



Aalto University
School of Science

23E50010

FROM VALUE RESEARCH TO SALES PERFORMANCE MANAGEMENT

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LEARNING OBJECTIVES

- Understand, how the role & skills of the sales function are changing as a result of the service transformation, digitalization, and networked value creation
- By focusing on **customer value** as the core concepts of B2B exchange, learn the content and use of customer value proposition
- Learn the **structure and process** of the key organizational implementation processes **buying**, proactive **selling**, and **key account management**, as well as the internal sales **opportunity** and sales **funnel** management processes
- Learn the individual **skills** to successfully implement the value selling process, tasks, and tools.

TEACHING METHODS & GRADING

METHOD	DESCRIPTION	GRADING
Pre-reading, videos & Quizzes	Read the pre-reading article & watch the preparation video & take a quiz	10 %
Article reading & group presentations	In groups of 3-4 prepare a presentation on a pre-reading article	10 %
Guest presentations	Business guest speaker presentations	
Interactive lectures	Instead of extensive lecturing, the idea is to for you to prepare, for me to initiate the discussion by brief introductions	
Learning diary	Write a 1-page online summary of the weekly theme in a pre-specified format	15 %
Course essay	In groups of 3-4, write a 10 page essay by reading & reviewing a book on sales methodology. Each group member participates in the shared parts AND writes an individual contribution by focusing on selected topic of a book.	15 %
Course exam	The (online) exam will consist of 3 essay types of questions on key course topics	50 %
		100 %

VALUE PROPOSITION

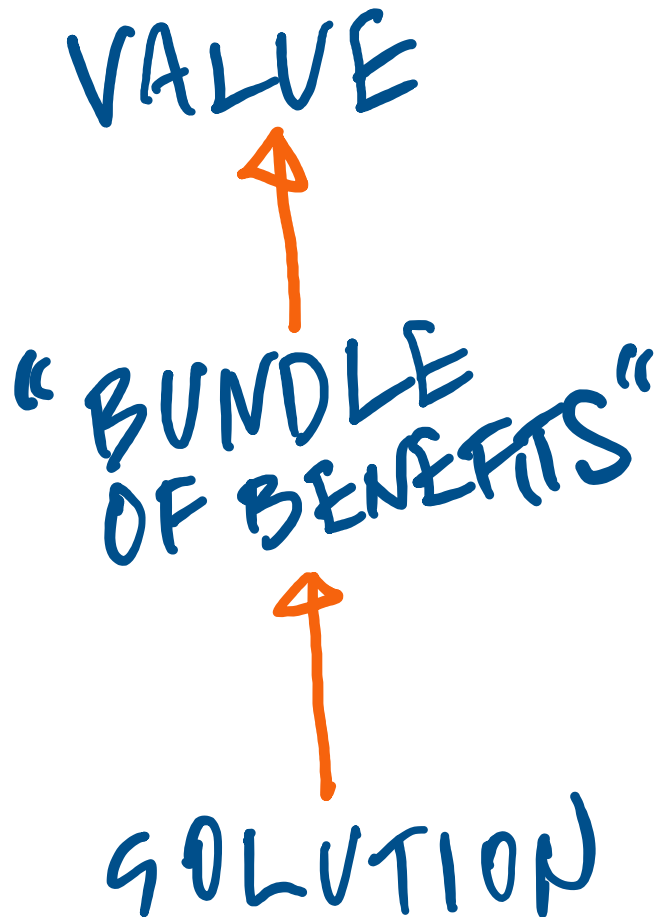
"VALUE IS WHAT YOU GET
FOR WHAT YOU GIVE"

This is the
value
proposition
focus

But the
customer must
also know this

The established definition of customer value is the difference between **benefits** received ("gets") and **sacrifices** ("gives") made. Both the benefits and the sacrifices are **multi-dimensional** and entirely **subjectively** evaluated, **contextual**, and **changing** over time.

