

SKIVRE Training Module 5: Distribution Channels

Authors:

Angela Ivanova

Wolfgang Kniejski

Institution:

INI-Novation

Bulgaria OOD



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In SKIVRE a team of 6 European institutions – all linked to religious heritage preservation - developed a training scheme for manufacturing and marketing of high-quality handcrafted products of European monasteries. The training contents at a glance:

SKIVRE Training Scheme
Module 1: Introduction Module
Module 2: Marketing Strategies
Module 3: Monastic Products
Module 4: How to Sell Monastic Products Authentically
Module 5: Distribution Channels
Module 6: Social Media and Communication
Module 7: Value Adding Through Networks
Module 8: Creating a Strong Brand
Module 9: Financing Strategies
Module 10: Aspects of Sustainability

You can find more information at the homepage: www.skivre.eu

Front page picture: Collaboration in the region. Picture credits: Angela Ivanova

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About the module

Training description

In this module you will learn about the different strategies of how to sell your products and how to build your distribution channels as a part of your marketing activity. Every monastery that has production activity or sells monastic products is practicing one or more distribution activities without even realizing it. With the knowledge gained in this module, you will be able to identify the best distribution activity for your monastery, or to improve the existing one.

This module is structured in the following main areas for learning content:

- The meaning of the distribution activity for the entire sales process;
- Types of distribution channels and how to define the best one for your monastery;
- Decisions about distribution strategies.

Most of the above will include exercises and good practice examples in order to expand your knowledge.

Objectives of this training module

The main objective of this module is to make you familiar with aspects of distribution for your monastic products, what kind of distribution channels and organisational forms might support your sales and which distribution strategy would best fit your monastic products.

The specific objective of this training module is to help you generate your own ideas to develop and enrich your own distribution activities.

Target groups

This training module is designed to fit the training needs of the monks and nuns, management, staff and volunteers at European monasteries, no matter if they are run by Catholic or Protestant Orders or the Orthodox Church; by public or private operators.

All modules are relevant for all target groups, but some have a more specific character. They are all interrelated. They are different in terms of information, skills and competences level and target three groups:

- **Target group 1:** For people working on the implementation level like those in monastery shops three Modules are recommended: Module 1 as introduction to the

training, Modules 3 and 4 about monastic products and authentic selling of monastic products. People starting to consider certain strategic aspects might get inspiration from Module 7 on value adding through networking.

- **Target group 2:** For people with a special knowledge or experiences or a certain background and/or specified tasks in the monastic management, Modules 2 on marketing strategies, Module 5 on distribution strategies, Module 8 on creating a strong brand, and Module 6 on social media and communication offer learning content and reflection.
- **Target group 3:** People on a strategy decision level with a highly specialized / experienced background and respective responsibilities in a monastery (Modules 9 on financing strategies and Module 10 on sustainability aspects).

Gained knowledge and skills after finishing this module

After this unit you will

- Be aware what distribution is;
- Be aware about the distribution channels that you can use;
- Learn about how to build your distribution strategy;
- Understand the importance of finding the right intermediaries for you;
- Be familiar with the most important considerations for distribution planning.

Training method

SKIVRE focuses on an interactive training approach, whether you use it as a self-learning course or instructed by a trainer. This training module includes:

- Individualized self-learning - a powerful learning method that enables each learner, on the basis of his/her own experience and knowledge, and on the basis of newly acquired knowledge, to reach development decisions on his/her own;
- Self-assessment - ongoing self-assessment tests or homework that learners send to their trainer prior to the commencement of each subsequent module;
- You might also work in small groups of 2 or 3, e.g. if you decide to implement this module with colleagues as a self-learning group in your monastery or supported by an external trainer.

You gain knowledge individually or in a group using:

- Training materials like this module;

- Training materials in nine more SKIVRE training modules which are closely linked to this module;
- The interactive SKIVRE online training platform: www.skivre.eu/training ;
- Facilitated training sessions for learning in a group with a professional trainer.

Training content



Unit 1. Overview on Distribution

In the previous modules, you have already learned about monastic products and how to sell them as authentic in your monastery shops. Nevertheless, this knowledge is not sufficient, if you have or plan to achieve increased production of goods involving monks, nuns or people from the region.

