



Mothercare

Data drives increased sales while reducing staff budgets



“With IPSOS as our preferred footfall, conversion and staff scheduling provider we are really starting to deliver some stunning results”

*Mick Follett
Retail Productivity Manager
Mothercare*



The Client

The Mothercare group is a leading UK and international retailer, home to two iconic High Street brands, Mothercare and Early Learning Centre. Mothercare specialises in products for mothers to be, babies and children up to eight, including maternity and children’s clothing, furniture and home furnishings, toys, bedding, feeding, bathing and travel equipment, marketed both in store and online.

The Challenge

Mothercare’s UK business had been hit by a combination of external economic factors, weaker footfall through the stores and increasingly tight margins, leading the retailer to embark on a major turnaround action plan. Key to their strategy was a better understanding of store productivity, including the way in which staff deployment, tasking and shop floor management affected store sales performance.

The reduced footfall made Mothercare acutely aware of the need to maximise every customer opportunity and improve conversion rate; in some stores up to half of all customers left without purchasing. The review also presented an opportunity to reduce the substantial wages bill through smarter deployment of store staff.

The Solution

Ipsos Retail Performance’s Shopper Count provided the ideal solution; by monitoring footfall and conversion rates it could provide Mothercare with the insights needed to improve performance. To maximise staff effectiveness, Retail

Productivity Manager, Mick Follett, also elected to deploy their online staff scheduling solution, Staff Review.

What we did

Through their Key Account Manager, store managers were trained in the importance of footfall and conversion rate monitoring, how to interpret and utilise conversion data and how to use Staff Review to match store staff profiles to footfall trends.

Following a successful initial trial, the two solutions were rolled out into Mothercare’s top 100 trading stores.

Shopper Count’s online reporting platform enabled store managers to view hourly footfall and conversion rate data the very next day; it also provided an overview of commonly occurring trends in store. Store managers could identify times in the day when conversion rate performance fell below required levels and target these for improvement. Key findings which informed future planning included:

- Simply adjusting lunch breaks lead to a 16.5% increase in conversion rates
- Focusing on customer service instead of tasks increased conversion rates by as much as 9% during certain key periods.
- The absence of store managers could have a significant effect on conversion – reducing it by up to 5%

The Staff Review online scheduling tool helped store managers to make better decisions between customer facing and tasking activities based on projected footfall. This in turn provided Mick



"The reports and measures provided by Ipsos Retail Performance have empowered the business to make the right decision for our customer both in store and centrally, as we can now understand and measure the precise impact of marketing campaigns. This is a game changer!"

*Mick Follett
Retail Productivity Manager
Mothercare*

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Follett with a valuable tool with which to assess the impact of tasking in-store on conversion rate and sales, and ultimately the ROI of other measures designed to enhance productivity, such as pre-labelling of stock.

The Outcome

Mothercare is now using footfall and conversion data day-to-day to identify and improve periods of under-performance. Furthermore, Mothercare's Head Office teams can now measure the effect of any new marketing initiatives and accurately assess the ROI – meaning that more informed decisions are being made when planning future events.

By matching staffing profiles to footfall profiles and putting the right people in the right place at the right time,

store managers have enjoyed significant increases in conversion rate, as well as improved customer service levels now that store staff are alert to the importance of serving even just one more customer. Such is the impact that conversion rates are now linked to their Scorecard measurements.

The results speak for themselves; year-on-year conversion rate improvements upwards of 4%, with further significant improvements expected once proposed changes to staff movements have been implemented. Currently, Mothercare is forecasting a minimum 1% increase in conversion across its top 100 trading stores, equating to a sales increase of £4.5million.

About Ipsos Retail Performance Ipsos Retail Performance is one of the world's leading retail consultancies specialising in footfall monitoring, shopper tracking and in-store behavioural research. Monitoring over 3.1 billion store visits per year, Ipsos Retail Performance is constantly evolving and innovating to deliver performance improvements for clients.

With over 20 years' experience of delivering increased revenue for clients, decreased operational costs and improvements in customer service, Ipsos Retail Performance has long-term relationships with the world's biggest brands. A pioneer of footfall technology, Ipsos Retail Performance continues to be at the forefront of counting development, leading the way in providing accurate data for its retail consultants to analyse.

About Ipsos Ipsos is an independent market research company controlled and managed by research professionals. Founded in France in 1975, Ipsos has grown into a worldwide research group with a strong presence in all key markets. Ipsos ranks third in the global research industry.

With offices in 86 countries, Ipsos delivers insightful expertise across six research specialisations: advertising, customer loyalty, marketing, media, public affairs research, and survey management.

Ipsos researchers assess market potential and interpret market trends. They develop and build brands. They help clients build long-term relationships with their customers. They test advertising and study audience responses to various media and they measure public opinion around the globe.

Ipsos has been listed on the Paris Stock Exchange since 1999 and generated global revenues of 1,712,4 million (2 274 M\$) in 2013.

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