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零售管理

战略方法

(第11版)

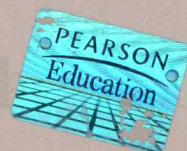
Retail Management

A Strategic Approach

Eleventh Edition

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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管理经验和掌握经济理论前沿动态的需要,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,基本上已是再版多次、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。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!

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

2011年3月

英/双语教学的成功路径与商科英文原版教材的效用

(代序)

在我国高校,用英语或双语教授专业课程(以下简称:英/双语教学)始于改革开放引进热潮,历经30年,虽发展不快,仍在缓慢推进。20世纪80年代,改革开放后留学归来的教育界学者们不仅引进了各学科先进的研究成果,也随之引进了西方高校的教材。以清华大学出版社为领军的国内出版社适时地引进了西方优秀教材的影印版,推动了一些高校开始在专业课程中开展英/双语教学。2007年以来,国家教育质量工程专设的“国家高校双语教学示范课程建设点”的评定项目被视为政府教育发展的政策风向标,正有力地推动着高校英/双语教学的发展。

但对英/双语教学的必要性,我国高校内部一直争议不断。争议首先围绕着中国人用英语教学的必要性。在公认英语是目前世界通用语言的前提下,英/双语教学的必要性取决于我国高校师生是否有必要及时汲取世界最新的研究成果。答案是不言而喻的。况且英/双语教学省却了翻译过程,可以避免常见的信息减损和曲解问题。不过,信息发布者——教师的英语演讲能力和信息接收者——学生的英语解读能力不足又成为开展英/双语教学的障碍。因而常见的反对意见是,开展英/双语教学,课堂教学内容就会缩水,因为讲授者和听众都得花费精力和时间解译内容。如此看来,我国开展英/双语教学的高校教师必须应对挑战,洞察在我国现有条件下用英文原版教材开展英/双语教学的利和弊,并找到可行的扬长避短的路径。

在经济开放和全球化的大趋势推动下,我国中小学英语教学分量加重,英语普及程度逐年提高,高校新生的英语基础愈益扎实;教师的英语能力也随着师资的新陈代谢而日见增强。这一趋势无疑在为英/双语教学营造越来越有利的条件。尽管如此,不同于以英语为主要语言或官方语言的一些国家,英语在我国的普及率仍较低。在青少年中,英语的普及程度和英语应用能力还仅处于初级水平;高校中能用英语演讲的教师尚属少数,且熟练程度还有待大幅提高。这样的师生英语基础,使得英/双语教学面临巨大的挑战。

同时,在多数的中国高校课堂里,教学任务多被视为逐章讲解某本教材的内容。本土中文教材通常是400~500页的32开本,含理论框架、主要知识点、计算方法和习题,但案例和故事不在其中,多由教师在讲解时添加,以演示和诠释理论要点。迄今仍然普遍盛行的“填鸭式”、“满堂灌”的传统教学法侧重于传授知识,从多数评教指标可见,只要学生感觉教师讲得精彩、有条理、能解惑,就算教学成功。

而引进的国外教材篇幅通常较长,16开大本,500~800页。习惯于上述传统教学法和评价标准的人们自然会产生一个疑问:在有限的课时内,这么厚的教材,怎么讲得完?其实,发达国家多数高校对学生阅读量的要求远远大于我国高校(即使是中文课本和资料),名校更是如此。它们的教材不仅涵盖理论框架和基本概念,而且富含长短不一、详简各异的演示性案例、故事和大量习题,总之它便于学生自学。课堂讲解只占一半课时,其余课时常被用于师生讨论和互动。于是,教师的讲解主要是勾勒理

论框架,阐释重点和难点,还需针对事先布置的阅读资料和讨论题,引导学生展开讨论。可见,大厚本的教材适合于能力培训教学法。两者相辅相成,致力于调动学生的主动性:他们必须大量阅读和思考,才能在课堂上有上好的表现,真正成为学习的主人。结果,他们的能力获得了必要和切实的磨炼。

