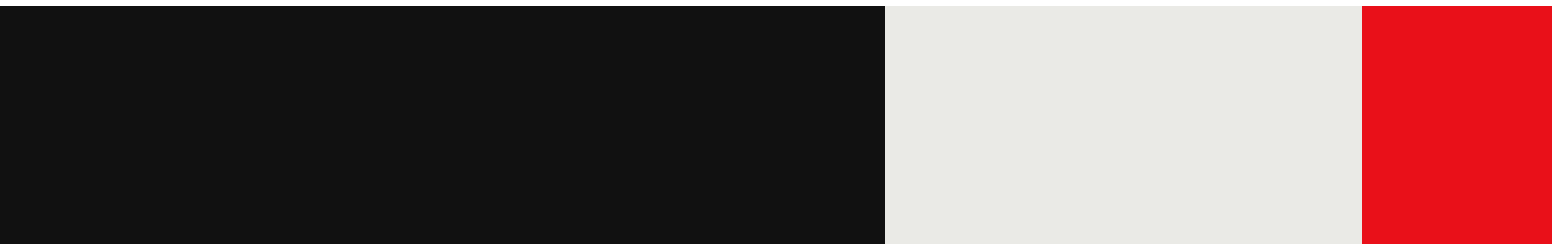


Reimagining Retail: The Unofficial Most Interesting Retailers List: Back-to-School Edition (July)

Audio



On today's podcast episode, we discuss the unofficial list of the most interesting retailers in July, focusing on back-to-school initiatives for this episode. Each month, our analysts Arielle Feger, Becky Schilling, and Sara Lebow (aka The Committee) put together a very unofficial list of the top eight retailers they're watching based on which are making the most interesting moves: Who's launching new initiatives? Which partnerships are moving the needle? Which standout marketing campaigns are being created? In this month's episode, Committee members Arielle Feger and Sara Lebow will defend their list against vice president of content Suzy Davidkhanian and analyst Sky Canaves, who will dispute the power rankings by attempting to move retailers up, down, on, or off the list.

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Episode Transcript:

Sara Lebow (00:00):

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(00:23):

Hello, listeners. Today is Wednesday, July 31st. We've reached the end of July. Welcome to Behind the Numbers: Reimagining Retail, an eMarketer podcast. This is the show where we talk about how retail collides with every part of our lives. I'm your host, Sara Lebow. Today's episode topic, we've got another one of our unofficial most interesting retailers of the month list. Before we jump into our top eight retailers, let's meet today's guests. Joining me for today's episode, we have fellow committee member, senior analyst, Arielle Feger. Hey, Arielle.

Arielle Feger (01:02):

Hi. Happy to be here once again.

Sara Lebow (01:05):

Yeah, happy to have you. Also with us, principal analyst, Sky Canaves. Hey, Sky.

Sky Canaves (01:09):

Hi, Sara. It's good to be back.

Sara Lebow (01:11):

Good to have you. And also here is VP of Content on our retail desk, Suzy, David Canyon. Hey, Suzy.

Suzy Davidkhanian (01:18):

Hey, Sara. Hi, everyone. I'm very excited about today's episode.

Sara Lebow (01:22):

I'm also very excited about today's episode. Let's jump into it then. It's our unofficial most interesting retailers of the month list.

(01:36):

This week, the committee, which is Arielle, our colleague Becky and I, put together a very special list because it's back to school-themed. We'll be counting down our top eight most interesting retailers that have done something back to school-related. This list as always is hyper subjective but supported with objective analysis. Ariel and I will present our list in the

first half of the episode, and Suzy and Sky will get to make some moves and edit our list in the second half. Okay, without further ado, here is our list.

(02:06):

Number eight, Pinkie. We're starting off strange because Pinkie is not a school supplies brand. It's a teen-focused period product brand, and it just expanded to 3,300 CVS locations. But I'm grouping this brand with back to school, albeit at the bottom of the list, because period products for teens are very much a school supply. Not technically, but it feels that way. Pinkie joins brands like August and RedDrop in filling out this market for young people with periods.

