

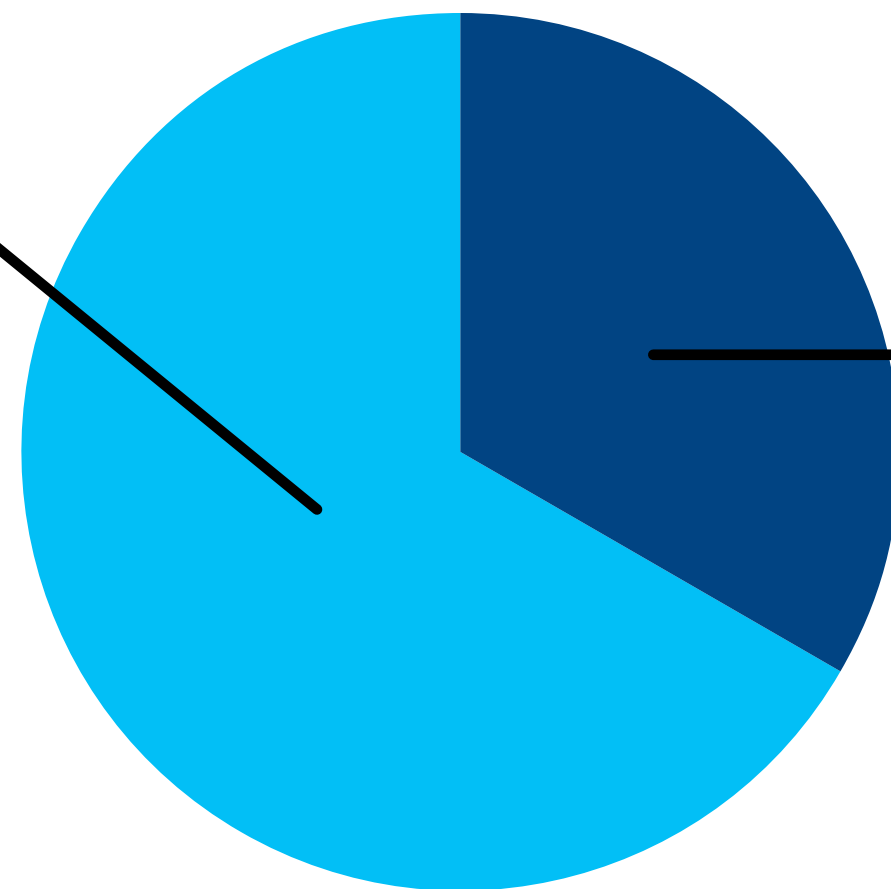
WHSmith

Reading between the lines of Britain's
oldest bookseller and stationer.



WHSMITH IS CURRENTLY BRITAIN'S LARGEST BOOKSELLER, STATIONER AND NEWSAGENT AND IS SPLIT INTO TWO MAIN DIVISIONS:

Travel



High Street
(including online)

WHSmith has grown into the travel industry and the business has seen an increase in year-on-year profits. The travel division has stores set up at train stations and international airports. High Street stores are positioned prominently on most high streets across the UK. Despite the company still making a profit, high street sales are falling.

So why is there a need for change?

For this Business Transformation case, the focus will be on the High Street division of WHSmith and outline the current climate that the business is operating in. The case for change will be highlighted within the division and a proposed business strategy will be implemented over 3 - 5 years, that will help WHSmith High Street stores to hit their targets. The aim is to reinvigorate the trust and loyalty that has been placed in a business that is 75 years older than Canada and truly make WHSmith Britain's most popular high street stationer, bookseller and newsagent. (WH Smith PLC, 2017)

Overview of the retail industry 2017-2018

£406bn



Although £406bn was spent in the UK retail industry in 2017, the way consumers do their shopping is changing, largely down to a number of external contributing factors. This figure was £281.5bn in 2005.

Source: statista.com (2018) (b)



The rate of inflation increased by

+0.6%

from 1.8% in Q1 2017 to 2.4% in Q1 2018, meaning people have less money to spend on non-essential items.

Source: statista.com (2018) (a)



The National Living Wage is currently

£7.83 p/h

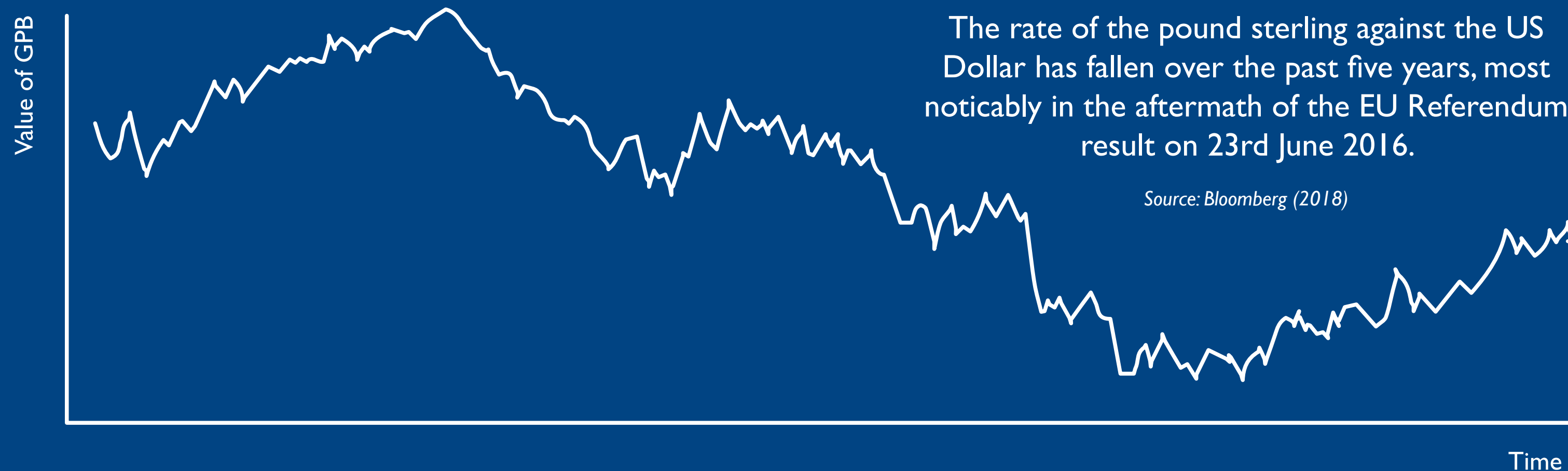
This is a 4.7% increase on 2017. However, this is still below the 'real' Living Wage of £8.75p/h for adults aged 25 and over.

