

THE CHANGING
LEADERSHIP
LANDSCAPE

TRADING IN
UNCERTAIN TIMES
LEARNING JOURNAL





TRADING IN UNCERTAIN TIMES



GLENN REGAN

Space Planning Manager
John Lewis & Partners

What we want you to wrestle with is: **What can you do to ensure that your business trades successfully despite volatility? How can you ensure that customers are placed at the heart of your business?**

ABOUT GLENN

Glenn is a passionate, life-long retailer with an honours degree in Retail Management. He began his career with a variety of operational roles before spending over a decade in Buying & Merchandising working across a broad range of product categories and trading across numerous global markets. Appointed a Merchandiser at Disney Store at just 26 years old, he turned a declining category around, leading it to be their fastest profit growth category for all 5 years of his tenure. For this he was recognised by Retail Week as a finalist in their 'Rising Stars' competition.

In 2015 Glenn moved from merchandising product to physical space where he has developed a cutting edge analytical tool which has identified significant opportunities to optimise the commercial returns across the John Lewis & Partners physical estate. He is accountable for millions of square feet of space, the functional strategy for well over £1bn in sales, as well as overseeing multiple multi-million pound projects.

Before you participate in this pre-recorded module take some time to reflect:

- What is the global and local impact of COVID on our ability to commercially plan and trade?
- How can we mitigate this impact and ensure that we are fit for any future volatility?
- How does uncertainty impact our approach to delivering great products and services for customers?
- What is the real difference between retail professionals who flourish in these circumstances and those who falter?

Welcome to the "Trading In Uncertain Times" module. The aim of this session is to spend time looking at what you can do to trade successfully despite current (and future) uncertainty.

This module is designed to take around an hour to complete and has three sections.

Section 1 - A short quiz for you to complete alone. Please complete these questions without input from anyone else and before you watch the video content. This should take no more than 5 minutes.

Section 2 - A video lecture entitled "Why Everything Has Changed And Yet Nothing Has Changed At All." This section contains content designed and delivered specifically for this programme and is particularly relevant in the current period of our industry's evolution.

Section 3 - Notes for a facilitated discussion either for completion with a group of work colleagues or, if you are completing this course independently, with a friend, family member or industry contact.

Please complete these sections in order so that you can gain the maximum benefit from the module.

By the end of this session you will be able to:

1. Identify the most common immediate barriers to commercial success in retail.
2. Be able to put in place simple, powerful strategies to drive better commercial results from the boardroom to the stockroom.
3. Prepare yourself and your business area to be able to handle future disruption.
4. Know the real difference between retail professionals who succeed and those who don't.

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SECTION 1 - QUIZ

This section forms your 'pre-work' and should be completed before watching the accompanying video.

You should aim to complete these questions in just a couple of minutes.

Try not to think too long about any of your questions as your first answer is probably the best one in this case.

Have your answers handy when you watch the keynote so that you can refer back to them as you progress.

If you are not currently employed in a retail business, answer the questions as if you were still in your most recent retail industry role.

1. What, specifically, would you need in order to deliver more profit as a business this peak trading period?

2. How do you feel COVID is going to impact your business area in the next 6 months?

3. How do you feel COVID is going to impact you personally in the next 6 months?

4. Thinking about your answers to Q2 and Q3, list out any of the key words that you have used to describe the impact of COVID on your business and you personally.

SECTION 2 - THE MODULE

Click on the button below to watch the session recorded by Glenn Regan.

Video duration: 34 minutes 27 seconds



SECTION 3 - DISCUSSION

This section contains a series of thought-provoking questions designed to elicit a discussion around the content that you have just watched.

If you are completing this section as a group, discuss your answers together. If you are completing this individually then either chat to a friend, your buddy, family member or co-worker.

1. Looking back at your answers in section 1, how would you describe your attitude towards COVID (at both a personal and business level)?

The next three questions may help to facilitate this discussion:

- a. Do you feel that by adopting a different mindset, you can have a more positive effect on the outcome?
 - b. How has your approach helped you or held you back?
 - c. What do you need to do differently in order to approach the coming months with the best frame of mind?
2. What resources do you lack in order to deliver the most successful peak this year? Think about the answers to these to help your discussion:
 - a. What can you do to build your resources quickly for peak trading this year?
 - b. If you don't have the option to build further resources, what else could you do?
 3. What are you going to do to build your resources in order to be better prepared for the future (2021 and beyond)? Think about the following in your answer:
 - a. Who could you build a relationship with?
 - b. What can you do to build future resources?
 - c. How will you ensure that you personally are better prepared for uncertainty in the future?

ACTION TIME!

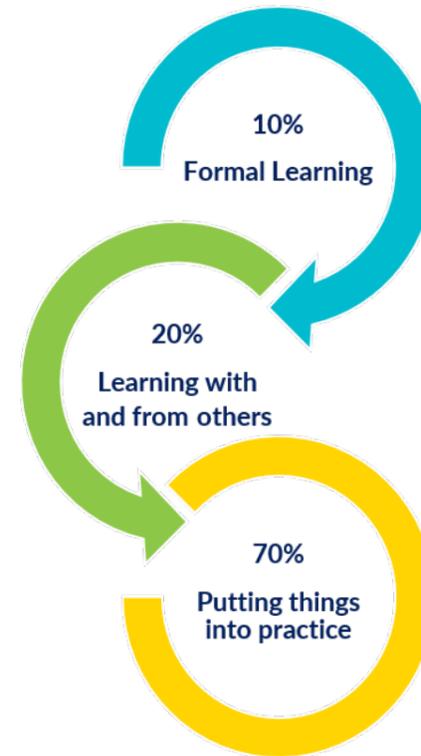
1. Take some time to note down your actions from this session.
2. What are you going to commit to doing? When will you do this by?
3. What action can you take right now, without even leaving your seat to move towards this goal? What actions are you going to book in your diary to complete soon?

A note from Glenn...

Thank you for taking part in this programme. I hope that you have come to see that while 2020 has changed so much of our lives, the fundamentals of what we do in retail have remained the same. I wish you all the very best in your career. Thank you for letting me play a small part in it.

NOTES

YOUR LEARNING



What was my learning from the keynote?

What am I going to share, discuss with my peers? What would I like feedback on? What insights or questions will I share on Slido?

What will I put into practice, what new thought, action, behaviour and habit?

When?

Where?

And with Whom?

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If you have any questions during the programme please
don't hesitate to get in touch.

brc.org.uk/learning
brclearning@brc.org.uk

