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ELITE **BUSINESS
EDUCATION**
FOR EVERYONE

TABLE OF CONTENT

Context and situation

Deliverables and outcome wanted

Content structure

Delivery and people involved

Methodology and approach

Constraints and hurdles in execution

Final result

01 CONTEXT AND SITUATION

Bahrain is growing more prosperous and more attractive to international retail groups

- “Traditional markets have given way to high end Malls... The kingdom plays host to luxury brands such as Gucci, Saks Fifth Avenue and Burberry, alongside mass retailers such as French chains Geant and Carrefour” (Middle East Economic Digest 2013)
- In 2013, the Economic Development Board attracted \$114bn of FDI, a 12% increase on 2012.
- “...demographics and traffic congestion has provided an opportunity for local retail centers and malls to flourish” (Steve Mayes, director, Middle East Research, CBRE Bahrain, Apr 2015)
- Bahrain GDP per capita has grown by 300% in the last 30 years, according to the World Bank

The Al Rashid Group (Landmark Bahrain) has dominated the value retail sector in Bahrain since 1973, with multiple brands and concepts under management. As of August 2015 it holds 80 stores turning over \$250m in the Kingdom of 2.2 million people.

It has a corporate HQ in Dubai managing over 50,000 employees, over 25 home grown and over 40 franchise brands across 1925 outlets worldwide, focussed across the Middle East and India.

02 OBJECTIVES

Landmark (Bahrain) set itself this strategic goal for 2017

Be a world class organization and incubator for **leadership development**

Target revenues of AED 1 Billion (23% YoY growth) in a growing, competitive environment

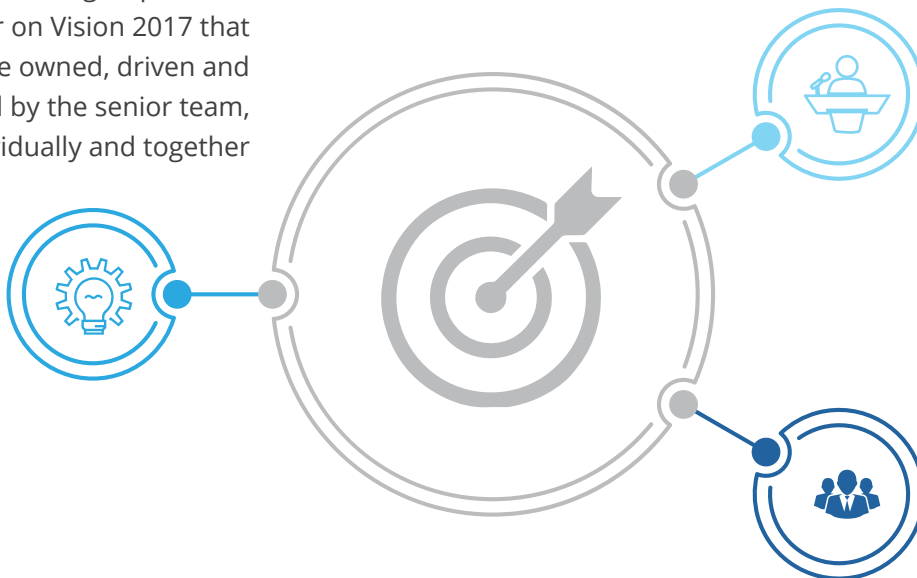
Differentiate by delivering **exceptional customer service**

03 DELIVERABLES AND OUTCOME WANTED

In order to deliver these **strategic goals** the leadership recognized a need

Develop strategic options to deliver on Vision 2017 that were owned, driven and mobilized by the senior team, both individually and together

Develop the leadership potential and execution skills of the leadership team to successfully lead the organisation through the changes necessary to deliver on the 2017 vision



Develop the mindset of the management teams to create an organisation that is more market responsive and commercially sophisticated to take advantage of the opportunities for growth presently apparent

04 METHODOLOGY AND APPROACH

The Intervention



In consultation with the COO and the Head of HR, ChangeSchool adopted an integrated approach. Combining advanced training, coaching, mentoring and advisory techniques, ChangeSchool constructed an intervention that would both inspire the leadership team and give them practical tools and knowledge to be able to make a step change in the leadership of the Concepts.

The elements delivered were

- An individual value based profiling exercise, followed up with on-site organisational diagnostic and profiling feedback.
- An on-site learning and development event focussed on the three elements of Strategic Thinking, Customer and Market, and Personal Leadership and Change
- Follow up work with the group to effect learning integration and culture change, and an assessment and monitoring framework.

