University of Oxford
Retail Location Analysis Programme
“This was a very good and well organised course, held in excellent facilities, with a friendly environment. The sessions included both presentations and exercises, which I thought provided a good balance of academic and real-life practitioner experience. It was also an advantage to have delegates from a range of backgrounds attending – we were encouraged to share our thoughts in discussions, which added to the experience. For me, the chance to network with practitioners from other industries, better understand their approaches and the challenges in the wider location analysis community was of particular benefit. A very worthwhile three days.”

Asset Planning Manager,
Hospitality Sector
Retail Location Analysis: Evaluating locations that matter

- How do you optimise overall network contribution in an omnichannel environment?
- What are the locational considerations of new and evolving forms of retail activity?
- How do you evaluate the potential performance of new sites or rationalise an existing branch network?
- How do you select and utilise the right techniques and methods of analysis?
- How will changes in economy, technology, regulation and the structure of the retail environment affect your decision-making?

“It was a fantastic course, well planned out and in a sensible order. I particularly enjoyed the exercises as I learnt a lot from the approach other participants took in their businesses to the problems along with the theory. Great to have confirmation on our approach to some areas and also some examples of new areas and views that we should start to look into.”

Customer Insights Professional
Programme format

The need

Now, more than ever, there is a need amongst retail and consumer service firms to have a clear understanding of the location, role and performance of their physical asset base. At the 2015 World Retail Congress, in Rome, speakers talked of ‘unprecedented change’, the problems of building sustainable margins from store networks that no longer match consumer requirements, and the need for ‘transformational retail leadership’. The changing retail landscape is characterised by uncertainties affecting consumers, technologies and competition. Major structural changes are underway which, combined with the growth of online retailing, continues to create considerable uncertainty for the sector.

During this time, the priorities for location analysis professionals, development and property directors are: the monitoring and optimisation of the performance of the existing network (which increasingly involves network rationalisation and selective disposals), its integration with the enterprise’s non-store channels, and the acquisition of new analytical techniques and strategic approaches for forecasting demand across channels.

As the pace of innovation increases, analysts also need to consider the spatial implications of a wider variety of often innovative trading formats, including the impact of multichannel growth on the retail firm’s distribution and logistics capabilities. And in many emerging markets, whilst the prospects for physical network growth still remain substantial, mobile retailing is developing even faster.

Big data, information sources and techniques continue to evolve. And greater accountability is required, under ever more rigorous financial control as margins are put under pressure.

The 2016 workshop seeks to explore these issues in a highly interactive, practical and personalised way. Once again, Oxford is partnering with marketing solutions specialists CACI in delivering the workshop which is also being offered as part of the training and capacity-building activities of the Consumer Data Research Centre, an ESRC Data Initiative.

What we offer

In the only programme of its kind, and celebrating its 30th year, the Oxford Institute of Retail Management offers analysts, as well as managers with oversight of or day-to-day responsibility for planning and development, the opportunity to explore current thinking in retail location analysis. Past participants have been drawn from analysts amongst retail, finance and other consumer services, property and retail professional service firms.

This residential programme takes place over three days in Oxford between 15 and 17 March, 2016.

Our objectives

- to provide a deliberately small scale forum for discussion of issues in retail location and geographical analysis with acknowledged experts
- to get away from the large scale one-day conference format
- to focus on the practical development needs of individual managers
- to emphasise take-home ideas, tools and insights

This is a well tried and tested, deliberately small scale approach which continually evolves to meet the changing needs of the sector. The programme encourages discussion with practitioners and other speakers. It facilitates conversations about the changing environment affecting locational decision making, and promotes individual learning through techniques workshops and discussions between participants from different backgrounds.
Programme elements

There are three main elements to the programme:

1. **The changing retail landscape**
   A series of background briefings by leading experts provide an understanding of the changing context within which locational decision making is conducted. Plenary clinics and panels provide an opportunity to share particular problems and concerns and learn from others, and there are further opportunities for personal discussion with the programme tutors.

   Particular topics for 2016 will include:
   - Understanding the e-resilience of retail centres
   - Developments in data visualisation
   - International challenges in retail location analysis
   - Navigating the new retail landscape

2. **Practitioner case studies**
   Senior practitioners from a range of businesses are invited to present and discuss their perspectives on retail location analysis. The informal and small scale setting permits genuine and open conversations to take place. Previous case studies have included speakers from: Sainsbury’s, British Land, B&Q, Debenhams, Pets at Home, JD Sports and Land Securities.

