RETAIL PEAK TRADING:

How to cope with changing demand patterns

Research Report   February 25

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Executive Overview

CIONET, in partnership with Cognizant and Google Cloud, has conducted an interview-based survey of CIOs, CTOs, or equivalents from leading retail and consumer packaged goods (CPG) organisations. The results show multiple factors disrupting peak trading patterns, including the transition to online retailing and the impacts of climate change, global conflicts, and macroeconomic pressures.

&& *We no longer talk about trading peaks but trading extremes.* **&&**

Paul Willows, CTO of Boots UK

These changes represent a sudden break from the not-so-distant past. Most prominent retail and CPG businesses were designed in an era when demand was relatively stable and predictable. Executives could rely on clearly-defined peak trading periods such as Easter, Christmas and the back-to-school rush. Today, the trading environment is much more volatile and far less predictable. As a result, modern retail and CPG organisations face a tug-of-war between process efficiency and business model agility. At the same time, constant product innovation and high levels of customer satisfaction have become mere table stakes for any successful organisation.

In this rapidly changing trading environment, data has become the backbone of decision-making processes and resource optimisation. Effective management of real-time internal and external data sources is essential for accurate forecasts and reliable decisions. And artificial intelligence (AI) and machine learning (ML) are now crucial data-enabled tools in the kitbag of retail and CPG executives, as they fight for customer loyalty and operational agility.

The implications for CIOs and other business leaders are profound. CIOs are expected to keep the lights on while also contributing to business transformation. The interviewees in our research programme are building integrated data platforms designed to cope with rapidly shifting demand patterns. They are also deploying advanced tools for algorithmic trading and price optimisation. This combination of data-led developments is taking place under intense financial pressure.

In the new era of trading extremes, it's more critical than ever that CIOs and their business peers use external partners to help create data-driven organisations that can compete with digital natives such as Amazon and Alibaba. The most effective partners, such as Cognizant and Google, are able to co-develop new data applications and cultivate digital experience platforms and digital skills alongside the internal IT organisation.

In this survey, we report on the interviews conducted with retail and CPG business leaders. And we draw on these to map out a set of pragmatic steps that will help retail and CPG businesses meet the challenges posed by changing trading patterns and digital competition.

List of organisations

Boots   Clarks   easyJet

HEINEKEN   JOHN LEWIS & PARTNERS   L'ORÉAL PARiS

NEW LOOK   ocado   pz Cussons

TESCO

1

What changes are underway in peak trading?

All of our interviewees have recently observed significant changes in peak trading patterns, especially following the expansion of online shopping in response to the coronavirus pandemic. Although traditional peaks – such as Easter and Christmas – still dominate the annual retail calendar, new peaks have emerged around online events such as Black Friday and Cyber Monday. In the words of Breno Gentil, former EMEA CIO of Heineken, businesses now manage extremes in trading volumes rather than peaks.

Stuart Birrell, CIO at EasyJet, provides an excellent example of the shifts seen in peak trading. The airline sells 100 million seats on its aircraft fleet annually. Historically, travellers booked their tickets in January, well before spring and summer breaks. Today, many travellers book their tickets much closer to their vacations, often just a few weeks before, in order to take advantage of promotional deals and offset economic uncertainty.

Peaks are also extending in duration. Sumit Mitra, CEO of business services at Tesco, describes the Christmas peak trading period as a "five-month marathon", with preparations already underway in early September. Other leading grocers have seen in-year events, such as Black Friday, extend beyond a single day to a week or more. In the case of fashion and beauty retailers, such as L'Oréal and Boots UK, trading peaks are also category-dependent. Additionally, external conditions – such as freak weather patterns – can affect demand patterns, especially in the fashion and beverage sectors.

Many retail organisations have accelerated proactive marketing campaigns, including one-off deals and promotional events, with a view to countering the effects of volatile trading patterns. At the same time, dynamic pricing has also become a critical tool to help retailers respond to unexpected or unforeseen trading peaks and troughs. All interviewees stress that changes in peak trading conditions are a massive challenge for physical supply chains.

What shines through is that data has become pivotal to optimising product availability in an increasingly volatile and uncertain retail marketplace.

