



**486<sup>th</sup> REPORT OF THE ACADEMIC POLICY COMMITTEE TO SENATE  
on the APC meeting held on March 15<sup>th</sup>, 2018**

**I. TO BE APPROVED BY SENATE**

**(A) NEW TEACHING PROGRAMS REQUIRING SENATE APPROVAL - *none***

**(B) ACADEMIC PERFORMANCE ISSUES / POLICIES / GOVERNANCE/AWARDS - *none***

**(C) CREATION OF NEW UNITS / NAME CHANGES / REPORTING CHANGES**

**Desautels Faculty of Management - *appendix A***

**Bensadoun School of Retail Management**

**École Bensadoun de gestion du commerce au détail**

At a meeting on March 15<sup>th</sup>, 2018, APC reviewed and endorsed a proposal to create the Bensadoun School of Retail Management (BSRM). Retail has been rapidly evolving in recent years, and future leaders will need to be equipped with new skills to face challenges such as globalization, technological innovation and the rise of the e-commerce. To respond to this need, the Desautels Faculty of Management has the opportunity, thanks to a generous donation from the Bensadoun Family Foundation, to lead the change by launching the Bensadoun School of Retail Management, dedicated to the future of retail. Its goal will be to advance research related to evolutions and challenges, and equip the next generation of leaders with necessary skills including by providing them with experiential learning opportunities, especially thanks to the Retail Experience Lab & Digital Lab. The BSRM will integrate diverse disciplines, from Neuroscience to Artificial Intelligence, and students will benefit from multidisciplinary expertise and research leadership present across the University.

APC therefore recommends that Senate approve the following resolution:

*Be it resolved that Senate approve and recommend to the Board of Governors for approval the creation of the Bensadoun School of Retail Management (BSRM).*

**(D) CHANGES IN DEGREE DESIGNATION – *none***

**(E) INTER-UNIVERSITY PARTNERSHIPS – *none***

**(F) OTHER – *none***

**II. TO BE ENDORSED BY SENATE / PRESENTED TO SENATE FOR DISCUSSION – *none***

**III. APPROVED BY APC IN THE NAME OF SENATE**

**(A) DEFINITIONS – *none***

**(B) STUDENT EXCHANGE PARTNERSHIPS / CONTRACTS / INTERUNIVERSITY PARTNERSHIPS**

At a meeting on February 18<sup>th</sup>, 2018, APC reviewed and approved the student exchange partnerships:

- Between the McGill Faculty of Law and the National University of Ireland Galway (Galway, Ireland)
- Between the Schulich School of Music and the Norwegian Academy of Music (Oslo, Norway)

**(C) OTHER - none**

**IV. FOR THE INFORMATION OF SENATE**

**A) ACADEMIC UNIT REVIEWS – none**

**B) APPROVAL OF COURSES AND TEACHING PROGRAMS**

**1. Programs**

**a) APC Approvals (new options/concentrations and major revisions to existing programs)**

- i. New Programs - *none*
- ii. Major Revisions of Existing Programs - *none*

**b) APC Subcommittee on Courses and Teaching Programs (SCTP) Approvals  
(Summary Reports: <http://www.mcgill.ca/sctp/documents/>)**

- i. Moderate and Minor Program Revisions  
*Approved by SCTP on February 1<sup>st</sup>, 2018 and reported to APC on March 15<sup>th</sup>, 2018*

**Faculty of Agricultural and Environmental Sciences**

B.Sc.(Ag.Env.Sc.); Minor in Ecological Agriculture (24 cr.)

B.Sc. (Ag.Env.Sc.); Specialization in Ecological Agriculture (24 cr.)

B.Sc.(Nutr.Sc.); Major in Dietetics (115 cr.)

**Faculty of Arts**

B.A.; Minor Concentration in Indigenous Studies (18 cr.)

B.A.; Minor Concentration in Canadian Ethnic and Racial Studies (18 cr.)

**Graduate and Postdoctoral Studies**

Faculty of Arts

Ph.D. in Anthropology (0 cr.)

Ph.D. in Anthropology; Neotropical Environment (0 cr.)

Faculty of Law

LL.M. in Law (45 cr.)

LL.M. in Law; Non-Thesis (45 cr.)

LL.M. in Law; Air and Space Law (45 cr.)

LL.M. in Law; Non-Thesis - Air and Space Law (45 cr.)

LL.M. in Law; Bioethics (45 cr.)

LL.M. in Law; Comparative Law (45 cr.)

LL.M. in Law; Non-Thesis – Comparative Law (45 cr.)  
LL.M. in Law; Non-Thesis – Environment (45 cr.)  
D.C.L. (0 cr.)  
D.C.L. in Air Space and Law (0 cr.)  
D.C.L. in Comparative Law (0 cr.)

Schulich School of Music

Graduate Diploma in Performance (30 cr.)

Graduate Artist Diploma (30 cr.)

ii. Program Retirements

*Approved by SCTP on February 1<sup>st</sup>, 2018 and reported to APC on March 15<sup>th</sup>, 2018*

**Faculty of Law**

LL.M. in Law; European Studies (46-47 cr.)

**2. Courses**

a) New Courses

*Reported as having been approved by SCTP on March 15<sup>th</sup>, 2018: 11*

Faculty of Agricultural and Environmental Sciences: 3

Faculty of Arts: 7

Faculty of Medicine: 1

b) Course Revisions

*Reported as having been approved by SCTP on March 15<sup>th</sup>, 2018: 42*

Faculty of Agricultural and Environmental Science: 7

Faculty of Arts: 23

Faculty of Education: 2

Faculty of Law: 3

Desautels Faculty of Management: 3

Faculty of Medicine: 3

Schulich School of Music: 1

c) Course Retirements

*Reported as having been approved by SCTP on March 15<sup>th</sup>, 2018: 9*

Faculty of Arts: 7

Faculty of Education: 1

Faculty of Medicine: 1

**3. Other - none**

RG Memo-APC-TB Centre

1) Faculty Council meeting Jan 26, 2018

**Proposal for Bensadoun School of Retail Management (Saibal Ray)**

Prof. Saibal Ray, Academic Director – Bensadoun Retail Initiative, having made a presentation to council members present in December, redistributed the presentation and proposal documents now seeking approval. This he described is a partial work in progress, in anticipation of academic permission from the University.

The previously circulated proposal addresses Retail as in the midst of unprecedented change and intricately related to some of the most important grand challenges of our time; an integrative sector in terms of research, teaching and outreach.

**Motion: To approve the creation of the Bensadoun School of Retail Management (BSRM).**

Moved by: Saibal Ray

With the floor open to questions, Prof. Ray & Vice-Dean Yalovsky clarified that the School will function essentially as an Area. The topic was initially raised for it as a Department, but that would have to look at the whole structure of the Faculty. Details were also sought on how this would coincide with existing graduate programs; whereby the *Masters of Management in Retail* it was explained has not been discussed, but would have to follow the usual rigorous process.

Seconded by: Anthony C. Masi

All in favor Motion Carried

Applause followed. Faculty

2) *Academic Committee Meeting Jan 19, 2018*

**Saibal Ray Presentation: Approval of Bensadoun School of Retail Management Presentation:**

The Bensadoun Retail Initiative is proposing the creation of the Bensadoun School of Retail Management (BSRM). At the Academic Meeting of December 8th, 2017 and at the Faculty Council Meeting of December 15th, 2017, Professor Saibal Ray presented the plan for the creation of the BSRM the presentation is attached, 4i.

**Motion: Be it resolved that the Academic Committee of the Desautels Faculty of Management approve the proposal for the establishment of the Bensadoun School of Retail Management.**

Proposal is attached, 4ii.

Moved by: Kunsoo Han Seconded by: Jan Jorgensen

All in favor, Motion carried.

Professor Saibal Ray stated that one of the projects that he is looking for people to be involved now is the live lab which is in the brain storming stages right now. Nothing has been decided as yet. Prof. Ashesh Mukherjee expressed interest to be involved in this initiative.

Professor Samer Faraj: Question about the structure of the School and its relation to the Faculty.

Professor Ray responds that the details of the structure are in the presentation and further details will be finalized over time as issues rise.

Professor Corey Phelps: Executive education: He sees in the presentation a paragraph that the Bensadoun School will be offering executive programs. Corey asks if there will be a parallel structure in Bensadoun School or will it be run out of MEI?

Dean Bajeux: There will be some fine tuning to be done and will be addressed in time.



