

VUORI



An Outside-in Assessment Of Personalization In  
Practice

## EXECUTIVE SUMMARY

# Three Personalization Buckets

### OMNICHANNEL OPTIMIZATION

Leverages a 360-degree customer view across all channels to complete purchases and reduce friction — wherever the customer is.

Current Scorecard:

Omnichannel	
Ship From Local Stores	F
Pick-up Instead Of Shipping	F
In-store Try-on From Abandoned Cart	F
E-commerce Returns To Local Stores	F
Partner Assortment Awareness	F
Weather & Ephemerality-based Messaging	F
Seasonal Item Promotion	B

### PRODUCT PERSONALIZATION

Surfaces the right product, to the right customer, at the right time — tuned to individual style, category, and behavioral signals.

Product	
New Arrivals Style-based Marketing	C
Back-in-stock Alerts	F
"Complete The Look" Recommendations	B
"You Would Like" Recommendations	F
Individualized Search Bar	F
Category-based Recommendations	B

### LOYALTY LIFECYCLE

Deepens brand connection through personalized journeys, occasions, offers, and service — converting transactions into relationships.

Loyalty	
Lapsed Customer Offers	F
Birthday & Spontaneous Occasions	B
Customized Journeys: Atomized Content	F
Gamified Offer: Stretch Basket	C
Post Purchase Wraparound	C
Personalized Support	F
Returns By Profile	F

#### On-Ramp to Action:

- Recommended pilot: Pick-up In Store
- Selected for ease of implementation, retail awareness, and cost savings

# Key Framework for Personalization

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*Effective personalization operates across three distinct dimensions — each requiring different data, different tactics, and different success metrics. Together they form a complete picture of the customer relationship.*

## Omnichannel Optimization

Focused on a 360-degree consumer picture. Connects data and experience across digital, in-store, and partner channels so the customer feels recognized everywhere.

## Product Personalization

Focused on what the individual likes. Uses behavioral and preference data to surface the right products, in the right format, at the right moment in the customer's journey.

## Loyalty Lifecycle

Focused on deepening brand connection. Moves beyond transactions to personalized journeys, occasions, and service that make customers feel genuinely known by the brand.

# Theory in Practice: Use Cases Across Three Buckets

## OMNICHANNEL OPTIMIZATION

- Leveraging Retail
  - Ship from local stores
  - Pick-up instead of shipping
  - In-Store Try-On from Abandoned Cart
- E-Commerce Returns to Local Stores
- Partner Assortment Awareness
- Locality-Based Messaging on Website
  - Weather & Ephemerality-Based Messaging
  - Seasonal item promotion

## PRODUCT PERSONALIZATION

- New Arrivals — Style-Based
- Back-in-Stock Alerts
- Improved "Complete the Look" recs
- Smart recommendation systems
  - "You Would Like" Recommendations
  - Category-Based Recommendations
  - Individualized Search Bar

## LOYALTY LIFECYCLE

- Lapsed Customer Offers
- Birthday & Spontaneous Occasions
- Customized Journeys based on profile
  - Atomized Content for User Goals
- Gamified Standard Offers
  - Headroom Offers (Stretch Basket)
- CLV-dependent services
  - Post-Purchase Wraparound
  - Personal Support Person
  - Returns by Purchase Profile

# Information Collected by Journey Stage

## PRE-PURCHASE

- Email address
- Gender preference (M/W/All)
- Partially filled checkout data

A New Perspective In Your Inbox

### 20% Off Your First Purchase

Explore how we are redefining athletic gear, stay connected on events and receive the latest product launches. Sign up for email marketing to receive your discount code. Exclusions apply, see FAQs.

Product Preferences:

Men's
  Women's
  I Want It All

Enter your email address

Valid for first-time US customers and new email subscribers only. By entering your email address, you agree to our [Privacy Policy & Financial Incentives](#).

