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Topics:

- Reflection
- Setting clear 'Ways of Working'
- Engaging with and listening to our Suppliers
- Simpler to do business with
- Building on the capability of our teams

- In 2015 our business was in decline
- Highly transactional relationships with our suppliers
- Instances of a lack of trust
- Bottom of the GCA survey published in 2016
- We needed to change

Our plan

- We listen
- Create clear ways of working
- Engage better with our suppliers
- Become simpler to do business with
- Build the capability of the team

Creating clear ways of working

- Listening to our suppliers and responding quickly
- Changing our culture
- Setting our supplier ambitions
- Creation of our 12 'Ways of Working' with all of our suppliers
- Adopting a more collaborative approach with the Adjudicator

Engaging with all our suppliers

- Trust and respect at the heart of what we do
- Established clear engagement plans
- Transparent classifications
- Clear engagement at all levels within our organisation
 - Category conferences
 - Supplier surveys
 - Partner groups in non-competing markets

Becoming simpler to do business with

- Simple supply agreements that encourage growth
- Simple structures with whole jobs
- Supplier Portal
- Removing and reducing unnecessary charges
- Improved payment terms for small, local suppliers
- Improved internal processes:
 - Paying on time
 - Single way of working
 - The basics - meet and greet policy
 - Cost increases

Building upon the capability of our teams

- Regular training
- Shared objectives
- Longer term planning

Looking forwards

- More suppliers using our free Supplier Agreement Portal
- Forecasting, availability and retail execution becomes our priority

Our focus with our suppliers:

- We will continue to listen hard and respond quickly
- Continue to drive simplification and remove needless costs together
- Focusing efforts on planning and growth