Empowering Store Associates

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Hamleys

EST. LONDON 1760

The Finest Toy Shop in the World

Agenda

- Introduce Hamleys

- What we did

- How we did it

- What we learned

- Summary

The World's Most Famous Toy Retailer for 250+ Years

Hamleys
The Finest Toy Shop in the World

Established 1760

- William Hamley opened his first toy shop in London in 1760, 257 years ago

- Our iconic store on London's Regent Street

  has 7 floors of retail, trading over

  4500 square meters

- Top 10 tourist destination in London

- Hamleys is in International Brand and over the past 8 years we have created a successful international strategy and now operate through own operated stores and key strategic franchise partners in 23 markets across EMEA, Asia and Americas

Global Growth of Hamleys

FLAGSHIP
Regent Street

1ST TRAVEL STORES
UK Airports

1ST UK REGIONAL
Dundrum

2ND UK REGIONAL
Glasgow

1ST NEW STYLE TRAVEL STORE
Heathrow T5

1ST NEW STYLE DEPARTMENT STORE
Stockmann

1881	1990s 2000s	2008	2009	2010	2012	2013	2014	2015	2016

1ST FRANCHISE STORES
Amman
-
Mecca Avenue (Street)
-
Dubai Mall (Mall)

3RD FRANCHISE MARKET
Phoenix Mills (Outside Mall)

4TH FRANCHISE MARKET
Europesky

2ND FRANCHISE TRAVEL STORE
Kuala Lumpur

WORLD
Lubianka

WORLD
Prague

Children, Families and Hamleys

- Children are the same the world over – they love to be entertained and the magic of visiting Hamleys

- Parents are the same the world over - they want the best for their children, and they love our unique experience and our great customer service

Current Position

Hamleys
EST. LONDON 1760
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Hamleys Travel Stores

Hamleys Outlet Stores

Hamleys Department Stores

Hamleys Mall or Street Stores

Hamleys World

**Total
107 Stores:**

24 UK
76 Franchise
 7 Owner Operated
  (Nordics)

Unique Global Brand Positioning in Toy Retail

QUALITY

SPECIALIST — **MASS**

VALUE

Independents

LEGO · BUILD-A-BEAR WORKSHOP · ELC www.elc.co.uk · Imaginarium

Marketing Message
The Finest Toy Shop in the World, Fun, Experience, Magical, Interaction, Memories, Offers

Hamleys — EST. LONDON 1760 — The Finest Toy Shop in the World

Marketing Message
Single Brand Specialist Offer

Independents

Supermarkets

Hypermarkets

Alibaba Group · Toys R Us · amazon.com · Walmart

Marketing Message
Discount, Save, Lowest Price

Our Unique Proposition: Product Differentiation

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What did we do?

- Attended trade shows, NRF and Olympia

- Engaged our current supplier base which provided us with a choice of 4 different EPOS providers

- Spoke with a number of new suppliers

- Undertook informal business functional review
"I want what I had before, to be equal or better than my current Retail Java version 9 EPOS system."- The solution commonly known as RJ

- But it **must** have…………………….

Catalyst for Change

- Opportunity to maximize new system capabilities
- Improve our customer and sales associates experience
- Renegotiate existing supplier agreements
- Change acquirers
- Replace/upgrade obsolete EMV devices
- Introduce new payment methods

Must haves

- A global application with a strategic roadmap and investment
- Fully accredited and compliant with PCI DSS v3.+
- Capable of using existing till hardware, printers, scanners
- Deliver multiple country, store and price based files
- A scalable promotion, deal, reward and coupon engine
- Integrated dynamic currency conversion and tax free shopping
- Enable us to change acquirers to improve cash flow and trading terms
- Reporting, cash management, inventory, contactless, etc.

