

The Richmond



Retail & eCommerce Directors' Forum



A deep dive into the Economy
Simon French,
Chief Economist,
Panmure Liberum



Retail's hidden crisis: mental health, abuse & workforce pressure
Chris Brook-Carter,
Retail Trust,
Chief Executive

The Retail & eCommerce Directors' Forum at The Belfry 2025

Highlights

RESILIENCE, REALISM AND RELATABILITY

Dame Sharon White, former Chair of The John Lewis Partnership

Dame Sharon White set the tone as she opened the 18th annual Retail & eCommerce Directors' Forum at The Belfry, with equal part candour and clarity - proving once again why she remains one of the UK's most influential and inspiring business leaders.

Interviewed by retail analyst Natalie Berg, Dame Sharon wasted no time diving into the turbulence that defines today's business landscape. Reflecting on a career spanning regulation, retail, and economics, she framed the conversation around global volatility and the shifting tectonics of trade and trust.

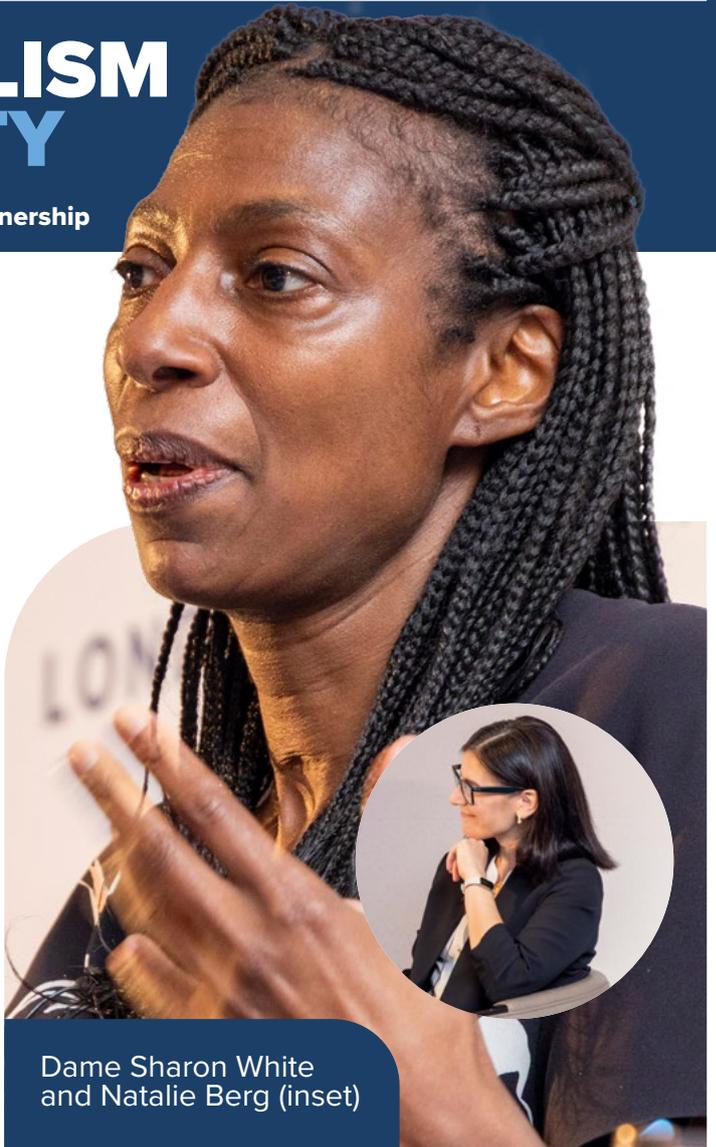
"Turbulence has become a rather strong feature of my life," she said wryly, referencing her tenure at the John Lewis Partnership, which began just five weeks before the first UK lockdown.

Dame Sharon's perspective as an economist brought clarity to the complexities of protectionism, inflation, and supply chain fragility.

Indeed. When she took the helm of the John Lewis Partnership in early 2020, she had five weeks of relative calm before the pandemic threw the retail sector, and the nation, into freefall.

Amid disruption, she pointed to the enormous digital shift in consumer behaviour as a seismic transformation that leaders must not underestimate.

"We were a 40% online business pre COVID... when I left, we were 58% online. That was almost an 18 percentage shift."



Dame Sharon White and Natalie Berg (inset)



Pressed on the decline of department stores globally, White was cautiously optimistic.

