European Fashion Retail ’24

Standing out in the Sea of Sameness

October 2024 | Spain Narrative

Q3 2024 / Google & Kantar

Background | Standing out in the Sea of Sameness

Background

In the current competitive landscape, with new players entering the fashion retail market with aggressive marketing and new business concepts on the one hand and existing brands struggling to survive on the other, it is time for fashion retailers to develop strategies to survive and thrive in this environment and set the course for profitable growth in the future. Differentiation has become a critical factor for retailers to stand out and secure long-term growth. Recognizing this, Google and Kantar partnered to conduct a comprehensive study across nine European markets, analysing 30 retailers per market based on 40 differentiation drivers.

Why differentiation matters

Consumers have more choice than ever before and are increasingly price-sensitive in their behaviour. The key success factor for long-term growth is therefore building deeper connections that drive loyalty. Kantar BrandZ* data shows that brands that are perceived as different from others build deeper mental connections that encourage consumers to buy the brand more often - and possibly at a higher price. So differentiation is also an important factor in the brand's ability to charge more - what we call Pricing Power. A strong and differentiated retail brand with high Pricing Power is therefore able to grow profitably in the long term. The new paradigm 2025 and beyond in fashion retail: stand out or fade away.

Spain's fashion retail landscape – current status

Our research shows that differentiation is rare; 1 in 4 retailers are perceived as differentiated. To provide guidance, this research has identified six key differentiation factors that retailers can leverage to unlock growth: Chic, Unique, Community, Responsible, Techy, and Fulfillment.

Our six differentiation factors in a nutshell

Chic	Leverage the desire for new looks – launch trends ahead of others, offer exclusive promotions & refresh range frequently
Unique	Know your shoppers and make them feel unique – anticipate needs through new personalised services
Community	Fulfil the desire for social moments – cultivate a shopper community, facilitate sharing of content, engage influencers
Responsible	Demonstrate dedication to shopper values – such as sustainability, inclusivity, transparency and fairness
Techy	Elevate the experience – offer leading technology, advanced apps, new features, or a connected omni-channel experience
Fulfillment	Delight your customers – pay attention to availability, offer choice, and stand out with an excellent fulfilment process

Source: Google EFS 2024 / *Source: Kantar BrandZ

Key Insights | Standing out in the Sea of Sameness (1 / 2)

#1	In Spain's competitive retail landscape, differentiation is paramount. Shoppers are aware of numerous brands, but ultimately only buy at few. 1 in 4 fashion retailers in Spain are perceived as differentiated. Highest number of differentiated retailers in the factors Chic and Fulfillment and lowest number in Techy.
#2	A closer look into the differentiation profiles of each factor reveals that big retailer differences exist within a factor. While in Responsible, Techy and Fulfillment individual retailers manage to stand out strongly, the retailer gaps in Chic, Unique and Community are narrower. This shows that there is still a lot of potential to develop sharper profiles in these factors, e.g. in Chic where many differentiate, but only a little bit.
#3	The number of differentiated retailers in Spain is in par with the European average, making it equally important and challenging for Spanish retailers to stand out in European context.
#4	Chic is the factor with the the strongest impact on driving differentiation, but also the other factors matter. Compared to the European average, Unique and Techy have higher importance in Spain, Community and Responsible lower importance. Fulfillment is least important and in line with Europe, i.e. while Fulfilment is still important to shoppers, it is no big differentiator anymore.

Source: Google EFS 2024

Key Insights | Standing out in the Sea of Sameness (2 / 2)

	Chic 	Unique 	Community 	Responsible 	Techy 	Fulfillment 
Importance for differentiation	31%	20%	15%	9%	15%	9%
% of differentiated retailers	39%	16%	23%	23%	13%	35%
Opportunities for retailers	Delight shoppers with unique offers, invest in deep audience understanding, consider leveraging AI for early trend spotting.	Personalization throughout all purchase steps, understand shoppers' past behaviour to predict future desire and turn it into personalized targeting.	Connect shoppers across touchpoints: video communities, social channel, streamed live events, etc.	Promote your fairness and honesty, but even more your values and beliefs. Ensure shoppers know what to expect from your brand.	Think about each digital touchpoint and invest in visible good technology; app-based shopping needs great usability.	Fulfillment is, but is not limited to, a process. While offering a seamless process, emphasize your portfolio's quality and price ranges.

General learning across all factors

Achieving successful differentiation hinges on profound customer insights, underpinned by a robust data infrastructure. AI empowers retailers with tools to expedite solution development and enhance optimization. Consequently, embedding data and AI at the core of any differentiation strategy is imperative

Source: Google EFS 2024

With so many brands out there, I often feel overwhelmed.

European shopper, female 32 years old

Interchangeability and the lack of emotional connection are critical issues in today's rapidly changing fashion retail landscape. In an era of fierce competition, high consumer expectations, and a challenging economic environment this means: **stand out or fade.**

Source: Google EFS 2024, quote from qualitative research phase

How to gain & retain a firm place in consumers' minds?

Spanish fashion shoppers know almost 28 fashion retailers - but they frequently buy at only 8

This awareness-usage gap is a well-known phenomenon in the retail industry. In recent years, many fashion retailers have successfully optimised a frictionless shopping experience, with almost perfect fulfillment from order, to delivery and - if needed - return. Combined with a high visibility across the fashion purchase journey, this has worked for many of them to establish a strong salience over the years and to drive sales and secure market share.

But in 2024 and beyond, this is no longer enough!

Despite inflation recently decreasing, many shoppers continue to buy more carefully, or just buy less. Retailers are at risk of losing volume in the short-term or profit and growth in the longer-term. And some have faded away already in the past 2 years.

Google has, in collaboration with Kantar, identified **Differentiation** as a strong opportunity for fashion retailers to thrive and survive. Why?

Differentiation is not just "one more theme". Instead, it is the retailer's ability to stand out and capture share from competitors.

Source: Google EFS 2024, Shown is the average number of retailers shoppers are aware of (out of a list of 30-32 retailers per market) vs. the average number of retailers they preferably or regularly buy from. For more information on local retailer lists click here

Differentiation drives pricing power, allowing you to command a premium and drive sales now and in the future

Source: Kantar Meaningfully-Different and Salient Framework, Imbuing brands with a sense of difference, July 2023
Salience has been validated since 2006 with a retail brand's ability to drive short-term sales, and meaningful difference with its ability to command a price premium, and drive profitable long-term growth

Spain I To truly unlock differentiation, we conducted a large retailer benchmarking

We assessed 31 retailers on 40 differentiation drivers, among 1.000 Spanish fashion shoppers in Q3 2024

Adolfo Dominguez SA	Hoss Intropia	SHEIN
Amazon	INSIDE (Liwe Española)	Springfield
Bershka	KIABI	Stradivarius
BIMBA Y LOLA	Lefties	Tous
C&A	Mango (Punto Fa)	UNIQLO
Calzedonia	Massimo Dutti	Vinted
Cortefiel	Pepe Jeans	Women'secret
Desigual	Primark	Zalando
El Corte Inglés	Pull & Bear	Zara
GAP	Purificacion Garcia	
H&M	Sfera	

Source: Google EFS 2024/ Shown is the total number of retailers investigated.

Research Design – Qualitative & quantitative survey

Qualitative exploration

To gain a deeper understanding of the European fashion retail landscape from the shoppers‘ perspective, we conducted a qualitative pre-phase in which we looked at shoppers’ habits, needs and how they perceive retailers. The main objective was to gather differentiation drivers for the quantitative phase.

Scope
Germany, Great Britain, Italy: In each market, 8 online 60 min in-depth interviews with a 30 min shopping exercise pre-task

Audience
Male/female shoppers 18+ who buy regularly from fashion retailers, are responsible for choosing and buying clothes, interested in or enjoy buying fashion and aware of selected retailers of interest

Fieldwork
May 2024

Quantitative survey

Scope
9 European markets: France, Germany, Great Britain, Italy, Netherlands, Poland, Spain, Sweden, Turkey

Audience
Recent buyers of apparel or fashion (past 3 months), involved in purchase decisions, 18 years or older

