replenit

2027 RETAIL LEADERS' HANDBOOK · CUSTOMER ENGAGEMENT

The New Operating Model: CRM 5.0

Up to 4x
more realized CRM revenue than the campaign era

Up to 40%
lower cost to operate retention

24/7
autonomous execution, no manual campaign operation

CRM was built as a system of records that sends messages. CRM 5.0 makes it customer relationship management.

ALREADY ADOPTED BY

ESTĒE LAUDER · MAC · BOBBI BROWN · L'OCCITANE EN PROVENCE · THE BODY SHOP · Escentual PREMIER BEAUTY SINCE 2000 · iBOOD · Whirlpool · beko

Executive summary

IN ONE PARAGRAPH

CRM is changing by definition. For twenty years it has meant a system of records and a tool that sends email and SMS. CRM 5.0 turns it into what the name promised: the management of each customer relationship. Every signal from every touchpoint is read, each customer is decided for 1:1, the work reaches every surface, and no software is left for the team to operate.

1 The definition changes.
From records and sends to relationship management with 360 coverage: every signal in, every surface out.

2 The operating model changes.
Customer-centric, proactive and softwareless. Your team sets objectives, teaches skills and writes guardrails. Maestro, the AI CRM manager, operates around the clock.

3 The economics change.
In an illustrative $1M retention objective, 8% is realized in the campaign era and 10–13% with martech AI. CRM 5.0 realizes 30% from day one, rising to 38% as Maestro learns.

4 It runs in production today.
L'Occitane +235% automation revenue in 3 weeks. Mumzworld +100X ROI on replenishment. Escentual 31.6X ROI. 18.9x average ROI across customers within 12 months.

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THE SHIFT

01 CRM, redefined: from system of records to customer relationship management

Today, CRM means a customer database and a tool that sends email and SMS. The relationship itself is managed by nobody. CRM 5.0 gives the term its meaning back.

Every CRM generation since 2000 changed the tool. None changed what CRM is for, or who does the work. CRM 5.0 changes both. An AI CRM manager behind your existing stack manages each customer relationship. Your team leads it.

EXHIBIT 1

Four properties define CRM 5.0

01 · 360 COVERAGE

Every signal in, every surface out

CRM TODAY

Signals sit in separate tools. Opens in the MA, browsing in the personalization tool, purchases in the store system. Each surface acts alone.

CRM 5.0

Every signal from every touchpoint (web, app, store, CRM, service) forms one understanding of the customer, delivered to every surface the stack runs.

02 · CUSTOMER-CENTRIC

The customer is the unit of work

CRM TODAY

Campaign-centric, a habit inherited from legacy tools. Work is organised as lists, segments and journeys.

CRM 5.0

Every customer gets a 1:1 decision based on their own signals: skill, product, timing, channel and offer.

03 · PROACTIVE

The customer's moment, not the calendar

CRM TODAY

Nothing happens until someone builds and launches a campaign. The calendar decides when.

CRM 5.0

Maestro acts when each customer's moment arrives, and holds back when a message would cost more than it earns. Nobody starts a campaign.

04 · SOFTWARELESS

Nothing for your team to operate

CRM TODAY

Each capability is a platform to buy, configure and run: marketing automation, loyalty, recommendations, CDP.

CRM 5.0

No journeys to build, no loyalty rules, recommendation models or CDP segments to run. Today's tools become delivery rails, or are replaced by cheaper API-first ones.

> **CRM 4.0 made the campaign team faster. CRM 5.0 changes what CRM is: your team leads, Maestro operates.**

EXHIBIT 2

Five generations of CRM: what runs it, and who decides

GENERATION	WHAT RUNS IT	UNIT OF WORK	WHO DECIDES	WHERE IT STOPS
1.0 · Lists 2000s	Customer database and email service	A list	Your team	One message for everyone
2.0 · Journeys 2010s	Marketing automation, triggers, journey builders	A segment and a journey	Your team, built by hand	Only what the tool can configure
3.0 · Data 2018–2023	CDP, propensity scores, recommendations	A segment with a score	Your team, informed by scores	Scores, but no one acts per customer
4.0 · Co-pilot 2025–present	Martech AI inside the campaign tool	A campaign, tuned	Your team builds; AI tunes time, variant, channel	The same narrowed brief, faster
5.0 · AI era Now	**Maestro, behind the stack you already run**	**The customer**	**Maestro, within your objectives, skills and guardrails**	**Use cases not taught yet; the gap shrinks as Maestro learns**

WHAT WE BELIEVE

02 Built around customers, not software

1 **The business objective should reach the customer whole.**
Nothing traded away to fit a tool you paid for.

