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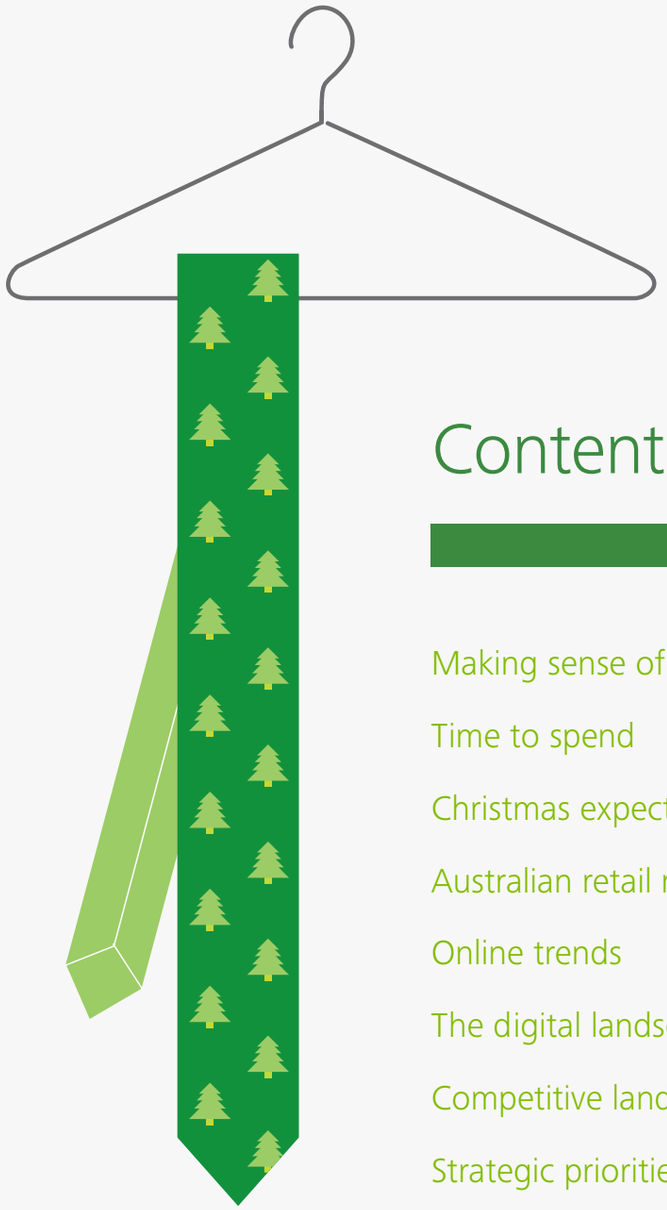
Making sense of the silly season

Deloitte
Retail Review

November 2014

CHRISTMAS SURVEY



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Retailers are predicting a stronger trading period this Christmas. Despite relatively flat consumer sentiment, low interest rates and cheap credit are helping to boost retailers' confidence in the lead up to this pivotal time of year.

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Making sense of the silly season

Making sense of the silly season
Introduction

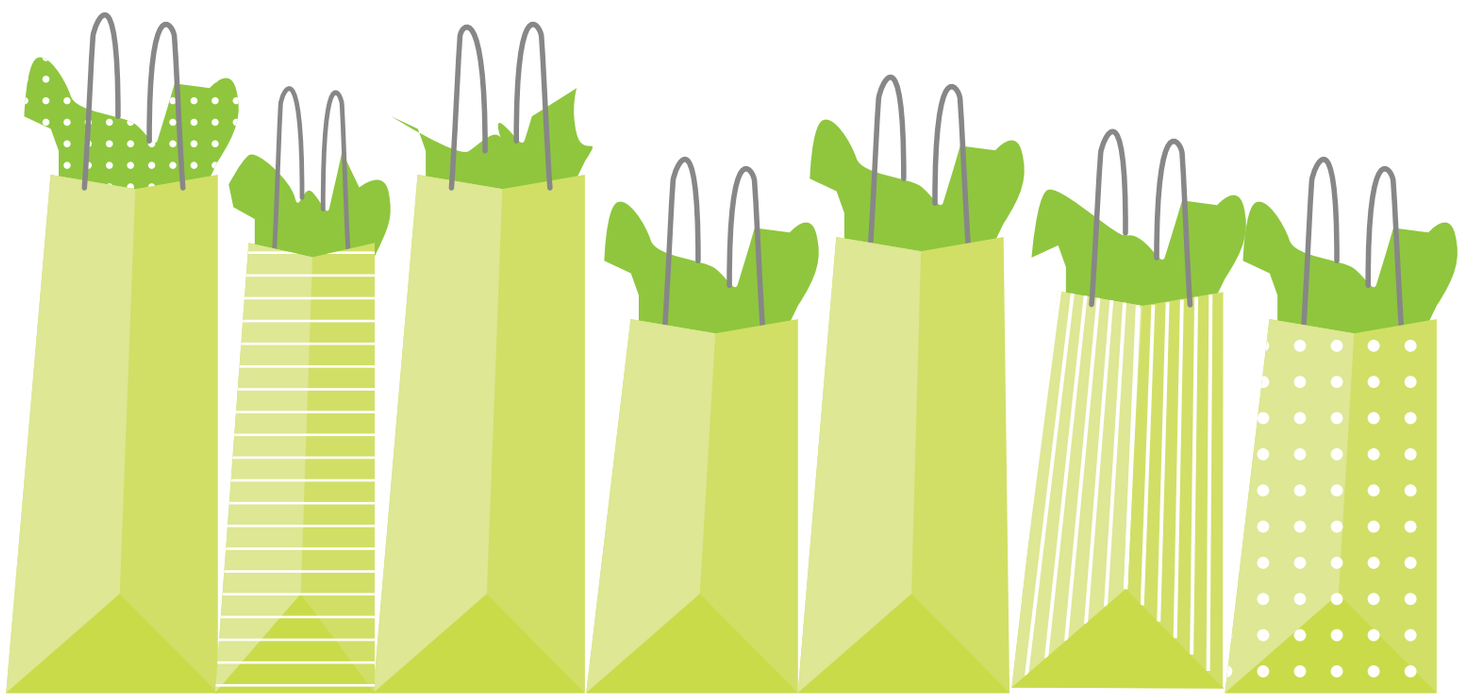
Background to survey

Welcome to the 2014 Deloitte Christmas Retailers' Survey.

During September and October 2014 we surveyed a cross section of executives and senior management of Australian retailers about their expectations for the 2014 Christmas period and beyond. This is the third year we have surveyed Australian retailers on their expectations for Christmas and beyond. This report analyses retailers' sentiment for the Christmas period, key trends and their expectations and priorities for 2015.

Steady as she goes

Following a reasonable start to the 2014 calendar year, retailers have faced more challenging market conditions in the past six months. This has been driven largely by consumer sentiment and the downturn in the mining and resources sector. Nevertheless, there is an underlying optimism amongst many retailers that Christmas will provide a solid albeit not spectacular change of fortunes. 75% of respondents are predicting an increase in Christmas sales compared to 2013, but only marginally so. Discounting will again be a key weapon in the armoury of retailers this Christmas.



When retailers will start to discount and by how much is less certain. Our survey results indicate that nearly two thirds are planning on discounting at some point over the Christmas period, with a further 17% still to make a decision on their discounting strategy. Yet with 86% of respondents expecting their margins to be the same or slightly higher than last Christmas, it remains to be seen what impact discounting will have for consumers.

Changing business models

Australian retailers are becoming more focused on developing digital strategies and driving online sales – but progress still appears to be slow for many. The number of retailers expecting zero online sales has fallen by nearly a quarter since 2013, with the majority of retailers expecting online sales to be between 2 to 5%. The expectations for growth in online sales are high, albeit off a low base, with 83% of retailers predicting higher online sales than Christmas 2013. Of these, 51% of respondents are expecting over 10% growth in online sales. Digital strategies are being recognised as vital for success for retailers in 2014, with 92% of retailers indicating the importance of an effective digital strategy to their business. Yet when it comes to prioritising risks to their business, only 6% of our survey respondents saw disruptive innovation as their greatest risk.

Making sense of the silly season

Digital disruption continues to cause significant challenges to the Australian retail market, and failure to recognise the potential threats caused by this shouldn't be underestimated. With online sales still lagging behind many overseas markets, and the continued influx of international retailers into Australia, developing an effective digital strategy isn't an option, it's a necessity.

Consumers remain king

Whilst our survey respondents appear broadly positive about their own prospects, they continue to be concerned about the fragility of consumer confidence. Two thirds of respondents expect consumer confidence to remain the same in 2015, whilst nearly half of all respondents see falling consumer demand as the largest impediment to future growth.

Outlook

As we look ahead to 2015, there appears to be some genuine optimism. Our survey results suggest that retailers are becoming less focused on cost reduction initiatives and instead looking to grow organically, primarily through new bricks and mortar stores and investment in multi-channel offerings. With a solid but not spectacular Christmas predicted by many retailers, this could provide a strong foundation for a revitalised retail environment in 2015.

David White

National Leader,
Retail, Wholesale and
Distribution Group

The 2014 results tell us that Australian retailers now recognise that developing an effective digital strategy isn't an option, it's a necessity.

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Time to spend

Time to spend
Highlights from the Christmas survey

After a volatile retail market in the first half of 2014, retailers appear relatively optimistic that the Christmas spirit will create some cheer.

Modest growth in sales and margins

Whilst three quarters of survey respondents expect Christmas sales to be higher than last year, increases are only expected to be modest. However, the number of respondents anticipating sales growth is 10% higher than 2013, suggesting retailers are more confident about the 2014 Christmas trading period.

Discounting is set to continue throughout the Christmas period, although 49% of respondents are anticipating modest increases in margins this year, suggesting that we may see fewer retailers engaging in store wide discounting compared to previous Christmases. However, with 17% of respondents still to decide on their discounting strategy, we could still see heavy discounting if early trading remains quiet.

Strategy and expansion

Last year's report highlighted that store growth was key to the strategies of many Australian retailers. This still holds true in 2014, with 70% of respondents expecting to increase store numbers in 2015 compared to 55% the previous year.

Interestingly, nearly a third of all respondents told us that they are considering expanding overseas. However, just 2% of respondents saw overseas expansion as their most significant growth driver in 2015. Given the growth momentum achieved by many international retailers through expanding into new markets, Australian retailers may be missing out by focusing only on the domestic market. Indeed, 35% of respondents see their biggest threat coming from foreign owned bricks and mortar stores.

Digital strategies are growing increasingly important for many retailers. Yet online sales remain only a small part of many businesses, with nearly half of all respondents expecting online Christmas sales to be less than 2% of total sales.

Economic expectations

Whilst many respondents appear confident about their own growth prospects, the general outlook for the broader economy remains cautious. 21% of respondents expect the Australian economy to improve over the next 12 months compared to 39% in last year's survey. With nearly half of all respondents expecting economic conditions to remain flat and 84% expecting to increase earnings in FY15, it appears that the competition amongst retailers for share of wallet will continue to intensify.

Nearly three quarters of respondents are expecting some form of interest rate rise in 2015 whilst 87% expect the $AUD to be below 90c to the $US. But with the majority of respondents not expecting to be able to pass cost increases on to consumers, the ability to continue to drive efficiencies and differentiate from the competition will be more important than ever.

