

Empathy IQ and store visits-20260723_161713-Meeting Recording

23 July 2026, 03:16pm

48m 1s

● **Kenefick, Peter** started transcription



Kenefick, Peter 0:04

Should we go in there?



Desmond Leo 0:04

All right.



Declan O'Reilly 0:05

So, Peter, you've met Desi before, right? And Fernando?



Fernando Guevara 0:07

The.



Kenefick, Peter 0:09

I think, briefly, Fernando, I spoke to Desi a time or two, alright, yeah, yeah, not as familiar mugs to have on screen as Gary and yourself now, but you know.



Fernando Guevara 0:09

No.



Desmond Leo 0:13

Yeah.



Declan O'Reilly 0:13

Yeah.

Mugs is right. Yeah, so look.



Fernando Guevara 0:19

Yeah.



Kenefick, Peter 0:20

Ohh.



DO Declan O'Reilly 0:23

Had a quick chat with the guys. They have some questions before we kind of come back with some possible solutions. So yeah, we'll hand over to Daisy and Fernando to just get some initial questions rolling.



Kenefick, Peter 0:27

Yeah.



FG Fernando Guevara 0:28

Yes.



Kenefick, Peter 0:31

Sure.



DL Desmond Leo 0:36

So from what I understand, there's a new initiative from the CEO that is requiring everyone to be a lot closer to their stores than which I assume means having store employees, or sorry, not store employees, Musgrave employees go visit stores.



Kenefick, Peter 0:37

Sure.



DL Desmond Leo 0:56

fill out surveys and make assessments.



Kenefick, Peter 0:59

That's pretty much it. Yeah, it said a lot quicker than I did to the guys yesterday, I think.



DL Desmond Leo 1:00

Okay.

 **Fernando Guevara** 1:03
Mhm.

 **Desmond Leo** 1:04
Your 11 request was that.
The person that is filling out the survey then gets to see the answers that they submitted for a particular store, and I'm trying to understand the problem. that solves or I'm trying to understand like what what does that what does that do? What is the purpose of being able to see your answers?

 **Kenefick, Peter** 1:30
It's.
Probably taking the inside team out of the loop in a way. Right now, access to empathy IQ is all controlled centrally to our team. Any piece of research we have done is targeted to a specific issue or question. So we've launched a new campaign. We'll do a piece.

 **Desmond Leo** 1:36
Okay.

 **Kenefick, Peter** 1:51
We'll do the analysis. We are the gatekeepers of the findings, the feedback, etc. This new initiative is going to be, well, we have used it for this purpose before. It's going to be used much more so, I would say, in an ongoing way.
doesn't always necessitate us getting involved from a feedback point of view. So it's, I suppose, democratizing.
access to people's feedback without necessarily bringing people in to be full-blown users of Empathy IQ. So it's the purpose of it for them potentially will be to feedback to their teams or feedback to a retailer. So if they go visit three stores.

 **Desmond Leo** 2:26
Okay.

 **Kenefick, Peter** 2:36

They have a, yeah, here's an image I have, here's the comments I made on that store. We're not executing this right in store so that they have that direct ownership of their own feedback as opposed to it being done through us or else doing it in aggregate. It's done on an individual level. So that's kind of the reason for it. It's a. Making our lives easier, making their lives easier, in general, that's the thrust of it, really.

 **Gary Walsh** 3:01

So it's not just to see your own answers, you have to be able to share them with someone.

 **Kenefick, Peter** 3:06

Well...

See, yes, I mean I suppose...

Do it in an easy way. I mean, if it's, I suppose the simple way I'd suggest yesterday is if you get something in an output, an export output, and if you then want to share it on, fine, so be it. I suppose my first instinct was that rather than them clicking through to a link that brings them into a system, which I think will probably be a bit of friction is almost it's like a proactive send it out to them and if they use it, they use it, if they don't, if they share it, they share it, if they don't, fine, you know.

 **Desmond Leo** 3:44

Is that a requirement that they provide feedback to the stores and the scoring system or is that like an assumed?

thing that we think that they will do is it is it that they're going to each store to evaluate it specifically and that store needs to immediately then have access to that feedback. So it's going to be a forced requirement or.

 **Kenefick, Peter** 4:06

It's not. I think this is still taking shape, to be perfectly honest, in terms of what is and isn't. I think there won't be a policing element to it. This is...

to a large degree a cultural thing about getting people out into stores and Some of what the reasons they do it, some of it will be.

We've got 20 new joiners this month. Those 20 are going to go out and do store visits.

In other cases, it might be you've got a team and a part of the business is going out looking at ranges in store, whatever. The end users or the end purpose will vary on this. So for some people, it will be, let's talk to the store owner. For some, it will be, I'm going to bring this back to my trading team or my marketing team. and give them some feedback on X, Y, or Z. In some cases, it may not go anywhere or may not be used in a logical kind of feedback loop of any kind.

GW Gary Walsh 5:03

Is it?

But it's only ever your stuff. When you say democratizing the insight, you're not democratizing the combined feedback of everybody. It's just your one. So if I put names on it and say...

Shannen is doing one of these things. Shannen goes out to Calester Super Value on one of his stores and fills it out and comes back.

Shannen might want to bring that back into your team or might want to bring that back into or give it to the store owner. Is that is that what you mean? But her answer not everyone else who might have went to that store.

 **Kenefick, Peter** 5:38

Yeah, so it's not, democratizing might have been the wrong term in a way because that suggests we're kind of letting everyone in. What we're doing here is giving people...

GW Gary Walsh 5:44

Yeah.

But.

 **Kenefick, Peter** 5:47

site or line of sight of their own feedback rather than all the feedback.

GW Gary Walsh 5:50

And you're not, you don't, your CEO doesn't want, he's not coming at it from the angle of having that store owner see these things, see the individual feedback. So 20 people go to cluster, whoever owns the cluster gets to see all that. That's not the angle he's coming from.



