



1. Our understanding of the requirement

The UK retail industry contributes approximately 215 MtCO₂e of emissions each year through the lifecycle footprint of goods sold. Whilst 25% of retailer emissions can be cut by converting to renewable energy for the running of retail sites and logistics, the remaining 75% come from the production and use of retail products. It is clear that the retail sector has a substantial role to play in enabling the UK to achieve the bold ambitions set out by the government, and enabling positive change amongst the 290,000 SME retailers across the country will have a significant impact. But these figures also show there is not an easy, quick fix to address the effects of this wide-reaching sector and progress requires a committed, strategic approach. Following a challenging time for retailers and high streets in recent years, coupled with the devastating impacts of the COVID-19 pandemic, there is enormous opportunity to 'build back better' and 'greener', regenerating the UK's high streets with sustainability at the heart.

Re_Set partnered with the Retail Sector Council (RSC) to deliver the 'Net Zero and Beyond Programme' scoping phase of work in 2020 and the creation of the 5-point plan that resulted from this. Therefore, Re_Set has a very clear understanding of what is required under the scope of work of Phase 1, and to ensure this sets up the delivery of the subsequent two phases defined. The delivery plan section of this tender outlines how Re_Set and Ian Thompson Studio will deliver the outputs required, as specified in section 3 of the procurement specification document.

COP26 later this year provides a unique opportunity to showcase this progress so moving with pace and agility is a critical success factor. The scope of work outlined here plans to take the spirit of innovation and agility that exists within the SME retailer community, alongside experience and mentorship from larger retailers, to create success stories to inspire others across the UK and beyond.

One of the key takeaways from the work Re_Set completed with the RSC in 2020 was that there is a lack of knowledge and understanding by retailers of what can be done and why. As well as being a common theme during interviews and the project workshop, this was recognised by retailers through research Re_Set and the British Retail Council undertook in November 2020 which sought to understand attitudes and progress in the industry. Therefore, the first point of the 5-point plan is to **create a 'Plain English' Green Guide** to address this challenge. Re_Set's existing expertise on the subject matter, research and insights from the previous phase of work, as well as partnerships with leading experts like the Ellen MacArthur Foundation and through our BCorp network will ensure this deliverable is relevant, digestible and engaging for its audience.

As outlined in the tender document, the '**Green Street Live**' ('GSL') innovation accelerator programme is the cornerstone of the 5-point plan and, to ensure its success and quick mobilisation, much of the focus

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of this first phase of work will be to create a robust plan (including **scoping document, launch, funding and detailed project plans**), as well as to engage necessary stakeholders to deliver upon this. The programme's aim to engage a group of SME retailers to undertake pilots with the support of a network of collaborators will have direct benefit for these companies and the communities they serve, but also feed into a much broader set of aims.

We recognise the importance of stakeholder management and the need for effective and efficient engagement in order to successfully deliver the tender requirements to time. In the Project and Stakeholder Management section of our response, we have outlined how we plan to onboard, liaise and **document agreement with all relevant stakeholder groups** (e.g. local council, larger retailers, SME retailers, government and members of the local community) in order to make the programme a success.

Further details of requirements and benefits of 'GSL':

This programme seeks to build greater understanding of the barriers that exist but, rather than simply identifying a list of challenges, will concurrently focus on trialling solutions to enable an agile and iterative approach to addressing these. Through the November 2020 BRC research mentioned previously, retailers identified two further overriding barriers to adopting more circular and sustainable operations: Consumer preferences and demands not currently encouraging change; and the need for policy to drive change. This project aims to address these and other challenges, by building greater understanding of barriers to change, potential policy changes needed, knowledge & skills gaps, the potential role of incentives and the role of local government. Future proofing the progress will also be an important consideration in the programme's design and 'Green Street' will incorporate online elements within the defined pilots.

Beyond barriers, this programme seeks to demonstrate the commercial benefits to retailers of evolving their business model. As part of this, the power of collaboration will be embraced to co-create solutions and prove their benefits to help accelerate the green economic recovery of the retail sector. In the research previously mentioned, all retailers said they would be willing to collaborate across the industry to work together on changes. This programme will be **established with the support and recommendations from the larger retailers** through the RSC network. These organisations can bring the support of in-house sustainability teams, share their own best practices, offer mentorship for smaller retailers and provide influence on the broader supply chain.

Educating consumers and bringing them along on the journey, enabling them to make more informed buying and consumption decisions, is a key element of the success of 'GSL'. The collection of insights and data to build a better understanding of evolving consumer attitudes and preferences, and how to effectively influence customers in their product/retailer decisions, will be an important deliverable in Phase 2.

Similarly, by recruiting interns and young people enrolled on the kickstart scheme into our local, on-the-ground team, we will enable them to learn from experts and gain professional experience, further encouraging the spread of knowledge and insight.

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We understand that we are living in unprecedented times and that retail stores are not set to re-open until mid-April. The Risk Management section outlines how we plan to continuously monitor COVID-19 restrictions and the impact on timelines/scope to ensure progress and successful delivery of a COP26 showcase.

