Methodology

In Q1 of 2019, WBR Insights surveyed 300 senior executives at major European retailers on behalf of Valitor. The research prioritised large multichannel retailers from wide variety of verticals, including: Fashion, Footwear, Food, Grocery, DIY, Gardening, Health, Beauty, Homeware, Electrical, Furniture and Flooring.

What kind of retail organisation do you work for?

- **16%** Fashion & Footwear
- **15%** Health & Beauty
- **14%** Electrical
- **14%** Food & Grocery
- **14%** Homeware
- **14%** Furniture & Flooring
- **13%** DIY & Gardening

Respondents to the survey were Directors, Managers and Heads of Operations, Digital, Retail, eCommerce and Omnichannel, and those of an equal standing.

The survey was conducted by appointment over the telephone. The results were compiled and anonymised by WBR Insights and are presented here with analysis and commentary by WBR Insights and Valitor.
The High Street is Dead – Long Live the High Street

Respondents Per Country

Nordics 20%

Norway

Finland

Sweden

Benelux 5%

Netherlands

Belgium

Luxembourg

United Kingdom 20%

Germany

Poland

Spain 5%

France

Italy

Italy

Benelux 5%

Belgium

Luxembourg
The Evolution of Bricks and Mortar

Q&A with Angus Burrell, General Manager UK, Valitor and Halldór Lúðvígsson, Managing Director, Valitor

We sat down with Angus Burrell, the General Manager at Valitor in the UK and Halldór Lúðvígsson, Managing Director at Valitor to find out more about what lead to the collapse of the high street, and how retailers can adapt to meet the demands of the modern consumer. Here’s what they had to say...

How can retailers avoid getting dragged into the price war with eCommerce?

Angus: Retailers need to take a step back and really think about where their value lies. The reduction in the price of goods effectively makes consumers believe that they can always get something at a reduced price. It means that retailers have increasingly polarised peaks and troughs in their sales because people simply wait for the sale to happen. They’re browsing goods at a full price never really believing that the full price is the value of the product. It ultimately leads to not only a reduction in revenue, but also to a complete devaluation of the brand overall.

Halldór: If you’re not competing on price, you need to provide the consumers with something different. This is a key concern among retailers. The best way to differentiate your brand is to really put the consumer at the center of their experience. If you have the right data available, you’re well placed to fully understand the consumer so that you can create tailored marketing.

What will be the defining factors of the brands that survive the next 10 years?

Angus: Ultimately it’s going to come down to understanding the consumer and building a really tangible dialogue with them. There isn’t one perfect journey for every consumer. Retailers need to really understand who their target market is in order to learn how they interact with the brand and what they want to get from it.

Halldór: Mastering the consumer experience is going to be key. Retailers need to master all aspects of the consumer experience. The experience leading up to a payment, the payment itself, and then the after payment experience. The brands that are going to survive will be the ones who focus on a single holistic customer journey, rather than three distinct journeys that need to be glued together.

How do you think the term omnichannel has been misused and what are the cornerstones of a truly omnichannel strategy?

Halldór: Many retailers think they have an omnichannel solution, but when you take a closer look at their strategy, it turns out they don’t have a single view of the consumer across channels. They don’t have the same profits across channels. They don’t have the same payment method across channels. They cannot effectively report or reconcile data across channels.

Angus: I don’t think a lot of people really know what omnichannel means. I think it’s a word which has been used far too much in the last couple of years. Most retailers are still using a multichannel strategy which allows a consumer to interact in multiple ways with a brand. What a truly omnichannel strategy should do is put the consumer at the center of everything, and as such, have a single view of that customer and their shopping behaviours across all channels.

Put simply, omnichannel is the ability to do everything as one. Retailers should have complete visibility of their consumer. It shouldn’t matter where customers are buying, on which social media platform they’re...
interacting. It shouldn't matter where they're returning items, or reporting a complaint.

The consumer should be at the center of their world so that the retailer can make sure they understand their behaviours and are able to interact with them regardless of where they were.

How do you think that retailers should respond to the lack of governmental support?

Angus: I think that’s a really tough one. Ultimately, local governments have costs to pay and most of them have huge debts. Although the governments across Europe could assist by helping retailers in terms of varying rates, I think they can easily become a scapegoat.

