



# ASIS Councils NEWSLETTER

## ASIS — Retail Loss Prevention Council



### Chairman's Corner

David Gorman  
Council Chair  
Retail Loss Prevention Council

#### We Need Your Thoughts and Suggestions

The overriding purpose of the Retail Loss Prevention Council is to be an important resource for the Loss Prevention Community relative to the ever changing issues which LP Executives routinely face in the execution of their responsibilities. A critical part of this responsibility is to provide best practice solutions for these issues that have proven results and are easily implemented. As I have discussed in earlier newsletters, we attempt to accomplish these goals through the efforts of some of the best Retail Loss Prevention practitioner and supplier minds in the industry who invest their time in support of the Council.

Currently we are engaged in the final preparations for the ASIS International Annual Seminar in Las Vegas. This is an important time for all of us, and provides a great opportunity to interact with our counterparts in other companies and to learn and share. The Retail LP Council has sponsored a number of important sessions at this year's seminar specifically intended for retail LP members. Some of these include the following:

**Organized Retail Crime—An Industry Approach.** This session is being presented by Alan Greggo, CPP, CFE, VP of Loss Prevention at Luxottica Retail, and Retail LP Council Member. It will deal directly with the growing problem of ORC, and what is currently being done by retailers working in conjunction with law enforcement to identify and deter these losses.

**How Your Interviews/Interrogations Are Likely to be Attacked.** Doug Wicklander, CPP, CFI, and CEO of Wicklander-Zulawski & Associates. Doug will talk about techniques that can stand up to the critics, reduce exposure to liability, and build a stronger criminal case.

We hope that you are able to attend this important conference. In addition to attending these sessions, we would ask that you come by our Council Booth in the main hallway of the Convention Center and visit with us. We would be most interested in hearing your comments about how ASIS International and our Council can best serve its retail members and fulfill our responsibilities to you.



LP Innovations and CAP Index, Inc have joined forces to create the National Shrink Database—the retail industry's first Web-based user interface to provide actual and accurate industry shrinkage information. The NSD provides two tiers of information through its initial phases of development:

- Average Shrink Results by Retail Type by Location
- Security Measures Utilized by Retail Type by Location

It was previewed for the first time this past June at the NRF Loss Prevention Conference in San Diego and is the first tool of its kind to offer location-specific shrinkage data. Users simply enter an address, mall/plaza name, and zip code to benchmark their individual retail locations against those of similar retail segments within the same mall, shopping center, or other geographic location.

The database uses actual and timely statistics from the collective membership, and results can be compared to the local, state and national level. In addition to shrinkage information, users can also research the usage of security measures at the local, state, or national level by retail type.

These new metrics provide retailers with tangible information to enable more accurate budgeting, resource allocation, real estate planning and overall loss prevention assessments of a retail location.

LP Innovations and CAP Index expect the National Shrink Database to be formally released to the retail industry by fall 2007. If you are interested in more information or to preview a demo on the National Shrink Database contact either **David Johnston** (877) 574-6682 x 1566 [djohnston@lpinnovations.com](mailto:djohnston@lpinnovations.com) or **Stephen Longo** (800) 227-7475 x 114 [sbl@lcapindex.com](mailto:sbl@lcapindex.com)

ASIS 2007

# Member Profile



Carol Anderson Martinson  
Vice President, Asset Protection  
Supervalu, Inc.

Carol started with SVU in June 2005 as their Corporate Security Director and in October of 2007 was promoted to VP, Asset Protection. Asset protection at SVU is all of the business units who work to prevent problems (Safety, Food Safety, Loss Prevention, Security, and Business Recovery), but are also the teams that respond to situations when they cannot be prevented.

**Q.** *Where were you before SVU*

*and what responsibilities did you have in your previous position?*

**A.** My career spans many years in financial security (US Bank), big box retail (Target Stores), and grocery (Lunds and Byerlys). These positions included physical security, investigations, training, business recovery, and crisis management.

**Q.** *Briefly, what type of education background have you had and do you hold any professional certifications?*

**A.** I have a B.A. degree with a double major in Business Administration and English. I hold the Institute of Certified Banker's CFSSP (Certified Financial Services Security Professional) certification. Also, I have taken course work in Criminal Justice and classes in banking and retail over the years.

