

Retail's Agile moment is now.

Many industries have already changed gear to a new operating system for their organization.

*Retail is about to become **Agile, Simple, and Human.**
Welcome to a new era in retail store management.*

Retail's Agile moment is now.



I've said it for over a decade, and I'll say it again: the winners in retail will be led by enlightened executives that use systems thinking to view the business holistically; an imperative for using technology as a tool to develop smart, consumer-centric solutions; and most importantly, the need for agility in pivoting, building or buying solutions, and rethinking business models based on a complex, evolving retail marketplace.

So, let's talk agility. It's especially critical in the wake of an international pandemic that accelerated fundamental changes in retail. We've just experienced the brutal convergence of three fronts of a perfect storm: mobile as a transactional powerhouse; the customer as point-of-sale; and the pandemic which has separated the winners from the losers. Agility is a synonym for resilience, the greatest competitive edge and most powerful survival skill in running a relevant, meaningful business. And agility is the key to emerging from the perfect storm with a stronger, more vital business.

Agility, on every level of retail management, enables leaders of an organization to anticipate the future, not catch up to it. Agility management empowers employees (retail's greatest natural resources) and liberates managers from meaningless hours of tedious, distracting reporting and documentation. The currency for successful retail operations today, eliminating as much friction as possible, is speed. And I'm not talking about a race to the bottom, I mean an Agile plan to deliver customized products and services to customers when, where, and how they want them. Bluntly, the brands that cannot deliver this will be toast.

Say what you may about the unstoppable force of technology, but when all of its assets are used as tools, it will make business and consumers' lives more Agile in the future. When combined with human intuition and empathy, agility management will redefine consumers' relationship with retailers and retail leaders' relationships with their partners and workforce. And that is a permanent game changer.

The Robin Report works with Quorso as a member of our Innovators Network to connect their startup brand with our 35,000 leading retail and brand executives. The Network includes 10 well-respected brands with unique solutions to improve the experience and profitability of retail brands.

THE LEADING, UNBIASED
SOURCE OF RETAIL
BUSINESS STRATEGY
PERIOD.

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PROVOCATIVE, OPINIONATED, UNBIASED.

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The pandemic has been a defining moment for retail. Everyone has had their term for how to think about it – “the great acceleration”, “the great convergence,” “the great restructuring”. The overarching theme is that agility and adaptability are no longer a nice to have, they’re imperative to retail’s survival.

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What makes a store Agile?

Agility is a word almost every retailer has used in their boardroom in the last 12 months, but Agile goes beyond an adjective. ‘Agile’ is a revolution in the management mindset, extensively adopted by the tech industry over the last 20-years to drive rapid growth and engagement. But what does it mean for retail?

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The four trends that demand Agile stores.

Even before the pandemic ever hit, retail was in the midst of the biggest transformation it has ever seen. As the digital revolution disrupted, retail found itself grappling with four new realities:

- A consumer demanding frictionless flexibility
- A retail universal standard
- A fractured operating model
- A workforce lacking in motivation

Addressing any one of these themes would be a once in a generation task for many executives. Coupled with a pandemic, they are giving rise to the type of volatility which is threatening but a potential huge opportunity. As new markets are made, so too are the opportunities to capture market share for retailers who can best adapt to them.

Mobile consumers expect their worlds to revolve around them.

78% of people alive today were born before the iPhone came into existence 13 years ago, yet its invention has transformed all our lives. With information, access, collaboration, and inspiration in everyone's pocket, whole industries have been transformed and none more so than retail.

Whereas 99% of goods would have been both bought and delivered to you in store ten years ago, the mobile device has allowed shopping from anywhere with enough phone signal. And yet ecommerce is becoming far bigger than just appending a website: it's now about understanding the impatience of consumers to have their goods delivered and enjoyed in ever more flexible, frictionless, and

personalized ways. The complexity of selling goods in multiple channels, physical and digital, and offering multiple delivery and return options (in store, BOPIS, last mile) is now the norm.

And competitors are no longer limited to other retailers: competitors are emerging beyond ecommerce players. Social media companies, like Facebook and Instagram, now have shops. Delivery companies, like InstaCart and DoorDash, are now becoming retailers.

The rise of mobile asks fundamental questions about the role of stores, the relationship with suppliers (direct-to-consumer becoming increasingly prominent), and optimal organizational design. Mobile is applying an evolutionary pressure to retail that makes it a volatile and exciting sector to play in.

Back to basics: Quality, value, convenience.

Most people look at Amazon in the wrong way. They see it as a competitor that is out to eat their lunch, Jeff Bezos's shadow lingering over boardroom discussions with constant undercutting and impossible-to-replicate fulfilment options.

What every retailer needs to now realize is that this is not the competition: it's the universal commodity standard. This standard consistently sees ways in which it can provide better value and convenience to the customer. If you cannot provide a better blend of quality, value, or convenience to your customer than Amazon, your retail model is not differentiated and no better than this commodity standard. The key is understanding the areas of differentiation.

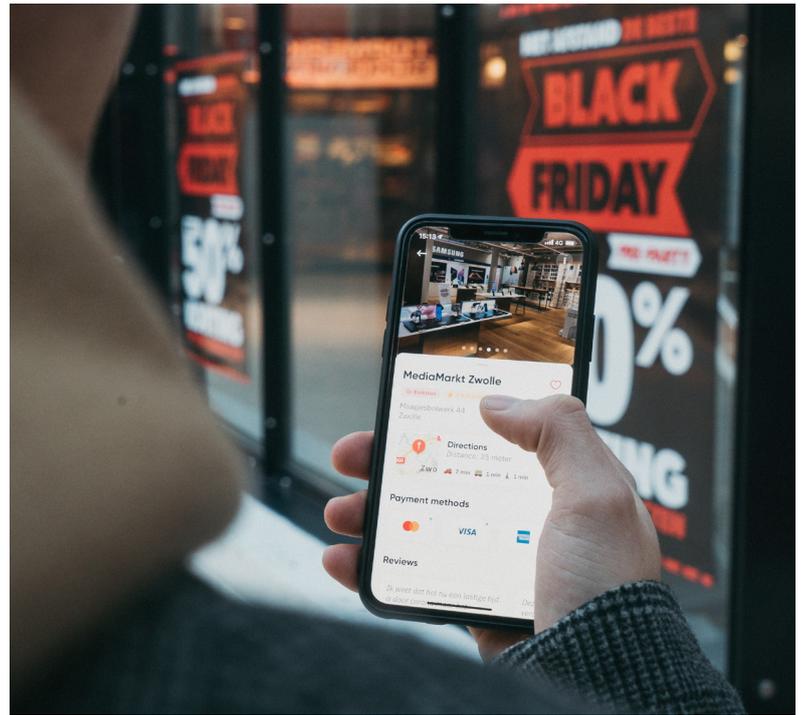
There has been a general theme that 'experiential retail' is the appropriate response to Amazon. Yet creating experiences is not the only level. There are also areas like quality of service, value and ongoing relationships - just ask any luxury retailer or successful independent store. This is not just about looking to the future, but also focusing on what has made retail successful in the past. Creativity, pride, and entrepreneurial spirit used to be at the heart of being a shopkeeper. Sam Walton's first success as an independent merchant was to put a candy floss maker outside his store to drive footfall.

The new universal standard demands that retailers discover how they can rapidly and sustainably create differentiated products and experiences, so that their offering is indispensable and delightful to customers.

Frankenstein retail feels disjointed and uncomfortable.

From its position of stability, most retailers have reacted to a changing landscape by adding new departments. Themes like omnichannel, store of the future, and data analytics have risen up over the last few years to answer changing customer behavior.

In some cases today you see stores with separate ops and ecommerce teams, tasked with different activities under the same roof, reporting into



two different people. While this may have made sense as these trends were starting, retail's evolution today demands a less siloed and more collaborative approach between departments. Customers have shown themselves to be fickle, and an individual coming to the store is just as likely to also require delivery or seek BOPIS. Different preferences, different times.

The Frankenstein approach to retail is preventing companies from providing a uniform and coordinated approach to customers. Words like omnichannel and digital now seem outdated - these are just the norm now as simple modern retail.

Disengaged staff means disengaged customers.

Over the course of the last 20 years, retail has looked to increasingly reduce store labor, unable to pass on rent and wage inflation to customers. The standard model has been a push for centrally-decreed consistency and uniformity across stores. Workers have felt like robotic task compliance agents, and retail has lost its luster as a place where you can grow a career.

