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

- **Retail Goes Personal: How to Create the Stores Shoppers Want** (Chapters 1 and 5)
- **Canada: Target’s Next Bull’s Eye** (Chapter 5)
- **Barnes & Noble, the Last Big Bookseller Standing: But for How Long?** (Chapters 3 and 5)
- **Why Don’t Loyalty Programs Connect with Consumers?** (Chapter 11)
- **Swarming a Book Online**
- **Perks/Culture Make Happy REI Employees** (Chapter 9 and 16)
- **Bad Roads, Red Tape, Burly Thugs Slow Walmart’s Passage in India** (Chapters 5 and 10)
- **Walmart Announces $50 Billion Buy American Campaign**

**Retail Tidbits**

- **Super Bowl Blackout Was Positive for Pizza and Wings** (Chapter 16)
- **Love Meet Ups With Clothes: Banana Republic Partners With Match.com** (Chapter 16)
- **Aether Builds a Sleek San Francisco Boutique From Three Shipping Containers** (Chapters 7 and 17)

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://warrington.ufl.edu/centers/retailcenter/research/publications.asp](http://warrington.ufl.edu/centers/retailcenter/research/publications.asp)
Teaching Tips

Short Videos Available on the Web

Direct store delivery
http://www.youtube.com/watch?v=XA6RLFEPpw&feature=youtu.be
http://www.youtube.com/watch?v=-72x8055u8k
http://thenewlogistics.ups.com/customers/reverse-logistics/

Reverse logistics Zappos
http://thenewlogistics.ups.com/customers/reverse-logistics/

Cross Docking
http://www.youtube.com/watch?v=Xr9z1NoXr8M

Amazon distribution center
http://video.today.msnbc.msn.com/today/50037435#50037435
http://www.youtube.com/watch?v=bfFsqbIn_3E

RFID
http://rfid.net/applications/retail
http://www.rfid24-7.com/2013/01/01/new-video-lord-taylor-deploys-rfid-for-footwear/

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
Retail Goes Personal: How to Create the Stores Shoppers Want

*National Retail Federation, NRF Proceedings, January 14, 2013*

Use with Chapter 1, “The World of Retailing,” and Chapter 5, “Retail Market Strategy”

Although e-commerce continues to grow and innovate at a blistering rate, there are many customers who still want to shop in stores. However, these customers want their shopping experiences to be efficient and experiential with service provided by attentive and knowledgeable sales associates. According to a recent survey by the National Retail Federation (NRF) that surveyed over 3,000 customers across multiple continents, shoppers overwhelmingly desire personalized, in-store experiences. The survey also identified the importance of retailers not implementing a one style fits all service strategy. Technology, for example, is very important to customers, but not every customer responds to the same technology in a similar fashion. Stores are still the top channel for purchases, but retailers who want to stay ahead of the curve, must integrate as many digital customer touch-point opportunities as possible.

The five main takeaways from the NRF survey are:

1. **Price is king**
   Customers still respond to competitive pricing and promotions. This is why showrooming is such a threat to retailers. Retailers should have a transparent and consistent pricing and promotions strategy across all channels.

2. **Exceptional in-store execution**
   80% of purchases are still made in bricks-and-mortar stores. In order to keep shoppers in the stores, sales associates must provide an exceptional experience for them. When examining online satisfaction, customers rate the retailer’s returns handling process, price and promotions, ease of checkout and product selection as major factors. What sets the in-store experience apart is the sales associate. Sales associates are often the main touch point with customers. Customers indicated a desire to connect with retail sales associates.

3. **Ease and efficiency during checkout**
   Store shoppers want to proceed quickly and smoothly through the checkout. They do not want to be sold additional merchandise or have to wait in a long time.

4. **To differentiate, reach beyond the basics**
   The most requested item, of consumers surveyed, was that retailers provide personalized, specialized store treatment to customers based on loyalty status. Affluent and young shoppers, especially, expect differentiated treatment if they are frequent and loyal shoppers.

5. **Shoppers’ expectations vary when it comes to specialty vs. consumable products**
   Customers buying regular consumable products have lower expectations of differentiated service than when they are purchasing specialty products. When purchasing consumables, printed materials, product displays, shelf signs, and packaging had the biggest impact on the customer’s decision.