Brand and marketing requirements:

‘GSL’ represents a powerful opportunity to **develop branding** that can communicate retailers’ intention to follow a path towards a net zero retail environment. Strong branding can help clarify simple and accessible messages to the public and the sector itself, increasing awareness and education. In Phase 1, we will create ‘Green Street’ branding and **develop a proposition for the required digital elements of ‘GSL’** (e.g. website; key information pages; and short promotional clip) for steering committee group approval.

Key to the brand’s success will lie in how it is pitched. The mark and overall brand should feel accessible, while also carrying the appropriate gravitas, given that it one day might become a mark of accreditation. The brand will also need its own vision, mission and values, to help onboard retailers and not just for the pilot. Joining this programme is a long-term commitment to creating a better world.

The brand needs to sit squarely into the world of ‘the independent’, with a look and feel that can be owned by the retailers who are both part of the pilot and those who come into the scheme at a later point. Whether displaying a mark in a shop window, on a website and possibly even on shopping bags, we want shopkeepers to proudly display this sign that marks them out as caring for the environment.

Strategic Fit

Re_Set are the lead partner in this consortium bid, powered by foresight from our sister organisation Springwise (both brands of Reset Advisory Ltd).



Re_Set is a **BCorp Certified, leading next generation strategy consultancy for innovation and sustainability** whose mission is to ensure its clients thrive in a disrupted world. We typically work across four key areas: Innovation,

Sustainability, Purpose & Culture and Digital. We specialise in understanding what’s next and how to make change happen at pace with a positive, sustainable impact.



Springwise, established in 2002, is the renowned **global innovation intelligence platform for positive and sustainable change**, giving foresight into the most innovative thinking and ideas on the planet.

Re_Set is entering into a consortium bid with Ian Thompson Studio, who will fulfil the brand and marketing activities for this programme.



Ian Thompson Studio is the **design and branding consultancy** practice of consultant Ian Thompson.

Why Re_Set?

Committed to positive change:

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As Certified BCorps, Re_Set and Springwise are **committed to achieving positive environmental, social and societal impacts**. This commitment is embedded into the values of the team and all aspects of client delivery. As one of very few BCorp strategy consultancies, to achieve this certification we have demonstrated a detailed understanding of what is required to deliver on the ambition of **‘business as a force for good’**. In addition, we are proud members of 1% For The Planet and give away 1% of our profits each year for environmental projects. In 2020, 3,250 trees were planted by WeForest thanks to our contribution. We are also proud supporters of the Business for Nature coalition and have set ourselves the target of becoming Net Zero by the end of 2021.

Deep retail sector expertise:

The team outlined in the next section demonstrates the **retail sector expertise** and **specific knowledge of this business context** that will be brought to the project. Through our Sustainability practice, the team has worked on projects across the retail and real estate sectors; as such, we understand the opportunities and challenges facing retailers on their quest to devise and embed more sustainable practices. Springwise holds **insight on the future of the retail industry** through its published thought leadership articles. We will leverage these insights and the platform’s reach to deliver value to the programme.

Strategic approach:

We start any project building a **deep understanding of the unique client context** and getting **inspired by best-in-class thinking, within the industry and more widely**. We will use this thinking to deliver tailored and highly relevant deliverables, **demonstrating how to embed more sustainable practices within British retail businesses**. Furthermore, we bring the **strategic oversight** necessary to coordinate a complex programme like this 5-point plan and have a large **network whose expertise can be drawn upon** to help us deliver ‘GSL’. Across Re_Set’s Partners we bring decades of leadership experience within the retail sector and are excited by the opportunity to set the British retail sector apart as a driving force for catalysing positive change.

Strategy and innovation expertise:

Working at the **nexus of strategy, sustainability, innovation and cultural transformation** we understand the interconnectedness of these strategic levers. With our **extensive experience in innovation and proposition development**, we are well-placed to build out industry-relevant pilots and put in place rigorous testing frameworks to ensure ‘GSL’ delivers the best possible outcomes. Moreover, we focus on **co-creating solutions** with clients as we believe it produces **more aligned, tailored and successful outcomes**. This style of working will be incredibly valuable in this project as there are a number of different stakeholders who will need to align on a unified vision and work collaboratively to achieve it. Our experience across these strategic levers, combined with our professional network, positions Re_Set to successfully fulfil the requirements for Phase 1, but also, and more importantly, as **the right partner to deliver this complex programme**. We are confident that together we can **provide a blueprint** to demonstrate to British retailers how to embed sustainable practices **long after project completion**.

Why Ian Thompson Studio?

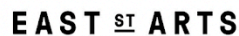
Ian’s mission is to make things simpler, clearer and more exciting for every client and consumer whose life his work touches. Ian has 36 years of experience in design and branding, covering Arts & Culture,

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Healthcare, Retail and the Public Sector. His branding work covers strategy and vision, through to full design and the production of branded content and visual assets.

Leeds born and bred, Ian has always been keen to get involved in projects that help improve the city and is currently a Trustee on the Board of Leeds 2023. He believes strongly that the Yorkshire economy can be significantly improved through effective branding and design, and is excited at the prospect of 'GSL' taking place in Bradford.

