HARRIS FARM MARKETS — STRATEGIC CONTEXT FOR CLAUDE CODE

Document Purpose

This document provides comprehensive strategic context for Claude Code sessions working on Harris Farm Markets (HFM) projects. It is sourced from the live Monday.com strategy boards (Pillars 1–5), supply chain board, and executive conversations. Last updated: February 2026.

COMPANY OVERVIEW

- **Name:** Harris Farm Markets
- **Founded:** 1971 — family-owned Australian premium grocery retailer
- **Revenue:** ~$1B
- **Network:** 30+ stores across NSW, Queensland, and ACT
- **National Distribution Centre:** 34,000 sqm facility in Greystanes (18,602 sqm warehouse — freezer, chiller, dry goods)
- **Co-CEOs:** Angus Harris, Luke Harris
- **COO:** Darren Weir
- **CFO:** Matthew Hooper
- **CTO:** Phil Cribb (transitioned from CIO role)
- **Head of People:** Laura Durkan
- **Head of Marketing:** Paul McJannet
- **Head of Sustainability:** Kate Haselhoff
- **Head of Operations:** Tommy Nguyen
- **Head of IT:** Swechchha Boki Shrestha (also known as "Shweta")
- **Head of Risk & Legal:** Vanessa Liow
- **Head of Buying - Fresh:** Carlo Ceravolo
- **Head of Buying - Gourmet/Grocery:** Tina Xue
- **Head of Buying - Protein:** Antony Williams
- **Purpose:** "Living the Greater Goodness"
- **Core Strategy:** "Fewer, Bigger, Better" — streamline operations, scale what works, elevate quality

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STRATEGIC FRAMEWORK — 5 PILLARS

Harris Farm's transformation strategy is structured around 5 pillars, each tracked on dedicated Monday.com

boards with outcomes, owners, statuses, timelines, and priorities.

PILLAR 1 — FOR THE GREATER GOODNESS

Board ID: 5001442659 **Lead:** Kate Haselhoff (Sustainability), Darren Weir (COO)

Outcome 1: The 'Greater Goodness' Manifesto is launched and understood across the business

- Purpose definition aligned with Pillars 2 & 3 — DONE
- Purpose activation program (internal & external comms) — Working on it (Compass Studio agency engaged, $60K budget, final presentation due March 4 2026, comms rollout by March 20 2026)
- Roll out purpose activation program — Future steps (Feb–Mar 2026)

Outcome 2: Beyond B Corp

- B-Impact Assessment submitted — Done
- B Corp board education session — Working on it
- Board approval targeted — Feb/Mar 2026
- B Corp comms plan development — Working on it
- Charter updates for B Corp governance requirements + ESG/Risk — In progress

Outcome 3: Decision framework based on 'Greater Goodness'

- "Purpose-Led Decisions" framework — Working on it
  - Draft framework — Done
  - Decision Matrix Templates developed — Done
  - Presenting to ELT — Feb 25 2026
  - Presenting to Top 100 — Mar 12 2026
  - Aligning leadership training in Pillar 3 to support framework principles — Working on it
- Purpose-Led Governance Principles defined — Done
- Board Governance Charter developed — Done

Outcome 4: Getting the most out of Board decisions

- Board skills matrix — Done
- Establish reporting and audit processes — Future steps
- Waste: Trial date-check software in store (TGTG partnership) — Working on it (scoping with IT done, enterprise agreement under review)
- Supplier engagement sessions — Planned

Sustainability Targets (FY26):

- 100% renewable energy — ACHIEVED
- Updated transition & decarbonisation plan with scope 3 — Working on it (due Apr 2026)
- FY25 climate disclosure — Done
- 50% landfill diversion from all stores — Working on it
- 20% reduction in wastage — Working on it
- ARL on all HFM packaging — Working on it (due Dec 2026)
- Supplier engagement sessions — Working on it
- YOY growth of inclusive hiring — Working on it
- WGEA gender target — Working on it
- 10% reduction in team & customer incidents — Working on it
- YOY growth of neighbourhood goodness — Done
- Modern slavery statement — Done
- Sustainability KPIs for ELT — Done
- Public reporting via Sustainability Hub — Working on it (due Mar 2026)
- FY26 Materiality Assessment — Working on it (due Mar 2026)

PILLAR 2 — SMASHING IT FOR THE CUSTOMER

Board ID: 5001460085 **Lead:** Paul McJannet (Marketing)

Key Workstreams:

Purpose & Brand Activation:

- Purpose activation across customer touchpoints — Working on it
- Purpose communication — Working on it (timeline Oct 2025 – Mar 2026)
- Trademark review & securing — Working on it

