

**MKT 648P**  
**MARKETING CHANNEL STRATEGY & B2B2C**  
**SPRING 2023**

**Professor Sandy Jap**  
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**Wed 630p-915 in 201**  
Offc hours by appt at <http://calendly.com/sjap>

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.amazon.com/Field-Guide-Channel-Strategy-Building/dp/1539987744>; 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: <https://www.study.net/content-bundle/view/30163389/materials>

Please note that ALL of the course communications, exercises, assignments, and grades can be found in Canvas (an app is also available). Every class session will be recorded and available.

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 **04511-00022-56729** and our game is listed as **SJap-MKT 648 S23**.

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, but also required. *There will be an attempt to encourage every individual to speak at some point during the class session.* Please be aware that *more than one class absence (one class constitutes two 75-minute sessions) for any reason will lead to a lower grade level for the course.*

Our goal will be to make the most efficient use of our class time; as such, many lectures and exercises are online so that you can complete them in advance of our meeting. This pre-class content will be "flipped," meaning that it will be subtracted from our scheduled total class time together. These materials are necessary for bringing everyone up to speed on basic concepts and definitions. 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?** I am available to meet throughout the course of the semester at your convenience to meet IRL, by phone or Zoom. You can see my availability and choose a meeting time (email me if you'd prefer an evening or weekend time) at <http://calendly.com/siap>

**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, I 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 me, 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.

### 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 will be exams in this course. Student grades will be reflected according to the EvMBA grading policy: <https://community.bus.emory.edu/program/FullTimeMBA/Grading%20Policy/Grading%20Policy.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), optional pulse checks	30
Case & Amazon Distribution Writeups (teams of 2-3)	15
FunCM simulation (teams of 5)	20
Class participation and online discussions	20
Channel Audit Project (teams of 4)	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. Be aware that a re-grade can lead to a higher or lower revised grade. Since grades are allocated according to the GBS curve, it is important that all work is received on time. This is why **late assignments will receive at most half credit.**

**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 the instructor or Program Office.

**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 their grade will be solely based on the completion of these assignments (0=incomplete and 1=complete).

**Optional pulse checks.** In modules that have a related book chapter, there will be an optional pulse check offered at the start of class. A pulse check is a one-question, multiple choice item based on the assigned chapter readings. A pulse check score can only help your pre-class online exercises component (which comprises 30% of your total grade), *but it cannot hurt your grade.*

**Pre-class online exercises.** The pre-class exercises involve applications of the lectured content and take approximately 10 minutes to complete. All of them are due at the start of our first class session on a meeting day.

**Cases.** 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. Feel free to bring a copy of your work to refer to during the class discussion.

Please do not obsess over the age of a 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 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.

**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. 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. Since my goal in class will be 100% participation, I may give priority to students who are infrequent contributors.

**Teamwork.** The simulation game will involve teams of five individuals. Membership will be randomly assigned and listed under the “FunCM Teams” tab in the “People” section of Canvas. For all team assignments, all members will receive the same grade, although you can input into the process. I do reserve the right to ask for individual contribution assessments if needed.

**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 understanding of a firm’s channel strategy. 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

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 (real or virtual) classroom when we are in session. Please mute your mobile phones and computer notifications.

Ready to have fun yet?

### 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.

## SESSION TOPICS AND DELIVERABLES

As of 1/2/2023

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.*

#	DATE	TOPIC
<b>CHANNEL STRATEGY AND VALUE CREATION</b> <b>Channel Benefits Demanded</b>		
1	<i>Jan 11</i>	<b>Please be sure to complete a student profile form in Canvas!</b>
		Introduction
2		<b>Explosive Channel Value</b>
3	<i>Jan 18</i>	<b>Channel Benefits</b>
4		<b>Channel Benefits Audit</b> This will involve a same product purchase at two different retail outlets, so get out and shop! <b>This will be due by midnight on Jan 17.</b>
<b>CHANNEL STRATEGY AND VALUE CREATION</b> <b>Channel Functions Supplied</b>		
5	<i>Jan 25</i>	<b>Channel Functions</b>
6		<b>Cemex Case</b> Case write-up due at start of class
7	<i>Feb 1</i>	<b>Guest Speaker</b> Charlie Thompson, Co-Founder, <i>American Spirit Whiskey</i> This session will take place at the American Spirit Whiskey Distillery at 199 Armour Drive Northeast, Atlanta, 30324.
8	<i>Feb 8</i>	<b>Channel Alignment</b>
9		<b>Guest Speaker</b> Doug Todd, Marketing Director for Dow Polyurethanes-North America, <i>Dow Chemical</i>

#	DATE	TOPIC
<b>DOING CHANNEL STRATEGY</b>		
10	<i>Feb 15</i>	FunCM Kickoff
11		FunCM Q1
12	<i>Feb 22</i>	FunCM Q2
13	<i>Mar 1</i>	FunCM Q3
<b>SPRING BREAK</b>		
14	<i>Mar 15</i>	FunCM Q4
15	<i>Mar 22</i>	FunCM Wrapup Final statements due at start of class
<b>MAKING IT WORK: RELATIONSHIPS AND INCENTIVES</b>		
16	<i>Mar 29</i>	Channel Pricing
17		The Strategic Skeptic
<b>TODAY'S DISTRIBUTION CHALLENGES</b>		
18	<i>Apr 5</i>	The Ripple Rug Cat Scam Case
19		Amazon and the New Channel War
20	<i>Apr 12</i>	Airline Ticket Sales Case
21		<b>Guest Speaker</b> Patrick Crowley, EvMBA12, BBA06, General Manager – Distribution Strategy at <i>Delta Airlines</i>
22	<i>April 19</i>	<b>Managing Channel Relationships</b> Complete the "Friend or Foe" questionnaire at <a href="https://emory.qualtrics.com/jfe/form/SV_3qItFWQxc5ts0kt">https://emory.qualtrics.com/jfe/form/SV_3qItFWQxc5ts0kt</a> (results will be discussed in class). <b>This will be due by midnight on April 18.</b>
23		<b>Multichannel Management</b>
<b>Channel Audits due in Canvas by midnight on May 5</b>		