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

- **U.S. Officials Chase Counterfeit Goods Online** (Chapter 13)
- **Will Cross-Gender Stores Mean More for Lululemon or Nike?** (Chapter 5)
- **Four In-Store Trends Marketers Can’t Ignore in 2015** (Chapters 1 and 5)
- **Hate Checkout Lines? Macy’s Can Help** (Chapters 3, 15 and 18)
- **Geolocation Is Changing the Retail Business Model Yet Again** (Chapter 4)
- **What Personalized Data Delivers the Biggest ROI for Retailers?** (Chapter 4)
- **Amazon Not as Unstoppable as It Might Appear** (Chapter 10)
- **Why Luxury Retailers Should Watch Whole Foods’ New Loyalty Rewards Pilot** (Chapter 11)

### Retail Tidbits

- **Newest Workers for Lowe’s: Robots**
- **Ralph Lauren Uses Interactive Windows to Launch Line at Harrods**
- **7 Innovators that Changed Retail Forever**
- **The Best Place to Work in Retail Is...**
- **Retailers Bet on ‘Omnichannel’ Strategy to Fill Online Orders from Store Shelves**
- **The Price Is (No Longer) Right: Retail’s Big Game**
- **Can’t Wait Any Longer**
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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/centers/retailcenter/teach/

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
With a nice web design and a few pictures sourced from other sites, online counterfeiters are able to convince many buyers that the products they sell are branded items, even though what the shoppers ultimately receive are fakes. Whether the shoppers are aware of the counterfeit and happy to have a low priced option or unwitting dupes, the market is expanding to include innumerable online sellers.

Rather than setting up a card table on a city corner, sellers of fake handbags and boots can promise high quality. Because online buyers lack the ability to feel and inspect the items, it is far easier to fool those who think they are getting a Gucci purse or UGG boots. Instead, they receive less expensive versions, usually produced in questionably safe factories in Asia.

Previously, counterfeit products shipped from factories to U.S. sellers had to come through customs, so U.S. law enforcement agencies halted and searched the shipments at the borders and docks. But with online ordering, the individual shipments move directly from the seller to the customer, making it virtually impossible for U.S. Customs to check each package. Still, Customs continues to coordinate its efforts with various law enforcement agencies, and in the past three years, it has intercepted approximately $1 billion in counterfeit goods annually.

For brands that realize that law enforcement is outmanned, other options appear necessary. For example, UGG boots provides a link on its brand site, which shoppers can use to check whether the website from which they are buying the fuzzy shoes is an authorized retailer. If not, they know they are likely dealing with a fake.

**Discussion Questions:**

What is counterfeit merchandise?
*Counterfeit merchandise refers to products made to resemble branded goods but produced by another actor, usually in low cost settings.*

How have counterfeiters altered their supply chain in recent years?
*Counterfeiters have made much greater use of the Internet, such that they ship the counterfeit items directly to individual customers instead of providing a seller with a large shipment of many items.*

How has this changed supply chain affected counterfeiters’ ability to sell their merchandise?
*In many ways, the new supply chain makes it much easier for counterfeiters: They can avoid Customs reviews, fool customers more easily by using fake pictures on their websites, and sell to people all over the world.*

What can be done to stem the tide of counterfeit merchandise?
*Because it would be virtually impossible for law enforcement to check every package, efforts to stem counterfeit merchandise likely need to rely on cooperation between brands and consumers. Brands need to make it clear where their items are available; customers need to take responsibility to avoid buying fake goods.*
Will Cross-Gender Stores Mean More for Lululemon or Nike?
Matthew Stern, Retail Wire, December 18, 2014
Use with Chapter 5, “Retail Market Strategy”

Whereas the primary target markets for Nike and Lululemon have thus far been relatively distinct, moves by each company suggest that each of these brands is seeking to expand its reach and maybe even attract the members of the other’s market.

Although Nike has produced and sold women’s athletic gear nearly since its start, its main focus in its marketing and retailing operations has been on men, as evidenced by the star athlete names most closely associated with it: Jordan, James, Jackson (as in Michael, LeBron, and Bo, respectively). In contrast, in its relatively shorter history, Lululemon has almost exclusively targeted women with comfortable yoga-type wear and “altheleisure” clothing.

