

# Retail

TIMES

Q1 2021

**2020**

*a roller coaster ride for*  
**RETAIL**



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# WELCOME

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W elcome to the quarter 1 edition of the Retail Times. What a year 2020 was, one we won't forget in a hurry. Who would have thought at the start of the year we would have classified retailers into essential and non essential and that we will have spent 20+ weeks closed and counting.

On the positive side this has been a year of huge change and innovation within the industry. Many of you who hadn't considered selling online before this year have now availed of either Enterprise Ireland funding or funding via your LEO and have an eCommerce offering up and running. Click and collect, phone orders, orders via app, the importance of social media platforms have all become part of the evolution of retail this year, the innovation in the sector has been truly astounding, real recognition of the skill and adaptability of Irish retailers.

Of course alongside this we have had the challenges of spiralling costs including rent where some landlords appear to be oblivious of the impact that the pandemic has had on the industry. We will continue to battle on your behalf to ensure that these challenges are recognised and responded to by government.

I'm sure, like me, you are tired of the doom, gloom and depression and you are looking forward to a positive rebound in 2021. The theme of this quarters magazine is to look to the future with hope and opportunity, if we can survive this we can survive anything. In our main feature we have been out and about talking to retailers across the country about how they have changed their business model and responded to the demands of Covid. Among others we hear from Barry Kerrigan about butchers selling via an app and Peter Hyland from Carroll's Irish Gifts about developing the @Carrolls brand and promoting new Irish design talent. We also look at retailers who have decided that despite everything now is the right time to open a new store and test a new market.

This has also been a big year of change for Retail Excellence. We said goodbye to our founder,

chief executive and friend David Fitzsimons who left in the summer after 25 years. What started out as a small group of members in Tallaght Chamber of Commerce, grew into a vocal national body recognised as the true voice of the Retail Industry in Ireland. David was a leader in driving retail standards to a new level of excellence and that was exemplified in everything he planned, organised and lead with the Retail Excellence team. David leaves behind a legacy he should be very proud of. I would like to thank him for everything he has done for retailers in Ireland and wish him every success for the future.

Duncan Graham took over as Managing Director in June 2020. Duncan has had a long career in retail with brands like Marks and Spencer, Brown Thomas and a former member with Specsavers in Ireland. I know Duncan has spoken to many of you in his first 4 months and he is now looking at how we build on David's work and position the Retail Excellence for the future. As Duncan describes it, it's been a baptism of fire joining a brand in the middle of a pandemic but no better way to learn. Feel free to make contact with him directly at [duncan@retailexcellence.ie](mailto:duncan@retailexcellence.ie) or his mobile 087 785 4913. We have also seen changes at Board level with James Byrne, Digital Marketing Manager from Glanbia joining the Board in August to provide us with support as we develop our social media and eCommerce platforms.

So, as we sit here today with most of non-food retailing having closed its doors again and trading online, we all are looking forward to being vaccinated and getting back to what we do best – Retailing!

Yours sincerely,

**Joe Barrett**

*Chief Operations Officer, Applegreen PLC  
Chairman, Retail Excellence*



# THE NEWS



## ENTERPRISE IRELAND- RECORD NUMBER OF MEMBERS RECEIVE FUNDING

The shift by Irish retailers to online in 2020 was reflected in the large number of applicants for the Enterprise Ireland Online Retail Scheme. In total over € 12 million funding was made available with over 50% of the successful applicants being Retail Excellence members.

## THINGS LOOKING UP FOR TESCO DELIVERIES

Tesco have launched drone delivery in partnership with Manna Aero in Galway

late last year.. The company plans to deliver 'small baskets' for now. Tesco joins the ever-growing number of companies turning to drone deliveries, including Walmart.

Manna Aero has previously partnered with Just Eat to bring food deliveries to the skies and even begun delivering medicine during the COVID pandemic.

Manna Aero's delivery drones can deliver goods in just 3 minutes when flying at speeds over 50 miles per hour and if the delivery location is within a 1.2-mile radius. The drones also fly at an altitude of just 80 meters. For now, the drones will only be delivering small baskets with goods inside,

but Tesco hopes to deliver large payloads in the future if the trial goes according to plan.

Any expansion of Manna's drone delivery services will require the backing of the Irish Aviation Authority.

The announcement was made as part of Tesco's "Red Door" initiative, which invites innovators with new products, ideas or emerging technologies to work with its innovation team.

## DUNNES GOES ONLINE

LIDL, Tesco & Dunnes Stores have used the most recent lockdown to shake up the Irish grocery market with a move into online retailing in partnership with online grocery shopping & delivery app, Buymie.

The new service is on the back of trials carried out in some of their Dublin shops since the summer & is expected to roll out nationwide in the New Year. Initial deliveries have been along the M50 ring serving Dublin and surrounding counties with over 70 dedicated home delivery vehicles.

The new operation is centred on a 'dark store' – a dedicated fulfilment depot removed from existing retail outlets.

## UNIPHAR BUYS HICKEYS

Dublin based pharmacy services group Uniphar has announced the acquisition of the 36-strong family owned Hickeys pharmacy chain. Listed last year on the stock market, raising €150m, the pharma giant has wasted no time in securing bolt-on deals.

Uniphar says its latest acquisition of the Hickeys chain will boost its buying power with drug makers and immediately contribute to the group's bottom line.



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Asics Store, Dublin



Uniphar buys  
Hickeys



Conor Cahill Becomes  
CEO of Johnston Shopfitters



Decathlon Opens  
In Ireland

Analysts at Davy said they believed more deals were in the works across Uniphar's product access and commercial and clinical arms. Arthur Cox advised Hickeys on the sale.

Uniphar already has 299 owned and franchised pharmacy shops across the country that trade under the Allcare and Life brands, including 17 it bought last year.

#### WHERE NEXT FOR DECATHLON?

Major sports brand Decathlon have

confirmed that they are looking to open new stores across Ireland with Galway & Cork the next likely locations for the sports retailer.

Having opened its €13million flagship shop in Ballymun in June, the French giant is keen to grow its footprint in Ireland at pace. Decathlon has 2080 stores located across 56 countries employing over 92,00 people.

#### ASICS' NEW FOOTPRINT IN IRELAND

Japanese multinational, Asics, is set to open

a stand-alone outlet in Dublin's O'Connell St in the near future. Skechers duo, Paul Gallagher & Sunil Shah are behind the move which is the first foray for the sportswear manufacturer into the Irish market after an outlets in Kildare Village & Liffey Valley.

#### SHOPPABLE TV

US TV channel, NBCUniversal first introduced ShoppableTV in spring 2019, allowing people to seamlessly purchase products within the viewing experience of



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Get in touch with Aislinn Lea, Director Excel Recruitment for all your recruitment needs on **01-8717 604** or email [aislinn@excelrecruitment.com](mailto:aislinn@excelrecruitment.com)



## COVID EMERGENCY EMPLOYEE CONTINGENCY PLANNING

Since the beginning of the crisis, Excel Recruitment has been employing and deploying temporary workers across Ireland to assist firstly to stores overwhelmed by panic buying and latterly replacing teams isolating due to the presence of COVID in their store. Our temporary workers have customer facing experience, coupled with manual handling and HACCP qualifications. They are employed and payrolled by Excel, offering stores a seamless and simple solution to trade on through COVID.

If you have a COVID Crisis and need a temporary workforce solution, contact Emma Conlon, Operations Manager on **01-8717 610** or email [emma@excelrecruitment.com](mailto:emma@excelrecruitment.com)



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their favorite TV shows. So far, ShoppableTV has reached over 40 million people, and generates an average conversion rate 30 percent higher than the ecommerce industry average.

Most recently, they have launched NBCUniversal Checkout, which turns the NBCUniversal platform into a storefront for retailers. While many businesses struggled with low footfall numbers, NBCUniversal Checkout provided an opportunity to open up shop and reach viewers directly, by creating shoppable moments around any piece of content, whether it's text-based, digital or TV video.

The channel has also waived technology and cart fees for retail partners for the rest

of this year to reduce friction and put money directly back into retailers pockets.

## RECOMMERCE

Before the Covid-19 pandemic hit, the resale market was on track to double in 2020. Now this growth looks likely to accelerate even higher this year. Resale sites are coming out big winners as the pandemic has battered the fashion sector. Analysts predict consumers will turn to sites like thredUP and Rebag to clean out their closets for extra cash, and to hunt for bargains online.

Sustainable fashion app Nuw is to expand its services across the UK and Ireland after previously being available in only London,

Dublin and Cambridge.

Resale is expected to overtake the traditional thrift and donation segment by 2024 with the global secondhand market set to hit between €50-€60 billion in this 5 year period.

## VOICE COMMERCE

It's almost 10 years since Siri came into our homes & changed the way we connect with the internet. By last year voice commerce sales reached \$1.8 billion in the US & are predicted to reach \$40 billion by 2022. Here are the key trends in this emerging area of retail;

Grocery shopping accounted for 20% of voice shopping in 2017. This compared to clothes shopping, which accounted for just 8%.

22% of U.S. smart speaker owners have purchased something using their devices. 5% of consumers use voice shopping, but that number could reach 50% by 2022. 52% of voice-activated speaker owners would like to receive information about deals, sales, and promotions from brands. 39% would like to receive options to find business information.



“I am conscious  
not to get  
complacent in  
any way ”

KERR  
AWARD WINNING







# 2020

a roller coaster ride

FOR

# RETAIL

On Thursday 12th March 2020 then Taoiseach Leo Varadkar announced the first restrictive measures in a bid to control Ireland's outbreak of Coronavirus it was quickly followed by announcements of temporary closures of iconic brands like Brown Thomas and Penneys. The first lockdown lasted 12 weeks and we reopened in the summer confident that we had 'done our bit' and were through the worst. Trading was brisk as shoppers made the most of some retail therapy, wearing face masks and hand sanitizing was worth it to get back to a sense of normality. Then came lockdown 2 a few short weeks before Christmas with retailers packed with Christmas stock being told they were 'non -essential'. Roll forward to New Year's Eve and here we were again, locked down for the 3rd time and the sad reality of very high case numbers and multiple fatalities announced daily.

We have gone through an unprecedented time in the industry, and we are by no means out of the woods. It's been tough for everyone, whether you run a large department store or a small gift shop 2020 was an emotional roller coaster but there must be brighter days on the horizon!

Some sectors have thrived on the back of 'pent-up' demand and a desire to do up the house or garden but for others the picture is bleak. Once thriving retail hubs like Grafton Street, Henry Street, Patrick Street and Cruises street have all seen footfall drop to unimaginable levels as anxious shoppers look for alternatives, or simply keep their money in the pocket. Now let's add to that the complexity and confusion created by the 'so called' Brexit deal and you have a perfect storm!

But retailers are a creative, innovative bunch

and we face forward with determination and a desire to survive and prosper. I asked retailers from across the country about how they are coping so far and their thoughts for the future:

## KEITH ROGERS, ECCO SHOES

There has been a major swing to customers moving to new full price products and there has been very little price resistance. People are buying casual, outdoor and leisure footwear whilst formal footwear sales have struggled.