The real issue is that many retailers haven’t adapted quickly enough to the day-to-day technology which has completely changed the behaviour of the consumer: how the consumer engages with the brand, how the consumer shops, what the consumer buys, how they buy it, and what the consumer pays with.

Do you think tech when considered independently, is a red herring when creating true omnichannel experiences?

Halldór: Tech is not a silver bullet in itself. It’s is a necessary component in an omnichannel strategy, but you cannot start your strategy by looking at tech assets. You need to think about what the brand stands for, what customer experience you want to offer, and then you need to find a solution which can meet those criteria.

Angus: I think there is a huge proliferation of technology providers into retail at various different levels, whether that be the best SEO online, apps within apps, face ID scanning for verification. There is an enormous amount of technology out there.

There is the danger for a retailer to start partnering with a number of these suppliers, thinking that will be the answer to all their problems when really it’s not. It’s understanding their consumer and the journey that they need to create in order to be successful. A disparate tech strategy can get in the way of that, not least, because they all require huge amounts of development if it’s from multiple different organisations. We see in the payment space alone that we are able to dramatically reduce the number of technology pipes that a retailer has in their business for payment acceptance across Europe.

We’ve had a number of pieces of independent research carried out whereby we have interviewed both retailers themselves and consumers. The number of retailers that believe they are on top of their game is quite incredible when actually you drill down into what they have in place, and find out it’s nothing like what they need, or indeed think they have. Retailers say they know what they need, but when they actually find out that they don’t have it, it comes down to cost and risk. That’s what they’re not really prepared to do, they’re not prepared to take a risk based on what they feel the consumer wants. I’ve come across a lot of retailers who say they want to be unique, but nobody wants to lead the charge.
Key Findings

60% agree that the traditional high street is dead.

However, when we asked what the most successful retailers will have done to survive the next 10 years, answers were focused on customer experience. Price was the lowest priority.

90% of Heads of Commerce surveyed agree that massive sales events such as Black Friday have devalued products in the minds of consumers to the extent that they’re less likely to shop during non-discounted periods.

64% of respondents reported that customers want stores to act as showrooms for online products (33%) or distribution hubs for online (31%).
Introduction: The State of the High Street

Hundreds of brick and mortar stores have been throwing down their shutters for good, altering the landscape of the high street drastically. Even massive brands we once thought unshakable aren’t immune to the blight: House of Fraser are closing more than half their stores; H&M have shut 170 shops; and the ever-unravelling story of Debenhams’ saw a record annual loss in 2018 which lead to store closures across the UK.

While online shopping continues to boom with the promise of convenience, low cost and a personalised shopping journey, the humble high-street shop must create and refine a new strategy to remain relevant. Among the 300 Heads of Commerce we surveyed, the consensus confirms it: **60% agree that the traditional high street is dead.**

While it’s tempting to catastrophise and point fingers, a crisis like this calls for a level-headed investigation. This research aims to trace the steps that lead to these mass closures, while exploring how the surviving retailers can go back to basics with their strategy to pinpoint and exploit the true value of their in-store experience.

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Do you believe the traditional high street is dead?

CLOSED

60% YES

OPEN

40% NO
Part One: What Killed Customer Experience?
Competition Online

When we asked respondents what had done the most harm to the high street, the most common answer was that competition with online retailers had lead to dwindling footfall. The general perception of the high street collapse is that it’s linked to eCommerce poaching customers by undercutting physical retailers on price.

68% of Heads of Commerce agreed that the high street was falling short because it could not compete with online prices. However, when we asked what the most successful retailers will have done to survive the next 10 years, answers were focused on customer experience. In fact, price was the lowest priority.

Clearly there’s a dissonance here between how retailers see their value, and how they exploit it.

While the majority of retailers are distracted with the battle between in-store and online, the strongest players are making their way to the top by exploiting the differences between the two. By creating a destination as part of their omnichannel strategy, brands can leverage their real-estate as space within their communities for customers to have a true connection with the brand.

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Which of the following factors has hurt high streets in Europe the most?

- Competition from online retailers: 27%
- Increases to centralised retailer costs: 26%
- Prohibitive rules and/or taxes from local governments: 22%
- Lack of investment into the local economy/infrastructure by local governments: 9%
- Short-term promotional and retail strategies on the part of businesses: 8%
- The poor performance of the economy overall: 5%
- Lack of affordable/free parking: 3%
To what extent do you agree with the following statement?

The high street has failed to compete with online retail because it cannot sell goods cheaply enough.

