

retailtimes

Q2 2016

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UNCERTAINTY IN IRISH RETAIL



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Welcome to the **QUARTER 2 2016** edition of Retail Times

At the time of writing this contribution, Ireland is facing an unsure future politically. Whatever the makeup of our next Government it is vitally important that the needs of retail business' and SME's, are addressed seriously at a political level. In recent years there has been an increase in the cost of employment in the Irish retail industry of €1.1 billion annually. Cost increases of this proportion are simply unsustainable and vulnerable businesses will close. Of serious concern from a jobs perspective is that operators in our industry will be forced to turn to self-service non-labour intensive models to survive, such as self-service cash tills. Another major concern is our 23% VAT rate which is one of the highest in Europe. Our Government must be cognitive of the fact that in a European online marketplace cost competitiveness is crucial to growing and sustaining demand.

I look forward with anticipation to the 2016 REI Retail Retreat in Mount Wolseley, Carlow on 10th and 11th May. The Retreat is always highly informative, a great networking opportunity and the lineup of speakers is first class. I urge all members to get to Carlow for what will be two inspirational days and can guarantee that having attended the Retreat you will return to your business with a myriad of new ideas and full of motivational energy.

REI is continuing to grow and in recent months have welcomed over four hundred new member stores. This great achievement would not be possible without the hard work of the REI team and the support of our supplier partners. At the back of this magazine there is an updated directory of all our Preferred Suppliers and Corporate Partners for 2016 | 2017. I urge all members to support these first class suppliers who are deemed best in their category and I thank each and every one of them for their valued support.

There have been a number of recent changes to the REI Board. I would like to sincerely thank Paul Cahill, Dixons Carphone, for all of his help and support over the past years. Paul is retiring from the Board having joined our cash in transit partner, GSLS as Commercial Director and I look forward to working along with him in his new role. I am also delighted to welcome onto the Board three new members. Fergal Doyle, Arboretum, (currently Chairman of the REI Garden Group). Richard Wehrly, Wehrly Brothers Jewellers, (currently Chairman of the newly formed REI Jewellery Group) and Luke Moriarty, Moriarty SuperValu Group, who brings years of grocery and business experience to the table. I sincerely thank our three new Board members for their time and commitment to REI which is the foremost voice of retail in Ireland.

As ever please do not hesitate to contact the REI team if you need any help or support and look forward to catching up with everyone in Mount Wolseley in May.

Yours sincerely,

Colm Carroll

COLM CARROLL
Chairman Carrolls Irish Gifts
Chairman Retail Excellence Ireland

COLM CARROLL
CHAIRMAN, RETAIL EXCELLENCE IRELAND



RETAIL EXCELLENCE IRELAND BOARD MEMBERS

BOARD: Colm Carroll, Carrolls Irish Gifts • Oonagh O'Hagan, Meaghers Pharmacy Group • Paul Kealy, Tony Kealys • JP Kennedy, TileStyle • Fergal Doyle, Arboretum
Richard Wehrly, Wehrly Brothers Jewellers • Luke Moriarty, Moriarty SuperValu Group • David Myers, Heatons • Patrick McCormack, Sam McCauleys
Roisin Woods, McElhinneys • David Fitzsimons, Retail Excellence Ireland • Lynn Drumgoole, Retail Excellence Ireland

TRUSTEE: Sharen McCabe, McCabes Pharmacy Group • Kevin Jephson, Ardkeen Quality Food Store • Paul Candon, Topaz Energy • Keith Rogers, Ecco Footwear

Applegreen recently reported some very strong trading figures for 2015 with revenues up 15% against the prior year.



Telecoms retailer **Three** is investing €65m in the upgrade of its IT and billing systems. CEO Robert Finnegan said the upgrade will also substantially reduce its annual IT costs, which should benefit consumers with lower prices.

eir has become the first telecoms retailer to abolish EU roaming charges. The announcement comes ahead of a mandatory abolition of all roaming charges in June 2017.

Amazon has launched a new click and buy TV show. The show streams items to buy and allows viewers interact with the hosts and buy items instantly.

Niall Anderton, formerly the Chief Financial Officer of **Topaz**, has been appointed Managing Director of the company. Mr. Anderton has replaced Emmet O'Neill who has left the business following its sale to **Alimentation Couche-Tard**.

The programme for the **Retail Excellence Ireland** Retail Retreat 2016 has been launched. The event will take place on May 10th and 11th at Mount Wolseley, County Carlow.

Fashion retailer **Joules** is exploring an initial public offering (IPO) that could value the business at £150m.

US department store chain **Nordstrom** has reported a steep drop in Q4 2015 earnings. The department store giant was forced to slash prices during the holiday season leading to a 29.4% drop in net earnings.

CARRICK LAUNCHES TOWN TEAM

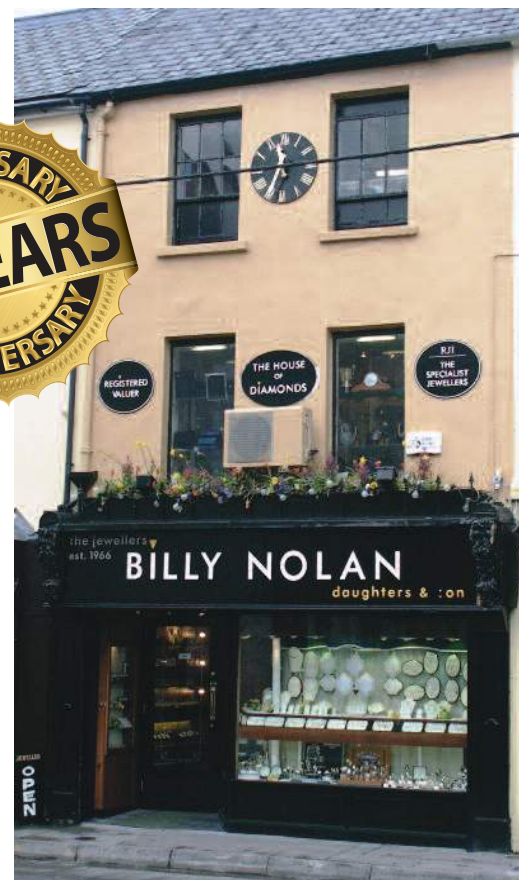


A town team with a town plan. Carrick-On-Shannon stakeholders get to work on their town plan.

THE picturesque town of Carrick-On-Shannon in Leitrim has recently launched a town revival initiative involving local stakeholders and such REI members as Pat Mulvey, Mulvey House of Gifts and Gerard Fitzgerald, Gerard Anthony. The initiative is being led by County CEO Frank Curran and Carrick-On-Shannon Chamber President Colm McGrath. REI were delighted to be invited to participate in a workshop exploring the design of a town plan under three key headings – 1: Retail & Hospitality Mix; 2: The Public Realm and 3: Citizen Engagement. Commenting on the news David Fitzsimons, REI Chief Executive said "It is a real positive to see the stakeholder group in Carrick-On-Shannon coming together to agree some exciting plans for their town. Carrick-On-Shannon has a lot going for it, but with the formation of a town team with a town plan even more can be achieved."

BILLY NOLAN CELEBRATES 50 YEARS IN BUSINESS IN TRALEE ON APRIL FOOLS DAY!

Starting out in his store in Dominick Street on April 1st 1966, Billy Nolan was no April fool, and has grown his business of Billy Nolan Jewellers, 14 Dominick Street and Hilsers Jewellers, Castle Street to be known as one of the best in the country. To celebrate the 50th anniversary Billy is looking for people who have gone above and beyond for a loved one, perhaps even made an "April Fool" of themselves. He is offering one lucky person a €1000 voucher for a Diamond ring, to someone who demonstrates that they have gone above and beyond for someone they hold dear. The novel promotion will form only part of the celebrations which kicked off on 1st April. Commenting on his 50 years in retail jewellery, Billy Nolan said: "As a family business all of my family have grown up in the jewellery industry, at an early age Maeve, Ciara, Louise and William were all shown the ropes of the stores. They know their diamonds more than any other gem. We are also blessed to have such fantastic staff who I feel are an extension of our family. It is this personal service I feel which allows us to sell worldwide brands but still identify local needs."



Billy Nolan celebrates 50 years of retailing excellence.



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PRINTSMART AND ADSMART LAUNCH A NEW BRAND - THE SMART GROUP

Printsmart and Adsmart recently announced the launch of their new brand "The Smart Group". Established in 2009, Adsmart and Printsmart provide print management and marketing solutions to a roster of clients that includes Kerry Group, P&G, Pfizer, Dimpco, Hotpoint, Whirlpool, Bosch, Euronics, Harvey Norman & Houses of the Oireachtas. The decision to bring both brands under the new single brand is to highlight the companies combined core services to existing and new clients. Tom Ryan, Managing Director of The Smart Group commented: "At The Smart Group, we immerse ourselves in your brand; becoming an extension of your marketing and production teams to deliver all aspects of your marketing communications." The Smart Group were recently at the forefront of the FromMe2You gift card launch, delivering design and production of everything from custom acrylic displays to personalised point of sale packs that were distributed to retailers nationwide.



FromMe2You Gift Card is just one of the many clients won by The Smart Group

HR LEADER AWARD FOR TOPAZ'S PAUL CANDON



Topaz's Paul Candon recognised as a HR Leader

Topaz Group Corporate Services Director Paul Candon was recently presented with a Human Resources Leader Award 2016 at the HR Leadership and Management Awards in Dublin. The awards recognise the very best leaders, organisations and teams within the industry. Paul (I) is pictured receiving his award from Ronan Hill from Morgan McKinley. It has been a very successful couple of weeks for Topaz and Paul. The country's largest fuels and convenience retailer was recently recognised as one of the Best Workplaces in Ireland for the 11th time while Paul received the 'Great Place to Work Ambassador Award 2016'. Everyone at REI congratulate our past Chairman Paul Candon on this achievement.

STRONG GROWTH FOR THE WORLD'S LARGEST CLOTHING RETAILER

Inditex, the world's biggest clothing retailer, recently reported strong sales growth for the first five weeks of its new financial year. Inditex, whose retail brands include Zara, Pull&Bear, Massimo Dutti, Stradivarius, Oysho, Zara Home and Bershka, benefited from expanding online sales and a focus on store openings on flagship sites in prime locations. The company will reportedly aim for 6% to 8% growth in new sales space in the coming years, down on prior plans to increase retail square footage by upwards of 10%. Inditex opened 330 stores in 56 markets in 2015, with a new Zara shop in Hawaii becoming the group's 7,000th store worldwide.



Impressive growth reported by leading clothing retailer Inditex.

Bites

Australian electronics retailer **Dick Smith** is to close all 363 of its stores. The network of stores, located in Australia and New Zealand, were forced to close after the receiver could not find a buyer for the business.

Iconic US retailer **Macy's** is to undergo a transformation plan after a weak 2015 trading period. Profits reduced by 29.9% over the year forcing the retailer to rethink its strategy.

Following the purchase of **Chain Reaction** by **Wiggle**, the combined sales of the new cycling retailer group are predicted to reach £330m.

Sainsbury's are planning to phase out all multi-buy promotions by the middle of the year. The retailer pointed to research identifying that they do not meet shopper's needs, can be confusing and create storage and wastage issues at home.

A recent **Retail Week** review of sales densities in the UK market confirmed the highest density (£ per square foot) was delivered by **Apple** (£3,070), in second place was **Burberry** (£2,500) and third was **Game** (£1,500).

Asos recorded double digit growth in the final four months of 2015. The retailer enjoyed a 25% increase in UK sales to £206m, while international sales grew by 20% to £241m.

Online fashion retailer **Boohoo** recently reported that the company's number of active customers grew 33% year on year to 3.9 million.