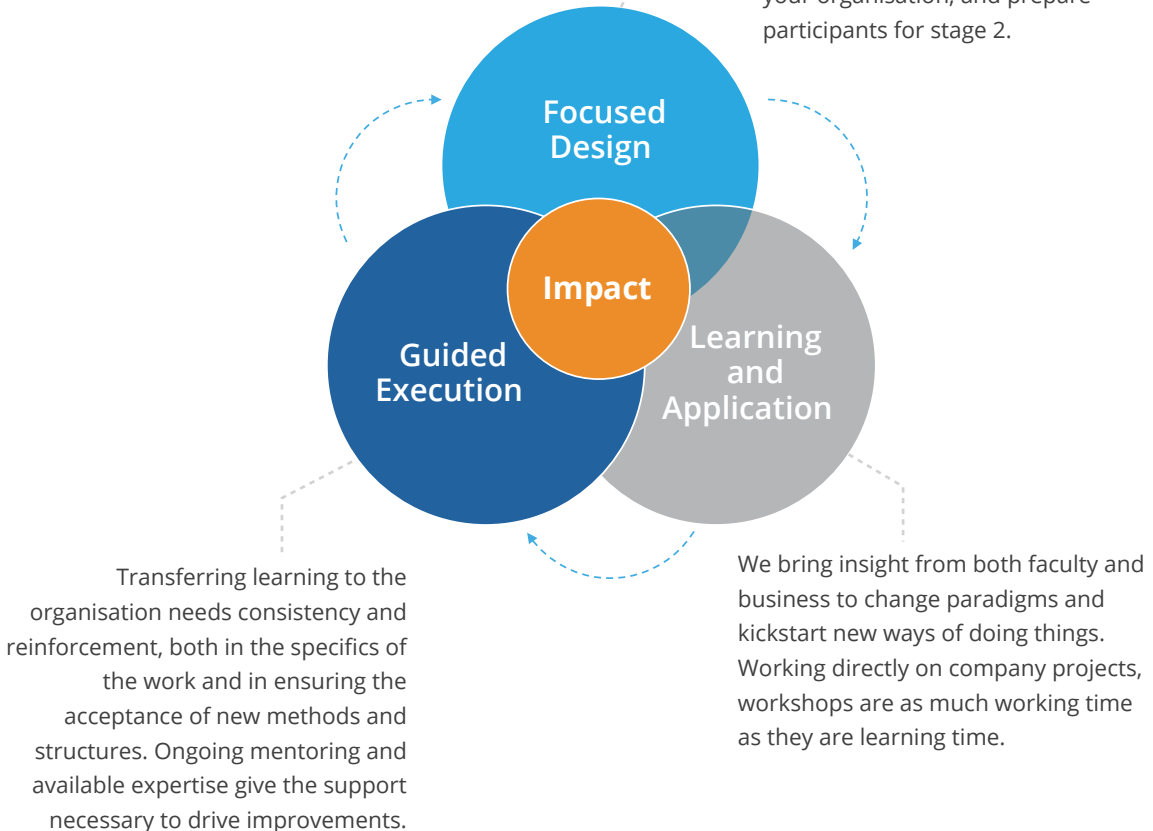
4.1 Our intervention diagnosis and design methodology

Our design methodology is a collaborative and highly effective approach to diagnosis, design, and delivery. It is built to ensure a client tailored experience and business impact.

The focused design phase is diagnostic, and ensures preparation to make the most of learning and application. Its purpose is to gain stakeholder engagement and commitment, validate and brief participants and prepare them for pre work. It also includes development time, and preparing workshop materials.

The guided execution phase is the process of ongoing mentoring to arrive at a development and implementation. It comprises formative feedback and additional guidance in design and development, normally in the form of team conference calls.

A collaborative approach to understanding the business drivers and actionable outcomes needed specific to your organisation, and prepare participants for stage 2.



4.2 Our intervention diagnosis and design methodology

In planning with the COO and Head of HR before the engagement, ChangeSchool

- Reviewed the strategic intent and approach with the COO and Head of HR of Landmark Bahrain
- Produced a situation analysis based on the strategic objectives of the organisation, with implementation options for discussion with the Landmark sponsors
- Agreed the approach with Landmark, including implementation plan and follow up proposals

Upon arrival in Bahrain, ChangeSchool

- Undertook 'secret shopper' visits to stores around Manama to deepen knowledge of the organisation and inform the training

- Had 2 hour one to one sessions with each member of the leadership team that would be participating in the programme

The individual sessions before the Learning and Development event were to:

