The retail industry drives the global economy. The largest sector by revenue and employees, retail is fragmented across a broad spectrum of organizations, ranging from massive big-box stores and highly specialized outlets to a wide variety of online and multichannel retailers. In today’s value-driven environment, margins are often tight, expenses can be high, and finding an edge is challenging even for established operations—especially in the face of fierce competition from online retailers.

To succeed, retailers of all types (bricks and clicks) need executives with the skills and understanding to leverage available information, data on trends, and competitive analysis. That’s why Babson Executive Education offers Strategic Planning and Management in Retailing. We help retail businesses develop the effective strategies and dynamic leaders needed to compete and win in the global retail marketplace.
**HARNESSING THE INFORMATION**

For retail leadership and management, the constant pressure on revenues presents a variety of challenges. Executives must learn to leverage financial and productivity data, market position and trend information, and consumer research to formulate an effective plan for continuous growth.

**SKILLS TO SUCCEED**

In a highly collaborative and interactive setting, peers from across the retail industry and around the world share ideas, explore best practices, and learn to:

- Think more strategically about the business
- Become more data driven in building strategy, including financial modeling and productivity analysis
- Interpret consumer, competitive, and market research insights effectively—and implement changes based on the data
- Develop and apply enhanced merchandising management and assortment strategies
- Manage strategic resources efficiently

**DYNAMIC CLASSROOM ENVIRONMENT**

Designed specifically for leaders across the retail sector, this program will help you learn to adapt to the continued changes in the retail sector—especially those that dramatically affect efficiency and profitability including the growing tide of online retail transactions. A diverse participant mix collaborates in an interactive setting, looking at best practices, sharing ideas, and exploring nuanced and broad-based approaches to effective leadership, management, and planning.

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THE EXPERIENCE ADVANTAGE

Babson Executive Education programs are led by experienced faculty members who are both thought leaders and pragmatic practitioners. With a focus on real-world business challenges, our programs develop participants through instruction, collaboration, and peer interaction.

PROGRAM TOPICS

Strategic Planning and Management in Retailing provides a strategic look at the best methods to win in the highly competitive retail sector. Topics include:

• Building Retail Strategy and Culture
• Financial and Productivity Analysis: the Strategic Profit Model and the Strategic Resource Model
• Multichannel and Online Retailing
• Strategic Thinking and Planning
• Case Studies on Leading Global Retailers, Social Media, and Online Retailing

For more information about developing the tactics, strategies, and skills needed to thrive in today’s global business environment, contact:

BABSON EXECUTIVE EDUCATION
ONE EXECUTIVE EDUCATION CIRCLE, BABSON PARK, MA 02457
1.800.882.EXEC / EXEC@BABSON.EDU

SAMPLE PROGRAM SCHEDULE*

> DAY ONE
Eight Ways to Win in Retailing

> DAY TWO
Retailing Strategy Case
Financial and Productivity Analyses

> DAY THREE
Team Case Presentations
The Master Matrix

> DAY FOUR
Planning Team Presentations
Strategic Resource Management
Strategic Thinking and Planning
Supercharging the Retail Supply Chain

> DAY FIVE
Marketing Research Case and Discussion
Tours of Retailing Facilities

> DAY SIX
Comprehensive Case and Discussion
Extending Retail Beyond the Store: Bricks and Clicks

> DAY SEVEN
Transformation Case and Discussion
22 Tiny Retail Tidbits

*Babson Executive Education continually updates program content to best serve participant needs. Course content may vary.
**Who Leads the Program?**

**Lawrence J. Ring** is chancellor professor of business and the executive MBA alumni distinguished professor of Executive Education at the Mason School of Business at The College of William and Mary. He was the founder and first director of William and Mary’s Executive MBA Program, and also served the business school as associate dean for academic affairs. His teaching and research interests focus on marketing management, and marketing and retailing strategy. He is the co-author of the books *Decisions in Marketing, Retail Management*, and *Strategic Marketing*, and has published a variety of scholarly articles, technical notes, and cases. In 1983, he co-founded the executive education program, Strategic Planning and Management in Retailing. He has served on the boards of directors of five publicly held retail companies.

**Ronald L. Hess** is an associate professor of marketing at the Mason School of Business at The College of William and Mary. He currently teaches the Second Year Career Acceleration Module (CAM) course on business-to-business marketing and customer experience management in the William and Mary MBA Program. Previously, he has taught courses in marketing analytics, consumer behavior, strategy, and sales management. Prior to his appointment at William and Mary, he spent two years teaching in the MBA and executive programs at the University of Central Florida. He spent several years working in the banking industry as a commercial lending officer and commercial analyst with Wachovia Banking Corporation. He is a two-time winner of the Outstanding Professor Award at the Mason School of Business at The College of William and Mary.

**John S. Strong** is the CSX professor of finance and economics at the Mason School of Business at The College of William and Mary. He received his master’s degree and PhD from Harvard, where he also has taught. Strong focuses on financial analysis of retailing, especially in the areas of store construction, leasing, and remodeling, acquisition valuation, the retail credit industry, and evaluation of private-label initiatives. He has published numerous articles and cases on these subjects, and is currently writing a comprehensive text on retail finance. He is a 12-time winner of the William and Mary MBA and Executive MBA Outstanding Professor Award, and received the Thomas Jefferson Teaching Award at the college’s Tercentenary Celebration in 1993. He has taught in the Babson Strategic Retailing Program for the past decade, at first in the United States, and then in Australia and Singapore.