

## Document 1

### John Lewis to undergo £1bn digital restructure over next 5 years shifting focus online

John Lewis Partnership is set to undergo a major digital restructure and invest £1 billion  
5 into growing its online business to ensure it will “thrive for the next century, as it has the last”

Its new chair Dame Sharon White has set out a bold new five-year plan to dramatically shift the company’s focus online, while expanding beyond retail and exploring new partnerships.

10 Following a turbulent year which saw it swing to a £635 million half-year loss and scrap its partnership bonus for the first time, White believes her new strategy will return profits to £400 million by year five.

Primarily, White plans to use £1 billion saved from streamlining its head office operations to invest in expanding its digital capabilities, including ecommerce, virtual shopping and  
15 home delivery.

While a chunk of this will be used to overhaul and modernize its store estate, it will also see Waitrose’s delivery capacity expand to over 250,000 orders per week. [...]

“We’re adapting successfully to how customers want to shop today, while showing the Partnership is improving lives and building a more sustainable future. We’ll share our  
20 success with our customers, Partners – who own the business – and our communities.”

## Document 2

### 25 John Lewis

John Lewis is a chain of high-end department stores in the UK, which forms the employee-owned mutual organization John Lewis Partnership with Waitrose. The cooperative was created by John Spedan Lewis, son of founder John Lewis, in 1929. The first department store was opened in London in 1864. The chain has promised since 1925 that it is "never  
30 knowingly undersold" – it will always at least match a lower price offered by a national high street competitor. In October 2019, the partnership unveiled plans to create one unified group executive team as part of its wider integration, which includes developing a single strategy and common technology platforms. The department store retailer has pushed technology up the agenda in recent years and it has emerged as a leader in the industry's  
35 journey towards a fully omnichannel environment. John Lewis now generates nearly half of its sales online. Since 2007, the John Lewis Christmas advert has become an annual tradition in British culture, signifying to many the beginning of the festive season.

[www.retail-week.com](http://www.retail-week.com)

January 2021

## Document 3



<https://www.express.co.uk>