



# RQ Helps Mo's Mobiles Increase Efficiency, Accountability and Profitability

## The Problem

In 2010, frustrated by its current point-of-sale software and the challenge of dealing with a move to Vodafone's back-office processes, Mo's decided to scour the globe for the best solution available. Mo's co-owner Tim Levy described their system as "difficult to use, hated by staff, error prone and effectively impossible to enhance."

"We were so frustrated. We had spent literally years working on our POS system. We were in a constant battle with it and staff hated it. Ultimately we realised we were poorly serving our customers, letting down our staff and bleeding commissions and stock. It had to change."

Tim Levy, Owner, Mo's Mobiles



## A Brief History of Mo's Mobiles:

Mo's Mobiles was founded in 2005 by the executive team behind the successful Optus reseller B Digital Limited.

Mo's Mobiles was established as a Master Dealer and independent-brand of Hutchison's 3 Mobile. With a maturing 3G product, 3 Mobile was seeking rapid outer metro retail expansion and engaged the Mo's team to drive much of this growth.

Mo's launched via a 'store within a store' model in which non-exclusive independent mobile retailers could start offering 3's 3G product. Launching initially in NSW and Victoria, Mo's achieved strong distribution growth but modest sales.

Within a year, Mo's moved to establishing exclusive distribution with the best of its existing dealers. Within six months launching this strategy, Mo's had 25 exclusive Mo's-branded locations and more than 50 within 2 years.

Mo's growth was a major success story for 3 Mobile. At its distribution peak, Mo's had a footprint of 98 Mo's Mobiles branded locations across Australia.

Mo's operates stores via both a company-owned and dealer agent model.

In mid-2009, Vodafone and Hutchison announced the merger of Vodafone and 3 Mobile Australia. Through the merger and ensuing retail consolidation felt across the industry, Mo's has reduced its distribution to approximately 70 locations.

## The Solution

Since adopting the RQ Retail Management system, Mo's has been able to:

- Implement an entirely new core system across a large national retail footprint in a matter of months.
- Streamline reconciliation processes, abandon legacy systems and cut back-office admin costs.
- Generate millions of dollars of margin improvements in commissions, stock and cash management.
- Lift store productivity, staff performance and engagement.
- Almost completely eliminate slippage and employee fraud.
- Leverage RQ's partner integrations to create new sales opportunities.

### Usability = Improved staff engagement and customer experience

Upon seeing RQ for the first time, Tim was immediately struck by how intuitive it was to use. "It was clearly built by people who knew the complex requirements of our industry. It's highly functional but incredibly easy to use," he says.

**"Beyond all the operational benefits of RQ, our staff simply love the software."**

Tim Levy

"This was a revelation for me: a POS system for mobile retail that looked contemporary and was designed for our needs. It meant I could practically eliminate the need for staff training, I could speed up sales processing and achieve a fundamental change in our business. And when it came to implementation, our staff told us emphatically this was the best decision we had ever made!"

During the Vodafone/3 merger, Mo's turned its attention to streamlining its business and improving customer experience. Mo's had been using a commonly used POS system in the Australian industry and both staff and management were frustrated with its usability and functional limitations.

In 2010, Mo's launched a global search for the best-of-breed POS solution for mobile retailers.

Mo's identified iQmetrix's RQ Retail Management system as the global leader in the space and conducted a thorough evaluation.

The key benefits sought by Mo's and delivered by RQ were:

- A platform built from the ground up to manage the complicated product structures of mobile retail.
- Hardened and intuitive tools to manage the complex reconciliations of commission and stock.
- Flexible, dynamic and engaging tools for managing, rewarding and incentivising staff.
- A beautiful and easy user interface.
- The ability to standardise business processes and reporting across a national dealer channel.
- Access to performance insights across the channel and across iQmetrix's international customer base.
- Access to 3rd party plug-in applications to improve the retail experience and to create new revenue opportunities.

## Usability = Fast implementation

It can be a daunting process to replace core operational systems and Mo's was very sensitive to this during the software evaluation.

"These days with tight budgets and constant changes in retail operations, using the old 'parallel' style approach to systems implementation is quite frankly impossible," says James Walkley, Mo's GM of Operations.

"So we took a big bang approach and incredibly moved our 25 company-owned locations onto RQ in 5 weeks with only two staff members on the project. We then moved our dealers across over a few months, which they were all keen to do once they saw the benefits in our retail stores."

