



A CHASE WHITE PAPER

People Before Process. Process Before Technology.

Why the most successful retail execution transformations in Consumer Goods begin with people - not platforms.

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Chase Retail & Consumer Goods | chasercg.com

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Foreword

By Jason Murphy, Founder & CEO, Chase Retail & Consumer Goods

When I first entered the world of commercial transformation, I assumed the hardest part would be finding the right technology. Over time, I realised I was asking the wrong question.

Technology has never really been the difficult part. Helping people embrace change has always been the challenge.

Over the last two decades I've worked alongside consumer goods organisations of every size, from global businesses operating across dozens of markets to ambitious mid-sized companies looking to accelerate growth with fewer resources. Their circumstances differed, but they faced remarkably similar questions: How do we improve execution? How do we become more productive? How do we make better commercial decisions? How do we give our teams the confidence to perform at their very best?

Technology was often part of those conversations. It was never the whole conversation.

As an industry, we have become exceptionally good at collecting data. We have more dashboards, more reports and more AI-powered insight than ever before. Yet one challenge remains remarkably consistent: turning insight into action. Because data doesn't visit customers. Dashboards don't negotiate with retailers. Artificial intelligence doesn't build trust. **People do.** That simple truth sits at the heart of everything we believe at Chase.

We founded Chase because we felt the industry needed something different, not another software reseller, not another consultancy producing lengthy reports, and not another business encouraging organisations to buy technology before they understand the commercial problem they are trying to solve. Instead, we wanted to build an advisory business that starts with people, commercial outcomes and customers.

This philosophy has become even more important as artificial intelligence rapidly reshapes our industry. AI will undoubtedly change the way commercial organisations operate, but I don't believe it makes people less important; I believe it makes them **more** important. As technology becomes increasingly capable, the quality of leadership, judgement, coaching and customer relationships will become the real differentiators.

That is why we wrote this paper. Not to promote a particular solution or recommend one methodology over another. Instead, we wanted to share a perspective built on years of practical experience across Retail Execution, Commercial Planning, and Route-to-Market transformation, one that remains entirely solution-agnostic and places people at the centre of every transformation programme. We use Retail Execution as the example here, but the same is seen across commercial planning.

I'm particularly grateful to Mike Price for contributing his experience throughout this publication. Mike has spent more than twenty-five years helping some of the world's leading consumer goods organisations improve retail execution across more than thirty international markets. His perspective reinforces something I have seen throughout my own career: the most successful programmes are remembered not because of the software they implemented, but because of the people they developed and the commercial capability they built.

If this publication encourages even one leadership team to pause before their next transformation programme and ask, “**How can we help our people become more successful?**” rather than “**Which technology should we buy?**”, then it will have achieved its purpose.

“Successful retail execution doesn't begin with technology. It begins with people.”

Jason Murphy — Founder & CEO, Chase Retail & Consumer Goods

Executive Summary

Consumer goods organisations have never had access to more powerful retail execution technology, and many are still failing to see the commercial return they expected from it.

This white paper draws together ten perspectives from Chase's work advising Consumer Goods organisations on Commercial Planning and Retail Execution transformation. Its central argument is simple, and consistent across every chapter that follows:

“People create commercial outcomes. Technology enables them.”

Across every market and every organisation we work with, the pattern repeats. Budgets are approved. Platforms are implemented. Dashboards go live. Twelve months later, adoption has plateaued, managers have reverted to old habits, and the commercial benefits promised in the business case have failed to materialise. The instinctive response is to blame the technology. Our experience suggests otherwise: the challenge almost always begins much earlier, in the way organisations think about the people expected to change.

