

Retailer performance

	2017	2018e	% Change
Group Sales (£ excl. sales tax)	£10.7bn	£10.7bn	0.0%
Number of Stores	1,035	1,050	1.4%
Sales area (sq.m)	1,823,248	1,868,222	-3.4%

Source: IGD Datacentre, M&S

Must see stores

1. M&S Watlington	M&S's largest railway station franchise store caters to a heavily commuter-centric customer base.	SEE REPORT
2. M&S Marble Arch , 485 Oxford Street, London, WC1C 1AP	M&S's remodelled flagship foodhall.	SEE REPORT
3. M&S Food to Go Ludgate Circus and Spitalfields	New food to go concept stores showcase the retailer's latest thinking in this high growth channel	SEE REPORT

Trading priorities

Your checklist to trade with M&S

- ✓ Can you assist M&S in its ambition to become more regarded as **the nation's favourite foodhall**?
- ✓ Do your products demonstrate distinctive innovation and include the **highest quality** ingredients?
- ✓ Can your products help M&S to build its **basket size**?
- ✓ Can you demonstrate leading **ethical and sustainability** standards?
- ✓ Can you help further strengthen M&S's market leading position in **healthy meals**?
- ✓ Are you able to contribute to the success of M&S's popular **Dine In** meal promotions?

1. Values and Positioning	- Innovating against core priorities of fresh, healthy and convenience - Focus on improving availability and stocking the full range in more stores - Focus on value for money through sharper pricing on basics and more targeted promotions - Strong ethical stance through Plan A sustainability targets and sourcing policy
2. Online and digital	- Building on data and feedback from trial of online grocery service, launched Autumn 2017 - Unlocking insight and building customer engagement through the Sparks loyalty scheme
3. Stores	Food new store opening programme slowed, 36 new stores in the first six months of 2018 - Making stores easier to shop with better segmentation and navigation. Format innovation including The Market Place food to go concept and trial with Wasabi sushi counters
4. International	Focused on sustainable and profitable growth, M&S is retreating from direct ownership and operation, and extending its franchise partnerships

Franchise High Performer Report Snapshot

DP Hallahan



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