

# HOUSE OF FRASER

## Concessions Supplier Manual

**This Manual contains details of House of Fraser's policies with regards to its Concession Partners.**

**Concessionaires must familiarise themselves with the contents of this Manual and ensure that its contents are passed to all relevant parties in their organisations.**

**This manual replaces all previous versions of the Concession Manual.**

# House of Fraser – Concession Supplier Manual

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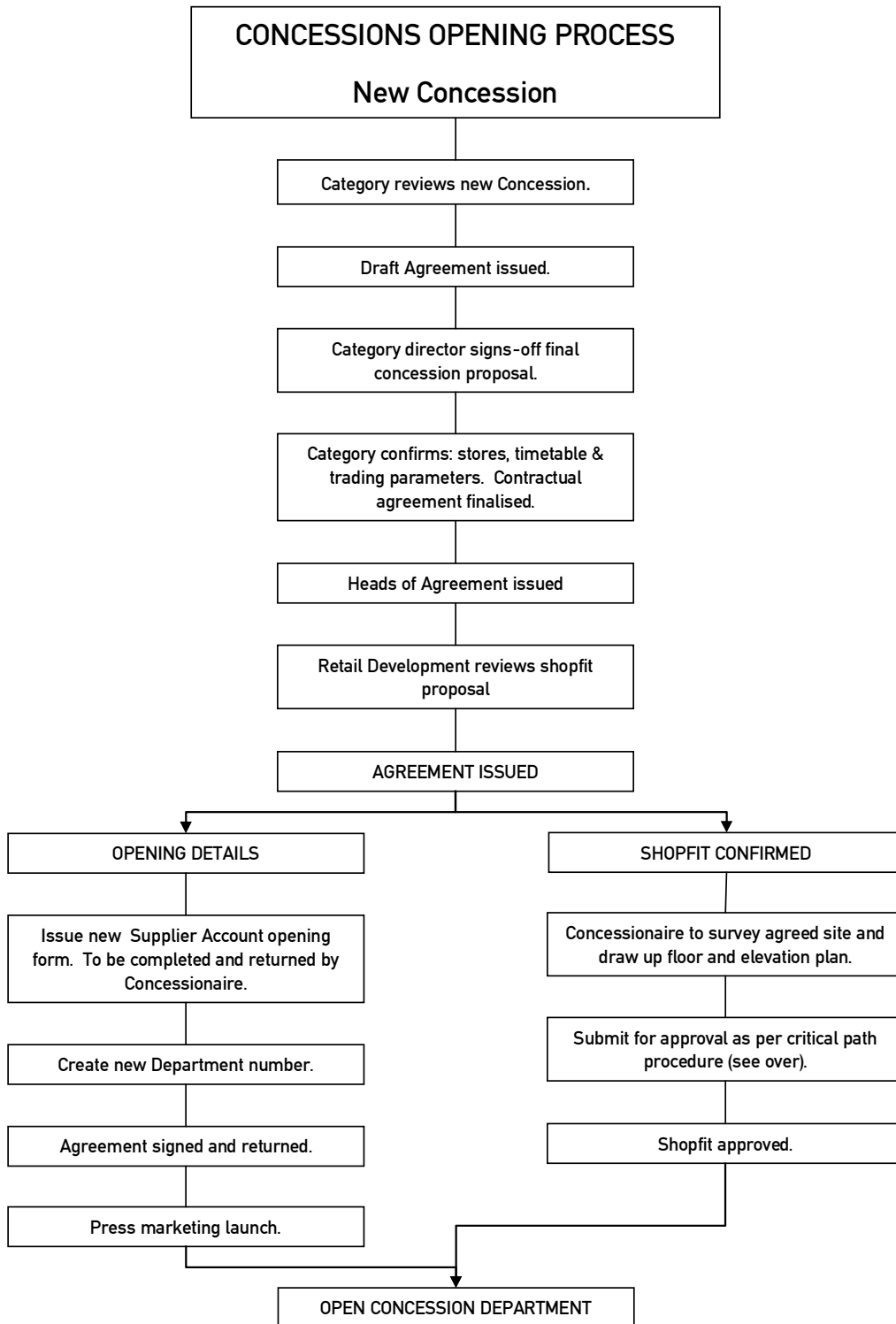
## 1. Opening a Concession

### 1.1 Opening Process

The procedures to open a Concession Department within House of Fraser are summarised below, and illustrated on the flow chart on page 4 (Concessions Opening Process).