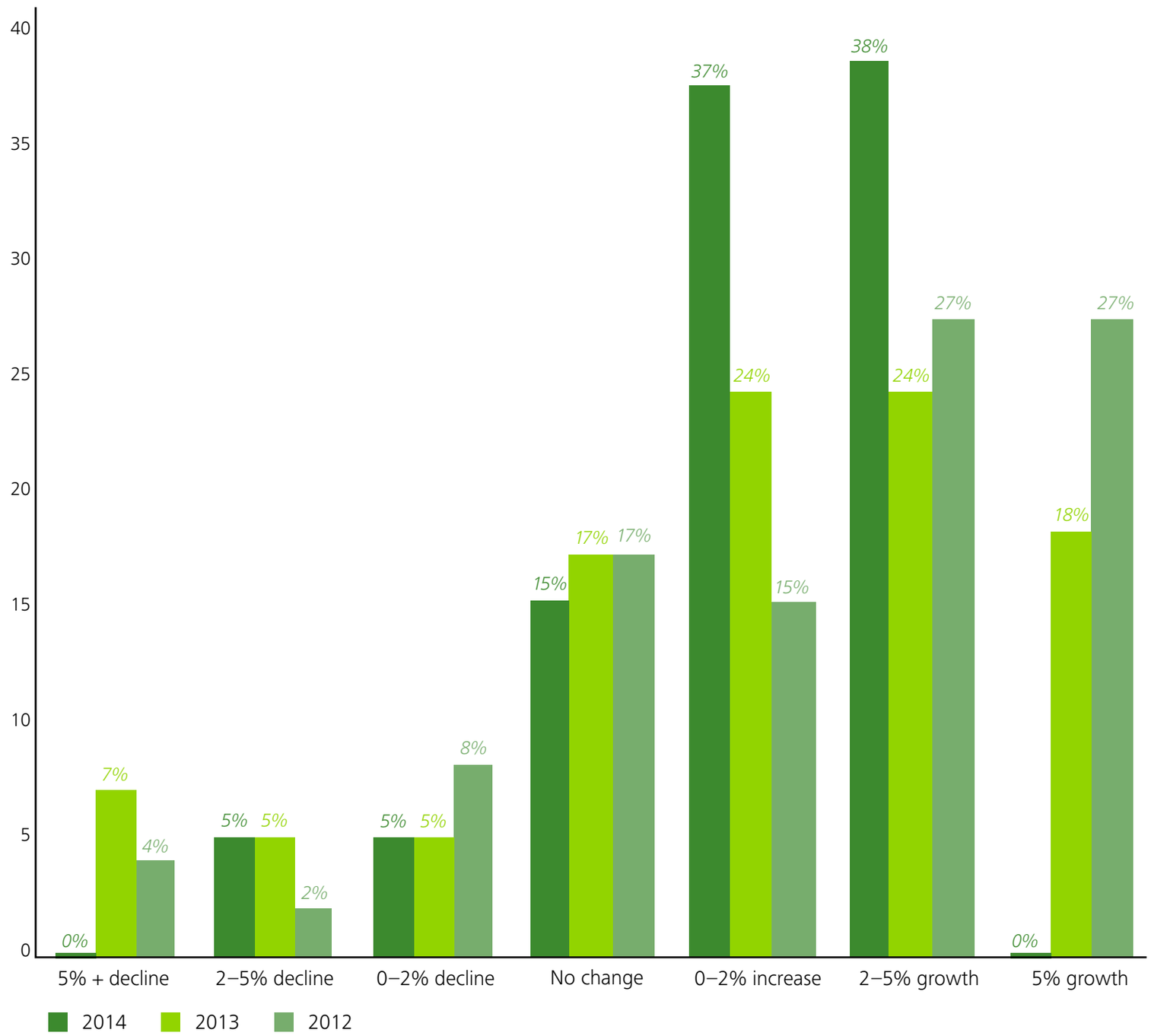
CHRISTMAS SURVEY

Christmas expectations

Christmas expectations
Confidence in uncertain times

With nearly two thirds of respondents believing that the Christmas trading period is "critical" or "very important" to their overall performance, the lead up to Christmas can be a nervous one for many retailers. However, retailers are cautiously optimistic about the Christmas trading period, with 75% expecting growth in sales in 2014. Whilst sales expectations are positive, this growth forecast is muted in comparison to 2013 and 2012, with no retailers expecting growth above 5% for Christmas 2014.

Do you expect Christmas sales to exceed the previous Christmas sales period?

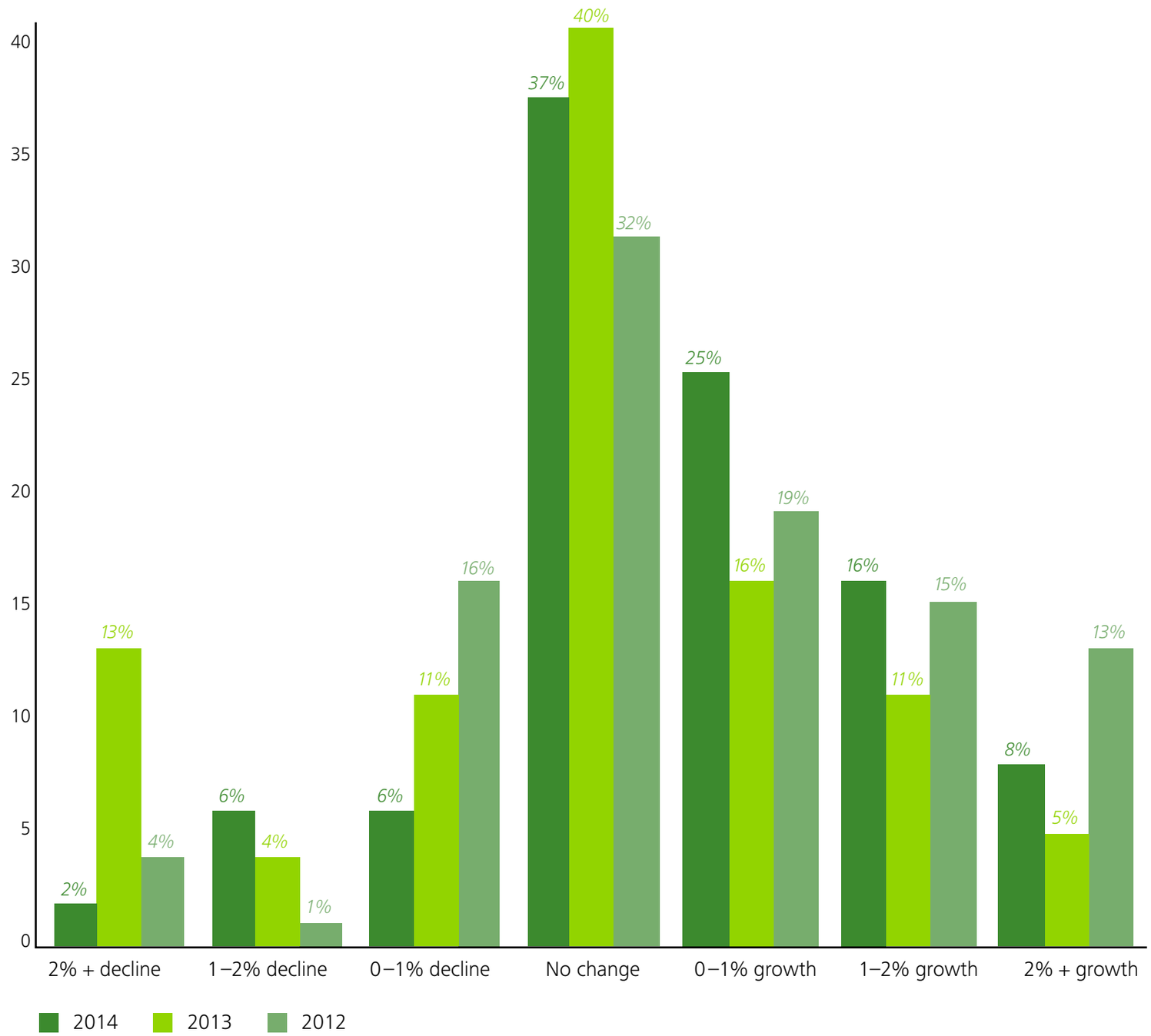


Christmas expectations
An end to slash and burn discounting?

Despite the recent falls in the AUD, respondents are not expecting this to impact pricing at Christmas, with 76% noting that the lower AUD will not have an impact on prices. With inventory purchases typically locked in months in advance, we may only start to see the impact on pricing in 2015.

Whilst expectations around sales growth are relatively cautious, retailers are more confident in their ability to increase margins this Christmas. 49% of respondents expect to grow margins during Christmas 2014, suggesting that the slash and burn style discounting seen in previous years is less likely as retailers fight to protect margins.

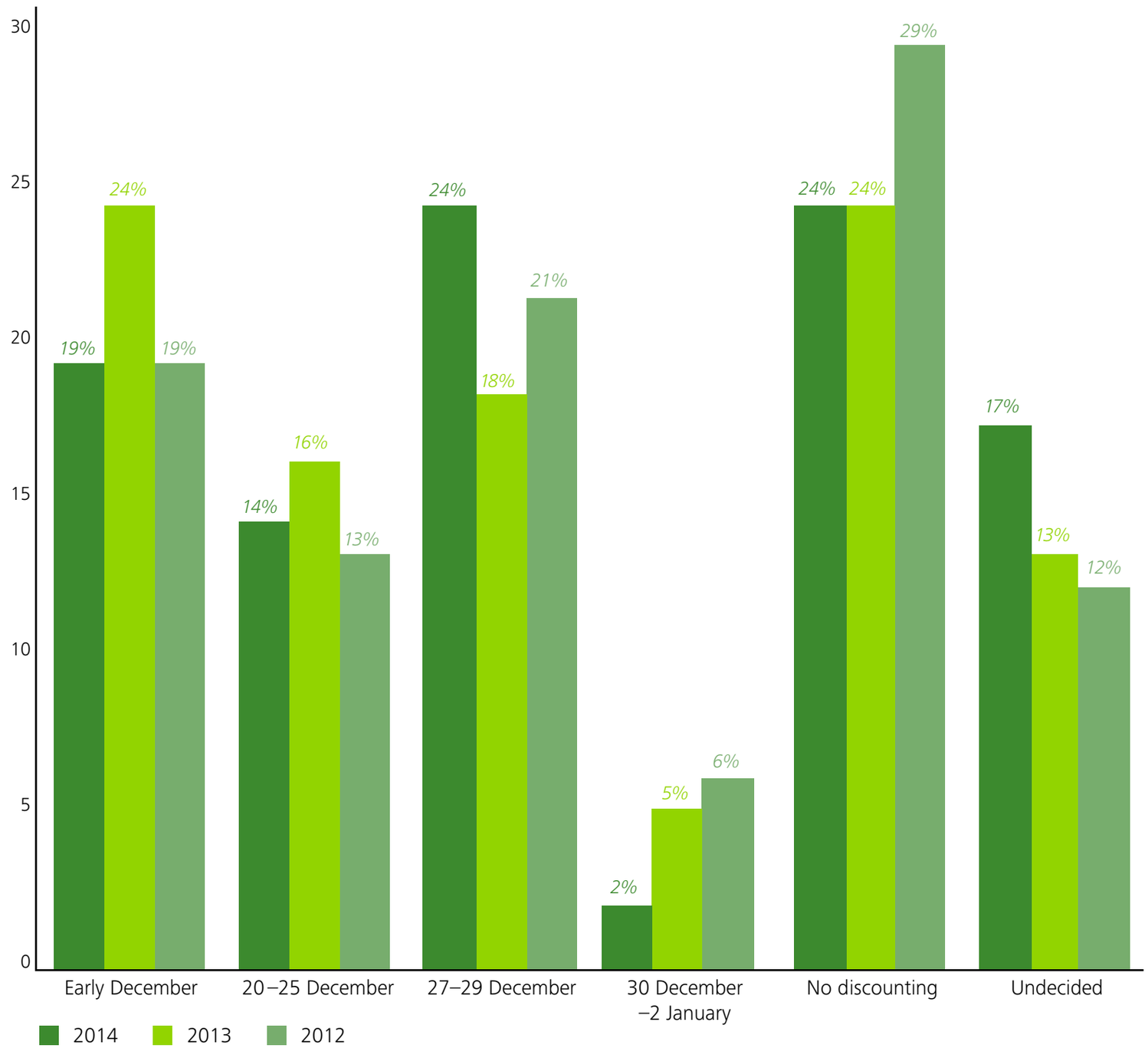
Do you expect margins for the Christmas period to exceed the previous year?



Christmas expectations

Retailers continue to be more sophisticated with the forms of discounting at Christmas. High/low pricing and discounting of selected products at different times of the day or week are designed to entice the customer into the store with the hope that they will make additional purchases of full priced products. With nearly 60% of respondents expecting to use some form of discounting this Christmas, getting this strategy right will be critical to making it a profitable one for retailers.

At what point do you expect to begin discounting around Christmas?



Australian retail macroeconomic outlook

Deloitte Access Economics

The retail environment has been a bleak one for a number of years. From 2010 to 2013 nominal retail growth averaged just 3.0% per annum (less than half the average seen over the decade prior).

A weak global environment, new-found consumer enthusiasm for paying down debt, greater spending on health, education and other services, and the challenges of fiercer competition via online channels has made retailing a tough business.

But the past year has been a generally healthy one for Australia's retail sector. Retail sales started 2014 well, weakened in the middle of the year in the wake of the Federal budget, but have recovered to enter the Christmas period in reasonable shape. Retail sales momentum is being driven by low interest rates, along with decent house price and share market gains.

But the broader economy is also giving retailers some cause for concern with jobs growth patchy, and wages growth painfully weak, limiting consumer spending power. Employment gains have generally not been strong enough to stop the unemployment rate from rising over the past year. Wages growth is at historical lows and is failing to keep pace with inflation. Consumer confidence is still fragile (although improving in some areas).

Retail sales are expected to show a decent rate of growth over the Christmas 2014 period, but with cheap credit a key driver, sales growth may favour credit sensitive sectors. Indeed, credit growth has been picking up. It's far from a free-for-all, but over 2014 consumer borrowing has been travelling at a rate not seen since the GFC. Low interest rates and strong asset price gains have been key contributors to this.

A stronger level of housing activity will also likely bring forward spending on major household items. Spending on building new homes and renovating old ones began to lift in late 2013, and that acceleration picked up pace in early 2014. Building approvals indicate there's at least another 10% increase coming in the near term. Trends in housing construction can be a strong influence on key categories of household goods.

But the stronger rates of house price and share market gains may soon run out of steam (whether or not there is an interest rate rise to trigger it), which could see credit growth slow down or level out once more.

The $AUD's recent falls and an expectation that the $AUD may fall further over the next few years suggest there may be some upward cost pressure from overseas suppliers for retailers to contend with.

Australian retail macroeconomic outlook

The State retail leader board over 2014 had some stark differences to what had been seen on average over the previous five years. Most notably, Western Australia sits near the foot of the table as resources investment scales down, while over the previous five years retail sales growth in WA was way out in front, nearly double the national average. On the flipside, New South Wales and Tasmania led retail growth over the past year, compared with their historic position of comfortably below average (NSW), and last place (Tasmania).

Low interest rates and a hot housing market may keep New South Wales on top as we enter 2015, while Queensland may move up the rankings with housing construction picking up strongly.

