

retailtimes

Q1 2017

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A photograph of a light-colored rectangular sign hanging from a blue circular object by two black cords. The sign has a bright blue rectangular area in the center with the text 'THE FUTURE IS CX' in bold, dark blue, sans-serif capital letters. The background is a blurred retail store with shelves of products.

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CX**





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Welcome to the **QUARTER 1 2017** edition of Retail Times

With hopefully a busy Christmas Season upon us and 2017 approaching fast I am very aware of the fact that many of our members are deeply concerned regarding the potential impact of Brexit on the Irish Retail Industry. The current devaluation of Sterling is already having a negative impact on retail sales. The most damaging scenario for Ireland would be the United Kingdom exiting both the EU and also the single European market. Such an exit could lead to a prohibition on the free movement of people and goods between our countries which would be incredibly damaging to both economies. In order to protect and promote the interests of our growing membership Retail Excellence are delighted to announce that former Senator and qualified barrister Lorraine Higgins has joined us as head of Public Affairs and Communications. Lorraine is from a retailing background and is very well regarded in political circles. Lorraine's primary focus will be to present our agendas to Government and promote the importance of the retail industry to the national economy. I am sure you all join me in welcoming Lorraine to Retail Excellence.

Retail Excellence has recently unveiled a new brand, logo and identity. This striking new logo clearly sets out our primary objective - to empower our industry to be the very best.

For 2017 I am very pleased to confirm that we will host Ireland's largest Retail Industry Event - the "This Is Retail Retreat" on 9th and 10th of May. The event is being held at Croke Park and will begin on the evening of 9th May with a very special networking opportunity our "Welcome Dinner". As well as being a great fun night we are also inviting a number of politicians to attend and will use the opportunity to promote our industry at a political level. At the Retreat we will have many National and International retail experts sharing their views on the best in retail along with many specialist suppliers to the retail trade showcasing their product ranges. I very much hope that you will attend the Retail Retreat event and the welcome dinner. It will be the very best yet!

With unemployment falling many members face a shared challenge of how best to retain our talent when many other career opportunities exist in the market. For that reason I am delighted to confirm that Retail Excellence will host another iteration of the hugely successful Retail Management Development Programme. Spread through the year the four day programme is a most rewarding way to invest in your top talent while advancing skills and expertise in your organisation. It is likely that the programme will sell out early and I advise that you reserve your place as soon as possible.

I am acutely aware that we face great uncertainty in 2017 however I can reassure you that by working together we can survive and thrive into the future.

Best regards,

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

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

Bites

Ikea UK have recently announced an 8.9% increase in like for like sales to August 2016.

Clarks has hired the former head of **Karen Millen** Mike Shearwood as their new Chief Executive.



Maxol have announced that they will open their largest ever motorway store in Northern Ireland. The 2.5 acre site is on the main A26 between Antrim and Ballymena.

Typo, the Australian stationery retailer, is soon to open the group's first store in the United Kingdom. It is reported that they will open in Westfield Stratford.



Tara McCarthy has been announced as the new CEO at **Bord Bia** following the retirement of Aidan Cotter.

We love it when our award winners celebrate their victory in style. None better than **Hook & Ladder** who won Restaurant & Coffee House of the Year 2017 at the Retail Excellence awards!



RETAIL EXCELLENCE ANNOUNCES APPOINTMENT OF NEW HEAD OF PUBLIC AFFAIRS



On hand at the announcement of Lorraine Higgins as the Retail Excellence new head of Public Affairs were Lorraine Higgins, An Taoiseach Enda Kenny and Retail Excellence CEO David Fitzsimons

Ex. Labour Party Senator Lorraine Higgins will join the Retail Excellence team in January to head up Public Affairs and Communications. The new full-time role has been created to allow Retail Excellence increase intensity around the communication of the needs of retailers in the context of sterling and other important issues. Commenting on the development Retail Excellence CEO David Fitzsimons said: "We are delighted that Lorraine has agreed to join the Retail Excellence team. There is a significant amount to get done from a public affairs perspective and Lorraine has a wealth of experience in that regard. Lorraine is very connected and respected in political circles and she is the perfect fit for the job. Lorraine's immediate efforts will be invested in reducing the 23% VAT rate, the deliberations of the Low Pay Commission and the reducing the Employers PRSI rate back to 4.25%". Ms. Higgins a native of Athenry is a qualified barrister and a former Senator who served in the 24th Seanad following her nomination by An Taoiseach, Enda Kenny. Her family have been generations in retail and she is acutely aware of the issues affecting our industry. She is a graduate of NUIG and the Honorable Society of King's Inns and has worked as a barrister and law lecturer before committing to full time public service as a Senator. She has extensive experience interfacing with policy makers having been a member of a number of Government committees, occasional acting Cathaoirleach of Seanad Eireann and having represented the Government and articulated policy platforms at meetings with EU and world leaders.

THE LOOP SELECTED AS BEST IN THE WORLD

Dublin Airport's perfume and cosmetics store at The Loop in Terminal 1 has been voted the best of any airport in the world. T1's beauty outlet was awarded the top honour in the Moodie Davitt Report Dreamstore Awards 2016, which are based on the views of brand owners who supply the global airport retail sector. The Dreamstore Award is the third major international accolade for the new-look T1 retail area since it opened 18 months ago. Jackie McDonagh, Head of Retail at Dublin Airport said the airport was delighted that its perfume and cosmetics store had won a global award. "This accolade is a huge honour for the Loop at Dublin Airport and



The Loop wins big, again

for all of the team who work in the store and also to those who helped design and deliver our new perfume and cosmetics outlet. Our goal was to create a world-class airport shopping experience in T1 and the Dreamstore Award underscores our achievement."



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JD SPORTS ACQUIRES GO OUTDOORS IN €130M DEAL

Go Outdoors, the fifty eight store outdoors retail specialist, has recently been acquired by JD Sports. Sheffield based Go Outdoors employs 2,400 people and sells everything from tents to bicycles and climbing gear to fishing equipment. In their last full year accounts Go Outdoors recorded pre-tax profits of €5.3m from sales of €220m. Commenting on the acquisition JD Sports CEO Peter Cowgill said: "The minimal overlap in store locations and their out of town one-stop retail approach complements the work we have done on the high street with Blacks and Millets and further strengthens our offering in the outdoor sector."



JD Sports expands its outdoor sector market share

AGENT PROVOCATEUR LAUNCH "MÉNAGE À TRIOS" WHATSAPP

Lingerie specialist Agent Provocateur has recently launched a "Ménage à Trios" WhatsApp chat service which allows couples to consult with store agents directly. The WhatsApp service focuses on the retailer's "Naughty or Nice" advertising campaign with the store agent advising couples on whether to



select a naughty or nice item from the retailer's collection. The agent offers buying advice based on the personality of the couple and ultimately aims to drive them in-store to buy. The retailer said they chose WhatsApp due to the growing prevalence of mobile in shopping for Christmas presents.

RETAIL EXCELLENCE CALLS FOR EMERGENCY LEGISLATION TO DEAL WITH CURRENCY CRISIS

Retail Excellence recently met with a number of Government Ministers to call for an immediate reduction in the VAT from 23% to 20% and a revision back to the 4.25% Employers PRSI rate for low paid workers. The representative body has called for these measures in the context of the devaluation in sterling and migration of retail sales into the United Kingdom. Commenting on the matter David Fitzsimons, CEO Retail Excellence said: "If Brexit and resulting devaluation in sterling has thought us anything it is that as a nation we have become uncompetitive when compared to the UK market. At this juncture we need immediate Government intervention to assist Irish retailers to become more price competitive.

The 23% VAT rate was introduced as a measure in the context of a financial emergency crisis. We are now facing another financial emergency crisis which demands that the VAT rate be reduced, and reduced aggressively.

Additionally while there is no employers PRSI applied to low paid workers in the United Kingdom, in the Republic of Ireland we doubled the rate to 8.50% in the last Budget. Governments state that they don't create jobs but that they create the environment for jobs, but that is simply not the case. They do neither and emergency fiscal action is required." Retail Excellence will meet An Taoiseach Enda Kenny in January to discuss the matter.



An immediate reduction in VAT and Employers PRSI rate are needed according to Retail Excellence CEO David Fitzsimons

Bites

Mace raised over €180,000 from different fundraising activity for The Irish Hospice Foundation in 2016.

KPMG have been appointed as administrators to American Apparel UK. The retailer has thirteen stores in the UK market.



The UK's first Bunnings store will open in St. Albans, Herefordshire. The new opening will replace a Homebase store.



Marks & Spencer has recently confirmed that it is to scale back its international operations commencing with the closure of the retailers Paris store.

The Gap owned facia Banana Republic is to close all eight stores in the UK. It is believed that some of the leases will be transferred to Zara and H&M.

Tesco Ireland has donated over two million meals to charities since the launch of the surplus food initiative in July 2014.



Fat Face recently made a price promise to consumers that the retailer would not discount product pre-Christmas.

Fashion and homewares retailer Cath Kidston has been bought by private equity firm Baring Asia. It is believed that the acquisition will accelerate the retailer's expansion in Asia.



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The busiest and biggest Black Friday was reported by John Lewis



JOHN LEWIS reports BIGGEST EVER

BLACK FRIDAY

Leading department store group John Lewis recently reported that Black Friday 2016 was the biggest ever week enjoyed by the company. The group reported sales in the seven days to November 26th of €220m a 6.5% increase for the same week in 2015. Consumer electronics was one of the best performing categories with an 11% like for like increase being reported. The John Lewis distribution centre in Milton Keynes reported a 33% increase in units processed, with an average of 12,000 items picked per hour over the Black Friday weekend. John Lewis wasn't the only UK retailer reporting it to be their busiest week, with Dixons Carphone boss Seb James also commenting that it was their biggest Black Friday ever.

