



Link to Shrink

Limitedbrands
LOSS PREVENTION

*John Talamo
Doug McDonald*



Apresentação dos Tópicos:

- Visão geral da nova *Limited Brands*
- Plano → Organizar para maximizar
- Levantando novas idéias
- Transformando idéias em ação –
ferramentas e execução

Limited Brands – Visão Geral da Empresa

Antes

- Vestuário
- Lingerie
- Produtos de Beleza
- Cuidados Pessoais



Atualmente



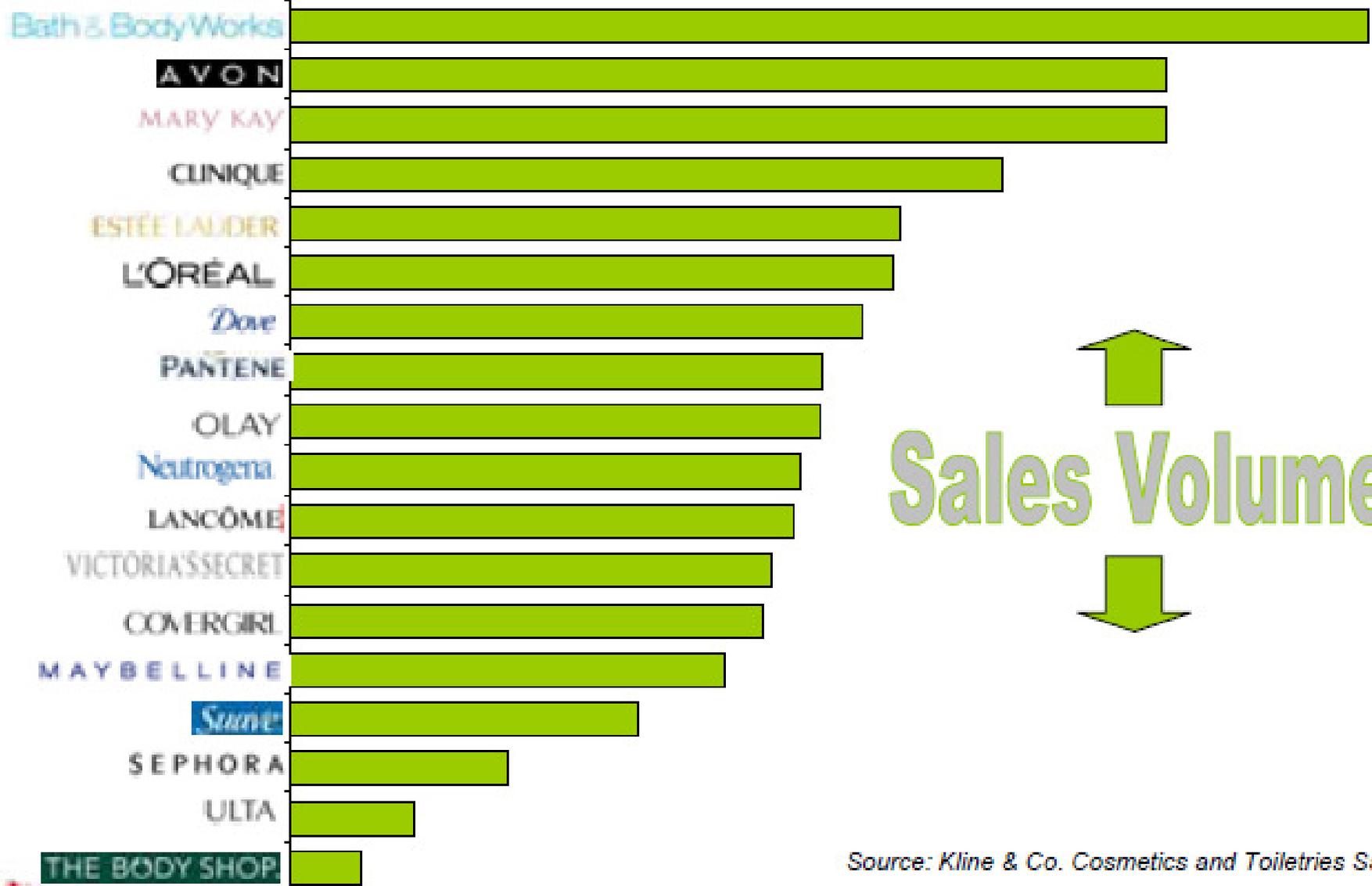
Bath & Body Works

\$2,5 bi em vendas

1.650 lojas

40.000 associados





Sales Volume

Source: Kline & Co. Cosmetics and Toiletries Sales

VICTORIA'S SECRET

\$5 bi em vendas

