-sizing inventory, increasing capacity and throughput and finding the right fulfilment and shipping channels.



free up human workers to focus on tasks that machines are not well-suited to take on. Let me point you toward two types of automation worth a closer look: robotics automation and industrial automation.

Autonomous mobile robots

According to a recent Global Warehousing Vision Study commissioned by Zebra Technologies, nearly eight in ten associates say walking fewer miles per day would make their jobs more enjoyable, even if they had to pick or handle more items. And 83% percent of associates who work alongside autonomous mobile robots (AMRs) today confirm the robots have helped increase their productivity and reduce their walking/travel time. However, what you might find interesting is that 73% of associates who work alongside AMRs today say the industrial mobile robots have helped them reduce errors, while 65% say AMRs have enabled their advancement to new roles or opportunities. They're a low-risk, high reward automation solution given that they can be deployed 'as-a-service'. You don't have to make a significant upfront investment. You could test out 20 AMRs this month as part of a full-service robot-as-a-service (RaaS) subscription model and then add 200 more next month.

AMRs can automatically pickup and deliver everything from raw materials and finished goods to packages and dunnage, and they can also guide newly-hired seasonal workers through picking and put away tasks so they can reach full productivity within hours or days – not weeks or months. And you don't need anyone on the IT or operations team overseeing or controlling their movements. Once configured, they will safely and dynamically navigate facilities on their own per the programmed workflow parameters and facility maps.

"YOU COULD TEST OUT 20 AMRS THIS MONTH AND THEN ADD 200 MORE NEXT MONTH"



Marcel Kars,
Vice President
Warehouse
Automation,
Zebra
Technologies

There are only so many hours in the day and so many people on the clock. If you don't implement, refine, or scale technology systems quickly, it's going to be difficult to see or do much more than you and your team do today. I assume that's why you're attending industry events and speaking with consultants right now – to find out what technologies are available to help you power, optimise, and protect operations today and long into the future. For example, I am assuming automation is hot on your list, especially in your warehouses and distribution centers. The more decisions and processes you can automate, the more you can



Audits are easier

Speaking of flexibility, the advancements made in machine vision and fixed industrial scanning systems in the past 12-24 months have been momentous. You can now use a single no code/ low code software platform to program and power all smart cameras and fixed industrial scanners throughout your facility, wherever they are. If you want to move a camera or scanner to another location or application, it can be done by your in-house team within hours using the intelligent software platform.

The smart camera or scanner and the intelligent software within do most of the work – automating the product or label inspection process and rendering a pass/fail decision based on the quality criteria programmed for that workflow. If an item fails inspection or a package is flagged as being mislabelled, an alert is sent to a worker for further investigation and resolution.

Step back

Jim Lawton, a well-known robotics expert who now leads Zebra's Robotics Automation business, recently advised supply chain decision-makers to audit operations more holistically when valuing different types of technology as 'a solution' to anything. Inbound and outbound teams are equally affected by order surges. So, you can't assume that adding AMRs or machine vision systems on outbound processes will optimise or protect your business during volatile periods. Favouring innovation in outbound logistics is natural as it's the final step to revenue generation – making it a more 'obvious' priority. However, the inbound logistics process is often a root cause of inefficiency and quality errors downstream. If you automate certain processing or fulfilment processes with AMRs or machine vision systems but don't automate receiving and replenishment workflows, all you're doing is creating more stress on your operation.

If you automate inbound and fulfilment workflows, along with inspections and scanning, workers time is freed-up for higher value, higher skilled tasks. You'll have the labour and technology resources you need to power, optimise and protect your operations no matter the demand or disruption.



THE FUTURE OF SUPPLY CHAINS IS UNIFIED

According to Gartner's latest assessments, Manhattan Associates has rewritten the book when it comes to warehouse management and transportation management systems. Using microservices architecture that allows continuous innovation, updates and extensibility in the cloud, Manhattan is able to deliver the only true, unified supply chain offering currently available today. Unifying all elements of the retail supply chain journey, from order and fulfilment, to distribution and transportation is the key to supply chain commerce and the retail brands of tomorrow.

What do our customers say?



"MANHATTAN ACTIVE OMNI GIVES US THE POWER TO ADAPT AND RESPOND TO FUTURE EXTERNAL CHALLENGES."

Mert Karaibrahimoglu, CEO at Pentti, women's fashion retailer in Turkey

Generation omnichannel

Today, omnichannel commerce is the default setting for billions of consumers around the globe. Whether the buying journey starts with a web search, in an app, in-store or even on social media, omnichannel is the byword for commerce in the 2020s, making effective cross-channel functionality a 'must have' for brands in today's changeable retail landscape.

Mert Karaibrahimoglu, CEO at Pentti: "Pentti has a long history of delivering great value and quality products to our customers, but challenges presented by the pandemic have put great stress on our processes, systems and people over the last two years. Despite these challenges, however, business has been booming, with the growth in

revenue almost entirely driven by the success of our ecommerce and online channels. Manhattan Active Omni gives us the power and confidence to be able to adapt and respond to future external challenges quickly while continuing to meet the exact requirements of our customers – all the while maintaining a consistent, frictionless experience across whichever channels or geographies they are present in."

