

MKT 648 F19

MARKETING CHANNEL STRATEGY AND B2B2C

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This is the second core marketing class for executives in Goizueta's MEMBA program. It is ideal for individuals who currently work in or are targeting opportunities in consulting and strategy, industrial sales and buying, marketing management, entrepreneurship 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 thrive with and manage powerful partners

We also discuss how these ideas extend to and should be applied to social business channels in emerging economies and entrepreneurship (startup) environments. 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 and exercises, lectures, and guest lecturers.

MATERIALS

There are two required books for the course:

A Field Guide to Channel Strategy: Building Routes to Market by Anne T. Coughlan and Sandy D. Jap, 2016

Partnering with the Frenemy, by Sandy D. Jap, 2016.

All course communications and class materials can be found in the modules section of Canvas. All your assignments should be submitted for grading and once graded, will be returned to you via the Canvas site. Online discussions will also occur there.

ORGANIZATION

The emphasis of the course is on *class discussions and application* of key principles, frameworks, and issues necessary for analysis and concept integration. The most effective way to insure a great classroom experience is for every student to come to class prepared. This is why 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. I have created videos introducing you to key course concepts and application exercises online so that you can complete them during the pre-work period. Our residency time will focus on group discussion and interaction; class participation is not only expected, it is required. I am available to meet throughout the course of the semester; a link to my calendar will be posted in Canvas for you to set up any time to meet in person, by phone, or virtually.

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.

The MBA program's official grading policy mandates a grade distribution for core courses: Grades of "Distinction" be limited to 15%, and that grades of "High Performance" and "Distinction" in combination not exceed 50%. The appropriate average distribution for the LP grade would be 5-10%.

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

GRADING COMPONENT	% WEIGHT	INDIVIDUAL / TEAM
PreClass online exercises (includes benefit audit and friend or foe questionnaire) and Chapter pulse checks	25	I
Class participation	20	I
Case write-ups (core team assignment)	35	T
Channel Audit project (core team assignment)	20	T
TOTAL	100	

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, 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. Since assignments are graded on a forced curve, we need all work in on time (i.e., the start of the class session). **As such, late assignments will receive at most half credit.**

CONTENT

Pework videos and exercises. Pework videos and exercises overview the course content and should be submitted in Canvas before the start of their corresponding class session. The grade for the friend or foe questionnaire responses that you submit will be solely based on its completion (0=incomplete and 1=complete). Please disregard any statements in the videos regarding due dates and any schedule related matter. *The schedule below will govern this semester and override any specific dates and times mentioned in the videos.*

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 assess the answers from two classmates and provide feedback on their exercise examples. These peer review scores will be averaged and included in their final exercise score.

Book chapters. The book chapters are brief, but offer more depth on every topic discussed. Each chapter is followed by two multiple choice questions or “pulse check” to be completed prior to class.

Case write-ups. 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.

There will be a number of discussions, each of which will require a one-page case write-up in the team that was assigned by the program office. Simply answer the questions in order, being as thorough as possible, using data, class concepts and learning to support your reasoning.

Class participation. Your participation assessment 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. Class participation is not possible if you are not present – please note that attendance, even during a Zoom session, is mandatory.

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 nature of 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 need to work with your core class teams for the case write-ups. All team members will receive the same grade and I reserve the right to ask for individual contribution assessments if needed. If you have difficulties working with your team members, there is an optional team member evaluation form available in the last module on the channel audit. If I do not receive a completed form over the course of the semester, I will assume that all members have contributed equally to the team effort.

Channel Audit. A major course product is the channel audit. This is where all the frameworks and concepts that you have learned over the course of the semester culminates to form a useful tool and resource for channel change and improvement in your firm. This team project should be completed with respect to a specific company that the team chooses, likely one that a team member currently works for as it will require in depth access to data. This project consists of two parts, a spreadsheet and an executive summary that explains the analysis. Copies of past channel audits that have received top scores will be available for review in Canvas. All submitted work is proprietary and will not be shared with individuals outside your team without your express permission.

