

清华营销学系列英文版教材

PEARSON

# 零售管理 战略指南

Retail Management: A Strategic Approach Tenth Edition

(美) Barry Berman 著  
Joel R. Evans

第10版

清华大学出版社



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# 出 版 说 明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社

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世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标示着 21 世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是 20 世纪 90 年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000 年，学院顾问委员会成立，并于 10 月举行了第一次会议，2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经营学院。”作为达到世界一流的一个重要基础，朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求，清华大学经

济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习的核心课程,而且渗透到各门专业课程的学习当中。

课堂讲授之外,课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段,而且是对学习者思维方式的有效训练。

我们知道,就阅读而言,学习和借鉴国外先进的管理经验和掌握经济理论动态,或是阅读翻译作品,或是阅读原著。前者属于间接阅读,后者属于直接阅读。直接阅读取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院

# Preface

This edition marks a major milestone for *Retail Management: A Strategic Approach*—a Tenth Edition. We are both pleased and truly thankful to have produced a book that has been so enduringly popular. As we move further into the new millennium, our goal is to seamlessly meld the traditional framework of retailing with the realities of the competitive environment and the emergence of high-tech as a backbone for retailing. We have worked hard to produce a cutting-edge text, while retaining the coverage and features most desired by professors and students.

The concepts of a strategic approach and a retail strategy remain our cornerstones. With a strategic approach, the fundamental principle is that the retailer has to plan for and adapt to a complex, changing environment. Both opportunities and constraints must be considered. A retail strategy is the overall plan or framework of action that guides a retailer. Ideally, it will be at least one year in duration and outline the mission, goals, consumer market, overall and specific activities, and control mechanisms of the retailer. Without a pre-defined and well-integrated strategy, the firm may flounder and be unable to cope with the environment that surrounds it. Through our text, we want the reader to become a good retail planner and decision maker and to be able to adapt to change.

*Retail Management* is designed as a one-semester text for students of retailing or retail management. In many cases, such students will have already been exposed to marketing principles. We feel retailing should be viewed as one form of marketing and not distinct from it.

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## HOW THE TEXT IS ORGANIZED

*Retail Management: A Strategic Approach* has eight parts. Part One introduces the field of retailing, the basics of strategic planning, the importance of building and maintaining relations, and the decisions to be made in owning or managing a retail business. In Part Two, retail institutions are examined in terms of ownership types, as well as store-based, nonstore-based, electronic, and nontraditional strategy mixes. The wheel of retailing, scrambled merchandising, the retail life cycle, and the Web are covered. Part Three focuses on target marketing and information-gathering methods, including discussions of why and how consumers shop and the retailing information system and data warehouse. Part Four presents a four-step approach to location planning: trading-area analysis, choosing the most desirable type of location, selecting a general locale, and deciding on a specific site.

Part Five discusses the elements involved in managing a retail business: the retail organization structure, human resource management, and operations management (both financial and operational). Part Six deals with merchandise management—developing and implementing merchandise plans, the financial aspects of merchandising, and pricing. In Part Seven, the ways to communicate with customers are analyzed, with special attention paid to retail image, atmosphere, and promotion. Part Eight deals with integrating and controlling a retail strategy.

At the end of the text, Appendix A highlights career opportunities in retailing, Appendix B explains the components of the Web site and how to use it, and Appendix C is a comprehensive glossary.

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## NEW TO THE TENTH EDITION

Since the first edition of *Retail Management: A Strategic Approach*, we have sought to be as contemporary and forward-looking as possible. We are proactive rather than reactive in our preparation of each edition. That is why we still take this adage of Wal-Mart's founder, the late Sam Walton, so seriously: "Commit to your business. Believe in it more than anybody else."

