

Organized Retail Crime (ORC) Initiative Training Program

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### **Abstract**

Organized Retail Crime (ORC) is a very real problem within not only Aéropostale, but all retail locations in general. The CEO, Thomas Johnson, has supported the efforts taken by this planning team in planning, developing, and delivering an initiative training program that will assist the District Managers in training their sales associates in the skills in recognizing and thwarting ORC. The planning process was used to bring the necessary parties to the planning table to design a program that will effectively train the District Manager. Not only will they learn about ORC, but loss prevention updates. After the training program, the team will reconvene and review losses to determine if the training was effective. Evaluations will assist the team in determining changes, should the numbers not agree with the desired results of the training.

## **Organized Retail Crime (ORC) Initiative Training Program**

### **Introduction**

Aéropostale, Inc. is a mall-based, specialty retailer of casual apparel and accessories, principally targeting 14 to 17 year-old young women and men through its Aéropostale stores. The Company provides customers with a focused selection of high-quality, active-oriented, fashion, and fashion basic merchandise at compelling values. Aéropostale maintains control over its proprietary brands by designing, sourcing, marketing, and selling all of its own merchandise. The Company currently operates 914 Aéropostale stores in 50 states and Puerto Rico, as well as 75 Aéropostale stores in Canada. The company consists of 15 regions and 124 districts. Each region has one Loss Prevention Manager, one Regional Manager, and an average of eight District Managers.

Loss Prevention is the concept of establishing policies, procedures, and business practices to prevent the loss of inventory or monies in a retail environment. Developing a program around this concept will help one reduce the opportunities that these losses can occur and more specifically, work to prevent the loss rather than solely be reactive to them after they occur. When a retailer experiences a loss, they are losing direct, to the bottom line profitability. Lost inventory requires replenishment at a cost to the retailer and lost monies cannot be replaced. The cost of these losses goes direct to the bottom line of a retail balance sheet, causing lost profits. Profits that could have been used for new inventory, new store openings, employee benefits, or increased earnings. Most losses occur in three categories; internal theft, external theft, and through errors (LP Innovations, 2012). One concern that most retailers face is an external loss through Organized Retail Crime (ORC).

Organized retail crime gangs steal billions of dollars' worth of merchandise each year only to sell that merchandise online or at physical fence locations, oftentimes stopping at nothing to profit from their criminal behavior. The 2013 NRF Organized Retail Crime survey was conducted from May 6-21, 2013 by the National Retail Federation. Senior loss prevention executives at 77 retail companies completed the survey with the purpose of identifying the depth of organized retail crime throughout the entire industry. This year's survey features responses from executives representing department/big-box stores, discount, drug, grocery stores, restaurants, and specialty retailers.

The survey found that 93.5 percent of retailers say they have been a victim of organized retail crime in the past year, down slightly from 96.0 percent in 2012. For the past three years, more than 90 percent of the retailers surveyed have admitted to being victims of ORC. Equally disturbing: eight in 10 (81.3%) believe that ORC activity in general in the United States has increased over the past three years. For the first time, NRF asked the senior loss prevention executives surveyed about their experience with store credit merchandise/gift card fraud, and the results are troubling: when asked specifically if they've experienced boosters who return stolen merchandise without a receipt for the sole purpose of receiving store credit via a gift card, who then turn around and sell that merchandise credit for cash to secondary markets that include kiosks, pawn shops, and check cashing stores, 77.8 percent said they have experienced this.

One of the most distressing trends in organized crime activity is the propensity for thieves to resort to violence to avoid being apprehended, putting store personnel, law enforcement, and customers at risk. According to the survey, retailers say on average two in 10 (18.3%) apprehensions lead to some level of violence, up from 15.2 percent last year and 13.0 percent in 2011 (National Retail Federation, 2013).

### **Program Description and Target Audience**

Also found in the survey, nearly six in 10 (58.4%) believe top management at their organization understands the severity of ORC, up from 54.4 percent last year. After reviewing the numbers in loss reported over the past six months involving ORC groups, Loss Prevention Manager, Valene Singler contacted her Regional Manager, Melanie Williams to discuss the severity of ORC in their region. They partnered with the company's Training Manager, Cathryn Hennes to develop a training program to educate the District Managers in the region of the six principles to loss prevention involving ORC; Awareness, Compliance, Detection, Investigation, Resolution, and Prevention. District Manager, Kristen Blazek was invited to help with the planning of the program.