Many monasteries see in this action an opportunity to gain additional funds for the monastery. Therefore, you need to know how to distribute your products or just how to gain ideas on this topic for your own monastery. In this unit, the main definitions are presented and a short overview of the distribution process is made.

The main definitions present “distribution” as **an action of sharing** something out among a number of recipients and also, **the way in which something is shared** out among a group or spread over an area or a region.

Nowadays, distribution plays an important part for all producer organizations with an enormous impact on sales and sustainable development. All over the world, there are many examples of organizations producing sought products of high quality, and at the same time, their sales are small and are not enough to cover all expenses. Some of them even stop the production process. Of course, you can find such examples with monasteries that have a good quality production but small sales, which poses the question about where their efforts are.

You may argue that monasteries do not need to know about distribution for their products because production is not a primary activity for them, or they are not producing for profit. You may also say that selling in the monastery shop is enough for the monasteries to gain some money back from their production. We do not disagree with these statements. However, we want to demonstrate that many monasteries are already using more and more flexible ways to sell products, at the same time promoting their monasteries and even regions. With their distribution efforts, they bring benefits not only for their monastic life but also for the people – their customers and the people living in the area of the monastery.

Therefore, knowledge about how to distribute your monastic products in order to reach more people in the region, or even out of the region, is an important part of your production and sales activities. It also introduces your monastery to more people.

Tags for Unit 1:

Distribution, monastery, monastic product, sales

Unit 2. What is a distribution channel? Case studies

Unit 2 provides information about what a distribution channel is, how monasteries sell their products, and gives real examples from current practice of various monasteries illustrating how they are organising their distribution activities.

Monasteries vary in their size and type – some are small ones, with one or two monks who can produce a small amount of some products like honey, or cards, or other products of their own; others are bigger, with monks or nuns involved in production or selling in monastery shops and even hiring people from the region to help with different production and distribution activities like harvesting, taking care of animals, or producing beer, or wine, etc.

Depending on the volume of the production, a monastery can distribute its monastic products in many different ways. For example:

- Selling the products in their **own monastery shop**,
- Selling the products in **another monastery shop**, with which the monastery has established a collaboration,
- Selling the products through an **online** monastery shop,
- Selling the products through **a resale organization**,
- Selling the products by using **a combination of two or more ways as above**, and etc.

In other words, a monastery can use various distribution channels to sell monastic products according to their physical characteristics, the production volume, the target users, and other factors, which we describe below.

Here are practical examples of how monasteries usually sell their products:

■ **Example 1: Monasteries, producing various goods and selling them in their own monastery shops.**

These monasteries have sales people (“**middlemen**”) in the shop, who communicate with the visitors, giving them proper information about the products and selling the products. Those sales people work as employees hired by the monastery, or as volunteers in the monastery helping with non-monastic activities such as this one. Sometimes, monasteries rely on a certain monk or nun, who is the sales person in the monastery shop. In summary, all those examples show monasteries that use **direct sales** to the customers in **their own shop**.



Picture 1. In the monastery shop: production of jams in Giginski Monastery, Bulgaria.

A lot of monasteries practice exactly this type of distribution whatever the volume of their production: they could have large and regular production activities, or just the opposite – their production is small and may be dependent on the season.

■ **Example 2: Monasteries sell also products, which are produced by someone else**

In order to keep their shop open regularly for visitors, monasteries **can also sell other products, which are not produced by them** but related to the religion or the philosophy of the monastery, like products from other monasteries, small crosses and icons (painted by local craftsman, for example), or books about flowers, herbs, etc. In this case they are in the role of a middleman/reseller of other monasteries products.



Picture 2. Monastery shop of Bronnbach Monastery (Germany) is selling different products from different producers together with their own production.

In this case, the monastery shop which sells products of other monasteries or organizations **is an intermediary between the producer and the final users.**

Please refer for more details to [Good practice 2. Bronnbach Monastery Shop, Germany](#)

■ **Example 3: Monasteries sell products, produced by them, to other monasteries**



Picture 3. Tturnogorski (Giginski) Monastery in Bulgaria has an own brand for their own products. At the same time, the monks sell monastic products of other monasteries in their monastery shop like white and red wine.

