

## Welcome to the Latest Newsletter from the Institute for Retail Studies

We hope you find this newsletter of interest. In this issue, we report on various IRS activities that illustrate the wide degree of collaborations and partnerships with diverse bodies, both nationally and internationally. As with previous newsletters, we welcome any suggestions or observations.

Andrew Paddison, Director – IRS Publicity

## IRS Signs Cooperation Agreement with Singapore's Nanyang Polytechnic

Recently, Professor Christine Hallett, Principal of the University of Stirling, visited Nanyang Polytechnic with Professor Paul Freathy and the University's Director of Communications & Development, Ms Mairi Thornton. Nanyang Polytechnic has been nominated as the provider of academic programmes in retailing by the Singaporean government.



*Mr Lin and Professor Hallett exchange copies of the MOU watched by Mr Chan Lee Mun (Deputy Principal) and Professor Paul Freathy*

After receiving a tour of the Polytechnic and the Singapore Institute of Retail Studies, a Memorandum of Understanding (MOU) for Academic Cooperation was signed between Mr Lin Cheng Ton (Principal – Nanyang Polytechnic) and Professor Hallett.

This agreement allows for various avenues for future collaboration. Initially, discussion is focussing on the development of an undergraduate degree in retailing.

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**Stop Press!** Applications are now being accepted for the 20<sup>th</sup> intake of the MBA in Retailing by Distance Learning, which will start in June 2007. For further information, please contact Melanie McLeod, Programme Administrator on 01786 451246

## MBA Tutorial at Military Base in Germany

For MBA Retailing students taking the Advanced Marketing elective, Mike Pretious delivered their tutorial at NAAFI's headquarters at Elmpt Station in Germany. This was the first IRS event to be held on military premises.

The visit was facilitated by an MBA student – Simon Smith – who is Head of Operations for NAAFI Germany ([www.naafi.co.uk](http://www.naafi.co.uk)). As well as presentations from senior managers from Scottish & Newcastle Breweries and the hosts, the students spent an evening sampling the local Köln beer.



*MBA Students at Elmpt Station.*

## 2005 MBA Alumni Reunion in Edinburgh

In October 2006, a group of alumni from the 2005 cohort met for two days of socialising and networking in Edinburgh, with Melanie McLeod representing the IRS. In the last few months, one of the alumni – Ed Ferguson – has been acting as a consultant to the IRS through his firm ([www.the8020edge.co.uk](http://www.the8020edge.co.uk)). Ed's consulting mainly focuses on improving a retailer's profitability.



*Some of the 2005 MBA Alumni*

## 'Good Food for All'

With Professor Leigh Sparks on sabbatical leave, Dr Keri Davies was pleased to be asked to judge the retail categories in the Forth Valley Food Links 'Good Food for All' awards ([www.fvfl.org.uk/food\\_awards.htm](http://www.fvfl.org.uk/food_awards.htm)). In raising the profile of local foods, these awards celebrate the activities of locally based producers and retailers. At the recent award ceremony, Keri commented that 'it has been an eye-opener to see just how much valuable work is being done to source and promote good quality local produce. Throughout the area, we found excellent attention to detail and effort when building up local networks'.

The award for 'Best Food Retailer' went to Thomas Johnston, a butcher's shop in Falkirk, which also recently won an award in the 'Butchers Shop of the Year Awards' ([www.meatinfo.co.uk/articles/24006/BSOTY-awards.aspx](http://www.meatinfo.co.uk/articles/24006/BSOTY-awards.aspx)). As well as stocking high quality meats and pies, a very good store layout and strong visual merchandising complemented the product range. In the 'Best Local Producer' category, the winner, T&R Skinner of Kippen, was praised for the inventiveness and panache of their expansion into catering and hospitality.

## IRS Professor 'Signs' for Indian Retail Trade Publication

Professor Leigh Sparks has signed up to write a monthly column for *Retail Biz*, which is the leading retail trade publication in India. In a recent issue, Leigh explained the key trends influencing logistics and supply chains. A copy of the article can be accessed on the IRS website in the IRS News section: [www.irs.stir.ac.uk](http://www.irs.stir.ac.uk).

## Developmental Training Delivered with People Skills Asia in Thailand

Through collaboration with People Skills Asia, a retail management programme was delivered to middle managers in the distributive trades in Thailand. The objective was to equip them with the skills and competencies that would allow them to move to more senior retailing positions. The focus was on the different strategic and operational facets of retailing, whilst the interactive teaching methods and contemporary case studies ensured the programme's relevance. Participants from a variety of retailers were able to share their retailing experiences and insights.

