

双语教学丛书



# 零售管理

——战略方法 (第9版)

## Retail Management A Strategic Approach (Ninth Edition)

巴里·伯曼 (Barry Berman)

乔尔·R·埃文斯 (Joel R. Evans)

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图书在版编目(CIP)数据

零售管理——战略方法(第9版)/伯曼,埃文斯著.  
北京:中国人民大学出版社,2004  
(双语教学丛书)

ISBN 7-300-05435-8/F·1699

I. 零…

II. ①伯…②埃…

III. 零售商店-商业经营-双语教学-教材-英文

IV. F713.32

中国版本图书馆 CIP 数据核字(2004)第 027530 号

双语教学丛书

零售管理——战略方法(第9版)

Retail Management

A strategic Approach

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出版发行 中国人民大学出版社

社 址 北京中关村大街 31 号

邮政编码 100080

电 话 010-62511242(总编室)

010-62511239(出版部)

010-82501766(邮购部)

010-62514148(门市部)

010-62515195(发行公司)

010-62515275(盗版举报)

网 址 <http://www.crup.com.cn>

<http://www.ttrnet.com> (人大教研网)

经 销 新华书店

刷 唐山市润丰印务有限公司

开 本 787×1092 毫米 1/16

版 次 2004 年 8 月第 1 版

印 张 42.5 插页 1

印 次 2004 年 8 月第 1 次印刷

字 数 1 005 000

定 价 59.00 元

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# 双语教学丛书总序

随着国际贸易、国际投资的进一步深入，世界经济正朝一体化的方向加速发展。我国已跨入世贸大门，国际交流更加频繁，同时面对来自世界各国竞争对手的挑战，这对 21 世纪的人才提出了更高、更新的要求。为了适应社会的需要，双语教学近年来逐渐进入了学校和课堂。我国教育部更是在 2001 年颁布了《关于加强高等学校本科教学工作提高教学质量的若干意见》，明确要求高校要积极开展双语教学。

中国人民大学出版社北京博克教育公司正是看到了这一市场形势，与培生教育集团合作推出了一批优秀的双语教学丛书。本套丛书的读者对象主要是高等院校、财经类院校经管专业的本科生、研究生和 MBA 学生，其主要特点如下：

一是汇集名师之作。本套丛书主要选择了一些文化背景、法律结构与国内冲突不大的优秀经管类著作，有些著作几经市场考验，再版了七八次，如世界上管理学与组织行为学领域最畅销教材的作者斯蒂芬·P·罗宾斯的最新力作《组织行为学精要》（第 7 版），它涵盖了组织行为学中所有的关键概念，从个体、群体与组织系统三个层面探讨了组织中人的工作行为，揭示了组织绩效与人的行为、态度之间的关系。还有广告业中的市场营销和研究专家威廉·威尔斯所著的《广告学原理和实务》（第 6 版），它内容丰富，体例新颖，包括业内故事、有效性问题讨论、原则问题讨论、实用技巧、案例练习和追踪案例，生动地解释了什么是有效的广告以及怎样制作有效的广告。此外，菲利普·科特勒、迈克尔·所罗门等大师的著作也囊括在本套丛书中。

二是并非全文双语。考虑到有些学生的英语阅读能力有限，但又迫切需要提高英语水平，因此本套丛书不同于影印版教材，通过对书中的重点和难点加以解释，尤其是一些关键术语，帮助学生迅速理解和掌握书中的知识点，提高学习的积极性和主动性；同时，它也不不同于一般的双语教材，除重点和难点有中文解释外，其他地方基本以英文形式出现，这样既可以避免翻译不到位的情况，又可以让学生阅读到原汁原味的英文，不断提高英文阅读水平和理解能力。

三是丰富的教辅资源。一直以来，教辅资源都是外版教材的核心资源，而国内出版物经常会忽略这点。为了帮助教师能更好地使用这些教材，每本教材均配有教师辅导手册，部分教材还配有多媒体教学辅助软件和题库等资料。其中教师辅导手册包含教材中各章的大纲和主线，还有书内练习的答案，有些还提供了额外的练习及答案。多媒体教学辅助软件包括教材中涉及的图表和教师辅导手册中的教学提示及有关建议资料，可以让教师在课堂上进行演示。题库更是教辅资源的核心内容，一般含有多种类型的习题，包括多选题、判断题、数字计算题、填空题、简答题和论述题。教师可以根据需要将它们整理成多套试题，作为考核不同专业学生学习水平的依据。

