

Retailing Management, 10e

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Chapter by Chapter Changes

Chapter 1: "Introduction to the World of Retailing," begins with discussion of two retail giants, Amazon and Wal mart, and the struggle Wal mart is facing in competing with the online retailer and its efficient supply chain and fulfillment capabilities, its vast inventory, and its recommendation algorithms. A new section on corporate social responsibility and conscious marketing's four overriding principles provides further insight into what makes a successful retailer. In addition, a new Retailing View highlights how innovative mobile payment systems are improving the lives of Africa's working poor.

Chapter 2: "Types of Retailers," opens with a brief vignette on the challenges faced by both Sam's Club and Wal mart as they work to avoid cannibalizing upon one another. In addition, the newest trends in supermarket retailing are discussed, shedding light on food retailers' efforts to go above and beyond traditional store sales, including a new section on online grocery sales by traditional full-line discount stores, supermarkets that offer new, unexpected services, and the rise of limited-assortment and extreme-value food retailers. A new section on flash sale sites is also included, as are new Retailing Views about online grocery retailer Fresh Direct; Macy's quest to combat sales declines and leverage both its existing advantages and new retail options; how Sephora has revolutionized the cosmetics industry; and McDonald's primary business model of franchising and the reciprocity of allegiance between the company and its franchisees.

Chapter 3: "Multichannel and Omnichannel Retailing," has been retitled to reflect the many ways in which retailing is available to consumers, and a revised set of learning objectives provides further ease of use and understanding of important chapter concepts. A new introduction looks at the way Rebecca Minkoff has integrated the in-store experience through the use of mobile devices. A new section elaborates on the types of retail channels that help define omnichannel, as well as each channel's benefits. New Retailing Views focus on Sephora's To Go app, Apple and the omnichannel experience; and retailer Warby Parker.

Chapter 4: "Customer Buying Behavior," opens with a short vignette about the many ways Macy's is wooing Millennials. In addition, new coverage of retailers' and consumers' reliance on mobile devices shows just how integral this technology has become—from checking inventory and creating virtual outfits to using apps that ease the purchasing of merchandise. New Retailing Views cover CVS's decision to ban the sale of cigarettes in its locations; H&M's effective segmentation strategy; how one regional Texas grocery chain attracts and retains customers; and the rise of fast fashion among Generation Z consumers.

Chapter 5: "Retail Market Strategy," opens with a discussion of the ways in which retailers are enticing customers to spend time in their stores to increase consumer spending by providing a range of unique in-store experiences. New sections on specific retailers' market strategies include those utilized by both Sephora and Lululemon. New details are included about the various ways in which customer loyalty is achieved by retailers, as well as the opportunities and challenges of retail markets in India, China, and Russia. New Retailing Views include Whole Food's efforts to promote sustainability and responsibility; the surprising success of Starbucks in Italy; Uniqlo's dual marketing strategy of quality and affordability; and Walmart's catch-up struggle with Amazon.

Chapter 6: "Financial Strategy," begins with a discussion of the marketing and operations issues that impact financial performance for some of the world's best retailers. New sections provide easy-to-understand information on how the very different strategies of Nordstrom and Walmart translate into their financial performance, using the strategic profit model and its component financial ratios, net profit margin percentage, asset turnover, and return on assets. Further discussion on how other important financial ratios, such as gross margin, operating profit percentage, and inventory turnover are used to make and evaluate both strategic and tactical decisions is presented. New examples throughout, combined with new and revised key terms written at a level students will understand, are designed to address these important, yet often difficult factors in measuring retailing success and failure. New Retailing Views discuss how Nordstrom and Walmart achieve success using differing retail strategies, how omnichannel retailers calculate profits of online and in-store sales, and the challenges of crowdfunding in retail operations.

Chapter 7: "Retail Locations," opens with a discussion of the challenges faced by malls and the ways in which malls are reinventing themselves to keep pace with customer demands. A new section on urban areas details the ways retailers address their customers' needs, and a new section on food deserts within inner cities discusses how retailers are addressing customers' basic needs. In addition, new content on the rise of nontraditional stores discusses how outlet centers, pop-up stores, and stores-within-stores have all become popular locations for retailers. A new Retailing View discusses how Apple is increasing mall foot traffic and becoming the new mall "anchors," and updates to existing Retailing Views provide critical new information about their respective topic.

Chapter 8: "Retail Site Location," begins with a discussion of Starbucks's perfection of Geographic Information Systems in planning new locations and expanding menu options worldwide. There is new content on how the increased importance of online and mobile impacts retail location decisions. A new Retailing View covers Lululemon and its location strategy, and an updated Retailing View discusses the importance of the "right" location for Speedway.

