



# WORLD RETAIL ^ CONGRESS

BY ^SCENTIAL

DAY ONE

## THE NEW & NOW



14 - 16 MAY 2019  
RAI AMSTERDAM | NETHERLANDS

RETAIL PARTNERS



5 STAR SPONSORS



## WORLD RETAIL CONGRESS

# PRACTICAL INFORMATION



### CONTENTS

- 03 Chairman's welcome
- 04 Congress News: Promote women and promote change says walmart boss Wildberries heads for europe as founder pledges to remain independent
- 05 Congress News: Scale and speed key to developing from legacy business Partner to innovate in smart materials
- 07 Congress News: Consumers will invest in brand relationships says ipsy Good is no longer good enough warns oc&c
- 08 Congress News: Forget the puff and platitudes, purpose needs a point The robots are coming and retail should be ready
- 11 Day 2 Agenda: The full second day programme
- 13 Congress News: Not just omnichannel but location at heart of expansion You need to get the big picture first
- 15 Congress News: AI study tests robot and human interaction Relationships are the future of retail
- 16 Hall of Fame: Our four new inductees for 2019
- 18 Day 3 Agenda: The full third day programme
- 20 Congress News: The time to invest in african retail opportunities is now Maintaining disruption requires new thinking
- 21 Congress News: Leadership on steroids is the key to unlocking high velocity retail The future of fashion: a race between the fast and the dead
- 23 Congress News: Curation the key to the new luxury landscape Smart selling the secret to encouraging consumers to buy
- 23 Thank you To our partners & sponsors

### OPENING TIMES

Tuesday 14 May: 07:30-17:40

Networking Reception: 17:40-18:40

Wednesday 15 May: 07:30-17:20

Thursday 16 May: 07:30-15:40

World Retail Awards Drinks Reception: 18:30-19:30

World Retail Gala and Awards: 19:30-22:30

Awards after party: 22:30-01:00

### EVENT APP

The app enables you to plan your schedule while at the event. It provides you with information on must-attend sessions, speaker profiles and map of the venue while the in-built messenger system lets you chat with other delegates.

To download the app, go to Google Play or the App Store, search for "Guidebook" and download the app. Open Guidebook and click on the "find guides" button, tap "have a passphrase" and enter **wrc2019rai** to download the app.

### CONGRESS PRESENTATIONS

Authorised presentations will be available to attendees on the website within 14 days of the event. The distribution of presentation materials is subject to the speakers' approval.

### CLOAKROOM

The cloakroom is located on the -1 level of the exhibition.

### MEALS

All refreshments and lunches have been carefully selected to offer you the best in banqueting. Please check the agenda for timings. If you have any dietary requirements, please inform a member of staff as soon as possible.

### WI-FI

Complimentary Wi-Fi is available throughout the RAI. The network name is "RAI wifi"

### FIRST AID

All of the security officers at the venue are first aiders, therefore if you require first aid please contact a member of staff

### EMERGENCY PROCEDURES

The venue staff will take on the role of Fire Marshalls and will direct all guests and other staff to the emergency assembly areas.

Upon hearing the fire alarm, please leave the venue by the nearest available fire exit. Fire exits are marked by signage and marshalls will be there to assist. Security will ensure all areas are evacuated. After leaving the building go directly to the assembly points.

### GDPR

All sessions are scanned by World Retail Congress to evaluate their popularity and improve the content of our future events.

All data is stored securely in compliance with GDPR. If the session you attend is sponsored, your details may also be used by that sponsor, so they can contact you via email to share information about their products and services. If you would prefer that your data is not used by a World Retail Congress sponsor, please visit our registration desk and talk to our team who will ensure that you are opted out.

Please note that if your badge is scanned by a sponsor elsewhere across the event, they will separately hold your details on their database and may contact you in the future. If you wish for this not to occur, you may ask them not to scan your badge.

### LOST & FOUND

Please ensure you take care of your valuables and inform a member of staff if you misplace any items. All items found within the venue should be referred to a member of staff.

Kindly note that the venue and organisers decline any responsibility for any lost items.

### AWARDS TICKETS

World Retail Awards tickets can be purchased from the main registration desk.

Confirmation tickets will be emailed directly to each delegate. Please bring either a printed copy or a version on your mobile device.

JOIN THE CONVERSATION

#WRC2019 #FUTUREOFRETAIL



LinkedIn



# WELCOME FROM THE CHAIRMAN

Welcome to Amsterdam, the 2019 World Retail Congress and the world of High Velocity Retail. This year's theme grew naturally out of the many conversations we've had with retailers around the world over the last twelve months. The biggest issue raised by retailers was the speed of change and the impact it is having on consumers, technology and more importantly the very way that retail operates. As we are clearly seeing a new, faster and more dynamic retail is emerging and will have to emerge if it is to be able to serve tomorrow's customers.

Understanding what High Velocity Retail means and how you can become a high velocity retailer therefore sits at the core of this year's programme. Over the next three days we will present the findings of an important study into this new retail landscape and the retail models that will deliver success. We are launching the very first World Retail Congress Hack to bring together retailers in dynamic workshops with futurologists to create real solutions to the future of retail.

Over 180 speakers, panellists and moderators will also share their insights to help your business. Together this will make it a very exciting, dynamic and interactive World Retail Congress. We look forward to meeting you and hope that you have a highly enjoyable and effective three days.



**WORLD RETAIL  
CONGRESS**  
BY ASCENTIAL



**IAN MCGARRIGLE**

Chairman  
**WORLD RETAIL CONGRESS**



**WORLD RETAIL  
AWARDS**

**16 MAY 2019**  
NATIONAL MARITIME MUSEUM |  
AMSTERDAM

## CELEBRATE EXCELLENCE IN RETAIL

The hottest ticket in retail, join the celebration and get your ticket for the Awards at [tickets.worldretailcongress.com](https://tickets.worldretailcongress.com)

**Innovation. Celebration. Reward.**

# PROMOTE WOMEN AND PROMOTE CHANGE SAYS WALMART BOSS

**Walmart International President and CEO calls for commitment from industry to create a platform for women to take senior roles**

Global retail businesses need to look at the models they are working with and adapt to the new values their consumers have, Walmart International president Judith McKenna told delegates at the World Retail Congress in Amsterdam yesterday.

She also called on “each and everyone” to do more to create pathways for women to rise to senior positions within retail organisations and said that helping to position women at the helm of some of the international divisions of Walmart remains one of her top goals.

Walmart currently operates in 27 countries and McKenna said: “Businesses like ours are finding different models in the markets we are working in. In particular you have to look at the value people are giving to their time. So we need to understand and adapt to the best way of serving our customers.”

**“YOU HAVE TO DO GOOD IN BUSINESS; MORE AND MORE PEOPLE ARE CONNECTING WHAT YOU DO WITH WHERE THEY WANT TO BUY”**

She stressed that “trust is part of the expectation” and said that as a business “you have to do good in business; more and more people are connecting what you do with where they want to buy”.

McKenna is known as a keen advocate of the role of technology and innovation in the retail sector but also said that attracting and keeping the right people is becoming increasingly important. “We need enough talent to do these reimagined jobs,” she said. “We need the right people to take retailers forward who can adapt to a digital world. Leadership is also a very important element of that.”

On the blocking of a merger between Asda and Sainsbury’s in the UK she said that she “genuinely believed this was a one-off opportunity to accelerate cost reductions”.

She added of the regulatory conclusion that the merger would decrease price competitiveness: “I would challenge anyone who thinks you can put up prices in this sort of competitive market. But that was then, this is now. Life moves on quickly. Focus on what is next, a line has been drawn.”

Turning to the lack of senior women in the retail industry, she said: We have an obligation to find people and bring them through; everyone has an obligation, starting with diverse candidate lists that are broad enough and creating the right pipelines. It’s a commitment for each of us, to create a platform for more women in the business.”

McKenna was awarded onstage with the Woman of the Year award, sponsored by Clarity.



**JUDITH MCKENNA**

**PRESIDENT & CEO  
WALMART INTERNATIONAL**

**WILDBERRIES  
HEADS FOR EUROPE  
AS FOUNDER  
PLEDGES TO REMAIN  
INDEPENDENT**



**TATIANA BAKALCHUK**

**CEO & FOUNDER  
WILDBERRIES**

**Russian billionaire  
Tatiana Bakalchuk  
targets Europe as next  
chapter of phenomenal  
growth story**

Online fashion retailer Wildberries is looking to expand from Russia into Europe, according to Tatiana Bakalchuk, CEO and Founder, Wildberries, speaking at the Women in Retail breakfast session yesterday at the World Retail Congress at the RAI, Amsterdam.