1.050 lojas

28.000 associados





**NRF 2008 Loss Prevention
Conference & EXPO**
June 23-25, 2008 ORLANDO, FL

**PREDICT.
PREVENT.
PROTECT.**

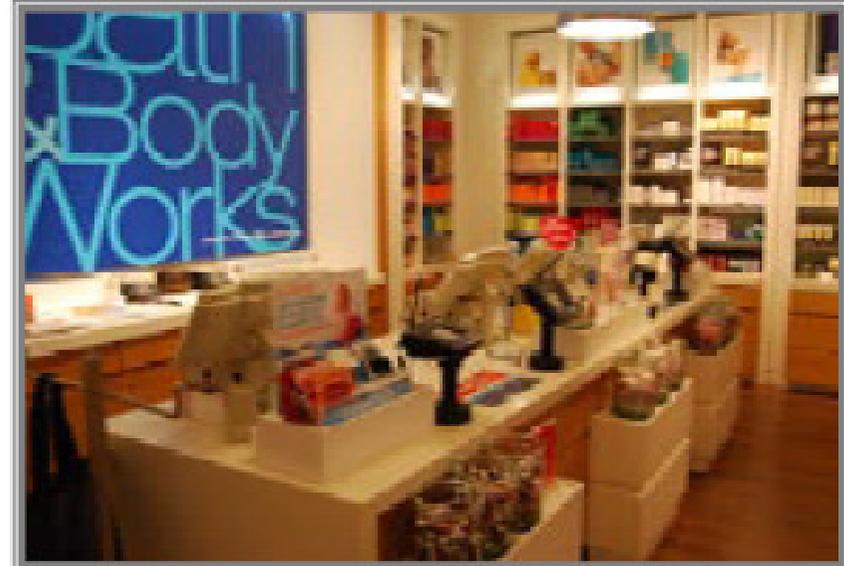


Desafios

- Marcas Ícone
- Controle e redução das perdas de mercadorias em 2.700 localidades
- Índices de perdas em crescimento
- Alinhamento com prioridades da empresa e das marcas
- Operação do Departamento de PP equipe reduzida

Resultado Desejado

- Desenvolver uma estratégia focada para o controle e redução das perdas
- Construir capacidades para executar a estratégia
- Pessoal certo, lugar certo, hora certa, atividade certa