EasyJet sells

100m

on its aircraft fleet annually

EasyJet: Managing changes in travel patterns

EasyJet is one of Europe's leading airlines. The company has observed macro and micro changes in booking patterns:

- **Shifting booking patterns:** EasyJet has noticed profound changes in seasonal booking patterns, with a shift away from the traditional January peak among leisure travellers.
- **Increased demand for flexibility:** Travellers are seeking pricing options and last-minute bookings due to economic uncertainty.
- **Dynamic pricing sensitivity:** Travellers have become more price-conscious, leading to a greater reliance on promotional and dynamic pricing models to generate demand.
- **Focus on short-haul and leisure travel:** With business travel recovering more slowly than leisure post-pandemic, EasyJet has leaned towards serving holiday destinations.
- **Seasonal and geographic shifts:** In the post-lockdown age, there is a visible trend towards booking flights to warmer, seasonal destinations in southern Europe.

These changes have encouraged the airline to streamline its operations to improve its commercial agility. As part of this, EasyJet has closed less profitable bases and focused on key routes and airports such as Gatwick and Berlin. The airline has also ramped its efforts to accelerate new leisure-based revenues by launching EasyJet Holidays.

In support of these initiatives, the IT organisation has enhanced its website and mobile app to provide a seamless booking experience, including flight-tracking tools. The technology department has also implemented tools enabling the airline to track carbon emissions, analyse customer behaviour, optimise routes, and improve operational efficiency.

These responses have enabled EasyJet to remain competitive in the face of an uncertain and volatile trading environment. In short, IT has been at the core of the company's strategy for resilience and growth.

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What forces are influencing the changes in peak trading?

The rise of e-commerce and online retailing has dramatically changed consumer behaviour, allowing for 24/7 shopping and making trading peaks more fluid and dynamic. At the same time, social media has fostered the rise of influencers, who have added new layers of unpredictability. Today, a single viral post by an influencer can trigger a massive surge in demand for a product – an effect that's been experienced at first hand by fashion and beauty product retailers such as New Look and L'Oreal.

Most interviewees also say macro factors can influence when, how and where consumers shop. The outbreak of the war in Ukraine, with its knock-on effects on energy prices, has weakened consumer confidence, pushing shoppers towards cheaper goods and frozen groceries. War in the Middle East is disrupting supply chains and product availability. And climate change, which has caused severe storms and exceptional temperatures in Europe, has impacted the sale of beverages and fashion goods, as confirmed in the interviews with Heineken, Boots UK, and PZ Cussons.

Other one-off factors can also have an effect. High-profile public events, such as Taylor Swift's concerts and the 2024 Olympic Games, caused travel and alcohol consumption to peak outside traditional heavy trading periods. Consumers are also increasingly digitally savvy and inclined to take an omnichannel approach when shopping. At the same time, they're further empowered by the expanded range of choices and price points on offer.

This combination of multiple, highly diverse factors helps to explain why consumer demand is now more complex, and increasingly driven by digital engagement and personal circumstances such as their level of disposable income. Retailers and their supply chain partners must find more sophisticated ways to predict and respond to this complexity, especially given the presence in the market of digital natives such as Amazon, who are masters of predictive analytics – a technology that's key to overcoming this challenge.

Consumer behaviour

24/7
shopping

Key factors influencing changes in trading patterns

- **Online shopping:** The growth of e-commerce has spread peaks across extended periods and introduced new ones, like Black Friday and Cyber Monday.
- **Shifts in consumer behaviour:** New customer habits, such as last-minute shopping and greater price sensitivity, have contributed to change in the post-COVID era.
- **Macroeconomic factors:** Cost-of-living crises, unpredictable weather, and economic uncertainty have led to more erratic consumer spending patterns.
- **Influencers and digital marketing:** The rise of social media influencers can result in unanticipated surges in demand, especially in sectors like beauty and fashion.
- **Competitive pressures:** Competitors are increasingly likely to launch sales earlier or run aggressive promotions, forcing businesses to adjust their peak trading periods.
- **Technological advancements:** AI, ML, and data analytics allow companies to create new peak periods through tailored promotions and dynamic pricing.

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Is your business structured to respond to these changes?

Hugo Timmerman, director of digital and technology at Heineken, highlights a growing tension between business efficiency and agility, which in turn calls for restructuring of core operations. Historically, businesses applied lean techniques to optimise their core processes around stable demand patterns. But today's rising market volatility means operational structures must become more flexible and adaptive to handle extreme trading conditions when they arise. In the words of Paul Willows, CTO of Boots UK, "availability-to-promise" – where a business guarantees stock to process future customer orders – is the only path to survival in today's challenging market.