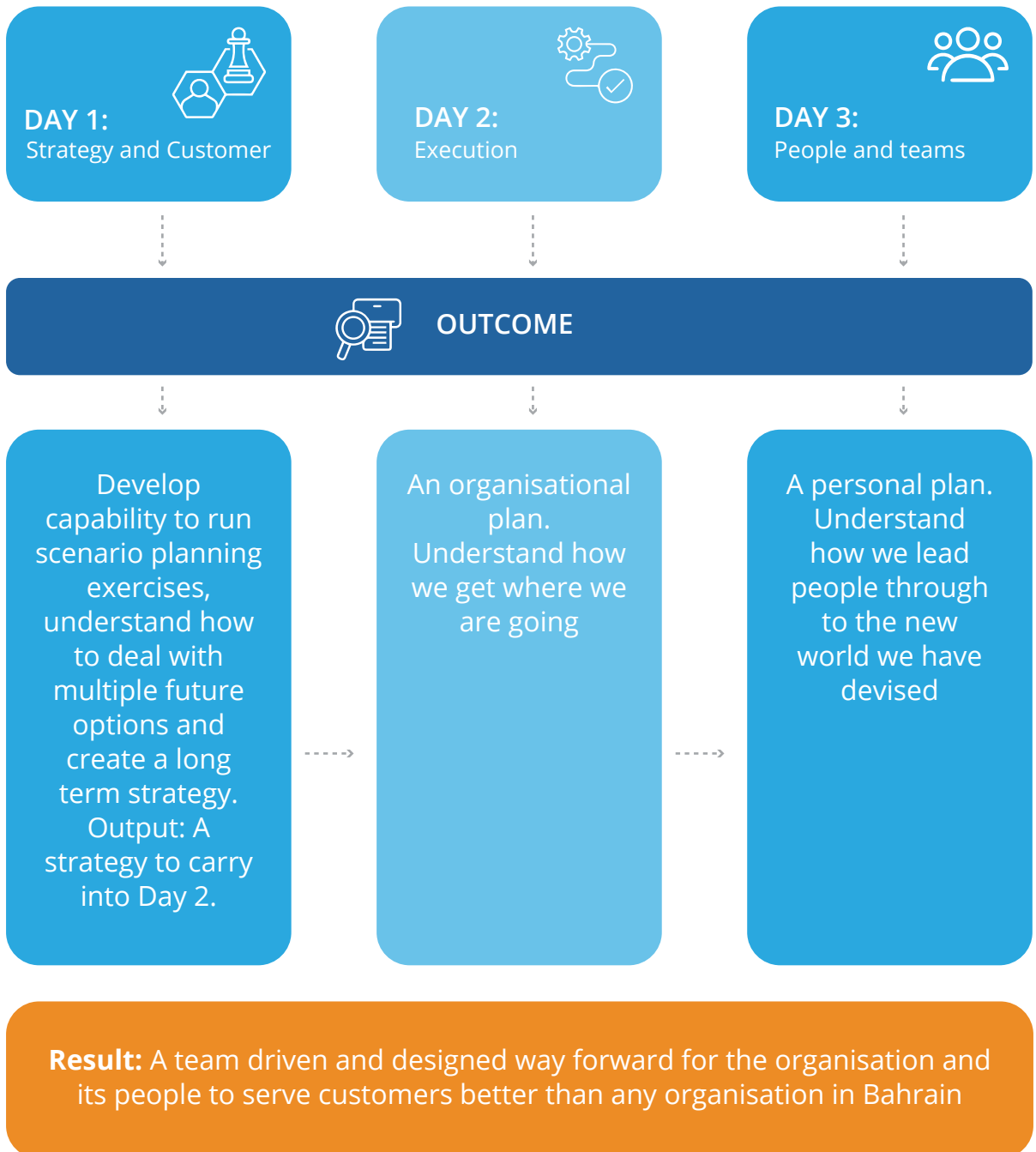
- Help participants reconnect to, make sense of and build upon previous leadership training, profiling and dimensions
- Feed back their Hartman Value Profile and discuss the lessons and significance for each individual
- Understand the present challenges for each participant to ensure appropriate Learning and Development design meets individual and group objectives



Despite their obvious global expertise, I was initially sceptical of ChangeSchool because I was not convinced of their relevance to the current state of our organisation. However, the work done by ChangeSchool in planning the interventions, and the understanding they showed of how to interact with our diverse team convinced me to go ahead.