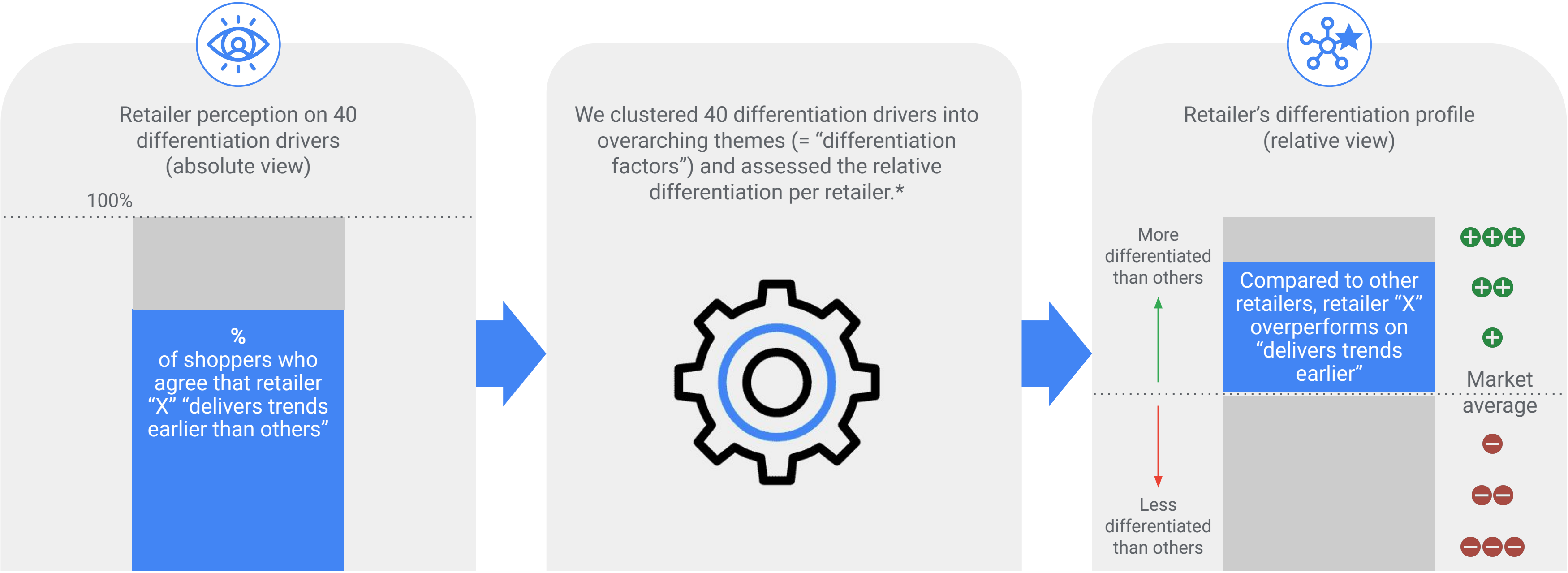
Sampling
Online representative for age, gender & region

Questionnaire
Online survey with n = 1000 per market, 15 min survey
Retailer assessment on Meaningful, Different and Salient KPIs, image perceptions on 40 drivers, media and touchpoint usage

Fieldwork
July / August 2024

Differentiation is unlocked through the lens of the shopper

Based on **stated retailer perception**, we **analytically** identified **retailer differentiation**, relative to others. This combination unveils differentiation holistically.



Source: Google EFS 2024 / *Retailer perception is the absolute degree of agreement with an image aspect for a particular retailer. Differentiation is an analytically derived relative strengths/weaknesses image profile compared to competitors, whereby the influence of retailer size is eliminated to make small and big brands comparable. For more information click here

The power of a differentiated fashion retail brand

Business relevance

The importance of differentiation for retailers, and what it means

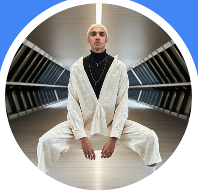
Identify space

6 key differentiation factors that make retailers stand out

Drive your space

Inspire with best practice, picked from our brand level benchmarking across all retailers assessed

Business Relevance



The importance of differentiation for retailers, and what it means

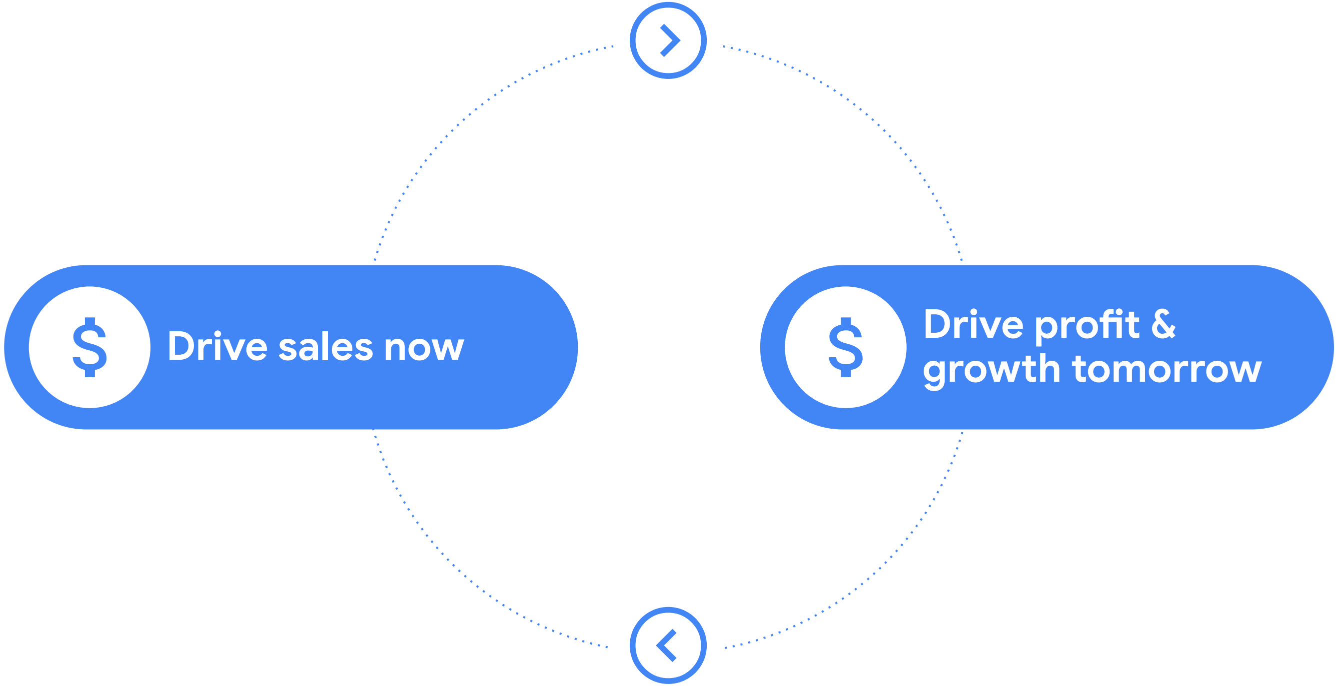
The Secrets of Profit & Long-Term Growth in Fashion Retail

With this research, Google aims to address a critical gap in the fashion retail sector: **the lack of deep insights on achieving long-term growth through differentiation**.

Despite falling inflation, uncertainty and caution still prevail – economic sentiment shows signs of recovery

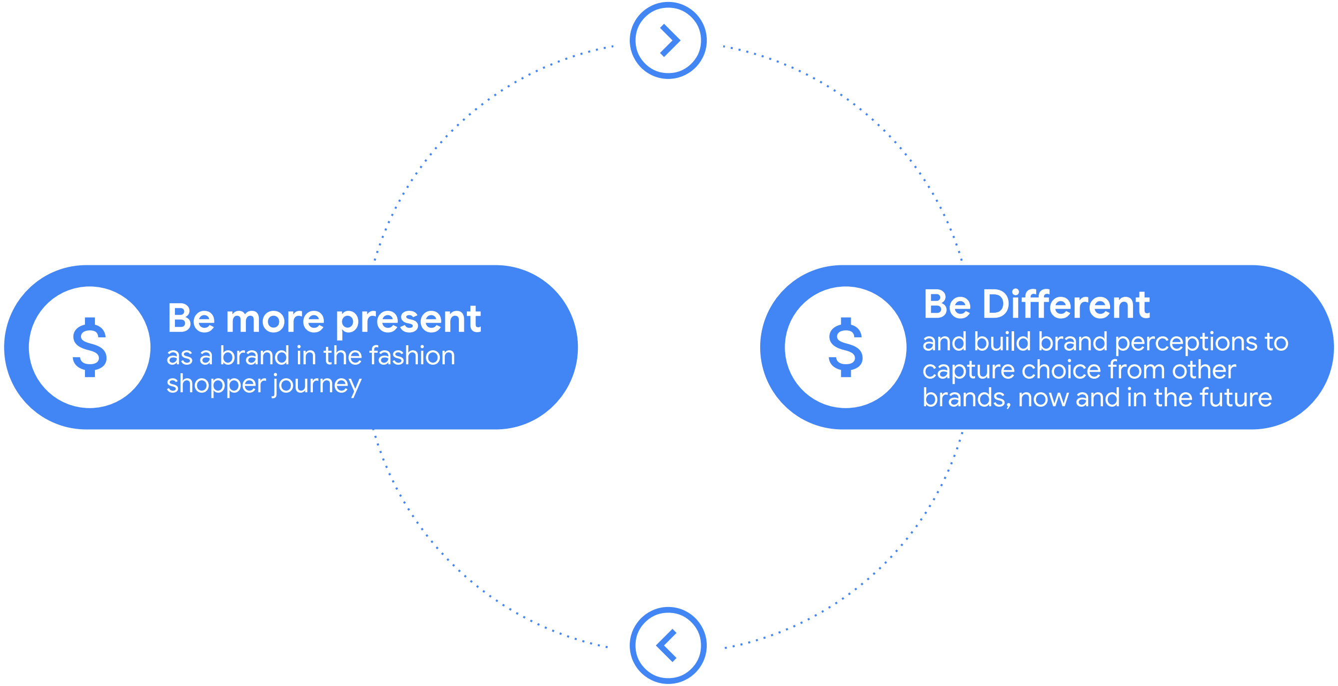
Source: Eurostat, Sep 2024/ [Link]() / [PDF-Link](), shown are data from Spain

Fashion retailers need to balance investment to drive short-term sales while securing profit & long-term growth



Source: Blueprint for Brand Growth © Kantar 2024. The Blueprint for Brand Growth © combines Kantar's knowledge from consumer research (Kantar BrandZ) with knowledge from purchase panel research (Kantar Worldpanel), incorporating billions of data points collected over the past 10 years. It covers thousands of brands across hundreds of categories in dozens of markets, providing expertise and guidance to help brands grow, now and in the future.

