

Case :

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Country :

The Netherlands

Sector :

Retail

Company :

A big Dutch retailer (+/- 150 shops in The Netherlands and Belgium).

Type of intervention :

Retail- stores.

Productivity improvement.

Customer service improvement.

Stock management.

Store management.

Lay out stores

Development and implementation improved 360° management control system.

Project Goal:

Train all the managers and supervisors, so that they could do the EffCo project themselves in their resp. individual shops

We started with a pilot of 6 stores, working with a mixed team of EffCo consultants and Hema implementation coaches, managed by a steering committee. The second phase consisted of 20 stores, followed by the "big roll-out" towards the remaining 107 shops.

What did we do?

A profile of desired management behaviour was developed. Goals roll down towards managers and translation into responsibilities and tasks. Implementation of pro-active management.

Implementation of productivity controls. We developed check rouds with check lists.

Internal customer/supplier relationships have been defined.

Performance indicators have been defined.

An action oriented problem solving methodology and meeting structure has been implemented.

Standards and KPI's for man hour planning have been developed.

Training plans have been developed for skills improvement and increase of flexibility.

Results :

Substantial efficiency improvements : A-store :10-12%, B-store : 12-15%, C-store : 15-20%, D-store : 17-25%.