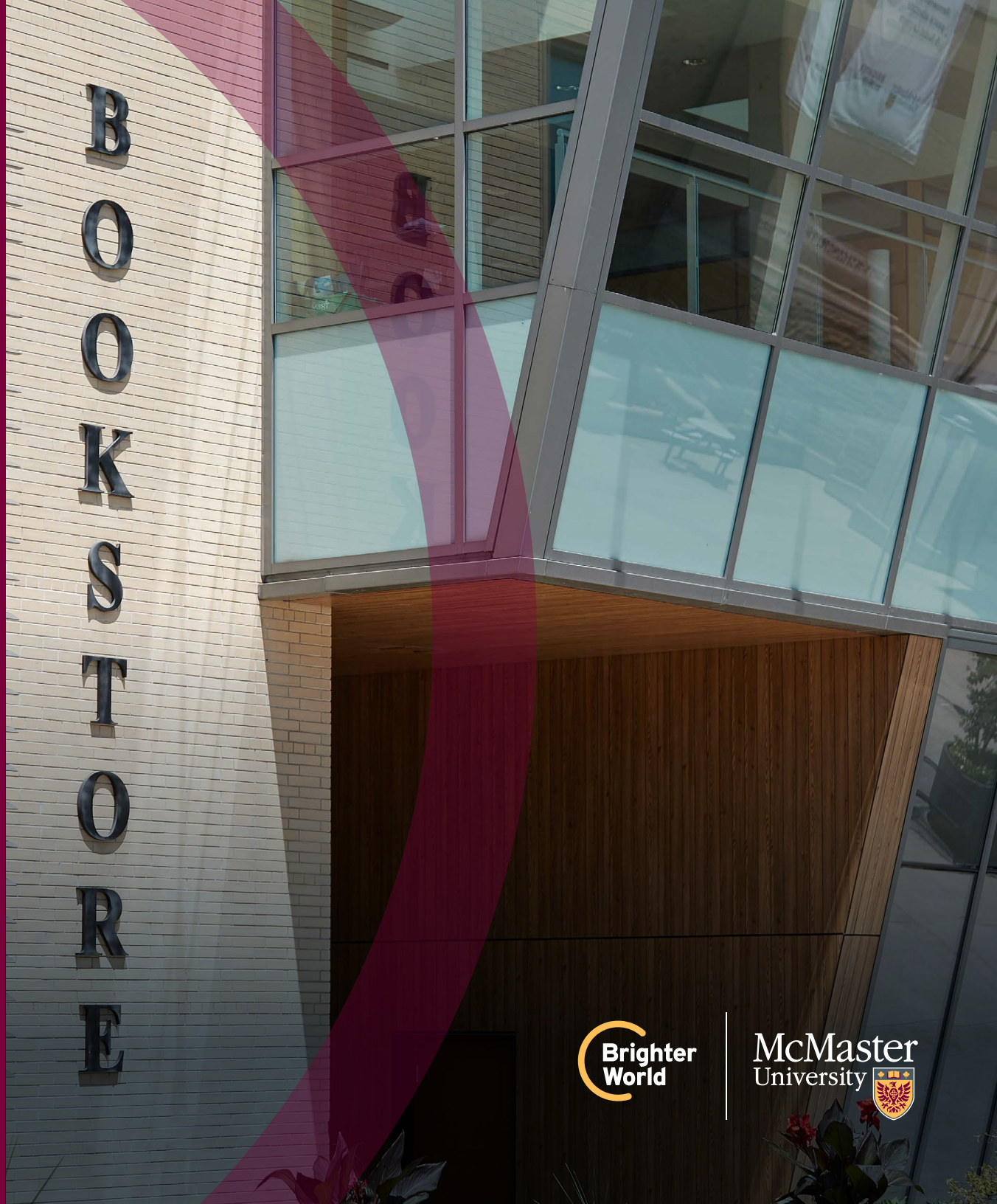




# McMaster Retail Operations

STRATEGIC PLAN 2024-2029





## Land Acknowledgement

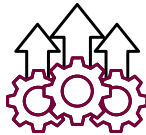
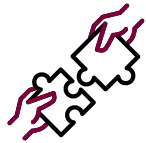
McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the “Dish with One Spoon” wampum agreement.