All interviewees stress the importance of digital transformation programmes in enabling their businesses to cope with volatile demand patterns. And the ability to connect digitally across the entire supply chain is at the heart of the required changes. Heineken has implemented smart manufacturing across its plants to enable it to react faster to demand surges and optimise resource allocation. Meanwhile, retailers like Clarks are integrating the full range of offline and online channels - from physical stores to e-commerce – in order to optimise sales and enhance customer experiences.

A further noteworthy trend is that many retailers are modernising their warehousing and distribution systems to deal with the rise in home deliveries. For example, pressure from the NHS to deliver prescriptions daily to pharmacies has encouraged Boots UK to replace its forecasting and replenishment systems to achieve faster response times. For fashion retailers such as New Look, product returns for items such as clothes are a critical and costly challenge. In response, personalising products to suit individual customer needs may help to boost consumer satisfaction and reduce the likelihood of returns.

Despite the urgent need for predictive analytics, most interviewees recognise that an effective data transformation programme takes many years. The required combination of culture change, worker engagement and technological innovation means these programmes present senior leadership teams with some radical challenges.
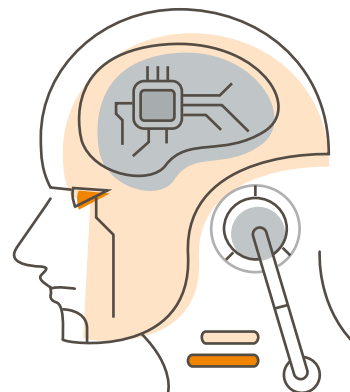
Heineken: Moving to smart manufacturing

As a world-leading beverage company, Heineken has deep experience and expertise in tracking and responding to changes in consumption demand globally. The company notes the following shifts in trading patterns:

- **Peak trading patterns are shorter and more intense:** Heineken is witnessing greater extremes in beverage demand, with higher peaks and lower troughs.
- **External factors have become more influential:** Climate change, energy supply constraints, inflation and regional variations have become more pronounced.
- **Consumer preferences have shifted:** A focus on consumer health and lifestyle choices has boosted demand for premium products and spurred the explosive growth of the low-and no-alcohol beverage segment.
- **Global trade has changed in the post-COVID age**: The pandemic had the effect of accelerating e-commerce adoption and the diversification of distribution channels – changes that persist today.

Coping with volatility in demand and shifting trading patterns requires higher levels of organisational agility. With this need in mind, Heineken has retained its local manufacturing sites to help it speed up delivery during peak trading, and the company continues to empower its national organisations to fine-tune their marketing strategies. Automation in production and logistics has delivered cost savings estimated at €500m in 2024 while supporting resilience during peak trading periods.

A key aspect of Heineken's strategy is the implementation of a digital backbone to improve coordination between its manufacturing locations. This includes migrating its ERP systems to the public cloud by adopting S/4HANA. The technology organisation embraces smart manufacturing, which involves using the Internet of Things (IoT) and robotics to improve overall agility. Heineken works closely with its technology partners when introducing new applications.

Overall, Heineken's investments in digital technologies and structural adjustments have enabled it to navigate market uncertainties – and to capitalise more rapidly on new product formulations.

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How can data help you to optimise peak trading?

In the new era of agile and adaptive business models, data is the backbone of decision-making and resource optimisation. Organisations like Tesco and Boots UK no longer rely on historical data to optimise supply chains. Instead, they call on real-time data from internal and external sources to ensure product availability aligns closely with customer demand. Data also enables personalisation, whether the product being purchased is a travel ticket or a fashion item. Understanding and responding to an individual's distinctive shopping habits brings retailers a competitive edge. Digital natives have mastered personalisation, and traditional retailers are racing to catch up.

Retailers who combine online and physical channels, such as Clarks, are developing technology platforms to manage an explosion in data volumes and using sophisticated tools for real-time trend analysis. These platforms can absorb data from every touchpoint in complex supply chains and deliver end-to-end business visibility and integration. Retailers like Tesco also source relevant external data from multiple sources to track changes in weather patterns, consumer behaviour, and fresh competitive threats.

At the same time, rising use of AI, ML and the now Agentic AI (e.g. Google Agentspace is helping to accelerate advances in predictive analytics and personalisation. These emerging technologies enable businesses to ingest and analyse both structured and unstructured data to better understand a complex and ever-changing information landscape. Many companies are deploying these AL and ML tools to transform their decision-making processes: for example, EasyJet leads its sector in using advanced algorithmic trading tools to optimise yields for every flight.

By combining modern data platforms, advanced tooling, and a more integrated business model, retailers and CPG suppliers can become better equipped to cope with changes in peak trading.

