

PRAISE FOR *RETAIL INNOVATION REFRAMED*

Gareth Jude and Andrew Smith are an extraordinary combination of retail practitioners and have crafted *Retail Innovation Reframed*, a must-read for retailers in this fast-shifting landscape.

Paul Greenberg, Vice Chair, Federation of International Retail Associations

Essential reading for anyone who is frustrated by innovation not moving as fast or delivering as much success as needed. A helpful guide that will aid you in finding what is slowing things down and how to fix it.

Guy Russo, company chairman; former CEO, Kmart, Target and McDonald's Australia, and former President, McDonald's Greater China

If your business needs to change but so far has been unable to do so or if you serve a retail business that is having difficulty with the process of innovation, I commend this book to you.

Paul Zahra, CEO, Australian Retailers Association

Gareth Jude and Andrew Smith guide us on a journey through the art and science of retail reinvention – delivering both insight and application in a thoroughly readable way. If you are a transformation leader, read it.

Richard Umbers, former CEO, Myer

This is a book for all retailers, most especially for these times. What Gareth Jude and Andrew Smith have been able to replicate, quite remarkably, is the benefit of their careers' experience growing businesses, overlaid with in-depth case studies detailing innovation in all its forms and how it is achieved at scale. This is a step-by-step operating guide to introducing innovation as a process that can be enabled by all your company's leaders.

Peter Knock, retail company director

Many industries have been disrupted in recent years and none more so than retail. Businesses in this sector are having to dramatically transform the way they do things if they are to survive. In this groundbreaking book the authors present a practical road map to guide retailers as they seek to make the transition from the business models of the past. This is a plan of action that every retailer could benefit from following.

Martin Christopher, Emeritus Professor of Marketing and Logistics, Cranfield University, UK

Retail will change more in the next 10 years than it has in the last 1,000. *Retail Innovation Reframed* will enable retailers to not only navigate that change but thrive in uncertain times. The authors' extensive knowledge of retail, technology and innovation is brought together in a simple-to-follow model with comprehensive case studies and examples. An absolute must-read for retailers of all sizes.

Kelly Slessor, Founder and CEO, Shop You

As someone who has led retail teams at all levels for nearly three decades, I have often been sceptical of books that claim to have all the answers about how to run a great brick-and-mortar business – until today, that is. Gareth Jude and Andrew Smith have put all their expertise and bold but necessary ideas into this exceptionally well-written and actionable guide to success that will lead us forward into the future of great retail.

Ron Thurston, Vice President of Stores, INTERMIX

A road map to retail innovation success. Read the book, build on your retail business and be prepared for disruption. Of course you don't have to... survival is not mandatory.

Mark Finocchiaro, Managing Partner and Director, MyChemist

Retail Innovation Reframed

*How to transform operations and achieve
purpose-led growth and resilience*

Gareth Jude and Andrew Smith



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CONTENTS

<i>About the authors</i>	xi
<i>Foreword</i>	xiii
<i>Acknowledgements</i>	xv

Introduction 1

PART ONE

Why the retail industry needs to reframe 3

01 Why retail needs to be reframed 5

(Gareth)

Introduction 5

Retail is defined by disruption and crisis: Adapt or die 6

Exercise: The impact of disruption 9

What is a retail reframe? 11

Case study: Reframing Walmart 13

Making the case for a reframe 14

The difference between knowing ‘what’ and knowing ‘how’ 15

Exercise: Knowledge and action 16

The biggest challenge facing the retail industry 19

Conclusion 19

Notes 20

02 Why innovation is hard for retailers 22

(Gareth)

Introduction 22

Innovation is hard in any organization 22

Exercise: Overcoming innovation blockers 24

Why retailer DNA can make innovation especially hard 26

Turning retailer DNA into innovation’s secret sauce 29

Exercise: Reflecting on your innovation history 31
Innovation is retail's new safe place 31
Conclusion 33
Notes 33

03 Retail innovation as a process 35

(Gareth)

Introduction 35
Why retail innovation is a repeatable process (and why all the steps
are interdependent) 35
Retail innovation as a process: Case studies 36
Case study: Amazon 36
Case study: Starbucks 38
Case study: Walmart 39
The six stages of a retail *ReFRAME* 40
Conclusion 45
Notes 46

PART TWO

Your innovation quest 47

04 Stage 1: Resetting the foundations and building an innovation launchpad 51

(Gareth)

