

**Retail White Paper
By One Step Retail Solutions**

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Keeping Up with Retail Technology to Increase Profits and Customer Satisfaction

**Turn challenges
Into opportunities**



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INTRODUCTION

Evolving technology is constantly altering the landscape of retail business. When headlines pointed out that a major chain of convenience stores spent \$500 million dollars upgrading their point of sale technology, many smaller chains wondered what the big boys had that they didn't.

From its first crude 1948 form, it took decades of development to move barcode technology from a need in the retail industry to its present near universal form.

Today new technologies appear from nowhere all the time, and those who fall behind lose their competitive edge in efficiency, customer satisfaction, and profitability.

Point of sale (POS) software technology came along and revolutionized the retail industry, opening doors to enhanced customer satisfaction and improved profitability. New applications appeared, each offering a solution to a problem that had plagued a retailer, and promising an undreamed of opportunity to simplify, expand, or automate some part of a business operation.

This technological explosion required retailers to either face a dizzying array of advances that looked flashy but neither applied to their specific needs nor integrated into their existing technology, or to work with a company with superior expertise in matching new POS technology to client needs and in providing unexcelled customer service.

Those who lagged behind in the technology race risked losing their competitive edge. Those who chose the wrong technology were stalled by headaches, wasting human and capital resources on cookie-cutter applications that didn't match real

“POS applications have moved well beyond the automation of everyday retail sales transactions. For retailers, a POS system is mission-critical and the primary source of information on customer transactions and provides a view of how well they're performing.

POS data is used to predict market conditions, to monitor store performance and to forecast customer spending.

Retailers of all sizes no longer see POS technologies as merely cost-cutting applications, but as key tools to driving revenue growth by enhancing the customer experience and retaining customer loyalty – and customer loyalty is an even more important survival strategy than it is in the overall retail market.”

-- 2007 Gartner Report

needs, or were too complex, or so unreliable they fell into disuse.

As competition stiffened, profit margins shrank, and a qualified workforce became harder to find and retain, POS decisions became critical. If a retailer didn't have the latest and best solutions, a rival would, and capture part of his market share in the process.

Since the mid-1990's, the retail industry has seen some impressive changes in the use of technology to enhance profit. This included cash register tapes, bar-coding, and electronic POS solutions providing invaluable data.

Utilizing the right POS applications can set a small to midsize retailer up to compete with the big boys, if not in economy of scale, in streamlining and enhancing a business allowing it to offer customers the kind of personalized care that brings them back again and again.

To stay competitive, retailers have turned to retail technology to capture and analyze data to improve operations and customer experiences.

A POS solution now needs to be flexible to cater to the ever-changing requirements, whether it relates to new hardware or new software functionality. Therefore, making the right POS decisions could make the difference between stability and expansion, and going under.

POS transactions establish core retail data and data gathered at the POS drives a retailer's business, monitoring financial returns and providing information necessary for inventory management, merchandising planning and allocation, supply chain management, sales and marketing, and customer service.

Small and midsize business (SMB) Technology trend study in Aug 2006 found that meeting high customer expectations was the number 1 concern for SMB retailers.

A study in May 2007 revealed that from a front office business process standpoint, that all POS vendors that have been researched;

1. Have the ability to fulfill everyday transactional capabilities in terms of processing customer sales and returns, and – to varying degrees – can cope with cross channel transactions and more complex promotions.
2. This study has also shown that management of in-store inventory and in-store human capital, w/ the exception of time and attendance is largely done through integration with other applications, either in-house or through third parties.
3. Most vendors have task management capabilities with either in-house or third party applications but less than ½ have actually integrated and deployed task management in retail clients.

By 2008 almost 2/3 of mid-sized retailers will have made 59% investment into POS Hardware and 59% into POS software.

- Gartner Study -

Day-to-day profitability relies on results facilitated by a retail system such as:

- Accurate buying
- Less inventory expense
- Loyal customers
- Repeat traffic
- Enhanced security
- Smooth POS and customer service
- Reduced paperwork

A POS system can increase efficiency, improve inventory control, provide fast and accurate data gathering, analysis, and reporting, reduce over or under buying, facilitate optimal efficiency and economy in shipping and receiving, insure accurate accounting, and a host of other capabilities.