The key to survival, she said, is experience.

"If we've got department stores which are entirely a transactional experience, they're not sustainable."

She pointed to examples in Scandinavia and France as evidence that with the "right investment in the experience", physical retail still has a role to play. The goal, she said, is to win the right battles between e-commerce and bricks and mortar – not fight the wrong ones.

When asked about the next generation of retail leaders, she issued a challenge to the room:

"The very fact that it's such a point which is uppermost in your mind as a leader is the first thing... We know that in five years' time, many of our jobs are going to be basically reshaped in ways that you can't predict today."

But amid the macroeconomic analysis lies the humour and humanity that have come to define her leadership. One moment, she's recounting a customer ordering "a condom, a lemon, a pizza and a bottle of five-year-old wine" the next, describing parenting her children, caring for elderly parents and fixing German infrastructure deals, all from her iPhone.

"Department stores must deliver a 'thrill of services' - its about having fewer but brilliant stores."

"I can juggle like there's no tomorrow... One week in five, it's always a car crash, and I've got much better at forgiving myself."

One of her most radical ideas?

"Mid-life apprenticeships." For herself and others "who are a bit of a kind of tech dinosaur."

It's not humility, it's strategy. Working alongside technology and with AI tools is non-negotiable for future-ready leadership. Retrain people who

"Fewer stores but make them brilliant ones" was her advice.

have been brilliant in the past and can be brilliant now.

On diversity
"I want to serve all my customers and hire great people".

Inclusion, she says, isn't about box-ticking. Have we been taking forward the right programmes with the right intent?

"Have we left behind a cohort of people somehow," she asks.

Asked what she wants from the next generation of leaders, her answer is disarmingly simple:

"Being a leader has become complicated and it has become ever-more important for leaders to listen."

"Being a leader has become complicated and it has become ever-more important for leaders to listen. Really listen, with an open mind."

Dame Sharon's Leadership Takeaways:

People, customers, communities first

Keep learning

Show up when it's hardest

Really really listen

Build trust





AI AND EMERGING TECHNOLOGIES

Giles Smith, Independent Digital Product & Technology Advisor. **Paul Wilkinson**, Lloyds Banking Group, Customer Rewards & Loyalty Director. **Kerry Harrison**, The Chartered Institute of Marketing, Course Director.
Chaired by **Natalie Berg**

Retail's AI Moment Has Arrived

AI isn't on the horizon - it's already reshaping the way retailers operate, ideate, and connect with consumers. In our panel of retail and tech leaders, the message was clear: the brands that thrive won't just adopt AI - they'll rethink how they work from the ground up and the biggest winners won't just automate, they'll reimagine.

From faster campaign rollouts to tapping hidden team potential, AI is reshaping how retailers operate, create, and compete.

AI is already accelerating everything from product development to strategy, but the true opportunity lies in what only humans can bring: context, emotion and imagination.

"Not only for the crafting and the storytelling and all of those beautiful things that we know with our real world understanding and our depth of knowledge about our clients and our businesses..."

Kerry Harrison

Emerging "power users", often junior or unconventional talent, are using AI to increase their impact. Smart retailers are moving fast and grabbing the low hanging fruit. AI is democratising experimentation and enabling creativity from all parts of the business and the panel advocated for giving everyone the tools to make this work.

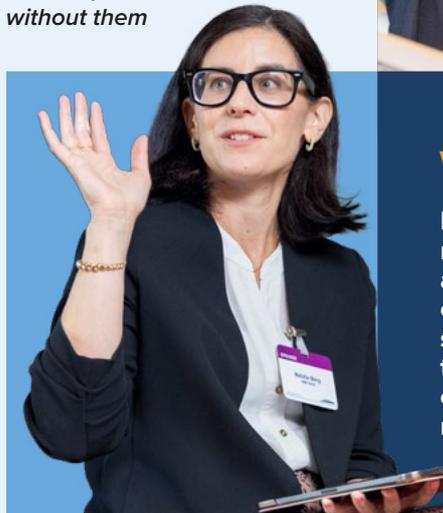
According to Microsoft's 2026 Work Trend Index, 71% of leaders say they'd prefer to hire a less experienced candidate with AI skills over a more experienced candidate without them

"What AI is helping us do is come up with ideas, test things very, very quickly... In terms of writing, it can come up with headlines or blog outlines in just seconds - so things that would have taken me maybe a day to write are now taking me half that time." Kerry Harrison



"This is like a solution that now needs problems."
Paul Wilkinson

"We are going into a world where imagination is the best asset."
Giles Smith



What's Next?

