

CASE HISTOR

GETTING FIT FOR GROWTH

KEY STAKEHOLDERS

- THE BOARD
- HEAD OF STRATEGY FOR GOODS FOR RE-SALE

THE OBJECTIVE

In 2004, the business committed to the shareholders a return of £2.3bn by 2007. However, in 2006 they were still a long way from target and therefore recognised the need to do more.

The particular client recognised the need to evaluate the supply chain and the value it was adding to the customer. Therefore, we were engaged to embed the "goods not for resale" supply chain into their 'Get Fit For Growth' strategy.

THE EXPERIENCE

We evaluated the supply chain and its value to the customer. We looked at the opportunity to outsource responsibility to the supply chain and remove overhead within the business.

We engaged the supply chain in the customer experience strategy, helping to understand the importance of the built environment to the customer and how this effects the commercials (e.g. spend per basket, more visits, loyalty and purchasing higher value item).

We mapped the customer journey to the supply chain to understand its effectiveness. This led us to streamline the supply chain, as well as divest accountability. We evaluated if we had the right suppliers for the three year turnaround strategy and addressed this accordingly, letting go of some suppliers and bringing in new.

We put together customer teams, with key people from each supplier and within the business, ensuring a continued, joined up approach and relentless drive to delivering the ultimate customer experience and desired commercial outcomes for the client.

THE RESULTS

Success was simple product, environment and service, by ensuring these were aligned across every stage of the customer journey and completely joined up across the business. We had an unrivalled chain that ultimately delivered for the customer, and in turn, the business.

Two years later, the business successfully announced £1bn in profits for the first time in almost a decade.