Index

A&P, 124, 202
Abercrombie & Fitch, 143–144, 165
Abt Electronics, 165
Accelerators:
  inflection points and, 3–4
  potential, 20–23
  responding to, 4–5
Acres for America project, 84
Ad campaigns, 203
Advocates, 114
Aging of population, 14–15, 134
demand for services and, 187
wellness needs and, 19–20
All Small & Mighty, 103
Altoids Curious and Original Chocolate Shoppes, 174
Amazon.com, 125
American Girl, 161, 162, 211
Anderson, Ray, 36
Angie’s List, 187–188
Animal cloning, 98
Apparel retailers, 70–77, 104–107, 125, 143–145
Apple, 103–104, 126, 161–162, 203, 212, 213
Apron’s, 139, 192–193
Asians, 16, 146, 147
Attitudes, consumer, 22
Avon, 177
Baby boomers, 18, 135, 137–141, 188–189
Baby food, organic, 79
Back-stories, 219
Bankruptcies, xxi

Bare Escentuals, 165, 178–180
Barneys’ 2007 Holiday Catalog, 54–55
Baugh, Phil, 109
Baum Development, 107
Beard Papa, 147
Bed, Bath and Beyond, 208
Behavioral change, of consumers, 17–20, 148–155
Ben Franklin, xxiii
Best Buy, 152, 190, 208
Bezos, Jeff, 224
Big box retailers, 79–92
Biodiesel fuel, 96, 118
Bitten, 150
Black Friday, xi–xii
Black Hole of Retail, 2
Blank, Arthur, 224
Blue Cross Blue Shield, 200
Bluefly.com, 177
Boomlets, 135, 141–145
Brand affinity, 161
Brand group, 161
Brands. See also specific brands
  back-stories for, 219
  celebrity-endorsed, 150–151
  distinctiveness, 212
  exclusivity of, 209
  going retail, 201–213, 228
  niche, 208
  positioning, 212
  Super Brands, 204–206
  types of stores for, 209–210
Brinkmeyer, Jessa, 73
Brite Smile, 200
British greentailers, 37–40
Index

Buffalo Exchange, 55, 70–72
Bursak, Barry, 107–108
Business plans, 219–220
Butler, Dan, 111
Buzz, 222

