WELCOME TO WORLD RETAIL CONGRESS 2016

12-14 APRIL 2016
MADINAT JUMEIRAH | DUBAI

BROUGHT TO YOU BY
Every bold company has ventured to the unknown. Because to surprise the world, you must first surprise yourself. Over two decades ago, we made a promise to lead by example. Through our people, our values and our projects. And today we don’t measure our success in the square kilometres we’ve developed or the footfall our properties enjoy. But in the number of great moments and meaningful experiences we create at our lifestyle destinations, for millions of consumers. And the best part is, we’re just getting started.

TO DO SOMETHING BOLD,
YOU HAVE TO GO SOMEWHERE NEW.

GREAT MOMENTS FOR EVERYONE, EVERYDAY.
While global retail CEOs remained cautiously confident about the year ahead, Asian respondents foresee far brighter prospects in the East.

The fifth edition of the World Retail Congress Global Retail Sentiment Index has revealed a relatively stable outlook for the coming year, yet at the same time a clear shift has taken place in the markets best set for growth.

Produced with Australia’s Monash Business School and ACRS, the report showed market optimism remains relatively stable across the globe, with a slight dip to 0.9 in 2016 from 1.3 in 2015 (5 = pessimistic, 0 = neutral, 5 = optimistic). However, respondents from Asia (excluding China) were far more optimistic about the global retail market in the year ahead (2.7 in 2016, up from 2.0 in 2015). Western Europe slipped from levels in 2015, when the score was 1.1, to 0.7 in 2016. However, this remains in line with results from 2014 and slightly up from those in 2013.

Most retail leaders (97%) expect China’s retail revenue to increase in the next 12 months, which is a substantial change in sentiment from 2015, when only 46% expected growth in China. Expectations for India have also improved from 2015 (50% expected an increase) to 2016 (73% expecting an increase).

Around 75% of retail leaders also expected retail sales increases in Central and Eastern Europe, Central and South America and Western Europe, all improvements from 2015 expectations.

Expectations for retail sales growth in the Middle East (54%) and Africa (67%) were lowest. This represents a change from 2015, when more retailers expected increases in the Middle East (87%) and Africa (79%).

Asia’s population mass and consumer affinity for brands continues to drive global retail leader perceptions for the region. Despite slightly lower sentiment than 2015, Asian markets remain the key focus for international retail growth, with Asian markets perceived as relatively open and favouring the internationalisation of retail. This result mirrors those of the Global Retail Index of the past four years.

Notable trends in 2016 include a higher positive sentiment for future growth in North America, India, and Iran. Conversely, Central and South America, Africa, and Central and Eastern Europe had low expectations of future growth.

Physical stores remain the most important sales channel for retailers. This has been a consistent trend seen since the inception of the Global Retail Sentiment Index. In-store kiosks remain the least important in assisting consumers in their shopping, despite a large number of retail brands investing in in-store kiosk technology.

Around 60% of retailers predict store numbers will increase at both local and international level in the next 12 months. However, around 20% predict local store numbers will decrease, and around 24% predict that physical store space will decrease, coinciding with the shift in focus toward digital sales channels.

Retailers expect mobile e-commerce and customer analytics capabilities to drive change in the next 12-24 months, yet their enthusiasm for online did not extend to social media which, as a communication channel, is losing traction compared with past years. The channel is generally seen as less effective in terms of assisting consumers to shop.

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Do you feel more in the spotlight because of consumers using social media? 

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On decreasing uncertainty, around 30% of retailers expressed lower sentiment for the year ahead. However, international sentiment remains considerably more positive than that of the past few years.

The majority of respondents were from North America (43%), Asia-Pacific (27%), Western Europe (19%), Central and Eastern Europe (9%), while a quarter of all respondents were retailers with revenues in excess of US$1 billion.

The remaining 5% were chairman, CEO, president, or managing director. The majority of respondents were from: North America (43%), Asia-Pacific (27%), Western Europe (19%), Central and Eastern Europe (9%), while a quarter of all respondents were retailers with revenues in excess of US$1 billion.