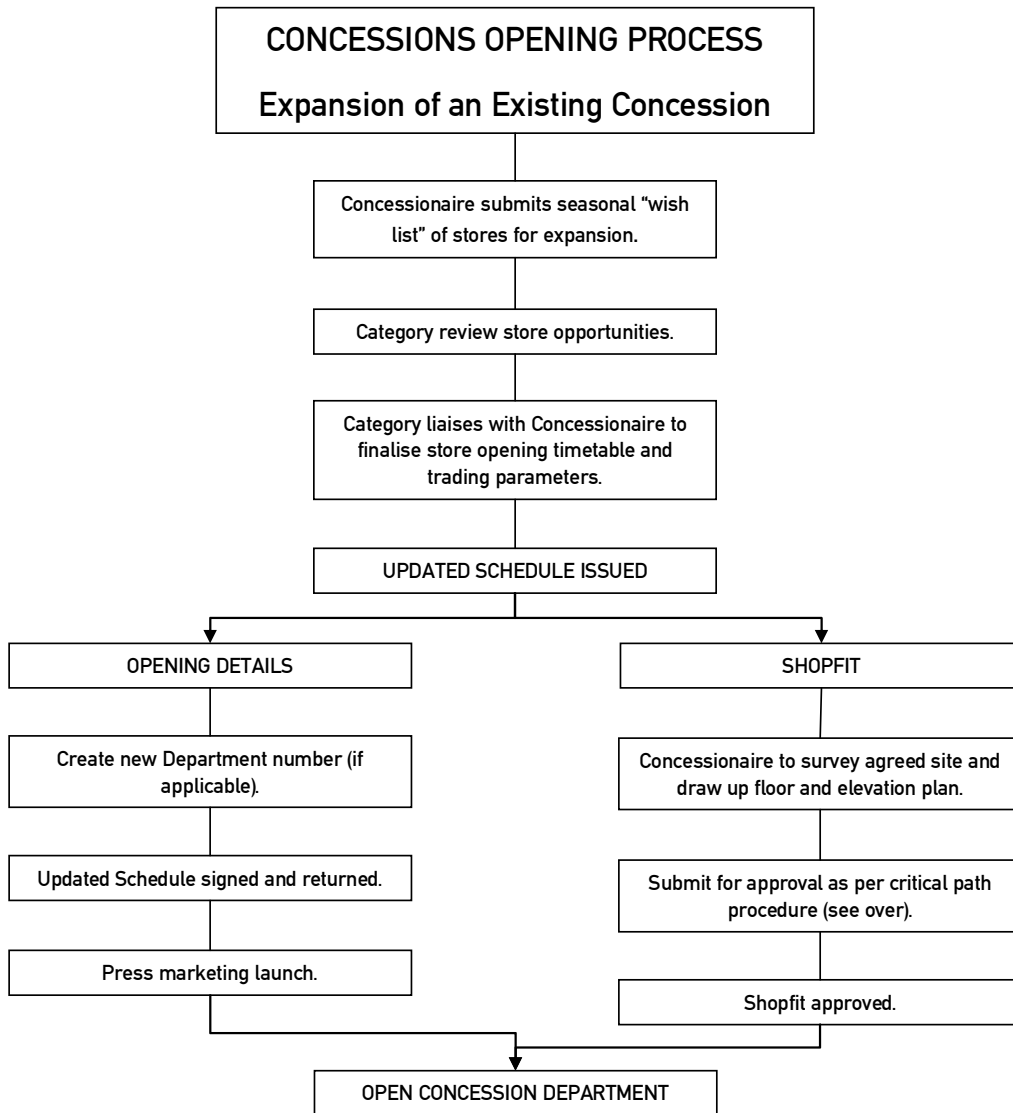
#### A. New Concession

- A.1 The Concessionaire presents the full collection to the House of Fraser Category, detailing price architecture, product mix and Brand profile.
- A.2 The Category views the collection and reviews the suitability of the collection to House of Fraser's portfolio.
- A.2 A Draft Agreement is issued by House of Fraser's External Business Controls department ('EBC').
- A.3 The Concessionaire confirms acceptance of the House of Fraser Agreement in principle. The Category then finalises the opening stores and timetable, the trading parameters, and the contractual agreement.
- A.4 The final proposal, together with a capsule collection, is presented for sign-off by the Category Director.
- A.5 Having agreed the final proposal, a Heads of Agreement is issued by EBC and must be returned signed by the Concessionaire to move the process forward.
- A.6 The Category refers the Concessionaire to House of Fraser's Retail Development Department upon the return of the Heads of Agreement, to review the shopfit proposal and layout plans.
- A.7 The Agreement is issued by EBC. The Agreement **must** be signed and returned by the Concessionaire prior to opening and within seven working days of issue.
- A.8 The Shopfit plans progress through to opening of the new Concession Department as outlined in section 1.2 by the Retail Development Department.
- A.9 EBC issues a New Supplier Account opening form, in order to set up a supplier specific account number to facilitate payment. This must be returned at least 14 days prior to commencement of trade.
- A.10 EBC issues a supplier specific department number.
- A.11 The Concessionaire is responsible for the press and marketing support for the new opening, which must be presented to House of Fraser's Marketing Department for approval.



**B. Expansion of an Existing Concession**

- B.1** The Concessionaire submits a “wish list” of stores for seasonal planning meetings.
- B.2** The Category reviews store opportunities at seasonal planning meeting and advises Concessionaire of proposed expansion.
- B.3** Category liaises with Concessionaire to finalise the store openings, timetable, and trading parameters.
- B.4** An updated schedule to the Agreement is issued by EBC. This must be signed and returned by the Concessionaire prior to opening.
- B.5** The Shopfit progresses through to the opening of the new Concession Department as outlined in Section 1.2.
- B.6** EBC ensures the Concession department number is usable in time for the new store opening.
- B.7** The Concessionaire is responsible for the press and marketing support for the new opening, which must be presented to House of Fraser’s Marketing Department for approval.



## **1.2 Shop Fit Process**

### **1.2.1 Shop Fit Process Objective**

The House of Fraser shopfit procedure is in place to ensure that shop-fits allow projection of brand personality within the overall context of a House of Fraser Store. It also ensures that all enabling works and services can be actioned in a timely and safe fashion.

### **1.2.2 Shop Fit Procedure**

The House of Fraser Shopfit Process is controlled by our Retail Development Department ('RDD').

Space and Location Agreement – The Category will agree the Stores and the space available within Stores with the Concessionaire. This is to be captured on a House of Fraser Block Plan and a Shopfit and Location Agreement Form.

Shopfit Briefing – RDD will brief the Concessionaire on the shop-fitting process and the layout criteria required by House of Fraser once the Shopfit and Location Agreement Form has been completed with the Category and passed to RDD.

Visual Concept Approval – The overall look of a Concession Shopfit needs to be approved by the Category. RDD will manage this process on behalf of the Concessionaire. The Concessions needs to provide RDD with the following information on an A1 board:

- Shopfit Images;
- Finish Swatches; and
- Branding

Individual Shopfit Approval – Following the Visual Concept Approval the Concessionaire needs to complete a survey at each site and is required to issue plans for each Store site for review and approval by RDD. The following information is required.

- Scale Plan and Elevations; and
- Photographs of Site taken when the Survey is completed.

Failure by the Concessionaire to provide the requested information will delay approval and therefore opening dates. House of Fraser reserves the right to request changes to proposals where they do not meet the criteria laid out in the Shopfit Briefing.

Shopfit Approval – Approval is communicated in a letter from RDD. This includes contact details for the Store to allow the Concessionaire to arrange shop-fitting dates with the Store.

Full details of each stage of the process and requirements will be given in the Shopfit Briefing by RDD.

## **1.3 Concession Trading Agreement**

All Concessionaires will be required to sign a standard Concession Agreement. A signed Agreement must be in place prior to commencement of trade with House of Fraser.

## **2. Concession Procedures**

### **2.1 Customer Service Policy**

#### **2.1.1 Purpose**

House of Fraser and its associated stores is passionate that all staff and managers deliver a high level of customer service at all times and operates a Customer Service Policy to provide all employees, concession employees and consultants with clear knowledge of what is expected. By following the Policy and consistently delivering service excellence it will support House of Fraser in becoming UK & Ireland's No 1 premium department store.

#### **2.1.2. Principles**

All information contained within the Policy aims to ensure a safe and enjoyable shopping environment for all customers at all times. Customers are our number one priority and therefore complete adherence to the Policy is essential.

In the event of a breach or deviation by a concession employee, and after the matter has been discussed with the individual, the breach may be advised to the employing Concessionaire, where action can be taken under that Concessionaire's disciplinary policy.

#### **2.1.3 Procedure**

##### **2.1.3.1 The Company Sales Process**

House of Fraser operates a four stage sales process for all employees to provide a basic structure when selling. The Sales Process offers an essential guide to assist store-based staff to consistently achieve high service standards. Please contact the HR advisor in store for more details.

##### **2.1.3.2 Guest Rating Programme**

Customer service standards are regularly measured through Guest Ratings. The Guest Rating programme assesses employees on the level of customer service provided. Guidelines are available to assist all employees to consistently achieve the required standards. These can be obtained from a member of the store management team and all Concessions should be familiar with the requirements, which need to be implemented.

House of Fraser is committed to delivering high levels of customer service and where this is achieved; a 100% Guest Rating result is likely to be rewarded.

##### **2.1.3.3 Demonstrating Service Standard and Professional Behaviour**

All staff and managers must be passionate about making sure every customer leaves the store a delighted customer. House of Fraser wants all customers to be greeted by staff and managers who are attentive, knowledgeable and enthusiastic.

Concession Managers are expected to be ambassadors in customer service and therefore are expected to demonstrate role model behaviour to their staff.

It is important that all staff and managers act professionally and display positive body language at all times. It is expected that all staff are courteous and helpful to customers and colleagues at all times. Poor

customer service and inappropriate behaviour / conduct will not be tolerated.

