

# RETAIL MARKETING MANAGEMENT

PRINCIPLES AND PRACTICE

Helen Goworek  
Peter McGoldrick



# **RETAIL MARKETING MANAGEMENT**

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# Preface

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Retailing is a dynamic industry in a constant state of evolution, which both reflects and influences changes in society. As the retail industry is global in terms of the sourcing of products and their distribution to consumers, it consequently has significant impacts upon the economy, society and the environment worldwide. Retail marketing is an integral component of the retail industry that affects every part of the business. The book explains that marketing activities are not confined to the marketing department of retailers but take place throughout the company, with each element of retailing playing a part in brand image to a greater or lesser extent. There are several other Retail Marketing books available which will prove useful to studying this subject, but in recent years very few have been published that concentrate on the European market, which has many different characteristics to US markets, for example. The content of the book differs from most of its competitors by exploring in further depth the impact of product development and store design upon retailing.

The main aim of this book is to inform students, academics and practitioners about the wide range of options that are available in the implementation of Retail Marketing and the career roles that relate to this discipline, with a view to ultimately optimising retail organisations' performance and contribution to society. Readers who wish to prepare for a career in the challenging field of Retail Marketing are encouraged to gain any form of retail experience they can initially, even if this is not in the same product sector or price bracket that they would ideally like to work. Jobs that involve direct interaction with customers will provide a useful grounding as this will help to provide the awareness of consumer needs that is central to marketing. The book provides a current picture of developments in the arenas of retailing and marketing, although these are subject to such rapid change that it is important not to simply read this book in isolation but to also maintain a contemporary perspective by reading trade journals such as *Retail Week* and articles about retailing in newspapers. For this reason, supplementary online materials are available that provide updates on the topics discussed in the book.

This book is designed with various potential audiences in mind. It can be read independently by undergraduate and postgraduate students who are interested in working in retailing, by academic staff who teach a module or individual lectures on the topic, or by retail employees who wish to reflect upon current practice in the industry. Those who are employed in the various stages of the supply chain that provides retailers with its products may also wish to read it to gain insights into how retailers operate. Each chapter can form an individual lecture and together they form a comprehensive overview of the key areas of Retail Marketing from both contemporary and historical perspectives. Examples of both research and practice feature throughout the book, with interviews and quotes from people working in a broad selection of marketing-related roles in the industry, from traditional customer-facing roles in small enterprises to newer occupations such as Business Intelligence Manager and Consumer Neuroscientist in large multinational companies. Learning objectives are met through the inclusion of a variety of content including relevant theories, cases on retailers and research, supported by visual input. Chapters end with a summary of the key content and retail case studies with questions. The exercises are intended to be used to provide content for discussion in seminars that are connected to retailing lectures or to be answered by individual students. Answers to the case study questions and exercises are available to academics via the book's online content.

# About the authors

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**Helen Goworek** lectures at the University of Leicester's School of Management where she teaches marketing in consumer and business-to-business contexts. Before becoming an academic she worked in buying for retailers and as a design manager for manufacturers. She developed the UK's first Fashion Buying degree course and is currently involved in research that focuses on retailing and sustainability. Helen has worked on research projects funded by Defra relating to clothing sustainability and she is a member of the organising committee for the International Colloquium on Design, Branding and Marketing (ICDBM).

**Peter J. McGoldrick** is Professor of Retailing at Manchester Business School within the University of Manchester. He chaired the CRSg then CRIS (Consumer, Retail, Innovation & Service) Research Centre at MBS from 2007 to 2012 and is the Founder of the Retail Research Forum, an industry–university collaboration of fifteen years' standing. His research has attracted extensive peer-reviewed and industrial funding, including several grants from the ESRC, EPSRC, DTI, OFT, EU and other funding organisations. Peter has published over 150 books and papers, mainly within the fields of retailing and consumer behaviour.

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# CHAPTER 1

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# Introduction to retail marketing management

## Learning objectives

The objectives of this chapter are to:

- discuss competing definitions of retailing;
- define and categorise store and non-store aspects of retailing and be able to discuss their similarities and differences;
- explain the development and scope of retail marketing theory and practice;
- evaluate theories of retail change.