2 **Every customer should be managed 1:1, proactively, on every surface.**
Who, what, when and why, decided from each customer's own signals when their moment arrives, not when a calendar slot opens.

3 **Teams should lead, and AI should operate.**
No software for the team to run. Your team sets objectives, teaches skills and writes guardrails. Agents do the operational work around the clock.

4 **Intelligence should compound.**
Every outcome should make the next decision sharper.

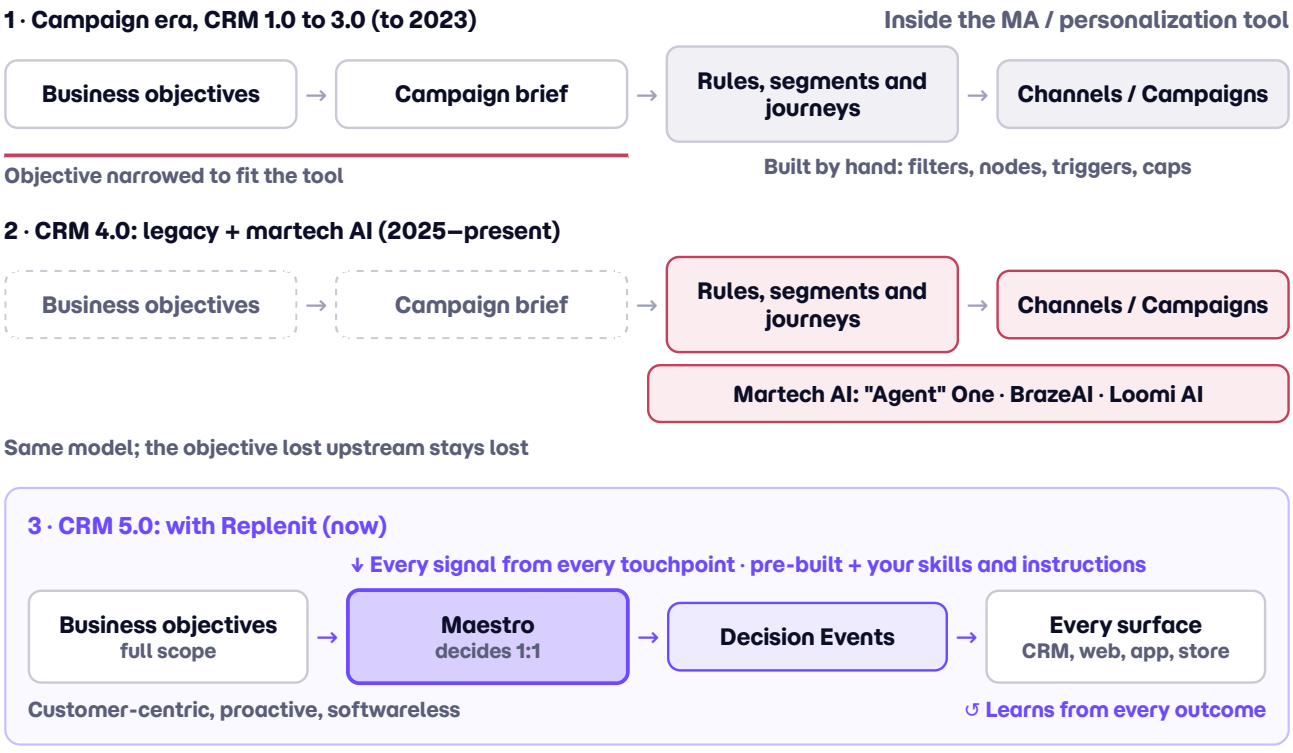
HOW IT WORKS

03 Three operating models

Each era starts from the same objectives. What changes is how much of them reaches the customer.

EXHIBIT 3

Only CRM 5.0 carries the full objective through to every customer



Campaign era. Objectives become briefs, briefs become rules, segments and journeys built by hand. Whatever the tool cannot configure never launches.

