



Self-Service and the Smart Consumer

*by Norma Wolcott, Business Line Executive
IBM Self-Service Products*

Today's consumer is making smarter choices.

As the world becomes smaller and flatter through global integration, we are more connected economically, socially and technically. Infrastructure is increasingly becoming more dynamic — relying heavily on service management and utilizing computing power to more intelligently manage business processes. Through this advanced connectivity, today's consumer is faced with more choices than ever before and we are seeing the emergence of a much smarter planet.

Consumers also face an economic climate reflecting a downturn unlike anything we've seen in the past. Industry landscapes are being dramatically restructured, with retailers in particular, feeling the crunch as consumers tighten their wallets in an effort to more prudently manage spending. Yet, this periodic discontinuity offers leaders with vision the opportunity to deliver unprecedented growth and value to consumers.

In a word, we have the opportunity to literally change the way the world works.

Consider this. Consumers want to transact in faster and more convenient ways. In today's hectic environment, time and energy are valued commodities. Studies show that on average, consumers are not willing to wait in line longer than 3-4 minutes before satisfaction levels start to drop rapidly. Enter smarter self-service systems designed to speed transactions, increase efficiency, enhance productivity, and reduce costs — helping to attract and connect businesses with consumers across all types of industries. Long term, I am convinced that smart interactions with smarter consumers using smart technology can make a material difference to the health of the global economy, the health of our planet and the health and prosperity of our global society.

This means retailers who want to work smarter will need to take advantage of a more intelligent infrastructure to gain greater control of in-store systems, and smart IT retail vendors wanting to be ahead of the pack must be fully engaged to help retail clients increase same store sales and drive down operational costs through intelligent self-service solutions. Smart self-checkout solutions include a broad array of models — from ultra-compact kiosk-based systems to scan-and-bag and belted models — all leveraging industry-leading routine or embedded technology that enables smarter systems management and diagnostic capability.

This allows self checkout to become a more intelligent part of store systems to ensure that these self-service consumer-facing devices stay up and available at all times. While other stores systems such as Point-of-Sale get critical attention, historically certain self-service systems were either handled as standalone systems or not integrated and treated with the same urgency. The result was that early self-service projects left consumers "stranded" - and once a consumer has the experience of trying to use a self-service system that doesn't work, they are not likely to come back to try another time. It is critical that retailers manage self checkout from the enterprise and store-levels, to automatically distribute software updates down to the lane, track hardware and software levels and much more.

Retailers need answers to create new intelligence in how they manage self checkout. The on-going need to update software levels has to be done easily through update packages that you can drag & drop from the enterprise down to designated lanes. The ability to view lane activity needs to be done through continuous monitoring and reporting of activities such as tenders, transactions, availability, errors, item learning and more. The urgency of getting downed lanes back up and

Message from the President



The Board of Directors and our 2009 host, IBM, look forward to welcoming you to the 32nd Annual Conference of the IBM Retail User Group at the JW Marriott® Las Vegas Resort, May 17-20, 2009, in Las Vegas, Nevada.

This year's conference theme is...

“SHARE. LEARN. SUCCEED. TURN CHALLENGES into WINS”

More than ever before, the landscape of IT is changing. The role of IT must focus both on the technical *and* business aspects of the company in order to be truly successful. Not only must IT organizations ensure that their goals are carefully aligned with the goals of the company, they must also maximize each technology investment so that the benefits of the solution can be achieved.

With that in mind, retailers have to avail themselves of the opportunity to turn the challenges that they face into competitive advantage. Remember, the economy will improve and retailers need to be in a position to take competitive advantage when recovery comes.

To help kickoff kick off our theme *“Turn Challenges into Wins”*, our keynote speaker, **Steven Hunter, CIO Stage Stores, Inc.** will share his perspective on ways a retailer can succeed in a challenging economic environment. Steven has in-depth experience in leveraging technology, processes, and vendor relationships to maximize company goals. Find out how enhancing core processes and customer service are keys to success in an ever-increasing competitive environment. Please mark your calendars for this must-attend presentation.

John Gaydac will update us on how IBM is adjusting its priorities to align with retailers more closely in this challenging economy. **Steve Ladwig** will also share IBM's perspectives on how the multiple changes in the retail space are shaping IBM's strategy.

Need some sound advice on the economy? We're pleased to have **Economist, Dr. Robert Genetski**, provide his perspectives. Dr. Genetski is a popular speaker who entertains thousands of people at conferences and investor meetings around the world each year. He is one of the nation's premier interest rate forecasters and investment advisors, providing insights to economic, financial and investment matters through his own consulting firm and at his website.

Information security continues to be a major challenge and **Chris Schroeder, VP Information Security, Lowe's Home Improvement** will provide his insight on protecting your company and your brand in these volatile days of multichannel threats. PCI protects the credit card companies but does not really protect the retailer. You have studied and worked PCI, but what about the rest of the company. What is the right thing to do to secure your image and customer? Learn to evaluate compensating controls; learn what will allow you to control 80% of your threat and monitor the other 20% without going broke.

Jon Stetson is back and he'll provide his unique insight on how you can develop a personal branding strategy that works—powerfully, strategically, and most importantly, simply. Jon was a tremendous hit last year at our banquet.

And don't forget - we also have **Dan Hopping, President & CEO Next Retail Group**, updating us on the *“Consumer of 2014”*. Many retail store projects being designed and decided upon in 2009 will not be fully implemented until 2014. These projects will, in some way, impact the consumer – retailer relationship. Most consumers will have significantly changed their lifestyle and buying behavior in the five years leading up to 2014. This discussion will share with you a vision of the changing consumer based on research projects on paleoconsumer evolution and an examination of the rate of change in consumer buying behavior.

In addition to the main tent, we are working to expand the IRUG conference experience by providing additional coverage through our new *Super Session* format. Four sessions are planned:

DOING MORE WITH LESS (INVISION Software, IBM, Pier 1, Safeway, Godiva)

For years, retailers have been asked to do “more with less.” In today's economic and business climate, this is not merely a best practice but a matter of survival. In this interactive session, you will hear from retail industry experts in the areas of workforce management, hardware & software development and support and retail project management. In addition, a panel of retailers including representatives from Safeway, Godiva and Pier 1 Imports will share how they have responded to the challenge.

PCI and RETAIL DATA SECURITY (Motorola, Softechnics, Bealls Stores)

Congratulations, you've passed your PCI audit. Now what are you going to do to keep your data secure? Discuss real world retail data security issues with industry experts, software suppliers, and fellow retailers to find out why passing

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Message from the President

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a PCI audit is only the beginning of the journey. In addition to the latest PCI requirements and tactics, panel members will share actual case study data (de-identified) to highlight effective strategies for keeping your customers' data out of the hands of cyber thieves.

Smarter Store Operations: The Future of Checkout (IBM, Safeway, Sheel's Sporting Goods)

"Checkout". The process of a retailer exchanging goods for money is as old as retailing itself, and has not dramatically changed in a century. It's the last (and, arguably, most critical!) part of shopping. What has changed, however, is technology. From stationary to mobile POS, from front of store to multi channel, from assisted to DIY, from barcodes to RFID "tunnels", the checkout process can be achieved in radical new ways. This super session examines the drivers of these options; considerations beyond mere device functionality that must be considered; what they could mean for consumer behavior; and what retailers can and should be looking at now.

Virtualization Considerations for Retailers (IBM, 4690 World, Neiman-Marcus)

According to a recent RSR Research report (The Future of Application Delivery in Retail, May 2008 - Benchmark Report), retailers are looking more closely than ever before at new ways of delivering IT business applications, including on-demand computing, SOA, and "cloud" or "lean" architectures. The potential value for such architectures include reductions in duplicated operational data, lowered overall hardware requirements, more responsiveness to changes in the business, less maintenance, and the ability to respond more quickly to errors in production systems. This panel, including thought leaders from Microsoft, IBM, and INX, will discuss the efficacy of this architectural model for in-store point-of-sale systems. Learn about the challenges and opportunities presented by adopting such an approach, as well as inhibitors preventing its adoption, and how today's technologies enable businesses to consider this option.

As you can see, there's much to be gained by attending – but **time is of the essence** - -

So please, make your plans **NOW** to attend the 2009 conference. With the offerings that we are planning along with the backdrop of Vegas, this is a conference you won't want to miss!!

I look forward to seeing you at the conference!

Warm regards,

Kelly Hewitt
President, IRUG
<http://www.ibmretailug.org/>

Keynote Speaker

"Keys to Winning in a Challenging Environment"



**Steven Hunter , CIO
Stage Stores, Inc.**

**Monday - May 18, 2009
9:00 am - 9:30 am**

Steven Hunter, CIO Stage Stores, Inc. will share his perspective on ways a retailer can succeed in a challenging economic environment. Steven has in-depth experience in leveraging technology, processes, and vendor relationships to maximize company goals. Find out how enhancing core processes and customer service are keys to success in an ever-increasing competitive environment.

Steven Hunter serves as Senior Vice President and CIO at Stage Stores Inc. In this role, he leads a combined services, technical support, and business process improvement organization, which is focused on better leveraging the company's investments in IT-related services and processes to improve customer and shareholder value.

Prior to joining Stage Stores, Mr. Hunter was Senior Vice President Information Technology and Chief Diversity Officer for Belk Department Stores overseeing store and corporate application development and the company's diversity strategy and implementation.

Mr. Hunter has also held senior technology leadership positions with Kmart and Best Buy corporations and has more than 20 years of experience in retail.

Guest Speaker

"Mastering the Art of the 4-Wall Experience"

Jon Stetson

Monday - May 18, 2009

9:00 am - 9:45 am



Mastering the Art of the 4-Wall Experience is an interactive, experiential-based program designed to provide you with a personal branding strategy that works—powerfully, strategically, and most importantly, simply.