Introduction 51
Purpose 53
Exercise: How to find your purpose 56
Culture 58
Exercise: How innovation-ready is your business culture? 60
Leadership alignment 62
Case study: Digital transformation at 7-Eleven by Stephen Eyears,
Head of Strategy, Innovation and Business Development 63
Launching your quest without a launchpad 66
Conclusion 67
Notes 68

05 Stage 2: Filter the right ideas using the golden rule 70*(Gareth)*

Introduction 70

The golden rule 70

Exercise: Your innovation health 74

How to distinguish real innovation from fakes 74

Case study: Domino's vs Pizza Hut 2013–18 79

How to run an idea treasure hunt using the golden rule 83

Preparing the treasure hunt workshop 89

Management review of outcomes 91

Exercise: Testing the treasure hunt 92

Conclusion 92

Notes 93

06 Stage 3: Get innovation-ready 95*(Andrew)*

Introduction 95

Getting innovation-ready 96

Sponsors 98

Exercise: Characteristics of an 'innovation legend' sponsorship style 101

The team 107

Exercise: The team skills canvas 110

The space 113

Exercise: The creating space checklist 115

Exercise: The showcase preparation template 120

Conclusion 123

Notes 124

07 Stage 4: Analyse and design the solution 125*(Andrew)*

Introduction 125

Analyse and design the solution 126

Narrowing down the specifics 127

Exercise: The narrowing canvas 130

Create a list of use stories 132

Exercise: Ambition prioritization 133

Now for the use story 135
Exercise: Create a use story using the 4 Hs 136
Collecting evidence 137
Analysing the evidence 142
Exercise: The evidence assessment tool 143
Innovation biases 145
Conclusion 145
Notes 147

08 Stage 5: Make the design and scale it 148

(Andrew)

Introduction 148
Innovation mindsets 151
Exercise: The measured and driven characteristics survey 153
How the measured and driven mindset changes your innovation outcomes 156
The importance of resources 157
Introducing the three steps of making your design and scaling it 160
The levels of maturity and how to know when to proceed 161
Ideate and build 165
Exercise: The ideation process 165
Exercise: The build process 167
Test 169
Refine 171
Exercise: The refine process 172
Staying objective 174
Conclusion 175
Notes 177

09 Stage 6: Embedding and making it the new normal 179

(Andrew)

Introduction 179
Transition planning and testing 182
Exercise: How to prepare your support ecosystem 186
The process of deploying 191
Exercise: Assessing manageable chunks 193
Measures 196

Exercise: The deploying process	197
Embedding your 'thing' as the new normal	199
Conclusion	200
Notes	201

PART THREE

The different paths of innovation 203

10 Urgent innovation 205

Introduction	205
What is urgent innovation and when should it be deployed?	206
Urgent innovation as a process	208
How to know when innovation is truly urgent	211
Exercise: Checking if your urgent need for innovation is truly urgent	211
Choosing the right pace	213
Exercise: Assessing urgent innovation risk	213
The speedy but safe <i>reframe</i>	215
Exercise: Urgent leadership alignment sprint	222
Filter the ideas	223
Exercise: The filter the ideas guide sheet	224
The compressed reframe	225
Conclusion	232
Notes	233

11 Innovation in small retail businesses 235

Introduction	235
Why are small business retailers different?	236
Small retail business and innovation	237
Case study: The differences between small and large retail innovation by Kelly Slessor, CEO, Shop You	238
Fostering innovation in small retail businesses	240
Why size matters	245
Case study: How Nutie leveraged the strengths of small businesses to innovate	245
The small business <i>ReFRAME</i> model of innovation	247
Exercise: The small business <i>ReFRAME</i> process	247

Additional tools for the small business *ReFRAME* 252

Exercise: Finding or checking on your purpose 252

Exercise: Small business biases self-check 255

Conclusion 261

Notes 262

12 Weaving innovation into the operating fabric of your business 263

Introduction 263

Case study: Blockbuster vs Netflix 2000–10 265

Legacy 267

Learning 268

Exercise: The innovation learning test 270

Innovation co-dependency 272

Exercise: Identifying innovation barriers 274

Conclusion 274

Notes 276

Conclusion 277

Index 281

Online resources to accompany this book are detailed in the relevant chapters and can be accessed at:

www.koganpage.com/RIR

ABOUT THE AUTHORS

GARETH

Gareth got his first job in a retail store long ago in a land faraway from his current home in Sydney, Australia and has experienced retail from a number of perspectives. The last 20 years have been spent in a variety of management and consulting roles, including stints as CEO of an Australian sporting goods retailer and as group-wide Merchandise/Marketing and Store Planning Manager for the DSE division of Woolworth's. In the latter role, he led the launch of Australia's first full-range, fully trading website by a bricks and mortar retailer which facilitated omnichannel shopping before the word was invented.

