## **Retail Strategy**

## The view from the bridge

Edited by Jonathan Reynolds and Christine Cuthbertson

With contributions from Richard Bell Richard Cuthbertson Ross Davies Dmitry Dragun Elizabeth Howard



## Contents

List of figures and tables		xii
<b>Pa</b> :	rt I Introduction Introduction to retail strategy Jonathan Reynolds	3
<b>Pa</b> :	rt II Strategic issues in retailing Attracting and keeping customers Richard Cuthbertson and Richard Bell	<b>2</b> 5
3	Collaboration in the retail supply chain Richard Bell and Richard Cuthbertson	52
4	Planning policy for retailing Ross Davies	78
5	Retail internationalization: how to grow Elizabeth Howard	96
6	Prospects for e-commerce Jonathan Reynolds	119
7	The financial implications of retail strategy Dmitry Dragun	137
Par 8	t III The view from the bridge Supply chain: a core competency for retailers Interview with Armin Meier, IT and logistics director of Migros Richard Cuthbertson	173

9	Bridging the gap between IT and the business Interview with Dick Dijkstra, chief information officer and Eric Polman, director, IT strategy and architecture, Ahold Christine Cuthbertson	181
10	Leisure and retailing: LEGOLAND parks Interview with Mads Ryder, head of LEGOLAND parks and director of LEGOLAND, Billund, Denmark Jonathan Reynolds	190
11	Everything for the trade – next day: Screwfix Direct Interview with John Allan, managing director of Screwfix Direct Jonathan Reynolds	196
12	Uniquely Auchan: retailing as invention Interview with André Tordjman, marketing director of Auchan Richard Bell	202
13	Straightforward British approach works in China Interview with Steve Gilman, international director of B&Q Elizabeth Howard	209
14	Metro in China or a Chinese Metro? Interview with Dr Hans-Joachim Körber, chairman and CEO of Metro AG Richard Bell	218
15	Music, movies, more: the specialist retailer Interview with Alan Giles, chief executive of HMV Media Christine Cuthbertson	225
16	Consumer wellbeing: wellbeing.com Interview with John Hornby, managing director of Digital Wellbeing Richard Cuthbertson	236
17	Freshen up: differentiation through fresh foods Interview with Antoni Gari, deputy general manager of Supermercats Pujol SA Christine Cuthbertson	247
18	Integration, challenge and change Interview with Roland Vaxelaire, president and CEO of Carrefour Belgium Richard Bell	253
19	A passionate journey: creating the right culture in a food retail organization Fiona Bailey, director for culture, Safeway Stores, Hayes, UK	260

20	Wal-Mart's entry into the German market: an intercultural perspective Reinhart Berggoetz, HR, recruiting and developing, and Martin Laue, senior HR manager for operations personnel, Wal-Mart, Germany	265
21	Ready to scale up: India's Shoppers' Stop Interview with B.S. Nagesh, customer care associate, managing director and CEO, Shoppers' Stop Elizabeth Howard	270
22	Creating a global retail brand Interview with Sir Geoffrey Mulcahy, former group chief executive, Kingfisher plc Richard Bell	275
23	Consolidation in the European mail order market Interview with Kurt Ebert, former marketing director, Quelle Schickedanz AG & Co Richard Bell	284
24	Modernization in Greek food retailing Interview with Konstantinos Macheras, general manager, Alfa-Beta Vassilopoulos, SA Richard Bell	291
25	Financial management at Sainsbury's Dmitry Dragun	298
	t IV Putting it all together An exercise in successful retailing: the case of Tesco Jonathan Reynolds	311
27	Portents: strategic retail futures <i>Elizabeth Howard</i>	331
Index		349