

retail  
TouchPoints®

STORE OPERATIONS

Superstar  
Awards

2018



## 13 RETAILERS WIN STORE OPERATIONS SUPERSTAR AWARDS

Stores have become more than just a place to buy a product. To be successful in today's digitally motivated marketplace, stores must offer unique and compelling experiences, giving shoppers a reason to look up from their mobile devices. And it's not an easy task: bankruptcies continue to rise, Amazon and other marketplaces are challenging the store format, and direct-to-consumer brands are entering the fray with their own brick-and-mortar presence.

In our seventh annual Store Operations Superstar Awards, Retail TouchPoints is recognizing companies that are thinking outside the brick-and-mortar box to bring a refreshed experience to consumers and store employees. This year's winners are recognized in seven categories:

- Digital Transformation
- Last Mile
- Workforce Motivation
- Mobile Strategies
- Store Format Innovation
- Operational Planning
- Loss Prevention

The categories and corresponding winners are as follows:

### DIGITAL TRANSFORMATION

Gold: TechStyle Fashion Group  
Silver: Kroger

### LAST MILE

Gold: Boscov's  
Silver: Princess Auto

### WORKFORCE MOTIVATION

Gold: Lamps Plus

### MOBILE STRATEGIES

Gold: Century 21 Stores

### STORE FORMAT INNOVATION

Gold: Sleep Number  
Silver: Nordstrom  
Bronze: Lids

### OPERATIONAL PLANNING

Gold: ABC Fine Wine & Spirits  
Silver: The RealReal  
Bronze: Browns Shoes

### LOSS PREVENTION

Gold: ASDA

We hope you will join us in congratulating these retail innovators!



*Debbie Hauss*

Debbie Hauss  
Editor-in-Chief

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DIGITAL TRANSFORMATION: TECHSTYLE FASHION GROUP ✦✦

## TECHSTYLE DIGITIZES THE IN-STORE EXPERIENCE

With Ron Harries, Head of Retail, at the helm, Fabletics has developed proprietary in-store technology designed to enhance the overall online-offline experience for Fabletics members and guest shoppers. During a time when a record number of brands have shuttered locations, Fabletics is adding stores and reimagining retail to address how today's consumers move seamlessly between online and offline experiences. With its OmniSuite POS technology, Fabletics enables customers to shop and transact online to offline without friction.

The solution's connected capabilities begin with Fabletics' shopping cart solution, called OmniShop, which is agnostic to device, channel or environment, enabling Fabletics to track sales conversion from the fitting room to the online shopping cart. Fabletics has digitized the entire experience by scanning items into fitting rooms and assigning them to the customer's profile. Then the shopper can communicate with store associates and provide feedback digitally via iPads. Associates in the store also can scan items to either add or remove products from a customer's cart and allow them to complete the transaction later from any digital device, anywhere.

The brand's current fleet of 25 retail locations across the U.S. have thrived in 2018, experiencing a 24% increase in same-store sales year-over-year while contributing to Fabletics' overall growth as it surpassed \$300 million in annual revenue. Fabletics now plans to add another 75 stores, bringing its total international retail presence to 100 locations, including a new concept store in Bellevue, Wash. that debuted in August 2018.

The new store offers technology that further enhances the shopping experience. For example, each fitting room is equipped with iPad Pros that feature user generated content showcasing outfit variations based on the items the customer is trying on, allowing shoppers the opportunity to see how others are wearing the item they're trying. Further, the Bellevue store houses Fabletics' OmniKiosk solution, a self-serve tool that allows customers to see product details, reviews and pricing by simply scanning an item. OmniKiosk also is rolling out several enhancements in the next few months, including customer account searches where members can look into their order history, sizing preferences and rewards points program.

