

2019 DELIVERY & RETURNS RETAIL REPORT

Report analysing the delivery and returns
landscape across 220 retailers in the UK

AMPERSAND

amp.co



Foreword

Delivery and returns - an imperative element of ecommerce, but not the most flashiest or exciting. Traditionally, retailers have had little control over the final mile when it comes to ecommerce and multichannel. Retailers have often had their hands tied when it comes to delivery costs, timings and options.

However, in the past few years, we have of course seen a huge shift. Customers expect more and more from their favourite brands and delivery and returns are no exception. We want faster delivery, we want to collect our orders from our local shops, and we want free returns (and many more expectations that make it harder for retailers to sell online).

Which retailers are meeting customer expectations? Which retailers have fallen behind and are offering slow and expensive delivery options?

In this report, we have analysed the latest trends in click and collect, delivery and returns. We have surveyed over 200 retailers and have provided a score for each, rewarding retailers that offer the most convenient options for customers.

We have also worked closely with our partner HubBox to better understand the click and collect landscape, a quickly evolving aspect of delivery that should not be overlooked. Non-store click and collect in particular is growing in popularity, especially for pureplay ecommerce, and we are seeing customer expectations rise alongside it.

Delivery is a great opportunity to differentiate yourself from others in the market, and this report clearly demonstrates that - the leaders in our previous reports are not necessarily the leaders in delivery and we've seen an all new leaderboard as a result.

Criteria

We have defined a **multichannel mobile retailer** as one that sells online, sells in at least one physical store and has a transactional mobile website.

For this report, we've surveyed **220 retailers**. The majority of these retailers have previously been researched and surveyed in our most recently released retail reports, with the addition of others to improve the accuracy and relevancy of our data.

To create our list of retailers, we sourced IMRG, Sitemorse, the retail trade media and the high street to select 220 leading multichannel retailers in the UK.

For each retailer, we have provided a benchmarking score, the **Ampersand Delivery & Returns Matrix**, to easily compare and contrast each retailer within the facet of delivery and returns.

The Ampersand Delivery & Returns Matrix for each retailer scores retailers on cost, choice, convenience and clarity for popular delivery and returns options.

You can read the full methodology on pages 30-33, covering in-store click and collect, non-store click and collect, standard delivery, same day delivery, next day delivery, named day delivery, free returns to stores, free returns to non-store locations, free returns by post and free returns by collection.

The result? A truly unique insight into the delivery and returns landscape for retailers in the UK.

Retailers

& Other Stories
Accessorize
adidas
Alexander McQueen
AllSaints
American Golf
Ann Summers
Anthropologie
Anya Hindmarch
Apple
Aquascutum
Argos
Armani
ASICS
B&Q

Barbour
Bathstore
Bensons for Beds
BESTSELLER
Better Bathrooms
Blacks
Bonmarché
Boots
Build-A-Bear
Burberry
Burton
Cath Kidston
Chain Reaction
Cycles
Charles Clinkard

Christy Towels
Clarks
Clas Ohlson
Clintons
Coast
Converse
COS
Cotswold Outdoor
Cotton Traders
Crabtree & Evelyn
Craghoppers
Crew Clothing
Currys PC World
Debenhams
Deichmann

Demon Tweaks
Diesel
Dior
Disney Store
Dolce & Gabbana
Dorothy Perkins
Dr. Martens
Dreams
Drome
Dune London
Dunelm
Early Learning
Centre
Ernest Jones
Evans Cycles

Retailers

F.Hinds

Farfetch

FatFace

Field & Trek

Flannels

Foot Locker

Footasylum

Fortnum & Mason

Foyles

Fred Perry

French Connection

Furniture Village

GAME

GAP

George

GO Outdoors

Gucci

H.Samuel

H&M

Habitat

Halfords

Hamleys

Harrods

Harvey Nichols

Harveys Furniture

Hawkin's Bazaar

Hobbs

Hobbycraft

Holland & Barrett

Hollister Co.

Home Bargains

Homebase

Hornby

Hotel Chocolat

House of Fraser

Hughes

Hugo Boss

Hunter Boots

IKEA

Interflora

Jack Wills

Jaeger

JD Sports

Jessops

Jigsaw

Jimmy Choo

John Lewis &

Partners

Joules

Karen Millen

Kurt Geiger

Laithwaites

Lakeland

Laura Ashley

LEGO

Levi's

Liberty London

Links of London

Lush

M&Co

Retailers

Majestic Wine
Mamas & Papas
MANGO
Marks & Spencer
Matalan
Menkind
Michael Kors
Mint Velvet
Miss Selfridge
Missguided
Miu Miu
Moda in Pelle
Molton Brown
Monki
Monsoon

Moss Bros
Mothercare
Mountain
Warehouse
Mulberry
Neil Barrett
Nespresso
New Look
Next
Nike
Oak Furnitureland
Oasis
Oddbins
Office
Oliver Bonas

Pandora
Paperchase
Paul Smith
Peacocks
Pets at Home
Pull&Bear
Quiz
Radley London
Ralph Lauren
Reebok
Reiss
Richer Sounds
River Island
Robert Dyas
Rohan

Roman
Russell & Bromley
Ryman
Schuh
Screwfix
Scribbler
Select
Selfridges
Seraphine
Shoe Zone
size?
Smiggle
Smyths Toys
Smythson
Snow+Rock

Retailers

Sock Shop

Space NK

Speedo

Sports Direct

Sunglass Hut

Superdrug

Superdry

Swarovski

Ted Baker

Tessuti

The Body Shop

The Entertainer

The Fragrance Shop

The North Face

The Pen Shop

The Perfume Shop

The Range

The Whiskey Shop

The White Company

The Works

Thomas Pink

Thorntons

Timberland

TJ Hughes

TK Maxx

Topshop

Tu

Tweaks Cycles

Uberkids

UGG

United Colors of

Benetton

Urban Outfitters

USC

Victoria's Secret

Vivienne Westwood

Warehouse

Waterstones

Whistles

White Stuff

Whittard of Chelsea

WHSmith

Wickes

Wilko

ZARA

Benchmarking

Before we delve into the scores across industries, it's important to note that our delivery and returns matrix is more heavily focused on 'rewarding' retailers for choice and convenience, as opposed to punishing those who do not offer certain services. This is a clear distinction as we explore our benchmarking scores, where values may be lower than other reports we may have released.