There are monasteries who provide their own products to other monasteries for sale in their shops. This type of distribution activity is practiced by monasteries that are very small, with one - two monks or nuns, and/or they do not have their own monastery shop.

Those monasteries, who do not have the capacity or time to organize sales, do not have own monastery shop, or just do not want outside visitors in the monastery to disturb their monastic life. Therefore, those monasteries establish a collaboration with other monastery(ies) to sell their products. So, **they need an intermediary as a reseller** to provide their products to the final users. The **intermediary monastery** can sell the products under its own brand name (See Module 8 “Creating a Strong Brand”) mentioning that the product is produced by a monk from another monastery. The monastery-intermediary pays the original monastery-producer before or after the sales. Therefore, both need to sign a special contract for distribution and to establish the rules of providing the products and

payment. The monastery-intermediary can position the products of the monastery-producers in a special stand as it is shown on Picture 3. The monastery-producers may have own brand and labels for their products, or may not.

In this case, the monastery does not have direct sales to the customers but uses a reseller instead. The reseller is a bigger or more experienced monastery with capacity to organize sales and visitors in the monastery shop.

Please refer for more details to [Good practice 5. Tturnogorski Monastery – Authentic Monastic Products with a Strong Brand.](#)

■ **Example 4: Monasteries sell products produced by them using Internet**

Some monasteries sell their products by using the Internet. In this case, there are two scenarios:

- 1st scenario: The monastery has its own online shop, often designed and managed by an external expert organization.

An online shop is a reasonable solution for sales only if the monastery has enough capacity to produce large volumes of monastic products because the online shop is accessible to all people in the region, in the country, and in the world. In this case, the monastery should provide a special “Delivery information” where to explain how the products are delivered, by whom, in what territory and for how many days.

*Please take a look at the **online shop “Ot Manastira”**, <http://otmanastira.com>*

- 2nd scenario: The monastery sells via an online platform for monastic products, which can also be used by other monasteries for example from the region or from the same Order.

Monasteries can jointly sell their authentic monastic products through an online platform highlighting another important aspect of monastic life.

*Please take a look at **Mount Athos Eshop**, www.mountathos-eshop.com*

■ **Example 5: Monasteries use various models to sell their products**

Monasteries who have larger volumes of production use various distribution channels at the same time – they sell in their own shop, and they provide products to other monasteries for sale, and they have an online shop, or they have a contract with a special organization that takes care for all sales of the monastery or group of monasteries.

Conclusions

A distribution channel is a chain of intermediaries, through which a product or service passes until it reaches the final buyer or the end consumer. Distribution channels can include wholesalers, retailers, distributors, and the Internet¹. (Source: Investopedia.com)

Monasteries use **different places and types of intermediaries** to sell their monastic products according to their philosophy, willingness to sell on their own or not, according to their production capacity, time and ability to organize sales. In the next units, we present more detailed information about the different types of distribution channels.

Tags:

Distribution channel, monastery shops, intermediaries, distribution examples, practice

¹ Source: <https://www.investopedia.com/terms/d/distribution-channel.asp>

Unit 3. Main Considerations Before Starting Distribution

A monastery should decide, whether it wants to sell its products and services through its own channels (monastery shop, sales people and advertising materials), or should it partner up with other monasteries and non-monastic companies or with intermediaries to use their distribution channels.

*Designing a successful distribution strategy requires **good networks with various stakeholders** as suppliers, supporters, resellers, distributors, promoters, etc. Please look at Module 7 “Value Adding Through Networks” as a valuable source of information on this topic. All your partners should be aware of your sales concept and expectations, including the volunteers who are included in the distribution and sales process.*

Designing a successful distribution strategy requires good networks with various stakeholders as suppliers, supporters, resellers, distributors, promoters, etc. For instance, partnerships with monasteries are established to share equipment for production and storage of food, for creating societies for collaborative purchasing for supplying goods and towards achieving collaborative sales efforts. This also supports achieving so-called “economies of scale” or “economies of scope”, and establishing brands (compare Module 8 “Creating a Strong Brand”), thus contributing to name and brand recognition.

