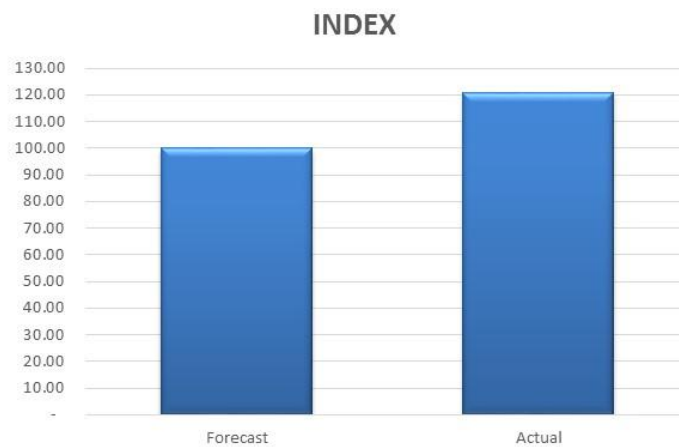**TOPIC:** Integrated Systems Implementation On The NFL's Biggest Stage

OVERVIEW:

The following case study highlights the details to the successful implementation of multiple IMS systems on the NFL's Big three events: NFL Experience, Pro Bowl and The Super Bowl.
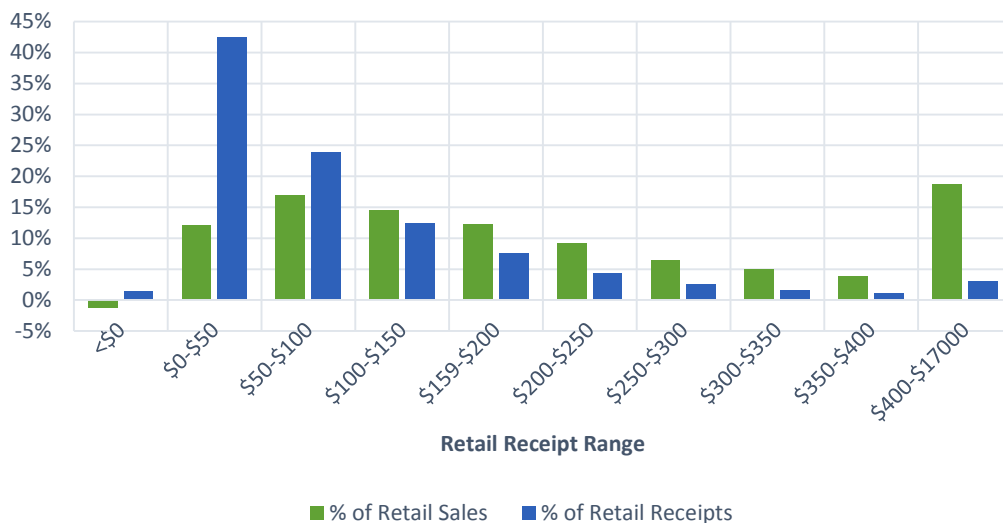
RESULTS:

Actual Retail Sales beat forecast by 21%+ for the 2 week event.

INDEX

ADDITIONAL INSIGHT:

42% of Retail Receipts were between $0-$50, but this segment only contributed 12% of Retail Sales
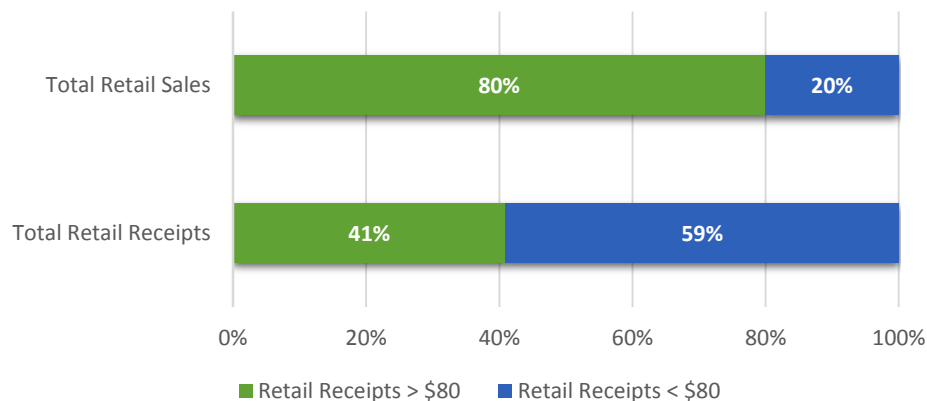
Retail Sales & Receipt Segmentation