Examples of Ian's clients include:



2. Delivery plan

The below section outlines our approach, deliverables and timeline for the project.

Re_Set will be responsible for delivering outputs 1 - 6 in the tender. Ian Thompson Studios will be responsible for delivering outputs 7 - 9. The parties will work together on ensuring deliverable 10 can be met utilising the combined expertise of the group.

Where 'WS' appears within the timelines below, this indicates a suggested date for a workshop within this workstream.

Output 1: Retail 'Green Guide'

Approach: Initial research will be completed to inform a first draft for review with agreed parties.

Feedback gathered within the timelines agreed will be incorporated. A plan to complete branding/design work upon content sign off will be created to enable rapid distribution to retailers.

Deliverables: Delivery of content for 'Plain English' Guide.

Timeline:

	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
Research best practice																					
Agree feedback process with RSC																					
First draft																					
Feedback gathered																					
Plan for content finalisation & design/branding																					

Output 2: 'Green Street' scoping document & launch plan

Approach: This deliverable has been considered here in two concurrent timelines - the first outlines activities relevant to the location and stakeholder engagement required for Green Street, the second focuses on shaping the pilot initiatives. The approach for the former of these focuses on working closely with the local Council to align around a Green Street vision and expected retailers (informing brand work) and expectations before engaging the community and retailers. The latter element involves research and expert involvement to list and analyse potential pilots before engaging project stakeholders to agree a launch plan.

Deliverables: Documentation of the scope of 'Green Street' and the plan to get the pilots up and running.

Timeline:

	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
Initial Council engagement prep & meeting																					
Workshop - Green Street Vision creation & understand local dynamics & plan community/retail engagement																					
Document retailer selection process with Council and RSC																					
Meeting with Council and creation of proposal for use of vacant space																					
Covid-19 scenario planning with RSC and Council																					
Create engaging approach with local Council to entice retailers to get involved, launch this with the Council in line with process previously agreed																					
Align with Council on expectations and accountability for Green Street, including retailer commitment for duration																					
Work with Council to engage retailers (Approach dependent on discussions on Covid-19 implications)																					

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	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
Research best in class examples to inform Green																					
Collaborative session with EMF								WS													
Potential pilot list and high level 'cost-benefit' analysis on each.																					
Workshop - review and iterate pilot list with project team (RSC, BEIS, Council)												WS									
Prioritise pilot initiatives based on analysis, assign quick win initiatives to include within 'Green Guide'																					
Research best in class examples																					
Workshop - online element scope expert partner input (EMF, BRC, RSC members e.g. ASOS & Amazon)																					
Draft plan & content/script for customer research survey (seek BEIS input)																					
Define the method and tools for conducting on the ground customer research at the location																					

Output 3: 'Green Street' detailed project plan

Approach: This output builds upon the previous but will delve a level deeper into the delivery plan for future phases by identifying success criteria and KPIs and shaping the 'on the ground' project team who will be critical for successful delivery of Green Street.

Deliverables: Detailed project plan.

Timeline:

	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
Initial scoping of overall Green Street success criteria in partnership with project steering committee																					
Once pilots defined, shape tier 2 targets outlining success criteria for pilots themselves																					
Define target group and profiles for 'on the ground' project team with Council																					
Council to provide proposed team and time commitments of each.																					
Send invites for local project team kick off in April																					
Final documentation of detailed project plan utilising all inputs to date																					

Output 4: Funding plan for Phase 2

Approach: This element of the project will see Re_Set working closely with the RSC to engage larger retailers and meet with them to seek their involvement and financial support for future phases.

Deliverables: Funding plan documented.

Timeline:

	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
Work with RSC to identify target role of larger retailers																					
Meetings with larger retailers (RSC leading)																					
Look at pilots defined and consider role/funding of larger retailers																					

Output 5: Stakeholders identified & agreement of roles & responsibilities documented

Approach: Building upon the previous outputs, ensure alignment and documentation of roles and responsibilities for the delivery of phases 2 and 3.

Deliverables: Documented roles and responsibilities.

Timeline:

	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
At kick-off agree RACI matrix for phase 1																					
Stakeholder mapping, roles and responsibility documentation for phases 2 & 3																					
Work with Council to ensure governance and programme management is defined for the local working group																					

Output 6: Ideation session & recommendations output

Approach: Re_Set will work with the RSC to engage the network of retailers and seek involvement in an ideation workshop. Re_Set will plan and deliver this workshop to complement other project progress and seek input from retailers on shaping Green Street. Outputs will be documented and shared.

Deliverables: Workshop output report.

Timeline:

	03-Mar	04-Mar	05-Mar	08-Mar	09-Mar	10-Mar	11-Mar	12-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	29-Mar	30-Mar	31-Mar
Summary of request for retailer input to be created and shared with RSC																					
RSC to distribute and confirm retailers to be involved																					
Prepare & deliver workshop - understand retailer recommendations and initiatives/ideas that could be integrated into Green Street pilots																					
Output document created and incorporated in overall plan																					

Outputs 7 - 9: Marketing planning

Week 1 activities: Creation of proposition, purpose (vision), mission and values, including interviews, writing and multiple presentations and revisions up to the final set. Plus, beginnings of design work.