Kenefick, Peter 6:07

No, I suppose at the moment we have the TNPS program internally, which does filter down to store level feedback and that's there isn't. I mean, I certainly don't think the ambition here is that we get to that point. This is

As I said, less.

Some of it, that is the point, but a lot of it is actually we want to get people out into stores and collecting feedback and then if they want to share the feedback.

find or in certain instances they might want if we've got a load of new joiners, we may not want to share their feedback with store owners. To be perfectly honest, we might the point of that might be to get people out, but if we've got a generic process here that applies for them as well as for people in different areas. So, you know, you might have this as a tool for people in marketing when a new campaign goes like, how is that being executed in store? And they can bring, they can have their own feedback to hand and say, look, this point of sale isn't working in these stores or whatever it might be, you know, so.



Desmond Leo 7:18

It's it sounds it sounds like this solution is more about optionality than it is about.



Kenefick, Peter 7:18

Seven.



Desmond Leo 7:27

being a required thing. We don't know if the marketing teams actually want feedback from the people that are visiting the stores. We don't know if the storekeepers want feedback from the people that are visiting the stores. We don't know if the people doing a survey want to actually send their feedback onwards to anyone. So it.

It sounds like...

I'm still trying to wrap my head around the...

What is the core?

value of doing something like this. And one that's the most important one is that, you know, you're out of the loop. So they do their thing. You're not involved in it. You're back to your kind of area of the business. And then once they've got data, they can do whatever they want to do with it. But it's captured and stored

somewhere for them. And if they choose to send it on, they can. If they choose not to send it on, they

They don't, but you're wiping your hands clean of their inputs at that point.



Kenefick, Peter 8:26

Yeah, I'm not sure I like that language, but you're right. It's taking out the necessity of us to mediate.



DL Desmond Leo 8:29

Oh.



Kenefick, Peter 8:35

the gathering of feedback in all cases because we're not, there's no requirement on us to do anything with this. This is a culture piece and our role within that to some degree is enablement. If you're to look at the CEO, Noyal, what he wants is people to be close and people to be feeding back, etc.

We're not trying to set up a system that polices that. We're giving people the tools to capture their feedback and in different scenarios, different people that may or may not be followed up. There will be some very...

A deliberate.

Visits to stores that are designed to.

provide the feedback and to promote action. There would be visits to stores that may not be. So like you say, this is about optionality in a way that as part of this sort of. More.

an improved customer closeness culture that anyone who goes out to a store has a range of tools to...

reference to share, to feedback, whatever they may be, if they choose not to do that, or if the requirement of the visit or the specific purpose isn't to do that, fair enough, but I suppose what we're looking for is the facilitating the enablement and taking us out of the loop, if that's.



GW Gary Walsh 9:56

So, a much bigger.

 **Declan O'Reilly** 9:56
It.

 **Fernando Guevara** 9:56

But that that means, I'm sorry, that the.

It depends also the...

Let's say.

The feedback that we're going to get and the things is it depends on the type of of visits, I will say, or what is the, let's say, the feedback that we want to get. It is the visit, let's say, freeform or does it have a structure?

 **Kenefick, Peter** 10:24

I think if we have a, I think there'll be a generic link in this, which is one that will be a bit broad-based, so there might be.

some open questions, there might be, you know, one or two voice notes and there might be upload one or two pictures. So to facilitate those three formats in any summary that someone might have access to or can see, I think what we will

 **Fernando Guevara** 10:44
Mm.

 **Kenefick, Peter** 10:57

So if we have a big campaign for Christmas and there's some very specific asks in that, what we likely do there, we know that there's going to be a requirement to report and that the purpose of that isn't for individuals to look at that. The purpose for that is to actually take action on the insight, then we do what we've been doing all along and design.

 **Fernando Guevara** 11:14
Yep.

 **Kenefick, Peter** 11:17

our own script and we do the analysis and we, you know, what we're doing at present, we continue to do. This is almost like a...

an ongoing generic tool that's for the business that's separate to those very specific dives that we have been doing now. But yeah.

 **Desmond Leo** 11:33
See.

 **Gary Walsh** 11:33
You.

 **Fernando Guevara** 11:34
Mm.
OK.

 **Gary Walsh** 11:43
Store, I pick it, and then I answer my three questions, upload my videos, or whatever, and it's the exact same for everyone. Like, just keep going back in and do store visits, services, services - is that what you picture?

 **Kenefick, Peter** 11:54
Um...
I don't, I haven't thought this through fully. Like, I think...
I mean, I don't know whether this is exclusively our stores, for example, or whether, you know, like if we have a generic enough one here, we talk about, you know, things that are working well, good example of this, you know, might be a few headlines, value, quality, whatever it might be, that is broad brush enough for one thing.
you know, based on your visit to the store that we could improve, open end, upload a picture that highlights the...
something would have worked well. Now, you know that we're not getting into real specifics here. This is kind of a link for all seasons, whether people reuse the same one over and over, how it worked, whether, like I said, whether to identify feedback or whatever these need to be individualized rather than generic, I don't know.

 **Desmond Leo** 12:51
And, and.



Kenefick, Peter 12:51

And I'm open. Look, there are there are areas here where the parameters aren't tight, and if things can work more easily by doing it one way or another, I'm all ears, you know.



Gary Walsh 12:53

Sorry.

What I mean is he, because you don't want to be in or the desire is to take the gatekeeper out, you can't be going in to have to set up individual projects each time for, you know, you want to have something set up once and it's allowed for the rest of the year for people to keep coming back into if they did one or 10 missions that it's always there for them.



Fernando Guevara 13:02

Ohh.



Desmond Leo 13:02

Yeah.



