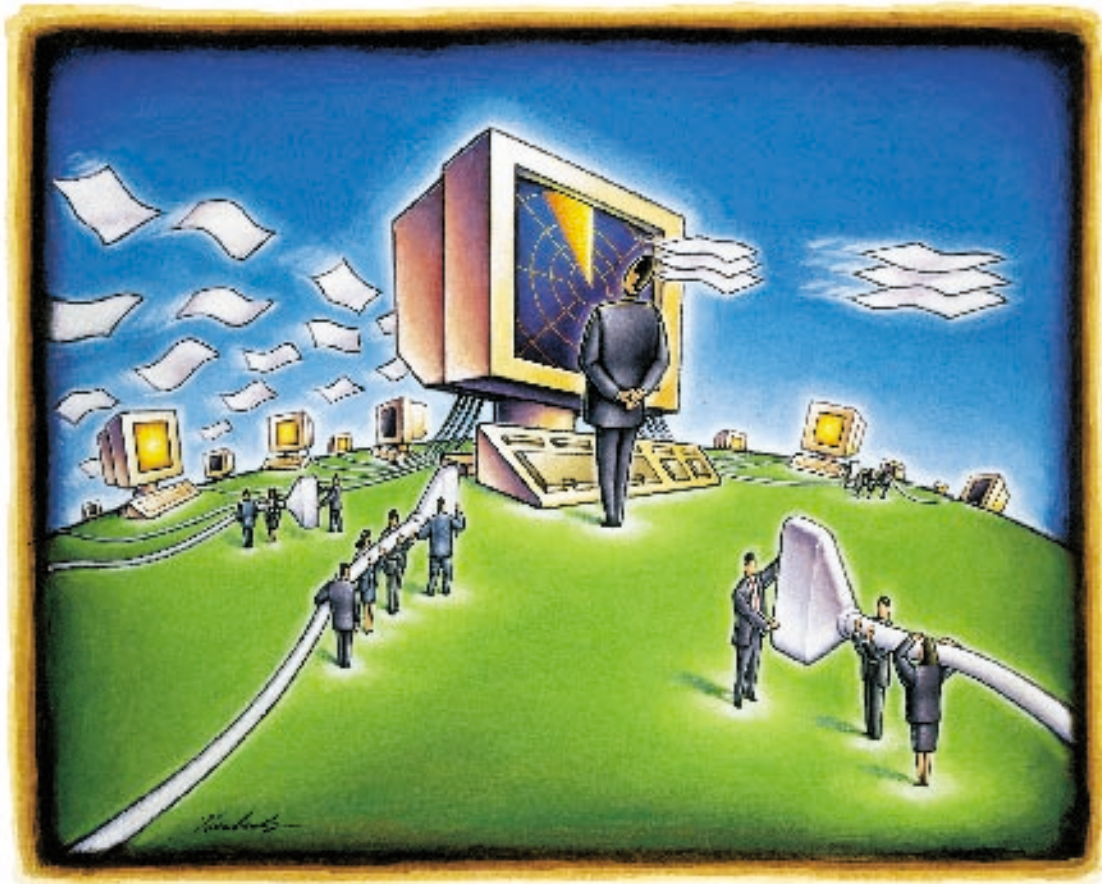FIFTH OF A SERIES ON GROWTH IN RETAIL

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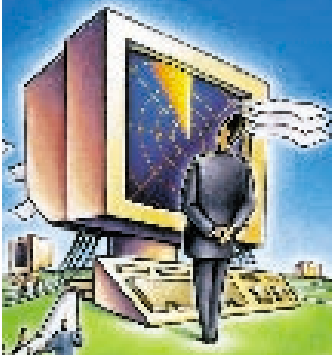IN ASSOCIATION WITH THE McKINSEY MARKETING PRACTICE

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smart data
smart decisions
smart profits

the retailers' advantage

Margo Georgiadis, Katrina Lane, and Sue Whalley

As retailers face tougher competition across channels, they need to improve their ability to use in-depth customer data as a strategic tool to influence customer behavior and to optimize basic business decisions. By harnessing smart data about customers' purchases and shopping patterns, some retailers have achieved increases in annual sales and profit growth of 5 to 10 percent. While the imperative to use data in new ways can appear daunting, smart data are now more readily available than ever before for smarter retail decision making both on- and off-line.

Leading retailers are already enjoying huge value from smart customer information (Exhibit 1).

Harnessing Smart Data for Greater Retailer Sales and Profit Growth

Retailer	Smart data	Smart decisions	Smart profits
European grocer	Assessed relative effectiveness of promotions using loyalty card data, focus group insights, and conjoint analysis	Refined promotion strategy, reallocating spend to the most effective promotion type/item combinations	Achieved up to 50% increase in promotional effectiveness
U.S. mass merchant	Segmented customers based on shopping and credit usage behaviors and combined these insights with priority segment preferences for potential benefits packages	Developed targeted relationship programs for both new and existing customers to encourage greater loyalty	Increased sales 10 to 20%. and reduced attrition by 50% among targeted segments
European hypermarket	Identified customer segment penetration and spending by subcategory and product line	Identified new product line, promotion, and merchandising opportunities to increase spending and penetration among different customer segments	Increased sales 7%
Upscale U.S. department store	Understood shopping patterns of best customers, by analyzing data from proprietary card program and third-party credit providers	Promoted stronger product selling by associates Tailored communications and offers for top segments	Increased spending of top customers by 20 to 25%

They have combined traditional mass performance measures, such as growth in comp-store sales, with new metrics that track sales growth, retention, and wallet share for segments and individuals. Using insights from these data has enabled them to meet the needs of their most attractive customers and prospects and, in turn, generate superior sales and profits. Today, with increasing competition both in stores and on-line, insightful use of customer data is becoming a "must do" rather than a "nice to do." We are convinced that retailers need to find the value of smart customer data in their organization, build smart customer databases, and use smart information to create strong customer relationships and to make better business decisions. Then they will be able to nurture and protect customers and reap smart profits as their reward.

