



# UK Jewellery chain discovers a pot of gold can be found in retail analytics



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## The client

Ipsos' client is a leading high street jewellery chain in the UK. The client has more than 500 stores across the country and employs over 3,000 staff nationwide.

## The challenge

At store level, the retailer wanted to capitalise on training investment and highlight to staff the impact of their actions on conversion rates and bottom line sales figures; and at Head Office level, to identify stores which were performing well and those which required help, so that resources could be distributed more effectively.

The challenge for the retailer was to identify how shopper behaviour and staff communication related to sales conversions in-store, and to use the patterns revealed to make changes and increase business performance, either through staff training or improved resourcing.

## The solution

The company chose Ipsos Retail Performance's Shopper Count solution to measure footfall in an initial 29 stores, selected for their very different layouts.

This was used alongside Ipsos' Benchmarking training programme, especially developed to enable Store Managers to increase not just conversion rates but also Average Transaction Values (ATV). This is achieved through training them to understand how the correct interpretation of footfall data will aid trading performance

Findings from the Benchmarking programme highlighted times when the conversion rate fell due to store tasking being carried out during trading hours. As a result, changes were made to the timing of in-store tasks to correct this

negative conversion rate.

Store managers were also able to use the footfall data to help them plan in advance for events and holidays. By reviewing the traffic seen on previous holidays, and using this information for improved forecasting of prospective customers, they were better prepared for increased traffic at certain times of day. The possibility of the conversion rate suffering because of inadequate staffing levels was therefore reduced. The benchmarking also showed that there was a clear split of store performance improvement between different store formats.

The chain now has more of an appreciation of how different store types demonstrate effect at different rates. Focus and resource is now directed to take account of this more specifically.

## What we did

Ipsos Retail Performance worked with the company on a 13 week project to investigate what was happening in the stores. Over an initial six week period, Ipsos closely monitored the footfall, conversion rate and ATV of each store in the Benchmarking programme.

Using this data, hourly profiles for each store on each day of the week were built to demonstrate average store performance over the six week 'benchmark' period. Using its powerful analytics, Ipsos identified trends pinpointing times of the day when conversion rates could be most readily improved.

During the seventh week of the programme, a training session was held with Store Managers and head office representatives. During this session, the trainees learned about Ipsos' Shopper Count solution and the Key Performance Indicators (KPI) it delivers. Guidance



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was given on how to interpret the store reports and data trends were identified and discussed at length. During the training day, each Store Manager was set a target to improve conversion rates by 1% above the benchmark period performance.

Over the final six weeks the Store Managers put their Action Plans in place and monitored improvements in their store conversion rates through Ipsos' weekly-distributed benchmark reports. Also on a weekly basis, Ipsos' dedicated account manager held a conference call with all the Store Managers to provide continued support and encouragement.

### The outcome

Ipsos' Shopper Count solution has been installed in over 150 further stores, increasing the footfall data available and enabling the retailer to use it in other areas of the business, including ad-tracking (measurement of advertising effectiveness) within the marketing department.

Using the analytical reports, the jewellery retailer is currently exploring the introduction of extra staffing hours at points in the day when conversion rates have typically dipped and a number of new shift patterns are being trialled, using the rule of diminishing returns to achieve the optimum balance between staff levels and conversion rate.

Store Managers and their teams are now empowered to drive conversion rate performance in their stores, and can clearly see the impact their actions have on conversion rates. Using Ipsos' benchmarking programme has been a very effective way of encouraging 'buy in' from Store Managers while driving conversion rate performance forward.

**About Ipsos Retail Performance** Ipsos Retail Performance provides footfall monitoring solutions, shopper tracking systems and in-store behavioural research to retailers worldwide. Its core products Shopper Count, Shopper Interact and Shopper Engage scientifically measure all aspects of a shopper experience from store entry to exit. It supplies national and international retailers with essential business metrics to drive accountability and performance improvement. You can find out more at [www.ipsos-retailperformance.com](http://www.ipsos-retailperformance.com).

**About Ipsos** Founded in France in 1975, Ipsos is the only independent market research company that is controlled and managed by research professionals.

In October 2011 Ipsos completed the acquisition of Synovate. The combination forms the world's third largest market research company.

With offices in 84 countries, Ipsos has the resources to conduct research wherever in the world our clients do business. Working both on a global scale and in local markets, our expert teams give our clients the benefit of high value-added business solutions including qualitative, forecasting, modeling, market knowledge and consumer insights.

Ipsos professionals deliver insightful expertise across six research specialisations: advertising, customer loyalty, marketing, media, public affairs research, and survey management.

Ipsos has been listed on the Paris Stock Exchange since 1999 and generated global revenues of €1.14 billion (\$1.6 billion U.S.) in 2010.

Visit [www.ipsos.com](http://www.ipsos.com) to learn more about Ipsos' offerings and capabilities.

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