



A Retailer's Guide To The 2024 Holiday Season

Lessons From 2023 To Develop Long-Term Customer Engagement And Loyalty

The holiday season is a make-or-break period for the retail industry, driving a significant portion of annual revenue for many verticals. Preparation is crucial, and by analyzing consumer behavior and trends from the previous year, retailers can better prepare for the challenging months ahead.

Based on data from Bizrate Insights, this report examines the 2023 holiday shopping experiences of US consumers. Our findings provide valuable insights for retailers and brands to help develop strategies for the 2024 holiday season. By understanding last year's consumer patterns and preferences, businesses can position themselves to capitalize on opportunities in the coming season.

Happy reading, and wishing you a prosperous 2024!

Lindsay Martinez

SVP, Client Experience & Marketing
Bizrate Insights

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Customer Engagement And Loyalty

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Summary

For many retailers, end-of-year holidays account for a significant percentage of annual sales and revenue. This report reviews how US consumers experienced holiday shopping in 2023, including findings from research partner Bizrate Insights. It also highlights initial indicators for consumer sentiment for end-of-year holiday shopping in 2024. This research helps retailers and consumer-focused brand manufacturers plan for the 2024 holiday season in areas like marketing, fulfillment, customer care, and security.

Holiday Trends: Extended Shopping, Physical/Digital Integration, Mobile Power

Total US retail sales during the November and December 2023 holiday season grew 3.8% over 2022 to \$964.4 billion, [per NRF](#), based on US Census Bureau data.

Forrester's 2023 preholiday season forecast predicted that sales growth would be driven by continued consumer spending and low US national unemployment. All told, [86%](#) of US online adults shopped for the 2023 winter holiday season.

To prepare for the end-of-year holidays in 2024, US retailers and brands should start by reviewing the lessons learned from 2023. These insights will help them gauge consumer sentiment and demand to plan marketing, fulfillment, and more for 2024. As global uncertainties persist, retailers must implement technology, processes, operations, and employee experience (EX) measures to adapt as needed across stores and digital touchpoints.

Consumers Shop For Months — And Expect Strong Store And Digital Coordination

Per [Forrester's June 2024 Consumer Pulse Survey](#), 81% of US online adults plan to shop for the 2024 winter holidays. We expect that the 2024 holiday season will be similar to 2023 in key areas. (For a full review of US holiday shopper trends for 2023, please see [The State Of The US Holiday Shopper, 2023](#).) In 2023, holiday shopping:

- **Started months in advance — and, as usual, rolled right up to late December.** [One-quarter](#) of US online adults began their 2023 holiday shopping in October or earlier. About one in five waited until December to start shopping, but 76% of US online adults who shopped for the winter holidays continued shopping through December. Furthermore, Bizrate Insights found that 42% of online consumers planned to order earlier during the 2023 holiday shopping season because they were worried about late deliveries for their online orders.

Looking ahead to 2024. The pattern of many US consumers [shopping up to the end of December](#) has repeated itself for many years — so expect that again this year. It's likely that US consumers will watch — and even hold out — for offers and specials late into the shopping season.

- **Had to accommodate many budgets.** In 2023, Bizrate Insights found that the majority of US online consumers expected to spend the same amount (58%) or more (15%) on gifts, decorations, and other holiday-related merchandise — and

27% expected to spend less. Those planning to spend less in 2023 most often cited “increased expenses/spending on other things” as the main reason (35%), followed by “lower income” (20%) and “uncertainty around my job or the economy” (19%).

Looking ahead to 2024. For end-of-year holidays in 2024, [Forrester’s data](#) shows that 48% of US online adults plan to spend about the same and 25% plan to spend more than they did last year (see Figure 1). But fully 22% plan to spend less. All told, 32% say they have less money to spend this year than last. Many say they plan to watch for deals and special offers online (71%) and offline (47%) (see Figure 2).

- **Happened both online and in stores.** Bizrate Insights found that 42% of US consumers surveyed said they made at least three-quarters of their 2023 holiday purchases online, down only slightly from 48% in 2022. Additionally, [Forrester’s December 2023 Consumer Pulse Survey](#) found that one-quarter of US online adults who shopped for the 2023 winter holidays said they always used curbside pickup, and one-quarter said they always used in-store pickup or click-and-collect during the holiday season.