Unsurprisingly, the Electrical & Tech industry is significantly above average when it comes to delivery and returns. With generally higher value products, and with a higher risk of delivery issues such as theft and damage, it is important for retailers in this sector to step up their game and offer a secure and trustworthy offering.

Arts, Crafts and Books is a sector with a low score, although this could be understandable when we look at the lower price

points of products. If a retailer is selling pens, notebooks or other low-value craft pieces, a comprehensive delivery service can quickly eat into margins.

We expected the Fashion industry to have a higher average score, with common debates in the fast fashion sub-sector on free returns and free delivery. Similarly, we would have expected Department stores to reach a higher average score with their pre-existing complex delivery and logistics networks with suppliers, stores and customers.

Regardless of your industry's benchmark score, it's always key to ensure that whatever delivery and returns services you provide, you should focus on the customer. Some customers may value fast delivery, others may value free returns, others may value easy click and collect. What are your customers asking for?



All

30



Fashion

31



Department

30



Home & DIY

27



Sports & Outdoors

27



Health & Beauty

29



Electrical & Tech

39



Children & Toys

28



Food & Drink

31



Arts, Crafts & Books

26

TOP RETAILER

Apple 70/100

Apple have risen to the top to become our leading delivery and returns retailer - a significant eight points ahead of the next top retailer.

With a premium product at a higher risk of damage or theft during delivery, it has been imperative for Apple to offer a solution that is fast, secure and convenient for their customers.

Congratulations to the Apple team for investing in a strong delivery network to become a leader in ecommerce and multichannel!

iPhone X®

All-screen design. Longest battery life ever in an iPhone. Fastest performance. Studio-quality photos.

[Learn more >](#) [Buy >](#)

iPhone X®

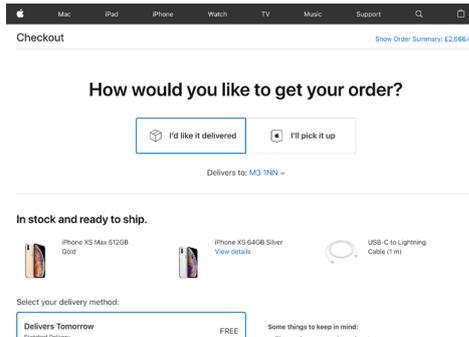
Largest Super Retina display. Fastest performance with A12 Bionic. Most secure facial authentication with Face ID. Breakthrough dual cameras with



Click and collect

Apple's large store network has enabled an easy click and collect service for the retailer. For certain products, Apple offers free 1-hour click and collect from stores, which can be impossible for most retailers without an integrated multichannel system in place.

The retailer also offers free next day non-store click and collect to their Pickup Points (newsagents, convenience stores etc.) to offer a well rounded collection service for their customers.



Free delivery

Apple gained many points from offering free delivery across their offering. Not only does Apple offer free in-store and non-store click and collect, but the retailer also offers free next day home delivery.

For a retailer with premium products, with some products priced above £2,000+, free delivery is a must to provide customers with added value and build a positive relationship that increases loyalty.

Click and collect

We have seen a huge shift in click and collect this year and it has been one of the biggest challenges that we often hear retailers struggle with. Despite this, uptake in click and collect over the past few years has been significant. More retailers are offering a simple in-store click and collect service than ever before, but we've also seen an increase in non-store click and collect too.

The speed at which retailers can offer in-store click and collect is seeing a rise, with almost a fifth of retailers able to offer this same day (**17%**). It is clear that retailers are able to tap into their existing inventory management and logistics systems to offer these services faster, taking full advantage of any integration systems they have in order to do so.

Understandably, the cost for click and collect is lower than standard delivery although this is the same for in-store and

non-store click and collect. The average cost for in-store click and collect is **£2.77** and the average cost for non-store click and collect is **£3.97** (compared to the cost of standard delivery at £4.16). With many retailers taking advantage of partners like Collect+, myHermes, Doodle and HubBox, this is becoming easier.

Uptake in non-store click and collect has definitely seen a rise, with **33%** of retailers now able to offer this (a rise from 24% in 2017). Retailers such as Warehouse, River Island, John Lewis & Partners and New Look are certainly leading the way here by joining the growing group of retailers offering this service.

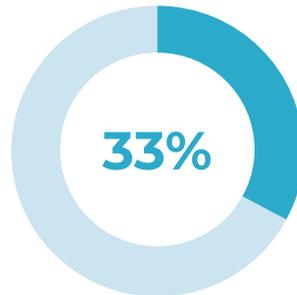
The best performing retailers in the 'Click and Collect' research section were Apple, The Entertainer, Schuh, Whistles and more. These retailers offered fast, affordable and convenient options for their customers.