 **TechStyle**  
FASHION GROUP



### DIGITAL TRANSFORMATION

-  **Brands-store banners:**  
TechStyle Fashion Group:  
JustFab, ShoeDazzle, FabKids,  
Savage X Fenty
-  **Number of stores:** 25 (75  
additional planned globally)
-  **Annual revenue:** : \$300 million+
-  **Web site:**  
[www.techstylefashiongroup.com](http://www.techstylefashiongroup.com)

DIGITAL TRANSFORMATION: KROGER ✦✦

## KROGER OUTPACES COMPETITIVE GROCERY SEGMENT WITH TECH ENHANCEMENTS

As the largest supermarket chain in the U.S., Kroger takes its leadership position seriously. In the fall of 2017, the company unveiled a three-year, \$9 billion plan called [Restock Kroger](#) with the goal of building out its e-Commerce, digital and omnichannel businesses and redefining the customer experience. And in March 2018 the company launched its own [innovation lab](#) called the [Culinary Innovation Center](#).

The retailer has been busy implementing next-gen technologies and solutions to enhance the shopper experience. Some of the innovative solutions in place or being piloted at Kroger include:

- **EDGE (Enhanced Display for Grocery Environment)**, shelf-edge high-resolution screens that display prices, nutrition and allergy information, videos and images that might boost sales. EDGE is being tested in approximately 20 Kroger stores and will roll out to more locations in 2018;
- The **Scan, Bag, Go** technology that allows shoppers to scan products with a provided handheld scanner or the Kroger mobile app, which the retailer will expand to 400 stores this year;
- Targeted, personalized offers presented to shoppers via the retailer's **ClickList** online ordering service, which delivers more than three billion personalized recommendations to customers each year;

- **QueVision**, which combines infrared sensors, predictive analytics and management tools to better manage checkout queues and foot traffic in stores. It's in place in [2,400 stores](#) and has been credited with lowering checkout times from an average of four minutes to less than 30 seconds; and
- The **FAST (Food at Safe Temperature)** Alerts, the retailer's first operational IoT solution. Developed by Kroger's in-house R&D team and installed in 2,800 stores, the technology monitors temperature trends and alerts store management and facilities engineers when anomalies indicate a problem. Associates can react to negative temperature trends before they become food safety issues.

Most recently, the retailer launched [Kroger Ship](#), a direct-to-consumer (DTC) e-Commerce platform. The service rolled out in Cincinnati, Ohio, Houston, Louisville, Ky. and Nashville, Tenn. The program offers a curated selection of 4,500 Our Brands private label items, as well as 50,000 center-aisle grocery and household products. Kroger Ship also will feature exclusive promotions and pricing deals, as well as [a subscription model](#).



SILVER

### DIGITAL TRANSFORMATION



Brands-store banners:  
The Kroger Co.



Number of stores: approx. 2,800



Annual revenue: \$122 billion



Web site: [www.kroger.com](http://www.kroger.com)