CRM 4.0. Insider One's Agent One, BrazeAI and Bloomreach's Loomi AI tune send times, variants and channels inside campaigns your team still builds. The same narrowed brief, executed faster.

CRM 5.0. Maestro starts from the full objective and every signal, decides 1:1 for every customer, sends Decision Events to every surface and learns from every outcome. No journeys, no segments, no campaign calendar.

A CROSS-SELL EXAMPLE

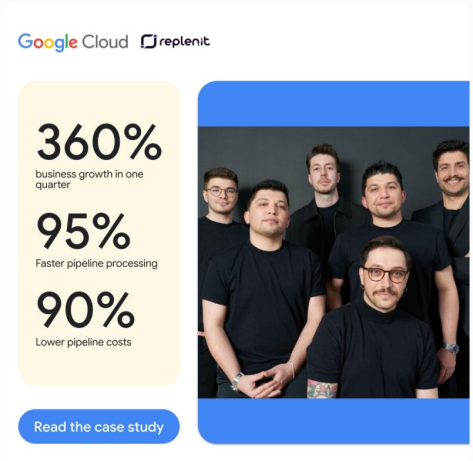
04 What Anna experiences

Anna has just bought a moisturiser. The campaign era and CRM 4.0 give her three disconnected answers, each started by a person. Maestro decides for her across every surface, without anyone starting it.

What Maestro decided for Anna	
History	From Maestro's memory: open to cross-category products, values her routines, tests before she commits, stays loyal once a product works
Product	The serum that pairs with her moisturiser, plus her own refill when her personal replenishment window opens
Timing	Day 11, once she has tried the moisturiser and is ready for the next step
Offer	No discount needed, so margin is protected
Reason code	Co-purchase affinity

SPOTLIGHT · GOOGLE CLOUD CUSTOMER STORY

The engine behind Maestro, validated by Google Cloud



Google Cloud published Replenit's customer story on the infrastructure that powers Maestro's memory and agents.

- **BigQuery** gathers, normalizes and enriches retail data into unified customer, product and brand records.
- **Gemini Enterprise Agent Platform** orchestrates hundreds of specialized agents running in parallel.
- **Fine-tuned Gemma on Cloud TPUs** delivers high-volume reasoning at a fraction of the cost.
- **Enterprise governance:** data separation, tenant isolation and auditable decisions on SOC 2 certified infrastructure.

360%
business growth in one quarter

95%
faster pipeline processing

90%
lower pipeline costs, $200 to $20 per run

4 hrs
to ship a new production pipeline, down from 3 days

Read the case study: cloud.google.com/customers/replenit

EXHIBIT 4

For Anna: three operating models, side by side

FOR ANNA	CAMPAIGN ERA CRM 1.0–3.0	CRM 4.0 LEGACY + MARTECH AI	CRM 5.0 WITH REPLENIT
Signals used	Last purchase and email opens	What each tool sees in its own channel	**Purchases, browsing, app, store and service, in one memory**
Who starts it	Your team builds and launches each campaign	Your team builds; AI tunes it	**Maestro, proactively, within your instructions**
CRM	Generic "you may also like" email after 7 days	Same generic pick, at an optimised send time	**The serum message on day 11, alongside other skill-based decisions such as bundle builder and routine-care builder**
Cart page	Category top sellers	Tuned model, unaware of the CRM	**The same serum, plus a bundle**
Store	20% off skincare for everyone	AI-picked promo, inside static brackets	**The associate sees the same pick, with no discount**
Outcome	Three owners, three answers, margin given away	Still three separate answers	**The same understanding of Anna on every surface**

Anna's whole lifecycle, managed 1:1, with memory.

Maestro looks beyond one cross-sell. It estimates her revenue potential, tracks her replenishment cycle and picks her next step across cross-sell, replenishment and engagement. Where nothing should be sent, it holds back. Every outcome is remembered. Most martech AI tunes one choice at a time, per campaign or per session, with no memory of the customer across use cases.

