

B2B CONSULTATIVE SALES MANAGEMENT
MBA BATCH: 2016-18 / TRIMESTER - IV
DEPARTMENT OF MANAGEMENT, BANGALORE CAMPUS
AMRITA VISHWAVIDYAPEETHAM (UNIVERSITY)

INSTRUCTOR AND CONTACT INFORMATION

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COURSE OBJECTIVE

Contrary to the common thought, Sales is not an art, it is a well-calculated science where the results and the process to achieve those results can be predicted beforehand. B2B Sales has had distinctly identifiable phases: The Product-Oriented Sales; The Solutions-Oriented Sales; and now The Business-Insights Oriented Sales.

All the companies in this world, irrespective of the industry they operate in, are looking for better sales efficiencies in these challenging times. Moreover, the companies are interested not to see their revenues and their profits fall down. These factors, besides the economic slowdown, have put an unprecedented pressure on the sales resources. This course helps to understand these shifts and get the management graduates prepared for a very effective career in Sales.

The Sales Managers of today and tomorrow are expected to master 'Consultative Sales' to clearly engage and win in competitive business opportunities. Mastering Sales, firstly, is a continuous and never-ending journey. Secondly, it will need some serious effort, perseverance and specific approach. Whereas there are numerous textbooks on 'Marketing', this is not true for 'Sales'. Hence, expertise in 'Consultative Sales' comes with practice. This course attempts to provide a structured program inside the classroom that will simulate the role of a Sales Manager that he/she is expected to face in his/her professional world.

'B2B Consultative Sales Management' is not another theoretical topic of Management. It is career-wise relevant, and learning-wise exciting. This course aims to enhance the thinking abilities of an MBA graduate to make him sell scientifically and become a trusted advisor for his/her customers. Upon learning the various elements of this course, a business-manager is sure to deliver better performance and increase his/her likeability in the workplace, and even in their personal lives.

Lastly, the position of this course in the fourth trimester is a very strategic one. It falls just in the right slot before the final-placements. Every year students see direct benefits of this course in their final-placements when the recruiters hire 'Sales Professionals'. Needless to add, for some of the students this course could well be career-defining.

LEARNING OUTCOMES

Upon completion of this course, students will be able to:

- Develop a liking towards a career in Consultative Sales.
- Various purchase methods of Government and Private Companies.
- Understand various constituents and steps that go into making a business opportunity
- Gain confidence to think strategically, put clear structures and teams, to close opportunities
- Get insight on how decision-makers in the organizations make purchase decisions

COURSE DESCRIPTION

Pedagogic mix will include standard standalone, but well-connected, sessions and exercises. Teaching material used is collected from the best of the Sales training agencies and successful sales professionals. Overall the treatment to the subject will make 21st century B2B Sales Managers who use consultative-sales as a weapon in their career. There will be numerous ‘tests of understanding’, role-plays and simulations inside the class that will be analyzed which will help the entire community of aspiring managers to improve their sales skills.

REQUIRED COURSE MATERIALS AND READINGS

1. SPIN Selling – By Neil Rackham
2. “The Challenger Sale” and “The Challenger Customer” – Matthew Dixon & Brent Adamson
3. HBR articles prescribed by the faculty.

OPTIONAL COURSE MATERIALS & READINGS (CASES, ARTICLES, REPORTS ETC)

1. Short and relevant Case-Studies, as shared by the instructor
2. Audio-Video films as prescribed by the instructor from time-to-time for relevant sessions

EVALUATION CRITERIA

Components	Weightage (%)
Group Assignments (Tasks)	30%
Quiz (In-class tests)	10%
Participation & Presentation	30%
End term	30%
Total	100%

ACADEMIC DISHONESTY

The instructor will put the most sincere efforts in teaching and motivating the aspiring managers, and the least he would expect is the same honesty and dedication from the audience. Plagiarism in any form is a despicable crime, and hence it will be ruthlessly dealt with. In the most unfortunate scenario a participant may be even asked to repeat his/her ‘B2B Consultative sales Management’ subject if he/she is found copying or even ‘getting inspired’ by someone else’s work. The decision of the instructor, with the approval from the ASB management, shall be firm, final and non-negotiable.

