

Operational Excellence in Retailing



Academic Speaker: Prof. Dr. Thomas Rudolph (*Director IRM-HSG, University of St. Gallen*)

Guest Speakers: Alessandro Wolf (Bereichsvorstand Lidl Länder @Lidl International)
Pastora Maria Cobos Aldana (Head of Operations @ZARA Germany)
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Operational Excellence is becoming a decisive competitive factor in modern retailing. With rising cost pressures, labor shortages, and increasing customer expectations, retailers must redesign their in-store operations to be faster, more efficient, and more consistent. New technologies, such as digital in-store communication, automated stock processes, and AI-supported workflows, offer the chance to reduce manual effort, and free employees to focus on customers. At the same time, strong leadership and clear routines are essential to ensure consistent execution.

This workshop gives a practical overview of how retailers can re-think, and -design key in-store processes to improve efficiency and performance. We examine how communication and advertising can be digitized, which logistics activities (like replenishment, stock checks, or waste management) can be supported or automated with AI, and how store teams can be organized and trained for stronger day-to-day execution.

Key questions addressed in the workshop:

- ✓ How can in-store processes be simplified and standardized?
- ✓ Which logistics steps benefit most from automation or AI support?
- ✓ How can digital communication reduce workload and improve execution?
- ✓ How should store teams be led and trained for consistent performance?
- ✓ Which routines and KPIs strengthen operational discipline?

Participants will leave with a clear understanding of high-impact levers in store operations and practical steps to improve efficiency, execution, and team performance across their store network.

Date: Tuesday, June 30, 2026, 9:30 AM – 4:30 PM

Language: This research workshop will be conducted in English.

Address: Weiterbildungszentrum Holzweid (WBZ), Holzstrasse 15, 9010 St. Gallen, Schweiz.

Sign-Up: Mail to handelsmanagement@unisg.ch