Source: Glaze, B. (2018)

“20% OF RETAIL SPACE WILL NEED TO CLOSE OVER COMING YEARS, AS COSTS, INCLUDING BUSINESS RATES AND WAGES RISE WHILE SALES IN PHYSICAL STORES CONTINUE TO FALL.” (HYMAN, 2018)

Retail is changing

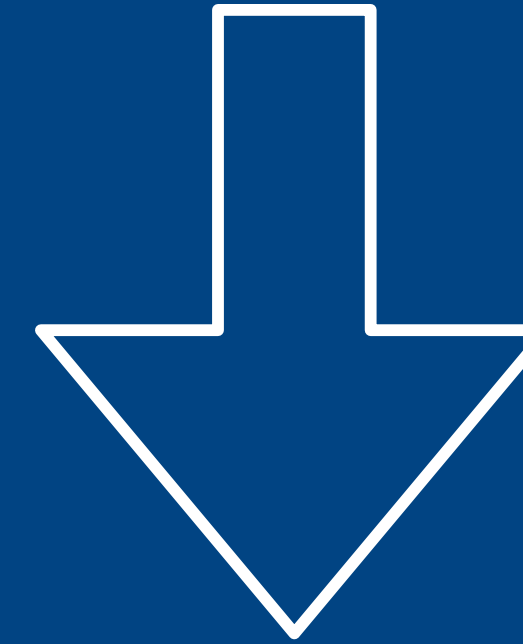
Technology is also responsible for a shift in consumer shopping habits. More and more consumers are shopping online and today's digital consumer expects businesses to react to all their needs and wants instantly. (Deloitte, 2018) Deloitte (2018) estimate that by 2020, smartphone penetration among adults will rise from the current 85% to 90%, maybe even earlier with the introduction of faster phones and internet connections, augmented reality and artificial intelligence on those devices.



611

High Street stores operating in the UK, compared to 612 in 2016.

Source: WHSmith Annual Report and accounts 2017. (2017)



Free cash flow was £105m in 2017, down **-2.8%** compared to £108m in 2016. In 2015, this figure was £109m which had jumped from £98m in 2014.

Source: WHSmith Annual Report and accounts (2017)

Overview of WHSmith

In 2017, WHSmith recorded a pre-tax profit of £140m, a 7% increase on 2016 (£131m). (WHSmith PLC, 2017) Despite this profit, Steve Clarke, chief executive of WHSmith said the decrease in high street sales was because “[h]umorous books were very successful for us in 2016. But because so many people got or gave them that year, it was seen as a little bit ‘last year’s gift’ and there was no other genre to replace it.” (Clarke, as cited in Monaghan and Baker, 2018) However, as the chart opposite shows, high street revenue has consistently fallen year-on-year since 2012. (WHSmith Annual Report and accounts 2013-2017. (2013-2017)) This research would suggest there are other factors at play which have led to this fall in revenue for the division.



IN THE RUN UP TO CHRISTMAS 2017, HIGH STREET SALES DROPPED BY 4% COMPARED TO CHRISTMAS 2016 DUE TO A DECREASE IN THE SALE OF ‘SPOOF BOOKS’.

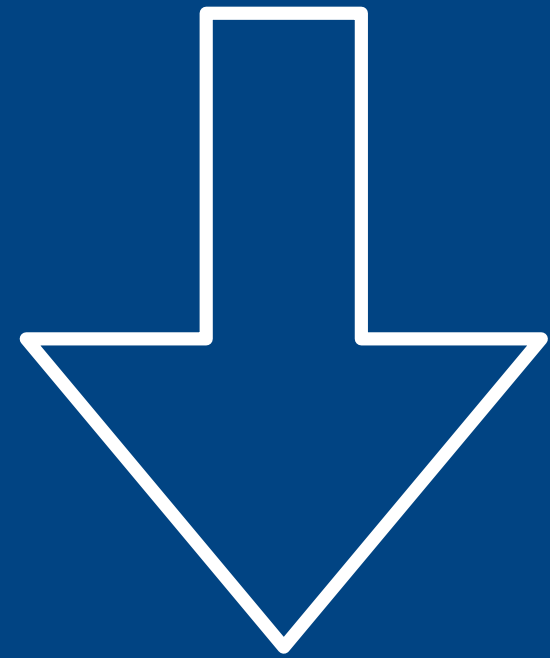
A case for change at WHSmith: Stores are struggling to attract footfall

While WHSmith is still making profits through their Travel division, which makes up two-thirds of the business' annual profits (Monaghan and Butler, 2018), High Street sales aren't doing as well. Increased traffic to the WHSmith website, bad weather and less disposable income for consumers as a result of inflation in a tough retail market has meant that stores are struggling to attract footfall.

The issue with having separate channels is the fear of cannibalisation between channels. Separation creates the “silo effect,” wherein lack of communication or coordination between operations leads to, for example, poor customer satisfaction and a poorly managed inventory, causing loss of sales or erosion of margins. (Cao, 2014). As a previous employee at WHSmith head office, this is something that was extremely apparent when considering what offers to put out across the channels and Cao's words only provide tangible evidence that this way of working benefits only a few.

Retail trends in the next five years

How will the high street look in five years time?



62,000

Shops could fold in the next five years.

Source: Royal Bank of Scotland (2018).



22%

Online shopping accounts for 22% of retail.

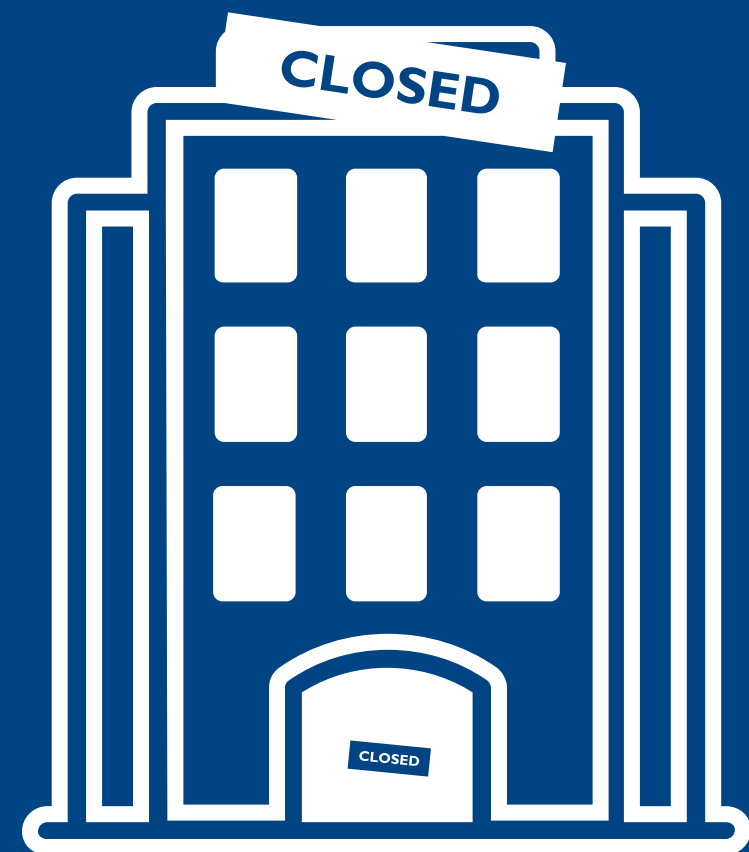
Source: Royal Bank of Scotland (2018).



49%

Nearly half of shoppers say they would like to pay with fingerprints, palm or iris scanners.

Source: Royal Bank of Scotland (2018).



Smartphone penetration and the emergence of augmented reality (AR) will continue to dominate.

