

A PRACTICAL GUIDE FOR RETAIL LEADERS

The Retail Decision Guide

Turning visitor intelligence into better retail decisions.

COUNTMATTERS

Because every visitor counts.

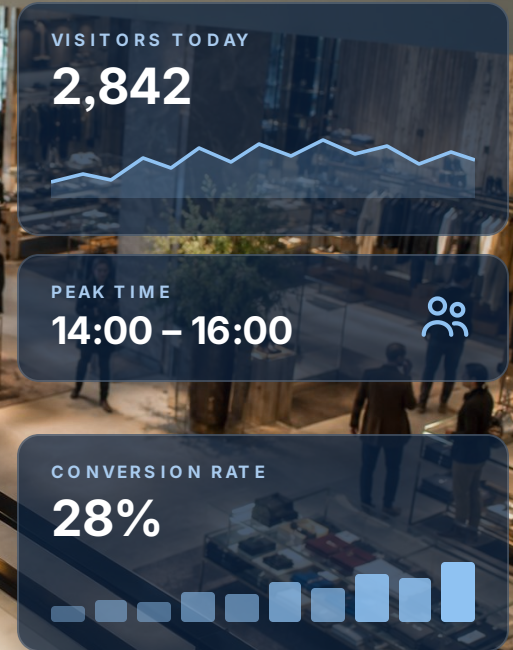


START HERE

Better retail performance starts with better decisions

Retailers have never had more information. Yet many decisions inside physical stores are still made with incomplete visibility.

Sales figures, loyalty data, campaign reports and staffing schedules tell important parts of the story. They rarely explain what happened before the sale: when customers arrived, where pressure built, how the store responded and what opportunity may have been missed.



THE CORE IDEA

Footfall tells you what happened. **Visitor intelligence** helps you understand **why** it matters – and **what to do next**.

Use this guide to improve

Visitor intelligence adds that missing operational context. It connects demand and movement patterns with the decisions teams make every day.



Daily operations

Match staffing and service capacity to real customer demand.

Because every visitor counts.



Commercial performance

Connect traffic, conversion and campaign outcomes.



Customer experience

Spot queues and pressure before they become complaints.



Portfolio decisions

Compare stores against their opportunity, not revenue alone.

Find the decision you need to improve

Read from start to finish, or jump directly to the decision area most relevant to your team.

SIX DECISION AREAS

Core focus: five operational decisions

01

From counting to decisions

Why more data is not the answer

02

The Retail Decision Model

Measure → Understand → Decide → Improve

03

Five decisions to improve

Staffing, conversion, campaigns, experience and benchmarking

04

Trust foundations

Accuracy and privacy

05

Choosing a solution

A practical evaluation checklist

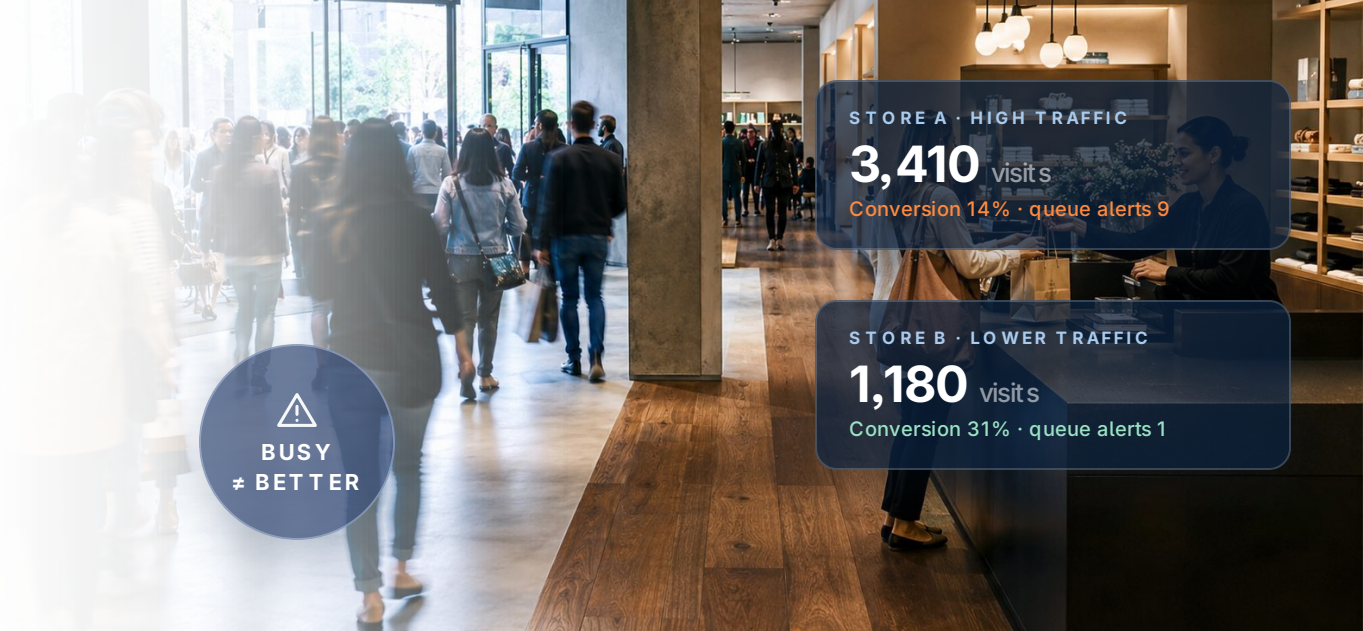
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What to do next