EXPECTATIONS

It is your responsibility to keep up with daily happenings in regard to handouts, updates, and critical course announcements. Class slides will be made available in Canvas at the start of the session. If you miss a class, make sure you get annotations from a classmate. The slides are a guideline for discussion, and in the spirit of continuous improvement, are subject to change. Attendance in Zoom sessions is mandatory. Please be sure to turn your cameras on during those times so as not to give the impression that you are logged in but not actually present 😞

Some modules contain past news articles and stories that illustrate key concepts in that session. These are optional reading and provide further examples of channel concepts.

The school enforces a strict honor code and there will be **zero tolerance** for violations. It is a violation 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 be on time for the start of class, minimize entering and exiting the room when we are in session and silence your cell phones. If you need to leave early, please sit at the end of the row so you can leave with minimal disruption.

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).

SCHEDULE OF DELIVERABLES

#	DATE	TOPIC	DO
<i>PREWORK PERIOD 8/11-28/19</i>			
<p>Note that the pre-work load has been divided across the two weeks as a suggestion for managing the work load. The ultimate due date for completing the pre-work deliverables will be the start of the corresponding residency class session. As an example, the INTRO deliverables will be due by 8a on August 29, while the Cemex case write-up will be due at 8a on August 31 and so on.</p>			
P1	8/11-18	INTRO	<p>Watch Introduction videos (1, 2, and Cola Road Video) and then complete "Solving a World Health Problem" exercise</p> <p>Read Preface and Chapter 1 of the <i>Field Guide</i> book and then complete pulse check.</p>
		EXPLOSIVE VALUE	<p>Watch Creating Channel Value videos (1-3) and then complete "Channel Strategy" exercise</p> <p>Read Chapter 2 and then complete pulse check</p>
		CHANNEL BENEFITS	<p>Watch Channel Benefits video 1 and then complete "Channel Benefits - 1" exercise. Watch Channel Benefits video 2 and then complete "Channel Benefits - 2" exercise</p> <p>Read Chapter 3 and then complete pulse check</p>
P2	8/18-28	AUDITING BENEFITS	<p>Complete Channel Benefit Audit exercise - this will involve a same product purchase at two different retail outlets, so get out and shop!</p> <p>Read Chapter 4 and then complete pulse check</p>
		CHANNEL FUNCTIONS	<p>Watch Channel Functions videos (1,2) and complete "Channel Functions 1 and 2" exercise</p> <p>Read Chapter 5 and 6 and then complete pulse checks</p>
		CEMEX CASE	<p>Complete the case write-up in your assigned teams for a core class</p>

#	DATE	TOPIC	DO
RESIDENCY 8/29-31			
CHANNEL STRATEGY AND VALUE CREATION: BENEFITS DEMANDED			
1	8/29	INTRO	
	8a-noon	EXPLOSIVE VALUE	
		CHANNEL BENEFITS	
2	8/31	CHANNEL BENEFITS	Channel Benefit Audit debrief
	8a-noon	AUDIT	
CHANNEL STRATEGY AND VALUE CREATION: FUNCTIONS SUPPLIED			
		CHANNEL FUNCTIONS	
		CEMEX CASE	
DISTANCE PERIOD 9/17-10/15			
3	9/17	ALIGNMENT AND OPTIMIZATION	Watch Channel Alignment and the Optimal Offering video and complete "Channel Offering" exercise. Live discussion will begin at 830pm. Zoom link is in the session module.
	8-10p		Read Chapter 7 and complete pulse check <u>prior</u> to the start of class.
4	9/24	GUEST SPEAKER	Doug Todd, Marketing Director for Dow Polyurethanes-North America, <i>Dow Chemical</i> Zoom link is in the session module.
	8-10p		Review Doug's bio prior to class
		ADDITIONAL EXAMPLE ANALYSIS DUE	Complete 1 peer review of the following exercises: <ul style="list-style-type: none"> • Channel Strategy • Channel Benefits Exercise 1 • Channel Functions • Channel Offering Due by midnight September 24
MAKING IT WORK: RELATIONSHIPS AND INCENTIVES			
5	10/1	PRICING	Watch Pricing Conundrum videos and complete "Channel Pricing Questions 1 and 2" exercises in between. Read Chapter 13 and complete pulse check. Due by midnight 10/1
	8-10p		