Click and collect by location

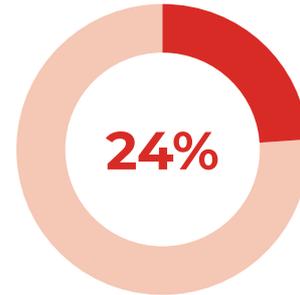
The percentage of retailers who offer click and collect to a variety of locations



To store locations



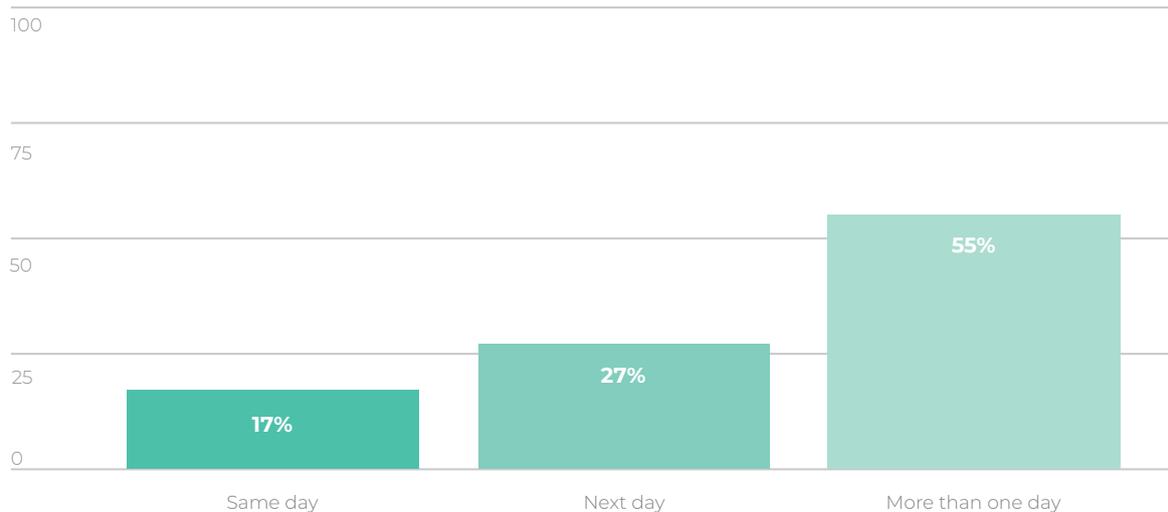
To non-store locations



To both locations

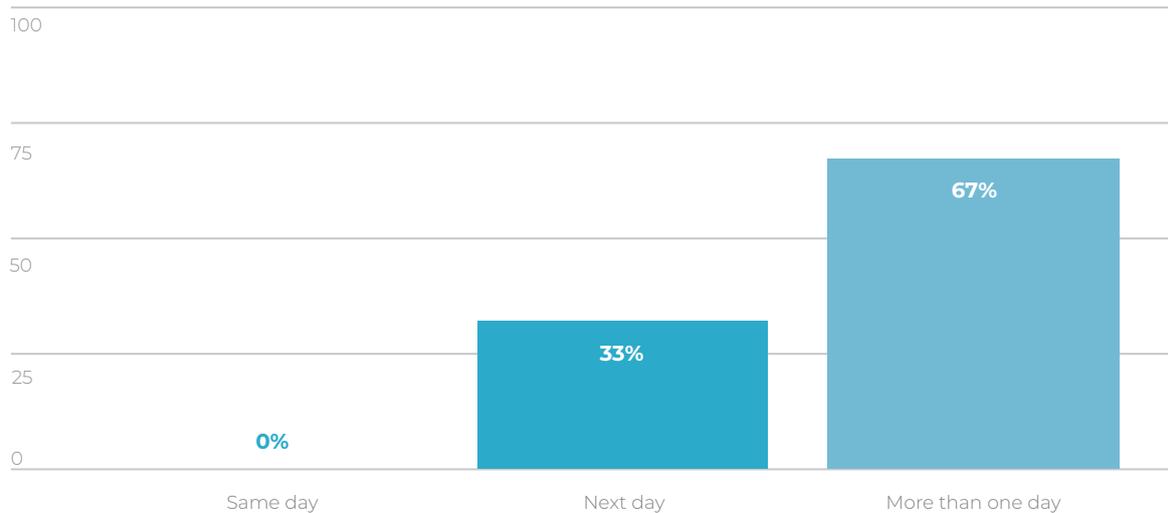
In-store click and collect

The fastest options for in-store click and collect amongst retailers who offer this service



Non-store click and collect

The fastest options for non-store click and collect amongst retailers who offer this service