Looking ahead to 2024. [Forrester’s data](#) shows that 41% of US online adults who plan to shop for the holidays in person expect to check online beforehand to see whether an item is available in the store, and 33% expect to do more in-person shopping in general for end-of-year holidays (see Figure 3). One-quarter expect to regularly use in-store pickup (25%) and 19% plan to use curbside pickup regularly. Twenty-nine percent plan to go to stores or the mall on Black Friday (November 29) and Thanksgiving weekend, and 46% plan to shop online on Cyber Monday (December 2).

Smartphones Are The Go-To Holiday Shopping Device

Throughout the year, Forrester’s 2024 data shows that 63% of US online adult smartphone users regularly use their smartphone to make purchases — much like those who use computers (62%). Overall, Forrester’s 2024 data shows that US online adults use retailers’ mobile apps to research (31%) and purchase (37%) products and services. Similarly, they use retailers’ mobile websites to research (28%) and purchase (24%) products and services. In the past three months, US online adults with a smartphone noted that they used it while they were shopping in a physical store to compare prices (30%), check for a coupon (30%), look up product information (24%), and read customer reviews of a product (21%), among other activities.

For the 2024 holiday season, merchants must assess, test, and continually improve their smartphone offerings. That's because US consumers:

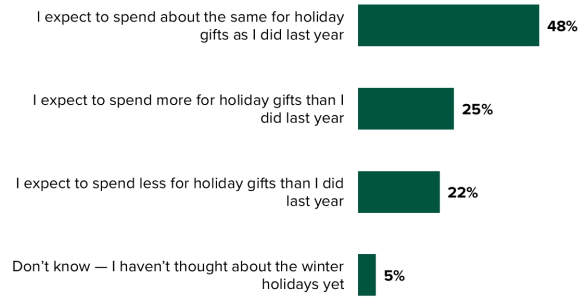
- **Rely on their smartphones for big holiday shopping events.** Forrester's data shows that 27% of US online adults typically find out about retailer sales and promotions from mobile apps, 23% from coupons and discount apps, 17% from promotional text messages, and 12% from automatically applied promo codes within apps. Smartphones play an integral role in every part of the shopping experience, from discovery to purchase and beyond. Bizrate Insights found that 66% of US online consumers used a mobile phone to shop online on Thanksgiving weekend in 2023. And 55% also used their mobile phone to shop online during Cyber Week (the week after Thanksgiving).
- **Expect mobile experiences to meet many shopping needs.** Among US online adults with a smartphone, 46% say they are more confident about their purchases when they use the device to do research while they're in a store. That confidence is higher among US Gen Z online adults (60%) and Millennials (60%) than it is among Gen X (44%) and Boomers (25%).

Bizrate Insights found that US online adults who used their mobile device over Thanksgiving weekend did so to make purchases (79%), browse and research products (51%), check prices (43%), and read ratings and reviews (30%). Fewer used their mobile phone to find general store information (21%) and locate retail stores (20%) than in previous years. On Cyber Monday 2023, they used their mobile devices to make purchases (82%), browse or research products (49%), check prices (43%), and read product/store reviews (27%), among other activities.

Figure 1

Many US Online Adult Shoppers Expect To Spend The Same Or More For 2024 Holidays

“How are you thinking about your shopping budget for this year’s [2024] winter holidays?”



Base: 425 US online adults who plan to shop for the 2024 winter holidays; total sample size: 1,059
Source: Forrester's June 2024 Consumer Pulse Survey

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Figure 2

US Online Adult Holiday Shoppers Will Watch For Deals

“Which of the following do you agree with about winter holiday shopping this year [2024]?”

