

 **iQmetrix** | **PROJECT RETAIL**

DRIVING GROWTH

The world of retail is a fast-moving, constantly changing environment. As a leader in this industry, iQmetrix has witnessed the challenges retailers face and through years of expertise, has developed a solid understanding of what it takes to succeed.

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The Idea

The world of wireless retail is a fast-moving, constantly changing environment. As a leader in this industry, iQmetrix has witnessed the challenges wireless retailers face and through years of expertise, has developed a solid understanding of what it takes to succeed. But telling people iQmetrix's solutions and strategic knowledge could elevate retailers to the next level wasn't enough – it had to show them.

In 2013, Project Retail was born out of a discussion, at an industry event, between iQmetrix's Professional Services team and Krish Patel, President of Wireless Communications – a 40 location Verizon Premium retailer. iQmetrix wanted to take all of the knowledge it had accumulated over the years of working with retailers from every carrier, size and market and apply it in the real world.

The theory: By utilizing 100 percent of iQmetrix's ecosystem of products, partners and services, iQmetrix could improve store and corporate performance. iQmetrix needed a partner who was cutting edge, open minded and willing to let iQmetrix take over its business for six months. Wireless Communications stepped up to the plate.

- In 2013, iQmetrix partnered with Wireless Communications to prove that when iQmetrix's entire offering of products and services were implemented, a store could realize new levels of growth.
- iQmetrix took over one of Wireless Communications' districts comprising 7 locations.
- 20 RQ Retail Management changes + new partner integrations were introduced into Wireless Communications' operations.
- Project Retail reporting changes saved Wireless Communication 7 hours of work per week.
- Participating stores saw sales rise 14% compared to 11% in non-Project Retail stores.
- Profit increased by 19% in these stores and just 5% in non-Project Retail locations.
- Project Retail is now a service available to any wireless retailer who would like to take advantage of iQmetrix's team of experts and award-winning retail solutions.

How It Worked

Wireless Communications allowed iQmetrix to take over one of its districts (7 locations – later increased to 33). The goal of the project was to prove what iQmetrix preaches: Implement its products, use industry metrics, use its partners and add in operational best practices, and your stores will become more efficient. It was a huge risk.

So how did iQmetrix and Wireless Communications make it happen? According to Stacy Hamer, Director of iQmetrix Professional Services, there were three levels of interactions that took place between the companies.

Corporate Team

iQmetrix's Project Retail team, consisting of three Professional Services employees, was very much in tune with Wireless Communications' corporate office staff. They communicated with finance/reconciliation, operations, marketing and inventory to implement all aspects of iQmetrix's RQ Retail Management software changes. The Project Retail team interacted with the corporate office staff when rolling out anything new, as well as answered any questions they had along the way.

Over 20 RQ Changes + New Partners IN 33 Stores WITH 4 Days Notice

Aug 27

The infographic features a black background with white and yellow text. On the right side, there are 33 small white icons of a storefront, arranged in four rows: the first three rows have eight icons each, and the fourth row has seven icons. A yellow plus sign is positioned between 'Over 20 RQ Changes' and 'New Partners'. The word 'WITH' is centered below a horizontal dashed yellow line. A calendar icon for August 27 is on the left, with a yellow circle around it.

Store-level

iQmetrix held weekly calls with store managers in order to review the week's activities – anything from importing carrier activations, collecting email addresses, increasing handset protection attachment rate, increasing trade-in attachment rate, gross profit per staff hour, etc. In addition to the weekly calls, iQmetrix set up in-person store visits, on-site group trainings, webinar trainings, and monthly sales contests. The team would continually ask for success stories from previous weeks, driving accountability and competition between the managers. If one manager consistently underperformed, it was easy to spot and the team would address the issue. The other managers would often jump in and give feedback. Stacy admits creating these mini coaches was a pleasant surprise. The process allowed the Project Retail team to identify which managers rose to the top as natural leaders while others were happy to maintain the status quo.

Krish Patel – Founder and CEO

The iQmetrix Project Retail team's relationship with and support from Krish was phenomenal. Stacy and her team insist Project Retail would not have achieved the same level of success if paired with a leader less willing to take a chance on the unknown and push his staff. All too often, a fear of change is the biggest blocker wireless retailers can create for themselves. Krish Patel's trust in the iQmetrix's team and products allowed Wireless Communications to adopt new strategies and ideas.

In the end, Project Retail implemented a total of 20 RQ changes and new partner integrations.



The Wins

iQmetrix not only implemented changes to how Wireless Communications used the RQ Retail Management system, it also introduced new products to participating stores, including: iQmetrix's XQ Interactive Retail solutions, Business Intelligence and variety of integrated partner solutions. iQmetrix changed the way Wireless Communications engaged with and used RQ from security, POS settings, modules, reporting and much more - adding crucial metrics to quantify stores' performance goals. iQmetrix launched new partner programs and refocused existing ones. So was it a success?