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## DAY ONE PROGRAMME

**Tuesday, 12th April 2016. Registration opens 08:00**

### WELCOME CEREMONY

12:00
**INTRODUCTION AND WELCOME FROM THE CHAIR AND WORLD RETAIL CONGRESS**
Ian McGarrigle | CHAIRMAN | Naga Munchetty | INTERNATIONAL BROADCASTER AND JOURNALIST

12:10
**OPENING REMARKS: His Excellency Mohammed Al Shehi** | UNDERSECRETARY OF THE ECONOMY FOR THE UAE MINISTRY OF ECONOMY

12:15
**WELCOMING WORLD RETAIL CONGRESS TO DUBAI**
His Excellency Majid Al Ghurair | CHAIRMAN | DUBAI CHAMBER OF COMMERCE & INDUSTRY

12:20
**WELCOME**
Alain Bejjani | CEO | MAJID AL FUTTAIM

12:25
**INTERNATIONAL RETAILING TODAY - CHALLENGES AND OPPORTUNITIES**
Sir Ian Cheshire | CHAIRMAN | DEBENHAMS

12:30
**THE FUTURE SHAPE OF RETAIL**
Stephen Sadove | FORMER CHAIRMAN & CEO | SAK’S

### PLENARY

12:40
**REINVENTING THE RETAIL EXPERIENCE: WHAT CAN THE INDUSTRY LEARN FROM THE DUBAI VISION?**
Alain Bejjani | CEO | MAJID AL FUTTAIM

13:00
**RETAIL IS DEAD. LONG LIVE RETAIL: WHAT IT MEANS TO STAY ALIVE AND THRIVE IN THE WAKE OF CONSTANT CHANGE**
Arthur Martinez | CHAIRMAN | ABERCROMBIE & FITCH
Bernie Brookes | CEO | EDCON
Aarti Jagtiani | DIRECTOR | LANDMARK GROUP
Neela Montgomery | CHAIRWOMAN | CRATE & BARREL
Naga Munchetty | MODERATOR | INTERNATIONAL BROADCASTER AND JOURNALIST

13:40
**AFTERNOON REFRESHMENTS AND NETWORKING**

14:40
**THE GLOBAL RETAIL REPORT – ECONOMIC FLUCTUATIONS AND THEIR IMPACT ON THE RETAIL INDUSTRY**
Dr Ira Kalish | CHIEF GLOBAL ECONOMIST | DELIOTTE

15:10
**TRANSFORMING LUXURY**
Thierry Andretta | CEO | MULBERRY
Patrick Chalhoub | JOINT CEO | CHALHOUN GROUP
Paolo de Cesare | CEO | PRINTEMPS
Naga Munchetty | MODERATOR | INTERNATIONAL BROADCASTER AND JOURNALIST

15:50
**STORES STRIKE BACK – THE FUTURE OF RETAIL IN AN ALL-CHANNEL UNIVERSE**
Jerry Storch | GROUP CEO | HUDSON BAY

16:10
**AFTERNOON REFRESHMENTS AND NETWORKING**

16:30
**PLACEMAKING AND INCLUSION: HOW RETAILERS AND DEVELOPERS CAN CREATE THE CITIES OF THE FUTURE**
Ken Himmel | PRESIDENT & CEO | RELATED URBAN
Morty Singer | PRESIDENT & CEO | MARVIN TRAUB ASSOCIATES
Naga Munchetty | INTERNATIONAL BROADCASTER AND JOURNALIST

17:00
**BUILDING A DIGITAL GLOBAL BRAND FOR 2020**
William Kim | CEO | ALLSAINTS

17:20
**NETWORKING RECEPTION AND UK TRADE & INVESTMENT NETWORKING RECEPTION**
Madinat Arena Water Terrace

19:00
**WORLD RETAIL CONGRESS VIP DINNER**
supported by IBM (invitation only) at Segreto, Madinat Jumeirah
**Strip Back to Basics**

Peeling off the first layer was a challenge. I felt so exposed, but in a good way. With every item I shed, a core truth was being revealed. Did it feel natural? Not entirely. But what I soon discovered was a real eye-opener. Not just to me, but to everyone. After I summoned the courage to strip right down, and we all took a good look, I felt renewed. Like the weight of history had been removed from my shoulders and my future path was clear. I had uncovered who I truly was and laid bare my full potential. When it began, I was a business. When it was complete, I was a business reinvented.

Don’t miss this revealing presentation.
13.04.16, The Plenary.

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**REPORT QUESTIONS DNA FOR NEXT GEN RETAIL LEADERS**

A new report has revealed a clear mismatch between the skills retail CEOs have and those that they need.

A new report, The DNA of the Future Retail CEO, has examined the skills of current and next generation retail leaders and questioned whether they have all the skills needed to drive retail forwards. Commissioned by Green Park and the World Retail Congress, the findings were based on opinions and comments from over 100 senior global retailers.