To what extent do you agree with the following statements?

In 10 years’ time the successful high street retailers will be the ones who...

- Have complemented their in-store experience with as much technology as possible (VR, AR etc.).
- Have found a way to compete directly with pure-play eCommerce retailers on experience and service.
- Have created a brand complementary experience which ensures the customer enjoys their time in the store.
- Have removed in-store staff and automated the entire shopping journey.
- Have found a way to compete directly with pure-play eCommerce retailers on price.
Understanding Omnichannel

The term omnichannel is often misunderstood. Customers demand to have multi-sensory, multi-channel shopping experiences wherever they are, whatever they’re doing. By integrating the various channels that shoppers move between, retailers can make sure customers get what they want as soon as they make the decision to invest in the brand. At its core, an omnichannel strategy should be about supporting your customer at every step of the customer journey, regardless of which channels they move between.

A truly omnichannel solution will reflect on the death of the traditional high street and recognise that this is part of a necessary evolution. The purpose of the high street is shifting, and it’s time to rethink traditional bricks and mortar to make it part of a wider omnichannel customer experience.

Respondents reported that customers want stores to act as showrooms for online products (33%) or distribution hubs for online (31%). While some retailers perceive this shift as a threat to bricks and mortar, the new dynamic poses an opportunity to seamlessly integrate channels – an opportunity to focus on customer experience as respondents noted the most successful retailers in the next 10 years will have done, and to tie physical retail into a broader omnichannel strategy.

In your opinion, what is the significance of having a high street retail presence for companies today?

- It’s a showroom for online products
- It’s a distribution hub for online purchases (Click & Collect)
- It’s an experience-led brand differentiator
- It’s simply a vehicle for in-person transactions

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>33%</td>
<td>It’s a showroom for online products</td>
</tr>
<tr>
<td>31%</td>
<td>It’s simply a vehicle for in-person transactions</td>
</tr>
<tr>
<td>16%</td>
<td>It’s an experience-led brand differentiator</td>
</tr>
<tr>
<td>20%</td>
<td>It’s a distribution hub for online purchases (Click &amp; Collect)</td>
</tr>
</tbody>
</table>
Community v Government

84% of respondents say the government should be doing more to save the high street. With austerity measures leading to some substantial budget cuts, local governments turned to the high street as a source of funding rather than the beating heart of the community.

Respondents reported steep taxes for bricks and mortar across Europe. In fact, 22% of respondents said prohibitive rules and heavy taxes from the local government had done the most harm to the high street. When we asked what the government could be doing to support the local high street many responded that tax breaks would be a practical solution to the crisis. However, until the government takes a more collaborative approach to regenerating the high-street, retailers are going to have to really zero in on what makes bricks and mortar worth leaving the sofa for.

Do you think that local governments should be doing more to reinvigorate their local high streets?

84% YES 16% NO
What killed customer experience?

- Temptation to engage in the price war with eCommerce has been a key factor in the collapse of the high street.
- Year-round sales have led to customers devaluing products and brands slashing overheads which in turn has emaciated the customer experience.
- The mentality of “in-store versus online” rather than a truly integrated and symbiotic omnichannel structure is ruining retail in the face of ever increasing customer demands.
- Customer demand is shifting, and we need to rethink the purpose of bricks and mortar. Retailers report that customers see stores as showrooms (33%) or distribution hubs for online (31%).
- 68% of Heads of Commerce agreed that the high street was falling short because it could not compete with online prices. However, when we asked what the most successful retailers will have done to survive the next 10 years, answers were focused on customer experience. In fact, price was the lowest priority.
Part Two: Recognising the Value of Bricks and Mortar
An Obsession with Price

Online stores continue to entice customers with low prices, and brick and mortar shops feel they can’t keep up. Many of the retailers we’ve seen go out of business have bowed under this pressure, hosting year-round sales to encourage footfall.

90% of Heads of Commerce surveyed agree that massive sales events such as Black Friday have devalued products in the minds of consumers to the extent that they’re less likely to shop during non-discounted periods.

As our research has revealed, the most successful retailers to survive the next 10 years will be those who focus on customer experience, and recognise the short-term price-slashing tactics, which we’ve seen failing the high street before, are a dead-end. In trying to compete with online in this price war, retailers end up shooting themselves in the foot by slashing overheads and emaciating their customer experience.