With the involvement of experienced stakeholders and partners as resellers and distributors and under their guidance, the business and product delivery models can be further developed and enhanced. This opens new sales channels as you will see in the summarized overview in the following chart:

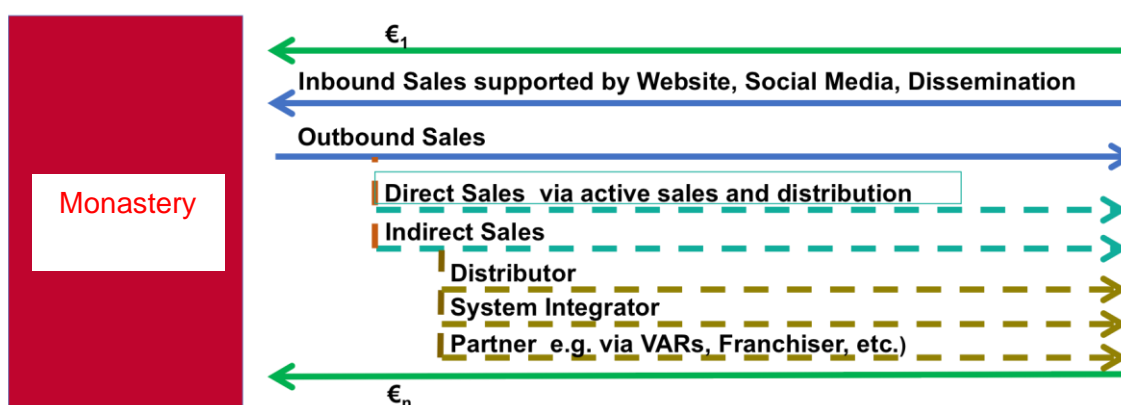


Figure 1: Distribution Channels for monastic products

To automate requests from customers, the monastery website and the shop website as well as the social media channels will be fostered in order to generate so called **inbound leads** (see Unit 4, Subunit 1 about the specifics of online sales as an important inbound channel).

“Inbound sales” is a personalized, helpful, modern sales methodology. Inbound salespeople focus on their prospect’s pain points, act as a trusted consultant, and adapt their sales process to the buyer journey.²

Inbound leads are likely to come to you. **Outbound leads** are prospects that you reach out to. Inbound leads are often a result of your content marketing strategy. Outbound leads come from your direct emails or phone calls to prospects. Inbound leads have an initial knowledge about your company.³

The outbound sales activities can be distinguished in direct sales (through sales personnel) as well as in indirect sales, e.g. through distributors, other intermediaries and partnering schemes (see Unit 4, Subunit 2 about the specifics of direct and indirect sales as important outbound channels and see Unit 4, Subunit 3 about the different types of intermediaries). Monasteries that are producing different products **need to consider several things**, when they start to plan their distribution illustrated in Figure 2:

² <https://blog.hubspot.com/sales/inbound-sales-transforming-the-way-you-sell>

³ <https://www.quora.com/Whats-the-difference-between-inbound-and-outbound-leads>