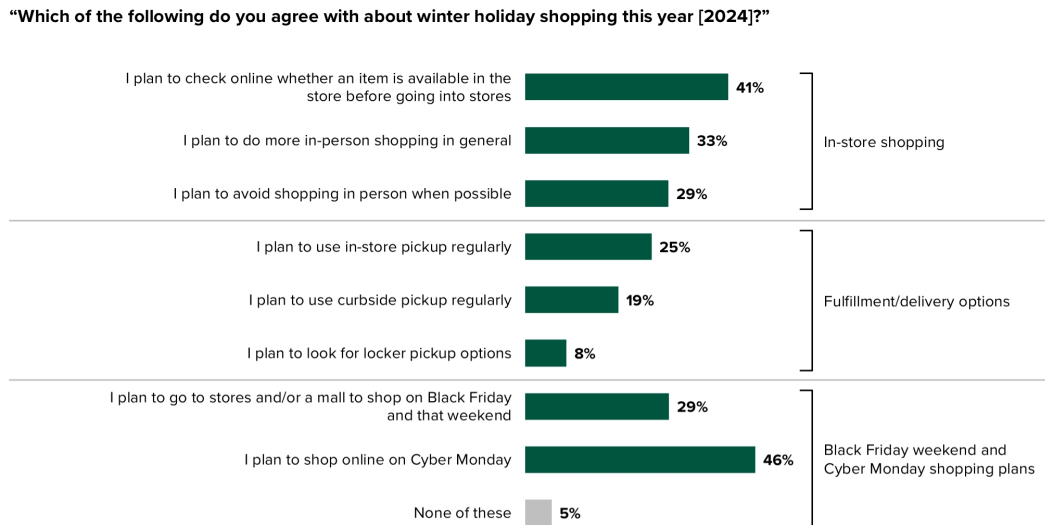


Base: 425 US online adults who plan to shop for the 2024 winter holidays
Source: Forrester's June 2024 Consumer Pulse Survey

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Figure 3

How US Online Adult Holiday Shoppers Expect To Shop In 2024



Base: 425 US online adults who plan to shop for the 2024 winter holidays; total sample size: 1,059
Source: Forrester's June 2024 Consumer Pulse Survey

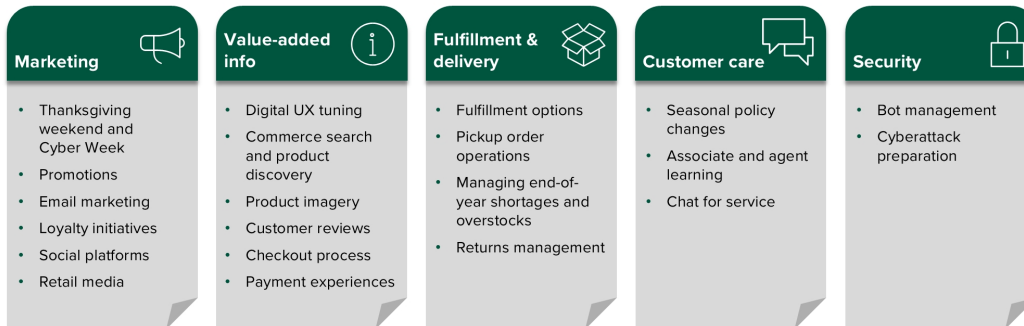
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Tune Up The 2024 Holiday Season Using The Lessons From Last Year

For merchants, a successful Q4 will come down to how well they can adapt to variables like the uncertain state of today's economy and consumer sentiment. Retailers and direct-to-consumer (DTC) brand manufacturers should analyze and apply lessons from the 2023 holiday season in five specific areas: marketing, value-added information, customer care, fulfillment and delivery, and security (see Figure 4).

Figure 4

Five Priority Prep Areas For The 2024 Holiday Season



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1. Invest In And Sharpen Your Marketing Tactics

As a retailer, you're likely to spend a hefty chunk of your annual marketing budget to drive all-important holiday sales. This holiday season, win on tried-and-true marketing tactics — many of which may be blind spots for other retailers and brands:

- **Prep thoroughly for Thanksgiving weekend and Cyber Monday/Week.** US consumers are primed to shop during Thanksgiving weekend. In 2023, Bizrate Insights found that 58% of US online adults anticipated that Thanksgiving weekend would be their biggest online shopping period of the year. Fully 80% of US online adults agreed that they shop in stores less over Thanksgiving weekend because they shop online instead. Retailer promotions are generally well underway before Thanksgiving, and 63% of US online adults said they had made purchases earlier that week as well.