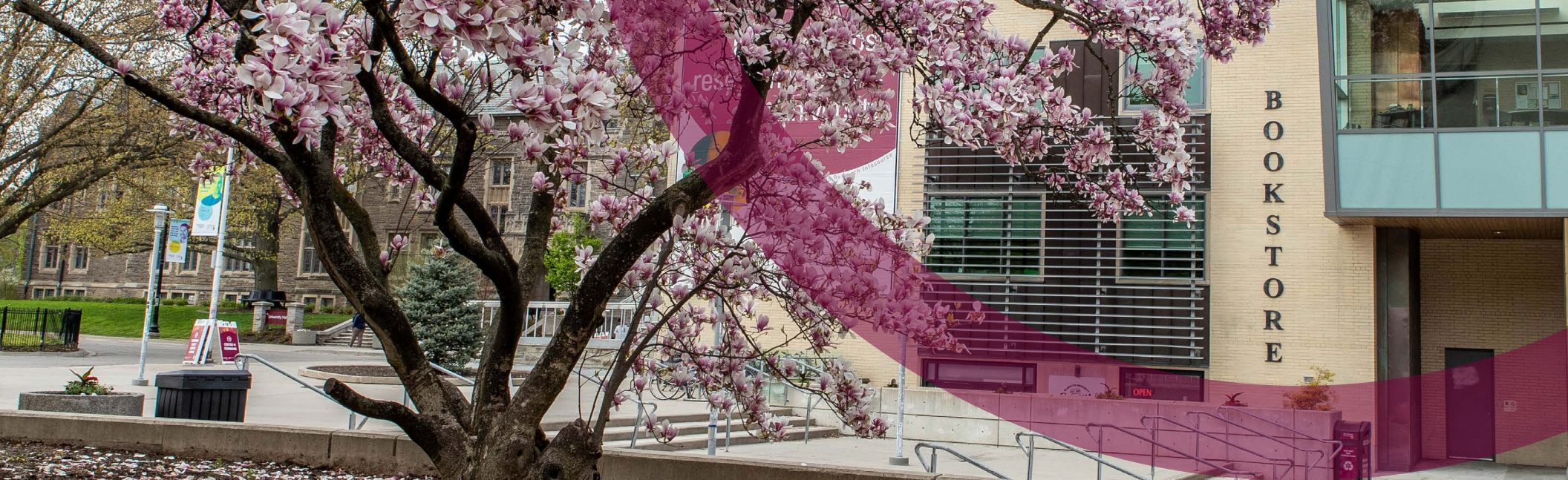


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## Letter from the Director



It brings me tremendous pride to share the 2024-2029 Campus Store strategic plan.

This plan will be our guide as we navigate through a time of unprecedented

change in the campus store industry. As you read through our mission, vision and values we are confident you will feel the emphasis on flexibility and that the priority embedded throughout the plan is people.

The Campus Store strategic plan was developed collaboratively through strategy sessions with stakeholders throughout the McMaster community and external leaders from campus retail operations across Canada. While compiling these reports,

three strategic drivers became clear: Innovative and Inclusive Customer-Centric Approach, High Impact Partnerships and Outreach, and Operational Excellence.

Since our founding in 1931, the Campus Store has been an active campus partner engaging our community with “Everything McMaster.” The 2024-2029 plan sets a foundation for the Campus Store to celebrate our history, maintain our place in the heart of our community, and progress and adapt with the evolving needs of the student journey. The Campus Store strategic plan is aligned with the institutional priorities and strategic framework set out by the Office of the President and our partners in Ancillary Operations, Facility Services, Teaching and Learning, and Equity, Diversity, Inclusion, and Indigeneity.

We are confident this plan positions the Campus Store to further engage the community and to actively enhance school spirit, contributing to a rewarding and fulfilling McMaster experience. We are excited to keep you informed of our progress and energized by the opportunities ahead.

Thank you to all who contributed to the success of building our plan, we are grateful for your participation and support. McMaster is an amazing community, with incredible people, and we envision this plan will play a key role in further showcasing Everything McMaster.