Arielle Feger (02:38):

Yeah, I like this inclusion a lot. I think it's definitely something obviously that people need year-round, but back to school is sometimes where people stock up on what they'll need, and I just think it's a great inclusion.

Sara Lebow (02:52):

Okay, number seven, Amazon, back on the list for some prime back to school day Prime numbers. Arielle, say more.

Arielle Feger (03:01):

Yeah. Unsurprisingly, consumers really use Prime Day to shop for school supplies. Compared to average daily sales in June, sales of backpacks, stationery, and school supplies were up 216%. Sales of kids' apparel up 165. And there's also sales up for electronics for tablets and small kitchen appliances, which I'm not sure if you can totally count that as back to school, but maybe somewhere you can. So, a big win for them. Also, they're back on their campaign encouraging parents to spend less on their kids, which I think is great for a season where people are really prioritizing value, and then they're also pushing college shopping with their ads with actress Michelle Buteau. So yeah, lots going on.

Suzy Davidkhanian (03:48):

I love this one. Did you guys watch the commercial? I love the spend less on your freeloaders. I think they're doing such a good job. Back to school this year will really truly be about value over convenience, and they're doing such a good job around targeting that idea of value. It's even spend less, smile more. They have some fun tie-ups planned. They're looking at the entire

back to school. We had a conversation. It's back to class. I think it's the grade school, high school and the back to college, which is all of back to school. There are different interpretations around that.

Sara Lebow (04:21):

Sky's shaking your head.

Suzy Davidkhanian (04:23):

Yeah, I think it depends on who you ask, but some folks think about it that way. Either way, it's definitely segmented, so I think they're doing a great job with the dorms and trying to just get everybody under the sun with this value messaging.

Sky Canaves (04:34):

And people talk about the timing of back to school as being pulled forward by Prime Day, which is now in the middle to late July. But actually, in a lot of the country, back to school is August. A lot of colleges go back to school in August, and my daughter's school, which goes K to 12, actually goes back to school next week, so we're looking at early August.

Suzy Davidkhanian (04:56):

Wow.

Sky Canaves (04:57):

So Prime Day a few weeks out is really when parents are thinking about back to school and shopping for all the supplies you need, because you don't want to leave things too last-minute and have too much of a rush.

Sara Lebow (05:08):

Okay. Number six, Target, for offering back to school deals to teachers and students who join its Target Circle program. Arielle, why is this one important?

Arielle Feger (05:18):

I think the fact that they're using discounts to try to bring people into their target circle program, which as we've probably mentioned on the pod is a latecomer to subscription programs, so I think they're just really using that to ramp things up. Target's also doing other

run-of-the-mill stuff, offering 20 must have items for under \$20. They say they're offering their lowest-priced backpack in 10 years. And they're also doing something called School List Assist, where customers can find the class that they belong to and add the item to their cart and choose how they want it to be delivered. So again, just a lot of different things that are trying to help people save money and get their school supplies faster and easier.

Sky Canaves (06:04):

I think their discounts were really compelling, and they got me a week before Prime Day because they had 30% off school uniforms. And of course I went and bought some. Some of them were already out of stock, however, so then I had to wait for Prime Day and Amazon to fill the rest of my cart.

Arielle Feger (06:20):

Gotcha.

Suzy Davidkhanian (06:20):

I think this one is ingenious again. I've been watching the commercials, apparently I'm watching too much TV, and they're doing their whole back to school commercial. The first one I saw it was around backpacks. Backpacks is probably the one and only biggest SKU-level volume driver, and that the fact that they're doing it at \$5 plus all those other random things to drive people in and pushing their private label is really genius.

Sara Lebow (06:44):

Number five, Kohl's for relaunching Limited Too. Limited Too is a brand anyone who has a kid in the early 2000s will know, and I am surprised to see them back and in Kohl's stores. Do I think that this move will work? I'm not really sure if any of Kohl's recent moves will work. They've been doing a lot to find any way for people to shop specifically at Kohl's or in Kohl's stores. But as someone who begged for Limited Too outfits to wear on the first day of school, I do think that this is an interesting move.