Of 115 retailer and brand home pages that we [reviewed on Black Friday and Cyber Monday](#) in 2023, nearly all offered some form of promotion, though often not what consumers want most: sitewide discounts and free shipping. Some brands sweetened promotions to encourage higher spend; other brands offered sitewide sales only if a customer met a minimum spend level.

- **Run promotions that customers want — and with a balanced frequency.** Bizrate Insights found that during the 2023 holiday season, the most prized offers for US shoppers by far were discounts on total orders (49%) and free shipping (48%). Bottom line: Don't overwhelm your customers with an influx of emails and offers

that they don't care about. And beyond the offer itself, build (or tune up) your [customer preference center](#) to communicate with your customers in line with the frequency, channels, and topics that they want — and in compliance with consent capture and storage requirements.

Think through promotions timing: In 2023, Forrester's data shows that 23% of US online adults started shopping for the holiday season in October or earlier, and another 14% did so in the first half of November. With earlier marketing, you'll capture existing early demand, allow more time to fill orders, and spread out distribution center and customer care volumes.

- **Revamp your email program to exceed the (surprisingly) low bar.** Brands still fall short at every stage in email engagement, as Forrester's 2024 [review of 100 email marketing campaigns](#) shows. Fix this by recasting email as a relationship builder instead of a promo machine. Forrester's data shows that this is [what US online adults want](#): 70% say they are interested in transactional or confirmation emails compared to promotional (45%), informational (40%), or personalized emails (33%). Start by collecting preferences at registration, featuring essential content, and including a clear call to action in your emails. Another often overlooked opportunity: Ask fans to forward the email or share email content via a hashtag.
- **Maximize your loyalty program across the purchase journey.** [Loyalty programs](#) are optimal vehicles to compile valuable zero-party data (ZPD). It's a win-win: US online adults who belong to a loyalty program see it as saving them money (75%) and influencing where they shop (64%). Plus, they say that they spend more money with those companies (64%). The savviest brands create loyalty initiatives across the [entire customer buying journey](#) — far beyond ho-hum offers.

These same US consumers say it's important that they get special offers not available to other customers (64%) and special treatment (54%). Half note that getting relevant messages and offers is a key reason they joined the program in the first place — priming you to make (relevant!) offers during prepurchase phases. During purchase, make it easy for customers to enroll in your programs as part of checkout.

- **Test without relying fully on social platforms to meet media performance goals.** There's continued buzz and excitement around social commerce from the advertising and tech industry. With massive improvements in the technology supporting social commerce — Shopify and Apple Pay Integrations — consumer adoption in the US is growing, but it's not mainstream yet. Adoption is much higher for younger consumers: In [2023](#), we found that 59% of US online adults under 25

(Gen Z) and 51% of Millennials had completed a purchase inside or within a social network without leaving the app or website, compared to 28% for Gen X and just 9% of Baby Boomers. If you are looking to reach that next-generation audience, social commerce is worth testing into as another layer to your overall performance marketing plan.

- **Develop your retail media proficiency.** Retail media will be critical to many advertisers' media mixes this holiday season. Fully 63% of B2C marketing decision-makers planned to increase investments in retail media in 2024, but 46% said it's difficult to measure retail media's return on ad spend (ROAS). How should you maximize retail media's ROI? Budget flexibly, as various Prime Day-like events, such as Walmart's "Rollback" deals, Target's "Deal Days," and Wayfair's "5 Days of Deals" inflate costs per click. Two to three weeks before big events, focus on high-margin products and long-tail keywords. Plus, tap in-store ads: 45% of US online adults say they pay attention to this format, compared to 41% who say they avoid ads before or during online videos. Partner with tech and service providers to unify planning, buying, and optimization in one automated platform that facilitates apples-to-apples comparisons.

2. Help Busy, Stressed Customers With Value-Add Right When They Need It

Three-quarters of US online consumers bought at least half of their holiday purchases online in 2023, per Bizrate Insights — up from 71% in 2022. Top reasons why they bought online: "No crowds, no traffic, no hunting for parking" (48%), the time savings of buying online vs. going to stores (40%), and free shipping (33%).