It has been reported that **Amazon** is seeking to increase the commission charged on items sourced from UK suppliers. The new commission level is reputed to be 19%, up from 9% previously charged.

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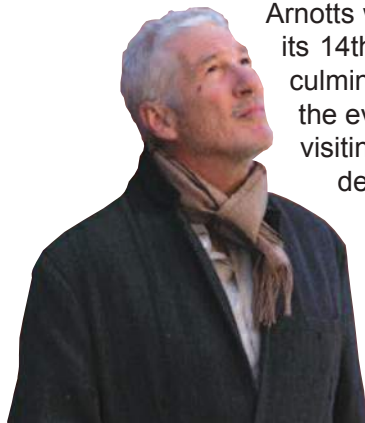
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ARNOTTS UNVEILED AS SPONSOR TO THE AUDI DUBLIN INTERNATIONAL FILM FESTIVAL



Arnotts were recently unveiled as the official retail partner for the 2016 Audi Dublin International Film Festival, now in its 14th year. The partnership was brought to life in-store and through the department store's digital channels and culminated with the Arnotts gala screening of "Time Out of Mind", with actor Richard Gere, who flew into Dublin for the event. The festival ran in mid-February and boasted an exceptional line up of Irish and international movies and visiting actors. Commenting on the new partnership, Donald McDonald, Managing Director of Arnotts said: "We are delighted to partner with the prestigious Audi Dublin International Film Festival, which is not only renowned internationally but also on our doorstep, with all of the cinemas close to our iconic Henry Street store in the heart of the city." Gráinne Humphreys, Festival Director, Audi Dublin International Film Festival commented: "2016 marks the first year of the festival's exciting new initiative with Arnotts. As official retail partner, Arnotts is the perfect partner to help us grow brand awareness and to develop the festival's reach across the city centre and beyond."

Movie actor Richard Gere was on hand to celebrate Arnotts new sponsorship.

DAYBREAK ANNOUNCES CHARITY PARTNERSHIP WITH IRISH HEART FOUNDATION

Daybreak has recently announced the Irish Heart Foundation as its official Charity of the Year for 2016. The Irish Heart Foundation is the national charity fighting heart disease and stroke and is 92 per cent funded by public donations. As part of this year-long initiative, Daybreak will work with the charity to raise much-needed funds for the Foundation's invaluable work across the country. In Ireland more people now die from heart-related illnesses than any other cause of death. Every hour a child or adult dies from heart disease or stroke in Ireland. Speaking about the partnership, Musgrave Market Place Head of Retail Sales Paul Ryan said: "We are delighted to announce the Irish Heart Foundation as our official charity for 2016. We have been working closely with the Irish Heart Foundation to put together an engaging programme for our staff and customers over the next year. We believe that all funds raised will make a strong impact on families affected by heart illnesses." Daybreak currently has 200 stores nationwide, 20 of which opened in 2015. All stores are independently owned by local retailers, ensuring that each outlet can respond to the everyday needs of its local community.



Pictured at the launch of the Daybreak/Irish Heart Foundation charity partnership is Damien Osborne, Owner of Daybreak Clonliffe Road, Thomas Morrison, Daybreak Sales & Development Manager, Siobhan Hanley, Head of Fundraising for the Irish Heart Foundation and Paul Ryan, Head of Retail Sales for Musgrave Wholesale Partners.

IKEA DOUBLES IRISH PROFIT

Leading global retailer Ikea nearly doubled its profit in Ireland last year as the retailer took advantage of an improving market. Sales increased 17% to almost €132 million in the 12 months to August 2015, delivering pre-tax profit of €13.2 million, up from €7.2 million in 2014. Store manager Marsha Smith commented: "We are pleased to report positive growth in the Ikea Dublin store in financial year 2015. What we have seen over the past few years is that where we invest, we see growth whether it be in improving the shopping experience for our customers, lowering our prices or in developing and rewarding our people."



Impressive profit growth at Ikea Dublin

WESFARMERS BUYS HOMEBASE AND PLANS NEW FACIA



After months of speculation, British DIY retailer Homebase has been purchased by Australian group Wesfarmers. All 265 Homebase stores will now be rebranded to the Wesfarmers Bunnings facia. Bunnings is Australia's largest household hardware chain, with stores in Australia and New Zealand. Bunnings stores stock around 45,000 products, including plants, gardening equipment and supplies, indoor and outdoor lighting, flooring, heating and cooling, hand and power tools, paint, home storage, kitchens and appliances, garden furniture and play equipment, plumbing and electrical products, building supplies and timber.

We will soon see the Bunnings facia over Homebase stores.

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THE BODY SHOP LAUNCH “ENRICH NOT EXPLOIT” CAMPAIGN

February last marked the launch of The Body Shop “Enrich Not Exploit” global commitment. The Body Shop has always been revolutionary, pioneering the concept of ethical business under the stewardship of Anita Roddick who founded the business in 1976. Forty years later The Body Shop still want to make a difference and go back to their pioneering roots to bring a new ethical push. Their aim is to be the world’s most ethical and truly sustainable global business and their new business philosophy incorporates ambitious, actionable goals and targets to be delivered by 2020. The commitment will help deliver the greatest impact as a sustainable business, making a positive difference in people’s lives, now and in the future as they seek to protect and nurture the environment and society in every part of their business: ingredients, products, packaging, stores, communities and campaigns. Some of the aims of the commitment are to double The Body Shop’s community fair trade programme from 19 to 40 ingredients helping economically vulnerable communities around the world. They also want to ensure that 100% of their natural ingredients are traceable and sustainably sourced which will result in reducing their environmental footprint on all products which will also include packaging as The Body Shop plan to develop 3 new sustainable packaging innovations. The three pillars of this commitment is to enrich our people, products and our planet.



The Body Shop setting ethical standards for global retail.

SIGNIFICANT REDEVELOPMENT PLAN FOR DUN LAOGHAIRE SHOPPING CENTRE



Two new stores will be added as part of the redevelopment of Dun Laoighaire Shopping Centre.

Property consultants Murphy Mulhall recently announced the lodgement of a planning permission for a major €10 Million renovation of Dun Laoghaire Shopping Centre. Opened in 1976, Dun Laoghaire Shopping Centre was Ireland’s very first multi-storey covered shopping centre. The centre is currently anchored by SuperValu with other main tenants including New Look,

Holland & Barrett, Specsavers, Tiger, Art & Hobby Store, O’Brien’s Irish Sandwich Café, Ulster Bank, Lifestyle Sports, Carphone Warehouse and Peter Mark. The permission is seeking to create two large anchor stores, one fronting onto Marine Road, extending to approximately 22,900 sq. ft. over 2 levels, and one fronting onto Georges Street, extending up to approximately 45,000 sq. ft. over 2/3 levels. The centre is also seeking to modernise the exterior with double height glazing, new stone cladding in selected areas as well as newly glazed triple height entrances into the scheme. Commenting on the development Robert Murphy of Murphy Mulhall said: “We are very excited to be involved in this process. The centre underwent a substantial internal renovation in 2009 and once planning is granted, the final piece of the jigsaw will fall into place.”

IRISH ASSOCIATION OF HEALTH STORES & REI

The entire membership of the Irish Association of Health Stores (IAHS) recently joined as members of REI. Representing close to 100 health stores across the country the IAHS supports its members in providing comprehensive advice on holistic ways to optimise health. In early March, David Fitzsimons of Retail Excellence Ireland presented at the IAHS AGM on the changing business landscape and who is winning in retail. Commenting after the event David said “The IAHS stores are in a unique position to connect with their customers by creating a way for all these progressive stores to work together and have a stronger voice in the market. The expertise and beliefs of independent health food stores is something that can be used to create a personality and engage with customers. We are looking forward to supporting the IAHS members throughout this journey.”



REI recently welcomed 100 health stores as members, one such member being renowned author Oliver McCabe of Select Stores, Dalkey.

J. BARTER TRAVEL WINS BIG IN CORK

J. Barter Travel, the iconic Cork travel specialist, recently held off competition from a strong field of finalists to land the prestigious Cork Business of the Year award at the Cork Business Association’s annual gala dinner.

The company employs a team of professionals who have travelled to over 100 countries around the world. Today J. Barter continues to provide continuous training to all their travel consultants to further enhance their knowledge and professionalism in the travel industry. The award will not only continue to motivate the customer service staff to be extremely responsive, but it will also enhance the efforts of the J. Barter team to continue providing positive travel experiences and high quality service to all of their customers in and around Cork. Commenting on the success owner George Barter said: “We managed to earn the award while also celebrating an incredible 150 years in business. It has been a brilliant year thus far for J. Barter Travel.”



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the NUMBERS

33

the percentage decrease in like for like net income in Q4 2015 at fashion retailer Gap

265

the number of Homebase stores about to be rebadged as Bunnings stores

1,150

the pounds sterling per square foot sales density at Aldi, reported to be up from £465 in 2010

6.5

the number of trillions of US dollars the Chinese eCommerce market is predicted to grow to by 2020

1.4

the million square feet of new retail space planned by Irish retailer Primark this year

96

the year on year percentage increase in purchases made on smartphones according to IMRG

560

the billion euro predicted to be spend online by European customers in 2016

1.1

the billion euro in increasing cost per annum forced on Irish retail

600,000

the thousands of euro raised by Applegreen for charities in the past two years

eRECEIPTS GROWING IN IRELAND

There has been a marked shift in the retail landscape. Retailers have historically competed on being Producer Efficient - striving to become the best and most effective at getting product from "field to shelf". Now the battlegrounds are being drawn on retailers being Customer Effective. Customer Effectiveness is about having a deep understanding of your customers and putting them at the centre of all business decision making. Tony Kealys is one retailer on the journey to becoming Customer Effective. Using the eReceipts solution, which emails a receipt to customers directly, it allows retailers such as Tony Kealys to identify around 80% of their in store transactions on a daily basis. This has enabled Tony Kealys to obtain a single view of their customers across the business. Commenting on the use of eReceipts, Paul Kealy, MD, Tony Kealys said: "This customer knowledge is starting to drive measurable growth and has become a core part in defining our strategy going forward." For further information on the eReceipts solution contact Mike Flynn at m.flynn@ereceipts.ie or reference the Preferred Supplier directory at the back of this edition of Retail Times.



eReceipts is driving growth in many retailer businesses including Tony Kealys.

REI DEVELOPS eCommerce EDUCATION PROGRAMME



Aiden Blake of Google delivering part of the REI eCommerce programme.

Retail Excellence Ireland recently developed three eCommerce training courses catering for beginner, intermediate & advanced levels. These resources are crucial for retailers to enhance their online presence and capitalise on both Irish and international markets. The first day on March 8th was designed for beginners with a brilliant opportunity for attendees to learn from industry experts. Speakers included Ger Keohane from StudioForty9, James Byrne from Glanbia and Jean McCabe of Willow. Day two saw Wolfgang Digital, Google, Barclaycard and EZLiving deliver superb content which retailers can use to enhance their current websites. Aiden Blake from

Google delivered critical insights into optimizing AdWords & Analytics accounts while Liam Dilleen from EZLiving gave excellent advice to all members on how to successfully manage your eCommerce team within your business. Online fraud protection protocols were highlighted by Alistair Singer from Barclaycard to assist retailers increase their conversion rates through secure payment gateways. Commenting on the event REI's eCommerce Executive David Campbell said "The large turnout of members is testament to the importance of eCommerce within the Irish retail industry. The fantastic line-up of speakers provided a brilliant opportunity for members to meet industry experts and I look forward to helping our members grow their businesses online in 2016."