Outlined below are examples of the type of staff behaviour House of Fraser finds unacceptable (this list is not exhaustive):

- Eating, including sweets and chewing gum, on the shop floor of any customer designated area;
- Ignoring customers whilst carrying out other non-customer focused tasks;
- Neglecting customers by not acknowledging or approaching them;
- Standing around in groups and talking on the shop floor, especially around till points;
- Chatting with colleagues whilst serving customers at a till point;
- Making or receiving personal calls on the shop floor;
- Entertaining friends and relatives on the shop floor;
- Shouting across the shop floor to colleagues;
- Negative or discourteous body language such as slouching over fixtures, arms folded, appearing disinterested;
- Inappropriate conduct which includes making a customer feel uncomfortable or intimidated; or
- Staff leaving their department unattended without good reason.

#### **2.1.3.4 Productivity Levels and Store Account Card Recruitment**

All selling staff and managers are required to achieve their Productivity and Store Account Card targets that are agreed with their Line Managers. These targets are set to ensure that all selling staff and managers are maximising every sales opportunity and providing all customers excellent customer service by offering add on sales and credit facilities.

#### **2.1.3.5 Recognition / Support**

House of Fraser is committed to providing all staff with support and development opportunities. Managers will observe and coach their teams and in turn will praise and recognise hard work and commitment. The Company offers various training and development opportunities which include product training, selling skills, online learning and SASH (Sales and Service Help).

## **2.2 Returns Policy**

House of Fraser has recognised the need for a clear Returns Policy and an awareness of the policy for both customers and staff.

The Returns Policy noted below is clearly displayed at every till point in store.

“At House of Fraser, we want you to be delighted with every purchase you make. However, it is important that you retain your receipt. Please note that if you have made a purchase from a House of Fraser Outlet store, you can only return products for a refund or exchange to any other Outlet store.

If you change your mind, simply return your purchase in its original condition (including the packaging where it forms part of the goods, for example boxed items), with the receipt or a satisfactory proof of purchase within 14 days and we will refund you in full via the original payment method used or if you return your purchase after this period but within 28 days, you may exchange the item for other merchandise or a House of Fraser Gift Card to the value of the item.

For hygiene reasons we are unable to give refunds or exchanges on pierced earrings.

The following items can only be returned within the terms of our returns policy providing it is in its original condition (including the packaging where it forms part of the goods, for example boxed items) and for hygiene or safety reasons have not been worn, opened, used and any seals on the product remain unbroken: lingerie, hosiery, swimwear, men's underwear, hats, duvets, pillows, mattresses, mattress protectors and cosmetics. Hats must have the returns policy swing ticket still attached.

Where special conditions are attached to your purchase/order, this returns policy will not apply and the special conditions will take priority (e.g. furniture, carpets, technology and some products from some of our concession partners).

DVDs, food and House of Fraser Gift Cards cannot be returned within the terms of our returns policy.

No refund or exchange will be given without a receipt or other proof of purchase. The above does not affect your statutory rights."

The returns policy that applies to specially ordered furniture, furnishings, and electrical goods, is outlined in the Terms and Conditions on the reverse of the Customer Order Note.

Customer's returning damaged or faulty goods, or items that are not fit for the purpose for which the goods are intended, are entitled by law to a full refund.

The Returns Policy should be displayed at the till point and communicated verbally to the customer. The same policy applies to all sales regardless of whether this originates from a concession. Concessions cannot have their own returns policy.

The Returns Policy should help Concessionaires handle refunds efficiently and should be viewed as an opportunity:

- To enhance sales with the customers' peace of mind about returning purchases; and
- To improve Customer Service and After Sales Service to encourage future sales and increased customer loyalty.

## **2.3 Credit Card Policy**

The acceptance of own branded credit cards issued by a Concession is not permitted unless it is a Visa or MasterCard card.

## **2.4 Gift Card / Voucher Policy**

### **2.4.1 Sale of Gift Vouchers**

House of Fraser encourages the sale of House of Fraser Gift Cards / Vouchers by Concessionaires.

### **2.4.2 Acceptance of Gift Vouchers**

The acceptance of Gift and Promotional vouchers issued by Concessionaires is permitted in exceptional circumstances and under the following rules:

- Any scheme must have prior approval from House of Fraser's External Business Controls; and
- Concessionaires must adhere to House of Fraser's Retail Administration instructions.

## **2.5 Concession Staff Store Approval**

### **2.5.1 Purpose**

House of Fraser needs to ensure that everyone working within a store has the suitable qualities required to work within our business.

### **2.5.2 Principles**

This policy applies to all non-House of Fraser employees and therefore includes Concession staff.

All Concession staff working at a House of Fraser store will be subject to their Concessionaire's disciplinary policy and procedures. However, they will be expected to adhere to House of Fraser's business standards as outlined in the policies provided in their starter pack, particularly the Code of Conduct policy. Please speak to the HR advisor in-store for more information about this policy.

There are three sets of procedures that may be applied by House of Fraser with regards to Concession Staff. The first is providing store approval for new Concession Management Staff; the second is conducting a formal investigation on behalf of a Concessionaire under certain circumstances where a Concession staff member is a potential risk to the business; and the third is the withdrawal of store approval after a formal investigation has taken place.

### **2.5.3 Procedure**

#### **2.5.3.1 Before Employment – Approval for New Starters (Management)**

Before consent can be given to allow a Concession manager to work in a House of Fraser store, the employee should attend an approval interview conducted by a relevant House of Fraser senior manager. If the Concessionaire does not provide a copy of their prospective manager's CV, individuals may be required to complete a House of Fraser job application form for the purposes of the interview.

After the approval interview has taken place, the senior manager will decide whether the individual is suitable for the position and this decision will be communicated to the individual through their Concessionaire. If approval is not granted, this will mean that the individual is not permitted to work in one of House of Fraser's stores.

#### **2.5.3.2 Before Employment – Approval for New Starters (Non-Management)**

Store approval for Concession Non-Management staff is not required.

Store approval is subject to the Concession member of staff attending the Hof-Way Induction. The store will ensure that all new Concession staff attend and complete the store Hof-Way Induction. Please speak to the in-store HR teams for more information about the Induction.

#### **2.5.3.3 During Employment**

During their employment, Concession staff will be subject to their employing Concessionaire's policies and procedures. However, they will be expected to adhere to House of Fraser's business standards. Where non-adherence is discovered it may be necessary for House of Fraser, or the Concessionaire to take further action as detailed below.

#### **2.5.3.4 Risk to the Business**

Where a breach of House of Fraser's standards has occurred and there is no-one available from the Concessionaire to suspend the individual in person, we reserve the right to verbally request a Concession staff member to refrain from working in the store until someone from their employing Concession is available to formally suspend, provide further written details to the individual and conduct an investigatory/disciplinary meeting. The individual will be asked to refrain from working as short a period as possible whilst investigations are conducted. The employing Concession shall be informed if the individual is going to be sent home prior to the employee being asked to refrain from working.

There may be occasions where House of Fraser may need to conduct investigations with Concession staff if there is a suspected breach of our business standards. However, consent will be sought in writing from the Concessionaire prior to any investigation taking place, and where possible, House of Fraser shall encourage the Concessionaire to undertake any investigation necessary.

Where we conduct an investigation, the findings of the investigation will be passed over to the Concessionaire for further appropriate action.

