



THE UNIVERSITY OF
AUCKLAND
Te Whare Wānanga o Tāmaki Makaurau
NEW ZEALAND

Retail Strategy

2015 - 2025

Feed to Succeed

Feed to Succeed

The role of retail on campus

Retail stores at the University of Auckland exist to provide relevant, accessible and good value products and services to meet the needs of the University community. We want students and staff to be able to get most of what they need on a daily and weekly basis on campus – both for convenience and to encourage social engagement with peers.

Provide relevant, accessible and good value products and services to meet the needs of the University community.

Our retail strategy

We have a 10 year programme to improve the retail environment at the University of Auckland. The programme, called *Feed to Succeed*, aims to create and deliver a retail experience that stimulates social interaction and consistently satisfies customers by providing sustainable, on-trend, great value retail stores on campus.

Feed to Succeed has three key themes. We plan to:

- increase the choices
- improve the standards
- optimise the locations

Increase the choices



Increase the total number of (retail) stores from 31 (in 2017) to 39 (in 2025).



The space occupied by retail stores will also increase, from 3300 square metres (in 2017) to over 4200 square metres (in 2025).



The number of food and beverage stores will increase from 22 to 28.



Food and beverage stores will have a greater focus on quick-serve type outlets, to suit busy schedules.



Maintain a focus on ensuring cheaper / lower priced food options are consistently available.



Keep food choices on-trend by supplementing permanent retailers with pop-up operators.



Ensure a wider range of food styles, with a greater focus on healthier foods and drinks.



Provide additional facilities to prepare and heat food.

Focus on ensuring lower priced food options are consistently available.

Improve the standards

- Lift the overall quality of retail through the introduction of more authentic brands and operators of proven high standards.
- Improve the availability and standard of communal seating areas and overall ambience.
- Maximise the availability of food and retail services by extending store trading hours to meet student and staff needs during the year.

More authentic brands and operators of proven high standards.

- Closer collaboration with retailers to ensure menus are regularly refreshed and consistently delivering sustenance at great value.
- Implementation and adherence to a Key Performance Indicator (KPI) programme focussed on presentation, value, speed of service, taste and nutrition.
- Maintain regular engagement with students and staff to gather feedback to address evolving needs.



Optimise the locations

- Maintain a central food precinct in The Quad area to maximise choice, convenience and socialising opportunities.
- Supplement the central food precinct in accordance with population clusters - this will see more retail stores in and around OGGB, HSB and Engineering.
- Cluster non-food retailers (eg bookstore, banks, pharmacy) into a common zone for efficiency.
- Address localised faculty and out of hours needs for essential products via vending.
- Respond to localised disruptions during major construction programmes at the City Campus, by maintaining suitably located retail facilities.

Maintain a central precinct in The Quad, plus more retail closer to OGGB, HSB and Engineering.

Meeting the specific needs of the University

The foundations of the *Feed to Succeed* retail programme originated in 2014 when we consulted widely with students and staff to identify opportunities for improvement. We also engaged leading retail consultants Brain & Poulter to ensure we took account of international trends and industry best practice. The result was a set of high level requirements that reflect the unique needs of the University of Auckland community and that will guide our decision-making in the years ahead:

A tailored tenancy mix	Despite a customer base of almost 50,000 students and staff, space constraints across the University means the tenancy mix needs to be focussed on core needs with a skew towards food and beverage stores rather than general retail stores found in malls.
Limited time	With limited time due to timetabling and class schedules, food needs to be readily available and service should be prompt. Demand for full service restaurants has to be balanced with the greater need for quick-serve and 'grab & go' options on campus.
Broad expectations	There is a clear need to provide a broad range of food options on campus to suit tastes, evolving styles and dietary needs that are constantly developing. Retailers are needed who can respond quickly and effectively to changing demands.
Desire to socialise	Students and staff often want to dine with their peers, making communal seating, shelter facilities and overall ambience very important. Seating areas need to be available not just for café customers, but also to students and staff who bring in their own food.
Sensitivity to price	For students and staff managing tight budgets, prices need to be low and attractive. Readiness to pay a higher prices does exist, provided it is matched by commensurate quality. We need a wide price range within each individual retailer, rather than across the portfolio as a whole.
Fluctuating demand	A 38 week academic year and multiple non-teaching spells creates distinct peaks and troughs of demand, with varying trading hours. Retailers need to meet this fluctuating demand, whilst also ensuring their own commercial viability.



The University has some unique needs that will guide our decision making to create a better retail experience.



We're already making progress

The *Feed to Succeed* retail strategy has already achieved several key improvements and milestones.

New retailers such as Moustache, TANK, Shaky Isles, Mojo, Superfino, Ha!Poke, Hollywood Bakery and Barilla Dumpling have all been introduced in the last three years.

MOUSTACHE

MILK & COOKIE BAR

TANK

Shaky
Isles

MOJO

SUPERFINO

HA!
POKE

HOLLYWOOD
BAKERY ESPRESSO

THE
DELI

Refurbishments and menu improvements have also occurred to retail facilities at the Law School, Owen G Glenn Building and the Human Sciences Building.

Staying on the right track

To measure the ongoing performance and progress of the *Feed to Succeed* retail strategy, a number of tools will be utilised:

- Ultimately, customer satisfaction is the key metric, with a target score consistently above 75% when students and staff are asked to rate overall satisfaction with the range, convenience and quality of on campus retail.
- External assessments will also be regularly undertaken, to ensure standards are keeping pace with industry benchmarks.

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- Data from the retail operators will also be assessed, in particular the number of retail transactions and its movement relative to enrolled student numbers.

What to expect in the near future (2018 - 2020)

A series of major construction projects, especially at the city campus, will need some careful navigating to preserve the retail experience. A number of existing retail stores will be displaced, and some retail services will use interim facilities until new permanent sites are built.

The mix of retail stores is also under regular review, with further changes planned that will introduce additional brands and choice on campus. Major changes will be timed to occur outside of semesters so that any disruption is minimised.



There will also be regular engagement about retail services with students and staff, either through surveys, focus groups or presentations.

Please help us keep improving

We're proud of the *Feed to Succeed* strategy and committed to ensuring customer satisfaction through the range, convenience and quality of retail stores and services on campus. To help us continue improving, your feedback and comments are always welcome, via email to retail@auckland.ac.nz