



**DAVID SOBEY RETAILING CENTRE**

# RISE

Retail Innovation, Strategy and Excellence

June 3 – 7, 2024



**Sobey School  
of Business**

Saint Mary's University

# RISE

## HELPING LEADERS ELEVATE THEIR PERFORMANCE

*Developed and presented by David Sobey Retailing Centre, RISE helps retailers envision a bold future and provides participants the frameworks, skills and knowledge needed to bring that vision to life.*

Joe Jackman, Founder & Executive Chair, Jackman Reinvents

## Rising to the Challenge of Today's Retail Climate

Consumers are re-embracing physical retail, while expecting seamless omnichannel experience. Technology and AI are changing the way retailers operate. ESG continues to occupy the attention of senior retail executives. As retailers position their environment, they must also contend with sudden external shocks – be it inflation or supply chain bottlenecks or the next pandemic. As a retail leader, you must have the necessary skills to execute flawlessly today, while preparing for the future that is more complex.

RISE 2024 will develop your ability to think strategically in this dynamic context and gain the insights and skills to become a high impact transformational leader.

### About David Sobey Retailing Centre

The David Sobey Retailing Centre works with retailers to shape the future of retail through research, innovation and executive education.

*"RISE is a truly an outstanding executive program for retail leaders. The program was structured extremely well covering content in macro strategy, innovation, transformational leadership, and more. The guest speakers and presentations were very effective in delivering content that was not only educational, but actionable. So much so that I'm continuing conversations with two of the guest speakers following the completion of the program. Thank you to the David Sobey Retailing Centre for a great experience".*

**~ GARRETT HARBISON, SENIOR  
DIRECTOR OF TRANSFORMATION,  
SOUTHEASTERN GROCERS**

## RISE 2024 Program Goals



- ~ Provide participants with expert perspectives on current and emerging trends in retail
- ~ Enable participants to think about retail strategy through an ESG and innovation perspective
- ~ Develop leadership and decision-making skills enabling participants to deliver better financials
- ~ Develop the skills to leverage insights from data to support innovation decisions



DAY 1 - JUNE 3, 2024

## Strategic Thinking for Developing Sound Strategies

**Morning:** This session focuses on the changing retail environment and the strategic thinking required to succeed in the fast-changing retail sector. Frameworks for strategy will be discussed and used in the session, where innovation will not be a side-show, but fully integrated into the business strategy. This dynamic framework is proactive and responsive to changing external conditions.

**Afternoon:** Retail is undergoing disruption and change at an unprecedented pace. New technologies, integration of physical and digital worlds, changing expectations of both customers and employees, and the need to build more sustainable supply chains are reshaping the retail landscape. The role of the physical store has now been re-established. In this session, we explore these ideas and discuss emerging retail business models.

DAY 2 - JUNE 4, 2024

## Transformational Retail Leadership

This module will focus on the specific leadership skills and behaviours that are essential for retail leaders to consistently deliver in an era of constant change. Transformational leaders identify the need for change, articulate the vision, and engage and motivate their teams to successfully implement the innovation.



## MODULE 1

### CREATING SUCCESS IN TODAY'S RETAIL ENVIRONMENT

DAY 1

#### Topics include:

- ~ Disruptive forces impacting retail
- ~ Changing consumer & employee expectations
- ~ The Path to Sustainable Retailing
- ~ Retail business models for today and tomorrow
- ~ Becoming great at executing strategy

DAY 2

#### Topics include:

- ~ Transformational versus transactional leadership. Role of transformational leadership in innovation and change
- ~ Influence, persuasion, and motivation– bringing your team along
- ~ The leader's role in creating a healthy workplace
- ~ Leading a diverse workforce



DAY 3 - JUNE 5, 2024

## How Retail Leaders can use Innovation to Drive Efficiency and Sales

**Morning:** This session will begin by revisiting the customer journey map to identify innovation opportunities. Opportunities for innovative retail channels, supply chain, operations and HR will be explored. Methods for accessing and prioritizing innovation opportunities will be presented.

**Afternoon:** Gen AI started out as a buzzword and is now embedding itself into virtually all processes and solutions to drive faster and lower-cost delivery. Expert guest speakers will share their experiences as well as use cases. Participants will engage in a discussion and debate on how these emerging technologies can be deployed to optimize their business.

DAY 4 - JUNE 6, 2024

## Managing Innovation and Change Management

**Morning:** In retail today, there are many opportunities to lead with innovation in areas such as analytics, automation, store and digital experience, supply chain, and employee experience. Successful innovation and organizational transformation in any of these areas requires the creation of an "innovative culture", one that embraces change and prepares teams to excel. Embedding Change Management excellence in an innovative culture is the difference between retailers that thrive vs. those that die.

**Afternoon:** Transformational ideas and innovation that are proven in pilot projects often fail to scale because there is no "buy-in" or there is very little incentive for the frontline to adopt a new way of doing things. Change has to be managed from the beginning, through a systemic process. The afternoon session will delve into the steps for successful implementation of innovation.



