

# retailtimes

Q2 2017

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## Careful What You Wish For

By Howard Saunders



### Careful What You Wish For

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Some very concerning retail trends

### Fighting For Retail

**Page 23**

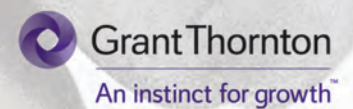
Influencing Government policy to support retail







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**2017 - 2018**





# Welcome to the Quarter 2 2017 edition of Retail Times

As we enter quarter two of 2017 trading remains very mixed around the country with many members expressing concern regarding the outlook for the rest of the year. While other industries are powering ahead and employment numbers continue to grow, the Irish retail industry remains sluggish at best. It is hard to pinpoint what the causes are, but certainly Brexit has undermined consumer sentiment and a weakened Sterling is making Ireland a less attractive place to visit for British tourists. Despite a strong Dollar, geo-political instability appears to be having a negative effect on Americans travelling. Similar to other countries bricks and mortar retail is also being badly affected by the exponential growth of online retail. Retail Excellence can provide professional support to members who wish to create an online presence or improve their existing online offering.

The Retail Excellence team are working hard on many issues to support members. We will soon launch our Budget 2018 submission which will call for a reduction of the 23% VAT rate to match the United Kingdom rate of 20%, retention of the 9% rate for labour intensive sectors, the reintroduction of the 4.25% PRSI rate for low paid workers and the continued reduction of the USC. In the context of the



Residential Tenancies (Amendment) Act 2015 which introduced rent controls on residential tenancies, we will soon be launching a campaign to revisit the matter of upward only rent reviews for commercial leases. This continues to remain a significant issue for many of our members and if the Government can intervene to set residential rents, they can most certainly do likewise with commercial rents. The previous advice of the Attorney General relating to Constitutional property rights would now seem to have shifted to a position where intervention, if in the public good, is indeed Constitutional.

In the context of the Retail Excellence initiative of rebuilding community and commercial life in the hearts of our small cities and towns we welcome Minister Coveney's recent announcement considering allowing local Councils to control rates levies in order to incentivise specific retail uses to open in their towns.

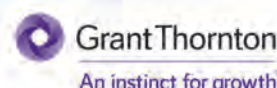
We are delighted to report that the recent launch of our copyright exempt music solution has found great traction with members. We have signed up over one hundred stores to-date and the feedback from members as to the quality and content of the music has been very positive. It is a real plus to deliver such significant cost savings to member companies.

I very much hope that all members are attending the annual Retail Excellence Retreat on 9<sup>th</sup> and 10<sup>th</sup> May next. It promises to be a superb event with many eminent keynote speakers along with a top-class retail relevant supplier Exposition. Due to increased demand we have moved the Retreat to the excellent facility of Croke Park in Dublin. We have invited a number of TDs and Senators to both the Retreat and the Welcome Dinner on the evening of 9<sup>th</sup> May. This celebratory dinner will allow us to profile our great industry and also to seek more intensive and effective support from our elected officials. The Retreat will also include a not to be missed Enterprise Ireland Technology Village and a Town and City Investment Village. I look forward to catching up with all members at the Retreat.

Best regards,

*Colm Carroll*

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## Bites

**IKEA** Dublin recently hosted their first wedding when a groom surprised his bride by walking her up the shopping aisle!



**Cath Kidston**, the brand most famous for its floral patterns, is set for significant expansion in Asia after being taken over by a Hong Kong based investment firm.



According to the American National Chicken Council's annual report, Americans consumed 1.33 billion chicken wings over the **Super Bowl** weekend which was an increase of 30 million on 2016!



According to restaurant research studies, restaurant customers are most likely to order the first item their attention is drawn to, which is why most menus have their most profitable items in the upper right-hand corner. According to analysed reading patterns, customers tend to look in this position first.



## RETAIL EXCELLENCE LAUNCHES COPYRIGHT EXEMPT MUSIC



New copyright exempt music will save stores up to 75% off standard copyright fees

Retail Excellence has recently partnered with global music provider Amazing Instore to bring copyright exempt music to the Irish market. By deploying this music, no copyright fees need to be paid to Irish music copyright agencies IMRO and PPI. Commenting on the development David Fitzsimons Chief Executive Retail Excellence said "We are delighted to be working with Amazing Instore. Over one hundred member stores have signed up to the solution to date and we believe we will have over one thousand stores using the solution in the next two years. What differentiates this solution to others in the marketplace is that the quality of music which Amazing Instore own the rights to is first class". There are seven genres of music available and retailers can select their own play lists to suit the ambience they want to achieve. Retailers can save up to 75% of the fees they would normally pay to conventional copyright agencies. To find out more please contact Grant Thompson at 0044 1916030180, email [grant.thompson@amazing-media.com](mailto:grant.thompson@amazing-media.com) or visit [amazinginstore.com](http://amazinginstore.com).

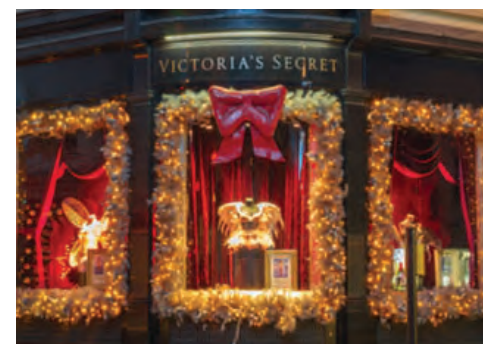
## AIL UNVEILS EXPANSION PLANS

AIL, Ireland's largest restaurant franchise group, has announced plans to create three hundred new jobs nationwide including the opening of thirty new stores. AIL operates the AbraKebabra, Bagel Factory and O'Briens Sandwich Bar facias across the country. The three food brands are currently on trial at three Maxol service stations in Templeogue Dublin, Castlebar and Kill. Commenting on the expansion plans AIL's David Zebedee said "Over the next three years, we estimate that we will be able to create three hundred new jobs as we roll out in new locations across the country. In addition to our trials with Maxol, our expansion plans include opening a further thirty new stores nationwide including high street locations, shopping centres and railway stations."



Exciting plans announced by AIL Group

## Victoria's Secret Grows Retail Footprint



Victoria's Secret planning significant UK investment

Victoria's Secret is poised to open a new store in Brighton, United Kingdom in late spring as the lingerie retail giant continues its UK expansion. Taking up 9,000 sq. ft., the new store will be located in Churchill Square's Upper Mall, next to River Island and Next, and it will be one of thirty stores Victoria's Secret plans to open across the UK. The store will sell the full range of Victoria's Secret lingerie as well as its Pink collection aimed at the younger market.



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Retail Excellence and Limerick Chamber of Commerce have recently agreed a new strategic partnership whereby retailers who join one organisation will automatically join the other for no additional fee. The link up will be marked with a "How to Survive and Thrive in Retail" event in the Strand Hotel, Limerick on Monday 3rd April at 18.30. Broadcaster and Journalist Ivan Yates will MC the evening and will be joined by CEO of Retail Excellence David Fitzsimons and their Head of Public Affairs Lorraine Higgins and Limerick Chamber CEO Dr James Ring. CEO of Retail Excellence David Fitzsimons said "Retail Excellence is delighted to be linking up with Limerick Chamber of Commerce who has ambitious plans for their members in 2017. We have a very positive relationship with Limerick Chamber and Limerick County & City Council and this partnership will greatly support the retailers in one of Ireland's most progressive cities". CEO of Limerick Chamber, Dr James Ring said "As someone who grew up in a family with a grocery store, I will always have a deep appreciation and respect for the long hours worked and often low profits, if any, made by retailers. Limerick Chamber is delighted to be partnering with Retail Excellence to bring a dual membership plan to our local retailers in what will be a synergistic relationship for all involved. The members will benefit from paying one membership fee and availing of all the benefits of both. Limerick Chamber will always be committed to supporting retail in the region. Organisations like The Chamber and Retail Excellence are here to make life that little bit easier for you so get involved."

## RETAIL EXCELLENCE AND LIMERICK CHAMBER LAUNCH PARTNERSHIP



The partnership launch was attended by Retail Excellence CEO David Fitzsimons and Limerick Chamber CEO Dr James Ring

## ARBORETUM NAMED NATIONAL CHAMPION



Arboretum voted champions of Ireland!

Carlow based Arboretum Home and Garden Heaven has been named as the National Public Champion for Ireland in this year's European Business Awards sponsored by RSM. The garden and lifestyle destination won in the 'Public Vote' stage of the competition after over 160,000 votes were recorded from all around the world. Arboretum received the most votes in Ireland after people globally watched the videos of all the competitors. Each country represented in the Awards has one public vote winner, and Arboretum is one of thirty-four National Public Champions from across Europe. Fergal Doyle, Co-owner & CCO said "To win National Public Champion for Ireland is a fantastic honour for the entire Arboretum team. To have public approval of our success is a great endorsement. Thank you to everyone who voted so far. We really appreciate the support and we hope you will vote for us again in our quest to be European Public Champion."

## CLARKS FOOTWEAR Planning Review of UK Store Estate



Clarks reviewing five hundred and fifty UK store estate

It has been reported that footwear specialist Clarks is soon to undergo a "root and branch" review of its five hundred and fifty store UK estate. The review is being led by Clarks new boss Mike Shearwood who commenting on the review said "This will ensure that all stores are the right size and in the right locations to enable us to provide the right offering. This will be a big task, but we are excited and look forward to sharing our plans with landlords."

## Bites

GroMór is planning over 50 gardening demonstrations in participating stores in 2017....visit your local garden centre!



Pressto, a leading dry cleaning company which operates over 500 stores across the 5 continents is selling the master franchise into Ireland. Interested parties should contact Francisco Garrido Alonso - fgarrido@pressto.com.



Retail Excellence Ireland has now rebranded to 'Retail Excellence' with a new suite of fresh, individual logos for Members, Corporate Partners and Strategic Partners.

Tiger, the funky Danish retailer has rebranded with the intention of giving a more accurate representation of their offering. The new logo 'Flying Tiger' will illustrate the company's wish to inspire people to try new things and to give their customers a fun shopping experience and to express more clearly what the brand stands for.



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# BUNNINGS OPENS FIRST UK STORE

Following their acquisition of Homebase, Wesfarmers has commenced rebranding the two hundred and five Homebase store network to their Bunnings retail brand. The first store to be rebranded was a Homebase in St. Albans. Other likely changes to the Homebase estate, additional to the new fascia, will be the addition of 40% more SKUs and the installation of in-store cafés and children's play areas. The new format roll-out is expected to take five years and will involve a €550 million investment.



Bunnings replaces the Homebase brand starting in St. Albans

## CarePlus Pharmacy announces Digital Partnership



Pictured at the launch were John Carroll, Chief Executive CarePlus Pharmacy and Roy Horan, CEO, Market Hub

CarePlus Pharmacy Group has announced a partnership with Market Hub Technologies, a retail dynamic pricing company with offices in Cork, London and Boston. The collaboration sees CarePlus become the first retail chain in Ireland and the first pharmacy group in Ireland and the United Kingdom to introduce digital shelf labelling technology. This will allow CarePlus community pharmacists to manage their products and pricing digitally, by linking on shelf pricing into their point-of-sale (POS) systems. Electronic labelling allows retailers to ensure price accuracy whilst making the collection, analysis and action of data easy in order to improve sales and increase efficiency. It also provides consumers with clear and real-time pricing. At the launch of this new digital initiative in the new primary care centre in Mullingar, Chief Executive John Carroll said, "Pharmacy within Ireland has become a competitive arena, and as a Group, our focus is to empower the pharmacists and their employees to become best in class within their locality."