Traditionally, personal branding was reserved for those sales types. But the 4-Wall game has changed,

and mastering the art of the 4-Wall experience applies to everyone—the CEO who enters the shareholder’s meeting, the CIO whose role in the organization now requires presentation skills and strategy rollouts, the manager who has just been called in to a team meeting with an upset customer, the trade show staffer who has 30 seconds to enhance the brand...the 4-Wall game has certainly changed. Do you know how to 4-Wall?

Mastering the Art of the 4-Wall Experience will help you discover and show you how to use key 4-Wall strategies—mastering the art of knowing yourself, your environment, and the dynamics that are taking place when you showcase your brand.

Banquet Entertainment Jon Stetson

Monday - May 18, 2009

8:00 pm - 9:00 pm

Jon Stetson Knows what you’re thinking.

The “Stetson Experience” explores the real mysteries of the human mind. You can call Jon an “intuitionist.” He observes people’s patterns and steps inside their heads. He amazes them with information they didn’t even know about themselves.

The result is powerful, provocative, thrilling and new. Better still, it’s funny. Jon’s stand-up comedy covers a core of mystery in an uproarious wrapper of fun.

Daniel L. Hopping

**President and CEO
Next Retail Group, LLC**

“The Consumer of 2014”

Wednesday - May 20, 2009

10:45 am - 11:30 am



Many retail store projects being designed and decided upon in 2009 will not be fully implemented until 2014. These projects will, in some way, impact the consumer – retailer relationship. Most consumers will have significantly changed their lifestyle and buying behavior in the five years leading up to 2014. This discussion will share with you a

vision of the changing consumer based on research projects on paleoconsumer evolution and an examination of the rate of change in consumer buying behavior. We will try to put realistic predictions on how much the consumer will change and in what direction. We will then provide recommendations for retail planning.

Dan Hopping, President and CEO, Next Retail Group

Daniel Hopping is a global technology futurist, author, inventor, consultant and speaker. He has worked with hundreds of retail companies and has been involved with dozens of retail “*store of the future*” projects in almost every segment of Retail. His company, *Next Retail Group*, works with retailers to keep them abreast of the latest technologies and how their utilization of technology affects the enterprise’s competitiveness. The consumer is now changing faster than retailers can change their systems, making planning for change a critical function.

1st Time Attendees

To help maximize your IBM Retail User Group experience, we offer a First Time Attendees Session to provide brief and informative overviews of the conference, and describe the many opportunities and services available to you.

Sunday, May 17, 4:30-5:30 p.m.

The First Time Attendees Session is designed to provide you with the information that you’ll need to help make your first IBM Retail User Group Conference exciting and informative.

The Super Session

New for 2009 IBM Retail User Group Conference This year's Super Sessions

The board listens – you asked for fewer sessions so you could attend more of them, for more quality time one on one with industry experts, for more time on key industry challenging topics, and open discussion with the experts and your peers. At the 2009 conference, the IBM Retail User Group is adding to the agenda the Super Sessions. Four Sessions, one and a half hour in length and each presented twice.

The Super Sessions will be a process combination of an: elective session, panel discussion, round table and demonstrations. Short presentation will be made by the selected panel members, other IRUG associate members. The panel will also feature retailers and an industry expert. A large portion of the time will be used for discussion.

More With Less

For years, retailers have been asked to do “more with less.” In today’s economic and business climate, this is not merely a best practice but a matter of survival. In this interactive session, you will hear from retail industry experts in the areas of workforce management, hardware & software development and support and retail project management. In addition, a panel of retailers including representatives from Safeway, Godiva and Pier 1 Imports will share how they have responded to the challenge.

Participating Retailers:

Kathy Forringer, Godiva Chocolatier, Inc.
Steve Rempel, Safeway, Inc.

Participating Associate Members:

Kathy Isham, IBM
Linda Palma, IT Sure

Industry Expert:

Craig R. Shambaugh, InVision Software, Inc.

Session Facilitator: Karen Paramore, Pier 1 Imports

PCI and Retail Data Security

Congratulations, you’ve passed your PCI audit. Now what are you going to do to keep your data secure? Discuss real world retail data security issues with industry experts, software suppliers, and fellow retailers to find out why passing a PCI audit is only the beginning of the journey. In addition to the latest PCI requirements and tactics, panel members will share actual case study data (de-identified) to highlight effective strategies for keeping your customers’ data out of the hands of cyber thieves.

Participating Retailers:

Michael Sachar, Bealls Department Stores
Chris Schroeder, Lowe’s

Participating Associate Members:

Dave Van Horn, SofTechnics, Inc.
Ed Weiser, Motorola

Industry Experts:

Dr. Amit Sinha, AirDefense, Inc.
Branden Williams, Verisign

Session Facilitator: Ed Weiser, Motorola

Smarter Store Operations: The Future of Checkout

“Checkout”. The process of a retailer exchanging goods for money is as old as retailing itself, and has not dramatically changed in a century. It’s the last (and, arguably, most critical!) part of shopping. What has changed, however, is technology. From stationary to mobile POS, from front of store to multi channel, from assisted to DIY, from barcodes to RFID “tunnels”, the checkout process can be achieved in radical new ways. This super session examines the drivers of these options; considerations beyond mere device functionality that must be considered; what they could mean for consumer behavior; and what retailers can and should be looking at now.

Session Facilitator: Alan Outlaw, IBM Corporation

Virtualization Considerations for Retailers

According to a recent RSR Research report (The Future of Application Delivery in Retail, May 2008 - Benchmark Report), retailers are looking more closely than ever before at new ways of delivering IT business applications, including on-demand computing, SOA, and “cloud” or “lean” architectures. The potential value for such architectures include reductions in duplicated operational data, lowered overall hardware requirements, more responsiveness to changes in the business, less maintenance, and the ability to respond more quickly to errors in production systems. This panel, including thought leaders from Microsoft, IBM, and INX, will discuss the efficacy of this architectural model for in-store point-of-sale systems. Learn about the challenges and opportunities presented by adopting such an approach, as well as inhibitors preventing its adoption, and how today’s technologies enable businesses to consider this option.

Participating Retailers:

Ron Sims, Neiman Marcus

Participating Associate Members:

William Noonan, IBM
Marty Ramos, Microsoft

Industry Expert:

Steve Kaplan, INX

Session Facilitator:

Brian Kilcourse, RSR Research LLC

The Partner Pavilion

ARTS a Professional Associate member of the IBM Retail User Group

by Richard E. Mader, ARTS

As the Executive Director of ARTS, I was invited to speak and attend the Annual IBM Store Systems User Group conference—I now look forward to returning each year. The annual conference is one of the best places to meet the leaders of the industry and keep abreast of developments in store hardware and software. The range of sessions is outstanding, from management level presentations on new features and functions for increasing customer satisfaction to how to implement new objects within Java or Windows or extend the life of 4680 OS.

While IBM support presence is strong, it is clear that the users manage the conference and content. Everything is well organized: the sessions, the excellent exhibits, and the social functions that provide the perfect opportunity for informal networking.

About ARTS

The Association for Retail Technology Standards (ARTS) was founded as an independent open standard organization in 1993 by retailers and their vendor partner seeking to lower the cost of technology in retail and level the playing field retailers could select the best of breed and all vendor could compete particularly in the new world of store level applications. Today ARTS is a global standard organization with more than 200 members, 48% from outside the United States and is a division of the National Retail Federation (NRF).

ARTS has 4 standards:

Data Models, an operational model that can be implemented as physical data bases to support all retail applications, a warehouse model that can be implemented to support business intelligence application.

UnifiedPOS a API to support the connection of 36 peripheral devices to point of sales terminal in a manner permitting the mix and match of devices from multiple manufactures all of which are independent of the application. Exchange a printer of manufacture A with one from manufacture B, reboot and the application will function correctly.

XML schemas, 17 schema, POS, Customer, Employee, Item, Price, etc. to quickly integrate application from different vendor even across different platforms.

Requests for Proposal (RFP) to guide retailers in the selection of new applications for their unique business model. Available

RFP's include, Price Optimization, Point of Sale, Warehouse Management and Business Intelligence.

ARTS standards are created by members, retailers, vendors and consultants using a rigorous development process. As such they reflect the best practices of leading companies.

ARTS standards have been downloaded over 31,000 times by companies in 78 countries. Implementer include: McDonalds, Yum Brands, Harrods, Galeries Lafayette, Home Depot, AMC Theaters, Shell, Target and hundreds of others.

ARTS, Continuing Support of IRUG:

As in prior years, ARTS will again be supporting the IBM Retail User Group 2009 conference: May 17-20, 2009, JW Marriott Las Vegas Resort, Las Vegas, NV. Conference information is available at <http://www.ibmretailug.org/Conference/index.jsp>. You are encouraged to join ARTS and a distinguished panel of experts on Wednesday May 20th

“Preparing for the Mobile Revolution”

For years there has been much discussion around the use of mobile phones in retail. The potential to interact with the consumer in a more targeted fashion is the driver for retailers to explore new ways to increase loyalty, motivate consumers and increase sales by offering more options via mobile devices. With all the potential services to be offered to enhance the customer shopping experience by using mobile devices for payment via multiple credit and debit cards, loyalty programs, access to product information, electronic receipts, alerts to valuable promotions, etc., one has to wonder why mobile processing has not been implemented worldwide to meet consumer demand.

Successful widespread adoption of mobile devices to provide these services requires:

1. standards to ensure all properly configured phones can provide them
2. installation of networks and applications by retailers
3. cooperation between all stakeholders mobile network operators, technology companies, credit and debit card companies and retailers
4. consumer acceptance.

