

2024 Consumer Study

# Revolutionize retail with AI everywhere

*Customers won't wait*

## How IBM can help

IBM has been providing expertise to help retail and consumer products companies win in the marketplace for more than a century. Our researchers and consultants create innovative solutions that help clients become more consumer-centric by delivering compelling brand and store experiences, collaborating more effectively with channel partners, and aligning demand and supply. With a comprehensive portfolio of solutions for merchandising, supply chain management, omnichannel retailing, and advanced analytics, IBM helps deliver rapid time to value. With global capabilities that span 170 countries, we help brands and retailers anticipate change and profit from new opportunities. For more information on our retail and consumer products solutions, please visit: [ibm.com/industries/retail](https://www.ibm.com/industries/retail), <https://www.ibm.com/consulting/retail>, and <https://www.ibm.com/industries/consumer-goods>.



*AI simplifies shopping by giving consumers the contextual information they need to make better, faster decisions.*

## Key takeaways

- Retailers and brands are falling short of consumer expectations.  
Only 9% say they are satisfied with the in-store shopping experience and only 14% say the same for online shopping.
- Connected data unifies the customer experience—if brands can earn trust.  
52% of consumers want to receive information, advertisements, and offerings from stores that are relevant to their specific interests. But 40% say they want more control over how companies use their data.
- Consumers need relevant information to shop sustainably.  
Consumers want to see how companies measure up in the areas they most care about, such as the use of safe and natural ingredients and recycled materials—but companies aren't providing enough information.
- Shoppers want payment options that give them more for their money every time, everywhere.  
Nearly half (46%) of consumers would like to pay for their purchases in installments and more than two-thirds (69%) would like to pay with loyalty or rewards points.
- Most consumers are eager to streamline shopping with AI.  
Roughly four in five consumers who haven't yet tried AI for shopping would like to use it to research products, look for deals, ask questions, and resolve issues.



## Introduction

# Consumers are ready to use the tools of tomorrow, today—but most brands aren't delivering

Today's technology can make shopping faster, easier, and more precise than ever before. So why are consumers still waiting in line?

From slow checkout lanes to absent associates, in-store shoppers are still struggling with the same headaches they've always faced. Online, the situation is only slightly better. According to our survey of 20,000 consumers across 26 countries, only 9% of consumers say they're satisfied with the in-store shopping experience. For online shopping, that figure climbs to just 14% (see "Study methodology," page 25).

Consumers know brands and retailers can do better. Leading digital experiences have shown them what's possible, and they now expect companies to infuse technology to enhance their shopping journey. More than half say they would like to use virtual assistants (55%), augmented or virtual reality (55%), and AI applications (59%) as they shop.

What's more, nearly a quarter (23%) of consumers are "tech enthusiasts," mainstream technology users with an active desire to try new digital shopping experiences. These early adopters are also the best brand ambassadors, with 70% saying they've introduced friends and family members to a new brand or product in the last six months. Another 45% are "tech experimentalists," individuals who aren't yet mainstream users but are open to exploring digital shopping journeys. Half of these consumers have introduced products or brands to their network in the last six months.

*3 in 5 consumers would like to use AI applications as they shop.*

Connecting with these influential customers requires adeptly tapping technology to make experiences more contextual and customized. But these experiences are just part of the equation. Consumers say they've recently switched brands for a variety of reasons—with price topping the list.

As inflation and economic uncertainty pinch pocketbooks, 62% of consumers say price is a top reason they would switch stores or brands.

Six in 10 also say inflation has impacted how they shop, with this figure only dropping to 50% for the affluent. The same portion say they always look for deals before making a purchase.

If they can't find the product at the price they want, most consumers will rethink their purchase rather than pay more. In fact, 77% of consumers across all income groups say they make tradeoffs when prices are too high (see Figure 1).

FIGURE 1

**Price is top-of-mind as inflation limits consumer purchasing power**



To give consumers everything they want while still protecting profit margins, many retailers and brands are turning to AI and other technologies. The right applications can deliver higher-quality products and richer experiences at a better price. They can also add value by operationalizing and showcasing sustainability, which our survey reveals as a major business need: 73% of consumers who say sustainability is important are willing to pay more for products branded as environmentally sustainable, up from 50% in 2022.<sup>1</sup>

Yet, despite the supercomputers in their pockets, consumers must often spend hours searching for the right products, scouring reviews, comparing prices, and assessing sustainability.

In this environment, AI can make shopping easier by giving consumers the information they need to make better, faster decisions. When technology is integrated to improve their experiences—not added as an afterthought—brands and retailers can finally deliver the convenience and flexibility consumers have come to expect.

Here are three growth imperatives that brands and retailers face in the AI era—across experiences, sustainability, and operations—and actions to help them outpace the competition in a time of rapid change.

*73% of consumers who care about sustainability are willing to pay more for sustainable products—up from 50% in 2022.*





## Chapter 1

# Experiences must be seamless, dynamic, and contextual

Shoppers are no longer content with one-size-fits-all experiences. Today's consumers want real-time, contextual information—no matter where or when they shop.

As they move across touchpoints, consumers expect companies to recognize them, remember their preferences, and serve them appropriately. They want to easily access their orders, shopping carts, and purchase histories every step of the way. They crave more choices but less hassle, with accurate inventory data, delivery timelines, and targeted offers available in real time, at the click of a button.

