This newsletter provides teaching tips and summarizes article abstracts for case discussions for the following topics:

- **The Future is Temporary-Retailing in A Pop-Up World** (Chapters 7 and 15)
- **The Most Profitable Stores in America** (Chapter 6)
- **Dunkin’, Starbucks to Duke it Out in India** (Chapter 5)
- **White House, Web Giants Address Consumer Privacy Online** (Chapter 15)
- **Panera, others are planning more pay-what-you-can cafes** (Chapters 5 and 14)
- **Stores Confront Extreme Couponers’ Tactics with Policy Changes** (Chapter 14)
- **Whole Foods Aims to Alter ‘Price Perception’ as It Expands** (Chapters 5 and 14)
- **Thinking Outside the Redbox** (Chapters 2, 5 and 7)
- **Macy’s Gets Face(book) lift; Expands ‘Ecosystem’** (Chapter 5 and 15)
- **Shopping Secrets of the Pros** (Chapter 19)
- **At Bloomies, Loyalty for All** (Chapter 11)

If you are interested in the text book please visit [www.mhhe.com/levy8e](http://www.mhhe.com/levy8e). Simple registration is required to gain access to the newsletters and other instructor materials. If you would like to see this newsletter and the previous editions, go to: [http://www.warrington.ufl.edu/mkt/retailcenter/research/publications.asp](http://www.warrington.ufl.edu/mkt/retailcenter/research/publications.asp)
Teaching Tips

Additional Material for Teaching Retail Classes

A website, part of the University of Florida Miller Center for Retailing Education and Research, provides materials for retail class instructors including:

- Nine syllabi from instructors
- Classroom exercises
- Team projects
- PowerPoint slides
- Copies of this newsletter and previous issues
- List of retail links, cases and videos

The website is available at http://warrington.ufl.edu/mkt/retailcenter/teachretail/

Please consider sharing your materials with other instructors through this website by sending your course syllabi, classroom exercises, projects, teaching types, etc. to bart.weitz@warrington.ufl.edu or mlevy@babson.edu
Vacant, a Los-Angeles based company, brought the concept of pop-up stores to the United States more than a decade ago after observing Japanese consumers lined up for hours to buy limited edition goods. Vacant developed the current pop-up model where stores open up in temporary locations for a set amount of time, close, and then pop up later in a different location.

Before the economic collapse of 2008, many retailers viewed pop-up stores as a novelty and favored long-term leases in high-traffic, high-visibility areas. The real estate fallout in 2008, though, had many retailers reconsidering short-term agreements for their space, and instantly unique and bold pop-up concept shops were spotted across the country. Today, pop-ups are a widely used retail channel strategy. These unusual shops catch the attention of consumers and make retail interesting again.

Pop-ups are now becoming even more unique. For example, in Oakland, California, a concept called Pop Up Hood was launched to offer independent merchants rent-free space for six months to test their retail concepts. Net-A-Porter recently launched its Karl Lagerfeld line using the outside of the store as a living interaction touch point for customers. Retail analysts expect that there is a need for less permanent retail commercial real estate and that more retailers will adopt a mix of flagship locations and opportunistic, temporary locations as a way to maintain excitement and capture sales.

**Discussion Question:**

**Why do retailers embrace pop-up stores?**

Retailers are embracing pop-up stores for a couple of reasons. *First, with the economic crisis, commercial real estate suffered. Pop-up stores offered retailers a more convenient format for reaching customers without the long-term obligations. Second, pop-up stores allow retailers to interact with customers in a unique environment.*
The Most Profitable Stores in America

Brian Zajac, Bloomberg Business Week, February 23, 2012

Use with Chapter 6, “Retail Financial Strategy”

The past few years, since the recession began, have been especially challenging for retailers. One metric that analysts use to judge the health of a retailer is sales per square foot. RetailSails, recently ranked the most profitable stores in America based on this metric. The study also found that branding is the most common factor that successful retailers have in driving traffic to stores.

The following table highlights data on the 6 most profitable retailers in the United States.