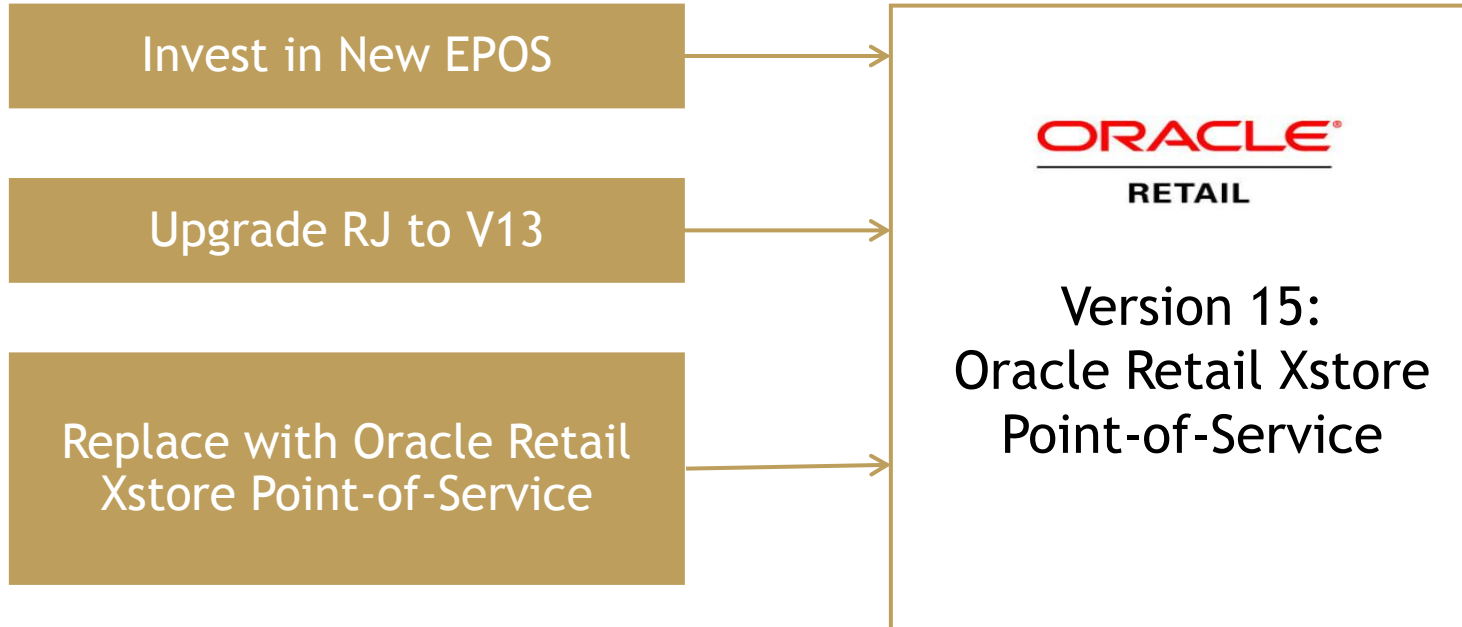# Must haves

Deliver on before Christmas

To enable

To deliver the toys on Christmas Eve to prevent
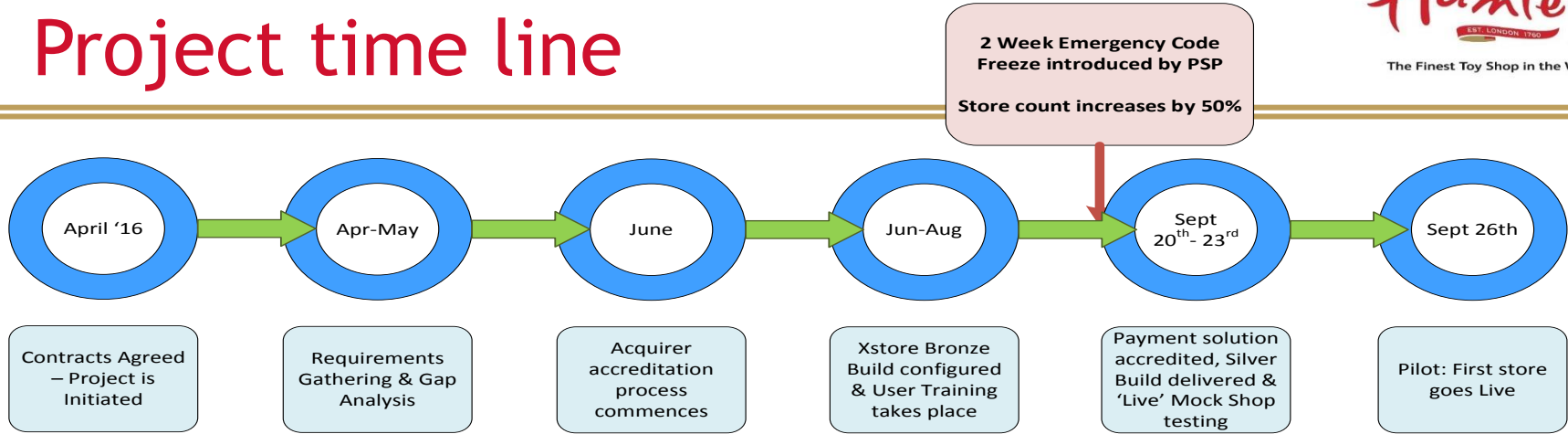
Decisions

