Quinine DBA Design Effectiveness Awards 2019 Entry

HELLO LONDON

"Our new Showcase stores are about creating a destination where customers can explore our offer and speak to a real expert face-to-face; to solve any problems, charge their device, or just have some fun while immersing themselves in the latest gadgets. Our strategy is focused on the physical experience and the store visit, trying out our products and services and getting help from an expert in person. In our Showcase stores we're mixing technology with the personal touch to make customers feel as supported as possible."

-- Ettienne Brandt, Managing Director of Channels and Trading, EE

Industry Sector General Retailers

Client EE

Design Consultancy Quinine Design

O' Interior view of the front from the Westfield Stratford store

Executive Summary

EE operates in the complex and constantly morphing telecommunications market. A market valued at over £40bn, where companies who once provided a single service, have now extended their offer and operate in a multi-play marketplace (offering a selection of up to five network services: mobile, landline, broadband, TV and connected home).

EE is also operating in a challenging retail market, which is experiencing declining footfall, high levels of store closures and redundancies, as they adjust to the retail industry's omnichannel strategies.

In 2016 EE was acquired by BT and in 2018 they formally announced a new BT Consumer Division, unifying the two companies, which included BT's return to the high street, within EE's 621 stores.

The acquisition led to a requirement for a new store design, with a brief to position EE (with BT services) as a forward thinking, modern, digital brand. There was an implicit understanding around the complexity of bringing the two brands together and that integration of this scale would take time.

Given the complexity of the market, the store was designed to democratise technology and make it more approachable, simply and clearly communicating how EE's technology can 'make the everyday better'. To achieve this the traditional store layout was reconfigured and new touchpoints added in, to create an immersive environment which would facilitate different levels of conversations. The objective of the 'Showcase' store design was to showcase products and services alongside great customer service.



O Westgate Oxford store

Our design seeks to increase customer involvement and to create relaxed interactions between customers and staff and provides a space where customers can explore and interact with products and services.

EE opened five Showcase stores, with the first store opening in August 2017. A year on, the design is proving highly successful and outperforming the existing estate and the control stores on many levels.

In a saturated market, where even small growth exceeds the expectations of both the industry and the business, the Showcase stores are achieving XX%* higher conversion rates, XX%* higher contract values and they are attracting a larger proportion of new customers (+XX%)* and XX%* more younger visitors than other stores. Alongside, customer satisfaction (NPS) scores have increased by +XX* points taking EE into the 'excellent' band, and they have remained consistent throughout the period. As a result of the design, the brand is seen as more credible, as partner brands (Apple, Samsung, Google, Huawei) now present their products on the new EE fixtures, rather than insisting on the use of their own branded furniture. These brands are investing considerable budgets in promoting their products on EE's new Showcase 'stage', while other design interventions such as the 'highlight' display and oversized wall displays are encouraging XX%* higher levels of interaction.

Confirming the success and long-term (future) viability of the Showcase store design, EE is making considerable investment in the concept. They are currently in the first phase of the rollout, implementing the Showcase store format into a further 48 stores.

Design Fee: £ XX* Launch Date: August 2017

*REDACTED CONFIDENTIAL DATA

© The Showcase Stage brings together physical, digital and human experiences

Project Brief

EE commissioned us to create an engaging and effective store environment, a physical space that would help position EE as a truly modern digital brand. The design should showcase the best of EE and enable EE/BT crossselling by introducing EE customers to a wider selection of products and services. The concept would initially be trialled in five sites, with a view to the design being rolled out across the entire estate.

