

BUS 448
CHANNEL & RETAILING STRATEGY
SPRING 2016

Professor Sandy Jap
GBS 519 | P 404-727-6386

Mon/Wed 10-1115a in 231
Office hours before class and by appt

This class is for individuals who currently work in or are targeting jobs in consulting, retailing, strategy, marketing management, and business development.

Overview

Most students learn that marketing is about the development of goods and services; however, this viewpoint sells the marketing function short. One critical component of value creation for customers that is often overlooked is *how customers want to buy*. The ability to make its products and services available to customers **at the right place and time** is a key source of explosive value and the purview of marketing channel strategy.

This course is about the strategy of *how to create value* for customers by making products available at the right place and time. Emphasis will be placed on understanding channel management from the manufacturer or supplier's perspective (i.e. upstream) and the retailer's perspective (i.e., downstream). Topics to be covered include how to manage multiple routes to market such as online/offline/catalog, etc., how to create explosive value through understanding how customers want *to buy*, and how to identify the critical channel functions and activities to create this value, and retailing strategy (i.e., positioning, merchandising and assortment, visual displays, and multichannel management).

In doing so, the goal is to provide you with the relevant frameworks, tools, and processes for more effective management of these areas, including the advantages, limitations, common uses and some best practice examples. This is accomplished through case studies, lectures, a simulation and guest speakers.

Materials

Please note that ALL of the course communications and class materials can be found in their respective session folders on Emory's Blackboard server (apps are also available for your tablet and/or smartphone). The login is at: <https://classes.emory.edu/webapps/portal/frameset.jsp> There is also a study.net link that contains the copyrighted materials for purchase. Blackboard can be configured to notify you in the event that new materials or announcements are posted to the site and to remind you of upcoming assignment deadlines.

If you have difficulty with the site, you should send email to classes@emory.edu or contact the University Technology Support desk at 404-727-7777 during normal business hours.

Since there is no textbook that adequately captures the scope of this course, I have put together a set of materials that are specifically focused on the course content:

1. *Retailing Management 9e eBook* – this is a customized eBook containing only the chapters that we will use this semester. Directions for accessing the eBook are available in Blackboard.
2. Copyrighted materials are available for purchase at Study.net: <https://www.study.net/default.asp> There is also a link available in Blackboard.
3. A draft of the book that I am currently writing, *Strategic Channel Management: Designing Routes to Market* is accessible from the left hand menu in Blackboard. You will not be charged for the use of this and other proprietary materials that I have developed with my coauthor from Northwestern’s Kellogg School of Management, Anne Coughlan.

In order to receive a grade for your participation in the Retail Management Game (RMG), you will be required to purchase a simulation license (\$40) from Innovative Learning Solutions at <https://game.ilsworld.com/retail-game/> using the game id: 04511-00014-40305. Any attempt to share a single license among multiple students or teams will constitute a theft of their intellectual property and be viewed as a violation of the GBS honor code.

Course TA: Amy Clark, ACLAR31@EMORY.EDU

Organization

The emphasis of the course is on class discussions and application of key principles, frameworks, and issues necessary for situation analysis and concept integration. There will be an emphasis in class on *applying* the readings and concepts as well as *analyzing* business problems, so it is imperative that you come to class prepared having read the relevant book chapter, course note and cases. Additionally, I have moved a lot of in class lecture and applications online (marked as “pre-class video” on the syllabus) so that you can complete them in advance of our meeting. The implication of this approach is that our normal 75 minute sessions will be shortened accordingly. Our in-class time will always focus on group discussion and interaction. Class participation is not only expected, it is required.

Many channel issues are complex problems and there is rarely a single *right* answer. Instead, there are *better* answers and more *robust* options that are discovered via collaborative discussion together. Hence, the format of this course will be highly interactive and *there will be an attempt to encourage every individual to speak at some point during the class session*. You will be expected to take a point of view and be ready to defend it in the class discussion. While your presence in class is a necessary condition for successful performance, it is not a sufficient guarantee for receiving a satisfactory class participation score. Please be aware that *more than two class absences for any reason will lead to a lower grade level for the course*. If you must miss a class, replays are available for review (see the left hand column menu in Blackboard).