To be effective, POS technology must match the current needs of the company that will use it in a way that will inspire system users to take every advantage that the system has to offer. It will expand as the company expands, easily add desirable functionality, and integrate with existing systems.

Moreover, retailers typically rely on certain hardware to support their business and retail operations for several years. Therefore, the costs and benefits of POS must be clearly delineated in order to help retailers when they are making decisions on technology spending.

External and internal Business Drivers affecting IT Spending

As a result of the above the upward IT spending continues to increase for both the overall retailer and midsized retailers. According to the Gartner/RIS study in 2006, slightly more than 50% of midsize retailers indicated that they had budgeted increased spending between more than 1% to more than 10% in 2006.

Midsized retailers are, typically, not the first adopters of new technologies, and the intended increased spending is an indication that they are in the process of catching up. For most overall and midsize retailers, realizing that delivering a superior customer experience is the key to attracting and retaining customer spending and growing revenue.

It is not surprising that store level IT is the second-highest concern for these retailers and as a result we must expect future increases in investment at the point of sale, not just to cut costs by automation, but to grow revenue through competitive advantage.

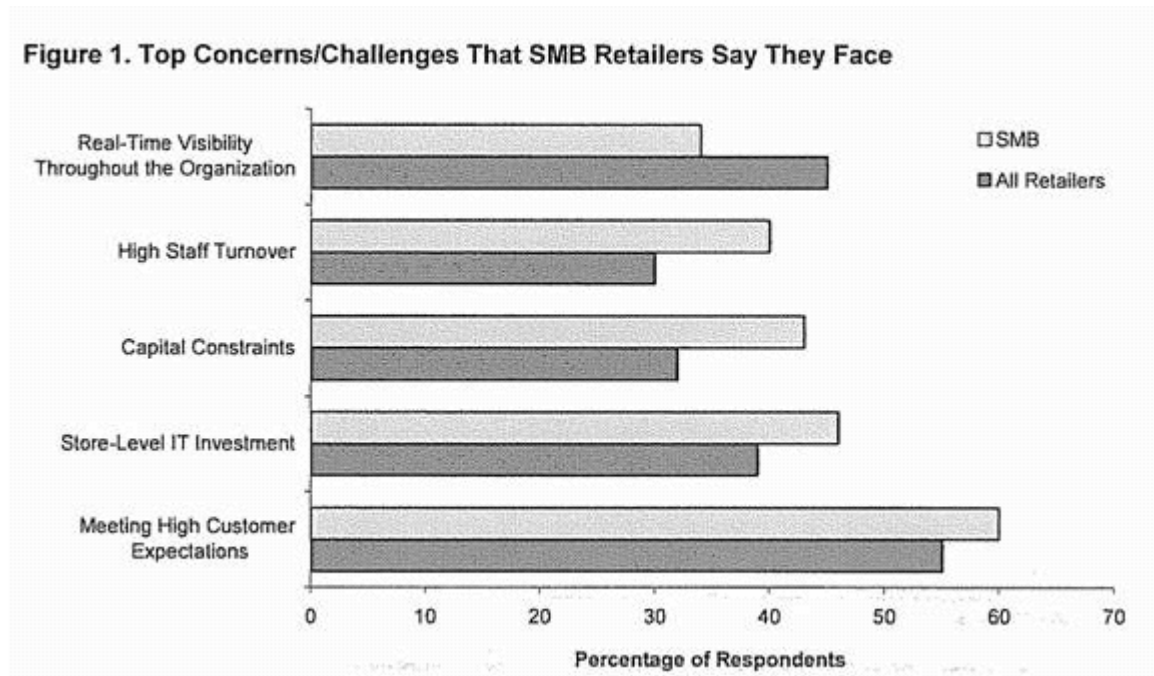
Other general drivers for increased IT spending include the following;

1. Increased competitiveness in the market in general.
2. Increased availability of technology solutions at lower cost with some major technology providers entering this market with “lite” versions of T1 solutions.
3. Increased expectations of transparency in the supply chain. For example, both business partners and customers have grown accustomed to having immediate and 24/7 access to order status and the ability to make changes as necessary to order in progress.
4. Internal drivers, including;
 - a. Improved operational efficiencies that drive down business.
 - b. Improved quality and use of business data with faster access to information that is presented in summarized, actionable form to make better business decisions.

