



**SURREY  
BUSINESS  
SCHOOL**

UNIVERSITY OF SURREY



**CONVENIENCE LEADERSHIP  
PROGRAMME**

## ▶▶▶ THE PARTNERS



The Department of Marketing and Retail Management at Surrey Business School is one of the biggest and most established in the UK. Currently 16 academics teach and research various topics in retailing, including but not limited to convenience retailing. During the programme you will get to know, be taught and supervised by world-class academics from the department. We look forward to meeting you.



The Association of Convenience Stores (ACS) is the voice of over 33,500 local shops, supporting members through effective lobbying, comprehensive advice and innovative networking opportunities. Over and above lobbying the Government the ACS support their members with a variety of different services, e.g. reports, events and advice. During the programme you will participate in various ACS events and get to know ACS representatives and other members.



## ▶▶▶ WELCOME TO CONVENIENCE LEADERSHIP PROGRAMME



Convenience retailing is fascinating. It intrigues me, because its environment is constantly changing and I enjoy researching and observing how the sector reacts to these trends with new ideas and innovations. I'm very passionate about creating knowledge through research that supports the convenience sector and makes an impact. Part of this is sharing knowledge through teaching and supporting those that want to learn more about convenience retailing.

We at Surrey Business School are very proud to partner with the ACS to design and deliver this programme. There is no better and more competent partner than the ACS. We have integrated a number of ACS activities and have created a programme that should be valuable to a variety of groups within the sector.

Please get in touch, if you'd like to know more!

**Sabine Benoit**  
Professor of Marketing and Academic Director  
of the Convenience Leadership Programme,  
Surrey Business School

[S.Benoit@surrey.ac.uk](mailto:S.Benoit@surrey.ac.uk)



People who get to know the convenience retailing and local shop sector love its opportunities, innovation and dynamism. We want to foster this, to bring more people into contact with the industry, to fire their passion for convenience retailing, and to help give them the expertise to drive the business forward.

This course, the first convenience-specific programme, is a bold statement of how much we believe in the industry and the people who work in it, whether in stores, in larger retailers and wholesalers, or with our colleagues in the supplier community.

In researching the need for this course, we have found a real hunger for sharing insights, challenging one another's thinking, and linking the big picture with the realities of delivering in the communities we serve. This course delivers on all of this, and we hope it becomes the standard for forward-thinking people in this sector.

We chose Surrey Business School because it is one of the top institutions of its kind in the UK, and because like us they are passionate about convenience and small format retailing. They have a track record of delivering fantastic learning opportunities for businesses, and we are delighted to be working with them. I look forward to meeting and working with our first cohort of students aiming to receive their Convenience Leadership Programme.

**James Lowman**  
Chief Executive,  
Association of Convenience Stores

## PROGRAMME STRUCTURE

	TOPIC	LOCATION
Jan	Day 1: 09/01/2020: Analysing the factors affecting the convenience sector Day 2: 10/01/2020: Making attractive value propositions in convenience retailing	Surrey
Feb	Day 3: 04/02/2020: Delivering value propositions in convenience retailing Day 4: 05/02/2020: ACS Technology Showcase	Midlands
Apr	Day 5: 31/03/2020: ACS Summit Day 6: 01/04/2020: Store Management	Midlands
May	Day 7: 07/05/2020: Personal and professional development	Surrey
Jun	Day 8: 10/06/2020: How to prepare for the future of the convenience sector, presentations of the final projects and graduation Day 9: 11/06/2020: ACS Study Tour	Surrey, London

## WHO IS THE PROGRAMME FOR?



An **area manager, function head or member of a buying team** from a retailer or wholesaler that aims to step up towards more responsibility by better understanding the breadth of issues and factors related to the convenience market, and the levers that can be pulled to influence store and business performance.



The **next generation within the family business or top performer within an independent retailer** that aims to take the family business forward, but wants to gain knowledge beyond its own business to appreciate wider issues and network with other likeminded individuals in the sector.



**Sales specialist** from suppliers of convenience stores that aims to become the business's expert in the growing convenience sector to devise better strategies.



**Consultants, market research specialists or journalists** that aim to become a convenience expert and see strategic issues from a variety of viewpoints and ensure an understanding on how these play out operationally.

## WHY SIGN UP FOR THIS PROGRAMME?

- You'll understand of what's changing in convenience retailing, and why.
- You'll learn the skills to make and implement effective decisions in this industry, and acquire a great network of like-minded people and senior mentors.
- Doing this course will help you move ahead your business and your career!



## ▶▶▶ PROGRAMME MODULES

### Day 1: Analysing the factors affecting the convenience sector

- How is the convenience sector impacted by demographics, technology politics, economics and society?
- What does ethical retailing mean, and why does it matter?

### Day 2: Making attractive value propositions in convenience retailing

- What are the key market trends, and how are the needs of the convenience consumer changing?
- How can we decide on the right offer for a convenience store, and how do we evolve it in line with our customers?
- How do we make decisions on pricing and national, local and in-store marketing?\*
- \* What is great service and how do we deliver customer satisfaction?
- How do we engage customers face to face and in a changing media landscape?

### Day 3: Delivering value in convenience retailing

- How is our supply chain and the way we source products changing?
- How do we manage the supply of products and services into stores?
- What do good relationships with suppliers look like, and how do we get the right outcome from negotiating?
- How do we run efficient and consistent operations?
- How can data help us to control stores and grow sales?
- What is productivity in a convenience store, and how do we optimise it?

