



DAVID SOBEY RETAILING CENTRE

RISE

Retail Innovation, Strategy and Excellence

April 28 – May 2, 2025



**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 2025 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 - APRIL 28, 2025

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 - APRIL 29, 2025

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 - APRIL 30, 2025

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 - MAY 1, 2025

Leading Innovation and Change

Morning: Leading Innovation - In retail today, there are many opportunities to lead 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 leaders to draw out the innovative capacities of their teams to gain insight and discover innovative solutions to these kinds of complex issues. The morning session will focus on three core principles to lead innovation effectively and we will provide the techniques and tools to apply the approaches in your work settings.

Afternoon: Leading Change - Transformational ideas and innovation that are proposed or proven in pilot projects often fail upon execution because there is no "buy-in" to adopt a new way of doing things. Effective leadership of change is often the difference between retailers that thrive vs. those that struggle. The afternoon session will delve into the four reactions to significant innovative changes, and we will provide the techniques to overcome resistance to change successfully.



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



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

DAY 5 - MAY 2, 2025

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.

Instructors

Leading Saint Mary's University Faculty and Industry Experts

Special industry guest speakers to be announced



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.



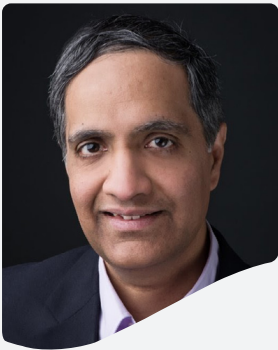
Dr. Kevin Kelloway

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 Past-President of the Canadian Psychological Association. As a consultant, Dr. Kelloway consults 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 and is one of the leading experts in transformational leadership.



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.



Bonnie MacDonald

is the founder of Shop Tonic Business Consulting. A consultancy built to serve and support organizations as they utilize customer experience centered thinking to grow their business.

A background in specialty retail and hospitality, in senior executive roles, for International and Canadian companies-as President of Payless ShoeSource Canada and General Manager and Executive Vice-President of The Body Shop Canada- has provided rich experience from strategy to execution and the importance of operations in between.

Bonnie also acts in a business advisory capacity for several companies.



Dr. David Weiss, Ph.D., ICD.D, CHRE

is the President & CEO of Weiss International Ltd., a firm specializing in innovative solutions, leadership coaching, and HR consulting (see weissinternational.ca). David is a Ph.D. Organizational Psychologist, an honorary lifetime Fellow of both the HRP and I4PL, and a certified PCC executive coach with the International Coaching Federation. David is also Affiliate Faculty at St. Mary's University and, previously, he was the Vice President and Chief Innovation Officer of a multinational consulting firm. David has written seven books, including the bestselling books: *Innovative Intelligence*, *The Leadership Gap*, and *Leadership-Driven HR*. David's doctorate is from the University of Toronto, and he has three master's degrees in psychology, education, and philosophy. Follow David's very popular daily LinkedIn infographic posts along with his over 165,000 followers on LinkedIn.



Mark Innes

currently serves as an Associate Partner, Retail & CPG at IBM and is a Saint Mary's University MBA graduate with over 30 years as a retail leader in world class food, drug and mass organizations such as Loblaw's, Empire, Target and Pharmasave. His retail journey has enabled him to gain senior leadership experience in marketing, merchandising and operations, and he has applied his skills, helping organizations successfully adapt, change and grow in their respective segment. Through it all Mark has always maintained his thirst for learning which makes him a great fit in his current role as Chief Retail Engagement Officer. Mark is passionate about helping the David Sobey Retailing Centre grow its presence to become one of the leading retail universities in Canada by creating opportunities for student and faculty to work directly with retailers on pivotal projects.



Details



Dates:

April 28–May 2, 2025



Location:

Saint Mary's University, Halifax, NS



Registration/More Info:

Please email davidsobeycentre@smu.ca



**Saint Mary's
University**

davidsobeycentre.ca