TOPAZ ANNOUNCES SIGNIFICANT INVESTMENT

Topaz has transformed two forecourts at former Esso sites in Mullingar, both of which have been rebranded to Topaz following the retailer's recent acquisition of Esso Ireland. A collective investment of €200,000 has been made in the sites, which are located on the east and west sides of the Mullingar by-pass respectively. The service stations were transformed as part of a broader and ongoing rebrand programme that will see the Topaz network expand to 464 service stations. As part of this rebrand, the retailer will deliver upon its commitment to revolutionise the forecourt experience by investing €3.1 million into rolling out the Re.Store brand into the Esso network. Paul Guy, Head of Loyalty at Topaz said: "We're very pleased to announce the details of this investment in two of our Topaz forecourts in Mullingar. Topaz is fully committed to delivering a revolutionary customer and forecourt experience for local communities around Ireland – the two sites on the Mullingar by-pass are sure to deliver this to local consumers and commuters alike."



Topaz continue to roll out their new and innovative retail format



The beautiful city of Prague recently hosted the IGCA

International Garden Centre Association meet in Prague

The annual meeting of the International Garden Centre Association recently took place in Prague, Czech Republic. The two day round table discussion focused on reports from each of the fifteen member countries including a review of strengths, challenges, new initiatives in each member country. Ireland was represented by Retail Excellence Garden Centre Group Chairman Fergal Doyle of Arboretum. Commenting after the meeting Fergal said: "Climate change was a central issue at the meeting with Canada and Holland leading the way with the 'Green Cities Foundation' being set up in Canada by the CNLA and in Holland their association working with Government to change consumer culture. Another meeting theme was the growing trend regarding consumers buying for colour and wow! With the decline in tree and shrub sales, some countries are focusing on changing and education in a shift to buying and planting green spaces to make a difference." In September 2017 Canada will host congress when the IGCA celebrates its 50th anniversary and September 2018 will see the Czech Republic host congress.

JP KENNEDY ANNOUNCED AS CHAIRMAN ELECT

TileStyle Managing Director, JP Kennedy has been selected to serve as Retail Excellence Chairman 2018 / 2019. JP has been a Retail Excellence Board member for the past four years. Commenting on the news David Fitzsimons, Retail Excellence CEO said: "JP has been an incredibly supportive Board member who is always available to provide advice and guidance to myself and the executive team. JP has led TileStyle over the last number of years and there are not many retail stores which exude excellence better than TileStyle." JP will work alongside current Chairman Colm Carroll in 2017 and take up the reigns as Chairman in January 2018. Commenting on his selection JP Kennedy said: "It is a great honour to be selected as Chairman of Ireland's largest and most influential retail representative body. I look forward to working with Colm and the Retail Excellence team in 2017 to ensure Retail Excellence continues to support our members in every way possible".



Retail Excellence announce Chairman elect 2018/2019



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JOHNSTON SHOPFITTERS

ESQUIRES COFFEE Expanding Dublin Store Portfolio

The Esquires Coffee chain is undergoing a rapid growth period in Ireland as evidenced by the opening of four new Dublin-based stores in the past eight months and a fifth store planned for the capital on Talbot Street in first quarter of 2017. Commenting on the expansion Area Franchisee Kealan O'Connor said: "An estimated total of 70 new jobs will have been created by the opening of the five new stores and as our tagline 'Love Local' suggests, we are a community-based coffee house chain and very much subscribe to employing and keeping jobs locally wherever possible." The latest store opening at Findlater House, 28-32 O'Connell Street in October marked the second city centre location, with 16a O'Connell Street, next door to the Savoy Cinema, having opened earlier this year in March. Dublin's Southside welcomed an Esquires Coffee store in Blackrock Shopping Centre in August, shortly after the opening of a Kilbarrack store on the Northside in July. Tony McVerry, MD Esquires Coffee in Ireland said: "We're obviously delighted with our growth to date and we anticipate a very exciting 2017 for the chain which is testament to the Esquires brand strength. Each store is unique and designed accordingly; we are not into the cookie cutter approach. Franchisees and customers alike love our cutting edge design and this coupled with our philosophy of only promoting 100% organic Fairtrade coffee and artisan wholesome, healthy, hearty natural food keeps us very much ahead of our opposition."



PATRICK BOURKE MENSWEAR

ADDING TO EXPERIENCE



A cut above the rest at Patrick Bourke Menswear

Patrick Bourke Menswear, the leading menswear destination in the Mid-West, has recently unveiled a new Barbershop in store to transform their customer experience. Patrick Bourke Menswear has been in existence since 1928 and has been trading in Ennis since 1995. Several expansions later and now trading in their award winning four floor retail space in the heart of the town, the innovative retailer has launched their latest venture in store, the 'Basement Barber'. Commenting on the news, Patrick Bourke, owner said: "We are delighted with the new offering in store which will help transform the retail space into a lifestyle store with five star service. We have received a fantastic response from customers so far and are very excited for the coming year."



Murphy's Ice-cream secured €75,000 as the first retailer to access financing on the GRID

GRID GRID FINANCE TARGET RETAIL



GRID Finance has launched a cash advance facility for retail businesses in Ireland. Working capital loans of up to €150,000 secured against their merchant receipts are available now with approval and draw down within 24 hours. Commercial Director, Andrea Linehan said: "This loan is effectively an overdraft facility, often referred to as a merchant cash advance, where repayments are made daily with an agreed upon percentage of the debit and credit card transactions. The benefit for retail businesses is that they are making repayments based on the natural ebb and flow of their trade."

GOLDEN DISCS MUSIC, MOVIES AND GAMES TESCO IRELAND PARTNERSHIP



Stephen Fitzgerald, CEO Golden Discs, announces significant growth plans

Golden Discs recently announced a new partnership with Exertis and Tesco to bring home entertainment to eighty Tesco stores nationwide. Golden Discs standalone stores started appearing in Tesco stores in November selling the latest movies, music, playstation & Xbox games. "This is an exciting new chapter for Golden Discs," said Stephen Fitzgerald, CEO of Golden Discs. "Marrying our product knowledge and specialist credentials with the geographical reach and scale of Tesco will both enhance the customer experience and grow the business." Established in 1962, Golden Discs is Ireland's only homegrown music retail brand. It currently operates fourteen stores around Ireland and employs over 150 people. With an emphasis on excellent customer service and product knowledge, Golden Discs has grown its business in recent years, opening new stores and expanding their vinyl selection which has proven to be a big hit with customers.

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the NUMBERS

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The millions of Playstations sold to date

35

The percentage of people in Northern Ireland who are prepared to leave a window or door unlocked in order to take delivery of an online purchase

7

The date in March 2017 when the next Retail Management Development Programme will commence

1

The billions of dollars Donald Trump wiped off Boeings stock market value with one single tweet

434

The millions of Alibaba users in the world up to December 2016

6.7

The like for like increase in Black Friday sales in the UK

10

The percentage of net profit which retailer The Entertainer donates to charity each year

37

The percentage increase in Asos's most recently reported pre-tax profit

AN END TO ST. STEPHEN'S DAY SALES IN THE UK?



More than 180,000 signatures have been received for a petition calling on stores to close on Boxing Day (St. Stephen's Day) in the United Kingdom. The petition states that stores should not open on the day to allow retail workers decent time to relax with their families. The petition will be delivered to UK Prime Minister Theresa May in a bid to urge her to legislate on the matter. The British Retail Consortium (BRC), the UK retailer representative body, has stated that businesses should be allowed to continue to decide their opening hours based on customers preferences. Watch this space!

A petition calling for stores to close in the UK on St. Stephen's Day has been sent to UK Prime Minister Theresa May

NETWATCH ANNOUNCES 85 NEW JOBS TO DRIVE INNOVATION AND EXPANSION

Carlow company Netwatch, Ireland's leading high tech security specialists, have announced plans to create 85 jobs within the business over the next 12 months. This is part of a €20 million investment by the company. Netwatch will seek to recruit talent in areas such as software and hardware engineering, marketing and digital marketing and sales engineering solutions. Sixty of these new positions will be based in their Irish headquarters in Carlow, while the remaining twenty five will be in Netwatch's offices in the US & UK. This will see Netwatch grow to over 250 employees. David Walsh, CEO, Netwatch said at the announcement: "In the middle of the recession, we focused on research and development and expanding the business internationally. Both the employee expansion and funding announcement is validation of that decision and also lays the groundwork for the next two years of growth and development. We see a lot of untapped potential in the US which we will now be able to fully take advantage of." Netwatch monitor in excess of 42,000 security cameras at both commercial and residential sites across the globe from its "Communications Hub" in Carlow. The company currently deploys advanced video processing technologies to more than 3,200 businesses across the globe including retail, warehousing, logistics, multinational corporations as well as large utility companies.



An Taoiseach Enda Kenny was on hand to announce the Netwatch news

ALDI TO LAUNCH ONLINE BUSINESS IN CHINA



Aldi has unveiled plans to launch an online presence in China in quarter two 2017. The initial range available online will be limited to non-chilled groceries and wine and the products will be sourced from Aldi's existing supplier base in Australia. A spokeswoman for Aldi said: "Aldi has enjoyed strong and long-lasting relationships with many of our Australian suppliers since our first stores opened in 2001. Entry to China online provides an exciting business opportunity for growth with access to 1.4 billion new customers."

Aldi to use Australia as the base for launch into the Chinese market

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REGATTA GREAT OUTDOORS OPENS CORK STORE

Regatta Great Outdoors have opened a new store in Westside Retail Park, Ballincollig, Cork. With the new store creating eight new jobs in Cork, Regatta Ireland Director, Brian Fox said: "I am delighted with the expansion of our chain of Regatta Great Outdoor stores in Ireland and in particular with the opening of our latest super store in Ballincollig. Being from Cork myself and having grown up in Ballincollig, selecting this location was important to me and I look forward to Ballincollig welcoming our new store as we will be creating new jobs and working closely with the local community. As always, opening a new store is such a positive moment for the brand as we make our excellent Regatta Great Outdoors range more widely available to our customers. We will also introduce our other two outdoor clothing brands, Dare2b which will favour the adrenaline sports enthusiasts who may need kit for a pending snow ski holiday for example and Craghoppers our wonderful travel and adventure clothing and accessories brand. The growth of the business is directly related to the customer demand for our huge Regatta product offering, which is affordable and fashionable with great quality lifestyle clothing, footwear and camping ranges for the entire family".

