

Hardlines Conference

Rob & Joanne Lawrie





Rob & Joanne Lawrie

Dealer-Owners

The LAWRIE GROUP of Home Hardware Stores, N.S.





Our Family



Our Family

- We're proud parents to a 17yr old daughter, Gabrielle.
- She has worked as a cashier, in the paint department and in our garden center.
- Her future plans are to attend post secondary to obtain a degree in interior design or maybe even business.



Our Beginning - Annapolis Royal

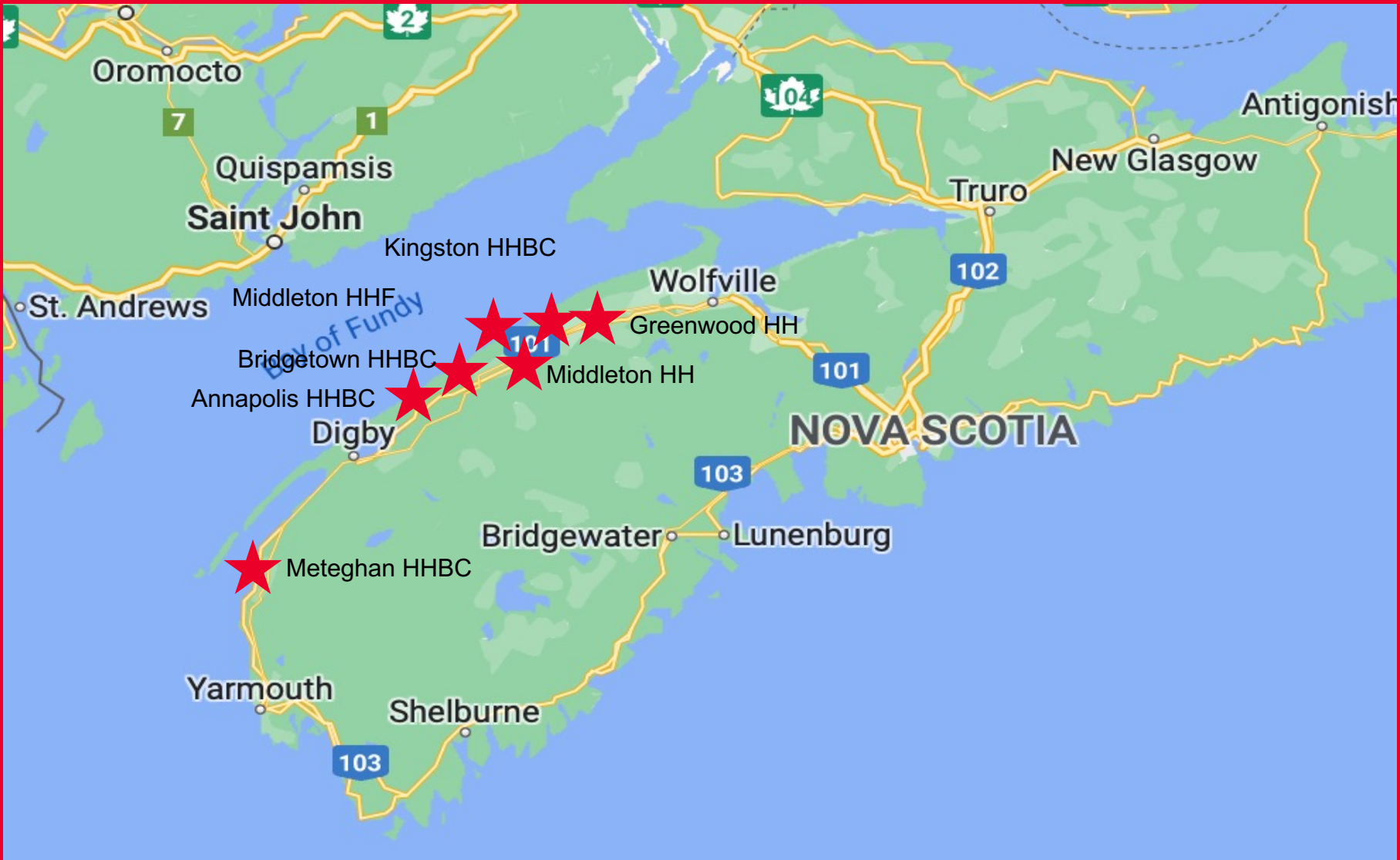
- 5000sqft greenfield store.
- Built in 1982.
- Stocked with approx \$75K in inventory & did \$200k in sales the first year.



