

Dam
MELLAN PLAN
Dam
XLNT
From size 42/44
Body Zone
Dam underkläder
Herr
NEDRE PLAN
Barn

“The customers
have come back”



“Profit generated by attractive collections, smarter cut-price sales and faster productflow”

In May 2003, KappAhl's rolling 12-month results moved into the black after several years of losses. The year ended with a profit of SEK 120 million (SEK 70 million, 31 Dec 2002). The improvement in results is largely due to an increase in gross profit, but cost-cutting measures and the winding up of operations in Denmark and the Czech Republic have also had an effect. The President and CEO, Christian W. Jansson, and Executive Vice President, Paul Frankenius, review the past year.

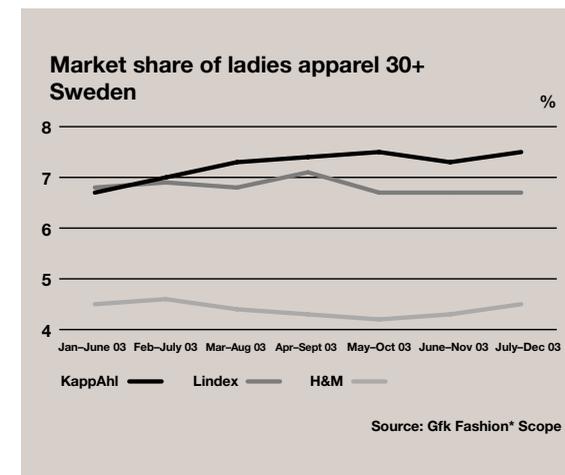
Christian W. Jansson: Briefly, it started badly but ended well. Things looked extremely bleak during the first months of the year, but the situation brightened significantly in March, April and

especially in May, when we moved into profit. The psychological boost to the whole organisation of this should not be underestimated.

Paul Frankenius: The summer was good as well. Unlike our competitors, we were not forced to hold large clearance sales in June, July and August. Early autumn was also highly successful, although the start of the school year did not meet our expectations. On the other hand, this affected the whole sector. Excellent Christmas sales once again proved that customers are attracted by our concept - that Christmas and the family belong together.

CWJ: Our attractive range shows that we recognise the needs of our customers, and this has made us the largest player in Sweden in clothing for adult women.

Sales have increased substantially across all age groups, which shows that our range has been right. This autumn we launched a new, upgraded



basic collection, which has appealed to a broad target group and has sold well throughout the season.

PF: Casual everyday fashion, with trousers as the strategic product group, has also done well. Our customers have appreciated the changes we have made to the trouser concept, with fewer styles and improved fit, and our market share has risen.

CWJ: XLNT, our own brand of plus size ladieswear, has exceeded all our expectations. We are extremely proud and pleased about this, and our aim is to meet the growing demand. XLNT is aimed at an important customer group, who should, naturally, be offered collections which are just as exciting as those offered to our other customers.

PF: Business Area Childrenswear continued its remarkable growth, and took further market share. The improvement is visible in all product groups, but especially in trousers - in August 2003, 20% of all children's trousers sold in Sweden came from KappAhl!

SUCCESS FOR U.S. POLO ASSOCIATION RANGE

October saw the launch of the internationally-recognised, U.S. Polo Association brand, and it proved an instantaneous success.

CWJ: Not only has U.S. Polo Association improved the quality and attractiveness of our range - it has boosted the whole menswear section. Until now, our menswear has been completely anonymous and has lost market share year after year. The introduction of U.S. Polo Association has broken this trend, and more changes are in the pipeline.

BUSINESS CONTROL FOR FASTER PRODUCT FLOW

CWJ: During the year, we have moved from systems control to business control. This has created shorter routes through the organisation, and greater decision power and flexibility, resulting in better business

opportunities and a more businesslike attitude. Interestingly, we have not removed any control systems. Many rigid systems structures simply collapsed once we encouraged the organisation to make its own decisions.

PF: We have become much more skilled at catching trends and underpinning them with fast purchase decisions. And we have allowed the seasons to overlap, so that customers always feel that there are new and attractive offers in our stores. Some product purchases are carried out methodically as part of a campaign, i.e. we decide what should be sold before we buy it. We have also introduced more carefully planned cut-price sales tactics, which means selected products will be put into the sales at predetermined times.