As part of this, the report identified 58 aspiring CEOs for 2020 who are currently sitting within large UK retailers (£1bn or more revenue). The percentage of the selected aspiring CEOs who will come up through experience in store operations will fall markedly to 21% (compared with 31% in the current UK CEO sample), with a broader range of skills sets coming through. However, only 7% of the aspiring CEOs can claim a predominantly digital background.

The world's major retail markets face a mixed outlook in 2016, amid persistent economic challenges, Deloitte’s chief global economist, Ira Kalish, will tell delegates in a scene-setting session at 14.40 today.

Kalish believes that the US looks relatively strong, with the prospect of continued growth, while Europe will see modest growth with the short-term possibility of acceleration but longer term risks.

By contrast, China is likely to experience ongoing weakness and continued restructuring towards more consumer orientation. The stronger economies in the world include India, the US, Spain, Argentina and the Philippines.

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**THE GLOBAL ECONOMY AND RETAIL**

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JackmanReinvents.com
DAY 2 CONSUMER EXPERIENCE 
AND HOW TO ENGAGE  

Wednesday, 13th April 2016

07:45  REGISTRATION FOR BREAKFAST BRIEFINGS
07:45-08:45  IN CONVERSATION WITH TOMMY HILFIGER

08:45  DINNER NETWORKING BUSINESS AS UNUSUAL

09:00  DECADES OF CHANCE: LEARNING FROM RETAIL'S GREATS

09:30  MORNING REFRESHMENTS AND NETWORKING

11:00  WORLD CLASS TRANSFORMATION: THE JOURNEY TO THE RETAIL OF TOMORROW

12:20  SOCIAL COMMERCE: THE TRENDING CURRENCY

14:10  IT'S NOT ABOUT US, IT'S ALL ABOUT THEM: WINNERS ARE CUSTOMER OBSESSED

14:50  SHOPPING TOURISM: THE HIGH-FLYING CONSUMER AND THE SECRET TO SERVING THE WORLD'S NEW TOURISTS

15:30  CUSTOMER EXPERIENCE STREAM A

16:00  CUSTOMER EXPERIENCE STREAM B

16:30  CUSTOMER EXPERIENCE STREAM C

18:00  INTERNATIONAL WOMEN IN RETAIL NETWORKING EVENT

19:00  NETWORKING RECEPTION HOSTED BY MAJD AL FUTTAIM  (Invitation-only) Noi, Kempinski Hotel
Sustainability - Creating a Retail Model for the Future
Adam Elman | Global Head of Plan & 6 Sustainability | Marks & Spencer | Massimo Mercati | CEO | Gruppo Arora | Paula Zani | Global Operations Advisor, Retail Supply Chain | Lululemon | Athletics/Advent International

Who’s Driving the Value Exchange?
Paul Lacey | MD Middle East, Armenia | Moderator | Martin Newman | Non-Executive Director | White Stuff & Conviviality | Abused Bin | Dawood | CEO | Danube | Grocery

Flushing Online and Offline Retail Analytics That Drive the Union of Clicks and Bricks
Mederic Payne | CEO | Home Centre | Landmark Group | Amit Kewalram | VP E-Commerce | Mitra Adiperkasa (MAP) | Kapil Bhalla | Head of Fashion | AsiaBazaar | Moderator | Sanjeev Salaria | CEO | AD Co-Founder | Intelligence Engine

The Innovation Pitch Off Judges | Daniel Boboff | CEO | FashionTech Ventures | Sarah Jones | Founder & CEO | Mini Exchange | Ken Seiff | Managing Partner | Beanstalk Ventures | Isabelle Kenyon | Associate | Burch Capital

Purpose Driven Transformation - Unlocking Authenticity and Purpose in Your Brand
Benny Higgins | Group CEO | TESCO |Victor Fung | Group Chairman | Li & Fung Limited | Stephen Laughlin | Global Head of Supply Chain | ABOCA | Paula Zusi | Grupo Cortefiel | Andrea Weiss | Chairman | Jennis | Hema

Where to Invest: Securing Your Retail Success
Dr. Victor Fung | Group Chairman | Li & Fung Limited | Stephen Laughlin | Global Head of Supply Chain | ABOCA | Paula Zusi | Grupo Cortefiel | Andrea Weiss | Chairman | Jennis | Hema

Networking Lunch

Day Three Programme

Serving Tomorrow’s Consumer
Thursday, 14th April 2016

07:45 - 08:45 The Customer Experience Workshop - How to Create Real Retail Attractions for the Modern Customer
Holger Blacker | Chef Merchandise Officer & Member of the Executive Board | Breuninger Group | Nisreen Shocair | President | Virgin Megastores Middle East & North Africa | Ralph Elele | Country Manager Germany | AESOP | Moderator | Dr. Marc Schumacher | Managing Director | Liganova | Stream B

10:25 - 10:55 Shifting with Shoppers: What Will It Take?