Realizing that delivering a superior customer experience is the key to attracting and retaining customer spending and growing revenue, it is not surprising, therefore, that store-level IT is the second highest concern for these retailers, and therefore, we must expect current and future increases in investment and the point of sale, not just by cost automation, but to grow revenue through competitive advantage.

Challenges Retailers Face

As shown below, about 45% of SMB retailers and 40% of all other retailers say that Store-level IT investment is one of the highest concerns based on the Gartner/RIS study in 2006.



Inventory Management

A recent study published in the California Management Review showed that inaccurate inventory records costs companies, on average, 10% of profits a year.

Successful retailers know their customers tastes. They know what to buy. The only problem is how much to order at any given time.

If you buy too much you end up:

- Recycling product year after year
- Tying up valuable capital
- Using up extra storage space

Employee problems

Employee costs have risen over 30% in the last 5 years, according to a benchmark study by American Business Research. This survey reported that 69% of customers stop doing business with a company due to poor service from employees.

Typically 96% of unhappy customers do not complain to the establishment, but they do complain to others. A satisfied customer will tell an average of 2. Plus it costs two times more to find a new customer than to keep an existing one.

Shrinkage

The American Business Research study found that 35 billion in U.S. retail sales are lost due to inventory shrinkage (Theft) and billions lost due to clerical errors by workers. Shoplifting is conservatively estimated to account for 30%-40% of total retail shrink/ loss.

On a per-person basis, dishonest employees steal approximately 4.8 times the amount stolen by shoplifters (\$661.37 vs. \$137.76). One in every 28.2 employees was apprehended from theft from their employer. Only 4.6% of total retail theft losses resulted in a recovery. This means for every \$1.00 recovered by companies, \$20.76 was lost to retail theft.

Growth of the Multi-channel Shopper

Internet purchasing has been growing at a rate of 25% per year over the last 5 years, according to the American Business Research study. 49% of online users perceive that companies doing business both online and at the physical locations are better at providing customer service than companies that exclusively operate online.

By 2008 nearly 30% of all offline purchases will have been influenced by research done online. Retailers websites have a major impact on customer satisfaction and brand loyalty while traditional channels are weak on both counts.

Targeting and Keeping Customers

American Business Research study reported that 44% of retailers collect detailed information on their customers but do not utilize it well while 25% collect nothing at all. Many successful retailers have shifted their focus on using technology to create optimal customer profiles. When you combine profiling with improved customer relations management the results can be dramatic.

The Point Of Sale Solution for Today's Retailer

Point of sale technology revolutionized retailing. It offered increased efficiency, enhanced customer satisfaction and retention, and improved profitability.

Point of sale systems are key front-end applications that can help retailers gain a competitive edge and deliver service in line with customer expectations.

Given an integrated POS, Merchandise and Customer profile system that is properly deployed (at least 40 hours of training for management and 20 hours of training for staff).

The following results will be possible after the first six months (it generally takes approximately six months for a system to be fully operational and for all staff to feel comfortable using it).

	High Performance ⁵	Mid Performance ⁶	Low Performance ⁷
Sales Increase	+ 20%	+ 10%	+ 5%
Expense Decrease	- 15%	- 8%	- 2%
Margin Increase	+ 25%	+ 15%	+ 8%
Net Profit Increase	+ 30%	+ 12%	+ 6%

5 High Performance are stores that really adopt and maximize all the components of the technology.

6 Mid Performance are stores that utilize most but not all of the technology.

7 Low Performance are stores that utilize just a few components of a system.

Benefits of an Advanced POS System

An effective POS system will:

- Avoid loss through shrinkage caused by internal and external theft
- Reduce over-stock and markdowns
- Improve delivery in line with customer and market expectations
- Decrease training time for new employees

Let's examine what having the right POS applications can do for a midsize retailer to achieve the highest ROI for his choice.

