Although the long Canadian winter is now behind us and the trees outside our headquarters are once again green, my colleagues and I are already thinking ahead to the fall — and our 2005 Client Conference. This year, our premier annual event will be back in beautiful Montreal, September 25 to 28, at the Fairmont Queen Elizabeth Hotel. Complete details are available on our Client Conference website at www.nsbgroup.com/talkingshop, and on page 18 of this magazine. I hope you will attend, and I look forward to seeing you there.

Our Client Conference is just one of the many ways we routinely consult with leading retailers and industry representatives. This issue of Connected Retailer describes how our user forums, eSeminars, and other communications help us build on more than 30 years of best practices, refine our technology strategy, and enhance our solutions. Ultimately, your contributions help us to serve you even better as your total retail solutions partner.

This partnership is illustrated in recent case studies featuring some of our leading retail clients. We’re pleased to present in-depth profiles of how adidas is using Connected Retailer® Merchandising to gain control over its inventory and improve productivity, how Ben Bridge Jeweler supports its sophisticated direct marketing program with CRM, and why Foxwoods Resort Casino chose our Sales Analytics Solution to streamline its auditing processes.

NSB’s success is also demonstrated by our results for 2004. Highlights of our latest Annual Report are presented on page 17. Based on the growing demand for our .NET-based solutions and ongoing enhancements to our products and services, we have continued to strengthen both our financial and market position.

NSB remains dedicated to strengthening your position as well. I trust this issue of Connected Retailer will support that goal by providing useful ideas for better retailing.
For more than 80 years, adidas has been a global leader in the sporting goods industry, delivering state-of-the-art sports footwear, apparel, and accessories. adidas-Salomon, the brand’s corporate parent, offers a broad portfolio of sporting goods and related products. The company has total global net sales of US$8.3 billion and global net income of US$403 million.

adidas Retail, the US retail division of adidas-Salomon, currently operates 70 stores across North America. Sales for adidas Retail have steadily increased as the company continues to launch successful marketing campaigns, and volume has tripled over the last five years.

Overcoming limitations
adidas Retail has been an NSB client since 1999. Before implementing their new solution, they ran their merchandising on a Unix-based legacy system. Although the legacy system satisfied their needs, as the retailer grew and the face of retail started to change, the old system could not live up to their strategic requirements. “The R12 system was stable and consistent. We knew what to expect from it, day in and day out,” says Vince Jackson, Director of Retail Information Systems, adidas Retail. “But it was limited in what it could achieve.”

adidas Retail has been growing fast, with hot products on the market and top-performing athletes endorsing them. As requirements arose for the IT department, such as integration of their merchandising with an SAP Financials system and a warehouse system, the retailer started to look for a new merchandising system. And as they surveyed the market, they discovered a whole new world of possibilities. “When we saw what was possible with new technology, we started to develop a more powerful vision for the future, and we wanted the technology that could help us achieve that,” says Jackson.

Synchronizing merchandising functions
With this in mind, adidas Retail selected the entire suite of Connected Retailer solutions to take them into the future of retailing. They purchased Connected Retailer Store, Merchandising, Planning, Sales Analytics, and CRM. At the core of their systems is the Connected Retailer Merchandising Solution, which streamlines operations, unifies asset management, and helps retailers learn the truth about their business. This powerful retail enterprise solution features an open-architecture design that provides unprecedented flexibility, scalability, power, and control.

Merchandising’s centralized transactional database and support tools enable
retailers to make and execute better decisions based on accurate, current, and shared information. By using consistent data to guide all processes, the solution automatically synchronizes and integrates all key functions, including planning, ordering, pricing, flow, sales, margins, and inventory management. Connected Retailer Merchandising optimizes ROI by improving the performance and coordination of every process in the retail cycle.

The importance of teamwork
To ensure a smooth implementation of the Merchandising solution, adidas brought together various teams from across the business to discuss the current and future status of their IT systems. Before holding a formal Product Review Meeting (PRM), representatives from each department helped document processes and put together a wish list for the new system. Once the project was underway, these same individuals were involved in the rollout and training, and became the “super users” who would go on to provide training to end users.

“Creating ownership among the different business groups was critical to the overall success of the implementation,” says Cindy Martinez, Retail Systems Analyst, adidas Retail. “We made sure everyone felt their voice was heard, which helped them feel they had a vested interest in a smooth rollout of the project.”

Jackson supports this view and has strong advice for the CIO or VP of Systems who is attempting to win support for a new systems implementation. “You must get the support of the business owners,” he avows. “You have to go to the head of buying, the head of planning, the head of operations, everyone who will be affected by the change. They must want to own the new system. We’ve seen in our own organization how relationships have improved and ultimately help get everyone excited about the project.”

Standards-based implementation
NSB uses a proprietary Solution Implementation Methodology (SIM) that employs best practices throughout the implementation process. “With SIM, everything is documented and properly scoped,” says Jackson. “It’s well formalized, and we have a good understanding of where we are at all times.”

adidas found that the standardized methods, along with the organization of the team members from both adidas and NSB, made a vast difference to implementation. “We have an executive sponsor who has been very involved in ensuring the project moves along. Having one primary point of contact on each side has made the process much smoother,” Jackson confirms.

Rapid ROI
adidas expects to see ROI on their merchandising system within two years, thanks to the cost savings they will realize and the increased efficiencies they’ll see across the business. In addition to Merchandising’s many qualitative benefits, adidas was also able to determine quantitative benefits to identify ROI on the new system.

Optimizing inventory
Connected Retailer Merchandising delivers a central, accurate view of inventory at all times to everyone in the organization, from store managers to buyers. This centralized view dramatically improves the performance of various operators touching the system. “The system and user-defined Inventory Status give us a true picture of what is available to sell and in what location,” says Jackson. “Inventory Status gives planners, stores, and Inventory Control a better view of true ‘on-hand,’ which will save at least 20 hours per week.”

Facts at a glance
- North American division of the global sporting goods leader
- Channels: Retail stores, outlet stores, franchisees, Web, wholesale
- Brands: adidas Sport Performance, adidas Sport Heritage, adidas Sport Style, Salomon, Mavic, Bonfire, Arc’teryx, Cliché, TaylorMade, adidas Golf, Maxfli
- O/S: Windows NT
- Server: Microsoft SQL
- Connected Retailer Solutions: Store, Merchandising, Planning, Sales Analytics, and CRM

adidas Retail currently operates 70 stores across North America, and is the US retail division of adidas-Salomon.
Easier inventory counts equal cost savings

Before acquiring the new system, adidas had to “freeze” their inventory for two weeks to take an inventory count, an event that took place twice a year. “That’s four weeks of inventory freeze per year to accommodate inventory counts. We lost sales during those times because we can load up the stores only so much during those periods,” says Jackson.