由此可见,英/双语教学不只是教学语言的改变,它可以达到三重效用:传授专业知识;传授英语知识;同时训练专业方法和英语的应用技能。也因此,一些非英语国家的高校不惜成本,开展英/双语教学,使用与之相配的教材。对我国高校来说,要想成功开展英/双语教学,恐怕首先需要改变传统的教育思想和教学方法。换言之,如果高校想要使教育、教学接近世界先进水准,用英文原版影印教材开展英/双语教学是有效的途径。

迄今为止,原版英文教材的缺点也很明显。鉴于发达国家的作者是以其母国为背景,多数教材不涉及中国国情。教师必须在教学中紧密结合中国国情,提供相关案例、资料和思考讨论题,适时引导师生思辨现有理论的普适性,激励师生发现和创作适合我国国情的经济学、管理学、营销学规律。在我国作者编写和出版足量的优质英文教材之前,这些额外的工作必须由开展英/双语教学的教师来承担。

古今中外,成才之士都乐于阅读和探索,而这种氛围却在当今我国的大学校园里愈见淡化。加之中国学生相对薄弱的英语基础,目前英/双语教学仍面临很大的挑战:“填鸭式”的讲授与之相悖;仅靠课堂讲授和互动也很难奏效。但如能培养学生阅读和探索真理的兴趣,并营造一个全方位的孵化温床或生态环境,英/双语教学是有望成功的。根据能力培育过程的所需,这个生态环境包含师生对教育、教学的共识,好学求知的校风,富有挑战和师生互动的课堂教学,从课外讲座、项目操作到校园竞赛等第二课堂活动,便于师生交流的校园互联网等。

要做到这些,教师亟待与时俱进。随着师资的年轻化和高学历化,如今年轻教师的英语基础更好。但逆水行舟,不进则退。英语能力的进退取决于使用频率的多寡,其实英/双语教学过程既是加强英语使用、提高英语能力,也是汲取世界新知的最佳机会。不过,这一过程通常比用汉语教学的付出大得多,且因学生也需成倍地付出,英/双语教学的课程不容易像汉语教学课程那样容易在短期内获得学生的好评。因此给予英/双语教学的教师足够的激励成为生态环境的首要组成部分;缺乏对教师的足够激励,上述英/双语教学的生态环境就无法营造。

诚然,在教育体制和环境不够理想的情况下,教师和学生仍然有个人自训和奋斗的条件。英语原版教材影印版在我国的出版和更新就是对英/双语教学的及时支持。清华大学出版社近期又有一批英文原版影印教材出版,相信必将更进一步推动英/双语教学的发展。如今,已有一些本土高校的教师与英语国家的教师合著英文教材;在可见的将来,还会有中国教师编写发行到世界各地的英文教材。总之,及时用好英文原版影印教材,编写优质的英文教材是我国高校教师的历史责任。

愿英/双语教学的师资队伍愈益壮大,愿英/双语教学更加有力地推动我国教学方法与国际接轨,愿我国高校各级学生在英/双语教学中受益良多,茁壮成长!

对外经济贸易大学
傅慧芬

Preface

Welcome to *Retail Management: A Strategic Approach*. Our major goal is to present you with the most current, comprehensive, reader-friendly book on retail management that is possible. We want you to get thoroughly immersed in the subject matter, see how retail strategies are formed, look at the activities of a wide range of actual retailers (large and small, goods and services, domestic and global), and explore the possibility of a full-time career in retail management. Read through this preface and see what's available to you.

The concept of a strategic approach to retailing is the cornerstone of this book. 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 you to become a good retail planner and decision maker and be able to adapt to change.

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 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."