首次出版的一批双语教学丛书大约有二十余本，大致包含管理类、经济类、金融与财务

类、电子商务类、信息系统类和保险类。我们真诚地希望这套双语教学丛书能够得到大家的认可，并成为我们结交教育界和管理界朋友的桥梁。

徐二明

中国人民大学商学院

2004 年初夏

## 作者简介

**巴里·伯曼**(Barry Berman) 工商管理博士,主修市场营销学和行为科学,是霍夫斯特拉大学(Hofstra University)沃尔特·H·米勒工商管理的杰出教授(Walter H. “Bud” Miller Distinguished Professor)和市场营销与国际工商管理教授。他还是霍夫斯特拉大学 EMBA 项目主管。

**乔尔·R·埃文斯**(Joel R. Evans) 工商管理博士,主修市场营销学和公共政策,是霍夫斯特拉大学 RMI 工商管理的杰出教授(RMI Distinguished Professor)和市场营销与国际工商管理教授。他还是霍夫斯特拉大学市场营销和营销研究科学项目的协调员。

在霍夫斯特拉大学,伯曼和埃文斯都曾获得 Beta Gamma Sigma 教师奖殊荣,多次获得“院长特别奖”,并都被选为霍夫斯特拉大学 MBA 协会年度最佳教师(Teacher of the Year)。多年以来,他们共同担任霍夫斯特拉大学零售管理研究所和工商管理研究所的联合主任,经常为广大学生讲授本科和研究生课程。

伯曼和埃文斯在一起共事已经长达 25 年,是多部畅销书的联合作者,其中就包括本书。他们还为很多客户提供咨询服务,小到夫妻店(mom-and-pop),大到《财富》(*Fortune*)500 强企业。他们还是美国市场营销协会(American Marketing Association)零售管理特别兴趣小组的联合创始人,目前仍然是其成员。他们共同担任过营销科学学会/美国大学零售协会(Academy of Marketing Science/American Collegiate Retailing Association)三年一度的会议主席,还做过国家零售联合会(National Retail Federation)年会的重要演讲人,该联合会是世界上最大的零售贸易社团。在最新版的达特尼尔(Dartnell)的《营销经理手册》(*Marketing Manager's Handbook*)中他们各自负责撰写其中一章。

巴里和乔尔都是积极的网络实践者(也是互联网冲浪者),他们为与本书同步的综合互动学习网站([www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans))撰写并设计全部内容。读者可以通过该网站或者发电子邮件到 [mktbxb@Hofstra.edu](mailto:mktbxb@Hofstra.edu)(巴里·伯曼)和 [mktjre@Hofstra.edu](mailto:mktjre@Hofstra.edu)(乔尔·R·埃文斯)与他们取得联系。



# 前 言

当时光将我们带入新千年的时候，在全球范围内已有数百所学院和大学采用了本教材，我们为本书不断得到这种积极的肯定而感到高兴。在本版中，我们为自己设定了更高的标准——希望这种新的方式能得到读者的认可。鉴于现实的经营环境充满了竞争，高技术已经成为零售业的支柱，我们的目标就是要将传统的零售学分析框架与现实状况紧密结合起来。

本书保留了被教授和学生认可的内容和特点，同时尽力使本书处于学科前沿，并缩减以前版本的篇幅。我们花费了大量时间去除书中枝蔓、臃肿的部分，不过重要的内容和案例都予以保留。

战略方法和零售战略的观念依然是本书的基础。在战略方法的框架中，其基本原理就是零售商必须要适应错综复杂、不断变化的环境并做出相应规划。在此过程中，零售商应该同时考虑机遇和制约因素。零售战略是指导零售商的整体规划或行动框架。在理想情况下，该战略应能概括出零售商的使命、目标、消费者市场、整体和具体行动以及控制机制，并保持至少一年时间。没有一个预先制定并整体协调的战略，企业很可能会错误百出，无法应对它所面临的客观环境。我们希望读者在阅读本书之后，能够成为一名优秀的零售规划者和决策制定者，同时适应变革的需要。