## BILLY REID TAKES THE HELM AT DUBLIN'S ILAC CENTRE

Billy Reid has been appointed Centre Manager at the Ilac Centre on Henry Street, Dublin. With extensive experience across Irish retail, Dublin-born Reid started his career with Dunnes Stores in 2002 and went on to work with Marks & Spencer in Ireland for over ten years. Most recently, Billy Reid worked with Musgrave Wholesale Partners as Food Services Manager, before being approached to take on the Ilac Centre management role. The Ilac Centre is currently undergoing a €1.5m redevelopment of its Moore Mall South shopping district, and considerable investment is planned across the entire Centre. Four new units have been created in the Moore Mall which will be home to BB's Coffee & Muffins, book and toy retailer The Works, specialist catering equipment retailer Nisbets, and health food supplements suppliers SO Nutrition. In addition, fresh salad café Chopped will open soon in the Parnell Mall. The Ilac Centre is jointly owned by Irish Life and Hammerson, which has extensive properties. Speaking about his recent appointment as Centre Manager at the Ilac Centre, Billy Reid said "We are a prime retail destination, with an incredible mix of fashion, lifestyle brands, leisure and food services options, so this commitment to enhancing the quality and range on offer in the Ilac Centre is great news for shoppers and for the city."



Sainsbury's and Lush are now using **Snapchat** to engage with customers and

further increase their profiles as the social media app plans to monetise its platform using location-based technology.

Bites



**John Lewis** has introduced a customer service app for store staff which will allow them to respond to customer queries faster. 8,000 staff across 20 stores will be equipped with an iPhone with the Partner App in an effort to strengthen its multichannel capabilities.

**The Field's Beneath Café** in London's Kentish Town has recently advised all customers that they will no longer serve cow's milk in a bid to keep up with the latest health trend of cutting out dairy products. Instead, coffee lovers can expect soy, almond or oat milk.



Sobering news for us **Irish** – when it comes to pre-drinking we are leading the field topping a list of 25 nations as more than 4 out of 5 of us opt to indulge even before we head out for the night.



A financial settlement for former **Clerys** workers has been announced two years after the store closed. Details of the settlement has remained confidential so far but a 'goodwill payment' will be awarded.

**Next** has released its annual financial results which shows the first drop in annual profits for eight years. The news doesn't bode well for the retailer who's underlying pre-tax profits dropped by 3.8% marking the first decline since 2008.



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# Team Leadership for Store Managers Programme to commence Autumn



Delegates engrossed at the recently hosted Retail Management Development Programme

With the current Retail Management Development Programme successfully underway with over one hundred delegates in attendance, Retail Excellence is now planning the Autumn education programme including a new "Team Leadership" course to be held in September and October. Commenting on the news Retail Excellence Head of Events Helen O'Dowd said "We are delighted to soon unveil a very innovative two day programme dedicated to enhancing people management skills. Retail is all about people and the best retail managers are always the best people managers. To find out more about this team leadership programme or indeed to pre-book your managers on the next Retail Management Development Programme please send an expression of interest to me at [Helen@retailexcellence.ie](mailto:Helen@retailexcellence.ie)."

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## TOPAZ Launches SafePay Cash Handling in Stores



Alan Condon of Premium Cash Solutions and Greg Ramsbottom of Topaz at the launch of the cash handling solution

Topaz has begun using Premium Cash Solution's new cash handling system "SafePay". The SafePay solution minimises cash handling requirements and protects both staff and customers in stores. To date, there has been close to €100,000 invested in the rollout of SafePay with plans for up to a further €500,000 to be invested in the next financial year. SafePay offers a secure way to handle cash which replaces manual tills. There is no manual cash handling which acts as an effective deterrent to criminal activity. Topaz aims to install SafePay in twenty sites throughout the country, with a focus on areas at high risk of robbery and criminal activity.

## EXCEL RECRUITMENT WIN THE NATIONAL RECRUITMENT FEDERATION AWARD

Leading recruitment provider Excel Recruitment recently picked up the "Best Recruitment Agency" Award from the National Recruitment Federation. The company also won for a 2nd time in succession the "Best Recruitment Provider" Award at the Retail Supplier Awards. Commenting on the news Barry Whelan, CEO, Excel Recruitment said "This is the first-time Excel Recruitment has won the top recruitment industry award and we are delighted to win for the retail industry, going head to head with great recruitment brands from the world of finance, IT and marketing. Winning this award is really special. It highlights the continued evolution and growth of our business and our commitment to recruitment excellence in the retail industry."



Excel Recruitment win two top awards

## Bites

According to **menu designers**, prices that end in .99 tend to signify value, while prices that end in .95 tend to be more effective with customers because they feel "friendlier" in a way. Research has also shown that people will spend more money when the price has no cents at all.

Studies have shown that playing **classical music** in restaurants actually triggers diners to spend more. According to the University of Leicester, this type of music makes people feel more affluent, while pop or country music can cause people to spend less on their meals.

**Tesco** has pulled many of Heineken's leading beers from its UK shelves amid the latest public spat over supplier prices. Heineken, Amstel, Sol, Kingfisher and four other beers have been removed from the supermarket's stocks as Tesco once again refuses to pay suppliers inflated prices.

Almost 18,000 people have applied for 250 jobs at Serbia's first **IKEA** store which is to open later this year.



Retail Excellence has announced that they will launch the **2017 Awards** at the Retail Retreat in May with retailers across the country having already begun preparing their stores, teams and websites for the biggest Awards event in the Irish Retail Industry.



Spanish based fast fashion retailer **Zara** will make its move into the Indian online market later this year. Zara which opened its first Indian store in 2010 operates already in eight Indian cities.

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# the NUMBERS

255

The millions of €'s that shoplifting costs Irish retailers annually

103

The number of retail managers who are currently participating on the Retail Excellence Management Development Programme

1.2

The millions of cream eggs which Cadburys will manufacture this Easter for the Irish market

60

The percentage of customers who get annoyed by staff who display poor product knowledge

35

The percentage of customers who want electronic shelf edge labels to provide better product information

3.7

The billions of £'s which Tesco paid out to acquire the Booker Group - the UK's largest food wholesaler

37.6

The billions of euros which the Moët Hennessy Louis Vuitton group recorded in revenue in 2016 - an increase of 5% over 2015

5000

The number of new full-time roles Amazon will create in the UK this year

## LAUNCH OF THE ASSOCIATION OF FINE JEWELLERS

The Retail Jewellers of Ireland (RJI) recently launched a new brand identity at their AGM in Athlone. The RJI will now be known as the Association of Fine Jewellers, which will provide greater meaning to their Jewellery members and ultimately to the end consumer. Commenting on the rebrand, Commercial Manager at Retail Excellence, Keelan Bourke said "The newly rebranded Association will reaffirm with the consumer that your local Jeweller is the purveyor of the highest quality product and will provide an opportunity to differentiate themselves among their competition, especially international jewellery retailers who don't offer the same product assurances to consumers. The Retail Excellence RJI jewellery committee did a fantastic job with our corporate partner IDEA in creating the new identity and we are all looking forward to seeing the new identify brand pop up in stores around the country". Retail Excellence has a strategic partnership with the RJI with all RJI Members automatically becoming member of Retail Excellence.



A new identity for retail jewellers across Ireland

## GREEN FORKS OUT £363MILLION IN BHS PENSION SETTLEMENT



BHS pension deficit resolved by Sir Philip Green

Former BHS owner Sir Philip Green has agreed to settle the company's pension scheme deficiency by contributing £363m to the pension pot. Green made the voluntary contribution to the BHS pension following a period of consultation with the UK Pensions Regulator. Commenting on the contribution Sir Philip Green said "I would like to apologise to the BHS pensioners for the last year of uncertainty, which was never the intention when the business was sold in March 2015."

## "THE RANGE"

### Plans High Street and Shopping Centre Openings

UK homewares retailer The Range is reported to be planning openings in busy shopping centres and high street locations. The retailer, which is traditionally located in out of town retail parks, has recently agreed a ten-year lease on Redditch High Street and is also planning to open in Tunbridge Wells town centre. The move comes at a time when many other big box out of town retailers are planning expansion with smaller formats in town centres including Ikea, B&Q and Topps Tiles.



Big box retailers planning smaller format town-centre expansion



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## POUNDLAND Pulls ONLINE PLUG

Value retailer Poundland has recently confirmed that it is to scrap the transactional element of their website. The eCommerce service was launched in September 2015 and offered approximately two thousand items for sale with any order under £50 incurring a £4 delivery charge. The retailer plans to maintain the website as a brochure site advertising products and deals available in store.



Online trial proves unsuccessful for Poundland

## EVERGREEN HEALTH FOODS UNIFY THEIR RETAIL OPERATION WITH SAP BUSINESS ONE FOR RETAIL FROM TRC SOLUTIONS

The staff at Evergreen Health Foods have been serving customers since opening their doors in April 1992. The Galway based company operates seven stores in Ireland and sell over 5,000 different products, across 250 top brands through their online store. TRC Solutions worked with Evergreen Health Foods to provide a unified Retail ERP platform for their business. Evergreen invested in the SAP Business One for Retail solution to unify their operations under a single, unified platform. In the past, Evergreen had operated the business on standalone EPOS systems but made the decision to move to a retail ERP platform to meet with the demands of operating a modern, multi-channel retail business.



## Big Plans for SANDYFORD BID

Over €3m is to be invested in the Sandyford business district in the next five years including investment in signage, landscaping and free public wi-fi. Minister for Jobs, Enterprise and Innovation Mary Mitchell O'Connor recently announced the investment at the launch of the Sandyford Business Improvement District (BID). The BID is funded by one thousand businesses in the Sandyford area. Planning has also been granted for over two million sq. ft. of new office space.



## How the new EU REGULATIONS will impact you as a RETAILER!

Retail Excellence recently attended a meeting in Berlin to discuss the updated GDPR regulation being implemented in 2018. The General Data Protection Regulation (GDPR) is the latest development in the current EU agenda to safeguard its citizens and their private information. Retailers gather and store customer information in some form, including holding data on staff, suppliers and customers. Commenting on the new regulation David Campbell, Retail Excellence eCommerce Executive said "The regulation introduces new rights for individuals and these changes require a review of your current approach. The data protection legal landscape is evolving rapidly. It presents many challenges for businesses and in particular for consumer-facing businesses with an online offering. Maximum fines for data breaches and non-compliance with the regulations is as much as €20m or 4% of group turnover, whichever is the greater. The new regulations come into force in the EU in May 2018. They will impose stricter requirements on all business activities involving data. The GDPR supersedes the existing Irish Data Protection Act and expands the obligations already in operation."