What's New to This Edition

1. All data and examples are as current as possible and reflect the current economic situation. We believe it is essential that our book take into account the economic environment that has adversely affected so many businesses and consumers.
2. The opening vignettes are all updated and highlight the titans of retailing.
3. The applied boxes in each chapter are all new or substantially updated. Here are the topics:
 - a. *Technology in Retailing*
 - b. *Retailing Around the World*
 - c. *Ethics in Retailing*
 - d. *Careers in Retailing*
4. There are 30 shorter cases, as well as 8 comprehensive cases—all new or substantially revised. Every case is based on real companies and real situations.
5. Substantive changes have been made in each chapter. For example, in **Chapter 1: An Introduction to Retailing**, to properly capture the importance of the economic situation facing retailers today, we introduce a new chapter appendix: "Understanding the Recent Economic Downturn in the United States and Around the Globe." The appendix covers the events leading to the economic downturn, the global nature of the downturn, the effect of the downturn on retailing, and strategic retailing options in weak economic times.
6. Our Web site, www.pearsonhighered.com/berman, has been fully updated and enhanced. It includes an updated Computer-assisted Strategic Retail Management Planning template, linked to the content presented in Chapter 3: Strategic Planning in Retailing along with additional resources and career information to enhance your learning experience.

The Berman and Evans Pre-Quiz

To highlight the interesting and useful information presented in *Retail Management: A Strategic Approach*, here's a brief pre-quiz. (Wow! Who ever heard of STARTING a book with a quiz?) It's a fun trivia quiz, based on one piece of information that we write about in

each chapter. When you finish reading our book, you'll know the answers to all of these questions and a whole lot more. Text page references are provided for the trivia pre-quiz. Please: No peeking until after you complete the quiz. See how many questions you can answer:

1. **Chapter 1:** About how many people are employed by traditional retailers (including food and beverage service firms) in the United States? (see page 7)
2. **Chapter 2:** In 1985, women bought 70 percent of men's products. Due to the increased shopping done by men, what percentage of men's products are bought by women today? (see page 33)
3. **Chapter 3:** Who is Leslie Wexner, and what is his contribution to retailing? (see page 57)
4. **Chapter 4:** Suppose you want to open your own store and you decide to become a franchisee for Jazzercise. What franchise fee will you have to pay? What percentage of your sales must you pay as an ongoing cost of doing business? (see page 119)
5. **Chapter 5:** What is scrambled merchandising? [Hint: It does not involve eggs or an omelet.] Why do so many retailers engage in it? (see page 126)
6. **Chapter 6:** How many hours per week does the typical U.S. Web user spend on the Web? [Compare this with how many hours per week that YOU spend on the Web.] (see page 162)
7. **Chapter 7:** Name 3 of the top 10 reasons shoppers leave an apparel store without buying anything. (see pages 199–200)
8. **Chapter 8:** What is the Universal Product Code? Why is it important for retailers? (see page 225)
9. **Chapter 9:** What is a parasite store? [No, it is not a bug.] (see page 258)
10. **Chapter 10:** Where is the world's largest shopping center (megamall)? (see page 284)
11. **Chapter 11:** Andrea Jung and Mary Sammons are female chief executives of what two firms? (see page 323)
12. **Chapter 12:** What do Mervyn's, Linens 'n Things, Sharper Image, Steve & Barry's, and Goody's Family Clothing all have in common? (see page 344)
13. **Chapter 13:** How many credit and debit cards are in use in the United States? (see page 365)
14. **Chapter 14:** In terms of dollar sales, what percentage of U.S. retail revenues are contributed by private brands such as Sears' Kenmore and Craftsman products? (see page 400)
15. **Chapter 15:** TJX (the parent of T.J. Maxx and Marshall's) attributes a large part of its merchandising success to its reliance on opportunistic buying. What is this? (see page 417)
16. **Chapter 16:** What are the LIFO and FIFO methods of accounting in inventory management? (see page 441)
17. **Chapter 17:** When manufacturers or wholesalers seek to control the retail prices of their goods and services, it is called vertical price fixing. Is this practice legal in the United States? (see pages 468–469)
18. **Chapter 18:** Inside most supermarkets, a straight traffic flow places displays and aisles in a rectangular pattern. What U.S. football term is also used to denote this type of traffic flow? [This one is really easy for you sports fans.] (see page 516)
19. **Chapter 19:** Among these retail store types, which one spends the highest percentage of its sales on advertising: apparel and accessories stores, department stores, drugstores, eating places, furniture stores, grocery stores, hotels and motels, movie theaters, or shoe stores? (see page 533)
20. **Chapter 20:** In retail management, what is gap analysis? [Hint: It does not require a dental procedure at your local dentist.] (see page 578)
21. **Appendix: Careers in Retailing (bonus question):** True or false? According to Careers-in-Marketing.com: "Retail is one of the fastest growing, most dynamic parts of the world economy. Careers in retail are people-oriented, fast-paced, and exciting." (see page 597)