But one of the hardest parts of online shopping is the inability to physically see a product before purchasing it. To equip customers with the tools for a positive online shopping experience, retailers should:

- **Smooth the digital UX by making "the basics" hum.** Invest the time now to give your busy holiday shopper the best possible digital UX — starting with the basics. Review your login and account creation processes — customers want to be able to track loyalty rewards and order status, but they'll abandon ship if you don't fix unclear entry field requirements and baffling error messages that hurt user confidence. Explain your requests for demographic info: why you need it, and how it will benefit your customer when they provide that. Critically review your product descriptions, return policies and instructions, and delivery info for plain language. Identify and fix accessibility issues preventing consumers with disabilities from purchasing from you, and follow inclusive design best practices. Review digital

touchpoints for [coercive and deceptive design](#) — deliberate and inadvertent — a big no-no for the [Federal Trade Commission \(FTC\)](#).

- **Tune commerce search and product discovery.** Forrester’s data shows that [52% of US online adults](#) rely on the search function of a brand or retailer’s website to find products that they intend to buy or when browsing. The solutions that drive stellar search experiences have [made massive improvements](#) in the past few years, and the market is noticing. An [impressive 93%](#) of global digital business strategy decision-makers are maintaining or increasing their investment in commerce search and product discovery, per Forrester’s Digital Business Strategy Survey, 2024. In fact, many digital leaders are prioritizing targeted experience improvements — such as modern [site search solutions](#) — over larger commerce replatforming projects. Search now drives all crucial, onsite product selection processes — and successful experiences drive positive metrics.
- **Elevate imagery to enhance customer confidence.** [Twenty-nine percent](#) of US online adults plan to avoid in-store shopping during the 2024 holiday season. But whether they shop in-store or not, digital channels will be crucial again this year to holiday sales, both online and in stores. Cover the basics to start using high-resolution images, include images for all options if the item comes in multiple sizes or colors, and add size comparisons to common objects. Depending on the product, take it a step further with the ability to view items through 3D mixed-reality tech like IKEA’s [Kreativ app](#) “to design and visualize their own living spaces” or Walmart’s [Optical Virtual Try-On](#).
- **Step up customer reviews to boost customers’ confidence to hit “buy.”** [Just over two-thirds](#) of US online adults say customer ratings and reviews are an important feature on a retail website. What’s important to them in those reviews: reviews written by verified buyers ([77%](#)), product ratings ([75%](#)), and how recently the review was written or posted ([70%](#)). Two-thirds of US online adults see expert reviews as trustworthy when they’re making a purchase decision, and [63%](#) believe reviews from other consumers are trustworthy.

Not surprisingly, Forrester’s 2024 data shows that US online adults are also most likely to consult ratings and reviews for large household appliances ([73%](#)) and consumer tech ([72%](#)). Women are more likely to use ratings and reviews for beauty and personal care products than men ([61%](#) versus [36%](#), respectively) and clothing ([54%](#) versus [44%](#), respectively).

- **Streamline the checkout process.** The clearest [checkout experience](#) is one key to converting hard-won customers and sales. But also balance automation capabilities with design elements to help customers modify information and undo

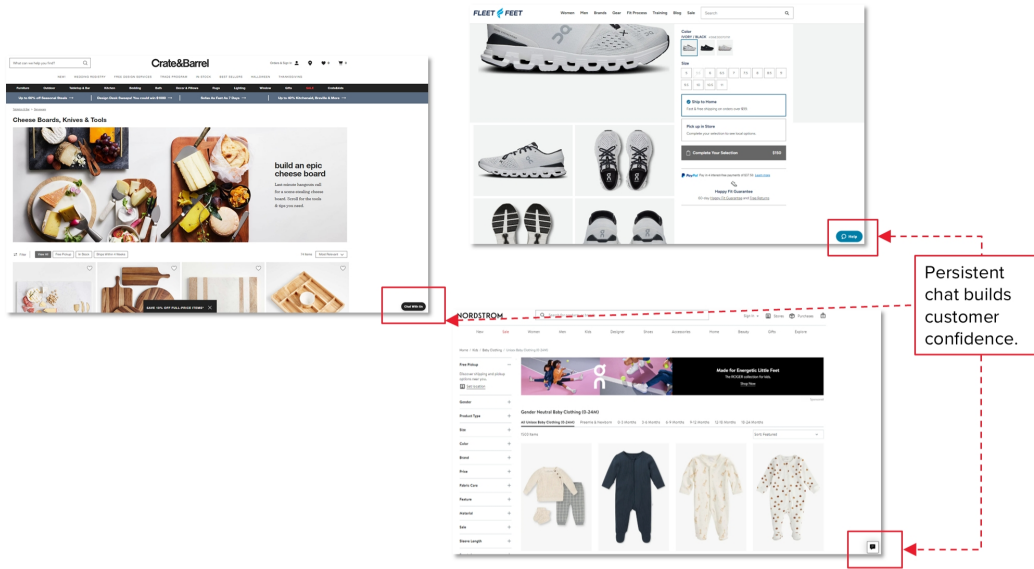
mistakes.