#### **2.5.3.5 Withdrawing Approval to Work in a Company Location**

Permission to work in a store may be withdrawn once an individual has already received approval. This may occur if the Concession staff member is:

- Dismissed from their employing Concession;
- The individual conducts an act of gross misconduct; or
- For any other reason which House of Fraser believes makes the individual no longer suitable to work in one of our stores. This could include action taken by the Concessionaire which we deem to be inappropriate.

Before considering the option to withdraw approval it will be necessary for us to carry out a formal investigation. In these cases the following procedures will apply:

##### **2.5.3.5.1 Investigation**

A thorough investigation needs to be undertaken to gather all relevant facts. This may include:

- Inviting the Concession staff member to a formal meeting in writing to enable them to provide their own version of events. In these circumstances the Concession member of staff and the Concessionaire should be informed that this investigation could result in the withdrawal of their approval to work in a store.
- Where it is not possible to contact the Concessionaire of the member of staff to inform them of the impending investigation in situations where an act of gross misconduct may have occurred, it may be necessary to ask the individual to refrain from working until such time the employing company can be contacted.

- The Concession staff member is entitled to be represented by a colleague or trade union official at this meeting.
- Gathering witness statements. Where statements are provided by third parties, written consent needs to be obtained before disclosure.
- Review all documentary evidence relating to the allegations/situation. This may include information the Concessionaire has or additional information that we have obtained.

#### **2.5.3.5.2 The Formal Meeting to Consider Withdrawing Approval from a Company Location**

- A Concession staff member will normally be given at least 24 hours notice in writing to prepare for a meeting. This may be waived in certain circumstances where there may be a risk to the business, employees or customers.
- The Concession staff member is entitled to be represented by a colleague or trade union official at this meeting.
- A senior manager will conduct the meeting.
- The senior manager shall gather all the facts and documentary evidence available prior to the formal meeting taking place.
- Questions will only be asked that are based on the facts and documentary evidence.
- The meeting needs to offer the individual the opportunity to provide their version of events.
- Proper consideration of all matters raised needs to take place and this will require an adjournment to decide upon the appropriate action.
- Where it is apparent that the adjournment will be significant, a further meeting should be scheduled with the Concession staff member as soon as possible.
- The senior manager will inform the Concession staff member of their decision within 7 days in most circumstances. This decision shall also be communicated to their Concessionaire.
- If a Concession staff member fails to attend a meeting, it will be re-scheduled. The Concession staff member will also be informed that if they fail to attend the re-scheduled meeting, a decision on their approval may be made in their absence.

#### **2.5.3.6 Following the Formal Meeting**

##### **2.5.3.6.1 No Action**

If the senior manager who carried out the meeting decides that no further action is required, the Concession staff member should be informed of this. They should also be informed that a copy of the letter confirming the decision will be kept in a sealed envelope in the back of their file and the computerised file will be destroyed. No reference will be made to this in any future internal matters.

##### **2.5.3.6.2 Withdrawal of Approval**

If the senior manager decides that approval for working in a store needs to be withdrawn, then this decision shall be communicated to the Concession staff member and their Concessionaire in writing. This shall include:

- The reasons for the decision and the evidence regarding the issues;
- The date that approval will be withdrawn; and
- The right to appeal and details of how to appeal.

If approval is withdrawn, House of Fraser will expect the immediate return of all of our property, including the Concession staff member's name badge, Staff Account Card and swipe card.

#### **2.5.3.7 Appeals**

Concession staff who feel that approval to work at one of our stores has been removed unfairly, have the right to appeal using the procedures in-place. Further information on this process can be obtained from the in-store HR teams.

## **2.6 Time and Attendance**

### **2.6.1 Purpose**

The Time & Attendance system endeavours to ensure adequate staffing levels allowing maximum coverage at all times ensuring the highest standards of customer service. The system records accurate data of the working hours undertaken so that efficient productivity can be maintained.

### **2.6.2 Principles**

This applies to all House of Fraser employees as well as Concession employees and consultants, working within stores, with the exception of security and cleaning staff.

This policy should be read in conjunction with Time and Attendance Procedures which are available from the in-store HR teams.

Concessionaires have a responsibility to make every effort to ensure their employees attend work during agreed scheduled / contracted hours. The Time and Attendance system records daily attendance during each shift, through the use of the COPOS system.

### **2.6.3 Procedure**

An employee should use their COPOS swipe card at a till point to register the start and finish time of their shift. Staff who experience difficulty in, or fail to swipe at any of the times outlined, should notify their Sales Manager as soon as possible.

Managers may use their discretion to determine whether or not times should be adjusted and / or whether further action may be appropriate.

Swipe cards should not be given to colleagues to register time and attendance at work. If an employee loses or forgets their swipe card they should inform their Sales Manager as soon as possible so that a replacement card can be issued and attendance can be manually recorded in the interim.

Sharing User ID and / or swipe cards is considered a serious breach of House of Fraser policy. In some cases, further action may also be taken by the employing Concession.

## **2.7 Concession Staff Appearance**

### **2.7.1 Concessions and Consultants**

Employees of some fashion Concession departments are required by the Concessionaire to wear stock from the Concession's merchandise range. In other instances, Concessions and consultants are required to wear the uniform as supplied by the Concessionaire. Where there is no such requirement, Concession staff and consultants should adhere to the standards of business dress detailed below.

### **2.7.2 Standards of Business Dress**

All employees should be well groomed and dressed to reflect a professional image by wearing appropriate attire and be easily identifiable to our customers. Personal presentation helps self confidence, assurance and enthusiasm which will positively impact on the perceptions our customers have of our stores.

Items not to be worn:

- cropped tops
- logos, excluding brand logos
- Strappy tops
- halter necks
- backless
- plunging necklines
- skirts no shorter than 18 inches
- large splits in skirts
- shorts / combat trousers

This list is not exhaustive and managers can provide guidance for suitability. Black business dress should be adhered to by staff at all times, including the summer months, although possibly in a lighter weight fabric. Whereas the main part of the fabric should be black in colour, black fabric with a pattern or contrast is acceptable.

As House of Fraser has a diverse workforce, we are aware of certain requirements due to cultural and religious beliefs and employees need to discuss these with their manager.

### **2.7.3 Name Badge**

Everyone working within House of Fraser is provided with a name badge and these are to be worn at all times for store-based employees.

### **2.7.4 Footwear**

Sensible and appropriate footwear, which should be of neat appearance, is to be worn at all times. It is not recommended that high heels are worn as they are not suitable for standing for long periods of time. For Health and Safety reasons, open heel shoes with no straps or open toed shoes, for example mules, flip-flops and sandals may not be worn on the shop floor. Trainers may only be worn in relevant areas of House of Fraser.

### **2.7.5 Hosiery**

Hosiery is to be worn by all female employees at all times. These should be natural, black or nearly black. Patterned tights are acceptable.

### **2.7.6 Hair**

Hair should be kept clean and tidy. Brightly excessive colours such as purple, red, etc. are deemed to be inappropriate.

### **2.7.7 Jewellery and Accessories**

Jewellery and accessories should not be excessive or offensive and employees may be asked to remove items if they are deemed to be too large or inappropriate.

### **2.7.8 Body Piercing and Tattoos**

Ear, nose and tongue piercings are permitted provided they are not excessive or offensive. House of Fraser reserves the right to request that inappropriate nose or tongue rings/studs or earrings are removed. Other facial piercing such as lip, eyebrow and chin should not be revealed whilst at work. Tattoos should be covered up while on duty and not be visible.