For the Tenth Edition, there are many changes in *Retail Management*:

### 1. These Substantive Chapter Changes Have Been Made

- Chapter 1, "An Introduction to Retailing"—We introduce the National Retail Federation's career Web site and look, in-depth, at Target Corporation's current retail strategy.
- Chapter 2, "Building and Sustaining Relationships in Retailing"—There is enhanced coverage of "value" and relationships in retailing—with both customers and other channel members.
- Chapter 3, "Strategic Planning in Retailing"—There is a new section of the chapter that demonstrates how a strategic plan can be developed. This section is keyed to the *Computer-Assisted Strategic Retail Management Planning* template that appears at our Web site ([www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)).
- Chapter 4, "Retail Institutions by Ownership"—All of the data on retail ownership formats have been updated. The appendix on franchising opportunities presents current data on the costs of setting up a new franchised outlet.
- Chapter 5, "Retail Institutions by Store-Based Strategy Mix"—All of the data on store-based retail strategies have been updated, and the chapter is keyed to today's economic conditions and trends.
- Chapter 6, Web, "Nonstore-Based, and Other Forms of Nontraditional Retailing"—There is an all-new appendix on multi-channel retailing and its impact. The Internet discussion reflects the present state of Web retailing.
- Chapter 7, "Identifying and Understanding Consumers"—There is a strong emphasis on the retailing ramifications of consumer characteristics, attitudes, and behavior. We include current data on where U.S. and foreign consumers shop, as well as global demographics.
- Chapter 8, "Information Gathering and Processing in Retailing"—We have strengthened the section on "Information Flows in a Retail Distribution Channel."
- Chapter 9, "Trading-Area Analysis"—There is new material on geographic information systems and many new applications. The *American Community Survey* is introduced as a data source.
- Chapter 10, "Site Selection"—We include many new retail applications.
- Chapter 11, "Retail Organization and Human Resource Management"—There is more strategic emphasis on the human resource environment in retailing.
- Chapter 12, "Operations Management: Financial Dimensions"—We have new material on events relating to asset management, including mergers, consolidations, and spinoffs; bankruptcies and liquidations; questionable accounting and financial reporting practices; and other topics.
- Chapter 13, "Operations Management: Operational Dimensions"—There is updated material on operations issues in retailing.
- Chapter 14, "Developing Merchandise Plans"—We make a sharp distinction between the roles of buyers and sales managers, with illustrative (and real)

career ladders. There is current coverage of private brands and a description of commercial merchandising software.

- Chapter 15, "Implementing Merchandise Plans"—There is new coverage of RFID (radio frequency identification).
- Chapter 16, "Financial Merchandise Management"—There is updated coverage of financial merchandise management.
- Chapter 17, "Pricing in Retailing"—We focus on the retailer's need to provide value to customers, regardless of its price orientation.
- Chapter 18, "Establishing and Maintaining a Retail Image"—We place more focus on the total retail experience, retail positioning, and atmospherics and Web-based retailers, as well as how to increase shopping time.
- Chapter 19, "Promotional Strategy"—There are many new examples and a strong strategic emphasis on the retail promotional strategy.
- Chapter 20, "Integrating and Controlling" the Retail Strategy—There is a compelling discussion on integrating the retail strategy and how to assess it, with many new tables.
- Appendix A, "Careers in Retailing"—We dispel several negative myths about retailing careers.

## **2. The Opening Vignettes Are All Updated and Highlight the Titans of Retailing**

Chapter 1—Wal-Mart	Chapter 11—Nordstrom
Chapter 2—Stew Leonard's	Chapter 12—Federated Department Stores
Chapter 3—Limited Brands	Chapter 13—Starbucks
Chapter 4—McDonald's	Chapter 14—Gap Inc.
Chapter 5—Ikea	Chapter 15—Pearle Vision
Chapter 6—Amazon.com	Chapter 16—eBay
Chapter 7—Staples	Chapter 17—Costco
Chapter 8—Mrs. Fields	Chapter 18—Target
Chapter 9—Blockbuster	Chapter 19—Mary Kay
Chapter 10—Dunkin' Donuts	Chapter 20—Home Depot

## **3. All of the Applied Boxes in Each Chapter Are New. Here Are Some Examples of the Topics We Look At**

- a. *Technology in Retailing*: "PayPass Comes to Retailing," "Power Sellers on eBay," "Hyperactive Bob: Predictive Technology Comes to Fast Food," "Sportsman's Warehouse: Optimizing Logistics," and "Casual Male's In-Stock Guarantee."
- b. *Retailing Around the World*: "Upscale Retail Slowly Enters China," "How Popular Are Convenience Stores Outside the United States?" "Understanding Eastern European Shoppers," "Times Square in Hong Kong," and "J.C. Penney's New Japanese-Inspired Inventory System."
- c. *Ethics in Retailing*: "McDonald's Introduces a More Well-Rounded Menu," "Blockbuster Removes Late Fees," "Selling to the Poor Can Be Good—for the Consumer and for Business," "Home Depot Is Now Green," and "Is 'Free' Really Free?"
- d. *Careers in Retailing*: The National Retail Federation has graciously permitted us to reprint material from the career section of its Web site throughout our book. This material encompasses the broad range of career opportunities available in retailing.