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ARTS a Professional Associate member of the IBM Retail User Group

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To help you prepare for mobile processing the IBM Retail Users Groups has organized a panel of ARTS, BJ's Wholesale, Cellpoint Mobile and Vivotech to provide the information you will need to be successful. ARTS is the leading retail exclusive standards group, BJ's the innovative retailer that continues to produce excellent earnings and growth in a bad economy, Cellpoint a European based company with in depth experience in providing mobile application and Vivotech a leading provider of NFC readers to communicate with mobile devices. The panel members will provide the current status of mobile processing, and solicit from the audience what they believe is required from the retailer perspective to justify implementation and obtain consumer acceptance. RTS/NRF is leading an effort to educate retailers and consumers on mobile convenience and to demand a leading role for them with the other stakeholders in establishing processes, security and cost. We view this as a great opportunity for this initiative, as having attended the IBM Retail Conference for many years we know there you will find point of service experts both retailer and vendor partners that truly understand what it takes to satisfy customers. Here you can receive guidance on the business process and the underlying technology.

Standards will be necessary to give consumers the convenience of mobile transactions. Many organizations have begun working to standardize various components of mobile transaction, some developing technical standards like new SIM chips for phones, others on near field communication (NFC) connectivity and the business processes. A review of their websites indicates a very limited involvement by retailers. Retailer must get involved, to avoid another PCI, rules without any say in the development.

Mobile payments are already widely used in Asia Pacific and Europe. Last year walking the exhibit floor of a European trade show many POS vendors demonstrated mobile payment using pin numbers. On a recent trip to Japan taxis, trains and other business accepted mobile payments. A concern is that current efforts promoting the use of mobile devices in retail are focused entirely on payments and not the complete set of retail transactions that consumers will demand of retailers for maximum service and convenience: placing orders, making payments, posting and redeeming loyalty points, capturing and redeeming coupons, purchase/redemption of gift cards, receipts, special offers and rebates to name just a few. Offering this broad range of services cannot be accomplished without with the involvement and leadership of retailers who are the primary outlets for consumer services.

There will be many ways to implement all of these retail transactions. If retailers, mobile operators, banks, and involved 3rd parties implement using different data definitions and formats, consumers will be frustrated by the lack of consistency. Imagine if your phone worked differently or not at all in some countries!

The key to success will lie in achieving a consistent and consumer-friendly method to exchange information between the consumer's mobile device and the retailer's technology. What is needed are similar standard data formats for all the above-mentioned transactions. A digital receipt provided to the consumer by either Macy's or Saks should be readable by the customer's receipt file. Coupons from either P&G or Target that can be used with the payment transaction. Database storage must be the same so a customer can search a registry in any participating retail store.

ARTS is the expert in retail data. We believe we can help make mobile processing available sooner by applying consistency to the various transactions that will make it more attractive to both retailers and consumers. What is your opinion? Attend the IBM Retail conference May 17 -21 in Las Vegas learn for the panel and express your thoughts. ARTS, President of Vivotech and CEO of CellPoint Mobile want to know.

ARTS is delighted to be a Professional Member. At the conference we find many of our vendor members that support open standards and the retailers that demand them. Each year we take away ideas for new or improved standards. If you are thinking of upgrading your Store Systems or need new ideas to improve customer service, you need to attend.

***Sessions, speaker information,
activities, conference agenda and
current conference information is
available at www.ibmretailug.org.***

New IBM Self Checkout Focus Group and IBM Business Partner Forum

Extend Benefits of IBM Retail User Group Conference

New events added in addition to IBM POS Application Focus Group

This year, in addition to its POS Application Focus Group, IBM has added two new events that conference attendees can register for and attend after the IBM Retail User Group Conference:

- The 2009 IBM Business Partner Forum, which offers IBM Business Partners the opportunity to participate in an educational and strategy forum moderated by IBM
- The first annual IBM Self Checkout Focus Group, which provides a forum for customers to meet and exchange information with IBM Self Checkout experts and other customers on an array of topics.

Aimed at IBM Business Partners, the IBM BP Forum will kick off on Tuesday evening, May 19th with a reception at 7:00 PM in the Marbella room and will reconvene on Wednesday afternoon after the User Group conference has concluded. The Forum will meet in the Marquis Ballroom from 12:30 pm – 5:30 pm for panel discussions on topics such as: IBM Channel Strategy, product roadmaps, channel enablement and more.

For further details on the 2009 IBM Business Partner Forum, please contact Nancy Greene at nagreene@us.ibm.com.

The IBM Self Checkout Focus Group, created by popular demand as a way for customers to exchange valuable information with IBM and network with others, will kick off with a buffet lunch on Thursday morning, May 21st at 11:30 AM in the Cataluna room. The Focus Group will run from 12:00 PM – 4:00 PM and include an array of topics led and moderated by IBM Retail Store Solutions experts in the area of Self Checkout. Topics to be covered include the 2009 announcement roadmap, legacy 5.x vs. CHEC software comparison, best practices and a discussion on futures for 2010 and beyond.

For further details on the 2009 IBM Self Checkout Focus Group, please contact Fredrik Carlegren at fcarlegren@us.ibm.com.

The IBM POS Application Focus Group will meet on Wednesday afternoon May 20th after the conference ends and continue to Thursday May 21st, concluding with a luncheon, held jointly for both Focus Group attendees. Agenda items include live demonstrations of some of our latest offerings, a discussion of the 2009-10 delivery roadmap and future requirements

discussions. IPAFG attendees receive a complimentary invitation to the Self Checkout Focus Group and are encouraged to attend.

For more details on the 2009 IBM POS Application Focus Group, please contact Dave Irons at diron@us.ibm.com

More details about each of these three events can be found on the User Group website. Please note that attendees must first register for the conference and then register for these additional events. Please visit www.ibmretailug.org/conference for additional information.

The Three E's of Retailing - Economy, Efficiency and the Environment

*How retailers are surviving and thriving
in today's challenging climate*

**Tuesday - May 19, 2009
10:00 am - 10:45 am**

This panel focuses on initiatives retailers are employing today to adjust to the current economic downturn of decreased consumer spending growth. We'll hear from retailers on how the changing economy has impacted their enterprise "efficiency", and learn about some "green" initiatives that can benefit both the environment and your company.

Panelists:

*Bruce Hunt, VP of Fuel and Energy, Safeway
Ann Lewis, Director, Information Technology, Safeway
Joe Rosolanko, Director, International Store Systems,
Toys "R" Us
Mark L. Windahl, VP of Information Technology, Scheels
Moderated by Michael Puma, IBM Client IT Architect*

Leading Edge Practices for Retail IT Shops

by *Hollis Posey*
Next Retail Group, LLC

RIS Options

To paraphrase Arthur C. Clarke – any sufficiently developed technology looks like magic to the casual observer. But there's no magic – only informed hard work and perseverance behind it. A good understanding of the drivers behind how technology comes to be and in-house practices that incorporate that knowledge can make all the difference between an orderly coexistence and a frenzied struggle for those responsible for making IT work.

In my article in the 1Q09 issue of this publication, I made the following assertions about the current state of IT for stores. Store systems are becoming more numerous, more diverse, and more ingrained in retail operations. Systems are growing (logically) larger, increasing in complexity and interconnectedness, and changing at an increasing pace. In today's open systems environment the retail IT shop (RIS) is the ultimate integration and support point that has to deal with the growing complexity and manage the change. In short, more of the effort of putting systems together and maintaining them is falling to the retailer, either in-house or contracted, as more of the IT suppliers specialize and focus on smaller chunks of the overall system. This is a natural outcome of the decomposition and componentization of systems and the related business practices of supplier companies. Accounting for new supplier practices, therefore, is the frontier of solid systems management for the RIS.

My previous article listed some not-so-obvious supplier factors to investigate when choosing an offering. This article provides some insights and tips for in-house practices for addressing IT system and supplier gaps. Since the RIS will be taking on more and more of the initial load in assembling systems, it makes sense to begin with some general technology implementation background as context.

New Implementation Considerations

Retailers don't get too many opportunities for fresh starts, but when you do it's important to have your eyes wide open. Technology development is an untidy process at best. Development projects are prone to overall failure on multiple points – deliverable definition, quality, budget, and schedule. Requirements and definitions can change. There are generally numerous missteps and surprises and a good deal of rework along the way. Some missteps go undetected early on and ultimately lower deliverable quality. In general, it takes three tries to hit a high quality implementation of a new concept – three tries to get the right definition and content as well as the processes to deliver and support it. Related experience can head off much and reduce the pain, but there's no way to avoid it altogether.

Implementers don't/can't know everything they need to know at the outset of a new project. It's wise to expect and leave room in budgets and schedules for discovery as a project

progresses. Special attention to new components, processes, and skill requirements with frequent small deliverables and assessments around them can help in planning and flushing out trouble early on.

Filtering out hype and marketing buzz around fresh offerings is a good preliminary step while identifying candidates. It's common practice for new technology offerings to be intensely and pervasively hyped and promoted. Technology is no respecter of the hype. Technology outcomes are uncertain based on social appeal, market acceptance and take up rates, implementation quality, and the possibilities for alternatives/surprises to spring up during long gestation periods. Even when it's possible to say with some certainty that a new offering/technology will take hold, there are usually multiple players and it's difficult to pick an ultimate winner. Where IT choices are to be made, it is well worthwhile to sort fact from fiction and accurately assess maturity and trajectory before jumping in. Checks for component/company pedigree, history, market conditions and position, like user experience, plans, and future directions/outlook are aids to accurate assessments and sound purchase decisions.