This paper sets out why that happens, and what world-class organisations do differently. It explores:

- **The Retail Execution Illusion**, why programmes succeed or fail long before technology is switched on.
- **The end user as a strategy**, why transformation must be designed around the people who deliver it every day.
- **Why technology alone cannot create great sales teams**, and the capabilities that actually differentiate performance.
- **Why adoption still fails**, and the adoption curve every leadership team should understand.
- **The People First Framework™**, Chase's operating model for sustainable transformation.
- **The role of change leadership**, not just project management, in embedding new behaviour.
- **The forgotten role of the front-line manager**, the single biggest multiplier of adoption.
- **What good actually looks like**, through the Retail Execution Excellence Model™.
- **The Chase Transformation Method™**, an eight-phase approach that puts behaviour before technology.
- **The Chase perspective** on where the industry goes next, and the leadership legacy that outlasts any platform.

Together, these perspectives form a single argument for commercial leaders preparing their next transformation programme: people, process and technology all deserve equal billing, but none of them delivers a return without genuine adoption, by managers as well as end users. Design that adoption in from the start, lead the change, and technology can do what it does best: help a great team make better decisions and become even better.

PART 1 OF 10

The Retail Execution Illusion

Why retail execution programmes succeed or fail long before the technology is switched on.

Technology has transformed what field sales teams are capable of achieving; mobile applications, image recognition, AI-driven insight and real-time reporting have all raised the ceiling on performance. Yet many organisations still experience disappointing results from their transformation programmes. Budgets are exceeded. Adoption is inconsistent. Managers revert to old behaviours. Field representatives lose confidence. Commercial benefits fail to materialise.

The common assumption is that the technology was wrong. In our experience at Chase, that assumption is usually incorrect. The technology is rarely the problem; the challenge almost always begins much earlier, with the questions organisations never asked before they started evaluating solutions.

Too many transformation programmes begin by asking **which solution to buy**. The better question is: **what commercial problem are we trying to solve, and what behaviours need to change?** Retail execution is fundamentally a people business; field teams influence retailers, solve problems, build relationships and represent the brand. Software can support these activities. It cannot replace them.

Key Principles

- People adopt change, not software.
- Leadership drives behaviour.
- Simplify processes before digitising them.
- Technology should support commercial objectives, not define them.
- Measure adoption with the same rigour as implementation.

MIKE'S PERSPECTIVE Global Retail Execution Advisor

"The most successful retail execution programmes are remembered for the behaviours they created, not the technology they deployed. Great leadership and coaching make the difference."

Executive Checklist

- ✓ Have we defined the commercial problem we are trying to solve?
- ✓ Have end users influenced the design of the new way of working?
- ✓ Are managers equipped to coach new behaviours?

- ✓ Have we designed the future process before choosing technology?
- ✓ Will adoption be measured after go-live, not just implementation?

PART 2 OF 10

The End User Is the Strategy

Designing retail execution around the people who deliver it.

Every retail execution programme is ultimately judged by the people who use it every day. If field teams see new processes as helping them serve customers better, adoption follows. If they see additional administration, surveillance or complexity, even the most capable platform will struggle to deliver value.

Consumer goods organisations often invest significant time evaluating technology, and comparatively little time understanding the daily reality of the people expected to use it. Field representatives operate in dynamic environments where every minute matters and any change must make their day easier, not simply provide more information to head office.

The best retail execution programmes are built around a simple principle: **start with the user journey**. Before defining reports, dashboards or KPIs, organisations should understand how a representative plans their day, prepares for customer visits, solves problems in store, records outcomes and receives coaching from their manager. Technology should remove friction rather than create it; every additional click, duplicated activity, or unnecessary data field reduces confidence and adoption. Simplicity is not a design preference. It is a commercial advantage.

What Great User-Centred Design Looks Like

- Understand the day in the life of a field representative.
- Design processes around customer conversations rather than administration.
- Test new ways of working with frontline users before wider deployment.
- Reduce data capture to information that creates genuine commercial value.
- Train managers to coach behaviours, not simply monitor compliance.

The Chase Perspective

At Chase, we believe retail execution transformation should begin with **discovery, not deployment**. Our advisory approach focuses first on commercial objectives, leadership capability and frontline process. Only once those foundations are understood should technology decisions be made. A solution-agnostic approach that helps organisations invest with confidence and achieve sustainable adoption.