Brand presence in the journey drives short-term sales, a differentiated brand drives profit & long-term growth



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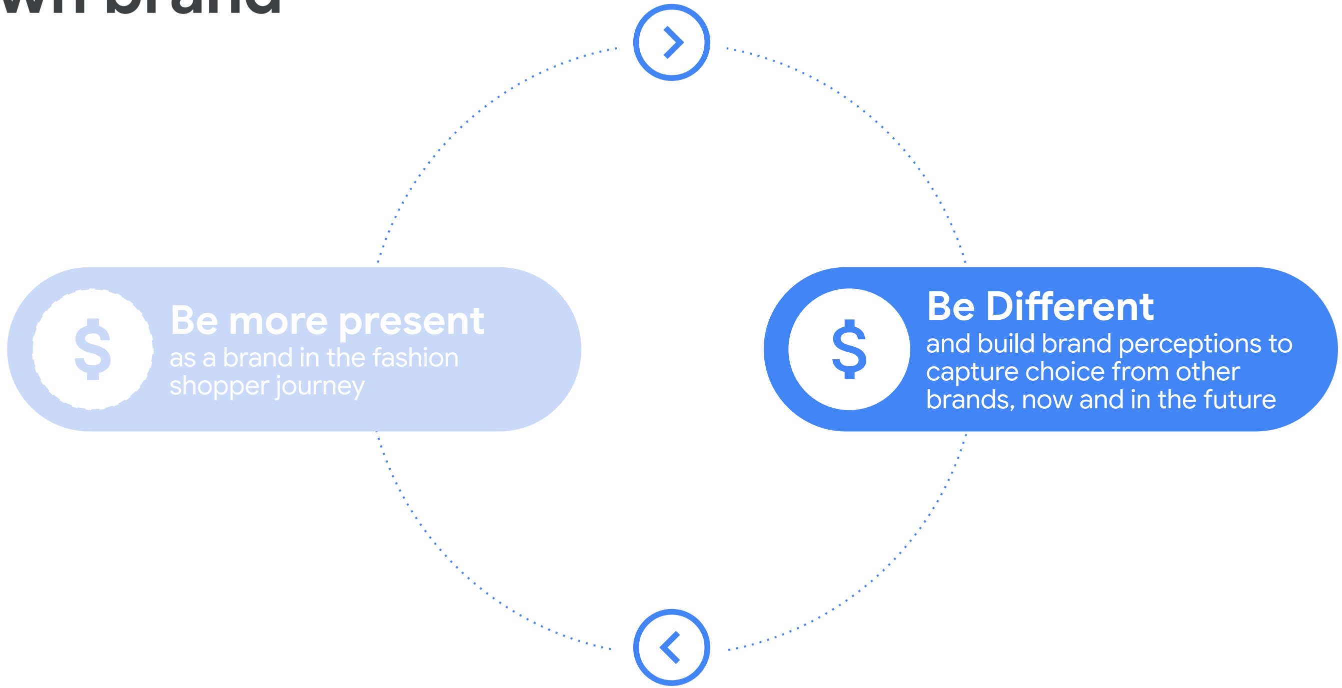
Google's report unveils powerful long-term growth opportunities for retailers, driven by the strength of their own brand



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A differentiated...retailer

... sets itself apart from others by providing excellent & differentiated services, products or experience ... and in doing so may even set trends

Source: Kantar Meaningfully-Different and Salient Framework, What is the Meaningful Different Salient framework? July, 22, The pursuit of 'difference' unlocks a multitude of benefits, July 2022

Strong correlation shows that Differentiation is a driver for success!

0.90

is the correlation coefficient between a retailer's level of differentiation, and its Pricing Power - a brand's ability to command a premium and achieve profitable long-term growth*.

Source: Google EFS 2024/ *Shown is the correlation coefficient between the differentiation score by retailer vs. the pricing power score by retailer (as an indicator of long-term growth potential). Correlation level across all investigated retailers in Spain, whereby 1 means perfect correlation and 0 = no correlation (a moderate correlation is considered as of 0.3 and a very high correlation as of 0.7). Find more details here.

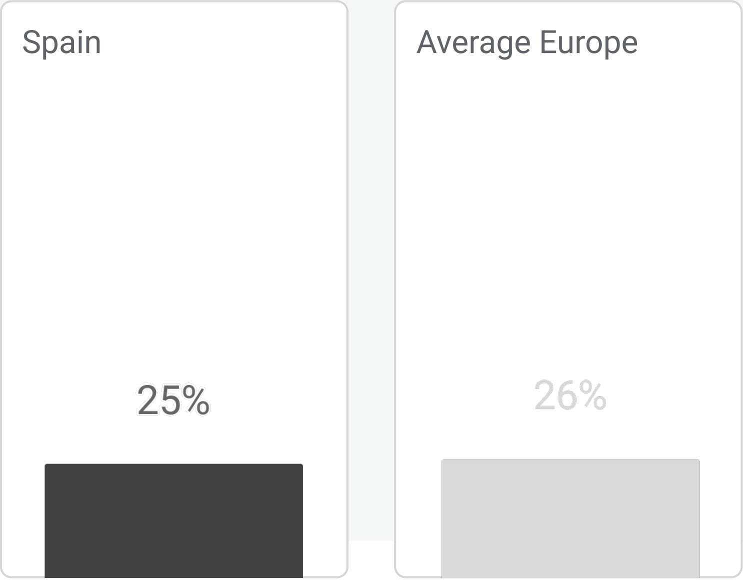
More differentiated retailers are poised to grow in the long-term

This is business critical – retailers that are more different have a higher Pricing Power and are more likely to drive profitable growth in the future. It is time to unlock this superpower.

Source: Google EFS 2024/ Correlation matrix between the differentiation score by retailer (x-axis) vs. the pricing power score by retailer, all Spanish retailers investigated in this survey.
*Pricing Power is Kantar's measure of the ability of a brand to justify a price premium relative to the category based on its strong equity perceptions. Pricing Power is an indicator for a brand's potential to generate profitable long-term growth.

Retailers in Spain are just as differentiated as across Europe

% of retailers perceived as differentiated in fashion retail



Spain is at the same level as the European average, one in four retailers stand out from the sea of sameness — a significant challenge for local retailers.

Source: Google EFS 2024/ Shown is the % of retailers with a retailer differentiation score of 110 and above. Reading example: from all 31 retailers in Spain, 25% have a differentiation score of 110 or above. 100 represents the average differentiation level across each market so that 110 and more represents those retailers who are seen as more differentiated than other fashion retailers across markets.

Becoming more differentiated means to adopt and lead on brand perceptions that are in sync with your brand DNA

Fashion Retail Priorities

’24 and beyond:

1. Identify Space for differentiation
2. Find YOUR space that fits with your brand
3. Build your space in shopper’s mind

Identify Space

6 key differentiation factors that make retailers stand out

Setting the right priorities *now* is a key to long-term growth

Fashion retailers must define their identity and differentiation strategy. But how? This is the key question we seek to provide guidance to.

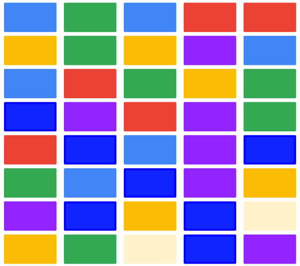
In the next chapter, we will introduce **six relevant differentiation factors for retailers to build a differentiation strategy**, with the goal to predispose more people to buy more from their brand. In doing so, we want to **inspire and encourage retailers to invest in the right shopper experiences**, grounded in deep customer knowledge, and leveraging tools and technology to build that perception as well as to **identify space for brand marketing and brand communication** as a means to strengthen this perception even further.