Cabela’s, 165
Carbon dioxide emissions:
  offsetting of, 118–119
  Wal-Mart’s efforts to reduce, 87
Carbon offset products, 49
CarPhone Warehouse, 152
Case studies, 69–109
  Apple, 103–104
  Buffalo Exchange, 70–72
  Gaiam, 106–107
  Green Exchange, 107–109
  Home Depot, 79–82
  Method, 99–101
  Mothers Work, Inc., 79
  Nau, 74–77
  Nike, 105–106
  Office Depot, 91–92
  PCC Natural Markets, 97–98
  Pivot Boutique, 73–74
  REI, 105
  Safeway, 95–96
  Seventh Generation, 101–102
  Staples, 90–91
  Target, 88–90
  Timberland, 104–105
  Trader Joe’s, 98–99
  Unilever, 102–103
  Wal-Mart, 82–88
  Whole Foods Market, 92–95
  Williams-Sonoma, Inc., 77–78
Catalogs, 171–172
Category killer sector, xxiv, 124
CB2, 142
Celebrity-endorsed brands, 150–151
Change:
  behavioral, 17–20, 148–155
  customer-driven, 12–13
  in distribution patterns, 208–209
  recognizing, 11
  responding to, 5–8
Charity, 54–55, 121
Chicago Climate Exchange, 96
Chief sustainability officers, 42, 114
Chinese manufactured toys, 52
Circuit City, 190, 191
Cleaning products, 99–102
Climate change. See Global warming
Clothing recycling, 70–72
Coach, 126, 149, 203
Coldwater Creek, 140, 193–194
Communications, globalization of,
  xxii, 154
Compact florescent light bulbs (CFLs),
  85–86
Competencies, understanding own,
  217
Competition:
  brands and, 201–213, 208
  entrenched, 127
  pressure from, xxv–xxvi
  scanning the, 216–217
Competitive factors, 36
Concepts:
  communicating, 129
  compressed life cycle of, xxi–xxv
  creating new, 6–10
  economic models for, 129–130
  evaluating success of, 8–10
  Hot Zone for new, 127–131
  lack of proprietary, xxii
  success and failure of new, xx–xxi
Consolidation, xxi, 207–208,
  209
Consume less, 28–29, 62
Consumer attitudes, 22
Consumer behavior:
  changes in, 36–37, 148–155
  impact of green concerns on, 57–68
  trends in, 17–20
Consumerism, 28–29
Consumer preferences, shifting, 19
Consumer research, 57–58
Consumers:
  control by, 18–19, 154–155
  demographic shifts in, xxvi–xxvii,
  14–16
  expectations of, xxvi
  factors important to, in shopping,
  66–68
  fickleness of, xxii
  putting first, 211–212
  solutions to problems of, 185–186
  view of, on green, 28, 57–68
Consumer tailwinds, 216
Control, 18–19, 154–155
Convenience, 18, 151–152
Core values, incorporating green in, 40–41, 113–114
Corporate social responsibility (CSR), 34–35
by British companies, 37–40
conveying, 53–55, 120
Costco, xiii, 116, 161
Crate & Barrel, 142
Creative Memories, 181–183
Customer-driven change, 12–13
Customer experience, 218–219
Customers. See Consumers
Customization, 19, 155
CVS, 196–197
Dach, Leslie, 112
Daley, Richard M., 109
Darwin, Charles, 11
David Weekley Homes, 200
Day-to-day operations, 12
Decisions, effect of cumulative, 1–2
Deflation, xvi
Dell, 212
Del Monte Foods, 174–175
Delta Airlines, 175
Demographics, 227
consumer behavior changes and, 17–20
demand for services and, 187–189
etnicity, 145–158
fluence of, 12, 14–16, 23–24
retail opportunities from shifts in, 133–148
shifts in, xxvi–xxvii
U.S. trends, 14–16, 134–148
Department stores, xxiii, 124
Depression generation, 135
Deutsch, Claudia, 41–42
DiGiorno Ultimate frozen pizza, 175
Direct retailing, 124
Direct selling, 177–183
Direct-to-consumer (DTC) channel, 171–172
Discount stores, xiii, xxiii–xxiv, 124
Discover Local Music program, 199
Disruptors
inflection points and, 3–4
potential, 20–23
responding to, 4–5
Distribution, xiii
Distribution patterns, 208–209
Do It for Me (DIFM), 188, 189
Do It Yourself (DIY), 188
Dollar General, xiii
Dollar stores, xiii
Earth Day, 34
Eco-friendly packaging, 117
E-commerce, xiii, xxiv, xxv–xxvi, 125, 168
Economic bubbles, 23
Economic models, 129–130
Eco Options Program, of Home Depot, 79–82, 120–121
Elements of Greentailing, 40–55
corporate social responsibility, 53–55
LEED certification, 42–45
packaging, 45–47
recycling programs, 47–48
selling green products, 48–53
sustainability, 40
Employees, as acolytes, 160
Energy efficiency, 64, 85–86, 89
Energy-efficient lighting, 43
Environmedia, 32
Environmentalism, beginning of, 34–37
Environmentally friendly products, 49
Environmental relations (ER), 48
Equal opportunity movement for environment and design (EOMED), 100
-Est position, maintenance of, xxvi
-Est Theory, xiv–xv, 126
Ethically sourced products, 49
Ethnicity, 15–16, 134, 145–148
E-waste, 103–104, 116
Exclusivity, 209
Expectations, of consumers, xxvi
Experience, customer, 218–219
Experience extensions, 210
Experiential retailing, 157–166, 227