MIKE'S PERSPECTIVE Global Retail Execution Advisor

"The most effective field teams I have worked with never described technology as the reason they were successful. They talked about clarity, confidence, coaching and knowing exactly what good looked like. Great technology supported those behaviours; it did not create them."

Questions for Leadership Teams

- ✓ Have we spent time observing the people who will use the new process?
- ✓ Can every activity be linked to a clear commercial outcome?
- ✓ Have frontline managers been equipped to lead change?
- ✓ Does the new approach save time as well as improve insight?
- ✓ How will we measure confidence and adoption after launch?

PART 3 OF 10

Technology Doesn't Create Great Sales Teams

Why capability, coaching and culture matter more than features.

Modern retail execution platforms are more capable than ever, optimising routes, capturing store images, measuring compliance, generating AI-driven recommendations and providing real-time visibility. These capabilities are valuable. However, they only create commercial impact when they influence behaviour.

The best field representatives do not succeed because they have the best application on a mobile device. They succeed because they understand their customers, ask better questions, recognise opportunities and build trusted relationships. Technology should support those strengths, not attempt to replace them.

One of the most common mistakes organisations make is assuming that once a solution has been deployed, adoption will naturally follow. In reality, capability must be developed through coaching, repetition, recognition and continuous feedback. Retail execution excellence is built on three foundations: **capable people, effective leadership and well-designed processes**. Technology amplifies those foundations. It cannot compensate for their absence.

The Chase Capability Pyramid

A simple way of thinking about sustainable transformation, from the foundation up:

1. **Purpose** - everyone understands why change is needed
2. **Capability** - people have the knowledge and confidence to perform
3. **Coaching** - managers reinforce behaviours every day
4. **Technology** - digital tools support consistent execution
5. **Commercial Outcomes** - improved availability, compliance, productivity and growth

MIKE'S PERSPECTIVE Global Retail Execution Advisor

"Across international retail execution programmes, I have learned that software does not create high-performing field teams. Great managers do. The organisations that invest in coaching always outperform those that rely on technology alone."

Leadership Reflection

- ✓ Are managers spending enough time coaching in the field?
- ✓ Do we recognise and reward the behaviours we want to encourage?
- ✓ Can every user explain how the technology helps them serve customers better?
- ✓ Have we made the new process simpler than the one it replaced?

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Why Adoption Still Fails

Understanding the human barriers to retail execution transformation.

Organisations rarely struggle because they selected the wrong retail execution platform. They struggle because people do not fully adopt new ways of working. Many transformation programmes are declared a success the moment the technology goes live. In reality, that is where the real work begins. Implementation measures technical readiness. **Adoption measures whether people have genuinely changed the way they work.**

Field teams naturally ask practical questions: Will this help me sell more? Will it save me time? Will my manager use it to coach me, or simply monitor me? If leaders fail to answer these questions, uncertainty quickly becomes resistance. Adoption is influenced by trust, leadership, communication and confidence. When change feels imposed, adoption slows regardless of the quality of the technology.

The Retail Execution Adoption Curve™

At Chase, we encourage organisations to think of adoption as a journey, not a single event:

AWARENESS

UNDERSTANDING

ACCEPTANCE

CONFIDENCE

HABIT

OWNERSHIP

ADVOCACY

Common Reasons Programmes Fail

- Insufficient executive sponsorship.
- Too much focus on technology and too little on behaviour.
- Training centred on system features rather than customer outcomes.
- Managers measure compliance instead of coaching performance.
- Overly complex processes that increase administrative effort.
- Failure to celebrate early successes and recognise positive behaviours.

MIKE'S PERSPECTIVE Global Retail Execution Advisor

"Adoption is built one conversation at a time. The most successful programmes I have seen invested as much in preparing managers to lead change as they did in configuring the technology. When managers coach with confidence, teams adopt with confidence."

