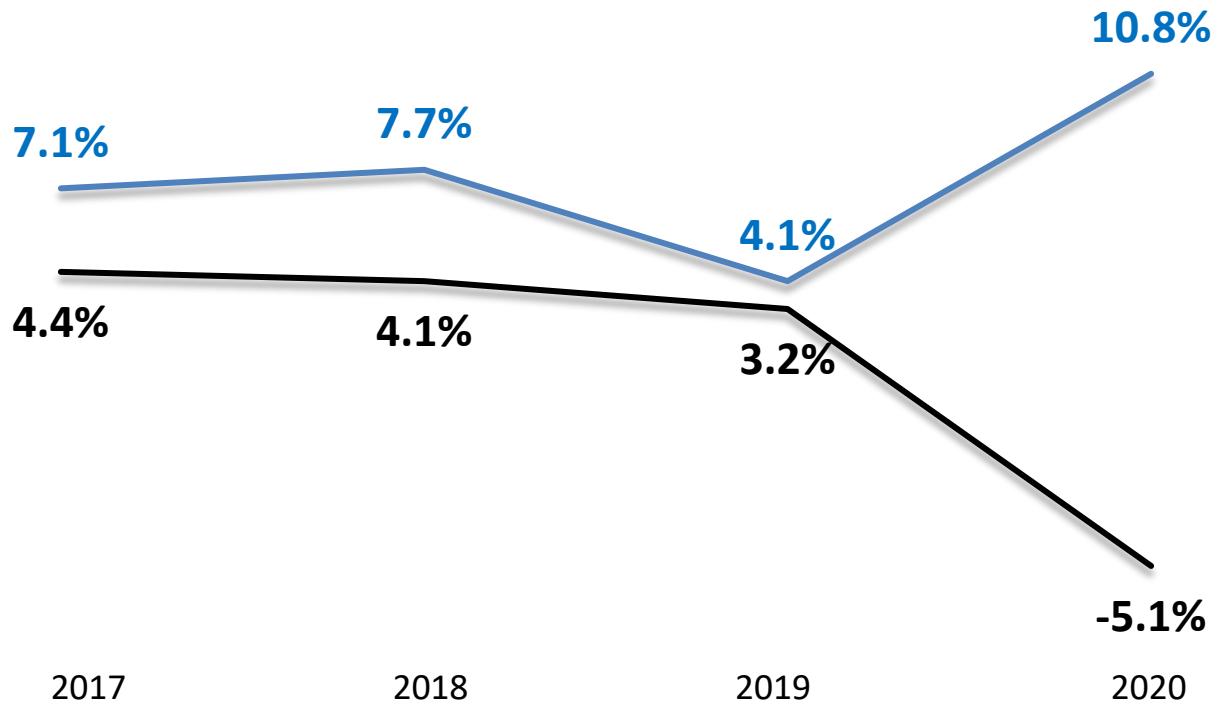


The Superheroes of Retail and the Power of Transformation



*Retail Forum 2021
Olympios Toumazou
Executive Chairman, RAI Consultants Ltd*

Supermarkets & GDP Turnover Growth



Source: RAI Retail Audits, CYStat

Net Promoter Score

	Supermarket 1	Supermarket 2	Supermarket 3	Supermarket 4	Supermarket 5	Supermarket 6	Supermarket 7
Detractors	2%	5%	15%	14%	17%	17%	20%
Passives	38%	44%	40%	50%	49%	53%	52%
Promoters	60%	51%	44%	33%	33%	31%	27%
NPS	+58%	+46%	+29%	+19%	+16%	+14%	+7%
NPS 2020	+68%	+33%	+21%	+14%	+7%	+14%	+18%
NPS 2019	N/A	+24%	-18%	-63%	-19%	-16%	-12%