# Introduction

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This chapter introduces key themes which will be expanded upon in later sections. It offers an overview of the history of retailing and the development of retail marketing theory, then categorises types of retailer and retail business formats before specifying recent trends which have impacted upon retailing. Retail marketing has achieved an accelerated rate of change in recent years, with **multichannel retailing** and **Corporate Social Responsibility (CSR)** at the forefront of this change (Berman and Evans, 2010; Freestone and McGoldrick, 2008). Additionally, new retail formats are developing, responding to the demands of increasingly sophisticated consumers in highly segmented markets and in emerging economies. These factors are counterbalanced by the need for retailers in various parts of the world to deal with the ongoing repercussions of the global economic crisis which began in 2008. Retail sales form a significant part of the economy, with the global retail market being valued at US\$10,500 billion in 2010, groceries being worth 63 per cent of the retail sector (Datamonitor, 2011). In recent decades, several large retailers have become more powerful than the manufacturers and brands that supply them with products (McGoldrick, 2002). Furthermore, the annual financial turnover of the world's largest retailer, Walmart, is greater than the gross domestic product (GDP) of most countries, as it generated revenue worth \$476,294 million in 2013 and employs over two million staff worldwide (Walmart, 2014) (see Table 1.1). Walmart's financial turnover is currently close in size to the GDP of Norway at \$417 billion and Saudi Arabia at \$435 billion in the same year (World Bank, 2012). Although most retailers operate on a small scale, they form a high proportion of the market and the retail sector is very significant to the world's economy. Walmart itself began as a small family store in 1962. Consequently, it is useful to be aware of the operation of the many small-to-medium enterprises (SMEs), as they form the majority of the retail sector in most countries and some of them may become dominant retailers in the future.

## Definitions of retailing

Gilbert (2003) defines retail as 'any business that directs its marketing efforts towards satisfying the final consumer based upon the organisation of selling goods and services as a means of distribution' (p. 6). This typifies the traditional perspective on retailing as an exclusively business-based enterprise. However, Lusch *et al.* (2011) offer a slightly different perspective, stating that retailing 'consists of the final activities and steps needed either to place a product in the hands of the consumer or to provide a service to the consumer . . . the last step in a supply chain that may stretch from Europe or Asia to your hometown. Therefore, any firm that sells a product or provides a service to the final consumer is performing the retailing function' (p. 4). Both of the definitions offered here indicate that the scope of retailing incorporates companies selling services directly to consumers via their businesses. Retailers can be seen to comprise banks and petrol stations through to firms in the leisure sector, such as restaurants, gyms and hairdressers. Definitions of retailing have traditionally been reliant on the notion of retailing being confined to **business-to-consumer (B2C)** markets. However, retailing is an activity that is not restricted to taking place within the business sector, as charities and other not-for-profit organisations also engage in retailing to support their income. The advent of sales transactions via the internet on websites such as eBay has also resulted in the increasing power of the **consumer-to-consumer (C2C)** market. It would be useful to think about this situation from your own viewpoint, considering to what extent, if at all, you, your friends and family have moved towards buying in C2C markets in recent years.

**Table 1.1** Top 20 global retailers

Retail revenue rank (FY13)	Name of company	Country of origin	2013 net retail revenue (US\$m)	2013 parent company/revenue (US\$m)	2013 parent company/net income (US\$m)	Dominant operational format 2013	# countries of operation 2013	2008–2013 retail revenue CAGR
1	Wal-Mart Stores, Inc.	U.S.	476,294	476,294	16,695	Hypermarket/Supercenter/Superstore	28	3.3%
2	Costco Wholesale Corporation	U.S.	105,156	105,156	2,061	Cash & Carry/Warehouse Club	9	7.7%
3	Carrefour S.A.	France	98,688	101,844	1,812	Hypermarket/Supercenter/Superstore	33	-3.0%
4	Schwarz Unternehmens Treuhand KG	Germany	98,662	98,662	n/a	Discount Store	26	6.5%
5	Tesco PLC	U.K.	98,631	100,213	1,529	Hypermarket/Supercenter/Superstore	13	2.9%
6	The Kroger Co.	U.S.	98,375	98,375	1,531	Supermarket	1	5.3%
7	Metro Ag	Germany	86,393	86,393	588	Cash & Carry/Warehouse Club	32	-0.9%
8	Aldi Einkauf GmbH & Co. oHG	Germany	81,090	81,090	n/a	Discount Store	17	5.5%
9	The Home Depot, Inc.	U.S.	78,812	78,812	5,385	Home Improvement	4	2.0%
10	Target Corporation	U.S.	72,596	72,596	1,971	Discount Department Store	2	2.9%
11	Walgreen Co.	U.S.	72,217	72,217	2,450	Drug Store/Pharmacy	2	4.1%
12	CVS Caremark Corporation	U.S.	65,618	126,761	4,592	Drug Store/Pharmacy	3	6.0%
13	Casino Guichard-Perrachon S.A.	France	63,468	64,613	2,023	Hypermarket/Supercenter/Superstore	29	11.1%
14	Groupe Auchan SA	France	62,444	63,859	1,109	Hypermarket/Supercenter/Superstore	13	4.0%
15	Amazon.com, Inc.	U.S.	60,903	74,452	274	Non-Store	14	26.7%
16	Edeka Zentrale AG & Co. KG	Germany	59,704	61,399	n/a	Supermarket	1	5.9%
17	Aeon Co., Ltd.	Japan	57,986	64,271	835	Hypermarket/Supercenter/Superstore	10	3.9%
18	Woolworths Limited	Australia	54,457	55,974	2,258	Supermarket	2	4.3%
19	Seven & I Holdings Co., Ltd.	Japan	54,258	56,600	1,890	Convenience/Forecourt Store	18	-0.1%
20	Lowe's Companies, Inc.	U.S.	53,417	53,417	2,286	Home Improvement	4	2.1%

