

PHOTOS: MIKE FOOTE - OSPRAM SYLVANIA

A post-retrofit view of the Clifton, NJ, Sports Authority location where 261 T5 fixtures replaced 240 HID fixtures.

Covering All The Bases

A CORPORATE MERGER LED TO A LIGHTING AUDIT AND RETROFIT AT NEARLY 400 SPORTS AUTHORITY STORES

What do you get when the two largest sporting goods retailers in the U.S. merge? A retail juggernaut comprised of nearly 400 stores...and almost as many lighting layouts. Well, not quite, but the August 2003 merger between Number 1 (The Sports Authority) and Number 2 (Gart Sports Company) was the catalyst for The Sports Authority, Inc. to survey the lighting in its 393 outlets. The stores operate in 45 states under The Sports Authority, Gart Sports, Sportmart and Oshman's names. The survey of all locations was expected to be completed in August 2005.

The Sports Authority enlisted SYLVANIA Lighting Services to survey the properties, starting with the Clifton, NJ, retail outlet (see sidebar), and provide a light-

ing program that would address the need for energy-efficient and aesthetically pleasing retail space.

Overseeing the initiative is director of facilities Jacqueline Hokuf, who is responsible for The Sports Authority's facility and energy management programs. Previously, she was employed by Gart Sports Company as its energy manager. Hokuf describes The Sports Authority's lighting program in this Q + A discussion.

Why did The Sports Authority decide to perform a lighting survey of its stores?

Hokuf: A survey was needed because with corporate acquisitions and mergers, the lighting varied significantly from store to store. Our stores had many different



designs, layouts and different types of lighting fixtures. With our national presence, the energy prices also varied significantly across markets.

What are The Sports Authority's goals regarding lighting?

Hokuf: We wanted to increase the overall lighting output and color rendering output across the stores, particularly on the apparel pad. We wanted a lighting fixture that would maintain the majority of its lighting output over the life of the bulbs. We targeted stores for T5 lighting retrofits as remodel stores with the highest potential energy and maintenance expense savings. The Northeast, California and Florida markets were the most attractive in energy expense reductions. Many of our existing HID fixtures were installed in the mid and late 1980s, and they were approaching the end of their ballast life. The HID electrical tracks used in many stores were very dated and expensive to replace.

How did the variety of layouts across Sports Authority outlets impact the lighting strategy?

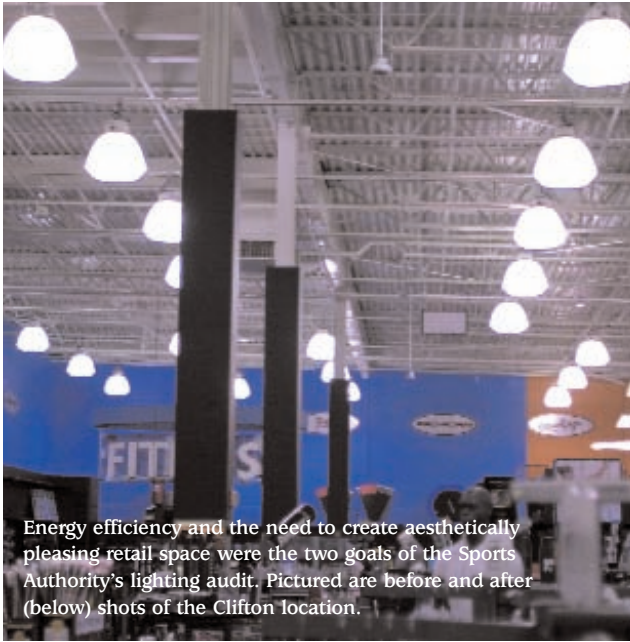
Hokuf: The lighting retrofit paralleled store remodels, which included significant changes to merchandise fix-



Before the fixture change-out in Clifton, NJ, light levels ranged from 35 to 60 fc. After installation (above), they measure between 75 and 85 fc.

turing. We created three different lighting options to align the most cost-effective lighting design to the individual store's needs.

- If the store was a remodel and it lacked adequate fixtures throughout, we added fixtures to all areas of the store. This design was applied to the new merchandise plan to align the placement of all light fixtures with the new merchandise fixtures.
- If the existing lighting design was deficient in the cen-



Energy efficiency and the need to create aesthetically pleasing retail space were the two goals of the Sports Authority's lighting audit. Pictured are before and after (below) shots of the Clifton location.



ter of the store, we added fixtures to only the store's center, to achieve a minimum of 75 fc on center, while maintaining existing fixture counts on the perimeter.

- If the store had an acceptable number of existing fixtures, we chose the least-cost option, which was a 1:1 fixture replacement.

Has The Sports Authority calculated the ROI from this lighting survey and retrofit?

Hokuf: Most of the stores we retrofitted had an average payback well under 2.5 years. Stores in the California markets with rebate incentives were averaging under 1.5 years and the Northeast stores were near that range.

Line-up Change

First up during The Sports Authority's lighting retrofit program was the Clifton, NJ, store where HID fixtures equipped with 400-W metal halide lamps have been replaced by four-lamp T5 high-output fixtures. Prior to the change-out by SYLVANIA Lighting Services (SLS), the average light level on the sales floor was less than 45 footcandles and lighting energy costs were upwards of \$54,000 a year.

Before specifying the new lighting system, SLS digitally replicated the 43,891 sq ft store using advanced photometric software (AGI32) from Lighting Analysts, Inc. The T5 fixture (using SYLVANIA Pentron lamps) was selected for its brightness and energy savings potential (more than 200 watts per fixture).

SLS removed the 240 HID fixtures from the store and installed 261 T5 fixtures. Before the retrofit, light levels were between 35 and 60 fc. Now they measure between 75 and 85 fc. The payback period for the project was 1.65 years. As a result of the retrofit in Clifton and seven other test stores, The Sports Authority is expected to install more than 20,000 T5 Pentron fixtures in 90-plus locations during 2005.

—Paul Tarricone

What about the lighting of future Sports Authority locations that are not part of the current survey? How will lighting design decisions be made for these locations? Are you considering alternative techniques such as daylighting, or will new stores adopt techniques currently being used in the retrofit program?

Hokuf: The new stores are using T8 fluorescent lighting for overhead lighting. We receive some daylighting support from our glass front exteriors. We are not considering the use of daylighting in our current lighting retrofits.

What is the role of lighting in the context of Sports Authority's overall facilities management program?

Hokuf: Store lighting is clearly a differentiating factor in the overall attractiveness of a store. As lighting continues to improve the attractiveness of our stores and products, facility management will continue to look for ways to improve upon and maintain our store lighting.

—Paul Tarricone