Leadership Questions

- ✓ Have we clearly communicated why change is necessary?
- ✓ Are managers equipped to coach, not simply inspect?
- ✓ Have we removed unnecessary complexity from the user experience?
- ✓ Do our KPIs reinforce the behaviours we want to see?
- ✓ Who are our change champions across the organisation?

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People Before Process Before Technology

The philosophy and the operating model that underpins everything Chase believes about sustainable transformation.

For more than three decades, the consumer goods industry has invested billions in improving retail execution. Mobile applications, image recognition, AI, predictive analytics and real-time reporting have transformed what field sales teams are capable of achieving. Yet many organisations continue to experience disappointing results from transformation programmes.

At Chase, we've developed a simple belief that underpins everything we do:

"People create commercial outcomes. Technology enables them."

To be clear about what this means in practice: this is not an argument for sequencing investment, or for building bigger training departments. People, process and technology deserve equal billing in any transformation, and all three need to be right. What "people before" actually means is that adoption, by managers as well as by end users, has to be designed in from the very start, because adoption is what converts investment in process and technology into better decisions and real commercial results. Skip that design step and even the best-funded process and technology choices will underperform.

This philosophy shapes every conversation we have with our clients. Before discussing platforms, software or AI, we first ask three questions: **What commercial problem are you trying to solve? What behaviours need to change? What do your people need in order to succeed?** Only once those questions have been answered should technology enter the conversation.

The Technology Trap

One of the most common patterns we see across consumer goods organisations is what we call **the Technology Trap**. It usually begins with genuine ambition: margins are under pressure, retailers expect more, competitors appear to be moving faster, and technology promises answers: real-time reporting, AI, Perfect Store measurement, predictive analytics. A business case is written. A vendor is selected. Implementation begins. Months later, the dashboards look impressive, and the technology works, but adoption stalls because the organisation designed and deployed the platform before it designed how people, including managers, would actually adopt it.

The People First Framework™

A practical operating model for sustainable retail execution transformation, consisting of eight connected stages. Each stage builds upon the one before it, skipping a stage weakens everything that follows. Notice that technology appears sixth, not first. That is intentional.

1. Purpose - why leaders must answer "why?" before anything else
2. Leadership - employees observe leaders far more than they listen to them
3. People - understanding routines, frustrations and capability gaps by role
4. Process - simplify before you digitise - poor processes become digital poor processes
5. Data & Insight - collect the right data, not more data
6. Technology - "which solution best supports the model we've designed?"
7. Coaching - go-live is the starting line, not the finish line
8. Continuous Improvement - the framework never truly finishes

The Four Golden Rules

- **Simplicity wins.** Every unnecessary click, field or report reduces adoption.
- **Coaching beats compliance.** Inspection creates short-term activity; coaching creates lasting capability.
- **Leaders set culture.** People imitate observed behaviour, not communicated intention.
- **Technology should become invisible.** The best systems disappear into daily work.

JASON'S PERSPECTIVE Founder & CEO

"At Chase we deliberately avoid beginning conversations with software. Instead, we ask organisations about their people; what frustrates them, what motivates them, what slows them down. Once we understand those answers, technology becomes much easier to discuss, because it is supporting people, not replacing them."

The Retail Execution Maturity Model

Transformation should progress at the pace at which people, processes and leadership are genuinely ready, not at the pace a vendor's roadmap suggests. Retail execution maturity is not defined by the sophistication of the technology an organisation owns; it is defined by how consistently its people turn strategy into action. Chase maps organisations against five levels:

REACTIVE	DEFINED	CONSISTENT	INSIGHT-LED	ADAPTIVE
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Moving too quickly through these levels, skipping the discipline required at each stage, is one of the most common reasons ambitious transformation programmes stall. Understanding where an organisation genuinely sits today is the essential first step before deciding where to go next.

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The Role of Change Management

Leading people through transformation, not simply managing projects.

“Successful retail execution transformation is not achieved by managing technology. It is achieved by leading people.”