Most of all, they want things to just *work*. But they often don't. To deliver the streamlined experiences consumers expect, brands and retailers must create connected experiences, personalize the journey, enable shopping platforms, and make paying more convenient.

## Connected, unified experiences keep customers engaged

Consumers are interested in using next-gen tech to improve their shopping experience. At least three-quarters of those who haven't used augmented and virtual reality for shopping would like use it to try on wearable products (75%), shop for products or services (77%), redecorate their homes (79%) or research products (81%). This technology can help companies create immersive omnichannel experiences that unify in-store and online interactions with the brand.

Consumers are also intrigued by the opportunity to use AI when they shop. Roughly four in five consumers who haven't yet used AI for shopping would like to explore how it can help them research products or get product information (86%), look for deals and promotions (79%) or get service, ask questions, and resolve issues (82%) (see Figure 2). AI-powered virtual assistants can help customers do all these things and more—if they can responsibly tap connected customer data.

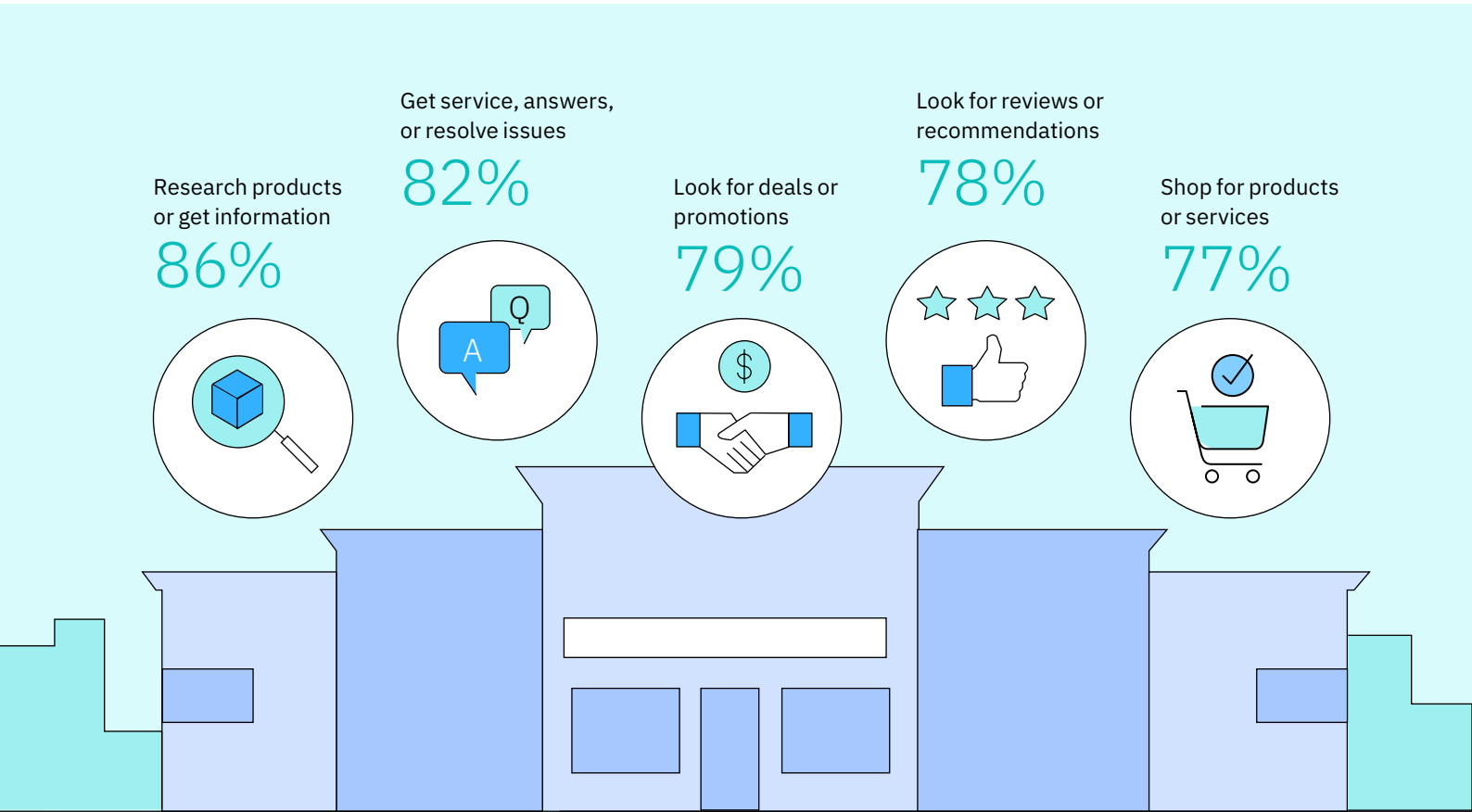
For example, text-based generative AI assistants can tap customer support emails, call transcripts, and purchase history in real time to serve up more helpful suggestions in natural language.

As a result, many companies are moving in this direction, investing heavily to leverage generative AI to differentiate the shopping experience. More than four in five (84%) expect to use text-based generative AI assistants with customers by 2025, up from 42% in 2023.<sup>2</sup>

However, many of today's customer-facing virtual assistants still lack the training, capabilities, and skills needed to understand basic requests and answer customer questions. As a result, only about one-third of consumers who have used virtual assistants are satisfied with the experience. In fact, nearly 20% were so disappointed that they don't want to use virtual assistants again.