New concept development takes longer than you might think. Technology generally develops in a repeatable pattern. The steps are 1) basic research/concept formation, 2) instrumentation and tools, 3) initial development, 4) early adoption, and 5) multiple maturation cycles. The time frame from start-up to widespread usage is 20 to 30 years on average. The first mouse was built around 1965, the first one that was commercially available appeared in 1980, the one that first grabbed public attention was on the Macintosh in 1984, and it took Windows 95 to make it ubiquitous. Thirty years passed between lab concept and widespread public utility. The now ubiquitous bar code followed a similar path. First patented in 1949, it was developed and standardized in its current form in 1973. The first commercial systems supporting it appeared in 1974, but it was not until the late 80's that bar coding was pervasively adopted and pronounced a success. Again 30+ years passed from concept to pervasive utility. The browser had one of the shortest cycles on record – only two years from its government funded implementation as Mosaic to its commercial introduction by Netscape in 1995. It is an example of a relatively small effort meeting a prepared technological base and an exuberant market – a rare situation.

Understanding the underlying development phases, cycles, and timings for candidate systems/components is key to accurately matching an offering's maturity to your business posture. It's useful to know when assessing risk and projecting overall costs and life cycles, for instance, whether you're buying and installing a second or a third generation product. Or whether the software package you're considering is in a

Leading Edge Practices for Retail IT Shops

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continuous development mode with only a few like users, as a non-product business model example. In general, a low cost/low risk posture calls for a third rev product or a couple of years of like-environment operation on a services based software package.

Matching IT Practices to Business Value and Exposure

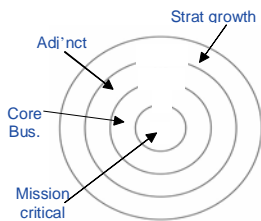


Figure 1: System typing

Not all systems are created equal. They make varying contributions to the retailer's business with respect to operational criticality, value, and risk. There are efficiencies to be had in typing systems and adjusting RIS practices and priorities around categories. See figure 1. One typing attribute might be (from inner ring to outer): 1) Mission critical, 2) core business, 3) adjunct/cost of doing business, 4) strategic growth. Highest priority/value would be assigned to the innermost ring. This attribute should be assessed on both functional and exposure/risk lines.

Another system attribute that might be assessed is complexity. Networked systems are more complex/cantankerous and often have more business value than standalone ones. A third attribute might be penetration or participation. Systems that participate in larger group workflows or enterprise efficiencies earn higher value marks as well.

Once systems are categorized along these lines, RIS policies and practices can be developed by category for purchase, development, and support decisions. This helps in setting expectations and service levels with the business and suppliers. It also leads to RIS internal efficiencies compared to a system-by-system approach.

IT Practices for Control and Stability

Not all systems are equally challenging to implement and support. Scale, complexity, quality and usage all factor into system stability. Intellectual control is key to quality implementation, stable operation and efficient management.

Architectural renderings are a good starting point for intellectual control. These simply depict what systems/components you have, what is done where, and what inter-relationships exist. They are essentially maps to your systems at a level of detail sufficient for you to navigate and manage them. Applying the attributes from the previous section to these maps provides a link from systems to policies and can help with prioritization.

Making the jump from architecture to implementation is the real test of intellectual control. As systems come together and are first integrated, a "shakedown" test is a good first hurdle to clear before deployment. This test should use a real world environment with real world worst case workloads with real world data loads in simulated full business cycles (day, closing period, etc.) and produce validated data results. This test suite should be viewed as a long term investment since it can be reused as a gate for major revision roll outs as part of a robust change management system. Flushing out and neutralizing defects as early as possible is the goal for all testing.

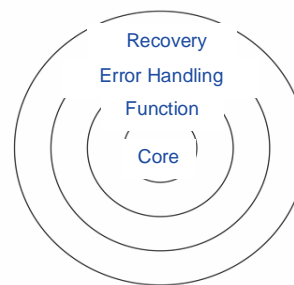


Figure 2: Logic partitions

Creating test cases and setting up a change management system can take advantage of system dynamics for effectiveness and efficiency. See figure 2. Core services (like message delivery) and function logic (like item sale) get wrung out first. Developers put most of their focus on and machines spend most of their cycles in these areas. Error handling and recovery logic are dependent on exceptional and statistical events. Consequently these areas get less attention and can go completely unused or be dormant for long periods. They also sometimes have the unhandy attribute of only being executed at the most inopportune times (heavy traffic the day before or after Thanksgiving, for instance).

These two areas are the most troublesome sources of defects. Solid execution around these is a good indicator of robust architecture and high quality system underpinnings.

A good shakedown test will exercise all these rings with loads and conditions that are realistic for your business. It would be nice to know up front, for example, that your POS app doesn't provide detection and override capability for the statistical event of your credit payment service's response time going to minutes under heavy loads – an error handling and recovery function. A good shakedown test can provide that insight.

IT Practices for Change Management

As I pointed out in my 1Q09 POST article, defects and change are computing facts of life. A robust change management

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Leading Edge Practices for Retail IT Shops

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system deals with both aspects. System defects will decline to an acceptable level with usage and an effective support team to drive them out. A system is mature at the point where new environmental encounters subside and routine code paths for your business are all (theoretically) cleanly established. This is only a theoretical statement because, unfortunately, fixes and maintenance are not perfect. And as it's not in the nature of computers to stay static, new function brings new bugs. There is an ongoing tug of war between defect removal and new code.

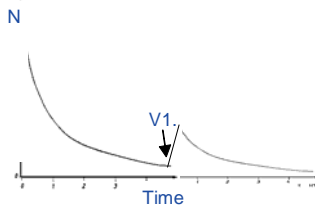


Figure 3: Defect discoveries vs. time

Effective change management requires an ability to assess system maturity – both the one currently running and one that may be under consideration/coming. Market penetration and usage/user experience from like installations can give rough insight. The true maturity metric, though, is the new defect discovery rate. When new defect discoveries tail off to an acceptable steady state value against the fix rate, the system is burned in. New release metrics for changed/added/deleted code can aid planning for a new wave of defects that will come with it. See figure 3 for an illustration of system maturity and new release effect.

Categorizing defects and their triggers can be helpful in setting up test cases to discover them and replicate them for debugging.

Defects can be categorized by type as:

- 1 Functional: Missing/wrong/extra
- 2 Non-functional: Outage/interruption/slow/data loss

Defect triggers include:

- 1 Users: Usability/misuse/"meddling"/breaches
- 2 Interfaces: Configuration variability/new components
- 3 Dependencies: Documentation/standards variance/performance
- 4 Load induced: Resource misuse/contention/responsiveness
- 5 Hardware induced: Firmware/"stickiness"/wear
- 6 Environment: RFI/ESD/lightning/cabling
- 7 Statistical events: Retransmissions/lost messages/communications disruptions/outages

System elements with variable timings and new defect potential that should be tracked/managed are:

- 1 Enhancements: Functional updates/maintenance packages/fixes
- 2 Replacements: Subsystems/new releases
- 3 New additions: Adapters, machines, programs

Additional keys to effective change management are:

- 4 Minimizing the number of supported configurations
- 5 Managing change introductions/cycles in batches and on schedules consistent with the retailer's business needs
- 6 Gaining insight into suppliers' development and support practices

Supplier practices that may leave gaps for RIS are:

- 7 Testing scaled to business interest – component versus solution, market leader environments, etc.
- 8 Testing to standards/interfaces
- 9 Testing to history

RIS Options

The RIS has final responsibility for system integration, both initial and life cycle – whether hired and overseen or performed – in today's open IT environment. RIS skills, practices, processes, and resources likely will need bolstering against prior system baselines. Supplier and systems life cycle coordination are principal new activities. Categorizing systems for ownership, investment level, buy vs. build, and support posture can bring clarity and help set policy. New metrics may be required to manage new workload and performance.

There is a full spectrum of offerings available today from custom development to integrated solutions of off-the-shelf components. Procurement/market participation is a fundamental decision for each system/subsystem and service - to build or buy, and if to buy, how. Leverage and control are the trade-offs against cost. Sole ownership/development of complex software can be expensive, but you have complete control. Where software products are purchased, the decision on when to enter the market is paramount for controlling windburn and associated expense. It goes without saying that a RIS's capabilities (staffing, skills, and resources) must align with its procurement decisions.

Conclusion

Technology and software supplier selection are long term commitments. Software tends over time to become the anchor point for systems due to high switching costs. In addition to technology and supplier assessments for viability and capability, RIS practices fit and internal adjustment along the lines indicated above are as important as offering fit for success these days.

Can POS Help Retailers in a Tough Economy?

by Robin Scott, Claris Solutions

The Challenges Facing Retailers and POS Vendors

This is the first installment in a series on the future direction of Point of Sale technology.

Introduction

It's no secret that the economy is in trouble and retailers are facing ever-increasing competition for what is left of their customers' share of wallet. Even die-hard shoppers have to think twice before plunking down their scarce dollars for what used to be necessities, but are now luxuries. The car stays in the driveway far longer than in recent memory, in any memory for a large segment of the shopping population. Because food and gas are must-have items, they are taking a much bigger percentage of the paycheck than just a short time ago. Worries about credit, the stock market and retirement seem to be piling up to further reduce the willingness of consumers to part with hard-earned paychecks.

But all is not doom and gloom. We are on the downward slope of a continuous economic cycle, hopefully at or very near the bottom. While these cycles repeat themselves periodically, their durations are not very predictable. Economic cycles produce a kind of Darwinian natural selection process in that those retailers best able to survive the downturns are usually the ones who prosper most from the upturns. One reason for their survival is their willingness to accept calculated risks and invest prudently during bad times.