# BENSADOUN SCHOOL OF RETAIL MANAGEMENT (BSRM)

MARCH 15, 2018



Prepared by Professor Saibal Ray on behalf of the Bensadoun Retail Initiative

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- 4) Prof. Dilip Soman – Corus Chair in Communications and Professor of Marketing at Rotman School of Management, University of Toronto
- 5) Prof. Marshall Fisher – UPS Professor and Professor of Operations, Information and Decisions at Wharton, University of Pennsylvania
- 6) Prof. Pradeep Chintagunta – Joseph T. and Bernice S. Lewis Distinguished Services Professor of Marketing Professor at University of Chicago Booth School of Business
- 7) Prof. Dhruv Grewal - Toyota Professor of Commerce and Electronic Business at Babson College
- 8) Prof. Subhasis Ghoshal - Director, Trottier Institute for Sustainability in Engineering and Design, McGill University
- 9) Prof. David Buckeridge - Associate Professor, Department of Epidemiology, Biostatistics and Occupational Health, McGill University

### Preamble

#### 1. Introduction

#### 2. Why create the BSRM at McGill University?

- 2.1 Opportunities for McGill
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## LETTERS OF SUPPORT

- 1) Deputy Premier Dominique Anglade – Ministry of the Economy, Science & Innovation, Quebec
- 2) Damien Silès – General Director, Quartier de l’Innovation
- 3) Adam Siegel – Senior Vice President, Research, Innovation & Sustainability, Retail Industry Leaders Association
- 4) Prof. Dilip Soman – Corus Chair in Communications and Professor of Marketing at Rotman School of Management, University of Toronto
- 5) Prof. Marshall Fisher – UPS Professor and Professor of Operations, Information and Decisions at Wharton, University of Pennsylvania
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- 9) Prof. David Buckeridge - Associate Professor, Department of Epidemiology, Biostatistics and Occupational Health, McGill University



Québec, le 26 octobre 2017

Madame Isabelle Bajoux-Besnainou  
Doyenne  
Desautels Faculty of Management  
Université McGill  
1001, rue Sherbrooke Ouest, bureau 454L  
Montréal (Québec) H3A 1G5

Madame la Doyenne,

À titre de vice-première ministre et ministre de l'Économie, de la Science et de l'Innovation, j'ai le plaisir d'appuyer votre projet de création de l'École Bensadoun en commerce de détail au sein de l'Université McGill.

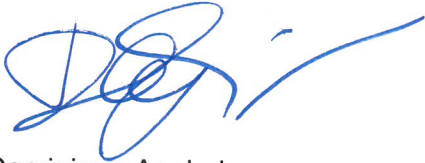
Unique au monde, votre projet d'école de gestion dans un secteur hautement concurrentiel comme le commerce de détail est un atout pour le Québec. En effet, le recours aux technologies et l'embauche de personnel qualifié sont des facteurs importants pour que nos entreprises puissent demeurer compétitives dans un secteur où la concurrence est vive.

Votre école préparera les futurs leaders de ce secteur. Le programme prévoit plusieurs projets pour enrichir l'apprentissage par l'expérience, dont un de fin d'études avec des organisations partenaires. Ces initiatives permettront aux étudiants de développer des solutions aux défis rencontrés et de créer des liens professionnels précieux dans ce secteur. Il permettra également de sensibiliser les commerçants à l'importance de la technologie pour relever le défi de la productivité, notamment celle que procure le commerce électronique.

... 2

À la lumière du contenu interdisciplinaire du programme, ainsi que de l'expertise présente chez les professeurs et les anciens étudiants de McGill, il ne fait aucun doute que l'École Bensadoun en commerce de détail formera des diplômés, non seulement capables de diriger, mais aussi de façonner un monde des affaires performant tant au Québec qu'à l'international.

Veillez agréer, Madame la Doyenne, l'expression de mes sentiments les meilleurs.



Dominique Anglade

c. c. M<sup>me</sup> Hélène David, ministre responsable de l'Enseignement supérieur  
M. Aldo Bensadoun, fondateur du Groupe ALDO

19 octobre 2017

Isabelle Bajoux, Doyenne  
Faculté de Gestion Desautels  
Université McGill  
1001 Rue Sherbrooke Ouest, Suite 454L  
Montréal, QC H3A 1G5

Chère Doyenne Bajoux,

À titre de Directeur Général du Quartier de l'innovation de Montréal (QI), je tiens à exprimer mon soutien à la création de l'École Bensadoun du Commerce au Détail de l'Université McGill. Légalement constitué en juin 2013 par McGill et l'École de technologie supérieure, le Quartier de l'innovation prend actuellement son véritable envol grâce au travail d'une équipe vouée et résolue à doter Montréal, à l'instar de Boston, Barcelone, Toronto ou San Francisco, d'un quartier dédié à l'innovation. Le QI a pour mission de créer les conditions favorables au développement d'un écosystème économique de portée internationale et d'une grande qualité urbaine, qui regroupera au sud du centre-ville de Montréal une communauté créative et engagée constituée de travailleurs hautement qualifiés, de chercheurs, d'entrepreneurs, d'étudiants, d'artistes et de citoyens.

L'École Bensadoun du Commerce au Détail a le potentiel de devenir la première institution mondiale d'éducation pour le futur du commerce au détail. En mettant à profit les forces multidisciplinaires de McGill dans des domaines tels que la neuroscience et l'intelligence artificielle, et ses liens étroits avec l'industrie et le milieu académique au niveau mondial, l'École devrait jouer un rôle déterminant dans l'avenir fructueux du commerce au détail, tout en promouvant une consommation durable et saine.

Nous voyons plusieurs domaines où le QI et L'École Bensadoun du Commerce au Détail pourront collaborer, notamment 1) créer des projets communs entre le laboratoire QI à ciel ouvert que nous venons d'inaugurer sur la vie intelligente et le futur laboratoire expérientiel de commerce au détail que va lancer l'École; 2) améliorer la performance des entreprises et organisations de notre écosystème tournées vers le commerce au détail; et 3) mieux promouvoir et vendre des produits novateurs du Québec, en autres par l'intermédiaire de Neoshop – concept de boutiques de produits innovants. Ces initiatives stimuleront l'innovation dans le commerce au détail et contribueront à faire de Montréal une ville dynamique, créative et agréable à vivre.

En terminant, je crois que l'École proposée aidera non seulement à résoudre certains des principaux défis auxquels fait face l'industrie du commerce au détail, mais qu'elle permettra également à Montréal d'innover dans ce secteur économique vital.

Cordialement,



Damien Silès  
Directeur général

**10/18/2017**

Isabelle Bajoux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

Dear Dean Bajoux,

With this letter, I wish to put forward my strong support for the proposed Bensadoun School of Retail Management. As Senior Vice President of Research, Innovation & Sustainability at the Retail Industry Leaders Association (RILA), I can attest to the tremendous change underway in the global retail industry. With fast-paced change comes a range of new challenges; central to those challenges is the need for new skillsets in technology, innovation, engineering, business, design, and more. I believe that the proposed School will play an important role in helping to resolve these key issues.

As retailers attempt to navigate the unknowns of advancing technologies, changing consumer demand and practices, as well as the pervasiveness of online shopping, students – from interdisciplinary fields – will need to be exposed to a range of skillsets necessary to drive the industry’s future. The largest retailers in the U.S. and abroad recognize the importance of educating young people about sustainability and social responsibility, technology and innovation, human-centered design, computer coding, and more. It’s leaders like the Bensadoun School that recognize the confluence of these interdisciplinary skills that will be the schools training that next generation of connected, global leaders.

RILA’s (R)Tech Center sees great potential to leverage the School’s new curriculum, research priorities, fresh perspective, and cross-discipline student body to address the 21<sup>st</sup> Century challenges facing the retail industry. We welcome the new School’s approach and look forward to working with it as it grows and lays the foundation for the hands-on, experiential retailing curriculum of the future.

Sincerely,



Adam Siegel  
Senior Vice President of Research, Innovation & Sustainability  
Retail Industry Leaders Association (RILA)



Joseph L. Rotman School of Management  
University of Toronto

**Dilip Soman**

Professor and Corus Chair in Communications Strategy  
Co-Director, Behavioural Economics in Action™ (BEAR)  
Phone: (416) 946-0195  
e-mail : Dilip.Soman@rotman.utoronto.ca

**Rotman**

5 October, 2017

Isabelle Bajeux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

Dear Professor Bajeux,

Re: Bensadoun School of Retail Management

I am writing to support fully the creation of the Bensadoun School of Retail Management. I believe that the proposed School will leverage the research strengths of McGill University to affect notable change in the global retail landscape, and at a most crucial time. Indeed, the interdisciplinary nature of the School will help relay cutting-edge knowledge to industries and organizations that operate beyond the traditional scope of retail, extending into agri-food, financial services, sustainability and even government retail operations.

My own work examines how behavioural economics plays into consumer wellbeing and marketing. In my 2015 book, *The Last Mile*, I had written extensively about recent advances in behavioural insights and what it means for consumer decision-making before, during and after the purchasing experience. Another important shift in the industry has to do with the advent of digital technologies like beacons and price comparison tools, as well as the large quantities of data available both to customers and businesses. I had also written extensively about the implications of these changes for the retail industry, and for the need to adopt multidisciplinary approaches to studying retail. Therefore, I particularly welcome the prospect of the Bensadoun School as an intellectual home to these multidisciplinary approaches.

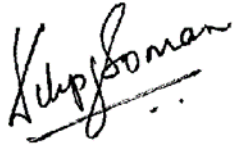
The retail business continues to advance rapidly into uncharted territory at a dizzying pace. For instance, the advances in machine learning and artificial intelligence hold the potential to flip the buyer-seller relationship (as highlighted in a forthcoming book by my colleagues Ajay Agrawal, Josh Gans and Avi Goldfarb). Likewise, as Anindya Ghose writes in his new book *Tap*, data from mobile (smartphone) access to customer behaviour can move retailing to a new real-location and real-time model. Both machine learning and the econometric analysis of large datasets are a major strength at McGill. The old rules of the game will change completely, and hence I believe that a new school in retailing will prepare the next generation of retail managers (in particular) and businesses more

generally in understanding, strategizing about and changing the retail model in response to the seismic changes.