SUBMIT

## POST-PURCHASE

- Product type, category, style
- Size purchased
- Geography / shipping address
- Payment details
- Shipping preferences

Add \$7 to unlock Free Shipping

My Bag 1 item

Optimist Pant ~~\$98~~ \$68  
 Vintage Pistachio / M

Remove

Subtotal (1) \$68

## LOYALTY PROGRAM

- Birthday
- Repeated purchases
- Purchase timing patterns
- Category affinity
- Price sensitivity
- Preferred channel

Share your birthday with us so we can send you a special gift.

By clicking "Sign Up", you agree to the [Birthday Program Terms and Conditions](#) and our [Privacy Policy](#).

MM/DD

Sign up

# Use Case Assessment: Omnichannel Optimization

Assessed based on publicly observable customer experience — website, email flows, checkout, loyalty program, and in-store interactions. Performance graded A–D.

Use Case	Grade	Rationale
Ship from local stores	No Grade: F	Big opportunity for cost savings and delivery time reduction Additionally, more sustainability-forward and aligns with brand mission
Pick-up instead of shipping	No Grade: F	A key opportunity reduce consumer friction and save both costs and time. Easy to implement given customer base in big cities like NYC, LA
In-Store Try-On from Abandoned Cart	No Grade: F	Easy to implement with online owned channel data collection Can combine with personalization incentives to drive higher AOV
E-Commerce Returns to Local Stores	No Grade: F	Cost savings for customer and company through removed shipping costs. Inspired by success with Amazon + Whole Foods synergies
Partner Assortment Awareness	No Grade: F	Leverage partner retailer media networks like REI and their owned channels Incorporate sales trends data into own website and stores
Weather & Ephemerality-Based Messaging	No Grade: F	Emphasize styles that relate to current weather like sweaters for snowstorms or running apparel on unseasonably good days.
Seasonal item promotion	B	Currently has seasonal collections, but it is unclear how that is included in algorithmic recommendations based on location, season, and user data.

Post/Zip code or City  
10013

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Showing 120 result(s) within 25 miles.

Vuori SoHo  
0.52 miles

Mon-Sat 10am-7pm  
Sun 11am-6pm

(332) 895-6310

106 Spring St.  
New York, NY 10012

[Directions](#)

# Leveraging Omnichannel for Delivery & Speed

Delivery speed is one of the strongest latent drivers of conversion. When fulfillment timing reflects a customer's physical proximity to stores and logistics hubs (when surfaced with salience at the moment of purchase) shipping becomes a conversion lever.

- **Vuori Today:** Delivery estimates are presented in a standard format at checkout. These estimates do not reflect a customer's proximity to retail stores or fulfillment centers. Shipping options are consistent across users, regardless of location or loyalty status.
- **The Vision / Opportunity:** Delivery messaging adapts dynamically to where the customer is and how close they are to inventory. Customers near a store see pickup or same-day delivery options. Customers near fulfillment hubs see next-day delivery windows. Loyalty members automatically see expedited shipping surfaced as a core benefit.
- **Mechanisms:** User geolocation resolves nearest fulfillment nodes and retail stores. Real-time inventory availability and carrier ETA APIs calculate delivery and pickup options at the SKU level. Checkout dynamically renders delivery promises and pickup options based on proximity, stock position, and loyalty tier.
- **Key Data:** Customer ZIP or device location, store and DC inventory by SKU, carrier ETA estimates, loyalty tier, historical delivery sensitivity.
- **KPIs:** Conversion rate, checkout abandonment rate, fulfillment cost per order, share of pickup orders.
- **Complexity:** Technical implementation is moderate and relies on well-established geolocation and delivery estimation APIs. Inventory accuracy and real-time availability create the primary integration challenge. Operational complexity is low to moderate, as store-level fulfillment processes already exist and require incremental adaptation rather than net-new workflows.

# In-Store Try-On from Abandoned Cart

The abandoned cart is not lost intent. It is deferred intent. Connecting a customer's digital browsing behavior with their physical store unites their journey and bridges final friction via a guided try-on experience that closes what e-commerce alone cannot.

