

2019 Strategic planning process

Purpose, vision and values

Members workshop 30 April

DRAFT outcomes pack
May 2019

Introduction

On Tuesday 30 April 2019, TIR members, board and management participated in a workshop facilitated by Right Lane Consulting.

The objectives of this workshop were to engage members in the co-development of TIR's purpose, vision and values statements.

This pack documents the outcomes of that workshop, including:

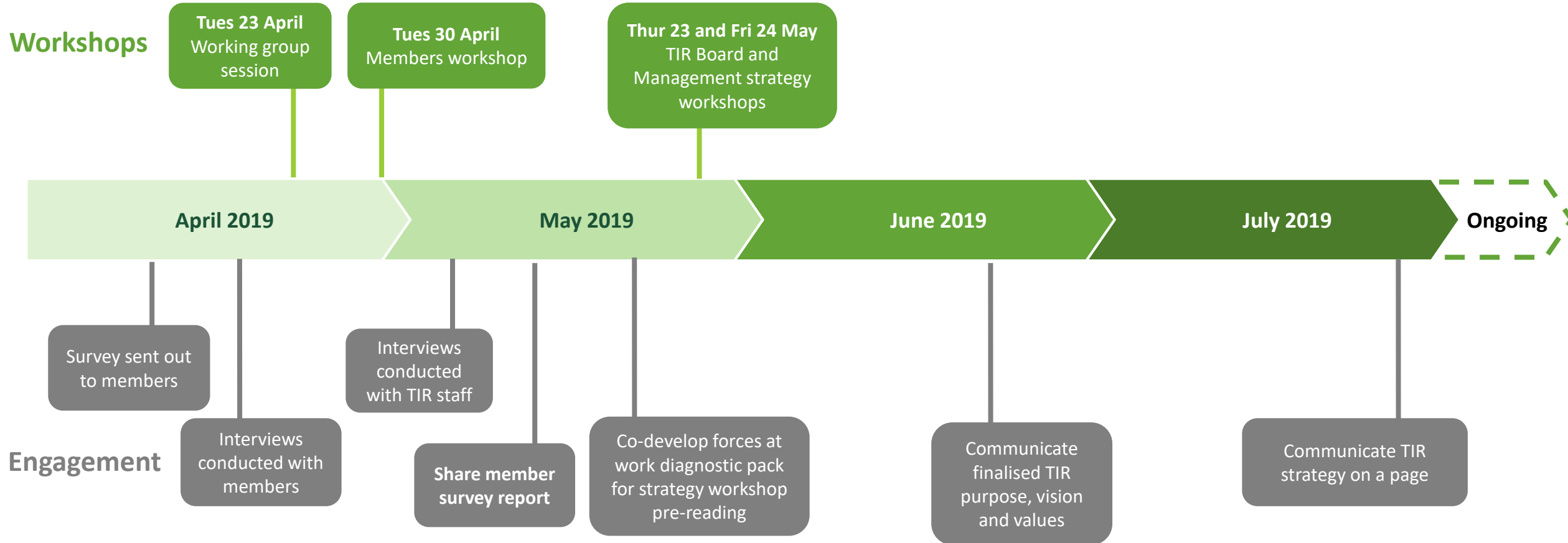
- Participants' expectations at the start of the workshop
- Timeline for the strategic planning process and the expected output
- Members feedback on the draft purpose, vision and values statements
- Items parked for discussion at future forums

The workshop objectives, agenda and key insights presented from the member interviews and satisfaction survey have been included in the appendix for reference.

