



ESCUELA DE ADMINISTRACIÓN  
FACULTAD DE CIENCIAS ECONÓMICAS  
Y ADMINISTRATIVAS

| **MBA**

## GLOBAL NETWORK FOR ADVANCED MANAGEMENT



### **Omnichannel Strategy**

Syllabus, 2025

Wednesday 11:00 am to 13:00 pm (New Haven time). September 3 to October 15

**Prof.** Hernán Palacios  
PUC, Chile, School of Business  
**Email:** hpalacio@uc.cl

#### **I. Course Objectives**

The course seeks to identify profitable business opportunities from an analysis of distribution channels and carrying out an omnichannel strategy.

The course seeks that the student knows the different business models that are presented in e-commerce. Likewise, it is sought that the student understands that in the era of omnichannel there are no longer online and offline strategies, but in a unique and associated strategy that has the consumer as its center. In addition, this course presents how to start and implement an omnichannel model for a company.

#### Objectives

1. Map the different agents that participate in the distribution channel and understand the role that each one of them plays in the business model of your company.
2. Design the company's distribution channels through market segmentation.
3. Differentiate between a multichannel vs omnichannel strategy.
4. Describe the different e-commerce business models.
5. Identify potential conflicts in an omnichannel model and propose alternatives to manage them.
6. Design an omnichannel strategy for a company.

## II. Course Content and Organization

**The first part** of the course includes an introduction that addresses the following questions: What is omnichannel marketing? While omnichannel may share a resemblance to other approaches, what makes omnichannel unique? We will explore its fundamentals to understand what sets it apart and the critical role it plays in the customer journey. Then we will discover what it takes to create and deliver a successful omnichannel experience. Besides, we will learn the fundamentals of a channel system and how to measure its success.

**The second part** of the course analyzes how to design a channel to go to market. We will analyze how to align your choice of retailer with the needs of your target market. We will develop a deeper understanding of the different types of retailers and how to choose the best fit for your audience.

**The third part** of the course discusses the different business models to go to market. We also analyze a multichannel strategy and how it differentiates from an omnichannel strategy.

**The fourth part** of the course we will deep dive into the different channel options and weigh their advantages and drawbacks. Then put your knowledge to work by creating a channel map for a business case.

**The fifth part** presents an omnichannel strategy. How a company creates an omnichannel strategy. We will also analyze the main consideration that a company should consider when it decides to go to market with an omnichannel strategy.

**The sixth part** presents how a company can gain power at the channel and, we will analyze the main conflicts that arise when a company follows an omnichannel strategy. We will give recommendations about how to manage channel conflicts in omnichannel strategy.

In **the last part** of the course, we will discuss how to set prices in an omnichannel strategy, and we will review different KPI to analyze the omnichannel strategy.

In each of the sections we will review several examples of real-life situations and discuss updated cases. Thus, we will combine conceptual and practical discussions.

## III. Course Format, Sessions and Grading

We will use a set of notes and articles rather than a textbook. To leverage the online context and the international component of the class, an intensive use of cases and examples is considered.

We will have a 120-minutes online session (for seven weeks) each week. Zoom-sessions and videos will be posted on the Canvas Platform for your review. The student participation in the weekly session is strongly encouraged, given that we will devote most of that time to the discussion of cases and examples.

The grading policy is as follows:

Case write-ups (4) : 50%

Class Participation : 15%

Take-home final exam : 35%

**Case Write-up:** You will prepare four written case analyses in a group (up to four students per group). From the 6 cases that will be discussed in class, each group can freely choose four of them to write a report. The report should focus on answering the questions that will guide our class discussion. You can find the questions in a question sheet in canvas. Submissions must be in ppt format. The file must be uploaded to Canvas platform at the beginning of the class in which the case will be discussed – no exceptions.

The key to a good case analysis is to carefully analyze the situation, discuss it with your GNAM classmates, apply relevant conceptual materials, and evaluate possible courses of action before selecting your own recommendations.

**Class participation:** It is a grade based mainly on your individual contribution to the case discussions during class. Students are expected to read all cases.

**Final take-home exam:** This is an individual assignment. You will have up to 48 hours to read the final exam and answer it. For the final exam you will analyze a real-life situation making recommendations on issues associated with omnichannel strategy.