There is a fundamental difference between **project management** and **change leadership**. Project management ensures a programme is delivered on time, within budget and to specification. Change leadership ensures people embrace the programme long after the project team has left. Both are essential, yet many retail execution programmes invest significantly more time in managing the project than leading the people. Plans are built, workstreams established, training delivered, go-live achieved, and the project is declared successful. Twelve months later, adoption has plateaued, managers have returned to previous habits, and commercial benefits remain below expectations. The project succeeded. The transformation did not.

Most failures at this point are not technical. They are organisational. Leaders often assume that once employees understand what is changing, they will naturally adopt it, but people do not change because they receive information. **They change because they experience confidence**, and confidence comes from understanding, involvement, trust, coaching, repetition, recognition and leadership.

The Chase Change Leadership Framework™

Six connected leadership principles, each dependent on the one before it:

1. Purpose - a compelling, commercial reason for change, never a technical one

2. Understanding - practical answers to “why?”, “why now?” and “how does this affect me?”

3. Confidence - built through visible leaders, regular coaching and safe mistakes

4. Capability - developed through practice, not presentations

5. Ownership - when people stop calling it “the project” and start calling it “how we work”

6. Continuous Improvement - feedback loops that prevent transformation becoming static

The Three Conversations Every Leader Must Have

- **“Why are we changing?”** asked every week, not once. Purpose fades unless reinforced.
- **“How are you finding the new way of working?”** Listen, don't defend or explain immediately.
- **“How can I help?”** Leadership exists to remove barriers, not create them.

MIKE'S PERSPECTIVE Global Retail Execution Advisor

“One of the biggest myths in transformation is that people resist change. In reality, most people embrace change when they believe it helps them become more successful. What they resist is unnecessary complexity, losing confidence, and feeling unsupported.”

Leadership Checklist

- ✓ Clear commercial purpose and strong executive sponsorship in place before launch.
- ✓ Manager capability programme running alongside the technology rollout.
- ✓ Change champions identified across the organisation.
- ✓ Weekly coaching and leadership visibility maintained after go-live.
- ✓ Adoption, sentiment and commercial impact reviewed, not just budget and timescale.

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The Forgotten Role of the Front-Line Manager

Why great retail execution is built one coaching conversation at a time.

“Technology doesn't change behaviour. Managers do.”

If there is one role that consistently determines whether a retail execution programme succeeds or quietly fades away, it is not the Project Manager, the CIO or the Commercial Director. **It is the Front-Line Manager.** For every field representative, the organisation is experienced through one person - their manager. That individual decides what gets discussed, what gets measured, what gets praised and what gets ignored.

In many organisations, considerable attention goes into selecting and configuring retail execution technology, while comparatively little thought is given to how the people responsible for embedding it, particularly managers, will actually adopt it and use it to make better decisions. This is not a case for building bigger training departments; it is a case for designing adoption into the programme itself, so managers and end users are equipped to make good decisions before go-live, not after. That

imbalance explains why so many programmes deliver strong implementation but weak adoption. The technology works. The people understand it. But nobody changes behaviour, and decision-making doesn't improve. At Chase, we believe **the Front-Line Manager is the single biggest multiplier in retail execution transformation**. Great managers do not inspect activity; they improve performance. They do not simply review reports; they develop people.

The Five Roles of a Modern Field Manager

- **Coach** - develops capability, not compliance.
- **Leader** - creates confidence, communicates purpose, removes uncertainty.
- **Translator** - turns commercial strategy into daily action.
- **Problem Solver** - removes barriers and simplifies processes.
- **Change Leader** - helps people become comfortable with continuous improvement, not just today's project.

A Coaching Conversation Framework™

OBSERVE	UNDERSTAND	REFLECT	IMPROVE	COMMIT	SUPPORT
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As AI increasingly provides recommendations, prioritisation and forecasting to field teams, the manager's role shifts, from directing activity to coaching judgement. The organisations that invest deliberately in closing the **manager capability gap** consistently outperform those that treat frontline management as a promotion rather than a discipline in its own right.