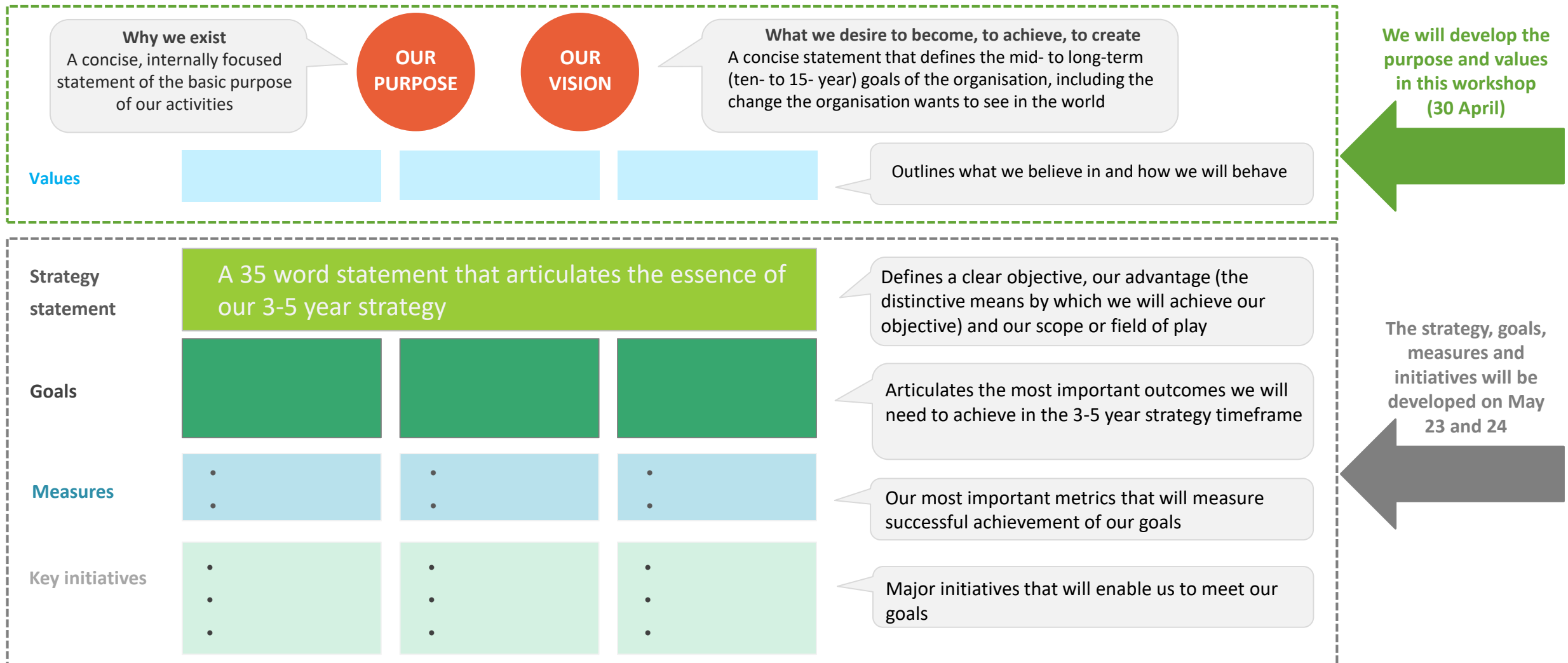
Participants' expectations

	'Consistency and alignment with all members, want to be singing from the same hymn book'
	'Transparency and more engagement opportunities'
	'Shared understanding and meaning'
	'Be receptive to each others' perspectives and work together'
	'Better vision for the next five years'
	'Just make progress...'
	'Clarity of process, for example the timeline, how TIR benchmark against other operators...'

This is the start of an inclusive strategic planning process and a genuine opportunity for members to provide input and direction



Our strategy on a page template



Members feedback on the draft purpose statement

PURPOSE

¹Support our members
to achieve ²success and
sustained growth
using the ³power of the
co-operative

No.	Members feedback	Suggested change(s)
1	<ul style="list-style-type: none">The word 'support' is not strong enough to put accountability on TIR. Members need TIR and could not operate without the co-op	<ul style="list-style-type: none">Add 'we'Replace 'support' with 'ensure best practice to enable' or 'empower'
2	<ul style="list-style-type: none">Define success in practical terms	<ul style="list-style-type: none">Replace 'success' with 'greater profitability'
3	<ul style="list-style-type: none">Do not like the word 'power'	<ul style="list-style-type: none">Replace 'power' with 'strength'

Members feedback on the draft vision statement

VISION

To be a ¹force in
Tasmanian ²[food /
grocery] retailing with
a thriving ³network [of
⁴local stores] trusted
and favoured by our
[local] communities

No.	Members feedback	Suggested change(s)
1	<ul style="list-style-type: none">• Would like a positive descriptive word in front of 'force'• Force is ambiguous	<ul style="list-style-type: none">• Cooperative• United• Major• Strong• Competitive
2	<ul style="list-style-type: none">• Define scope (i.e. we're not Harvey Norman) but do not want to constrain to food and grocery	<ul style="list-style-type: none">• Prefer grocery• Remove food / grocery• Supermarket
3	<ul style="list-style-type: none">• Would like the word 'independent' in the statement	<ul style="list-style-type: none">• Thriving independent network• Tasmanian independent retailers
4	<ul style="list-style-type: none">• It's not local stores, it's local communities	<ul style="list-style-type: none">• Remove 'of local stores', keep 'local' communities

