



Retail Loss Prevention Training Manual



Training



Awareness



Communication

Retail Loss Prevention Training Manual

Author: Michael Neary,
Loss Prevention Manager, Harvey Norman
Chairperson, Retail Excellence Ireland Loss Prevention Forum



Foreword

I have been involved in Retail Loss Prevention for over 25 years and in this time I have seen the LP landscape change dramatically. When I first started in retail the whole emphasis was on catching shoplifters. In one three year period while working for one retailer I was involved in over 1,200 shoplifting arrests. In those days there was very little use of CCTV with stores relying on store detectives to come up with cases. Internal factors took a back seat in those days. Success was measured by the level of arrests a security team had. As Retail Loss Prevention evolved businesses realised that a different approach was needed. Prevention became the priority with a greater emphasis on internal factors. It is estimated that anywhere from 40-60% of losses in the retail industry are down to internal factors such as staff theft and fraud, poor accounting practices, bad organisation, poor training of staff, no logistical controls and a lack of proper procedures. The evolution of new control measures such as good quality CCTV, data mining and the introduction of KPIs in retail have professionalised the industry and given much more transparency to Loss Prevention teams. The following takes a very basic overview of the retail environment from a LP point of view.

By the end of this module you should be able to:

- Understand the principles of prevention.
- Identify common methods of theft.
- Be more confident dealing with a theft situation.
- Train staff to be more risk aware.
- Identify some areas of risk.
- Make better use of manned guards.

At the end of the module we will include some handy tips which might prove helpful.

Please Note:

This guide to loss prevention is intended for senior management within REI member companies. Although every effort has been made to ensure the accuracy of the advice contained in this document, complete accuracy cannot be guaranteed. Neither Retail Excellence Ireland nor the author(s) accept any responsibility whatsoever for loss or damage occasioned or claimed to have been occasioned, in part or in full, as a consequence of any person acting or refraining from acting, as a result of a matter contained in this advice.

1. The Principles of Retail Crime Prevention

Here is a rough guideline for Loss Prevention practices.

Responsibility

There needs to be one dedicated person who designs, implements and monitors Loss Prevention policy and procedures on behalf of the company. This person should be the contact point for both stores and law enforcement. This person should be a good networker and be able to liaise with other retailers in order to help identify new threats and trends. Whoever fills this role should be able to design and deliver Loss Prevention training to the company's management and staff.

Awareness

Companies must never assume that all the people working for them fully understand what is required to protect the company from losses. Different people can have very different understandings of how they can deal with theft issues in retail. Many people do not understand the legal framework they must work within. Many legal cases result from staff members working off false assumptions. Educating work colleagues on best practice is vital, making sure they understand the threats to the business and how they should react. It must also be explained that internal factors can be just as important as external when taking losses into consideration. Bad processes, poor paperwork, lack of training and dishonest employees can cause major losses for retail businesses. Ongoing training highlighting actual cases the company has previously dealt with, a concise LP document outlining company policy and a method of communicating information within the business are all ways of improving awareness.

Compliance

Unannounced spot-checks and regular Loss Prevention Audits will ensure compliance. There has to be pre-agreed consequences if stores are not following through on company Loss Prevention policies. The importance of a robust internal audit system can never be over emphasised.

Detection

No matter how good your Loss Prevention system is there will always be some losses. Use tools such as CCTV, cycle counts and data mining so these losses can be spotted quickly and action taken. The head of loss Prevention should regularly liaise with the company Human Resources and Customer Services Departments to make sure any suspicious activity is flagged early on.

Investigation

All investigations should be carried out by a qualified and experienced person. Too many mistakes have been made by unskilled people carrying out investigations into matters they do not fully understand. During an investigation a skilled investigator can make good use of existing company resources such as the Human Resources department, the Audit Department and CCTV. An open mind must always be kept as many perceived thefts can result from simple mistakes, system errors or poor paperwork.

Resolution

After an investigation is completed there has to be a resolution process in place. How did the loss happen? Was it a simple error? Was it theft? Have any lessons been learned? Can procedures be tightened up? If

it was a theft have you informed all your stores to watch for similar? Has law enforcement been involved? Has all your evidence been collated and preserved? Some theft will always happen but it's the way a company reacts to such losses that separates the good companies from the great companies. Great companies learn from such losses they adapt, refocus and retrain.

