



CONVENIENCE LEADERSHIP PROGRAMME

2022

THE PARTNERS

Here at Surrey Business School our executive education brings together experts in academia and industry to deliver a range of innovative courses, seminars and workshops; alongside more tailored and bespoke executive programmes to support your specific business needs. We equip leaders and managers with the knowledge to make sense of their business environment, inform organisational change and execute responses that are fit for purpose and effective.

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 THE CONVENIENCE PROGRAMME



To be able to offer a programme relating to my main area of research, 'convenience retailing', and partnering with the leading association in the sector, the ACS, is a privilege and an honour. This unique partnership with the ACS ensures that the programme is managerially relevant and academically rigorous. In contrast to training, which equips participants for today's challenges, educational programmes prepare participants for tomorrow's challenges. This is achieved through a mixture of managerial and academic content, store visits and events delivered by both academics, retail experts and the ACS. Our goal is to support participants to either develop their own business or climb the corporate career ladder and to equip them with a network of like-minded people that share the passion for convenience retailing.

Please do get in touch if you would like to know more about the 2022 Convenience Leadership Programme.

Sabine Benoit

Professor of Marketing,
Surrey Business School, University of Surrey

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Nobody could deny that the convenience store industry is relevant to consumers and communities, never more so than during the Covid-19 pandemic. More than ever, this sector represents an exciting career choice for ambitious people and the Convenience Leadership Programme is the perfect way to learn about successful future strategies, whether your job is running stores or partnering with them as a wholesaler or supplier.

Our partnership with Surrey Business School creates a unique blend of world class academic facilitation and teaching, with practical insights from ACS members based on decades of experience winning in convenience retailing. The course has become an essential part of the people strategies of large and small businesses trading in the convenience sector, and we look forward to welcoming you to the diverse range of lectures, field trips and events that make up the 2022 programme.

James Lowman

Chief Executive,
Association of Convenience Stores

WHY SIGN UP FOR THIS PROGRAMME?

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

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 like-minded 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.



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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 introduced this imaginative and practical programme that will help ambitious people in our industry to grow their understanding of, and ability to influence, our future.

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Ramesh Shingadia,
award-winning retailer, Budgens Southwater

PROGRAMME STRUCTURE

Topic	Lead teaching team	Delivery
Session 1: Wednesday 15th of March, full day: Analyzing the factors affecting the convenience sector Store visit and social evening in Guildford Session 2: Thursday 16th of March, full day: How can we best communicate with others? How to best have a difficult conversation?	Sabine Benoit, James Lowman, Jonathan Reynolds, Janice Chalmers, Gregg Harris	Surrey
Session 3: Monday 24th of April, full day: Making attractive value propositions in convenience retailing	Sabine Benoit	Birmingham
Social evening: ACS international dinner Session 4: Tuesday 25th of April, full day: ACS Summit	ACS team	
Session 5: Thursday 28th of April, 4pm-5.30pm: Reflection on takeaways from the ACS Summit	Sabine Benoit	Online
Session 6: Tuesday 10th of May: ACS Technology Showcase and afterwards joint reflection on takeaways	ACS team and Sabine Benoit	Online
Session 7: Wednesday 11th of May, 2pm-3.30pm, 4pm-5.30pm: Data and decision making in the convenience sector	Chris Noice, Sabine Benoit	
Session 8a & 8b: 8th of June 2022, full day: Supply chain management, entrepreneurial practices and innovation management Store visit and social evening in Guildford: Convenience pub quiz Session 9: 9th of June 2022, full day: Store and customer management	Jim Sears, Vahid Mirza Beiki, Colin Peacock Sabine Benoit	Surrey
Session 10: Monday, 18th of July 2022: Presentation of the final projects & graduation Session 11: Tuesday, 19th of July 2022: ACS Study Tour, London	Sabine Benoit and ACS team	London

PROGRAMME MODULES

Session 1: Analysing the factors affecting the convenience sector

- How is the convenience sector impacted by demographics changes, technology development, the political landscape, economics and societal changes?

Session 2: Personal and professional development

- How can we identify how we are perceived or positioned in the workplace through the eyes of your employer - and which experience/skills are prized most?
- How can we improve the effectiveness of our collaboration within teams - as leaders and as colleagues?
- How can best communicate with others? How to best have a difficult conversation?