With the new system, adidas has full visibility into inventory in transit during their inventory counts. “We have shorter cutoff times and minimal interruption of product flow,” he adds. “We expect to lose fewer sales during inventory counts. And the Retail Support/Inventory Control and Finance areas will save about 10 hours at inventory time and 16 hours per month with cycle counts.”

Controlled markdowns and margin erosion

The system not only provides users with a better view into inventory, it also gives them the tools they need to act on this information more effectively. Merchandise Analytics, a component of the Merchandising Solution, allows users to quickly navigate through volumes of data and then take the required action on specified styles. Rather than just noting items that need to be marked down or transferred, the system allows the user to create “suggested” transfers or price changes where it makes sense — with all the supporting data on hand.

“Merchandise Analytics is a great tool,” Jackson confirms. “We can set up predesignated times for product to be marked down, depending on elements such as the cycle for the season, turns, age, or special promotions. If an item is doing well, we can take it off the markdown list. The system provides precise reporting on the performance of an item and how it reacts when we mark it down.”

The tools and the reporting are a strong combination for managing merchandise both effectively and to a fine level of detail across the business. “We can act at a more granular level, acting only on specific colors and/or locations that require a markdown,” Jackson adds. “Overall, it gives us more flexibility and a whole lot more visibility.”

Integration opens data flow across the business

Connected Retailer Merchandising features integration between Planning and the Open-To-Buy module, which helps ensure buyers are buying to the actual plan. Instead of working from spreadsheets and transferring this information to Merchandising, planners develop optimal plans in a sophisticated Planning application, which feeds directly to the Open-To-Buy. “As our buyers make buys, we can look back and ensure they’re fulfilling as needed and that they’re going to hit those plans. That’s definitely a benefit for ensuring we have the right product and the right amount of product,” Jackson says.

NSB has also integrated the Merchandising system with adidas’s SAP Financials system. This integration will bring substantial qualitative benefits to the retailer on several levels. “We’re now going to be able to get our information out at the level where we need it,” says Jackson. “The information we feed to the financials systems will go on to populate all their reporting systems. We’ll be able to integrate item match information directly from SAP into Merchandising, and that will allow us to import styles, put them in inactive status, and then choose which ones to activate. It gives us a great flow of product information, as well as financial results information, to and from SAP.”

Unprecedented flexibility

adidas is taking advantage of Connected Retailer Merchandising’s highly flexible architecture to accommodate some of their unique processes and procedures. For example, their European headquarters recently made the decision to move to a calendar month worldwide, while adidas Retail’s reporting was based on a merchandising calendar. “The new system allows us to post according to our own definition of a G/L period, which eliminates the need for manual entries and adjustments and also increases accuracy. That’s definitely a benefit for us.”

.NET technology is easy to use and integrate. adidas’s options are also enhanced because of Microsoft .NET. The key components of Connected Retailer Merchandising — Allocation and Replenishment, and Purchase Order Management — are written on
Microsoft’s .NET technology. NSB was one of the first vendors to market a .NET-enabled merchandising solution. “As far as I’m concerned, .NET is one of the easiest methods of integration and one of the thinnest systems out there,” says Jackson. “It gives you a lot of flexibility, and it’s a great tool for the future. We know it’s here to stay, and it’s just going to continue to improve.”

Eliminate hidden cost with a single-source partner
adidas has seen many benefits in moving to a single-source provider, and is pleased with the close partnership that has evolved between client and provider. “When it comes to eliminating cost, you want to minimize the number of vendors and support mechanisms you’re dealing with,” says Jackson. “Sometimes that can armband you, but, on the other hand, you don’t have to deal with multiple vendors. That’s a huge savings in terms of time, integration requirements, and, ultimately, cost.”

Technology that supports your brand
Most people do not think of technology when they think about brand. And yet technology makes an enormous impact on your brand, by relaying information about your consumers and products in countless ways to your key decision makers. Jackson agrees. “If you’re trying to portray a particular image, you need to be able to create that image, and technology helps you do that. People and systems come together to create the brand. If you’re missing either of those elements, it’s going to affect the brand’s overall strength.”

In terms of talking to executive management, Jackson emphasizes clear direction based on clear communication. “It’s really important that you outline your vision for the future,” says Jackson. “What are you planning to do with this organization? What is the vision for retail two or three years down the road? You need to demonstrate to a CFO that your investment is fiscally responsible, but you have to do that with a solid vision for the future that captures the spirit of your company’s overall strategic direction.”

A sense of community
As adidas continues to roll out the rest of their new systems, they are benefiting tremendously from the user community for Connected Retailer. “We’ve been able to share ideas with other users in the client community, and they’ve been very beneficial,” says Jackson. “This community contributes to the overall strength of the systems — we can bounce ideas back and forth from a user perspective, which ultimately helps everyone involved. I’m confident that this collaboration will continue to help us discover more of Merchandising’s capabilities and benefits in the years ahead.”

Vince Jackson, adidas Retail
As Director of Retail Information Systems, Jackson is responsible for short- to long-term strategic planning; selection, implementation, and management of all retail systems; as well as network, technology, and budgetary planning. Prior to adidas, he worked for Philips Magnavox as Manager of Retail Marketing for the retail stores division. He has received numerous awards, including two for Corporate MVP with adidas, and Manager of the Year with Philips Magnavox.
With three decades of diverse, in-depth experience in the hardware business, Vic Landa and Norm Bazar have pretty much seen and done it all when it comes to designing, configuring, and installing retail systems. And as the leaders of NSB’s hardware team, they have sometimes found themselves working in fairly unusual circumstances.

Norm, for example, once found himself in the sub-basement of a marquee clothing retailer in Beverly Hills. His mission was to keep an installation on track, despite being rattled by the aftershocks of a major earthquake that had leveled freeways and major portions of Los Angeles.

When labor problems imposed by third-party tradesmen delayed a POS installation at one of New York’s most prestigious department stores, the NSB crew worked until 6 a.m. In one night, they were able to get 130 registers up and running in time for the store opening.