Please understand that this is an advanced elective, best taken as a capstone course at the end of your degree program. The purpose of our class time will be to *move beyond the readings and focus on application*; we will be moving through the material at a rapid pace, so keeping up will be key.

Grading

In this subject, as in all subjects at Goizueta, the goal is to help you learn the material so that you can become a better manager. There are many ways to succeed in this course, so please do not become overly focused on the grade. There will be no final exam in this course. Student grades will be reflected according to the BBA grading policy:

http://goizueta.emory.edu/degree/undergraduate/curriculum/standards_honors.html

The components of your final grade will be weighted as follows:

GRADING COMPONENT	% WEIGHT	INDIVIDUAL / TEAM
3 Case Write-ups	15	T
Quizzes, Pre-class online exercises and Channel Benefit Audit	25	I
Retail Management Game (RMG) simulation	20	T
Class Participation and Quiz Scores	25	I
Retailing Project	15	T
TOTAL	100	

Your grades and feedback will be available for viewing under the “My Grades” link on the left side menu in Blackboard. The scores are typically posted around one week of when your assignment was submitted. Your work will be graded according to the thoughtfulness, depth, and completeness of your responses. If at all possible, please submit all of your work via Blackboard. If you turn in a hard copy or email it to us, the work will be returned to your mail file folder.

The process of assigning grades involves a great deal of care and deliberation. If you feel that there has been an error in the calculation of your grade or it is not commensurate with your response, you can submit it for re-grading up to two weeks of having received your grade along with a written statement of your concerns. Be aware that a re-grade can lead to a higher or lower revised grade.

Your grade will be a reflection of your demonstrated mastery of the material and nothing more. I will strive to ensure that students are treated consistently – in other words, I will never give a student any preferential treatment over another. All write-ups and assignments are collected at the start of class; feel free to keep a copy of your write-up to refer to during class discussion. **Late assignments will receive at most half credit.**

Teamwork. You will be asked to form teams comprised of individuals of your choice for the RMG simulation and case writeups; the TA can also help you find a team. However, all group members will receive the same grade. The case write-ups should be done in teams of 3, while the Retailing Project and the RMG simulation can be done in teams of up to 6 individuals. I reserve the right to ask for individual assessments of member contributions at the end of the semester if necessary.

Case Write-ups. You will be expected to turn in a write-up of cases; this typically consists of two to four questions for which your total responses should not exceed one page in length. Be as thorough as possible and try to use all the data, class concepts and learning to support your reasoning. You are encouraged to prepare for class discussion or discuss the readings with your classmates in advance of a case discussion or lecture.

All relevant case questions can be found in their respective session folder in Blackboard. Case write-ups will be graded based on the correctness of your answer (where there is a correct answer), the logic of your approach and thinking, supporting analysis and the clarity of your write-up.

Pre-class online exercises. The pre-class exercises involve applications of the lectured content, as well as submission of data that will be covered in the class session. The goal of these pre-class exercises is to enhance the usefulness of the course content as well as your general understanding of channel management. These exercises take approximately 10 minutes to complete and will be submitted directly into Blackboard. These activities are graded and must be completed before the start of class. Any work turned in after the start of the class session will be treated as late and can only receive at most, half credit.

Quizzes. It is imperative that you complete the chapter readings for each day prior to our class meeting. These chapters are brief, and are meant to communicate key concepts that lay the foundation for our class discussion. The content of these chapters converge with that of the preclass videos and collectively they are designed to give you a foundational understanding of key channel concepts and frameworks. Our class time discussion will assume that you have mastered the content for the day and we will move beyond it.

Accordingly, there will be a one question quiz administered within the first five minutes of every class in which a course note or reading is assigned to insure that we are all starting from the same baseline in these sessions. These quizzes will simply be graded as 0 = not present to take the quiz, 1 = incorrect answer, and 2 = correct answer. These scores will be posted within 1 week in Blackboard and returned upon request only. Please note that these quizzes are ONLY administered in class; this means that it is not possible to “make up” a quiz if you miss it. Since some absences are beyond your control, I will drop your two worse quiz scores at the end of the semester.