On hand to officially cut the ribbon was special guest Derval O'Rourke



TOTALHEALTH PHARMACY GALA BALL & PHARMACY AWARDS



totalhealth celebrate pharmacy excellence in Galway

The totalhealth Pharmacy Group recently held their annual Gala Ball & Pharmacy Awards Ceremony in the Radisson Blu Hotel, Galway. The celebratory event was attended by over 300 pharmacists, staff and employees of the totalhealth Pharmacy group nationwide along with industry partners. Dáithí O'Se, Rose of Tralee host and RTE personality proved to be a very popular host and MC for the evening. The event was an opportunity for the totalhealth pharmacy group to honour and thank the staff from all pharmacies across the country for the role they play in making the totalhealth Pharmacy brand the success it is. totalhealth Pharmacy recognises that it is the teams in the pharmacies who make the difference delivering fantastic service and value every day in their local communities.

RETAIL EXCELLENCE MEMBERS TO VISIT CYCLE SUPERSTORE



Ray Fearon set up 'Ray's Bike Shop' in 1982 where he traded in second hand bicycles and carried out repairs. Shortly after this, Ray's brother Michael joined the business which they and their dedicated team have now evolved into Ireland's largest bicycle store - Cycle SuperStore. Cycle SuperStore will open its doors to Retail Excellence Members on February 28th for a Case Study morning where members will enjoy a guided tour inside this really experiential and futuristic home of all things bicycle. The group will have the opportunity to learn how the driving forces behind the success of this business deliver an experience which their customers enjoy through personal expertise, product knowledge, entertainment, superb food offering and service which cannot be experienced online. Delegates will visit each department which, combined, make the store such a success. The group will also hear about the value to the company of being the only accredited Cytech Certified Workshop in Ireland, the success of the customised bike fitting service and understand why this store is renowned for their personal and unique customer service and pure innovation. To attend this event please contact Antoinette@retailexcellence.ie | 065 6846927.

GRADUATION DAY FOR SIXTY FIVE OF THE BEST

Congratulations to over sixty five students from Retail Excellence member companies who recently graduated from the National College of Ireland Certificate in Retail Management. The Certificate in Retail Management was developed in collaboration between the National College of Ireland and the education group within Retail Excellence. The Certificate offers an accessible route to increase the productivity, efficiency and profitability of the participant's retail stores. It also offers an attractive way in which to reward and motivate employees who demonstrate potential to progress within their organisations. Commenting on the news, Keelan Bourke, Member Relationship Manager and graduate said: "The course was an invaluable method for participants to grow their store sales and empower themselves to excel in their chosen organisations. I'm eagerly looking forward to the Diploma in Retail Management in September."



Retail Excellence Chairman Colm Carroll was on hand to congratulate the recent Certificate in Retail Management graduates

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**Retail Industry leads the way
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IRISH RETAIL BRANDS join their global cousins in excelling in CX excellence. Retailers rank head and shoulders above all other Irish industries by delivering exciting and innovative CX excellence. Looking across all industries in the 2016 CXi Irish study, supermarkets lead the way with non-food retail following closely in second place. At the opposite end, Utilities and Telecoms trail with the Insurance industry hitting an all-time low. Over promising and under delivering, opaque pricing, unclear jargon, multiple tariffs and inflexibility are cited by Irish consumers as major problems which they simply won't tolerate any more.



Commenting on the report Michael Killeen, Chairman of CXi said: "The coveted top ten in this year's Irish CXi report and league table are taken up by eight retail brands – Lush, the innovative UK cosmetics retailer is closely followed by other exceptional retail companies such as An Post, Sam McCauley, Peter Mark, Boots, Aldi, M&S and Penneys".

Killeen says that "Supermarkets are the top performing sector across our 'Integrity', 'Resolution', 'Empathy' and 'Expectations' CX pillars. Not surprisingly they also lead the way on value scores with Aldi, Penneys and Lidl appearing in the top 20. Interestingly, M&S also make it into the top 10, demonstrating that Irish consumers are prepared to pay more for great Customer Experiences."

Retail is the largest industry in our 2016 report and scores highest in our 'Personalisation', 'Time and Effort' pillars. The brands scoring highest in 'Personalisation' are Sam McCauley's, Ikea, Penny's and Boots. They focus on delivering tailored products and experiences that truly meet Irish consumer needs. Penneys also score highest in 2016 for 'Loyalty' by keeping customers coming back with regular arrivals of new and exciting fashion goods at low prices.

Cathy Summers, author of this year's CXi report, mentioned that numerous elements need to align for CX excellence to occur. Be it superior staff recruitment or training, innovative technology or staunch CX cultural values. Time and again, however, the very best brands in the Irish retail sector demonstrate that their real strengths lie in the pillars of 'Personalisation' and 'Time and Effort', with short queues and individualised attention being the most important factors to deliver CX excellence. The shift in how we shop is driven by a combination of busier lives, double dip recession, e-commerce, market saturation and a growing convenience sector. This

The coveted top ten in this year's Irish CXi report and league table are taken up by eight retail brands

means we are rapidly falling out of love with large format stores which eat into our time poor days, Summers said.

Removing hurdles and saving me valuable time:

Irish supermarkets have created fast and efficient CX based on their shoppers needs. "In fact we are ahead of retailers in both the UK and USA in this pillar", Killeen mentioned. Smart new layouts in many stores are intended to make life easier for Irish customers who prefer to carry out

shorter but more frequent shopping visits. 'Food to go' sections are now the norm and placed conveniently in the front of stores helping people buy a croissant on their way to work. And when customers are handing over their hard earned cash, we have numerous options for till experiences. For basket shoppers the usual manual checkouts and self-checkouts are in operation. And for trolley shoppers we will see larger self-check outs available soon. Smart shopping

apps are also appearing, allowing customers to scan and pay for their goods using smartphones. Only this week Google launched their long awaited mobile wallet in Ireland to great fanfare.

Retail Purpose:

While speed and efficiency cannot be overlooked, many retailers identify the importance of maintaining integrity in the eyes of the Irish customer.



Local community support, Animal testing, traceability, favourable partner agreements, Fresh quality, everyday value vs. once off's are basic factors in winning back trust from consumers says Susannah Hewson, MD of Dialogue, Ireland's CX agency. "The CXi report found that Irish consumers preferred the human touch over any other form of engagement. While Omni channel is progressing particularly with our growing millennial segment, Irish consumers still favour the human touch more than any other country we monitor in the CXi global reports", Hewson said.

” Be it staff or training or innovative technology or staunch values.

Irish consumers are faced with a range of options when it comes to engaging with retail brands. They can engage via social media, phone, online or face to face on the shop floor, 24 hours a day in many cases. And their expectations are growing rapidly. This has proved a challenge for both Irish and UK brands. The digital channel for example is often seen as a separate entity disconnected from the company as

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a whole. Retailers tend to add digital to their existing channels as a new add-on rather than seamlessly stitching it in as part of the overall offering which is the successful US approach.

CXi introduced the Nunwood six pillar CX frame work to Ireland in 2014. They have been tracking over 170 Irish brands across ten sectors and highlight many examples of Irish businesses excelling in CX delivery: The six CX pillars are as follows:

- **Personalisation** – best exemplified by the Lush approach to selling. Staff spend time to understand the customer’s specific requirement before recommending a product that will best meet their needs.
- **Integrity** – closely related to trust means different things to different segments. It is important to understand what a business’s target customer believes integrity to be before deciding how it should be maximised. An example of integrity in action is illustrated by Domino’s Pizza. Staff ‘down-sell’ at the service counter, pointing out ways in which the customer can get better value even if this means spending less.
- **Expectations** – meeting expectations is a key pillar. For Retail in particular, advertised products not being available in store is a pain point when this pillar is undelivered. Retailers must carefully set expectations (whether specifically in terms of advertised lines or more generally in relation to their brand promise) and ensure they deliver or exceed at every touch point. Unfortunately this is Ireland’s worst CX pillar. We constantly over promise and under deliver compared with UK and USA markets.
- **Time & Effort** – a pillar that sees shopper expectations often reset as technology is employed. However, it is not all about technology; sometimes out of the box thinking changes the way we spend our time. Zappos the US shoe online retailer differentiates via their two hour drone delivery! In Ireland Hailo have taken over the taxi market with once click and were there promise.
- **Empathy** – the art of reflecting and reacting to the feelings of the customer – is the least well delivered pillar of all.

The Irish Credit Unions performs particularly well and builds a relationship with its customers based local community connections served by local volunteers who genuinely give a damn

• **Resolution** – the art of putting things right when they go wrong – is often hampered by inflexible process. These processes can create highly emotionally charged interactions where the customer’s sense of natural justice is ignored. Irish consumers hold a grudge for a long time in this scenario, often recounting stories from several years ago describing how things went

wrong. And yes, they going online to share these with significant negative impact. Remember it takes years to create trust and just seconds to lose it.

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By using the Six Pillars as a CX frame work, Irish retailers can begin to re-engineer their customer proposition and deliver CX excellence. CXi is developing a strategic partnership with Retail Excellence in 2017. These new offerings will be shared with all Retail Excellence members.

Irelands 2016 CXi league table TOP TEN BRANDS

Rank 2016	Brand	2016 Score	Change from last year
#1		8.20	no change
#2		7.95	new entry
#3		7.88	+ 5 places
#4		7.87	+ 9 places
#5		7.85	+ 27 places
#6		7.82	+ 47 places
#7		7.80	- 2 places
#8		7.76	- 4 places
#9		7.70	new entry
#10		7.69	- 1 place
#10		7.69	+ 2 places



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*99.99% ePDQ data, January 2015.

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RETAIL EXCELLENCE AWARDS 2016



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SMS LOYALTY MARKETING SUCCESS (PART 2 OF 3): HALPENNY GOLF

Halpenny Golf is a leading retailer of top brand golf equipment, clothes and accessories and prides itself on offering these at the best prices. With 5 stores nationwide in Drogheda, Swords, Lucan, Carrickmines and Cork they are a fully authorised golf retailer. Their staff are very highly qualified and include 7 PGA professionals who are always on hand to offer any advice customers may require.

Owner John Halpenny explains that central to Halpenny's leading position, is their focus on the customer. They know, that what separates Halpenny's from their competition is the feeling that customers have when they leave a Halpenny store. This positive feeling comes from the shopping experience and is what customers remember the most, sometimes more than the specific product that they bought.

