



## **MARKETING CHANNELS AND STRATEGIC PARTNERSHIPS**

**MKTG 4520.007 & 4520.777– FALL 2014**

**Class Schedule: Online**

**Instructor Thuy D. Nguyen**

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**Business Leadership Building 357-E**

**Office Hours: Tu/Th 12:00 p.m. – 1:30 p.m. or by appointment**

### **COURSE DESCRIPTION**

Examination of strategic issues involved in managing marketing channels. Topics include channel design, supply chain management and the external channels environment. Marketing channel strategy is extended to the use of strategic alliances and other collaborative distribution relationships for global competitive advantage. Special attention is directed to resource and technology interdependencies, exchange governance and relationship bench-marking. MKTG 3650 or approval of the department chair is a prerequisite for this course (3 credit hours).

### **COURSE INTRODUCTION**

Many consumers and business practitioners alike underestimate the importance of marketing channels in their everyday lives. Yet, the very origins of marketing as a discipline evolved from the distribution of goods from the point-of-production to the point-of-consumption. This may sound quite dated in today's market setting. Yet, the very first courses in marketing addressed the matching of supply and demand as goods – largely produced in the rural communities across America – followed the movement of consumers flocking to emerging cities during the Industrial Revolution in the U.S.A. The distribution of goods was a critical part of the evolution of marketing and marketing channels. From farms to the very first retailers in urban cities, the matching of supply and demand, the development of intermediaries, and the physical distribution that collectively created value in the exchange process was the essence of marketing channels. Consider John Wanamaker, a retail pioneer who opened department store in Philadelphia, Back in 1896, John Wanamaker proudly asserted that *"When a customer enters my store, forget me. The customer is king."*

The next time you visit a *Target*, consider its origins date back to J.L. Hudson's first department store in 1893, which existed as Dayton-Hudson until the end of the 20<sup>th</sup>-century! This classic axiom is the mainstay of the customer relationship perspective that underscores this course in contemporary marketing channels strategy. Does this adage sound familiar to you? In fact, the role of the customer is not limited to the consumer. As you remember from marketing principles, there are a multitude of buyer-seller relationships that create value in the movement of goods and services. Today, channel intermediaries – the organizations that create value in the movement of goods and provision of services from raw materials to purchases to managed returned products – are seminal role players in the marketing process. Similarly, the absence of channel intermediaries (*disintermediation*) is pervasive throughout today's technology-connected, global marketplace. In this course, we will critically explore how individuals and organizations leverage resources to maximize the delivery of value in marketing channels. In the 21<sup>st</sup>-century perspective of marketing channels, you will discover that a technology-enabled, globally-connected marketplace requires that marketers reconsider extant tactics and strategies to improve the efficiency and effectiveness of the flows of market offerings to enhance value to its customers.

## COURSE LEARNING OBJECTIVES

After completing this course, you should be able to attain each of the following learning objectives. These are general learning outcomes that will be tested on your assessments (quizzes and experiential exercises):

- 1.0 To define marketing channels.
- 2.0 To discuss the evolving role of marketing channels in the marketing mix strategy.
- 3.0 To understand the role of marketing channels in creating value for buyers and sellers.
- 4.0 To relate marketing channels to the marketing concept.
- 5.0 To provide examples of technologies that impact value chain creation.
- 6.0 To explain the role of cooperation, collaboration and commitment in building channel relationships.
- 7.0 To articulate the various channel role sets, and the dynamics that relate to these role sets in the global marketplace.
- 8.0 To explain the difference between intermediation and disintermediation in marketing channels.
- 9.0 To describe how the channels environment impacts organizational and individual decision-making.
- 10.0 To discuss the various types of marketing channel structures that have emerged in the 21<sup>st</sup>-century.
- 11.0 To explain the dynamic role of transportation and logistics in creating value chain relationships.
- 12.0 To understand the mechanisms for evaluating value chain management (VCM) performance outcomes

## COURSE DELIVERY

- ***Video-on-demand Course Content*** – There will be assigned videos to watch that add value to the course topics and will be tested on the scheduled quizzes.
- ***Experiential Exercises*** – The classroom and other “team rooms” are available for your assigned teams to work on graded experiential exercises.
- ***Quizzes*** – all quizzes are administered in-class
- ***Assigned Readings*** – a set of readings will be used to supplement the topics we cover throughout the semester.

