

# Case Study: Bon-Ton Stores, Inc. Price Management

## THE CHALLENGE

Like many retail outlets, Bon-Ton Stores, Inc. was struggling to find a more effective method for merchandise markdowns. At the time, price reductions for apparel, accessories, jewelry, furniture and other merchandise in its 260 stores in 24 states were done using a Motorola scanner with yellow or black dot stickers and a pen. With more than 16-million records to consider, the labor-intensive task wasn't always completed and markdowns could be confusing to customers, which negatively impacted the department store chain's bottom line.

"We knew we needed a better way to take our markdowns," said Lisa Celebre, Bon-Ton's vice president of store operations. "We were doing it all with a manual process with paper and a colored pen. It was not efficient and we wanted a way to make it more efficient and more accurate."

Bon-Ton was looking for an alternative to the Motorola method and turned to Avery Dennison for a pilot program for the Avery Dennison® Monarch® 6140 Pathfinder® printer.

## THE SOLUTION

The Avery Dennison® Monarch® Pathfinder® 6140 printer combines scanning, printing and applying processes into a unique one-piece handheld solution. This small, lightweight and durable solution works across multiple smart device platforms, including Apple iOS, Windows CE/Mobile and Android Compatible.

The pilot program was introduced at two stores over Labor Day weekend 2013 and continued through the entire fall season. When Bon-Ton reviewed the pilot in January 2014, they noted a 37 percent increase in productivity. The company extended the pilot for the Pathfinder 6140 to 40 other stores with overwhelmingly positive results. Fewer associates were able to do more markdowns in less time. This led to an overall increase in productivity of 77 percent.

"Markdowns were executed throughout the business day rather than a controlled period of time," Celebre said. "Now we can do markdowns during a focused period and we can do more in less time with less associates. We couldn't measure productivity before the pilot and now we can. We also saw an improvement in accuracy."



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The pilot program revealed an accuracy improvement on average of 35 percent, confirming some of the assumptions Bon-Ton had about its markdown process.

“It validated our efficiencies and inaccuracies we knew but didn’t have time to explore,” Celebre said. “One of the big wins was at the associate level we finally made the task easier for them. It was a huge win. Once associates saw how fast it was, they thanked us for deploying new technology in the store that was easy to use. They saw the company investing something in their best interest to do their job.”

In March 2015, Bon-Ton began a scheduled rollout to get the Pathfinder 6140 in all of its more than 260 stores. The integrated tracking and identification solutions accelerated performance by facilitating visibility, compliance and process improvement.

## WHY AVERY DENNISON

“Our working relationship and partnership with Avery Dennison was really good,” Celebre said. The on-site support as we worked through the different phases of the pilot was very good. We appreciated all the assistance. We’re very happy with how it was managed. Avery Dennison did a super job with how it was supported. They were smart, helpful and friendly. Since the beginning they were very receptive to our feedback to help them overcome obstacles.”

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