

Supporting Business Transformation for a Convenience Retailer

This client specializes in convenience, retail, and food and beverage offerings. They were undergoing a business transformation to better optimize and align their three lines of business to be one cohesive organization. As a part of this transformation, they conducted an internal review to identify areas of synergy in organizational process and bottom-line savings, with specific focus in their supply chain and logistics group and their commercial teams.

The client had projects spanning warehouse redevelopment, promotion and markdown calendar alignment, and optimizing the process of menu development from culinary ideation to customer-facing digital displays. With energy to tackle a wide range of efforts, they identified Clarkston as a partner to support in driving the initiatives forward.

The Clarkston team onboarded and quickly became immersed in the business, bringing not only a disciplined project management approach but also providing value via their understanding of the nuances of convenience and retail industries. Clarkston served as an arm of the Project Management Office (PMO) to develop project plans, timelines, execution strategies, executive communication, and ultimately support with the rollout of the internally identified initiatives and their related solutions.

Retail Case Study

PROJECT OVERVIEW



INDUSTRY:



Retail

PRODUCT AND SERVICES:



Airport, Convenience,
Food & Beverage, Retail

PRIMARY OBJECTIVES:

- Drive toward execution of internally identified initiatives designed to drive synergy during business transformation
- Deliver bottom line savings as well as process efficiencies
- Manage client internal teams as well as supporting third parties

RESOLUTION:

- Drove line-item project detail execution with business teams
- Communicate project wins, risks, and progress to executives regularly, supporting the business team in managing risk
- Partnered with the client as a strategic mind for how to take the concept of an initiative and flesh it out into action to drive value for the business – bottom line or process/people efficiencies
- Process improvement specific to creation and management of promotions and markdowns
- Process improvement specific to creation of digital menus, including menu item ideation, digital menu display, and end-user experience

KEY BENEFITS:

- Transparent processes that simplified and standardized operations across various departments
- Centralized, efficient communication between corporate planning offices and field teams (*promotional activities, inventory checks, training events, etc.*)
- Development of a repeatable process to be used by PMO and Supply Chain to execute warehouse relocations

KPIs

- 5 commercial and 5 operations planning departments consolidated into a single planning calendar to view promotions, markdowns, and other operations-relevant material
- Bottom line savings for efficiencies via warehouse consolidation (*rent, utilities, labor, etc.*). >\$10M
- 10+ projects executed under the internal initiative program

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