Turn insight into everyday action

Retailers do not have a traffic problem. They have a decision problem.

Most retailers can identify busy periods, compare locations and report on footfall. The real challenge is deciding what those numbers should change.



A busy store does not automatically mean strong performance. High traffic can coexist with poor conversion, long queues, overstretched employees and missed sales. A quieter store may be converting its available demand exceptionally well.

Move the conversation from reporting to action

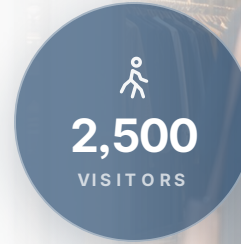


DECISION TAKEAWAY

Visitor numbers become valuable only when they influence operational decisions. If nothing changes because of the data, it is **reporting – not intelligence.**

Footfall is the starting point – not the destination

Knowing that 2,500 people entered a store yesterday establishes demand. It does not, on its own, tell you whether the store performed well.



SIGNALS WORTH CONNECTING

- Sales & conversion
- Staffing capacity
- Queue pressure
- Campaign periods
- Layout & seasonality

Visitor intelligence becomes more useful when connected with

- Sales and conversion rates
- Staffing levels and service capacity
- Queue pressure and waiting time
- Campaign activity and promotional periods
- Store layout, local events, weather and seasonality
- Consistent multi-store benchmarks

FOOTFALL ANSWERS

How many?



VISITOR INTELLIGENCE ASKS

When, where, why
– and what next?

The shift is simple but important. Traffic is an **input** – the demand a store was given, before anyone acted on it.



DECISION TAKEAWAY

Business value comes from understanding how effectively the organization **responds to that demand**.

Move from visibility to improvement

Visitor intelligence creates value when it moves through a repeatable decision process.



1

MEASURE

Build reliable visibility of traffic patterns across stores and time.



2

UNDERSTAND

Add context: sales, staffing, queues, campaigns and operating conditions.



3

DECIDE

Translate insight into a clear operational choice, owner and timing.



4

IMPROVE

Review the outcome, learn what worked and apply it consistently.



DECISION TAKEAWAY

Visibility enables understanding. Understanding enables better decisions. Better decisions **improve performance.**

Do we have the right people in the right place?

Customer demand does not repeat itself perfectly every day. Visitor patterns reveal when pressure begins, where service capacity is thin and when schedules do not match reality.



DEMAND CURVE · SATURDAY
Peak 14:00 – 16:00
Staffed to plan, not to demand

COVER VS. DEMAND
68% aligned
Quiet hours overstaffed by 2 FTE

SERVICE PRESSURE HOURS
11 per week
Concentrated in 3 stores



Questions worth asking

- When does demand begin to increase?
- Which hours create the greatest service pressure?
- Are we overstaffed in quiet periods?
- Are queues linked to insufficient staffing?
- Do staffing levels support conversion opportunities?



DECISION TAKEAWAY

Better staffing is not about fewer employees. It is about **matching resources to actual customer demand**.

Are we converting demand into sales?

Sales show what customers bought. Visitor intelligence reveals the opportunity behind those sales. Together they show how effectively each store turns demand into revenue.



CONVERSION RATE

28%

Network average this month

PEAK-HOUR CONVERSION

19%

Falls 9 pts when queues build

ABOVE VISITOR POTENTIAL

6 of 24 stores

Fair-opportunity benchmark



Questions worth asking

- Which stores convert visitors most effectively?
- Does conversion fall during peak hours?
- Is lower conversion linked to staffing, queues, layout or timing?
- Which stores perform above or below their visitor potential?
- How do weekends, campaigns and seasons affect conversion?



DECISION TAKEAWAY

Sales explain outcomes. Conversion explains performance. Visitor intelligence **connects the two**.

Are our campaigns creating valuable traffic?

A campaign can increase traffic without improving commercial performance. The useful question is whether the business attracted demand it was prepared to serve and convert.



