

**MKT 648 ACE**  
**MARKETING CHANNEL STRATEGY & B2B2C**  
**FALL 2019**

**Professor Sandy Jap**  
**GBS 519 | P 404-727-6386**  
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**Mon/Tues/Wed 630p-10, Sat 9a-830p GBS 204**  
Offc hours before/after class and by appt at  
<http://calendly.com/siap>

**TA: Sumedha Jani [sumedha.jani@emory.edu](mailto:sumedha.jani@emory.edu) EvMBA 2021**

This class is for individuals who currently work in or are targeting jobs in consulting and strategy, industrial sales and buying, marketing management, and business development.

### **Overview**

Most students learn that marketing is about the development of goods and services; however, this viewpoint sells the marketing function short. One critical component of value creation for customers that is often overlooked is *how customers want to buy*. The ability to make its products and services available to customers **at the right place and time** is a key source of explosive value and the purview of marketing channel strategy.

We will unpack “the black box” of organizational channels, distribution and retailers that create the routes to market between the firm and its end user or customers. In this course, you will learn how to capture and leverage this value through the careful selection of channel partners, the application of appropriate incentives and pricing agreements, the design and management of multiple channels. Topics include but are not limited to the following:

1. How to design and redesign routes to market
2. How to select and incentivize partners
3. How to structure and manage business partnerships for maximum returns
4. How to manage multiple online and offline channels

We will discuss how these ideas extend to and should be applied to social business channels in emerging economies. In doing so, the goal is to provide you with the relevant frameworks, tools, and processes for more effective management of these areas, including the advantages, limitations, common uses and some best practice examples. This is accomplished through case studies, lectures, a simulation, and guest speakers.

You will also have the opportunity to observe, apply, and experience channel management dilemmas “in the wild” via a unique simulation, called the *Fundamentals of Channel Management* (FunCM). This simulation will require you to act as entrepreneurs, competing as either distributors or suppliers. You will need to negotiate and execute sourcing agreements, draft contracts, make investments, and jointly manage the business over four quarters.

## Materials

Required book: *A Field Guide to Channel Strategy: Building Routes to Market* by Anne T. Coughlan and Sandy D. Jap, 2016. Available for purchase at <https://www.createspace.com/6703336>; the Emory bookstore will have a few copies available as well. There is also a course pack of the copyrighted case materials to be purchased at study.net.

Please note that ALL of the course communications, exercises, and assignments can be found in their respective module folders in Canvas (apps are also available). Canvas can be configured to notify you in the event that new materials or announcements are posted to the site and to remind you of upcoming assignment deadlines. Your graded papers and scores over the course of the semester can also be viewed in Canvas. Every class session will be recorded and available to you in Canvas, in case you miss a session or would like to review any part of a class.

Each individual will be required to purchase a simulation license (\$50) for the Fundamental of Channel Management simulation from Innovative Learning Solutions. Any attempt to share a single license among multiple students or teams will constitute a theft of their intellectual property and be viewed as a violation of the GBS honor code. This semester's game ID is **04511-00019-22414** and our game is listed as **SJap-MKT 648 ACE F19**.

Go to <https://game.ilsworld.com/marketplace-live/> to purchase a license and begin the process. The game creators are extremely responsive to customers; feel free to email them at [support@ilsworld.com](mailto:support@ilsworld.com) or call them at 1-865-522-1946 with your questions about the interface throughout the simulation experience.

## Organization

The emphasis of the course is on class discussions and application of key principles, frameworks, and issues necessary for situation analysis and concept integration. There will be an emphasis in class on *applying* the readings and concepts as well as *analyzing* business problems, so it is imperative that you come to class prepared having completed the relevant exercises and case write-ups. Class participation is not only expected, it is required. *There will be an attempt to encourage every individual to speak at some point during the class session.*

While your presence in class is a necessary condition for successful performance, it is not a sufficient guarantee for receiving a satisfactory class participation score. Please be aware that *more than one class absence (in the ACE format, one class constitutes two 75-minute sessions or a 3-hour block) for any reason will lead to a lower grade level for the course.* Also, be aware that if you are not present in class or participate in an online discussion, you cannot receive class participation credit.