Kenefick, Peter 13:21

Yeah, and look, I think that would be the ideal. And I think if there's maybe, like as I said, maybe at some point of the year, we will go in to the data set as we would typically do and in aggregate look at, okay, this quarter or this month or whatever, we had X visits, here's a few of the themes that we would still



Gary Walsh 13:32

Yeah.

Okay.



Kenefick, Peter 13:41

Have that capability, yeah.



Gary Walsh 13:42

You can do that, yeah, yeah, and you can, and you can do analysis on a high level of what you're seeing across all the reports. OK.

 **Fernando Guevara** 13:44
Mmh.

 **Kenefick, Peter** 13:48
Yeah.

 **Desmond Leo** 13:51
I just, just, just to take a step back, I think I understand it now, so...

 **Gary Walsh** 13:52
Okay.

 **Desmond Leo** 13:59
CEO has come in with this new, we'll call it like a store closeness policy. And you were wondering whether or not there is something that you can build within your tools to help facilitate that store closeness in a way that kind of makes that experience a little bit more engaging for everybody so that, you know, they're more likely to go visit stores and
Provide feedback.

 **Kenefick, Peter** 14:25
Yeah, and in a way, we probably have...
Right now, we have in existence a link that we have used. You know, we've, I suppose what's happened among the tools and the platform, we have used this a few times or a number of times already is working. We have a fairly generic version of this that we could send out now and use forevermore if we wanted to.
The challenge being that that requires us, if someone wants to get hold of their feedback, it requires us to a lot of legwork. I want, as I said, it's taken us out of the loop.

 **Fernando Guevara** 15:00
S.

 **Desmond Leo** 15:01

Yes.

So, so, so I think...

 **Kenefick, Peter** 15:03

So.

 **Gary Walsh** 15:04

Has anyone like that have people ever come back to you and say what did I say there? I think that's all about that is trying to get there is like what like what is the scenario where Mary who submits in that needs it back?

 **Kenefick, Peter** 15:17

We've never set it up like that.

 **Gary Walsh** 15:18

And what format would Mary need and what would Mary want to be able to do with it? And that's my question is, does Mary want to share it with the store owner, who's someone who's not in our platform, is not in a scope of the system, or is Mary only ever sharing it internally with people within the business to prove that she did the task or to highlight within her own? Like is Mary bringing it, oh, I want to go look at my reports to.

 **Desmond Leo** 15:40

Okay.

 **Gary Walsh** 15:40

To write a review of what I've done this week, you know.

 **Desmond Leo** 15:42

Okay.

 **Kenefick, Peter** 15:44

I think we'd have to factor in like essentially store owners, a lot of them are going to

be outside the Musgrave system. So you're looking at spitting something out of the system rather than bringing people in, I would suggest.

 **Gary Walsh** 15:50
Yes.

 **Desmond Leo** 15:57
So, so.

 **Gary Walsh** 15:58
I think you do want to, you do, that is part of what you're looking for is for those people who are external to be able to see. Mary goes to John's store and has some, sees some really bad stuff and goes up to John and wants to be able to hear John, look, this is my feedback, you need to do something about it.

 **Kenefick, Peter** 16:15
Yeah, yeah. Like, there's a lot of use cases for this. Some of them, like, I don't know.

 **Gary Walsh** 16:16
Assumption, you can have.

 **Kenefick, Peter** 16:24
how much of this will result in practical action, but what we need to have is...
And I don't necessarily like potentially we're looking at.
New joiners, people across multiple departments here doing visits. Some people it might be, they might do two store visits in a year and that might be a new joiner might do 2 store visits when they join and then that might be until 24 months time. I'm not sure how the rollout is. We're not policing the actual push to get people out.

 **Gary Walsh** 16:50
Yeah.

 **Kenefick, Peter** 16:52
I suppose.

GW Gary Walsh 16:52

No, that part I guess, that part's one.

Kenefick, Peter 16:54

So we need to have a scenario where someone can access their own feedback. Ideally, if this is such potentially high volume of people, low level engagement, say with a platform, I don't necessarily want to be

GW Gary Walsh 16:55

No.

Kenefick, Peter 17:13

creating a scenario where we're getting people to log in and, you know, a UX, a whole understanding of how to use a system. I'd sooner that someone just got a link and then they got the output and if they use it for their own purposes, share it on internally, externally, that would be the ideal.

DL Desmond Leo 17:20

So.

Kenefick, Peter 17:33

And so that.

DL Desmond Leo 17:33

So really, really in terms of like the actual experience.

GW Gary Walsh 17:33

Just.

DL Desmond Leo 17:39

Person comes in, fills in a survey, and then... as a send summary question. Do you want to send a summary? Yes, if so, like type in the e-mail address of the person you want to send to. they type it in and it just automatically emails the summary to whoever it is that they

want. They can send it to themselves, they can send it to another team, they could send it to a store owner, and like they filled it in once and then they're just like, cool, send this off now. Or they could choose not to send it to anyone, but like they just filled it in and it gets aggregated into like that store level report that you've got.

 **Gary Walsh** 18:11

Okay.

 **Desmond Leo** 18:14

Is that is that what we're?

 **Kenefick, Peter** 18:15

Yeah, that's it. I mean, again, like the format of the, as you asked earlier on, potentially it's kind of capture in a simple enough way. Okay, we've got five quantitative questions, a bit like a top line question. One was this, yes, percent no or say yes to this or code 3 to that. We've got a voice question and there's a transcript of that and we've got the picture that you uploaded and like you say.

 **Desmond Leo** 18:41

Yeah.

 **Gary Walsh** 18:45

a transcript or the actual audio.

 **Kenefick, Peter** 18:48

I think it transcript ideally. I don't know. Again, I'm sure it's easy for me to say whether that changes anything.

 **Gary Walsh** 18:52

From a GD group.