I wish the proposed Bensadoun School every success. It will complement McGill's existing strengths and create a uniquely new contribution to the University, to Canada and to the world of business more generally. I will be happy to answer any further questions or provide additional information in this regard.

Sincerely,

Yours Sincerely,

A handwritten signature in black ink that reads "Dilip Soman". The signature is written in a cursive style with a horizontal line underneath the name.

Dilip Soman



**Marshall L. Fisher**

**UPS Professor**  
**Co-Director, Fishman-Davidson Center**

**Operations, Information and Decisions**  
**Department**

The Wharton School  
University of Pennsylvania  
Philadelphia, PA 19104.6366  
215.898.7721 phone  
215.573.7384 fax  
fisher@wharton.upenn.edu

2 October 2017

Isabelle Bajeux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

Dear Professor Bajeux:

As a retailing and supply chain management researcher, I strongly support the creation of the Bensadoun School of Retail Management. I believe that the School's broad conception of retailing is well-suited for today's retail industry. With the rise of e-commerce and the potential obsolescence of brick-and-mortar stores, the challenges of today's retail industry are unprecedented and require the bridging of knowledge across disparate areas to overcome. The proposed School will be offering interdisciplinary programming at all levels of study (from undergraduate to PhD), while also fostering collaboration with local and international industry members alike. This will surely bring benefits to many operating in the field of retail, from researchers to industry leaders everywhere.

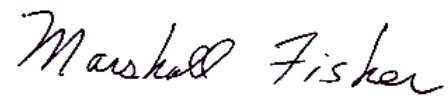
Retailing is a moving, changing industry. Retailers match customers with products, and changes in any of these three elements, customers, new products, or the technology for matching people with products, require adaptation by retailers. Certainly the internet is a technology that offers a new and in some ways better way of matching customers with products, and the impact this is having is well known. Millennials customers are different from prior generations in many ways, and retailers need to adapt e.g. with more 'green' and organic products. And we see new products and product segments requiring new types of retailers, such as the Apple store.

Academia can be of significant help to the retail industry in understanding and adapting to these changes. Moreover, retailing can offer a context to scholars within which to study issues of broader significance. Understanding why Millennials behave the way they do (which often seems mysterious to someone of my generation) is a question laden with learning opportunities for many disciplines.

When Professor Saibal Ray described the concept of the Bensadoun School of Retail Management to me, I must confess that my first reaction was that retailers are businesses and therefore retailing ought to reside solely within a business school. But as he explained it further, I realized that while academics within business schools have much to contribute to retailing, so do many other disciplines outside of business schools, psychology, computer science, statistics and

history, to name just a few. The Bensadoun School of Retail Management is a unique and powerful concept that will do much to help retailers digest the buffeting forces of change and also open a context to a diverse range of scholars. Congratulations on this opportunity for which I wish you great success.

Sincerely,

A handwritten signature in black ink that reads "Marshall Fisher". The script is cursive and fluid, with the first letters of "Marshall" and "Fisher" being capitalized and prominent.

Marshall Fisher



5807 S. Woodlawn Avenue • Chicago, Illinois 60637

773 | 702-8015 fax: 702-0458

e-mail: [pradeep.chintagunta@chicagobooth.edu](mailto:pradeep.chintagunta@chicagobooth.edu)

<http://www.chicagobooth.edu/faculty/directory/c/pradeep-k-chintagunta>

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Pradeep K. Chintagunta  
Joseph T. and Bernice S. Lewis  
Distinguished Service Professor of Marketing

Isabelle Bajoux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

September 30<sup>th</sup>, 2017

Dear Professor Bajoux:

I am writing to offer my support for the establishment of the Bensadoun School of Retail Management. I believe that the proposed school has the potential to position McGill University as a hub for retail management training and research excellence at a most appropriate time. Through its interdisciplinary approach to retail education and research, the School will be a vital contributor to the reinvention of the industry to respond to changing consumer behavior, globalization and technological innovation.

As someone who has studied consumer and firm behavior across many industries over nearly 3 decades, I believe that the School's interdisciplinary approach will have a big impact in a world where the silos that separate the different functions that contribute to the retail value chain are increasingly breaking down. Starting with supply chain and procurement issues, to information technology that facilitates ordering, replenishment and fulfillment, to actual in-store, online and cross-channel customer experience, it is clear that a comprehensive understanding of all these elements is critical for success in retail. The unique cross-discipline model being promoted by the school is therefore

likely to have a long-lasting impact on business practice by providing useful guidance on the migration from traditional retail and channel models to the increasingly platform-based competition that retail finds itself in.

The retail world is undergoing a seismic transformation, and the Bensadoun School of Retail Management can play a pivotal role in guiding the various players as they struggle to adapt and prosper in this new world. The likes of Amazon are decimating retail stocks not only in the US, but as has been reported by the WallStreet Journal, in the rest of the world as well. The recent tie-up between Loblaws and Instacart and the decision by Kroger to move increasingly into providing local products are all in response to the Amazon – Whole Foods marriage. As the need for size, scope and speed expands, the importance of data and innovation is going to be amplified. With a strong interdisciplinary curriculum that can give managers the necessary skills on these dimensions, the Bensadoun School of Retail Management will help the next generation of firms and managers meet this challenge.

Sincerely,

A handwritten signature in black ink, appearing to read "Pradeep K. Chintagunta", with a horizontal line underneath.

Pradeep K. Chintagunta  
Joseph T. And Bernice S. Lewis Distinguished Service Professor of Marketing  
University of Chicago Booth School of Business



**BABSON**  
COLLEGE

**Babson College**  
Babson Park, MA  
02457-0310

781-239-3902  
FAX 781-239-5139  
INTERNET: dgrewal@babson.edu

**Dhruv Grewal**  
*Toyota Chair in E-commerce and  
Electronic Business  
Professor of Marketing*

October 18, 2017

Isabelle Bajeux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

Dear Dean Bajeux,

I am pleased to write a letter in support of the proposed *Bensadoun School of Retail Management*. Retailing has been innovating and changing very rapidly over the last decade due to a variety of factors, such as technological innovations (e-commerce and smart mobile technology), larger data bases and advanced analytics, and finally changes in customer demographics and behaviors. Within this context, the proposed *Bensadoun School of Retail Management* will respond to the pressing needs of the contemporary retail industry by creating and disseminating the knowledge that will enable retailers to remain at the forefront of change, and be able to adapt and innovate.

As a professor of Marketing and Retailing, I have studied retailing, pricing, direct and global marketing, as well as e-business in general. The development of a *Bensadoun School of Retail Management* will allow McGill researchers to take a cross-disciplinary perspective in tackling pressing issues faced by today's retailers. Some of these issues could likely entail, how to digitize the assets and increase online capabilities, how to develop large retail and customer data bases and develop analytical models to examine a host of pricing, promotion, merchandise and inventory and supply chain problems.

The proposed *Bensadoun School of Retail Management* would allow students to be uniquely prepared for today's challenges and allow retailers to access cutting edge through thought leadership (papers, books, conferences, executive education) and recruit talented new employees. Therefore, the *Bensadoun School of Retail Management* will be meeting the needs of the retailing industry and will be extremely well received.

Sincerely,

Dhruv Grewal  
Toyota Chair of Commerce and Electronic Business  
Babson College



**McGill**

Faculty of  
Engineering



**Trottier Institute for Sustainability in Engineering and Design (TISED)**

McGill University  
Macdonald Engineering Building, Rm 378  
817 Sherbrooke Street West  
Montreal, Quebec, Canada, H3A 0C3

Université McGill  
Pavillon Macdonald de génie, local 378  
817, rue Sherbrooke Ouest  
Montréal (Québec) Canada, H3A 0C3

Tel: (514) 398-6975  
Fax: (514) 398-4470  
[www.mcgill.ca/tised](http://www.mcgill.ca/tised)

January 8, 2018

Isabelle Bajoux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

Dear Dean Bajoux,

I am writing in my capacity as Director of the Trottier Institute for Sustainability in Engineering and Design (TISED) to express my strong support for the recently announced Bensadoun School of Retail Management (BSRM) initiative.

Over the past semester, I have had a number of detailed discussions with Prof. Saibal Ray, Academic Director of the Bensadoun Retail Initiative, and it is very clear that as the world of retail sees unprecedented change, both in terms of scale and speed, the resultant consumer and retailer practices are raising significant concerns when it comes to issues of sustainability, particularly in the context of transportation, materials consumption and waste management for retail goods. These are all areas that BSRM has interest in and TISED is actively engaged in, through research of its members, teaching of sustainability-focused courses and in its outreach.

For instance, the rapid increase in transportation of goods as a result of online purchases is contributing to urban congestion and air pollution, but provides immense opportunities for the deployment of clean energy, automated or non-motorized vehicles, reducing traffic through strategic deployment of vehicle types and distribution centers, and new paradigms for delivery pricing. Similarly, advanced manufacturing techniques including additive manufacturing and re-manufacturing using recycled products, and life-cycle management of products has the potential lead to lower material and energy consumption and waste production.

