Course Overview
In today’s digital-centric world, it’s crucial that brands learn how to adapt and adjust quickly while staying true to their core DNA. With new channels for reaching and engaging consumers shifting as rapidly as consumer expectations, brands have the ability to launch products, reach new audiences, and build awareness with unprecedented speed and efficiency. This has resulted in a shift in the retail landscape. Many of the digitally native brands are opening physical stores and traditional retailers are rapidly trying to evolve the in-store experience. This has sparked a rise in buzzwords around digital transformation, retail apocalypse, and the often used omni channel.

What does it all mean? Ecommerce has been around since the early to mid 1990’s when web browsers and secure transactions were followed by the launch of Amazon and eBay helping to fuel the rapid growth in online shopping. Today if we asked students, practitioners, retailers, and consumers to define omni channel we would all come up with a different definition and expectation. Today brands are all talking about omni channel but very few are moving beyond a conversation to reality.

This will not be a typical course, instead the class will be a hybrid of a consulting engagement for Koio, a New York based direct to consumer sneaker brand founded in 2015. Students will have the opportunity to hear directly from their founder in a brief discovery and Q&A session, conduct store visits, and focus on core areas to provide a long range plan setting up Koio to success as a modern retailer. The final deliverable of the class will be an in-person group presentation to their founder and CEO.

Course Objectives:
Expose you to real-world examples, strategies, and behind the scenes on how retailers are facing the challenge of taking a series of overused buzzwords and translating them to a meaningful path to executing the right experience, at the right time, for the right customer. This course will focus on providing students with real world knowledge of the following key topics:

- Define and understand what omni channel means for today’s retailers and the challenges they face in developing a winning strategy
- Understand business metrics that rationalize a cross channel digital marketing models and translate those into measurable KPIs
- Ability to read, model, and optimize a standard digital/ecommerce P&L
- Understand and build a roadmap that drives impact based on people, process, and technology
- Understand the challenges and develop a model for optimal marketing mix allocation, budgeting, and best practices across all channels
- Segment consumers and audience to drive relevant channel and messaging strategy centered around cost per acquisition and lifetime value
- Quickly and accurately understand audience and consumer behavior
- Understand core components of ecommerce/technology platforms that unlock the ability for growth transformation
• Develop customer journeys and mapping to create an inspirational shopping experience across all channels
• Become acquainted with the next generation of tools and methodologies to drive experimentation and innovation in a digital and mobile first landscape
• Ability to become marketer of the future in capabilities and knowledge that deliver best in class marketing and retail experience
• Develop strategy for today's in store experience
• How to maximize distribution channels that enable greater product speed to customers

Tentative Course Outline

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When it’s all said and done what’s in it for you?
• My availability and resources: email at sal2230@columbia.edu or scottlux@mac.com
• Ask me anything coffee sessions
• Introductions/Networking: connect with me at https://www.linkedin.com/in/scottlux and more than happy to make any introductions

Grading
This course requires individual effort as well as teamwork and collaboration. You will need to participate in a group project throughout the course, splitting up work and collaborating efficiently, resulting in a final presentation on the last day of class
  o Class Participation 30%
    ▪ Attendance – 15%
    ▪ Class Participation – 15%
  o Individual Work 20%
    ▪ Each assignment is equal weighting
  o Group Project 50%
    ▪ Omni Channel Transformation

Group Project
Using what you learn throughout the course each group will present a Long-Range Plan (LRP) on the final day of class. Each group will be required to visit the Koio’s NYC retail location, evaluate the online experience, and include Koio in your competitive analysis as part of the store visit assignment. Prior to conducting your evaluation each group will review and discuss with Professor Lux why they believe the selected brands are relevant competitors and serve as a benchmark for the brand selected in the LRP. Each group will be assigned one of the following areas of focus: Digital Marketing and Online experience, Product and Customer, or Channel Expansion. Each group should take into consideration the level of investment, effort, and capabilities that will pivot the brand more aggressively into an omni channel experience and deliver on their revenue target (TBD) by year end 2022. Each group will make a 20-minute presentation consisting of no more than 20 slides on the final day of class. Each group will turn in and share a one-page executive summary along with their presentation slides on the final day of class. It is your responsibility to seek out and ask any relevant questions that will allow you to formulate a well-informed recommendation.

What you need to know

Classroom Policies

Late Work:
Late work will not be accepted unless an arrangement has been made and agreed upon by Professor Lux at least 24 hours in advance of the assignment deadline. Please refer to Canvas for all up to date information as this syllabus is subject to change. Assignments are due on the date specified for two reasons: 1) This is a real client engagement, same expectations apply. If you are late with your work, someone has to pick up the slack to make sure the project stays on track. 2) Store visits are foundational to the group project and LRP recommendation.

