

Goizueta Business School

EMORY UNIVERSITY

MKT 648 – MARKETING CHANNEL STRATEGY AND B2B

FRIDAYS, 12-4:10PM, 5:00PM – 9:10PM ET, SUNDAYS 8-12:10PM

ROOM W100 OR VIRTUAL

(HYBRID STUDENTS ARE REQUIRED TO BE ON CAMPUS ON ALL EMBA WEEKENDS)

Professor: Sandy Jap
Title: Sarah Beth Brown Professor of Marketing

Telephone: 617-680-0493
Office: Goizueta Building, Room 519
E-Mail: sjap@emory.edu
Office Hours: By appointment at <https://calendly.com/sjap>

COURSE DESCRIPTION & 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. This course 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.

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.

We also discuss how these ideas extend to and should be applied to social business channels in emerging economies and entrepreneurship (startup) environments as well as the latest challenges in selling on third party platforms/marketplaces. 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.

LEARNING OUTCOMES

Students will be able to:

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

REQUIRED MATERIALS

- *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
- Case pack from study.net

RECOMMENDED OR ADDITIONAL READINGS

- Additional examples and optional readings can be found in the course modules of the Canvas site.

GRADE BREAKDOWN AND EXPECTATIONS

TOPIC	GRADE POINTS
PRECLASS ONLINE EXERCISES (INCLUDES BENEFIT AUDIT AND FRIEND OR FOE QUESTIONNAIRE)	25
CLASS PARTICIPATION	20
CASE & AMAZON DISTRIBUTION WRITE-UPS (IN TEAMS OF 2-3)	35
CHANNEL AUDIT PROJECT (IN TEAMS OF 4)	20
TOTAL	100

Since assignments are graded on a forced curve, we need all work in on time (i.e., the start of the class session).

Please note that the EMBA program policy is that on all EMBA weekends, there is no virtual option, unless you have tested positive for COVID. If you do test positive, your viewing can only be passive and you will not be able to earn participation credit. If you are unable to attend class, you will need to watch the recordings afterwards (I promise that these will be less interesting than being in class 😊)

COURSE FORMAT

Students are expected to be prepared for all sessions and have completed the assignments and readings before each class. Exercises, short and longer cases will be utilized to apply various aspects of concepts to real world settings. It is critically important to keep up with the assignments.

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 Channel Benefit Audit and Friend or Foe questionnaire will be solely based on their completion (0=incomplete and 1=complete). Please disregard any statements in the videos regarding due dates and any schedule related matter. *The schedule below and in Canvas will govern this semester and override any specific dates and times mentioned in the videos.*

Book chapters. The book chapters are brief but offer more depth on every topic discussed. They are listed in the syllabus as relevant to the topic, but they are optional reading for those who would like more examples, depth and background.

Case write-ups. Case write-ups should be done in teams of 2-3 individuals. In order to facilitate networking, you have been randomly assigned to a team; you can identify your teammates in the

“People” section on the left-hand menu in Canvas. There is a tab called “Case Write-up Teams” where you can find your team assignment. Only one single-spaced write-up needs to be submitted per team. Feel free to simply number your responses to each question; however, 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.

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. 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.

Teamwork. 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.

Practicalities. Class slides will be made available in Canvas at the start of the session. The slides are a guideline for discussion, and in the spirit of continuous improvement, are subject to change. 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. 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. If you need to leave early, please sit at the end of the row so you can leave with minimal disruption. All exercises, case write-ups and relevant preparation are due by the start of each class session (a few exceptions are noted in the syllabus and at the Canvas site).

ATTENDANCE

The expectation is that you attend all classes. If in the event you are unable to attend a class, you should notify the instructor.

LAPTOP OR OTHER COMMUNICATION DEVICES POLICY

All electronics are permissible, but please have them silenced.

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 an online session, is mandatory.

GRADE DISTRIBUTION

See Appendix A for details.