But Nike has opened two women’s only retail stores in recent months, evidently to compete more effectively with Under Armour, another broad athletic brand that has enjoyed great success with its marketing appeals to women. Around the same time, Lululemon opened its first exclusively menswear store.

Whereas the competition for athletic women’s dollars is tough for Nike, the spread of Lululemon into the men’s yoga market is virtually unprecedented. If it can convince men that shopping for leggings and yoga pants is sufficiently masculine, it would be alone in the arena, whereas Nike would still be battling Under Armour and all the other actors that seek to offer broad athletic product lines to men and women.

Discussion Question:

Which faces a bigger challenge: Lululemon targeting men or Nike targeting women?

a. Nike targeting women, because the competition is greater. Lots of companies want to sell athletic clothing to women; Nike will have a tough time setting itself apart.

b. Lululemon targeting men, because it must overcome gender-biased attitudes, such that “manly men” might not want to be seen shopping in a “women’s” store.
Four In-Store Trends Marketers Can’t Ignore in 2015

Gary Lee, Chain Store Age, December 17, 2014
Use with Chapter 1, “Introduction to the World of Retailing,” and Chapter 5, “Retail Market Strategy”

Noting the shifting balance of power, from brands and retailers toward consumers, at least one observer thinks there are four things that traditional retailers need to be doing to keep those powerful customers happy.

First, stores need to become social spaces, because as social media has grown, it has encouraged consumers to expect personalized, experience-related, valuable offerings, whether in stores or at home. Therefore, the best brick-and-mortar retailers actually should become hybrid forms, integrating their social media efforts with their store environments. For example, Nordstrom leverages its vast presence on Pinterest by highlighting the “most pinned” items in stores, using massive, bright red Pinterest logos. Thus customers can quickly find the ideal handbag they saw online as they walk through this social media–enhanced store.

Second, digital should be a part of the store environment in other ways too. By providing immersive digital experiences, supported by radio frequency identification (RFID), augmented reality, beacons, and kiosks, retailers can give consumers unique and valuable interactions. For example, at GameStop, augmented reality enables shoppers to interact with virtual video game characters in stores. For people browsing through adidas storefronts, RFID throughout the stores gives the shoppers in fitting rooms additional ideas to match the items they brought in with them, as well as enable them to add products to virtual shopping carts by scanning them with their mobile phones. Representing a sort of reverse application of this trend, eBay’s smart store connects mobile app users with the store, through interactive mirrors, such that it leverages the convenience of online shopping for in-store customers.

Third, in addition to allowing customers to scan items into virtual shopping carts, modern technology grants them new ways to complete their purchases, such as through Apple Pay and CurrentC. Such service providers appear likely to account for increasing sales, and successful retailers will need to recognize that their traditional credit card readers will not be sufficient for much longer.

Fourth and finally, smart retailers will leverage all these digital touchpoints to gather appropriate data that grant them in-depth insights into consumer preferences and behaviors. Brick-and-mortar retailers might enjoy an advantage over online sellers if they can develop tracking and targeted consumer research methods that help them determine exactly how, where, and when consumers move through their stores. Such information likely will reveal why shoppers buy the items they do. These consumer data can inform inventory planning, leading to greater accuracy and fewer stockouts. They can suggest effective merchandising decisions. And they can support the use of a new, effective metric for measuring customer value, namely, cost per visit.

Discussion Question:

What technological trends should retailers be considering for their stores in the near future?

The key technological trends involve the integration of digital tools into physical stores. Digital and mobile technologies will change the way people shop, make purchase decisions, and complete their purchase. Therefore, retailers need to be ahead of the curve, anticipate shoppers’ uses, and establish tools to support these technologies now.
In its efforts to remain relevant and exciting to consumers, especially younger shoppers, Macy’s has adopted multiple in-store technologies that seek to help customers find the items they want, design fashionable outfits, pay more easily, receive discounts, and even have their purchases delivered if they so choose.

For example, with large, Look Book displays, consumers interact with a sort of digital catalog in the store, finding fashionable ideas, ways to extend their existing wardrobes, and images from forward-thinking fashion icons. Touching the screen enables them to check the availability of various colors and sizes, as well as receive more detailed information about items that are of interest.