As always there are risks to the Australian economic outlook, and these could come into play over the Christmas trading period. Global economic risks centre on China, and as China is a huge trading partner for Australia, Australia would be very exposed to those risks. A key victim of China's slowdown has been the iron ore price, whose fall through 2014 comes at considerable cost to Australia. If China's economy slows notably, it could be batten-the-hatches time in Australia, hitting Australian income growth and consumer confidence. The good news is that the $AUD would slide and interest rates would also fall, cushioning the adjustment on Australia somewhat.

A significant domestic economic risk comes from runaway housing prices. While asset price gains have been a support for recent retail spending, the Reserve Bank has become concerned that house price growth is getting well out of kilter with income growth. That creates the risk of a sharp property price correction which then has broader economic consequences.

For now the Reserve Bank needs to keep interest rates low to support a broader economy which is growing at below trend rates. But in doing so it can see that imbalances are building in the housing market, and it is running out of patience for those to self-correct.

Overall 2014 is likely to provide a more supportive economic environment for Christmas retail sales than seen over recent years although, as ever, a number of economic risks remain.

David Rumbens

Partner,
Deloitte Access Economics

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Online trends

Online trends

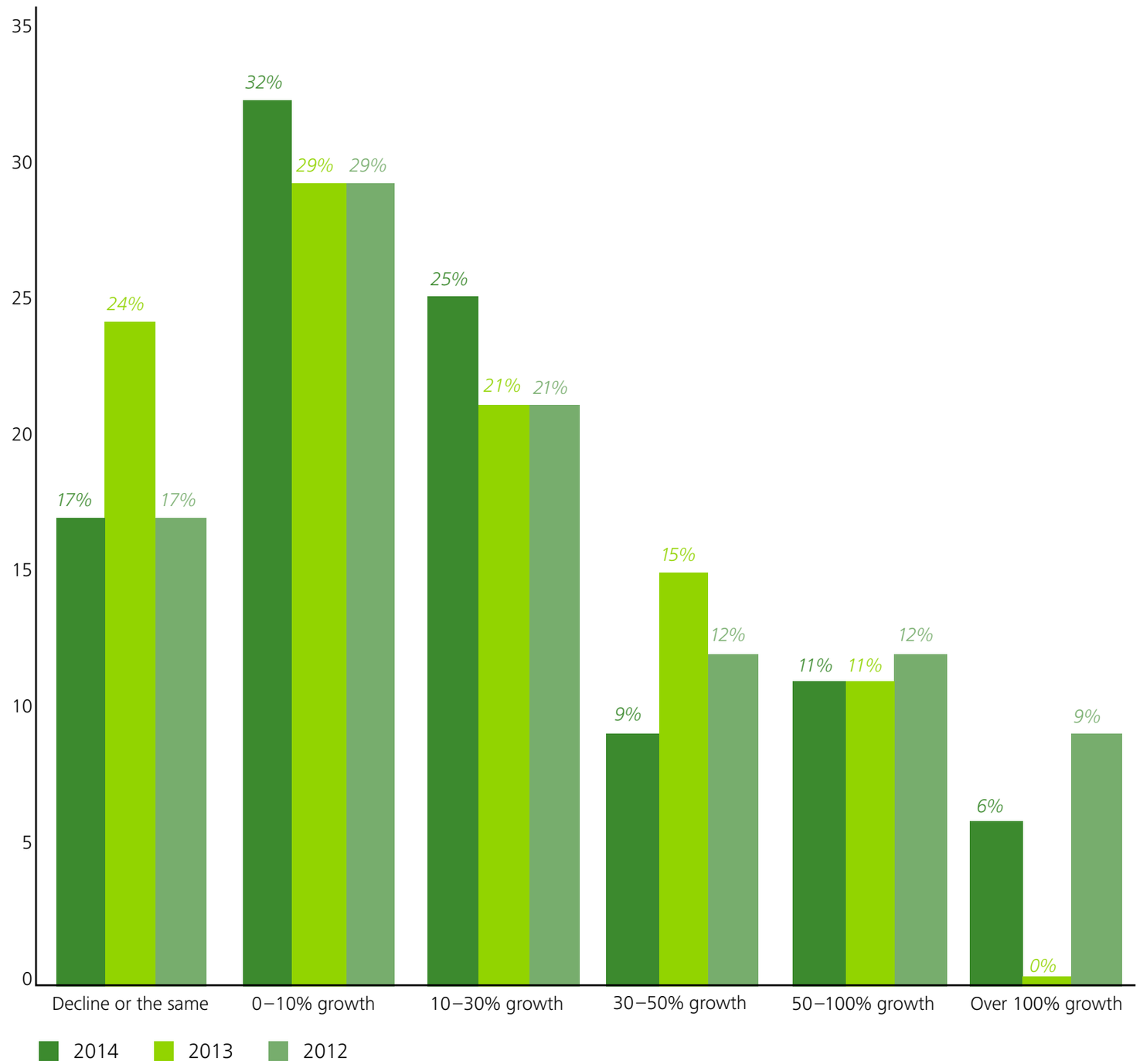
Steady growth but still more to come

Whilst we have seen significant market penetration in online sales in a number of major overseas markets, this trend has typically lagged behind in Australia.

The results of our survey show that Australian retailers continue to grow their online presence, but they still represent only a small part of their total sales.

Although expectations around online sales growth continues to outpace overall sales expectations, this appears to have slowed slightly in 2014. The majority of retailers with an online presence are predicting online sales over Christmas to grow between 1 to 10%, perhaps reflecting a maturing level of online retailing compared to a number of years ago. Retailers need a compelling value proposition to entice customers and the online platform needs to complement their traditional store network. Some innovations require a rethink of the supply chain, such as a store-to-customer distribution model to increase responsiveness, micro-picking systems and negotiated agreements with logistics firms to lower distribution costs and allow rapid delivery. We expect to see continued investment by retailers in this area of their business as consumer shopping habits and demands continue to evolve.

By what % do you expect online sales for the Christmas period to exceed last Christmas?

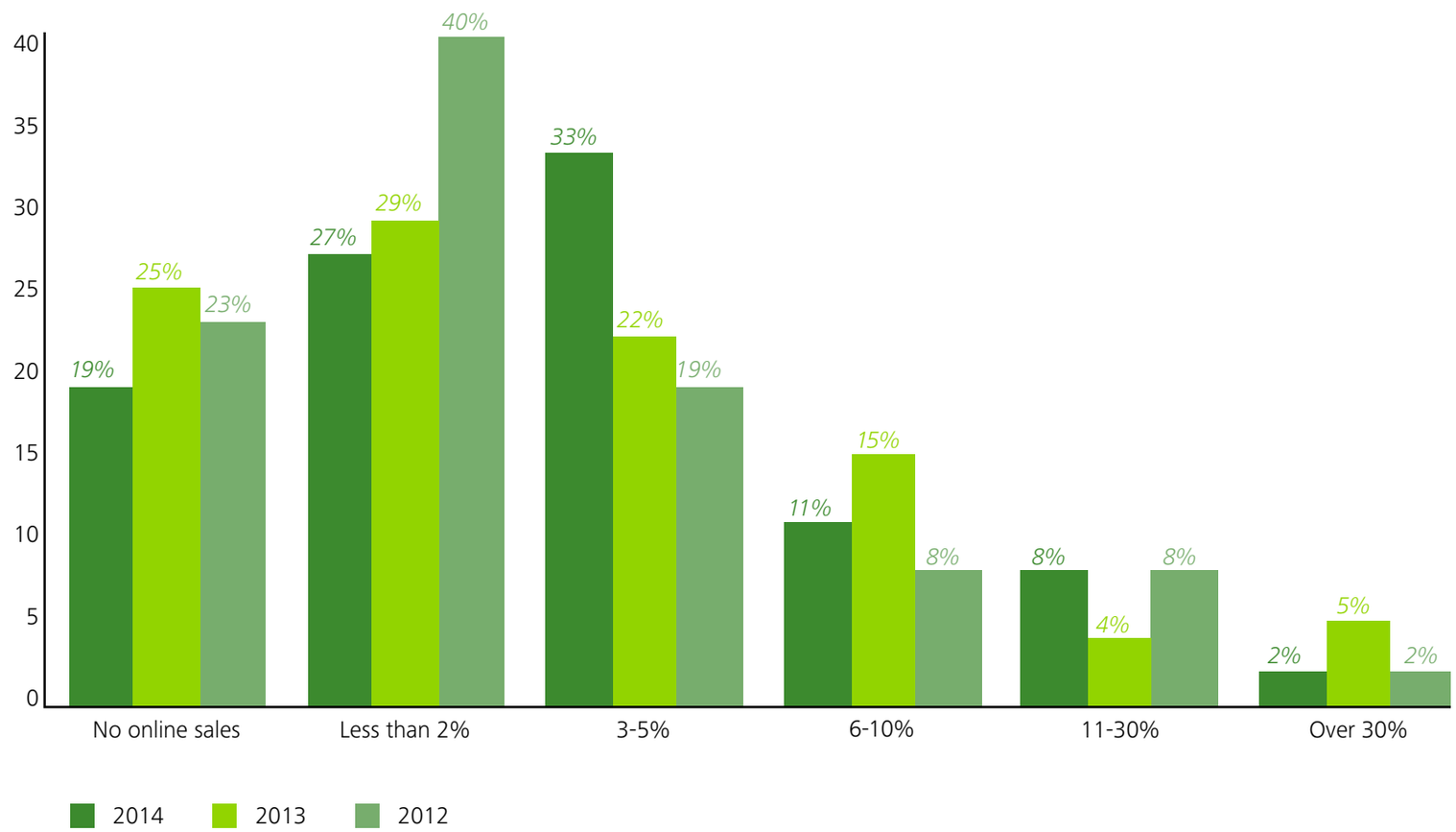


Online trends

The number of survey respondents who do not have an online presence has fallen to 19% in 2014 from 25% in 2013. Nevertheless, nearly half of all respondents expect online sales over Christmas to make up 2% or less of their total sales over the festive period. So whilst we are seeing greater focus by retailers on this sales channel, the value of sales being made through online remains significantly lower than in countries such as the United Kingdom and United States. Whether this is due to Australian consumers simply not warming to online shopping, or whether it's due to the quality of the online services provided by Australian retailers, it continues to be an area of opportunity for retailers if they can get the model right.

For the first time, we surveyed the importance of using data analytics to improve business performance, and retailers responded strongly with 57% rating data analytics as 'critical' or 'very important'. Larger retailers have been utilising data for a number of years, and as the cost of data warehousing and analytical tools decreases they are becoming increasingly important for smaller enterprises.

What % do you expect your online sales to be over the Christmas period?



"Online retail will continue to grow in certain sectors that haven't yet felt the full impact of online offerings."

respondent

The digital landscape for retail

Navigating Australia's unique set of challenges

This year, more than ever, has seen an increase in the level of discussion and strategy around multi-channel and digital retailing in Australia. However, what is increasingly apparent is that choosing the right strategy that works within the Australian context is increasingly challenging.

Digital has established itself as a firm agenda on the executive meetings for Australian retailers. In all of its forms:

- Increasing awareness and conversion through the mobile channel
- Using social media as a channel for sales as well as insight into customer preferences, behaviours and influence
- The explosion of data that can be potentially gathered has generated a need to build or buy analytics capabilities and tools to derive insight
- The technology, sourcing and speed to market that cloud providers can offer
- The ever present and increasingly sophisticated requirement to ensure that information is secure and guarded against cyber abuse.

Statistics suggest that Australians are fast adopters of technology. Therefore they have the tools in their hands to reach more brands more easily in search of the right product at the right price delivered within the right timeframe. This will put some pressure on retailers to deliver. We have seen that non-grocery online purchases in particular have the threat of global providers being able to reach Australian customers. This has led to a big drive to ensure that Australia maintains price competitiveness with increasingly global competition.

While much of the focus of articles and publications about multi-channel retail has been on the connected consumer, we are witnessing an increasingly demanding internal customer – the connected workforce. If the next battleground for customers is to differentiate by service, then educating, empowering and engaging the workforce is becoming increasingly crucial. Product knowledge at their fingertips; tablets in-store to offer extended ranges; internal collaboration tools to foster a greater sense of community among the frontline store colleagues are all increasing in popularity.

Serving the digital consumer is putting pressure on the operating model and structures of many Australian businesses. Creating new internal digital teams and capabilities is hard to do successfully as talent is scarce, the pace of innovation is rapid and performance metrics are hard to define. We have seen leading retailers alter the position, role and leadership of the IT function - re-branding for a digital age and changing processes and structures to increase agility, innovation and connectivity with the customer.

While it is clear that other markets have higher penetration of online and multichannel sales, Australia has some particular characteristics that make the market unique – geography, weather, labour costs, margin erosion by increased distribution costs, population densities, and existing real estate. Therefore in developing a path to success, Australian retailers need to really understand their own business and their customers to pick the right changes to invest in.