POS Must Match Company Needs

To be truly cost-effective, POS technology must match the current needs of the company that will use it, expand as that company grows, easily add desirable functionality, and integrate with existing systems with as little downtime for installation and training as possible.

Integrated Technology Modules for POS

To be superior, it should anticipate offering multiple features a retailer may not have considered that can increase market share and cut waste. For example, cutting back on amount of staff cost per year.

Understanding and clever usage of the exact POS features a business needs can turn lackluster business performance into unlooked for success.

Retailers should map POS applications against customer basics. POS coverage of processes impact customer service basics: having products in stock; making products easy to find; having an available and informed sales staff; having a fast check-out; and making it easy to return products.

Features That Are a “MUST” for POS

A retail system needs all the following technology features for store operations, ideally integrated in one system. Thereby, important features to consider when making a decision about purchasing a POS system are:

- User-friendly architecture that is user-definable and familiar enough to easily train employees on.
- Scalable capabilities to scale easily from a single store to a chain of stores
- Fast check-out that utilizes bar code scanning technology which automatically captures key information with each sale.
- Track discounts to control profit margins
- Supports various types of transactions.
- Manages a customer purchase history to help improve customer relations through targeted promotional mailings and build customer loyalty.
- Manages inventory to take the guesswork out of inventory, putting all your inventory data in easy reach.
- Manages employees utilizing a check-in/out feature that keeps track of employee hours worked, facilitating payroll processing.
- Manages vendors
- Purchase order functions to control merchandise and maximize efficiency in multi-store buying.
- Receiving process that gets merchandise to sales floor fast.
- Distribution of merchandise that gets products to the right place at the right time.
- Integrated with accounting that is optimized to work with any standard accounting program.
- Reports that provide insight into all aspects of a retail business, generating information you want to see at your fingertips.

- Trend analysis to predict demand
- eCommerce integration which allows the merging of store-based and online activity into one cohesive operation.
- Custom programming to tailor your system to meet your unique or specialized needs.

Most importantly, a POS system must have superior ability to adapt to changing technology and stand the test of time.

“POS technology has evolved from a stand-alone cash register to a system of interconnected terminals that record sales and help retailers gather, share and dispense information, not just with other POS terminals, but with multiple back-office technologies and customer-facing systems.

Early POS systems focused on saving money – reducing costs and minimizing labor input. The next step involved incorporation of loss prevention functionality, such as role-based security, passwords and audit trails (for example, to monitor who opened the cash drawer and why).

The next logical iteration of POS evolution involves harnessing the POS asset to drive revenue gains by providing functionality that enhances the customer experience. To do this, retailers must know precisely what makes their customers happy.

Asking thousands of customers to rank their three most-valued in-store services, the invariable winners are having items in stock, making products easy to find and providing fast check-out services.” – Gartner Report

Handling Merchandise with POS

Avoiding Out-of-Stock Situations

Out-of-Stock situations are a symptom of failing to maintain stock at optimum levels of stock. Optimized channel stock could be described as “the right stock in the right place, at the right time at the right level. POS forecasts, actual sales history and customer behavior can be used to optimize stock.

Until relatively recently, consumer demand data was forecast at aggregate levels. However, to get the right products at the store level, the traditional POS forecast and actual sales data can be layered with information on actual customer behavior at the store.

This allows the retailer, where relevant, to have more-detailed store-level location dimension demand forecast and to tailor the merchandising and customer proposition bringing improvements to the assortment mix, promotions and so on down to the local store level. For small and midsize retailers in particular, provision of locally sourced products and tailored “local” assortments can bring competitive advantage.

