

# Retail Fraud Conference

## Operation Peacocks Managing Change

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P E A C O C K S



# Paul Versus Steve

- Paul Merson



- 21 England Caps
- Reformed Addict
- Serious Gambler

- Steve Brant



- 0 England Caps
- No Addictions
- One £10 bet on the Grand National

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# Change

- ‘We must change in order to survive.’ — *Pearl Bailey*
- ‘Nothing we can do can change the past, but everything we do changes the future.’ - *Ashleigh Brilliant*
- ‘A great wind is blowing and that gives you either imagination or a headache.’ — *Catherine the Great*
- ‘To improve is to change. To be perfect is to change often.’ — *Winston Churchill*
- ‘It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.’ — *Clarence Darrow*

# And finally.....

- ‘When you’re finished changing, you’re finished.’ - *Benjamin Franklin*

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P E A C O C K S



# The Scale of changes – last ten years

- The number of stores has doubled 275 to 550
- The number of Company employees has increased from 4k to 9k
- Twice the number of Area Managers
- 3 times the number of Loss Prevention personnel
- 350 new CCTV systems
- 500 new tagging systems
- Integration of Loss Prevention into Retail
- Data Mining introduced

# Successfully Coping With Change – Peacocks Learning Points

- Keep it simple and set clear expectations
- Company Values must remain at the forefront of thinking
- The final stage of communication is often the least focused on but the most important
- Understand the impact of Change
- Clear, frequent communication, using different media

'Everything Changes'

- Take That

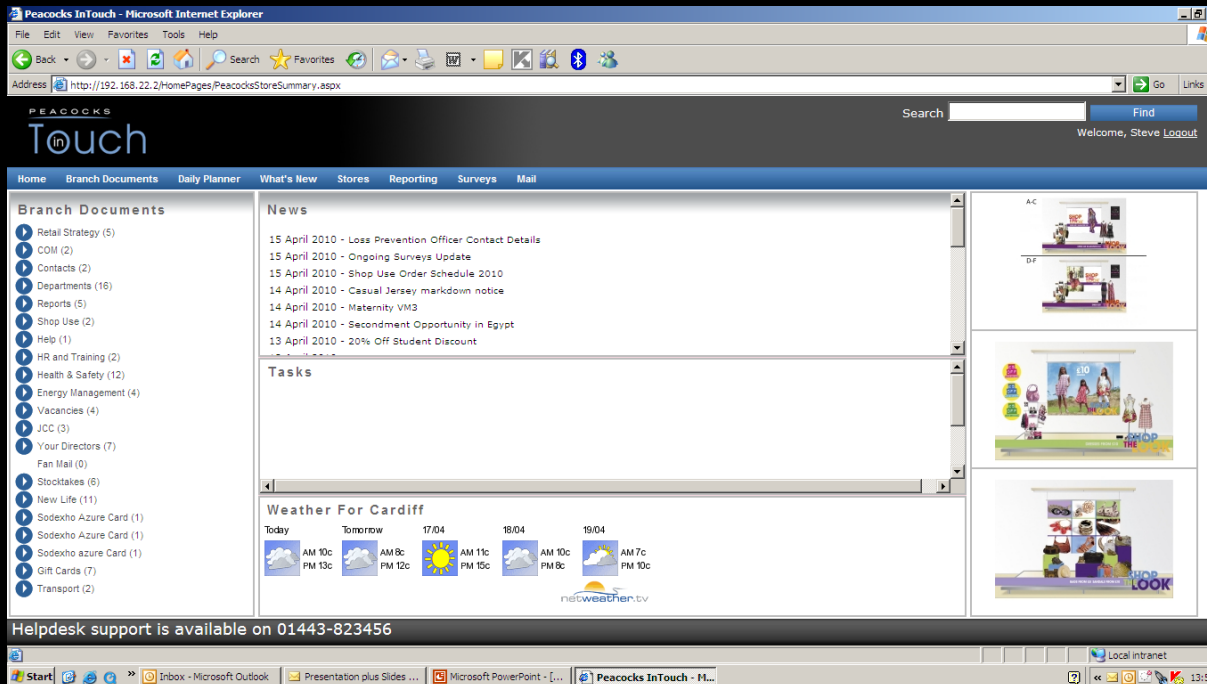
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P E A C O C K S