## 4. All of the Cases Are New

There are 30 shorter cases, as well as 8 comprehensive cases. Every case is based on real companies and real situations. Among the popular companies featured in the cases are Abercrombie's Ruehl No. 925, Albertson's, Amazon.com, Bed Bath & Beyond, Ben & Jerry's, eBay, Home Depot, Limited Brands, Neiman Marcus, Netflix, Sony, Starbucks, Stop & Shop, Subway, and Trader Joe's.

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## BUILDING ON A STRONG TRADITION

Besides introducing the new features just mentioned, *Retail Management*, Tenth Edition, carefully builds on its heritage. At the request of our reviewers, these features have been retained from earlier editions of *Retail Management*:

- A strategic decision-making orientation, with many illustrative flowcharts, figures, tables, and photos. The chapter coverage is geared to the six steps used in developing and applying a retail strategy, which are first described in Chapter 1.
- Full coverage of all major retailing topics—including merchandising, consumer behavior, information systems, store location, operations, logistics, service retailing, the retail audit, retail institutions, franchising, human resource management, computerization, and retailing in a changing environment.
- A real-world approach focusing on both small and large retailers.
- Real-world boxes on current retailing issues in each chapter. These boxes further illustrate the concepts presented in the text by focusing on real firms and situations.
- A numbered summary keyed to chapter objectives, a key terms listing, and discussion questions at the end of each chapter.
- Both short cases involving a wide range of retailers and retail practices and comprehensive cases.
- Up-to-date information from such sources as *Advertising Age*, *Business Week*, *Chain Store Age*, *Direct Marketing*, *DSN Retailing Today*, *Entrepreneur*, *Fortune*, *Inc.*, *Journal of Retailing*, *Progressive Grocer*, *Stores*, and *Wall Street Journal*.
- "How to Solve a Case Study" (now online at [www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)).
- End-of-chapter appendixes on service retailing (following Chapter 2), global retailing (following Chapter 3), and franchising (following Chapter 4).
- Three end-of-text appendixes: "Careers in Retailing," "About the Web Site," and "Glossary."

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## BUILDING ON THE EVOLUTION OF RETAIL MANAGEMENT: A STRATEGIC APPROACH

From a retailer perspective, we see four formats—all covered in *Retail Management*—competing in the new millennium (cited in descending order of importance): combined "bricks-and-mortar" and "clicks-and-mortar" retailers—store-based retailers that also offer Web shopping, thus providing customers the ultimate in choice and convenience; clicks-and-mortar retailers—the new breed of Web-only retailers that have emerged in recent years; direct marketers with clicks-and-mortar retailing operations—firms relying on traditional nonstore media such as print catalogs, direct selling in homes, and TV infomercials that have recently added Web sites to enhance their businesses; and bricks-and-mortar retailers—companies that rely on their physical facilities to make sales.

*Retail Management: A Strategic Approach*, Tenth Edition, incorporates a host of Web-related features throughout the book—and at our Web site ([www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)). This book has a very strong integration with its Web site:

- Every chapter concludes with a short Web exercise.
- We have moved some material to our Web site for better currency and visualization, including hints for solving cases, a listing of key online secondary data sources, and descriptions of retail job opportunities and career ladders.
- The end papers show the Web addresses for more than 225 retailers around the globe.
- A number of “Technology in Retailing” boxes cover E-applications.
- Many cases have E-components.

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## **A WEB SITE FOR THE 21ST CENTURY: [www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)**

The Web site that accompanies *Retail Management: A Strategic Approach*, Tenth Edition is a lively learning, studying, interactive tool. It is easy to use (see Appendix B for more details), provides hands-on applications, and has easy downloads and hot links. We believe the supplement will be of great value to you. It is completely revamped for the Tenth Edition and has separate student and instructor sections.