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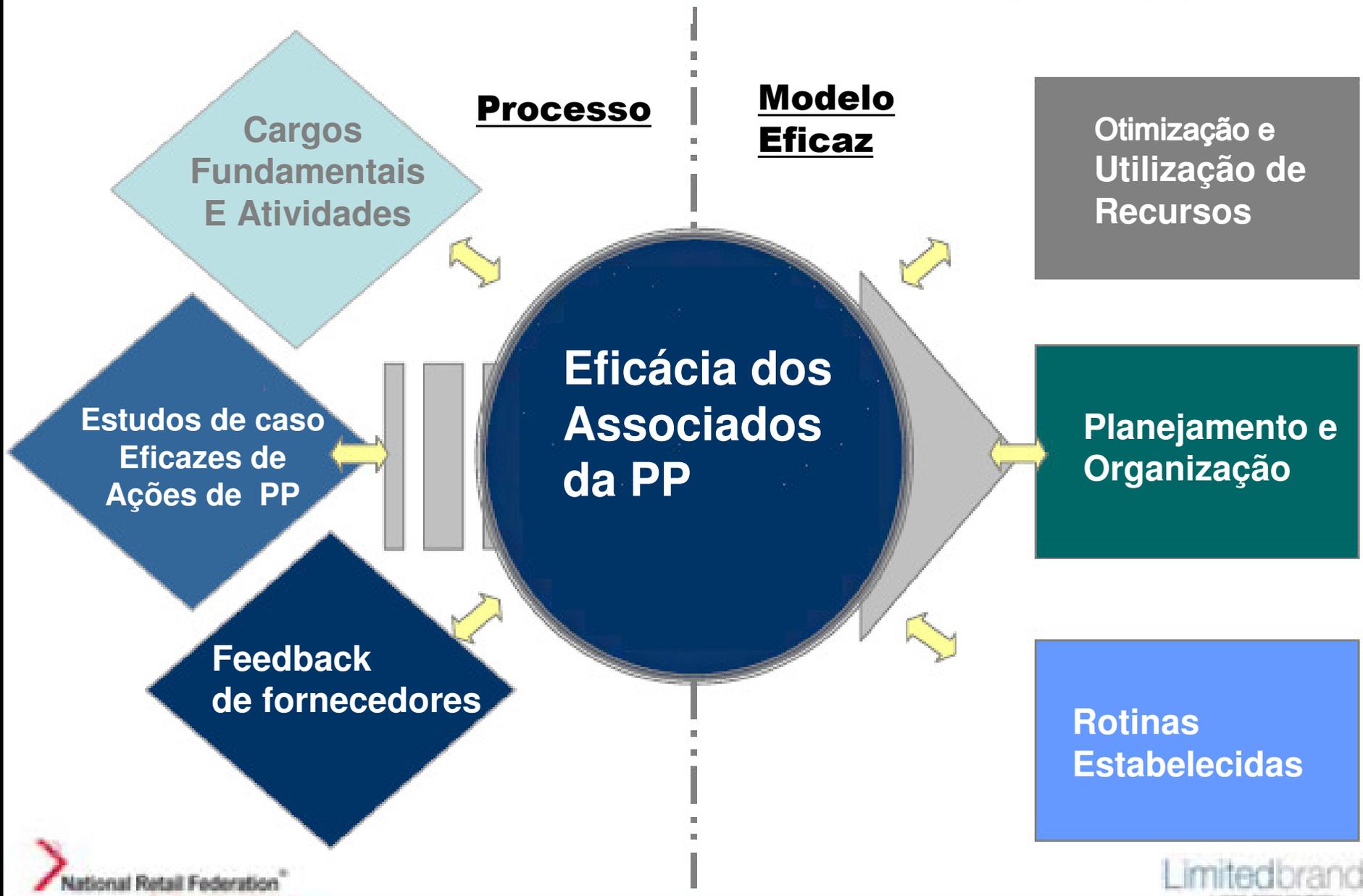


Modelos Utilizados para o Planejamento



Construindo Capacidades







Cronograma Trimestral

Quarterly Road Map

Name:

Date:

Day 1 - 30	Day 31 - 60	Day 61 - 90
Audits/Compliance/Awareness	Audits/Compliance/Awareness	Audits/Compliance/Awareness
Audit VSS Target Shrink Stores 123 and 456	Audit VSS Target Shrink Stores 123 and 456	Audit VSS Target Stores 123 and 456
Audit BBW Target Shrink Stores 123/456/789	Audit BBW Target Shrink Stores 321/654	Audit BBW Target Stores 123/456/789
Complete Driver Observation Survey	Complete Driver Observation Survey	Complete Driver Observation Survey
Store Visit Focus/Productive Store Visits - Culture of Honesty, Dishonest Associates, Minimizing Large Shoplifting Hits	Store Visit Focus/Productive Store Visits - Culture of Honesty, Dishonest Associates, Minimizing Large Shoplifting Hits	Store Visit Focus/Productive Store Visits - Culture of Honesty, Dishonest Associates, Minimizing Large Shoplifting Hits
Participate VSS District CC once per month	Participate VSS District CC once per month	Participate VSS District CC once per month
Participate on BBW District CC once per month	Participate on BBW District CC once per month	Participate on BBW District CC once per month
Participate on VSS Region Call Weekly	Participate on VSS Region Call Weekly	Participate on VSS Region Call Weekly
Audit Compliance / LP Initiatives - Improvement through stores use of Weekly Focus. One missed audit question per week.	Audit Compliance / LP Initiatives - Improvement through stores use of Weekly Focus. One missed audit question per week.	Audit Compliance / LP Initiatives - Improvement through stores use of Weekly Focus. One missed audit question per week.
Investigations	Investigations	Investigations
Continue to seek out interviews through store partnerships.	Continue to seek out interviews through store partnerships.	Continue to seek out interviews through store partnerships.
Continue to seek out interviews through use of loss prevention tools.	Continue to seek out interviews through use of loss prevention tools.	Continue to seek out interviews through use of loss prevention tools.
Continue to seek out interviews through the development of talent within the region.	Continue to seek out interviews through the development of talent within the region.	Continue to seek out interviews through the development of talent within the region.
Utilize XBR Control Points to investigate exceptions.	Utilize XBR Control Points to investigate exceptions.	Utilize XBR Control Points to investigate exceptions.
Known Loss	Known Loss	Known Loss
Continue to drive awareness within the stores to minimize exposure.	Continue to drive awareness within the stores to minimize exposure.	Continue to drive awareness within the stores to minimize exposure.
Continue to coach stores on the differences between safety situations and shoplifting situations in order to prevent liabilities.	Continue to coach stores on the differences between safety situations and shoplifting situations in order to prevent liabilities.	Continue to coach stores on the differences between safety situations and shoplifting situations in order to prevent liabilities.
Continue to hold stores accountable for the completion of action plans.	Continue to hold stores accountable for the completion of action plans.	Continue to hold stores accountable for the completion of action plans.
Additional Responsibilities	Additional Responsibilities	Additional Responsibilities



Cronograma trimestral

Name:
Day 1 - 30
Audits/Compliance/Awareness
Audit VSS Target Shrink Stores 123 and 456
Audit BBW Target Shrink Stores 123/456/789
Complete Driver Observation Survey
Store Visit Focus/Productive Store Visits - Culture of Honesty, Dishonest Associates, Minimizing Large Shoplifting Hits
Participate VSS District CC once per month
Participate on BBW District CC once per month
Participate on VSS Region Call Weekly
Audit Compliance / LP Initiatives - Improvement through stores use of Weekly Focus. One missed audit question per week.
Investigations
Investigation @ Store 122
Interview @ Store 376
Continue to seek out interviews through the

Foco Operacional

Foco da Investigação



Levantando idéias

Premissas do Planejamento do Calendário

Weekly	Monthly	Quarterly	Seasonally	Other Considerations
<ul style="list-style-type: none"> • Interviews / Investigations • Store Visits • Follow-Up Quarterly Road Map • Office (one day) • White Space (one day) 	<ul style="list-style-type: none"> • Schedule DM Travel • Touch Bases • Delivery Driver Audits • Follow-Up Quarterly Road Map 	<ul style="list-style-type: none"> • Quarterly Road Map • Schedule RM Touch Base • Schedule District Conference Calls • Schedule Training Modules • Schedule RM Travel 	<ul style="list-style-type: none"> • Schedule Target Store Audits • Schedule Non-Target Store Audits • Inventory • Schedule Training Modules • Review Yearly Planning Calendar 	<ul style="list-style-type: none"> • Reviews • PTO • LP Community Days • Zone LP Meetings • Brand Events • Brand Meetings • New Store Openings • Recruit/Network • Professional Development

Dia de Trabalho Hipotético

Office Days should include the following (note: not every task will be completed on every office day and times are approximate):

- > 30 minutes - Weekly Planning/Execution
- > 30 minutes - Quarterly Road Map Follow-Up
- > 30 minutes - Store SLM Meeting
- > 120 minutes - Orbit Review and Update
- > 30 to 60 minutes - District and Regional Conference Calls
- > 30 minutes - Zone LP Conference Call
- > 30 minutes - Touch Base LP Supervisor
- > 60 minutes - Gaining Insight (XBR, KPI, Intranet, etc...)
- > 60 minutes - Follow Up Phone Calls
- > 30 minutes - Travel and Expense

Calendário Trimestral Hipotético

The Quarterly Road Map should act as a plan to reduce shrink. The Quarterly Road Map should include the following areas and more specifically what actions will be completed by the individual. (Note: Your supervisor may provide additional direction as to the content of the Quarterly Road Map).