“We think we can bring into Europe a new experience, because we combine online and offline, as buyers can try clothes on in our small stores and don’t have to pre-pay,” she said.

The former English teacher became the first female self-made Russian billionaire with \$1.9bn in ecommerce sales though her site which sells around 15,000 brands and attracts two million daily visitors in Russia, Belarus, Kazakhstan, Armenia and Kyrgyzstan.

She established the business in 2004 from her Moscow apartment while on maternity leave, frustrated that she could not find clothing for young mothers, and recalled: “There was fashion for mothers but they were small companies and not very fashionable.”

The company now employs 22,000 people and she said of entering new markets: “Ours is a different model so I don’t believe we will be competing with existing companies yet.”



# SCALE AND SPEED KEY TO DEVELOPING FROM LEGACY BUSINESS

## Retailers need to change and change fast warned Ahold Delhaize Europe and Indonesia CEO Wouter Kolk

Retailers need to look at how they innovate and develop at scale if they are to successfully transition from their legacy positions, Ahold Delhaize CEO for Europe and Indonesia Wouter Kolk told delegates at the World Retail Congress in Amsterdam yesterday.

"We are trying to build scalable technology, so every brand and partner can use them, which is really new thinking for us," he said. "It is no longer about traditional M&A activity to expand but about forming new relationships, using experts, not always the usual suspects. We need to build scale and simplify and decrease costs."

He added: "Legacy players have to look at the future in a different way, the old successes don't count. But you should also look at your strengths and capabilities within your business."

Ahold Delhaize is driving its business forward through a number of key initiatives, pushing its omni-channel approach, taking responsibility on health and sustainability, using technology and developing talent within the business.

On omni-channel he said it is about "connecting the dots - stores online and loyalty", while he also picked out the out of home market for food as a big opportunity for growth.

"We have moved a lot of non-food out of our stores to Bol.com and added in food options in their place. We want to let people eat well, with quicker options to save time and money. Our aim is to try and make every brand better, so our local brands are stronger so that they win in their markets," he said.



WOUTER KOLK

CEO Europe and Indonesia  
AHOLD DELHAIZE

## "LEGACY PLAYERS HAVE TO LOOK AT THE FUTURE IN A DIFFERENT WAY, THE OLD SUCCESSES DON'T COUNT"

## PARTNER TO INNOVATE IN SMART MATERIALS

## Retailers should ally with innovative start-ups to help develop next generation products

Technology must not force consumers to change their behaviour and terminology needs to be carefully addressed, warned Janett Liriano, Co-Founder and COO of MadeMan, during a tech talk at World Retail Congress in Amsterdam yesterday.

She cited examples of manufacturers of smart clothing who labelled products as water resistant, which was incorrectly interpreted as machine washable by consumers.

Looking at a variety of materials innovations, she also noted the potential for blockchain to help suppliers integrate but said "scalability is an issue and Blockchain is challenging to use, including the uncertainty around regulation."

She advised retailers to develop their own smart wearable products by combining with innovators rather than attempting to develop their own technology.

"There are a lot of start-ups working on the edges of smart materials but who need investment, so my advice is to partner with them," she said.



JANETT LIRIANO

Co-Founder and COO  
MADEMAN

## "SCALABILITY IS AN ISSUE AND BLOCKCHAIN IS CHALLENGING TO USE"



**.be  
inspired**

THE CONFERENCE

powered by

**RetailWeek** 

in partnership with

**accenture**

WEDNESDAY 19<sup>TH</sup> JUNE

THE BREWERY, LONDON

**PROMOTING**  
GENDER BALANCE  
**AT ALL LEVELS**  
ACROSS RETAIL

**BOOK TODAY**

RETAILER TICKETS ARE **£199**

[beinspired.retail-week.com](http://beinspired.retail-week.com)



### CONSUMERS WILL INVEST IN BRAND RELATIONSHIPS SAYS IPSY



FERNANDO MADEIRA

President  
IPSY

### If retailers and brands can incentivise their consumers then they will provide detailed data

Consumers will invest time in creating meaningful feedback if they can see the advantages for them, Fernando Madeira, President, Ipsy told delegates at the World Retail Congress in Amsterdam yesterday.

The subscription based cosmetics service sends its members a monthly 'Glam bag' that contains a range of beauty products, with the selection based on the users' preferences.

Madeira said that the company is "data obsessed" in terms of how it develops the content of the bags and said: "We use data to influence the next products sent out. Personalisation works for the customers, so the time they spend providing feedback is a great investment for them because it improves their experience and the personalisation will get even better."

Ipsy has enjoyed strong success with its model so far, which Madeira described as "joining creators and brands together" and he said that the company also partnered with all the major social media platforms to connect with its consumer base.

## GOOD IS NO LONGER GOOD ENOUGH WARNS OC&C

OC&C and World Retail Congress shared exclusive research in Amsterdam on the digital future, while Action argued for physical stores

Yesterday, during the World Retail Congress in Amsterdam, James George – International Managing Partner OC&C, discussed High Velocity Retail with Sander van der Laan – CEO of Dutch retailer Action.

"Good is no longer good enough," George said. "It's no news that there has been a dramatic change in consumer behaviour over the past ten years. Therefore, retailer performance is now more important than ever."

He added: "Before, our world of retail was characterised by physical shopping trips, where on average we would take 200 shopping trips every year to the local shopping centre. Today, we live in a world with more than three billion smartphones out there and we have access to more than 800,000 retailers, at the touch of a button. It is safe to say that customers' expectations are increasingly enhancing."

George said that retailers and brands need to "double down" on new strategies that engender trust, to keep their customers engaged. But said there is more to it than just speeding up the process of fast delivery and launching new collections of clothing every week. "Speed is only valuable if set up in the right way," George said. "Choosing where to follow is as important as choosing how to lead."

Based on OC&C and World Retail Congress's recent research, there are only four winning business models for long-term success in retail, all focused on digital experience.

**"WE ENSURE LOYALTY, BECAUSE WE OFFER A DIFFERENT CHOICE IN PRODUCTS EVERY SINGLE WEEK"**

However, brick-and-mortar retailer giant Action, has managed to continue growing sales, without any digital sales.

"Our brand is very unique. We offer products for low prices, with an average of €1.72," van der Laan said. "Too much choice is not always a strength, it could also be an issue. We ensure loyalty, because we offer a different choice in products every single week. You should see it as a treasure hunt, you never know what to expect when you walk into the store."



JAMES GEORGE

International Managing Partner  
OC&C

SANDER VAN DER LAAN

CEO  
ACTION

# FORGET THE PUFF AND PLATITUDES, PURPOSE NEEDS A POINT

**If retailers want to create a true brand mission then they need to do more than pay lip service to the idea said Dilys Maltby**

Purpose can be a “load of rubbish, puff and platitudes” Dilys Maltby, senior partner, Circus told delegates at the World Retail Congress in Amsterdam yesterday. “But we believe it can be a business strategy or a way of reframing a business.”



Maltby stressed that companies need to look honestly at their goals and objectives and that a sense of purpose should be “at the heart” of that process.

**“AN ETHICAL COMPASS IS A REQUIREMENT NOW, NOT SOMETHING TO WORK TOWARD”**

“You need to be crystal clear about the reason for being,” she said. “Originally retailers were simply about access and convenience but these are just givens now. So you have to look at new ways of connecting, it is more likely that it will be about ‘people like us’, sharing common interests and activities.”

She pointed to the incredible market penetration of gaming titles like Fortnite, which have managed to attract enormous numbers of subscribers and users in very short timescales. She added that these are lessons that could be learned by the retail sector: “Think about the energy and passion driven by areas like the gaming industry.”

Maltby said: “Life is more complex, we need to be more fluid. An ethical compass is a requirement now, not something to work towards, and you need to separate what is remedial with what is moving forwards. But purpose should be at the heart of business decisions – the brand needs desirability and differentiation and should be inspiring and informing, including those not involved in the original process.”

She said that such an approach needs to be “systematic and collaborative” and must be shared, otherwise behaviour “reverts to type”.

“Instead these need to be a parable for life,” she said.