Because of the compressed nature of the ACE class format, many lectures and exercises are online so that you can complete them in advance of our meeting. This will be necessary for us to cover the breadth of topics that we will complete in a single weekend and meet the new guidelines of 37.5 contact hours. You will find a list of readings, videos, and exercises that should be done before we meet. These materials are necessary for bringing everyone up to speed on basic concepts and definitions. Accordingly, the normal 75-minute face-to-face sessions will be shortened to reflect the lecture and exercise time completed via video. Please note that the regular homework load (approximately 2 hours for every 1 hour face-to-face), is *not* deducted from our in-person time.

***Need to meet in person or chat by phone or video?*** I am available to meet throughout the course of the semester; in addition to my office hours, feel to set up a time at your convenience to meet in person, by phone, or virtually. You can see my availability and choose a meeting time at <http://calendly.com/sjap>

### Grading

In this subject, as in all subjects at Goizueta, the goal is to help you learn the material so that you can become a better manager. There are many ways to succeed in this course, so please do not become overly focused on the grade. There will be no final exam in this course. Student grades will be reflected according to the EvMBA grading policy:

<https://community.bus.emory.edu/program/evmba/Policies/Pages/Grading-Policy.aspx>

The components of your final grade will be weighted as follows:

<b>GRADING COMPONENT</b>	<b>% WEIGHT</b>
PreClass online exercises and class exercises (channel benefit audit, friend or foe survey, chapter quizzes)	25
Case Writeups (teams of 2-4)	20
FunCM simulation (teams of 5)	20
Class participation and online discussions	20
Summary application	15
<b>TOTAL</b>	<b>100</b>

The process of assigning grades involves a great deal of care and deliberation. If you feel that there has been an error in the calculation of your grade or it is not commensurate with your response, you can submit it for re-grading up to two weeks of having received your grade along with a written statement of your concerns. Be aware that a re-grade can lead to a higher or lower revised grade. I will strive to ensure that students are treated consistently – in other words, I will never give a student any preferential treatment over another. **Late assignments will receive at most half credit.**

**Class exercises.** Two classes will require you to complete a benefit audit and a friend or foe survey in advance of our session. These inputs will be used in the session discussion and the benefit audit and friend or foe grade will be solely based on the completion of these assignments (0=incomplete and 1=complete). *The schedule below will govern this semester and override any specific dates and times mentioned in the videos.*

**Pre-class online exercises.** The pre-class exercises involve applications of the lectured content, with a goal of making it useful for the firm that you currently work for or channel situations that you might be aware of. These exercises take approximately 10 minutes to complete and will be submitted directly into Canvas. These activities must be completed before the start of the class time on a meeting day. For example, evening classes start at 630p, so any work deliverable associated for that course session will be due at 630p, even though we may not actually get to the session until 730p that evening. Any work turned in after the start of the class session will be treated as late.

Since exposure to examples from a wide range of industries and contexts can deep your understanding of key channel concepts, you will be asked to conduct Additional Example Analyses throughout the course in which you will need to assess the answers from two classmates and provide feedback on their responses. These peer review scores will be averaged and included in their final exercise score.

**Cases.** Each case has been carefully selected to be the best at highlighting the basic economic principles underlying a strategic issue while demonstrating the challenges, hidden pitfalls and trade-offs in making decisions. Please do not obsess over the age of the case – the challenges in strategic decision-making are timeless and the lessons are just important today as when the case was written. This is why school kids still read Shakespeare, written centuries ago in a distant land with aristocracies that no longer exist. Additionally, with business case studies, it is sometimes important for some time to have passed, so that we can understand the long-term consequences of the decisions made in the case.

