



Aalto University  
School of Science

23E50010

# FROM VALUE RESEARCH TO SALES PERFORMANCE MANAGEMENT

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# ARTICLE PRESENTATION

Industrial Marketing Management 43 (2014) 113–125



Contents lists available at [ScienceDirect](#)

## Industrial Marketing Management



Transitioning from product to service-led growth in manufacturing firms:  
Emergent challenges in selecting and managing the industrial sales force



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# LEARNING OBJECTIVES

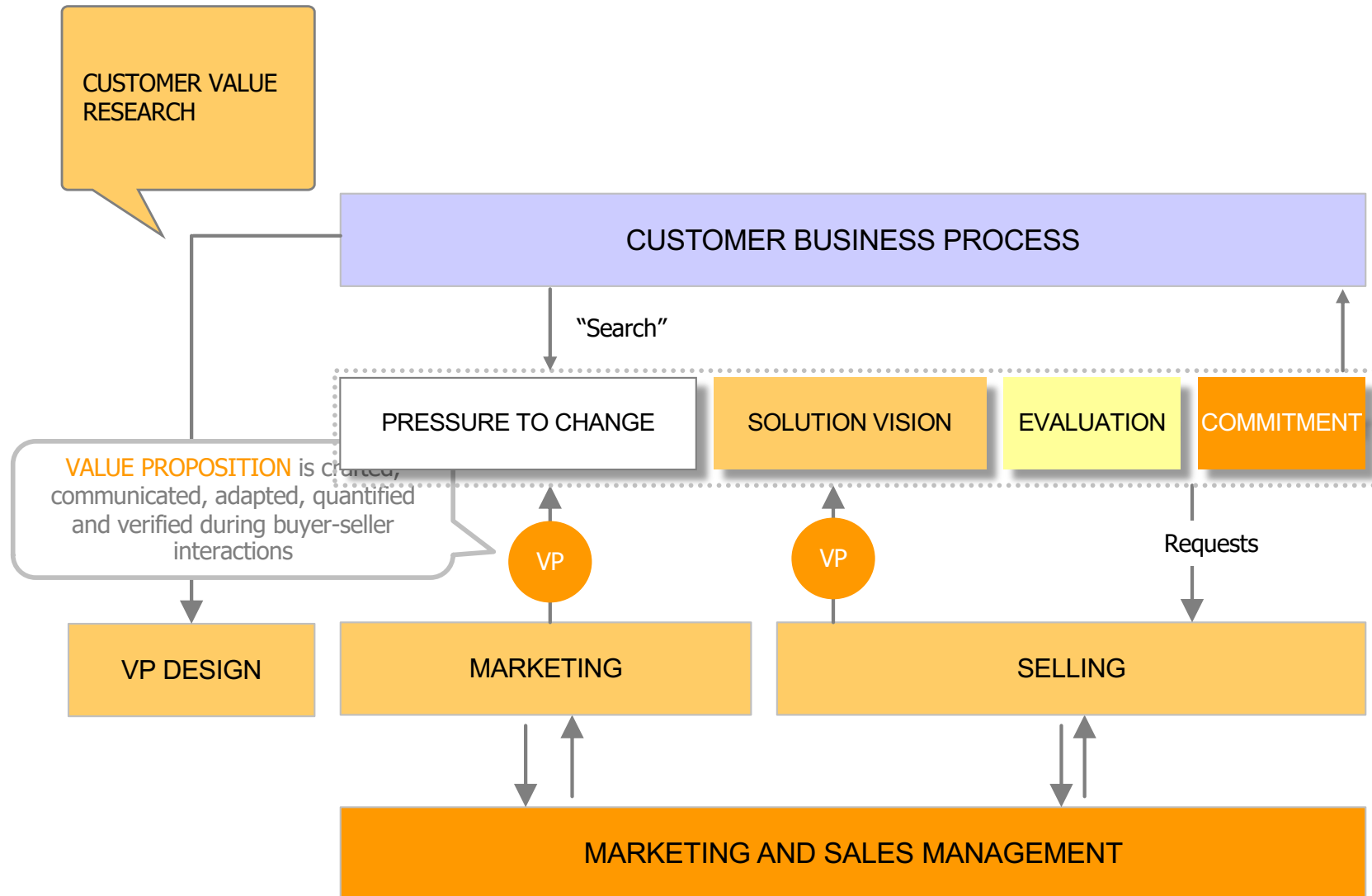
- Understand, how the role & skills of the sales function are changing as a result of the service transformation, digitalization, and networked value creation
- By focusing on **customer value** as the core concepts of B2B exchange, learn the content and use of customer value proposition
- Learn the **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.