### **Roles and Interests**

Our group will fill four seats at the planning table each representing various interests. Kristen Blazek will represent the District Managers who are looking towards learning more about ORC, and how to prevent it so they can take this information back to their stores and educate their store line employees. Melanie Williams will take the role of the Regional Manager. The Regional manager's interest is in educating the District Managers in the region about ORC and how to prevent it in hopes that this training will promote awareness around ORC and decrease the number of losses throughout the region. Valene Singler will take the role of Loss Prevention Manager. The interests of the Loss Prevention Manager are similar to that of the Regional Manager along with the desire to not only decrease the region's losses but also contribute to the company's overall decrease in losses. Cathryn Hennes will take the role of the company's Training Manager. The Training Manager's interests are to ensure the training

program follows the company's guidelines and includes effective methods in order to achieve desired results.

The person who has the most power at this planning table is the Loss Prevention Manager. Although the program was built on a partnership between the Loss Prevention Manager and the Regional Manager, the Loss Prevention Manager holds authority here because the topic of this program falls directly in her department. Next in line of power would be the Regional Manager followed by the Training Manager who was brought on to help design and facilitate the training program. And last in power would be the District Manager who was brought on to give the other's ideas of what is directly happening in the stores.

### **CEO Message**

"We have a need for all sales associates to grasp all issues around Organized Retail Crime. It is a very real problem not only with our stores, but all retail in general. I want to put a stop to this by supporting a training program in understanding and solving this problem. When our products are stolen, our profits are endangered!" as stated by CEO Thomas Johnson in the last shareholders meeting.

### **Building a Base of Support**

While we are working at the planning table, there are many tasks for the Training Manager to complete in helping to make the program a success. As the Training Manager, it helps greatly that the trainer understands completely the subject matter that needs knowledge transfer activities completed. Being that the Training Manager is an employee of the company, she understands the needs of the company, but needs the interested parties involved in the planning table. Not only will the Training Manger be able to facilitate the meetings with all interested parties, she will learn about the topic of Organized Retail Crime.

Everyone involved with the planning of this program comes to the table with vested interests in the outcome of the program. Because of the number of management involved in the planning table discussions, the Training Manager may also need to be required to help keep tempers at an even keel. Knowing that each person also can bring a hidden agenda is something that the trainer will have to be aware of. Keeping the planning table on focus will also be a key responsibility. There are many steps the Training Manager can help facilitate in the building of the support. Knowing that the CEO is onboard with the issue at hand is very important. The program ultimately cannot be a success without all of the parties agreeing to the planning.

As Caffarella states, the planners can “invite selected learners to assist in planning the program” (Caffarella, 2002). As a member of the planning table, we have invited a District Manager to assist in the planning of the program. This person will see the planning first-hand and will enable the planning team to better understand the dynamics in the individual stores and will enable them to create a program that will effectively teach the District Managers, allowing them to teach their sales associates. By including a District Manager representative, you allow your team the ability for that person to be in contact with other District Manager across the region, explaining the planning and how this will help all of the stores succeed in thwarting Organized Retail Crime.

As with any meetings, there will be power shifts. The Loss Prevention Manager will believe they are in control of the situation. They have traveled to the individual stores, reviewing audit records and store surveillance. When they do this, they see the inner workings of the stores, reviewing the dynamics between sales associates and sales associates and the customers. They will understand who is completing the crimes. The Regional Managers become vulnerable in this

auditing process. The end result of the program will enable them to become more confident in their employees and their processes.

During the program planning process, the Training Manager will enable all parties the ability to “ensure that program ideas, especially ones that are potentially controversial, are considered by staff” (Caffarella, 2002). There could be definite power struggles at the planning table. By allowing all ideas their time, the trainer learns about the issues at hand and helps to bring the program together so that objectives and other necessary items for the program become crystal clear.

### **Prioritizing Program Ideas**

Educational objectives are critically important in most planning models because they serve as the programmatic pivot between needs-assessment and instructional design (Cervero & Wilson, 2006). After receiving the message from CEO, Thomas Johnson, everyone at the planning table knows that there is one ultimate goal here; decreasing the company’s losses. Each person at the table had a different topic that they held as priority, but had no problem giving each topic a place in the program. Valene, the Loss Prevention Manager, felt that the ORC information should have priority because she has seen an increase in the amount of losses involving this type of group. Melanie, the Regional Manager, felt that internal theft should be a priority because she has noticed recently within her regional some internal theft issues. The Training Manager, Cathryn, after hearing recent reports on compliance feels that this topic should take priority. And the District Manager, Kristen, who was invited to give her input, felt that prevention was a priority because it was the information she wanted to take back to her team.