Case write-ups should be done in teams of 2-4 individuals of your choosing; sign up your team members in the “People” section on the left hand menu in Canvas. Only one write-up needs to be submitted per team. The specific questions for the write-up are located in the corresponding session module. Each write-up contains 3-4 case questions for which your total responses should not exceed one page in length. Be as thorough as possible and try to use all the data, class concepts and learning to support your reasoning. Feel free to bring a copy of your work to refer to in the class discussion.

**Class participation.** Class discussion is critical to understanding channel strategy because there is rarely one right/wrong answer; instead, most business options involve an assessment of the tradeoffs to be made and this can rarely be fully generated on one’s own. Thus, there is much to learn from alternative viewpoints and further consideration. Accordingly, your contribution to each class session will be based on the (1) quality (and balanced quantity) of responses to case/discussion questions and (2) thoughtful responses/follow-ups to a point made by your

classmates (including alternate points of view). I will be looking for evidence that you have read, thought about, and applied the concepts and tools from class and the readings. Please note that it is possible to fail this portion of the course if you have never or rarely contributed to class discussion.

I cannot give you credit for class participation unless I know your name and can mentally connect your comments with your name and face. It is therefore in your best interests to display a name card at every class meeting in large, clearly legible letters. Since my goal in class will be 100% participation, I may give priority to students who have not been frequent contributors to prior class discussions.

You will also have class participation opportunities in online discussions in Canvas. These discussions will center on the challenges of distributing through Amazon, a growing problem in the past few years and top-of-mind for most firms these days. The rules for online discussion engagement and class participation credit will be posted in Canvas, but follow closely to the guidelines for face-to-face class participation. Online discussions are simply another variant in how we learn and done well, can lead to greater discussion quality, deeper insights, and broader participation than anything we could have achieved face-to-face.

**Teamwork.** You will be asked to form a team for the case write-ups and the FunCM simulation. For the case write-ups, two to four individuals are acceptable in order to facilitate coordination between members. The simulation game will involve teams of five individuals. On teamwork assignments, all members will receive the same grade. I also reserve the right to ask for individual contribution assessments if needed.

**Summary application.** There will be one summary presentation for the course which involves your application of course material to a specific problem in your firm. This project will consist of an 8 minute video of you explaining the situation in your firm and demonstrating how the frameworks and concepts that we cover can frame the potential options and your prioritization of which to pursue first. The specifics for this deliverable and the grading rubric are located in the Summary Application module in Canvas. *This application will be due by midnight on September 10.*

## **Expectations**

It is your responsibility to keep up with daily happenings regarding handouts, updates, and critical course announcements. Session handouts will be available in Canvas at the start of class; the slides are a guideline for discussion, and in the spirit of continuous improvement, are subject to change. If you miss a class, make sure you get annotations from a classmate; you may also view the video replays (the link to this is in the Echo ALP tab on the left hand menu).

We will hear from executives and organizations who will share with us their activities and history for case study. **It is critically important that you do not photograph, distribute, video,**

**or make the content or context of these external discussions available for public consumption.** The materials are privileged to our class and for the purpose of learning; please have the consideration to respect the firms' privacy and confidentiality concerns.

The school enforces a strict honor code and there will be **zero tolerance** for violations of the code in this class. It is a violation of the honor code to: (a) give or receive unauthorized assistance on an assignment or project, and (b) have knowledge of someone else's violation and not report it.

Finally, as a courtesy to your classmates, please minimize entering and exiting the room when we are in session. If you need to leave early, please sit at the end of the row so you can leave with minimal disruption. Please remember to turn your phones back on upon leaving the room.

### **Professor Bio**

@SandyJap Website: <http://sandyjap.com>

Sandy Jap is the author of *Partnering with the Frenemy*, a book on the dark side of business relationships and *A Field Guide to Channel Strategy*, a how-to book on going to market strategy. She is the Sarah Beth Brown endowed Professor of Marketing at the Goizueta Business School at Emory University and has published widely across the top academic journals in marketing and management science. In 2010 she co-launched the Marketing Analytics Center, and is a former faculty member at the MIT Sloan School of Management and the Wharton School. She is an expert on business-to-business management, channels of distribution, and go-to-market strategies. She is currently a co-editor at *Marketing Letters*. In 2016, she received a Lifetime Achievement Award from the American Marketing Association (AMA) Interorganizational Special Interest Group (IOSIG) for her long-term contributions and service to the academy and profession as well as her sustained record of research excellence. She was also named a fellow at the Institute for the Study of Business Markets (ISBM) at the Pennsylvania State University and the Direct Selling Education Foundation (DSEF).

