Retail Is won at the shelf, not in PowerPoint.

We believe that a selling plan is only as strong as its execution.

In retail, details matter, and when suppliers fail to understand the operational realities required to bring their plans to life, they don't just create friction, they compromise the impact of their strategy. Customers very quickly draw the conclusion: "You don't understand my business."

True execution excellence comes from broad and deep customer understanding, the kind that goes far beyond a conversation with the Buyer. It requires knowing how the entire customer ecosystem works: supply chain, merchandising, operations, replenishment, finance, store teams, and every function involved in making something actually happen in-store or online.

This level of clarity only comes through strong account penetration and multifunctional relationships across both organisations. When suppliers invest in this cross-functional understanding, their selling plans become more than compelling concepts. They become practical, operationally sound, and capable of delivering the results envisioned.

At the end of the day, retail isn't won in a deck. It's won on the shelf, in the aisle, and in the customer experience.

The three things you can do this month to strengthen execution excellence:

01

Map the operational implications of your next plan.

For every idea you sell, ask:

- What must supply chain do?
- What must merchandising do?
- What must finance approve?
- What must store operations execute?

If you can't answer the above, your plan isn't execution ready.

02

Build relationships beyond the buyer.

Meet someone from supply chain, operations, or store and ask:

"What makes execution hard for you and what would make it easier?"

These insights will transform the quality of your future plans.

03

Pressure test your plan with the store lens.

Ask yourself:

- How will this look in-store?
- How easy is this to implement?
- What would cause this to fail?

Plans succeed when the operational path is clear.

QUICK WIN

Review one of your upcoming proposals and add a slide titled: 'How This Works Operationally.'

Outline the key steps, owners, and risks.

It signals credibility and awareness of the importance of strong execution.