No specific numeric metrics were dictated in the brief. However, it was understood that the concept would have a commercial impact and that following review of the first sites, it was expected that the concept would be fit for rollout across the estate. The design would involve 30+ stakeholder teams. So, negotiating a new retail design with so many parties, whilst ensuring the brand vision was aligned, was complex. Following a strategic analysis of the brief with EE, we identified a number of objectives:

01 Increase visitor conversion rates
02 Increase the value of each customer
03 Improve the average transaction value
04 Drive new customers into the store
05 Increase in-store engagement
06 Improve customer satisfaction
07 Integrate BT services
08 Give customers reasons to make return visits

Market Context



O Traditionally presented at the front, device led offers are now located at the rear of the store

Retail

UK high street is suffering the worst year on record (2018) and there are no signs of this abating.¹⁹ These challenging times have resulted in:¹¹

• 2,692 store closures reported in the first 6 months of 2018, averaging 14 per day

• 85,000 retail jobs lost in the first 9 months of 2018

• Nearly 1,000 retail businesses entered administration in the first 9 months of 2018, a 73% rise on the previous year

• 8th negative month for UK high street (in-store) sales reported in November¹⁹

• In-store sales decreased -2.7% YOY in September, while online sales increased +11.7%

• Non-food retail sales also saw a greater decline than food retailing. A 2.4% (12-month total average) decline was reported in non-food sales, while food sales saw growth of +3.5% for the same period¹⁸

Telecommunications

EE's retail stores operate in a highly competitive and increasingly complex, high value telecommunications market.

According to Ofcom¹² in 2017:

• The telecoms market was valued at £35.6bn and the subscription TV market at £6.9bn. In a separate report, Ofcom valued the mobile phone services market alone at over £15bn a year (reported at £3.9bn a quarter)

• The average monthly spend on communications services decreased for the first time since 2013, -1.2% YOY

• Telecoms revenue fell by -1.1% YOY

In their latest annual reports²⁰ O2, Vodafone, Virgin and Sky all reported a decrease in their revenues.

Longer Contract Cycles

Contracts are generally 24 months (rising from 12 months), providing less frequent opportunities for retailers to attract customers.

Decreasing Device Sales

The global smartphone market contracted by 5.6% (between 2016 -17), according to Gartner, and is reaching saturation. Smartphone penetration is only set to grow by 4% to 92% (2017–23)⁷, as they replace feature phones in the market place. It is forecast that sales of mobile phones will see further decline, reducing -17.2% by volume and -11.4% by value between 2018-2023.⁶

In the UK Smartphone ownership rose from 17% (2008) to 78% (2018) and 95% amongst 16-24-year-olds. The market is reaching saturation, with the only segment still seeing any growth being amongst the elderly, as they switch to smartphones.¹²

Smartphone lifecycles are lengthening. Customers are retaining their existing handsets for longer. In the UK the average upgrade cycle of a smartphone rose from 20 to 29 months between 2013-17.⁵ A trend which is set to continue.

Dual, Triple, Quad or Quin Play?

Many major players in this market are moving into the multi-play market (offering up to 5 network services: mobile, landline, broadband, TV and connected home). The market is multifaceted, in terms of the breadth of offer from each retailer and customers' reasons for visiting the store (product and service information, billing and package enquiries, upgrade, purchases and repairs). Inevitably this has an impact on how each retailer communicates its offer and in turn the experience (the functionality and design) of their retail stores.

EE Background



O The power of the EE network is also communicated throughout the service areas in store

EE is the resulting brand following the joint venture between Orange UK and T-Mobile UK in 2010. EE is the largest mobile network in the UK with annual revenue approaching £8 billion, approximately a third of which is accounted for by their retail stores.

EE provide mobile, fixed line, broadband and digital pay TV services to 29.6 million customers. In January 2016, EE was acquired by the BT Group. With effect of 1 April 2018, BT formally brought BT and EE together in a unified BT consumer division, and BT announced that 'after 16 years away from the high street, they would be returning in EE stores.' There is some overlap between BT and EE, but XX%* of their customer base only have a relationship with one of the brands, thus providing cross-selling opportunities.