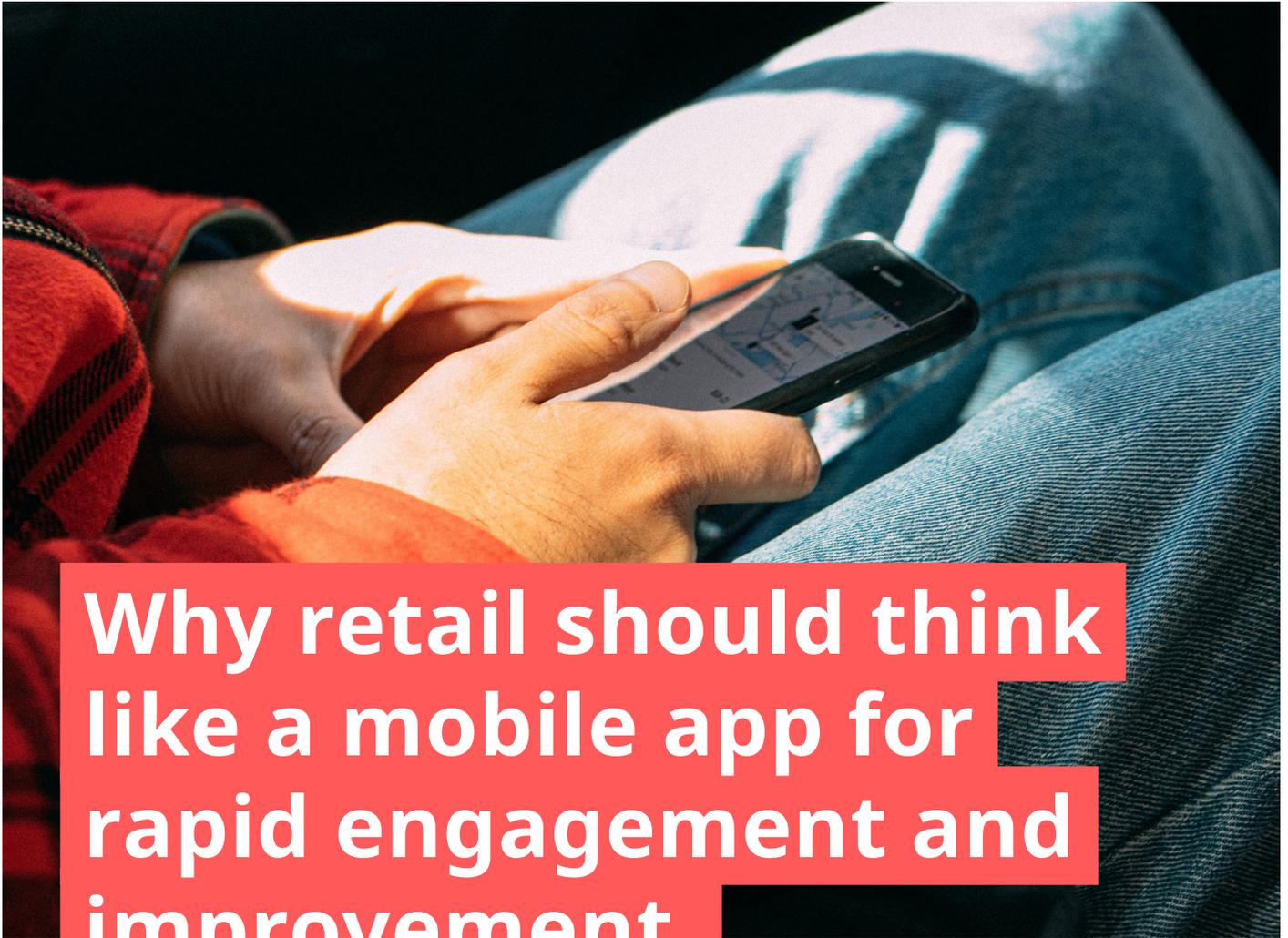
The next decade will be a time of rapid change and volatility, often differentiated at local levels. The frontline is the frontier of any retailer's relationship with their customers, and thus key for cultivating their brand and learning what changing

dynamics need to be supported. Therefore, when a workforce becomes disengaged, it inevitably prevents lasting customer relationships from being built and stops retailers from being able to adapt and learn their way to future success.

Agile: flexibility for customers, and stability for business.

The common themes throughout are increasing volatility, more competitive threat, and a need to radically simplify and engage workforces. Agile has been the organizational success story of the last two decades, with its focus on customer value, small teams working in rapid growth cycles, and aligned collaborative organizations. It allows business to offer both the dynamism and personability of a small independent boutique, with the stability and scale of a large enterprise. Retailers no longer have to make a trade off between flexibility and reliability.

The most valuable and fastest growing companies in the US - Apple, Amazon, Microsoft, Facebook, Google - operate under Agile values and principles. Top retailers like Walmart have also adopted these ways of working, and many more are planning to do so. As it gives companies such an advantage over competitors, it's not even an option for the remainder: go Agile, or go bust.



Why retail should think like a mobile app for rapid engagement and improvement.

Love them or loathe them, one of the greatest growth stories of the last 10 years has been the rise of mobile apps, built using Agile methodologies. Such processes, which constantly optimize these products to meet our needs and desires, explain their explosive success, and they have changed the way we communicate, our daily habits, and the way we share. More fundamentally, they've shifted the relationship that we have with our internal selves.

Such social tools are starting to encroach on retail in three ways. Firstly, in the relationships with customers who spend a significant amount of their day on them and expect everything to be as easy. Secondly, as tools to manage and engage their employees. Finally, as potential retail competitors themselves - something that has been developing in China for the past five years and more recently in the US.

So what lessons should retailers take from the biggest business growth story of the last decade? What pitfalls should we learn from it to take into account?

Get these principles right, and you'll find your retail business reaching viral levels of growth.

There are three areas that lie at the very heart of what makes large social media and mobile giants successful, and are now expected as default by consumers. If an offering falls short of these new deal-breaking technology standards, brands can end up bleeding market share to in-tune competitors or failing to get off the ground early on.

Simple user experiences.

Instagram is about following, Facebook is about friends, Twitter is about re-tweeting, and all are about liking. In every one of the main social media tools, it is both easy, intuitive, and rewarding to figure out the basics of what you need to do to grow yourself on these platforms. Through this simple structure, creativity, discipline, and ingenuity are rewarded with short bursts of dopamine, peer status, and money

if you manage to cross the follower threshold into 'micro-influencer'. In a few years, influencers have created mini-industries for themselves by providing highly rewarding and easily accessible content and communities. With the rise of social commerce, individual influencers are becoming storefronts in the palm of everyone's hand.

But it's not just relevant to the customer-facing part of your business: you should be taking it as seriously for your back office. Whilst simplicity and convenience have transformed the shopping experience for your consumer, retail managers are still stuck with poor UI, or worse, no technology at all. Many still find themselves drowning in multiple spreadsheets and reports, and hundreds of varied tasks per week to get done. Whilst it may be tempting to think that customer experience is solely an issue for the storefront and shop floor, there is a wealth of untapped opportunity to digitize and simplify management and supply chain. The power of simplicity is a focused view of success for everyone, that they know to continuously improve towards.

bjss

Our Agile retail clients are **three times** faster at implementation and **two times** more likely to take bold risks.

Achieve the same with BJSS Enterprise Agile® >

“

The need to increase experimentation is vital to keep up with these new digital companies.”

Gamification and reward.

I got off my Peloton this morning 1,247th out of 12,428 people (humble brag: my first time in the top 10%!), achieving 375 kJ versus my personal best of 370 kJ. I was ecstatic.

Competition and reward done in the right way can be incredibly motivating. What these social media tools have learned is that competition for competition's sake isn't appropriate. Competition needs to be relevant, reward needs to feel deserved and genuine.

As well as motivating users to strive, gamification can actually improve real-world problem solving as well. When humans are given a pure logic problem to solve, a huge proportion gets it wrong. However, if the exact same problem is positioned as a real-world scenario, then the inverse happens and most people get it right. Gamifying problems within a social context or narrative means that almost anyone can become a self-taught strategic problem solver. Whereas there are few who can get their head around chess or cryptic crosswords, millions from all walks of life do so within Call of Duty or Minecraft. Transforming cryptic BI data and insights into a compulsive and social game could be - quite literally - game-changing for your sales and KPIs.

The challenge retail has often had on this is two-fold. Firstly, a lack of fair ways to judge competition. When comparing just last year LFL performance, there can be so many different factors that impact sales: a change in local competition, weather, a pandemic! It is often felt that being in the right place at the right time is what gets rewarded, rather than whether someone's actions drove results. Both leadership and managers have told us that they feel that reward goes to the best performing stores, and not necessarily the best performing managers. Secondly, the rewards don't feel genuine, often because they come through a corporate program that lacks human interaction.

Always iterating to better.

