

Refocus the Lens

2018 Retail and Direct-to-Consumer Outlook

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Retail Today & Tomorrow

RETAIL TODAY & TOMORROW

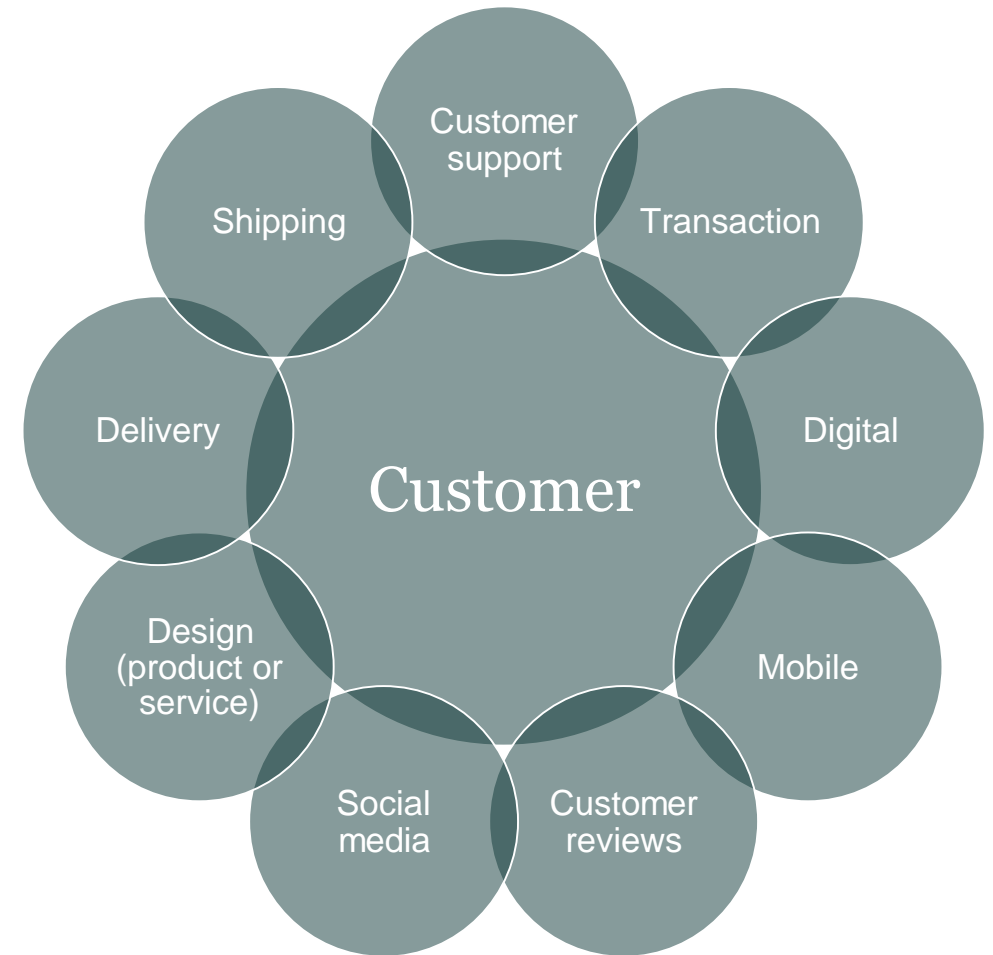
Refocus the Lens



The New Customer Model

The model of pushing a product down the vertical supply chain “at” the customer has passed.

Retail of today puts the customer in the center.



Refocus the Lens

Yesterday's Retailer	Tomorrow's Retailer
Tells a story	Shares a customer experience
Content	Transparency
Transactional relationship	Part of a community
Supervising	Empowering
Strives for perfection	Iteration and learning
Prove process and results	Intellectual curiosity



Top Trends

- Change management is key, must keep moving forward or you will become extinct
- Technology is moving at the speed of light but companies still must be technology experts
- Traditional brick and mortar retailers that haven't evolved will fail. In 2017 there were 50 large retailers who filed for bankruptcy protection including Gymboree, Charming Charlie and Toys R Us.
- Must have seamless customer experience (across in-store, web and digital)
- **Transparency** is the new cool BUZZ WORD

Bankruptcies will continue to rock retail in 2018. Here's what you need to watch, Lauren Thomas, CNBC, December 2017



Refocus on Experience

Focus on the use of things instead of things

Health Hubs BUZZ WORD Resource that manages your health care needs, educates you on mental, physical and financial wellness	Marin Health Hub
Social Shopping BUZZ WORD Uses technology to include friends in the shopping experience	ModCloth
Electronic Home Assistants	Amazon's Echo and Alexa
Personalized Gift Cards BUZZ WORD Customize your gift card giving with a name or photo	Visa gift card
Social Incubators BUZZ WORD Environment where entrepreneurs rent space that fosters a collaborative work setting	Spark



REFOCUS THE LENS

By the Numbers

ArmorActive presentation, NRF Big Show, 1/18
Omnico website, Salman Aslam, 2/17/2017
Most Grocery Sales Influenced by Digital, Progressive Grocer, Jim Dudlicek, 09/12/2017
Global Ecommerce Statistics [Infographic] and 10 International Growth Trends You Need to Know, ShopifyPlus, 11/1/17

