Disclaimer: *We may have to revise the course plan according to the reassessment to be made country-wide, regarding higher education, at the beginning of April. The content to be delivered is certain but the method of course delivery, the number and dates of exams, and some other details are subject to change.*

BA in Management Program
Spring 2023
OPIM 408 - Retail Operations and Marketing Analytics

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Office Hours: By appointment or e-mail.

Type	Time	Days	Where
Class	$13:40 - 15:30$	Tuesday	FMAN (SBS) L018
	$11:40 - 12:30$	Friday	FMAN (SBS) L018

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 enhance the presentation and teamwork skills of students.

Knowledge Content:
➢ Assortment planning
➢ Product Life Cycle
➢ Pricing
➢ Consumer Choice modeling

Skills Content:
➢ MS Excel for analysis, decision modeling, and graphical presentation
➢ Simple database functionality of MS Excel
➢ Presentation and Teamwork

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 retail operations.

Course Material:

Textbook:

There is no required textbook for this course. The course's primary material will be slides, and MS Excel sheets, which will 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.

Software:

We will use MS Excel in this course.

Course Web:

We will post the slides, reading material, deadlines, assignments, cancellations, postponements, in short, everything on SUCourse+ throughout the term. **Please check it frequently to see if new material has been placed.**

Note that Sabancı University uses a very powerful 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. Every paper you submit will be scanned by Turnitin, and the results will be reflected in your grades.

Instructional Design:

The objective of the course is to make the lectures as interactive as possible. The students can download and upload files from the course website (on SUCourse+) during classes. Students will be able to work on in-class exercises, submit their work at the end of the class, and follow instructor-done examples on their own computers.

Grading:

Deliverable	Due date	Grade percentage
Midterm I	April 11	30%
Midterm II	May 23	30%
In-class activities	Throughout the term	10%
Assignments	Throughout the term	10%
Term Project:		
Proposal Report	April 24	5%
Final Presentation	May 30 & June 02	5%
Final Report	June 09	10%
TOTAL		100%

Requirements:

The assessment of this course consists of two midterm exams, a group project (to be delivered in several installments), and several in-class activities, and assignments. All are detailed below.

Midterm I: Midterm I will be on topics we have covered until that date. This exam will be a closed book and closed notes. The questions will include short essays, analysis, and modeling done in Excel.

Date: **April 11**

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

Date: **May 23**

Please note that in case of necessity, after any examination/assignment/exercise, some of you may be called for an oral exam. Oral exams will be conducted over Zoom, each of which will be recorded. The oral exam performance of the students will directly affect their exam/assignment/quiz grades.

Course Project: The project will be done in teams of five students. Each team is to pick two competing retailers from various business models, including apparel (fast-fashion) and e-commerce retailing (e-tailing), e.g., DeFacto versus LC Waikiki, Zara versus Mango and CVS versus Rite Aid, and compare these two retailers.

The course project consists of (1) <u>a proposal report</u> (*maximum 5 pages* – due date: **April 24**), (2) <u>a final presentation</u> (*maximum 10 minutes* – due date: **May 30 & June 02**), and (3) <u>a final report</u> (*maximum 15 pages without the Appendix* – due date: **June 09**). You should form your groups by **March 17** and fill out and submit the Group Submission Form on SUCourse+. If you have not formed a group by this date, you will be assigned to a group by the instructor. All members of the group need to take part in the final presentation.

Deadlines and deliverables
- **By the end of week 3 (March 17):** students should send an e-mail to the instructor with the composition of their team (first and last names of the students) and the retailers they have chosen to analyze and compare. Students who are outside of a team by the end of week 3 will be assigned a group by the instructor.
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- **By the end of week 8 (April 24):** a proposal report should be submitted as a PDF file via SUCourse+. The report should contain the following elements:
    o An overall presentation of the two retailers:
        ▪ A description of the products they are selling,
        ▪ A brief history of the two retailers and their financial performance.
    o A comparison of the two firms' financial performance over the last few years.
        ▪ Scan their financial reports and gather information on the metrics such as *sales growth, new store openings,* and *acquisitions.* Identify significant differences between the two retailers on these metrics. Besides, elaborate on these differences based on your observations of the retailers operating practices. Please note that you may only be able to get information on some financial metrics, but compare the two retailers on as many metrics as you can.
    o A close examination of both companies:
        ▪ Browse each company's website, read articles about them, and scan their annual reports.
    You can find a template for the proposal report on the SUCourse+ page of the course.