Chapter 9: "Information Systems and Supply Chain Management," opens with an example of fast fashion from retailer Zara and highlights how the company has thrived as a result. Updates underscore the role of the wholesaler in the supply chain; the benefits and limitations of vendor-managed inventory; and the flow of merchandise through a supply chain. The chapter ends with a discussion of system trends, with updated information on RFIDs and an example of their successful implementation, as well as customer store pickup through the use of mobile task management technology. New Retailing Views cover grocery giant Kroger's partnership with a particular supply chain for training purposes; how IKEA produces high-quality, low-cost furniture through its supply chain efficiency; and how robots are used to ensure that a store's products get to their intended customers.

Chapter 10: "Customer Relationship Management," begins with a look into grocery retailer Kroger's management of customer relationships, which has earned the chain the highest loyalty program participation

rates in the grocery industry. New content on protecting customer privacy showcases the ways in which retailers can increase customers' confidence, as well as new information on the ways in which retailers are responding to unprofitable customers. New Retailing Views highlight how CVS uses customer loyalty data; how Whole Foods utilizes its loyalty program by offering personalized rewards; and how Staples is targeting the small-business owner with an app.

Chapter 11: "Managing the Merchandise Planning Process," has been retitled to be more descriptive of its content. The chapter begins with a discussion of the way in which Target and other stores are using nontraditional stocking techniques to increase sales. More explanation of GM ROI is included, as well as the ways in which retailers perform market research. A new Retailing View covers Macy's use of predictive analytics in learning more about its customers and improving their online experience; updated Retailing Views elaborate on how the Weather Channel is marketing its weather analytics to retailers and how Saks Fifth Avenue learned from its price-cutting mistake following the most recent recession.

Chapter 12: "Buying Merchandise," opens with a discussion of how many national and worldwide chains use local appeal to attract customers. An updated section on how store-brand merchandise is developed and sourced is included, as well as updated content on how brands are taking legal action against counterfeiters and more examples of corporate social responsibility. A new Retailing View highlights the benefits of manufacturing in Africa.

Chapter 13: "Retail Pricing," begins with an overview of the "battle" in the pizza industry to keep prices low and increase sales and market share. In addition, an updated section on pricing techniques provides clear explanations of dynamic pricing and predatory pricing. New Retailing Views focus on Walmart's entry into the organic food market with its EDLP strategies, Disney and Universal's pricing plans, Amazon's daily price changes based on algorithms that provide insight into consumers' demands, and the unethical practice of deceptive reference pricing among some of the retail giants.

Chapter 14: "Retail Communication Mix," begins with a look at H&M's unconventional advertising as the company seeks to showcase its offerings in unique ways. A revised set of learning objectives provides further ease of use and understanding of important chapter concepts. New coverage of mobile marketing shows that these devices are being used by retailers. New Retailing Views cover the ways in which some European fashion multichannel retailers are appealing to their target markets using a combination of social media and print publishing, often including items they do not carry but which appeal and attract customers' attention; Domino's use of Snapchat as a marketing tool to entice customers; online versus print coupons and the rise of rebate apps; and the ways in which Hispanic consumers have become one of the most prominent, growing, and appealing targets for retailers.

Chapter 15: "Human Resources and Managing the Store," has been combined with the ninth edition's Chapter 9 on human resource management and retitled to reflect the inherent implementation issues associated with these two topics. A new introduction shows how Zappos's philosophy and strong leadership equals happy employees, and a revised set of learning objectives hone in on the most important chapter concepts. New material focuses on the benefits and drawbacks of using social media to research prospective employees, as well as the ways in which companies are rewarding and motivating their employees. New Retailing Views discuss the ways in which retailers are recruiting Millennials; one grocery chain's unique ownership structure that gives employees rewards for store performance; shifts in employee dress codes in response to changing cultural and social norms; and the laws that prohibit employers from altering employees' schedules without compensation.

Chapter 16: "Store Layout, Design, and Visual Merchandising," begins with the story of Bergdorf Goodman's

New York City renovation and its quest to combine classical luxury and modern (social media) chic. New material on store design elements provides updated information on grid layout, how to attract supermarket shoppers to the center store, and the ways in which retailers are utilizing dressing rooms and the rising importance of virtual dressing rooms. New Retail Views cover the importance of function and experience for customers at Saks Fifth Avenue's new stores and its Off 5th outlet stores; Rent the Runway's unique customer service that uses social media to provide customers with the perfect fit; the interesting ways in which retailers are catering to customers' impulse purchases; and retailers' use of scents to attract customers.

Chapter 17: "Customer Service," opens with the latest innovations by Rent the Runway to give customers perfectly fit clothing at affordable prices. New material is included on the ways in which retailers provide exceptional customer service, both in-store and online; the rise of standardized service; and the importance of social media in learning about customer expectations and perceptions. New Retailing Views focus on the ways in which Home Depot is renovating its stores to appeal to female consumers; grocery giant Kroger's use of analytics to reduce customers' wait time at registers; and Sprint's use of customer service robots in Japan.

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