

GameStop

Creating an exceptional experience at every store is no game

KEY RESULTS



GAMESTOP HAS BEEN UNIQUELY SUCCESSFUL IN MANAGING the transition to online gaming. It has embraced the trend, while also recognizing that game buyers still want the shared experience and expertise they can find in their stores.

That's why GameStop thinks of its organizational chart as inverted, with stores at the top, and executives at the bottom serving those stores. The cornerstone for GameStop's success? Capturing the customers' experience—the good, the bad, and the ugly—and then driving improvements to operations to address opportunities at every store.



ON A FAST TRACK TO SUCCESS

GameStop spun out from Barnes & Noble in 2004 and quickly became the place for passionate gamers all over the world. As the world's largest multichannel video game retailer, it operates more than 6,500 stores across the United States and 17 countries worldwide.

That kind of growth, fueled organically and by acquisitions, can represent a challenge for any specialty retailer competing against mass merchandisers, e-tailers, and other specialty retail stores like Best Buy. GameStop's keys to maintaining the brand promise? Staying customer centered, encouraging hands-on leadership, taking personal responsibility, embracing change as opportunity, and maintaining a competitive mind-set. At every store. Great goals, but to achieve them, GameStop employees must have the information and tools they need to maintain that customer focus and competitive edge.

GameStop challenged Market Force Information® to create a customer satisfaction measurement program, requiring that the program do five things

1. Create insights for executives that would help them drive strategic decisions
2. Provide detailed information to take action at the store level
3. Link customer satisfaction to financial metrics to understand what matters most
4. Tease apart the insights provided by different GameStop customer segments
5. Identify specific staff behaviors that needed improvement to include in training initiatives

CREATING A GAME PLAN

Market Force accepted the challenge and created a customer insight and action solution that included:

- A web point-of-sale survey in multiple languages used in North America and Europe
- Statistical models to determine what actions sales associates did that created satisfaction and link those to increased same-store sales and basket size
- Text analytics to understand factors that dissatisfy customers and recommendations for change by all customer segments
- A closed-loop hot alert system for problem resolution
- The system collects hundreds of thousands of responses every quarter. Numeric data is augmented with text analytics that categorize open-ended feedback in detail and can be sliced by any question in the database—including segment and customer satisfaction score.

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The Market Force solution enables us to make better decisions quickly to serve our customers. The program shifted our training priorities as well as how we could better serve specific customer segments.

- Jason Cochrane,
GameStop

DRIVING RESULTS

Corporate and district managers review business metrics via the Market Force reporting platform, KnowledgeForce®, as well as through quarterly business reviews focusing on strategic actions that will drive sales. Store managers receive hot alerts when customers call to complain and the closed-loop system tracks whether issues have been resolved and when. And those quarterly reviews? The analytics have identified changes that needed to be made to training programs to better—focus on customer needs; the intricate relationship between traffic, customer satisfaction, revenue, and basket size; and found a few surprises that challenge the organization to continue listening with an open ear.

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Thought Leadership

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