



RETAIL STORE PLANNING



Retail Store Planning Objectives:

- Understand how Retailers Lease Cost and Capital Cost reflect in their financial picture.
- Understand what Retailers Leasing and Construction staff need to complete a deal and open.
- How Store Design can improve sales.



LOD

LOI

CD's

ANSI

BBD

IBC

DOB

CBD

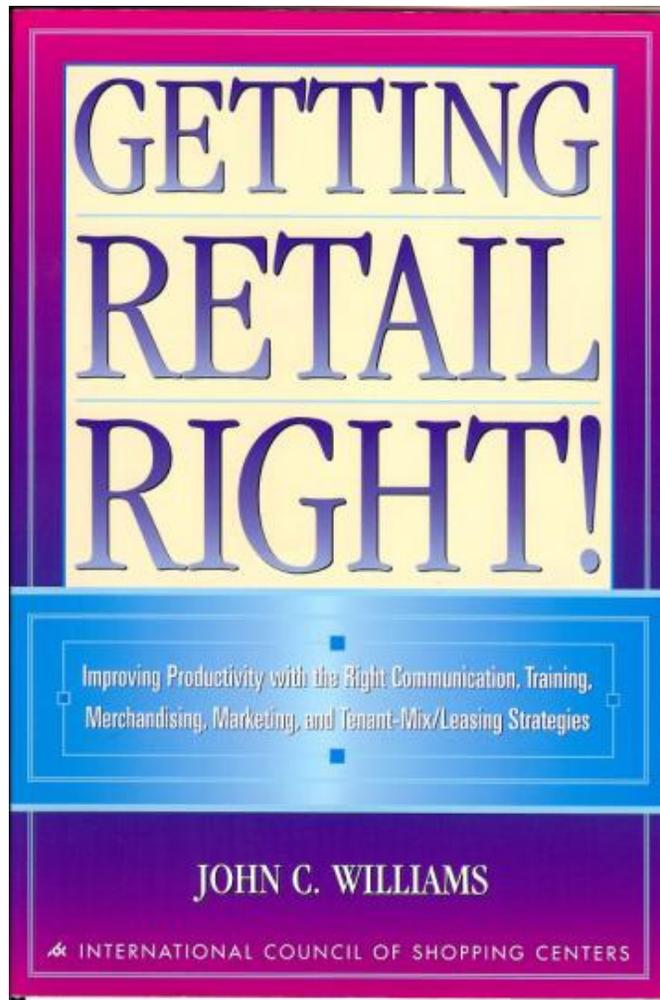
ADA

LOL

LL

MEP

?



Great Little Secret
ICSC Book to increase
your
Knowledge of Retailing



Retail Finance 101

Understanding Retailing 27

Retail Operating Statement: Shopping Center-Based Store

Typical Operating or Profit and Loss Statement (year, \$ 000)

	Comment	Apparel		Electronics		Fast Food	
		\$	%	\$	%	\$	%
a. Sales	Net of returns, taxes	\$1,000	100%	\$2,000	100%	\$600	100%
b. Less cost of goods	Manufacturer's price and freight	\$-500	-50%	\$-1,000	-70%	\$-180	-30%
c. Less markdowns, shrinkage	Wetrooms, theft, price reductions	\$-100	-15%	\$-200	-10%	\$-30	-5%
d. Gross margin	a - (b+c) = d	\$400	40%	\$400	20%	\$390	65%
e. In-store expenses							
f. Wages and benefits	Managers and staff	\$120	12%	\$120	6%	\$120	20%
g. Occupancy	Rent, rent %, and CAM, taxes	\$100	9%	\$100	5%	\$60	10%
	• Rent	\$30	3%	\$20	1%	\$60	10%
	• Other						
h. Marketing	All related	\$10	1%	\$10	0.5%	\$20	3%
i. Office and misc.	Supplies and telecom	\$20	2%	\$10	0.5%	\$10	1.5%
j. Total	All in-store expenses	\$280	28%	\$280	15%	\$230	45%
k. Store contribution to company profit	d - j = k	\$120	12%	\$140	7%	\$120	20%
l. Less non-store expenses							
	• Management	\$5	0.5%	\$10	0.5%	\$10	1.7%
	• Accounting	\$10	1%	\$10	0.5%	\$10	1.7%
	• Materials handling	\$5	0.5%	\$10	0.5%	\$10	1.8%
	• Financial	\$10	1%	\$10	0.5%	\$10	1.8%
	• Marketing	\$20	2%	\$20	1%	\$20	3%
m. Total non-store expenses	All of the above	\$50	5%	\$60	3%	\$60	10%
n. Earnings before depreciation, interest/interest	k - m = n	\$70	7%	\$80	4%	\$60	10%
o. Taxes/interest		\$20	2%	\$30	1.5%	\$20	3%
p. Net income	n - o = p	\$50	5%	\$50	2.5%	\$40	8%

Source: Various trade association reports, company annual reports, and proprietary information of J.C. Williams Group.

The profit and loss statement gives you a snapshot of the store's operations on a to-date and periodic (usually monthly) basis. Please keep in mind that (a) these figures are general and any store can run or underperform, (b) that lines A to K are meant to show in-center operation, while line L to P are home/regional office operations.

- Getting Retail Right by John C. Williams ICSC Publication
- Sales-Cost of Goods= Gross Margin
- Apparel Avg. 40%
- In-Store Expense 28%
- Non-Store Expense 5%
- Interest/ Taxes 2%
- Net Operating Income 5%



Retail KPI's

12 *(Getting Retail Right)*

Key Performance Indicators (KPI)

One of the fascinating opportunities for centre management is to observe the various levels of performance for similar stores. The key issue is, why do stores selling the same commodity vary so much in performance? The answer to this question is what this book is about. Most shopping centres report tenant performance by commodity or category, which facilitates direct comparison of similar store sales and productivity metrics. At the least of these is corporate and store management skills. But these are manifested in a wide range of factors (e.g., relevance of the store concept, currency of design and environment, intensity of merchandising presentation, competitive prices, and an enjoyable experience, based on great service).