When asked about how Ecco had traded over Christmas Keith said 'December 1st to 24th was really good and very strong but was quickly followed by a very poor 26th to 31st and then the inevitable lockdown. We were delighted to get out of 2020 and I am very sure that once we are through Covid

Barry Kerrigan,  
Kerrigans Butchers



we will be back into a boom period for Irish retail.

The biggest bit of advice I could give clothing retailers is get ready for a big re-emergence of occasion wear later this year, we will be so desperate to dress up and attend events when this thing finally lifts. It will come, and we will all benefit, the question is when?

Keith is yet to see any major disruption as a result of Brexit. Containers leaving Denmark bound for Ireland via the land bridge have arrived on time but he feels the introduction of the Dunkirk to Rosslare shipping route avoiding the UK will be a 'game changer'

#### **BRIAN FOX REGATTA**

We have seen a significant clawback since the easing of lockdowns and thankfully Regatta have been in the right space as customers rediscover outdoor living and the benefit of exercise. Following lengthy lockdowns and because of the combination pent up consumer demand and a spike in

online sales, which has surpassed all expectations, the year end might not be too ugly.

We have concentrated really hard on making the stores safe and look good at an almost granular level of detail.

When it comes to dealing with landlords and renegotiating rents Brian says he's really tried to engage with all of them and do a deal and in most cases he's been successful but there are still some out there who have their 'head in the sand'

He's really positive and proud about how his people have responded. Brian says, 'I tried to keep spirits up through lockdown coming up with competitions and running incentives for my teams. I made sure I called each one of my team leaders and had a one to one with each of them in an effort to create a togetherness. Once we were back working everyone got straight back into things and business went crazy! The sense of inclusion, dedication and support from all of the Regatta crew was truly humbling' He went on to say that retail staff have had

to deal with so many new factors that they haven't had too before, for instance, ensuring customers were complying with wearing face coverings and managing customer flow and numbers in store. Most customers are fine but some are just plain fed up at this stage and that's a challenge for all of us to manage.

#### **BARRY KERRIGAN - KERRIGANS BUTCHERS**

Barry is acutely aware of the pressures on other retailers and the uncertainty that we all facing into over the next few months, but he has been making the most of 'eating at home being the new going out'

2020 was an extremely busy but challenging year for Kerrigans. In the first lockdown back in March we experienced huge spike in demand for our services up 100% some weeks year on year, with the fine weather, 2km limit to travel and restaurants being closed it was pretty much a perfect recipe for footfall to our stores,

Kerrigans who operate 4 stores in north



Dublin have been really innovative and now sell and distribute from an excellent website (kerrigans.ie). They have even offered a fast track delivery service via an app

Initially people were buying basics via the website such as mince and to make multiple dishes but as time has gone on that's changed and they are experimenting more with more slow cooking cuts like lamb shanks, beef ribs and pork shoulders.

As we enter 2021 back in another lockdown its extremely difficult to plan like you would like too with so much uncertainty, I am conscious not to get complacent in any way and am very conscious of the fortunate position we are in to be open and trading well - I'm grateful for the effort we made some years ago to move to become an omnichannel retailer.

### JOHN O'CARROLL – DAIRYGOLD

John has certainly found that customers are shopping locally and they have been really appreciative of the service offered by staff who have good technical skills and can provide advice at this time. He says that customers are looking for a 'one stop shop' and following the reopening they were in the right place with the right product.

'Gardening and garden construction has been really popular for customers who were

locked down and needed something to do with their time,' he says

'The value of having great, well trained colleagues in retail has been really important, they have been resilient and they have turned out every day despite the obvious risks'.

'We have developed phone and collect models and really improved our processes. Website sales were unprecedented in DIY, paint and home décor'.

### BLANAID HENNESSY - FOLKSTER

'We have used the pandemic to press the reset button and do a complete review of the business, concentrating on where and how we spend our money and taking the time to explore the direction of both our aim for Folkster, and what our customers are looking for from the brand', says Blanaid.

Folkster have introduced a new Bridesmaid appointment system so they can spend time with the customer in a safe and pleasant way - creating an inviting and controlled space for both our team and the bridesmaid group.

'Now with Level 5, we implemented online Zoom bridesmaid appointments - which was a necessary response and one we had hoped to introduce even before Covid. We

had just never been able to prioritise it as we were so busy with store work.

'We've been working hard at moving away from buying seasonally to buying more sustainably - creating families of products that we can update and add to, rather than heavily discounting previous collections to make way for all new lines'.

When asked about the values of her brand Blanaid was quick to respond;

'Do your best, be genuine and open with your customers, tell them what you are trying to achieve and just be as authentic as possible while still delivering your brand message'

'What Covid has really taught us is that it's ok to have peaks and troughs in the business, the troughs give us a real opportunity to reflect on the business and be creative, while the peaks are the result of the systems and changes put in place in response to the troughs. The troughs complement the peaks'

'It's never about the mistake or the perceived failure, it's always about how we respond and learn. What systems could be improved? How could we have handled it better? What more could we have done? Here at Folkster we really encourage each other to be honest and open about how and what we are learning as we grow'

Being successful means many things to different people - we all have our own standards and goals. Like many small businesses after Covid - we remind ourselves that being successful right now is simply getting to open the doors every day. We don't take that for granted and our number one priority in every decision we make is 'will this help us continue and grow'? If the answer is a yes, then we move fast and get on and do it.

Taking the positive from all of this - I feel that we can now take projects and systems like this and add them to what we were already doing pre-Covid. Our team are incredible under pressure, they are coming up with a myriad of ways to keep transforming, adapting and persevering.

The core of it is for us, that our aim is first to reopen safely and steadily, and then to reopen better than we were before. That's what's keeping us focused and is getting us through this"



Blanaid Hennessy,  
Folkster



Peter Hyland,  
Carrolls Irish Gifts

## PETER HYLAND - CARROLLS IRISH GIFTS

The onset of Covid was a defining moment for the company, we could either close the doors completely and open up again when tourism returns or we can tackle this head on, we innovate and adapt to the new retail environment.

We knew we had huge assets in our favour, great store locations, a new ecommerce platform (Salesforce Commerce Cloud) and a well-known brand. We were on a journey pre Covid to move the 'perception dial' with the domestic customer. The brand scored really well for awareness but consideration was a challenge. They recognised the brand as a souvenir store but we are an Irish gift

store with ranges from some of Irelands favourite brands like Newbridge, Guinness, Foxford, Tipperary Crystal and Butlers.

We launched a new brand proposition

### 'THE BRIGHT NEW HOME FOR QUALITY IRISH CRAFT'

The positioning line is way more than just an advertising line. Instead, it is a rallying cry to our colleagues, our suppliers and our customers. It's a very clear expression of our business going forward. We want to focus on emerging Irish design talent. There's still a lot of work to do but its progressing well.

'There's no doubt our people have found it tough and like many others we have had to

cut back on staffing costs but we are confident that we will come through this stronger, leaner with a big opportunity for the brand to grow.

So, as we start into a new year I am left reflecting on how versatile and creative Irish retailers really are. 2020 was a year like no other, there have been huge sacrifices made by so many. The retail landscape has changed beyond comprehension, retailers that had never considered trading online have had to embrace it to survive. Just when we have thought we were through the worst another restriction was announced. We will come back stronger, we will come back with more resilience and we will come back full of fight, ready to embrace new opportunities.



# DECATHLON

**Store Name:** Decathlon  
**Store Address:** Ballymun, Co. Dublin

**Store Size:** 4,000sq m with Bear Market  
Coffee Shop, Yoga Studio,  
Outdoor playground & Astro pitch



- 300,000 visitors in our flagship Ballymun store since the opening
- The most successful opening in a new country for Decathlon after 3 month. (within 59 countries where Decathlon is present).
- 80% of visitors have already checked out Decathlon.ie
- 100 Decathlonians as employees
- Partnering with local suppliers for GAA merchandise
- Switched logistics route from the UK to France due to Brexit
- Looking at further units in Limerick, Cork & Galway



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# *your* **NEW** BOARD

## **PAUL NEESON**

**Retail Director, Aer Rianta International**

**Paul Neeson:** Paul has been a member of Retail Excellence Ireland representing ARI (Aer Rianta International) for almost twenty years. ARI deliver the multi award winning retail experience at Dublin and Cork airports. Globally ARI manage the retail services in another fourteen airports, either wholly owned or in local JV's. ARI are past winners of several REI Awards for Best Large Company and Best Concept stores. Previously Paul was General Manager for Virgin Retail in Ireland and Northern Europe for ten years.

### **What has been your biggest learning this year 2020?**

Staying close to our teams and understanding how Covid was impacting them personally not just at work but at home, with family etc. The need for honesty and empathy in equal measure has never been greater.

### **How are you staying positive?**

Focus on the things I (and my team) can impact upon. There are so many things that are beyond our control that we worry about but cannot solve. Spending as much time as I can with my kids.... They understand Covid but they don't let it take over their lives.

### **What are you most looking forward to when the restrictions are lifted?**

Lingering (beyond 90 minutes!) over an amazing meal at Aimsir (Cliff at Lyons) and seeing my brother and sisters again.



Paul Neeson

## **PAUL GALLAGHER**

**Managing Director, Shuz4U Group**

I have had many years in the retail industry and worked with companies such as Hilfiger ,G-Star, Levis, Pepe, Superdry and many more, also footwear brand such as Ecco, Caterpillar, Kickers, New Balance , Adidas Originals and Converse . Skechers is definitely the one brand that has the most cross appeal to a lot of different market.

### **What has been your biggest learning this year 2020?**

How resilient and capable people are when put under pressure and it's amazing what can be achieved with communication and teamwork.

### **How are you staying positive?**

We have to train our minds to see the good in everything, positivity is a choice. The happiness of your life depends on the quality of your thoughts!

### **What are you most looking forward to when the restrictions are lifted?**

A sun holiday preferably with a game of golf thrown in for good measure. Going to see live matches and a few pints at the bar talking nonsense and solving all the problems of the world 😊.



Paul Gallagher



Fergal Doyle

## **FERGAL DOYLE**

**CCO and Co-Owner of Arboretum**

Fergal's key focus within Arboretum is to develop and implement commercial strategies in line with Arboretum's goals and objectives. He oversees all financial aspects of the second-generation family-run business, which consists of two five-star garden centres and a thriving online store. The garden centres at Leighlinbridge, Co Carlow and the

National Garden Exhibition Centre, Kilquade, Co Wicklow, bring families together by offering a day-out experience. Fergal is passionate about creating lasting, meaningful relationships with Arboretum's customers through the enthusiasm and commitment of the team..

### **What has been your biggest learning this year 2020?**

Go with your gut. Persist with something you believe in. I believed in the potential of selling plants online and I pushed it. Selling plants online is not simple but we had been investing in the packaging, the stock, the people, and a decent e-commerce website. So we had invested money and time, but the ROI wasn't there, until the coronavirus hit. When it did, we were ready.