Start with the basics: Reduce required steps and pages, use clear labels, and provide rollover info. Show the final total price, including all fees and taxes, before the final confirmation — 84% of US online adults say that's important. Keep customer service accessible: 39% of US online adults say it's important that the website provide live online chat to ask questions and to get support (see Figure 5). Weave loyalty into checkout: 66% of US online adults who belong to a loyalty program are more likely to actively participate in it if they have a means of tracking their benefits. And 52% of US online adults find it valuable when retailers show them complementary items that are typically purchased with the specific item they are considering.

- **Improve customers' payment experience.** What matters for customers is [payment experiences](#), not the number of payment types. Think about those retailers that adopted Venmo to target Millennial shoppers, only to be disappointed by the lack of sales growth, as those consumers weren't interested in using Venmo at checkout. Overall, [younger consumers](#) are more likely to trust companies beyond traditional financial services providers, such as Apple, Google, and Walmart, for digital payment services, and they are more comfortable making transactions via emerging commerce touchpoints such as online chat or voice assistants. Step off the "Which payment method next?" hamster wheel; instead, analyze your customers and use customer journey mapping to improve payment experiences at various touchpoints.

Figure 5

Persistent Chat Options Help Customers With Questions As They Shop



Source: Crate & Barrel, Fleet Feet, and Nordstrom US websites, September 2024

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3. Develop Fulfillment Operations To Build Customer Delivery Confidence

In December 2023, 62% of US online adults who shopped for the 2023 winter holidays told us that they frequently purchased online early to get their orders on time. Still, 29% experienced estimated (promised) shipping timeframes that were longer than expected, and 30% said actual shipping times were longer than expected (i.e., deliveries were late).

Retailers and brands must help customers understand the delivery options that are available to get their orders on time — while also managing and meeting those expectations along the way. For the 2024 holiday season, wise merchants will:

- **Provide details about fulfillment options — and the delivery status.** One-quarter of US online adults who plan to shop for the 2024 winter holiday season plan to use in-store pickup regularly for it, and 19% say the same for curbside. And they want to see specific delivery/pickup dates for a product as early as the product detail page (63%) and in their shopping cart (67%) while shopping online. Filters based on [inventory level](#) and [shipping options](#) are not yet as widely available as

other filters. Both Best Buy and Sephora allow customers to filter results to show items available for store pickup at their selected and nearby stores (see Figure 6).

Order status notifications [enhance customer confidence](#) and mitigate order status calls to the contact center. Four out of five US online adults want to receive order confirmation with specific delivery or pickup dates after their online purchase — and 73% value status update notifications. Be transparent and timely in updating customers about delivery issues and how long it may take to resolve them. This also keeps you [FTC Rule-compliant](#).