**Discussion Question:**

What do customers want most from their shopping experience?

Customers want a smooth and friendly shopping process. This means that retailers have to make the checkout process easier for customers, create personalized shopping experiences for loyal customers and have exceptional in-store execution including knowledgeable and friendly sales associates.
Canada: Target’s Next Bull’s Eye

Thomas Lee, Minneapolis/St. Paul Star Tribune, January 13, 2013

Use with Chapter 5, “Retail Market Strategy”

Starting in March, Target will begin its first efforts at global expansion outside of the United States by opening the first of 124 stores in Canada. In the U.S. Target is running out of room to expand and is continuously faced with intense competition from Walmart and Amazon. The expansion into Canada is one of the biggest initiatives for Target in its 50 year history, and is Target’s launching point as a competitive global player. In 2011, Target spent almost $2 billion to obtain the leases of Canadian merchandiser Zellers to acquire access to profitable Canadian retail locations.

Target is a major player in the U.S. retail landscape because of its clever marketing, distinctive product assortments, and exclusive partnerships with prominent designers. However, some of the luster of Target’s clever campaigns is starting to wear off as customers have grown weary of stock outs and shortages of merchandise. Furthermore, in the past five years, Target has only averaged annual sales growth of 2.7%. In order to drive growth, Target needs Canada. Canada has weathered the financial crises better than most countries and is a tremendous opportunity of growth for Target.

Canadian consumers respond favorably to the Target brand and are familiar with its offerings. Almost 30,000 Canadians carry the Target REDCard. However, Canadian consumers’ tastes differ within the country. Consumers in eastern provinces are more price sensitive than the oil rich western provinces. Many Canadian consumers are leery of the American style of big-box retailers, preferring smaller, less overwhelming formats. Distribution also poses a challenge for Target’s expansion to Canada as the country is almost 4 million square miles. Target has a competitive advantage in the U.S. because of its precision in moving goods from suppliers to distribution centers to stores. Furthermore, some provinces in Canada conduct operations in French, while some in English. This means that Target will have to provide the appropriate product assortments in both languages.

Discussion Questions:

Why is Target opening stores in Canada?

Target is running out of room to grow in the United States. Target is expanding to Canada in order to increase its global presence. Canada is a convenient growth opportunity for Target because of Canada’s close proximity to Target’s U.S. operations. In addition, many Canadians are already familiar with the Target brand.

What adjustments will Target be making to its U.S.-type operation to its new Canadian stores?

Target will have to adjust its distribution system to accommodate the large distances between stores in Canada. Target will also have to adjust some of its operations and stores to be primarily French speaking to appeal to French speaking consumers. All merchandise sold in Canada will have to have labels in both French and English. Furthermore, Target may need to adjust its big box format to be less intimidating to Canadian customers.
Barnes & Noble, the Last Big Bookseller Standing: But for How Long?

Knowledge@Wharton, January 16, 2013

Use with Chapter 3, “Multichannel Retailing,” and Chapter 5, “Retail Market Strategy”

Barclay’s estimates that Barnes & Noble will have a cumulative three year loss of around $700 million. While Barnes & Noble has been aggressive in pursuing growth strategies like partnerships with Microsoft and Pearson, the company still experienced a decrease in 2012 holiday sales (10.9% from the previous year) and a decrease in the sale of Nook (12.6% from the year before). This indicates that maybe Barnes & Noble is losing the battle to online rival, Amazon.com.

Even though competitor book store Borders closed in 2011, Barnes & Noble has been unable to increase sales. The Nook, Barnes & Noble’s promising e-reader, has been overshadowed by the iPad, the iPad Mini, and of course, Kindle.

Barnes & Noble, like Best Buy and Target, is a frequent victim of showroaming. Customers also claim that these big box retailers have unhelpful employees with little product knowledge. Barnes & Noble has struggled to keep traffic in its stores, but is now focusing a heavier investment in online sales and sales of the Nook.