Offering the Right Price at the Right Place and the Right Time

To get the stock on the shelf at the right price at the right place at the and in the right time will, of course, require good integration with in-house and third-party retail systems supporting core business processes, such as merchandising and supply chain, whether in real time or batched. The Retailer can then make the appropriate decisions for stock replenishment.

However to ensure maximum efficiency in getting the stock on the shelf – particularly promotional stock – POS data can be invaluable in terms of linking to workforce optimization tools to deliver labor scheduling and task management capabilities.

According to the Gartner/RIS study 2007, 69% of retailers communicate tasks verbally in stores. If the retailers were possibly using a task management application to prioritize initiatives, it’s possible that simple messages such as “go assist the customer in the cheese department” or “pull of size 8 off of the rack and place on hold for customer pick up” could be directed to their associates through their personal devices.

Such a set up could address the need to use labor resources more efficiently, which would result in improved store productivity. This same application could provide immediate feedback (for example, exception alerts to headquarters that critical tasks have not been completed). Similarly, alerts could be used to remind employees of time-sensitive task sequence.

The right stock level

Too much stock results in retailers taking a hit on the bottom line with escalating inventory costs. Too little stock hurts the revenue stream when customers decide to shop elsewhere.

Across the segment, almost half of the customers surveyed in the Gartner/RIS Study in 2007, 47% indicated that, when faced with an in-store out-of-stock situation they would rather go to another store. To optimize stock levels in selling channels, retailers are engaging with suppliers at the basic level of POS data sharing.

Intra-Channel and Cross-Channel Stock

Many retailers, including some in the mid-tier, operate across several selling channels, so that stock optimization involves more than keeping products on the shelf. Intra-channel and cross-channel visibility of stock is now a basic requirement.

POS systems can tie in effectively to allow inventory look-up across channels. This can facilitate customer ordering, either for special orders on extended assortments that cannot be carried in store because of space constraints, or an out-of-stock situation. For example, the negative impact of an item being physically out of stock in the store can be lessened somewhat if the item can be provided from another source, thus increasing the chance of saving a sale.

How Point of Sale Improves Retail Operations

Independent retailers combine understanding of their customers with hard data provided by computerized inventory management and control systems. Having abandoned handwritten receipts for electronic cash registers, the retailer is now turning to point of sale systems to help collect information needed to make better buying decisions.

All POS systems provide fast, and accurate checkouts that reduce human error, capture data, and update inventory in real time, etc. with a keystroke or two.

Top POS Functionalities

Effective POS systems provide more functionality than just customer checkout. They support merchandise planning, ordering, and analysis.

First-rate POS solutions gather customer information to assess purchase and return history that verifies customer satisfaction allowing a retailer to offer new items at preferential pricing that a valued customer might want, tracking layaways and special orders for out-of-stock or custom items, and generating PO's to the right vendors on the spot.

Midsized retailers need these features and more to compete with the big boys on the block.

Creating Customer Loyalty

Great POS systems are marvels at increasing traffic and creating customer loyalty through innovative marketing and customer retention strategies.

There are basic POS functions that are needed for almost all businesses, but a POS system that works beautifully for one type of business may not suit another. For example, functionality critical to a chain of auto parts stores may be wasted in a retail clothing operation.

“POS systems can tie in effectively to allow inventory look-up across multiple stores or across channels.

POS systems can also promote revenue growth by capitalizing on the customer interaction at the POS (for example, by deploying added services, including cross-channel cross-selling and up-selling capability.

Additional services such as gift cards and mobile top-up can also be offered through POS as a customer incentive.”

-- 2007 Gartner Report

The right POS technology can give the small to mid-size retail operation a competitive edge in a fiercely competitive marketplace through improving:

- Employee efficiency
- Customer satisfaction and retention
- Efficient purchasing

To be cost-effective, POS technology needs to match the needs of the company that uses it, expand as that company grows, easily add desirable functionality, and integrate with existing systems with as little downtime for installation and training as possible.

Making products easy to find

If shoppers are unable to find what they want easily and quickly, it is almost as bad as being out of stock and can have similar consequences for revenue growth.