CWJ: All this, plus the fact that our product flow plant has now reached full capacity and is working perfectly, has contributed to a faster product distribution.

MEETING THE CUSTOMER A CENTRAL ISSUE

CWJ: During the year, we have focused on meeting the customer, and we have worked very hard on customer services. This is where the sales staff plays a key role. Their approach to the people coming into our stores may determine whether a visitor leaves as a satisfied customer. There is no need for complicated measures to ensure that someone feels noticed and welcome. Usually, a smile and a “hello” are sufficient. The response has been excellent, and the atmosphere in the stores has improved.

100 MILLION CUSTOMER VISITS
During 2003, KappAhl's 240 stores in Sweden, Norway, Finland and Poland had more than 100 million visitors. The Swedish stores alone clocked up 50 million visits, i.e. almost one million a week.

THE COMING YEAR

CWJ: KappAhl currently operates in four markets, and we are happy with that. We will now concentrate on improving the meeting places for our customers, either by identifying new, attractive store locations, or by continuing to convert and update existing stores.

There are no plans for major organisational changes in the near future. Our aim is to develop and improve our range to ensure that we continue to attract existing and future customers. Our vision is still to become the leading clothing company in the Nordic region for the 30-50 age group. If we continue as we have started, we will soon be there. And then we will raise our sights.

During 2003, KappAhl focused on the customer meeting, and we have concentrated on finding the right range for our customers. The sales figures show that we have succeeded, but what do those actually affected feel? To find out more, we went on the road, and interviewed customers and staff at KappAhl stores in Sweden, Norway, Finland and Poland.



OUR CUSTOMERS
Women aged 30 to 50 with families.

“I am an ordinary person who wants to wear ordinary clothes”

Angela Bentham, Kungsbacka

“KappAhl has got it right”, says Susanne Levander. “There is just enough fashion - not extreme, not boring”.

“Yes, I like the style and the choice”, Angela Bentham agrees. “I am an ordinary person who wants to wear ordinary clothes, and that is what I am seeing now. The fit is also ideal, both for women and children, so I shop a lot here, for myself and my 11-year old daughter. Sometimes, I even find clothes which suit my 19-year old son. I find most of what we need here, and I rarely go anywhere else.”

Pia Nilsson, carrying baby Astrid, appreciates the new range.

“There is a great difference. It used to be far too teenagey for my taste. Now it’s perfect, with neat clothes which last more than a season. Both my husband and myself are office workers, and KappAhl sells clothes which are just right for work.”

Teenagey or boring?

It depends on who you ask.

Cecilie Vaagen agrees that KappAhl has changed for the better, although her opinion of how things were is rather different from Pia’s.

“The clothes were boring. I never used to shop at KappAhl, but I often do now. The quality is very good at the price. But when I was travelling to Thailand at Christmas, I couldn’t find any swimwear at KappAhl. It should be available all year round.”

“I like KappAhl’s underwear, and buy all mine here”, says Birgitta Perlman. “There is lots to choose from and it fits perfectly.”

“Yes, KappAhl is the best place for underwear”, says Hanna Ojala emphatically. “Leisure and underwear for the whole family is what I buy most of.”

Christine Älvenstrand is particularly fond of the party wear.

“I always go straight to KappAhl for something nice to wear, and I always find something which suits. I appreciate quality, but I don’t want to pay exorbitant prices. For everyday wear, I like nice-looking, informal clothes, and KappAhl is very good for this. But there seems to be a shortage of cardigans and buttoned tops at the moment. I like cardigans!”

Teenagers can find something they like at KappAhl, says Saara Hyväri:

“My four teenagers like to shop for clothes, and they often buy from KappAhl, mainly because they like the styles and the price.”

“It is great that so many young girls find tops they like - girls you would never imagine would visit a KappAhl store”, says Daniel Bäckström, sales coach. “The new range suits our target group very well, but we have seen quite a spread both upwards and downwards into other age groups.

Joanna Kalinowska, marketing manager for Poland, confirms that KappAhl attracts younger customers.