Although Barnes & Noble is the last “bookstore chain standing,” analysts suggest that maybe it wouldn’t be missed if it were gone and that the company is not giving customers very good reasons to visit. Retail analysts advise that for Barnes & Noble to stand a chance of recovery it should become more of a destination store. Barnes & Noble’s strategy is to capitalize on its large geographic presence (1,300 stores) and integrate its traditional retail, trade book, and college bookstore businesses with electronic offerings. It is time for Barnes & Noble to get more creative with its marketing and merchandising strategy and to make the experience more seamless for the consumer. For example, Barnes & Noble could use its size with publishers to leverage deals for the rights to both paper and digital versions of the same book.

Another way that Barnes & Noble could win back customers is by providing a winning service experience. According to Wharton professor, Barbara Kahn, merchandising and informed and helpful staff are critical factors for a retailer’s rebound success. Borders, for example, used to give its employees knowledge tests to ensure they had a thorough understanding of the available books.

Discussion Questions:

Perform a SWOT analysis on Barnes and Noble?
Students’ answers will vary. Strengths of B&N: valuable retail real estate and locations, brand awareness, Nook technology. Weaknesses of B&N: company has been unable to adapt to changes in the retail landscape. Opportunities of B&N: Borders going bankrupt reduces competition for B&N, B&N is still the only bookstore chain standing, customers still seek the advice and knowledge of bookstore sales associates. Threats of B&N: consumers are trending towards e-reader technology, Amazon is willing to be a loss leader to sell more books and drive sales of comparable products.

Based on the SWOT, what if your prognosis of Barnes & Noble?
Students’ answers will vary. If students think that B&N should close, ask them their reasoning. Conversely, what do students think B&N can do to win back market share and stay afloat?
Why Don’t Loyalty Programs Connect with Consumers?

Tom Ryan, Retail Wire, January 21, 2013

Use with Chapter 11, “Customer Relationship Management”

Many retailers rely on their loyalty programs to retain their most frequent shoppers. However, a recent survey by Edgell Knowledge Network, found that retailer loyalty programs are still failing to emotionally engage with customers. The report found that retailers expect revenue from loyalty programs to increase from 40% in 2012 to 58% in 2015. And of those retailers that don’t have loyalty programs, 32% plan to launch one in the next year.

However, the survey also found that customers of retailers who offer a loyalty program are not any more loyal than customers of retailers who do not offer a loyalty program. The average customer is enrolled in 18 loyalty programs, and 81% of loyalty members don’t actually know the benefits of the loyalty programs they are enrolled in. While the focus of loyalty programs should be on the emotional engagement of customers, most retailers believe that personalized promotions and social media engagement are unnecessary for supporting customer loyalty.

In order for loyalty programs to capture the attention of consumers, the report suggests that retailers focus less on the transactional frequency as an indicator of loyalty and more on the engagement of the customer. Furthermore retailers should look at engagement across channels and develop structures that provide customers with seamless multi-channel experiences. Finally, retailers should use their analytics to have a better understanding of the shopper.

Discussion Questions:

Do loyalty programs make customers loyal?

According to the research presented in the abstract, customers who are enrolled in loyalty programs aren’t actually that loyal. Customers are no less loyal to retailers without loyalty programs. Furthermore, many customers are unaware of the benefits of their loyalty programs.

What can retailers do to make their customers more loyal?

To improve their loyalty programs, retailers should focus on multi-channel engagement, use analytics data to better understand customers, and focus less on transaction frequency and more on customer interaction.
Customer reviews of books available for sale on Amazon are becoming attack weapons that can severely impact the sales and adoption of new books. According to some researchers, a very good book can be killed before it’s even been given a shot if a group of people ban together to post negative reviews.

For example, a group of Michael Jackson fans used social media to solicit negative reviews for a biography of the singer entitled, “Untouchable: The Strange Life and Tragic Death of Michael Jackson.” The fans, who call themselves, “Michael Jackson’s Rapid Response Team to Media Attacks”, defended themselves claiming that they are exercising their right to free speech and that the book dehumanizes Michael Jackson. The book’s publisher, Grove Press, criticized Amazon’s review system. Within two weeks of its publication, the book had nearly 100 anonymous one-star reviews. Amazon briefly removed the book and the MJ Response Team claimed this action as a victory.

