



Wilson Perumal
& Company

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WILSON PERUMAL & COMPANY: RETAILER MACY'S SHOWS HOW COMPANIES CAN LOCALIZE WITH SCALE

**Vantage Point, the consultancy's quarterly business journal, highlights six lessons and
features Q&A with Macy's CEO Terry Lundgren**

Dallas, Texas – October 13, 2011 – Consumers are spending less in this economy, but retailer Macy's, Inc. just had its best year ever. In the inaugural edition of its quarterly business journal *Vantage Point*, consulting firm Wilson Perumal & Company explains *how* Macy's achieved this.

"If you look around, the retail landscape has deteriorated, not strengthened," said Macy's CEO Terry Lundgren. "But our outlook is going the other way, and I believe it is because of timing and execution. We're getting better at our job."

Over the last 3 years, Macy's has been implementing a strategy of localization with scale. It is a balance that allows Macy's to deliver to customers what they want while simultaneously reducing operating costs. The *Vantage Point* article highlights 6 key lessons from Macy's localization initiative that are applicable across retail, and more broadly to other industries:

Lesson #1: New competitive realities have made many organizational structures obsolete.

Lesson #2: Create scale where scale matters, but customer insights remain local in nature.

Lesson #3: Understand your degree of operational readiness, and close the gaps in order to execute on your localization plan.

Lesson #4: Localization can actually *reduce* complexity in aggregate.

Lesson #5: Pilot the concept, learn, and then expand aggressively.

Lesson #6: Smashing the false trade-off creates a virtuous cycle of cost-competitiveness and insight.

According to Wilson Perumal & Company's Managing Partner, Stephen Wilson, "Many companies go back and forth between centralization and decentralization initiatives, but ultimately neither is satisfactory. Macy's demonstrates that scale doesn't have to come at the expense of customer relevance, and vice-versa. Localization can be a virtuous cycle, and increasingly a means of differentiation."

To read the full article in *Vantage Point*, go to:
www.wilsonperumal.com/publications/vantagepoint.php

About Wilson Perumal & Company

Wilson Perumal & Company is a premier strategy consulting firm and the leading advisor on how to manage and capitalize upon the complexity of today's world. *Vantage Point* is the firm's quarterly business journal that describes the new management practices and approaches companies need to win. Learn more at www.wilsonperumal.com.

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