As expected, the majority of Retail Sales came from a minority of Retail Receipts

Retail Receipts > $80 = 41% of Total Retail Receipts & 80% of Total Retail Sales

	Retail Receipts > $80	Retail Receipts < $80
Total Retail Sales	80%	20%
Total Retail Receipts	41%	59%

BACKGROUND:

A longtime customer, one of the world's leading concessionaires, secured IMS to manage one of the most complex, business critical Retail Systems installations in the customer's history. The customer, having managed numerous retail "pop-up" implementations of somewhat similar impact, e.g. MLB Fan Fest, was familiar with the typical logistics challenges any large-scale retail pop-up presents:

- Multiple locations
- Temporary network
- Inconsistent to non-existent Wi-Fi
- The need for agile hardware and systems that may be changed and moved at a moment's notice
- Easy cashier experience

Historically, the customer used a combination of the following hardware-software to accommodate similar "pop-up" operating environments:

- Traditional cash registers
- Cash boxes
- Non-integrated credit card terminals that could accept credit card payments in a "store and forward" mode

THE CHALLENGES:

The customer recognized they were not maximizing sales and business value due to inefficiencies in pre, during and post event(s) workflow; lack of data visibility for accurate planning, forecasting and resource allocation; lack of operator accountability; and lack of in-event(s) inventory control and management. With this in mind, the customer presented IMS with the following set of challenges-requirements:

- Logistics
  - A two (2) week selling period
  - 57 inventory locations spread across 12 physical locations
    - Convention Center
    - 5 Different Hotels
    - 1 Bowling Alley
    - NFL Central
    - Inside Stadium
    - Multiple tents-trailers outside of Stadium
  - Temporary network
  - Public Wi-Fi
- Systems
  - Work with existing systems and workflows (Retail Pro® is the customer's retail POS and inventory management system)
  - Utilize hardware that can be re-deployed to permanent customer locations post event
  - Gain efficiencies in item-data workflow
    - Set-up, input, ordering, vendor management and utilization, pricing management, and post event analysis
  - Gain better in-event(s) item and overall sales visibility
  - Provide integrated credit cards
  - Process cash sales in the event of a network failure
  - Process credit card sales in the event of a network failure
  - Manage inventory in real-time on a location and sub-location basis
- Showcase use of the latest technologies
  - Cloud hosting
  - Apple Pay
  - NFC
  - EMV-ready customer facing terminals
  - In-venue fan engagement
  - Tablets
  - Smartphones
  - Wireless
- Timing
  - A purchase order(PO) was authorized 6 weeks prior to the proposed opening event day, and 14 days prior to the first un-scheduled event

THE IMS APPROACH:

Understanding that Planning would be critical under such unusual timing constraints, IMS and the customer engaged in IMS's planning framework.

IMS, utilizing these requirements, planned our implementation utilizing our 5Ps process

IMPLEMENTATION HIGHLIGHTS:

Approach (Planning)

The implementation was designed to maximize sales opportunities and data visibility while minimizing fixed workstation commitments. IMS utilized an optimal mix of fixed workstations (traditional and tablets) and mobile (tablet and handheld devices) deployments, set up to accommodate inconsistent network access.

Systems (Product):

The need for Systems and workflow flexibility and agility required a multi-systems implementation.

