

WOOLWORTHS

Get the look

INSIDE
RETAIL
2018



CUSTOMER FIRST
MAKE EVERY MOMENT MEMORABLE

QUALITY
LIVE IT EVERY DAY, IN EVERY WAY

INSPIRATION
DISCOVER THE DIFFERENCE

IN TOUCH
BE RELEVANT, ACCESSIBLE, ON TREND

RESPONSIBILITY
DO THE RIGHT THING, THE RIGHT WAY

INTEGRITY
DO WHAT YOU SAY, SAY WHAT YOU MEAN

COLLABORATION
WORK AND GROW TOGETHER

OUR VALUES



WORDS OF WELCOME

A very warm welcome to Woolworths and to the **INSIDE RETAIL** Lecturer Development Programme. We are delighted you could join us and look forward to spending this worthwhile time with you.

As an educator, you have challenging deliverables but with these responsibilities come great opportunities. You are tasked to provide your students with the knowledge and skills to enter the world of work but also to empower them to be able to apply themselves in order to succeed. As a country and industry we need these skilled individuals in order to ensure South Africa's continued growth and development.

As a responsible retailer, Woolworths is proud to offer you the opportunity over the next five days to better understand the ever-increasing complexities of retail. By offering you insights into our industry, we are hoping that, together, we can contribute to the skills development transformation in our country that we are passionate about.

Please enjoy your time with us – we hope that it will be productive and valuable for you and your students.

ZYDA
CEO Woolworths South Africa

WHO IS THIS PROGRAMME INTENDED FOR?

This programme is intended for lecturers in retail related content courses.

WHAT IS THE PURPOSE OF THIS PROGRAMME?

The purpose of this programme is to expose delegates to industry linked experience.

WHAT CAN PARTICIPANTS EXPECT TO LEARN BY ATTENDING THIS PROGRAMME?

Knowledge

- Participants will demonstrate an understanding of how retail operates (end to end value chain)

Skills

- Participants will be able to translate theory into practice
- Participants will be able to integrate real life examples into course content

HOW WILL THE COURSE BE DELIVERED?

The 5 day programme is a blend of classroom based presentations and off site learning. Time will be spent on the Woolworths campus as well as off site, visiting our stores, suppliers and distribution centre. The sessions are designed to be informal and interactive.

HOW WILL THE PARTICIPANTS BE ASSESSED?

There is no formal assessment, however, delegates will be required to provide feedback highlighting what they have learned, and more importantly, how they have incorporated these learnings back at the college. This will take the form of a group presentation, per college, that will be presented back to the bigger group at a future date to be agreed to by the college liaisons.

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AGENDA

MONDAY 25 JUNE BUSINESS ORIENTATION

07h30 – 08h00	Registration & Admin
08h00 – 08h30	Breakfast
08h30 – 09h00	Programme Orientation, Why WW runs the programme and what it entails, Your role in the programme
09h00 – 09h30	Message from DHET / W&RSETA
09h30 – 10h00	Welcome to Woolies
10h00 – 10h45	The Brand
10h45 – 11h15	Refreshment break
11h15 – 12h00	Foods @ the Culinary Centre
12h00 – 12h45	Foods Demo / tasting @ the Culinary Centre
12h45 – 13h30	Lunch
13h30 – 14h15	Fashion Beauty Home
14h15 – 15h00	Online
15h00 – 15h15	Tea
15h15 – 16h00	Jolts
16h00 – 16h15	Close & prep for the rest of the week

TUESDAY 26 JUNE SUPPLIER/ DC VISIT

07h45 – 08h30	Admin & Breakfast
08h30 – 09h00	Our Good Business Journey
09h00 – 09h30	Our Customer
09h30 – 10h00	What is a merchant? Merchant principles & disciplines (Retail Cycle)
10h00 – 11h00	Depart for supplier visit
11h00 – 13h00	Supplier Visit
13h00 – 13h30	Depart for Distribution Centre
13h30 – 14h30	Lunch at the DC
14h30 – 15h45	DC Visit
15h45 – 16h00	Close & prep for stores immersion
16h00 – 16h15	Leave for HO

WEDNESDAY 27 JUNE STORE ATTACHMENT

08h30	Arrive at Store • Intro to the store • Finance & Admin • Receiving • Stockroom / Cooler
17h30	Depart from Store

THURSDAY 28 JUNE STORE ATTACHMENT

08h30	Arrive at Store • Store Manager • Operations • FBH - Sales Floor
17h30	Depart from Store

FRIDAY 29 JUNE STORE ATTACHMENT

08h30	Arrive at Store • Foods - Sales Floor
11h30	Wrap up
14h00	Depart from Store

“ **OUR VALUES
ARE THE HEART
AND SOUL OF
WOOLWORTHS** ”



OUR VISION

TO BE OUR
CUSTOMERS
FAVOURITE
RETAIL BRAND

OUR PURPOSE

THE DIFFERENCE
THAT **INSPIRES**
AND CARES





OUR VALUES

OUR DIFFERENCE
IS **ROOTED**
IN OUR VALUES

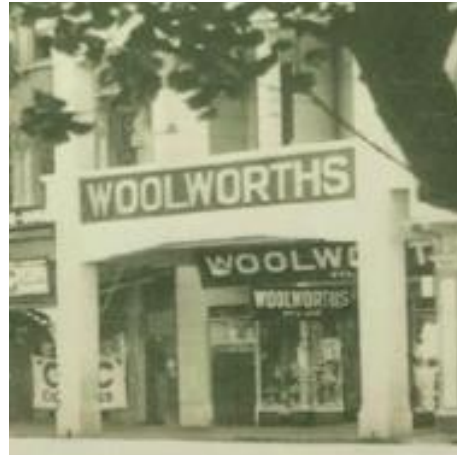
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THE WOOLWORTHS STORY



WHERE IT STARTED

Imagine trying to start a business in the midst of the world's worst economic crisis. That's exactly what Max Sonnenberg did in 1931 when Woolworths opened its doors for the first time. Believe it or not, those doors belonged to a dining hall. That's where the first Woolworths store was situated and it sold goods ranging from haberdashery to jewellery to tools. Customers couldn't really browse, because they were served from behind a counter. Woolworths Holdings Limited listed on the Johannesburg Stock Exchange in 1936. Not bad for a company less than five years old. In 1947 Max Sonnenberg signed an historic co-operation agreement with Sir Simon Marks, head of British retailer, Marks and Spencer. This gave Woolworths the opportunity to learn from the world's most dynamic businesses.



THE 50's

In the 1950's Woolworths focused on improving quality. In Simon Susman's words: "If you don't understand why your cotton shirt shrinks, you can't stop shrinking." It's this commitment to fundamentals that has led to the unmistakable Woolies difference.

THE 60's

The challenge of the 1960's was to compete in an ever growing and increasingly aggressive market. Woolworths took up the challenge by narrowing its range and improving it. A perfect example of quality over quantity. And with South Africa in the throes of apartheid, Woolworths took one stand after another against the ruling government. Possibly its boldest step was the launch of a pension scheme for black employees in 1962.



THE 70's

The 1970's saw the introduction of a vibrant new concept, the supermarket. Low prices and parking for customers led Woolworths to rethink its high street stores. In a courageous and ground breaking move, company director, Ernst Liebenberg, removed all branded products from shelves and replaced them with what would later become the famous Woolworths brand.



THE 80's

The 1980's were amongst the most turbulent and difficult times in South Africa's history. But as the loyalty of our customers had helped us become a one billion rand business, we continued our commitment to listening to our customers and employees, and find the new ways to make their lives better. A shining example of this was the introduction of maternity leave for our employees in 1981. We were the first retailer to do this, once again putting us strides ahead of our competitors.