NSB’s hardware team has also undertaken numerous projects made extraordinary by complex design challenges, large workloads, and very short time frames. In one such case, a national apparel retailer required an entirely new POS system just before Y2K. NSB assessed the needs, chose the hardware, engineered a new WAN for head office communications, created a new polling system, platformed the software, and then installed metropolitan switches, a multilingual certified debit card system, and a new payment authorization network. In less than 10 months, 730 registers were rolled out in 560 stores.

**Much more than hardware sales**

It’s fair to say that these examples illustrate an “above and beyond” commitment to client satisfaction. But that’s only one aspect of the value provided to retailers by NSB’s hardware team. We also have one of the industry’s most comprehensive offerings, including:

- Needs assessment
- Systems design
- Component selection
- Manufacturer negotiations
- System integration and testing
- Pilot testing
- Purchasing, staging, and rollout
- 24/7 Client Care (technical support)

“I don’t think any company looks at hardware the way NSB does,” says Vic Landa, Hardware Sales Executive. “We follow a holistic approach. We do the in-depth discovery, the engineering, the sourcing, the configuration, the staging, and the lab and pilot testing. We ship our hardware

**“We approach every client relationship as an in-depth and long-term technical partnership. We understand each client’s unique technical fingerprint and we keep comprehensive records of each system. Anytime a client wants to open a new store, they just have to pick up the phone and we can set up a configuration that matches what they already have.”**

**Vic Landa**

**Hardware Sales Executive, NSB**
in custom-designed boxes to protect it during transport. We take care of the installation and the final verification. We even make sure our Client Care professionals are directly involved in the staging process, so they understand the client’s system from the inside out.”

Premier hardware partners

The convenience of one-stop shopping is an obvious benefit to most retailers. Less obvious and yet even more important is that, as total solutions providers, we can make sure every aspect of the system performs fully and consistently in line with the retailer’s expectations. We do this by working with the industry’s leading hardware partners, planning ahead, ensuring integration, and efficiently managing change.

NSB sources hardware exclusively from the industry’s most respected hardware manufacturers, including IBM, Ingenico, Fujitsu, and Symbol. Not only are these companies dedicated to retail, they also stand behind both their products and their commitments.

For example, IBM once mistakenly said that two POS products could integrate in a specific way to meet our client’s request. As soon as the error was discovered, they paid us to fix the problem, which we did by developing a specialized cash tray. “That says a lot about the quality of our relationship with IBM,” says Norm Bazar, NSB’s Senior Hardware Solution Consultant. “It’s the same with all our partners. Many retail software companies can bring in two or three hardware products, but none of our competitors can match the range of our offering, or the history and depth of the working relationships that support it.”

Facilitating growth

With reliable hardware partners, we are able to keep our clients supplied with the equipment they need to expand their stores and head office operations. NSB supports that goal by anticipating those needs and planning ahead to meet them.

“We approach every client relationship as an in-depth and long-term technical partnership,” Vic says. “We understand each client’s unique technical fingerprint and we keep comprehensive records of each system. This allows us to easily specify, purchase, configure, and install new equipment whenever it is required. Anytime a client wants to open a new store, all they have to do is to pick up the phone, and we can set up a configuration that matches what they already have.”

The hardware team constantly looks at the manufacturers’ product road maps to anticipate how their plans could affect our customers. If, for example, your existing hardware has already been discontinued, NSB can usually source and buy excellent used equipment so you can run your existing software without changing the image or installation setup. As Vic explains, “We can often buy your exact PC, printer, and keyboard from other clients who are upgrading. We even inventory this equipment ahead of your needs. And we know it’s in great shape because it was supplied and maintained by NSB.”

Ensuring system integration

Tracking and managing changes in hardware is critical, in part, to minimize potential conflicts with the software that makes it work. Each hardware component is specifically configured to suit each retailer’s particular software, preferences, and needs. When the original hardware needs new components, or when the components are included in new hardware, we can reconfigure each piece to get it up and running fast.

“To perform properly, hardware and software must be tightly integrated,” Norm explains. “As a total solutions provider, NSB understands how to do this, and all the implications of change. Most resellers don’t, but it’s a core part of our business and we do it every day.”

“We know when the new video drivers a client may be considering will talk to the application code, and when they won’t,” adds Norm. “We know how a new CP chipset will impact the installation setup, and how to re-parameterize the software on the platform. And whenever changes are made, we will retest, validate, and certify. So instead of making a retailer replace the software, we modify only specific components to save our clients money and time.”

Locking in value and ROI

Ultimately, why do so many of our software clients also choose NSB for hardware? According to Scott Saban, Vice President of Operations and Information Systems at K&G Fashion Superstore, it’s about value. “We use NSB as a single-source provider for our POS hardware and peripheral purchases,” he says. “Our pricing is better this way, they understand our POS footprint, and I’m able to go through a single point of contact for all the support I need.”

For more information on NSB’s hardware offering, contact Sandra Buzzi, at sbuzzi@nsbgroup.com.
Ben Bridge Jeweler: CRM success with in-store shows

CASE STUDY

Exceptional merchandise and service
It started with the simple idea of offering the finest jewelry with special attention to personal service. In 1912, Samuel Silverman, a fine guild watchmaker, opened a store in downtown Seattle. The company was purchased in 1927 by Samuel’s son-in-law, Ben Bridge, and later expanded by Ben’s sons. Today, Ben Bridge Jeweler has more than 72 retail stores in 11 states, and will soon be opening in Minnesota.

Although Ben Bridge is now owned by Berkshire Hathaway Inc., it is managed by Ben's grandsons and still run according the family’s original values. Exceptional quality and personalized service remain the foundation of its success. The retailer focuses their merchandising on fine jewelry and timepieces, which are sold and valued as cherished emotional investments, not on the basis of discounts or sales.

Ben Bridge employs more Registered Jewelers and Certified Gemologists of the American Gem Society than any other jeweler in the US. Associates receive gemological, sales, and product training, deliver a range of inclusive services, and take pride in developing lifelong relationships with their customers.

Targeted invitations to in-store shows
“Reaffirming relationships and the qualities for which we are known is a major objective of our marketing program,” says Tim Montgomery, Associate for Database Marketing. “We need to maintain contact with our customers during long periods between purchases, and to do so in a manner appropriate for our merchandise and reputation. We have customers who purchase everything from $99 pins to $25,000 watches or diamond jewelry.

The average buying cycle is 18 months, but it may be as long as 36 months, so we need to continually advise our customers of new opportunities.”