STUDENTS WITH DISABILITIES

If you have a documented disability and have anticipated barriers related to the format or requirements of this course, or presume having a disability (e.g. mental health, attention, learning, vision, hearing, physical or systemic), and are in need of accommodations for this semester, we encourage you to contact the Office of Accessibility Services (OAS) to learn more about the registration process and steps for requesting accommodations.

If you are a student that is currently registered with OAS and have not received a copy of your accommodation notification letter within the first week of class, please notify OAS immediately. Students who have accommodations in place are encouraged to coordinate sometime with your professor, during the first week of the semester, to communicate your specific needs for the course as it relates to your approved accommodations. All discussions with OAS and faculty concerning the nature of your disability remain confidential.

HONOR CODE

You are expected to abide by all provisions of Emory's Honor Code. Obtaining reports / handouts from sources such as previous student reports or material available via the internet will be treated as violations of the Honor Code. If you have any questions about the Honor Code please contact instructor or Program Office.

PROFESSOR BIO

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 among the top 2% of most cited scholars and scientists worldwide across 22 scientific fields and 176 subfields. She is an academic fellow at the Marketing Science Institute, Institute for the Study of Business Markets at the Pennsylvania State University and the Direct Selling Education Foundation. She currently serves on the Marketing Science Institute Board of Directors and the Marketing Letters Advisory Board. She has received numerous awards, including a Lifetime Achievement Award from the American Marketing Association Interorganizational Special Interest Group, the Innovative Marketing Award from the Marketing Management Association, and many paper awards for her contributions and service to the academy. She has been an expert witness on several legal cases and consults to a range of firms across varied industries.

COURSE SCHEDULE

As of 1/9/2023

Please be aware that this list is subject to change

The best way to prepare for class is to watch the lecture videos and complete related exercises to familiarize yourself with the key concepts. The Canvas modules list all necessary details. Then read the book chapter for more depth and be prepared to participate in class discussion. *The schedule below will override any specific dates and times mentioned in the videos.*

SESSION	DATE/TIME	TOPIC	PREP WORKLOAD
CHANNEL STRATEGY AND VALUE CREATION Channel Benefits Demanded			
1 ALL EMBA	Friday, January 13 5:00pm – 9:10pm	INTRODUCTION	WATCH COURSE LOGISTICS AND EXPECTATIONS VIDEO AND INTRODUCTION VIDEO 1. READ THE PREFACE OF THE FIELD GUIDE BOOK (A)
		EXPLOSIVE CHANNEL VALUE	WATCH EXPLOSIVE VALUE VIDEOS 1-3 RELEVANT CHAPTER: 2
2	Friday, January 27 5:00pm – 9:10pm	CHANNEL BENEFITS	WATCH CHANNEL BENEFITS VIDEOS 1-3 AND COMPLETE EXERCISE. RELEVANT CHAPTER: 3 (A)
		CHANNEL BENEFITS AUDIT DEBRIEF	COMPLETE THE CHANNEL BENEFITS AUDIT BY MIDNIGHT ON THURSDAY, JANUARY 26. RELEVANT CHAPTER: 4 (A)
CHANNEL STRATEGY AND VALUE CREATION CHANNEL FUNCTIONS SUPPLIED			
3	Friday, February 24 12:00pm – 4:10pm	CHANNEL FUNCTIONS	WATCH CHANNEL FUNCTIONS VIDEO 1 AND 2 AND COMPLETE THE EXERCISE. RELEVANT CHAPTERS: 5 AND 6 (A)
		CEMEX CASE	CASE WRITEUP DUE (A)
4 ALL EMBA	Friday, February 24 5:00pm – 9:10pm	GUEST SPEAKER: CHARLIE THOMPSON, AMERICAN SPIRIT WHISKEY	REVIEW SPEAKER BIO
		ALIGNMENT AND OPTIMIZATION	WATCH CHANNEL ALIGNMENT VIDEO AND COMPLETE EXERCISE. RELEVANT CHAPTER: 7 (A)
5 ALL EMBA	Sunday, February 26 8:00am – 12:10pm	GUEST SPEAKER: DOUG TODD, DOW CHEMICAL	REVIEW SPEAKER BIO AND THE PRE-READ PRIOR TO CLASS
MAKING IT WORK: RELATIONSHIPS AND INCENTIVES			
		PRICING	WATCH PRICING VIDEOS 1 AND 2 AND COMPLETE EXERCISES 1 AND 2. RELEVANT CHAPTER: 13 (A)
6	Friday, March 10 5:00pm – 9:10pm	RIPPLE RUG CAT SCAM CASE	CASE WRITEUP DUE (A) (A)