Source: Deloitte (2018)



“PREDICTION CAN BE MADE ONLY ON THE BASIS OF PREVIOUS EXPERIENCE.” (DE BACKER, G; DE BACQUER, D., 1999)

High street trends in 2018

Based on previous experience, Deloitte (2018) have predicted that the advancement of smartphone processing power, along with increasing mobile phone connection speeds and the imminent arrival of augmented reality on our devices will change how the high street will look in five years time. By 2023, mobile purchases will overtake the laptop and businesses will need to ensure their e-commerce platforms are geared up to be ready for this shift. That means building in features that make the most of emerging technology like iris

scanners, facial recognition, palm readers and scan-to-pay. This technology is on the horizon and is already disrupting the industry and consumers will be able to get what they want, when they want (Sheldon, 2018, p.18) with minimal effort. Consumers will also value a brand that personalises their experience. Tailored offers and pricing through customer data will be commonplace in many brands in the next five years.

Primary Research

What do people say about WHSmith?



“People hate being asked if they want chocolate, [staff] get it in the ear a lot for that.”



“For me, it’s the lack of staff. I know several people who’ve gone in to find a specific book, then left and found one elsewhere because there’s no one to ask.”



“WHSmith has become a national embarrassment. The legacy of a once great chain has been frittered away”

(Source: Spectator Life 2016)



“It feels like WHSmith are trying to copy Waterstones, but badly. They could play towards the heritage more.”



“It’s not a very good book experience. I’d rather go elsewhere. I feel like I’m in a supermarket, not a book shop.”



“Given the look of the modern WH Smith, would anyone be terribly sorry to see it going the way of Woolworths, or BHS? Probably not.”

(Source: Independent, 2017)

“VISITORS TO THE STORES SAY THAT WHSMITH IS TOO EXPENSIVE COMPARED TO ITS COMPETITORS, AND CUSTOMER SATISFACTION HAS BEEN SACRIFICED IN FAVOUR OF HIGH-MARGIN PRODUCTS.” (SPECTATOR LIFE, 2016)

What isn't working?

It is clear to see from the quotes in the previous slide that customers do not view WHSmith in a very positive light. Complaints about a lack of staff presence within stores, the in-store look and feel, despite a refurbishment recently, still feels outdated and doesn't add to the experience of buying a book. Primary research would suggest that WHSmith has not put the customer at the heart of its High Street operations, instead favouring profit margins and revenue. The current strategy in place aimed to make WHSmith the most popular bookseller is not currently working.

In light of these comments, I would suggest WHSmith take a more human-centred approach to their stores. Human-centred design is based on the use of techniques, which communicate, interact, empathize and stimulate the people involved, obtaining an understanding of their needs, desires and experiences. (Giacomin, 2014, p.610) A Which? survey in 2013 (cited in Saul, 2013) found that WHSmith received the lowest customer service rating in the UK among its 11,000 respondents. Those customers branded the store “messy” and “expensive”. A second survey in 2014 found that WHSmith once again ranked bottom (cited in Smithers, 2014) There is even a Twitter account dedicated to pointing out the flaws in each WHSmith store: @WHS_Carpet. This account has amassed 12.2k followers.

WHSmith Business Model Canvas

Key factors involved for WHSmith's high street operations

| | | | | |
|---|--|--|--|--|
| <p><u>Key Partnerships</u></p> <p>Book publishers Stationery suppliers Distributors Richard & Judy Zoella Tom Fletcher Aptos (JIRA) Bazaar Voice SLI</p> | <p><u>Key Activities</u></p> <p>Store design In-store POS Signage Customer engagement Website management Books procurement Stationery Designs Greetings Cards</p> | <p><u>Value Proposition</u></p> <p>Richard & Judy Book Club Zoella Book Club Tom Fletcher Book Club Personalised products Greetings cards Loyal brand on High Street Office supplies Prime High Street locations Competitive books prices First-to-mind for books and stationery products Self-service Stock availability</p> | <p><u>Customer Relationships</u></p> <p>Facebook customer service In-store assistance Telephone customer service Twitter customer service Self-service Co-creation (product reviews) WHSmith Blog</p> | <p><u>Customer Segments</u></p> <p>Book lovers for: Bestsellers Book Clubs Charts Kid's Books Educational Books Stationery users for: School Office Supplies Greetings Cards Students Filofax Seasonal Items: Christmas Gifts Back-to-School Black Friday Easter Special Occassions</p> |
| <p><u>Cost Structure</u></p> <p>Delivery costs Salaries Building upkeep Licensing fees for Richard & Judy, Zoella and Tom Fletcher</p> | | <p><u>Revenue Streams</u></p> <p>Asset sale Magazine subscriptions Delivery charges Offers and deals Events</p> | | |

**“THE [BMC] IS A POPULAR AND WIDELY ADOPTED TOOL FOR SUPPORTING BUSINESS MODEL INNOVATION”
(JOYCE AND PAQUIN, 2016, P. 1474)**

Business Model Canvas

The previous slide outlines WHSmith’s current operating model in the form of a business model canvas (BMC). The BMC is used to provide insight into the alignment of high level strategies and underlying actions in an organization, which in turn supports strategic competitiveness. (Casadesus-Masanell and Ricart, 2010, cited in Joyce and Paquin, 2016, p. 1475) By outlining the make-ups of the business and combining them with the insights taken from customers and members of staff, opportunities for innovation can be uncovered.

What the model does not do in its current state, however, is consider the economic, environmental and social impacts of a business. In an attempt to boost the company’s sustainability in the future, I would suggest looking at Andrew W. Savitz’s Triple Bottom Line approach to the business model canvas. Savitz suggests this new version of the business model canvas to prosper financially while protecting the social, environmental and economic resources they need. (2013, p.2) Creating a sustainable business model in the current climate in the retail industry is essential to ensuring a brand’s survival on a dying high street.

PESTEL Analysis

External influences that can affect WHSmith trading in the future

| Political | Economic | Social | Technical | Environmental | Legal |
|---|--|--|---|--|---|
| <ul style="list-style-type: none">• Brexit• GDPR• Ambiguity about the single market and customs union• Reduction in the company's carbon footprint | <ul style="list-style-type: none">• Low economic growth in the UK• Rising inflation• Rising business costs• Increasing wages• National Living Wage• Lower value of the sterling | <ul style="list-style-type: none">• Low economic growth in the UK• Rising inflation• Rising business costs• Increasing wages• National Living Wage• Lower value of the sterling• Lower disposable income for consumers | <ul style="list-style-type: none">• 5G Mobile phone connections• Faster phone processors• Driverless cars for deliveries• Self-driving lorry convoys• Cashierless service | <ul style="list-style-type: none">• Reduction in the company's carbon footprint• Pollution targets• Sustainable packaging• Ethically sourced products• Becoming an ethical and sustainable company• Reducing material waste | <ul style="list-style-type: none">• Advertising standards• Health and safety• Product Labeling• Equal opportunities• Diversity of staff• Consumer rights and laws• Product safety• Compliance with GDPR laws |

“IN THE BUSINESS ARENA THE GROUPING OF INTERNAL AND EXTERNAL ISSUES IS A FREQUENT STARTING POINT FOR STRATEGIC PLANNING.” (HELMS AND NIXON, 2010)

PESTEL and SWOT

The PESTEL and SWOT analysis tools often work well together. By listing favorable and unfavorable internal and external issues in the four quadrants of a SWOT analysis grid, planners can better understand how strengths can be leveraged to realize new opportunities and understand how weaknesses can slow progress or magnify organizational threats. (Helms and Nixon, 2010) While SWOT looks more into those factors that apply directly to WHSmith, PESTEL outlines the factors outside of WHSmith's control. Although I don't find their inclusion as an integral tool to my case for change, I do believe they are worth including as business factors to be mindful of in the future.