EE Market Share:10

Broadband Mobile 43% 28% With 23.1m subscribers, EE is the UK's leading Broadband share (BT 38% and EE 5%). With 8.6m broadband customers, they are the UK mobile operator. Their main competitors are O2 (26%), Vodafone (21%) and Three (12%). market leaders. Their main competitors are Sky (22%), Virgin Media (20%) and TalkTalk (9%). **Fixed line** Pay TV 38% Q0/ BT also command 38% of the UK home phone BT has 9% of the Pay TV market. Competitors market. Competitors are Sky, Virgin TV, TalkTalk are Sky, Virgin TV, TalkTalk and subscription and Post Office. services.

Our Design Approach

We were appointed for our in-depth industry knowledge and experience, having worked for a number of years with Orange and Everything Everywhere, as well as our broader experience and long-standing relationships with leading telecoms firms; Rogers Communications and Fido in Canada, and Comcast in the United States.

We view the store as an 'operational system' and design it to have impact on the business beyond the physical store environment. Our holistic approach considers a multitude of elements which work together to make the whole project a success. Whilst designing for the longer term, by considering each element individually, we are able to ensure the agility of the design, for roll-out and to flex and change in the future to move with consumer and market demands.

To capture an interactive mood and drive the in-store journey towards giving customers permission to try new products, we designed the new store experience around Confucius' words 'Tell me and I forget, teach me and I remember, involve me and I learn.' The Showcase stores reflect this sentiment as they, welcome customers in, inviting them to get involved with EE's latest technology and network innovations on mobiles, tablets and TVs. As well as testing out the latest handsets, customers get to try live products such as Google Home, Apple Watch, EE Live TV, BT Sports and VR headsets.

Reconfiguring the store and creating new design features like the Showcase 'stage', 'help hub', 'highlight' display and 'privacy booths', our design redefines the customer in-store journey and shopper missions to create an environment conducive to deepening the customer relationship via effective face-to-face and product interactions, through a design that works for the business, the brand, the consumer and the staff.



🖸 The Consultation Booth brings sales, product demonstrations and service together

The design is based around an aesthetic called 'show time', a theatrical design language which uses large scale proportions with dramatic lighting, which we incorporated into the design of the product displays and service experiences. The interior architecture uses the 'cathedral' principle with high ceilings that wow customers and create intrigue at the front and rear of the store, while lower ceilings at the centre create a more intimate space for face-to-face consultations.

Putting the EE brand first the Showcase design carves out a purer aesthetic for the brand that didn't exist in previous stores. Historically partner brands were showcased on their own fixtures, diluting the EE brand. As a consequence of the new upscale design, these brands (Apple, Samsung, Google, Huawei etc) were prepared to forgo their own retail identity and present their products on our new fixtures. As XX%* of visitors come in-store for Apple, the brand has a lot of clout, so the use of EE's fixtures by a market-leading brand like Apple was a major coup for the retailer.

We wanted to create a store that felt uplifting and cutting edge that stood out from the competition, whilst at the same time feeling warm and welcoming. We chose a simple colour palette of white and grey, and used large-scale graphics, digitally projected messaging and dramatic lighting to create a dynamic feel, whilst pops of brand colours and the use of natural woods and tactile soft furnishings in contemporary materials were selected to create a more domestic and welcoming ambience. This palette and materiality provide the brand with the perfect balance between warmth and technology.

The design takes into consideration that the telecoms market is subject to acquisitions and mergers. With this in mind we ensured that all of the fixed touchpoints are neutral, so if ever necessary, brand touchpoints could be economically changed or easily removed.

Design Interventions

In order to meet the objectives of the brief, we included the following design interventions:

01 Encouraging customers to browse the whole store

With devices (phones, tablets etc) traditionally placed at the front of the store, heatmaps from existing stores, showed that most customers check out handsets at the front of the store, then leave without visiting the rest of the store. Challenging the industry norm (and the stakeholders) we took the bold move of relocating devices to the back of the store. The oversized device displays feature backlit graphics and high-level signage, and are highly visible and encourage customers to travel through the space providing more opportunity to disrupt customers' in-store journey with new products and services displayed on mid-floor fixtures and around the perimeter. EE is the first mobile network store to adopt this layout.