> **Martech AI optimizes individual choices. Maestro acts as an agent for each customer.**

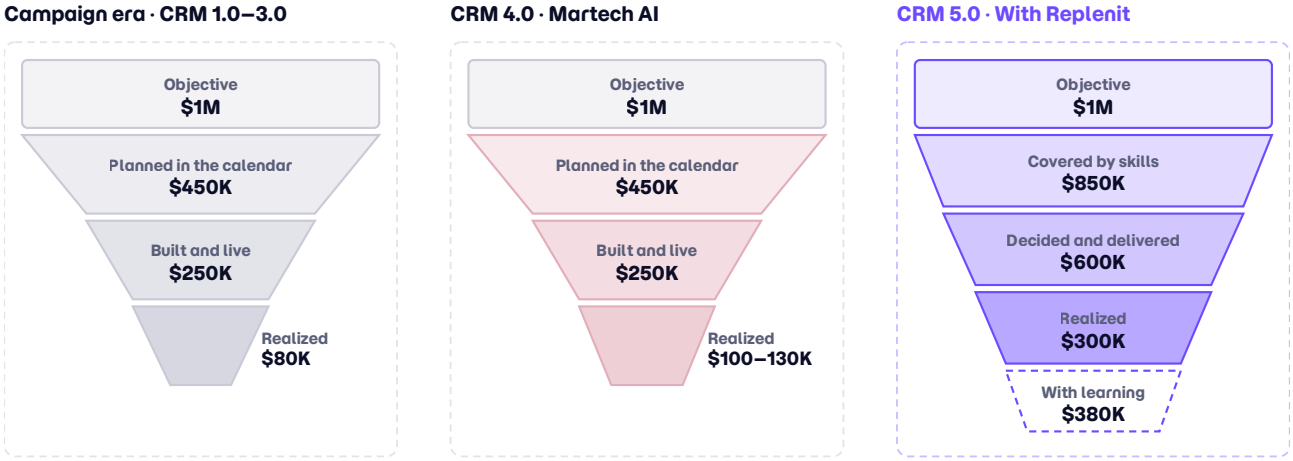
REVENUE POTENTIAL (ILLUSTRATIVE)

05 Same $1M objective, about 4x the realized revenue

The retention target is set in the annual plan, then shrinks at every step: what fits the calendar, what the team can build, what reaches the customer on time. Better conversion never wins back what was lost upstream.

EXHIBIT 5

Where a $1M retention objective is lost, by operating model



$80K
Campaign era · 8% realized

$100–130K
CRM 4.0, martech AI · 10–13% realized

$300K → $380K+
CRM 5.0, with Replenit · 30% → 38% realized

Why CRM 4.0 does not close the gap. Martech AI lifts conversion on what was already built and live. The objective leaks at the top, in the calendar and the build. The ceiling stays where the campaign era left it.

EXHIBIT 6

Six leaks, and why each model stops where it does

WHERE IT LEAKS	CAMPAIGN ERA	CRM 4.0	CRM 5.0 WITH REPLENIT
The calendar	The plan holds the few journeys the team can build and QA. The long tail never ships.	Same calendar. AI tunes what is planned.	100+ pre-built skills from day one. A new use case is taught in plain language.
The build	Filters, triggers, caps and QA per journey. "30 days after purchase" for everyone.	AI tunes send time and variant inside the journey.	Moment, product and channel set per customer, from what that customer bought.
The inbox	Journeys compete. Caps suppress blindly, often the most valuable message.	Caps stay. Each vendor's AI optimises its own campaign.	Every applicable skill weighed per customer; the next step chosen, or held back.
The offer	Blanket discounts. Margin pays for low relevance.	AI picks a promo inside set brackets.	A discount only where the decision calls for one.
The surfaces	Email, onsite and store on separate tools, separate answers.	Each tool's AI sees its own channel.	Every signal in, the same understanding on every surface.
The learning	A post-campaign report; rebuilt next quarter.	Per campaign or session, no customer memory.	Every outcome updates customer memory.

> **The campaign era loses the objective to capacity. CRM 4.0 optimises what is left. CRM 5.0 removes the capacity limit.**

What is still lost with CRM 5.0. Use cases not taught yet, customers without consent, reach or signal, and deliberate no-action. Each shrinks as Maestro learns and your team adds skills.

YOUR TEAM

06 What changes for your team

Your team moves from operating software to leading Maestro. Maestro's agents do the operational work around the clock; your team makes Maestro smarter.