- > Productive Store Visits
- > Training Modules
- > DM Travel
- > Non LP Conference Calls
- > Audits - Target and Non-Target
- > Delivery Driver Audits
- > Dishonest Associates
- > Reduce Known Loss / ORC Issues
- > Target Stores
- > Delivery Agent Surveys
- > Utilize Yearly LP Planning Calendar

Levantando idéias

Proposta

Semanalmente

- Entrevistas/Investigações
- Visita à Lojas
- Acompanhar o Calendário Trimestral
- Escritório (um dia)
- White Space (um dia)

Ferramenta

- Avaliações
- Relatório KPI PP
- Sistema de Gerenciamento de Casos
- Parceria com Touchbase
- Scorecard da Experiência do Consumidor
- DM Quadro com Indicadores de PP

Problemas

Exemplo 1

Furto Externo
Alta perda declarada

Exemplo 2

Funcionários Desonestos
Furto nos pontos de venda

Levantando idéias

Treinamento de Conscientização nas lojas



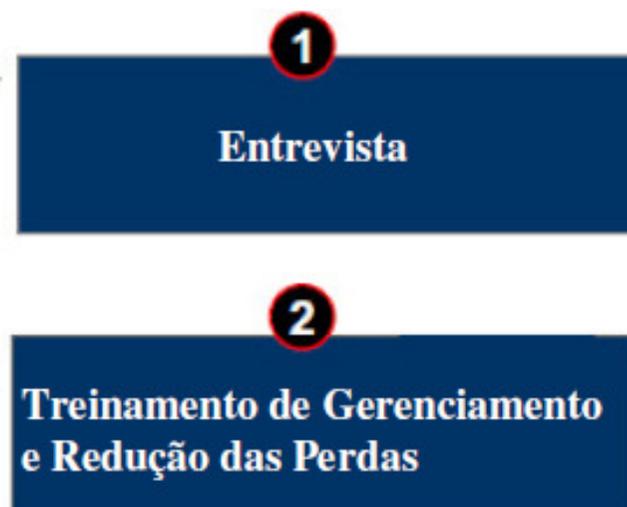
*COV – Crime Organizado no Varejo

Problema

Ações

Exemplo 2
Funcionários
Desonestos
Furto nos pontos de
venda

- 1 Investigação dos F.D. *
- 2 Avaliação de PP
- 3 Treinamento de
Conscientização nas Lojas



*F.D. – Fiscais de Departamento

Levantando Idéias / Indicadores de COV*

Previsão para os dias da semana

		ORC ≥ \$250		ORC Incident Breakdown by Day of Week						
Store	RI / PM Name	Total ORC Dollars	Total ORC Incidents	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
11	Dave Smith	\$80,700	140	18.14%	8.89%	12.30%	16.44%	14.30%	11.43%	20.14%
21	Polly Jones	\$95,400	91	12.86%	16.91%	14.30%	11.00%	8.35%	12.07%	24.67%
41	Paul Smith	\$80,100	88	16.82%	16.82%	16.82%	0.00%	11.82%	16.82%	20.82%

Hora do dia da semana & área da loja prevista

ORC Incident Breakdown by Time of Day				ORC Incident Breakdown by Area of Store			
8:30AM-12:59PM	1:00PM-5:29PM	5:30PM-9:59PM	Overnight 10:00PM-8:29AM	Front	Middle	Back	Fitting Room
52.17%	18.88%	20.47%	8.48%	8.00%	18.88%	8.00%	8.00%
20.0%	20.00%	24.00%	16.00%	41.76%	2.00%	8.00%	46.00%
28.83%	21.72%	20.82%	10.49%	50.24%	11.11%	10.47%	10.20%

