

Prof. Petri Parvinen

Professor Adjunct Professor

Strategic Marketing Sales Management

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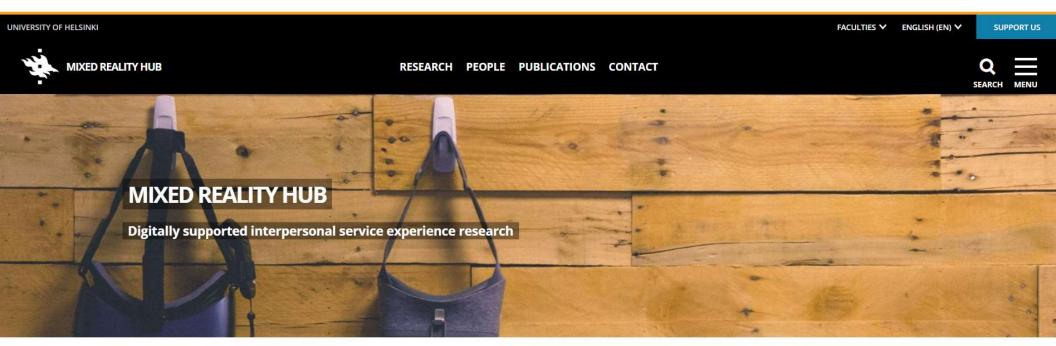
London School of Economics, SSE, TKK, HSE, Aalto, Stanford, HY

Founder, Aalto Ventures Program

Investor/founder 20 growth companies, co-invested with e.g. Arches, Kleiner Perkins, KKR, Triton, Verdane, Intera, Sentica, Vaaka

Board experience e.g. Solita, Mehiläinen, Kotipizza, Picnic, Molok, CAP, NHG, Korkia, Finnish Forest Association, Animagi

Advisor to Parliament (e.g. Futures Commission, Ministries for Work/Industry/Communications/Agriculture & Forestry)



- Innovation selling
- Online interaction psychology online
- + Channel optimization
- + Value-based selling

U. Helsinki open university summer course AYME-018

Streamingbandit Experimenting with bandit policies

Kruijswijk, Jules; van Emden, Robin; Parvinen, Petri; Kaptein, Maurits 2020 in JOURNAL OF STATISTICAL SOFTWARE (Foundation for Open Access Statistics) ISSN: 1548-7660

Restoration in a virtual reality forest environment

Mattila, Osmo; Korhonen, Arto; Pöyry, Essi; Hauru, Kaisa; Holopainen, Jani; Parvinen, Petri 2020 in COMPUTERS IN HUMAN BEHAVIOR (PERGAMON-ELSEVIER SCIENCE LTD) ISSN: 0747-5632

Advancing data monetization and the creation of data-based business models

Parvinen, Petri; Laitila, Miikka; Pöyry, Essi; Gustafsson, Robin; Rossi, Matti 2020 in Communications of the Association for Information Systems (Association for Information Systems) ISSN: 1529-3181

Engaged, but with what? Objects of engagement in technology-aided B2B customer interactions

Pöyry, Essi; Parvinen, Petri; Mattila, Osmo; Holopainen, Jani 2020 in Journal of Marketing Management (TAYLOR & FRANCIS) ISSN: 0267-257X

Automated adaptive selling

Kaptein, Maurits; McFarland, Richard; Parvinen, Petri 2018 in European Journal of Marketing (Emerald) ISSN: 0309-0566

Towards a Governance Approach to Determinants of Reseller Management Success

Parvinen, Petri; Pöyry, Essi 2018 in Journal of Business and Industrial Marketing (Emerald)

Physicians' relationship with the pharmaceutical industry and its reflection in introduction of a new drug

Matikainen, Minna; Olkkonen, Leena; Katajavuori, Nina; Parvinen, Petri; Juppo, Anne 2017 in International Journal of Pharmaceutical and Healthcare Marketing (Emerald) ISSN: 1750-6123

Generating Leads with Sequential Persuasion: Should Sales Influence Tactics be Consistent or Complementary?

