

Chapter 8 place of channels



第八章 分销渠道



Objectives:

- ⑤ Identify value networks and marketing-channel systems.
- ⑤ Learn the type of work performed by marketing channels.
- ⑤ Understand the decisions companies face in designing, managing, evaluating, and modifying channels



Objectives:

- ⑤ Identify trends taking place in channel dynamics.
- ⑤ Learn how channel conflict can be managed.



The importance of marketing channels

- * Channel choices affect other decisions in the marketing mix
 - * Pricing, Marketing communications
- * A strong distribution system can be a competitive advantage
- * Channel decisions involve long-term commitments to other firms



分销渠道的类型 types of marketing channels

所谓销售渠道抑或分销渠道皆是指：产品从生产者到最终消费者的途径。 A set of interdependent organizations involved in the process of making a product or service available for use or consumption by the consumer or business user.

1、销售渠道的层次

1.1 直销 direct channels

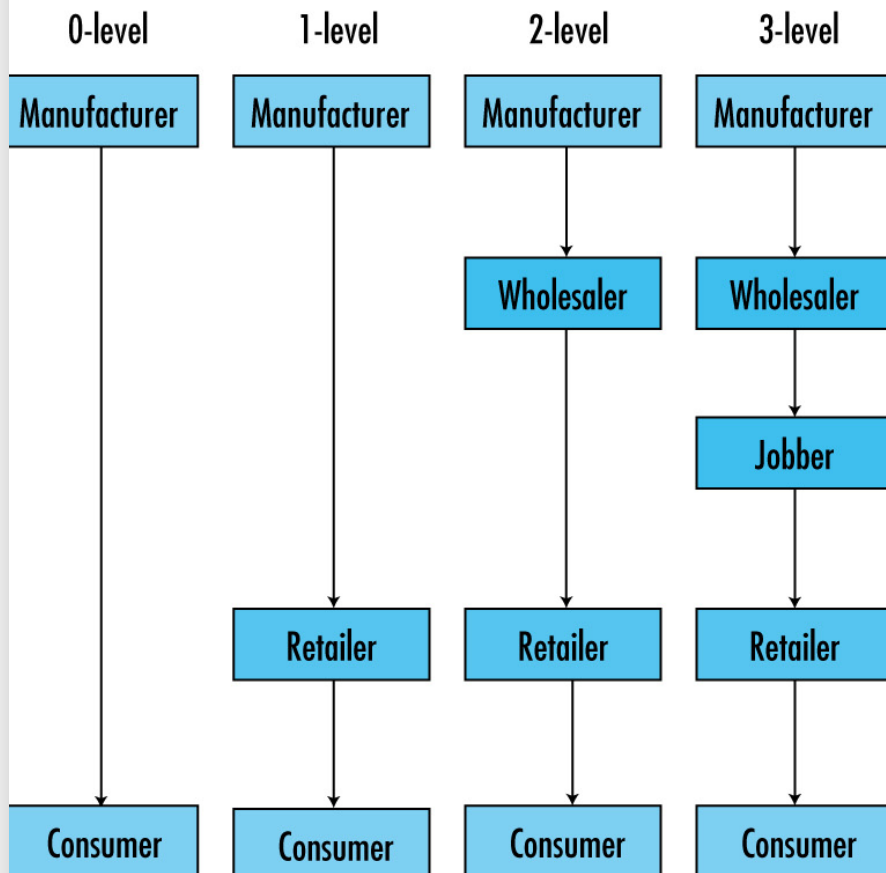
没有中间层次的销售

1.2 间接销售 indirect channels

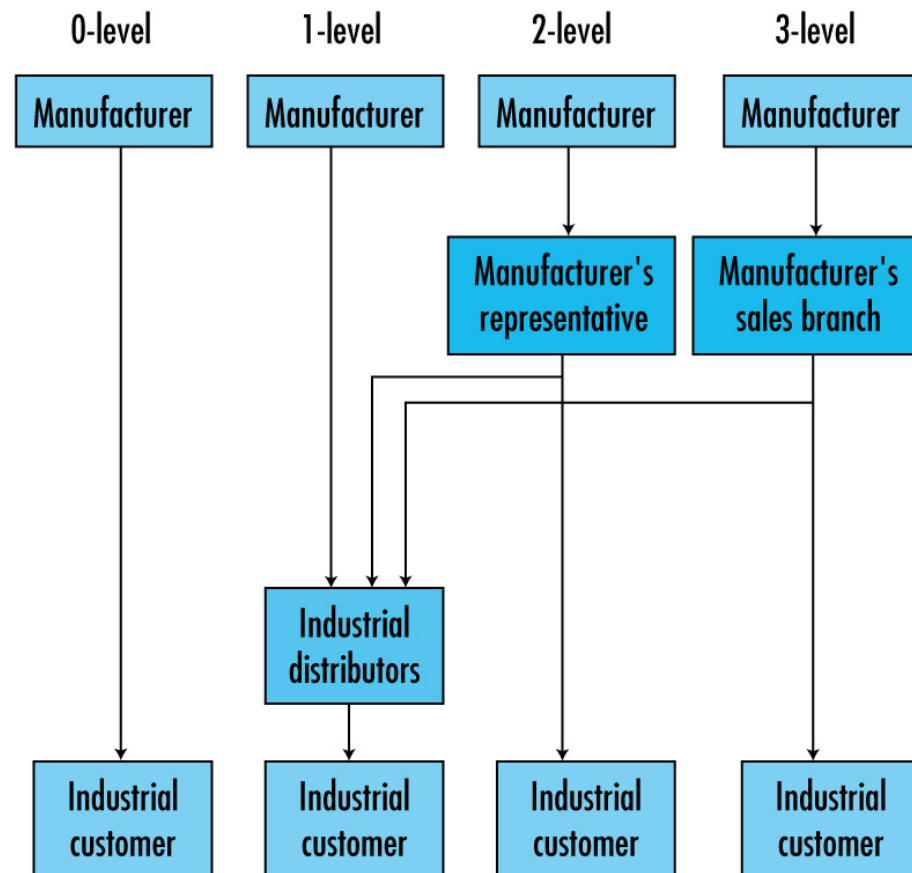
中间机构包括：批发商、中转商和零售商。

▣ Producers lose more control and face greater channel complexity as additional channel levels are added.

(a) Consumer marketing channels



(b) Industrial marketing channels





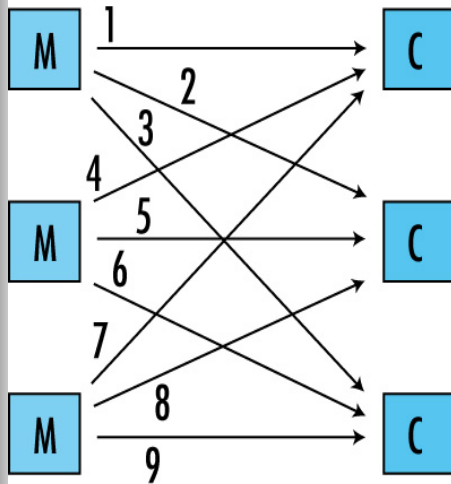
Discussion Scenario

The use of marketing channels is not restricted to physical goods; channels also assist in the distribution of services.

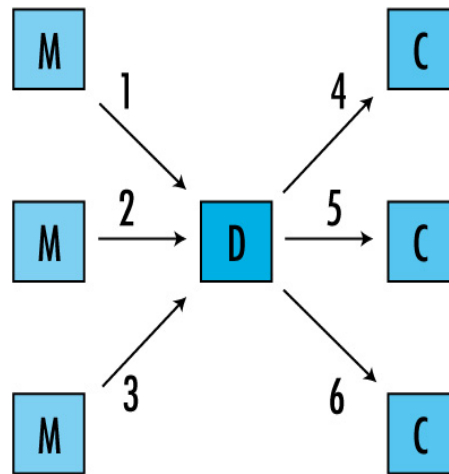
Can you think of an example of a zero-level service channel? One-level channel? Two or more level channel?