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THE PURPOSE OF A BUSINESS  
IS TO CREATE VALUE

# THE BIG PICTURE



# 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

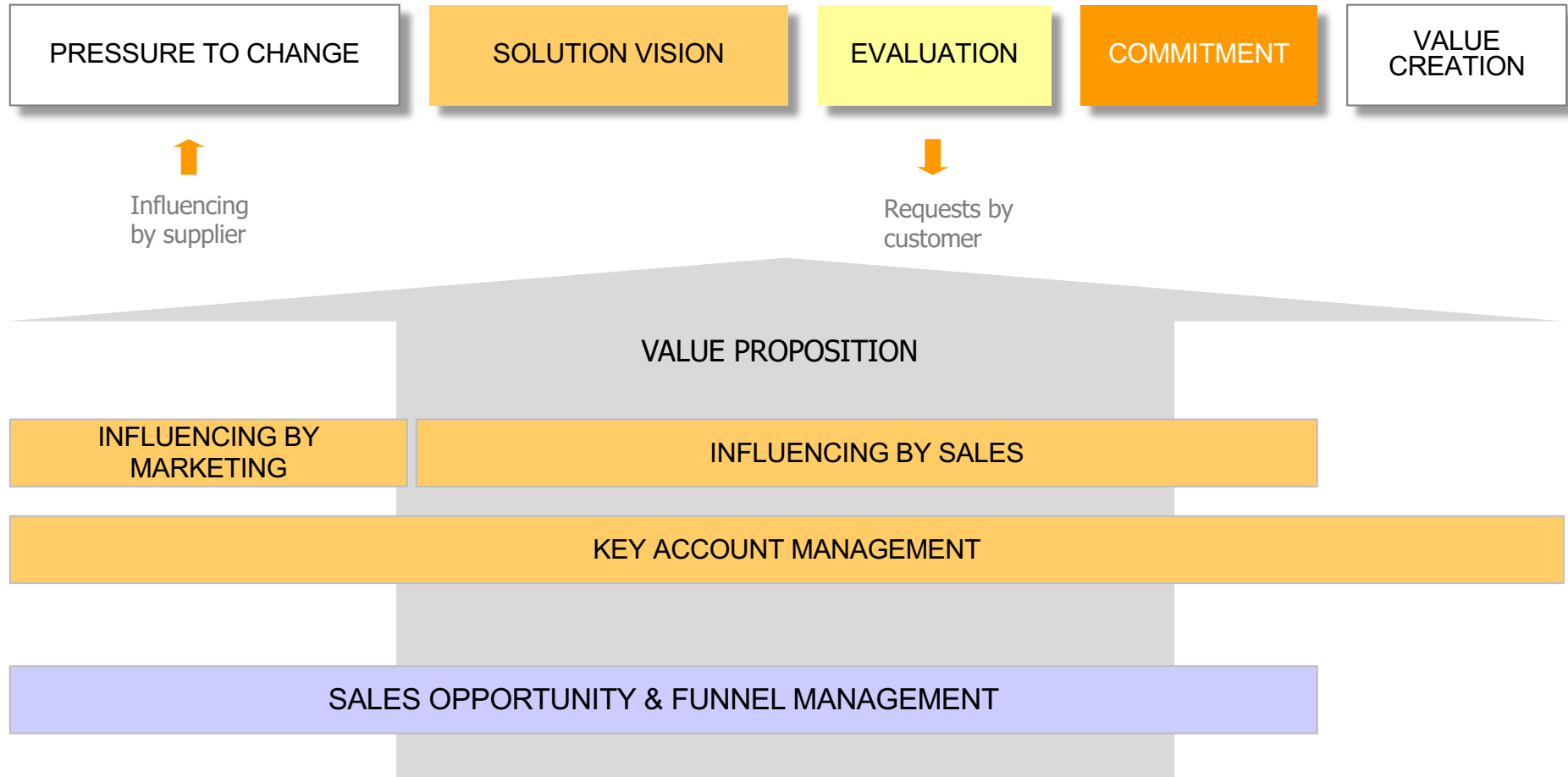


Value proposition communicates value toward customer's goal

Value proposition explains the benefits, "positive changes", which create the value