Identify Space: We analytically uncovered underlying patterns in survey responses

Shoppers’ retailer perceptions on **40 single differentiation drivers**

Survey responses

Systematic perception patterns emerged beyond the surface

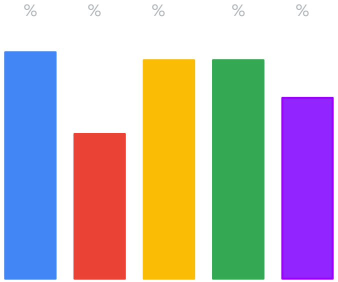


Analytics

We **grouped** similar differentiation drivers into **differentiation factors**

Factor Analysis

Via a **driver analysis** we identified the **importance of each factor for differentiation**



Driver Analysis

Source: Google EFS 2024/ We selected the top 6 differentiation factors out of a set of 7. Shoppers evaluated the retailers on 40 different drivers and similar themes and response patterns were analytically grouped into overarching differentiation factors. Please click here for more information

Six differentiation factors emerged as key opportunities

Chic

Leverage desire for new looks – launch trends ahead of others, offer exclusive promotions and refresh range frequently

Unique

Know your shopper and make them feel unique – anticipate needs through new personalised services such as style assistants or "how to combine" inspiration

Community

The desire for social moments – cultivate a shopper community, facilitate sharing of comments, pictures, stories, or videos and gain endorsements from favoured influencers

Responsible

Demonstrate dedication to shopper values – such as sustainability, fair labour practices, commitment to circularity or champion inclusivity through diverse styles, be transparent about data security, or offer fair and transparent prices

Techy

Elevate the experience – offer cutting-edge technology, advanced shopping apps, access to ratings & reviews, or improve connected omni-channel experience

Fulfillment

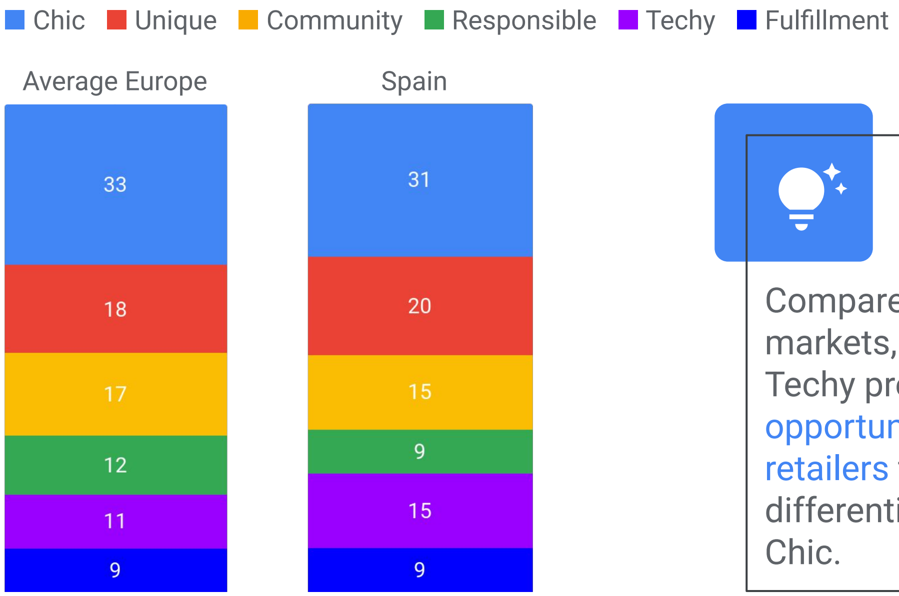
Delight your customers – pay attention to product availability, offer choices in terms of quality, sizes and prices, and stand out with an excellent fulfilment process, from order to delivery or return

Source: Google EFS 2024/ Shown are the top 6 factors that emerged from a statistical factor analysis of more than 40 different individual drivers. Shoppers evaluated the retailers on 40 different drivers and similar themes and response patterns were analytically grouped into these differentiation factors. The 6 factors cover all investigated drivers excluding occasions/category entry points. Please click here for more information

Chic

is the strongest driver for **differentiation** in Spain - but not the only one

Importance of each factor to drive differentiation

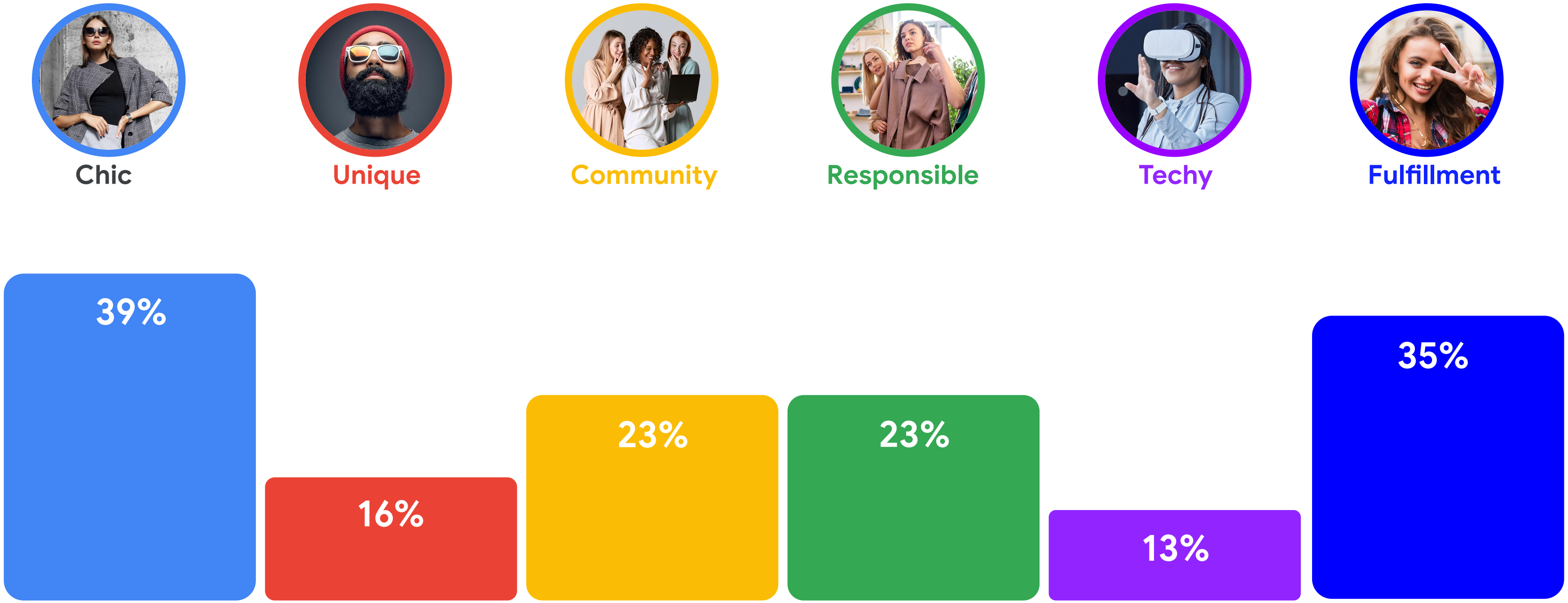


Compared to the other markets, Unique and Techy present a stronger opportunity for Spanish retailers to drive differentiation on top of Chic.

Source: Google EFS 2024/ Shown is the importance of these 6 key factors for driving differentiation based on a statistical driver analysis [dependent variable: retailer differentiation index, independent variables: retailer evaluations on the 6 factors].

Most retailers differentiate on chic, fewest on techy

% differentiated retailers per factor



Source: Google EFS 2024/ Shown is the % of differentiated retailers per factor, selected from the benchmarking sheet, all retailers with a + / ++ / +++ on each factor

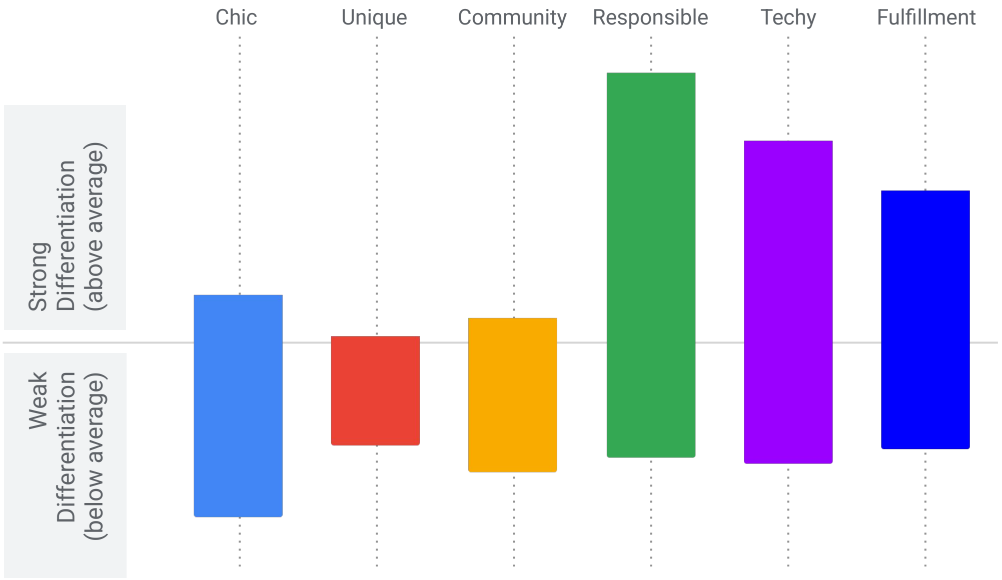
From each retail segment, there are single retailers that particularly stand out on a factor

Amazon as multi-category retailer leads on techy and fulfillment. Multi-brand retailer El Corte Inglés focuses on fulfillment, while Vinted stands out in responsible. DTC retailers tend towards chic and unique, as well as techy and community.

Source: Google EFS 2024/ Shown is the relative differentiation profile on the 6 factors Chic, Unique, Responsible, Community, Techy and Fulfillment for the 3 retailer categories DTC, Multi-category and Multi-brand retailers
In brackets are shown retailers that stand out on specific drivers.

Taking a closer look into each factor, we see that the differentiation range between single retailers can be wide

Relative differentiation level across retailers, min-max gap



The larger the gap, the more single retailers vary on that specific factor – with **Responsible** and **Techy** showing the highest positive deviation from one or more retailers that excel in this factor

Source: Google EFS 2024/ Shown is the relative differentiation bandwidth of retailers on each of the 6 differentiation factors. The positive/negative deflections show the maximum and minimum values reached by individual retailers compared to the market average. A large gap indicates that there are retailers who stand out, while another or other retailers underperform. i.e. there is high variation in this factor.