The challenge, after doing all of this hard work instore where they have a touchpoint with each customer, is how to reinforce and maintain that positive feeling with them when they leave. Reconnecting this touchpoint with the customer in their daily life is the gap that needs to be filled to ensure that customers return to Halpenny's and also act as a referral for other potential Halpenny Golf customers.

THE SOLUTION

Halpenny Golf had used SMS to communicate with customers previously but found it ineffective due to low delivery rates (around 60%) and generic one-fits-all messages being sent out to all customers in a 'scattergun' approach.

In 2012 another leading retailer recommended InteractSMS to John. There was an instant improvement as delivery percentage rates increased into the high 90s. John found the web-interface for InteractSMS "Very easy to use. Logical,

intuitive and does what it says on the tin", so the transition was seamless. It also had the ability to build and incorporate specific golf product mobile websites, generating in-house vouchers and coupons with the advantage of being able to integrate these with their current EPOS system.

InteractSMS easily integrated with Halpenny's EPOS system across all stores to use, what InteractSMS call, Data Driven Knowledge (DDK). Customers were sent automated, targeted texts with offers based on their specific shopping history.



As the communications began, John was able to see exactly what added value to customers and what did not. The texts all contained Call To Actions (CTAs) to drive repeat business. This information was fed automatically from the stores EPOS systems to his InteractSMS account. This enabled clear and concise reporting on what was working with his customers and what was not. This allowed John and InteractSMS to continuously improve the messages to make them more personalised based on customer habits and purchasing history. The upside to this method of communication strategy was an increase not just in sales but also in overall margin per sale.

THE RESULT

Halpenny Golf successfully recreated the valuable touchpoint they already have with their customers in store by simply extending it through to the customer's mobile handset.

Customers are delighted to get timely and personalised offers to their handsets which

are specifically designed around them. The benefit to Halpenny Golf is that by following this method of communication they have substantially increased repeat business and also ring fenced their customer base from their nearest competitors.

Customer retention increased considerably, due to a higher ratio of texts being redeemed for a purchase. That's for only a few cents per SMS, meaning a huge Return on Investment for Halpenny Golf.

This success rate will continue to increase indefinitely as the campaigns are continuously improving.

Just like with Halpenny customers, John stays with InteractSMS for the customer experience. He rates the account management and support as "10 out of 10" and considers this experience the main driver which separates InteractSMS from the rest.

Asked for his final word John Halpenny said:

"Thanks to John Waters [InteractSMS country manager] and his team, they really do provide a great service."

To discuss how InteractSMS can help improve your retail customer communication strategy please don't hesitate to contact us today:

Email: retail@interactsms.com
or contact our offices on +353 1 2843011

If you would like to get a feel for the service before committing to a full evaluation of your requirements, please feel free to set up a free test account at:
www.interactsms.com

Use the Promotional code **SMSFORBUSINESS** when registering to receive **200 free test SMS credits**.

RETAIL EXCELLENCE LAUNCHES THE 2017 RETAIL MANAGEMENT DEVELOPMENT PROGRAMME

The Retail Management Development Programme is designed by Retail Excellence for store managers, supervisors and team members with potential. It is a combination of workshops and presentations delivered by national and international retail experts including Jonathan Bradshaw (The Meetology Lab), Alf Dunbar (You Are The Difference), Ken Hughes (Glacier Consulting), Matthew Brown (The Echochamber) and is facilitated by James Burke. The programme is now in its 5th successful season.



Helen O'Dowd



Mathew Browne, Alf Dunbar and Joe Barrett Applegreen who all presented at the programme



Taking time to network

Speaking recently to Helen O'Dowd, (Head of Learning & Events for Retail Excellence) Ger Manley Head of Retail for Compu b in both Ireland and the UK said 'The feedback from the managers was instantly positive. They loved how important they personally were to each stores' success and they also felt our company was interested in investing in their futures. Store managers were thrilled by the fact that, unlike other general training programmes, this specific programme is purely focused on retail and you are learning with, and from, fellow store managers. Ger has sent delegates to all four of the previous programmes and will continue to train his managers through this unique programme.



It wasn't all hard work during the programme

Martin McElhinney, General Manager, McElhinney's Department Store explained to Retail Times that the sales manager for the store actually requested to attend the programme herself and after hearing very positive feedback from CEOs who have had managers attend in the past, knew Sandra would benefit. Martin continued

'we have seen many changes and improvements and quite quickly. When returning from Day1 of the programme Sandra requested we look at our current KPIs and productivity. She then in turn implemented a training programme educating the managers on why we need KPIs and how we can effectively set smart objectives around them. She now has the departmental managers working on 3 KPIs which in turn help drive productivity.

She has set up

structured huddles every morning reviewing the set KPIs and she also has improved all lines of communication between managers and senior teams. Sandra has reinforced the importance of celebrating success by issuing a weekly newsletter and has also created a Managers WhatsApp, which is all working very smoothly. Managers' motivation has improved immensely and they feel the support when measuring the numbers. Sandra was extremely impressed with the levels of speakers and she shared key messages from each. She has shared her sales strategy with the senior teams and we are currently looking at setting plans in place with our Creative Team on how we can enhance our experience for our customers on all levels'.

We feel all senior retail staff would benefit from the programme regardless of what function of the business they currently are managing. A very clear message came out of this programme and anyone in retail or customer facing business would benefit. If you are a retail business in Ireland we would highly recommend you send your key people on this programme'

Denise Hartley, HR Manager with Sam McCauley Chemists said 'all of our Managers who attended found the programme very motivating and it gave them a refreshed energy. It also gave them a chance to view how they are doing things and learn about their own personal style of management, how they could improve and also what are the key areas to focus on that are worthwhile for our business. They also found it extremely beneficial meeting business owners and managers from other retailers to swap ideas and tips. Without hesitation I would recommend the Retail Management Development Programme to other retailers and I will definitely be sending other managers from Sam McCauley's on the next programme'.



Mathew Browne, The Echochamber takes a Q&A session

Applications for the next programme are now being taken - 7th March | 21st March | 4th April | 25th April. To book log into www.retailexcellence.ie or for further details on the programme contact Helen O'Dowd – Helen@retailexcellence.ie | 065 684 6927.



FEATURE E-COMMERCE



David Campbell, Retail Excellence eCommerce Executive

BLACK FRIDAY 2016

WHAT DOES THIS MEAN FOR ECOMMERCE?



Black Friday has grown to become increasingly important, despite the link to the American Thanksgiving holiday, which lacks any real cultural significance locally.

At the time of writing, not all the trading data are available for Ireland over the peak trading period, but the early information available for the Black Friday period in 2016 here and in the UK indicates that it's been the biggest year ever and the role of Ecommerce has further increased the importance of the already vital role played over the period.

Whilst there is no standard playbook for Black Friday with both customers and retailers changing the way that they approach the trading period each year, we can learn from what happened in 2016.

It's Not Just Black Friday

The demand generated over the Black Friday period may not necessarily be incremental, there have been arguments made that it compresses the demand ordinarily seen in the first weeks of December. The effects of this compression go beyond sales; requiring substantial investment in margin, technical infrastructure, fulfilment capability and customer support.

In response to this, and one of the first major trends this year, was that Black Friday was extended by many retailers, particularly online, with offers starting as early as Monday 21st November and extending beyond Cyber Monday into the week of the 28th November.

Along with ourselves at Life Style Sports, DID Electrical, Harvey Norman and Littlewoods Ireland all ran notable promotions. Department stores, Brown Thomas and Arnotts both ran discount events that coincided with this extended period. Many UK retailers adopted this approach in an attempt to extend the discount period.

Despite these efforts, Black Friday itself was by far the largest shopping online shopping day, with many Customers here and in the UK abandoning the high street queues and scramble scenes of prior years in favour of online. UK online retail organisation www.imrg.org reported that online sales in the UK increased to £1.23bn an increase of 12.2% over previous years and that a total of £6.45bn was spent over the period between 21st - 28th November.

What is clear is that the Black Friday period will be extended again next year beyond the day itself, likely starting earlier and ending later, whilst pressure will

still be maintained on eCommerce technical and fulfilment infrastructure over the period.

Cyber Monday is Becoming Less Important

Cyber Monday used to be the most important online shopping day of the Black Friday period, data published by Fresh Relevance using traffic from UK and global web traffic clearly shows that sales have shifted from Cyber Monday to Black Friday.

A possible explanation for this is the integration of retailers store and online offerings, this coupled with an aversion to the scenes of people fighting over reduced price TV's has seen Black Friday first displace Cyber Monday in 2015 with Cyber Monday experienced similar traffic levels to that of Thursday 24th..

In 2017 this trend is likely to continue, Cyber Monday is likely to retain its position as an important day within the Black Friday period, but its stand out relevance is likely to diminish significantly.

One Size Does Not Fit All

Different retailers took different approaches when it came to discounts and offers this year, amongst arguments that the blanket discount approach is unsustainable, many opted for selected offers, promoting larger discount levels on a smaller number of products, whilst others opted for specific category discounts or standard discounts with exclusions from certain products.

Whilst the discounting approach varied, the creative approach taken to communicating discounts lacked particular innovation with overall themes of the creative featuring black, white and yellow or red texts along with generic messaging. This results in a lot of advertising noise online, on social media and on email with many similar looking executions. The similarity in communications caused challenges for retailers to cut through this noise.

In 2017, it would be great to see the approach to discounting become more sophisticated, offering customers real value whilst retailers increase margins through full price product sales supported by standout communications that take a more innovative approach, however, it's highly likely that we will see a similar approach to 2016.

Mobile is Vital

The Black Friday period saw multiple reports of the increase in the importance of mobile commerce. PayPal have reported that a third of all payments were made on mobile devices on Black Friday.



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Channel Advisor, an Ecommerce technology company, reported that on the 5-day period between 24th and 28th November mobiles and tablets overtook desktop devices as the main way that customers searched for and purchased online. According to this report, 72% of searches took place on mobile devices, up from 58% last year. An astounding 64% of orders placed by UK customers was done so on either a Smartphone or a tablet, an increase from 48% in 2015.

Ireland is in line with this trend, during the same period, we saw an increase of over 130% on the number of orders placed by Life Style Sports customers using mobile devices.