VALUE PROPOSITION ELEMENTS

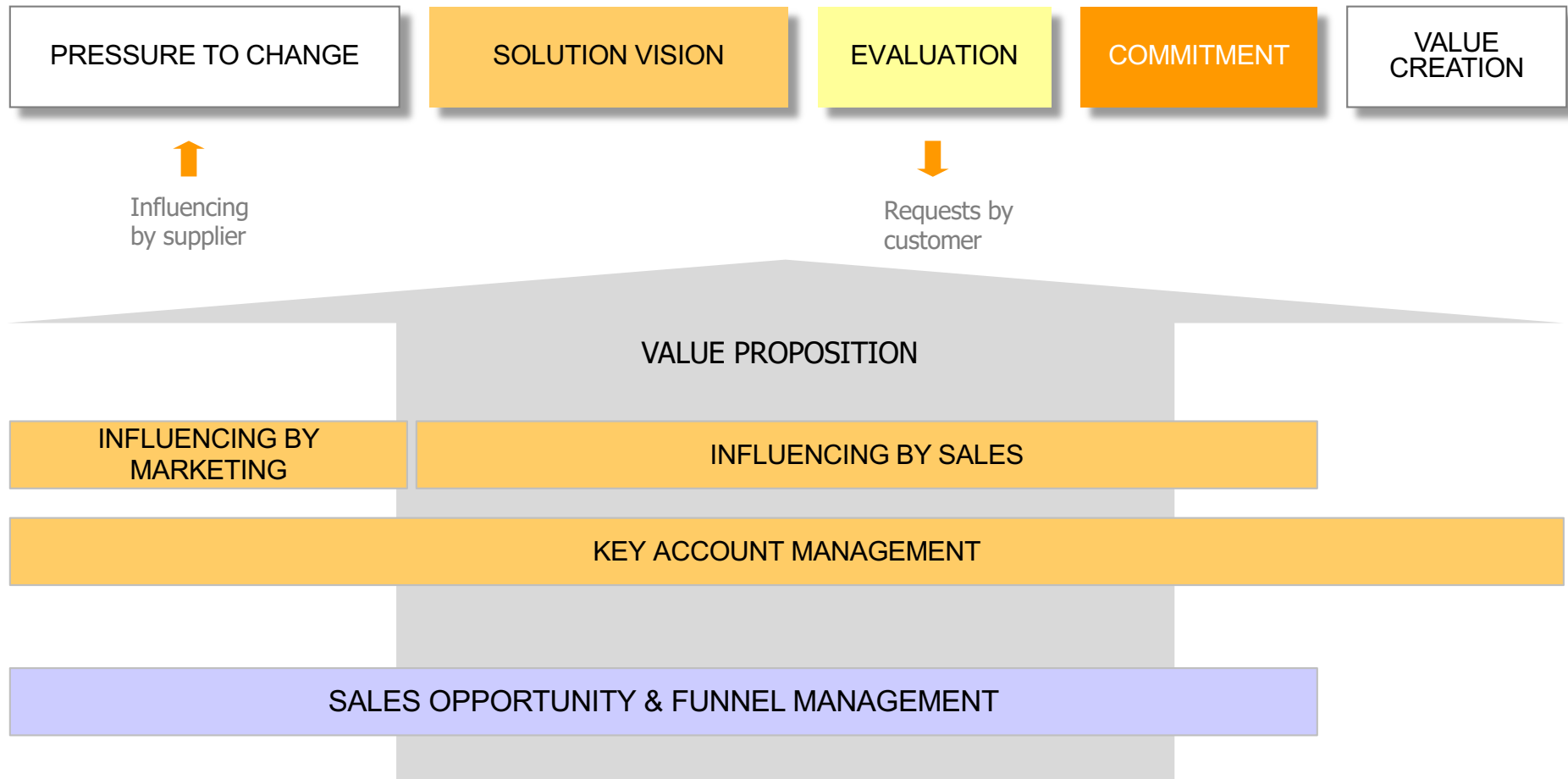


Value proposition communicates value toward customer's goal

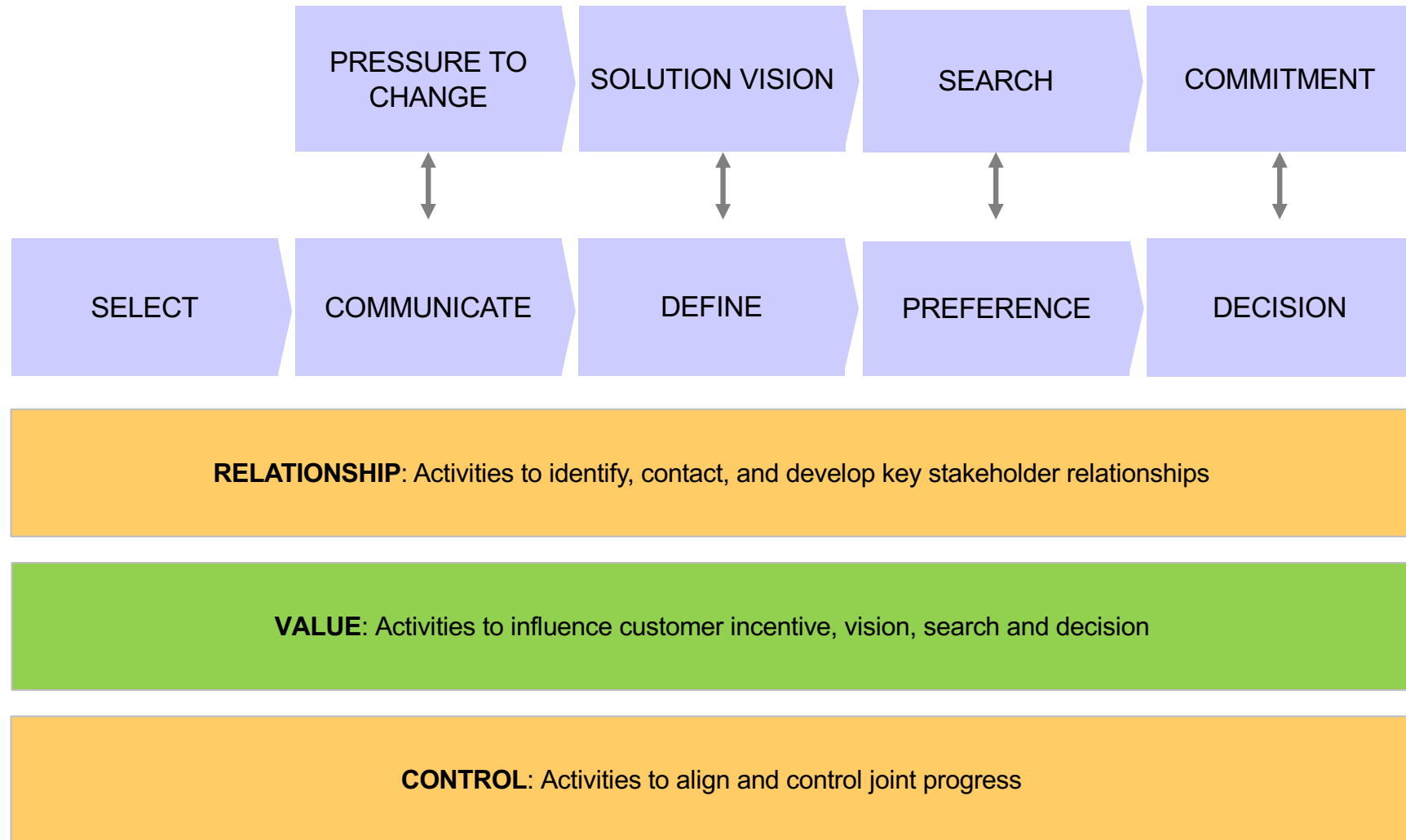
Value proposition explains the benefits, “positive changes”, which create the value

Finally, value proposition describes the solution that implements the benefits.