## THE ROBOTS ARE COMING AND RETAIL SHOULD BE READY

**The economic impact of robotics and artificial intelligence is hardly understood yet could be huge, said Remodista CEO**

Kelly Stickel, Founder and CEO of Remodista, outlined the impact of retail and the Internet of Things, the next tech frontier, at World Retail Congress yesterday.

“Today’s retail environment is moving at an electric pace. Did you know that by 2020, over five billion people will be connected through the internet through over 30 billion devices? What key strategies do retailers need to implement to stay relevant in 2020?” asked Stickel.

She questioned whether consumers are really opting for online sales over visiting brick-and-mortar locations and said that self-service shopping and automated check-outs are rapidly gaining popularity among retailers. She said that manufacturers using such digitalised solutions in 2014, saw an average 28.5% increase in revenues between 2013 and 2014.

“It’s estimated that the potential economic impact of IoT in retail environment will range from \$40 billion dollars to \$1.2 trillion per year by 2025,” according to Stickel. “Think connecting displays that engage shopper, smart shelves that drive more activity. And facial recognition technology, where with the scan of your face, you get access to a personalised shopping experience.”

Robots are coming and we should prepare for it. “We are currently in the process of creating robotics to help in-store, for example to do inventory at night. So that staff can focus on the customer experience,” she said of the advances.

“Consumers want to buy from brands they believe in. As a retailer, now is the time to invest in building trust and putting your voice behind issues your employees and customers care about.”

**“CONSUMERS WANT TO BUY FROM BRANDS THEY BELIEVE IN”**



KELLY STICKEL

Founder and CEO  
REMODISTA



## About Tencent and Tencent Smart Retail

Tencent, one of China's most influential integrated internet service providers, is virtually a digital content platform, a tech enabler and a connector as exemplified by WeChat, its most popular social product that intimately connects brands and services to over one billion active users, promising a new era of omni-channel possibilities for the retail industry and beyond.

And Tencent Smart Retail as a game-changer leverages the exceptional "connecting" capabilities of the Tencent ecosystem to assist retail brands in reaching and engaging with their customers in a low-cost, highly-efficient, and personalized manner, helping them realize sales & profit growth through:

- ① Digitalization of customer's existing business
- ② The new ".com 2.0" retail model within the WeChat eco-system, featuring a private domain, omni-channel and mass applications for sustainable growths via WeChat Mini-Programs Flagship Stores, official shopping assistants or social groups and social sharing etc.



Low-cost

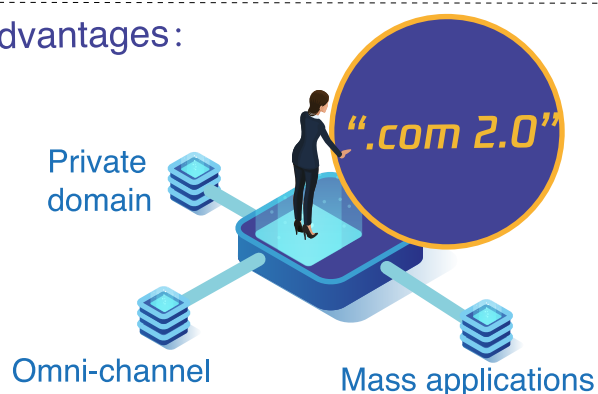


Highly-efficient



Personalized

### Advantages:



### .com 2.0 Storefronts:



Mini-Programs  
Flagship Stores



Official shop-  
ping assistants



Social groups and  
social sharing

*In 2018, Tencent Smart Retail has helped clients to achieve up to 10% sales growth*



**Join us at our Fireside Chat and at the Social Lounge by Tencent and WRC**



#### Fireside Chat

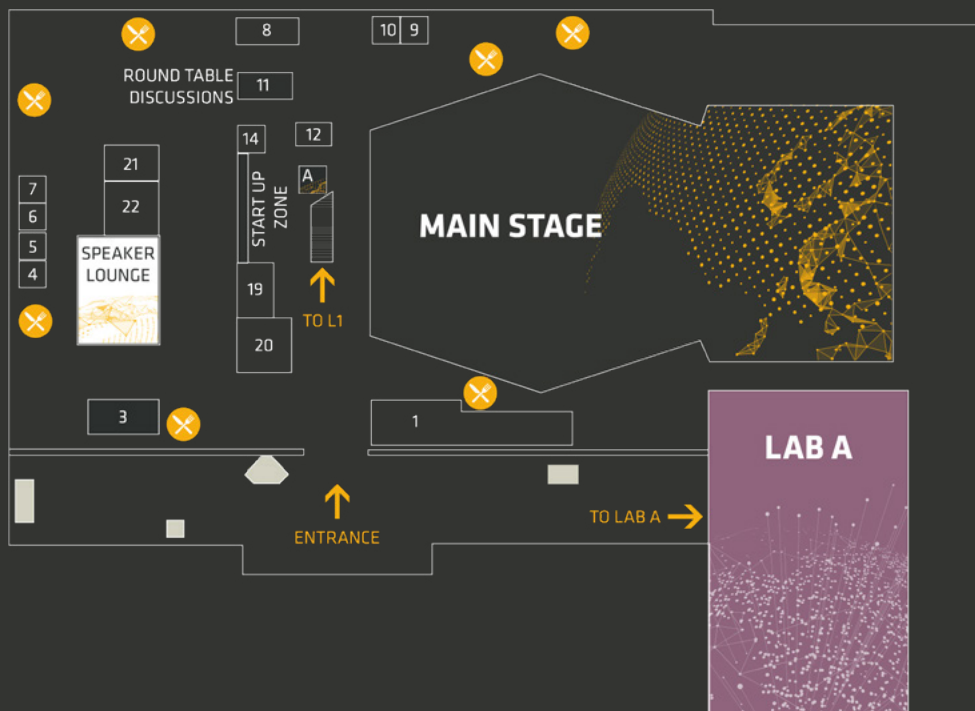
Cecilia Tian, GM of Tencent Smart Retail, hosted by Naga Munchetty

- 🕒 Time: 10:30 - 10:50 a.m, May 16<sup>th</sup>
- 📍 Location: Main Stage

#### Social Lounge by Tencent and WRC

- 🕒 Time: full day open from May 14<sup>th</sup> to 16<sup>th</sup>
- 📍 Location: Main Networking Hall