Class participation. Your grade will be based on the (1) quality (and balanced quantity) of responses to case/discussion questions and (2) thoughtful responses/follow-ups to a point made by your classmates (including alternate points of view). I will be looking for evidence that you have read, thought about, and applied the concepts and tools from class and the readings. And yes, I do cold call. My goal is to hear from every single person in the classroom at least once during a course session.

Another way to demonstrate class participation is to post an article or describe a scenario at your company to the class discussion board in Blackboard. Your posting should explain how a class concept can be useful in informing the scenario. The goal is to become adept at recognizing how the class concepts can inform management decision making and for the class as a whole to benefit from the application. Your commentary/application does not have to be lengthy -- a few sentences will suffice. However, your participation grade will be a function of the quality, not just the quantity of your remarks.

Expectations and House Rules

This class is a professional commitment for all involved and will require preparation and readiness for our times together. Since there is no exam in this course, it is imperative that you keep up with the readings and complete all of the case write-ups on time. Since class sessions will typically discuss the quiz and case solutions, it is not possible for you to “make up” a missed class session or quiz once the class has occurred. It is also your responsibility to keep up with daily happenings in regard to handouts, updates, and critical course announcements. You can set up your notification in Blackboard so that you are emailed or reminded of critical upcoming events.

Since there is substantial research that shows that multitasking in class neither improves learning or engagement while in the class, you will not be allowed to have your laptops and tablets on. I will distribute paper copies of slides in class to assist you in taking notes and to annotate as you see fit. These slides will also be posted electronically after class is over. If you miss a class, make sure you get annotations from a classmate; you may also view the video replays (the link to this will be in Blackboard). The slides serve as a guideline for discussion, and in the spirit of continuous improvement, are subject to change. Do not be distressed if we do not discuss every slide during the course of a class session.

Throughout the semester, we will regularly interact with executives and organizations who will share with us their activities and history for case study. **It is critically important that you do not photograph, distribute, video, or make the content or context of these external discussions available for public consumption.** The materials are privileged to our class and for the purpose of learning; please have the consideration to respect the firms’ privacy and confidentiality concerns.

The school enforces a strict honor code and there will be **zero tolerance** for violations of the code in this class. It is a violation of the honor code to: (a) give or receive unauthorized assistance on an assignment or project, and (b) have knowledge of someone else’s violation and not report it.

Finally, as a courtesy to your classmates, please minimize entering and exiting the room when we are in session. If you need to leave early, please sit at the end of the row so you can leave with minimal disruption. And for the sake of your friends and family, please be sure to turn on your cell phones, tablets and all other forms of mobile technology as you leave the class.

Professor Bio

@SandyJap Website: <http://sandyjap.com>

Sandy Jap is currently Professor of Marketing. She is a co-founder of the Emory Marketing Analytics Center (MAC) and is an international expert in the management of partnering relationships and business-to-business issues. Her research centers on the development and management of interorganizational relationship and multichannel strategy as well as e-procurement activities involving industrial online, reverse auctions. She has developed algorithms for analyzing and forecasting bidding strategies related to effective auction design. Sandy has won numerous awards for her impact on the field and is currently developing decision support systems for multichannel sales and media management with a number of firms. Her research efforts have been conducted in a number of industries, including the aerospace, automotive, chemical, petroleum, high-tech and consumer product industries and the work has received significant attention from the academic community and the marketplace, including the *Wall Street Journal*, *CFO Magazine*, and *Harvard Business Review*. She is an editorial board member at leading marketing journals and her work appears in a variety of books. Prior to joining the Goizueta Business School, she served on the faculty at the Sloan School of Management at the Massachusetts Institute of Technology for six years and was a Visiting Associate Faculty member at the Wharton School at the University of Pennsylvania. She received her PhD from the University of Florida (Go Gators!), and enjoys life with her kids. Nutella, tennis and Cape Cod summers come in a very close second.