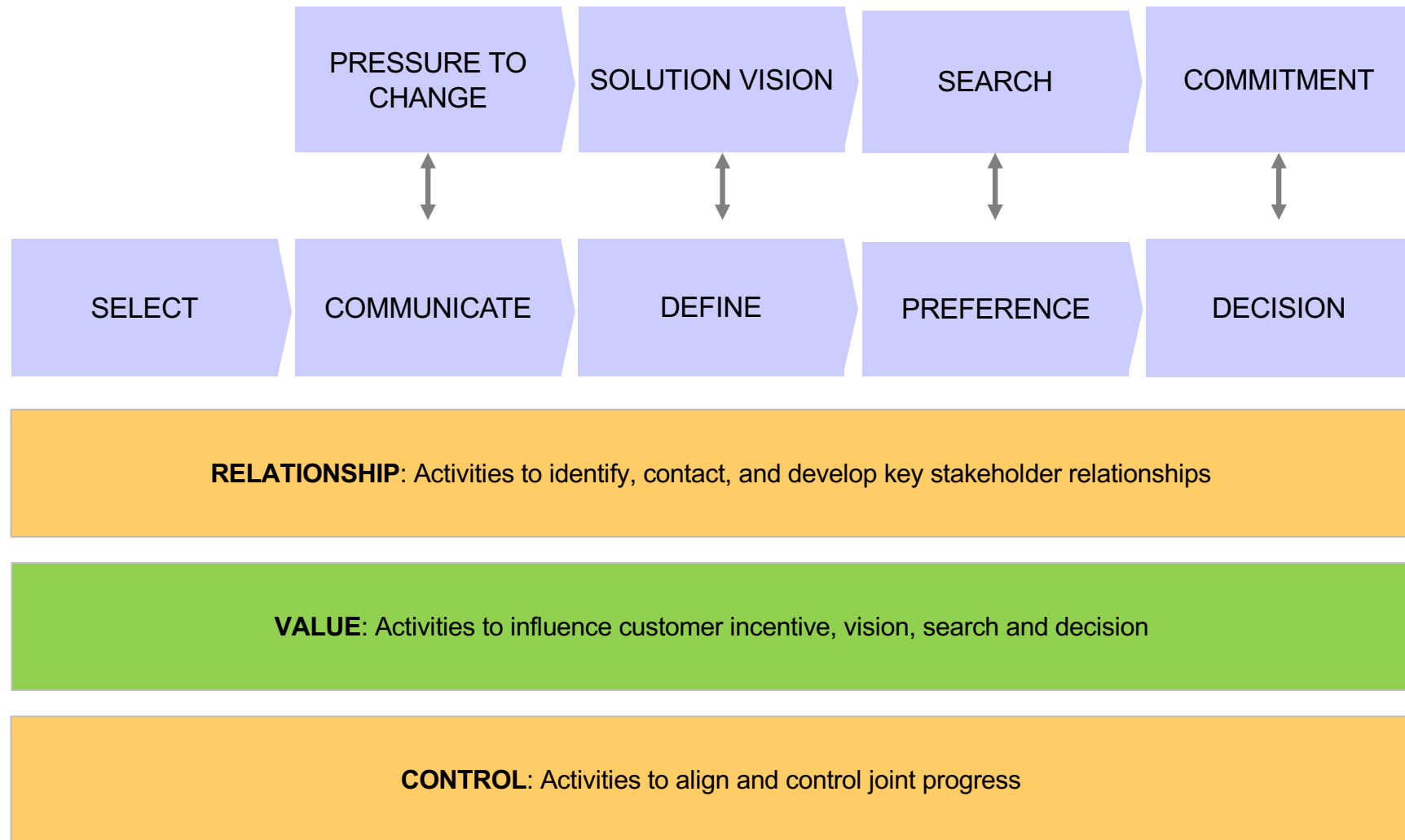
Finally, value proposition describes the solution that implements the benefits.

