

Strategi Distribusi dan Saluran Global



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Basic Terms & Concepts



⌘ Place

☒ “making goods and services available in the right quantities and locations - when customers need them” (Perreault/McCarthy, Basic Marketing, p. 298)

☒ Place decisions include which middlemen will handle the product, which stores will carry the product, how will the product get the exposure needed

⌘ Wholesaler: someone who sells to retailers or industrial customers, but doesn't sell in large amounts to final consumers

⌘ Retailer: someone who sells to final consumers

Channel of Distribution

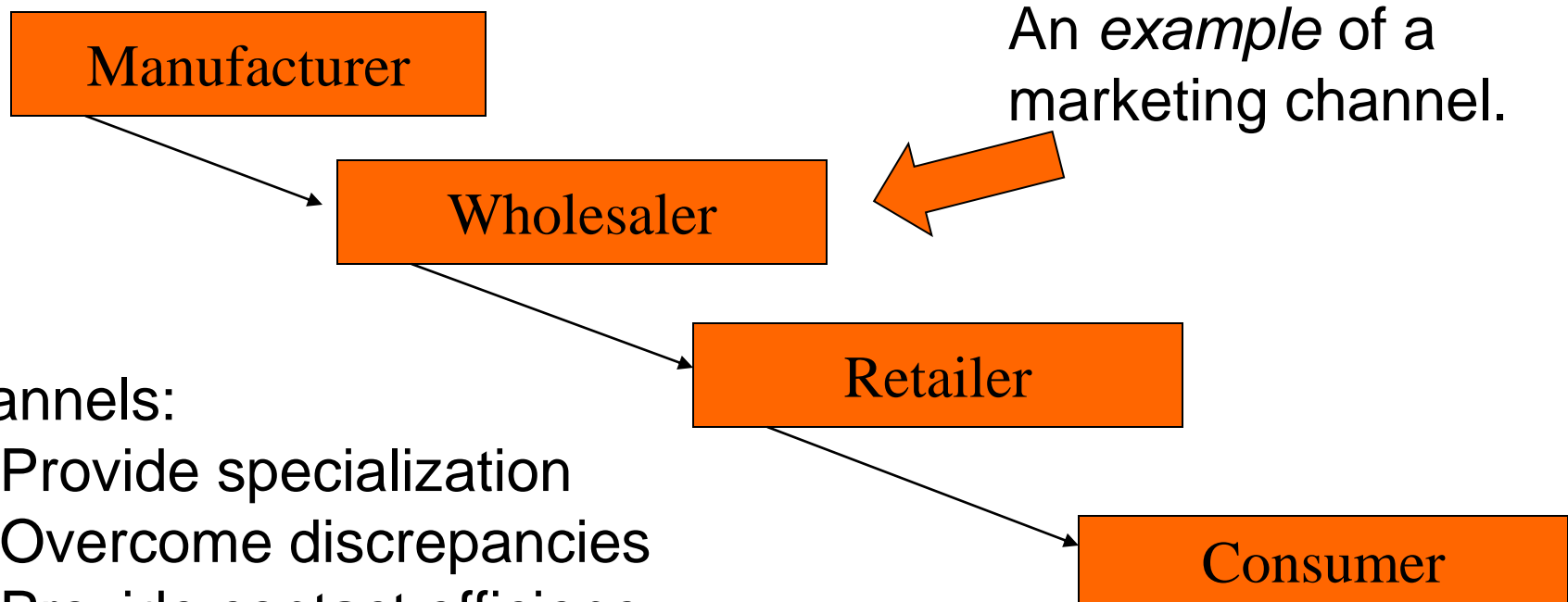


⌘ an organized network of agencies and institutions which, in combination, perform all the activities required to link producers with users to accomplish the marketing task. (AMA 2007)

Basic Terms & Concepts

⌘ *Marketing channel (aka Channel of Distribution)*

- ☒ “a set of interdependent organizations that ease the transfer of ownership as products move from producer to consumer/user”



Channels:

1. Provide specialization
2. Overcome discrepancies
3. Provide contact efficiency

CHANNEL OBJECTIVES



- ⌘ Place utility: the availability of a product/service in a location that is convenient to a potential customer.
- ⌘ Time utility: the availability of a product or service when desired by a customer.
- ⌘ Form utility: the availability of the product processed, prepared, in proper condition and/or ready to use.
- ⌘ Information utility: the availability of answers to questions and general communication about useful product features and benefits.