Pentti





The retail industry's nervous system

The second stage of the buyer journey takes us into the very nerve centre of retail operations – the warehouse and distribution centre. Amsterdam-based fashion brand Scotch & Soda has chosen Manhattan Active® Allocation and Manhattan Active® Warehouse Management as part of a strategic move to drive its global omnichannel transformation. The company decided to modernise and replace its allocation solution, as well as its warehouse management, in order to better align selling strategies and store replenishment decisions.

Rik Kok, Procurement Director at Scotch & Soda: "By leveraging Manhattan Active Allocation, we are set to achieve a real-time view of inventory and employ allocation strategies carefully constructed

to reflect the omnichannel and global nature of our growing business. And by migrating our three key distribution centres to Manhattan Active Warehouse Management, we are supporting a distribution and fulfilment transformation with smarter, more transparent and sustainable fulfilment and delivery options, which will ultimately benefit our growing customer base. Manhattan's solutions are clearly built for retail of the future, whereas other solutions were built for retail of the past."

"MANHATTAN'S SOLUTIONS ARE CLEARLY BUILT FOR RETAIL OF THE FUTURE, WHEREAS OTHER SOLUTIONS WERE BUILT FOR RETAIL OF THE PAST."

Rik Kok, Procurement Director at Scotch & Soda

SCOTCH & SODA
AMSTERDAM



From planes, to trains and automobiles

The final piece of the buying journey puzzle is transportation. Manhattan Active® Transportation Management's adaptive optimisation engine leverages machine learning to automatically tune hundreds of traditionally manual parameters to deliver significant efficiencies and optimal results for the transport team at ICA, one of the largest grocery chain in the Nordics. With huge volumes of goods and increasing transportation costs, not to mention the geographical nuances unique to Sweden, ICA is confronted with complicated challenges every day when it comes to its transportation network and replenishing its 1267 stores.

Johan Svensson, Development Manager Warehouse and Transport at ICA Sweden: "Manhattan Active Transportation Management provides us with more centralised perspectives, allowing our teams to take more control of planning and execution and to decide which route is best or



most efficient, therefore providing better visibility over inbound and outbound flows of goods. Most importantly of all, it arms us with the data to proactively make decisions, rather than having them forced on us unexpectedly."

"MANHATTAN ACTIVE TRANSPORT MANAGEMENT ARMS US WITH THE DATA TO PROACTIVELY MAKE DECISIONS."

Johan Svensson, Development Manager Warehouse and Transport at ICA Sweden

ICA





SUPPLY CHAIN COMMERCE AND THE GREEN IMPERATIVE

We are in the midst of a real-time, seismic shift as consumers transform expectations of global supply and demand models. To say change is afoot is an understatement, yet at the end of the day, the way revenue is generated has always been the same: keep your store shelves stocked, online orders shipped and consumers happy.



Ann Sung Ruckstuhl
Chief Marketing Officer
Manhattan Associates

The difference between today's retail landscape and that of the past is that in 2022 there is exponentially more choice (of products, purchase options, fulfilment options, delivery options, payment options and more). Consumers control the buying journey, making it that much more complicated for the brands serving them to meet expectations. If the picture wasn't complex enough, many brands are still struggling to mitigate the effects of the aftershocks caused by the global pandemic, which include severe labour shortages in warehouses, at shipping docks and truck depots, and in stores with retail associates. Finally, there is one unforeseen effect that is perhaps shaking brands to their core more than anything else. There is a strong emphasis from increasing numbers of consumers (driven primarily

by the Gen Z demographic) on sustainability and 'green' credentials. Combined, these trends and challenges are creating the perfect stage for what we at Manhattan like to call supply chain commerce.

Unification

Supply chain commerce is not a gimmick or new market category. It is a far simpler, yet altogether more powerful concept. At its core, it is about unification and a new way to solve the age-old problem of supply and demand, and moving goods from point A to point B. Crucially, that means re-engineering physical and digital supply chains to connect them and bring them in step with consumer and societal expectations of greater responsibility – both today and tomorrow. In terms of demand, the last couple of years

“SUPPLY CHAIN COMMERCE IS ABOUT UNIFICATION AND A NEW WAY TO SOLVE THE AGE-OLD PROBLEM OF SUPPLY AND DEMAND.”

have seen vast numbers of consumers become omnichannel natives, making purchases from physical stores, online, call centres, through mobile apps, social media platforms and even pop-up stores. For these types of consumers, time is a premium and they expect businesses to know their likes (and dislikes) and to serve them how and where they want.

When considering supply, many brands still operate supply chains that pre-date omnichannel capabilities with some still managing ecommerce and physical stores independently of each other. Optimised for individual use cases and not agile enough to meet the continually shifting demands of modern consumers, these legacy systems simply no longer work in a digital-first retail landscape - both in terms of economics and crucially from an environmental perspective too.

