

Principles of Retail Management

Rosemary Varley
and
Mohammed Rafiq

palgrave
macmillan

Contents

<i>List of Figures, Tables and Vignettes</i>	ix
<i>Acknowledgements</i>	xii
<i>Introduction</i>	xiii

part one

The Retail Industry and its Environment

1 Introduction to Retailing	3
Retailing defined	4
The retailer within the distribution channel	4
The vertical marketing system	5
The consumer-led approach to retailing	7
The retail industry – its contribution to the economy	10
A global viewpoint	10
Employment in the retail sector	11
A retailer's position in society	11
Retail industry structure and trends	13
The diversity of retailing	15
Adoption of new technology	16
2 Retail Organizations and Formats	19
Retail ownership	20
Retail formats	23
Store-based formats	24
Non-store formats	30
Technology-based retailing	32
Generalist and specialist retailers	33
The evolution of retailing	35
3 Retailing and the Competitive Environment	41
Measures of retail competition	42
Types of competition	43
A framework for analysing competition	46
Strategic groups	50
Competition regulation	52
4 Customers	55
Retailing and consumption	56
The changing consumer	56
Demographics	57

Lifestyle changes	60
The consumer buying process	61
Shopping behaviour	63
Retail outlet choice	67
Retail segmentation	69

*part two***Formulating and Implementing Retail Strategy**

5 Formulating Retail Strategy	75
Levels of strategic planning	76
The strategic retail planning process	77
Defining the business philosophy and mission, and corporate objectives	78
Situation analysis	79
Competitive advantage and competitive strategies	82
Identification and evaluation of strategic opportunities	84
Strategies for growth	86
Evaluating alternative retailing strategies	89
Development of marketing and positioning strategies	90
Implementation and control	92
Emergent strategy versus planned strategy	92
6 Implementing Retail Strategy	95
Managing a retail outlet	96
The outlet manager	96
The centralized retailer	98
Buying and merchandising (product/category management)	98
Marketing	99
Logistics (distribution)	100
Human-resource management	101
Financial organization	102
Property	104
Non-store operations	105
An integrated approach	105
7 Retail Logistics	110
Retail supply chains	111
The role of the distribution centre	112
Other elements within the supply chain	114
Costs in the supply chain	115
Logistics and information technology	116
Product-push and customer-pull-based logistics systems	117
Efficient consumer response	118
Limitations of efficient consumer response	121
Sales forecasting	123
8 Information Technology and Retailing	127
Electronic point-of-sale systems (EPOS)	128
Electronic funds transfer at point of sale (EFTPOS)	131
Electronic data interchange (EDI)	131
Quick response replenishment systems	132
Electronic loyalty schemes	134
Customer relationship management (CRM)	136
Data warehousing and micromarketing	136
Retail management information systems	137

*part three***Retail Marketing Management**

9	Retail Location	145
	Types of retail location	146
	Patterns of retail development	147
	The retail location decision process	150
	Site assessment techniques	158
	Planning regulations and location	162
	Internet retailing and location	163
10	Retail Design and Visual Merchandising	167
	Design in retailing	168
	Corporate identity	168
	Store design	169
	The strategic role of store design	170
	Design in non-store retailing	171
	Retail website design	171
	Visual merchandising	173
	Space allocation	177
11	Retail Buying	184
	The buying task	185
	Retail buying objectives	185
	Retail buying decisions	186
	Retail buying organizations	187
	Product range management	189
	Product assortment strategies	190
	Product selection	192
	Category management	196
	Retail suppliers	197
12	Retail Brands	204
	Growth of retailer brands	205
	A typology of retail brands	207
	Retail brand development strategy	208
	Lookalike own brands	210
	New developments in own-brand strategy	215
	Own brands and their impact on the retail brand	216
13	Retail Pricing	220
	Setting retail prices	221
	Price and demand	221
	Price in the retail marketing mix	222
	Price competition	224
	Pricing strategy	226
	Long-term pricing strategies	226
	Short-term pricing strategies	229
	Loyalty schemes	230
	Retail profitability	230
	Product profitability	231
	Outlet profitability	232
14	Retail Promotion	235
	Promotional objectives	236
	Advertising	236

Public relations	240
Sales promotions	240
The retailing environment	243
Personal selling	244
Differential impact of the promotions mix	245
15 Retail Services	249
Product-related services	250
Convenience-related services	251
Payment services	252
Product-availability services	253
Information services	254
Customer sales service	255
Expectations and experiences	256
The gap model	257
Service differentiation	261
Services retailing	263
<i>part four</i>	
Retail Challenges	
16 International Retailing	269
International retailers	270
Explanations of internationalization	271
Market selection and growth stages of internationalization	274
International opportunities	274
Entry strategies	275
Factors determining choice of entry methods	277
Standardization versus adaptation strategies	279
Problems for newcomers	281
17 Internet Retailing	285
Virtual stores as a new retail format	286
Types of merchandise sold via the internet	287
The internet as a new channel	289
Implications of electronic retailing for business systems	291
Consumers and the internet	293
Success factors in e-retailing	295
18 Legal and Ethical Issues in Retailing	304
Consumer protection	305
Product liability	306
Displaying prices and the law	308
Regulation of consumer credit	310
Employee-related legislation	313
Business ethics and social responsibility	314
Consumerism	316
Ethical and green consumers	316
Environmentalism	317
Ethical sourcing	320
CSR and environmental reporting	322
<i>Index</i>	325