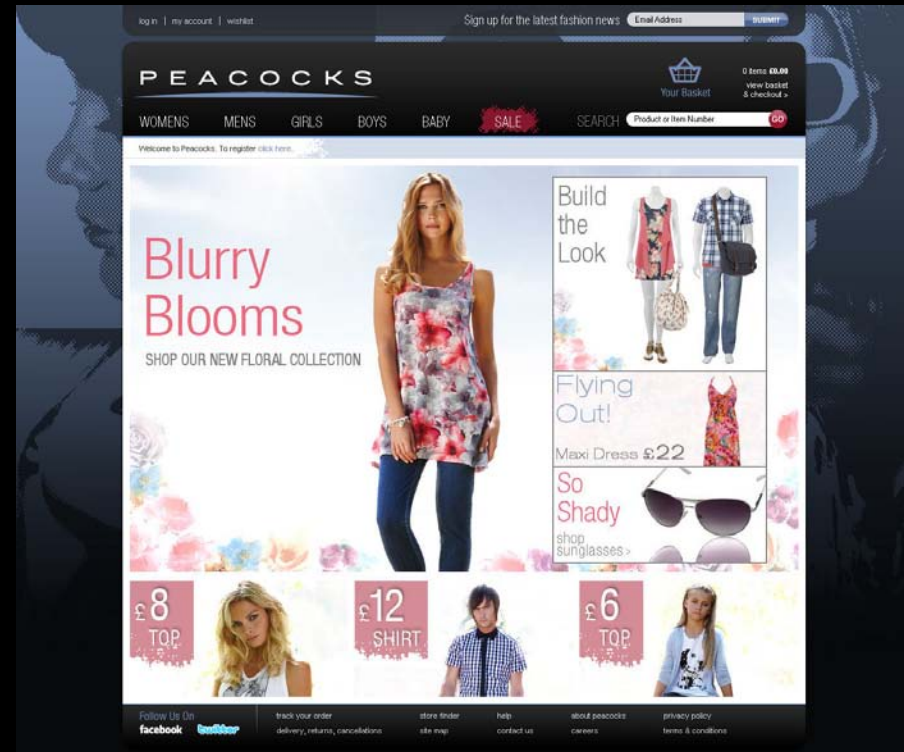
# Internal Communications

- 2009 saw the launch of our award winning system for internal communications called 'inTouch'



# Peacocks Online

- First value clothing retailer to launch transactional website in Sept 07
- 200%+ growth to date
- Launched new platform April 10
- Over 3000 lines
- Increased functionality including outfit dressing on a mannequin
- Expect operation to hit top store spot by Autumn



PEACOCKS



RETAIL LOSS PREVENTION  
FASHION FORUM



John Lewis

REPUBLIC™

HOUSE OF FRASER



TK Maxx

Monsoon  
Accessorize

AURORA  
FASHIONS LTD

Harrods

YOUR M&S



mothercare



MATALAN  
LADIES • MENS • KIDS • HOME

JAEGER



NEXT



claire's

RIVER ISLAND

in association with  
ORIS  
group

# Looking Forward

- Town Centre Partnerships
- Data sharing
- Using our collective 'Voice' in the public arena
- Civil Recovery
- Physical Loss Prevention – Tagging, CCTV
- Enhanced focus on the 'People' strand of our Strategy

# Practical Example of Managing Change – Peacocks ‘Style Training’

- Need for change identified
- Impact and Risks understood
- External expertise enlisted
- Communication process agreed
- Rollout
- Review and consider next steps

‘Those who have changed the universe have never done it by changing officials, but always by inspiring the people.’ — Napoleon Bonaparte