

Marketing Department, Leavey School of Business
Santa Clara University

Tuesdays & Thursdays 5:45-7:20 pm

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Winter 2025 MKTG3590 GO-TO-MARKET STRATEGY (V2)

Required readings on HBS cases and articles: Available from <https://hbsp.harvard.edu/import/1219368>.

Required Interpretive Simulation case: Country Manager. Country Manager manual & software. When time approaches, you will receive an e-mail from Interpretive Software Company containing your username and password so that you may order and download it online at <http://schools.interpretive.com>

Optional Textbook 1 (softcopy): Palmatier, Sividas, Stern, and El-Ansary, & Pearson. 9th edition. 2020.

Marketing Channel Strategy: An Omni-Channel Approach 9e, Routledge, New York.

Optional Textbook 2 (softcopy): Kissan, Joseph. 2021. *Sales Force Management: An analytical approach*. (2nd ed.). New York: McGraw-Hill.

<https://create.mheducation.com/shop/#/catalog/details/?isbn=9781307615098>

All other course materials in Camino are under the table “Modules” on the left-hand panel.

Course Description

Provide frameworks and development of analytical and empirical skills for effective management and deployment of Go-to-Market (GTM) strategies. Address the omni-channel perspective on direct and indirect routes to market, virtual and physical channels, relationship building, and systems of distribution methods in business and consumer markets. Emphasize applications to information technology, biotech and health care, retail, and other Silicon Valley companies. Required in-depth analysis of case studies and practices. *Prerequisite: MKTG3000; Enrollment exclusions: Taking either MKTG3734 (Distribution Channels) or MKTG3718 (Sales Force Management) cannot enroll in this course for credits, and vice versa. (4 units)*

Course Objectives

- Describe the concept and elements of GTM strategies
- Articulate functions of marketing channels and sales force.
- Identify customer segments and their impact on, prices, sales, and profitability
- Assess channel ecosystem, evolution, and competitive landscape of wholesale markets
- Design contractual terms and manage conflicts
- Formulate performance metrics, incentives, and compensation schemes to select and motivate sales force

Course Requirements

Your grade will be figured as follows:

- 45% 2 tests: 1st 21%, 2nd 24%. 2nd test is non-accumulative.
- 20% Class attendance & case discussion participation.
- 35% Simulation case - Country Manager (CM). Details below.

Final grades for our class will be distributed by the following proportion of students in class: A (20-25%), A- (25-30%), B+ (about 35%), B (less than 10%), B- or below (less than 5%).

Tests. There will be two **in-class/in-person** tests. These are to test your understanding of concepts, frameworks, and the key applications to our cases. **If you fail both tests (i.e., your test scores are equivalent to an “F” grade), you will fail the full course regardless of the grades of other components.** Each test consists of multiple-choice questions and several short answers on case studies. A one-page “cheat sheet” is allowed. Contents are from our lectures and case discussions. **Schedule your business or personal trips/meetings around test dates: Make-up exams must receive my written approval, based only on personal/family or medical emergency with written proof.**

Country Manager Simulation. The class will be divided into 3-person teams that run the CM simulation case. There will be two assignments (team) and a quiz (individual). These **hardcopy** case write-ups are due before the corresponding class discussing the cases. See our class schedule.

Country Manager is a GTM simulation case sitting in the context of international markets. The Country Manager manual begins with a case on AllStar Brands – the company you will work for. Each student will take a multiple-choice quiz on the Country Manager case. You will work on Country Manager in small groups (2-3 people per group) formed by yourselves. The Decisions, Marketing Plan, and Final Report will each be completed/submitted as a group. The Country Manager Marketing Plan, Final Report, and Results instructions are at the end of this syllabus. Due dates are shown on the course outline in this syllabus. Peer Evaluations will also be completed to assess each group member’s contribution.

Class attendance. Your life may be busy with work. No questions are asked if you miss three or fewer classes. Excessive missing classes (four or more in total) automatically lead to a failing grade (F) for the course. Work/personal emergencies might be excused for two additional missing class. Still, they must be pre-approved by my writing and comprise supplementary assignments (e.g., case write-up) with an acceptable quality (check vs. no check).

To enhance learning, class participation by speaking up your comprehension of facts, analyses, and/or perspectives is meant to reinforce the readings, cases, and projects. It is important to understand that frequent participation by simply speaking in class is not as important as the quality of participation. It would be best if you strived to effectively use discussion time in class through thoughtful, timely, and

constructive participation. In particular, I will try to assess how your contributions enhance both the content and process of a discussion:

- Does the speaking reflect the facts of the case?
- Do the comments add to our understanding?
- Are the comments timely and linked to the comments of others?
- Do the comments move the discussion along by giving a new perspective?

