

国际贸易经典案例十四：BLACKamp. DECKER Power- Tool Maker Has a Remodeling Project of Its Own Nolan Archibald had a bit of a mess on his hands. He had recently been promoted to chairman and CEO of Black amp. Decker employee , referring to Archibalds predecessors : "Management seemed to think it had the answer to every question and would generously impart its wisdom to the masses : Such an attitude nearly got Black amp. Decker product turned out to be popular with the public , retailers had a pretty good chance of running out of it because Black amp. Deckers financial statements look good , but it was driving retailers away. To make matters worse , Archibalds predecessors had recently purchased General Electrics entire line of small household appliances (at the time , the biggest brand transfer in history) , and although the new line of products provided a strong stream of revenue , it gave Black amp. Decker products were sold through hardware stores , home-improvement centers , mail-order retailers , and discount stores. To be successful , small appliances had to be sold through department stores as well , and Black amp. Decker had gained with wholesalers and retailers ? How could he combat the pressure from competitors who were trying to push Black amp. Deckers survival and continued success ? Meeting Business Challenges at Black amp. Decker used to be a manufacturer driven by financial measurements ; it is now well on its way to being Archibalds vision of a worldwide marketing powerhouse. The companys approach to managing its marketing channels is a central component of the new Black amp. Deckers remarkable turnaround

point out several aspects of channel management that have been a vital part of the success. The first change was simple but most important : more respect for marketing intermediaries. Black amp. Deckers efforts to improve relations started by emulating this regard for retailers. Out of this new respect flowed assistance. Black amp. Decker to give each kind of intermediary the unique help it needs. Another key step was to train its sales force thoroughly , not only in mastering product performance but also in helping retailers with inventory management , purchasing , and in-store product displays. Also , the promotional budget was beefed up to help pull customers into retail stores. Giving assistance is now mutual. Black amp. Decker benefits by getting a better picture of customer needs , and the retailers benefit by being able to deliver the right products. Coordinated physical distribution is another change that helps both the company and its intermediaries. To better mesh its delivery systems with the needs of distributors and retailers , Black amp. Deckers strategic plan is growth through acquisition , which has been tied closely to marketing channel management. The \$2.8 billion purchase of Emhart is a good example. Some observers criticized the move , which gave Black amp. Deckers existing consumer goods channels ; other Emhart products mesh well with the industrial channels. The units of Emhart that didnt align with the existing marketing channels were put up for sale. Black & Deckers dramatic turnaround is convincing evidence of the importance of managing marketing channels effectively. Its sales are growing in every channel of distribution it uses. In fact , the company is starting

to be praised as a strong marketing organization that helps create demand for its retailers. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com