Great retailers are run by great business people and great business people know a buying opportunity when they see one. That's how they get to be great retailers in the first place. Buying opportunities abound right now. Vendors are willing to deal, so the biggest question is not if to buy, but what to buy?

Decision Drivers

Among the many alternatives available to those willing to invest capital or even take on debt are:

- Open more stores if landlords are willing to make better deals.
- Beef up distribution infrastructure to accommodate anticipated growth.
- Acquire incremental inventory as better deals make it less expensive to hold now than to purchase later.
- Acquire new technology or upgrade existing technology.

One of the primary factors driving those decisions is increasing pressure from customers for a better shopping experience. What does that mean? To most customers it means faster checkout, more readily available product information, a higher level of personalization, improved in-stock rates, consistent treatment across sales channels, more flexibility in returns, easier ways to tender payment and assurance that their personal information is being properly secured by the retailer.

Getting the Pulse of POS

I have asked several leading POS vendors to participate in a

survey to get an understanding of whether they believe retailers will use new POS applications to differentiate themselves from their competitors and, if so, how these vendors will help their clients meet that objective. Contributors to the survey include Cornell-Mayo, IBM, MICROS-Retail, SalePoint, Tomax and Torex. I want to thank each contributor for their participation in the survey. Their willingness to share information and their insights has been extremely valuable to me, and I think will be informative for the reader.

Questions covered the following topics.

- Risks and challenges POS vendors and retailers face over the next few years
- Trends in retail customer behavior
- Trends in retailer behavior vis-à-vis the customer
- Changes in retailer spending behavior
- Changes in the POS marketplace and the effect of ERP on POS vendors
- Vendors' strategic planning to address customer and retailer needs
- Specific new capabilities that will be available in, or integrated with, POS

This installment covers the first topic.

POS as an Enabler to Enhance the Customer Experience

While there are many possibilities for enhancing the customer experience, it appears the fierce competition for customer traffic and loyalty, along with regulatory demands for customer data protection, are going to drive acquisitions or upgrades of point of sale technology.

About three years ago there was an uptick in new POS installations aimed at upgrading in-store capabilities and eliminating outmoded hardware with its high maintenance cost and high downtime. A NRF/AMR study reported that 90% of retailers were going to upgrade POS in 2005. A major reason was a 12% increase in hardware maintenance costs, much of it in store systems. However, many retailers were either still quite happy with their POS applications or had higher priorities and chose other investments. Apparently, those retailers are starting to look once again at investing in POS as a means of driving traffic and loyalty. The 2006 NRF/AMR survey showed 60% of retailers will soon upgrade their POS. This impetus may also be prompted by the aging of systems installed in response to Y2K.

Challenges Facing Retailers and POS Vendors

In a nearly unanimous acclamation, the contributors cited the foundering economy as the number-one challenge facing retailers and, by extension, themselves. While there were various expressions of the challenge, the predominant components of the issues are:

- **The Economy** – Fewer dollars to spend means lower average tickets, greater theft, less frequent and shorter

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Can POS Help Retailers in a Tough Economy?

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shopping trips, increased sales of lower margin merchandise and in the worst case, defection to a lower-priced competitor. The economy is also forcing retailers to look for opportunities to reduce costs to protect margins with an eye on their stock price. This makes it even more challenging to select the right investments that will produce the greatest benefit in the shortest time. The economy also affects the vendors' ability to sustain R&D programs and maintain adequate staffing levels, which are needed to satisfy the changing needs of their client base and attract new clients.

- **Competition** – Exaggerated by the foundering economy, the need for greater differentiation was cited by multiple contributors. In this economy, the shopping experience trumps virtually all other considerations in terms of differentiating the offer. For the contributors, increasing competition and worsening conditions in the software marketplace are causing concerns. There has been a considerable amount of consolidation within the POS industry. Large companies are acquiring smaller companies to eliminate competition and/or broaden their own offerings. Most of the contributors see this trend continuing.
- **Protection of Customer Data** – Retailers are spending more and working harder to protect customer data in order to avoid penalties and more importantly to instill customer confidence. Most retailers see compliance as a high-cost, high-risk burden with little perceived benefit. Increasingly stringent and mercurial compliance requirements have placed a substantial burden on POS vendors causing some to postpone implementation of strategic plans and divert critical financial and human resources once dedicated to strategic product development.
- **Economical Means of Providing an Enhanced Customer Experience** - In this economy with so much relying on the customer experience, how can retailers afford to meet the competition and how can POS developers drive differentiation with their products to support the retailers' efforts? Most of the contributors agreed that the characteristics of the POS market are changing and they must deal with a new realization by retailers that the old 7, 10 and 15 year lives of POS may not be as advisable as was once the case. The trick is to have shorter life cycles to accommodate changing conditions and customer demands and do so cost effectively. Central to that will be the ability to continually upgrade capabilities without having to replace hardware and infrastructure in hundreds or thousands of stores.

POS Vendors Respond to the Challenge to Provide a Better Customer Experience

There was near consensus among the contributors about the challenges facing both retailers and POS vendors. Most agreed that the economy is driving retailers to be more innovative in attracting and retaining customers while making

operations more efficient. At the same time, retailers are being forced to conserve scarce financial resources and to optimize investments by choosing only those that provide significant and quick returns. Obviously, these conflicting objectives are difficult to reconcile. Retailers are struggling with these decisions, which makes it difficult for POS vendors to predict the needs of retailers and thus their own future direction.

The contributors agree that POS will continue to evolve from its roots as a transaction recorder and means of controlling cash to a more fully-functioned and more highly integrated portal into home office applications that will provide a bi-directional conduit of information between the customer and the retailer. Customers will benefit from this information exchange as the POS technology makes shopping a simpler, more rewarding experience. Retailers will benefit through more traffic, higher customer loyalty, higher average tickets and more efficient operations.

The contributors identified several specific functions that will be addressed by new or improved POS technology focused on improving the experience.

- **More In-Store Capability** – Functionality embedded in the POS application and expanded integration with third-party software will offer the greatest opportunity to enhance the customer experience. Self check out, more flexible tender options, more customer-friendly returns management, "save the sale" and shrink prevention, are a few examples of the former. Real-time fraud detection, workforce management and scheduling and web-based capabilities are examples of the latter. The application development trend will be to embed more functionality into the POS application as evidenced by the acquisition of several specialty software companies by the major POS developers and even a few POS vendors by ERP vendors.
- **Pervasive Use Of Wide Area Networks** – Retailers are maintaining most of their data centrally as this architecture is simpler and less costly to manage than a distributed architecture. Additionally, this architecture makes the same information available to all stores at the same time. Most of the capabilities cited above will require reasonably-priced, stable high-speed connections between the stores and the home office. The availability of such an infrastructure will be a factor in determining how quickly retailers will be able to take full advantage of the new POS capabilities.
- **More Integration With Back Office CRM and ERP** – A higher level of integration will provide more real-time product information to the customer, provide a higher level of personalization to simplify shopping, guide customers to items with a higher likelihood of purchase and enhance customer loyalty. Also provided will be more complete customer purchase information to the

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Can POS Help Retailers in a Tough Economy?

(continued from page 13)

home office to streamline merchandising and replenishment operations, optimize pricing and markdowns, increase in-store associate productivity, reduce payroll expense and reduce the threat of shrink. Trickle polling may become more prevalent to speed home office decision making. Again, high-speed connectivity will make those decisions actionable in the stores in near real time.

- **Regulatory Compliance** – Customers are acutely aware of the potential risks of identity and credit card number theft. Retailers are also cognizant of the risks and have taken costly measures to ensure protection of customer data. POS vendors have recognized the need to provide retailers with secure applications and databases. Retailers who cannot ensure the safety of customer data run the real risk of losing those customers. Compliance has become the ante in the POS marketplace.
- **More Flexible Applications** – Due to the intense competition, the pace of change in retail is increasing and business requirements are becoming less predictable. POS applications will have to be more open and flexible to accommodate change without placing an undue financial burden on retailers. Retailers will no longer tolerate time-consuming and costly customization of POS software as these often cause implementation, support and upgrade issues. POS vendors will have to provide a suite of fully-functional software products that is flexible enough to meet retailers' needs and that enables a retailer's IT department and users to configure the system without assistance from the vendor. Access to new and as yet unknown, capabilities must be easy to accomplish in a cost effective and timely manner. Retail industry standards are helping with this problem, but have not yet achieved the desired level of effectiveness.
- **More Flexible Hardware** – For the same reasons stated for software, hardware must be open and flexible. While Moore's law remains in effect, the cost of hardware will remain a significant investment for retailers, especially as they grow. The cost of previous-generation hardware was an obstacle to replacement and the limits on the old architectures restricted meaningful upgrades to take advantage of new capabilities. For a long period of time, software was way ahead of the ability of the hardware already in the field to support it. Hardware upgrades could not always accommodate the capacity requirements of the new capabilities. The cost of replacing existing hardware to take advantage of these capabilities was too high for many retailers. Consequently, many retailers left obsolete hardware in their stores far beyond initial expectations – in some cases to their detriment.
- **Centralized Management** – In addition to being required to support the aforementioned new POS functions, high-speed networks have become the enabler of more practical central management of remote hardware and

software. With dial-up networks, even simple updates of applications took days and weeks to complete. Operating system upgrades and replacements were virtually impossible without removable media and store visits or error-prone processes executed by store personnel. With modern high-speed networks in place, retailers' own central support organizations and vendor support organizations can access store equipment without disrupting the ability to process credit card authorizations, as was the case in stores with limited telephone lines. This capability has greatly enhanced the level of service provided by support organizations and is another means of reducing downtime, which in turn enhances the customer experience. POS vendors and their OEMs recognize the need to accommodate centralized management by allowing effective-dating of changes and real time modifications of the systems without interrupting operations.