Global retail ecommerce sales is estimated to reach

\$4.5T

by 2021, compared to an estimated \$2.3T in 2017

51%

of all grocery sales are now **digitally influenced**

By 2020, the average **brick and mortar stores** will reduce in size

15-20%

64%

of global smart phone users **check their phones** more than

150 times each day

86% of women **search social media** before deciding to make a purchase



2017 Holiday Statistics

A growing economy, tax reform, low unemployment and higher consumer confidence led to a strong holiday season for retailers

Holiday Retail Sales Increased 5.5% in 2017, exceeding NRF forecast and showing strongest gain since Great Depression, NRF Press Release 1/12/18

Online shopping sales hit a record during the holiday season, CNBC, 1/16/18

The big holiday 2017 e-commerce wrap-up: Adobe, NRF, Salesforce, Amazon point to another record season, Marketing Land, 1/16/18

Holiday retail sales increased

5.5%

in 2017, compared to a 4% increase in 2016

20%

of all holiday sales were **online or non store sales**

\$691.9B

total holiday retail sales

\$7B

was spent on smart phones or tablets between **Black Friday and Cyber Monday**



RETAIL TODAY & TOMORROW

Today's Consumer



×
+ -
%

Today's Consumer is...

- Tech-Savvy: Moves seamlessly and interchangeably between devices
- Relies on digital referrals, reviews, price comparison and recommendations
- Requires loyalty to be rewarded
- Grasps new concepts quickly – gets bored easily
- Seeks stimulation and enjoys change
- Highly conscious of time and value



The Customer **Experience** is King

- Retailers must pull customers in the store with experiences and/or a social aspect
- Mind shift - Not every interaction is a sale
- Keys to a successful customer experience program:
 - CEO involvement in the customer experience strategy
 - Personalization
 - The use of data in decision making
 - Augmented reality experiences for customers
 - The customer experience cloud

Five Trends Shaping The Future Of Customer Experience In 2018, CMO Network, 2/5/17



Social Shopping Gaining Ground

Instagram

72%

of **purchases** in U.S. are influenced by Instagram

Has a **community of 800M** with 300M people engaging every day in Instagram

Snapchat

30%

of **millennial internet users** use Snapchat regularly

Nike is the first brand to presell a shoe on Snapchat and is offering same-day delivery

Influencers

Micro, local influencers, are, in some cases, generating more sales than the big celebrities

100K followers vs multimillion followers but the relationship is stronger



Millennials

- Millennials will have the most spending power of any generation by 2018, an estimated \$3.39 trillion
- The convenience of the mobile device is paramount to this group as is personalization
- Self-checkout kiosks and advanced digital payment technologies is expected to keeping the millennial shopper
- Need to feel wanted and valued, value experiences over things

How Millennials Are Changing Retail Patterns, Tom McGee, Forbes.com, 1/23/17
41 Revealing Statistics About Millennials Every Marketer Should Know, June 6, 2017, Zofia Antonow



\$3.39 trillion
in spending power

Consumer Electronic Trends

- The consumer electronics sector is the top selling category on Amazon, accounting for over \$8.5B in sales.
 - The Echo Dot smart speaker was Amazon's best-selling product of the 2017 holiday season
- In 2018, smart speakers are expected to see a 93% increase in revenue to \$3.8 billion and a 60% increase in unit sales to 43.6 million
- The number of smart products will continue to grow as household products are updated to become part of the connected home
 - Smart home products are forecasted to see a 34% increase in revenue to \$4.5 billion and a 41% increase in unit sales
- Nearly 50% of consumer electronic sales are made online
- Risk Industry Updates, Consumer Electronics, February 2018



Delivery Service is the New Product

- The last mile will be moving toward the last meter - Amazon's recent purchase of Ring takes them one step further in making this a reality as, in the not to distance future, they will be able to bring items to your home and put them away for you.
- Google has its own driverless car unit (Waymo), and Apple and Microsoft have also hired autonomous driving teams.
- Amazon will be driven to create it's own delivery service for its business, ultimately competing (or acquiring) with FedEx, UPS, DHL.
- Foreign suppliers will start to shift shipping focus from ocean to air to enhance delivery speed.
- Today's cars have an amazing amount of code – the average space shuttle has 500,000 lines of code, today's cars can have up to 40M lines of code.



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Rise of the Direct-to-Consumer Channel



Direct-to-Consumer (DTC)

- According to Nielsen, 90 percent of consumers would rather buy directly from a brand if they could
- Social media is the driving force with the DTC model
- Net promoter score, likelihood to recommend, is higher for direct to consumer companies than Amazon

4 examples of direct-to-consumer Initiatives—and what you can learn from them, Vision Critical, Kelvin Claveria, 7/14/17



90%
of consumers
would rather
buy directly from a brand

DTC

- DTC models directly engage customers using social, mobile, and digital channels and devices
- Provides the company with brand control, lower cost and increased data about customer behavior
- Also creates pressure on the brand to maintain strong customer relationships and effectively leverage customer-validated insight to improve products and the overall experience



DTC

Boxed



- Mobile digital company that provides bulk items delivered to your door via app or web
- Items include home, food and bath and body products
- 60% of customers are between 25-44 years of age
- Less than five year old company is now at 9 figures

Bark



- Subscribers receive “Barkbox” with monthly subscription that includes themed toys and treats
- Bark defines dog as thinking like it’s your child, they now live inside
- 56 million dog families
- Partnership with target



DTC

Le-Vel



- Focus on brand not product, brand is a Premium Lifestyle
- Cloud technology allows remote employee base, no brick and mortar headquarters
- Key product is Thrive - consists of pill, drink and patch
- Fastest growing health and wellness company in North America
- Globally, 6 million brand promoters and customers



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Brick & Mortar Revival



Brick & Mortar isn't Dead, but...