2. Common Methods of Theft

Internal Theft

One of the biggest problems facing retailers is the issue of internal fraud and theft. There are many factors that have to be taken into account here. Retailers have to make sure that a professional system is in place for hiring staff. A proper structured interview procedure followed up with a thorough review of references is essential. Never accept mobile numbers as reference contact points. Only accept verifiable business email addresses. Managers should liaise with their Human Resources departments at all stages of the hiring process.

Retailers must have a proper staff induction process in place where company procedures and policies are outlined. The company's attitude to theft and fraud should be made clear and the consequences of such activity should be stated clearly. New starters should receive structured and documented training. The staff handbook should be professionally compiled and then reviewed by a legal expert.

The measures that retailers can take to protect themselves from internal theft are varied and much will depend on available resources. Proper training, clear procedures and an audit function are three measures all retailers must have in place.

Have strict policies on refunding, staff purchases, stock movement, cash handling and all areas where theft can occur. Remember it is the person who is in the position of trust who can do the most damage to your business.

Do unannounced visits to stores and do unannounced stock counts. Set up a 'Whistleblower' system where staff can report any wrongdoing anonymously. If you have a data mining capability monitor refunding/returns patterns. I can't over emphasise the importance of an experienced Loss Prevention analyst who understands both the retail side of the business but who also had a good grounding in fraud and theft issues. A good analyst can spot not only the theft and fraud issues but also the system and booking errors that can drastically affect the retailer's bottom line.

Look at who is doing refunds and what time they are being done at. There is always a pattern! Monitor 'Price Discrepancies' to identify discounting or abuse of promotions. This all hits the bottom line.

Monitor all promotions! For example if there is an incentive for selling a particular item for the current month you should look for a spike in sales over the last days of the promotion and then returns being done on that product the following week. This is one way staff achieve their targets. Sell the goods to yourself this month achieve your target and then return the goods the following month.

Never dismiss a suspicion as in many cases when a staff member is caught there will have been many previous indicators that were ignored. Internal investigation is one area that needs to be handled by a

professional LP investigator. At all stages of an investigation the LP Investigator must be talking to the company Human Resources Manager as there is no room for error in these cases. Keep any information to as small a group as possible. Confidentiality is paramount in these cases.

Shoplifting

Shoplifting is big business. With many retailers not reporting shoplifting incidents it is very difficult to quantify the actual losses to Irish retailers. Shoplifters can range from a person who will go into a shop and steal an item worth cents to organised criminal gangs who travel countrywide stealing thousands of Euro of product a day. Shoplifting is now big business for criminals with goods being sold online, at markets and even being shipped abroad.

Distraction Theft

Staff can be distracted by decoys, their job is to draw staff away from areas so that their accomplices can shoplift. This can range from unruly children being used as a distraction by their parents to people starting an argument in a store to distract staff while accomplices are shoplifting elsewhere. The simplest form of distraction is a person asking random questions and leading staff away from the area the shoplifters intend stealing from.

Push Outs

This is where shoplifters will come into a business usually a grocery business and fill a trolley full of high value goods usually meats, alcohol, electrical goods or cosmetics. They wait for their opportunity and push the trolley out without making payment. In many cases the parents fill the trolley and wait outside while a child pushes the trolley out. This is a highly organised and lucrative practice with family groups travelling the motorway networks targeting grocery retailers.

Intimidation theft

This is when the threat or the implied threat of physical violence or fear of malicious accusations can make retail staff unwilling to observe or witness suspicious behaviour. Some criminals have developed this to an art form where they use threats of litigation if they feel retail staff are observing their movements in a store.

Use of Props

Some shoplifters use props while stealing. The following are just some examples of things to watch for. Keep an eye for old well used shopping bags or a bag from a retailer who has no stores in your area. Some shoplifters have used large boxes with a flap cut out to allow the goods be hidden inside. Coats and skirts with large inside pockets sewn inside are a reoccurring problem. Foil lined bags are used to prevent the security tags activating the alarm.

Swallowing Stock

Some retailers especially those in the jewellery business have had issues where shoplifters have swallowed stock. One gang member will ask to view the jewellery while another person will distract the staff member. The first person will swallow a ring from the display tray. It's very difficult to deal with and to prove. Again good quality CCTV and a duress code word so staff can summon assistance from other staff can be of help here. Another solution is to use smaller trays with less stock on them. Have a set number of rings on a tray so staff will always be 100% sure if one has disappeared.