SWOT analysis

Exploring WHSmith's strengths, weaknesses, opportunities and threats

Strengths

Established 225 years ago
First-to-mind for books and stationery
Strong distribution network
Presence on most high streets in prominent positions
Brand loyalty
Large customer base
Has an online presence: www.whsmith.co.uk
Strong customer outreach via social media channels and blog
Strong presence in travel industry - train stations and airports
Strong ethical trading stance
Strong CSR - working with Mind, Cancer Research UK and National Literacy Trust
Exclusive book clubs - Richard & Judy, Zoella, Tom Fletcher

Opportunities

Brand loyalty from customers
Multiple markets within the business to capitalise on - books, stationery and news
Strong mobile penetration online - more than 60% of traffic comes from mobile
£49m investment into refurbishing stores
In-store Post Offices
To become a one-stop shop for many customer needs
Excellent educational sections within their inventory

Weaknesses

Voted worst customer service two years in a row (2013 & 2014). Less than 50% of customers would recommend them
Less than 50% customers are satisfied
In-store experience uninspiring
Lack of staff in stores can leave customers frustrated
Expensive compared to competitors on the high street
Outdated and tired looking brand
No discernible Unique Selling Point (USP)
No presence on TV or radio
Poor perception of the brand on social media

Threats

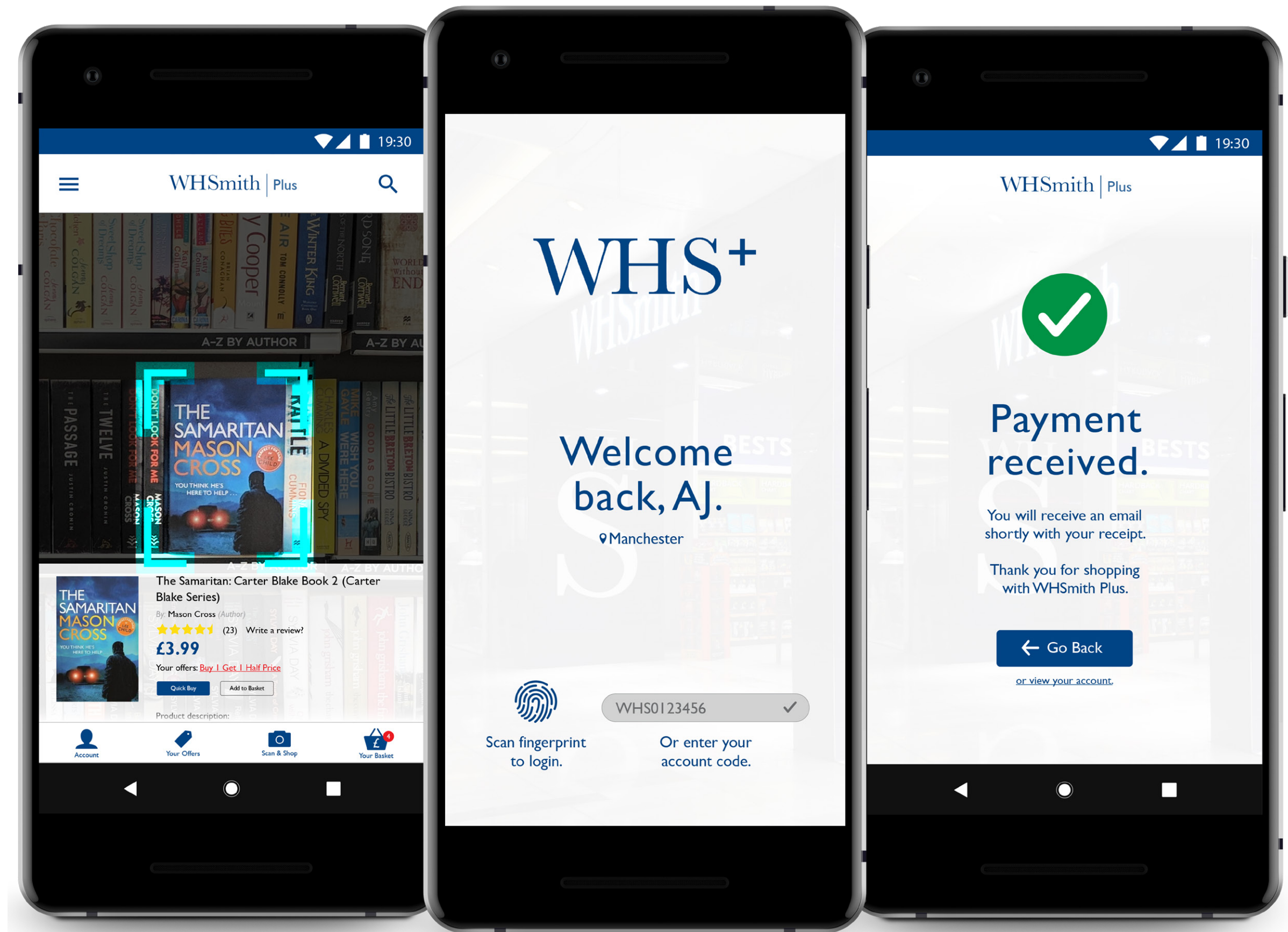
Increasing digitalisation means a reduction in footfall in stores
Reduction in wage growth for customers
The fall in the value of the pound sterling means higher business costs
Inflation
Rate of growth of National Living Wage doesn't match the 'Real' Living Wage
Other competitors like Amazon, Smiggle, Waterstones
Growth of free newspapers online
Operating in a saturated market, meaning there are multiple other places for customers to shop
Podcasts mean people are not reading as many books
Piracy of books and magazines online