The student section of the Web site has several elements, including:

- **Important “Hot Links”:** Applications broken down by chapter of *Retail Management*.
- **Career and Company Information:** Advice on résumé writing, how to take an interview, jobs in retailing, retail career ladders, and a comprehensive listing of retailers. There are “hot links” that go directly to the career sections of the Web sites of numerous retailers.
- **Study Materials:** Chapter objectives and summaries and chapter-by-chapter listings of key terms with their definitions.
- **Interactive Study Guide:** More than 1,000 questions in all. You can get page references for wrong answers, check your score, and send the results to yourself or your professor.
- **Glossary:** All of the key terms from *Retail Management* with their definitions. Terms may be accessed alphabetically through an easy-to-use search feature.
- **Web Site Directory:** Hundreds of retailing-related Web sites, divided by topic. The sites range from search engines to government agencies to retail firms to trade associations.
- **Computer-Based Exercises in Retail Management:** 16 hands-on exercises to reinforce your knowledge of key concepts. An icon in the text shows the best use for each exercise.
- **Strategic Planning Template for Retail Management:** Places the retail planning process into a series of steps that are integrated with the discussion at the end of Chapter 3. This template is built around several scenarios involving different types of retailers. Each retailer has unique strengths and weaknesses and faces a different set of opportunities and threats.
- **Web Exercises:** Dozens of user-friendly exercises. These are keyed to parts in the text and involve real company Web materials.
- **Free Downloads and Demos:** Encourage you to visit specific Web sites to gather useful information and try out innovative software.
- **Extra Math Problems:** For Chapters 9, 12, 16, and 17. These exercises help you to better understand complex retail mathematical concepts.

The instructor's section of the Web site includes teaching notes, hundreds of colorful PowerPoint slides, and a whole lot more at the password-protected section of our Web site.

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## ABOUT THE VIDEOS ACCOMPANYING *RETAIL MANAGEMENT*

*Retail Management* is accompanied by a lively video package on both VHS and DVS, which consists of 10 videos that comprise about 90 minutes of viewing. All of the videos are new to this edition. The videos involve a variety of retailers and their suppliers: American Express, DDB Worldwide, Dunkin' Donuts, Federated Direct, Hasbro, iWon.com, Marriott, Song Airlines, Starbucks, and Subaru.

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## FOR THE CLASSROOM

A complete teaching package is available. It includes:

- A detailed, password-protected section of our Web site devoted to instructor materials. Please visit [www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans) for more details. The site contains student material, as well.
- A comprehensive, several-hundred-page instructor's manual, complete with sample syllabi, lecture notes, and a lot more.
- Hundreds of colorful PowerPoint slides.
- A large computerized test bank.
- Teaching notes on the videos noted above.
- A companion book, *Great Ideas in Retailing*, with additional cases, exercises, and more to use in the classroom with your students. Contact your local Prentice Hall representative for the ISBN.

As always, the authors have remained extremely "hands on" in the development of these instructor materials. Please feel free to send us comments regarding any aspect of *Retail Management* or its package: Barry Berman (E-mail at [mktbxb@hofstra.edu](mailto:mktbxb@hofstra.edu)) or Joel R. Evans (E-mail at [mktjre@hofstra.edu](mailto:mktjre@hofstra.edu)), Department of Marketing and International Business, Hofstra University, Hempstead, N.Y., 11549. We promise to reply to any correspondence.

# About the Authors



**Barry Berman**



**Joel R. Evans**

**Barry Berman** (Ph.D. in Business with majors in Marketing and Behavioral Science) is the Walter H. "Bud" Miller Distinguished Professor of Business and Professor of Marketing and International Business at Hofstra University. He is also the director of Hofstra's Executive M.B.A. program. **Joel R. Evans** (Ph.D. in Business with majors in Marketing and Public Policy) is the RMI Distinguished Professor of Business and Professor of Marketing and International Business at Hofstra University. He is also the coordinator for Hofstra's Master of Science programs in Marketing and Marketing Research.