## SESSION TOPICS AND DELIVERABLES

As of 8/4/2019

Please be aware that this list is subject to change

The best way to tackle the content is to watch the videos and do the exercises as an introduction to key concepts. Then read the book chapter for more depth and be prepared for a quiz at the start of class. Specific deliverables for each session can be found in each session's module folder and are due at the start of that class session. *The schedule below will govern this semester and override any specific dates and times mentioned in the videos.*

#	DATE AND TIME	TOPIC
<b>CHANNEL STRATEGY AND VALUE CREATION</b> <b>Channel Benefits Demanded</b>		
<b>1</b>	<b>Mon 8/12</b> <b>630-10p</b>	<p><b>Please be sure to bring your nameplate to class and complete a student profile form in Canvas!</b></p> <p><b>Introduction</b> Watch Introduction videos (1, 2) then complete "Solving a World Health Problem" exercise in Canvas. Finish off with videos 3-6. Read Preface and Chapter 1 and be prepared for a one-question pulse check in class</p>
<b>2</b>		<p><b>Explosive Channel Value</b> Watch Creating Channel Value videos (1-3) and then complete "Channel Strategy" exercise in Canvas Reach Chapter 2, pulse check in class</p>
<b>3</b>		<p><b>Channel Benefits</b> Watch Channel Benefits video 1 and then complete "Channel Benefits - 1" exercise Watch Channel Benefits video 2 and then complete "Channel Benefits - 2" exercise Read Chapter 3, pulse check in class</p>
<b>4</b>	<b>Wed 8/14</b> <b>630-10p</b>	<p><b>Channel Benefits Audit</b> Complete Channel Benefit Audit exercise in Canvas - this will involve a same product purchase at two different retail outlets, so get out and shop! Read Chapter 4, pulse check in class</p>

#	DATE AND TIME	TOPIC
<b>CHANNEL STRATEGY AND VALUE CREATION</b> <b>Channel Functions Supplied</b>		
5		<b>Channel Functions</b> Watch Channel Functions videos (1,2) and complete "Channel Functions 1" exercise Watch Channel Functions video 3 and complete "Channel Functions 2" exercise Read Chapter 5 and 6, pulse checks in class
6		<b>Cemex Case</b> Case write-up due at start of class
7		<b>Additional Example Analysis</b> Complete 2 peer reviews each of the following exercises: <ul style="list-style-type: none"> <li>• Solving a World Health Problem</li> <li>• Channel Strategy</li> <li>• Channel Benefits</li> <li>• Channel Functions</li> </ul> <b>Due midnight Friday 8/16</b>
8	<i>Sat 8/17 9a-830p</i>	<b>Guest Speaker</b> Ben Quigley, Director, In-Store Environment - Digital & Insights, <i>The Home Depot</i> Read bio in course session folder
9		<b>Optimal Channel Alignment</b> Watch Channel Alignment and the Optimal Offering videos and complete "Channel Offering" exercise in Canvas Read Chapter 7, in class pulse check
10		<b>Guest Speaker</b> Doug Todd, Marketing Director for Dow Polyurethanes-North America, <i>Dow Chemical</i> Read bio in course session folder
<b>DOING CHANNEL STRATEGY</b>		
11		<b>FunCM Kickoff</b> Read "Instructions for Starting the Simulation," "Getting to Know the Simulation Interface" and skim the "FunCM Gamebook." Watch Fundamentals of Channel Management videos (1-2) and complete the "FunCM Intro" exercise.