In 2017, the mobile trend will continue as customers will increase the use of their mobiles for discovery and purchase. Retailers will capitalise on this, by making the mobile shopping experience easier, faster and more fun to use. The decline in sales placed using laptops and other personal computers will continue but remain important enough to maintain investment.

In Summary

It's impossible to summarise the impact of Black Friday in Ireland without mentioning Brexit, at the time of writing the full impact is unknown but weak Sterling, favourable pricing by UK retailers and a range of services offering the customers a UK delivery address will undoubtedly have caused an increase in cross border online shopping. The impact of this on Black Friday 2017 is still largely unknown.

We can, however, say with relative certainty that Black Friday 2017 is going to happen and it will extend beyond the Friday itself at the further expense of Cyber Monday. Mobile will play a vital role in 2017 and it's likely that most sales will be made on mobile devices. For 2017, the most successful retailers will innovate around their customer proposition and marketing communications for the period, offering great value combined with great customer experiences.

Gordon Newman – Life Style Sports

The Ecommerce Europe Trustmark

Ecommerce Europe launched the **Trustmark** in May 2015, with the aim of stimulating Ecommerce in Europe through better protection for consumers and merchants, by establishing one European set of rules and ensuring clear communication of these rules. As a result, international consumers are more confident about shopping across borders.

All the Ecommerce associations affiliated to Ecommerce Europe participate in the European Trustmark. The eCommerce associations in Spain, the Netherlands, Germany, Belgium, Ireland, Finland, Denmark, Italy, Portugal, Greece and Czech Republic provide the Ecommerce Europe Trustmark and the services of the Trustmark Service Centre for free to all their certified members.



A growing Trustmark in Europe

Currently, more than 10,000 online merchants are entitled to carry the Trustmark. In 2017, more countries will adopt the eCommerce Europe Trustmark, namely Norway, France, Poland and Hungary. Furthermore, Ecommerce Europe, together with its national Ecommerce associations in countries where the Trustmark has been launched, will redouble its efforts to increase the visibility of the Trustmark and the number of online merchants carrying it. With this aim in mind, the Ecommerce Europe Trustmark is free for online merchants until at least 2018.

Greece is the latest addition to the Ecommerce Europe Trustmark as the Greek Ecommerce association (GR.E.C.A.) launched it on 30 November. Marlene ten Ham, Secretary General of Ecommerce Europe commented: "I strongly believe that the Trustmark can help to further boost the industry. Thanks to GR.E.C.A., retailers who sign up to the Greek Trustmark will be awarded the Ecommerce Europe Trustmark for free. I look forward to deepening our cooperation with the Greek Ecommerce association by working together on strengthening the Ecommerce Europe Trustmark and therefore the European Ecommerce market."

What are the benefits of the Trustmark?

Thanks to the Ecommerce Europe Trustmark, consumers can shop safely, and feel more secure when buying from online shops with the recognized Trustmark. By clicking on it, the consumer will be led to the Code of Conduct and get a clear explanation of his or her rights and the commitments of the merchant. Furthermore, in the case of an incident involving the purchase of their products and/or services, those companies with the Trustmark give



The 2016 Retail Excellence Google Incubation Students

you the option of filing claims through the Trustmark Service Centre free of charge, if their own customer care service has not been able to resolve the issue.

Google Incubation Programme

Retail Excellence recently partnered with Google again to run another highly successful Incubation Programme. Over the few years the course has seen fantastic results from participants including **McElhinneys** who now ship to over 65 countries worldwide following their completion of the course. **Tony Kealys** have been very successful trading in the UK market and **Carrolls Irish Gifts** recently launched their new German website having both completed the Incubation Programme previously.

Participants this year included **Compu b**, **Louis Copeland**, **Petstop.ie**, **Inish Pharmacy**, **J. Barter Travel**, **Arboretum**, **Stakelums**, **Tribe Clothing**, **Great Outdoors**, **Ryans Jewellers**, **Greenes Shoes** and **Healthy Living.ie**. The 2016 Programme had excellent support with three Google team members delivering content and following each presentation the participants had their own individual Google assistant which proved to be invaluable. The sessions were designed specifically to prepare participants for Black Friday, Cyber Monday and Christmas to ensure they would have the most effective online strategies implemented.

There was an excellent group of retailers on the course this year which was a key factor in ensuring maximum benefit was obtained due to the dedication from all involved. The Google team monitored performance between each session to ensure all checklists were completed and any queries were assisted.

Donna Lynch from **Petstop.ie** commenting on the course "Great sessions with the Googlers, since we implemented Expanded Text Ads we have seen an uplift in CTR. Remarketing and customer match data is building and we are excited at the prospect of using these tools in the near future. Having a consultation with the Googlers on a one to one basis is invaluable, it gave us the confidence that we needed to invest in our campaigns, goals and strategies especially for Christmas 2016 and beyond".

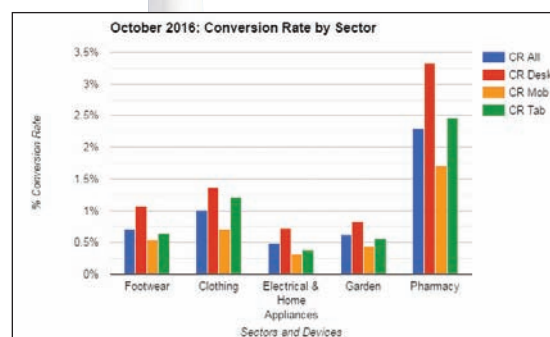
Retail Excellence is setting out plans for another course with Google in September 2017. Both organisations have had an excellent relationship over the past few years helping Irish retailers grow their online sales both in Ireland and internationally. David Campbell commenting on this year's course "I was delighted to be part of the Incubation Programme this year. We had a brilliant group of retailers and the support from the Google team was excellent. I have no doubt that all participants will progress strongly from the sessions and I look forward to helping them enhance their online journey in the future".

Retail Excellence / StudioForty9 Ecommerce Dashboard Report

The monthly Ecommerce Dashboard report is an excellent resource available to Retail Excellence members. The report highlights the key online metrics including Conversion Rates, Bounce Rates and Session Duration etc. The data provides Ecommerce managers with an invaluable tool to benchmark and enhance their online performance.

With the additional benefit of sector data added this year including footwear, pharmacy and clothing this allows participants to analyse their individual performance within their specific industry. The data is compiled by David Campbell in Retail Excellence and the trends are analysed by Ger Keohane of **StudioForty9**.

We encourage all members to contribute to the reports and please contact our Ecommerce executive david.campbell@retailexcellence.ie if you wish to apply. With the EU online market valued at over €510 billion, this emphasises the fantastic potential for Irish retailers to promote cross-border eCommerce.



For all queries Ecommerce related, please contact Retail Excellence Ecommerce Executive, David Campbell –david.campbell@retailexcellence.ie



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**Patrick McCormack, Managing
Director, Sam McCauley
Chemists Group**

May 2016

What's in the Retail Excellence Education Diary for you in 2017?

2017 is going to be a year filled with cutting edge Case Study Visits, intensive Management Training Programmes, eCommerce events and an even bigger and better Retail Retreat & Expo. Taking time out from planning a busy events schedule, Helen O'Dowd, Head of Learning & Events with Retail Excellence explained that 'Retail Excellence will deliver this years' events on an exceptional scale with participation from outstanding national and global experts all of whom are totally relevant to the Irish Retail Industry'.

Join the Retail Excellence family on this annual visit to New York where you will have the opportunity to visit the Big Retail Show & Expo and visit some of the leading, retail stores in New York guided by retail futurist, Howard Saunders 22nd&5th. The trip takes place from 14th – 19th January.

Cycle SuperStore opens its doors to Retail Excellence members on February 28th for a Case Study morning where you will have a guided tour inside this really creative, futuristic home of all things bicycle. You will learn about the success of their specialised events, how they consistently deliver personalised and unique customer service and how they race ahead in this fast paced industry.

David Campbell, eCommerce Executive with Retail Excellence is also planning a fantastic opportunity to members to enhance their Social Media strategies. This workshop, which will take place in late March, will focus on the most efficient Facebook and Instagram marketing techniques to target your customers effectively. Facebook will deliver the best practice techniques to maximise ROI and increase positive brand awareness. With the digital market constantly evolving this is a must attend event for all retailers!

Now in its fifth highly successful season, the Retail Management Development Programme will run in March and April (see full details on page 19 of this issue) while in September and October, Retail Excellence is delighted to deliver a new and highly effective 'Good People Management Programme'. Delivered over four days, this unique programme is totally focussed on developing the behavioural skills and performance of the store manager and

will cover communication, leadership, team coaching, managing performance, time management, recruiting, retaining, rewarding employees, handling disciplinary and grievance issues in line with industry guidelines. It is a programme designed to improve and inform the store manager in one of the most responsible areas of their day to day duties.

Helen explained to Retail Times 'We are really excited in the office because the 2017 Retail Retreat & Expo takes a totally new direction and will be held in Croke Park. The Expo is going to be the biggest and best to date with an extensive presence of our Corporate Partners and Preferred Suppliers and we also welcome back the Towns & Cities Expo and the Tech Village which have proved really popular. On the evening of Tuesday 9th May, we will have the ever popular Retreat Dinner where

we will have the highly entertaining Mentalist David Meade as our after dinner speaker'. Wednesday 10th May will deliver yet another monumental line up of world class speakers including the return of retail futurist Howard Saunders, Kenny Jacobs Marketing Officer Ryanair, iClothing, PayPal amongst the line-up. Ireland's most courageous man, David McGowan, who will stop at nothing to bring the tourism industry back in full flight to his native Enniscrone will close the conference. Full details on the 2017 Retail Retreat & Expo will be announced in February 2017.

The year will be interspersed with sector specific Case Study Visits and will conclude, as always, on a high note with the Retail Excellence Awards on Saturday 11th November in, yet again, another new venue! We are sorry to leave Galway but it's time to go and support our members from the Kingdom! So, we will see you all in the Malton Hotel, Kerry. Full details of the Awards participation process will be announced in Q1 2017.