KPI	Typical Ranges	Comments
<p>Sales Related</p> <ul style="list-style-type: none"> • Same store sales increase (e.g. 75 to 76 to 77%) • This year – last year = difference % Last year • \$100,000 – \$100,000 = 5, 20,100 at 5% \$100,000 	<p>Compare against:</p> <ul style="list-style-type: none"> • National and regional data • Total centre • Commodity group • Commodity leader • Similar stores in location 	<p>Monitors store increase for stores open over one year. First year or two should be in the +10% to 30% range. Negative % is a sign that action needs to be taken. Small increases in the 5% to 10% range are cause for concern, as indicates store $\leq 2\%$. (Please also see the definition in terms of contribution like electronic or apparel)</p>
<p>Sales per square foot Store sales year Square footage of store</p> <p>• \$100 normal • \$150 high • \$200 exceptional</p> <p>Compare at store</p>	<p>The basic metric for judging store productivity with almost all aspects of store operations and investment affecting it. These will vary by commodity, from high to, jewelry (small spaces with high unit values) to low to hardware (large units of space) or grocery (large store sales) as well as quality of the centre and store location etc.</p>	

Source: NVM PDR (Miscellaneous Operating Results, Financial Operating Results), National Retail Federation.

- Getting Retail Right by John C. Williams ICSC Publication
- Same Store Sales
- Sales per Square Foot
- Average Units per Transaction
- Sales per Employee
- Inventory Turnover



Retail KPI's

- Average Units per Transaction
- Sales per Employee
- Inventory Turnover

12 (Setting Retail Priorities)

Key Performance Indicators (KPI)

One of the fascinating opportunities for centre management is to observe the various levels of performance for similar stores. The key issue is, why do stores selling the same commodity vary so much in performance? The answer to this question is what this book is about. Most shopping centres report tenant performance by store/brand or category, which facilitates direct comparison of similar store sales and productivity metrics. At the least of these is corporate and store management skills. But these are manifested in a wide range of factors (e.g., relevance of the store concept, currency of design and environment, intensity of merchandise presentation, competitive prices, and an enjoyable experience, based on great service).

KPI	Typical Ranges	Comments
Sales Relative • Same store sales increase (e.g., 75 to 78 to 79%) This year – last year = $\frac{\text{difference}}{\text{last year}} \times 100$ \$100,000 – \$500,000 = $\frac{5,300,000}{5,000,000} = 106\%$	Compare against: • National and regional data • Total centre • Community group • Community leader • Similar stores in location	Increases store income for stores open over one year. First year or less should be in the +10% to 30% range. Negative 5% to 20% is a sign that action needs to be taken. Small increases in the 75% or less range are cause for concern, as it shows that 25% (there may be) decline in sales contribution (the alternative or opposite).
Sales per square foot Same sales year Square footings of store \$100,000 2,000 sq. ft. = \$50 per square foot	• \$300 normal • \$500 high • \$700 exceptional Compare at store	The basic metric for judging store productivity with almost all aspects of store operations and environment affecting it. These will vary by community, from high to productivity (small space with high end sales), to low to turnover factors, to of space or growing cash flow (not sales), as well as quality of the center and store location etc.

Source: NAIOP (Measuring Operating Results, Physics of Operating Results), National Retail Federation.



I. How Does A Typical Retailer View Retail Store Planning?

New Stores - Sales vs Proforma
Remodels - Same Store Sales



4 Lever's

Traffic	UPT
Conversion	Average Retail



4 Lever's

- Traffic is the count of potential buyers
- Conversion is the % of traffic that purchases
- UPT is the number of SKU (stock keeping units)per purchase
- Average Retail is the bottom line sale in dollars
- Interestingly the differential % of these four will come very close to the Same Store Sales %

Traffic

- Since Traffic equals Potential Sales Rent should correlate!
- Retail Store Planning Storefronts, Windows, Entrances, Visual Merchandising, Signage and In-Store Marketing pulls the Traffic into the Store



Conversion

- Potential Customers then are to be enticed into making that purchase
- Store Planning does that with productive layouts, flexibility in design, merchandise presentation, signage, lighting, branding, promotions, capital and expense control

UPT

- UPT's are an accumulation of merchandise presentation, promotion and marketing
- Retail Branding effects all of the above
- Does clutter equal discounted sales
- What are other design factors that effect UPT'S



Average Retail

- Largest effect on Average Retail in the life cycle of the merchandise
- Apparel has Seasons
- Customer Type's effect this, Discount Shopper purchase nothing unless it's on sale.
- What other kind of Shoppers are there and how would they effect this?



AVERAGE RETAIL

- AVERAGE RETAIL IS EFFECTED BY SEVERAL FACTORS
- IN-SEASON - OUT OF SEASON
- MARKET LEVEL DEMAND
- PROMOTIONAL MAKDOWNS
- AD ITEMS FSI, ETC
- ADJUSTMENT TO FLOW
- AGEING
- EXIT STRATEGIES



European Retail Property School

Drive Sales! Drive Transactions!





European Retail Property School

Drive Average \$\$ Sale!



Retail Types

- Luxury/High End
- Specialty Shops
- Restaurants
- Discount
- Value





INDUSTRY LEADERS QUOTE

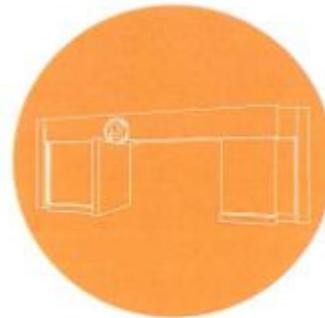
Bruce Quisno, Senior VP, Macy's

"Getting a coordinated set of documents that are as close to 100% complete as possible. Also, please cover with them that the planning and design company needs to do check estimates during the design process so you have an idea of where you are always. Just some pet peeves. Hope you had a happy new year.

Bruce.