Tesco

50%

uplifts during peak season

Tesco: Applying predictive analytics

Like other major grocery retailers, Tesco is experiencing a shift in trading patterns due to the rise of online channels, with up to 50% uplifts during peak periods compared to historical trends. Factors like weather, large public events and economic conditions can also influence trading patterns. In response to these shifts, Tesco has focused on enhancing consumer convenience through its Clubcard, with a view to retaining customer loyalty regardless of when peaks occur.

The company's strategy also includes using 'price locks' and promotions of leading products to attract cost-conscious shoppers. Smaller shop formats, such as Tesco Express, help to increase convenience, as does the company's same-day delivery specialist Woosh, which guarantees two-hour delivery times. Also, the effects of the war in Ukraine on energy prices have encouraged consumers to stay longer in warm stores during winter and shop more often.

Customers tend to favour home deliveries for larger orders, with top-ups at local stores. This pattern has major implications for distribution structures, since it underlines the importance of optimising both the supply chain and local transportation. Tesco is responding by using AI to improve operational efficiency and ensure the constant availability of its product portfolio. Meanwhile, robots and process automation in distribution centres are helping to improve inventory management and reduce labour costs.

The importance of peak online traffic has encouraged Tesco's IT organisation to upgrade its infrastructure and become a repository for all of the company's data assets. At the same time, predictive analytics and AI are helping Tesco anticipate demand and personalise the customer experience. And advanced scheduling and inventory tracking are ensuring product availability during peak trading periods. The common theme is clear: smart use of advanced technology to meet the challenge posed by shifting trading patterns.

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What are the implications for CIOs?

The pressing need to implement a data-driven organisation in collaboration with business partners is having profound impacts both on the role of the CIO and the structure of the IT function. As a member of the C-suite, the CIO is involved in every aspect of transformation, all the way from innovating around the customer experience and transforming the business model to modernising IT platforms and associated toolkits.

Most of the interviewees in our study say their first step on the transformation journey is to align their approach with that of their peers in the leadership team. Their goal is to help the C-suite to develop business strategies for a digital era, as opposed to creating a digital strategy for IT. To achieve this, CIOs use their knowledge to deliver 'The Art of the Possible' by supporting desired business outcomes with digital technologies such as predictive data analytics and algorithmic trading. For this approach to work, CIOs must build trust with their C-suite peers by delivering solutions that are both reliable and sustainable. At the same time, CIOs must also keep an eye on future IT developments and ensure their business is aware of emerging technologies at an appropriate time.

With data becoming a strategic resource for managing volatile market conditions, all the CIOs in our study emphasise their role in protecting data platforms from cyberattacks and dealing with exceptional demand peaks. For example, Boots and Clarks focus strongly on governance and security, ensuring business users can have complete trust in their data assets. One interviewee tells us their main priority is capacity planning, including using the public cloud to accommodate extreme trading conditions.

However, the overarching imperative for every CIO remains where and how to focus their finite financial and human resources. CIOs have many potential options to hand, including inventory optimisation, home delivery systems, platform innovation, and advanced tooling. Given today's high cost of capital and tight trading margins, CIOs must focus IT investments strategically. Our survey suggests data platforms and tooling are their current priority areas.

online sales have increased

66%
share of all sales in 2022

John Lewis Partnership: Orchestrating flexible cloud platforms

John Lewis Partnership (JLP) is a British company that operates Waitrose, the John Lewis department stores, together with new business areas such as finance and rental properties. Since the onset of the COVID-19 pandemic, online sales have increased dramatically, reaching a 66% share of all sales in 2022. E-commerce is pivotal in enabling the business to cope with peak trading periods such as Christmas and Black Friday – and online channels provide a better planning environment and greater customer convenience because of near real-time sales visibility.

Peak trading periods continue to expand in duration, starting earlier and finishing later. For example, the availability of delivery slots for Waitrose Christmas orders in September and the Boxing Day sales now lasts well into January. To help satisfy its premium customer base, JLP has introduced premium delivery services during peak periods.

JLP focuses on value and pricing because of economic pressures. The company has reintroduced its promise of being 'never knowingly undersold', and has actively promoted fashion and hardware items, again in response to the demands of its premium customers. JLP has also invested heavily in refurbishing supermarkets and department stores to create a richer customer experience and boost footfall.