Sachin Dutta, Head of HR

4.3 The purpose of the Learning & Application event was to build capability on the following identified themes:



4.4 Learning and Development in Strategic Thinking, Customer and Market

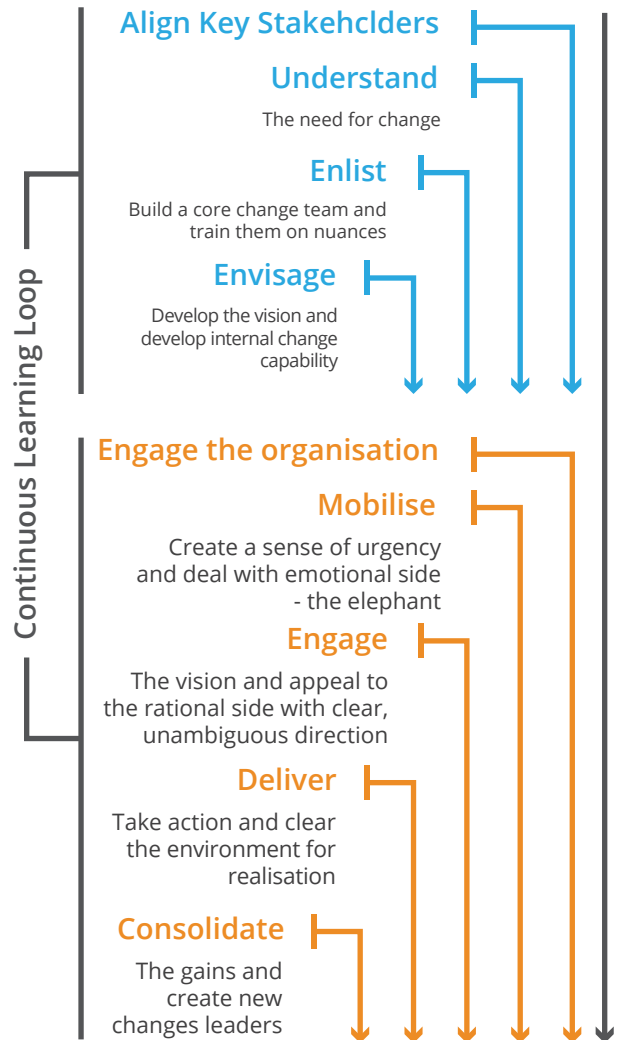
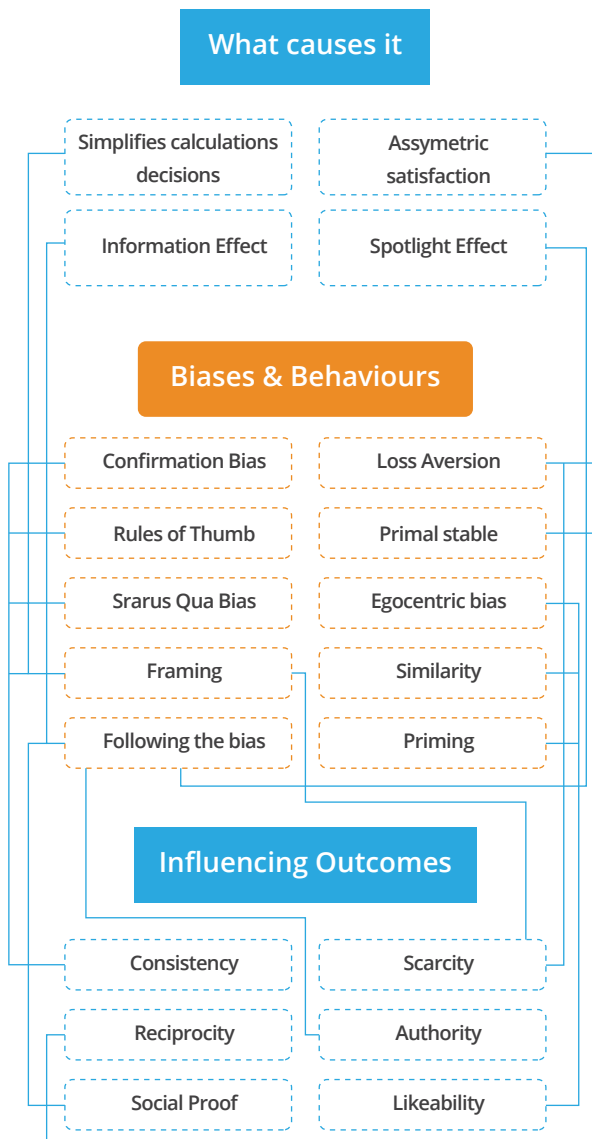
- Understand and discuss the strategic situation and options for Landmark, and how they affect the management of the brands, both joint and severally
- Form brand managers into a cohesive, horizontal team across the organization, bringing together the group as a collegiate whole to align their approach to change leadership
- Understand customer centric behaviour and practice
- Establish the group as a business forum that leads and coordinates the brands
- Have the team leave with actions to undertake and bring back to the group



4.5 Learning and Development in Leadership and in Change

In Leadership

- Enhance and extend the brand leaders' understanding of self, each other, and the feelings and reactions of those around them, thereby enhancing their leadership skills
- Position them in the lead of the change
- Understand the journey they are to embark on together