**Q.** *What is your greatest accomplishment at SVU? In your Career?*

**A.** At Supervalu - learning what is going on in a very diverse company!! Building strategic partnerships with units across the company who touch every area of asset protection. In my career, the most fun I've ever had was putting together Target's first national investigation team whose focus was on Organized Retail Crime. This was in 1996-1997. Also, at Target we put together a Women in Leadership course that helped us increase the percentage of women at district, region, and headquarter levels - what fun it was to watch people grow!

**Q.** *How has LP changed since you first got into the field? Where do you see it going from here?*

**A.** I believe that LP is truly viewed as a profession now, it was not always thought of in that light. Most of us "fell into this field", now people are making career decisions to work in non-law enforcement areas such as Loss

Prevention or Asset Protection.

**Q.** *How would you explain to the general public the importance of retail loss prevention?*

**A.** As I said earlier, it is all about prevention of issues - it is much more effective to prevent people from getting hurt, keeping theft out of a location and ensuring that the food being purchased is safe to eat.

**Q.** *What do you see as the current trends in Retail LP and what should most companies take note of?*

**A.** Sophistications of theft by organized groups cannot be ignored! Also, companies need to look at how and who we hire—this is not only important from a customer service perspective, but also to ensure we do not hire people who are dishonest.

**Q.** *Where do you think the U.S. is in comparison to other countries in regards to the LP industry? What can we do to keep or attain a lead in this area?*

**A.** I believe that we are behind in technology (digital video, EAS or RFID) and it is going to take a concerted effort to catch up. We need to be looking at ROI and other financial measures in order to sell to management the need to balance staffing with the right equipment.

**Q.** *What tips would you give to someone wanting to get involved in Loss Prevention?*

**A.** Get a broad education about what the industry has to offer - from banks to retail to manufacturing, etc... ASIS is a great place to learn how large this field is.

**Q.** *Who or what was the greatest influence to your development and success in this field?*

**A.** I have had multitudes of people who were mentors - usually unofficial, but seasoned members of ASIS in my local chapter; great managers in the companies I have worked for who taught me to be a business manager first, and a subject matter expert in Loss Prevention second; and in the retail loss prevention arena - King Rogers was and continues to be a great mentor.

**Q.** *Why did you join ASIS and what drives you to participate as a member of the LP Retail Council?*

**A.** The MSP ASIS Chapter has always been a great networking and educational group. I joined after getting into Corporate Security in banking, and have belonged for over 25 years. Being a member of the LP Retail Council enables me to stay connected with counterparts across the country in various areas of retail, as well as promote what a great opportunity this field can be.

**Q.** *Tell us a little about you personally...*

**A.** I live in the city of Minneapolis and truly enjoy the city and what it has to offer. My hobbies include gardening, traveling (non-business travel!) and enjoying the dog and grand kids.

# Vendor Cooperation Leads to Increased ROI

By Jeffrey Levitt, CPP

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Resulting from the evolution of security related technology and an increased focus on ROI, many companies are recognizing that Closed Circuit Television Systems (CCTV) and exception based reporting (EBR) can be multifunctional and valuable tools. These tools are useful not only in traditional security applications, but also hold real value in various operations applications ranging from policy and procedure confirmation/enforcement to merchandising and marketing.

For instance, Panera, LLC (Panera Bread) employs the services of UAS, Inc., A national provider of integrated security services, to provide intrusion alarm and CCTV installation, monitoring and service in our Cafés throughout the United States. Panera also uses the services of Datavantage — A Micros Company, and owner of the powerhouse exception based reporting tool, XBR Store Analytics.

The tools provided by these vendors are used not only to identify traditional risk management related events such as cash and food cost losses, but are also used to verify operational events such as store level product placement and stocking levels to help ensure that policies and procedures are being followed. In essence, these tools, which have traditionally been used solely for security purposes, are now being leveraged to support the operations team.

Currently, supervisory level personnel, with direct field experience, handle these functions remotely, via T-1 connections. These functions are also support by our vendors. This is just an example of how vendor integration and cooperation benefits companies. These services are not only available and affordable, but have become an integral part of the overall security and operations planning of Panera Bread.

A key component that contributes to the success of the Panera Bread – UAS relationship is UAS' dedicated Video I.T. Department, headed by Brian Walker, which complements their state-of-the-art alarm and video central station.