# FLOOR PLAN

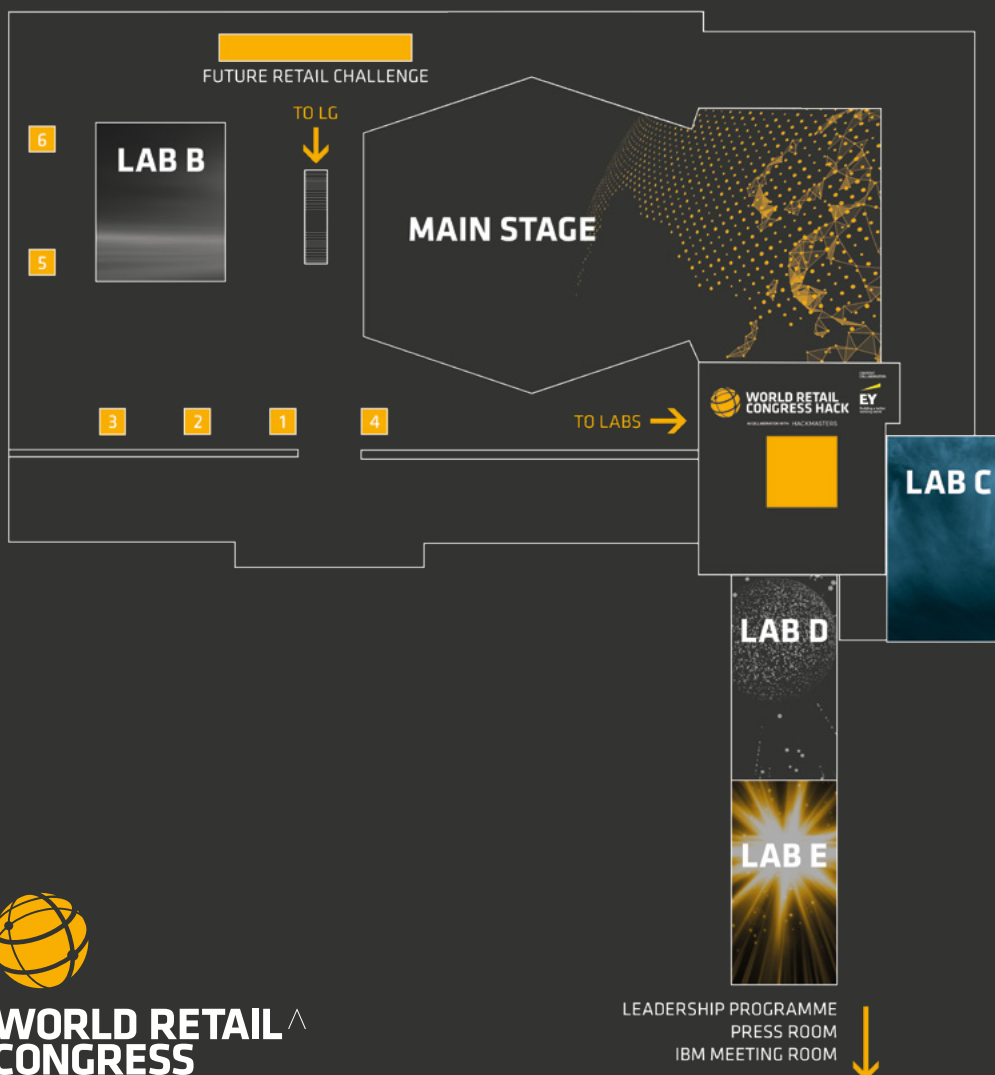


## GROUND FLOOR Exhibition

- 1 Tencent Social Lounge
- 3 Future Brands: UXUS
- 4 IBM
- 5 First Insight
- 6 Stora Enso
- 7 Actua
- 8 Altierre
- 10 VR Showcase - WPP
- 11 Round table discussions
- 12 Gibam
- 14 Vistex
- 19 JD.com, Inc
- 20 Edinburgh St James
- 21 Ascential
- 22 Department for International Trade

## START-UP ZONE

- 1 Aifora
- 2 Fashwire
- 3 Intelocate
- 4 Hero
- 5 Yoobic
- 6 Personify XP
- 7 Syte
- 8 SuperUp



**WORLD RETAIL  
CONGRESS**  
BY ASCENTIAL



DAY TWO

# THE BUSINESS OF RETAIL

08:00 **BREAKFAST BRIEFING** The E-shopper barometer: Inside European online shopping habits. Lab C

**YVES DELMAS** Chief Operating Officer Europe | **DPDgroup** \*exclusive research

08:00 **BREAKFAST BRIEFING** Join Google Cloud to discuss how technology can enable retailers to evolve and thrive in today's fast changing landscape. Lab D

**BAS ROOKHUIJZEN** ead of Marketing, Benelux | **Google Cloud** Congress Chair: **NAGA MUNCHETTY** International Broadcast Journalist

## PLENARY

09:00 **Global Economics Update**

Two of the world's top economic insiders delve into today's key economic challenges – and outline how they impact your forward business planning.

**DR IRA KALISH** Chief Global Economist | **Deloitte** **MARTIN WOLF**, **CBE** Associate Editor and Chief Economics Commentator | **Financial Times**

09:45 **Redefining the future: How to take the best of the past to create a dynamic future**

Customisation, personalisation, speed, innovation and sustainability are at the heart of this 166-year-old brand's strategy to meet the needs of its customers. In his keynote address, Levi's Executive Vice President and President of Direct-to-Consumer, Marc Rosen, will set out the radical and fundamental changes now being implemented across the business to set it up for the next 166 years.

**MARC ROSEN** Executive Vice President and President of Direct-to-Consumer (DTC) | **Levi's**

10:05 **Inclusive leadership: The new retail norm**

Gender, disability, ethnicity, age, sexual orientation. As retail consumers become more diverse, so must its talent and leadership. Boards and senior individuals throughout organisations must be brutally honest with themselves in reviewing how they search and recruit externally and empower internally – making the necessary changes to reflect the world we live in today. How do you balance the need for the right talents with diversity? What are other companies doing – what's worked for them and what hasn't?

**SINÉAD BURKE**, Academic, Writer & Advocate **ELAINE BOWERS** Coventry, Incoming Chief Customer and Commercial Officer | **Coca-Cola**

Moderator: **TREVOR PHILLIPS**, **OBE** Chair | **Green Park**; Deputy Chair | **National Equality Standard**

10:45 **LEADERSHIP PROGRAMME SESSION** (invitation-only) Lab F

In conversation with: **DR IRA KALISH** Chief Global Economist | **Deloitte** **MARTIN WOLF**, **CBE** Associate Editor and Chief Economics Commentator | **Financial Times**

Moderator: **PAUL CHARRON** Director | **Escada**

10:45 **MORNING BREAK AND NETWORKING**

11:15 **The brave debate: Retailers answer the tough questions**

In this debate, retailers are challenged to share their views on the difficult issues facing the industry. In preparation they were given a long list, including: slavery in the supply chain, the living wage, overuse of packaging, overproduction of product and its environmental impact and the changing face of retail leadership. They are unaware of which will be selected on stage by the moderator and the most popular questions submitted from the audience via Sli.do will also be asked.

**JAMES RHEE** Founder | **FirePine Group**; Executive Chairman & CEO | **Ashley Stewart** **NEELA MONTGOMERY** CEO | **Crate and Barrel**

11:55 **Fireside Chat: CHRISTOPHER DE LAPUENTE** CEO | **Sephora**

12:15 **What philosophy has to teach us about managing change**

History shows that as societies become more affluent, people want to buy less tangible things. They start off wanting goods, then they want services. Increasingly they are attracted by brands, which are yet more intangible than services. Where does this logic go next? As people become sated with 'stuff' and disillusioned with brands, the appetite will grow for things that remind them of their humanity: things such as meaning, narrative, and ideas. How do industries manage this transition?

**ROBERT ROWLAND SMITH** Philosopher

12:40 **CONGRESS LUNCH AND NETWORKING**

12:45 **LUNCH BRIEFING** Building new retail revenues: Monetising data and media (invitation-only) Lab B

**GUILLAUME BACUVIER** CEO | **dunnhumby**

12:45 **LUNCH BRIEFING** AI adoption in retail: How to deliver real results (invitation-only) Lab D

**PROF. DR. MICHAEL FEINDT** Founder | **Blue Yonder**

12:45 **LUNCH BRIEFING** How technology is driving faster, more effective and sustainable supply chains (invitation-only) Lab E