FIGURE 2

**Consumers want AI to simplify the shopping journey**



*Q. For those who haven't used AI applications for shopping activities, what would you like to try?*

## Data-driven personalization demands good governance

Search is another area where generative AI could help unify the shopping experience. Its understanding of conversational language, paired with its ability to quickly contextualize customer data, helps it predict what customers want more accurately—and offer more targeted product suggestions.

Rather than using filters to search for products, customers can refine a search by specifying key product details, such as color, size, or material, in natural language—typed or spoken. They could even include their budget, sustainability priorities, or target delivery date to narrow search results.

In this scenario, not only do customers get what they need easily—they also provide valuable data that a retailer can use to serve up offerings based on an individual's lifestyle, not just what they're searching for today. Companies that get this right have the opportunity to boost both basket size and brand loyalty.

But consumers want to know how their information is being used (44%) *and* want more control over how companies use their data (40%). To build trust with wary consumers—while also offering the unified experiences they want—companies must get customers' explicit permission to track and analyze their behavior. Setting expectations up front for every interaction can make customers feel like they're being catered to, rather than spied on.

By clearly outlining what data they're collecting, as well as how it will be used and shared, brands and retailers can avoid offending the people they're hoping to impress. When contextual experiences are also consensual, customers are in control—and that's what they want most.

## Integrated shopping platforms put consumers in control

Retailers that push to collaborate more closely with ecosystem partners can gain an advantage by giving consumers greater choice. In fact, 55% want to shop for products from multiple brands on a marketplace with a single checkout, with that figure inching closer to two-thirds for Gen Zers (62%) and Millennials (64%). And more than two-thirds (69%) of consumers want to pay with rewards points, which may come from their credit card or another external loyalty program.

These demands push retailers and brands to rethink how they connect people with products—and how their technology connects to external systems. From point-of-sale systems to social networks to e-commerce portals, companies need to find new ways to eliminate friction in the shopping journey and payment process. At the same time, they need to break down internal barriers to connected data to create more unified and personalized customer experiences.

*Nearly two-thirds of Gen Zers and Millennials want to shop for products from multiple brands on a marketplace with a single checkout.*

## Fast, flexible checkout options boost brand value

To carry personalized experiences across the finish line, companies must also make it easy for shoppers to pay when, where, and how they want. Overall, consumers say faster checkout is one of the top factors that would improve the in-store shopping experience. Rather than working for free at self-checkout, they're ready for checkout options that let them ring up their entire basket at once, pay with biometrics when possible—or simply walk out the door with their purchases in hand.

More than half (55%) say they would like more payment options, including digital wallets and peer-to-peer payment apps, with this figure rising to roughly two-thirds for Gen Zers (66%) and Millennials (65%). Nearly half (46%) of all consumers, and more than half of Gen Zers (56%) and Millennials (57%), would like to pay in installments over time. As buy-now, pay-later services, such as Klarna and Affirm, become more commonplace, consumers increasingly expect brands and retailers to offer flexible payment options. By delivering these types of rewards and incentives, brands can show customers they're keeping their best interests at heart.



## Action guide

# Curate holistic experiences

*Give your customers what they want every step of the way. Use AI to get a granular view of customer data, deliver targeted offers, and offer seamless customer service. Modernize your technology architecture to connect your data and create more value from industry partnerships. Build trust through transparency.*

- Give every employee the knowledge of your most experienced associate to provide a consistent, unified experience across all channels.

Train a generative AI model on your products and services to help associates quickly solve customer problems and provide relevant recommendations online and in-store. Use generative AI for instant translations—and create prompts that can help associates understand past issues and solve future problems faster, regardless of the customer engagement channel.

- Decide what customer data is essential to personalize customer experiences.

Work backward from the customer experience to determine what you need to know to make it more unified—and let AI help you learn faster. Leverage the speed and scalability of generative AI to personalize services, interactions, and offerings, while securing sensitive data each step of the way.

- Integrate data to better understand your customers.

Break down functional silos to consolidate data from operations, marketing and sales, and customer service to create accurate customer profiles that let you deliver a seamless and relevant experience.

- Ensure explainability and transparency to build security into digital products.

Prioritize data policies and controls centered on security, privacy, governance, and compliance. Let customers know how you plan to use their data and ask for their permission before you collect it. Be open and transparent with your policies and procedures to build consumer trust in AI.

---

## Case study

# Boots UK boosts basket size with a streamlined customer experience<sup>3</sup>

You can't succeed in the future with technology built for the past. That's why Boots UK is focused on making it faster and easier for its customers to shop online.

To keep up with consumer demands for a more connected shopping experience, IBM and Boots have worked together using the Red Hat® OpenShift® container platform to build, test, and upgrade the retailer's digital environment. One of the team's biggest challenges has been modernizing Boots' legacy e-commerce site, which was too slow to handle increased customer traffic.

But when the new website was launched, it handled a tidal wave of sales without a hitch—and drove an average basket size that far exceeded anything the team had forecasted. Boots is now measuring significant growth rates following its digital transformation:

- Revenue is up more than 54% annually, and up more than 115% over two years.
- The company's customer base has grown by more than 45%, and orders increased by more than 42% annually.
- Conversion rates are up by more than 16% annually and 43% over two years.
- Average order value increased by more than 8% annually and by more than 13% over two years.