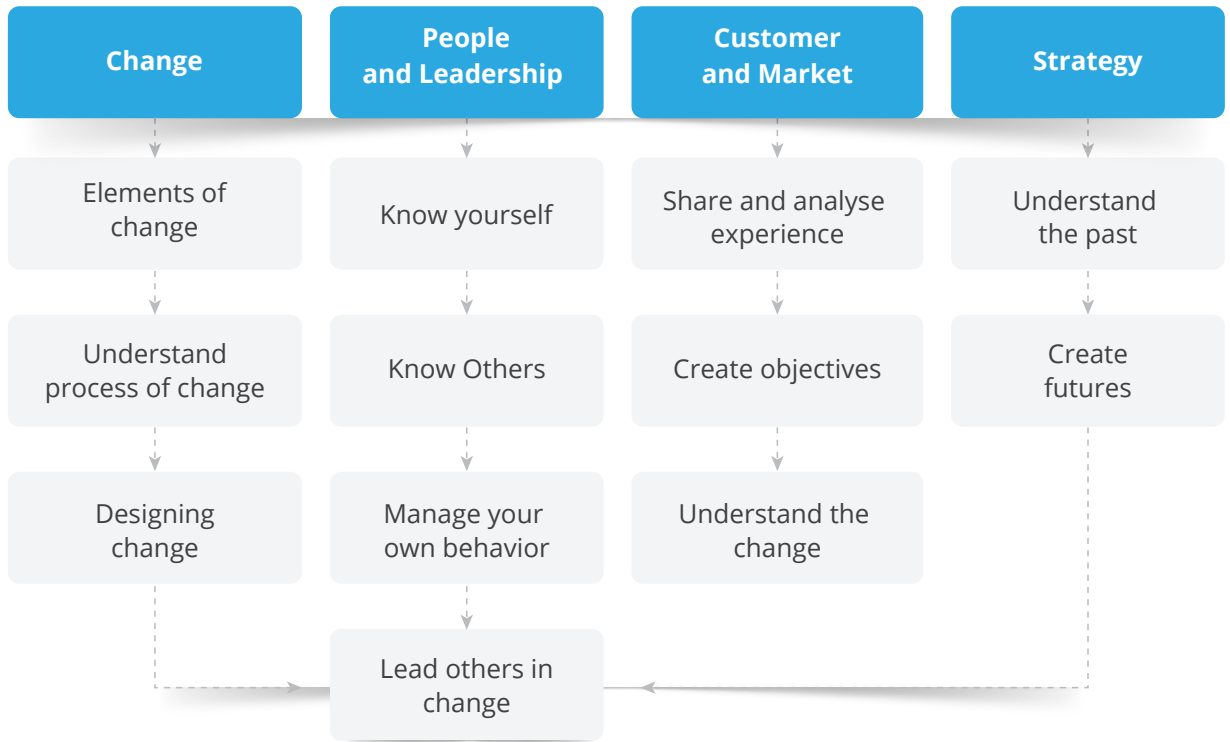


In Change

- Lay the foundations of change leadership for the management of the organisation
- Give the company leaders the basic tools to understand the change journey they and their staff will go through
- Explore and understand the behaviours required to act in an aligned way to model the change and take responsibility for managing it through the organisation
- Have the individuals feel supported and accompanied on the change journey

05 DELIVERY

5.1 Action And Impact



ChangeSchool was requested to identify leadership blind spots and run an integrated learning and strategy mobilisation event.

5.2 We delivered

A diagnostic and individual value based profiling exercise to identify medium term leadership development needs

An on-site learning and strategy mobilisation event focussed on the three elements of Strategic Thinking; Customer and Market; and Personal Leadership and Change.

A plan for the necessary follow up work with the group to embed the learning integration and growth mindset for future impact.

Based on Landmark Bahrain business realities, this created actionable business transformation projects.



Building a benefit map (lower paper) based on a customer journey (upper paper)

5.2 Scenario planning for alternative futures

The team worked through 16 alternate future scenarios, using a combination of External, Internal and Customer strategic tools. Using the most likely scenario, the team created a target 2017 Landmark Bahrain brand statement.

Using the concept of a customer journey, the teams analysed the change that would need to take place at each customer touchpoint to create a Brand 2017 'moment of truth' at every opportunity. Focussing on a subset of these 'moments of truth', the team crafted eight initiatives to build the brand statement into everything the organisation does and everything the customer experiences. Based on a subset of these initiatives, the team constructed benefit maps to analyse the true cost and benefit of each.

5.3 Driving change

The management team brought their plans and strategies from the day before into the room, but the question remained 'How to apply them?'. With high staff churn and a culture of passivity in the workforce, up until not the leadership had relied on Direction and 'Driver' behaviours, with only short term success and much resistance.

ChangeSchool first framed leadership in change work as rational, political and emotional. The team recognised they had been using only two of these levers up until now, the rational and political.

The team then worked through the emotional side of change, learning and practicing leadership influencing and motivational techniques.

At the end each team member made his or her change commitments to the group. They also asked for and received specific commitments of support from other members of the team whose help was needed to deliver aspects of the project under discussion.

At time of writing and within earshot, one day after the event, three concept managers are working through the new ideas with their teams.

Throughout the process, high potential leadership candidates were identified for organisational succession planning

