

BA in Management Program Spring 2021

OPIM 408 Retail Operations and Marketing Analytics

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Office Hours: By appointment. All appointment requests should be made via email. In your appointment request, include (i) purpose of the meeting, and (ii) at least three alternative meeting times. I will respond to you by email. Do not hesitate to email me when you have questions about the course.

Teaching

Assistants: TBA
Office Hours: TBA

Type	Time	Days	Where
Class	10:40 - 12:30	Monday	Asynchronous
	11:40 – 12:30	Wednesday	Zoom

Course Objective:

- To provide a thorough understanding of the main functions of retail operations and marketing analytics.
- To introduce the students to analytical techniques that can be applied to make data-driven decisions in retail operations and marketing analytics.
- To improve the computer skills of the students.
- To improve the presentation and teamwork skills of students.

Knowledge Content:

- Basic data analysis
- Pricing
- Customer Value analysis
- Forecasting New Product Sales

Skills Content:

- MS Excel for analysis, decision modeling, graphical presentation
- Simple database functionality of MS Excel
- Effective presentation skills
- Teamwork
- Business plan preparation

Learning Outcomes:

Upon successful completion of the course, a student should be able to:

- (1) Demonstrate an understanding of how retailers track and analyze their customers' preferences through analytical marketing techniques, responding with appropriate products.
- (2) Apply fundamental concepts, techniques, and methods relevant to the management of retail operations.

Course Material:

There is no required textbook for this course. The course's primary material is going to be slides, videos and Excel sheets, which will all be posted on SUCourse+. However, there are several suggested readings/texts. Below is a list that may guide you:

- Retail Management, A Strategic Approach, Berman & Evans, 12th edition, Pearson.
- Retailing Management, Levy, Weitz and Grewal, 9th edition, McGraw-Hill/Irwin.
- Segmentation, Revenue Management, and Pricing Analytics, Bodea & Ferguson, Routledge.
- Predictive Marketing, Artun & Levin, Wiley.
- The New Science of Retailing, Fisher & Raman, HBS Publishers.

Course Web:

We will post the videos, session recordings, slides, reading material, related websites or videos, deadlines, assignments, cancellations, postponements, links for the classes, in short, everything on SUCourse throughout the term. **Please check it frequently to see if new material has been placed.** We would like to emphasize the importance of checking SUCourse+ frequently, as there will be no offline classroom meetings for the course.

Note that Sabanci University uses a potent web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Turnitin will scan every paper you submit, and results will be reflected in your grades.

Instructional Design:

The course will be delivered online and follow a mix of synchronous and asynchronous formats. In particular, we will post the course material related to each topic (which will include PowerPoint presentations, Excel sheets & videos, alongside a short assignment) each Monday on SUCourse+ alongside an announcement on SUCourse+ to guide you through the material. The class meeting will be on Zoom (the link will be provided via an announcement on SUCourse). During the class meeting, we will discuss your questions regarding the material and work on examples. Note that the material delivered with the videos will not be covered again in the online class meeting. Rather, the online class meeting is designed to allow you to ask questions. We will also have a graded in-class exercise during this online meeting. Please note that your in-class exercise will be graded only if you are present during the entire online meeting. Although you can view and study the material any time until the class meeting on Wednesday, we encourage you to do so during the allocated class hours (Monday 10:40-12:30) as this could give you more structure. You will download and upload files from SUCourse+ during the class meetings and work on in-class exercises and submit your work at the end of the class.

Grading:

Deliverable	Due date	Grade percentage
Midterm I	April 5	30%
Midterm II	May 17	30%
In-class activities & Assignments	Throughout the term	20%
Course Project:		
Proposal Report	March 22	2%
Progress Report	April 21	4%
Final Presentation	May 24	6%
Final Report	June 2	8%
<i>TOTAL</i>		100%

Requirements:

There are four main requirements of the course. In-class activities and assignments, Midterm I, Midterm II and a course project. All are detailed below.

Midterm I: Midterm I will be on topics we have covered up until that date. This exam will be closed book and closed notes and will be done on-line. The questions will include short-essays, analysis and modeling done in Excel. The answers will be collected as MS Excel workbooks.

Date: April 5.

Midterm II: Midterm II will be on topics we have covered until that date. This exam will be closed book and closed notes and will be done on-line. The questions will include short-essays, analysis and modeling done in Excel. The answers will be collected as MS Excel workbooks.

Date: May 17.

Course project: The course project is to be done in teams of five students. Each team is to pick a retailer (or, online retailer) and perform an analysis which involves the following elements:

- Overall presentation of the retailer: description of the products, brief company history, business model, financial performance, primary market analysis, and main competitors.
- A discussion of assortment planning, i.e., depth vs breadth, customization, and localization, etc.
- A discussion of pricing practices, e.g., markdowns, dynamic pricing, coupons, etc.
- A discussion of internet channel, e.g., design of the website, level of customization, etc.

Not all the topics above need to be discussed in detail but at least three elements should be studied at length. Students are given much freedom in designing the analysis to answer the question they have chosen to focus on. They can make use of empirical methods or analytical methods. The report can be purely descriptive or include a mathematical analysis. If the students use empirical methods, their data can be gathered through store visits, interviews with store employees, surveys, even experiments, or publicly available data (from the internet or financial reports). The final report should include a bibliography, a list of references, including links to websites where data and information were gathered. Ultimately it is up to the students to decide how ambitious they want to be with the project. As explained below, the effort is an essential component in the grading of the final report.