*COV – Crime Organizado n Varejo



Levantando Idéias Internamente:

Perdas % –
3 últimas
estações



Perda Identificada



Analise de ocorrências
nas lojas

Taxas de devolução



TRE Compliance

Quebra de Caixa

Análise XBR



Avaliação de PP

Quebras de mercadoria



Transformando Idéias em Ação – Ferramentas e Execução

Link to
Shrink

LOSS PREVENTION
Store Assessment

Shrink
Touch
Points

Managing &
Reducing
Shrink



Link to Shrink

Transformando Idéias em Ação

Objetivo:
redução das perdas e prevenção baseada
no comportamento dos vendedores

Comportamento	Benefício na Venda	Ligação com a Perda	Verificação para Entendimento
Saudação / Perguntar das necessidades	O potencial de compra do cliente aumenta através da identificação de suas necessidades	Bom serviço e funcionários corteses desestimulam o furto	Como você iria se aproximar do cliente em caso de suspeita de furto?
Venda de Sutiã	O consumidor já recebe produto com o tamanho correto, aumentando o potencial de compra para 75%. É dado atendimento exclusivo ao cliente..	Ser simpático com o cliente diminui o risco de roubo.	Quais os benefícios de ser agradável com o cliente com relação ao furto externo?



Shrink + Touch + Points

New Statements	
<ul style="list-style-type: none"> • Identify all segments that contribute most to the total amount of shrink • Identify all major Shrink, Shrink Reduction, or Shrink Kill programs • Identify all major and alternative and other shrink kill programs 	
Support Shrink Reduction and Kill to Shrink Programs	
Shrink	<ul style="list-style-type: none"> • Identify all existing shrink kill programs • Identify all existing shrink kill programs • Identify all existing shrink kill programs
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LOSS PREVENTION Store Assessment

Avaliação da Conscientização da Prevenção de Perdas na Loja

1) District: VSS Store #: _____ Mall Name: _____ Date: _____ Current Assessment Score: _____

2) Current PI Results: 1. _____ %

3) Store Manager Name: _____

4) Previous Assessment Score: _____ Date: _____

5) Assessment Reviewed with: _____ Date: _____

Build Capability		If No, what is the reason?				
		No	Yes	Not	Not	Other
6)	Are the doors and gates secured per policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	Securing our doors and gates helps protect our associates safety and asset assets					
7)	Is the store in compliance with Key Controls?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	Maintaining proper key control helps prevent theft					
8)	VSS - Is the IAD system functioning properly?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	Maintaining a functioning IAD system helps prevent theft					
9)	VSS - Is required merchandise IAD tagged per policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	IAD tagging of required merchandise helps prevent theft					
10)	Can associates speak to the 3 primary causes of theft?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		If No, what is the reason?				
		No	Yes	Not	Not	Other
11)	Can associates speak to the most common shrinkage control?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	The Shrinkage is an educational tool used to assist our associates to better understand and resolve Loss Prevention issues					
12)	Can associates speak to how DMs, CMs, and free items are processed through the register?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	When DMs, CMs and free items are processed through the register correctly it helps prevent theft					
13)	Can associates speak to correct Dump / Breaker DM usage?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	Using the Dump / Breaker DM correctly maintains the integrity of the store's inventory					
14)	Are holds found in compliance with policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link to Theft	Adhering to the Hold policy helps prevent Internal Theft					

LOSS PREVENTION
Store Assessment

Identificar a origem da causa: "habilidade" ou "motivação"

		<i>If "No", what is the root cause?</i>				
		Yes	No	Skill	Motivation	Other
10)	Os associados podem identificar as 3 principais causas da perda por furto?					
Link to Shrink	Uma das formas mais eficientes de reduzir as perdas ocorre a partir da compreensão das causas das perdas por nossos associados.					