Amazon depends on customer reviews. Customer reviews are an important part of Amazon’s retail model and the company promotes the use of reviews and frequently requests that customers review recent purchases. However, attack reviews are hard to police and Amazon’s policies on reviewing offer little guidance on what is permissible in a negative review. Researchers of online reviews suggest that Amazon is hoping that problems with positive and negative reviews kind of work themselves out and go away. However, as more and more abuses are revealed, it will gradually undermine the review process and Amazon will no longer be able to ignore the problem.

Discussion Question:

Is there any way that consumers can really know whether an online review is “legitimate” or planted to either help or hinder a product’s sale?

Many customers rely heavily on other customers’ reviews when making a purchase decision. Currently, it is hard for customers to tell if an online review is “legitimate” or not. Some websites designate customers as “trusted reviewers.” Until big firms, like Amazon, implement stricter review policies, customers may grow more leery of online reviews.
Perks/Culture Make Happy REI Employees

Tom Ryan, Retail Wire, January 3, 2013

Use with Chapter 9, “Human Resource Management,” and Chapter 16, “Managing the Store”

Glassdoor’s Annual Best Place to Work study ranked REI as one of the best places to work. The top-50 list was compiled using employee reviews posted to Glassdoor’s website. Employees rate their overall satisfaction with career opportunities, benefits, senior management, work/life balance, culture and value.

REI received 4 stars in workplace satisfaction, compensation, work/life balance, senior leadership and culture and values. REI was ranked a little below average in career opportunities as some employees did not want to move in order to advance. REI employees praised the company’s free life insurance, low cost health and dental insurance, and generous employee discounts. REI employees also love the flexible schedule, friendly staff and a culture focused on community involvement and teamwork. Sally Jewell, REI CEO, received an 89% approval rating. Compensation at REI is higher than average for the industry. However, some employees feel that there is a pressure to sell REI co-op memberships and are less than pleased about working holidays or getting adequate hours.

REI ranked 21st on the top 50 list. Other retailers on the list included Trader Joe’s (24th), Apple (34th), Ikea (43rd), Costco (46th) and Starbucks (50th). REI’s 4.0 rating far surpasses other retailers included in the survey (but not in the ranking). For workplace satisfaction ratings, other retailers were significantly lower: Walmart (2.9), Target (3.2), Amazon (3.3), Nordstrom (3.5), Macy’s (2.9), Kroger (3.0), and Safeway (2.7).

Discussion Questions:

Why is REI a good place to work?

REI is a good place to work because of its amazing culture and benefits for employees. The culture at REI promotes teamwork and creativity and a supportive work environment for employees. REI employees also get free life insurance, low cost health and dental care and generous employee discounts.

How does REI rate compared to other retailers?

REI was one of the top retailers ranked in the list of Top 50 Best Places to Work. Other retailers, like Trader Joe’s and Apple, came close. REI was head and shoulders above other retailers, like Amazon, Nordstrom, Kroger and Target, who didn’t even make the list.
Bad Roads, Red Tape, Burly Thugs Slow Walmart’s Passage in India

Amol Sharma and Biman Mukherji, Wall Street Journal, January 12, 2013

Use with Chapter 5, “Retail Market Strategy,” and Chapter 10, “Information Systems and Supply Chain Management”

In fall of 2012, India announced a relaxation in its foreign investment rules. Global retail giant, Walmart, set out immediately to capitalize on this growth opportunity. India is the home of a prized $490 billion retail sector and one of the fastest growing economies in the world. India has 1.2 billion consumers and an expanding middle class. However Walmart, like many other retailers trying to capitalize on growth opportunities in India, faces some serious challenges.

One of the biggest problems facing Walmart is how to move goods into stores in a country with very little advancement in modern day logistics. The infrastructure in India is dilapidated, antiquated, and somewhat corrupt. The food sector makes up more than half of the revenues for Walmart. India does not have enough storage facilities, refrigerated trucks, or even decent highways to drive on. The world’s second largest fruit and vegetable producer loses roughly $10 billion dollars annually to spoilage. India also has a bureaucratic system of government-imposed middlemen. These middlemen are described as an “army of traders and agents” whose fees add up quickly, increasing the farm-to-store costs almost sixfold. Food goes through multiple government markets and middlemen before reaching consumers. These trips are often taken on dirt roads or highways that are so poor, trucks can only manage 186 miles per day (trucks in the U.S. travel around 500 miles per day). Besides huge pot holes, lack of shoulders, and overall treacherous conditions, drivers also face road thugs who demand a bribe in order to “ensure” safe passage for the food.

