

SONY

Customer: Jonathan Wilson

Carphone Warehouse

NAME & DETAILS

JONATHAN'S NEW DEAL

MANUFACTURER
SONY

MODEL
XPERIA Z

COLOR
BLACK

CHOOSE YOUR DATA

DATA

TEXTS

MINUTES

NETWORK

TARIFF

MAKING SENSE OF DATA

DATA CAN BE CONFUSING, WE'LL HELP YOU UNDERSTAND HOW MUCH DATA YOU'LL NEED ON A DAILY BASIS BY ASKING WHAT THINGS YOU USE MOST - SUCH AS MUSIC, VIDEO CALLS AND FACEBOOK.

Carphone Warehouse

PIN POINT.

CATEGORY

12. Service design

CLIENT COMPANY

Carphone Warehouse

DESIGN CONSULTANCY

Bow & Arrow

SUBMISSION DATE

25/06/2014

PINPOINT. CREATING A SMARTER ASSISTED-SALE SERVICE.



OPPORTUNITY

Carphone Warehouse was seeking to ensure it was delivering a consistent selling journey for their 5,000+ retail staff in their 770+ stores, to give it's customers the best tailored assisted-sale service in the UK.

APPROACH

Bow & Arrow spoke extensively to colleagues, customers, and stakeholders, and conducted mystery-shopping around the country both in-market and with 19 brands out-of-market. This was accompanied by research into the future of retail, psychology and behavioural economics.

Research showed customers were seeking a more hands-on, interactive, collaborative experience with more control over their journey.

SOLUTION

We created an innovative tablet-based service, which enables retail staff to recommend the right phone package based on the customer's needs, giving the customer more control and interaction within what was previously perceived by some as an intimidating and confusing purchase journey, whilst also delivering a more consistent and effective retail journey for the business. It combines technological innovation with in-store expert advice to create 'smarter comparison' across the widest range of handsets and tariffs on the market.

RESULT

Pin Point – the UK's first tablet-based customer experience in a High Street mobile phone retailer, the biggest change that Carphone Warehouse has made to it's business in recent years, and the centrepiece of their new brand direction and customer service approach: each and every customer counts - provide smarter comparison for better value.

To date, the Pin Point experience has increased NPS ratings - those likely to recommend Carphone Warehouse to others - by 17 points.



CONFIDENTIAL



CONFIDENTIAL



OUTLINE OF PROJECT BRIEF.

The brief was bold yet simple: become the best 'assisted-sale service' in the UK, and use our solution to truly differentiate Carphone Warehouse within the market.

KEY OBJECTIVES:

- Become the best 'assisted-sale service' in the UK

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- Differentiate the service offering in the market
- Improve consistency across the retail estate
- Improve performance measurement

BACKGROUND.

Carphone Warehouse Plc is listed in the FTSE 250 index, and is the largest independent mobile phone retailer in Europe, with 1,700 stores. It was co-founded in 1989 by Sir Charles Dunstone, who now chairs the organisation, with Graham Stapleton as UK and Ireland CEO.

Pin Point is a collaborative, interactive assisted-service tablet app that takes customers through the journey of buying a post-pay (contract) mobile phone, whilst capturing staff and product performance data. It is the only tool available that offers a personal assessment of a customer's mobile phone needs.

OVERVIEW OF MARKET.

The mobile industry was changing: ARPU and margins were decreasing in a maturing market, meaning conversion and attaching other products/ services were key to driving bottom line growth.

Digital technology was potentially on the horizon as a customer experience platform for other retailers in the market. Research showed that customers were seeking a more hands-on, interactive, collaborative experience with more control over their journey. Tablet ownership was on the rise ("The number of tablets in UK households will nearly double in 2013" Yougov) and customers were becoming accustomed to using them in their daily lives, associating them with new and exciting experiences.

There was also a threat of new and growing entrants to the market, and with the Internet of Things and personal technology ecosystems growing in popularity, it was clear that an increasingly complex customer journey in future was going to need to be smarter and more intuitive.