- **Vuori Today:** Online browsing behavior and in-store visits are treated as disconnected experiences. Store associates do not have access to customer cart or browsing data. As a result, digital intent is lost when customers enter a physical location.
- **The Vision / Opportunity:** Abandoned cart data becomes visible to store associates at the moment of a visit. Associates can proactively prepare fitting rooms with the customer's selected items and sizes. This creates a seamless transition from online interest to in-store conversion.
- **Mechanisms:** Abandoned cart events stream into the customer data platform and resolve to loyalty or email identity. Clienteling and POS systems surface cart contents and size data when the customer enters a store. Store inventory systems confirm availability and trigger associate workflows.
- **Key Data:** Abandoned cart contents, size preferences, loyalty ID or hashed email, store visit signals, real-time store inventory.
- **KPIs:** Store conversion rate, assisted conversion rate, cart recovery rate, average order value, in-store attachment rate.
- **Complexity:** Technical complexity is high due to the need for real-time inventory synchronization, identity resolution, and POS integration. Operational complexity is also high, requiring new associate workflows, training, and store-level behavioral change. However, the conversion uplift typically justifies the investment.

# Weather & Ephemerality-Based Messaging

Weather is the most precise real-time context signal available. Messaging that adapts to a customer's immediate environment (rain, heat, cold, seasonality) feels situational rather than promotional, driving materially higher relevance and response.

- **Vuori Today:** Seasonal messaging is scheduled based on North American calendar timing rather than real-world conditions. Customers receive the same content regardless of local weather. There is no visible use of weather signals across email, site, or push notifications.
- **The Vision / Opportunity:** Messaging dynamically adjusts to current weather conditions in the customer's location. Customers receive content and product recommendations that align with their immediate environment. This increases perceived relevance and drives stronger engagement (ex: running gear on unseasonably good running days)
- **Mechanisms:** Weather APIs trigger condition-based segmentation in the marketing automation platform. Creative and product logic dynamically assemble messages based on predefined weather-to-product mappings. Sends execute in near real time across email, push, and site modules.
- **Key Data:** Customer location, real-time weather feed, product weather tagging, messaging engagement history.
- **KPIs:** Open rate, click-through rate, conversion rate, incremental revenue per send.
- **Complexity:** Technical complexity is low, as weather APIs and automation tooling are mature and inexpensive. Operational complexity is moderate, driven primarily by creative strategy and product tagging rather than engineering effort.

# E-Commerce Returns to Local Stores

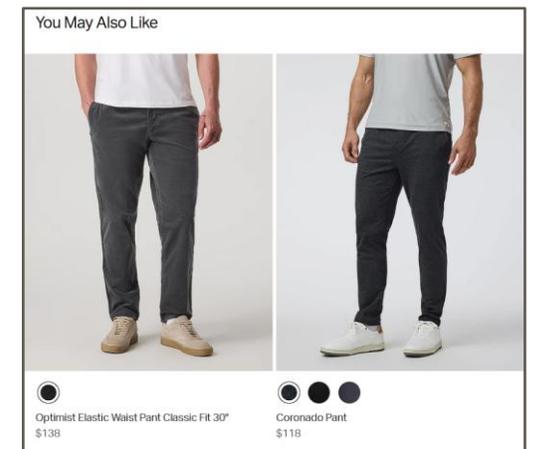
Returns are typically treated as operational losses. When routed through nearby stores, they become high-intent foot traffic moments that create personal interaction and transform poor experiences into positive ones. They also induce incremental purchases, and renewed product confidence.

- **Vuori Today:** Returns are primarily routed through the standard e-commerce return flow. The return experience appears largely transactional and operational in nature.
- **The Vision / Opportunity:** Customers initiating a return are prompted to visit a nearby store when convenient. In-store returns become opportunities for size correction, product discovery, and incremental purchases. Returns shift from a cost center to a conversion and engagement channel.
- **Mechanisms:** Returns flow evaluates customer proximity and identifies eligible stores with inventory coverage. The interface dynamically recommends in-store return options and triggers store-side notifications. POS systems process returns and exchanges in real time.
- **Key Data:** Customer location, return reason codes, SKU-level store inventory, store capacity signals.
- **KPIs:** In-store return rate, exchange conversion rate, incremental store revenue, return shipping cost savings.
- **Complexity:** Technical complexity is moderate, requiring integration between returns systems, store inventory, and customer profiles. Operational complexity is moderate due to increased store traffic and associate involvement, but these processes align naturally with existing retail workflows.