**Zach Fisher**  
Director, Retail Operations



## Mission and Vision

### Mission:

The Campus Store engages the community with everything McMaster, enhancing and deepening school spirit. Through active outreach, community engagement, and seamless integration, the Campus Store is a partner that provides students, faculty, and staff with accessible educational tools, resources, and experiences to thrive throughout their McMaster journey.

### Vision:

The Campus Store is an inclusive, modern, and vibrant retail experience that reflects our diverse community in all we do. We partner with the academic community to align with the academic mission and meet the changing needs of our faculty and students. We infuse a sense of belonging and pride in being a part of the McMaster community.







## Our Core Values

### **Engaged, Empowered and Thriving Team:**

At the heart of our team lies a commitment to foster an environment where every member of our team feels engaged, empowered, and inspired to thrive. We believe in cultivating a culture at the Campus Store focused on inclusivity, teamwork, collaboration, and growth, where everyone's unique talents and perspectives are celebrated to drive collective success.

### **Inclusive and Diverse Community:**

We value diversity in all forms, recognizing that it strengthens and enriches our collective experiences. Through open dialogue, equitable opportunities, and a culture of inclusion, we aim to create a welcoming, accessible environment where everyone feels a sense of belonging.

### **Culture of Creativity and Innovation:**

At the core of our work is the pursuit of creativity and innovation. We believe in fostering a culture that encourages bold ideas, celebrates diversity of thought, and focuses on continuous learning. By empowering every member of our team to unleash their creativity, we strive to be continually open-minded and forward thinking.

### **Partnership Driven:**

We are committed to building meaningful partnerships across the McMaster community. We value collaboration, transparency, and adaptability in all our interactions. Together, we strive to foster lasting relationships built on trust, integrity, and a shared commitment to our future vision.

### **Exceptional Customer Experience:**

Delivering exceptional customer experience is at the heart of everything we do. We are committed to understanding our customers' needs, exceeding their expectations, and building long-lasting relationships. Focusing on quality, responsiveness, and personalized attention, we strive to create memorable experiences that inspire loyalty to the Campus Store.



# Timeline

## Sept 2023

### Planning

Initial planning process, finalizing of project team.

## Oct–Nov 2023

### Exploration

External University consultations: interviewed 5 universities across Canada  
Themed reports developed. Project team reviewed data collected, created strategic drivers, themes, and priorities in alignment with core themes and other key strategic plans across McMaster.

## Nov–Dec 2023

### Exploration

McMaster University community consultations: 44 people participated in interviews and focus groups

- Retail Operations Team
- University Leadership
- Faculty
- Students
- Ancillary

## Jan–Feb 2024

### Development

Strategic themes and priorities reviewed, tested, and validated with University Leadership and Retail Operations Team. Integrated feedback.  
Strategy Development: Developed 3-year strategic objectives.

## Mar–April 2024

### Launch

Strategic Operating Plan: Developed 1-year strategic operating plan.  
Launched Strategic Plan.  
Implemented the 2024–2025 Strategic Operating Plan.



Our  
priority is  
people





## Strategic Drivers Overview



### **Innovative and Inclusive Customer-Centric Approach**

**A rewarding customer journey is our priority.**

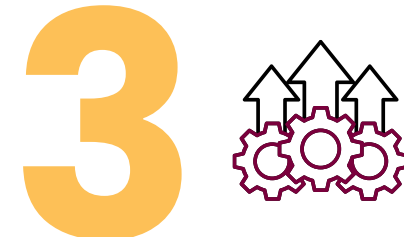
This strategic driver prioritizes customer impact and experience. We are devoted to seeking targeted customer feedback to meet the evolving needs of our community. Specifically, we are committed to diversifying our product offerings, our delivery methods, and enhancing our in-store and on-line experience. We strive to foster an inclusive, accessible, and seamless customer journey; Everything McMaster = Everyone McMaster.



### **High Impact Partnerships and Outreach**

**Community Pride is our heartbeat.**

Enhanced community engagement, collaboration, and partnerships are paramount in building meaningful connections across campus to support in fostering a culture and learning environment that prioritizes equity, diversity, inclusion, and Indigeneity. Through this lens we will promote brand awareness and drive memorable experiences through the Campus Store.