Carphone Warehouse's customer journey approach had previously incorporated both some commission-based 'sales' focus and a customer service focus. The company was aiming to find a consistent middle ground, putting the customer's needs first, whilst still enabling the expert staff to perform their consultative role with the customer.



PROJECT LAUNCH DATE

September 2013

SIZE OF DESIGN BUDGET

£35,000

04. OUTLINE OF DESIGN SOLUTION

APPROACH

To bring clarity to the insights that were gathered in earlier research, Bow & Arrow focused their design thinking on the most relevant issues that weren't being addressed.

Commitment:

Customers need reassurance and trust in the process that they're getting the right deal for them along with great value.

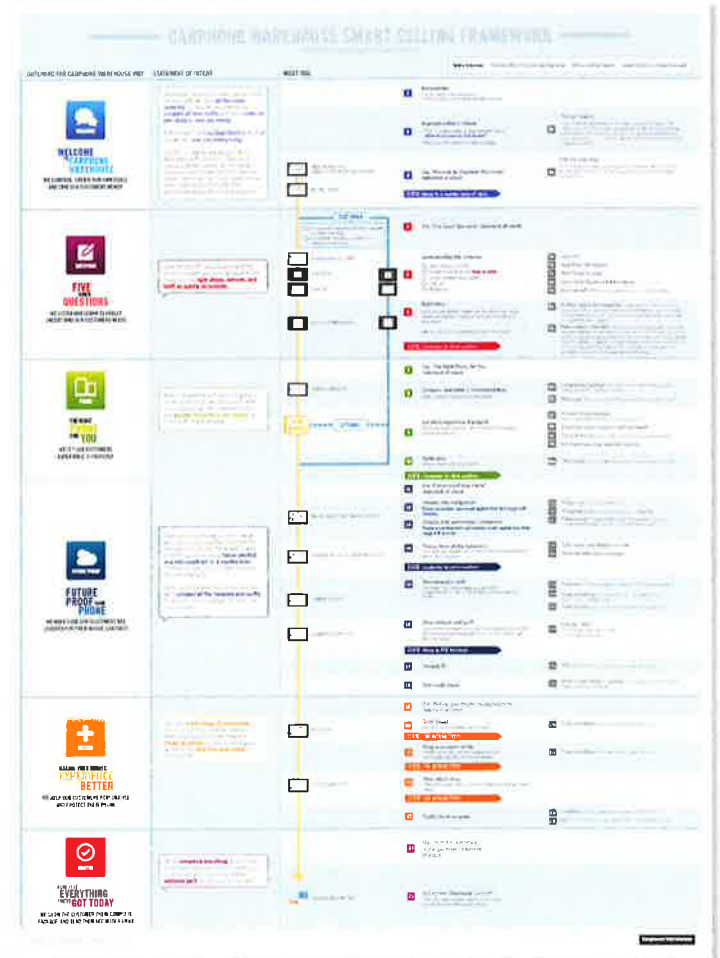
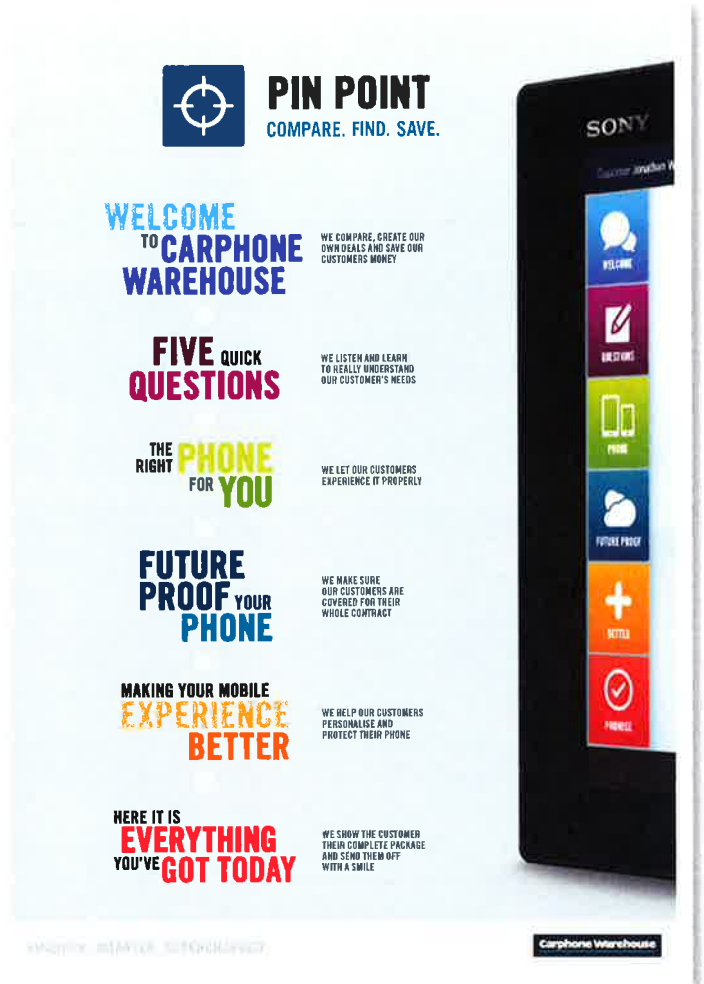
Restrictions:

Colleagues felt restricted by the barrier that the desk and computer setup created, they want the freedom and flexibility of being able to move around the store to better serve their customers.

Trust:

Customers were wary of 'sales shark' salespeople in High Street mobile phone retailers (not Carphone Warehouse specifically), and colleagues were worried that they would have to change their effective and long-honed techniques.

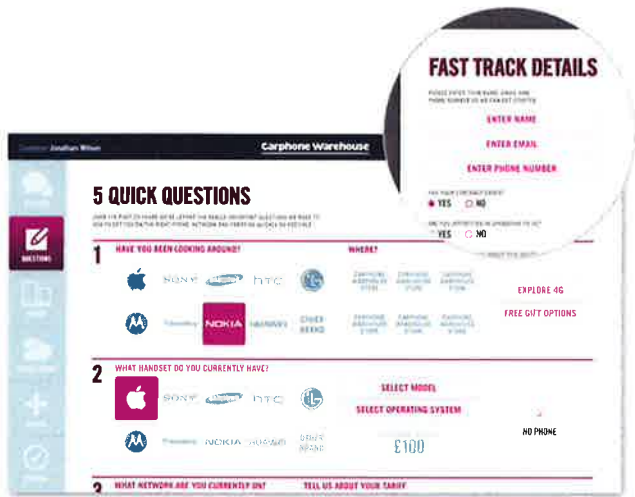
A culture change needed to be encouraged on both sides - customers needed to feel safe and in control, and colleagues needed to feel empowered but not restrained.