#### IV. Detailed course schedule

Session	Topic	Case Assignment	Readings
<b>Week 1</b>	-What is Omnichannel  -Channel fundamentals	No case.  <u><b>Class Exercise 1:</b></u> The Cheese People	- A.Kwan, C.Stefanita, N.Lele & A.Tiwari; “Go to market transformation”; Deloitte Insights, 2021  - A.Adarkar, M.Dietz; M.Flötotto, N.Kabra, S.Kohn & P.Risch; “Integrated channels: the next frontier beyond omnichannel distribution”; McKinsey, May 2023
<b>Week 2</b>	-Go to market strategy and retailing	<u><b>Case 1:</b></u> Showrooming at Best Buy	- IESE Insight; “Retail revolution: how retailers can prepare for an omnichannel future”; Harvard Business School, September 2022  -D.Faulds, G.Mangold, P.S.Raju, & S.Valsalan; “The mobile shopping revolution”, Harvard Business Review 2016
<b>Week 3</b>	-Multichannel strategy and E-commerce business models	<u><b>Case 2:</b></u> Thank God is Natural: A Distribution Dilemma	- M.Jocevski; “Blurring the lines between physical and digital spaces: business model innovation in retailing”, California Review Management, 2020  - P.Adhi, S.Calais, G.Hough,T.Lange & C.Lenzen; “Reimagining the role of physical stores in an omnichannel distribution network”; McKinsey, December 2021

<b>Week 4</b>	-Marketplace and DTC distribution model	<b>Case 3:</b> Boll & Branch	<ul style="list-style-type: none"> <li>- H.Briedis, M.Choi, J.Huang &amp; S.Kholi; “Moving past friend or foe: how to win with digital marketplaces”; McKinsey Junio 2020</li> <li>- K.Rangan, D.Corsten, M.Higgins &amp; L.Schlesinger; “How direct to consumer brands continue to grow; Harvard Business Review, November 2021</li> </ul>
<b>Week 5</b>	-Omnichannel strategy	<b>Case 4:</b> Hema New Retail Comes to Grocery	<ul style="list-style-type: none"> <li>- J.Amar, R.Jacobson, B.Kleinstein &amp; A.Shi; “Redefine the omnichannel approach: focus on what really matters”; McKinsey Junio 2020</li> <li>- H.Briedis, B.Gregg, K.Heidenreich &amp; W.Liu, “Omnichannel: the path to value”, McKinsey Abril 2021</li> </ul>
<b>Week 6</b>	-Power in the channel and channel conflict	<b>Case 5:</b> Supor: How to Resolve Channel Conflict  <b>Class Exercise 2:</b> The Rolex Example	<ul style="list-style-type: none"> <li>- K.Cunningham &amp; E.College; “Reducing channel conflict” Journal of Marketing Development and Competitiveness, vol.7, 2013</li> <li>- S.Jap, W.Gibson &amp; D.Zmuda; “Winning the new channel war on Amazon and third-party platforms”, Business Horizons, Kelley School of Business, 2022</li> </ul>
<b>Week 7</b>	-Pricing in an omnichannel strategy and omnichannel KPI  Course Wrap-Up	<b>Case 6:</b> Trew Gear: Is Amazon the Trail to Growth?	<ul style="list-style-type: none"> <li>- W.Baker, G.Benchmark, M.Chopra &amp; S.Kohli; “Master the challenges of multichannel pricing”; MIT Sloan Management Review, 2018</li> <li>- E.Ofek; “Pricing strategy and channels of distribution: Where value delivery and value capture intersect”; Harvard Business School, 2024</li> </ul>

## V. Academic Honesty

Academic honesty is a fundamental value of higher education at Pontificia Universidad Católica de Chile; therefore, I will not tolerate acts of cheating, plagiarism, falsification or attempts to cheat, plagiarize or falsify. Students must assume that collaboration in the completion of assignments is prohibited unless explicitly permitted by the instructor. Students must acknowledge any collaboration and its extent in all submitted work.

## VI. Brief Instructor’s CV

Hernán Palacios is a Full Professor at the School of Management, Universidad Católica de Chile. He is a professor in undergraduate, postgraduate, executive education at the School of Administration of the Pontificia Universidad Católica de Chile. He teaches courses on strategic marketing, distribution channels and omnichannel, consultative sales, brand strategy, and strategy in the era of digital disruption.

He is a specialist in Marketing, Distribution Channels, Sales and Product and Brand Strategy. He has been an advisor and/or consultant to several companies in Chile. He has been part of a board member of several companies in Chile.

He has been a speaker at important seminars held both in Chile and abroad. Likewise, he has been a visiting professor at the University of Saint Gallen, Switzerland; ESAN in Lima Peru, at the University of Pau in France and at the Torcuato di Tella University in Argentina.

He has been Director of the MBA Program and the Executive Education Program from the Universidad Católica Business School. Before dedicating himself completely to teaching-university activity, he worked in companies such as Walmart and Citibank.

He holds a Master of Arts in Economics at Duke University, USA, and an undergraduate degree in Economics from Universidad de Chile.

## **VII. Grading System**

95.0-100.0 A+	81.0-85.9 B+	65.0-69.9 C
90.0-94.9 A	75.0-80.9 B	60.0-64.9 D
86.0-89.9 A-	70.0-74.9 B-	00.0-59.9 F