UX Research Review
Customer In-Store Pain Points
Continued - Solving for Footwear

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Overview

- Goals
- Previously
- New Research Findings
  - Methods & Key Takeaways
    - Contextual Inquiry
    - Competitive Analysis
- Solutions
- Recommendations & Next Steps

Goals

1. Understand customer pain points in-store
2. Uncover what's really going on in our worst areas.
3. Provide recommendations

Previously

ACES Findings

- **#1 Problem In-store - Footwear**
    - Messy & Disorganized
    - Hard to Locate
    - Items often not in Stock
- #2 Problem In-store - Apparel

Recommendation from last week

- Connect w/ Store Ops/Design

What is the effect these problems in footwear are having on business?

21%

Footwear makes up 21% of our Revenue

- 2.6% sales

Compared to Last Year

New Research Findings

- Methods & Key Takeaways
  - Contextual Inquiry
  - Competitive Analysis

Methods

- Contextual Inquiry
- Competitive Analysis:
    - 2 Specialty Stores (ranked really well by consumers)
    - 2 Competitor Stores

Contextual Inquiry

Seriously?!

Key Takeaways

- Validated the 3 main reasons customers are unsatisfied.
- High aisles are inconvenient and dangerous
- Associate has to get the ladder down every 15 min.
- Boxes stacked rows deep add to the mess and danger *(customers don't even know to look there)*.
- More options is covering up the real problem of inventory. (*Note: more options sales are also down*)

Competitive Analysis

Comparison

What makes these stores less messy, more organized, and more of an enticing experience?

- Aisle height
- Boxes on or off floor
- Boxes separated by dividers
- Rated Overall Organization
    - Based on my observation in store and the above considerations
- Rated Store Environment
    - Music
    - Scent
    - Temperature
    - Lighting
    - Display/Layout

Our Store

- Academy

- Mostly very tall isles, few lower
- Boxes are NOT lined up w/ displays
- Boxes are NOT separated by dividers
- Store Environment rated 3
- Overall organization rated 1

WOMEN'S CASUAL

Academy

1. Mostly very tall aisles, few lower
2. Boxes are NOT lined up w/ displays
3. Boxes are NOT separated by dividers
4. Store Environment = 3
5. Overall Organization + Cleanliness = 1

Specialty Stores

- Foot Locker rated #1 favorite shoe store by consumers in 2014.

- Few to no aisles, Outer wall displays
- No problems w/ boxes because they are not on floor
- Store Environment rated 5
- Overall organization rated 5

FootLocker

1. Few to no aisles, Outer tall wall displays
2. No problems with boxes because they are not on floor
3. Store Environment = 5
4. Overall Organization + Cleanliness = 5

Specialty Stores

- DSW rated #4 favorite shoe store.

- Low aisles, except for back clearance
- Boxes lined up w/ displays
- Boxes separated by dividers
- Store Environment rated 4
- Overall Organization rated 5

DSW

1. Low aisles, except for back clearance
2. Boxes lined up w/ displays
3. Boxes dividers
3. Store Environment = 4
4. Overall Organization + Cleanliness = 5

Competitor Stores

- Bass Pro

- Low isles, Outer wall tall display
- Boxes lined up w/ displays
- Boxes separated by dividers
- Store Environment rated 5
- Overall Organization rated 5

1. Low aisles, Outer wall tall
2. Boxes lined up w/ displays
3. Boxes separated with dividers
4. Store Environment = 5
5. Overall Organization + Cleanliness = 5

Bass Pro

Competitor Stores

- DSG

- Low isles, Outer wall tall displays
- No problems w/ boxes because they are not on floor
- Store Environment rated 5
- Overall Organization rated 5
- Extra perks