*“IBM has not only set us up with a new modernized infrastructure and tools, but also an environment that allows us to build on continuously. It isn't a one-hit wonder and we're done; it's a continuation, a real explosion of how a partnership can work.”*

**Richard Corbridge**

CIO, Boots UK

## Chapter 2

# Brands must be sustainable— and be able to prove it

As environmental issues continue to intensify, consumers are looking for information that will allow them to make more responsible choices. And they want hard data, not vague PR statements. AI and other new technologies can help companies give customers the intel they crave—as long as they're built on a foundation of trust, transparency, and accountability.

## Build trust by aligning with consumer values

In our 2022 and 2024 surveys, roughly two-thirds of consumers said trust is important when choosing a brand—and purpose-driven consumers remain the largest market segment (45%).<sup>4</sup> These consumers seek products and brands that align with their values and provide health and wellness benefits. They care deeply about environmental sustainability and are willing to change their shopping habits to reduce negative environmental impact.

But it's not only purpose-driven consumers who are willing to make a change. Overall, 78% of consumers say sustainability is important to them when choosing a brand—and 61% say they're willing to alter their habits to help reduce negative environmental impacts. More than two in three (67%) say at least half of the products they bought in their last purchase were sustainable.<sup>5</sup>

# Influence purchases with sustainability data

However, only 41% of consumers say they have sufficient information to shop sustainably.<sup>6</sup> Consumers want to see how companies measure up in the areas they most care about, which include the use of safe and natural ingredients in products and the use of recycled materials in packaging. But consumer companies aren't reporting enough of those metrics (see Figure 3).<sup>7</sup>

Executives agree that their organizations struggle to deliver relevant sustainability data. Almost three-quarters of consumer industry leaders say they need to recalibrate how they measure and report their sustainability targets, but they don't have the capabilities to monitor and measure progress in real time.<sup>8</sup> Overall, roughly three in four executives say manually processed data is holding back their sustainability reporting and performance efforts.<sup>9</sup>

FIGURE 3

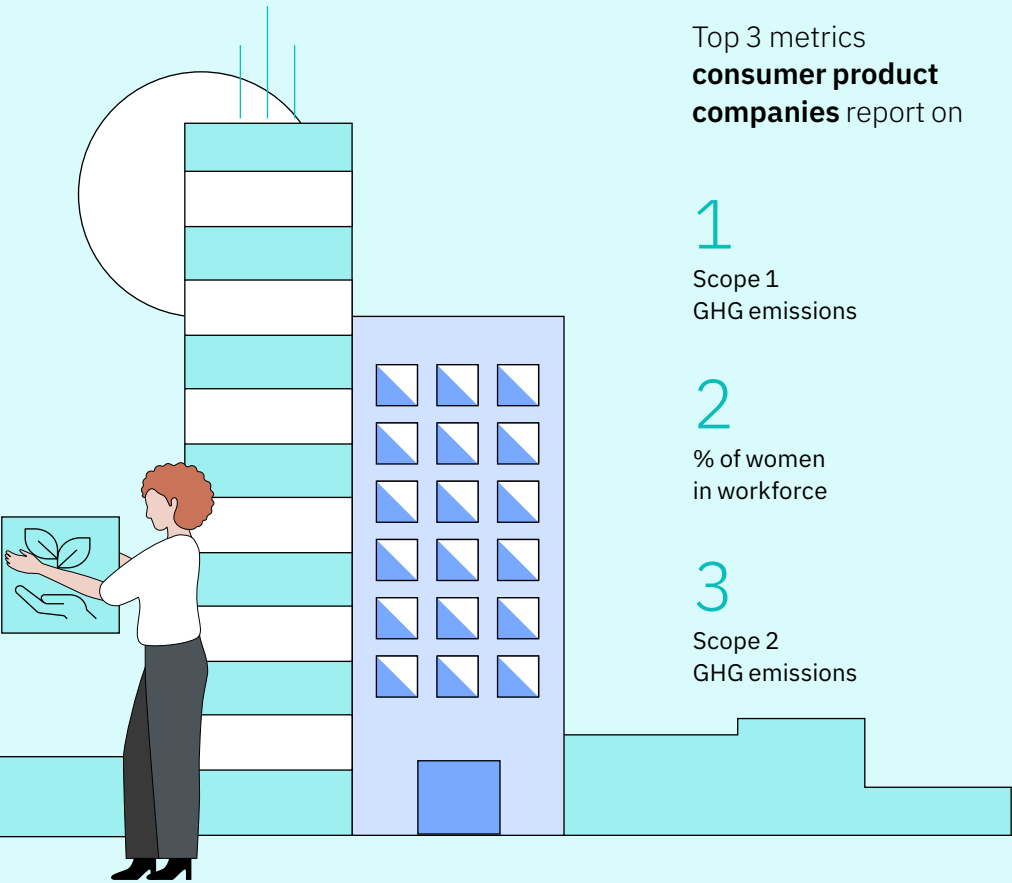
## Consumers can't assess how companies perform on the sustainability metrics they care most about

Top 3 factors consumers care about

- 1 Safe ingredients or materials
- 2 Natural ingredients or materials
- 3 Use of recycled materials

Top 3 metrics consumer product companies report on

- 1 Scope 1 GHG emissions
- 2 % of women in workforce
- 3 Scope 2 GHG emissions





## Operationalize sustainability to achieve business goals

Leaders recognize the value sustainability brings to their brands, with 77% agreeing that sustainability investments will accelerate business growth. In this vein, three out of five say they are purposefully aligning sustainability and operations goals to optimize investments and efforts in both areas. For example, nearly half (48%) of organizations are focused on redesigning their supply chain network to avoid future disruptions, mitigate risks, and become more sustainable.<sup>10</sup>

To strengthen resilience and sustainability, organizations are also diversifying across suppliers, transportation, and logistics providers. But managing this expanding, more complex ecosystem requires greater visibility and collaboration.