As Director of TISED, I envisage BSRM and TISED can collaborate meaningfully in interdisciplinary research as well as education. Our Research Workshops Program, seed funding for interdisciplinary and cross-disciplinary research, and seminar programs could be immediate means of collaboration which could lead to joint supervision of graduate students, co-teaching or co-development of sustainability focused courses, and outreach to industry.

In short, I believe that because of its interdisciplinary and forward-looking understanding of



**McGill**

Faculty of  
Engineering



retail, as well as through the experiential learning opportunities that it will provide, the BSRM will make a transformative impact on the global retail industry, and in particular has the potential to make an impact in the area of sustainability practices in retailing. TISED is thus very interested in collaborating with the BSRM on its goals.

Sincerely,

Subhasis Ghoshal, Ph.D., P. Eng.  
Director, Trottier Institute for Sustainability in Engineering and Design (TISED)  
Associate Professor, Department of Civil Engineering  
McGill University

Cc: Jim Nicell, Dean, Faculty of Engineering



Department of Epidemiology, Biostatistics and Occupational Health  
Département d'épidémiologie, biostatistique et santé au travail

1140 Pine Avenue West  
Montréal, Québec H3A 1A3  
Tel: 514.398.8355 Fax: 514.843.1551

January 2, 2018

Isabelle Bajoux, Dean  
Desautels Faculty of Management  
McGill University  
1001 Sherbrooke Street West, Suite 454L  
Montreal QC H3A 1G5

**RE: Letter in Support of the Bensadoun School of Retail Management**

Dear Professor Bajoux,

I am writing to express my strongest possible support for the recently announced initiative to create the Bensadoun School of Retail Management (BSRM). Although the groundwork continues to be laid for the BSRM, it is already clear that the School will bring many benefits to the McGill community and beyond. The broad and interdisciplinary conception of retail is a uniquely defining characteristic of the School, which has the potential to foster research collaborations and cross-disciplinary output of the highest calibre.

As a Professor and core faculty member in McGill Clinical and Health Informatics, my research seeks to improve population health through the application of advanced computing to big data. One area of focus is developing software tools that can guide consumers and retailers in making choices to improve health and wellness. This work, in close collaboration with Professors in the Desautels Faculty, has already led to multiple publications, jointly supervised graduate students, partnerships with grocery retailers, and applications for research funding.

The mandate of the BSRM dovetails with my ongoing research and the School is ideally timed and structured to catalyze cross-disciplinary research activities at the intersection of retailing, digital technologies, and health and wellness. The establishment of the BSRM comes as the world of retail is experiencing far-reaching transformation. Through its interdisciplinary teaching and research, the BSRM and, indeed, McGill University at large, are poised to emerge as a vital hub of knowledge and innovation in this domain.

Sincerely,

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the left.

David Buckeridge, M.D., Ph.D.  
Professor and CIHR Chair in eHealth Interventions

## PREAMBLE

The Bensadoun School of Retail Management (BSRM) will serve to educate and empower the next generation of students and practitioners to research, envision and create a successful world of retail. Thanks to a transformative donation from Aldo Bensadoun (BCom '64), Founder and Executive Chairman of Aldo Group Inc., and the Bensadoun Family Foundation, McGill University has the opportunity to create an advanced, integrated and international School of Retail Management.

Building on the global reputation of the Desautels Faculty of Management and leveraging McGill's deep multi-disciplinary expertise in domains like artificial intelligence, big data, public health, neuroscience, sustainability and the agro-industry, the Bensadoun School is poised to become the *world premier school* dedicated to the future of retail.

Retail has changed more in the last five years than it has in the previous fifty, owing to fast changing consumer behavior, rapid technological innovations (smart phones, web), globalisation and the rise of e-commerce. AI and neuroscience are being applied to retail to unlock the very secrets of human behavior and desires.

All of the above makes this project especially timely and relevant. Never before has this sector faced the number of opportunities and challenges that it is today. As a result, the BSRM is well poised to support the next generation of practitioners and leaders seeking to develop their analytic rigor, hone their problem-solving skills and learn agile decision making, all of which is required to chart a dynamic career in business today.

Retail is intricately related to some of the most pressing grand challenges of our time. The School's focus will be to tackle some of today's global challenges, hoping to enact positive change through research and teaching.

Four of the grand challenges that the BSRM is well-positioned to contribute to include:

- Health and Nutrition
- Sustainability
- The Changing Nature of Jobs
- Employment

As with all endeavors and initiatives at McGill, the Bensadoun School of Retail Management will be international in scope, reach and influence, and will aim for the highest standards of global excellence. This document presents a context, vision, rationale and the curricular framework for the creation of the Bensadoun School of Retail Management.

## 1. Introduction

At first glance, the changing landscape of the retail sector appears to indicate that its future is uncertain or perhaps even doomed. Traditional areas of retail such as malls and department stores are closing, resulting in massive job loss, restructuring or bankruptcy of traditional giants like Sears and Toys “R” US.

Rapid technological innovations, together with fast-changing consumer behavior (price-sensitive and digitally-savvy consumers), globalization and the rise of e-commerce (Amazon and Alibaba) are amongst the disrupters affecting retail worldwide. Existing technologies like artificial intelligence (AI), voice recognition, and smartphones, along with new ones on the horizon, are forcing retailers to reinvent themselves in a world where industry best-practices no longer seem to apply.

Perhaps even more confounding is that despite these disruptions, the retail sector continues to show healthy growth with Compound Annual Growth Rate (CAGR) over the last five years of 4% in Canada and 6.1% globally. Worldwide retail sales are set to reach USD27 trillion, representing in most countries a significant amount of the GDP (6%-12%) and employment (10%-20% of the workforce). These numbers tell us that the sea of change in retail has ushered in a new beginning fraught with unique opportunities for those seeking to improve the world or create innovative business models.

The BSRM aims to address the **future** of this industry by cultivating the next generation of retail visionaries and leaders to take on grand challenges and discourse on the toughest questions related to technology, global markets and human behavior, civic and social engagement and their impact on the future of retail. The interdisciplinary nature of the School allows its researchers to tackle grand challenges with a more complete perspective and offer, through retail, solutions to complex issues faced by our societies.



Beyond addressing these issues, the School is looking to take retail education to the next level through the integration of experiential learning opportunities, both through the Retail Experience Lab and through a Digital Laboratory to track consumer trends and behavior across multiple markets and sectors of the retail industry.

To build on the University's considerable strengths and competitive advantages in retail management **we propose the creation of the Bensadoun School of Retail Management.**

Our **VISION** is to be the *world's premier school* dedicated to the future of retail. Graduates of our school will have knowledge and skills required to meet the demands of the sector and help shape its future.

Our **MISSION** is to educate and empower a global network of leading thinkers and practitioners who research, envision and bring to life, in real time, a successful world of retail. The BSRM's objectives are:

- Orient research in support of today's **grand challenges** in technology, global markets, human behavior, and civic and social engagement by leveraging multi-disciplinary expertise at the School and across the University.
- To cultivate the next generation of retail visionaries and leaders at all levels (Bachelors, Masters, PhD and executive education), equipped with the skills to support emerging business, SMEs and large businesses.
- Provide **experiential learning opportunities** for students through corporate partners and our *Retail Experience Lab & Digital Lab* to enrich the student experience, test-drive consumer behavior and new processes, as well as publish leading research in the sector.

The BSRM will uphold the highest standards of research excellence, integrity and ethical conduct in all its research, education and service activities. The School will practice fairness, transparency and accountability in its governance and management. The BSRM will value equity and social justice and will respect its engagements with its students, sponsors and retail business partners.

## 2. Why Create the BSRM at McGill University?

### 2.1 Opportunities for McGill

The retail industry has never been healthier, more innovative, more disruptive or more vibrant than it is today. (Appendix 1) Despite this reality, there is no single organization devoted to educating, practicing and integrating the diverse disciplines required to research and bring to life the future of retail. Our extensive research indicates that the BSRM is not only *relevant, but also timely* as there are no degree programs in retail explicitly focused on this sector's future. (Appendix 2) McGill University is, therefore, presented with a unique opportunity to establish itself as the sole university in Canada to provide a comprehensive and multidisciplinary retail program **at all levels** (BCom, Masters, Phd).

Quebec and Canada require an educational institution of higher learning committed to tackling the toughest questions on how advances in technology, global markets, human behavior, and civic and social engagement can and should influence the future of retail. The BSRM aims to address these questions through integrative research that leverages the strengths of McGill (and Montreal's academic community at large) including neuroscience, sustainability, agro-food sector, public health, AI/big data, as well as those of Desautels in all aspects of Management. Thus far, answers to grand challenges have been fragmented at best. The BSRM's goal is to provide more complete answers through researching questions such as "How will nascent technologies such as AI affect people's job prospects in the retail industry?" or "What steps can retailers take to increase sustainability along their supply chain?" The BSRM will create impactful research that will position McGill as a global leader in retail management, attracting the best and the finest students, teachers, managers and partners. (Appendix 3)

### 2.2 McGill's Competitive Edge

McGill's interdisciplinary expertise and research leadership serve as the ideal forum for this multidisciplinary program, which will integrate diverse disciplines (AI, neuroscience, architecture, health and sustainability) and link these to the extraordinary resources and academic talent already housed within the Desautels Faculty of Management. This one-of-a-kind program offering is certain to attract potential applicants seeking to gain access to a competitive sector that is starving for qualified candidates.