#	DATE	TOPIC	DO
6	10/8 8-10p	RIPPLE RUG CAT SCAM ONLINE DISCUSSION	In lieu of a live meeting, we will be interacting through the Canvas discussion board on the podcast topic of distributing through Amazon. This discussion will close on October 14 at midnight.
		ADDITIONAL EXAMPLE ANALYSIS	Complete 1 peer review of each of the following exercises: <ul style="list-style-type: none"> Pricing Questions 1 and 2 Due October 8 at midnight
7	10/15 8-10p	WINNING THE NEW CHANNEL WAR ONLINE DISCUSSION	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. In lieu of a live meeting, we will be interacting through the Canvas discussion board. This discussion will close on October 21 at midnight.

PREWORK PERIOD 10/16-11/9

P1	10/16- 10/27	AIRLINE TICKET SALES CASE	Complete the case write-up with your team. Chapter 10 (an optional read) might also be relevant.
		CALVIN KLEIN AND WARNACO	Work on Calvin Klein & Warnaco case write-up with teammates. Chapter 9 (an optional read) might also be relevant
P2	10/28- 11/9	MANAGING RELATIONSHIPS	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 https://emory.qualtrics.com/jfe/form/SV_3qltFWQxc5ts0kt (results will be discussed in class). Read Chapters 11 and 12 and complete pulse check for each.
		THE STRATEGIC SKEPTIC	Watch the Strategic Skeptic videos 1-4 and complete the Strategic Skeptic exercise. Read chapter 8 and complete the pulse check.
		MULTICHANNEL MANAGEMENT	Watch the Course Wrapup video on multichannel management and complete the "Multichannel Management" Exercise

#	DATE	TOPIC	DO
RESIDENCY 11/10-12			
8	11/10 8a-1230p	AIRLINE TICKET SALES CASE	Case discussion
		CALVIN KLEIN & WARNACO CASE	Case discussion
		GUEST SPEAKERS	Steven Goudy MEMBA19, Pediatrics ENT, <i>Children's Healthcare of Atlanta</i> Kallarin Mackey MEMBA19, Assistant VP of State Affairs, Emory University Susan Dichesere, VP of Client Development Account Management and Sales, United Healthcare Retiree Solutions Review bios prior to class
9	11/11 8a-1230p	MANAGING RELATIONSHIPS	Friend or Foe questionnaire debrief
		GUEST SPEAKER	Gordon Hester, Founder, <i>Gordon Hester, LLC</i> Review bio prior to class
		GUEST SPEAKER	Charlie Thompson, Co-Founder, <i>American Spirit Whiskey</i> Review bio prior to class
10	11/12 8a-1230p	THE STRATEGIC SKEPTIC	
NEW MODELS AND ANALYTICS			
		GUEST SPEAKERS	David Judd, VP Sales Engineering, <i>Inxeption</i> Mike Roush, VP Enterprise Sales, <i>Inxeption</i> Review bios prior to class
		MULTICHANNEL MANAGEMENT AND COURSE WRAPUP	
		CHANNEL AUDIT MEETINGS	Individual team meetings with me as needed to discuss your plan for the Channel Audit final project
		ADDITIONAL EXAMPLE ANALYSIS	Complete 1 peer review of each of the following exercises: <ul style="list-style-type: none"> • The Strategic Skeptic • Multichannel Management Due November 21 at midnight
	FINALS WEEK 11/17-24	CHANNEL AUDIT	Work with your team on the Channel Audit project Due midnight Nov 24