THE 90's

In the 1990's we made another fundamental shift in our business. We concentrated on improving service and introduced the Woolworths Store Card, a great way to reward our loyal customers.

MORE RECENTLY

The dawn of a new millennium sparked a new age of innovation for us. We launched food to go, organic cotton and free-range eggs. Not to mention magic jeans and shapes that gently lift, shape and smooth contours. As we continue to surge forward, we proudly received a host of prestigious awards. These included international responsible retailer of the year in 2008 and 2010 and the first climate change leadership award in the retail category; recognised as the most valued retail brand in South Africa in 2018. With more than 1,000 stores, over 24,000 employees and 15 million customers across South Africa, Africa and Australasia, we are proud to be where we are today. And while the world has changed in many ways since 1931, our commitment to our values and our customers remains constant.

IT'S NOT JUST ABOUT WHAT WE SELL, IT'S ABOUT WHO WE ARE.



WHO IS WHL

The WHL Group consists of three major operating divisions:

WOOLWORTHS SOUTH AFRICA

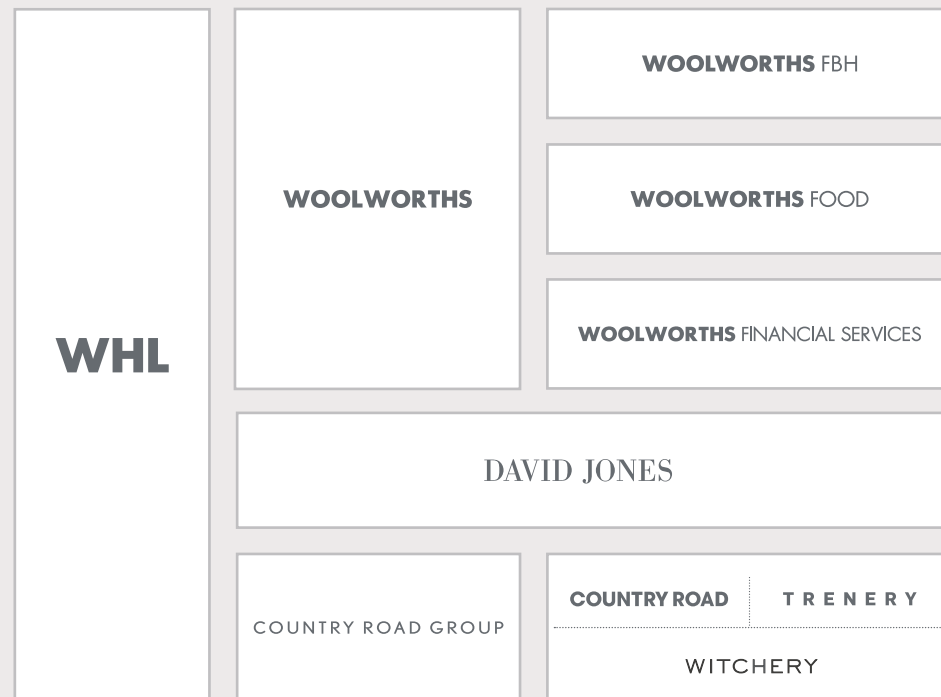
- operating across 12 countries in sub-Saharan Africa

DAVID JONES

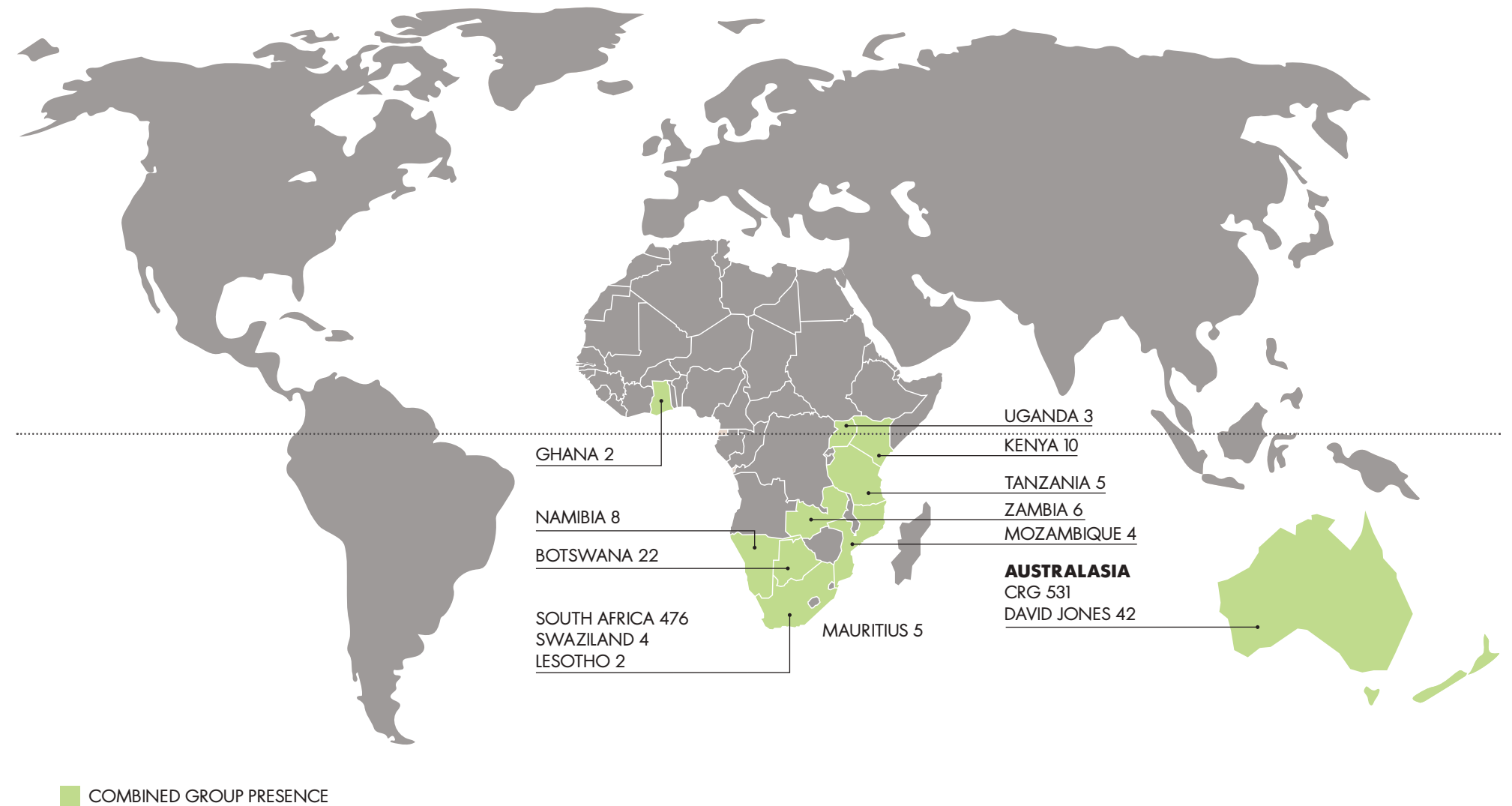
- based and trading in Australia

COUNTRY ROAD GROUP

- based in Australia and trading in Australia, New Zealand and South Africa



SOUTHERN HEMISPHERE FOOTPRINT



**TO MAKE A
 DIFFERENCE
 BECAUSE
 WE CARE ABOUT
 OUR CUSTOMERS,
 OUR PEOPLE,
 OUR PRODUCTS,
 OUR COMMUNITIES
 AND OUR PLANET**

WOOLWORTHS BUSINESS CYCLE



FBH BRANDS

RE:	COUNTRY ROAD
JT♥ONE	TRENER Y
walkmates	WITCHERY
studio·w	DAVID JONES
EDIT ION.	(&US)
DISTRACTION	WBEAUTY

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THE RETAIL CYCLE



The **RETAIL CYCLE** describes all of the stages in the journey through which each product travels, before it lands on to our shelves in the store and ultimately into our customer's shopping trolley. It is a complex process that demands **EACH STAGE FUNCTION OPTIMALLY** to ensure that the whole process **DELIVERS THE WOOLWORTHS DIFFERENCE**. This requires skill, teamwork and co-operation from every single employee and carefully selected suppliers. This is how Woolworths delivers the same quality that our customers have become accustomed to since opening our doors in 1931.