本书的初衷是作为学生学习“零售学”或者“零售管理”课程的教材。在很多情况下，学习本书的学生已经明了营销的基本原理。我们认为，零售应该是营销的一种类型，而并非与其无关。

## 将本书建筑在 e 演化的基础上

鲍勃·迪伦（Bob Dylan）曾说：“时代变化的脚步从不停歇。”这话意味着什么呢？包含“E”（电子，electronic）的单词如今充斥于我们的生活中。从消费者的角度看，打字机已经成为历史，取而代之的是个人电脑上的文字处理软件。由邮递员递送的传统信件也让位给电子邮件。想寻找一张新的音乐 CD 吗？你既可以去商店购买，也可以从 CDNow 网站（[www.cdnow.com](http://www.cdnow.com)）或者亚马逊网站（[www.amazon.com](http://www.amazon.com)）购买，或者干脆下载一些音乐自己动手制作 CD。你从事研究工作吗？赶快跳上互联网快车，轻轻一点就可以访问无数的研究素材。网络是一种全天候的媒介，它正在改变我们的行为举止，并将持续进行这种改变。

从零售商的角度，我们看到新千年中有四种新模式参与竞争，这四种模式都包括在本书之中，以下按其重要性分别进行介绍：

- 综合采用“实体零售”（bricks-and-mortar）和“网络零售”（clicks-and-mortar）两种模式的零售商。这是一些基于店面的零售商，同时提供网络购物服务，因此，这些零售商给消费者提供了选择和便利方面的最终决定权。全球超过 90% 的大型零售商和很多中小型企业都可以归到这个类别，或者很快会加入该群体。显然，这是零售业中发展快速的一种经营模式，诸如巴诺公司（Barnes & Noble）、好市多公司（Costco）和塔吉特公司（Target）等各式各样的企业都表明了这一点。

- 采用“网络零售”模式的零售商。这是近年来涌现出来的一些仅仅依靠网络进行零售的企业，其领军人物就是亚马逊网站。与利用实体店设施不同，这些公司发起一种“虚拟”的购物

体验：选择广泛、价格低廉、操作便利。属于该类别的企业包括 Priceline（提供打折机票、宾馆）和其他内容的零售商，还有玩具零售商 eToys。

- 采用“网络零售”模式的直复营销商。这些企业依靠传统的无店面渠道进行销售，比如印刷媒介、家庭人员推销和电视信息广告等。几乎所有这类企业都推出了自己的网站，或者计划不久后推出。此类企业的领先者包括陆之端公司（Lands' End）和斯皮格尔公司（Spiegel）。这些直复营销商依靠网络获得的销售额在整个销售中所占的比例将会大幅提升。

- 采用“实体零售”模式的零售商。这些公司依靠实体设施来吸引消费者。它们不在线销售，但是利用网络进行客户服务和形象构建。布鲁明戴尔（Bloomingdale's）最近就通过网络提供客户服务和礼物注册。这类企业在零售商中占据的份额最小。随着在线竞争的加剧，很多此类企业都有必要重新考虑自己的经营方法。

从全球性的贸易联盟到政府机关，我们所能接触到的信息来源比以往任何时候都要多。由于我们采用了原始信息来源，无须等到将这些数据汇编并在数月或一年之后出版，因此，本书所包含的信息比以往任何版本的都更为及时。同时，由于可以在公司网站上获取信息，所以书中也可以包含更多现实中的实例。

这些对你是否有帮助还要取决于你的判断。我们的指导思想一直以来都是让《零售管理》一书利于读者阅读，跟上时代发展，并尽可能提供更多教益。此外，我们期望读者能从我们的经验中受益，在这里，经验指的是电子经验（E-xperience）。

### 激动人心的电子特征

为了能反映如今激动人心的电子时代（E-xciting times），在本书中融入了一系列电子特征（E-Features），这些特征在我们范围广泛、交互式的网站（[www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans)）上也有体现。

本版内容与网站内容结合紧密：

- 每章中都特别给出了一些网站。
- 每章都围绕特定主题建立了大量的参考网站链接（比如免费的在线二手资料来源）。
- 每章都有很多注释框，涉及一些公司和公司网站。
- 每章都以一个短小的网络练习作为结束。
- 在我们的网站上，可以看到每章的学习目标、章节提要、关键术语列表、互动的学习指导问题以及相关网站的热门链接，还有更多其他内容。
- 我们的网站中包含第 9、12、16、17 章的补充教学练习。
- 我们的网站中包括一些深度练习，可以通过免费公司下载和演示来运用关键的课程概念。本书的每一篇都有一些深度练习。
- 我们将一些材料转移到网站之上，以便能更加及时、更为直观地展示，其中包括案例问题的答案提示、关键的在线二手资料来源的列表，以及对零售工作机会和职务晋升的阐述。

