

MARK 7378 Strategic Selling Persuasive Communications Fall 2018

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Required Course Materials

Texts: *Customer Centered Selling*, Robert L. Jolles
Key Account Management, Le Bon and Herman

Harvard cases and articles
[Link to Harvard Case](#)

Selected Readings – Blackboard and Harvard Business Online

Nature of the Course

Many firms are seeking new methods for getting products and services into their customers' hands. The rapid growth in selling costs and just-in-time inventory management as well as changes in market structure have forced many organizations to seek out new channels for selling products and services to customers. As customer-relationship selling continues to emerge as a significant selling strategy, the role of customer-oriented selling takes on added significance.

At the same time, we find that many industries are becoming increasingly concentrated—some companies find that **less than 5% of their customers comprise 90% of their business**. Rapidly changing technology has led many firms to seek close alliances with other firms to gain access to the latest technological advances. Each of these trends has contributed to a movement in many organizations to redefine the nature of their buyer-supplier relationships.

Strategic Selling is an innovative course that deals with the issues involved in getting products and services into customers' hands. The focus is on large and strategic business customers that can have a significant impact – positive or negative – on a supplier's success. Therefore, the course focuses on the management of ongoing customer relationships with Strategic Accounts (as opposed to activities used to acquire new customers).

Traditional models of channel, services, sales and purchasing management do not adequately address the issues associated with managing these relationships. This course will address several themes – 1) Strategic Principles of Sales, 2) The importance

of relationship or customer oriented selling 3) National/Global Account selection and management, the use of technology by sales people and strategic account teams

Learning Style

The methods of learning in this course require advance preparation by the students. We will work together to present, discover and share ideas in order to learn more about the issues related to selling products and services and managing ongoing customer relationships. I believe that a variety of pedagogical and analogical techniques maximize what we all get from the class. Therefore, the course will use text presentation, case discussion, lecture, facilitator and student-led discussion, a field project, a research project, Socratic dialogue, video, group exercises, a field trip, and student presentations to expose Strategic learnings.

Cases provide a critical component of the class. For cases to be an effective learning tool, student preparation is essential. I will expect each of you to provide a thorough analysis of the cases. Cases should be prepared individually at first. After your initial evaluation, feel free to meet with classmates in small groups to further prepare the case. In the classroom you are on your own and I expect you to defend your position. "Contribution to class learning" is the Strategic criteria for evaluating participation. You and your classmates, in addition to your instructor, are important sources of learning. Take advantage of your colleagues' knowledge and ideas, and do your part by being prepared and contributing to group and class meetings.

Daily Routine

For most days, I expect class meetings to follow this type of routine:

- Lecture/discussion/guest speaker/video/group exercises, etc. focusing on the Strategic
- topic(s) of the day (40-50 minutes)
- Case discussion or Sales Role Play – 75-90 Minutes
- Break (15-20 minutes)
- Student led discussion around research or field project (30 minutes)

Group Projects

Each student will be involved in three group projects this semester.

1. Customer Centered Selling (CCS) and Key Account Management (KAM)

Each team will present four chapters from Rob Jolles, *Customer Centered Selling* or two chapters from LeBon and Herman *Key Account Management*. CCS provides a foundation in selling and the sales process and LeBon Herman provides an overview of Strategic Account Management. The objective of the PowerPoint presentation is to give our class a working knowledge of what a salesperson does, before we devote the rest of the semester to the study of how sales people relate to their strategic

accounts.

The presentation should be 20-30 minutes long

2. Leading Edge Issues (LEI)

The Leading Edge issues project (LEI: explained in more detail in the Appendix 1) requires your team to write a short report, create a 20-30 minute presentation and *lead the class in a focused discussion* of a particular topic.

The LEI projects will be presented throughout the semester and we need to get started soon so by this Friday August 24th I need three topic ideas in order of preference. Please relay these to me by e-mail.

3. Strategic Account Management in Action (SAMIA)

Strategic Account Management in Action (SAMIA) explained in more detail in the Appendix 2 should use primary source research — where you learn about how a particular company or industry manages Strategic account relationships or distributes products. The idea is to gather primary (at least 3 interviews with employees of the company) and secondary (library type research) data to better understand current practices in Strategic account management.

Each team will prepare and present their SAMIA research near the end of the semester, see below. The team will present their findings in class. The presentation should be a 20-30 minute PowerPoint presentation followed by 15 minutes of Q&A.