Source: RAI Retail U&A

TRANS



TRANSFORM



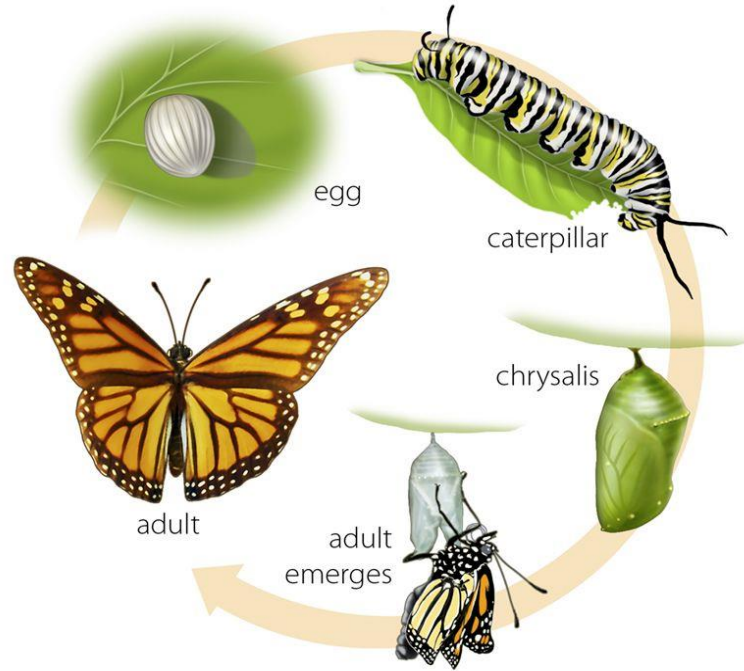
TRANSFORMA



TRANSFORMATION



Think of a Company Like a Butterfly



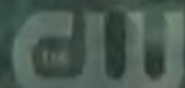
facebook

In a continuous (perpetual) cycle of **TRANSFORMATION**

Trigger of Transformation



Community in DANGER





...NOT Lex Luthor

Trigger of Transformation



COVID-19

Trigger of Transformation



Growth & Sustainability & Survival



The Superheroes of Retail



POWER of Transformation

Hygiene



Safety



No OOS



Medical - Retail



Stable Prices



Delivery



Service / Personnel

Source: RAI Qualitative Research





L&M Michaelides Ltd



Vassos Eliades Ltd



Maslow's Hierarchy of Needs





The Kryptonite of Retail is ...