Amazon, Facebook, Netflix, and Google run thousands of experiments a year. Using test paradigms like A/B testing, they will rapidly experiment with 1-2% of their user base to see how a change hypothesis impacts key metrics, quickly stopping what doesn't work and rapidly scaling what does. The importance of the data isn't in the act of capturing it, but how the data can prove or disprove proposed ideas and plans and ensure that the whole company learns from and replicates success. These companies have become successful so quickly by creating the most sophisticated and efficient experiment engines in the world. At its very essence, they ensure they get it right almost all the time, versus competitors who navigate on gut and a 50:50 chance of making the right decision.

For most retailers the idea of running one new project a quarter is scary. But introducing this kind of experimentation isn't an option - it's a necessity to compete with the digital companies encroaching on the retail space.

Thankfully, the move to Agile is actually more rapid and undistruptive than most think. It's an ongoing process rather than a standalone one, gradually becoming adopted day-to-day with little training needed. With the same time and resource that a retailer might put towards a quarterly review, they could be on their way to becoming an Agile retailer and market leader.

While it's easy to think that Agile methodologies might just have been an operational way to develop the most successful platforms, it loses sight of the fact that Agile was also a crucial factor in their strategy. By having a process which is continuously re-evaluating audiences and then rapidly designing product to adapt to change, Agile allows adopters to deliver the highest quality product, with lean resources, and get it to market before their competitors.

Agile B2C technology companies have paved the way for the growth formula of the future, mixing simplicity, gamification, and rapid experimentation to continuously and sustainably build innovation for the future. When rapid progress is made there will always be unforeseen issues to iron out, but these innovations remain transformational and have set a new standard for consumers that they also demand from retailers. Those who do not keep up will lose out to those that are already using Agile to deliver to these needs.

Why Walmart, not Amazon, has taken the Prime position in retail's future.

Amazon
Market cap 1.58 trillion

Walmart
Market cap 419.5bn

● Amazon - - - - - Operating income Margin
● Walmart ■ Revenue



Source: Annual reports and market estimates as at 13th January 2021

In the last decade, Amazon's growth has been phenomenal, seeing an 11-fold increase in revenues and a 33-fold increase in market value. Until getting overtaken by Elon Musk early this year, it also made Jeff Bezos the world's richest man. Such rapid and excessive growth can only come from being incredibly disruptive to steal market share, and many Execs keep a keen eye trained on Amazon and hope their counter-strategy is sufficient to keep it away from their doorstep.

As 2020 has unfolded, however, another key retail player has been playing Amazon at its own game. Between 2014 and 2017, Walmart began adopting Agile ways of working right across its business which really began to show results in 2020. Now, in 2021, it really has become the retailer everyone is watching. The battle between Walmart and Amazon is one to which every retailer should be paying attention to.

And out of the gates, there are many reasons to believe that Walmart has laid the stronger opening position.

Walmart is sizing up to Amazon.

One of the biggest retail announcements of 2020 was the launch of Walmart+, the first true competitor to Amazon's Prime membership service which offered many of the same benefits, particularly around delivery. Within 14 days of launch, surveying analysts expected that membership subscriptions were already a third of Amazon's estimated 126 million subscriptions.

In the retail domain, Walmart is certainly a heavy-hitting competitor. Ever since the days of founder Sam Walton, their logistics capabilities have always been superb and the bedrock of their coordinated expansion. Their expertise here will rival Amazon's last mile capabilities.

Yet there's an obvious differentiator in the 5,763 Walmart and Sam's Club stores across North America.

BOPIS has become an important fulfillment channel for more than 70% of Americans, and 49% of BOPIS transactions involve additional purchases. Walmart's infrastructure is poised to be able to provide customers with a more differentiated and potentially lower-cost alternative

than Amazon's purely last mile focus, putting Walmart in a prime spot to compete on price.

It is also better poised for the big market opportunity that both Walmart and Amazon are clearly after: health. Walmart will be able to offer on-site vaccinations this year, which presents a unique brand opportunity to get ahead of Amazon in being associated with healthcare.

Amazon may have spread itself too thinly, across too much.

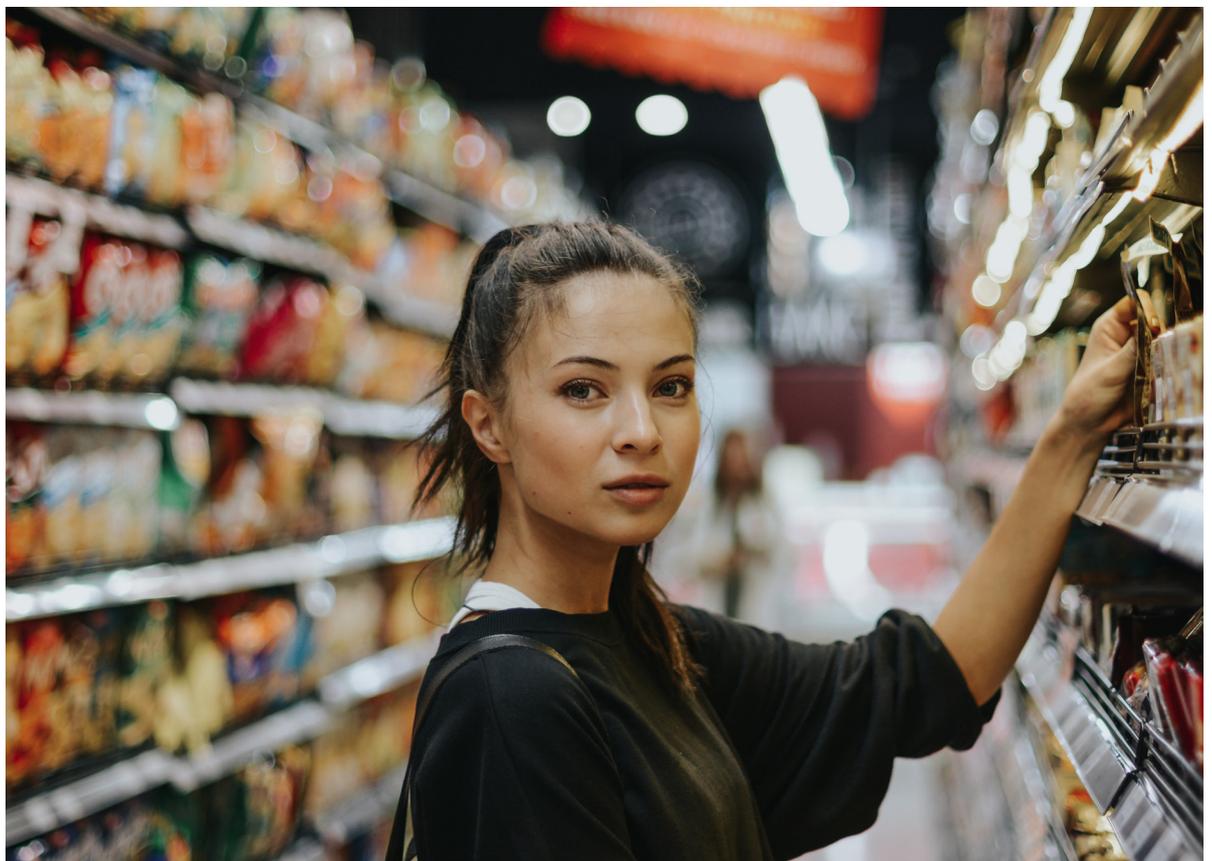
Amazon's super high valuation is likely to become the millstone around its neck. Trading at a multiple more than four times higher in earnings than Walmart, the market is expecting Amazon to continue its stellar growth track.

Amazon operates on three fronts: cloud storage, media, and the original retail. But opening up a battle on more than one front rarely bodes well, and Amazon is starting to face increasing competition and scrutiny in each of them.

In cloud storage, two key players have been encroaching on Amazon's early dominance: Microsoft's Azure (the clear #2 and retail leader) and Google Cloud. We're likely to see a highly competitive battle over the next decade as most businesses move from legacy infrastructure to a cloud-first approach, and these tech titans fight for power in the space. Amazon is also stuck with the challenge that it also cannibalizes itself through its other business activities: data-heavy retail and media companies are loath to give Amazon any cloud business when they resent them as a retail competitor.

Amazon has also been experiencing similar challenges for its media share. The last 12 months have seen both HBO and Disney launching their own streaming services, with other big broadcasters such as NBC and CBS soon to follow. Media is clearly for Amazon a consumer acquisition story where it is playing a different strategy to Walmart (see later).

Ecommerce is Amazon's original front where it has dominated and continues to do so - almost 50% of US ecommerce transactions happen on Amazon. Yet with the battle and pressure now on so many fronts, can Amazon maintain strength in all of them?





A community approach is at the very heart of Walmart's culture."