**DR. VICTOR FUNG** Chairman | **Fung Group** **MARC COMPAGNON** Senior Advisor | **Fung Group**; NED | **Li & Fung**

A ROUNDTABLES/ DEBATES	B CONTENT/ CONNECTION	C THE EXPERIENCE ECONOMY	D NEW WORLD ORDER	E FUTURE RETAIL CHALLENGE
13:50- 14:30 <b>Real estate reinvention</b> <b>ROGER WADE</b> Founder & CEO   <b>Boxpark</b> <b>WILLIAM KISTLER</b> Executive Vice President & Managing Director – EMEA   <b>International</b> <b>Council of Shopping Centers</b> <b>BRIAN HARPER</b> CEO   <b>RPT Realty</b> Moderator: <b>ANDREA WEISS</b> Founder   <b>O Alliance</b> Independent Director   <b>Bed, Bath &amp; Beyond</b>	<b>Lessons for retailers from the world's most effective advertising</b> <b>SEAN PERON</b> , Head of Marketing   <b>Ace and Tate</b> <b>MEREL WERNERS</b> , Marketing Director, EMEA   <b>Havaianas</b> Moderator: <b>LUCY AITKEN</b> , Managing Editor   <b>WARC</b> *exclusive research	<b>Think different: Creating spaces that resonate with customers</b> <b>NEELENDRA SINGH</b> Senior Vice President Global DTC & Franchise   <b>adidas</b> <b>GEORGE GOTTL</b> , Co-Founder Chief Creative Officer   <b>FutureBrand UXUS</b> Moderator: <b>MELISSA GONZALEZ</b> Founder & CEO   <b>Lionesque</b> Group; host of <b>#RetailWithMelissa</b>	<b>Circling the 'Self-Centric Consumer'</b> <b>KELLY GALLAGHER</b> Global Trend Strategist   <b>Shiseido</b> <b>ADAM HOLYK</b> Senior Vice President, Chief Marketing Officer   <b>Walgreens CAROL</b> <b>HAMILTON</b> Group President   <b>L'Oréal USA</b> Moderator: <b>MATT HAMORY</b> Managing Director   <b>AlixPartners</b> *exclusive research	Judges: <b>DAME TWIGGY LAWSON, DBE</b> <b>CATHERINE MAHUGU</b> Founder   <b>Chiswara</b> <b>BERNIE BROOKES</b> Former CEO   <b>Edcon</b> <b>ANTONIS KYPRIANOU</b> General Manager, Franchising   <b>Tendram</b>
14:35- 15:15 <b>Future living + future cities = future retail</b> <b>DR MARC PONS</b> Director   <b>Andorra Innovation Hub</b> <b>DR STEPHAN FANDERL</b> CEO   <b>Karstadt</b> <b>KAAVE POUR</b> Co-Founder & MD   <b>SPACE10</b> <b>ALICE HAUGH</b> Futurist, Architect   <b>UNStudio</b> Moderator: <b>PHIL WAHBA</b> Senior Writer   <b>Fortune</b>	<b>Mass advertising is dead. Long live personalised content</b> <b>LIDIJA ABU GHAZALEH</b> Founder   <b>Lidija's Kitchen</b> <b>KAREN BLACKETT</b> UK Country Manager   <b>WPP</b> Moderator: <b>JULIE JEANCOLAS</b> Global Head of Media Partnerships   <b>dunnhumby</b>	<b>Food: The next battleground</b> <b>ATA KÖSEOĞLU</b> Chairman   <b>Carrefour Turkey</b> <b>JOHN KENNEDY</b> President of Europe, Turkey & India   <b>Diageo</b> <b>MICHAEL LÖVE</b> Group CEO   <b>Netto</b> <b>MICHEL MULLER</b> Co-Founder   <b>Picnic</b> Moderator: <b>JENNIFER CREEVY</b> Content Director   <b>Retail Week</b>	<b>Sustainability show and tell: One real problem, one real solution</b> <b>JULIE MATHERS</b> Founder & CEO   <b>Flora &amp; Fauna</b> <b>ALFRED VERNIS</b> Academic Sustainability Director   <b>Inditex</b> <b>GILLES VAN NIEUWENHUYZEN</b> Executive Vice President & Head Packaging Solutions Division   <b>Stora Enso</b> Moderator: <b>STÉPHANIE LUONG</b> Vice President – Public Affairs   <b>amfori</b>	<b>F LEADERSHIP PROGRAMME</b> (Invitation-only sessions)  <b>Beyond different: Understanding the strategies needed to navigate China as a retailer</b> <b>AMORY KELIE</b> Global Director, Traffic Growth   <b>adidas</b> <b>CINDY WEI</b> Head of China   <b>Yext</b> <b>VIVIEN CHEUNG</b> Director, Greater China   <b>Yext</b> Moderator: <b>JON BUSS</b> Managing Director   <b>Yext</b>  <b>The psychology of "clicksuation" – creating loyal, engaged customers</b> <b>Michael Barbera</b> Chief Behavioural Officer   <b>Clicksuation Labs</b>

15:20 START-UP TOUR

15:20 AFTERNOON BREAK AND NETWORKING

## RETAIL MASTERCLASSES

Interactive, practical and comprehensive sessions that fuse learning, teamwork and debate - shaping real-world outcomes that you can take back and incorporate into your business. Chatham House rule applies.

A LEADERSHIP, CULTURE & PEOPLE	B BUSINESS TRANSFORMATION	C PARTNERSHIPS	D SOCIAL PURPOSE	E TECH WITH HUMANITY Powered by Tech
<b>PHILIP MOUNTFORD</b> CEO   <b>Hunkemöller</b> <b>ANDREAS SJÖLUND</b> Chief Revenue Officer   <b>Quinyx</b> <b>PETER WILLIAMS</b> Chairman   <b>Superdry</b> Moderator: <b>JACQUELINE KING</b> Chief Operations Officer   <b>DLA Piper</b>	<b>MUKAL BAFANA</b> CEO   <b>Arvind Internet</b> <b>ROBERT ROWLAND SMITH</b> Philosopher Moderator: <b>KIRSTY GINMAN</b> NED & Retail Consultant	<b>HARSH SHAH</b> Co-Founder   <b>Fynd</b> <b>BELEN SIENKNECHT</b> Head of Partner Program   <b>Zalando</b> Moderator: <b>PHIL WAHBA</b> Senior Writer   <b>Fortune</b>	<b>AMY HALL</b> VP, Social Consciousness   <b>Eileen Fisher</b> <b>TJEERD JEGEN</b> CEO   <b>HEMA</b> <b>ELEN MACASKILL</b> Global Customer Director   <b>The Body Shop</b> <b>ELIO LEONI SCETI</b> Co-Founder & Chief Crafter   <b>The Craftory</b> Moderator: <b>DILYS MALTBY</b> Founder and CEO   <b>Circus</b>	<b>KENT WONG</b> Managing Director   <b>Chow Tai Fook</b> <b>EOIN HARRINGTON</b> Former SVP Innovation   <b>Restoration Hardware</b> <b>DANIIL KOLESNIKOV</b> Head of VA Alice   <b>Yandex</b> Moderator: <b>DEBORAH</b> <b>WEINSWIG</b> Founder & CEO   <b>Coresight Research</b>

17:00 SPECIAL GUEST ADDRESS

**MARK RUTTE** Prime Minister of The Netherlands **DICK BOER** Former President & CEO | **Ahold Delhaize** **TJEERD JEGEN** CEO | **HEMA**  
Moderator: **NAGA MUNCHETTY** International Broadcast Journalist

17:20 END OF DAY TWO

18:30 WOMEN IN RETAIL RECEPTION (invitation-only)

**CHRISSIE RUCKER, OBE** Founder & CEO | **The White Company** **DAME TWIGGY LAWSON, DBE** Moderator: **CARLA BUZASI** Managing Director | **WGSN**

19:30 HALL OF FAME DINNER (invitation-only)



# NOT JUST OMNICHANNEL BUT LOCATION AT HEART OF EXPANSION

**Retailers must not forget the basics if they want to expand internationally**

Retailers looking to expand beyond their own market need to remember the basics of adaptation and location if they want to succeed, delegates at World Retail Congress in Amsterdam were reminded yesterday.

Tobias Wasmuht, Managing Director of SPAR International, opened up the discussion about retailing in an increasingly uncertain world and practical responses to today's macro challenges, together with Jaume Miquel, Group CEO Tendam, and Lalit Agarwal, Managing Director of V-mart.



**TOBIAS WASMUHT**

Managing Director  
SPAR INTERNATIONAL

Although 2018 was a rollercoaster for shoppers and retailers alike, nevertheless, Wasmuht saw great growth over the past few years, with Dutch retailer, Spar, now serving 13.5 million customers on four continents, every day. "Retail in some countries is still in an emerging stage, which is where we find some challenges, especially in African countries such as Zimbabwe and Nigeria," he said.

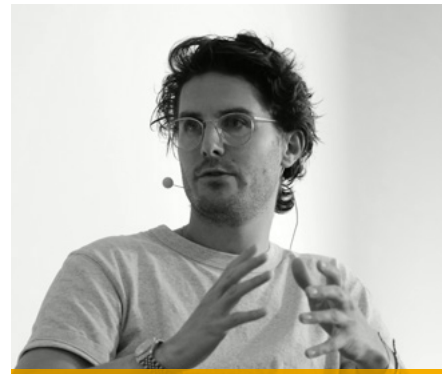
**"FLEXIBILITY IS KEY IN EVERY ASPECT OF THE BUSINESS, WHEN YOU WANT TO SELL IN EMERGING MARKETS"**

"We are exploring in a world of limited resources. Of course, we are facing challenges," said Miquel. "The common elements are the same, however, cultural elements need to be adjusted when you are active in emerging markets."

He said you might need experiential stores in different locations adding that globalisation is a talent. "Everyone wants to go omnichannel nowadays, but forgetting that they need to make geographical changes to be able to succeed. Flexibility is key in every aspect of the business, when you want to sell in emerging markets," he said.

On the subject of Brexit, which may have unknown consequences both for individuals and retail companies resident not only in the UK, but in the EU as well, Wasmuht said: "The idea of going into Brexit with no deals in place would be particularly challenging for retail. We will need all retailers from different sizes to get their voice heard, to be able to make a change together."

**YOU NEED TO GET THE BIG PICTURE FIRST**



**KAAVE POUR**

Co-Founder & Managing Director  
SPACE 10

**Kaave Pour, Co-Founder & Managing Director of Space 10, outlined online versus offline tools in retail**

The shift in spending away from buying stuff and increasing spending on experiences has been well-documented and retailers have approached this problem with strategies that aim to make product ownership itself becomes a by-product of experience, delegates at World Retail Congress were told yesterday.