## MODULE 2

### BUILDING CAPABILITY FOR INNOVATION

DAY 3

#### Topics include:

- ~ Customer journey mapping
- ~ Designing and delivering omnichannel customer experiences
- ~ Exploration of innovation opportunities across the retail value chain
- ~ Review of significant and emerging technologies
- ~ Linking innovation to strategy and execution

DAY 4

#### Topics include:

- ~ Creating a culture of innovation
- ~ Developing innovative intelligence
- ~ Governance for innovation
- ~ Embedding Change management excellence



DAY 5 - JUNE 7, 2024

## Roadmap for Innovation and Great Execution

**Morning:** Successful retail is about consistently outstanding execution. Great strategies and innovation projects with great promise can fail due to poor execution. This session will focus on the development of capabilities that lead to winning execution.

**Afternoon:** Development of a Company Innovation Roadmap - This session brings the week full circle, now having a more comprehensive perspective on how to thrive in today's retail environment and opportunities to better serve customers, employees, and community. The day will begin with a session exploring ways in which retail executives can manage change. This will include an assessment of how they have benefitted from RISE and the skills they have acquired. Participants will complete an assessment of their own organization, and craft a directional proposal for the next evolution of their area of responsibility within their organization. This will be the final step in the innovation sprint. With the support of RISE instructors and peers, participants will prepare for a strategic conversation with their organizations' executives.



## MODULE 3

### PREPARING FOR THE FUTURE

DAY 5

#### Topics include:

- ~ Capabilities and processes for outstanding retail execution
- ~ Maintaining a strategic mindset
- ~ Leveraging your leadership strengths
- ~ Executive proposal and pitch
- ~ Personal reflection

# Instructors

## Leading Saint Mary's University Faculty and Industry Experts

### DAY 1



### Doug Stephens

is the founder of Retail Prophet, a specialty advisory services company to the retail industry, and one of the world's leading retail industry futurists. His clients include Citibank, Air Miles, Intel, WestJet, Ace Hardware, Razorfish, and Target. He speaks widely to groups across The Americas, Europe, and Australia on how megatrends in demographics, economics, technology, and media are altering consumer-brand relationships and the strategies brands and retailers must embrace to adapt and thrive. Prior to founding Retail Prophet, Doug spent over 20 years in senior executive roles in retail, including the leadership of one of New York City's most historic retail chains.

Doug is the author of the groundbreaking books, *The Retail Revival: Re-Imagining Business for the New Age of Consumerism* (Wiley 2013), *Reengineering Retail: The Future of Selling in a Post-Digital World* (Author's Republic, 2018), and *Resurrecting Retail: The Future of Business in a Post-Pandemic World* (Figure 1 Publishing, April 2021). He is a syndicated columnist for CBC Radio and sits on several advisory boards, including the David Sobey Centre.



### Joe Jackman

is the Founder and Chairman of Jackman Reinvents, a management consulting firm specialized in transformative growth, and the CEO of Catapult Capital Partners, a venture capital and advisory firm focused on accelerating the growth of early stage businesses.

For over 35 years Joe has helped leaders of retail, consumer packaged goods and B2B companies strengthen their strategic positions and accelerate value creation. An inductee into the Hall of Legends by the American Marketing Association, Joe is the author of the book *The Reinventionist Mindset*, and is widely considered to be a leading expert on change and rapid business reinvention.

Joe also sits on the David Sobey Retailing Centre Advisory Council.



### Dr. Kevin Kelloway

is a prolific researcher having published over 200 articles, book chapters, and technical reports in addition to 14 authored/edited books. Active in several professional societies he is Past-Chair of the Canadian Society for Industrial/Organizational Psychology and in 2016 was President of the Canadian Psychological Association. As a consultant, Dr. Kelloway maintains an active practice consulting to private and public sector organizations on issues related to leadership, occupational health psychology and human resource management. Kevin is a founding principal of Evidence-Based Solutions; a consulting firm specializing in the design, delivery and evaluation of organizational solutions. Kevin is one of the leading experts in transformational leadership, which deals how leaders can support and motivate employees to innovate and champion change for organizational success.



## Brynn Leard

started her retail career in the hardware sector with Kent Building Supplies. She managed several categories and was Group Merchandising Manager. She joined Clear Cell, a UK-based retail analytics company, progressing to the role of Vice President. In that role, Brynn worked with senior-level executives in several large retail companies in Canada and US, helping them gain deeper insights from data analytics. Most recently, Brynn was Vice President of Customer Strategy at Nova Scotia Liquor Corporation (NSLC). Brynn has been involved in the creation and delivery of the RISE program from the beginning.



## Dr. Ramesh Venkat

is the Director of the David Sobey Centre for Innovation in Retailing and Services and an Associate Professor of Marketing. He was formerly Associate Dean of Masters Programs and Director of the Sobey MBA Program. He has published over 50 articles and reports on topics such as online marketing, customer engagement, customer satisfaction, customer experience and brand strategy. Ramesh is the author of a book on online marketing and has co-authored chapters in several other marketing books. He is working on a forthcoming book on brand strategy in a digital marketplace. Through his company CeQuotia, Ramesh offers customer experience measurement and retail analytics solutions.