"I can say without a doubt, this project has been an extreme success in every aspect. We have learned so much together, we've changed so much together and we're only seeing more and more opportunities to work together"

-Stacy Hamer



Below are a few of the highlights from Project Retail:

XQ Interactive Retail

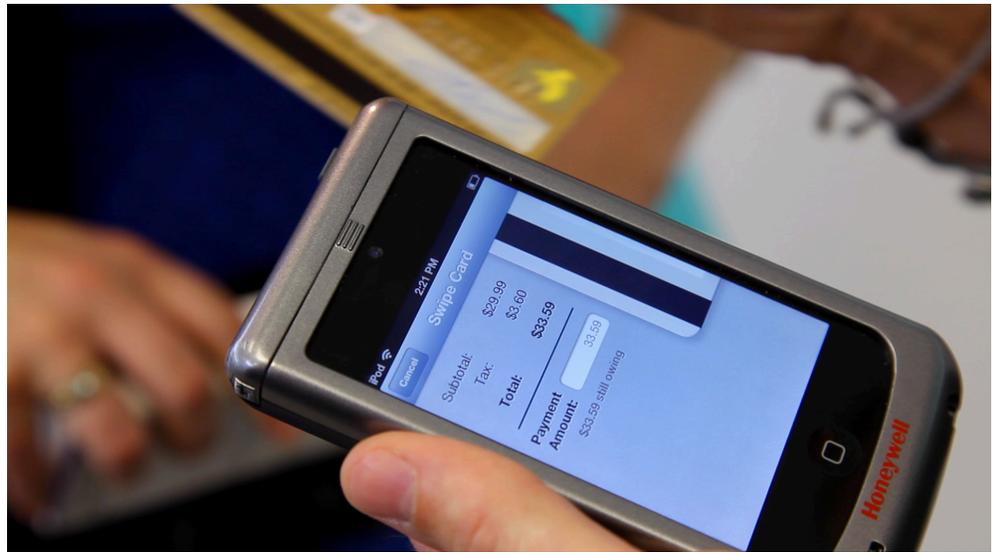
XQ is a suite of applications that enable retailers to attract, engage and educate consumers in-store. Two Wireless Communications locations were updated with everything XQ offered at time of launch (Browse and Browse iPad, AdPlay and TradeIn). XQ Browse and Browse for iPad allowed customers to access in-depth product information on touchscreen displays to make their purchase decisions easier. These products have since been replaced by iQmetrix's endless aisle solution, XQ Shelf. AdPlay is a digital signage solution that helps to improve branding, drive in-store sales and reduce the cost of managing your marketing campaigns. XQ TradeIn is a self-serve app that enables retailers to promote buyback services in-store and entice consumers to trade in their phone at the point of purchase, enhancing the shopping experience and increasing sales. Within five minutes of installing XQ TradeIn for iPad at the Wireless Communications test location customers were using it and searching different phone models.

XQ helped Wireless Communications create better customer interactions and facilitate more meaningful conversations between sales staff and customers. The team had set various targets measuring goals for accessory sales, handset protect and trade-in opportunities. Wireless Communications was able to achieve an average of \$42.50 in accessories gross profit, an attachment ratio of 2.5 for accessory quantities sold, handset protection sales of 27.5%, and trade-in sales of 13.4%.



RQmobile

RQmobile is a complete mobile sales and inventory management solution that streamlines in-store operations and delivers a better customer experience. RQmobile Inventory was a success even while in beta. It helped accelerate inventory counts and reduce errors. Stacy and her team would often preach to clients that the best practice is to count inventory every single day if not twice a day. She felt efficient counting could be completed in under five minutes for phones. Those 10 minutes a day would dramatically reduce inventory shrink. However, they were aghast when they went to a Wireless Communications store to test their theory. It took them 1.5 hours... The challenge was a difficult store setup that made it tough to see the computer and RQ, the inventory room was a mess, and there was an excuse for every missing phone. Now, Stacy and her team haven't abandoned their 5-minute inventory benchmark but have noted other important factors: Blind inventory, daily reviews, a clean inventory room and the physical layout of computer to phone safes must all be optimized as well.



RQ Retail Management

RQ Retail Management, iQmetrix's flagship product, provides all the features you need to manage and streamline the core functions of your business, including POS, CRM, Inventory Management, HR and Accounting, while also providing innovative applications to accelerate profits including Marketing, Advanced Reporting and Analytics, and Sales Force and Service Automation. After implementing RQ setup changes such as company settings, security changes, flow changes and operation policy, Wireless Communications saw positive improvements in inventory counts, operational productivity and staff engagement. In addition, the company saw interoffice teams starting to work closer together. Most notably, the company saw sales increase by 14% and profits increase by 19% in the stores involved in Project Retail compared to 11% and 5% respectively for Wireless Communications' other stores.



Another important change was the addition of Carrier Import Functionality, which increases the accuracy of information and requires fewer steps during reconciliation. Wireless Communications went from completing zero carrier imports and doing everything 100% manually to 378 imports a month in the Project Retail district.