Maestro works like a new team member:

Use case The job to be done	**Skill** The training	**Instruction** Company policy
Memory Experience	**Decisions** The judgement calls	**Decision Event** The execution-ready work

EXHIBIT 7

Who does what, before and after

	CAMPAIGN ERA AND CRM 4.0	CRM 5.0 WITH REPLENIT
Who does the operational work	CRM ops, campaign managers and analysts	**Maestro's agents, 24/7**
What your team does	Builds segments, rules, journeys and campaigns, then reports and rebuilds	**Defines use cases, teaches skills, writes instructions, reviews Decision Events**
Software to operate	Marketing automation, loyalty, recommendations, CDP, each with its own console	**None. Maestro writes to the tools already in place**
Scale means	More campaigns, more people	**More skills, same team**

SKILLS, NOT BUILDS

07 Building a skill vs building a campaign

A campaign is built for one moment and rebuilt for the next. A skill is taught once and keeps working. Maestro starts with 100+ pre-built retail skills; your team teaches only what is specific to your business.

EXAMPLE: A ROUTINE-BUILDER SKILL

Your team writes it in plain language:

"When a customer buys a core product, find the next step in her routine, wait until she has had time to use it, and never discount loyal customers."

Maestro applies it to Anna and every other customer, choosing product, timing and channel 1:1. A campaign team would need a journey for each product, segment and channel to come close.

EXHIBIT 8

Building a campaign vs building a skill

	BUILDING A CAMPAIGN	BUILDING A SKILL
What you create	A journey for one segment, one event, one moment	A capability Maestro applies to every customer
How you create it	Filters, nodes, triggers, caps and templates in a tool	Plain-language instructions, examples and guardrails
Who it serves	Everyone in the segment gets the same answer	Each customer gets a 1:1 decision
How long it lasts	Until the season, offer or segment changes	Keeps working, and improves with every outcome
Where it runs	Inside one tool	Every surface, through Decision Events

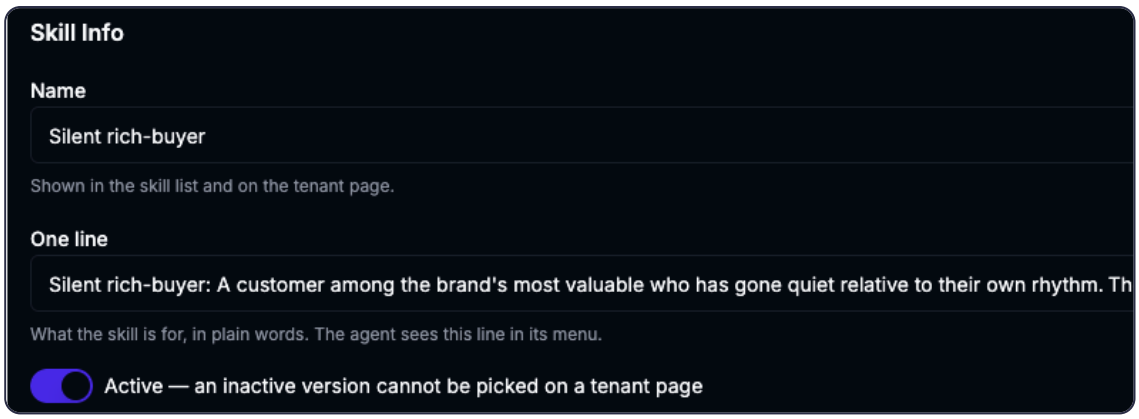
INSIDE THE PLATFORM

How a skill is built in Maestro

A live skill from Maestro's skill studio, Silent Rich-Buyer: one of the brand's most valuable customers who has gone quiet against their own rhythm. Four parts, each written in plain language and checked before it goes live.