TileStyle wins Bathroom Retailer of the Year UK & Ireland

Dublin family owned company TileStyle recently won Bathroom Retailer of the Year UK & Ireland at this year's prestigious kbbreview Retail & Design Awards. The awards ceremony took place on in the Hilton Metropole in Birmingham, and was hosted by none other than Irish comedian, Dara O' Briain. The kbbreview Retail & Design awards is an annual event that celebrates the best in the bathroom and kitchen industry. It rewards retailers, designers and manufacturers in these industries and is organised by kbbreview, the sector's leading business magazine. TileStyle's Managing Director JP Kennedy said of the win: "This win represents another major achievement and provides real recognition that TileStyle is one of the leading Bathroom Retailers in Ireland and the UK. On the back of winning the REI National Store of the Year 2016, this is proving to be a great year for TileStyle. None of this would be possible without all the combined hard work and effort of the entire TileStyle team."



Contactless: the new normal

Last year there were over a billion contactless payment purchases in Europe. Across the continent there are now 131 million contactless cards that can be used at over 2.6 million terminals. By 2020 all European payment terminals will accept tap-and-pay payments.

With supermarkets and restaurants currently making up nearly half of all contactless payments, there's a clear opportunity for other sectors to catch up. This, combined with the recent increase of the contactless transaction limit from €15 to €30, will help drive growth even further.

The uptake of contactless spending is a win-win for consumers and businesses alike.

Tami Hargreaves
Head of Contactless,
Barclaycard

To find out more about contactless payments, contact Richard.Varrier@barclaycard.co.uk

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4TH YEAR OF REI MANAGEMENT DEVELOPMENT PROGRAMME KICKS OFF!

The fourth successful year of the Retail Excellence Ireland Management Development programme got off to a flying start recently when over 100 store owners/managers enjoyed powerful presentations from retail industry experts. Day one saw Tommy Smyth (Tom Smyth & Associates), John Burke (REI Manager of the Year 2015) and Ray O'Connell (formerly Carrolls Irish Gifts) totally engage delegates while James Burke made everyone re-examine their own role within their business. Eye opening material! Day2 was just as compelling when David Fitzsimons delivered an intensive session on KPIs and James Burke delved into how to develop aggressive sales growth strategies which went hand in hand with Declan Ralph's (Retail Development Director BWG) superb presentation on category management practice. 'I really enjoyed the day – it was energetic, interesting, captivating and very relevant. I thought it might drag on – I couldn't have been more wrong about it!' Just some of the positive feedback from one of the delegates attending the programme. Expressions of interest in attending the next programme should be sent to Antoinette@retailexcellence.ie.



Some of the 100 managers enjoying the REI Management Development Programme.

CYCLE SUPERSTORE CREATES SOMETHING VERY SPECIAL

The Cycle SuperStore, Ireland's biggest bicycle store, recently announced its relocation to the Frameworks building on the Airton Road, Tallaght. The store boasts a cutting edge retail experience, previously unseen in the cycling sector. Formerly the IBM Headquarters, the Frameworks building has a 20,000 square foot footprint. Total space including the Mezzanine is 36,000 square feet. On his ideas for the new store, Cycle SuperStore founder Ray Fearon said: "We travelled far and wide taking ideas from stores around the globe and realised that the cycling industry has evolved greatly. Cycling is a passion and the customer experience when choosing that new bike or purchasing an accessory needs more personal attention. I believe this new store delivers that in droves."



The new 36,000 square foot Cycle SuperStore is one of the most unique in the world.

TRC CELEBRATE 25 YEAR ANNIVERSARY



REI's Helen O'Dowd and Lynn Drumgoole join Patrick Hesnan, Stephen Maguire and Gavin Peacock for the 25th birthday celebrations at TRC.

2016 has been momentous for TRC Solutions. Not only are they celebrating 25 years in business, but they have also launched their Assisted Selling Platform. For over a quarter of a century, TRC have been at the forefront of retail technology. Assisted

Selling Platform is suitable for all retail verticals. Assisted Selling Platform guides customers through the best possible in-store sales experience via strategically placed touchscreens. Assisted Selling Platform allow customers view stock ranges in different colours, sizes and shapes. Assisted Selling Platform will also suggest items that other customers have bought within that range, whether it be shoes to match a dress, curtains to match a sofa or even garden furniture to compliment their paving. The customer can complete the checkout process through Assisted Selling Platform. Studies have proven that retailers who implement assisted selling enjoy an 8-11% sales uplift.

VICTORIA'S SECRET FOR GRAFTON STREET



Victoria's Secret arriving in Grafton Street in early 2017.

It has been reported that Victoria's Secret will soon have their own retail presence moving into the BT2 store on Grafton Street. It is understood that BT2 is to be moved into the main Brown Thomas department store. Commenting on the news Brown Thomas MD Stephen Sealy said: "You can see the logic of all of this. It gives us the opportunity to bring the best of the brands from BT2 across here. That will give us a much better 'customer journey, because clearly it doesn't really make any sense to have to cross the road to get your jeans. There were other factors, like a rent review coming up, and to my mind, if a landlord is making more money than you are out of a store, it's not really a great place to be."

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UNCERTAINTY IN IRISH RETAIL



As we face into a period of political uncertainty it is clear that the needs of Ireland's largest employer, Retail, have not gone away. While there is growth being experienced by some retailers, it is not widespread and many members still remain vulnerable and under significant pressure. Of grave concern is the fact that each of the political parties has an eye on a future election and thus most policies being explored are likely to be populist and will deliver little to support the Irish Retail industry.

In this feature David Fitzsimons, Chief Executive, Retail Excellence Ireland explores how our Government can support over 280,000 jobs in the Irish Retail Industry.



COST OF EMPLOYMENT



The most common issue vocalised by REI members is the increasing cost of employment in Ireland. In recent years the retail industry has had to bear an additional €1.1 billion in employment costs per annum, and that was before the national minimum wage increase of January last. In delivering an increase to the national minimum wage to €9.15, the Low Pay Commission determined that any increase would impact only 20,000 retail workers. The fact is that over 120,000 workers received a pay increase due to the "ripple" effect whereby employees on pay grades above the national minimum wage sought pay differentiation commensurate with their

grade. The impact of increasing employment cost is twofold. Firstly, many employers have reduced hours. One large retail employer with over 1,000 staff commented that their labour budget has not changed since January; instead they worked to remain in budget by reducing hours. Secondly, increasing employment costs are forcing retailers to explore non-labour intensive models. Many are considering moving to a self serve model with self scan tills and little in the way of service. It would be a tragedy if retail operators adopted the German discounter model, where staff simply function to stock shelves and accept payment and where there is no room for customer engagement and service. The obvious solution is to reduce employers

PRSI for lower paid workers. We were led to believe that the PRSI rate would be reduced to 4.25% (from 8.5%) in last year's Budget. Unfortunately as you are aware the rate remained rigidity at 8.5%. If the 8.5% rate remains jobs and hours will be lost. The net impact is that the total PRSI sum collected will reduce anyway through lost hours, so let's reduce the rate now and support retail jobs.

CONSUMER TAXATION

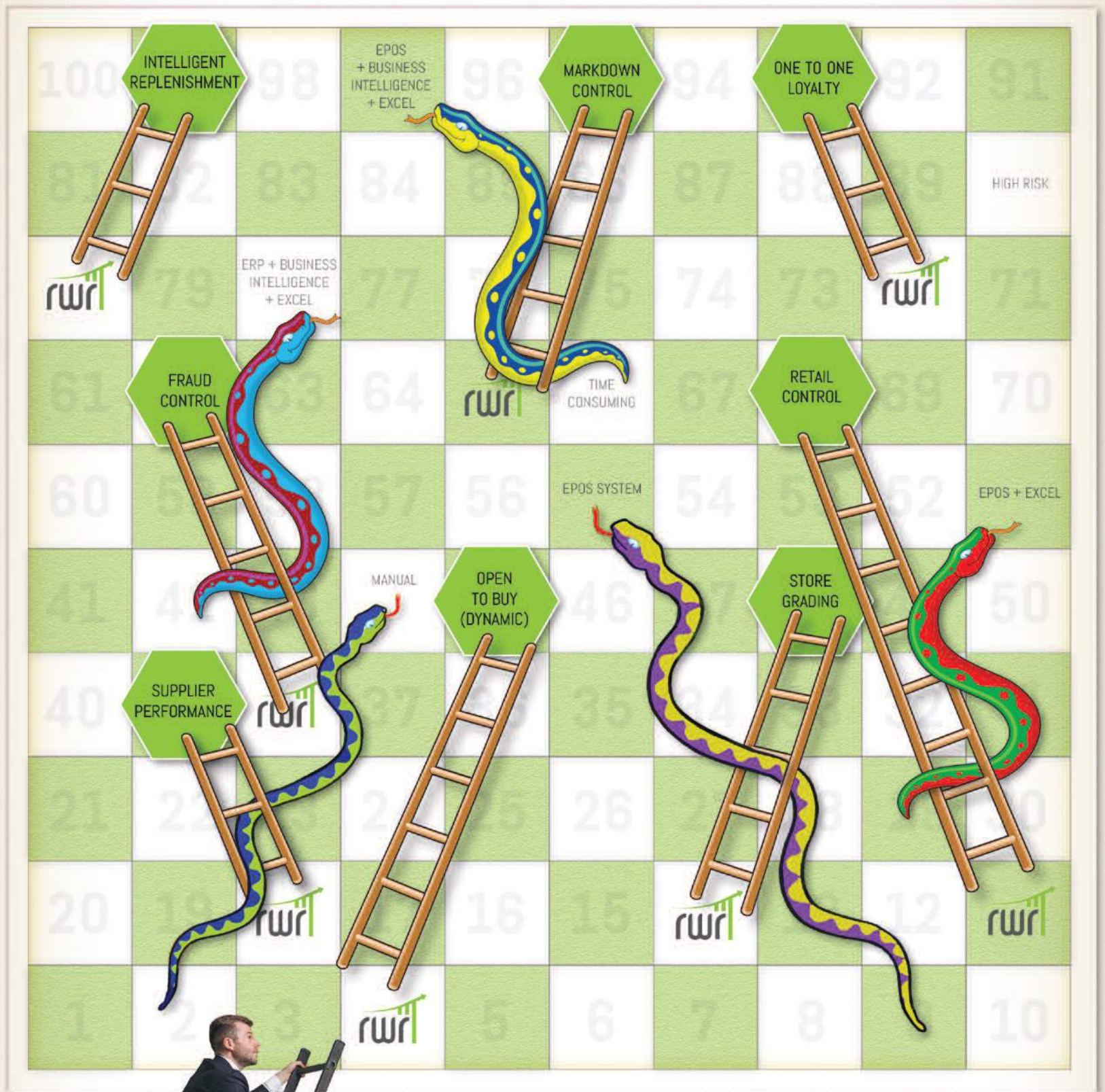


Ireland suffers from one of the highest VAT rates in Europe and while we welcome the retention of the 9% rate for labour intensive sectors, the 23% rate must be addressed. We now live in an online world where



Growth in retail is not widespread and many members still remain vulnerable

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consumers can price check and shop across many markets. With a 23% VAT rate we are significantly disadvantaged and consumer spend is leaking out of this jurisdiction. While sterling to euro exchange rates have retained spend in counties south of the border, this will ultimately swing the wrong way, and retailers will struggle to compete against a 20% VAT rate in the United Kingdom. According to Government sources the 9% VAT rate has led to the creation of 30,000 jobs, mostly in hospitality. In effect the 9% has been at worst cost neutral. It is my contention that a reduction in the 23% rate to a rate of 20% will also be cost neutral as it will motivate consumers to spend more and spend in Ireland.