The Concentration of Retail Trade



Concentration

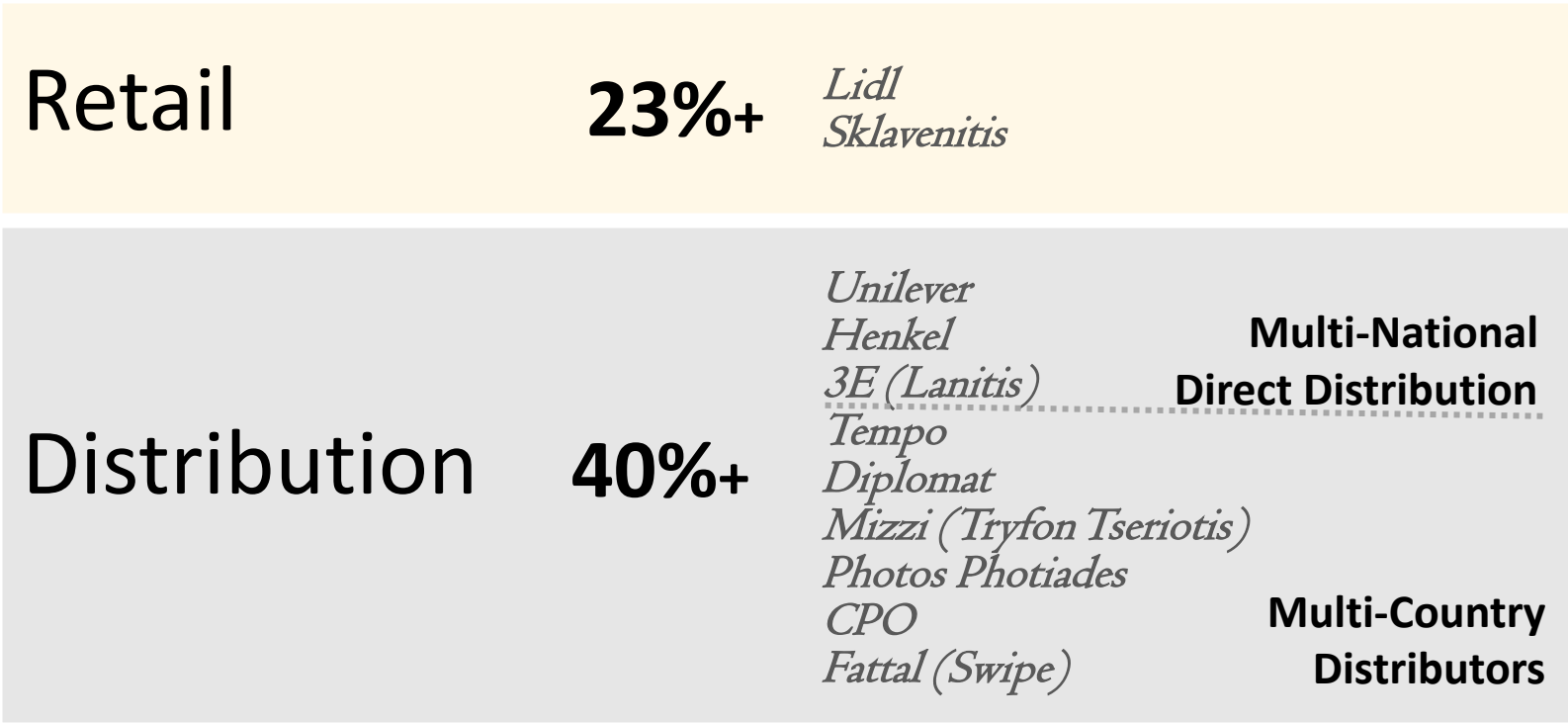
TOP
3

TOP
5

TOP
10

Retail	40%	55%	77%
Distribution	29%	39%	52%

Concentration & Globalization



Source: RAI Retail Audits

GLOBAL

LOCAL

International
Perspective

Local
Perspective

High
Resources

Low
Resources

Corporate

Family

Impersonal

Personal

Slow

Fast

Global
Networking

Local
Networking



GLOCAL

Local Management / Co-Operation with Local Companies

*e.g. Diplomat, Tempo
Lidl, Sklavenitis*



Franchising/ Co-Operation with Global Companies

*e.g. Photiades, Phadisco,
MAS, SYPAL*

What Strategy?

There is no generalisation.

Every company is different.

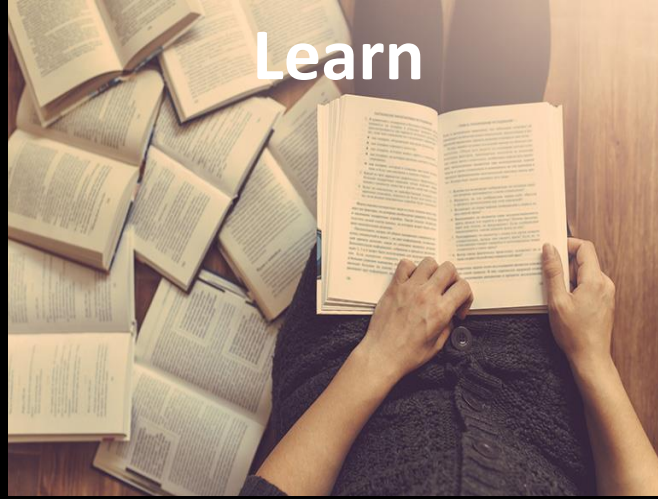
**Every company needs a
customised solution.**



Analyse



Learn



Transform



Superstar Suite[®]
Approach

Superstar Suite[®] Methodology

Strategic

Tactical

Transform

- Meet Consumer Needs
- Meet Business Needs
- Define & Strengthen DNA

CONTINUOUS TRANSFORMATION

Monitoring KPI

- Benchmarking, Measuring, Tracking Sales/Shares
- Perception/Image
- Service etc

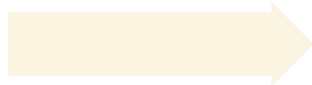
Refining Execution

- Problematic Touchpoints
- Gaps in Expectation
- Gaps vs Competition

Define Future

- Changes in Consumer Behaviour
- New Trends (International & Local)
- New Consumer Needs

Alternative Strategies: RETAIL



Organic Growth (Hybrid Outlets)



Expansion



Acquisitions



Co-operations (Franchising)



Diversification (Wholesale – Private Label)



Exit

Alternative Strategies: DISTRIBUTION



Multi-Channel (Retail + HoReCa + Pharma)



Multi-Category



Multi-Country



Diversification (eg Retail)



Exit

CAN WE PREDICT THE FUTURE?