Pöyry, Essi; Parvinen, Petri; McFarland, Richard G.
2017 in JOURNAL OF PERSONAL SELLING AND SALES MANAGEMENT (M.E. Sharpe Inc.)
ISSN: 0885-3134

Is more capability always beneficial for firm performance? Market orientation, core business process capabilities and business environment

Jaakkola, Matti: Frösén, Johanna: Tikkanen, Henrikki: Aspara, Jaakko: Vassinen, Antti: Parvinen, Petri

Course philosophy & practicalities

TU-E4081 learning objectives and course philosophy

- + Principles of sales management & innovative business models
- + Combination of M.Sc. level academic thinking and hands-on sales management
- + Emphasis on cutting edge technology and high-growth companies
- + Utilizing benefits of remote education and heard-out student feedback: e.g.
 - location & time-independency
 - something else than laptop work (e.g. audio, field exercise)
 - individual completion
 - no learning diaries
 - phased structure course with feedback during course
 - recorded lectures (also kickoff, field study instructions & Q&A)

TU-E4081 practicalities & communication

- All questions and communication to course coordinator (at least CC:), Antti Lähtevänoja (antti.lahtevanoja@aalto.fi)
- The course is run entirely through the Mycourses page
- The course runs for 6 weeks (despite the Moodle header)

Course tasks in the 6 weeks

- 1. Lecture videos (Weeks 1-6)
 - + Watch and answer example multiple question until you get it right
 - + Draft your own multiple question (one per video) with answers good explanation & video timestamp improves the grade
- 2. Journal articles (Weeks 1-6)
 - + Read and answer example multiple question until you get it right
 - + Draft your own multiple question (one per article) with answers good explanation and article page no. improves the grade
- 3. First case study assignment (Week 1)
 - + Pick one case (out of 8) NPR "How I Built This" audio case studies
 - + Write a structured relocalization analysis using business model canvas components
 - + Return by deadline (end of Week 1)
 - + You will get feedback right after Week 1
- 4. Pick two more case study assignments (Weeks 2-3)
 - + Write a structured relocalization analysis using business model canvas components
 - + Deadline end-Week 3
- 5. Field study challenge (Weeks 4-6)
 - + Framework "Customer Teaching Canvas (CTC)" given on live lecture (Week 4, March 22, 14:15)
 - + Visit two stores to analyze their sales physical and virtual in both
 - + Use the CTC canvas to analyze their sales
 - + Report due end-Week 6
- 6. Peer review (Weeks 4-6)
 - + Assessment of two case studies with given criteria
 - + Please follow instructions carefully and visit grading feedback after Case 1)
- 7. Q&A and course feedback (Week 6)
 - + Q&A April 5th 14:15

TU-E4081 – Principles for grading = "What is good?"

+ 33% Knowledge richness, e.g.

showing knowledgeability and understanding academic wit and managerial judgment examples and comparisons

+ 33% Analytical sharpness, e.g.

evaluative and critical judgment numbers application of theory

+ 33% Professionalism e.g.

structure, balance, cohesion, credibility, referencing/sourcing

TU-E4081 – Awarding points towards the final grade

- + 33% Video and article questions
- + 33% Case assignments (two out of three peer-reviewed)
- + 33% Field assignments
- + Extra point for punching in feeback into school system

Managing the sales system and business model of a company

Business model – colloquial definitions

- Where does the money come from?
- The strategy behind the company's value increase
- The business idea and pricing logic in the same sentence
- Business model "jargon" to familiarize with
 - Long tail (different variants)
 - Freemium / Premium
 - Bundling
 - Subscription
 - Franchising
 - Distributor
 - Full service vs. turnkey
 - Affiliate
 - Replenishment

Business model canvas (Osterwalder)

Key Partners

Zempeteren.



Who are our Key Partners? Who are our lay suppliers? Which Key Resources one we adquiring from partners? Which Key Authorities do partners perform?

Key Activities

Key Resources

A pick of (A and present appropriated). Date of

What Key Resources do our Value Propositions require?

Our Distribution Channals? Customer Relationships? Revenue Steams?



What Key Activities do our Volke Propositions require? Our Distribution Charmists? Revenue streams?

Value Propositions



What volue down deliver to the castome? Whichers of our outcome's problems assweibelphy to solve?
Whichers of endocts and sensor are we offering to each Costomer Segment?
Which outcomer needs serve safetying?