Drive your space

6 key differentiation factors that make retailers stand out

Differentiation is your unique runway

The challenge with differentiation - there is no single silver bullet. Each retailer must find its own runway that makes sense for the brand.

This chapter focuses on how retailers are perceived on the identified differentiation factors and provides inspiration on how individual retailers in selected markets have become differentiated in their niche. One universal insight we found across all retailers and markets: no one can stand out on all possible differentiation factors or drivers. And from this, a key recommendation emerges: rather than doing everything a bit - do a few things really well!

Chic | Highly important factor an, 39% of Spanish retailers manage to differentiate on chic

31% impact on differentiation

Chic

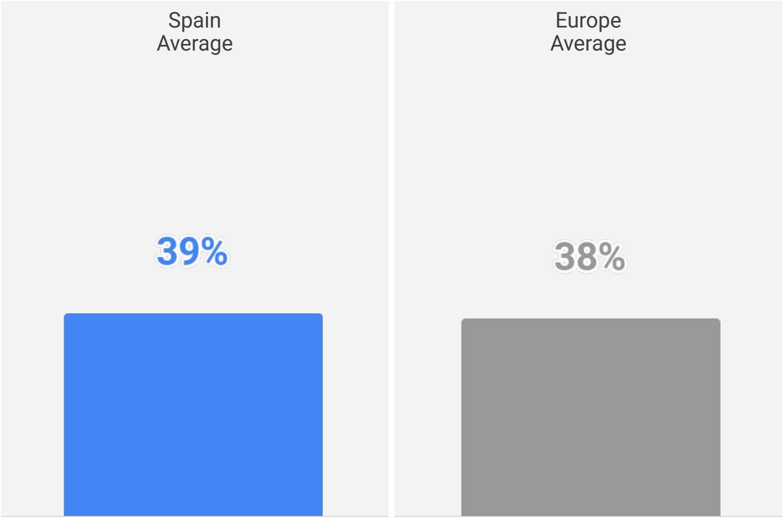
Differentiation needs activation:

Leverage the desire for new looks!

Tactical differentiation drivers for activation

- Offer new styles or trends earlier than others
- Create excitement through exclusive releases
- Frequent range refresh to stay current / on top of trends

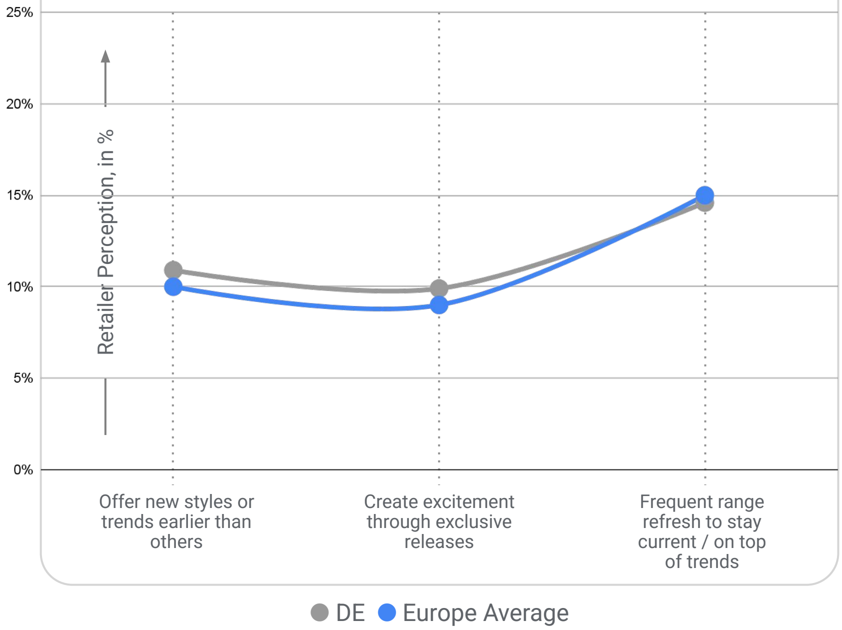
Retailer differentiation on Chic, in %



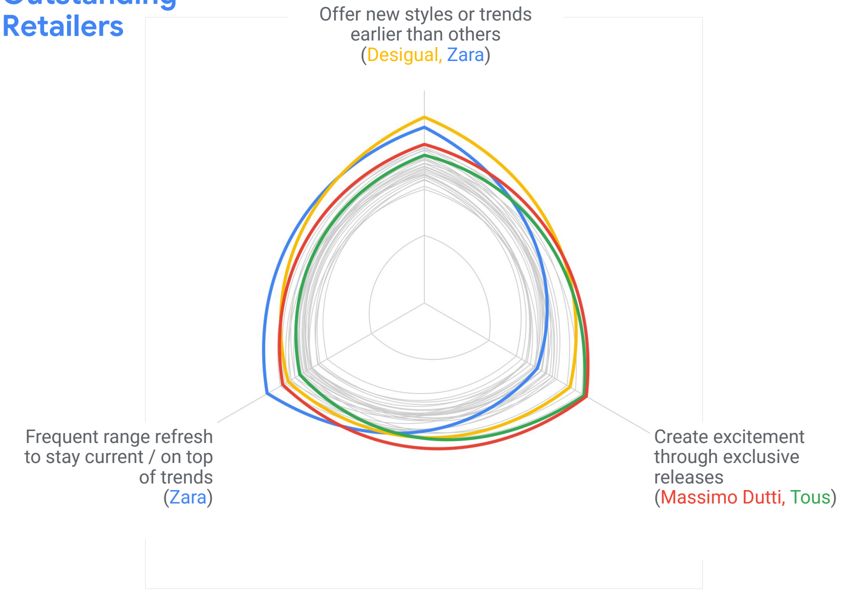
Source: Google EFS 2024/ Shown on the left are individual Differentiation Drivers retailers can activate in Chic. These individual drivers were assembled in qualitative research, desk research and trends analysis. For more information check method section. Shown on the right is the % of retailers with an above average differentiation level in the market on this factor, in % (based on Google benchmarking sheet)

Chic | Perception is dominated by "frequent range refresh"; Desigual, Massimo Dutti & Tous stand out on drivers

Retailer perception, in %



Outstanding Retailers



Source: Google EFS 2024/ Left: Shown is the % of perception on individual Chic drivers across all retailers / Right: Shown is the relative differentiation profile of retailers on the drivers, highlighted retailers stand particularly out on specific drivers. Note that mentioned retailers are just examples and can vary by country.

Unique| Important, but hardly differentiated factor indicates further development potential for retailers

20% impact on differentiation

Unique

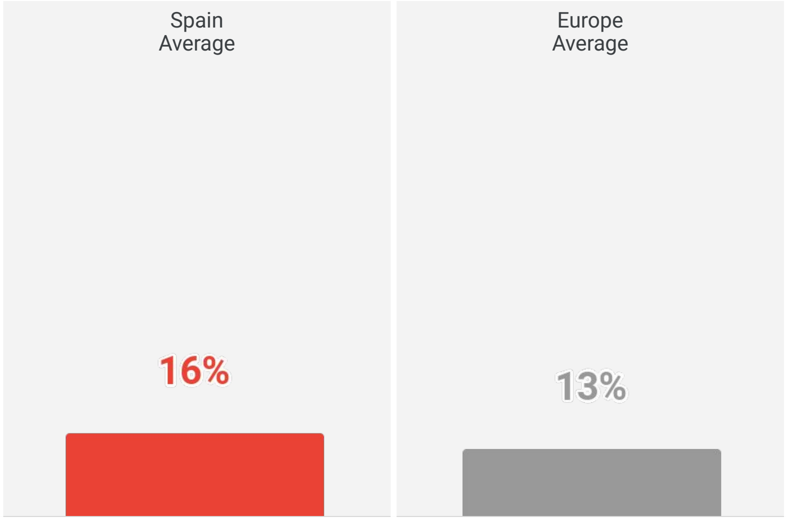
Differentiation needs activation:

Know your shopper and make them feel unique!