2渠道的作用 Work Perfo

Channels



(a) Number of contacts
 $M \times C = 3 \times 3 = 9$



(b) Number of contacts
 $M + C = 3 + 3 = 6$

M = Manufacturer
C = Customer
D = Distributor

Offers the firm more than it can achieve on its own through the intermediaries:

- Contacts
- Experience
- Specialization
- Scale of operation

Figure
How a Distributor
Effects Economy
of Effort



Case 1

迪比特忍着剧痛进行了全面的渠道革命。前天，迪比特执行副总裁彭新淼宣布，为了保住销售业绩，公司已经取消区域代理商，并用近5亿元的现金代价从经销商中购回几十万台手机，改由各省分公司直供各经销商。

但迪比特并不是手机厂商渠道变革第一个，早在去年，诺基亚就对其渠道实施改革，并借此坐上了中国手机的“老大”位置。而摩托罗拉、康佳、**NEC**等手机厂商也不甘落后，纷纷对销售渠道实施“手术”。这一切都发生在手机市场将面临着重新洗牌的大背景下，谁也不愿意渠道拖后腿，而往往渠道就是决定手机厂商未来生存的一个极为重要的因素



Case 2

2004年下半年，国内影碟机市场巨头夏新在经过反复考证衡量之后，对影碟机的销售渠道进行了主动变革，全面接盘广东一家以“苹果熟了”而红及一时的某碟机企业的渠道精英，补充和整合夏新影碟机在部分区域市场的销售渠道。



Channel Functions

- Information
- Promotion
- Contact
- Matching
- Negotiation
- Physical distribution
- Financing
- Risk taking

3conflicts

地区性冲货现象的问题？

三星在国内实行全国总代理制，各地由该总代理发展自己的代理商和经销商。在此制度下，各地代理商串货现象比较严重，市场相当混乱。单是笔记本，三星在重庆市场就有三个代理商，同时在各大电脑城内发展自己的专柜。今年年初，三星宣布取消数码产品的全国总代理，改为区域代理制。今年1月份，三星成都分公司召集西南地区各大代理商召开会议，正式确定每个省级市场全部由一个代理商负责，原有大量代理商转变为三星的经销商。

3 渠道行为和渠道冲突 Channel

Behavior and channel conflicts

- The channel will be most effective when:
 - each member is assigned tasks it can do best.
 - all members cooperate to attain overall channel goals.
- If this does not happen, conflict occurs:
 - *Horizontal Conflict* occurs among firms at the same level of the channel (e.g., retailer to retailer).
 - *Vertical Conflict* occurs between different levels of the same channel (e.g., wholesaler to retailer).
- Some conflict can be healthy competition.



3.1 渠道组织与纵向营销系统

Vertical Marketing System

- A distribution channel structure in which producers, wholesalers, and retailers act as a unified system
- One channel member owns the other, has contracts with them, or has so much power that they all cooperate.



Types of Vertical Marketing Systems

- Corporate VMS
- Contractual VMS
- Administered VMS



3.2 渠道冲突的管理 Managing channel conflict

纵向营销系统 vertical marketing systems
通过合同或者其他方式将制造商、中间商和零售商联合起来成为整体的方法。其目的是解决渠道的纵向冲突。



Corporate VMS 公司化纵向营销系统

在单一所有权下把生产和销售这两个连续阶段结合在一起。

通常都是由生产企业购买渠道而达成的。



Contract VMS 契约式纵向营销系统

不同生产和销售层次的独立企业以契约的形式结合为一体，以取得单独经营时不能得到的经济利益和销售效果。

批发商组织的自愿连锁店系统

零售商合作社

特许专卖机构



3.3 Horizontal marketing system 平行营销系统

不通过所有权或契约而是以某一方的规模和权力来协调生产和销售的一种形式。



3.4 Multichannel Distribution Systems 混合营销系统

Also called hybrid marketing channels. A single firm sets up two or more marketing channels to reach one or more customer segments

Dell's change?

