



Barrett Values Centre

Retail Industry Report

Prepared by Barrett Values Centre

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Retail Industry Report 2007-2014

Total number of organizations: 65

Time Period: 2007-2014

Countries represented: 22

Average Entropy:

Year	Average Entropy
2007-2014 Combined	18%
2014	18%
2013	17%
2012	16%
2011	26%
2010	22%
2009	14%
2008	17%
2007	14%

Total Number of Organisations by Current Organisational Entropy:

Entropy Band	Number of Organisations
0-10%	17
11-20%	27
21-30%	15
31-40%	4
41% or more	2

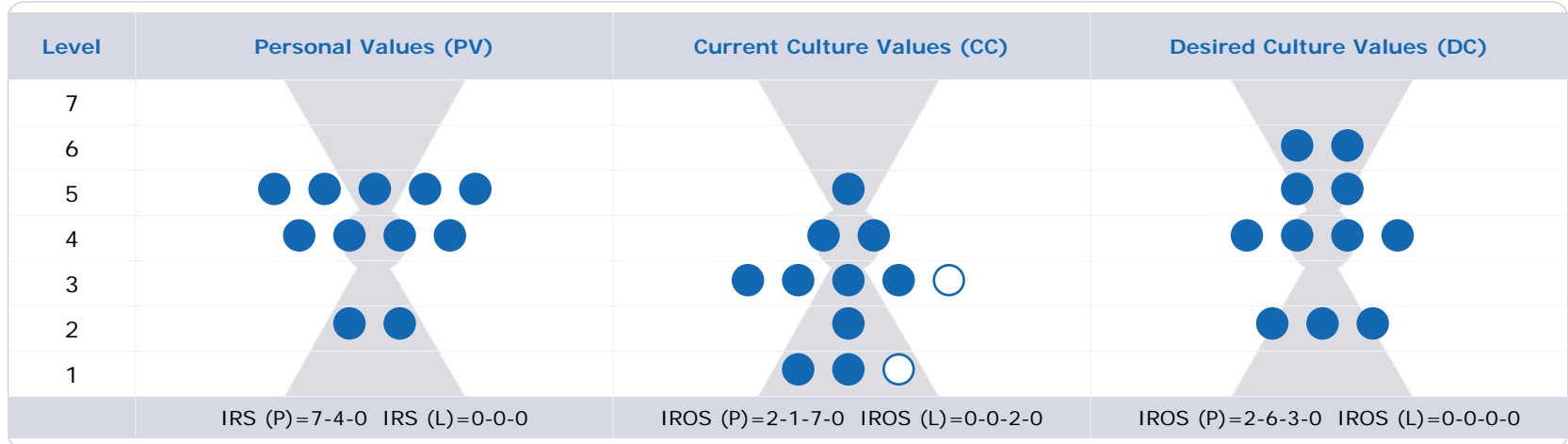
Industry Reports are a composite view of a specific industry using results collected from Cultural Values Assessments over time.

The values data represents the most commonly occurring top values. Percentages associated with values denote the percentage of assessments in a given industry where that value appeared among the top values.

The Retail Industry Report includes data from both Food & Drink Retail and Retail General.



Retail Industry Report 2007-2014



Matches
 PV - CC 1
 CC - DC 4
 PV - DC 4

honesty	92% 5(I)	<i>teamwork</i>	62% 4(R)	<i>teamwork</i>	83% 4(R)
<u>commitment</u>	74% 5(I)	<i>customer satisfaction</i>	54% 2(O)	<i>continuous improvement</i>	69% 4(O)
family	60% 2(R)	cost reduction (L)	48% 1(O)	<i>customer satisfaction</i>	66% 2(O)
responsibility	55% 4(I)	results orientation	43% 3(O)	employee recognition	49% 2(R)
respect	54% 2(R)	<i>continuous improvement</i>	42% 4(O)	<u>commitment</u>	42% 5(I)
positive attitude	51% 5(I)	profit	37% 1(O)	open communication	42% 2(R)
<u>trust</u>	46% 5(R)	<u>commitment</u>	34% 5(I)	<u>accountability</u>	31% 4(R)
humour/ fun	42% 5(I)	organisational growth	31% 1(O)	leadership development	28% 6(O)
continuous learning	35% 4(I)	brand image	28% 3(O)	<u>trust</u>	28% 5(R)
<u>accountability</u>	32% 4(R)	achievement	26% 3(I)	<u>adaptability</u>	25% 4(I)
<u>adaptability</u>	32% 4(I)	bureaucracy (L)	26% 3(O)	coaching/ mentoring	25% 6(R)
		quality	26% 3(O)		