“Many of our customers are professional women from 25 upwards. They follow fashion and want access to new styles quickly. In Poland, KappAhl is regarded as a trendier and better quality label than the clothes produced at home.”

KappAhl’s store staff have their own views on the changes.

“The range is completely different now compared with a few years ago”, says Marit Helene Storlien, assistant store manager.



HOW WE HAVE CHANGED OUR RANGE
 We have discontinued styles for the oldest and youngest age groups, so that we can focus more tightly on our target group.



“Purchasing has improved a lot over the past year, particularly with regard to fashion level and quality. Our range is more fashionable now”, says Ulrika Lundin, sales coach. Her colleague, Anette Lindroth Gustavsson, agrees:

“Our basic range has always been excellent, but now we have updated all other areas, without being too trendy.”

“I still feel we could go a bit further as far as fashion is concerned”, says Tuula Ihalainen, store manager. “However, quality and price are spot-on.”

Women like to wander round several stores and look for inspiration from window displays, while men simply head for the nearest store. True or false?

“I like to look around the store and I do a lot of impulse buying”, says Birgitta Perlman (who buys some tops as soon as the interview is over!). “This makes store windows extremely important to me. If the displays are attractive, I go straight in.” For two men, Johan Nilsson and Tarmo Wuolab, displays don’t matter.

“If it says ‘Sale’ in large letters, I may see it, otherwise I seldom bother about what a store window looks like”, says Johan, and Tarmo agrees. KappAhl store display assistants, Sanne Grahn, Katharina Kull, Hanna Fintling and Marjo Paananen, believe this is a typically male attitude. In their experience, displays attract, and most customers are, after all, women.

“By displaying our latest items in the window, we persuade a large number of people to come into the store”, says Marjo. “In small stores, which customers visit frequently, it’s particularly important to change the displays and products on show frequently.”

“It’s clearly the products we use in displays that sell best”, says Hanna. Sanne and Katharina agree, but point out that there is more to it than just attractive windows.

“It’s important that the store lives up to what the window promises. The refurbished KappAhl stores have lighter entrances, larger display areas and better lighting. We can continue the window display into the store and along the walls to create a unity. This generates results, and it’s great to see the displayed products being sold out. It’s proof we have done a good job.”

KappAhl’s concept is based on self-service. Is it still possible to provide a service which satisfies customers?

“There is a big difference between male and female customers”, says Daniel Bäckström.

“Women can cope by themselves, and may only ask for a different size. Men are just the opposite. They take a direct approach, tell us what they want and ask for help to find it”.

“You have to be on the ball”, Paul Atle Bye, store manager, adds. “Men shop for clothes an hour before they need them, and if they don’t find what they want immediately, they go somewhere else. We could do with any amount of staff in the menswear department. Failing that, we have to make sure that everything is displayed as clearly as possible, to make things easier for the customer.”



“Mostly there is enough staff, but we could do with some targeted help sometimes”, says Daniel. “Our work stations in the stores are always manned, and customers can always get hold of someone to help them.”

“Sometimes there’s a bit of a rush, but we help each other out and step in where needed”, says Marit Helene Storlien. “A customer should never suffer because we are busy.”



THE SALES FIGURES FOR KAPPAHL’S RANGE OF CHILDREN’S CLOTHES ARE RISING STEADILY. WHAT IS YOUR VIEW OF THE CHILDREN’S CLOTHES?

Susanne Levander, customer:

“The children’s range is much better now. The quality has always been good, but now they’re a bit more trendy, which is great for children who know what they want. I would like the clothes to be a bit more generously cut. My girl is a bit chubby.”

Ulrika Lundin, sales coach:

“Our children’s wear is great, the basic range as well as the more fashionable clothes. Our new focus group of customers will help us improve it even more.”

Margareta Gullberg, customer:

“I think KappAhl has sold attractive, affordable childrenswear for many years. I used to shop for my own children, now it’s mostly for my two granddaughters, aged 2 and 6. I can always find something nice for them.”

Marit Helene Storlien, assistant store manager:

“Many young mothers find KappAhl’s children’s wear more affordable than our competitors’ clothes.”