One Solution would be allowing the POS system to facilitate customers by offering assisted or self-service product look up. Kiosks, terminal s to look up in other channels or associates with mobile devices not only to help customers find what they are looking for, but also to provide product pricing and pricing information. Here again, integrated POS systems to enable cross-channel visibility throughout the supply chain can support retailers needing to meet basic customer expectations.

Making Check-Out Easy

Development in POS and in-store infrastructures enable POS applicants to be ported onto other devices. Mobile POS, self-service check-out, self-scan, kiosks and even payment via mobile phones could be deployed as customer oriented points of service – all of which contribute to stemming the loss revenue.

Merchandise Returns

In the retail segment such as apparel, ease of returns is highly valued, and in a multi-channel world, the ability to buy in any channel and return in any channel gets high consumer marks.

The requirement is to have easy access through POS to the status of cross-channel stock visibility. This would help to maximize the revenue gain potential, because it encourages the customer to, for example, exchange the item being returned as

opposed to having no choice but to give the customer a refund if the item desired as an exchange is out of stock and cannot be easily procured for the customer.

Making the Best Use of Staff

Staff optimization involves training and deploying staff in a way that supports customer expectations. For example, the intuitive nature of graphical user interface (GUI's) of the newer POS applications on touch screens can greatly reduce training time and, thereby, reduce costs.

At the same time, better product information at the point of sale can help staff turn an inquiry into a sale. Links into labor management systems, including task management systems, can help to schedule the right staff in the right place and the right time with the right skills, increasing the chances of favorable customer experience being converted into an actual sale.

Added Services

POS Systems can also promote revenue growth by capitalizing on the customer interaction at the POS (for example, by deploying added services, including cross-channel cross-selling and up-selling capabilities).

Additional services such as gift cards and mobile top-ups can also be offered through POS as a customer incentive.

Using Point Of Sale Technology to Increase Profits

It should be the goal of any retailer to make the right merchandising decisions consistently. This can be done by using accurate and timely data and thereby increasing overall sales revenue volume and maximizing profit margins.

An effective POS system will have significant impact on sales and profitability. Retailers who make the most effective use of their retail POS system become much more efficient in their inventory management, thus allowing them to handle merchandise better and measure productivity of sales.

The Customer Experience

Retailers are now realizing that delivering a superior customer experience is the key to attracting and retaining customer spending and growing revenue.

Keeping track of inventory is just one of the many ways a POS system will help a retailer improve the long-term success of their business. Having an accurate inventory count is an important part in doing well in today's retail industry, and ensures that there is enough merchandise on hand for customers to buy.

A complete POS system also makes it easier to service customers quickly, decreasing the amount of time they have to stand waiting in line. Since it costs five times as much to acquire a new customer than to retain an existing one, and dissatisfied customers vote with their feet, smart retailers pay very close attention to customer relations.

When customers are serviced swiftly and in a friendly manner, they are more likely to return, and this will increase profits. This is an obvious benefit in terms of the number of customers served, which results in an increase in sales.

Regardless of the influence of the store's size, it is evident that POS delivers faster service and thus reduces the amount of time customers spend in checkout lines.

“Aggressive competition, picky and demanding customers, and the emergence of new channels and markets will always be the background against which retailers fight their everyday battle to attract and retain customers. In addition, there are ever-decreasing margins, knowledgeable customers, and high staff turnovers.”

--2007 Gartner Report

Impact of POS Components

Point of sale is just one component of a retail system, although it is a key element. Its benefits emphasize the kind of impact a POS system can make for retailers at many levels.

Although these various components of a POS system can be purchased as stand-alones, an integrated system with of the key components makes retail operations run more efficiently. And, since the customer experience plays a major role in building customer loyalty, the more a retailer knows about them, the better they can serve their needs. And, the better a customer's needs are serviced, the more successful a retailer is.

Recommendations for POS Upgrade

Some recommendations for midsized retailers when selecting or upgrading POS applications is;

1. Start with customer basics. Map the POS front end capability against customer basic requirements.
2. Concentrate on the capability of vendors to deliver front-end processes crucial for competitive advantage. Pay particular attention to details around promotion management, returns management and evidence of implementation with task management.
3. Use a sample of your own data together with current and future shopping scenarios.
4. Use POS investment to consider sharing front-end POS data appropriately to maximize opportunities for revenue growth.