To do this, Ben Bridge invites their customers to five major in-store shows and several minor shows each year to present varied products. Each show is based around a single designer brand such as David Yurman or Rolex, core products such as diamonds, or exclusive cuts and mountings of diamonds or gems. The shows are critical to the sales goals of each store and the company as a whole, so the retailer must be able to target and attract the right customers by knowing who purchases what brand, type, or style of jewelry or timepiece.

“Since we implemented Connected Retailer CRM in 2000, the system has improved our productivity. I have been able to substantially reduce the time I need to spend on CRM functions, while still getting the results we require to support the success of our business.”

TIM MONTGOMERY
ASSOCIATE FOR DATABASE MARKETING, BEN BRIDGE JEWELER

“We needed a system that would allow us to track each customer’s preferred merchandise, store, and sales associate,” Montgomery says. “This would allow us to advise them not only of relevant shows, but also of relevant, branded product.”

Meeting direct marketing needs with CRM
Ben Bridge selected Connected Retailer CRM to meet their personalized marketing requirements. Previously, the retailer had been using a financial auditing and POS suite that was customized in-house and was not designed as a marketing tool. The suite provided limited customer information from a marketing point of view. In contrast, NSB’s CRM Solution helped better align the retailer’s capabilities with their marketing needs for comprehensive customer data.

According to Montgomery, “NSB’s CRM Solution has
features we want built in, so we no longer have to go through timely programming exercises to implement a new marketing program or do any new analyses of the database.”

Getting the right customer to the right show
Using data provided by Connected Retailer CRM, Ben Bridge mails 2,000 invitations per store for each of their five major shows, 1,500 invitations per store for minor events, plus varying quantities of vendor-sponsored collateral. “It’s a critical and complex process,” Montgomery explains. “Some of our stores have more than 20,000 active customers, so I have to set up lists of qualified customers for each store and segregate them for each show. Using CRM, I prioritize them according to factors such as assigned store, return rates, purchase histories, cross-shopping analyses, and which other shows each client has attended.”

To properly associate each client with his or her preferred store and associate, Ben Bridge uses CRM’s dynamic mass assign function to filter out minor transactions and highlight relevant merchandise purchases. Each customer on a list is mailed an invitation (or other targeted collateral) that may be signed by the store’s manager or a specific sales associate. The retailer always targets the appropriate customer within a household within a store’s market radius, as defined geographically by zip code.

“We handle marketing for each individual store as if it were the only one in the company,” explains Montgomery. “CRM helps us target individual customers for promotions and collateral on behalf of each store.”

“The results speak for themselves,” he continues. “We’ve had as much as 10 percent of targeted customers attend our shows. Considering the long purchase cycles typical in our business, we feel that speaks volumes for the success of our relationship-building programs and our ability to understand and track our customers accurately.”

Quality and accuracy reduce costs
As a separate CRM database outside their existing financial systems, the Connected Retailer solution has allowed Ben Bridge to perform data cleansing, including national change of address (NCOA) and address standardization. The company now has a very accurate, up-to-date picture of where their customers are located, and minimizes costs from undelivered mail.

The clean data also helps ensure professional service. “We are very respectful of rules governing unsolicited phone calls,” says Montgomery. “We pass phone lists to our stores so our associates can follow up every direct mail campaign, but customers who have not made a purchase in the last 18 months before a list is created are flagged as ‘do not call.’”

“We’re also careful to protect the privacy of our customers,” Montgomery continues. “Our collateral does not reveal specific purchase information to anyone within a household who may not have been the recipient of that gift. We target propensities to purchase with our lists, then provide general show or event information within the invitations.”

“The real value comes from being confident that we can get our mailings in front of the right people at the right time on behalf of a specific store or associate. CRM helps give me the information I need to work with. It lets us maintain our customer contact and transaction information consistently, from a marketing perspective, and that was our main objective.”

TIM MONTGOMERY

CRM: One of the keys to success
It’s clear that the service and professionalism provided by Ben Bridge Jeweler’s highly trained, long-serving associates have been key factors in the company’s success. But it’s also clear they are supported in their roles by NSB’s CRM system.

“Since we implemented Connected Retailer CRM in 2000, the system has improved our productivity,” says Montgomery. “I have been able to substantially reduce the time I need to spend on CRM functions, while still getting the results we require to support our success.”

Montgomery continues, “The real value comes from being confident we can get our mailings in front of the right people at the right time on behalf of a specific store or associate. CRM helps give me with the information I need to work with. It lets us maintain our customer contact and transaction information consistently, from a marketing perspective, and that was our main objective.”
NSB’s technology strategy:
A formula for advanced retailing

NSB’s technology strategy aligns our resources and offerings with retailers’ business needs. Based on Microsoft .NET, collaboration with industry leaders, and more than 30 years of best practices, our strategy enables us to address both enterprise-specific challenges and the core long-term interests of our entire client base.

Today’s retailers have access to a growing array of sophisticated technologies, from RFID to wireless in-store systems. Many of these solutions are built on widely accepted technology and offer real competitive advantages. Occasionally, however, the line between leading edge and bleeding edge is obscured by premature promises and the drive to be first. And, for some retailers, the most important competitive advantages may still be gained by overcoming basic enterprise challenges.

For example, many retail organizations continue to struggle with core issues such as system integration and enterprise-wide data access. As NSB’s Vice President of Enterprise Solutions and Marketing David Henning explains, “I was amazed to hear a panel of Tier 1 IT executives talking recently about not being able to get store system data back into their head office systems in a consistent state. The technology is available, yet they’re still using systems that don’t synchronize or exchange information well.”

Retail systems as creative business tools
Effective integration and data sharing allow today’s leading retail systems to serve not merely as automation aids, but as true business tools — which retailers can use creatively to lock on to their business goals. Speaking at our 2004 Client Conference, Doug Deruchie, CFO and CIO of Reitmans, said, “We don’t have IT projects per se, only user-driven business projects that may involve IT.” This view was echoed by Mark Holmes, VP of Information Services at The Orvis Company, who said, “Any IT-related project must be well aligned with our business objectives, industry directions, and best practices.”

NSB understands that companies like Reitmans and Orvis depend on systems that not only streamline and unify their operations, but also satisfy needs particular to their businesses, associates, and customers. “We’re all living in real time and dealing with real-world challenges,” says Henning. “Merchandising mixes change faster than ever. Planning cycles have changed from two selling seasons a year to seasons that last only one or two months. And consumers expect to find what they want immediately, in-store or online. Information therefore needs to be accessible everywhere — to head office personnel, to associates in the store, and, increasingly, to shoppers.”

