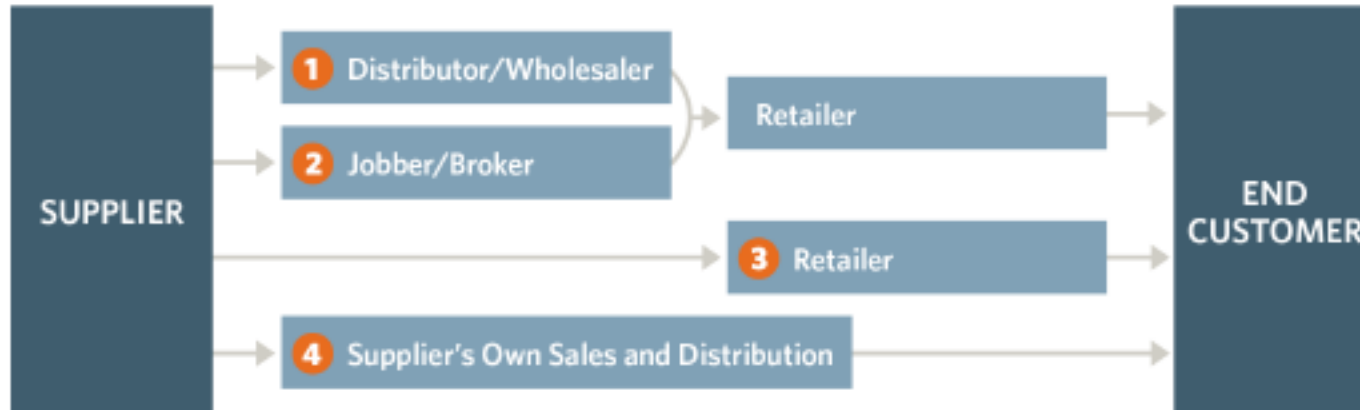


La Distribuzione nel Marketing Industriale: La forza vendita

Channel Strategy



Source: Adapted and reprinted from *Transforming Your Go-to-Market Strategy: The Three Disciplines of Channel Management* by V. Kasturi Rangan and Marie Bell. Harvard Business Review Press, Boston, MA: 2006, p. 15. Copyright © 2006 by the Harvard Business Publishing Corporation; all rights reserved.

V. Kasturi Rangan, *Core Reading: Developing and Managing Channels of Distribution*, HBP No. 8149 (Boston: Harvard Business School Publishing, 2015). Copying or posting is an infringement of copyright.

Case Aqualisa – external view

	TARGET	VALUE ADDED	SERVICES to CUSTOMERS
Do-It-Yourself Sheds			
Showrooms			
Trade Shops			
Other (Electrical wholesalers)			

Case Aqualisa – external view

	TARGET	VALUE ADDED	SERVICES to CUSTOMERS
Do-It-Yourself Sheds			
Showrooms			
Trade Shops			
Other (Electrical wholesalers)			

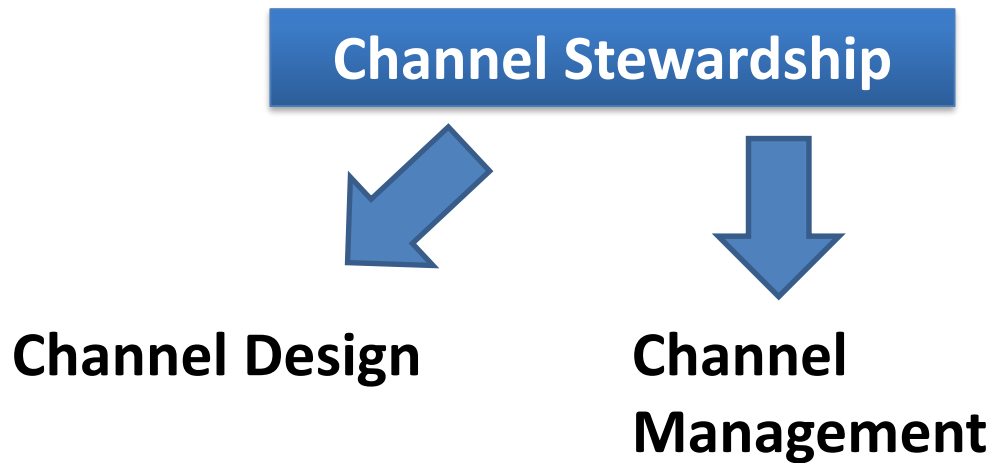
Plumbers?