## COURSE RELEVANCE

**“Forever in Blue Jeans.”** Not a big fan of 1970s pop classics like Neil Diamond’s *Forever in Blue Jeans*? Never mind, the title highlights an example of a product worn by consumers worldwide. At some time in your life, you have likely purchased a pair of jeans. This seemingly innocuous purchase truly involved a set of complex marketing channel issues. A fairly common part of any American consumer’s wardrobe actually was invented by the French in Nîmes, France; in fact, the name *denim* actually translates into *de Nîmes*. So, how did this French-created *bleu de Gênes* or blue jean become such a staple of Americana, an intrinsic part of popular American culture? Though this denim garment spread through Europe during the Renaissance Period, it was a clever U.S.-based dry goods merchant named Levi Strauss who popularized dungarees or working jeans through the mining towns of California in the 19<sup>th</sup>-century. Yet, it was actually one of Levi Strauss’s long-time customers – Jacob Davis – who modified the simple design to include copper rivets, extra stitching and the button fly.

Who would have imagined that the “Levi’s” reinforced work pant and denim overalls – patented back in 1873 – would become a mainstay of the apparel market sector and Americana? While *Levi’s* and other early American jeans brands like *Lee* and *Wrangler* may have been displaced by today’s more popular brands like *Calvin Klein*, *Diesel*, *Gap*, *True Religion*, and *Seven for All Mankind*, there are literally hundreds of branded jeans that populate the closets of consumers worldwide. Now, let’s consider the complexities of this fashion apparel featured on designers’ catwalks, retailers’ racks and *e-tailers’* Web sites. It is a global marketing channel from its initial stages to final sale. Cotton denim starts from the fields and is processed into ginned cotton and cotton yarn. Packed in tightly condensed bales, the incoming raw material is cleaned, disentangled, straightened and gathered after inspection. This is just the start of those favorite pair of blue jeans.

Jeans are usually packaged according to the customers’ requirements (often “rack ready”) along with affixed price tags. Then, they are shipped from factories on pallets into large containers and shipped to wholesalers, retailers, and other intermediaries. The entire process is long and arduous, and far more complex than window-shopping or channel surfing for the best fit, style and price that matches your individual preferences. Jeans are products that we all wear, but we do not likely consider the global sourcing, production and distribution that delivers assortment (choice), convenience, pricing and other factors that ultimately impact our purchase decision and customer satisfaction. Throughout the course, you will garner an appreciation for how marketing channels create value for buyers and sellers in the flow of goods and services.

### **LEARNING SUPPORT**

**Course Materials.** In this course, you will not need to purchase a textbook. The course content, PowerPoints, videos and all other supplemental materials are available on the Blackboard course Web site (<http://ecampus.unt.edu>), and they are adapted from the forthcoming textbook:

Pelton, Lou E., Annie Liu and Thuy Nguyen (2012), *Marketing Channels: Value-Chain Relationships in a Global Economy*, Draft Edition.

The current articles (readings) and videos are substantive content throughout the course, and they will be included on the quizzes. The readings will be posted to the course Blackboard Web site; the videos will be shown during scheduled class sessions.

**Blackboard Learn.** If you ever encounter any difficulty with the Blackboard Learn system, it is your responsibility to contact the Help Desk. Your instructor has no authority or control over the operating system, University servers or software platform. Accordingly, you must take responsibility for understanding the Blackboard Learn interface. There are on-line help sessions and workshops available for all students. For more information, contact the Help Desk.