defining elements of, 159–162
eamples of, 162–166
Lululemon Athletica, 162–162
Paiva, 163–164
External factors, 35
Facilities, green, 42–45, 86–87, 89, 114–116
Family Dollar, xiii
FedEx Kinko, 191
Financial planning centers, 200
Financial services, 197–199
Finish Line, 164
FireDog, 190
First-mover advantage, xxiii
Fitness centers, 199
Flagship stores, 209
Food services, within grocery stores, 193
Forth & Towne, 140–141
4Ps, 204–206
Fresh & Easy, xxii, 152–154
Full-line stores, 209–210
Future of retailing, xix–xx, xxviii, 225–226, 228–229
GaiaM, 106–107
Gap, Inc., 140–141
Geek Squad, 190
Generational values, 12
Generations, 135, 137
Generation X, 135
Generation Y, 141–145
Geopolitical events, 22
Gibson, William, xix–xx
Gilly Hicks, 144–145, 165
Globalization, xiii, xxii, 145
Global sourcing, xiii, xvi
Global warming, 22, 62
Goal setting, 113–114
Gore, Al, 35
Grand openings, 222
Green:
  infrastructure, 42–45
  as mission and core value, 40–41, 113–114
Green advocates, 114
Green apparel, 74–77
Green bags, 94–95
Green Book, The, 91–92
Green buildings, 42–45, 86–87, 89, 114–116
Green communication systems, 120–121
Green Exchange, 107–109
Greenhouse Gas Reduction Initiative, 96
Green movement, 34–37, 119
Green Pavilion, 111–112
Green practices:
  carbon offsets, 118–119
  charity giving, 121
  of consumers, 58–65
  eco-friendly packaging, 117
  energy-conscious fleets, 117–118
  environmental and energy efficient buildings, 114–116
  green communication systems, 120–121
  incorporating, 111–122
  selling green products, 119–120
  thinking green, 113–114
  transparent policies, 121
Green products, 48–53
  corporate social responsibility, 120
  dealing with waste, 116
  definitions of, 48–50
  local, 49, 52–53
  organic, 48, 49, 50–52
  price differential for, 62, 64
  purchases of, 58–65
  selling, 119–120
  stigma on, 10, 61–62
Greentailers. See also Case studies abroad, 37–40
  green advocates in, 41–42
  green building by, 42–45
  practices of successful, 122
  visibility of, 60–61
Greentailing:
  case studies, 69–110
  consumer’s view of, 57–68
  current state of, 27–30
  drivers of, 62
  factors in, 35–37
  future of retailing and, xxviii
  key elements of, 40–55
  lack of uniformity in, 33–34
  as long-term sustainable trend, 24–25, 226–227
  profitability of, 113
  publicity surrounding, xxvii
  responding to, 5
Greentailing 2.0, 30–32
Greenswashing, 32–34
Greenwashing Index, 32–33
Greenwise program, 121, 139
Gretzky, Wayne, 13
Grocery bags, 46–47, 64–65, 94, 97–99, 117
Grocery stores, 92–99
Grove, Andrew S., 1, 2
Growth, 222–224
H&M, 126, 145
Harley Davidson, 162
Health insurance stores, 200
HEB, 147
Hickory Farms, 173
High Efficiency (HE) stores, 87
Hirschfield, Gary, 36
Hispanics, 16, 145–146, 147
Holiday season, xi–xii
Hollister, 143–144
Home Depot, xvii, xxiv, xxvi
Eco Options Program, 79–82, 120–121
services offered by, 187, 189–190
Homemade Pizza, 166
Home retailers, 77–78
Home shopping television, 178, 179–180
Hot Zone, 127–131
Household composition, 15, 134, 187
Household income, 16
Hybrid cars, 35
Ideas, hot, 127–131
Ikea, 117
Illy, 210–211
Income polarization, 16, 134
Inconvenient Truth, An (film), 35
Inflection point model, 4
Inflection points:
causes of, 20–23
concept of, 226
creating, 4–5
definition of, 3
recognition if, 2
responding to, 4–5
in retailing, 1–10
Infomercials, 179
Infrastructure, 42–45
Innovations:
as accelerator / disrupter, 21–22
success and failure of, xx–xxi
12 rules for successful, 215–224
In-store concierges, 186–188
Intelligent multichannel retailing, 168–172
Interface, 36
Internal factors, 36
Internet:
as accelerator / disrupter, 20–21
communication, xiii, 154
Gen Y and, 141–142
globalization and, xxii
time compression and, 18
JCPenney, 169–171
JCPenney Experience store, 171, 172
Jordan Bros. Furniture, 165
King Kullen, 124
Kiosks, 210
Kmart, xxiv, 124
Kraft Foods, 175
Krispy Kreme, 9
Kroc, Ray, 125
Land use, 84
Laundry detergent: concentrated, 103
ultra packaging of, 45–46, 84–85
Leadership in Energy and Efficiency in Design (LEED), 42–45
LEED certification, 42–45, 89, 105, 114–116
LEED Green Building Rating System, 43, 114–116
Lego, 155
Life cycle, compressed, xxii–xxv
Life stages, 12, 17, 135–136, 142
Lifestyle, 148
Lifestyle retailing, 19, 158, 160
Limited, The, 125
Live Better Index, 86
Liz Claiborne, 208
Loblaws’, 28
Local markets, tailoring to, 147–148
Local products, 49, 52–53
Logistics, Wal-Mart’s, 85
Lowe’s, 189
Low Impact Development (LID), 89
Index