What Is Covered in Retail Management

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 customer and supplier 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: Careers in Retailing** highlights career opportunities in retailing. There is also a comprehensive **Glossary**.

To give you the best possible learning experience, these features are included in every chapter:

- ▶ An opening vignette that highlights the best-known retailers around: Amazon.com, Best Buy, Costco, Dunkin' Donuts, eBay, The Gap, Inc., Home Depot, Ikea, Limited Brands, Macy's, Mary Kay, McDonald's, Mrs. Fields, Nordstrom, Pearle Vision, Staples, Starbucks, Stew Leonard's, Target, and Wal-Mart.
- ▶ Chapter objectives.
- ▶ Chapter overview.
- ▶ Reader-friendly coverage of all the important topics pertaining to that chapter.
- ▶ A colorful design with numerous photos and figures that illustrate important points.
- ▶ Margin notes with links to key Web sites.
- ▶ Four real-world boxes on "Technology in Retailing," "Retailing Around the World," "Ethics in Retailing," and "Careers in Retailing."
- ▶ A chapter summary tied directly to the chapter goals.
- ▶ A list of key terms and their page references.
- ▶ Questions for discussion.
- ▶ A Web-based exercise to stimulate thought.
- ▶ Chapter endnotes (conveniently located at the back of the book).

To provide extra coverage for five special topics, we also include these chapter-ending appendixes: Chapter 1—"Understanding the Recent Economic Downturn in the United States and Around the Globe," Chapter 2—"Planning for the Unique Aspects of Service Retailing," Chapter 3—"The Special Dimensions of Strategic Planning in a Global Retailing Environment," Chapter 4—"The Dynamics of Franchising," and Chapter 6—"Multi-Channel Retailing."

At the end of each of the eight parts in *Retail Management*, there are a variety of short and long cases. They deal with such firms as Abercrombie's Ruehl No. 925, Bed Bath & Beyond, BJ's, Borders, Costco, IMAX, Netflix, Publix Super Markets, 7-Eleven, Shutterfly, Sony, Trader Joe's, and Von Maur. In all, there are 30 short cases and 8 long cases.

The E-volution of *Retail Management: A Strategic Approach*

As Bob Dylan once said, “The times, they are a changing.” What does this mean? The “E” word—electronic—now permeates our lives. From a consumer perspective, gone are the old electric typewriters, replaced by PCs, BlackBerrys and other PDAs, and cell phones. Snail mail is giving way to E-mail and MySpace and Facebook. Looking for a new music CD? Well, we can go to the store—or order it from Amazon.com (www.amazon.com) or download some tracks from iTunes to create our own CDs/DVDs.

Are you doing research? Then hop on the Internet express to gain access to millions of facts at your fingertips. The Web is an anytime (24/7/365), anywhere medium that is transforming—and will continue to transform—our behavior.