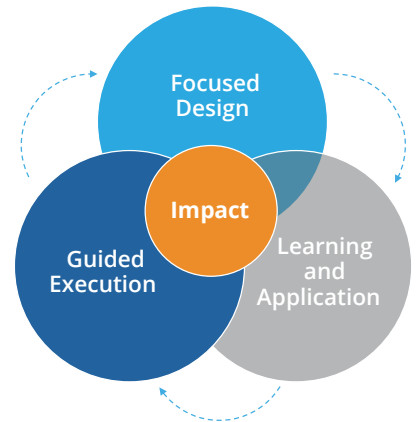


5.4 Guided Execution

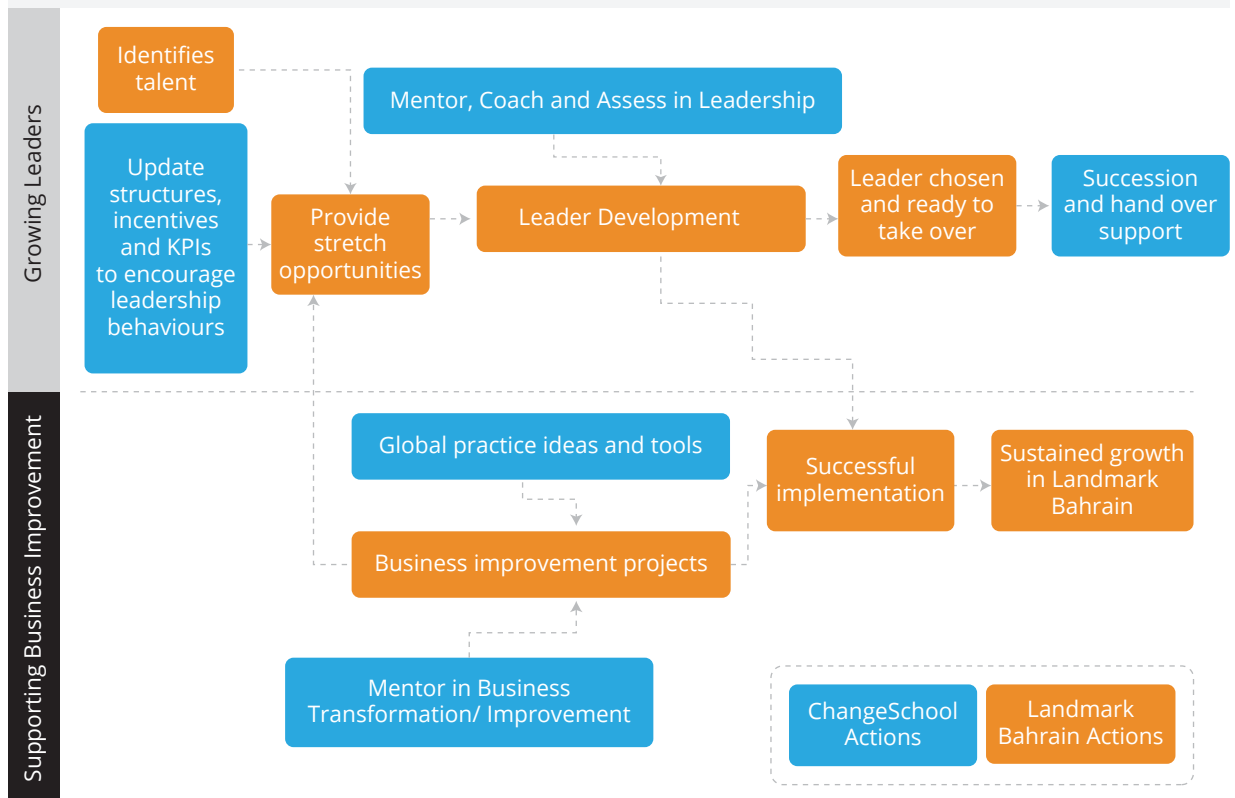
ChangeSchool views the challenges of developing the organisation's leadership, change capability and strategic approach as intrinsically interlinked. Clients ask us to take their management team from their present skills and knowledge base through their own personal change journey, to then lead the organisation to success in the new market conditions.

To be effective, any learning and development intervention of this nature needs follow up, learning integration and culture change reinforcement. Not everyone responds to L&D. A 30/70 rule applies, where 30% don't get it at all, because they are simply too busy. There is an enormous gap between understand and doing. People don't get better without follow up. When leaders do follow up, productivity improves because staff know that their work is appreciated and follow what the leader expects. Becoming a leader is a process and not an event.

An effective short learning and development intervention can move a group to the early stages of conscious competence in a new skill or behaviour, by moving through knowledge to comprehension. However, without practice, support, reinforcement and a safe environment to return to, these skills will quickly fade both through lack of use and negative feedback from a resistant culture.



Landmark Business Leadership Development Success Map



At Landmark, a follow up strategy develops the participants from comprehension through application, analysis, synthesis and evaluation to fully internalise and apply the learning.