Source: Deloitte Global Powers of Retailing 2015 (available online at: <http://www2.deloitte.com/global/en/pages/consumer-business/articles/global-powers-of-retailing.html>)

## History and development of retail marketing

Retailing has always been interconnected with consumers' lifestyles and broader historical trends. Humans have continually engaged in consumption of different kinds to meet various needs, including survival and self-esteem, and therefore they have always been consumers. Retailing is a somewhat recent intervention in consumption. While humans were initially dependent upon their own small communities for the products they consumed, retailing developed alongside improved communication and transport channels which helped to connect communities on a wider scale through trading. Consumers both influence and react to the environmental conditions in which retailing operates by making purchases which reflect and impact upon the prevailing political, economic, societal and technological factors of the time.

Retailing has developed from a primarily localised system of providing product and services, where customers often knew the tradesperson producing the goods personally. Markets have existed for thousands of years (Evans, 2011) and in mediaeval times they became widespread, enabling producers to distribute goods regularly across a greater distance, even across continents in the case of certain products such as spices. For example in Leicester, the marketplace was established in the late 13th century and it remains in the same location in the centre of the city over 800 years later (Leicester Market, 2012). By the 14th century, Britain was dotted with market towns to which many people migrated for work, often adopting the names of their trade rather than place of birth as surnames, and retailing therefore had a major impact on society. More than a third of overseas trade in this period passed through London, reinforcing the significance of the capital city as a trade centre (Rubin, 2006). Traditional markets remain a central part of the economy and culture in many cities around the world (see Figure 1.1). The origin of language used in retailing demonstrates the close relationship between retailing and marketing. Around 1520, the word 'shopkeeper' entered the English language, signifying a seller, rather than a tradesperson, followed by a new verb in the mid-16th century, 'marketing', to mean 'the act of buying and selling in a central place' (Byrne Paquet, 2003:19).



**Figure 1.1** Valencia indoor market

Source: with permission from Christina Goworek



Figure 1.1 (continued)

Ultimately, traditional methods of selling have developed into a sophisticated, global network for the exchange of goods and services. The Industrial Revolution began in the 18th century with the introduction of machinery utilised for mass production. Additionally, swifter transport via railways in the 19th century led to easier transportation of goods, helping to facilitate the development of larger-scale retailing. Key retailing innovations have been introduced in different decades, some of which have proceeded to dominate the retail market. For example, in the 1940s, the supermarket was an innovative retail format which was destined to eventually take over from local specialist shops in the Western world (Blythman, 2004; Byrne Paquet, 2003).

Businesses can adopt either a production orientation or a marketing orientation. A production orientation tends to have an internal focus, prioritising the technical aspects of products and manufacturing processes, with marketing being viewed mainly as a way of divesting the company of the resulting goods, with the emphasis on selling. The development of marketing has been entwined with the progress of retailing. Marketing's origins lie in the Industrial Revolution, when manufacturing became increasingly productive due to the widespread use of machinery. This resulted in a higher availability of products and a wider need for **advertising** and distribution channels to deliver them to consumers. Organisations with a marketing orientation take the reverse approach to a production orientation in that they are outward-looking and consider consumers' needs first before seeking potential opportunities to develop products and services to meet those needs. As Blythe (2009:8) states: 'The idea of placing customers at the centre of everything the company does is basic to marketing thought: this idea of customer centrality is the key concept in marketing'. Retailing is generally far more aligned with a marketing orientation than a production orientation in that retail organisations very rarely manufacture the products that they sell and their business is to regularly deal with consumers.