Lene Asker, customer:

“The Kaxs range is great. The clothes are attractive and hard-wearing, the material is comfortable, and they can stand many washes without losing their colour and shape.”

HAVE YOU A SPECIAL MEMORY OF KAPPAHL?

Britt-Inger Ågren:

“I was going to a wedding, but the dress I really liked was slightly torn, and there wasn’t another one in my size. The store staff really came up trumps – everyone pitched in, repaired the damage and fixed the dress, so I got my dress after all. They couldn’t have been more helpful.”



WHAT IS YOUR OPINION OF THE STORE STAFF?

Margareta Gullberg:

“They’re always friendly. We usually shop in the same store, and my partner always asks for Magnus, because he is so friendly and helpful.”

Birgitta Perlman:

“They’re excellent. My husband’s favourite is Iréne. She is fantastic, and tells him straight out if she feels that a garment doesn’t fit well enough or doesn’t suit him. It’s great.”

Maud Söderlind:

“The service is very good, and there’s never a problem if you want to change something or you’re not satisfied. They were willing to help when I returned some underpants where the elastic had gone after a wash.”

Tarmo Wuolab:

“The service is excellent, and this is one of the main reasons I shop at KappAhl.”

Saara Hyväri:

“I like the fact that the sales staff are so knowledgeable, and ‘my’ store is so cosy.”

HOW COULD KAPPAHL IMPROVE FURTHER?

Susanne Levander:

“I would like to see a small basic range of skin-care products.”

Britt-Inger Ågren:

“Longer tops, please! Not everyone wants their tummy to show.”

Lene Asker:

“Shorter tops, please. I can’t wear tops which end at the knees.”

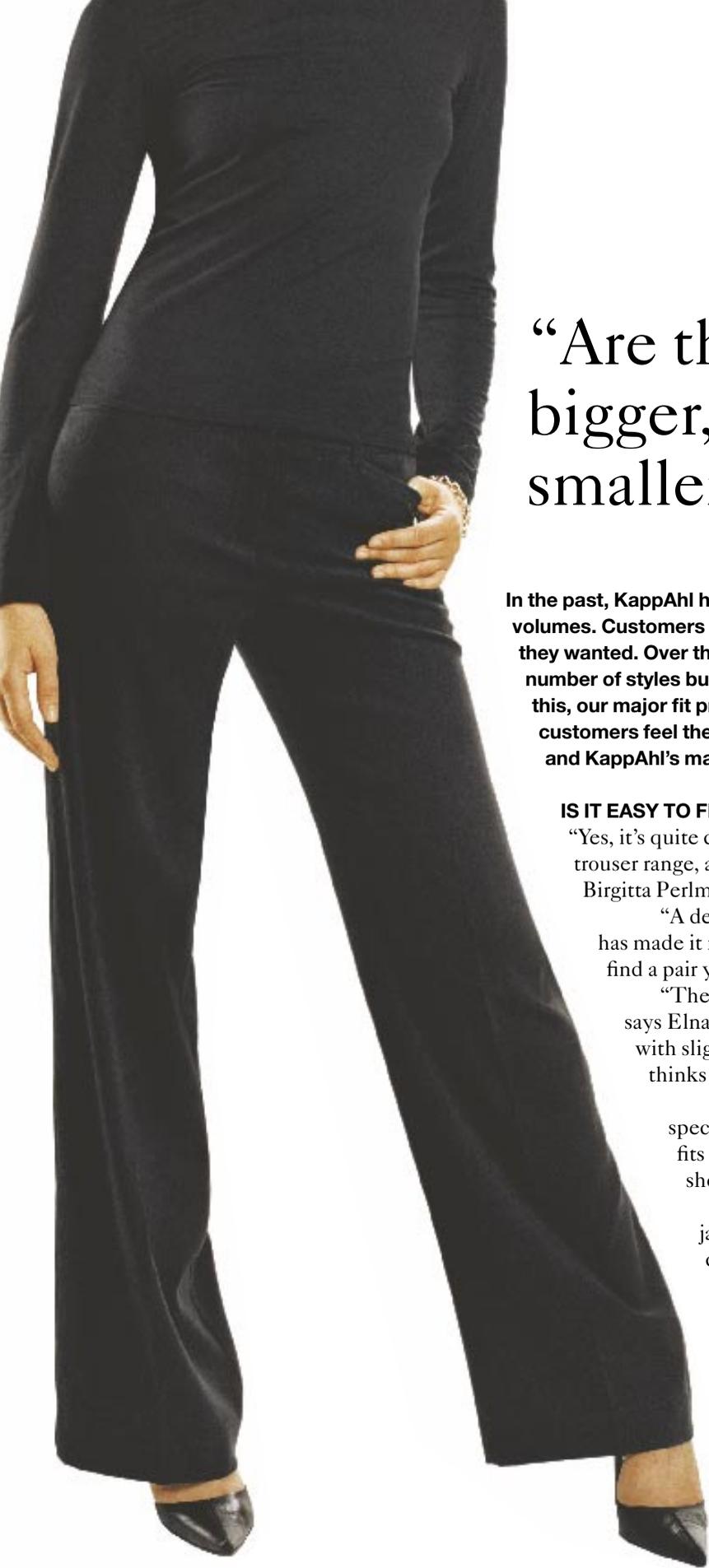
Daniel Bäckström, sales coach:

“Ladies’ and gents’ outer garments could do with a face lift. They don’t quite match the rest of our range.”

Sanne Grahn, store display assistant:

“Faster information when people move on in the organisation.”





“Are the trousers bigger, or am I smaller?”

Pia Nilsson, Sollentuna

In the past, KappAhl had too many trouser styles in too small volumes. Customers and staff alike had trouble finding what they wanted. Over the past two years, we have cut back on the number of styles but increased the volumes. In parallel with this, our major fit project has improved sizing and cut. Now customers feel they have a better choice, sales have picked up and KappAhl’s market share has increased.

IS IT EASY TO FIND TROUSERS AT KAPPAHL?

“Yes, it’s quite clear that KappAhl have worked on their trouser range, and there is now a much better choice”, says Birgitta Perlman.

“A description of the style on individual trousers has made it much easier to choose. It’s much quicker to find a pair you know will fit”, says Karina Fjeldstad.

“The range is excellent and the sizing reliable”, says Elna Eriksson, who particularly likes trousers with slightly shorter legs. So does Lene Asker, who thinks trousers are often difficult to find.

“That’s why I’m so pleased with the special fit of the range for us shorter women. It fits me, even though I am a bit plump and have short legs.”

“I like to buy matching trousers, skirts and jackets, so that I can create lots of attractive combinations”, says Maud Söderlind.

Daniel Bäckström and Malin Sehlström work in a KappAhl store:

“You can find trousers for every customer, if they ask. We have had overwhelmingly positive comments on the new trouser concept, and sales during campaigns have been excellent.”

HOW IS THE FIT?

“Something has happened to the sizes, either they’re bigger, or I’m smaller”, says Pia Nilsson. “In any event, they fit well and I often buy trousers from KappAhl, for my husband as well.”

“I recently bought three pairs of the same trousers, in different colours, because they fitted so well”, says Birgitta Perlman.

“The most important thing is that the trousers ‘stay in place’”, says Christine Älvenstrand, who doesn’t like low-cut trousers. “But I usually don’t have a problem finding a waist-high style. I always buy extra long trousers, or check if it’s possible to let them down. KappAhl’s trousers fit my 14-year old daughter perfectly, she doesn’t even have to be there to try them on.”

“I particularly appreciate the extra long legs, it’s nice not to have to make alterations”, says Maud Söderlind. “Apart from leg length, I don’t have a problem finding trousers which fit well.”

“We have a pair of basic trousers which work in all situations”, says Cecilia Andersson, sales coach. “The usual comment when customers try them on is ‘I can’t believe how well they fit’.”



WHAT IS THE BEST THING YOU’VE BOUGHT FROM KAPPAHL?

Pia Nilsson:

“A pair of corduroy trousers with a matching hip-length jacket which work well in many situations. The jacket goes really well with jeans, too, and the garments still look good after several washes.”

Margareta Gullberg:

“Gift vouchers! I buy them as Christmas and birthday presents for friends and family. They are easy to buy and always appreciated.”

