


NRF LOSS PREVENTION
CONFERENCE & EXPO

NEW ORLEANS
 CONFERENCE JUNE 20-22, 2012
 EXPO JUNE 20-21, 2012
www.nrf.com/LP12

Achieving Best in Class Shrink Results with Minimal Resources


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Tween Brands – Justice & Brothers Stores



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Tween Brands – Justice/Brothers


- **Tween Brands**
 - Headquartered in New Albany, OH
 - Largest premier tween specialty retailer in the world
- **Justice**
 - Over 980 stores throughout the U.S, Canada, Puerto Rico, Central America, Australia, Russia and Middle East
- **Brothers –**
 - Initially online only business for tween boys in 2011 (shopbrothers.com)
 - First 10 brick and mortar stores will open July '12 - 30 more opening by end 2012.
- **Ascena Retail Group, Inc.**
 - Tween Brands merged
 - Ascena, Justice/Brothers join sister brands Dress Barn and maurices
 - Recently finalized **Charming Shoppes** merger
 - Ascena is the largest women's specialty clothing retailer in U.S with over 3,800 stores.

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Tween Brands Loss Prevention

- Field Staff Level
 - 9 Member Loss Prevention Team
 - 7 Dedicated Regional Loss Prevention Managers
- Additional Objectives (Not Shrink Related)
 - Risk Management
 - Brand Protection
 - Distribution Center (Justice/Brothers/Dress Barn)


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Achieving Best in Class Shrink w/ Minimal Resources.


Refine your approach – Focus on what will get you your biggest ROI


Red Flag Target Program – 80/20 Rule – this worked when we had 100 stores per RLPM

- Most Important - Abandon the cookie cutter program
- Use multiple metrics to identify which stores to be designated Red Flag
- Tailor Action Plans that fit each stores unique LP issues (i.e. – Focus on external, internal or operational/process shrink issues).

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Red Flag Shrink Program



 **Spring Season 2012 Due Dates:**

April 13, 2012	Red Flag Action Plan(s) Due
May 25 2012	Progress Report Due
July 13, 2012	Progress Report Due
August 31, 2012	Temp Check – Will Your Store Make Goal?
September 2012	Next Physical Inventory

Program Goal: To identify stores with high shrink \$ loss, high shrink % and/or unique LP challenges, develop and monitor progress of a *store specific* action plan designed to achieve store shrink goals and graduate at least 50% of the Red Flag stores by the next physical inventory.

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Red Flag Shrink Program



Roles:

RLPL

- ⇒ Identifies a list of Red Flag (RF) stores in partnership with RSL and DSLs after inventory results are published. No district is to have more than two Red Flag stores.
- ⇒ Works with DSL and SSL to develop a RF Action Plan.
- ⇒ Contacts DSL for a status update one (1) month before inventory.
- ⇒ Conducts a conference call with all RF stores to review inventory procedures and preparation.

DSL

- ⇒ Works with RLPL and SSL to identify opportunities and to develop a RF Action Plan. DSL owns typing up the Action Plan and distributing the original and any progress reports to RLPL, RSL, RA via email and providing the store with a printed copy.
- ⇒ Owns working with SSL to complete Progress Report(s) and notating any new issues.
- ⇒ Communicates any management turnover/new hires to RLPL during season.

SSL

- ⇒ Works with DSL and RLPL to develop a RF Action Plan and assist in providing periodic progress reports throughout the season.
- ⇒ Drives shrink awareness with entire store team and keeps the 4 focuses front of mind!

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Red Flag Shrink Program




Tool:
Red Flag Action Plan and Progress Report Form. Here's how to build an Action Plan and track your store's progress – it's as easy as 1-2-3:


Step 1	Analyze Statistical Performance. Identify the opportunities which led to poor shrink results. Most often the opportunities causing shrink are measured by the following: ~G/R history ~Internal theft cases/suspicious behaviors ~Cash shortages ~Management turnover ~Shrink history ~LP and DSL audit scores ~MMA completion and follow up In some cases, the DSL and/or RLPL will conduct general loss interviews with each associate of the store to identify opportunities.
Step 2	Write the Action Plan. The RF Action Plan is arranged into 3 main categories. Once you have identified the key opportunities that contribute to the shrink culture in the store, write an Action Plan that will correct each opportunity.
Step 3	Document Progress. Throughout the Red Flag season, the DSL and SSL will review the Action Plan opportunities and measure progress to determine if the plan is working. Progress notes are to be documented immediately below each category where opportunities exist.