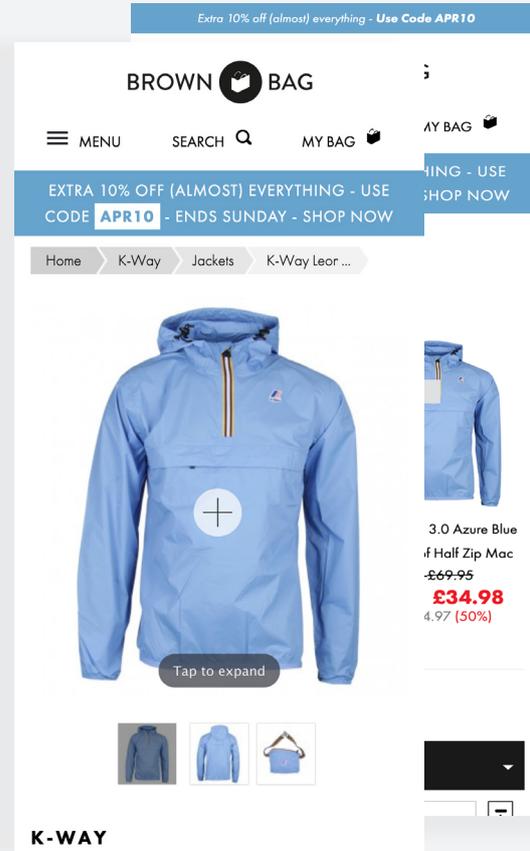


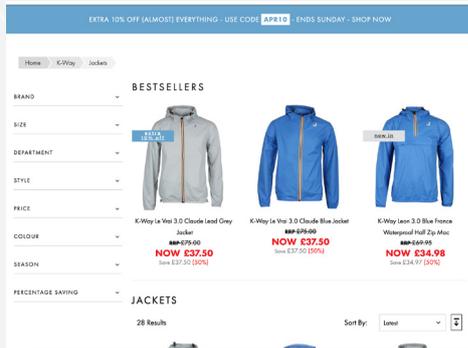
CASE STUDY

How Click and Collect Drives Higher Basket Values with HubBox

Founded in 1999, **Brown Bag Clothing** is an established online brand offering customers high-profile menswear at affordable, discounted prices. With a mission to “provide customers with top designer men’s fashion at the very best prices”, they supply a range of brands including New Balance, Tommy Hilfiger and True Religion.

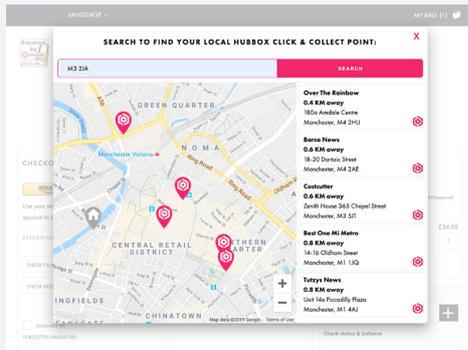
Getting the delivery mix right is increasingly important when it comes to meeting consumers’ heightened service expectations. With this in mind, Brown Bag Clothing and their sibling site Woodhouse were keen to get a local Click & Collect solution up and running as quickly as possible.





The solution

Brown Bag Clothing were able to implement click and collect without having to make any changes to their existing couriers, warehouse management system (WMS) or label printing, making the process smooth and straightforward. Using HubBox's pre-built module for Magento, Brown Bag completed the integration themselves within a couple of days. The option was instantly compatible across both standard delivery and next-day delivery options, giving their customers access to their purchases at their desired time.



The impact

Within two months of implementing **HubBox** click and collect, the service demonstrated its value. Uptake was swift, indicating an underlying consumer need previously unmet.

Immediately tangible results included increased operational efficiency, boost to incremental revenue, **15% increase** in average order value, and an **initial 5% uptake** and growing.

Delivery

We've seen that delivery costs and timings have all seen changes in the past few years and have fluctuated often. We now see that more retailers are offering free delivery and the cost for standard delivery has decreased too. However, we are seeing costs of priority delivery options rise.

Next day delivery is becoming commonplace in retail, with the majority of retailers offering this service (**87%**), at an average cost of **£6.51**. Similarly, **25%** of retailers now offer named or nominated day delivery, at an average cost of **£6.84**.

Same day delivery is still only offered by a few retailers at **6%**, including Pull&Bear, Nespresso, ZARA, Argos, Mulberry and Jimmy Choo (albeit with some retailers only offering same day delivery to specific locations such as London or Manchester). The average cost of this service is high, at **£10.56**, although it seems that customers are open to paying this cost if needed.

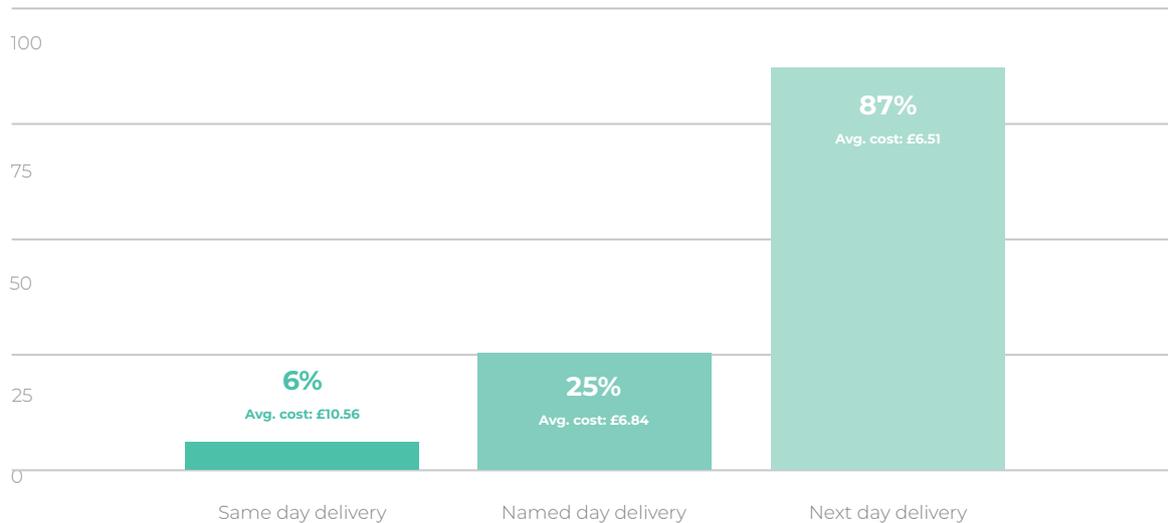
Free delivery is an interesting trend, with **75%** of retailers offering some form of free delivery either as standard or after a minimum spend. However, a handful of retailers still refuse to offer any free delivery, even on large basket values, including Argos, Mulberry, Interflora, Reiss, H&M and Next.