I was hearing from people who didn't believe people would buy plants online, who see Arboretum as being all about the experience in the store. But we're seeing new customers interact with us via a screen before they come there. 360-degree retail is the reality and we're ready to give people the Arboretum experience whichever way they engage with us.

### **How are you staying positive?**

The seasonality of our business keeps you looking forward. We're launching Christmas in our stores, and seeing the enthusiasm every day in the team for what they're doing is very rewarding, and as soon as the Christmas shop is open, we'll be focusing on spring 2021. I'm looking at the Kilquade development, talking to a Dutch garden centre builder and getting excited about developing the national garden exhibition centre there. In general, it's been a year of not being afraid to try things and we're seeing results, which is a good reason to be positive.

### **What are you most looking forward to when the restrictions are lifted?**

Visiting my wife Kim's family in Scotland, whenever we can get there. To be very honest, I'm looking forward to a time when everything really is back to normal. I don't accept 'the new normal' because it's not normal and I don't want it to be normal. I see it as a phase, which will pass, and there will be a day when we can shake each other's hands and we can get on a plane. That's what I'm looking forward to – the end of this Covid time

Joe Barrett



## **JOE BARRETT**

**COO & Co-Owner, Applegreen PLC**

Applegreen is a major petrol forecourt retailer with operations in the Republic of Ireland, the United Kingdom and the USA. Joe joined Applegreen PLC in its second year of operation with a strong background in retail and fast-moving consumer goods having worked for Tesco and John West Foods. Joe has over 20 years' experience in the retail industry and has a key responsibility for management and developing the Group's retail and food offerings. Joe has been instrumental in developing the Group's partnerships with its international food brand partners. He has a B.Comm and MBA from University College Dublin.

As at 30 June 2020, the business operated 559 forecourt sites, including 69 Motorway Service Area Sites and employed c 11,145 people.





## JEAN MCCABE

Deputy Chair Retail Excellence, Owner of Willow

A spirit of adventure has underpinned Jean's life and career story. Inspired by a world of possibility and unfazed by obstacles, she came an unconventional route to retail. Jean holds a Bachelor of Engineering degree from the University of Limerick and at the age of 21 created the Willow brand and her first fashion retail store in Ennis, quickly followed by a successful presence on-line with willow.ie. She still maintains an infectious enthusiasm for the customer experience. Jean is former Chair of Ennis Chamber of Commerce, winner of Retail Excellence Store of the Year 2019 and is passionate about the SME sector, having recently addressed the Oireachtas Covid Committee on the importance of the SME sector to the recovery of our entire economy post Covid. During the initial stages of the Pandemic, Jean played an active role in representing REI with the Minister for Business, Enterprise & Innovation and ensured our member's voice & concerns were heard.

### What has been your biggest learning this year 2020?

From a business perspective, realizing that your ladder can be against the wrong wall and you have to reposition it. On a personal perspective, I learned to enjoy time off without the usual guilt. When your time is up, you won't lay on your death bed saying 'I wish I worked harder!'

### How are you staying positive?

I believe it's about controlling the controllable and focusing on them. There is no point fretting over the things you can't control, that would be a waste of energy. Personally, I find listening to audiobooks, walks by the sea, spending time at home with my family and surrounding myself with people who inspire me, help keep me pretty positive. e.

### What are you most looking forward to when the restrictions are lifted?

I'm really looking forward to traveling again. I think I have certainly clocked up a nice 2 weeks (minus kids & husband) after all the golf my husband played this year!!

### What has been your biggest learning this year 2020?

Whilst every year brings with it its own set of challenges, I think everyone would agree that 2020 has been an incredibly challenging and transformative year that has forced us all to adapt and change what we previously perceived as 'normal'.

I would have to say my biggest learnings so far in 2020 have been:

- 1 You can survive without travelling! Pre Covid-19 I would have travelled to the US at least once a month, and the UK almost once a week so it was quite an adjustment.

I've found the use of Microsoft Teams and Zoom to be very beneficial as an alternative; however, I'm looking forward to getting back out in the field to visit our colleagues and sites both in Ireland and overseas.

- 2 We have a very resilient business format. Applegreen is lucky to provide essential services so we have traded constantly throughout the crisis, especially across our local petrol filling station business with customers preferring to shop local with less queues compared to those seen at larger multiple retailers.

- 3 We have a great group of colleagues who have all worked really hard throughout the downturn and we are in the process of saying 'thank you' to them right now. We saw people cooperate and support each other in new ways right across our business, always with a view to looking after our customers, and each other, and maintaining the business at a sustainable level.

### How are you staying positive?

It has been really rewarding to have extra quality time at home with family over the last number of months.

I'm a keen golfer so getting out to play with friends, trying to keep fit and catching up on some must watch 'series on Netflix' has kept me positive throughout.

### What are you most looking forward to when the restrictions are lifted?

Getting away on a family holiday then visiting all our sites across Ireland, the UK and the USA.



## MICHELLE MCBRIDE

**Retail Director, Butlers Irish Chocolates**

Michelle McBride joined Butlers Chocolates in 1996. As Retail Director of Butlers Chocolates, Michelle heads up the group of 24 stores domestically and the Butlers Chocolate Café international franchise business. Michelle has over 20 years of industry experience, spanning retail, travel retail, brand management, operations, sales and marketing roles. Michelle, who lives in Dublin with her husband and three children, is a graduate of TUI Dublin and holds a BSc. in Mgmt. from Trinity College. Michelle has been a board member of Retail Excellence Ireland since July 2017.

### What has been your biggest learning this year 2020?

How little we need, how adaptable we are and how it is so important to focus on the positives in challenging times. I have also learnt how to be humbly appreciative of my health and I have learnt how grateful I am

not only that I love my husband and children but that I love spending time with just them.

### How are you staying positive?

The Covid 19 pandemic has been a key driver for innovation in our business and we have adapted and evolved as a business and a brand which is really positive and we look forward with great anticipation to new products, processes and ideas coming to fruition over the next 12 months. On a personal level exercise and the outdoors help me to stay positive whilst yoga helps me to stay calm – I am a big believer in the Norwegian philosophy of “friluftsliv” (free-air-life) – enjoyment of the outdoors in whatever way, means or shape you like.

### What are you most looking forward to when the restrictions are lifted?

I am looking forward to travelling again – I love international travel and as much as I have enjoyed Ireland this year, I am looking forward to experiencing the excitement of travelling again

James Byrne



## JAMES BYRNE

**Digital Marketing Manager, Glanbia Ireland**

James grew up in his family business, a chain of book and toy stores started in Wexford by his Dad Jim. After college and a stint working with Musgrave, he returned to work in the business right through the boom (and the bust!).

Now working in Glanbia Ireland for nine years this year, starting as Retail Marketing Manager before taking over the Ecommerce brief for a few years. In his current role as Digital Marketing manager James works across the business on digital projects and digital marketing.

Alongside the core Dairy production business in Ireland, Glanbia operate 52 Agri retail branches which includes 14 garden centres and two ecommerce sites, Glanbia Connect and CountryLife.



## DUNCAN GRAHAM

### Managing Director, Retail Excellence

Originally from Nottingham Duncan has a wealth of experience in Irish retail since his arrival in Cork in 1996 where he spent 2 years with Marks and Spencer in Cork before relocating to Dublin.

In 1999 he moved 'across the road' to Brown Thomas in Grafton street where he spent 3 years as General Manager before taking on a role as CEO in the fashion industry.

For the last 8 years Duncan has worked as Retail Director for Specsavers covering Ireland, Scotland and Spain.

Duncan says 'I am delighted to have joined Retail Excellence at such a critical point for the retail, it's an honour to follow David and I am looking forward to working with retailers and partners from across the country as we shape the industry for the future'

Duncan lives in Booterstown, Dublin is married to Orla and has 3 children Patrick, Emily and Eabha.

#### What has been your biggest learning this year 2020?

The biggest thing I have learned this year - Stay focused, don't worry about the small stuff and take every day as it comes

#### How are you staying positive?

Getting to know people from across the retail industry is keeping me positive, there is so much goodwill and creativity out there.

#### What are you most looking forward to when the restrictions are lifted?

Park runs in Marlay park on Saturday mornings!



Duncan Graham



James has been involved in Retail Excellence for quite a few years now. His brother Damian, who owns the Eason's franchise stores in Co. Wexford is a former Chairman and James has been a member of our Ecommerce Committee for six years and is the current Chair.

James says 'I'm delighted to have been asked to join the board of Retail Excellence. While this is a hugely challenging year our members, it has also brought great opportunities for Ecommerce and it's exciting to see such huge growth and adoption in this sector in just a few months.'

James lives in Kilcullen with his husband Eoin and in their spare time they run [www.fairly.ie](http://www.fairly.ie) an online shop for sustainable products

#### What has been your biggest learning this year 2020?

The biggest thing I learned this year is that people are hugely adaptable and creative, even in the toughest of times.

#### How are you staying positive?

I'm enjoying getting out for hikes as much as possible and like everyone else we're doing projects at home, our latest one is a biodiversity pond.

#### What are you most looking forward to when the restrictions are lifted?

Meeting people properly - I miss catching up properly with friends and colleagues.

# Harvey Norman®

**Store Name:** Harvey Norman  
**Store Size:** 60,000 Square feet

**Store Address:** Unit 12, Gateway Shopping Park,  
Bóthar Stiofáin Knocknacarra,  
Co. Galway, H91 A00

## UNIQUE SELLING POINT

This is the newest store from Ireland's largest furniture, bedding, appliances, and technology retailer. Our Galway store has the biggest global brands highlighted by the latest store fit design. This is a "Premium" Harvey Norman store, and our CEO, Peter Hearn, said it in his Top 5 Harvey Norman stores globally.

## STORE FEATURES

The store has two floors covering 60,000 square feet to showcase top global brands and the latest interiors collections, a 600-space car park, 42 cycle park stands and a Synge and Byrne café. As Peter Hearn, our CEO stated: "We believe in creating a superb shopping environment both in-store and online. Harvey Norman remains committed to investing in Ireland and Irish retail, our Knocknacarra store is a testament to that commitment."

## WHAT ASPECTS OF THE STORE ARE YOU MOST PROUD OF?

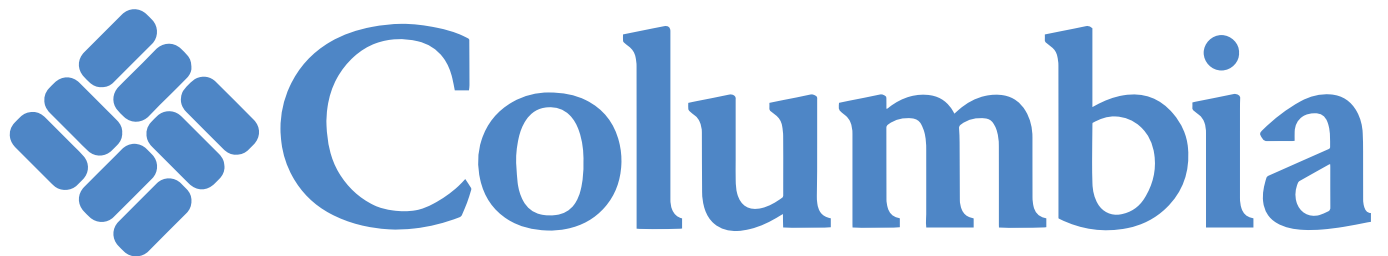
We are proud to showcase our large range of the latest Irish-made furniture and bedding, a huge kitchen display area, a games hub, a Wonder Photo Shop, Love Tech and more. The store has created 60 jobs and we look forward to supporting the community. Our opening day was busy despite the rainy weather – Galway has been a location that we have wanted to be and has wanted a Harvey Norman store for several years. We were delighted to have His Worship the Mayor of Galway, Mike Cubbard, attend our opening and cut the ribbon to open the store.