Damien Ballesty

Lead Retail Director,
Retail, Wholesale and
Distribution Group

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Competitive landscape

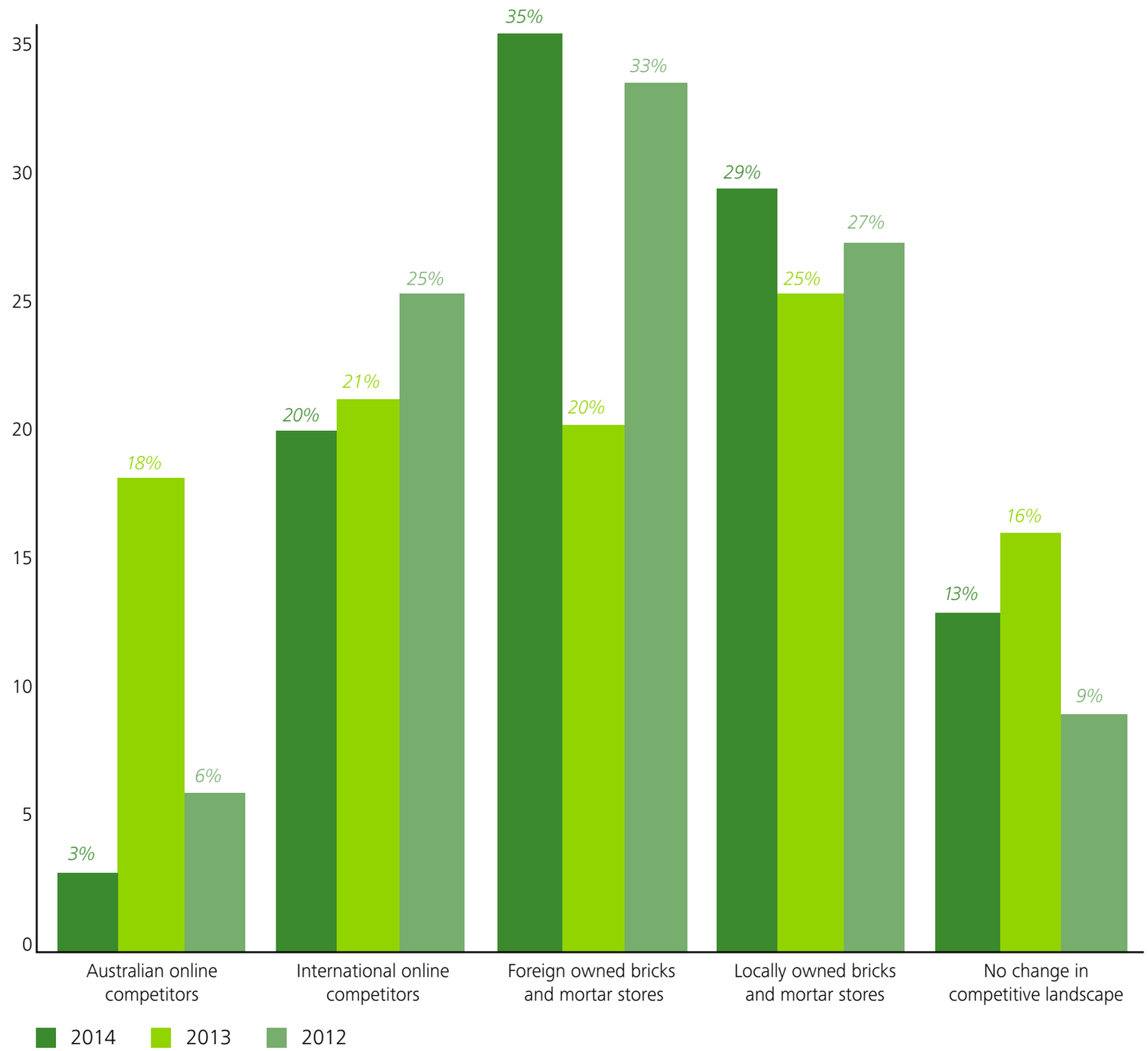
Competitive landscape
Fighting the foreign invaders

Australia has become a popular hunting ground for many global retailers. With a relatively strong economy compared to many others over the duration of the global financial crisis, a high Australian dollar, and a clear demand for their products from Australian consumers, Australia has been an attractive expansion opportunity for many.

With more global retailers having either entered the market in 2014 or planning to do so in 2015, our survey highlights the anxiety felt by many Australian retailers. After a fall in 2013, some 55% of respondents highlighted foreign retail as their biggest source of competition. International bricks and mortar stores have clearly been identified as increasingly important sources of competition and this looks set to continue. Interestingly, competition from Australian online retailers has fallen in its importance as more traditional retailers begin to develop their own online offerings.

Bricks and mortar retailers have certain advantages over their pure play competitors such as the ability to leverage their store network to create a truly multi-channel offering. The battle between traditional and new retail is heating up which can only be good news for consumers.

From which source do you expect to see the most increased competition?

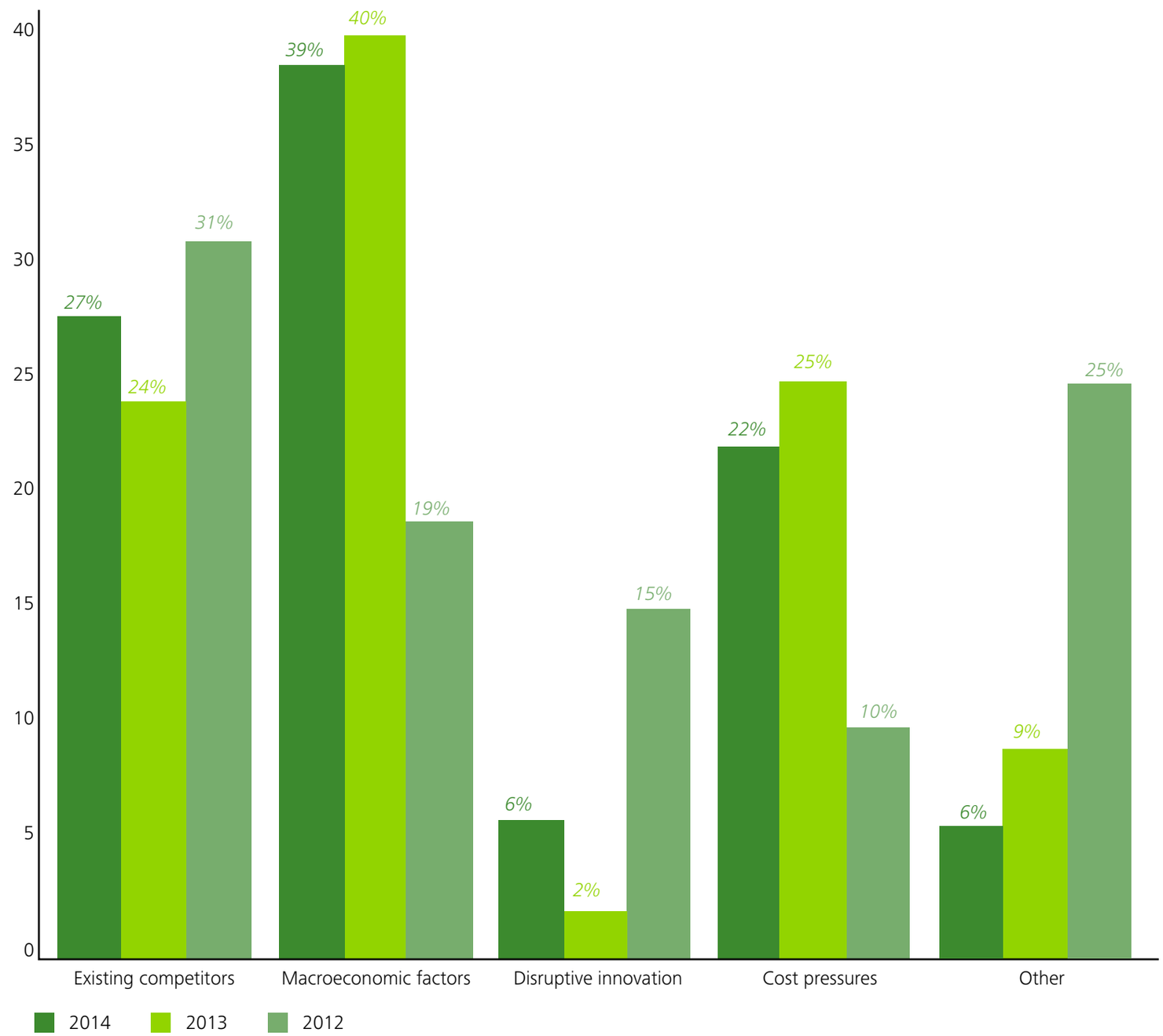


Competitive landscape

We saw in 2013 a sharp jump in concerns around the macroeconomic outlook and this continues to be of equal focus in 2014. Macroeconomic factors are the number one risk to the majority of our survey respondents. As we saw with the sharp fall in consumer confidence following the Federal Budget announcement earlier this year, consumers are highly sensitive to perceptions around their personal wealth and the broader condition of the economy. With the dependency of large parts of the Australian economy on China, recent falls in iron ore prices and mine closures will be of a concern to retailers and the effect this may have on consumer sentiment.

Despite the major disruption from digital in the market, only 6% of respondents cited disruptive innovation as the greatest threat to their business. Whilst undoubtedly the threat from international entrants is a huge challenge for Australian retailers, the ability for new technologies to disrupt traditional business models shouldn't be underestimated.

What do you consider to be the greatest risk to your business?



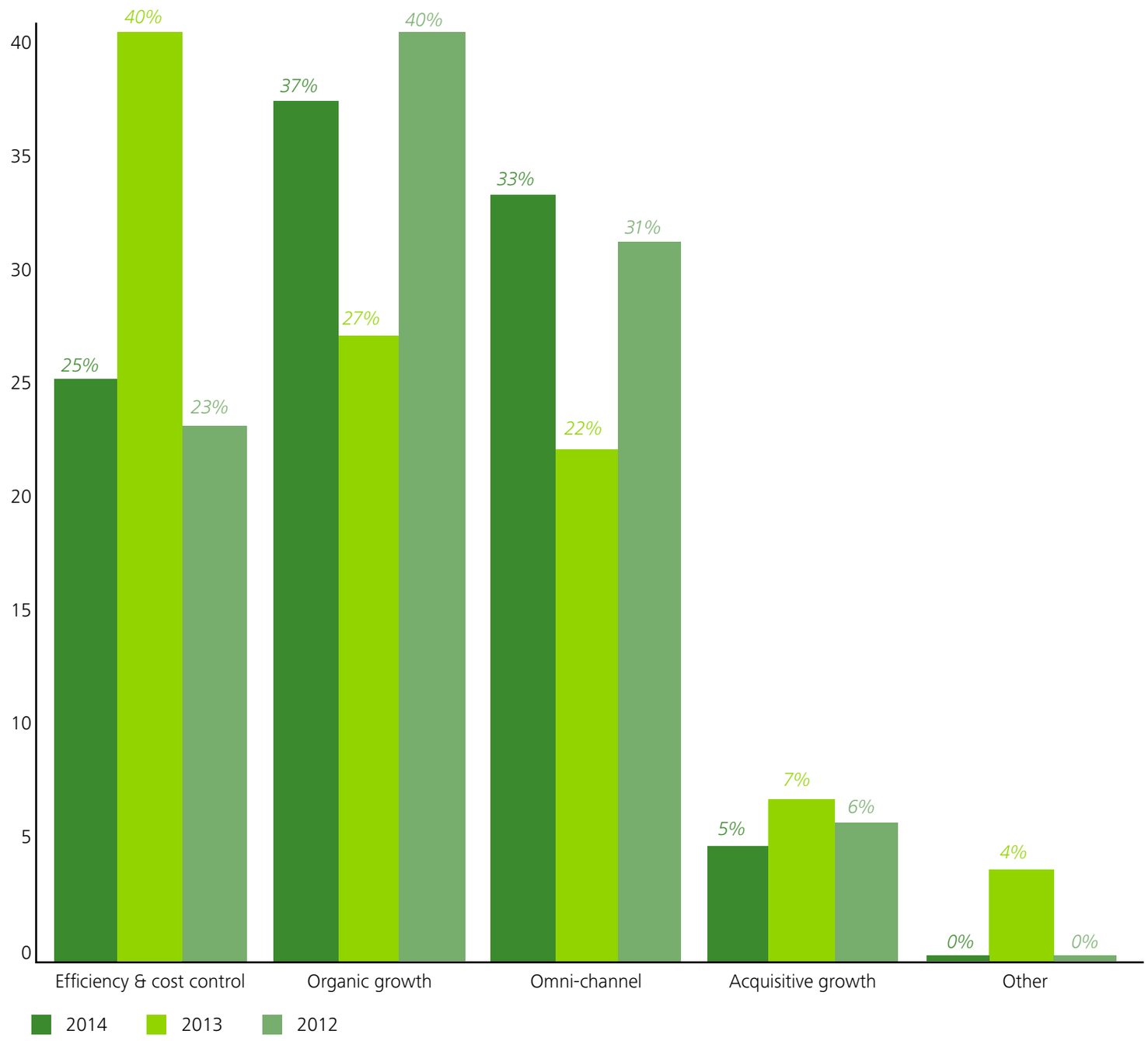
Strategic priorities

Strategic priorities
A focus on growth

After a challenging period which has seen a focus on cost cutting and driving greater efficiencies, retailers appear to be refocusing their strategies around growth. There has been a 15% fall in the number of respondents concentrating on efficiency and cost control this year, and instead we are seeing a shift of strategic priorities towards organic growth and omni-channel.

This is a particularly positive sign given that many retailers are predicting flat economic conditions in the next 12 months. Undoubtedly driving efficiencies will remain a key focus area, however, there appears to be greater confidence amongst retailers about their ability to deliver on a growth strategy.

What is the current number one strategic focus of your business?



