

High Performance Retail



Technical specifications

Academic Year: 2021-2022 SUBJECT: High Performance Retail

Teachers: Dña. Paloma Díaz Soloaga | D. Luis Lara Arias

COURSE: 4 TIPO: OB CODE: 100004665 CRÉDITOS ECTS: 3,0

UNIVERSIDAD: CES Villanueva

FACULTY OR SCHOOL: Communication Area DEGREE: Diploma in Fashion Management ÁREA

GENERAL OBJECTIVES

Theoreticians

This course aims to develop the student's knowledge and understanding so that they are able to evaluate different aspects of a retail strategy to make decisions.

Students will learn how small and high performance retail organizations are structured, gain an understanding of their business model and operations, acquire knowledge of the various cases discussed in class, learn about omnichannel and phygital retailing, and the postpandemic consumer buying behavior.

Práctical

COMPETENCIAS QUE SE DESARROLLAN

This program is designed to provide students with appropriate learning opportunities that will enable them to acquire a range of technical skills in the field of high performance retail. They will also acquire underpinning skills and knowledge related to functional areas within the retail industry. Through study in this subject, students will gain experience that can be applied to a range of contexts, including work and study, and that can be used in making informed career decisions.

CONTENIDOS DEL PROGRAMA

Module 1: Course overview and general concepts

Overview and framing of retail within the Fashion sector. Forces affecting the industry. Characteristics, typologies and challenges. The new post-pandemic Consumer. The Fashion CEO's Agenda 2022.

Module 2: Retail general concepts

Basic equation of distribution

Retail marketing mix: its 7 elements

Retail and High Performance Retail Retail KPIs

The low cost, fast fashion and Premium-Luxury models

Module 3: Strategy and retail

The "Levers of Value": Ambition, Business Model, Operating Model and Economic Model The 8 vectors of differentiation

Retail growth strategies. New disruptive models.

Module 4: P for Place and Processes: Location, typology of stores and retail processes

Location and Layout: from "flagships" to "corners". Typologies of stores Direct Operated stores, franchise, multi-brand, department stores Ecommerce Competitive advantage through processes: the importance of Customer Service Protocols

Module 5: Ps for Product, Price and Positioning

Retail brand positioning maps. Brand and product

The case for sustainability: can fashion be sustainable? Pricing strategies.

Module 6: P for People. Key in the future of retail

Elements for creating customer experiences

Mystery shopping and processes.

The Total Social Impact model.

BIBLIOGRAFÍA Y RECURSOS BÁSICOS

- The Apple Experience. Carmine Gallo (2011). El modelo de gestión de las tiendas Apple, que ha creado escuela.
- Location is still everything. David Bell (2010). Cómo lo físico influye en lo digital y viceversa. Este libro lo conoce bien Pablo.
- Why we buy. Paco Underhill (1997). Un clásico de un teórico del shopping.
- Winning at Retail. Willard N. Ander (2003). Otro libro clásico que ha sido recomendación de lectura en los MBA. Es un clásico pero sigue teniendo "chicha".
- The Shopping Revolution: How successful retailers win customers in an era of endless disruption (2016). Barbara Kahn
- ¿Por qué unas tiendas venden y otras no en la era digital? Luis Lara, Jorge Mas (2018).
- Small Data. Martin Lindstrom (2016).
- Smart Retail. Richard Hammond (2018).
- What I have learned from Sam Walton. Michael Bergdahl (1997). Walmart ha sido una escuela de retail y este libro fue escrito por un ex empleado.
- Sam Walton: Made in America. Sam Walton (1990). La biografía de Sam Walton es estupenda. Se lee como una novela.
- Así es Amancio Ortega. El hombre que creó Zara. Covadonga O'Shea (2008).
- Retail Reset. Luis Lara y Dimas Gimeno (2021).
- Retail Resurrection. Doug Stephens (2021).
- How to Set Up & Run a Fashion Label: Toby Meadows (2018).

METODOLOGÍA DE ENSEÑANZA

There will be a **multiple-choice test** at the end of the sessions, with **2 open questions**.

An out-of-class activity will be requested: Students in groups will visit certain stores to analyze each element of the retail marketing mix. Each group will work on the subject assigned to each of the groups (for example, a brand's retail implementation plan) and will have to make a presentation to the rest of the class.

DISTRIBUTION OF CONTENT AND ACTIVITIES:

Student work time in number of hours:

Present:

Total number of hours: 24. (6 sessions of 4 hours each)

Not present (estimates):

- Preparation of the topics (master classes) 10h
- Preparation of the practical classes 10h
- Preparation and completion of evaluation tests (including the final test) 15h

Classes will consist of lectures and discussion. There will also be business cases assigned regularly for classroom discussion.

CRITERIOS Y MÉTODOS DE EVALUACIÓN**EVALUATION**

Evaluation Scale and Activities:

- 40% final exam,
- 40% presentation of group work,
- 20% class attendance and participation, student contribution.

Attendance is compulsory.

The student has to write a critical essay of 1 or 2 pages of each 4-hour session and send it to the teacher's email address.