Tactical differentiation drivers for activation

- Personalised style recommendations
- Improved experience CRM data / shopping history
- Personalised and catchy ads
- Help express shopper's uniqueness and status

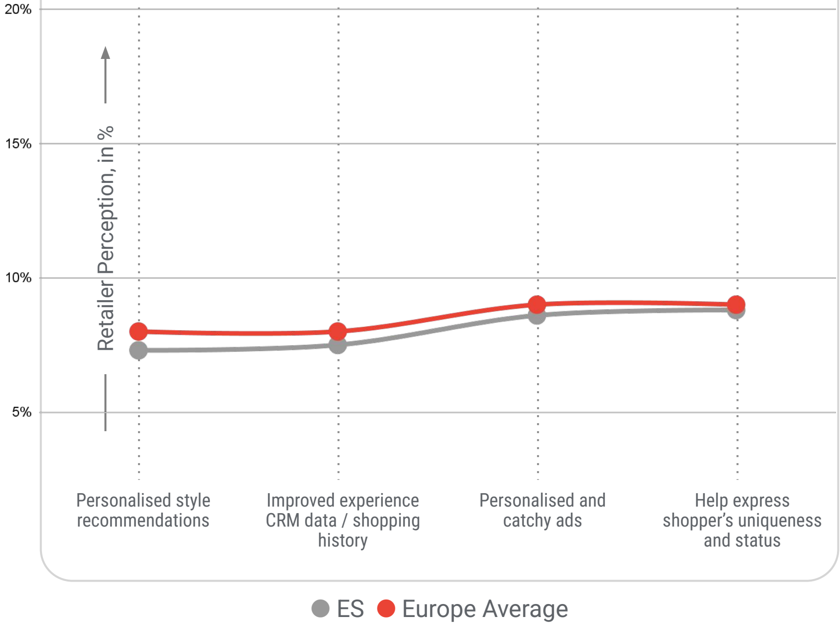
Retailer differentiation on Unique, in %



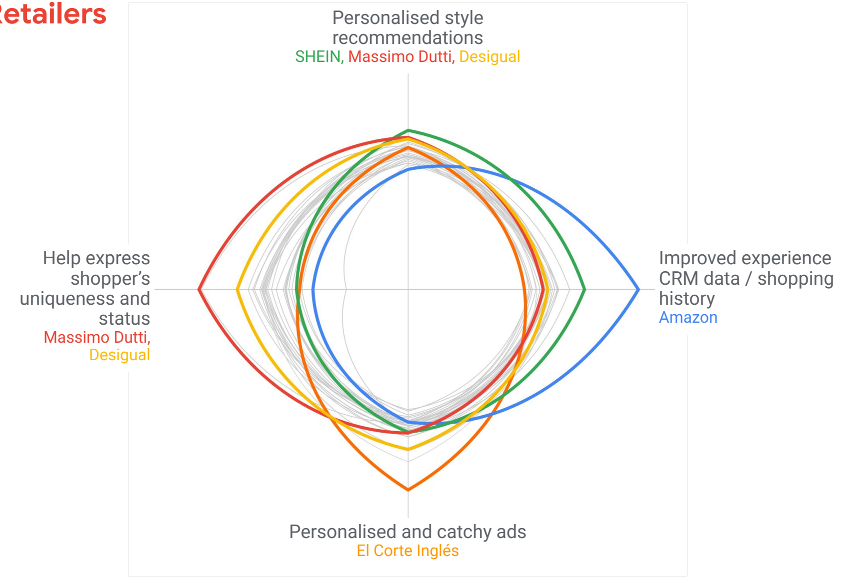
Source: Google EFS 2024/ Shown on the left are individual Differentiation Drivers retailers can activate in Unique. These individual drivers were assembled in qualitative research, desk research and trends analysis. For more information check method section. Shown on the right is the % of retailers with an above average differentiation level in the market on this factor, in % (based on Google benchmarking sheet)

Unique | Mostly associated to “status expression” and “catchy ads”; several retailers stand out

Retailer perception, in %



Outstanding Retailers



Source: Google EFS 2024/ Left: Shown is the % of perception on individual Unique drivers across all retailers / Right: Shown is the relative differentiation profile of retailers on the drivers, highlighted retailers stand particularly out on specific drivers. Note that mentioned retailers are just examples and can vary by country.

Community | 2 in 10 retailers provide a differentiated community experience

Community

Differentiation needs activation:

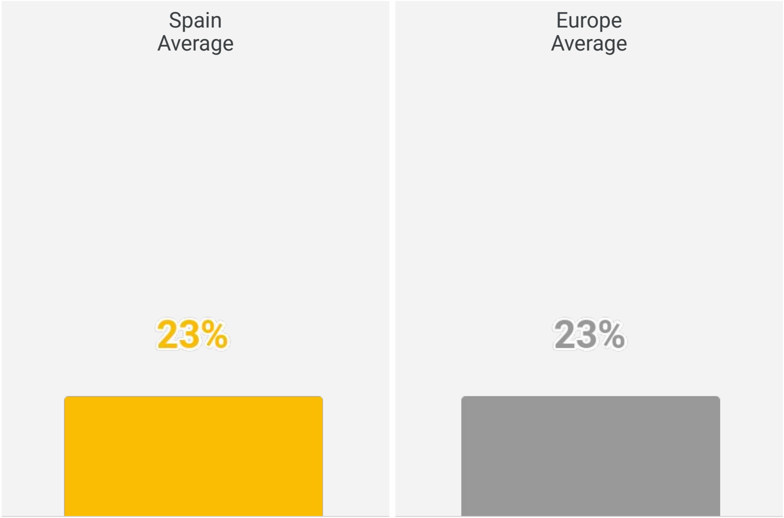
Fulfil the desire for social moments - cultivate a shopper community!

Tactical differentiation drivers for activation

- Foster shopper communities through e.g. events, shared experiences
- Provide options to engage & share, comments, pictures, stories, upload videos
- Get influencer recommendations

Retailer differentiation on Community, in %

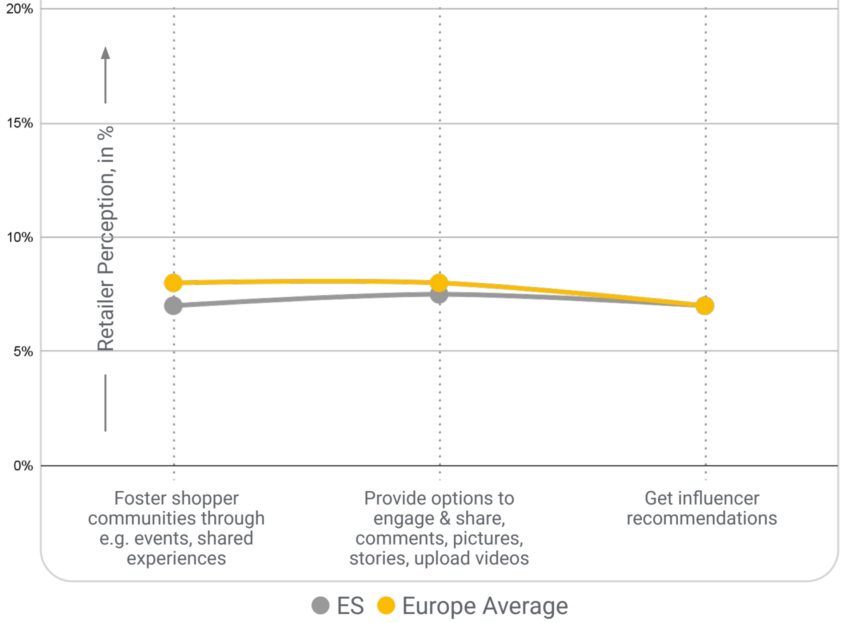
15% impact on differentiation



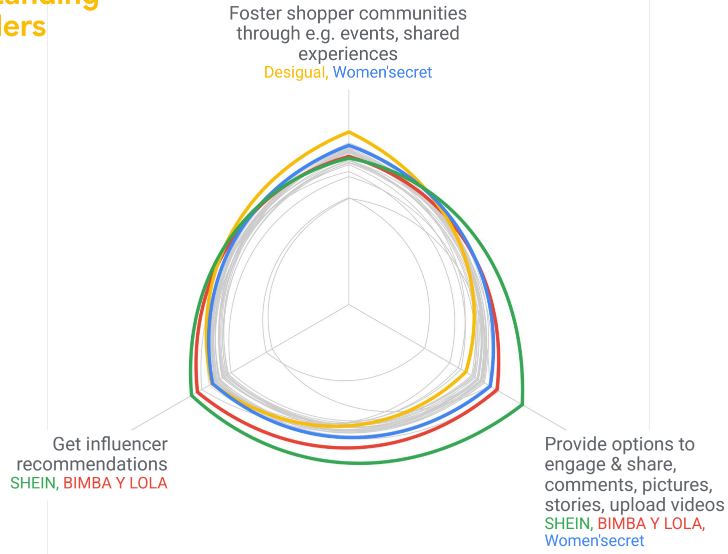
Source: Google EFS 2024/ Shown on the left are individual Differentiation Drivers retailers can activate in Community. These individual drivers were assembled in qualitative research, desk research and trends analysis. For more information check method section. Shown on the right is the % of retailers with an above average differentiation level in the market on this factor, in % (based on Google benchmarking sheet)

Community | Balanced perception of single drivers; Desigual, Women'secret and SHEIN stand out

Retailer perception, in %



Outstanding Retailers



Source: Google EFS 2024/ Left: Shown is the % of perception on individual Community drivers across all retailers / Right: Shown is the relative differentiation profile of retailers on the drivers, highlighted retailers stand particularly out on specific drivers. Note that mentioned retailers are just examples and can vary by country.