LAST MILE: BOSCOV'S ✨

## BOPIS ORDERS ADD \$40 OF IN-STORE SPEND PER CUSTOMER FOR BOSCOV'S

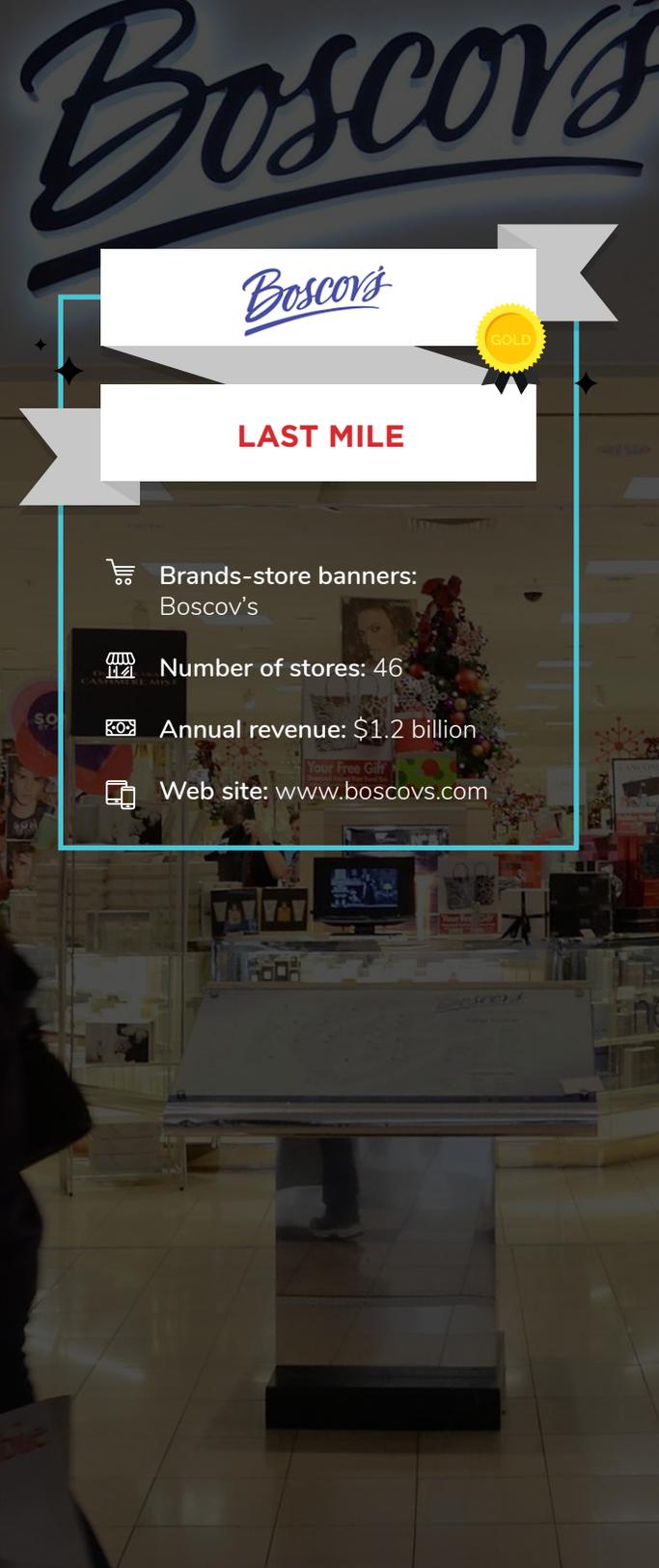
In an effort to meet their customers' needs for more flexible online order fulfillment — as well as remain competitive in an evolving retail market — Boscov's launched an initiative to roll out a buy online, pick up in store (BOPIS) program in 2016. Since its full rollout, the Boscov's BOPIS program has delivered a 40% attachment rate, meaning that every \$100 of BOPIS spend has resulted in an additional \$40 of in-store spend when the consumer comes into the store to retrieve her order.

Boscov's made the move to online sales — offering ship-to-home — more than 12 years ago. Since then, online sales have accounted for roughly 5% of its total sales. Soon after launching the e-Commerce platform, the merchandising team tracked credit card purchases and found that their most frequent online customers were also reliable in-store customers — evidence of a base of truly multi-channel customers. Further exploration into these customers showed that they wanted a BOPIS option. In response to this demand for greater flexibility in online order fulfillment, Boscov's launched an ambitious project to roll out BOPIS to all of its locations.

When it came time to build out the technical infrastructure of the BOPIS program, the retailer partnered with omnichannel commerce provider Kibo to create a scalable platform that integrated with its in-house e-Commerce solution and the handheld inventory devices used by in-store associates.

Boscov's relies on customer loyalty for its continued success, and on this front the BOPIS program has been a boon. User feedback has been overwhelmingly positive, with customer survey responses such as, "Very user friendly and a great addition!", "Received text in less than 30 minutes for pickup!"

And as an added benefit, the Boscov's team has discovered that implementing BOPIS has increased the accuracy of its in-store inventory, which has in turn improved ship-to-home efficiency as well. Finally, having successfully rolled out its in-store pickup program, the Boscov's team is now looking to expand its use of the Kibo platform to manage ship-to-home order fulfillment as well.



LAST MILE: PRINCESS AUTO ✦✦

## PRINCESS AUTO SAVES \$2M ANNUALLY WITH UPDATED OMS

Princess Auto is a coast-to-coast Canadian retailer headquartered in Winnipeg, Manitoba. The retailer serves customers in the home, shop and industrial markets with 44 stores across Canada, as well as via a robust e-Commerce platform. Princess Auto was seeking to improve fulfillment efficiency, in-store inventory management and overall assortment turn with a new order management system (OMS).