DSG
1. Low aisles, Outer wall tall displays
2. No problems with boxes because they are not on floor
3. Store Environment = 5
4. Overall Organization + Cleanliness = 5
Extra - Insole customization & Free Gait Analysis
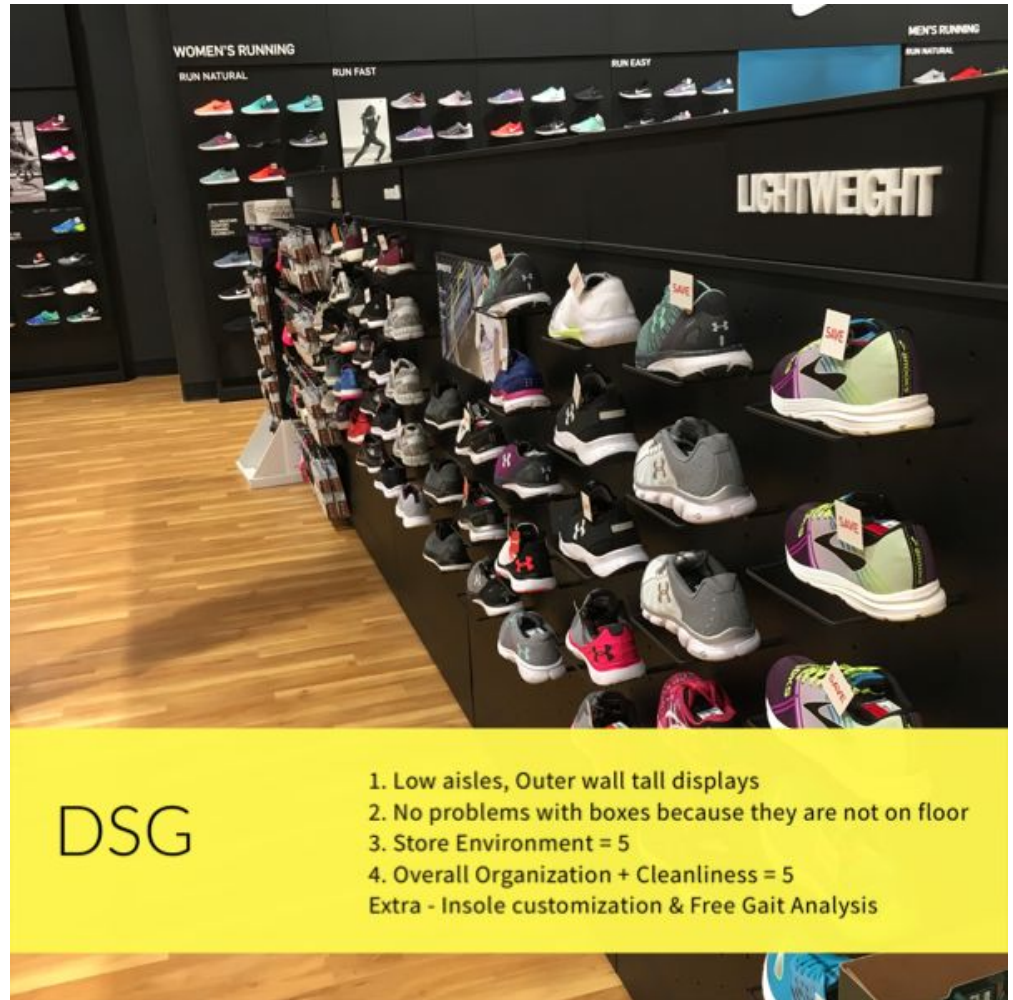
Key Takeaways

- Positive
    - Academy still has the best prices!

- Negative
    - Analysis validates customers dissatisfaction even more.
    - Every store compared to Academy has a much more organized and clean footwear department.

Solutions

If we want to increase footwear sales we need to reorganize the ways our shoes are displayed.

Here are details ideas we can consider moving forward.

1. **Reorganize our aisles**
2. **Rethink our Store Environment**
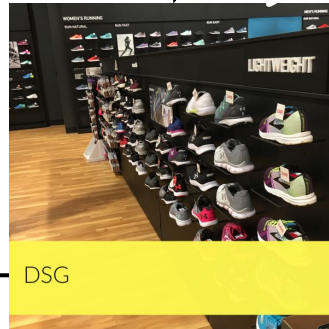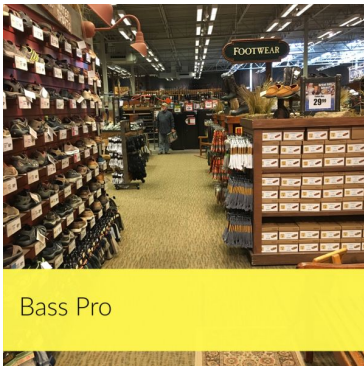
1. Reorganize our aisles

- The way shoes and boxes are displayed

  a. Boxes on floor *(ex DSW)*
  b. Partly on floor *(ex Bass Pro)*
  c. Completely off floor *(ex DSG or Footlocker)*

DSW

Bass Pro

DSG

Options & Benefits to Consider

(a.) Keep Boxes on the Floor

If we decide to keep boxes on the floor we would need to look into a type of organization similar to DSW.

