



NEW
新课程

Channel Management 渠道管理

2009

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中欧高层经理培训：《金融时报》全球20强



Channel Management

Date/Language/Venue: December 3-4, 2009 / English with sequential Chinese interpretation / Shanghai **Fee:** RMB19,800

Distribution channels refer to external mechanisms and institutions that a firm uses to take its products and/or services from the point of production to the point of consumption or use.

Historically, distribution channels have been the least glamorous of the marketing variables (the 4th P, i.e. “place” in the 4 P’s). Today’s world is boosting radically the importance of criticality of this variable. Product proliferation, media fragmentation, growth of power distributors and retailers, the internet, the emergence and impressive growth of developing economies, to quote a few, have conspired to put a premium on effective channel design, structure and management. Even the “go-to-market” (GTM) concept used on and on as a substitute for channel decisions is coined today as obsolete: the ambition of today’s channel management is that all the “actors” of the “chain of distribution” create ultimately added value not only for themselves but also for the end user. In this respect, distribution channels become true marketing tools and not only a “physical route” for conveying products/services.

Objective

The objective of this programme is to help participants redefine, understand, build and evaluate distribution channels.

Who Should Attend

Sales managers, marketing managers, product managers, market managers, channel managers, supply chain managers, IT managers. All the above managers could come either from business-to-business or business-to-consumer sectors since the programme will blend considerations on both.

Programme Benefits

The programme will help participants:

- >> Use the right criteria for building or evaluating their distribution channels, in terms of: channel design, channel structure and channel management
- >> Migrate channels from mere “go-to-market” mechanisms into giving the added value to end users
- >> Be creative in building, within channels, win-wins between channel members rather than living through a permanent warfare

Programme Coverage

- >> The functions and flows of a distribution channel and their role in taking a product/service from conception/use
- >> The variety of ways in which channel functions can be performed and their implications for channel design, channel structure, channel management
- >> Maximizing the Total Channel Offer to the End User
- >> Contemporary channel challenges such as
 - Changing consumer behaviors (e.g., multi-channel shopping, e-commerce)
 - Retailer power, own labels, loyalty programmes
 - Escalating channel conflict and its management
 - Models of strategic partnerships between channel institutions

渠道管理

时间 / 语言 / 地点 : 2009年12月3日 - 4日 / 英语授课配汉语交替翻译 / 上海 费用 : 人民币19,800元

分销渠道是指公司用来把产品/服务从生产点传送到消费/使用点的外部机制和机构组织。

过去, 分销渠道一向是营销变量中最不关注的一个(即, 4P组合中排在最后的“渠道”)。但如今全世界都愈发重视渠道的重要性。在产品爆炸性激增、媒体零散化、重量级分销商和零售商发展壮大、互联网兴起以及发展中国家崛起并高速增长等众多因素的综合作用下, 渠道设计、渠道架构和渠道管理的重要性显著提升。就连频频被用作渠道决策代名词的“走向市场”(GTM)都已成为过时的概念: 如今渠道管理的抱负是, “分销链”上的所有“角色”都不仅为自身而且还为终端用户创造价值。从这个角度来看, 分销渠道已成为真正的营销工具, 而不只是传送产品/服务的“有形路径”。

目标

本课程的目的是帮助学员重新定义、理解、构建和评估分销渠道。

对象

B2B和B2C企业的销售经理和营销经理、产品或市场经理、渠道经理或渠道管理团队、与渠道有大量交集的管理人员。

受益

本课程将帮助学员:

- >> 运用恰当的标准去构建或评估分销渠道, 具体包括: 渠道设计、渠道架构和渠道管理
- >> 明确如何将渠道从单纯的“走向市场”机制, 转向为终端用户创造价值
- >> 创造性地构建渠道成员之间的双赢局面, 而不是永远处于争赢状态中

课程内容

- >> 分销渠道的职能和流程, 以及它们在产品/服务从形成概念到投入使用的过程中所扮演的角色
- >> 履行渠道职能的不同方法, 以及它们对于渠道设计、渠道架构和渠道管理的意义
- >> 终端用户整体渠道受益的最大化
- >> 当前渠道领域面临的挑战, 例如:
 - 不断变化的消费者行为(比如: 多渠道购物、电子商务)
 - 零售商支配力、自有品牌、客户忠诚度计划
 - 不断升级的渠道冲突及其管理
 - 渠道机构组织之间战略合作伙伴关系的模式



