

BUS 648P ACE
MARKETING CHANNEL STRATEGY
SPRING 2017

Professor Sandy Jap
GBS 519 | P 404-727-6386
sandyjap.com, @SandyJap

Tues/Thurs evenings, **Sat & Sun** in 204
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> This link is also available on the left hand menu in Blackboard. Copies of the book are also available for purchase at the Emory bookstore.

There is also a course pack of copyrighted case materials available for our class at study.net: http://www.study.net/r_mat.asp?crs_id=30099405 This link is also available on the left hand menu in Blackboard.

Please note that ALL of the course communications and class materials can be found in their respective session folders on Emory's Blackboard server (apps are also available for your tablet and/or smartphone). The login is at: <https://classes.emory.edu/webapps/portal/frameset.jsp> Blackboard 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 Blackboard. Every class session will be recorded and available to you in Blackboard, in case you miss a session or would like to review any part of a class.

In order to receive a grade for your participation in the FunCM simulation, you will be required to purchase a simulation license (\$25) from Innovative Learning Solutions, the simulation provider. This semester's game ID will be **04511-00016-80738**. Please go to <http://https://game.ilsworld.com/marketplace-live/> to begin the process. Our game is listed under SJap-648P S17 ACE. 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. 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.

Course TA: Amy Clark, ACLAR31@EMORY.EDU

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. Additionally, because of the compressed nature of the ACE class format, I have had to move a lot of in class lecture and applications online so that you can complete them in advance of our meeting. This will be necessary in order for us to span the breadth of topics that we will complete in a single weekend. The implication of this approach is that our normal 75 minute sessions will be shortened accordingly. Our in-class time will always focus on group discussion and interaction. Class participation is not only expected, it is required.

Many channel issues are complex problems and there is rarely a single right answer. Instead, there are *better* answers and more *robust* options that are discovered via collaborative discussion together. Hence, the format of this course will be highly interactive and *there will be an attempt to encourage every individual to speak at some point during the class session*. You will be expected to take a point of view and be ready to defend it in the class discussion. 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.

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 (benefit audit, friend or foe survey, chapter quizzes)	20
Case Writeups (teams of 2-4)	20
FunCM simulation (teams of 4)	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.

Your grade will be a reflection of your demonstrated mastery of the material and nothing more. 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 your grade will be solely based on the completion of these assignments.

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 Blackboard. 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. We have tried to edit out all the deadline dates from past course offerings, but if you should run into one, it is generally safe to disregard. The deadlines for this semester are all listed in this syllabus; use this instead.

Case questions. We will be discussing Uber, Cemex, Calvin Klein & Warnaco. Your team will be expected to complete the case questions online in Blackboard prior to our class session. Feel free to bring a copy of your work to refer to in the class discussion. Typically, there are 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 of two to four individuals of your choice for the case write-ups and the FunCM simulation. For the case write-ups, two or three individuals are acceptable in order to ease coordinate among team members. However, 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 folder in Blackboard. *This application will be due by midnight on Sunday, January 15.*

Expectations

It is your responsibility to keep up with daily happenings in regard to handouts, updates, and critical course announcements. You can set up your notification in Blackboard so that you are emailed or reminded of critical upcoming events. I will distribute paper copies of slides in

class; these will typically be incomplete and the completed slides will be posted electronically after class is over. If you miss a class, make sure you get annotations from a classmate; you may also view the video replays (the link to this will be in Blackboard). The slides serve as a guideline for discussion, and in the spirit of continuous improvement, are subject to change. Do not be distressed if we do not discuss every slide during a class session.

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.

Professor Bio

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

Sandy Jap is currently Professor of Marketing. She is a co-founder of the Emory Marketing Analytics Center (MAC) and is an international expert in the management of partnering relationships and business-to-business issues. Her research centers on the development and management of interorganizational relationship and multichannel strategy as well as e-procurement activities involving industrial online, reverse auctions. She has developed algorithms for analyzing and forecasting bidding strategies related to effective auction design. Sandy has won numerous awards for her impact on the field and is currently developing decision support systems for multichannel sales and media management with a number of firms. Her research efforts have been conducted in a number of industries, including the aerospace, automotive, chemical, petroleum, high-tech and consumer product industries and the work has received significant attention from the academic community and the marketplace, including the *Wall Street Journal*, *CFO Magazine*, and *Harvard Business Review*. She is an editorial board member at leading marketing journals and her work appears in a variety of books. Prior to joining the Goizueta Business School, she served on the faculty at the Sloan School of Management at the Massachusetts Institute of Technology for six years and was a Visiting Associate Faculty member at the Wharton School at the University of Pennsylvania. She received her PhD from the University of Florida (Go Gators!), and enjoys life with her kids. Nutella, tennis and Cape Cod summers come in a very close second.