Pick It Up and Walk Out

The most difficult shoplifter to catch is the one who walks in, picks up stock and walks straight back out. It is so obvious that most people assume the person has permission. The only defence here is to keep high value goods away from doors and have good quality cameras in the area that are able to cope with direct sunlight.

Buy one - Return one

An item is bought and taken out of the store the "customer" returns and picks up the same product from the display and brings it up for a refund using the receipt from the original purchase as proof of payment. Again CCTV is the only way of proving this has happened.

I Forgot My Receipt!

In this case a shoplifter comes in to your store. They select an item and go to the cash desk. They ask for a refund but when asked for the receipt they pretend they have left it at home. They tell the cashier they will go home and get it. They head off with the stolen product in their hands. If a staff member or security person has been watching they assume the customer is legitimate as they have gone to the cash desk.

Refund /Return Fraud

Criminals can identify weaknesses in a retailers returns policies. Some retailers have very loose refund and returns policies. Criminals will exploit this ruthlessly. It is so important that retail staff understand consumer law. All refunds in a retail business should have to be authorised by a second person usually a member of the management team. This can help prevent both repeat fraudulent refunding attempts by members of the public and more importantly it provides a safeguard against fraudulent refunds by staff members. Refunds should be spot checked on CCTV and signed off by a senior manager at day's end. Refunds should always be done in a set location under a CCTV camera.

Credit Card Fraud

This can be very complicated and is ever changing. Retailers can be targeted in store, online and even over the phone. Well trained experienced cashiers are the first line of defence here. Management should keep informed of fraud trends by simply reading the newspaper and by keeping in regular touch with the local Garda Crime Prevention Officer.

Sleight of Hand Fraud

This is a problem area for both retailers and the hospitality sector. Generally they are professional gangs who enter the country for short periods who travel widely to carry out this type of crime. For a business the golden rule is a cashier must count every note when payment is made. Basically the fraudster will do their best to confuse a cashier and will attempt to under pay on an item. When they have done this they will then ask for a refund and receive the full value of the product back. These criminals are particularly nasty as they will always target the youngest and least experienced cashier. Again a robust refund policy can help deter this type of crime. Make sure cashiers are well trained and set up a code word so cashiers can get assistance from other staff if they feel they are dealing with a difficult situation.

Counterfeit Money

Less prevalent these days but it is always worthwhile being on your guard around busy periods and Bank Holidays. The important thing here is train cashiers how to deal with this type of situation. Make sure that

staff members know what security features to look for on a bank note and that they then know how to address the customer properly. Never use words such as fake, counterfeit or dud. Retailers have faced legal action from customers who felt they were defamed by cashiers in situations like this. **Never give change out without a purchase.**

Delivery Theft

If a business does not tightly control its delivery and shipping procedures it is leaving itself wide open to major losses. Have good CCTV in the delivery area. A messy warehouse is a warehouse where stock loss will happen. Sometimes a warehouse or stockroom area can be made look disorganised deliberately to hide theft by staff within the area. Do regular spot checks on both deliveries and shipments going out. Restrict entry to the warehouse area. Its best practices not to allow staff use the back door as an entry/exit point. If possible have a designated dispatch and goods inwards areas under cameras where goods going in and out can be spot checked later by CCTV. Have proper procedures in place for receiving and shipping goods.

3. Dealing with a Theft Situation

In this section we will give an overview of the basics involved in dealing with a shoplifter. Unfortunately no two cases are ever the same but retailers must understand the constraints they are working within. Firstly the business must decide whether shop staff members are allowed deal with shoplifting situations. I would advise that only members of management and security personnel are allowed deal with shoplifters. If staff members are allowed approach shoplifters there will be many mistakes which will cost the business dearly in court. There is also the issue of reputational damage to the company. Secondly allowing staff to approach shoplifters could result in injury to the staff member which could also prove costly apart from the fact that the business has a duty of care to their employees.

It is important that the retailer understands what they must see before they make the decision to approach a suspected shoplifter. The following is a guide to what must be observed.

- Selection of the goods must be seen
- Concealment of the goods
- Never lose sight of the goods. Be careful the goods are not dropped!
- The suspect must pass all points of payment
- The suspect must exit the store with the goods before being approached
- **Never** act on third party information!
- **IF IN DOUBT LET IT OUT!**

A retailer must make the decision to approach a suspected shoplifter knowing the financial and reputational cost of a false arrest to the business. It is a good idea to have the local Garda Crime Prevention do a training session on this with your retail team.