The minimum spends for free delivery, when this is offered, are quite high with the average threshold for standard delivery at **£56.64**. This does vary by industry with the average threshold in the Fashion industry at £66.23 and the average threshold in the Electrical & Tech industry at £42.49.

The best performing retailer in our 'Delivery' research section was ZARA, followed by Wickes, Space NK and Miss Selfridge. This is certainly interesting considering the mix of industries but they all focus on the customer and undoubtedly are seeing the impact.

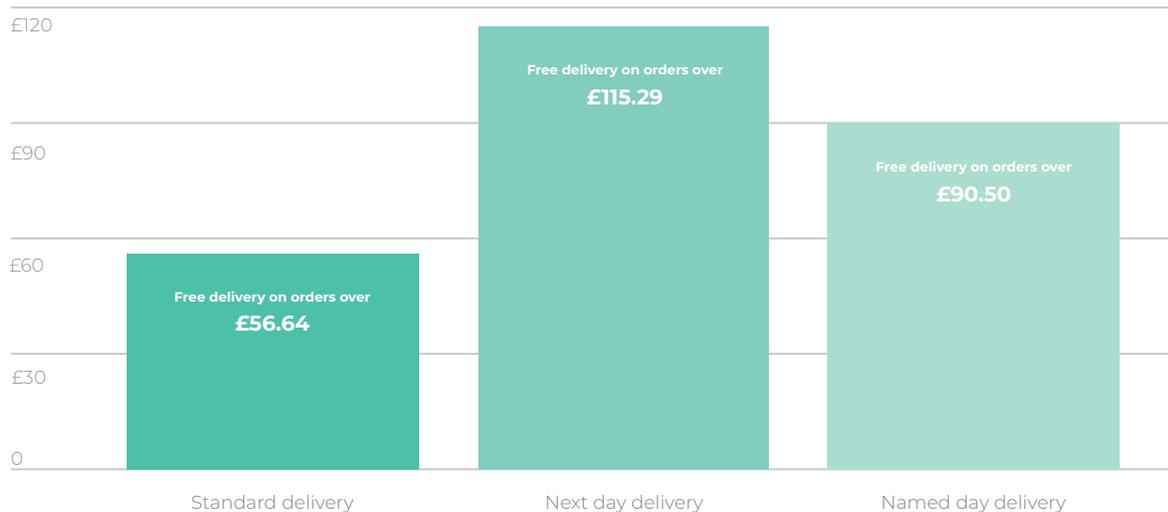
Delivery options

The various delivery options and times offered by retailers



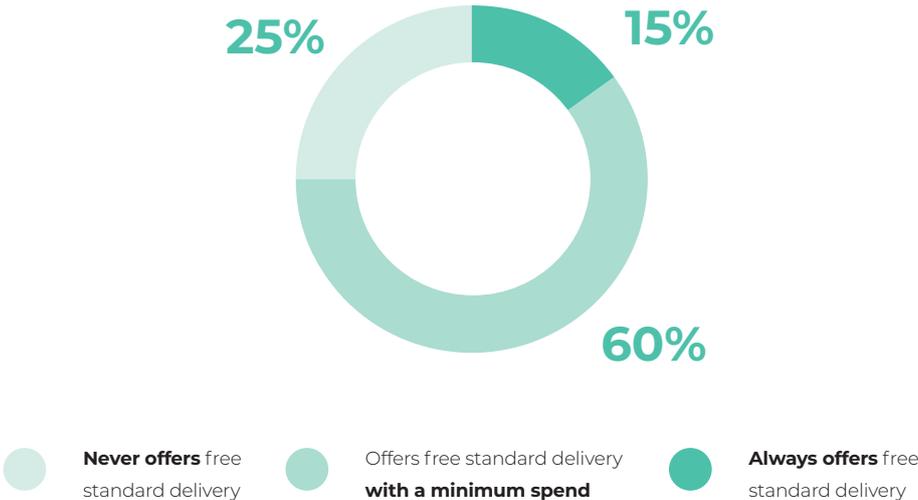
Minimum spend for free delivery

The average minimum spend threshold for each delivery option to qualify for free delivery



Free standard delivery

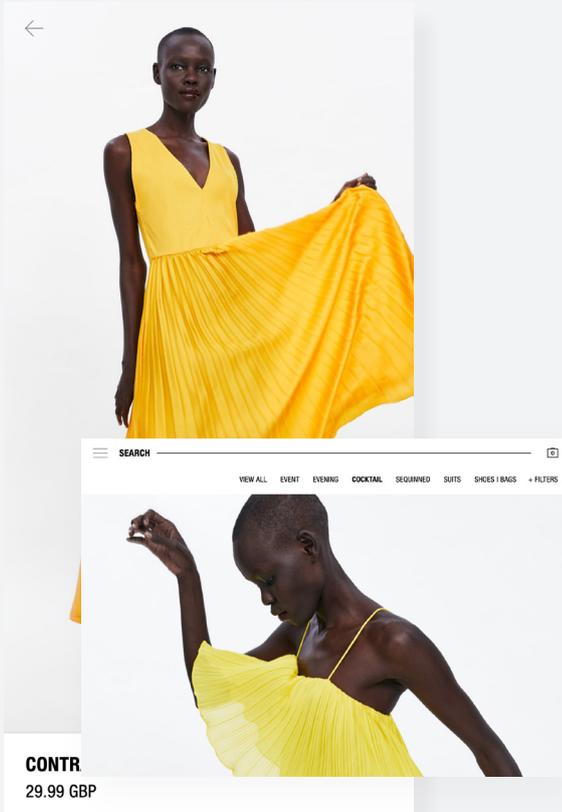
Retailers who offer free standard delivery with or without minimum spend