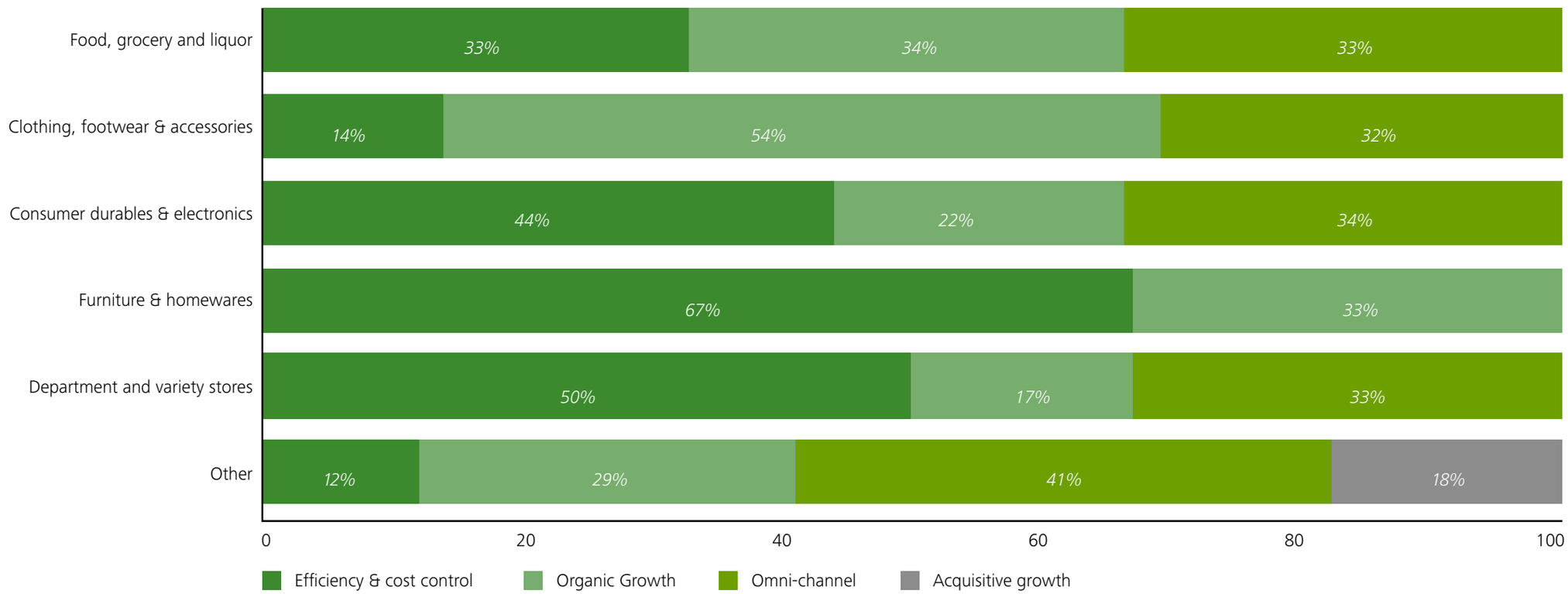
Strategic priorities

The strategies of the various market segments continue to be varied, with those segments that have struggled to remain competitive highlighting further cost efficiencies as the key strategic focus. The Clothing, footwear and accessories market is focused heavily on growth, either through organic growth or expansion in omni-channel offerings. The respondents in the Food, grocery and liquor market are mixed, with the strategic focus split evenly between costs, organic growth and omni-channel expansion. Acquisitive growth remains a low priority for all market segments.

"The retail sector will be very strong overall; however this will be due to the arrival of overseas entrants and not domestically owned retailers."

respondent

What is the current number one strategic focus of your business?



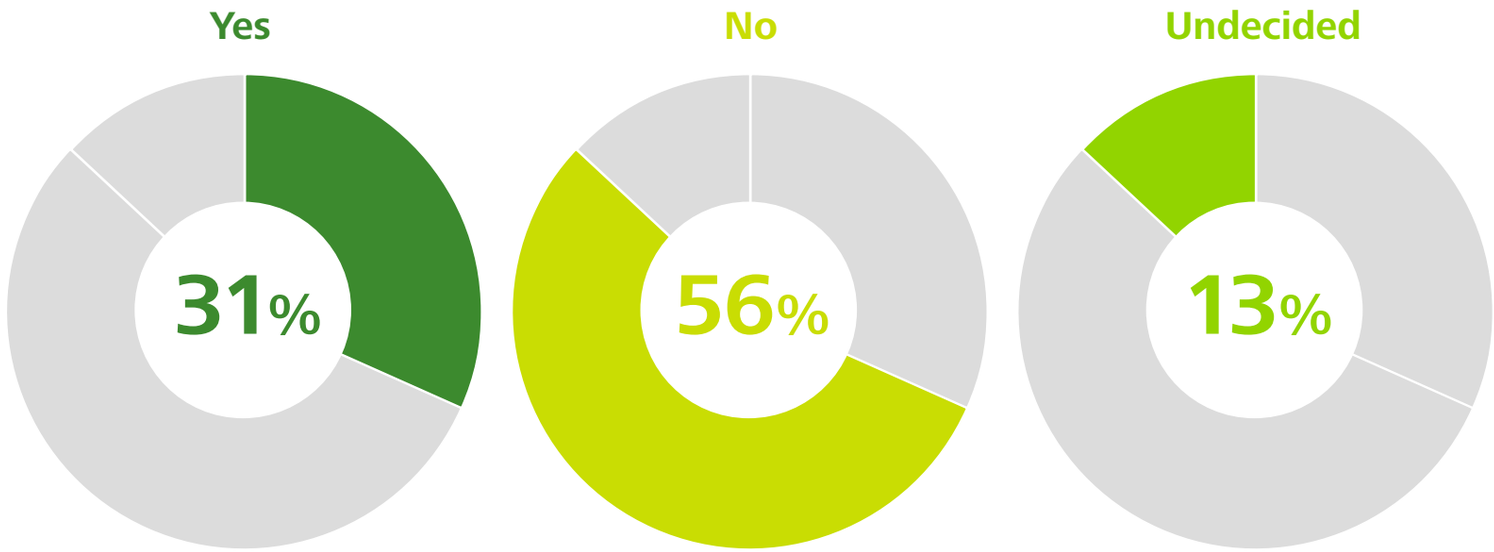
Strategic priorities
Destination global?

We highlighted in last year's survey that nearly three quarters of respondents were not considering overseas expansion as part of their business plans. This attitude appears to be starting to change, with 31% of respondents in 2014 now considering that overseas expansion provides this opportunity.

Contrary to the global trend, the number of Australian retailers seeking to expand into overseas markets has been few and far between. The Australian domestic retail market has offered many retailers significant growth opportunities over the past 10 years. However, with competition increasing both from domestic and international retailers, expanding overseas may provide Australian retailers with larger, albeit potentially more risky, growth prospects.

Only a handful of Australian retailers have so far sought to expand globally, but we have seen some Australian success stories. In Australia we have some very strong domestic brands and business models which could also prove highly popular and successful overseas. Consumers in countries like China crave the quality of goods that some of our Australian companies produce and sell, and there is a real opportunity for Australian retailers to capitalise on this. However, the market is moving quickly and if Australian retailers don't move fast, there is a risk that they could be left behind.

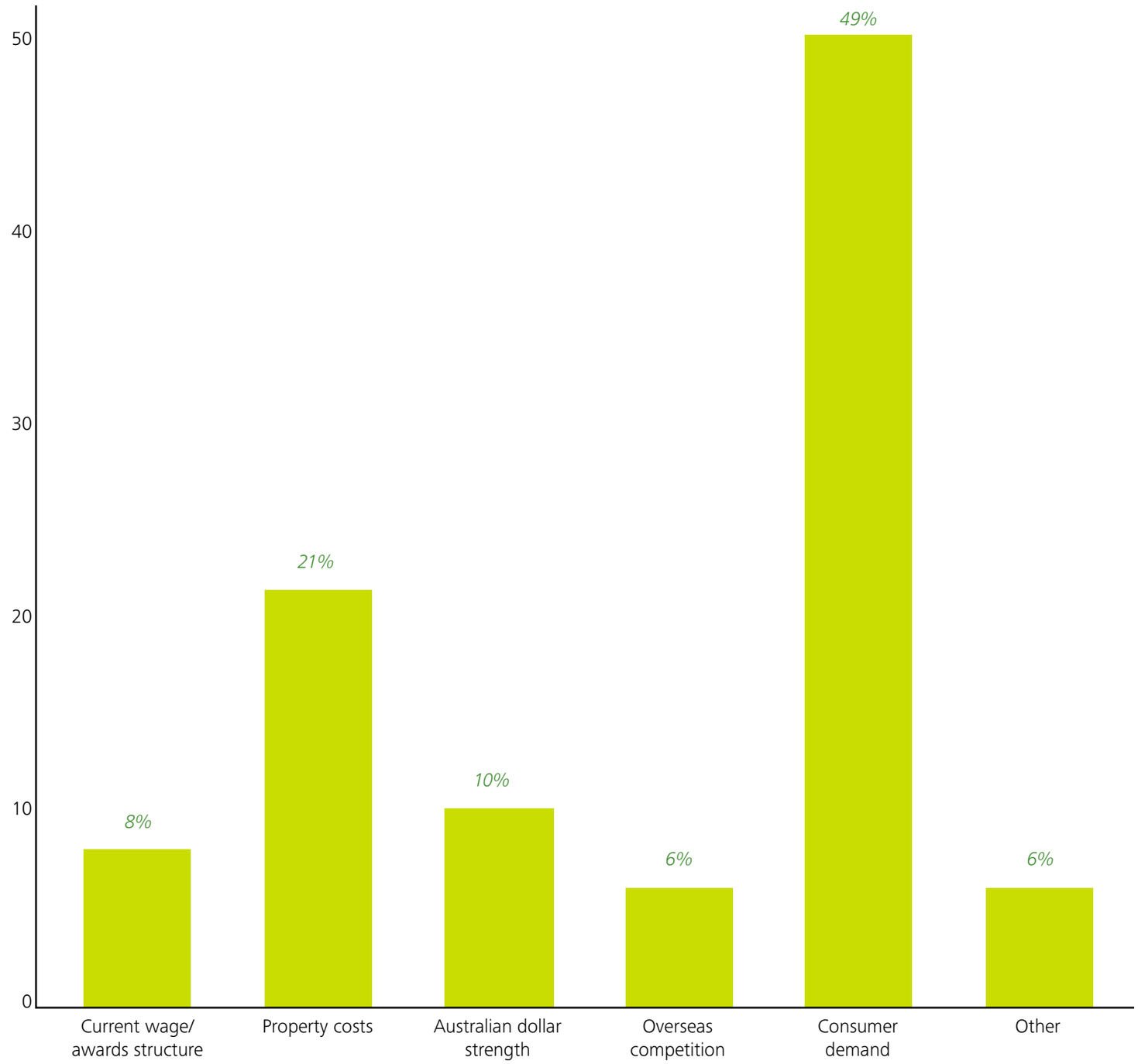
Do you see expanding your operations overseas as an opportunity to grow your business in the next 12 months?



Strategic priorities
Impediments to growth

Similar to previous years, consumer demand is considered to be the greatest impediment to achieving sustainable growth. This year, this has become even more important to retailers, with 49% highlighting it as their greatest concern. Property costs remain the second highest factor, with the balance between choosing the right store location but at price which allows a sufficient return on capital being a constant challenge. This has been exacerbated by new entrants into the market which has increased competition for prime retail stores and locations.