Only one issue arose during the planning and that was brought up by the District Manager. After discussing the steps involved in prevention the, issue of payroll was mentioned. The District Manager, Kristen, felt that the reason policy and procedures get overlooked and detection was low was because most stores do not receive enough cash flow to keep up with these things. Another payroll issue she mentioned was involving ORC groups. These groups enter stores in groups of 3 or more. Most stores in her district run on minimum coverage because they are low volume, meaning at times a store may only have one employee working. This makes it very difficult to prevent any form of ORC theft. Because Kristen ranks last in power at this table the issues she raised were quickly dismissed by the Regional Manager who stated that there was no extra payroll to be allocated at this time. Knowing she had little say in the matter, Kristen stayed quiet, and the group moved on to finalizing the program.

### **Program Objectives**

There are two main program objectives for this planning program. There are as follows:

1. To provide educational information regarding Organized Retail Crime with three primary outcomes:
  - a. To inform of the dangers of ORC groups.
  - b. To help identify the signs of ORC groups.
  - c. To provide time for sharing stories about current ORC problems within each district.
2. To provide a training program on the six steps of Loss Prevention; Awareness, Compliance, Detection, Investigation, Resolution and Prevention with six outcomes:
  - a. To create awareness of how losses occur.
  - b. To express the importance of compliance toward established policies and procedures.
  - c. To teach how to detect theft and resolve it quickly to reduce any lost profits.

- d. To explain how conducting investigations into store issues provides a sense of awareness.
- e. To establish the process of resolution in order to remove opportunities for future loss.
- f. To demonstrate the power of prevention.

### **Learning Objectives**

After the presentation participants will be able to do the following:

1. Identify ORC groups
2. Define how losses occur
3. Practice established policies and procedures
4. Detect theft and resolve it
5. Conduct investigations
6. Prevent theft

### **Instructional Plan**

The “ORC Initiative” program is an eight-hour workshop, discussing the dangers of organized retail crime and the six principles of loss prevention. All ten district managers from the same region will be in attendance. A PowerPoint presentation has been put together previous to this workshop and will be the main resource throughout.

After introductions, the first section of the workshop is “The Dangers of ORC.” This section consists of slides containing startling statistics about organized retail crime. A collection of clips from different Aéropostale surveillance footage is shown highlighting known ORC groups in action. This leads into the slides containing information on how to identify ORC groups.

After a fifteen minute break, the Training Manager facilitating the workshop opens the floor to anyone who likes to share their personal experiences with ORC groups within their own districts. This exercise makes the participants aware that the issue is evident in the region and action needs to be taken. A one-hour lunch is then taken.

The second half of the workshop focuses more on the actions that can be taken to prevent not only ORC but other causes of loss, including internal theft and paperwork errors. It starts with “Awareness.” The presentation starts out with the Training Manager asking the group what they believe causes the most loss within their districts. The expectation of the Training Manager is that there will be different answers, many of which will be external theft since it was the last topic talked about. The correct answer to the question is internal theft. This leads to the slides discussing the importance of awareness. Without employee awareness, one cannot expect their staff to know how to prevent loss or what to do when a situation arises.

The next section covers “Compliance.” Slides are presented that cover the importance of compiling to company policies and procedures. An exercise is then conducted. Participants were asked prior to the meeting to bring one weeks’ worth of paperwork from their stores’ with them. Now they are instructed to split up into groups of three, one group of four and examine the paperwork and look for policy violations. As a group they are to list those violations on a piece of paper. They are given fifteen minutes to complete. Groups are then asked to share their findings with the entire room. The purpose of the exercise is to show participants that policy violations are currently happening in their stores and action needs to be taken.

The next section is “Detection.” Slides are presented discussing that not all losses can be prevented. Theft will continue to happen and errors will occur. Therefore, if a loss cannot be prevented, then it must be detected and resolved quickly to reduce any lost profits.

After a fifteen minute break the program continues with “Investigation.” Slides are presented showing how conducting an operational audit or a customer service shop can lead to findings of internal theft. A video is then presented showing clips from Aéropostale surveillance footage of actual employees taking money from the cash register.