NSB’s technology strategy: enabling positive change
NSB meets these challenges by following a coherent technology strategy that focuses our resources on several key goals. We are committed to providing core value by developing adaptable, package solutions that can be easily tailored to meet each client’s needs. We ensure our solutions connect thoroughly across the enterprise, whether they are implemented together or with third-party systems. Equally important, we continue to develop advanced applications and features that address evolving industry practices.

NSB’s strategy is based on our belief that technology development is not a cause unto itself; it is only meaningful as an enabler of positive business change. As such, our strategy is designed to optimize system integration and interoperability, opportunities for enterprise-specific functionality, the application of best practices, and the value of your retail systems over time. It focuses our development efforts not merely on what’s new, but on how we can sup-
port your business operations with the most relevant technology and applications, now and in the future.

To achieve these objectives, NSB's technology strategy includes three key elements: standardization on Microsoft .NET; collaboration with our clients, partners, and industry forums; and the continual improvement of our solutions and development processes.

**Standardizing our solutions on Microsoft .NET**

NSB has adopted .NET as the development platform for our Connected Retailer solutions. As Microsoft's platform for Web Services, .NET is being incorporated in a new generation of Connected Retailer solutions that enable you to:

- Connect people, systems, and devices more seamlessly across your enterprise
- More easily share information and program components
- Integrate systems across different platforms
- Eliminate redundant processes and data
- Deploy your solutions in any configuration
- Fully support multichannel retailing
- Customize your solutions more easily than ever before
- Achieve greater ROI and a lower total cost of ownership

In addition to helping us improve your business operations, .NET equips us to enhance your customer service. The same Microsoft technologies that serve to optimize enterprise-wide data management allow you to share more information with your customers through all channels — including mobile devices (which, increasingly, are also Microsoft-enabled).

**Consultation and collaboration**

NSB's strategy depends on ongoing consultations with our clients. Through our Executive and Product Client Advisory Boards, annual Client Conference, eSeminars, and user forums, we continually learn what retailers need to run more streamlined and competitive enterprises, and what their customers need in terms of service and support. In the process, we build on more than three decades of proven retail best practices, which serves to further refine our solutions and services. The knowledge we gain is reflected both in updated general releases and in client-driven R&D.

Equally important, NSB collaborates in-depth with organizations at the forefront of the retail industry. Chief among these is Microsoft. As a Microsoft Gold Certified Partner, NSB makes full use of their technology and has access to extensive technical support, consulting services, and resources.

NSB also collaborates with the Association for Retail Technology Standards (ARTS). Just as we are committed to Microsoft .NET, so, too, are we committed to standards that provide coherence and stability across the industry.

**Improving our solutions and development processes**

NSB's developers go through comprehensive processes to prove concepts and ensure our solutions can meet the most demanding retail requirements. With Sales Audit, for example, we’re working to support 20 million transactions a day. None of our clients actually handle that volume yet, but we want them to be able to scale the solution to support fast-paced growth.

**NSB’s strategy is based on our belief that technology development is not a cause unto itself; it is only meaningful as an enabler of positive business change. Our strategy focuses our development efforts not merely on what’s new, but on how we can support your business operations with the most relevant technology and applications.**

We’re also continually working to become more productive. Our development processes have been made more efficient by our use of Microsoft’s C#, which is compatible with a wide range of other development languages. This enables us to make better use of existing resources, and, in turn, lets us spend more of our R&D dollars on adding business benefits to our applications. Improvements to the structure of our development organization have also helped us assign skilled professionals wherever and whenever they are needed, to respond more quickly to our clients’ changing needs.

Our technology strategy helps us see clearly where the industry is heading and keeps our clients out in front of their competitors. It enables us to help them to realize the true promise of technology, and to deliver more of what you need to excel, now and in the years ahead.
When the world’s largest resort casino needed a new solution to streamline auditing processes in their 22 retail stores, they looked for a sure bet. Sales Analytics is helping them win big with improved accuracy, security, and productivity.

Owned and operated by the Mashantucket Pequot Tribal Nation, Foxwoods is the largest resort casino in the world, with more than 315,000 square feet of gaming space in a complex that covers 4.7 million square feet. Each day, more than 40,000 guests visit Foxwoods, an integral part of the more than $1 billion the Tribe’s business and employees contribute to Connecticut’s gross product.

Foxwoods generates a significant amount of revenue from its 22 stores located around Connecticut, and maintains over 212,000 SKUs for their merchandise. Before implementing their current NSB system, five auditors manually audited incoming transactions. Every receipt was verified by hand, and an Excel spreadsheet containing the verified data was created for each store. These spreadsheets were merged at the end of the month to create one set of journal entries for the entire retail operation. The process was lengthy and, as business grew, unwieldy.

The challenges of growth

Foxwoods’s retail operations functioned well enough on a manual system, but they needed to automate their audit process and access their data electronically to keep up with their expanding business needs. There was simply too much paper to effectively support security measures, and their old system could not keep up with such concerns as tracking merchandise credits. “We were off between what the general ledger said and what our system was telling me was out there by at least 20 percent,” says Tina Bonanno, Assistant Financial Controller, Foxwoods Resort Casino. “We needed a centralized repository for transaction data that was easily accessible and held reliable, clean data we knew we could count on.”

A winning response

Foxwoods selected the Connected Retailer Sales Analytics Solution to satisfy their requirements. Designed for multichannel retailers, Sales Analytics is the NSB Group’s proven solution for ensuring and relaying accurate and timely transaction information throughout the enterprise.

At the heart of the Sales Analytics Solution is Connected Retailer Sales Audit, an award-winning audit solution that is a leader in its industry. This all-in-one data validation tool acts as the central repository for all sales transactions and bridges the gap between the enterprise and all sales channels, helping to improve store operations as well as auditing productivity.

Sales Analytics also includes Connected Retailer Voucher Management, which provides real-time updating of available balances.
for all the voucher documents your business uses, such as gift cards, gift certificates, and merchandise credits. Foxwoods now uses the application for online authorization of their merchandise credits.

**Smooth implementation**

Foxwoods implemented Sales Analytics in six months, from the initial Product Review Meeting to the live date. Bonanno ensured the auditors were involved at key points during the implementation, not only to train them on the new system, but also to give them exposure to the new processes and automated procedures. “Having the auditors drive the activity gave them ownership of the new system,” says Bonanno. “It helped them shift from their clerical mindset to a paperless system that involves much more analysis.”