Loyalty Program (Major Initiative):

- Business case & agency review — CRITICAL priority (Jan–Feb 2026)
- Technical integration defined & prioritised — Done
- Recruit loyalty team — Future steps (Mar–Apr 2026)
- Define value prop, objectives & KPIs — Future steps (Feb–Mar 2026)
- Program design (rewards, personalisation, gamification) — Future steps (Feb–Mar 2026)
- Stakeholder alignment & training — Future steps
- Compliance (T&Cs, privacy) — Future steps (through Jun 2026)
- Pilot plan — CRITICAL priority (Apr 2026)

- Roll out plan — CRITICAL priority (TBD)
- Loyalty integration with Uber Eats & Amazon+ — Future steps (Mar–May 2026)

Voice of Customer (VoC):

- Review all data collection sources (digital & non-digital) — Working on it
- Define VoC & business requirements — Future steps
- VoC channels — Future steps
- VoC reporting — Future steps (Mar–Jun 2026)
- Smarter Customer Insights, Better Customer Decisions — Working on it
- Every Harris Farm Job Is a 'Customer Job' — Future steps
- Turning Value into Action and results — Working on it

PILLAR 3 — GROWING LEGENDARY LEADERSHIP

Board ID: 5001476308 **Lead:** Laura Durkan (People & Culture)

Key Workstreams:

Strategy Communication:

- Strategy roadshow to stores, warehouse, support teams — Done
- Communication plan for strategy + comms skills development — Working on it (through Feb 2026)

Leadership Development:

- Defining Legendary Leadership — Done
- Design Leadership Model (standards + tools to baseline & measure) — Done (Feb 2026)
- Leadership Strategy Development — Done (Feb 2026)
- Store Manager Development (SMOTF) — Working on it (Jul 2026 – Mar 2027)
- Leadership Development Program — Future steps (May–Jul 2026)
- Top 100 Development Day — Working on it (Mar 12 2026)

People & Culture:

- Dayforce Optimisation — Working on it (Jan–Apr 2026)
- Attract Initiatives — Working on it (Jan–Jun 2026)
- Onboard Initiatives — Working on it (Feb–Apr 2026)
- Grow (Careers) Initiatives — Working on it (Jan–Mar 2026)
- HFM Benefits — Working on it (Jan–Jun 2026)
- Group Engagement — Working on it (ongoing through Jun 2026)

- Clean up the core (Policies & Contracts) — Working on it (Nov 2025 – Feb 2026)

- Change Management — Working on it (Jan–Feb 2026)

- Performance & Development — Done

PILLAR 4 — TODAY'S BUSINESS DONE BETTER

Board ID: 5001480788 **Lead:** Angela Wagland (Operations), Jennifer Maher (Finance)

Key Workstreams:

Process Excellence:

- Define structure for process review (templates & project plan) — Done

- Warehouse documentation — Working on it (through Jun 2026)

- Finance process mapping — Working on it (Feb–Jun 2026)

- Store process mapping — Future steps (Mar–May 2026)

- Departmental efficiency measures (manual task removal, wages %) — Working on it (Jan–Jun 2026)

- Identify dept system/process/manual task opportunities + KPIs — Working on it

Buying & Category:

- Present category plan/strategy to CEOs — Done

- Implement range refresh — Working on it (Nov 2025 – Mar 2026)

- Out of stocks reduced 20% — Working on it (target Jun 2026)

- Determine measure & reporting for lost sales opportunity — Done

- Buying automation using demand forecasting — Working on it

- Production module — Future steps (Jan–Jun 2026)

- Pricing worksheet for grocery — Working on it

Financial & Compliance:

- Wages compliance — CRITICAL priority (Sep 2025 – May 2027)

- Finance 5-Year Model review and refine — Working on it (Apr–Jun 2026)

- Budget tool revision — Working on it (Nov 2025 – Apr 2026)

- Identify opportunities for future refinement — Done

Supply Chain & Warehouse:

- Launch receive on sorter — Working on it (through Mar 2026)

- Embed interstate freight in COGs — Working on it (through Feb 2026)

- Receiving product in Brisbane WH (ambient only) — Working on it (Jan–Mar 2026)

- Stocktake store — Working on it
- Stocktake warehouse — Working on it

PILLAR 5 — TOMORROW'S BUSINESS BUILT BETTER

Board ID: 5001485134 **Lead:** Angus Harris (Co-CEO), with IT/Tech team

Outcome 1: Tech Review recommendations prioritised and actions agreed

- CIO transition to CTO — Complete
- CIO hired — Working on it (through May 2026)
- Data Architect hired — Working on it (completion date Feb 2026)
- Tech Review recommendations prioritised — Immediate requirements complete
- Technology transformation program costed and planned — Immediate requirements complete

