

JD Sports

Teaming with JD Sports to win customers

KEY RESULTS

GOAL	Return more frequently	Spend more at each visit	Recommend JD to family & friends	Increase conversion rate	Increase in profits
RESULTS	17.5% increase to 89% today	Promoters spend 21% more	Identified the key behaviors that produce the highest lift in customer satisfaction	8% Conversion	9% rise in profits

UK RETAILER JD SPORTS IS A 900+ LOCATION RETAILER OF sports attire, with stores in the UK, Ireland, France and Spain. The chain knew that they were falling short on customer interaction, and management found that the sales associates did not have the confidence to approach customers. Lack of a satisfactory in-store customer experience resulted in a negative Net Promoter Score®.

TEAMING WITH MARKET FORCE

JD Sports teamed with Market Force Information® to develop a new customer focus initiative called “Service 1st”. The program was developed with support from the CEO down to the sales staff working the floor, and in 2007 they piloted the program for three months in one region of the UK, and thereafter to all of the JD stores.



The goals of the program were to get customers to:

- Recommend JD to friends and family
- Spend more at each visit
- Return more frequently

JD uses the Market Force reporting platform, KnowledgeForce®, that consolidates multiple data streams to get a more accurate picture of progress against goals, including:

- Customer satisfaction surveys
- Mystery shopping
- Financial measures

The customer surveys provide a wealth of experiential data directly from actual JD Sports customers. To provide a more compliance-based objective perspective, the program also included mystery shopping. And to ensure that these measures were being linked to the most important metric of all, same-store sales were incorporated into the mix.

Market Force predictive analytics gives JD insight on where to make changes. Analytics answer these three questions:

- What matters most to customers?
- Where are there operational deficiencies?
- What's the ROI for addressing these issues?

Results are communicated to JD management and stores via KnowledgeForce.

Finally, the program instituted a store-level action management program that highlights key areas for improvement. The store teams are empowered to devise their own action plans to improve the customer experience based on the highlighted focus areas.

WINNING RESULTS

Analytics unlocked insights into exactly what changes held the biggest returns on investment. For example, JD spent a good deal of effort in making sure that products were well merchandized and the store was clean, but the most important drivers to improve customer satisfaction were the person-to-person interactions, including:

- Greeting in a genuine and friendly manner
- Engaging in conversation about products
- Telling customers something interesting about products
- Interacting at check out

JD met all four of their goals.

Focusing on what matters most to customers led to JD Sports meeting their advocacy goal of getting customers to recommend JD to their family and friends, turning around their Net Promoter Score from -11% to +56%. To single out an example, JD saw a 22% increase in sales associates approaching customers.

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The Service 1st program was implemented with the objective in driving customer satisfaction ratings over and above sales. The remarkable correlation between service and sales is absolute and we are constantly impressed at the pace in which the Service 1st customer experience program continues to support and drive sales throughout the group.

- Phil Hill,
JD Group Training Manager

Advocacy in turn led to bigger basket size, with promoters spending on average 21% more. This, along with an overall conversion rate of 8%, has translated into a 9% increase in profits for JD, even during challenging economic times

JD also met their third goal of getting customers to return, with a 17.5% increase in likelihood to return to 89% today. Six years after first teaming up, JD continues to work with Market Force and is now rolling out the Service 1st Program to other new retailers in their portfolio, including Chausport in France and Sprinter in Spain.



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