1 PROCUREMENT



Woolworths has a centralised procurement process i.e. HO decides on what products we want to sell and then sources suppliers to manufacture or grow products according to our specifications.

The customer is key and should remain the focus of each step in the retail cycle. As a predominantly single brand, mass merchant retailer, Woolworths has a major competitive advantage. By having a centralised procurement process, we are able to control our retail cycle, allowing uniqueness, authenticity, innovation and quality with our unique formula of Foods, Fashion, Beauty and Home.

2 BUYING



The buyer puts the innovative product ranges together for all merchandise.

It's the responsibility of the buyer to:

- Put innovative product ranges together for all.
- Work with suppliers to make sure Woolworths consistently delivers the great quality products our customers love at affordable prices.

Woolworths needs to prepare for our changing environment and ensure that we have the right business waiting for the customer of the future.

At the same time, our business must still serve the current customer.

3 PLANNING



The planner decides on the quantity of products based on budgets and estimated sales. The planner ensures that:

- Our stores have stock of the right products at the right time so that our customers can find what they want when they need it.
- The right products get to the right stores at the right time in the right quantities.
- They plan according to profit targets.

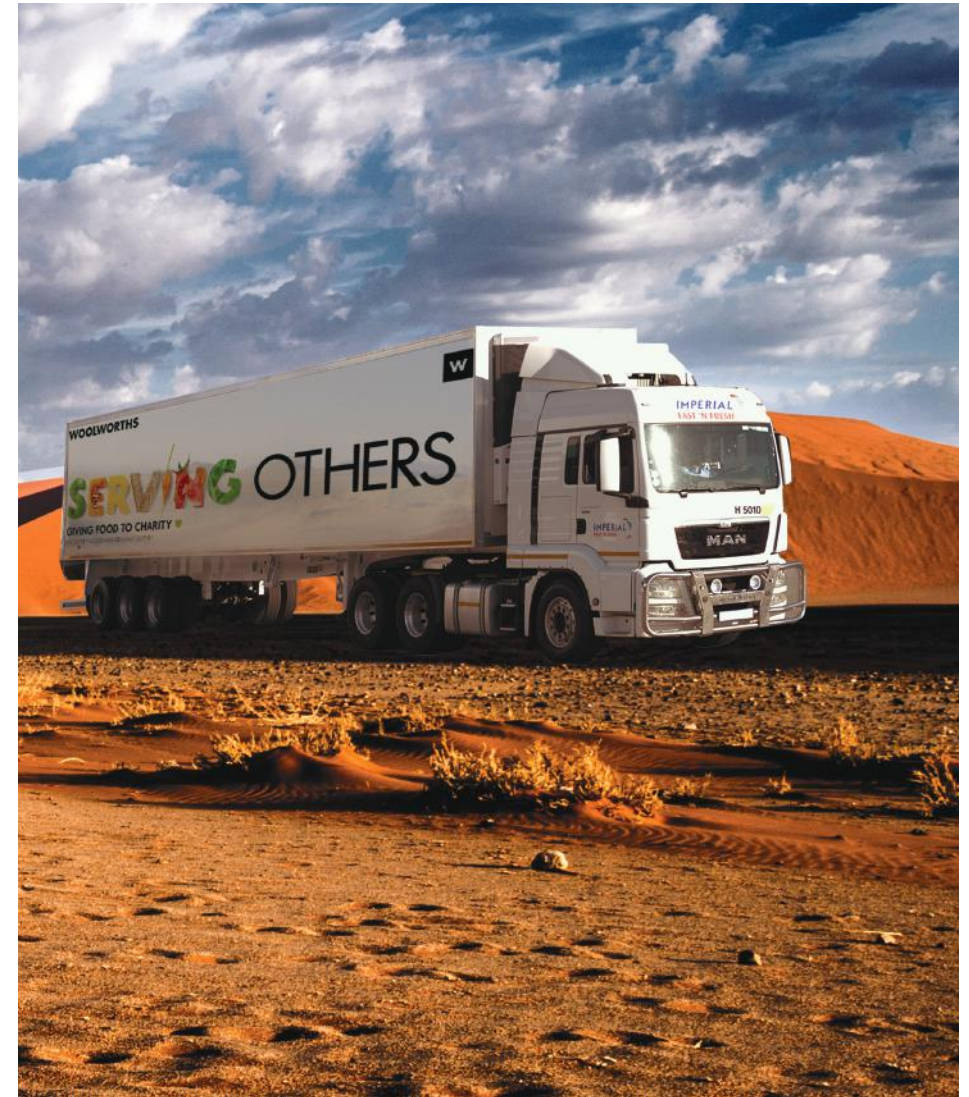
4 ALLOCATIONS

The stores are allocated stock based on their customer profile and sales estimates.