ENTERPRISE TAXATION ?

A frequently expressed grievance of members, and especially SME business owners, is inequality in the enterprise taxation system. REI has long called for the equal treatment of self-employed business owners and for their social protections to align with those of employed workers. A central plank of Government policy must be to reward risk takers and job creators, however instead they are penalised. A further fiscal intervention to promote risk taking and job creation is to review the capital gains ecosystem. A CGT rate of 33% does little to motivate entrepreneurship and must be reviewed.

TOWN REVIVAL ?

Since 2011 REI has been working hard to promote a town revival agenda. In 2012 we conducted a large piece of research looking at what citizens want from their town and since 2013 we have actively worked with many town stakeholder groups and local authorities to assist with the formation of town teams and the implementation of town plans. In truth many local authorities have been

great to work with and are determined to best assist towns and the businesses within. Places such as Fingal, Meath, Leitrim, Louth, Wexford, Waterford, Limerick, Carlow and Clare have been incredibly proactive and have great plans in place to support their towns. It is clear that local authorities should be better supported by central Government. They need better resourcing and must be permitted to implement policies to support their towns. By way of example, local authorities should be allowed to grant rates waivers for retail and business types which are deficient in their specific towns. A much needed intervention is place management training. We are hopeful that an announcement will be made soon outlining the launch of place management training initiative in Ireland which will support local town teams in their efforts to revive their local towns. Town revival is not a retail issue, nor is it a commercial issue; it is a societal issue which must be addressed.

COMPETITIVENESS ?

A senior politician once remarked that Ireland would become the best country in the world to do business. In fact in recent years our cost competitiveness has deteriorated at an alarming rate. The 2015 National Competitiveness Council report expressed deep concern about increasing costs and specifically the cost of labour, professional services and property. Professor Peter Clinch, Chair of the Council commented in



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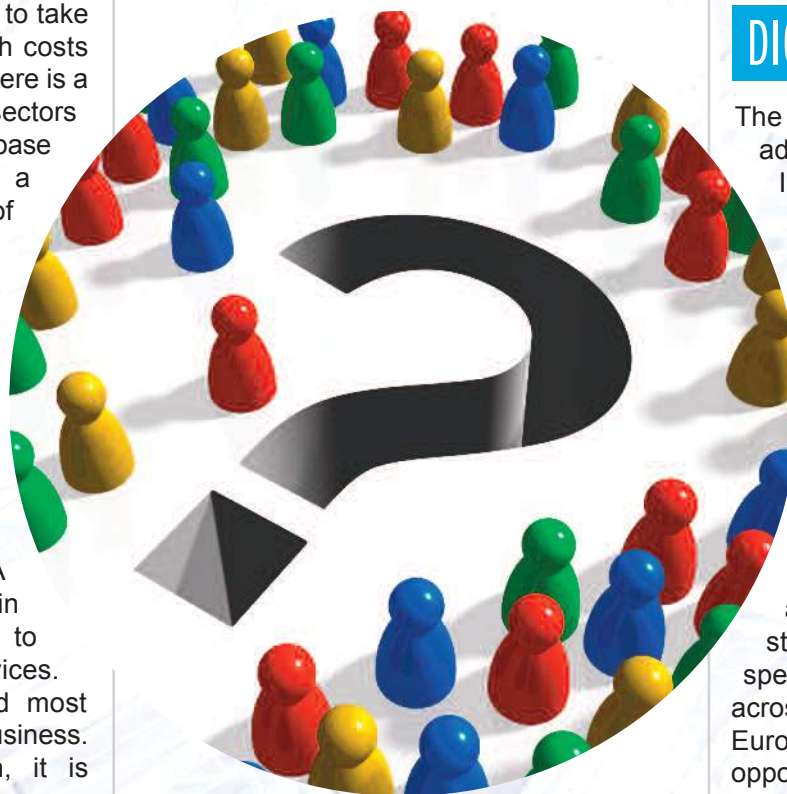
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the report "It is vital that we continue to take action to address unnecessarily high costs wherever they arise. In this regard, there is a role for both the public and private sectors alike to manage proactively their cost base and drive efficiency, thus creating a virtuous circle between the costs of living, wage expectations, productivity and cost competitiveness." It is clear that while it is easy to come up with a campaign slogan, doing something about it is a different matter and to be frank our last Government promised much in the way of cost competitiveness but delivered little. In fact that Government oversaw the retention of upward only rents, a €1.1billion PA increase in the cost of employment in retail and a roll back on legislation to reduce the cost of professional services. Ireland has now become the third most expensive country in Europe to do business. While not as impactful a slogan, it is unfortunately a fact.



RETAIL CRIME



To be frank I was not exposed to the full extent of retail crime until REI established our Loss Prevention Offices (LPO) group. It is simply shocking to see what is happening up and down the country. Retailers are being targeted by criminal gangs and should the case proceeds to conviction; in the majority of instances no custodial sentence is handed down. It is clear that REI needs to deliver more in this space. For that reason our LPO group are assisting in building better crime reporting templates, forging better and more structured relationships with An Gardaí and we also plan to design loss prevention training techniques for store managers. Retail crime costs our industry over €1billion per annum but to be frank the cost is not just monetary, it is the hardship and distress which it causes for many great people working in retail. Retail crime is a blight on our industry and we will work hard with our members to fight back.

DIGITAL ECONOMY



The REI eCommerce Committee has long advocated and worked to support getting Irish retailers online, and not just in the Irish market, but selling across the world. Pioneers such as McElhinneys in Ballybofey and Tony Kealys in Dublin prove that you can make money online by selling to the world. REI has been pushing Government to fund a retail digital hub pilot where retailers, who have proven their online ability at home, would be supported to grow internationally. By linking in with Enterprise Ireland and Google we can deliver supports to best assist these retailers international strategy. This year Irish consumers will spend approximately €6b online, while across Europe the spend will be €560b. The European prize is vast and a significant opportunity exists. What is blocking progress is the political leadership and will to make it happen and a state support system which excludes retail.

As we face into a politically unsure future, one thing is clear, populist decisions will be taken and rational policies to support struggling indigenous businesses will most probably be ignored. It is our job to ensure the tide is turned. It is our job to position Retail at the centre of Government policy.

“each of the political parties has an eye on a future election and thus most policies being explored are likely to be populist



FEATURE E-COMMERCE



David Campbell, REI eCommerce Executive

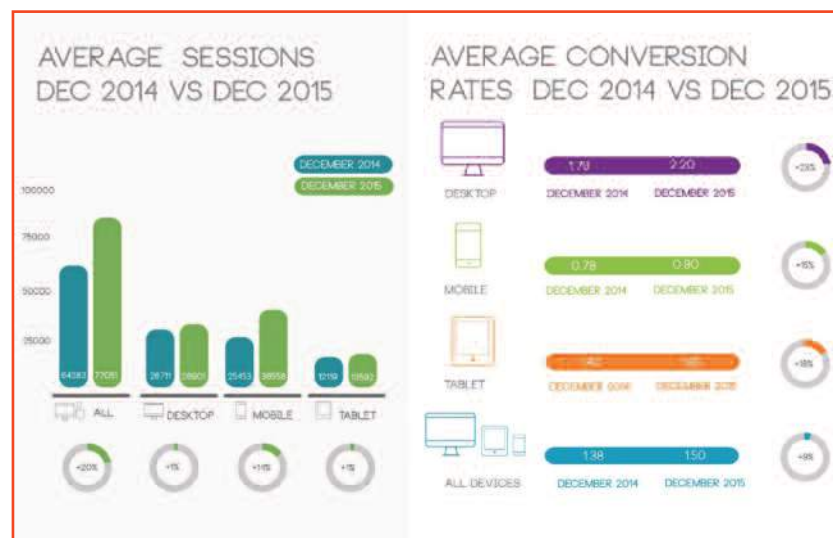
REI eCOMMERCE

RETAIL ECOMMERCE IN IRELAND: THE DIFFERENCE A YEAR MAKES



The Retail Excellence StudioForty9 Irish eCommerce Dashboard suggests that Retail eCommerce in Ireland has seen YOY growth of 37% for the Christmas period.

Meanwhile, tablet and smartphone have grown to contribute in the region of 45% of the overall revenue made online.



December 2014 vs. December 2015: Huge growth online

The eCommerce Dashboard initiative started in December 2014 which means, for the first time, we can present some year-on-year data as part of our reporting.

		Dec 2014	Dec 2015	YOY Growth
Commercial KPIs	Average Sessions	64283	77051	+19.9%
	Conversion Rate	1.38%	1.5%	+8.7%
	Quantity Purchased	1.41	1.48	+5.0%
Engagement KPIs	Bounce Rate	35.71%	36.79%	+3.0%
	Session Duration	207 s	212 s	+2.31%
	Pages Per Session	5.83	5.56	-4.6%

Retail Excellence StudioForty9 Irish Ecommerce Dashboard: Blended KPIs across all devices

For simplicity we have taken the “blended” figures - which show the figures across all devices (desktop, mobile and tablet), but you can take it as a general rule that mobile has improved across the board.

We can see some very good YOY improvement in the commercial KPIs (I’m including sessions in this) - with extremely strong growth in traffic to our sites.

In the past I used an Average Order Value of €35 to help me paint a picture in terms of revenue. Using that AOV figure again we can say that our average retailer - who makes €35 on every order - would have made €31,048 in 2014 and would have increased this to €40,452 in 2015 - an increase in sales of nearly 30%.

But, note that the Average Quantity Purchased has also increased by 5%. If we were to infer that the AOV increased in line with this, we could say that our average retailer made €35 per sale in December 2014 and €36.75 per sale in December 2015 - yielding an adjusted sales figure of €42,474 which is a YOY increase in sales of 37%.

“An average retailer making €36.75 per order online, would have seen an increase of €11,426 in additional YOY revenue in December 2015.”

Month	Sessions	Conversion Rate	Avg Units Per Sale	Total Units Sold	Growth
Dec 2014	64283	1.38%	1.41	1250.82	
Dec 2015	77051	1.5%	1.48	1710.53	+36.75%

2016: The rise and rise of Mobile

2015 left us in no doubt about the dominance of mobile and it’s quite clear that it will be crucial for all retailers to think about the mobile experience their customers will have and how to convert visitors from mobile browsers to eCommerce or instore customers. From our trending session’s data mobile / smartphone passed desktop by in June 2015. But how much is it contributing to eCommerce sales?

We used the data from the eCommerce Dashboard to examine this question in detail.

	Sessions	% of Traffic	Conversion Rate	Transactions	% of Sales
All Devices	77,051	100%	1.50%	1144	100%
Desktop	26,901	35%	2.20%	591	51.7%
Smartphone	36,558	47%	0.90%	329	28.8%
Tablet	13,592	18%	1.65%	224	19.6%
Smartphone and Tablet	50,150	65%	1.10%	553	48.4%

Retail Excellence / StudioForty9 Irish Ecommerce Dashboard: Dec. 2015 - Average Results for Irish Retailers

We can see that smartphone and tablet accounted for 48.4% of transactions.

Taking it further, at StudioForty9 we took a survey of our own customers to determine whether more or less money was spent on mobile vs. desktop. We found that the average sale on a smartphone and tablet was worth 7.31% less than a sale on desktop. Putting the contribution to the number of transactions together with the reduced average order value we calculated that smartphone and tablet contribute 44.8% of the turnover generated online, with smartphone on its own generating 23.8%.

"In December Smartphone and Tablet accounted for 65% of site traffic and 44.8% of eCommerce revenue"



So forget the mobile naysayers and start focusing on your customer experience on smartphone and tablet without delay - in 2016 that focus will repay you handsomely!

