Nudges, Winks & Smiles: Designing Data-led Recommendation, Promotion and Loyalty
Michael Schrage
Research Fellow, MIT Initiative on the Digital Economy, MIT Sloan School of Management

Michael Schrage is a research fellow with MIT Sloan School's Initiative on the Digital Economy. His research, writing, and advisory work focus on the 'behavioral economics' of models, experiments, and metrics as platforms for transforming customer lifetime value creation. In addition to his teaching and consulting, he is the author of 'The Innovator’s Hypothesis' [MIT Press 2014], 'Who Do You Want Your Customers To Become?' [Harvard Business Review Press 2012] and ‘Serious Play’ [Harvard Business Review Press 2000]. ‘Recommendation Engines,’ his latest book, was published in September 2020 by MIT Press.

Michael's current research explores the future of KPIs, ‘performance management’ dashboards, and machine learning - in collaboration with Google, McKinsey, Cognizant, Deloitte, and the Sloan Management Review - paying special attention to how smarter metrics influence leadership style and substance. Other research examines the interplay of ‘network effects’ with human capital innovation. Schrage’s pioneering work in ‘selvesware’ highlights the future of agency as digital media augment aspects, attributes, and talents of productive individuals. He is an angel investor and advisor to several start-ups in these digital spaces.

View full bio

Digital capabilities have completely transformed the economics and opportunities for shopper touchpoints and customer experience. The Covid pandemic makes clear that legacy analytics and shopper insights require more than a refresh. Drawing upon research in shopper analytics, network effects, behavioral economics and KPIs, this brief talk will outline an innovation framework for retailers rethinking their digital investment strategies.
At the dawn of retail’s Digital Age, as online sales took off, traditional stores viewed ecommerce as a threat, and made unforced errors in an effort to compete. Customers turned away, and some of the most venerable brands in retail filed for bankruptcy. In 2019, brick-and-mortar (B&M) retailers appeared to finally turn a corner, with a 1.4% increase in sales during the holiday season. However, soon afterwards, the pandemic hit, again forcing a major shift to online sales.

Provided that B&M retailers can ride out the COVID crisis, they could emerge even stronger by learning from mistakes made in the initial days of online retail disruption. This webinar will explore the paths towards this goal. By maintaining laser focus on the customer experience rather than price discounts, and treating the online channel as a friend rather than foe, B&M could regain its footing and thrive as an integral part of retail’s future.
The (R)evolution in Retailing and its implications for Real Estate
William Wheaton
Professor, Center for Real Estate

A member of the MIT faculty since 1972, Professor Wheaton helped to develop the field of urban economics by pioneering the theory of how land, location, and housing markets jointly operate. He also specializes in the problems of urban infrastructure and local government finance. He has written numerous articles in scholarly journals throughout the world, and is a co-author of Urban Economics and Real Estate Markets, the first textbook to cover both real estate applications and economics. William Wheaton is a Professor holding a joint appointment in the Departments of Economics and Center for Real Estate. An authority on regional economics, Professor Wheaton is a principal in a consulting firm that provides market analyses for development companies active in the market for commercial space. In the last few years, Professor Wheaton has been actively applying economic research to the real estate industry. He helped organize the MIT Center for Real Estate, and teaches the program’s core course in Real Estate Economics. He was the first economist to apply econometric methods to the forecasting of real estate markets, and is a principal in Torto Wheaton Research, a globally-recognized real estate consulting firm that works with the real estate industry to better understand the fluctuations and trends of the market. Professor Wheaton received a B.A. in Economics from Princeton University, and a Ph.D. from the University of Pennsylvania. Over the years he has worked with many US governmental agencies, as well as the World Bank and the United Nations. Closer to home, he has been a member of the planning commissions in each of the several towns where he has lived.

William Wheaton video time stamp starts at 1.27

The distribution channel represents the sector of an economy that gets producer goods into the hands of consumers. This sector has been undergoing an evolution for the last 150 years from store districts to department stores to malls and now Ecommerce. Driven by technology, the transition to using Ecommerce for purchasing goods results from some fundamental economic advantages. Covid-19 may turn this evolution into a revolution.

Opportunities in Retail Real Estate; Re-position, Re-purpose, Re-imagine
Jen Cooke
Lecturer, MIT Center for Real Estate

Ms. Cooke is an accomplished real estate professional with over 25 years of experience in Corporate Real Estate, Real Estate Development, and Entrepreneurship. She has a broad-based background within the industry including asset and portfolio management, market research, capital markets, financial and development analysis. Jennifer began her career directing the corporate real estate operations for Fortune 500 companies. In 2001 she left Corporate America to become a real estate entrepreneur and has developed and owns a significant portfolio of privately held commercial real estate. Her firm, F.H. French Company, is a full-service real estate firm offering services including the acquisition and development of commercial properties, asset management, commercial brokerage, consulting, construction management and valuation services.

Jen Cooke received her B.S from Boston University, an MBA and an MS in Real Estate from Massachusetts Institute of Technology. She is a member of the faculty of MIT’s Center for Real Estate.

Jen’s interest and research focus in the areas of emerging real estate ventures, structuring, and product types as well as private/partnerships.

Jen Cooke video time stamp starts at 24.44

Retail is the most public facing and quickly evolving of all traditional real estate product types (Residential, Office, Industrial). This was true even before E-Commerce began transforming the space 20-years ago with new methods of delivering goods and services. However, with all paradigm shifts within the market place, great possibilities arise. The underlying real estate of brick and mortar stores can be re-purposed and re-imagined to meet the needs of today’s consumers and provide unique opportunities for real estate investors and developers.