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Week 2 activities: Design of Green Street brand logo, colour set, recommendation of brand font and any other extended brand assets that will be required to launch the project.

Deliverable: First creative presentation.

Week 3 activities: Continuation of Design work on the brand. Second creative presentation will take place. Beginnings of artwork production of final digital assets.

Deliverable: “Green Street” branding created, including brand and purpose definition.

Week 4 activities: Continuation of artwork production of final digital assets. Beginnings of design work on the website. Start to organise the plan for rollout.

Deliverables: Plan commenced with outline agreement to achieve marketing launch by the end of April and “GSL” information pages also commenced pending final, approved content. Short promotional clip for social media also in process.

Key dependencies for Ian Thompson Studio Deliverables:

All timings are subject to all data, including confirmation of Bradford and outline of retailers arriving during the first two weeks of activity. Data will need to be gathered in order to compile confirmed and accurate content for both the promotional film and website content. Initial branding work, including design will not require this level of detail to be in place. Any lag in key information for content will delay deliverables.

Key dependencies for Re_Set Deliverables:

Activity	Description of dependencies and initial remediation options
Confirm Bradford as location of “Green Street”	Final confirmation of the location is dependent on the engagement and sign up of retailers and confirmation of the ‘on the ground’ team and their commitment for programme duration.
Project workshops	A number of workshops with various Working Groups have been identified in the plan, whilst we can be flexible on exact dates, the input of these stakeholders is critical.
Engagement of non-core project team stakeholders	The plan assumes that a range of stakeholders will be available at short notice. They will be engaged as quickly as possible upon project kick off but we cannot guarantee their availability.
Engagement of retailers	We cannot be sure that SME retailers will be available and willing to pick up activities whilst not trading due to lockdown. If required, we will work with the Steering Committee to re-plan.

As outlined previously, Re_Set have been involved in previous workstreams that have informed the scope of this tender. The initial scoping of ‘Phase 1’ recommended a 6-week programme of work.

We believe that all 'outputs' as defined in section 3 of the 'procurement specification' document can be delivered upon. Delivering quality and meeting our commitments is of critical importance and both parties want to ensure we provide a realistic picture of what can be achieved within the 4 week timeframe. Therefore, the below 'aims and objectives' should be delivered in phase 2 (for the reasons outlined below).

Activities we propose to continue into phase 2:

- Begin / initial setup of pilot activities - based on government guidelines, shops will not be open until mid-April.
- Create a plan for, and complete, customer research to inform pilot scoping - initial surveying activities are included in phase 1, further research to be led by local team when lockdown restrictions ease.
- Data collection and reporting strategy defined and set up - a plan will be in place at the end of phase 1, with full strategy defined with 'on the ground' team in phase 2.
- Initial scoping of the training and accreditation programmes that will be tested through "Green street." - given time constraints, high level scoping to be included in phase 1 deliverables with a plan to build upon this in phase 2.
- Scope the approach for real time marketing and bite size education/sharing from Green Street - given time constraints, high level scoping to be included in phase 1 deliverables with a plan to build upon this in phase 2.

3. Skills and Expertise

The Delivery Team

Project Sponsor

Kevin joined Re_Set in May 2020 with 25 years of experience in business, having had the privilege of playing a part in the success stories of some of the **UK's strongest retail and financial services organisations**. First, as a management consultant working at Accenture; second, in a number of varied senior management and executive roles at **Sainsbury's and Howden Joinery plc**; third, as a Board member in the healthcare sector. As project sponsor, Kevin was **heavily involved in working with the RSC on the phase of work in the 'Net Zero and Beyond' workstream** which shaped the 5-point plan this tender addresses. Kevin led the delivery of the workshop which created this plan.

Delivery Lead

Emma **leads Re_Set's Purpose and Culture practice**, bringing significant experience in looking at the people impacts of strategic change, often with particular focus on adapting to changes required to achieve future-proofed and sustainable business models. Throughout Emma's consulting career, **Retail has been a sector of focus**, working with a variety of clients. Emma has also worked with Government departments, HMRC and the NHS at various points over her career. In late 2020, **Emma led Re_Set's engagement with the RSC and BEIS**. This role ensured **effective preparation for, and delivery of, the workshop** which curated the 5-point plan this tender looks to deliver upon.

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Delivery Team

Alex joined Re_Set in January from Accenture, bringing with her **expertise in innovation, sustainability and strategy**. During her time there, Alex was part of a team responsible for defining the UN Global Compact's sustainability strategy and worked with the UK water industry to generate a collaborative response to industry-wide sustainability targets. In addition, Alex also has experience working with HMRC. Prior to consulting, Alex spent two years at the **British Fashion Council**. Here, she ran national education programmes, responded to government consultations and supported the development and delivery of industry-wide sustainability initiatives.