4Channel factors影响分销渠道的因素

案例 美国佩珀饮料公司在80年代初就成为非可乐类饮料世界排名第一的公司，在整个饮料行业里排名第三。佩珀公司把浓缩饮料卖给分装厂商，分装厂商将饮料稀释后装瓶，辅以广告促销，推销给零售商，再由零售商卖给消费者。佩珀公司与全美500多家分装厂商建立密切的关系，分装厂商的销售人员与零售商保持密切联系，制作本地的促销广告，要求零售商把佩珀饮料放在再最显眼的柜台处，经常运用折扣、特殊陈列品、优惠券和免费样品来促进产品的销售。分装厂商十分了解当地的市场情况和零售商的需要，帮助佩珀公司制订各地区的营销方案。尽管这些分装厂商同时也经销可口可乐和百事可乐，但绝大多数都把佩珀饮料作为最佳品牌的饮料。



4Channel factors影响分销渠道的因素

1982年，佩珀公司改变依靠分装厂商在当地做广告促销的方法，实行全国统一的集中营销方案。公司削减了地方性的销售人员，减少了对分装厂商的业务支持，以全国性的广告活动取代了过去由分装厂商在当地做促销广告的做法。当年公司销售量下降了3%，到秋季时该公司亏损4000万美元，市场排名下降至第四名。分装厂商与公司的关系也日益疏远，开始对公司采取防备状态。

在这一事例中，佩珀公司在分销渠道选择时出现了什麼失误？你认为在选择分销渠道是应该注意哪些因素？



4 Channel-Design Decisions

- Channel Factors

- *Intermediary type*
- *Number of intermediaries*
- *Terms and responsibilities of intermediaries*
- *cost*

- Company sales force
- Manufacturer's agency
- Industrial distributors

Channel-Design Decisions

Independent insurance agents act for multiple insurance providers



Independent Insurance Agents & Brokers of America

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Why an Independent Insurance Agent?

Some people think it doesn't really matter where they buy their insurance. But this misconception could be costing them money, service and protection. Buying insurance isn't like buying bread or milk. Insurance is an important safety net for your family, your home, your car or your business. Don't treat the purchase lightly!

There is a difference in where you buy your protection. Many people don't realize there are three sources for insurance:

1. Captive Agents, who can sell you the insurance of only one company.
2. Telephone Representatives, who can offer you the insurance of one company, and only on the telephone.
3. Independent Insurance Agents, who represent an average of eight insurance companies, and research with these firms to find you the best combination of price, coverage and service.



Channel-Design Decisions

- Channel Factors

- *Intermediary type*
- *Number of intermediaries*
- *Terms and responsibilities of intermediaries*
- *cost*

- Exclusive distribution
 - Severely limited distribution
- Selective distribution
 - Some intermediaries willing to carry good are selected
- Intensive distribution
 - Offering is placed in as many outlets as possible.



Number of Intermediaries

中间商特性（不一定非要拥有零售渠道的所有权，会影响其他代理渠道的积极性，通过其他形式也可以加强控制）

如何使分销商忠诚：奖励性佣金，会增加分销成本。企业品牌忠诚度。培训机会和奖励旅游。

Channel-Design Decisions

Channel Factors

- ⑤ *Intermediary type*
- ⑤ *Number of intermediaries*
- ⑤ *Terms and responsibilities of intermediaries*
- ⑤ *cost*

- ⑤ Price policies
 - Price list and schedule of discounts
- ⑤ Conditions of sale
 - Payment terms and guarantees
- ⑤ Territorial rights
 - Define territory / terms
- ⑤ Services to be performed by party

