

The background of the slide is a scenic landscape featuring misty mountains and a sunset sky. The sky transitions from a warm orange and yellow at the top to a cooler blue and purple near the horizon. The mountains are silhouetted against the sky, with a thick layer of white mist or fog filling the valleys and lower slopes. The overall mood is serene and atmospheric.

Critical Review of Common Classifications in Channel Marketing – A New Holistic Framework

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(selected slides)

Literature Review

- **High relevance of channel marketing strategy** (Asmare & Zewdie 2022; Hayes & Kelliher 2022; Cai & Lo 2020; Brüggemann & Olbrich 2022)
- **Emerging discussion on omni-channel marketing** (e.g., Denis 2019; Beyer 2022)
- **Extensive literature on types of channel marketing, e.g.,**
 - **Single-channel, multi-channel, omni-channel** (Brynjolfsson et al. 2013; Verhoef et al. 2015; Ailawadi & Farris 2020)
 - **Harmonized/integrated channels** (Denis 2019)

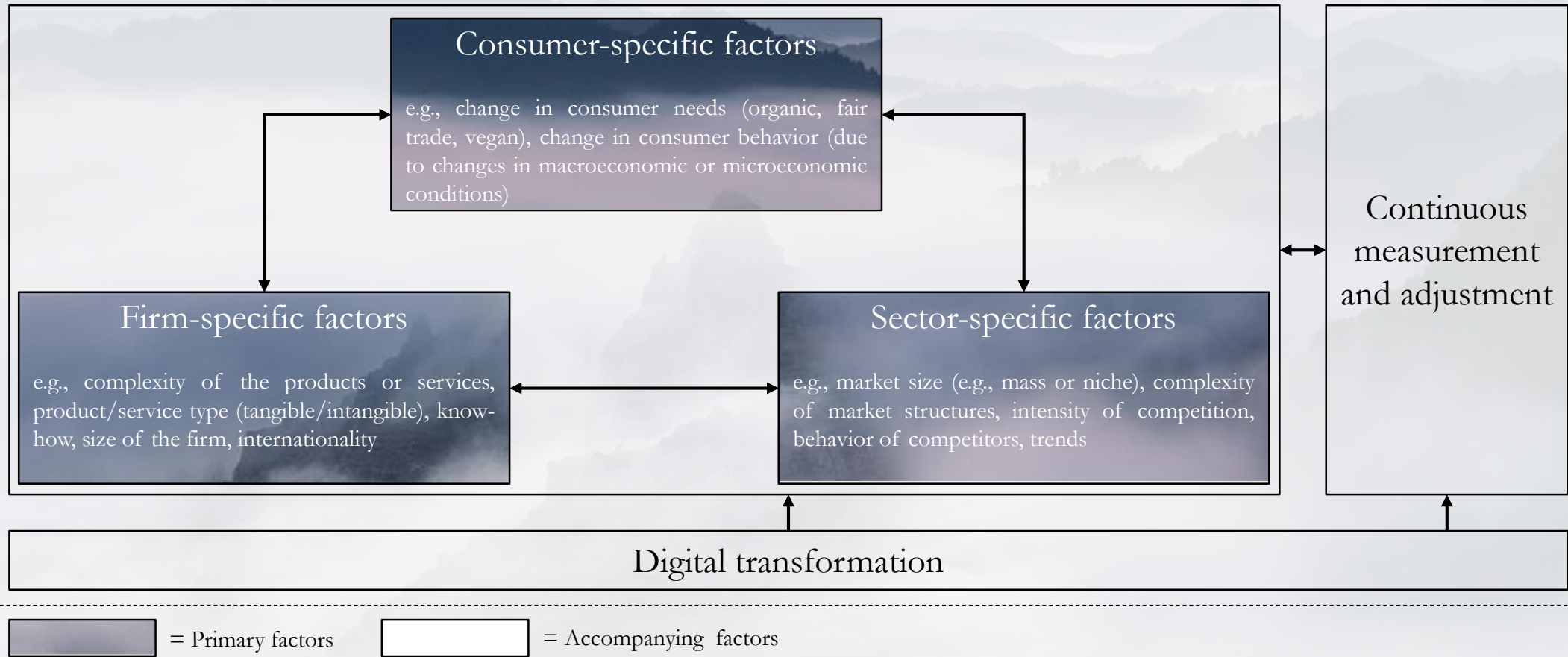
Literature Review

- **Retail industry** is still **struggling** to create a truly integrated, seamless consumer experience
- Introduction of **another term** (e.g., harmonized channels) **cannot solve the fundamental problem** of the previous classifications
- Thus, the current study aims to provide a **new holistic framework** to better understand highly individual channel strategy

Data Collection

- **Method:**
 - **Structured expert interviews**
 - **Grounded theory approach**
- **18 experts** from B2B and B2C in top-level management positions
- Participants from the **U.S.** and from **Germany**
- Data collection from **November 2022 to March 2023**
- **Professional experience** between 6 and 31 years (mean: 15 years)
- **Firm size** varies between 50 and over 77,000 employees
- Interviews lasted on average **49 minutes**

Conceptual Framework



Implications

Bottom line

1. Marketing channel strategy is **complex** and **unique**!
 2. A **strict differentiation** of different channel types is **limited**!
 3. **Unique channel strategies** need **unique solutions**!
 4. **Channel strategy** needs to be revisited continuously!
- This research provides a **new holistic framework** on marketing channel strategy for **researchers** and **practitioners**



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Photo: Hardy Welsch

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