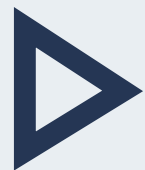




Retail Cloud **FRONTLINE** Stores are Busy.

They are not always productive.

Performance. Delivered.



Cost is controlled. Performance is not.

**Property is the highest cost in retail.
It is fixed.**

Staffing is the highest cost the business can control.
So it gets managed.

**Hours are reviewed. Headcount is assessed.
Payroll targets are set.**

That is not wrong.

How it gets managed - and what it is managed against, determines what happens next.

Reducing staffing cost without understanding its relationship to performance, task and trade creates a different problem.

The property cost stays fixed.
The performance does not.

Hours are reduced. The model is not.

**Hours are reduced to meet payroll targets.
Headcount is adjusted where it appears least visible.
Scheduling is tightened.**

The cost moves in the right direction.
The store looks staffed.

But the operating model is now running thin.

Hours have been removed without understanding where they were going - whether they were aligned to trade patterns, or how much time was absorbed by task rather than selling.

- Where are hours allocated versus where trade is highest?**
- Does scheduling reflect customer demand?**
- Where are those hours actually going - selling or task?**

Without those answers, the payroll improves.
The store's ability to trade does not.

Head office makes stores busy. Not productive.

**Tasks arrive from the centre continuously.
Each one is reasonable in isolation.**

Compliance. Reporting. Visual merchandising.
Training. Systems. Administration.
At store level, they accumulate.

Hours are reduced - but task volume is not.

Teams are occupied.

Managers spend more time reconciling exceptions than leading the floor.
Time on the floor diminishes, without anyone deciding to remove it.

The store is active.

It is not trading.

Performance does not fall. It drifts.

The impact does not arrive all at once.
It emerges over time.

Conversion softens.

Customers are present. Staff are present.
Response slows. Confidence on the floor reduces.

Productivity weakens.

More time is absorbed by task.

Stores become task focused.

Completion replaces selling.
The floor is managed. It is not led.

The store trades.

But not at the level the property demands.

Staffed does not mean productive.

A store can be staffed and still underperform.

Staffing hours, task volume and trade patterns have to work together.

When they don't, the cost looks managed and the performance looks unexplained.

The gap between a store that is staffed and a store that performs is where performance is lost.

This is where **FORWARD** becomes relevant.

Understanding how staffing, task and trade interact across stores - and where the operating model begins to break at scale.

 **FORWARD**

The payroll is managed.

The performance is not always.

The question is whether cost is being controlled in a way that reflects what those hours deliver.

Property does not flex.
Performance has to.

A store that is busy but not productive is not a staffing problem.
It is an operating model problem.

Retail strategy only matters when it performs.

RetailCloud
Performance. Delivered.

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