Retailers must move fast - but smartly. That means empowering teams, experimenting, and leaning into creativity as a competitive edge. As AI levels the playing field, the standout retailers will be those bold enough to reimagine what's possible - one person can now do what a team used to. That's not the threat. That's the opportunity.



THE ROLE OF MARKETING IN RETAIL STRATEGY

Martin George, former Waitrose, Customer Director
Jessica Cole, former Asda, Senior Director & Own Brand

What Retail Leaders Say

You Should Stop, Start, and Double Down On

In an era of squeezed budgets, shifting behaviours and formidable competitors, marketing in retail has never had to work harder.

So how do you create campaigns that deliver?

In a candid discussion, Jessica Cole and Martin George opened up about the real-world marketing decisions they're making every day - what they're cutting, what they're investing in, and how they're approaching the role of data and brand.

For smaller retailers, they were clear: **don't waste money on agency fluff**. Get close to your customers. Test offers. Measure response. **Refine your proposition through real engagement** not guesswork. If you only have a small budget, invest in speaking to real customers. That's where the insight, and often the magic, comes from.

In the end, great marketing is clarity plus courage. Know your role in people's lives and shout about it. **Whether you're a high-frequency grocer or a one-off garden furniture brand, the playbook is the same: start with your customer, commit to a strategy, and make every pound of marketing do something that matters.**



Jessica Cole and Martin George (inset)

SIX Retail Marketing Truths for Leaders

- 1. Be ruthlessly clear about what marketing is solving**
Too often, marketing briefs are broad, reactive or disconnected from business outcomes.
"So when you're clear on the problem, then you can pick the right things to go and do."
- 2. Don't default to brand or performance, blend them**
"You shouldn't start with either. You should start with what is the problem you're trying to solve, and then work out what levers to pull."
- 3. Insight only matters if it drives decisions**
Data and research can justify anything - or nothing. Use it to answer real questions: How do we grow? Who's leaving us? What channel converts best?
"The purpose of insight is to drive a decision. If it's not driving a decision, it's interesting but irrelevant."
- 4. Look beyond your category**
"If you're only looking within your own category, you're missing how customers experience the world."
- 5. Simplify your brand message**
*"Most brands try to say too much. You need to be famous for one thing."
"If you're not consistent and clear, you're invisible."*
- 6. Test. Learn. But also commit**
Don't let test-and-learn become indecision theatre.
"You can't optimise what you haven't tried."



A DEEP DIVE INTO THE ECONOMY

Simon French, Chief Economist, Panmure Liberum

If you think inflation, interest rates, and migration policies are dry topics reserved for economists, think again. Simon reminded us why these “macro” forces are actually the beating heart of what shapes retail’s future.

“Why do I focus so much on the consumer? Because it’s 65% of UK GDP,”

Simon emphasised. Simply put: if consumers aren’t spending, retail isn’t thriving.

What’s driving consumer power right now? It’s not some mysterious tight labour market magic but the National Living Wage hikes.

“That tells you the National Living Wage is doing almost all the heavy lifting of wage growth,”

Simon noted, adding a fresh perspective to the inflation and wage debate. *Retailers, take note: real wages growing means people might finally loosen their purse strings.*

But there’s a twist. Migration policies have changed dramatically and a squeeze on labour supply could impact everything from staffing stores to supply chains, and yes, inflation.

Looking ahead, monetary policy is about to get interesting. Simon boldly predicted six UK interest rate cuts in 2026, far more than markets expect. **Lower rates could be good news for retailers, stimulating spending and investment.**

On the energy front, gas prices have fallen, directly easing household bills. This shift is already accelerating real wage growth, giving consumers a bit more breathing room to spend.

100%

of retailers rated the quality of the conference programme as excellent or very good

Currency moves matter, too. Sterling is expected to strengthen, especially if the US dollar weakens that could affect import costs and retail pricing strategies.

Finally, a note of caution: demographic shifts are quietly shaping the long-term landscape.

Key takeaways for retailers:

1. Consumer spending is king; wage growth through living wage hikes drives real income
2. Labour supply tightens as migration falls - staffing headaches ahead
3. Multiple rate cuts could spur consumer and business spending
4. Lower energy costs boost disposable income
5. Sterling’s strength and global trade tensions will shape supply chain and pricing risks
6. Demographics and debt pressures set long-term economic constraints



Simon French

“The trajectory of the impact of ageing is a thing to really keep you awake at night.” - a trend challenging policy makers and markets alike.”

