



STORE MANAGER: STORE WALK

Candidate Name

Interview Date

Interviewer Name(s)

Store

PART 1: CANDIDATE COMPLETES PRIOR TO THE INTERVIEW DAY

STORE WALK AND PRESENTATION PREPARATION



1 Hour

Store Walk: Candidate completes the store walk at their chosen store



30
Minutes

Presentation preparation: Prepare to present your findings of the store walk to an observer on the interview day

PART 2: COMPLETED ON THE INTERVIEW DAY INTERVIEW DAY



5
Minutes

Store Walk: Candidate to be given presentation preparation time



10
Minutes

Store Walk: Candidate presents their answers to Store Walk questions



15
Minutes

Store Walk: Hiring Manager questions based on your store walk presentation



45
Minutes

Interview: 4 core skills are assessed (provided to candidate in advance), plus a scenario based question (not provided to candidate in advance)

PART 3: REVIEW & SCORE

STORE WALK AND PRESENTATION PREPARATION



10
Minutes

Store Walk: Scoring to be completed in this guide once the candidate has left



10
Minutes

Interview: Scoring to be completed in interview guide once the candidate has left



OVERVIEW OF THE EXERCISE

The candidate exercise is designed to assess the candidate's commercial awareness, their understanding of how Co-op's Food Stores run and the communities they are based in. There are 2 parts:

1. A store visit that candidates complete in a store in advance of the interview day
2. A discussion with an observer on the interview day

The candidate's commercial awareness is measured by assessing 5 different areas:

Commercial Areas	Definition
Store Operations	The activity required to make sure the store is functioning well every day.
Store Profitability	The ability of the store to create profits with the resources available to it.
Customer Experience	The customer's view of Co=op, based on their everyday interactions with the business.
Brand Awareness	The extent to which an individual understands Co-op's brand, products and services.
Colleague Ways of Working	How effectively colleagues are working together in-store.

CANDIDATE BRIEF

Candidates are informed that they need to arrange a convenient time with a store to complete their visit. They are told that the purpose is to gather information about the store so that they can formulate their own ideas which they will discuss on the interview day.

To provide some guidance about what to take into account in the exercise, they are given 8 points to consider:

- What do you think is working particularly well in store?
- How well do you think it is functioning operationally?
- How are colleagues performing in store
- What do you think could be improved?
- Please describe the customer experience
- What do you think are the top 3 pieces of feedback that customers may provide about the store?
- How would you make sure the store reflects the needs of the community it serves?
- Colleague and customer feedback

The questions are intentionally generic so that they can relate to any store and focused enough to ensure that candidates are focusing on relevant information. Candidates are asked to prepare to provide feedback to the observer as part of the interview day.



RUNNING THE STORE WALK EXERCISE



30 Minutes

BEFORE YOU START:

- Read the Candidate Brief to understand what the candidate was asked to do.
- Review the evaluation criteria and question bank.
- Prepare your note-taking sheets.
- Do not score the candidate until the exercise has finished.

ROOM SET UP:

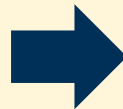
- Quiet interview space
- Table and chairs
- Rough paper/pens for candidate
- Flip chart (if available)

"Please talk me through your store visit, what you observed and any recommendations you would make."

"Thank you. I'd like to explore some of your observations in more detail."

5 mins | Candidate Preparation

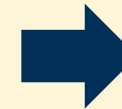
Allow the candidate time to review their notes before starting.



10 mins | Candidate Presentation

During this time:

- Listen and take notes
- Avoid interrupting unless clarification is needed



15 mins | Discussion and Questions

Use the question bank to explore their observations and recommendations.

"Thank you. That concludes the Store Walk exercise."



STORE WALK QUESTIONS (pg. 1)



15 Minutes

During the question and answer session you have the opportunity to explore the views already presented by the candidate, and to explore the commercial areas assessed in the exercise.