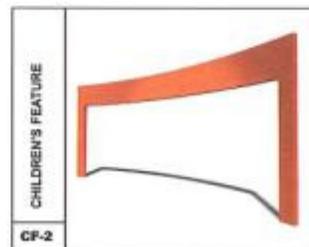
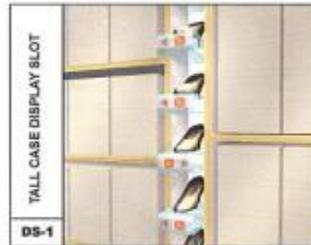
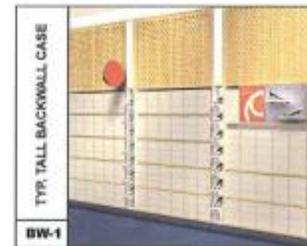
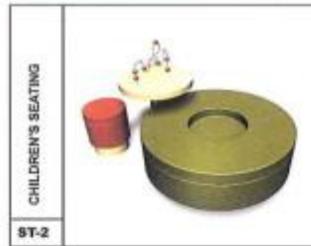


Prototype Development Case Study: Payless ShoeSource



FINAL DESIGN DEVELOPMENT PRESENTATION

Casework



PAYLESS SHOE SOURCE
 100 S.E. 10th Street, Suite 102
 Ft. Lauderdale, FL 33301
 P. 954.563.0001
 www.payless.com

CALLIBEN
 CALLIBEN ARCHITECTURE, INC.
 1425 W. N.W. 47th Street
 Ft. Lauderdale, FL 33309
 P. 954.471.1000 | Fax 954.471.1010
 www.calliben.com


 PROJECT #215144-01

DATE: 11/11/11
 DRAWING NO.: 110001
 PROJECT NO.: 110001
 SHEET NO.: 110001
 TITLE: FEATURE SPREADSHEET

A.025



Ostia -
Harbor
City of
Ancient
Rome

2nd
Century
AD



[Ostia - Harbor City of Ancient Rome](#)

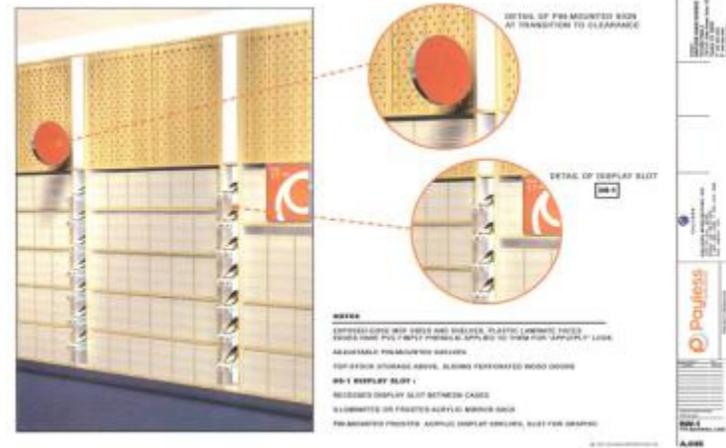
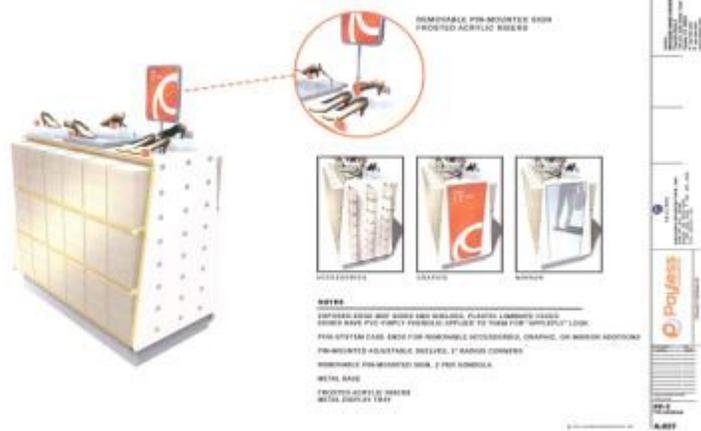
2nd
Century
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Lighting: General/Theatrical/Spot



Visual Merchandising





In-Store Marketing



VIEW 0 CASINOBAR



AP10



VIEW 0 BARBARA



AP11



VIEW 0 BOM AREA



AP11



[Ostia - Harbor City of Ancient Rome](#)

2nd
Century
AD



European Retail Property School

The Roll-Out





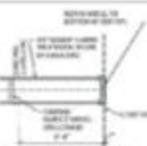
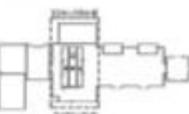
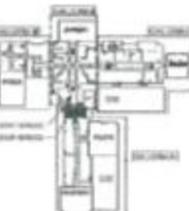
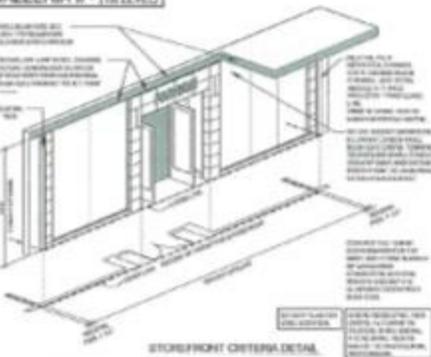
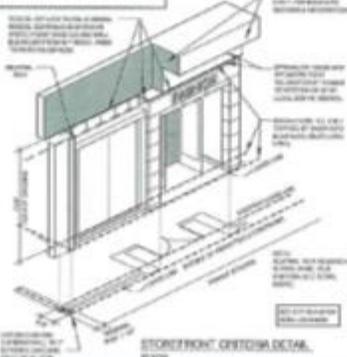
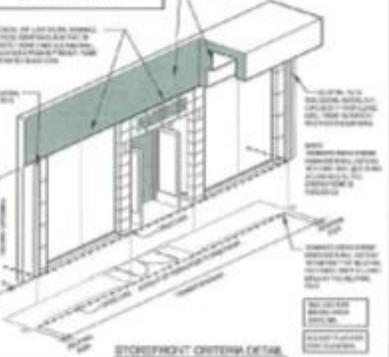
INDUSTRY LEADERS QUOTE

Rich Varda, Senior Vice President, Store Design, Target

I completely agree with Bryan. I would add that actual phone and face-to-face meetings are critical to effective communication. E-mail's can be useful but stifle interactive questioning. Owner driven retail change are always a complex issue. Controlling the cost of changes through mutual trust, clear expectations and written agreements is critical. Also, everyone should get ready for two years of NO new construction, but perhaps significant re-models as chains liquidate and properties turn over. The innovators in delivering these types of projects quickly and at low cost will do very well. When we took over 35 Montgomery Ward boxes in 2000, speed was of the essence in getting the properties productive.