## KPMG/SPSL Retail Think Tank

Professor John Dawson is a member of the KPMG/SPSL Retail Think Tank ([www.retailthinktank.co.uk](http://www.retailthinktank.co.uk)). Its membership consists of retail experts from different disciplines and sectors, who meet quarterly. By assembling this wealth of expertise, the RTT provides authoritative thought on the current state of the retail industry. The forum will be producing rigorous analysis and commentary that will allow the retail sector to develop strategically.



*RTT members*

At the inaugural meeting, the RTT focused on three aspects of retailing: demand, margins and costs. Current trends and future scenarios were examined, with the conclusions being that growth in demand is slowing, gross margins are being held steady and costs are rising.

By combining existing data with expert discussion, the RTT will shape and influence current thinking in the sector.

## DTI Retail Workshop Benefits from John Dawson's Insights

Another industry-based forum in which Professor John Dawson has played a key role in is the DTI Retail Unit's ([www.dti.gov.uk/sectors/retail](http://www.dti.gov.uk/sectors/retail)) 'Retail Sector Futures Workshop'. By inviting a select number of leading players from the retail sector, the DTI was able to use their expertise to brainstorm and identify emergent trends.

Through identifying and prioritising those trends that will impact upon retailing, the workshop was able to distinguish between trends that are relatively certain to occur as opposed to those where there is greater ambiguity over the future.

## Swedish Doctoral Student Visits IRS

As part of the IRS's co-operation with Lund University, Anna Jonsson spent time in the IRS. Anna is exploring how knowledge sharing occurs within retail multinationals by focusing on IKEA's entry into Russia, China and Japan. Her research was presented at the Society of Asian Retailing & Distribution's ([http://sard.umds.ac.jp/sard\\_english/4th\\_workshop/index.htm](http://sard.umds.ac.jp/sard_english/4th_workshop/index.htm)) workshop in November.

Anna's research is part of a larger project on the processes used by retailers when entering foreign markets.



*Anna Jonsson*

## Stirling Alumna Joins Leading Singaporean Property Group

CapitaLand ([www.capitaland.com](http://www.capitaland.com)), who are one of Asia's largest property groups, have recently appointed a Stirling alumna, Dr Lynda Wee, as their Senior Vice-President for Learning & Development. Concurrently, she is also the Principal of CapitaLand's Institute of Management and Development, which is a corporate learning institute that allows employees to benefit from continuous learning.

As an important player within Singaporean retailing, Lynda was the founding director of the Centre for Innovation and Enterprise at Republic Polytechnic, as well as establishing the Retail Professionals Network. This has been recognised through Lynda receiving Chartered Marketer Status from the Chartered Institute of Marketing. After receiving her PhD from the University of Stirling (supervisor: Leigh Sparks), her continuing writing on retailing and retail education makes a valuable contribution to current thinking in the sector in Singapore.



*Dr Lynda Wee*

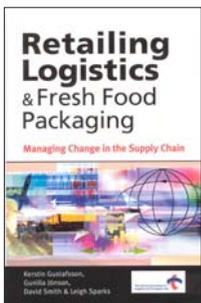
## Research

### ESRC/CNRS-Funded Research Workshop Collaboration with the University of Rennes

As a result of a joint grant from the British and French research councils, Professor Steve Burt is directing a series of workshops with Gerard Cliquet of the IGR-IAE at the University of Rennes ([www.igr.univ-rennes1.fr](http://www.igr.univ-rennes1.fr)). Two workshops will be held in the UK, whilst the third will be in France. They will examine the impact that globalisation has had on the productivity processes of supply chains and store operations within retailing. By creating a dialogue between retail and non-retail academics, together with retail practitioners, the intention is to advance the understanding of this area and to develop a research agenda for the future. The IRS has also developed its links with Rennes through Steve's role as a 'rapporteur' on a Rennes student's doctoral jury as well as his being a Visiting Professor on their teaching programmes.

### IRS Academics Publish New Research Books

In another collaborative venture between the IRS and Lund University, a new research book – *Retailing Logistics & Fresh Food Packaging* – has just been published. By focusing on supply chains within the fresh food sector, Leigh Sparks and colleagues analyse and demonstrate how innovative techniques can help availability and longevity.



If you are interested in acquiring a copy, the publisher is Kogan Page ([www.kogan-page.co.uk](http://www.kogan-page.co.uk)) and the ISBN is 0 7494 4645 5. An Arabic translation is due to be published in 2007.