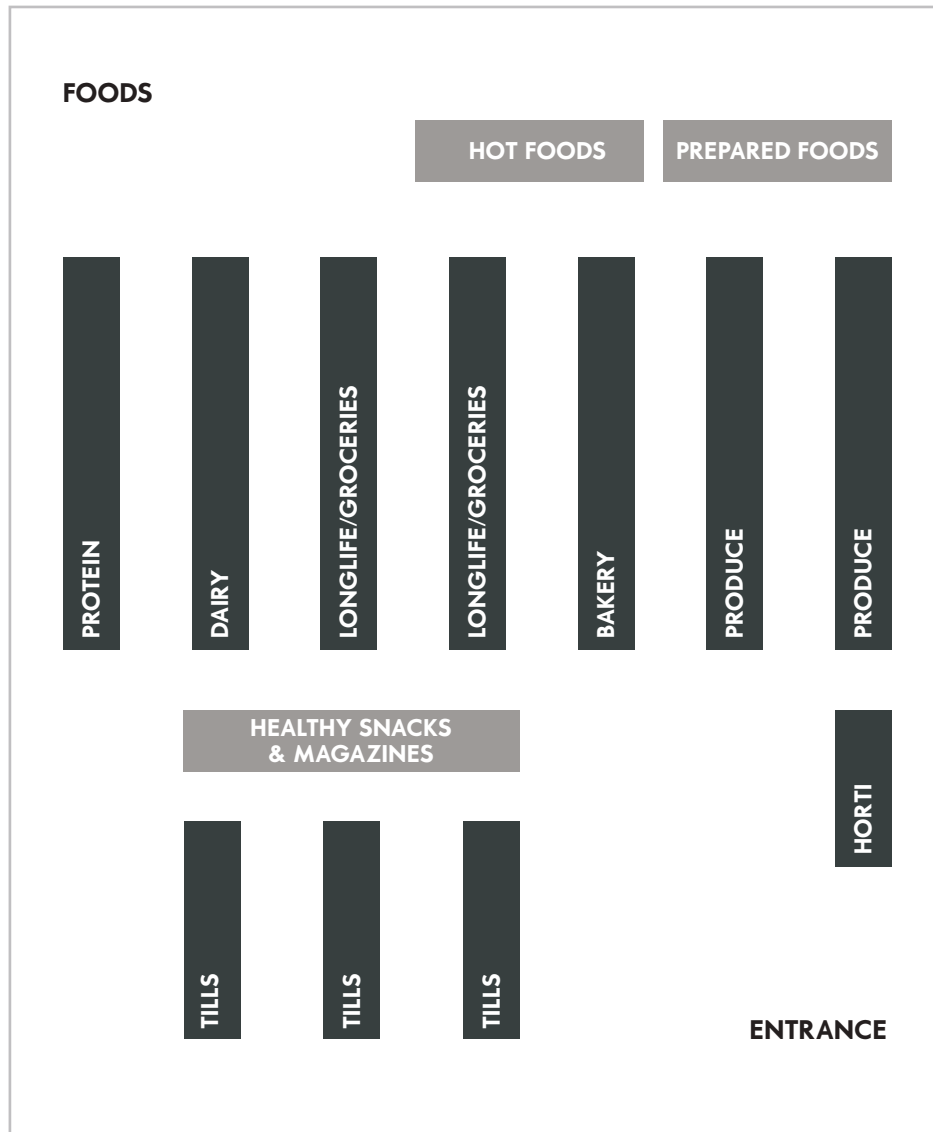
5 DISTRIBUTION

The Distribution Centres receive products directly from Suppliers and distribute these products to stores. Throughout the distribution process, strict quality controls are adhered to when transporting foods to ensure that the cold chain is maintained at all times.



6 DISPLAY

Sales management gives stores guidelines for store layouts.



7 MARKETING

Stores need to ensure that we utilise all the marketing support material e.g. Décor, banners and ticketing.



8 SERVICE

Stores need to ensure that customers have an exceptional service experience every time.

- Anchored in **assisted self-selection**, but differentiated through specialist service in key areas
- Drive requirements and disciplines of **assisted self-selection**
- Focus on **specialist service**, in Beauty, Connect, Hot Foods and In-Store Bakery
- Consistent delivery of our **customer promises**
- Develop customer **self-service capability**
- Implement effective **structures to deliver service**
- Lead Service delivery through **management example**
- Recruit & train staff with the right **attitude**



9 SELLING

Stores need to ensure that we maximise the selling opportunities.

PACK



10 REPLENISHMENT

Stores need to ensure that, all products are available on the sales floor at all times.



11 STOCK MANAGEMENT

Stores need to ensure that the data integrity of the merchandise is as accurate as possible. Stock management is the maintenance of appropriate stock levels in your store.

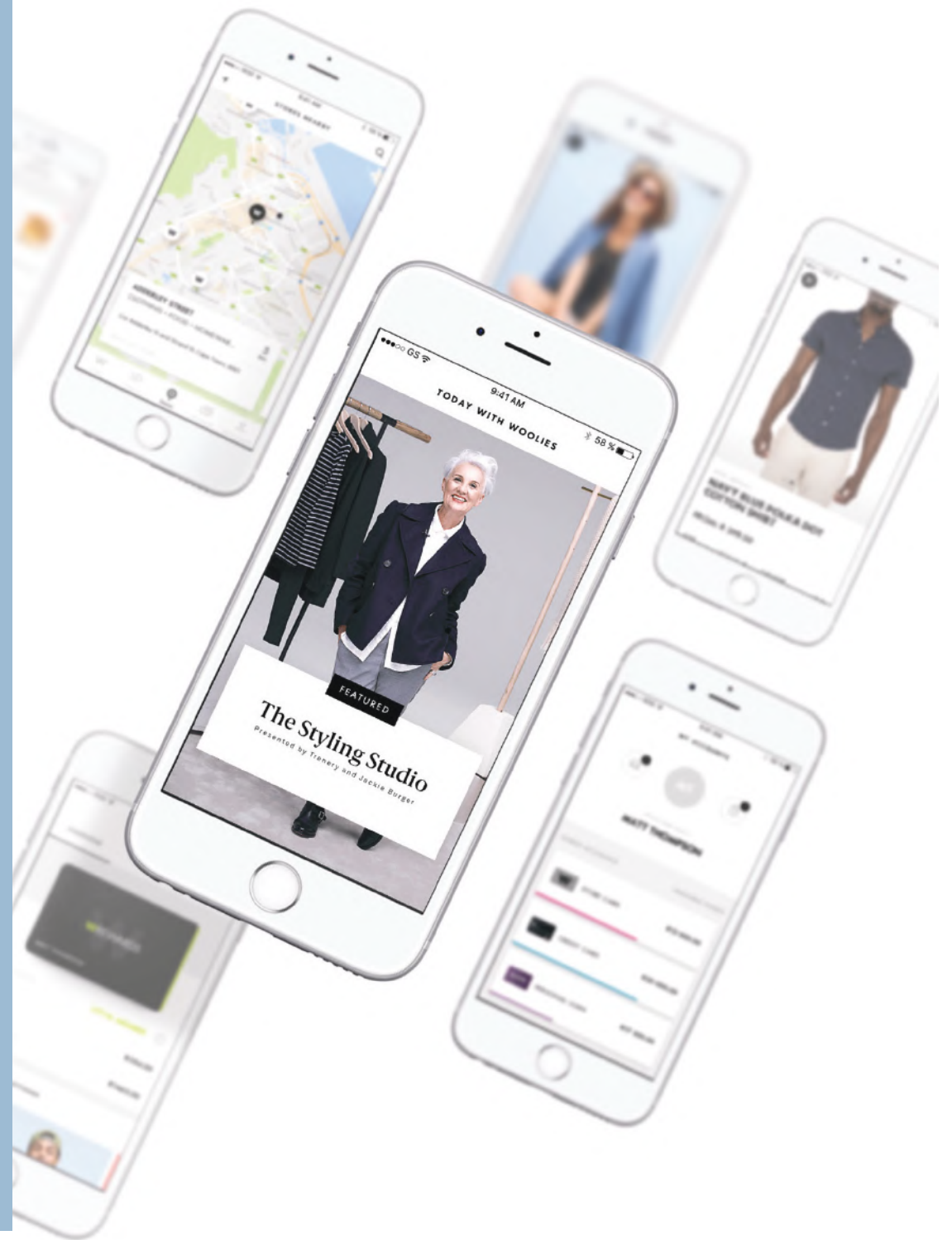


12 FEEDBACK

Stores are to report all feedback and comments from customers to head office. We also use market research and pos information to track and define customer information e.g., Wrewards.



CONNECTED RETAIL



CONNECTED RETAIL, ALSO REFERRED TO AS OMNI-CHANNEL OR TOTAL RETAIL, IS THE MOVEMENT TOWARD CREATING A SEAMLESS PHYSICAL AND DIGITAL SHOPPING EXPERIENCE ACROSS ALL RETAIL CHANNELS.

Globally, there is a shift toward pure online retailers, like Amazon, opening physical stores, and traditional 'brick and mortar' stores investing heavily in their e-commerce platforms and mobile offerings.