DISTRIBUTION CHANNELS



⌘ Business-to-consumer marketing (B2C):
industrial channel deliver products to
manufacturers or other types of
organization that uses them as input in the
production or day-to-day operations.

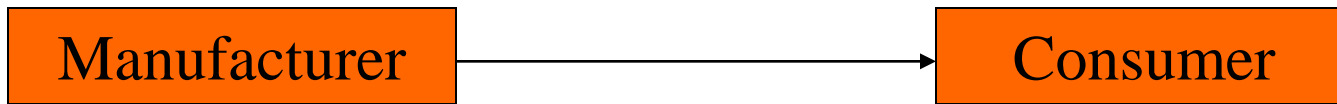
Contoh: HYPERMART



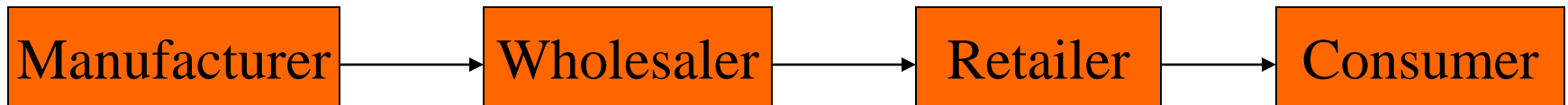
Basic Terms & Concepts

⌘ *Direct vs. Indirect Channels*

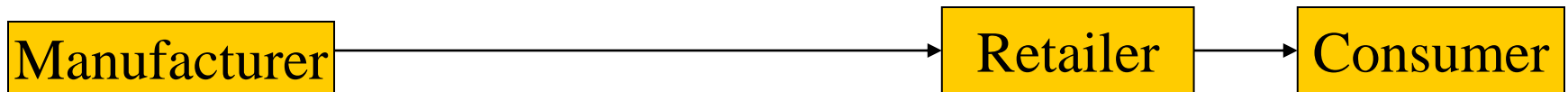
☑ *Direct* - straight from the mfg. to consumer



☑ *Indirect* - uses 1+ middlemen/intermediaries



or



or



or many other possibilities...