SESSION TOPICS AND DELIVERABLES

As of 12/6/2016

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 Blackboard folder

#	DATE AND TIME	TOPIC
CHANNEL STRATEGY AND VALUE CREATION Channel Benefits Demanded		
1	Sat 12/10 8a-530p	Introduction Watch Introduction videos (1, 2, and Cola Road Video) then complete "Solving a World Health Problem" exercise in BB. Read Preface and Chapter 1 and be prepared for a one-question quiz in class Watch Class Logistics and Deliverables video
2		Explosive Channel Value Watch Creating Channel Value videos (1-3) and then complete "Channel Strategy" exercise in BB 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		Guest Speaker – value creation Doug Todd, NAA Marketing Director, Dow Chemical
5		Uber Case Case question write-up due at start of class
6		Channel Benefits Audit Complete Channel Benefit Audit exercise in BB - this will involve a same product purchase at two different retail outlets, so get out and shop! Due by 8a on Sunday 12/11

Channel Functions Supplied		
		Please note that your FunCM team member names (3-4 members per team) are due
7	<i>Sun 12/11 9a-315p</i>	Channel Benefits Audit Debrief Read Chapter 4, quiz in class
8		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
9		Cemex Case Case question write-up due at start of class
10		Guest Speaker – store and product merchandising Jalal Hamad, the Home Depot, Senior Director, Visual and Offshelf Merchandising – In Store Environment
DOING CHANNEL STRATEGY		
11	<i>Tue 12/13 630-915p</i>	Optimal Channel Alignment Watch Channel Alignment and the Optimal Offering video and complete "Channel Offering" exercise in BB Read Chapter 7, in class quiz
12		Guest Speaker – routes to market and channel functions Charlie Thompson, Co-Founder, American Spirit Whiskey Bio in course session folder
13	<i>Thur 12/15 630-915p</i>	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.
14		FunCM Q1 Watch pre-class video Q1 Q1 RFPs to suppliers are due at start of class Q1 decisions due end of class
15	<i>Sun 12/18 130-415p</i>	FunCM Q2 Complete pre-class video Q2 Q2 RFPs to suppliers are due at start of class Q2 decisions due by end of class

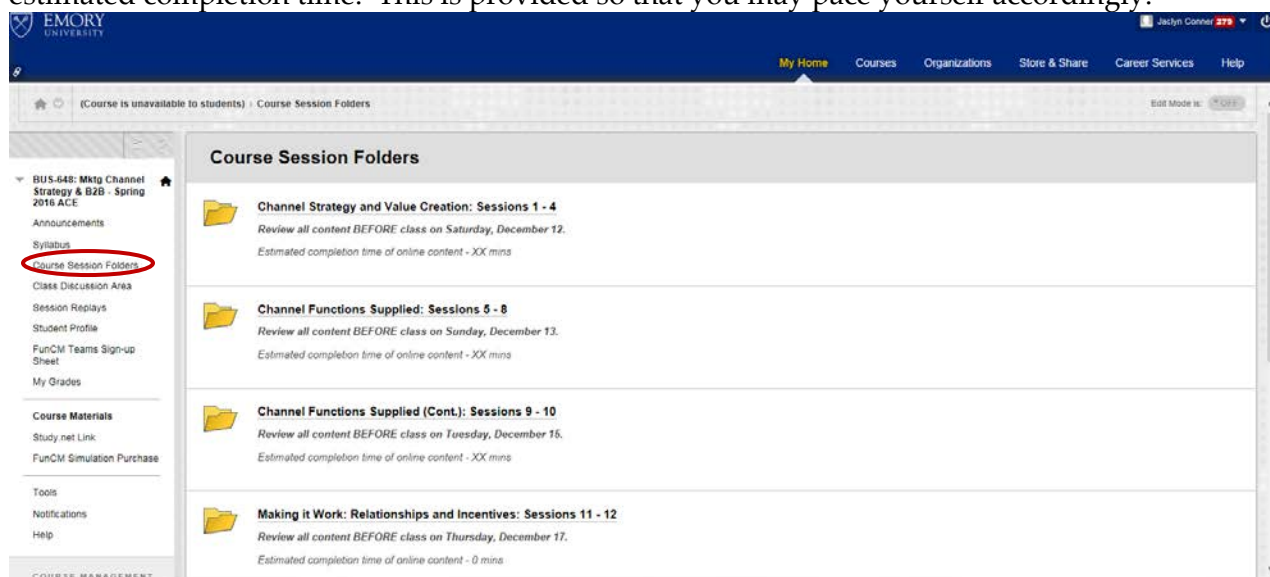
16		FunCM Q3 Complete pre-class video Q3 Q3 RFPs are due by start of class Q3 decisions are due by end of class
17	<i>Tues 12/20 630-915p</i>	FunCM Q4 Q4 RFPs are due to suppliers at start of class Q4 decisions due by end of class
18		FunCM Wrapup Final statements due by start of 1/3 class
MAKING IT WORK: RELATIONSHIPS AND INCENTIVES		
19	<i>Tues 1/3 630-915p</i>	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
20		Calvin Klein and Warnaco Case Case question write-up due at start of class
21	<i>Thurs 1/5 630-915p</i>	Guest Speaker – salesforce incentives Michele Sarkisian, P3 Advisors, Founder Bio in course session folder Read Chapter 14, in class quiz
22		Channel Pricing Watch Pricing Conundrum videos (1,2) and complete "Channel Pricing Questions" in between Read Chapter 13, quiz in class
23	<i>Sun 1/8 130-415p</i>	Guest Speaker – franchise performance Cindy Murphy, Vice President Franchise Performance Support AMER, Intercontinental Hotels Group Read Chapter 8, in class quiz
24		Course Wrap-Up
Summary Application due in BB by 1/15 at midnight		