- 2017 saw the highest rate of bankruptcies, majority of closures were due to retailers not adapting or moving too slow
- Retailers must have a unique pull to get people into the store
- Experience must be social, entertaining, community focused
- Must embrace technology - digital/in-store work together to bring customers in the store
- New retail lens: see world as digital and physical as one unified

Highest rate of bankruptcies for brick and mortar retail stores in

2017

Retailers Investing in Brick and Mortar

T.J. Maxx

- Growing square footage from 4%-5% per year
- Their niche is offering the experience of finding designer item at discounted price and ever-changing merchandise that encourages multiple visits
- Favorite of Millennials

Ulta

- Opened 100 stores in 2017
- Offer premium and low cost items
- Get brows waxed, hair styled and buy a variety of beauty products all in one place



Retailers Investing in Brick and Mortar

IKEA

- Opened four new locations in 2017, along with a center to help fulfill digital orders
- Debuted lower shipping and delivery prices in the Northeast in January 2018 and says it will eventually offer the same options across the country.
- Shopping experience will provide new retail locations, enhanced technology and greater accessibility for customers

Dollar Tree

- Opened approximately 320 new locations in last 12 months as of February 2018
- Their competitive edge is the ability for customer's to quickly get what they need while saving money and time



Innovative Stores

Coach House

- With Coach Create the customer can design bags, shoes or wallets with own unique style
- Allows customers to choose from a variety of materials, color, accessories and initials
- Can design either in-store or digital

Lululemon

- Offers onsite, free fitness classes.
- Clothing artisans are on site making custom clothing.
- Focuses on associate-customer relationships, being a community hub and promoting a healthy lifestyle.



Innovative Stores

HERSHEY's

- Offers photo studio, bakery and hot chocolate bar
- Personalize your own HERSHEY's bar wrapper
- Order and take home made to order s'mores

American Girl

- Ultimate personalization with ability to create your own doll
- Offers a doll hotel and hospital
- With American Girl's Truly Me doll customers can design a doll that looks just like the customer by choosing eye color, eye shape, skin color, hair texture, and hair length



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Leading Industry Forces



Alibaba

- Multinational, e-commerce and technology group second only to Amazon as the largest ecommerce company in the world with 580M monthly active mobile users
- Launched technology, Pay with Selfie, enabling consumers to use facial recognition to make payments at restaurants and all public transit systems
- In preliminary talks to partner with Kroger to bring American brands to China
- Difference between Alibaba and Amazon – Alibaba recommends experiences, Amazon recommends products
- Potential risk - has higher risk of fraud than Amazon

U.S. Puts Alibaba's Taobao on Blacklist for Counterfeit Products—Again, Fortune, 1/18
90 Amazing Alibaba Statistics and Facts, DMR website, 2/3/18



Amazon

- Amazon accounted for about 44% of all U.S. digital sales in 2017 and about \$200 billion of all U.S. retail store sales
- Approximately one third of all dollars spent online is with Amazon
- Recently confirmed voice-ordering agreements with such restaurant chains as TGI Fridays, Domino's and Wingstop
- Partnership with Kohl's to accept Amazon returns provides Amazon with a brick and mortar presence and drives traffic into Kohl's
- Next on the horizon is converting stores into distribution centers ala Walmart and Sam's Club

*Five Things Retailers Need to Know about Millennials and Baby Boomers, Pavel Radda, Restaurant's Nation News from 1/24/18
Amazon's Last Mile, Gizmodo website, 11/16/17*



Apple

- Apple Pay launched 3 years ago and has the highest mobile usage among mobile pay apps in the U.S. with just under 6%
- iOS 11 allows NFC with product tags. Customer can see colors sizes available and pay for the item, offers electronic coupons
- Apple Pay can be used to pay and get paid via messages or by asking Siri
- Use Apple pay for public transit, events, and other activities requiring a wallet or ticket

What Walmart Pay Knows That Apple Pay Doesn't, Karen Webster, Payments.com, 8/17/17



Google

- Recently launched GooglePay (combination of Google Wallet and Android Pay)
- New Google Pay includes two tabs
 - Home tab provides information on nearby stores and promo offers
 - Cards tab holds credit, debit, gift and loyalty cards
- Google Pay is available on Airbnb, Dice, Fandango, HungryHouse and Instacart
- Launched pop-up store in NY featuring Made by Google products and has Google shops within Best Buy's in Canada



Walmart

- Use of Walmart Pay is slightly lower than Apple Pay at around 5% but has enjoyed a quicker adoption rate compared to Apple pay with eligible users
- There is a Walmart store within 10 miles of 90% of the U.S. population
- Walmart's smart cart technology allows customers to influence the transaction price by payment methods, return options and delivery
- Piloting "scan and go" options that allow shoppers to make purchases using their phones as they walk down the aisle and direct delivery to fridge with August Home, a smart lock company, to test a service in which workers would use a temporary door code to deliver groceries straight to the consumer's kitchen
- Walmart puts emphasis on constantly improving the customer experience by involving all aspects of the organization and how they are connected to the customer



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Innovation in Retail



What's New

Cotopaxi

Leverages social purpose and uses ticketed adventure race to sell backpack

Urban incubators

Startups and small firms re-use urban spaces through co-working and pop-ups

Digitally interactive wall paper

Scan characters on the wall paper to create children's stories on a tablet

Hestan Cue

Cooking system includes pan and burner that connect to app via Bluetooth to guide cooking process. Will adjust temperature of the pan if needed.