The traditional supply chain starts with manufacturers producing goods then selling them on to retailers, who in turn sell to consumers. Sometimes intermediaries could be involved, such as **wholesalers** who 'break bulk' by buying in large quantities and selling in smaller quantities at a slightly higher price to make it worthwhile for them to offer this service to small retailers. In effect, brands operate as wholesalers as they mainly have their products made by manufacturers and then supply it to retailers. However, unlike wholesalers brands provide added value by being responsible for the design and promotion of their



products, thus offering enhanced products and services. Many well-known brands also have store chains as an opportunity to offer their whole range to customers in a retail environment where they have control of the **brand identity**, with the opportunity to promote the brand to consumers through their presence on the High Street. Wholesale companies have become less prevalent in recent years and the dual factors of globalisation and the internet now challenge the traditional supply chain to create new ways of doing business.

Globalisation and disparities in the cost of living around the world have meant that much of the manufacture of products sold in the West has moved mainly to the East. Consequently, companies that used to manufacture in the West have tended to either close or to become suppliers who still provide a design and **product development** service to retailers but arrange their manufacture offshore, rather than being responsible for production themselves. Suppliers are now more likely to be intermediaries with retailers than wholesalers are, particularly in the case of medium and large retailers. Furthermore, the internet has reduced barriers between brands and consumers, so customers can now quite easily find and order the brands they like online and buy from them directly, without the intervention of a retailer. Additionally, consumers can now quite easily sell products to each other that they have made or bought elsewhere, creating a thriving consumer-to-consumer (C2C) market facilitated by websites such as eBay.

## A brief history of retail developments in the UK

A recent history of retail developments is outlined here. The Centre for the History of Retailing and Distribution provides some useful links on this topic for further investigation (CHORD, 2014). There is a well-worn phrase that Britain is ‘a nation of shopkeepers’ and the reasons for this are explored by Ugolini and Benson (2002) in their book of this name, which provides a detailed review of the history of retailing since the 16th century.

1950s	In the UK, post-World War II rationing <sup>1</sup> was in place at the start of the decade, with growing economic prosperity towards the end. Retailers were mostly small-scale local stores. Manufacturers had more power than retailers, owing to the Resale Price Maintenance Act (Gilbert, 2003), allowing manufacturers to control retail prices. Department stores in urban areas were the major store groups, selling a broad selection of <b>branded products</b> , targeting the growing groups of consumers with disposable income.
1960s	The Resale Price Maintenance Act was repealed in 1964, allowing retailers to gain more power in relationships with suppliers. A strong economy allowed consumers to have more disposable income, thereby increasing discretionary spending power, particularly in the new category of the ‘teenage consumer’. Improved transport systems facilitated the wider distribution of products both nationally and internationally. Boutique fashion shops gained popularity and several expanded into store chains.
1970s	Supermarkets flourished and <b>own-label</b> retailers opened branches throughout the UK, particularly in the clothing, homeware and electrical sectors. Mail order catalogues thrived by offering a wide range of products to consumers on a ‘buy now, pay later’ basis. Stores offered consumers access to large electrical products such as fridges and colour TVs through conveniently spreading out payments in rental or hire-purchase arrangements.
1980s	Company mergers and acquisitions led to store groups dominating sectors within the UK mass market, e.g. Kingfisher, Storehouse and the Burton Group. Small-scale retailers declined accordingly (Blythman, 2004; Gilbert, 2003). <b>Market segmentation</b> became used increasingly by retailers, with menswear store Hepworth being transformed into Next in 1982, aimed mainly at a demographic of women in their 30s. Out-of-town retail parks were constructed throughout the UK. Electronic point-of-sale technology was introduced in stores, speeding up customer queues and the transfer of sales data to retail head offices.

