

Leading Distillery Transforms Its Retail Operations to Improve Customer Experience

One of America's longest-operating distilleries optimizes customer engagement, merchandising strategies – including planning – and store operations with enVista's retail consulting services





THE COMPANY

For more than 200 years, the Kentucky-based distillery has been focused on making fine bourbon whiskey, filling seven million barrels of bourbon since the end of prohibition in 1933. The manufacturer and distributor is embracing the new growth movement of American distilleries as experiential tourism and continues to grow rapidly, expanding its distillery and innovating its guest experience.

THE OPPORTUNITIES

As tourism continued to grow, the distillery's shopping experience had become challenging, with limited offerings driving high demand and lengthy wait times for in-store customers. Store layout, merchandising and assortment were not optimal for capitalizing on the high demand the distillery was experiencing. While the company had invested heavily in providing a great customer experience, the technology that drives customer experience remained disconnected and required manual processes to manage. The company engaged enVista to conduct a customer engagement strategy to provide a more streamlined and connected store experience.

During this project, enVista recognized the need to modernize the distillery's retail merchandising and planning strategies, store layout and operations and upgrade its point of sale (POS) system. These key components of the customer experience were not optimized to support omnichannel, mobile point of sale or

brand initiatives the company had planned for pop-ups, line busting and customer experience at the distillery. Because of the immediate success and operational improvements from enVista's customer engagement project, the company decided to reengage enVista to enable its omnichannel future and automate existing manual processes through a fast-paced POS selection.

ENVISTA'S SOLUTIONS

Customer Engagement, Technology, Store Operations and Merchandising Improvements

Customer engagement and technology: enVista provided recommendations on an omnichannel future state for the distillery's people, processes and technology. This plan paired the development of under-utilized systems with a roadmap for its next generation tech stack including developing a mobile application, better utilizing CRM and ERP systems, increasing customer data capture to support personalization and defining the VIP customer experience.

Store operations: To optimize store operations, enVista developed, implemented and documented best-in-class store organization that aligned with the company's operational, sales and customer experience needs and expectations. enVista identified that the distillery's highly seasonal and transient store staff would benefit from clearly defined roles and training procedures to bring more consistency to the store experience. enVista also determined that leveraging a POS capacity model would



benefit labor scheduling and throughput.

Merchandise operations, planning and buying: To begin the process of developing a more cohesive brand, enVista created and implemented a merchandise identity and standardized practices. The team then built and optimized an assortment strategy focused on apparel, consumables and customer interactivity, transforming the store from a souvenir shop to a modern retail store. In addition to revamping the store, enVista's team developed best practices for buying, planning, replenishment and loss prevention to set the stage for the distillery to hit its newly established retail KPIs.

Fast-Paced POS Selection and POC

To begin the POS selection project, enVista conducted stakeholder discovery sessions, which enVista leveraged to draft and document the distillery's POS business requirements. The team conducted additional discovery to clarify distinguishing user requirements (DURs) and systems architecture workshops to identify any required integrations.

To address the in-store customer experience, enVista developed a model to determine average wait times based on customer flow and highlighted process improvements that would reduce wait times, as well as a staffing model to support throughput goals during peak hours.

With DURs and desired system architecture established, enVista used our retail industry specialists and vast POS selection experience to quickly identify the vendor landscape likely to fit the distillery's business requirements, making selection decisions based on our proprietary vendor evaluation scorecards.

enVista created custom scripted scenarios and scoring matrix documents designed to test the shortlisted vendors' ability to meet requirements through digital proof of concept sessions. With a single vendor standout, enVista provided an integration and customization level of difficulty overview, business case return on investment based on the benefits created by the solution, migration roadmap and acquisition and rollout cost estimation.

THE RESULTS

Customer Engagement, Technology, Store Operations and Merchandising Improvements

With the improved strategy across store operations and merchandising, enVista was able to support the distillery's goals for reduced lines, increase revenue and build a stronger customer experience in a modern retail environment, representing its unique brand. As a direct result of this project, the store's transaction time decreased from 3:30 to under :40.

As the distillery moves toward its future state, enVista has enabled the desired omnichannel experience, meeting the customers where they are. Better utilizing technology,



the distillery is poised to provide a best-in-class customer experience and position itself for a more modern future state.

Fast-Paced POS Selection and Proof of Concept

By taking a right-sized approach to the POS selection, enVista helped the distillery select and validate the most suitable POS system while circumventing the high cost and long process of an RFP or lengthy selection. enVista's system selection helped the distillery eliminate manual processes, modernize its tech stack and enable its omnichannel future state.



Let's have a conversation.®

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