



Barneys New York is a luxury specialty retailer renowned for having the most discerning edit from the world's top designers, including women's and men's ready-to-wear, accessories, shoes, jewelry, cosmetics, fragrances, and gifts for the home. Barneys' signature sense of wit and style is manifested in its creative advertising campaigns, original holiday themes, and celebrated window displays. Today, Barneys New York operates flagship stores in New York City, Beverly Hills, Chicago, Seattle, Boston, San Francisco, Las Vegas, Los Angeles and Scottsdale along with a preeminent luxury online store, Barneys.com, as well as 25 other stores and outlets across the United States.



**Kevin Thompson**  
 Vice President  
 Customer Experience &  
 Development

**Before HeadCount, the Barneys New York traffic and conversion program was purely 'observational' – no one was really using it.** When Kevin Thompson, Vice-President of Customer Experience and

Development joined Barneys New York several years ago, the company was already tracking traffic in some of the stores and managers had access to all the data. Yet nobody was really using it. In fact, as he started looking into the program, he realized that some stores' traffic counters were malfunctioning and it had been that way for years. Thompson refers to this earlier traffic and conversion program as "observational" because, although people could look at the data, no one really knew what to do with it.

**Customized daily scorecards motivate, excite and inform staff from the CEO to store associates.** When Thompson switched vendors and partnered with HeadCount, he was able to achieve his vision of a customized daily report that would be a valued resource for everyone from the CEO to store associates. Thompson was inspired to completely overhaul the reporting that he believed was at the heart of the traffic and conversion program.

"Universally there's a hunger for our managers to understand their business more in depth. They want to be able to figure out the areas of opportunity, but I don't think historically we have provided them with the right tools. Our HeadCount scorecard is one of the right tools," he says. "Everyone who gets it loves it. Universally."

According to Thompson, the accessibility of the data is what gets people excited – the reports have been very motivational. "It was one of the key reasons we decided to work with HeadCount in the first place," he says. "The opportunity to create our ideal reporting was fantastic," says Thompson.

**Uniquely branded daily scorecards increase acceptance and efficiency of the Barneys New York traffic and conversion program.** “Now store managers actually wait to get the report to do their scheduling for the day and to map out their teams,” says Thompson. “They want the HeadCount Daily Window Report in their hands,” he says. The Daily Window is the name Thompson gave to the daily scorecard that he worked with HeadCount to evolve so it would match the Barneys New York corporate website called the Window. “The Window is our editorial landing page. I wanted to communicate esthetically the same way, with the same style and the same methods of communication for our reporting. When you are trying to shift the culture of the company you have to do that on every level,” says Thompson. The traffic and conversion reports match the corporate branding, which makes them feel familiar to Barneys New York staff – it includes the Barneys New York logos, the same colors, fonts and overall look and feel.

**HeadCount ‘Deep Dive’ sessions and customized scorecards inspire staff to look at data differently and see their business in new ways.** Beyond the brand, The Daily Window content is accessible in a way that data never had been before. Before HeadCount, Barneys New York had access to plenty of reports, but none of them could be changed – ‘what you see is what you get’ reporting. When Thompson started he actually trimmed down the number of reports to try to make the reporting more accessible to staff but he acknowledged that “having the data feed set up and actually using it are two different things.”

In 2013, HeadCount brought the reporting alive through teleconferences with all the stores. “It was a really helpful and insightful introduction of what was going to come from our relationship with HeadCount,” says Thompson. “We could tell Headcount was going to be a great partner, someone we could call on to help us dive in and really look at the results in a whole new way and pull out insights,” says Thompson.



HeadCount traffic and conversion reporting isn’t about logging in and pulling down spreadsheets or standard reports. “What is truly exciting for everyone is that we can look at the data differently and the information was so easy to understand,” he says. HeadCount reporting was an eye-opener for Barneys New York. There is no more ‘hmm if I look across the page at all the columns – what does it mean?’ “There just isn’t any of that with HeadCount reports. There is an ease to it and an immediate comfort level,” says Thompson.

**The Barneys New York Daily Window has driven efficiency and new conversations about performance metrics never discussed before.** Thompson says Barneys New York has experienced greater efficiency as a result of customized reporting in the HeadCount traffic and conversion program. With stores where managers have had a chance to really sit down and dig into the data, the program has had an impact on many levels. It gives Barneys New York managers an opportunity to go out and speak to their teams about

key performance indicators and metrics that they've never talked about before. "If you hand a spreadsheet of numbers to a sales associate it doesn't mean anything. Having the Daily Window makes it easy," says Thompson. "I just visited one of our stores and was able to sit with the store manager and department manager and suggest we pull out their schedules to look at them alongside the Daily Window. We could all look for areas of opportunity," he says. "There was instantly a shared understanding, a common language, and an opportunity for communication buy-in."

**Customized traffic and conversion reporting is an excellent staff training and communication tool.** The Daily Window is all about planning the day ahead, looking at what to expect and understanding what's going on in other stores. It's much more forward-thinking than a spreadsheet that merely reports results. Barneys New York has included ad campaigns, store events and notes windows unique to every store. "Most of the stores are printing the daily scorecards out and have them at the employee entrance – as soon as employees walk in they pick up the first page of the report and they know what is going on company-wide. They have never had insight into that before," says Thompson.



**Without having a traffic and conversion program, you are risking not being around much longer.**

Thompson made sure that all Barneys New York stores had the traffic and conversion program and their own customized reports. Thompson's commitment to 100% participation was not so that they could compare stores – they have widely varying store formats and sizes, from a multiple-storey store on Madison Avenue to a smaller co-op store in Santa Monica. It was to ensure the entire company could be part of the same conversation and

contributing input to the overall numbers and topline analysis. And, most importantly, Thompson wanted to ensure that all Barneys New York stores had access to data-driven insights to drive sales. Thompson thinks any retailer who doesn't have a traffic and conversion program is risking not being around much longer. "It's true. This is stuff you have to understand to succeed," he says.

**HeadCount is creative, cost-effective and efficient.** Thompson says HeadCount is very creative in terms of service and solutions and, yet, is also very cost effective. "Without a doubt, compared to what else is out there in the marketplace, the HeadCount traffic and conversion program is remarkably affordable," he says. Even when building out customized reporting, HeadCount is very efficient with no complicated layers for development or approval. "I've had direct contact with two or three people who I have spoken to from the very beginning," says Thompson. As Barneys New York gets used to managing in a different way because of the new traffic and conversion metrics, Thompson says he will continue to evolve his customized reporting with HeadCount to ensure it is dynamic and continues to drive business-building insights in creative ways consistent with the Barneys New York brand.

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HeadCount is the leading authority on retail traffic and customer conversion analysis and the company's Founder and CEO Mark Ryski has written two definitive books on the topic, the latest being "*Conversion: the Last Great Retail Metric*". For more information, please visit [www.headcount.com](http://www.headcount.com).

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