Where Amazon competes, Walmart collaborates.

Amazon's approach to business is almost imperial: find a market, and disrupt it with a better offering. Walmart feels by contrast more collaborative. It competes fiercely in the retail space, but also tries to increase the pie for others rather than enter and compete in different markets.

The contrast is apparent in their customer acquisition strategies. Amazon's focus is to use Prime media to drive membership, taking on other giants in the same game, whereas Walmart has relied on a collaborative approach with social media and merchant aggregators.

Amazon's behavior in 2020 was typically all-conquering. Third party sales have been vital to Amazon's growth, accounting for 50% of online sales. Amazon's new relationships with Shopify and Thredup are therefore important for a couple of reasons. Firstly, they're important for repairing a brand perception that was damaged in 2020 when former employees suggested that Amazon had been using sales data to make and sell competing products. But it also allows Amazon to expand and diversify its delivery network, giving them physical store bases for fulfillment. It also presents a valuable option with limited cost and risk as Amazon can take advantage of a crowd of smaller retailers, rather than needing to negotiate supplier relationships for goods customers want to buy.

Walmart's move into the social commerce space, on the other hand, was more cooperative than competitive. In 2020 Walmart took a 7.5% stake in TikTok, starting live streaming on the platform in December and making Walmart products available directly on the platform. Walmart's bet is clearly a demographic one, especially to younger generations, but it is also an employee engagement tool with Walmart now building an army of their own staff into TikTok influencers.

While the opportunity might currently seem small or gimmicky to us in the West, bear in mind that China already saw over \$186bn of transactions on this channel in 2019 - the US saw just a tenth of this. Social commerce is expected to grow at 33% per annum, prompting both Facebook and Instagram to start offering commerce through their tools in 2020.

In 2021, Walmart looks set to continue in their collaborative spirit having just partnered with Ribbit Capital, the venture capital firm behind Robinhood, Affirm, and Credit Karma, to develop fintech products.

Walmart has the human factor.

In a topic much discussed at this year's NRF, purpose and how you treat people will matter greatly over the next decade.

In serving the customer, associates have always been at the core of Walmart's vision, with Sam Walton claiming "the way management treats associates is exactly how associates will treat the customer". He also recognized the power customers inevitably had: "There is only one boss. The customer, and they can fire anyone from the chairman down, simply by spending their money somewhere else".

Over the course of 2020, Walmart put their associates front and center. Four times they have given special bonuses over the course of the pandemic. Amazon only did so when employees threatened to strike over Black Friday. They have driven some great employee initiatives, like Mamava pods for mothers after they return back from maternity leave. A community approach is at the very heart of Walmart's culture, and it has led the way in areas like sustainability, committing to be net carbon neutral by 2040.

All driven through an Agile approach.

The number of initiatives Walmart now experiments with annually rivals any of its tech competitors, no doubt thanks to the Agile ways of working adopted from 2014. With purpose and community behind them, will Amazon keep up?

The Agile Stores Manifesto.

Quorso's 'Agile Stores' Manifesto.

The Agile movement has brought the speed, innovation, flexibility and enthusiasm of entrepreneurial startups, to businesses of all shapes and sizes. Our Agile Stores Manifesto empowers retail organizations to shift their mindset and rapidly adapt and succeed in the face of change.

20 years ago, a group of software developers recognized that product management was too slow and cumbersome to keep up with market demands. Their solution was the Agile Manifesto, a new approach to management that has been adopted by and driven rapid growth across many industries.

Since the 1960s the retail industry has become more and more complex and, accelerated by the volatility of 2020, has now reached a similar inflection point. The Agile Methodology has already been adopted by fast fashion, supply chain and ecommerce, but we believe 2021 is the year that the stores must also join this Agile movement.

So we have taken the four values of the Agile Manifesto and translated them for the Retail Store:

1. **Engaged humans** over compliant task-doers
2. **Action** over insight
3. **Store networking** over central instruction
4. **Learning and adapting** over following a plan

We use the same 'over' construct as the original manifesto. That is, while there is value in the items on the right, we value the items on the left more.



Engaged humans over compliant task-doers.

Retail success depends on store teams who really care and will go the extra mile for customers and colleagues. So, while ensuring conformity and consistency is important, motivated and engaged store teams are even more so.



Action over insight.

Having insights is clearly important for focusing and prioritizing efforts. However endless analysis, meetings and reports must not get in the way of actually getting work done, fast.



Store networking over central instruction.

The center is responsible for setting important company-wide goals. However, each store faces its own challenges on the ground. Stores, and their peers who are closest to the problem, should collaborate to best fix them.



Learning and adapting over following a plan.

Plans are important, but they cannot be too rigid to accommodate inevitable changes in the environment, the customer, or – most critically – the things that are learned along the way.

12 Principles of Agile Software Management	12 Principles of Agile Store Management
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.	Our highest priority is to satisfy the customer, through both consistency and delight.
Welcome changing requirements, even late in development. Agile processes harness change for the business's competitive advantage.	Welcome responding to change, in a way that is aligned with the priorities of the company.
Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.	Set continuous and frequent action plans, from a couple of weeks to a couple of months, that aim to drive improvement, with preference for a shorter timescale.
Businesspeople and developers must work together daily throughout the project.	Support effective daily coaching and best practice sharing across the organization by breaking down silos.
Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.	Empower teams of motivated people, informed with the right information, to collaborate and get the job done.
The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.	Centrally accessible and easily digestible digital communication trumps excessive physical documentation.
Working software is the primary measure of progress.	Improving trading performance is the primary measure of progress.
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.	Promote sustainable working. Teams should be able to maintain a constant pace indefinitely.
Continuous attention to technical excellence and good design enhances agility.	A focus on quality and excellence enhances agility.
Simplicity – the art of maximizing the amount of work not done – is essential.	Simplicity – the art of maximizing the amount of work not done – is essential.
The best architectures, requirements, and designs emerge from self-organizing teams.	Great teams will build the best ways of working.
At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.	Regularly reflect on how to be more effective and adjust appropriately.

A DAY IN THE LIFE OF AMAZING ABBIE:

AGILE STORE MANAGER

07:20

WHILST HAVING A HEARTY BREAKFAST, ABBIE GETS SOME INCREDIBLE NEWS. WHAT A GOUDA WAY TO START THE DAY!



#1 CHEESE CONVERSION
Congratulations, your store is ranked no.1 in the company.

We did it, Jo! You're BRIElliant!

Sent to Jo – Head of Dairy

NOTIFICATIONS

09:00

Opportunities:

Sales **STEAK**
\$900/wk below average
2-4 pm daily

WITH THE CHEESE CHALLENGE CONQUERED, IT'S TIME TO UP THE STEAKS - LITERALLY!



JAY,
I NEED YOU TO CHECK ON-SHELF AVAILABILITY EVERY 30 MINS! WE CAN'T AFFORD ANY 'MISSED STEAKS'! LET'S DO IT!

MESSAGES

Saw you went from #132 to #1 in cheese sales. Amazing! 🎉

From Sam 09:15

Please teach me your ways store sensei 🙏

From Sara

Thanks guys, I'll send you a video of Jo.



11:00

A WHILE LATER, ABBIE'S AREA MANAGER, ARON, COMES FOR A CATCH UP OVER COFFEE TO REVIEW HER PERSONAL MARVELLOUS PERFORMANCE DATA.

UH-OH, WHILST SALES ARE UP-UP-AND-AWAY, CUSTOMER SATISFACTION IS DOWN. BUT FEAR NOT, ARON SHOWS WHAT'S WORKED AT OTHER STORES AND THEY SET A PLAN.



ALERT

ACTION REQUIRED
Badly damaged bruised avocados. Planogram to be updated immediately.

14:15

WHAT THE GUAC?! THERE IS AN OUT OF CONTROL BRUISING ISSUE IN THE AVOCADO SHIPMENT. IT'S THE PITS, BUT ABBIE COMES TO THE RESCUE.



NOW THE AVOCADO PLANOGRAM IS TAKEN CARE OF, IT'S TIME TO CHECK IN ON JAY'S MEAT.

Sales **+19%**

↑ STORE RANK
Up #432 to #188

17:00

Amazing work Jay and team!

WELL DONE Jay, it's RARE to see someone BEEF up steak sales that fast! 🙌

From Aron

THIS JUST IN! JAY'S STEAK SALES ARE UP. AND SO ENDS ANOTHER HEROIC DAY FOR AMAZING ABBIE AND HER TEAM!

Four Chrises talk Agile retail.

2020 was a crazy year, but one where we learned a lot about the future of retail. Quorso sat down with four retail operators, all surprisingly called Chris, to understand who they thought had handled things well on the ground, the importance of Agile, and what's crucial for retail in the years to come.