Finding the Value of Smart Customer Data

While retailers have a great deal to gain from a deep understanding of their customers' behavior, many are still struggling to get and use customer data to pursue profit growth opportunities. Historically, many retailers have been stymied by a traditional focus on mass marketing – reinforced by financial market valuations derived mainly from top-line sales and comparative-store sales growth. These pressures tend to place customer-centered data acquisition and strategies low on the corporate investment agenda. Some also have lacked access to enough customer-level data to gain insights to make smarter decisions. And, even when data were available, many have underinvested in the new analytic talent and tools necessary to turn their customer data into actionable insights that could drive increased sales and profits (see "Building the Customer Organization").

Still, there is good news for retailers who are seeking to get smart about their customers and to make smarter business decisions: both the sources of data and the technology to mine it have improved rapidly over the last few years. Through well-penetrated loyalty programs, growth in the number and traffic levels of retail Web sites, proprietary credit databases, and "reverse appends" of third-party credit cards, U.S. and European retailers can amass a treasure trove of customer data – the essential material that retailers can use to make innovative decisions to outperform their competitors (see "The Value of Customer Data"). From these kinds of data, retailers can make smart decisions to, for example, increase customer loyalty and influence cross-channel behavior.

Building the Customer Organization

Successful use of customer data requires new capabilities within the marketing and merchandising teams, as well as among store managers and staff.

- **Customer mind-set** – the organization needs to recognize that some customers are more important than others and make the appropriate trade-offs to capture value, from marketing investment reallocation to changes in category management store and tailoring.

- **Top management champions** – they will ask the tough questions about how key customer segments are performing over time and what actions are needed to leverage customer insights to improve decisions across the business.

- **New metrics** – customer segment-level reports that highlight key performance trends (e.g., downward migration, attrition) overall and key improvement levers by business area (e.g., category, store).

- **New training** – systematic training on how to incorporate data into existing retail decisions throughout the organization (e.g., category management, marketing planning, store planning, selling strategies).

- **New decision support systems** – flexible tools that automate tracking and analysis of customer behavior patterns and metrics; supporting systems that provide for timely, efficient access to customer behavioral data within and across channels.

The Value of Customer Data

- **Connect customer behaviors to sales and profits** – by focusing on the behaviors that drive sales and profits, retailers can define actionable segments and shape tactics that will directly improve both top- and bottom-line results. Perhaps more important, they can take a customer approach to budgeting, P&L management, and performance tracking, all of which are critical to sustaining customer focus across the business over time.

- **Develop compelling customer profiles and patterns** – as data sources expand, the challenge is to develop robust profiles that combine insights into customers' shopping, payment, and channel usage behaviors with targeted lifestage demographics. The most successful players develop a shared vision of the logical development stages across key segments to focus management on the benefits and key levers to influence customer behavior patterns.

- **Target customer migration patterns for superior returns** – managing how customers migrate within and across categories and channels generally offers the largest value creation opportunity. For most retailers, the biggest value comes from taking proactive steps to stem downward migration within their top customer segments. In addition, migration data allow retailers to track and assess the need to reshape channel value propositions and economics as consumer shopping patterns evolve.

- **Focus on top customers for early wins** – mining insights into the most profitable customers nearly always provides the biggest opportunities for near-term customer wins. Top customers tend to be the most responsive to tailored strategies, given their demonstrated commitment to and interest in the store; most companies underestimate the available wallet-share potential here. Most multi-category retailers can achieve 30 to 40 percent increases in spending from sustained, tailored programs focused on top customers.
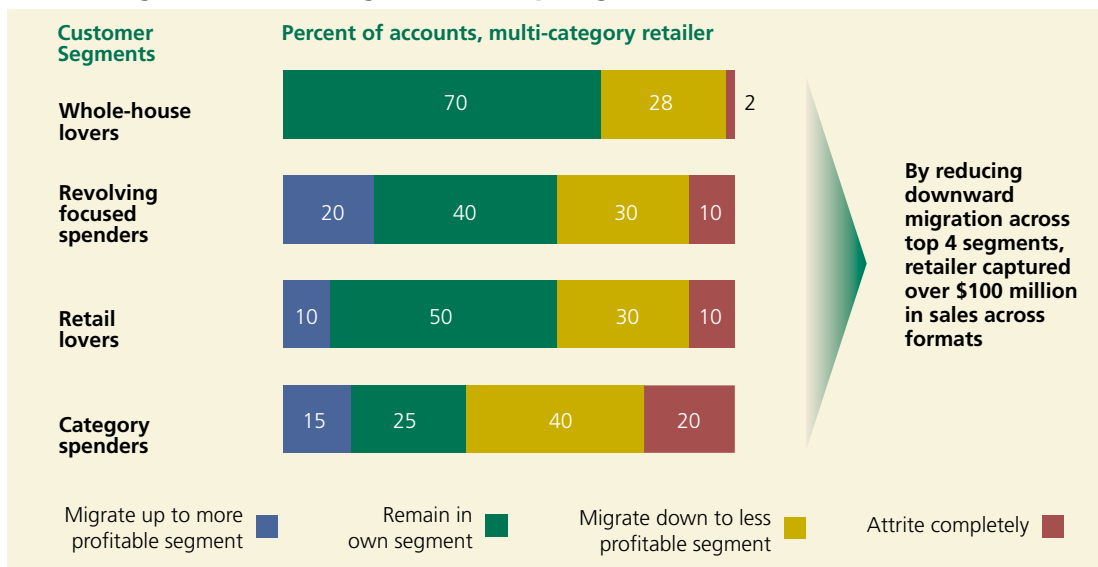
Creatively managing customer loyalty for sales and profit gains

