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| **FEEDBACK TOPIC: leadership\_Retail Frontline Operations** |

**Date: October 2023**

**Question Asked:**

I’m interested to hear about anyone’s experience designing and rolling out a frontline program where people from head office/Support office spend time in retail stores or in operations on an annual basis. Any guidelines, tips on managing bookings/logistics as well as learnings would be helpful!

**By Whom:**  **Nancy Martin**, People & Safety Business Partner – Fantastic Furniture

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| **Answer** | **Provided by (please include name, position and company)** |
| I worked for a high street clothing retailer in the UK early on in my HR/OD career, and whilst Head Office closed down between Xmas & New Year, the stores were open. Sales started on Boxing Day so this was one of the busiest trading periods of the year so it was compulsory for everyone in the team to work at least one day between Christmas and New Year in a store.   You could choose the store – ie, one closest to wherever you were during the Xmas shutdown period – as long as that store was happy with you being on site for the day, and you had to have a VERY good reason not to be able to work at least one day. Responsibility for compliance was with the team manager who would let their business unit leader know who was where and when.  The aim was for those behind a desk to remain connected to the frontlline and reinforced who was the most important person in the business. It helped breakdown barriers between corporate and retail staff plus enabled retail staff to directly share ideas & give feedback to the buying, HR and OD teams.  I also remember that Disney executives and support staff based at a Disneyland site based all had to work one day per month on site either on a ride or selling ice creams (or similar) ie, had to be customer facing. This was in the 1990’s so may have changed since then but it maintained a strong focus on the customer. | **Faith Entwisle**  Head of HR  CleanPeak Energy |