The Idea

A brand new customer experience

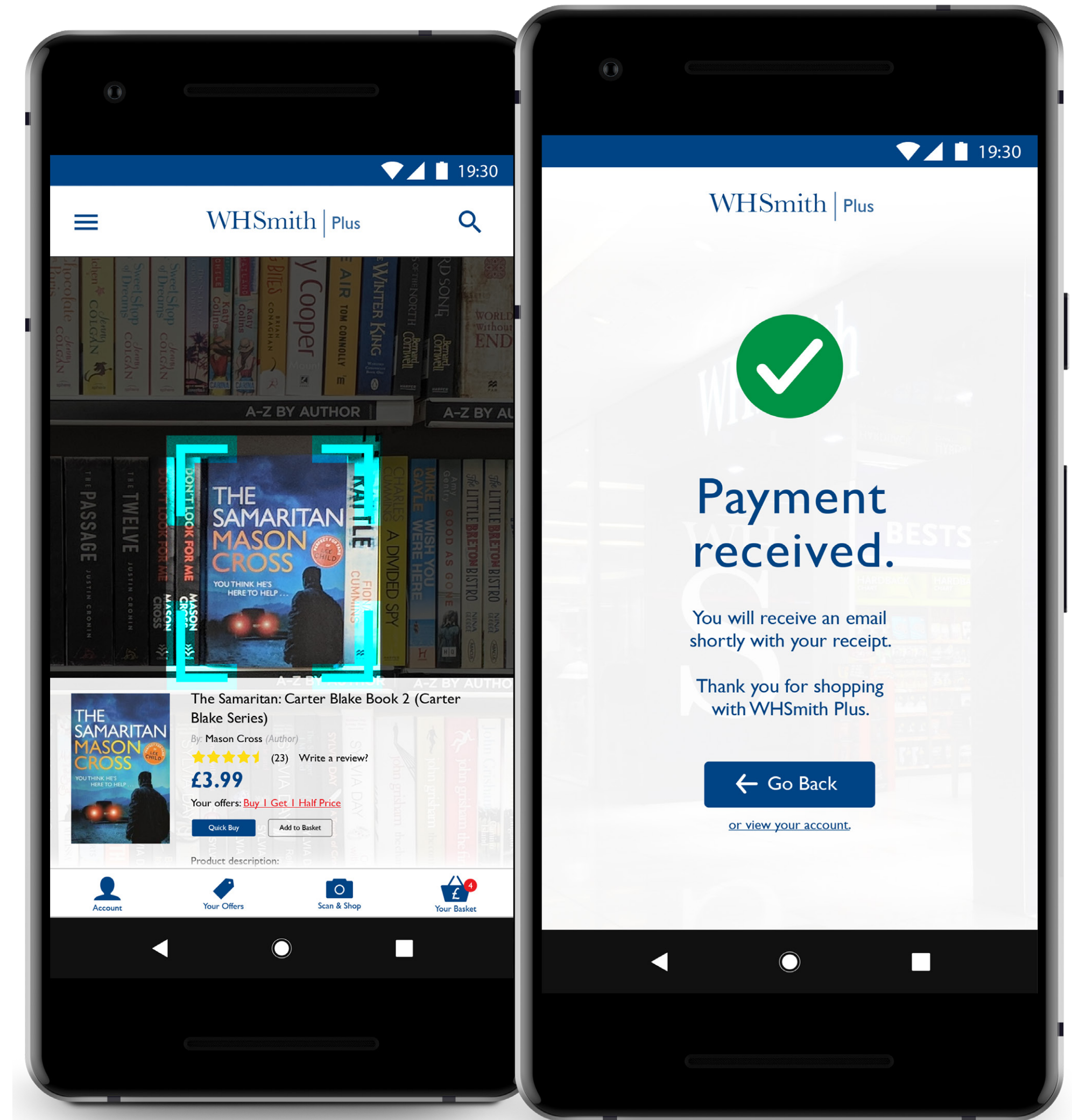
WHS+

An augmented reality scan-and-shop mobile application that allows the customer to pay for goods without the need to queue.



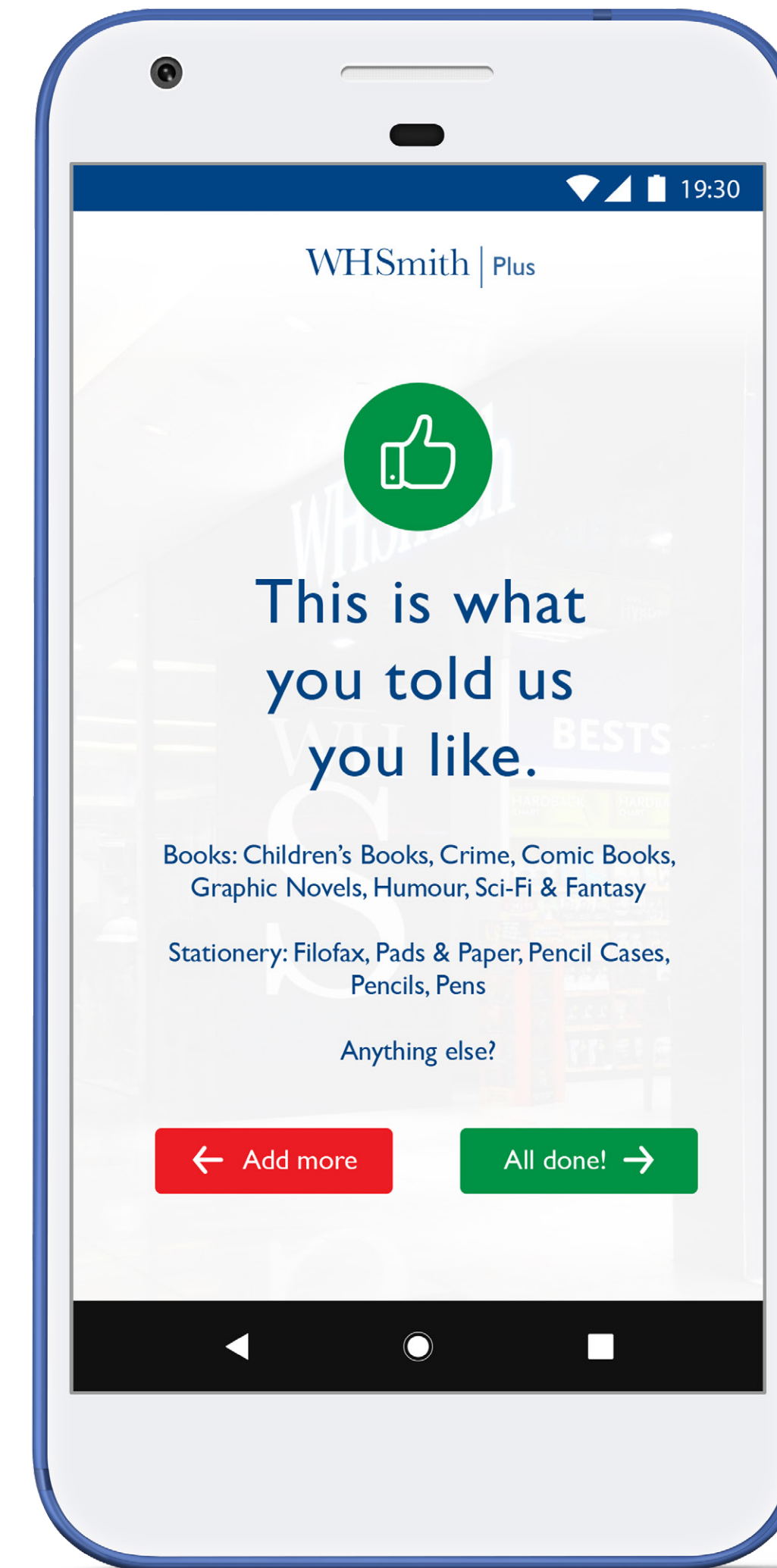
Scan & Shop

The Scan & Shop feature uses image recognition to match items on the shelf to the items on the WHSmith retail website, or to scan a new kind of shelf edge label that links to the website. Prices and offers are aligned with those on the whsmith.co.uk website, so customers always get the best deals. No more browsing in-store to buy online! Then, with augmented reality, users get access to real time product information, where they can check the price, a description of the product, read or write reviews, add it to their basket or use the option to 'Quick Buy' the product there and then. By tapping on 'Quick Buy' users are asked to scan the product's barcode and from there, are taken to the payment confirmation page. Within a few taps, the user has used their pre-registered debit or credit to pay for the item(s). Simple!