Pour said: "You need to get the big picture first. The world is getting older and younger at the same time."

As this shift away from ownership continues, retailers need to reconsider what it is that they are selling to the consumer, he said.

"We don't really understand the big technological challenges that we are facing. What's now? And what's next? Their probably won't be an iPhone 26," Pour said. "We not only need to understand people and technology. As a company, you also need to think about the earth."

"With new tools in virtual reality we enable companies to create an experience, rather than a product. Which is also a way to reduce carbon footprint. Like we did with Ikea where you can refurbish your home through the app. You don't have to come to IKEA. IKEA comes to you," he said. "Innovating is not just about investing, it's also about saving money. The future is not a destination, it's a direction."

# backing brands solutions

Complete Retail Operations and Solutions

Operations Excellence. Breakthrough Performance.

## make, move, manage

backing brands offers a full-service suite  
of integrated retail solutions

 **product development**

 **production**



 **logistics**

 **distribution**

 **real estate**

 **back office**

**learn more**  
**backingbrands.com**

 **support@backingbrands.com**  
 **+1.740.951.5021**

# AI STUDY TESTS ROBOT AND HUMAN INTERACTION

"The big problem that retailers are facing is not the robot itself, it's coding them correctly," Dr Gaia Rancati, Lecturer at IULM University, told delegates at World Retail Congress during a session about the future of artificial intelligence (AI).

She questioned how you learn about customers in their contextual moments in ways that truly reflect their behaviour and to find the answer, Rancati took a deeper look into the influence of technology on customer experience and consumer behaviour.

A robot was then demonstrated that performed in exactly the same way as a senior sales assistant, to research the interaction level of consumers while shopping in a store.

**"THE LEVEL OF IMMERSION OF GENERATION X AND BABY BOOMERS WAS MUCH HIGHER WITH A HUMAN THAN WITH A ROBOT"**

"We did an in-store shopping study in an actual premium brand store, where we studied the comparisons and differences of client interaction between human and robot sales assistant. We used neuroscience to collect the most accurate data and were able to measure immersion levels," she said.

"The level of immersion among different generations showed visible differences. The level of immersion of Generation X and baby boomers was much higher with a human than with a robot. Obviously, this generation did not grow up with technology and showed an increased level of stress while interacting with the robot sales assistant," Rancati said. "With millennials, it's the exact opposite."

While she acknowledged that retail will always be about creating an experience at some level, whether or not consumers are putting digital purchases in favour of brick stores, according to Rancati's research, the robot sales assistant is more effective, as long as the product is simple.

Once the product becomes more complicated or a customer wants more information, customers prefer a human over a robot. "Even if the interaction with the robot is higher during the sales process, the actual amount of money spent was significantly higher with physical convergence, due to emotional interaction, such as providing product information and cross-selling," she said.

## RELATIONSHIPS ARE THE FUTURE OF RETAIL



MICHAEL WARD

CEO  
HARRODS

**If customer touchpoints are right, then luxury can expand across categories**

Touchpoints are crucial in the new world of luxury, according to Michael Ward, CEO, Harrods, who said that the future of luxury is about creating a single customer relationship at a panel session at World Retail Congress in Amsterdam yesterday.

"For us, beauty has always been the way into the younger customer base," he said. "That's access to our store, but it can't only be about millennials. Everything for us has to be about experience and engagement within our store. I don't see enough retailers on the high street investing in that."

Sylvie Freund Pickavance, Strategy and Business Development Director, Value Retail, added that at the group's upscale designer outlets "We always have to think about the experience in our environments".

She said that the company mixes international and high end local brands to create destination centres and that to shop in physical locations people expected to see differentiation from what they can get in their local shopping environment.

Rania Masri, Chief Transformation Officer, Chalhoub Group, said that rather than consider a digital strategy, retailers need to step back and think about customer relationships; "Looking at what we are doing today, it is to be where the customer is. We are reverse engineering, considering where they are and how we reach them. We really need to transform the experience of our staff, using digital tools to free them up to serve customers".



DR GAIA RANCATI

LECTURER  
IULM UNIVERSITY



## HALL OF FAME INDUCTEES 2019

The World Retail Hall of Fame recognises and celebrates retail's most influential representatives. Each year, the Congress inducts three to four new members, recognising the achievement of individuals whose ideas have shaped retailing through the businesses and brands they have created, or by their skills in running the retail industry's giants. Join us in congratulating the 2019 inductees:



**CHADATIP CHUTRAKUL**

CEO  
SIAM PIWAT

Striving to innovate retail as we know it through her pioneering leadership, Chadatip has been transforming Siam Piwat into the apex of creative and unique shopping destinations over 30 years, earning her and the company international recognition and acclaim.



**DICK BOER**

Former CEO & Chairman  
AHOLD DELHAIZE

Dick Boer is a hugely respected figure not just in Dutch grocery retail but internationally, having led Albert Heijn then Ahold through major transformation and mergers to become one of the world's biggest food retailers. His contribution goes beyond the company to the global food industry, where he was Co-Chair of the Consumer Goods Forum.



**RODNEY MCMULLEN**

CEO & Chairman  
KROGER

From part-time stock clerk to CEO, Rodney McMullen has spent 40 years at Kroger, helping to shape the retail landscape we know today. Under his leadership and vision, Kroger is seen as one of the most progressive food retailers operating today.



**CATH KIDSTON**

Founder  
CATH KIDSTON

Cath Kidston is known the world over as "The Queen of Print", having created a world-renowned retail brand that is instantly recognisable. Cath opened her first shop in 1993 with just £15,000 and has turned that into a multi-million pound business.



# Put the Shopper at the Center of Every Decision

**Precima's Total Store Optimization** approach uses machine learning to optimize merchandising and marketing decisions across the entire store for all categories simultaneously, the same way your customers shop the store.

We work with retailers to deliver and implement this strategic approach – *beyond category management* – to position your organization for the shopper of today and the future.

## Precima Solutions include:

- Assortment Optimization
- Total Store Price Optimization
- Promotion Optimization
- Personalized Marketing
- Supplier Collaboration
- Category and Shopper Insights

To get started, visit [precima.com](https://precima.com)  
or email us at [inquiries@precima.com](mailto:inquiries@precima.com) for more information.



Transformative solutions,  
powered by insights.

## DAY THREE

# FUTURE FOCUS

08:00 **BREAKFAST BRIEFING: The voice of an industry** Lab B

LUCY WU Vice Chairlady | **China Chain Store & Franchise Association** CHRISTIAN VERSCHUEREN Director-General | **Eurocommerce**  
MATTHEW SHAY President & CEO | **National Retail Federation** Moderator: HELEN DICKINSON CEO | **British Retail Consortium**

### PLENARY

09:00 **When robots rule the retail world**

With robots and Artificial Intelligence already having an impact on retail, where will this ultimately take us and what will it mean for retailers, their customers and the people that work in the industry? Professor Hod Lipson is one of the world's leading scientists and lecturers in robotics and AI, and one of the few who can answer these questions. In his powerful and thought-provoking keynote, hear how these new technologies will help re-shape retailing in ways you could never imagine both in the near-future and beyond.

HOD LIPSON Professor of Engineering and Data Science | **Columbia University**

09:20 **Transforming with a purpose**

In this presentation, Ingka (formerly IKEA) discusses leading through times of change, views on the future of retail, and the importance of making a better business, price point and planet for consumers around the world.

BARBARA MARTIN COPPOLA Chief Digital Officer | **Ingka Group**

09:40 **The future of ecommerce: Lessons from China**

The world's second largest economy is changing the way consumers at home and abroad shop online. This fireside chat will shine a light on what's on the horizon for retail in this region – from technology to social responsibility – and how it impacts the global industry.

CHENKAI LING Vice President of Corporate Strategy & Investment | **JD.com**

10:00 **Brain shopping: The next customer frontier**

What makes people do what they do? How do you really understand how people shop, engage, or choose one product, design or store over another? How can you influence those consumer decisions? Sociologists, anthropologists and neuroscientists come together to give you cutting-edge insights into the field of behavioural retailing – and how people make the decisions that create business growth.

DR BEAU LOTTO Founder & CEO | **Lab of Misfits** Moderator: DAVID KEPRON Vice President of Global Design Strategies | **Marriott International**

10:30 **Digital retail transformation in the era of mobile internet**

Cecilia will share her insights on the most significant changes sweeping the mindset and habits of Chinese consumers today, as well as industry best practices that showcase the possibilities of digital retail transformation.