SCHEDULE
As of 1/18/2016

#	DATE	TOPIC
GOING TO MARKET: THE SUPPLIER'S VIEW		
1	W 1/13	Introduction Read Introduction and Chapter 1, "A Framework for Channel Strategy" from <i>Strategic Channel Management</i>
2	W 1/20	Value Creation Read Chapter 2, "Identifying and Capturing Explosive Channel Value," from <i>Strategic Channel Management</i> , quiz Chapter 1 quiz will also be administered Complete pre-class video (32 mins)
3	M 1/25	Channel Benefits Read Chapter 3, "How Do Customers Want to Buy?" from <i>Strategic Channel Management</i> , quiz Complete pre-class video (39 mins) <i>Channel Benefits Audit due in BB by midnight on Tues 1/26</i>
4	W 1/27	Channel Benefits Audit Debrief and Tesla's Channel Strategy Watch the video on Tesla's channel strategy at http://brandinsider.tv/2012/07/05/tesla-motors-spotlight-brand-strategy-marketing/ Be prepared to discuss the following in class: <ol style="list-style-type: none"> 1. What are the channel benefits that Tesla creates? 2. Compare and contrast their approach to conventional car buying. 3. What are the strengths and weaknesses of this approach? 4. What management priorities does Tesla face moving forward?
5	M 2/1	Uber Case DUE: Case question write-up
6	W 2/3	Channel Functions Read Chapter 5 "How Can I get Distributors to do More for Less?" quiz Complete pre-class video (47 mins)
7	M 2/8	Clique Pens DUE: Case question write-up
THE RETAILER'S VIEW OF THE MARKET		
8	W 2/10	Retailing READ: Ch 1 Introduction to the World of Retailing and chapter 2 Types of Retailers in the <i>Retail Management</i> eBook. Watch pre-class video No in class quizzes. Instead, complete homework questions in Blackboard prior to start of class. We will be reviewing your responses in class.

9	M 2/15	Macy's Department Store Repositioning Case DUE: The Macy's Department Store Repositioning case write-up RMG team member names due in Blackboard
10	W 2/17	Multichannel Retailing READ: Ch 3 on Multichannel Retailing in the <i>Retail Management</i> eBook, quiz READ: "Can You Win Back Online Shoppers?" In class, be prepared to make a case for whether Benjy's should fight showroomers or welcome them. Draw on the content of chapter 3 or any other resources to support your arguments.
11	M 2/22	Pricing READ: Ch 14 on Retail Pricing in the <i>Retail Management</i> eBook, quiz
THE NEXT 3 SESSIONS UNTIL SPRING BREAK WILL BE HELD SUNDAY, MAR 20 FROM 1-5P		
SPRING BREAK – MAR 7 AND 9		
CREATING CUSTOMER EXPERIENCES		
12	M 3/14	RMG Q1 due by 7p Watch pre-class video on RMG INTRO
13	W 3/16	Q2 due by 7p
14-16	S 3/20	Q3-Q5 due
17	M 3/21	RMG Q6 due by 7p
18	W 3/23	Merchandise Management Panel Kathy Pickering, SVP GMM Ladies Apparel at Steinmart Nancy Byrne, DVP DDP Planning at Macy's Central READ: Ch 12 on Managing the Merchandise Planning Process in the <i>Retail Management</i> eBook, quiz READ: Ch 7 on Retail Locations in the <i>Retail Management</i> eBook, quiz
19	M 3/28	RMG Q7 due by 7p DUE: Part 1 of Retail Project –Retail Mix Analysis by midnight
20	W 3/30	New Product Channel Strategy Panel Guest Speakers TBD
21	M 4/4	RMG Q8 due by 7p
22	W 4/6	RMG Wrapup DUE: Part 2 of Retail Project – Multichannel Strategy by midnight
23	M 4/11	Store Layout, Design and Visual Merchandising READ: Ch 17 on Store Layout, Design and Visual Merchandising in the <i>Retail Management</i> eBook, quiz
24	W 4/13	In Store Environments Pete Capel, Vice President, the Home Depot