Retailers who **always offer** free standard delivery, with **no minimum spend**:

| | |
|-------------------|-------------------|
| ASICS | Ted Baker |
| Bensons for Beds | The Perfume Shop |
| Better Bathrooms | Thomas Pink |
| Charles Clinkard | UGG |
| Dior | Whistles |
| Foyles | Alexander McQueen |
| Fred Perry | Apple |
| Gucci | Burberry |
| Hugo Boss | Currys PC World |
| Links of London | Jimmy Choo |
| Majestic Wine | Miu Miu |
| Michael Kors | Neil Barrett |
| Oak Furnitureland | The North Face |
| Richer Sounds | Timberland |
| Shoe Zone | |
| Smythson | |
| Speedo | |
| Sunglass Hut | |
| Superdry | |

**15% OF
RETAILERS
ALWAYS OFFER
FREE STANDARD
DELIVERY WITH NO
MINIMUM SPEND**



DELIVERY SPOTLIGHT

ZARA

ZARA was one of our leading retailers in our 'Delivery' research section, with a clear and transparent delivery service.

The retailer offers a comprehensive home delivery service with standard delivery, same day delivery, next day delivery and named day delivery. Whilst their same day and named day delivery options are never free, the retailer offers free delivery on standard and next day delivery after £50, below the industry averages.

Congratulations to the team for investing in a comprehensive delivery network and providing an excellent service!

Returns

Returns are a great way to differentiate from your competitors, either through cost, convenience or experience. We are seeing a positive increase in the number of retailers offering a variety of methods for returns, with the majority doing so at no cost to the customer.

For this facet of research, we focused on giving retailers scoring points for free returns without any stated conditions. For example, retailers were not given a scoring point if they only offered free returns on faulty products and charged for returns otherwise.

Whilst more retailers offer free returns to stores than they do by post, by collection or to non-store locations, this is still a relatively low percentage at **68%**. Many retailers are still struggling to offer a multichannel returns process and face challenges when attempting to offer in-store returns for online purchases.

Only **a third** of retailers offer free returns by post, including Gucci, Richer Sounds, White Stuff, Boots and Hamleys. The remaining two thirds of retailers either cannot process postal returns or do not offer them for free.

A similar number of retailers can offer free returns to non-store locations (to lockers, convenience stores etc.) with **36%** of retailers offering this service. These brands usually use external providers to offer this, such as HubBox and Collect+, and the number of retailers doing so is on the rise.

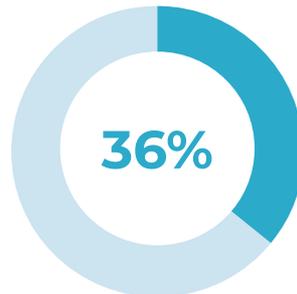
Returns by collection is an interesting proposition, with retailers providing an undeniably convenient experience by offering this service. Still, only **17%** of retailers offer this service for free, including Argos, Warehouse and Karen Millen. This is one element of a fantastic returns experience and we expect that this will become one key differentiator for retailers in the future for returns.

Returns options

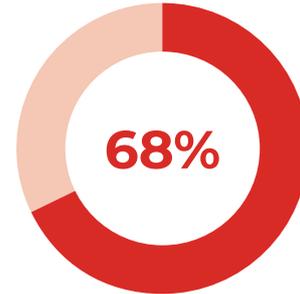
The percentage of retailers who offer free returns by various methods



Free returns
by post



Free returns
to non-store locations



Free returns
to stores

17% of retailers also offer free returns by collection

Retailers who offer **free returns by collection**:

Alexander McQueen

Apple

Argos

Burberry

Currys PC World

Debenhams

Diesel

Dolce & Gabbana

Farfetch

H&M

Harvey Nichols

Hobbycraft

Holland & Barrett

Homebase

IKEA

Jimmy Choo

John Lewis & Partners

Karen Millen

Laithwaites

Lakeland

Liberty London

MANGO

Miu Miu

Moss Bros

Mulberry

Neil Barrett

Nespresso

Nike

Oasis

Ralph Lauren

Reiss

River Island

Selfridges

The North Face

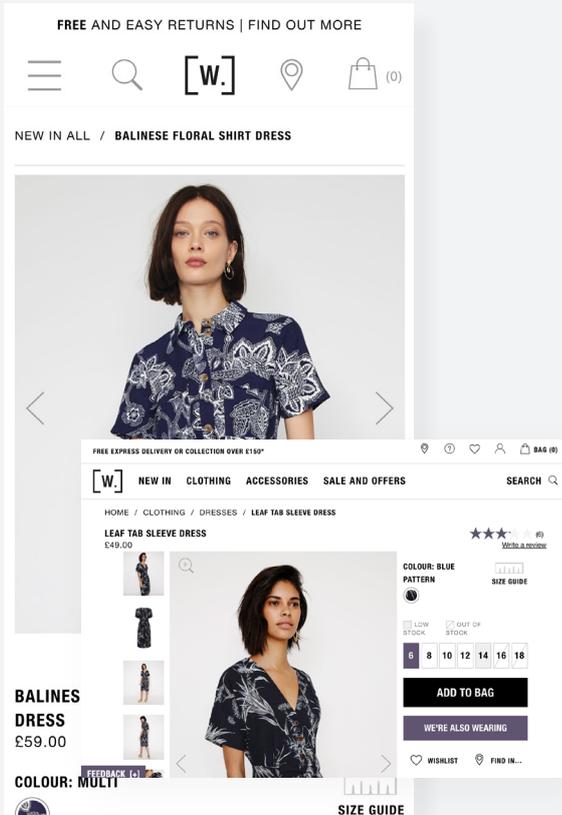
Timberland

United Colors of Benetton

Vivienne Westwood

Warehouse

**17% OF
RETAILERS OFFER
FREE RETURNS
BY COLLECTION**



RETURNS SPOTLIGHT

Warehouse

Warehouse was amongst the eight retailers who gained full marks in our 'Returns' research section, amongst Argos, River Island, Karen Millen, John Lewis & Partners, Oasis, H&M and Moss Bros.