MIKE'S PERSPECTIVE Global Retail Execution Advisor

"Great organisations invest in their managers before they invest in their software. Every hour spent developing a front-line manager's coaching ability is repaid many times over in the behaviour of every representative in their team."

PART 8 OF 10

What Good Looks Like

The Retail Execution Excellence Model™ - six connected capabilities that define world-class performance.

Excellence is not an event that happens at go-live. It is a set of capabilities that reinforce one another continuously. At Chase, we describe world-class retail execution as six connected capabilities; remove one, and the model weakens.

1. Commercial Purpose - everyone, from CEO to field rep, understands the ambition

2. Customer Focus - the organisation is built around customers, not internal departments

3. People & Leadership - managers coach more than they inspect

4. Executional Excellence - field teams feel empowered to exercise judgement

5. Data & Decision-Making - data is trusted, so people actually use it

6. Continuous Improvement - learning never stops

Two Markers Worth Highlighting

Technology becomes invisible.

The very best retail execution programmes rarely spend much time discussing technology not because it isn't important, but because it works. Nobody celebrates Wi-Fi or email; they simply expect them to work. Retail execution technology should eventually earn the same quiet trust.

Planning and execution become one conversation.

One of the biggest historical weaknesses in consumer goods organisations has been the separation of Commercial Planning from Retail Execution. World-class organisations remove this gap: field insight influences planning, planning informs execution, and execution improves planning - a continuous cycle rather than two disconnected disciplines.

Executive Self-Assessment

World-class retail execution organisations can typically say yes to each of the following:

- ✓ Every employee can explain the commercial ambition in their own words.
- ✓ Field representatives ask, “what does this customer need?” before “what activity must I complete?”
- ✓ Managers spend more time discussing opportunities and capability than compliance and dashboards.
- ✓ People trust the data enough that nobody maintains a shadow spreadsheet.
- ✓ Commercial Planning and Retail Execution are treated as one continuous conversation.

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The People-First Transformation Method

An eight-phase operating cycle that puts behaviour before technology and never really ends.

Rather than treating transformation as a linear project, Chase views it as a connected operating cycle. Each stage prepares the organisation for the next; skipping one almost always creates problems later.

DISCOVER

DEFINE

DESIGN

ALIGN

ENABLE

EMBED

OPTIMISE

EVOLVE

Discover - Understand Before You Recommend

Before discussing software, AI or vendors, leadership should understand the business: what frustrates field teams and customers, what capability already exists, and what should never change. This phase is built on executive interviews, field observations and customer visits, not vendor demonstrations.

Define - Agree What Success Looks Like

Leadership defines commercial, behavioural, customer and people outcomes first. Technology outcomes are agreed **last**, once everything else is clear.

Design - Design Behaviour Before Technology

One of the biggest differentiators in the Chase methodology: rather than beginning with system design, we begin with behavioural design; what should representatives do differently, and how should managers coach before technology design begins.

Align - Build Organisational Readiness

Alignment is often underestimated, yet it determines adoption. People, processes, KPIs, governance, communications, recognition and reward must all reinforce the same behaviours.

Enable - Prepare People Before Go-Live

Technology training alone is never enough. Enablement is not about standing up a bigger training function; it is about equipping the leaders and managers already in place to coach the new behaviours and support better decision-making from day one, through role-based practice and scenario-based coaching alongside the technology rollout. Technology becomes one component of capability, not the objective.

Embed - Turn Behaviour into Habit

Go-live marks the beginning, not the end. Front-line managers now become the most important people in the programme, through daily coaching, weekly reviews and quarterly maturity assessments.

Optimise - Learn Faster Than Your Competitors

The strongest organisations improve continuously: which reports aren't used, which processes frustrate people, which AI recommendations genuinely help. This phase never truly ends.

Evolve - Build a Learning Organisation

Markets, customers and technology will keep changing. In excellent organisations, improvement becomes part of leadership itself, not another project to be scheduled and closed.

