Course Introduction

MBA program offers courses spreading across strategy, organization behavior, finance, marketing, and operation, etc., however, those functions rely on sales to bring bread and butter in from the marketplace. No sell-through, company won’t even exist.

A high percentage of MBA graduates’ first job starts with sales. Ironically, many business schools don’t offer sales management course. Sales management, by no means, is a critical subject in business study.

In fact, a company’s most essential task is to continuously enhance relationship with its key accounts and develop new ones. With that, company can assure its growth in a healthy manner.

However, most of sales teams encounter the following challenges:

- **Weak sales planning at individual level or team-wise:** reflect in wrong client categorization, not knowing how to use different sales methods on different target clients.

- **Lack of good understanding of value proposition:** reflect in emphasizing only on core product/services, instead of on total value proposition or solution.

- **Limited by backward sales mindset:** old-fashioned sales rely on traditional relationship marketing, instead of leveraging on sales methodology and approach to build trust.

- **Lack of critical work & people skills:** reflect on ignoring the importance of improving sales-related hard skills, soft skills and leading skills.

- **Short of operational language while selling:** no clear sales procedure & respective tools such as sales planning, sales execution, sales operation feedback and performance review tools.

Most of people see sales as arts. This course systemically introduces sales management from process and procedure perspective. It helps students develop a clear sales framework that contains account/channel planning, opportunity evaluation, sales team-building, in-depth relationship-building and sales strategy execution.

For those who aim to climb career summit from the sales ground, either starting by joining a MNC as career builder or starting their own business, this course offers practical and useful skills to build a good ground.
Course objectives

1. Provide a framework to appreciate sales management subject structure & practical methods.
2. Understand efficient sales organization design and operation
3. Through group work and classroom interaction/Q&A, learn efficient personal-selling skills.

Course content

Session 1  **Collaboration between Sales vs. Marketing Functions**
Operate efficient sales organization with marketing support
- Sales and marketing functional design
- Sales
  - Turnover & revenue management
  - Sales target setting by product line vs. by region
- Marketing
  - Revenue, cost and profit margin management
  - Value proposition of a person & a company
  - Hard core & protective surroundings methodology
  - Go-to-market requires a complete product kit
- Front & back office operation
- Performance interlock metrics
- **ICS 1: Individual Case Study: ABB And Caterpillar: Key Account Management**
- **RN 1: Reading Note: Managing Major Account**

Session 2  **Sales Organization Design**
Design sales function efficiency based-on what you sell
- Product-selling, system-selling & solution-selling
- Bundle a set of products as a total solution to differentiate
- Value sales – direct approach
- Volume sales – indirect approach
- **IA 1: Individual Assignment: Your Company’s Org Chart & Sales Model (8-page ppt with presentation)**
- **RN2: Reading Note: Personal Selling & Sales Management**
- **RN3: Reading Note: Channel Management**

Session 3  **Build Client Trust is the Most Critical Individual Selling Skill**
The essential success secret of personal-selling
- Clients buy YOU before they buy YOUR PRODUCT
- Help clients explore vision & define goals
- Story-telling skill & framework
- Understand a client’s buying motives
- Question-based selling methodology, skill & process

Session 4  **Direct Sales - Key Account Selling**
Maneuver in a large client organization; deal with multi-level stakeholders
- Understand client purchase process vs. our selling process
- Manage sales funnel/pipeline and shorten it
- Personal value involvement
- Relationship, close relationship, and absolute relationship
- Critical challenges in key account sales processes
• Monitor monthly, quarterly, half-yearly, yearly sales performance review.
• **GCA1**: Group Case Assignment 1: ENSR International (Key Account Selling)
• **RN4**: Reading Note: TBD

**Session 5**  
**Direct Sales - Large Account Penetration Strategy**
**Qualify Leads & Strategize Win**
Key Account Analysis
- Categorize key accounts
- Large account itself is a big market with sub-markets - further categorize large accounts by SBU
- Select project/opportunity; it has to be selective
- Qualify leads with questions - asking right questions
- Through questions to understand decision factors
- Know individual-level & organizational-level interests
• **GCA 2**: Group Case Assignment: 100 questions that each sales manager needs (Use ENSR Example)
• **ICS 2**: Individual Case Study: Solution-selling (TBD)

**Session 6**  
**Direct Sales - Understand Politics in Client Organizations**
Understand Politics in Client Organizations
- Decision-making types among various organizations
- Political structure: formal / informal
- Key decision-maker’s personality & characteristics
- Your relationship network coverage
- Key individual's support level
- Craft opportunity map