Hestan Cue video



What's New

Kohler Konnect

Shower, bathtub, toilet, mirror and faucet are all connected via a voice enabled technology

Facial recognition hotel check-in

Reduces check in time from 15 minutes to 30 seconds

19 Crimes

Animated wine bottle. With app, labels talk and come to life using augmented reality technology.

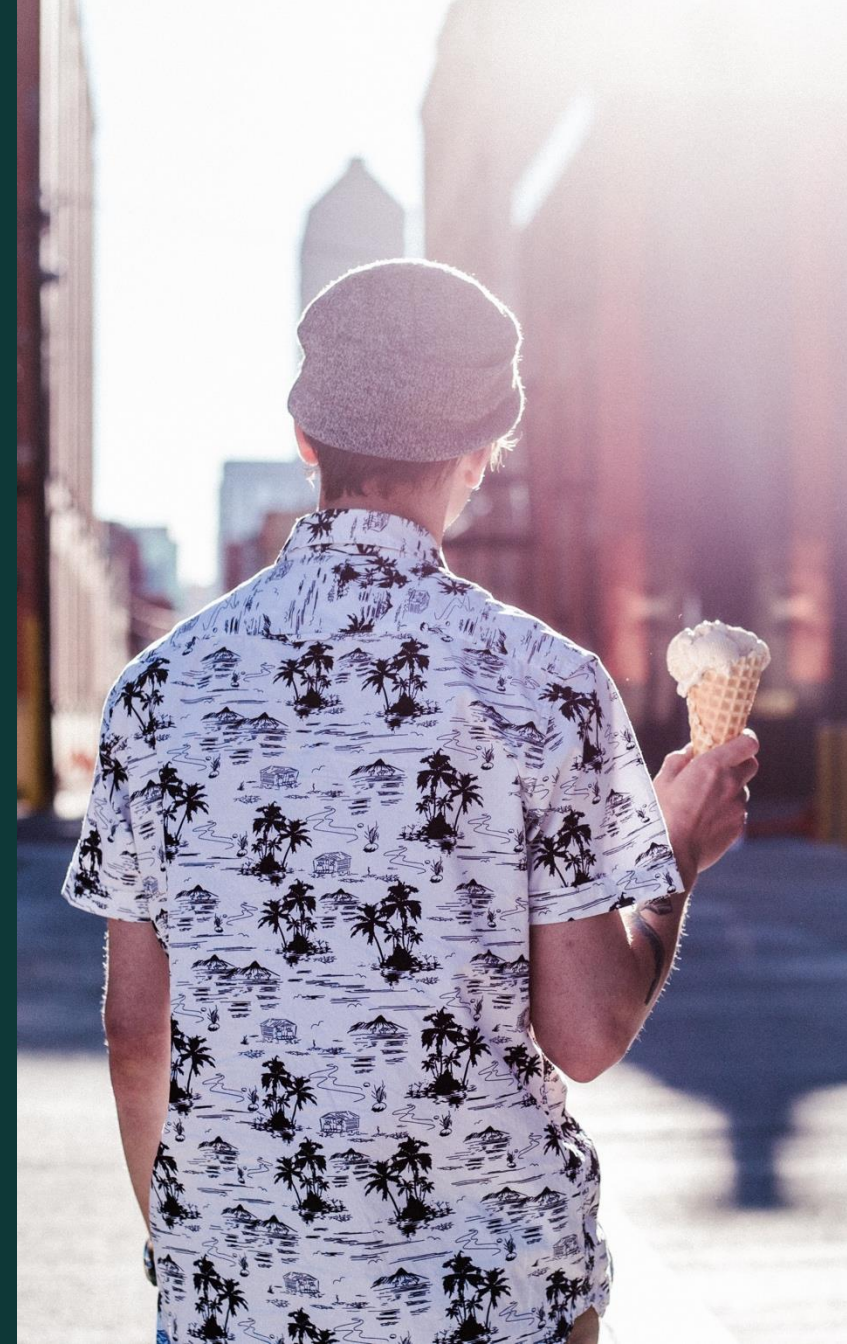
Autonomous convenience store

Driverless, electric, mobile market delivers groceries on demand



Spotlight on Museum of Ice Cream

- Customers pay for a unique, social experience and private tours in an interactive snapchat environment
- Social media is a key driver of events and product sales
- Tickets are \$38 each and tours frequently sell out (One event sold out in 18 minutes)
- Grown to 500,000 visitors with no money spent on traditional advertising
- Boast 1,500 daily visitors per location and 750,000 email and social followers



Sustainable Retailers

House of Fluff

- Work with earth-friendly materials that are produced locally in fair-wage factories
- Create cruelty-free products that are affordable, beautiful, and comfortable.
- Everything in the store is repurposed

Modern Meadow

- Sell bio leather materials made from oil
- Develops collagen from liquid and creates cells that are the tenets of leather
- Growing materials of the future, cruelty-free

Allbirds

- Shoes made out of sheep's wool that meets strongest standard of sustainable farming and animal welfare