Gerard Keohane - StudioForty9

eCommerce Europe Trustmark – boosting consumer confidence across the continent

As part of REI being members of eCommerce Europe we regularly attend meetings to discuss the latest cross-border eCommerce trends to ensure our members are kept up-to-date. Promoting consumer confidence and ensuring a safe environment for online users is key to guaranteeing the competitiveness of the online retail sector. The eCommerce Europe Trustmark does just that. By establishing one European set of rules, and by ensuring clear communication on these rules, the Trustmark aims to boost cross-border eCommerce through better protection for consumers. The Trustmark thus recognizes the pivotal role that consumer trust plays in the world of eCommerce.

One European label for all consumers and merchants

The eCommerce Europe Trustmark is a non-profit Trustmark based on self-regulation, widely available for companies involved in online and cross-border selling of products and/or services. Companies which are a member of one of the national associations of eCommerce Europe can carry the Trustmark for free. The Trustmark is based upon a common set of criteria which complies with the required level of European law.

Through a clear, recognizable label the consumer is informed immediately about whether an online trader complies with official standards. One click on the label leads to the Code of Conduct outlining a clear explanation of the rights of the consumer and the commitments made by the trader. "By clearly signposting their rights, the eCommerce Europe Trustmark assures consumers that they are using a safe and secure service, which in turn increases the trader's chances of selling – it is a win-win formula," explains Marlene ten Ham, Secretary General of eCommerce Europe.

More protection and transparency for consumers

The Trustmark has been developed in continuous dialogue with consumer organizations, both at a national and European level. These consumer organizations, and almost 20 national eCommerce associations, have come together within eCommerce Europe to commit themselves to the Trustmark's Code of Conduct which obliges online traders to, for example, be transparent about the offer and prices before the consumer enters the order process, and to offer the consumer transparent, easily acceptable and safe payment methods. Furthermore, eCommerce Europe provides easy access to a complaints handling system in the consumer's own language in order to solve possible disputes in a quick and low-cost way.

"Buyers are still wary of untrustworthy and unreliable traders. Loss of sales and falls in revenue are the consequences," claims Annegret Mayer, Head of the Legal Department at German eCommerce association Händlerbund and Chairwoman of the eCommerce Europe Trustmark Working Committee. "A respectable Trustmark can offer the opportunity to demonstrate potential customers that the web shop is trustworthy and that they comply with the law. Online traders with an online Trustmark will stand out from the competition."

Next steps

eCommerce Europe is currently in the first phase of the roll-out of the Trustmark, where the eCommerce Europe Trustmark is connected to membership of its participating National Associations. This means that more than 10,000 online shops in Europe can already carry the European Trustmark next to their national Trustmark. The second phase envisages more harmonization at a European level, and will involve upgrading the Trustmark set of criteria in all countries to ensure even better consumer protection. eCommerce Europe will also launch a specifically designed website dedicated to the Trustmark this month. Make sure to stay tuned for exciting eCommerce updates on Day 2 of the Retail Retreat in May!



For all eCommerce queries please contact David Campbell david.campbell@retailexcellence.ie



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REI GARDEN GROUP NEWS

SANDRA DORAN,
GARDEN GROUP MANAGER



GroMór - "Get out, Get Healthy, Get Growing"

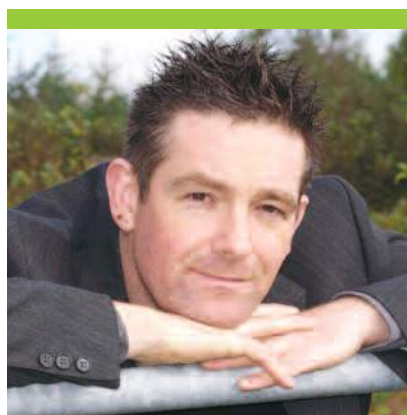
We are delighted to have launched GroMór 2016 to the garden industry on the 24th of February in Dunboyne Castle. In addition to the exciting events calendar for the season ahead, the new branding, Garden Centre signage and digital plan was unveiled.

Four expert Ambassadors have been appointed as the face and voice of GroMór 2016. Jane McCorkall, Fiann O'Nualláin, Kevin Dennis and Ciarán Burke will each host demonstrations across the country throughout the season at 40 GroMór events nationwide. In addition, they will promote these events on local and national radio and on social media channels. The Ambassadors aim to prove that growing is not only fun and easy, but a healthy hobby for body and soul!

Consumers will be directed to gromor.ie and the GroMór Facebook page, where they can find out what's happening in their local GroMór centre and view video demonstrations and top tips from the expert Ambassadors.



KEVIN DENNIS
Garden Designer,
Urban Growing Expert



CIARÁN BURKE
Horticultural Trainer,
Garden Blogger



JANE McCORKELL
Garden Designer,
Consultant



FIANN O'NUALLÁIN
Author, Journalist,
Designer

James Byrne, Marketing Manager, Glanbia Country Life says "We're really excited about GroMór this year. The new GroMór ambassadors are going to be travelling the country telling consumers about the health benefits of getting into your garden and growing. It's fantastic to have such well known experts to front this year's campaign. The ambassador activity will complement one of the key messages of this year's campaign; putting a face to the local growers who grow all the fantastic plants you see in your local garden centre and encouraging customers to buy local as much as possible. The new signage is fresh and engaging – we're looking forward to seeing it all in place. All we need now is the weather!"

GroMór would like to thank Bord Bia, Westland Horticulture and Bord Na Mona for their continued support and the 66 Garden Centre and 17 Nursery members, for helping to achieve our goal of reaching out to a new generation of growers.



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A woman with dark hair and bangs, wearing a black long-sleeved top, is smiling and leaning on a white counter in a jewelry workshop. In the background, another person is working at a similar station. The workshop has white counters, various tools, and jewelry displays.

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REI JEWELLERY LONDON SAFARI



Led by Matthew Brown, EchoChamber, Lynn Drumgoole and Sandra Doran, REI recently toured London as part of a Retail Safari to seek out the most innovative stores that London has to offer. The morning began with an insightful presentation in Covent Garden delivered by Matthew Brown, which highlighted global retail trends and points of interest in the stores that were visited later that day. The safari proved to be a huge success with twenty REI Jewellery Group members breaking out into two groups, taking in numerous stores around Covent Garden, Oxford Street and the beautiful Regent Street.

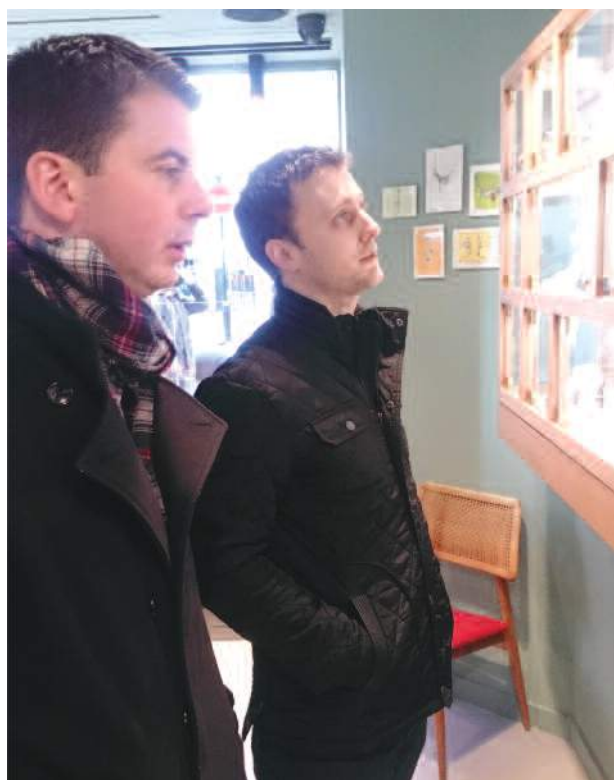
Commenting on the event Sandra Doran, REI said "It is clear that London is at the cutting edge of retail, especially relating to technology and fun, quirky merchandising. Some of the visited stores such as Primark on Oxford Street, invest enormous amounts of money in technology to deliver the 'wow' factor, but many of the visited boutiques in Covent Garden prove that with a little imagination, a small budget can go a long way to making a store stand out. This is a great opportunity for our Jewellery Group members to take on board what they have seen and implement some new ideas in their stores to gain a competitive edge in their towns and cities."



The group relax and enjoy getting to know each other over dinner in Covent Garden.



Galleria Melissa's futuristic flagship shoe store in Covent Garden.



Richard Wehrly, Wehrly Brothers and Cathal Barber, RJ Barber and Sons take in some unique jewellery displays in N2 Jewellery Boutique, Covent Garden.



Quirky window display at N2.



Retail Education

In 2014 Retail Excellence Ireland and National College of Ireland started to explore the possibility of developing an education programme suitable for managers and aspiring managers in the retail sector. REI were very clear from the outset of the discussions that the programme needed to be as practical as possible while being underpinned by academic best practice. An Education Sub-committee was formed with representation from Carrolls, Topaz, Tiger, McDonalds and National College of Ireland. Over a number of workshops a Certificate in Retail Management was designed to specifically meet the needs of REI members.

Over a series of design workshops the following modules emerged:-

1. INTRODUCTION TO RETAIL MANAGEMENT

This module gives an introduction to the concept of management and organisations. The module describes fundamental activities, frameworks and concepts of management as well as an overview of key organisation functions, and relates these to contemporary issues and examples. Through examination of management issues which are then applied to a retail context the students learn how to explain issues and implications involved in core management activities in their own organisations.

2. PEOPLE MANAGEMENT AND DEVELOPMENT

This module gives learners an in-depth understanding of the people management aspects in the retail environment from recruitment and selection through to the legal aspects of employment.

3. FINANCE FOR RETAIL

The aim of this module is to provide Learners

with an understanding of the basic concepts that underpin the provision of financial accounting information in addition to preparing Financial Statements from original transactions.

4. CUSTOMER RELATIONS IN RETAIL

This module introduces the student to the areas of, customer care, and sales and marketing.

5. RETAIL OPERATIONS

This provides an overview of the key elements which affect and influence the interaction between consumers and retailers and that are relevant when successfully formulating and managing retail operations. This module deals with the practical challenges involved in running a retail business, from the basics of retail design and merchandising, through the role of the store manager to the contact between floor staff and a potential customer. Both strategic and tactical issues are introduced with respect to the relationship between retailers and their existing and potential customers.

The programme is validated by Quality Qualifications Ireland (QQI) at Level 7 on the National Framework of Qualifications (NFQ). The programme was launched in September 2015 and 70 students enrolled and are scheduled to graduate in early June.

The teaching style on the course is to apply the theory to real life examples and people working in the retail world have been brought on board as tutors. The delivery is a blend of day release and online classes with the day release happening on Tuesdays to facilitate the retail weekend schedule.



Students enjoying the REI NCI Certificate in Retail Management



PARTICIPANT TESTIMONIALS

“As the course had progressed I feel I have a better knowledge of what I can and cannot do and I know how to react in situations and the relations with my work colleagues and suppliers and head office and I know what to expect of others as well as myself!”

“A really useful and accessible one year course which pulls together the various roles today's managers are asked to fulfil. A must for anyone who is new to a supervisory/management role or aspires to attain such a position”

“We are always looking at ways to develop our staff and are delighted to have a number of our members on the Certificate course this year. They have all benefited hugely from their participation. The practical and theoretical content, from People Management to Finance and Customer Relations has given them the valuable knowledge to further their careers. We are excited about the next steps in their development to the Diploma as well as sending a new cohort of managers and staff on the Certificate course in September”

Based on the success of the programme so far and a high level of interest from participating students, REI and NCI are in the process of developing a Diploma and an Honours degree in Retail Management.

