Store Network Growth and Channel Control Training Course

12 – 16 April 2027
Dubai - Marriott Hotel Al Jaddaf, Dubai

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Programme Summary

Store network growth and channel control is the subject of this one-week training course for senior commercial and retail leaders, ending in a channel control plan that each participant completes. Organisations that sell through their own stores, franchisees and distributors often add outlets faster than they can govern them, so coverage overlaps, margins leak and partners compete for the same shopper. The programme moves from diagnosing the current network to designing coverage, partner terms and performance controls, using case analysis and structured exercises. Mars Training Centre UK delivers this programme on store network growth in international, mixed-sector cohorts.

The Business Case

A network is a portfolio of locations and partners, each with its own cost to serve. When growth is added without rules for coverage, pricing and partner conduct, the cost shows in weak outlets and discounting between channels. Structured decisions give leaders a shared basis for opening, merging or exiting points of sale.

- Channel margin: clearer partner terms and discount rules reduce leakage between stores, distributors and online sales.
- Outlet productivity: coverage maps and ranking criteria direct investment toward locations that earn their place.
- Partner reliability: agreed service standards and review routines improve availability and reduce escalations.

Principles and Evidence Base

- Distribution network structuring: the programme applies it to decide which channels, tiers and partner types the network needs.
- Channel conflict analysis: participants use it to identify where stores, distributors and online sales compete and which rules settle it.
- Omnichannel retail thinking: the programme applies it to align stock, price and service promises across every route to the shopper.
- Retail performance management: participants use it to set outlet measures and review cycles that link store results to network decisions.

Intended Participants

- Leaders responsible for the number, location and format of stores or points of sale
- Managers who agree terms with distributors, franchisees and agents
- Commercial heads who must reconcile store, wholesale and online margins
- Executives preparing a network expansion or consolidation proposal

The programme suits functions such as retail operations, sales, franchising and consumer goods distribution, and sectors including food retail, fashion, pharmacy and electronics.

Learning Outcomes

1. Participants will be able to diagnose the structure, coverage gaps and overlaps of a store and distributor network.
2. Participants will be able to evaluate outlets and partners against productivity and margin criteria.
3. Participants will be able to construct coverage and format options for growth, consolidation or exit.
4. Participants will be able to justify partner terms, discount rules and service standards that limit channel conflict.
5. Participants will be able to prioritise network investments using a ranked decision matrix.
6. Participants will be able to design a review routine that tracks network performance and triggers corrective action.

Programme Structure

Day 1: Network Structure and Channel Roles

What does the current network consist of, and what job does each channel do?

- Channel Inventory Map
- Distribution Network Structuring Model
- Owned, Franchised and Partner Outlet Comparison
- Cost-to-Serve Tiering
- Channel Role Statement

Day 2: Diagnosing Coverage and Outlet Performance

Where is the network over-served, under-served or earning too little?

- Catchment and Coverage Gap Analysis
- Outlet Contribution Ranking
- Same-Store Trend Review
- Channel Conflict Mapping
- Partner Scorecard Audit

Day 3: Designing Store Network Growth Options

Which openings, formats and partner types deserve investment first?

- Expansion Option Screening
- Format and Footprint Matrix
- Franchise and Distributor Entry Criteria
- Consolidation and Exit Rules
- Ranked Investment Decision Matrix

Day 4: Controlling Margin, Pricing and Partner Conduct

What rules keep channels profitable without turning partners against one another?

- Margin Waterfall by Channel
- Discount and Price Fence Rules
- Partner Terms Negotiation Brief
- Omnichannel Stock and Promise Alignment
- Service Standard Schedule

Day 5: Applying Controls and Completing the Plan

How does the network plan become a set of controls leaders can run?

- Network Dashboard Specification
- Monthly Review Routine Design
- Escalation Path for Channel Disputes
- Peer Review of Draft Plans
- Channel Control Plan Completion

Methodology

The principal method is case analysis supported by structured exercises. Participants work on network examples from retail, consumer goods and franchised services, then apply each tool to a network they know. Sessions alternate between short briefings, scored exercises and peer review.

- Suggested activity: rank a sample of outlets on contribution and justify the decision for each.
- Suggested activity: draft partner terms for a distributor and test them against a simulated objection.
- Suggested activity: map a channel dispute and agree the rule that would have prevented it.

Capstone Output

Each participant completes a channel control plan for a network of their choice. It contains a channel role statement, a coverage and outlet ranking, growth and exit options, partner terms with discount rules, and a review routine with escalation steps. Back at work, it supports a network proposal or a partner negotiation.

Frequently Asked Questions

Is store network growth and channel control suitable for managers new to network planning?

Yes, if you already manage outlets, partners or sales targets. It assumes working knowledge of retail or distribution results.

Which models does store network growth and channel control rest on?

It rests on distribution network structuring, channel conflict analysis, omnichannel retail thinking and retail performance management.

How is the channel control plan from store network growth work used afterwards?

You use it as the basis for a network expansion proposal, a partner negotiation or a leadership review. It records channel roles, ranked options, margin rules and the review routine.

How does store network growth and channel control differ from retail sales coaching?

Sales coaching develops the selling behaviour of store staff. This programme works one level higher, on where outlets and partners sit, how they are paid and how the network is governed.