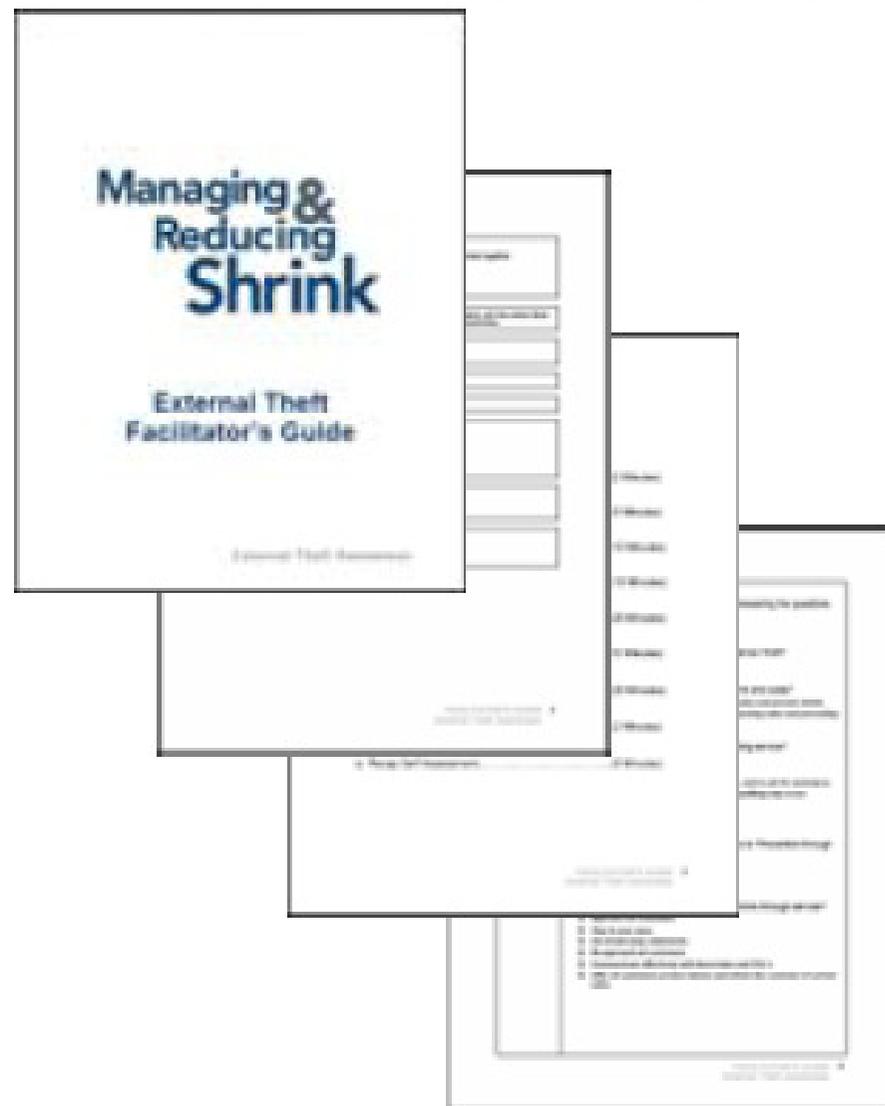
As questões circuladas tem valor elevado devido ao risco de perda

Cada questão está ligada à redução de perdas



**Transformando Idéias
em Ação**

Managing & Reducing Shrink



Managing & Reducing Shrink

Formato: "Falar, Perguntar e Fazer"

Traduzir

Falar

Let's turn to page 5 in your Participant with Question Number 15. "Can A CRM's or free items are processed a few bullet points from the policy.

Perguntar

What is the proper procedure for p items?

- Redeemed offers should be sxc drawer throughout the day. (VS
- Redeemed offers should be co (VSS only)

Fazer

Flip chart responses.

- If not properly scanned, the wr this could result in lost profit.
- If not kept and counted at end i for personal use.