McGill University is the right choice for BSRM and BSRM is right for McGill given the vast opportunities that exist here to foster partnerships with other key entities at the University. Examples include the Trottier Institute for Sustainability in Engineering and Design (TISED), the McGill Dobson Centre for entrepreneurship, the McGill Centre for the Convergence of Health and Economics (MCCHE), the Faculty of Agricultural and Environmental Sciences, the Montreal Neurological Institute (MNI), the Departments of Epidemiology, Biostatistics, Occupational Health and Public Health of the Faculty of Medicine, the McGill School of Computer Science and the McGill School of Architecture. The goal of these collaborations will be to advance the School's objectives to foster an inter-disciplinary approach, dedicated to thought leadership in all facets of the retail industry—technology, human cultural and business—for consumer goods and services including grocery, health, fashion, financial services, entertainment, sports and leisure.

### 2.3 New Student Markets

The sector requires graduates with a global mindset who are both skilled and agile in the face of disrupters like omnichannel commerce, globalization of brands, advances in behavioral economics and AI. McGill and the BSRM will foster the ecosystem required to promote educational opportunities for students interested in the retail sector. In turn, we anticipate that graduates from the BSRM will make landmark contributions that will shape the future for this sector.

McGill estimates that the initial intake in September 2018 will be approximately 30 students. Once the various programs are launched with full cohorts, the BSRM will reach a steady count of approximately 170 students. (Appendix 4)

### 2.4 Why Montreal?

Montreal's dynamic ecosystem makes the city an ideal home for the Bensadoun School of Retail Management, blending leading retail with creativity, innovation, entrepreneurship and social & multicultural engagement.

Montreal leads the way in Canada with established retail success stories such as Alimentation Couche Tard, Dollarama, Groupe Dynamite, Jean Coutu, Metro and

the SAQ, along with leading new retail and retail-related concepts such as Bon Look, Frank & Oak, Light Speed, Lufa Farms and SSENSE.

The city is supported by a thriving, creative scene with many of its preeminent actors who directly and indirectly stimulate the retail industry. These players include Cirque du Soleil, Sid Lee, Moment Factory, the Quartier des Spectacles, Ubisoft and the city's booming and creative restaurant scene.

At the same time, Montreal is moving to the global forefront of technological innovation. This is no truer than in Artificial Intelligence (AI), where Montreal is now one of the top global cities. AI will fundamentally alter the future of retail: from offering data driven personalization and chatbots that improve customer service, to new payment systems and significantly improved inventory management through AI-powered data analytics.

Leading Tech Companies are making Montreal one of their AI homes –Google, Samsung, Microsoft, and IBM are key examples. The legendary AI Godfather, Yoshua Bengio, University of Montreal Professor and Head of the Montreal Institute for Learning Algorithms (MILA) continues to pave the way for exciting future endeavors, making Montreal a one-stop shop for those looking for a thriving ecosystem to launch their new businesses. McGill is integral to this ecosystem; consider the recent McGill announcements about the Facebook AI Research and Deep Mind labs, headed respectively by our own McGill professors Joelle Pineau and Doina Precup.

Beyond technological innovations, Montreal is also a leader in many of the Social and Economic grand challenges. There are a number of interesting initiatives and research in the areas of sustainability, health & wellness, equality & diversity, job creation and upskilling with one of the best higher education ecosystems in the world.

To accommodate the number landmark opportunities, Montreal and McGill University require a higher learning institution that can integrate teaching, facilities and cross-disciplinary research programs, as well as the local and global retail connections to catalyze Canada's leading omnichannel, retail capacity-building and knowledge creation hub.

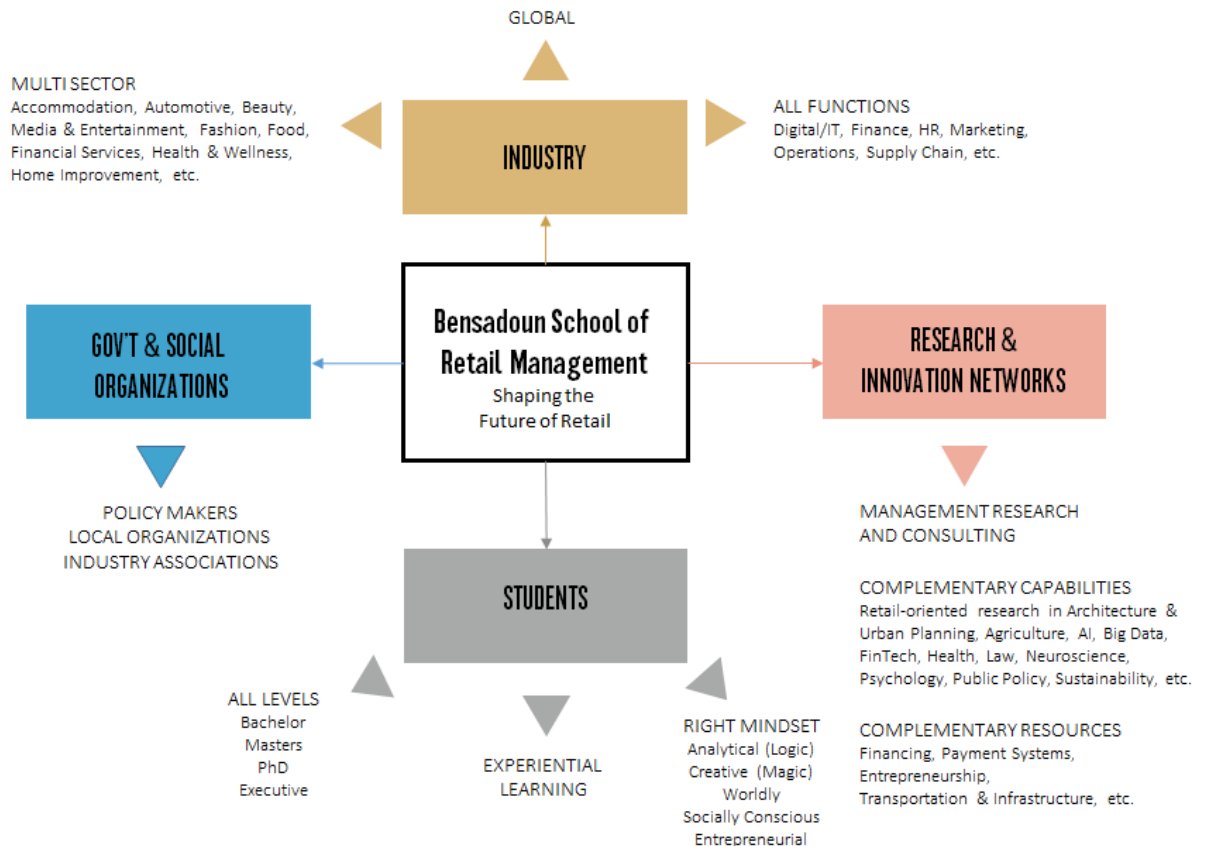
Therefore, the BSRM's commitment is to provide Montreal and the world with globally competitive retail expertise and develop the talent, research and foresight necessary for Canada's entrepreneurs, SME's and global retailers to become and remain successful. Also, by working together with the McGill and Montreal communities, the BSRM can play a leading role in ensuring that the retail industry innovates in ways that both create jobs and businesses and promote sustainable consumption and healthier societies.

### **3. What will the BSRM look like?**

#### **3.1 BSRM Stakeholders**

The Bensadoun School serves a variety of stakeholders beyond the Faculty of Management and the traditional retail industries like fashion and beauty. As shown in the diagram below, the key BSRM stakeholders will include:

- The Retail industry worldwide covering all sectors in an omnichannel distribution environment and all managerial functions,
- A research and innovation network across all faculties and research areas affecting retail (Agriculture, AI, Big Data, Neuroscience, Psychology, Sustainability, etc.)
- Government & social organizations who are focused on the grand challenges and seeing how they affect retail and its impact on the economy – job creation and right skilling, the role of retail in urban and rural development, health & wellness, global trade, etc.
- Students who will be offered degrees at all levels in a highly experiential learning environment. Our goal is not only to prepare our students for today's retail landscape, but also to develop the agility, the curiosity and the openness to lead retail well into the future.



While each stakeholder has unique needs and derives a specific value from the Bensadoun School, they are united by a common frame of reference. The Bensadoun School serves globally-minded citizens who are driven by deep personal integrity, empathy and responsibility to the business, social and academic communities of which they are an integral part. They have a restless ambition to improve the way the world works and the belief that boundless opportunity should generate universal benefit, all the while recognizing the importance of redefining and innovating in this industry.

The representation below reflects the relationships that the Executive is currently developing with local Government and Social Organizations.