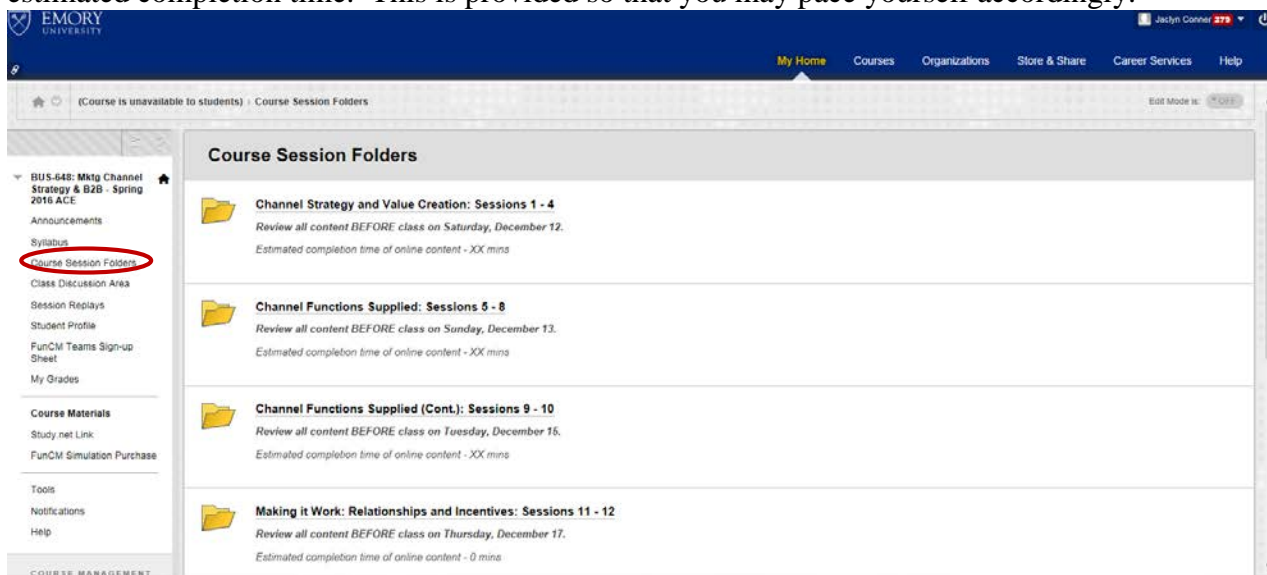
		DUE: Part 3 of Retail Project –Layout, Design and Visualization by midnight
25	M 4/18	Home Depot’s Interconnected Retailing Jake Farrell, the Home Depot, Senior Manager of Interconnected Operations Strategy
26	W 4/20	Retailing Project Presentations
27	M 4/25	Retailing Project Presentations and Course Wrap Up

How to Navigate Your Online Course Content: BUS 448

The format of this course is what is termed as a “flipped course.” Essentially, what this entails is a portion of your course content will be presented online and a portion of the course will be presented in-person. By “flipping” the course, you will have the opportunity to digest course content before coming to the in-person sessions and the in-person sessions will be shorter.

How Does This Work:

All course content is located within Blackboard. Before coming to each class, you will need to click on “Course Session Folder” and review all course content. Each folder is labeled with an estimated completion time. This is provided so that you may pace yourself accordingly.