Who are our Chrises?



The Influencer

Chris Walton is CEO and Founder of Omni Talk, one of the best retail blogs and podcasts out there. Previously he was VP of Target's Store of the Future.

The Operator

Chris Richardson is VP Store Operations for Party City. The +900-location, multi-billion dollar, US retailer.

The Veteran

Chris Taylor has over 40 years of retail experience, from Store Manager all the way up into the C-Suite, including Chief of Staff at Marks & Spencer.

The Consultant

Kris Kohler Burrows is a Senior Director for Alvarez and Marsal, Consumer Retail Group and previously CEO at several footwear and apparel brands.

1. How important is it for retail stores to be Agile?

Chris Operator

When you think about the four Agile values, and the way you have applied them to retail, you look at it and think, how is that not what we were always shooting for?

I think a lot of people discovered Agile almost by accident in 2020, because they had to, and they will eventually learn how much more it can be.

Chris Veteran

I think the reason Agile wasn't such a big catalyst and a lot of people didn't really, really, truly adopt it was because the pace of change was still quite slow.

Online was going to grow and stores were going to drop. You could see all this happening, but it was happening at a pace that wasn't critical to your business. You lost a bit of market share, lost a bit of profit, maybe. And you had plans to address it, but you thought you had 2-3 years to address it. Obviously, the events of 2020 meant that it all suddenly twisted and you had three weeks to address it. So all of a sudden Agile became a real catalyst for people that they genuinely had to adopt.

Chris Influencer

When you look at what you're espousing with Agile theory, it's, you know, how do you keep people more engaged? How do you put more value on actions over insights, networks, over-centralized control, learning and adapting over following a plan.

Kris Consultant

I think what's so critical is stores need to become more and more customer-focused, right? So you need to push decision-making down to the frontline, to the person who's dealing with the customer.

Chris Influencer

From my background, as a Store Manager, you don't see those types of things in a retail store operation. You don't see that in a retail box. It's not set up to be handled like a piece of software, but there's no reason it can't be.

My favorite saying, I think it comes from IDEO, is that enlightened trial and error succeeds over planning every time.

2. What are your stores/the stores you work with doing to be Agile today?

Chris Operator

From a store and a retail standpoint, a big part of our journey at Party City is making sure we've got a good strong foundation from which to anchor. If we look at the four values that you've translated, you've got to have anchor points to that. So making sure that roles and responsibilities are clearly defined, that you can deliver a consistent experience, that you have the ability to find the balance and that your pendulum isn't constantly swinging from one side to the other... that's really where I think we are in our journey.

And what's super exciting to me is to be able to see the opportunities that are on the horizon, not just for Party City, but I think for retail in general. It's about learning and opening the minds of our associates and our leaders in our buildings to really fulfill this potential. The great thing about Party City is that our real purpose is to help people celebrate life.

Kris Consultant

For the companies we're working with we've instituted what we call 'short bursts' against key initiatives. So for example, appointment scheduling. We're going to have one week where we test it in a few stores, the second week we're going to address and adapt based on what worked and what didn't and the third week roll it out. So it's having these groups come together to focus on solving a problem, test the problem, react to that problem, and then solve it and roll it out.

Chris Veteran

What retailers are trying to do is improve the speed of decision making. They're trying to look at how do we make quick, fast decisions without the risk that we make too many wrong ones and cause chaos. I think people are genuinely trying true delegation, proper delegation, not abdication, or basically giving them a to do list and saying, "Hey, we've delegated, you've got no room to maneuver it."

3. Which retailers do you think excelled in 2020?

Chris Influencer

We have to be careful to filter out all the pandemic related noise and over-assessing how well people are doing. However, I actually think Amazon's doing great. They're not getting talked about enough versus the traditional players. Look what Amazon's done even during the pandemic. They now have 30 Amazon Go stores, they've got incredible delivery and pickup services at Whole Foods.

Chris Veteran

Even though they are the big bad wolf, you have to admire Amazon. They just ramped up staffing, warehousing, vans...they took all the non-exceptional stuff off their sites, they were incredibly effective.

Kris Consultant

I think for me, the one that really sticks out is Best Buy. The fact that they actually were able to be nimble and Agile enough to capitalize. Both from an inventory standpoint and then, most importantly, from the buy online pickup in store. They were relentlessly customer-focused in terms of how they executed that.

Chris Influencer

I think Best Buy has given a master-class in the Scientific Method in terms of how to improve yourself as a retailer. They shut all the stores down and they said, we're going to go to curbside pickup and experiment. They learned that they kept 70% of their sales volume, even when their stores were closed. How many retailers got the chance to know that? Right? They did. They thought about it. And then what did they do? They went to appointment scheduling. Okay. You know, how much volume can they keep when they start bringing these people into stores, but they do it in a really specific way. And so they got an understanding of that by geography. And now not surprisingly, what did they announce in the late fall? They're going to start turning their stores into fulfillment hubs, because they have better data about how to serve their customers.

Chris Operator

The other one that kind of stands out is Dick's Sporting Goods. They did not have curbside pickup. They had a pretty robust buy-online-pickup-instore program, but the curbside was new, although maybe they had been testing it before. Watching them move from, "Hey, we clearly just set this up and we'll run stuff out to your car" to getting it more process-driven, something that could be consistently delivered to the customer - that was really impressive.



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OmniTalk 



News For Retailers, By Retailers. www.OmniTalk.blog

4. Looking ahead to 2021, what elements of store operations are most in need of a rethink?

Chris Operator

I think everybody knew before 2020, how big omnichannel was becoming. But in March 2020 it went overnight from, yes, it's important, to it's critically important.

You're now serving the customer seamlessly - where, when, and how they want it. And ultimately it has to become seamless to the organization as well, because in order to serve the customer seamlessly, you have to be seamless inside as well.

Chris Influencer

Getting to the omnichannel ethos of everything means you need to leverage the store as a node within the network, so accuracy actually really starts to matter over time.

I think the place to rethink for me, when I look at Store Ops, is really around inventory management and accuracy in the store.

Kristin Consultant

Inventory, inventory, inventory. I mean the age-old problem, and it's even more complex now. Because not only do you need to figure out how much inventory you're going to need against customer demand, but now you've got to know is my inventory in store? Is it in the warehouse?

Chris Influencer

I think what a lot of the time people don't realize, is that your inventory accuracy in your stores is usually no

better than 70%, whereas in an actual fulfillment warehouse, you're usually in the mid- to high-nineties.

Chris Veteran

So all this stock is wandering around the system. If it's not in a depot to send to a customer online, or a store that somebody wants to buy it from, it's dead money.

And if it takes a week to get back from a customer back into circulation, that's a week's tied-up cashflow. About a week's worth of lost sales.

5. What excites you about the next decade for retail stores, in particular from a store technology standpoint?

Chris Walton

I always think about the intersection of technology on the total retail experience, but especially the blend of the physical and digital.

There are probably four areas that I'm excited about. I think one is the evolution of cloud commerce. Specifically, the day-to-day foundational things that drive our data understanding. So the order management systems, the point of sale systems, what products and people are doing, how they're moving, exchanging, through space and time, I think is really interesting.

The other thing I'm watching really closely because of the work Amazon's doing is computer vision. I think computer vision is going to

be important technology as we look forward, for how in store operations work, how ecommerce operations work, even how social media and our mobile interactions with the world work. I keep advising companies to continue to invest and look into that. Start your experimentation.

Thirdly, I think micro fulfillment, in terms of how you use the stores as a network, how to use robotics and automation within those setups at the store level to give you better inventory accuracy, to pick and pack faster and more efficiently.

Lastly, how people work together. How do we create more of a networked Agile mentality in terms of how we operate? Day in and day out because that's what gets us excited. Most importantly, from a business model standpoint, it's also what helps us to find the efficiencies in what we're doing to find the cost savings, to drive sales, but to do it in a more productive way.

Kris Consultant

I think what technology is going to allow us to do is to provide for more in-store, tactile customer experiences. Taking tasking away from store teams, so that they can focus on the customer experience.

Chris Operator

I think retail by nature is still a people-driven business. I think there's always going to be that desire for interaction. We kind of see that. People start to get weary of the lockdowns and they want to reconnect with people. People still went to stores. Even when they were locked in their homes.

So I think people are always going to be there. I think the technology is always going to be a support mechanism to the people-first connection.

“

Customer-focus.
Employee-empowered.
And then Agile.”

6. What are the top three most important values retail stores need to live by today?

Chris Operator

I think, from a retail in general standpoint, **convenience** is one of those values that is at the top of the list. We've got to meet our customers where they want to be.

We've gone through this whole thing, talking about agility. I'll use the word **nimble** just to be a little different. The ability to make quick shifts and know that it's going to be continual.