#	DATE AND TIME	TOPIC
12		<b>FunCM Q1</b> Watch pre-class video Q1 Q1 RFPs to suppliers are due at start of class Q1 decisions due end of class
13		<b>FunCM Q2</b> Complete pre-class video Q2 Q2 RFPs to suppliers are due at start of class Q2 decisions due by end of class
14		<b>FunCM Q3</b> Complete pre-class video Q3 Q3 RFPs are due by start of class Q3 decisions are due by end of class
15	<b>Mon 8/19</b> <b>630-10p</b>	This session will entail a field trip to the distillery of American Spirit Whiskey at 9 Armour Dr NE c, Atlanta, GA 30324 <b>Guest Speaker</b> Charlie Thompson, Co-Founder, <i>American Spirit Whiskey</i> Read bio in course session folder
16		<b>FunCM Q4</b> Q4 RFPs are due to suppliers at start of class Q4 decisions due by end of class
16.5		<b>Additional Example Analysis</b> Complete 2 peer reviews of the Channel Offering exercise <b>Due midnight Tues 8/20</b>
<b>MAKING IT WORK: RELATIONSHIPS AND INCENTIVES</b>		
17	<b>Wed 8/21</b> <b>630-10p</b>	<b>FunCM Wrapup</b> Final statements due by start of class
18		<b>Managing Channel Relationships</b> Watch Channel Relationships videos (1,2) and complete the "Managing Channel Relationships Exercise" Watch Channel Relationships video 3 and complete the "Friend or Foe" questionnaire at <a href="https://emory.qualtrics.com/jfe/form/SV_3qltFWQxc5ts0kt">https://emory.qualtrics.com/jfe/form/SV_3qltFWQxc5ts0kt</a> (results will be discussed in class). Read Chapters 11 and 12 and in class pulse checks

#	DATE AND TIME	TOPIC
<b>Sessions 19-22 will occur entirely online. The deadline for completing all four sessions will be Sun 8/25 at midnight</b>		
19		<b>Channel Pricing</b> Watch Pricing Conundrum videos and complete "Channel Pricing Questions" in between. Read Chapter 13, pulse check online
20		<b>The Strategic Skeptic</b> Watch the Strategic Skeptic videos and complete the Strategic Skeptic exercise. Read chapter 8, pulse check online
21		<b>The Ripple Rug Cat Scam Online Discussion</b> We will be interacting through the Canvas discussion board on the podcast topic of distributing through Amazon. Once the discussion has closed, a summary video of key learnings and takeaways will be made available.
22		<b>Winning the New Channel War Online Discussion</b> This session provides more depth regarding how to manage the challenges of distributing through Amazon. Watch the video and read the related working paper. Speaker bios are available in the module. We will be interacting through the Canvas discussion board.
23	<b>Mon 8/26 630-10p</b>	<b>Guest Speaker</b> Gordon Hester, founder, <i>Gordon Hester LLC</i> Read bio in course session folder
24		<b>Airline Ticket Sales Case</b> Watch the case videos at study.net Case question write-up due at start of class
24.5		<b>Additional Example Analysis</b> Complete 2 peer reviews of the following exercises: <ul style="list-style-type: none"> <li>• Channel Pricing</li> <li>• Strategic Skeptic</li> </ul> <b>Due midnight Tues 8/27</b>
<b>NEW MODELS AND ANALYTICS</b>		
25	<b>Tues 8/27 6-930p</b>	<b>Guest Speaker</b> David Judd, Vice-President of Sales Engineering and Mike Roush, Vice-President Enterprise Sales, <i>Inxeption</i> Bio in course session folder

#	DATE AND TIME	TOPIC
26		<p><b>Course Wrap-Up</b>            Watch Multichannel Management video and complete the “Multichannel Management” exercise</p>
		<p><b>Additional Example Analysis</b>            Complete 2 peer reviews each of the following exercises:</p> <ul style="list-style-type: none"> <li>• Multichannel Management</li> </ul> <p><b>Due midnight 9/1</b></p>
<p><b>Summary Application due in Canvas by 9/10 at midnight</b></p>		