

# 达曼互动 零售消息月刊

实体店与  
网实的  
店体结  
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实体店零售商与虚拟零售商合作从而获益的5个途径



# 网店与实体店的结合

## 实体店零售商与虚拟零售商合作从而获益的5个途径

来自 Retail News Insider



大多数人过去都曾有过这样的经历：盯着电脑屏幕盘算购买，但又希望能够实际看看、触摸甚至试用产品，再掏钱购买。对于许多知名品牌商，这么做并不难，所以才会有“展厅效应消费族”和“网研效应消费族”的产生。但是对于仅在网上销售自家品牌产品的网店，消费者的运气就没那么好了。

这股潮流虽然已经开始翻转，不过根据研究以及销售状况，仍然显示实体店的影响力不容小觑。根据管理咨询公司A. T. Kearney最近的调查，有90%的消费者即使最后会在网上购买，不过还是喜欢在实体店看看产

品。此外，美国商务部的报告表示有94%的销售依旧是通过传统的零售渠道完成。因此，许多虚拟零售商正在寻找途径以顺应此状况并抓住实体店和网店的消费者。令人惊讶的是，有些虚拟零售商转而向实体店零售

商寻求协助，进驻到他们的实体卖场当中。

店中店并不是一个新概念。例如 Macy's、Neiman Marcus 和 Bloomingdales 等大型零售商早已经行之多年，在他们的销售楼层分出专属的空间给特定服装设计师、化妆品公司和其他品牌。主流杂货链企业也有类似情况，例如 Giant Eagle、Safeway 和 Kroger 已经和银行、干洗店和其他服务供应商合作，共同在一个屋檐下提供客户多种服务。不过与虚拟零售商合作可开拓实体店零售商的视野。

有些可能会担心让其他零售商在其店内开店会瓜分销售量，但是事实上与虚拟零售

**展厅效应**  
(Showrooming)  
(动词)：先在实体店实际研究产品，然后到网上购买的行为。

**网研效应**  
(Webrooming)  
(动词)：先在网上寻找和研究产品，然后到实体店购买的行为。

# 实体店 ↔ 网店合作

实体店零售商	虚拟零售商	店数
Anthropologie、Nordstrom	BaubleBar (珠宝)	135+
Nordstrom、Belk	Bonobos (男装)	100+
Kroger	Murray's Cheese (特色食品)	100+
Carrefour	MyDesign (可定制的产品)	8
独立精品店	Warby Parker (眼镜)	6

商合作有许多的好处。以下是实体店可从合作当中获得好处的 5 个途径。

## 1. 直接促进净利。

无疑地实体店零售商不会只是邀请虚拟零售商加入店内而不要求任何回报。最常见的方式之一是对合作伙伴所使用的空间收取租金，藉此从店中店的模式获利。

对于许多在 1990 年代末期到 2000 年初期将“越大越好”奉为圭臬，但是眼前已不再吃香的大型实体店零售商来说，这笔额外收入特别吸引人。与虚拟零售商合作可帮助他们“适当调整”销售空间，又不会缩减他们的收益。例如，百货公司 Sears 在过去几年已经一直在缩减他们的存货。但是他们不是搬到较小的地方，而是在现有的 Sears 店内，将空出来的空间分租给工作服

供应商 Work N' Gear、高尔夫球店 Edwin Watts 和其他商店等，与他们共同合作。合作的零售商和品牌可从设立的地点和现有人潮获得利益，而 Sears 则以租金弥补其可能损失的销售收入。

## 2. 在新的领域获得专门知识。

虽然大多数的消费者喜欢在店内体验产品，但不表示他们都会在店里消费。也不表示盖一个卖场，他们就会光临。实体店零售商仍然必须吸引消费者的目光，而在现在这个数码世界中，他们必须在网上拥有强力的存在感和曝光度。

对于其组织内没有数码这方面知识的零售商来说，与虚拟零售商合作是个理想的解决方案。当 Nordstrom 与网店零售商 Bonobos 进行在

Nordstrom 百货公司内销售男装系列的交易时，分享数码专业知识是 Nordstrom 的主要兴趣。在纽约时报的访谈中，Nordstrom 的执行副总裁 Jamie F. Nordstrom 表示他们对于 Bonobos 与消费者的互动特别有印象，并且想要获得那样的才能增强其自身的数码策略。多亏 Bonobos 团队的帮助，Nordstrom 过去几年来已经大举投资电子商务，在更新其移动应用程序和 Nordstrom.com 界面上花了数百万美元。

## 3. 拓展特色商品。

通常当利润非常薄弱时，大多数的零售商尤其是百货业者，不敢冒险买进特色商品形成昂贵的库存，尤其是尚未经过核准可在店内销售的商品。而让虚拟零售商在实体店内开店，可能是传统零售商打进不同市场并吸引新

