



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### RSM 454H1 S

Sales & Distribution Strategy

Winter 2018

Course Meets: Fridays 9:00am-11:00am WO 35

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## Course Scope and Mission

From the concept to the shelf; the road from manufacturing to retail involves multiple levels of decision making. Developing and implementing a brand's "route to market" is one of the most complex and difficult to reverse investments. Having a great product or service to sell is important, but lacking the right strategies and channel partners limits your chances of success in the marketplace. This course deals with questions regarding what type of, and how many, intermediaries to partner with, what each of their roles and responsibilities should be, and how to motivate them to perform at the highest level. Your "go to market" strategy must also be supported by your own internal and external sales force, a team who's compensation is structured in a way to deliver 'the plan'.

Sound easy? With today's hyper-competitive market, the emergence of e-commerce, and the search to maximize the value chain, these decisions are becoming more and more complex. We address them in the context of current examples of companies whose channel decisions have had a strong impact on their performance. You will leave with a structure for analyzing existing channels and establishing new ones, as well as with tools for defining and resolving channel conflict and most importantly selecting and motivating your sales force to execute the strategy.

## Required Readings

- Sales management, Robert J Calvin, McGraw-Hill; 1 edition (December 12, 2000)
- Course package: various articles, sales plans and corporate policies to be provided by the instructor

## Course Prerequisite

RSM 250H1

## Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Component	Due Date	Weight
Class Participation	Ongoing	20%
Group presentations	Week 7 / 8	40%
Final Exam (take home)	Exam week	40%

Each component of evaluation is further detailed below

- **Class participation** – this is a group learning environment – it is crucial to attend classes, actively engage, probe and question.
- **Group Presentations** - The team will be given context on a business (case), including a set of revenue objectives and market characteristics. They will then have to devise a sales strategy and key account plan and present it to the class.
- **Final** – Take home exam – a case which you will be required to solve

For Group Presentations:

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team’s process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach\*\* as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\*For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

**Electronic Course Materials**

This course will be using cases and readings which are available online. These materials will cost a total of \$63.20. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

## Weekly Schedule

Session	Date	Topic	Readings
1	Jan 5	Introduction, course overview	<b>Reading:</b> Sales Learning Curve, Leslie & Holloway (R0607J) 2006
2	Jan 12	Designing & Organizing a Sales Force	<b>Case:</b> Spectrum Brands Inc.: The Sales Force Dilemma
3	Jan 19	Various Channels of Distribution	<b>Reading:</b> Developing and Managing Channels of Distribution, Rangan (8149-HTM-ENG) 2015 <b>Case:</b> Phillips Foods, Inc – Introducing King Crab to the Trade, Brunel & Utter (909A04) 2010
4	Jan 26	Sales Territories; how do they work?	<b>Reading:</b> How you slice it: Smarter Segmentation for your sales force, Wasser et al (R0403H), 2004 (optional) <b>Case:</b> Realigning Sales Territories at Garrick Oil and Lubricants, Aman & Pousa (HEC115) 2015
5	Feb 2	Life in the Sales Trenches	<b>Reading:</b> Ultimately Accountable Job: Leading Today's Sales Organizations, Colletti & Fiss (R0607K), 2006 <b>Case:</b> NetApp: The Day-to-Day of a District Manager, Leslie, Lattin & Arippol (E263), 2007
6	Feb 9	Account Management	<b>Reading:</b> Making the Major Sale, Shapiro & Posner (R0607L) Rev. 2006 <b>Case:</b> Siemens AG: Key Account Management, Sttenburgh, Ahearne & Corsi (9-512-110) 2012
7	Feb 16	Group Presentations	
8	Mar 2	Group Presentations	
9	Mar 9	Compensating a Sales Force	<b>Reading:</b> A Radical Prescription for Sales, Pink (R1207E) 2012 <b>Reading:</b> The Right Way to Use Compensation, Roberge (R1504E) 2015 <b>Case:</b> Pharma Talent: Paying Sales Force Bonuses within a Fixed Budget, Taylor & Campana (W12268) 2012
10	Mar 16	e-Commerce; impacts on industries Guest Speaker: Dan Smith (Toronto Star)	<b>Reading:</b> The Future of Shopping, Rigby (R1112C) 2011 (optional) <b>Case:</b> The New York Times Paywall, Kumar, Anand, Gupta, Oberholzer-Gee (512077) 2013
11	Mar 23	e-Commerce Guest Speaker:	AMAZON and the future of online shopping
12	April 5 (THURS)	Extending the Reach of a Sales Force	<b>Reading:</b> Managing Global Accounts, Yip & Bink (R0709G), 2007 <b>Reading:</b> Can Selling Be Globalized? The Pitfalls of Global Account Management, Arnold, Birkinshaw & Toulan (CMR212), 2001 (optional)
Final Exam	TBA		

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (including midterm examinations)**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted

**Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.**

### **Late Assignments**

Late submissions will normally be penalized by 10% if the assignment is not received on the specified date, at the specified time. A further penalty of 10% is applied to each subsequent day. Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

### **Accessibility Needs**

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.studentlife.utoronto.ca/as>.

### **Academic Integrity**

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

*The University of Toronto's Code of Behaviour on Academic Matters*

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.

- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

### **Email**

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

### **Blackboard and the Course Page**

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore additional Portal Information for Students at <http://portalinfo.utoronto.ca/content/information-students>.

### **Recording Lectures**

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.