Project Advisor

Piotr is an **expert on the circular economy**, developing and embedding their **10-year sustainability strategy**. Piotr is also part of the **Ellen MacArthur Foundation** 'From Linear to Circular' 2020 programme.

Project Advisor

Rick has over 15 years professional experience in advising and **developing purpose-driven businesses**. Most recently he founded a tech business that **helped companies implement sustainability programmes**.

Brand & Marketing

Ian has been a **designer and brand consultant** for over 30 years. Ian has worked across a number of sectors, from Arts & Culture to Healthcare, Retail and the Public Sector. Ian has **spearheaded full rebrands** and consulted for a range of national and international clients across both the private and public sector.

Re_Set Case Studies

Net Zero & Beyond Programme: RSC and BEIS	
Ask	As part of the 'Net Zero and Beyond' initiative, Re_Set facilitated an Intervention workshop to assess opportunities for the UK to become a leading retail circular economy and understand how to engage SME retailers in this.
Approach	Conducted interviews to understand challenges & critical success factors for circularity and net zero across the retail sector. Interviewees included: RSC retailers: IKEA and Amazon Retail associations: BRC, bira, ACS, RSC Government: BEIS and Defra Circular Economy Experts: Ellen MacArthur Foundation, WRAP

Researched and brought case studies of global best practice
Partnered with the BRC on qualitative research to understand attitudes, readiness and barriers to circularity in the sector
Partnered with BEIS to develop quantitative research to understand opportunities and challenges for SMEs
Utilised the above inputs to design a half-day virtual workshop with attendees (the interview participants)
Delivered this workshop which educated and provided provocation on the need for change, provided a common understanding of the challenges, and utilised a range of tools for small and plenary group ideation to co-create a strategy and plan

Outcomes Initial shaping of a vision for a UK Retail circular economy with 6 priority themes identified
5-point 2021 action plan presented to the RSC and Andrew Griffith MP
Shaping of 'Green Street' concept and potential pilots for inclusion
Creation of a plan for the activities required to deliver on the 5-point plan, largely forming the basis for the approach outlined within this tender
See Appendix for a sample of deliverables from the project

Relevance to project Direct experience working with the RSC on the initial phase of work that shaped the 3 phase project outlined in this tender
Existing knowledge of project subject matter and sector
Strong working relationship with client and key stakeholders

"Great discussion - energizing. Key takeaway is that now is the time to create real momentum with COP as the catalyst."

"Great facilitation and very insightful. Looking forward to exploring with more of the many to make the most of the opportunity for COP26 and beyond."



Stakeholder alignment and roll out of purpose-led culture change: Michael Kors

Ask Facilitate collaborative Intervention Sessions to design a purpose-led, innovative and customer-centric culture, followed by roll-out to top 50 leaders

Approach Conducted information gathering & research: interviewed Execs & Directors; researched relevant trends and case studies

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	<p>Hosted at Intervention with Exec team to inspire and build the purpose and culture blueprint</p> <p>Held monthly co-creation workshops with Exec team to inspire future culture, tested and refined with high performing Directors</p> <p>Trained and upskilled these Directors to roll out the purpose and cultural change to the top 50 employees, who then cascaded and embedded new culture more widely across the organisation</p>
Outcomes	<p>Successfully developed a customer-centric purpose and kickstarted internal culture change to futureproof the business. Focus areas included innovation, agility and sustainability</p> <p>Execs aligned on purpose with any resistance to change eliminated early through inclusive and collaborative effort</p>
Relevance to project	<p>Retail sector knowledge</p> <p>Stakeholder alignment and collaboration</p> <p>Training in new purpose and culture</p>
<p><i>"Re_Set is the next generation in consulting and advisory. Their work is outstanding, and the teams embody the Re_Set mantra, 'excellence at pace'. Every CEO should meet them!"</i> (Cedric Wilmotte, President, Michael Kors Europe)</p>	

 GROSVENOR		Proposition testing and development in retail store pilot: Grosvenor Estate
Ask	<p>Having defined and rolled out an innovation programme, Re_Set then set out to identify, validate and test new propositions to shift the business to focus on retail excellence</p>	
Approach	<p>Design thinking led workshops fed by customer insight to identify pain points and innovative solutions</p> <p>Validation of prioritised ideas through MVP testing and an iterative test and learn phase</p> <p>Developed and tested a new value proposition with minimal investment. The 'Retail Concierge' service, a pop-up concept store, offered small fashion and lifestyle brands a new leasing model to make it easier to set up a bricks-and-mortar outfit in London's West End</p>	
Outcomes	<p>The pilot transformed the relationship with new and existing tenants, generating additional revenue</p> <p>Garnered significant positive reputational impact</p>	

Relevance to project	<p>Proposition testing and pilot delivery</p> <p>Stakeholder management (client and retail SMEs)</p> <p>Retail sector expertise</p> <p>Understand implications of property on retail sector</p>
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"Re_Set played a pivotal role in helping to drive forward our retail innovation strategy. They built a deep understanding of our business and strike a great balance between looking into the future whilst also helping to unlock quick wins." (Tor Burrows, Director of Innovation and Sustainability, Grosvenor Britain & Ireland)