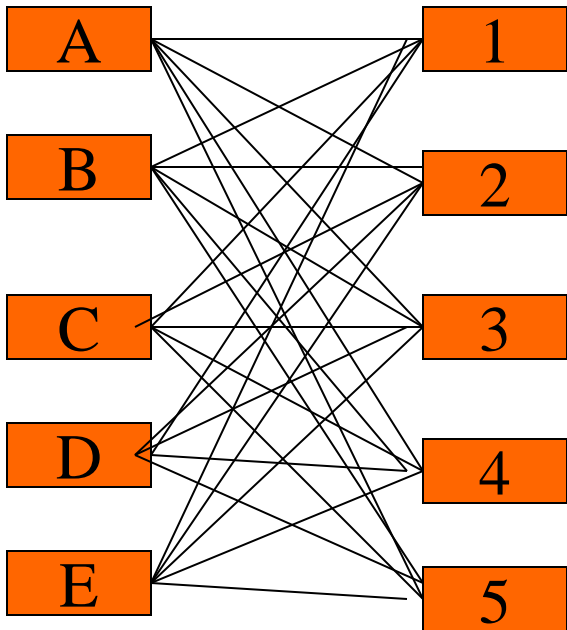
TERMINOLOGY



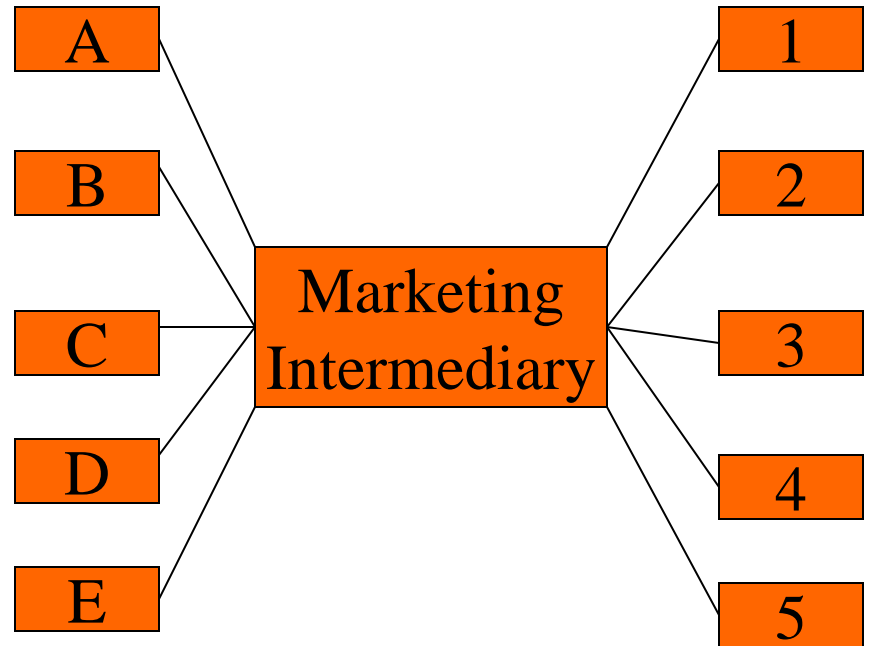
- ⌘ Distributor: a wholesale intermediary that typically carries product lines or brands on a selective basis.
- ⌘ Agent: an intermediary who negotiates transactions between two or more parties but does not take title the goods being purchased or sold.

Why do we use intermediaries?

⌘ To simplify and reduce transactions.



or



Effects on consumer search processes? Ease of finding buyers?

Other channel arrangements



Dual Distribution

When a producer uses two or more channels (ex: Gateway Computers)

Strategic Channel Alliances

A partnership which involves the use of the previously-established channel of another organization

Useful when...

- Creating a channel will command too many resources
- Cultural or other differences will inhibit growth in international markets.

Why do we use intermediaries? To provide...



⌘ Transactional functions

- ☒ *Contracting and promoting*
- ☒ *Negotiating*
- ☒ *Risk taking* (inventory)

⌘ Logistical Functions

- ☒ *Sorting* (bulk-breaking, assorting)
- ☒ *Storing*
- ☒ *Physically distributing* (transporting and sorting goods)

⌘ Facilitating Functions

- ☒ *Financing*
- ☒ *Researching* (gathering info on channel members & customers)

Supply Chain Management



- ⌘ Determining channel strategy and distribution intensity
- ⌘ Managing relationships in the supply chain
- ⌘ Managing logistical components
 - ☑ Movement of information and requirements
 - ☑ Planning of production and inventory levels
 - ☑ Movement and storage of raw materials
 - ☑ Movement of finished goods to intermediaries and buyers
- ⌘ Balancing cost and customer service

Distribution strategies



⌘ *Intensive Distribution*

☑ Selling through all appropriate intermediaries

⌘ *Selective Distribution*

☑ Selling through only those intermediaries that will give the product special attention

⌘ *Exclusive Distribution*

☑ Selling through only one intermediary in a given geographic area

Choosing a distribution strategy



- ⌘ Intensive distribution can be costly, but so are lower sales!
- ⌘ However, exclusive distribution can motivate intermediaries.
- ⌘ Will customers search for my product?
- ⌘ Do I need cooperation from channel members, or to encourage intermediaries to handle my product?

Types of distribution systems



- ⌘ Traditional
- ⌘ Administered: informal agreement to cooperate
- ⌘ Contractual: agreement to cooperate is contractual (GM-auto transport)
- ⌘ Corporate: a corporation owns/controls intermediaries (Sherwin-Williams)

Trends in Supply Chain Management



Advanced
Computer
Technology

(ex: bar codes,
rf technology,
pick to light,
etc.)

Outsourcing
Logistics
Functions

(ex: 3PL)

Electronic
Distribution

(ex: music,
software,
postage)