Retail Management Development Programme



Networking at the Retail Retreat



Retail Excellence Awards on Saturday 11th November

FOR FURTHER DETAILS ON ANY OF THE ABOVE EVENTS, CONTACT
Helen@retailexcellence.ie | 065 6846927
TO BOOK ANY OF THE EVENTS, CONTACT
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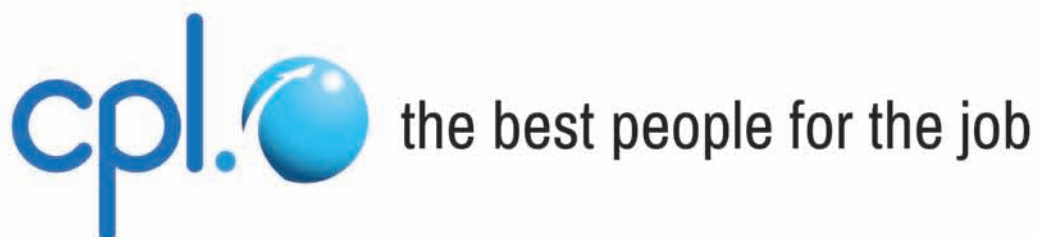
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Name: COLIN CURTIS
Company: Harvey Norman
Position: Store Manager Rathfarnham & Carrickmines

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? The Harvey Norman success story began in Australia as a single electrical appliance store opened by company chairman Gerry Harvey with retailer Ian Norman at the site of a former auction house in the Sydney suburb of Arncliffe in 1961. Today, we have 14 stores across

Ireland and a massive 300 stores worldwide.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? Twelve years ago, I was studying for a degree in Business Administration and Management in Dundalk Institute of Technology. I wanted to get some part-time work to fund myself in college. I had experience working in lots of different jobs before like dairy farming on the family farm, roofing, building and bar work. So this time I wanted to do something different and retail was the sector I decided to focus on. So I checked out the retail section in FAS and found a cashiers position advertised in Harvey Norman. When I went

Two things I have always wanted to do were go on Safari and go shark cage diving

to interview for the position I was instead offered a salesperson position which I accepted without hesitation.

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? I love to help people to realise their potential. Obviously if someone wants to carve themselves a career within our company, it requires a lot of hard work. But, it also requires an investment in that person so it is vital that they get the right coaching and training. I enjoy helping them with this and to be the best they can be.

YOU WON THE RETAIL EXCELLENCE MANAGER OF THE YEAR AWARD 2017 - WHAT DID THIS MEAN TO YOU? To be nominated by the company to enter into this competition was a privilege for me as we have many great managers within our business. So when I got the phone call to say that I had made it into the final I was delighted. I work very hard and so I felt it was a great reward for all the effort and commitment that I have put in over the last number of years. The awards night itself was amazing, what an event! To win the award was an extremely proud moment for me. I will never forget it.

WHAT'S ON YOUR BUCKET LIST? My wife and I have got to visit many countries and experienced a lot like sky diving, bungee jumping, helicopter ride over the Grand Canyon. Two things I have always wanted to do were go on Safari and go shark cage diving. So in January we are going on Honeymoon to South Africa and we are going to tick some more boxes off the bucket list!

COLIN CURTIS



Name: KEITH ENNIS
Company: Applegreen
Position: Site Director, Applegreen M11 Wicklow Service Area

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? Applegreen is Ireland's largest independent forecourt retailer, which has over 200 stores in Ireland, the UK and America. I operate a 24hr fuel and food court business which employs 90 staff. Our facilities include 3 of the world's top food brands, our own Bakewell restaurant and

Applegreen's newest food offering, Splitz ice cream. On site, we provide fantastic facilities for Ireland's travelling public, with seating for 160 people, a children's indoor and outdoor playground area, outdoor gardens for customers to relax and refresh during their commute, and a truck stop area with night time stop over facilities.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? I first started in the retail industry when I was just 11, in my Uncle's butcher shop. I had a Saturday job as a cleaner there, and from the first day I loved the atmosphere around the store. I found the interaction between the staff and the customers fascinating. I found it captivating from the beginning and knew retail was the industry I wanted

I'm a keen runner and have ran the New York marathon for two consecutive years

to be involved in. I continued to work here until I fully qualified as a butcher at the age of 19.

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? I love the variety of the job and the challenges it brings managing one of Applegreen's busiest stores. Every day I look forward to going into work knowing I am responsible for managing a store with 5 food outlets, and a forecourt that consistently has such high activity and is such a fast paced environment.

YOU WERE A FINALIST IN THE RETAIL EXCELLENCE MANAGER OF THE YEAR AWARDS 2016 - WHAT DID THIS MEAN TO YOU? Since I began my career, I have qualified as a butcher, opened and managed flagship stores for a variety of different retailers in an efficient and profitable manner, all whilst studying in DIT at night. When I was given the opportunity in 2014 to manage Applegreen's newest flagship store at the time, Wicklow Service Area, it was one I embraced, so on 5th November I felt extremely proud when my name was called out alongside the other nominees. It meant a great deal to me, and provided me with great recognition for the work I have done to get here.

WHAT'S ON YOUR BUCKET LIST? I'm a keen runner and have ran the New York marathon for two consecutive years in aid of Crumlin's Children Hospital, and I also ran the Dublin marathon last year. I love to constantly push myself and set new challenges, so after successfully completing the Ring of Kerry cycle this year, I'd like to try my hand next at a triathlon!

KEITH ENNIS



Name: PAUL O'SHAUGHNESSY
Company: T. O'Higgins Homevalue
Position: Store Manager, Shantalla Road, Galway

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? I work for T. O'Higgins (T. O'hUiginn & Co. Teo) Homevalue which is a busy hardware and building supply store on the west side of Galway City. This business was established in 1938 and is still a family owned business. There are 18 staff employed who have extensive

knowledge of the hardware and retail industry which is a great asset. We have a large proportion of repeat customers and our main focus is great customer service.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? I always had a friend working in a retail store when I was in my teens who would keep me informed on certain part time positions that became available. There were no interviews back then! If the manager thought you were suited, you were handed a box cutter and a t-shirt! I started working at Centra in Artane in the late 90's while I was still in school. Then in the early 00's a friend from college informed me about a position at Homebase in Santry. I was 19 at the time

The next time you are looking for me I might be on a boat in Papua New Guinea

and always liked DIY so when they offered me a full time position as a layout controller I jumped at the chance and the rest as they say is history.

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? When I am down on the shop floor serving our customers and working with my colleagues its moments like this that make me realise I love my job.

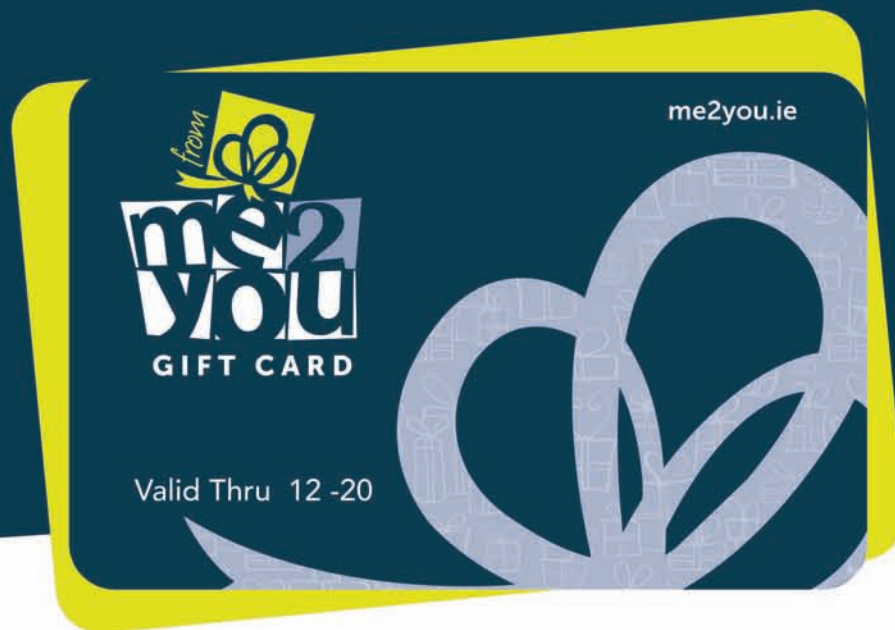
YOU WERE A FINALIST IN THE RETAIL EXCELLENCE MANAGER OF THE YEAR AWARDS 2016 - WHAT DID THIS MEAN TO YOU? I was delighted to be a finalist in the REI Manager of the Year Awards 2016. I was very humbled to be nominated by United Hardware (Homevalue) and even more so to be a finalist in the competition. The whole experience has been great for me personally and for T. O'Higgins Homevalue. I felt that all my hard work, which I thought had gone unnoticed, had been acknowledged and recognised by Retail Excellence and by my colleagues who nominated me.

WHAT'S ON YOUR BUCKET LIST? What a question! This is something I don't think about too often. I am quite content with my family life and my career at present but I always like new challenges in my work. I still have a lot more to do where I am, so I haven't cast my mind too far into the future. However, I would like to leave a good legacy behind me. On a personal level I have watched Robson Green travel around the world in search of the greatest fishing destinations. I would love to do this when I have some spare time. The next time you are looking for me I might be on a boat in Papua New Guinea or more than likely Lough Corrib!

PAUL O'SHAUGHNESSY

FromMe2You

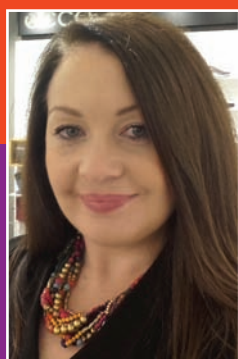
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FEATURE

AWARDS FINALISTS UNCOVERED



Name: SINÉAD NUNAN
Company: ECCO Shoes
Position: Store Manager, ECCO Princes Street, Cork

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? ECCO is a Danish brand and the business here in Ireland is operated by an Irish family in its 4th generation. We have 18 sites in Ireland and 250 independent retailers distributing our product nationwide. ECCO is unique in the footwear industry as we make our own leather

at our own tanneries and produce our shoes in our own factories. ECCO was proudly awarded Company of the Year in 2014 by Retail Excellence Ireland.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? I spent my initial years of employment in administration but always strived for more excitement, diversity and challenge in my career. 2004 was when I started in the retail industry having successfully secured a supervisor's position at Debenhams Cork. After 3 months in Debenhams I was promoted to management and gained much retail experience within the large department store. In 2006 I joined ECCO to manage the store in Mahon Point.