THE TWO WORLDS... PHYSICAL & DIGITAL – ARE INCREASINGLY CONVERGING

However, connected retail is a step beyond simply offering retail services within physical stores, web and mobile. It is a shift toward creating a seamless experience between the three. It is also about leveraging the strengths of each channel – the sensory, tactile and real-world experience of the store, the convenience of online shopping, and the mobility of Apps.

ONLINE SHOPPING



Woolworths offers convenient online shopping across all of our products, including food, fashion, beauty and home. For food, orders are placed online and we pick the freshest food from the closest store to our customer. The cold chain is never broken; Woolies uses specialised equipment to keep food chilled right to our customer's door.

Our fashion, beauty and home merchandise is picked from a warehouse in Gauteng and delivered across the country. This enables us to keep dedicated stock aside for online shopping, thereby delivering a great customer experience with improved product availability.

MOBILE APP

In 2017, Woolworths also launched its first Mobile Application (App). The App is a convenient 'one-stop-shop' to access content, store information, products, loyalty information and financial services.

Customers can read inspiring articles, browse and shop products easily, find the nearest store using geo-location, check stock availability in stores, access W-rewards vouchers and personal information. It also gives access to a world of Woolworths Financial Services, including card balances, loan information and draw-downs. The App is available in iOS and Android devices.



OUR FUTURE VISION

Woolies is creating the building blocks for connected retail, and the future vision is to offer an increasingly seamless experience across our physical and digital worlds. Our social media communities are vibrant and engaged, and shopping journeys are just as likely to start on Instagram as they are in a mall. Woolies brings experiences to life in the form of digital activations in store, such as personalising products using digital equipment and enabling these to also be shared on social media.

Woolies has also trialled augmented reality content within our printed catalogues. We aspire to inspire our shoppers in whichever channel or community they feel comfortable, connecting these worlds and building brilliant shopping experiences.

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GOOD BUSINESS JOURNEY





OUR GOOD BUSINESS JOURNEY HAS BEEN, AND WILL CONTINUE TO BE, DRIVEN BY THE ISSUES WHICH **MATTER MOST TO OUR BUSINESS, CUSTOMERS AND OTHER STAKEHOLDERS**, AS WELL AS THE LEGAL, CULTURAL AND ECONOMIC CONTEXT OF OUR OPERATIONS



ENERGY AND CLIMATE CHANGE HAVE STRATEGICALLY BEEN IDENTIFIED AS ONE OF THE PILLARS OF OUR GOOD BUSINESS JOURNEY AND WE HAVE THEREFORE **COMMITTED TO INCREASING ENERGY EFFICIENCY** IN OUR OWN OPERATIONS AND REDUCING OUR CARBON EMISSIONS

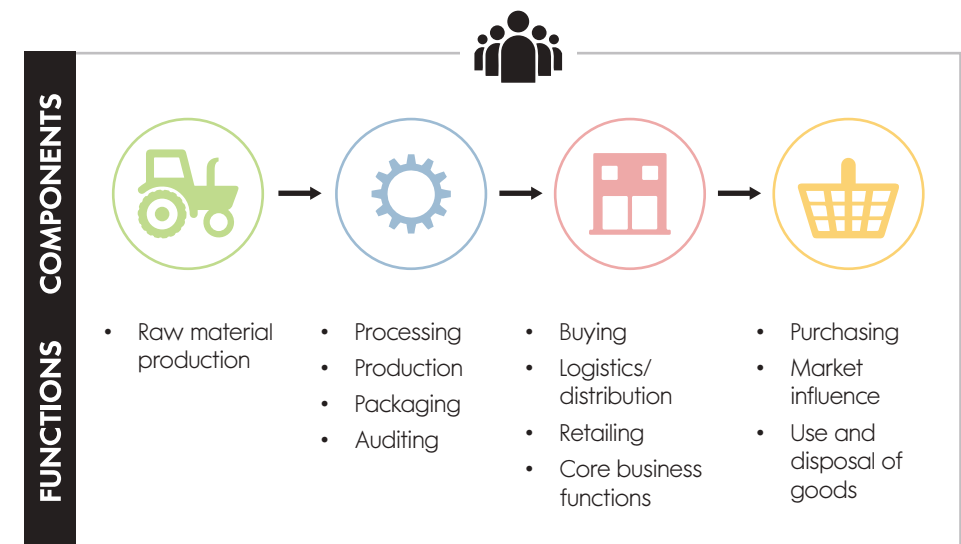


WE HAVE **COMMITTED TO REDUCING WATER USAGE** AND MANAGING WASTE WATER ACROSS OUR OPERATIONS THROUGH COLLECTIVE ACTION, PARTNERSHIPS, RESEARCH AND EDUCATION



OUR GOOD BUSINESS JOURNEY
 AIMS TO **REDUCE OUR
 IMPACT** AS A BUSINESS AND
IMPROVE OUTCOMES FOR
 THE ENVIRONMENT, PEOPLE
 AND ECONOMY ACROSS OUR
 ENTIRE VALUE CHAIN

OUR VALUE CHAIN



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SUPPLIER VISITS



55

DISTRIBUTION CENTRE VISIT



WITH HUNDREDS OF SUPPLIERS
AND OVER 500 STORES, **HOW**
DO WE GET OUR THOUSANDS
OF PRODUCTS TO WHERE
OUR CUSTOMERS CAN
BUY THEM?

It's one of the biggest challenges we face on a daily basis, and it's up to Supply Chain & Logistics and our Distribution Centres to ensure that everything gets where it's supposed to be, on time, every time.

Our Supply Chain is responsible for managing logistical operations, import and export of goods on our behalf, our distribution centres and the transport of products to our stores. Tough, highly-efficient and meticulous in their work, the supply chain team keeps things running smoothly to ensure our customers receive the highest quality in both product and service - 24 hours a day, 7 days a week.