**On-Line Engagement.** It is your responsibility to login to Blackboard at **least twice each week**. It is recommended that you login on a regular basis to ensure that you are fully aware of assignments, announcements, instructor emails and other course-related materials. If you have not used Blackboard course web sites before, a tutorial is available on-line. All graded assignments will be administered and/or submitted through the Blackboard web course site. **Please be sure to complete all of the steps in “START HERE” on the Blackboard Learn Course web site.**

**Course Instructor.** Thuy D. Nguyen is a Ph.D. Candidate in Marketing at the University of North Texas. Her research interests include Industrial Marketing, Sales and Sales Management, and Consumer Psychology. Her publications have appeared in American Marketing Association Conferences and Academy of Marketing Science Conferences.

Prior to joining the UNT doctoral program, she obtained an MBA in Entrepreneurial Strategy with honors from SMU’s Cox School of Business. Before that, she earned a BBA in Marketing (Magna Cum Laude) from the University of North Texas, with the highest cumulative GPA of the graduating class of 1998.

Professionally, during her nearly 10-year industry career, she is regarded as a thinker, marketer, and entrepreneur for

companies that focus on energy efficiency, computer-related technologies, and consumer products. My focus has been in the areas of e-Commerce, Business Intelligence, SCM, CRM, Channel Management, Performance Contracting, Environmental Sustainability, Venture Capitals, and International Businesses.

## **COURSE POLICIES**

**Academic Integrity.** It is expected that each student enrolled in the course ascribes to the policies articulated in the University of North Texas “Academic Integrity Policy.” The policy is posted on the Blackboard course Web site under an icon titled “Academic Integrity.” You are required to read and understand the policy. If you have any questions, please contact me or the University of North Texas Academic Integrity Office.

**UNT COB Student Ethics Statement.** As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another’s thoughts or words without proper attribution (plagiarism) or using works in violation of copyright laws. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

While engaged in on-line coursework, I will respect the privacy of other students taking online courses and the integrity of the computer systems and other users’ data. I will comply with the copyright protection of licensed computer software. I will not intentionally obstruct, disrupt, or interfere with the teaching and learning that occurs on the website dedicated to this course through computer “hacking” or in any other manner.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

Student Standards of Academic Integrity

[http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student\\_Affairs-Academic\\_Integrity.pdf](http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf)

Code of Student Conduct and Discipline

[http://conduct.unt.edu/sites/default/files/pdf/code\\_of\\_student\\_conduct.pdf](http://conduct.unt.edu/sites/default/files/pdf/code_of_student_conduct.pdf)

Computer Use Policy

<http://policy.unt.edu/policy/3-10>

**Blackboard Course Platform.** It is the student’s responsibility to learn how to use the University of North Texas Blackboard course platform available at <http://ecampus.unt.edu>. In the event that you have difficulty with the Blackboard course web site, DO NOT contact Instructor Nguyen. You should always contact the Blackboard Help Desk first! In the event that any interruption occurs during a quiz or any Blackboard assignment, contact the Help Desk. They will issue you a service ticket number that affords an opportunity to reset a quiz or other assignment.

**Team Assignments.** Each student will be assigned to work in a team on the Experiential Exercises in this course. Your team assignments will be posted to the Blackboard course web site. It is ABSOLUTELY your responsibility to make a value-added contribution to your team! Each team is allowed to vote out non-performing team members. The voting must be consensus, which means all team members must agree to the voting decision. **Voting date is one exactly one week prior to assignment due date.** The decision should be communicated to the instructor and all team members in writing. ***Those non-performing members will receive a grade of zero (0).*** No individual submissions of the assignments will be accepted.

