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6. Mathews, Ryan (1994), "Street Smart," *Progressive Grocer* (August), 56-7.
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13. 以下からの引用：Thomas A. Stewart (1993), "Welcome to the Revolution," *Fortune* (December 13), 72.
14. McFarlan, Warren F. (1994), "Organizational Transformation," *Proceedings of the Food Marketing Institute's Midwinter Executive Conference. January 16-19*, 1994, 52-58.
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16. この節の記述は以下に大幅に依拠している：Michael Hammer and James Champy (1993), *Reengineering the Corporation*, New York: HarperCollins.
17. Hammer, Michael and James Champy (1993), *Reengineering the Corporation*, New York: HarperCollins, 15.

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2. Saporito, Bill (1994), “Behind the Tumult at P&G,” *Fortune* (March 7), 76.
3. 1993 年アンダーセン・コンサルティングレポート、*Wholesale Food Distribution Today and Tomorrow* (食品卸売流通の今日と明日)の 5 ページに実際、次のように記述されている。「顧客である小売業者から集められたサービス料、マークアップ、運送料は、典型的な卸売業者の『経常利益』の半分以下になっている。利益の他の主たる財源は特売仕入れと転売である。管理維持費は五分五分であると思われる。」
4. このセクションの素材のほとんどは、Carol Fensholt (1994), “Unsalables, Does an Information Gap Do the Real Damage?” *Supermarket Business* (August), 25-33. から引用している。
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9. “P&G Plans to Restructure Its Logistics and Pricing” (1994), *Supermarket News* (June 27), l, 49.
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第 4 章脚注

1. 本章の内容は、1994 年 2 月 23 日にテキサス大学オースチン校でのプレゼンテーション（“The Decline of Consumer Package Goods Marketing As We Know It...and Its Implications for You,” by Jim Bernhardt, VP Marketing, Dow Brands.）によっている。
2. 上記の 1994 年 2 月 23 日にテキサス大学オースチン校でのプレゼンテーションと Yankelovich 社より
3. 現実の広告費の増加は、需要が増大することによって引き出されるということかもしれない。後で指摘されるように、15,000 以上もの新製品が毎年上市されているが、加えて広告された製品の中から全く新しいカテゴリーが、生まれている（例えばパーソナルコンピューターやナイキな

ど）。

4. 上記の 1994 年 2 月 23 日にテキサス大学オースチン校でのプレゼンテーションと Standard Rate and Data Service 社より
5. 上記の 1994 年 2 月 23 日にテキサス大学オースチン校でのプレゼンテーションと FCC 社より
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4. Atlas, Riva (1994), “Food, Drink and Tobacco,” *Forbes* (January 3), 152.
5. “Shoot Out at the Check-Out” (1993), *The Economist* (June 5), 69.
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10. Morgenson, Gretchen (1996), “Denial in Battle Creek,” *Forbes* (October 7), 46.
11. De Santa, Richard (1996), “Grabbing Share with Vise Grips,” *Supermarket Business* (September), 20.
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13. De Santa, Richard (1996), “Grabbing Share with Vise Grips,” *Supermarket Business*

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14. Nichol, Dave (1993), “Hell is Truth Seen too Late,” keynote address to The Private Label Manufacturing Conference, Miami, Florida, (March).

15. The early success of private label in Canada, a county that does allow television advertising, is often attributed to the high degree of retail concentration in Canada. One chain, Loblaws, controls more than 25% of all grocery sales in Canada. Scale is generally believed to have given Loblaws the leverage needed to develop and distribute a high quality private label line.

16. Morgenson, Gretchen (1996), “Denial m Battle Creek,” *Forbes* (October 7), 46.

17. Morris, Kathleen (1993), “No-Name Power” *Financial World* (March 16), 32.

18. “The Future of Brands: Getting Brands In Shape Today to Win the Loyalty of Tomorrow's Consumers,” remarks by Robert L. Wehling, senior vice president of advertising, Procter & Gamble, at The Fisher School's Cullman Symposium, Ohio State University, April 25, 1996.

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22. According to Harvard Business School case 9-593-108 (July 25, 1994) titled "P&G and Everyday Low Prices," P&G launched this policy with its Pampers, Folgers, and Pringles brands. Once the marketplace had begun to adapt to the new pricing scheme for these brands, P&G extended the policy to cover their most important brands (e,g., Tide and Crest).