**Canada**

- Minister of Innovation, Science and Economic Development
- Supercluster proposal – “AI-powered Supply Chain”

## Quebec

- Ministère de l'Économie, de la Science et de l'Innovation

## Montreal

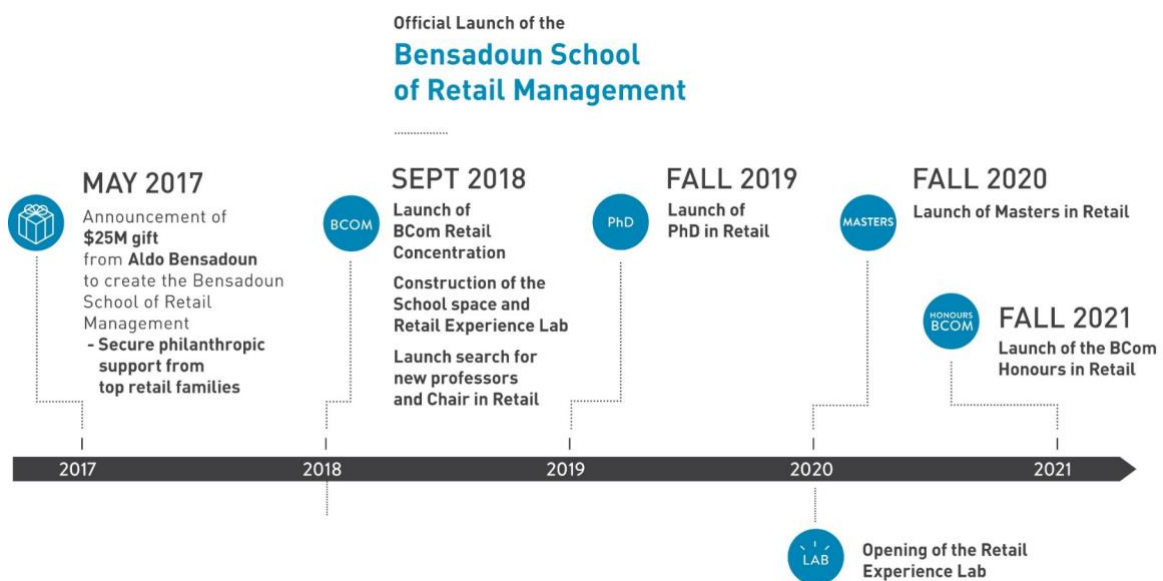
- Service du Développement Économique
- Quartier de l'innovation
- Le Pôle D'Innovation Commerce Intelligent et Technologies Expérientielles

## Industry bodies

- US –Research, Innovation & Sustainability Associate (RILA)
- Research Council of Canada
- Conseil Québec Commerce au Détail (CQCD)

### 3.2 Timeline

The formal launch of the School is planned for March 2018, with the Bachelor's concentration program starting in Fall 2018. **With ambitions to be the very best in the world**, the School will initially aim to serve 170 students per year by 2021 and house an active community of approximately nine full-time professors led by an Academic Director and a Chair in retail. A number of Affiliate Professors will also be added through time.



### 3.3 Teaching Programs

The Bensadoun School will be the only institute of higher learning where students can earn degrees in retail at all levels: Undergraduate, Masters and PhD, with PhD students supporting and working alongside a vibrant community of professors who research a range of issues that are pertinent to the retail industry globally. The new curriculum represents a remarkable opportunity for students who possess the right mindset and skillset.

#### Undergraduate Concentration in Retail Management

Students wishing to apply to the BSRM will first enter into the Bachelor of Commerce program. They will complete their UO/U1 year in General Management and then gain access to the Retail Concentration or Retail Honours program.

#### Proposed Retail Track



The Bachelor’s Concentration in Retail Management is a 15-credit program that will include **three required courses** and **two elective courses** from a suggested list of 8-10 courses, to be chosen from related disciplines such as data analytics, psychology, information systems and more. The concentration will include a **capstone experiential course** and a recommended **non-credit internship**. (Appendix 5)



For students interested in a retail career, it is recommend that they combine the Retail Management Concentration with:

- a) A related concentration to be more focused (e.g., Data Analytics, Marketing, Sustainability)
- and/or**
- b) A minor or a selection of classes taken outside the Faculty of Management to develop their creativity, curiosity and social awareness.

### **Honours in Retail**

The Honours in retail will be open to qualifying students entering their U2 year in the Bachelor of Commerce program, who will then undertake their retail program studies for the U2 and U3 years.

### **Masters and PhD in Retail**

Details of the Masters-level program and the application process for these students will be finalized sufficiently in advance in order to meet the timeline proposed above. Doctoral students will apply directly to the Bensadoun School of Retail Management and will work under professors affiliated with the School.

### **Executive Education**

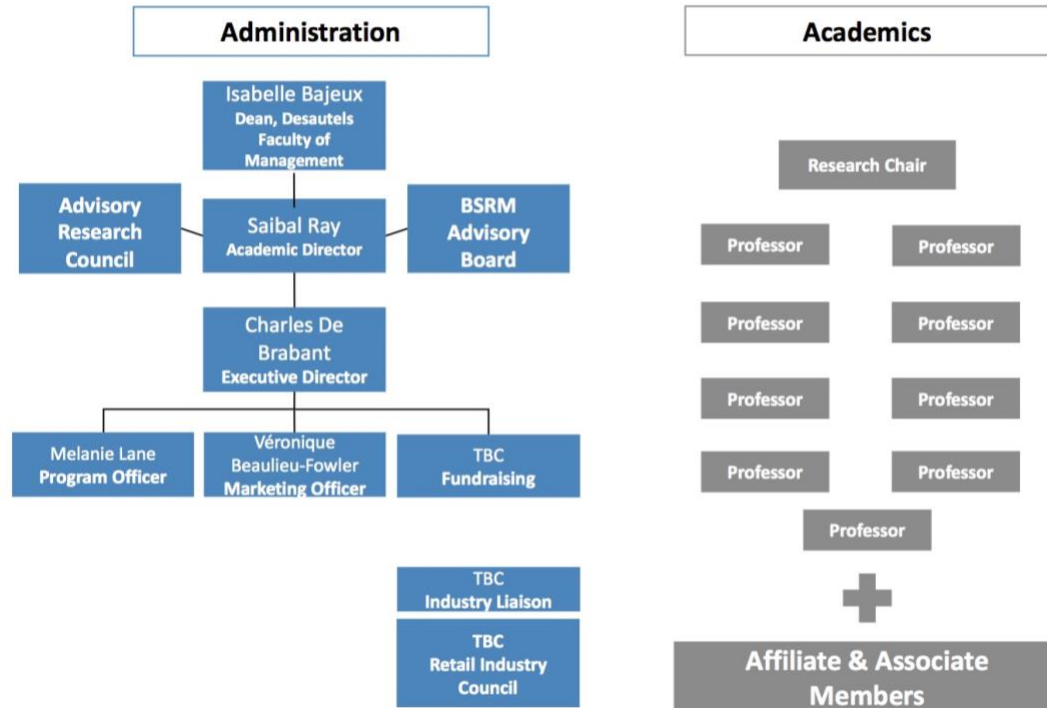
The School aims to develop an open enrolment executive education program focused on key issues affecting the retail industry and its future. The Executive Director of the BSRM will develop partnership with companies and relevant academic partners to design and implement customized learning initiatives in these areas:

- Data analytics
- Consumer behavior
- Integrating new technologies:  
VR/AR, mobile, voice and customer recognition, security and new payment systems
- Health & wellness
- Sustainability
- Retail operations
- Entrepreneurship

## 4. Operationalization

### 4.1 Staffing & Support

# Organization of the school



#### 4.1.1 BSRM's Relation to the Faculty

BSRM will operate as an area within the Desautels Faculty of Management with the Academic Director reporting to the Dean of the Faculty. For the hiring in the Retail School, there will be an inter-disciplinary committee that will be involved in the hiring process. Different Faculty areas will provide input regarding the shortlist of candidates to the inter-disciplinary Committee, especially if they have serious concerns about certain candidates. After the campus visits, the inter-disciplinary Committee will make a recommendation to Academic Committee about hiring with input from the area to which the candidate may be affiliated. From thereon, the process will take the form of a regular hire in the Faculty. A Retail School hire will have her/his primary affiliation with the cross-functional Retail Management area, but will also have a secondary affiliation with a functional area based on her/his expertise. Conversely, area members can choose to join the Retail School as **Affiliate Members**, whereby they will have their primary affiliation with the functional area and secondary affiliation with the

Retail Management area. Specific details for the secondary affiliation will be determined by area coordinators, the Academic Director of the School and the Vice-Dean of the Faculty. In other aspects, Retail Management area members will continue to be considered as other members of the Faculty.

**Associate member** status in the Retail School may also be extended to individuals outside of the Desautels Faculty of Management, both within McGill and beyond.

#### 4.1.2 BSRM Academic Director

Professor **Saibal Ray** leads the development of all aspect of the BSRM, including its academic curricula (BCom, Masters and PhD), collaborations with local and international industry partners and interdisciplinary partnerships with other Faculties and Schools, both at McGill and other universities. He is a professor of Operations Management at McGill and holds the Desautels Chair in Business Leadership.

#### 4.1.3 BSRM Executive Director

**Charles De Brabant** has joined Professor Ray to co-lead the School. He has extensive experience in retail in Europe, China and South East Asia. Charles holds a BCom from McGill and an MBA from Stanford Business School. Charles' focus will be on collaboration with local and international industry partners and leading the School's administration.