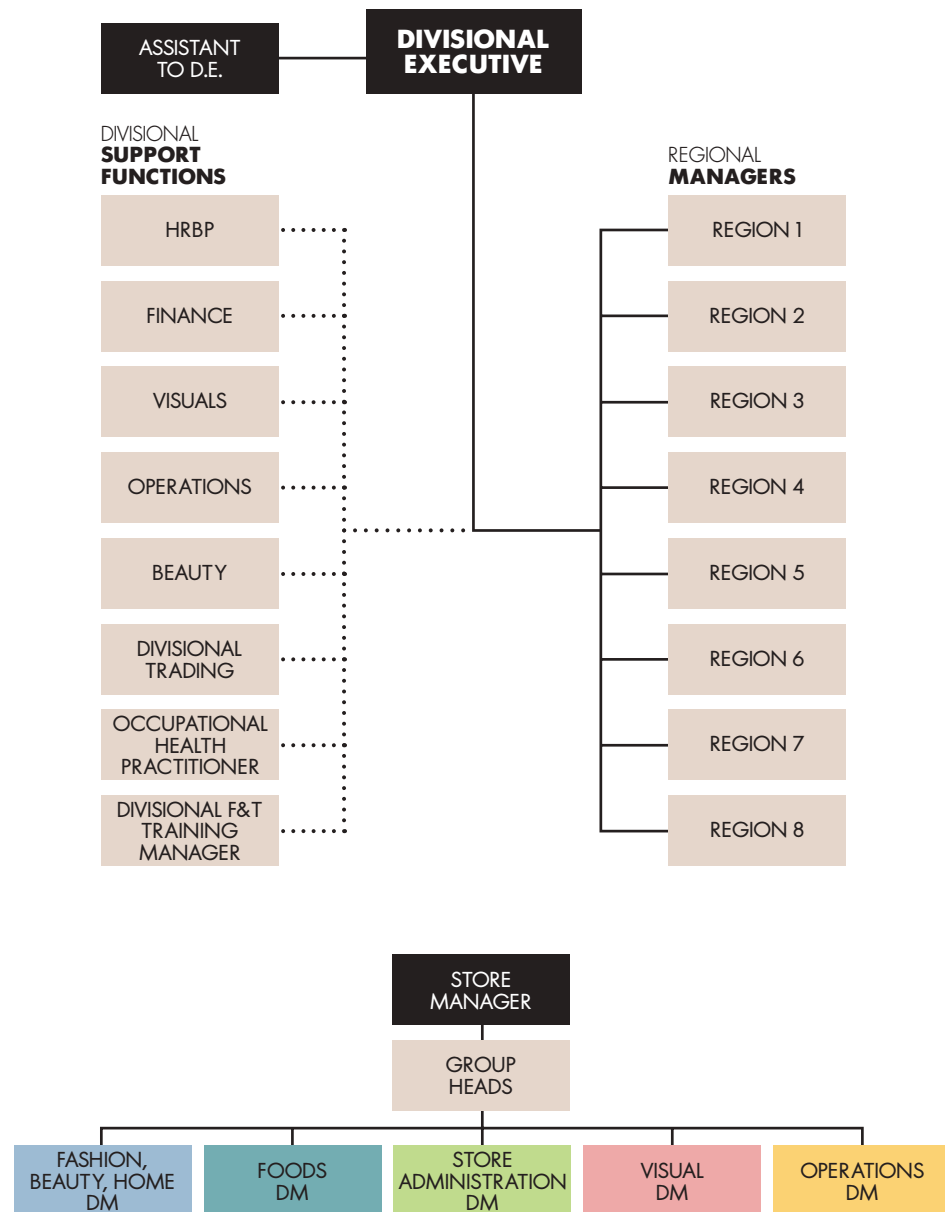


STORE ATTACHMENT



‘ THE TRUTH OF OUR BUSINESS LIES IN STORES AND OUR DIGITAL CHANNELS ’

DIVISIONAL ORGANOGRAM



WHAT HAPPENS IN STORES?

FOODS

- We are on a journey to become a Big Food Business with a difference, maintaining our leadership positioning in fresh produce, innovation and quality while expanding our ranges at competitive prices to deliver value to our customers.
- Stores have a critical role to play to ensure that products that have been carefully sourced, are available and well merchandised to deliver an extraordinary shopping experience for our customers.



FASHION, BEAUTY, HOME

- We offer a broad range of products appealing to the classic, modern and contemporary customer, balanced with price and value.
- FBH offers womens-wear, menswear, childrenswear, accessories, footwear and beauty products along with a range of home accessories and soft furnishings.



- Our offering is anchored by the Woolworths brand, as well as exclusive private label brands such as RE, Studio W, JOne and Distraction.
- The beauty offering is anchored by Woolworths-branded products, and supported by premium cosmetics, fragrance and skincare products from leading global brands.

VISUAL MERCHANDISING

- The visuals team ensure that both window displays and inside the store are eye-catching and reflect the Woolworths brand.
- All signage in the store must be simple, accurate and visually clear as it must inform the customer about our products.



WHAT HAPPENS IN STORES?



CUSTOMER SERVICES

- Listen to and resolve customer queries and complaints.
- Educate and assist our customers to make use of our Financial Services, e.g. applications for accounts, issuing of customer cards, etc.
- Process customer transactions – sales and returns.



OPERATIONS

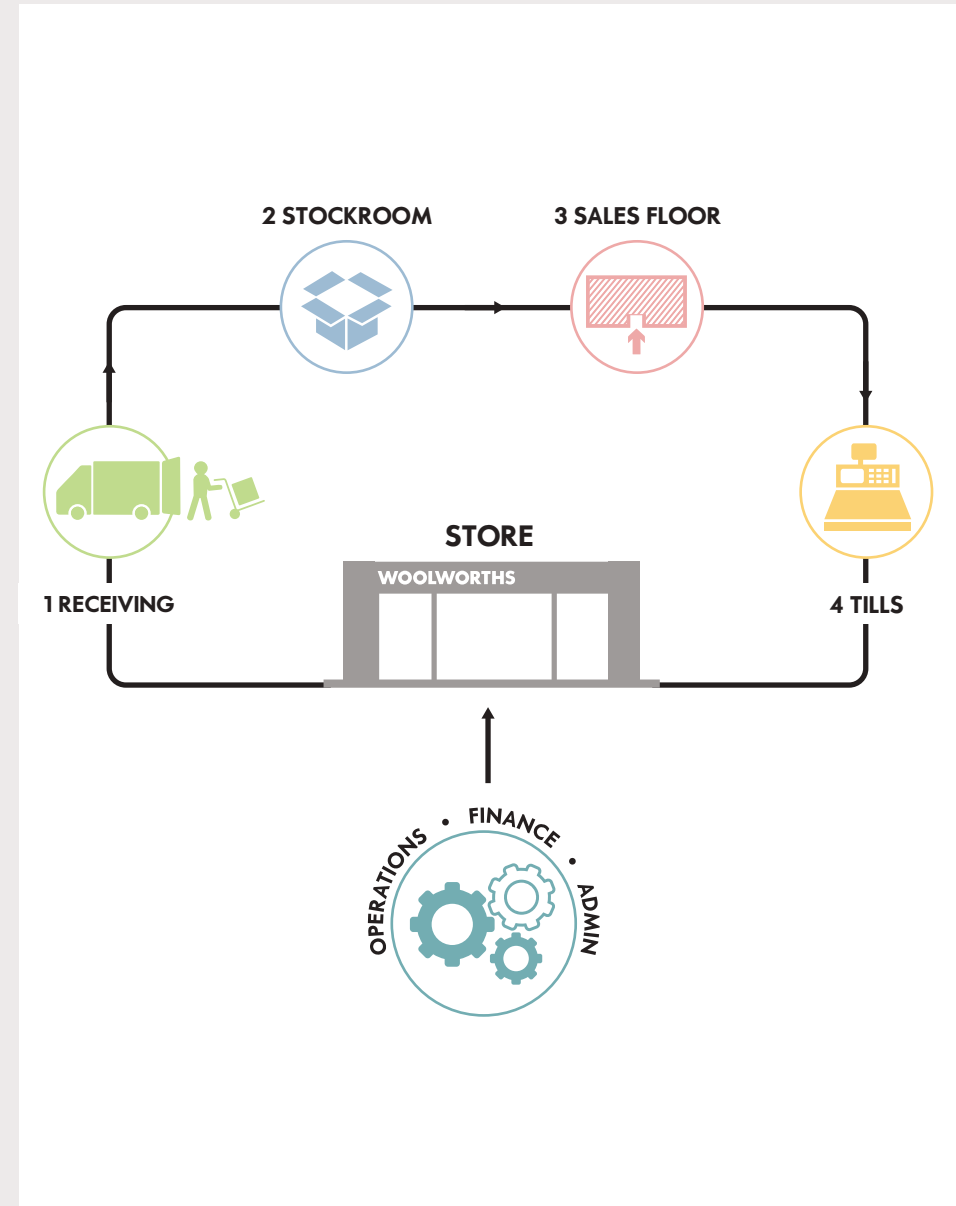
- Keeping our stores clean and hygienic is important and is the responsibility of the Operations team.
- Operations run all of the back areas, e.g. receiving bays, holding areas, security and stock taking.
- They must also ensure that the store is a safe place in which to work and shop.