To be prepared, I suggest you sketch some notes and do some calculations to support your position. I may provide some guided questions and necessary worksheets before the class. Un-prepared but trying to impress one's "cleverness" often causes distractions in class and will hurt your final grade at the margin.

After each session, I will give a score from 0-4, and the total sum will be taken as your final participation grade. 3 or 4 means outstanding preparation and participation (e.g., provided insights and rich perspectives and led some discussions). 1 or 2 means average quality (e.g., attentive and offered case facts but little analyzing). 0 denotes no attendance or attended the class but did class-unrelated activities (such as browsing the web or replying to emails). Causing distractions (e.g., laughing at your Facebook page), a negative score for that session may be possible.

This class has the following conduct policies that significantly impact the Class Participation component of your grade:

- To help me learn your names and ensure that you receive proper credit for your class participation, you should bring a name tent to each class session.
- To enhance your learning experience, the use of personal electronic devices such as smartphones is not allowed in class. Stow it during the class. Using such devices to reply to emails and/or browsing the internet without the instructor's permission and/or cause class distractions may hurt your participation and final grade. You may, nonetheless, use a non-internet-browsing laptop to take notes. In the rare case of emergent work-related computer use in class, please let me know before the class. I will try to accommodate that via your seating in the classroom.
- Warning: Using internet devices for non-note-taking purposes gives zero (or negative) scores for that session's participation.

Course Policies

Late Assignment Policy

All deadlines and important dates are marked in red in the following table. For fairness reasons, all deadlines are strictly enforced. **Late submissions** will be downgraded automatically. Counted from the first minute passing a deadline, each 2-hour overdue results in a penalty of two subgrades.

Faculty Communication and Feedback

The instructor is typically responsive to email communications but may take up to 24 hours to respond in case of other loaded obligations. If students have concerns about communication or feedback, they should always

address to the instructor as the first remedy. Office hours will be based on request and additional time might be available to discuss serious concerns.

Program and University Policies

Honor Code and Academic Integrity

As an institution of higher education rooted in the Jesuit tradition, Santa Clara University is committed to creating and sustaining an environment that facilitates students' academic, personal, and ethical development. This commitment balances freedom of individual choice and expression with the expectation that individual members of the community will:

- Be honest
- Demonstrate self-respect and respect for others
- Demonstrate respect for the law and University policies, procedures, and standards.

Engaging in any form of academic dishonesty, such as plagiarism (representing the work or ideas of others as one's own without giving proper acknowledgment), cheating (e.g., using unauthorized resources or assistance on coursework, copying the work of another person, falsifying data, sabotaging the work of others, and the unauthorized use of electronics, media, or data), or other acts generally understood to be dishonest by faculty or students in an academic context will subject the student to disciplinary action.

Academic Integrity

The University is committed to academic excellence and integrity. All university community members are expected to be honest in their academic endeavors. Any form of academic dishonesty or acts deemed dishonest in an academic context is subject to academic and judicial action.

It is the student's responsibility to do his/her own work and to cite sources of information, whether paraphrased or quoted. For assistance in identifying when something should be cited, [please check here](#). There is zero tolerance for any breach of the Student Conduct Code. The professor maintains responsibility for assigning grades for all assignments and the course grade, even if an incident is submitted to the judicial process. For more information about Santa Clara University's academic integrity pledge and resources about ensuring academic integrity in your work, see www.scu.edu/academic-integrity.

Citation Expectations

All research work submitted should be properly cited using APA standards. For more information and assistance tools, refer to the information from the University Library at SCU.

Disabilities

If you have a documented disability for which accommodations may be required in this class, please contact Disabilities Resources, Benson 216, www.scu.edu/disabilities, as soon as possible to discuss your needs and register for accommodations with the University. If you have already arranged accommodations through Disabilities Resources, please initiate a conversation with me about your accommodations within the first week of class. Only with verification from Disabilities Resources will accommodations be provided. For more information, you may contact Disabilities Resources at 408-554-4109.

Accommodations for Pregnancy and Parenting

In alignment with Title IX of the Education Amendments of 1972, and with the California Education Code, Section 66281.7, Santa Clara University provides reasonable accommodations to pregnant students who have recently experienced childbirth, and/or have medically related needs. Pregnant and parenting students can often arrange accommodations by working directly with their instructors, supervisors, or departments. Alternatively, a pregnant or parenting student experiencing related medical conditions may request accommodations through Disability Resources.