Generative AI can address this issue by putting real-time data within reach. It can create end-to-end visibility across the enterprise—and the entire supply chain—to offer nearly instant insights into both operational performance and environmental impacts. Generative AI can also analyze historical sales data, market trends, and other factors to predict future demand more accurately, helping companies optimize production levels, reduce overstock, and minimize waste.

Today, 61% of executives say generative AI will be important for their sustainability agenda and 69% of organizations plan to increase their investment in generative AI for sustainability.<sup>11</sup> As brands and retailers tap AI to provide transparent data, they will also be able to set more ambitious—and more credible—sustainability goals. They can let consumers measure the true impact of their purchases, as well. This intel helps consumers live their values—and builds deeper connections with brands they know they can trust.

*77% of executives agree that sustainability investments will accelerate business growth.*

## Action guide

# Achieve sustainability at scale

*Drive growth by tapping consumer demand for sustainable products. Connect supply chain data to reduce waste and gain efficiencies that reduce environmental impact. Use AI to operationalize sustainability across the value chain—and deliver performance metrics customers can trust.*

- Communicate product information clearly to empower sustainable shoppers.  
Give customers the info they're looking for, not just what's easiest to provide. Explain where ingredients and materials come from and why they're safe. Outline how packaging can be recycled.
- Build loyalty and drive sales by targeting marketing efforts to purpose-driven consumers.  
Mine customer data to determine who cares most about sustainable shopping. Go beyond segmentation to deliver personalized sustainable product recommendations—complete with proof points.
- Look at product innovation through a new lens to reduce environmental impact.  
Identify opportunities to swap in more sustainable materials and optimize the manufacturing process by asking generative AI to analyze compositions and workflows. Create multiple versions based on specific parameters and use predictive modeling to anticipate how consumers will respond to different designs.
- Operationalize sustainability across the value chain.  
Map the data initiatives needed to connect your partner ecosystem and track sustainability metrics holistically. Build and leverage a data-sharing platform to trace inventory and raw materials and enable more sustainable operations. Tap generative AI and hybrid cloud to identify opportunities to become more energy efficient and limit your carbon footprint.

---

## Case study

# Bestseller India works smarter to operate sustainably—while staying *en vogue*<sup>12</sup>

Bestseller India is a subsidiary of Bestseller, a worldwide retailer based in Denmark that is a leader in “fast fashion”—a dynamic business model that moves trendy clothes from the runway to the rack in a matter of days or weeks. But this process can consume a massive amount of raw materials, water, and energy.

If designs miss the mark with consumers, inventory gets discounted—and some of it ends up in landfills. However, by more closely aligning design and production with consumer demand, the fashion industry can improve profits while also supporting environmental sustainability. That’s why Bestseller India has tapped AI to help designers and buyers develop better forecasts and deliver the right product at the right time.

Bestseller India set a very ambitious goal to develop a totally new, bespoke platform with AI capabilities to support preseason design, planning, production, and forecasting. The project focused on creating intelligent workflows for key business processes, empowering employees to work smarter with access to real-time data and insights through AI-powered tools. “Now, designers will spend more time on higher value work instead of managing files and data,” says Mukta Srivastava, Only Brand Product Manager at Bestseller India.

After months of work and iteration, the Bestseller India-IBM Garage team brainstormed 61 unique concepts for the platform—called Fabric.ai—which became the first AI-powered tool for the Indian fashion industry.

With Fabric.ai optimized for designers, Bestseller India has a digital platform to help inform more sustainable material choices up front in the value chain. Fabric.ai also provides product planners with data-driven perspectives on producing clothing with a leaner environmental footprint.

“Fabric.ai will help us pore through information that is relevant and in a pictorial form, which is much easier for designers to consume than looking at spreadsheets,” says Srivastava. “It will become much easier for them to deliver a product that is closer to customer demand and make historical performance information available at the click of a button.”



## Chapter 3

# Make real-time operations a reality

It's happened to everyone. You look online to see if a local store has the product you want in stock, but when you arrive the shelf is empty. You ask an associate for help but it's no use. Their information is no better than yours.

This may seem like a symptom of the digital age. With so many people shopping online, retailers struggle to stock brick-and-mortar stores and keep inventory information up to date. But make no mistake: the store is still an essential part of the shopping journey. In fact, two-thirds of consumers say they shop for products in-person—and 73% say physical stores are part of their primary method for purchasing goods.

Still, no one likes a wasted trip. That's why more than two-thirds of all consumers now check product availability before going to the store at least sometimes, with that figure rising to nearly three-quarters for Gen Zers (73%) and Millennials (74%). And while 72% of consumers say the products they want are generally in stock, companies that fail to hit the mark may pay a high price. Roughly one-third of consumers say better product availability is one of the top three reasons they would change brands. The key differentiators: real-time offers, real-time supply chain intelligence, and real-time inventory information.