Inefficiencies in India’s logistics network cause an estimated $45 billion in economic losses annually. Although the government has called for $1 trillion in investments in public and private infrastructure, the fruits of that labor will not be seen for quite some time.

Typically when retailers expand abroad, the primary concern is usually whether or not they have the right product assortment. When expanding into India, the challenges begin before product even makes it to the store. Walmart’s dominance is largely due to its competitive advantages in distribution and logistics. However, many are skeptical about Walmart’s ability to overcome some of India’s huge infrastructure challenges.

Discussion Questions:

Why is India an important market for Walmart to penetrate?

*India is an important market for Walmart to penetrate because of the sheer size of the market. India has over 1.2 billion potential consumers and there is a huge opportunity for foreign retailers to grow in the Indian market.*

What supply chain obstacles will make Walmart’s entry into the Indian market difficult?

*India is plagued by a lack of storage facilities, lack of refrigerated trucks, poor highways, bureaucratic middlemen, and a poor infrastructure.*
Can Walmart overcome these supply chain obstacles?

Walmart has not yet released its plans for how to overcome some of India’s supply chain obstacles. Many retailers are worried about how to expand into India. Walmart, known for its distribution and logistics’ competencies, should be poised to set a precedent for how to proceed in India?
Walmart Announces $50 Billion Buy American Campaign  
*Jessica Wohl, Huffington Post, January 15, 2013*

Walmart Plans to Hire Any Veteran Who Wants a Job  
*James Dao, New York Times, January 14, 2013*

Walmart Goes Big on Red, White, and Blue  
*George Anderson, Retail Wire, January 16, 2013*

Critics of Walmart have long charged the company with not paying employees enough and selling too many items made in lower-cost countries like China. Walmart is responding to these charges by agreeing to buy an additional $50 billion in U.S. made merchandise over the next decade, specifically in sporting goods and high-end appliances. Walmart has also stated that it plans to hire 100,000 newly discharged veterans over the next five years. Walmart’s efforts are designed to boost the economy and assist in lowering the 7.8% unemployment rate.

Walmart claims that two-thirds of the goods it buys and sells in its stores are made, sourced from, or grown in the United States. According to Walmart, only 7% of its U.S. sales of apparel, jewelry and accessories were sourced from lower-cost companies. Walmart is also trying to reduce logistics expenses and inefficiencies. For example, 70% of the cotton grown in the U.S. is shipped overseas and spun into products that are shipped right back to the United States. By encouraging in-country manufacturing, Walmart is also eliminating two global shipments. Walmart’s shift to buy more American made merchandise that otherwise would have been imported is a reflective of the changing dynamic between the United States’ commercial relationships and the rest of the world.

While the unemployment rate for non-veterans is 7.9%, the unemployment rate for veterans was just below 10% at the end of 2012. At the most recent conference of the National Retail Federation, Bill Simon (Walmart U.S. Chief Executive) announced that, beginning Memorial Day weekend, Walmart plans to hire 100,000 veterans over the next five years. Simon stated that “when we work together, our retail industry can lead in a way no other industry can.” Simon, who served in the U.S. Navy and Navy Reserve for 25 years said that Walmart will offer a job to any honorably discharged veteran. Walmart believes that hiring veterans is a good, strategic business decision because these employees are “leaders with discipline, training, and a passion for service.”

Walmart averages anywhere from 15,000 to 50,000 job postings, depending on the time of the year. The company claims to promote 170,000 employees a year, providing an additional opportunity to recruit new talent. Walmart responds to critics of its low pay wages with statistics that the average store manager can average $50,000 to $170,000 per year. The highest earning store manager at Walmart made $250,000 last year.