Seventeen National Associations attended the GDPR meeting in Berlin



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# Careful What You Wish For

By Howard Saunders



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**T**hings have never been tougher. We awake to a dose of rotten retail results every morning, and it seems as if the high street has become one long, painful car crash, that we're watching in slow motion between fingers clasped against our foreheads. Bad results are usually followed by an interview with a cheery CEO who puts the 'blip' down to hot weather, cold weather, Brexit or Trump. (Personally, I think it has to be Trump).

The CEO assures us that these figures were for the last quarter and already out of date, as this was long before they appointed the bright new CMO and launched the funky new range, which incidentally, is going down a storm with millennials.

Rubbish, and we all know it. Recent news that Macy's plans to close a hundred stores was swiftly followed by similar plans from JC Penney's. The list of high street woes just gets longer by the day: Agent Provocateur, American Apparel, Asda, Austin Reed, Banana Republic, Ben Sherman, BHS, Budgen's, Debenhams, Gap, Jones the Bootmaker, Kohl's, Kroger, Sears, Specsavers, Staples, Marks & Spencer, Morrison's, Netto, Nordstrom, Target, Tesco, Walmart...



Beneath the valiant attempts to brush off the hurricane as a gentle breeze, there's the incessant chatter that the cause of retail's problems being Amazon and those disinterested millennials, who'd rather spend money on experiences, whatever that means. But CEOs aren't stupid. Just look behind the media smile. They know the ride is coming to an end. They're simply doing what's expected of them: positive spin and a brave face. They know they can't blame Amazon. For all its monster power it actually has the same root problem as BHS: it stands for absolutely nothing. Amazon is fully aware this is its Achilles heel, but is too busy counting money to do much about it. Perhaps Amazon is to blame in the sense that it has made too many retailers focus on price and 'frictionless' shopping, rather than making their stores nicer places to be.

Removing friction from the shopping experience has become the latest Holy Grail in the battle against declining sales, so it deserves a little examination.

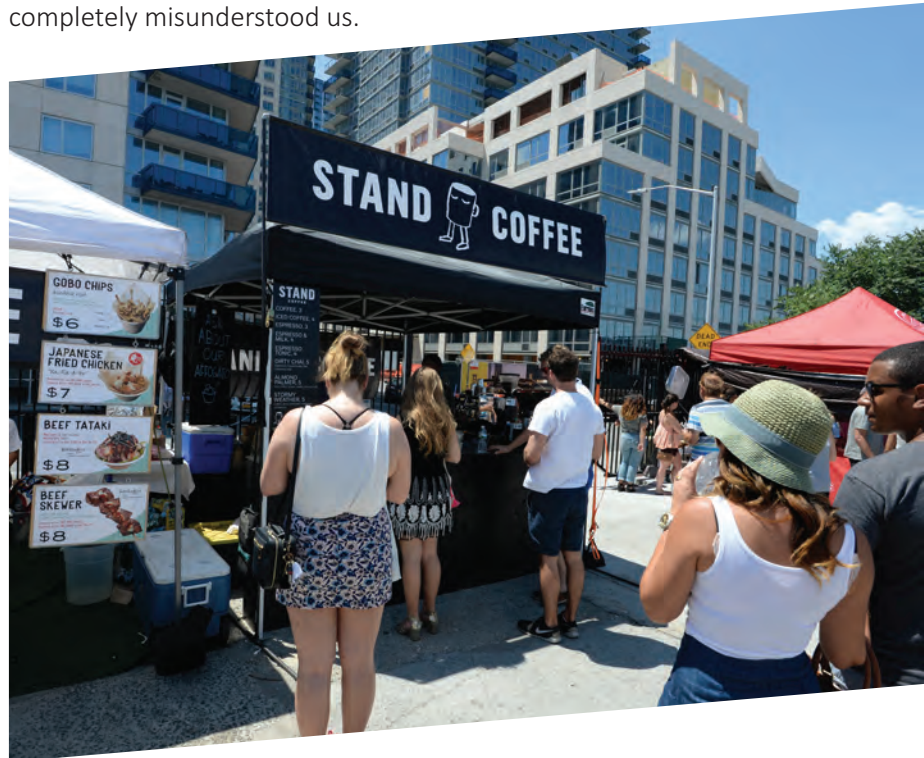
One way of understanding shoppers is to take a closer look at ourselves and examine the way we behave in a supermarket, for example. Yes, we will happily browse the magazines or beauty section with no intent of buying or any hint of time pressure at all. We'll scan articles on knitting or weddings that we have zero interest in, and we'll open and sniff bottles of potions we have already decided we won't buy and don't actually want anyway. And yet, faced with a queue that might delay us a couple of minutes we instantly become frustrated. Worse, if a dodgy




old lady wheels her trolley into our imaginary laser line to the checkout, we tut quietly behind clenched teeth at the loss of the 0.44 seconds we will never recover. Life's tiny hurdles are clearly a significant inconvenience to what are, obviously, our important and purposeful lives.


Our love affair with our phones perfectly illustrates how quickly we become bored or irritated when the world around us refuses to dance in perfect, synchronised harmony to our own personal schedule. When driving, every traffic light or junction is another chance to check our phones, so that a miniscule delay becomes useful to us in some small, pathetic way. As we watch the train pull into the station, on time, there are still a handful of microseconds being wasted here: enough time to quickly check our Facebook page.

So now, retailers who have watched us and studied our peculiar behaviour for many decades have decided to remove as many of these unnecessary micro-hurdles as possible from the in-store shopping experience, lest we give up and go the Amazon way. But as is so often the case, they have completely misunderstood us.






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Not long ago the slipperiest, most friction-free retail model was the supermarket. Before the age of the smartphone we would venture out in the car, drive to the store, pick up a trolley, push the trolley up and down every aisle, load it up with all our weekly needs, unload it at the checkout, pack it into bags, load it back into the trolley, unload it into the car, return the trolley to the trolley bay, drive home, unload car and then store it all neatly at home...until next week. It couldn't have been simpler! I can already hear my unborn grandchildren begging me to 'tell us again how you used to buy food Grandad.' So, in response to the shift in having stuff delivered, our once easy-to-shop spaces are desperately attempting to lubricate their stores further, with a renewed enthusiasm for state-of-the-art payment technologies.

Now the camera, in this little documentary I'm making for you, cuts to a fresh food market. Here in the US, markets have increased threefold since the financial crash of 2008, but just watch how ridiculously high friction the shopping experience is. Each stall has a queue, and an undignified one at that. The doddery old lady may not have a trolley but she's been fumbling in her purse at the front of the line for what must be ten minutes now. Your bags are heavy and awkward but you still manage to crack a smile in response to the greengrocer's cheery verbal arithmetic. What a delightful contrast this is to the dulcet chime that is 'unexpected item in the bagging area!'

The problem with the supermarket model, within which I include the entire gamut of mid market self-service brands in all categories, is that it stripped away so much of the social aspect of retail, so that even eye contact in the aisles is deemed unacceptable. Retailers have worked hard honing and polishing the cogs of their machines in order that they shine bright beneath their fluorescent lights, but so many have overlooked the very key to being human, the bit that makes our three score years and ten worthwhile. We are a deeply and innately social species and when we glance at Facebook while the train doors are opening it's because we are desperate to connect. At the traffic lights we click on our email to see if anyone wants us, anyone...an awkward client will do. In a space stripped of social contact perhaps it's the magazine aisle and the beauty section that at least offers us some engagement and a little respite from the drudgery of the weekly trawl. Imagine, if you will, you hear of a new fresh food market concept opened in town. Using the latest technology it is completely unmanned so that you can help yourself to everything you want before you simply 'tap and go.' Let's be honest, it wouldn't last a fortnight.



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The truth is that we are no longer doing the big trip to the supermarket because it just bores us now. During the thirty years or so the big supermarkets ruled the jungle, they too slowly evolved to become more efficient, to push more of us past their impossible to ignore deals with gigantic car parks to accommodate us. They completely ignored any social aspect of their stores and aside from loyalty card points that gave us 20% off cat food (even though we'd never owned a cat) they gave us very little reason to love them. The restaurants and coffee shops were, by and large, basic and depressing affairs that stank of cheap burgers and chips. We are surely partly to blame for allowing them to get away with it for so long. Just imagine how they could have evolved: buzzing restaurants laden with the best seasonal produce cooked fresh in front of us, served with the best wines and local beers at 'on the shelf' prices and coffee bars where different beans were roasted daily, to taste, drink and take home. But no. They decided to concentrate on efficiency...and now they have lost us. With faded loyalty cards in our pockets we prefer to use the local grocer and corner shop a few nights a week. At least they recognise us.

It's easy to be seduced by new technology. If your retail machine is starting to feel rusty and outdated then it's natural to think a tech upgrade might just kick-start things again. But before you 'invest' I suggest you take a close look at how hospitable your store is. What social aspects does your store have? How long do your customers dwell? How do your staff make your customers feel...or are they too busy being efficient to worry about that?

In January this year I read the heart-warming story that Tesco were trialing a slow or 'relaxed' checkout aimed at the elderly and those with medical conditions. The idea was the brainchild of Kerry Speed (I swear I'm not making this up) who was all over the press because the new, slow checkout was a big hit, and not just with the old and sick. Perhaps human beings actually like to exchange a pleasantry or two when they pick up their milk?

It seems to me we've arrived at a retail crossroads. If you want stuff then turn left for the internet which is absolutely chock full of it; and what's more it might well be delivered the next day. But if you want social contact, proof that you're not alone on this planet and would perhaps feel reassured by a light, fleeting exchange with a fellow earthling, then turn right for the shops. Shops are only for social needs now, everything else is waiting in a brown parcel by your front door. It's not nuanced, complicated or category specific at all. The brutal, binary simplicity of this can be hard to swallow for professional retailers who have been oiling their machines for half a century, but it's how it is now. Just ask your grandchildren.

**Howard Saunders is a retail industry futurist. Howard is a keynote presenter at the Retail Retreat Conference May 9th and 10th at Croke Park, Dublin. To book email [Antoinette@retailexcellence.ie](mailto:Antoinette@retailexcellence.ie)**



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# RETAIL.

## A LEAKY BUCKET OF OPPORTUNITY



**Ken Hughes**

Leading Shopper, Consumer Behaviouralist & Keynote speaker



I am yet to meet a retailer who didn't love their sales reports. Take away Excel from a retailer and it is like turning off the WiFi on a teenager! Retail survives on sales data. What was sold last quarter, what are the stock levels, what are the top-sellers, what is the margin? Every Monday morning, CEOs ask for the 'numbers'.

But there is one sales report you don't have access to, and it is possibly the most important for your business. And that is The Lost Sales Report. Now I don't mean shrinkage, I mean sales that didn't happen because you didn't nudge the incremental sale.