Gen Z

The shift in spending power toward Gen Z is a massive development in our time. While generational changes are a regular occurrence, maybe no shift is (or will be) more seismic than the rise of this ‘Zoomer’ group.

According to an article in Vogue, Gen Z consumers are 38 percent more likely to have shopped online in the last three months. They are willing to purchase across channels, have an appetite for higher-quality items and – just as importantly – are eager to stay on trend with cultural developments like sustainability.

This awareness of societal trends is leading to some key generational spending markers as well. Zoomers believe that the generations before them represented overconsumption, capitalism and materialism, meaning they are more likely to associate themselves, and their wallets, with brands that match their core values, such as environmentalism, equality and fair trade. Supply chains are undoubtedly one of the fundamental pillars that underpin globalisation, capitalism and consumerism. Yet those issues are often cited as primary causes of the current climate emergency we face today. In our minds, supply chain commerce represents more than the direct fulfilment of supply and demand, it creates new opportunities for brands to deliver greener, more-sustainable products, shipping options, and return choices to consumers.

Greener options

The right technology can empower and enable companies to offer their consumers options that are more informed and greener at every stage of the purchasing process. It’s at work from the



moment a person clicks on a buy-now button, to a more-efficient packing process that reduces shipping volumes, to optimised transportation routing that reduces travel miles, trucks on the road and planes in the air. The end results are reduced CO₂ emissions, exceptional customer experiences and greater alignment with consumer sentiments – all at the same time.

Unifying all elements of the buying journey – distribution, transportation and fulfilment – makes it all possible. That is what gives consumers and brands the ability to make last-minute order changes or combine shipments right up until items leave the warehouse, store, dark site or micro-fulfilment centre. Supply chain commerce gives the end-consumer tools to make greener, more sustainable purchasing decisions, and brands that do so will – likely – be rewarded with greater loyalty and repeat business.

Sliding doors

The integration of national economies into a global economic system has been one of the most significant developments of the last century. We must not lose sight of the fact that the flow of goods around the world is vitally important to the livelihoods and well-being of billions of people around the globe.

At the same time, we also have a duty to recognise that the movement of goods can be inherently hard on the environment and a growing contingent of consumers demand that we do better – at Manhattan we agree.

Supply chain commerce offers capitalism a ‘sliding doors’ moment to take a different path. It represents a chance for capitalism to find its conscience and become a catalyst for a greener, more sustainable future where consumer expectations and the health of our planet can coexist together.





"WE WILL BE CARBON NEUTRAL IN ALL OUR WAREHOUSES BY 2025."

Markus Voss, Global CIO/COO of Supply Chain, DHL Group

SUSTAINABILITY FOR GLOBAL COMMERCE

The increase in global commerce over the last century is certainly a positive development, however, it has also brought challenges of its own. Operational and fiscal matters aside for one moment, the urgency of the climate change topic has thrust ethical and environmental questions to the forefront of both corporate and social agendas.

We heard from a variety of logistics, retail and supply chain leaders about some of the ways their organisations are confronting the question of climate change and the key roles their corporations are playing in creating more sustainable platforms for global commerce.

Sustainable digital journey

DHL Group's CEO, Dr. Frank Appel, is a well-known and keen advocate for building sustainability into logistics processes. He commented in a previous blog post: "There is no way around sustainable logistics in the future. We are deciding today what kind of world we and our children will live in 30 years from now. And our aspiration is to make a substantial contribution to ensure that this will be an even better world."

Dr. Markus Voss, CIO and COO of supply chain at DHL Group echoed Appel's comments at Manhattan Momentum in May, highlighting the carbon cost of logistics and the need for collaboration to solve the climate crisis through the digitalisation of supply chains, the use of new green tech and the proliferation of sustainable energy sources.

"We will be carbon neutral in all our warehouses by 2025 and I am forecasting that I will have to double the size of my IT organisation by 2030 as we aim to achieve our goal of a fully digitised supply chain. Logistics is responsible for 25% of carbon emissions, so investing in sustainable fuels and electric planes is as much of a must today, as shipping 'air' is a crime. We need partners that are committed to the same sustainable, digital journey

"BY GIVING CLOTHING A SECOND LIFE, IT REDUCES THE ENVIRONMENTAL IMPACT BY AS MUCH AS 82%."

Michael Relich, Co-CEO, PacSun



we are on, just like Manhattan," Voss finished. DHL is aggressively pursuing sustainable targets and has committed to a zero-emissions target by 2050. It is investing in sustainable aviation fuels as part of an important step in its decarbonisation journey, both in terms of its clean operations commitment, but also in reducing the emissions footprint of transported goods for its customers. The logistics giant has also committed to electrifying 60% of its last mile delivery vehicles by 2030 and supports the development and market availability of hydrogen and electric trucks.