Invest in New EPOS →

Upgrade RJ to V13 →

Replace with Oracle Retail Xstore Point-of-Service →

ORACLE® RETAIL

Version 15:
Oracle Retail Xstore
Point-of-Service

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Project time line

2 Week Emergency Code Freeze introduced by PSP

Store count increases by 50%

April '16	Apr-May	June	Jun-Aug	Sept 20th- 23rd	Sept 26th
Contracts Agreed – Project is Initiated	Requirements Gathering & Gap Analysis	Acquirer accreditation process commences	Xstore Bronze Build configured & User Training takes place	Payment solution accredited, Silver Build delivered & 'Live' Mock Shop testing	Pilot: First store goes Live

- Aggressive project time line commenced on 5th April 2016
- This was and still is CAN DO project
- Introduced agility into the project plan
- Worked with experienced retail professionals in both Oracle and Hamleys
- Issues and Risks proactively tackled head on
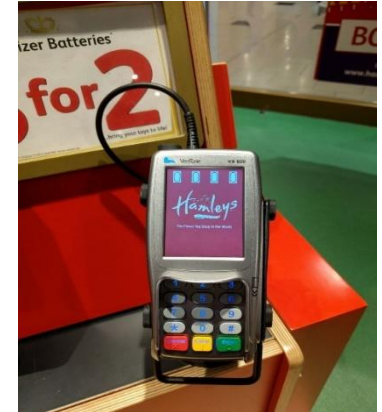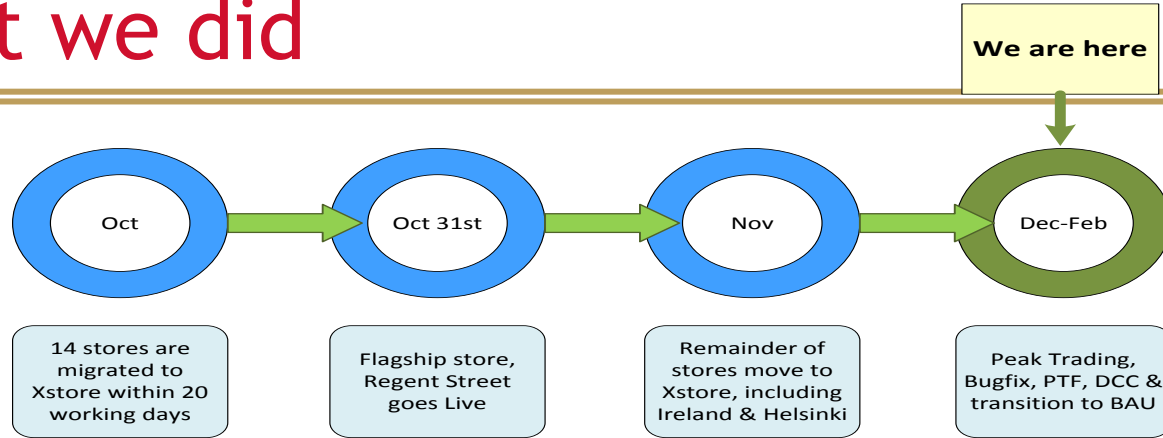- We piloted our 1st store in St Pancras on 26th September

What we did

Oracle and Hamleys Technicians working together

Hamleys 1st UK customer travelling to France

Hamleys branded VeriFone VX820 with contactless payment

What we did

We are here

Oct	Oct 31st	Nov	Dec-Feb
14 stores are migrated to Xstore within 20 working days	Flagship store, Regent Street goes Live	Remainder of stores move to Xstore, including Ireland & Helsinki	Peak Trading, Bugfix, PTF, DCC & transition to BAU

- Rolled out across the UK and Ireland over the next 25 days
- On Sunday 30th October 2016 upgraded our flagship store in Regent Street circa 50 tills
- Remaining new stores and outlets completed by 18th November
- Store count increased by 40% during the project
- Hyper-care during peak trading

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What we learned

Insight 1: More time required

Insight 2: Work with the best technical and experienced retail IT experts to reduce overall implementation time

Insight 3: Used agile project management approach to enable us to meet our tight deadline

Insight 4: Clear, decisive direction and response to project risks and issues were made to minimise any delays

Insight 5: Understand and plan for the gaps in functionality from the old system to the new, as it is not always like-for-like

Insight 6: Provide hyper-care support during first Christmas and peak trading period

Summary

- Install a Global and Strategic EPOS software solution

- New secure, accredited, scalable credit card payment gateway.

- A compliant chip and pin device with contactless payment enabled for our customers

- Changed acquirers

- Upgrade all of Hamleys stores EPOS system to Oracle Retail Xstore Point-of-Service prior to peak trading period.

"Through a group of highly motivated set of people we achieved the delivery of Hamleys new EPOS system"

2017 and beyond

- Bug fixes
- Implement Dynamic Currency Conversion
- Implement Tax Free shopping
- Optimize support model
- Develop business reports
- Review version 16 enhancements and features
- Implement Inventory Management
- Improve promotional administration

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Thank you

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