

Last Update 24/04/2020 at 15:09:43

Customer	Brodies	Plan Year	2021	Spell Check
Environment	Grocery - Hypers & Supers	Currency	GBP	
Plan Owner	Sam Smith	Plan Creation Date	#####	

Turnover / Sales (OOH/IH/RTMkt)	259.3m
Average Number of Meals Served Per Day (OOH)	N/a
Number of Outlets (OOH/IH/RTMkt)	28
Consumer Average Spend per Visit (OOH/IH/RTMkt)	58.75
Delivery Offered? (OOH/IH)	No
Thriving or Surviving? (OOH/IH/RTMkt)	Surviving
Menu / Proposition (OOH/IH/RTMkt)	Sell the best quality goods in a great shopping environment staffed by first class assistants.
Kitchen Facilities (OOH)	(On site coffee shops serving Cakes/Pastries from the in-store bakery only).
Top 5 Dishes (OOH)	N/a
Destination Categories (IH/RTMkt)	Fresh - Vegetables/fruit/Salad, Fish, Meat counters.
Category Role of Frozen (IH/RTMkt)	Squeeze - low growth, underspaced, underperform.
Preferred RTM Provider (OOH)	N/a

Increasing revenue without store expansion or an eComm offer - need to turnaround declines in revenue from the past 2 years driven by a reduction in shopping frequency at Brodies. Shoppers are using other stores for mainstream items and Brodies for their fresh offer.	Growth
Turn around a loss of €5.0m to breakeven without negatively impacting on the proposition & maintaining their reputation for quality/service.	Efficiency
Increase penetration of own label from 28% to 32% as a builder of Brodies brand & to support profit recovery.	Growth
Increase footfall with the upper income family shoppers & increase spend with existing upper income family shoppers.	Growth
Retain the loyalty of older single household shoppers.	Efficiency
"Own Christmas i.e. Exploit Brodies biggest seasonal trading spike with a 5.0% like for like sales increase being targeted.	Growth
Fund and maintain the Store upgrade programme (given previous results) - 5 stores due to be redesigned in 2020/2021.	Efficiency
Reduce operational costs without a reduction in staffing levels - improvements in supply chain efficiencies are being targeted.	Efficiency
Build on reputation as being good for & good to the Community (accelerate ranges/offer from local providers).	Growth

Jobs To Be Done	Jobs To Be Done	Listing Targets	Status
Conventional	Grow Existing	Gastro Chips 700g	In Progress
Specialty	Win New	Jackets x 4 &/or Roasts 700g (range gaps)	Not Started
	Win New	Smiles 454g (gap in range for a Childrens product)	Not Started
Differentiated	Grow Existing	Chilled, Skin on & Sweet Potato Fries	In Progress
	Win Again	Crispy French Fries (at risk of delist given Own Label ROS)	Not Started
Appetizers	Grow Existing	BrewCity (secure position for 12 months)	In Progress
	Win New	Crispy Dippers 650g	Not Started
Local Portfolio			

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Brodies share of trade is 5% but Frozen is underperforming at 4%.
Buying Team are looking for support - the Frozen Buyer is under pressure to get back to fair share of trade but has a really small space to work with.
No plans to expand in-store food/drink offer.
Own Label growth is being explored in Frozen and is a risk in our category but plans are more about Veg (which leverages Brodies reputation for Fresh Veg).
Aunt Bessies are constantly trying to get listings but have been unsuccessful so far because the Buyer doesn't want more suppliers to manage.