D2 Providing a variety of spaces for different customer needs and conversations

Throughout the store there are multiple service touchpoints allowing customers to have different levels of consultations with EE advisors. Comfortable seating and round café style tables ensure that there is no hierarchy or barrier between the customer and staff, this helps facilitate open and relaxed engagement. Privacy booths allow for more in-depth and complex conversations as well as demonstrations, and visitors can experience the products and services first hand, the best way for them to learn about, and buy into EE's offer. This helps with 'on boarding' customers, leading to higher levels of conversion. If advisors are unable to answer queries customers can talk to off-site experts via tablets or TVs in the booths which helps achieve greater in-store resolution and satisfaction. Previously only used by advisors, customers now have access to tablets, which encourages greater exploration of EE's product range.

03 Improving the customer service experience and satisfaction

Gone is the traditional cash/service desk. Removing all physical barriers between staff and customers, staff have been equipped with tablets allowing customers to transact and get help anywhere in the store. Relocating service from the back of the store, the 'help hub' feature in the centre of the space, creates a focal point that places service at the heart of the design. With 360 degree access the 'help hub' counter has been raised to a height which subtly encourages customers to lean in, adopting a more relaxed stance that creates a less formal way of connecting with staff.

Give the customer reason to visit, and visit more often

The Showcase 'stage' at the front of the store provides a new space for curated brand experiences, which brings together the physical, the human and the digital. The 'stage' presents EE/BT's new products and services, as well as experiential takeovers by EE's partner brands (Apple, Samsung, Google, Huawei etc). These are manned by the partner brand's promotional teams, increasing the number of in-store experts and improving the customer experience. Changing every few weeks these promotional experiences are designed to create fresh interest, encouraging repeat visits and drawing in new customers, as the stage is visible from the street.

05 Creating interest and encouraging interaction throughout the store

The store is designed to create interest throughout. As XX%* of visitors come in store to check out devices, which are now located at the back of the store, this new layout provides opportunity to disrupt customer's journey en route. We introduced new mid-floor 'highlight' displays which feature benefit led propositions, double-sided they create a focal point and provide two opportunities to catch the attention of these customers. Around the perimeter the large product and service displays are also designed to attract attention; featuring live product they encourage greater customer engagement with the devices.

06 Designing a store fit for rollout

Our insight was to move to a ubiquitous size for all midfloor and wall displays to allow EE to quickly and easily remerchandise the entire store with less disruption and cost. Through testing and prototyping we found that XXmm* was the optimum fixture size to showcase a number of products and to accommodate two people shopping (customer and advisor) comfortably side by side. The XXmm* unitary has been adopted for rollout, enabling EE to go to market with the concept more efficiently and quicker than ever before. In the first stores, a few fixtures in other sizes were included to meet the partner brand's commercial requirements at that time.



Results Context

Data and research are from the period from October 2017- September 2018, with research of the first phase of rollout stores conducted in October 2018. Four of the five Showcase stores were retrofits into existing EE stores and the fifth was a new site.

Control Stores

Rather than examine year on year trading, where the external factors can be variable, the figures supplied by EE compared Showcase stores with a cohort of stores with a similar profile (location, size, footfall, consumer demographic and value to the business etc) over the same time period. Where indicated other figures compare the performance of the Showcase stores to the rest of the estate.

The results provide a commercially accurate measure, net of any market factors. These results were used by EE to determine the commercial viability of the concept for future rollout. Examined with a high level of business vigour they confirm the added value of the design to EE's business. All stores across the estate experienced the same level of advertising and marketing, both above-the-line and in-store. The only measurable difference, between the control stores and Showcase stores, is the store design.

Market Factors

In this mature and saturated market, which is currently experiencing little current technological innovation, (a key factor that has driven growth in the past), even small growth exceeds the expectations of both the industry and the business.