The rapid growth of its online business has encouraged the firm to invest heavily in its IT infrastructure. JLP has realised operational efficiencies by consolidating its outsourcing partners, and has adopted the Google Cloud Platform(GCP), which has given it more flexibility to handle peak volumes. The GCP has also enabled JLP to adopt a micro-services IT architecture, allowing it to deploy advanced planning tools covering infrastructure capacity planning and e-commerce traffic optimisation. In addition, loyalty schemes and price matching have helped to boost customer loyalty.

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How should you manage your data resources for peak trading?

Brands are investing in scalable, unified data platforms that enable real-time access to internal and external data, and allow businesses to manage trading peaks more proactively. In parallel, firms are testing and deploying data analytics tools that support the establishment of data-driven organisations. This shift requires multi-level change in data management, IT infrastructure, tooling, and digital skilling.

Companies such as Heineken are centralising data management to increase standardisation and accelerate the digitisation of the entire supply chain. And data security has become a top priority for companies such as Boots UK and L'Oreal, with an enhanced role for the Chief Information Security Officer (CISO).

Data platforms are evolving rapidly, often moving away from large, centralised data warehouses to more decentralised data lakes that serve national organisations and commercial functions. Such platforms separate forecasting from traditional systems by creating an intelligent data layer that runs on top of ERP systems. One interviewee comments that SAP must run faster to maintain its strategic position. Crucially, this transition must embed AI at every stage of the company's operational processes.

In most organisations, IT takes responsibility for the data platform, leaving the business to own and exploit its data assets. In many cases, IT also selects and supports the AI and ML technologies that sit on top of the data platform. Examples highlighted during our research include dynamic pricing and real-time forecasting technologies. The role of the IT department is to select the best tools for the job and transfer ownership to the commercial functions.

A further focus for IT organisations is actively developing their internal data science skills and those of their partners in the business. Clarks has developed data communities across the organisation to increase digital literacy. The ongoing battle to secure and retain the best data scientists emerges as a prominent theme throughout our interview programme.

Overall, CIOs seek to build data layers that integrate information from sources such as ERP systems and customer touchpoints to create a unified business view. Commercial managers can then use this integrated view to anticipate and respond to changes in trading patterns while optimising inventory and logistics. Going forward, further advances in AI and ML in the coming years should yield significant gains in profitability, product design and customer satisfaction.
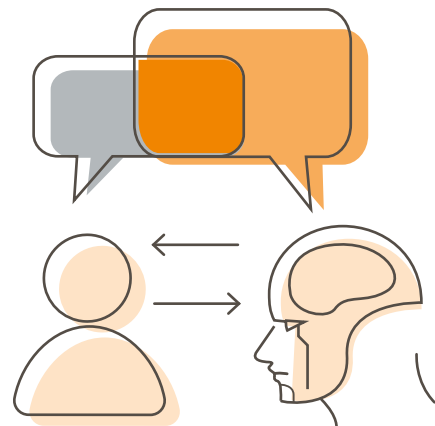
Boots UK: Delivering 'availability- to-promise'

The shift towards online sales has continued to gather pace since COVID-19, especially during peak periods such as Valentine's Day, Christmas and Halloween. The demand for online shopping has been driven by the greater convenience and accessibility it offers to consumers. Crucially, online purchasing also allows consumers to delay their spending and wait for pricing deals in response to current economic pressures.

A further significant shift in the past few years has been increasing demand for health and wellness products, with many consumers seeking specialist advice in stores. The rising demand for healthcare products creates new trading peaks to add to the traditional gifting spike that fuels peak trading in the run-up to Christmas.

Price comparison and optimisation are key business priorities in the hybrid retail environment encompassing physical stores and online channels, with digitally savvy consumers often making product choices through mobile apps. Boots UK's ability to ensure its supply chain can deliver 'availability-to-promise' has become a core component of the company's drive to compete with digital natives like Amazon.

At the same time, the increased importance of environmental factors – such as the pollen count and weather conditions – has encouraged Boots to develop further insights by employing predictive data analytics using external data. The growth of online shopping, click-and-collect, and home delivery has also required significant investments in warehousing and logistics. Robust digital platforms and a fully integrated technology stack are prerequisites for a responsive supply chain.

A further message that Boots has taken on board is the critical importance of partnering in building and running modern IT platforms and applications. With this in mind, the company has adopted the public cloud, and is developing a network of trusted suppliers who can ensure robustness and reliability across its supply chain.

7

How will these business developments affect your partnering arrangements?

Most of our interviewees have adopted a hybrid approach to IT partnerships. In most cases, mission-critical applications are being built in-house with the help of specialist companies such as Cognizant. At the same time, day-to-day run operations are being outsourced to hyper-scalers like Google.