And on trade, expect ongoing tensions especially with the EU and China in sectors like electric vehicles. Simon’s take?

“The idea that the EU won’t retaliate is naive.”

Simon’s incisive analysis offered a refreshingly clear lens on a complex world perfect for retail strategists planning their next moves.



LEVERAGING YOUR BEST ASSETS - YOUR EMPLOYEES

Retail's Hidden Crisis: Mental Health, Abuse & Workforce Pressure

Chris Brook-Carter, Retail Trust, Chief Executive

Chris Brook-Carter, CEO of Retail Trust, exposed the escalating wellbeing crisis in retail, revealing urgent challenges around mental health, violence, and staff turnover.

Retail Trust supports around 700,000 employees annually across 200+ brands. Yet behind that reach lies a silent epidemic: presenteeism due to poor mental health costs UK businesses £51 billion a year, with retail hit especially hard. On average staff take 8 sick days yearly - but most costs stem from working while unwell.

Wellbeing fluctuates seasonally - Q4 and Q1 see spikes in absence and burnout, particularly among frontline staff. Junior line managers, often young and underprepared, are dealing with increasingly complex issues.

Abuse and aggression are rising sharply:

- 90% of customer-facing staff experienced abuse
- 33% face it weekly
- 40% fear going to work

This abuse is driving churn and shrinkage, adding massive hidden costs. In one retailer, each 1% change in churn equated to £1,000 per employee. **That said, if staff feel listened to and supported, they are, in the experience of one retailer, 16% likely to churn. If they don't they're 60% likely to want to leave.**

Chris also warned against poorly deployed mental health training: too often, mental health first aiders are drawn to it for the wrong reasons - either to get involved in others' business or to process their own trauma.

Finally, intergenerational tensions are mounting, with Gen Z and Alpha clashing over identity, values, and workplace norms. Gen Alpha will be the first generation more right-wing than the one before it, creating a new culture clash with Millennials and Gen Z.

Final Takeaway

The wellbeing crisis in retail is no longer "soft" or "intangible." It's quantifiable, predictive, and deeply tied to performance: You cannot make someone well but you can create the conditions for them to get well.



"The more we treat wellbeing with the same rigour as trading reports, the faster we'll see margin gains and stronger teams."

Solutions & Strategic Priorities

Chris outlined five clear focus areas for the industry:

- 1. Activate the Line Manager Multiplier**
Equip junior leaders with real support, not just vague guidelines.
- 2. Address Uncertainty**
Recognise cumulative stress from financial crisis, abuse, and workplace unpredictability.
- 3. Unify Retail on the Human Side of Customer Abuse**
Retailers and suppliers alike must collaborate, not sideline the issue.
- 4. Promote Self-Managed Wellness**
Shift responsibility for wellbeing with support
- 5. Track Absence, Presenteeism & Churn as Strategic Metrics**
Treat these indicators like any commercial KPI. Tie them directly to initiative success.

"Great event gathering of industry leaders, fostering valuable connections and insightful discussions."

Sales & Development Manager, Europa Worldwide



THOUGHT LEADERSHIP AT ITS BEST...

We held further sessions with some fantastic retail experts and innovators who shared powerful stories and insights including:



Nadine Merabi (below), founder of **Nadine Merabi**, luxury fashion brand, sat down with retail expert, David Blakeney (inset) to share her inspiring journey from hockey player to seamstress and now founder of one of the most talked about fashion labels in the UK and US.

Former CEO of **Jigsaw**, Hash Ladha talked passionately about leading with authenticity, importance, emotional intelligence and empathy and what it takes to be a strong, future ready retail leader.



We also heard from Kirsty Keoghan (right), Global GM of Fashion at **Ebay**; she led a brilliant panel with Will Charnley of **Signet Jewelers** and Zak Hood (left) of **Barnardos** on unlocking the power of marketplace selling and why its booming in today's digital first, sustainability driven world.

Plus Aisling Lancaster from **Currys** joined Rob Sellers from **Future Stores** to explore how we can future proof physical retail and reignite the excitement of instore experiences.



