



## Client Profile

Crate & Barrel is an industry-leading, multi-channel home furnishings specialty retailer, known for its exclusive housewares and furniture designs. In addition to a thriving direct marketing division that services more than 90 countries, the company operates stores in most major U.S. markets as well as international franchise locations in Dubai, Singapore and Mexico.

# Crate&Barrel

## Business Situation

In 2012, Crate & Barrel kicked off a company-wide store reorganization effort focused on identifying new and innovative ways to improve customer experience. While the corporate leadership and regional management teams had long leveraged data from ShopperTrak's Managed Service to gain insight into foot traffic and sales performance, the reorganization effort marked the first time Crate & Barrel began to explore the real-time sales opportunities that the numbers offer. By using traffic data delivered by ShopperTrak to the store in real time, the company created a system for immediately informing, influencing and improving sales behavior at the store level.

"The fact is, sales associates work in the moment. What they are doing and what's happening in the store on the spot is far more influential than yesterday's performance, much less last week's or last month's," said David McCoy, Financial Analyst & Project Manager of KPI Goals for Crate & Barrel. "We were looking for a way to make customer data provided by ShopperTrak immediately tangible for our sales teams while they're on the job and interacting with customers."

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– Kate Showalter, Regional Trainer & Project Manager,  
Crate & Barrel Stores

Continuing its long tradition of setting best-in-class sales performance and quality benchmarks, Crate & Barrel began to examine ways of using ShopperTrak's data in real time to provide immediate insight into key elements of the sales process, such as units per transaction, order value and conversion.



## Solution

In the summer of 2012, Crate & Barrel began piloting ShopperTrak's real-time reporting in 4 stores across the Midwest—3 in Chicago and 1 in Milwaukee. Managers were given easy access to real-time ShopperTrak data at workstations throughout their stores. The reports, which automatically update every 15 minutes, track customer traffic in relation to several critical sales KPIs (Key Performance Indicators):

- Increased Sales
- Conversion Rate
- ATV (Average Transaction Value)

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Sales managers were outfitted with headsets and walkie-talkies that enabled them to update sales associates throughout the store on whether or not they were achieving their KPIs. They were encouraged to communicate regularly to let their teams know when they were meeting or exceeding conversion and ATV rates, and to encourage staff members to refocus their efforts when they were falling behind.

The impact on sales was immediate and impressive. By the second week of the pilot, the Milwaukee store reported a 6 percent increase in its weekly conversion rate, while the company's store in Northbrook, Illinois, saw a 4 percent conversion rate bump.

“We saw store managers re-investing in their leadership roles,” said Showalter. “Before the

real-time reporting, they couldn't provide their staff with performance insight until the next day. Since implementing, they are able to coach in the moment, identifying opportunities and rallying associates to hit targets.”

## Results

After the successful pilot program, Crate & Barrel deployed real-time reporting throughout the entire company. By October 2012, all U.S. Crate & Barrel stores had access to real-time data from ShopperTrak.

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