Black Underline = PV & CC
 Orange = PV, CC & DC

Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

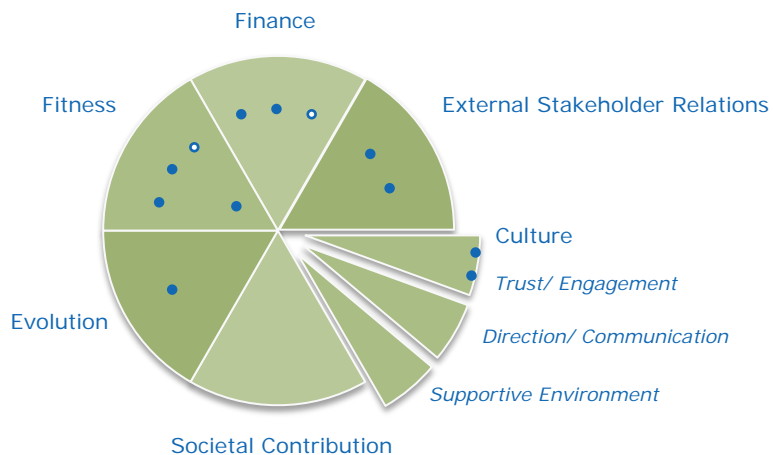
I = Individual
 R = Relationship

O = Organisational
 S = Societal

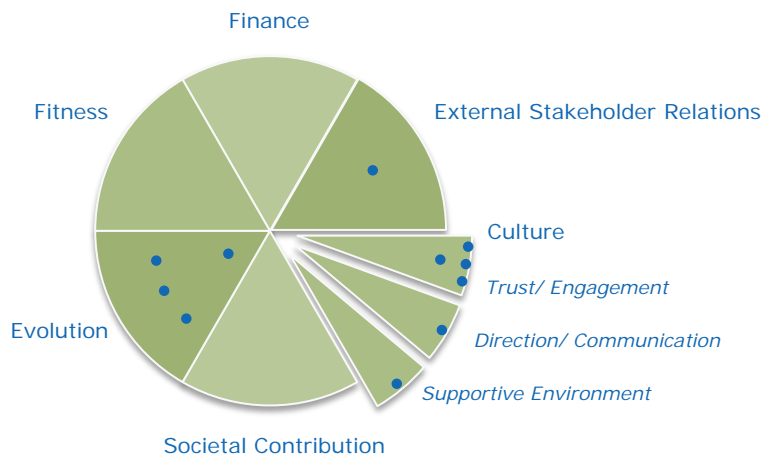


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Current Culture Values



Desired Culture Values



		Current Culture	Desired Culture
Finance		cost reduction (L)	
		organisational growth profit	
Fitness		achievement	
		bureaucracy (L) quality results orientation	
External Stakeholder Relations		brand image	customer satisfaction
		customer satisfaction	
Evolution		continuous improvement	adaptability coaching/ mentoring continuous improvement leadership development
Culture	Trust/ Engagement	commitment teamwork	accountability commitment teamwork trust
	Direction/ Communication		open communication
	Supportive Environment		employee recognition
Societal Contribution			



Consolidated Cultural Data – Retail 2007-2014

VALUES JUMPS

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in **bold** are represented in the Desired Culture.

VALUE	Percentage of Assessments
employee recognition	66%
open communication	54%
employee fulfilment	52%
balance (home/work)	40%
coaching/mentoring	38%
trust	38%
leadership development	34%
honesty	29%
adaptability	26%
staff engagement	26%