▲ Our Customer Journey that was developed for the new training program

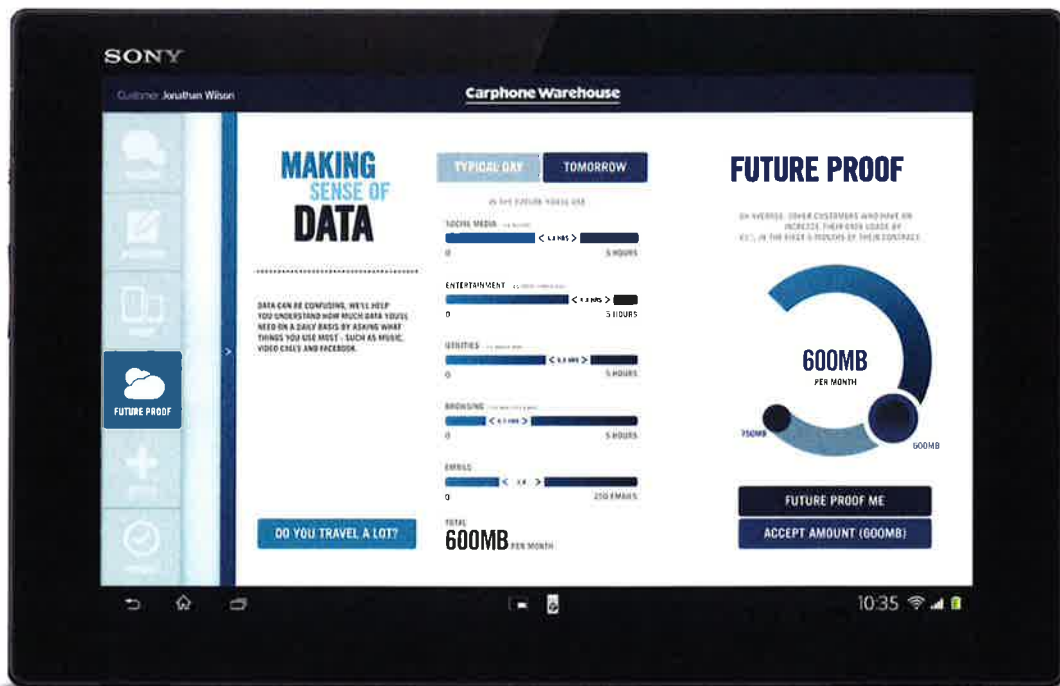
UNDERSTANDING THE CUSTOMER. BETTER.

Step one of the journey is to understand the customer by asking simple questions about their prior research into phones, current usage and the main ways they use their phone. This enables the tool to facilitate smart suggestions, recommendations and comparisons later in the customer journey, using data on the many tariffs and phones that Carphone offer. Those suggestions are then tailored specifically to the individual customer. This allows the colleague to give informed advice, backed by data, when recommending a package, and allows the customer to compare phones and tariffs side-by-side on the device.



The next step in the journey is to select the data/minute/text usage for the duration of their contract. We created the 'Future Proofing' element, after research showed that most people went over their data usage, incurring extra costs in their bill. The 'Future Proofing' function avoids this from happening by taking the customer's current daily data usage (breaking this down into music, video streaming, social media and gaming, etc) and calculating their predicted usage over the next 24 months (the standard length of a contract). This is important as research is pointing to a 66% rise in data consumption year-on-year. (A.T. Kearney GSMA report, 2013)

Pin Point also includes a 'fast track' option for customers who know exactly what they want and simply need to purchase a package, allowing colleagues to make the process as efficient as possible.





IMPROVING COLLEAGUE/CUSTOMER INTERACTION.

Accessing the digital service on a tablet instantly transforms the way colleagues can interact with customers, allowing them to stand side-by-side, as opposed to having a physical barrier between them. This helps to tackle the challenge of gaining customer trust as it gives customers the power and control over the co-building of their own package.

We designed a clear, simple and distinctive user interface to help differentiate between the six stages of the customer journey. The design of the interface is key to building transparency into the transaction as well as having an interaction design that helps the customer and colleague keep track of where they are in the journey.



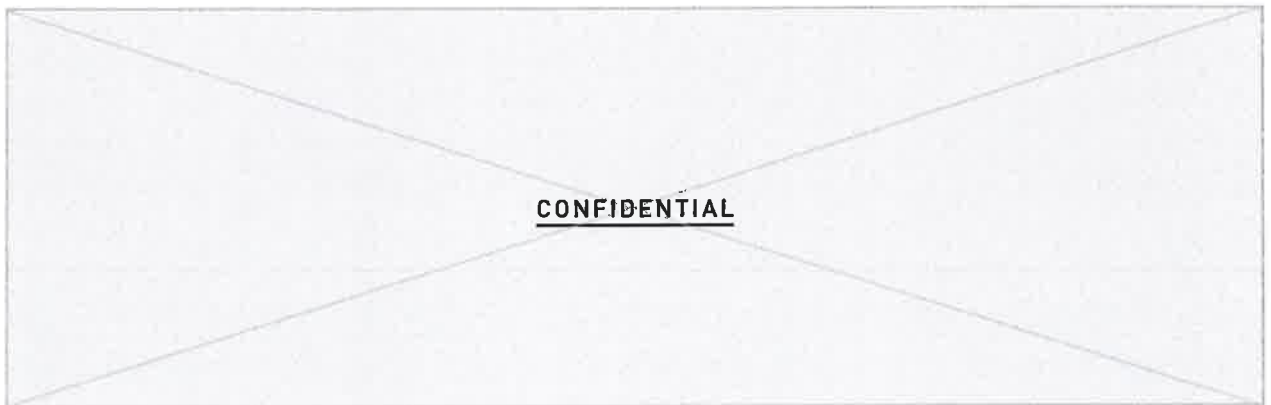
THE RESULTS.

