CONCEPT

Channel Management and Distribution Strategy: Route-to-Market and Partner Performance

10 – 14 May 2027
Paris - Right Bank business hotel



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Ref: 60_8892 **Date:** 10 – 14 May 2027 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Introduction:

Many companies reach most of their customers through distributors, dealers, resellers and online marketplaces, yet channel decisions often rest on legacy agreements, flat discounts and sell-in volumes that hide weak sell-out. Partners overlap, margins erode and conflict between direct sales and e-commerce goes unresolved. This Core Concept channel management course equips commercial staff to design a route-to-market, select and contract partners, set incentives, manage channel conflict and measure partner performance with scorecards. Participants build a Channel Strategy and Partner Performance Plan for their own business.

Course Objectives:

- Assess the current route-to-market by mapping channel coverage, intermediary roles and end-customer buying preferences
- Design a channel structure and coverage intensity that balances market reach, control, cost and partner capability
- Select and onboard distributors, dealers and resellers using weighted selection criteria and a structured enablement plan
- Negotiate distributor agreement commercial terms, rebates and market development funds tied to measurable partner commitments
- Resolve channel conflict between direct sales, partners and online marketplaces through rules of engagement and pricing governance
- Produce a Channel Strategy and Partner Performance Plan with margin analysis, joint business plans and partner scorecards

Target Audience:

- Managers accountable for distributor, dealer and reseller networks and their sales results
- Commercial leads responsible for route-to-market decisions and channel coverage in a market or region
- Trade marketing managers who fund and plan promotional activity with channel partners
- Partner programme managers who run tiering, enablement and incentive schemes
- Business development managers who recruit and contract new distributors in new territories
- Managers overseeing e-commerce and marketplace sales alongside traditional channels

Course Outline:

Day 1: Route-to-Market Foundations and the Channel Landscape

- Route-to-Market Options: Direct, Distributor, Dealer, Reseller and Marketplace Models
- Channel Intermediary Functions and Value-Added Roles Map
- Channel Intensity Choices: Intensive, Selective and Exclusive Coverage
- End-Customer Buying Behaviour and Channel Preference Mapping
- Current Route-to-Market Audit and Channel Coverage Heat Map

Day 2: Channel Design, Partner Selection and Commercial Terms

- Channel Design Decision Matrix: Coverage, Control, Cost and Capability
- Partner Selection Scorecard and Due Diligence Checklist
- Distributor Agreement Commercial Terms: Territory, Exclusivity, Targets and Payment
- Partner Programme Tiers and Certification Requirements
- Partner Onboarding Plan: First 90-Day Enablement Roadmap

Day 3: Channel Economics, Incentives and Joint Business Planning

- Channel Margin Waterfall from List Price to Net Realised Price
- Distributor P&L and Return on Inventory Investment Model
- Incentive Design: Rebates, Growth Bonuses and Market Development Funds
- Joint Business Plan Template: Volume, Activity and Investment Commitments
- Trade Marketing Calendar: Promotions, Point-of-Sale and Retail Activation

Day 4: Channel Conflict, Performance Control and Digital Channels

- Channel Conflict Types: Vertical, Horizontal and Multichannel
- Rules of Engagement: Deal Registration, Account Ownership and Pricing Corridors
- E-Commerce and Marketplace Governance: Price Parity and Grey-Market Control
- Partner Performance Scorecard: Sell-In, Sell-Out, Numeric and Weighted Distribution
- Quarterly Business Review Agenda and Partner Remediation or Exit Plan

Day 5: Case Practice and the Channel Strategy and Partner Performance Plan

- Consumer Goods Case: Distributor Consolidation and Margin Reset
- Industrial Equipment Case: Dealer Network Coverage and Conflict Resolution
- Route-to-Market Redesign for an Own Product Line
- Channel Strategy and Partner Performance Plan Assembly
- Plan Presentation to a Commercial Review Panel

Skills You Will Gain:

- Route-to-Market Design
- Channel Partner Selection
- Distributor Contract Structuring
- Channel Incentive Design
- Channel Margin Analysis
- Channel Conflict Resolution
- Partner Performance Measurement
- Joint Business Planning

Why Attend This Course:

- Return with a Channel Strategy and Partner Performance Plan built on your own channel, partner and margin data
- Identify partners and channels whose sell-in looks healthy but whose sell-out, stock cover or net margin tells another story
- Enter distributor renewals and incentive discussions with a clear view of what each discount and rebate buys
- Compare channel practice with peers from consumer goods, pharmaceuticals, technology, industrial and automotive sectors

Conclusion:

Channels deliver growth only when coverage, partner economics and performance control are designed together. This course moves from route-to-market options and channel intensity, through partner selection, distributor terms and onboarding, to margin waterfalls, incentives, joint business planning and trade marketing, and then to channel conflict, marketplace governance and partner scorecards. The final day applies these methods to multi-sector cases and to each participant's own product line, producing a Channel Strategy and Partner Performance Plan ready for commercial review.