Warehouse offers free and easy returns and the retailer is clear and transparent with their offering, with an easy to find returns policy.

The retailer offers free returns to stores, to non-store locations, by post and by collection. Congratulations to the Warehouse team for their comprehensive returns service!

Top performing retailers

PULL&BEAR

62/100

Exceeded at: free next day in-store click and collect; next day non-store click and collect; free non-store click and collect after a minimum spend of £40; free delivery after £40; same day home delivery; next day home delivery; free returns by post; free returns to store; easy to find returns policy.

Could improve score with: free standard delivery; named day delivery; free returns at non-store locations; free returns by collection.

BURTON MENSWEAR LONDON

60/100

Exceeded at: free next day in-store click and collect; next day non-store click and collect; free non-store click and collect after a minimum spend of £30; free delivery after £30; next day home delivery; named day delivery; free returns by post; free returns at non-store locations; free returns to store; easy to find returns policy.

Could improve score with: free standard delivery; same day delivery; free returns by collection.



56/100

Exceeded at: free immediate in-store click and collect; same day home delivery; next day home delivery; named day home delivery; free returns by post; free returns at non-store locations; free returns to store; free returns by collection; easy to find returns policy.

Could improve score with: non-store click and collect; free delivery after a minimum spend.



56/100

Exceeded at: free 1-hour in-store click and collect; free non-store click and collect after a minimum spend of £30; free delivery after £50; next day home delivery; named day home delivery; free returns to store; easy to find returns policy.

Could improve score with: next day non-store click and collect; free standard delivery; same day home delivery; free returns by post; free returns at non-store locations; free returns by collection.

Preceded by Apple (70/100) and succeeded by ZARA (56/100)

Top performing retailers

DOROTHY
PERKINS

56/100

Exceeded at: free next day in-store click and collect; next day non-store click and collect; free delivery after £50; next day home delivery; named day home delivery; free returns by post; free returns at non-store locations; free returns to stores; easy to find returns policy.

Could improve score with: free non-store click and collect after a minimum spend; free standard delivery; same day home delivery; free returns by collection.

HOLLAND & BARRETT

56/100

Exceeded at: next day in-store click and collect; next day non-store click and collect; free non-store click and collect after a minimum spend of £25; free delivery after £20; next day home delivery; free returns at non-store locations; free returns to store; free returns by collection; easy to find returns policy.

Could improve score with: free in-store click and collect; same day home delivery; named day home delivery; free returns by post.

M&S
EST. 1884

56/100

Exceeded at: free next day in-store click and collect; next day non-store click and collect; free delivery after £50; next day home delivery; named day home delivery; free returns by post; free returns at non-store locations; free returns to stores; easy to find returns policy.

Could improve score with: free non-store click and collect after a minimum spend; free standard delivery; same day home delivery; free returns by collection.

SNOW
+
ROCK

56/100

Exceeded at: free 1-hour in-store click and collect; free non-store click and collect after a minimum spend of £30; free delivery after £50; next day home delivery; named day home delivery; free returns to stores; easy to find returns policy.

Could improve score with: next day non-store click and collect; free standard delivery; same day home delivery; free returns by post; free returns at non-store locations; free returns by collection.

Preceded by Apple (70/100) and succeeded by ZARA (56/100)

Methodology

To create the list of retailers used in this research, we first aggregated various existing lists. We used IMRG financial rankings, web traffic data from Hitwise, Sitemore's usability list, and the high street to create a provisional list of 2,000 companies to research. We eliminated those that did not have a UK presence, those that did not sell online and those that did not sell in any physical stores. The final list is comprised of **220 multichannel retailers**.

The Ampersand Delivery & Returns Matrix represents our view of the most important elements of delivery and returns and focuses on scoring retailers highly for a fantastic delivery experience.

Retailers were scored against 38 criteria, with a maximum of 25 potential points, with the final score rating the retailer out of 100 ($=100/25*\text{SCORE}$).

1. If the retailer offered free standard delivery with no minimum spend threshold - 2 points.
2. If the retailer offered standard delivery at a cost lower than the average (£4.16) - 0.5 points.
3. If the retailer offered free standard delivery after a lower than average minimum spend threshold (£56.64) - 1 point.
4. If the retailer offered free standard delivery after an equal to or higher than average minimum spend threshold (£56.64) - 0.5 points.
5. If the retailer clearly offers click and collect to a non-store location - 1 point.
6. If the retailer offered same day non-store click and collect - 2 points.

Methodology

7. If the retailer offered next day non-store click and collect - 1 point.
8. If the retailer offered free non-store click and collect as standard - 2 points.
9. If the retailer offered non-store click and collect at a cost lower than the average (£3.97) - 0.5 points.
10. If the retailer offered free non-store click and collect after a lower than average minimum spend threshold (£57.23) - 1 point.
11. If the retailer offered free non-store click and collect after an equal to or higher than average minimum spend threshold (£57.23) - 0.5 points.
12. If the retailer clearly offers click and collect to stores - 1 point.
13. If the retailer offered same day in-store click and collect - 2 points.
14. If the retailer offered next day in-store click and collect - 1 point.
15. If the retailer offered free in-store click and collect as standard - 2 points
16. If the retailer offered in-store click and collect at a cost lower than the average (£2.77) - 0.5 points.
17. If the retailer offered free in-store click and collect after a lower than average minimum spend threshold (£28.40) - 1 point.
18. If the retailer offered free in-store click and collect after an equal to or higher than average minimum spend threshold (£28.40) - 0.5 points.