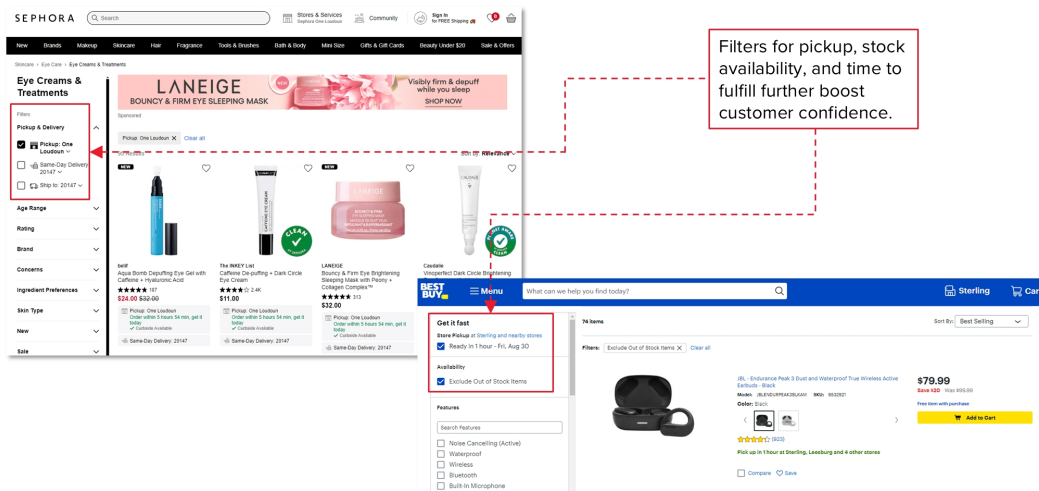
- **Staff up and stress-test operations for rising pickup orders.** [One-third](#) of US online adults who have purchased items online and picked them up in a store did so to avoid spending time finding the items in-store — and/or to collect their purchase the same day. Even so, [21%](#) of US online adults who shopped for the winter holidays in 2023 said their in-store or curbside pickup orders frequently took longer than expected. Especially during the last couple of weeks when customers are pressed for time and past the shipping deadlines, be sure to staff, train, and test operations and tech, and stock correctly to meet pickup demands around key holiday dates.
- **Reduce end-of-year shortages and overstocks.** Some retailers may prioritize fulfilling orders from locations with the shortest possible distance to the customer. This plan makes sense when the goal is to find the fastest speed of shipment but not when it comes to using up inventory. [Set your OMS to prioritize sourcing](#) from locations where the company’s demand forecasting tools predict end-of-year overstocks — and ignore locations where products are likely to run out long before the online shipping cutoff date.

The [AI decisioning](#) that some OMSes now offer further optimizes fulfillment operations. For example, rules might send orders to a distribution center (DC) during open hours. But systems using AI might notice a growing queue at the DC during open hours and dynamically reassign orders to other DCs with capacity. While businesses should test AI decisioning and tune settings to their priorities (e.g., cost vs. meeting SLAs), this can enable smarter optimization with quantifiable benefits in costs and operational metrics.

- **Invest in return management.** NRF found that return merchandise in the US in 2023 [totaled \\$743 billion](#). [How you handle returns](#) can make a huge difference in customer satisfaction, both short- and longer-term. [Sixty-five](#) percent of US online adults say they buy more frequently from companies that have an easy return process, and 55% want them to provide sustainable return options. Streamline

your returns process, offer store returns for online orders (half of US online adults prefer to return items to the store in person), provide refunds via the original form of payment (47% say that influences where they shop), and encourage exchanges whenever possible.

Figure 6
Best Buy And Sephora Show Filters For Multiple Delivery Options



Source: Sephora and Best Buy US websites, September 2024

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4. Thoroughly Prepare Customer Care Teams

Holiday shoppers look to store associates and customer service agents as part of their overall shopping experience, so prepare your team to meet those expectations. After price and convenience, US online adults say that what motivates them to shop from a retailer again includes: having a good experience with the retailer in the past (45%), the retailer offering good customer service (31%), and knowledgeable store associates (17%).

Two of the top four CX Index™ drivers for US retailers in 2024 are “resolves problems/issues quickly” and “communicates with me using plain language.” It’s clear — invest in your agents and associates for end-of-year holiday shoppers:

- **Explain seasonal policy changes.** During the holidays, many retailers make policy adjustments such as turning off price-matching or extending return windows.

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Prepare your agents and associates to handle the gamut of customer reactions. They should know three things. One, what's changed: Make sure that the team — from veterans to new hires — is well informed about current holiday policies and policies of seasons past. Customers familiar with your usual policies may turn to your associates and agents for clarity, and they should sound confident and knowledgeable.