The plan is to continue with the same delivery method of day release and online classes and to have a direct progression from one stage to the next. The Diploma is currently in the validation process and will be available for delivery in September 2016. The focus for the Diploma moves from the shop floor towards regional management and the following are the subjects:-

1. MULTI-SITE RETAIL MANAGEMENT

The purpose of this module is to give the learner an introduction to area management in a retail environment and prepare the learner for developing their career towards area management

2. TECHNOLOGY FOR RETAIL

The purpose of this module is to explore the increasing influence of technology on the modern retail sector.

3. ADVANCED PEOPLE MANAGEMENT AND DEVELOPMENT

The aim of this module is to develop students' knowledge and skills in the area of people management and development, including areas such as performance management, absence management, managing employee exit, and coaching and mentoring

4. MANAGEMENT ACCOUNTING

The aims of this module are to provide the student with a basic knowledge and appreciation of cost and management accounting principles, concepts and techniques and to provide an understanding of the role of the management accountant in internal reporting.

On completion of the Diploma the student will have access to the final stage of the BA(Hons) in Retail Management.

The graduates of the current Certificate in Retail Management can progress seamlessly to the Diploma and on successful completion



of the Diploma will have access to the final stage of an honours degree in Retail Management. This programme of study takes the student from Certificate to Honours Degree in 3 years in a part time format. Strong interest has been shown by the existing Certificate group in progressing to the Diploma.

A new cohort of the Certificate and the first instance of the Diploma will commence in September. Expressions of interest should be channelled through Lynn Drumgoole, Head of Commercial & Communication at REI on lynn@retailexcellence.ie.

Dave Cormack, Programme Director NCI and Deirdre Giblin, Head of Professional Education & Training NCI will be at the REI Retail Retreat in Mount Wolseley on May 10th and 11th to discuss the programmes with interested employers and prospective students.

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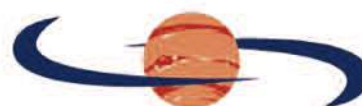


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Name: AOIFE CONNOLLY
Company: The Butler's Pantry
Position: Retail Manager

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? The Butler's Pantry is an artisan fresh food company with ten branches to our name. We are home to a range of luxury fresh food products which use the finest Irish ingredients. All are made, packaged and delivered by hand. We bake fresh bread daily, produce gourmet lunch/dinner meals and also a range of premium desserts. We also provide a catering service suitable for all occasions, from intimate dinner

parties to large weddings events.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? I began my journey in the retail industry by taking up a part time position within The Butler's Pantry while studying in college. I worked in the Sandycove branch throughout my college years. After graduating I spread my wings and gained invaluable experience in both London and New York. In 2013, after 3 years, I returned and rejoined The Butler's Pantry working my way up to a management position within a year.

WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY? Zara has always been a brand and retailer that has stood out to me. In recent years especially, they have transformed their retail spaces and made the shopping experience for their customer seamless and more accessible. Their open space layout in store and their outfit placement and rail design enhances the customers' experience. Zara brings catwalk pieces to the high street in an affordable and accessible way. Zara's ethics of a greener company policy is also something to admire.

WHAT IS YOUR FAVOURITE RETAIL STORE AND WHY? Personally, I find it quite difficult to choose just one. My favourite stores are ones which are local and produce high quality products. I love stores that tell the story of how their products are made and why they are special. I love entering a space that stimulates my senses, this can range from the delicious smell of freshly baked

I love working with people and dealing one on one with customers on a daily basis.

bread to a wall of beautiful clothes popping with vibrant colours and textures. My focus lately has moved to homeware stores which exhibit beautiful displays of pieces for the home.

WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER? This is an easy answer! The MD of The Butler's Pantry, Jacque Marsh! Jacque has imparted a wealth of knowledge to me on what it means to work in retail and the important role a retail store holds in a community. As a manager, Jacque takes a hands on approach while also being present in a supportive role for each branch and the staff members within.

WHERE IS YOUR FAVOURITE HOLIDAY DESTINATION? At the moment, I would have to say the Greek islands. My Dad and I travelled together each summer when I was growing up and Greece was always a favourite destination, picking a new island each year to explore. There is something very special about the landscape, the food and the people.

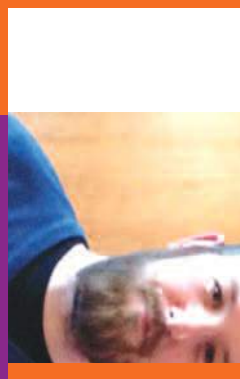
WHAT WAS YOUR LAST PURCHASE? I recently decided to upgrade my phone to the iPhone 6 and I'm a little embarrassed to say how much I love my phone. It's a work of art. I'm an Apple lover through and through and adore the brand and the products. If a material object is attached to your hand the majority of the time it might as well be pretty, right?

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? I love working with people and dealing one on one with customers on a daily basis. I am very proud of the high standards of service which we provide at The Butler's Pantry and I get so much satisfaction knowing a customer can trust that we will always deliver on our quality promise.

IF YOU WERE NOT IN RETAIL WHAT CAREER WOULD YOU HAVE PURSUED? In London and New York I worked in fashion PR and this has translated into my love of sewing and making my own pieces to wear. I think if retail hadn't happened for me, I would have ended up working in the fashion industry or in a more creative role.

WHAT'S ON YOUR BUCKET LIST? I ran my first 10K last year and that was definitely a tick on my bucket list. I would like to work towards a half marathon and push myself further. As cheesy as it sounds, I would love to rear a family in a happy household and also continue to love what I do outside of the home.

AOIFE CONNOLLY



Name: MARTIN KEOGH
Company: Compu b
Position: Assistant Store Manager

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? An Apple Premium Reseller combining retail, support, training and services for Apple technology. We sell, service and offer advice and training to all our customers regarding Apple products and accessories with 7 stores across Ireland and we recently opened our first store in the UK in Selfridges in London.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? I completed a Retail Excellence Ireland "Back to Work in Retail" course a number of years ago which gave me the CV building skills and interview tips which I needed. This in turn led to small roles in other retailers and eventually landed me in this job which I love.

WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY? Apple obviously because of the role I have. I have always been a big fan of how much time and effort they put in to designing and marketing their products. They are honest with their approach and they understand customers' needs and values.

WHAT IS YOUR FAVOURITE RETAIL STORE AND WHY? Brown Thomas is another favourite, from the man holding the door open for you to their product knowledge and that "go the extra mile" customer service. Stores are well designed and staff are always friendly.

It's definitely one of those jobs where something different happens everyday.

WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER? I work with a wonderful team of people who have been in this industry for over 20 years and the advice they give me is invaluable. Our Area Manager Ger Manley and our Store Manager Andrew Finnegan have really helped me develop my skills and trusted me to make my own decisions.

WHERE IS YOUR FAVOURITE HOLIDAY DESTINATION? Orlando, Florida. I lived there for a while and try to go back as often as I can as it's a beautiful city with something for everyone to do and full of wonderful people.

WHAT WAS YOUR LAST PURCHASE? A Nutribullet I got with a Brown Thomas voucher that a customer gave me for returning a lost phone back to him. I want to start eating healthier and build up more energy so it was a great excuse to use my voucher.

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? It's definitely one of those jobs where something different happens everyday. Talking to customers is definitely my favourite part as you can get some great stories from talking to them and because of where we are based on Grafton Street there are a lot of tourists around who come in to tell us how much they love Dublin.

IF YOU WERE NOT IN RETAIL WHAT CAREER WOULD YOU HAVE PURSUED? Network Engineering. I was training for this in a previous broadband company and if for whatever reason I couldn't do this, I would love to go back and finish that training and pursue that career.

WHAT'S ON YOUR BUCKET LIST? In the last year I have parasailed and skydived and this year I definitely want to do a Bungee Jump. I am hoping to take a career break in the next year to do some travelling and I would love to do a bungee jump somewhere in New Zealand if I ever get there.

MARTIN KEOGH



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FEATURE

RETAIL MANAGER UNCOVERED



Name: CHRIS DOYLE
Company: Gleesons Butchers
Position: Store Manager

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? I work in the Artane branch of Gleesons Butchers – one of 5 stores in the Gleeson group. The family run business was founded in 1962 by Pat Gleeson Snr and Kevin and Patrick Jnr now lead the teams in delivering top quality meats, great customer service and contributing to the local community as much as possible.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? As a young 15 year old, the retail bug got me when I worked every night after school and every weekend until I was old enough to start an apprenticeship

WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY? Nationally the retailer that I admire the most is The Happy Pear. I'm a huge fan of eating healthy and these guys are top of their game – their knowledge and passion for organic food is second to none.

Knowing your customers on a personal level makes any job so much more enjoyable.

WHAT IS YOUR FAVOURITE RETAIL STORE AND WHY? Walton's Music Store where I bought my first guitar when I was 12 and where I can still spend hours playing all the instruments I can't afford.

WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER? My first manager as an apprentice, although he wasn't always the easiest to work with he gave me a great discipline, a brilliant work ethic and set extremely high standards and taught me that the customer pays your wage! Never forget that!! I still hear that in my head every day!

WHERE IS YOUR FAVOURITE HOLIDAY DESTINATION? Ibiza, the more quiet side of the island these days though!

WHAT WAS YOUR LAST PURCHASE? My first jeep.

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? Customer interaction, knowing your customers on a personal level makes any job so much more enjoyable.

IF YOU WERE NOT IN RETAIL WHAT CAREER WOULD YOU HAVE PURSUED? I'd love to have been a paramedic.

WHAT'S ON YOUR BUCKET LIST? Learn to speak Irish and Spanish, become reasonably good at Jiu Jitsu and to get as much from life as I possibly can!

CHRIS DOYLE



Name: FIONA KANGATARAN
Company: paper Dolls
Position: Assistant Manager

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? Paper Dolls is an independent Cork owned business which stocks European and Irish designer clothing and accessory labels. What makes us different is that we have a highly trained team of stylists that have a genuine passion to dress our clients in something different to the everyday. We love what we do and it shows.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? I've always had an interest in the creative side of clothing and started in the industry when I was 18 in boutique in Kinsale. I gradually moved to high street fashion and gained experience in roles with responsibility while dabbling in other forms of retail but steered back towards fashion every time.

WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY? I love the German clothing company "Closed". Everything is the highest quality, European made, family owned business that grew into a large international company. They still keep their ethos that they started with which is keeping family and friends in the company and keeping neighbouring countries in the manufacturing process. Keeping it as local as a big company can do.

I love that I get to know what changes and decisions are going on.

WHAT IS YOUR FAVOURITE RETAIL STORE AND WHY? "Closed" once again! Their stores are merchandised so well, the staff are always so helpful and it's real experience to be in their stores. I went to two of their stores in Amsterdam and they have a clear and strong sense of branding.

WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER? Definitely my current boss at Paper Dolls has taught me the most. She's teaching me how to run a business from the inside, how to best manage people and communicate your message clearly.

WHERE IS YOUR FAVOURITE HOLIDAY DESTINATION? Amsterdam! The fashion, the people and the bikes! Never met people so efficient and hard working which makes their customer service shoot through the roof!

WHAT WAS YOUR LAST PURCHASE? A big woolly navy scarf on Asos. It may be spring but it's still Ireland and freezing!

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? I love that I get to know what changes and decisions are going on and that we get a say and have a chance to make an influence on our business. We're not another number.

IF YOU WERE NOT IN RETAIL WHAT CAREER WOULD YOU HAVE PURSUED? I love working in a creative environment so I probably would have gone into illustration design in fashion or art gallery work.

WHAT'S ON YOUR BUCKET LIST? To have a business of my own. A small but strong business where people love to go. Just need to decide what the product is!