Gareth is passionate about educating the next generation of retailers and has done so at Sydney, Macquarie, University of Technology Sydney and Shanghai Jiao Tong Universities.

In 2011 Gareth was appointed Retail Industry Executive in Telstra's Industry Development team. Telstra is Australia's largest telecommunications company which also operates the nation's largest network of telecommunications stores. At Telstra Gareth had the job of explaining the disruption of the retail industry both to the business and their many retail customers. He published six research papers into the digital disruption of the industry for Telstra and conceived and staged the annual Retail Innovation Summit in Sydney with partners Adobe, Grant Thornton, Intel, Microsoft and NORA.

In 2019 Gareth co-founded retail innovation agency ThinkUncommon with Andrew and became its Asia Pacific CEO. He is also a PhD candidate at the University of Sydney.

ANDREW

Andrew started his working life as a pilot, but quickly realized that he wanted to spend his time with people, not planes. He fell in love with the retail industry from the moment he started selling phones on the shop floor for Australia's largest telco. His passion for leading people led to management roles in his first year in the industry. Andrew went on to perform several central-support leadership roles from technology, innovation, operations, productivity and workforce management, ultimately becoming the

Head of Retail Operations for Telstra in Australia in 2014 at the age of 30. It was in this role that Andrew led the team that opened Telstra's internationally recognized and award-winning flagship stores, as well as a successful innovation strategy that boosted customer experience, sales performance and productivity and reduced operating costs.

In 2017 Andrew, with his passion and skills for bringing together human behaviour and traditional data to create more human brand experiences, took on a transformation role to create Telstra's customer experience strategy. After moving to the United States in 2018 to help improve and learn from the retail industry there, he co-founded retail innovation agency ThinkUncommon with Gareth, and became its regional leader in North and South America.

FOREWORD

I have been in the retail industry all my life and am passionate about the opportunities it offers. More than 1.3 million working Australians are employed in retail. The sector is Australia's largest employer of young people, and well over half of those employed in retail are women. Retail offers diverse and flexible career opportunities, everything from your first job, to a job in data analytics, merchandising or supply chain and logistics. The 2020 COVID-19 pandemic has reminded us all of how much our society relies on the retail industry to keep us fed, clothed, healthy and safe.

My own retail career began as a casual shop assistant at Target aged 16. I became a store manager at age 22 then went on to senior leadership roles at Target, Officeworks and David Jones where I eventually became CEO. Since then I have been a board member, advisor and now serve as the CEO of the Australian Retailers Association.

In the last twenty years, I have seen first-hand the disruption and transformation of the retail sector as a result of ongoing changes in technology, consumer behaviour, and the increased impact of strong global retail brands expanding into markets around the world. The combined effect has been to create more competition, a new type of shopper empowered by knowledge and choice and new ways for retailers to serve their customers and run their businesses more efficiently.

It is true that some established retailers have had difficulty adjusting to the new retail environment and some have paid the price. The failure of several high-profile retail brands in the last few years has led to a negative narrative around the industry that is unwarranted. Retail is not dying – it's growing. In Australia, up until 2020, retail has had an unbroken 30-year period of growth, a record few other large industries can match. For every high-profile failure there is a lower-profile success. What excites me is the untold story of innovation, whether in store formats, in online marketplaces, or the many small businesses that started life in someone's living room.

The retail industry does need to reframe if it is to meet the challenges of the 21st century. The old paradigms of range, price, service and customer proximity need to be augmented with new paradigms like blending digital and physical experiences, creating purposeful business models and leveraging technology to serve customers better and more efficiently. To do this, retailers need to know how to change.

What excites me about this book is for the first time it provides retailers with a handbook on how to innovate. There is plenty of information available to us all about what innovation is and what retailers should do about it, but this is the first book that shows retailers how to actually do it.

When we learn how to do anything in life, we become confident, optimistic and empowered. When we learn how to innovate, we see disruption in the environment as an opportunity not a threat, and approach the future with optimism not fear. When that happens, we can leave behind the unwarranted negative narrative that surrounds our industry and replace it with one of hope and opportunity.

If your business needs to change but so far has been unable to do so, or if you serve a retail business that is having difficulty with the process of innovation, I commend this book to you.

Paul Zahra
CEO, Australian Retailers Association

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To the late Jeff Grover, my former boss, who taught me that there are no rewards in life for a bright idea. All the rewards are on execution.

– Gareth

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– Andrew