



RED WING SHOE COMPANY

Global retailer improves integration across retail environments for enhanced associate and omnichannel customer experience

Quick Facts

BTM Global Services: Development, Implementation

Solutions: Oracle Retail Xstore Point-of-Service

Scope: Hundreds of retail stores, outlets, distributors, independent retailers and mobile stores

Founded in 1905, Red Wing Shoe Company is a privately held U.S.-based global leader in the manufacturing and sale of premium footwear brands. Its work boots have been on nearly every major building and bridge project in the U.S. In addition to traditional customers in the oil and gas, construction and utility industries, a growing segment of the general public have brandished the American-made work boot as a fashion statement.

Red Wing Shoes employs 2,000 plus workers in 110 countries across a variety of retail locations. This includes retail stores, as well as selling through distributors, big box retailers and independent shoe stores. The company uses more than 100 mobile trucks that act as a store on wheels, traveling to job sites at which workers can purchase boots directly off the truck.

SERVICES

- Software strategy consultation
- Solution definition
- Technology evaluation
- Architecture and infrastructure analysis
- Data conversion
- Software development and modifications
- Application deployment
- Operational monitoring
- Project delivery management

Project scope and challenge

In the face of rapid growth, Red Wing Shoes was working with a 15-year-old custom-built point-of-service (POS) system on obsolete hardware that provided no line of sight into store-level inventory. It also didn't allow for inter-store transfers and hindered the development of a customer loyalty program. The poor data and outdated system were not sustainable if the company wished to keep up with its evolving customer base.

To become a truly unified chain of stores, Red Wing Shoes sought an expert technology partner to implement Oracle Retail Xstore POS software, code stabilization, and additional enhancements in its hundreds of stores.

Red Wing Shoes chose BTM Global to provide implementation, custom development and integration of Oracle Retail Xstore Product Suite. BTM Global's broad experience with different technologies – including many EMV implementations – gave Red Wing Shoes the comprehensive perspective that it needed to tackle such a large project.

"We chose BTM Global because of the company's proven record of delivering quality results in a timely manner," explained Marc Kermisch, VP and CIO, Red Wing Shoe Company. "They also have a dedicated and knowledgeable team, and took the time to really help us define the right solution for our needs rather than just any solution."

Unique requirements

Because two-thirds of Red Wing Shoe stores are independent dealers, the company had a number of unique challenges, such as employee scheduling, business-to-business programs that supported corporate clients, financial reconciliation and others.

It was also critical that Red Wing Shoes' mobile truck stores have the ability to fully operate like any traditional retail store. "We have more than 100 trucks that sell anywhere between 25 and 1,000 pairs of shoes per job site, and sometimes they are out traveling to various sites for days," said Kermisch. "It was essential for us that the mobile truck operations mirror the in-store operations and provide a consistent experience for associates and customers."

Services

To overcome these challenges, BTM Global provided Red Wing Shoes with an end-to-end perspective and plan for what the company would need to achieve its goals. The services included:

- Oracle Retail Xstore Point of Service development and implementation
- Stabilization of the solution
- Integration to legacy systems
- Ongoing enhancements and lifecycle support

Results

Red Wing Shoes and BTM Global formed a tight collaboration based on mutual trust and complementary expertise. "We were tightly aligned," explained Kermisch. "Together, we formed a plan of action and then executed separately against the needed work efforts."

Red Wing Shoes now has unprecedented visibility into its inventory and operations that helps shape a more productive experience for associates and a superior experience for customers. This includes:

- Unified view of inventory across locations
- Unification of customer data
- Near real-time sales data
- Shorter on-boarding time for new sales associates (three days or less between start date and productivity)
- Enablement of inter-store transfers
- Creation of customer loyalty programs
- Custom rules, such as preference by region
- Ability to manage business operations for dealers
- Offer and manage multiple types of customer delivery choices

"We have a modern experience for both associates and customers that's consistent across all of our locations, including our mobile trucks," said Kermisch.

Red Wing Shoes has continued layering on additional engagements with BTM Global, including the upgrade of a legacy system, leveraging customer data to drive more relevant offers, and closing gaps between online and in-store sale experiences. The scope has also expanded to include EMV requirements. "We're leveraging the great process and collaboration that we developed to ensure additional projects are working in parallel," noted Kermisch.

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