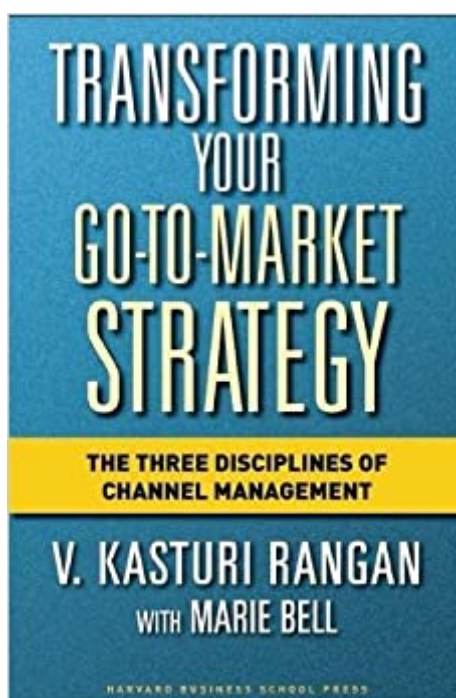


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# Transforming Your Go-to-Market Strategy: The Three Disciplines Of Channel Management



## Synopsis

Most distribution channels are outdated and unwieldy, serving neither customers nor channel partners adequately. Despite new technologies that have streamlined many transactions and processes, a general lack of leadership combined with flawed and deeply ingrained structures make distribution channels exceedingly difficult to change. What companies need, says V. Kasturi Rangan, is a new approach to going to market - channel stewardship - that simultaneously addresses customers' best interests and drives profits for all channel partners. In "Transforming Your Go-to-Market Strategy", Rangan shows how any member of a distribution channel can adopt this role and learn how to shape an effective, constantly evolving, and mutually beneficial channel strategy. This book outlines three disciplines that companies must master to navigate the complex distribution environment successfully: map the industry channel, build and edit one's own channel continuously to best serve customers, and align and influence one's channel value chain to ensure that all parties reap appropriate rewards. Rangan also provides guidance on managing multiple channels, integrating the Internet into a channel strategy, and overcoming common barriers that impede transformation. A fresh approach to designing and managing channels for the long term, this book helps firms expand value for customers, partners, and the bottom line.

## Book Information

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## Customer Reviews

V. Kasturi "Kash" Rangan is the Malcolm P. McNair Professor of Marketing at Harvard Business School. He has taught the core first-year marketing course and was its head across multiple

sections (1993-1996). He has also taught the second-year elective courses on Business-to-Business Marketing and Channels-to-Market, as well as the doctoral course on Research Design. He currently teaches marketing in the Advanced Management Program for senior executives. He also teaches in the focused executive programs: Channels-to-Market, Business Marketing Strategy, and Strategic Perspectives on Nonprofit Management.

I really enjoyed this book by Harvard Business School professor Kash Rangan. The authors advocate a disciplined approach to channel strategy that could generate superior returns in almost any industry. In my experience, most manufacturers neither develop careful channel maps nor do they assign executives senior enough to make significant channel resource commitments. As a result, the returns to channel stewardship should be available for any company willing to invest the time and effort. A major strength of this book is the detailed examples provided in each chapter. Most business books simply provide very short case studies that always leave me wondering what really happened. Here, Rangan and Bell combine company stories with market data. Some of the examples are a bit dated, but that has the advantage of allowing the authors to describe the actual outcomes. The examples include both retail (B2C) and business-to-business channels, showing the strength of channels thinking. They even provide fresh insights into overdone examples such as Dell and Wal-Mart. The only shortcoming is an over reliance on box-and-arrow diagrams. These are helpful when showing product and information flows within a channel system, but much less interesting when simply summarizing points made in the text. I highly recommend this book to anyone with channel management responsibilities. This dense and challenging book will reward careful study.

good book for strategy

Lots of theory, very little practical applications. Overall the book seemed to avoid "How to", the authors stayed more with high level topics.

V. Kasturi Rangan presents a precise and exact step by step process to not only create a channel sales strategy, but to enhance and fix one that is already in place. Many companies and managers today feel all they have to do is sign up as many "channels" as possible to be successful. Unfortunately they overlook the critical principles of a success channel strategy and fail measurably, taking down the company, its people and alienating their customers. This is a must

read and keep for any level of management involved in a go-to-market strategy.

Maybe I was under the false impression of what this book is supposed to be... The title gives the impression that the contents are practical, tactical and actionable. Instead, the book is very "high-level" very informative about ideas on how channels could and should be run, at a 10,000 ft view, but not much tangible substance - at all. If you're looking for info on high level Channel Strategies and ideal world scenarios - worth the read. If you're looking for "how to" go elsewhere.

The downside of this book is no color inside and that the Channel Stewardship concept in the book reveals so many opportunities for you in your business, you ask yourself - where do I begin to apply this & take advantage? Also, the opportunity can be so big - that some readers may be intimidated. It can take years to move a company to implement Channel Stewardship fully - possibly a major change in mind-set. Great use of multiple industry examples & action orientation / sequence of the chapters ! Your favorite chapter depends on where you & your company are now. For example, favorite chapter for me was #3 'Building & Editing the Value Chain'. This book is a must read for business managers of products or services or retail. After reading the first 3 chapters, I ordered 10 more copies to give to key associates and started to organize workshops to implement some of the concepts as Global Head of Distribution in my company [Fortune 100].

V. Kasturi Rangan (Malcolm P. McNair Professor of Marketing, Harvard Business School) presents *Transforming Your Go-To-Market Strategy: The Three Disciplines of Channel Management*, a guide to improving the distribution systems of one's company. Focusing on three core techniques - mapping industry channels, building and reshaping channels for optimum customer service, and aligning one's channel value chain - *Transforming Your Go-To-Market Strategy* presents the tools to turn around poor distribution and increase both sales and profits. A "must-read" for professional distributors and owners of businesses large and small.

I bought this book, an old version. I wanted to understand concepts of go-to market strategy & academic principles behind it. There are better books available

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