

## Case Study

### National Food Retailer

Working for one of the “big four” in the food retail sector this northern based retailer acquired a competitor to give them a truly national presence.

GRE were employed to assist the retailer in a review of the maintenance support provided to their c.500 store network. The operation at the time involved a team of directly employed surveyors each managing a group of stores within a defined geographical area with an agreed



well established supply chain.

Two main challenges were identified within the initial review requiring a change in the way support was provided and the delivery managed:

- given the competitive nature of the retail business Store opening hours were increasing and the current service could not support the need for stores opening , in some locations, in excess of ninety hours per week; and
- the retailer needed a more sophisticated method of capturing and rationalising a huge amount of data and information being generated by the maintenance operation to ensure the services provided were fit for purpose and at the “right price”.

The role of GRE involved taking the retailer through the market options available and implementing the “best fit” solution to overcome the challenges set out above. The key benefits are summarised as:

- following a market review and tender process the appointment of a 24/7/365 Customer Service Centre to act as a central point of focus for all Stores with all maintenance issues. This was a simple “one number fits all” solution and was manned by a dedicated call centre team;
- reviewing the supply chain service levels and, where appropriate, re-negotiate or re-tender the services provided. With a spend of c. £95m per year, a new procurement strategy based on Primary , Secondary and Tertiary suppliers all contracting with the single entity allowed costs (c.12% on maintenance) and number of suppliers to be significantly reduced; and
- given the selection of the Customer Service Centre meant a change in the profile of the in-house team, support and training was provided to the new team structure to help them to deliver in their new roles and understand and develop with the new maintenance model

Our customer said:

“GRE was retained by us in to assist in a review of the maintenance support provided to our 500 store network. The operation at the time involved a team of directly employed surveyors each managing a group of stores within a defined geographical area with an agreed well established supply chain. Two main challenges were identified within the initial review requiring a change in the way support was provided and the delivery managed.

The role of GRE involved taking us through the market options available and implementing the “best fit” solution to overcome the challenges we faced and delivered a number of key benefits to the business. GRE acted as both consultants and project manager through a 20 week process. The added value provided by GRE was in understanding the business requirements and converting those into an FM solution. It is fair to say that the delivery post the changes have been bumpy, and GRE have continued to support the business in ironing out the teething problems. We now benefit from an improved model with the benefit of MI to enable decision making going forward. During the process GRE was very professional keeping us focused on the task but challenging us to push the boundaries to get a better result for the business. Given a similar scenario again I would not hesitate to retain GRE to support through a change the process.”

**Director of Estates**