**Office of Disability Accommodations (ODA).** The University of North Texas is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 – The Rehabilitation Act of 1973. With the passage of new federal legislation entitled Americans with Disabilities Act (ADA) as amended, pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens. As a faculty member, I am required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Please note that this course contains some images or multimedia that may need to be modified to accommodate students with certain disabilities. Student responsibility primarily rests with informing faculty of their need for accommodation and in providing authorized documentation through designated administrative channels. Information regarding specific diagnostic criteria and policies for obtaining academic accommodations can be found at the Web site: <http://www.unt.edu/oda/apply/>. Also, you may visit the Office of Disability Accommodation in the University Union (room 321) or call (940) 565-4323.

## **COURSE GRADING AND STUDENT ASSESSMENT**

Michael Sachs asserted that *"No one can win all the time. But you've got to learn from all you do - both successes and failures. Always do a self-assessment."* Your final grades are computed based on 1,000 possible points, and there are three major components of the assessment of learning: experiential exercises; quizzes and attendance/participation. Final grades in the course will be assigned as follows: A (900 – 1000); B (800 – 899.9); C (700 – 799.9); D (600 – 699.9); F (below 600).

| <b>Quizzes<br/>(Best Score/Each)</b> | <b>Experiential<br/>(Team)<br/>Exercises</b> | <b>Individual<br/>Exercises</b> | <b>Total<br/>Possible Points</b> |
|--------------------------------------|--|---------------------------------|----------------------------------|
| 60%                                  | 30%  | 10%                             | 100%                             |
| 600 points                           | 300 points                                   | 100 points                      | 1000 points                      |

**Individual Exercises (100 points or 10%).** You will have the opportunities to reflect your thoughts and ideas throughout the semester. These exercises are designed to encourage you to think critically on your own regarding current marketing channel issues. Depending on the format of the exercise, assessment criteria will differ. Details will be provided when appropriate.

**Quizzes (600 points or 60%).** You will have three quizzes in this course. If you miss any scheduled quiz attempt, it will count as a zero (0). All quizzes are cumulative. Accordingly, you may see the same content (from a previous quiz) on ensuing quizzes. This gives you an advantage, and it promotes sustainable knowledge (rather than "dumping" knowledge and skills acquired at the end of each course module). Each quiz is worth 200 points. The quizzes are in a multiple choice format. Each quiz will include all course content, including lectures, PowerPoint presentations, readings, guest speakers and videos. Failure to take the quiz during the scheduled date/time will result in the awarding of a zero (0).

**Experiential (Team) Exercises (300 points or 30%).** You are required to do three (3) experiential exercises with your assigned team members. These exercises are designed to encourage you to apply principles of marketing channels to real-world decision scenarios. Each experiential exercise will be evaluated based on the following four criteria:

- Critical thinking (i.e., submission reflects a thoughtful response to the critical issue(s)) (25%)
- Completeness (i.e., completed all portions of the experiential platform) (25%)
- Written presentation (i.e., spelling, grammar, organizational flow) (25%)
- Support for position(s) in the experiential exercise (25%)

## **TENTATIVE COURSE CALENDAR**

*The following schedule is tentative and may be revised. It is intended to provide guidelines for the topics to be covered in class. If such changes do take place, they will be announced or distributed in class. At any time, the most recent schedule will supersede all prior schedules.*