STRUCTURED INFLUENCING



THREE CATEGORIES OF INFLUENCING ACTIVITIES



INDIVIDUAL SELLING SKILLS

1 TRUST

2 INFLUENCING WITH QUESTIONS

3 CONTROL

SALES MANAGEMENT FRAMEWORK

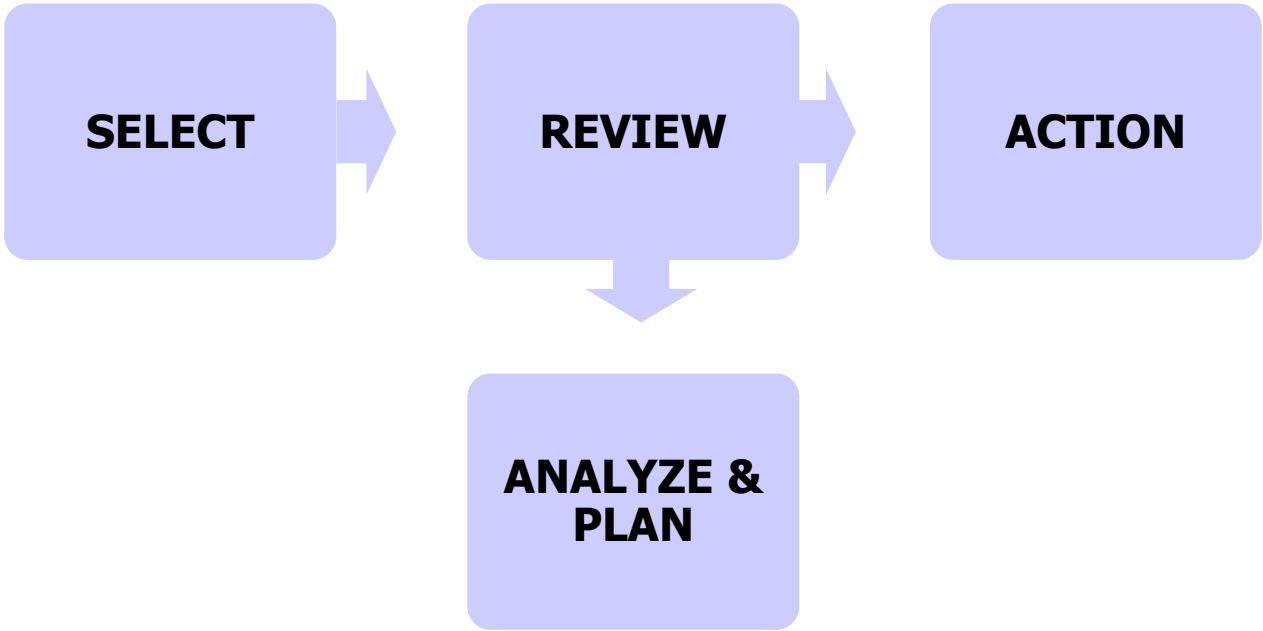


OPPORTUNITY MANAGEMENT PROCESS

Select an opportunity requiring attention

Review progress and outstanding actions

Agree on actions to progress the opportunity



Analyze the opportunity information



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COURSE ESSAY

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The course essay is (preferably) written in groups of three. The preferred essay topic is to review a solution sales methodology book. The target size is about 7-10 A4 pages. I have a selection of books to borrow for review, including "[Customer-Centric Selling](#)", "Solution Selling", and "[The New Strategic Selling](#)" which all give an excellent overview & details of a contemporary methodology for solution selling. You may also suggest another book to review. Completion deadline for the essay is 15.1.2023.

- Within your group, **each group member selects a topic to review, one topic per person.**

ESSAY STRUCTURE

- INTRODUCTION
- MAIN CONTENT (one chapter for each topic reviewed): Explain & discuss
- DISCUSSION AND CONCLUSIONS
- List of REFERENCES

ESSAY ASSESSMENT CRITERIA

- **Structure and clarity**
- **Relevance and rhetoric**
- **Originality and reflection**
- **Language**



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THE EXAM

COURSE EXAM

- The course exam consists of 4 essay type of questions on the key themes: customer value, value proposition, the proactive sales process, the different processes included in the "big picture" of sales management, individual selling skills, and funnel and opportunity management
- You answer 4 of the 5 questions by writing a short essay (half a page)
- You are allowed to have printed copies of the following articles in the exam:
 - 1) "Value propositions in business markets", Harvard Business Review, Anderson et al (2006)
 - 2) "Selling solutions by selling value" in book "Practices and Tools for Servitization" Töytäri (2018)
 - 3) "Value-based selling: An organizational capability perspective", Industrial Marketing Management, Töytäri & Rajala (2015)
 - 4) "Assessing value co-creation and value capture potential in services: a management framework", Benchmarking – An International Journal, Töytäri (2015)