<table>
<thead>
<tr>
<th>NAME</th>
<th>RANK</th>
<th>SALES PER SQUARE FOOT</th>
<th>NET INCOME (Millions)</th>
<th>GROSS MARGIN %</th>
<th>DISTINGUISHING CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Game Stop</td>
<td>6</td>
<td>$1,021</td>
<td>$403</td>
<td>27.3%</td>
<td>Game Stop is the world’s largest game retailer with over 6,000 locations.</td>
</tr>
<tr>
<td>True Religion Apparel</td>
<td>5</td>
<td>$1,096</td>
<td>$45.0</td>
<td>64.8%</td>
<td>Grown from its 2002 founding into a $402 million global company with distribution in 50 countries.</td>
</tr>
<tr>
<td>Lululemon Athletics</td>
<td>4</td>
<td>$1,800</td>
<td>$165</td>
<td>57.6%</td>
<td>The firm’s revenue doubled between 2009 and 2011. Lululemon has over 150 stores and is likely to continue to grow.</td>
</tr>
<tr>
<td>Coach</td>
<td>3</td>
<td>$1,824</td>
<td>$951</td>
<td>72.3%</td>
<td>Coach’s primary markets are the United States and Japan, which account for 90% of its sales. Coach has individual e-commerce sites in 21 different countries.</td>
</tr>
<tr>
<td>Tiffany</td>
<td>2</td>
<td>$3,085</td>
<td>$442</td>
<td>59.2%</td>
<td>Tiffany opened its first store in 1837. The luxury jeweler is best known for its Tiffany blue color and its flagship Fifth Avenue store.</td>
</tr>
<tr>
<td>Apple</td>
<td>1</td>
<td>$5,647</td>
<td>$32,982</td>
<td>42.4%</td>
<td>Apple opened its first store in 2001. The stores are a mecca for fans. In the last quarter of 2011, Apple sold 37 million iPhones through all its sales channels.</td>
</tr>
</tbody>
</table>

Discussion Questions:

What are the most profitable stores in America on a sales per square foot basis?

* *Tiffany has almost twice the sales per square foot as the previous store in the ranking. Apple leads the pack with $5,647 in sales per square foot.*

What distinguishes these stores from the rest of the pack?

* *It is interesting that these two retailers are the most profitable. In an era of sales promotions and heavy discounting, both Apple and Tiffany are considered luxury retailers and rarely, if ever, put their products on sale. These two brands distinguish themselves from the rest of the pack, and other retailers, by their ability to create an experience for the customer within their stores. In addition, both of these brands are two of the most recognized brands in the world.*

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India, one of the fastest growing countries in the world, will soon benefit from the Dunkin’ Donuts and Starbucks rivalry. India is an attractive market for these companies because of the rising population, increased spending, and growing acceptance of U.S. brands.

Jubilant FoodWorks Ltd. announced that it would open the first Dunkin’ Donuts in India in June of 2012. This location will be part of a franchise agreement with Dunkin Donuts. Dunkin will offer its traditional menu, but will also offer dishes that appeal to the “distinctive Indian palate.”

Starbucks is expected to open its first café in India later in the summer. Starbucks also developed a joint venture with Tata Global Beverages, Ltd. that aims to open 50 stores in India by the end of the year. Starbucks has fared better, and has more experience, with international expansion. However, analysts believe that both companies can do well in the India market.

Coffee consumption in India is expected to rise 6% to 7% annually as consumers switch from tea to coffee. Currently, Indian consumers prefer tea. Annual coffee consumption in India is an average of 100 grams per person; in the United States it is 4.5 kilograms per person. Analysts expect that the country’s café market will reach $680 million in annual sales in the next four years.

Both companies will face competition from other coffee chains and indigenous Indian doughnut shops. Domestic chain, Mad Over Donuts, has thirteen outlets in Mumbai, four in Pune, and nine in Dehli already. In addition, restaurants like McDonald’s and KFC are finally enjoying success in India after a rocky introduction several years ago.

Discussion Questions:

What type of growth strategy are Starbucks and Dunkin using in India?

Dunkin Donuts and Starbucks are using a market expansion strategy for growth in India. Each company is keeping its existing retail format to expand into this new market. Although, both companies will adapt their product offerings some to meet the unique demands of Indian consumers.

Given the current per capita consumption of coffee in India, do you think Starbucks and Dunkin’ will be successful?