The important thing to remember is that when you approach a suspected shoplifter you should do it in a calm manner. Introduce yourself and inform them you believe they have goods in their possession they

have not paid for. Invite them back into the store. Bring them to an office area off the shop floor. Always have a witness with you. Never make accusations or call the suspect any derogatory names. Have a female witness if the suspected shoplifter is a minor or a female. At this stage have a staff member call the Gardai out of earshot of the suspected shoplifter. Never search a suspected shoplifter! Ask them to take out any goods they may not have paid for. It is a good idea to have a camera covering the outside of your store to disprove any allegations of assault by a shoplifter. Retain all CCTV footage and record all details of the event. There should be a process for recording these events. It is imperative that retailers understand how to write a statement. Keep it short and factual.

It's always a good idea to invite in the local Crime Prevention Garda to go through arrest procedures with shop staff.

Shoplifters come in all shapes and sizes! All types of people will steal from your business. It can be the person who is coming into your store everyday for the past ten years or it can be the man in the suit who is looking at high value items. It can be the guy dressed as a workman or the lady who seems to know every staff member in the store.

This is where alert and well trained staff members are invaluable. By engaging with customers they can prevent a large amount of theft as well as increasing sales opportunities. Greeting people and offering customer service is a proven deterrent. A genuine customer will see it as excellent customer service while a potential shoplifter will see it as possible recognition of their intent to steal.

A real problem is that many retailers are not reporting a large proportion of theft issues to the Gardai. It is imperative that all incidents are reported as only then can the authorities assess the true scale of shoplifting in Ireland.

How to Spot a Potential Shoplifter

- They tend to avoid eye contact.
- Not interested in any one particular item. They are more interested finding an area with no staff members in it.
- They target high value easily sold stock.
- Watch for groups entering one at a time.
- Pairs or groups keeping in contact on mobile phones.
- Moving stock from one area of a store to another where it is easier to steal from.
- People who appear nervous and not interested in any particular item.
- Carrying oversized bags.
- Engaging staff in meaningless conversation.
- Early in the morning and last thing at night are the two most dangerous times. Thieves know staff numbers will be less at these times.
- Watching the movements of staff.

What to Watch For

Foil Lined Bags



Tin foil is used inside bags, coats and even cardboard boxes to prevent security tags setting off the alarm when they are carried out of a shop door. This is an everyday occurrence. A good way of spotting foil lined bags is to look for Velcro on the top of the bag. Shoplifters use Velcro to prevent the retailer from seeing into the bag. Watch for a plastic bag that holds its shape because of the tin foil inside of it. Look for well worn bag handles as it takes a lot of work to foil line a bag and the shoplifter will get as much use out of it as possible.

The more professional shoplifters will put the tin foil between two bags and then stick the bags together as in the picture above. Some professional shoplifters even use large foil lined boxes which have a flap cut in the top so the goods can be easily hidden inside.

If the Security Gates Alarm Activates

- Approach the customer in a calm and friendly manner.
- Inform the customer that a security tag must still be on the product.
- Calmly direct them to a till where the cashier can deactivate the tag.
- Never block the customer's route of exit or make any accusation.
- If a person refuses to go to the tills to deactivate the tag never try and stop them leaving!
- Never make an arrest or an accusation because a Security Gate Alarms! It is merely an indicator that a tagged item might have passed through.
- Some handbag locks, tags from other stores and some medical devices can set off these alarms.
- There have been cases where people have set off the alarm deliberately in order to have a staff member approach them. If the approach by the staff member is not done properly or if the person can instigate an argument a claim for defamation will be sent in.

- If you suspect that a theft might have occurred review the CCTV and then contact the Gardai.
- These systems are merely a deterrent never make an arrest just because the gates alarm!

4. Awareness

Risk assess your area. Walk the floor in the morning. Design a risk management checklist to be done daily.

- If you were a shoplifter what would you steal?
- What highly desirable new products are in stock?
- Are displays replenished and fronted properly?
- Are all cabinets/internal doors locked and secure?
- Are all high value products security tagged? Are the security gates working properly?
- Is the store CCTV working properly?
- Are store branded shopping bags in a secure area?
- Is the de-tagger secure?
- Use empty display boxes for high risk products.
- Do regular spot checks on high risk products.
- Do not overstock high value items on the shop floor.
- Allocate areas of responsibility to staff members. Have staff monitor high value stock in their area of responsibility during the day.