Human-centred shopping

By asking the customer what they look for in a WHSmith store, WHS+ can tailor specific content based on the things they like. Offers, pre-orders, wayfinding to their favourite products and more can enhance a customer's shop by suggesting things they might not have been aware of. Machine learning will learn their shopping habits as all of their purchases are recorded securely in their account history and will continuously suggest new things based on their preferences. By collecting a small amount of user data when setting up the app (used specifically for the purposes of nudging them towards these offers), there is very little else the customer needs to provide to get the most out of WHS+. It's important to note that this data should be used ethically with the express permission from the user, and explained that it will only be used in this way in accordance to the new laws of GDPR.

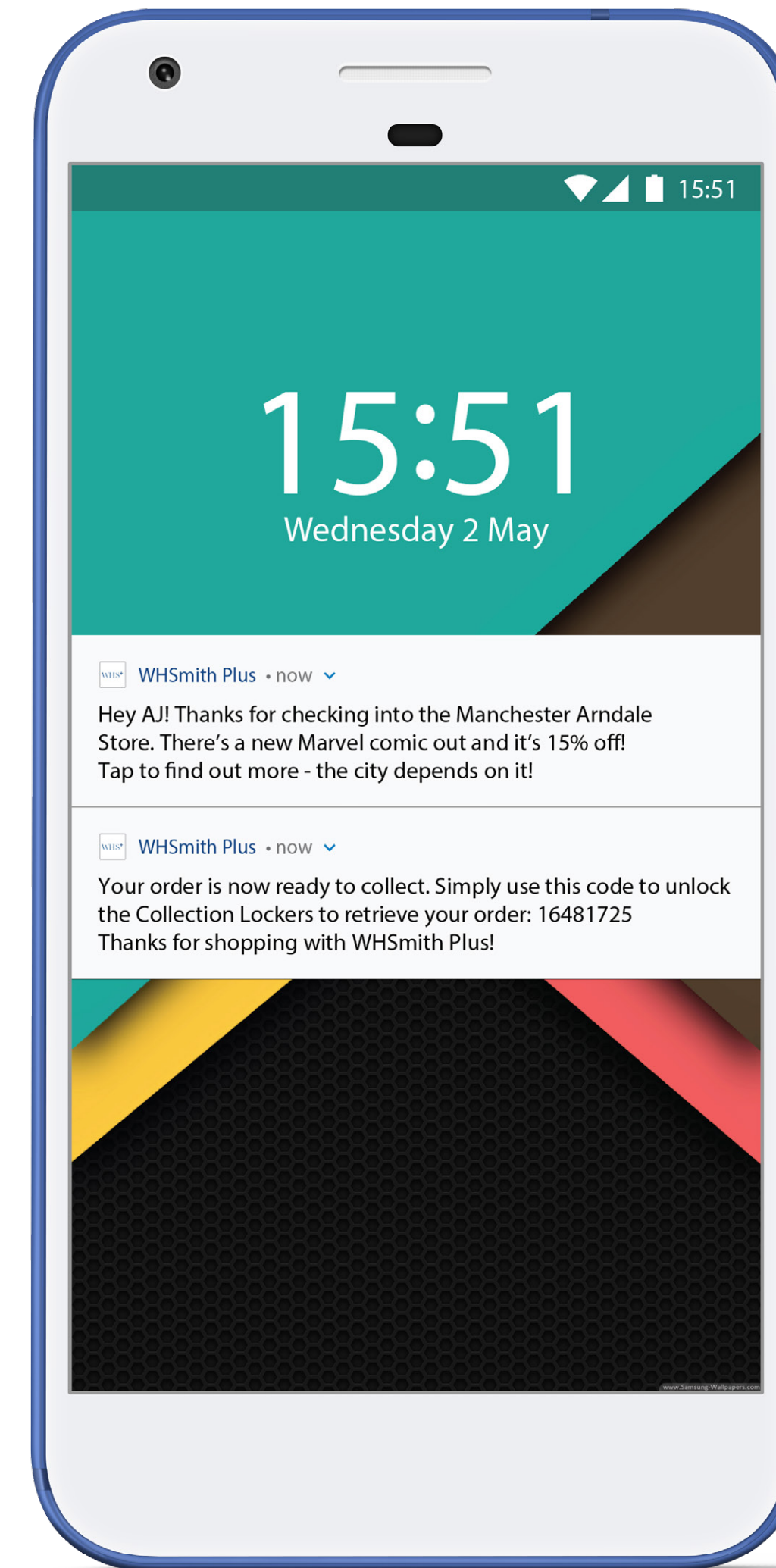


Other features of WHS+

Push notifications suggest other items to buy based on the user's purchase history (taken from the whsmith.co.uk account). These push notifications direct the customer to the relevant section in-store where the item or offer is situated.

Store security gates will record a customer's geolocation upon entering the store for wayfinding and also as a way of reducing criminal activity. Upon leaving the store, a customer's geolocation stops being recorded. In the event of the security gates being triggered, the customer's location is tracked for longer, allowing the store to follow the customer's movements. The app would also use geolocation services to personalise the push notifications based on the store, as shown in the image opposite.

Other notifications can tell the customer of nearby events, pre-orders based on pre-defined likes and dislikes and the nearest WHSmith store when entering a new city or town centre.



Collection Lockers

Customers can also make better use of the Click + Collect delivery option with the inclusion of in-store 'Collection Lockers'. Simply enter a unique code into the locker, and collect the items ordered. Push notifications will send the user their Click & Collect code when they enter the store, meaning the user does not need to find the code in their emails.

Employees will start their working day by filling up the lockers with online orders, where customers can simply walk in to the store, enter the unique code for their designated locker (which is emailed to them at the time of purchase) and collect their order. This will mean that staff no longer need to leave the shop floor to collect orders, meaning they can spend more time serving customers and completing their daily tasks.



Who is WHSmith Plus for?

Who does it benefit the most?



David

WHSmith High Street Sales Assistant

David is frustrated that he is unable to provide customers with the level of service they deserve because he is the only one working in his store. He is usually confined to working on the tills and cannot collect customers' online orders, or complete his daily tasks. David also feels like his store is always a mess and dislikes the number of offer signs he has to look at.



Amy

Designer

Amy has used WHSmith for many years in the past to buy her stationery for her studies, but has found the recent experience of going into a WHSmith store unpleasant. Amy says that, although she can find the products she wants, the store feels old and outdated and needs to be freshened up. Amy also has started shopping elsewhere for her stationery because they're much cheaper.



James

Office Worker

James only has limited time to go and collect his online orders in his lunch hour. However, his time in WHSmith is usually spent waiting in long queues because of a lack of staff. James feels like his time is wasted, and is fed up with being asked to buy over-expensive chocolate when he does finally get to the head of the queues.