The Transformation Dashboard™

Chase recommends every executive team reviews transformation progress across five lenses, side by side and not technology metrics alone:

COMMERCIAL

PEOPLE

PROCESS

TECHNOLOGY

CHANGE

The Chase Perspective

Closing thoughts on where the industry goes next and the leadership legacy that outlasts any platform.

The consumer goods industry has changed forever. AI, automation and real-time data will keep accelerating what is technically possible. However, the future will not be won by technology alone. As the tools available to every organisation converge, the quality of leadership, judgement and customer relationships becomes the true differentiator, which is why we believe this is the era of **the rise of the commercial leader**, not the retreat of one.

Why Good Advice Matters

Chase was built as an advisory business, and this advice is never shaped by which platform we need to sell. We help organisations make confident decisions. **Advice before technology, always.**

The Two Pillars of Sustainable Growth

Throughout this paper we have referred to two connected disciplines: **Commercial Planning**, which decides where value should be created, and **Retail Execution**, which determines whether that value is actually realised. Planning without execution remains a theory. Execution without planning lacks direction. The strongest organisations connect both continuously, which is why Chase has deliberately built expertise across both.

What We Believe

None of this is a call to sequence budgets or grow training departments. People, process and technology carry equal billing in every transformation we design; what follows is where we believe design and decision-making should start, because that is what determines whether adoption, and the return on all three, actually happens:

- Advice comes before technology.
- People come before the process.
- Commercial outcomes come before implementation.
- Managers matter more than dashboards.
- Coaching creates greater value than inspection.
- Technology should become almost invisible.
- Transformation should never finish.

MIKE'S PERSPECTIVE Global Retail Execution Advisor

"After more than thirty years working with consumer goods organisations around the world, people often ask me what has changed the most. The answer is obvious: technology. What surprises me is what hasn't changed. Great organisations still build great people. Great managers still coach. Great leaders still communicate purpose."

The Legacy You Leave

Every leadership team leaves a legacy; sometimes measured in revenue, market share or shareholder value, but perhaps the most enduring legacy is different: did you build an organisation that became better because you were there? Technology will eventually be replaced. Processes will evolve. Strategies will change. **People will remember how they were led.**

A Challenge to Every Leadership Team

Before your next transformation programme begins, ask the question this paper has returned to throughout:

"How can we help our people become more successful rather than which technology should we buy?"

About Chase

Chase Retail & Consumer Goods is focused on helping consumer goods organisations improve commercial performance across two connected pillars: **Commercial Planning** and **Retail Execution**.

Our approach is founded on a simple principle: **advice before technology**. We combine decades of commercial leadership experience with a carefully curated ecosystem of proven technology partners, enabling organisations to make informed investment decisions that improve capability, strengthen execution and deliver measurable commercial outcomes because technology alone doesn't transform businesses. **People do.**

The Chase Commitment

We will always put our customers and their people first, focused on outcomes and practical solutions that bring together world-class expertise in Commercial Planning, Retail Execution, Revenue Growth, Route to Market, Change Leadership and Commercial Technology. Not to sell software, but to help consumer goods organisations build stronger businesses.

About the Authors

Jason Murphy - Founder & CEO, Chase Retail & Consumer Goods

Jason Murphy has spent his career helping organisations accelerate commercial growth through a combination of strategic advice, market insight and carefully selected technology partnerships. He believes that successful transformation begins with understanding people, commercial challenges and customer outcomes before considering technology, and is passionate about helping consumer goods businesses make confident, independent decisions that deliver sustainable growth.

Mike Price - Global Retail Execution Advisor

Mike Price is an internationally recognised Retail Execution and Route-to-Market expert with more than 25 years' experience leading commercial transformation across global consumer goods organisations. Having guided retail execution programmes in over 30 markets, Mike combines deep practical experience with a strong belief that leadership, coaching and capability are the true drivers of long-term success.

LET'S TALK ABOUT YOU

If this paper resonates with your organisation, we would welcome a conversation. We will listen, share relevant experience, and give you an honest view of how we can help with no obligation needed beyond this.

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