Deadlines and deliverables

- **By the end of week 3 (March 10, 2021):** students should send an email to the instructor with the composition of their team (first and last names of the students) and the retailer they have chosen to analyze. Students who are not in a team by the end of week 3 will be assigned a team by the instructor.
- **By the end of week 9 (April 21, 2021):** a two-page progress report should be submitted as a PDF file via SUCourse+. In this report, the students should write about:
 - The retailer they have chosen,
 - The list of topics (from the list on the previous page) they have chosen to focus on,
 - The methodology they have chosen; which may include data gathering in the stores, research on the internet, interviews, surveys, etc.

- Their data collection process: how much data they have collected so far and how much they plan on collecting,
 - A list of articles they have found which are relevant to the topics they focus on (either academic papers or news articles),
 - A list of challenges faced so far; which may include concerns about the unequal distribution of work amongst team mates.
- **During Finals Period (June 8, 2021):** A written report of at most 15 pages (not counting bibliography and appendices) should be submitted as a PDF file via SUCourse. The length requirement on the project is intentionally kept relatively loose (there is no requirement on the number of words, spacing, or page margins). Students are to be the own judges of what is a good length for their report, and they are not to add extra “fluff” to make it to the maximum number of pages.
 - **During Finals Period (June 8, 2021):** Students should submit the peer evaluation form to evaluate each team member, including themselves, on the following dimensions: participation in team events, workload, and quality of work and team interaction skills. Failure to submit the peer evaluation form will cost the student 5 points out of 100 on the course project.

Submission instructions

One group member will submit the progress report and final report for the group and all group members will be able to view the results and feedback once it has been graded. Both files should be submitted in PDF format. All students should individually submit the peer evaluation form as an MS Word or PDF file.

In-class activities and assignments:

During the term, we will have several in-class activities and assignments to be done individually. In particular, after viewing the material for a particular week’s topic, you will be asked to complete a short assignment and submit it via SUCourse+. During the class meetings, we will work on in-class exercises, which will be submitted via SUCourse+ at the end of the session. With the in-class exercises, you will be able to work in groups and receive help from each other and the instructor. Finally, you will be given an assignment on that week’s topic after the class meeting. The primary purpose of in-class activities and assignments is to provide feedback to both the students and the professor and facilitate learning.

For the assignments, students will be expected to carry out the required work individually unless otherwise specified. To clarify this point, the students can talk to each other about how they tackle the assignments, but they should work on them individually. More specifically, since all of these assignments are going to be delivered as an MS Excel file, students should not give their own files to others even if the intention is to give a hint or answer a specific question. It is very tempting for the receiving student to submit that file as his/her own, and that would clearly be cheating; in that case, both students would be

held responsible, not just the receiving one. If you want to help a fellow student, discuss your approach to the problem but do not give your file.

Make up policy:

If you cannot take a midterm due to a documented health problem, or a similar issue, you should contact the instructor **before** the exam. If you miss one of the midterms, your grade from the other midterm will count towards both midterms. There will be **no make-up** for missed in-class activities and assignments. All written assignments should be submitted on SUCourse at the indicated hour on the scheduled due date. Late submissions will not be accepted.

Academic Honesty:

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one's paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Classroom Policies and Conduct:

Sabancı BA in Management program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

- Come prepared to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned material for each session before class starts.
- Listen to the person who has the floor.
- Join the class on time.
- Use your laptop only for class activities such as taking notes or referring to a spread sheet.

You are expected to participate in class discussions, answer and ask questions. These questions are intended to help you better understand the concepts and learn the mechanics

of specific solutions approaches. Please note the importance of coming to classes prepared. Please refrain from activities that will distract other fellow students and the instructor.

Zoom Conduct:

- Please join the class meetings and recitations on time and stay for the entire session. Since the Zoom meeting will be closed to new participants after the session starts, if you have an excuse to miss an entire or a portion of a session, you should inform the instructor in advance.
- Please turn your camera on at the beginning of the class hour (if, for any reason, it is not possible to do so, please inform the instructor before or during the session).
- Please keep your microphone muted while others are speaking throughout the class.
- During the class meetings, you will see two pop-up windows on the right side of your screen.
- Please use the “Raise Hand” icon in the pop-up window on the right side of the screen when you want to take the floor or ask a question.
- You can also use the Chat feature of Zoom to ask your questions and make comments.

Course Schedule (*Tentative*):

Week 1	Dates: February 22 & 24 Topic: Introduction to OPIM 408
Week 2	Dates: March 1 & 3 Topic: Using MS Excel to Summarize Marketing Data
Week 3	Dates: March 8 & 10 Topic: Using MS Excel to Summarize Marketing Data
Week 4	Dates: March 15 & 17 Topic: Pricing
Week 5	Dates: March 22 & 24 Topic: Conjoint Analysis
Week 6	Dates: March 29 & 31 Topic: Discrete Choice Analysis
Week 7	Dates: April 5 & 7 Topic: MIDTERM I
Week 8	Dates: April 12 & 14 Topic: Customer Value Analysis
Week 9	Dates: April 19 & 21 Topic: Customer Value Analysis
Week 10	Dates: April 26 & 28

	Topic: Market Segmentation
Week 11	Dates: May 3 & 5
	Topic: Forecasting New Product Sales
Week 12	Dates: May 10 & 12
	Topic: No class
Week 13	Dates: May 17 & 19
	Topic: MIDTERM II
Week 14	Dates: May 24 & 26
	Topic: Final presentations
