

**MASTER CLASS: CREATION OF A RETAIL ENTERPRISE SYLLABUS (Preliminary)**  
B 8698  
Fall 2022

**COURSE INFORMATION**

Wednesdays from 2:00 PM-5:15 PM  
Room 490 Kravis Hall

Mark A. Cohen  
692 Geffen Hall  
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212-854-0630  
Office hours by appointment

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**COURSE DESCRIPTION**

This course will trace the path of a retail enterprise from ideation to implementation. The course will migrate from a macro to micro view of all activities which must be engaged in to actually launch a retail enterprise. A retail enterprise will take the form of a “brick and mortar” store, and a web-based business. The retail enterprise created on desktop and in class will potentially be an actual opportunity which students may have the chance to join, in an actual real-world setting, once the course work has been completed.

Initial ideas will be identified, discussed, and then a specific idea or ideas will be selected with respect to market capacity, competitive opportunity and economic viability. From this starting point a business plan will be created, a financing strategy will be crafted, and organizational, operational, merchandising, and marketing plans will be formulated. The course will be presented through a combination of structured lectures, team assigned work projects, workshops and presentations, and guest appearances of individuals whose specific area of expertise will aid the class in accomplishing its final objective: the launch of a viable retail business. These outside “experts” will represent a variety of functional areas such as merchandising, marketing, investment banking, systems design, real estate planning, and store planning and design, etc.

Examples of past projects can be found in “Files” on Canvas.

## COURSE ORGANIZATION

The class begins promptly at 2:00 PM. We will break at approximately 2:45 PM, resume at 3 PM then break again at 3:45 PM and resume at 4 PM.

If you must be late or absent for any class, consistent with the policy of the school, you must e-mail me, copy to Lyle Mitchell, in advance. In deference to guest speakers, you must not be late for a guest presentation session or leave early.

**Because of the interactive and team nature of this course, consistent attendance and participation are critical requirements of enrollment.**

## COURSE METHODOLOGY

The class will break up into separate project teams. These teams will cover all master activity centers in building their selected enterprise. Our objective is to hold a “ribbon cutting” 12 weeks later at the completion of the semester.

Each teams’ functional activity centers will be:

- Financial Planning and Control
- Merchandise, Merchandising, and Marketing
- Administration, Operations and Logistics

Each team will assign a team leader.

We will rely heavily on five baseline retail fundamentals, notably, dimensions of:

- Product
- Price
- Presentation
- Productivity
- People

These dimensions will be reviewed in depth in our first few sessions. A glossary of retail terms and other related material will be provided as well.

## COURSE POLICIES

- Consistent attendance and participation
- Adherence to assignments and readings
- Unsanctioned absences will be governed by CBS’ attendance policies.

## **COURSE GRADING**

- 40 percent individually based, determined by individual's class participation
- 60 percent team based determined by the quality of each teams' project submission

## **GUEST SPEAKERS – SCHEDULE TO BE ANNOUNCED**

**Guest speakers will enhance our knowledge of specific topics as described above in the course description. A partial list of past speakers includes:**

- **Nolan Walsh and Connor Wilson, Co-Founders, The Thursday Boot Company**
- **Graziano de Boni, Former President Armani USA**
- **Robin Burns McNeill, Co-Founder, Chairman, Batallure Intl.**
- **Jack Mitchell, Chairman, Mitchell's Stores Inc.**
- **Michael Gould, retired CEO, Bloomingdales Inc.**
- **Greg Petro, Founder, CEO, First Insight Inc.**
- **Ken Walker, Founder, CEO, The Walker Group**
- **Andrew Jennings, Former President, Saks Fifth Avenue**
- **Min Santandrea, Founder, CEO, SantM Inc.**
- **Maxine Clark, Founder, Retired CEO, Build A Bear Workshop Inc.**

## **COURSE CALENDAR**

### **Session #1: Wednesday, September 7, 2022**

- Course objectives and methodology
- Retail fundamentals, glossary of terms
- Team descriptions, responsibilities and assignments
- Idea selection and process

### **Session #2: Wednesday, September 14, 2022**

- Project workflow review
- Business plan design/control
- Prior project review

### **Assignment:**

- Form project teams made up of a maximum of 4 students. Appoint a Team Captain and submit your roster through CANVAS.
  - Review Prior Team Projects outlined in CANVAS
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- Read the Retail Primer and Glossary of Retailing of Retailing Terms

Speaker: TBD

**Session #3: Wednesday, September 21, 2022**

- Financing Strategy review, market capitalization
- Internal project and business planning

Assignment: TBD

**Session #4: Wednesday, September 28, 2022**

- Organizational design/staffing/budgets
- Operational planning/logistics
- Systems/controls

Assignment: TBD

Speaker: TBD

**Session #5: Wednesday, October 5, 2022**

- Merchandise planning
- Real estate planning
- Channel strategy (e.g. store, web, catalog)

Assignment: TBD

Speaker: TBD

**Session #6: Wednesday, October 12, 2022**

- Merchandise strategy

Assignment: TBD

Speaker: TBD

**Session #7: Wednesday October 26, 2022**

- Merchandise Strategy/competitive review

Assignment: TBD

Speaker: TBD

**Session #8: Wednesday November 2, 2022**

- Merchandising strategy/pricing/promotional strategy
- Merchandise presentation requirements
- Project status review

Assignment: TBD

Speaker: TBD

**Session #9: Wednesday November 9, 2022**

- Store planning and design strategy
- Visual merchandising/merchandise presentation strategy

Assignment: TBD

Speaker: TBD

**Session #10: Wednesday November 16, 2022**

- Marketing strategy and planning

Assignment: TBD

Speaker: TBD

**Session #11: Wednesday November 30, 2022**

- Marketing implementation
- Launch plan strategy

Assignment: TBD

Speaker: TBD

**Session #12: Wednesday December 7, 2022**

- Project launch/project presentations
- Performance evaluations