Arielle Feger (07:15):

Yeah, I agree. I think it's a fun move not only to get to kids, but also to get to parents who now have kids who were getting Limited Too when they were younger and now maybe they'll head in and say, "Okay, what do they got going on now?" So I think it's a fun nostalgia move.

Suzy Davidkhanian (07:30):

It's so funny apparently getting a tiny little bit of backlash with the parents that you're talking about who want clothes for them as well, which is crazy.

Sara Lebow (07:37):

Oh, interesting. Yeah, that's funny. Number four, Urban Outfitters for its Shift Happens back to school campaign that's taking place across its site, socials, and retail locations. This campaign included a two-day marketing experience in New York City, in partnership with Pinterest, which notably also partnered with PacSun on a back to school campaign. I thought it was interesting that Pinterest is making its presence known across these cool teen brands.

Arielle Feger (08:08):

Yeah, I agree. I think what's fun is that it's everywhere. It's on social, it's on TV, it's in real life. I think the most dynamic campaigns nowadays are really coming out of just a purely digital space and coming into the physical, so I think that's really interesting.

Suzy Davidkhanian (08:27):

I love this one. This is my favorite. I think they are figuring out a way that they can't play in the value proposition space, so they're trying to be cool. They had this tagline around Turn Your IRL moments into URL, and probably vice versa as well. It's thought out in a way that is truly holistic, and they're trying to play up the fashion card, which we know for that first outfit, Sara, you were just talking about, is really important. And even though there are a lot of basics and there's research showing that everybody is looking for value, there's still a little bit of parents wanting to spoil their children with some cool fashion items.

Sky Canaves (09:04):

One of the things that surprised me as I was doing research into back to school campaigns was just how many brands and retailers that are really popular with Gen Z and even younger Gen Alpha are not leaning so into the back to school marketing opportunity. And especially when we think that after holiday, it's really one of the biggest spending occasions of the year, and a lot of the marketing this year I feel is focused on the parents and on value. But marketers also have to be aware of their target audience and just how much say kids today and even especially teens have in parents' purchasing decisions, I think even moreso than in the past. So I watched a lot of TikTok haul videos on back to school shopping and saw what

teens are buying, and then I didn't see as much from the brands themselves focusing on back to school that really spoke to who's buying their products.

Sara Lebow (09:58):

That's a great point that we don't even have time to get into is that if you're a brand, it doesn't look as authentic to have that content coming from you. You want that user-generated content of other teens, other kids, posting what they got from the brand and then gaining organic or putting paid behind it.

Suzy Davidkhanian (10:16):

Totally, and that's why the Urban Outfitter thing was so amazing, because you had Pinterest, they had influencers making their own rooms, you got to shop them live with QR codes. I think it was genius.

Sara Lebow (10:27):

Yeah. Okay. Number three, Instacart, for focusing its campaigns not on school supplies, but on how it helps parents spend more time with their kids. Arielle?

Arielle Feger (10:37):

Yeah, I feel like Sky and Suzy really just teed me up perfectly there. I do think that these campaigns, so I'm specifically talking about two video spots, one that features a mom trying to teach her son how to tie his shoes and another that is a really cute way of a dad helping his daughter figure out shaving her legs for the first time. So I think it's really playing on sentiment, not necessarily playing on value, which we're seeing a lot of people do. And again, Instacart is very much in the background of these ads. It's all about the emotion and the sentiment and about being together with your kids. So I just thought that was a really interesting, different way to approach back to school shopping.

Sara Lebow (11:20):

Yeah, couldn't have said it better myself. Number two, Walmart, for offering a ton of back to school products under \$10. Arielle, why is this one interesting?