The POP terminals in Macy’s stores similarly are touchscreens that provide extensive inventory information, though they are more functional than fashionable in their focus. The smaller kiosks indicate which colors and styles are available, as well as identifying which items have prompted the most Facebook likes or customer favorite rankings.

When it comes time to pay, Macy’s is working to make the process easier and quicker by installing Apple Pay capabilities throughout its network of stores. As one of the earliest adopters of this new technology, Macy’s is seeking to appeal to Apple fans who love to use their iPhones for nearly everything.

With Macy’s Wallet and the Shopkick app, customers have two methods to receive coupons and special offers. Once downloaded, the app requires people to opt in, and then, as they enter a Macy’s store, reminds them to open it so that they can receive personalized notifications. It tracks their movements through the store, so that a shopper in the outwear department receives a discount offer on gloves rather than cosmetics, for example. The Macy’s Wallet program is similar, except that it is unique to this retailer and links to consumers’ loyalty cards. A shopper who has earned a percentage off offer, on the basis of her or his prior purchases, thus no longer needs to worry about forgetting and leaving the paper coupon at home rather than bringing it on the current shopping trip.

Finally, using a crowdsourced delivery service called Deliv, Macy’s offers customers the option of making their purchases in the store, then having them delivered to their homes, such that they no longer have to lug heavy packages through the mall.

Some of these innovations have spread more widely than others. For example, Apple Pay will soon be available in all Macy’s stores, but Deliv provides delivery service in just eight major markets.

Discussion Questions:

What technologies is Macy’s using to enhance its customers’ experience?
With a variety of technologies, Macy’s seeks to help customers enjoy the entire shopping experience, from browsing to receiving the items. For example, its in-store touchpads help consumers find inspiration and the exact fashions they like; its discount apps and loyalty programs give them ready access to discounts and exciting sales offers.

Which of these technologies would you be most likely to use? Which would you be least likely to use? Why?
I will likely use Apple Pay. I already like using my phone to perform lots of functions, so this one is a no brainer for me. But I have a pretty good idea of my own fashion sense, so I can’t really imagine standing in a store, paging through the digital Look Book.

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In addition to the beacon technology, such as Apple’s iBeacon, that enables retailers to locate, track, and interact with shoppers as they move through stores, the latest development in geolocation relies on social media information to make appropriate recommendations to customers. Specifically, the technology embedded in the Flayr service uses reviews and ratings issued by members of a consumer’s social network, combines them with the user’s own personal information, and produces suggestions of things the person might like, as well as convenient places to buy them.

This extension of geolocation technology creates two main benefits for retailers and consumers. First, it makes push marketing efforts more pertinent and timely. Rather than annoying shoppers with unappealing discounts for products that appear unrelated to their lifestyles, Flayr can determine whether each person prefers water or snow skiing—based on vacation pictures posted to social media or hotel bookings—and provide offers accordingly.

Second, consumers walking by a particular store see not what the retailer wants to sell them but rather what their friends think they should buy, according to their tastes, preferences, and reviews. Thus the offers should be better aligned with the tastes of not just the consumer but also his or her reference group and influential others. The virtual shop window provided by Flayr also allows consumers to bring up the recommendations later, after they get home for example, and make their purchases then, when they have the leisure to do so, rather than having to do it on their lunch hour trip to the mall, for example.

Such capabilities, if leveraged effectively and appropriately, seemingly could give even Amazon’s remarkably accurate recommendation algorithm a run for its money.

**Discussion Question:**

What geolocation models are being implemented by retailers to encourage purchases while customers are near or in their stores?

*In addition to iBeacon, retailers that use Flayr can gain access to shoppers’ social media links and thereby personalize their offers according to what the person has shared with his or her social network, as well as what that network has revealed in terms of its normative preferences.*
What Personalized Data Delivers the Biggest ROI for Retailers?

Marketing Charts Staff, Retail Wire, December 8, 2014
Use with Chapter 4, “Customer Buying Behavior”

Unfortunately, it appears that the most widely used segmentation methods are not the ones that provide the greatest return on investment (ROI). Even as technological advances make it increasingly possible to segment consumers on the basis of their behaviors and purchases, many retailers continue to rely on traditional—and not especially effective—measures.