Indian consumers prefer tea to coffee and drink significantly less coffee than American consumers. Some analysts might argue that this means that there is an opportunity for growth in the Indian coffee market; while others might argue that Indian consumers don’t want to frequent coffee shops. Ask students their thoughts on this subject.
White House, Web Giants Address Consumer Privacy Online

George Anderson, Retail Wire, February 24, 2012

Use with Chapter 15, “Retail Communications Mix”

Consumer privacy is a growing concern for many Americans, especially amid frequent news reports that Google and Facebook have found ways around web browser security. In February, President Obama introduced the Consumer Privacy Bill of Rights which gives consumers the choice of not being tracked online. The President stated that this Bill grew out of necessity as Americans’ right to privacy need to extend to the technologies of our time. An online poll suggests indicated that 93% of respondents said they would use a “Do Not Track” function if it were available on web browsers.

The Consumer Privacy Bill of Rights rests on seven pillars:

Individual control- Consumers have the right to limit the amount of personal data companies collect from them, as well as how this data is used.

Transparency-Consumers should be able to easily understand the privacy practices of companies.

Context- The way that companies collect and use personal data should be consistent with how the consumers provide the data.

Security- Consumers should expect that the data they provide will not put them at any type of risk.

Access and Accuracy- Companies should make efforts to ensure that personal data collected is accurate and should also provide customers access to data that is inaccurate.

Focused Collection- Consumers have the right to expect that collection of personal data is restricted to the context of how the consumer initially supplied the data.

Accountability- Companies are responsible for developing systems, training employees, and limiting the access of third parties to consumers’ personal data.

What is the Consumer Privacy Bill of Rights?
The bill basically protects consumers against unauthorized online tracking and gives consumers the option of if they want to be tracked or not.

How will it affect retailers?
Retailers often use consumer data to develop CRM programs and customized consumer offerings. Not being able to gather consumer data might limit the unique offerings retailers provide. On the other hand, being transparent with privacy practices might increase trust and loyalty with customers.

How will it affect you?
Ask students their thoughts on this bill. Would they use a “Do Not Track” button if given the option?
Panera, others are planning more pay-what-you-can cafes

*Sylvia Rector, Detroit Free Press, February 24, 2012*

**Use with Chapter 5, “Retail Market Strategy” and Chapter 14, “Retail Pricing”**

Panera launched a unique promotional and pricing campaign at its Panera Cares Café in Dearborn, Michigan. The menu at this café does not list prices, only suggested donations. Customers drop their “payments” into donation bins at the counter instead of handing their money over to the cashier. Customers at Panera Cares Cafes can pay full price, more than full price, or less than full price based on what they can afford. The concept was developed so that people who needed a meal could get one.

The President of the Panera Bread Foundation, and chairman of Panera Bread Company, said that it was a test of humanity. Many were concerned that the café could not sustain itself and wondered if customers would choose to do the right thing. But after the first year of operations, Panera said that customers have stepped up to the plate. Panera is opening more locations in other cities.

These cafes rely on the employees who embrace the social mission, as well as the repeat customers who continuously do the right thing. Employees of Panera Cares say that is nice to see customers doing the right thing, and seeing customers give in a society that is used to taking. To discourage abuse, Panera asks that customers who can’t pay only take one free meal per day. In addition, customers who come in several times a week without paying are asked to volunteer. The signs in the café say, “We are not about a handout. We are about a hand up for those who really need it.”

Panera estimates that 20% of patrons give more than the suggested price, 60% pay the suggested price, and 20% give less than the suggested price, or nothing. The idea is gaining momentum and some customers, who can pay full price, are choosing Panera Cares Cafes over other restaurants because they feel that they are incorporating social responsibility into their dining experience.

**Discussion Questions:**

**What is Panera doing to be socially responsible?**

*Panera has introduced “Panera Cares” which is a line of restaurants that don’t show customers any prices on the menu. Instead, customers are given a “suggested” price and the option to pay what they want or can. This campaign was launched to help customers who may need a meal but are not able to afford one.*

**Are you surprised that it is “working”?**

*Ask students if they are surprised that this concept is working. Do they think most people would pay the full amount or less than the suggested price?*

**As a customer faced with this pricing strategy, how would you pay? Why?**

*Ask students how they would pay in this situation. You can also discuss how some bands, like Radiohead, have introduced a similar concept for their music. Customers are given the option to pay what they can for music downloads.*

*Back*
Stores Confront Extreme Couponers’ Tactics with Policy Changes

Martha C. White, February 29, 2012, Time Moneyland

Use with Chapter 14, “Retail Pricing”

Extreme couponers often pay only a few dollars for an entire shopping cart worth of merchandise. Some extreme couponers earn money by reimbursing coupons with a higher value than the item’s price. For many, extreme couponing is equivalent to a part-time job.