And in a lively session on **social commerce**, Herculano Rodrigues from **THG Ingenuity**, George Robinson, **SoSweet**, and Simon Hofmeister (Inset) from **TikTok**, discussed how creators are redefining discovery shopping on platforms like TikTok Shop.





INSIDE RETAIL'S TRANSFORMATION PLAYBOOK: LESSONS FROM THE FRONTLINES

Giles Smith and Meriel Neighbour,
Senior transformation leaders.

In today's high-stakes retail landscape, digital transformation isn't a buzzword - it's a battlefield. Few know this better than Giles and Meriel, two senior transformation leaders who have steered seismic change at some of the industry's most iconic brands, including Selfridges, Burberry, Boots, Clarks and Woolworths South Africa.

Fast Change, No Room for Error

At Clarks, the pressure was intense: 170 stores had to launch a new POS system in just six weeks right as the team were preparing 670 stores for peak season trading. On top of that, Clarks pulled its websites back from Shopify to take control of its digital customer experience, a bold move that required laser-sharp coordination.

Vision First: Building Momentum at Selfridges

Giles led a five-year transformation at Selfridges, anchored by a clear customer-centric vision. "Delivering the Salesforce implementation ahead of schedule was a huge win," he says. By unlocking value through

customer data early, the team gained critical momentum for the road ahead.

From 12 Hours to Two Years: The Burberry Pivot

COVID-19 pushed Burberry to transition to remote work in just 12 hours. "It was a necessary quick fix," Giles recalls. Crisis forced their hand - but then planning to get back to the office felt incredibly slow and involved lots of debate and indecision, taking much longer than necessary.

"We are better in a crisis than we realise" asserts Giles.

Cracking the Omni-Channel Code

Digital transformation is as much about people as platforms. At Boots, Meriel wrestled with friction between store and digital teams - especially around click-and-collect and sales attribution.

"Aligning those teams was key to delivering a seamless customer experience," she says.

Small Teams, Big Results

Giles' move from global giants like Unilever to smaller agencies



Giles (top)
Meriel (Inset)

Insightful and inspiring, an amazing opportunity for like-minded ecommerce minds to connect in one place.

eCommerce Lead, Nestlé

"Extremely great event."

Delivery Management Specialist, Scurri



opened his eyes. "Small, nimble teams can execute change at lightning speed," he explains. It's a stark contrast to the bureaucracy he'd faced in larger corporations - and a testament to the power of agility.

Tech + Trust = Transformation

In various replatforming experiences across major brands and retailer, Woolworths South Africa, Giles saw firsthand how technology rollouts can spook employees. "People feared being replaced," he admits. The solution? Reassure them.

"When done right, tech can open up new roles - not eliminate them."

Both leaders stress the importance of communication in times of change. "You can't hide it," says Giles.

"You need to communicate early and often, even if you don't have all the answers."

Leadership Shifts and Cultural Shockwaves

In high-end retail, leadership changes carry extra weight. At Burberry, a C-suite shift was more than symbolic, it could reshape the brand.

It's the People, Not the Platform

Both Giles and Meriel agree: technology is just an enabler. The real success of any transformation rests on how leaders support, empower, and engage their people.

"That's why empathy and open dialogue matter," Meriel says. "Trust is everything."

At Clarks, a pivotal insight flipped the script: transformation needed to be business-led, not tech-led. "Once the business owned it, everything aligned better," says Meriel.

91%

of suppliers rated the seniority of delegates as excellent or good

Key Takeaways: what Every Retail Leader Should Know About Transformation

- 1. Speed Isn't Everything**
Quick wins are useful, but lasting transformation needs thoughtful, strategic planning
- 2. Communication is Non-negotiable**
Transparency, even in uncertainty, builds trust and prevents chaos
- 3. Tech Should Empower People**
The best digital tools open up opportunities, not fear
- 4. Culture Fit Beats Credentials**
Choose partners who align with your values, not just your needs
- 5. Make It Business-Led**
Transformation should serve strategic goals, not just IT upgrades
- 6. Small Teams, Big Impact**
Agility often beats scale when it comes to execution
- 7. Empathy is a Leadership must-have**
Especially during major change or leadership transitions



"This was my first time attending the event and overall I was really pleased with the set up, the agenda and the people I had the pleasure of meeting."