Specifically, most retailers still gather and implement demographic data about their customers, such as their ages, genders, and locations. Yet the returns on personalizing marketing offers on the basis of such demographic information are not especially promising. Instead, according to a survey of more than 700 experts, the best returns can be gained from segmenting and personalizing offers on the basis of people’s prior purchase histories. Expressed preferences and online behaviors appear nearly as effective.

Yet despite these beliefs about the most appropriate methods for segmentation and personalization, few retailers are implementing them. For example, less than one-quarter of the survey participants offer personalized search results, even though evidence indicates that such personalization has a substantial impact on the conversion rates from search engine results.

Discussion Questions

What are the traditional approaches used by retailers to segment customers?
Traditional segmentation approaches include dividing customers by their geographical location, demographic traits, lifestyles, benefits, or buying situation, or some combination thereof.

What approach might be more effective than the traditional ones?
According to the experts interviewed for this article, people’s prior purchase histories provide a better basis for segmentation. Thus a shoe retailer for example might divide potential consumers into those who previously have bought men’s shoes on sale, those who have bought children’s shoes at full price, those who have never bought any shoes, and so on.
When we talk about the shifting face of retail, we often refer to Amazon and the massive effects it has had on the ways people buy and the ways retailers supply. Such influence can sometimes make it seem as if Amazon is unbeatable—a game changer that has re-imagined the retail landscape in its own image, such that no other company could come close to competing with it. Although there might be some validity to that status when it comes to certain products, such as the books, both physical and electronic, that were among its first sales, it appears less and less true in some of the product categories into which Amazon has extended more recently.

For example, in the grocery sector, a wealth of smaller, locally oriented delivery services are seeking to undercut Amazon’s advantages by delivering ordered items more quickly, at a similar price, from a local store owner. Postmates couriers in 18 U.S. cities run out to pick up toiletries, groceries, and convenience products for local customers. As the service integrates its systems with those of the small retailers, it helps them gain an unprecedented level of logistical sophistication that enables the small companies to compete with their larger counterparts, to include even Amazon.

Instacart focuses specifically on groceries and allows shoppers to choose from a range of small and large, local stores from which to receive their deliveries. By starting with groceries, the company asserts that it has already succeeded in the toughest supply chain—“Once you know how to pick avocados, picking towels is a lot easier,” its founder explains. Furthermore, Instacart makes sure that its retailer partners consider it a collaborator, rather than a competitor. Small grocers enjoy sales increases of around 10 percent, and according to one specialty grocer, approximately half of the Instacart orders are from people who would not have shopped at the store otherwise.

In other areas, Amazon suffered a well-publicized failure in its attempt to introduce the Fire Phone, and some investors have begun to question whether it is spending too heavily, without providing enough returns. Moreover, its fights with authors whose books were strategically removed from the site put Amazon in the position of the big bad wolf. If local retailers can paint themselves as the more appealing characters in the tale, they may attract consumers’ sympathies, and their shopping dollars.

**Discussion Questions**

*What new firms are customers using instead of Amazon, and what do they do?*

Customers are turning to local delivery services, such as Instacart and Postmates, to order items online but receive deliveries from local businesses instead of from Amazon’s central warehouse.

*What do these firms have in common, and how do their operations chip away at Amazon’s sustainable competitive advantage?*

The firms can claim to benefit local businesses. In addition, because of their local sourcing, they can deliver items even more quickly than Amazon, sometimes within just hours of the customer’s order.

*If you were able to get the same merchandise at the same price from Amazon or one of these firms, which would you use? Why?*

The local one! I like to feel as if I am supporting my local economy. If the prices really were the same, why would I keep shopping at Amazon?

Amazon! I mean, I’ve been shopping there for years. A lot of my frequent purchases are saved in its system, and it always recommends interesting alternatives to me. I would hate to lose that relationship.

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Why Luxury Retailers Should Watch Whole Foods’ New Loyalty Rewards Pilot

Fred Thompson, Luxury Daily, December 8, 2014
Use with Chapter 11, “Customer Relationship Management”

Many grocery retailers maintain loyalty programs that offer discounts on certain items or cash back on related fuel purchases. But these programs—nearly identical in their structure and offers, providing undifferentiated discounts and benefits—often cost more to manage than they benefit the store in increased revenues. Research shows that they fail to achieve their basic, named objective, that is, to make customers more loyal. In turn, several chains have announced plans to do away with their loyalty programs and instead rely on the promise of an everyday low price approach to attract buyers.