In general, all the contributors cited the above as critical means of providing the enhanced customer experience and increasing the effectiveness of POS applications that will enable retailers to differentiate themselves in the market. The issue for these vendors is whether retailers have the same vision.

Summary

To sum it up, Larry Haworth, CEO of SalePoint, asserts "Consumers expect fast, reliable service with information available to them and the ability to pay with a variety of payment methods. Long lines, slow checkout, lack of customer oriented service (including self checkout in some instances); not being able to find desired merchandise in the chain, etc. will result in loss of business."

Joanna Kennedy of Tomax agrees saying "Those (retailers) that are able to send out clear branding messages and provide a unique and compelling customer experience will be the retailers that are able to keep their heads above water in the coming years."

"Not knowing who their customers are across all channels and what those customers want from the retailer"... pose a substantial risk to retailers, according to Sean Manion, Vice President of Sales at MICROS-Retail.

Their words clearly point the way for retailers and provide marching orders for POS developers at least in the short term, if not for a long time into the future.

This is the first part of a three part paper. Parts two and three are available on the web at www.ibmretailug.org/News/NewsLetter.htm

2009 IBM Retail User Group Golf Event

Sponsors: ENS, STJ Retail

ENS and STJ Retail invite you to play in the annual IBM Retail User Group Golf Outing on Sunday, May 17, 2009, at Angel Park Golf Club. The Palm course was designed by Arnold Palmer to offer a well-rounded and fun golfing experience. Covering 6,530 yards, the par-70 course presents quite a challenge to players, calling for both distance and finesse. At an elevation of 2,800 feet, players will also enjoy breathtaking views of both the Red Rock and Spring Mountains and the Las Vegas skyline.

Enjoy a morning of golf and networking with other Retail, IBM and IBM Business Partner executives. The outing format will be a four-player shotgun and will begin at 7:30 am sharp. The day will commence with registration at 7:00 am and we will wrap things up around 2:00 pm. A box lunch and transportation to and from the hotel is included. **There is NO cost for Retailers.** Associate Members will be asked to pay \$150 per participant. Club rental is \$50.00 p/associate player if required. If you would like to participate, please go to www.ibmretailug.org/MembersArea/events to register online.

Please note: Space is limited and registrations must be as soon as possible. Registration will be subject to availability.

Let's Gather at the SpeakEasy *Did You Know*

The most common definition of a SpeakEasy is - well you know, a 1920's prohibition phenomenon. However, SpeakEasy was also a U.S. military project begun in 1991 to use software defined radio technology to make it possible to communicate with over 10 different types of military radios from a single system. An article in a 1995 issue of IEEE Communications Magazine, the SpeakEasy project was motivated in large part by the communications interoperability problems that resulted from different branches of the military services having dissimilar (non-interoperable) radio systems. This lack of communications interoperability can be directly linked to casualties in several conflicts. SpeakEasy had a very aggressive goal of implementing ten different radio waveforms in software on a single platform

At this year's IBM Retail User Group conference, we are creating our own SpeakEasy by setting aside a special room that will be available for anyone who wants to communicate and network in a casual setting after Tuesday's events have concluded. A Cash Bar will be available and snacks will be provided.

Self-Service and the Smart Consumer

(continued from page 1)

available needs to be supported through faster problem determination that allows you to automatically capture relevant data, replay error activity and review exact screen 'touches' performed by the consumer as the error occurs. Retailers must be able to configure lane information from remote or enterprise locations. Tracking actual hardware activity and inventory without going to each lane requires you to be able to track items like disk space, CPU utilization, memory usage and environmental variables (i.e. voltage, temp, fans) and also view inventory information such as software levels, hardware serial numbers, firmware levels remotely.

These are real issues facing retailers that deploy self checkout solutions that can be addressed today through more intelligent self checkout solutions. One way IBM is fully engaged to solve these issues is through capabilities in the IBM self checkout software environment called the Checkout Environment for Consumer-Service (CHEC). This solution leverages a built-in IBM systems management function called Remote Management Agent (RMA) and IBM Director. IBM TCO analysis shows that these tools and capabilities can lead to an estimated \$560 annual savings per lane in comparison to typical self checkout software.

Benefits to the consumer go way beyond convenience and time-saving capabilities. Self Checkout also provides consumers with secondary benefits, including privacy for sensitive items purchased, trustworthiness that they can track the scanning, price and discount information closely, and manage the handling of items according to their needs. In a world where consumers are looking to make the smart choice the first time around, retailers need to capitalize on dynamic infrastructure to drive their business forward.

This article will be published by Self-Service and Kiosk Association magazine part of a consumer services survey for an upcoming issue. Please check the IRUG website for more details.

Join Us

Linked in®

Tuesday Keynote

Chris Schroeder, CISM
Vice President, Information Security
Lowe's Home Improvement

"Retail Security Beyond PCI"

Tuesday - May 19, 2009
9:10 am - 9:50 am



This topic will provide simple, practical perspectives on protecting your company and your brand in these volatile days of multichannel threats. PCI protects the credit card companies but does not really protect the retailer. You have studied and worked PCI, but what about the rest of the company. What is the right thing to do to secure your image and customer?

Learn to evaluate compensating controls, learn what will allow you to control 80% of your threat and monitor the other 20% without going broke.

Chris is internationally recognized as an expert in information security. He is a published author on many security related topics including network security and is a Certified Information Security Manager.

As an experienced seminar leader and conference speaker, Chris draws on his vast experience with network security, penetration audits and electronic commerce to easily translate complex technical issues into language readily understood by participants at all levels.

Chris specializes in Network Security, Operating System Security, Penetration Testing, and Information Security management. Chris has performed Information Security work for many Fortune 500 companies and his knowledge expands across many industries including retail, banking, health care and utility organizations.

Dr. Robert Genetski

Economist, Forecaster Investment Advisor

"Economic and Financial Outlook"

Tuesday - May 19, 2009
8:30 am - 9:10 am



Dr. Genetski is a popular speaker who entertains thousands of people at conferences and investor meetings around the world each year. He is one of the nation's premier interest rate forecasters and investment advisors, providing insights to economic, financial and investment matters through his own consulting firm and at his website.

Dr. Genetski is well known for his research and advocacy of classical economic principles. These principles provide a reliable guide to creating both a healthy economy and profitable investment opportunities. Dr. Genetski has conducted pioneering research into the role of taxes and their impact on economic prosperity. In the early 1980s, he correctly forecast that tax cuts would end the nation's economic malaise by boosting productivity and helping to reduce both inflation and interest rates. In 1989, Dr. Genetski correctly referred to the Japanese stock market as "a classic case of a speculative bubble waiting to burst." As a member of Blue Chip forecasters, Dr. Genetski has been commended on his ability to out-forecast the pack. He was listed on two separate occasions as the number one interest rate forecaster in the country, according to Institutional Investor Magazine and Blue Chip Financial Forecasts. During the 1990s he gained a reputation as one of the most optimistic investment advisors in the nation, if not the world, for forecasting rapid growth, low inflation and record-breaking stock prices. During the course of his career Genetski has served as Senior Vice President and Chief Economist for a major Midwest Bank and has headed asset management, investment research, and investment banking operations.

Dr. Genetski has authored several books and numerous articles. He authored *Taking the Voodoo Out of Economics*, an influential book that anticipated and shaped many of the major policy changes that are now occurring throughout the world. In his latest book, *A Nation of Millionaires*, Dr. Genetski provides his vision of the changes in government policies that will shape the economic and financial landscape in the 21st century.

Dr. Genetski earned his Ph.D. in economics from and has taught economics at New York University and at the University of Chicago's Graduate School of Business. He has served on numerous Boards of Directors and writes a regular column for the Nikkei Financial Daily's leading business newspaper.

IBM Retail User Group 32nd Annual Conference

Tentative Agenda

“SHARE. LEARN. SUCCEED.”

Sunday - May 17, 2009

7:00 am - 3:00 pm Golf
Sponsor: ENS, STJ Retail

10:00 am - 3:00 pm Tour: Behind the Scenes at M Casino
Sponsor: MEI

3:00 pm - 4:00 pm Associate Member Meeting

4:00 pm - 7:00 pm Registration

4:30 pm - 5:30 pm 1st Time Attendees

5:00 pm - 7:00 pm Opening Reception
Sponsor: Agilysys

Monday - May 18, 2009

7:30 am - 8:30 am Continental Breakfast in Exhibit Hall
Sponsor: VeriFone

Registration and Exhibit Hall Open

8:30 am - 8:40 am Welcome
Kelly Hewitt, President

8:40 am - 9:00 am **IBM Executive Perspectives**
Steve Ladwig, IBM

9:00 am - 9:45 am **Keys to Winning in a Challenging Environment**
Steven Hunter, Stage Stores, Inc.