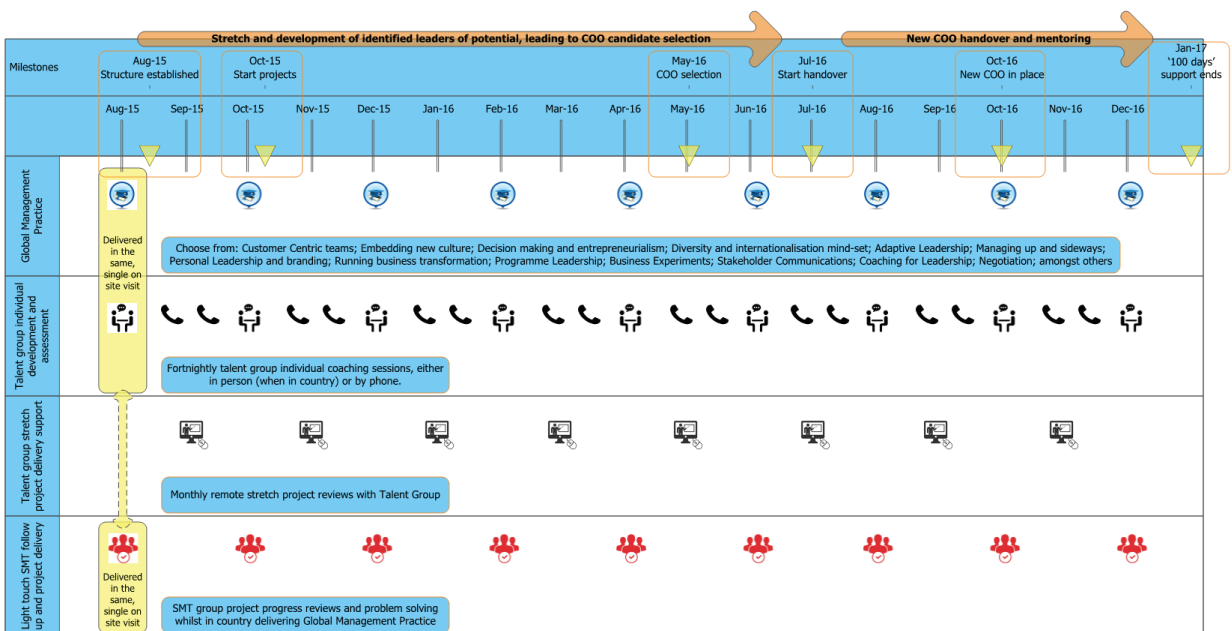
Plans were created as part of the training event. They were tested and reviewed by the brand managers back in their respective organisations, in a manner which will increase the likelihood of success by using the skills learned.

The results and feedback were brought back to the group in regular meet ups. The group provides a safe

sounding board and community of fellow travellers, where ideas can be freely discussed and experimentation can take place.

The meetings had a social element to them, creating the bonds within the community that are vital for its success. They were facilitated with expert input, so that modelling can take place, the meetings feel a success, momentum continued, and any further new ideas, tools and guidance can be supplied as appropriate. The meetings were seen to have political support from the Bahrain Group.

5.5 Leadership Development Mentoring Programme



Regular mentoring sessions were set up with senior Landmark leaders. Projects included:

- The turn around of a brand
- Increase sales in store per customer by moving the floor staff from a 'customer self-service' mode of operation to a 'customer service' mode through a change in mindset, data from the Customer Loyalty Programme, and sales training
- Increasing sales in a wholly owned mall that is in an area of high competition, including with other company malls

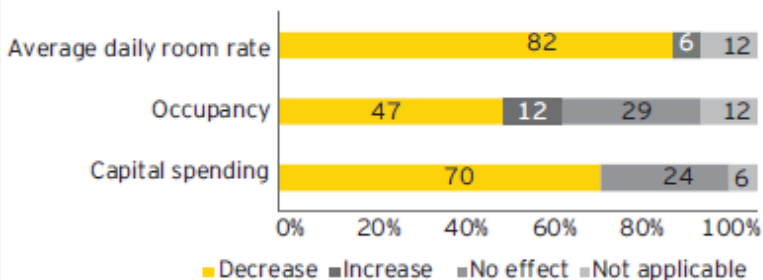
06 CONSTRAINTS AND HURDLES IN EXECUTION

External macro constraints: Oil price and sanctions

- Whilst working with Landmark, the macro economic situation of Bahrain changed quickly and significantly
- The retail sector in Bahrain is dependant on tourism for growth, tourism that comes mainly across the causeway from Saudi Arabia, and from Russia.
- With the fall in oil prices and the imposition of sanctions on Russian officials and businesses, the Bahraini economy suffered, and Landmark's sales dropped, not just in Bahrain, but GCC wide.
- This fundamentally changed the focus of the organisation and the projects the mentored senior managers were working on, mid stream. For example, the attempt to increase sales in a wholly owned mall became a turn around project when sales dropped by 10% month on month from the year before, whereas the budget was a 10% expansion. This increased the urgency and focus but also the stress and distraction of the senior leaders.

View on the hospitality segment

Q. How did the decline in oil price impact the hospitality market?



Hotel operators' view

- 75% of hotel operators see an impact on hotel segment prices.
- 100% of hotel operators feel there is a drop in average daily room rate.
- 50% of hotel operators perceive a reduction in capital spending.



07 RESULTS

7.1 Development

The average self-assessed knowledge gain in the area trained was 41%.

- The head of the loyalty programme developed and ran sales staff training programmes, joining up marketing information with sales process across the organisation.
- Through turning around a second brand in addition to running her own, the head of women's clothing found unrecognised synergies in the organisation and improved the results of both brands simultaneously by applying the marketing and customer journey knowledge and techniques gained
- The Head of HR changed the way HR procedures were applied and designed as a consequence of his experience working on an underperforming mall and using his new strategic and customer understanding to align HR incentives with business needs.

ChangeSchool's Change Mentoring, characterised by global expertise and best practice sharing, delivered as planned. Their claims were vindicated. I can now implement change better.