| Item  | Date   | Topics  | Class assignments   | Online assignments   |
|---|--------|---|---|--|
| <b>MODULE I: 21<sup>ST</sup> CENTURY MARKETING CHANNELS</b> |        |   |   |  |
| 1   | Week 1 | <b>Marketing Channels Framework</b><br>Introduction                             |   | -Watch “ <i>Module I Introduction</i> ” video<br>-Read “Key Concepts and slides in Introduction video” docx.)                    |
| 2   | Week 1 | <b>Marketing Channels Framework</b>   | -Form teams   | -Read “Nike” Preface-Developing Value Chains in the Global Marketing Place   |
| 3   | Week 1 | <b>Marketing Channels Framework</b><br>21 <sup>st</sup> Century Channels Issues | -Individual assignment handout (vignettes)                      | -Read “Module 1 Introduction Vignettes”<br>-Read “Marketing Channel Examples”  |
| 4   | Week 2 | <b>Marketing Channels Framework</b><br>21 <sup>st</sup> Century Channels Issues | -EE I handout   | -Watch” Chapter 1 video-21 <sup>st</sup> century channels issues”<br>-Read: Chapter 1 slides”<br>-Read: “Synopsis for Chapter 1” |
| 5   | Week 2 | <b>Marketing Channels Framework</b><br>21 <sup>st</sup> Century Channels Issues | <b>-Individual assignment due at 5:00 p.m. on 9/3</b>           | -Watch “ <i>Food Distribution Channels-Food, Inc.</i> ” video  |
| 6   | Week 2 | <b>Marketing Channels Framework</b><br>21 <sup>st</sup> Century Channels Issues |   | -Read “ <i>Supply Management and e-procurement...</i> ” article  |
| 7   | Week 3 | <b>Emerging Channel Roles and Relationships</b>                                 | <b>Last chance to vote out team members at 5:00 p.m. on 9/7</b> | -Watch “Chapter 2 video”<br>- Read “Chapter 2 slides”  |

|   |        |  |  |  |
|---|--------|--|--|--|
| 8   | Week 3 | <b>Emerging Channel Roles and Relationships</b>  |  | -Read “Retail Trends”<br>-Read “Master Distributors Talk Business”<br>-Watch “ <i>Channel Resource Advantage</i> ” video<br>-Watch “ <i>Li and Fung Ltd- Business Conversation</i> ” video<br>-Watch “ <i>Emerging Channel Roles and Relationships</i> ” video |
| 9   | Week 3 | <b>Emerging Channel Roles and Relationships</b>  |  |  |
| 10  | Week 4 | <b>Channel Resource Advantage</b><br>Service Dominant Logic  | <b>-EE1 due at 5:00 pm on 9/15</b><br>-EE 2 handout              | Watch: “Channel Resource Advantage” video<br>-Read “Channel Resource Advantage” slides.<br>-Watch: 200 countries, 200 years, 4 minutes<br>-Read: US import/export statistics   |
| 11  | Week 4 | <b>Channel Resource Advantage</b><br>Service Dominant Logic  |  | -Read “ <i>Service Dominant Logic</i> ” article  |
| 12  | Week 4 | <b>Channel Resource Advantage</b><br>Service Dominant Logic  |  | -Watch “ <i>Service Dominant Logic</i> ” video   |
| 13  | Week 5 | <b>Global Markets &amp; Political Economy</b>  |  | -Watch “ <i>Global Trade and Protectionism</i> ” video<br>-Watch “Module 1 Wrap up” video  |
| 14  | Week 5 | <b>Quiz 1: Multiple Choice</b><br><b>Available window:</b><br><b>11:59 p.m. 9/25 – 11:59 p.m. (9/26)</b> | - 75 questions in 80 minutes<br>-Last day to Auto W              | <b>QUIZ 1-Quiz answers will not be discussed in class</b>  |
| <b>MODULE 2: MANAGING VALUE CHAIN RELATIONSHIPS</b> |        |  |  |  |
| 15  | Week 6 | <b>Creating Value Chains:</b><br>Stricture vs. Structure   | Individual assignment handout                                    | -Watch “ <i>Module 2 Introduction</i> ” video<br>-Watch “ <i>Module 2 overview</i> ”<br>-Watch “ <i>Chapter 5</i> ” video  |
| 16  | Week 6 | <b>Creating Value Chains</b>   | <b>Last chance to vote out team members at 5:00 p.m. on 10/1</b> | -Read “Chapter 5” slides<br>-Watch “ <i>Tapping into information ....</i> ” video  |