Responsible | Similar to community, 2 in 10 retailers provide a differentiated experience in responsible

Responsible

Differentiation needs activation:

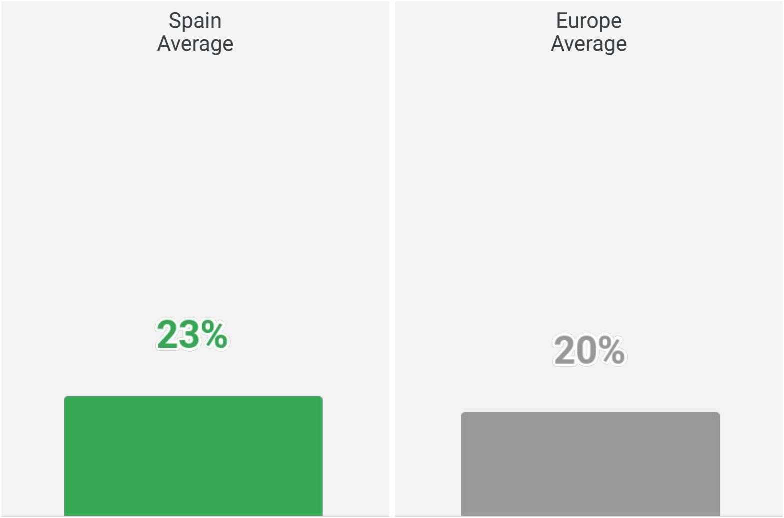
Demonstrate dedication to shopper values!

Tactical differentiation drivers for activation

- Fair labor practices
- Appear inclusive through styles
- Clear what to expect from this retailer
- Fair & transparent prices

Retailer differentiation on Responsible, in %

9% impact on differentiation



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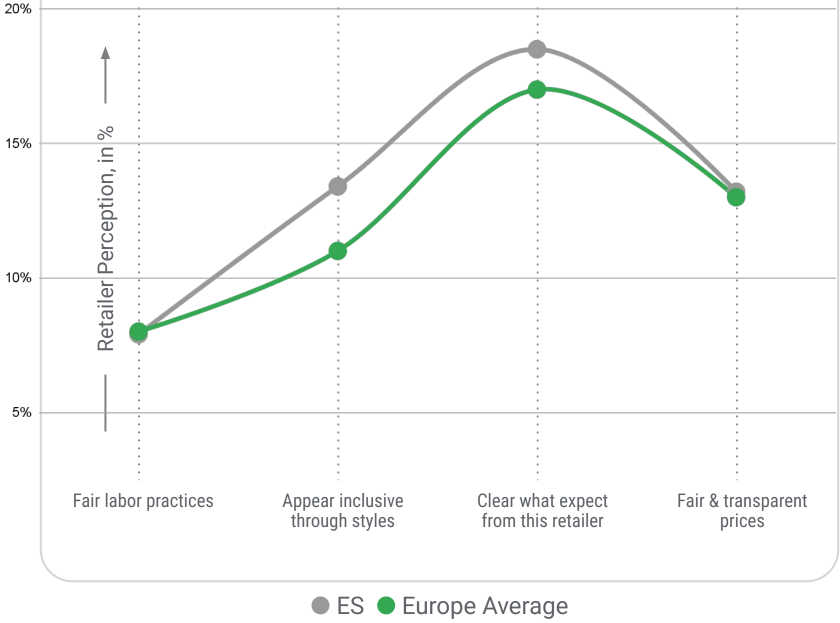
Responsible | Clear expectations and price transparency peak; retailer differentiation spans all dimensions

Retailer perception, in %



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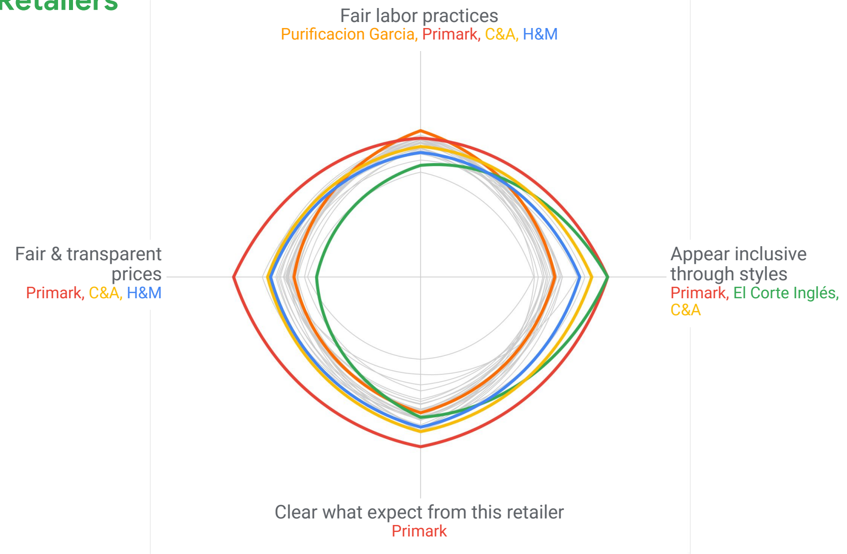


Source: Google EFS 2024/ Left: Shown is the % of perception on individual Responsible drivers across all retailers / Right: Shown is the relative differentiation profile of retailers on the drivers, highlighted retailers stand particularly out on specific drivers. Note that mentioned retailers are just examples and can vary by country.

Techy | Techy is the least differentiated factor and shows the need for many retailers to catch up

15% impact on differentiation

Techy

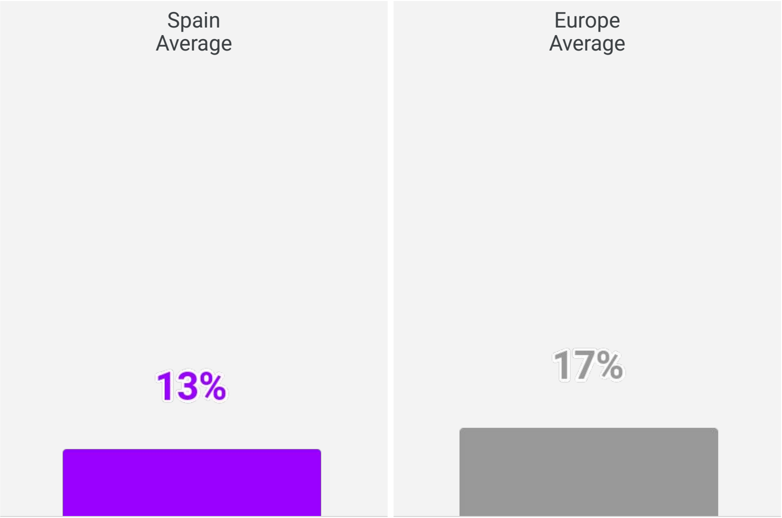
Differentiation needs activation:

Elevate the shopping experience!

Tactical differentiation drivers for activation

- Easy & intuitive shopping app
- Appear tech advanced, through frequent launch of exciting new features or functions
- Seamless & connected omni-channel shopping experience
- Easy comparison of products and prices

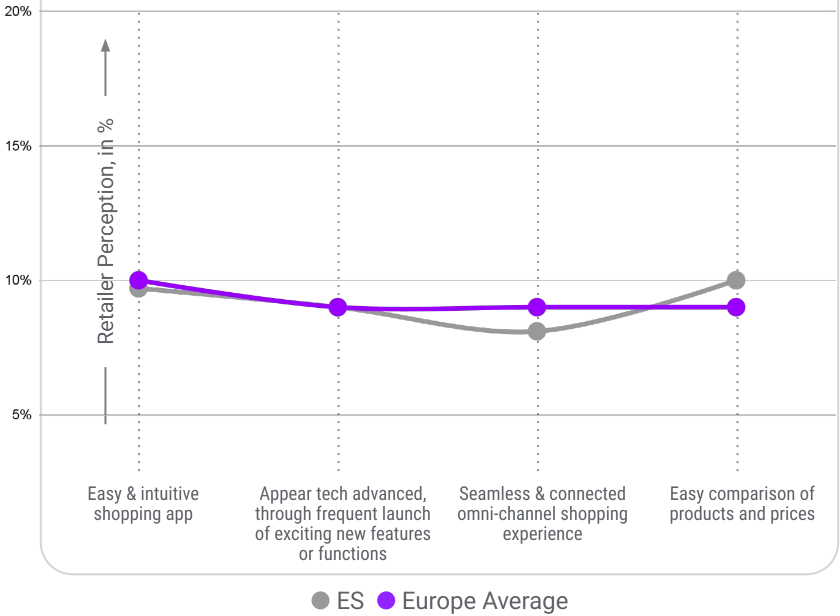
Retailer differentiation on Techy, in %



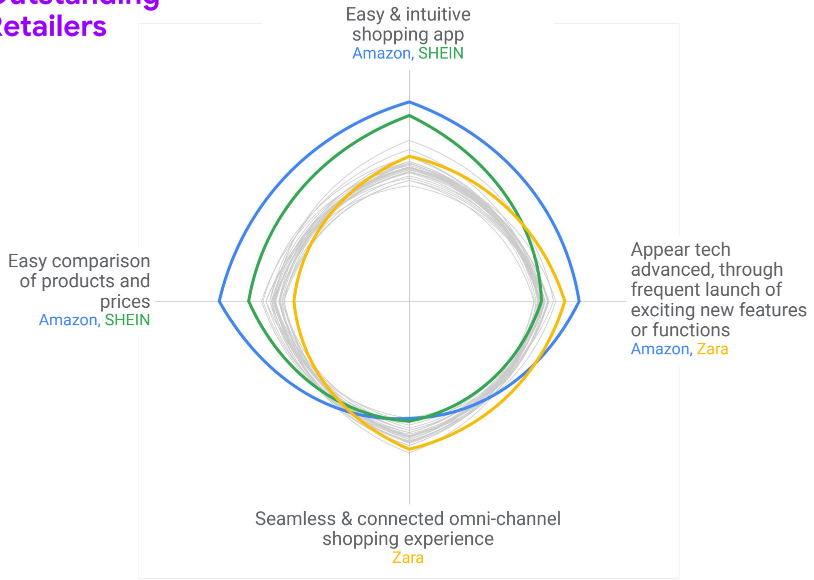
Source: Google EFS 2024/ Shown on the left are individual Differentiation Drivers retailers can activate in Techy. These individual drivers were assembled in qualitative research, desk research and trends analysis. For more information check method section. Shown on the right is the % of retailers with an above average differentiation level in the market on this factor, in % (based on Google benchmarking sheet)

Techy | High agreement to easy / intuitive app & easy comparison; Amazon, SHEIN, Zara differentiate on drivers

Retailer perception, in %



Outstanding Retailers



Source: Google EFS 2024/ Left: Shown is the % of perception on individual Techy drivers across all retailers / Right: Shown is the relative differentiation profile of retailers on the drivers, highlighted retailers stand particularly out on specific drivers. Note that mentioned retailers are just examples and can vary by country.