# Use Case Assessment: Product Personalization

Assessed based on publicly observable customer experience and limited purchases— website, email flows, checkout, loyalty program, and in-store interactions. Performance graded A–F.

Use Case	Grade	Rationale
New Arrivals Style-Based Marketing	C	Blanket new arrivals information is forwarded via emails, but it does not appear to be targeted based on the types of items previously purchased.
Back-in-Stock Alerts	F	Currently the out-of-stock products have no signup to be informed when they return to stock. Vuori does not use a capsule based model either.
"Complete the Look" Recommendations	B	Current options sometimes fail to capitalize on the effective modeling product photos because they suggest the wrong item or items. See Image.
"You Would Like" Recommendations	No Grade: F	There does not appear to be any targeted current cart-based recommendation system. Previous purchases may inform, but we are limited in our assessment.
Individualized Search Bar	No Grade: F	Search bar appears entirely traditional from the outside, though we are limited in our assessment by a lack of real purchase behavior.
Category-Based Recommendations	B	The additional product recommendations seem to be based on a Market Basket Analysis, or a category-informed social-proof best-seller ranking.



# Individualized Search Bar

Search reflects the highest purchase intent in the entire digital journey. Personalizing results by size, style, and behavioral affinity collapses decision friction and accelerates intent into revenue.

- **Vuori Today:** Search results are ranked uniformly across all users. Filters and preferences must be manually applied. The experience does not appear to adapt based on past purchases or browsing behavior.
- **The Vision / Opportunity:** Search results automatically reflect a customer's size, color preferences, and style affinity. Results are ranked based on relevance to individual behavior rather than generic popularity. This reduces friction and accelerates purchase decisions.
- **Mechanisms:** Search queries pass through a personalization layer that re-ranks results using behavioral scoring models. Size, color, and category preferences auto-apply at query execution. Results render dynamically at session level.
- **Key Data:** Search query, purchase history, size profile, color affinity, browsing behavior, session context.
- **KPIs:** Search conversion rate, revenue per search, search exit rate, time-to-product.
- **Complexity:** Technical complexity is moderate, requiring a personalization layer on top of existing search infrastructure. Operational complexity is low, as implementation primarily affects front-end experience without requiring changes to business processes.

# Style-Based "You Would Like" Recommendations

Generic merchandising forces customers to search for relevance. Predictive, style-based recommendations surface products customers are most likely to want (before they are even aware or articulate the need).

- **Vuori Today:** Homepage merchandising and featured products are largely static. New arrivals and highlights are shown uniformly across the customer base. Individual style preferences are not visibly reflected.
- **The Vision / Opportunity:** The homepage dynamically adapts to each customer's demonstrated preferences. New arrivals and recommendations reflect individual category and style affinity. Discovery becomes more personal, relevant, and engaging.
- **Mechanisms:** Collaborative filtering and content-based models generate ranked product recommendations per user. Real-time scoring feeds homepage, email, and app surfaces. Recommendation logic refreshes continuously based on session and purchase signals.
- **Key Data:** Purchase history, browsing events, category affinity, similarity embeddings, loyalty tier.
- **KPIs:** Recommendation CTR, assisted revenue, repeat purchase rate, engagement depth.
- **Complexity:** Technical complexity is moderate to high, driven by model training, real-time scoring, and content orchestration. Operational complexity is moderate, as creative teams must support modular and dynamic content generation.

# “Complete the Look”

True outfit completion requires understanding the underlying principles in the modeled images, as well as individual aesthetic and body type. It is more than just generic bundling. Personalized complements help manifest the brand iconography and extend basket size by reflecting how the customer envisions themselves.

