

BUILT FOR GROWTH

**Expanding Your Business
Around the Corner or Across the Globe**

Arthur Rubinfeld
Collins Hemingway



Ideas. Action. Impact.
**Wharton School
Publishing**

Upper Saddle River, NJ • New York • San Francisco • Toronto
London • Munich • Paris • Madrid
Capetown • Sydney • Tokyo • Singapore • Mexico City

Contents

Foreword	xi
Introduction	xv

PART 1 Make No Little Plans

Chapter 1	It's About Your Values.	3
Chapter 2	Opportunities, Ideation, and Concepts.	27
Chapter 3	The Importance of the First Store.	49
Chapter 4	Maximizing the Retail Experience Through Design.	63
Chapter 5	Seamlessly Connecting Design to Brand While Staying on Budget.	79
Chapter 6	Merchandising: Maximizing Your Profits.	97
Chapter 7	Customizing Customer Service.	121

PART 2 Go Long

Chapter 8	Blueprint for Execution.	131
Chapter 9	Taking Your Organization Long.	149
Chapter 10	Kicking the Economic Model Into Gear.	169
Chapter 11	Wellsprings to Expansion.	185

PART 3 Own Main & Main

Chapter 12	How to Grow Rapidly Without Stumbling.	203
Chapter 13	Hot Spots, Oil Stains, and the Perfect Location.	221
Chapter 14	A Walk Through the Locationing Process.	247
Chapter 15	Real Estate: Who Needs Who More, When.	261

PART 4 Push the Envelope

Chapter 16	Innovation as the Path to Growth.	291
Chapter 17	Defining Your Mission in the New Age of Retail.	313
	Index.	331