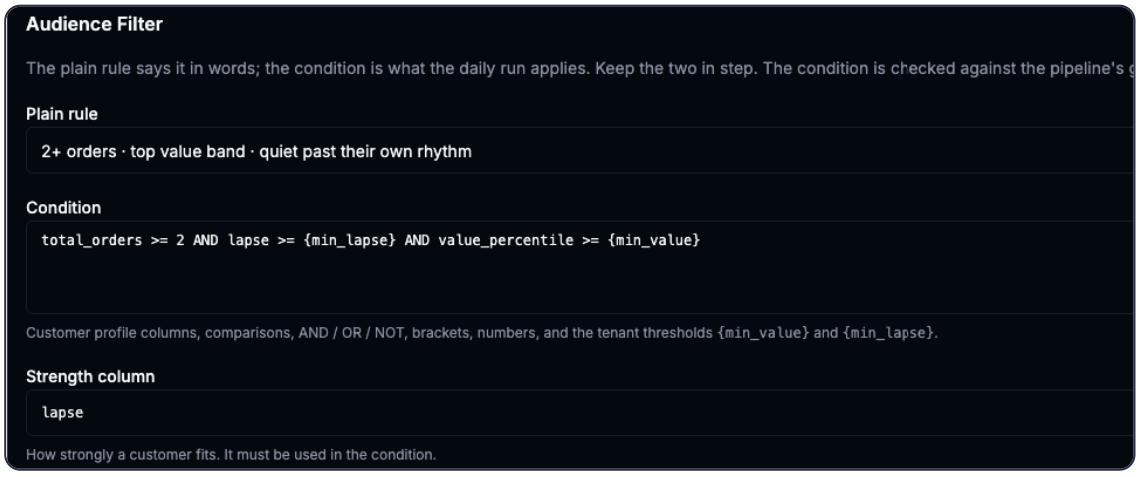
1 Define the job

Name, priority and a one-line purpose. The one line is what Maestro reads when it chooses a skill for a customer. Priority settles overlaps: a customer who fits two skills is shortlisted for the more important one.



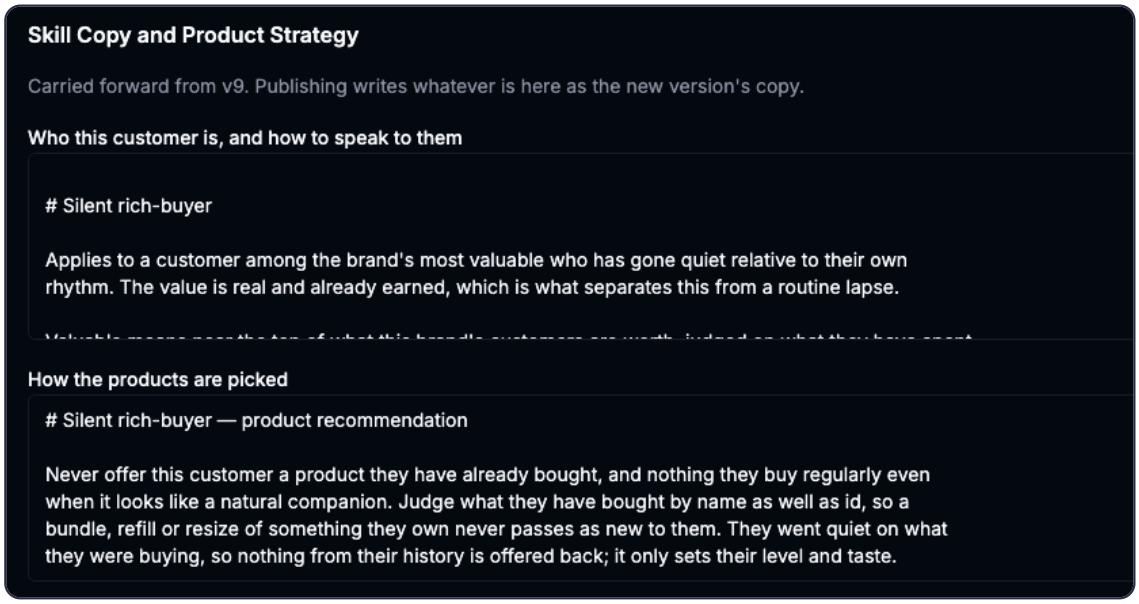
2 Say who it is for, in words and in logic

The plain rule is what your team reads: two or more orders, top value band, quiet past their own rhythm. The condition is what the daily run applies, using thresholds each brand sets for itself. A condition that does not hold up is refused at publish, not discovered at 05:00 the next morning. This is not a segment: it only decides who the skill may consider. Maestro still makes the call for each customer, including when to hold back.