## WHAT ARE THE FUTURE PLANS FOR THE STORE AND THE WIDER COMPANY?

We are continually working hard and investing so we can provide an excellent customer experience both in-store and on our website. As a further commitment to Irish retail, Harvey Norman is opening a new store in Sligo in November 2020







**Store Name:** Columbia  
**Store Size:** 1300 sq. ft.

**Store Address:** 6/7 Trinity Street,  
Dublin 2.



### UNIQUE SELLING POINT

Columbia is a Global Sportswear and Outdoor brand; this is the first and only Columbia brand store on the Island of Ireland. The store showcases all of Columbia's patented technologies which are unique to the brand. We offer solutions to keep you comfortable and protected in all conditions of outdoor life, from walking the dog, keeping you warm and dry on your everyday commute or trekking to Everest Base Camp

### STORE FEATURES

- Dedicated Men's and Women's sections.
- Footwear wall
- History wall which highlights the development of the brand since 1938
- Modern shop fit
- Spacious fitting rooms
- Very large street frontage with excellent window display

### WHAT ASPECTS OF THE STORE ARE YOU MOST PROUD OF?

- The quality, experience, and knowledge of our staff
- The quality of the finished fit-out
- The location
- Street frontage
- Partnership with Columbia

### WHAT ARE THE FUTURE PLANS FOR THE STORE AND THE WIDER COMPANY?

Initial reaction has been fantastic and has so far exceeded our expectations, taking into consideration the situation with footfall in the city and the blow our economy has taken. We are transitioning into autumn / winter season at the

moment with a brand-new collection so showcasing this product to a high standard is our immediate focus. Columbia has grown significantly in our own store, Great Outdoors over the past 10 years, we had reached the point where we just couldn't fit any more product, also Columbia were expanding into new categories such as Urban Outdoor which offers a range of Lifestyle product, this is another new market for us, so a stand-alone store was the next natural step.

Our priority with The Columbia Store is to continue to generate awareness and remain as an established brand on the High Street, we have an amazing partnership with Columbia so if demand continues, we are always open to something new or bigger.

In relation to the wider company plans, in 2018 we moved from Chatham Street, where we were located since 1976 to South Great George's Street and until Covid-19 came along it was a hugely successful move. Now like every other business our plans are to weather out this storm and protect our business and our staff to make sure we are in the best possible position whenever normal life can resume.

That said, we have recently made a significant investment in our 'Great Outdoors' online business ([greatoutdoors.ie](http://greatoutdoors.ie)) with the support of Enterprise Ireland, as a result we have made tremendous progress with online sales and we are working in new markets. Finally, we also have a 'climbing' store which is located in Awesome Walls Climbing Centre at Junction 5, just off the M50, since re-opening it has been performing really well.

# THE NEWS



Sony Music

## DYNAMIC PRICING

With a flood of data now available, retailers are now tuned in to how this comes in handy when companies are working on their pricing strategies. Dynamic pricing has found its path by helping businesses provide a higher level of personalisation to the consumer. Data provides a better insight into the customer's wants and needs while allowing companies to make accurate pricing differentiation. Not every price is suitable for every customer, nor are price changes always welcomed. To be sure that they are making the right decision, retailers can rely on gathered data to become more aware of their customer's pricing sensitivity.

While dynamic pricing offers companies a better balance between customer demand and supply, therefore preventing any waste in money, products, and resources, care should be taken not to endanger customer trust.

When Whitney Houston passed away, Sony Music correctly assumed that there would

be an increased demand for her albums. Therefore, they've decided to increase the price, but they suffered a fierce backlash with people furiously accusing them of trying to profit from her untimely passing.

## PAUL RYAN JOINS JOHNSTON SHOPFITTERS AS AN ACCOUNT DIRECTOR

Paul joins the team with over 30 years of experience in the retail fitout industry and brings a wealth of experience in key areas of operations, design and merchandising. Speaking on the announcement, recently promoted Conor Cahill, Managing Director, said "We are delighted to welcome Paul on board, he will bring a fresh perspective to operations and relationship development".

## BURBERRY OPENS ITS FIRST SOCIAL RETAIL STORE

Burberry opened its first luxury's first social retail store in China's technology hub Shenzhen in July. Blending the physical and social worlds in a digitally immersive retail experience,

customers can interact with our brand and product in new and exciting ways, in person and on social media.

The concept, which is the first step in an exclusive partnership with tech company Tencent, takes interactions from social media and brings them into a physical retail environment. Through a dedicated WeChat mini program, customers can unlock exclusive content and personalised experiences and share them with their communities.

The store is made up of a series of spaces for customers to explore. Each has its own concept and personality and offers a unique interactive experience.

## NIKE PARIS OPENS WITH A HOUSE OF INNOVATION

Nike has opened its 'House of Innovation' in Paris with the aim of making a stronger connection with its 'members'. Shoppers can book a 'Nike By You' session with a store assistant via Swoosh Text. The store also includes experiential destinations for kids to get moving through virtual gaming, The Sneaker Lab featuring exclusive product access & a dedicated floor for women & girls with an assortment of apparel innovations & plus-sized mannequins.

## CARA PHARMACY EXITS THE HIGH COURT

Cara Pharmacy is set to be approved by the High Court to be taken over by former member Patrick McCormack and John Tracey, alongside the main backer Dunport Capital Management.

## ALDI GOING ON A RECRUITING SPREE

Aldi are set to recruit a further 700 full time roles in Ireland as they announce further new store openings. The move comes as Aldi announced plans to open four new stores in the coming months at Dunshaughlin, Co Meath, Douglas in Cork, Newbridge, Co Kildare and Bayside in Dublin 13, adding to its existing network of 145. Additional stores in Cahersiveen and Killarney, both in Co Kerry, are due to open later this year, while planning permission has been lodged for six stores in Castlecomer, Co Kilkenny, Roches Street in Limerick, Ballybrit, Co Galway, Ballyhaunis, Co Mayo, Kanturk, Co Cork and Shannon, Co Clare.



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# IRISH SMES WIN online shopping battle

as Covid-19 restrictions discourage

*in-store purchasing*

The Covid-19 crisis has been a tipping point for Ireland for many reasons. IE Domain Registry recently published the **Tipping Point Report: How e-commerce can reignite Ireland's post-Covid-19 economy** assesses the attitudes and responses to the Covid-19 crisis of 1,000 Irish consumers and 500 retail and customer-facing professional services SMEs.

Over 7 in 10 Irish consumers (74%) say Covid-19 restrictions in physical stores, such as social distancing, queues, and capacity limits, have negatively impacted their decision to shop in them.

## THE OMNI-CHANNEL FUTURE

While current restrictions are changing consumer behaviour, the report shows that if Covid-19 were controlled and social distancing no longer required, 48% of consumers would continue to do the bulk of their shopping in physical stores.

52% would engage in some form of online shopping – 11% would do most of their shopping online, while the remaining 41% would do a combination of both, shopping in-store for necessities but online for other products. It is clear that a “blended” shopping approach is preferred by consumers.

Consumers who said they would mostly shop online believe it to be safer (59%) and more timesaving (56%). Among the group that would prefer to shop mostly in-store, 62% say that physical shops are more convenient, while 55% say they simply want to go outside and be social, indicating the growing psychological toll of Covid-19 restrictions.

## IRISH SMES WIN ONLINE SHOPPING BATTLE

The Tipping Point report shows that 95% of Irish consumers shop online at least some of the time, and **75% say they have either spent more online during the Covid-19 crisis or the same as before it**. Lockdown seems to

have done little to quell consumer demand online.

Historically, the bulk of Ireland's e-commerce spend has gone abroad to foreign companies. However, since the Covid-19 crisis **Irish consumers estimate that they have done most of their online shopping with Irish SMEs (53%)** versus international retailers (47%). Those figures were the opposite before the crisis (52% international vs 48% Irish).

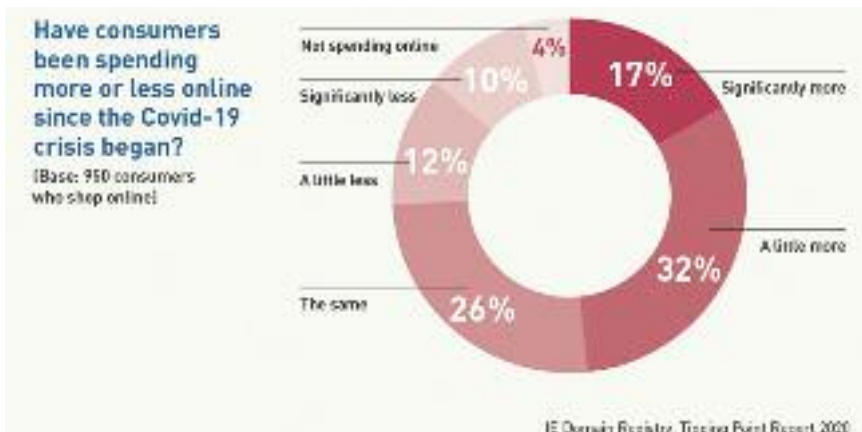
Among consumers who have done most of their online shopping with Irish SMEs since the Covid-19 crisis, **67% say they have done so out of a sense of solidarity and a need to support Irish businesses**. 48% said Irish SMEs are more reliable than international retailers; 41% said they are more trustworthy.

However, among those who have tended to shop online with international retailers during the Covid-19 crisis, **cheaper products (71%) and a better range of products (69%) have been major factors influencing their decision**. Over a third said international retailers have better online services and storefronts than their Irish counterparts.

## DIGITAL INVESTMENT PAYS OFF

Despite the majority of Irish consumers turning to Irish SMEs for online shopping, **79% of small businesses said that they had not invested any money whatsoever** in their online services since the Covid-19 crisis. Indeed, **only 25% of all SMEs sell online** in any capacity.

It is clear, however, that SMEs that do invest in online services reap rewards. Almost half (46%) of those that have invested since the Covid-19 crisis say they are **busier than or as busy as before it**. Among those SMEs with an online store, 88% said they had noticed a change in their volume of sales since the Covid-19 crisis. **77% say this has been a positive change**.