Fulfillment | Every third retailer differentiates on fulfillment, slightly more than across Europe

Fulfillment

Differentiation needs activation:

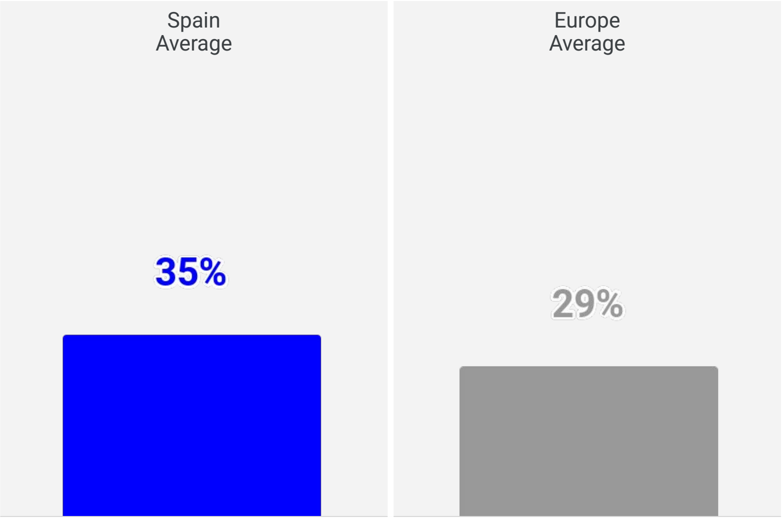
Delight your customers with choice and an excellent process!

Tactical differentiation drivers for activation

- Easy returns process
- Offer products in different price ranges
- Stock quality items that are durable
- Attractive delivery options (e.g. express, free delivery options)

Retailer differentiation on Fulfillment, in %

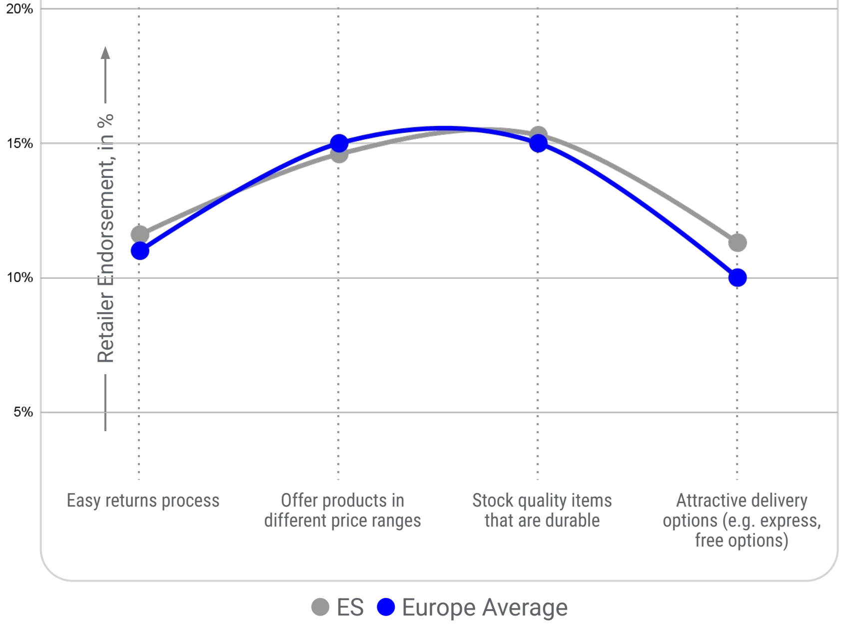
9% impact on differentiation



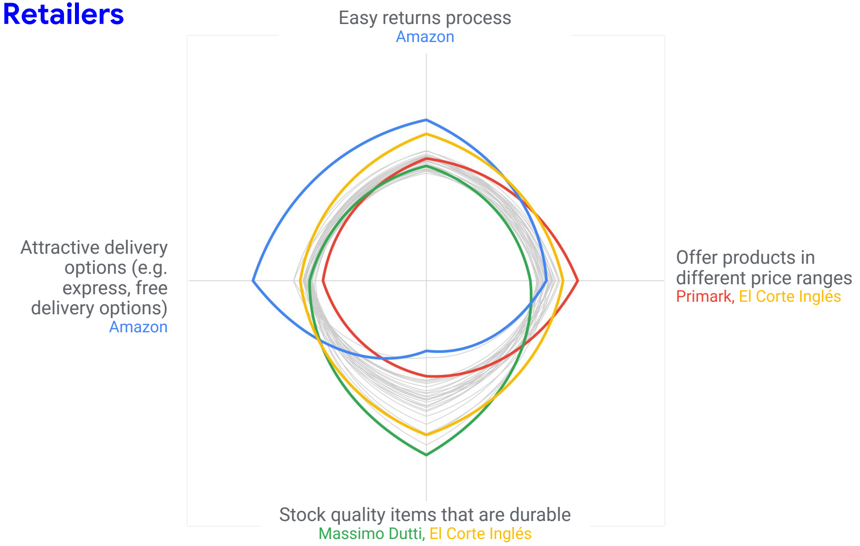
Source: Google EFS 2024/ Shown on the left are individual Differentiation Drivers retailers can activate in Fulfillment. These individual drivers were assembled in qualitative research, desk research and trends analysis.For more information check method section. Shown on the right is the % of retailers with an above average differentiation level in the market on this factor, in % (based on Google benchmarking sheet)

Fulfillment | High agreement to durable quality items and different price ranges, several retailers sharply profiled

Retailer perception, in %



Outstanding Retailers



Source: Google EFS 2024/ Left: Shown is the % of perception on individual Fulfillment drivers across all retailers / Right: Shown is the relative differentiation profile of retailers on the drivers, highlighted retailers stand particularly out on specific drivers. Note that mentioned retailers are just examples and can vary by country.

Key Insights | Standing out in the Sea of Sameness (1 / 2)

#1 In Spain's competitive retail landscape, differentiation is paramount. Shoppers are aware of numerous brands, but ultimately only buy at few. 1 in 4 fashion retailers in Spain are perceived as differentiated. Highest number of differentiated retailers in the factors Chic and Fulfillment and lowest number in Techy.

#2 A closer look into the differentiation profiles of each factor reveals that big retailer differences exist within a factor. While in Responsible, Techy and Fulfillment individual retailers manage to stand out strongly, the retailer gaps in Chic, Unique and Community are narrower. This shows that there is still a lot of potential to develop sharper profiles in these factors, e.g. in Chic where many differentiate, but only a little bit.

#3 The number of differentiated retailers in Spain is in par with the European average, making it equally important and challenging for Spanish retailers to stand out in European context.

#4 Chic is the factor with the the strongest impact on driving differentiation, but also the other factors matter. Compared to the European average, Unique and Techy have higher importance in Spain, Community and Responsible lower importance. Fulfillment is least important and in line with Europe, i.e. while Fulfilment is still important to shoppers, it is no big differentiator anymore.

Source: Google EFS 2024

Key Insights | Standing out in the Sea of Sameness (2 / 2)

	Chic	Unique	Community	Responsible	Techy	Fulfillment
						
Importance for differentiation	31%	20%	15%	9%	15%	9%
% of differentiated retailers	39%	16%	23%	23%	13%	35%
Opportunities for retailers	Delight shoppers with unique offers, invest in deep audience understanding, consider leveraging AI for early trend spotting.	Personalization throughout all purchase steps, understand shoppers' past behaviour to predict future desire and turn it into personalized targeting.	Connect shoppers across touchpoints: video communities, social channel, streamed live events, etc.	Promote your fairness and honesty, but even more your values and beliefs. Ensure shoppers know what to expect from your brand.	Think about each digital touchpoint and invest in visible good technology; app-based shopping needs great usability.	Fulfillment is, but is not limited to, a process. While offering a seamless process, emphasize your portfolio's quality and price ranges.

General learning across all factors

Achieving successful differentiation hinges on profound customer insights, underpinned by a robust data infrastructure. AI empowers retailers with tools to expedite solution development and enhance optimization. Consequently, embedding data and AI at the core of any differentiation strategy is imperative

Source: Google EFS 2024

Google | KANTAR

European Fashion Retail '24

Standing out in the Sea of Sameness

October 2024 | Spain Narrative

Q3 2024 / Google & Kantar