

CUSTOMER CASE STUDY



New charity store
location analysis reveals
supporter opportunities
beyond retail sales



Highlights

- InSite catchment definition and analysis
- Customer profiling and demographic insight
- Third party data overlaid on Crisis retail data
- Performance analysis by individual existing store
- Prioritised list of locations for new store openings

About Crisis

Crisis is the national charity for people who are homeless. It exists to face homelessness, to know it inside and out, and to bring together everything that's needed to resolve it. The organisation works directly with thousands of homeless people every year and campaigns for the changes needed to end homelessness for good.


Crisis currently has nine shops in the London area which sell pre-loved clothes, books, homeware and furniture to raise vital funds for Crisis services. The shops also offer training and employment opportunities for people facing homelessness who want to gain skills to work in retail and hospitality.





The challenge

Sizing and prioritising opportunities for future store openings




Project Manager Juliet Davies sets the scene: “We had come to the end of our five-year retail strategy for our nine stores and were preparing to write a new strategy.



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The insight has showed us that we can do more to understand supporters in the retail audience – their profiles are different from direct supporters. This will drive change across our retail operations, influencing and focusing our marketing, events and engagement.

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Crisis wanted to learn from the performance of its existing stores in their different catchments, so it could identify success factors to inform future location choices. As well as understanding the characteristics that contribute to strong store performance, Juliet and her colleagues wanted to know about the halo effect – whether the shops’ presence made an impact on other donations, e-commerce, volunteering and lobbying in their local communities, and how they could maximise these positive outcomes in new store catchments.

Juliet adds, “We needed reliable insight that would help us prioritise the best new store locations to drive income and increase brand awareness and reach. We also wanted to minimise cannibalisation in locating new stores in London.”

Crisis stores are currently only in London: the provisional strategy was to concentrate on further London-based openings but with an eye to potential locations elsewhere in the UK.

The Crisis team approached CACI because they had heard about the Acorn categories and catchment tools and saw their potential to provide the evidence needed to develop a new retail strategy.



The solution

customised reports revealing key factors driving store performance and future potential

Juliet met with CACI to explain the information Crisis hoped to discover to build their retail strategy. The CACI team requested the existing store and performance metrics they needed from Crisis and proposed a list of deliverables they would generate, using Acorn demographic profiling and InSite catchment analysis overlaid on the Crisis data.

"The timings were quite tight but the CACI consultant was quick to get back to us with a preliminary report that we could share with the senior management team to demonstrate the value of the approach. CACI followed up with a complete report and a clear explanation of the methodology used. There were spreadsheets of data and analysis by site that we could look at in granular detail. All the deliverables were well designed and easy to use - we could augment our data as more emerged, keeping the insights complete and current."

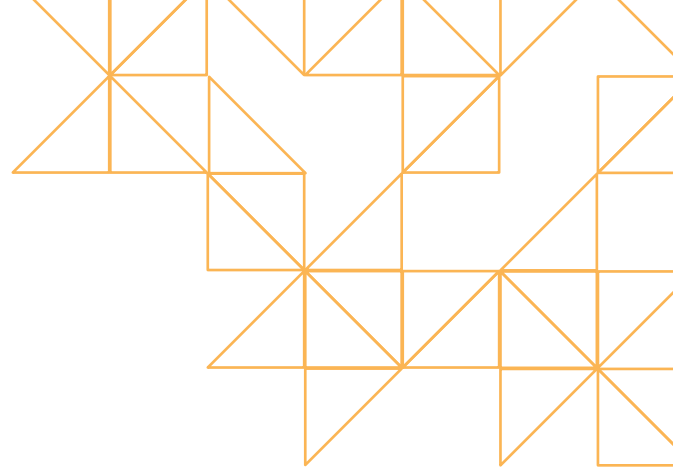
"When we presented the full new retail business strategy, our senior management colleagues understood and endorsed the approach and our recommendations for retail development."

The Crisis team valued the insights from the demographic reporting, which painted a picture of who the customers and potential customers in each store catchment were and what their needs and preferences might be for charity shopping. It also showed levels of digital inclusion and capability in our different areas.



From the start, CACI listened to what we were after and translated it into actionable insight that directly related to our operations and goals. We were on a tight timeline - we appreciated their honesty about the fact that we didn't have a vast amount of data for some of the newer shops, and because pandemic closures and conditions had affected our trading patterns. They were able to accommodate that unique situation.





The benefits

Credible data to support a five-year retail expansion strategy

"The CACI data insight has really helped us focus on our next few years," Juliet confirms. "It provided evidence for our choices and took away the uncertainty of subjective opinions."

"Because we're quite a small retail operation, it was invaluable to begin to understand the demographics of our store locations in detail. We instinctively felt we were appealing to millennial type customers – the data findings backed this up. We were also able to quantify the financial halo effect better – retail has a value to Crisis that goes beyond our in-store sales. Articulating this with credible data really made people listen and understand the opportunity to engage supporters and tell our story to a different audience through the retail channel."

Juliet and the retail team now have the confidence to look both within and outside London for new store locations. They can work with a prioritised list that's based on potential measured from existing store experience, catchment and customer profiling and a broader appreciation of the total opportunity for Crisis from all activities influenced by the store's presence.

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CACI were consistently good at explaining what they did with the data in a way that we could easily understand – they translated their sophisticated models and methods into up-to-date insight that we could use with confidence for retail strategy decisions, plans and actions. The CACI experts fitted well with our culture and way of working and did a brilliant job at meeting tight deadlines.

Juliet Davies, Project Manager, Crisis



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**If you want to learn more about CACI's solutions,
please get in touch with us.**

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