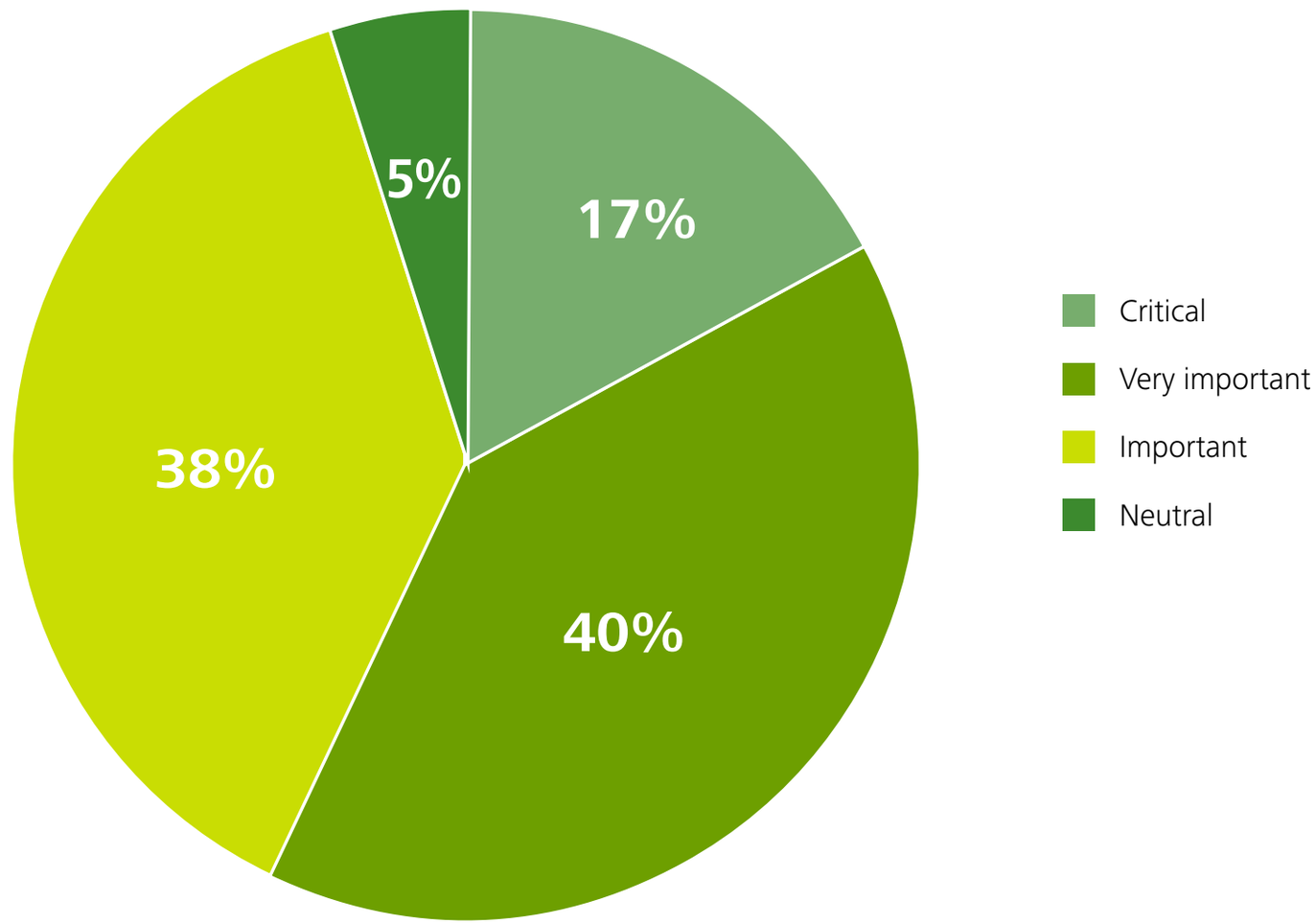
What is the biggest impediment to you achieving sustainable growth?



Strategic priorities
Driving decisions through data

The use of data analytics in the marketing and promotional strategies is increasingly important to respondents, with 57% identifying data as 'critical' or 'very important' to the success of their business. Some of the larger Australian retailers have already invested significant amounts in collating and analysing data to gain a competitive advantage. We are now seeing smaller retailers following suit.

How important is the use of data analytics in improving the performance of your company?



Private wealth strategies

With the rise in consumer confidence, the strategies of privately owned organisations have been reinvigorated from their market enforced hibernation. While there was the combination of poor consumer confidence, and revenues and profits either flat lining or in decline, the opportunities to divest or acquire businesses was limited. Acquisitions were often limited to businesses in administration, voluntary or otherwise, or from micro retailers whose bricks and mortar footprint didn't provide the necessary scale or leverage to weather the downturn in consumer spending.

The year 2014 has seen the reinvigoration of equity transactions and investees are coming from multiple sources. While global interest is not new, the increase in interest from Asia in small and medium sized consumer businesses has most definitely escalated and provides family and privately owned enterprises with the ability to realise their investments at reasonable profit multiples once again.

In the lead up to Christmas we will see the ownership of retailers and others within the consumer business market continue to change hands. With the rush to the end of the calendar year many will seek to finalise their transactions. Some will list while others will simply change hands.

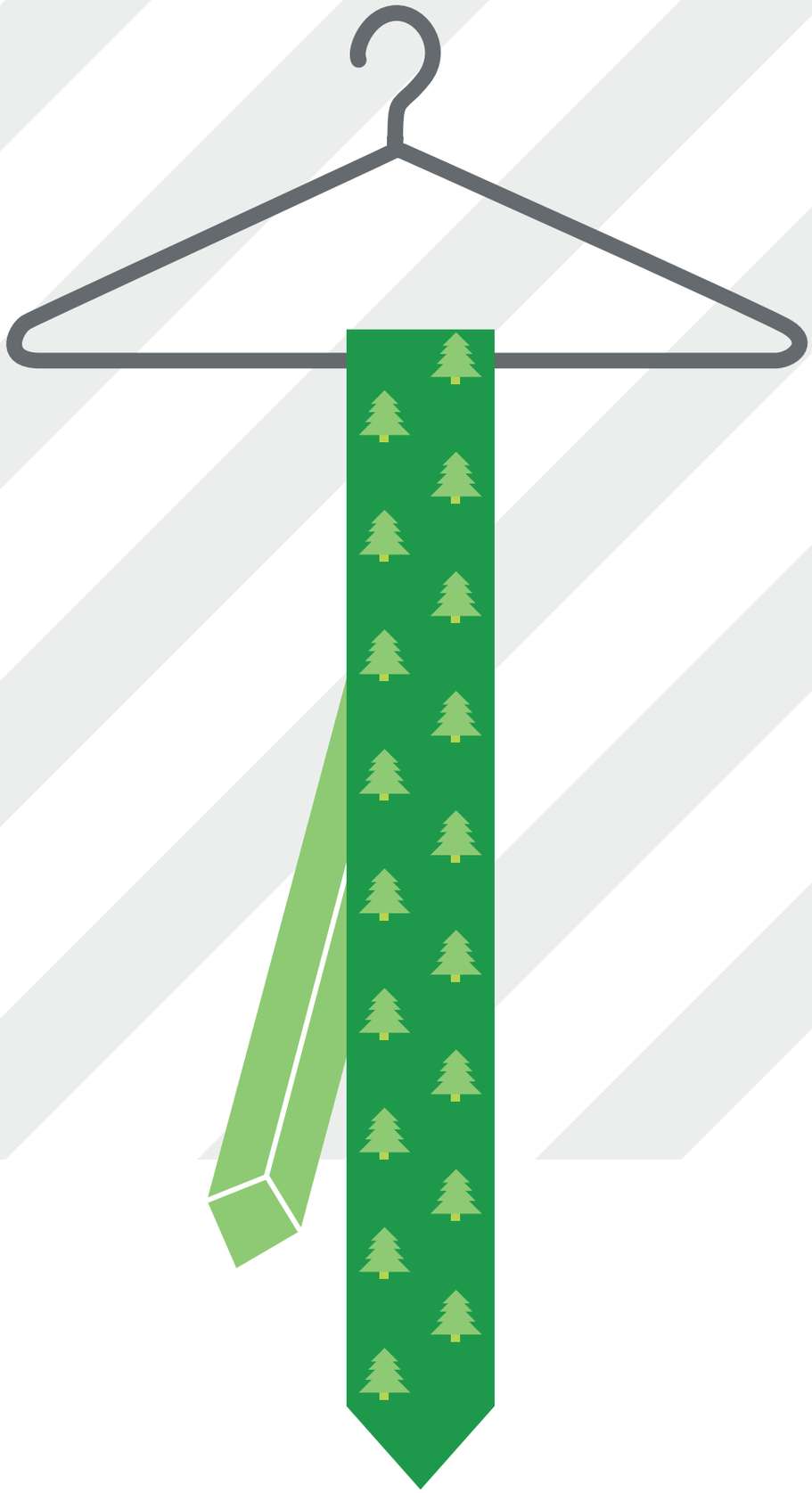
Notwithstanding the attractions of an equity transaction, private businesses must continue to focus on their businesses and more importantly the end consumer. The need to identify, engage, and retain consumers has never been so important or competitive.

Consumers have better global reach than ever before and increasingly expect more for less. Small and medium sized retailers need to clearly articulate their unique offering to the market and to devise new strategies for creating communities that are loyal to the brand. Recently we have seen some truly innovative community platforms being created from collaboration with social enterprises, to skills based training where participants actively engage with the brand and obtain qualifications at the same time.

Private enterprises still have agility as a key asset. While locally we have seen the ever increasing presence of the "foreign raider", we have equally seen our own local brands expand overseas, some at an astonishing rate. Such expansion requires a stable "home base" and capital. However it can clearly be done, and done profitably. The rise in personal wealth through Asia Pacific facilitates such expansion and this may no longer be just for the pioneers but may become essential for survival.

Rachel Smith

Retail Lead Partner,
Deloitte Private

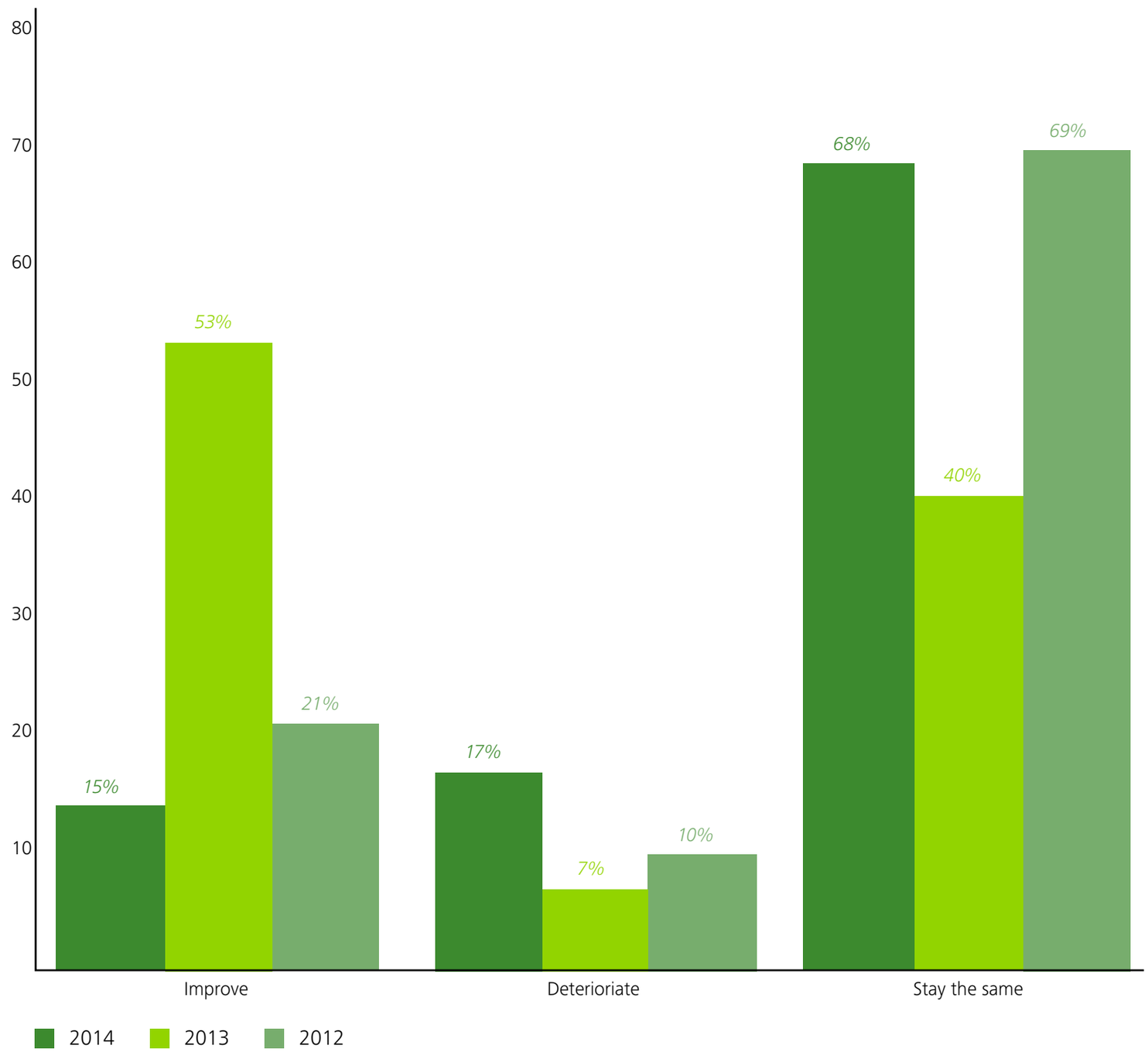


The next 12 months

The next 12 months
Building the confidence of consumers

Whilst retailers are confident about their own strategies, there is less optimism around consumer confidence for 2015. 68% of respondents expect consumer confidence to stay the same, with the number of respondents expecting a deterioration increasing from 7% in 2013 to 17% in 2014. Clearly uncertainty around interest rates, the stability of the housing market and the broader global economy is weighing heavily on retailers and consumers alike.

