# Multichannel Retail Marketing

## Prof. Edoardo Fornari

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

Course objective is to deepen awareness of how marketing tools can help grocery retailers in differentiating themselves from competitors. The course is subdivided into two main parts. The first deals with multi-channelling; it analyses the various profiles of offline/online channels and synergy/cannibalization deriving from intertype competition. Particular emphasis will be placed on the drivers of emerging e-commerce. The second part focuses on offline/online Retail Marketing management. The following will be examined: (i) identifying store location (offline) and defining delivery model (online); (ii) assortment decisions regarding which and how many categories/brands to offer (category management); (iii) pricing approach, distinguishing between Every Day Low and Hi-Lo Pricing policies; (iv) merchandising strategies concerning layout models and display organization; (v) communication policies.

By the end of the course, students will have gained in-depth awareness of modern retailers’ marketing policies. This will be useful both in a strategic and operational sphere. Besides, presentations and group discussions about the most important case histories of leading international distributors will allow students to develop powers of independent judgement, advanced learning potential and communication skills related to the retail sector.

***COURSE CONTENT***

The following topics will be explored as part of the course (with their weight in terms of ECTS):

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| Content | ECTS (5) |
| 1. *Multi-channeling*: rivalry among mass merchandise and specialized stores (i.e. discount stores *versus* hypermarkets *versus* wine shops); intertype competition among offline and online channels; drivers of e-commerce growth | 1.0 |
| *2. Location and delivery models*: identifying catchment area; defining store’s marketing role (i.e. attractor or interceptor); home delivery *versus* click and collect *versus* click and drive  | 1.0 |
| 3. *Assortment strategies:* category management principles; selecting national *versus* local/minor brands; supporting store brands’ development; measuring items’ on-shelf productivity  | 1.0 |
| 4. *Retail Pricing policies*: analyzing factors influencing retail margins, costs and profits; EDLP versus Hi-Lo dilemma; managing price promotions; CRM policies | 1.0 |
| 5. *Merchandising and communication activities*: rules for department, category, segment and brand space allocation; sparking impulse shopping; promoting retail brand image; shopper marketing initiatives  | 1.0 |

***READING LIST***

A specific reading list will be prepared and communicated at the beginning of classes. The list will be differentiated between *attending* and *non-attending* students. For both groups, the corresponding reading list will be available on the “Blackboard” platform.

***TEACHING METHOD***

Face-to-face lectures will be supplemented with a number of managerial seminars led by leading retailers. Besides, attending students will be presented with a series of current international case histories to discuss in groups during lectures and for self-study.

***ASSESSMENT METHOD AND CRITERIA***

Final exam is written and includes open-ended questions aimed at assessing students’ ability to critically apply notions acquired during the study of topics to be tested. Questions are formulated so as to verify not only learning skills but also independence of judgement and communication skills. To this end, questions are differentiated between those for attending and non-attending students.

In particular, for *students* *attending* lectures, the capability of integrating theoretical contents with the analysis/interpretation of market data as well as with the insights coming from case histories’ discussion is evaluated. As a consequence, attending students’ written exam is based on three questions, which may concern lecture content and a selection of readings indicated in the above Reading List. Lecturer informs attending students of such readings to be studied directly in class. The written exam lasts 45 minutes, time available for each question being 15 minutes. The three questions are equally weighted and carry a mark ranging from 0 (no answer) to 10 (excellent answer).

For *non-attending students* the written exam is based on three questions exclusively concerning the whole bibliography indicated in the Reading List. Also in this case the overall duration of the exam is 45 minutes, time available for each question being 15 minutes. The three questions are equally weighted and carry a mark ranging from 0 (no answer) to 10 (excellent answer).

***NOTES AND PREREQUISITES***

Students are expected to have a basic knowledge of marketing. On the other hand, the course does not require specific prerequisites concerning retail management. Students are nevertheless supposed to show interest and have an intellectually enquiring mind towards these topics.

***OFFICE HOURS FOR STUDENTS***

Students’ are free to e-mail edoardo.fornari@unicatt.it in order to schedule an individual appointment at Economia Agro-Alimentare Department, or via online platforms.