### Day 4: ACS Technology Showcase & Technology and Innovation

- What are the new innovations and trends in retail technology?
- How do we manage and deliver innovation in convenience stores?

### Day 5: ACS Summit

- Participation in ACS summit
- Reflection session on the content

### Day 6: Store management

- What's the future of store design and layout?
- How do we turn idea into reality: getting stock levels, inventory, health and safety, security and systems right?
- What are the key principles of property, site and facilities management?
- How to we find, develop, keep and inspire our colleagues?

### Day 7: Personal and professional development

- How can we manage competing business pressures?
- How can we strike a work / life balance?
- Where does technology fit into our working life?
- How can we network, influence and present your best self?

### Day 8: Prepare for the future of convenience retailing

- Where can your convenience career take you?
- Presentation of final projects
- Graduation ceremony

### Day 9: ACS Study Tour

- Participation in ACS Study Tour

## ▶▶▶ TEACHING AND ASSESSMENT APPROACH

### Outcomes of the programme:

Students successfully completing the programme will have

- a solid strategic and practical knowledge of convenience retailing,
- knowledge of the portfolio and activities from the ACS, and
- have gained a network of likeminded people within the sector.

### Cohort:

Going through the programme as a cohort is an important part of the programme, will allow candidates to get to know each other well and exchange experiences openly. It is usually the foundation of a lifelong network.

### Teaching approach:

This is an applied, evidenced-based programme that aims to be directly relevant to business decisions in convenience retailing, but also has a sound basis in academic or practical evidence. The modules will usually have a theory and a practical component. The programme structure is aligned with various ACS activities and embeds them into the curriculum.

### Assessment:

The assessment has two components. First, attendance and active participation in the modules. Second, you will be conducting a consultancy or research project and compose a final report.

### Final project:

The final project and report summarising the results of the project shall cover one particular topic in convenience retailing in-depth. It can be proposed by the employer of the participant funding the programme or by the participant him/herself. The report will enhance the convenience retailing related knowledge of the participant and deliver insights to the employer and the sector. All the projects are presented at the end of the module, which will also enable the participants to practice their presentation skills and enhance the knowledge of the entire group through the insights generated in the final projects. The final reports will have to be finalised in the phase from April to June and will be supervised by staff from Surrey Business School.





“The convenience industry will grow and innovate according to the skills of its people, from the shop floor to the boardroom. Executive education is an important piece that’s been missing in our sector, so I’m delighted that ACS and Surrey Business School have come up with this imaginative and practical programme that will help ambitious people in our industry to grow their understanding of, and ability to influence, our future.”

**Ramesh Shingadia, award-winning retailer, Budgens Southwater**

“The Department of Marketing and Retail Management at Surrey Business School looks back at more than 30 years of research and education in the field of retailing. The research of our team focuses on areas like retail and services marketing, shopper behaviour, store operations, digital marketing and – amongst others – in the context of the convenience sector. Our teaching offer spans from under- and postgraduate programmes to executive courses. We are proud of being one to the largest and most prolific retail departments across the UK and Europe. We are very excited to add the Convenience Leadership Programme to our programme portfolio, which translates our world class research into actionable insights for the sector.”

**Steve Wood, Professor of Retail Marketing and Management, member of the Department for Marketing and Retail Management and Director of Research, Surrey Business School**



“This course will give a better understanding of the future of our sector to the leaders of the future. It’s a great opportunity for managers in retail, wholesale and supplier businesses to see the bigger picture of technological and consumer trends that will shape our industry, while keeping a tight focus on the realities of convenience retailing and how to drive success here and now.”

**Andy Cresswell, Chief Retail Officer, Bestway**



## ▶▶▶ HOW TO APPLY

### Degree

At the end of having successfully accomplished the programme you will receive a graduation certificate attesting you a “Convenience Leadership Programme” from the University of Surrey.

### Entry Requirements

We accept applicants with a wide range of educational and business experience to study in the “Convenience Leadership Programme”. There is no need for a previous degree in the higher education sector, but experience in the convenience retailing sector.

### English Language Requirements

You will need good written and spoken business English language skills.

### Fees

This programme is offered in partnership with the Association of Convenience Stores (ACS), UK. Therefore the ACS members receive a preferential tuition fee.

<b>Non-member rate</b>	£7,500
<b>ACS Club or Connect Members</b>	£4,995
<b>Premier Club &amp; Retail Members</b>	£3,495

The fees include all teaching activities & material, refreshments during class, lunch and entry fees for events, but exclude accommodation and food at events.

### Early Bird Discount

Participants signing up until 18 October receive a 5% discount on their tuition fee.

### Scholarships

Depending on the number and composition of participants we might be able to offer partial scholarships to exceptionally talented individuals. Please contact Sabine Benoit to apply or receive further information.

### Timelines

Applications can be made up to one month before the start of the programme. However, the group size is limited so that we recommend to apply early to avoid any disappointment.

### The application process:

We aim for a cohort of likeminded individuals with expertise and interest in convenience retailing. Some heterogeneity of backgrounds in the group will make the learning journey more valuable, too much can potentially be a hurdle. Therefore, to give you an excellent experience we would like to learn about your background and motivations.

Please apply via email to Professor Sabine Benoit including following documents:

- Motivation letter indicating a) why you want to study this programme, b) what your prior expertise or relation to convenience retailing is and c) your ACS membership status.
- Your CV

I look forward to receive your application.

### Professor Sabine Benoit

S.Benoit@surrey.ac.uk  
Academic Director of the Convenience Leadership Programme



**Education is  
learning what you  
didn't even know  
you didn't know.**

– Daniel J. Boorstin