# the **IMPACT** Of the Covid-19 lockdown on Retail in Ireland

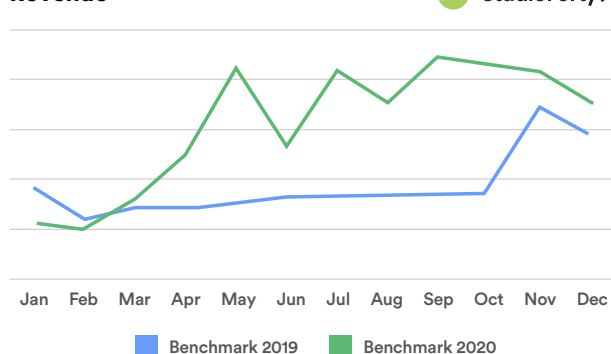
StudioForty9 is a specialist ecommerce agency with a focus on Irish retail and we are proud to count many of Ireland's independent retailers as our clients. The last half-year has been a whirlwind, and it feels like old news at this point to say that ecommerce has moved on 10 years in the past 6 months.

After the initial lockdown panic settled and it was clear that online sales had really ramped up, our clients started asking us for a view on the impact of the lockdown. As an answer, we aggregated the ecommerce KPIs for all of our clients targeting the Irish market for ecommerce and averaged them to create a 'benchmark' monthly figure for 2019 and 2020.

The blue line is the benchmark for 2019. As a rule, at StudioForty9 we target 30% YOY growth for our clients, this is a key target that focuses our work over the course of a year. So for 2019, you can see a nice gentle upward trend with the standard uptick for November and December.

The green line is the benchmark for 2020. The peak in May is nearly four times the November results for 2019. This marks an incredible shift towards ecommerce sales in the Irish market.

## Revenue



While things tapered off as the lockdown eased, you will remark that each month from June to September 2020 is still significantly higher for Revenue than November 2019.

This shows a phenomenon we've seen a couple of times over the years: a step change in behaviour and attitude amongst the shopping public.

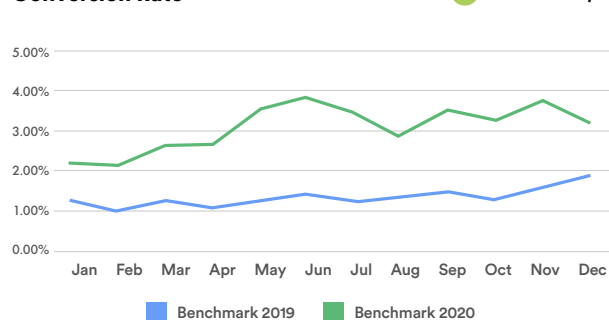
The last major such change was the arrival of Black Friday in Ireland when many retailers participating in online promotions for BFCM saw multiples of their previous best months, sometimes even a year's worth of sales within the period of just a long weekend. When the dust settled, and the revenue figures levelled out, they were pegged at a much higher mark than prior to Black Friday.

We're seeing a similar "rising tide" pattern here, and that pattern is holding across most ecommerce KPIs.

For example, Conversion Rate, already improving well by the end of 2019 really took off after March and has remained at a higher level since - a sign of the far greater intent to purchase on behalf of visitors to sites.

Overall, this is compelling evidence that the future of retail is moving online at a greater pace owing to the impact of Covid-19. From what we see behind the scenes,

## Ecommerce Conversion Rate



retailers are embracing this and working hard to improve both online and instore offerings in line with the new normal and in anticipation of what the future holds for growth across all retail channels.

## TIPS FOR THE UPCOMING PERIOD

1. Actively engage with your Ecommerce Agency and team to prepare a plan for the year ahead. Plan for different scenarios; C&C only, no C&C, GDPR Cookies, Brexit shipping, and tax changes.
2. Engage actively with your customers, shopping experiences have changed in the last year, for example, offer multiple delivery options like C&C or next-day delivery.
3. Be ready to offer a more personal experience for your customers online, for example, video booking/shopping, live chat, and product recommendations.
4. Review your site's UX, engage User Testing on your site to target pain points, and ideally boost conversion rates.
5. Ramp up a social and email marketing strategy to build anticipation for the product and offerings you want to promote.
6. Prepare and apply for Enterprise Ireland and LEO available grants.



# Carraig Donn

**Store Name:** Carraig Donn  
**Store Size:** 4700 Sq. Ft

**Store Address:** Gateway Retail Park,  
Knocknacarra, Galway

## UNIQUE SELLING POINT

The new store is the largest of the 42 Carraig Donn stores nationwide. It is a truly beautiful retail space, designed with our customer in mind. Soft lighting, spacious merchandising, and strong brand messaging combine to create a premium retail experience.

## STORE FEATURES

Carraig Donn appointed Studio Anois ([www.studioanois.com](http://www.studioanois.com)) to oversee the design and specification of the new store. The design team worked to re-frame the shopping experience and achieve a luxurious, inviting, and comfortable shopping experience. Space for social distancing has been considered in the overall layout design. A beautiful palette of materials and colours of the store has been designed to showcase the wonderful array of Irish brands and products for sale and to allow all products to shine in a cohesive manner. Sustainability and adaptability were key requirements which have been considered throughout.

The bespoke hardwood frames have been designed

to facilitate internal modifications, working for both fashion and gift, the flooring is Broom rated A+ and can be fully reused /recycled. Sustainable led lighting has been used throughout. Natural light has been used via the large shopfront windows, opening into the store

## WHAT ASPECTS OF THE STORE ARE YOU MOST PROUD OF?

We are proud of the design of our cash desks, fitting rooms, and the overall environment of the store. We are also very proud of our amazing sales team, led by Store Manager Aisling O Sullivan. .

## WHAT ARE THE FUTURE PLANS FOR THE STORE AND THE WIDER COMPANY?

Managing Director Pat Hughes noted “We have a loyal customer base in Galway, and we are delighted to bring the very best of Irish fashion, jewellery and homeware to Knocknacarra”.

Despite the challenges that exist in our industry as a result of Covid19, we are committed to our growth and expansion plan- both in our stores and online at [carraigdonn.com](http://carraigdonn.com)”





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# TIPS TO REVIEW YOUR 5 packaging *strategy*

Delpac Ltd has been supplying printed packaging to the retail trade for over 30 years from Paper Bags, Suit Covers and Boxes to Compostable Coffee Cups in most recent years. Most recently they have acquired Floraville Seasons and are due to open a new state of the art showroom in Dublin in the new year.



Charlie Curran,  
Delpac Ltd

## **TREND NO. 1 – SUSTAINABILITY & CERTIFICATION**

The key shift in retail has been the growth in sustainability, a global trend that has been embraced by retailers. The focus is on reusable, recyclable and eco friendly compostable packaging. Traceability and certification is also an integral part of packaging. We ensure that all the factories we work with are audited by a universally recognised body and certifications example FSC, BRC, ISO9000 are updated on a regular basis.

## **TREND NO. 2 - SAFETY FIRST**

2020 has been the year of customer care. Retailers have been focusing on protecting consumers by protecting their food and products from touching. Clear packaging has been a key driver of this trend to allow consumers to see the product without touching it directly. This has allowed sales to continue to happen in a safe retail environment.

## **TREND NO. 3 – USE PACKAGING TO PROMOTE YOUR BUSINESS**

We have noticed in Delpac, that retailers

have started using their bags, cups and other forms of packaging to promote a new initiative in their business. They have put a new category of products on the corner of their bags or on the back of their cups in order to drive awareness cost effectively. This has proven a success for the retailers that are interested in using their packaging as a walking advertising board for a new angle rather than a brand reinforcement tool.

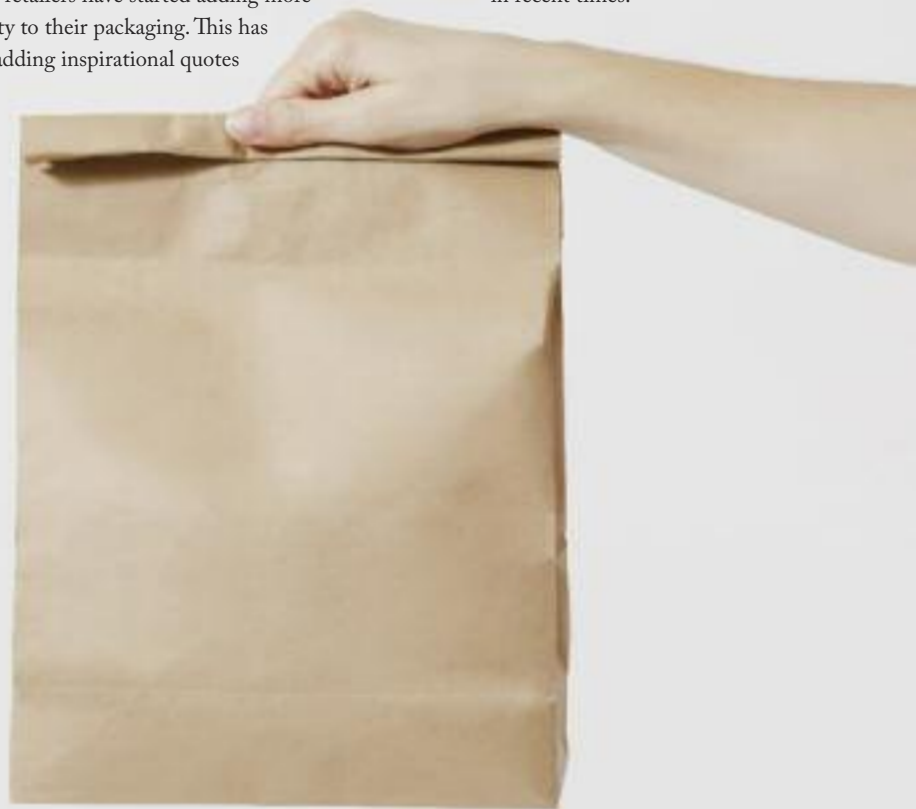
## **TREND NO. 4 – ADDING PERSONALITY TO YOUR PACKAGING**

With the rise in social media and the developing social norm to snap your latest purchase, retailers have started adding more personality to their packaging. This has entailed adding inspirational quotes

to reinforce the positivity of their purchase to adding a message from their local store manager on their bag.

## **TREND NO. 5 – REFRESHING YOUR BRAND MORE FREQUENTLY**

Finally, the use of colour has been more noticeable in recent years. Consumers have become more independent and diversified. Retailers are refreshing their design on a more regular basis with an increased emphasis on their branding. The use of colour to appeal to a wider range of consumers. CMYK Full colour image, digital printing have become more popular in recent times.



# {ENGAGE}

*your team's energy for growth*

**Today, businesses are facing unprecedented challenges which are reshaping their operations.**

**Opportunities to make small changes which can save money and support growth are now more essential than ever.**

SMEs are spending over €2 billion annually on energy, of which 10% can be saved through good energy management practices. Over the coming years, Ireland must use less energy, move to clean energy, and innovate to create new solutions to meet our energy needs. There is significant potential amongst small and medium sized businesses to influence and participate in Ireland's sustainable energy future.

