

# TIR's 3 year strategy on a page to 2023

## Our purpose Why we exist

We support our members to achieve success, profitability and sustained growth, using the strength of our co-operative

## Our vision What we want to achieve over the longer term

To be a united force in Tasmanian food and grocery retailing, with a thriving network of independently-owned stores, trusted and favoured by our local communities

## Values Guides behaviour of staff and members

We are here to support our members

We are open and honest

We grow and innovate

We care and listen

## Strategy statement Our objective, advantage and scope to 2023

Improve member satisfaction by increasing rebates and warehouse volumes, through using our brands, buying power and local expertise, and providing valued and efficient services to support our members and those that add value to our member network

## Goals What we must achieve by 2023 to be successful

1. A unified, engaged member group that understands what we are about

2. Efficient operations to create value for members

3. A strong position for our brands to drive member sales and margin growth

## Success measures How we will hold ourselves to account

- Member satisfaction/ engagement
- Opened outbound communications
- Increase volumes through SIW/IFP
- Growth in rebates

- Satisfaction with TIR/IFP services
- Operational excellence
- Reduction in error and credit rates
- Staff engagement
- OEP and FSA scores

- Brand strength
- Network sales growth
- Margin growth
- Member satisfaction with pricing programs

## Key initiatives Major projects we will undertake to deliver our strategy

1. Educate and engage our members to build knowledge of the cooperative and industry, including reviewing communication opportunities
2. Build capability in our retail ops and development teams to better engage and service members
3. Build a member information briefing kit to tell members what we are about and what we offer them
4. Investigate incentives for members to support the cooperative and drive volume through SIW/IFP

1. Review structure, roles and resources for TIR and IFP
2. Implement Accuracy project to improve invoice accuracy (charge through, IFP) and minimise internal processing errors
3. Build IFP customer engagement strategy and review IFP systems
4. Investigate opportunities to use our group buying power to reduce members' cost of doing business
5. Optimise product pricing including reviewing trading terms
6. Review SIW and IFP ranges to maintain relevance with consumer demand and determine 'winning range'
7. Build our insights capability through capturing data (CRM, scan data) and building reporting tools
8. SIW ERP replacement

1. Optimise the effectiveness and return from our advertising and community engagement programs
2. Assess our brand strength (utilising available research)
3. Continually review the effectiveness of our pricing programs and platforms
4. Implement TIR sales and growth KPIs