Discrimination and Sexual Misconduct (Title IX)

Santa Clara University upholds a zero-tolerance policy for discrimination, harassment and sexual misconduct. If you (or someone you know) have experienced discrimination or harassment, including sexual assault, domestic/dating violence, or stalking, I encourage you to tell someone promptly. For more information, please consult the University's Gender-Based Discrimination and Sexual Misconduct Policy or contact the University's EEO and Title IX Coordinator, Belinda Guthrie, at 408-554-3043, bguthrie@scu.edu. Reports may be submitted online through the Office of Student Life or anonymously through Ethicspoint, www.ethicspoint.com.

Updated version of University policies on the above issues can be found at
<https://www.scu.edu/provost/faculty-affairs/other-policies-procedures/teaching-expectations/>,

Class Schedule

All deadlines and important dates are highlighted in the following table. For fairness reasons, all deadlines are strictly enforced. **Late submissions** will be downgraded automatically. Counted from the first minute passing a deadline, each 2-hour overdue results in a penalty of two subgrades (e.g., from A- to B).

CountryManager manual & software are available as we approach the beginning of the class quarter. Once you receive an e-mail from Interpretive Software containing your username and password, order and download online at <http://schools.interpretive.com>

Some dates may change as the quarter progresses and to accommodate guest speakers' schedules. While the textbooks are optional, PPTs posted on Camino are required readings. Harvard case studies are to be purchased at <https://hbsp.harvard.edu/import/1219368>.

Week	Session	Date	Topic	Readings (chapters refer to our optional textbooks)
1	1	1/7	Go-to-Market Strategy: Introduction	Note on Developing and Managing Channels of Distribution by Rangan (2015)
	2	1/9	Interpretative Simulation - Country Manager: Introduction Simulation practice starts Simulation team members list due (hardcopy) Student Information Sheet due (hardcopy)	Textbook 1: Ch. 1 and 2 (pp.36-41)
2	3	1/14	Go-to-Market Strategy: Concepts Demand generation <i>Avaya A-D</i> cases	Textbook 1: Ch.7
	4	1/16	Importance of GTM and Channel Intermediary <i>Soren Chemical</i> case	
3	5	1/21	Wholesale Business <i>Arrow Electronics</i> Case	Textbook 1: Ch.5

			CM simulation case quiz	
	6	1/23	Wholesale Business & Vertical Restraints Simulation Period 1 due at 11:59pm on 1/26	Class on Zoom
4	7	1/28	Channel Conflict and Gray market <i>Sondologics</i> case	
	8	1/30	Channel Conflict and Gray market Simulation Period 2 due at 11:59pm on 2/2	
5	9	2/4	Franchising Organizations <i>Café Kenya</i> case	Textbook 1: Ch.8
	10	2/6	CRM & GTM Metrics <i>Hubspot and Motion AI</i> case Simulation Period 3 due at 11:59pm on 2/9	
6	11	2/11	Test 1	
	12	2/13	Omni-Channel <i>Thank God It's Natural</i> case Simulation Period 4 due at 11:59pm on 2/16	
7	13	2/18	Guest lecture: international GTM strategy	
	14	2/20	Sales Force Design and Productivity CM marketing plan & templates due Simulation Period 5 due at 11:59pm on 2/23	Textbook 2: Ch.1 Note on sales force Chung and Narayandas (2019)
8	15	2/25	Sales Force Incentives, Coordination, & Delegation <i>Arck Systems (A) – (F)</i> case	Textbook 2: Ch.5
	16	2/27	Guest lecture: demand generation Simulation Period 6 due at 11:59pm on 3/2	
9	17	3/4	Go-to-Market Dynamics <i>Cisco Systems</i> case	Textbook 1: Ch.4 and 11
	18	3/6	Guest lecture: decision-making lessons in tech companies Simulation Period 7 due at 11:59pm on 3/9	
10	19	3/11	Go-to-Market Growth via Monetization <i>The Yes</i> case Advanced research topics (if time allows)	
	20	3/13	Test 2 CM Simulation write-up due Simulation peer evaluation	

Country Manager Simulation Case: The Details

Our simulation case - Country Manager (CM) comprises 35% of your total grade*. Its breakdown is as below:

2% - completion of at least one 7-period practice round (individual)

5% - case quiz (individual)

8% - marketing plan (team)

10% - simulation case write-up (team).