Despite this, only 8% of respondents said that short-term price reduction tactics have done the most harm to the high street, while 27% attributed the collapse of physical retail to online competition. In fact, it’s the belief in this dichotomy of online versus in-store which is the real root of the problem, and the short-term sales tactics which were spurred on by this belief are the more likely culprit.

To what extent do you agree with the following statement?

Special sales events such as Black Friday have devalued products in the minds of consumers to the extent that it has made them less likely to want to shop during non-discounted periods.

- Agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
Leveraging Difference

Our research revealed that the greatest hidden strength of the high street is its people, with 19% of respondents selecting this as physical retail’s key strength. When a customer journey moves into a physical store, the people who staff that store can be a key differentiator for the experience. Respondents also reported that the human centred design of stores and the ease of returns process were strengths of the physical store, with 18% selecting each of these options.

Very few retailers are actually utilising omnichannel at the moment. For the most part, retailers are still dealing with silos across a multi-channel strategy, but when it comes to integrating these seamlessly into the customer experience, there’s still a lot of untapped potential. It shouldn’t be a case of eCommerce versus the high street – retailers need to break down the silo and create one holistic system which works as a symbiotic relationship.

It follows that the regeneration of the high street calls for a simplification, in which retailers focus on the differentiating strengths of their physical stores and working these into the wider omnichannel strategy. While marketing technologies have advanced massively, online personalisation can only go so far. When it comes to creating a real connection between consumers and brands, the best ambassador for that brand is a real person who takes the time to understand their needs, and an experience that truly conveys the brand.

What is the greatest hidden strength of high street retail?

19% The quality of the in-person support
18% The human-centred design of stores
18% The ease of the returns process
15% Technology assisted sales (VR, AR etc.)
15% Ease of payments
14% The potential for an experience-led multisensory experience
Survival of the Fittest

To find out more about the next steps successful retailers have been taking, we asked respondents to rank the retail strategies they use to drive in-store sales in order of priority. The clear priorities for Heads of Commerce were email, social media and content marketing. Each of these channels has evolved substantively to meet the modern consumers’ expectations of personalised interactions at every touchpoint. And while it’s encouraging to see special discount periods at the bottom of this list, we can also see that innovative in-store experiences and a destination shopping approach have taken a back seat.

Previously our research revealed that customer experience would be the major focus of brands who will survive the next 10 years, and that this was also the greatest hidden strength of the high street, however here we can see a purely digital focus which side-lines stores and their function as an integral part of an omnichannel strategy. This indicates a gap in retailers’ ability to see retail as truly omnichannel. While many are distracted by flashy tech, it’s possible that they have neglected the fundamental integrated technology to support an omnichannel experience.

Despite the high street’s lacklustre response to customer demand, 86% say their retail strategies have been effective in differentiating the high street shopping experience and maintaining revenue against eCommerce. However, this doesn’t ring true with the countless headlines of retailers closing stores, or indeed our own research in which the same respondents selected eCommerce as the culprit behind the high street’s collapse. Physical retail has reached a tipping point, and until retailers realise that they must either evolve or be left behind, the problem cannot be properly addressed.

Which of the following retail strategies have been priorities in recent years to drive in-store sales?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Priority</th>
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</thead>
<tbody>
<tr>
<td>Email marketing</td>
<td>3.69</td>
</tr>
<tr>
<td>Social media/content marketing</td>
<td>3.65</td>
</tr>
<tr>
<td>Loyalty programmes</td>
<td>3.55</td>
</tr>
<tr>
<td>Provide a mixed use environment (cafes, gyms)</td>
<td>3.47</td>
</tr>
<tr>
<td>Innovating our in-store experiences</td>
<td>3.36</td>
</tr>
<tr>
<td>Focus on ‘special’ discount periods (Black Friday, January Sales, etc.)</td>
<td>3.28</td>
</tr>
</tbody>
</table>

Respondents were asked to rank options from one to six in order of priority, six being the highest priority.

Have these strategies been effective in differentiating the high street shopping experience and maintaining revenue against eCommerce?

- **NO** 14%
- **YES** 86%
Recognising the Value of Bricks and Mortar

- 90% agree that the way we shop has changed due to short-term sales tactics spurred on by eCommerce. Retailers must focus on the potential for bricks and mortar as part of a wider omnichannel strategy.

- Instead of competing with eCommerce on price, recognise the differing strengths of channels and leverage these to create a fully integrated, brand complimentary experience which puts the customer at the centre.