**“BY USING A NARRATIVE, PICTURE, AND NAME, A PERSONA PROVIDES PRODUCT DESIGNERS WITH A VIVID REPRESENTATION OF THE DESIGN TARGET.”
(MIASKIEWICZ, 2011)**

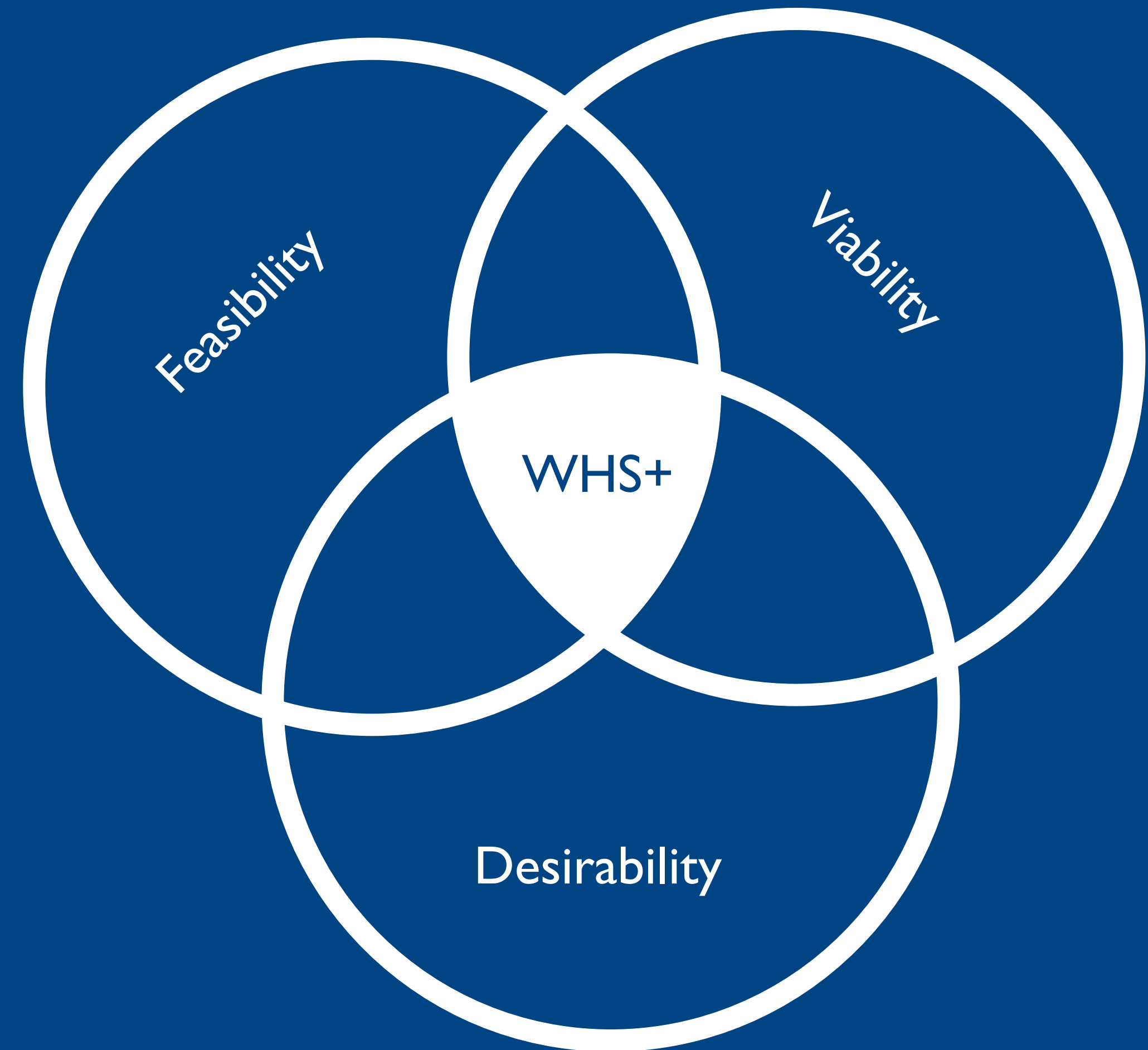
Personas explained

In the above personas, their express needs and desires have been targeted by the WHSmith Plus app, which aims to enhance the experience of shopping in WHSmith High Street stores once more. By streamlining the shopping experience, the WHS+ app aims to reduce the churn rate of customers who feel their time is wasted by queueing up, or not being able to speak to staff for assistance. The

app can also be used by staff, so they're able to offer assistance to customers when they no longer have to stay tethered to a till. This means the employees can have more of a presence on the shop floor while they complete any tasks they might have.

Finding innovation

As Tom and David Kelley explain in *Creative Confidence* (2013), new opportunities for innovation open up when you start the creative problem-solving process with empathy for your target audience. The diagram opposite highlights how feasible WHS+ will be given the upcoming technology, how user needs and desirability have been considered and the viability of the app for the business. By considering these three overlapping factors, the WHS+ app can become an innovative, human-centred solution with real needs and concerns addressed that are well within the means of upcoming technology and business factors.



“CUSTOMERS HAVE COME TO RECOGNIZE THE RETAIL PATTERN OF MARKING DOWN MERCHANDISE AFTER A PRESPECIFIED PERIOD OF TIME AND THEREFORE WAIT UNTIL GOODS ARE ON SALE.” (LEVY, ET AL., 2004)

Three lenses of innovation

Feasibility: As previously mentioned, augmented reality and the continued enhancement of smartphones will change the way shoppers approach the high street. By linking the WHS+ app to the WHSmith retail website, customers who use the app will benefit from being able to instantly collect their product at the lower online price without having to wait for a prespecified period of time.

Viability: As the WHSmith Group is making money, there is funding available for the investment into building the WHS+ service. Uptake from customers and the benefit of personalised offers and a financial incentive to enter stores could increase footfall into stores and lower the churn rate of customers shopping elsewhere.

Desirability: Building the WHS+ service based on the human needs of the customer-base allows flexibility for future features to be added to the service. Listening to what a customer wants out of their shopping trip and measuring it against the viability and feasibility of those needs will ensure the experience is truly one tailored to the customer and not to the business making as much money out of them as possible.

Competition

What are WHSmith's competitors doing?

Waterstones

Waterstones have just been acquired by hedge fund Elliot Advisors. Their annual profits jumped by 80% in the year to April 2017, and under this new deal, the company aims to open up more stores throughout the UK. Waterstones only started making profits in 2016 - the first time for 8 years - as current chief executive James Daunt allowed stores to dictate their own style and ranges, instead of a uniform style approach from management in head office.

(Source: Flood, The Guardian, 2018)

Paperchase

Paperchase have come under fire recently for advertising a pre-Christmas offer in the Daily Mail. The stationer had to apologise for the advert, as social media campaigners Stop Funding Hate called them out for advertising with the divisive newspaper. After asking its followers for their views, hundreds responded negatively, and Paperchase issued an apology, saying they were "truly sorry" and they "won't ever do it again". Several people on social media announced their decision to shop elsewhere as a result.

(Source: BBC, 2017)

Smiggle®

Smiggle are stationers that sell brightly coloured children's stationery and have seen a meteoric rise on the high street in the past year. Global sales reached \$170.7 million, an increase of 26.7% on the prior corresponding year. Smiggle have also opened 35 news stores and their online presence has seen total online sales grow by 71.2% (\$56 million). This means that the company is due to reach its \$100 million target two years ahead of its target.