Thanks to some hard work and coordination from both sides, Foxwoods experienced a nearly perfect go-live. “We went live on a Tuesday or Wednesday, and by Friday, we were already current on our data,” says Bonanno. “It’s almost a bit scary when things go that well!”

**Better reporting saves time and money**

Without Sales Analytics, not only were auditors putting in between 15 and 40 hours a week in overtime to get current, they were about five to six days behind in the audit. Today, the auditors finish each day as it comes, with no more overtime required.

“We now do daily revenue reporting every morning,” says Bonanno. “We’ve saved about one-and-a-half hours every day with the new automated reports.”

And, their reported merchandise credits are now 100 percent accurate. “I can now accurately track those outstanding credits, something our executives were very concerned about.”

**Increased productivity from auditors**

Foxwoods has retained the same five auditors, but is now moving them toward positions that involve less paper pushing and more analysis. “Once we implement Loss Prevention, the loss prevention component of the Sales Analytics Solution, I’m going to move some of these auditors over to loss prevention functions,” Bonanno reports.

**Greater security**

So far, the new Sales Analytics Solution is already assisting with fraud prevention at a customer level. “We’ve been able to do some investigative work for our patron investigations department,” Bonanno notes. “We’re now showing them what patrons are buying, what they’re returning, their methods of payment, and in what stores. They’re thrilled with the detailed data.”

After installing the new sales auditing system, Bonanno also discovered an anomaly in some of the employee purchases. “We provided our HR department with a list of employees who are using employee discounts, and in what volumes,” says Bonanno. “After seeing the numbers, we realized we needed tighter controls in that area, and we’re taking steps to implement them.”

“Overall, we’re very pleased with our new system,” Bonanno concludes. “This has been, without question, the best implementation I’ve ever been a part of. The training was great; the screens are intuitive and easy to use. We’re very happy with the results.”

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**Facts at a glance**

- Largest resort casino in world
- More than 40,000 guests every day
- 22 stores
- Over 212,000 SKUs
- 150 sales associates
- Database: Microsoft SQL
**CIO Summit**

In our last issue of *Connected Retailer*, top IT executives from four leading retailers explained how they identify, approve, and manage technology projects. Here, they present their views on outsourcing, staffing, and maintaining good relationships with vendors and suppliers.

**Phil Cutter:** At Danier, we have both distributed and centralized data processing. Our decisions to outsource tie into how much internal control and development we want versus how much we want to buy out of the box and then modify to suit our users.

Rather than develop our systems internally, we decided to find the right vendor partner. Danier has increased the number of stores over the past 10 years, and, with NSB's support, system implementation at store level and head office has gone very well. But we balance internal and outsourced tasks according to a practical division of labor. In terms of POS, for example, we are the first line of call on POS with pagers, but after that, we go to NSB. Taking on many of the things we now outsource and out-task would be expensive and counterproductive, but we are selectively looking at that.

**Jon Dell’Antonia:** We first became an NSB customer 15 years ago, when we had only 10 stores. We’ve grown a lot, but we have maintained that relationship. So we do, in fact, outsource. But to do that, we need to have confidence in our vendors and other partners, and we need to know that they will work in step with our internal changes. For example, having gone through all the requirements for Sarbanes-Oxley, we need to know that anyone outside the company will handle the code correctly.

**Doug Deruchie:** We like to control most things in-house, and the development challenges that go with that help us attract and retain good people in IT. The down side is that we tend to become dependent upon a small group of people. I’d like to be able to at least think about outsourcing, but I don’t see that happening soon.

**Mark Holmes:** I’ve never had a hard time retaining excellent people — not because I overpay them, but because, like Doug, I give them a strong connection to the business. That feeling of being responsible for the customers’ experience and for generating revenue gets people charged up. Many of my IT leaders have gone on to become business executives, and that’s something I’m very proud of.

**Mark Holmes:** I look for vendors that will help me understand what I’m getting into. As with any partnership, you want to get to know each other: what makes your business tick, your market strategy, and so forth. Often that’s...

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From left to right...

**Phil Cutter, CIO, Danier Leather**
Danier is a leading integrated designer, manufacturer, and retailer of high-quality leather and suede clothing and accessories with 100 stores. They have been an NSB client for 15 years.

**Doug Deruchie, CFO and CIO, Reitmans**
Reitmans Canada is a public company with 860 stores in six different chains. Their 80-person IT department oversees NSB’s Store, Planning, Sales Audit, Loss Prevention, and CRM solutions, among other third-party systems.

**Mark Holmes, Vice President of IS, The Orvis Company**
A specialty retailer with roots in fly-fishing, Orvis also markets country home products and apparel through catalogs, e-commerce, and a thriving chain of stores. They have recently gone live with Connected Retailer Store on .NET.

**Jon Dell’Antonia, Vice President of IT, OshKosh B’Gosh**
Traditionally a wholesaler, OshKosh also owns and operates 170 retail stores, and is expanding into malls and lifestyle centers. They also sell through their website and Amazon.com. Their IT solutions include Merchandising from NSB.
the most valuable part of a contract negotiation. And at some point in that process, I want to be able to look the other person in the eye and feel confident, because once you get down the road and you start referring to those 80 pages of contract language, it's too late.

Beyond that, it's about vision. Does my partner share my views about technology? Do they have a huge user group that we can learn from? We can't afford to be in the bleeding edge and go after some start-up that has something that just looks really cool. I also need to know my vendor is going to be there for a long time.

**Phil Cutter:** I don’t think vendor relationships have ever been more important, and for a CIO, the main issue is whom you deal with. And as Mark said, it’s the eye contact. The most successful projects achieve great results because of the dedication of specific individuals. We’re always going to go with an established team, such as NSB or Microsoft, that has verifiable experience and references.

**Jon Dell’Antonia:** I agree. Because I’m the decision maker for our company, I want to talk with the other company’s decision makers. I want to know them, and I want them to know me and what I expect. That way, if issues arise, I can pick up the phone and call someone directly who can get them resolved.

We always try to write down, in the contract, the things that are important to us. It ensures that both parties are on the same page. And it’s obviously important if a company goes out of business or is taken over by someone else.

**Doug Deruchie:** Today, partnership is everything. We’re sharing the vendor’s business and they’re sharing ours. It wasn’t always that way: Many years ago, retailers were often confrontational in dealing with vendors. But today, when there aren’t always huge differences between products, the deciding factor is who’s going to actually deliver those products best. That’s very important to us.