Members feedback on the draft values and behaviour statements

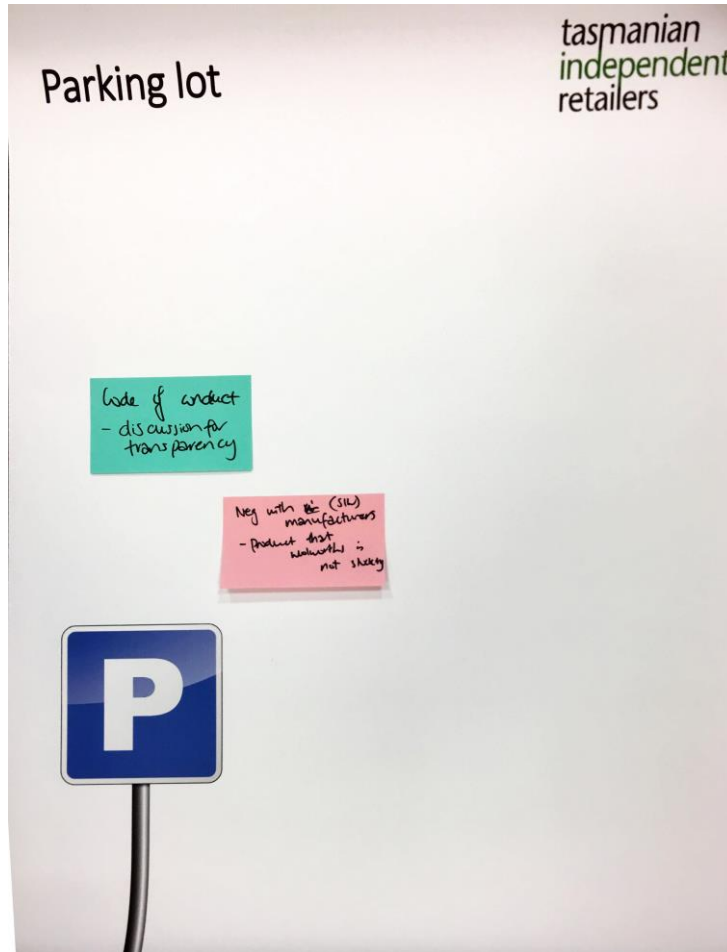
1 Overall comment

We are here ³ for our members	<ul style="list-style-type: none"> We strive for our members to be successful and profitable retailers We make business decisions based on the best interests of the member network
We support ² you	<ul style="list-style-type: none"> We strive for effective and cost efficient ⁴ delivery of support services We provide encouragement, guidance and advice for stores to grow their businesses We act with integrity and professionalism in our dealings with our members
We are open and honest	<ul style="list-style-type: none"> We will build trust through clear two way communication with our members We will follow through with actions ⁵ We will provide consistent and transparent feedback
We grow ⁶ and innovate	<ul style="list-style-type: none"> We will encourage our people to innovate through training and exposure ⁷ to new ideas We will explore the world for new ways to do things We welcome ideas from our people and members
We care and listen	<ul style="list-style-type: none"> We are here to understand the needs of our members and our people We will work together to include our members in our decision-making ⁸ We treat our members and our people with empathy, respect and fairness ⁹

10 Other comment

No.	Members feedback	Suggested change(s)
1	<ul style="list-style-type: none"> Values are for everyone (members and employees) 	<ul style="list-style-type: none"> No change
2	<ul style="list-style-type: none"> We are here for our members is very similar to we support you 	<ul style="list-style-type: none"> Combine the value statements and keep all five behaviour statements Add 'we will provide opportunities to unite our members and enhance the network'
3	<ul style="list-style-type: none"> Prefer even stronger focus on members 	<ul style="list-style-type: none"> Change values statement to 'We are here because of our members'
4	<ul style="list-style-type: none"> Would like cost efficiency beyond support services 	<ul style="list-style-type: none"> Replace 'delivery of support services' to 'everything we do'
5	<ul style="list-style-type: none"> Feedback, openness and honesty should all be two-way 	<ul style="list-style-type: none"> Add 'accept' and provide consistent and transparent feedback
6	<ul style="list-style-type: none"> There no behaviour to address 'We grow' 	<ul style="list-style-type: none"> Add behaviour for continuously enhance the network and individual members
7	<ul style="list-style-type: none"> Do not like the potential implications of 'explore the world' Want to continue receiving external world insight and trends and industry best practices 	<ul style="list-style-type: none"> Replace 'explore the world' with 'explore and adopt'
8	<ul style="list-style-type: none"> Do not want to be involved in all decisions Let's not get bogged down 	<ul style="list-style-type: none"> Add 'major' or 'key' decisions Transparent decision making
9	<ul style="list-style-type: none"> This goes both ways. Treating everyone equally and on a level playing field 	<ul style="list-style-type: none"> Add 'level playing field'
10	<ul style="list-style-type: none"> 'Guidance and advice for stores' needs to be implemented now Store visits? Fit for purpose communications and engagement? Need variation in events because everyone has different interests and timeframes 	<ul style="list-style-type: none"> No change

Items parked for discussion at future forums



1.