Compreendendo o estudo

**Managing &
 Reducing
 Shrink**

**Pré & Pós
 auto-avaliação do participante**

Esta auto-avaliação tem como objetivo ajudar você a identificar o seu nível atual de conhecimento, bem como indicar quais as áreas em que você necessita revisar como resultado da sua participação neste treinamento.

Knowledge Self-Assessment

1. Explique quando o uso de registro de quebras por SKU (item do estoque) é apropriado

Exemplos de Material de Conscientização

SHRINKRAP

INTERNAL THEFT PREVENTION - *Culture of Honesty* - JUNE 2008

Culture of Honesty

4 RULES THAT 'RULE'

1. Do the Right Thing
2. Ignore your problems
3. Report acts of dishonesty
4. Respect others, yourself and our company values





FOCUS ON BUSINESS, NOT YOUR FRIENDS!

SALES BENEFIT: Honesty increases sales and loyalty for customers when they trust a company's quality and the ability to make a purchase.

LIKE TO SHRINK: Being a friend you can't give them a discount or take care of the right thing to do anymore, you should yourself as well as your job.

NO EXCUSE... FOR INTERNAL THEFT

the Department Manager from Bath & Body Works:

Bath & Body Works:
Do your part, create a Culture of Honesty in your store.



- Address to Associates (No Check Processes)
- Report business abuse or dishonesty
- Make objective and reasonable choices

SAFETY MATTERS

SAFE & SECURE WORK ENVIRONMENT

Bath & Body Works is committed to providing you a safe and secure work environment. For employees, reporting and acting on safety concerns and the safety issues your customers report.

"WORKPLACE VIOLENCE PREVENTION"

If you're experiencing abuse at HOME, you're NOT ALONE and there is HELP! Please tell your Manager or a **THEME'S NO EXCUSE FOR ABUSE!** hotline at...

1-877-475-SAFE (7233)

Anonymous Loss Prevention Hotline: 800-747-4650

Limited Brands

Exemplos de Material de Conscientização

LOSS PREVENTION
JUNE 2008
CULTURE OF HONESTY

SHRINKRAP

INTERNAL THEFT PREVENTION - *Culture of Honesty*

866-747-4650
WORKING FOR
PREVENTION-NOT FOR
Limitedbrands

**4 RULES
THAT
Rule!**

1. DO THE RIGHT THING
2. IGNORE PEER PRESSURE
3. REPORT ACTS OF DISHONESTY
4. RESPECT OTHERS, YOURSELF AND OUR COMPANY VALUES

MAKE THE DIFFERENCE

Look Shrink

**FACTS ON SHOPPING...
NOT YOUR FRIENDS!**

SALES BENEFIT: Availability of assistance for the customer is increased, increasing customer loyalty and improving conversion.

LOOK THE OTHER WAY: Taking a friend you can't give them a discount or look up in the right thing to do and shows you respect yourself as well as your job!

**ALL INDEPENDENT HERRAGE FROM...
VICTORIA'S SECRET**

Do you live in a Culture of Honesty?

Word like to recognize and thank Store Manager Kimberly Prosser, 76761 Oaks Center and dedicated Store Associates for helping reduce theft at Park Plaza Mall.

These individuals helped identify and report internal theft. A further investigation uncovered Associate dishonesty in excess of \$4,000. The Associate was terminated and is currently being prosecuted for major theft.

Make a difference... live a Culture of Honesty!

SAFETY MATTERS:

Victoria's Secret is committed to providing you a safe and secure work environment. For information regarding our safety efforts please read the Safety Matters guide. Alternative and WORKPLACE ACCIDENT PREVENTION.

If you're experiencing issues at HOME, you're NOT ALONE and there is HELP! Please ask your Manager for a "THREE IS THE MAGIC NUMBER" business card.

1-877-475-SAFE
CARE

STOP SHRINK

I will prevent Shrink by doing what is right... by providing exceptional Customer service!

PERFORMANCE TRACKING RESULTS

COMMIT	Goal	Actual
Zone	Goal	Actual
Reason	Goal	Actual

SHRINK HOT SPOTS



Inf. de perdas na loja

Dto. De Perdas

Store Map Placed Here
- Shrink Hot Spots -