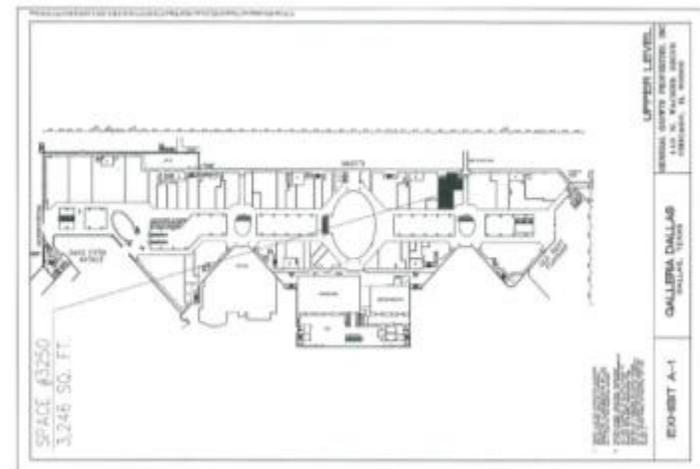
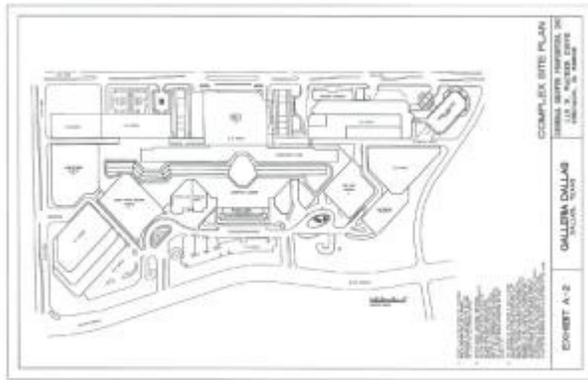


Landlord's Design Criteria

<p>ALL ZONES</p> <p>These criteria provide general design information and architectural requirements. For specific information regarding the location of responsibilities of the Landlord and Tenant with respect to the storefront and signage, please refer to the actual Tenant's Lease or contact the Tenant Coordinator.</p>  <p>NEUTRAL FIBER DETAIL SEE 01-101</p>	<p>EXTERIOR WALL FINISHES</p> <ol style="list-style-type: none"> Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. 	<p>GENERAL STOREFRONT CRITERIA DETAIL</p>  <p>GENERAL STOREFRONT CRITERIA DETAIL SEE 01-101</p>	<p>GLASS</p> <ol style="list-style-type: none"> Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. 	<p>GLASS</p> <ol style="list-style-type: none"> Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. Exterior walls shall be finished with a durable, low-maintenance, light-colored material. The material shall be applied in a uniform, consistent manner. The material shall be approved by the Landlord. 	<p>GALLERIA VISION ZONE</p>  
<p>GALLERIA I GALLERIA II - (1st LEVEL)</p>  <p>STOREFRONT CRITERIA DETAIL SEE 01-101</p>	<p>GALLERIA II - (2nd LEVEL)</p>  <p>STOREFRONT CRITERIA DETAIL SEE 01-101</p>	<p>GALLERIA IV</p>  <p>STOREFRONT CRITERIA DETAIL SEE 01-101</p>	<p>THE GALLERIA KEY PLAN</p> 		
<p>SIMON PROJECT GROUP</p> <p>1000 15th St, Suite 1500 Houston, TX 77001 (713) 251-1000</p>	<p>INDEX</p> <ul style="list-style-type: none"> 01-101 VERTICAL GENERAL STOREFRONT CRITERIA 01-102 SIGNAGE 01-103 STOREFRONT CRITERIA 01-104 SIGNAGE CRITERIA 	<p>GALLERIA ARCHITECTURAL CRITERIA</p> <p>STOREFRONT CRITERIA</p>	<p>CONTACT INFO</p> <p>For questions regarding site access, storefront & architectural criteria, engineering design, signage details, construction details, & regulations, the scope of Landlord's and Tenant's work, and other signing requirements, please contact your Tenant Coordinator or call (713) 251-1000 for assistance.</p>	<p>THE GALLERIA</p> <p>Houston, Texas 77056</p> <p>A-1 of 4</p> <p>ARCHITECTURAL CRITERIA DRAWING</p>	

