



**oxford**  
SAID BUSINESS SCHOOL

UNIVERSITY OF OXFORD  
**RETAIL LOCATION  
ANALYSIS**

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EDUCATING LEADERS FOR 800 YEARS





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How do you optimise site performance and the contribution of the network?

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How do you evaluate the potential performance of new sites and rationalise an existing network of branches?

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How do you choose between the available techniques and methods of analysis?

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How will changes in the economic and business environment affect the nature of your decisions?

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# RETAIL LOCATION ANALYSIS

## Finding the locations that matter

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### THE NEED

The main priority for location analysis professionals, even in challenging economic times, remains being able to continually evaluate the performance of existing sites. For some branch-based businesses, exploring the opportunities presented by new sites, or by potential acquisitions, is still on the agenda, as is the consideration of new kinds of trading segments and formats. For others, however, the rigorous assessment of an existing portfolio of outlets, or the optimisation of site performance and contribution of the network – together with sometimes inevitable selective disposal – have taken on a greater importance, particularly at the moment. Data sources and techniques continue to evolve, even though many of the fundamental tasks remain the same. Greater accountability is required, under ever more rigorous financial control. Analysts often need to consider the spatial implications of a wide variety of often innovative trading formats. New, international, markets continue to provide complex challenges in terms of site acquisition, data availability and monitoring.

### WHAT WE OFFER

In the only programme of its kind, now in its twenty-third year, the Oxford Institute of Retail Management offers managers with oversight of or day-to-day responsibility for planning, development and site assessment – from retail, consumer service, property and other retail professional services businesses – the opportunity to explore current thinking in retail location analysis.

This residential programme takes place over three days in Oxford between 20 and 22 April 2009.

### OUR OBJECTIVES

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to provide a deliberately small scale forum for discussion of issues in retail location and geographical analysis with acknowledged experts

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to get away from the large-scale one-day conference format

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to focus on the practical development needs of individuals

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to emphasise take-home ideas, tools and insights

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This is a well tried and tested, deliberately small scale approach. The programme encourages discussion with practitioners and other speakers. It facilitates conversations about the changing environment affecting locational decision-making, and promotes individual learning through techniques workshops and discussions between participants from different backgrounds.

“ The openness of practitioners was welcome” ... “clear, concise and honest”.

“ Excellent – high quality presentations, well organised, good people presenting and attending.”



### JONATHAN REYNOLDS

Programme Director

Dr Jonathan Reynolds is Academic Director of the Oxford Institute of Retail Management. He first joined Oxford to work with UK food retailer Tesco on the application of new information technology, following time spent at the University of Edinburgh, with Coca-Cola, and at the University of Newcastle-upon-Tyne. A geographer, urban planner and retailer by turn, he now teaches and researches in the areas of retailing and technology, retail and services marketing and retail planning and development.



### DAVID ROGERS

Programme Director

Dr David Rogers is President of DSR Marketing, Inc, a market research and consulting firm which specialises in retail research, including store location analysis and consumer research. He was formerly Head of Site Potential Statistics for J Sainsbury. David graduated from the University of Bristol, took a Masters' degree in Urban Studies from the University of Wisconsin (Madison), and a doctorate from the University of Reading. Dr Rogers has worked with an extensive number of retail, restaurant, and shopping centre clients in Australia, Canada, France, Iceland, Puerto Rico, Saudi Arabia, Sweden, the United Kingdom, and the USA.

# PROGRAMME FORMAT

There are three main elements to the programme.

#### TECHNIQUES WORKSHOPS

Workshops on each day will introduce participants to the range of techniques employed by location analysts.

#### The Analogue Method

The analogue method is the foundation for all modelling and statistical methods, and is introduced through a new practical case study exercise in analogue methods focusing on a speciality store opening decision.

#### Multivariate Analysis

We review the main concepts, issues, and limitations concerning multivariate methods of sales forecasting analysis as exemplified by multiple regression analysis. This session includes practical experience through a turnover forecasting team-based exercise and, new for 2009, a session on non-linear forecasting techniques.

#### Gravity and Spatial Interaction Modelling

We demystify the gravity modelling approach through a competitive exercise predicting the sales potential and cannibalisation impact of a new superstore. For the first time in 2009, basic and advanced streams will be available.

This year, speakers include:

Jon Walker  
Director, the Wendover Group

Andy Thompson  
Managing Director, the Wendover Group

Steve Norris  
Partner, Strategic Perspectives

#### PRACTITIONER CASE STUDIES

Senior practitioners from a range of businesses are invited to present and discuss their perspectives on retail location analysis. The informal and small scale setting permits genuine and open conversations to take place.

This year, practitioner case studies so far confirmed include:

**Alliance Boots**  
Mark Chivers, Head of Strategy Development and Research

**DSG International**  
James Miller, Network Planning Manager

#### THE ENVIRONMENT FOR DECISION-MAKING

A series of background briefings by acknowledged experts provide an understanding of the changing context within which locational decision-making is conducted. Plenary clinics and panels provide an opportunity to share particular problems and concerns and learn from others and there are further opportunities for personal discussion with the course tutors.

#### FEES AND APPLICATIONS

The fee for the programme is £2,250 + VAT. This includes all tuition and materials, accommodation and meals.

For further details please contact Kristine Chadwick on +44 (0)1865 422587 or email [kristine.chadwick@sbs.ox.ac.uk](mailto:kristine.chadwick@sbs.ox.ac.uk)



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**SAID BUSINESS SCHOOL**

The Saïd Business School is Europe's fastest growing business school. An integral part of The University of Oxford, the School embodies the academic rigour and forward thinking that has made Oxford a world leader in education. The School is dedicated to developing a new generation of business leaders and entrepreneurs and conducting research not only into the nature of business, but the connections between business and the wider world.

**EXECUTIVE EDUCATION AT SAID BUSINESS SCHOOL**

Executive Education at Saïd Business School draws on thought leadership from the entire resource base of Oxford University, as well as the Business School, to offer executive development that both inspires individuals and drives business impact. Ambitious leaders and organisations benefit from the challenge of working with world experts to mine rich insights into the complex realities of global management, and to envisage and anticipate the future. Ranked in the Financial Times Top 6 in the world (May 2007) for programme design, its programmes for clients such as Telefonica, BMW Group

and Standard Chartered lead to lasting change at both the organisational and individual level. And with a fast-growing, forward-facing portfolio of pioneering leadership and practitioner programmes, such as The Oxford Strategic Leadership Programme [celebrating its 25th year in 2007], Diploma in Financial Strategy, and The Oxford Advanced Management Programme, it supports and inspires the business leaders of today and tomorrow.

For more information, see:  
[www.sbs.oxford.edu/execed](http://www.sbs.oxford.edu/execed)

**THE OXFORD INSTITUTE OF RETAIL MANAGEMENT**

As a research centre of the University of Oxford's Saïd Business School, the Oxford Institute of Retail Management helps to meet the needs of those retailers and consumer service companies seeking strategic insights into their markets, formats and channels. In addition to executive education, an active programme of retail research allows the Institute to directly address the concerns of corporate and public policy-makers.

For more information visit:  
[www.sbs.ox.ac.uk/oxirm](http://www.sbs.ox.ac.uk/oxirm) or email  
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