CAMPAIGN WEEK · VISITS
+22%
Versus prior four-week baseline

CAMPAIGN WEEK · SALES
+4%
Uplift did not follow the traffic

BEST RESPONDING SITES
3 of 24 stores
Staffed ahead of the peak



Questions worth asking

- Did visits increase during the campaign?
- Which locations responded most strongly?
- Did additional traffic translate into sales?
- Were stores staffed correctly during campaign periods?
- Did increased demand affect customer experience?



DECISION TAKEAWAY

Marketing should create demand that becomes business value – **not traffic for traffic's sake.**

Where is the customer experience breaking down?

Queues, longer waits and overloaded employees are operational signals. Detecting the pattern early helps teams move from reaction to readiness.

ooo
PRESSURE
DETECTED

AVERAGE WAIT · PEAK

6 min 40 s

Threshold breached 4 days in 7

CONGESTION HOTSPOT

Fitting rooms

Recurring, not isolated

RECOVERY AFTER ACTION

–41% wait

Following one staffing change



Questions worth asking

- When do queues consistently develop?
- Which areas experience the most pressure?
- Are staffing levels contributing to delays?
- Does the layout create unnecessary congestion?
- Is the pattern recurring or isolated?



DECISION TAKEAWAY

Queues are rarely the problem themselves. They signal that **demand, capacity or service decisions need attention.**

Which stores are performing below their potential?

Comparing stores is essential; comparing them fairly is harder. Different formats and locations operate under different demand conditions, so revenue alone can mislead.



RANKED BY REVENUE

Store 14 · 3rd

Looks strong on the league table

RANKED BY OPPORTUNITY

Store 14 · 19th

Converting well below potential

UNTAPPED POTENTIAL

5 locations

Demand present, conversion weak



Questions worth asking

- Is demand limited, or is conversion weak?
- Which stores perform well despite lower traffic?
- Where is operational support needed?
- How do local conditions affect opportunity?
- Which locations have untapped growth potential?



DECISION TAKEAWAY

Fair benchmarking considers **both performance and opportunity** – not revenue alone.

Insight must be reliable – and responsible

Visitor intelligence only supports better decisions when teams trust both the data and the approach behind it.

COUNTING ACCURACY

99%+

Decision-grade, not directional

PRIVACY APPROACH



Patterns, not people

No individual identification

Accuracy

When staffing, campaign, benchmarking and investment decisions depend on the data, accuracy is a **business requirement** – not a technical footnote.

Privacy

Understanding store performance should not require identifying individual customers. The objective is to understand **patterns, not people**.

What trusted visitor intelligence should reveal

When demand increases

Where congestion occurs

Which locations respond effectively

How patterns change over time

Where customer experience may be affected



DECISION TAKEAWAY

Retailers need data they can trust – and an approach customers, employees and stakeholders can **trust too**.

Evaluate the decisions it enables – not only the technology

Many solutions can count visitors. Far fewer make the insight practical for store teams, operations, marketing and leadership.

EVALUATION CHECKLIST

7 criteria

Score every vendor on the same scale

✓ Decision-ready	Is the data reliable enough for staffing, conversion, benchmarking and planning?
✓ Connected	Can visitor data be combined with sales, staffing, campaign and operational context?
✓ Comparable	Can teams benchmark locations consistently across formats and operating conditions?
✓ Usable	Can different teams understand and act on the insight without specialist support?
✓ Scalable	Can it support local detail, multiple locations and executive overview?
✓ Privacy-first	Does it focus on patterns rather than individual identity?
✓ Retail-aware	Can the provider support rollout, interpretation and ongoing optimization?
 BEST-FIT PRINCIPLE	The best solution is not simply the one that counts. It is the one that helps teams act with greater confidence .

Seven principles to take into your next retail decision

A short checklist for leadership reviews, store visits and planning conversations.

FROM INSIGHT TO HABIT
Everyday management
Not another unread report



- 01 Footfall is the starting point, not the destination.
- 02 Insight becomes valuable when it changes an operational decision.
- 03 Use a repeatable loop: Measure → Understand → Decide → Improve.
- 04 Connect demand with staffing, conversion, campaigns and experience.
- 05 Benchmark stores against their opportunity – not revenue alone.
- 06 Demand reliable data and a privacy-first approach.
- 07 Make visitor intelligence part of everyday management, not another unread report.



TAKE IT FORWARD

Pick **one decision** to improve this quarter. Measure it, understand it, decide, and review what changed.

A FINAL THOUGHT

Better stores are not built through better assumptions. They are built through better decisions.

CountMatters helps retailers understand visitor behaviour, identify operational patterns and turn movement data into business value.



THE COUNT
MATTERS

But what retailers **do with the count** matters even more.

EXPLORE VISITOR INTELLIGENCE

www.countmatters.com

For more than three decades, CountMatters has helped organizations understand how visitor behaviour influences operational performance.

COUNTMATTERS

Because every visitor counts.