

## MANAGER, RANGE STRATEGY AND PERFORMANCE

**Location:** Bracknell campus, with expectation to travel to other locations as the role requires

**Reports to:** Head of Space, Range and Formats (L4)

**About the John Lewis Partnership**

The Partnership is the UK's largest employee-owned business and home to our two well-loved retail brands – John Lewis and Waitrose, as well as expanding into new areas beyond retail.

We aren't an ordinary business, though. The Partnership is different because everyone who works here isn't just an employee. We are Partners, with a shared responsibility for our success, and we share the rewards when we're successful.

Everything we do is powered by our unique Purpose: **Working in Partnership for a happier world.** Our Purpose inspires our principles, drives our decisions and acts as our guide, so that everything we do contributes to Happier People, Happier Business and a Happier World.

There are six values we look for in a great Partner:

1. Distinctly Partnership - Embody the mindset of a co-owner
2. Absolute Clarity - Understand expectations to be clear on responsibilities
3. In this together - Work collectively to succeed as one team
4. Continuous Improvement - Innovate at pace to transform our Partnership
5. Brilliant Retailers - Delight our customers for a sustainable Partnership
6. Owning it - Actively contribute to make things happen

**Critical purpose of the role**

The Manager, Range Strategy and Performance will be accountable for the creation, ongoing development, execution and refinement of our Range and Micro Space Strategy and central Range and Micro space analytics. You will identify key strategic opportunities for Range and Micro Space and build our future roadmap to deliver against these for each of our channels. You will work with key stakeholders, (Heads of CPG, Head of Category Management, Ranging Managers, Category Strategy Managers) across the business to align and communicate the strategy and opportunities, using the right data and insight, challenging and supporting others to deliver against the strategy and feed into future initiatives and support decision making and commercial planning. You will review and measure the impact of the actions taken from your Strategic Direction to ensure that they are contributing and to learn for future strategic direction

With in-depth knowledge and experience of Clustering, Ranging and Micro Space across different formats you will build and maintain positive relationships with other key teams and stakeholders and be able to facilitate, influence and lead teams to deliver the Strategic Range and Micro Space opportunities.

You will lead, motivate and develop a team of Strategic Range and Cluster Analysts, who are responsible for interpreting the Range and Micro Space strategy and translating this to a strategic direction (medium and longer term) for a Category Proposition Group (CPG) and working in conjunction with the Ranging Managers to deliver the strategy and direction working alongside and supporting the Range Analyst and Space Planners.

You will also be responsible for the ongoing development and execution of our central analytics, reporting and tools. Creating and developing our analytics suite of data for all levels of the Space, Range and Formats team; from a management scorecard, tracking and measuring our KPIs, to our layout group level reporting. You will ensure that we have the right data at the right time and this is embedded into our ways of working and the wider business as well as being fed into the Range and Micro Space Strategy and business planning.

Our current and future software needs will also fall under your remit. You will own the relationship with our key partners and will ensure that we are utilising the software in the most efficient and manner (ways of working, continuous improvement) and that we are keeping abreast of future industry development (eg AI, store specific ranging) and based on our requirements or needs to deliver against our Space, Range and Formats strategy and wider Waitrose needs.

**Primary accountabilities and deliverables**

- **Developing and leading teams:** Manage, coach and mentor a diverse team of partners, helping them grow their careers and reach their full potential. Provide guidance and feedback on their personal development, setting clear expectations and goals and providing regular feedback
- **Strategic Planning:** Lead the development and execution of the Ranging and Micro Space strategy for our formats, aligned with wider business priorities and strategy. Ensure that the strategy is fully aligned with key stakeholders across Commercial and ensure the actions to deliver the strategy are SMART
- **Range and Micro Space Performance Analysis:** Analyze performance metrics and key performance indicators to identify areas for improvement and propose actionable strategies for optimisation.
- **Review and measure** the impact of your strategic direction, communicating benefits with key stakeholders and course correcting where necessary and ensure that they are contributing to future strategic direction
- **Market Intelligence:** Continuously monitor market conditions, emerging trends and competitive dynamics to keep ahead of industry changes / developments and proactively adjust strategies
- **Project Management:** Oversee the execution of strategic projects, ensuring they are completed on time, within budget and with the desired impact. Track progress and report on key milestones to senior leadership. Identify potential risks in the execution of strategic plans and propose mitigation strategies to minimize the impact
- **Innovation and Continuous Improvement:** Encourage a culture of innovation by exploring new ways of working, processes, tools and opportunities and fostering a continuous improvement mindset across teams
- **Data Analysis and reporting:** Oversee the collection, analysis and reporting of key Space, Range and Formats performance metrics. Ensure that data is accurately interpreted and presented in a way that supports decision making at all levels of the team and business.

**Measures of success:**

**Commercial**

- Sales
- Profit
- Waste
- Return on investment
- Effective use of resource

**Partner**

- Clearly understood Range and Micro Space strategy
- Feedback from across the partnership such as Heads of CPG, Head of Space, Range and Format, Head of Convenience & branches
- Customer feedback

**Space and Range Metrics**

- **Master Range Productivity**
  - Range Productivity performance and targeting
  - Line Count Optimisation and targeting
- **Landed Range Optimisation**
  - Weighted Distribution Performance
  - Wastage Mitigation Reporting and action
  - Slow Selling Line (ROS) Analysis
- **Micro Space KPIs**
  - DOS
  - COS
  - CDT Alignment and Density performance

**The Partnership Capabilities most relevant to this role are:**

- Absolute Clarity
- Owning It
- Continuous Improvement
- In this Together

**Essential qualifications / experience:**

- Exceptional space and range knowledge across multiple formats, including managing/ improving Clustering, Ranging / Assortment and Micro and Macro Space. (Minimum of ten years)
- Experience in developing a short, medium and long term strategy, with the ability to think critically and strategically, with a focus on delivering results.
- Strong analytical and problem solving skills, with the ability to interpret complex data, find the “So What” and succinctly communicate this and make strategic recommendations
- Exceptional communication and presentation skills, both written and verbal
- Strong leadership and people development skills, with a proven track record of building and developing high performance teams
- Proven stakeholder management. Ability to establish strong cross-functional working relationships and influencing of senior Partners
- Excellent project management skills, with experience of leading cross-functional teams and manage multiple initiatives simultaneously

**Partnership Level: 5**

**Manager’s Partnership level: 4**

**Number of direct reports: 8**

**Partnership level(s) of direct reports: 6**

**Vetting required? (Yes or No)**

- No

**Version control**

Version	Created/updated by	Date
0.2	Sarian Gorman-Davies	27/01/2025