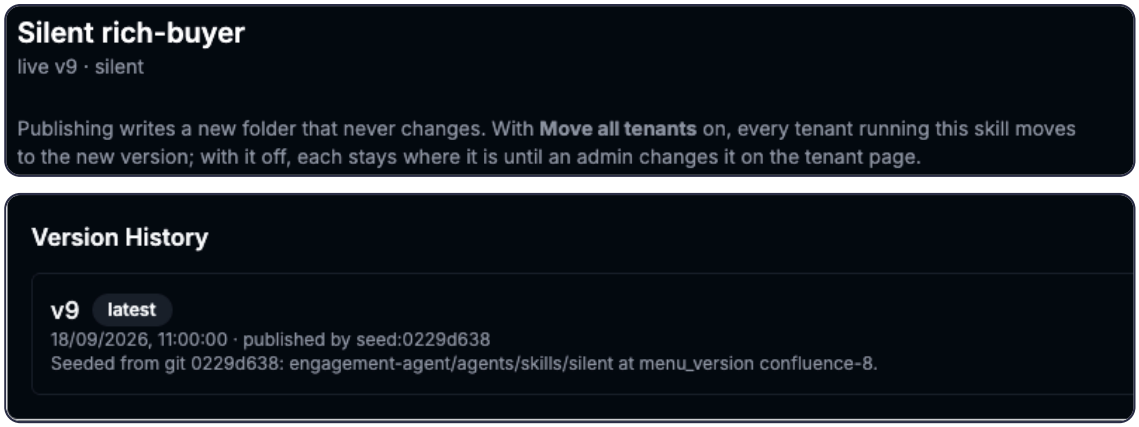
3 Teach judgement

Who this customer is, how to speak to them, and how products are picked, written like a brief to a senior CRM manager. For Silent Rich-Buyer: never offer something they have already bought, never treat a refill or resize of something they own as new, and use their history only to set their level and taste.



4 Publish, version and roll out

Publishing writes a new version that never changes. Roll it out to every brand at once, or brand by brand. Every version is kept with its change note, so any change can be traced and reversed.



Written
Plain-language instructions, not journeys, nodes or segments

Checked
Validated at publish, before it reaches a single customer

Versioned
Every change kept, traceable and reversible

Reused
One skill, applied to every customer on every surface

SUMMARY

08 The business case

IN ONE PARAGRAPH

CRM 5.0 keeps the full objective in play and turns more of it into revenue, with the same team: about 4x the campaign era from day one in the illustrative $1M example, rising as Maestro learns. Cost falls at the same time: fewer hours building campaigns, discounts only where a decision calls for them, and no software stack to operate.

EXHIBIT 9

Value levers: CRM 4.0 today vs CRM 5.0 with Replenit

VALUE LEVER	TODAY: CAMPAIGN ERA AND CRM 4.0	CRM 5.0 WITH REPLENIT	IMPACT FOR THE BUSINESS
Revenue realization	8–13% of the objective reaches customers	30% from day one, rising with learning	More revenue from the same customers and channels
Coverage	Each surface acts on its own signals	Every signal in, every surface out	One relationship, not channel fragments
Workforce	Teams build and run every campaign by hand	Agents operate 24/7; your team defines, teaches and reviews	Growth without adding headcount
Speed to value	Every new idea is a new build	Every new idea is a new skill	Shorter time from idea to revenue
Margin	Blanket discounts to whole segments	Discounts only where a decision calls for them	Lower discount spend, protected margin
Customer lifetime value	One campaign at a time	Each lifecycle managed 1:1: replenishment, cross-sell, engagement	Higher retention and CLV
Stack and cost	Platforms to operate, plus premium AI add-ons	Nothing to operate; keep today's MA or move execution to cheaper API-first rails	Amplifies today's investment, cuts execution cost when needed

The return compounds. Revenue rises and cost per outcome falls from the same objective. Every outcome sharpens the next decision.

CASE STUDIES

09 Maestro in production

The model above is illustrative. These retailers run CRM 5.0 today: objective handed to Maestro, existing stack left in place, results measured in production.

L'Occitane en Provence

Beauty & Cosmetics

L'OCCITANE EN PROVENCE

+235% automation revenue uplift

UPSTREAM Google BigQuery → Maestro → DOWNSTREAM Insider One

3 weeks	5	10.4%	30%	2.2x
from integration to revenue live	skills in production	total CRM contribution	of automation revenue	engagement rate

BEFORE

Replenishment ran on a static rule: a reminder 30 days after purchase, whether the customer finished the product in two weeks or two months. Messages landed too early or too late, and post-purchase revenue plateaued despite growing manual effort.