9:45 am - 10:15 am **IBM 2009 Retail Strategy**
Leo Suarez, IBM

10:15 am - 10:45 am **Motivational Speaker**
"Mastering the Art of the 4-Wall Experience"
Jon Stetson

10:30 am - 1:15 pm Exhibit Hall Open
Refreshment Break in Exhibit Hall
Sponsor: 4690World

11:30 am - 1:00 pm Lunch
Sponsors: Seamark, Sensormatic

1:15 pm - 4:30 pm Elective Sessions

1:15 pm - 4:30 pm SuperSessions

4:30 pm - 6:30 pm Exhibit Hall Open
Refreshment Break in Exhibit Hall
Sponsor: MATRA Systems

7:00 pm - 9:30 pm Banquet
Sponsor: IBM Corporation

8:00 pm - 9:00 pm Entertainment
Jon Stetson

Tuesday - May 19, 2009

7:30 am - 8:30 am Continental Breakfast in Exhibit Hall
Sponsor: STJ Retail

Exhibit Hall Open

8:30 am - 9:10 am **Economic and Financial Outlook**
Dr. Robert Genetski

Tuesday - May 19, 2009

9:10 am - 9:50 am **Retail Security Beyond PCI**
Chris Schroeder, CISM, Lowe's

9:50 am - 10:00 am **2009 Innovation Award**

10:00 am - 10:45 am **The Three E's of Retailing - Economy, Efficiency and the Environment**
Safeway, Scheels, Toys "R" Us

10:30 am - 11:30 am Refreshment Break in Exhibit Hall

10:30 am - 1:15 pm Exhibit Hall Open

11:30 am - 1:00 pm Lunch
Sponsor: Cornell-Mayo

1:15 pm - 4:30 pm Elective Sessions

1:15 pm - 4:30 pm SuperSessions

3:15 pm - 4:40 pm Birds of a Feather Sessions

4:30 pm - 7:00 pm Exhibit Hall Open

5:00 pm - 7:00 pm Reception in Exhibit Hall
Sponsor: Motorola

Exhibit Hall Open until 7:00 pm

7:00 pm - 9:00 pm "SpeakEasy" Networking Event

Wednesday - May 20, 2009

8:00 am - 9:00 am Breakfast

9:00 am - 9:30 am Associate Meeting

9:00 am - 9:30 am User Group Business Meeting

Election of Directors 2008-2009
Prize Drawing - ThinkPad

9:30 am - 10:30 am **Mobile Phones the Next Retail Revolution Panel**
Richard Mader, ARTS

10:30 am - 10:45 am Refreshment Break

10:45 am - 11:15 am **The Consumer of 2014**
Dan Hopping, Next Retail Group

11:15 am Closing
Prize Drawing - ThinkPad

12:00 pm - 2:00 pm Board of Directors Meeting

12:00 pm - 12:30 pm Focus Group Working Lunch

12:00 pm - 6:15 pm IBM POS Application Focus Group

12:30 pm - 5:30 pm IBM Business Partner Forum

Thursday - May 21, 2009

7:30 am - 8:00 am Continental Breakfast

8:00 am - 11:30 am IBM POS Application Focus Group

11:30 am - 12:00 pm Focus Group Lunch

12:00 pm - 4:00 pm Self Checkout Focus Group

4:00 pm Adjourn

Topics and times subject to change

IBM Retail User Group

Elective Session Topics

“SHARE. LEARN. SUCCEED”

MANAGE

EMV; Chip and PIN, Best Practices and Lessons Learned

This session will provide conference attendees with an in-depth understanding of EMV/Chip and PIN technology and its implications in the 4690 environment. Based on the lessons learned while implementing the first fully certified 4690 Chip and PIN solution in Canada, STJ Retail has extensively revised this year's session. New topics include best practices and case study data which will highlight the challenges retailers can expect to confront during their compliance initiative. Educate yourself on the changing retail payments environment, increase your level of awareness of EMV technology, and feel free to participate in this interactive session.

Dave Mahr, ST&J Retail

Making Electronic Check Solutions Pay for You

What factors should you consider when evaluating how an electronic check solution can impact your store operations and bottom line? We will present lessons learned from rolling out electronic check solutions to more than 40,000 retailers nationwide, including 1,800 back-office-conversion implementations. We will explore the analysis of how a solution should integrate with existing systems, ease-of-use and customer experience, analyzing ROI, the bottom line impact, and implementation.

David Fowler, Elavon

Payment Security & Technology Roadmap

This session will provide retailers with a clear understanding of the payment security landscape as well as an update on emerging payment trends. Learn how the rapid growth and adoption of technology in the payment industry effects your store operations and why it is critical to protect your brand and your business. With in-depth content on payment security requirements, best practices, trends and important tips on planning for payment system changes, this session will provide a clear roadmap for retailers to follow for the next several years as they implement new payment technology.

Jeff Wakefield, VeriFone, Inc.

Technology Decisions in a Tough Economy

The U.S. economy faces unprecedented changes due to the economic crisis. As Jeff Immelt of GE said, "This is not a recession but a reset." The U.S. consumer, who prior to the crisis had a negative savings rate needs to go back to saving 8-10% a year, which will have a huge and long duration impact on retail. Retailers need to continue to invest in technology, but in a prudent and economical way in an environment where growth is not an option for some time. This session will examine ways to choose technology that will minimize the outlay and impact on the bottom line.

Gene Cornell, Cornell-Mayo Associates

IT's Invisible Forces:

What every Retail business leader should know about the management of IT.

This session provides a perspective needed by retail leaders to deal with the evolution of information systems and how their support systems and business practices must change to remain competitive. We will discuss today's leading edge IT environment and tips and guidelines for successfully managing in it.

Change is a fact of life and nowhere is change happening faster and with more consequences than with information technology –from Google to iPods to point-of-sale/point-of-service systems. And the change that is obvious is only the tip of the iceberg. The largely invisible practices that produce and support IT systems have changed just as consequentially.

No one is closer to the eye of this storm than retailers and their IT shops. It was challenging enough when POS was fresh and delivered as a (mostly) complete solution from a few large suppliers. As challenging as that environment was, it doesn't hold a candle to today's situation. Information systems are larger, more capable, more complex, and more pervasive than ever. And Retail IT shops have more users, more suppliers, and more changes being introduced more rapidly than ever. The tasks of selecting, vetting, integrating, and managing systems across life cycles have become an order of magnitude more challenging in the last decade. This session looks at the drivers behind the challenges and what might be done about them.

Hollis Posey, Next Retail Group

OPERATE

The Grocery / FIM Technology Revolution

In food retailing, managing fresh items often represents 50% of a stores profit. In the past scales have been regarded as simple supporting devices, but this technology has silently evolved into the most important operational and communication platform for fresh item management in the store. Now there are often more scales than point of sale terminals in the store and the scales have become a prominent and most important customer service and store management technology. This case study discussion will help you decide if this is an opportunity or threat regardless of whether you are a retailer, a solution or a service provider, a system integrator, or a consultant. The session will share a retailer experience, reveal successful customer projects, technologies, standards and innovations. You will gain knowledge about business opportunities and pitfalls with the background and experience of a global technology and innovation leader.

Andronic Tudor, Bizerba GmbH

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2009 Elective Sessions

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Convergence of IT and Loss Prevention Leads to Greater Shrink Reduction & Operational Improvements

A major convergence is underway between traditional loss prevention technologies such as Electronic Article Surveillance (EAS), Closed Circuit Television (CCTV) and information technologies such as RFID and data mining. New solutions are involving that integrate EAS & RFID to deliver greater item level security with integrated RFID data. Data mining is evolving into data analytics for security & operational applications at POS, DSD, pharmacy, store performance, etc. Traditional CCTV is evolving into video analytics solutions that enhance merchandising applications and identify theft. Learn how major global retailers are delivering these new technologies to improve their overall profitability.

Tony D'onofrio, Sensormatic Retail Solutions

Eliminating Cash Shrinkage with IBM POS Interface to Cash Management

The presentation will detail how to build retail solutions that will Eliminate Cash Shrinkage. You will learn about the building blocks necessary to create a Cash Management System (CMS). The goal is to start your 5-year strategy to Eliminate Cash Shrinkage by linking a CMS and your POS system.

Ed Grondahl, Tidel Engineering, L. P.

Herman Beckley, Retailix

How Green Are You?

Electronics waste (e-Waste) is growing at a rate which is 4x faster than other waste streams generating 12+ million tons in 2007, in the US alone. Only 12.5% of that waste is recycled. This material contains significant amounts of toxic or hazardous materials leaching toxins into the soil and ultimately into our ground water. By 2008, 500+ million obsolete computers will be stockpiled in households, corporate warehouses and other repositories. Plus, we add another 20 million computers each year to that stockpile. The session provides attendees with insights into the growing problem of e-Waste, retailer challenges and possible solutions.

Francis P Clark, Mainstreet Inc.

In Store Marketing for Fresh Departments

Influencing shopper behavior, in the store, prior to checkout, has enormous potential to drive sales growth. Digital signage, couponing, and associate interaction can come together in the fresh departments of a food retail store to deliver an experience that delights shoppers and helps retailers grow sales. See how Mettler Toledo has transformed the once boring scale business into a dynamic marketing business by leveraging a retailer's fresh department technology to drive additional sales and improve the shopper's experience.

Brian Hipsher, Mettler - Toledo

Retail IT Leadership Insights: Shift from Surviving to Thriving

Are you waiting for someone to tell you what to do? If so, you are not alone. The challenges facing IT professionals in the

retail industry have never been greater. The demands range from squeezing extra life out of technology investments, finding ways to increase margin and the unrelenting pressure to reduce expenses. The message across the industry is "do more with less". With that in mind, what are you doing to shift your responsibilities from Surviving to Thriving? This session will touch on basic principles and new ideas that will provide inspiration to shift from Functional Head to Transformational Leader to Retail IT Strategist.

Mike Hess, Tech Global Partner

The Importance of IBM 4690 Remote Management to Store Operations, IT, Help Desk and Security

Learn about the importance and benefits of File Integrity Monitoring in the IBM 4690 environment. This is a requirement of PCI DSS 1.2, but the benefits go beyond strengthening PCI compliance. Understand how multiple areas of your organization – IT, Help Desk and Security- all benefit by employing software applications that work unattended on a 7 x 24 basis. Hear how a large retail grocer is reaping the benefits of deploying these tools.

Joe Myers, Winn-Dixie Stores, Inc.