Options to Consider:

1. **Lower more of our aisles**

   a. It would make it easier for customers to find associates for assistance.
   b. It would open up the space and create a more inviting showroom for customers to look through.
   c. It would take away the need for ladders while also taking away the awkward and dangerous situation.
   d. Depending on the amount of inventory we have left that can not fit on the floor we still may need to consider a back room.

2. **Use dividers to separate displays for those aisles**

   a. Dividers would clean up the organization problem even more, making it easier for customers to look for their shoes, and associates to maintain each stack and display.
   b. This would assist in eliminating our second problem with customer satisfaction - "Shoes are hard to locate."

(A) Continued…

Digital Associate Team Opportunity

If we needed a back room for inventory that cannot fit on the floor, there is opportunity here for the DA team & Store Technology to collaborate on a tool for the associates to organize inventory within a back room situation. This tool could be similar to the Pick App tool currently used for sister store orders.

There is <u>opportunity for this in all three solutions</u> to reorganize aisles - a, b, & c.

(b.) Boxes Partly on the Floor

If we decide to keep boxes partly on the floor we could look into a type of organization similar to Bass Pro.

Options to Consider :

1. **Lower more of our aisles**
   Same benefits listed as the "Keeping boxes on the floor" explanation.

2. **Use dividers to separate displays for those aisles.**
   Same benefits listed as the "Keeping boxes on the floor" explanation.

3. **Add a few aisles for shoes to be displayed without boxes.**

   a. It gives customers a cleaner, simplified display to browse through select shoes - more of a "showroom" feel.
   b. Less boxes on the floor = less mess on the floor.
   c. A back room will possibly need to be considered for this as well.

(c.) Boxes Completely off the Floor

If we decide to keep boxes partly on the floor we could look into a type of organization similar to DSG & Foot Locker.

Options to Consider:

1. **Lower more of our aisles**
   Same benefits listed as the "Keeping boxes on the floor" explanation.

2. **Add a few more aisles just for shoes to be displayed on without boxes.**
   Same benefits listed as the "Boxes partly off the floor" explanation.

3. **This choice will definitely need a back room situation where DA & Store Tech become involved.**

2. Rethink our Store Environment

- Lighting -
  - Consider replacing or adding lighting structures to bring more focus to the shoes on display. Best examples are Footlocker with focused lighting directly on displays, or DSW with elegant lighting that spreads across the entire department.

- Display/Layout -
  - Display & treat each department differently, designing for the experience the customer is looking to have as an end goal of buying and using our products. (ex DSG *like image* & Bass Pro)

  - By designing each department to it's unique products and end customer goals, we can expect to create a more enticing store experience and gain more sales.
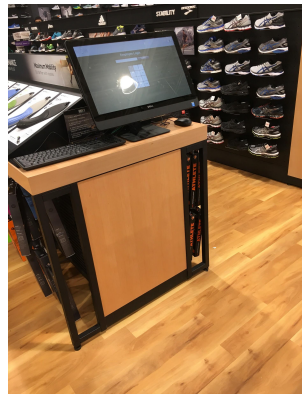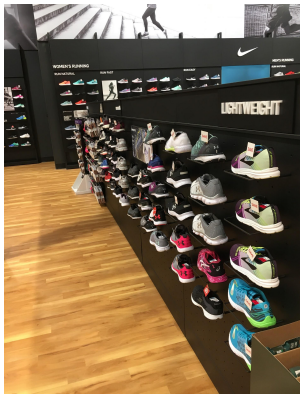
Recommendations & Next Steps

1. Get feedback from our REAL customers
   a. Run a survey and get assistance from Customer Insights
2. Find & Understand the Costs
3. Prioritization Map Exercise
   a. Evaluating and choose the changes that are easier (scope & labor wise), more affordable, and enjoyed by our customers.

Extra - More Images from Competitive Analysis

Academy

DSG

Bass Pro

DSW

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Foot Locker