Case Aqualisa – internal view

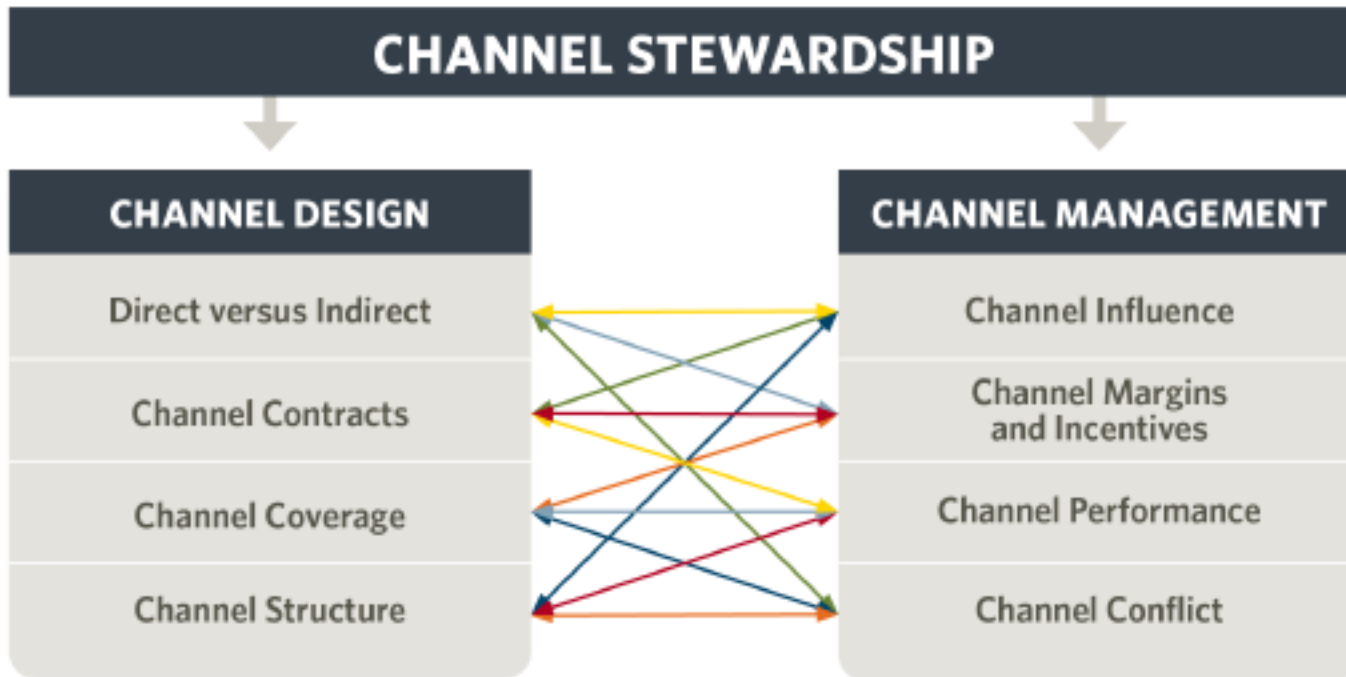
	OPERATIONS (Inventory +Logistics + Services)	MARGIN (MPS*-Costs of production)	TRADE MARKETING
Do-It-Yourself Sheds			
Showrooms			
Trade Shops			
Other (Electrical wholesalers)			