Programme

Schedule 课程安排

Day 1

- morning >> Introductory lecture on channel decisions
>> Channel design
- afternoon >> Channel design (continue)
>> Case study

第一天

- 上午 >> 渠道决策导论
>> 渠道设计
- 下午 >> 渠道设计 (续)
>> 案例分析

Day 2

- morning >> Channel coordination
>> Case study: Managing the “go-to-market” evolution
- afternoon >> The growth of power retailers: How to cooperate rather than to conflict with them
>> Winning retail strategies
>> Group discussion: How can a supplier build win-wins with power retailers

第二天

- 上午 >> 渠道协调
>> 案例分析：对“走向市场”战略的演进过程进行管理
- 下午 >> 重量级零售商的发展壮大：如何与他们合作，而不是对抗
>> 制胜零售战略
>> 小组讨论：供应商如何才能与重量级零售商构建双赢

Date/Language/Venue

December 3-4, 2009 / English with sequential Chinese interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Applicants can apply for the programme in either form:

- >> Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click “**Apply Now**” to apply for the programme; or
- >> Submit application by fax or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click “**Application Form**” to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB19,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

Cancellations

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same calendar year, but must pay any differences in fees between the two programmes. All changes and cancellations are subject to the final confirmation of CEIBS.

* CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.

时间 / 语言 / 地点

2009年12月3日 - 4日 / 英语授课配汉语交替翻译 / 上海 (上海浦东红枫路699号中欧国际工商学院)。

申请程序

申请者可以通过以下两种方式申请课程：

- >> 在线申请。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击在线申请即可进行课程申请。
- >> 以传真或邮寄的方式递交课程申请表。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击下载申请表，填写完整之后传真或邮寄至中欧客户服务小组即可完成课程申请。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站：<http://exed.ceibs.edu>

课程申请必须在开课前20个工作日内完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20个工作日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

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Programme Director 课程主任

Charles Waldman

Senior Affiliate Professor of Marketing, INSEAD

INSEAD市场营销学资深特聘教授

EDUCATIONAL BACKGROUND:

D.B.A, Harvard University
M.S. in Economics, Paris University

TEACHING/RESEARCH INTERESTS:

Professor Waldman is a Senior Affiliate Professor of Marketing at INSEAD. He has been on the Faculty of INSEAD since 1982. He was earlier associated with, and Faculty Dean of ESSEC, and has been a visiting professor at Boston University, Macquarie University in Sydney, Australia, the Rezanati Business School of Tel Aviv University, Israel and the Graduate School of Business, Catholic University, Lisbon, Portugal. His main interests focus on marketing strategy and comparative management issues in the service and retail distribution areas.

ACADEMIC ACHIEVEMENTS:

Professor Waldman's publications include *Strategies of International Mass Retailers*, and several articles and contributions on retailing distribution and service issues in French and European magazines and academic publications, as well as a number of retailing cases.

CORPORATE EXPERIENCE:

Professor Waldman is also involved in management consulting. He has previously been Senior Vice President (Marketing) with Club Med Inc. in New York.

教学/研究领域：

哈佛大学，工商管理博士学位
巴黎大学，经济学硕士学位

教学/研究领域：

Waldman教授是INSEAD商学院资深特聘教授。自1982年以来，他一直在INSEAD商学院任教。此前，他曾在法国ESSEC商学院担任教职及系主任职务。他曾经是波士顿大学、Macquarie大学（澳大利亚悉尼）、特拉维夫大学Rezanati商学院（以色列）以及葡萄牙天主教大学商学院（葡萄牙里斯本）的客座教授。他的研究方向主要集中于服务及零售领域的营销战略和比较管理学问题。

学术成就：

Waldman教授著有《国际大众零售商的战略》一书。他在法国和欧洲的一些杂志和学术出版物上发表了大量有关零售和服务领域的文章，并撰写了许多零售业的案例。

企业经验：

Waldman教授还从事管理咨询工作。他曾经是纽约Club Med公司的资深（营销）副总裁。

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