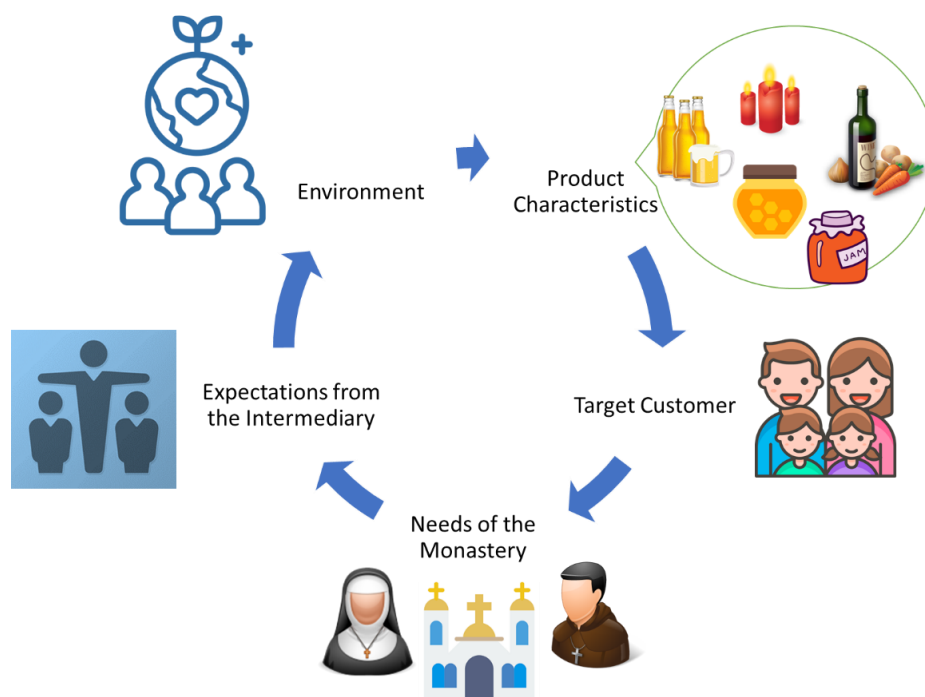


Figure 2. Main considerations for building a distribution channel

■ Main consideration 1: What characteristics do your products have?

The product characteristics are important to be considered when you build your distribution. Durability of products, their quality, unit value, perishability, bulkiness, etc. – these are important characteristics to be considered. There are monasteries that are growing vegetables and fruit, which they sell in their monastery shop, without further processing. In this case, if you plan online distribution, you should consider how you can do it and in what region, in order for the goods to remain fresh in the delivery process. Or, there are monasteries that are producing religious souvenirs. In this case, they should consider how big the production is per month and is it possible to distribute the souvenirs not only through the monastery shop but also via professional resellers.

■ Main consideration 2: Who is your target customer?

In the decision process, it is necessary to consider the target customers of your monastic products. Who are the visitors to your monastery shop? Are they living in the region, or coming as tourists from other places? Then, the monastery shop should pay attention also to provide suitable packaging for the products. What are the needs of the pilgrims and other visitors in the monastery shop? If mostly pilgrims, then the monastery shop should consider selling more special religious articles and food. If the visitors are people from the region and tourists, the monastery shop can also sell for example books, cards or other articles for children.

There are many variables and possibilities that the monastery shop can consider. See the provided good practices at the end of this module for ideas and for inspiration. Also, see **Module 2 “Marketing Strategies”** and **Module 8 „Creating a Strong Brand”** for more information in this topic.

- **Main consideration 3: What are the needs and possibilities of your monastery related to the distribution process?**

The people responsible for the production and sales in the monastery should also take into consideration financial conditions and marketing budgets that they have, the size of production, marketing objectives and the overall marketing strategy to reach the target market. See Module 2 “Marketing Strategies” for more information on this topic.

■ **Main consideration 4: What do you expect from your intermediary?**

Intermediaries play an important role in the distribution process. These are people and organizations that stand between the monastery and the final customer of the monastic products. In Unit 4 (Subunit 3), you will receive more information about the intermediaries and their role. But before you decide on an intermediary, you need to define your expectations about availability, willingness to accept your monastic products, geographic market served, marketing functions performed, potential for conflict, potential for long term relationship, competitive product sold, financial conditions, other strengths and weaknesses.

■ **Main consideration 5: Environment**

And finally, you should have an overall economic outlook, and you should consider legal regulations and restrictions, political issues, global and domestic cultural differences and changes, technological changes and other opportunities and threats.

Tags:

Distribution channel, consideration, intermediary, target customer, needs, environment, product characteristics, expectations

Unit 4. Choose your distribution channels

Distribution channels are a key element of your marketing strategy. They help in making a product or a service available to target customers in different places. By using the proper distribution channels for your monastic products, you can reach maximum potential customers. Effective distribution channels can maximize the revenue for a monastery, and just the opposite – the unplanned distribution with non-effective distribution channels can lead to losses.

*After you have learned about the main considerations in choosing a distribution channel in Unit 3, now, you can define what is the best **place to distribute your products** and who will be your **distribution intermediary**.*

In the subchapters below, different possibilities to identify your distribution channels are explained:

4.1. Online - Offline sales

Your monastery may decide that the Internet is a convenient place to sell their monastic products or not. All sales made without the help of the Internet are called offline sales. You have your sales people who are selling in the monastery shop, you collaborate with other monasteries and their monastery shops, you sell your products to retailers and distributors. You have learned in all former units a number of these types of sales. Therefore, we will not emphasise more in this subchapter. Instead, we will focus on the online sales.