**Session 7**  
**In-direct Sales - Channel Collaboration**
Partner Management
- Channel strategy: direct sales vs. in-direct sales
- **Volume sales**: through channel partners for coverage
- Dealership: exclusive distributor vs. multi-distributors
• **GCA 3**: Group Case Assignment: Craft partner contract & manage contract execution (a scenario)
• Summary: why channel strategy keep changing
• **RN 5**: Reading Note: Sales force Management and Measurement
• **ICS 3**: Individual Case Study: Mary Kay Cosmetics: Sales Incentives

**Session 8**  
**In-Direct Sales - Channel Partner Management Practice**
Closely Manage Partner's Result
- Sales partner collaboration: 5 channel sales approach
- Dealer, distributor, agency management
- Channel management framework: design, selection, management, evaluation/adjustment
- Partner management framework
• **Case Articulation**: P&G GTM
• FMCG channel & store type definition
• **ICS 4**: Individual Case Study: Internet Sales vs. O2O
• **GCA 4**: Group Case Assignment 2: ComStar - Reinventing the Channel
• **IA Final**: Individual Assignment Final-test (take-home test): Entrepreneurial Strategies: Hair Care Products
Session 9  Manage Sales Team & Organization
Learn Sales Team Management Structure
• Evaluate & recruit sales persons
• Target & compensation/motivation
• Manage probation & on-the-job sales training
• Build sales team morale
• Set performance target & conduct effective evaluation
• Motivate at the right time, in the right place
• Change management for underperformers

Session 10  New Channel – Mobile Business
• e-Commerce sales
• O2O sales – new paradigm
• Omni Channel

Session 11  Self-branding Management
From Sales Person to CEO - The Critical Skills
• Sales hard skills: opportunity evaluation, risk management, prioritization...
• Sales soft skills: listening, communication, interaction, relationship-building, trust-building...
• Classroom Practice: Coaching Skills
• Sales leadership: EQ, coaching, conflict-management...
• Self-branding & personal branding strategy
• Individual assignment: improve your sales skills & build your personal brand

Session 12  Final Presentation
• Individual final-test presentation
• Group final-test presentation

Assignment Definition & Summary:
• RN: Reading Note – reading & class discussion (5-6)
• ICS: Individual Case Study – reading & class discussion (4)
• IN: Individual Assignment – take-home case with write-up submission (2)
• GCA: Group Case Assignment – write-up submission (4)
• IAF: Individual Assignment Final-test - take-home & write-up submission1

Course Method
1. Lecture participation: classroom lecture together with case sharing to facilitate student better understand sales scenario. Through Q&A, instructor can address & rectify students’ areas of misunderstanding.

2. Classroom team discussion: In each session, instructor will assign suitable reading cases (e.g. ICS - Individual Case Study) for student discussion. Students shall apply framework/methods to analyze situation and resolve problems. This could help students’ deep dive into the subject.

3. Individual case analysis: Take-home case (e.g. IN: Individual Assignment) with analysis and presentation. Instructor will brief students how to complete this assignment in a group work approach. This is a semester assignment.

4. Group project: Instructor will brief students how to complete this assignment in a group work approach (e.g. GCA: Group Case Assignment). This is a semester assignment.
5. **Final test**: A take-home individual case analysis (**IAF: Individual Assignment Final-test**). Instructor will brief students how to complete this individual assignment.

**Course evaluation**

There are 4 parts:

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<thead>
<tr>
<th></th>
<th>Participation, classroom discussion</th>
<th>20 Marks</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>Individual case assignment (analysis)</td>
<td>20 Marks</td>
</tr>
<tr>
<td>3</td>
<td>Group case assignment (analysis)</td>
<td>40 Marks</td>
</tr>
<tr>
<td>4</td>
<td>Final test (individual take-home test)</td>
<td>20 Marks</td>
</tr>
</tbody>
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**Textbook**


[Sales Management - Analysis and Decision Making](http://example.com), (US) Thomas N. Ingram, Raymond W. LaForge, Routledge; 9th edition, Date of publish: 2015

**Reference books:**


[Secrets of Question-Based Selling](http://example.com), (US) Thomas A. Freese, Sourcebooks, Inc.; 1 edition, ISBN: 978-1570715884, Date of Publish: November 1, 2000


《The Seven Habits of Highly Effective People》，Steven R. Covey, SIMON & SCHUSTER @ TRADE.