## Streamlined Reconciliations + Better Reporting = Better Performance

Prior to moving to RQ, Mo's had numerous manual workarounds and had built several in-house systems to aid in important reconciliations. Managing these systems was expensive and unsustainable.

Once again, Tim marvelled at RQ's user-friendly design. "When you look at a feature list of POS systems, they all say they can perform stock taking, for example. But our previous system made stock taking a hated and error-prone monthly task. With RQ performing a stock take, checking it, following up missing stock, etc. is a breeze. The system's design is so clever, it's easy to do and keeps everyone empowered and accountable."

James says having actionable data has made driving performance more feasible for Mo's. "The CEO can have a talk with all of the area managers, who can then have a talk with all the principals, who can have a talk with all of the stores. And they're all singing from the same song sheet. This says you did 30 last week. This says you did 30 yesterday."



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**"RQ is designed specifically for our industry and the amount of administrative processing we do has plummeted."**

Tim Levy

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**“The amount of reporting and insight we’re now able to generate is phenomenal.”**

Tim Levy

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RQ introduced a means of checking and balancing sales and performance on a daily basis. Before RQ, Mo's would assess sales data retrospectively, on a weekly basis. Now, every day, RQ automatically generates a “morning coffee” sales report that is distributed company-wide. James says this has introduced healthy competition between salespeople and area managers.

But the RQ reporting benefits extend beyond budgets and performance reports, Tim says. “RQ has helped us implement changes: new product sets, new ways of selling things, and new ways of incentivising people.”

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**“If someone wants a report on a specific promotion, we go ahead and create a reporting item and see how it leads to a sale. And that person runs a report. It’s really easy.”**

James Walkley, Operations Manager, Mo's Mobiles

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“We let the dealers choose how they want to incentivise their staff and then leave them to their own devices,” James adds. “We’ve got people running sales contests, and we’ve got people running specific commission structures, basing things on milestones, on performance metrics. There’s all sorts of stuff going on and RQ handles it all seamlessly.”

### **Inventory Management: More Efficient, More Accurate**

In the previous POS system, inventory management was extremely manual, James recalls.

"We'd be sending a spreadsheet to every store and saying, 'These are the handsets we think you've got. Do you have them? What don't you have and why don't you have it?'"

RQ's auto-ordering feature has revolutionised Mo's inventory management process. "We now know what's happened to a handset and reconcile with the carrier on behalf of our stores. We then auto-order based on sales volumes and projections – so what was a nightmare of reconciliation, stock losses and outages is now a largely hands-off process," says James.

### **Creating a Culture of Accountability: Reducing Employee Fraud**

The incredible tracking features within RQ actually led Mo's to a revelation: "We can demonstrate that we are the best Vodafone retailer in terms of stock loss and credit management. Our processes now make us pretty bulletproof in key hygiene related issues in channel management," Tim says.

"I don't think any retailer in Australia comes close to our sales management processes. Store managers know each day of all connection issues from incorrect mobile numbers, IMEI numbers or missing contracts. In almost all circumstances, sales errors are corrected before the end of the week, which has practically eliminated commission and stock reconciliation exceptions from our side. RQ allows us to quite easily manage a daily accountability cycle. What's measured is managed, as they say."

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"The efficiencies we've created using RQ inventory management have been unbelievable."

Tim Levy

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"Tracking sales and contracts has allowed us to take control of fraud and create a culture of accountability."

James Walkley

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## **RQ Ecosystem Allows for Easy Launch of Partner Integrations**

Tim says one of the “main drivers” to adopting the RQ platform was a hope that Mo’s could better manage its relationships with customers.

One of the iQmetrix partner companies already doing business in Australia is Phobio, an international handset trade-in provider.

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“We switched Phobio on overnight and we were processing everything through the system flawlessly, straight away.”

James Walkley

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“Phobio was an interesting experience for us,” Tim says. “Everyone in telco is now trying to do second-hand handset trade-ins and us being able to just turn it on was a great story. And this is a benefit of a platform like RQ. You don’t need to wait for your IT department to build it – the functionality just comes within a roadmap.”

## **Conclusion**

### **RQ Helps Mo’s Boost Efficiency, Accountability and Profitability**

In the two years since adopting iQmetrix’s RQ Retail Management system, Mo’s business has been fundamentally changed. It’s more agile, leaner, has a better culture and a more engaged workforce. Mo’s is now well placed for the future challenges of telecommunications retail.

“We are extremely pleased with iQmetrix and the way in which its products have transformed our business. I started this process because I was embarrassed about our business platforms. I now couldn’t be more proud,” says Tim.