To kick off a digital transformation project designed to operationalize Princess Auto's omnichannel capabilities, the company purchased an OrderDynamics OMS. Using the new system, the company was able to decentralize fulfillment from one distribution center (DC) location in Ontario to 10 locations across North America. With the new system the retailer also was able to turn on ship-from-store capabilities from key hub store locations.

Following the implementation, by exposing full store-level and DC inventory on the e-Commerce channel, sales and conversions improved significantly. Since the implementation, business growth has been on the rise, and sales have exceeded company expectations.

With store fulfillment and inventory visibility in place, Princess Auto also has been able to reallocate inventory and employees and close an entire DC. By leveraging its full retail assets (stores and decentralized inventory located closer to customers), one DC was no longer needed. This \$2 million annual cost savings went straight to the bottom line.

"At Princess Auto, we understand the value of investing and innovating strategically to remain competitive by delivering a unique assortment of value-priced products through an outstanding customer experience," said Geoff Frodsham, Chief Executive Officer.



SILVER

### LAST MILE

-  Brands-store banners: Princess Auto
-  Number of stores: 44
-  Annual revenue: N/A
-  Web site: [www.princessauto.com](http://www.princessauto.com)

WORKFORCE MOTIVATION: LAMPS PLUS ✨

## VIRTUAL EMPLOYEE PERFORMANCE DEVELOPMENT BOOSTS TRAINING, CUTS COSTS AT LAMPS PLUS

Acknowledging that shoppers' expectations are ever-changing and that the training needs of employees also are constantly evolving, Lamps Plus has invested in and implemented comprehensive performance development programs. The Lamps Plus performance development division has implemented a number of specialized training microsites, which are auxiliary web sites that are part of the company's intranet.

These programs are accessible to store employees at their convenience whenever they are working in the store. Rather than a one-size-fits-all approach, District Managers and Store Managers have been empowered to assign specific training modules based on employees' specific knowledge or skill gaps.

In 2018, the performance development division added online Ceiling Fan Expert and American Lighting Associate training. Previously, a limited number of employees were able to attend this in-person training class each year because it was held at corporate headquarters. This change enables more employees to accelerate their learning remotely and independently, with the added benefit of greatly reducing training costs to the company. Lamps Plus employees can now gain specific industry expertise and offer customers a consultative approach in finding solutions to their lighting and decorative needs.

In addition to salesmanship and product knowledge offerings, the performance development division has been instrumental in helping Lamps Plus build a curated leadership development microsite for managers. The company has been able to introduce and build on important coaching, feedback and performance management skills. Leaders can select the learning style that fits best — whether it is virtual classes, articles, videos or quick reference guides.

As part of this program, Lamps Plus is working to ensure priorities are cascaded effectively. When the executive team visits a store, working with the Store Manager the team studies employees' customer interactions to identify coaching opportunities. This activity allows management to compare observations and ensure all employees are "on the same page." Monthly and/or quarterly calls ensure that managers are training on the correct topics and are able to deliver coaching that drives results based on the company's strategy. Most recently in 2018, the company is training store employees on phone salesmanship.

### LAMPS PLUS

GOLD

#### WORKFORCE MOTIVATION

 Brands-store banners:  
Lamps Plus

 Number of stores: 40+

 Annual revenue: \$297 million

 Web site: [www.lampsplus.com](http://www.lampsplus.com)

MOBILE STRATEGIES: CENTURY 21 ✨

## MOBILE POS CREATES CHECKOUT FLEXIBILITY AT CENTURY 21 STORES

In late 2017, Century 21 stores set out to bring mobile point of sale into all stores. The goal was to have the flexibility to engage customers waiting in long lines at the register and allow them to quickly and efficiently check out on the sales floor. By adding virtual registers, the stores retain valuable selling space that traditional POS registers take up throughout the store.