Supermarkets are very popular with extreme couponers. These retailers maintain a fine balance between not wanting to isolate their coupon crazy customers, nor do they want to alienate non-coupon shopping customers. For example, an extreme couponer in Detroit bought 34 containers of chocolate milk, clearing out the shelves, in order to earn $3.74 in cash back. To preserve this balance, many supermarkets are now adding to or clarifying their current coupon policies. Retailers, like Walmart, are trying to make coupon usage a little more difficult for extreme couponers, especially those who buy merchandise and try to get cash back. Kroger is barring “stacking,” which is the process of combining paper and online manufacturers’ coupons at the same time. Making redemption more difficult helps supermarkets limit their losses and keep shelves stocked.

Pharmacy chains are also taking a stand against extreme couponers. Rite Aid recently announced a change in its loyalty program that makes reward recipients wait a day to cash in on rewards points.

Extreme couponers might not appreciate these changes, but they should expect retailers to continue to tweak their couponing policies.

Discussion Questions:

What is extreme couponing?

Extreme couponing involves customers who continuously search for store and manufacturer coupons in order to pay only a few dollars for an entire shopping cart’s worth of goods. Some extreme couponers will use coupons to buy merchandise at a discounted rate and then return it to the retailer, thus making a profit on the product. For many extreme couponers, couponing is almost a part-time job.

What are retailers doing to dissuade customers from abusing the privilege?

Retailers like Walmart and Kroger are now trying to make it more difficult for customers to use multiple coupons or return merchandise for a refund for the difference of the couponed price. Kroger is no longer allowing customers to combine manufacturer and store coupons. Rite Aid is making customers wait at least a day to redeem their loyalty points.
Whole Foods Aims to Alter ‘Price Perception’ as It Expands


Use with Chapter 5, “Retail Market Strategy” and Chapter 14, “Retail Pricing”

Whole Foods is trying to eliminate its “Whole Paycheck” persona. Whole Foods has traditionally appealed to young, urban, trendy consumers. But now, Whole Foods is attempting to enter into smaller, suburban areas. In order to appeal to the suburban customers, Whole Foods has to shed its top-dollar reputation to compete with lower-priced competitors.

In the last quarter, Whole Foods has opened 6 stores in smaller, suburban markets where the rent is lower and competition for organic foods isn’t as fierce. Whole Foods has done “surprisingly well” with this new format with increases in sales per square foot and comp store sales. The store plans to continue growth with this unique model. In order to attract customers to these stores, Whole Foods is offering more price promotions and discounts, while also holding prices flat on other grocery goods even though costs are rising. While attracting new customers is always a goal for retailers, Whole Foods needs to be careful not to alienate its loyal customers who spend nearly three times more than new Whole Foods customers.

Whole Foods faces stiff competition, especially in the organic foods market. Trader Joe’s is expanding in Kentucky, Tennessee, and Texas. Traditional supermarkets like Winn Dixie and Supervalue are remodeling their stores to offer more organic options. Everyone wants to increase grocery dollars and organic offerings are an opportunity for traditional supermarkets to differentiate themselves.

Whole Foods has signed 8 new leases for smaller stores and is on track to open another 50 stores in the next two years.

Discussion Questions:

What is Whole Foods current market strategy? What are its current target markets? What is its retail format?

Whole Foods traditionally appeals to young, urban, trendy customers. Whole Foods uses larger stores in more urban settings to reach these customers. It utilizes a premium pricing and product strategy. Whole Foods promotions generally stress quality products, but because of its reputation as “Whole Paycheck,” is now promoting good value.

How is Whole Foods changing that strategy?

Whole Foods is now trying to expand into more suburban markets with smaller stores and lower-priced merchandise. Whole Foods is trying to shed its “Whole Paycheck” persona.

Do you believe Whole Foods will be successful with their changes?

Ask students if they think suburban shoppers will be as likely to shop at Whole Foods as the more urban shoppers. Can Whole Foods shed its “Whole Paycheck” image?