DETAILS OF SESSION: TENTATIVE COURSE SCHEDULE

WEEK	S.No.	TOPICS TO BE COVERED	ASSIGNED READING, CASE DISCUSSION, ASSIGNMENTS
	1	<ul style="list-style-type: none"> • B2B Markets & B2B Products : In every industry • Developing and customizing B2B products • What is ‘Sales’, ‘Sales Manger’ and ‘Sales Management’?... Life in Sales! • Why is it career-wise extremely rewarding to be in Sales? • Important Terminologies for a career in Sales 	Video Film to describe the Role of an Account Manager Assignment: Give 5 strong reasons why you would want to be in ‘B2B Sales’, not in ‘Marketing’?
	2	<ul style="list-style-type: none"> • Planning for Sales • Writing a Sales Plan & Key Account Plan • Execution of a Sales Plan • Building a Sales Team 	In-Class: Divide the class in Specific Interest Groups (SIGs) of 5 students each Assignment: Writing a fictional sales-plan for a company in SIG
	3	<ul style="list-style-type: none"> • Funding : Sources and Spending • Organizational Buying Models • RFPs • Tenders (Government + World-Bank) • Bids 	Assignment: Identify in the SIG that introduce tenders and what type of products that they purchased in the last year
	4	<ul style="list-style-type: none"> • Basics of Consultative Sales: Introduction to LEVERAgE model • Organizational Buying Behaviour • Buyer’s & Seller’s Issues + Behaviours • EQPA: Create a Sales Opportunity • Stages of Sales & Relationship Proficiency 	Assignment: Create EQPA for three products & services for the company in your SIG
	5	<ul style="list-style-type: none"> • Engage in Competitive Sales Opportunity • Opportunity Analysis Tool • Pre-Call Research 	Assignment: Create Pre-Call research for three companies in your SIG
	6	<ul style="list-style-type: none"> • Winning Trust: By Success Stories 	Assignment:

		<ul style="list-style-type: none"> • Tele-Prospecting & Call-Script • Taking the first Personal Call • Key Players & Key Roles • Develop an Account Map 	Develop 3 tele-calling scripts for three executives for a company in your SIG
	7 & 8	Student SIGs make presentations on their findings with their target prospects and their approach documents	Role Play Exercises
	9&10	<ul style="list-style-type: none"> • Develop a Political Strategy • EMO Model for 360° Coverage • Influence-Authority Matrix • Foxes : Characteristics & Hunting 	Assignment: Start to develop an EMO Model for your dream company in your SIG. Use Linkedin and annual reports. Meet atleast one key-executive.
	11 & 12	<ul style="list-style-type: none"> • Evaluate a Competitive Sales Opportunity • Diagnostic questions • Solution Development Prompter • Qualify the Champion & Opportunity • Meeting Debrief • Handling a Champion in the account 	Assignment: Develop three solutions development prompter template for the product/service in context of your dream company's customers.
	13 & 14	<ul style="list-style-type: none"> • Validate the buying process for the Sales Opportunity • Build Mind maps • Price Setting in Business Markets & crafting the value proposition • Business Value = Business Impact • Value: Statement, Proposition & Impact 	Assignment: Take 3 executives in your dream company and look for what business-impact they are likely to make in this financial year.
	15 & 16	<ul style="list-style-type: none"> • Establish your best position • Sales call with experts & joint calls • Spreading the net to other key players • Sequence of Events • Value Analysis to measure the Business Impact • How to avoid expensive demonstrations and delays? 	Assignment: Take 3 executives in your dream company and look for what business-impact they are likely to make in this financial year.
	17	<ul style="list-style-type: none"> • Eliminate the competition • Column Fodder • Differentiation Analysis • Business Marketing Strategies • Competitive Strategies to use for attack • Competitive Strategies to use for defence 	Assignment: Take 3 competitors to your dream company. Establish how each will strategize in a competitive sales scenario.
	18 - 20	Student SIGs make presentations on their engagement in competitive sales opportunities	Role Play Exercises
	21	<ul style="list-style-type: none"> • Receive the Approval from the client • Pre-Decision Review Meeting • Dealing with "Stalled Proposal" and "Re-Focus Meeting" • Comparison of Vendor A with Vendor B 	

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	22	<ul style="list-style-type: none">• Negotiate & Close the opportunity• Typical Buyer's & Seller's tactics• Dealing with "Stalled Proposal" and "Re-Focus Meeting"• Negotiation Tips & Negotiation Tactics• Quid Pro Quo situation	Assignment: Role Plays in the class
	23 & 24	<ul style="list-style-type: none">• Establish the measurements of Success• How to manage the 'Final Squeeze'?• Excel in Implementation• Implementation feeds new business opportunity	Assignment: Role Plays in the class

** 1 Session= 75 Min. (1 hr 15 mins)