Lululemon Athletica, 162–163
Luxury items, 17, 148

Macy’s, xvii, 147–148
Mall of America, 43, 47–48
Marbury, Stephen, 150
Marcus, Bernie, 224
Market changes, responding to, xxiv–xxv, 4–8
Marketplace, disruptive change in, 3–4
Market polarization, 17, 148–149
Market trends. See Trends
Marks & Spencer, 37–38
Marshall Fields, 124
Mass customization, 155
Mass luxury items, 148–149
Mattel, 52
Maytag Appliances, 210
McDonald’s, 125, 151–152
Meal preparation centers, 199
Medical clinics, 195–197
Membership warehouse clubs, 125
Meow Mix Cafe, 174–175
Method, 52
MetroPark, 143
Mini, 166
Minimal waste products, 49
MinuteClinic, 197
Mission statement, incorporating green in, 40–41, 113–114
Mobile retailing, 184
Montgomery Ward, 124
Mothers Work, Inc., 79
Mullin, Tracy, 112
Multichannel retailing, 168–172
Municipal solid waste (MWS), 70–71
National Retail Federation (NRF), 111–112
Nau, 74–77
Niches, 208
Nike, 105–106, 176, 211
Nike ID, 155
NikeWomen, 211
Non-store retailing, 167–184, 227–228
direct selling, 177–183
intelligent multichannel, 168–172
mobile retailing, 184
pop-up stores, 172–177
vending machines, 183–184
Nontoxic products, 49
Nontraditional households, 15

Office Depot, 91–92, 120, 191
Organic baby food, 79
Organic products, 48, 49, 50–52
Outlet retailers, 104–107
Outlet retailing, 202, 210

Packaging:
dealing with waste, 116
eco-friendly, 117
reducing, 46–47, 102–103
sustainable, 65
ultra, 45–46, 84–85
Paiva, 163–164

Pampered Chef, 180–181
Pandemics, 22
Parker, Sarah Jessica, 150
Partners for Change program, 76
Passion, 224
Patagonia, 164
Patterning, 205
PCC Natural Markets, 97–98
Petco, 55
PetSmart, 191–192
Piggly Wiggly, 124
Pinkberry, 129, 166
Pivot Boutique, 73–74
Plastic shopping bags, 46–47, 64–65, 94, 97–98, 117