- **During the finals period (June 09):** a final report 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). The final report should be cumulative, i.e., built on the proposal report you prepare as the project's first deliverable. Also, the final report should contain the following elements:
    o A discussion of assortment planning:

- Strategic Planning: The amount of resources, including shelf space and purchase dollars, each retailer allocates to each category they carry.
- Operational Planning: The types of products each retailer has in each category of their assortments.
- Localization Policy: An analysis of chain-level assortment planning practices with respect to customer characteristics.
- Assortment Rotation Policy: How often do the two retailers rotate their assortments based on your observations? How does it depend on the product category? How frequently can you not find what you are looking for?
- Which retailer provides the customers with the actual inventory levels of their products? In which format is this information displayed to the customers?

○ A discussion of pricing practices, e.g., markdowns, bundle discounts, dynamic pricing, personalized pricing:
- A detailed observation of pricing strategies each retailer exercises for their products. How do these strategies vary depending on product categories?
- A close examination of the pattern of pricing strategies employed over time. How does it change with respect to features of product categories?
- Is it correlated with the price levels if any of the two retailers display a shred of information on the actual inventory levels? If yes, how are these strategies designed to affect the customers?
- How do prices compare?

○ A discussion of sustainability-driven practices:
- A thorough inspection of the sustainability goals set by each retailer. What are they doing to achieve these goals?
- How do the two retailers collaborate with the brands they work with to achieve these goals?
- How well is each retailer doing over sustainability claims? Are they able to convince consumers of their concern for the environment?

○ Conclusion:
- Which retailer do you believe is more successful, and what explains their success? Could this be emulated?
- In which aspects do the two retailers distinguish from each other?

You can find a template for the final report on the SUCourse+ page of the course.

In-class activities: Throughout the term, we will have several in-class activities during the class meetings, which will be submitted via SUCourse+ at the end of the session.

Assignments: Throughout the term, we will post an assignment on SUCourse+ every week on that week's topic. The primary purpose of these assignments is to give you more hands-on experience with the topics covered in class. You need to submit the assignments via SUCourse+ throughout the term. 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 these assignments will be delivered as a MS Excel file, students should not give their own files to others even if the intention is to hint or answer a specific question. It is very tempting for the receiving student to submit that file as his/her own, which 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.

Makeup 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. There will be **no make-up** for missed in-class activities, assignments, and quizzes. All written assignments should be submitted on SUCourse+ at the indicated hour on the scheduled due date. Submissions must be on time to 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 appropriately 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 spreadsheet.

You are expected to participate in class discussions, and 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.

Course Schedule (*Tentative*)

Week 1	Dates:	**February 28 & March 03**
	Topic:	Introduction to OPIM 408
Week 2	Dates:	**March 07 & March 10**
	Topic:	Assortment Planning: Introduction
Week 3	Dates:	**March 14 & March 17**
	Topic:	Assortment Planning
Week 4	Dates:	**March 21 & March 24**
	Topic:	Product Life Cycle Planning: Introduction
Week 5	Dates:	**March 28 & March 31**
	Topic:	Product Life Cycle Planning
Week 6	Dates:	**April 04 & April 07**
	Topic:	Analyze Marketing Data Using MS Excel
Week 7	Dates:	**April 11 & April 14**
	Topic:	The 1st Midterm will be on April 11
Week 8	Dates:	**April 18 & April 21**
	Topic:	Demand Curve Estimation & Pricing
Week 9	Dates:	**April 25 & April 28**
	Topic:	Bundle Pricing
Week 10	Dates:	**May 02 & May 05**
	Topic:	Price Skimming
Week 11	Dates:	**May 09 & May 12**
	Topic:	Revenue Management
Week 12	Dates:	**May 16 & May 19**
	Topic:	Consumer Choice Modeling
Week 13	Dates:	**May 23 & May 26**
	Topic:	The 2nd Midterm on May 23
Week 14	Dates:	**May 30 & June 02**
	Topic:	Project Presentations