If you decide to use the Internet in order to maximise potential customers more easily, then your sales are called online sales. In this case, you need certain knowledge about how to organize such distribution channels, how to build your online shop, or how to sell in other online platforms for online sales. Therefore, you need to collaborate with specialists in this area.

■ Online shops and a monastery shop portal

Perhaps you have already asked yourself whether you should also offer your range of monastic products online in order to accommodate all those people who wish to be bound to your products and thus to your monastery. The implementation of an online shop on the net is easy, there are many instruments and software available, some of which are free of charge, and you will be able to quickly implement the setup. At least as important, however, are other requirements such as

- Sufficient range of products

- Storage capacities
- Packaging and shipping areas
- Formulation of general terms and conditions
- Knowledge of the right of withdrawal
- Duty to provide information to customers
- Knowledge of the precise and legally described product description.

But the question will probably be a completely different one: Does your sales strategy, your product philosophy fit into an online sales concept?

Many of the large monasteries now offer their products online. These can be very simple solutions, from e-mail orders to highly animated online shops. The setup and maintenance of an online shop is a separate business area that you should only address if you have sufficient personnel resources or explicitly want to build up this field.

In the meantime, there are also numerous portals that offer monastic products or monastery shops that market their products online together. It may be worth a strategic consideration whether and which of your products would be suitable for inclusion in such an offering.

Our examples below will inspire you:

Germany	<p>Klosterportal – products and services from German catholic monasteries. Link: https://www.klosterportal.org/</p> <p>Benediktinerabtei Ettal Link: https://www.kloster-ettal.de/betriebe/klosterprodukte/</p>
Austria	<p>Klösterreich Link: https://www.kloesterreich.at</p>
Bulgaria	<p>Ot Manastira - The monks from Blagoveshtenie monastery produce ecologically fresh food (seasonal fruits and vegetables, dairy products, mountain honey, fresh trout, spices) they deliver to the online store early in the morning from the monastery gardens. Quantities are limited. Link: http://otmanastira.com/</p>

	<p>Kremikovtsi Monastery "St. George the Victorious" produce various products, offered also online via a specially designed platform named "Kanaskia". All products are presented with explanations and pictures with of high quality. Most of the deliveries are made from the Kremikovtsi Monastery by volunteers to clients' addresses. The clients pay for the delivery.</p> <p>Link: http://kanaskia.bg</p>
Greece	<p>Monastiriaka - handicrafts of great quality and products which are mainly produced by the monks who live in the cells and the monasteries of Mount Athos.</p> <p>Link: www.monastiriaka.gr</p> <p>Mount Athos Eshop - makes available to the public authentic handicrafts which are being produced with extra love and care by Monks at the Holy Monasteries, Sketes and Cells of Mount Athos, highlighting another important aspect of the monastic life.</p> <p>Link: https://mountathos-eshop.com/en/</p>
Belgium	<p>International Trappist Association – an online catalogue of products produced by thirteen abbeys which are members of the association.</p> <p>Link: https://www.trappist.be/en/products/ .</p>
Italy	<p>Holyart - multilingual website offering deliveries all over the world</p> <p>Link: https://www.holyart.de/kloster-produkte</p>
USA	<p>Monastic products' portal</p> <p>Link: https://www.monasterygreetings.com/</p> <p>Shop of the monks of the Community of Saint Benedict in Enfield / Connecticut with a broad range of own products.</p> <p>Link: http://www.communityofsaintbenedict.org</p> <p>Monasteries of New Skete</p> <p>Link: https://newskete.org/gift-shops , https://newskete.goldbelly.com/, https://newsketemonks.com/</p>

Table 1. Examples - Online Shops and Online Portals of Monasteries

Have a look at the portals mentioned above and decide which of them you like best.

4.2. Direct - Indirect Sales

Your monastery can decide to have direct sales, or indirect sales according to the capacity of production.

■ Direct sales

Direct distribution is made in the exclusive monastery shops in the monasteries or by direct sales to people's homes by special salespeople working for the monastery.

Most of the monasteries practice exactly this type of distribution as it is the oldest way to sell monastic products and has been for centuries. For example, [Kremikovski monastery in Bulgaria](#) is using both forms of direct sales with volunteers who are selling the products to the customers. There is case study 1 also, explained in Unit 2.