Arielle Feger (11:30):

Yeah, I mean I think as we said, value is the key to back to school shopping this year, and Walmart's been really great at delivering value throughout the year, and just continuing on to do it through the back to school season offering bunches of stuff for under \$10. I think parents are already going to be in Walmart. Why not just pick up those items? They're also doing a few other things. Similar to Target, they've got a classroom registry site where teachers can share their classroom wishlists. And the thing that I think is really cool is this one-click food basket they've debuted, which you just click and you get two weeks' worth of lunches, which is for at about \$2 a day. So I think as I'm sure parents have lots going on, just be able to click and put all of that in their basket probably is something useful.

Suzy Davidkhanian (12:20):

I love Walmart. I think they're doing some very cool things. I thought this year was a bit lackluster. Last year, remember they did the Roblox stuff? They did all kinds of marketing campaigns. Maybe it didn't drive enough value. What I think is cool this year is that they're leaning into this one-stop shop and they're doing things around college savings, college delivery hours, but also immunization, getting your glasses, just doing it all so that you can then do the fun stuff like Instacart was talking about.

Sara Lebow (12:45):

The one-stop shop leads us into our number one, which is Meijer for launching a school supplies private label brand. If you don't live near a Meijer, which I believe is the upper Midwest, there's a misconception that it's largely a grocery store, but Meijers actually look a lot like Walmart. So they're full of stuff and they're a place that people want to do all of their shopping and get a deal. So I think it's wiser than to launch a store brand at a time when people are so focused on value.

Arielle Feger (13:13):

Yeah, we've seen a proliferation of retailers launching their own private labels. I like this one because it's just at a perfect time, back to school, and I think it's just a smart move.

Sara Lebow (13:25):

So to recap our list before Suzy and Sky tell us where we went wrong, we have number eight, Pinkie, number seven, Amazon, number six, Target, number five, Kohl's, number four, Urban Outfitters, number three, Instacart, number two, Walmart, and number one, Meijer. We also

threw out some honorable mentions for number nine, Office Depot, for targeting college students by partnering with Dormify, and number 10, Macy's, for relaunching its Epic Threads brand. But let's get into our second half where Suzy and Sky get to tell us where we went wrong. Each of them will have a chance to move a brand up or down our rankings list and to add a new brand entirely. So Sky, why don't you go first? Make a move. Move a brand up or down on our list.

Sky Canaves (14:18):

Okay, so my move is I'm going to move Target up, and maybe I would put them ahead of Meijer as well because I just think that their discounts, the range of offerings and value that they are promoting, is a lot more substantial and compelling. Even if we look at their teacher discounts, it's 20% off for teachers. Meijer offered 15% off. And as I was watching a lot of the TikTok haul videos on back to school shopping, all the teens are going to Target. I didn't see any bags from other big-box retailers, or not too much. It's Target and then a lot of brands and specialists, Target, Sephora, Abercrombie and so on. So I think Target is still winning over that core demographic as their go-to place for back-to-school shopping.

Sara Lebow (15:10):

Sky has a cheat code here because she's on Mom Tok and on Back-to-School Tok, which is not a place where Arielle and I are lingering. I would move Target up. I don't know if I'd move them to number one, though.

Arielle Feger (15:24):

I don't think I would move them to number one either. Target's really struggled to get people to come in or shop online, and I'm just not sure that these discounts are enough to make that happen. But I would say I would definitely be okay with moving them perhaps above Kohl's.

Sara Lebow (15:45):

Okay, we'll give them a spot up.

Arielle Feger (15:46):

I would take that.

Sara Lebow (15:47):

We'll swap Target and Kohl's, five and six.

Suzy Davidkhanian (15:49):

I would add that it is an interesting sort of tie-in to try and drive subscription.

Sara Lebow (15:55):

That's true. That's great.

Suzy Davidkhanian (15:56):

So it's a bit like Amazon Prime Day, but it's not really. It's Target. So I do think there is something clever about that, that they're thinking longer-term than an immediate discount.

Sara Lebow (16:07):

Yeah, we'll give them that one spot up for. Target can have number five. Suzy, make your move.