不过，这些还远非全部内容！本书还有其他很多电子特征：

- 我们的网站有一个互动的学习指南（提供正确答案的反馈）。
- 我们的网站上有 1 000 条以上的“热链接”、术语表以及其他更多内容。
- 每章中都有一部分有关“零售技术”的专栏，其中涵盖了各种各样的电子应用。
- 很多案例中都包含了电子要素。

### 第 9 版中的新内容

自从《零售管理》第 1 版问世以来，我们一直努力使本书跟上现实发展的需要，尽可能地提出



一些有远见的观点。每次在准备修订时，我们都保持前瞻性的眼光，而非裹足不前。所以，在此我们仍然要认真重复已故的沃尔玛缔造者山姆·沃顿的一句格言：“全身心投入到你的事业之中，比其他任何人都更坚信它。”

本版做了很多改动，具体如下：

1. 文风更加生动活泼，全书篇幅有所缩减。

2. 全新的开篇小插图突出显示了我们熟知的零售业巨头：

第1章——沃尔玛

第11章——诺思通

第2章——司徒伦纳德

第12章——联合百货公司

第3章——利米特

第13章——星巴克

第4章——麦当劳

第14章——Gap

第5章——宜家

第15章——珀尔眼镜

第6章——亚马逊

第16章——eBay

第7章——斯特普尔斯

第17章——好市多

第8章——菲尔兹太太

第18章——塔吉特

第9章——百视达

第19章——玫琳凯

第10章——唐肯

第20章——家庭百货

3. 每章中应用性的专栏都是新添内容，其中包括“零售业技术”、“全球零售业”、“零售业道德”和“零售业职业”。

4. 更多采用艺术线条，较少采用表格罗列。

5. 所有案例都是依据现实中的公司和真实情况提炼的新案例，这些案例被重新安排到每一篇的结尾部分（而不是像以往那样安排在每章后面）。

6. 章节内容所做的重大修订包括：

● 第1章：引言——在本书较早的章节就介绍了多渠道零售，并深入探讨了塔吉特公司成功的零售战略。

● 第2章：构建和维持零售关系资源——增加了有关“价值”和零售关系资源的内容，同时也添加了与《美国残疾人法案》相关的一些材料。

● 第3章：零售业中的战略规划——对零售业的战略规划流程予以完善，同时更注重从战略的角度来看待该问题。

● 第4章：按所有权划分的零售机构——与零售所有权安排相关的所有数据都予以了更新。

● 第5章：按店铺零售战略组合划分的零售机构——与基于店铺的零售战略相关的所有数据都得到了更新，本章内容与当今的经济状况和趋势紧密相联。

● 第6章：网络零售、无店铺零售和其他非传统零售形式——围绕单一渠道零售与多渠道零售的比较增加了一些新素材，还有它们与无店铺零售的相互关系。对互联网的讨论反映了当前网络零售的现状。

● 第7章：识别和了解消费者——更强调了零售业在消费者特点、态度和行为方面的区分；加入了美国人去何处购物的新数据。

● 第8章：零售业的信息搜集与处理——本章中新添加了一节内容，即“零售分布渠道中的信息流”。

● 第9章：商圈分析——围绕地理信息系统增加了一些新素材，还有很多崭新的零售应用。

● 第10章：店址选择——增加了很多新的零售应用内容。

● 第11章：零售业组织和人力资源管理——对零售业的人力资源环境的阐述更加完善，同时更注重从战略的角度来看待该问题。

● 第12章：运营管理：财务环节——我们增加了与资产管理活动相关的新材料，其中包括美国  
经济状况、融资来源、并购和剥离、破产和清算以及容易引起争议的会计和财务报表实践。