I really struggled with the third one, but I'm gonna say **consistent**. That's a little bit of a counterbalance to the nimbleness, but to the customer, the consistency has to be seamless behind the scenes. The act of being able to change quickly can become consistent and can be a value that you live by.

Chris Veteran

Number one in my head is and always will be **trust**. Customers have to have trust in your brand, in your people. Your people have to have trust in your sustainability. They have to have trust in your products. They have to trust in your reporting, your efficiency.

Second is **accountability**. I think too often, accountability is quite vague. When you do something, who is accountable for the good result or the bad result? And where is it reported and is it clear?

The third one would be **innovation**. I think you've got always to be looking at what's the next product? What's the next customer service? What's

the next offer? What's the offer that they don't even know they want? What's the new channel? Who could we merge with?

Kris Consultant

Customer-focus.
Employee-empowered.
And then Agile.
And they all then empower those stores to be action-oriented.

Chris Walton

I like mnemonics a lot. So I'm going to give you my three A's.

When I think about the three most important things. One is **Agile**. I've long been a proponent of that.

The second I think it's **agnostic**. You have to be agnostic to the channel to how the consumer wants to consume.

And then the last thing I would say is **accepting**. Accepting that things are going to change and you're not going to get it right. And you've got to learn as you go. And that's fundamental to making yourself better.

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The future of the store: fusing the physical with the digital.

At NRF 2020, the role of the store was center stage. After years when physical retail had been second fiddle to the glitz and glamour of a rising ecommerce, many asked the question: what is the role of physical stores in retail? And now, after everything we've learned from 2020, we're asking whether this role changed once again?

Physical's demise has been visible over the last decade. Yes, in many sub-sectors (e.g. toys), ecommerce has risen to around the 50% mark. And yes, after a period of mass expansion the US became over-stored. But we forget two factors.

Firstly, that physical still plays a crucial part in how consumers purchase and want to be fulfilled. Ecommerce is currently hovering around 20% of total retail sales. Even in a pandemic year, physical is still the way most customers choose to shop. 2020 has also shown the importance of the store as a logistical hub, both as part of ecommerce last mile delivery, but also for the rise of BOPIS.

Secondly, the store still plays a very important brand role, highlighted by Doug Stephens as the 'store as media'. When customers enter your store, there is the possibility of a transaction but there is also the absorption of a brand experience. In the same way that every click to a website is valuable to a brand, so should be every in-store visitor: 100k store visitors is the brand value equivalent of ~\$100k.

Stores are vital, yet their role is moving beyond a four-walled box simply to transact goods into something broader. For the store to succeed, we need to re-examine two crucial questions:

1. How we measure store performance
2. The role of those charged with coordinating performance across stores – Area Leaders.

We need to move beyond just Last Year Like for Like Sales growth.

Ever since Italian monks discovered double entry bookkeeping, retail has looked at the P&L and Balance Sheet as the cornerstone of performance. Despite the exponential rise of available operational and financial data, stores have still been viewed and incentivised on like-for-like sales growth and inventory stock turns.

Such metrics now look less relevant as the cornerstone of store performance today: Firstly, they ignore the broader role a store now plays across brand and fulfillment. Secondly, these are lagging indicators that are the outcomes of buying and shopping activities, rather than inputs that lead to sales. Thirdly, and perhaps key, we need to start harmonizing physical and digital performance metrics to be able to better understand and evaluate effectiveness across all channels in retail's omnichannel approach today.

The pandemic has shown that an omnichannel approach is no longer just physical + website, but physical + BOPIS + curb side + social + last mile. Customers want to shop where they want, when they want, and how they want.

Table 1 on the next page provides a view of how some digital and physical performance metrics can be better harmonized and even learn from each other in some of their core funnel and value metrics.

From ecommerce, the ideas of traffic, conversion, customer acquisition cost ('CAC') can be equally useful in understanding store performance. But online can equally learn a lot from physical stores.

Ecommerce's strong focus on pure growth and capturing market demand has often come at the expense of cost efficiency – for example, the growing issue of returns. Optimizing costs is a core area of focus for Store Operations. Shrink and waste, for instance, have the support of full asset protection teams. A similar focus is needed on the ecommerce side, providing a great opportunity for performance improvement and improving margins.

Table 1. Example of harmonizing physical and ecommerce performance metrics

	Physical	Ecommerce
Sales funnel		
Traffic	Footfall	Site traffic
Conversion	Transactions per footfall	Click through rate
Basket Size	Average Order Value ("AOV") # Items per basket	
Time per visit	Average store visit time	Average session duration
Delivery		
Wastage	Shrink	Shrink Returns
Fulfilment	Store labor + rent	Last mile distribution costs
Customer Acquisition Cost	(Labor + rent + other costs) / Customer transactions	Marketing spend + distribution cost / Customers transactions
Customer Value	AOV/CAC	AOV/CAC

Harmonization is not just important for assessing the relative value of the different channels, it is also key for agility. Digital channels have been able to rapidly experiment and learn and scale what works for consumers, in a way stores haven't to date. Retailers should also see the potential of every store as an experiment engine where, with the right measurement in place, they can test, measure, learn, and scale what is driving the most value for the consumer.

Area Leaders: From Store visits to continuous Agile coaches.

Combined with measurement, the way that Store Managers are coached and upskilled also needs an urgent rethink. Typically this has been the role of the monthly (at best fortnightly) Area Leader store visit.

The challenge with the store visit is that it has become a mostly compliance-focused activity over the years. Checks and balances to see whether inventories have been properly checked and stores and presentations laid out correctly are very limited views of the business.

To be more growth-oriented, the relationship between Area Leaders and Store Managers should evolve in two ways.

Firstly, it should be growth-focused. It should be about setting OKRs – objectives and the measurable key results to drive them – as introduced by Andy Grove, who used this approach to build rapid growth at places like Google, Microsoft, and Uber.

Secondly, the role needs to be more cross-functional and understand how a store's success is driven by the collaboration between different stakeholders, merchandising, supply chain, marketing, and other departments. To date, store operations have been too siloed, only focusing on the execution challenges from an operator's perspective.

The store isn't dead, but has a lot of new roles to play.

After a decade of being seen as the less favored child in retail, stores remain critically important to the overall experience retailers provide to their customers. Rather than being digital versus physical, it's how both

are blended to provide customer value that will drive their success in the future. Both the old steward of the store and the young newbie of digital can learn from the other's experience and results. Yet in both their measurement and in outlook, there is an urgent need to turn to focus on harmonization and growth, rather than a backward and compliant view of performance.

Ultimately it's those retailers who blend best the benefits of both who will be the most successful.

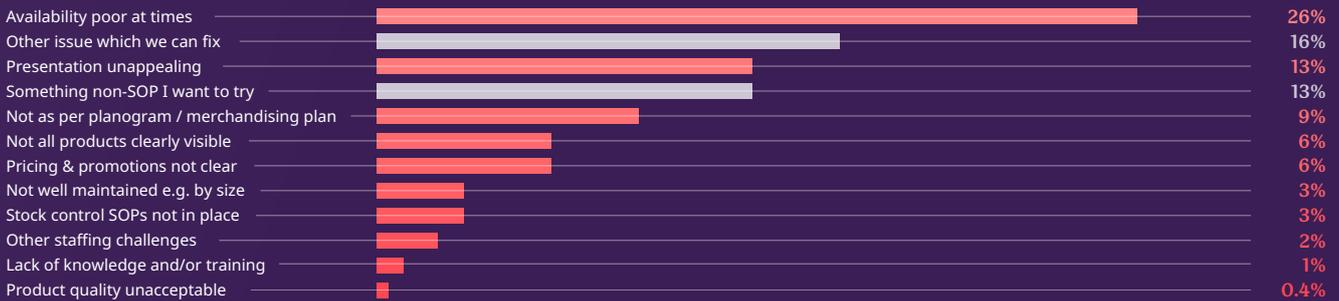
When Agile works, —— it really works.

When Agile store management works, it really works. Retailers that are already living and breathing Agile find they're reaping incredible benefits – take a look at our Quorso data to see what you could also be doing.

Value #1.

Agile engages your staff to become problem solvers, not robots.

Everyday, stores face barriers to sales and improvement.



