

## Strategic Advice and a New Roadmap Boost Store Operations Success

### Client Challenge

The client is a leading provider of eye care services in the U.S., offering comprehensive eye exams and fulfilling vision prescription needs for glasses, sunglasses, and contact lenses in over 700 retail locations. Largely due to the 2020 global pandemic, the retailer experienced a drop in sales. Realizing that efficiency is key to store operations success as customer traffic increased, the leadership team wanted to enhance their ability to meet performance goals. The retailer believed there were numerous non-value-added store operational processes.

Further, the company supports multiple operating models with varying optometrist partnerships and staffing arrangements. These variations create additional inconsistencies in process standardization and execution. As such, the client wished to improve retail store operations' success and efficiency while ensuring store associates could focus on delivering high-quality customer experiences. The client was also embarking on a new point-of-sale system implementation and needed to ensure the POS configuration would support the recommendations.

### Parker Avery Solution

Parker Avery's store operations experts worked closely with the client to develop the efficiency recommendations and capabilities 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 store locations across multiple store types and geographies to observe and evaluate store operations 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 capabilities roadmap for the pilot and rollout of the efficiency changes within the three store operating models
- Outlined change management considerations to ensure the client adopts and sustains future changes

### RESULTS



CURRENT STORE  
OPERATIONS  
ASSESSED



STORE OPERATIONS  
IMPROVEMENTS  
DETAILED



CAPABILITIES  
ROADMAP  
DEVELOPED

Parker Avery's store operations efficiency recommendations and capabilities roadmap created a baseline 'punch list' for the client's recently created internal process engineering team. The client is aligning their internal resources to move forward with executing the recommendations while balancing these efforts with the point-of-sale implementation.