In addition, the research book – *The Retailing Book: Principles and Applications* – that was edited by Professor Paul Freathy and published in 2003 has just been published in Chinese by Portico.



### Visiting Spanish Researcher Explores Shopping Behaviour of Stirling Consumers

In collaboration with Professor Steve Burt, Noemi Martinez – who is an Assistant Lecturer from the University of Zaragoza – completed a survey of shopping behaviour amongst consumers in Stirling.



Noemi Martinez

The assistance of Sharon Deery in the IRS's administrative team was invaluable. The results of this survey will be compared to surveys being conducted simultaneously in Spain. A key aim is to determine how and why consumer purchasing of grocery and household purchasing varies. From this, retailers will be able to apply strategies that capitalise and build on consumer behaviour patterns.

### American Retail Scholar's Sabbatical in the IRS

In the previous newsletter, Dr Ann Fairhurst from the University of Tennessee was welcomed to the IRS. During her sabbatical, Ann has been researching the competencies required by retail managers in an international environment. This research has been supported by Wal-Mart Canada and Asda. To date, the interviews have revealed that across different functions – management, procurement, merchandising and strategy – the crucial competencies centre around the need for effective communication and adaptability. At the MBA retailing study school in September, Ann delivered a session on human resource issues in American retailing.

# Research

## IRS Research on Retail Managers Career Development

For the past decade, Adelina Broadbridge has been undertaking research into human resource issues in retailing; career development, in particular, has been one strand. Currently, Adelina is completing a project on the factors that act either as facilitators or barriers in a retail manager's career. Concurrently, she has been investigating the issues surrounding ascension to senior retail management positions together with the personal sacrifices and compromises that managers make in pursuit of their goals.

These research interests have also centred on the interplay of gender issues within a management context. Adelina is the founder of the Gender in Management Special Interest Group ([www.gimsig.ac.uk](http://www.gimsig.ac.uk)), which is a dedicated academic network to encourage debate and thinking in this area. Adelina's insights and expertise have been recognised in her appointment onto the editorial board of the *Women in Management Review* and as 'track chair' of the 'gender and management' stream at the British Academy of Management's annual conference.

## IRS Publications and Presentations

IRS members are actively involved in publishing their research and making presentations. Our research output comes in many forms: journal articles, books and book chapters, presentations and finally, media commentary. In order to enhance the readability of the listing, which covers the period from the 1<sup>st</sup> of February to the 30<sup>th</sup> of September 2006, we have, where necessary, altered the ordering of the authors by placing the lead IRS author first.

### Academic Journal Articles

Broadbridge, A. & Hearn, J., 'Women in Management: Perspectives from the European Academy of Management', *Women in Management Review*, 22.2, pp. 93-98.

Broadbridge, A. & Parsons, E., 'Job Motivation and Satisfaction: unpacking the key factors for charity shop managers', *Journal of Retailing and Consumer Services*, 13, pp.121-131.

Broadbridge, A. & Swanson, V., 'Managing Two Roles: a theoretical study of students' employment whilst at university', *Community Work and Family*, 9.2, pp. 159-179.

Burt, S. & Mavrommatis, A., 'The International Transfer of Store Brand Image', *The International Review of Retail, Distribution and Consumer Research*, 16.4, pp. 395-413.

Burt, S. & Collins, A., 'Private Brands Governance and Relational Exchange within Retailer-Manufacturer Relationships: evidence from Irish food manufacturers supplying the Irish and British grocery markets', *Agribusiness*, 22.1, pp.1-20.

Calderwood, E. & Davies, K., 'The impact of community co-operatives on shopping behaviour in rural communities in Scotland', *Review of International Co-operation*, 99.1, pp. 53-61.

Davies, K., 'Co-operative Principles and International Expansion – the example of NTUC FairPrice', *Journal of Co-operative Studies*, 39.1, pp. 15-28.

Dawson, J. & Frassetto, M., 'Factores determinantes del Nuevo pael de la distribucion minorista en Europa', *Informacion Commercial Espanola Revista de Economia*, 828, pp. 11-24.

## Trade Journal Articles and Other Publications

Dawson, J. & Chuan, F., 'Strategy, marketing and technology : The triangle of retail innovation in the next decade', *e-Penteo*, Vol.13, No.28, pp. 1-6.

Findlay, A. & Sparks, L., *A Bibliography of Retail Planning*, National Retail Planning Forum, London.

Findlay, A. & Sparks, L., *Retail Land-Use Planning: the Scottish perspective*, *European Retail Digest*, 49, pp. 30-35.