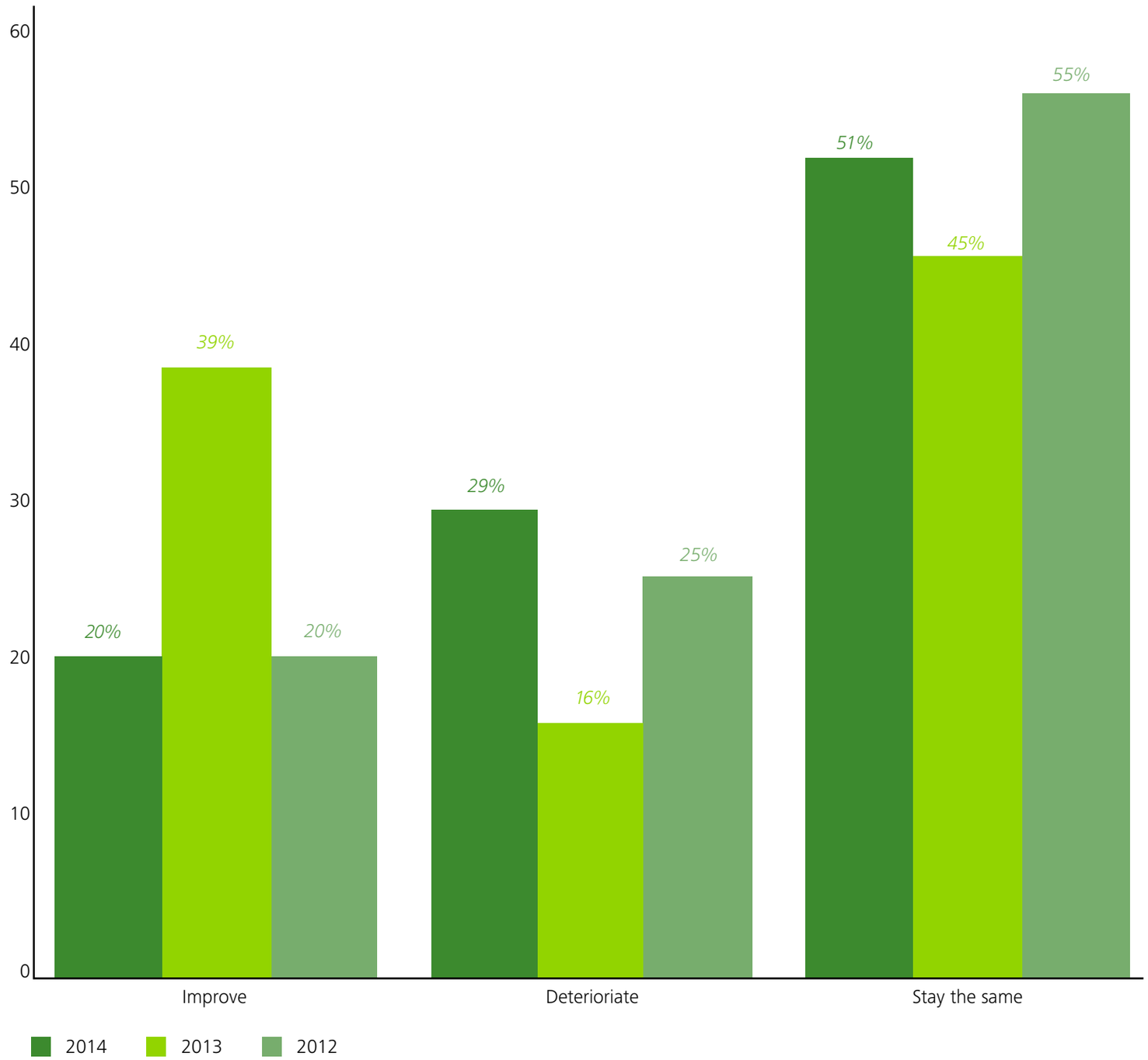
What is your expectation of consumer confidence in the next 12 months?



The next 12 months

Similarly, expectations of the broader economy are less optimistic, with 51% of respondents expecting economic conditions to remain the same and 29% expecting them to deteriorate. This is partly driven by the fact that last year retailers had just encountered a very challenging trading period. Having broadly seen an improvement in the retail market in 2014, it's not surprising that many retailers are wary to predict further gains in 2015. Nevertheless, uncertainty over consumer confidence will cause some nervousness as we head into the Christmas trading period and beyond.

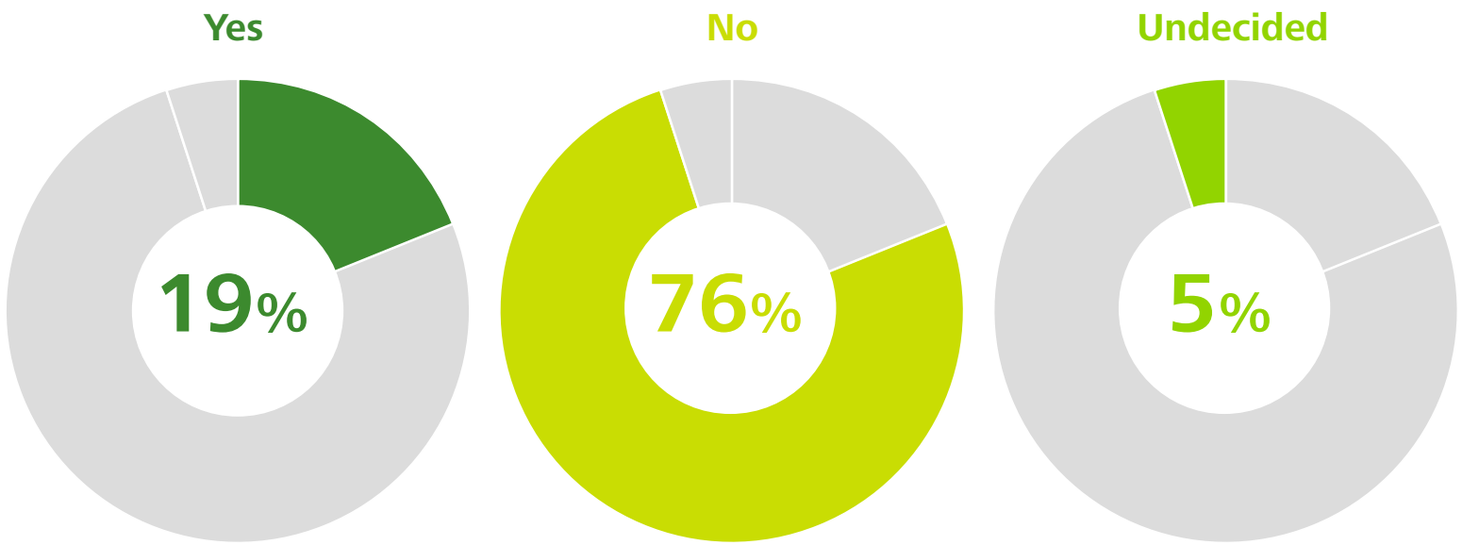
How will the broader economy perform in the next 12 months?



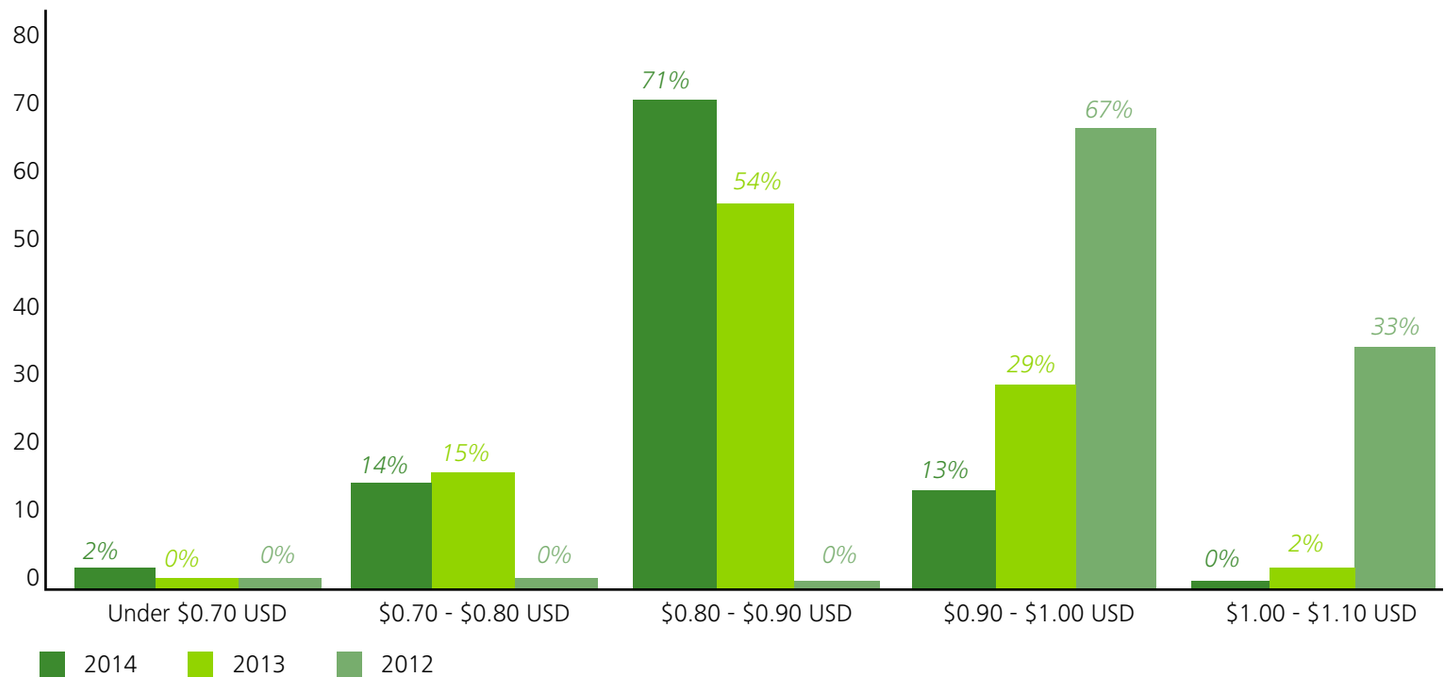
The next 12 months

There has been a decline in the Australian dollar against the USD and most other major currencies over the course of the year. The majority of retailers expect that the exchange rate has now stabilised, with 71% expecting rates to be within $0.80 - $0.90 USD. Retailers tell us that this is unlikely to have a significant impact on retail prices for Christmas 2014. With many retailers locking in prices months ago, we may only start to see potential price increases filtering into the market in 2015.

Do you believe the fall in the $AUD to date this year will result in higher retail prices this Christmas?



At what level do you believe the $AUD/USD will be in the next 12 months' time?

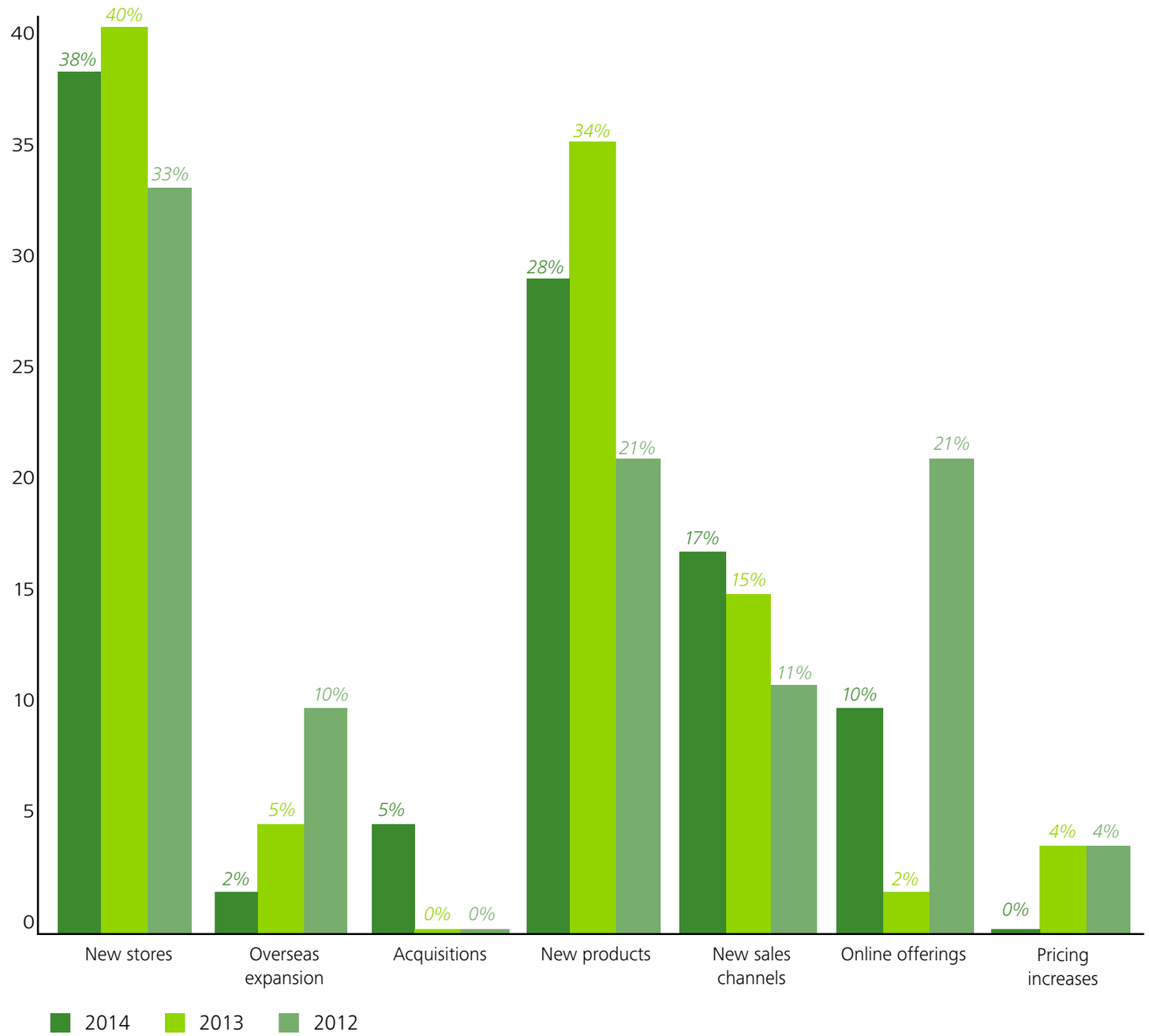


The next 12 months
Sources of growth

While new stores remain top of most respondents' growth strategies, Australian retailers appear to be waking up to the potential that a strong omni-channel strategy can have on their business. 27% of respondents nominated new sales channels and online as the most significant driver of sales growth, up from 17% in 2013.