While at Hofstra, each has been honored as a faculty inductee in Beta Gamma Sigma honor society, received multiple Dean's Awards for service, and been selected as the Teacher of the Year by the Hofstra M.B.A. Association. For several years, Drs. Berman and Evans were co-directors of Hofstra's Retail Management Institute and Business Research Institute. Both regularly teach undergraduate and graduate courses to a wide range of students.

Barry Berman and Joel R. Evans have worked together for nearly 30 years in co-authoring several best-selling texts, including *Retail Management: A Strategic Approach*, Tenth Edition. They have also consulted for a variety of clients, from "mom-and-pop" retailers to *Fortune 500* companies. They are co-founders of the American Marketing Association's Special Interest Group in Retailing and Retail Management. They have co-chaired the Academy of Marketing Science/American Collegiate Retailing Association's triennial conference. They have been featured speakers at the annual meeting of the National Retail Federation, the world's largest retailing trade association. Each has a chapter on retailing in Dartnell's *Marketing Manager's Handbook*.

Barry and Joel are both active Web practitioners (and surfers), and they have written and developed all of the content for the comprehensive, interactive Web site that accompanies *Retail Management* ([www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)). They may be reached through the Web site or by writing to [mktbxb@hofstra.edu](mailto:mktbxb@hofstra.edu) (Barry Berman) and [mktjre@hofstra.edu](mailto:mktjre@hofstra.edu) (Joel R. Evans).

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James Gray, Florida Atlantic University  
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Richard C. Leventhal, Metropolitan State College  
Michael Little, Virginia Commonwealth University  
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Dawn I. Pysarchik, Michigan State University  
Curtis Reiersen, Baylor University  
Barry Rudin, Loras College  
Julie Toner Schrader, North Dakota State University  
Steven J. Shaw, University of South Carolina  
Ruth K. Shelton, James Madison University  
Gladys S. Sherdell, Bellarmine College  
Jill F. Slomski, Gannon University  
John E. Swan, University of Alabama, Birmingham  
Ruth Taylor, Texas State University—San Marcos  
Anthony Urbanisk, Northern State University  
Lillian Werner, University of Minnesota  
Kaylene C. Williams, California State University, Stanislaus  
Terrell G. Williams, Western Washington State University  
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# 简 明 目 录

第1部分 零售管理概述.....	1
第1章 零售业简介.....	3
第2章 建立与维持零售关系.....	23
第3章 零售行业中的战略规划.....	57
第2部分 形势分析.....	101
第4章 按所有制划分的零售机构.....	103
第5章 按基于商店的战略组合划分的零售机构.....	127
第6章 网络、非基于商店形式和非传统零售业的其他形式.....	153
第3部分 目标消费者和信息采集.....	195
第7章 识别和了解客户.....	197
第8章 信息采集和零售过程.....	225
第4部分 选择店铺位置.....	259
第9章 商圈分析.....	261
第10章 位置选择.....	291
第5部分 经营零售业务.....	323
第11章 零售组织以及人力资源管理.....	325
第12章 经营管理：金融维度.....	355
第13章 经营管理：经营规模.....	377
第6部分 商品管理与定价.....	405
第14章 制定商品计划.....	407
第15章 实施商品计划.....	439
第16章 商品财务管理.....	467
第17章 零售业中的定价.....	497
第7部分 与客户沟通.....	537
第18章 建立并维护零售形象.....	539
第19章 促销策略.....	567
第8部分.....	603
第20章 整合和管理零售策略.....	605
附录	
A 零售业中的职业.....	635
B 有关零售管理的网站 ( <a href="http://www.prenhall.com/bermanevans">www.prenhall.com/bermanevans</a> ).....	643
C 词汇表.....	645
姓名索引.....	659
主题索引.....	667

# Brief Contents

Preface xvii  
Acknowledgments xxiv

## **1 PART ONE**

### **AN OVERVIEW OF STRATEGIC RETAIL MANAGEMENT 1**

1. An Introduction to Retailing 3
2. Building and Sustaining Relationships in Retailing 23
3. Strategic Planning in Retailing 57

## **2 PART TWO**

### **SITUATION ANALYSIS 101**

4. Retail Institutions by Ownership 103
5. Retail Institutions by Store-Based Strategy Mix 127
6. Web, Nonstore-Based, and Other Forms of Nontraditional Retailing 153