29%

of these issues need **creativity and collaborative** problem solving to be fixed. So compliance checklists and SOP **won't cut it.**

These issues cost you, but **each one addressed** gives an average improvement of

+14%



And people learn from their success, so their missions **continue to deliver improvement** even when they've ended, driving a

+37%



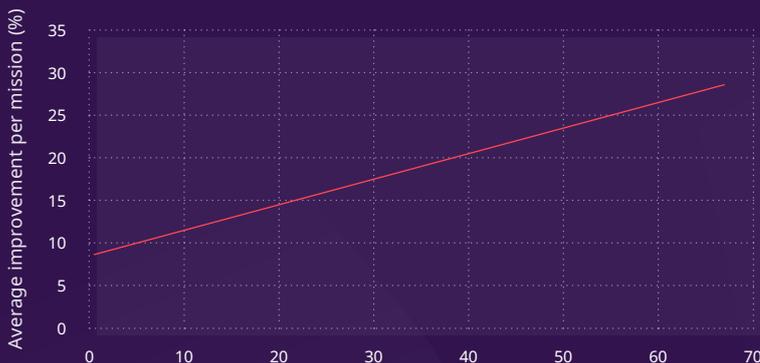
increase in sales for the next 3 months.

And feeling that successful all the time **makes Agile pretty addictive.**

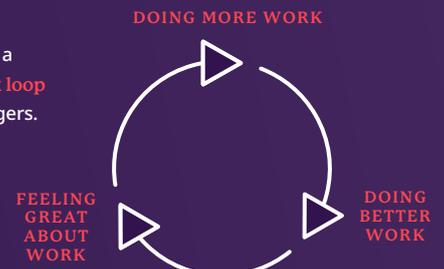
95%

of Agile store managers **complete improvement missions each week**, compared with average engagement of 45% for other enterprise software.

And when people are successful, they take on more missions, and those missions **deliver even more improvement than the last!**



Which leads to a **great feedback loop** for your managers.



Value #2.

Agile means insight **doesn't get in the way of action.**

For all the missions that are suggested to teams daily,

84%



go from issue to action **within the day.**

That's insight to improvement, the same day!



How long does it currently take you to dig data, prepare a report, agree on an action plan, and **know when it'll start improving?**

Weeks?

Months?

82%

of a mission's total improvement will be **delivered with Agile** in the

first week!



The **top 3 priority** missions suggested cover for

14%

of total lost sales at a given store in any given week.

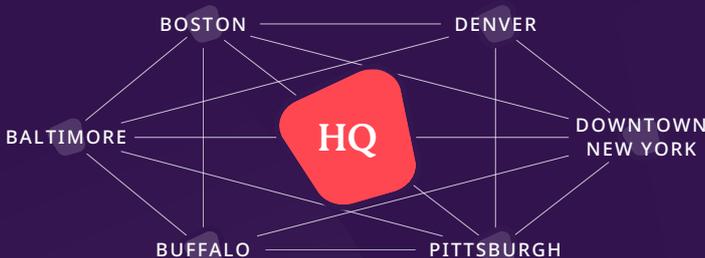
And it pays to know where this rapid action is **needed most.**

A one-size-fits-all approach leads to **mediocrity.**

Value #3.

Agile gives central teams **control, and stores flexibility.**

Your HQ needs visibility and control to ensure your business is going the right way. But your stores need to respond to challenges and local nuances in real-time, on their own.



30%



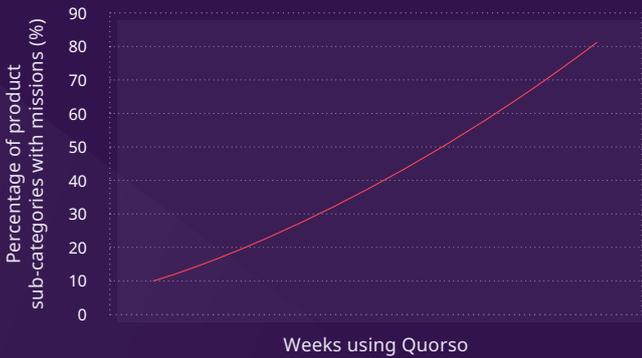
of missions are only relevant to a **single store.**

89%



of the time a mission is sent to **less than 2%** of your store network.

Central improvement models assume problems are identical and consistent across all stores. But analysis shows that the product lines causing issues for any store actually **vary week-to-week**.



Agile technology helps stores quickly identify and correct their unique problems.



So **95%** of missions get **solved in store**, or with help from peers in the network.

Which means central teams don't become a bottleneck to decisions and action, but still have **complete visibility** of everything that's going on and **overall control**.

With day-to-day operations taking care of themselves, **HQ can focus on the issues of the future**.

Brand perception
Technology
 Customer trends
Sustainability
 Product
 New markets
 Disruption
Talent

Value #4.

Agile allows you to **learn and adapt as you go**, rather than blindly following a plan.

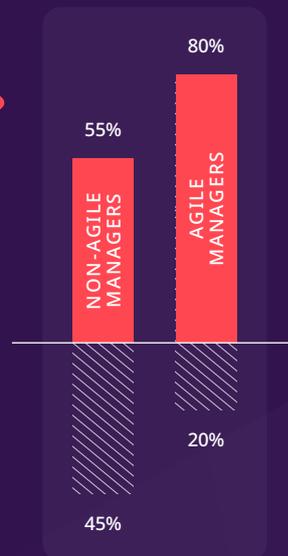
Agile allows you to **test, measure, and learn** rapidly: an average mission lasts

3.1 weeks

which means **ongoing evaluation** and **continuous improvement** for your business and your teams.

Agile managers learn fast, so they get it **right more often**. Typically, managers' actions only improve things 55% of the time. **Managers completing Agile missions drive improvement 80% of the time**.

Which store do you think will knock their competitors **out of the water**?



And when you learn something new, and need to pivot to a new KPI? Get your whole business working on it in...

5 minutes

Ready. Set. Go.

Switching to Agile means great results, fast. Getting there before others do will decide whether you smash your targets for the year, or fade into irrelevance.

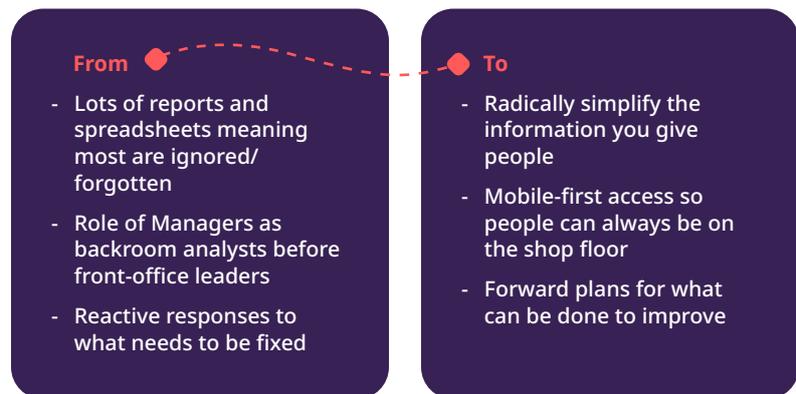
Learn more about the results possible with Agile missions at quorso.com/results

Your four-point plan to becoming Agile.

Switching to an Agile mindset and methodology doesn't need to be complicated. Phil Thorne of Quorso and Chris Walton of Omni Talk set out their simple, four-step process.

Being Agile in your mindset and methodology doesn't need to involve massive organizational upheaval (Microsoft managed it in a year!). Here we outline four core steps any retailer can take to drive Agile performance and start reaping the rewards in months, not years.

1. Prioritize actions.



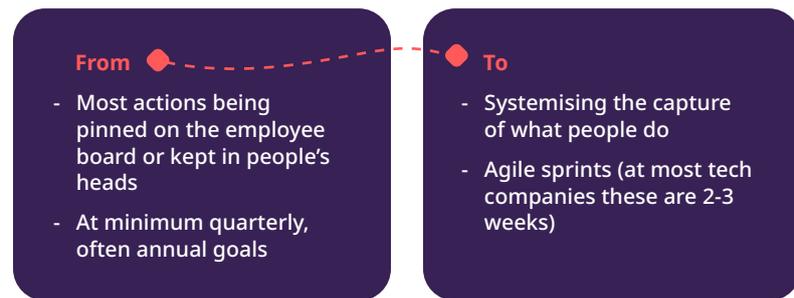
Simplify seems to be the mantra on most leaders' lips when we talk to them about front-line priorities for next year. Surveys have staggeringly shown that Store Managers only spend 25-35% of their time with their teams, the majority is spent being data analysts, bureaucrats, and firefighters.

And there is little evidence that all this analysis even pays off. Quorso's data shows that most weeks managers will improve their store performance at a rate no better than chance.

In Agile product management, the most important first step in any sprint is to prioritize – ensuring people are taking just the 2-3 actions that will drive the most value. Short standups at the start of every day focus everyone on what they need to ruthlessly prioritize. Everything else is ignored.

This requires investing in the right infrastructure, tools, and processes to give teams rapid insight into what's going on. There's no need to have Managers be calculators or trackers when software tools can do it for them.