## **2.8 Payment Terms**

**2.8.1** Payment is made on the basis of sales recorded and a self-billing invoice is raised by the House of Fraser weekly.

**2.8.2** Sales from the weeks making up the House of Fraser financial month will be remitted to the Concessionaire.

**2.8.3** Payment will be made by BACS and cleared funds will be transferred into the Concessionaire's bank account on the third business day after the 15<sup>th</sup> of the second month following the end of the trading month. If any of the three business days are bank holidays then payment will be delayed by the appropriate number of days.

**2.8.4** To enable the opening of an account in House of Fraser's Accounts Payable System, Concessionaires are requested to complete a New Supplier Account Form and return it to the External Business Controls Department. Until the form is received and processed an account cannot be opened, and payments cannot be made.

## **2.9 Service Charge**

All Concessionaires are required to pay a cost per store towards services and facilities.

This weekly charge per store is fixed centrally on a scale according to the grade of the store.

The service charges cover the following services:

- telephone and fax
- stationery, printing, copying
- Bags and wrapping. NOTE – The mandatory use of HOF paper carrier bags is effective from 1<sup>st</sup> February 2009.
- inter-store transfers of goods
- regular postage of correspondence
- Energy surcharge. NOTE – this mandatory charge will take effect from 1<sup>st</sup> November 2008.

## **2.10 Systems**

[http://www.hofsuppliers.co.uk/info/pdf/implementations\\_policy.pdf](http://www.hofsuppliers.co.uk/info/pdf/implementations_policy.pdf)

## **2.11 Visual Merchandising**

### **2.11.1 Graphics and POS**

#### **2.11.1.1 Graphics Policy – Concessions**

House of Fraser corporate graphics must be supplied and used by all Concessionaires during all official Sale Periods.

For reductions made out of the House of Fraser main sale, Concessionaires can use their own corporate style 'reduced/offer' style graphics. Any use of graphics at all other times must have prior clearance from House of Fraser's Print Manager or relevant departmental Visual Merchandise Manager in the Store Support Centre.

#### **2.11.1.2 Sale Graphics**

During sale periods, all Concessionaires must adopt House of Fraser's corporate sale graphics package.

#### **2.11.1.3 Non Sale graphics**

Concessionaires may use their own graphics outside of sale periods. This includes reductions, promotions and prime trading graphics. Please see Concession Own Graphics Objective below (2.11.1.6).

#### **2.11.1.4 Offer/Reduced graphics**

There may be instances where a Concessionaire requests to action reductions and markdowns outside of House of Fraser's Sale periods. Concessionaires must submit all POS requests for approval.

#### **2.11.1.5 Prime Trading graphics**

During prime trading, i.e. for full price products, Concessionaires have the option to use either their own graphics or follow the style of House of Fraser's corporate graphics, under the following guidelines:

#### **2.11.1.6 Concession Own Graphics Objective**

To achieve a high standard of presentation that is consistent in style with House of Fraser's own ticketing.

#### **2.11.1.7 Approval Procedure**

All proposed graphics for the Concession departments must be shown for approval prior to printing and delivery.

The Print Manager or relevant departmental Visual Merchandise manager in the Store Support Centre can approve the POS.

#### **2.11.1.8 Positioning & Type**

- All graphics must be positioned on the relevant product
- Price tickets must be positioned on the left hand side of the fixture in Perspex holders
- Product information, graphics and promotional tickets should be placed on the right hand side of the fixtures
- Promotional ticketing on shelving should be positioned on the second shelf down and in alternate bays

### **2.11.2 Visual Best Practice**

Visual Best Practice is about establishing and maintaining Best Practices for all areas of visual merchandising, merchandise display, departmental layout and graphics.

Aim – to achieve a balance between the identity of each Concession and the corporate identity of the store.

Objectives – To establish and agree Best Practice for each Concessionaire. This will be a mutually agreed model store layout which will provide a consistent image throughout all stores.

#### **Key guidelines:**

**2.11.2.1 Layout and fixtures** - All Concessionaires will have the plans of their departments approved by Store Planning.

**2.11.2.2 Merchandising** – Product grouping and dressing of fixtures to be approved by the relevant Visual Merchandise manager for each Category.

**2.11.2.3 Display, Props and flowers** are also to be approved by the relevant Visual Merchandise manager for each category.

**2.11.2.4 Housekeeping** – basic standards are to be maintained, i.e. fixtures and shelves are to be kept dust free.

**2.11.2.5 Till points** should be kept clear with limited POS/leaflets etc.

### **2.11.3 Windows**

The store windows are divided equally according to the product mix of both fashion and home.

It is House of Fraser's policy, where space permits, to integrate Concessions into the display windows throughout the trading year along with a branded logo decal.

The window calendar may be product specific, depending on the corporate themes and this is then laid out in the House of Fraser window calendar.

The stores will follow through the themes from the window to in-store display based on the direction given by the Head of Visual Merchandising for House of Fraser.

## **2.12 Marketing and Promotions**

Concessionaires have the opportunity to be part of House of Fraser's marketing campaigns.

There are a number of different marketing tools that are available for Concessionaires to buy space within and these include:

- Sale brochures;
- Spring and Autumn customer magazines;
- The Christmas Gift Guide; and
- Local PR and events

Rates and exact details will need to be negotiated on an event by event basis with the trading department.

Concessionaires can also contact customers via the Recognition programme database, by funding targeted direct marketing activities on a local or national basis. Costs and timings can be provided by the Card Services department.

### **3. Distribution via the Company National Distribution Centre ('NDC')**

#### **3.1 Introduction**

House of Fraser has embarked on a business improvement project with its Warehousing and Logistics partner, DHL-Exel Supply Chain.

It has been identified that Concessions could significantly improve the way their deliveries are handled and received into stores by consolidating Concession deliveries via the NDC and thereby providing the benefits to both parties.

This section provides Concessionaires with an overview of procedures and to make them aware of the required standards when Concession merchandise is being delivered via the NDC.

The purpose of this section is to advise the Concessionaire of the delivery criteria required. By following these guidelines, deliveries will be consistent and will ensure the quality and safety of the product is maintained during its carious process and transit stages.

If there are any points of discussion in this section or there are any further questions relating to the NDC Concession Scheme, please do not hesitate to contact Colin Crawford on the contact details below.

#### **3.2 NDC Concessions Team**

Colin Crawford – NDC Concessions Manager

☎ 01908 354 800 Ext: 2273

☎ 07795 223 895

✉ [ccrawford@hof.co.uk](mailto:ccrawford@hof.co.uk)

#### **3.3 Booking Process**

**3.3.1** A booking can be made verbally with a member of the Concessions team (☎ 01909 354 800 Ext: 2273 or 2277), or by e-mail, [ccrawford@hof.co.uk](mailto:ccrawford@hof.co.uk), with no less than 24hrs notice.

**3.3.2** When making a booking, the following information needs to be communicated:

- Concession Name / Supplier;
- Approx, time of delivery into the NDC;
- Number of Cartons / Sets / Pallets; and
- Name of Carrier (if applicable).

#### **3.4 Loading Process**

**3.4.1** All deliveries / collections over 20 cartons must be palletized.

**3.4.2** All cartons must be palletized on standard pallets measuring 1.0m x 1.2m and the contents of the pallet must be securely shrunk wrapped.