Britt-Inger Ågren:

“An evening dress with matching long shirt-style jacket. I was in a hurry and rushed round several shops before I went to KappAhl. I spotted it immediately and thought ‘Why didn’t I go here first?’”





“Finally it’s OK for large women to buy clothes”

Gunilla Burefalk, Haninge

XLNT, KappAhl’s own plus size brand, is beginning to take off. Sales in 2003 far exceeded expectations and the frumpish reputation is long gone. The work on developing the range has paid off, and both customers and staff like what they see.



Gunilla: “XLNT has made it acceptable for larger women to have an interest in fashion and buy clothes. I have been a satisfied XLNT customer for a long time, and have found everything from party wear and tailored garments, to comfortable, everyday clothes. Everything has been excellent. I have a feeling that the range has been reduced, but perhaps only in my store?”

Karina: “Sometimes, the clothes are great, sometimes a bit boring. But that may be a question of taste and preference, and the fact that there are customers of all ages. At least the trousers are long and fit well. If I find clothes I like, I’m not too bothered about the price.”

Lene: “Don’t forget those of us who are not very tall, but still need larger sizes. There are many lovely garments in the XLNT range, but it is not funny wearing tops which reach your knees.”

Anna: “Remember that most XLNT customers are not 180 cm tall. We

have had a large number of comments, particularly about the tops being far too long. Some people feel that we hide the XLNT range at the back of the store.”

Daniel: “We have done the opposite. XLNT is a large department, easy to find and with its own brightly-lit changing rooms - something which customers really appreciate. I think it’s important to have a person in charge of the XLNT range in the shop, someone who really likes the range, otherwise there is a risk it may be neglected.”

Anna: “Customers are often pleasantly surprised to find that some of the XLNT styles are identical to the rest of our range. This is clearly the right approach, avoiding discrimination.”

Erika: “KappAhl offers sensible, quality clothes, ideal for everyday wear. When I ‘must have’ something, the XLNT range is a safe bet. If I find a pair of trousers which fit well, I buy two or three pairs.”

Marit Helene: “This is typical of our XLNT customers. They are our most loyal customers, and when they find something they like, they often buy several garments at once.”

Cecilia: “I feel that our excellent sales over the past year are because the fashion trend suited the larger woman. I hope this continues. I would really like to promote the XLNT underwear a bit more. It’s really lovely, and just as sexy as our other underwear.”

Marit Helene: “The range has improved so much now, that I feel it’s time for a hard-hitting XLNT campaign, with a first-rate, dedicated window showing just what the XLNT range can do.”

We think XLNT is great: Gunilla Burefalk, Elna Eriksson, Erika Jonsson, Karina Fjeldstad and Lene Asker (customers), and Marit Helene Storlien, Daniel Bäckström, Anna Axgart and Cecilia Andersson (KappAhl).

“Classic and well-dressed - in fact, exceptionally attractive”

Johan Nilsson, Umeå

U.S. Polo Association got off to a flying start when it was launched in October 2003. We are proud to present this well-established international brand, which has existed in the USA since 1890. The style is relaxed in a typically American way, and the range appeals to men and women. U.S. Polo Association has sold incredibly well, and has even given the rest of the menswear department a lift.



WHAT IS YOUR SPONTANEOUS REACTION TO U.S. POLO ASSOCIATION?

Johan: “I really like it! It looks great, classic and well-dressed. I bought a sweater straight away, and I’ll be back for more.”

Tarmo: “A new approach which complements the rest of the range.”

Birgitta: “The quality looks good and seems affordable. I have already bought items for my husband and 13 year-old son, who can now

wear men’s sizes. I gave him a lovely U.S. Polo Association jacket for Christmas.”

Saara: “My husband fell for this brand immediately, and has bought several different garments.”

Elna: “Really attractive, I like this relaxed but still fashionable style of men’s clothing.”

Cecilia, sales coach: “U.S. Polo Association is ideal for discerning customers who usually buy considerably more expensive branded clothes. It has brightened up the menswear department.”

Anna, sales assistant: “I met one surprised customer who said that U.S. Polo Association felt just as good as Gant.”

Cecilia: “One guy told me that the cotton polo top looked like new after several washes. He bought more.”

