

## RETAIL POINT-OF-SALE CASE STUDY

### UPGRADING ITS POINT-OF-SALE SYSTEM HELPS A RETAIL DIVISION BOOST RELIABILITY AND CUSTOMER SERVICE—AND, ULTIMATELY, SALES.

The retail division of a major aerospace company sought to upgrade its point-of-sale system to improve reliability, customer service and its merchants ability to manage their operations efficiently. Applying technology and business process expertise, West Monroe Partners guided the company from assessment to solution to successful implementation—with an efficient new system up and running in less than one year.

#### THE CLIENT.

The client is the retail division of a major aerospace company. It sells branded merchandise to employees and others through physical stores and an eCommerce site.

#### IMPROVING RETAIL OPERATIONS AND EXPERIENCE.

As a critical part of the company's branding and marketing engine, the retail presence must execute in concert with other elements of the brand strategy. Consequently, the company sought to upgrade its point-of-sale system (POS) to eliminate manual processes, improve customer service, and enable merchants to better manage their operations.

By upgrading to the newest version of its POS system, the company sought to improve documentation and back-up procedures, system reliability, accuracy of inventory, and speed of transaction processing. The company turned to West Monroe Partners, which offered a combination of technology, retail, and eCommerce experience, as well as strong process and project management expertise.

#### FROM ASSESSMENT TO SUCCESSFUL IMPLEMENTATION.

West Monroe Partners conducted a comprehensive assessment of the company's POS and other customized business applications. This assessment identified both positives and areas for improvement in the company's current environment and provided the basis for systems architecture and data-flow recommendations.

The project team then defined the company's future business processes and system requirements and addressed an identified need to improve the company's ability to respond in the event of a systems failure.

Key project deliverables included:

- ◆ Current-state business process maps, future business requirements, and recommendations for upgrading to the newest version of the company's existing POS system, Counterpoint SQL Enterprise
- ◆ Recommended back-up procedures and documentation

West Monroe Partners finalized its recommendations, prepared a detailed cost analysis, and aligned configuration with the company's IT security requirements. The project team managed the implementation, providing an on-site project manager throughout this phase to coordinate meetings, direct communications, manage vendor work effort and costs, provide testing support, and facilitate decision making by company executives.

The systems upgrade also included improvements to the company's supply chain systems to ensure a smooth flow of data from multiple channels (the web store and physical stores) through inventory management, warehouse operations, and shipment/fulfillment.

#### INCREASED SALES. INCREASED EFFICIENCY.

Less than one year later, the company's new retail POS system is in use, with all stores using it to run transactions as of the go-live date. Because the new system is more reliable, the company expects increased average daily sales in its retail outlets. The company also expects:

- ◆ Increased efficiency in its POS system equal to nearly 500 worker days per year
- ◆ Faster check-out and a better customer experience
- ◆ Improved reporting capabilities
- ◆ Fewer system errors and reduced down time

West Monroe Partners is an international, full-service business and technology consulting firm focused on guiding organizations through projects that fundamentally transform their business. With the experience to create the most ambitious visions as well as the skills to implement the smallest details of our clients' most critical projects, West Monroe Partners is a proven provider of growth and efficiency to large enterprises, as well as more nimble middle-market organizations. Our more than 300 consulting professionals drive better business results by harnessing our collective experience across a range of industries, serving clients out of offices across the United States and Canada.