The next section is “Resolution.” Slides are presented discussing although prevention is not a direct benefit of resolving issues, establishing processes that include closure and complete review of issues will help to finalize existing concerns and prevent future losses.

The last section of the program is “Prevention,” the most important of the six principles. Slides are presented explaining that the first five principles are all part of overall prevention. Prevention is the best way to decrease losses.

Finally, a conclusion is presented recapping the major bullet points and learning objectives of the program. A post workshop test is handed out, and ten minutes are allowed for participants to complete. After completion, the Training Manager reviews each question asking for participants to volunteer their answers. Rewards are given out for correct answers.

### **Transfer of Learning**

The main objective to transfer of learning is the effective application by program participants of what they learned as a result of attending an education or training program (Caffarella, 2002). We will be focusing on the six factors influencing the transfer of learning, program participants, program design and execution, program content, changes required to apply to learning, organizational context, and community and social factors.

Starting with program participants, the program’s participants will be primarily District Managers. They will be getting not only the information about ORC, but also the tools needed to then teach similar programs to their General Managers. By focusing at this level, the participants

are at a level that they can decide how best to pass along the information to their individual store management.

Second, program design and execution, the ORC initiative will be meeting on Wednesday July 24 as an all-day meeting. It will touch on loss prevention as a whole, and then talk more specifically on ORC. To be budget friendly, five district managers should be able to drive while five will fly. The program will be based around a PowerPoint presentation on how to recognize and deal with ORC. One of the parts to the training will be activates. It is important to keep the atmosphere light so people can interact and learn. Using activities will help District Managers not only participate and learn, but be able to pass these activities on to help the General Managers learn and teach.

Third, program content, the program will primarily focus on ORC, however we will be covering briefly all the loss prevention topics. This way we can cover the main topic being ORC, and while the district manager are in the same place at the same time, go over the general loss prevention also. For full program content refer to the program objectives.

Fourth, changes required to apply learning, this program will be primarily to help recognize and handle the growing issue of ORC, organized retail crime. This program will pass on the information that is necessary for managers and associates to prevent and act on ORC. It will also be a refresher to help reduce loss of merchandise. This program demands that change be immediate to help with organized retail crime.

Fifth, organizational context, the Training Manager will be the one doing the training and the Loss Prevention Manager will be there to help back up the ideas with more knowledge. Also, by breaking up the day into small sessions, the team should be able to give enough breaks and

activities to help facilitate learning. They will also help the District Manager's plan out how they are going to pass the information on.

Lastly, for community and societal factors, this program centers on a community atmosphere, that not only feeds into the social aspects, but into the idea of a community feel to the company. It is important in a large company to maintain a sense of support and community. The district managers will not only be there to learn but have a sense of camaraderie and belonging. They can go out to eat and enjoy each other's company while learning.

### **Formulating Evaluation Plans**

It is important to have some feedback when planning programs. We want to be able to determine if we were successful in teaching the District Managers, and if they understand the material enough to be successful in passing on the information. Feedback depends on what the objectives of the plan are; with our objectives it is best if we did questionnaires, and an observation type of evaluation.

Questionnaires will let us test, and evaluate the way the program was created and what we can change in future loss prevention seminars. We will use a simple questionnaire that will be administered at the end of the day. It will have questions that ask about the topic, the way it was presented, and accommodations. The sample questionnaire will look similar to Appendix C.

By using this type of questionnaire, we are not only having a scale but also getting valuable information on how to better educate our employees. This is really the best way to rate our seminar, and for the participants to have a voice and an opinion.

The other way we will evaluate the program is by interactions and activities. During the seminar, we will be observing how the participants are reacting to the information being

presented. The activities will then provide us a way to gauge how much the participants learned and how they are receiving the objectives.

### **Making Recommendations and Communicating Results**

When reviewing a program after the fact there are a couple of factors to keep in mind. Caffarella describes five different points to touch on, function, scope and audience, content, structures and style, and finally, format. Using these points will help evaluate and change the program for the better (Caffarella, 2002).

We will primarily be using function reports which are on education and training programs to be able to fill one or more major functions (Caffarella, 2002). Our program will fill the function of educating employees on the growing trend of ORC. Another function of this program will be to brush up on general loss prevention tools and tricks. By using the evaluations, will be able to see if we met our goals. We will track the loss of merchandise to see whether the training is really functional.