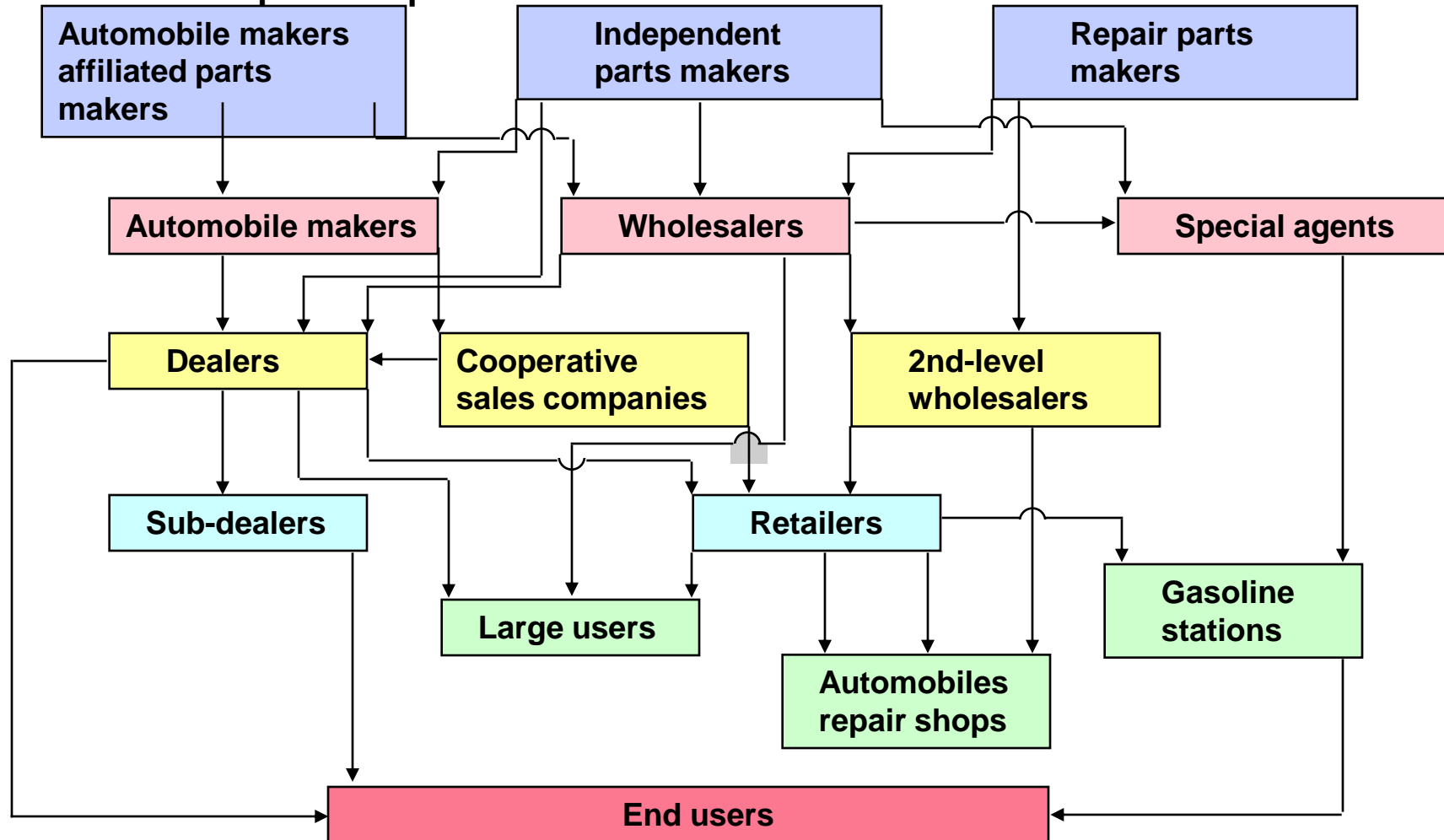
Japanese Distribution Structure

- **High Density Middlemen**
- **Channel Control**
- **Business Philosophy**
- **Large-Scale Retail Store Law and Its Successor**
- **Changes Effected by SII**

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Comparison of Distribution Channels Between the United States and Japan