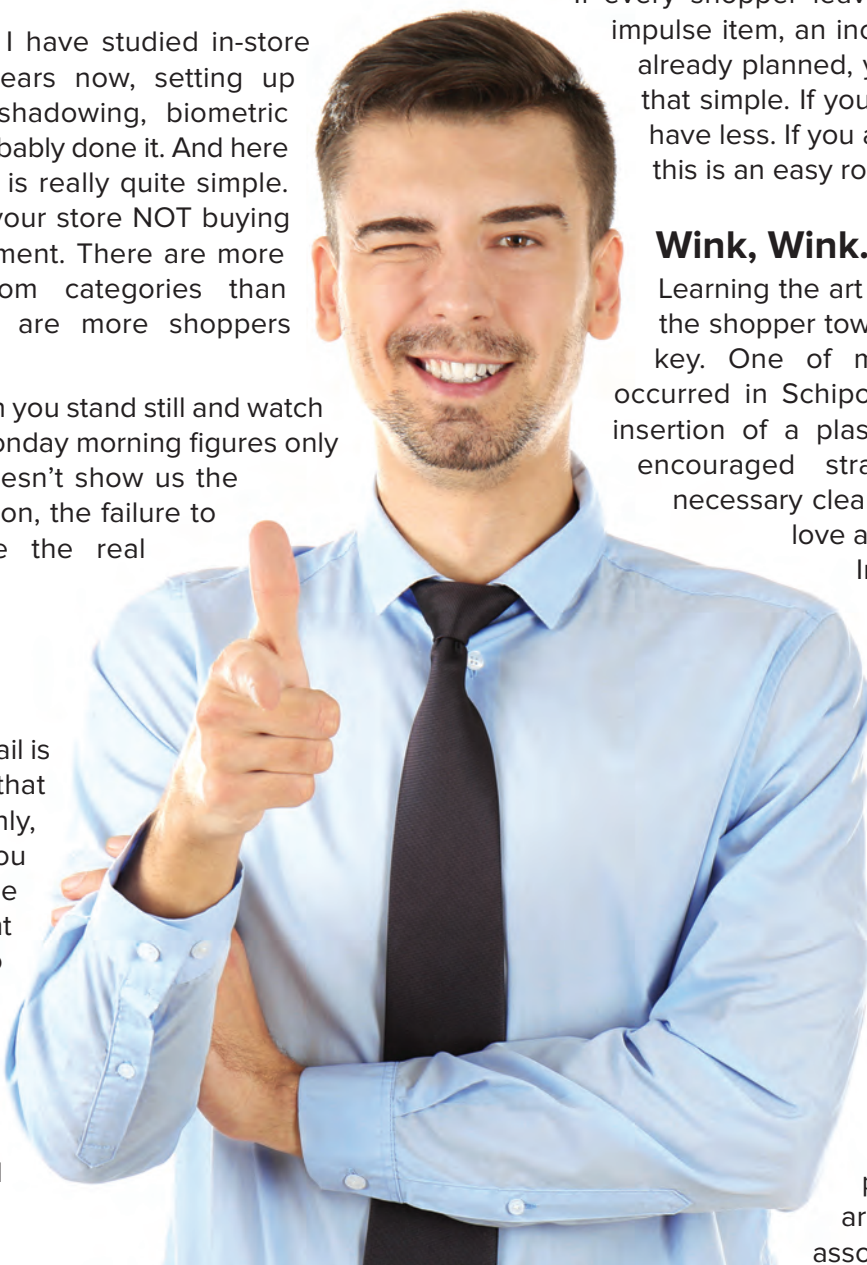
### I'm Watching You

As a shopper behaviourist, I have studied in-store shopper behaviour for 15 years now, setting up discreet cameras, shopper shadowing, biometric tracking ... you name it, I've probably done it. And here is what I have learned, and it is really quite simple. There are more shoppers in your store NOT buying than buying at any given moment. There are more shoppers walking away from categories than engaging with them. There are more shoppers browsing than buying.

How do I know this? Well, when you stand still and watch you see the 'lost sales'. Our Monday morning figures only show us what was sold. It doesn't show us the walkaways, the lack of attraction, the failure to convert. And this is where the real opportunity lies.

### The Holy Grail: The Incremental Sale

One measure of successful retail is having the product in-store that the customer needs. Certainly, that's a hygiene factor, but you are never going to reach the dizzying heights of magnificent wealth if you are just selling to customers exactly what they came in for. Now let's be clear though, I am not talking about pressure selling (think car salesman). What I am talking about is the incremental sale, the low hanging fruit.



If every shopper leaves your store with one additional impulse item, an incremental sale over those they had already planned, you have more cash in your till. It is that simple. If you fail to nudge that incremental, you have less. If you are looking for 10% growth this year, this is an easy route to achieve that.

### Wink, Wink. Nudge, Nudge

Learning the art of nudging (where you gently steer the shopper towards what you want them to buy) is key. One of my favourite behavioural nudges occurred in Schiphol Airport in the 1990s, where the insertion of a plastic 'fly' sticker into men's urinals encouraged straight peeing, thereby lowering necessary cleaning time/bills. It turns out that men love a target!

In retail, this nudge needs to be as effective, steering the shopper to engage or trigger purchase. Good retailers have always known this. Umbrellas by the door when it is raining. Bird seed on the counter when it is frosty, sun cream when it is warm. Right product in the impulse sales area is one of the basics of retail, but I am often surprised by how few retailers activate this every day.

Associated products are also the easiest incremental nudges. Fresh cream merchandised alongside your strawberries or brushes/masking tape on shelf strips with the paint. Whatever you are selling there are obvious adjacencies and associations.



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## Getting It Wrong

Last Christmas I observed two classic nudge fails in my local Tesco. The first was a secondary display of Car/Winter products. De-Icer, Scrapers, Salt ... you know the stand. So, the right products for the season. Where was the stand? After the checkouts as you walked to the Exit. Now you show me a shopper who thinks it is a good idea after 40 minutes shopping, 5 minutes queueing and packing, to re-enter the store and queue up all over again to buy a can of de-icer? They'll see it, think "Oh I need that. I'll get it next time" but you know what, they won't. They'll buy it elsewhere or keep forgetting it. Right product, wrong place.



The second was even better. The aisle ends facing the checkouts are prime impulse sales areas. Shoppers will be queuing here for a few minutes, particularly at Christmas, as checkouts are busy. So what could you sell from here at this time of year? Well there are endless possibilities – gift wrapping supplies, batteries, Christmas crackers. What was there? Sewing supplies. Oh yes – buttons, thread, needles, fasteners. This is a permanent aisle-end display that wasn't moved for the 8-10 week Christmas trading period. What were they thinking?

Those items are most likely to be a planned shop so they can be located anywhere in-store. A shopper will ask or find them. They have a low-level impulse value. Batteries and Christmas crackers on the other hand have high value impulsivity.

See, we can all get it wrong sometimes.

## Your Incremental Sales Manager

So, what can you do to start to plug this leaky bucket of lost sales, those shoppers walking out with only their planned purchases in hand? Simple. Add 'Incremental Sales Manager' to someone's role today. Give them full responsibility to cast an eye over the store every day/week and look for the opportunities. Sometimes they will be predictable and seasonal, other times they will come from store traffic flow observations. Dedicate the task to an individual with a creative spirit and give them the autonomy to make a difference.

A secondary sales display only works if it has the right product in the right place, preferably at the right time. But the art of nudging goes way beyond secondary sales displays. It is about understanding your shoppers, what they want and how you can delight them by not only meeting their needs, but surpassing them.



For those with a further interest

Recommended reading:

**Nudge (Thaler & Sunstein) & Predictably Irrational (Ariely)**



Ken Hughes is one of the world's leading Consumer & Shopper Behaviouralists, having dedicated his career to answer the question why do shoppers buy, and how can we make them buy more

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## FEATURE E-COMMERCE



David Campbell, Retail Excellence eCommerce Executive

# EXCITING PLANS AHEAD FOR RETAIL EXCELLENCE AND ECOMMERCE



Retail Excellence is delighted to announce the appointment of new Members to the eCommerce Committee including Brian Howe, Richard Moyles and Maeve Dwyer. Róisín Woods who is the current chairperson has made fantastic progress in the role over the past year and credit is due to the other Committee Members including Liam Dilleen, Paul Kealy, James Byrne, Ger Keohane, Alistair Singer and David Campbell for their continued support. The excellent work of John Horkan must be recognised as he played a pivotal role in leading the success of the eCommerce Committee over the past number of years during his role as previous chair. Lorcan O'Connor has also stepped down this year and we would like to thank him for all his contribution over the past two years while on the Committee.

2017 is a big year for eCommerce with an estimated €598 billion to be spent online across Europe! Member training courses will take place with Facebook, Twitter and Google which will provide fantastic opportunities to learn from the experts. Retail Excellence is planning to run both an Irish and International Case Study visit later this year and is currently working with Ecommerce Europe to plan a must attend trip for all Members serious about eCommerce!

The Retail Excellence / StudioForty9 eCommerce Dashboard Report continues to provide invaluable data allowing retailers to benchmark their online performance across the key metrics. The Irish eCommerce Trustmark in partnership with Ecommerce Europe is showing strong growth across all retail sectors and is now regarded as best in class across Europe. For more information on eCommerce resources and how to apply for the Trustmark please contact [david.campbell@retailexcellence.ie](mailto:david.campbell@retailexcellence.ie)



### The growing importance of eCommerce in a post-Brexit Ireland

Retail is facing twin threats with Brexit and a weakened sterling which is already starting to have an impact on how consumers do their business in this country. It has been reported that Irish consumers spend €850,000 every hour online and of that nearly 70% is going to businesses outside of the country.

This uncontrollable leak of Irish Euros into the UK is being facilitated by increased online activity and marketing by our UK counterparts. Online spend has increased up to double digits in the past six consecutive months while face-to-face spending in shops continues to decrease which is sounding alarm bells as to the future trends of our industry.

As a means of counteracting this Government has introduced a Digital Voucher to help Irish businesses get online. We are currently working to increase investment in this scheme to ensure the cost of having a fully functioning eCommerce website capable of processing payments is satisfied by the voucher. Furthermore, it is critical that Enterprise Ireland support retailers who want to internationalise their operations on the world-wide-web and help them get a slice of the €598bn being spent by European consumers this year.

These actions are critical to help retailers stave off the worst excesses of a post-Brexit hangover. In order to safeguard Irish retailers and the 282,000 jobs dependent on the industry these are necessary steps to ensure Ireland is the town square for the global online village.



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## Inglot Ireland; Winners of Best Digital Campaign 2017



Last year at the prestigious 'Retail Excellence Awards', we were thrilled to be awarded with the 'Best Digital Campaign' Award for 2017. Although we run various online campaigns we decided to put forward the one that we found to be most powerful and successful, our Inglot Pro Team Roadshows.

### What is an Inglot Pro Team Roadshow?

Inglot's Pro Team Roadshows are large makeup demo's that our brand ambassadors – or 'Pro Team' - perform in different locations across Ireland to large audiences, created to be interactive and fun. Last year we travelled the length and breadth of the country from Letterkenny to Waterford and Belfast to Tralee.

We sold thousands of tickets for fifteen locations to #inglotaddicts across the country, and this buzz was created all from our online marketing campaign across our various social media sites (Facebook, Snapchat, Twitter, and Instagram). Twelve months ago, the idea came together when we could see just how influential our Pro Team Members were. The idea was to bring Inglot Cosmetics to towns and cities that currently did not have an Inglot store in the area. This would allow us to see where there was a high demand for our products and services. As we have a very strong social media following, we used this to our advantage and aimed to push sales and traffic to our online store.