The best way to really communicate will be to hold a follow-up meeting in a couple of months to look at the numbers and compare them to see if the incidence of ORC has lessened. If the numbers are better, than we are assured that the program was successful. However, if the numbers have not changed than we can review the questionnaires and consult with the trainer on how we can perfect it to really motivate our associates on loss prevention, and more importantly ORC.

### **Selecting Formats, Schedules, and Staff Needs**

The format will be a workshop, which is defined as a program with “intensive group activities that emphasize the development of individual skills and competencies in a defined

content area. The emphasis of this format is on group participation and the transfer and application of new learning (Fleming, 1997)” (Caffarella, 2002, p. 289).

Program schedule: The training will occur on Wednesday, July 24th from 10 am- 6pm (8 hours). This date corresponds with the start of the busy back-to-school season. Due to flight restrictions for participants coming from New York, New York, the program can start no earlier than 10 a.m. The flight departs at 6:05 a.m. and arrives at 7:54 a.m. Cleveland District Manager will transport New York participants from the airport to the program location and from the program location to the airport. Lunch is scheduled from 1 p.m. until 2 p.m. and will be delivered by 12:45. Program must end promptly at 6 p.m. to allow for a return flight at 8:20 p.m.

Staff requirements: A Training Manager, a Loss Prevention Manager, Regional Manager and ten District Managers. There is no requirement to have any additional employees to cover participants while they are in training. The Training Manager will conduct the program. No external consultants required.

### **Preparing Budgets and Marketing Plans**

“Direct program costs are funds actually spent (also referred to as “out-of-pocket” expenses) that support specific program activities, such as instructors, salaries, travel costs, and money for instructional materials” (Caffarella, 2002, p. 306).

The total cost for travel is \$2,573.40. District Managers within 3 hours will travel by company car. Same day flights for Loss Prevention Manager, Regional Manager and Training Manager from New York to Cleveland at a cost of \$857.80 each for a total of \$2,573.40.

The location rental is \$200. Coffee will be provided by Hilton Garden Inn. A continental breakfast of donuts, bagels, muffins, and juice will be catered by Dunkin Donuts at a cost of \$5 per person. Offering breakfast helps to “create a positive climate for learning as soon as



participants arrive” (Caffarella, 2002, p. 24). Lunch will be catered by Panera Bread at a cost of \$10 per person. The total food budget is \$195. A \$5 Starbucks gift card, an Aéropostale water bottle, and an Aéropostale lanyard will be offered as participation incentives. The water bottle and lanyard are no-fee company items.

### **Marketing**

Memorandum with agenda and general information will be sent via e-mail to all program participants. Although the program is a requirement for all participants in attendance, it is important to inform them of the program goals.

Agenda can be viewed as Appendix D and the Program Timeline can be viewed as E.

Marketing email message that will be sent with the Program Timeline attachment can be viewed as Appendix F.

### **Coordinating facilities**

Equipment arrangements are supplied by host and on-site rental facility. Training Manager will bring company laptop computer and projector. Managers will bring company laptops. The location will provide a projection screen, pens, and notepads free of charge. Tables arranged in u-shape. This shape is good for presentations, provides reading and writing surface, and allows for facilitator and participant to see one another easily (Caffarella, 2002, p. 346). The room will have seating for thirteen, with the option to add more if necessary. Program handouts will be provided by the Training Manager.

### **Conclusion**

The program planning team believes the steps they have taken to create the Organized Retail Crime (ORC) Initiative will be beneficial to all regional locations to help in recognizing and thwarting crime and loss. The team prepared a detailed planning summary and has developed

the training that will be presented by the Training Manager and the Loss Prevention Manager at the one-day session. After the training program, evaluations will be reviewed, along with a review by the Loss Prevention Manager to determine if the training was effective. Should the loss number not show an improvement, the planning table team will reconvene to determine what steps need to be completed in order that the training does become effective for all locations.

### References

Caffarella, Rosemary S. (2002). *Planning programs for adult learners, a practical guide for educators, trainers, and staff developers*. San Francisco: Jossey-Bass.

Cervero, R., & Wilson, A. (2006). *Working the planning table*. San Francisco: Josey-Boss.

LP Innovations (2012). *An introduction to loss prevention*. Retrieved from <http://www.lpinnovations.com>.

National Retail Federation (2013). Eight in 10 retailers agree organized retail crime activity has increased in past three years. Retrieved from <http://www.nrf.com>.