As other companies in the telecoms market do not have the same offer as EE, it is impossible to compare EE's results to their competitors in this marketplace. Market Context, found on page 03 provides background to this.

How the Showcase Design has Impacted EE's Business

In this highly complex market, worth over £40bn, the Showcase design has had a positive impact on many levels. As well as meeting the objectives of the brief and achieving higher results than the control stores, the new design has added value beyond the brief, attracting a larger, tech savvy, younger audience and greater investment by partner brands via in-store promotions, which are driving interest and sales, as well as strengthening relationships with these brands.

	OBJECTIVE	RESULTS
01	Increase visitor conversion rates	+XX%* higher conversion rate
02	Increase the value of each customer	+XX%* higher contract value
03	Improve the average transaction value	+XX%* increase in transaction value
04	Drive new customers into the store	+XX%* more new customers
05	Increase in-store engagement	+XX%* greater engagement with fixtures
06	Improve customer satisfaction	+XX* point rise in customer NPS rating and consistency
07	Integrate BT services	+XX%* greater awareness of BT Broadband
08	Give customers reason to return	The experiential Showcase 'stage' encourages repeat visits and attracts customers into the store

Each of the design interventions contribute to making the concept a solid proposition in its entirety. EE's Customers are impressed with the stores and find them warm, welcoming and high tech. Overall the five Showcase stores are on target for volume and value, with the majority of the stores exceeding the value business case.³ In relation to the level of investment, the ROI for Showcase stores is being paid back at a faster rate than the previous store concept.

A year post launch, the Showcase store design has added such value to the business, that EE are making considerable investment to secure the future of the physical store concept on the high street, which is now being rolled out at scale. In addition the Showcase 'highlight' display has now been implemented across the entire estate.

New interventions such as the Showcase 'stage', mid-floor 'highlight' displays and relocating devices from the front to the back of the store are highly effective, having a positive impact on customers visiting more displays, interacting with the store and awareness of EE's products and services.



O' Mid-floor 'highlight' display

Quantitative Results

01. Increased Conversion Rates¹

An increase of +X%* more purchase visitors/browsers are buying in Showcase stores. Whilst a decrease of -XX%* was experienced across the rest of the EE retail estate.

02. Average Transaction Value (Basket Value)

YOY the Showcase stores have shown an +XX%* increase in the average transaction value (basket value).³ There has been a positive change in the make-up of EE sales post the implementation of the Showcase stores concept, with the more valuable 'pay monthly' contract sales and 'upgrade' account sales, showing the most growth.



04. Visitors are Demonstrating

Store's New Features

live devices).1

Increased Engagement with the

XX%* of visitors are browsing the live

device displays, which is XX%* higher

than the wider estate (which also has



03. Higher Levels of New Customers are Purchasing

Showcase stores are attracting XX%* of new customers +XX%* more new visitors than the rest of the estate. While this figure stands at XX%* across the rest of the estate. A positive move away from the current dependence on existing customers. We are even seeing a small increase in the number of planned visits to the store up +XX%* to +XX%*, which also supports the rise in consideration of the brand, or the customers' choice to have face-to-face discussions with the store's advisors.¹

05.Increased Mobile Contract Value¹⁵

+XX%* increase in contract value in Showcase stores, in comparison to the control group of stores. Outperforming the control group which saw YOY decline of -XX%*.

06. The Overall Store Experience is Delivering an Improved and Consistent NPS (Net Promoter Scores) ^{1,3}

The industry-wide standard metric of NPS Scores (used to measure customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand) have improved by +XX* points in Showcase stores, taking the stores from a 'Good' to an 'Excellent' rating, while the rest of the estate has seen a drop of XX* points. Scores in Showcase stores have not only improved, but they have stabilised considerably YOY, demonstrating a consistent in-store experience.