We created huge excitement online by telling our followers that we had a Pro Team announcement coming soon. By using our own digital resources and that of our Pro Team, we could target thousands of people across our target market. When we eventually announced our plan the response was excellent, and allowed us to identify other locations that were popular. Within 24 hours three of the four Roadshows had completely sold out with close to 1,000 tickets bought on Inglot.ie. Tickets were sold on our website as we knew that if we could bring people to the website a certain percentage would pick up other products along with the tickets.

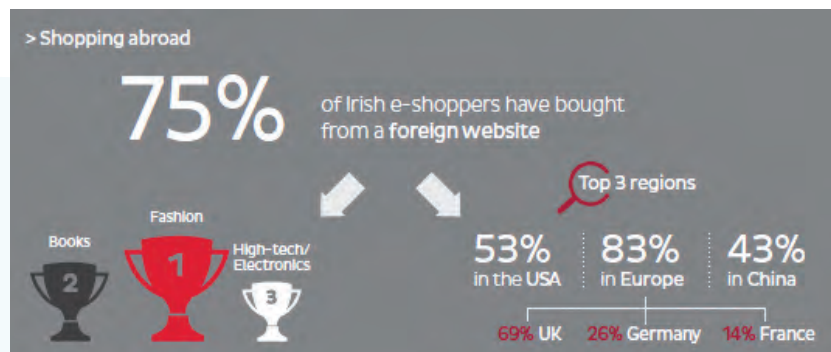
Without the power of social media none of this would have been possible. The complete strategy of the campaign was executed using technology and its digital resources. We have an incredibly strong brand so we took full advantage of all of our social media channels.

The shows were brilliant, and we encouraged our guests to tweet and use the #inglotroadshow throughout. From this we could pick people with the best captions or pictures to win a prize and therefore make the day interactive. We also had some of our Inglot team on Facebook live which also boosted the sales as people watching at home could see how much fun we were having and in turn wanted to buy a ticket to our next batch of roadshows. Each attendee was given a full product list of the products used in all the demonstrations on the day as well as a secret 20% discount code to be used online up to three days after the show was over. As a result, we had massive online sales and the buzz from the shows had everyone talking about Inglot.

Social media was key to our overall strategy, the campaign was aligned across our newsletter, Instagram, Twitter and Snapchat. We had no budget and our reach and engagement was completely organic. Tickets were sold via our website to familiarise customers to our website, the order process and attracting them to other products on the website. In total, we sold out 15 roadshows nationwide with roughly 4,000 people in attendance. As a direct result, we opened a store in Waterford and are opening a store in Athlone as the response from both towns was phenomenal on the day and also online after. Our Waterford store from day one has been a massive success and we look forward to the opening of Athlone in the near future.

Our online digital presence has made the future very exciting for Inglot as we plan on expanding overseas to the UK and hopefully becoming just as successful as we are in Ireland. The marketing has been one of the key factors on the success of the business, and we try to create as much brand awareness as possible over all social media platforms. Planning a strategy and outlining what works for your business is essential.

We try to be as creative as possible and listen to what our customers want. Although we do interact with bloggers and social influencers we have built our own influencers in our Pro Team and staff and we make sure to use this to our advantage. We also like to reward our very loyal #inglotarmy by running fun events with complimentary masterclasses, goodie bags and discounts regularly. Once the customer is happy you can be sure your business will reap the benefits.



### DPD's eShopper Barometer Study

DPD, in conjunction with Kantar TNS, has just published a new eShopper barometer report which looks at online consumer trends across 21 countries including Ireland. The survey looks at consumer habits including the category of products purchased, the frequency of online shopping, the channels used as well as preferred payment methods across Europe. It also unearths macro trends such as the rapid growth of mobile shopping in countries with lower internet penetration, the increasing preference for e-shopping abroad for bargains, and the importance of transparency and flexibility offered in deliveries and returns.

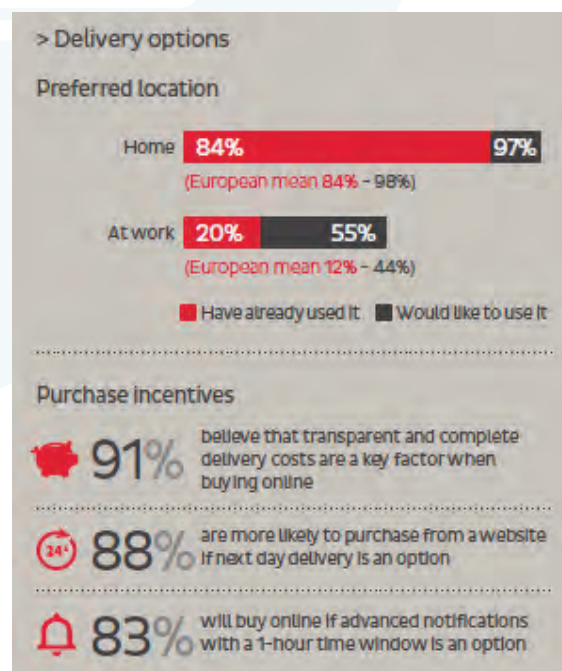
The results from Ireland (1,002 consumers were surveyed) showed that we're lagging behind the rest of Europe in terms of how much of our shopping is done online. 8.1% was deemed to be the online share in Ireland while the European average was 9.6%. However, we're among the most avid online shoppers of fashion in Europe and are also relatively frequent buyers ("at least once a month"). 83% regularly purchase from the same websites.

In terms of what key elements are important to the consumer when shopping online, the top three were transparent pricing (no hidden fees that just show up at check-out), clear information on delivery costs and a clear returns policy.

While our laptops are still the devices on which we generally make purchases, there is a higher percentage in Ireland than the European average use of tablets when shopping. 75% of us have bought from a non-Irish website with UK based sites the most popular, not surprisingly. The main drivers for buying abroad are the attraction of better deals and the availability of specific products, whereas the main barriers are concerns over delivery, return and security.

Around "last mile", delivery to home is currently the most used option but the strongest identified growth opportunity for alternative delivery locations is towards parcel pickup points and click and collect at the retailer's store.

For a copy of the full report, please email [maeve.dwyer@dpd.ie](mailto:maeve.dwyer@dpd.ie)



For all queries eCommerce related, please contact Retail Excellence eCommerce Executive, David Campbell – [david.campbell@retailexcellence.ie](mailto:david.campbell@retailexcellence.ie)



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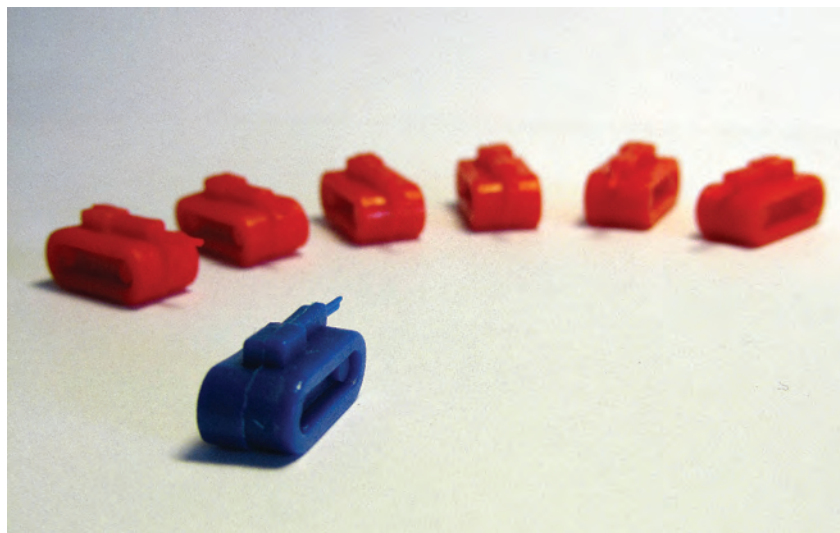
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Lorraine Higgins, Head of Public Affairs & Communications at Retail Excellence explores the issues impacting retail and how Retail Excellence is influencing these matters.



2017 presents an uncertain vista to Irish retailers with the twin threats of Brexit and sterling devaluation being very much potent forces. Some retailers are rethinking their strategies but with a few tweaks of Government policies and legislation we can overcome the challenges being presented.

In a couple of months, Budget 2018 negotiations will start in earnest and the challenge for the industry is to ensure that policies and budgetary decisions are made with retail interests firmly in the minds of key decision makers.

Like many contrarians, we can point out all the problems but solution focused policies are critical in order to ensure the long-term sustainability of the industry. Some of the issues we are actively working on include but are not limited to the following:

## Business costs

Rising costs in rents, transport and insurance are damaging our national competitiveness and presenting challenges for retailers. Retail Excellence is making continuous representations to Government to urge them to cut VAT, reduce PRSI, abolish upward only rent reviews and retain employee pay at current rates. We recently marked a significant win with all business premises paying public liability and employers liability insurance being included in the Insurance Inquiry which should eventually result in a consequential reduction in premia.

## External Challenges

The unpredictability of a hard Brexit has already started to have an impact on consumer sentiment and is being aided and abetted by increased online sales which is being driven by devaluation of Sterling. €850,000 is spent every hour online in Ireland and of that amount 70% is going out of the country. To counteract the impact of this we are working with Enterprise Ireland (EI) and hope to secure agreement to get EI assistance for retailers who want to internationalise their operations and develop new markets to export to. Furthermore, we are working to increase the budget for the Digital Voucher Scheme so realistic support is available for proper functioning eCommerce websites.

## Retail Crime

Many retailers continue to be afflicted by the scourge of retail crime which has many guises: Theft, Smuggling, Insurance Fraud, Bogus Claims. To influence policy makers on these issues Senator Aidan Davitt will host a briefing in Leinster House on March 29th with a number of our retailers who will get the opportunity to address Oireachtas members on the issues. We continue to intensify our efforts on this issue and to that end have set up a meeting with the Commissioner for Data Protection to investigate the possibility of sharing information within the confines of existing legislation.

## Retail Finance

Access to finance is a major impediment for many retailers. Unfortunately, some banks are weighed down by legacy issues and have an age-old habit of seeking bricks and mortar security rather than assessing loan applications based on the strength of the business plan presented. Minister for Jobs, Enterprise and Innovation, Mary Mitchell O'Connor has agreed to work with us to change this mentality. Meetings with Micro-Finance Ireland and SBCI have also been secured for the purposes of encouraging them to consider the foregoing in their loan process.

The retail industry is the main driving force in the Irish economy with 282,000 people directly employed with many more jobs dependent on the strength and prosperity of our industry. Indeed, the significance of the industry is usually best understood by media reports indicating how the economy is performing based on the strength of retail. So, we must leverage this position to gain policy and legislative wins for the industry.