But no, it actually makes it like the actual audio would come with data protection issues like someone's voice. The issue with the transcript is if someone has a big thick cork accent and start saying things like don's, you know, the transcript might not be

accurate. So just, you have, it's a trade off, there's one or the other, you know, you can go in and modify the transcript.



Kenefick, Peter 19:00

Oh, yeah.

Mm.

Mm.



Fernando Guevara 19:11

Best.



Kenefick, Peter 19:12

Yeah.

Yeah.



Gary Walsh 19:17

and then media. So that brings you to a broader question and let's say someone goes in and Mary does our thing and hit send.



Fernando Guevara 19:18

But.



Gary Walsh 19:26

And in Mary's feedback, she says, your store is shy. Here's a picture of where it's shy. And that link goes out. That link is out in the world now. She sends it to John and John sends it to Peter and Peter sends it to Billy. Anyone who has that link has access to that.



Kenefick, Peter 19:31

Mm.



Fernando Guevara 19:37

S.

GW Gary Walsh 19:42

Is comfortable with that.

 **Kenefick, Peter** 19:45

I suppose it's a format thing as well. Are we looking at, I know what you mean, like is there a need for some moderation of this content here? I mean.

FG Fernando Guevara 19:49

Yes.

Yes.

GW Gary Walsh 19:54

Moderation slash authentication to some reason. I know you're saying about, but the reason I'm bringing up was when you talk about frictionless. Frictionless equals securityless. So you're going to have to draw that line. And I do suspect that if you go that route, your DPIA is going to have different issues because now you're getting into the element of potentially exposing what could be sensitive information from the business.

FG Fernando Guevara 20:04

Oh.

 **Kenefick, Peter** 20:20

Okay.

GW Gary Walsh 20:21

So it's just, it's a practicality point of view of saying if I didn't think, I thought you just wanted Mary to be able to see your answers, fine. You would still need now because you want Mary to be able to see it. We probably have to have Mary log into something rather than just have that guest link that she can click all the time because how else would we know that it's Mary?

The if it marries to share that with the store owner.

 **Desmond Leo** 20:47

That's a good point.

 **Gary Walsh** 20:48

Fine, as Desi says, we can pump in the store owner's e-mail at the end of the e-mail, but we would need to protect that page with that store owner's e-mail, like when the when the store owner gets an e-mail saying, "Mary has submitted shared her feedback, which I clicked the link."

 **Fernando Guevara** 21:04

What?

 **Gary Walsh** 21:04

The store owner would have to put in her e-mail address again to get a one-time code sent out just to confirm you are the one that had that e-mail that Mary wants to see it.

Okay, that's from a security point of view. John wants to share it, you know, John can't then share it to anybody else, you know, but Mary could re-share it to someone else, and it's just whoever Mary grabs. So in the same way that you log into MTIQ or Shop Talk right now, we ask for it, you put in your e-mail and you get the code back.

 **Kenefick, Peter** 21:16

Mm.

Mm.

Yeah.

 **Gary Walsh** 21:30

If we don't do anything like that, if we're sharing it to people outside the platform, you are punching a massive hole in the fence.

And.

Anything can be going out.

 **Kenefick, Peter** 21:41

Is is there right as opposed to again a link like an actual here's a file that goes right?
You might say the issues are the same, but I think...

 **Fernando Guevara** 21:46
You.

 **Gary Walsh** 21:53
the same issue that you would have to predicate that you have no control.

 **Kenefick, Peter** 21:55
If the file goes to the person who's recorded this, who's a Musgrave employee whose contract...
Compels them to behave in certain ways, and that you can't share this, you can't do that, and it they have a file.

 **Gary Walsh** 22:06
Yeah.
If, if user okay with that.

 **Kenefick, Peter** 22:12
I, yeah, I need to look into this a bit more.

 **Desmond Leo** 22:13
Yeah, because we'd have to, we'd have to trust that they say who they are. Otherwise, they need to authenticate in somehow to prove who they are. So they could come in and so, I mean, you could, they could, you know, Mary could be like.

 **Kenefick, Peter** 22:22
Nope.

 **Gary Walsh** 22:26
Nobody, no, what he's saying is Mary gets an e-mail at the end automatically, so she does not, then Mary has that PDF attached to it, and Mary.

DL **Desmond Leo** 22:33

But you have to trust that it's Mary that filled it out in the 1st place.

 **Kenefick, Peter** 22:35

Mm.

DL **Desmond Leo** 22:37

Right, like how, because if it's just an open link.

GW **Gary Walsh** 22:38

No, as a given, as a given, we have to make Mary log in. Mary's one of your staff members, she has to log in.

 **Kenefick, Peter** 22:45

Okay.

DL **Desmond Leo** 22:45

to a serving.

How do we, how do we?

GW **Gary Walsh** 22:48

In order, as you say, in order to authenticate that, we're sending it back to someone who is a Musgrave employee.

DL **Desmond Leo** 22:53

Yeah.

GW **Gary Walsh** 22:55

Like.

DL **Desmond Leo** 22:56

We, I mean, but we'd have to build a... Actually, everyone should be a panelist. They're a panelist, they're logged in as a panelist, then they do the thing. OK.

 **Gary Walsh** 23:03

So that's where I'll be going with that one on the Mary side. It's this exposure to non-Musgrave employees. Now the same thing applies, but again, these are your considerations that you have to box up. Mary gets a PDF and in that PDF is text. Presumably you want to brand it to some description that it's coming from Shop Talk, you know. So again, there's going to be a document, a record that

 **Desmond Leo** 23:10

Mm.

 **Kenefick, Peter** 23:14

Yeah, yeah.

 **Fernando Guevara** 23:15

Mm.

 **Kenefick, Peter** 23:23

Mm.