客群的理想途径。

主流百货零售商 Kroger 与纽约的 Murray's Cheese 已经合作将特制品的干酪推广到佛罗里达、俄亥俄、印第安纳、科罗拉多等州。Murray's Cheese 虽然不是完全的虚拟零售商，但是只有两家小小的实体店，而且都位在纽约市，全国其他地点的业务都是通过其电子商务网站进行。Kroger 通过新的合作关系，提供消费者独一无二的机会尝试特制的干酪，并且从 Murray 位在邻近地区的干酪制造商获得专业的建议。这项投资相当成功，从 2008 年的几家商店开始，到今天通过 Kroger 的实体店已成长为超过 100 家的迷你 Murray's 商店。

#### 4. 拓展新客群。

实体店零售商也可在与虚拟零售商的合作当中拓展新客群。这是波士顿区一家小型珠宝连锁商店 Long's Jewelers 在与网上珠宝设计师 Ritani 合作之后所发现的优势。其合作关系为消费者从 Ritani 的网站购买之后，可将商品转到当地的 Long's 店面，以便在完成购买之前进行设计上的检验。Long's 从中获得部分利润作为交换，同时增加了不少从前不太可能进到店里的新客源。

“这是善用双方各自长处 的双赢策略” Long's Jewelry 的老板 Craig Rottenburg 在纽约时报的访谈中这么说。“我们从很棒的作品得到光环效应，而由 [虚拟零售商] 进行营销并创

造出一个世界级的电子商务体验。”

#### 5. 提供更大的便利性和价值。

传统零售商的另一个选择是与网上品牌和网店零售商合作，以提供互补产品，让消费者在购物时拥有更大的便利性，同时增加其自身商店的价值。

最近的一个例子是才宣布的英国第二大百货商 Sainsbury 与英国一般商品的主流供应商 Argos 之间的合作消息。（而 Argos 拥有自己的实体据点，营运方式与单纯的虚拟零售商非常类似，消费者在收到产品前无法看货。）自这个夏天开始，已在精选的 Sainsbury 商店中购买杂货的消费者，将可到 Argos 的实体店为原购的餐食购买所需的烤肉架、糕点盘或刀具组，甚至是餐盘和餐桌。

不说别的，虚拟店和实体店之间日渐增长的合作当中倒有一点很清楚，就是零售不再是我们所想的“非此即彼”的消长关系。电子商务并未式微，但也不是实体店购物获胜。与其彼此各不相让，结合双方的优势和专业可能是最好的发展。



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# ONLINE GOES IN-STORE

## 5 WAYS BRICK-AND-MORTAR RETAILERS BENEFIT FROM PARTNERING WITH VIRTUAL RETAILERS

By Retail News Insider



Most of us have been there before: staring at our computer screens contemplating a purchase, but wishing there was some way we could actually see, feel and try out the product before making the investment. For many brands, that can be done fairly easily, hence the popularity of **SHOWROOMING** and **WEBROOMING**. But for online-only retailers selling exclusive own-brand products, shoppers have long been out of luck.

That tide is beginning to turn, however, as studies—and sales—continue to show the overwhelming influence of brick-and-mortar. According to a recent survey from management consulting firm A.T. Kearney, 90 percent of consumers prefer to look at products in-store—even if they ultimately purchase online. In addition, the U.S. Commerce Department reports that 94 percent of sales still take place through traditional retail channels. As a result, many virtual retailers are looking for ways to adapt and capture both in-store and online audiences. And in a surprise move,

some are turning to brick-and-mortar retailers for help, setting up shop right inside their stores.

The store-within-a-store concept isn't new. Large retailers like Macy's, Neiman Marcus and Bloomingdales have been doing it for years by giving certain clothing designers, cosmetics companies and other brands dedicated spaces on their sales floors. Similarly, leading grocery chains like Giant Eagle, Safeway and Kroger have partnered with banks, dry cleaners and other service providers to offer multiple

services under one roof. But partnering with virtual retailers broadens the horizons for brick-and-mortar retailers.

While some may worry that allowing another retailer to set up shop within their store is a recipe for cannibalized sales, the reality is that partnering with virtual retailers can have many benefits. Here are 5 ways these partnerships can benefit brick-and-mortar stores.

### 1. Get a direct boost to the bottom line.

Clearly brick-and-mortar retailers aren't going to simply invite virtual retailers into their footprints without asking anything in return. One of the most common ways they operate and benefit from store-within-a-store arrangements is to charge their partners rent for the space they're using.