The Sustainable Energy Authority of Ireland (SEAI) recommends engaging in energy efficiency as a key change where these savings can be made. Businesses, including those in the retail sector, can save up to 10% on their energy bills through behavioural changes alone without investing in new equipment. Firstly you should research where you use most of your energy. Look at your bills to understand when and where you use energy. Heating is a major contributor to SMEs energy costs, closely followed by refrigeration. Once you've identified your focus areas, our research shows that the most effective ways to engage your staff in participating in energy saving behaviours are;

1

Setting energy goals. Start with a goal of between 10% and 15% reduction on your annual bill.

2

Communicating energy saving tips. As we go into the winter months, tips on heating and lighting may be relevant. SEAI's SME Guide to Energy Efficiency includes useful tips which you can share.

3

Electing a member of staff to be your energy champion who encourages participation and keeps the morale high.

4

Holding an energy saving competition in your business with a small reward, and making sure participation is acknowledged.

These simple actions can lead to significant savings to your business while boosting staff engagement and commitment to sustainability. To help businesses get started on their energy saving journey, SEAI has developed the SEAI Energy Academy. This is a free online training resource to help businesses save energy and reduce costs. The Academy offers sector specific training paths, including a dedicated training course for the retail sector. Retail course includes seven modules on Energy and Climate Change, Business Energy Efficiency, Lighting Efficiency, Refrigeration, Heating, Electricity Bill Analysis, and Behavioural Change. This course is perfect for business owners, managers, or energy champions interested in implementing energy efficiency within their business.

On completion of a course a Certificate of Completion is issued which can be displayed in the business showing commitment to energy efficiency. Learners will also receive online marketing collateral which will showcase their own individual achievements.

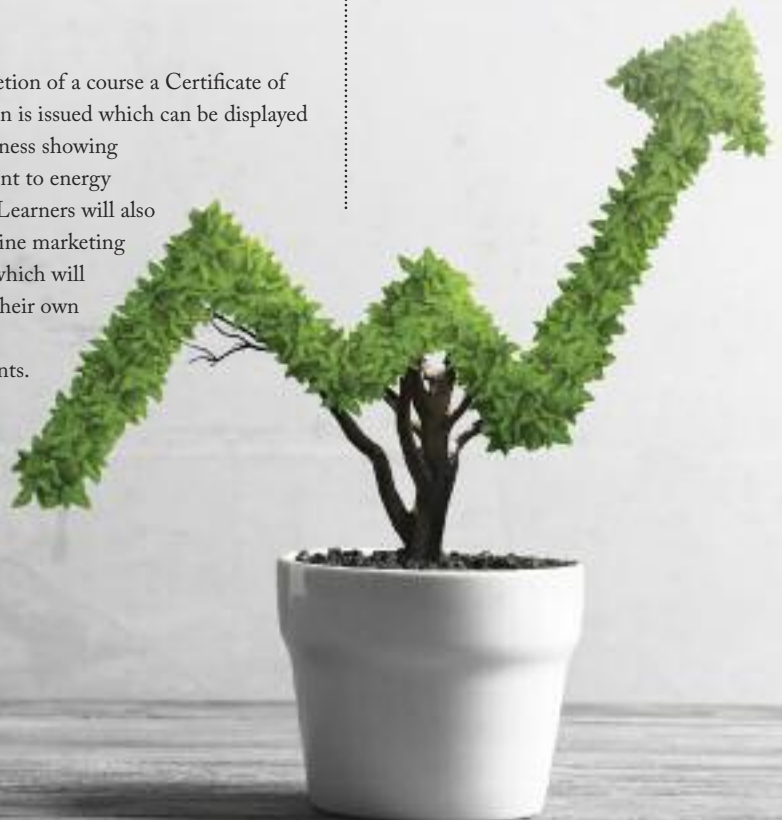
Register and learn more about the SEAI Energy Academy on [www.seai.ie/energyacademy](http://www.seai.ie/energyacademy)



Dearbhla Stapleton,  
SEAI

For more information on how SEAI can assist your business in becoming more energy efficient visit [www.seai.ie](http://www.seai.ie) or contact the Business Team on [business@seai.ie](mailto:business@seai.ie).

*Dearbhla Stapleton is the Business and Industry Programme Manager with the Sustainable Energy Authority of Ireland (SEAI).*





# LOCAL

IS WHERE IT'S AT

## *The challenge of and opportunity that comes with effective local digital marketing*

**Optimising your online presence is an important part of everyday business, however, Covid-19 has raised the stakes. Consumers have slowed down, they are relying on local retailers for goods and they are looking for meaningful one-to-one interactions. Footfall across Irish shopping streets has dropped and online browsing habits have increased by 61% in recent months. Consumers are online more than they were before, most are working from home and open to new connections.**

Online habits may eventually decrease to pre-covid levels, however, as business owners in retail we face the opportunity to grasp the increased online demand that exists at the moment. "We have a chance to make it happen" observes New York Times' columnist Kevin Roose when discussing the power of social media during this period of Covid-19. The question we want to answer today is what strategies should you use to build these meaningful connections?

### **LOCAL IS WHERE IT'S AT**

Location, location, location; it's more important than ever to have local insight and mindset when connecting with customers. This is often easier for individual businesses, however, a challenge arises for multi-venue businesses who are trying to stay local from a different region i.e Headquarters (HQ). A recent study by LM Benchmark shows that three out of four online engagements are happening on local profiles rather than HQ profiles. The study also showed that 80% of those consumers that are engaging on those local profiles are influenced by the content they are finding. Finally, 88% of consumers who do a local search on their smartphone visit or call a store within a day. The research stacks up; consumers are engaging more with local profiles versus HQ profiles, the influence rate of local content is higher and it

is leading to a shorter buying journey. 'Small and authentic will win over big and generic everytime'. Focusing on your stores' individual online profiles and audiences will allow you to deliver more targeted messaging that grows awareness and meaningful connections to drive sales.

### **LOCAL FOR SCALE**

Local marketing isn't a new concept but neither is the challenge of getting it right. The benefits of thinking and acting local are clear, but how do you make it happen at scale? The challenge is clear with hundreds of locations, stakeholders, profiles, review sites and communities with different audiences. This is where you need a 'digital tool that will create connections' but just like new social channels it needs to be adopted. In a recent US study with 250 content marketing managers 73% cited a lack of technology and know-how as the biggest blocker in successfully managing content across their entire estate. A further 22% cited a lack of process. Interestingly 60% of them also cited communication silos within their businesses as another challenge.

Acknowledging and adapting to what the research says is important. As we've seen, consumers want connections at a local level, on active local pages with local content. At



Mia O'Connell,  
Sociolocal

Sociolocal our customers have overcome the challenge of connecting with their customers at a local level by adopting technology which allows them to bridge the gap between teams, stores and local audiences.

We're an Irish founded software company and our mission is to connect our customers with their customers at a local level. We've built an innovative simple to use platform "Socio Connect" that enables that relationship. We enable customers to manage social media and reputation with key local data insights delivered to them as well as many other features including the ability to run ads on Facebook and Instagram. Finally, we make it simple for our customers to digest success with our easy to read analytics and reporting engine.

If you're facing any of these challenges above we'd love to speak with you. We are offering Retail Excellence members a 20% discount of their first month till March 17th, for more detail and to book in a chat with us please visit [www.sociolocal.ie/retailex](http://www.sociolocal.ie/retailex)



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Berry Kerrigan, Owner, Kerrigans Malahide



"Installing Glory's front-office CI-5 was simple and effective. The customers love having the ability to pay by cash in a safe and secure way. It has benefited the business by reducing time to manually count cash at the end of the day and reducing human error. It's certainly proved quickly to be a good investment for the business."

Peter Fox, Owner & Pharmacist, totalhealth Pharmacy

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# Say goodbye to payroll errors, scheduling nightmares and time-consuming admin

*Or: Retailers can solve admin, scheduling and payroll issues with Quinyx*

Retailers face these challenges on a daily basis, making it incredibly difficult to dedicate the right resources and spend the time needed for forecasting, planning and strategy. Most of these issues can easily be sorted with the right solutions. If this resonates with you, keep reading to find out how major retailers have overcome those challenges by using Quinyx.

Successful retailers use tech for their workforce management. In this article, we will provide examples of how major brands such as Decathlon, Rituals or Dixons Carphone's brand Elkjøp, have achieved their goals.

## **DECATHLON SAVES TIME AND MONEY WITH QUINYX**

Global leading sports retailer Decathlon switched to Quinyx to improve staff scheduling and time reporting, which were previously done manually using spreadsheets - a process that was time consuming, expensive and unreliable.

Up and running with the platform in only 60 days (most of which involving testing with full payroll before going live), Decathlon have seen a number of benefits directly linked to using Quinyx:

- They cut costs, now paying overall less than they previously, and saved time (approximately 30 hours per month)
- They improved planning, validation and communication between store managers and teams
- They now have a reliable system, improved schedules and planning
- They have a clear view over the scheduled working hours a month in advance, which makes it easier to budget realistically

## **RITUALS: CLOUD-BASED SCHEDULING FOR SMARTER ROSTERS AND EASIER PAYROLL MANAGEMENT**

Rituals use Quinyx to schedule and manage their workforce. Local managers can quickly create efficient schedules for their respective stores, and quickly adapt to changes, due to absence or sickness, for example.

Away from the shop floor, Quinyx has enabled Rituals to manage payroll much more effectively, by retrieving their payroll data from Quinyx in just minutes, as opposed to a full day previously needed through manual spreadsheets management..

As a cloud-based scheduling application, Quinyx enables scheduling and payroll data from local stores to be made available to Rituals' Head Office in real-time.

## **HAPPIER STAFF AND GREATER EFFICIENCY FOR ELKJØP**

Elkjøp Nordic, part of the Dixons Carphone group, is the largest Consumer Electronic Retailer in the Nordic countries - a region particularly advanced when it comes to efficiency and employee wellbeing. Quinyx is used by their 11,000 employees, across more than 400 stores.

One of the daily challenges for Elkjøp Nordics - like for all retailers - is the need to have the right amount of staff at the right time, to operate efficiently and deliver excellent customer service.



Morten Kirk Schwartzmann

*"We aim to be as efficient as possible, but what we want even more is for our employees to be happy at work. With the Quinyx mobile app, they can have a more efficient workday and spend more time with the customers. Furthermore, the artificial intelligence built within the system and the forecasting functions allow us to know exactly when and where people are needed."*

**Morten Kirk Schwartzmann,**  
Nordic Productivity Manager, Elkjøp

Find more details, read other customer success stories and get in touch to see how we can help you at:  
[www.quinyx.com/customers](http://www.quinyx.com/customers)

**If you want to hear more about how to transform and succeed, why not join our online WFM Day global event, with a line-up of top speakers from companies like Zappos, Sage, the NHS and more? It's free to attend, register now!**

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# exploring ..Examinership

**Examinership is a corporate restructuring process that allows a viable business overcome the threat of insolvency and closure. It is featuring more and more in the Covid-19 affected retail sector as businesses face the combined challenges of reduced sales and a high cost base.**

Companies may become insolvent for a myriad of different reasons often through no fault of their management. Insolvency is defined as “an inability to pay debts as they fall due” – the causes can range from failure to meet day to day costs due to a reduction in sales, a bad debt, litigation, onerous contracts etc. However, in many cases there is a viable business trapped in a broken balance sheet where creditors are threatening the company’s very existence.