Daniel, sales coach: “U.S. Polo Association is an exciting and fast-selling addition to the menswear range. It’s great to have a brand that stands out”

Susanna, store display assistant: “It’s become really popular already. Many professional men are buying it.”

Paul Atle, store manager: “The brand has boosted the menswear department. It’s just right for our main target group. We have hit the right tone with the ‘shop-in-shop’ concept.”

WHAT ABOUT THE REST OF KAPPAHL’S MENSWEAR?

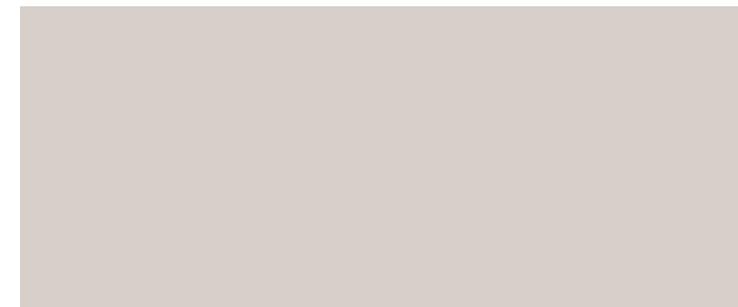
Margareta: “My partner has recently bought several really nice suits. There are a lot of attractive sports jackets and the trousers are great. The sweaters are also good, but the shirts can be a bit tight.”

Tarmo: “The clothes seem a bit more trendy, but there’s still some way to go. I would also like more suits to choose from. The prices and quality are OK.”

Johan: “I regularly shop at KappAhl since I need nice clothes at a price which suits my pocket. The range seems better than a few years ago. The latest items I’ve bought have been a winter jacket and a sports jacket, and I’m very happy with them.”

Britt-Inger: “My 14 and 15 year-old sons can now wear adult sizes, so I buy quite a few men’s garments. One of the boys likes shirts, and there are lots of nice ones. Over the years, I’ve found that KappAhl has sold a great range of clothes for boys, and I’m pleased to have the chance to say it.”

Johan: “KappAhl is just fashionable enough for my taste. This may sound typically middle-aged and boring, but it’s just what I want.”





The knowledge and expertise of our co-workers is a crucial factor in how KappAhl deals with the competition, and that is why we invest so much in skills development. This includes management training programmes, programmes for potential store managers and buyers, as well as theme days for store staff. During the year, KappAhl started its first in-house courses for store display assistants, and they proved so popular that the number of places had to be doubled.

Marit Helene Storlien, Sanne Grahn and Liv Hilde Svendsen have attended KappAhl's management training programme. They thought it was great and felt that the programme really helped them to grow.

"It was a real boost which provided a lot of inspiration and job satisfaction", says Marit Helene.

"I was particularly pleased to meet other equally-motivated people. Now I have access to a great network of colleagues, and this will be really useful."

"Yes, the course was excellent: improving, instructive and, more to the point, fun", Liv Hilde smiles. "It's great that the company was prepared to invest in me. I'm a store display assistant, and it shows they don't just concentrate on young talent aiming to move up the career ladder. I'm very grateful!"

Sanne Grahn trains store display assistants, and feels that the programme has been very valuable in her work as well.

"I've learned about conflict management, delegation and speaking in public, so my

self-confidence has really increased. All this will be very useful if I become a store manager. I don't like routine, I need new challenges so that I feel that I am developing and growing."

"I agree. I would really enjoy being a store manager", says Liv Hilde. "I love clothes and people, and I love the store, so I'm really in the right industry. I have tried working in an office, but I was too chatty for my colleagues. Stores are for me, with constant changes and crowds of people. With our store being refurbished, and increasing its market share, I'm really in my element!"

"I love clothes and customers!"
Liv Hilde Svendsen, store display assistant.

Marit Helene emphasises how well-planned the training programmes are, with lecturers from many different areas within the Group.

"As a result of their links to the company, we were always given KappAhl's view of the subjects covered. This would have been impossible with an external course."

She is particularly pleased that KappAhl has no hesitation in providing younger co-workers with opportunities.

"I'm 23", she says, "and I started at KappAhl four years ago. Now I'm the assistant store manager at one of the largest stores in Norway. If you're ambitious and want to go places, this company offers real opportunities."