Findlay, A. & Sparks, L., *Planning Briefs for the National Retail Planning Forum* on (1) Farmers Markets, (2) Food Deserts, (3) Clone Towns, (4) Neighbourhood Retailing and (5) Retail Planning and Food Retailing Competition Issues. All are about nine pages long and can be found at [www.nrpf.org](http://www.nrpf.org).

Findlay, A. & Sparks, L., *Information Brief on Retailing: Current and Future Issues*, Royal Institution of Chartered Surveyors, London.

## Books

Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London.

Sparks, L. & Fernie, J., *Logistics and Retail Management*, 2<sup>nd</sup> edition, (Russian Translation), Siberian University Press.

Sparks, L., Gustafsson, K., Jonson, G. & Smith, D., *Retailing Logistics & Fresh Food Packaging: Managing Change in the Supply Chain*, Kogan Page, London.

## Book Chapters

Burt, S., Dawson, J. & Larke, R., 'Inditex-Zara: re-writing the rules in apparel retailing', in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp. 71-90.

Burt, S., Dawson, J. & Larke, R., 'Royal Ahold: multi-national, multi-channel, multi-format food provider' in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp. 140-169.

Burt, S. & Sparks, L., 'Wal-Mart's World', in Brunn, S.D. (ed), *Wal\*Mart World: The World's Biggest Corporation in the Global Economy*, Routledge, New York, pp. 27-43.

Burt, S. & Sparks, L., 'ASDA: Wal-mart in the United Kingdom', in Brunn, S.D. (ed), *Wal\*Mart World: The World's Biggest Corporation in the Global Economy*, Routledge, New York, pp. 245-262.

Davies, K., 'The Boots Group PLC: rethinking the formula', in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp. 114-139.

Dawson, J., 'Retail Trends in Europe' in Krafft, M. & Mantrala, M. K. (eds), *Retailing in the 21<sup>st</sup> Century*, Springer, Berlin, Heidelberg, pp. 41-48.

Dawson, J., Larke, R. & Choi, S. C., 'Tesco: transferring marketing success factors internationally', in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp. 170-195.

Dawson, J. & Mukoyama, M., 'The Increase in International Activity by Retailers', in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp. 1-30.

Dawson, J. & Mukoyama, M., 'Retail Internationalization as a Process', in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp. 31-50.

Dawson, J. & Mukoyama, M., 'The International Transfer of Key Success Factors', in Dawson, J., Larke, R. & Mukoyama, M. (eds), *Strategic Issues in International Retailing*, Routledge, London, pp.196-213.

## **Academic Conference Presentations**

Broadbridge, A., "Generation Ys' Experiences, Perceptions and Expectations of UK Retail Employment: Framing a Longitudinal Study", *BAM Annual Conference*, Belfast.

Broadbridge, A., "Gender and Identity at Work: The Case of Charity Shop Managers", *BAM Annual Conference*, Belfast.

Burt, S., Dawson, J. & Sparks, L., 'International Retail Divestment: Case Studies and (E)merging Agenda', *Globalising Retail: Transnational retail supply chains and the global economy*, University of Surrey.

Davies, K. & Larke, R., 'Recent Changes in the Japanese Wholesale System and the Importance of the Sogo Shosha', *Research Frontiers in Wholesale Distribution*, Trinity College, Dublin.

Dawson, J., 'Retailer internationalization: What is being internationalized?', *Globalising Retail: Transnational retail supply chains and the global economy*, University of Surrey.

Dawson, J., 'Wholesale distribution: The Chimera in the channel', *Research Frontiers in Wholesale Distribution*, Trinity College, Dublin.

Dawson, J., 'Wholesale futures: Strategic and operational scenarios', *Research Frontiers in Wholesale Distribution*, Trinity College, Dublin.

Sparks, L., 'Improving Access to Food: what is the impact of a large new food store on diet and health in a deprived community?', *ACRA*, Bentonville, Arizona, USA.

Sparks, L., 'It's nice to get a wee treat if you've had a bad week', *ACRA*, Bentonville, Arizona, USA.

Sparks, L. & Quinn, J., 'The evolution of grocery wholesaling and grocery wholesalers in Ireland and Britain since the 1930s', *Research Frontiers in Wholesale Distribution*, Trinity College, Dublin.

## **Presentations**

Broadbridge, A., 'Eeny, Meeny, Miny, Mo', *MSc Management Group*, Glasgow Caledonian University.