*MPS: manufacturer selling price

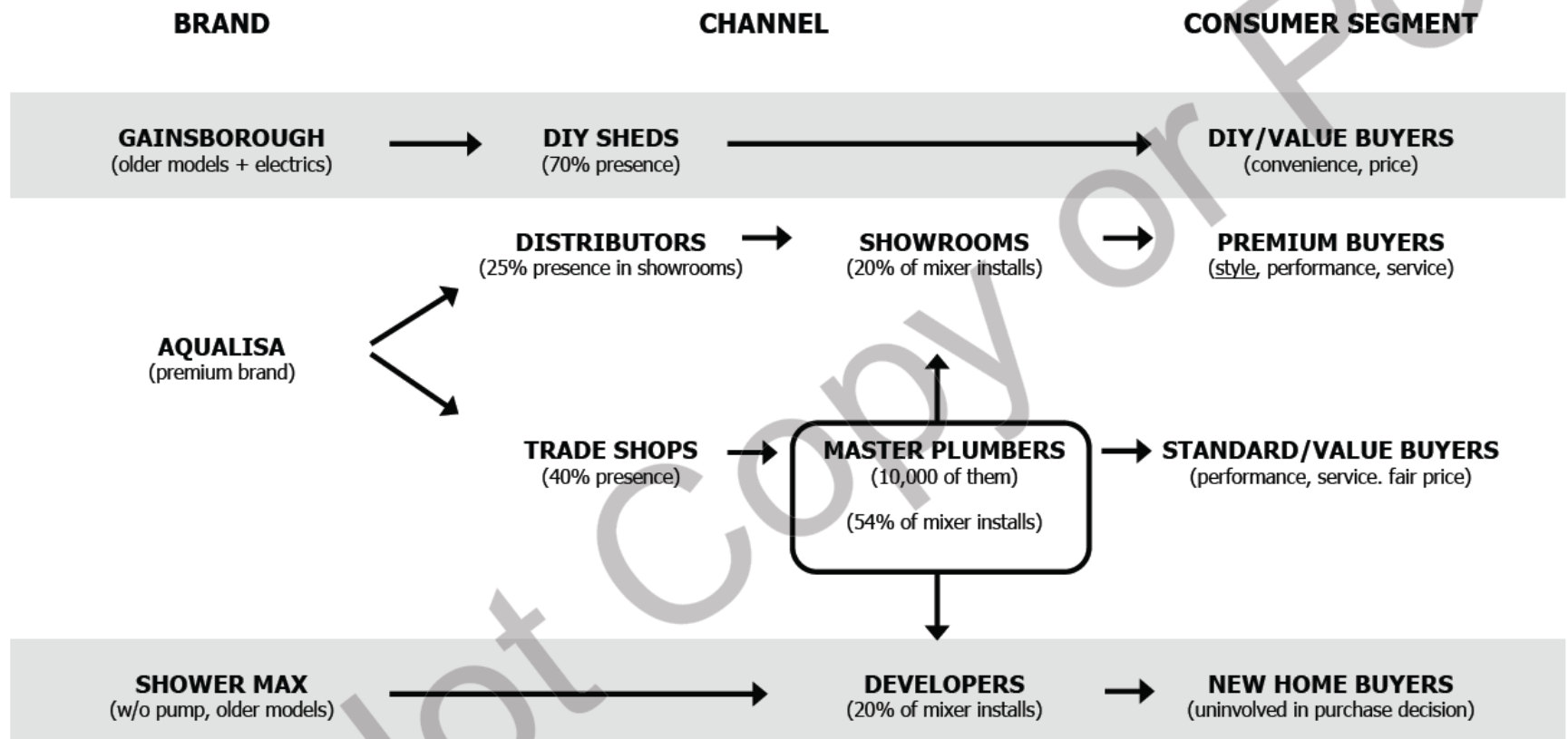
What about conflicts, performance, margins and selection of channel?