Bolstering customer loyalty[1] can deliver very attractive returns. A leading multi-category retailer, for example, found that its customer base had eight distinct segments with very different sales, profit, and shopping profiles. The retailer also learned that over 70 percent of sales and profits were generated by 40 percent of the customers in four distinct segments. It now uses trends in these four customer segments to track the "health" of the business over time.

In addition, while year-to-year attrition rates among these customers were relatively low, the real challenge was to prevent these customers from shopping and spending less. The retailer was able to capture over $100 million in sales and $20 million in profits through tailored year-long relationship programs that prevented top customers from migrating downward (Exhibit 2).

Preventing Downward Migration in Top Segments To Create Value

Customer Segments	Percent of accounts, multi-category retailer			
Whole-house lovers	70	28	2	
Revolving focused spenders	20	40	30	10
Retail lovers	10	50	30	10
Category spenders	15	25	40	20

By reducing downward migration across top 4 segments, retailer captured over $100 million in sales across formats

■ Migrate up to more profitable segment ■ Remain in own segment ■ Migrate down to less profitable segment ■ Attrite completely

[1] See article *The Power of Loyalty: Creating Winning Retail Loyalty Programs*, by Jim Cigliano, Margo Georgiadis, Darren Pleasance, and Sue Whalley.
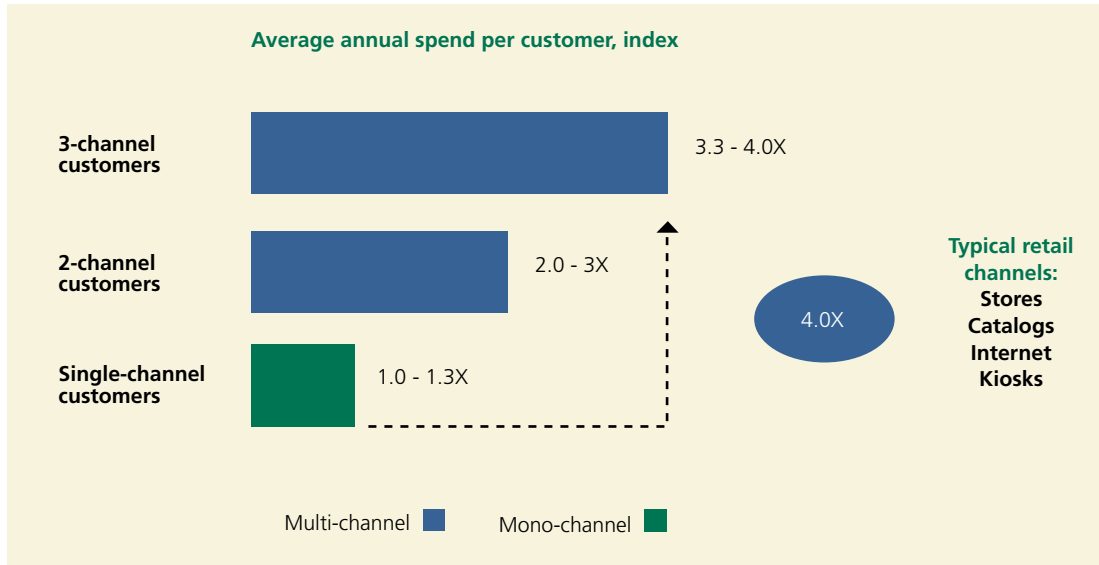
Influencing cross-channel buying patterns to increase sales

Internet retail sales in the United States are expected to exceed 7 percent of retail sales and $184 billion by 2004, and Internet retail sales in the U.K. should reach $5.9 billion in 2004. These figures underestimate the strong indirect impact of e-commerce on shopping decisions in other channels. In many cases, consumers order or research goods on-line, then pay for and pick them up in person. By 2003, 20 to 25 percent of all buying decisions will be made or influenced on-line.

To cope with the Internet's influence, retailers will need to understand how customers are making cross-channel shopping decisions. The insights can cause retailers to reshape their merchandising, service, pricing, and promotions within and across channels.