Pin Point has surpassed all the points of the initial brief, delivering an outstanding customer experience.

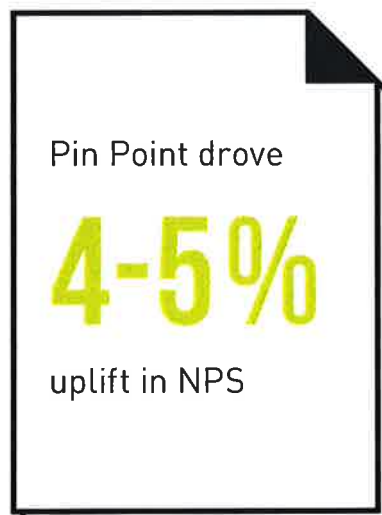


INCREASE IN SALES

IMPROVED CONVERSION RATES



IMPROVEMENTS IN CONSUMER ATTITUDES OR BEHAVIOUR



(Net Promoter Score – how likely a customer is to recommend Carphone Warehouse to others)

WHAT THE PRESS SAID...



Carphone boss Pin Points the firm's future on the high street

Monday 11 November 2013 12:29 pm

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Cheryl Latham
Deputy Business Editor. Passionate about tech, start-ups, women in business and quirky stories that don't involve pictures of cats.

Combining a digital sales process with an in-store experience could be a game changer on the high street, according to the boss of Carphone Warehouse.

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Carphone Warehouse uses tablets to boost sales and remove fixed tills

Monday November 11th 2013

By using tablet devices as sales tools Carphone Warehouse has dramatically increased the conversion rates of customers in its stores, which signals the removal of many of the fixed tills from its shops. By Glynn Davis



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Carphone Warehouse invests £10m to simplify sales process

27 September, 2013 | By Alex Lawson



BUSINESS REPORTER

DISTRIBUTED WITH [The Daily Telegraph](#) | [The Sunday Telegraph](#)

Management Columnists Investment Technology Sustainability Print Edition

Carphone Warehouse 'transforms' customer experience

13 September 2013 | By Matt Smith

The Carphone Warehouse is set to overhaul its customer experience strategy – a move which will include the introduction of a new online 'smart tool'.

The Each and Every Customer Counts campaign will see a 'complete transformation' of the chain's customer service, which includes a PinPoint-powered app on its website.

The Carphone Warehouse will also invest £10 million in TV advertising and social media activity, which is set to launch this weekend.

Marketing director Julian Diment said: "We were the guys that ultimately invented mobile phone retailing.

"This is a complete transformation using the power of our colleagues with the power of technology to make sure we are genuinely making the right recommendation based on the customer as an individual rather than 'here's some deals'."

3,000 specially-trained staff will man tablets connected to the online 'smart tool', which guides customers through choices of networks, tariffs, and handsets.



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Carphone Warehouse launches £10m campaign for in-store comparison tools

Fri, 21 Feb 2014 | By Sarah Vizard

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Carphone Warehouse is launching a £10m campaign to promote its new in-store tablet-based shopping service Pin Point as part of wider plans to improve its perception as a market leader in mobile phone retail.