## Other Public Affairs issues we continue to pursue on our Members behalf:

- Abolition of Upward Only Rent Review clauses in leases
- Timely delivery of the permanent Coach Parking facility in Dublin City
- Introduction of an independent appeals mechanism from EHO decisions
- Curtailment of Casual Food Markets
- Introduction of robust legislation to ban Begging and increased resourcing of enforcement
- Negotiation of the WEEE agreement for consumer electronics retailers
- Increased awareness of VAT Back for Non-EU visitors through our embassy network
- Increasing the VAT back stamping limit from €2,000 to €4,000



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# FEATURE RETAIL UNCOVERED



Name: **DEIRDRE DEVANEY**  
Company: **Aer Rianta International**  
Position: **Global Head of Beauty**

**A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH?** ARI is one of the world's longest established and most successful travel retail companies with a managed turnover of \$1bn. We design, manage and operate retail outlets in Europe,

Middle East, Asia Pacific and the Americas. In Ireland we would be best known for running The Loop at Dublin and Cork Airports. ARI is also a fully owned subsidiary of DAA (Dublin Airport Authority).

**HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY?** Like most retailers it was never my plan to work in the industry! I actually had my sights set on a career in Hotel management. On a trip to London I visited Harrods and was blown away by the scale of the store and decided to make my way to the recruitment department. A few weeks later I started working there, joined the Management training scheme and the rest as they say is history!

**WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY?** I would have to say Harrods for maintaining an unprecedented level of retail

standards. It also invested in my training and paved the way for my career.

**WHAT DO YOU LOVE MOST ABOUT YOUR JOB?** I love the diversity that my role affords. As our retail portfolio is worldwide this brings with it great experiences of new locations, cultures and different ways of doing business.

**WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER?** I would have to say that person is Anne Pitcher who is currently the Managing Director at Selfridges in the UK who promoted me to Buyer on her team in Harrods. She sets very high retail standards and was a fantastic mentor.

**WHAT DO YOU SEE AS THE GREATEST CHALLENGE TO YOUR BUSINESS IN 2017?** The biggest challenge to our business into 2017 and beyond is trying to increase passenger average spend. Whilst we are very fortunate that more and more people are flying every year a considerable number do not shop at the airports. To secure growth we have to be relentless in our quest for innovation, genuine product exclusives, indulgent services and cutting edge store design to convert sometimes an indifferent customer.

**WHAT'S ON YOUR BUCKET LIST?** Visit the Solomon Islands before they are taken by the sea, Sleep in an Igloo, Experience zero gravity and drive myself on an African safari!!

*To secure growth we have to be relentless in our quest for innovation*

DEIRDRE DEVANEY



Name: **MICHAEL NEARY**  
Company: **Harvey Norman**  
Position: **Loss Prevention Manager**

**A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH?** Ireland's largest retailer of Furniture, Bedding Electrical and Computers.

**HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY?** I started working as contract security before starting to work directly with Dunne's Stores. I then worked as a retail manager with GameStop for five years before eventually moving back to LP.

**WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY?** The reason I started working with Harvey Norman is that I was immediately taken with their passion and their positive attitude to retail. I had moved away from retail at that stage but Harvey Norman reignited my passion for retail.

**WHAT DO YOU LOVE MOST ABOUT YOUR JOB?** Every day has a different challenge. I am constantly expanding my skill set and developing new techniques to combat theft and fraud.

**WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER?** I have been very lucky to have worked with inspirational people from Joan Fields at Dunne's Stores to my brother Kevin Neary who was MD at GameStop and now Blaine Callard who is CEO at Harvey Norman. Every day in retail is a learning process but these people have put me on the right path.

**WHAT DO YOU SEE AS THE GREATEST CHALLENGE TO YOUR BUSINESS IN 2017?** From a LP point of view it's the way the legal system in Ireland seems to be unable to deal with retail crime and insurance fraud. From a purely retail point of view Brexit should pose challenges to the sector.

**WHAT'S ON YOUR BUCKET LIST?** Personally I can't wait to go back to New York for a visit. Professionally I want to further improve our Loss Prevention training programme with Harvey Norman. We have invested considerable time and effort in developing a fantastic programme for our Managers and staff. This year we will be following this up with a much more targeted programme which incorporates excellent customer service with LP techniques.

*Retail point of view Brexit should pose challenges to the sector*

MICHAEL NEARY





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# FEATURE RETAIL UNCOVERED



Name: **MAEVE McCORMACK**

Company: **Carraig Donn, Westport, Co Mayo**

Position: **Head of Marketing and E-Commerce**

## A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH?

Carraig Donn is one of Ireland's leading retailers of fashion, jewellery and giftware with 35 stores nationwide and a significant e-commerce presence at carraigdonn.com.

## HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY?

I have always had an interest in retail. During my college days I worked with various fashion retailers and boutiques - I loved interacting with customers and the thrill of a good sale! My academic background is in Law and German, so I arrived in the retail industry by a somewhat unconventional route. After initially working with Government bodies here and abroad, I began my marketing career with Tourism Ireland in Frankfurt and progressed from there to other marketing roles, before taking up my current position with Carraig Donn in 2013.

## WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY?

Nordstrom, from the perspective of a retail marketer and as a consumer. In my own role I am responsible for both our marketing function and our online operations, and I admire the way Nordstrom have translated their retail experience into e-commerce. They have

*Challenge for businesses is to harness the opportunities that e-commerce presents*

a wonderful aesthetic and product offering. It is a really good shopping experience, both offline and online.

**WHAT DO YOU LOVE MOST ABOUT YOUR JOB?** I love the variety and pace of my role with Carraig Donn, and I am passionate about growing our online business and social following. We have a wonderful team of creative, retail-focused people who work together to enhance and progress the Carraig Donn brand. It's fantastic to be part of that.

## WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER?

Our Managing Director Pat is a true retailer- he was Carraig Donn's first employee when it was established in 1965. Retail is a fluid industry, and it requires vision and dynamism to succeed. Pat's energy and commitment to the brand is admirable, and I have learnt a lot about retail working with him over the last number of years.

## WHAT DO YOU SEE AS THE GREATEST CHALLENGE TO YOUR BUSINESS IN 2017?

We have just launched our revamped website at carraigdonn.com, so that will be a huge priority for this year. I think a key challenge for businesses is to harness the opportunities that e-commerce presents, and utilise their online presence to drive sales at store level also.

**WHAT'S ON YOUR BUCKET LIST?** I love to travel and experience new cultures. I've always thought Japan is a really interesting destination, with a very vibrant culture and identity, so it's definitely on the to-do list. My other great love is sport, so I'm hoping to combine both and travel to the Rugby World Cup in 2019!

MAEVE McCORMACK



Name: **DARREN SMYTH**

Company: **Shannon Group plc**

Position: **Group Head of Retail**

## A BRIEF DESCRIPTION OF THE BUSINESS YOU WORK WITH?

The Shannon Group is a commercial semi state company that was established in 2014. It comprises Shannon Airport, Shannon Heritage and Shannon Commercial properties.

Shannon airport established the world's 1st duty free store and has a long retail tradition, Shannon Heritage is Ireland's largest tourist attraction operator and its retail arm comprises of stores in a variety of tourist locations such as the Cliffs of Moher, Bunratty Castle and GPO Witness history.

## HOW DID YOU GET STARTED IN THE RETAIL INDUSTRY?

I began my retail career working for Michael Guiney in 1988.

## WHICH RETAILER (NATIONAL OR INTERNATIONAL) DO YOU ADMIRE THE MOST AND WHY?

US based Eataly. The mix the highest possible standards and product range with superb experiential retailing.

*We are in a process of re branding our stores and moving towards a higher end offer.*

**WHAT DO YOU LOVE MOST ABOUT YOUR JOB?** Our business is a mixture of duty free and tourist retail. The variety within that is very interesting; on a given day I can be dealing with a diversity of suppliers and products ranging from perfume and cosmetics to aran sweaters.

## WHO HAS TAUGHT YOU THE MOST IN YOUR CAREER AS A RETAILER?

Freda Hayes, Blarney Group CEO.

## WHAT DO YOU SEE AS THE GREATEST CHALLENGE TO YOUR BUSINESS IN 2017?

We are in a process of re branding our stores and moving towards a higher end offer.

**WHAT'S ON YOUR BUCKET LIST?** To spend an evening with David Fitzsimons and get home before 11pm.

DARREN SMYTH





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# Retail Excellence GARDEN GROUP NEWS

Keelan Bourke,  
Commercial Manager,  
Retail Excellence



## GroMór - “Visit Your Local Garden Centre”

We are delighted to have launched GroMór in association with Bord Bia to the media on 27th March in Merrion Square, Dublin. Anna Daly and Diarmuid Gavin were both on hand to launch this year's campaign which is now in its third year running. The revised branding was unveiled with the new tagline 'Visit Your Local Garden Centre', which will provide a better call to action to the public. This year, there are more in store events planned, new signage has been produced and a comprehensive digital plan is being carried out to generate awareness.

Diarmuid Gavin will be the face and voice of GroMór 2017 which will focus more on TV and PR exposure in order to get the brand out there and recognised. As a recognisable Irish garden expert, the campaign is a great fit in order to push the expertise and knowledge that is available in your local garden centres. This will further help drive footfall to the participating garden centres and sell more plants from the participating nurseries.

GroMór Ambassadors will each host demonstrations and give customers one to one advice across the country throughout the season with over 40 GroMór events planned nationwide. In addition, they will promote these events on local and national radio and on social media channels. The Ambassadors aim to prove that growing is not only fun and easy, but a healthy hobby for body and soul!

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

Keelan Bourke, Commercial Manager, Retail Excellence says “We're really excited about GroMór this year. Diarmuid Gavin will re-inforce the key differentiator with your local garden centre, which is the wealth of knowledge that is available and will help to further expose our message. The events were a huge success last year with over 40 events happening with each one being attended by 40 to 60 people. The new signage is fresh and engaging – we're looking forward to seeing it all in place. All we need now is the weather!”

GroMór would like to thank Bord Bia, Westland Horticulture and Bord na Móna for their continued support and the participating Garden Centres and Nursery members, for helping to achieve our goal of promoting gardening.



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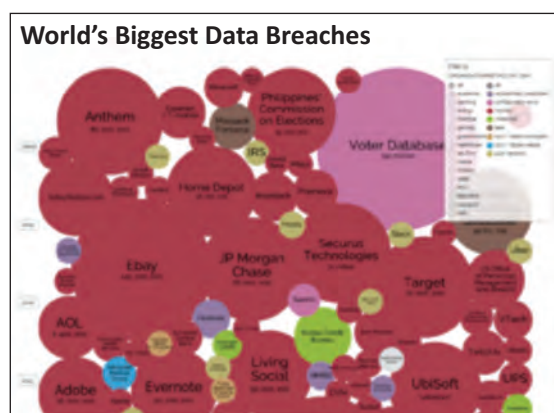




# Cyber security concerns in the retail sector

**Mike Harris, Partner, Cyber Security Services, Grant Thornton**

**One in eight retailers faced a cyber-attack over the past 12 months, according to data from Grant Thornton's International Business Report. Despite this, fewer than half of retail businesses have a cyber-strategy in place (46%) which is below the global average (52%) for all businesses. With fierce competition and online customers less loyal to any particular retailer than those who visit in person, retailers need to make sure their digital presence is up to scratch. A slick interface and ease of payment are important but so too is security. Cyber-crime is on the rise, Grant Thornton research suggests the cost of cybercrime to the Irish economy is €630 million per year.**



### Problems – reputational damage

These estimates of direct financial impact do not include the long-term reputational damage (see diagram below) and loss of trust that companies suffer when their systems are breached. If an online customer worries that their credit card details are not securely stored, they will almost certainly choose to shop elsewhere. Very few retailers are lucky enough to offer a product so unique that customers cannot find a substitute.