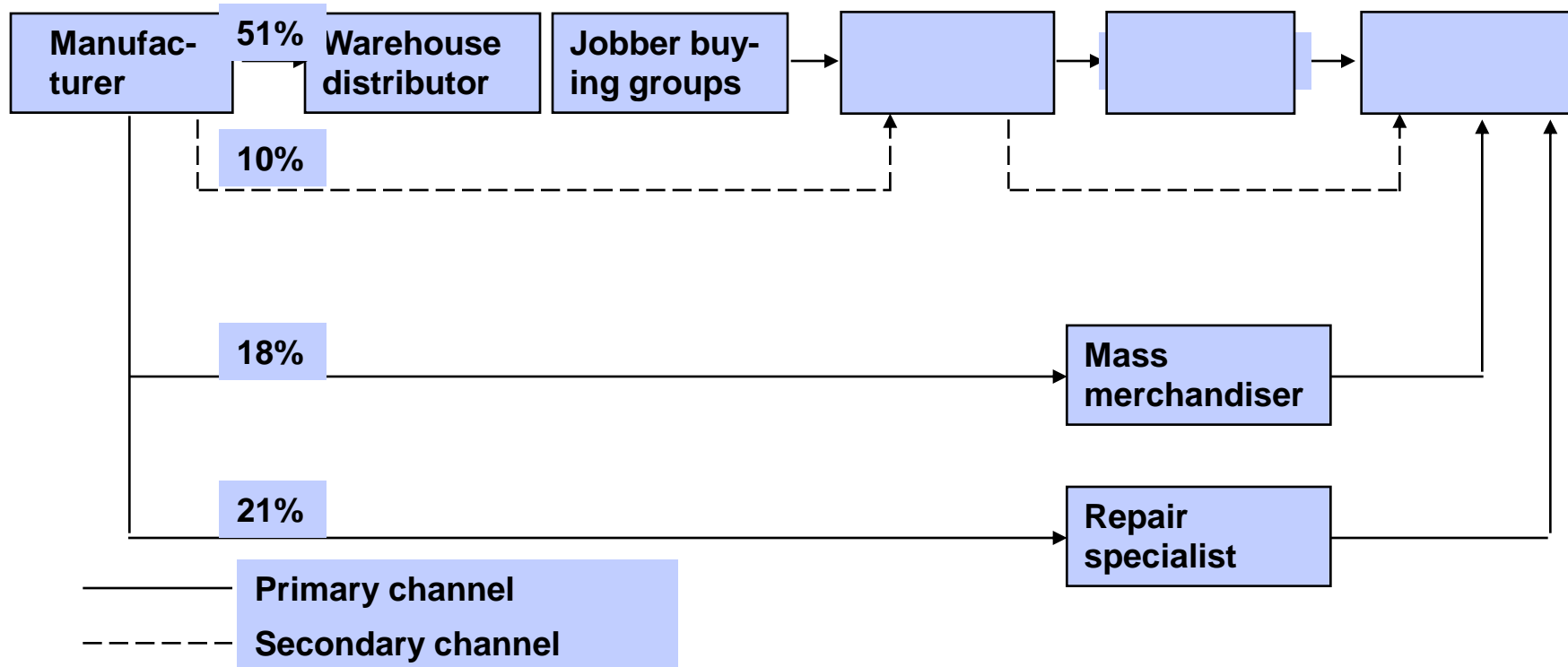
Automobile parts: Japan



14-3

Comparison of Distribution Channels Between the United States and Japan

Automobile parts: United States



Large-scale Retail Store Law

Protect Small Retailer

500 Sq Meters (5,382 Sq. Ft.)

Approval from MITI and Prefectural government to:

Build

Expand

Changing Operating Hours

Change Days Closed

Local Retailers must unanimously approve plan

Months to years for approval

Japanese Supermarket - 10 years

Toys "R" US - 3 years

Licenses required to operate

Full Service Store - 39 Licenses need approval

Japanese Consumer Philosophy

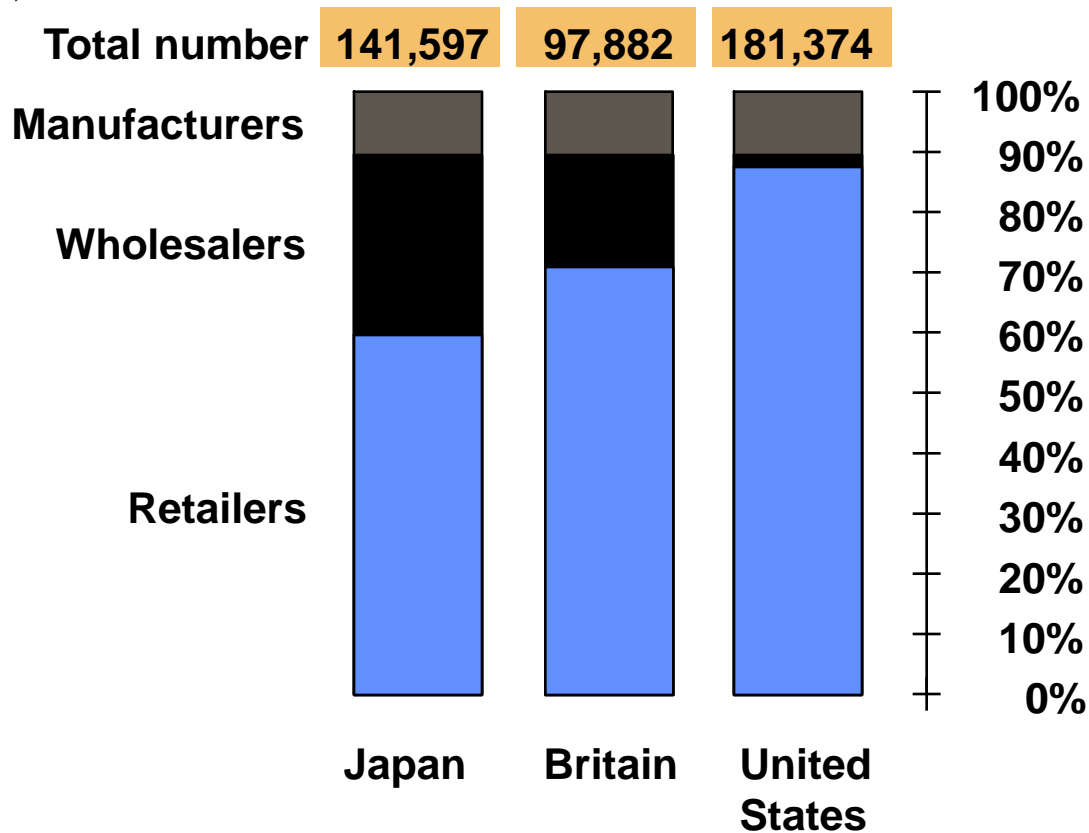
- **Harmony and Friendship**
- **Consumer**
 - ◆ **Brand Loyalty**
 - ◆ **Service and Quality Over Price**
 - ◆ **Small, Frequent Purchases**

General Distribution Patterns

- **Middlemen Services**
- **Line Breadth**
- **Costs and Margins**
- **Channel Length**
- **Nonexistent Channels**
- **Blocked Channels**
- **Stocking**
- **Power and Competition**

Cutting Out the Middleman

Number of companies involved in each level of the food industry, % of total, 1993

