



Breaking new ground  
**down under**

## Engaging with the Commission is a first for New Zealand retailing and a really proud moment for us all.

**F**oodstuffs North Island is a proudly 100% New Zealand owned and operated business. From its early days in Auckland in 1922, Foodstuffs has grown to become New Zealand's largest grocery distributor, and one of the country's largest employers with 22,500 employees.

At Foodstuffs North Island Limited, Group Retail Operations Development Manager, Graeme Sadd, has established a new productivity department with the objective of leading productivity growth across the retail organisation. As a highly experienced productivity specialist, and moving to New Zealand in 2015, Graeme quickly identified that in the retail sector New Zealand underperforms on productivity.

To support transformation across Foodstuffs, he needed formal independent productivity training to prepare a new team for the task ahead, and, as a result, engaged Scott-Grant Training in Manchester to discuss the initiative.

Already a qualified member of the Institute of Management Services, Graeme was aware of the benefits of formal work measurement training, and, from his own previous experience with a major international retailer, of the additional benefits of guided application offered by Scott-Grant. He has recently strengthened Foodstuffs' capability by recruiting another IMS-trained and qualified specialist, Mark Thomas as Lead Productivity Specialist. Together they worked with Scott-Grant to enable a highly effective training course to be delivered, after weeks of remotely planning across a 12 hour geographical time difference.

Eight delegates signed up for IMS membership and registered to study Modules 1 and 2 of the Certificate programme: Productivity Foundation and Productivity Analyst using Time Study. However, Graeme felt it would be far more effective if the training modules were interspersed with the Scott-Grant instructor, Richard Easton, guiding the delegates through the practical application of the techniques and approaches they were learning. Additionally, because as a

country New Zealand is less familiar with the concepts of productivity and time studies than other parts of the world, time was taken by the instructor to explain the process to anyone in the retail store environment involved in the studies, so that they would appreciate and feel less fearful of the task. This process resulted in fantastic interaction and co-operation between the analysts and the retail store employees, and an impressive co-operation and enthusiasm between all parties.

The delegates were all graduates and of different nationalities including India, China, Mexico, Hungary and Eire – a mix reflecting the uniquely diverse Kiwi culture; for the majority, English was not their first language. At the end of the five week course, everyone without exception was delighted with their newly acquired skills and knowledge, and looked forward to starting their new career as a productivity analyst.

### In tune, in form, in front and ready to go

Proud of his team members' commitment and outstanding results, Graeme Sadd commented: "You are a credit to yourselves and the co-operative spirit that is backing you all the way. In tune, in form, in front and ready to go!"

Their manager, Mark Thomas was also delighted, not just with the training and guided application, but to witness during those intensive weeks a new team forming and bonding. "It was fantastic to see a new team taking shape. We can now go forward with a huge piece of work for Foodstuffs, safe in the knowledge that the team is qualified and capable."

### News travels fast

News travels fast in a small country and the New Zealand Productivity Commission has approached Graeme to learn more about Foodstuffs' approach to delivering productivity change in New Zealand supermarkets. The principal purpose of the Commission is to provide advice to the New Zealand government on improving productivity in a way that is directed to supporting the overall wellbeing of New Zealanders, having regard to a wide range of communities of interest and population groups in New Zealand society.

"Engaging with the Commission is a first for New Zealand retailing and a really proud moment for us all" Graeme added. "The partnership between FSNI and Scott-Grant shows how courageous and humble a grocery retail business can be in an organisation that will be 100 years old in 2022".

He continued: "Leading retail productivity change within a unique co-operative model is both a challenge and a real privilege, reflecting the incredible Kiwi spirit of wanting to improve every day and where each store is 100% locally owned and operated. Working collaboratively with teams outside of Foodstuffs including Scott-Grant to achieve this, shows the incredible strength of a business that takes nothing for granted."