Video: Carphone Warehouse's new TV campaign for its Pin Point in-store shopping service.

Carphone Warehouse - Pin Point Advert, Data Usage



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Carphone spending 'millions' on assisted sales tool Pinpoint

Written by Paul Williams

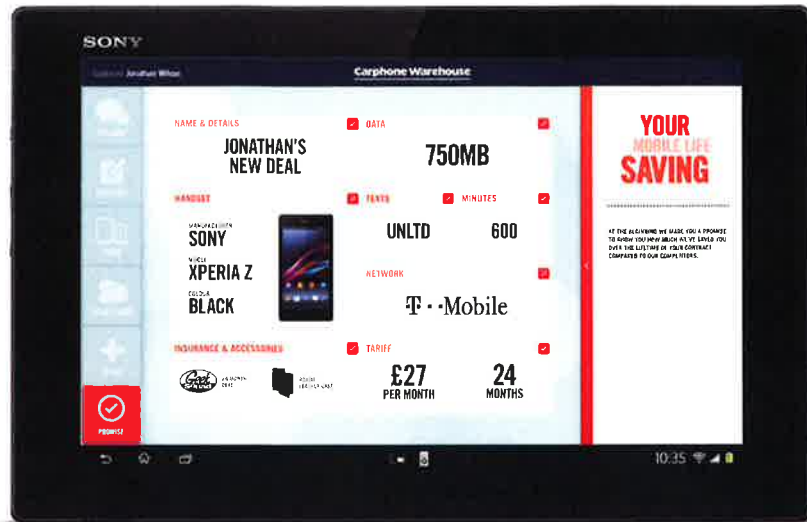
Photo: © iStockphoto.com/Photo: © iStockphoto.com/Carphone Warehouse Graham Rowland Mobile News Pinpoint

Retailer reveals it has spent £10 million on the service in the past six months, including £3 million on training store staff

Carphone Warehouse has spent around £10 million on its Pinpoint assisted sales tool and staff training for it, and revealed it will spend many millions more to continue this.



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06. OTHER INFLUENTIAL FACTORS

Business continued as usual, including typical new phone launches (iPhone 5s, iPhone 5C, Samsung Galaxy S4, among others).

A £10 million advertising campaign created by CHI in February 2014 featured Pin Point prominently as a key feature of Carphone's new branding (Marketing Week). The more expensive 4G tariffs were growing in popularity among consumers in the market. Carphone capitalised on this naturally, but sales were perhaps encouraged by the data Future Proofing element of Pin Point, mentioned in one of the CHI TV spots, which encourages customers to safeguard themselves against their likely future uplift in data use (note that the margin-per-unit and conversion increase stats take account of the impact of 4G tariffs).

The company has invested more than £10 million to roll Pin Point out to their 770 stores nationwide, and is investing a further £10 million to raise awareness.

Pin Point was soft launched in the lead-up to the busy 2013 Christmas period, but was officially launched, along with the new CHI campaign, in February 2014.

On-going updates to the design and UI were handled by Fuerte; Connected World Services (Carphone Warehouse) and Accenture were responsible for the original build and development.

Carphone Warehouse was recently awarded the 'Metapack Customer Experience Technology of the Year Award' for Pin Point at the BT Retail Week Technology Awards 2014.

07. RESEARCH RESOURCES

- Carphone Warehouse financial performance data
- A.T. Kearney GSMA report, 2013
- <http://yougov.co.uk/news/2012/09/11/tablets-nearly-double-2013/>
- <http://www.marketingweek.co.uk/trends/qa-carphone-warehouses-julian-diment/4007895.article>
- <http://www.mobilenewscwp.co.uk/2014/02/28/carphone-spending-millions-on-assisted-sales-tool-pinpoint/>
- <http://metro.co.uk/2014/03/17/carphone-boss-pin-points-the-firms-future-on-the-high-street-4620306/>
- <http://www.marketingweek.co.uk/sectors/retail/carphone-warehouse-launches-10m-campaign-for-in-store-comparison-tools/4009564.article>