Key components, viewed as reasons to continue to use the robust broadband supported UAS RAVEN™ CCTV system installed at Panera Bread Company owned Cafés, are:

- Ability to monitor a back door, office door and safe openings.
- Video evidence recorded remotely by UAS to CD, archived, and sent directly to a corporate office or to police departments when needed.
- Proactive notification in the event a camera has failed, rather than finding out when it is suddenly needed during an investigation.
- Remote troubleshooting of any system issues.
- 24x7x365 support.

UAS also works closely with third party vendors to integrate their RAVEN™ CCTV system into other areas of a customer's operations. UAS' RAVEN™ system is certified on Datavantage's XBR data mining (exception based reporting) system. By working together with Datavantage, UAS is able to provide visual references and feedback that corresponds to events discovered by the XBR system. This extends the capability of both systems by allowing the viewer to verify and identify actions of employees relating to the events and also provides backup in the case where additional action is necessary on the part of the corporation.

Many video companies claim to provide technology and services encompassing many of the features described above. It is the mutually beneficial vendor/customer relationship, that also integrates with other vendors such as Detex, CSS (Corporate Safe Specialists) and Amphion, that is of greatest value to Panera's Asset Protection department.

When shopping for vendors to provide state of the art equipment and services, UAS' "35+ years of experience providing not only CCTV but also intrusion alarm and fire alarm systems as well as a UL Listed Five Diamond Central Station", could have been viewed as a sales pitch, similar to that provided by hundreds of vendors today but as the relationship developed, Panera found that this was not a sales pitch at all. Panera recognized that vendors that "walk their talk" become not only valued vendors but trusted partners. This is true of UAS as well as Datavantage, Detex, CSS, and Amphion. All of these vendors work collectively on various projects to integrate their equipment and provide custom solutions to support our needs

The new Detex EAX 3500 unit as a final example is designed for retail and food service applications. It re-arms when the back door is closed, without a manager needed. It also alarms if the door is open for more than a preset customer designated time period. Detex has worked to integrate outputting this information to the UAS RAVEN™ system. This can then be linked to CSS safe auditing abilities and to XBR exceptions to provide a big picture for back of the house operations.

While this may sound like a sales pitch, it is not. Rather, I have been impressed by how well our vendors, some with competing product offerings, have worked together for the betterment of my department and Panera Bread as a whole. At the end of the day, I have the ROI to prove it!

# Constructing the Invisible Deterrent of Retail Security

By: Joe Davis

I recently spoke at a criminal justice seminar at a local university. Before introducing myself, I walked up to the board and wrote “arson, embezzlement, assault, counterfeiting, and robbery.” I then asked the attendees where they thought I worked, judging from the list of activities listed on the board., the responses ranged from the police department to the FBI. When I told them I worked in retail loss prevention, the students were surprised at the diversity of activities my role encompassed. While the students were quick to ask how all of the events on this list transpired, the reality is that protecting retail, while often viewed as a “simple project,” is one of the most complex and challenging fields for a security professional.

Retail is one of the only businesses that actually invites risk into the environment. Offering unrestricted access to high-value merchandise and opening the doors to the public, retail establishments are “asking for it” by any other business’ security standards. These are just a few of the reasons that protecting retail is so challenging and why loss prevention professionals face such daunting tasks on a day-to-day basis.

While I in no way wish to marginalize the critical nature of protecting targets that are subject to potential threats, which are far more serious than stolen product, I will use facilities such as ports and airports as a point for comparison to demonstrate the unique challenges in retail and the expectations of the “customers” of these different facilities.

So how should loss prevention professionals operate in challenging-to-secure retail environments? The following are a few fundamental tenants:

## Look to the ‘don’ts’ rather than the ‘dos’

When security is a priority, other types of businesses can let other goals fall in the priority list at the expense of security. Not so in the retail environment. In retail stores, loss prevention programs are expected to reduce loss, protect customers, and keep employees safe and productive, but all the while, these efforts can not compromise the customer experience. Loss prevention professionals must play by a different set of rules: Security measures can’t lengthen the customer’s experience at checkout. They can’t limit the ability for people to interact with products. They can’t prevent anyone from freely entering or exiting the store.

