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# Store Labor Management Benchmark Results

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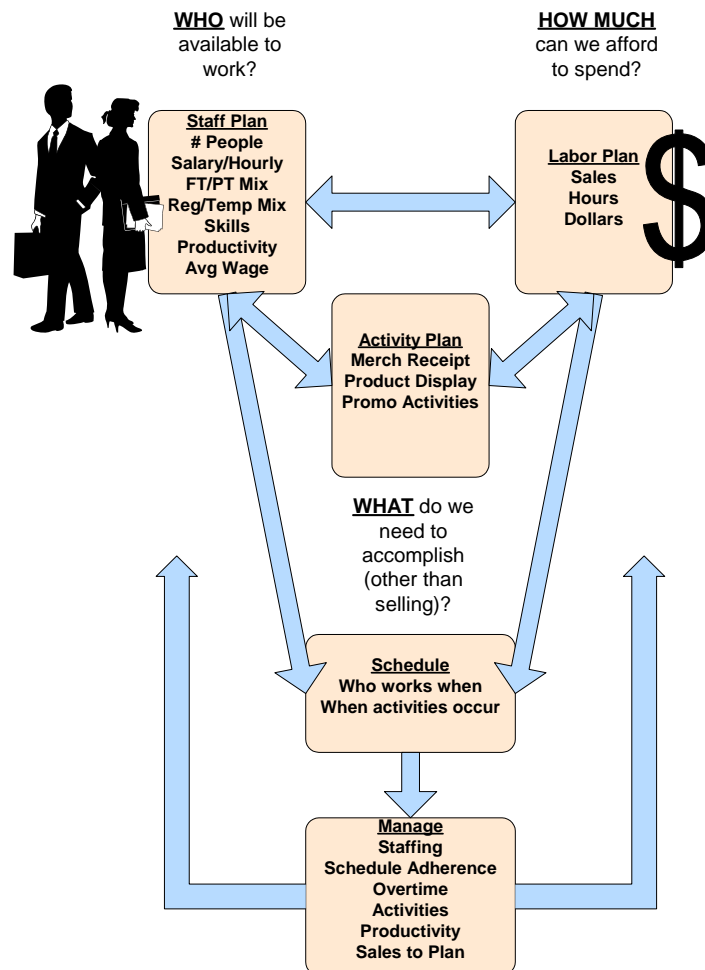
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## Benchmark Overview

This is the inaugural year of the RETAIL REVELATIONS™ Store Labor Management Benchmark. This benchmark is designed to identify the key processes that impact labor efficiency as well as the related process characteristics or “best practices” associated with chains that achieve the most efficient labor results.

The benchmark process included corporate analyst interviews, mystery shops, and store associate employment interviews. The primary component, the analyst interview, consists of questions in five primary activity clusters across three functional areas: finance, human resources, and store operations. The activity clusters considered are staffing, scheduling, training, activity planning, and labor planning. The activities are related as depicted below. A more detailed description of the process concepts (Store Labor Benchmark Concepts) is available in the library at [www.retailbenchmarks.com](http://www.retailbenchmarks.com).



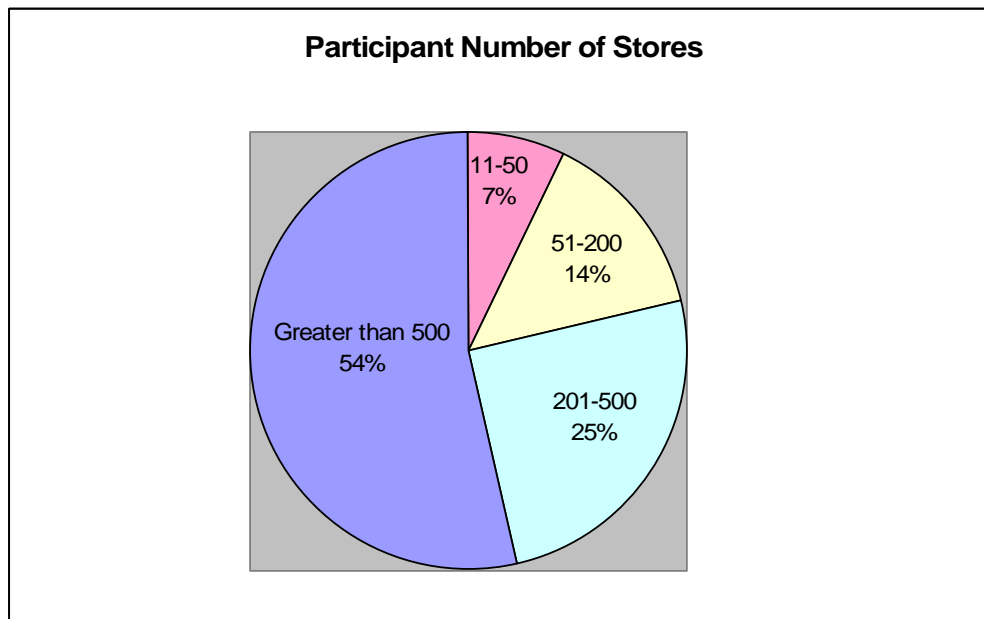
In addition to the analyst interviews, which covered all topic areas, mystery shops were conducted at every participating retailer to benchmark in-store customer experience and validate certain processes. Finally, employment interviews were conducted with each benchmark participant to gain additional insight to the store hiring process from the prospective employee’s viewpoint.

## Benchmark Participants

There were 28 retail chains benchmarked in three retail sectors: specialty apparel (referred to as “apparel” throughout the remainder of this report), jewelry, and sporting goods. There were 18 apparel chains, 5 sporting goods chains, and 5 jewelry chains included in the benchmark. Participants were not required to respond to all questions; as a result, not all responses are available by all retail categories.

Participants in all RETAIL REVELATIONS™ benchmarks are guaranteed anonymity; therefore names are not listed. However, characterizing responses are provided in aggregate in Appendix B, which will provide detailed insight to the type of retailers that participated. These characteristics are highlighted below:

- 92.9% of participants considered themselves neither discount nor luxury retailers
- All participants considered themselves national retailers within the United States
- 25% had international business (outside the U.S.)
- 75% classified themselves as non-gender specific, 25% targeted women, none targeted men
- Only 7% operated any franchise locations
- About half expected to grow 10% or more in the next year
- 64% were primarily located in malls
- 82% conducted sales over the internet
- 29% had catalog businesses
- Mean annual sales for participants last year was approximately \$1.7B
- Participant chain’s number of stores were dispersed as shown below:



**Figure 1: Participant Number of Stores**