CECILIA TIAN General Manager, Smart Retail | **Tencent**

10:50 **MORNING BREAK AND NETWORKING**

11:20 **The beauty of brands**

Carol Hamilton has been described as the “grande dame” of the beauty industry with over 30 years' experience with L'Oréal USA. She is passionate about brands and has an instinctive belief in what makes them connect with customers and remain relevant. In this special presentation, Carol will share her insights on brands, today's retail landscape and why the next generation of beauty brands will shake-up the sector.

CAROL HAMILTON Group President | **L'Oréal USA**

11:40 **Fireside Chat** LORD STUART ROSE Non-Executive Director | **Majid al Futtaim, Woolworths South Africa**

12:00 **The future of food – the societal and industry impact**

Meatless meat. The rise in alternative dairy, organic and vegan. Consumer habits are changing and they want more options and better quality. How does this impact grocers, F&B and the retail industry as a whole? What trends are out there and how must retailers adapt as a result?

GUY SINGH-WATSON Founder | **Riverford** SHIR FRIEDMAN Co-Founder & CCO | **SuperMeat**

12:30 **The future of plastics**

Plastic. A dirty word, floating in our oceans, but also a vital component to retail, particularly in the age of ecommerce and delivery. This session will explore cutting-edge innovations in plastic which could transform the industry. Do you want to be at the forefront of a revolution? Only the bold need apply.

ARTHUR HUANG Founder & CEO | **Miniwiz**



12:50 CONGRESS LUNCH AND NETWORKING Lab B

12:50 The D2C dilemma: Should you launch direct-to-consumer ecommerce?

SANTIAGO NAVARRO Co-Founder & CEO | Garçon Wines CHRIS PERRY VP Global Executive Education | Ascential™

12:50 AWARDS SHORTLIST CELEBRATION LUNCH Lab A

13:50 World Retail Hack: This is the future of retail

An exclusive look at the outcomes from the inaugural Congress Hack, which took place over the course of the event. Hear how major global retailers in the room worked with renowned experts to hack some of the industry's biggest challenges – and what they – and you – can bring back to their companies.

ANDREW COSGROVE Global Consumer Products Advisory Leader | EY SAHER SIDHOM Founder | Hackmasters

14:20 The new retail challenge: How to stop selling product and start serving lifestyles

Retail leaders are spearheading the transformation and reinvention of their businesses to be able to win market share, fight-back against new disruptive competitors and embrace new technologies. But the real challenge is in serving the new consumer who is more fragmented than ever before. It means the shift from a mentality of selling product to a focus on targeting consumers by life experiences. This panel will explore the strategies they are pursuing, share their experience and learning, and make a few predictions about what is yet to come.

GIOVANNI COLAUTO CEO | De Bijenkorf STEPHEN BORCHERT CEO | Grand Vision DEBBIE KLEIN CEO | Leen Bakker

Moderator: STEVE LAUGHLIN Vice President & General Manager, Global Consumer Industry | IBM

15:00 Fireside Chat RODNEY MCMULLEN Chairman & CEO | Kroger TIM STEINER CEO | Ocado Moderator: IAN MCGARRIGLE Chairman | World Retail Congress

15:35 Staying ahead of the curve: The journey to becoming a high velocity retailer

This session will look at how Carrefour has taken advantage of the power of the Cloud.

RENAUD DE BARBUAT CIO | Carrefour RON BODKIN Technical Director | Google Cloud

15:55 END OF CONGRESS

18:30 AWARDS DRINKS RECEPTION

19:30 WORLD RETAIL CONGRESS GALA AND AWARDS

22:30 AWARDS AFTER-PARTY

**Tech.**  
TRANSFORMING COMMERCE TOGETHER

2-3 OCTOBER 2019  
PRINTWORKS, LONDON

Brought to you by

**RetailWeek**  
BY ASCENTIAL

**WORLD RETAIL CONGRESS**  
BY ASCENTIAL

WE PUT THE MOST  
**DISRUPTIVE THINKERS**  
UNDER THE SPOTLIGHT

Hear from the companies that are revolutionising their industries,  
and meet the tech firms creating the most innovative products.

BOOK ONLINE  
**TECH-FESTIVAL.COM**

FIVE STAR SPONSOR



FOUR STAR SPONSORS



THREE STAR SPONSOR



RETAIL PARTNERS



# THE TIME TO INVEST IN AFRICAN RETAIL OPPORTUNITIES IS NOW

Retailers looking to international expansion opportunities should look no further than Africa

The huge potential of Africa is being missed by overseas retailers, who should be looking at the investment and expansion opportunities now, an African-based panel told World Retail Congress delegates yesterday in Amsterdam.

"If we look at where there is massive potential, it is Africa. It has the potential to be huge," said Melanie Hawken, Founder & CEO, African Lionesses, a company that works to help female African entrepreneurs.

"There are world class ideas coming out of Africa but very few are willing to take a risk on business. There's a great back story to many of these, with women in Africa putting a lot back into their communities and businesses. But we are not seeing proactive investment."

She said that it is taking so long to get product on to the shelves of established retailers in Africa that instead many are turning to pop-ups because it takes so long to access the market.

Jessica Anuna, Founder & CEO of ecommerce fashion site Klasha.com, added that with 50% of the African population under 30 and the middle class growing exponentially, "the time is now".

She added: "A lot of retailers are looking at China, but the Chinese are looking at ecommerce opportunities in Africa. We started with Nigeria because it is the largest market. The opportunity is not just African-made products, there is a huge demand for international goods."

However, Anuna said that it is vital to partner with African companies who know how the vast market works, speaks the languages and also are able to help support taking cash payments and in a wide variety of African currencies.

Moderator Suzie Wokabi, Founder & Chief Creative Officer, SuzieBeauty, echoed the views about investment and recalled: "It was hard at the beginning to fund as a start-up. Localisation is vital to succeed in Africa."



MELANIE HAWKEN

FOUNDER & CEO  
AFRICAN LIONESSES

# MAINTAINING DISRUPTION REQUIRES NEW THINKING

Customers need to be at the centre if you desire to be disruptive and celebrate the shopper

The backbone of remaining a disruptive business is to ignore ego and experiment constantly, a panel including Orchard Mile, La Ligne and Universal Standard told World Retail Congress delegates in Amsterdam yesterday afternoon.

Jennie Baik, co-founder and CEO, Orchard Mile, said that the future of retail includes working together rather than against each other and said of her platform: "The question is whether you can create collaboration and therefore be able to focus on what you are good at; creating great products. For us it's about celebrating hyper-localisation and what makes places what they are."

Molly Howard, co-founder and CEO, La Ligne, stressed that retaining a disruptive mindset involves much more than just technology. "Holding on to some traditional marketing is important too, because people can easily relate to it, and compare it with new platforms," she



JENNIE BAIK

CO-FOUNDER AND CEO  
ORCHARD MILE

said. "Physical retail is also in our future, we opened our first store in New York a week ago."

Alexandra Waldman, Co-Founder and Chief Creative Officer, Universal Standard, added that there is a "new normal" in terms of doing business, saying of trying to work out the future, that "we are all looking around corners".

She said: "If you don't change then you get left behind. In fashion we need to broaden the idea of what's beautiful, to me that deserved some inspection. All women deserve to be respected and to be considered. Doing the right thing can be really successful."

"We place the customer at the centre, so different demographics will wear our clothing," she said; adding that the company is about to launch its ranges from 00 to 40 sizes. "The future of fashion is about us being who we are. We are trying to change the way fashion sees women and women see fashion."

# LEADERSHIP ON STEROIDS IS THE KEY TO UNLOCKING HIGH VELOCITY RETAIL

**Mark Cohen explored his theory of leadership and outlined the stark realities facing retail today**

"You should look at high velocity retail leadership, as high velocity retail on steroids," said Mark Cohen, Director of Retail Studies at Columbia University, during a morning session at the World Retail Congress yesterday.

"It's about acknowledgement, recognising and understanding your company's strategy, but most importantly the changing behaviour of your customer" he said. "These are fundamental questions every retailer should take into consideration."

According to Cohen, a great leader, must also be an effective change agent. "Are you going to play it safe or not? High velocity and success go hand in hand but what makes a successful high velocity retailer? For example, Amazon with their appetite for innovation, which is the gold standard for high velocity retail leadership," he said.