STORE ADMINISTRATION

- Supports the various Line Managers with staff-related matters e.g. employee relations, training and development needs, HR administration and salary.
- Manage all store administration e.g. financial controls and reporting.
- Issue floats to Till Operators.



STORE CYCLE



1

AREA

STORE MANAGER

DURATION

2 HOURS

FOCUS AREA

WELCOME

- Meet the Management Team

OUR STORE

- Store tour
- Store structure
- People structure
- Trading hours

OUR CUSTOMERS

- Customer demographic

OUR PERFORMANCE

- Store performance
- Performing of shopping centre
- CSATS

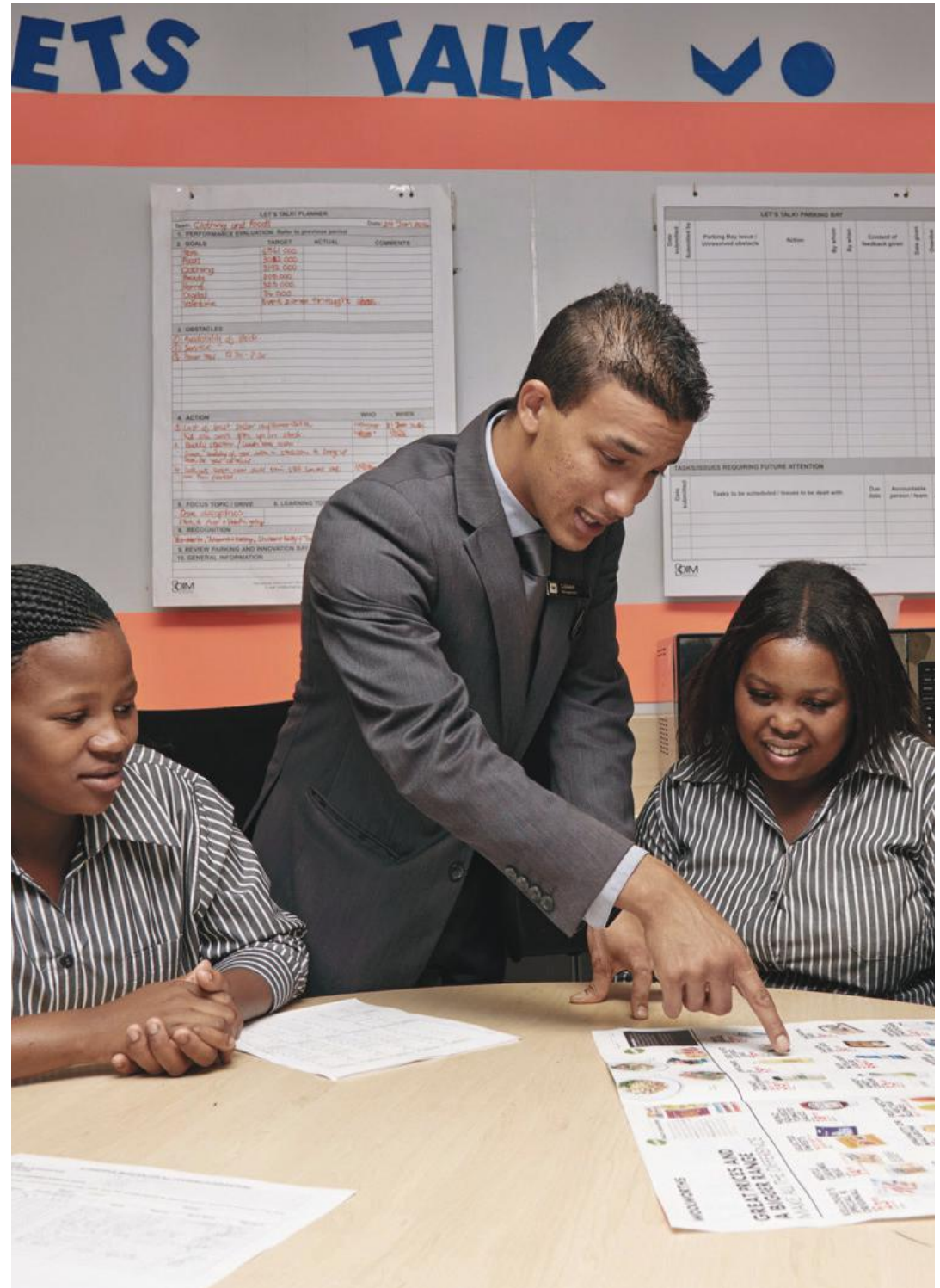
FINANCE

- How expenses are managed
- Shrinkage and how it impacts the business
- Cash flow
- Analysis of the store business profit and loss

KEY LEARNING

LET'S TALK

- High level understanding of customer demographic, store performance, structure and expense management
- Experience and participate in a Let's Talk training session



2

AREA

FASHION, BEAUTY, HOME DM

DURATION

2 HOURS

FOCUS AREA

FINANCIAL SERVICES HUB

OUR PERFORMANCE

- Floor walk
- Sales reports
- Store processes
- Replenishment
- Customer Services desk
- Refunds and exchanges
- Ticketing
- VM

STOCKROOM

- Stockroom layout
- Unpack a box
- Place stock in the correct area
- Sample trolley to be actioned
- Stockroom disciplines
- IBTs

STAFF SCHEDULING

- ESYS

KEY LEARNING

- Customer experience
 - Compliance and controls
 - Role of FPC and SCC
-
- Where to find sales information and interpret a variety of reports for store, region, division or at a national level
 - PACK implementation

(Stores with off-site stockroom, drive to site)

- How staff scheduling works in a store environment



3

AREA

FOODS DM

DURATION

2 HOURS

FOCUS AREA

KEY LEARNING

RECEIVING

- Observe a delivery from the Foods DC. If no delivery at this time, the DM to explain receiving process and principles
- Quality checks conducted on delivery
- Relentless adherence to the cold chain

SALES FLOOR

- Floor walk
- Sales Reports
- Layouts/Planograms/SELS
- Stock management
- Replenishment
- Removal and recording of waste
- VM
- Stock accuracy
- Front line management
- Where to find sales information and interpret a variety of reports for store, region, division or at a national level
- PACK implementation

STOCKROOM/COOLER

- Cold chain principles and 8 min rule
- Stockroom buyout discipline
- How Woolworths is able to consistently deliver the Difference through maintaining the cold chain

TILL OPERATORS

- Role of the PPC
- Till processes
- Packing at the till point
- Till Operator training
- Service levels, efficiencies and customer experience at the till point
- Observing the Till Operator and POS transactions with various tender types



4

AREA

OPERATIONS DM

DURATION

2 HOURS

FOCUS AREA

RECEIVING

- Observe a delivery from the Clothing DC. If no delivery at this time, the DM to explain receiving process and principles.