With the growing trend towards mobile checkout stations, mPOS would also allow for checkout in strategic areas of the store, i.e. near dressing rooms or in high-traffic clearance, or specialty areas, providing improved customer satisfaction with speed and a high-tech seamless experience. In December, Century 21 chose Mad Mobile as its partner based on the company's record of rapid implementations and history of integration with Xstore POS, Relate CRM and other retail systems.

In May 2018, Century 21 stores implemented a mobile point of sale (mPOS) solution to all stores with Mad Mobile's Concierge. Century 21 first piloted Concierge in its flagship downtown Manhattan store. After quickly realizing the demand as well as the ease of adoption with sales associates, Century 21 accelerated rollout of Concierge to its remaining 12 stores, in order for cashiers to quickly check out customers through the queue-busting initiative, operating on six to 12 devices in each store.

With Concierge, associates are able to save the sale as well as improve customer satisfaction with the "scan and go" functionality that the application provides. A C21 Express associate with the mPOS device can help the customer avoid waiting in lines and check out much more quickly, right from the store aisle. Integrating with XStore POS, Concierge connects via WiFi for printed receipts while also offering a paperless receipt option. Faithful Century 21 shoppers can enjoy the benefit of earning and redeeming their loyalty rewards points and coupons, and transacting with their Century 21 store credit card.

Using mPOS in addition to existing fixed registers will prepare Century 21 for success during the busy holiday season, with the flexibility to swarm high-traffic areas of the store as well as eliminate the need for additional fixed POS stations that occupy valuable store real estate. As today's customers expect to wait less, Century 21's investment in mPOS is reaping rewards in increased sales and satisfied customers.

Century 21  
department store

GOLD

### MOBILE STRATEGIES

-  Brands-store banners: Century 21 Department Stores
-  Number of stores: 13
-  Annual revenue: \$495 million
-  Web site: [www.c21stores.com](http://www.c21stores.com)

STORE FORMAT INNOVATION: SLEEP NUMBER ✨

## SLEEP NUMBER INFUSES DIGITAL EXPERIENCES INTO MATTRESS BUYING

Sleep Number introduced a new retail experience in the Flatiron District of New York City, fusing technology and design to demonstrate how effortless better sleep can be when you are sleeping on a Sleep Number smart bed. The journey begins upon entering the store, where visitors are greeted with a large digital map illuminating how neighborhoods across New York are sleeping — when they're waking up and going to sleep, powered by biometric data points captured through SleepIQ® technology.

Building on award-winning design, the customers step into the next room, which is focused on the temperature balance category, featuring a full wall moving “live art” experience to engage the consumer in a loft like setting.

The brand's full 360 smart bed lineup is on display, with interactive demonstrations designed to showcase the benefits of smart sleep. The customer journey begins in a way that is interactive, individualized and compelling. Customers can experience quality sleep coming to life through 3D imaging that identifies their pressure points and shows how each person can adjust their Sleep Number setting to find their perfect comfort level in real time.

Unique to Manhattan, customers immerse themselves into the science behind the 360 smart bed and understand how the technology delivers proven quality sleep. With this experience customers can see, hear and feel the bed intuitively sensing and automatically adjusting, allowing them to experience the individualized benefits and effects of quality sleep. An oversized SleepIQ digital interactive interface allows the customers to easily understand the benefits of SleepIQ technology app.

A mix-and-match bedding design lab, equipped with a large-scale digital planner, completes the experience, as customers can virtually customize their ultimate bedroom retreat.

These interactive elements complement the store's sleep experts, who are highly knowledgeable about Sleep Number products and are available to consult on the full sleep experience. These interactive experiences have been proven to increase traffic, conversion and overall revenue.

sleep  number

GOLD

STORE FORMAT INNOVATION

 Brands-store banners:  
Sleep Number

 Number of stores: 569

 Annual revenue: \$1.4 billion

 Web site:  
[www.sleepnumber.com](http://www.sleepnumber.com)

STORE FORMAT INNOVATION: [NORDSTROM](#) ✨

## NORDSTROM BANKS ON STORE-WITHIN-STORE CONCEPTS

Nordstrom has been one of the biggest retailers embracing store-within-stores partnerships, including with Casper and Sugarfina. In the summer of 2018, the department store retailer hosted “pop-in” locations within nine stores across North America. *Sleep-In@Nordstrom featuring Casper* launched on July 13 and remained open through August 26, 2018. Within the experience, shoppers could try out and buy the products, including the original Casper mattress, the CasperWave mattress, pillows, sheets and even the dog bed in-store, to carry out or be delivered to their doorsteps.