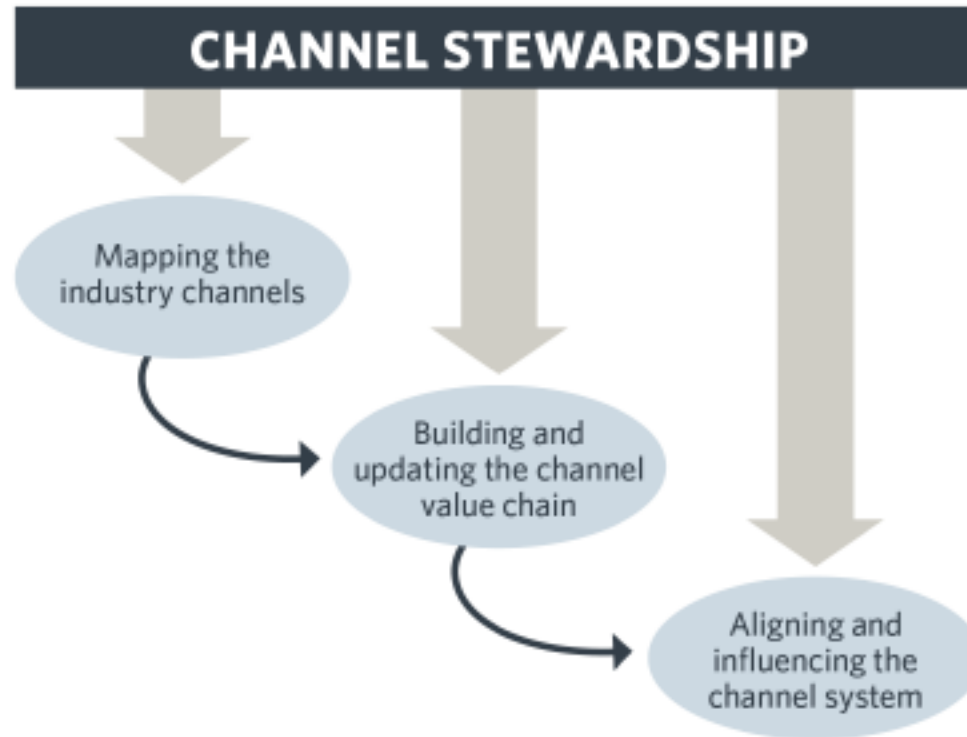
Integrated View of Channel Strategy



Aqualisa Case Study



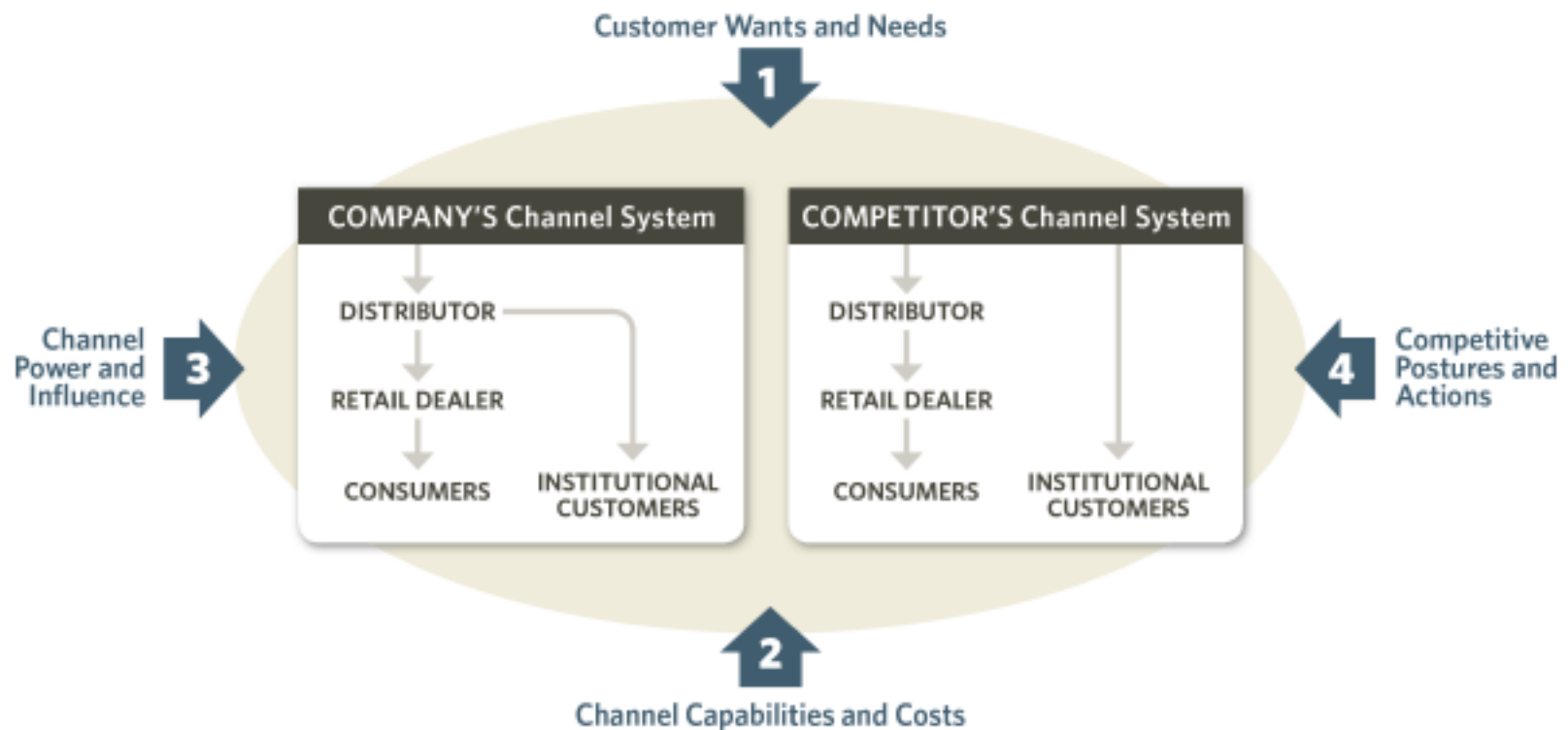
The Three Disciplines of Channel Stewardship