Attendance:
We only have 6 sessions and to prosper in this class, you must attend every session. I understand that conflicts arise, and I ask that you email at least 24 hours in advance of a class if you need to request an excused absence otherwise it will be noted as unexcused. Aligned with Core culture, students who miss
more than 2 classes (unexcused absences) will receive a maximum course grade of P. Students who miss more than three of classes (combination of excused and/or unexcused absences) will receive an F in the course.

Confidentiality:
You will be provided with highly sensitive information during the duration of the course. This information and course materials shall not be shared with anyone. Furthermore, any discussions around the digital strategy of the client are to be kept strictly confidential.

Electronic Etiquette
As much as I love technology, to get the most value out of the course I ask that you do not use your laptop and cell phone use during class. While some of you may like to use your laptop to take notes and to look up content to follow along with the class; there will be instances that it will be too tempting to not check your email or fill a momentary lull. Furthermore, laptop use can be distracting to your fellow classmates. If you have a laptop and cell phone, it must be stored during class. All other electronic devices (tablets, etc.) are also prohibited during class time. Please respect this policy during class and especially when our guest speakers are presenting. If you do not adhere to this policy it will result in a reduction of your class participation score.

Here are a few reference links if you want to follow the laptop in the classroom studies or just use Google ☺
http://www.usnews.com/news/articles/2015/09/22/study-students-who-use-computers-often-in-school-have-lower-test-scores
http://teachingcenter.wustl.edu/2015/08/laptop-use-effects-learning-attention/

Final Notes:
• Please be on time and present for every session (attendance will be tracked). To receive full credit for attendance you must stay until the end of the class unless you email the professor in advance and have prior approval.
• We will have a 15-minute break and around 5:30 each class and our guest speakers will present around 6:20 to 7pm ET. Students are expected to return from the break on time and be respectful of our guest speakers.
• Expect cold-calling
• Please bring your nameplates to every class
• Participating in a meaningful way is expected and part of your participation grade
• Being respectful of the professor and your fellow students (adhering to the Code of Conduct
• in the classroom)
• Final Project: Students who miss the final presentation (unexcused) and do not coordinate with the Professor to make it up during an agreed upon time AND do not coordinate with their team will receive a zero for the Group Project grade. As a reminder this is 50% of the grade
Course Roadmap
This is provided as an outline for the class. Depending on in class discussion we may not cover all of the topics on the specified dates below. I reserve the right to alter the roadmap and make adjustments to the lecture and roadmap in real time. I am always happy to meet or discuss on a call any topics.

Week 1: Today’s landscape
Objectives: Students will formally understand the purpose, objectives, structure, and expectation of the course and the place of digital within the customer journey.

The customer is in control of today’s retail experience - and is channel agnostic. The reality is much of the customer experience with a brand is now through mobile and social. What is the role of a physical store in the customers’ expectations? We will explore brands that are clear direct to consumer leaders, those that are store focused, ecommerce focused, and brands that a clear laggards in the space. In 2016 and 2017 much of the press focused on the demise of retail stores and brands. In 2018 we are seeing a re-emergence and many brands are talking and investing in digital transformation. We will conclude by setting the way forward and what leaders in the space are doing to capitalize in this new frontier.

1. Today’s Agenda
   a. Background on Scott Lux
   b. Course outline and overview – syllabus review
   c. What will you get out of the class?
   d. Grading approach and methodology
   e. Why Omni Channel and what will you take away from this series?
   f. What does today’s Retail landscape look like?

2. Who is Scott Lux
3. Grading methodology
4. What does omni channel even mean and why do we care?
5. It’s the only way to put the customer first and embrace their modern decision making
6. Was 2017/2018 the retail apocalypse?
7. A brief update on holiday 2018 – were we too optimistic?
8. Existing companies playing defense – just getting the basics done
9. New era of digital native companies - and those playing offense
10. It’s a mobile driven world
11. Is there a difference if you are Multi-brand versus Mono-brand?
12. Key functional areas
13. The P&L – margin is the driver
14. Organizational challenges
15. Technology roadmap
16. This all sounds good, but Customers are in control
17. Today’s retailers must differentiate themselves
18. Can we look beyond retail? A bit of perspective
19. What sectors are leading the charge
20. Who is trying but still lagging? Will they survive
21. What does success look like
Week 2: Customer Experience and Customer Journey

Objectives: Students will understand the need for customer segmentation and the acquisition and retention planning process. They will be introduced to properly assess the external and internal conditions within which the marketing objectives could be achieved in order to set the proper foundation for subsequent decisions (starting with the formulation of a Personas – as the next step in the planning process).

Many brands focused their efforts on bringing their brand experience to life through digital. Other brands have focused on reimagining their store experience. To be successful in today’s direct to consumer world a brand must be successful in striking a balance and not losing the human element within the store experience. This all starts with an understanding of customer segments and developing a differentiated cross channel experience to meet their needs.