What's New?
 *All-in-1 form
 * Fill it out on your laptop (the boxes will expand to allow for content as you type) & email it to your RLPL, RSL and RA once complete. Don't forget to print a copy for your store!

September 2012

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Red Flag Action Plan & Progress Report



	Store #: District #: Sales Leader Name: Action Plan Date:	Spring 2012 Due Dates: April 13, 2012 May 25, 2012 July 13, 2012 August 31, 2012 September 2012	Red Flag Action Plan(s) Due Progress Report Due Progress Report Due Temp Check Due Next Physical Inventory
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Shrink History	Current Season Shrink Goal	Red Flag History	Known Theft Incidents (Shrink Season)
Last Season Shrink %	Shrink Goal %	Repeat Red Flag?	Internal Theft Cases # \$
Last Season Shrink \$	Shrink Goal \$	How many times?	G/R History # \$

Ensure the store is staffed with the Right People
 (LP/DSL audit scores, Management turnover/new hires, Internal cases/suspicious behavior)

Opportunity	Action Items	Owner (who is responsible for completing this)	Target Completion Date	What will the expected results be?

Progress Notes (To be completed by DSL on published due date.)

Discussion Date: _____

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<h2>Red Flag Action Plan & Progress Report</h2>				
Ensure the store has effective Floor Supervision/Awareness <small>(G/R History, LP/DSL audit scores)</small>				
Opportunity	Action Items	Owner <small>(who is responsible for completing this)</small>	Target Completion Date	What will the expected results be?
Progress Notes (To be completed by DSL on published due date.)				
Discussion Date:				
Ensure Operational Controls are in place <small>(MMA execution, Bank deposit procedures, Physical security, Incident reporting, Cash over/short, LP/DSL audit scores)</small>				
Opportunity	Action Items	Owner <small>(who is responsible for completing this)</small>	Target Completion Date	What will the expected results be?
Progress Notes (To be completed by DSL on published due date.)				
Discussion Date:				
Sign Off: SSL _____ ASL _____ ASL _____ LBR _____ LBR _____ LBR _____ DSL _____ 1				
<small>DSL instructions: DSL is to fill out electronically, pdf and email to RSL, RA and SSL. SSL instructions: Print and file a copy of this action plan & progress report in your Operations binder behind the LP tab. All sales leaders are to review and sign off.</small>				

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<h2>Achieving Best in Class Shrink w/ Minimal Resources.</h2> <p>Train/motivate/ empower store line associates for sustained shrink performance.</p> <ul style="list-style-type: none"> • RLPM conducts a one on one LP meeting with the all new Store Managers within first 30-45 days of hire (8 hour day covering every LP topic they will have to lead as a Store Manger). 		

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Achieving Best in Class Shrink w/ Minimal Resources.

Develop programs and metrics that are linked to both LP and Ops

Monday Morning Audit




- 7 RLPM's to cover nearly 1000 locations with an international presence
- Monday Morning Audit – Performed by every Store manager weekly.





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monday morning audit

Document	What to Look For	Initials/Date Completed
Known Loss Reports <small>(Attach weekly report to your MMA)</small>	Did you identify any hot spots or awareness/training needs? How many defeated sensors were found this week? _____ (if more than 5 please contact your RLPL).	
LP Bulletin Board	Is the LP Flyer current & signed off by management?	
Bank Deposit Envelope	Is the bank deposit envelope completed per deposit procedures?	
	Have deposits been taken daily? Refer to date dropped and deposit slip.	
Over/Short	Are there any unresolved cash shortages? Use Electronic Journal to review shortages. (Click F12 Key to search over/shorts) Document total over/short here. \$ _____	

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		monday morning audit
Returns, Voids, No-Sales, Cancelled Transactions, Price Override Reports and Petty Cash IN/OUT Transactions in the E.J.	Print these reports, using the electronic journal to research individual transactions and/or to sort/filter to refine your search. Make notes on/about any transactions that have been researched/investigated and staple the reports to this checklist.	
	1st Monday of every month: Print/review 90-day history of all returns, no-sales and post voids. Look for patterns by clerk. Refer to daily paperwork as well as E.J.	
	Review refunds (especially multiple cash refunds by the same cashier, etc.) Contact your RLPL on any suspicious transactions found.	
	Review post-voids and write the re-ring transaction number and reason for the void on the report. Contact your RLPL on any suspicious transactions found.	
	Review for excessive no-sales by any associate.	
	Review for excessive cancelled transactions by any associate.	
	Research petty cash in/out for unusual activity (excessive amounts, reasons, etc.) Verify all receipts are attached/ initialed. Verify all paid outs over \$25 is approved by your DSL. (Use the E.J. to search for transactions)	
	Research Price Override Report and look for any training/suspicious price adjustments.	
Store Transfers	Have all incoming Store to Store transfers been received (call sending store for UPS tracking information for any transfer older than 7 days and email information to your DSL).	
Damages	Is damaged merchandise being processed properly and timely (follow guidelines on the damages process poster)?	