## Attract customers with real-time, contextual offers

How many clicks does it take for customers to find what they want? Too many. Our survey shows that consumers want an easier way to quickly find the products they're looking for when shopping online (see Figure 4).

AI can help companies address this need by anticipating what people want and curating featured products appropriately. This gives companies the chance to introduce new products to the customers they were designed for, rather than relying on expensive displays to reach target customers in stores. This approach also promises to be more effective, as two-thirds of consumers learn about new products online.

Companies can use AI to identify the customers most likely to be interested in new products—then personalize messaging and offers to inspire them to buy. In this way, generative AI could finally make one-to-one marketing a reality, as almost two-thirds (64%) of CMOs expect to use generative AI for content personalization within the next two years.<sup>13</sup>

For their part, customers are open to getting more targeted messaging from brands. More than half (52%) of consumers say they would like to receive information, advertisements, and offerings from stores that are relevant to their specific interests—with this figure rising to 70% for tech enthusiasts.

The key is sending information consumers find useful, not more junk they have to delete. By connecting each customer to the products they're looking for and offering deals for items they want to buy, brands and retailers can show shoppers they understand them on an individual level. And with generative AI, that could actually be true.

*Two-thirds of consumers shop for products in-person—and 73% say they rely on physical stores to purchase goods.*

## Respond faster with real-time demand sensing and supply chain intelligence

AI can help companies better manage stock by using sales and market data to predict demand more accurately. But real-time data must be connected for it to be valuable. Brands and retailers need to help build an intelligent supply chain that lets all partners track products—and accurately estimate how long it will take to get them into a specific customer’s hands.

Real-time supply chain intelligence can also help companies identify bottlenecks and streamline operations. In large geographic regions, such as the US, accurately predicting where and when to stock products in-store can often be more cost-effective than fulfilling digital orders from a centralized warehouse.

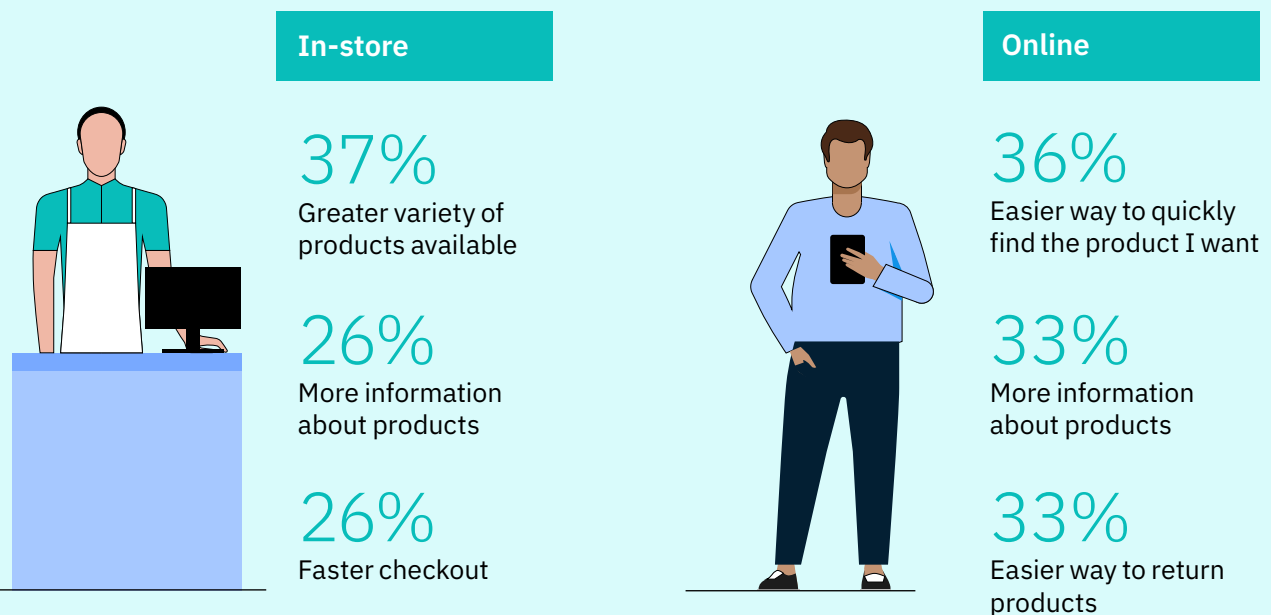
## Improve the shopping experience with real-time inventory availability

To keep customers happy, companies must make it easier for them to find exactly what they want, whenever they want it. When shopping in-store, consumers say companies can most improve their experience by offering a greater variety of products relevant to their specific preferences (see Figure 4).

Given that 65% of consumers use mobile apps to look for information while shopping in-store—with that figure rising to nearly 75% for Millennials and Gen Zers—companies can tap connected data to help them find exactly what they’re looking for. Targeted product information, summarized reviews, location-based promotions, and augmented reality experiences can help guide customers to the products they want and suggest new items based on past purchases.

FIGURE 4

**Consumers want to find the right products quickly, regardless of where they shop**



*Note: Percentages reflect the top three choices of all respondents to the following question: What are the top five things that would help improve your in-store and online experience?*

AI can help stores stock a greater variety of relevant products at the right locations by analyzing local customer preferences and behaviors. With generative AI, retailers can optimize inventory and dynamically adapt store layouts in response to shifting customer demands, leading to improved navigation, product visibility, and stock management.