Rewear, recirculate, repeat

Gen Z retailer PacSun continued the sustainability theme from the May conference with Co-CEO Michael Relich. There are 36 billion clothing items thrown away each year in the US alone, 95% of which could be reused or recycled. Thanks to PacSun's commitment to sustainability and its collaborative partnership with ThredUp, consumers can 'Rewear. Recirculate. Repeat.' PacSun goods.

"When you trade in a pair of old PacSun jeans we'll give you discount towards a new pair. By giving clothing a second life, it reduces the environmental impact by as much as 82% and by returning one clothing item back into the circular economy extends its life by an average of 2.2 years. Extending the life of clothes helps fight fashion waste and shopping secondhand displaces the need for new clothing production, diverting items from landfill," Relich added.

An environmentally conscious future

Manhattan CEO Eddie Capel advocated the potential 'green gains' supply chains can affect during the UN Climate Change Conference in Glasgow last year and Senior Vice President of Product Mana, Brian Kinsella, added his opinions on sustainability from a product perspective.

"Being able to add to and cancel orders up to the moment truck doors are sealed, Manhattan's customers can eliminate excessive delivery miles and reduce carbon emissions and waste associated with traditional returns processes. Our goal is to reduce returns by giving customers full control of their order until the very last moment before it's put in a van," Kinsella ended.

Climate change and sustainability are topics that should concern everyone, from governments and multinational organisations, right down to every one of us on an individual level. Often the weight of these types of global issues can feel like a crushing inevitability. However, we must remain positive and hopeful that with the type of collaborative actions and initiatives shown by the likes of DHL and PacSun, we can build a more environmentally conscious, sustainable future for those generations to follow.





Imagine a world where shoppers can walk into a clothing store, scan the price tag on a dress, and complete payment on the spot. Imagine a world where virtual stylists allow shoppers to seamlessly pay by link, or a world where instore shoppers collecting their online orders aren't just handed a package but are greeted with personalised recommendations to complement their purchase. This world isn't so far off, with the next generation of Point of Sale (POS).

THE PURSUIT OF CUSTOMER NIRVANA



Natalie Berg,
Retail Analyst,
NBK Retail

While in crisis mode during the early months of the pandemic, retailers quickly pivoted to ensure that stores could continue serving customers via click and collect and curbside pickup, while simultaneously processing online returns instore. This behaviour, however, has outlasted the pandemic, reinforcing the need for retailers to ensure they are equipped with the right tools to seamlessly serve the customer across multiple touchpoints.

POS redefined

For many retailers around the globe, this is becoming basic hygiene. The role of POS was, and is, being drastically redefined for the digital era.

The industry has come a long way to meet the needs of the 21st century shopper who wants to shop on their terms, irrespective of device or channel used. It's imperative, however, that retailers continue to move the dial, removing any remaining friction points from the instore experience. This is no time for complacency.

If we go back to the perennial problem of out-of-stocks, it's hard to believe that even in 2022, only a relatively small number of retailers are capable of offering in-store purchasing from another store's inventory.

From a customer experience perspective, this feels entirely unacceptable given the industry's broader efforts to digitise the physical store. Not only do retailers risk losing the sale but it can be detrimental to brand loyalty in the long-term too.

PRE-PURCHASE Traditionally, retailers took a store-only view of the customer and the sharing of data and shopper preferences across channels was limited. Today, there is an enterprise view of the customer, and retailers have full visibility into purchase history as well as sharing of digital data

PURCHASE When it came to out-of-stocks, the experience used to be filled with roadblocks and friction. Today, however, thanks to retailers' endless aisle capabilities, shoppers can make a single purchase for items that are available both in and out of the store.

POST-PURCHASE It's difficult to cast our minds back to a time when stores would not accept online returns, given the ease and proliferation of choice today when it comes to returning goods purchased online. Today, this offers another touchpoint for brands to take advantage of and to enhance the overall brand-customer experience.

The future is stores

Recognising that the role of the store is no longer limited to selling, it's essential that bricks and mortar retail is repositioned as a hub for fulfilment. The benefits are clear: retailers with store fulfilment options see higher revenue growth (114% increase when click and collect is implemented and 60% increase when ship from store is implemented). The future of ecommerce is stores.



THE LIFELINE OF COMMERCE

Logistics goes far beyond warehousing and transportation – retailers are just as much a part of the supply chain ecosystem as manufacturers, suppliers, and customers. In today’s environment (with shortages of goods on the one hand and increasingly demanding customers on the other) every part of the supply chain has a crucial role to play when it comes to driving efficiencies, optimisation and customer experience.



Markus Lohmann,
Sales Director,
Manhattan
Associates

Every retailer will be familiar with the following scenario: whether in a physical store or online, if a product is shown as ‘currently unavailable’ this puts the sale at risk in the short-term and brand loyalty in the longer-term. If however, a reasonable, alternative delivery option and time can be given, this significantly increases the chance of ‘saving the sale’ and the likelihood of a positive overall customer experience.