1990s	Supermarkets became more acquisitive, buying up smaller competitors to expand their numbers of outlets and extending their product ranges. The internet was commercialised in 1990, thus enabling the introduction of online retailing. A financial recession took place from 1990–1991 in the US and from 1990–1992 in the UK (Hall, 1993; Taylor and Bradley, 1994), affecting retailers adversely. Chain stores increasingly dominated the mass market. Store opening times were extended due to pressure from supermarkets and Sunday opening became legal, although typically limited to six hours. US retailer Walmart entered the UK market through the acquisition of supermarket chain Asda in 1999.
2000s	Supermarkets expanded into the convenience store sector and small-scale stores continued to decline. By the end of the decade, the groceries sector was led by ‘the big four’: Tesco, Asda, Sainsbury’s and Morrisons. Internet retailing became an established distribution channel. <b>Sustainability</b> became more of a priority for UK retailers, with many companies adopting CSR policies. Own-label retailers continued to dominate, Marks & Spencer (M&S) being the market leader in clothing. Low-price ‘value retailers’ expanded, benefitting from the economic downturn which began in 2008, whereas several long-standing High Street retail chains closed down, e.g. Woolworth, Dolcis footwear and MFI furniture, <sup>2</sup> which had opened in the UK in 1909, 1920 and 1964, respectively.
2010s	Social and environmental responsibility have become increasingly significant issues for retailers. M&S’s wide-ranging CSR policies are influencing competitors to adopt CSR strategies as standard practice. The economic downturn appears likely to have a longer term impact, resulting in consumers spending more cautiously and several other well-established retail chains faced closure in the first half of the decade. Fast-changing digital technology affects the ways in which retailers acquire, sell and promote their products.

<sup>1</sup> Rationing was enforced until 1954 by using coupons to restrict the amount of goods such as food, clothing and fuel that UK citizens could buy, in order to save the country’s resources.

<sup>2</sup> It is notable that MFI was revived in 2011 as an internet-only retailer (Centre for Retail Research, 2012) thereby suggesting that this channel could be more financially viable for a furniture company than using bricks-and-mortar outlets.

## RETAIL MARKETING CAREERS

### Margaret Chaplin, owner of an independent retailer

Chaplin’s butcher’s shop has been located in Groby, Leicestershire, since Victorian times. Margaret Chaplin and her brother now own the shop that was set up by their great-grandfather and grandfather. The shop is at the heart of the old village, which has a very long and famous heritage, having been the home of two former queens of England, Elizabeth Woodville (‘The White Queen’) and Lady Jane Grey (‘The Nine Days Queen’). The building was originally a house rented by the Chaplins from Lord Stamford, who owned the village, until it was bought by the family in the 1920s for around £500, when it was partially converted into a shop. Margaret began working in the business in the 1970s when it was owned by her father, alongside other family members. At that time the shop was thriving and Margaret delivered meat to people in local villages in a van, especially to farms. The business also employed a

boy to deliver meat on a bike, until around 1990. When demand reduced and regulations changed so that vans needed to be refrigerated to deliver meat, Chaplin’s stopped offering a delivery service. Margaret says ‘it’s come full circle now that the big supermarkets deliver to customers at home’ and she feels that these companies ‘have had a massive effect because you can’t compete with them on price’. A Co-operative store has also been based in Groby for over 100 years and recently moved into new larger premises next to Chaplin’s, which has impacted upon the butcher’s sales.

New housing developments have seen the village grow substantially since the 1980s, along with supermarkets to cater for the growing population. Margaret has noticed how the changes in women’s lifestyles have affected the way in which they shop over the years. She says ‘women work now and are not in the village during





Chaplin's shop in the 1920s and the present day

Source: with permission from Margaret Chaplin

the day, whereas my mother didn't work when she got married, except to help my Dad, and that was what the majority of women did. They tend to shop at one place now rather than walking to different shops and don't usually take their children into the shop, whereas this used to be commonplace. Our hours are getting less and less because there are just not the people around and it's gradually declined'.

Chaplin's was originally a vertically integrated business in that they raised some of their own animals and slaughtered meat on the premises until the 1970s. They also sold meat from animals bought from the cattle market in Leicester, as well as making their own sausages. However, when regulations about slaughtering meat changed the amount of work needed to alter the premises meant it was no longer viable to do so and it became more economical to buy meat from abattoirs in the area. Things have now changed to the extent that the meat is bought wholesale from an abattoir in Staffordshire, as it's now difficult to find in Leicester-shire. The business also buys cheese from a wholesaler in Leicester and used to sell a range of international cheeses that were popular because they weren't available at other shops in the village. However, Margaret has found that the demand has reduced since the NHS began to advise people against eating products such as cheese that are considered to be high in cholesterol. Margaret also cooks fresh pies and pasties in the shop and she required a training certificate to be allowed to do this.