One company's analysis of customer data is influencing its approach to the evolving shopping patterns of its rapidly growing share of customers that purchase on-line. Over half of the company's Internet shoppers make purchases through the company's catalog and retail operations. They are using the Internet to both purchase and research products they plan to buy through other channels. Furthermore, multi-channel customers are more valuable than single-channel shoppers for the company, since their annual spending across Internet, retail, and catalog channels is more than double that of consumers shopping through only one channel (Exhibit 3). This customer knowledge enables the company to tailor programs to optimize the spending patterns of these customers across channels by expanding occasions and tailoring service levels to increase sales.

Exhibit 3

Benefitting From Connected Consumer Experiences

Average annual spend per customer, index

3-channel customers	3.3 - 4.0X
2-channel customers	2.0 - 3X
Single-channel customers	1.0 - 1.3X

4.0X

Typical retail channels:
Stores
Catalogs
Internet
Kiosks

Multi-channel ☐   Mono-channel ☐

Some early players are crafting smart channel strategies based on the insights gleaned from how customers use the Internet and traditional outlets. For example, one company tracked customers' use of channels and migration across channels by using separate order codes for catalogs and the Internet. This approach let the company discern how many customers used the catalog for browsing but purchased on the Internet; the company could tell that customers crossed channels when they used the catalog order code for Internet orders. Based on this knowledge, the company tailored the focus and functionality of each channel – matching advertising to specific audiences and offering Web-based tools to support browsing or ordering.

These examples reinforce the value of customer data and the insights retailers can gain to make smarter business decisions. The task for retailers is to build the capabilities to get and use data to capture sales and profit opportunities.

Building smart customer databases

To truly know their customers, retailers need to track and analyze how people shop and pay, how they behave over time, and how they react to different offers and changes in retail value propositions. With insights from these patterns, retailers can identify and set their priorities for increasing sales, profits, and wallet share. To get going, they require a robust customer database that, at a minimum, includes basic behavioral metrics, channel use preferences, promotion history, and selected demographics (see "How to Build a Smart Database").

Traditionally, retailers have drawn most of their customer data from mass market sources – basket analysis, external and customer surveys, demographic profiles. However, these sources do not enable retailers to understand individual customer behavior over time, which is the critical marker of a retailer's ability to attract, develop, and retain its customers. Now, customer-level behavioral data comes from loyalty cards, proprietary credit cards, third-party credit card reverse appends[2], phone number register-based customer tracking programs, and, more recently, clickstream data from retailers' Web sites. To create reliable insights, these sources should capture customers generating at least 50 to 60 percent of total sales. The most successful loyalty programs, such as those of U.K. grocers, capture 80 to 90 percent of sales.

The required time horizon for tracking customer behavior patterns varies by the shopping characteristics of different retail categories as well as shopping channel. The most important drivers for off-line shopping are

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[2] Recent privacy legislation may limit or eliminate the use of reverse appends going forward increasing the importance of alternative behavioral data sources.

How To Build a Smart Database

**Retailers building a customer information database
should include:**

- **Customer behavior metrics,** off-line metrics include total gross/net sales, sales by department, number of trips, number of departments purchased in, number of items purchased, and loyalty program participation. On-line metrics expand to include browsing behavior as well as purchases (e.g., visits per month, time per visit, average pages viewed per visit, average time per page, shopping cart abandonment, previous/next site visited).

- **Promotion history data,** especially for high-low retailers, to assess what percent of net sales and items were purchased at discount or markdown (e.g., regular, permanent, clearance) prices or the percent of transactions with a coupon. These are solid starting proxies for promotion sensitivity; another key element to track is the number and response to direct marketing contacts (e.g., mail, e-mail).

- **Channel usage,** comparison of on- and off-line shopping behavior patterns (e.g., overlap in categories purchased in/visited, type and timing of purchases, promotion sensitivity).

- **Lifestage demographics,** profile of each customer's age, gender, income, family and home ownership status to spotlight differences in life-stage needs and to help qualify high-value prospects who have characteristics similar to those of current high-sales/profit customers.

purchase frequency, size of average purchase, and seasonality. For example, in grocery, three to six months of data can suffice, while a department or specialty apparel store would benefit from a 12- to 24-month view, given less frequent purchase cycles and sharp seasonal spending shifts. For categories such as furniture or large appliances with multi-year repurchase cycles, data needs can be truncated by integrating life-stage and demographic data to project a consumer's propensity to purchase and using insights from current purchasers and this data to scour prospect lists. In the on-line world, where retailers can track browsing as well as purchase behavior, shorter time cycles (e.g., daily, weekly) are highly actionable for improving site content, layout, pricing and promotion decisions.

By combining both behavioral and attitudinal data at the individual level, retailers can understand why consumers do what they do and spotlight the best ways to get them to change their behavior to increase sales and profits. But beyond securing the right data sources, one major challenge is to build nimble and cost-effective systems and skills to effectively mine customer data. The sheer amount of information can be overwhelming, particularly when it includes Internet clickstream data that can often reach 100 gigabytes or more per day.

We have found that retailers can get started quickly in seizing customer opportunities by leveraging simple PC or workstation based systems that focus on a limited set of customer behaviors that underlie sales and profits. Once early customer efforts are proven, these fast-start systems can be scaled up into more extensive data warehouses.