Outcome 2: Centre of Excellence established (The Hub)

- Train Top 100 to use AI — Working on it (through Jun 2026)
- AI training for Store Managers — Future steps (Apr–Jun 2026)
- Automation Program in place — Working on it (Jan–Jun 2026)
- Prosci ADKAR Change Management Program — Working on it (Feb–Jun 2026)
- Prompt Academy — 5-Level Learning Curriculum — Working on it (Feb–Jun 2026)
- Citizen Developer Program — Working on it (Feb–Jun 2026)
- WATCHDOG — AI Safety & Governance System — Working on it (Feb–Jun 2026)
- Data Insights Hub — Democratised Data Access — Working on it (Feb–Jun 2026)
- AI-Accelerated Supply Chain Tools — Working on it (Feb–Sep 2026)
- The Hub — AI Centre of Excellence Platform — CRITICAL priority, Working on it (Nov 2025 – Jun 2026)
- Hire Transformation Lead — Working on it (through Mar 2026)

Outcome 3: Prototype of '2030 Business of the Future' Operating Model

- Build capital allocation plan to 2030 — Working on it (Jan–May 2026)
- Analysis of Harris Farm store network — Working on it (Oct 2025 – Mar 2026)
- Create store of the future business model — Future steps (Jan–Jun 2026)
- Network plan — Future steps (Jul 2026)
- Supply Chain of the Future — Working on it (Jan–Sep 2026)
- BOH Design and Efficiency — In progress

THE HUB — AI CENTRE OF EXCELLENCE (DEEP DIVE)

The Hub is Harris Farm's flagship AI initiative, built as a comprehensive platform:

Architecture

- Web-based documentation portal with hierarchical navigation
- Multi-service deployment (ports 8000, 8501–8504)
- Backend API + multiple analytics dashboards
- Autonomous development agent system

Core Capabilities

- **Sales Analytics Dashboard** — aggregated transactional data (revenue, margin, wastage, out-of-stocks, miss-picks)
- **Store Profitability Analysis** — suburb-level market share by postcode (HFM share vs supermarket industry across NSW, QLD, VIC)
- **Transport Cost Analysis** — logistics optimisation
- **Demographic Analysis Pipeline** — professional/managerial workforce % by suburb for store expansion decisions
- **Product Hierarchy Insights** — category-level analysis
- **Financial Modelling Automation** — automated reporting

CRITICAL DATA ARCHITECTURE — TWO LAYERS

1. **Layer 1 (Sales & Profitability):** Revenue and margin from AGGREGATED TRANSACTIONAL DATA. Every dollar figure traces to transaction-level source.
2. **Layer 2 (Store Performance/Strategy):** Suburb-level MARKET SHARE data indexed by postcode. HFM share % vs supermarket industry share %. Used for strategic store analysis and expansion, NOT revenue.

AI Agent Infrastructure

- **WATCHDOG Safety Monitoring System** — monitors all Claude Code builds for honesty, reliability, safety. Full audit trail, emergency shutdown capability.
- **5-Tier Quality Review Rubric** — every output must score 8+ across: CTO Panel, CLO Panel, Strategic Alignment, Implementation Readiness, Presentation Quality
- **Competing Agent Teams** (5 teams modelled on AWS, McKinsey, Anthropic, Bain, Google Engineering) — gamified improvement system
- **Department-Specific Analyst Agents** — individual agents serving up data opportunities per business unit

- **Data Intelligence Team** — constantly analysing transactional and weekly data for sales maximisation

Presentation Rubric (for all outputs)

6-reviewer chain: McKinsey CLO → Bain CLO → KPMG CLO → World-Class Graphic Designer → Senior Art Director → Executive Director of Art & Learning. 8 criteria scored /10: Audience Fit, Storytelling, Actionability, Visual Quality, Completeness, Brevity, Data Integrity, Honesty. Target 9+ to publish.