With the rise of the digital market, we are satisfying several needs at once. Therefore, you have to keep asking yourself: Does my leadership align? Are we on the right track and are we maintaining the right speed in which we are implementing change? He said: "Because to be successful you must evoke the power of collaboration."

**"TO BE SUCCESSFUL YOU MUST EVOKE THE POWER OF COLLABORATION"**



**MARK COHEN**

**DIRECTOR OF RETAIL STUDIES  
COLUMBIA UNIVERSITY**

**THE FUTURE OF FASHION: A RACE BETWEEN THE FAST AND THE DEAD**



**DANIEL GRIEDER**

**CEO  
TOMMY HILFIGER GLOBAL  
AND PVH EUROPE**

**Tommy Hilfiger European CEO says the only risk is to take no risks in a challenging world**

The future is not about the big taking over the small but the fast taking over the slow, said Daniel Grieder, CEO, Tommy Hilfiger Global and PVH Europe, as he outlined how the fashion brand envisages its future to World Retail Congress delegates in the final session in Amsterdam yesterday.

He also showcased the planned campus for PVH Europe which will create a new headquarters - including the company's innovation centre - and will be orientated around mindfulness and staff wellbeing, as the company seeks to attract and retain the best future talent.

He said that the challenging global markets required companies "ready for everything that is happening" and said that a cornerstone of the Tommy Hilfiger business will be to "keep a spirit of adaptability" as he warned "the biggest risk for us is to take no risks."

Grieder said that the company's omni-channel approach would still include stores but they are likely to be smaller and easier to navigate, as the company rethinks the role of its estate within the brand's broader strategy. The company recently closed its Manhattan flagship and has pledged to continue enhancing the links between its online, stores and events activities.





# DRIVE REVENUE CONTROL COSTS & INCREASE MARGINS

with

**the Go-to-Market Suite<sup>®</sup> by Vistex**

Strategy | Software | Implementation | Execution | Analytics



Visit **BOOTH #14**  
for a chance to win BOSE earphones

[marketing.emea@vistex.com](mailto:marketing.emea@vistex.com) | [www.vistex.com](http://www.vistex.com)

Vistex is a global enterprise software company headquartered in Chicago. The company is a pioneer in enabling organizations to better deploy their products and services through Go-to-Market programs. The software and services provided by Vistex help companies increase revenue and reduce costs with their business partners by managing trade, channel and vendor programs, pricing, performance incentives and rights & royalties. Optimized by industry and deployed on premise or in the cloud, enterprises are empowered with unprecedented visibility into the full life cycle of program performance through strategy, software, implementation, execution and analytics service.

**Vistex**  
*Bold Vision. Brilliant Execution.®*

# CURATION THE KEY TO THE NEW LUXURY LANDSCAPE

**Federico Marchetti, Chairman and CEO of YOOX NET-A-PORTER discussed the new luxury landscape, balancing the power of both human and machine in one of the final sessions of day one at World Retail Congress in Amsterdam**

"The relationship between human and machine: How can these worlds co-exist in a luxury fashion environment?" he asked. "The answer is simple: omni-channel. Consumer expectations are rising, and those that want to continue to win, need to extend their digital strategies further to put the consumer even more firmly in the driving seat."

He said: "The luxury customer is not shy to spend [big] online," Marchetti said. "The luxury customer wants more than just unique products that they can't find anywhere else online. They also value access to luxury services, a quick and easy shopping experience, fast delivery and a sustainable logistical process."

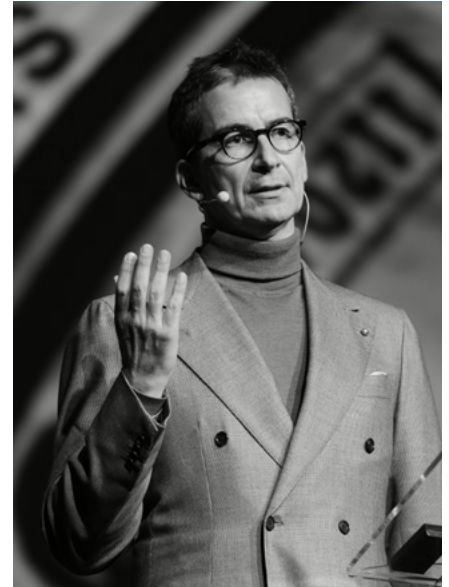
**"THE LUXURY CUSTOMER IS NOT SHY TO SPEND [BIG] ONLINE"**

"Curation is key, as the average luxury customer is always short on time, always," Marchetti said. "That's why we offer them the best selection of the best tastemakers."

Of the business he said: "Inspiring through content is in our DNA. And with Porter becoming the editorial voice of YOOX NET-A-PORTER after launching Porter Digital in early 2018, with sales going up with 50% in the last year, has been achieved due to combining inspiring content with technology."

This mobile mindset, combined with evolving shopper journeys, also proves more online purchases are being made through mobile devices, with tools such as Shoppable Instagram and allowing purchasing luxury good through the app, he said.

Marchetti ended the session with a prediction on fashion retail, saying: "One day, we will no longer see a label that says 'made in Italy' or 'made in England'. Instead it will say, 'made by human'. Nurturing human talent is a choice we can all make, to prevent machines taking over human craftsmanship that we value so much."



FEDERICO MARCHETTI

CHAIRMAN AND CEO  
YOOX NET-A-PORTER

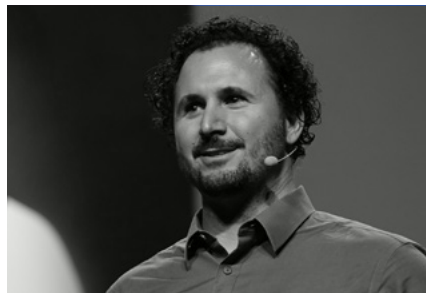
# SMART SELLING THE SECRET TO ENCOURAGING CONSUMERS TO BUY

**Clicks can impact how consumers feel said Michael Barbera from Clicksuation Labs as he talked through the retail placebo**

Michael Barbera, Chief Behavioural Officer at Clicksuation Labs talked about the psychological tricks that retailers can use to influence our moods, and make us up our spend during an afternoon session at World Retail Congress in Amsterdam yesterday.

"The most persuasive thing we could do is to show that other people are doing it too," Barbera said. "And there are many ways in which retailers are influencing customer behaviour. It's all about the proven importance of creating emotionally engaging experiences."

"'You made an excellent choice' – It makes you feel like smarter, doesn't it? Because, we want to be associated with positive stereotypes."



MICHAEL BARBERA

CHIEF BEHAVIOURAL OFFICER  
CLICKSUATION

For example, when you only have two minutes to buy that plane ticket and you hurry and get it barely in time. You feel like you have won, right? It's like the placebo effect of retail," he said.

Most of this is in the context in which it's presented, he added. "Out of stock or oversold? With the first one you are blaming the company for not having enough stock, while with the other, you are actually blaming the customer, basically for buying too much," he said.

"Nevertheless, consumer expectations will keep rising, and those that will continue on a winning path, will extend on these strategies further."

# THANK YOU TO OUR PARTNERS AND SPONSORS

## RETAIL PARTNERS



## 5 STAR SPONSORS



## 4 STAR PARTNERS & SPONSORS



## 3 STAR SPONSORS



## 2 STAR SPONSORS



## 1 STAR SPONSORS





# Connected stores, delivered.

Altierre's industry leading Electronic Shelf Labels have been deployed for a decade by the world's largest retailers. With Altierre's Connected Store infrastructure and locationing capabilities (powered by Sirqul), Altierre shelf labels give retailers the ability to deliver individual promotional messages directly to shoppers, as well as drive value and reduce operational cost.

**Meet us at WRC 2019, or visit [www.altierre.com](http://www.altierre.com)**





# WORLD RETAIL CONGRESS 2020

21-23 APRIL 2020 AMSTERDAM

Join us for our annual global gathering of the retail industry as the Congress returns to Amsterdam on the 21-23 April 2020.

Experience three unforgettable days of retail ideas, innovation and inspiration and learn from the giants, the disruptors and the gamechangers of the industry. Secure your place today and benefit from the lowest rate for the 2020 Congress.

Visit [worldretailcongress.com](http://worldretailcongress.com) to purchase your pass.

WORLD RETAIL CONGRESS **WHERE IDEAS GO GLOBAL**



**WORLD RETAIL  
CONGRESS**  
BY ASCENTIAL