Spotlight on LEGO

- LEGO believes the shopping experience should be as fun as playing with the toys
- Keys to new stores - location, consistency, right staff to keep customer experience the same
- The new picture booth inside stores will create a unique LEGO set of the person's face
- About 60% of the company's revenue each year is new product

Powerhouse playbooks: Lessons from global retail leaders: National Retail Federation Big Show, 1/18



RETAIL TODAY & TOMORROW

Changes in the Food Chain



Grocery Industry

One size doesn't fit all – stores need to create programs that match their customer segments behaviors, wants and needs

New grocery models should meet a variety of needs:

- Pick up food in store
- Order food digital and prepare at home
- Order food prepared by store and take home
- Food prepared and delivered to home
- Order food online or in-store for in-store consumption

Quality is still number one, saving time and money follows closely on the priority list



Marriage of Physical & Ecommerce

Amazon and Whole Foods combination changed the industry forever

- Amazon's ability to lower prices, speed delivery and use technology to enhance the experience is a formidable competitor
- In February 2018, Amazon launched its two-hour Prime Now delivery service through Whole Foods

Alibaba in talks to purchase Kroeger Markets, giving Alibaba a physical presence in the U.S.

Albertson's and Rite Aid recently announced a merger, creating a major player in food and health and wellness

Get ready. Amazon-Whole Foods deal will change how you buy food forever, USA Today, 7/17
Amazon to deliver Whole Foods groceries in two hours for Prime users, CNBC, 2/18



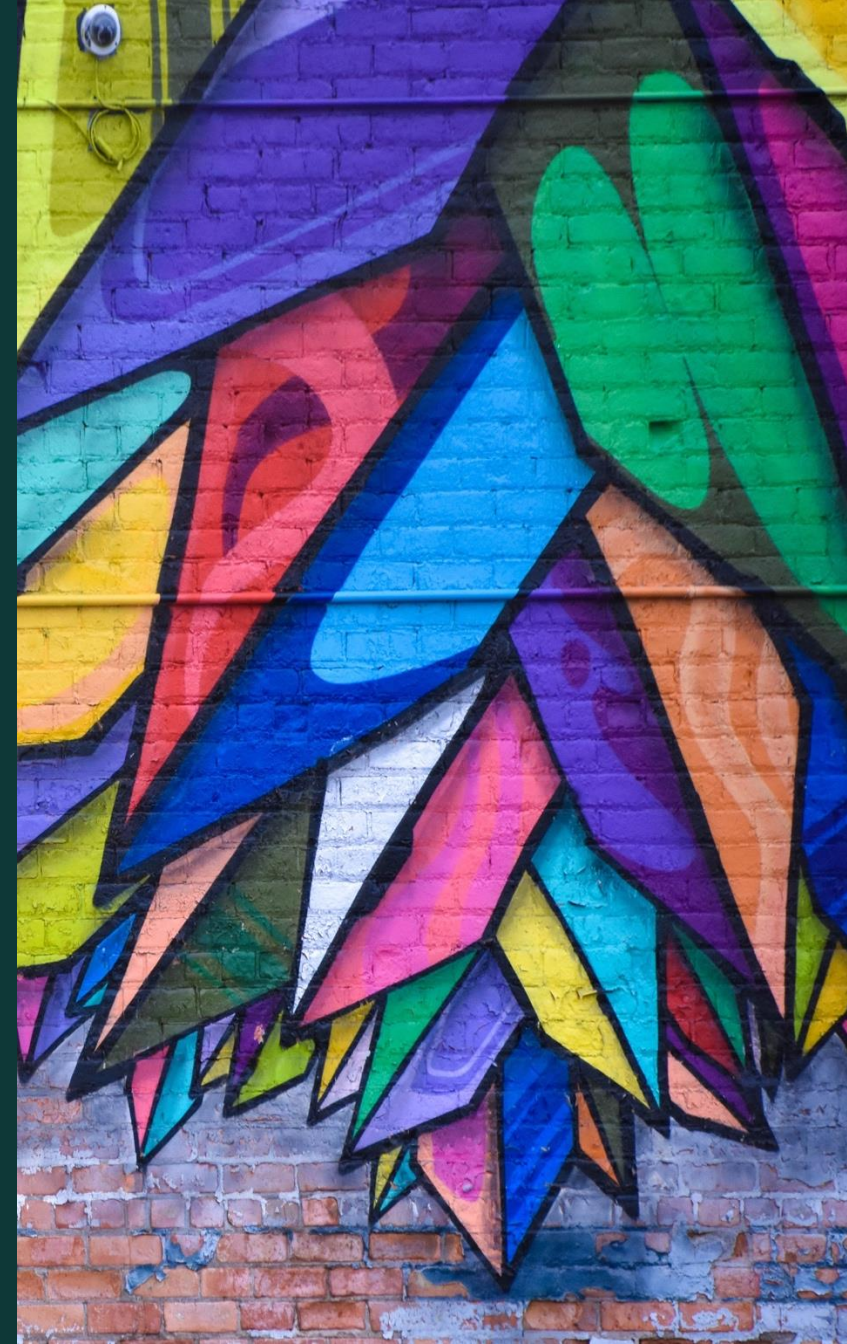
Innovative Grocery

- Grocery stores of the future will be equipped with digital display smart shelves and self-driving shopping carts
- Scan and go is the future of grocery stores - more companies and namely grocery chains (Walmart) will be piloting technology in 2018
- [Wakefern Food Corp](#) has mounted iPads with cameras on the grocery carts to alert the company when an item is out of stock. Fueled by Focal Systems, the carts can also determine the number of employees needed at check out lowering labor cost and improving efficiency as well as recommend items to go with items in the customer's cart.
- SwiftGo created a device to weigh an item as it's placed into a cart, ensuring everything is accounted for as a shopper scans food and drinks, and checks out from a mobile app