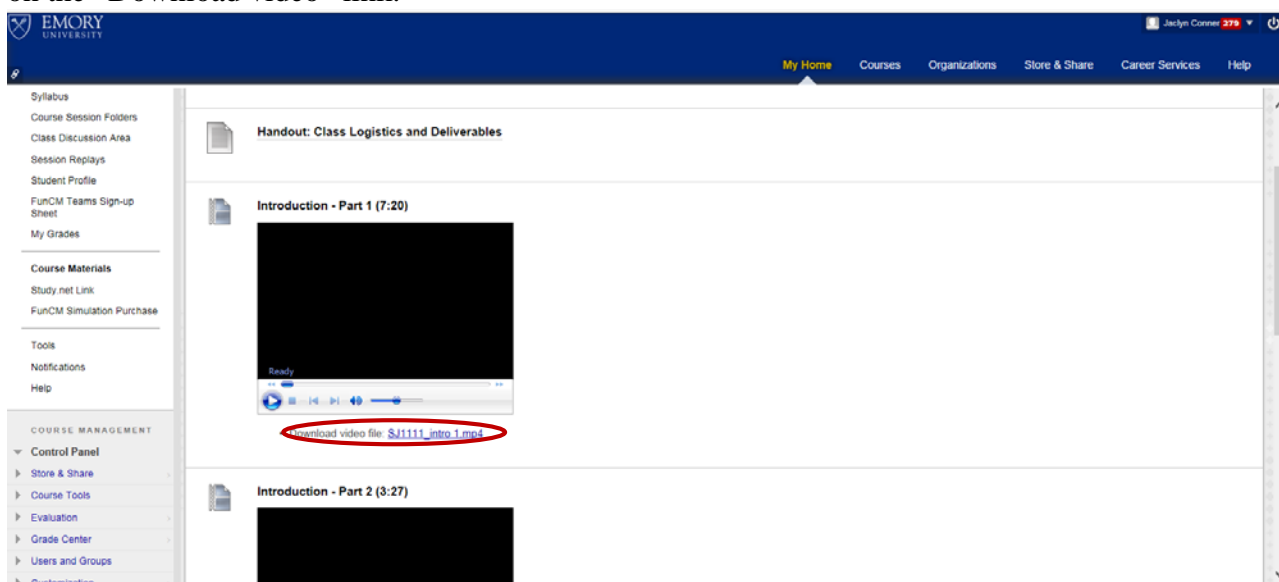
The screenshot shows the Blackboard interface for a course. The top navigation bar includes "My Home", "Courses", "Organizations", "Store & Share", "Career Services", and "Help". The main content area is titled "Course Session Folders" and lists four folders:

- Channel Strategy and Value Creation: Sessions 1 - 4**
Review all content BEFORE class on Saturday, December 12.
Estimated completion time of online content - XX mins
- Channel Functions Supplied: Sessions 5 - 8**
Review all content BEFORE class on Sunday, December 13.
Estimated completion time of online content - XX mins
- Channel Functions Supplied (Cont.): Sessions 9 - 10**
Review all content BEFORE class on Tuesday, December 15.
Estimated completion time of online content - XX mins
- Making it Work: Relationships and Incentives: Sessions 11 - 12**
Review all content BEFORE class on Thursday, December 17.
Estimated completion time of online content - 0 mins

The left sidebar contains a navigation menu with "Course Session Folders" highlighted in red.

Contents Provided Online:

The pre-class online course content includes videos and exercises. Please be sure your plug-ins and browsers are up-to-date. Videos can be viewed within the Bb page or full screen by clicking on the “Download video” link.



The screenshot shows the Blackboard interface for a course. The top navigation bar includes "My Home", "Courses", "Organizations", "Store & Share", "Career Services", and "Help". The main content area is titled "Handout: Class Logistics and Deliverables" and lists two video items:

- Introduction - Part 1 (7:20)**
A video player is shown with a "Ready" status and a "download video file: SJ1111_intro 1.mp4" link circled in red.
- Introduction - Part 2 (3:27)**
A video player is shown.

The left sidebar contains a navigation menu with "Course Session Folders" highlighted in red.

Class Contact Hours:

All course content that is covered online is considered a part of the class “contact hours.”

Therefore, the time spent online is not in addition to the class time, but counted *as* class time.

Your completion of online content will be tracked and reviewed in order for you to receive class attendance credit. Note, this content is separate from homework since homework requirements are not counted as contact hours.

Any remaining questions and concerns should be directed to the GBS support desk (gbsithelp@emory.edu) or Emory BB (classes@emory.edu)