Let’s compare the retail environment with the port security. Security in a port today is paramount to all other issues, including customer service. Security measures in ports have slowed customs clearance, have limited free access to the grounds, and require stricter, more extensive paperwork from customers. In many cases, manned access points have been installed at the port to pose a physical barrier to entry. None of these effective measures may be put into place in a retail environment. Loss prevention managers are in the far more challenging (but interesting!) position of having to create security solutions that don’t negatively impact the customer’s experience. Shrewd LP managers should frame their efforts within the context of what measures can’t do rather than what they are supposed to accomplish. This will allow for more creative thinking and better-suited results. For example, when thinking about how to reduce loss of a particular item, a loss prevention manager thinking about do’s might say to himself, “I need to keep this product from being stolen.” Possible solutions in that case might be to lock the product up or to search customers’ personal belongings before they exit the store. The wise LP manager is more likely to propose an adequate solution by saying, “I’d like to prevent the loss of this particular product, I can’t limit access to the product by legitimate customers but I can’t allow the product to go unprotected within the store.” This LP manager might consider an alternative solution to add packaging that makes the product look even more appealing, but which also makes it difficult to remove the product from the store without notice.

## 2) Construct the Invisible Deterrent

Consider the airport. Security is a resounding, ever-present force at every turn. Security lines abound, passengers stand in long lines, removing shoes and other articles of clothing to earn the privilege of proceeding to their gate to catch the flight they paid to take. Security announcements blare over the intercom system throughout the airport and patrons receive plastic knives at airport eating establishments to ensure no weapons are smuggled onto

planes. The irony is that - in the airport – everyone is fine with this!

Now imagine customers plodding into their local retail store and proceeding through metal detectors, to then have their purses, pockets, and coats searched. Customers would never return! The second trick of retail security is that it should be virtually invisible to honest customers. Loyal, legitimate customers will not stand being treated as a risk. This is the principle of the invisible deterrent: Loss prevention programs in retail should only be noticed by those who are intending to cause a loss in the business.

In airports all the customers are treated the same. Young or old, male or female, foreign or domestic, if you are traveling on a plane you are seen as posing an equal level of risk to the airline. This is one of the most frustrating aspects of air travel for most people. This view of the customers and the risks they pose would never be allowed in the retail environment.

Retail loss prevention managers must consider transparency to the legitimate customer. There are many effective ways to do this, but it does require creativity. Consider the difference between locking a product in a display cabinet as opposed to housing it in a gravity-feed dispenser. By locking up a product, the retailer may be actually inhibiting sales, as some customers will not take the time to find an associate to unlock the unit to access the product. The loss prevention manager may also actually increase the cost of the sale due to the cost associated with the service required to unlock the unit to retrieve the product. Secure fixtures like the gravity-feed dispenser offer the customer complete access to the product while preventing the criminal from easily sweeping the whole row of product into his bag in an instant. This solution is completely transparent to the honest customer. In fact, while writing this article I mentioned gravity feed fixtures to a colleague and she had no idea that they were a theft deterrent feature in retail stores. This was a real world example of loss prevention at work. Retail loss prevention managers are charged with creating these invisible deterrents on a daily basis.

## Be prepared to do it all

While many security functions outside of retail allow them to focus on specific areas of expertise, retail security personnel’s responsibilities encompass the broadest possible range of security activities, from investigations to risk management. Retail security personnel have to do it all. A typical day might start off with an internal loss investigation, then proceed to helping a shopper load something into their car, then dealing with a customer threatening litigation because he claims to have slipped and fallen in the aisle due to a wet floor.

A loss prevention manager’s job is not exclusively to provide security, it also includes supporting the customer service experience, helping merchandise product effectively, providing training, and reducing risk for the company – just to name a few. For example, a loss prevention professional may be called upon to provide mentoring to operational managers about the impact of merchandising, staffing, and training on loss. This time spent, while viewed as an activity completely unrelated to loss prevention, is fundamental to reducing loss in the retail environment. Asset protection is very participatory: all associates are key to the effectiveness of an LP program. LP managers must accomplish their objectives, not only by addressing loss prevention directly through investigations, in-store security measures, etc. but also through working to prevent loss by engaging all associates in the mission to reduce shrink. In many cases, these broader activities have the greatest impact on reducing losses in the store.

For those interested in applying creativity, working in multiple functional areas, and impacting the business as a whole, retail loss prevention just might be the opportunity they have been waiting for. While the business of protecting the retail environment can pose some real challenges, it is also an exciting and rewarding profession.