07. In-Store Displays Have Helped with the Integration and Awareness of BT's Broadband Service

+XX%* increase in awareness of BT broadband in Showcase store in comparison to the main estate.¹ BT broadband is promoted via oversized perimeter displays with large scale graphics and clear signposting, demonstrably improving customer awareness.

08. The Showcase Stage Gives Customers a Reason to Return and is Building Relationships with Partner Brands

Drawing in customers, the 'stage' promotions have been a huge success and partner brands are continuing to invest, so Showcase stores now have a rolling calendar of events in place encouraging visitors to come back to the store.

Specific Brand Promotions on the Showcase stage

In one specific promotion a London Showcase store reported sales an incredible +XX%* higher, for the handset featured on the 'stage', in comparison to the rest of the London retail estate.

According to customer research, the Showcase 'stage' has created a focal point, which customers are keen to see amplified and even more interactive.³

In the same promotion all Showcase stores reported an uplift in sales, and an increase in brand share of between XX%* and XX%* during this specific promotion. The promotion improved brand awareness and was fun for customers and staff. The brand expressed desire to extend the duration of this activity.

Added Value



O The Showcase Stage enables EE to strenghten relationships with partner brands

From the results it is clear that the design is providing further added value beyond the objectives of the original brief.

Strengthening relationships with partner brands

The Showcase 'stage' is proving to be good for EE's partner brands and good for the business. Branded partner promotions on the Showcase 'stage' have strengthened EE's relationship with all of their partner brands using this space. These brands have made a XX* investment to bring new products to life on the 'stage' at the front of the store.

In addition to boosting EE sales, EE is gaining great incremental value as their partner brands invest in delivering branded promotions via the Showcase 'stage'. The 'stage' drives promotion specific sales which have a halo effect, driving wider brand sales and brand engagement for EE's partners. For the next phase of rollout of 48 stores, this could potentially account for an additional several million pounds of in-store promotional investment per annum, investment made by the brands, which doesn't come out of EE's budget.

The showcase design is proving attractive to a younger audience

XX%* of visitors to Showcase stores are in the 16-44-year-old age category, compared to XX%* across the rest of the estate.¹ It is believed that the visual perception of the store has had a strong impact on attracting younger visitors into Showcase stores, as qualitative research reports that the Showcase design is 'reminiscent of flagship tech stores'.

Reconfiguring the store has helped cut pilferage

The design has contributed to a reduction in theft, due to the relocation of devices from the front to the back of the store.

Qualitative Results¹

The Showcase store design is rated highly by customers, who are impressed with the design and feel that it offers them an elevated experience, which exceeds their expectations of a 'phone shop' and is reminiscent of flagship tech stores. Live handsets support this association and suggest a place to experience, rather than just buy.

Insights highlight that Showcase stores are more welcoming, warm, bright, futuristic and high tech, with customers loving the booths for consultations with advisors. The clever use of lighting plays a big role in creating a store which feels fresh, cool, modern, high-tech and premium, whilst simultaneously creating cosiness without darkness.

The Showcase stores are seen as engaging, with interest and intrigue created by the different areas/zones and installations. They are also seen as inviting with the open layout, soft seating and the promise of interactivity.

The store's layout is described as 'spacious and relaxed' which is seen to improve the mood and ambience. It feels uncluttered, giving customers the space to browse and move around without feeling crowded. This is proving especially valuable to families, as it allows room to push a pram or walk round easily with kids. The new Network Checker and Product Finder as seen as 'cool' and useful experiences.

Post Showcase Stores Activity



O Fixture design required value engineering for rollout at scale

Retained by EE

The Consultancy has been retained by EE to work on all retail projects including Showcase store designs.

Showcase Design Rollout

Following the success of the first Showcase stores, EE have committed to the next phase of investment with the rollout of 48 stores. Bucking the current negative retail trend, EE are planning to open new stores, as they work towards their ambition of providing 95% of the population with access to an EE store within 20 minutes' drive.