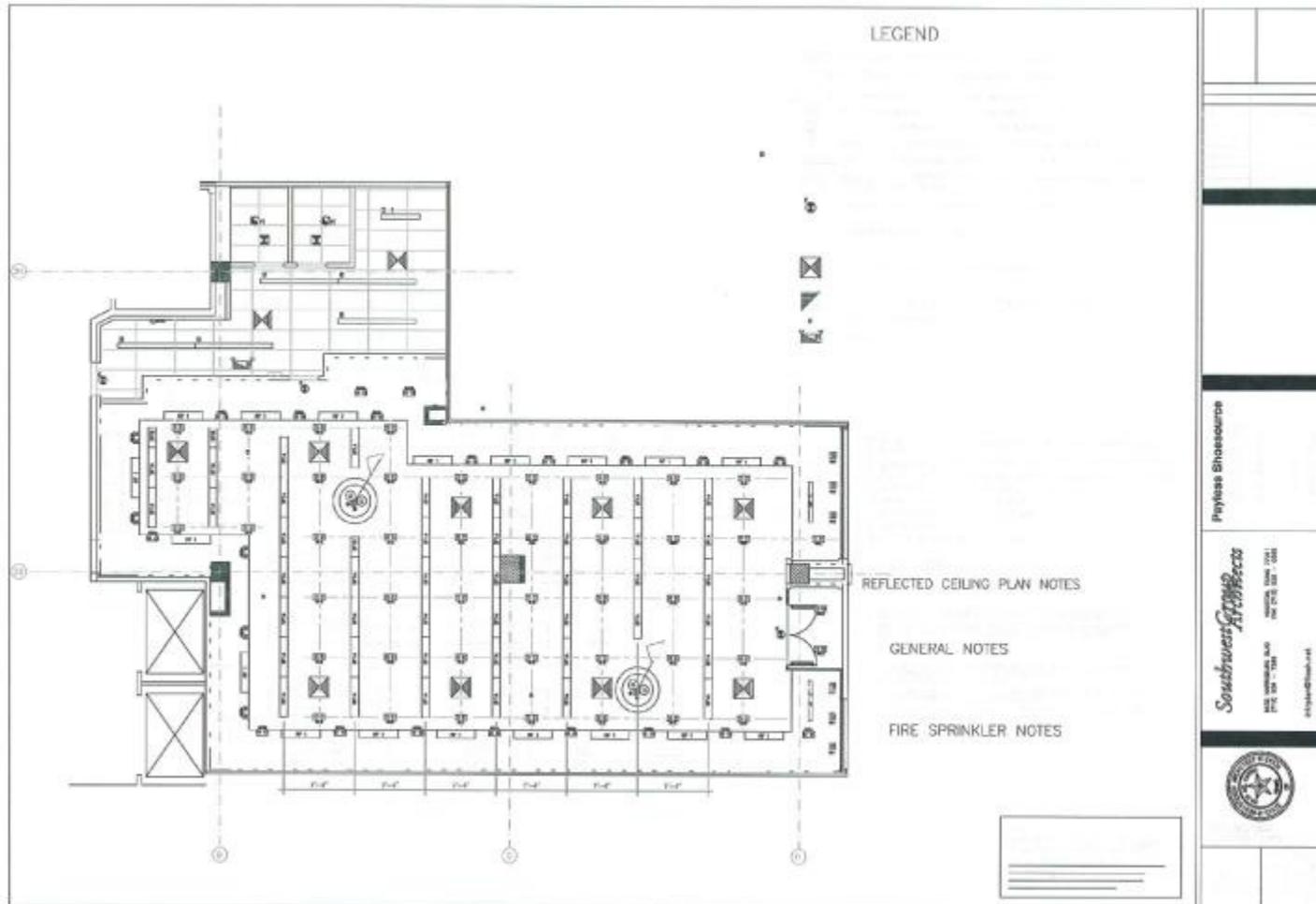


Site Survey





Roll-Out Lighting





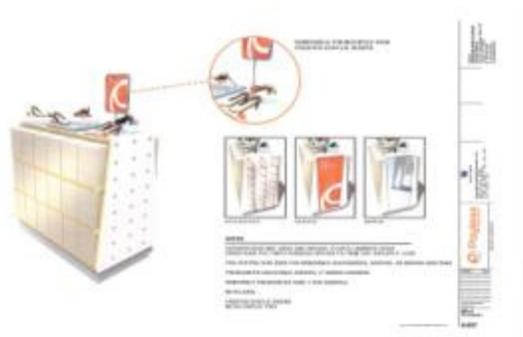
INDUSTRY LEADERS QUOTE

Stephen Gallant, CDP, Vice President Facilities Development, Jos.A. Banks

Given the economic crisis perhaps covering how to manage a growth pattern that is not consistent annually and how to adapt to changing markets in our position. In leaner times we tend to try to spend only what is necessary on remodels by supplementing existing finishes and fixtures. In better times we trend toward giving an exiting store more of a new store prototype. I also believe that reviewing prototypes to value engineering finishes, fixtures and methods to be as efficient as possible would also be well received. They could cut Project Manager travel by setting up job-site cameras and getting weekly photo updates from GC partners



Roll-Out Fixtures



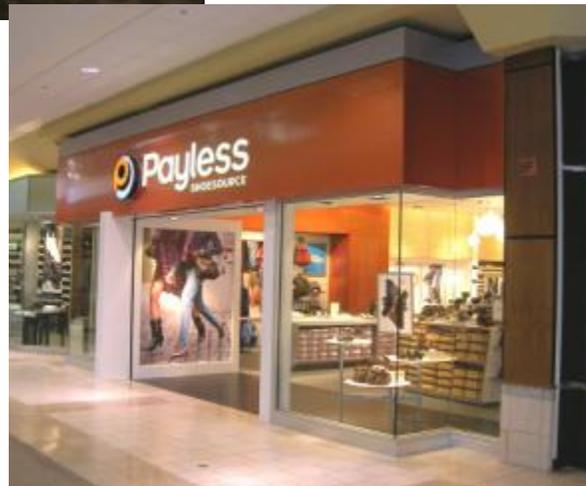


Roll-Out Visual Merchandising





Roll-Out In-Store Marketing

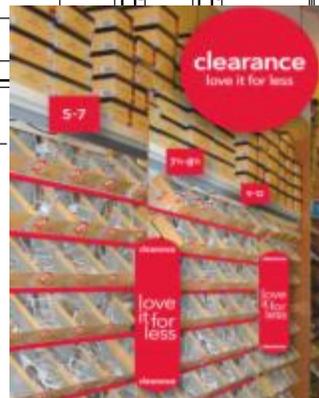
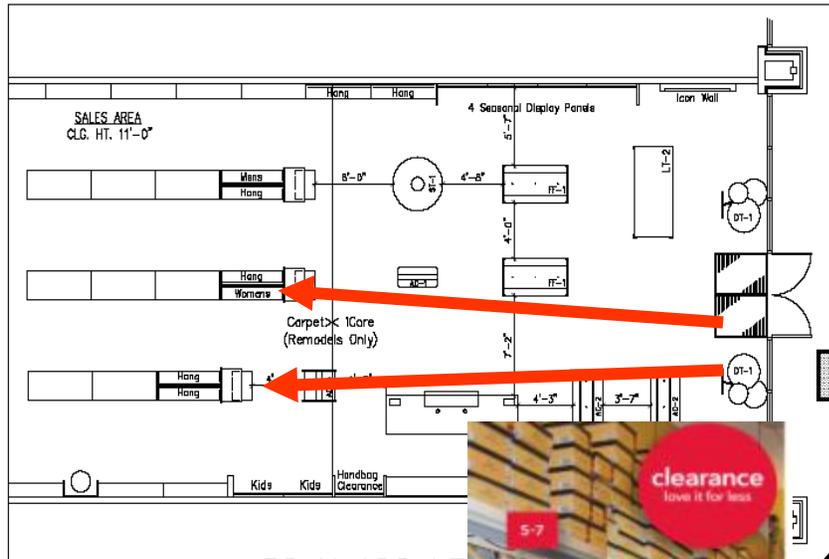