 **Gary Walsh** 23:25

Mary said your story is ****. If she sends that to the store owner, which I presume she's allowed to do, that store owner can then send that off to someone else. It's out of your control from a data protection point of view. So it is better to control it within the system. It's just, I only bring this up because you mentioned a few times about frictionless.

 **Kenefick, Peter** 23:32

Yeah.

Mm.

 **Desmond Leo** 23:35

Yeah.

No.



Kenefick, Peter 23:44

Yeah.



Gary Walsh 23:44

There's no, there's one or the other, you go frictionless, but you have to accept a, you know, and you might, your DPA or DPO might determine that that is of no consequence, you don't care, it's just general feedback, you might do.



Kenefick, Peter 23:47

Mm.

I know you know our DPO, and I...



Desmond Leo 24:03

Thank you.



Fernando Guevara 24:03

Mm.



Gary Walsh 24:04

I do. That's why I bring it up because I feel like it's just...



Desmond Leo 24:05

List.



Kenefick, Peter 24:08

Yeah.



Gary Walsh 24:09

Within the tools, what we currently have, like this would have to be something different in order to enable facilitate this. And within the tools of what we currently have right now, we have an anonymous survey and someone fills it out. How do we get, we don't know who that person is that came into that survey.



Kenefick, Peter 24:27

Yeah.



Gary Walsh 24:27

At the start, so who do we send it to at the back? We'd have to ask them to punch in their e-mail so that you can put it in any e-mail and you can push that off platform there at this point and get it away, so that's like that's hole number one.



Fernando Guevara 24:34

Yeah.



Gary Walsh 24:42

And then you fix that by making them log in. You can protect it by saying, as you said, like, they're panelists, so we know who they are. We lock down that survey to just those panelists as such that they can kind of continue on and do it forever and a day. It's that sharing out piece that's the challenge. And I guess that's what we were trying to figure out.

Was that what you want to do and why specifically do you want to do that? And if that's the smaller part, then if the bigger part is just the driving them to fill it out more and more and more.



Kenefick, Peter 25:16

Mm.



Gary Walsh 25:16

then it's how do we kind of make the access internally a bit easier? To which end I would ask, have you thought about any sort of, like is there any conversation about like incentivization?



Desmond Leo 25:21

Yeah.

Can I, can I, can I just throw something wild out there then? Maybe it's actually, maybe it's not that wild because maybe this conversation is going in that route. I mean, like you're, it's like an employee engagement thing. Everyone's getting more

involved in the stores. There's almost a gamification part of it where a panel. a company panel might be a good idea. Everyone that's a part of Musgrave joins the panel. They log in, they've got a list of activities they can do to participate to become the best Musgrave employee. And they fill in, you know, go visit us, do a store visit, and then go do another store visit. And they just keep on getting these opportunities to engage with whatever exercise it could be, because one day it could be a store visit, another day it could be like, go visit the website and check this thing out or something like that. And then



Kenefick, Peter 26:18

Yeah.



Desmond Leo 26:19

you're building a bit of a Musgrave community of employees that are just, you know, winning points to then get a, I don't know, a grocery shop or something. I don't, you know, that could be, that could be a, we could turn this into like a proper,



Gary Walsh 26:27

Mm.

Yeah.



Kenefick, Peter 26:35

Mm.



Desmond Leo 26:36

It Musgrave Musgrave community.



Fernando Guevara 26:36

But the that.

I will say that it has to be aligned as well with the, what does the CEO consider success? Is the number of visits, how behavior change, or a specific insight that we want to track? So what is the metric that...

 **Desmond Leo** 26:46

Yeah.

 **Fernando Guevara** 26:58

Let's say the CEO will consider success.

 **Kenefick, Peter** 27:01

I mean, yeah, I don't know the answer to that question. I think the first one is the culture change that people are out in stores. They're like, if you are going to go all in on this and really go down the route of pushing people, then, like you say, gamification, different tasks, all of those kinds of things, then...

closing the loop would absolutely be important here in terms of making sure that you've got something being done with this feedback. You know, if you're, depends how far we want to go, there's a spectrum here of how far we go with this. I mean, there is, like, in terms of how much we want, one of the conversations I had the other day on this was, look,

 **Fernando Guevara** 27:36

Yep.

 **Kenefick, Peter** 27:44

kind of, oh, you know, we don't want another link, we don't want another login, and we don't, these people have 100, you know, that kind of talk, which is, I mean, I don't know, it was like in my head one of the things there, and I don't know actually if this goes back to what you were saying, Gary, like about.

Do we literally, if we have...

something here like a generic task or tool or link that we

Mosgrave have 9 or 10,000 staff that everyone we just replicated and have individual IDs or whatever and link 312 is me and if...

I don't know if that identifier can play through to mitigate security risks or, you know, that thing, is that another way of looking at it? Or I know that we'll still have issues with it, but at least, you know, this is your link and we kind of put guardrails around that. And I know you said, look, ultimately that's us and ultimately I can't answer all those questions because it's DPO, but.

 **Fernando Guevara** 28:31
Great.

 **Gary Walsh** 28:40
We have.

 **Kenefick, Peter** 28:46
Probably.
Like I know I was going to come out of this potentially with a couple of options. The thing is here I can see how this is 100 different routes we can go with, how far we go with it, how tight or loose it is in terms of...

 **Gary Walsh** 28:57
No.

 **Kenefick, Peter** 29:03
security logins, all of those kind of things, but...

 **Gary Walsh** 29:07
What is it like? Where is this like no login thing coming from? Is this like a is this a just a kind of like, oh, I'd rather not have one or is it like a pain point that people are bringing up?

 **Kenefick, Peter** 29:20
Um, well, it was brought up and I had this chat, was it Tuesday afternoon, um, more as a...
It was that if the friction is like, if someone, and again, look, this isn't one that was well done.