FIONA KANGATARAN



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SASHA KERINS, Tax Partner, Grant Thornton sasha.kerins@ie.gt.com



JIM KELLY, Tax Director, Grant Thornton jim.kelly@ie.gt.com

Successful Succession

As we know from the statistics, about 75% of Irish businesses are family controlled or owner managed. However, less than 30% of these businesses will pass on to the next generation. Generally family businesses in the retail industry are no different.

The following points should be considered in order to achieve a successful succession.



1. START PLANNING EARLY

The importance of early planning cannot be over emphasised, to allow for both financial considerations and to ensure proper experience and working practices are put in place. This process includes making some hard decisions about which members of the next generation of family should manage the business and what roles, if any, they may play in the future. When the time is right to pass on the business to the children, then positive actions should spring from this planning process.

2. INVOLVE CHILDREN AT YOUNG AGE

Encouraging children to get involved in the business from a young age not only gives the children a work ethic and an understanding of the business, but also gives them a feeling of identification with the business together with a sense of ownership. Do not assume that your business is not interesting to your children as in most cases they will be proud of the business and are pleased to be included from an early age.

3. OUTSIDE EXPERIENCE

It is preferable to ensure that the successor gets experience outside the environment of the family business. This will not alone ensure that wider work practices and new ideas are introduced into the business, but will also assist with establishing respect for a young manager/owner.

4. CREATE WEALTH OUTSIDE

It is normal that a business will not be in a position to support and sustain all the members of the same family. The business may often have to finance the founder's retirement as well as provide for the successor. It is important that profits or drawings

generated from a business should be used to create wealth elsewhere, either in the form of pension funds, property investments or other types of investment. This will ultimately provide the opportunity for one generation to step away without being dependent on the business for their own financial support, thus allowing the next generation to run the business on a profitable basis, providing them with a good living and the necessary profits for expansion.

5. ALL THE FAMILY MAY NOT BE INVOLVED

This is usually one of the hardest decisions to make. If the business is not capable of supporting all of the dependent children an early recognition of the most suitable heir is desirable. This is achieved by giving a chance to a number of children who are interested in getting involved with the business, and recognising where the greatest aptitude exists. This facilitates other members of the family pursuing separate careers or qualifications and allows the business to be managed effectively and efficiently. Where a business is sufficiently large it may be possible to split it into constituent parts to be managed by various members, or it may be possible for a number of siblings to operate as Directors and contribute usefully to its continued success. However, a cold and early assessment of what the business is capable of supporting and what people are capable of doing is desirable and choices should be made which are clearly understood and communicated effectively. It may be that you need to hire in people who can supply qualities that are perceived to be missing in the family members.

6. GO AT THE RIGHT TIME

Although it may be a hard fact to accept, the truth is that when the next generation are ready to run the business, it is time for the founders to step back. In many businesses, it is quite clear to others, but maybe not to the person themselves, that once a certain age is reached, then there is a tendency to be playing "an end game" rather than an "opening game". This can have a very unwelcome effect on a business as strategic horizons tend to be shortened, planning becomes shorter term and realisation and preservation of assets become more important than speculation and investment for the future. For the long term good of the business, someone younger with fresh ideas should be introduced and should be allowed to take control. While it is hard to let go a business runs better with a single mind to guide it, and so the decision to hand over control may be the most important of all for the founder.

There are many factors which affect individual businesses and individual families. There are solutions perhaps different to those set out above which may work successfully for individual cases. Essentially, it is important for all involved to talk openly and to express what they are thinking.



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MANAGING PROBATION

Tom Smyth & Associates

The A probation period is essentially a safety net for employers after the recruitment stage is complete. An organisation will generally have a solid recruitment function and take on the right people however, there are occasions where a new colleague proves to be incompatible with the employer for any number of reasons.

The probation period is a contractually defined length of time during which an employee's ability to meet certain performance levels will be observed and assessed. By maintaining communication throughout the period, an employer can make a fair decision to pass, fail or extend a probation period based on the work standards exhibited.

There can be an assumption that an employee can be dismissed within the first year of employment without any comeback against the employer. This is not the case. What is true is that an employee cannot take a claim under the Unfair Dismissals Acts if the employee is there less than 12 months (with certain exemptions including pregnancy). There are, however, other avenues an employee can use to pursue a claim such as Industrial Relations or Equality legislation.

The pendulum for most of the law in this area will swing in favour of the employee, therefore the burden of proof will generally fall on the employer to provide reasonable evidence to back up the decisions they make.

For a Probationary period to exist, it really must be put to the Employee in writing either in their contract of employment or handbook.

LET'S TALK

We recommend that an employer has a pre-established set of templates for managing the probation period of a new colleague. When they start, set up a meeting for (say) the 1 month and 3 month marks to focus Management to prepare and have something to report back to the employee be it positive or negative.

It is recommended that the meetings are arranged via letter and the employee can be accompanied appropriately.

It should be said that in any meeting, negative employer feedback should not come as a surprise. Outside of the meetings there should also be an organic assessment of suitability through day to day communication and guidance on areas where attention and improvement is required.

Arrange review meetings for all employees, even those with whom you have no negative issues, as it provides a boost to their morale but keep in mind also that new employees who excel initially may develop bad habits if they feel they have reached a comfort zone situation.



For an employee that is failing their probation there are a number of simple but effective steps to follow to ensure that the employee is at all times treated reasonably and also that the employer is fully compliant with employment legislation .

- Don't put off the pain. It is accepted that 'bad news' meetings are a lot less appetising 'pat on the back' ones but as soon as you realise there is a performance issue, early intervention is best. This can be a simple chat, where you follow up with a note or email. This can also be done more formally by inviting them to attend a probation review meeting. At the meeting it is also important to listen to the employee as to why they may be having difficulty. Perhaps there has not been sufficient training or support given to allow them to fulfil their role. If they do seek additional supports from this meeting they should be implemented immediately.
- At the conclusion of the meeting the employee should have a clear vision of the areas where improvement is needed and a date should be set for a follow up meeting to assess the if sufficient improvement/progress has been made in the areas addressed. Remember the targets that have been set for improvement should be reasonable, achievable and measureable. A letter should be sent to the employee following the meeting highlighting what was discussed at the meeting, the areas that need improvement and a date for a follow up meeting on progress.
- At the follow up meeting the employer will sit down with the employee and ascertain if

sufficient progress or any progress at all has been reached. This will be done in an openly communicative way where the employer will go through each issue from the last meeting with the employee and also seek the employee's input here.

If the Probation is still failing;

- Consider if the employment is to end, if the probationary period is to be extended or if the employment is to be confirmed.
- Inform the employee in writing of any improvements that are required and the measures put in place to facilitate an improvement.
- If improvements do not take place, arrange a disciplinary meeting with the employee to discuss the employee's performance and the possibility of dismissal.
- Where support is given, no improvement arises and termination is the only reasonable option, schedule a meeting to discuss a possible termination on notice with the employee.
- Where mitigating circumstances arise; give this careful consideration.
- Consider any points the employee wishes to raise at the meeting.
- If termination is appropriate the news should be communicated to the employee and confirmed in writing.

If you have any queries on how to fairly set up and review employee probation periods please call our REI HR Advisors Tom Smyth & Associates on 021 4634154

RETAIL BENEFITS: STRATEGIC POS/CRM SMS MARKETING

OBJECTIVE

InteractSMS CRM data integration's main purpose is to bring businesses' overall contact and strategic data to the SMS world. Using this data Phonovation's **InteractSMS** can filter a client's entire database records and automate campaigns to deliver messaging that targets pre-set criteria allowing for a much more enhanced customer communication strategy.

BENEFITS

Phonovation's retail clients, rather than sending a one-fits-all broadcast to all their opted-in client database, retailers now have the option to add "Smart filtering" to their raw data. This will allow a subset of the retailer's audience to be targeted with a more personalised message such as Loyalty Vouchers/Coupons based on past purchasing habits or a very simple "We haven't seen you in a while" message. This form of messaging creates a closer bond between retailers and their customers.

The integration between Phonovation's **InteractSMS** service and the retailer's EPOS & CRM systems will have a direct cost benefit due to a more accurate set of mobiles to send to, while also enhancing more revenue effectiveness by reducing the amount of messages per campaign with a more dedicated and personalised message.

CRM TECHNICAL INTEGRATION, HOW IT WORKS

CRM data integration with **InteractSMS** can be accomplished in two ways: through a daily excel/csv file upload sent to a dedicated secure ftp folder on the internet, or through direct database import. Either of the two ways have the purpose of bringing pre-selected columns

of information to the **InteractSMS** engine. The integration is a daily occurrence that brings the new CRM data from the previous day. If the retailer has multiple stores, all stores data will be uploaded in the same routine.



CRM DATA AVAILABILITY FOR CAMPAIGNS

Each retail business has its own unique metrics to contact their audience. However, there is a common set of columns that are typical in such integration. The usual set of columns on a CRM data integration might be: **Customer First and Last Name, Mobile number, Purchase Date, Purchase Amount, Product Purchased, Purchase Quantity, Store Name/ID, Store County, Brand, Supplier, Male, Female, loyalty member Etc. Etc.** When the retailer requests this level of integration a new List will be automatically available on the platform allowing for messaging to be personalised based on particular criteria.

InteractSMS can filter all forms of customer information and to-date many companies are using the service to link in with existing loyalty schemes making SMS the perfect medium for the delivery of vouchers and coupons which are also linked to the retailers' EPOS systems.

CAMPAIGN FILTERING - WHERE CRM DATA GETS SMART. EXAMPLE

As an example the Retailer wants to send a campaign to both Dublin and Cork counties for all their customers that have paid more than €100 for goods, but have not been back in the retail outlet in the last year:

We call this the "**Campaign Rule**".
Initial set: Masterlist has 150,000 records
Filtering data: Counties = Dublin and Cork
Last Purchase Date >= 1 year ago
Total Spend >= 100
Filtered data: 25,000 records

The **InteractSMS** system filters the data by combining multiple columns of information brought from the external POS systems.

The message can now be personalised to entice the customer back to the store in either of those two counties.

If you haven't already considered integrating SMS into your marketing strategy or if you already use this medium but are unsure of the added benefits of integrating with your CRM please don't hesitate to contact Phonovation for more detailed information on how best to utilise your customer data and enhance your customer communication strategy.

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Web: www.phonovation.com/sms-services



Every so often a sizeable section of society decides that our world has grown too complicated, too pressurised, just too damn difficult. The cry goes out, "Simplify! Declutter! Back to the way things ought to be!". The whole world doesn't change but some particular part of it does. We get the Reformation, Minimalist Design, the French Revolution, Punk Rock, Mobile Phone Detox. Right now the greatest thing since sliced bread is home baking. If you want to go back to basics you can't get much more basic than a bag of flour, some eggs, a pinch of salt and a spoonful of sugar meticulously measured, mixed and then heated at just the right level and for just the right time to produce edible magic. Saves money too, plus you know exactly what's in it. So, when Crest Mystery Shopping realised that baking was hot once again we sent our **MYSTERY SHOPPER** out to brave the streets of Inner City Dublin in search of the perfect cake/loaf/muffin tin.

All three stores were visited on 24 February 2016.

SWEENEY O'ROURKE LTD.

34 PEARSE STREET, DUBLIN 2.

FIRST IMPRESSIONS:

A lovely old bright-red shop front – this store has been on Pearse Street for over 40 years and is ageing elegantly.

STOCK AND SELECTION:

Aimed at the professional trade this store is an Aladdin's cave of culinary wonders. Everything from lasagne rollers and goose-necked pie funnels to the most comprehensive open display of chefs' knives in Ireland.