Design continues to play an important role. The design required value engineering for rollout at scale, which in turn required an in-depth understanding of the design to ensure that the intrinsic look and feel and all operational elements were retained, so that there would be no impact on the functionality or on the customers store experience, nor on the longevity of shopfit. We achieved a design where there is minimal perceivable difference between the initial five stores and the rollout, and where the concept retains the materiality and the longevity of the original Showcase stores.

Qualitative Research Results on the First Rollout Stores¹⁶

Customer and staff research was conducted in the new Tamworth and Luton Showcase stores in October 2018. Staff have received 'overwhelmingly positive local feedback as customers comment that the design and colour scheme feels lighter, more contemporary and a better place to visit. In Tamworth some customers were audibly 'wowed' as they entered. Customers used words like: fresh, modern, clean, interesting, minimalist, welcoming, colourful, bright, airy, relaxed to describe the store design.

The research finds that the layout of the new store facilitates greater customer browsing and alleviates previous congestion issues. Staff have noticed that the store is attracting a younger profile. In Tamworth they commented that Apple is better located at the back of the store, as there is no theft and in both stores they have noticed an increase in traffic to the 'highlight' displays.

Extending the Commercial Impact of the Showcase Design Across the Estate

EE wanted to inject a commercially effective element of the Showcase design into the entire estate (including Sainsbury's concessions), with minimal disruption to the 621 stores. Proven to engage customers in the pilot stores, the mid-floor 'highlight' display was chosen. The design was value engineered to save time and money in manufacturing and on logistics and installation. Adjustments were made, without any impact to the aesthetic. In addition, the display is able to facilitate a range of visual mediums, from a digital monitor, illuminated print (fabric graphic) and printed graphics, with the ability to incorporate new graphic solutions, futureproofing the display. The new mid-floor 'highlight' displays installed in EE's 621 stores will also become part of the Showcase design refit.



O The Content Champion zone promotes the network and gives customers more reasons to go into the store

Influencing Factors

Influencing Factors

Although the Showcase stores have seen great success, there are some factors that have limited their full potential. Even under these conditions, the Showcase stores have performed beyond expectations.

Existing IT Systems

The Showcase stores worked with various legacy (existing) Retail IT systems, as used by the rest of the estate, therefore no advantage was gained in this area.

EPoS Technology

The design of Showcase stores has at times been let down by Electronic Point of Sale (EPoS) technology. XX*. As a consequence, EE have now allocated a further XX* for development of digital, to put a robust digital roadmap in place which support staff and give customers the best possible experience in-store.

Staffing

XX*

Competition

While the launch of new technology was previously considered the main risk in the market, in the period 2016-2018 increased competition was expressed as the top risk (up +16%) being cited by 76% of executives from the world's global telecoms companies.⁸

Market Trends

The company's business is impacted by a number of internal and external factors including the regulatory environment and competitive environment in which it operates - where there is possible disruption by and consolidation (mergers and acquisitions) between existing mobile network operators and other services providers seeking to strengthen their market position and new mobile virtual network operators entering the market.²

Sources:

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- 5 The Guardian 1 Sept 2017 Dixons Carphone
- 6 Euromonitor Mobile phones in the United Kingdom August 2018
- 7 Deloitte, UK Smartphone penetration 17 Jan 2018
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- 9 EE INSIGHT Jan 2018
- 10 BT Annual Report 2018
- 11 Centre for Retail Research and BBC Breakfast
- 12 Ofcom Reports including Communications Market Report 2 August 2018
- 13 EE Showcase Stage Activity Results May 2018
- 14 EE Showcase stores Trial Store Research Nov 2017
- 15 EE Supplied figures
- 16 EE Store Layout Survey (Qual) 3 October 2018
- 17 EE 621 Stores 405 company ownAed, 124 franchise, 89 shop-in-shop and 3 pop-ups.
- 18 BRC/KPMG Retail Sales Monitor 2018
- 19 BDO High Street Sales Tracker
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Retail Experience Consultancy







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