Methodology

- 19. If the retailer clearly offered same day home delivery - 1 point.
- 20. If the retailer offered free same day home delivery with no minimum spend - 2 points.
- 21. If the retailer offered same day home delivery at a cost lower than the average (£10.56) - 0.5 points.
- 22. If the retailer offered free same day home delivery after a lower than average minimum spend threshold (£40) - 1 point.
- 23. If the retailer offered free same day home delivery after an equal to or higher than average minimum spend threshold (£40) - 0.5 points.
- 24. If the retailer clearly offered next day home delivery - 1 point.
- 25. If the retailer offered free next day home delivery with no minimum spend - 2 points.
- 26. If the retailer offered next day home delivery at a cost lower than the average (£6.51) - 0.5 points.
- 27. If the retailer offered free next day home delivery after a lower than average minimum spend threshold (£115.29) - 1 point.
- 28. If the retailer offered free next day home delivery after an equal to or higher than average minimum spend threshold (£115.29) - 0.5 points.
- 29. If the retailer clearly offered named day home delivery - 1 point.
- 30. If the retailer offered free named day home delivery with no minimum spend - 2 points.

Methodology

- 31. If the retailer offered named day home delivery at a cost lower than the average (£6.84) - 0.5 points.
- 32. If the retailer offered free named day home delivery after a lower than average minimum spend threshold (£90.50) - 1 point.
- 33. If the retailer offered free named day home delivery after an equal to or higher than average minimum spend threshold (£90.50) - 0.5 points.
- 34. If the retailer clearly offered free returns by post - 1 point.
- 35. If the retailer clearly offered free returns by collection - 1 point.
- 36. If the retailer clearly offered free returns to stores - 0.5 points.
- 37. If the retailer's returns policy was easy to find - 0.5 points.
- 38. If the retailer clearly offered free returns to non-store locations - 1 point.

All research was completed in Greater Manchester, UK between 27th March 2019 and 4th April 2019. Ampersand provides the information in this report 'as is' and is based on the researcher's judgement of each site at the time of testing and in relation to documented guidelines.

If there was ambiguity on any criterion in relation to what delivery or returns options a retailer offers or the cost of said options, we have only given a retailer a scoring point if the policy or method was clear.

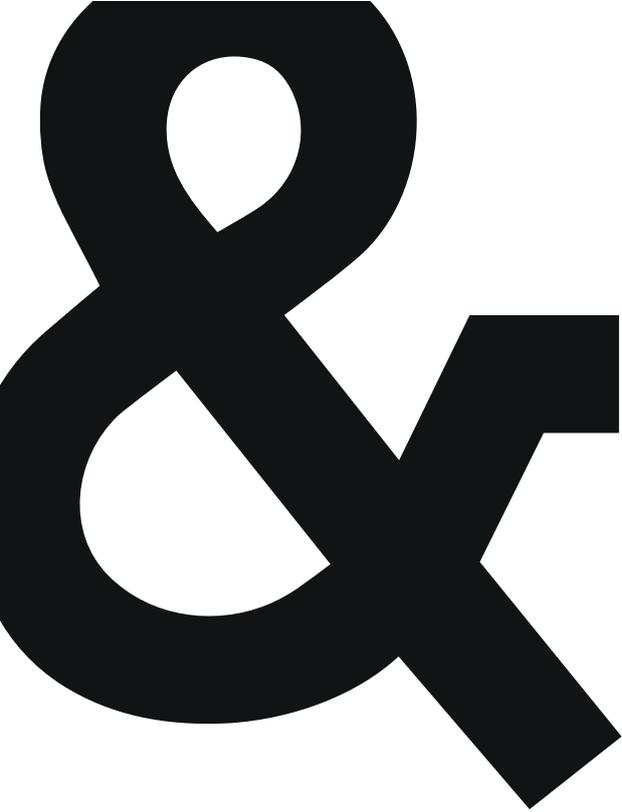
Important info

Screenshots and logos used in this report may contain images and artwork that are both copyright and trademark protected by their respective owners. Ampersand does not claim to have ownership of said artwork, and it only stores website screenshots in order to provide constructive review and feedback within the topic of delivery and returns.

All research, **Ampersand Delivery & Returns Matrix** criteria, data, infographics and copy within this report is the intellectual property of Ampersand Commerce Ltd, unless otherwise stated.

Citations, images and paraphrasing may only be published if crediting by name, **Ampersand**, citing the report as '**2019 Delivery & Returns Retail Report**', and with a link back to the report download page or <http://amp.co/retail-reports>. An additional credit should be made to HubBox if referencing any data or research owned by them.

For press and marketing enquiries, or to request the full scoring data of any retailer included in this report, please contact the Ampersand press office via marketing@amp.co.



AMPERSAND

amp.co | +44 161 236 5504

We are a straight-talking ecommerce agency.

We help ambitious retailers who want to make a step-change with their ecommerce strategy.

We architect & deliver solutions that create better customer experiences and positive operational change. We are a team, full of smart people, focused on tackling hard problems.

We are not here to replace your current monolith with a new one. We believe in technological agility and avoiding vendor lock-in.

Let us show you what better looks like.