This additional income can be especially appealing to the many large brick-and-mortar retailers who are finding the "bigger is better" motto of the late 1990s and early 2000s no longer holds true. Partnering with virtual retailers can help them "right size" their sales footprint without downsizing their profits. For example, department store Sears has been shrinking its inventory over the past few years. But rather than moving to smaller locations, the retailer has signed partnerships with uniform supplier Work N' Gear, golf store Edwin Watts and others to lease freed-up space within existing Sears' stores. The partner

**Showrooming (verb):**  
The act of researching products inside a brick-and-mortar store before purchasing them online.

**Webrooming (verb):**  
The act of researching products online before purchasing them at a brick-and-mortar store.

# IN-STORE ↔ ONLINE PARTNERSHIPS

## BRICK-AND-MORTAR RETAILER(S) ↔ VIRTUAL RETAILER

Anthropologie, Nordstrom	↔	BaubleBar (jewelry)
Nordstrom, Belk	↔	Bonobos (men's clothing)
Kroger	↔	Murray's Cheese (specialty foods)
Carrefour	↔	MyDesign (customizable products)
Independent boutiques	↔	Warby Parker (eyeglasses)

## LOCATIONS

135+
100+
100+
8
6

retailers and brands benefit from the established location and existing foot traffic, while Sears displaces potential lost sales income with lease profits.

### 2. Gain expertise in new areas.

Though the majority of consumers prefer to experience products in-store, that doesn't mean they always buy them there. Nor does it mean if you build a store, they will come. Brick-and-mortar retailers still have to capture consumers' attention—and in today's digital world, that means having a robust online presence.

For retailers who don't have that digital know-how within their own organization, partnering with a virtual retailer can be an ideal solution. The sharing of digital expertise was of key interest to Nordstrom when it made a deal to sell online retailer Bonobos' menswear collection inside Nordstrom department stores. In an interview with *The New York Times*, Nordstrom's Executive Vice President Jamie F. Nordstrom said the retailer was especially impressed with the way Bonobos interacted with consumers and wanted to harness that talent to augment its own digital strategy. Nordstrom has since been heavily investing in e-commerce over the past several years, spending millions on updates to its mobile apps and Nordstrom.com interface, thanks to the help of the Bonobos team.

### 3. Expand specialty offerings.

With margins that are often very thin, most retailers—especially grocers—can't take the risk on buying expensive stock for specialty items that haven't been proven to sell in their stores. Allowing a virtual retailer to set up an in-store presence can be an ideal way for traditional retailers to break into different markets and draw in new customers.

This is what leading grocery retailer Kroger and New York-institution Murray's Cheese have done to bring specialty cheeses to consumers in Florida, Ohio, Indiana, Colorado and beyond. While not a fully virtual retailer, Murray's Cheese has just two small physical locations, both in New York City, with much of the rest of its nationwide business going through its e-commerce site. Via the new partnership, Kroger is giving shoppers a one-of-kind opportunity to try out specialty cheeses and get expert advice from Murray's educated, in-store cheese mongers—right in their own neighborhoods. The venture has been quite successful, starting out in just a handful of stores in 2008 and growing to over 100 mini-Murray's shops inside Kroger banner stores today.

### 4. Capture new audiences.

Brick-and-mortar retailers can also benefit from an expanded audience when they partner with virtual retailers. This is what Long's Jewelers, a small jewelry store chain in the Boston area, discovered when it partnered with online jewelry

designer Ritani. In the partnership, consumers who buy from Ritani's website can have orders shipped to a local Long's store in order to inspect the design before the purchase is final. In exchange, Long's gets a portion of the profits—and has seen a significant increase in new customers who wouldn't have been likely to visit its stores otherwise.

"It's been a win-win strategy that's leveraged both of our strengths," the owner of Long's Jewelry, Craig Rottenburg, said in an interview with *The New York Times*. "We get the halo effect from the tremendous work [the virtual retailer] does marketing and building a world-class e-commerce experience."

### 5. Offer greater convenience and value.

Another option is for traditional retailers to partner with online brands and retailers to offer complementary products, making consumers' shopping experiences more convenient and their own stores more valuable.

One example of this today is the partnership just announced between Sainsbury, the U.K.'s second-largest grocer, and Argos, the U.K.'s leading provider of general merchandise. (While Argos has its own physical locations, it operates most similarly to a pure-play virtual retailer, with products being delivered to consumers sight-unseen.) Starting this summer, consumers already doing their grocery shopping at select Sainsbury stores will be able to visit the in-store Argos shop to purchase the barbecue grill, cake pan or set of knives they need to complete the meals they've been shopping for—or even the dishes and dining table to serve them on.

If nothing else, the one thing that should be clear from the growing partnerships between virtual and brick-and-mortar stores is that retail is no longer the "either-or" game we once thought it to be. E-commerce isn't going away, but neither is in-store shopping. Rather than trying to outdo each other, combining the benefits and expertise of both may just be best plan yet.