Using these basics, retailers can move a long way toward making smarter business decisions. The key is to hire sufficient programmers and analysts within their marketing and strategy teams to provide timely and consistent customer data access and insights critical for prioritizing the most attractive areas for action.

Using Smart Customer Data to Generate Superior Sales and Profit Growth

The smartest retailers will use customer insights to secure gains in two areas. First, insights will help them to take action to influence how customers behave, leading to superior sales and profits. Second, insights will lead to smarter business decisions, from marketing spend effectiveness to

merchandising to store management, which also deliver significant sales and profit increases. Retailers who look for opportunities in both areas can expect the most impact from their customer data.

Creating Behavior-Changing Customer Relationships

Winning retailers are using data to build behavior-changing customer relationships to attract and retain their valued customers, sharpen their customers' shopping experiences, and strengthen their loyalty programs.

Boost spending levels among high-value segments

When retailers understand customer behaviors and preferences, they can create compelling dialogues with high-value customer segments. This approach is far more effective than the conventional tactic of sending generic "best customer" messages and offers. Winning players tailor their communications based on specific insights into how individual customers shop their stores or visit their Web site, for example, the frequency of buying trips, departments preferred, relative spending levels, and lifestyle demographics. From our experience, the greatest impact emerges from tailored, ongoing (e.g., 12 month) communications programs. These programs can include a mix of information (such as sales promotions, new product arrivals, and new services), as well as special offers and exclusive events.

To drive the greatest loyalty and spend increases, the key is sustained contact with a branded theme and personalized messaging. In addition, as Internet penetration grows, a number of multi-channel retailers are beginning to weave their Internet sites into their customer programs to provide more timely interactive contacts at very attractive delivery costs. Beyond greater spending levels, these efforts, as we saw in Exhibit 2, can also help lower attrition – the risk of top customers reducing spending and making fewer shopping trips. Retailers thus maintain sales and profits by keeping high-profit, at-risk consumers from migrating downward.

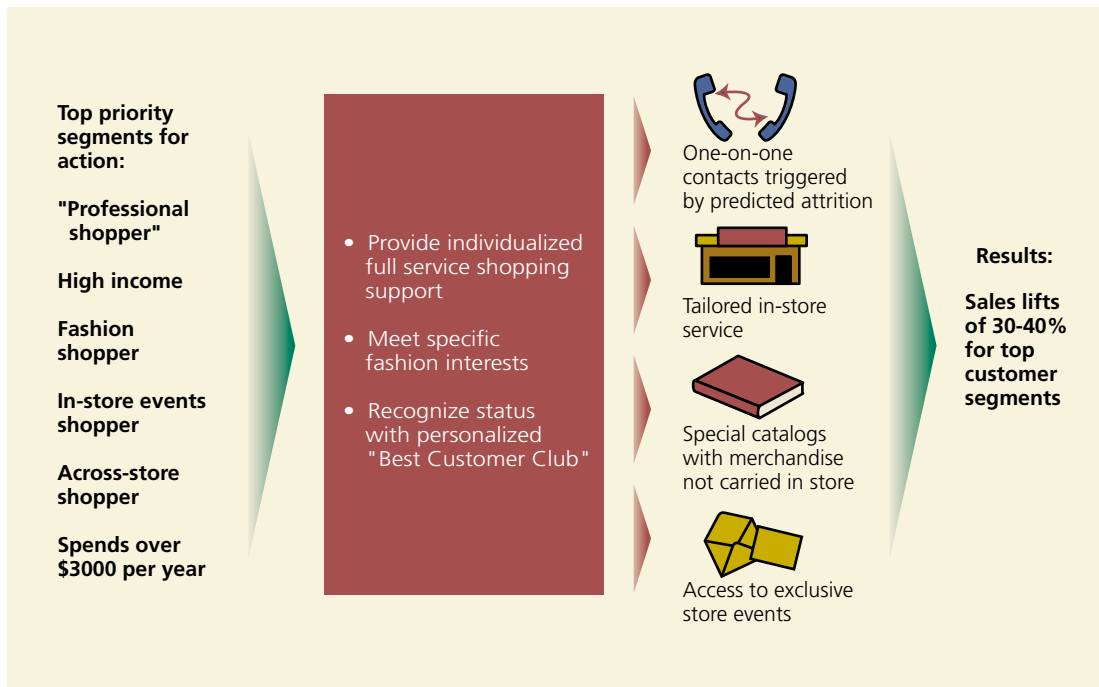*Draw repeat visits with distinctive in-store and on-line experiences*

Retailers can also build deeper relationships by improving in-store or on-line experiences based on data about what makes certain stores or sites the consumers' favorites. Those experiences are becoming ever more important for store-based retailers as they seek differentiation from growing Internet competition. While traditional approaches have included exclusive events for particular segments and preferred checkout lines, winners are pushing these levers much further. Especially in upscale categories, retailers are enhancing customers' in-store experiences with technology-enabled systems that support sales associates in providing the most personalized and informed client service to increase upselling, cross-selling, and visit frequency.

For example, one upscale U.S. retailer used deep customer knowledge to change its in-store service to prevent downward migration among high-value customers. To do this, executives evaluated shopping patterns among at-risk customers, then conducted targeted quantitative research to assess each segment's preferences for a range of service and merchandise benefits. Armed with these insights, the retailer created a proactive attrition-management program to maintain customers' attention to key departments, including triggered one-to-one contacts with sales associates. These programs achieved sales lifts of 30 to 40 percent within target segments (Exhibit 4).