The Role of a Retail Technology Partner

POS choices need to be made at the highest levels, owners, top managers, and senior technology managers. Only at these levels is there sufficient scope of vision to grasp the entirety of a retail operation. These senior people know their businesses and their clientele but are seldom expert in all the capabilities and potentials of POS hard and software.

To be superior, a retail technology service provider should listen and anticipate, offering new features that a retailer may not have considered that can increase his market share and cut waste.

Understanding the role of a consultant is important, and choosing the right one will make a difference in helping a retailer obtain accurate and reliable information and improve business decisions, as well as look at new ways of approaching challenges retailers face.

To be cost effective, new POS technology needs to match the company, expand as that company grows, easily add desirable functionality, and integrate with existing systems with as little downtime for system installation and employee training as possible.

Though the decision-maker may have some idea of what areas he wants to handle with POS technology, the smartest solution is to go with a retail consulting company who is expert in both POS technology and in the retail industry.

Recognizing this, retail owners readily see that the customer services provided by the company from which they purchase retail technology is as crucial as the technology itself.

In choosing a service provider, here are some factors a retailer should consider:

- Reliability - being there when you need updates, employee training, new technology updates, technical support, and general help.
- Familiarity – having a strong familiarity with the retail industry and a provable track record in delivering the kinds of success you want.
- Technical Expertise - knowing the best POS hardware and software for your business, building custom applications if you need them, setting up fully integrated systems that work, and in training your staff to operate the systems they install.

- Imagination - to think outside the box when needed, suggest useful applications you may not have thought of that will reduce waste and frustration, improve efficiency, better customer acquisition, satisfaction and retention, and of course, increase profitability.

The first considerations a retailer should address are the reliability, technical expertise, and knowledge about POS systems to advise a retailer on his decision.

A retail consultant will bring value to retailers. The key factor in protecting your retail technology investment is to deal with a service provider that has a highly trained support team who is also knowledgeable and experienced in the retail business.

A consultant who knows retail as well as the technology has insight into the problems retailers face.

RECOMMENDATIONS FOR ACTION

- Retailers who do not have a POS system now should carefully consider the benefits of having one.
- Start with customer basics and map the POS front-end capability against customer basics requirements.
- Look for solutions from established providers that know your retail segment well. Concentrate on the capability of providers to deliver front-end processes crucial for competitive advantage.

About One Step Retail Solutions

One Step Retail Solutions has been servicing the technology needs of the small to mid-size retailer since 1985, with offices expanding across two coasts: Los Angeles, Phoenix, and New York.

The company specializes in retail point of sale software systems that help retailers stay ahead of the game, be in control of inventory, and manage their business more efficiently.

One Step offers a variety of technology solutions that address different needs across different retail markets and industries. Since the company is not tied down to any single product, it is attentive to the solution – giving retailers what they need – adapted to the way they do business.

Website: www.OneStepRetail.com

Recommended POS Solutions

Retail Pro

Retail Pro is a product of the Retail Pro, headquartered in La Jolla, CA. It is the premier inventory control / POS software for independent specialty retailers, and has established itself as the standard in retail management software for today's retailers worldwide.

For information about Retail Pro, visit: www.OneStepRetail.com/retail-pro.php

Microsoft RMS

Microsoft Retail Management Software (RMS) lets you maintain many types of information about customers, including billing and shipping addresses, purchase history, and account information.

For information about Microsoft RMS, visit: www.OneStepRetail.com/microsoft-RMS.php.

Retail Teamwork

Retail Teamwork is the first all-in-one POS solution built on the Microsoft Dynamics platform and is a company-wide "People-Ready" retail management software. It empowers people to transform data into insight, ideas into action, and change into opportunity – for any size retailer.

For more information about Retail Teamwork, visit: www.OneStepRetail.com/retail-teamwork.php.

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