

grocery shopping, the added conveniences soothe the transition. The goal is to allow customers to see the branding, use the app, and have groceries delivered the next day; all while waiting for a train home. The ultra-modern shopping experience is just another way retailers are altering consumers' expectations of how shopping should be conducted.

This idea has been expanded further by other companies such as Sears Holdings Corp. Sears and Kmart used QR code-driven "toy walls" to produce a wall-driven shopping experience. Toy walls were featured in high-traffic locations such as malls, airports, and movie theatre lobbies. This shopping approach is cost efficient because the virtual walls do not require any floor space. Shoppers then could simply scan the wall's QR code to order toys while on the run.

One of Amazon's keys to financial success is not the sales revenue collected by their e-reader, the Kindle, but the sales that the Kindle provokes subsequently. Digital sales of books, movies, and TV shows are where Amazon expands its revenue sources. To encourage more Kindle sales to hesitant buyers, Amazon opened a physical store location in Seattle, Washington so potential customers could come in and tryout a Kindle before purchasing one. The idea of opening a brick-and-mortar location will increase Kindle sales which would then create more demand for digital content and additional sales for Amazon. After a customer has purchased the Kindle,

the digital sales expand and the customer is locked in for future sales.

The innovative technologies aforementioned had incredible results, primarily because they were implemented with a specified goal in mind. Peapod is utilizing game-changing virtual walls to turn passersby into shoppers and Amazon is locking in future customers by easing their initial purchase; the most important one. There are a number of different ways to attract new customers, lock in customers, and produce differentiation with a new product/service combination when utilizing innovative technologies. In doing so, the most important key to success is to realize a destination early, plan the course of action, and adjust for adversities.

Source: Anonymous. (2012). What is Game-Changing Innovation? *Chain Store Age*, 88(5), 2-4A, 5A.

Thinking About the Case

1. What benefits are provided to the shopper by Peapod's services? How does their innovative product/service combination provide additional benefits beyond the average grocery store with delivery service?
2. "Toy walls" could be found in malls, airports, and movie theater lobbies during the 2011 holiday season. Why were they featured in these locations and what additional locations would be ideal? Explain why.

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