If staff members are not trained properly and not given a continuous flow of information on possible threats to the business you cannot expect them to be aware. Set up a Loss Prevention newsletter to update staff on issues.

5. Some Areas of Risk

Key Holding

Do key holders understand their responsibilities? Never share alarm codes! Is there an offsite CCTV monitoring capability? Do not allow re-entry after the store has closed for the night except in extreme circumstances. If this happens a senior person in the company outside of the store managers should be alerted by the monitoring company. Set opening and closing times in stone with the alarm monitoring company. Changes to the monitoring schedule should only be done by one designated person and only from their work email. Have a code word set up for all changes to account details. Have a duress codeword in place that the key holder can use when speaking to the monitoring company. A duress code should also be in the alarm panel. Never have one person opening or closing the store. Change all alarm and internal door codes at intervals or if a code holder leaves the business.

False Arrests

Criminals will set-up deliberate false arrests. Again staff must be trained never to make accusations and

only management or security should be allowed make arrests. All managers need to be trained in arrest procedures. Retain footage of all incidents on CCTV, fill out incident reports on all incidents, collect witness statements and alert Head Office of all incidents.

Examples of how criminals set up false arrests are as follows:

A person exits a shop and the security gates alarm. A staff member approaches the customer who immediately takes offence and empties their bag on the floor. There is nothing in the bag from that store. They will deliberately create a scene. The incident escalates and a solicitor's letter is sent in claiming defamation of character. The alarm was actually set off by an accomplice who stood near the door with a security tag in their hand to set the alarm off.

A much more sophisticated set-up is when a person enters a store and in plain sight of a staff member selects say a bottle of wine from a display. They put the bottle in their bag and exit the store. The staff member has seen selection, concealment and the customer exit without making payment. They approach the perceived shoplifter and ask them back into the store. The customer returns and when in the office produces a receipt for the wine. The wine is actually from a different retailer but looks similar to a wine your store actually sells. The customer immediately looks for compensation. In these cases the person looks for a cash payment as they want no record of the incident as they are doing this on a regular basis. What has actually happened is that an accomplice has placed the wine on the shelf sometime earlier. It would be placed in an area that does not have great CCTV coverage. The wine looks like wine that you sell so the staff member assumes it is store stock that is being shoplifted

Another ploy that criminals use to set up false arrests is that they select an item and conceal it in full view of a staff member. They then move quickly around a store. As they move around the store they will drop the item behind a fixture or under a shop display. This happens so quickly the staff member may miss it. When the person is stopped at the front door and they have nothing in their possession. Again a solicitor's letter is in the post within hours.

Lock all Internal Doors

Retailers are often targeted by a type of sneak thief called a "creeper". This thief will "creep" around a building looking for unlocked doors to stockrooms, offices or staff areas. They will steal mobile phones, handbags or stock. Keep all internal doors secure and have **Staff Only** signs on these doors. Anybody going through these doors can then be charged with trespass.

Have all Visitors Sign In

Many sneak thieves will dress as trades people, sales reps or couriers to gain entry to stock areas. Make sure all visitors have to sign in and issue them with a colourful visitor's badge.

Secure Goods Yards

Another type of theft that has become particularly prevalent is the theft of items from goods yards. Professional gangs tour industrial and retail parks looking for items to steal. They will be wearing high visibility jackets and even hard hats. Again have good CCTV in goods yards, keep gates secure, have signage visible to discourage unwanted visitors and take deliveries in quickly. Once you have good signage up declaring the area as private property these people can be charged with trespass.

Staff Bag Searches

With your Human Resources department organise random staff bags searches for staff when leaving the premises. The management or security need to be properly trained to carry out these searches. When implementing this procedure it is advisable to do this in consultation with staff as when it is explained properly people will see that it is everyone's interest to have this procedure in place.

Insurance Claims and Fraud

This is a major problem for retailers with false accidents being staged by criminals. Good quality CCTV, regular and recorded Risk Audits in the business premises, good signage, better reporting, an organised cleaning regime and better staff training will help. Professional gangs now operate trying to set up insurance claims. Again it takes a professional to investigate these claims.

There are documented cases where gang members have entered a store and deliberately spilled water on a shop floor for an accomplice to stage a slip on. In another case a man staged a slip on ice cream which had been dropped on the floor by a family member a few minutes earlier. The man stood over the ice cream until there were people in the area so he would have witnesses.