Today’s consumers are also putting increasing importance on the so-called operational experience as part of the customer experience, meaning there is a greater emphasis on regular updates and communications about shipping routes, delivery windows and the overall environmental impact of their purchases too.

The value of experience

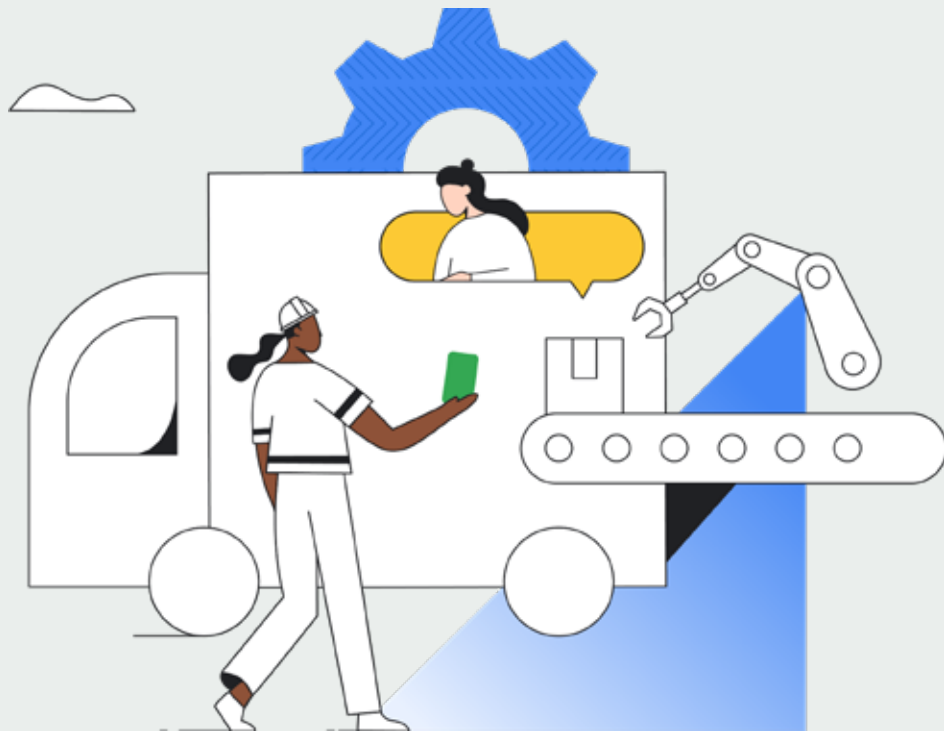
With IT systems that can unify a company’s supply chain systems, as well as integrate seamlessly with the systems and data of 3PLs and robotics partners, inventory and transport management can significantly optimise planning cycles, picking times and order processing from several hours to a matter of minutes. This more agile, flexible approach means that cut-off times can be extended right up to the moment an item leaves the warehouse or store on a truck or in a van. This has the potential to significantly reduce split-

shipments and returns too – a win for customers, brands and the environment. In addition, a modern IT system also provides a reliable overview of the inventory at all times, eliminating the need for manual stocktaking. It coordinates order processing and receipts, workflows and product storage locations for optimal picking runs on a smarter data-driven basis. At the same time, it can also be used to control the relationship and cooperation between man and machine – an increasingly important element in today’s supply chain networks.

Customer service

Data can also be used to take customer service to a new level, whether that’s at the physical store or through an online platform (website, app or social media). In the physical store, apps on handheld devices allow each employee to provide individual support even if he or she has never seen the customer before. In addition, self-service use of the system on touchscreens or tablets can be offered as an alternative to staff.

If the sales associate can assure the customer that the product they want will be delivered to their front door (or any other desired location) the day after tomorrow, and that they will also receive the relevant updates and options for delivery, the customer experience comes full circle, making for happy, loyal customers.



WHAT RETAILERS ARE THINKING ABOUT SUSTAINABILITY

Retail is a fast-paced, hyper-competitive industry with retailers battling tight margins, supply chain issues, rising prices and fast changing consumer demand. And if that wasn't enough, they feel the urgency to be more sustainable, and vocal about the good they are doing.



Tim Michalak,
*Retail/CPG
Strategic ISV
Lead, Google
Cloud*

Therefore, we at Google Cloud are sharing insights on how more than 500 retail executives polled in a recent survey, conducted by The Harris Poll, of 1,491 industry executives across 16 countries are thinking about sustainability.

A rising priority

Most of us have near daily interaction with retail. That higher level of visibility also means that the environmental footprint of retail is often under the microscope, from the sustainability of fashion and product packaging, to the complexity of resource-intensive supply chains. A remarkable 71% of retail leaders surveyed indicated that they were prioritizing sustainability, compared to 64% of the global average of leaders across all industries - the highest score across all industries. But perhaps most interesting of all is how highly sustainability ranks among other priorities for retailers - it's seen as more important than driving revenue, attracting talent and evolving business models - all in one of the most highly competitive, low-margin sectors of the economy.