Case Briefs

You are required to write five 1 page (single spaced, double space between paragraphs) case briefs. These will be graded on a 4 level basis (i.e., "++" for truly exceptional analyses—these will be rare (100%), "+" for very well done analyses (94%), "" for acceptable analyses (88%), and "-" (80%) for those analyses falling below my expectations). These are due at the beginning of class and will be marked down one grade level if turned in late during the same class and are not accepted when turned in after the class.

The case brief should include **1) a statement of the problem, 2) identification of Strategic issues in the situation analysis** (go beyond listing facts, convince me these are the *most important* facts), **3) a recommendation supported by a justification that reflects a careful analysis of the information provided in the case.**

Class Participation

An effective class session can only occur if you, your classmates, and I are involved in the learning process. This requires detailed advance preparation from all of us. I expect

everyone to be prepared for each class. This course is designed such that we will learn from each other.

Class and case discussions are enhanced by a free and open exchange of ideas. We learn from each other by building off other people's comments and by disagreeing with other people. You should be prepared to defend a position that you take and you should expect others to defend their positions. I encourage you to challenge ideas with which you disagree—remember to *challenge the idea and not the person*. Furthermore, you should expect to be challenged by others—who disagree with your ideas, not you. By defending your ideas you will learn, but you should also be willing to change your mind. Changing your mind is also a sign of strength. Be aware that for many issues there is no one right answer. I also want to encourage you to be creative in your ideas and show a willingness to take chances.

Class participation is a critical component of my evaluation of your performance in the class. Participation is based on quality, but some level of quantity is also necessary. Quality participation moves the discussion along and contributes to our collective learning. I use the following point system to evaluate class participation on a daily basis:

Truly exceptional analysis/insights	5 points
Very good analysis	3 points
Adding facts	2 points
Showing up prepared*	1 point
Showing up, not prepared	0 points
Absent, but turn in acceptable case analysis	0 points
Absent, but do not turn in acceptable case analysis -	-5 points

Attendance Policy

Attendance is expected—in my classes we all learn from each other and your absence will prevent us from learning from you and you learning from us. As noted in the previous section, being absent from class has a significant negative effect on your class participation.

Grades

I expect that by this time in your graduate education that you are intrinsically motivated. I also expect that you are taking this course because you genuinely want to learn more about sales and Strategic account management. Therefore, I do not require any exams in this class.

On the other hand, I believe that we all tend to do what is evaluated and rewarded. I am very interested in learning from you and I think that your colleagues share this interest. If you choose to not actively participate in the class you deny us the ability to learn from your wisdom and experience. To assure that you give as much to the class as you hope

to receive from it, I rely on grades (besides the school requires them). I expect to base your grades on the following proportions:

Case Briefs (5 briefs)	20%
Class participation	15%
CCS-KAM Presentation	15%
Leading Edge Issues Project	25%
SAM in Action Project	25%

Tentative Schedule

<i>Day</i>	<i>Content</i>	<i>Team Projects</i>	<i>Case Discussion</i>
8/21	<i>Syllabus Overview & Introductions</i> CH Sales Process Overview	<i>Identify team members at break</i>	7 words
8/28			
9/11	<i>Team 1 - CCS 1-5</i>	<i>Team 3 LEI Discussion Document -</i>	MediQuip S.A.
9/18	<i>Team 2 - CCS 9-12</i>	<i>Team 3 LEI Discussion Team 4 LEI Discussion Document</i>	
9/25	<i>Team 3 - CCS-13-17</i>	<i>Team 4 LEI Discussion Team 5 LEI Discussion Document</i>	Decision Centers (CH)
10/2	<i>Decision Centers Key Account Team</i>	<i>Team 5 LEI Discussion Team 2 LEI Discussion Document</i>	
10/9	Visit to Schlumberger	<i>Meet at Schlumberger at 5:45</i>	
10/16	<i>Team 4 - KAM 1-2</i>	<i>Team 2 LEI Discussion Team 1 LEI Discussion Document</i>	
10/23	<i>Team 5- KAM 3-4</i>	<i>Team 1 LEI Discussion</i>	
10/30		<i>SKAM Team 3</i>	Siemens
11/6		<i>SKAM Team 4</i>	Konica Minolta (a)
11/13		<i>SKAM Team 5</i>	Konica Minolta (b-c)
11/20		<i>SKAM Team 2</i>	Wesco
11/27	Guest Speaker - Bruce Stephens	SKAM Team 1	

Appendix 1: Leading Edge Issues in Sales and Strategic Account Management Project

Leading Edge Issues (LEI) focus on "hot topics" in sales and Strategic account management.