**Discussion Questions:**

**Why is Walmart going to purchase more merchandise made in the U.S.?**

*Walmart is purchasing more U.S. made merchandise to contribute to the “economic renewal” of America and increase demand for domestically made merchandise. Also, making many items in the U.S. will reduce inefficiencies and capitalize on some of the country’s existing raw materials.*
Why is Walmart going to hire more veterans?

Walmart believes that veterans make good employees because of their discipline, training, and dedication to service. Veterans typically have a higher unemployment rate than non-veterans. Part of Walmart’s initiative is to help reduce that number. Also, the CEO of Walmart served in the Navy for 25 years and views this as an important way to pay it forward to those who serve our country.
Super Bowl Blackout Was Positive for Pizza and Wings

Paul Toscano, CNBC.com, February 4, 2013

Use with Chapter 16, “Retail Communications Mix”

The Super Bowl, is one of the most watched television events in the world, and also a major eating event in American households. This year’s Super Bowl power outage, while frustrating for viewers, was extra exciting for some of America’s favorite eateries. On the Monday after the Super Bowl, the CEOs of Buffalo Wild Wings and Domino’s Pizza, said that the power shortage generated an even larger increase in sales, capitalizing on the extra time spent watching the game.

Domino’s Pizza CEO had a big night with over 300,000 digital orders; at one point, the firm received 1,000 orders per minute prior to the game. Buffalo Wild Wings CEO stated that she liked “any kind of game that extends the time that our guests can stay in our restaurants.” Both companies used social media and the Internet to drive sales. Buffalo Wild Wing’s current TV campaign shows fans causing a blackout to extend the game in order to stay at Buffalo Wild Wings. Twitter users quickly associated Buffalo Wild Wings’ ad campaign with the power outage that stopped play in New Orleans.

Discussion Question:

How did Buffalo Wild Wing’s and Domino’s fare during the Super Bowl?
Both companies enjoyed high levels of sales during the game. They each used social media to reach more customers and create unique promotional campaigns. Both companies capitalized on the blackout to increase sales.

Love Meet Ups With Clothes: Banana Republic Partners With Match.com

Renee Frojo, San Francisco Business Times, February 15, 2013

Use with Chapter 16, “Retail Communications Mix”

Banana Republic is spreading the love with its recent marketing campaign. During Valentine’s Day, Banana Republic partnered with Match.com to host eight in-store meet and greet events for Match.com subscribers in San Francisco, New York, and Chicago. This event was part of Banana Republic’s efforts to expand its consumer base.

Banana Republic also invited authors to share their own personal love stories on Banana Republic’s social media channels. One author, Joy Cho, recreated her first date with her husband wearing Banana Republic clothing and posted it via Facebook, Instagram, Twitter, and Pinterest.

Discussion Question:

Why do you think that Banana Republic established a partnership with Match.com?
Students’ answers will vary. Banana Republic is likely partnering with Match.com to expand its customer base and also to drive traffic. This is a unique partnership for a retailer, as most Match.com meet-ups are at restaurants. Banana Republic is likely hoping that Match.com members will stop in for a new outfit before or during the meet-up.
Aether Builds a Sleek San Francisco Boutique From Three Shipping Containers

Amar Toor, February 2, 2013, theverge.com

Use with Chapter 7, “Retail Locations” and Chapter 17, “Store Layout, Design, and Visual Merchandising”

Aether is primarily a web-based retailer that focuses on outerwear. Recently the California-based company has begun expanding its operations into brick-and-mortar locations. Aether recently opened a shop in San Francisco that was constructed from three, vertically stacked shipping containers. The store has a unique, industrial design that fits perfectly with Aether’s urban-rugged aesthetic.

One of the biggest challenges with using shipping containers was coming up with a way to efficiently and elegantly display Aether’s inventory. This task was accomplished by installing a vertical conveyer belt system that runs from the first floor to the third floor. Customers can activate the conveyer belt using a dial pad. The inside of the shipping containers is also outfitted with hardwood floors and floor-to-ceiling windows.

The goal of the store is not to shift sales away from online, but to provide customers with an opportunity to interact with the merchandise.

Discussion Question:

What do you think of a store like this? Do you think it will attract customers?
Ask students their thoughts on a store like this. Do they think that this kind of format is sustainable? It may attract visitors because of the novelty, but what is the likelihood that they will return?

Back