1. Let’s start with the customer
2. Their expectations are changing – digital capabilities are transforming the retail experience
3. How do you uncover the voice of the customer and understand their expectations?
4. Defining the 360 Customer Experience and Customer Journey
5. Identifying high value opportunities
6. Customer segmentation – all customers are not equal
7. Personas - bringing life to segments
8. Customer Acquisition
9. Customer Retention
10. Customer programs to support segments
11. Loyalty vs perks
12. Do you need a platform, or can you fake it?
13. In store experience – don’t believe the hype – it’s all about people
14. But what about the store of the future
15. Clienteling
16. Will mobile solve it all
17. Registered users
18. Personalization / Recommendations
19. Customer journey
20. Analytics and attribution modeling
21. Optimize the experience
22. Events
23. Impact of product – merchandising in store and online
24. The amazon influence on customer experience

Week 3: Technology + Operations

Objectives: The students will learn how the new digital technologies like AI, AR, VR, Voice Command, platforms, and capabilities are going to change retail and ecommerce. Students will also learn the key backend management requirements that need to be met to ensure an overall effective eCommerce management.

People, technology, and process represent the foundational components in developing a unified transformation strategy. Students must be able to develop a roadmap that establishes core elements,
experimentation, and of course innovation. Students will learn how to balance their roadmap with the need for short/near term performance (retail is in the moment) with mid/long term strategy that establishes differentiation and relevancy. Consumers now demand real time access to information (store inventory) and leading brands must be able to have the technology and operations to own the end-to-end omni channel experience.

1. Ecommerce is complex in an omni channel world - Digitization of Commerce
2. Critical to support customer journey and engagement across all channels
3. Where do we want to be?
4. What do we have today
5. Prioritization
6. Cost benefit analysis for all capabilities
7. Where are competitors moving
8. What is strategically important to your business now & in the future
9. What will drive value for your business
10. Business requirements - foundational and defines what are we trying to solve
11. Identify dependencies and bundle where possible
12. Platforms and capabilities to drive commerce anytime and anywhere
13. What’s the core tech stack needed in today’s ecosystem
14. Online payments
15. ETL and Data
16. Email Platforms
17. Analytics
18. Tracking and capturing site behaviors
19. Campaign orchestration and CRM
20. Inventory implications and visibility
21. Catalogs – product and price
22. International
23. Recommendation engines and reviews
24. Optimization tools
25. Content management platforms and CDNs
26. Speed to customer - Order Management systems and store fulfilment
27. Development and operating model/operational excellence
28. Advanced features and their economics or lack of – adoption remains challenging for digital in store
29. What about AI, machine learning, and voice recognition

Week 4: Data and Digital Marketing
Objectives: Students will learn the different strategies and tactics that could be used to generate traffic to eCommerce sites, and how to select the proper success metrics & KPIs for traffic generation as well as analyze the actual achievements against benchmarks. Students also will learn the different strategies and tactics that could be used to optimize the conversion of traffic into actual purchases, and how to select the proper success metrics & KPIs for conversion as well as analyze the actual achievements against benchmarks.

While data and digital marketing has been a staple for most brands, very few have moved beyond talking about omni channel capabilities and features (think pick up in store, magic mirrors, endless aisle),
OMNI CHANNEL RETAILING – PROFESSOR LUX SPRING 2019 A TERM

Few brands have refocused their efforts on understanding how to reach digital first consumers and driving an interactions and purchases at all touch points. In this session students will learn how to leverage data to drive, measure, and optimize the customer journey.

1. Let’s start with Data – its drives digital and is foundational for exceeding customer expectations
2. Why is it so critical?
3. Identify Sources
4. How to bring it all together
5. Building and driving awareness
6. Consideration
7. Conversion
8. Adoption
9. Retention
10. Expansion
11. Audience management and optimization
12. Managing paid channels
13. Managing free channels
14. Social Media
15. Measurement and reporting
16. Cross channel campaigns – myth or reality.
17. Personalization

Week 5: Are there other considerations? What’s next? How do we bring it all together?

Objectives: After spending the first few sessions on establishing a foundation, students will shift their focus to exploring what other elements should be considered in a successful omni channel strategy.

In this session we will explore the impact Amazon and verticals outside retail are having on influencing shopping and customer behaviors and expectations.

1. What about Amazon
2. International
3. Entrepreneurial + Social responsibility
4. Is it only about retail? Are the other successful verticals out there becoming commerce enabled?
5. Do agencies help or hurt
6. Store of the future - Hype vs reality
7. Creative
8. The retail and digital challenge
9. Increase revenue by evolving the customer experience across all channels
10. Growing and retaining customer base
11. Allow customers to buy products when it meets their needs and, on their terms, and their timeline
12. Improve operational efficiency
13. Determine what success look likes and how its measured and optimized – our work is never finished
Week 6: Group Presentations
In this session students will review all of the core elements in developing a viable omni channel strategy. Students will present their final project and discuss how their recommendation will drive meaningful impact for the brand selected at the beginning of the course.