## Niki King

Niki King is Vice President and Head of Sustainability at The Clorox Company. Throughout her career, Niki has held roles at companies including Unilever North America, Brilliant Earth, Novo Nordisk and 10 years at Campbell Soup Company, where she developed and executed sustainability strategies to create sustainable business value and reduce sustainability risks and impacts across value chains. She holds a B.A. degree in Social Sciences and a M.S. degree in Business Management from Thomas Edison State University.



## DAY 3 - CONT.



### Dr. Jason Rhineland

is an Assistant Professor in the Division of Engineering, Faculty of Science, at Saint Mary's University. He is the inaugural Head of Technology and Innovation at the David Sobey Centre where he applies machine learning and artificial intelligence solutions to real-world challenges. His research interests include AI ethics, retail applications of machine learning technologies, and computer vision. Dr. Rhineland holds a PhD in Electrical and Computer Engineering from Carleton University in Ottawa, ON. He also holds an M.Eng in Electrical Engineering and a B.Eng in Electrical Engineering (Computing and Communications specialty), both from Memorial University in St. John's, NL



### Craig Brabec

As Best Buy's Chief Data Analytics Officer, Craig is accelerating the adoption of AI, fueled by data, for immediate value across the global enterprise. He is leading AI implementation, enterprise data transformation, establishing best-in-class data analytics, tightly aligned to and helping shape company strategy. This includes evangelizing these changes throughout Best Buy.

Prior to joining Best Buy as their SVP CDAO, Craig was the Chief Data Analytics Officer at McDonald's, Global Director of Data Analytics for Ford Motor Company, SVP CDAO for McKesson, and Chief of Analytics for Caterpillar Inc. Additional prior leadership included roles in strategy, product development, finance, IT, 6 Sigma, and supply chain. Craig was part of Deloitte's strategy and operations practice and served as a Lieutenant in the US Navy.

Craig has obtained numerous distinctions, including Data Innovator of the Year, DataIQ Most Influential People in Data (2X top 10), and International Institute of Analytics Project of the Year. He has been highlighted in many publications including the WSJ, Forbes, and several podcasts. He is an adjunct faculty at Carnegie Mellon University, is a current member of the National Business & Industry Leadership Team for the National Science Foundation and serves on the Business Roundtable for INFORMS.

## DAY 4



### Dr. David S. Weiss, ICD.D

is President and CEO of Weiss International Ltd., a firm specializing in innovation, leadership, and HR consulting for many Fortune 500, social enterprise and public-sector organizations. David has provided consulting on more than 1000 business and organizational projects on five continents. and He is the author or co-author of seven books including Innovative Intelligence which was reported by CBC News as a "top 5 business book" in the year it was published and Leadership-Driven HR, which was listed by the Globe & Mail Report on Business as a bestseller in the year it was published. Previously, Affiliate Professor of Rotman School of Management, Senior Research Fellow at Queen's University, and VP and Chief Innovation Officer in a multinational consulting firm, David currently teaches at four university executive development programs.



### Doug Eichhorn

Doug Eichhorn is a thirty-year retail veteran who currently serves as the Vice President of Change Enablement for Whole Foods Market. Doug leads a team of Change Management Leads, Business Analyst, Project Managers, and the functions of Operational Training and Communications, and Store Communications. Prior to Whole Foods, Doug was Sr. Director of Integrated Planning and Execution at Lowe's Home Improvement. While at Lowes, Doug held positions in Store Operations, Marketing, Merchandising, and Space Planning. Doug has earned his Professional Project Management certification, holds a Lean Six Sigma Greenbelt from Purdue University, PROSCI Change Professional Certification, and is a Customer Experience Certification Advisor for the University of Houston. Currently, Doug facilitates the Stagen Foundational Leadership Course for Whole Foods and has earned a Masters in Christian Ministry and a Certificate of Organizational Leadership from Liberty University.



### Ramy Nassar

is a Canadian engineer, designer and maker. As the former Head of Innovation for Mattel's Retail Innovation Lab and Managing Director of Design & Strategy for the technology firm Architech, he has led teams ranging from 4 to 45 in the creation of disruptive new digital products, services & platforms. With a background in computer engineering and Design Thinking, Ramy has straddled technical, design, and business-oriented roles for clients. Some companies that have used his innovation expertise include Cadillac Fairview, Apple, Air Canada, Facebook, New Balance, Sport Chek, Rogers and CIBC. Ramy is a regular speaker at international events including World Usability Congress, IxDA, and Machine Learning Exchange. Ramy teaches Design Thinking at McMaster University as well as guest lectures on a range of topics at Ryerson University and University of Toronto.



## Details



**Dates:**

June 3 – 7, 2024



**Price:**

\$8,500 + HST



**Location:**

Saint Mary's University, Halifax, NS or Virtual



**Registration/More Info:**

Please email [dauidsobeycentre@smu.ca](mailto:dauidsobeycentre@smu.ca)



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[davidsobeycentre.ca](http://davidsobeycentre.ca)