Driving sales and customer satisfaction with optimized scheduling

Quick facts

Company: Victra

Industry: Retail

Employees: Nearly 6,000 in 47 states

Headquarters: Raleigh, North Carolina

Learn more about Victra at victra.com

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Victra has made a prominent place for itself in the wireless world, though chances are you never knew it by name. As an exclusive agent for a major wireless carrier, its employees strive to provide its customers with the same experience in its stores — all 1,200 of them across the United States — that they would receive in a carrier-operated location.

To achieve this goal, David Gaminde, vice president of operations, knows the importance of strategically staffing and scheduling their 6,000 employees at the right times to provide the best customer service and yield greater sales results. Here's what David had to say about Victra's situation, results and experience partnering with ADP® to better manage their workforce:

Manual scheduling — a bad call

Prior to working with ADP, Victra had a manual scheduling and budgeting process that was very inefficient and wasteful. Overtime spending was a concern and hard to manage using existing systems and methods for scheduling.

"We discovered that some of our stores overstaff and some understaff, so we needed to balance them out. We also want to make sure that our managers are scheduling our best people at the busiest hours and days to provide the best guest experience. Finding a workforce management tool to help with these challenges was a big need for us," said David.

Associate, guest and executive satisfaction were on the line

Victra set ambitious goals for the project that would significantly improve satisfaction of everyone impacted. For its store guests, it wanted shorter wait times, with hopes of an improved Net Promoter Score (NPS) and wanted to be able to schedule top performers at peak guest shifts and reward them accordingly. Finally, it set many workforce management and business goals, from improving sales and associate productivity to reducing overtime, labor costs and compliance risks.

Real clients.
Real ROI.

4.5%
Increase in customer conversions

300+
Hours saved through a complete integration

6.5%
Increase in Net Promoter Score (NPS)

0.7%
Decrease of customer in-store time, meaning faster close times

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Victra called on ADP for help

"We chose ADP optimized scheduling because we wanted to better serve our guests and find some efficiencies in regard to how we pay for our labor. We were already using ADP to pay our people, and we liked that there was an integration available to help them track their own hours. We have a great relationship with ADP," said David.

ADP proposed a retail workforce optimization solution that included robust labor forecasting algorithms, a tailored budgeting solution to meet Victra's desired method of controlling labor spend, and a powerful scheduling solution that could help store managers more easily generate quality schedules — with the right people, in the right place, at the right time, for the right cost.

"We are using the optimized scheduler to create the schedules for every one of our locations. So, even those locations with very few employees, we're still trying our best to make sure that we are staffed to the highest level at the peak times and days. We're also excited to be able to track conversion in our stores very closely. We wanted to ensure that whatever product we chose could allow us to see which employees were best at closing a sale, and that we could then schedule those employees at our peak hours. ADP's optimized scheduling solution lets us do that," said David.

The benefits of ADP optimized scheduling are loud and clear

Victra and ADP conducted a pilot of the solution in a subset of the stores, and those locations enjoyed an astounding 4.5 percent increase in customer conversion. Together, they calculated that results like those, across the entire business, would lead to millions of dollars in incremental sales, a tremendous ROI alone. But it gets better.

"The conversion results alone represent numbers that are fantastic! And in some of our stores, we have already seen improvements on our net promoter score — up to a 6.5 percent increase. That's important to us because it shows that we're doing a better job scheduling the right people at the right hours — we're strategically making sure that people who are good at converting prospects into customers are working when they should be," said David.

One of the top benefits that ADP optimized scheduling provides is transparency. Victra had limited visibility into how managers were scheduling their teams, and if they were following sales guidelines. "We are now able to see things that we didn't have the ability to see previously, dig into the labor needs of the business and make sure that our stores are following them. It's that openness that the system provides that we just didn't have before. I have to give a hats off to the ADP team and our internal analytics team. We now have sophisticated reporting that allows us to really drive our business the way we want, and it just keeps getting better," said David.

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I've been in the business for a while, and I can say this with sincerity — I'm not sure that I've ever experienced the support from any other vendor that comes close to the level of what I've received from the ADP team. I'm extremely pleased.

David Gaminde
VP of Operations

The right people, the right products, the right call

Victra certainly had the right person on the right job at the right time when it chose David to lead the charge. The process he managed that eventually led to the selection of the right product and a wildly successful implementation was clearly the right call on his part.

ADP, and its retail industry experts, were the perfect partners, diving into the business, demonstrating commitment to Victra's and David's success, and being innovative with how they could implement the solution to meet the unique requirements of the business.

David concluded our call with one more sentiment, "If someone was looking into a workforce management tool and really wanted to get off to a good start, I would tell them that ADP is a partner that can make a difference. It's a great move and they will get the support they need throughout the process to help make the rollout much more efficient and effective. Our workforce management tool would still not be rolled out if we had not gone with ADP — I believe that with all my heart."

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