● 第13章：运营管理：业务环节——对零售业中与运营相关的内容给予了完善，同时更注重  
从战略的角度来看待该问题。

● 第14章：制定商品计划——我们对采购经理和销售经理的角色进行了更为明确的区分，阐  
明了职务晋升机制。本章中包含了更多自有品牌内容。

● 第15章：执行商品计划——完善了与实施商品计划相关的内容，同时更注重从战略的角度  
来看待该问题，其中包括库存和物流管理。

● 第16章：商品的财务管理——完善了与商品财务管理相关的内容，同时更注重从战略的角  
度来看待该问题。

● 第17章：零售定价——强调了零售商应该给消费者提供价值，而不论消费者是否看重价格。

● 第18章：创建并维护零售店形象——我们更为关注整体零售体验和零售定位问题，本章以  
更多材料阐述了氛围和网络零售等内容。

● 第19章：促销策略——完善了与零售促销策略相关的内容，同时更注重从战略的角度来看  
待该问题。

● 第20章：零售战略的整合与控制——对零售战略整合以及如何评价进行了更多、更严密的  
探讨，更为关注零售审计的类型。

### 秉承本书的优秀传统

本书引入了前面提到的新特点，除此之外，本书还秉承了其一贯的作为市场领导者的传统。在  
评论家的要求下，这些特点从以前版本中一直保留下来：

● 以战略决策制定为导向，有很多直观的流程图、数据、表格和图片。章节内容按照制定和执  
行零售战略的六个步骤展开，这一点在第1章中已做了阐述。

● 全面涵盖了零售经营的主题，其中包括商品销售、消费者行为、信息系统、店址选择、日常  
运营、物流管理、服务零售、零售审计、零售机构、特许经营、人力资源管理、计算机化和变化环  
境中的零售业。

● 反映现实世界的方法，既关注小公司，也关注大公司。书中提及的公司有很多闻名遐迩，比  
如亚马逊、布鲁明戴尔、好市多、Gap、家庭百货、柯尔、利米特、麦当劳、内曼马可、斯皮格尔、  
星巴克、塔吉特和沃尔玛。

● 每章都有探讨当前零售业问题的专栏。这些专栏围绕现实中的企业和情况进一步阐述了正文中提  
出的概念。

● 按数字编号的每章小结是章节学习目标中的关键内容，每章末还附有讨论题。

● 全书共有32个微型案例，涉及各种各样的零售商和零售实践。

● 全书提供8个综合案例（每篇1个）。


● 包括来自以下杂志的最新资料：《广告时代》（*Advertising Age*）、《商业周刊》（*Business Week*）、《连锁店时代》（*Chain Store Age*）、《直复营销》（*Direct Marketing*）、《今日DSN零售》（*DSN Retailing Today*）、《企业家》（*Entrepreneur*）、《财富》、《公司》（*Inc.*）、《零售期刊》（*Journal of Retailing*）、《进取的杂货商》（*Progressive Grocer*）、《商店》（*Stores*）和《华尔街日报》（*Wall Street Journal*）等。

● “如何进行案例分析”（现在可以在 [www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans) 上在线获取）。

### www.prenhall.com/bermanevans: 为 21 世纪准备的网站

与本书同步推出的网站为我们提供了更多动力,该网站是学习、研究和互动的高效工具。它便于使用,提供了实践应用内容,还有便捷的下载和热链接。我们相信这些补充内容对读者会大有裨益。我们对该网站进行了彻底修改,将学生和教师的内容分开。

网站上针对学生的内容包括:

- 重要的“热链接”:实际应用按照章节划分。
- 职位和公司信息:对如何撰写简历、如何参加面试、零售业中的工作、零售业职务晋升等提出建议,还有一份详尽的零售商名单。网站上还提供了直接浏览很多零售商网站上职位信息的热链接。
- 学习材料:每章的学习目标、章末小结以及按章列出的附有定义的关键术语。
- 互动学习指南:每章中有 20 道“多项选择”、20 道“正误判断”、15 道“填空”题。对于错误答案,可以找到页码索引,检查得分情况,并将结果传给你或者你的教授。
- 术语表:包含本书中所有的关键术语和定义。借助方便使用的查找功能,可以按照字母先后顺序找到这些术语。
- 网站地址簿:提供了数百个与零售相关的网站,它们都按主题分类。这些网站涉及面很广,包括搜索引擎、政府机关、零售企业和贸易协会等。
- 在零售管理中基于计算机进行的练习:16 个与正文紧密联系的练习。这些练习将会强化学生对于基本零售理念的理解,并借助于计算机软件和电子表格获得“实践”体验。文中的“”指明了每个练习的最佳用途。
- 零售管理中的战略规划模板:将零售计划制定流程分为一系列的步骤,这些步骤在正文的图 3—1 中进行综合。这些深入练习建立在与不同类型的零售商息息相关的场景之上。每个零售商都有自己的独特优势和劣势,面临着的一组不同的机遇和威胁。
- 网络练习:大量便于应用的练习。这些练习与正文内容紧密相关,都涉及现实公司的网络材料。
- 免费下载和演示:我们鼓励学生访问某些特殊站点来搜集有用的信息,并试用那些新型软件。
- 补充的数学问题:针对第 9、12、16 和 17 章。这些练习有助于学生更好地理解复杂的零售数学概念。

