

INTERNATIONAL RETAIL MANAGEMENT

(FALL SEMESTER 2020)

Course Objective and Content

Retailing is the gatekeeper to the customer; without retailing, no brand product would reach the consumer. Companies like Zara, Sephora, Decathlon, Coop, Lidl, The Home Depot, Best Buy and many more are not only a part of the distribution chain but have a powerful position in the value chain and their own sophisticated strategies. Apple, Dyson, Nike and others open their own stores and online-shops.

Thus, whether you want to work in retailing or in the consumer goods industry, each management student should have a good understanding of this essential part of the value chain.

In the last years, digital commerce is a mega-trend, often driven by technological developments and new IT solutions. However, even though the tools and channels are in a state of change, most principles of retailing remain valid. For successful digital commerce as well as for successful store-based retailing, the basics are the same. These basics with regard to retail marketing and management are discussed in this course. The course is, therefore, also an optimal basis for the course "Digital Commerce" that is offered each spring semester.

In the course, trends in retailing are presented, the different retail formats are described and their competitive advantages analysed. Instruments of retail marketing (assortment, pricing, CRM, etc.) are explained. The strategic management of retailers is analysed, with aspects such as the relationship between manufacturers and retailers along the distribution chain, retail alliances, growth strategies of retail companies and internationalisation strategies.

The current topics of sustainability in retailing and of innovation management of retail companies are newly integrated into the lecture.

ECTS: 4.5

Schedule

Lecture: every Monday, 14.15-16.00 h, room E230
Exercise/excurses: Tuesdays, 10.15-12.00 h, room C230:
exact dates: 6.10., 13.10., 20.10., 27.10., 3.11.

Modules

Marketing

Topics

1. Introduction
2. Retail formats
 - 2.1. Retail formats in food retailing
 - 2.2. Retail formats in nonfood retailing
3. Retail marketing
 - 3.1. Retail branding
 - 3.2. Location
 - 3.3. Assortment
 - 3.4. Services in retailing
 - 3.5. Pricing
 - 3.6. Category management
 - 3.7. CRM and personalisation
 - 3.8. Customer experience
4. Retail procurement, retail logistics and supply chain management
5. Retail controlling
6. Sustainability in retailing
7. Alliances between retail companies
 - 7.1. Buying alliances
 - 7.2. Retail groupings
 - 7.3. Franchising
8. Manufacturer-retailer relationships
 - 8.1. Power and conflicts
 - 8.2. Verticalisation of manufacturers
 - 8.3. Digitally native vertical brands (DNVB)
 - 8.4. Efficient Consumer Response
9. Internationalisation and growth strategies of retail companies
 - 9.1. Organic growth
 - 9.2. Cooperative growth strategies
 - 9.3. M&A
 - 9.4. Divestment from foreign markets
10. Innovation management by retail companies

Exercises and Guest Lectures

To ensure this course is practically orientated, some guest lectures by company executives will be integrated. Even though guest lectures may occasionally be held outside normal lecture hours, your participation in these presentations is expected.

Furthermore, some exercises will be done in the form of excursions with focus on one specific topic in more depth.

Final Exam and Final Grade

A written final exam on all issues covered in the lecture, the excursions, the executives' presentations and the mandatory readings gives the final grade.

Overall, we intend to have interactive class discussions, during the lecture and during the executives' presentations. We may reward very active class participation with extra points towards the final grade.

Bibliography

Zentes, Joachim; Morschett, Dirk; Schramm-Klein, Hanna: Strategic Retail Management, 3. Aufl. (Gabler) Wiesbaden 2017.

Additional articles and sources will be provided during the lecture.