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Thinking Outside the Redbox

Nick Wingfield, February 17, 2012, New York Times


Coinstar is the parent company of Redbox, a self-service movie rental operation with more than 35,000 locations nationwide. Most Redbox kiosks are located in corners of Walmarts, McDonalds, and drugstores. Redbox has become one of the biggest renter of home videos in the United States because of its convenience and $1.20-a-night DVD rentals.

Because of Redbox, Coinstar now has increased visibility as a major player in the self-service market. Before Redbox, Coinstar was known primarily for its coin-counting kiosks. With the popularity of Redbox increasing, Coinstar is considering expanding self-service kiosks into new product markets.

Coinstar is planning to launch coffee kiosks that provide customers with a cup of fresh coffee similar to what is available at higher priced coffee shops. Coinstar is testing the coffee kiosks in several markets around the country and plans to have 500 installed by the end of the year. Coinstar partnered with Starbucks on the kiosks, which serve Seattle’s Best Coffee.

Coinstar is also testing a concept called Gizmo in Texas and California. Gizmo sells video game consoles, iPads, and other electronics through kiosks. Coinstar is also testing the ecoATM, a kiosk that allos customers to trade in old cellphones and other electronics for cash. Coinstar has 8 or 9 kiosk ideas in various stages of development.

The company is pursuing new kiosk ideas as the future of movie rentals is uncertain. 85% of Coinstar’s 2011 revenues were from Redbox; but the number of movies rented in DVD and Blu-Ray format fell by 11% last year. Analysts believe that even though Redbox is currently successful, the decline in physical rentals is irreversible.

Discussion Questions:

What did Coinstar do before Redbox?

Before Redbox, Coinstar was known for its coin-counting kiosks. These kiosks were primarily located in grocery stores and convenience stores.

What type of growth strategy is Coinstar pursuing?

Coinstar is pursuing a retail format development growth opportunity. This is an opportunity in which a retailer develops a new retail format with a different retail mix for the same target market. Coinstar is trying to introduce new kiosks like Gizmo and ecoATM. These kiosks will offer different products and services than the traditional Coinstar and Redbox kiosks. They will continue to be located in high traffic areas like grocery stores, drug stores, and fast food chains.
Macy’s Gets Face(book) lift; Expands ‘Ecosystem’

Sarah Mahoney, February 29, 2012, Marketing Daily

Use with Chapter 5, “Retail Market Strategy” and Chapter 15, “Retail Communication Mix”

Macy’s was one of the first retail brands to adopt the new Facebook Page format. According to Macy’s this is all part of its larger plan to revamp its social media, digital, and mobile initiatives to attract more of its core 25-54 year old female consumer, as well as some Gen Y fashionistas.

In an interview with Jennifer Kasper, Macy’s group vice president of digital media and multicultural marketing, Jennifer outlines some of the goals of Macy’s social media format.

Macy’s adopted the timeline format because Macy’s sees itself as a storytelling brand. Macy’s believes this new format will ignite more conversations with fans. Macy’s will also begin to advertise more on Facebook, using more targeted ads to communicate to current and potential fans. It enjoyed significant success testing sponsored stories last year. Macy’s believes that Facebook is a great way to get the right message in front of the right people.

Macy’s is also expanding its social media presence using Pinterest, Instagram, and Tumblr. Macy’s is trying to integrate itself across multiple channels. For example, if someone uses Pinterest to find something that inspires them and then Twitter for newsfeeds, Macy’s hopes to be a consistent voice for that consumer across the various social media formats. Macy’s is also spending more time and resources on mobile platforms. In addition, Macy’s is working with Shopkick and Foursquare for mobile coupons.

Discussion Question:

How is Macy’s jumping onto the social media bandwagon?

Macy’s is using social media to attract more of its core 25-54 year old customers, as well as some new Gen Y customers. Macy’s has updated its Facebook page to the timeline format to create more of an interactive experience with consumers. Macy’s is also using Tumblr, Twitter, and Pinterest to interact with customers.

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Shopping Secrets of the Pros


Use with Chapter 19, “Customer Service”

For many shoppers, the interaction with the sales associate is often one of the least pleasant parts of the shopping experience, especially if the salesperson: isn’t around for the customer to ask questions, doesn’t approach the customer because they don’t look like a “buyer,” is clueless, or tries to push the customer to buy everything in the store. In a survey conducted by University of Arizona, the majority of shoppers said that they avoid shopping in stores in order to avoid bad customer service. The most common concern of respondents was that salespeople would be “pushy” and force them to purchase merchandise they didn’t really want or need.