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V. Kasturi Rangan, *Core Reading: Developing and Managing Channels of Distribution*, HBP No. 8149 (Boston: Harvard Business School Publishing, 2015). Copying or posting is an infringement of copyright.

Mapping the Four Forces Affecting Channel Strategy



Questions to Jump-Start the Mapping Process

Customer Wants and Needs

- What do customers buy, how do they buy, and why do they buy the products and services offered by the various players?
- How do other players in the industry segment their customer markets?
- What influences have affected customers' wants and needs? How have they shifted?
- Are customers satisfied with the output of existing channels? What are the gaps in the channel value chain?

Aqualisa Example: Customer Wants and Needs

In general

According to segments

Aqualisa Example: Customer Wants and Needs

	Premium	Standard	Value/DIY
Type of purchase			
Motivations			
Shower criteria			
Price point			
Tolerance of inconvenient			
Preferred channel			

Channel Capabilities and Costs

- What are the industry's broad channel capabilities and costs (e.g., speed of delivery, product assortment, service warranty)?
- How have channel capabilities evolved over time?
- How have channel costs and margins evolved?

Aqualisa Example: Channel Capabilities and Costs

	TARGET	VALUE-ADDED TO FINAL CUSTOMER	REVENUE MODEL	RELATIONSHIP WITH MANUFACTURER
Do-It-Yourself Sheds				
Showrooms				
Trade Shops				
Other (Electrical wholesalers)				
Plumbers				

Channel Power and Influence

- How has power shifted among the channel constituencies—vendors, manufacturers, distributors, and retailers?
- What accounts for the various power shifts?
- Who has gained power, and why? Who has lost power?

Aqualisa: Channel Power and Influence

	INFLUENCE ON FINAL CUSTOMERS	INFLUENCE ON OTHER CHANNELS	INFLUENCE ON MANUFACTURER
Do-It-Yourself Sheds			
Showrooms			
Trade Shops			
Other (Electrical wholesalers)			
Plumbers			

Competitive Postures and Actions

- What has been the nature of industry competition? How has it evolved?
- Who is the dominant player? The most profitable? The most innovative? What are their channel strategies?
- What has been the nature of competition at the channel level? How has it evolved? Which is the dominant channel? The most profitable? The most innovative?

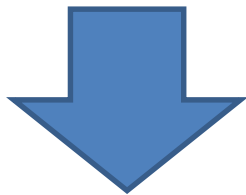
Aqualisa: Competitive Postures and Actions

2. Building and updating the channel value chain

Direct or Indirect channels?