 **Gary Walsh** 29:31
Is it frictionless because you think friction will reduce the engagement?

 **Kenefick, Peter** 29:36
Potentially, although there's a part of me says if someone's already bought into

going out to a store and they click on a link and then they have to just put in their e-mail address or something, that's not a whole pile of friction. You know, if they get an e-mail when they're sitting at their desk and say create a new profile here and then do this before you go out, that feels more like friction to me, you know, but

 **Fernando Guevara** 29:37

Mm.

Great fiction.

 **Gary Walsh** 29:48

Yeah.

 **Fernando Guevara** 29:48

Yep.

 **Kenefick, Peter** 29:59

Like maybe something in how we would go about it.

 **Gary Walsh** 30:01

But that's a one-time task now, as opposed to every time you have to go in and put your e-mail in. There's one friction versus if I do 50 store visits, there's 50 frictions. They're smaller frictions, but they accumulate.

 **Kenefick, Peter** 30:09

Mm.

Yeah, yeah.

 **Gary Walsh** 30:13

And that's that's one that that'd be where I'd be driving at that one is is it was is how much of this is part of the the scope that you've been given of like actual people saying well I won't do it if I have to log in every time. Okay, that's fair and far as it's just like logins are a pain in the **** just trying to avoid them if we can.

 **Fernando Guevara** 30:16

The.



Kenefick, Peter 30:32

More the latter, to be honest with you, but look.



GW Gary Walsh 30:33

Okay.

Because, like, there's ways he can address that to, like, make the straight the friction easier.

If you, if we are able to create that little bit of friction at the start, it enables a lot more.



Kenefick, Peter 30:48

Mhm.



GW Gary Walsh 30:50

frictionless stuff at the back, if you know what I mean. If I can guarantee that it is Peter logging in, then I can make a lot more functionality available to Peter versus if I'm not 100% sure it's Peter, you probably want to be a little bit more controlled than what you sent back. And even if you had unique links for everybody, you're effectively just creating a guessing mechanism to figure out what it is. I can just start looping through the numbers.



Kenefick, Peter 30:53

Yeah.



GW Gary Walsh 31:12

3123133435 and seeing what everybody else put in, you know.



Kenefick, Peter 31:18

Yeah.



GW Gary Walsh 31:19

Now, if that is the case, then why don't we just open up all the answers to everyone? You know what I mean? Because now we really are punching it out in a way that

Peter could go figure out what Mary said and what Shannen said and what Adele said, you know.



Kenefick, Peter 31:33

Yeah, yeah.

No, look, it's fair, like this is why we need to have these conversations. I haven't thought of most of these things at all. And the thing is, I didn't necessarily get a developed brief on this. I'm to some degree interpreting as well. I know what.



Gary Walsh 31:46

Yeah, yeah.



Kenefick, Peter 31:49

broadly we want here. I think there's what you've said there as well. There's degrees of this because I think to some degree we're looking at this as a lot of the people who might do this. It could be one of one day in the year they go up and do 2 visits and that that could be it. You know, I don't know to what degree people are how much of A push there will be on this. All signs are that it will be that all new joiners will get it, that there will be regular, you know, so many times a year, you're getting out, you're visiting a bunch of stores. And ideally, like you say, someone would have



Gary Walsh 32:19

Thank you.



Kenefick, Peter 32:25

Probably, when did they get, you know, okay, I went out six months ago, do they need to have access to the feedback form they filled out for Store X six months ago? You know, maybe, maybe not.



Desmond Leo 32:35

It it sound it it sounds like the.



Fernando Guevara 32:37

Ohh.

DL Desmond Leo 32:39

If, if, if we were to do this.

a proper way to change the culture. The right way to go would be we're going to create a panel, automatically invite everyone to join the panel. That becomes their internal hub for how they...

provide feedback to the rest of the company on all of the different stores. And they're all assigned exercises to be like, this is your exercise for the day, for the quarter or whatever, exercise one, go visit a store. And then they just kind of like, they just kind of

 **Kenefick, Peter** 33:08

Mhm.

DL Desmond Leo 33:18

what you call it, they add up, right? So then you'll just have a list of surveys that you have to do over time. And if someone's forgotten for the last six months ago, I have to log in, logs in, you say, oh, I've got six things I have to do. Visit one store here, do this other thing here. And it becomes this, the culture part, the changing of the culture part becomes the whole thing.

getting them to participate, finding a way for them to participate. Whereas, you know, we can have a link and say the link is available. It doesn't necessarily mean that they're going to participate or that they even will remember to participate without somebody sending out an e-mail. But then you've got this community where instead you're like, hey, you're now, your remit as an employee is to make sure that you're participating in all of these activities that are being planned out and set for you. then you could probably even hire.

someone else, not even in your team, to be the panel manager for the, you know, like the, maybe it's an HR person, and they can say, like, these are the activities that we want all of our employees to run, and then they just add those studies in or something.

 **Kenefick, Peter** 34:07

Hello.

Yeah, no, that's um...

I mean, I don't know how far.

down that road, we want to, as you said, look, maybe if this is a culture piece that might not sit in our team ultimately. I don't know how prescriptive we would be in terms of, you know, for example, we have an internal HR system and you get.

 **Gary Walsh** 34:34

Yeah.

 **Desmond Leo** 34:35

Mm.

 **Kenefick, Peter** 34:44

Push.

pushes on compulsory training so many times a year, uncertainty, health and safety or whatever it might be. And then you'd have here recommended ones or whatever. I don't know, again, carrot and stick in all of this, what the balance will be, whether that needs to vary across the company, but actually.

 **Desmond Leo** 34:52

Mm.

 **Kenefick, Peter** 35:05

The principle of an automatic.

Mail out to everyone in the company or to any new joiner so that you're...

You're opted in from day one, and then whether...

 **Gary Walsh** 35:19

Sorry, just need to take a phone call. I'll be back in a second.