Suzy Davidkhanian (16:15):

I would take out Instacart because I just think even though they're doing these nostalgic moments, who cares really? For me, at least. Because you can tell me about all these nostalgic moments and you're brand building for yourself, but as a non-parent, I can't imagine you're going to spend \$5 more on school supplies. You're going to make it all work. You know what I mean? Or you're going to have it shipped to your house instead of spending so much more on Instacart. But I do love Urban Outfitters all-inclusive, how do you create buzz and think about all the different mechanisms to be at the top of a back-to-school shopping list where you would typically not be because everything is so much more expensive than it needs to be? So I would move them to number one.

Sara Lebow (17:01):

You would move Urban Outfitters to number one? [inaudible 00:17:04] would make two moves-

Suzy Davidkhanian (17:05):

Well no, I would take out Instacart to make room for my extra brand, because I'd have to make room for it, and then I would put Urban Outfitter to the top.

Sara Lebow (17:14):

I don't know.

Arielle Feger (17:15):

I don't know.

Sara Lebow (17:16):

Urban Outfitter can go to the top in my opinion. And I know you are also, Arielle, a Pinterest fan. I think they do a good job. So I actually don't mind that move. No, I'm okay with that move.

Arielle Feger (17:32):

I think I will allow the move. So I think, as Suzy mentioned, Walmart, what they're doing I think is going to be super, super effective, but it's not necessarily exciting or innovative or creative. So I do think that Urban Outfitters, what they are doing is creative and exciting, so I think that alone is a good enough reason to bump them up.

Sara Lebow (17:54):

Okay, so we'll move Urban Outfitters to number one. And then Suzy's cheat move, let's say it's moving Instacart from number three to number eight, so it would be behind Pinkie, that period brand. How do you feel about that?

Sky Canaves (18:08):

I would also drop Instacart, because I feel it was an emotional campaign but there wasn't much substance. And as a parent, the message that you have to spend more for the convenience of their delivery and marked-up groceries to spend more time with your kids doesn't really resonate. I can just go to Amazon and have the convenient delivery.

Sara Lebow (18:27):

Spending more time with kids does not resonate with Sky. I get what you're saying.

Sky Canaves (18:32):

But having to pay the markup for that when I have Amazon and can get pretty much everything I need from there versus Instacart, there aren't too many things I need so quickly

from Instacart that I want to pay a lot more.

Sara Lebow (18:44):

Our producers are going to tell us we're being too agreeable, but I'm actually okay with that move.

Arielle Feger (18:50):

Yeah, I think I certainly behind the scenes was the one who advocated for Instacart to be so high, and maybe I was just letting my emotions get the best of me. I really liked-

Sara Lebow (19:01):

And I behind the scenes advocated for Pinkie, this period brand, to be on the list. And I have a feeling that if we like the brands that Sky and Suzy pitched next, we're going to have to kick them off the list and I'd rather kick Instacart off the list. So sure, let's move them down. What we're working with right now is number one, Urban Outfitters, number two, Meijer, number three, Walmart, number four, Target, number five, Kohl's, number six, Amazon, number seven, Pinkie, and number eight, Instacart. Okay, let's see if you're as convincing for the brands that you want to add to the list. Suzy, what is your wild card?

Suzy Davidkhanian (19:39):

I would like to add Best Buy, although now I'm seeing a big buzz around LinkedIn on Best Buy, so I'm sad that this didn't happen earlier so I could take full credit for it. But I'm adding Best Buy because, one, electronics is truly the biggest category for retailers during back to school season, so it would be a miss to not have someone in that world that can represent that category. Best Buy specifically versus other ones, I feel like they are trying to change their look and feel. They have a new tagline. They're adding new colors to their logos into their colorway. It's going to be a little bit brighter. They are putting all of that into their back to school strategy. They haven't been doing especially well, so they're taking this moment to sort of rebrand, refresh, use the back to school season, which is, as Sky said, the second-largest shopping season after holidays. They are leaning into their [inaudible 00:20:34] partnerships. They are doing that cool new AI hologram. They are just doing lots of things like video shopping-

Sara Lebow (20:41):

That's why it's called Graham, because it's a hologram. Sorry, this morning, Arielle and I were like, "Why is the Best Buy hologram called Graham?" And I think both of us just figured that out when you said that.