- **Vuori Today:** Product pairings are generic and rules-based. The same recommendations are shown to all customers viewing a given product. Individual style and past behavior are not incorporated.
- **The Vision / Opportunity:** Complementary recommendations reflect the customer’s real purchasing patterns and aesthetic preferences. Cart and browse behavior inform suggestions in real time. This increases basket size while maintaining stylistic coherence.
- **Mechanisms:** Cart contents trigger complement recommendation logic using product attributes and behavioral similarity scoring. Recommendations update dynamically as cart composition changes. Outputs render in cart, PDP, and post-purchase messaging.
- **Key Data:** Cart SKUs, purchase history, product attributes, browsing patterns, collaborative filtering scores.
- **KPIs:** Average order value, items per order, cart attach rate, checkout completion rate.
- **Complexity:** Technical complexity is moderate due to recommendation logic and attribute tagging requirements. Operational complexity is low, since the system integrates naturally into existing merchandising workflows.

# Category-Based Recommendations

Most customers have one (or a few) dominant use cases: running, yoga, lifting, lifestyle, etc... Category-level personalization ensures each customer experiences the brand primarily through the lens of their core identity and intent.

- **Vuori Today:** Navigation and merchandising emphasize the full catalog equally, or they align along superficial product type lines (ex: pants). Category ordering and prominence do not adapt to individual behavior. All customers encounter the same browsing structure.
- **The Vision / Opportunity:** Category emphasis adapts based on customer affinity. Each customer experiences Vuori primarily through their dominant use cases. Navigation and merchandising become behaviorally aligned rather than structurally uniform.
- **Mechanisms:** Category affinity models score customers in real time. Navigation ordering and landing page merchandising adapt dynamically to affinity outputs. Email and on-site modules prioritize dominant categories.
- **Key Data:** Category purchase history, browsing depth, session engagement, loyalty tenure.
- **KPIs:** Category conversion rate, revenue per session, engagement depth, bounce rate.
- **Complexity:** Technical complexity is low to moderate, as category affinity can be derived directly from existing behavioral data. Operational complexity is low, requiring minimal changes to merchandising processes.

# Use Case Assessment: Loyalty Lifecycle

Assessed based on publicly observable customer experience — website, email flows, checkout, loyalty program, and in-store interactions. Performance graded A–F.

Use Case	Grade	Rationale
Lapsed Customer Offers	No Grade: F	Uknown current behavior based on testing methodology. Reactivating people who have shown themselves to be interested but lapsed can be extremely high yield.
Birthday & Spontaneous Occasions	B	Currently offer tiered birthday discounts based on annual spend and on-site holiday ads. Add off-site marketing around special occasions depending on interests (Ex: Boston marathon running sale, for runners)
Customized Journeys: Atomized Content	No Grade: F	Add granular tagged media to the website and is served based on the consumer’s journey. The minimum uses browsing and purchase history, but we grow to target sport areas/goals. Can leverage AI or UGC.
Gamified Offer: Stretch Basket	C	Currently there is a minimum value for free shipping, but for this misses individualized opportunities for more meaningful basket increases in repeated purchase customers. We should attempt to attain max sustainable revenue from each customer as predicted algorithmically using tailored offers.
Post Purchase Wraparound	C	Send emails after purchases to follow-up on satisfaction and expectations met/unmet. Scale level of reach-back based on CLV. One-time purchasers should not be sent emails.
Personalized Support	No Grade: F	For the highest value customers, have an associate follow-up and manage any interactions they have. Track phone numbers and emails associated with accounts to reduce wait time and directly link to agent
Returns by Profile	No Grade: F	For higher-value customers analyze return trends and data to better cater returns experience for them. By making returns frictionless for our best customers, we make bracketing purchase behavior easier.



# Atomized Web Journey for Goals/Interests

Customers form emotional loyalty when brands help actualize personal goals, not just transactions. Goal-driven journeys convert shopping into life-journey aligned companionship. This helps make the brand feel personally connected and relevant rather than purely utility or commercially motivated.