Efforts falling short

Across all industry executives surveyed, retailers gave themselves the most sobering assessment of their own sustainability initiatives. For example, only 36% of retail executives confirm that they run a recycling program (compared to the global industry average of 42%). And despite the high priority retailers are now placing on sustainable practices, the retail executives surveyed indicate that they are the least likely to use technology to make their business practices more sustainable - from developing more eco-friendly products and measuring the impact of their sustainability efforts, to using digital technologies to transform their business operations.

Where to start?

Although retailers are struggling to utilize tech in their sustainability efforts, 93% of retail executives believe that technology can make it possible for their organization to be more sustainable. But the truth is that more than half of them (54%) simply don't know where to start with regards to sustainability - considerably lower than the global

“VISIBILITY INTO SUPPLY CHAINS AND LOGISTICS WAS PROBABLY THE GREATEST CHALLENGE DURING THE HOLIDAY SEASON. WINNING COMPANIES ARE TAKING STEPS TO ADDRESS THIS, BY LOOKING BEYOND TRADITIONAL DATA SOURCES FOR GREATER VISIBILITY AND CONTROL.”

Retail executive priorities



average (65%). It is imperative that technology providers, including Manhattan Associates and Google Cloud, show this critical sector how technology can tangibly and efficiently make a positive impact in their sustainability efforts without requiring a retailer to overhaul their operations. For retailers looking to accelerate their journey, here are a few tips on how technology can help move the needle on sustainability and their day-to-day business at the same time:

1 Tip: reduce waste

Use a combination of data analytics and flexible omnichannel commerce solutions to reduce waste through efficient inventory management and better demand forecasting: Expending resources on moving goods inefficiently isn't just bad business, it's bad for the environment. It is

Compared to other industries, leaders in retail are less likely to see technology as an aide in sustainability. According to them, technology...



important for retailers to have the visibility to know they are getting the right products to the right places at the right time with the flexibility to adjust due to unforeseen circumstances. An excellent example is PVH's response to the global pandemic. With iconic brands as Calvin Klein and TOMMY HILFIGER, PVH was forced to temporarily close its physical stores and, as a result, experienced a sudden increase in online sales. The retailer was able to quickly pivot by adjusting its business rules in Manhattan Distributed Order Management (part of Manhattan Active® Omni) to expose store inventory to online consumers and reroute its fulfillment processes. In a matter of days, PVH was able to leverage both its distribution centers and vast store network to fulfill its online orders.

2 Tip: run on cleanest cloud

Look to the cleanest supply chain and omnichannel commerce solution, run on the cleanest cloud: Running operations in the cloud allows retailers to be more agile and makes it easier to meet the changing customer demands. However, not all clouds are equal - Google Cloud is the cleanest cloud in the industry and is carbon neutral in its operations, with a goal to run 24/7 on carbon-free energy at all of our data centers by 2030. We've also built a collection of tools that can help retailers accurately track their gross carbon emissions associated with their Google Cloud usage and take action to reduce their environmental footprint. That's why Manhattan Associates and Google Cloud have partnered to run Manhattan Active® Supply Chain, a comprehensive cloud-native solution, on Google Cloud.

3 Tip: cut down emissions

Cut down on emissions by maximizing delivery fleet efficiency: Delivery fleets can consume immense amounts of fuel, adding to a retailer's environmental footprint. By leveraging smart analytics, retailers can greatly reduce this impact while still meeting rising consumer demands for fast shipping. For example, Google Cloud's Last Mile Fleet & Cloud Fleet Routing solution gives retailers an integrated suite of mapping, routing, and analytics capabilities that can help them and carriers not only meet consumer expectations, but also achieve sustainability targets by reducing the number of miles traveled and the number of carbon-emitting vehicles on the road.





8 QUESTIONS FOR: MARKUS LOHMANN

1 What did you want to be when you were growing up?

Dentist.

2 What was your first job?

As a pupil I worked in a statics office, copying and folding big plans, doing errands. After school two years in a bank, then 4 years in a hospital. After my studies I started at a 3PL. So, very different jobs and industries.

3 What hobbies do you enjoy outside of work?

Sports, doing fitness training, playing golf, skiing, guiding my kids to football matches at weekends, reading.

4 Which three people would you invite to a dinner party if you could invite anyone past or present and why?

- My wife: she is the most important person in my life, we have created a wonderful family, dinners of two have become rare in recent years.
- My father (already passed away): I just want to tell him about the things that have happened in the last few years and what we have experienced.
- Tiger Woods: person and personality, model athlete and charisma, unprecedented success. He has suffered to win, he wins in the most difficult conditions, he has experienced many highs and lows. And I would just like some tips for my own golf game.

Markus Lohmann is Sales Director at Manhattan Associates, looking after Austria and Germany. With an impressive track record in the supply chain and logistics industry, he is an experienced professional who implements complex, national as well as international projects with confidence.

5 What's hot in Germany at the moment in terms of supply chain commerce?

Shortage of goods and the fragility of supply chains: deliverability is the new price! The supply chain remains a key issue, building internal and external supply chain resilience.