WHAT MAESTRO DOES

Calculates consumption speed per customer and per SKU, and times each refill message to when that customer's product is nearly empty. No list pulls, no calendar. Delivered through L'Occitane's existing stack, no migration.

Operating model link: the personal replenishment window from Anna's example, in production. Uplift earned on timing and relevance, not on discount.

> **"Replenit transformed our CRM in just 3 weeks. It generated incremental revenue and boosted lifecycle results by 235%, all without any discounts."**
>
> Pinar Akcam, CEO, L'Occitane en Provence

More results across verticals

16.6X — iBOOD
ROI; 6.3% revenue share in 54 days · Multicategory

61X — Farmex
ROI and 12X higher conversion · Pharma, email and WhatsApp

14X — Kito Pet
ROI and 27% AOV uplift; 1-day Shopify integration · Pet

+340% — Ovabalance
repeat revenue · Wellness

12.7% — Faith In Nature
contribution to total revenue · Beauty

+53% — Glosel
marketing automation revenue · Online grocery

+22% — ebebek
automation communication revenue · Mom & Baby

Mumzworld

Mom & Baby · MENA

mumzworld

+100X
ROI on replenishment

UPSTREAM Google Cloud → Maestro → DOWNSTREAM Braze

7 days	9	3	1:1
time to value on the existing Braze setup	skills in production	channels: email, app push, in-app	decisions per family, every cycle

BEFORE

Braze held thin signals: a few orders, opens and recency. Families expected the retailer to know their child's stage and reach them before they ran out, not a fixed 30-day calendar rule.

WHAT MAESTRO DOES

Builds a family memory (stage, sensitivity, per-SKU consumption), predicts each household's refill window, picks the right SKU with baby-category skills, and hands the decision to Braze for delivery across three channels.

Operating model link: Maestro decides, the existing platform delivers. The martech investment stays in place and is amplified, not replaced.

> **"The integration of Replenit with Braze was seamless."**
> Doga Iyigun, Head of CRM, Mumzworld

THE ROI PATH

MONTH 1
ROI positive
Maestro pays for itself in the first month

→

MONTH 6
5x to 10x
ROI as skills and memory compound

→

WITHIN 12 MONTHS
18.9x
average ROI across customers

Source: Replenit customer case studies, replen.it/case-study. Results as published by Replenit.

Escentual

Premium Beauty & Fragrance · United Kingdom

Escentual.com

31.6X
ROI on the workflows Maestro owns

UPSTREAM GCP + Shopify → Maestro → DOWNSTREAM Klaviyo

12	362K	9.1X	120K+	3
skills in production	individual decisions delivered	revenue per decision vs launch	product relationships derived by Maestro	workflows owned: replenishment, cross-sell, substitute

BEFORE

Tens of thousands of SKUs that run out, get replaced and pair differently. A campaign calendar could not tell a 100ml eau de parfum from a nightly retinol serum; it fired on a date and hoped the date was right.

WHAT MAESTRO DOES

Escentual's merchandising and CRM leads taught Maestro three business-specific skills. Inside Escentual's guardrails (brand-partner exclusions, premium positioning, no discount dependency), Maestro decides who, what, when and why, and executes through Klaviyo.

Operating model link: teams lead, Maestro operates; and intelligence compounds. Revenue per decision is 9.1x its launch level because every outcome sharpens the next decision.

> **"I am thoroughly impressed with Replenit for several reasons. Their alignment with our vision was immediately apparent, making the decision to work with them a natural choice. Particularly, their capability to handle complex data sets and develop customized solutions to meet our specific requirements has been outstanding."**
>
> Rakesh Aggarwal, CEO, Escentual

NEXT STEP

10 Sizing the case for your business

Three inputs turn the illustrative example into your own figures: revenue uplift, hours released and margin protected.

1
Your annual retention revenue objective

2
The hours your team spends each month building, launching and reporting campaigns

3
Your current discount spend on retention campaigns

THE NEXT STEP

Map your retention objectives to Maestro's pre-built use cases, pick the first workflows to move to CRM 5.0, and identify the skills and instructions your team would teach.

Good Read: bcg.com/publications/2026/agent-native-marketing-operating-model

Don’t buy new software.
Hire Maestro.

replenit

Maestro · The AI CRM manager for retail

ALREADY ADOPTED BY

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