Customer Relationships

What type of selectionship does each of our Customer Segments expect us to epids lich and maintain with them?

Which ones fave we established?
How are they integrated with the rest of our business model?







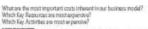
Through which Ourona's do our Customer Segments Nartsean edict thew How are we neight a them now

Channels



How are our Channels integrated? Which area work heat? Which ones are most cost-efficient?
How are we integrating them with pustomer routines?

Cost Structure





Revenue Streams

For what value are our customers really willing to pay? How are they currently paying How would they prefer to pay? How much does each Revenue Speam contribute to overall revenues?



"The sales machine"

SALES SYSTEM

(hard – direction)

Strategic investments into commercialization

Value creation and selling logic

Solution capability

Multi-driver growth agenda

Commercial role management

Business model specific sales

Innovation sales emphases

SALES CONCEPT

(hard – amount)

Network, referencing and leveraging

Salesified and strategic marketing

Presales and prospecting

Contacting

Interaction & negotiations

RFQ, offer and documentation managemen

CRM: after/cross/upselling, & customer management

Channel concept & management

Sales HRM and HRD

Signals and automation

SALES PSYCHOLOGY

(soft - quality)

Self-perception and authority development

Sales spirit management

Sales culture management

Co-working and customer engagement

Trust and transparency

Customer teaching

Spontaneous internal adaptation

Proximity management

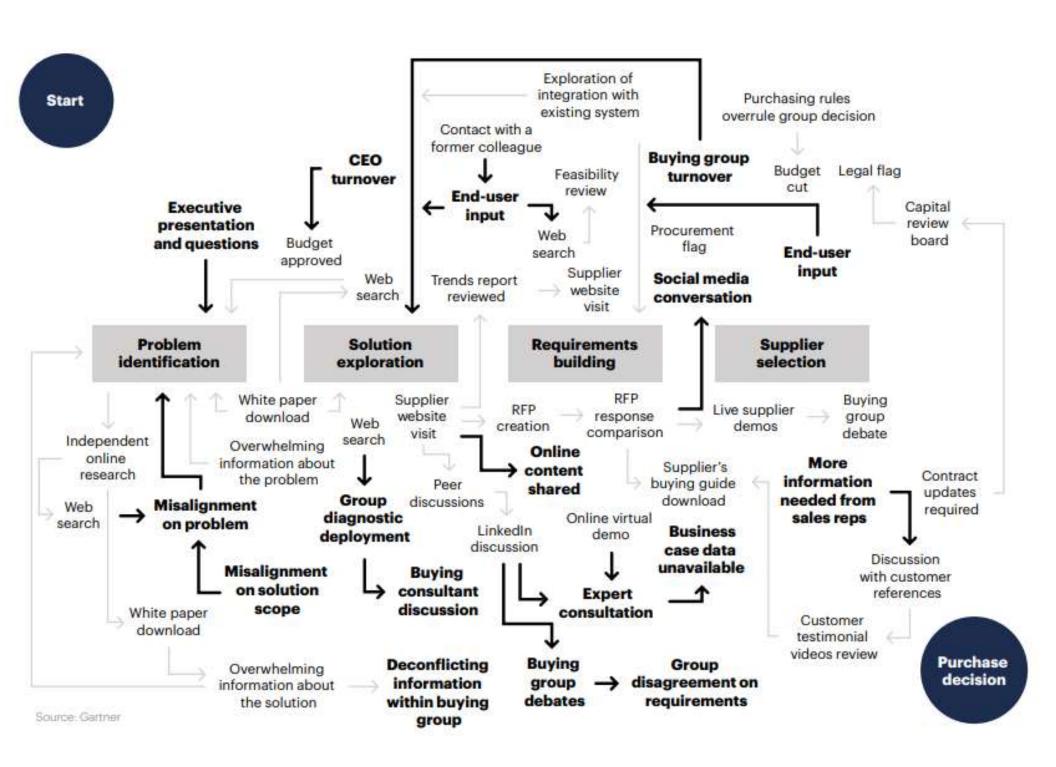
Work reframing

Adaptation to customer

Inteaction cues

Personality fits

Failure, anxiety and mistake aversion



Thank you!

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