Teams are responsible for *leading a 20 minute class discussion* on a leading edge issue in sales and Strategic account management. The team prepares a 3-5 page paper (single space, double space between paragraphs) describing the issue. *This paper will be handed out to the class a week before your presentation/discussion.* The paper will not be analytical and should provide no recommendations—the goal is only to familiarize the class with the subject by describing the subject. A set of discussion questions should accompany the paper. The discussion questions should force the reader to think about the issue, for example: If the topic was keiretsu (the tightly knit network of sales in Japan), the questions could focus on how or if an outside manufacturer should attempt to compete in this environment? Or is this an efficient method for sales? *Please note that in class your responsibility is to focus discussion, not to make a presentation of the paper.*

The objectives of this project are twofold. First, to introduce the class to a particular topic relevant to the class. Second, I want to give you experience leading discussions and generating new ideas. Although this presentation style is unique (and sometimes uncomfortable), it represents an important management style that you may want to employ some day. The idea behind this project is to increase our learning by asking everyone to think about the subject and develop creative ideas or solutions that shed light on the practice and its applications. I have listed some possible topics on this and the following page:

Effective CRM Systems	What is CRM? How does a company become customer-centric, what does it mean and what does this concept replace. What are the Strategic strategies and tactics to successfully deploy CRM. What are the benefits and issues of CRM for Strategic Accounts
Alternative Channels	In recent years channel strategies in the B2C world have changed dramatically. How will these changes, and others migrate to the B2B market
Strategic Account/Global Account Selection	Is a Strategic Account/Global Account strategy profitable? How do you select these Strategic accounts, if you don't just use account size?
Social Selling	There is a new way to sell using social media and other virtual selling tools/techniques. This impacts how customers find us, and how we find them - and what we know about each other before we even meet. But, what is the impact on our most important accounts?

Sales and Social Media	What is the impact of Facebook, LinkedIn, Twitter and other social media applications on Sales and Strategic Accounts
Compensating Selling Teams	Salespeople are traditionally compensated based on sales volume—commissions. How do we compensate teams of salespeople and keep them motivated?
Mobile Technology	What is the impact of smart phones, tablets, RFID devices, mobile payment systems on the sales profession and sales management
Sales in Japan, China, Eastern Europe, Russia or any other interesting country	Emerging markets might be particularly interesting. These countries offer great promise, but the fact that they are less developed economically may complicate our sales. A project could look at the current system in a particular country, while our discussion could look at how a particular company might enter the market and make Strategic sales decisions.
Global Account Management	With more and more firms having operations scattered around the world, many companies' National Account Management Programs have evolved to Global Account Management. This adds another layer of complexity to Strategic account management. How can firms deal with these issues? You might look at this from a number of angles—cultural, legal and ethical values or just the logistical hassles. Or, how about Global account management in Oil and Gas, complicated by where Oil and Gas is, geographically and politically
Location Enabled Applications	4Square, Google maps and a lot more to come can impact selling and sales efficiency in big ways, how will this capability change selling?
Inside Sales	3M recently discovered that their percentage of inside sales to total sales force is way below the average. What is happening to Inside Sales today?

Appendix 2: Sales/Strategic Account Management in Action Project

It is important that we become familiar with current practices in sales and Strategic account management. Therefore, as a second group project, teams of students will be required to learn more about how one particular company sells their products or practices Strategic account management. This will be a major project involving a presentation to the class.

This project is intended to be primarily descriptive in nature and should focus on how a particular company is practicing sales and/or Strategic account management. The project should involve basic research on the industry and include data from at least 3 interviews with people in the company. A useful technique is to use a compare-and-contrast approach. One could compare different Strategic accounts by the same firm, or the old versus the new way of doing something at a particular company. I am also open to projects that are more prescriptive in nature—and might be designed to help a particular company solve a particular sales or account management problem.

The research method should include both secondary data collection through library research and primary data collection through interviews with participants or others knowledgeable with the industry.

The project deliverable is a 20-minute powerpoint presentation delivered in class at the time indicated on the syllabus. . Backup information such as organization structure, interview details, financial information or any other pertinent information is acceptable.

I will provide names of the companies and contacts. Teams can request specific accounts, but I reserve the right to veto such requests.

Halliburton	Nexeo Solutions
3M	Hilti
Ecolab	Sysco Foods
Salesforce.com	BMC
UPS	