网站上针对教师的内容包括教学注释、数百张彩色的 PowerPoint 幻灯片、教师辅助材料的电子版,网站上还提供了一些需要用户密码的内容。

### 本书的组织结构

本书共分 8 篇。第 I 篇介绍零售业的范围;战略规划的基本要点;创建和维持关系的重要性;拥有或者管理一家零售企业时应该如何制定决策。第 II 篇中首先按照所有权类型对零售业进行分类,接着按照有店铺、无店铺、电子和非传统战略组合对零售业进行划分。本篇还涵盖了零售轮转理论、经营商品的攀升、零售生命周期说以及相关网站等内容。第 III 篇重点阐述目标市场营销和信息搜集方法,其中探讨了消费者为何以及怎样进行购物、零售信息系统和数据库。第 IV 篇给出了店址规划的四个步骤:商圈分析、确定最理想的店址类型、选定大体区域和确定具体位置。

第 V 篇讨论了与零售企业管理相关的要素,其中包括零售企业的组织结构、人力资源管理及运营管理(财务和日常运营)。第 VI 篇围绕商品管理展开,包括制定和实施商品计划、商品管理中的财务问题和商品定价。第 VII 篇分析了与顾客交流沟通的方式,该篇尤其关注零售店形象、氛围和促

销。第Ⅷ篇探讨了零售战略的整合与控制问题。

欢迎寄给我们任何有关本教材及辅助材料的评论，我们的地址是巴里·伯曼（E-mail: mktbxb@hofstra. edu）或乔尔·R·埃文斯（E-mail: mktjre@hofstra. edu），Department of Marketing and International Business, Hofstra University, Hempstead, N. Y. , 11549。我们将回复每封来信。

巴里·伯曼  
乔尔·R·埃文斯

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# Preface

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As we move further into the new millennium, we are delighted by the continuing positive response to our book as evidenced by adoptions at hundreds of colleges and universities around the world. In this edition, we have raised the bar higher for ourselves—in a way that we hope you find rewarding. 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, and reducing the length of prior editions. We have spent many hours eliminating the “middle age spread” that occurs in books, without eliminating any important content or examples.

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 believe retailing should be viewed as one form of marketing and not distinct from it.

## **BUILDING ON THE E-VOLUTION OF RETAIL MANAGEMENT : A STRATEGIC APPROACH**

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As Bob Dylan once said, “The times, they are a changing.” What does this all mean? The “E” word—electronic—now permeates our lives. From a consumer perspective, gone are the old Smith-Corona typewriters, replaced by word processing software on PCs. Snail mail is giving way to E-mail. Looking for a new music CD? Well, we can go to the store—or we can order it from CDNow ([www.cdnw.com](http://www.cdnw.com)) or Amazon.com ([www.amazon.com](http://www.amazon.com)) or maybe even download some tracks as we create our own CDs. Are you doing research? Then hop on the Internet express and have access to millions of facts at your fingertips. The Web is a 24/7/365 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.

Over 90 percent of the world's largest retailers, as well as many medium and small firms, fall into this category or will shortly. This is clearly the fast-growing format in retailing, exemplified by such different firms as Barnes & Noble ([www.barnesandnoble.com](http://www.barnesandnoble.com)), Costco ([www.costco.com](http://www.costco.com)), and Target ([www.target.com](http://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. 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](http://www.priceline.com))—the discount airfare, hotel, and more retailer, and toy retailer, eToys ([www.etoys.com](http://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, or will be shortly, to enhance their businesses. Leaders include Lands' End ([www.landsend.com](http://www.landsend.com)) and Spiegel ([www.spiegel.com](http://www.spiegel.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 draw customers. They do not sell online, but use the Web for customer service and image building. Bloomingdale's ([www.bloomingdales.com](http://www.bloomingdales.com)) mostly offers customer service and a gift registry. 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*, Ninth 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.