2. Act & track.



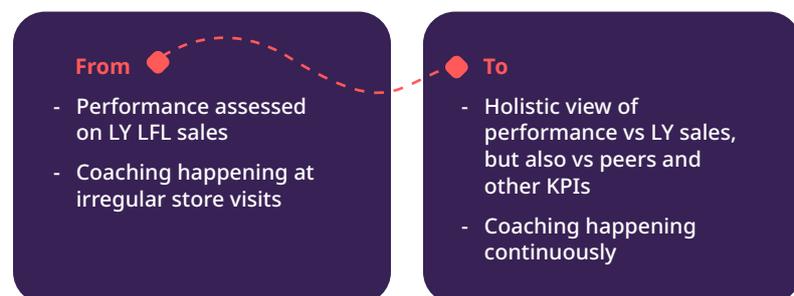
As Chris says, knowing what to do in retail is one thing, but actually doing it and tracking it, well that's another challenge entirely.

One of the tools Agile product companies use to track actions is a [Kanban board](#). This simple layout of cards arranged in columns organizes and tracks activity in phases, e.g. "To do", "Doing", "Done". Each card has clearly assigned accountability and a delivery deadline. Critically important

is that these tasks are granular and measurable at a level that they can be done in a single sprint of 2-3 weeks.

"There's something really motivating about progress", says Phil, "people love to feel a sense of momentum and when you're moving actions forward every couple of weeks, you get more satisfaction than when you're waiting a quarter, or a year, to see if you've hit budget."

3. Measure & follow up.



One of the most critical components of Agile management is being able to set your short-term goals and know whether you have hit them. This is often where retail reporting can fall down.

With an obsession on just showing e.g. LFL topline sales growth vs Last Year, how can you tell a manager whether the granular actions they took to improve a certain part of their business actually drove value or not, e.g. an Apparel Manager changing their winter display to drive better relative performance? The more high-level your metrics get, the more noise there is from external factors (footfall, weather, a certain event last year etc.).

We believe most retailers need to radically rethink how they provide impact tracking to the field at a level of granularity that they can actually take action and show results.

The route to improvement is in the follow-up.

Today, the monthly 35-minute store visit remains the key coaching activity any Area/District Manager does. Only a fraction of which is spent upskilling workers rather than performing an [audit](#).

Given the majority of store teams upskill themselves through Manager interaction, increasing coaching frequency is hugely valuable.

Many Agile product companies have remote-first offices, with teams spread across the world. Their Managers therefore rely on technology to coach and support teams on a daily basis. These tools are available to retailers too and can empower Area Leaders to spend less time driving around the country and more time upskilling their teams.

4. Learn & scale sprint impact.

From

- Constantly moving onto the next thing
- Ideas come from the center and are pushed to the field
- Compliance focus to learning through Learning Development System

To

- Making time to reflect and learn
- Ideas come from anywhere and the best ideas get scaled
- Encouraging peer and manager coaching

At the end of any 2-3 week sprint, one of the most important practices an Agile product company undertakes is a retrospective. A retrospective involves teams getting together and asking themselves, "Did we achieve what we set out to?", "What did we learn about our method or processes that we could improve?", "How could we do better next time?"

"I can't ever remember doing something like this in retail," says Chris, "we hardly ever made adequate time for it and, when we tried, we had no good way of systematizing it and recording it objectively. Oftentimes, it just came down to whatever the highest-paid person in the room thought." However the art of reflection is one of the most important parts of moving forward.



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“

Most problems get solved rapidly by the crowd.”

Although finding a good process to learn from your own actions is important, there is another core group from which to learn that Store Managers should also embrace. Their peers. We see three barriers to this in most retail businesses:

1. Vertical silos preventing peer sharing of ideas.

Retailers with large store networks have many Managers facing the same challenges every day, but typically they only seek solutions advice from their Area Leader or store colleagues.

Agile technology companies, on the other hand, create forums and communities between users through wikis, so most problems get solved rapidly by the crowd.

2. Promotion of central ideas rather than ideas from the field.

As Alan Rushburger, author of *The Idea-Driven Organization* notes, 80% of any company’s improvement potential lies in the ideas of the frontline.

Yet most retailers will push out ideas purely from the center. We’ve seen too many examples of this to list, but here is one of our favorites.

A Store Manager was thinking of a way to incentivize her team to hit the goals she was trying to achieve, and bought a set of poker chips. She created a sign on the employee board:

- Goal 1 – win 500 points (red chip)
- Goal 2 – win 300 points (blue chip)
- Etc.

Next to this sign was another, for 5,000 points: win 30 minutes off. 100,000 points, win a whole day off.

Within a couple of months, the store had become one of the best in the country. The Manager had increased performance with one of the best levers at her disposal, “time.”

It was nine months before the central team figured out that what she was doing had been so effective for her store.

3. Only looking internally.

One of the most surprising differences we find between retail and technology is the regular sharing of ideas. In technology, there is a host of podcasts, WhatsApp groups, forums, and meetups about sharing the best ideas in sales, marketing, design, and engineering.

Retail has 3-4 big events each year, but the general sense is that the focus is purely on the internal, and rarely do we see people learning as much from their industry peers.

Agile teams are some of the most productive and engaged workforces on the planet.

Agile isn’t a magic elixir, but the stats are quite incredible. Tech companies that claim to be Agile have:

- 25% higher productivity
- Are 50% faster to market
- Have employees claiming they are >100% happier and more energized

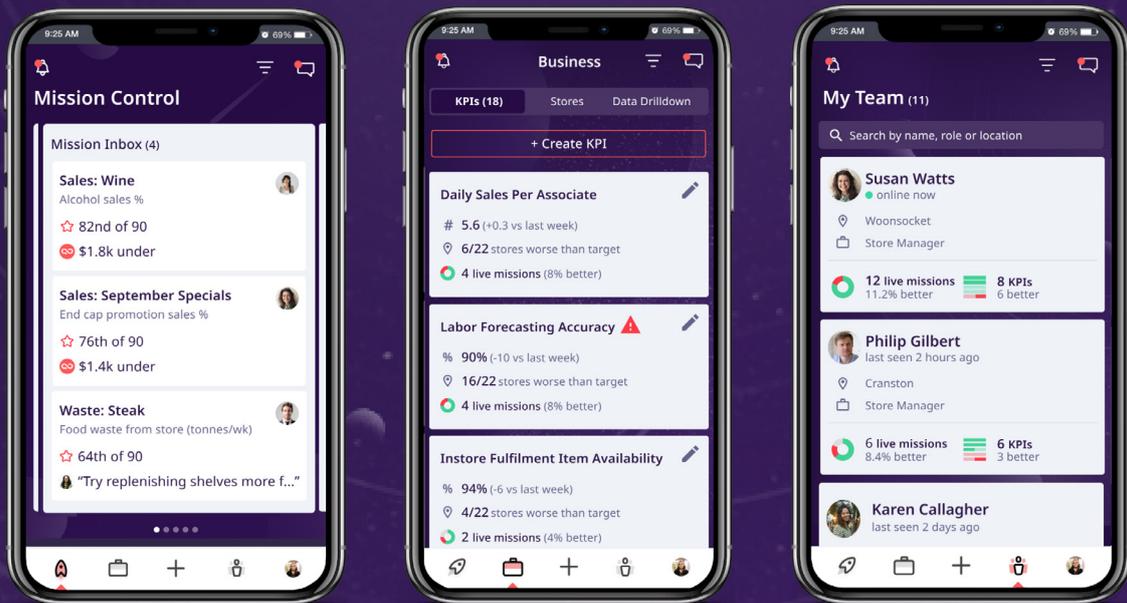
There are obvious reasons behind this. Agile teams have the three core elements that pre-bake their motivation into their working practices:

- Autonomy – the ability to feel you are in control of your own destiny
- Mastery – the sense you are improving in your daily activities
- Purpose – the collective sense of what you and your team can achieve.

If you’re not considering how to make your teams more Agile today, it is likely your competitors are, and they’re more likely to be responding to customers and getting products to market quicker.

Get agile in days.

Tired of wasting hours **lost in complex reports?**
Struggling to see who and **what drives improvement?**
Keen to engage and **grow every manager?**



Quorso simplifies your data into **3 top priority daily actions** (we call them 'Missions') for every store, guaranteed to engage teams, increase Sales and drive KPIs. It then helps your teams **launch** their Missions, **measure** their impact and **scale** the ones that work.

Through a user experience everyone is wild about, retail Executives steer their businesses, knowing which actions are driving improvement. Area Managers coach and motivate every team member. And Store Managers only focus on what matters.

See Quorso's **Agile Stores App** in action.
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Agile. Simple. Human.



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