Arielle Feger (20:42):

Yep, we just got that.

Suzy Davidkhanian (20:56):

They're doing lots of little things that are in the moment that are adding up to a holistic strategy that I just find very cool. They're doing these shopped videos. They've recognized you don't need our live help for every single thing, so they're prioritizing the right customer services with live people, so they have Graham the hologram and then they also have these videos. I can keep going and going, but I just think that they're also using all of the digital platform touchpoints for what those are meant to be. And so I just think it's really well organized and they're bridging to in-store.

Sara Lebow (21:29):

I don't think a Best Buy is a cool brand. Do you think this is going to make Best Buy cool?

Suzy Davidkhanian (21:33):

I don't think it's going to make them cool like an Urban Outfitter cool, but I think-

Sara Lebow (21:38):

Or an Apple Store.

Sky Canaves (21:38):

Or even Target.

Suzy Davidkhanian (21:40):

I think it's a different animal. They didn't build their brand to be cool like that and emotional. I think they're trying to figure out how do you find the right balance based on who your brand is and stay authentic to who you are, but try and go on the margins and be a little bit bigger and better? And they needed a refresh, so I think it's more like a refresh reinvigoration, get

everybody organized and momentum going than it is new colors, a hologram equals cool now. I think you need more than that to be cool.

Arielle Feger (21:40):

I'm not convinced.

Sky Canaves (22:16):

I think they have such a tough challenge ahead of them competing with the likes of Amazon in particular on selling electronics, and I don't know that they're going to be able to maneuver a sufficient enough turnaround from this or from back to school. Whereas I see a retailer like Target really gaining some momentum from its back to school campaigns and its new loyalty program.

Suzy Davidkhanian (22:40):

It is true that it's harder now for Best Buy because there are lots of people selling electronics that are branded, so I think that's why they're also doing this Gen AI in some of their own devices. They're just trying to leave no stone unturned. Is that going to be enough for them to win back to school? No. Is it going to be enough for them to turn around completely? Maybe it'll help in the longer term.

Arielle Feger (23:02):

Yeah, I think, Suzy, you just said it. I think if this were the normal retail rankings, I might be like, "Okay, yeah," but Best Buy is not enough of a full back to school retailer to me that I feel like this is going to make any kind of difference when we're thinking specifically about the back to school season. As Sky said, if you're shopping for pens and pencils, if you're on Amazon, you're not going to go somewhere separate to buy your electronics. You're just going to buy them on Amazon. So I'm just not convinced that this is a back to school move. I think it's a good move for Best Buy overall though.

Sara Lebow (23:43):

That's such a good point. I was wondering if Best Buy doesn't seem like a back to school retailer because we're too old to associate electronics with back to school, and we don't have kids so we're not thinking about it that way. But yeah, I don't know if this is back to school. I

could be convinced to put them in number eight, where Instacart is right now, because a hologram is interesting.

Arielle Feger (24:06):

I'm pretty firm.

Sara Lebow (24:07):

All right. Sorry, Suzy, we're keeping him off the list.

Arielle Feger (24:09):

Sorry, Suzy.

Suzy Davidkhanian (24:10):

That's okay.

Sara Lebow (24:12):

But I agree with Arielle, they'd probably make the list in a non-back to school list. Sky, make your move.

Sky Canaves (24:18):

Okay, so I'm going to introduce a retailer that was already mentioned, and that is PacSun and the Better in Baggy campaign that they launched. So this was one of the other few brands or retailers that is speaking directly to its target audience of Gen Z teens. And they're using this campaign to highlight their latest denim, which is embellished loose-fit jeans. And that falls into the wider trend of baggy denim that has transcended just a trend because it's here to stay for a while. And for this campaign they worked with their collective, they call it the PacSun collective that they launched earlier this year. And that's a group of influencers and other creative types like videographers and artists and others. And they all work together to develop marketing for the brand and maybe even have input into product development as they look to have a brand that is really co-created by members of their target audience as well, which is really important I think for branding.