On-line players have even greater opportunities to capture customer value by leveraging new interactive technologies to differentiate customer experience. For example, one leading on-line garden site develops extensive customer profiles based on sign-up survey information and its ability to track on-line browsing and shopping patterns. The site greets all customers personally when they log on to their home page and provides them with tailored content (e.g., product suggestions, events in

Exhibit 4

Tightening the Bond with Top Customers: A High-End Retailer's Actions

Top priority segments for action:

"Professional shopper"

High income

Fashion shopper

In-store events shopper

Across-store shopper

Spends over $3000 per year

- Provide individualized full service shopping support
- Meet specific fashion interests
- Recognize status with personalized "Best Customer Club"

One-on-one contacts triggered by predicted attrition

Tailored in-store service

Special catalogs with merchandise not carried in store

Access to exclusive store events

Results:

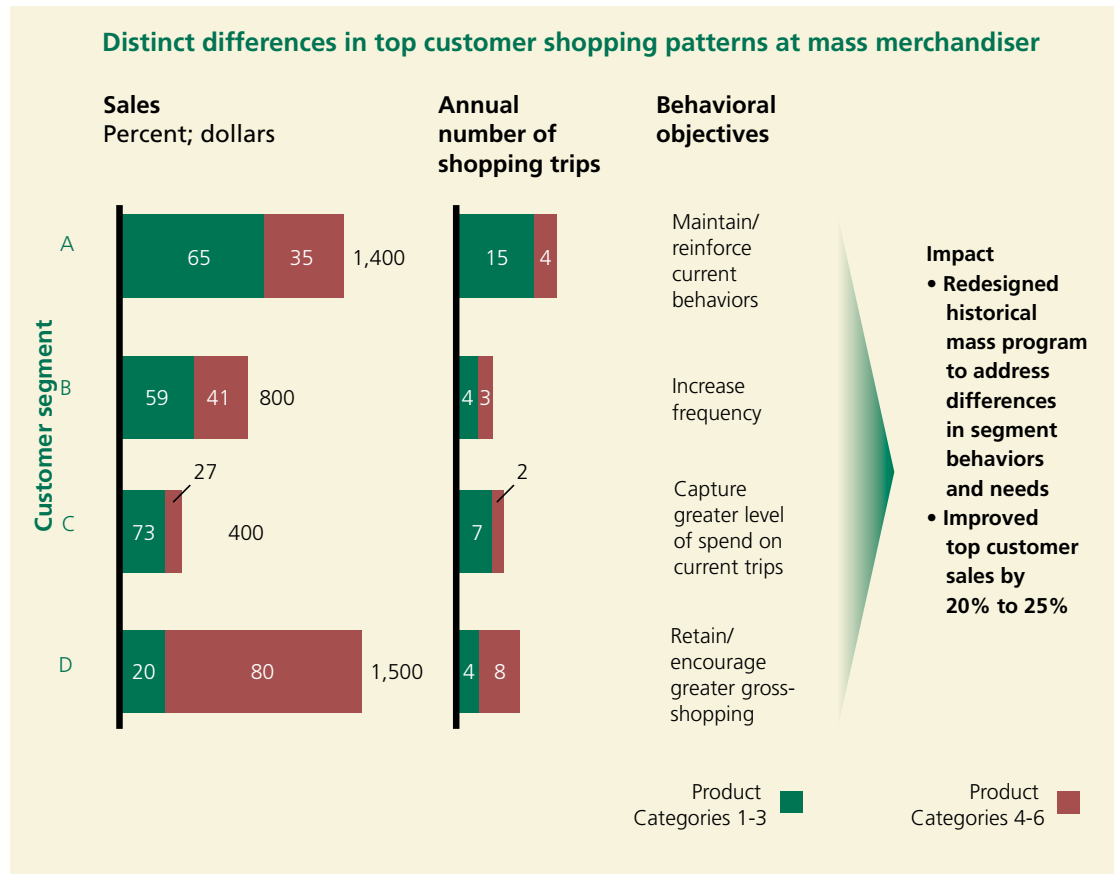**Sales lifts of 30-40% for top customer segments**

their area, special offers). In addition, the site offers personal services such as on-line gift reminders, places to store shopping notes, and easy to access summaries of all pending orders. Beyond on-site tailoring, the marketer maintains customer contact through ongoing personalized e-mail communications with relevant reasons to visit and purchase more often. These interactive capabilities allow the marketer to achieve superior customer conversion, cross-sell, and retention, positioning it as one of the top on-line retail sites in terms of sales growth.