Managing Director, Mendix



OUR CUSTOMERS' EXPERIENCE OF THE DAY



I enjoyed meeting a wide variety of people and gained valuable insights throughout the day.
Head of eCommerce, Northern Monk

Honestly? Outstanding! Brilliant organisation, content and well hosted. Fantastic couple of days. A seamless operation. I was very impressed.
UK Operations Manager, Aldo UK

Incredibly valuable. The event was well organised, loved the workshops, productive one to one meetings and excellent networking opportunities.
Director, Sablissime

Brilliant, really well organised, fantastic venue and a great balance between group sessions and break out groups with key speakers.
eCommerce Channel Lead, New England Seafood International

An excellent, tailored experience from start to finish.
Merchandise Director, Boohoo

A well curated and engaging day, filled with a rich variety of experiences, from insightful sessions led by prominent figures in the retail sector to valuable interactions with technology providers, suppliers, and like-minded professionals. It was a powerful opportunity to connect, share knowledge, and collectively prepare for the evolving future of our industry.
eCommerce Director, A Bell

Fantastic two days with very relevant content.
Director, RRG Group

Very good, well organised, good speakers and people to network with.
Chief Operating Officer, Southern Co-op

It was a very well organised event with an impressive list of attendees. I found the panel talks and presentations I attended very informative and delivered by engaging people.
Head of Concessions Trading, Fenwick





Excellent - Very good content all day and the supplier sessions are constructive and not "salesy". Would recommend to senior marketeers.

Marketing Lead, Nomo Bank



Great experience, really enjoyable and informative.

Retail Director, Ellis Brigham

Informative, enjoyable and insightful. Time well spent!

Commercial Director, William Grant & Sons



My favourite event in the retail sector! It is engaging, interesting, educational, fun and superbly run by the team at Richmond Events.

Managing Director, Mimi Holliday

A great event that was thought provoking and inspiring and very well run!

Head of Marketing, Monster UK

Excellent event. Great line up of speakers and brilliantly organised by the team. Great to get an insight into the wider retail trends, surrounded by peers.

Group Retail Director, Ags Airports

Insightful and inspiring, an amazing opportunity for like-minded ecommerce minds to connect in one place.

eCommerce Lead, Nestlé

I enjoyed the format of scheduled meetings, it opened up some conversations that may not have happened and extended networking opportunities.

Head of Wholesale & Retail, Nadine Merabi

Overall, a very well organised event. I've never attended anything like this so nothing to benchmark against but for me it was a very enjoyable and thought provoking day.

Managing Director, Case London Limited

The whole event was very well organised, with a varied and detailed set of talks. Great networking event complemented with superb food and entertainment.

Partnership Manager, Moss Bros

I really enjoyed meeting lots of people; learning about suppliers and how they can potentially help my business, and also exchanging stories and strategies with fellow retailers.

Head of eCommerce, 4gadgets MTR Group

I felt very welcome and comfortable right away. Although I came with the intention of sourcing one specific item, I've left with a number of other interesting propositions to consider, which was a great outcome.

eCommerce Director, Tii Brands





TEEING OFF

at The Retail & eCommerce Directors' Forum

Teeing off **The Retail and eCommerce Directors' Forum** in style under clear skies, on a world-class golf course, and with early opportunities to build valuable new connections. Ten teams and 40 delegates took to the iconic Brabazon course, setting a collaborative tone ahead of a packed agenda.



THANK YOU

Thank you to all of our speakers and contributors...

David Blakeney
Founder, Phygital Retail Ltd

Natalie Berg
Conference Chair

Franco Boydell
Head of Growth, IUF Group

Chris Brook-Carter
CEO, The Retail Trust

Will Charnley
Customer Director,
Signet Jewelers

Jessica Cole
former Asda, Senior
Director & Own Brand

Mandy Deakin-Snell
Founder & Executive
Coach, MDS Alignment

Simon French
Chief Economist & Head of
Research, Panmure Liberum

Martin George
Former Customer
Director, Waitrose

Tash Grossman
Founder & CEO, SLIP

Kerry Harrison
AI Educator & Course
Director, Chartered
Institute of Marketing

Simon Hofmeister
Head of Fashion &
Sports, TikTok

Zak Hood
Head of Ecommerce,
Barnardo's

Kirsty Keoghan
GM Global Fashion, eBay

Hash Ladha
Former CEO, Jigsaw

Aisling Lancaster
Head of Brand &
Advertising, Currys

Nadine Merabi
Founder & Creative
Director, Nadine Merabi

Meriel Neighbour
Former Global
Transformation &
Delivery, Clarks

George Robinson
Managing Director, SoSweet

Herculano Rodrigues
Senior Vice President,
THG Ingenuity

Rob Sellers
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Manager, ALDO UK

France Theanne
Head of Retail Creativity,
Frasers Group

Danny Wain
Learning & Development
Expert & Executive Coach

Dame Sharon White,
Former Chair, The John
Lewis Partnership

Paul Wilkinson
Customer Rewards &
Loyalty Director, Lloyds
Banking Group

Hilary Wilson
Transformational
Executive Coach



HIGH-ENERGY MAGIC

Ben Hanlin closes the forum in style



Ben Hanlin brought an exhilarating close to the Forum. A celebrity magician and presenter.