- The size and distribution of the end customers
- The nature of the product or service
- The role and position of the product in the end customer's purchasing basket.
- The nature of the producer firm
- The relative size of the producer firm.

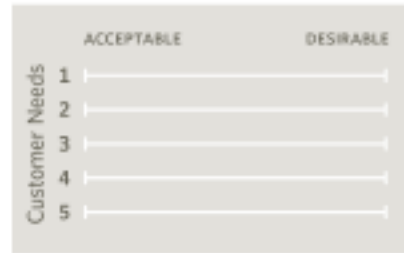
Framework for Building and Updating a Channel Value Chain



The role of channels

STEP 1 Articulate Key Goals

STEP 2 Identify Customer Needs



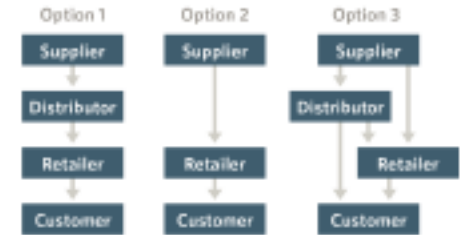
STEP 3 Assess Company Capabilities



STEP 4 Benchmark Competitors



STEP 5 Determine Channel Options



There may be one or more levels of channel intensity for each option.

STEP 6 Set Improvement Goals

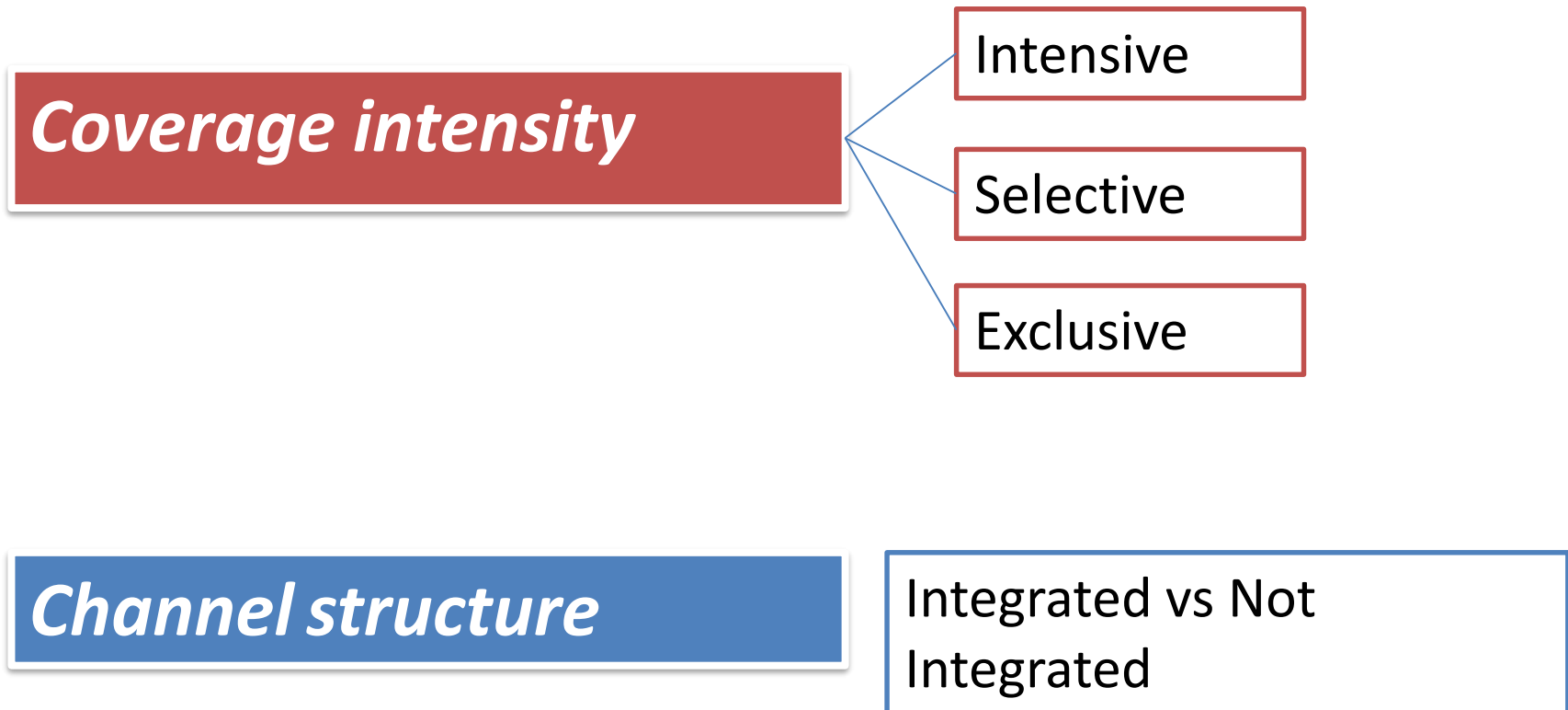


STEP 7 Determine Channel Value Chain



————— Company's Channel Profile
 - - - - - Competitor's Channel Profile
 Company's Goal

Further Issues in building a channel value chain



Four-Step Channel System Alignment Process

Types of Power

- **Hard Power**
 - under the control of the producer(technology/brand)
 - in the hands of distributors (market access and intelligence)
- **Soft Power ****
 - Trust
 - Commitment

** Esempio di Rete Vendita Diretta nel B2B

- ***Transactional field sales force:*** processi transazionali con i clienti e servizi post-vendita in una area di vendita
- ***Systems sales force:*** persone responsabili di diverse tipologie di prodotto e di divisione, lavorano insieme in team per gestire l'intera offerta aziendale sui clienti
- ***Major Account sales force:*** responsabili di grandi clienti globali o filiali e stabilimenti su scala internazionale, tali rappresentanti sono a loro volta responsabili di rete vendita indiretta locale
- ***Strategic Account Management:*** focalizzata su singoli importanti clienti con cui sviluppare anche ricerca e sviluppo

**** Esempio di Rete Vendita Indiretta nel B2B**

I DISTRIBUTORI