Sachin Dutta, Head of HR

7.2 Commercial

The cadre of senior leaders each devised and executed a commercially focused project, drawing on the broad expertise of ChangeSchool to support their project and their development.

- A change of strategy from top line to bottom line, leveraging Landmark's deep pockets compared to other retailers and thereby setting up a growth in market share over the next 3 years
- 'Sarah' brand integrated into standard supply chain and HR structures, releasing synergies and improving consistency and quality, and readied for expansion into Saudi Arabia

- Revenue per 100 customers increased to balance falling footfall through a successful experiment in sales staff culture and training to be rolled out countrywide

- Mall revenue stabilised by leveraging customer data from loyalty scheme to change the marketing and product focus of underperforming malls

The COO was promoted to Corporate Head Office to XXXXXXXXXX

Sarah 3 month Plan								
Nov								
Dec								
Jan								
	Projects	KPI	Enablers	Change	Outcome	Benefit	Strategic Objective	
	Eg. Temporary organisations that create new capabilities	Top of borrom line?	Facilities, training needed to make the change happen eg. Process change, new equipment,	Observable changes in working practices & behaviours	Measurable effect of business change. Mgmt objectives. Eg. Improved efficiency, sales, customer sat	Quantified effects representing the aims of the programme eg. Process cost reduction, improved margin	Medium/long term KPI	
1	Proactive customer service	Customer focus group	Top	Invites, questionnaire, target questions	Regular quarterly/6 month focus group hosted by CM & SM	Customer feels loved! Specific product feedback & spot opportunities, and identify USP	Will inform our buying pattern/options	Increased sales & market share
2		Customer satisfaction survey	Top	Design/copy a questionnaire form	Store teams to get X no. of customers each week to measure/respond/suggest on product, service & store envt. Review monthly, track improvement & generate actions	Identify customer feedback & act on it	Make informed decisions about changes required	Increased customer satisfaction = sales
3		Bra fitting service	Top	Identify training tools required, who will do trg? All teams trained. Timeframe & sign off statements	Customers measured for correct fitting bra	Customer confidence increases in product & spread the word	Opportunity to increase IPC/ATV & increased customer loyalty	Improved sales and service
4	Price	Price points review	Both	Compare to competition and internal comp (Max, Splash)	Quarterly review of product mix and price point	Become more competitive if necessary, and helps identify USP	Maintain customer base	Maintain sales
5	Product	IPC extra opportunities	Top	Review competition and identify extra IPC opportunities for missing products. Think about how will display - till point lines? High margin products 1-3BD	May need to adjust buying budget. Review % to total sales. Staff targeted on volume of (eg) 2BD products sold as extra	All customers buy 1 extra low price item	Increase IPC and sales	Increased sales
6		New product ranges	Top	Identify potential new product ranges & innovation	Quarterly review of competition & buyer catalogues	Remain current in the market	Maintain customer base	Increased sales
7	Promotion	Social Media	Top	Review/set up social media page	Regular posts & monitor traffic. Store teams engaged on featured items	Customers see newness, promotions and are engaged	Increased footfall	Increased sales
8		VM	Top	Consistent & cohesive window schemes/VM/layout across all stores & create theatre to make store more enticing. 1x VM in each store	Design a weekly (?) policy document to update on trends; engage team, agree timescales, review, improve, adapt. Model store & mock shop. Window mapping of sales	Consistent look across all stores, regardless of shop fit. Stores look fresh each week, which is more in line with competitors	Customer identifies brand in all locations, see newness each week, visit more regularly, & excited to shop newness. Best seller % to cont increases	Increased sales
9		External marketing event eg. Women/schools	Top	Identify opportunity to meet with new customers and target market	More aggressive and innovative in attracting new customers to increase brand awareness	New customer base and increased loyalty	Repeat purchases, increased sales, bigger customer base	Increased sales & market share
10	People	Team & service energy	Top	Recruitment of higher calibre talent (need budget), refresh team on service & selling. Use New Look Academy work?	Staff engagement with customer increases	Better connection = improved service	Increased sales & customer satisfaction	
11		Sarah staff engagement	Top	Listening group with staff to explain the change & understand their thoughts on SWOT of business. Invite in, with questions given before hand, hen brainstorm where we are as a brand.	Regular opportunity to share ideas	New ideas from the 'experts'	Team feel involved in change & buy into it	Motivated team = increased sales
12	Place	Store profitability	Bottom	Analyse store by store P&L & break even sales reqd	May reduce store footprint?	More profitable brand	Higher productivity stores	Reduced costs
13	Process	Stock management	Bottom	Short and long term strategy to clearing stock ageing; snare right stock in right store	Targeted & quantifiable action plan to reduce margin impact	Healthier stock file and better flow of newness	Customer recognises newness & buys more regularly	Increased sales
14		Cross-LMI Working	Bottom	Review how I/Inna/inventory/Store Managers & Visual teams can work together across concepts	work together on people/service initiatives. Review how can do so to reduce workload/time/money; and share best practice	Streamlined fashion business using same tools and processes	Customer more aware of Landmark Bahrain.	Saves time and resource = reduce costs



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