■ Indirect sales

Indirect distribution channels are useful for monasteries with a higher production volume. Then, the monastery cannot sell all products only in their monastery shop because the visitors are not enough to buy all. In this case, monasteries decide to use **outside intermediaries such as agents, retailers, or even distributors** who have large distribution channels with the right target customers for the monastery. There are many examples with monasteries applying indirect sales:

If you choose to make indirect sales, you have to decide on the intermediary:

- (A) you can collaborate with another monastery, or a monastery association;
- (B) you can cooperate with non-monastic retailers.

(A) A monastery as an intermediary

Very often monasteries prefer to collaborate with other monasteries or monastic associations. You might also consider **including in your range of goods, products from other monasteries** thus complementing your own range.

Many monasteries already do that with products of other monasteries in the region and beyond. In this case they are the intermediary between the producer monastery and the final customers. This is especially convenient for monasteries who do not have any production activity but have small monastery shops instead.

If you are an intermediary for other monasteries' products, several points you have to consider and to agree with your partner-monastery(ies):

- Information about the products – as detailed as possible
- Prices of the products
- Acceptance or return guarantees within defined periods of time
- Type of presentation
- Joint promotional activities (e.g. a joint prospectus)
- Joint training of employees and volunteers.

A good practice example comes from [Tsrnogorski \(Giginski\) Monastery](#) in Bulgaria. Have a look how the Tsrnogorski Monastery in Bulgaria offers the products of other monasteries from the region, Greece and Macedonia.

(B) Cooperation with retailers

Cooperation with retailers is another possibility in offering monastic products. This can be the local dealer, who includes your monastic products in his product range. It can be a national operating company that also distributes your products. They can be highly specialised dealers who are only interested in one of your products, for example from the cosmetics or medical remedies sector.

Don't be shy to get in touch with them! The majority is always interested to include new products as they have to update their product range regularly.

A good practice example is coming from [Manufactum \(Germany\)](#). Since the year 2000, the "supplier of high-quality good old products" has had its own product line called "Gutes aus Klöstern" ("Good things from Monasteries"), in which 300 products from 65 European monasteries are offered: <https://www.manufactum.de/gutes-aus-kloestern-c195077/>. Have a look at how this retailer presents monastic products and edits the product catalogue as a high-class cultural-historic journal.

4.3. Intermediaries in distribution

As you already have understood from the previous unit, intermediaries play an important role in distribution. They build the distribution channel.

Different types of intermediaries can participate in the distribution process:

■ **A Middleman**

A Middleman is an independent person who operates as a link between producers and consumers or organizational buyers. In the monasteries, the middlemen can be a hired sales person or a volunteer. Also, the middleman can be a monk or a nun with a special function to sell in the monastery shop.

■ **A Retailer**

A Retailer is a middleman who is engaged primarily in selling to end consumers. A retailer is often called a reseller.

■ **Agent**

It is a business unit that negotiates purchase, sales, or both but does not take a title to the goods in which it deals.

■ **Wholesale**

It is a merchant establishment operated by an enterprise organization that is primarily engaged in buying, taking a title to, usually storing and physically handling goods in large quantities, and reselling the goods to retailers or organizational buyers.

■ **Manufacturers' Agent**

An agent who generally operates on an extended contractual basis, often sells within an exclusive territory, handles non-competing but related lines of goods, and possesses limited authority with regard to prices and terms of sales.

■ **Distributor**

A wholesale middleman especially in lines where selective or exclusive distribution is common at the wholesaler's level in which the manufacturer expects strong promotional support; often a synonym for wholesaler.

Conclusion

A Marketing strategy designs the entire approach to the availability of the offering, starting with inputs from what the monastery communicated in its marketing campaigns (advertising materials, social media, events) to what target audience is to be served. Distribution channels are an important part of the whole process.

Monasteries are using different distribution channels depending on their type of production and financial possibilities. They can grant rights to non-monastic organizations to sell their monastic products, or to organize the sales by themselves. Many monasteries organize their sales via online platforms to reach more customers. This approach helps them to strengthen their brand or to make the monastery more famous for visitors and pilgrims. Some monasteries build strong networks with other monasteries and this helps them also to sell their monastic products in the monastery shops of the others as well.