Spotlight on Northgate Gonzalez

- Northgate Gonzalez, a 50 year old company, is adapting to the changes in the industry by refining their market niche and creating a community inside their stores
- Traditionally, and still, focused on the Hispanic community, they are opening new locations and reaching out to a broader community
- Food offerings include a variety of fresh produce, a tortilleria, made to order food, a restaurant, home delivery and a catering service
- Provides banking, loans, check cashing service, insurance inside some of their stores



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Accounting Considerations



Tax Reform & You (& Your Customer)

- Retailers will benefit more than almost any other sector as, collectively, the industry previously paid the highest effective tax rate of any sector of the U.S. economy and should realize an estimated savings amount is \$171.4B over ten years
- Families will benefit too - the average family of four earning \$73,000 will receive an estimated annual tax cut of more than \$2,000
- Other positives from the recent Tax Reform:
 - Border Adjustment Tax not part of Tax Reform
 - Provides a boost to the economy, putting more money in consumer's pockets
 - Encourages foreign investors to invest in U.S. economy



Lease Accounting Standards

- Much of the focus in 2017 was on revenue recognition, now the focus turns to complying with the lease accounting standards
- According to a study by LeaseAccelerator, the biggest obstacle in implementing the new standards is collecting the data as many lease processes have been operating in silos and are decentralized
- Two recent proposed changes by FASB may help companies adopt the leasing guidance in a timely manner:
 - 1) Allow entities the option to apply the provisions of the new lease guidance at the effective date (January 1, 2019), without adjusting the comparative periods presented
 - 2) Allow lessors to elect, under certain circumstances, to not separate the non lease components from the lease
- FASB standards will come into effect 2019 for calendar year end public entities, other entities have an additional year to adopt the guidance



Technology is
not only the new frontier, but
the only frontier

Keeping Pace with Technology

- Technology is moving at the speed of light and retailers must move at the same pace or fail
- In 2021, it is predicted there will be 1M new **Internet of Things (IoT)** devices sold every hour
- Cloud computing spending is growing at 4.5x the rate of IT spending since 2009 and is expected to grow at more than 6x the rate of IT spending through 2020

BUZZ WORD

- Technology such as **predictive analytics**, digital signage and real time AI help retailers push the needed products to consumers vs waiting for consumers to browse and search for products



Technology In Action

- Kroger has a mobile app that detects when the shopper is in the aisle and offers personal pricing and product suggestions. For example: a gluten-free shopper receives information/promotions in the nutrition aisle.
- Retailers are deploying “smart mirrors” that function as computing interfaces as well as showing you how you look
- Adobe Labs has a project that helps retailers to analyze live foot traffic in a store and send each shopper a personalized push-notification with data-driven product recommendations and offers
- 3D design tools enable retailers to create 3D assets that can be used on virtual reality handsets. Allows consumers to visualise a product in their own homes.

AI to monitor in-store customer behaviour in Adobe's new retail solutions, In "Age of Amazon," All Retailers Are Tech Companies, Even Walmart, Angela Shah, 1.17/18



Big Data – *Shh...Your Data is Talking*

Data mining is the new battleground

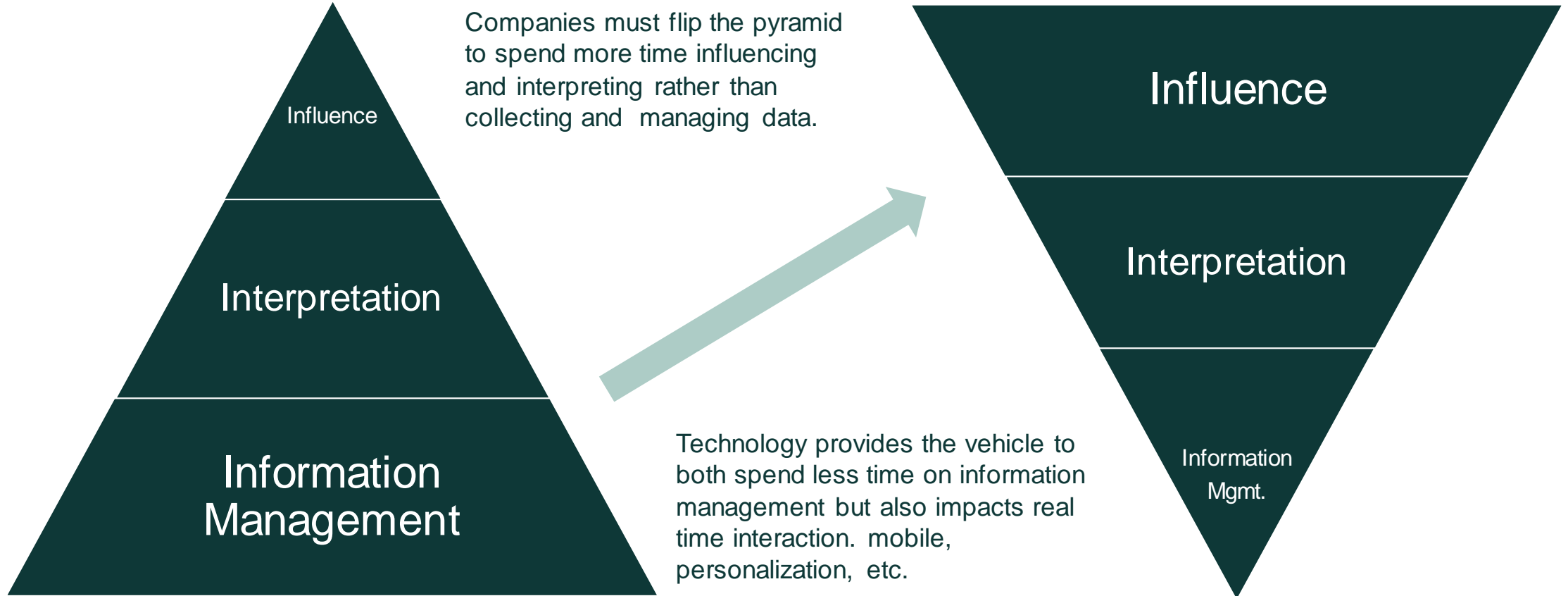
- Access to data is no longer a competitive advantage - the ability to use the data is the differentiator
- Data is everywhere – website, mobile apps, CRMs, social media, loyalty programs and point-of-sale