Casper also used the shops for the exclusive launch of its newest sleep offering — Casper Airy Linen Sheets, constructed with soft, breathable Belgian flax linen for a light and fluffy feel, perfect for keeping cool in the summer heat. The locations paired Casper products with an assortment of home and wellness essentials curated by Nordstrom VP of Creative Projects Olivia Kim and her team.

Nordstrom also is experimenting with other store formats. Nine months after opening its first [Nordstrom Local store in West Hollywood, Calif.](#), the company announced plans to expand the inventory-free concept to additional neighborhood hubs in Brentwood, Calif. and downtown Los Angeles in fall 2018. While the original location is 3,000 square feet, the Brentwood and Los Angeles locations are smaller: 1,200 and 2,200 square feet, respectively.

Like the first Local store, these locations won't be selling any apparel, footwear or accessories. Instead they are designed to offer customers experiential services and fulfillment options such as on-site tailoring and alterations, curbside pickup, buy online/pick up in-store and returns. The West Hollywood location even included a nail salon and a bar, but it is unclear whether the two new stores will offer those kinds of services.



NORDSTROM

SILVER

### STORE FORMAT INNOVATION



#### Brands-store banners:

Nordstrom, Nordstrom Rack, HauteLook, Trunk Club



**Number of stores:** 123 full-line Nordstrom, 239 Nordstrom Rack, 7 Trunk Club



**Annual revenue:** \$14.8 billion



**Web site:** [www.nordstrom.com](http://www.nordstrom.com)

STORE FORMAT INNOVATION: LIDS ✦✦

## LIDS CUSTOMIZES THE STORE EXPERIENCE

Lids recently rolled out a store concept including a designated “Custom Zone” that offers customizable new hats where shoppers can include their name, their nickname, a number, a professional athlete’s signature or even a quote.

The Custom Zone features an embroidery machine enabling customers to watch the in-store specialist create the design. Connected to the store’s centralized POS, the Custom Zone features touchscreen technology where customers can browse a digital library of customization options. As of June 2018, Lids said it would add the concept to 30 to 40 more locations within 12 months, many located in high-traffic flagship stores.

The addition of new digital messaging towers and screens also helps the retailer communicate styles, perks and promotions. The walls also serve as pickup points for online orders.

“We feel like the ability for us to offer customization, not only in our stores but online, is a differentiator for us,” said Jeff Pearson, Senior VP of E-Commerce and Marketing at Lids. “As you know many people certainly like to promote their team or a brand that they have an affinity toward.

“Customization allows shoppers to personalize their hat with anything from a name to a nickname,” Pearson added. “We have rights with many of the leagues where you can embroider the actual signature of your favorite player along with their number, or even a quote. We have a library of many digitized graphics that can quickly be reviewed by the customer in the store.”

# Lids

## Lids®



### STORE FORMAT INNOVATION

-  **Brands-store banners:**  
LIDS Sports Group, including LIDS, LIDS Sportswear, LIDS Clubhouse
-  **Number of stores:** 1,100+
-  **Annual revenue:** \$915 million
-  **Web site:** [www.lids.com](http://www.lids.com)

OPERATIONAL PLANNING: ABC FINE WINE & SPIRITS ✦✦

## ABC FINE WINE & SPIRITS BOOSTS GMROI WITH AUTOMATED REPLENISHMENT SOLUTION

ABC Fine Wine & Spirits struggled with a homegrown replenishment system that yielded an unsatisfactory level of out-of-stocks on some labels and left the company over-inventoried on others. Because its in-house replenishment system was based on hand-keyed store level data, store managers had to adjust their replenishment orders based on their perceived display needs (crates and stacks of wine, for instance, which weren't necessarily for sale) and their intuition. The result was poor in-stock positioning, particularly of more expensive, rare or slower moving SKUs, and too much inventory tied up in merchandise that wasn't running.