If the Company could get some relief from those liabilities then maybe it could have a bright future....

Irish company law makes available a number of processes that help deal with the problem of inability to pay from both shareholder and creditor perspectives. One such solution is Examinership and it is designed specifically to allow a company survive insolvency, protect employment and continue in existence where the business is viable.

It involves a petition to the Court to seek protection from creditors and the appointment of an Examiner to formulate a scheme of arrangement with creditors, restructure the affairs of the company and procure investment. It is done on the basis that investment in the business is only possible when the company and its balance sheet have been restructured. While all creditors must be treated fairly, the Court

puts a stay on creditor litigation and a formal orderly structure on the process that seeks to prevent one creditor preferring itself unjustly ahead of others.

An independent accountant will provide a report to the Court prior to the Examiner appointment that answers a number of questions including whether the company has a “reasonable prospect of survival” subject to a scheme of arrangement and generally whether the ‘patient is a suitable candidate for surgery’.

The Examiner has a 100 day period to agree creditor claims, restructure contracts, source investment and put proposals to the creditors. Restructuring of contracts might involve exiting or varying the terms of landlord leases under threat of repudiation. Investment can be from either related or third parties but will generally be contingent on a creditor write off and an improved cost base going forward.

While the threshold for creditor support is quite low (only one class of creditors needs to vote a majority in favour of the scheme), in reality the Court will listen to aggrieved creditors who must be at least better off post-examinership than they would be in a liquidation scenario. The Examiner must also be able to show that the restructured Company is viable into the future. If the Court believes the company merits the proposed scheme of arrangement then it will make the necessary order which is binding on all creditors. The creditors are written down, contracts are restructured, the investment comes in and the ‘patient exits intensive care. Surgery successful!’



Aengus Burns, Partner,  
Grant Thornton

achieving

# LABOUR COST SAVINGS

**2020 has been a rollercoaster of a year for business, and Retail continues to be one of the main sectors negatively impacted by the ongoing pandemic.**

With the change from TWSS to EWSS from September 1st, many employers are now ineligible for further Government support unless they can show an ongoing 30% reduction in turnover. Since late August, we have seen a sharp increase in queries from concerned employers facing tough roster decisions as they cannot afford a return to full, unsupported, payroll costs at this time.

Reducing payroll costs can be a difficult exercise for employers and, of course, for the employees affected. Given the requirements of employment legislation, these reductions must also be planned and carried out in a fair and transparent manner to avoid adding legal difficulties to the obvious upset an employee having their terms reduced or being made redundant will feel.

The information below only scratches at the surface of this complicated topic so employers need to plan carefully and take appropriate advice when seeking labour cost savings.

## PLAN PROPERLY

We recommend employers start with a financial savings target. Examine all forms of cost and achieve savings where possible (e.g. insurance, utilities, suppliers, rent). When it comes to labour costs, again have a specific financial target as you can then plan acceptable options to achieve this.

## WAGE CUTS

As a general rule, you must get employee acceptance of any wage cut in writing or it can constitute a breach of contract and an employee can mount a successful legal

challenge to it. Unless there is a Trade Union agreement, employers have an individual contract with each employee. So, if you need to seek wage cuts, you will need to have an individual conversation with each employee and ask them to sign a letter accepting the temporary, or permanent, cut to their pay. If most accept it, but some do not, the employer needs to decide whether to proceed or not. Those who refuse to accept a pay cut cannot be unreasonably treated by the employer for this. They are merely exercising their right to uphold the terms of their contract. There are no guarantees, but experience has taught us that if an employer prepares properly and is honest and open with their employees then the vast majority will agree to a revision of their wage, at least on a temporary basis. Plan and deliver a personal message to your team. Explain the reason for the cut, and how long it may last. Be sure to remind the employees of the cuts that owners and/or senior managers are taking. Be clear about the necessity of achieving the labour cost savings and what the possible consequences of not achieving them may be (i.e. redundancies).

## HOURS CUT

Check your contract of employment and analyse what it states in relation to;

- 'Hours of Work'
- 'Requirement for flexibility'
- 'Lay-off and/or Short-time'
- 'Unforeseen emergency situation' (e.g. a policy inserted after the 'snow' a few years ago)

Your contractual commitment to your employee may mean any cuts to the hours of work must be through agreement and not

unilaterally. The most common forms of hour revisions would be a fair and transparent % cut across the board or a move to e.g. a 3-day week (where those who had worked more than 3 days can claim social welfare support for their dropped days). Rotated lay-off is another option whereby employees in an affected area take turns going on lay-off and claiming social welfare. E.g. Over a 10-week period, each of the 5 employees takes a turn on 2 weeks lay-off.

## REDUNDANCY

An immediate point to note is the temporary change made by Government to the redundancy legislation (section 12). Until confirmed otherwise, employees cannot demand redundancy even if they are on extended lay-off. This is being reviewed again in mid-September.

Redundancy is a form of dismissal. How it is managed and how roles, then people, are selected must be inherently fair according to strict employment law standards. The logic behind the decision to make a role redundant needs to be commercially sound and the manner in which the employer engages with any affected employees needs to be fair and reasonable according to legal standards, not the employers one.

As previously stated, this is a complex area so please do seek support and advice before executing payroll savings to ensure you are operating within the boundaries of employment legislation.



Tom Smyth,  
Tommy Smyth  
& Associates



# are there any **positives** ++ with **negative** -- INTEREST RATES

The impulse to protect what we have is instinctive in us all. This applies to all manner of possessions, not least our wealth. The application of negative interest rates on deposit has understandably struck a chord. But it's possible this may be a force for good, if it's the call to action that triggers investors to confront a decision they have been unwilling to make.

## CONFUSING CERTAINTY FOR SECURITY

All investors should have immediate liquidity requirements addressed as part of their financial plan.

Does cash provide certainty? Unequivocally yes. We are certain about the direction of deposit interest rates and that cash holdings will be negatively impacted.

Does cash provide security? Unequivocally, no. The certainty of cash does not provide security against the real risk that investors face. And that risk is the real value of savings – the primary threat to which is inflation.

## DEFINING RISK AS LOSS OF PURCHASING POWER

We tend to think about money in nominal terms – euros and cents in our bank account. In the long run, the only

rational definition of money is purchasing power. If my living costs double and my capital and interest thereon remain the same, I have effectively lost half my money. If money is purchasing power, risk becomes that which threatens it and security, that which preserves or enhances it.

And this is the critical issue. We have grown up with the idea (misguided) that the primary risk of investing is the variability of our capital over short time horizons. Defined as such, then cash does seem low risk. After all, even with negative interest rates we can be fairly certain of what the value of a deposit will be six or twelve months from now.

Defining risk, not as volatility, but as loss of purchasing power, changes the investment landscape completely. What is traditionally defined as low risk, cash and bonds, becomes high risk in this context (as they have historically provided minimal security from inflation). The assets that have protected us from long term real losses, (e.g. equities, real assets) are low risk in this context.

## DON'T SEEK CERTAINTY, SEEK GOOD ADVICE

To return to the start – the issue of pending negative rates on deposit is not the story here. The real story is why there are such large cash balances in banks, which I've argued is a symptom of a misguided sense of risk.

The default position of holding cash has always extracted a price in the form of opportunity cost. Now that decision is about to attract an explicit cost in the form of negative

interest rates. Use this occasion to at least ask two questions; why am I holding cash and is the loss of purchasing power a more important risk metric than volatility.


If you have a genuinely long horizon with liquidity needs that are satisfied, and chose to manage uncertainty through holding cash, you are trying to slay the wrong dragon (volatility). There are many firms that will provide you with the certainty you seek. But if it is long-term security you need, then the foregoing has implications for you. Don't seek certainty. Seek good advice.

If you are concerned about the impact of negative interest rates might have on your investments and would like to learn more about how we can help you turn a negative into a positive, **contact Davy today on +353 1 614 3346 or visit [davy.ie/inflation-and-negative-interest-rates](http://davy.ie/inflation-and-negative-interest-rates) to schedule a call with one of our advisers.**

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*There may be some situations where it is advisable to hold cash. Your adviser will make recommendations suitable to your individual circumstances.*