Two, where it's published: Publish your updated holiday policies on your consumer-facing digital properties; then make sure your associates and agents can locate them. Three, what language to use: Arm your agents with on-brand language that they can use to de-escalate challenging conversations and find solutions. If you support [customers via chat](#), create holiday variations of your agents' standard "quick replies."

- **Arm seasonal associates and agents with significant info to help customers.**

From day one, onboard and train your new agents with additional enablement resources for brand expertise, product pseudonyms, and holiday promotion info. Start with resources that give them specific branded language like loyalty tiers or branded terminology for products and services. Train remote agents in your in-store experience for a seamless connection that customers may take for granted. Teach agents the names of your hottest products, including a phonetic pronunciation guide aligned with the native language of your offshore agents. Next, check your conversation analytics solution for common words that customers use to describe popular products when they don't know the name (e.g., "the moisturizer with the pink lid"). Keep your team well informed in advance about major holiday campaigns that will bump traffic — e.g., special promotions or social media campaigns that reference products promoted by popular influencers.

- **Use chat to bridge the digital and in-store experience across the buying journey.** Forrester's 2024 data shows that US online adults say they use instant message (IM), chat, or direct message (DM) with companies and brands at least weekly (22%) or at least monthly (20%) when they're researching products or services to purchase.

Current chat use cases for [prepurchase activities](#) include providing info for the nearest store (e.g., Lowe's), showing store-specific inventory levels (e.g., The Vitamin Shoppe), and asking the customer clarifying questions (e.g., Dell asking about intended use for a laptop before recommending products). During [purchase](#), The Home Depot can send a payment form after collecting contact and shipping info. [Post-purchase](#) chat use cases today span assistance around product use

(e.g., Dyson providing troubleshooting and maintenance info), order tracking (e.g., Crate & Barrel can help without the order number), and returns and exchanges (e.g., Amazon can start the return process on the customer's behalf).

5. Increase Customer Trust By Proactively Preparing For Security

Scenarios

Around the holidays, return fraud is always top of mind for retailers. NRF found that for every \$100 in returned merchandise accepted in 2023, [return fraud cost retailers \\$13.70](#). In response, retailers have taken measures such as stricter return policies. To prepare for the holiday season return influx, retail CISOs should collaborate with their IT, marketing, merchandising, and store operations colleagues to prioritize:

- **Bot management.** Good bots like search engine crawlers help your business — but merchants must implement tools to combat the [many bad bots](#) that hurt their business. Think inventory hoarding — but also account fraud, web scraping, DDoS, and ad fraud.

Bot management solutions respond to an endlessly adaptive stream of attacks, offering a wide array of bot response options. Visual challenges like CAPTCHAs frustrate [half](#) of US online adults, even as 53% say they feel safer using them. Now, many vendors offer [frictionless options](#) like proof of work and JavaScript challenges. Your job: Understand the level of friction that your customers are comfortable with, align available responses and challenges with customer needs, and set policies to match. Crucially, work with your bot management vendor to learn [how it delivers](#) on rapidly evolving detections to defend against new attacks and meet customer needs, as well as how it supports the full range of use cases and stakeholders.

- **Cyberattack preparation.** During the 2023 holiday season, retailers were [hit with cyberattacks](#) that disrupted critical functions from site processing and delivery capabilities to customer service and more. To best protect your company, act now in four areas: staff security awareness and training; strong password use via a password manager; enforced multifactor authentication; and incident response planning. Inform your team of the implications and potential signs of a ransomware attack — e.g., by [gamifying finding phishing attacks](#) to train employees to identify and report them. Enforce a policy of strong passwords and no password reuse in your organization (made easier by the vendor that provides your password management software) to make sure that attackers cannot break into accounts. And work with your security teams to develop companywide incident response

plans to simulate what you will do in the event of an attack — and how you get back to business quickly.

Supplemental Material

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Research Methodologies

Forrester’s research partner and voice of the customer solution provider Bizrate Insights fielded surveys of US online consumers before, during, and just after the 2023 holiday season, which it shared with Forrester for this research. The company has fielded these holiday surveys annually for many years. Bizrate Insights collects over 25 million surveys from verified customers for 2,000 retailers each year.

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