Population:
aging of, 14–15, 134, 187–188
ethnic, 134, 145–148
Pop-up stores, 172–177, 210
Positioning, 205–206, 217–218
Post-Millenniums, 135
Pottery Barn, 78, 142–143
Preferences, shifting, 19
Price:
of green products, 62, 64
innovations in, xii–xiii
Price Club, 125
Private brands, 202
Proactiv Solutions, 177–178
Product interaction, 160–161
Products. See also Green products
cleaning, 99–102
great, 221–222
green, 48–53
local, 49, 52–53
Staples, 90–91, 191
Starbucks, 160
Steve & Barry’s, 149–151
Stonyfield Farms, 36
Store designs, 7, 152, 220–221
“Store of the year” design awards, 7
Stores:
  attributes important in selecting favorite, 66–68
  vs. brands, 204
  consolidation of, 207–208, 209
  flagship, 209
  full-line, 208–210
  location for, 221
  openings, 222–223
  outlet, 210
  pop-up, 172–177, 210
  roll out of new, 223–224
  within stores, 210
Strategic planning, definition of, 11, 13
Success:
  keys to long-term, 211–213
  rules for, in innovation, 215–224
Super Brands, 204–206
Supercenters, xiii, 125
Supermarkets, 124, 146–147, 192–193
Supplier relationships, 45–46
Suppliers, case studies of, 99–104
Supply chain:
  greening of, 45–46
  Wal-Mart’s, 84
Sustainability:
  definition of, 40
  Wal-Mart’s commitment to, 83–88
Sustainable products, 49
Target:
  case study of, 88–90
  celebrity-endorsed brands in, 150–151
  changes by, xxiv
  as experiential retailer, 166
  philanthropy by, 55
  pop-up stores, 173
  positioning by, 17, 128
  retail clinics in, 196
Technology:
  as accelerator/disrupter, 20–21
  innovations in, 229
  retail, 21
  time-saving, 152
Temporary stores, 172–177
Terrorism, 22
Tesco, xxii, 39–40, 116, 152–154
Textile products, 70–71
Timberland, 104–105
Time compression, 17–18, 151–154, 187
The Limited. See Limited, The
Tokens for Bags program, 72
TopShop, 145
Toys “R” Us, xxiv, xxvi, 124
Trader Joe’s, 98–99, 161
Trading up phenomenon, 148–149
Transparent policies, 121
Transportation, 43, 96, 117–118
Trends:
  anticipation of, 1
  capitalizing on, xxv
  in consumer behavior, 17–20
  demographic, 14–16, 134–148
  as interconnected, 11–25
  projecting, 13
  recognizing, 12–13
  responding to, 2, 4–8
Trend-shifting events, 12–13, 20–23
Tupperware, 177
Tweeter, 191
12 rules of innovation, 215–224, 229
Ultra packaging, 45–46, 84–85
Umpqua Bank, 197–199
Unilever, 102–103
Uniqlo, 176
United Kingdom, greentailers in, 37–40
U.S. Green Building Council (USGBC), 115
Value-added services, 186–188
Values-based mission, 161
Variety stores, xxiii
Vehicle fleets, 43, 96, 117–118
Vending machines, 183–184
Vendor matrices, 209
Venture capital, influence of, xxiii
Victoria’s Secret, 144–145
Walgreens, 151, 196
Wal-Mart, xiii, xiv–xv, xvi, xvii, xxiv
  approach to environmentalism by, 29, 36
  energy-conscious fleets of, 117–118
  green efforts by, 82–88, 112
United Kingdom, greentailers in, 37–40
U.S. Green Building Council (USGBC), 115
Value-added services, 186–188
Values-based mission, 161
Variety stores, xxiii
Vehicle fleets, 43, 96, 117–118
Vending machines, 183–184
Vendor matrices, 209
Venture capital, influence of, xxiii
Victoria’s Secret, 144–145
Walgreens, 151, 196
Wal-Mart, xiii, xiv–xv, xvi, xvii, xxiv
  approach to environmentalism by, 29, 36
  energy-conscious fleets of, 117–118
  green efforts by, 82–88, 112
as Greentailer, 61
organic products at, 51
retail clinics in, 196
retail revolution by, 125
smaller stores by, 152, 153–154
ultra sizes and, 45–46
Walton, Sam, 224
Waste:
dealing with, 116
electronic, 103–104, 116
reducing, 47
Water scarcity, 22
Wegman’s, 95
Weight loss centers, 199
Wellness, 19–20, 200, 228
West Elm, 142–143
Wexner, Les, 125
White spaces, 133
Whole Foods Market, 61
carbon offsets by, 119
case study of, 92–95
mission of, 40–41
organic products at, 52
spas in, 194–195
Wholesale Membership Club, xiii
Williams, Serena, 150
Williams-Sonoma, Inc., 77–78,
   171–172
Wired magazine, 176
Wolpert, Tracy, 98
Women, in workforce, 15, 134
Woolworth, xxiii
World War II generation, 135
Wrigley, 174
Zara, 126, 145
Zittel, Ted, 201