In addition, sustainability and origin of products is gathering pace too.

6 How has the retail landscape in Germany shifted over the last twelve months?

Retail is currently in a major phase of change, boundaries between physical and online are disappearing. The question is no longer whether one will come or the other will stay, but rather how the two, online and offline, can complement each other in a meaningful way. Contrary to predictions retailers are definitely benefiting from the good old stores.

7 What is the single biggest trend shaping German consumers in 2022?

Unified commerce, people enjoy shopping in brick-and-mortar stores again, but at the same time want to be inspired and benefit from the convenience of online commerce.

The modern customer experience is changing. There's a need for more convenient, transparent and personalised experiences, and it's being driven by all the things in our daily lives.

Whether, Amazon, Airbnb or Netflix, these are the solutions technologies that are changing consumer expectations of what should be and what could be.

8 What is the biggest challenge German retail brand need to address into 2023 and beyond?

What happens in the world also affects our business. The supply chain remains a key issue as well as inflation and inflation fears, prices could rise. Shortage of skilled labour. From a pure business and supply chain perspective the interaction of online and offline is becoming the standard!



ELON GROUP FINDS DOMESTIC BLISS

Elon is Sweden's largest free specialist retail chain for white goods, with more than 300 stores across the country. They also have stores in Norway and partners in Finland, Denmark, and Iceland. Elon increased its total revenue by 12.3% in 2020, as a result of the chain's investments made over several years in warehousing, ecommerce, and new in-store services as well as the rising interest in home renovation during the pandemic.

The company has been using Manhattan SCALE as its warehouse management system (WMS) for almost 3 years and currently has 75 licensed users. One of the main objectives in implementing the new WMS was to standardise the internal workflows to gain a better control of logistical processes. Elon decided to deploy Manhattan's supply chain solutions for a number of technological and business reasons. Manhattan's strong industry presence definitely played a factor as well as their relationship with geopartner IDNet, who understands the local market and Manhattan's products.

Another key reason was that Manhattan's WMS solution offered flexibility, functionality, better control, and increased efficiency.

Higher fill rate

Since the implementation was completed, it has allowed Elon employees to substantially be more efficient and effective. In the past, Elon employees were unable to track metrics and KPIs at the same level as after the change to Manhattan SCALE. Now, they can view available stock, improve picking productivity and stock-counting accuracy, and achieve a higher fill rate within the warehouses.

"IDNET UNDERSTANDS THE NEEDS OF OUR BUSINESS AND CAN GIVE US SUGGESTIONS AND CHALLENGES IN ORDER TO CREATE THE BEST SOLUTION."

Markus Luthman, Logistics Development Manager, Elon

CHALLENGE:

Previously, Elon used a self-developed warehouse management system (WMS) that gave the users a big degree of operational freedom resulting in inefficient processes and reduced productivity. With business growing in all sales channels, Elon needed a solution that could handle and develop their business further.

SOLUTION:

Manhattan Associates' supply chain solutions were selected due to their flexibility, ease of use, and the breadth and depth of functionality.

PROGRESS & RESULTS:

With Manhattan Associates' supply chain solutions, Elon has better control and stock visibility as well as improved picking productivity, allowing teammates to be more efficient and effective.





RAPID DELIVERY AND FOOD RETAILERS: A MATCH MADE IN HEAVEN

In recent years, quick commerce has rapidly conquered the inner cities of Europe. Now that the economy is under pressure however, questions are being asked about the longevity, sustainability and profitability of the space. Walther Ploos van Amstel, Professor of City Logistics at the Amsterdam University of Applied Sciences spoke to us on the topic.

If inflation continues and the economy stagnates, will quick commerce disappear?

It could well be that consumers will keep a tight hold on their purse strings and you can actually see that happening already. But, that said, I don't think that the concept of rapid delivery is losing any of its power. This is not a here today, gone tomorrow trend that will simply blow over.

Quick commerce is a niche market. In food retail, we are talking about a market share of one or two percent, in large cities perhaps five to ten percent. There will always be a category of consumers who choose this service because of its convenience, however, rapid deliverers will have to respond to the current economic instability with products that are cheaper.

If these newcomers to food retail operate smartly and efficiently, quick commerce could eventually become cheaper than doing the shopping yourself. After all, the shop is a very expensive piece of equipment that costs an estimated 20 to 25% of sales. An overpriced machine that is permanently

dangling high-margin products in front of it. Those who shop online a little more consciously could be winners.

How will food retailers manage the trend towards quick commerce?

Home delivery is a money-consuming option and with rapid deliveries offering another option for consumers, traditional brands have no choice but to respond. They can do two things to keep costs down. Firstly, they must ensure that handling is done with maximum efficiency by using robots and packaging that is optimised for handling by robots.

In addition, retailers should make maximum use of data. After all, in logistics, everything revolves around data and time. If you keep waiting for a customer to finally place an order, you will be running and standing still. It is better to create a permanent flow of orders, for example, by studying customer behaviour. For example: if all capacity is currently used, you may have to stretch out the delivery time. Don't promise delivery within 20 minutes, but within 40 or 60 minutes.