When customers can reliably find the products they want to buy—whether they're shopping in-store or online—they'll keep coming back for more. But if their preferred brand doesn't serve up what they're looking for quickly and easily, they'll go to the competition. The retailers and brands that offer the shortest, simplest path from search to purchase will be best positioned to build customer loyalty for the long-term.





## Action guide

# Optimize operations and strengthen partnerships

*Both online and in-store, put the right products in front of the right people at the right time. Make it easier to share data and insights across the supply chain. Localize inventory and use AI to predict demand.*

- Observe shifts in customer demand in real time—then react.  
Proactively collect customer feedback through a variety of channels, including social media, online reviews, and surveys. Use generative AI to efficiently process and analyze vast stores of customer data instantly, then adjust product offerings, store layouts, and marketing strategies accordingly to reduce waste and localize fulfillment.
- Make one-to-one marketing a reality to deepen customer relationships.  
Align IT and marketing priorities to stand up tech infrastructure that will let teams tap connected customer data. Use this data to differentiate your brand by offering customers timely and relevant deals and product recommendations.
- Increase visibility into inventory and supply chain operations.  
Tap AI-powered management systems that facilitate seamless communication and data-sharing among supply chain partners. Build strong relationships with providers and partners to enhance transparency. Adopt advanced tracking technologies to let teams monitor product movement in real time. Enhance traditional dashboards with predictive analysis to inform better business decisions.
- Collaborate to create smarter operations across the value chain.  
Automate relentlessly with AI-enabled workflows to streamline production, gain the insights needed to reduce waste, stay in compliance with regulatory requirements, and re-focus employees on higher-value analytical decisions and actions.
- Strengthen ecosystem partnerships with secure and trusted data.  
Embrace open standards and hybrid cloud to exchange data across the business and the ecosystem. Be clear about what customer data is uniquely yours, understand what should stay proprietary, and establish governance practices that all partners agree on.

---

## Case study

# Max Mara taps business intelligence to deliver products faster<sup>14</sup>

When customers shop online, they don't want to wait weeks for their order to arrive. But if a company's back-end operations aren't firing on all cylinders, that can translate to delivery delays.

To address persistent back-end bottlenecks, Italian fashion company Max Mara knew it needed to improve its order fulfillment and customer service processes. The company needed to not only identify quickly and accurately where the problems were, but also which fixes would yield the highest ROI. The digital ops team turned to IBM's Process Mining solution to connect the dots.

The built-in simulation capabilities of the IBM Process Mining solution let process designers test the likely impact of changes on key metrics, such as lead time and staffing requirements. The model also revealed whether a particular change might have unanticipated impacts.

By using IBM technology to simulate changes—including the automation of key process flow segments—Max Mara saw up to a 90% decrease in customer service resolution times, along with a 46% reduction in the average cost per resolution. And the company expects process automation to become a central piece of its digital ops strategy going forward.

“Making strategic investments in process automation will be critical to delivering the high quality digital experience customers have come to expect,” says Max Mara's Head of Digital Operations. “With IBM Process Mining, we've gained a powerful tool to identify where automation will have the highest payoff, both for our customers and for our business going forward.”

## Survey methodology

Every two years the IBM Institute for Business Value surveys global consumers about their shopping habits and preferences. For our third bi-annual study, we surveyed 20,000 respondents in September and October of 2023. We asked them to describe their digital habits, their use of AI and generative AI, their expectations for brands, and their sentiments regarding sustainability.

We analyzed the responses by age group, income, and purchasing habits across product categories, including groceries, personal care and beauty, footwear and apparel, and home goods. For this study, we defined the age group for the generations as follows: Baby Boomers age 59-77, Gen Xers age 44-58, Millennials 29-43 and Gen Zers age 18-28.

Country	
Australia	3%
Belgium	2%
Brazil	3%
Canada	5%
China	8%
Denmark	3%
France	5%
Germany	5%
India	6%
Indonesia	2%
Ireland	2%
Italy	3%
Japan	8%
Malaysia	2%
Mexico	3%
Netherlands	2%
Saudi Arabia	3%
South Africa	3%
South Korea	3%
Spain	3%
Sweden	3%
Switzerland	3%
Thailand	2%
United Arab Emirates	3%
United Kingdom	8%
United States	13%

# The authors



## *Luq Niazi*

Global Managing Partner, Industries  
IBM Consulting  
luq.niazi@uk.ibm.com  
<https://www.linkedin.com/in/luq-niazi-58b0a13/>

## *Joe Dittmar*

Senior Partner, Industry Leader—Retail, Distribution  
IBM Consulting  
dittmar@us.ibm.com  
<https://www.linkedin.com/in/joedittmar/>

## *Karl Haller*

Partner, Consumer Center of Competency  
Leader  
IBM Consulting  
Karl.Haller@ibm.com  
[linkedin.com/in/karlhaller/](https://www.linkedin.com/in/karlhaller/)

## *Mahesh Dodani, PhD*

Industry Chief Engineer  
IBM  
dodani@us.ibm.com  
[linkedin.com/in/maheshdodani](https://www.linkedin.com/in/maheshdodani)

## *Jane Cheung*

Global Research Leader, Consumer Industry  
IBM Institute for Business Value  
jane.cheung@us.ibm.com  
[linkedin.com/in/JaneSCheung](https://www.linkedin.com/in/JaneSCheung)

## About Research Insights

Research Insights are fact-based strategic insights for business executives on critical public- and private-sector issues. They are based on findings from analysis of our own primary research studies. For more information, contact the IBM Institute for Business Value at [iibv@us.ibm.com](mailto:iibv@us.ibm.com).