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# SUPPLIER DIRECTORY



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★	Audit, Tax, Advisory Services	Grant Thornton	Damian Gleeson +353 (0) 61 607 993	damian.gleeson@ie.gt.com www.grantthornton.ie/industry/consumer-products	Carrolls Irish Gifts
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	Branding & Signage	3Rock	John O'Reilly +353 (1) 457 0188	john@3rockeco.ie www.3rockeco.ie	Xerox.com, Aer Rianta
	Branding, Store Design, E-Commerce	Bradley Brand and Design	Andrew Bradley +353 (0) 86 258 4368	andrew@bradleybrand.ie www.bradleybrand.ie	Fields Jewellers, Kay's Kitchen, Keelings's
	Broadcast Media	Sky Media Ireland	Gareth Genockey +353 (0) 1 614 7611	gareth.genockey@sky.ie www.skymedia.ie	Albany Home Décor
	Business Training, Coaching & Mentoring	Action Coach Business Coaching	Paul Fagan +353 (0) 1 891 6220	ireland@actioncoach.com www.actioncoachireland.com	Gerry Browne Jewellers, The Italian Tile & Stone Studio
	Cash Handling Solutions	Glory	David O'Meara +353 (0) 1 467 0542	david.omeara@glory-global.com www.glory-global.com	Musgrave Group
★	Cash Logistics Services	GSLS	Paul Cahill +353 (0) 87 133 6000	pcahill@gsls.ie www.gsls.ie	Applegreen, O'Briens Wines and Spirits
	Connected Retail Solutions	MJ Flood Technology	Gareth Madden +353 (0) 1 466 3536	gmadden@mjf.ie www.mjf.ie	Applegreen, Three
	Consumer Market Research & Training	Customer Perceptions & Optimum Results	Emma Harte +353 (0) 42 93 39911	emma.harte@customerperceptions.ie www.customerperceptions.ie	DAA, RAI
	Creative & Print Services	The Smart Group	Tom Ryan +353 (0) 86 780 1626	tom@thesmartgroup.ie www.thesmartgroup.ie	Euronics, FromMe2You
	Digital Marketing Agency	Core Optimisation	Caroline Dunlea +353 (0) 86 086 2840	caroline@coreoptimisation.com www.coreoptimisation.com	Compu b, Great National Hotels
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	Digital Marketing Agency	Wolfgang Digital	Alan Coleman +353 (0) 1 663 8020	alan@wolfgangdigital.com www.wolfgangdigital.com	iClothing, McElhinneys
	Digital Signage	Focal Media	Maurice Muldoon +353 (0) 1 2934040	maurice@focalmedia.com www.focalmedia.com	Tesco Ireland
	Domain Name Registration	IE Domain Registry	Registration Services +353 (0) 1 236 5400	registrations@iedr.ie www.iedr.ie	Matrix Internet, Software Design Ltd
	Ecommerce Agency	Ireland Website Design	Nick Butler +353 (0) 51 325 567	nick@irelandwebsitedesign.com www.irelandwebsitedesign.com	
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	Energy Services	Pinery	Esme Murphy +353 (0) 87 703 3796	esme.murphy@pinergy.ie www.pinergy.ie	Aramark, DNG
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	EPOS Solutions	K3 Retail	Mark Bryans +353 (0) 1 820 8321	mark.bryans@k3btg.com www.k3retail.ie	DAA, Woodies
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	EPOS Solutions	CBE	Oliver Sheridan 1890 373 000	oliversheridan@cbe.ie www.cbe.ie	CH Chemists, Paul Byron Shoes
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	Footfall Counting, Digital Signage & Loss Prevention	Detectag Retail Services	John Dempsey +353 (0) 86 243 7100	john.dempsey@retailservices.ie www.retailservices.ie	An Post, Eir, Meteor
★	Gift voucher and Gift Card Solutions	FromMe2You Gift Card	John Wall +353 (0) 87 666 6795	John.wall@me2you.ie www.me2you.ie	Fields Jewellers, Harvey Norman
	Gift Voucher and Gift Card Solutions	Love2shop / Park Retail	Robert O'Donnell +353 (0) 1 294 4090	robert.odonnell@love2shop.ie www.love2shop.ie	Argos, Debenhams, Heaton's
★	Global Payments & Foreign Exchange Risk Management	Afex	Finian Brett +353 (0)1 245 7310	fbrett@afex.com www.afex.com	Caseys Furniture, Shoe City & Teeling Whiskey
	Graphic Design, Printing, Delivery	Sooner Than Later	Mark Finney +353 (0) 1 284 4777	mark@soonerthanlater.com www.soonerthanlater.com	Domino's Pizza, The Suitable Clothing Company
	Hotel, Conference Venue	Crowne Plaza Blanchardstown	Carol Byrne +353 (0) 86 201 8997	carol.byrne@crowneplazadublin.ie www.cpireland.crowneplaza.com	Avek, DID Electrical
	HR Consultant	Tom Smyth & Associates	Tommy Smyth +353 (0) 21 463 4154	tommy@tsaconsultants.ie www.tsaconsultants.ie	BB's Coffee & Muffins, Petstop, Skechers
	Human Resources Solution	Strandum Ltd	Brendan Carney +353 (0) 1 899 1900	bcarney@strandum.com www.strandum.com	O'Callaghan Hotels, Topaz
★	Instalments	Mastercard	Chaten Oberoi Morris +44 207 557 5301	Chaten.Oberoi-Morris@mastercard.com www.mastercard.com	Retail Excellence
	Insurance	FBD Insurance	Patrick Carey +353 (0) 86 815 4193	Patrick.Carey@FBD.ie www.fbd.ie	Petsop
	Insurance	InsureMyShop.ie	Tommy Brown +353 (0) 1 231 9320	info@insuremyshop.ie www.insuremyshop.ie	Fresh The Good Food Market, Insomnia
	Insurance Broker, Pensions and Risk Management	Willis Towers Watson	John Golden +353 (0) 86 419 7561	John.golden@willis.ie www.willis.ie	Arboretum, Supermacs
	IT - Domain and Hosting Services	Blacknight	Michele Neylon +353 (0) 59 918 3072	michele@blacknight.com www.blacknight.com	Irish Pumps and Valves Ltd, The Cool Bean Company
	IT Managed Services	Radius Technologies	Sean Dowling (0818) 592 500	seand@radius-telecom.ie www.radius.ie	
	Legal Advisory	Sherwin O'Riordan Solicitors	James Sherwin +353 (0)1 663 2000	jsherwin@sor.ie www.sor-solicitors.ie	
★	Licence Exempt Music Provider	Amazing Media	Phil Randle +44 (0)1246 572 997	service@imagesound.co.uk www.amazinginstore.com	Woodies
	Logistics	DHL Express	Ciara Hynes +353 (0) 86 197 0085	Ciara.hynes@dhl.com www.dhl.ie	Carroll's Irish Gifts, Eurostyle
★	Logistics	DPD	James O'Donoghue +353 (0) 906 420 500	sales@dpd.ie www.dpd.ie	Harvey Norman
	Mystery Shopping, Store Assessments	Crest Mystery Shopping Ireland	Michele Cawley +353 (0) 86 814 5004	michele@crestireland.com www.crestireland.com	Harvey Norman
	Omni-Channel Retail Solutions	ProStrategy	Joe Kelly +353 (0) 1 429 1977	jkelly@proStrategy.ie www.prostrategy.ie	Allcare Pharmacy Group, Casey's Furniture, Ecco Shoes
★	Packaging Recycling & Recovery Compliance	Repak	Mark Hayden +353 (0) 1 467 0190	mark.hayden@repak.ie www.repak.ie	Musgrave Group, O Birds Foodmarket Ltd
★	Payment Solutions	AIB Merchant Services	Mark Patterson +353 (0) 86 189 3681	Mark.Patterson@aibms.com www.aibms.com	Born Clothing, Brook Foods
	Payroll Services	Paycheck Plus	Lisa Slevin +353 (0) 41 98 92 100	nclarke@paycheckplus.ie www.paycheckplus.ie	Harvey Norman
★	Personal Wealth Management	Davy Group	Kevin Doherty +353 (0) 1 614 8778	kevin.doherty@davy.ie www.davy.ie	Retail Excellence
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	Personalised Retail Packaging	Delpac	Maria O' Grady +353 (0) 66 947 9298	maria@delpac.ie www.delpac.ie	Arnotts, Patrick Bourke Menswear
	Personalised Retail Packaging	JJ O'Toole	Vicki O'Toole +353 (0) 61 229 333	info@jjotoole.ie www.jjotoole.ie	Arboretum Home and Garden Centre, Newbridge Silverware
	Pharmacy IT Solutions	McLernons	Robin Hanna +353 (0) 1 450 1916	robin@mcclernons.ie www.mcclernons.ie	Mulligan Pharmacy Group, Sam McCauley Chemists
	Print and Design	Kingdom Printers	David Keane 066 712 1136	dave@kingdomprinters.net www.kingdomprinters.net	Retail Excellence
	Recruitment	CPL	Deborah Crilly +353 (1) 6146103	deborah.crilly@cpl.ie www.cpl.ie	SuperValu/ Centra, Smiggle
★	Recruitment	Excel Recruitment	Barry Whelan +353 (0) 1 814 8747	barry@excelrecruitment.com www.excelrecruitment.ie	Kilkenny Group, Topaz
	Recruitment	Teamworx	Amy McGlynn +353 (0) 45 898037	amy@teamworx.ie www.teamworx.ie	County Kildare Chamber, Kilkenny Group
	Refrigeration & Air Conditioning	Anglo Irish Refrigeration	Trevor Wright +353 (0) 87 820 0245	twright@anglo-irish.com www.anglo-irish.com	Applegreen, BWG
	Retail Lighting Specialists	Pro-Light Design & Technology	Paul Hanlon +353 (0)1 2962607	Paul.Hanlon@pro-light.ie www.pro-light.ie	Donnybrook Fair, Ladbros

STAR	CATEGORY OF COMPANY	COMPANY	ACCOUNT MANAGER	CONTACT INFORMATION	REFEREES
	Risk Management Solutions	Seachange	Paul Cummins +353 (0) 87 052 24 95	paul.cummins@seachange-intl.com www.seachange.ie	Applegreen, McCabes Pharmacy Group
	Shopfitting and Retail Design	CGL Retail Solutions Ltd	Mark Dowling +353 (0) 59 913 0505	mark@cglretailsolutions.com www.cglretailsolutions.com	Expert Electrical
	Shopfitting and Retail Design	DDC Group	Ashley Gardiner +353 (0) 1 401 3050	ashley@ddcshopfit.ie www.ddcshopfit.ie	Ebay, IKEA
★	Shopfitting and Retail Design	Johnston Shopfitters	Shane Brennan +353 (0) 86 244 0714 Andrew Johnston +353 (0) 1 419 0419	sbrennan@johnston-shopfitters.com ajohnston@johnston-shopfitters.com www.johnston-shopfitters.com	Carolls Irish Gifts, Easons Meaghers Pharmacy Group
	Shopfitting and Retail Design	Store Design	Declan McKeever +353 (0) 1 413 1350	d.mckeever@storedesign.ie info@storedesign.ie www.storedesign.ie	Fallers Jewellers, Patrick Bourke Menswear
	Specialist Entrance Matting Provider	Footfall	Ger Halloran +353 (0) 86 235 3515	ger@footfall.ie www.footfall.ie	Dunnes Stores, Musgrave Group
	Stocktaking Service	Stocktaking.ie	Sharon Kelly +353 (0) 86 389 9542	sharonk@stocktaking.ie www.stocktaking.ie	Carraig Donn, Elverys, Tiger Stores
	Stocktaking Service	TakeStock	Bernard Brown +353 (0) 1 77 55 242	bernard.brown@wecount.ie www.wecount.ie	Joyce's Supermarket, Musgrave group
	Stocktaking Service	Retail & Asset Solutions	Colm Roche +353 (0) 87 781 3678	colm.roche@retailassetsolutions.com www.retailassetsolutions.com	B&Q, DAA, Lloyds
	Stocktaking, Merchandising & Retail Services	RGIS Inventory Specialists	Marcin Dettlaff +353 (0) 87 1272698	MDettlaff@RGIS.com www.rgis.ie	Lifestyle Sports, Tesco Ireland
	Tax free Shopping	Global Blue	Mark Cox +353 (0) 87 707 5041	mcox@globalblue.com www.globalblue.com	The Cloth Shop, Zwilling Kildare Outlets
	Video Production and Graphic Design	Another Avenue	Sharyn Mitchell +353 (0) 1 660 1588	sharyn@anotheravenue.com www.anotheravenue.com	Retail Excellence, Sky Ireland
	Workforce Management Software	Quinyx	Ken Fernee +44 7384 897 269	kenneth.fernee@quinyx.com www.quinyx.com	Rituals, GANT

★ Denotes **RETAIL EXCELLENCE CORPORATE PARTNER**



# Reward your front line staff



The Recognition & Reward Manager is a straight forward system designed to manage, record and analyse recognition and reward programmes for busy HR professionals.

## Tax Effective Rewards

The Recognition & Reward Manager allows for multiple rewards to be issued to an employee while still availing of the Revenue's €500 Small Benefit Exemption, issued as a single gift card. Our Recognition and Reward Manager provides a report for Revenue, to ensure compliance and oversight.

## Features of the Recognition and Reward Platform

- Manager to employee recognition.
- Peer to peer nominations.
- Manage employees by department or team.
- Full budget control.
- Communicate reason for reward and associate it with a core value.
- Unique staff login for each employee.
- Consistent support in highlighting your company's core values.
- Christmas Club.
- Hosted in the cloud for maximum security and high performance.





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