KEY LEARNING

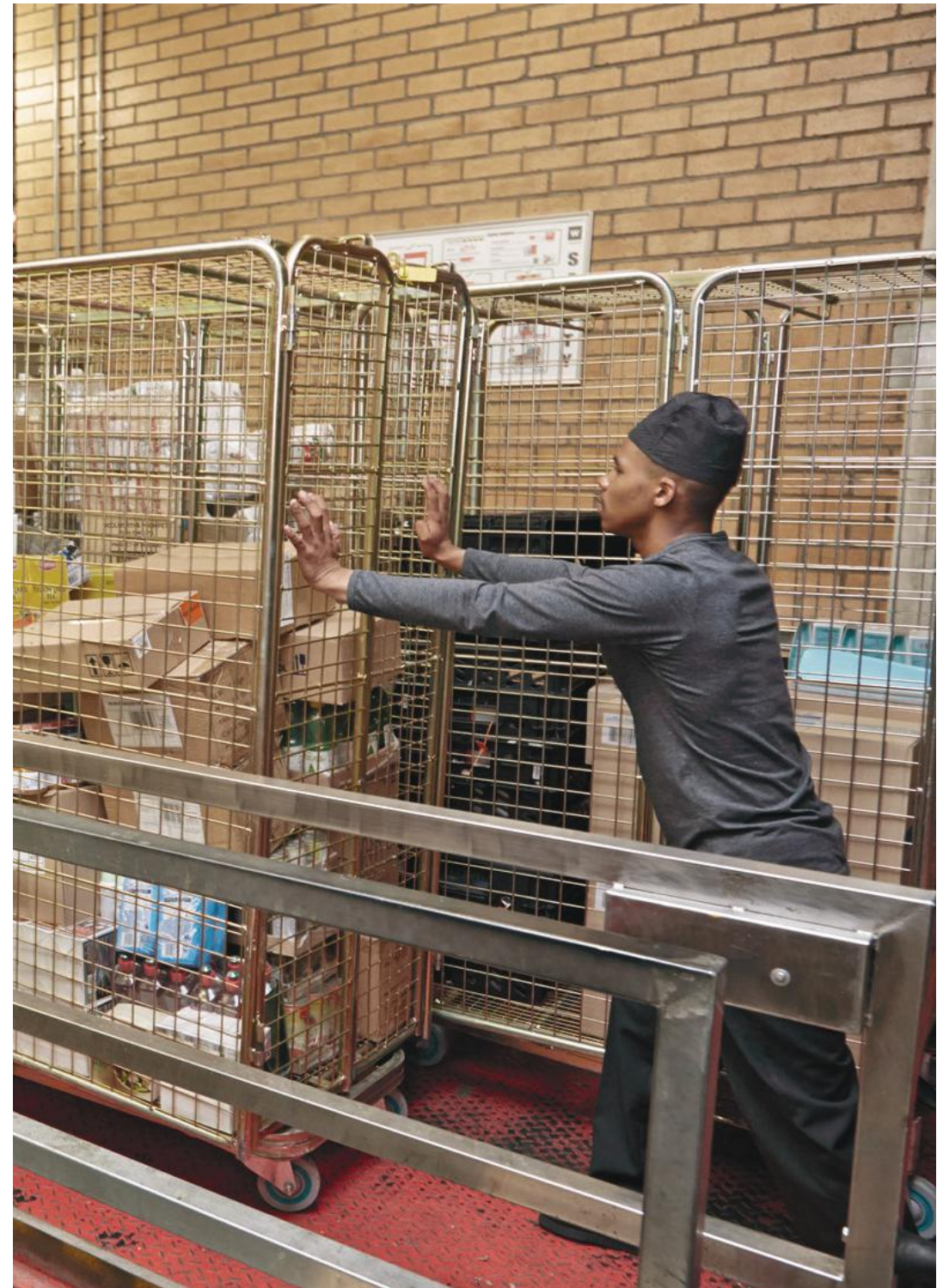
To understand the receiving process and the impacts on:

- Shrinkage
- Safety
- Logistics
- Availability

HEALTH AND SAFETY

- OHSA Compliance packs
- Notice Boards
- Safety and security in the store
- FG procedure

Implementation of the OHSA requirements to ensure that the store is a safe environment for customers and staff

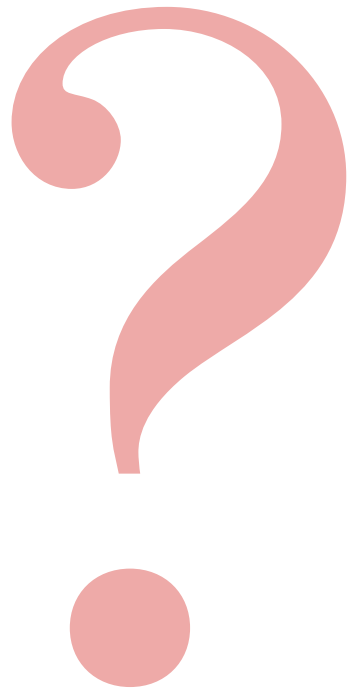


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ASSIGNMENT



**AFTER SPENDING A WEEK INSIDE OUR
RETAIL ENVIRONMENT, WE HOPE WE
HAVE EQUIPPED YOU WITH INSIGHTS
THAT WILL MAKE A DIFFERENCE TO
YOU AND YOUR STUDENTS**



Please take the time to answer the following questions in your notebook. You will be presenting your answers back to the bigger group in the form of a group presentation per college. Further details will be discussed during the 5 days with us.

- 1** WHAT IN THE RETAIL PROGRAM WAS **MOST RELEVANT TO YOU?**
 - 2** WHAT HAVE YOU CHANGED OR **INCLUDED IN YOUR LECTURES?**
 - 3** WHAT HAS THE FEEDBACK BEEN **FROM THE STUDENTS?**
 - 4** WHAT ADDITIONAL ASSISTANCE FROM RETAIL WOULD **HELP GOING FORWARD?**
 - 5** WHAT SHOULD WE **KEEP/DROP/CREATE FOR THE NEXT PROGRAM?**
 - 6** WHAT WAS YOUR **HIGHLIGHT FROM THE WEEK?**
-

WOOLIES LINGO

ACP	Average Customer Purchase (average amount each customer spends)
AIC	Average Item Per Customer
AIP	Average Item Price
ASN	Advance shipment note
BOH	Balance On Hand
BP1	Financial Budget
BPL	Business profit & loss statement
CARE	Create A Rare Experience
CPA	Consumer protection act
DC	Distribution Centre
DSD	Direct Store Delivery
DU	Delivery Unit
EOD	End Of Day
FBH	Fashion, Beauty & Home
F&T	Functional & Technical Trainers
FTE	Full time equivalent
GBJ	Goods Business Journey
HO	Head Office
HR	Human Resource
IBT	Inter Branch Transfer
IPM	Individual Performance Management
ISN	In-store now (actual stock on hand)
JV	Joint venture i.e. coffee shops
KPI's	Key Performance Indicators
L&D	Learning & development
LCS	Load Control Sheet
LTO	Labour turnover
MSW	My store workspace i.e. the store's portal
NCA	National credit act
NCR	National credit regulator
NOOS	Never out of stock (use for FBH)

NPM	Non-price Marked
OHSA	Occupational Health and Safety Act
OPS	Operations
PACK	Presentation, Availability, Cross-selling & service, Knowledge
PB	Premium brands
PCV	Petty cash voucher
PM	Price marked
PO	Purchase Order
POD	Proof Of Delivery
POR	Proof Of Receipt
POS	Point Of Sale
PPC	Pay Point Controller
RED	Real estate development
RMS	Retek merchandise system
ROG	Retail operations group
RTV	Return To Vendor
S4S	Scheduling for service
SAM	Store administration manager
SAT	Store admin assistant
SDN	Store Delivery Note
SEL	Shelf Edge Label
SIMS	Store inventory management system
SOH	Stock On Hand
TDC	Till Discrepancy Control
TOO	Time on offer (i.e. period FBH item should be on salesfloor for sale)
TOOS	Temporarily out of stock
TPH	Takings per head (i.e. number of sales made by each sales person)
VAT	Value added tax
VBL	Values - based leadership
VMI	Vendor Managed Inventory
WFS	Woolworths financial services