23. P&G did not completely eliminate promotional price cuts; they merely reduced them to a level that would not support forward buying and diverting. In the text we use the more extreme case in which price cuts are eliminated completely. We do this to simplify exposition.

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32. Klepacki, Laura (1993), "P&G Commits Its Heavy Guns," *Supermarket News* (April 12), 10.

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34. The numbers across a row might add up to more than 100% if consumers shop at more than one type of outlet for the associated product category. This is the case for cereal, for example.

35. We estimate that, with 2% net 10 payment terms, the distributor crosses over to negative working capital needs at 31 inventory turns per year. The more turns beyond 31 per year, the more negative the working capital needs.

36. Emert, Carol (1996), "Wal-Mart Aim: To Increase Food Market Penetration," *Supermarket News* (June 17).

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39. Gross margin for 1989 was listed as 30.9 in this paper. We altered the number to make it consistent with the table.

40. In Mandel (1990), for Toys 'R' Us, expense ratio was listed as 19.9 and operating margin was listed as 12.6. We altered the numbers to make them consistent with those listed in the table and so that they would add up.

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1. From the *Efficient Consumer Response* (1993) report, p.2, the exact wording is as follows: "Product must flow with a maximization of value-adding processes from the end of production/packing to the consumer's basket so as to ensure the right product is available at the right time."
   ＥCRレポート（一九九三）の二ページから、正確な用語は次のとおりである。「製品は、適切な商品が適切なタイミングで入手できるよう、生産や梱包が終わった時点から消費者の買い物かごに入るまでの付加価値プロセスを最大にして、流通しなければならない」
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5. Krum, Franklin (1994), "Quantum Leap," *Progressive Grocer* (January), 413.
6. Clark, Theodore H. (1995), "Procter & Gamble: Improving Consumer Value Through Process Redesign," Harvard Business School Case 9-195-126, 4-6.
7. Clark, Theodore H. (1995), "Procter & Gamble: Improving Consumer Value Through Process Redesign," Harvard Business School Case 9-195-126, 6
8. Mathews, Ryan (1996), "Partnerships and Progress," *Progressive Grocer* (June), 31.
9. Garry, Michael (1996), "HEB The Tech Leader " *Progressive Grocer* (May), 66.
10. "ECR and Partnering Go Hand in Hand" (1996), *Grocery Marketing* (May), 8.

11. Schiller, Zachary, Greg Bums, and Karen Lowry Miller (1996), "Make It Simple," *Business Week* (September 9), 99, 102.
12. Litwak, David (1996), "What Price Sales Glory, " *Supermarket Business* (July), 27.
13. Litwak, David (1996), "What Price Sales Glory," *Supermarket Business* (July), 27.
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15. *Efficient Consumer Response* (1993) report, 88-89.
16. Schiller, Zachary, Greg Burns, and Karen Lowry Miller (1996), "Make It Simple," *Business Week* (September 9), 99.
17. Mathews, Ryan (1996), "Partnerships and Progress," *Progressive Grocer* (June), 31.
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19. DPP, Direct Product Profitability, is an accounting mechanism popularized in the grocery industry to better allocate direct overhead costs (e.g., costs in the warehouse of receiving, storing, selecting, and loading a product). Activity-based cost accounting goes beyond DPP to also better allocate indirect overhead costs (e.g., costs to process invoices, plan space, manage promotional events).

    ＤＰＰ（直接製品利益）は、直接固定費をうまく割り当てるために、グローサリー業界で好まれて利用されている会計上のメカニズムである(例えば、倉庫における商品の受取り、保管、選択、積みこみのコスト)。活動基準原価計算は、ＤＰＰ以上に間接固定費をうまく割り振る（例えば、請求書処理、スペース計画、販促イベントの管理などのコスト）。
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22. Pare, Terence P. (1993), "A New Tool for Managing Costs," *Fortune* (June 14), 124.
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28. A "stockkeeping unit" is the smallest unit of inventory measurement. Any given brand might account for several stockkeeping units, as each flavor, size, form, etc. of the brand would have its own identification code.

SKU(Stockkeeping unit)とは、最小在庫測定単位のこと。あるブランドは、味、サイズ、形態など認識コードに合わせた複数のＳＫＵを持っていることがある。

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33. Pritchett, Lou (1995), *Stop Paddling & Start Rocking the Boat*, Harper-Business, 25.
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35. Tenser, James (1995), "Realigned Kraft Planning 300 Dedicated Teams," *Brand Marketing*, (January 16), 1, 4.
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