**Appendix A: Workshop Test**



**Organized Retail Crime**

**Post-Workshop Test**

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Store:** \_\_\_\_\_

**Trainer Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

1. List in order the six Principles of Loss Prevention.
2. What are the two elements found in well-structured loss prevention programs?
3. Why should prevention be the most important of the six principles?
4. Why do we want “a culture of honesty”?
5. Why should retailers not assume sales associates understand how to prevent theft and loss?
6. How can you detect a theft?
7. If you believe a theft has occurred, how would you investigate?
8. Why would you want to build an awareness program for your sales associates?
9. What are some forms of resolution?
10. What type of compliance can the company establish?

**Appendix B: Feedback Form**



**Training Workshop Feedback Form**

**Workshop Attended:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Store:** \_\_\_\_\_

**Trainer Name:** \_\_\_\_\_

	Strongly Agree	Agree	Disagree	Not Sure
This training deals with real-life issues.				
This training program should help me do my job better.				
I think others would benefit from this program.				
This training was well worth the time that I have invested in it.				

The best part of the training was:

The program could be improved by:

Additional Comments:

**Appendix C: Questionnaire about ORC Initiative**

Thank you all for attending this seminar on ORC. We hope you enjoyed your time, and found it helpful. Please take the next five to ten minutes filling out this short questionnaire about the program. Thank you again and have safe travels back!!

1. Please answer using the following scale

5=very good 4=good 3=ok 2=bad 1=very bad

- a) How was the presentation of ideas? 5 4 3 2 1
- b) Do you believe this seminar was helpful? 5 4 3 2 1
- c) Was the information relevant? 5 4 3 2 1
- d) Do you agree with the information? 5 4 3 2 1

2. Please explain you answers in the following questions

The best part of the training was

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The program could be improved by

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Additional Comments

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**Appendix D: Program Agenda**

**Course title:** The Organized Retail Crime Initiative

**Date and Time:** Wednesday July 24th from 10am-6pm (8hrs)

**Learning Objectives:**

After the presentation participants will be able to do the following:

1. Identify ORC groups.
2. Define how losses occur.
3. Practice established policies and procedures.
4. Detect theft and resolve it.
5. Conduct investigations.
6. Prevent theft.

**Session Activities:**

- 10am-1pm Introduction and going over ORC information with activities
- 1pm-2pm lunch
- 2pm-6pm six principles of loss prevention with activities
- additional info: 10 district managers coming from Ohio, PA, and Michigan

**Meeting Location:** Hilton Garden Inn

**Materials:**

- projector/laptop or tablet (which we probably already have)
- handouts
- giveaways (company-branded items as giveaways for answering questions)

**Expenses:** Same day flights for LP Manager, Regional Manager, and Training Manager

Appendix E: Program Timeline



Time	Topic
10:00-10:15	Introduction
10:15-12:15	Dangers of ORC -Review slides -Watch video -Review slides
12:15-12:30	Break
12:30-1:00	Group Discussion
1:00-2:00	Lunch
2:00-2:30	Awareness -Review slides
2:30-3:15	Compliance -Review slides -Paperwork exercise
3:15-3:45	Detection -Review slides
3:45-4:00	Break
4:00-4:30	Investigation -Review slides -Watch video
4:30-5:00	Resolution -Review slides
5:00-5:30	Prevention -Review slides
5:30-6:00	Conclusion -Recap -Post-test -Answers to post-tests and rewards



Appendix F: Marketing Email Message



BACK TO SCHOOL MEANS BACK TO WORK FOR  
ORGANIZED RETAIL CRIME GROUPS!!

ARE YOUR STORES READY?

**\*\*ORGANIZED RETAIL CRIME INITIATIVE\*\***

Wednesday, July 24, 2013

PRESENTED BY CATHRYN HENNES, AEROPOSTALE CORPORATE TRAINING  
MANAGER

DISTRICT MANAGERS WILL RECEIVE TRAINING AND NEWEST UPDATES TO:

1. Identify ORC groups.
2. Define how losses occur.
3. Practice established policies and procedures.
4. Detect theft and resolve it.
5. Conduct investigations.
6. Prevent theft.

Program from 10 am until 6 pm

Continental breakfast and lunch will be provided.

Break for lunch at 1 p.m.

Hilton Garden Inn

4900 Emerald Court Southwest

Fairview Park, Ohio 44135

Questions? Contact Cathryn Hennes at (216) 870-2304 or [cathy.hennes@gmail.com](mailto:cathy.hennes@gmail.com)