(Source: Mickleboro, The Motley Fool, 2018)

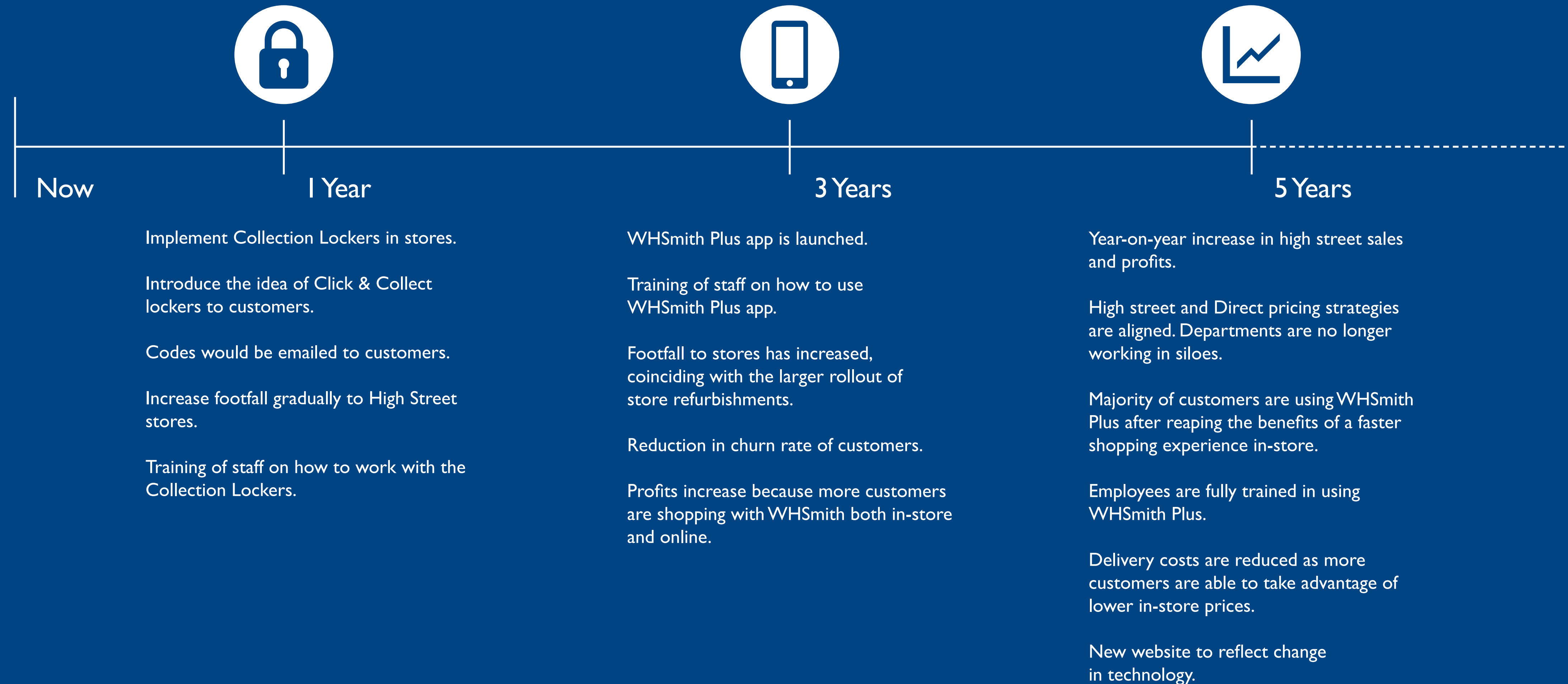
“SIGNIFICANTLY LESS” MONEY HAS BEEN SPENT BY CUSTOMERS WHO GO IN-STORE TO TRY OR TEST A PRODUCT AND THEN PURCHASE THE ITEM ONLINE, OFTEN AT A CHEAPER PRICE, ACCORDING TO AN IBM STUDY” (BURROWS, 2014)

How does WHS+ help?

By bridging the gap between High Street stores and online, customers who are already shopping on the high street won't need to browse the store for their items, and purchase it later online. The WHS+ app sources prices from the whsmith.co.uk website and allows the customer to pay the same as they would from home, with the added benefit of being able to take it home immediately. This would also reduce delivery costs. They will also be able to purchase items in a more streamlined way without having to queue up and face being asked if they want any low-cost confectionary, something that most customers I spoke to hate.

Employees working in stores will benefit from the app as well, as they'll be able to assist customers better. The self-service checkouts will still be there for those customers who are yet to download the app, but they won't receive the benefits of lower prices and personalised offers, or news of events and pre-orders when walking into the store. The app's simple UI design means that both staff and customers will be able to use it with minimal difficulties. The staff version of the app could be enhanced in the future to include a contactless payment method, similar to those machines seen in restaurants and bars.

Timeline for implementation



“DETAILING SEQUENTIAL STEPS IDENTIFIES WHERE AND WITH WHOM A [USER] INTERACTS AT EACH STEP THROUGH A PROCESS.” (ANDREWS AND EADE, 2013, P.167)

Customer journey mapping

Creating a visual representation of a customer’s journey through their use of the WHS+ app is important as it enables stakeholders to understand the flow a user should take. It also allows close observation of how customers use the app and where any pain points appear. By observing these patterns, it makes it easy for pain points to be rectified and sent out for further testing and iteration. The map is then used to develop “what an ideal journey would look like.”(Andrews and Eade, 2013. p167) Benefits of using customer mapping can be visualised as an iterative and looping set of factors; increase understanding, work practices, continuous improvement,

future planning, fresh perspective and back to increase understanding. (ibid.) This cycle should be observed throughout the development and rollout of the app to ensure the user’s needs are adhered to and to prevent any assumptions and biases that the designer may have about what should be included in the product.



Customer journey visualised

Further considerations

This presentation has highlighted areas that WHSmith could improve on that would drive more footfall into stores. Customer satisfaction on the high street is generally low and comments made by past employees and customers suggest that more needs to be done to put people first. More staff, better training, less pressure on customers to impulse buy confectionary are just a few examples to consider.

Another thing to consider is the look and feel of the store. In spite of the recent refurbishment to the Holborn store, the signage still feels outdated. WHSmith is the oldest retail chain in the world; why not shout about the heritage more. Capital letters and Gotham font don't make for a pleasant wayfinding experience. Signs could be in the WHSmith blue and use lower case fonts to guide the customer, not shout at them. The children's books section also has nothing that would be appealing to children. No bright colours, no book characters, nowhere to sit and read the books. It's a dull experience.

The online and high street experiences needn't be siloed. Offers and pricing strategies should be consistent across the board if customers are to continue shopping on the high street following Britain's exit from the EU. Money will not be a commodity for many people and the effects of this are already being felt. Consistent pricing will also rebuild trust in customers and prevent further cannibalisation across the divisions.

Change will not happen overnight. However, by bearing these considerations in mind and by designing for the people who have followed WHSmith up and down the country for two-and-a-quarter centuries, WHSmith can achieve the mission of becoming Britain's most popular bookseller and stationer. Who knows - you might even keep @WHS_Carpet quiet on Twitter.

Thank you.

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