We expect to negotiate things in a businesslike fashion, perhaps in a hard-nosed fashion. But once that’s done and we’ve negotiated those contracts, we don’t ever expect to have to look at them again.

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**Take a crash course in peak performance retailing**

Do you want to boost your retail knowledge and sharpen your skills fast? NSB’s free eSeminars bring best practices from the industry’s leading retailers right to your PC! In just one hour, you’ll learn how to:

- Address today’s most important data security issues
- Fulfill your CIO’s vision and CFO’s need for ROI
- Improve sales audit processes end to end
- Capture more customers and profits at POS
- Achieve a strategic advantage with Microsoft .NET
- Cut your sales auditing time in half
- Measure and lower the TCO of your next POS system
- Create tomorrow’s customer-service culture today
- Make customer relationship management pay... BIG!
- Trim costs and boost profits with trusted sales data
- Take control of product development and sourcing
- Sell more in less time with the right store systems

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*Phil Cutter, CIO, Danier Leather*
Leading retailers share best practices for using email with CRM

Increasingly, retailers are using email as an important part of their customer relations and marketing programs. Our CRM clients revealed that while clean data and a good service provider are instrumental to success, some practices vary in accordance with retailers’ needs.

Email versus direct mail. The majority of the conference participants use email regularly; some run mailings every week. Most clients use it primarily to reinforce direct mail promotions, while some are replacing direct mail altogether with email, in an effort to lower costs. Some participants find that response rates on email are often higher than on their direct mail campaigns, although many argue that best results are usually achieved by combining the two.

Third party or in-house? While 22 percent of participants said they handle their email marketing in-house, 55 percent outsource their campaigns to email service providers. Working in-house can make sense for a new or smaller retailers with adequate IT, but many retailers don’t have the resources to rigorously manage high-volume email programs. Specialized email service providers can take care of all key functions, including creative design, personalization, data and list management, scheduling, and detailed reporting of results. They also offer expertise with subject lines that get attention and avoid filters, and experience working with ISPs.

Does timing matter? Despite independent surveys indicating that emails sent on Thursdays and Fridays produce better response rates than those sent at the beginning of the workweek, one retailer who tested this has found no substantial difference — as long as recipients have enough time to plan and react to the event being promoted. Similarly, response rates to home emails were not found to be substantially different from those generated by emails sent to office addresses.

Stay on good terms with your ISP. Most Internet Service Providers (ISPs) keep so-called “white lists” of companies who consistently respect anti-spam regulations — as most retailers try to do. Typical requirements include clearly identifying the sender on each email, honoring unsubscribe requests within 10 days, and minimizing “bouncebacks.” For the latter, conference participants agreed it is very important to clean lists of all invalid addresses, and of any emails that have bounced more than three times due to problems with the recipient’s ISP server or mailbox. A 10 percent bounce rate may place you on your ISP’s “black list” — and result in refusal of service.

Manage appended lists. To maintain clean addresses — and good standing with your ISP — extra precautions should be taken when working with appended lists. Some participants stress the importance of carefully checking all appended addresses against the CRM database to ensure they do not include any customers who have previously opted out. Other recommended best practices include isolating any newly appended list for two to three months so it can be abandoned if it generates complaints, and sending emails to recipients on an appended list over a longer period of time. One retailer is currently experimenting with a double opt-in append using a third-party organization.

Join in! If you currently use our Connected Retailer CRM Solution (Marketworks), or if you are in the process of implementing CRM, make plans to participate in our monthly user calls. Your comments and suggestions will benefit other CRM users, and will be reflected in future releases of CRM. To sign up, contact your NSB Customer Services Manager (CSM) or Colleen O’Shaughnessy at coshaughnessy@nsbgroup.com.

How CRM clients use email:

- 55 percent work with a third party, 22 percent work in-house
- Typical open rates: 20 to 40 percent
- Best capture methods: websites, call centers, POS
- Click-through rates: five to 10 percent
- What they pay: two to four cents per email
NSB achieves outstanding performance in 2004

By all measures, 2004 proved to be a very productive year for NSB. We continued to achieve success with Microsoft .NET, enhanced our complete set of fully integrated solutions, and restructured our organization to be more responsive and easy to work with. As a result, we have further strengthened both our market and financial position.

Success with .NET
Throughout 2004, retailers demonstrated strong demand for our .NET-based Merchandising and Store solutions. Our decision to prepackage these solutions was clearly aligned with the needs of new clients such as Wynn Resorts, as well as established clients such as Donna Karan, adidas, and MGM. Each of these retailers bought our new Merchandising 3.0 and Store 6.0 products, while Store was also selected by GameStop, Orvis, Casual Male, and Reitmans to take their businesses forward.

These results make it clear that more retailers will continue to embrace NSB’s decision to incorporate the powerful advantages of .NET throughout our Connected Retailer suite. In addition, the migrations are indicative of our clients’ long-term satisfaction with our solutions and services.

New development
NSB’s growing success with .NET reflects our ongoing commitment to product improvement aligned with market needs. Supported by substantial investments in research and development, NSB continued to add new capabilities to key applications within all our Connected Retailer products.

Within our Store Solution, we enhanced the order, inventory, and customer services functions in .NET and integrated them within the POS system. In doing so, we are now in a much stronger position to sell Store into our growing Tier 1 market, where retailers favor highly componentized, best-of-breed software that integrates easily with a wide range of in-house and third-party systems.

Retailers in both North America and Europe will also benefit from improvements made to our Assortment Planning product, a key component of both our Planning and Merchandising solutions. Enhancements will now permit more accurate planning by store and style as many key variables are factored into planning decisions. Our customers have shown considerable interest in this product, which we expect to move into external beta mid-year.

Looking forward, moving ahead
The success of all these initiatives was duly reflected in our financial results for the year, which included substantial increases in operating profits from continuing operations (before exceptional items and goodwill amortization). As a result, we entered 2005 with a stronger balance sheet and product offering, and the firm conviction that we can still do better.

Our priority in 2005 is to make NSB even easier to do business with. We have created new business units in North America to provide more focused and complete services. These units include a new Client Services organization that consolidates sales to existing clients, Professional Services, and Client Care into one division. Dedicated Client Services Managers provide our clients with an easy, centralized point of access to our resources and personalized, one-to-one lifetime support.