**3.4.3** The maximum carton size is 600 x 360 x 430mm

- BDCMI 600 x 300 x 400mm
- BDCM2 400 x 300 x400

**3.4.4** Stock / Cartons must not overhang the pallet and the total height of the pallet must not exceed 1.8m or 6ft (this includes the pallet).

**3.4.5** All cartons must clearly define the Concession name / Supplier and the store destination details.

**3.4.6** All cartons must be securely taped and all totes must be sealed. The seals can be the Concession's preferred choice.

**3.4.7** All hanging merchandise must be individually covered by a polythene bag and sealed at the top and bottom. A further over bag must be applied to sets of hanging units. Hanging sets must not exceed 10 units.

### **3.5 Supplier Manifest**

- 3.5.1** Each delivery / collection must have a Supplier manifest which must include the following information:
- Concession / Supplier name;
  - Date of delivery / collection;
  - Booking reference;
  - Completion of volumes in the columns stated cartons / sets / pallets against each desired store of destination;
  - Total summary, cartons / sets / pallets;
  - Sender / Loader to print name & signature;
  - Driver (print) name & signature; and
  - Vehicle seal number.
- 3.5.2** A copy of the manifest can be obtained by contacting the NDC Concessions team. (A sample can be seen below on page 21.)
- 3.5.3** On completion of the vehicle being loaded the sender / loader must print and sign the Supplier manifest.
- 3.5.4** Once the sender / loader has signed the Supplier manifest, the driver will add his name and signature to the document, signing the collection unchecked.
- 3.5.5** The sender / loader must witness the stock being secured for transit, and then witness the vehicle being sealed by the means of an electronic encrypted code, or other secured seal method, this number must then be recorded on the Supplier manifest.
- 3.5.6** The sender / loader must then retain a copy of the Supplier manifest and the original must be forwarded with the delivery driver and Goods.



**Supplier Delivery Manifest**

Date:

Concession Name:

Booking Reference:

FREQ	NO	STORE NAME	CRTNS	SETS	PLTS	MSDN NUMBER
24hr	0705	ALTRINCHAM				
24hr	1011	BATH				
24hr	0830	BELFAST				
24hr	0461	BIRKENHEAD				
24hr	0720	BIRMINGHAM				
24hr	1020	CARDIFF				
24hr	0724	CHELTENHAM				
24hr	0726	CIRENCESTER				
24hr	0810	CITY (LONDON)				
24hr	0827	CROYDON				
24hr	1003	EXETER				
24hr	1560	GATESHEAD				
24hr	1529	GLASGOW				
24hr	1549	GRIMSBY				
24hr	0733	HIGH WYCOMBE				
24hr	0465	HUDDERSFIELD				
24hr	0451	LOCH LOMOND SHORES				
24hr	0721	LEAMINGTON SPA				
24hr	1570	LINCOLN				
24hr	0701	MANCHESTER				
24hr	0506	MILTON KEYNES				
24hr	0466	NORTHAMPTON				
24hr	0735	NORWICH				
24hr	1008	OXFORD ST (LONDON)				
24hr	0468	SUTTON COLDFIELD				
24hr	0727	SWINDON				
24hr	0469	TELFORD				
24hr	0470	WOLVERHAMPTON				
24hr	0802	VICTORIA (LONDON)				
48hr	0826	BLUEWATER				
48hr	1001	BOURNEMOUTH				
48hr	0734	BRISTOL				
48hr	0807	CHICHESTER				

FREQ	NO	STORE NAME	CRTNS	SETS	PLTS	MSDN NUMBER
48hr	1542	DARLINGTON				
48hr	1569	DONCASTER				
48hr	0828	DUNDRUM (DUBLIN)				
48hr	0464	DUDLEY				
48hr	1528	EDINBURGH (HOF)				
48hr	0803	GUILDFORD				
48hr	0450	JENNERS (EDINBURGH)				
48hr	0730	LEEDS				
48hr	0723	LEICESTER				
48hr	0706	MEADOWHALL				
48hr	1543	MIDDLESBROUGH				
48hr	0728	NOTTINGHAM				
48hr	0729	READING				
48hr	0725	SHREWSBURY				
48hr	0467	SOLIHLULL				
48hr	0825	THURROCK				
72hr	0460	AYLESBURY				
72hr	0463	BURTON				
72hr	0804	CAMBERLEY				
72hr	1547	CARLISLE				
72hr	1052	CWMBRAN				
72hr	0504	EPSOM				
72hr	1564	HULL				
72hr	0829	MAIDSTONE				
72hr	1055	PLYMOUTH				
72hr	0502	RICHMOND				
72hr	0704	SKIPTON				
72hr	0471	WORCESTER				
	0831	WHITE CITY				
	1056	NEW BRISTOL				
<b>TOTAL SUMMARY</b>						

Sender Print Name:

Senders Signature:

Driver (NDC) Print Name:

Driver (NDC) Signature:

Vehicle Seal No:

Goods In (NDC) Print Name:

Goods In (NDC) Signature:

THIS MANIFEST IS BASED ON **MONDAY** COLLECTION OPERATING AGAINST THE HOUSE OF FRASER DEDICATED **ATED** TRANSPORT SCHEDULE.  
 ALL COLLECTIONS WILL BE SIGNED **DN** **CHECKED** ALL GOODS MUST BE LOADED IN GOOD CONDITION.

- 3.5.7 All stock must be loaded in good condition and must be secured to ensure the quality and safety of the product is maintained during the transit and process stages.
- 3.5.8 The Supplier manifest is the Proof Of Delivery ('POD') and the information being applied to this document must be accurate.
- 3.5.9 The Supplier manifest is designed to incorporate 3 transit types: cartons, sets, and pallets. If the sender / loader are forwarding boxed and hanging material,

the Supplier manifest must be completed by stating the volumes under each transit type.

**3.5.10** The Supplier manifest has been designed to visually inform the Concessionaire / Supplier dependant on the schedule the lead time of their stock reaching that related store.

**3.5.11** The NDC operate 3 despatch schedules throughout the year: Low, Medium and High, as per the current schedule summary below:

**HOUSE OF FRASER DESPATCH SCHEDULE 2008/09**

LOW							MEDIUM						HIGH							
STORE	NAME	FREQ	MON	TUE	WED	THU	FRI	FREQ	MON	TUE	WED	THU	FRI	FREQ	MON	TUE	WED	THU	FRI	
0705	ALTRINCHAM	2		09.00			09.00	2	09.00				09.00	3	09.00				09.00	09.00
0460	AYLESBURY	2	14.00			14.00		2		14.00			14.00	2	14.00				14.00	
1011	BATH	3		06.30		06.30	06.30	3	06.30		06.30	06.30		5	06.30	06.30	06.30	06.30	06.30	06.30
0830	BELFAST	5	22.00	22.00		22.00		3	22.00	22.00		22.00		3	22.00	22.00		22.00		
0461	BIRKENHEAD	2		07.00			07.00	2		07.00			07.00	2		07.00			07.00	07.00
0720	BIRMINGHAM	4	07.30	07.30	07.30	07.30	07.30	5	07.30	07.30	07.30	07.30	07.30	5	07.30	07.30	07.30	07.30	07.30	07.30
0826	BLUEWATER	4	05.00		05.00	05.00	05.00	5	05.00	05.00	05.00	05.00	05.00	5	05.00	05.00	05.00	05.00	05.00	05.00
1001	BOURNEMOUTH	2	11.00		11.00			2	11.00			11.00		4	11.00	11.00		11.00	11.00	
0734	BRISTOL	3	07.00		07.00	07.00		3	07.00		07.00		07.00	4	07.00	07.00		07.00	07.00	07.00
0463	BURTON	2	07.30			07.30		2	07.30		07.30			2		07.30		07.30		07.30
0804	CAMBERLEY	2	07.00			07.00		2	07.00			07.00		3	07.00	07.00		07.00		07.00
1020	CARDIFF	3		07.00	07.00		07.00	3		07.00	07.00		07.00	4	07.00	07.00	07.00	07.00		07.00
1547	CARLISLE	2		12.00		12.00		2	12.00			12.00		3	12.00	12.00		12.00		12.00
0724	CHELTENHAM	2		07.00		07.00		2	07.00			07.00		4	07.00	07.00		07.00		07.00
0807	CHICHESTER	2	07.00		07.00			2	07.00			07.00		5	07.00	07.00	07.00	07.00	07.00	07.00
0726	CIRENCESTER	2		10.30		10.30		2	10.30			10.30		3	10.30		10.30		10.30	10.30
0810	CITY OF LONDON	2		07.00		07.00		3		07.00	07.00	07.00		3		07.00	07.00	07.00		07.00
0827	CROYDON	3		07.00	07.00		07.00	3		07.00	07.00		07.00	5	07.00	07.00	07.00	07.00	07.00	07.00
1052	CWMBRAN	2	10.30			10.30		2		10.30			10.30	3	10.30		10.30		10.30	10.30
1542	DARLINGTON	4	07.00	07.00	07.00	07.00		4	07.00	07.00	07.00	07.00		4		07.00		07.00	07.00	07.00
1569	DONCASTER	2			11.00		11.00	2			11.00		11.00	3	11.00		11.00		11.00	11.00
0828	DUNDRUM	3	08.00		08.00		08.00	3	08.00		08.00		08.00	3	08.00		08.00		08.00	08.00
0464	DUDLEY	2			08.00		11.00	2		11.00			08.00	2		11.00			08.00	08.00
1528	EDINBURGH	2	06.00		06.00	06.00		4	06.00		06.00	06.00		5	06.00	06.00	06.00	06.00	06.00	06.00
0504	EPSOM	2	10.30			10.30		2		10.00			10.00	3	10.00	10.00		10.00		10.00
1003	EXETER	2		07.30			07.30	2		07.30			07.30	3		07.30		07.30	07.30	07.30
1560	GATESHEAD	4	21.00	21.00	21.00		21.00	4	21.00	21.00	21.00		21.00	5	21.00	21.00	21.00	21.00	21.00	21.00
1529	GLASGOW	4		06.00	06.00		06.00	4		06.00	06.00	06.00	06.00	5	06.00	06.00	06.00	06.00	06.00	06.00
1549	GRIMSBY	2		06.00		06.00		3		06.00	06.00	06.00		3		06.00	06.00	06.00		06.00
0803	GUILDFORD	4	06.00		06.00	06.00	06.00	5	06.00	06.00	06.00	06.00	06.00	5	06.00	06.00	06.00	06.00	06.00	06.00
0733	HIGH WYCOMBE	3		07.00	07.00		07.00	3		07.00	07.00		07.00	3		07.00		07.00		07.00
0465	HUDDERSFIELD	2		08.00			08.00	2		08.00			08.00	3	08.00		08.00		08.00	08.00
1564	HULL	2	07.00			07.00		2	07.00			07.00		3	07.00		07.00		07.00	07.00
0450	JENNERS	3	06.00		06.00		06.00	4	06.00		06.00	06.00	06.00	5	06.00	06.00		06.00	06.00	06.00
0451	LOCH LOMOND SHORES	2		10.30			10.30	2		10.30			10.30	2		10.30			10.30	10.30
0721	LEAMINGTON SPA	2		07.00		07.00		2	07.00			07.00		3	07.00		07.00		07.00	07.00
0730	LEEDS	2	07.00		07.00		07.00	3	07.00		07.00		07.00	4	07.00	07.00	07.00	07.00		07.00
0723	LEICESTER	2			07.00		07.00	2		07.00		07.00		5	07.00	07.00	07.00	07.00	07.00	07.00
1570	LINCOLN	2		10.30			10.30	2		10.30			10.30	2		10.30			10.30	10.30
0829	MAIDSTONE	2	07.00			07.00		3	07.00		07.00	07.00		3	07.00	07.00		07.00		07.00
0701	MANCHESTER	4		06.00	06.00	06.00	06.00	5	06.00	06.00	06.00	06.00	06.00	5	06.00	06.00	06.00	06.00	06.00	06.00
0706	MEADOWHALL	3	07.00		07.00	07.00		3		07.00	07.00		07.00	5	07.00	07.00		07.00	07.00	07.00
1543	MIDDLESBROUGH	2	09.30		09.30			3		09.30	09.30	09.30		3	07.30		09.30		09.30	09.30
0506	MILTON KEYNES	2	CAR	13.30	CAR	13.30	CAR	2	CAR	13.30	CAR	13.30	CAR	2	CAR	13.30	CAR	13.30	CAR	13.30
0466	NORTHAMPTON	2		13.30			13.30	3	13.30		13.30		13.30	3	13.30		13.30		13.30	13.30
0735	NORWICH	2		07.00			07.00	2		07.00		07.00		4	07.00		07.00	07.00	07.00	07.00
0728	NOTTINGHAM	3	12.00		12.00		12.00	4	12.00	12.00	12.00	12.00		5	12.00	12.00	12.00	12.00	12.00	12.00
1008	OXFORD ST	4	06.30	06.30	06.30	06.30	06.30	5	06.30	06.30	06.30	06.30	06.30	5	06.30	06.30	06.30	06.30	06.30	06.30
1055	PLYMOUTH	2		06.00			06.00	2		06.00			06.00	3		06.00	06.00		06.00	06.00
0729	READING	3	14.00		14.00		14.00	4	14.00	14.00		14.00	14.00	5	14.00	14.00	14.00	14.00	14.00	14.00
0502	RICHMOND	2	07.00			07.00		2		07.00			07.00	3	07.00	07.00			07.00	07.00
0725	SHREWSBURY	2	10.30		10.30			2	10.30			10.30		2	10.30			10.30		10.30
0704	SKIPTON	2		07.30			07.30	2		07.30			07.30	3		07.30		07.30	07.30	07.30
0467	SOLIHULL	3	10.30		10.30		10.30	3	10.30		10.30	10.30		3	10.30		10.30	10.30		10.30
0468	SUTTON COLDFIELD	2		07.00			07.00	2		07.00			07.00	3		07.00		07.00	07.00	07.00
0727	SWINDON	2		11.00			11.00	2	11.00			11.00		3	10.30		10.30	10.30		10.30
0469	TELFORD	2		07.00			07.00	2		07.00			07.00	3	07.00		07.00	07.00		07.00
0825	THURROCK	3	07.00		07.00		07.00	3	07.00		07.00		07.00	5	07.00	07.00	07.00	07.00	07.00	07.00
0470	WOLVERHAMPTON	4	07.00	07.00	07.00	07.00		4	07.00	07.00	07.00	07.00		5	07.00	07.00	07.00	07.00	07.00	07.00
0471	WORCESTER	2	07.00			07.00		2	07.00			07.00		3	07.00		07.00		07.00	07.00
0802	VICTORIA	3		11.00	11.00	11.00	11.00	4		11.00	11.00	11.00	11.00	5	11.00	11.00	11.00	11.00	11.00	11.00