Motivating and developing my team brings many rewards

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? The retail industry has taken a hard hit in the past 8 years but the challenge to succeed drives me every day which is what I love the most. Providing the best customer service to our loyal customers and to continuously seek a new shopping experience for them, gives me huge satisfaction. Motivating and developing my team brings many rewards when I firstly see business results achieved but more significantly when I see team members going on to manage their own store.

YOU WERE A FINALIST IN THE RETAIL EXCELLENCE MANAGER OF THE YEAR AWARD 2016 - WHAT DID THIS MEAN TO YOU?

I am just privileged to be chosen as a finalist; it feels like being a winner to me. It was an honour initially to be nominated by Paul Lyons, my Managing Director, to represent ECCO for such a high accolade. To be held with such esteem by my leaders confirms to me that all my hard work has been recognised and acknowledged. Knowing that I have been placed amongst the best in the retail industry gives me further motivation to keep improving my skills and maybe covet the award another year.

WHAT'S ON YOUR BUCKET LIST? First on my bucket list is to walk the Camino. In recent years, the more I read about the experience the more I want to experience it. Second to become an Operations Manager for ECCO. Third would be to swim the Great Barrier Reef - I haven't been to Australia so here's my excuse to go. Finally - to be the first person to win Manager of the Year with Retail Excellence Ireland for a second time. I proudly won in 2007 but think there's another year in me!

SINÉAD NUNAN



Name: LINDA BARRY
Company: Holland and Barrett
Position: Store Manager, Parkway Shopping Centre, Limerick

A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH? Holland & Barrett is the UK's leading retailer of vitamins, minerals and herbal supplements. Our stores are a familiar sight in almost every major city and town across the U.K and Ireland, with new outlets opening up all the time. Interest in natural food

supplements has increased considerably over the last few years and Holland & Barrett has always had a commitment to its customers to provide high quality products at value for money prices.

HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY? Quite by accident! Having completed a secretarial course, I went for an interview with a local opticians and soon discovered that I love everything about retail from the day to day running of a store to customer satisfaction.

I would like to help all my team to complete all their courses in their chosen fields

WHAT DO YOU LOVE MOST ABOUT YOUR JOB? Customer satisfaction and seeing people I have trained advance within the company. And nothing makes your day better then when a customer hugs you for the information and time you have shared with them. I had the pleasure this year of seeing my Assistant Manager winning Assistant Manager of the Year in Holland and Barrett's awards and being promoted to manager of her own store and the team in my store winning Team of the Year at the same event!

YOU WERE A FINALIST IN THE RETAIL EXCELLENCE MANAGER OF THE YEAR AWARDS 2016 - WHAT DID THIS MEAN TO YOU?

It was a great honour it made me feel very proud not just for myself but for my team, co-workers and senior management. The support I received was mind blowing everything from flowers to a memo sent to every store in Holland and Barrett's wishing me well and how proud the company was of this achievement.

WHAT'S ON YOUR BUCKET LIST? On my work bucket list I plan to surpass last year's achievements and to complete our new sports course. I would like to help all my team to complete all their courses in their chosen fields and advance in the company. Personal, I hope to further my career and develop more as a valued member of the Holland and Barrett family and take some time out to see the Australia.

LINDA BARRY



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E damian.gleeson@ie.gt.com

John Duffy, Director
E john.duffy@ie.gt.com

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SOME RESULTS OVER THE PAST YEAR



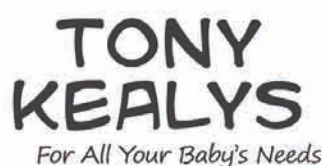
Building on past growth, in 2015, **revenue grew by an additional 42%** on the UK site.



Monthly turnover on SteamlineLuggage.com **more than doubled** since StudioForty9 relaunched the site in Nov. 2015.



Click & Collect was added to Homefocus.ie in Oct. 2015 - **8 out of 10 Click & Reserve orders made are picked up in 24 hours** and lead to additional in-store sales.



There has been a **900% increase in UK turnover** in the 12 months since StudioForty9 began work.



Results in 2016 show that on-site **revenue has grown by 154%** since StudioForty9 takeover DID.ie



INNOVATION IN RETAIL



The world of retail is changing in a way perhaps never before seen in history. Mass adoption of smartphones has put the Internet into the hands of consumers so that they can shop anywhere, at any time. Globalisation means that wherever you trade you are likely to be competing with the world's best, either in person or online. Rising costs, particularly for rents and labour, are squeezing margins. Retailers are also faced with a more demanding and informed consumer who expects to receive services traditionally associated with online shopping (like visibility of stock levels and direct-to-home delivery) in physical stores, while at the same time expecting services traditionally associated with "bricks and mortar" stores (like same day delivery and personal service) when shopping online.

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The need to innovate has never been more apparent, but retailers have generally been slow to respond to the challenges of the 21st century. Part of this may be due to the nature of retailing itself. Retailing relies on significant investment in stock, real estate, fit outs and people. Retail investments are generally medium-to long-term bets that are not easy to change quickly. It also may have something to do with traditional retail culture where "retail is detail" and the most valued employee is likely to be the one who can execute best on a plan. This may not be the same employee who can step back and reflect on what's needed to be successful in the future. As a

result, retail is an industry that has historically favoured incremental rather than

transformative change.

With the pace of change showing no signs of slowing, it is timely to look at how retailers are addressing the innovation challenge. When rapid change occurs in any industry, innovation becomes a necessity. Our new research report, based on conversations with twenty-one retail leaders from around the world, shows that retailers recognise the need to innovate. They believe the need to innovate is driven primarily by digital technologies that are simultaneously empowering customers, creating new types of competition and new weapons for existing competition, as well as bringing into question the relevance of traditional retailer/customer relationships. In some cases, these factors have combined to create a "burning platform" where the ongoing existence of long-established retail brands is in doubt unless rapid innovation takes place.

"FOR US, IT'S ACTUALLY ABOUT INNOVATION IN UNDERSTANDING WHAT OUR CUSTOMERS WANT. IT'S INNOVATION IN DESIGNING NEW PRODUCTS AND SERVICES, IN CREATING NEW CHANNELS AND PLATFORMS AND, FOR ALL OF THAT, IT'S ABOUT ENSURING THAT WE REMAIN A SUSTAINABLE BUSINESS. BECAUSE WITHOUT INNOVATION – IF YOU LOOK AT THE BUSINESSES WE'RE IN AND ITS LIFECYCLE – WE DON'T HAVE A FUTURE."

RETAIL SENIOR GM

The retailers we interviewed felt that while the need to innovate may be clear, an organisation also needs the ability to execute if a programme of innovation is to be successful.

"I HAVE A LOOSE WORKING DEFINITION THAT INNOVATION IS AN IDEA PLUS EXECUTION. WITHOUT THE EXECUTION PIECE, THE IDEA IS COMPLETELY WORTHLESS....NINETY PER CENT OF INNOVATION IS HARD GRAFT, ACTUALLY, THE WORKING OUT OF HOW TO BRING IT TO FRUITION, NOT THE IDEA ITSELF".

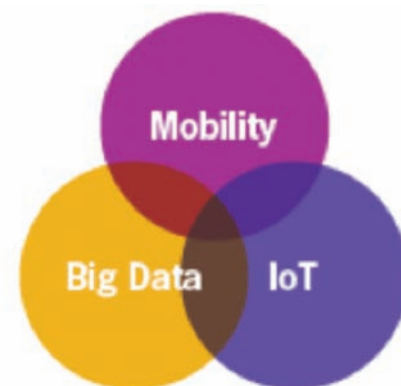
RETAIL CEO

In order to execute innovation successfully, it must be driven from the core of the business. Retailers must drive processes that are agile and collaborative, that are built into the strategic performance plans of the business and that are embedded in its culture. Successful innovators will also leverage the retail industry's fast pace and close proximity to the customer as enablers of change.

"BECAUSE WE ARE CLOSER TO THE CONSUMER, WE SHOULD HAVE MORE INSPIRATION TO INNOVATE."

RETAIL CEO

Retailers also need to recognise that the blocking forces of innovation can be strong and that these thrive on tradition. Traditional structures, cultures and values can stop innovation in its tracks. The negative effects of tradition multiply with an organisation's size so that the ability to innovate can be blocked simply by the scale of legacy investments in real estate, people and processes. Budgetary constraints can also act as a blocking force which means smaller retailers need to be even more creative with their innovation.



The retailers we interviewed felt that digital technology has been the underlying driver of most of the significant innovations in retail over the last twenty years (the Internet, e-commerce, electronic payments, supply chain management, omnichannel, etc.). They also felt that digital technology will continue to drive the need to innovate in the future. Retailers see three overlapping technologies – namely, mobility, the Internet of Things (IoT) and Big Data – as the most important drivers of ongoing transformation in the retail industry.

These technologies will facilitate an even closer relationship with the digital shopper, create the opportunity for new services and provide information so that retailers can manage their operations more efficiently. It seems clear that as well as understanding the urgency of the need to innovate and how "innovation ready" their businesses are, retailers will also need to carefully choose technology partners who can help them navigate the emerging digital landscape.



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SARAH-LOUISE O'BYRNE



2017 is here and for many Irish retailers, they are now facing into what continues to be, an increasingly tough trading environment with high VAT rates, increased cost of employment and as yet, no movement on the 8.50% PRSI rate. As well as this, the uncertainty of Brexit still looms, with some Irish consumers taking advantage of weak sterling, choosing to spend their money across the border and online on UK websites. It is typically during times like these, when organisations look at ways to streamline costs that budgets for staff training and development are often the first to be cut. It is easy to understand why, training costs money and it is often hard to see an immediate and tangible return on investment

However, it is in this difficult environment, more than ever that retailers need people who are developed, committed, innovative and driven in what they do. Businesses are striving to survive and stay competitive when the odds seem to be against them, promoting an incredible customer experience from start to finish will keep customers coming back to your stores and will help create that lasting 'buzz' around your brand.