#### 4.1.4 University and Faculty Commitment to the Bensadoun School of Retail Management

Both the University and the Faculty will make its own significant commitment to the Bensadoun School of Retail Management in the form of four full-time equivalent academic positions for the School as well as administrative support in various forms. The first of the four positions is expected to be filled by fall 2018.

The BSRM will also benefit from the Desautels Faculty's core group of professors who are heavily involved in research and teaching related to retail management programming across the areas of marketing, supply chain management, strategy, finance, accounting, information systems, organizational behavior and staffing

related to administrative duties. The following list represents the recent Faculty Scholars that have received a Bensadoun Scholar Award.

- Mehmet Gumus, Associate Professor, Operations Management; Desautels Faculty Scholar; Academic Director, Management Science Research Center | BSRM Hiring Committee
- Yu Ma, Associate Professor of Marketing | BSRM Curriculum Team
- Kunsoo Han, Associate Professor, Information Systems | BSRM Hiring Committee, Curriculum Committee
- Demetrios Vakratsas, Associate Professor, Marketing | BSMR Hiring Committee

#### 4.1.5 BSRM Support Staff

Currently, the Executive Director is supported by a Marketing Officer and Program Officer, as well as a Philanthropic Advisor who is dedicated to raising philanthropic support for the BSRM. An industry liaison will be added to the team in 2018 to leverage the existing Faculty and University networks to support internships and job placement for BSRM graduates. The School will have access to the University's global alumni network of 250,000+, which includes over 25,000 alumni who have graduated from McGill's Desautels Faculty of Management.

#### 4.1.6 BSRM Advisory Board

The School will benefit from the guidance, advice and support of a 15-member advisory board that includes members from academia and industry. Their role will be to ensure that the School is well integrated with, supported by and relevant to the retail industry globally. (Appendix 6)

Membership is primarily local at present time, but further international and ROC appointments are anticipated with the ultimate goal of developing an advisory board with the right diversity and that aligns with our Vision to be the *world's premier school* dedicated to the future of retail

#### 4.1.7 Research Advisory Council

This council will provide input regarding the BSRM research agenda and furthering the interdisciplinary objectives of the School.

- Prof. Subhasis Ghoshal**, Faculty of Engineering, Director, Trottier Institute for Sustainability in Engineering and Design (TISED)
- Prof. Vihang Errunza**, Desautels Faculty of Management, Associate Dean - Research
- Prof. Laurette Dubé**, Desautels Faculty of Management, Director, McGill Centre for Convergence of Health and Economics (MCCHE)
- Prof. Salwa Karboune**, Faculty of Agricultural and Environmental Sciences, Associate Dean - Research
- Dr. David Buckeridge**, Faculty of Medicine, Department of Epidemiology, Biostatistics and Occupational Health McGill Clinical & Health Informatics Center
- Prof. Martin Bressani**, Faculty of Engineering, Director, Peter Fu McGill School of Architecture
- Dr. Alan Evans**, Faculty of Medicine, Montreal Neurological Institute (MNI), Director HBHL
- Prof. Genevieve Saumier**, Faculty of Law, Member of the Board of the *Office de la protection du consommateur*
- Prof. Doina Precup**, Faculty of Science, the McGill School of Computer Science & Google Deep Mind Lab

In order to access specific fields of excellence, additional consulting councils and ad hoc Committees will develop as the need arises. In the immediate future, the focus is on creating a Digital Council, Consulting Council, Tech Lab Council and Philanthropy Advisory Council over the next fiscal year.

#### 4.2 BSRM Physical Space

Located physically within the Bronfman Building, fronting on McTavish Street, north of Sherbrooke Street West, and comprising, at a minimum, ground floor space of approximately 6,700 sq.ft. for the retail lab and a second floor office space of approximately 1,400 sq. ft. The School will be uniquely positioned to advance retail management training and the retail field as a whole through interdisciplinary and experiential academic programming, training, research and the development of business ideas (thought leadership). Appendix 7

#### 4.3 Key Features of the Bensadoun School

The BSRM will feature a strong experiential component, which will serve to

complement and intersect with its robust academic curriculum. Experiential learning opportunities will be fostered through the BSRM teaching and retail experience lab, digital observatory and action-oriented research.

**Teaching and retail experience lab** will take the form of an omnichannel retail operation, offering merchandise (e.g., McGill branded items, food, healthcare products) in online and traditional settings. The lab will provide students under faculty supervision with opportunities to learn to manage at all levels of a retail operation, it will also link directly to the study of data and pricing analytics, efficacy of payment systems, consumer behavior and global value chain management and will provide data sets for research and courses. The lab will equally serve as a space for researchers to experiment with important aspects of consumer behavior in a live and unique lab space, including pop up store space for retail and entrepreneurs.

**Digital observatory** will track consumer trends and behavior across multiple markets and sectors of the retail industry, and will provide opportunities for data collection, collation, analysis and research.

**Partnerships with domestic and global retail industry** to provide international internships and international study opportunities for its students. Further areas of collaboration include case studies with the retail industry, global retail case competitions, course projects and guest speakers, applied research projects and executive learning.

The School will conduct multi-disciplinary research related to the present and future of retailing, including: brain & behavior; health & wellness; retail operations; retail technology and data analytics, entrepreneurship; circular design and sustainability.

## 5.0 Breakdown of Funding Needs

Thanks to a transformative commitment from Aldo Bensadoun (BCom '64) in the amount of \$25 million, the School has the necessary funding to support these areas:

# Budget and Funding Needs

<b>The School will allocate available funds to the following initiatives:</b>
<b>Faculty Scholars and Fellows in Retail</b>
<b>Endowed Chair</b>
<b>Program Development</b>
<b>HR &amp; Permanent Support</b>
<b>Fellowships, scholarships, bursaries, travel awards for undergraduates</b>
<b>Funding for outreach activities</b>
<b>Retail Lab and Renovations to Bronfman Building</b>

Over and above Aldo Bensadoun's generous contribution, McGill University and the Faculty are committed to securing the long-term future of the Bensadoun School of Retail Management by seeking additional philanthropy and sponsorship from individuals and corporations. Potential individual donors and corporations alike have shown a keen level of interest in the School and the numerous possibilities for collaboration.

## 5.1 Corporate Relations

The BSRM Executive team is currently building a platform for collaboration with retail business partners. Target retailers and associated companies were identified in different areas of retail at three levels of geographic reach - mostly

national, global Canadian companies and international players. Promising meetings have already taken place with companies like Alibaba, Canadian Tire, CGI, Google, L’Oréal, Lowe’s, Nespresso and Shopify. Ten areas of collaboration were proposed ranging from access to retail talent, to speaking opportunities, case studies, research & in-class projects and executive learning. Feedback about the School’s ambitions has been extremely positive and the overall indication is that these companies have a strong interest to partner with the School. These relationships are also expected to serve as the starting point for the BSRM industry network or Industry Council. A preliminary list of these partners has been identified to secure additional funding. (Appendix 8)

## Initial Focus of the School

	FASHION & BEAUTY	HEALTH & WELLNESS	FINANCIAL SERVICES
Technology (AI, Machine Learning, Data Analytics, IoT, BlockChain)			
Sustainability			
Consumer Neuroscience			

In addition to these funding opportunities, the University has committed to providing four full-time equivalent academic positions for the School. McGill and the BSRM will endeavor to work with provincial and federal governments in a similar manner to secure funding above and beyond that provided through philanthropy.



## **6. Conclusion**

The Bensadoun School of Retail Management is a unique opportunity for the University to build globally competitive retail expertise and provide the talent, research and foresight necessary for Canada's entrepreneurs, SMEs and global retailers to become and remain successful in an industry where "best practices" no longer apply.

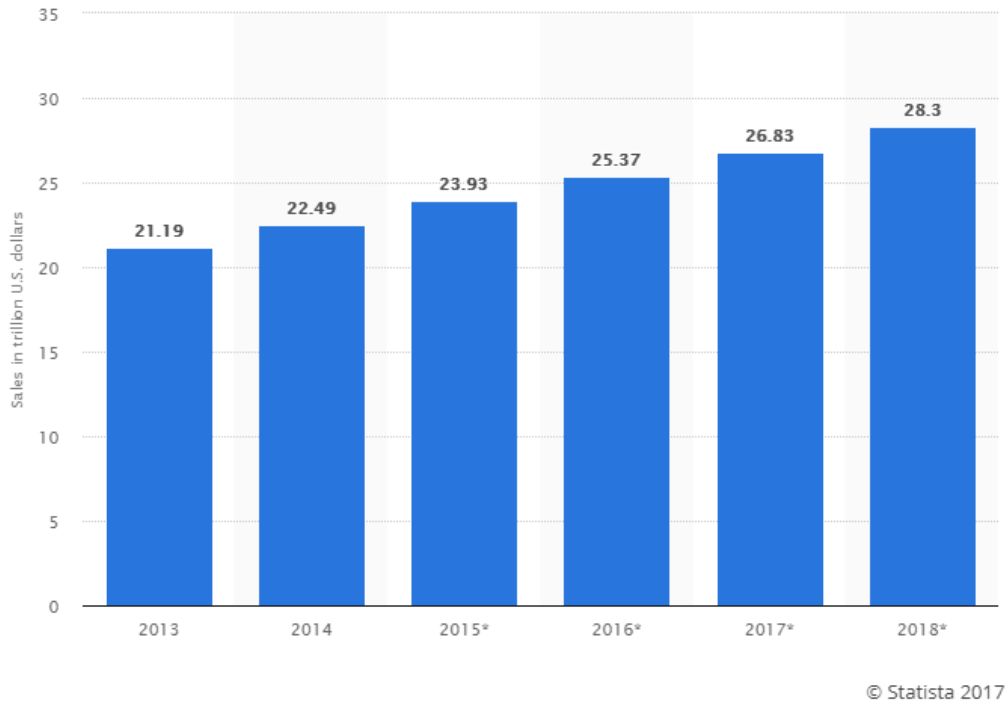
The Bensadoun School of Retail Management within McGill University's Desautels Faculty of Management and in close collaboration with other Faculties will ensure that program offerings have a truly global reach and provide an integrated, omnichannel approach to retail education and research innovation to address some of the most pressing grand challenges.

