

[IESE] Elective

Shaping Consumer Behavior in a Global World



Overview

Consumers around the world are seeing their lives change as a result of two parallel forces: globalization and digitalization. The concurrent effect of these forces is creating a “global converging middle class” that is radically different from the previous situation.

This elective week based on IESE’s New York Campus will focus on this new consumer world from three different angles: from the perspective of the consumers themselves, from the perspective of the sales force targeting them, whose role is changing, and, finally, from the perspective of the service sector and how it is being impacted by the changing behavior, demands and expectations of consumers. Field visits, interactive workshops and academic sessions with IESE faculty members and guest speakers will provide participants with an in-depth understanding of consumer behavior in the world today and in the future.

Content

Three courses will be run during this elective module.

The consolidation work for this elective week will consist of individual and team projects based on the content covered in the module and further research into the topics discussed.

COURSE 1- MANAGEMENT IN THE SERVICE SECTOR

By [Prof. Philip Moscoso](#) (IESE)

In general, the concept of “services” is used to refer to activities for which customer contribution is required and the main value lies on intangible outputs. However, as we will see in the course, very often the differentiation between service and product is rather artificial. In this course, most emphasis will be placed on what are often referred to as “mass services” or “business-to-consumer” services.

Objectives

The course develops a profile of the strategic and operational capabilities required to create a high-performance service organization while maintaining the flexibility necessary to compete in this dynamic sector. It explores key issues in service strategy, service design and service delivery, and successful ways to manage them as demonstrated by world-class companies.

Learning Outcomes

- Strategic Service Positioning
- Design of the Service Delivery System: Interface design, back-office operations
- Capacity and Demand management - Customers and servers scheduling
- Quality and Productivity measurement
- Human Resource Management and Incentives systems in services

COURSE 2- SALES MANAGEMENT

By [Prof. Julián Villanueva](#) (IESE)

For many companies, a sales force is the only source of cash flows. Thus, for companies that decide to go to the market with –at least in part- a direct sales organization, the management of their salespeople is extremely important.

Objectives

The course will cover the selling process for different types of products and services, the policies and supervision necessary to manage individual salespeople, and their sales training.

We will also cover how sales force policies must be aligned with the firm’s strategy.

Learning Outcomes

- Be exposed to best practices in the main salesforce policies: recruitment, training, supervision, evaluation, compensation, motivation, deployment and firing.
- Learn how to diagnose key improvement areas in your sales organization:
 - Discuss sales force sizing and allocation to products, customer segments and geographies.
 - Discuss the importance of personal selling in professional-service firms.
 - Discover the main mistakes companies make when managing their sales forces.
- Think on ideas to improve your sales plan.

COURSE 3- MANAGING OMNI-CHANNEL RETAIL

By [Prof. José Luis Nueno](#) (IESE)

The “global converging middle class”, radically different from the previously existent in its geographical ubiquity, is changing the rules of the game. Their size and aspirations, as well as the gap between their needs and the ability to respond by suppliers, governments or many other public and private stakeholders, unable to close it, is adding pressure on retailers, already suffering from the shift towards online and away from big-box stores. Shoppers, utilizing a proliferating number of new technologies will be able to decide how and when to interact with brands and retailers. Rapid adoption of new technology heightens the risk for brands and retailers of new channels quickly disrupting established trading models. As consumers are increasingly shopping at home, at work or on the move, retailers will have to follow – taking the store to the shopper. The shift of traditional retailers into the online channel is driving consumer expectations of a multi-channel offering. This could herald the end for pure-play fundamentalism.

Objectives

The course will help you discover how marketing is currently undergoing a number of different transformations and how these transformations are affecting the field in ways that were unthinkable just a few years ago. The key driving forces of these changes are globalization, demographic change and its impact on consumers' willingness to pay, excess capacity, digitalization, the transformation of distribution channels and the media, the new role of brands, and the sectors of the future. All these dilemmas will be discussed during this course.

Learning Outcomes

- To understand current challenges: globalization, digitalization, traditional vs. non-traditional, online and offline, demographics, the markets of the future and launching innovations.
- To develop the competencies needed to manage the omni-channel retail: decision-making, strategic thinking, industry analysis, consumer marketing and managing the fast changing retail trade.