10% - simulation performance (team)

*Low peer evaluations from teammates may result in a lower individual grade than the team grade on the simulation case

Team Members, Team Leader, and Advancing the Simulation

Please read the entire *Country Manager* manual. It will prove to be a good investment of your time. Each team must designate one member to be their “Team Leader.” The Team Leader is the only team member who can advance the simulation by choosing decisions in the simulation for the next period. Be sure to designate a Team Leader who does not have conflicts in ensuring that decisions are submitted by the assigned due dates. Weekly due dates are always at midnight on Sundays. At the start of the simulation (Period 1) and after the Team Leader advances the game to the next period, all team members have access to the same updated information. **It is imperative that all team members communicate the decisions they want made to all other team members including the Team Leader. Decisions are due weekly. Other than the assignments on Country Manager indicated below (and in the class schedule), there is no assignment on your team's weekly simulation decisions.**

1. CM Practice Rounds (2%)

There are two 6-practice rounds before the Live Simulation Rounds begin. The student will earn 2% of the total class grade if completing at least one practice round on time.

2. Individual CM Quiz (5%)

Each student will read the Country Manager case and the Student Manual and then take the quiz.

3. CM Marketing Plan (8%)

The CM team has to complete all the following **ready-to-fill-in templates** for this assignment:

- i. the Marketing Plan template - China/Japan/India + 1 other country if chosen to enter;
- ii. Market Attractiveness for China/India + 1 other country if chosen to enter;
- iii. Consumer Preference – China/Japan/India + 1 other country if chosen to enter;
- iv. Plant Location;
- v. Sales Force Allocation - China/India + 1 other country if chosen to enter;
- vi. Distribution Channels – China/India + 1 other country if chosen to enter; and finally,
- vii. Pricing and Margins for a selected year.

4. Final CM Write-up (10%)

The simulation case writeup should cover at least the five aspects below:

- i. Your team’s overall strategy about the sequence of entry and the emphasis on certain countries.
- ii. Any important adjustments to your team’s strategy and the rationale for those changes.
- iii. Your firm’s performance objectives and actual performance
- iv. Key strategic moves that led to your success (or demise)
- v. Important lessons on GTM strategy

The case final write-up is to submit the PPT slides akin to a presentation, **with notes underneath each slide explaining the corresponding content in the slide.** To enable note writing, use the Notes function in the lower right corner of the PowerPoint slide. 15-20 PPTs with notes would be sufficient, but you may include up to 25 PPTs with notes. Your simulation performance does not impact the score of your team’s write-up.

5. Simulation Performance (10%)

Teams with final cumulative profits in the top 1/3 of all positive cumulative profits will earn an “A,” teams with final cumulative profits in the middle 1/3 of all positive cumulative profits will earn an “A-,” and teams in the bottom 1/3 will earn a “B+,” except that teams with negative final regional cumulative profits will earn a “B.”

Key features of simulation platform setup

- The practice round is individual play. Post-practice is team play.
- Only the team leader can advance. However, all team members can make changes to the team's decisions, and the most recent change saved by any member is used when the simulation advances.
- Changing decisions does not prompt the team members to advance. Each decision has a Save button so the team can commit its changes to the game.
- All team members for a given team are linked and playing the same game, including the team leader. The team leader does have the additional ability to Lock any decision category so that other team members can't make further changes.
- By default, the final simulation performance consists of the following weights: share of manufacturer sales: 30%; cumulative net regional contribution: 40%; brand equity index: 30%.

About the instructor:

Professor Lo's research interests cover marketing channels, business markets, and sales force. He has published research papers in prestigious Marketing, Economics, and Management journals. His current research focuses on coordination and organizational governance in industrial, retail, and knowledge firms and supply chains. He has taught courses in marketing management, marketing strategy, distribution channels, sales force, and business marketing at undergraduate and graduate levels. Externally, Professor Lo has been visiting professors and researchers at Columbia University in New York, the University of Lyon (France), Kobe University (Japan), and Waseda University (Japan). He was an elected board member of the Society for Institutional and Organizational Economics (SIOE). He currently holds the Williams T. Cleary Endowed Chair of Marketing.

Before working in academia, he was a business unit manager at Hewlett Packard in China and Agfa in Asia. He also managed distribution channels for Toshiba and LG in China and Hong Kong. Professor Lo earned his Ph.D. in Business Administration from the University of Michigan, Ann Arbor, an M.A. in Economics from the University of California, Santa Barbara, and a B.A. in Economics from the Chinese University of Hong Kong.

His hobbies include cats, parenting, philosophy, history, political science, travel, table tennis, soccer, classic movies, food & cooking, housework, and commercial aviation accidents.