SERVICE AND STAFF KNOWLEDGE:

An immediate and warm but no-pressure greeting from the proprietor. Three smiley colleagues having elevenses but ready to leave their coffee mugs the moment the Mystery Shopper needed attention and, in two separate cases, observed taking the trouble to walk round the store with a customer to point out and skilfully demonstrate items.

SELECTED ITEM:

Madeleine Baking Tray (tres French!) Capacity 12, in carbon steel with non-stick coating. €13.90 plus VAT

AMBIENCE:

Serious suppliers to serious cooks but warmly welcoming and cheerily helpful to one and all.

MYSTERY SHOPPER RATING:

Amazing stock, some affordable, some just too haute for the average cuisine. All fascinating and superbly attended.



MARKS & SPENCER

24-29 MARY STREET, DUBLIN 1.

FIRST IMPRESSIONS:

Ireland's first Marks & Sparks has that clean-cut fascia with polished granite panels and lots of aluminium-framed glass. It's a street-front look that people find either full of retail promise or oh so boringly UK High Street. The Mystery Shopper loves it.



STOCK AND SELECTION:

The Mystery Shopper was impressed by the range, quality and prices on display. There seemed to be nothing that the domestic chef could reasonably require that wasn't available here.

SERVICE AND STAFF KNOWLEDGE:

Something terribly Irish about the service in this department. That's 'terribly' in a bad way. There were two staff members at the till point across the Homeware sales floor but for over ten minutes that was where they stayed. Browsing customers were left to drift away with any half-formed questions unaddressed, unasked and unanswered. Once the Mystery Shopper took the initiative and approached the counter service was friendly, warm and impressively well informed.

SELECTED ITEM:

Silicone Muffin Pan (no, really, it won't melt in the oven). €10.00

AMBIENCE:

Tidy, comfortably tasteful, soothing. Nothing too edgy, cheeky or challenging. Very M&S.

MYSTERY SHOPPER RATING:

Pretty much everything for the domestic cook, well displayed and surprisingly keenly priced. Service insufficiently proactive.



ALL ROOMS

31 UPPER LIFFEY STREET, DUBLIN 1.

FIRST IMPRESSIONS:

Cheap and cheerful with a touch of wacky. Its external signage features blue stylised images of cups and cutlery on a white background. The store's logo has its initial 'A' tweaked into the shape of a fat little dormer bungalow complete with chimney stack.

STOCK AND SELECTION:

There were three members of staff on duty. They looked like two generations of the same family. Help was not offered until requested. Once engaged the interaction was polite but slightly off-hand and the product information was clear but lacked the spark of good salesmanship that might have sent the Mystery Shopper out with more than just a few scribbled notes and a couple of surreptitious photos.



SERVICE AND STAFF KNOWLEDGE:

An immediate and warm but no-pressure greeting from the proprietor. Three smiley colleagues having elevenses but ready to leave their coffee mugs the moment the Mystery Shopper needed attention and, in two separate cases, observed taking the trouble to walk round the store with a customer to point out and skilfully demonstrate items.

SELECTED ITEM:

12-Cup Muffin Tin, non-stick, Heavy-grade steel, plain and serviceable. €12.00

AMBIENCE:

Mom and Pop store doing its best in high-rent, high-rates, city centre retail site. Likeable without being hugely impressive.

MYSTERY SHOPPER RATING:

Not a store to stir the fantasies but definitely worth a look.





RETAIL EXCELLENCE IRELAND **PREFERRED SUPPLIER DIRECTORY**

1st CHOICE SUPPLIER LISTING **2016 | 2017**



PREFERRED SUPPLIERS 2016/2017



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	BRANDING, STORE DESIGN, E-COMMERCE	Bradley Brand and Design	Andrew Bradley 086 258 4368	andrew@bradleybrand.ie www.bradleybrand.ie	Keeling's, Kay's Kitchen, Fields Jewellers	39
★	BRANDING, STORE DESIGN, E-COMMERCE	IDEA	Ciaran Flanagan 01 2500050	info@idea.ie www.idea.ie	Insomnia, Bord Bia	39
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★	CASH LOGISTICS SERVICES	GSLS	Siobhan Plunkett 0862507048 Denise McCarthy 0871465085	splunkett@gsls.ie dmccarthy@gsls.ie www.gsls.ie	Applegreen, O'Briens Wines and Spirits	39
	CASH LOGISTICS SERVICES	RMS Group Services	Richard Dodge 01 654 6400	richard.dodge@rmsgroupservices.com www.rmscashservices.com	Gamestop, Claires Accessories	39
	CREATIVE SERVICES, PRINT MEDIA, RETAIL ENVIRONMENTS, TECHNOLOGY	The Smart Group	Tom Ryan 086 780 1626	tom@thesmartgroup.ie www.thesmartgroup.ie	Euronics, FromMe2You	39
	CUSTOMER SERVICE PLATFORM	Pubble	Shane O'Leary 087-6843811	shane@pubble.co www.pubble.io	Tony Kealys, Horkans Lifestyle and Garden Centres	40
★	DECISION MANAGEMENT SOFTWARE FOR RETAILERS	Real World Retail	Conall Lavery 01 427 0349	Conall.lavery@realworldretail.com www.realworldretail.com	Allcare Pharmacy, Pamela Scott	40
	DESIGN AND SHOPFITTING	Vivid Retail Design	John McFarlane 087 374888	john@vividretaildesign.com www.vividretaildesign.com	Premier Publishing, Fast Fix Jewellery	40
	DISPLAY STANDS, CONFERENCE BACK DROPS	Focus Visual Communication	Carmel Kikkers 051 832742	carmel@focusonline.ie www.focusonline.ie	LAYA Healthcare, BWG, Siemens	40
	DOMAIN NAME REGISTRATION	IE Domain Registry	Registration Services 01 236 5400	registrations@iedr.ie www.iedr.ie	Software Design Ltd, Matrix Internet	40
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★	E-COMMERCE - DESIGN, DEVELOPMENT & OPTIMISATION	StudioForty9	Ger Keohane 021 239 2349	ger@studioforty9.com www.studioforty9.com	Meaghers Pharmacy, DID Electrical	40
	E-COMMERCE DEVELOPMENT SERVICES, MAGENTO SOLUTIONS PARTNERS	Monsoon Consulting	Stephen Kenealy 01 475 0066	hello@monsoonconsulting.com www.monsoonconsulting.com	Heatons, One4All	40
	E-COMMERCE PLATFORM, E-COMMERCE SERVICE PROVIDERS	Export Technologies	Graeme McCluskey 0044 7469 852 200	graeme.mccluskey@exporttechnologies.com www.exporttechnologies.com	Halpenny Golf, Argento Jewellery	41
	EMPLOYEE TIME RECORDING SYSTEMS	Timepoint	Colin Ryan 021 4232865	colin@timepoint.ie www.timepoint.ie	Tiger, Supervalu, Applegreen	41
★	ENERGY (ELECTRICITY AND GAS) SUPPLIER	Energia	Michael Nugent 086 387 9285	michael.nugent@energia.ie www.energia.ie	Supermacs, Ladbrokes	41
	ENTERPRISE RETAIL SOLUTIONS	Vision ID	Padraic O'Brien 052 6181858	pobrien@visionid.ie www.visionid.ie	Dairygold Co-Op Superstores, Musgrave Group	41
	EPOS, MOBILE RETAIL AND PAYMENTS	Eirpoint	Niall Cannon 065 686 8880	ncannon@eirpoint.com www.eirpoint.ie	Patrick Bourke Menswear, Dubarry Ireland	41
	EPOS AND INTEGRATED E-COMMERCE	Positive Systems Solutions	Damien O'Driscoll 01 6296058	damien@pss.ie www.pss.ie	Croom Cycles, Conns Cameras	41
	EPOS / RETAIL IT SERVICES	Total Retail Control Ltd	Steven Maguire 086 2050 711	smaguire@trcepos.ie www.trcsolutions.eu	Horkans Lifestyle and Garden Centres, Carroll's Irish Gifts	41
	EPOS SOLUTIONS	Davidson Richards	Jo Bateman 00441332383231	job@davrich.co.uk www.davrich.co.uk	Arboretum Home and Garden Centre, The Orchard	41
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★	GIFT VOUCHER AND GIFT CARD SOLUTIONS	FromMe2You Gift Card	John Wall 087 666 6795	John.wall@me2you.ie www.me2you.ie	Harvey Norman, Fields Jewellers	42
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	GRAPHIC DESIGN, PRINTING, DELIVERY	Sooner Than Later	Mark Finnie 01 2844777	mark@soonerthanlater.com www.soonerthanlater.com	Domino's Pizza, The Suitable Clothing Company	42
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	HR CONSULTANT	Tom Smyth & Associates	Tommy Smyth 021 4634154	tommy@tsaconsultants.ie www.tsaconsultants.ie	Skechers, BB's Coffee & Muffins, Petstop	43
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	INSURANCE BROKER, PENSIONS, ACTUARIAL AND RISK MANAGEMENT CONSULTANCY	Willis Towers Watson	John Golden 091 337753 086 4197561	John.golden@willis.ie www.willis.ie	Sam McCauley Chemists, Retail Excellence Ireland	43
	INSURANCE PRODUCTS	FBD Insurance	Christy Doherty 086 8124160	christy.doherty@fbd.ie www.fbd.ie	Retail Excellence Ireland	43
★	LEAFLET, BROCHURE, DIRECT MAIL DISTRIBUTION	Publicity Mailing	Frances McCarry 01 424 2400	frances.mccarry@publicitymailing.ie www.publicitymailing.ie	Harvey Norman, Bord Gais Energy Theatre	43
★	LEGAL SERVICES	Maples and Calder	Kevin Harnett 01 619 2036	kevin.harnett@maplesandcalder.com www.maplesandcalder.com	Harvey Norman, Retail Excellence Ireland	43
	LOYALTY TECHNOLOGY	Payback Loyalty Systems	Kevin Nolan 061 633 355 086 829 7453	kevin.nolan@paybackloyalty.com www.paybackloyalty.com	Total Health, Topaz	43
	MARKET RESEARCH	Behaviour & Attitudes	Luke Reaper 01 205 7500	luke@banda.ie www.banda.ie	RTE, Meteor	44
★	MARKET RESEARCH	GfK	Colm Mallon 01 562 0767	colm.mallon@gfk.com www.gfk.com	Retail Excellence Ireland	44
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★	RETAIL AND MULTI-CHANNEL SOFTWARE SOLUTIONS	K3 Retail	Mark Bryans 01 820 8321	mark.bryans@k3btg.com www.k3retail.ie	DAA, Woodies	45
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	RETAIL IT & SERVICES	E-Receipt	Mike Flynn 087 1427204	m.flynn@ereceipts.ie www.ereceipts.ie	Tony Kealys, DAA	45
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	SHOPFITTING AND RETAIL DESIGN	Store Design Shopfitting Ltd.	Paul Ryan 01 413 1350	pryan@storedesign.ie info@storedesign.ie d.mckeever@storedesign.ie www.storedesign.ie	Patrick Bourke Menswear, Fallers Jewellers	46
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★	STORE DESIGN, DISPLAY SOLUTIONS	Johnston Shopfitters	Shane Brennan 086 244 0714 Andrew Johnston 01 419 0419	sbrennan@johnston-shopfitters.com ajohnston@johnston-shopfitters.com www.johnston-shopfitters.com	Easons, Carrolls Irish Gifts, Meaghers Pharmacy Group	46
	STORE DESIGN FITTING	DDC Group	Ashley Gardiner 01 401 3050	ashley@ddcshopfit.ie www.ddcshopfit.ie	Ebay, IKEA	46
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