- Il 75% dei prodotti-servizi business è veicolata dalla forza vendita indiretta, ossia distributori che acquistano la merce e la rivendono.
- I distributori possono essere generalisti o specialisti (per prodotto o per mercato)
- I distributori hanno una propria rete vendita, offrono servizi post-vendita e formazione, nonché piccoli servizi di personalizzazione

COSTI

Mark-up 10%-50%

Market Development Funds (MDF) 2-5%

Promozioni di prezzo e prodotto

**** Esempio di Rete Vendita Indiretta nel B2B**

→ **OEM** (Original Equipment Manufacturer): sono operatori che comprano prodotti-servizi industriali e li inglobano nella propria offerta che rivendono ad altri clienti business

→ **VAR** (Value Added Reseller): sono reseller che aggiungono servizi a valore aggiunto per il cliente come per esempio l'assemblaggio, la formazione, l'installazione e personalizzazione dei prodotti servizi

Questi soggetti si occupano della fatturazione, attività promozionale, gestione degli stock, sollecitazione e gestione degli ordini, servizi finanziari e ricerche di mercato.

COSTI

Mark-up 20%-40%

Market Development Funds (MDF) 5-10%

Promozioni di prezzo e prodotto

** Esempio di Rete Vendita Indiretta nel B2B

AGENTI

- Differenze tra agenti e broker

PRO

CONTRO

COSTI

Commissioni: 5-30%

Four-Step Channel System Alignment Process



Conflitti di canale della forza vendita ibrida

- Su clienti di medie dimensioni
- In aree geografiche non ben limitate
- In periodi di riduzione di business

SOLUZIONI

- scambio informazioni
- Sistemi incentivanti alla collaborazione

Conclusioni

- La rete vendita non dà più solo benefici spazio-temporali
- L'azienda produttrice non più il channel leader
- Da «reti distributive» a «reti di competenze»
- Anche i piccoli distributori vengono gestiti in ottica collaborativa, sia a livello tecnico, commerciale e gestionale
- Nuovi metodi di compenso e rewarding
- Ogni distributore è un elemento di un network esso stesso che l'azienda produttrice può sfruttare