Currently in 2022, we operate seven retail locations in Southwest Nova Scotia



7 Locations Serving South West Nova Scotia



Our Stores & Acquisition Timeline

- Annapolis Royal HHBC
 - Purchased in 1999, relocated and renovated 2008
 - 10,000sqft retail
 - 9000sqft picking warehouse
 - 9000sqft distribution and storage warehouse



Our Stores & Acquisition Timeline

- Meteghan HHBC— purchased in 2010
 - 6,000sqft retail
 - 5000sqft picking warehouse
 - 5000sqft storage warehouses
- *Currently planning for a store replacement



Our Stores & Acquisition Timeline

- Bridgetown HHBC— purchased in 2019
 - 6,000sqft retail
 - 6000sqft picking warehouse



Our Stores & Acquisition Timeline

- Middleton HH – purchased in 2019
 - 12,000sqft Retail



Our Stores & Acquisition Timeline

- Middleton HHF – purchased in 2019
 - 7,000sqft Retail



Our Stores & Acquisition Timeline

- Greenwood HH – purchased in 2019
 - 12,000sqft Retail



Our Stores & Acquisition Timeline

- Kingston HHBC – purchased in 2020
 - 6,500sqft retail
 - 6,500sqft picking warehouse



Services Offered

In addition to our retail operations, we offer a variety of other services to the communities we serve such as:

- In-house drafting services, kitchen design and project planning services.
- A commercial cleaning supply division.
- In-home measuring for blinds, doors, windows and kitchens.
- We also dispense bulk propane at various locations.

Installation Services



Turn-Key Homes



Rentals



 **Rentals**

We have an extensive rental fleet with small and large tools to help our customers and contractors get the job done !

Custom Deliveries



Our delivery team is experienced and always up for a challenge. Our specialty is odd loads requiring thought and planning.



THE LAWRIE GROUP

Annapolis – Bridgetown – Greenwood – Middleton – Meteghan – Kingston

So Why Multi-Store ?

Multi-Store & the Opportunities

- A way to grow business in smaller communities.
- Increased purchasing power resulting in better margins and increased profits.
- Advertising consistency & opportunities.
- Brand awareness (HH and The Lawrie Group)
- Standardized service levels and staff training.
- Resource sharing amongst stores.

Multi-Store Strategies

- Consistent market strategy (where service matters motto)
- Present a consistent shopping experience at every location.
- Blended Family(employees) and Customers.
- Hire, train and develop the best people in the industry.
- Create awareness for consumers of a family and community minded business.

Multi-Store Challenges

- Significant growth since 2019 since adding 5 new stores.
- Have not had time to build out a strong mid level management team.
- Consistent deployment of policies and procedures across all stores.
- Data synchronization and POS fragmentation.
- Influencing mindsets and procedural changes to improve efficiencies.
- Resistance to change by employees & managers.
- Fixing broken locations from under performing to meeting or exceeding industry benchmarks.

Multi-Store Success

- Professional reputation
- Community awareness
- Sales growth
- Diverse sales / revenue
- Improved inventory management
- Personnel development
- Future diversity

Multi Store = TEAM Building

There are a few things we've learned on our journey of multi-store ownership and having a strong team is imperative.

1. Hire the best people. (attitude and personality are key)
2. Invest & train them well. (Internal training, NHPA, Home Hardware's connect portal, the ABSDA) We are currently working towards hiring a Director of Training & Education position to further develop our team.
3. Create a culture and sense of family. (make sure everyone is engaged)
4. Find ways to grow the team in a professional level and meaningful way, ahead of other employers in the communities we serve.

Team Building

The Lawrie Brand is trusted serving South West Nova for over 40yrs



Community Involvement

We have a few mottos within our group which we also try to live by and often coach our staff and teams to believe in as well.

1. "Service the customers the same way you want to be served".
2. "Things that you do matter" whether at work or in the community in which you live.
3. "You can only take out what you put back in".
4. "Where Service Matters".
5. Everyone is a "spoke in the wheel".

Community Involvement

As a Multi-store organization its extremely important to support our communities and we have numerous groups we're involved with.

Each store supports their community in local events and the group supports some larger causes.

- War Amps of Canada
- Local Autism Groups
- Breast Cancer Fundraisers
- Tree Canada
- Our local Theatres, Historical Gardens & Health Centers
- Communities in Bloom and other community events
- Local sporting groups and their facilities

Community Events & Fundraising



War Amps - Our Charity of Choice



Recent Accolades

2021 was an exciting year for our TEAM. Through their hard work, perseverance and dedication to the business we were extremely fortunate to be recognized by our peers and the industry, receiving both Home's Proud of My Home Achievement Award for "Best HHBC Atlantic" as well as Hardlines Outstanding Retailer Award for "Independent Spirit". This was very humbling and rewarding to see our TEAM be recognized. Certainly, a career highlight of ours to share in their success.



Rob & Joanne Lawrie

The LAWRIE GROUP of Home Hardware Stores

Husband-and-wife team Rob and Joanne Lawrie are the dynamic Owner/Operators of seven Home Hardware, Home Hardware Building Centre and Home Furniture stores in southwestern Nova Scotia. From a single greenfield store in Annapolis Royal, N.S., founded in 1982 by Rob's parents, Beth and Robin Lawrie, The LAWRIE GROUP has expanded to become one of the most innovative and inspired home improvement groups in Atlantic Canada.

In 2021, Rob and Joanne's Annapolis Home Hardware Building Centre won both the Hardlines Outstanding Retailer Award in the category of Independent Spirit. (The award "recognizes a store that embodies a spirit of entrepreneurialism and connection with both its staff and the community it serves.") As well as Home Hardware's "Proud of My Home Achievement Award" for the category

of Atlantic Region's Best Home Hardware Building Centre 2021.



**Here's
How.**