How to Navigate Your Online Course Content: BUS 648 ACE

The format of this course is what is termed as a “flipped course.” Essentially, what this entails is a portion of your course content will be presented online and a portion of the course will be presented in-person. By “flipping” the course, you will have the opportunity to digest course content before coming to the in-person sessions and the in-person sessions will be shorter.

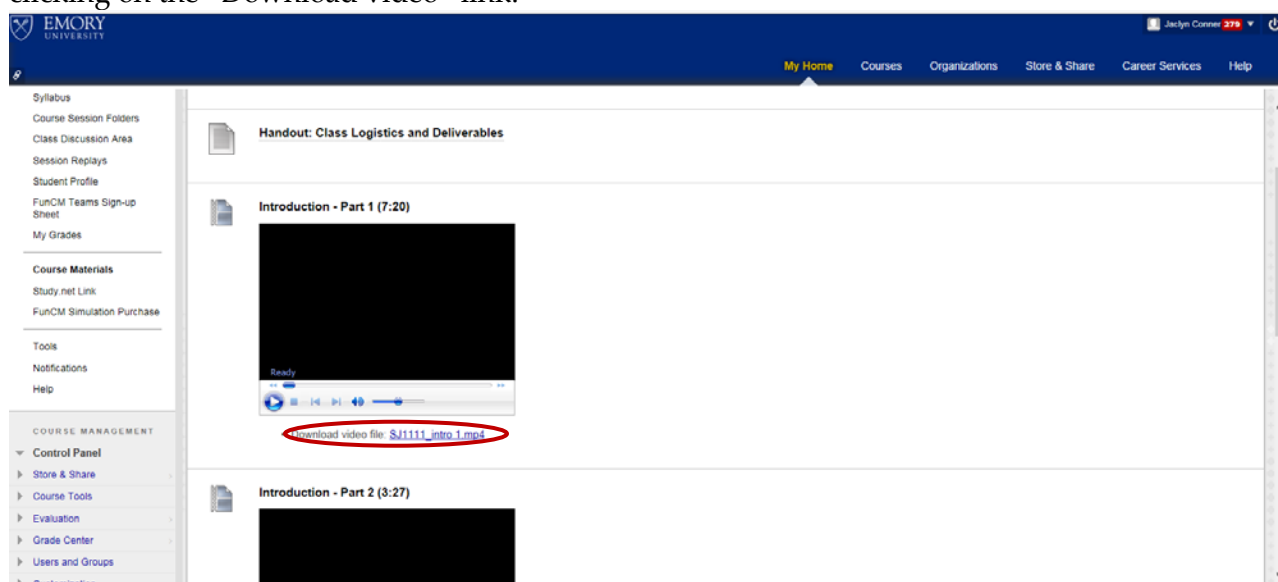
How Does This Work:

All course content is located within Blackboard. Before coming to each class, you will need to click on “Course Session Folder” and review all course content. Each folder is labeled with an estimated completion time. This is provided so that you may pace yourself accordingly.



Contents Provided Online:

The pre-class online course content includes videos and exercises. Please be sure your plug-ins and browsers are up-to-date. Videos can be viewed within the Bb page or full screen by clicking on the “Download video” link.



Class Contact Hours:

All course content that is covered online is considered a part of the class “contact hours.”

Therefore, the time spent online is not in addition to the class time, but counted *as* class time.

Your completion of online content will be tracked and reviewed in order for you to receive class attendance credit. Note, this content is separate from homework since homework requirements are not counted as contact hours.

Any remaining questions and concerns should be directed to the GBS support desk (gbsithelp@emory.edu) or Emory BB (classes@emory.edu)