

MKT 648 ACE
MARKETING CHANNEL STRATEGY & B2B
SPRING 2019

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Tues/Thurs evenings, **Sun** 9a-5p
Offc hours before/after class and by appt

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 also 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.createpace.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 for your tablet and/or smartphone). 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 **04511-00018-55261** and our game is listed as SJap-MKT 648 S19 ACE. 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@islworld.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, you cannot receive class participation credit.

Because of the compressed nature of the ACE class format, a lot of in class lecture and applications 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. Accordingly, the normal 75-minute sessions will be shortened to reflect the lecture time completed via video.

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:

| GRADING COMPONENT | % WEIGHT |
|--|------------|
| 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 | 20 |
| Summary application | 15 |
| 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 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 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 are graded and must be completed before the start of class. Any work turned in after the start of the class session will be treated as late and can only receive at most, half credit.

Case questions. Your team will be expected to submit a case write-up in response to the specific questions online in Canvas prior to our class session. Feel free to bring a copy of your work to refer to in the class discussion. Each writeup contains 3-4 case questions for which your total responses should not exceed one page in length. Only one write-up needs to be submitted per

team, but be sure that every team member's name is on it. Be as thorough as possible and try to use all the data, class concepts and learning to support your reasoning.

Class participation. Class discussion is critical to understanding channel strategy. 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.

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 ease coordination among team 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 application for the course which involves the application of course material to a specific problem in your firm. This project will consist of an 8 minute video that of you explaining the situation in your firm and demonstrating how the frameworks and concepts that we cover can frame the potential options to your firm as well as your choice of which priority 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 Monday, January 21.*

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 12/10/2018

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.

| # | DATE AND TIME | TOPIC |
|--|---|---|
| CHANNEL STRATEGY AND VALUE CREATION Channel Benefits Demanded | | |
| 1 | <i>Thurs 12/27</i> <i>6-930p</i> | Introduction Watch Introduction videos (1, 2, and Cola Road Video) then complete "Solving a World Health Problem" exercise in Canvas. Read Preface and Chapter 1 and be prepared for a one-question quiz in class |
| 2 | | Explosive Channel Value Watch Creating Channel Value videos (1-3) and then complete "Channel Strategy" exercise in Canvas Reach Chapter 2, quiz in class |
| 3 | | Channel Benefits 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, quiz in class |
| 4 | <i>Sun 12/30</i> <i>9a-5p</i> | Channel Benefits Audit 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, quiz in class |
| Channel Functions Supplied | | |
| 5 | | Channel Functions 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, quizzes in class |
| 6 | | Cemex Case Case question write-up due at start of class |

| # | DATE AND TIME | TOPIC |
|-------------------------------|-----------------------------|--|
| 7 | | Optimal Channel Alignment Watch Channel Alignment and the Optimal Offering video and complete "Channel Offering" exercise in Canvas Read Chapter 7, in class quiz |
| 8 | | Guest Speaker Ed Buckley, Former President of Global Marketing, UPS Scan the bio prior to class |
| DOING CHANNEL STRATEGY | | |
| 9 | | FunCM Kickoff 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. |
| 10 | Thurs 1/3 6-930p | FunCM Q1 Watch pre-class video Q1 Q1 RFPs to suppliers are due at start of class Q1 decisions due end of class |
| 11 | | FunCM Q2 Complete pre-class video Q2 Q2 RFPs to suppliers are due at start of class Q2 decisions due by end of class |
| 12 | Sun 1/6 9a-5p | FunCM Q3 Complete pre-class video Q3 Q3 RFPs are due by start of class Q3 decisions are due by end of class |
| 13 | | FunCM Q4 Q4 RFPs are due to suppliers at start of class Q4 decisions due by end of class |
| 14 | | FunCM Wrapup Final statements due by start of Jan 8 class |
| 15 | | The Strategic Skeptic Watch the Strategic Skeptic videos 1-4 and complete the Strategic Skeptic exercise. Read chapter 8, in class quiz |
| 16 | Tues 1/8 6- 930p | Guest Speaker David Judd, Vice-President of Sales Engineering, Inception Bio in course session folder FunCM final statement due |
| 17 | | Guest Speaker Charlie Thompson, Co-Founder, American Spirit Whiskey Scan bio in course session folder |

| # | DATE AND TIME | TOPIC |
|--|---------------------------------|--|
| MAKING IT WORK: RELATIONSHIPS AND INCENTIVES | | |
| 18 | <i>Thurs 1/10 6-930p</i> | <i>Guest Speaker</i> Whitney Gibson, Partner, Vorys, Sater, Seymour and Pease Denise Hampton, Senior Director, Channel Strategy, Programs, Operations and Marketing, Zebra Technologies Scan bios in course session folder |
| 19 | | Channel Pricing Watch Pricing Conundrum videos (1-5) and complete "Channel Pricing Questions" in between Read Chapter 13, quiz in class |
| 20 | <i>Sun 1/13 9a-5p</i> | Airline Ticket Sales Case Watch the case videos Case question write-up due at start of class |
| 21 | | <i>Guest Speaker</i> Jennifer Davis, Marketing Executive/Amazon AWS Product Marketing Leader/Forbes Contributor Bio in course session folder |
| 22 | | Calvin Klein and Warnaco Case Case question write-up due at start of class |
| 23 | | Managing Channel 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 Read Chapters 11 and 12 and in class quizzes |
| 24 | | Course Wrap-Up Watch Multichannel Management video and complete the "Multichannel Management" exercise |
| Summary Application due in Canvas by 1/21 at midnight | | |