Used correctly, data can enable a company to connect to consumers' demands, locations, current needs and delivery models all on one platform as well as predict future shopping behavior. However, some retailers still struggle with turning the data into something actionable.

Managing and leveraging data must be at the heart of a company's business strategy if it is going to survive



Big Data 2.0 – Mind Shift



Artificial Intelligence (AI)

- Although still in the early stages, by 2020, 85% of customer interactions will be AI based
- In 2017, the retail is estimated to spend \$1.74B in cognitive and AI systems.
- Pace of innovation in AI is very fast, brick and mortar needs to embrace AI quicker if they are to be competitive
- AI can be used to enhance the customer interaction in a variety of ways - CRM applications, first line of customer interaction, manufacturing, logistics and delivery and payment service
- AI can be costly up front investment but saves money and time in the long run and frees up employees to provide more value add to customers

*Everyone is freaking out about artificial intelligence stealing jobs and leading to war— and totally missing the point, Kriti Sharma, Sage, 11/20/17
IDC, 9.25.17*



AI in Action

1-800-Flowers

- Moved from brick and mortar to phone to web to mobile and now to conversational commerce
- Has grown revenues from \$707.5M in 2012 to \$1.2B in 2016
- Leveraging AI chat on Facebook messenger

Cosabella

- Transform wholesale business (women's lingerie) into DTC through AI
- Leveraging Facebook and Instagram's user influence
- Focus on end user, logistics and the customer



Blockchain

Blockchain – a peer to peer form of trading that eliminates the middle-man (eBay, Uber, Amazon, Banks, etc.) – may just be THE buzzword of 2018

Benefits to embracing blockchain include:

- increased security around transactions
- more consumer control of their own identity, reduction in fraud
- reduced prices as middle-man is taken out of the supply chain
- involves people currently outside of the financial system, expanding demand for your product/service

It may not be the mainstream form of transaction in the near future but it's closer than you think

Wired, YouTube, 11/28/17

Blockchain and Retail: Four Opportunities, Forbes, Nikki Baird, 8/9/17



Moving Toward a Cashless Society

Smart phones have replaced the wallet, watch and calendar.

Reasons for transitioning from cash and wallets include:

- RFID
- Credit card scanning
- Diseases/drugs found on cash
- Millennials preference to not have a wallet

Variety of payment methods available:

- Apple Pay, Google Pay, Paypal, Venmo, Alipay, WeChat



Conversational Commerce & Facial Recognition

- Alibaba launched “smile pay” that allows people to pay with just a smile
- Apple has a 3D facial recognition for phone access and payment
- Facial recognition based on AI is now being used for payment, [Pay with Selfie](#), and futurists believe we will at one point be to open a bank account and sign documents based on facial recognition
- AI married with WeChat, WhatsApp, and Facebook Messenger creates conversational commerce
- 19% of iPhone users access Siri daily

Digital Marketing by the Numbers: Stats, Demographics & Fun Facts,, 2/18, Salman Aslam



China Dominates the Ecommerce World

- Ecommerce sales in China are expected to pass \$1.13T in 2017, accounting for nearly half of the worldwide retail ecommerce sales, according to eMarketer
- China is the world's largest ecommerce market with a significant lead on other markets including the US (\$450.81B), UK (\$110.07B) and Japan (\$95.33B)
- China's ecommerce sales will account for 23.1% of all retail sales in China in 2017, however, this figure is expected to increase to 40.8% by 2021
- Alipay part of the Alibaba family is China's top mobile payment service and embedded in daily consumption activities such as digital shopping, transportation, food delivery and hotel booking

New eMarketer Forecast Sees Mobile Driving Retail Ecommerce in China, eMarketer, 7/5/17



Cybersecurity: The problem

- The number of U.S. data breach incidents hit a record high of 1,579 breaches, a 44.7% increase over 2016
- An annual study, conducted by Ponemon Institute and sponsored by IBM Security, revealed the average cost of a data breach is currently \$3.62 million globally and \$7.35M in the U.S.
- Several types of cybersecurity breaches – Identify theft, Hacking, Malware, Phishing – are used to target all types of organizations, not just the big retailers