- **Vuori Today:** Lifecycle communications are largely broadcast-driven. Customers receive similar messaging regardless of intent, goals, or journey stage. Behavioral branching is limited.
- **The Vision / Opportunity:** Customers enter personalized content journeys aligned to their goals and engagement patterns. Communications adapt as customers move through different lifecycle stages. The brand experience becomes supportive rather than promotional.
- **Mechanisms:** Goal inference models classify customers based on behavioral and preference data. Journey orchestration platforms dynamically sequence content across channels. Event-based triggers advance customers between journey states.
- **Key Data:** Category behavior, content engagement, preference inputs, purchase frequency, lifecycle stage.
- **KPIs:** Retention rate, purchase frequency, lifecycle progression rate, engagement depth.
- **Complexity:** Technical complexity is moderate to high, requiring journey orchestration platforms and dynamic content assembly. Operational complexity is high due to content strategy, production, and governance demands.

# Gamified Personal Headroom Offers

Gamification converts passive loyalty participation into active engagement: progressing toward a reward, a streak, or a challenge. This creates something that feels like an ongoing relationship instead of a simple transaction. Headroom computation aware offers use predicted next-purchase timing and spend potential to avoid alienating clients by pushing for more commerce than they are willing to give.

- **Vuori Today:** Loyalty incentives are primarily transactional and uniform. Promotional offers are distributed broadly with limited behavioral targeting. Engagement mechanics such as challenges or streaks are not visibly present.
- **The Vision / Opportunity:** Gamified mechanics encourage active participation and repeat engagement. Offers are sized and timed based on predicted customer behavior. Incentives become more efficient, relevant, and motivating.
- **Mechanisms:** Predictive models estimate purchase timing and spend potential. Incentive orchestration engines size and time offers dynamically. Gamification logic tracks progress, streaks, and challenge completion.
- **Key Data:** Purchase cadence, CLV predictions, price sensitivity, engagement activity, reward balance.
- **KPIs:** Incremental revenue, offer ROI, engagement rate, repeat purchase rate, churn reduction.
- **Complexity:** Technical complexity is high, requiring predictive modeling, offer orchestration, and loyalty platform integration. Operational complexity is moderate, driven by campaign strategy and reward program management rather than engineering effort.

# Post-Purchase Wraparound Scaled by CLV

The post-purchase moment is the cheapest and most powerful loyalty touchpoint. Tiered wraparound experiences transition an often-neglected logistics event into a relationship-building opportunity that build brand trust and compounds loyalty over time.

- **Vuori Today:** Post-purchase communications are largely standardized. Customers receive similar follow-ups regardless of purchase history or lifetime value, usually focused on garnering reviews.
- **The Vision / Opportunity:** Post-purchase journeys adapt based on customer tenure and value. New customers receive onboarding and education. High-value customers receive elevated service and proactive engagement.
- **Mechanisms:** Customer segmentation logic assigns post-purchase flows based on tenure and value. Messaging orchestration systems dynamically deliver tiered content and service access. Feedback loops continuously refine flow logic.
- **Key Data:** Purchase count, CLV tier, product purchased, satisfaction scores, service interaction history.
- **KPIs:** Second-purchase conversion, NPS, retention rate, customer lifetime value growth.
- **Complexity:** Technical complexity is moderate, centered on CRM integration and messaging orchestration. Operational complexity is moderate to high, particularly for VIP service tiers that require human capital investment.

# CLV Dependent Returns Policies

Returns behavior reflects both trust and long-term value. Differentiating return experiences by lifetime value aligns operational cost with customer importance. It rewards loyalty while guiding new customers toward positive future interactions with the brand.

- **Vuori Today:** Returns policies are applied consistently across the customer base. Free returns for account holders, but service levels do not vary based on loyalty or lifetime value. The experience is operationally optimized but emotionally neutral.
- **The Vision / Opportunity:** Returns experiences reflect customer value and trust. High-value customers receive faster resolution and fewer points of friction. New customers receive guided support that builds confidence for future purchases.
- **Mechanisms:** Returns authorization logic dynamically adjusts friction based on customer tier and behavioral risk scoring. CRM and returns platforms synchronize service rules and store workflows. Resolution pathways adapt in real time.
- **Key Data:** CLV tier, purchase history, returns frequency, fraud risk score, service engagement history.
- **KPIs:** Retention rate, net revenue retention, return processing cost, fraud rate.
- **Complexity:** Technical complexity is moderate, requiring CRM and returns platform integration. Operational complexity is moderate, as policies and store workflows must adapt to tier-based servicing.