STORE OPERATIONS

- **Why do you think this area should be improved?**
- **What impact do you think your suggestions would have on store performance?**
- **Based on your understanding of retail, are there any changes you would make to the way the store is run?**

STORE PROFITABILITY

- **How do you think the profitability of the store could be improved? Why?**

CUSTOMER EXPERIENCE

- **What is the most important action a Store Manager should take to improve the customer experience? Why?**
- **What do you think has had the biggest negative impact on customers? Why?**
- **What could the store do to better understand its customer base?**



STORE WALK QUESTIONS (pg.2)

BRAND AWARENESS

- **How well do you think Co-op's brand is represented within the store?**
- **Are there any steps you would take to improve this?**
- **What steps could the store take to better reflect the community it serves?**

COLLEAGUE WAYS OF WORKING

- **How well do you think colleagues were interacting with customers?**
- **How else do you think the team could work more effectively?**
- **How would you help make this happen?**

OPTIONAL PROBES (Use these if you need additional evidence):

- **What led you to that conclusion?**
- **Can you tell me more about that?**
- **Why do you think that is important?**
- **What would success look like?**
- **How would you implement that change?**
- **What challenges might you expect?**

SCORING: STORE WALK

HOW TO SCORE:

- **Review** - review the notes that were made on the candidate during your conversation with them
- **Score** - determine what level best represents the candidate's level of commercial awareness using the descriptors below
- **When** - complete all scoring AFTER the interview using evidence you've captured

WHAT WE ASSESS	DEFINITION	REQUIRED SCORE FOR SM	WHAT GOOD LOOKS LIKE
Store Operations	The activity required to make sure the store is functioning well every day.	3	• Suggests improvements that focus on solving the root cause of the operational issues in-store, providing a lasting commercial impact • Examples consider the short and long term issues they believe may be facing the store
Store Profitability	The ability of the store to create profits with the resources available to it.	3	• Clearly shows how to drive profitability in-store through the examples provided and explains the impact it has • Examples provided focus on the short and long term needs of the store
Customer Experience	The customer's view of Co-op based on their everyday interactions with the business.	3	• Proactively identifies how to improve customer experience across the entire store and shows the commercial implications of these changes • Examples provided balance customer and business needs, taking into consideration the customer's perspective in the unique context of Co-op
Brand Awareness	The extent to which an individual understands Co-op's brand, products and services.	3	• Displays an in-depth understanding of the business/brand through the examples they provide and how it impacts the way in which the store is run • Examples may focus on then importance of in-store initiatives and how these could be used more effectively to drive profitability • Takes into consideration the community's need and makes recommendations based on these
Colleague Ways of Working	How effectively colleagues are working together in store.	3	• Provides numerous examples of how colleagues could improve their performance and discusses the impact this would have on the success of the store

SCORE

1. Not Demonstrated

The candidate did not provide sufficient evidence of the skills expected in the Store Walk



2. Partly Demonstrated

Some evidence of the skills but aspects were missing and/or unclear in the Store Walk



3. Demonstrated

Clear, relevant evidence of the skills at the level required for the Store Walk



4. Strongly Demonstrated

Strong, confident evidence of the skills in the Store Walk, with clear positive impact beyond requirements of the role.





DECISION & FEEDBACK

COMMERCIAL AREA:	SCORE (1-4)	FEEDBACK
Store Operations The activity required to make sure the store is functioning well everyday		What went well:
		Development areas:
Store Profitability The ability of the store to create profit with the resources available to it		What went well:
		Development areas:
Customer Experience The customer's view of Co-op, based on their everyday interactions with the business		What went well:
		Development areas:
Brand Awareness The extent to which an individual understand Co-op's brand, products and services		What went well:
		Development areas:
Colleague Ways of Working How effectively colleagues are working in-store together		What went well:
		Development areas:

OVERALL FEEDBACK



STORE WALK RECOMMENDATIONS

Progress - to pass the assessment candidates need to score at least 3 in all of the Commercial areas

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Decline - if the candidate scores 2 or below in any of the Commercial areas

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