10:55 - 11:25 The Next Retail Revolution: The 5 Technology Changes That Will Re-Shape the Customer and Store Experience
Ken Seiff | Managing Partner | Beanstalk Ventures | David Munczinski | Group CEO | Li & Fung

Stefan Siegel | Founder & CEO | Not Just a Label | Dr. Eyad Alkaassar | MD | Middle East | Rocket Internet Group Xavier Vidal | CEO | Tigo | Michael Paynor | Founder & Managing Director | Retail Expertise | Senior Advisor | Nomura International

11:35 - 12:05 Investment Opportunities in New and Shifting Markets
Boris Planer | Chef Economist | Planet Retail | Lucy Wu | Vice President | China Chain Store & Franchise Association | Cai Xinying | General Manager | City Shop | Sami Karijo | CEO | Pentli | Chairman | Birleşmiş Markalar | Denizgi Joa | United Brands Association - BMD

12:05 - 12:15 Creating Internal Teams and Cultures That Drive Company Innovation
Antonia Jeramond | Head of Innovation & Test | Swarovski | Moderator | Ed Cobbin | President | Alvian

12:15 - 12:55 Tomorrow’s Retail Leader: Understanding the DNA of Global Retail Leaders
Andrew Weiss | Board Member | Gruppo Corsetti | Founder | The O Alliance | Paul Channon | Chairman | American Apparel | Liz Evans | CEO | Oasis 6 Warehouse | Steve Biagi | CEO | Green Park | Moderator | Andrew Jennings | Chairman | Hema

12:55 - 13:35 Tomorrow’s Retail Leader: Understanding the DNA of Global Retail Leaders

13:35 - 14:15 Networking Lunch

14:15 - 14:45 The China Update
Dr Pei Liang | Secretary General | China Chain Store & Franchise Association | Victor Chai | Founder & CEO | Global Rich | Yan Zhang | Co-Founder & CEO | Yetang | Ming Jia | Chairman & CEO | Kongdei Holding Limited | Ken Seiff | Managing Director | Li & Fung

14:45 - 15:15 Where to Invest: Securing Your Retail Success
Ed Boyce | Managing Director - Investment Banking | Nomura International | Isabelle Kenyon | Associate | Burch Capital | Presenter | LVMH Investment Funds

15:15 - 16:00 Doing Business Differently: Changing Retail Models to Grow with Your Consumer
Tamer Mackary | CEO | Magrabi | Maxim Bédard | Co-Founder & CEO | Zady | Moderator | Martin Newman | Non-Executive Director | White Stuff & Conviviality

16:00 - 16:40 Keynote

16:40 - 17:00 End of Congress
Welcome to the cognitive era.

The way consumers research, interact and purchase goods and services has dramatically changed. To meet demand, retailers must quickly collect, analyze and act on information to set them apart from their competitors. Cognitive computing from IBM understands virtually all types of data, and it reasons and learns over time, letting you turn insight into action. Retailers can use cognitive computing to differentiate themselves with customers and throughout the value chain. How can IBM help you become as responsive and relevant as you can be? When your business thinks, you can outthink.
Christmas Customer Pulse 2016

27% European online shoppers experienced problems with their order fulfillment during Christmas 2015

According to figures from the Centre of Retail Research, online retail is set to account for 21.5% of total retail sales by 2018.

Online retail continues to grow in importance around Christmas, with increasing numbers of European shoppers going online to purchase their festive shopping.

To download your copy of the Christmas Customer Pulse Report please visit jda.com/cpwrwc2016

The World Retail Congress congratulates this year’s inductees who will take their place alongside the greats of modern retailing.