### SUMMARY BY WEEK

WEEK NO:	COMMENCING	ENDING	SCHEDULE TYPE
1-3	28.01.2008	11.02.2008	MEDIUM
4	18.02.2008		LOW
5-7	25.02.2008	10.03.2008	MEDIUM
8-9	17.03.2008	24.03.2008	LOW
10	31.03.2008		MEDIUM
11	07.04.2008		LOW
12	14.04.2008		MEDIUM
13-26	21.04.2008	21.07.2008	LOW
27-30	28.07.200	18.08.2008	MEDIUM
31	25.08.2008		LOW
32-33	01.09.2008	08.09.2008	MEDIUM
34-47	15.09.2008	15.12.2008	HIGH
48	22.12.2008		LOW
49	29.12.2008		HIGH
50-51	05.01.2009	12.01.2009	MEDIUM
52	19.01.2009		HIGH

### 3.6 NDC Preparation Process

- 3.6.1 When the NDC are in receipt of the collection / delivery, the stock will be directed to the Concessions processing area.
- 3.6.2 The stock will then be checked at carton / set / pallet level against the information applied to the Supplier manifest by the Concessionaire/ Supplier.
- 3.6.3 All variances (if any) will be reported within 24hrs of receipt of the delivery / collection by the NDC Concessions team.
- 3.6.4 All damages (if any) will be reported within 24hrs of receipt of the delivery / collection by the NDC Concessions team.
- 3.6.5 The stock will then be made available for the despatch process.
- 3.6.6 A POD will then be raised via the Concession access database to be supplied with the merchandise for onward delivery to store.
- 3.6.7 Each individual Concessionaire / Supplier will have their stock flagged as a load priority. This flagging mechanism will visually supply the loader and the store with detail as to whom the merchandise refers to.
- 3.6.8 All Concession related merchandise will be held in a segregated and defined work area, there will be no cross contamination with House of Fraser related merchandise.

### 3.7 NDC Loading Process

- 3.7.1 Concession merchandise being processed through the NDC is defined as a business priority.
- 3.7.2 The loader will collect the POD, check the information refers to the merchandise being loaded and then load the merchandise onto the vehicle.
- 3.7.3 All Concession merchandise is loaded on the back end of each vehicle to ensure that this is the first product to be unloaded when it arrives at the back of the target store.
- 3.7.4 The vehicle is then sealed by the means of an electronic encrypted code.
- 3.7.5 The POD's will then be collated with the driver's paperwork, and handed to the transport team.

**3.8 Back of Store unloading process**

- 3.8.1** When the vehicle arrives at the back of store, the Concession merchandise will be unloaded first and the in-store Concession's team will be notified of the arrival of their stock.
- 3.8.2** The delivery will be confirmed with the attached POD's and signed accordingly.
- 3.8.3** All variances (if any) must be reported to the NDC Concession team within 24hrs of receipt of the delivery.
- 3.8.4** The Concession stock will then be fast tracked to the sales floor.

## **4. Direct to Store Deliveries**

### **4.1 Booking in and presentation of deliveries**

For all deliveries directly made to the loading bay of stores:

- The Concessionaire must book in the delivery with each individual store by contacting the store's loading bay. This is to ensure the delivery does not arrive at the store at the same time as any other scheduled vehicles. The Concessionaire must phone the store at least 24 hrs prior to their delivery.
- The person making the booking must quote the Concession name and number, and the number of cartons/packs to be delivered.
- Each carton/pack must be clearly marked with
  - The Concession's name and Supplier Account Number;
  - The delivery documentation must be fixed to the outside of the cartons using a window envelope, and must list the number of cartons and selling units; and
  - The cartons must be numbered 1 of, 2 of, etc.

Concessions should use one of the following nominated carriers to deliver to stores:

- DHL;
- Citylink;
- TNT; or
- Parceline.

On arrival at a store:

- The driver's paperwork will be signed for the number of cartons received; and
- For Concession deliveries specifically, the Concession managers may be encouraged to sign for their own deliveries to avoid any delivery discrepancies.

If the carrier is going to be delayed for any reason, the store should be contacted to ensure it is still possible to deliver on that day as some stores have restricted windows in which to accept deliveries.

### **4.2 Refusal of deliveries**

Deliveries may be refused for one of the following reasons:

- A delivery slot has not been booked with the store;
- The stock was not delivered at the agreed time (unless the store has been previously notified);
- Packs are damaged within the consignment;
- Cartons are labelled incorrectly.

### **4.3 Loading Bay restrictions**

Concessions are encouraged to confirm with each store if any restrictions exist at their loading bay, e.g. a store is not able to accept a vehicle without a tail lift, to prevent any issues with unloading vehicles.

## 5. Contact Details

<b>House of Fraser (Stores) Ltd</b>	Store Support Centre 27 Baker Street London W1U 8AH	Tel: 0207 003 4000 Fax: 0207 003 4001
<b>HoF Creditor Accounting</b>	House of Fraser Creditor Accounting Granite House, 4 <sup>th</sup> Floor 31 Stockwell Street Glasgow G1 4RZ	Tel: 0141 553 4900 Fax: 0141 553 4995
<b>NDC Milton Keynes</b>	House of Fraser Northfield Drive Milton Keynes MK15 0DB	Tel: 01908 354800  Central Bookings Tel: 01908 354801 <a href="mailto:ndc-bookings@hof.co.uk">ndc-bookings@hof.co.uk</a>
<b>Supplier Compliance Team</b>	House of Fraser Northfield Drive Milton Keynes MK15 0DB	Tel: 01908 354800 <a href="mailto:ndc-compliance@hof.co.uk">ndc-compliance@hof.co.uk</a>
<b>Nominated Carriers (UK)</b>	Backhaul	Andy Rose +44 (0) 1908 354800 <a href="mailto:anrose@hof.co.uk">anrose@hof.co.uk</a> <a href="mailto:ndc-transport@hof.co.uk">ndc-transport@hof.co.uk</a>
	DHL Fast Fashion Network	Alejandro Perea +44 (0) 1375 850850 Ext 2277 +44 (0) 7795 290848 <a href="mailto:Alejandro.perea@dhl.com">Alejandro.perea@dhl.com</a> Sales Team + 44 (0) 1375 850850 <a href="mailto:fashion_network1@dhl.com">fashion_network1@dhl.com</a>
	TNT Fashion Group	Michele Allison +44 (0) 116 32 00 11 +44 (0) 77 4878 0460 <a href="mailto:michele.allison@tnffashion.com">michele.allison@tnffashion.com</a>
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**5.1 House of Fraser Stores List**

The full House of Fraser store list is available at [www.hofsuppliers.co.uk/info](http://www.hofsuppliers.co.uk/info)

If the store phone numbers are required they can be found at  
[www.houseoffraser.co.uk](http://www.houseoffraser.co.uk)