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		monday morning audit
Physical Security	Test Sensormatic System. Is it working on both sides? Are all Sensor Detachers attached to the cash wrap or secured in a locked drawer? (Report/Email Sensormatic issues (tags, pins, lanyards, detachers, system failure) to Sensormatic@Tweenbrands.com).	
	Are all locks working properly? (cashwrap, office, desk, doors, lockers, etc.)	
	Are registers keys secured in a sealed and dated bank deposit bag and stored in the safe or locked desk drawer? (Do not keep keys on mgr. key ring or cashwrap drawer). Enter Bag Seal Number here: _____	
	Weekly: Test back door audible alarm. Is it working?	
Burglar Alarm System (Only Stores w/ Custom Security or Nutech National alarm systems)	Monthly (first Monday of each month): Call alarm monitoring station and put your system on test. Test your alarm to ensure it works correctly (refer to Josie for step by step testing instructions). Enter the date of last test here: _____	
	Monthly: Is your call list up to date and only current store management assigned individual passcodes?	
Safes (Applicable Stores Only)	Was your safe combination changed after the most recent management change? (refer to Josie for instructions on changing the combination) Do you have at least 2 spare 9-volt alkaline batteries?	
During peak seasons (Dates will be directed by the Home Office) complete the following Sections: Bank Deposit Envelope, Cash Over/Short, Cash Returns and Post-Voids. First Monday of the month: Review 90 history of refunds, voids (cash only) and no sales. Stores with Burglar Alarm systems should test their Alarm System.		
Key MMA Points/Awareness Topics to Discuss With Team		Rev. 10/11
1. _____		
2. SSL _____ ASL _____ ASL _____ LBR _____ LBR _____ LBR _____		
		


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bebe Stores, Inc.




- The first boutique opened in 1976 in San Francisco
- The bebe woman is defined by her attitude: assertive, sexy and stylish.
- Over 200 stores throughout the US and Canada
- Over 100 international licensee locations
- Online at bebe.com


- Debuted in 2007
- Affordable, fun and flirty fashion inspired by the glitz, glam and high energy vibe of Vegas
- Over 40 stores throughout US and Canada
- Online at 2bstores.com

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bebe Loss Prevention

- Staff Level
 - 8 Member Loss Prevention Team
 - 3 Dedicated Regional Loss Prevention Managers
- Additional Objectives (Not Shrink Related)
 - Risk Management
 - Social Compliance
 - Brand Protection
 - Distribution Center

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Reveal the Problem


- Define Shrink Source
 - What is affecting majority of locations?
 - Employee Awareness was an issue
- Develop Strategy to Attack Major Issue
 - Change how LP is viewed at store and corporate levels
 - Effectively communicate to the field audience
 - Hold employees accountable for shrink control

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Change the Corporate Culture


1. Find something easy to change first
2. Build coalitions of supporters
3. Set targets for incremental completions
4. Share information/reduce rumors
5. Define how results will be measured
6. Reward desired behaviors

Source: *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* by Kim S. Cameron and Robert E. Quinn

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Achieving Best in Class Shrink

- Overcome Resource Limitations
 - Focus on Greatest ROI
 - Training, Communication, Visibility
 - Leverage Store Teams
 - Contract of Honesty / GLI conversations
 - Believe Newsletter – building LP culture
 - Shrink Action Plans – roadmap for the stores



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“Contract for Honesty?”

What is the Contract for Honesty?

At bebe, our unique brand of Client service and loss prevention may be summarized by our Company's **One Vision** strategy. This vision for success involves protecting our brand, protecting our merchandise, our Company, and each other with a commitment: **A Contract for Honesty**. You sign the contract when you commit to achieving the utmost principles of honesty and respect at our Company every day—part of the bebe value system.

Why are these qualities important? When Associates exhibit honesty and respect, you deliver a higher level of service to our Clients. Morale and team spirit increase, sales growth blossoms, and Company shrink is lowered. In other words, our Company becomes more successful—and a successful Company means more career opportunities and benefits for you.

Honestly Speaking, It Begins with You...