We are also responding to our valued, long-term clients who want streamlined migration options for our Connected Retailer solutions. With our Managed Services offering, we will host an integrated solution that combines core functionality with short implementation times. Initially, we see the product appealing to our smaller clients, but we anticipate it will also be attractive to larger retailers.

Taken together, our enhanced product portfolio, stronger balance sheet, and revitalized organization means that NSB is very well positioned to make further progress throughout 2005.

To download a copy of NSB’s 2004 Annual Report, visit nssbbggrroouupp..ccoommand click on “Publications” under “Investor Relations.”

NSB, Montreal
NA Headquarters
NSB’s 2005 Client Conference: Register now!

This year’s Client Conference will take place from September 25 to 28 at the Fairmont Queen Elizabeth Hotel in beautiful Montreal, Canada. “Talking Shop” will feature solution-focused sessions with other leading retailers, interactive presentations from top industry representatives, a vendor showcase with the latest retail technology, and great entertainment in one of the world’s truly remarkable cities. Don’t miss out!

If you use any of NSB’s retail solutions, our Client Conference will be your most important event of the year. Why should you attend?

- Learn how to get the most from your solutions to achieve your business goals
- Attend informative workshops with retail and technology pros
- Talk shop with your peers and NSB team members who share your interests
- Get valuable new ideas that apply to your area of expertise
- Browse for new retail solutions in the NSB and Partner Showcase

The conference kicks off on Sunday, September 25, with social activities, including a round of golf, followed by conference registration and our Welcome Reception. For Monday and Tuesday, we’re planning a full lineup of interesting and interactive sessions focused on Store, Merchandising, Planning, Sales Analytics, CRM, Technology, Legacy, and much more.

Hotel accommodations
NSB has reserved a block of rooms at the city’s grandest and most gracious hotel, the Fairmont Queen Elizabeth Hotel — recently recognized by Travel + Leisure as one of the 500 greatest hotels in the world.

The special conference room rate is CDN$235 per night (approximately US$190), plus taxes, for the nights of Saturday, September 24 through Tuesday, September 27. Room bookings must be guaranteed with a credit card.

Register now!
Complete conference information and easy, online registration are available at www.nsbgroup.com/talkingshop. Check back often for updates on the sessions and activities.

As always, we’re planning the conference with your interests in mind, and we welcome your input. If you’d like to suggest a session, speak at the conference, or share a comment, please contact Karen Robson, Client Conference Project Manager at krobson@nsbgroup.com. We look forward to seeing you in Montreal!
Here's just a small sample of some of the sessions we're working on (Sessions are currently being planned and are therefore subject to change.)

**Store**

Your in-store systems are the front line of your entire enterprise and the gateway for all revenue. To maximize your potential, you need to optimize your POS. You need to learn more about how it works, what it can accomplish, and how to turn point of sale into point of service to take your business to new heights. The sessions in this year’s Store track will do all of this and more.

NSB speakers will lead several interesting and informative sessions. Hear about the future direction of our Store Solution, learn what’s new and exciting within our Communications module, and discover the advantages and versatility of our “thin store” offering. As well, retailers will discuss their experiences with Store 6.0, both implementations and the benefits they’re now receiving.

**Merchandising**

Merchandising encompasses some of your most critical retail processes, including sourcing, purchasing, receiving, pricing, and allocation and replenishment. The sessions we have planned in our Merchandising track will help you improve all these functions by demonstrating best practices, ways you can use your technology more effectively, and how to adapt your procedures to keep pace with change.

The sessions will cover functions and techniques with Connected Retailer Merchandising 3.0, what’s planned for future releases, and migrating from R12 Merchandising to Merchandising 3.0. We’ll hear from clients who are expanding their businesses — either globally or with new acquisitions — and learn how they are managing the inherent challenges. We’ll also present sessions on forecasting, allocation, replenishment, warehouse management, and our Sourcing and Product Development Solution, led by our product experts, clients, and industry consultants.

**Planning**

This year, we’re offering even more content for our Planning clients. Join us for in-depth and interactive sessions on chain planning, store planning, and assortment planning. We’ll also feature the always-popular roundtable discussion, where you can share your best practices in merchandise planning and learn what your fellow planners are doing to improve their performance and results.

**CRM**

Today’s retailers are faced with stronger and more diverse competition, customers who expect better service, and the need to achieve greater ROI from marketing programs and technology.

Join us for two information-packed days of CRM best practices, updates, and hot topics. Our first day will feature speakers from NSB, our vendor partners, and other retail organizations. On day two, we’ll shake things up a bit! We’ll divide the audience into groups and present each one with a real-world, practical “case study.” Each group will be challenged to use its collective direct marketing experience and knowledge of NSB’s CRM solution to come up with a workable plan of action for addressing its situation and achieving superior results.

**Legacy**

For our valued, long-time clients, we’re offering a full day of informative and interactive legacy sessions led by clients and NSB staff. Test your knowledge of common procedural support requests. Learn how expert client users get the most from their legacy merchandising and financial systems. Learn tips and tricks to make the best use of reports in our report management session. And, for system managers, we’ll share pointers on optimizing your system management procedures.

**Outstanding keynote speakers**

Google. American Express. iPod. Hummer. When you read these names, chances are you don’t just think of successful companies — you get a clear and instant impression of what each one represents. Can you explain why?

**Rick Barrera** can, and, as one our keynote speakers, he’ll share the secrets of successful branding and how to use them to stand out. Rick will draw on many years of consulting experience to present his unique branding-centric business concept and show you how it affects almost every aspect of retailing.

Rick’s expertise is widely recognized. His fourth book, *Overpromise and Overdeliver*, published in 2004, explains why it is so critical to develop a radically differentiated brand promise, and why aligning your product, systems, and human “touchpoints” is essential to rapid brand building.

Rick is just one of several exciting keynote speakers who will present at this year’s conference.

**Evening entertainment**

Our conference schedule will give you lots of time for fun and relaxation, too. On Monday evening, we’re hosting our traditional and highly anticipated “Dine around Montreal” evening. Then, on Tuesday evening, we cap the conference with our legendary gala — another event you won’t want to miss.
Passionate about retail?

We can relate, because retail has been our passion for more than 30 years. That’s why we’ve developed our industry-leading Connected Retailer® solutions to help you fully embrace retail planning, merchandising, sourcing and product development, CRM, sales analytics, store operations, and POS.

With NSB, you’ll find the experience and proven results you’re looking for in a retail solutions partner. So when the work day’s done, you can focus on the business at hand.

Proven solutions for connected retailers

www.nsbgroup.com