At the heart of all customer experience is your most valuable asset, your employees. Investing in training is a crucial step towards creating a workforce that is both engaged, motivated and importantly demonstrates low turnover rates. Why is this important? Employee turnover is on the up with many members reporting a significant increase in figures during 2016. Consider the cost of this, when an employee leaves your business productivity generally decreases as you have fewer employees now covering the same hours/level of work. Stretched resources can lead to diminished customer focus which in turn translates to decreased sales. The cost of replacing an employee can be expensive, taking into account loss of productivity, loss of sales, direct recruitment costs and training costs. Investing in your employees can make you 'an employer of choice' by creating a culture they don't want to leave, isn't it worth focusing



investment in retention rather than facing the hefty burden of replacement? Providing training and development opportunities can also be a significant addition to your recruitment toolbox when trying to attract new talent into your business. Today's perspective employees want opportunities that will allow them to develop and progress, and with the ever-expanding job's market in Ireland retailers are up against stiff competition for the best candidates. Being regarded as an 'employer of choice' who promotes the growth and progression of your employees will go a long way in attracting high calibre candidates into your organisation.

Investing in your people can help create a culture of flexibility and efficiency within your organisation. Cross-training your employees across different areas of the business e.g. sales, customer service, admin and operations can create greater mobility as you will have a base of employees who all have diverse skillsets. This can lend itself well during unforeseen challenges such as periods of high absences, long term sickness or unexpected resignations. You will have employees with the skills to cover other areas to a high level and who will have appreciation and empathy for the challenges faced by their colleagues in other roles. Offering variation keeps employees interested and engaged which can further promote retention in your business. This knowledge transfer as well as focus on retention ultimately keeps vital skills and information within your business rather than losing it to competitors or other industries entirely.

Upgrading your employee's skills makes sense but ultimately how you decide to invest in their development is up to you. It is important that you think ahead and develop a strategy which promotes long term engagement and productivity. We know it can take time to see a return on investment however the long-term gains really are worthwhile. The short term, upfront expense of training and education ensures you keep qualified and productive workers who will ultimately help your business to succeed.

If you have any HR queries please contact REI Head of HR Advisory Sarah-Louise O'Byrne. Tel: 065 6846927 | Email: Sarahlouise@retailexcellence.ie

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ONLINE FRAUD PREVENTION

Exceptional customer service is something we strive for in retail and we expect as customers. Happy customers spend +6% to +9% more and customer visits increase +9% to +11% following a good customer experience, service or interaction with a retailer, according to Yocuda research.

Retailers are focusing on improving customer service and experience as well as increasing customer data capture to know and understand customers better.

How can this be achieved in a cost-effective way?

Issuing eReceipts provides a way to capture customer data at checkout without the margin eroding financial incentives required to introduce a loyalty program. eReceipts also provide solution to improve customer service and experience around the returns process, a major area of focus for all retailers, especially at this time of year.

Receipts are returns. They are issued to customers as a proof of purchase and are used to return purchases or gifts. With some retailers return rates reaching 30-40% keeping items sold should have as much boardroom priority as selling the items in the first place.

Our data shows that an average customer, as they are making a returns consideration, will re-open their eReceipt three days after making the initial purchase – the question is what information do you, as a retailer, want to present at that time to minimize returns?

We provide a solution for our retail clients on three areas of returns:

Returns Prevention – From canvassing our existing clients we estimate that 80% of product issues can be resolved by customers contacting stores or contact centres but that only 20% of customers who return items ever make contact before heading back to store. Imagine a world where customers can click on their eReceipt and confirm that they need support. Within 10 minutes the customer can be called by the retailers (or manufacture's) support team to help resolve the issue and reduce the likelihood of the item being returned and increase the chance of the item either being kept or exchanged for a similar value item. This may be a utopian view but in the short term eReceipts can be used as a central reference point for customers where links to support websites, instruction manuals and product videos are included. This helps reduce the likelihood of a customer bringing an item back in store.

Returns Experience – Prevalent returners tend to be a retailer's best customers. They should be loved and nurtured with a brilliant returns experience rather than being treated like criminals (we can all name retailers where we have felt this happen!) To reduce the likelihood of a retailer "losing a sale" eReceipts provide customers with the ability to pre-notify stores that they want to return an item. If a customer decides that they actually would rather have a blue jumper instead of the red one they bought they can click to return the item on the eReceipt and complete a short form notifying a likely time of return and their returns reason. The retailer and store staff can then use this information to make sure the relevant blue jumper is in stock and that when the customer



identifies themselves they can be offered the alternative and be given the best customer service and experience. Not only has the retailer not lost the sale but the customer will remember and promote the fantastic experience they were given.

Fraud Prevention – Sadly, returns fraud is still a major issue in retail. By using the Yocuda dashboards to confirm the validity of either an eReceipt or paper receipt and the amount to be returned. This vastly reduces the likelihood of customers being able to defraud the retailer.

So as your stores are inundated with the inevitable deluge of returns post-Christmas and New Year spare a thought to how eReceipts might help reduce returns and lost sales, whilst improving customer experience and service.

The Yocuda Team



How is your store performing?

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Store	Footfall	Sales (€)	Conversion
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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
	BUSINESS INSIGHTS	Gamma LTD	Ronan O'Connor 01 7079888	ronan.oconnor@gamma.ie www.gamma.ie	Bank of Ireland, SuperValu	39
	BUSINESS TRAINING, COACHING, MENTORING	Business Coaching Ireland	Paul Fagan 01 891 6220	info@businesscoachingireland.com www.businesscoachingireland.com	Gerry Browne Jewellers, The Italian Tile & Stone Studio	39
★	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 087 374 8888	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
	E-COMMERCE	RetailResale.IE	Sean Field 066 4010101	info@retailresale.ie www.retailresale.ie		40
★	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@energias.ie www.energias.ie	Supermacs, Ladbroke's	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
	EPOS SOLUTIONS	Retail Integration Limited	Patrick Heslin 01 429 6800	patrick@retail-int.com www.retail-int.com	O'Briens Wine Beer and Spirits, Mothercare	42
	EPOS SYSTEMS, PAYMENT SOLUTIONS	CBE	Seamus McHugh 1890 373 000	seamusmchugh@cbe.ie www.cbe.ie	CH Chemists, Paul Byron Shoes	42
	EPOS SYSTEMS	Retail Solutions	Jarlath Hennelly 093 70107	jarlath@retailsolutions.ie www.retailsolutions.ie	Londis Parkgate Street, Gala Kimaley	42
	FOOTBALL COUNTING, SECURITY TAGGING, CCTV	Mercury Systems (Eur) Ltd	Alan Phelan 01 835 9885	aphelan@mercurysystems.ie www.mercurysystems.ie	Mulligans Pharmacy, Lifestyle Sports	42
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	GIFT VOUCHER AND GIFT CARD SOLUTIONS	Love2shop/Park Retail Limited	Robert O'Donnell 01 294 4090	robert.odonnell@love2shop.ie www.love2shop.ie	Argos, Debenhams, Heatons	42
	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
	HOTEL, CONFERENCE VENUE	Crowne Plaza Blanchardstown	Jennifer McKenna 01 897 7777	jmckenna@crowneplazadublin.ie www.cpireland.crowneplaza.com	DID Electrical, Avtek	42
	HR CONSULTANT	Tom Smyth & Associates	Tommy Smyth 021 4634154	tommy@tsaconsultants.ie www.tsaconsultants.ie	Skechers, BB's Coffee & Muffins, Petstop	43
	HUMAN RESOURCES SOLUTION	Strandum Ltd	Brendan Carney 01 8991900	bcarney@strandum.com www.strandum.com	Topaz, O'Callaghan Hotels	43
★	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



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★	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	Azpiral	Kevin Nolan 061 633 355 086 829 7453	kevin.nolan@azpiral.com www.azpiral.com	Total Health, Topaz	43
	MARKET RESEARCH	Behaviour & Attitudes	Luke Reaper 01 205 7500	luke@banda.ie www.banda.ie	RTE, Meteor	43
★	MARKET RESEARCH	GfK	Colm Mallon 01 562 0767	colm.mallon@gfk.com www.gfk.com	Retail Excellence Ireland	44
	MESSAGING & LOYALTY	ZinMobi	Brian Stephenson 087 777 5558	brian@zinmobi.com www.zinmobi.com	Musgraves Shaws Department Stores	44
	MYSTERY SHOPPING, STORE ASSESSMENTS	Crest Mystery Shopping Ireland	Michele Cawley 065 684 6927	michele@crestireland.com www.crestireland.com	Retail Excellence Ireland, Harvey Norman	44
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	RECRUITMENT	Excel Recruitment	Barry Whelan 01 814 8747	barry@excelrecruitment.com www.excelrecruitment.ie	Topaz, Kilkenny Group	45
★	RECRUITMENT, STAFFING	CPL	Padraic McCreesh 01 614 6038	padraic.mccreesh@cpl.ie www.cpl.ie	Halfords Ireland, Kilkenny Group	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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★	VISUAL MONITORING SERVICE-SECURITY	Netwatch	Colin Hayes 059 913 9696	admin@netwatchsystem.com www.netwatchsystem.com	Aboretum Home & Garden Centre, Centenary CO-OP Stores	47

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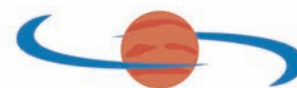
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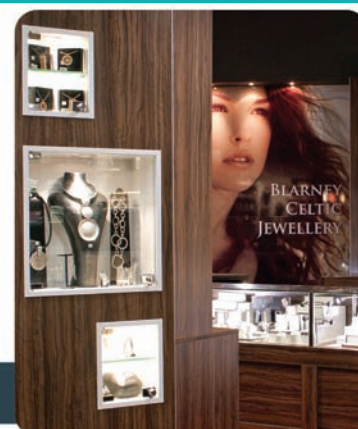
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Management Development Programme

- Good people management
- Team leadership and motivation
- Time management
- Loss prevention
- Sales growth strategies

- Key performance indicators (KPIs)
- Communication skills
- Improving store standards and performance
- Customer service

“

The programme brings a fresh approach through innovative work streams in retail best practice which our managers then apply to their own Retail environments. There is a greater confidence in Managers who have attended the programme. We recognise the value of the programme as a clear learning and development opportunity for our managers and have already planned next year's attendees.

”

For further information or to book

Contact: Helen@retailexcellence.ie

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