This Contract for Honesty begins with you. By working with integrity and striving to do your best in an honest manner, you fulfill the contract:

- Make honest choices and report those who do not
- Set high standards and work with integrity and passion
- Show respect for our value system, Clients, Coworkers, Managers, and for yourself
- Understand Loss Prevention is everyone's responsibility

Honestly Among Us...

While most bebe Associates are honest and hardworking, some may choose the wrong path and make bad decisions. When Associates steal from bebe, they break their commitment to the Contract for Honesty.

Making the Honest Choice...

Don't let dishonest Associates' actions influence you—your character and this contract are not up for negotiation. Help set the standards of acceptable behavior in our Company, regardless of what others do or say:

- Refuse peers who pressure you for free bebe merchandise
- Report Coworkers you suspect of stealing from our Company
- Admit your mistakes and take time to correct them
- Don't give in to the temptation to commit fraudulent acts for personal gain

The Loss Prevention Hotline provides a simple way to report knowledge or suspicions of dishonest Associate activity:

- Available 24 hours a day, seven days a week
- Confidential—remain anonymous if you prefer
- Earn up to a \$2,500 reward for reporting dishonesty that results in a separation, admission of theft, or a recovery of Company property

Call to Report

- Theft of Company merchandise or money
- Theft of personal belongings
- Suspicions of fraudulent activity
- Other dishonest behavior and business abuse

Regional Loss Prevention support is available across all markets and at the Corporate level. You can contact us anytime at lp@bebe.com or 1-877-bebe-SOS (1.877.232.3767).

Making the honest choice is easy when you feel supported. Your 'One Vision' partner - Loss Prevention - is committed to helping you fulfill your contract by:

- Reducing shrink
- Protecting the brand
- Detering and resolving theft
- Influencing sales growth
- Promoting safety

We specialize in:

- Investigating internal dishonesty
- Combating external theft
- Providing a safe working and shopping environment
- Addressing inventory control issues

REMOVE THIS AND KEEP IT WITH YOU FOR A QUICK REFERENCE.

Call the **Loss Prevention Hotline** toll free when you suspect dishonesty:

1-888-423-2357

Your call will remain anonymous

bebe



believe

Hang on to your honesty.

Your Autograph speaks volumes...

Signing the "Contract for Honesty" means sharing the **One Vision** of bebe every day:

- Serve our Clients' needs first
- Take ownership of the business
- Be proactive
- Communicate safety hazards and incidents
- Have a passion for success
- Partner with Loss Prevention and Risk Management
- Show integrity and respect for our value system

When you commit to the culture of honesty at bebe, you agree to make good choices, set a positive example for others, and notify Management or Loss Prevention whenever dishonesty threatens our Company.

In addition to agreeing to work with honesty, by signing below, you also indicate you will take responsibility for safety awareness and communication as you go about your day-to-day job tasks. Together, we can make a difference in the safety of our workplace. Every bebe employee has the responsibility to work safe in recognizing, responding to, and reporting workplace hazards.

.....

Associate Signature

Employee #

.....

Manager Signature (Please retain signed copy in store employee's HR file)

be-safe

A Commitment to Safety

Safety is a way of service at bebe. As we consider the very basics of safety, we look at our responsibilities with respect to protecting our brand, our Clients, and each other. Let's all work together to focus on a safe and healthy work environment for everyone in our store, every day, and in every way.

To help you be safe at work, bebe has developed plans for you to follow in the event of an injury, an emergency, a disaster, and/or an evacuation situation:

- An Injury Illness Prevention Program (IIPP)
- An Emergency Preparedness Plan (EPP)
- Work Related Injury Return to Work Program

We also frequently share tips with Associates to help you work safer such as:

- Keep the back room and stock areas fashionably clean to prevent safety hazards from occurring in the first place
- Stay aware of common slip, trip, and fall hazards such as merchandise and debris left on the floor, blocked emergency doors, etc. and correct these problems before they create an unsafe situation
- Practice safe lifting techniques, supporting your back and legs as you lift, and partner with a coworker to move heavy loads to prevent back strains and pains and other injuries

Note: If you take safety precautions and an accident or injury occurs anyway, get Management involved immediately. If an injury is life-threatening, never hesitate to call 9-1-1.

Tell your Supervisor or call Risk Management to report unsafe conditions

1-877-bebe-SOS
1-877-232-3767

bebe

REMOVE THIS AND KEEP IT WITH YOU FOR A QUICK REFERENCE.