### **Operational Excellence**

**Celebrate who we are  
and what we do.**

We are committed to prioritizing employee wellbeing and development, cultivating a highly inclusive, engaged, and thriving team. In collaboration with making environmentally and operationally sustainable decisions, leveraging technology, and empowering employees, we are dedicated to streamlining and modernizing our service delivery model.



A rewarding  
customer  
journey is  
our purpose.





# 1

## Strategic Driver 1: Innovative and Inclusive Customer-Centric Approach



### Inclusive and Seamless Customer Experience

- Identify and implement a consistent in-store and online customer experience to ensure an inclusive and seamless customer journey.

### Customer Engagement

- Embed customer engagement into operational and strategic planning to be responsive to evolving customer needs and create a sense of belonging to the Campus Store.

### Purpose Built Retail Space

- Modernize the current retail space to be inclusive, engaging, vibrant, accessible, inviting, and customer centric.
- Develop and implement an enhanced inventory management process to optimize the efficiency of inventory flow and usage of space.

### Diverse and Creative Offerings

- Develop a robust process to identify diverse and creative product offerings to meet evolving trends that speak to the diversity of the McMaster community.
- Expand external partnerships to offer an increased variety of course material formats to students that support the evolving needs of the learning environment.



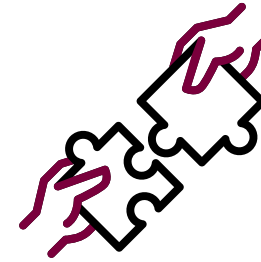


**Community  
pride is our  
heartbeat.**



# 2

## Strategic Driver 2: High Impact Partnerships and Outreach



### Meaningful Collaboration across McMaster

- Enhance partnerships and collaborations to increase brand presence, awareness, and reach across the McMaster community.
- Build meaningful connections across campus to support in fostering a culture focused on equity, diversity, inclusion, accessibility, and Indigeneity.

### Build Brand Awareness and Engagement

- Develop and implement a brand strategy to enhance awareness and consistency across McMaster. Utilize communication platforms to promote and increase community engagement.

### Drive Traffic to the Campus Store

- Implement an intentional strategy to drive in-store and online traffic to increase customer engagement, satisfaction, and experience. Support the student journey from day one through convocation and beyond at McMaster.

### Evolving Course Materials

- Enhance partnerships with faculties and The MacPherson Institute to align with the academic mission, provide affordable and accessible course materials, and meet the changing needs of the McMaster community.



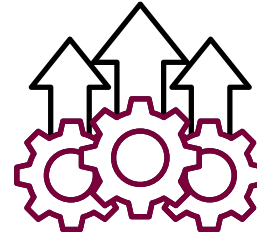


# Celebrate who we are and what we do.



# 3

## Strategic Driver 3: Operational Excellence



### Cultivate Human Potential

- Develop a highly inclusive, engaged, and thriving culture by developing store-specific core values and applying them to day-to-day operations.
- Implement an employee development strategy focused on prioritizing an inclusive environment and supporting the Campus Store team's growth, mental health, and well-being.
- Develop and implement an internal communication strategy and an effective team structure to support the empowerment of employees at the Campus Store.

### Operational Sustainability

- Leverage new technology to make sound business decisions and streamline processes and workflow to maintain a sustainable business model for the Campus Store.

### Environmental Sustainability

- Identify actionable strategies that prioritize environmentally sustainable operations and align with the environmental strategies across McMaster.

### Integrated and Accessible Technology

- Implement an integrated, accessible, seamless, and customer-centric technology platform to support streamlining and modernizing the service delivery model.





## Thank you

Thank you to the McMaster community and our partners across Canada for your honest feedback and critical insights throughout the development of our plan. Your input will shape the future of the Campus Store. We are enthused and eager to share our progress and seek ongoing feedback as we strive to bring our vision to fruition.

Debbie Martin  
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A special thank you to the entire Campus Store team. This plan and its potential speak directly to your pride and creativity. Thank you for your dedication and engagement.