HALL OF FAME

2016 INDUCTEES

TOMMY HILFIGER
FOUNDER AND INTELLECTUAL DESIGNER | TOMMY HILFIGER

For 30 years, Tommy Hilfiger has been classic, cool, American apparel to consumers around the world. Under Hilfiger’s guidance, vision and leadership as Principal Designer, The Tommy Hilfiger Group has become one of very few globally recognised designer brands offering a wide range of American-inspired apparel and accessories. Hilfiger introduced his first signature collection in 1985 by modernising button-down shirts, chinos, and other time-honoured classics with updated fits and details. The business has grown from a single menswear collection in 1985 to a global lifestyle brand achieving over US $6.7 billion in retail sales in 2014. There are more than 1,400 Tommy Hilfiger stores in over 115 countries on five continents.

JO MALONE LONDON, JO LOVES

Jo Malone has been described as an English ‘scent maverick’ and the woman responsible for creating some of the world’s most-loved fragrances. Originally discovering an instinctual talent for creating scented products in her kitchen, Jo launched her first brand, Jo Malone London in 1994, which quickly gained cult status around the world. In 1999, Jo sold the business to Estee Lauder Companies and remained Creative Director until she left in 2006. In November 2011, five years after leaving the Jo Malone brand, she launched her new brand, Jo Loves, to global anticipation and in 2013 opened the first store in London’s Belgravia. Bottling her undeniable desire to create beautiful and unexpected fragrances, pioneering new products and entertaining experiences, Jo Loves embodies luxury, creativity and innovation.

SOLomon LEW
CHAIRMAN | PREMIER INVESTMENTS LTD

Solomon Lew is one of the biggest names in retail across Australasia with more than 50 years’ experience. He is now the Chairman of Premier Investments Limited, Just Group Limited and Executive Chairman of the Century Plaza Group of Companies. Prior to that he was Chairman, Director and major shareholder of the Coles Myer Group, which was then the largest retail conglomerate in Australia with more than 160,000 employees and sales of AUD$54 billion. Premier is a listed company on the Australian Securities Exchange and includes among its investments full ownership of Just Group, a specialty retailer with seven brands and more than 1500 stores in Australia, New Zealand, the United Kingdom, Singapore, Hong Kong (2016) and Malaysia (2016).
Global Rich is a leading retailing proxy company based in Hong Kong. The company operates and franchises many outstanding international retailing brands. It is going to encompass several of the most prestigious retailer brands in the industry in China.

Q. WHAT ARE THE COMMON LEADERSHIP QUALITIES YOU HAVE TAKEN ACROSS YOUR RETAIL BUSINESSES?
A. In retail it is all about the customer. The business proposition for retail is simple – to offer the customer a product they want, at the time they want it, and at a price they are prepared to pay. Sounds simple, but in reality it is very difficult to achieve and to continue to do so. The art of retail is not only to understand that it is all about the customer but to truly understand who your customer is. Then put in place a business culture and set of varied specialist skills which can successfully execute at every stage of the process. The real test for retail leadership is to deliver results that are acceptable and to outperform our competitors, notwithstanding the external environment, not simply in good times.

Q. AND HOW DOES A LEADER BEST COMMUNICATE THE BRAND TO THE STAFF, SO THAT THEY REFLECT THIS TO THE CONSUMER?
A. By example. I am a great believer in the qualification of ‘MBWA’, Management by Walking Around. I have always been a physical presence in stores and warehouses in any retail business I have a role in, at different times of the day and in any location I can get to. It sets a culture for management to be hands on and connected to their stores, customers and staff. Staff are also very motivated when they know that the management chain is both visible and has delivered product that they know their customers want and a store ambience consistent with the essence of the brand. Staff training and recognition must also underscore the uniqueness of retail – it is a very special industry and the people that understand this thrive.

Q. IS THE ROLE OF LEADERSHIP/ MANAGEMENT CHANGING AND ARE NEW QUALITIES NEEDED?
A. I always had an entrepreneurial mind-set and worked in retail after school and in the school holidays. And as they say, the rest is history. Workplaces are changing rapidly thanks to the impact of technology on both our workplace practices and our lifestyles. But while the way we work and interact with our colleagues and our customers has evolved, ultimately the principles of leadership remain the same. The role of leadership will always be to define the vision and set the direction. It will always be to communicate that vision and to inspire. It will always be to support the company, the brand and the team to stretch and grow.
Global Powers of Retailing 2016
Navigating the new digital divide

This report analyses the performance of the 250 largest retailers around the world based on publicly available data.

Please visit www.deloitte.com/globalpowersretailing to download the report.
Join 1000+ leaders, pioneers and disruptors as they meet again in this dynamic hub to help shape the future of the global retail industry.

VISIT STAND 3 DURING THE CONGRESS OR BOOK ONLINE AT WORLDRETAILCONGRESS.COM