		AMAZON AND THE NEW CHANNEL WAR	READ THE "WINING THE NEW CHANNEL WAR READING" AND COMPLETE THE AMAZON DISTRIBUTION WRITEUP WITH YOUR CASE TEAM
7	Friday, March 24 5:00pm – 9:10pm	AIRLINE TICKET SALE CASE	CASE WRITEUP DUE RELEVANT CHAPTERS: 8 AND 10
		GUEST SPEAKER: PATRICK CROWLEY, DELTA	REVIEW SPEAKER BIO
8 ALL EMBA	Friday, April 7 5:00pm – 9:10pm	THE STRATEGIC SKEPTIC	WATCH VIDEOS 1-4 AND COMPLETE THE EXERCISE. RELEVANT CHAPTER: 8 (A)
		CALVIN KLEIN & WARNACO CASE	CASE WRITEUP DUE (A)
9 ALL EMBA	Sunday, April 9 8:00am – 12:10pm	RELATIONSHIPS	COMPLETE THE FRIEND OR FOE QUESTIONNAIRE BY THURSDAY, APRIL 8 AT MIDNIGHT. WATCH MANAGING CHANNEL RELATIONSHIPS VIDEOS 1 & 2. RELEVANT CHAPTERS: 11 AND 12 (A)
		MULTICHANNEL MANAGEMENT	WATCH MULTICHANNEL MANAGEMENT VIDEO AND COMPLETE THE EXERCISE (A)
FINAL PROJECT: THE CHANNEL AUDIT IS DUE BY MIDNIGHT ON SUNDAY APRIL 16 NOTE THAT THIS INVOLVES NEW, SLIGHTLY LARGER TEAMS			

Workload Estimates (hours of prep-work in the week prior to class):

- A: Estimated 3-4 hours
- AA: Estimated 5-7 hours
- AAA: Estimated 8-10 hours

APPENDIX A: Grading System

[Source: <https://community.bus.emory.edu/Faculty/FacultyHandbook/Pages/Faculty-Handbook-Landing-Part-A-Policies.aspx>; Accessed 9-7-2016.]

Effective for students entering the MBA program May 1994, or later, the following five tiered grading system is used:

- Distinction (DS)
- High Performance (HP)
- Performance Standard (PS)
- Low Performance (LP)
- No Credit (NC)

MBA students do not receive a numeric or letter grade, quality point average, or class ranking. The grade of "Distinction" represents only exceptional work and the grade of "High Performance" represents work of commendable nature. Therefore, it is suggested that grades of "Distinction" be limited to 15% of enrollment in Core courses, 18-20% in elective courses, and that grades of "High Performance" and "Distinction" in combination not exceed 50% of total enrollment in Core courses, 50-60% in elective courses. Additionally, the faculty suggests that a range of 5% to 10% is an appropriate average distribution for the grade of "Low Performance" in Core courses. In elective courses, the appropriate average distribution for the LP grade would be no more than 5%, recognizing that many times the appropriate distribution for a course would be 0%.

There is no established basis for translating descriptive grade terms to conventional letter grades or grade point averages, and an attempt to make such a translation from the accompanying transcript would be inappropriate and may be misleading. However we recognize that in certain cases, outside parties may need to do so for comparison purposes. Comparable graduate programs employing the letter grade system typically consider a grade of B to be passing work. Our (PS) grade represents the expected performance standard and would therefore clearly indicate that a student is achieving at this level. Descriptive definitions of the grades are outlined below.

