

Announcement to the course
Consumer Driven Value Networks
VAK-Nr. 07-B37-6-15-08

1. Course description, objectives and prerequisites

Efficient Consumer Response (ECR) is an Industry-Initiative to reengineer the way business is done in the industry by implementing cooperative strategies between retailer and manufacturer to fulfill consumer wishes better, faster and at less cost. This could be interpreted as the attempt of channeling information, organisation and management to a seamless or borderless supply chain.

Students will receive insight into the inter-organizational management of supply chains in the fast moving goods industry. The main focus is on the theory and practice concepts, structures, network relationships and collaborative processes in the grocery industry, Collaborative Planning, Forecasting and Replenishment (CPFR) as well as Collaborative Marketing and Category Management.

Some of the central issues of the course are:

- Logistics and Supply Chain Management in grocery retailing
- Partnering strategies in the grocery industry
- Inter-organizational relationship management between manufacturers and retailers in the FMCG industry;
- Coopetition-models and network and resource based management applications

2. Pedagogical principles

After an introduction to the general ideas of consumer driven value networks and their prerequisites, we are going to develop step-by-step the individual components of the Efficient Consumer Response (ECR) approach. The basic idea is to compose a self-developed ECR handbook. This process is divided into several steps:

- a) Selection of a topic (see Section 6)
- b) Developing a theoretical frame of reference
- c) Identifying the practical relevance
- d) Putting theory and business practice together
- e) Presentation of a critical state-of-the-art of the chosen field

3. Learning objectives

From a learning (cognitive) perspective, upon course completion, the individual student should be able to demonstrate knowledge on the logistics function, activities and processes in the grocery industry, while at the same time being able to relate these to the design of hyper-competitive supply chains.

The goals of this course in relation to what the students will achieve on completion are that students

- a) can recognize specific supply chain and marketing problems of the fast moving consumer goods industry both at strategic and operational levels;

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Gewinnerin in der
Exzellenzinitiative

- b) will be able to specify and to identify the most important design criteria and components for retail specific supply chain management;
- c) are well versed in the most common ECR terminology and are aware of the most prominent dilemmas posed in Efficient Consumer Response.

4. Literature

The following literature (listed in alphabetical order) is based on a collection of scientific articles are the foundation of the course:

- Aastrup, J., Kotzab, H., Grant, D., Teller, C. & Bjerre, M. (2008): A model for structuring efficient consumer response measures, in: *International Journal of Retail & Distribution Management*, 36, 8, 590-606
- Borchert, S. (2002): Implementation hurdles of ECR partnerships – the German food sector as an ECR Case Study, *International Journal of Retail & Distribution Management*, 30, 7, 354 – 360
- Bandyopadhyay, S., Rominger, A. & Basaviah, S. (2009): Developing a framework to improve retail category management through category captain arrangements, *Journal of Retailing and Consumer Services*, 16, 4, 315-319
- Corsten, D. & Gruen, T. (2003): Desperately seeking shelf availability: an examination of the extent, the causes, and the efforts to address retail out-of-stocks, *International Journal of Retail & Distribution Management*, 31, 12, 605 - 617
- Corsten, D.; Kumar, N. (2005): Do suppliers benefit from collaborative relationships with large retailers? An empirical investigation of Efficient Consumer Response adoption, *Journal of Marketing*, 69, 3, 80 -94
- Dupre, K. and Gruen, T.W. (2004): The use of category management practices to obtain a sustainable competitive advantage in the fast-moving-consumer-goods industry. *Journal of Business & Industrial Marketing*, 19, 7, 444-459
- Dussart, C (1998): Category Management: Strengths, Limits and Developments. *European Management Journal*, 16, 1, 50-62
- King, R. & Phumpiu, P. (1996): Reengineering the food supply chain: The ECR initiative in the grocery industry, in: *American Journal of Agricultural Economics*, 78, 5, 1181-1186
- Kotzab, H. & Teller, C. (2003): Value-adding partnerships and co-opetition models in the grocery industry. *International Journal of Physical Distribution and Logistics Management*, 33, 3, 268-281
- Kotzab, H. (1999): Improving supply chain performance by efficient consumer response? A critical comparison of existing ECR approaches, in: *Journal of Business & Industrial Marketing*, 14, 5/6, 364-377
- Sherman, R. (1998): Collaborative Planning, Forecasting & Replenishment (CPFR): Realizing the Promise of Efficient Consumer Response through collaborative technology, *Journal of Marketing Theory & Practice*, 6, 4, 6-9
- Svensson, G. (2002): Efficient consumer response – its origin and evolution in the history of marketing, *Management Decision*, 40, 5, 508 - 519

All literature can be directly downloaded via the electronic library services of SUUB.

5. Catalogue of topics

The topic of the term paper refers to one of the following areas:

1. Efficient Consumer Response as the supply chain management approach for the grocery industry
2. Efficient Unit Loads

3. Electronic Data Interchange
4. Efficient Replenishment
5. Category Management
6. Critical Success Factors for implementing Efficient Consumer Response

6. Assignments and Grades

Groups of max. 4 participants select a topic out of a catalogue of topics presented in first session of the class. You are going to present three work-in-progress results to the class. The work-in-progress reports are uploaded one week before the presentation for the feedback groups. Feedback groups control the presentation process and discussion in-class.

Your grade will be based on three components:

- Work-in-progress reports of max. 10 pages per session (20 %)
- Feedback group activities (10%)
- Presentation of the final results (10%)
- Final report in form of the term paper of max. 30 pages (60 %)

Final papers are electronically uploaded in a special folder on the stud.ip-System of the University of Bremen (<http://elearning.uni-bremen.de>).

7. Schedule

Date	Content
24.04.14	<ul style="list-style-type: none"> • Introduction <ul style="list-style-type: none"> • The concept of consumer driven value-networks • Dynamic marketing channels in the grocery industry • Marketing, Logistics and Supply Chain Management in turbulent markets • Comprehension check of literature • Presentation of the topics and selection
22.05.14	<ul style="list-style-type: none"> • Research Workshop I: Presentation and discussion of identified research questions
12.06.14	<ul style="list-style-type: none"> • Research Workshop II: Presentation and discussion of first findings
03.07.14	<ul style="list-style-type: none"> • Research Workshop III: Presentation and discussion of preliminary findings
17.07.14	<ul style="list-style-type: none"> • Final Presentation

8. Additional information

- Enrollment via studip until 21/4/14.
- Mandatory attendance is required during all sessions due to the blocked system.
- Please have the literature prepared for the 1st session as you are going to be tested!
- Updates and other organizational details are provided via the stud.ip-System of the University of Bremen (<http://elearning.uni-bremen.de>).

We reserve the right for changes!