Burt, S., 'Retail Brands in the UK', *Lund International Food Studies Seminar*, Lund University, Sweden.

Dawson, J., 'The impacts of the grocery sector and supermarkets on our daily life', *Scotland's Supermarkets*, Edinburgh.

Dawson, J., 'Tesco: Key success factors in the UK', *Ryoshoku-CGC Directors Conference*, London.

Dawson, J., 'Developments in chain store grocery retailing in Europe', *Japan Chain Store Association*, Tokyo.

Dawson, J., 'Retail strategy and performance in Europe', *Research Seminar*, Kobe University.

Dawson, J., 'Recent trends in Japanese retailing', *Research Seminar*, Valencia University.

Sparks, L., 'Scotland's Retail Industry', *Perth City Partnership Meeting*, Perth, UK.

Sparks, L., 'Understanding Retail Change in the UK', *National Retail Consumer Co-operatives Directors Conference*, Stratford, UK.

## **IRS Research Seminars**

Paddison, A., 'Business Support and Training for Rural Retailers: the providers views'.

## IRS in the News

*Waitrose to launch first stores north of the border – Glasgow Herald, 10 March, p. 9.*

Now that Waitrose has opened stores in Edinburgh, the supermarket choice of the English middle classes has arrived in Scotland. Professor Leigh Sparks said Waitrose will offer something different.

*Today the high street, tomorrow the world – Scotland on Sunday, 12 March, p. 15.*

Professor Leigh Sparks attributed the growing trend in ethical consumerism to a heightened awareness amongst consumers, but considered that such ventures should be viewed with caution.

*Jenners one year on – Scotsman – 16 March, p. 10.*

Professor Leigh Sparks was quoted on the first anniversary of the Princess Street store's takeover by House of Fraser.

*Tesco rings up £70 a second profit as expansion goes on – Scotsman – 26 April, p. 10 & Tesco profits soar – Talk 107, 26 April.*

Professor Leigh Sparks commented on the expansion of Tesco.

*So why can't Edinburgh be a shopping capital? – Scotsman, 17 May, p. 14.*

According to a CACI report, Edinburgh will drop out of the top 25 British shopping destinations within two years, but Glasgow will remain in the top three. Professor Leigh Sparks said that the capital's historic appeal may have thwarted its retail regeneration.

*Waitrose's road to the aisles: Two Edinburgh stores open with Glasgow shops possible – Glasgow Herald, 2 June, p. 3.*

Professor Leigh Sparks noted that 'it was interesting that they've chosen to open stores in Scotland. Their supermarket portfolio has been doing well in England, but the Scottish market hasn't been catered for. Apart from Marks & Spencer, the high end has been largely ignored'.

*Coming soon.. a store near you – Sunday Herald, 18 June, p10.*

Waitrose has opened outlets in Scotland and, like most supermarkets, plans more shops. Professor Leigh Sparks noted that having put into place distribution systems that can finally reach the marketplace, Waitrose and Aldi can logistically make a bigger splash here.

*New look of fashion as chains merge: Shop names will remain – Glasgow Herald, 23 June, p. 13.*

The merger of Mosaic Fashions and Rubicon Retail could earn the new company a turnover of more than £800m a year. Professor Paul Freathy noted that the merger reflected current industry trends.

*40 years on the cards – Scotsman, 29 June, p. 10.*

In June 1966, the first credit card was introduced in Britain. Professor Leigh Sparks noted that 'there was no easily available credit in 1966 and although consumer demand was rising it was kept in check by the restricted options available: small scale credit such as tick at the local shop or bank and hire purchase loans. The credit card changed all this'.

*Is the Barras still better?: People's favourite hit by online boom and rogue traders blitz – Glasgow Evening Times, 25 July, p. 4.*

For nearly 100 years, the Barras has been the place to snap up everything from fur coats to football shirts and contraband tobacco. Professor Steve Burt noted that 'Bargains are everywhere now through more formal channels'.

*Glasgow tops the shopping list as experts say boom is over – Glasgow Herald, 19 August, p. 5.*

Consultants Javelin Group reckons Scots are not spending enough to warrant major new retail developments. Andrew Paddison suggested that oversupply could be a problem.

*Small town is a big surprise for shoppers – Scotsman, 29 September, p. 17.*

By being named Britain's top location for customer service, Kilmarnock has trumped Glasgow and Edinburgh. Professor Paul Freathy noted that 'a lot of towns, such as Kilmarnock, have spent a lot of money on town centre management as they know the threat they face from out-of-town retail parks'.