For anyone considering setting up a butcher's shop Margaret says there are several different areas to consider. First, she says 'it's necessary to understand what

the meat is and how to cut it the right way'. Margaret learnt by example from her father, who was trained as a master butcher and she learnt how to pluck poultry such as partridges and pheasants as a child. Second, she says 'you've got to have something that attracts people into the shop, especially if you're not established there'. Margaret acknowledges the importance of brand heritage when she says 'we're lucky that we run on a name that our grandparents started for us and we try to keep up that tradition of being old-fashioned. I'm not sure that it's always worked but we have tried to alter things slightly, like setting out meat on trays in the shop. If we have too much meat cut though, it starts to go dark and people don't want it, even if it's okay. We can end up wasting it because customers have been indoctrinated into expecting bright red coloured meat in supermarkets, although it isn't what it would naturally look like'. Third, Margaret says that 'a shop needs to have an image and keep it up, especially when it's in a small community, and preferably something that's not already there, or else you can upset all of the other shops. Then the community goes, people don't talk to each other as much and a whole way of life seems to disappear. It's already happening. If you go in a big supermarket you don't get the personal touch you get in a small shop where people will say "hello, how are you?". Customers still talk a lot to us and you become a person they can confide in. You should try and make friends with customers and enjoy what you're doing, otherwise there's no point doing this sort of business, or any other sort. Unless you want to work with people in your community, setting up a shop won't work'.

## The development and scope of retail marketing theory and practice

Retail marketing is defined by Fernie *et al.* (2003: 105) as ‘the application of marketing concepts, theories and actions within the context of retail organisations’. Retail marketing has evolved as a discipline alongside the development of marketing theory and it is possible for marketing principles to be applied throughout the retail sector. Nevertheless, retailing has some of its own unique systems that differ from marketing in other sectors, for example in its usage of distribution and logistics. The **marketing mix** is a classic marketing model, also known as the **4Ps**: Product, Price, Promotion, Place. Since the 1960s, when the model was developed, these four elements have been viewed as the key areas on which marketers should focus, ensuring that they are blended effectively to communicate a consistent message to consumers. However, the marketing mix’s dominant position in marketing theory has been challenged, as the significance of building positive relationships with customers has been at the forefront of marketing theory and practice in recent years, via **Relationship Marketing** and **Service Dominant Logic**, in which services take priority over products (Vargo and Lusch, 2004).

There is obviously a great deal of emphasis on the ‘place’ element within the retail marketing mix, since the physical location of stores has long been the focus of retailing. However, this is beginning to change somewhat since the advent of electronic retailing (etailing). Consequently, the marketing mix requires adaptation to make it suitable for the retail sector; for example, the display of products within stores may have a greater impact than an advertising campaign could. Whereas a high advertising spend is well suited to manufacturer brands in order for them to communicate a **brand image** directly to consumers, advertising is generally utilised less by retailers because the presence of their stores ensures that customers are frequently reminded of their existence. In 2011, 24 per cent of the UK’s top 100 advertisers were retailers and 6 per cent were banks, with 42 per cent being manufacturer brands (Nielsen Media Research, 2011). In 2013, fast-moving consumer goods (FMCG) group Procter and Gamble gained second place on the list with an annual advertising spend of £177 million and the highest spending retailer was Tesco at £116 million (Nielsen Ad Dynamix, 2013). Retailers that sell manufacturer brands benefit from the brands conducting their own promotional campaigns to encourage sales of their products.

Many authors have argued for an **extended marketing mix** or **7Ps**, developed to apply more effectively to service organisations. This extended mix adds people, physical evidence and process and could be said to be more suited to the retail sector than the traditional 4Ps (Blythe, 2009). Retail marketing theory and practice have been highly influenced by the widespread development and implementation of marketing strategies and techniques in the late 20th and early 21st century. In recent years there has been a drive towards Relationship Marketing, which has been accompanied by increasing criticism of the marketing mix by academics, owing to its product-centred perspective (discussed further in Chapter 7). The move towards the Relationship Marketing paradigm potentially lends itself well to retail marketing, since retailing typically consists of numerous and repeated individual customer–retailer transactions (McGoldrick, 2002).

Retail marketing theory is published primarily within marketing and retailing journals, with a surprisingly limited selection of books being available on this topic, despite its significance to the global economy. Academic journals are therefore the best locations in which to find the widest variety of retail marketing literature. The topic of retailing also extends outside the arena of marketing to be discussed in several other academic disciplines, sometimes under the guises of consumer culture or shopping, emphasising its importance as a social and leisure activity. Anthropologists and geographers have taken an interest in the social impact of shopping centres (Miller *et al.*, 1998) and retailing has also