Whole Foods has always been a little distinct from other grocers though, and its perspective on loyalty programs is no different. While others are shutting down or scaling back their programs, Whole Foods has just initiated its first program, though currently only as a pilot program. The rationale for launching the program may not seem surprising. As more competitors consider the benefits of stocking local produce or organic options, the competitive advantages that enabled Whole Foods to charge price premiums have started to collapse. Thus, it has needed to take steps to retain its competitive position.

With the introduction of its loyalty program, Whole Foods is looking to establish a new means to differentiate itself and justify its price points. The loyalty program goes well beyond coupons or free gifts. Instead, it features personalized rewards based on each shopper’s purchase history, including experience-based rewards. For example, it might offer meetings with a nutritionist to a shopper who prefers low calorie options or cooking classes with the sushi chef to a loyal buyer who buys raw fish once a week.

The program members can register their purchases by handing their identification card to the clerk or by downloading and using the mobile app. Both channels will integrate seamlessly with Apple Pay, reflecting Whole Foods’ predictions about the expansion of that convenient payment method.

Discussion Questions:

What is lacking in the typical grocery retailer’s loyalty program?
In a word, differentiation. Most grocers’ programs offer nearly identical benefits.

How will Whole Foods new program correct these deficiencies?
Because the program is focused on differentiation, it should help Whole Foods set itself further apart from its competitors, such as by offering experiences that are not available in any other chain. In addition, by making the rewards personalized to each shopper, it likely will offer more valuable rewards to truly loyal customers.
Retail Tidbits

Newest Workers for Lowe’s: Robots

According to a robotics association, more than 400 robots currently work in museums and exhibitions, helping guide visitors to particular displays. Lowe’s is no museum, but its vast store spaces can sometimes seem overwhelming, leading the retailer to experiment with an OSHbot. The 5-foot robot greets shoppers as they enter the store and asks them, in English or Spanish, if they need help. It features two screens: one that allows do-it-yourselfers to engage in discussions with experts, and another that presents special offers, linked to displays that the shopper is passing while moving through the store. OSHbot also has scanning capabilities so that customers can check the price or color options for any particular item. Although only two OSHbots have moved off the production line, and two more are being completed, Lowe’s anticipates that home improvement customers of the future will receive much of their service from the helpful, pleasant robot assistants.

Ralph Lauren Uses Interactive Windows to Launch Line at Harrods
Sarah Jones, Luxury Daily, November 3, 2014

When London shoppers stroll by the storied Harrods Department Store this fall, they found 15 windows decked out in Ralph Lauren apparel and accessories. But next to the fancy clothes appeared near field communication (NFC) and quick response (QR) codes that the window shoppers could scan with their smartphones. The resulting links showed them a map, specifying where in the massive store they could find the new Ralph Lauren collections. If the store happened to be closed, the links instead took them to the Ralph Lauren mobile site, so they could still access the new collections. Both the retailer and the manufacturer in turn gained detailed data about how many consumers scan, and which items, and then how many of them made purchases either in the store or online.

7 Innovators that Changed Retail Forever
David Rekuc, Entrepreneur Magazine, January 2015

With the ready acknowledgment that sometimes the driving forces behind new innovations in the retail sector are not necessarily the first ones to introduce them, Entrepreneur Magazine has come up with a list of seven retail firms, and their founders, that transformed the field. Spanning centuries, the list includes Wannamaker’s (founded by John Wannakamer in 1887), which pushed forward the concept of department stores, and Sears (Richard Warren Sears, 1888) with its ubiquitous and remarkably successful catalog. It also notes the birth of retail outlets in 1936 by Morris B. Anderson (with the explanation that the term “factory outlet” exists because originally, manufacturing firms sold their mistakes and extra runs at a discount only to the workers in their factories) and the emergence of Walmart (Sam Walton, 1962). More recent entrants to the list include Amazon (Jeff Bezos, 1994) and eBay (Pierre Omidyar, 1995). Apple (Steve Jobs and Steve Wozniak, 1976) also appears—not in its traditionally innovative role as a product developer but instead under the guise of redefining how consumers buy digital goods through its iTunes service and the expansion of the cloud.