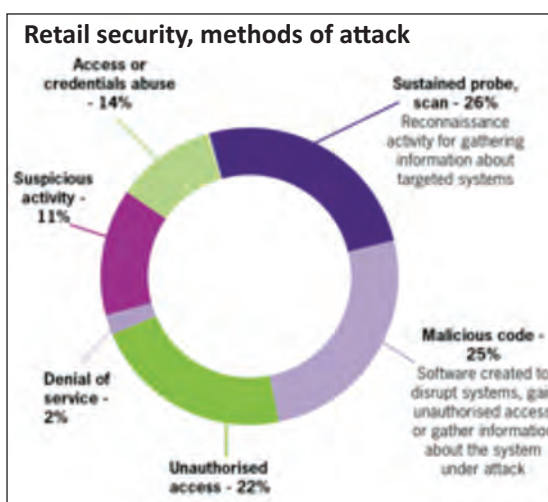
## The threats

It is noteworthy that the majority of data breaches are the result of a hack or indeed extremely targeted cyber-attacks. The retail sector is no different in this regard. Customer and corporate data is one of the most valuable assets that any organisation holds – the importance of securing this sensitive information is now widely accepted. As the business community continues to evolve, the security threats and vulnerabilities are increasing in complexity and are becoming

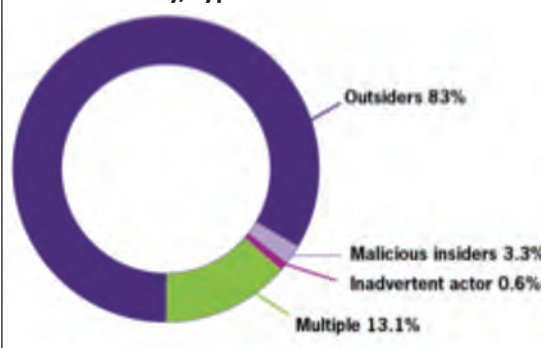
increasingly difficult to address in a cost effective manner. Attacks are not focused just on the online retailer, there have also been significant Point of Sale (POS) targeted attacks involving customised malicious software specifically written to ex-filtrate customer credit card data from the retailers' networks back to the cyber criminals both in the U.S. and Europe.

Tone at board level is also a key issue for many retailers and is increasingly unacceptable for retail organisations to ignore the issue of cyber security, these issues need to be addressed by senior management and at board level in order to mitigate sufficiently against potential breaches. Cyber security and the prevention of cyber-crime is a key focus area for retailers in Ireland.

Protecting customer's personal and financial data is now part of the cost of doing business. If retailers are not trusted to protect their customer's information they will go elsewhere.



### Retail security, types of attacker



## Risk mitigation

All retailers should at the very minimum focus on the following areas in order to mitigate against their risk of a cyber-security incident:

- develop a cyber security strategy focusing on what needs to be protected;
- identify priorities for protection starting with a cyber security risk assessment and gap analysis;
- everyone be aware of the role that they have to play in making their company cyber-secure;
- effective policies embed cyber-security within the business; and
- incident response a detailed incident response plan should be put in place to contain and mitigate against any future attack.

**Mike Harris, Partner, Cyber Security Services, Grant Thornton will be speaking at the Retail Retreat 2017 on Cyber Security 101.**





Expert Electrical are a national buying group which covers independent electrical retailers throughout Ireland. They have over 60 stores nationwide and agreements with all the major electrical brands. They are part of a large international group present in 23 countries worldwide with 7,700 stores.

For the final part in this series we spoke to Expert's Retail Director, Tony Pender. He tells us about Expert's loyalty strategy and how it has changed everything for them.

As with all retailers, Expert rely heavily on repeat business. While they are able to offer top brands at the best value, it is important for them to cultivate a relationship with each customer to ensure that Expert are the only electrical retailer that customers ever consider using.

Communications and advertisements en masse do not work anymore. In this time of greatly increased competition, customers who do not receive a more personalised experience will continually switch between brands.

### THE SOLUTION

In 2015 Expert took a different approach to customer loyalty. They focused on regularly dropping in with their customers, but only when they knew that they were adding genuine value for that person.

They concentrated on core groups of customers, using their database to target specific types of promotions to specific types of customers. Customers who have regular positive contact with any brand will remain loyal to it.

SMS is the most effective way to create these touchpoints as when people receive a text they will almost always read it. With this in mind Tony began working

with InteractSMS, Phonovation's SMS marketing platform. Together they worked closely to develop a plan to effectively target existing customers. Tony used Phonovation's experience and Data Driven Knowledge to find the best way to communicate.

Marketing campaigns can now be automatically broken up by which store customers shop at most regularly and what kinds of products they usually buy. This is all controlled from the central Expert database so while communications are local, the strategy can be controlled and improved centrally.

Expert integrate their EPOS system with InteractSMS so that they are able to access and use all their CRM data through InteractSMS. This allows seamless automated communications with reporting for continuous optimisation.



### THE RESULT

Since 2015 Tony and Expert have not looked back. He knows that: "When we run an SMS campaign, there WILL be an increase in store traffic".

They are now in the fantastic position to be able to guarantee that each communication will increase sales. And the more they get to know their customers through these touchpoints the more they learn from the reporting and can improve the messaging to generate greater loyalty.

Asked for advice for other businesses

hoping to create touchpoints with their customers he said: "Yes do it!" but warned "but don't overuse it either". Each retail business is different and the optimum frequency and tone of communications will become clear quickly once the EPOS system is integrated with an SMS platform.



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

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## FEATURE HUMAN RESOURCES

# RECRUIT **FOR** SUCCESS



TOMMY SMYTH

While your products are what your business transacts, your employees are the key human link in representing your business during the transaction. Occasionally a marketing department may create a buzz around a product which makes it so hot it flies off the shelf on its own but in most situations the experience the customer receives in store, and the interaction they have with an employee, will be crucial in securing the maximum sale value.

Recruitment practices in retail can be hit and miss. The aim of this article is to provide some tips and ideas to organise and improve your hiring function to assist you attract a better calibre of candidate to add value to your team and your bottom line

### Where do you recruit?

The recruitment channels most used by retailers appear to be;

- Recruitment Agencies
- Recruitment Websites
- Own Websites
- In Store Advertising
- Word of Mouth Referrals
- Drop in CV's

Consider which channel is likely to yield the best candidates for the particular role you have vacant. Track the data on the most effective channel for your business. Where do you get the most interesting CV's and impressive candidates. Consider the cost of each channel. Track quantity versus quality of candidate produced via each channel.

### The interview

Fail to prepare, prepare to fail! Be organised, know the job specification for the role and read the candidates CV. Avoid stand up, informal, off the cuff chats. Prepare properly, have 2 people in attendance and take proper notes. Ensure that all phones are switched off and have water available. Understand that candidates may be nervous and put them at ease. Show that you value their application and are taking it seriously even if you know early in the interview they may not be a realistic candidate this time around. Have a ranking or scoring system that both interviewers can use to independently rate a candidate and then compare thoughts. Prepare these scores and notes soon after the interview so that there is no confusion between candidates or that key points are not forgotten.

### The interviewer(s)

Provide training and guidance to interviewers on how to treat candidates professionally and put them at ease during an interview. They should also know how to properly read a CV and use it to develop any queries they wish to make such as gaps in career, key skills stated etc. It is important for interviewers to prepare the right questions conducive to the role being filled and that they realise they have a role selling the employer to excellent candidates who may have options themselves.



### Useful templates

Job Advert – Prepare a general job advert that summarises the position but also sells the Retailer as an employer of choice.

Scoring Sheet – From the job/person specification what are the key traits and skills needed that you need a candidate to possess.

Sample Questions (General Retail Colleague) – While these will vary depending on the exact role being filled, a sample list should be prepared to assist the flow of the interview. Role specific queries can be added as part of the preparatory work.

Checklist for Interviewer – It helps an interviewer if they have a checklist of pre, during and post interview tasks to ensure they follow a proper recruitment process. This is also important in a group scenario where consistency should be expected across stores.

Rejection Letter for unsuccessful Candidates – Even if a candidate is unsuccessful, the employer should desire to be seen as professional and thank an unsuccessful candidate for their interest and wish them a successful career.

You never know when you may come across that candidate again!

By spending time on all the small things in the recruitment chain you are bit by bit improving your chances of finding a successful candidate. The more successful candidates you find, the less time may be needed further down the line managing probation, disciplinary or grievances or recruiting yet again if turnover levels are high.



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# Visitor Retail Spending Trends

Premier Tax Free, Ireland's largest Tax Free agency, saw that Irish Tax Free Shopping trends continued to show encouraging signs during the Christmas period and start of 2017 with transactions increasing by 36.8% and 33.2% for December and January respectively.

Whilst the growth in arrivals of Chinese tourists was boosted by the timing of the Chinese New Year, strong gains in transactions were seen amongst the majority of Ireland's top Tax Free Shopping nationalities. Although Chinese New Year fell early in 2017, double-digit gains registered in January are expected to continue into the summer months.

David Daly, Country Manager for Premier Tax Free commented "In such a turbulent period for retailers across Europe and the Eurozone it is great to see such steady growth for Ireland. We are predicting continued double digit gains in Chinese arrivals for 2017, reflecting the 38% growth Ireland saw in 2015 and 45% in 2016. This will be fantastic for the tourism industry and economy as a whole."

Double digit increases in transactions are also forecast to remain for some time across Europe with inbound tourist arrivals seeing growth of 14% for Q1.



## Chinese New Year sees tourism boom with 350m trips

Chinese nationals took more than 350 million trips during the seven-day Spring Festival holiday period which marked the Lunar New Year, according to official data from the China National Tourism Administration (CNTA), in what has been described as the world's largest annual human migration.

## Dublin is fifth largest European airport for connectivity to North America

In 2016, Dublin was the fifth largest European airport for connectivity to North America, ahead of the hub airports; Heathrow, Frankfurt, Amsterdam and Paris. Transatlantic traffic was the fastest growing sector for Dublin Airport, with a record 2.9 million passengers travelling between Dublin and North America, a 16% increase versus 2015.

In the peak summer months, Dublin Airport had 48 flights per day to and from North America, connecting Dublin with 12 U.S. cities and 5 Canadian destinations. Last year four new North American routes were launched – to Los Angeles, Hartford, Connecticut, Newark and a new Vancouver service.

This summer, the route network will continue to expand from Dublin by launching a new service to Boston and a new three times weekly service to Miami. David Daly continues; "To capitalise on this, retailers and destination shopping centres need to ensure they have the solutions in place to support and enhance international consumer journeys - from the in-store experience all the way to reclaiming their VAT refunds – to create seamless and enjoyable encounters." Premier Tax Free have also increased the hours of operation at airport refund desks to accommodate this increasing demand for tourist shopping in addition to operating over 600 international tourist refund points.



