

# The **co-operative** food

## Stephanie Durbin-Wood Retail Location Analysis

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**How can Location Analysis  
functions reinvent themselves in an  
economic downturn?**

**“Retailers aiming to survive the recession, and perhaps gain ground when the economy recovers, will need to invest in everything from new tools for customer service to information technology”**

Deloitte 2009

# Identifying what the priorities are.....

- Identifying where the greatest **real** risk lies
- Where **are** we willing to invest?
- Pro-active vs. Reactive
- Filling the pipeline
- Long term developments & investments

# Retention of Resource & Expertise

- Whilst not buying stores
  - What else can Location Analysts offer?
- Process for preparing to start investing again
  - Means that people have to be in place BEFORE the recession lifts
- Retaining levels of expertise
  - Costs more to recruit & train a new department

# Team & People Morale

- People are fearful about their jobs
  - No-one is 100% safe
- Frustration at not seeing sites coming to fruition
  - Just the groundwork
- Managing people's expectations
  - The business can (falsely) believe that we have little or nothing to do

# Investing in People

- Develop & invest in the team
- Encourage “blue-sky” thinking
- Give people a voice

# Investing in the way we do things

- Review of all working practices in the department
  - Processes
  - Efficiency
  - Effectiveness
  - Style – our “brand”
  - Data
  - Consultant relationships

# Get to know our own portfolio better

- **Alchemy**
  - Better information & more of it
- **Competition Audits**
  - Better quality information
- **Model Building**
  - Improved tools to support the team
- **Store Profiling**
  - New ways of thinking
- **Rebuild Opportunity Scans**
  - Ready for filling the pipeline

# Building Relationships

- Investing in our future
  - Get to know people
    - Understand their business issues and what **they** need
  - Provide a service appropriate to what the business requires
  
- Collaboration & teamwork
  - Other departments
  - Across the whole organisation
    - not just our part of the business

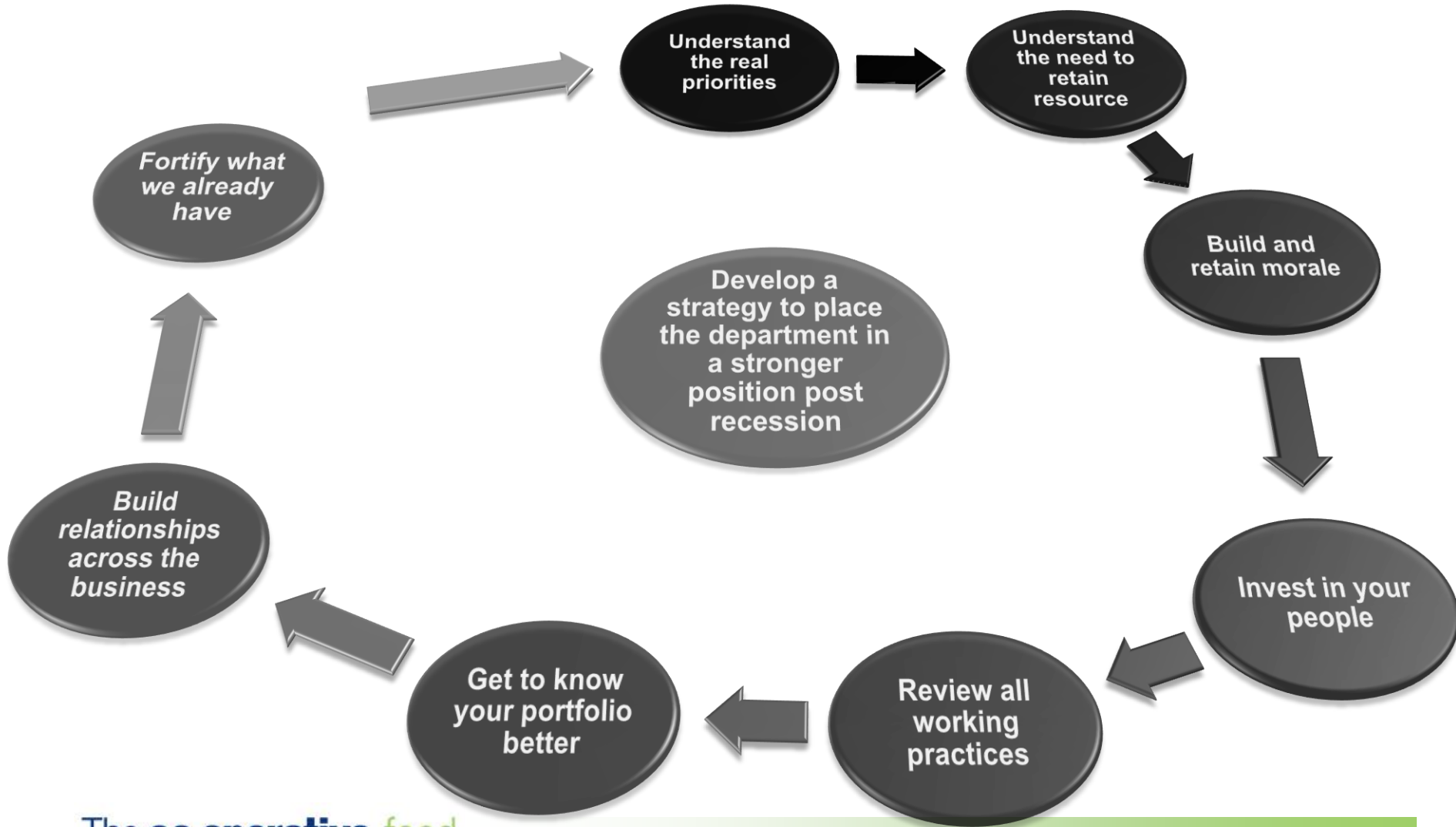
# Portfolio Protection - “Fortification”

- Impacts
  - From competition
- Refits/Rebranding
  - Investing in what needs it
- Development
  - Extensions & relocations

# Developing a strategy to protect our future

- Process development & improvement
  - The way we do things
- Ensuring that we contribute to strategy wherever possible
  - Repositioning of our purpose
- Best practice
  - Effectiveness vs. efficiency

# The loop....



# Moving forward.....

- Short-term risks
  - The business might assume that we have minimal work to do because we aren't buying stores?
    - We have to ensure that the business retains level of respect by recognising the value of the work that we are doing
  - The business might assume that we can continue current workload on top of delivering the new strategy
    - But we have to find a way on sustaining the work style we have introduced so that we don't lose the benefit
  - The team **MUST** be more productive with the new strategy delivery
    - 80-20 rule

# Moving forward.....

- Medium-term risks
  - We absolutely must be able to say we have helped define the strategy
    - So we have the inherent understanding of what our business needs & when
    - And how to deliver it
  - Else everything we have fought for might be in vane

**“.....as sure as spring will follow winter, prosperity & economic growth will follow recession.....”**

**Bo Bennett**