3. **Techniques workshops**
   Workshops on each day will introduce participants to the range of techniques employed by location analysts and will involve a series of team-based exercises. These will include:

   - **Understanding demand side data**
     We introduce, evaluate and apply both new and existing sources of demand data

   - **The Analogue method**
     The foundation for all modelling and statistical methods of store-based sales forecasting

   - **Multivariate analysis**
     We review the main concepts, issues, and limitations concerning multivariate methods of sales forecasting

   - **Gravity and spatial interaction modelling**
     We demystify the gravity modelling approach through a team-based competitive exercise

   - **Scenario planning**
     We introduce participants to alternatives to forecasting which can accommodate inherently uncertain futures

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**Previous participants**

Organisations nominating participants on recent programmes have included:

- Agri Retail (Netherlands)
- Argos
- Asda Stores Ltd
- B&Q
- C&J Clark International
- Debenhams
- Dixons Carphone
- Game Stores Group
- Gloria Jeans (Russia)
- Halfords
- HEMA (Netherlands)
- Homebase
- Inter IKEA Systems
- JD Sports Fashion plc
- JLL
- John Lewis Partnership
- Kesko Food Ltd (Finland)
- Lloyds Banking Group
- LVMH
- Markimo AG (Switzerland)
- Mercedes-Benz UK Ltd
- Morrisons
- Pets at Home
- Post Office
- Sainsbury’s
- Savills
- Supervalu (USA)
- Telefonica
- Tesco
- The Co-operative
- TK Maxx
- Vodafone
- Waitrose
- Walgreens Boots Alliance (UK & USA)
Programme Directors

Jonathan Reynolds
Dr Jonathan Reynolds is Academic Director of the Oxford Institute of Retail Management and Deputy Dean at the University of Oxford’s Said Business School. He first joined Oxford to work with UK food retailer Tesco on the application of new information technology, following time spent at the University of Edinburgh, with Coca-Cola, and at the University of Newcastle-upon-Tyne. A geographer, urban planner and retailer by turn, he now teaches and researches in the areas of electronic commerce and multi-channel retailing, innovation and entrepreneurship in retailing, retail productivity and skills, and the role of place in marketing and retail management.

David Rogers
Dr David Rogers is President of DSR Marketing, Inc., a market research and consulting firm which specialises in retail research, including store location analysis and consumer research. He was formerly Head of Site Potential Statistics for J Sainsbury. David graduated from the University of Bristol, took a Master’s degree in Urban Studies from the University of Wisconsin (Madison), and a doctorate from the University of Reading. Dr Rogers has worked with an extensive number of retail, restaurant, and shopping centre clients in Australia, Canada, France, Iceland, Puerto Rico, Saudi Arabia, Sweden, the United Kingdom, and the USA.

Apply now

The fee for the 15-17 March 2016 programme is £2,950. This includes all tuition, materials, daytime and evening meals.

The programme will run at Egrove Park, the Said Business School’s purpose-built residential executive centre in Oxford. Accommodation is payable extra at £92.00 per night bed and breakfast. Please advise if you plan to arrive the evening before the workshop starts when you send in your application.

To book the programme please visit:


For further details please contact:
Claudia Seiler
claudia.seiler@sbs.ox.ac.uk
Programme Partners

The Oxford Institute of Retail Management

As a research centre of the University of Oxford’s Said Business School, the Oxford Institute of Retail Management seeks to meet the needs of those retailers and consumer service companies looking for strategic insights into their markets, formats and channels. In addition to executive education, an active programme of retail research allows the Institute to directly address the concerns of corporate and public policy decision-makers.

Tel: +44 (0)1865 614664
www.sbs.oxford.edu/oxirm
OXIRMEnquiries@sbs.ox.ac.uk

CACI

CACI’s consultants advise on a range of location issues and provide strategic guidance and bespoke solutions that combine a unique mix of different elements including location and strategy consultancy, insourcing, market planning data, catchment models and geographic information software.

As leading experts in location planning our knowledge and expertise is recognised by retailers and property developers across the world. As such, we are ideally positioned to help you understand retail locations and the demographic profile of consumers shopping within them.

Tel: +44 (0)20 7602 6000
Fax: +44 (0)20 7603 5862
www.caci.co.uk
info@caci.co.uk

Consumer Data Research Centre

The CDRC is funded through the Economic and Social Research Council Big Data Network and brings together world-class researchers from the University of Leeds, University College London, University of Liverpool and the University of Oxford.

The centre creates, supplies and maintains data for a wide range of users and works with private and public data suppliers to ensure efficient, effective and safe use of consumer data in social science.

Tel: +44 (0)20 3108 1098 (UCL/Liv/Ox)
Tel: +44 (0)113 343 0120 (Leeds)
www.cdrc.ac.uk
info@cdrc.ac.uk
Saïd Business School
Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

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- MSc in Major Programme Management
- MSc in Law and Finance
- Diploma in Financial Strategy
- Diploma in Global Business
- Diploma in Organisational Leadership
- Diploma in Strategy and Innovation
- BA in Economics and Management

Research Programmes
- DPhil Programme in Management Studies

Executive Education
- General Management
- Oxford Advanced Management and Leadership Programme
- Leadership
- Oxford Strategic Leadership Programme
- Oxford High-Performance Leadership Programme
- Women Transforming Leadership Programme
- Oxford Programme on Negotiation
- Corporate Reputation and Executive Leadership Programme

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- Oxford Scenarios Programme
- Consulting and Coaching for Change
- Oxford CIO Academy
- Corporate Affairs Academy
- Oxford Cyber Risk for Leaders Programme
- Oxford Strategic Marketing Programme

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- Oxford Finance and Corporate Governance Programme
- Oxford Chicago Valuation Programme
- Oxford Investment Management Programme
- Oxford Private Equity Programme
- Oxford Real Estate Programme
- Oxford Impact Investing Programme

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