MAIRIE DE BONIFACIO
PALAZZU PUBLICU
bonifacio-mairie.fr

Designing an Innovation Centre for Sustainability: Bonifacio

Ask	Design a world-class Innovation Centre for Sustainability of the future to engage the community with regenerating the Mediterranean
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Approach	<p>Explored 60+ innovation centres, relevant concepts and projects and gathered insights from recognised experts</p> <p>Delivered a dynamic 35-attendee co-creation session with relevant stakeholders</p> <p>Identified key recommendations to create a new innovation model</p>
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Outcomes	<p>Mission, concept and strategic pillars validated by the Mayor and representatives</p> <p>More than 8 pilot projects endorsed in collaboration with international institutions</p> <p>Seeking funding to make Bonifacio a globally recognised sustainable destination</p>
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Relevance to project	<p>Community-centric project</p> <p>Community engagement around sustainability</p> <p>Funding sourcing</p>
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"We are developing a sustainability-focused innovation project that has gone far beyond our initial ambitions thanks to Re_Set. They were able to catalyse existing energies, guide us towards an ever-more ambitious vision, and are now helping us implement it. It is exceptional work of the highest quality." (Jean-Charles Orsucci, Mayor of Bonifacio, Corsica, France)

Ian Thompson Studio Case Study



Designing brand and marketing to drive business growth: Keelham Farm Shop

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Ask	Design a brand to expand the customer base and drive profitability of Keelham Farm Shop.
Approach	Developed a simple proposition and strapline Designed a bank of components (e.g. family of logos) to provide the business with flexibility to transform every aspect of its business Created a custom font, colour palette and hand-drawn illustrative style to articulate themes and messaging in a distinct way
Outcomes	In the 3 years to June 2013, turnover was up 52% to £9.4m, profit margins increased by 4% and weekly customer numbers up by 27% Successful business expansion, including to a new store in Skipton, with Ian Thompson Studio leading on the following: own-brand products packaging design; customer layout and experience; signage; and external architecture.
Relevance to project	Retail sector and sustainability (circular economy) knowledge Successful development of brand and marketing

4. Project and Stakeholder Management

Our Consortium Approach

As the leading partner in this consortium bid, Re_Set will be lead contact and will sub-contract the services of Ian Thompson Studios.

Due to existing relationships with the RSC and the nature of his deliverables, it is expected that Ian will interact directly with RSC and other project stakeholders to ensure the delivery of his project elements. Re_Set will remain in regular communication to deliver a coherent approach, align interdependent activities and ensure milestones are being met to deliver upon the outputs required. In line with the governance and setup activities outlined below, Re_Set will own the deliverable status and risk tracking across all elements for weekly project check-ins.

Project Management

Re_Set will own the project management activities for the project. We recommend the following project organisation to ensure high-quality project delivery but are able to adapt to work in a way that suits you.

Project Set-up

- Project Kick-off meeting to introduce the project, validate timelines, agree key stakeholders and discuss ways of working.
- Clear definition of stakeholder roles and responsibilities is critical. As such, ahead of the meeting, the Re_Set team will prepare a RACI for review and sign off to ensure clear accountability.

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- Signed-off project KPIs and plan to mark individual activities, start and completion dates, owners and dependencies.
 - Establish a steering committee and project working groups to achieve each of the different elements (e.g. large retailers, SME retailers) for Phase 1 in agreement with RSC.
 - Project reporting, risk tracking, workstream management and issue escalation processes in place.

Ongoing Governance

Weekly project check-ins: We propose weekly calls between Re_Set, the RSC and BEIS to update on progress over the past week, planned activities for the next week and to raise any concerns, risks or challenges.

Ad hoc meetings: We will remain flexible and ready to schedule ad hoc meetings with RSC, BEIS and external stakeholders relevant to the project.

Remote working tools: Due to Covid restrictions and lack of stakeholder co-location, we will use remote working tools (e.g. Microsoft Teams), to ensure stakeholder engagement can be upheld. Furthermore, we will use online collaboration tools (e.g. Miro and Trello), to enable interactive co-creation during working sessions.

Ways of working: We do not have a “one size fits all approach” and adjust our ways of working and approach based on the client’s needs. We welcome honest feedback and seek continuous improvement.

Re_Set Contract Management & Service Levels

Project Sponsorship:

The Sponsor takes ultimate accountability for the quality of Re_Set’s delivery.

Quality Assurance Process: Re_Set to assign

The QA lead will be a senior member of the Re_Set business who reviews the quality of output on the project. They are not charged for in the project fees but are an internal Re_Set process to ensure objective review and continued high quality of output.

Project Lead:

The Project Lead is responsible for the day-to-day output of the project and will be the single point of contact.

Project Team:

They will work with the Project Lead to deliver the requirements of the project.

Stakeholder Management

Re_Set has extensive experience working with a large array of stakeholders. We like to collaborate closely with our key stakeholders to ensure the project runs smoothly, on time and with minimal risk and disruption. We believe that gaining breadth across an organisation and industry allows us to understand it as a whole and derive the most appropriate solutions.