Gary Knight, SAM Group Inc.

Remote Scanner Management Using IBM RMA and Honeywell's Remote MasterMind

Honeywell's remote scanner management package, Remote MasterMind (ReM)[™], provides IT administrators with a convenient system to manage all scanners within their network, from any single remote location. ReM is a browser-based stand alone solution that can be incorporated into any enterprise. Compatible with more than 20 Honeywell Scanning & Mobility products, this UPOS-compliant tool also integrates seamlessly with IBM's Remote Management Agent and can be administered via IBM Director. ReM reduces maintenance costs and makes managing all scanners within a network seamless and easy. Paired with IBM's remote management software, ReM can provide intuitive information on system efficiency and other monitored metrics.

John Stiles, Honeywell Scanning

SATISFY

How Top Retailers Utilize Creativity to Satisfy Customers Across Touchpoints

In this challenging retail environment, retailers must constantly search for new and different ways to meet and exceed their customers' expectations across all touchpoints. Many retailers have explored areas such as blogs, social networking, and even virtual reality to interact with their customers and encourage loyal customer relationships. Join LakeWest Group in a discussion of the results of their 10th Annual POS Benchmarking Survey to learn how the Top 100 Retailers are utilizing creativity to stand out from the competition and meet their customers' expectations.

Charlie Daggs, LakeWest Group

2009 IBM Elective Sessions

Accelerating Value to the Store with SI GUI

To stay competitive, today's retailers are integrating multiple solutions throughout the store. These solutions answer a wide array of business needs including self service express checkout, store within a store POS, and optimized front-end checkout. Regardless of whether a sales associate or consumer is driving the interface, the goal is to offer a consistent experience across kiosks, fuel pumps, mobile devices, self checkout lanes, and traditional POS. At this session, hear about how IBM's SI GUI technology helps you deploy quick and consistent solutions that deliver unique and highly differentiated customer service while protecting your current investment in POS technology.

Gregg Margosian, IBM NRSC Retail Services

Customer Advocacy and the Current Economic Climate

The IBM Institute for Business Value conducted a survey of 30,000 U.S. consumers in September and November of 2008. The goal was to understand what is driving consumer spending across several product categories: Grocery, Apparel, Home Merchandise, and Pharmacy, Health & Beauty Care. The survey revealed that consumers anxious due to economic conditions rely on retailers they trust – leading to two valuable segments: Advocates of existing retailers and Shifters seeking new relationships. We believe that retailers that execute on the requisite strategies to attract and retain these attractive shoppers will be positioned to emerge as winners.

Shannon Miller, Strategy & Business Development

Enhancing the Consumer Shopping Experience Through Mobility

In many countries, mobile phones outnumber land-line phones three to one and are the preferred personal communication tools for consumers. Phones and other mobile devices are profoundly changing the way we interact and transact, transforming the overall consumer shopping experience. With their mobile devices in hand, consumers expect convenience and persistent access to personalized information; this means retailers need to seize this opportunity to connect with their customers in a more persuasive manner. This session will explore key trends that are shaping consumer mobile interactions as well as examine the best practices and leading technologies that retailers are utilizing to drive increased sales.

Craig Stevenson, Global Portfolio Leader Consumer Experience Solutions

Delivering Touch Technology at the Lane

Reducing costs while enhancing the customer experience is more important to retailers than ever. At this session, find out how touch-screen solutions at checkout can provide benefits that lead to smart work by cashiers/employees and increased customer satisfaction. Due to the intuitive nature of touch screen transactions, these solutions lead to faster throughput and lower training costs. They also mean greater operator accuracy and lead to higher customer loyalty and increased customer spending.

Fredrik Carlegren, Marketing Manager Self Service

IBM SurePOS Hardware Update - NDA

IBM is focused on providing leading POS solutions while implementing more sustainable "green" technology. Come to this session to understand IBM's current SurePOS 700, 500 and 300 product lines and road maps that can help you implement energy saving practices like deep sleep automation. Topics will include SurePOS product overviews, new projects in plan, and IBM differentiation. Whether a novice or expert on the IBM offerings, you'll find this session valuable in understanding IBM's complete solution offerings.

Peggy Weavil, Marketing Manager, SurePOS

Innovations in Receipt Printing

New printing technologies are enabling faster checkout, integrated marketing and paper cost saving initiatives that deliver outstanding ROI. Improvements in manageability and serviceability remove hassles in your store. Learn how upgrading your printer technology can improve your bottom line and enhance customer service.

Peggy Weavil, Marketing Manager, SurePOS

In-Store Self-Service Is Changing the Shopping Experience

Consumer self-service is on the rise with Time Magazine calling it one of the Top 10 Ideas that Are Changing the World. By 2011, consumers are projected to spend over \$1 Trillion dollars through self-service kiosks alone. Are you ready? New innovations from IBM and our Business Partners enable retailers to enhance the shopping experience through customer-centric self-service solutions; seamlessly integrating store processes and data across multiple consumer touchpoints. Learn why self-service — through kiosk and self-checkout solutions — should be a vital part of your future store strategy and the solutions IBM provides to deliver a superior shopping experience and positively impact your bottom-line.

Norma Wolcott, Business Line Executive Consumer Services Solutions

Introducing the IBM Sure Operating Environment: An IBM 4690 Update

Point-of-sale operating systems must be rock solid, flexible and provide a secure foundation in support of the many challenges facing retailers. Given the dynamics of the industry and the volatile economic conditions, getting more from their POS and their IT investments has become a high priority. Be among the first to find out about the new IBM Sure Operating Environment and the substantial investment targeted for 4690 in the future. Join us as we discuss the strengths and benefits of this exciting new strategy, and how 4690 will grow to address the challenges of the future.

Dave Irons, Marketing Manager, Point of Sale Software

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2009 IBM Elective Sessions

(continued from page 2)

Reduce Costs of Managing Retail Systems with Improved Service Management

Retail today is supported by a complex systems environment that connects store and website technology, call centers and enterprise data centers. Ensuring availability and managing service delivery is a challenge. Join this session to learn how improved visibility, control and automation can help you deliver quality service, manage risk and help maximize the return on IT investments. — Visibility to see and understand the workings of your business systems; Control to effectively minimize risk and protect your brand; and Automation to reduce the cost of operations and deliver new services more rapidly.

Pete Harris, Marketing Manager, Systems Development

Self Checkout Solutions Update

IBM continues to evolve our family of self checkout hardware, software and services with new models, new software releases and best practices from customer implementations. Come hear about the latest success stories with IBM's new CHEC software, new products and new creative ways to deploy self checkout solutions.

Fredrik Carlegren, Marketing Manager Self Service,

Smarter Solutions for a Smarter Planet

Cut costs and save the planet. Today's businesses are engaged in a wide range of activities to recycle, cut carbon emissions, improve efficiencies and market green products. These efforts benefit the earth and a company's bottom line, but also their corporate image among consumers as a responsible environmental leader. IBM's Retail Green Initiative helps retail clients create and leverage environmentally responsible and sustainable options for their enterprise, supply chain, and store environments. As a result, our customers can better manage their power efficiency, carbon footprint, packaging, and use of recycled materials.

Matt Stryker, Retail Programs, IBM Software Group

SurePOS ACE: What is the REAL Benefit of an ACE Solution?

New industry standards and strict security guidelines have combined with tough economic conditions to make POS and IT investments a challenge for many retailers. These belt tightening times have forced maniacal focus on reducing operational costs, improving efficiencies, and ultimately improving the bottom line. Come hear about IBM's strategy for ACE and the capabilities that were designed to assist retailers in reducing costs and optimizing their IT investments. We will highlight the hot new capabilities planned for the upcoming release, along with the many financial benefits of an ACE solution.

Dave Irons, Marketing Manager, Point of Sale Software

Behind the Scenes Casino Tour at The M Resort Spa Casino on Sunday, May 17

Sponsored by MEI

Sunday, May 17, 2009

Sponsored by MEI, this exclusive behind the scenes tour of The M Resort-Spa-Casino for 20 people is a new addition to the events on Sunday, May 17, 2009. The tour will explore back office cash management technologies and why it is important in Gaming. The tour is free to retail members. Associate members, spouses, and guests may register at a cost of \$20.00 per person. Two tours, (A) 10 am – 12:00 pm and (B) 1:00 - 3:00 pm, are scheduled. Shuttle boarding time is 15 minutes prior to scheduled departing time. The shuttle departs from and returns to the JW Marriott Las Vegas Resort.

he M Resort-Spa-Casino is a classy, \$1-billion addition to Las Vegas with; a 390-room tower, 35 suites, 92,000 sq. ft. of casino area, a 60,000 sq. ft. conference room, a 23,000 sq. ft. health spa and salon, eight restaurants, four bars, one entertainment venue, retail outlets, a 100,000 sq. ft. pool area, a 63,000 sq. ft. movie entertainment theatre with 14 screens, and other five-star amenities.

Check the IRUG website for further details and to register: Special Events

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Retail Membership

Annual Dues: \$195

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IBM Business Partners

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- Access to forum
- Ability to register for conference online

**Apply online at
www.IBMretailug.org**

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Call for Board of Directors Candidates

Do you have a desire to serve as a director for the IBM Retail User Group? The Nominating Committee will be selecting a slate of individuals to run for the Board of Directors at the 2009 Conference.

Although many directors come from our volunteer ranks, the main requirement to be a director is good business sense and relevant experience with the User Group or similar businesses or organizations. A director is responsible for strategic planning in the areas of policy and administration where it relates to IBM Retail User Group activities and organization.

If you are interested in running, or know someone who you think would be a good candidate, please contact Deb Jones at issug@roadrunner.com.