## **3 PART THREE**

### **TARGETING CUSTOMERS AND GATHERING INFORMATION 195**

7. Identifying and Understanding Consumers 197
8. Information Gathering and Processing in Retailing 225

## **4 PART FOUR**

### **CHOOSING A STORE LOCATION 259**

9. Trading-Area Analysis 261
10. Site Selection 291

## **5 PART FIVE**

### **MANAGING A RETAIL BUSINESS 323**

11. Retail Organization and Human Resource Management 325

viii

12. Operations Management: Financial Dimensions 355
13. Operations Management: Operational Dimensions 377

## **6 PART SIX**

### **MERCHANDISE MANAGEMENT AND PRICING 405**

14. Developing Merchandise Plans 407
15. Implementing Merchandise Plans 439
16. Financial Merchandise Management 467
17. Pricing in Retailing 497

## **7 PART SEVEN**

### **COMMUNICATING WITH THE CUSTOMER 537**

18. Establishing and Maintaining a Retail Image 539
19. Promotional Strategy 567

## **8 PART EIGHT**

### **PUTTING IT ALL TOGETHER 603**

20. Integrating and Controlling the Retail Strategy 605

### **APPENDIXES**

- A Careers in Retailing 635
- B About the Web Site That Accompanies *Retail Management* ([www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)) 643
- C Glossary 645

### **NAME INDEX 659**

### **SUBJECT INDEX 667**

# Contents

Preface xvii  
Acknowledgments xxiv

## 1 PART ONE

### AN OVERVIEW OF STRATEGIC RETAIL MANAGEMENT 1

#### 1. AN INTRODUCTION TO RETAILING 3

Chapter Objectives 3  
Overview 4  
The Framework of Retailing 5  
Reasons for Studying Retailing 5  
The Special Characteristics of Retailing 11  
The Importance of Developing and Applying a  
Retail Strategy 12  
Target Stores: The Successful Saga of an Upscale  
Discounter! 13  
The Retailing Concept 15  
The Focus and Format of the Text 19  
Summary 20  
Key Terms 21  
Questions for Discussion 21  
Web-Based Exercise: Clickz Stats Retailing  
([www.clickz.com/stats/sectors/retailing](http://www.clickz.com/stats/sectors/retailing)) 22

#### 2. BUILDING AND SUSTAINING RELATIONSHIPS IN RETAILING 23

Chapter Objectives 23  
Overview 24  
Value and the Value Chain 25  
Retailer Relationships 28  
Customer Relationships 28  
Channel Relationships 36  
The Differences in Relationship Building Between  
Goods and Service Retailers 38  
Technology and Relationships in Retailing 40  
Electronic Banking 41  
Customer and Supplier Interactions 42  
Ethical Performance and Relationships in  
Retailing 44  
Ethics 44  
Social Responsibility 46  
Consumerism 46  
Summary 50

Key Terms 51

Questions for Discussion 51

Web-Based Exercise: Kohl's ([www.kohls.com](http://www.kohls.com)) 51

- Appendix on Planning for the Unique Aspects of  
Service Retailing 53

Abilities Required to Be a Successful Service  
Retailer 53

Improving the Performance of Service  
Retailers 54

The Strategy of Pal's Sudden Service: A Baldrige  
Award Winner 56

#### 3. STRATEGIC PLANNING IN RETAILING 57

Chapter Objectives 57  
Overview 58  
Situation Analysis 58  
Organizational Mission 59  
Ownership and Management Alternatives 61  
Goods/Service Category 64  
Personal Abilities 64  
Financial Resources 65  
Time Demands 66  
Objectives 67  
Sales 67  
Profit 68  
Satisfaction of Publics 68  
Image (Positioning) 69  
Selection of Objectives 71  
Identification of Consumer Characteristics  
and Needs 72  
Overall Strategy 74  
Controllable Variables 74  
Uncontrollable Variables 76  
Integrating Overall Strategy 77  
Specific Activities 79  
Control 79  
Feedback 80  
A Strategic Planning Template for Retail  
Management 80  
Summary 83  
Key Terms 84  
Questions for Discussion 84  
Web-Based Exercise: Carrefour  
([www.carrefour.com](http://www.carrefour.com)) 84  
• Appendix on the Special Dimensions of Strategic  
Planning in a Global Retailing Environment 85