By doing this together, the aim is to ensure that the retail industry innovates in ways that create businesses and jobs, as well as promote sustainable consumption and healthier societies.

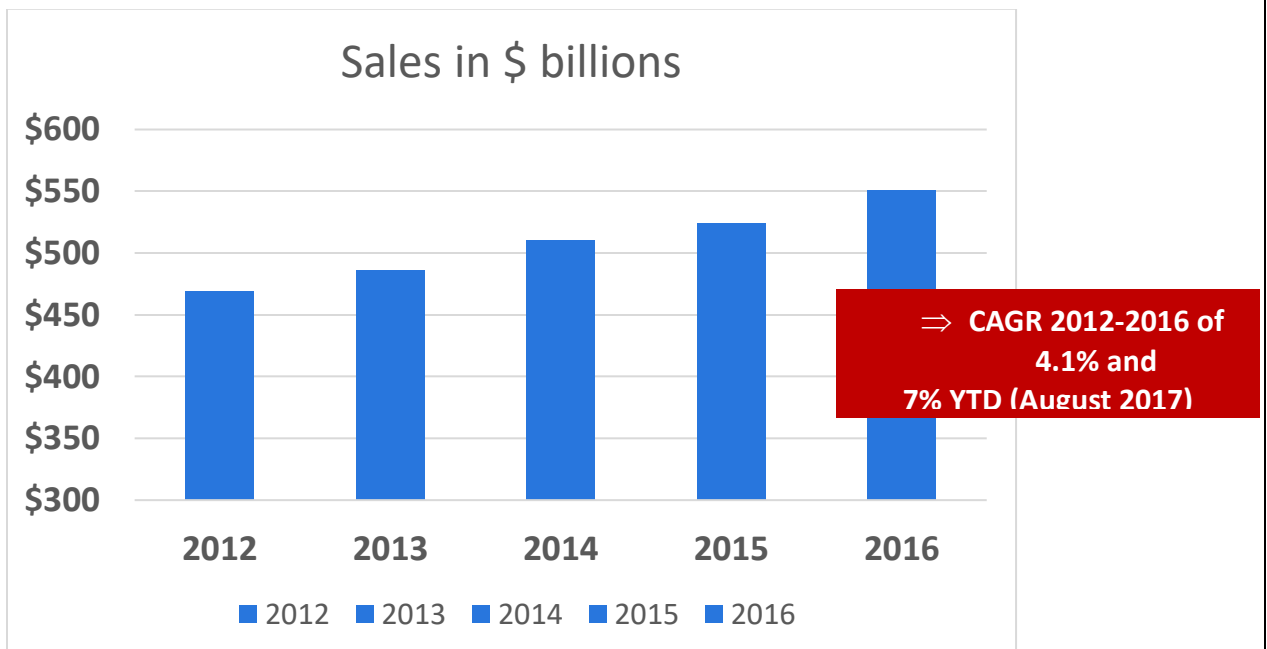
## Appendices

### Appendix 1

Total retail sales worldwide from 2013 to 2018 (in trillion U.S. dollars)



Retail is healthy and growing in Canada



Appendix 2

## Positioning



Appendix 3

### Influencing Factors for the Future of Retailing:

<p><b>DEMOGRAPHIC SHIFT</b></p> <p>Millennials are coming of age, while the baby boomers remain an important shopping block</p> 	<p><b>GLOBALIZATION</b></p> <p>Globalization has significantly lowered entry barrier and made it even more crucial for retailers to seek and maintain unique advantages</p> 	<p><b>CHANGING CONSUMER BEHAVIOR</b></p> <p>Price-sensitive, health conscious, demand for a personalized experience, oriented toward environmental sustainability, fast-changing habits</p> 	<p><b>TECHNOLOGY</b></p> <p>Data overload, balancing the omni-channel, mobile commerce, power to the "bottom of the pyramid"</p> 
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## Appendix 4

**Number of Students in Each Program (as specified in MOA)**

	F2018	F2019	F2020	F2021	F2022	F2023	F2024	F2025	F2026
BCom Concentration (2 year program)	20	45 (20+25)	55 (25+30)	65 (30+35)	75 (35+40)	80 (40+40)	80 (40+40)	80 (40+40)	80 (40+40)
Honours (2 year program)				20	45	50	50	50	50
Masters (1 year program)			20	25	30	30	30	30	30
PhD (5 year program)		2	4	7	7	7	7	7	7
<b>Total</b>	<b>20</b>	<b>47</b>	<b>79</b>	<b>117</b>	<b>157</b>	<b>167</b>	<b>167</b>	<b>167</b>	<b>167</b>

Appendix 5

**Bachelor of Commerce (B.Com.) - Concentration in Retail Management (15 Credits)**

The Retail Management concentration will combine business fundamentals together with real-time, experiential learning opportunities recognizing the growing complexity of the retail sector. Through interaction with the state-of-the-art Retail Innovation Lab, students will have the opportunity to learn firsthand about managing all levels of a retail operation using the latest technologies. The practical experience will link directly to the study of consumer behaviour, experiential marketing, omni-channel retailing, pricing analytics, efficacy of different payment systems, and global value chain management.

**Required Courses (9 credits)**

MRKT 459	(3)	Retail Management.
RETL 402	(3)	Innovations in Retailing.
RETL 407	(3)	Retail Management Project.

**Complementary Courses (6 credits)**

Selected from the following:

INDR 294	(3)	Introduction to Labour-Management Relations.
INSY 440	(3)	E-Business.
INSY 442	(3)	Business Intelligence and Data Analytics.
MGSC 403	(3)	Introduction to Logistics Management.
MGSC 431	(3)	Operations and Supply Chain Analysis.
MRKT 355	(3)	Services Marketing.
MRKT 451	(3)	Marketing Research.
MRKT 452	(3)	Consumer Behaviour.
MRKT 455	(3)	Sales Management.
ORGB 423	(3)	Human Resources Management.
RETL 434	(3)	Topics in Retail Management.

Appendix 6

## Advisory Board - confirmed to date



**Dr. Aldo Bensadoun,**  
**BCom'64, LLD'12**  
Ex-Officio Board Member  
Founder & Former President and  
CEO, ALDO Group



**Mr. Norman Jaskolka**  
Co-Chair  
Deputy Chairman, Aldo Group



**Marie-Josée Lamothe**  
Managing Director - Québec,  
Google



**Dr. Heather Munroe-Blum**  
Chair, CPPIB  
Principal Emerita, McGill University



**Mr. Greg David**  
CEO, GRI Capital



**Mr. Brian**  
**Fetherstonhaugh**  
CEO, OgilvyOne Worldwide



**Mr. Alain Bouchard**  
Executive Chairman,  
Alimentation Couche-Tard



**Dr. Isabelle**  
**Bajoux-Besnainou**  
Ex-Officio Board Member  
Dean, Desautels Faculty of  
Management



**Mr. Elliott Lifson**  
Vice Chair, Peerless Clothing



**Dr. Saibal Ray**  
Ex-Officio Board Member  
Academic Director, BSRM

Appendix 7



Appendix 8

Retail Business Partners on the Horizon

	NATIONAL	GLOBAL CANADIAN PLAYERS	GLOBAL
FASHION & BEAUTY	GRUPE DYNAMITE	ALDO	L'OREAL Inditex/H&M Apparel & Co
HEALTH, WELLNESS & FOOD	SOBEYS Loblaws Metro Good Food Lufa Farm ☑	Lululemon	NESPRESSO Watson's Nike/Adidas Aldi/Lidl McKesson
GENERAL MERCHANDISE, VALUE RETAILERS	CANADIAN TIRE Dollarama	Couche Tard	Walmart
E-COMMERCE	Frank & Oak	SENSE	Alibaba Amazon
FINANCIAL SERVICES	INTERAC Drop	RBC TD BMO Scotiabank	Goldman Sachs HSBC
CONSULTING			Pwc, Deloitte McKinsey, BCG, Bain
TECHNOLOGY & INNOVATION	QUARTIER DE L'INNOVATION	CGI Shopify Lightspeed Moment Factory	GOOGLE Tcs SAP INTEL Facebook