



Store Operations Efficiency Recommendations and Roadmap

Deep dive assessment of current business processes to identify store-level efficiency opportunities, enhance customer experience, and drive operational performance

The Client

A leading provider of eye care services in the U.S, offering comprehensive eye exams, as well as fulfilling vision prescription needs including glasses, sunglasses, and contact lenses in over 700 retail locations.

The Challenge

Largely due to the global pandemic of 2020, the client had experienced a drop in sales and demand. Realizing that store operations efficiency is key to future success as revenue returns, the leadership team wanted to enhance their ability to meet performance goals.

The company believed there were numerous non-value-add operational processes in use at stores. Further they support multiple operating models with varying optometrist partnership arrangements in terms of ownership and staffing. These variations created additional inconsistencies in process standardization and execution. As such, they wished to focus on improving retail store operations efficiency while ensuring store associates can focus on delivering an efficient, high-quality customer experience.

The company was also embarking on a new point-of-sale system implementation and needed to ensure the configuration would support the efficiency recommendations.

The Parker Avery Solution

The Parker Avery team of store operations experts worked closely with the client to develop the efficiency recommendations and roadmap. The project included the following key activities:

- Interviewed key stakeholders, including executives, field management, and store managers, to deeply understand core operational processes and identify pain points
- Visited representative store locations across multiple store types and geographies to observe and evaluate retail operational processes
- Reviewed current retail standard operating procedures and process documentation for “core” functions to identify efficiency opportunities
- Identified gaps between current state and industry leading practices as input to improvement recommendations
- Outlined 29 detailed store operations efficiency recommendations across six major areas
- Assessed each recommendation relative to effort, organizational impact, benefit, and implications to the point-of-sale initiative
- Developed a high-level roadmap for pilot and rollout of the efficiency changes within the three store operating models
- Outlined key change management considerations to ensure future changes are most optimally adopted by the company

The Result

Parker Avery’s store operations efficiency recommendations created the baseline initiative “punch list” for the client’s recently created internal process engineering team. The client is aligning their internal resources to move forward with implementation of the recommendations, while balancing these efforts with the point-of-sale implementation.