Learning & Change Management (Prosci ADKAR)

- **Prompt Academy** — 5-level curriculum teaching general prompting → HFM data-specific prompting
- **Citizen Developer Program** — empowering non-IT staff with automation and AI learning
- **AI Rapid Response Team** — COVID-style response team model for rolling out AI transformation
- **Enablement philosophy** — "This is about enablement, not taking people's jobs"

SUPPLY CHAIN TRANSFORMATION

Board ID: 5024269498 (Sustainability workspace) + Pillar 5 items **Lead:** Ellie Davies (Sustainability Supply Chain), Kate Haselhoff

Active Workstreams

- Develop Supply Chain Strategy — Working on it (High priority, FY26 Q3)
  - Identify high priority suppliers for engagement — Done
  - Develop materials for 1-1 supplier engagement — In progress (due Feb 13 2026)
- Responsible Sourcing Policy — Working on it
  - Policy shared with all suppliers by FY26 — Working on it (due Jan 2026)
  - Updated to include packaging — Done
  - Updated T&Cs shared with Finance — Done
- Develop Supplier Workshops — Not Started (High priority, FY26 Q3)
- Host Supplier Workshops — Not Started (FY26 Q4)
- Buyer Responsible Sourcing Training — Not Started (Ongoing)

Strategic Supply Chain Goals

- AI-accelerated supply chain tools (Pillar 5, timeline Feb–Sep 2026)
- Supply Chain of the Future (Pillar 5, timeline Jan–Sep 2026)
- Transport cost reduction and optimisation
- Demand forecasting integration for buying automation
- Greystanes DC optimisation (zone-based picking, online order consolidation)

AMAZON FRESH PARTNERSHIP

Strategic partnership for grocery delivery. Key considerations:

- Carefully structured to protect HFM brand and competitive position
- Home brand product data sharing concerns remain active
- Loyalty integration with Amazon+ planned (Pillar 2, Mar–May 2026)
- Analytics integration with The Hub

KEY PEOPLE REFERENCE

Name	Role	Key Pillars
Angus Harris	Co-CEO	P5 (Tech/AI), Overall strategy
Luke Harris	Co-CEO	P2, P5
Darren Weir	COO	P1, P3, P5
Matthew Hooper	CFO	P1, P4
Phil Cribb	CTO	P5
Laura Durkan	Head of People	P3, P5
Paul McJannet	Head of Marketing	P1, P2
Kate Haselhoff	Head of Sustainability	P1, Supply Chain
Tommy Nguyen	Head of Operations	P3, P4
Swechchha Boki Shrestha	Head of IT	P4, P5
Vanessa Liow	Head of Risk & Legal	P1, P2
Antony Williams	Head of Buying - Fresh/Protein	P4
Tina Xue	Head of Buying - Gourmet/Grocery	P4
Carlo Ceravolo	Head of Buying - Fresh	P4
Andrew Lorken	IT/Tech	P2, P5
Emily Bevan	Strategy Coordinator	All pillars

Name	Role	Key Pillars
Ellie Davies	Sustainability Supply Chain	P1, Supply Chain
Jennifer Maher	Finance Process	P4
Gabrielle Bryant	L&D	P3
Rebekah Savetta	Talent/Engagement	P3
Leonard Rawat	IT/Data	P5

MONDAY.COM BOARD REFERENCE

Board	ID	Workspace
Pillar 1 - For the Greater Goodness	5001442659	Main
Pillar 2 - Smashing it for the customer	5001460085	Main
Pillar 3 - Growing Legendary Leadership	5001476308	Main
Pillar 4 - Today's Business Done Better	5001480788	Main
Pillar 5 - Tomorrow's Business Built Better	5001485134	Main
Supply chain driven by nature	5024269498	Sustainability
Strategy Overview for Board Report	5025287111	Main

COMMUNICATION PREFERENCES

- **Email style:** "G'day" opener, short and friendly
- **Analysis lens:** Suburb-level market share by postcode (HFM vs industry)
- **Quality bar:** 5-tier rubric, 8+ to ship, 9+ to publish externally
- **Values alignment:** Every initiative tied back to "Living the Greater Goodness"
- **Change approach:** Prosci ADKAR, COVID response team model for AI rollout
- **Core philosophy:** Enablement, not replacement. Augmentation, not automation.

CURRENT PRIORITIES (Feb 2026)

1. **The Hub** — AI Centre of Excellence platform build and cross-department rollout (CRITICAL)

2. **B Corp** — Board approval and certification process (Feb/Mar 2026)

3. **Purpose Activation** — Final presentation Mar 4, comms rollout Mar 20 2026

4. **Loyalty Program** — Business case & agency review (CRITICAL), pilot Apr 2026

5. **Supply Chain Strategy** — Supplier engagement materials and 1-1 meetings

6. **AI Training** — Prompt Academy, Citizen Developer Program, Prosci ADKAR rollout

7. **CIO Hire** — In progress (through May 2026)

8. **Data Architect** — Completing hire (Feb 2026)

9. **Wages Compliance** — CRITICAL, ongoing through May 2027

10. **Top 100 Development Day** — Mar 12 2026 (Purpose framework presentation + leadership)