The Company
Waitrose is a premium chain of supermarkets and forms the food retail division of Britain’s largest employee owned retailer, the John Lewis Partnership. Waitrose has over 282 branches across the United Kingdom and is the sixth largest grocery retailer in the UK.

Partnership rationale
This two year Knowledge Transfer Partnership (KTP) between Waitrose Ltd and the School of Management at the University of Bath concerned with designing a dynamic simulation tool for a retail supply chain. This tool will incorporate characteristics of customer demand to facilitate strategic decision-making on environmental efficiency and sustainability.

Partnership objectives
Waitrose’s commitment to environmental stewardship enables it to occupy a leading position among supermarkets in the UK. To most effectively consolidate and build upon this positioning, it is necessary for Waitrose to accurately and comprehensively identify the environmental attributes of the products they offer and the supply chain through which products are delivered. Moreover, by doing so, Waitrose can identify opportunities to improve environmental efficiency and sustainability further.

The objective of the KTP is to develop capabilities to:
- more precisely measure the environmental and sustainable efficiency of its vast and complex supply chain
- better understand what drives its suppliers’ environmental strategies and impacts, and the manner in which Waitrose is influenced by its supply chains and the relationships with those firms;
- more effectively assess associated economic returns by accommodating, within the same tool, customers’ willingness-to-pay for product characteristics that reflect the environmental efficiency of the supply chain.

Partnership management
The KTP project is delivered by an Associate and is managed through the Local Management Committee (LMC). The LMC is chaired by the senior company executive and comprises the Company and Academic leaders/supervisors and a KTP Advisor (Technology Strategy Board representative). The LMC meets every four months and is responsible for programme direction, ensuring that all parties gain maximum benefit and for authorising expenditure.

The Associate is expected to prepare an executive summary, to report on progress for the LMC meeting and this report must be circulated in advance to
LMC members. The Associate is also expected to make a formal presentation on some aspects of their work at this meeting.

A monthly progress meeting is held with the Company and Academic Supervisors. The Associate is expected to arrange and document these meetings. The Associate is required to maintain a log of the tangible benefits of the project and to provide internal seminars for other members of University and Company staff, based on knowledge acquired through attendance at courses and conferences.

The associate will be based at Waitrose’s headquarters at Bracknell, Berkshire. The associate will NOT be based at the University of Bath. Therefore the day-to-day management of the Associate will take place through the local Waitrose management team.

**Associate profile**
A Master’s or higher degree in Business/Management, or a related subject, is essential. Due to the complexity of this project the Associate will need to demonstrate that they have a mature approach to managing a programme of this nature and the ability to design novel research instruments. They must also be able to effectively communicate across an exceptionally wide and diverse audience. It is essential that they have commercial experience and evidence of enhanced academic experience would be advantageous.

This is a high-profile project, which will need well-developed social skills. Therefore the Associate must be able to demonstrate, through examples, that they have;
- excellent written and verbal communication skills;
- strong presentation skills;
- strong team working skills;
- self-motivation, persistence, resilience and the personal drive to achieve ambitious project goals;
- imagination, flexibility and adaptability in approaching new tasks.

**Associate’s expectation**
The Associate will have the opportunity to pursue a higher degree as a member of staff of the University. Bath provides an MPhil in Knowledge Transfer specifically for KTP Associates, or another higher degree offered by the School of Management may be appropriate.

The Associate will be encouraged and supported to gain membership of a relevant professional body. As part of their KTP programme they will participate in general management training and additionally may undertake selected MBA course activities as well as general courses at the University as a member of staff.

Within the limits of commercial confidentiality, the Associate will have the opportunity to deliver papers at conferences and will be expected to co-author
articles. They will also have the opportunity to gain undergraduate level teaching experience by co-supervising undergraduate dissertation students and delivering selective seminars to students of the School of Management.

On successful completion of the project it is likely that the Associate will be offered a permanent position with the company. However, if due to unforeseen circumstances this is not possible, the Associate will have developed considerable experience and skills in research, business analysis, supply chain management and corporate strategy on environmental issues. They will gain competency in a variety of social science research methods, including survey design and dynamic simulation modelling. They will develop an understanding of the complexity surrounding both the supply chains of large firms and leading firms in the supermarket sector in particular. Finally they will acquire invaluable general business and management experience through close involvement with the senior managers of the company.

**Salary and conditions of employment**

The salary is up to £30,000 pa depending on qualifications and experience, although more may be available for an exceptional candidate. The reward package includes a pension contribution and separate £4,000 personal training and development budget.

The Associate will be appointed by the University as a member of staff. The academic supervisor is a member of the School of Management. The contract of employment is for 24 months. There is a probationary period of six months. During the probationary period either side may terminate the contract with one month’s notice. Thereafter, the required notice period to be given by either side is three months. The University requires a mid-probationary report after three months and a full probationary report at six months.

In other respects the Associate will be treated as a Waitrose employee. Work will mainly take place at the Company’s premises in Bracknell. However, the project may require some periods of time to be spent at the University. The conditions of work, including work hours and holiday entitlement, will be those applying to Waitrose employees. The candidate will however not be a Waitrose partner. An appraisal is carried out at six months with the Academic and Company Supervisors. This is used to identify the Associate’s training requirements in relation to programme tasks and their personal development plan. There will be a further appraisal at eighteen months.

Whilst there is no commitment on the company to retain the Associate at the end of the programme, it is expected that the Associate will be made aware of future prospects at their eighteen month appraisal. KTP appointments cannot normally be extended beyond the end of the project.