Study by Ponemon Institute and IBM Security, 8/19/17

*The average cost of a Data Breach in 2017 is \$3.62 million, Aug 19, 2017
Identify Theft Resource Center, 2017 Annual Data Breach Year-End Review*



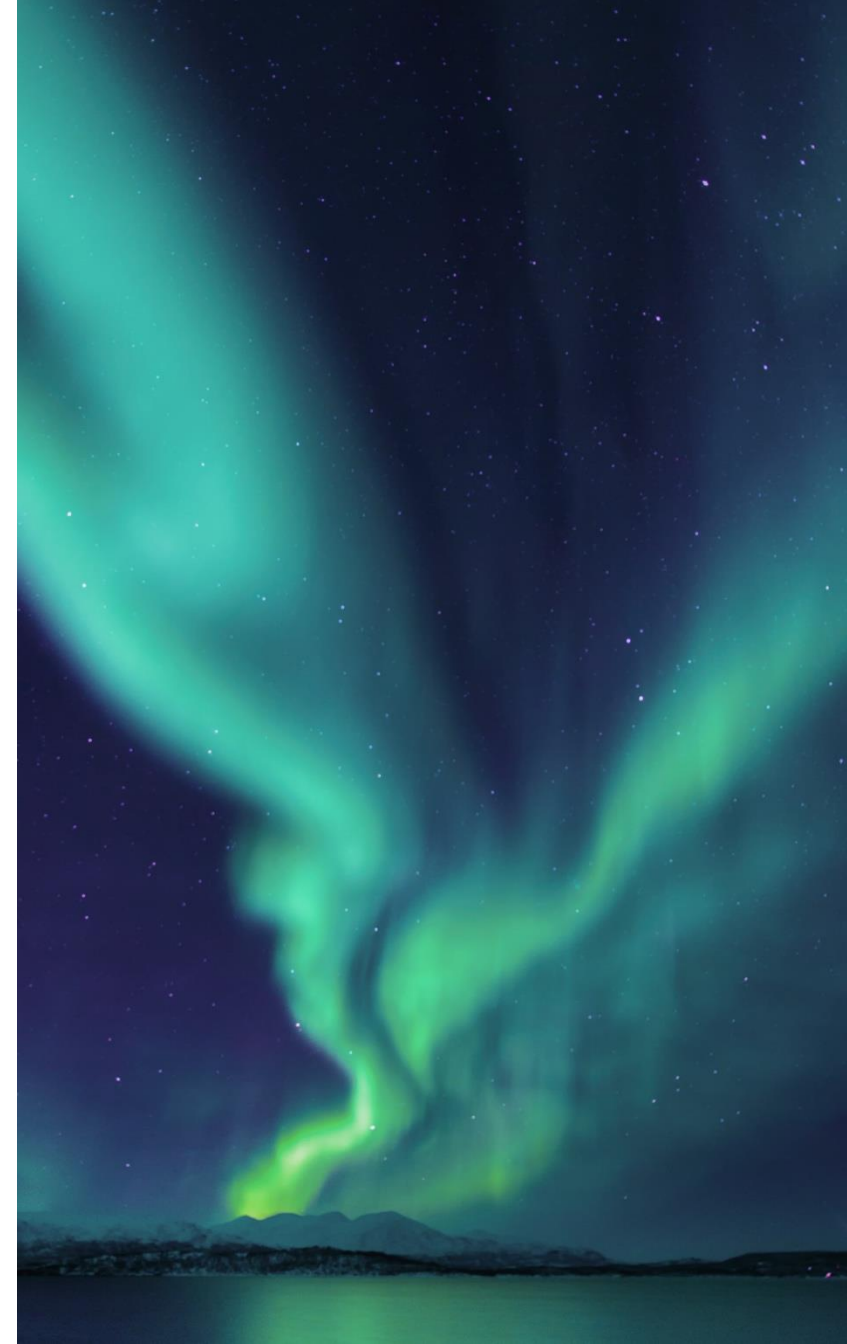
The Solution

Investment in education and awareness

- Includes board, C-Suite and all employees
- Employees are your best defense
- Often overlooked by companies due to time, effort and money

Investment in Technology

- Network infrastructure design and perimeter protections
- Anti-malware and data leakage strategy
- Security information and event management solutions
- Incident response procedures
- Backup and restoration processes



Buzz Words

Transparency

> [Top Trends](#)

Product and company is transparent as to how the product is made and who/what they company stands for

Health Hubs

> [Refocus On Experience](#)

A resource that provides education, training, networking to promote a health and wellness

Personalized Gift Cards

> [Refocus On Experience](#)

Create personal gift cards with your photo, message or the receiver's name

Social Incubators

> [Refocus On Experience](#)

Environment where entrepreneurs rent space that fosters a collaborative work setting



Buzz Words

Internet of Things (IoT)

> [Keeping Pace With Technology](#)

Network of physical devices, vehicles, home appliances and other items embedded with electronics, software, sensors and connectivity

Predictive Analytics

> [Keeping Pace With Technology](#)

Use of data, statistical algorithms and machine learning techniques to identify the likelihood of future outcomes based on historical data

Artificial Intelligence (AI)

> [Artificial Intelligence](#)

Enables machines to learn from experience, adjust to new inputs and perform human-like tasks

Social Shopping

> [Refocus On Experience](#)
> [Social Shopping Gaining Ground](#)

Engaging friends and others in your shopping experience, via product apps, Snapchat, or in person events



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