 **Kenefick, Peter** 35:22

Yeah, whether that then results in some kind of...

push. I don't know what the mandate would be. I mean, to some degree, I think what you've done here is you've also opened my eyes to some of the issues, but also some of the possibilities in terms of what this tool can be. I was probably looking very much within the context of what we have. And

DL Desmond Leo 35:45
And.

Kenefick, Peter 35:45
a build or an adaptation of that rather than thinking more widely. So I think, again, it goes back to that sort of sense of spectrum. We can probably do something that's relatively close to where we are now in a limited way, obviously with some of the concerns that you've raised about data security and all of those things.
Or we can go with a much more ambitious program, which is...
You know, we're all in on this. We're bringing everyone in the company and we're going to...
push recommendations out to people and then in that case, do you, does this become a hub of some kind where, look, we've already internally probably got a view on, you know,
I know there's some work being done on guides and store visits, for example. Here's what you would do. Here's what you would look for. Here are different missions or whatever. Here's, you know, a video on how to provide the feedback through the tool or whatever it might be. So there's tools like that being put in place. So like, you know, that's the more ambitious version.

DL Desmond Leo 36:47
Just, just, just.
Just some additional thoughts then to add to.
Um...
Because I hear you that like, yeah, the HR has all of these other things and they're going on, but I mean, if they ever wanted to do an employee satisfaction survey, they would have access to the platform, then they could just do it. Now, the reason why I suggested the platform thing is 1, because the whole security thing, it's just a lot easier to have people sign in that we can validate who they are.
But 2, that's available. The functionality to actually e-mail what someone answered. To someone else, we still have to build that, but that's that's that does that functionality just doesn't exist yet, um, and so.

GW Gary Walsh 37:35

Okay, like if we summarize it then to what is...

You can currently do the store visits the way you want to do them, but they're not.

 **Desmond Leo** 37:40

Okay.

 **Gary Walsh** 37:45

there's a fear that it's not going to drive the culture change. And then the other part that you want to be able to do, which is to be able to share it at the end of it, can't be done at all with what we currently, with what the platform has. That's the two angles of what we're coming at if we distill it down.

 **Kenefick, Peter** 38:01

But I think if two points there, the second one is absolutely true. The first one, we can work around in an offline way. We can share links that we've created and then separately do our, and here's how you go about a store visit and here's, you know, and be.

 **Gary Walsh** 38:02

I'm good.

Yeah.

But ideally, you want that to be, you want that to be better, as more frictionless, and...

 **Kenefick, Peter** 38:19

Enabling a culture change, but...

 **Gary Walsh** 38:26

Help, help in and of itself change the culture by being a better experience, not needing to have 10,000 links and all that type of stuff, and...

 **Kenefick, Peter** 38:36

I think so. I mean, right now what we would do if we had to do this tomorrow, we would take a generic link and a guide on how to go about a store visit and we would hand those probably because we're not the drivers of it necessarily, hand those to HR

and to specific targeted people within each function. And Not sure then who's going to drive that. It's coming from the top and this leadership teams within each area would have response. So that's what we would do if we had to do it tomorrow, right? What that doesn't give us is problem 2, like you said, the ability to share any of that feedback outside of our involvement.

 **Gary Walsh** 39:08

Yeah.

 **Kenefick, Peter** 39:18

And I suppose that's the knob of it. The more ambitious point is probably some of what you were saying as well around, well, you know.

And it probably touches on the merits of the longer term engagement and the necessity for secure logins, etc. Then how far does this go? And if we're to be ambitious about this and get ahead of, like, let's assume over the next 18, 24 months, this becomes just part of how we operate.

what's the next stage? You know, are we are we kind of putting that out there now saying actually, you know, it's different types of visits or where we got this programmed and someone can have, I don't know what even this looks like, but there are possibilities within that where someone has this ongoing login and there's so many tasks a year that they're doing or whatever it might be. It is a competitor version of this where people are feeding back on competitors and I mean, I don't know also whether...

any of this is what is on existing platform or whether some of this stuff starts to take us into

Outside of that, I, you know, that that's probably not what that's one for.

 **Desmond Leo** 40:28

Mmh.

 **Gary Walsh** 40:29

Yeah.

 **Kenefick, Peter** 40:30

Your status, but.

GW Gary Walsh 40:30

Well, look, let us, I think we have the sense of it, so we'll try and form up some thoughts for you.

Kenefick, Peter 40:35

Wynne.

What's the next week?

Adele is doing a webinar with Nile, who's the CEO, right? That's happening next Thursday, and a lot of it is on the theme of customer closeness, and...

GW Gary Walsh 40:53

That was going to be my next question. What's your deadline?

Kenefick, Peter 40:53

Some of it is.

Some of it within that session is going to be an example of what we do at present and how people will be doing this. And we'll probably have some degree of, okay, here's a kind of guide, how about to go about this? Here's an example of the kind of like the

the platform as is, say, look, here's what we would do. You know, I think Shannen is going to record a kind of a video of here's what you do. You go in and you record a voice note, you upload a picture, you answer one or two questions, and here's what the ask is of you. So that's what we need for next week. If given that this is the The key socialization of that, if we had some broad brush ideas that I could put in front of Adele ahead of that, that would be ideal to say, look, not necessarily to commit to anything for next week, but here's look, there's three broad approaches we could take even and considerations.

GW Gary Walsh 41:43

Okay.

DL Desmond Leo 41:44

Can I, can I?

Can I throw?

 **Gary Walsh** 41:52
When would you like to be talking to Adele?

 **Kenefick, Peter** 41:56
Before Thursday, I...

 **Gary Walsh** 41:57
On Thursday.

 **Kenefick, Peter** 41:58
Ideally, Tuesday, I'm tied up in a workshop for most, for two workshops on Wednesday, but look, I look, I don't know.