The Florida-based retailer reduced out-of-stocks and lifted sales with an automated demand forecasting, planning, replenishment and allocation solution from Mi9 Retail. Today, the retailer is able to plan and allocate inventory more effectively, as the system takes into account seasonal variations, sales trends, TPR (total store price reduction) and promotions. Using **lost-sales reports** the company can refine replenishment and merchandising strategies to drive its business forward. With the **value-added pack report**, ABC can manage nuances in the packaging of specific SKUs, an important feature for building accurate inventory forecasts.

The solution gives ABC a differential advantage in a rapidly evolving retail landscape where customer loyalty is important. "Out-of-stocks equate to lost sales, and lost sales equate to lost customers," noted Jennifer Petrash Jessen, Demand Planning Manager at ABC. "The system has drastically reduced out-of-stocks and increased our GMROI (gross margin return on investment) at most stores. We're now seeing sales lift on SKUs that were previously plagued by out-of-stocks."

ABC also has been able to cut time spent on inventory replenishment tasks since Excel spreadsheets and manual work have been eliminated. "We can now focus on different areas of the business, especially on analytical work," Petrash Jessen added.

By having orders routed directly from the Mi9 Retail system to its vendors, ABC Fine Wine & Spirits has seen a decrease in inventory cost and has significantly reduced warehouse costs.



### OPERATIONAL PLANNING

-  **Brands-store banners:** ABC Fine Wine & Spirits
-  **Number of stores:** 125
-  **Annual revenue:** \$500 million
-  **Web site:** <https://www.abcfws.com/home>

OPERATIONAL PLANNING: THE REALREAL ✦✦

## THE REALREAL PROJECTS \$1B IN REVENUE WITH A UNIFIED VIEW OF INVENTORY

The RealReal was dealing with a complex omnichannel challenge: With more than 9 million members, having sold 8 million items since inception (2011), and processing hundreds of thousands of items each month across e-Commerce centers, stores and online, The RealReal is not only growing rapidly; it is also tasked with a massive logistics challenge. The company employs more than 1,600 people and operates a complex omnichannel business — spanning e-Commerce centers, online and physical retail — where no two items are alike.

The challenges and constraints added up to an urgent inventory management problem. The company was managing:

- A single SKU business across three e-Commerce centers (totaling one million square feet);
- Two brick-and-mortar stores (in New York City and Los Angeles);
- Nine luxury consignment offices (across the country);
- International shipping (to 60+ countries); and
- A team of 140+ Luxury Managers who operate in the field, providing white glove service across the country.

To address these challenges, The RealReal built proprietary technology — RealReal 360 — to provide a unified view of all inventory and customer behavior across all channels, from mobile app to brick-and-mortar stores. The solution connects the whole experience, lets people shop online and in-store, and allows the company to pick, pack and ship from its brick-and-mortar locations as well.

With Customer 360° Profiling, The RealReal is enabling seamless inventory management. A connected inventory view surfaces the full assortment from three warehouses and multiple stores. The technology also uses RFID integration, which allows for real-time updates that immediately reflect inventory changes at all locations, and provides the customer and business with an accurate view of which items are available at all times. For example, if a customer tries on a Céline dress in The RealReal's LA store dressing room, that Céline dress will automatically be placed on hold on the web site for 20 minutes. As such, the brick-and-mortar shopper and online shopper are not simultaneously competing for the same item.

With RealReal 360 in place, The RealReal is able to scale across channels. The company is on track to reach \$1 billion in revenue within the next two years.

