Contents

Acknowledgments ix

About the Author xi

Introduction 1

Chapter 1 The Changing Face of Retail 5

Chapter 2 Merchandise Financial Planning 15

Statistical Forecasting 21

Chapter 3 Assortment Management 29

Understanding Your Customer 31
Understanding Product Choice Counts 35
Understanding Current Product Performance 38
Predicting the Evolution of Trends 43
How Much to Buy? 47
What Sizes Do I Need? 51

Chapter 4 Fulfillment 57

Allocation 58
Order Fulfillment 65

Chapter 5 Pricing 71

Pricing Analytics 77
Regular Price 84
Promotional Pricing 85
Markdown/Clearance Pricing 94
Pricing Maturity and Organizational Structures 97

Chapter 6 Marketing 99

Data 100
Marketing Campaign Lift Analysis 106
Customer Lifetime Value 108
Customer Segmentation 110
The Internet of Things 112
Path to Purchase 114

Chapter 7  In-Store Experience  119
   Store Labor Forecasting  120
   Assortment Optimization  121
   The Internet of Things  124

Chapter 8  Cybersecurity  131
   Europay, Mastercard, and Visa/Chip Cards  136
   Chargebacks  136
   Data Governance  137

Chapter 9  Customer Journey  139

Chapter 10  Millie and Boomer: Generations Unified  147

Chapter 11  How to Gain Personal Value from Analytics  155
   Citizen Data Scientist  158
   Change Agent  160
   Finding the Right Fit  162
   The Value of Analytics  164

References and Resources  169

Glossary  171

Retail Math  183

Index  185