1. Retail Pro®
   - Serve as master inventory management and reporting system-of-record
   - Set-up enabled stand-alone operation, network independence and transaction speed
   - Deployed in a Cloud-hosted Environment
     - Historically hosted in a server-onsite environment
   - Deployed in 66% of the front end POS deployments
     - Installed on traditional Panasonic POS hardware (Windows OS)
   - Software license: Monthly rental
2. e Mobile POS
   - Deployed in 34% of the front end POS deployments
     - Installed on a iPad Minis, and iPod Touches with Honeywell sleds (iOS)
   - Integrated to Retail Pro® inventory management back of house functions
   - Cloud hosted
   - Native application enables stand-alone operation and network independence "offline mode"
   - Software license: Monthly use SaaS model
3. Cayan™ Payments
   - Acted in gateway mode for credit card processing
     - Retail Pro®
     - e Mobile POS
   - Utilized Genius devices
     - NFC enabled
     - Apple Pay ready
     - EMV ready
     - "Store & Forward" credit card capability enables offline mode
4. STADIS© Fan Engagement Platform
   - Integrated with Retail Pro® and e Mobile POS
   - Utilized ticket card stored value and item-level engagement subscriptions
   - Cloud hosted
   - Software license: Monthly use SaaS model

Process

An integrated (Client-IMS) Project Management approach was a critical component of this project, both from an overall milestone and task responsibility and completion perspective. This was particularly helpful during periods of NFL mandated change, and/or logistical challenges or changes once onsite.

At IMS's recommendation, our customer coordinated with key vendors to utilize automated methods for data entry and tagging. This minimized onsite manual tag printing and application for the majority of inventory.

A mixed environment of IMS personnel and the customer's technology personnel were used to handle all systems' implementation. Specific assignments, roles and responsibilities were managed by IMS to ensure seamless workflow.

People

IMS technicians displayed an intimate knowledge of systems as well as client business processes and responsibilities. Multiple situations arose where IMS stepped into non-system roles to accommodate unplanned requirements and requests.

Systems operations training followed the normal "train the trainers" requirements, equipping those who would then train front line personnel, including non-profit organizations (NPOs). Supporting training materials were prepared by IMS for on-the-fly prep.

Communication (Promotion)

Normal operating procedure related to points of contact and in-event communication.

EVENT(S) HIGHLIGHTS:

Fan Engagement & Sponsor Activation

STADIS© Fan Engagement and Apple Pay operated flawlessly and drove high, favorable Word of Mouth. Onsite Sponsorship activation was in full force as STADIS© rewards were activated on Apple Pay signup. Stored Value and item level rewards were used with select ticketed customers as determined by the NFL. Activation, Engagement depth and purchase visibility were measured and reported.

Conversion Rates

Overall conversion rates as a percentage of attendance (for all events) were considerably higher than forecasted. This resulted in the early deployment of tablets that had been earmarked for activation during the Super Bowl.

Post event Data obtained from this deployment has already resulted in more accurate forecasting and resource planning for upcoming events.

Network Impact

Delays in network installation resulted in rescheduling POS deployments and redeploying resources to non-systems activities. As expected, network (both wired and wireless) was inconsistent depending on physical location. Having devices ready to work in offline mode and accept credit card payments in store and forward mode keep lines moving at optimal speed.

Network Impact on Data Management

Network variation had an impact on Item Level Data Management, specifically related to onsite tagging of new inventory. IMS recommends moving forward with more strategic use of vendor supplied UPCs in conjunction with System generated item barcodes, along with more strategic use of System on screen pre-sets. These steps will ensure higher scan-through rates, improved speed at checkout and better item level visibility for more accurate planning,

Operator Training

Redeployment of Client-IMS resources and personnel due to network and business demands resulted in late Systems-use training. Use of NPOs resulted in inconsistencies in system knowledge and operation. Basic skills were sufficient, but challenges occurred when using multiple tenders, i.e., credit card and gift cards, or credit card and sponsor cards. IMS recommends creation of targeted training materials including videos acceptable on home screens. Focus specific training time for "train the trainer", as well as more robust group training when high quantity of NPOs involved.

SUMMARY:

This implementation was recognized as a success by all participating parties, especially when considering the tight turnaround from PO approval. Clear lessons learned and opportunities for continued improvement can be applied to "pop-up" opportunities as well as full-time customer implementations.