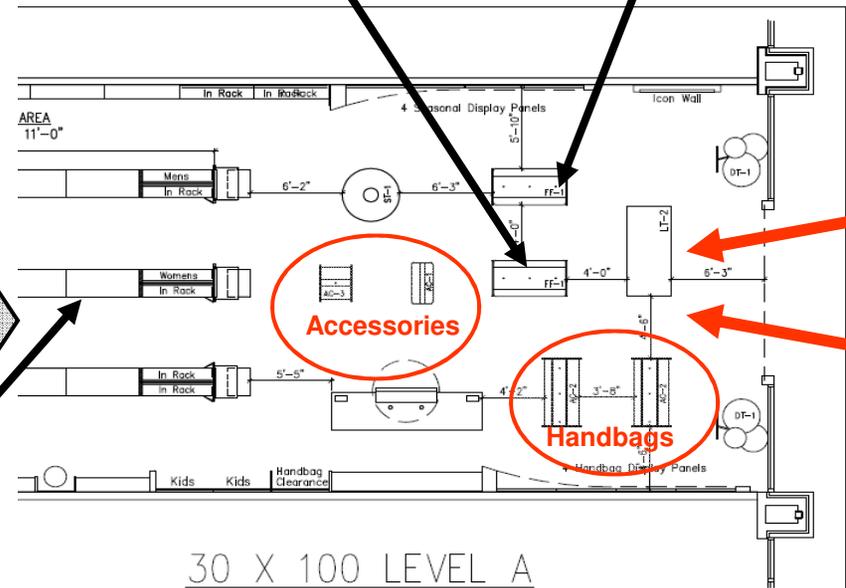
Traffic Flow

Increased/accelerated customer engagement

Original



Revised





Approvals

- Internal Approvals
 - Design
 - Budget
 - Schedule
- Landlord Approvals
 - Design
 - MEP
 - Structural



INDUSTRY LEADERS QUOTE

Jane W Davis, Architectural & Planning Services, J C Penny's

When we are at our very busiest, the position of Store Planner is critical. The entire project relies on "when" a plan will be available to develop the project timeline. Finding experienced and interested Store Planners is very hard. You must either try to hire from other department stores or expect to train viable candidates. Staying aware of the merchant's most current philosophies is an ongoing requirement. From the department store position, juggling the interests of (and trying to satisfy) multiple merchandising divisions within one building is a challenge. Good communication by Store Planning to architects and construction partners helps the team process. If everyone understands the purpose for the layout or changes, then the implementation seems to happen smoothly. Communication and teamwork would be my key take away words.



II. How Does A Typical Landlord/Developer View Retail Store Design?



Malls & Lifestyle Centers



European Retail Property School



Outlet & Strip Centers





Criteria Development

Care must be taken to reinforce the intimate pedestrian scale of this district through the proper proportioning of storefront openings and fenestration. Proportions emphasizing the vertical are encouraged. Introduction of clerestories, bay windows, projecting metal canopies and glass breakups to underscore the pedestrian scale is most desirable.

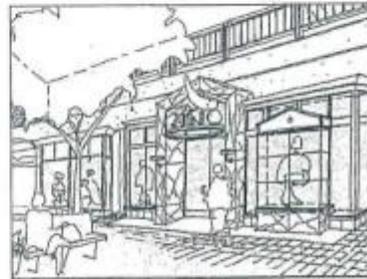
DISPLAY & INTERIOR

Display zones shall extend for an appropriate distance into the store interior and are required to be framed by substantial architectural forms. Display glass shall rest on a minimum 12" high bulkhead finished in stone or other durable, high quality material. Displays must be placed on raised platforms which are integral with the bulkhead or pulled back 18" from the storefront.

The tenant has the option to promote the interior as part of the storefront or maintain a distinct separation between interior and exterior through the use of more traditional display windows and display background concepts. Interiors should incorporate and extend forms established at the storefront. Interiors are expected to have a distinction and quality that is complimentary to the storefront.

ENTRY

Entries shall be defined by architectural elements such as columns, pilasters, portals, and pediments. All entries shall be recessed and provided with swing type doors. Tenants are asked to use special hardware depicting tenant's name or logo.



SIGNAGE & ORNAMENT

Primary signage should be a distinct architectural feature within the storefront design. Signage shall be either integral to the storefront architecture, such as a carved pediment or lintel, or be applied as a distinct dimensional architectural element, such as cast letters set on a projected ledge. Primary signage should be

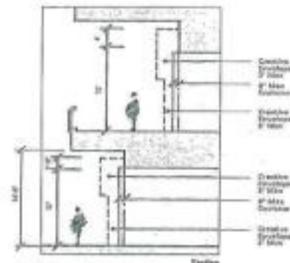
*Tenant's storefront enclosure may extend up to 8" into the wall measured from wall finish.

*Special design elements, including bold graphics, sculptural forms and large three-dimensional forms, may occur separately within a "creative envelope" which spans across the entire linear opening and extends up to 2 ft into the wall, as measured from the face of bulkhead fascia. Portions of the creative envelope above 2 ft shall extend up to 3 ft, less the wall. This area is not a "pop-out" and may be no more than 30% enclosed interior space.

*Elements located on the upper level must be required to extend past the face of the bulkhead fascia. Elements may extend up to 18 ft, w.f.f. and extend for no more than 30% of the storefront opening width.

*Storefront thickness within 1'-8" of the storefront trim and 2'-0" of the wall corners must be within the envelope as diagramed below.

*Overhead entry widths shall be no greater than 30% of the storefront width. Individual entries shall be a maximum of 10 ft. Clearances shall be by using doors recessed at least 3 ft. in depth from face of storefront.

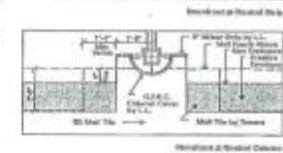
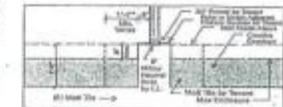


*Storefront display zones over 12 ft. in height must be recessed into multiple bays.

*Tenant shall not extend into the physical storefront to a line exceeding 2 ft. from the wall fascia above. Entry vestibules shall be detailed in a manner selected by tenant and approved by landlord.

WALL CONSTRUCTION

See details for attachment to bulkhead's fascia, columns and neutral strips.



The tenant and architect shall be familiar with the Architectural and General Criteria in addition to this District Criteria prior to proceeding with design.





Scope of Work:

“I thought you did that!”