We are experienced in developing creative ways of dealing with a broad array of stakeholders (including when working remotely) to ensure that our sessions remain interactive and that each session achieves its objectives.


‘GSL’ presents interesting opportunities to work with a vast array of stakeholders to develop a pilot that engages and educates the community. It will also facilitate collaboration and knowledge sharing on a key topic between large and small retailers. Given the criticality of aligning stakeholder groups, our proposed project governance framework will be critical to ensuring that meetings run to time and deliver on key objectives, and that collaboration between these groups remains effective.

Through this and other work, we have existing relationships with organisations including BEIS, Defra, RSC, the British Retail Consortium and the Ellen MacArthur Foundation. We will leverage these relationships to ensure successful project delivery and options to scale the programme at a national level are explored sufficiently.

Continuity of Resource

The Re_Set team are all permanent employees. Staff turnover at Re_Set is very low, even in these disrupted times.

Project management case studies

	Engaging with an array of stakeholders to develop an innovation programme: Bedales School
Ask	Create engagement and buy-in by all stakeholders into a new programme of innovation to define the school’s future strategy
Approach	Educate key stakeholders (e.g. parents, teachers, school staff, students, business community and thought leaders) on innovation imperative Host full-day event and workshop to define four workstreams, engage volunteers to lead on their delivery Create meeting and governance framework to ensure momentum is sustained and impact maximised
Outcomes	Key school stakeholder groups engaged and energised Project and its four workstreams key to school’s strategic future
Relevance to project	Engagement with a broad array of stakeholders Stakeholder alignment behind a united vision

5. Risk Management

A sample of risks and mitigations for the programme. A full list will be detailed as an output of phase 1.

Theme	Risk	Mitigating Actions
On-time delivery	Unable to deliver all deliverables within the specified timeframe	10% contingency built in to timelines to ensure smooth delivery Status updates and project tracking will be regularly communicated, allowing for risks and issues to be continuously monitored
Scope	Scope creep	Adhere to aims, objectives and outputs required as specified in the tender
Stakeholder Engagement	COVID-19 makes project planning and collaboration with RSC and external stakeholders difficult	See COVID-19 section
	Effective decision making given number of stakeholders	Project governance and working groups comprised of relevant stakeholders will enable timely and effective decision making
	Lack of availability from RSC team, stakeholders and larger retailers to provide coaching, expertise and support the programme	Engage stakeholders during set-up phase and share/agree expectations with them Escalate any issues with RSC and adjust workloads or substitute staff members
	Limited interest from council and/or SME retailers for participation in 'GSL'	Ensure programme set-up maps a full and comprehensive list of potential collaborators known to RSC Combine RSC stakeholders with Re_Set & Springwise network of retail experts Give businesses adequate notice to plan their participation
	Difficult to do preparatory community engagement	Ensure council is able to actively support with community engagement
Limitations of virtual working	COVID-19 means no physical meetings or activities (including sourcing physical space for programme)	See COVID-19 section
Funding	Difficulty sourcing funding and defining options to scale programme beyond 'GSL'	Work with RSC to identify potential private and public funders at the programme's outset

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	Participants may be reluctant to invest in their own businesses if they're unsure of making returns	Ensure 'Plain English' Guide clearly communicates the financial benefits of SME retailers switching to greener practices Secure funding from stakeholders willing to support SME retailers
COP26	Showcase integration into the COP26 timelines	Liaise with government stakeholders to understand all relevant timelines & expected format for COP26 Conduct initial thinking with working groups to understand how 'GSL' can most effectively be showcased at COP26

Impacts of COVID-19

Remote working:

COVID-19 implications could mean that remote working is in place for all of Phase 1. Re_Set remains flexible to work both physically and virtually and will be quick to respond to the latest government guidelines. The outcomes of the project will not be impacted by this, but the method of conducting the project and ways of working will be.

To minimise disruption, Re_Set and RSC will select and set-up virtual communication technology (e.g. MS Teams) during project onboarding. Virtual project groups and sharing spaces (e.g. Google Drive) will be established so folders can be updated and accessed virtually. Therefore, regardless of whether working remotely or in person, all technologies and tools will be commonplace and embedded as "business as usual".

'GSL' programme design and preparation:

With the roadmap out of lockdown set to re-open non-essential retail in early April, we are hopeful that 'GSL' will still be able to progress as originally planned in a physical location.

However, to mitigate any potential risk, we will play out different scenarios, taking into account different lockdown measures, to ensure the programme can be delivered successfully. In the instance of sustained lockdown, we would defer the launch of the accelerator as necessary, in order to comply with government regulation, while remaining cognizant of the RSC's desire to showcase our accelerator programme at COP26 in November 2021. We will work closely with the RSC to devise a favourable and safe solution that prioritises delivery of the programme's objectives.

Furthermore, we will work closely with the potential council and participants to remain mindful of any special requirements they may have given COVID-19. In particular, we will make sure that all participants are comfortable with the expectations of their presence on-site and interaction with consumers.