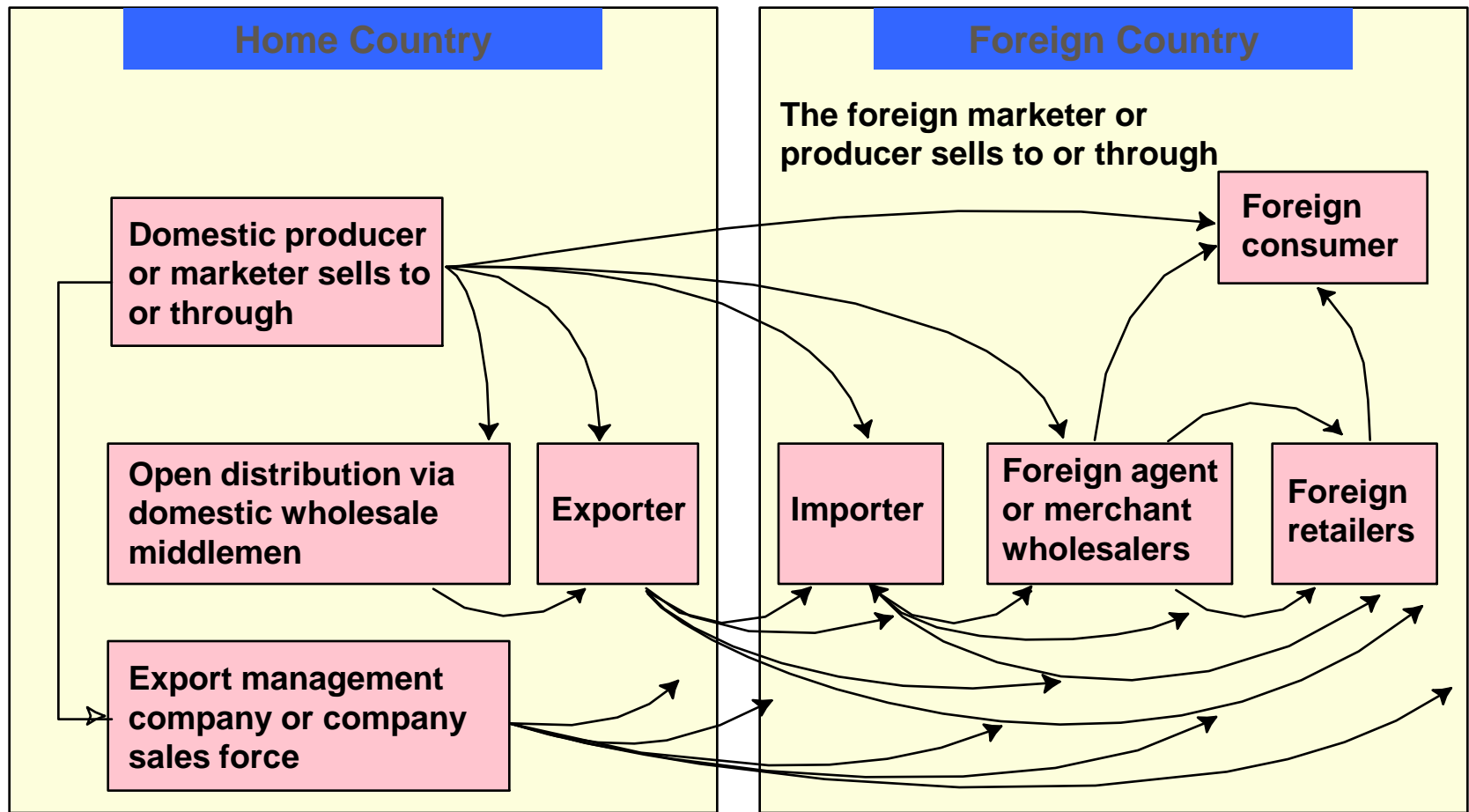


Retail Patterns

Country	Retail Outlets (000)	Population per Outlet	Employees per Outlet
Argentina	199.5	164	4
Australia	160.2	111	5
Canada	157.2	183	9
India	3540.0	253	NA
Japan	1591.2	79	4
Malaysia	170.6	109	8
Mexico	899.3	96	2
Philippines	120.1	547	28
South Africa	60.4	675	7
South Korea	730.0	60	2
U.S.A	1516.3	170	13

SOURCES: *International Marketing Data and Statistics*, 21st ed. (London: Euromonitor Publications, 1997), and "Indicators of Market Size for 115 Countries," *Crossborder Monitor*, August 27, 1997.

International Channel-of-Distribution Alternatives



Home Country Middlemen

- **Global Retailers**
- **Export Management Company**
- **Trading Companies (Foreign)**
- **U.S. Export Trading Companies**
- **Complementary Marketers**
- **Manufacturer's Export Agents**
- **Home Country Brokers**



Home Country Middlemen

- **Buying Offices**
- **Selling Groups**
- **Webb-Pomerence Export Associations**
- **Foreign Sales Corporations**
- **Norazi Agents**
- **Export Merchants**
- **Export Jobbers**



Foreign Country Middlemen

- **Manufacturer's Representatives**
- **Distributors**
- **Brokers**
- **Managing Agents and Compradors**
- **Dealers**
- **Import Jobbers**
- **Wholesalers**
- **Retailers**

14-17

Factors Affecting Channel Choices

- **Cost**
- **Capital**
- **Control**
- **Coverage**
- **Character**
- **Continuity**

14-14

Channel Development

- **Locating Middlemen**
- **Selecting Middlemen**
 - ◆ **Screening**
 - ◆ **Agreements**
- **Motivating Middlemen**
- **Terminating Middlemen**
- **Controlling Middlemen**

14-15



Cost Cutting Using B2B Internet

- 1. It reduces procurement costs, making it easier to find the cheapest supplies.**
- 2. It cuts the cost of processing the transactions.**
- 3. It makes possible tighter inventory control.**