Gain superior loyalty-program returns

Finally, many retailers have invested significantly in loyalty programs with benefits such as rebates for purchases, advance notice of sales, and service extras, sometimes including personal shoppers. Success for many retailers with loyalty programs can be elusive, given the high costs of providing meaningful benefits for consumers and the challenges inherent in getting customers to spend more, not just collect benefits. Still, leading players

Exhibit 5

Segment Tailoring Improves Loyalty Program Performance

Distinct differences in top customer shopping patterns at mass merchandiser

	Sales Percent; dollars	Annual number of shopping trips	Behavioral objectives

Customer segment

A: 65 | 35 | 1,400 — 15 | 4 — Maintain/reinforce current behaviors

B: 59 | 41 | 800 — 4 3 — Increase frequency

C: 73 | 27 | 400 — 7 | 2 — Capture greater level of spend on current trips

D: 20 | 80 | 1,500 — 4 | 8 — Retain/encourage greater gross-shopping

Impact
- **Redesigned historical mass program to address differences in segment behaviors and needs**
- **Improved top customer sales by 20% to 25%**

Product Categories 1-3 ▮
Product Categories 4-6 ▮

are crafting successful loyalty programs with multiple goals, including gathering data, sharpening in-store interactions, creating an ongoing dialogue, and making better segmentation decisions. Consider how one U.S. mass merchant heightened the impact of its loyalty program for top customers. Historically, the program had recognized higher spenders, but had achieved little impact on their behavior – neither increasing their spending nor decreasing attrition rates. The retailer wanted better results, so it looked closely at the behavior patterns and needs of top customers. These insights led to a shift from "one size fits all" benefits and communications to an approach tailored to the needs and behaviors of different top customer segments. The response was swift, with the new approach achieving a 20 to 25 percent increase in top-customer spending across segments (Exhibit 5).

Making Smarter Business Decisions

Customer information also can help retailers to make smarter decisions in areas beyond customer relationships. Retailers can use customer insights to influence how to improve category productivity, enhance marketing spend impact, and deepen local-market penetration.

Improve category productivity

Every week, retail category teams must make hundreds of decisions: which products to stock, what prices to charge, which promotions to carry, and how much space to give different categories and products. By using customer-level data, these teams have a much richer base for making choices on how to manage categories and overall margin investment both within and across categories. In one example, a European retailer introduced customer segment-level spending, penetration, and promotional behavior into its category management process. Its buyers also identified additional cross-shopping, promotion, and assortment opportunities. The retailer achieved sales uplifts of between 3 percent and 8 percent across categories.

Space allocation also can be a thorny issue for many retailers, particularly for categories that seem to lose money. The right data can turn a hunch into a fact. For instance, a European hypermarket knew that a category was unprofitable on its own but believed it made a profit contribution as a result of cross-shopping. By looking at customer segment penetration and cross-shopping data, the retailer determined that the category truly was unprofitable; target customer segments were neither participating nor cross-shopping. The space was reduced and reallocated to categories with higher sales and profits. Sales rose by 7 percent.

Increase returns from marketing spending

Both merchants and marketing executives are constantly pressing for increased marketing spending to sustain sales levels against growing competition. For nearly all retailers, marketing is the second largest expense and productivity is often not measured. We expect the

proliferation of channel and media options to make demands for improved marketing impact even more insistent. To make an informed decision, retailers need to know which customer segments are responding to what marketing media and programs, ranging from traditional mass advertising to on-line marketing.

In one case, a European retailer's promotional budget was increasing with uncertain returns. To decide what to do, the retailer used customer data to analyze the real impact of various promotions as well as other marketing levers in different categories. Executives looked at the importance of each marketing lever – price, discounts, loyalty, media – on customers' price perceptions and on segment behavior. To understand true incremental sales and profit, the retailer then overlaid data on participation in promotions by key customer segments to identify important categories for the target segments. The retailer then decided to reallocate promotional spending to the vehicles with the highest impact on the behavior of target segments. By doing this, the retailer increased its profits by about 6 percent.
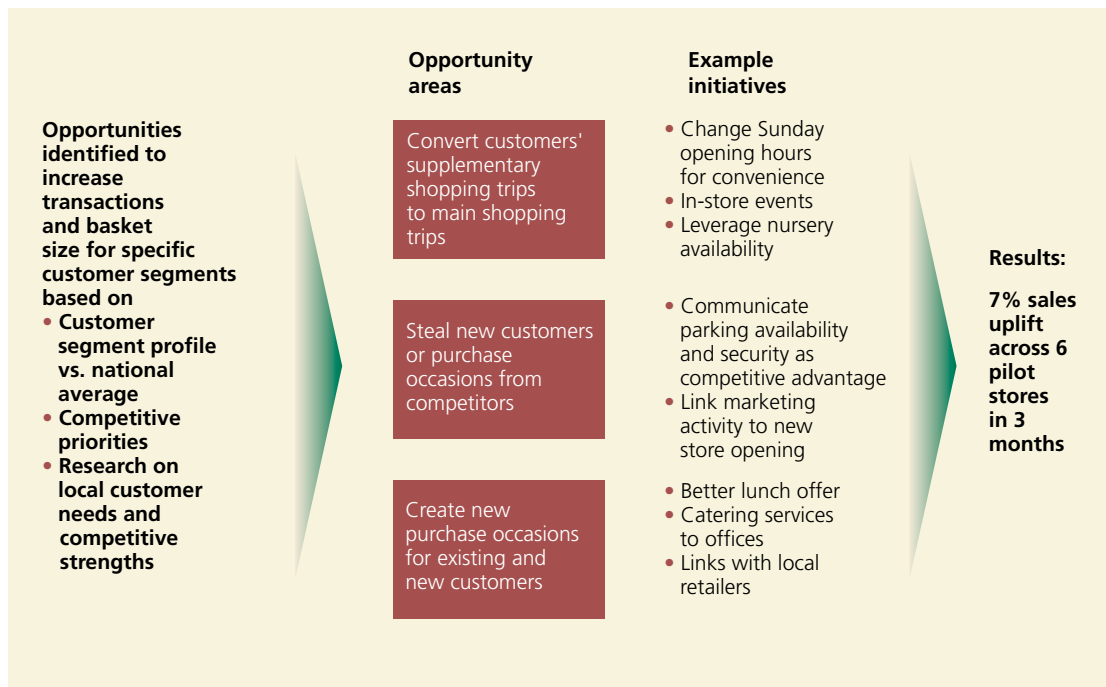
On-line retailers are also leveraging customer data to improve marketing spend impact, particularly customer acquisition costs. Sophisticated on-line retailers are systematically tracking customer response and reassessing their mix of on-line marketing spend across placements – from portal deals to advertising to outbound e-mail campaigns to affiliate marketing. For example, a leading Web wine and gourmet foods merchant overhauled its site structure and content after realizing that wine novices, not connoisseurs, made most of the purchases. Decision-support software had segmented customers by use of banner ads, site behavior, and purchases. Segments generating the most sales were identified, and results were calculated by advertising source and by frequency and ad placement. The new definition of their target customers led to multiple changes across the business, involving banner ads, media placements, messaging, and cross-sells – all directed toward novice buyers. As a result, site performance improved dramatically, through both increased customer conversion and retention.