Tags:

Distribution channels, online and offline sales, intermediaries, retailers, direct and indirect sales, distributor, agents, online shop

Good Practices

There are several good practices referring to this module in our library:

- Good practice 2. Bronnbach Monastery Shop, Germany
Download link: <https://training.skivre.eu/gp.php/GP2-EN>
- Good practice 3. International Trappist Association and the Trappist Beer
Download link: <https://training.skivre.eu/gp.php/GP3-EN>
- Good practice 4. Manufactum – Good Things from Monasteries
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- Good practice 5. Tsumnogorski Monastery – Authentic Monastic Products with a Strong Brand
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- Good practice 8. EUCOSMIA e-shop
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- Good practice 10. Kremikovtsi Monastery "St. George the Victorious" – Successful Sales with a Strong Brand
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- Good practice 21. I segreti del chiostro - Monastic Products of Monastero Santa Caterina d'Alessandria Palermo / Italy
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Download link: <https://training.skivre.eu/gp.php/GP22-EN>
- Good practice 31. Monastiriaka.gr
Download link: <https://training.skivre.eu/gp.php/GP31-EN>



Check your Knowledge

Exercises

Exercise 1. - Consider the basis for your distribution strategy

Answer the questions

Before you choose the intermediaries and build your distribution channel, first you have to consider several things pointed out in the table below. Please think about your monastic production and answer the questions in the boxes.

Product characteristics	Target customers	Needs of the monastery
<p><i>Describe the main characteristics of your monastic products produced in the monastery.</i></p>	<p><i>Describe your target customers – Who are they? Where do they live? Are they from the region or other regions? What do they expect from your products?</i></p>	<p><i>What can the monastery provide as financing for the monastery shop, or as a marketing budget?</i></p>
Intermediaries		Environment
<p><i>Do you need an intermediary in your distribution? If yes, what do you expect from this person or organization?</i></p>		<p><i>Are there religious, legal or other issues that you have to consider?</i></p>

Exercise 2. - Find your distribution partners

Make your research

Look into your region for other monasteries, with whom you can collaborate in order to sell monastic products in their monastery shops, or they – in yours.

Do you think that this approach is good for your monastery?

What else can be done for better distribution and more sales?

Exercise 3. – Make your own research: online shops

Search the Internet for your country to find out whether and how monastic products are offered via the Internet. The online shops for monastic products are convenient for monasteries with bigger production lines.

Is this approach suitable for your monastery and sales?

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■ Study Materials

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The SKIVRE Partnership: Empowering development of monastic products

SKIVRE is an Erasmus+ project aimed at empowering management, staff, monks, and nuns at monasteries with a most interactive training approach in gaining relevant skills for raising revenues for the preservation of religious heritage sites:

The **SKIVRE** homepage www.skivre.eu (including access to many social media tools) provides you with an inspiring multi lingual blog on monastic products, data and analyses, training material and training events in seven European countries.

The partnership comprises a multidisciplinary European team, which represents the target groups and expertise needed for training development:

media k GmbH | GERMANY (coordinator)

media k GmbH offers long-year expertise in religious heritage preservation and in the management of heritage preservation projects.

www.media-k.eu

Future for Religious Heritage | BELGIUM

Future for Religious Heritage is a non-faith organisation open to all. It brings together those working to protect religious heritage all over Europe.

www.frh-europe.org

GUNET | GREECE

GUNET is a Greek specialist in creating online learning platforms, which offer different kind of learning experiences adapted to different topics.

www.gunet.gr

INI-Novation Bulgaria OOD | BULGARIA

INI-Novation is an education provider specialised in generating economic effects from cultural heritage.

www.ini-novation.com

Bronnbach Monastery | GERMANY

Bronnbach monastery is a former Cistercian monastery now operated by a public authority in the German Tauber valley. The monastery started to develop monastic products based on the history of the site.

www.kloster-bronnbach.de

Wissenschaftsinitiative Niederösterreich | AUSTRIA

Wissenschaftsinititative is an education provider with longstanding experiences in developing learning platforms and learning material for heritage preservation.

www.wissenschaftsinitiative.at

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