

CASE STUDY

CARPHONE WAREHOUSE TRIPLES WORK CAPACITY AND DRIVES REVENUE WITH ATTASK

Carphone Warehouse

-  Carphone Warehouse Group
-  Retail
-  www.carphonewarehouse.com
-  London, UK

Carphone Warehouse needed a better solution to meet the growing demand for new and refit stores. AtTask provided the visibility needed to significantly increase efficiency and productivity, exceeding production and ROI targets and providing a greater customer experience.

The connected world is full of complexities. Yet great customer service from Carphone Warehouse, an independent and impartial retailer, makes it easier for individuals and businesses to navigate difficult decisions about the best hardware, accessories and services. Because opening new stores and refitting existing ones faster significantly impact the company's revenue, Carphone Warehouse looked to AtTask to help it increase project efficiency.

Founded in 1989, Carphone Warehouse Group (CPW) is the largest independent European telecommunications retailer, with approximately 2,000 stores across Europe and well-developed online channels. It specializes in combining hardware, connections and services. Since 2009, the company has been evolving its store format to incorporate a wider range of products and services that make people's lives better through technology.

THE CHALLENGE

CPW depends on its U.K.-based Store Formats division to oversee and execute new store openings and existing store refits. In 2011, the number of store openings rose dramatically and the team felt increasing pressure to reduce the amount of time stores were closed for refit.

To get new stores opened and others reopened—and all stores generating revenue as quickly as possible—the Store Formats team established a New Store Openings process. Team members would be required to use email to capture and Microsoft Excel spreadsheets to track tasks that had been completed and tasks that were overdue.

However, the process was inefficient. Three status meetings were being held each week to keep team members updated about store progress. The process also failed to provide the visibility team members needed as the volume of

AT A GLANCE

CHALLENGES

- Late store openings negatively impacted revenue and competitive advantage
- Lack of project visibility prevented resolving issues early in store opening process
- Inefficient reporting caused delays

BENEFITS

- Increased number of refit projects handled by 200%
- Reduced status meetings from three to one per week
- Cut store merchandising time in half
- Lowered costs, preventing revenue loss and increasing revenue
- Improved customer satisfaction and employee engagement
- Experienced a rapid return on its AtTask investment

projects increased. Yet the biggest challenge the team encountered with the new process was its inability to identify issues early, while there was still time to fix them. More issues had to be resolved at the local level, which increased the company's costs.

"The volume of store refits was increasing and timescales to complete them were shrinking, making the Excel solution even more fragile and labor intensive," recalls Eckart Diepenhorst, director of Store Formats for Carphone Warehouse. "We had to deal with issues on a case-by-case basis, with no time to investigate and fix root causes. We couldn't even quantify how specific issues were occurring."

The additional incurred costs resulted in the average time to reach project return on investment (ROI) increasing beyond the 24 months the Store Formats team had targeted. Moreover, because the team was dealing with outdated information, the minimum refit period was four days and the quality of store openings suffered. Customer satisfaction and store employee engagement, both measured by internal surveys, also declined.

THE ATTASK SOLUTION

After conducting a thorough and widespread solution review process, Carphone Warehouse chose the AtTask Enterprise Work Cloud to give its Store Formats team better visibility and scale to meet its growing volume of projects across the U.K. and Europe.

"AtTask fulfilled all of our requirements for an automated workflow solution. It would allow us to see updates and issues in real time, and it was very easy for users to grasp with very little training," explains Paul Elmore, Carphone Warehouse's workflow manager.

Built to manage multiple scenarios across the entire work lifecycle, cloud-based AtTask was an ideal fit for the Store Formats team. An AtTask consultant, working onsite with Carphone Warehouse to understand the team's requirements, helped to quickly customize the AtTask solution to replicate and improve upon the existing New Store Openings process and reporting.

AtTask now gives Carphone Warehouse managers and team members common access to project information, increasing efficiency and productivity. It provides a set of unified, intuitive work tools the entire Store Formats team can access via the Web. All project data and communications—including design changes and issue notifications—are stored and tracked in one location. Team members can update project status from a smartphone application, without the need for a computer. To support internal adoption, AtTask provided online training courses, webinars, forums, and user groups.

BENEFITS

Real-time visibility into all project communications and reporting has simplified the tracking and justifying of work and helped resolve issues faster. With complete data at everyone's fingertips, the Store Formats

"The visibility that AtTask has created into what our team members are working on—where our projects were failing—has been more than worth the price tag. This level of visibility has made it possible for us to deliver the service our team at Carphone Warehouse and our customers deserve and expect."

ECKART DIEPENHORST

Director of Store Formats (Europe)
Carphone Warehouse Group

team better developed its work processes, task accountability and quality improvement, achieving the following results:

- Reduced status meetings from three to one per week— Increased visibility helps team members stop chasing surface issues, identify root causes, and eliminate root causes in advance— before they turn into project delays—while giving team members more dedicated work time.
- Increased number of refit projects handled by 200% – Due to process improvements, the number of refit projects that Store Formats can handle during any given period increased by 200 percent—a tripling of the team’s work capacity.
- Cut store merchandising time in half, from four to two days on average – By removing common issues, the team cut in half the time it takes to merchandise each store, and projects incur fewer issues and associated costs at the local level.
- Improved customer satisfaction and employee engagement— Because more stores opened on time and construction was no longer an issue, employees were better prepared to engage with incoming customers. Moreover, walking into newly refurbished stores with no visible defects, customers reported a better experience.
- Lowered costs – Fewer issues also reduces the cost of each store refit, and enables the team to open refit stores faster, preventing loss of revenue from late openings and increasing revenue by opening earlier.
- Recouped investment within two months – Carphone Warehouse experienced a rapid return on its AtTask investment.

Since deploying AtTask in the U.K., CPW has rolled out the solution to six additional European markets where AtTask is now saving team members time, and providing common project milestones and uniform progress reporting across the region.

“We couldn’t have the visibility we have if our whole team weren’t working in AtTask, working off the same information...largely because of its project efficiency improvements, the Store Formats team was nominated as the (2012) CPW Support Center Team of the Year in 2012.


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Director of Store Formats (Europe)
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AtTask Enterprise Work Management

AtTask is the leader in Enterprise Work Management Software and helps global enterprises recognize, understand, and solve work chaos caused by insufficient visibility. Using a combination of technology and expertise acquired from observing the customers we’ve served, AtTask provides a single system of truth that eliminates work chaos, provides global visibility, and increases productivity.

To learn more about AtTask Enterprise Work Cloud and how it increases enterprise visibility, please contact us at the following:

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