Wireless Communications was also able to increase email address collection, which saw emails containing invoices to customers rise from 2% to up to 90% at some stores, with the lowest stores still maintaining a 20% increase.



Business Intelligence

iQmetrix's BI solution provides users with in-depth data sets, used to create reports that display customizable information in a meaningful way, thereby increasing the scope of business knowledge and laying the foundation for actionable plans.

“BI saved Wireless Communications seven hours of work per week.”

The Project Retail team created a series of custom reports for Wireless Communications staff, including:

- Project Retail Challenge
- SalesRev_BreakDown
- Adjustment History Report
- ProtectCELL Rankings
- TradeIn Rankings
- Gross Profit per Hour Rankings
- Profit By Day of Week
- ProtectCELL and AppleCare attachment rates

Optimizing the way Wireless Communications used BI saved the company seven hours of work per week in comparison to the manual reports they use to run daily.

Integrated Solutions

iQmetrix integrated a variety of partner solutions from Phobio, AppleCare, and SnapOne. The greatest success was seen with Phobio, where the attachment rate jumped from 15% to 25%.

Hardware

The introduction of biometric fingerprint scanners was simply awesome! All Wireless Communications staff enjoyed having these in the stores. The company was able to reduce “buddy punching” by ensuring the right person was always logged in and held accountable.

The Lessons

Naturally, the Project Retail team encountered a few challenges along the way. For instance, internal training of iQmetrix's Project Retail concepts to Wireless Communications' new employees proved difficult – both at the store level and within the corporate office. Turnover made it hard at times to get buy-in on new policies. The Project Retail team found they were facing bad habits coming out of the company's training of new hires. In order to correct this, the Project Retail team consulted with Wireless Communications' training team and provided guidance on which training areas needed modification. The team also created a process that held managers accountable by introducing weekly status updates focused on complete transparency. Honesty was key to achieving consistent training across all participating stores.

As a result of Project Retail, both iQmetrix and Wireless Communications learned important lessons related to:

- 1. Retail Execution:** How to ensure strategies translate into tactics in-store
- 2. Intangibles:** The importance of considering non-measurable factors in the retail environment and how they can drive results.
- 3. Flexibility:** How to prepare your business to change with market changes and demand.

Project Retail in Your Store

As a result of its experience with Wireless Communications and running Project Retail, iQmetrix is able to offer better services to its customers.

Hands-on experience with every level of a company for seven months, responsibility for execution, metrics and reporting changes have empowered the Professional Services team and iQmetrix as a whole to take it to the next level with their offerings.

Having an entire team of industry experts armed with hands-on experience available to iQmetrix customers allows iQmetrix, its partners and its clients to grow together.

Today, Project Retail is available to all of iQmetrix's clients who wish to take advantage of this unique opportunity for growth. The Professional Services team offers 360 hours – including on-site visits and learning workshops – committed to a company with a dedicated specialist for a minimum three-month engagement.

Here is a breakdown of what that 360 hours delivers:

Hands-on Interaction

- iQmetrix will attend and host weekly meetings with your corporate office staff on changes being introduced.
- Hands-on training for corporate office on advanced functionality of RQ.
- Assign and review to-do tasks with managers on weekly basis, to maintain accountability.
- A Custom Training program (with video) will be introduced, to assist with new hire training.
- iQmetrix will attend and host weekly sales meetings for store managers to review reports.

Reporting Analysis

- In-depth review of current reporting needs (Upper Management, Back Office, Sales Reporting)
- Automation, if possible, of all reporting: including creation and recurring automatic delivery
- Suggestions on new reports and measures
- Introduction of non-sales measures and tasks crucial to the overall success of a wireless retailer

Partner Review and Industry Best Practices

- Maximizing existing vendor partners
- Introducing new vendor partners
- Training, setup and launch of any new partners

CRM & Marketing

- Customer flow review in RQ and best practice implementation
- Carrier import flow maximization (carrier dependent)
- Review marketing to existing customers (carrier dependent)
- Review customer follow-up program

Fraud Prevention Review

- Introduction to high-risk and possible fraudulent scenarios to watch for in RQ
- Review of company policies to reduce fraud risk
- iQmetrix will train your staff on daily, weekly and monthly processes to monitor for fraud.
- Review of all RQ settings that may be vulnerable to fraud

Setup Review & Implementation

- Inventory (counting, purchasing, RMA, product setup, product categories, etc.)
- Sales (coupons, PAW, POS defaults)
- Cash Management (cash policy review, cash-in and cash-out best practices)
- HR (punch clock, employee management, on-boarding, off-boarding, payroll)
- Finance (carrier commission, general ledger, taxes)
- Security setup review
- Employee commission setup & review (best possible automation, employee view, employee reporting, head office reporting)

Ready for your own Project Retail overhaul? Our Professional Services team is ready to help you improve your business and get the most of out the iQmetrix suite of products and services. For pricing and to get started on Project Retail engagement, email: ProfessionalServices@iQmetrix.com.

Get Started with Project Retail