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Finally, we will consider how to integrate online elements with the accelerator programme. Our primary focus will be to bolster PR opportunities and consumer reach, particularly at a time where footfall on-site may be lower than anticipated due to sustained precautionary measures against COVID-19.

Ethics:

As a registered B Corporation, Re_Set meets the highest standards of verified performance, public transparency, and legal accountability. We are legally required to consider the impact of our decisions on our employees, customers, suppliers, community and the environment. We have chosen to commit to these high standards through BCorp because we believe business should be a force for good.

When undertaking community engagement (e.g. recruiting 'GSL' participants; conducting consumer research) we will adhere to GDPR regulation to protect the rights of individuals. Additionally, we will seek out the participation of stakeholders from diverse backgrounds to ensure we adequately represent the community and the wider British public.

All research conducted will be appropriately shared with the RSC team to inform our outputs. These findings will also be circulated more widely via media channels during 'GSL' and through the COP26 showcase (in line with GDPR regulation).

Finally, we will work closely with the council to uphold health and safety measures and avoid risk of personal harm while conducting in-person activities at 'GSL'.

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Appendix

Example outputs from the preceding phase of work Re_Set undertook with RSC:

_What is preventing a Retail Circular Economy today?

During the interviews a number of common barriers as well as potential enablers were identified

Some common themes...	...Identified as barriers today...	...that have the potential to become enablers in the future if addressed
Data & insights	Limited data exists & without this there is no real business case for SMEs to change the way they do things	Clean data and smart insights have the potential to drive changed mindsets and inform focus areas for the sector, government & retailers
Space	Reverse supply chains & repair/re-use models require significant space that SME retailers typically don't have available	Re-thinking use of vacant units & opportunities for shared space between retailers could provide opportunities, but only if economically viable
End of life Infrastructure	UK recycling & waste management systems are not set up for circularity and are not aligned across the country	Waste recycling commonality across boroughs, and opportunities for retailers to collaborate, could see dramatic move towards circularity
Collaboration	A collaborative mindset exists in pockets but is not widespread and fear of anti-competition laws risks working together for change	There is already a clear openness from some larger retailers & retail associations to lead the way and share resources and time
Incentivisation	There are examples of retailers being penalised for 'doing the right thing' & there are areas where companies benefit financially if items (e.g. returns) are sent to waste rather than kept in use	Create incentives for retailers to either provide new products/services, or collaborate with charity sector to recycle products
Fiscal Policy	Current regulations are limited in the circular economy space and do not provide retailers any incentive to act	Could changes to fiscal policy (e.g. VAT) enable incentives for new services (e.g. packaging solutions)

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_Breaking the challenge down to inform a vision

RE_SET

For retailers, we have identified six components to focus on



1 Sourcing | Retailers do not source products which are circular by design



2 Packaging | The industry continues to use single-use, non-recyclable packaging



3 End of life | The industry does not consider the end of life of products



4 Built environment | Shops need to be re-designed and re-imagined



5 Behaviours | Employees and customers do not understand circularity



6 Scale | Circular products are too niche and expensive for the average consumer



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5

_“Green Street” | Innovation accelerator programme

RE_SET

As well as creating inspiring case studies, this idea has emerged as an area of focus for a number of reasons



Shaping the principles | With a set of easy-to-understand principles defined early in this work, the programme enables these to be tested and revised



Understand barriers | This extensive ‘pilot’ will provide a valuable and unique opportunity to understand the barriers to realigning communities to deliver on a circular economy, as well as informing policy makers and other key enablers



Collaboration | By bringing together small and large retailers, along with government and retail bodies, there is a great opportunity to demonstrate the importance of collaboration for adopting a circular economy



Customer feedback & education | By educating customers and collecting feedback to gauge reactions and understand what resonates with them when engaging with “Green Street”, invaluable insights can be gained



Integrating Online | Recognising the role of online channels in the future of retail, the programme should incorporate this alongside the physical group of shops



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8

“Green Street” – innovation accelerator programme

RE_SET

Understand the goal

Create role models

Spread the message

Set targets to aim for

Showcase progress

- ▶ In order to test community impact and create a vehicle for change, it was agreed to find one or two “High Streets”/group of shops to focus all pilot initiatives, including:
 - ▶ Shared spaces for reverse logistics and collaborative deposit schemes
 - ▶ A set of standards, for example for only local sourcing or zero-packaging, that all the stores abide by
 - ▶ Trial an accreditation programme and build greater understanding of how to accurately assess impact and communicate benefits to customers
 - ▶ Services provided to customers, such as repair centres and workshops to learn new skills
 - ▶ A shared database and/or app for collecting information on customer preferences
- ▶ It would also be ideal to create a ‘digital twin’ online circular marketplace, which could also consider electric vehicle delivery models and experimentation with last mile delivery options
- ▶ Collaboration between large and small retailers will be required to ensure access to latest innovations and success stories
- ▶ Successful case studies will form the core of the planned education programme to demonstrate the art of the possible
- ▶ The recommendation is that the location should contribute to ‘levelling up’ – Bradford has been suggested as a possible location.



Examples of Ian Thompson Studio’s previous work for Keelham Farm Shop:

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