- Brands who survive the next ten years will be focusing on customer experience.

- While many are distracted by flashy tech, it’s possible that they have neglected the fundamental integrated technology to support an omnichannel experience.
Part Three: Long Live the High Street
Taking the Customer Experience Back to Basics

Having examined where the true value of bricks and mortar stores lies, the next steps for retailers who have found their real estate in peril are clearer. Instead of competing with online in every facet – including price – retailers should be focusing on the strengths of physical retail, and how these tie into the omnichannel experience their customers are demanding.

One way in which savvy retailers are leveraging their bricks and mortar sites is by following up their sales with diligent customer care. On the whole, our respondents reported that their after-sales care was stronger in-store than online. Currently, our respondents are focusing on improving their responses to complaints, and levels of personalisation in-store.

While standout pure players focus their efforts on customer care as a key differentiator, in-store service has also been shifting towards much more human-centric customer service centres where people can conveniently and easily access physical aftercare services and fulfilment options. Physical stores can work symbiotically with a brand’s eCommerce strategy to meet high customer expectations by conveniently situating Pre-sale and post-sale experience centres in high footfall areas such as town centres, near offices, or in larger out-of-town centres.

How well do you, as a retailer, currently do at providing a top quality after-sale experience to your customers?

Quality of after-sale care in-store.
- Very high quality
- High quality
- Somewhat high quality
- Neither low or high quality
- Somewhat low quality
- Low quality
- Very low quality

Quality of after-sale care online.
- Very high quality
- High quality
- Somewhat high quality
- Neither low or high quality
- Somewhat low quality
- Low quality
- Very low quality
Which of the following elements of the after-sales customer experience is the biggest area you need to improve on?

<table>
<thead>
<tr>
<th>Element</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints</td>
<td>3.50</td>
</tr>
<tr>
<td>Personalisation</td>
<td>3.46</td>
</tr>
<tr>
<td>Customer service</td>
<td>2.82</td>
</tr>
<tr>
<td>Email marketing</td>
<td>2.62</td>
</tr>
<tr>
<td>Returns</td>
<td>2.60</td>
</tr>
</tbody>
</table>

Respondents were asked to rank options from one to five, five being the area which needs the most improvement.
Conclusion: Not all That Glitters is Gold

Retail and marketing technology is inherent to an omnichannel strategy. However, if the technology strategy isn’t based on a fundamental drive to create a customer experience which connects people to the brand and really foster loyalty, then retailers are essentially spending money on an expensive band aid.

While 27% of respondents believe shops have been shutting because they fail to inspire loyalty in their customer base, 20% say this happened because customers only care about price. It’s likely that the assumption that consumers only care about price is not only a self-perpetuating cycle, but also the root of 27% reporting a failure to inspire loyalty.

As our research has established, the real strengths of the high street lie with the experience, the people and with the physical space – with the parts of the omnichannel experience you can’t get online. However, 37% of respondents said that when they hear of a brand going out of business, their first thought is that the brand wasn’t investing enough in technology.

Certainly, technology can help to augment and enrich an experience – but ultimately it’s not what gets a customer off the sofa and onto the high street, and it’s not where loyalty is built. A strong omnichannel strategy is about more than throwing money at cutting edge tech vendors. It’s about taking the time to understand your customers’ needs, and build an experience from the foundations up which is best suited to them.

Omnichannel depends upon interconnected foundations, and the most important technologies for retailers who are pursuing omnichannel are those that allow information to be layered into intelligence both in-store and online. Retail technology is an expensive gimmick in an ecosystem where you do not have a truly omnichannel approach to payments, marketing and fulfilment.

You hear about another big name high street retailer going out of business, which of the following most closely matches your thoughts as to why?

- 16% This happened because businesses aren’t investing enough in technology
- 27% This happened because businesses failed to inspire loyalty in their customer base
- 20% This happened because customers only care about price
- 37% This happened because businesses failed to understand their customers’ evolving expectations
Long Live the High Street

- A common pitfall for retailers is investing in tech for tech’s sake. An omnichannel solution doesn’t start with tech. It starts with determining what your customers want across all channels and then providing tech internally and externally to deliver against expectations.

- It’s likely that the assumption that consumers only care about price is not only a self-perpetuating cycle, but also the root of 27% reporting a failure to inspire loyalty.

