

# THE OSBORNE OBSERVER

September 2016

## Entering the Canadian Retail Landscape for Dummies - a Western Canadian Perspective

A couple of years ago I wrote an [article](#) about the changing retail landscape in Canada and how a couple of retail icons went out of business - Eaton's and Zellers. Now Target has left the Canadian market place with a \$6 billion loss and every day I read about another American or global company entering the Canadian market place. It always bears the question:

Do they understand this great country of ours?

- Complexity of the small population base?
- Vast geographic regional differences that effects Supply and Distribution?
- Seasonal weather pattern?
- Major cites' demographic differences?

When I worked for Zellers my title was Regional Merchandise Manager for Western Canada. My job was to ensure the stores had the right product at the right time and correct depth or breadth of assortment based on the above challenges or opportunities, and based on the demographic and regional differences. The job was extremely interesting and rewarding, but it was frustrating also in how much work it was to convince Buyers, Merchants and Supply Change Executives of these differences as they were Canadians living in the "center of the universe" called Toronto. So I cannot even imagine how American and Global Executives start the planning process when they make the decision on entering Canada retail market.

To read the remainder of the article, [click here](#).



## Case Study

An unpredicted forced absence of the Managing Director left a hospitality business in a potentially chaotic situation. [Read More](#)

## Affiliate's Corner

Below are some blog posts from our UK affiliate, Alium Partners:

[How High-Performing Business Leaders Use Interims](#)

[Why Agile Businesses are More Competitive](#)

[Stepping Up: Why We Need More Courageous Women in the Workplace](#)

## Reading Corner

[9 Tips to Become an Intentional Leader](#)

[The Good and the Bad of Sears' Reinvention Plan](#)

[Canada Goose CEO Dani Reiss on How to Build an International Brand](#)

## Newsletter Archives

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## Featured OIM Principals



[Gordon Forbes](#) is a senior executive with an extensive record of achievement directing business operations. He has spearheaded large scale management initiatives and realigned existing infrastructure to facilitate organizational consistency including increased productivity and cost savings.



[David Innes](#) leverages his leadership expertise as a veteran public sector executive at the CEO and Deputy Minister level to offer a client-focused, collaborative approach in developing solutions to management and policy challenges facing public sector and industry organizations.

To learn more about other members of the OIM team, [click here](#).

## Featured OBA Advisors



A trusted, strategic advisor, [Bruce Halliday](#) draws on management and leadership experience that spans sectors, industries, functions and continents. He is a respected and resourceful Executive Coach who listens with a business mind and a big heart to bring out the best in everyone he coaches.



[Scott Berry](#) is a highly effective and respected executive, director and business builder with a proven track record of turning around numerous organizations into effective and profitable entities.

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