The Best Place to Work in Retail Is...
George Anderson, Retail Wire, December 12, 2014

An annual poll of workers, asking their impressions about the best employers, included six retailers in 2014: H-E-B, In-And-Out Burger, QuikTrip, Apple, Costco, and Wegmans. The first and last entrants are regional grocery store chains. The others—a regional fast-food company, a national convenience store, a national warehouse club, and one of the best known brands in the world—demonstrate the vast range embodied by the label “retailers.” In each case, a significant majority of the people who work for the company approve of the CEOs and would recommend the employer to a friend, suggesting that good retail jobs are available in a range of categories.
Retailers Bet on ‘Omnichannel’ Strategy to Fill Online Orders from Store Shelves

National retail chains such as Walmart, Macy’s, and Target built their operations for a retail landscape in which customers from all over would visit their local store, so all the retailer needed to worry about was getting products onto shelves at the right time. But modern consumers are just as happy to stay put and have products delivered to their doors. To compete for these shoppers, the traditional retail chains are seeking ways to enhance their delivery systems to far-flung homes, even though their organizations were founded with a structure based around a centralized distribution system. Workers in stores take responsibility to receive online orders, pick the necessary items from store shelves, package them, and send them off to customers. The time demands create significant concerns about efficiency; when Macy’s added delivery services in 2012, it quickly came to understand that store clerks could not both help customers in the store and pack items for shipping during the same shift. Therefore, it assigned the order fulfillment process to merchandising teams that restock the stores before they open. At Walmart, the “ship-from-store” teams seek to transform the company’s 83 Supercenters into multiuse sites that function as a sort of distribution center for individual consumers. The ship-from-store employees perform their functions during store hours, and even though their first responsibility is not the in-store customers, Walmart still requires that they stop their activities and help any customer who approaches them for help. As these examples show, the store delivery model remains far less efficient than that achieved by pure online retailers such as Amazon. However, the various retailers promise that these experiments are just starting and will continue to improve as they find new ways to get an ordered item from a store shelf to a customer’s mailbox.

The Price Is (No Longer) Right: Retail’s Big Game
Krystina Gustafson, CNBC.com, December 11, 2014

The rules about pricing in different channels simply do not hold anymore. Whereas once, consumers assumed they would always get a lower price online, modern retailers have grown so sophisticated in their dynamic pricing practices that there is virtually no guarantee of a low price in any specific channel. The most dynamic online pricers—Amazon and Sears among them—change the prices they charge on a daily basis, for nearly 20 percent of their total assortment. A recent promotion by Sears promised in-store buyers a Nakamichi speaker for $199, with $100 in loyalty points; the same speaker on Sears.com was $299, with no loyalty points. Furthermore, the rate at which retailers adjust their prices jumps even higher during particularly busy shopping times (e.g., holidays, back-to-school) and for more popular items (e.g., a Frozen Elsa doll). In contrast, the least dynamic pricers, such as Staples and Apple, rarely change the prices listed on their websites, and somewhere in the middle, Walmart shifts prices on about 7 percent of its assortment each day. Studies also reveal that the gap between the highest and lowest prices charged for a particular item can reach up to 50 percent of the product price.

Can’t Wait Any Longer
Liz Parks, Stores Weekly, November 26, 2014

In their continued efforts to compete more effectively with online retailers, brick-and-mortar sellers are pursuing new experimental data that enable them to determine how, when, and where customers move. In particular, a newly introduced software tool by Prayas Analytics promises to help reduce lost sales when impatient customers give up waiting in line and leave without purchasing anything. For one coffee shop, for example, Prayas revealed that during peak hours, wait times increased by 54 percent—and abandonment rates jumped by 34 percent. To make these determinations, the software relies on existing surveillance data, gathered by the retailers’ security cameras. Automated analytics use the video data to quantify when a customer enters, where in the store he or she moves, and how long that person is in line. In addition, manual coding efforts confirm the results and assess any potential outliers or variations in the video data. Beyond customer abandonment, the software promises to improve labor scheduling tasks and customer engagement. Retailers can experiment with different staffing patterns or locations for sales clerks, then review the outcomes for customer movement and purchases, nearly in real time. The goal, according to one of the company’s founders, is “to give retailers the ability to understand things that they couldn’t see or understand just by looking at the raw data.”

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