- Letter of Intent
- Tenant Design Criteria
- Lease Exhibits
- Work letter
- Construction Documents



IV. Deliverables:

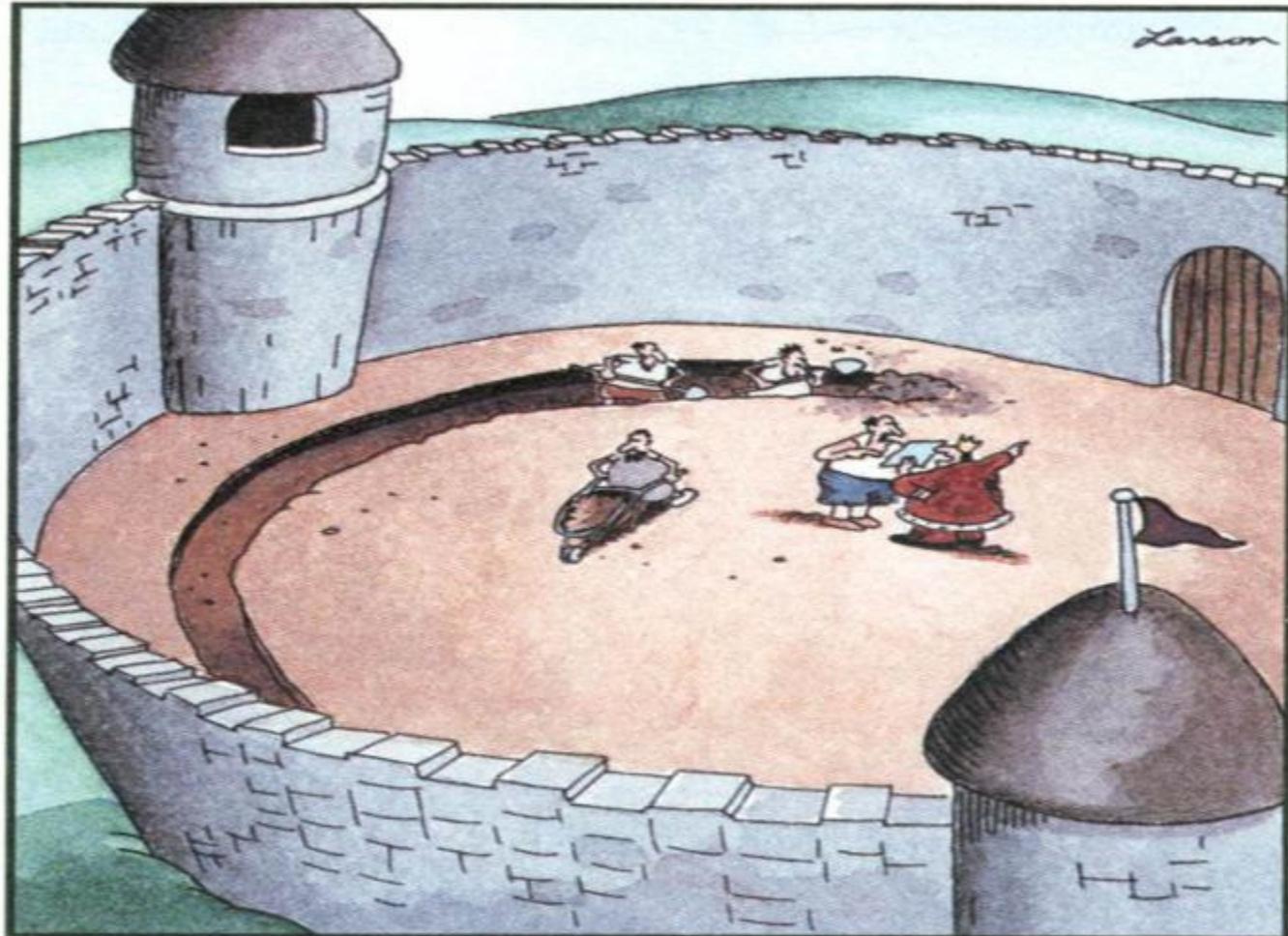
Architect and General Contractor



INDUSTRY LEADERS QUOTE

Ray Silverstein, Senior Vice President, Limited Brands

Everyone on the project has the ability to either screw it up or make it successful, regardless of whether they are an internal team member or an external consultant / vendor / supplier. So, if you communicate a lot internally but don't devote the same level of commitment to communicating with your external team - you will likely see problems. Setting up regular meetings with both internal and external team members and sharing databases or reports across the team is very important.



Suddenly, a heated exchange took place between the king and the moat contractor.



Build-able Construction Documents vs. Design Build

What is the Difference?



Building Permits

- Who is contractually responsible
- Do you know what is required where you're building?
- Expeditors
- Trade Permits
- Contractor Licenses



Shop Drawings

- What are They ?
- Why should an Owner Care ?
- Approval
- Shop Drawing Logs
- Procurement Schedule



RFI

- Request for Information
- Why should you care?
- RFI Log
- Critical Path Items



Status Reports

- System
- Who gets Them, Who Reads Them?
- A/E, Onsite Inspectors, General Contractor, Sub- Contractor
- Website Programs
- Internally Developed System