## IBM Institute for Business Value

For two decades, the IBM Institute for Business Value has served as the thought leadership think tank for IBM. What inspires us is producing research-backed, technology-informed strategic insights that help leaders make smarter business decisions.

From our unique position at the intersection of business, technology, and society, we survey, interview, and engage with thousands of executives, consumers, and experts each year, synthesizing their perspectives into credible, inspiring, and actionable insights.

To stay connected and informed, sign up to receive IBV's email newsletter at [ibm.com/ibv](https://ibm.com/ibv). You can also find us on LinkedIn at <https://ibm.co/ibv-linkedin>.

## The right partner for a changing world

At IBM, we collaborate with our clients, bringing together business insight, advanced research, and technology to give them a distinct advantage in today's rapidly changing environment.

## Related reports

*Redesigning brand values: Purpose and profit converge in core operations*

IBM Institute for Business Value. April 2023.  
<https://ibm.co/sustainable-operations-consumer-products>

*Consumers want it all: Hybrid shopping, sustainability, and purpose-driven brands*

IBM Institute for Business Value. January 2022.  
<https://ibm.co/2022-consumer-study>

*The ESG data conundrum*

IBM Institute for Business Value. April 2023.  
<https://ibm.co/esg-data-conundrum>

## Notes and sources

- 1 Haller, Karl, Mary Wallace, Jane Cheung, and Sachin Gupta. *Consumers want it all: Hybrid shopping, sustainability, and purpose-driven brands*. IBM Institute for Business Value. January 2022. <https://ibm.co/2022-consumer-study>
- 2 *The CEO's guide to generative AI: Customer service*. The IBM Institute for Business Value. August 2023. <https://ibm.co/ceo-generative-ai-customer-service>
- 3 *Retailer leans into Digital Commerce and continues 173 years of innovation*. IBM case study. Accessed December 5, 2023. <https://www.ibm.com/case-studies/boots-uk-ibm-consulting>
- 4 Haller, Karl, Mary Wallace, Jane Cheung, and Sachin Gupta. *Consumers want it all: Hybrid shopping, sustainability, and purpose-driven brands*. IBM Institute for Business Value. January 2022. <https://ibm.co/2022-consumer-study>
- 5 Biswas, Arun, Elisabeth Goos, and Jacob Dencik. *The ESG data conundrum*. IBM Institute for Business Value. April 2023. <https://ibm.co/esg-data-conundrum>
- 6 Ibid.
- 7 Ibid.
- 8 Chambers, Jon, Sachin Gupta, Ursula Heng, Mahesh Dodani, and Jane Cheung. *Redesigning brand values: Purpose and profit converge in core operations*. IBM Institute for Business Value. April 2023. <https://ibm.co/sustainable-operations-consumer-products>
- 9 Biswas, Arun, Elisabeth Goos, and Jacob Dencik. *The ESG data conundrum*. IBM Institute for Business Value. April 2023. <https://ibm.co/esg-data-conundrum>
- 10 Chambers, Jon, Sachin Gupta, Ursula Heng, Mahesh Dodani, and Jane Cheung. *Redesigning brand values: Purpose and profit converge in core operations*. IBM Institute for Business Value. April 2023. <https://ibm.co/sustainable-operations-consumer-products>
- 11 *The CEO's guide to generative AI: Sustainability*. The IBM Institute for Business Value. November 2023. <https://ibm.co/ceo-generative-ai-sustainability>
- 12 *In India, fashioning the future with AI*. IBM case study. Accessed December 5, 2023. <https://www.ibm.com/case-studies/bestseller-ai-ibm>
- 13 *The CEO's guide to generative AI: Marketing*. The IBM Institute for Business Value. December 2023. <https://ibm.co/ceo-generative-ai-marketing>
- 14 *Redesigning Order-to-Cash for a better buying experience*. IBM case study. Accessed December 5, 2023. <https://www.ibm.com/case-studies/max-mara-fashion-group>

© Copyright IBM Corporation 2024

IBM Corporation  
New Orchard Road  
Armonk, NY 10504

Produced in the United States of America | January 2024

IBM, the IBM logo, ibm.com and Watson are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the web at “Copyright and trademark information” at: [ibm.com/legal/copytrade.shtml](http://ibm.com/legal/copytrade.shtml).

This document is current as of the initial date of publication and may be changed by IBM at any time. Not all offerings are available in every country in which IBM operates.

THE INFORMATION IN THIS DOCUMENT IS PROVIDED “AS IS” WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY OR CONDITION OF NON-INFRINGEMENT. IBM products are warranted according to the terms and conditions of the agreements under which they are provided.

This report is intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. IBM shall not be responsible for any loss whatsoever sustained by any organization or person who relies on this publication.

The data used in this report may be derived from third-party sources and IBM does not independently verify, validate or audit such data. The results from the use of such data are provided on an “as is” basis and IBM makes no representations or warranties, express or implied.