Dealing with Aggression

Unfortunately this can be a feature of working in retail. Staff and management should be properly trained in customer service. Many incidents with customer aggression can be caused because staff members are poorly trained. A good knowledge of Consumer Law is needed and the ability to calmly communicate it. Staff should know what the business expects them to do if a situation arises where they are confronted with aggression or threatening behaviour.

It is a good idea that staff and management receive some training in conflict resolution and that properly structured customer service training is in place. Knowledge is power! If a staff member is properly trained most issues that could escalate can be dealt with satisfactorily at store level.

When investigating an insurance claim always review the CCTV in that area for at least an hour before the accident. Save footage from all the cameras in your store for at least 15 minutes before and after the incident as you never know what information might come to light at a later date that might need investigating.

6. The Use of Manned Security

Many retail operators use security guards in stores. Businesses should review the role of security guards and see if they can be put to better use. The days of a security guard staring out a front door are long gone. The security guard is the first person a customer sees when entering a store and they are usually the last person the customer sees when leaving. The department of the security guard sets the tone for that store.

Firstly the function of the security guard should be analysed. Their primary role should be prevention. A retailer needs a well presented, alert, customer focused security guard. A good knowledge of the store and its stock is essential as the security person will be many customers first point of contact if they are looking to find something in the store. Retailers should insist on having a set team of security personnel

who are familiar with the business and its requirements. The person should be familiar with the locality and the retailer's business requirements. Speak to your security guard! Get feedback on issues that the security guard notices. There should be a log in the store where issues and incidents are recorded.

The security guard should be taken on a walk of the store on their first day with particular attention being given to showing them fire exits, assembly points, first aid kits, stock rooms and the CCTV system if the guard is allowed use it. The business should get the security guard to do a quick Risk Assessment checklist each morning. This can be a simple check of fire exits, walking the floor looking for trip hazards, checking the delivery area for discarded packaging etc... This checklist should be held on file. The security guard should be able to monitor the store for Health and Safety issues such as spills, hangers on the floor and other potential hazards.

During the day the security guard should be able to perform some simple stock spot counts. This can help identify problem areas. Make sure a system is in place where all incidents are recorded by the security guard. Rotate the security guards lunchtime so shoplifters don't know when the floor won't be covered.

The retailer must clearly explain their requirements to the security company. If the security guard is given proper direction they can be a major asset for the business. When deciding on a security provider you should speak to others in the retail industry or through the REI Loss Prevention Forum to get their feedback. The cheapest option is not always the best!

SOME TIPS THAT MAY HELP

- When you have a new member of management in a store have them spend a morning or two in the local district court. Firstly it will give them an introduction to the local shoplifting community and secondly they will be familiar with court proceedings if they even need to represent the company in a case.
- Read local newspapers to monitor local crime trends.
- Keep in contact with local retailers from your Retail Excellence Ireland network. Share information. During training role-play shoplifting situations. Discuss actual cases.
- Get a contact in your local Garda station.
- When investigating an accident or an incident always go back and review the CCTV footage for at least 30 minutes before the occurrence. You will be surprised what you can find out by watching earlier footage.
- Use a process called RED TEAMING. As an exercise get staff together and put them into teams. Ask them to think as criminals and ask them how they would target the business. You can be amazed at what comes out!
- Retail managers must keep themselves informed by joining local trade groups, local Business Watch groups or just by talking to people in the locality.
- If something feels wrong it generally is! Talk to a professional!

- If you are a member of Retail Excellence Ireland come to our LP Forum meetings and make connections that can help improve your information flow. We regularly invite in industry experts to share their experiences with us.
- Do not allow staff give out store branded bags to people who have not made a purchase.

Retail is an exciting and ever changing environment and the above is just a snapshot of some issues that can arise. The overriding message is that losses can be reduced by retailers focusing on:

- Training
- Awareness
- Communication

Properly motivated and properly trained staff members are the greatest resource that a business has. By educating staff in Loss Prevention and by opening up channels of communication, retailers will see the benefits immediately. The Loss Prevention message must come from the top. When a CEO or a MD visits a store they should walk the floor and look at the LP risks for themselves. When a manager or staff member makes a contribution to LP it should be commended from the very top. Only when staff members see that the business leaders take LP seriously will the staff start to take it seriously as well.

Michael Neary,

Loss Prevention Manager, Harvey Norman

Chairperson of the Retail Excellence Ireland Loss Prevention Forum.

Retail Excellence Ireland

web: www.retailexcellence.ie

Email: info@retailexcellence.ie

Tel: 065 68 46927