**The RealReal**  
AUTHENTICATED LUXURY CONSIGNMENT

SILVER

### OPERATIONAL PLANNING

 **Brands-store banners:**  
The RealReal

 **Number of stores:** 2

 **Annual revenue:** : \$1 billion  
(projected in next 2 years)

 **Web site:** [www.therealreal.com](http://www.therealreal.com)

OPERATIONAL PLANNING: BROWNS SHOES ✦

## BROWNS SHOES USES GEOLOCATION TO MORE EFFECTIVELY SEGMENT INVENTORY

Using geolocation capabilities within its e-Commerce platform, Browns Shoes has created location-based inventory segments. In the system, all products are available online for core regions, whereas only high margin inventory is shown to shoppers in distant regions. This allows the retailer to improve business efficiencies, by offering higher-margin products to customers who live in areas where the cost of shipping an order could tip the balance on profit.

With the ability to only show these customers the higher-margin goods, Browns Shoes can still capture sales, but the retailer ensures it is not selling items at a loss (after shipping charges are included). This business process is facilitated by Dynamic Inventory Visibility (DIV) capabilities within the platform, which allows the retailer to segment products into inventory pools such as high- and low-margin SKUs.

With a distributed order management (DOM) system from OrderDynamics, Browns Shoes also has launched Order Consolidation, which enables new last mile offerings such as ship from DC or a store fulfillment center. If the location does not have all the stock to fulfill the customer's order, the solution will direct inventory to be allocated from other stores or DCs. This consolidates the entire order into one single package/box for shipping to customers. It saves on the last mile fees, but more importantly it improves the customer service and satisfaction level. Hence Browns Shoes will be able to offer a premium service experience to its online ordering shoppers.

The projects were led internally by Alexandre Hubert, Senior Director, IT Strategy and Logistics for Browns Shoes.

The logo for Browns Shoes, featuring a large, bold, black letter 'B' followed by the word 'Browns' in a black, cursive script font.

### OPERATIONAL PLANNING

 Brands-store banners:  
Browns Shoes

 Number of stores: 67

 Annual revenue: N/A

 Web site:  
[www.brownsshoes.com](http://www.brownsshoes.com)

LOSS PREVENTION: ASDA STORES LIMITED ✦✦

## ASDA KICKS OFF DIGITAL TRANSFORMATION WITH LOSS PREVENTION

A wholly owned subsidiary of Walmart, Asda operates more than 600 supermarkets in the UK. To begin a digital transformation journey, Asda chose to address loss prevention as a priority. The company's Asset Protection (AP) team sought to centralize visibility into loss prevention management via a platform that supports stores and streamlines operations. The company went to work with Tyco Retail Solutions to implement Sensormatic Shrink Management as a Service (SMaaS), a Google Cloud-based service.

The solution provides Asda with both device management and predictive analytics to manage shrink while addressing underlying root causes. With easy-to-navigate dashboards, SMaaS helps makes sense of the data, enabling the AP team to identify problems earlier and make better business decisions, taking loss prevention with shrink visibility to a new level.

The SMaaS implementation is part of a wider five-year strategy that Asda is working on with Tyco Retail Solutions, to refresh its EAS solutions and tagging ecosystem as well as drive meaningful loss prevention results at the store level. With the new solution, Asda's AP professionals receive real-time, exception-based, automatic notifications to help identify serious issues

that need immediate attention. By taking preventative measures, Asda can begin to streamline operations and help ensure investments are future-proofed, through initiatives focusing on centralized management processes, optimizing store labor, addressing possible training needs and improving the shopping experience within the stores.

With LP data in hand, Asda is expanding its focus to leverage actionable intelligence for operations and merchandising. By analyzing the LP data, Asda is now in a better position to understand what the true potential impact of shrink is at store level, and therefore make effective data-driven decisions that will generate positive results beyond security alone. For example, the retailer is using alarm metrics to educate POS teams on the importance of a frictionless customer shopping experience by ensuring all security tags have been removed.

Today Asda is able to compare performance metrics across the chain as well as collaborate through data insights. For example, groups of stores experiencing similar loss events can be alerted to possible organized retail crime activities, empowering stores teams to make proactive decisions that improve the bottom line.

**ASDA**  
part of the WAL-MART family

GOLD

### LOSS PREVENTION

-  Brands-store banners: Asda Stores Limited
-  Number of stores: 642
-  Annual revenue: £21.7 million
-  Web site: [www.asda.com](http://www.asda.com)

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