 **Gary Walsh** 41:59
Okay.

 **Desmond Leo** 42:05
Can I can I throw one one more thing out there?

 **Kenefick, Peter** 42:08
Mm.
Mm.

 **Desmond Leo** 42:19
or is store in store closeness and stuff like that. So you don't necessarily care so much that the user then takes that information and shares it around or anything like that. You care more that they're actually going and participating in the activity and going from store to store and store and store. And if that's the case.
Then, on your side, if you wanted to keep it within your your remit.
You've got your, this is your store performance. You can do run quarterly reports on store performance and people will just go and do stores.
And then we put a positive incentive, so we gamify it, even if they don't become a panel member, what they can do is you can say, identify who you are.
whoever you identify as is going to get points towards some sort of raffle that

Musgrave is going to do. So there's no incentive for someone to lie about someone else then. And all they're doing is they're taking the opportunity to go in, do an actual store visit, provide a photo of proof that they actually visited the store or something, and



Kenefick, Peter 43:14

Mm.



Desmond Leo 43:26

They're putting in an entry. So now everyone's incentivized to just go to as many stores as possible without lying and enter the draw.

Then we don't have to worry about information being sent out to anywhere. Like no one has to, you control whether who gets the information and you get to control the cadence. You can be like, I'm just going to do this once a month or once 1/4 or once every six months.



Kenefick, Peter 43:51

Yeah, I look to some degree we can do that. I mean, I wouldn't completely overlook the need for the information gathered to be used or usable, again, outside of us using it, because I think if there's a little bit of the facade here of us getting people out but not actually using any of the feedback. I think we could.

go down the route here of like, you know, people querying the whole exercise. And I think the ability, even if only half the people use the outputs, I think there's something on that, whether that's us just doing, because we could potentially do that at the moment with the feedback, because we control all the feedback. So without any development, we could.

If we never had to do anything with the feedback, we could just go with what we have now in all probability, because we don't need the logins, because people don't have the outputs, you know. So that one, I have some reservations on, because I think we will need to be able to do something with outputs, but.

I mean, for me, if it's, you know, early part of next week to have a few...

key considerations and key routes. You know, there's a couple of routes we could go with this. You do this and it's the straightforward one, doesn't bring in security concerns. A bigger engagement might look like, you know, that that's probably some

routes and considerations that like, you know, if I have a chat with someone like Adele, she won't have thought of any of this, you know, so this is all going to be new news and just the possibilities. And even from a look, if something is a big challenge from a resource point of view or an investment point of view or time point of view, maybe to have those kind of flags because that's what she's going to be interested in if she's in front of the CEO talking about, look, I think we should really go down a route that's broadly like this, that she's aware that that's, you know, a complete shift from where we are and will take three months and a whole pile of money, you know, or we're very close to being able to roll this out and if the...

Key thing is to go up now and we don't want to do X, and that's actually not a priority, then we're good to go. You know, so it's sort of having some sense of that by if I, you know, I don't know how long this would take or whether even there's a broad version of that, like by Tuesday that I could talk to her just before Thursday to give her some options at no.

 **Gary Walsh** 46:13

But.

I know that wants to be in the loop on this one, so we'll fill them in and, and yeah, we might have something here, no problem.

 **Desmond Leo** 46:24

Yeah.

 **Kenefick, Peter** 46:24

Okay, I'm not sure. I'll have to check what the story is with the recording, the recording as well and sharing it externally, etc.

 **Gary Walsh** 46:31

Yeah, I don't. I, I've tried. I think in the past, people have told me they can share them out, but...

 **Kenefick, Peter** 46:38

I'll give it a go. Hope you took some good notes, ****.

GW Gary Walsh 46:43

Cut the gist of it, like, no, like...

understanding the ask, it was quite clear. It was what is the reason behind that ask and if there was, if that reason might actually be solved and it could be delivered in a different way, but you touched on it there with the options like option A, option B, option C, option C, for example, doesn't have that. Is that

 **Kenefick, Peter** 46:47

The.

FG Fernando Guevara 46:52

Ohh.

GW Gary Walsh 47:05

Does that satisfy your need when you consider any other options? So, we can, we can add, we can put it together.

 **Kenefick, Peter** 47:13

Yeah.

Look, I think there'll be some trade-offs in this in terms of how we go about it and just having a bit of clarity on those. Like, I know the brief is a bit, it's a bit.

GW Gary Walsh 47:22

Yep.

 **Kenefick, Peter** 47:27

Intangible to some way, to some degree, but it wouldn't be the first time you got one at all from us, Gary, I'd say.

GW Gary Walsh 47:33

Or anybody. We're used to it.

 **Kenefick, Peter** 47:36

Yeah.

Right, OK. No, thanks for the time. It was worth having the chat, definitely, and it's kind of prompted some thoughts and considerations I didn't have to course an hour ago, so that's important too.

 **Gary Walsh** 47:41

Yeah.

Yeah.

Yep, thanks, Peter.

 **Fernando Guevara** 47:49

So, yep.

 **Desmond Leo** 47:50

Ohh, awesome.

 **Kenefick, Peter** 47:51

Okay, I'll try and get that on to you if I can as well. All right. Cheers.

 **Desmond Leo** 47:53

Thank you. Just the transcript is fine as well.

 **Gary Walsh** 47:54

Thanks, Peter.

 **Fernando Guevara** 47:54

That's all.

Yeah.

 **Kenefick, Peter** 47:57

Okay, cool. Thanks. Cheers. Bye.

 **Desmond Leo** 47:57

Yeah.

DL **Desmond Leo** 47:58
Thank you. Bye.

GW **Gary Walsh** 47:58
Thanks, Peter.

FG **Fernando Guevara** 48:00
Yep, bye.

● **Kenefick, Peter** stopped transcription