With boundless charisma and theatrical flair, his tricks left everyone wondering.

His performance was the perfect mix of high energy, humour, and jaw-dropping magic, leaving the entire room buzzing. After a packed agenda of insights and discussions, Ben's show was a reminder of the power of connection, surprise, and a touch of fun. It was the ideal finale to an inspiring day.



98%
of retailers rated the one-to-one business meetings as excellent or good



RETAILERS WHO JOINED US INCLUDED:

If you would like to find out about our 2026 forum contact

@Emma Doniger 

4gadgets, part of
MTR Group Ltd
Head of E-commerce

Abel & Cole Ltd
Chief Operating Officer

Ags Airports Ltd
Group Retail Director

ALDO UK
Head of Retail & Operations

Alicia Kite Shapewear
Director

Angling Direct
Head Of Store Operations

Applegreen
Trading Director

Asda
Head of Creative & Design

Asda
Vice President -
Customer Planning

AUTHENTIC BRANDS
GROUP
Senior Director of
Retail Development

Bambinista
Founder & CEO

Barnardo's
Head of Ecommerce

Bell
eCommerce Director

Bell
Financial Director

Belstaff
Senior Brand and
Marketing Manager

Bicester Village
Head of Retail Operations

Boohoo
Merchandise Director

Boots International
Senior International
Marketing Manager

Brora
Managing Director

Build-A-Bear Workshop Ltd
Operations Director

Buy It Direct Group
Commercial Director

CASE
Managing Director

Casio
Head Of B2C Marketing

Cassinetto
Head of Ecommerce
& Digital Marketing

Chelsea FC
Head of Retail

CMO Stores Plc
Trading Director

Coca-Cola
Director, Global Intelligence

Cult Furniture
Product Director

Currys
Head of Brand & Advertising

Cyberjammies
Brand Director

Del Monte
Senior Commercial
Director UK and Europe

Domu Brands
Head of Ecommerce

Drake's
Head of E-Commerce

Drake's
Sales Director

Dulux Decorator Centre
Marketing Lead

eBay
Director of Fashion

eBay
GM Global Fashion

Echo Water UK/tlke
Marketing Director

edyn
Digital Transformation
Consultant

Ellis Brigham
Head Of Operations

Ellis Brigham
Retail Director

END. Clothing
Senior Ecommerce
Trading Manager

Equiport
E-Commerce Manager

Fenwick Retails LTD
Head of Concessions
Trading

Fortnum and Mason
Director of Online

Gill
eCommerce Director

Great Little Trading
Company
Managing Director

Harman Consumer
International
Senior Director Sales EMEA

Harman International
Industries
Sales Director, UK and
Ireland, Lifestyle Division