Multiple Project Status Reporting

-----GENERAL STORE INFORMATION-----						-----STATUS-----		-----PERMITS-----		-----CONSTRUCTION-----				-----FF&E-----								
ROW	RE	STORE	CITY	R	PH	FINAL	D-DMGS	B-BID	EST	* UPDATE/	C.D./	WKS	CONST	COMPLETE	LGL	FFE	FIX	SHOE				
TY	TYPE	BKR	RL ADDRESS	ST	D	REP	DATE	DATE	L DATE	RECD	REL	WORK	START	DATE	APL/	BC	OPENING	CONDITIONS				
						PLAN	*PB*	***BUDGET	STATUS***			/OVERTIME			CSL	CB	/PENDING	STATUS	DATE	DATE	ARIVL	CONTF
1	SC	2079	RL WEST BEND	MI	D	MJH	#2:11/4/		Y	FINAL	* ON SAS & RC	10/30*	3	01/25	02/05	Y	EV		11/06	02/05	02/12	PLOW*
L			PARADISE RD/MAIN ST			BMM						OPENED	2/8.		LJI	T	OPENED				02/05/99	
2	SC	298	RL JACKSON	MS	A	DRC	#1:9/29/		Y	FINAL	* ON SAS & RC	12/10*	5	01/11	02/14/99	Y	EV		01/20	02/14	02/15	LANCC
L			MEADHURBROOK/W. STATE			JEJ						OPEN	2/16/99.		MDH	T	OPENED				02/12/99	
3	M/R	3672	RL AUGURN	AL	A	DRC	#6:2/15/		Y	FINAL	* ON SAS & RC.	01/15*	4	01/18	02/14/99	Y	EV		01/27	02/14	02/15	KENNE
L			VILLAGE HALL			JEJ						OPEN	2/16/99.		MDH	T	OPENED				02/12/99	
4	SC	1516	RL LONG BEACH	CA	L	WRH	2:11/10/		Y	FINAL	* ON SAS & RC.	11/06*	3	11/06	11/23H	Y	N		11/09	02/21	02/22	PERFE
L			CARSON/605 FREEWAY			TJH									MDH	T	FFE/SIGN INST				02/19/99	
5	M/R	1649	RL GREEN BAY	WI	D	MJH	#1:1/14/		Y	FINAL	* ON SAS & RC	01/22*	4	01/25	ON SCH	Y	EV		02/08	02/22	02/15	SCHAR
L			BAY PARK SQUARE			JEJ									JEG	T	FFE/SIGN INST				02/22/99	



Contracts

- Contract Format
 - AIA
 - AGC
 - ABC
 - Proprietary
- Terms and Conditions
 - Work Scope
- Legal Notification



V. Managing the Budget



INDUSTRY LEADERS QUOTE

Bryan Novak, Senior Director of Site and Building Construction, Walmart

Communication, Communication, Communication...PM's/Store Planners that communicate effectively, historically turn over the best projects. The rest just get lucky once in a while.



Forecasting

- Pre-Construction Services
 - Project Large or Small
 - Internal Project Manager
 - Outside A/E
 - General Contractor
- Pulling it all together



Change Orders

- What Kinds are there?
- Is Timing Important
- Authority
- Responsibility



Contingency

- Conceptual Design 20%
- Schematic Design 10%
- Design Development 10%
- Final Design Construction Documents
 - GC 5%
 - A/E 5%
 - Site Work 10% Until your out of the Ground
 - Wise Owner always hold 2-3 %
 - of the Total Project

What Ifs

- Early Recognition of Problems
- Open and Honest Teamwork
- Evaluate Major Building System
- System Analysis
- Value Engineering
- Update, Update, Update
- Face the Hard Fact's



VI. Staying on Schedule



Coordinated Master Schedule

- What is a Master Schedule vs. Contractors
- Who owns the schedule Responsibility
- Method
 - Manual
 - Software
 - Updates



Parts are Parts

- Logical Construction Progression
- Quantification of Scope
- Man Power Loading
- Precedent's
- Major Milestone's
- Procurement Schedule
- Delay's
- Float



Real Life Site

- Schedules to be used must be simple and understandable
- Weekly Site meeting to Monthly Progress Meeting
- Keep the schedule updated
- Limit detailed scheduling to a Rolling 3 Weeks for the Crafts
- Understand Actual to Planned



Scheduling Pitfalls

- Unrealistic Durations
- Poor Follow-up
- Lack Of Updates



Getting Back on Schedule

- Increase Productive Manpower
- Selective Shift work / Overtime
- Increase Clean-up
- Complete Selective Area's



VII. Construction Administration and Quality Control



Owner's Rep

- The Gambit of Ways
 - Corp of Engineers
 - Retired Baby Sitter
- Projects dictate the Need
- Authority and Responsibility



QC

European Retail Property School

- Testing Companies
- Specific Item Expert's
- Code Officials
- General Contractor Staff
- Sub Contractor Staff
- Manufacture Inspection and Certifications
- The Old Smoke Test !

A/E

- What is your Comfort Level of the Architect's on site involvement ?
- What is A/E required to do by:
 - Law
 - Contract
 - Local Code Enforcement



Class Evaluation:

Please remember to complete the class evaluation by using your smartphone or tablet.

Class Evaluations Link:

survey.icsc.org/2014ERPS

ICSC John T. Riordan School for Retail Real Estate Professionals
Istanbul, Turkey • 17-21 February, 2014

John T. Riordan School for Retail Real Estate Professionals
Istanbul, Turkey
17-21 February, 2014

SESSION:

INSTRUCTOR(S):

Please rate the following by circling the appropriate number.

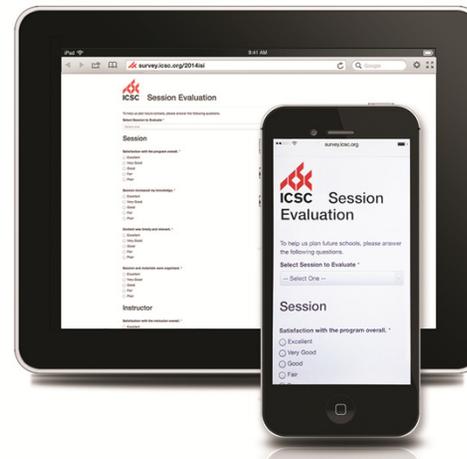
SESSION:	Excellent	Good	Fair	Poor	
1. Satisfaction with the program overall.	5	4	3	2	1
2. Session increased my knowledge.	5	4	3	2	1
3. Content was timely and relevant.	5	4	3	2	1
4. Session and materials were organized.	5	4	3	2	1

INSTRUCTOR(S):

Excellent	Good	Fair	Poor		
1. Satisfaction with the instructor overall.	5	4	3	2	1
2. Instructor demonstrated a strong command of the information.	5	4	3	2	1
3. Instructor was enthusiastic, professional and kept me engaged in the learning.	5	4	3	2	1
4. Instructor provided practical and relevant examples?	4	3	2	1	

COMMENTS:

1. What issues, challenges or trends are you dealing with now that could be recommended for future education sessions?
2. What is the most valuable takeaway you gained from the session?
3. What enhancements would you recommend for the session?
4. Additional comments?



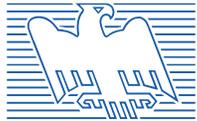


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