Increase store-level customer penetration

Finally, customer data improves store-level decisions about what services to offer, what local marketing to undertake, what local promotions and offers to provide, and how to target the proposition in a specific market. Many retailers with centralized decision making and business processes are benefiting by using customer data to reshape their approach to maximizing local market opportunities. They are gaining insights into the local customer base and position in the catchment area; they are also able to identify areas of strength and weakness by studying the relative penetration of customer segments in the catchment region versus the national average. Thus informed, they can encourage local customers to visit stores through promotional events, links to the local community, and direct communications.

Exhibit 6

Tailoring Store Assortment and Local-Market Communications Increases Sales: European Grocer Example

	Opportunity areas	**Example initiatives**	
Opportunities identified to increase transactions and basket size for specific customer segments based on • **Customer segment profile vs. national average** • **Competitive priorities** • **Research on local customer needs and competitive strengths**	Convert customers' supplementary shopping trips to main shopping trips	• Change Sunday opening hours for convenience • In-store events • Leverage nursery availability	**Results:** **7% sales uplift across 6 pilot stores in 3 months**
	Steal new customers or purchase occasions from competitors	• Communicate parking availability and security as competitive advantage • Link marketing activity to new store opening	
	Create new purchase occasions for existing and new customers	• Better lunch offer • Catering services to offices • Links with local retailers	

Consider the process and impact when a European retailer wanted to tailor the national store proposition to local needs. It gathered data to help it understand local customer profiles, market shares, spending potential by individual catchment and housing area, and competitor strengths and weaknesses. Based on the analysis, it developed store- and segment-specific action plans covering assortment events, communications, and local marketing. These initiatives increased sales by 7 percent in local markets in 3 months (Exhibit 6).

All of these gains were possible because retailers made smarter decisions based on insights into their customers and their business operations. To continue to enjoy rising sales and profits, particularly in the face of growing Internet competition retailers now must have robust information about all aspects of customer behavior and preferences to target and maintain the loyalty of preferred customers.

The capabilities to capture and use customer data to make smarter business decisions are a "must have" competitive skill going forward. These customer capabilities will allow winners to strengthen customer relationships, both within and across channels, and to make smarter business decisions – from category management to marketing spend allocation to local store management. Multi-channel retailers are likely to move the fastest, as they see immediate benefits from linking on-line and off-line customer behavioral insights. By embracing a "customer mindset" and adding new skills and systems, winning retailers will shape more compelling value propositions for their customers and make smarter business decisions. Players that succeed can reap enormous returns – in more satisfied customers and more efficient businesses. Both lead to superior growth in sales and profits.

Smart Data Smart Decisions Smart Profits: The Retailers' Advantage is a joint publication of the **North American Retail Practice** and the **North American Marketing Practice** of McKinsey & Company.

The **McKinsey Retail Practice** is a global practice serving clients in all sectors of retailing as well as foodservice and hospitality. We work with clients on three broad issue areas, with a focus on performance improvement and value creation. First, we assist clients in shaping and delivering winning strategies that respond to the consumer, competitor, and technology issues reshaping the industry. Second, we apply our expertise in end-to-end retail operations to improve the critical operating processes that drive returns. Third, we help clients redesign business structures and processes and build new skills to compete more effectively in today's New Economy.

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Our perspectives on these topics are available in other articles, including *Superior Marketing in the Next Era of E-Commerce*, *Marketing in 3 Dimensions* and *Venture Marketing Organizations: Winning the Race for New Market Opportunities*.

Other publications in this series include R*etailers to the World*, *Achieving Profitable Growth in Retail*, and *From Hype to Profits: The Retailer's Guide to Succeeding on the Internet*. If you would like any of them, please send an email with your name, company, title, and address to mckinsey_marketing_practice@mckinsey.com
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