

Prof. [José Luis Nueno \(Hyperlink to Bio\)](#)
email: jlnueno@iese.edu
Office: B-403
Phone: 504248

Assistant: Esther Boix
Assistant email: eboix@iese.edu
Office: B-400
Phone: 504221



[OMCHAN] MANAGING OMNICHANNEL RETAIL

Introduction

Before we have fully adjusted to the fundamental shifts in consumer goods business models necessitated by the rise of E-commerce, we must face yet another new scenario: generational disruption. This course on omnichannel retail delves into the ways companies combine channels in the physical and digital realms to provide consumers with innovative, unified experiences. These strategies involve new ways of going to market, but must also attend to new markets with new demands.

As Millennials - who outnumber globally the Baby Boomer consumers for whom traditional business and marketing models were developed – are in the age range of maximum consumption, attending to their preferences, and those of the Generation Z right behind them, is crucial for companies.

These digital-native generations are the first to expect seamless omnichannel convenience, and the first to have a reasonable expectation of getting what they want, when and how they want it. We will explore the technical, organizational and logistical demands on companies competing on this new playing field and how different organizations combine new technologies and new strategies to serve these consumers.

To develop a better practical understanding of the procedures different companies employ, this course will provide two lectures, four case discussions and a store clinic exercise. The cases will analyze three verticals: food service and grocery; apparel and footwear; and consumer electronics and appliances (this last in combination with Amazon – a unique behemoth in the North American market, commanding half of all online sales).

The store clinic exercise is an opportunity to put observations from the case studies and lectures into practice. You will visit several stores and judge their omnichannel strategies and how well they are applying them. Your 10-page final report should present these conclusions and also explain how these benchmark cases endeavor to attract and retain the new target generations.

Objectives

This course has three primary objectives: To understand the underpinnings of omnichannel and the particulars of putting it into practice; to consider demographic realities and the changing demands of new Millennial and Gen Z consumers; and to integrate observational research in your report team assignment.

Competences

Basic Competences

- Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context. (CB6).
- The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study. (CB7).
- The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments. (CB8).
- Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way. (CB9).
- Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. (CB10).

General Competences

- To distinguish and categorize relevant information effectively for business decision making. (CG7).
- To interpret the global context in order to analyze and judge the threats and opportunities facing the organization. (CG9).
- To acquire the vision of a global citizen when dealing with the multicultural aspects present in the international market. (CG10).
- To formulate and evaluate business strategies in decision-making, anticipating the economic consequences of action plans (CG11).

Specific Competences

- To investigate and predict the changes in the habits of the new consumer in the context of “omnichannel”. To understand the impact of new models of consumer behavior from a business perspective and operational adaptations. (COP4).

Content

In this course we will:

- Share what is going on from a technology and user perspective, what we think are the implications for retail and will showcase what omnichannel really means.
- Review the economics of an omnichannel strategy for different business models, identify the internal and organizational barriers for change
- Provide a set of frameworks and tools to assess and address these challenges based on real case discussions.
- Cover the basics of some future trends, like Internet of Things and the Big data opportunities

Evaluation

The final grade will be based on class participation: 60% (SE4) and the distance learning

assignment oral: 20% (SE2) and writing: 20% (SE2).

ADENDA COVID-19

Cuatro de las seis sesiones que estaban previstas a ser presenciales en el aula, pasaron a realizarse en formato síncrono remoto.