- Physical stores can work symbiotically with a brand’s eCommerce strategy to meet high customer expectations.

- The most future-proof strategies will be ones which focus on retaining customers and driving loyalty rather than providing short sighted tactical experiences that only cater for the first time buyer.
Appendix

To what extent do you agree with the following statements?

The high street has failed because...

- It cannot sell goods cheaply enough.
  - Agree: 36%
  - Somewhat agree: 31%
  - Neither agree nor disagree: 17%
  - Somewhat disagree: 10%
  - Disagree: 6%

- It has not been able to sufficiently establish its own unique identity as a destination.
  - Agree: 33%
  - Somewhat agree: 26%
  - Neither agree nor disagree: 20%
  - Somewhat disagree: 13%
  - Disagree: 8%

- It cannot compete with the simplicity and convenience of shopping online.
  - Agree: 31%
  - Somewhat agree: 30%
  - Neither agree nor disagree: 20%
  - Somewhat disagree: 14%
  - Disagree: 5%

- It is unpleasant to go to.
  - Agree: 27%
  - Somewhat agree: 26%
  - Neither agree nor disagree: 19%
  - Somewhat disagree: 14%
  - Disagree: 14%

To what extent do you agree with the following statements?

In 10 years’ time the successful high street retailers will be the ones who...

- Have found a way to compete directly with pure-play eCommerce retailers on experience and service.
  - Strongly agree: 38%
  - Agree: 34%
  - Neither agree nor disagree: 12%
  - Somewhat disagree: 13%
  - Disagree: 3%

- Have complemented their in-store experience with as much technology as possible (VR, AR etc.).
  - Strongly agree: 33%
  - Agree: 36%
  - Neither agree nor disagree: 14%
  - Somewhat disagree: 14%
  - Disagree: 3%

- Have found a way to compete directly with pure-play eCommerce retailers on price.
  - Strongly agree: 42%
  - Agree: 32%
  - Neither agree nor disagree: 7%
  - Somewhat disagree: 16%
  - Disagree: 3%

- Have created a brand complementary experience which ensures the customer enjoys their time in the store.
  - Strongly agree: 40%
  - Agree: 29%
  - Neither agree nor disagree: 10%
  - Somewhat disagree: 17%
  - Disagree: 4%

- Have removed in-store staff and automated the entire shopping journey.
  - Strongly agree: 32%
  - Agree: 36%
  - Neither agree nor disagree: 9%
  - Somewhat disagree: 16%
  - Disagree: 7%
Appendix

In terms of developing loyalty, how important do you think it will be in future to maintain a physical presence on the high street?

From the perspective of your company.

- Not at all important: 32%
- Somewhat important: 5%
- Important: 8%
- Very important: 23%
- Critical: 32%

From the perspective of your customers.

- Not at all important: 19%
- Somewhat important: 1%
- Important: 2%
- Very important: 36%
- Critical: 42%
About

Valitor

At Valitor, we take care of our customers’ payments, which means they can focus on buying and selling.

Valitor is guided by three principles: we think differently and solve your problems simply; we always put our customers first, and we build our own solutions, so you know they will work perfectly.

We remove complexity from payments, using our own technology, solutions and regulated services to help merchants stay focused on their business.

We are an international payment solutions company and one of the few who offer end-to-end solutions with payment acceptance, issuing, omnichannel gateway and point of sale services. Founded in 1983 and headquartered in Iceland, we operate across 22 European countries with a strong presence in the UK, Ireland, Nordics and pan-European retail.

We provide a single connection to receive payments across e-commerce, in-store and mobile. Our omnichannel payment solution simplifies payments processing and helps merchants expand internationally, consolidate service providers, add or merge sales channels, and implement true omnichannel experiences.

That’s the Valitor Difference.

Please visit www.valitor.com to find out more.

About

WBR Insights

At WBR Insights we conduct professional, executive research in key industry verticals. We use this research to create content-powered marketing campaigns designed to kick-start dialogue, share insights, and deliver results.

From whitepapers focused on your priorities, to benchmarking reports, infographics and webinars, we can help you to inform and educate your readers and reach your marketing goals at the same time.

Contact us to find out how your business could benefit from:

- Year-round access to our network of decision-makers and industry leaders
- Lead generation campaigns that fit your priorities
- In-depth research on current fast-moving issues and future trends
- Promoting your organisation as an authority in your industry.