Harrods
Retail Implementation
Manager

Hazaar
CEO

Highgrove Gardens
/ Ag G Carrick
eCommerce & Digital
Marketing Manager

Holland and Barrett
Head of Transformation

Home Leisure Direct
Marketing Director

Jigsaw
Retail Director

Jigsaw
Head of Digital

John Lewis & Partners
Transformation Director

John Lewis & Partners
Head of Product &
Transformation

John Lewis Partnership
Operations Director

Jon Richard
Marketing Manager

Kingfisher PLC
Group Head of SEO

Ligo.co.uk
CEO

Lloyds Banking Group
Customer Loyalty and
Reward Director

Lucky Penny
Founder/CEO

Midcounties Coop
Chief Operating officer

Mimi Holliday
Managing Director

Monster Group UK Limited
Head of Marketing

Moss
Marketplace Manager



Nadine Merabi Ltd Head of Wholesale & Retail	Pernod Ricard e-Commerce Controller	Save the Children UK Director of Retail Brand & Strategy	Tatty Devine Managing Director
Nestlé Consumer Experience Lead - DTC	Regatta Merchandising Director	Save the Children UK Head of Strategic Operations	The Direct Co Group Business Development Director
New England Seafood International National Account Manager Ecommerce	Regatta Head of Brand Merchandising	Selfridges Digital Merchandise Lead	The Folio Society Marketing Director
New England Seafood International European & eCommerce Executive	Represent Head of Retail	Shakespeare Birthplace Trust Head of Commercial	The Games Room Company UK Ltd Managing Director
Nextbase Global Head of D2C	Reva Founder / CEO	Shirt in a Box Customer Happiness & Warehouse Operations	The LEGO Group Global eCommerce Channel Director
Nomo Head of Marketing Property Finance	Royalcraft Ltd Director	Signet Jewelers Customer Director	The Outnet Head of Site Trading
Northern Monk Head of E-commerce	RRG Group Limited MAIUK F&I Director	SimplyFresh and SimplyLocal Ltd Chief Marketing Officer	This Is It Stores Ltd eCommerce Director
NouvelleBox Ltd Director	Rug Doctor Limited Sales & Marketing Director	Sofology Head of Retail	Universal Works Head of Ecommerce
NRS healthcare Head of Ecommerce	Sablissime Director and Founder	SoSweet Managing Director	Vertu Motors Plc Head of Development - Retail Web
Pernod Ricard Global Ecommerce Leader	Sainsbury's Regional Director	Southern Co-operative Chief Operating Officer Retail	William Grant & Sons Commercial Director

If you would like to find out about our 2026 forum please click [here](#)  or contact [@Emma Doniger](#) 



93%
of retailers rated the quality of
the people attending as either
excellent or very good

95%
of retailers rated the event
overall as excellent or very good

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WE WELCOMED OVER 50 RETAIL SERVICE PROVIDERS

- | | | |
|--|-----------------------------------|----------------------|
| 7Learnings | Inriver | Slip |
| ACI Worldwide | IUF Group | Spring GDS |
| Akeneo | KPS | StoryStream |
| Amazon Shipping | Lumo | The Despatch Company |
| Athos Commerce | Mendix | TPP Retail |
| Bazaarvoice | Mention Me | Trust Payments |
| BigCommerce & Feedonomics | Nagarro / VTEX eCommerce Platform | Unipart |
| Click Consult | NearSt | Webloyalty |
| Commercetools | Ocula Technologies | Wincanton |
| Conversion | OpenText | Zopa Bank |
| Couple | Planet | |
| Corvidae | PostNord International UK | |
| Dotdigital | Proinsight Research Ltd | |
| Dream Agility | Remarkable Commerce | |
| Ericsson Enterprise Wireless Solutions | RevLifter | |
| ESW | Rithum | |
| Europa Warehouse | Salesupply | |
| Finch | Scurri | |
| Genie Goals | Secret View | |
| GFS | ShopWorks | |
| Gowling WLG | Simpler | |
| | Sitoo | |



97%

of suppliers project new business from attending the event



WHERE THE RIGHT CONNECTIONS HAPPEN

At this year's Forum, just over 1,000 meetings took place, each one carefully matched in advance to bring together people with shared priorities and relevant challenges.

Rather than chance meetings, each attendee takes part in a curated series of pre-scheduled one-to-one conversations.

A stellar event that put other events I've been to for similar price points to shame.

Chief Executive Officer, Finch

This isn't a trade show. It's a space where decision-makers on both sides of the table can engage in real dialogue, free from distractions, with time to think and talk openly.



86%

of retailers rated the quality of the 1-2-1 meetings with retail service providers as excellent or very good

The Richmond

Retail & eCommerce Directors' Forum

14th April 2026



The Retail & eCommerce Directors' Forum by Richmond Events, will take place on 14th April 2026, once again at The Belfry Resort.

This exclusive sell-out event is invitation only, with 150 senior retailers and 60 retail service provider places available on a first come first served basis.



Attend as a **Retailer:**

Retailer invitations are complimentary and can be requested, alongside details of the conference programme.

Contact Delegate Manager,
@Tara Garman



Attend as a **supplier**

If you would like to find out how you could meet with senior retailers of your choice,

Contact Project Director
@Emma Doniger or
Sales Director
@Neil Tait



We organise forums in the UK, Italy, Spain, Switzerland, and the US. For more details visit [richmondevents](https://richmondevents.com)

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Find out more about our 2026 forum [here](#)