

Saint University: Supermarket Showdown

Business Challenge/Environment

Our Client, a Fortune 500 company and the leading grocer in the region, was having significant trouble winning permits despite a strong track record of good corporate citizenship and a good reputation for quality and service. Were those citizens turning out to oppose the Client's new stores really that upset about new supermarkets, or was someone helping them along? Our client smelled a rat...

Outcome

Several months after the training, the Client reported that the Real Estate Department had adopted a number of due diligence and outreach tactics prescribed in the training, leading to a noticeable increase in project supporters at public hearings; the consensus among the Department was that permitting had been getting easier and faster.

Our Approach

We understood, and agreed with, our Client's suggestion. However, after observing the results of several permitting efforts and a number of deep-dive conversations with members of the Real Estate Department, we realized that the Client's outreach programs were somewhat lacking, as well. So we prepared a training session for the Client's annual off-site. We:

- Created several business-school style case studies and whiteboard exercises, based on actual events from recent permitting efforts, so that Client's executives could discover for themselves the strengths and weaknesses of their approach
- Worked with Client to design a "How To Smell A Rat" training module, to educate the Client's executives on how to spot indicators that opposition to a proposal is being sponsored or directed by a competitor, and what to do when confronted with that situation
- Created a training module to educate the executives on how to develop grassroots outreach programs and mate them up with their existing grassroots programs
- Prepared a "final exam" case study featuring a variety of pitfalls, tricks, red-herrings and actual real-life examples to test the executives' ability to devise a strong campaign plan

CASE STUDY