## Elsewhere in Europe

The start of 2017 saw positive gains across a wide breadth of tourist bases, with the BRIC nationalities providing gains of 22% in the month, which was led by gains of 64% and 29% to Brazilian and Chinese tourists, respectively. Sales to Russian tourists saw growth of 2% in the month, however significant gains were seen in some of the major destinations with growth of 33%, 42% and 40% in the UK, Italy and Spain, respectively. Sales to Indian tourists saw growth of 8% in the month, however excluding Singapore, sales to these tourists saw growth of 33% in the month.



## Top 5 visitor nations per destination country January 2017

	Market %	ATV	YoY Sales
China	47%	€ 418	80%
USA	16%	€ 174	10%
Australia	6%	€ 195	40%
Malaysia	3%	€ 292	60%
Taiwan	3%	€ 318	205%

Non-EU residents are entitled to claim the sales tax back on goods purchased, look out for stores that use Premier Tax Free, one of the world's leading Tax Free shopping companies. As the most professional and reliable tax refund services provider, Premier Tax Free is dedicated to getting the most out of your shopping in the fastest manner. Premier make the process simple and will take your completed form and arrange for your refund to be paid to you. With refund points across Ireland, tourists can receive their refund through a varied choice of refund methods to suit you. Visit [premiertaxfree.com](http://premiertaxfree.com) or call +353 1513 3800 for more information.





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- Alarm Response
- Lone Worker Call Checks
- Mobile Patrol spot checks
- Open and Close facility
- Health and safety
- Training ( Manual Handling )
- Risk assessments

## **Fire and Security:**

- Alarm installation and maintenance
- CCTV installation and maintenance
- Access Control
- Intruder Alarm and fire alarm Monitoring
- Fire alarm installation and maintenance
- Emergency lighting installation and maintenance
- Fire extinguisher servicing
- Electrical maintenance and emergency call out
- Plumbing maintenance and emergency call out
- Painting service

## **Cleaning services and supplies:**

- Cleaning supplies ( Toilet rolls / Blue Rolls / Dispensers / Chemicals ) Daily/ weekly/ fortnightly office and retail cleaning
- Shop floor cleaning and polishing
- Contract window/ Glass cleaning
- Exterior car park Power cleaning
- High Pressure steam cleaning
- 6 monthly/ yearly Deep Cleaning Service
- Carpet cleaning and shampoo
- Car park maintenance (Grass I Hedge Cutting etc..)
- Granite stone Cleaning
- High Reach Exterior window Cleaning ( 60ft )

**“For Your Security or  
Cleaning Requirements,  
GCM Group Should be  
Your Next Call.”**

Martin Tynan, Property Team Tynan Moran  
Auctioneers, Kimmage, Co. Dublin, Ireland





# 10 WAYS TO BETTER SECURE YOUR BUSINESS



As we look ahead to uncertain times in retail, it's critical that you prepare your business to be better secure and alert to Loss Prevention. This is a significant factor in reducing profitability in every business and it's important that you begin to tackle this growing problem. Gary Murphy of the GCM Group shares some practical ways to improve your security for your retail business.



# 1

Develop a good working relationship with your security guard and have him / her interacting with shop duties.

# 6

It's good practice for your security guard and staff to be looking out for slip and trip elements in the shop and also be documenting incidents, accidents, times and dates.

# 2

Have your security guard conduct mini stock takes while on duty during quiet periods and not too far from his / her post.

# 7

Security will be the first point of contact for your customers arriving in your store so his presentation and customer service skills should be 100% and no less.

# 3

Your security guard should be doing spot checks on all expensive and tagged items while on duty.

# 8

Employ the services of a key holding company for all alarm activations outside normal shop hours, this minimises the risk to your employees.

# 4

Always remember prevention is better than a cure, uniformed security act as a good deterrent, plain clothes security can escalate situations if they catch people stealing, which can be a risk for your security and retail staff.

# 9

Do regular cash drops and don't leave large amounts of cash in the tills during trading hours.

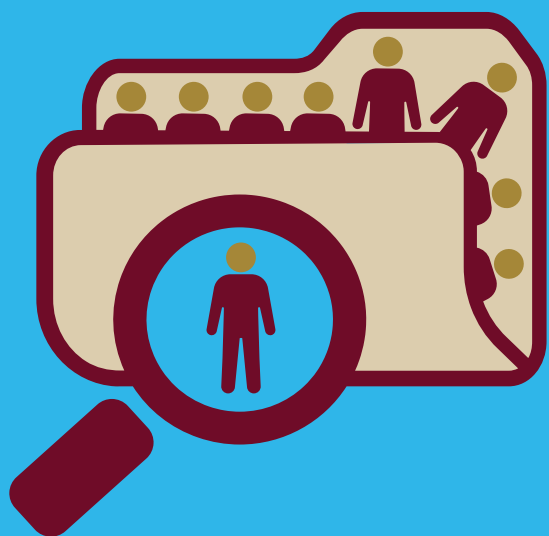
# 5

Make it your business to know the law in relation to what you can say and do in difficult situations and have regular staff security briefings.

# 10

Always make sure your security are present on the lock up procedure with a manager on duty and all staff should leave together.





# RETAIL EXCELLENCE STRATEGIC PARTNER DIRECTORY

CONTACT : \_\_\_\_\_  
TEL : \_\_\_\_\_  
NOTES: \_\_\_\_\_  
\_\_\_\_\_







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STAR	CATEGORY OF COMPANY	COMPANY	ACCOUNT MANAGER	CONTACT INFORMATION	REFEREES	PAGE
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	Business Insights	Gamma Ltd	Ronan O'Connor 01 7079888	ronan.oconnor@gamma.ie www.gamma.ie	Bank of Ireland, SuperValu	41
	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	41
	Cash Handling Solutions	Premium Cash Solutions Ltd	Alan Condon 01 561 6000	alan@premiumcashesolutions.com www.premiumcashesolutions.com	Gunnebo, Topaz	41
★	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	41
	Connected Retail Solutions	MJ Flood Technology	Keith Hanley 01 4663526	khanley@mjf.ie www.mjf.ie	Applegreen, Three	41
	Consumer Market Research & Training Consultancy	Customer Perceptions Ltd & Optimum Results Ltd	Emma Harte +353 (0) 42 93 39911	emma.harte@customerperceptions.ie www.customerperceptions.ie	DAA, RAI	42
	Customer Service Platform	Pubble	Shane O'Leary 087 684 3811	shane@pubble.co www.pubble.io	Tony Kealys, Horkans Lifestyle and Garden Centres	42
	Display Stands, Conference Back Drops	Focus Visual Communication	Carmel Kikkers 051 832742	carmel@focusonline.ie www.focusonline.ie	LAYA Healthcare, BWG, Siemens	42
	Domain Name Registration	IE Domain Registry	Registration Services 01 236 5400	registrations@iedr.ie www.iedr.ie	Software Design Ltd, Matrix Internet	42
	Distributor of Retail Technology	IOResource Ltd	Philip Murphy 0404 20700	philip.murphy@ioresource.com www.ioresource.com	Irish Distillers Pernod Ricard, Woodies DIY	42
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	eCommerce Development Services, Magento Solutions Partners	Monsoon Consulting	Stephen Kenealy 01 475 0066	hello@monsoonconsulting.com www.monsoonconsulting.com	Heaton's, One4All	42
	Employee Time Recording Systems	Timepoint	Colin Ryan 021 4232865	colin@timepoint.ie www.timepoint.ie	Applegreen, Flying Tiger Copenhagen, Supervalu	42
★	Energy (Electricity and Gas) Supplier	Energia	Michael Nugent 086 387 9285	michael.nugent@energia.ie www.energia.ie	Ladbroke's, Supermacs	43
	Energy Procurement	Exemplar Energy	Jonathan Fitzpatrick 087 2768778	jonathan@exemplarenergy.ie www.exemplarenergy.ie	Arboretum Home and Garden Centre, Shaws Department Stores	43
	EPOS and IT Consulting	MCBE Consulting	Dermot McCarthy 087 2412582	dermot@mcbeconsulting.com www.mcbeconsulting.com	O'Briens Wine, Beer and Spirits, Petstop	43
	EPOS, Mobile Retail and Payments	Eirpoint	Niall Cannon 065 686 8880	ncannon@eirpoint.com www.eirpoint.ie	Dubarry Ireland, Patrick Bourke Menswear	43
	EPOS and Integrated eCommerce	Positive Systems Solutions	Damien O'Driscoll 01 6296058	damien@pss.ie www.pss.ie	Croom Cycles, Conn's Cameras	43
	ERP for Retail	TRC Solutions	Steven Maguire 01 296 3155	smaguire@trcsolutions.ie www.trc-solutions.com	Horkans Lifestyle and Garden Centres, Carroll's Irish Gifts	43
	EPOS Solutions	Davidson Richards	Jo Bateman +44 (0) 133 238 3231	job@davrich.co.uk www.davrich.co.uk	Arboretum Home and Garden Centre, The Orchard	43
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	EPOS Systems	Retail Solutions	Jarlath Hennelly 093 70107	jarlath@retailsolutions.ie www.retailsolutions.ie	Londis Parkgate Street, Gala Kimmalee	44
	Financial Services	Grid Finance	Andrea Linehan 085 1924047	andrea@grid.finance www.grid.finance	Blueface, Independent Finance Providers of Ireland	44
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	Loyalty Technology	Azpiral	Kevin Nolan 061 633 355 086 829 7453	kevin.nolan@azpiral.com www.azpiral.com	Total Health, Topaz	46
	Managed Print Services	Bytek MPS Ltd	Liam Clarke 01 608 7777	lclarke@bytekmps.ie www.bytekmps.ie	Bradleys Pharmacy, DID Electrical	46
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	Money Counters, Forgery Detection	Dualtron Ltd	Ronan Byrne 01 823 7150	ronan@dualtron.ie www.dualtron.ie	Banba Toymaster, Vila Clothing	46
	Mystery Shopping, Store Assessments	Crest Mystery Shopping Ireland	Michele Cawley 065 684 6927	michele@crestireland.com www.crestireland.com	Retail Excellence, Harvey Norman	46
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	Recruitment	Excel Recruitment	Barry Whelan 01 814 8747	barry@excelrecruitment.com www.excelrecruitment.ie	Topaz, Kilkenny Group	47
★	Recruitment, Staffing	CPL	Padraic McCreesh 01 614 6069	padraic.mccreesh@cpl.ie www.cpl.ie	Halfords Ireland, Kilkenny Group	47
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	Retail Design	Maria O'Neill Retail Design & Associates	Maria O'Neill 087 250 7964	mariaoneillretaildesign@gmail.com www.mariaoneilldesign.com	Gino's Italian Ice Cream, Stafford's Bakery	48
	Retail IT & Services	Yocuda (eReceipts)	Mike Flynn 087 462 0812	m.flynn@yocuda.ie www.yocuda.ie	Tony Kealys, DAA	48
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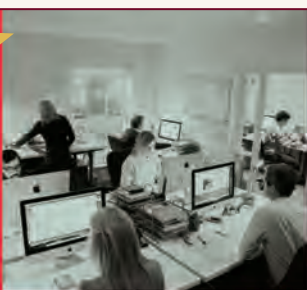
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