The need to build and operate critical data applications has been driven by IT organisations becoming more involved in business strategy and digital transformation. In large retail and CPG organisations such as Heineken, data and digital expertise are centralised to maximise consistency and realise economies of scale. Fashion companies, meanwhile, work with digital marketing and e-commerce agencies with relevant skills and capabilities.

In most cases, run operations have become commoditised services best performed by external parties equipped with extensive and resilient hosting capabilities. Retail and CPG organisations can leverage the scale of these external parties to handle unexpected swings in traffic and surges in data volumes. However, one interviewee describes paying for such 'utility' services as challenging because the monthly fees often don't align with uneven trading patterns. Instead, Stuart Birrell of EasyJet suggests a per-transaction charging model based on passenger movements.

A further critical consideration is how much an organisation can trust its external partners. On this issue, Alex Bowles of John Lewis Partnership cites factors including the growing complexity of infrastructures and the need to achieve 100% reliability. One potential strategy mentioned by our interviewees is consolidating external providers into a small, tightly managed set of strategic partners. Given the critical importance of data as a vital asset to the retail sector, adequate guardrails must be put in place to protect investments – and third parties must earn the trust of business and digital leaders to qualify for partnership status.

Ocado Retail: Embracing data-led change

The online grocery retailer Ocado Retail, which primarily serves south-east England, is a joint venture between Marks & Spencer (M&S) and Ocado Group. Ocado Retail's CIO says the company has to deal with traditional peak trading periods including Easter, Christmas, and back-to-school, and also benefits from increased trading during online events such as Black Friday. To encourage peak activity, Ocado Retail organises tasting events and price promotions.

As an online-only business, Ocado Retail experienced a massive boost in demand for its grocery products during COVID-19. While many consumers shop in-person in the post-COVID age, Ocado Retail's revenues are still growing at around 15% per annum. M&S products now account for over a quarter of total sales at Ocado Retail, contributing to the retailer's success during peak periods.

Ocado Retail continues to enhance its fulfilment centres by using robotics and AI technologies to improve operational efficiency and manage peak trading periods. The company also uses AI to analyse consumer behaviour, optimise pricing strategies and personalise marketing campaigns. Ocado Retail explores data on its consumer cohorts to detect changes in behavioural patterns, and also uses data to optimise its delivery routes and boost call centre effectiveness.

As part of Ocado Group, Ocado Retail can use corporate data platform investments to help it overcome legacy constraints. The group has also extended its operations beyond the UK and now benefits from international partnerships across North America and Asia. These relationships are helping to reshape the structure of its business operations.

Retail Peak Trading: How to cope with changing demand patterns

8

Five actions to improve business performance

Changes in the nature and timing of peak trading have reinforced the need for digital integration, extending end-to-end from the customer experience and business model to the data platform and associated tooling.

Five key actions to progress digital transformation emerge from our conversations with interviewees:

1 CIOs should work closely with the C-suite to identify how and where technology can best help to meet new and emerging business challenges, such as the increased variations in peak trading.

2 The IT organisation needs to transition to cloud-based, integrated data platforms that can accommodate and process large volumes of real-time data.

3 External providers must pay special attention to platform governance – including security, consistency and reliability – in order to gain the trust of business leaders.

4 The selection of AI and ML tools that sit above data platforms and ERP systems must be undertaken by CIOs and their teams on behalf of the business.

5 The CIO should monitor ongoing technology developments for 'weak signals' to avoid unnecessary disruption in the future. External partners will play an essential role in this.

We believe that, taken together, these five actions can help retailers and CPG companies adapt to a world where trading peaks are more fluid and less predictable – and win out in the battle to provide consumers with seamless, personalised buying experiences that they will come back for time and again.

Retail Peak Trading: How to cope with changing demand patterns

Conclusion – The time to act is now

The overarching messages? The shift from traditional trading peaks to a new and evolving set of trading extremes is a watershed event that no retailer or CPG company can afford to ignore. And executing the right responses with speed and certainty is imperative in ensuring an organisation keeps pace with both its customers and its competitors.

Crucially, the CIO must be at the heart of this response – proactively aligning and collaborating with the C-suite to allocate and invest scarce resources in the necessary capabilities, and to agree and deliver against stretching, mutually-agreed business goals. Get all of this right, and the opportunities for higher value and growth are huge. The time to seize those opportunities? Today – because you can be sure your competitors will already be taking action to do so.

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