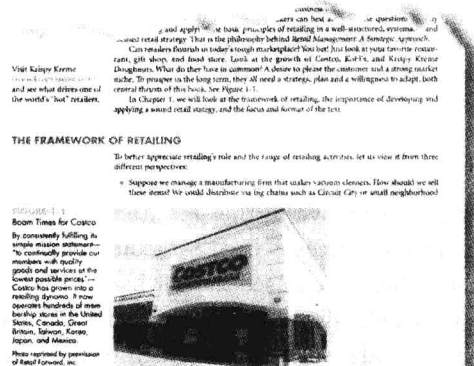
Will this help you, the reader? You bet. Our philosophy has always been to make *Retail Management* as reader-friendly, up-to-date, and useful as possible. In addition, we want you to benefit from our experiences, in this case, our E-xperiences.

## E-XCITING E-FEATURES

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

This edition has a very strong integration of the book with its Web site:

- A special section of the Web site is devoted to each chapter.
- In each chapter, there are multiple references to



1. Visit the Web site at [www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans). Click on "Interactive" and go to the top of the page. Click on the "Interactive" link. You will find a list of interactive features.
2. Visit the Web site at [www.prenhall.com/bermanevans](http://www.prenhall.com/bermanevans). Click on "Interactive" and go to the top of the page. Click on the "Interactive" link. You will find a list of interactive features.
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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 and 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 exercises 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.
- 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.

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

- Our Web site has an interactive study guide (with feedback on the correct answers).
- Our Web site has more than 1,000 “hot links,” a glossary, and much more.
- There is a “Technology in Retailing” box in each chapter that cover various E-applications.
- Many cases have E-components.

## NEW TO THE NINTH 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 ninth edition, there are many changes in *Retail Management*:

1. There is a livelier writing style, and the length of the book has been reduced.
2. The all-new opening vignettes highlighting the titans of retailing:

Chapter 1—**Wal-Mart**

Chapter 2—**Stew Leonard's**

Chapter 3—**Limited Brands**

Chapter 4—**McDonald's**

Chapter 5—**Ikea**

Chapter 6—**Amazon.com**

Chapter 7—**Staples**

Chapter 8—**Mrs. Fields**

Chapter 9—**Blockbuster**

Chapter 10—**Dunkin' Donuts**

Chapter 11—**Nordstrom**

Chapter 12—**Federated Department Stores**

Chapter 13—**Starbucks**

Chapter 14—**Gap Inc.**

Chapter 15—**Pearle Vision**

Chapter 16—**eBay**

Chapter 17—**Costco**

Chapter 18—**Target**

Chapter 19—**Mary Kay**

Chapter 20—**Home Depot**

3. All of the applied boxes in each chapter are new: “Technology in Retailing,” “Retailing Around the World,” “Ethics in Retailing,” and “Careers in Retailing”.

4. There is greater use of line art and fewer table “lists”.

5. All of the cases are new and based on real companies and situations; and the cases have been repositioned to the end of each part (rather than each chapter).

6. These substantive chapter changes have been made:

- **Chapter 1, An Introduction to Retailing**—We introduce multi-channel retailing much earlier in the book and look, in-depth, at Target Corporation's successful retail strategy.
- **Chapter 2, Building and Sustaining Relationships in Retailing**—There is enhanced coverage of “value” and relationships in retailing, as well as new material on the American with Disabilities Act.
- **Chapter 3, Strategic Planning in Retailing**—There is a streamlined, more applications-oriented emphasis on the strategic planning process in retailing.