|   |               |   |  |  |
|---|---------------|---|--|--|
| 17  | Week 6        | Navigating the Turbulent Cs   | <b>Individual assignment due at 5:00 p.m. on 10/5</b>              | -Watch “Chapter 6” video<br>-Read “Chapter 6” slides               |
| 18  | Week 7        | Navigating the Turbulent Cs   |  | -Watch “Addicted to Cheap Shopping” video                          |
| 19  | Week 7        | Navigating the Turbulent Cs   | <b>-EE 2 due at 5:00 p.m. on 10/10</b>                             | -Read “Supply Chain Alliances: Exploring the Drivers...” article   |
| 20  | Week 7        | Conflict Resolution in the Value Chain  | -EE 3 hand-out   | - Watch “Chapter 7” video<br>-Read “Chapter 7” slides              |
| 21  | Week 8        | Conflict Resolution in the Value Chain  |  | -Watch “Unnatural Causes: In sickness and in Wealth” video         |
| 22  | Week 8        | Conflict Resolution in the Value Chain  | -Last day to withdraw with W or WF                                 | -Read “How to Attain Desired Outcomes...” article                  |
| 23  | <b>Week 8</b> | <b>Quiz 2: Multiple Choice Available window: 11:59 p.m. on 10/16 – 11:59 p.m. 10/17</b> | -75 questions in 80 minutes  | <b>QUIZ 2-Quiz answers will not be discussed in class</b>          |
| <b>MODULE 3: VALUE CHAIN FLUIDITY AND PERFORMANCE</b> |               |   |  |  |
| 24  | Week 9        | Value Chain Planning  | -EE 3 handout  | -Watch “Module 3 Introduction” video<br>-Watch “Module 3 overview” |
| 25  | Week 9        | Value Chain Planning  |  | -Watch “Chapter 8” video<br>-Read “Chapter 8” slides               |
| 26  | Week 9        | Global Transportation & Logistics   |  | -Read “Improving Strategic Planning...” article                    |
| 27  | Week 10       | Global Transportation & Logistics   | -Last day to withdraw (drop all classes)                           | -Watch “Chapter 9” video<br>-Read: “Chapter 9” slides              |
| 28  | Week 10       | Measuring Marketing Channel Performance   | <b>-Last chance to vote out team members at 5:00 p.m. on 10/29</b> | -Watch “Module 3 Wrap Up” video                                    |
| 29  | Week 10       | Measuring Marketing Channel Performance   |  |  |
| 30  | Week 11       | Assignments   | -Individual assignment handout                                     |  |
| 31  | Week 11       | Assignments   |  |  |
| 32  | Week 11       | Assignments   | <b>EE 3 due at 5:00 p.m. on 11/07</b>                              |  |
| 33  | Week 12       | Assignments   | <b>Individual assignment due at</b>                                |  |

|    |                   |                           |  |   |
|----|-------------------|---------------------------|--|---|
|    |                   |                           | <b>5:00 p.m. on 11/14</b>                              |   |
| 34 | Week 12           | <b>Assignments</b>        | -Individual assignment handout                         |   |
| 35 | Week 12           | <b>Assignments</b>        |  |   |
| 36 | Week 13           | <b>Assignments</b>        |  |   |
| 37 | Week 13           | <b>Assignments</b>        | <b>Individual assignment due at 5:00 p.m. on 11/19</b> |   |
| 38 | Week 13           | <b>Assignments</b>        | -Individual assignment handout                         |   |
| 39 | Week 14           | <b>Happy Thanksgiving</b> |  |   |
| 40 | Week 14           | <b>Happy Thanksgiving</b> |  |   |
| 41 | Week 14           | <b>Happy Thanksgiving</b> |  |   |
| 42 | Week 15           | <b>Pre-final</b>          | <b>Individual assignment due at 5:00 p.m. on 12/01</b> |   |
| 43 | Week 15           | <b>Pre-final</b>          |  |   |
| 44 | Week 15           | <b>Pre-final</b>          |  |   |
| 45 | Details to follow | <b>Final Exam Day</b>     | - 75 questions in 80 minutes                           | <b>QUIZ 3-Quiz answers will not be discussed in class</b> |