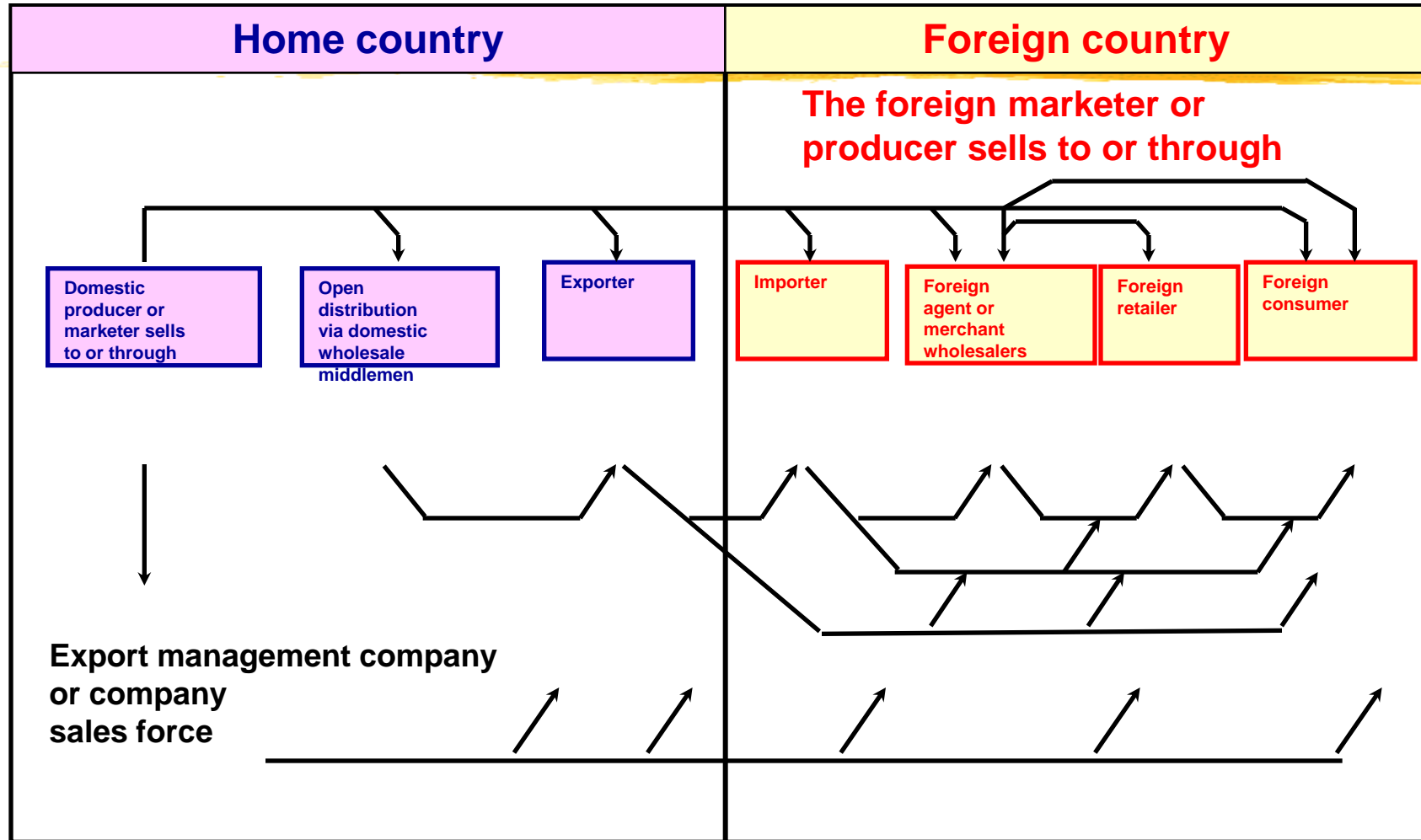
14-16

E-Vendor's Issues of Concern

- **culture**
- **Translation**
- **Local Contact**
- **Payment**
- **Delivery**
- **Promotion**

14-17

International Channel of Distribution Alternatives



Strategic Value Chain Management



- ▶ Supply chain management
 - ☒ Efficient Consumer Response program
 - ☒ Lean supply chains
 - ☒ Agile supply chains
- ▶ Impact of supply chain strategy on marketing
- ▶ E-business models
- ▶ Retailer and distributor power
- ▶ Strategic flexibility and change

Efficient Consumer Response

▶ Traditional channel problems

- ☒ Forward buying and diverting
- ☒ Excessive inventories
- ☒ Damages and unsaleable goods
- ☒ Complex deals and deductions
- ☒ Too many promotions and coupons
- ☒ Too many new products

▶ Efficient Consumer Response

- ☒ Category management
- ☒ “Value” pricing replaces promotions
- ☒ Continuous replenishment and cross-docking
- ☒ Electronic data interchange
- ☒ New performance measures
- ☒ New organizational processes and structures
- ☒ Internet-based network for supplier-buyer trading

Lean Supply Chain Elements

1. Definition of Value

**2. Identification of Value Streams and
Removal of Muda (Waste)**

**3. Organizing Around Flow, Instead
of "Batch and Queue"**

**4. Responding to Pull Through
the Supply Chain**

5. The Pursuit of Perfection