Distinction (DS)

An honors grade recognizing work of exceptional quality as evidenced by total mastery of all concepts and techniques. The student stands clearly above the class and is able to integrate and apply concepts and techniques and consistently demonstrate initiative and creativity response to assigned work.

High Performance (HP)

Work of a very good quality as evidenced by a solid mastery of all course concepts and techniques. The student shows consistent initiative in responding to assigned work and meets or exceeds all of the instructor's performance expectations.

Performance Standard (PS)

Work of good quality as evidenced by a solid mastery of most course concepts and techniques. The student shows initiative in responding to assigned work and meets all of the performance expectations.

Low Performance (LP)

Work of below standard or marginally acceptable quality. The student's mastery of the subject material is uneven and there may be some difficulty in understanding and appropriately applying concepts and techniques. However, overall performance meets the instructor's minimum performance expectations.

No Credit (NC)

Work of unacceptable quality. The student demonstrates little understanding and great difficulty in applying concepts and techniques. The student fails to meet the instructor's minimum performance expectations

In Progress (IP)

The course straddles semesters.

Satisfactory/Unsatisfactory (S/U)

Lead Week modules are graded on a Satisfactory/Unsatisfactory basis. A grade of Unsatisfactory (U) is considered the same as a grade of No Credit (NC) and will be counted as a No Credit grade in the continuation standards. No other courses may be taken on a S/U basis.

Auditing

Students currently enrolled in the MBA program may audit classes with permission of the instructor. Any class that had a waitlist at the end of drop/add may not be audited. Classes audited, whether MBA or College classes, do not satisfy any degree requirements. Students have two weeks from the first day of the semester to change a class to or from an audit status. To switch to audit status, bring permission of instructor to the Goizueta Registrar's office or the Program Office. Students must pay for all courses that are audited at the same rate as for courses in which they earn credit. Any officially audited course is counted in determining full/part time status. A mark of AU is recorded on the student's transcript.

Incomplete (I)

The notation I (incomplete) is recorded when a student has been granted permission by an instructor to defer the final exam or another part of the course work. Such permission is granted only for illness or other emergency and must be secured from the instructor in writing, with a copy provided to the Business School registrar. If the I is not resolved by the end of the following semester (or within twelve months if the student is no longer enrolled), a grade of NC will replace the I.

Withdrawal (W, WF, WU)

The notation W (withdraw) is recorded when a student withdraws with the instructor's permission prior to the end of the term. Withdrawal from a course must be requested on a formal drop/add slip signed by the instructor and submitted to the Business School registrar. After the official drop/add period, a student may withdraw from a class with the instructor's permission at any time prior to the beginning of the final examination period for the term. During the first 6 weeks of the withdrawal period, the instructor will assign a grade of either W (withdrawal) or WF (withdrawal failing), depending on the student's academic performance prior to withdrawal.

Withdrawal from a course must be requested on the official withdrawal form signed by the instructor and submitted to the Associated Director of Academic Services (Business School Registrar). During the fall and spring semesters, students who wish to withdraw from all courses for which they are enrolled are eligible for a refund depending upon the date of withdrawal. During the summer semester only, students who wish to withdraw from one or more courses are eligible for a partial refund. Financial aid awards which pay part or all of the student's charges are prorated accordingly. Generally, tuition refunds decrease by 20% per week, during the fall and spring semesters, beginning the first day of the second week of the semester. For example, students who wish to withdraw during the first week of classes will receive 100% refund. Thereafter, refunds of 80%, 60%, 40%, or 20% are given, respectively, during the second, third, fourth, and fifth week of enrollment. There are no refunds after the fifth week of the semester. Summer semesters have similar refund schedules determined on a prorated basis. The specific dates related to refund percentages change each semester; therefore, students are instructed to refer to the Program Office.