Channel-Design Decisions

Channel Factors

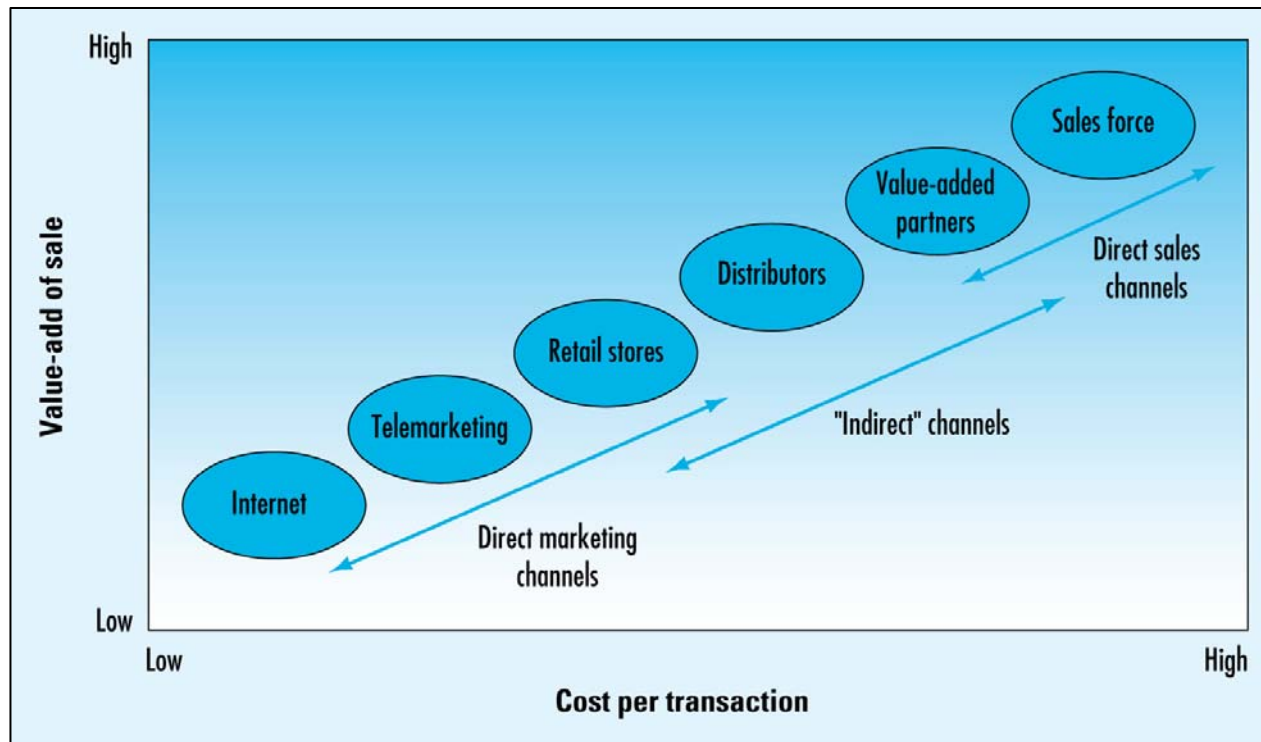
- ⑤ *Intermediary type*
- ⑤ *Number of intermediaries*
- ⑤ *Terms and responsibilities of intermediaries*
- ⑤ *cost*

⑤ FC

⑤ Vc

Channel-Design Decisions

The Value-Adds Versus Costs of Different Channels





Cost factors

成本包括固定成本和变动成本。采用间接分销渠道时，大部分成本是可变成本，当一次销售达成时才会增加分销成本。固定成本包括自设网点建立和维持费用，直销时必须拥有高水平的营业额或者产品具有垄断性。

直销的广告促销成本也比较高，包括广告投放费用、邮寄费用、保证消费者可以接触到产品的设施和信息系统使用费用（如800免费电话），尤其是新产品更甚



Channel-Design Decisions

Criteria for Channel Alternative Evaluation



Economic

Adaptive

Control



5 Channel Management Decisions

- ⑤ Selecting Channel Members
 - Identify characteristics that distinguish the best channel members
- ⑤ Managing and Motivating Channel Members
 - Partner relationship management (PRM) is key
- ⑤ Evaluating Channel Members
 - Performance should be checked against standards
 - Channel members should be rewarded or replaced as dictated by performance

6Channel-Distribution Decisions

Value Added by the Channel

		High	Low
Low	1. Introductory – PCs: hobbyist stores – Designer apparel: boutiques		4. Declining – PCs: mail order – Designer apparel: off-price stores
High	2. Growing – PCs: specialty retailers – Designer apparel: better department stores		3. Mature – PCs: mass merchandisers – Designer apparel: mass merchandisers

Channel choice decision in different Market Growth stage