**"At KappAhl,
you can climb as
high as you want"**

Marit Helene Storlien, assistant store manager

Malin Sehlström, sales assistant:

“I’m going on a store management course in February 2004, because I feel I want to develop. It’s great the company is investing in the staff. The career paths are open to anyone. The corporate management has adopted an open style, and provides us with information not only on objectives and visions, but also on how we are supposed to achieve them. They have also told us that all of us, not just the management, have played a part in turning the results around.”

Daniel Bäckström, sales coach:

“I have heard a lot of positive comments about the store manager training programme, so now that I feel ready to move on it will come in very handy. I will be starting in February, and I’m really looking forward to it. KappAhl is a safe and stable company to work for. The atmosphere is great, there are clear guidelines for our work. There is a good feeling throughout the entire company. Everyone is on the same wavelength.”

Tuula Ihalainen, store manager:

“KappAhl looks after its staff and there is a very strong team spirit. The company offers a range of staff training. I really like the courses for potential managers – I’ve acted as mentor for one of the participants and it was a very rewarding experience.”



“I am much more confident in my job”

Hanna Fintling, who has been a store display assistant at KappAhl since 2001, attended KappAhl’s first in-house training programme for store display assistants.

WHAT DID YOU THINK OF THE PROGRAMME?

“Excellent. Even though I’ve been working as a store display assistant for several years, I felt much more confident with a good grounding.”

WHAT DID YOU LEARN?

“Principally, we were given a thorough run-through of the KappAhl concept. Naturally, the emphasis was on window displays and merchandising, and how important this is for sales. The training also touched on store finance, which may not be the first thing you think of as a store display assistant. But it is useful to know a bit about it.”

WHAT WERE THE TEACHERS LIKE?

“Knowledgeable. All of them were experienced store display assistants or concept managers who really knew their subjects. Taking teachers straight from the organisation means that the programme is much more realistic, and less theoretical. They really succeeded in communicating their knowledge.”

ARE YOU ALLOWED TO BE CREATIVE AS A STORE DISPLAY ASSISTANT, OR ARE THE DISPLAYS PRE-DETERMINED?

“The window display is pre-determined, but the store displays have to be rearranged from time to time, depending on how the different products sell. This is our opportunity for a little bit of ‘civil disobedience’ so we don’t follow the lists slavishly, since we can see what is selling less well and has to be promoted. It’s important to ensure that the products are available near the displays to make things easier for customers. Put simply, we sell what we display.”

IS KAPPAHL A GOOD EMPLOYER?

“Yes, I think so. They make real staff investments in the form of training programmes. And our managers are very good at sharing their expertise.”



“I have two great jobs at KappAhl”

Andreas Blomquist, sales assistant and internal environmental auditor

Andreas Blomquist is a sales assistant at KappAhl. But not all the time. Sometimes he puts on another hat and becomes an internal environmental auditor. He travels around the stores in his area, which covers the whole of the Norrland region, from Luleå in the north to Gävle in the south, and checks that they live up to the requirements of the ISO 14001 environmental management certification awarded to KappAhl in 1999.

“My job is not about finding faults, but about helping stores to maintain the right standard”.

Andreas feels that the best thing about his two jobs is the variety. Meeting customers in the store is completely different from writing environmental reports, so he never grows tired of either.

Like all permanent employees, Andreas attended KappAhl’s environmental programme. In addition,

he attended a course for internal environmental auditors. He took environmental studies at college, and has a genuine interest in nature and the environment.

“We are destroying the world for our children. Though much has been done, the threat to the environment is growing. Environmental work is vital, and most people are coming to realise this. It’s not just up to companies to take responsibility, everyone must do their bit, as private citizens and at work.”

WHAT DOES KAPPAHL DO FOR THE ENVIRONMENT?

- More stringent requirements and controls on the use of chemicals in production than required by law
- Using rail transport where possible
- Monitoring the tonnage transported per kilometre by road, rail, sea and air
- Prioritising the use of eco-labelled electricity
- Sorting store and office waste at source

Find out more under “Fashion and Ethics” on KappAhl’s website, www.kappahl.com



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