- **Chapter 4, Retail Institutions by Ownership**—All of the data on retail ownership formats have been updated.
- **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 new material on single-channel retailing versus multi-channel retailing, and their interrelation with nonstore retailing. The Internet discussion reflects the present state of Web retailing.
- **Chapter 7, Identifying and Understanding Consumers**—There is greater emphasis on the retailing ramifications of consumer characteristics, attitudes, and behavior; and we include current data on where America shops.
- **Chapter 8, Information Gathering and Processing in Retailing**—We have a new section on “Information Flows in a Retail Distribution Channel.”
- **Chapter 9, Trading-Area Analysis**—There is new material on geographic information systems, as well as many new retail applications.
- **Chapter 10, Site Selection**—We include many new retail applications.
- **Chapter 11, Retail Organization and Human Resource Management**—There is a streamlined, 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; the state of the U. S. economy; funding sources; mergers, consolidations, and spinoffs; bankruptcies and liquidations; and questionable accounting and financial reporting practices.
- **Chapter 13, Operations Management: Operational Dimensions**—There is a streamlined, more strategic emphasis on operations issues in retailing.
- **Chapter 14, Developing Merchandise Plans**—We make a sharper distinction between the roles of buyers and sales managers, with illustrative (and real) career ladders. There is enhanced coverage of private brands.
- **Chapter 15, Implementing Merchandise Plans**—There is a streamlined, more strategic emphasis on implementing merchandise plans, including logistics and inventory management.
- **Chapter 16, Financial Merchandise Management**—There is a streamlined, more strategic emphasis on financial merchandise management.
- **Chapter 17, Pricing in Retailing**—We emphasize the retailer's need to provide value to customers, regardless of price orientation.
- **Chapter 18, Establishing and Maintaining a Retail Image**—We place more focus on the total retail experience and retail positioning. There is enhanced material on atmospherics and Web-based retailers.
- **Chapter 19, Promotional Strategy**—There is a streamlined, more strategic emphasis on the retail promotional strategy.
- **Chapter 20, Integrating and Controlling the Retail Strategy**—There is a better, tighter discussion on integrating the retail strategy and how to assess it. The retail audit forms are more focused.

#### 260 Retail Cases

##### part four

##### Short Cases

###### 1. JONES LANDS LARALE'S PROPERTY WATCH: A NEW TOOL FOR MEDIA SITE SELECTION

Enter Lisa Larale. With 15 years of media site selection and marketing experience, she's got a lot of tricks up her sleeve. But Jones Land's Larale's Property Watch is the latest in her arsenal of tools. It's a new tool that's been developed to help media site selectors find the best sites for their clients.

The new Property Watch, which is available to all Jones Land's clients, is a new tool that's been developed to help media site selectors find the best sites for their clients. It's a new tool that's been developed to help media site selectors find the best sites for their clients.

Property Watch and its related tools are available to all Jones Land's clients. It's a new tool that's been developed to help media site selectors find the best sites for their clients. It's a new tool that's been developed to help media site selectors find the best sites for their clients.

qualified work. According to an incident at JLL, "We've never had a problem with the quality of the work we've done."

And that's not all. Jones Land's Property Watch is also available to all Jones Land's clients.

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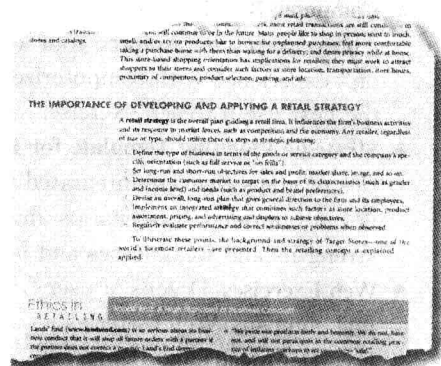
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## BUILDING ON A STRONG TRADITION

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

- 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. Among the well-known firms discussed are Amazon.com, Bloomingdale's, Costco, Gap, Home Depot, Kohl's, Limited Brands, McDonald's, Neiman Marcus, Spiegel, Starbucks, Target Stores, and Wal-Mart.
- 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, and discussion questions at the end of each chapter.
- Thirty-two short cases involving a wide range of retailers and retail practices.
- Eight comprehensive cases (one per part).
- 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)).



## WWW.PRENHALL.COM/BERMANEVANS: A WEB SITE FOR THE 21 ST CENTURY

We are E xtremely E nergized about the Web site that accompanies *Retail Management: A Strategic Approach*, Ninth Edition. The site 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 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.
- **Career and Company Information**: Advice on resumé 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**: 20 multiple choice, 20 true-false, and 15 fill-in questions per chapter. You can get page references for wrong answers, check your score, and send the results to yourself or