Session 3: Making attractive value propositions

- 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?
- What is great service and how do we deliver customer satisfaction?

Session 4 and 5: ACS Summit & reflection

- Participation in ACS summit
- Reflection on take aways from the summit. What does the information mean to my business?

Session 6: ACS Technology showcase & reflection

- Participation in the virtual ACS Technology showcase
- Reflection on take aways from the summit. What does the information mean to my business?

Session 7: Data and decision making in the convenience sector

- What data sources are available to support decision making in convenience retailing?
- How can this data be integrated into the decision making process?

Session 8a: Innovation thinking

- How different kind of companies innovate?
- How can innovations be managed how can organisations be more agile?
- How can large organisations think and act like start-ups?

Session 8b: Supply chain management

- What are the new trends in supply chain management and procurement?
- How to manage supply of products and services into stores?
- How to manage our relationship with suppliers?
- How to cope with recent uncertainties and complexities in supply chains?

Session 9: Store and customer management

- How can stores improve on-shelf availability?
- How can stores grow sales and profits by reducing retail loss? (shrinkage, food waste, markdowns, damages, fraud, etc)

Session 10: Presentation of final projects & graduation

Session 11: 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.
- Gained a network of like-minded people within the sector.
- Having successfully completed the programme you will receive a graduation certificate attesting you a "Convenience Leadership Programme graduate" from the University of Surrey.

Cohort:

Going through the programme as a cohort is an important part of the programme, it will allow candidates to get to know each other 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 and 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 presentation.

Final project:

The final project and presentation summarising the results of the project will 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 presentation 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 programme, 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 presentations will be supervised by staff from Surrey Business School.

FEEDBACK FROM PREVIOUS PARTICIPANTS

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Amazing experience, enjoyed every minute and enhanced my own personal development and growth throughout.

”

2021 participant.

“

I really enjoyed the programme networking with other retailers and gaining further insights into how the whole Convenience operation fits together.

”

2021 participant.

“

Overall an excellent programme with so much context and so many learnings to shape my future and the business I work for. The involvement from the ACS has also been key and you can see the passion from the team it creates such a buzz.

”

2020 participant.

HOW TO SIGN UP

Entry Requirements

We accept applicants with a wide range of educational and business experience. There is no need for a previous degree in the higher education sector, but experience in the convenience retailing sector is required.

Taster sessions

- Want to find out more about this programme?
- Not sure if this is the right programme for you?
- Have any burning questions?

Then join us at one of our upcoming online taster sessions.

Friday 19th November 12-1pm

Thursday 3rd February 2022, 6-7pm

Tuesday 1st March 2022, 12-1pm

To sign up for a taster session please contact mark.simmons@surrey.ac.uk

Fees

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

ACS Members	£3,495
Non-ACS Members	£3,995

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

Early Bird Discount

Participants signing up before **11th February 2021** will receive a **10%** discount on their tuition fee.

Scholarships

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

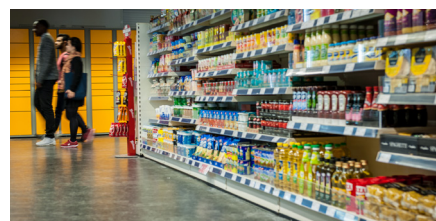
Timelines

Applications can be made up to the start of the programme. However, the group size is limited and we recommend applying early to avoid disappointment.

The Sign Up Process:

We aim for a cohort of like-minded individuals with expertise and interest in convenience retailing.

To book on the programme & receive a registration form please contact Mark Simmons (Executive Education Coordinator) at mark.simmons@surrey.ac.uk



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We have really benefitted from sending colleagues on this course, giving them a broader perspective, insights from academic experts and industry leaders, and a network of like-minded future leaders. The content and delivery is excellent and I can recommend the Convenience Leadership Programme to anyone looking to progress in this industry.

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Debbie Robinson,
CEO at Central England Co-operative



“

Our candidates felt this was a highly beneficial course focusing on strategic aspects of convenience retailing”

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Paul Dobson,
Head of Wholesale Accounts - Franchise, Bulk Supply & Export at Morrison Supermarkets Plc.