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Communicate Globally

LP Hotline 1-888-4bebeLP

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bebe Shrink Action Plan

January 2012 Shrink Results				
Shrink \$	Shrink %	Units		

Jun 2012 Shrink Goal%

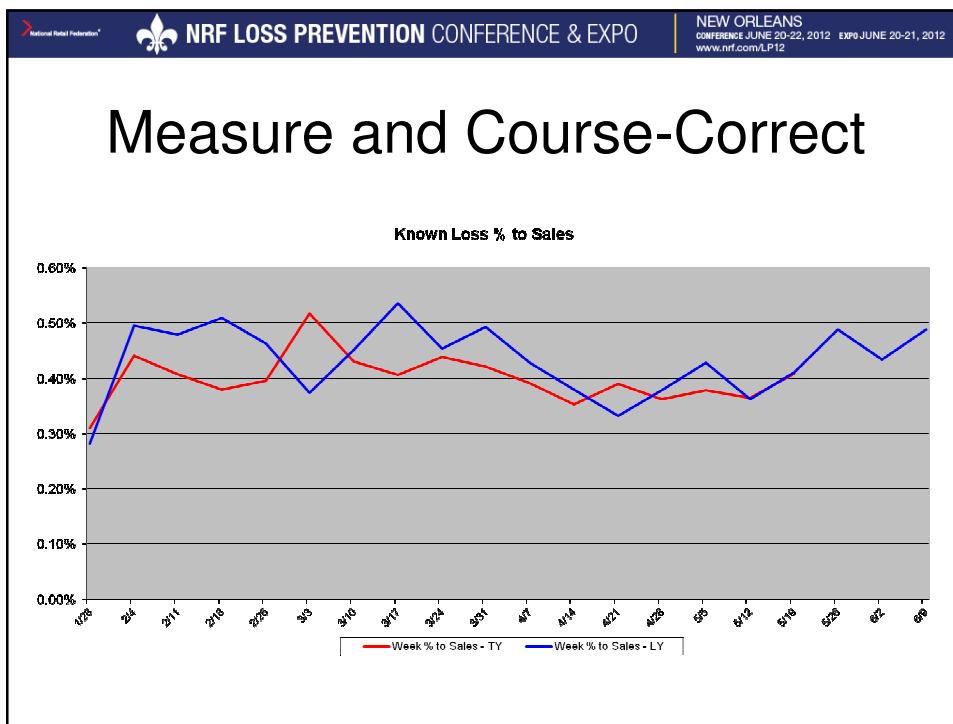
Highest Shrink Classes (sorted by \$)				
Class Code	Class Name	Shrink Units	Shrink \$	Shrink %

Shrink History (current alignment)			
	Store	District	Region
Jan 12			
Jun 11			
Jan 11			

Store	Shrink Category	Store Manager	District Manager	Regional Director	Regional LP Manager

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Action Plan						
<ul style="list-style-type: none"> ○ ○ ○ ○ ○ 						
Last Season Measured Results (Jan 2012)						
	Average LP Review Score	Reported Known Loss % of Actual	Reported Known Loss			
Store						
Company						
	Jan 12 (1/23/12-1/28/12)	Feb 12	Mar 12	Apr 12	May 12	Jun 12 (5/27/12-6/10/12)
Known Loss Goal \$						
Known Loss Reported \$						
Audit Score						


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<h2 style="margin: 0;">Achieving Best in Class Shrink</h2> <p style="margin: 10px 0 0 0;">Align Corporate Partners</p> <ul style="list-style-type: none"> • Constant communication with Regional / District Sales Managers <ul style="list-style-type: none"> – Weekly Audit Reporting – Weekly Known Loss Reporting – Transaction Reviews 		



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Prioritize Programs

Background Checks **Surveillance**
Access Control **Audits** **Training**
Interviews **ORC** **Integrity Shops**
Counterfeit **Visits** **Chargebacks**
Store Detectives **Logbooks** **Fraud**
Workshops **EBR** **Cash Shortage**
Safety **Awareness** **Material** **GLIs**

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Prioritize Programs


- Recognize Competencies
 - Create Maintenance Programs for areas that are under control
- Recognize Opportunities
 - Inventory Reconciliation
 - LP hands-on approach leads to increase in accuracy
 - Transfers matched to variance
 - Maintain High Risk Store Program
 - Monthly LP Visits
 - Investigations Program

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Work Smarter not Harder

- Synergy
- Unrealized Expertise within LP Team
- Discover Untapped Resources
- Value of Communicating Issues



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How are you Reducing Shrink with Minimal Resources?

Discussion Points

- What are your resource limitations?
- What are your challenges - how do you overcome them?
- What strategies are used?
 - Technology
 - Communication
 - Auditing
 - Programs
- How do you leverage corporate and field partners?
- How do you measure performance?
- How is performance sustained?

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Questions?

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