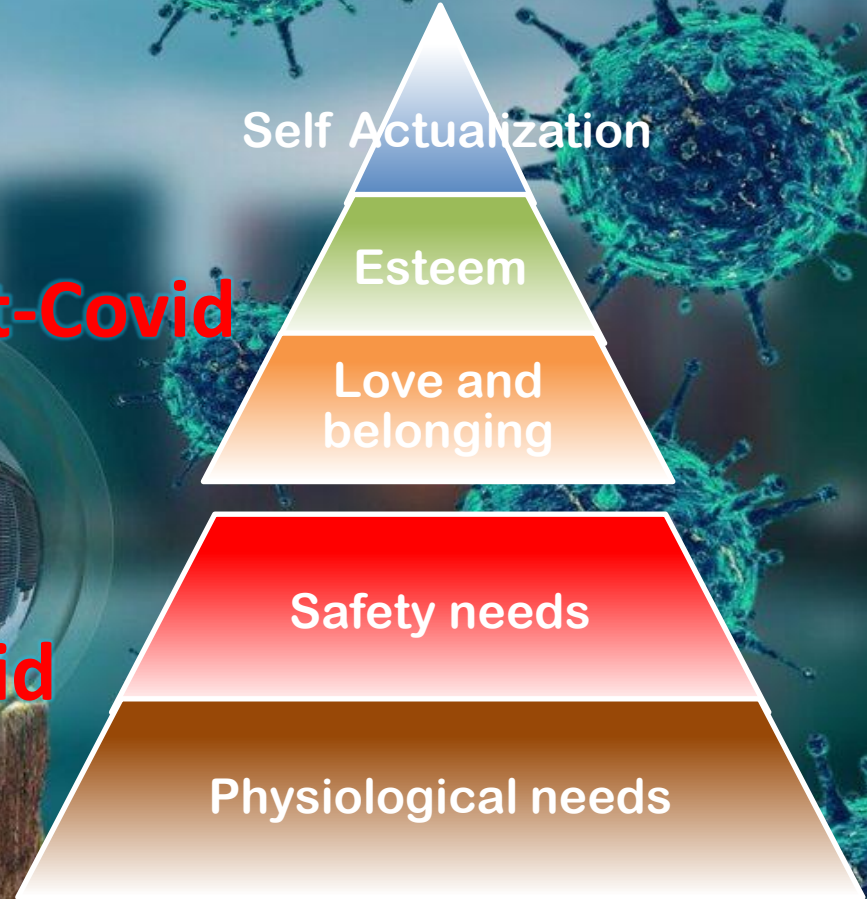


CAN WE PREDICT THE FUTURE?



Post-Covid

Covid



Can We Predict Who Will Win?



Companies which have
The Power of TRANSFORMATION

Transformation is Certain



It is on-going and not one-off
It is a **STRATEGIC PRIORITY**

People Resist Change



People like and remember certainties
However Organisation must **commit to a vision of the future**
NOT the certainty of the past

Organisations need to be:



Flexible

Adaptable

Multi-Disciplined

Co-Operative

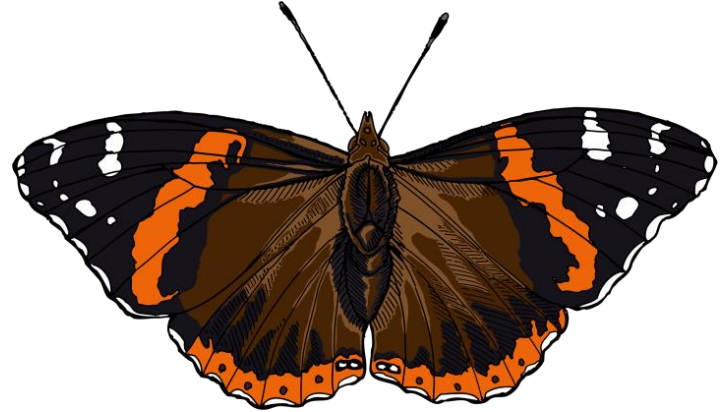
The Power of TRANSFORMATION

Transforming from Clark to Superman in times of crisis



To protect and service its community

Continuously transforming into a Butterfly



To survive sustainably and grow

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