On the flip side, when customer service is good, the customer leaves the store feeling great about a purchase and has a more positive feeling towards the retailer in general. Once customers have found an effective sales associate, they will often latch on and refuse to deal with other associates. Today’s sales associates have to give positive reinforcement, creative suggestions, and empathy to customers. Modern sales techniques encourage sales associates to avoid making assumptions about customers, and instead, ask questions to find out what the customer’s true needs are.

An example of a great sales associate is Chris Sharma, an associate in the men’s department store at Nordstrom in Tysons Corner, VA. He was ranked the number one sales associate for the past 10 years, ringing up more than $1 million in annual sales. Mr. Sharma attributes his success to helping every customer, even if they want to just return a $10 pair of socks. He hopes that this customer will remember him when they need a suit one day. He also claims that a good memory and commitment to details helps him excel at sales. He tells customers that if they don’t get a compliment on a purchase that he picked, they can return it. They rarely do!

Another example of a great sales associate is Ms. Coleman at Neiman Marcus, who strives to build long-term relationships with her customers. She believes that every woman should try on an outfit because the way it fits is as important as how it looks on the hanger. Ms. Coleman is also a stickler for details and has a great memory. She keeps track of what dresses shoppers buy for certain charity events to ensure that two people don’t show up at the same event in the same dress. She also follows up every purchase with a thank-you card.

Barry Snowbarger, a sales associate at Manhattan Design Within Reach furniture store, is one of the firm’s top sales associates. He spends time chatting with customers to get a sense of their lifestyle, interests, and needs. Sometimes, he will visit the customer’s home to see the space and help them come up with ideas.

Discussion Question:

What makes a great sales associate?

According to the article, great sales associates need to give positive reinforcement, avoid making assumptions about customers, and find out what customers true needs are. The examples of Mr. Sharma, Ms. Coleman, and Mr. Snowbarger also show that good salespeople need to be organized and have great follow-up with customers. In addition, sales associates should not sell customers things that they don’t really need.

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At Bloomies, Loyalty for All

Elizabeth Holmes, February 24, 2011, Wall Street Journal

Use with Chapter 11, “Customer Relationship Management”

Historically, luxury retailers have tied their loyalty programs to the credit cards. Approximately 84% of Americans belong to at least one retail loyalty-card program, according to ACI Worldwide.

Bloomingdale’s is encouraging shoppers to sign up for its new loyalty program, even if they don’t have a Bloomingdale’s card. Bloomingdale’s is shedding the credit card requirement to attract more customers. By making it easier to enroll, Bloomingdale’s can keep track of more of its customers. This allows Bloomingdale’s to carefully monitor customer spending habits and target promotional materials and campaigns more accurately to customers.

Bloomingdale’s new program, called Loyallist, will replace its existing credit-card tied program. Members will be given a $25 reward card for every 5,000 points earned. Customers with current Bloomingdale’s cards will receive three points per dollar spent. Points are earned for each dollar spent in-stores, online, or in a Bloomingdale’s outlet. Instead of mailing rewards certificates, Bloomingdale’s will give rewards to customers on the spot or via email for online shoppers. Neiman Marcus’s InCircle program has five tiers. To reach the second tier, shoppers must spend at least $2,500 annually; the top tier requires $75,000 or more. Saks Fifth Avenues SaksFirst Program gives its “Diamond” and “Platinum” customers complimentary valet parking as well as free fur storage. Customers who have one of Nordstrom’s Fashion Rewards credit or debit cards often spend three times as much as customers who don’t have a store-branded card.

Discussion Questions:

Why have most luxury retailers kept their loyalty programs tied to a credit card?

Retailers have found that customers with store-branded credit cards spend three times as much as customers without store-branded credit cards. In addition, these cards allow retailers to monitor customer spending and target promotions towards specific customers.

Why is Bloomingdale’s choosing to offer its loyalty program to any shoppers, regardless of whether they have a Bloomingdale’s credit card? Do you think this is a good idea? Support your answer.

Bloomingdale’s is launching its Loyallist program to all customers, regardless of if they sign up for a Bloomingdales credit card or not. This will allow Bloomingdales to reach a broader audience. In addition, Bloomingdale’s will be able to keep track of more customers and monitor more of their spending habits. Ask students what they think of this idea.

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