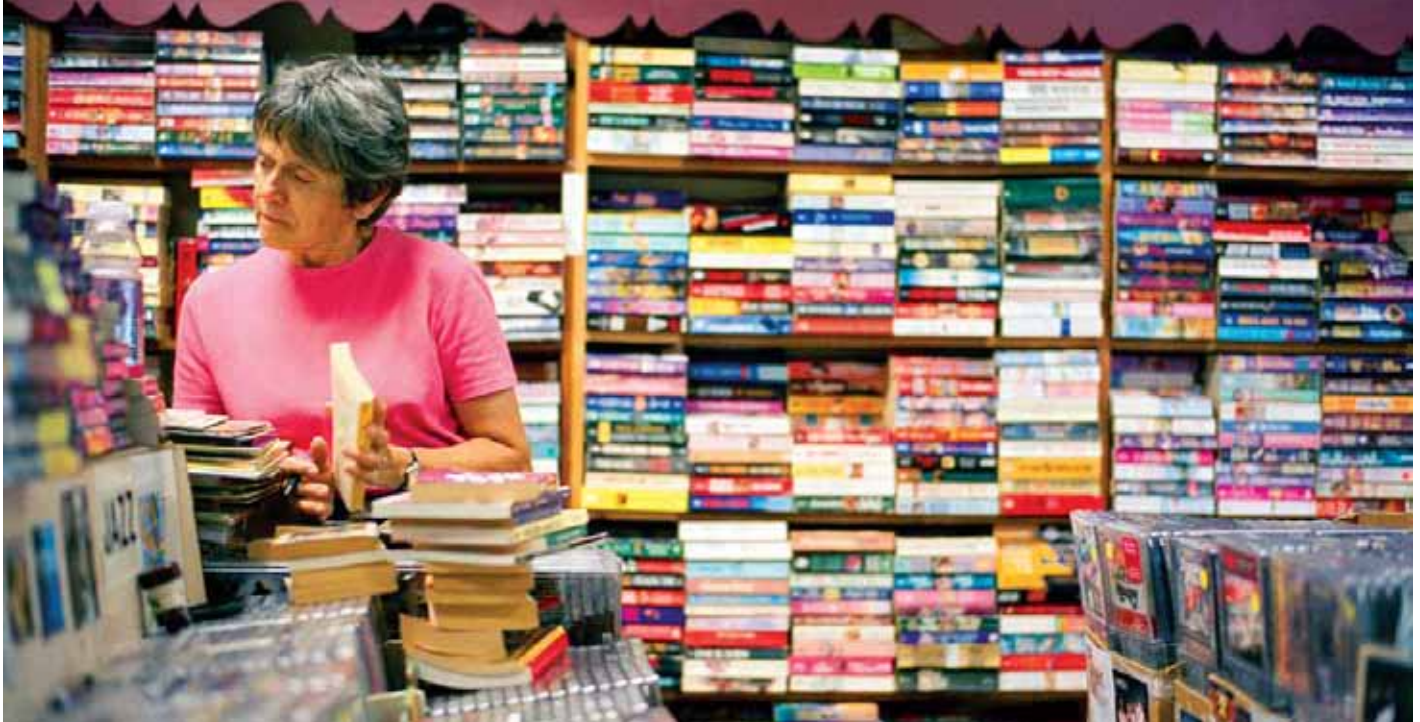


## Visibility and Control Checklist



Knowing what is happening in your business at any time is vital for survival. Many recent retail failures were the result of not having a tight control on stock, cash and adequate management information. Ensure you have the right management information and act on it before it's too late:

- Do you know your customers and understand their buying decisions?
- What are the key retail indicators? Why do your customers buy what they buy, and why do they not buy some of your other products? Understanding these drivers will help you make the right adjustments.
- Make use of lead and lag indicators – these are very useful for stock control and will help you buy products that will sell, and stop wasting resources on products that don't
- Focus your management information on cash – ensuring immediate visibility of cash and working capital will help you with forecasting and making any adjustments to strategy, stock or promotions before it's too late.

- Do you use scenario planning and set up contingencies?
- Have you planned for all eventualities? Considering unexpected variables will help you cope better financially should anything happen.
- Is your management team focused and engaged? If your management team loses focus, contingency plans are useless and indicators may not be spotted.

Immediate visibility and control over your current situation with effective scenario planning and forecasting can help you through most tough times. For more information on the issues raised in this checklist, visit [kpmg.co.uk/retailtoolkit](http://kpmg.co.uk/retailtoolkit) or email [retailtoolkit@kpmg.co.uk](mailto:retailtoolkit@kpmg.co.uk) to arrange an informal discussion.

### Other checklists in this series (click to download):

**Cash and Working Capital**  
**Retail Operational Excellence**  
**Stakeholder Management**  
**Value Preservation**  
**Retail Strategy**