# Next On-Ramp Step

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# Delivery A/B Test for Omnichannel Optimization

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## Why we selected it:

Provided that the retail stores have individual unit level inventory tracking, this is a high-impact and relatively low-lift test to increase retail location awareness while also reducing order fulfillment costs and improving user experience.

## Testing design:

We will target all customers in a particular geographic region where there are multiple Vuori stores (Ex: Chicago, Boston, or NYC). We will randomize within our target geography on a consumer level, comparing across treatment and control for significance. The control group will have the standard checkout experience. The treatment group will receive an option at checkout above the standard shipping to "Pick Up In Store." It will list as free, and it will show availability based on the inventory stock of the nearest organic store.

## What success looks like:

Success will be measured by a statistically significant lift in conversion rate per checkout attempted, or a statistically significant decrease in Cost of Goods Sold per order for the test group compared to the control. Repeated tests can continue to optimize for improved cost reduction and time savings if retail locations struggle to efficiently support.

# In-Store Pickup A/B Test Mockup

## COHORT A — CONTROL

City New York	State New York	ZIP code 10013-2815
Phone (optional) <span>?</span>		
<input type="checkbox"/> <b>Text me with news and offers</b> Yes, I want to receive text messages about exciting Vuori news and events. <a href="#">Privacy Policy</a>		
<b>Shipping method</b>		
<input checked="" type="radio"/> <b>Standard</b>		<b>\$6.00</b>
Estimated by Thu, Feb 26		
<input type="radio"/> <b>Express</b>		<b>\$15.00</b>
Guaranteed by Thu, Feb 26		
<input type="radio"/> <b>Expedited</b>		<b>\$30.00</b>
Guaranteed by Wed, Feb 25		

## COHORT B — Pick-up In Store Option

City New York	State New York	ZIP code 10013-2815
Phone (optional) <span>?</span>		
<input type="checkbox"/> <b>Text me with news and offers</b> Yes, I want to receive text messages about exciting Vuori news and events. <a href="#">Privacy Policy</a>		
<b>Shipping method</b>		
<input type="radio"/> <b>Pick-up In Store</b>		<b>Free</b>
Available Today in Soho, 0.5 Mi		
<input checked="" type="radio"/> <b>Standard</b>		<b>\$6.00</b>
Estimated by Thu, Feb 26		
<input type="radio"/> <b>Express</b>		<b>\$15.00</b>
Guaranteed by Thu, Feb 26		
<input type="radio"/> <b>Expedited</b>		<b>\$30.00</b>
Guaranteed by Wed, Feb 25		

## MEASUREMENT FRAMEWORK

Primary: Conversion Rate; Secondary: Cost of Goods Sold per Order; Decision rule: Statistical Significance

# From Assessment to Competitive Advantage

These examples range from simple to state-of-the-art, but they are all working towards the same goal: deep, meaningful interactions between brand and consumer. In the hyper-competitive marketplace of today, the differentiation between leading brands and laggards increasingly sits in these seams and cracks in the consumer experience. For many of these cases, the technology to implement them has existed for decades. What separates companies is simply a drive and desire to iterate and develop differentiation in data quality, decision speed, attention to detail, and emotional relevance to the consumer.

This mental model scales to other omni-channel apparel brands, and each of the use cases in this deck is additive onto the same shared tech backbone. The infrastructure built for lapsed reactivation is the same infrastructure that enables personalized headroom offers, customized journeys, and goal-based content.

Outside-in assessments like this create value for both internal stakeholders and curious observers, because they force us to re-evaluate the fundamental brand values of our own organizations, and reckon with how we can better fill the seams in each consumer's journey. It forces us to decide whether we are willing to make our stated company values manifest.