Despite nearly a third of respondents telling us that they are considering expanding overseas, it does not appear to be a strategic priority. Only 2% of retailers consider venturing overseas as the most significant driver of sales growth in 2015.

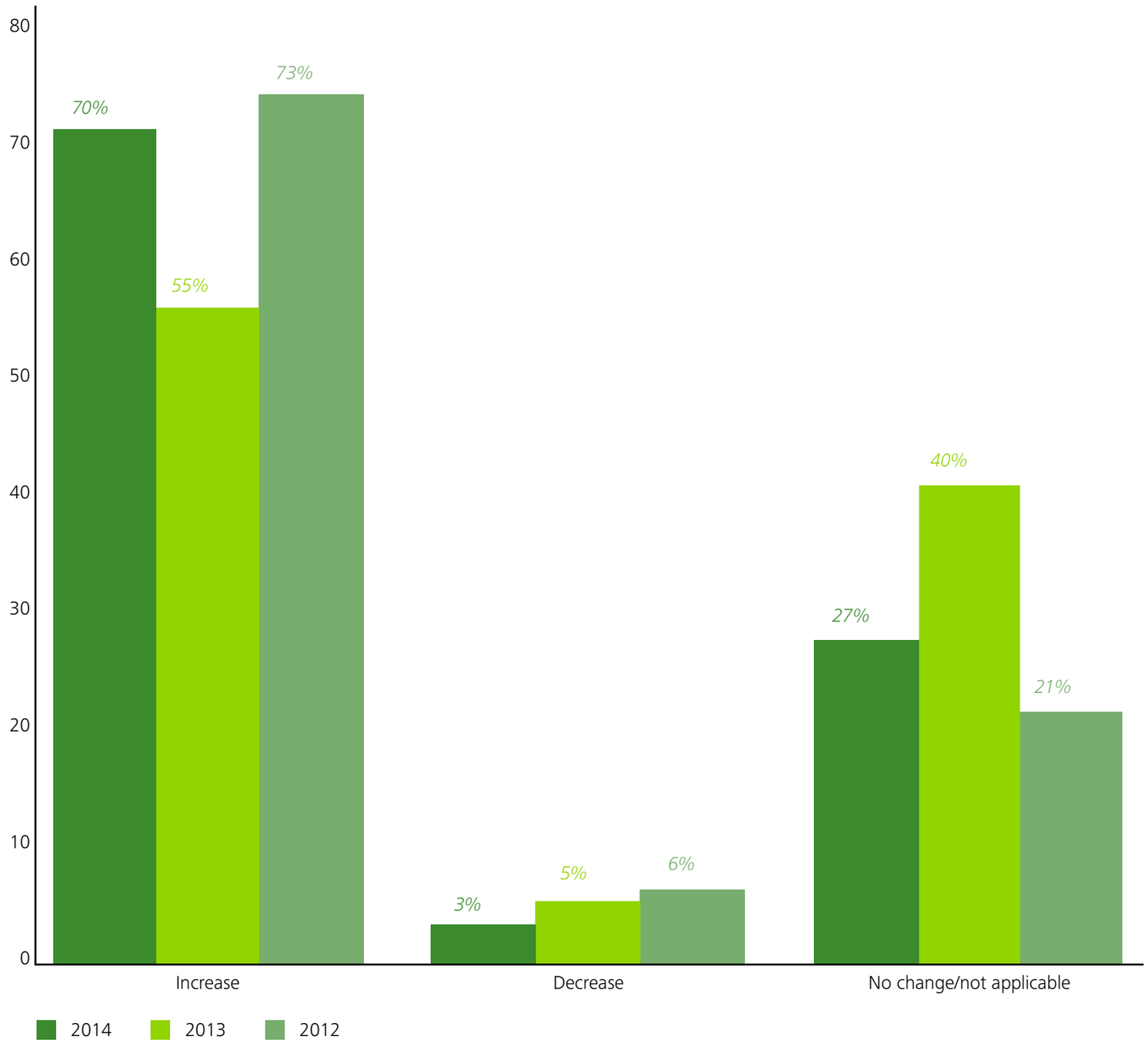
What do you expect will be the most significant driver of sales growth in your business in the next 12 months?



The next 12 months
Bricks and mortar foundation for growth

Despite the caution around economic conditions, 70% of respondents expect net store numbers to increase in 2015, up from 55% in 2013. Bricks and mortar store strategies continues to be the primary growth strategy for the industry. It's important that these stores are closely aligned with a company's omni-channel strategy and that they aren't being treated as two independent sales channels.

Do you expect to increase net stores/outlets in the next 12 months?



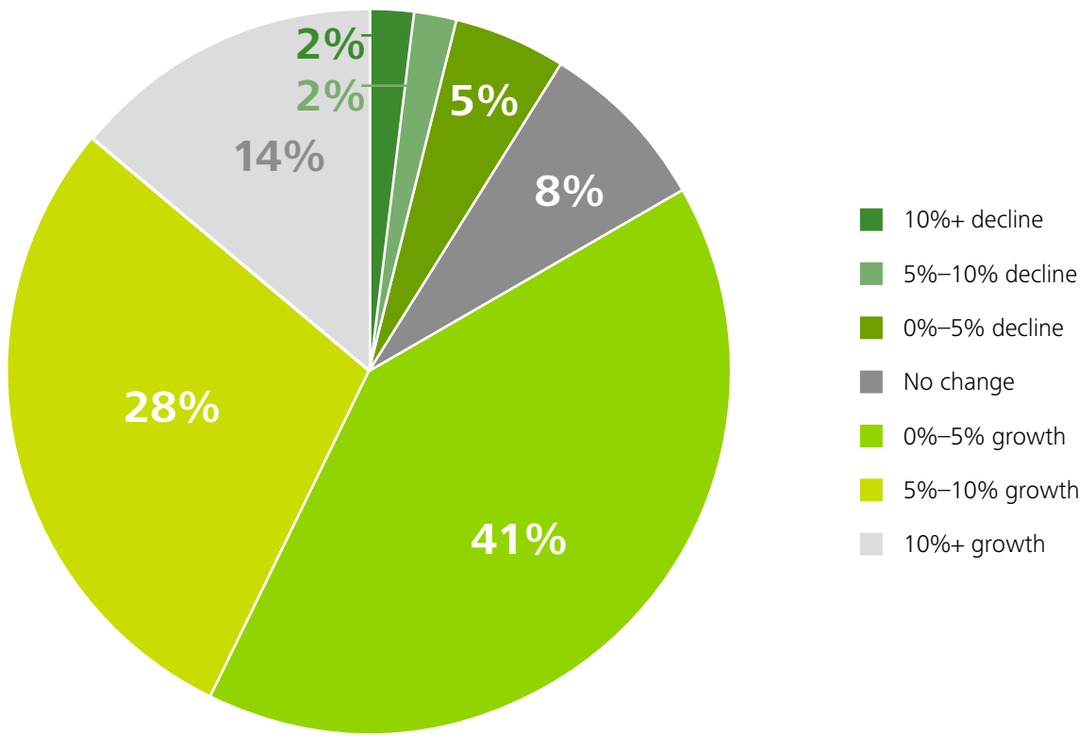
The next 12 months

While respondents have highlighted the challenging trading conditions they are facing, the majority are forecasting earnings growth in 2015, with 42% expecting earnings to be 5% or higher than last year.

The majority of retailers expect interest rates to rise in 2015, perhaps anticipating a response by the Reserve Bank to contain the rapid increase in housing prices in certain regions. 78% of respondents are expecting a cash rate of between 2.5% and 3.0% at some point in 2015. Only 3% of survey respondents expect interest rates to fall further.

Despite fragile consumer confidence and economic conditions, the outlook is generally positive. Those with a strong value proposition and who intimately know their customer, products and target market will prosper as competition heats up in the sector.

What do you expect to be the overall earnings growth in your business in the next 12 months?



About the survey

About the survey
Analysing the Australian retail landscape

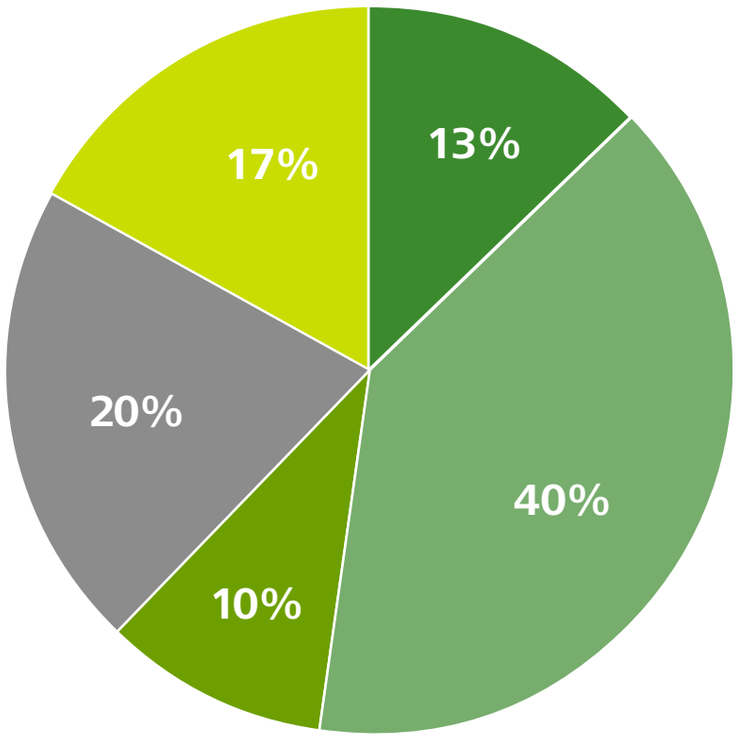
The Deloitte Christmas Retailers Survey is based on a survey of 63 senior executives of leading retailers in the Australian market.

The respondents are executive and senior management of a cross section of retailers inclusive of listed, private and foreign owned businesses.

The selection of participants is intended to provide a representative sample of large and small businesses, with many participants made up of the sub-1,000 employee segment.

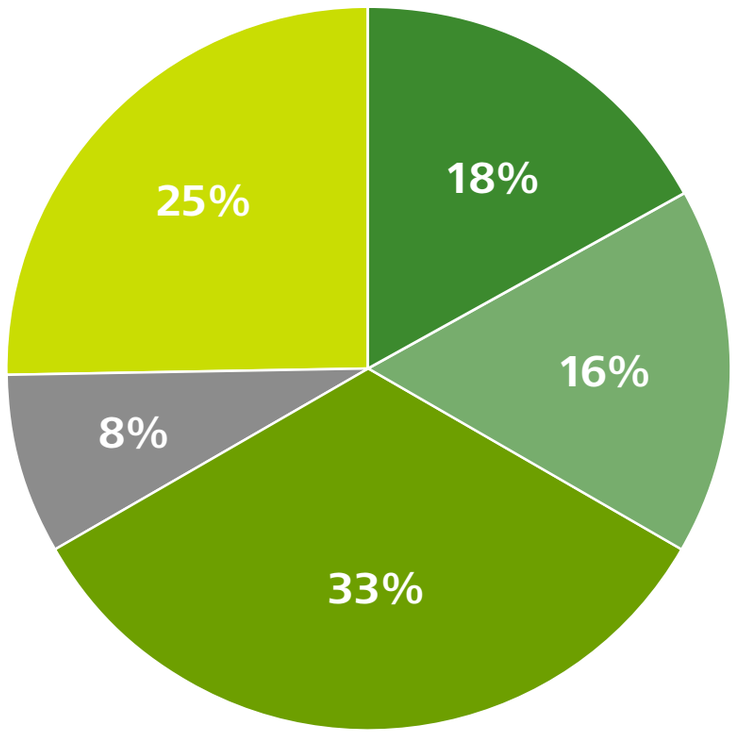
The geographic reach of participants is distributed between Australia, Australia and New Zealand and Global retailers.

Number of employees



- 1–100
- 101–500
- 501–1,000
- 1001–5,000
- 5,001–10,000

Ownership structure



- Australian owner-managed
- Australian private/other
- Australian listed
- Foreign private
- Foreign listed

Deloitte Retail, Wholesale and Distribution group

Deloitte's retail specialists work across every segment of your industry, helping global retailers, wholesalers and distributors to meet their biggest challenges: from product supply, customer loyalty and franchising trends to changes in consumer taste.

Operationally, we can help you better manage your supply chain, improve processes and implement new technology — delivering practical solutions that rapidly build your efficiency and productivity.

Our services for retailers, wholesalers and distributors include:

- Mergers and acquisitions
- Restructurings and turnarounds
- Growth and channel strategy
- Trade promotion management and control
- Customer relationship management
- Supply chain planning and optimization
- Store operations and locations
- Logistics and warehousing management
- Integrated cost reduction
- Sourcing and procurement
- Corporate performance management
- Security and fraud protection
- Information technology integration
- ERP and software implementation
- Tax structuring and advice
- Financial process improvements and advice
- Accounting advisory
- Financial assurance
- Outsourcing advisory

Deloitte specialists in the retail sector

If you would like further information about any of the topics in this report, or our advisory capability to the retail industry, please contact us on the details below.

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