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.** These are store-based retailers that also offer Web shopping, thus providing customers the ultimate in choice and convenience. Virtually all of the world’s largest retailers, as well as many medium and small firms, fall into this category. This is clearly the fastest-growing format in retailing, exemplified by such different firms as Barnes & Noble (www.barnesandnoble.com), Costco (www.costco.com), and Target (www.target.com).
- ▶ **Clicks-and-mortar retailers.** These are the new breed of Web-only retailers that have emerged in recent years, led by Amazon.com (www.amazon.com). Rather than utilize their own physical store facilities, these companies promote a “virtual” shopping experience: wide selections, low prices, and convenience. Among the firms in this category are Priceline (www.priceline.com)—the discount airfare, hotel, and more retailer—and toy retailer eToys (www.etoys.com).
- ▶ **Direct marketers with clicks-and-mortar retailing operations.** These are firms that have relied on traditional nonstore media such as print catalogs, direct selling in homes, and TV infomercials to generate business. Almost all of them have added Web sites to enhance their businesses. Leaders include Lands’ End (www.landsend.com) and QVC (www.qvc.com). These direct marketers will see a dramatic increase in the proportion of sales coming from the Web.
- ▶ **Bricks-and-mortar retailers.** These are companies that rely on their physical facilities to make sales. They do not sell online, but use the Web for providing information, customer service, and image building. Auto dealers typically offer product information and customer service online, but conduct their sales transactions at retail stores. Firms in this category represent the smallest grouping of retailers. Many will need to rethink their approach as online competition intensifies.

We have access to more information sources than ever before, from global trade associations to government agencies. The information in *Retail Management*, Eleventh Edition, is more current than ever because we are using the original sources themselves and not waiting for data to be published months or a year after being compiled. We are also able to include a greater range of real-world examples because of the information at company Web sites.

Will this help you, the reader? You bet. Our philosophy has always been to make *Retail Management* as reader-friendly, up-to-date, and useful as possible. In addition, we want you to benefit from our experiences, in this case, our E-xperiences.

E-xciting E-features

To reflect these E-xciting times, *Retail Management: A Strategic Approach*, Eleventh Edition, incorporates a host of E-features throughout the book—and at our wide-ranging, interactive Web site (www.pearsonhighered.com/berman).

The Eleventh Edition has a very strong integration of the book with this Web site:

- ▶ A special section of our Web site is devoted to each chapter.
- ▶ In each chapter, there are multiple references to Web links regarding particular topics (such as free online sources of secondary data).
- ▶ Every chapter has a number of margin notes that refer to company Web sites.
- ▶ Every chapter concludes with a short Web exercise.
- ▶ At our Web site, for each chapter, there are chapter objectives, a chapter overview, a listing of key terms, interactive study guide questions, hot links to relevant Web sites, and more.
- ▶ Our Web site contains extra math questions for Chapters 9, 12, 16, and 17.
- ▶ Our Web site includes in-depth exercises that apply key course concepts through free company downloads and demonstrations. There are several for each part of the book.
- ▶ The Web site even includes hints for solving cases, a listing of key online secondary data sources, and descriptions of retail job opportunities and career ladders.
- ▶ With regard to in-text content, each chapter includes important practical applications of the Web within the context of that chapter.

But, that's not all! *Retail Management*, Eleventh Edition, is packed with other E-features:

- ▶ The interactive online study guide provides correct answers and text page references for more than 50 questions per chapter—about 1,100 in all!
- ▶ Our Web site (www.pearsonhighered.com/berman) also includes:
 - More than 1,000 hot links.
 - A full glossary.
 - A lot of career material, including a directory of hundreds of retailers and their online addresses. We have hot links directly to the career sections of leading retailers.
 - A list of popular search engines.
 - A list of free online secondary data sources.
 - Hints on how to solve a case study.
 - Interactive computer exercises tied into the text—16 in all.
 - An interactive strategic planning template that places the retail planning process into a series of steps that are integrated with Figure 3-1 in the book.
 - A list of major trade associations—with hot links to their Web sites.
 - Information from the Federal Trade Commission (useful for consumers and potential franchisees) and the Small Business Administration (useful for entrepreneurs).
 - Links to free downloads and demos that encourage you to visit specific Web sites to gather useful information and try out innovative software.
- ▶ The endpapers of *Retail Management* show the Web addresses for more than 200 retailers around the globe.
- ▶ A number of “Technology in Retailing” boxes cover E-applications.
- ▶ Many cases have E-components.
- ▶ At the Web site (www.pearsonhighered.com/berman):
 - The section entitled “Retail Careers” has four basic categories.
 - **General Information.** We discuss the career preparation process in terms of these steps: assessing yourself, acquiring job leads, writing a résumé and cover letter, and doing well with the personal interview and post-interview activities.
 - **Internships.** In planning a career, a well-balanced approach during college is often the key to long-run success. What does this mean? A person should take his or her college education seriously, participate in co-curricular and extracurricular activities, and begin to acquire meaningful work experience.
 - **Job Hunting Guide.** The job-hunting process consists of several steps, which are discussed in detail: collecting information, applying for a job, job-search methods, evaluating a job offer, and becoming familiar with job-hunt-related search engines.

- **Types of Retail Jobs.** We provide in-depth information on these retail jobs: buyers and merchandise managers, customer service representatives, restaurant and food service managers, retail managers, retail sales workers, and travel agents. We also cite numerous other positions in retailing, present several flow charts demonstrating career path growth, and offer links to retailers' career sites.
- Web site addresses are provided for more than 700 U.S. retailers, about 180 retailers outside the United States, and more than 50 professional and trade associations.

Careers! Careers! Careers!

We recognize that many of you may be contemplating a career in retailing/retail management. We have a great deal of material that should help you decide whether such a career is for you, learn more about the broad range of careers in retailing, and obtain contact information about potential employers. Here are the major career-oriented features of *Retail Management: A Strategic Approach* and our Web site:

- ▶ Our strategic approach to the field of retail management enables you to learn about the key concepts that should be grasped by anyone who wants to pursue a professional career in retailing/retail management.
- ▶ Each chapter has a "Careers in Retailing" box that traces the career path of real people in such areas as store management, operations, merchandising, information technology, human resource management, online retailing, loss prevention, finance, logistics, and advertising. The information in these boxes is from the National Retail Federation, the leading association in retailing.
- ▶ Chapter 11 covers retail organizations and human resource management.
- ▶ The appendix presents an overview of career opportunities, complete with salary ranges for a variety of jobs in retailing.
- ▶ The endpapers cite the Web addresses of more than 200 leading retailers around the globe.

Great Ideas in Retailing

In conjunction with a number of your professors, we have prepared a companion book titled *Great Ideas in Retailing* to further enhance your learning experience. *Great Ideas* is keyed to *Retail Management: A Strategic Approach* and contains these features:

- ▶ Chapter-based exercises (one per chapter)—suitable for class discussion.
- ▶ Short cases—25 cases that are generally two to four pages in length. These are suitable for shorter assignments or for in-class discussion.
- ▶ Long cases—five cases ranging in length from five to nine pages. All of these cases are suitable as major class assignments.
- ▶ A team assignment broken down into seven parts. It entails developing and implementing a detailed plan for establishing a retail store.

Concluding Remarks

We consider ourselves to be as reader-friendly as possible. Please feel free to send us feedback regarding any aspect of *Retail Management* or its package. We promise to reply to any correspondence.

Sincerely,

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Barry Berman

While at Hofstra, each has been honored as a faculty inductee in Beta Gamma Sigma honor society, has received multiple Dean’s Awards for service, and has been selected as the Teacher of the Year by the Hofstra MBA 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 30 years in co-authoring several best-selling texts, including *Retail Management: A Strategic Approach*, Eleventh 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 several times and edited the conference proceedings. 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*.

Joel R. Evans

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.pearsonhighered.com/berman). They may be reached through the Web site or by writing to mktbxb@hofstra.edu (Barry Berman) and mktjre@hofstra.edu (Joel R. Evans).

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