Only then is it possible to deploy people optimally. Rapid deliveries, just like home deliveries, are costly if you do not excel in that type of operation.

It makes sense that traditional food retailers and quick commerce companies should work together. Rapid delivery companies can benefit from purchasing advantages and from the efficient distribution networks of more established food retailers as they would never be able to get their own stock into the city so inexpensively.

Food retailers and rapid deliverers are a match made in heaven, but what food retailers should not do is allow those deliverers to pick up stock in shops as they are simply not equipped for that. The best option is to free up space – between 200 to 250 square metres – for a micro-fulfilment centre. Robotics can help to set up such a micro-fulfilment centre efficiently, as the Chinese company Ochama has shown in its first shops in the Netherlands. Such micro-fulfilment centres can therefore also be used as click and collect points for rapid delivery partners.

Is it simply a matter of time before rapid deliverers branch out into the non-food space?

Groceries and other fast-moving consumer goods are ideal for quick commerce. On average, every household visits a grocery shop five to seven times a week, whereas you'd only ever visit a bookstore let's say, maybe once a month – that is why I am not convinced that we will encounter this diversification to non-food products.

What I do believe is that the same deliverer when he or she is not on another assignment, could pick up a book from the bookshop or a dress from a boutique. So I see synergy already being created thanks to the initiatives of start-ups such as Storeshippers. They pick up products from shops such as Rituals and Nespresso and deliver them to people's homes.

What could make rapid deliveries powerful beyond the grocery sector is partnerships and the use of local shop networks. I therefore think that flash delivery companies could offer their transport services to many more parties, even those outside traditional retail. Just now you only see Gorillas delivery drivers delivering Gorillas goods, or Flink drivers only transporting Flink items. However, if these parties were to deploy their delivery networks more broadly, they could take a huge leap forward in efficiency.

Will rapid delivery services eventually be absorbed or replaced by traditional retailers?

Companies that focus on rapid delivery alone will not succeed. The market share is too small and so is the purchasing power of these firms, having as they do, to incur high costs to supply their hubs in city centres.

If they partner up with existing retailers, they can benefit from strengths such as the purchasing power and efficient distribution networks of traditional food retailers. Conversely, we're seeing that food retailers do not want to lose sales to rapid deliverers, making it entirely possible that we could see traditional food retailers and quick commerce start-ups working together to share square meterage in micro-fulfilment centres, supply routes and delivery services all over Europe in the near future.



"IF THESE NEWCOMERS TO FOOD RETAIL OPERATE SMARTLY AND EFFICIENTLY, QUICK COMMERCE COULD EVENTUALLY BECOME CHEAPER"

Walther Ploos van Amstel, Professor City Logistics

A HAPPY CLIENT IS ALWAYS THE GOAL

If you ask Emily about her job while you're at a birthday party it is hard to thoroughly explain in one sentence. With over four years at Manhattan Associates Emily explains why she loves her job.



Emily Moyer,
Principal
Consultant,
Manhattan
Associates

My day at work looks different every day. The variety of tasks in my role is exactly what I love about my job because it keeps me interested and inspired to continue growing and learning. As a design lead, I can use my creativity in the design process, and I can use my problem-solving skills in evaluating multiple options and selecting the optimal solution. Ultimately, being able to see the solutions that I've designed being used by actual store associates or improving end customers shopping experiences on the website or in store is very satisfying because I can see my ideas come to realisation.

Impact, innovation, and change

Another nice part of my job is the impact I can make on clients. A satisfied client is always the goal, and it gives me satisfaction to know the business of the clients are helped with our work. We live in a world where increasingly faster ecommerce is expected. Consumers have higher expectations, they want faster, cheaper, more, better... In my role, I am challenged to keep up with these changing consumer expectations and to keep up with the way our product is always growing as product enhancements are released every quarter. I feel very fortunate to have gotten to work with such high-quality client teams that are always looking to improve and make progress. We always ask ourselves: what can be done

more efficiently and what can be automated? It is key that these processes of our clients always run smoothly, despite the fast pace of new developments. This keeps my work challenging and varied. I try to take a step towards improving processes every day.

Operating worldwide

Manhattan has a People-First culture and strives for a diverse and inclusive work environment. Unique backgrounds, experiences and perspectives of each team member are embraced. The dynamic culture supports professional and personal development and stimulates employee engagement, cultivates collaboration, and encourages continuous innovation.

We are able to work with colleagues all over the world, from Australia to Colombia to France to the UK. We're always learning from each other and bettering our understanding of how people's experiences differ from our own but also what makes us all similar. This awareness makes us stronger and more connected as a team. Our team in the Central Europe office is dynamic and growing rapidly. Because of the growth it feels like an innovative and agile start-up, while we also are part of a well-established worldwide team of Manhattan Associates so it is really the best of both worlds. That makes my job so special!



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