(25:20):

So in this campaign, they also partnered with Pinterest, as you mentioned. PacSun already sells a lot on TikTok Shop, so I think they're looking for new places where Gen Z is active and Pinterest is one of those spots. So they're doing interactive store displays with Pinterest as well as having shoppable commerce on Pinterest. And they created a pretty cool campaign video to start, which features members of the PacSun collective going from New York City and traveling to upstate New York. So it really captures that vibe of going from the urban to the rural college town with a lot of fall atmosphere in it, and I thought it was pretty cool.

Sara Lebow (26:01):

You're at an advantage here because I had PacSun on my original list, and we took it off because we were like, "Urban and PacSun are similar brands doing similar things with similar partnerships." So we picked the one that we found more interesting, which is to say I'm definitely not putting PacSun above Urban, but I am very open to adding PacSun to this list.

Sky Canaves (26:23):

And we have a lot of retailers on the list who are also doing similar things with their values and discounts and promotions and private label.

Sara Lebow (26:31):

Yeah, I'd probably put PacSun maybe below Target, between Target and Kohl's. We keep hitting on Pinterest, but Pinterest is really good at and in-person, and I think that's something underrated about them that not a lot of people know, especially if you haven't been to a Pinterest event, which, granted, they are in cities. They're not something everyone has access to, but they are shared a lot via creators and they're quite good. So I think it's interesting and powerful to see Pinterest flexing its in-person chops in these store displays.

Suzy Davidkhanian (27:05):

And they're trying to be the mall. They're trying to be an online mall where it's lots of different brands that are not necessarily part of the same ecosystem that are easy to shop, so I think it makes sense that they're also doing in-store activations.

Sky Canaves (27:20):

Because that really speaks to how Gen Z shops and consumes. They see things online and then they go to the store, they want to go to the store, they want to get the shopping bags and

then they want to film them for their haul. So when you see haul videos, it doesn't quite have the same impact to open a package you received in the mail or by delivery versus showing up with 10 or 20 different shopping bags from all the different stores. And some of them are immediately identifiable like the Sephora Stripes and the Target Bullseye. So that is really, I think, driving even more interest into shopping in stores.

Sara Lebow (27:54):

Arielle, how do you feel about adding them where I suggested, into number five?

Arielle Feger (27:58):

Would that make them above or below Urban Outfitters?

Sara Lebow (28:01):

Urban Outfitters is number one, so they're below Urban Outfitters.

Arielle Feger (28:05):

Okay. Yeah, I would say I'm fine with that. I do think it's a good campaign.

Sara Lebow (28:09):

If you as a listener have also lost track of all of our moves, worry not. Here's our list. I'll start at number eight. Instacart has been kicked off the list. Sorry, Instacart. We have number eight, Pinkie, number seven, Amazon, number six, Kohl's, number five, PacSun. Welcome to the list. Number four, Target, number three, Walmart, number two, Meijer, and number one, Urban Outfitters. We did it. We made a list. Thank you so much for helping us out with it. Thank you, Suzy.

Suzy Davidkhanian (28:43):

Thanks for having me.

Sara Lebow (28:45):

Thanks, Sky.

Sky Canaves (28:46):

Thank you. This was fun.

Sara Lebow (28:47):

And thanks as always, Arielle.

Arielle Feger (28:50):

I had a great time.

Sara Lebow (28:52):

Please give us a rating and review wherever you listen to podcasts. Those reviews really help people find this podcast, so please let us know what you think in the reviews. Thank you to our listeners and to Victoria who edits the podcast and is always at the top of our list. I'm sure I've used that one before. We'll be back next Wednesday with another episode of Reimagining Retail, an eMarketer podcast. And tomorrow, join Marcus for another episode of the Behind the Numbers Daily.