Code of conduct – discussion on the transparency of information and behaviours

2.

Pricing negotiations with manufacturers – stock products that Woolworths are not stocking

APPENDIX

Objective

Engage members in the co-development of TIR's purpose, vision and values statements

Agenda

TIMING	AGENDA ITEM	DISCUSSION LEADER
<i>12:00pm – 12:30pm</i>	<i>Lunch</i>	
12:30pm – 1:00pm	Welcome, introductions and outline of the strategic planning process	Zoe, Michael
1:00pm – 2:15pm	Share our draft purpose and vision statements	Zoe, Linda
<i>2:15pm – 2:30pm</i>	<i>Afternoon tea</i>	
2:30pm – 3:45pm	Test our draft values and behaviours statements	Zoe, Linda
3:45pm – 4:00pm	Summary of outcomes and next steps	Gary, Zoe

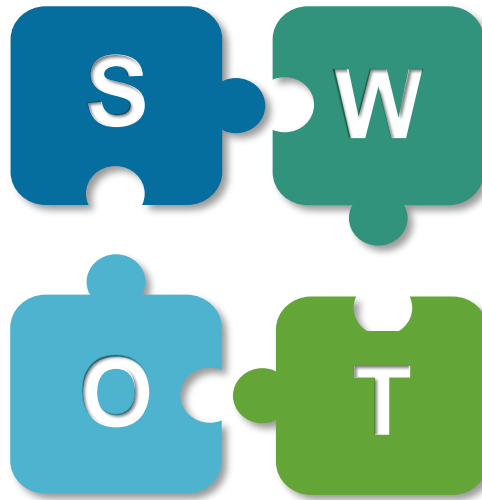
Key insights from the members interview

STRENGTHS

- **Co-operative culture and business model**
- **Services to members** (branding, marketing, equipment, logistics, IT)
- **Buying power and rebate system**
- **Statewide Independent Wholesalers**

OPPORTUNITIES

- **Improve focus on member needs**
- **Increase engagement and inclusion of members**
- **Optimise operations and rebates**
- **Provide business and competitive insights**
- **Improve culture and capability**
- **Clarify member arrangements and agreements**



WEAKNESSES

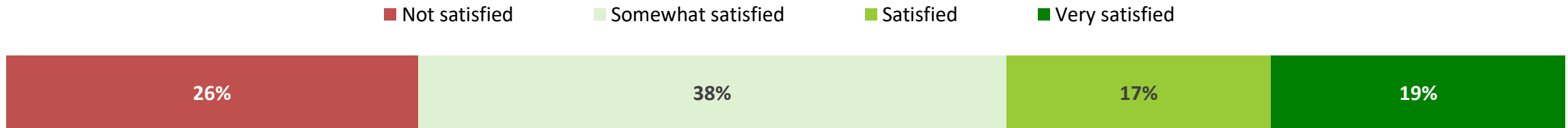
- **Engagement, communication and transparency**
- **Compliance focus over member support**
- **TIR staff understanding of members and their businesses**
- **Pricing and marketing**

THREATS

- **Increasing competition**
- **Cooperative breaks down due to internal divisions**
- **Not being focused on what matters** (understanding member's needs, and capturing and delivering value to members)
- **Not delivering operational excellence**

Key insights from the members satisfaction survey

Overall, only 36% of members were satisfied or very satisfied with TIR; the majority of members (38%) was only somewhat satisfied; while 26% of members were not satisfied with TIR.



Members were most dissatisfied with (% not satisfied or somewhat satisfied):

1. Business development support (59%)
2. Pricing programs (58%)
3. Catalogue and specials program (53%)

Members were particularly dissatisfied with fresh produce, with notable pain points of pricing, promotional offers and quality.

Members were most satisfied with (% satisfied or very satisfied):

1. Technology (68%)
2. Charge through process (66%)
3. Product range (62%)
4. Media advertising (58%)