# STRUCTURED INFLUENCING





# THREE CATEGORIES OF INFLUENCING ACTIVITIES

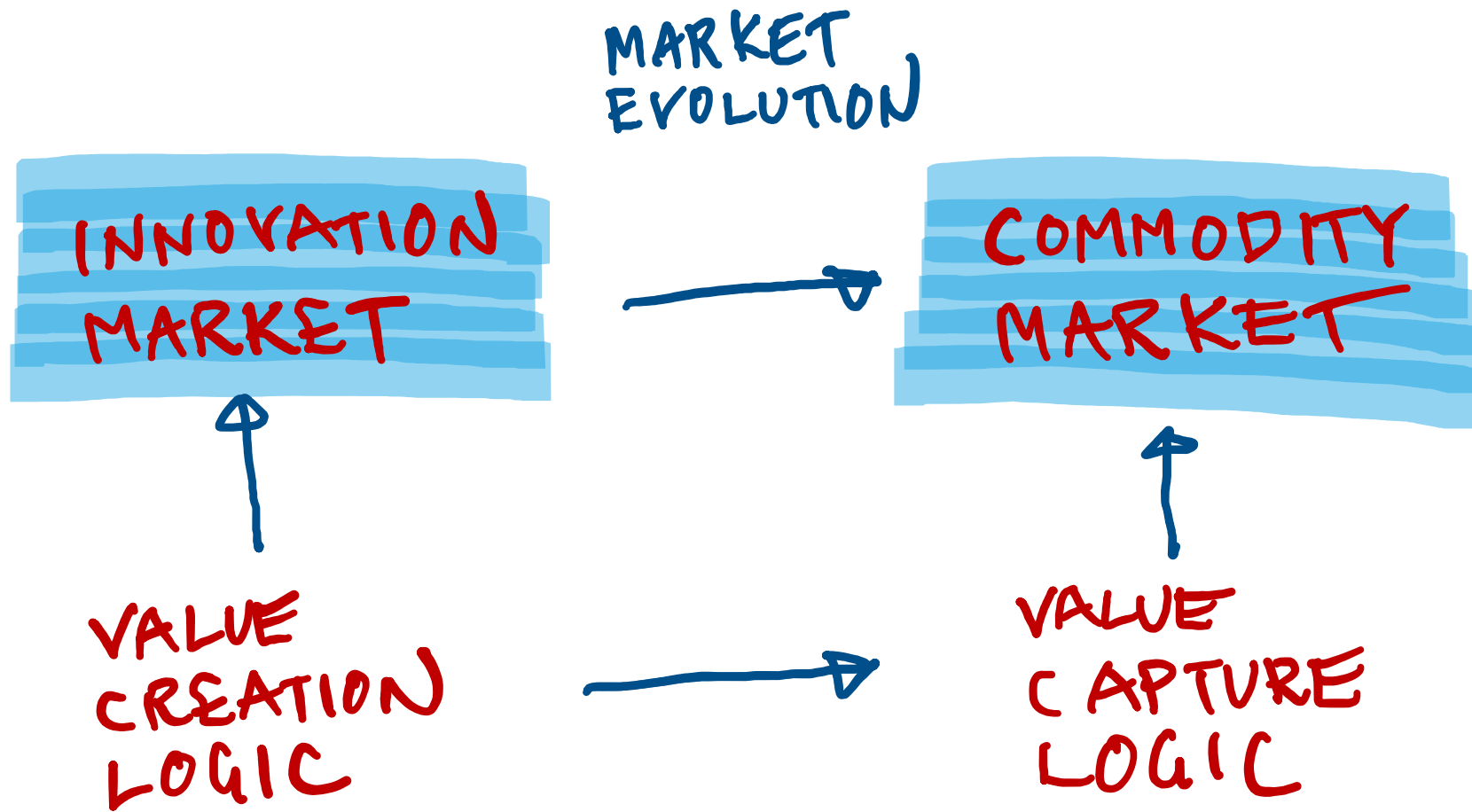


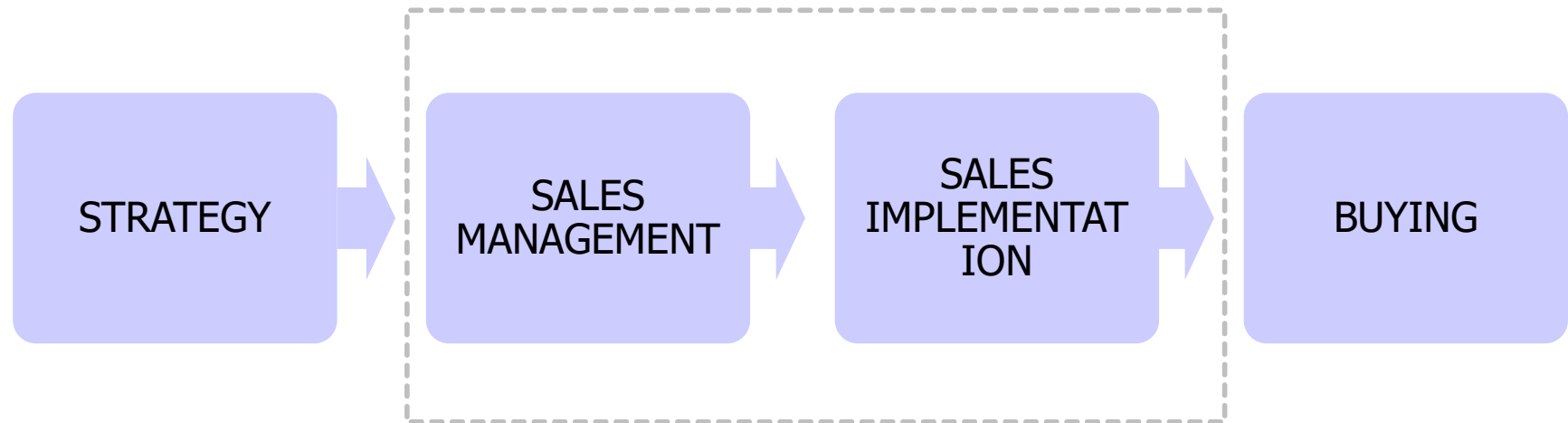
# INDIVIDUAL SELLING SKILLS

1 TRUST

2 INFLUENCING WITH QUESTIONS

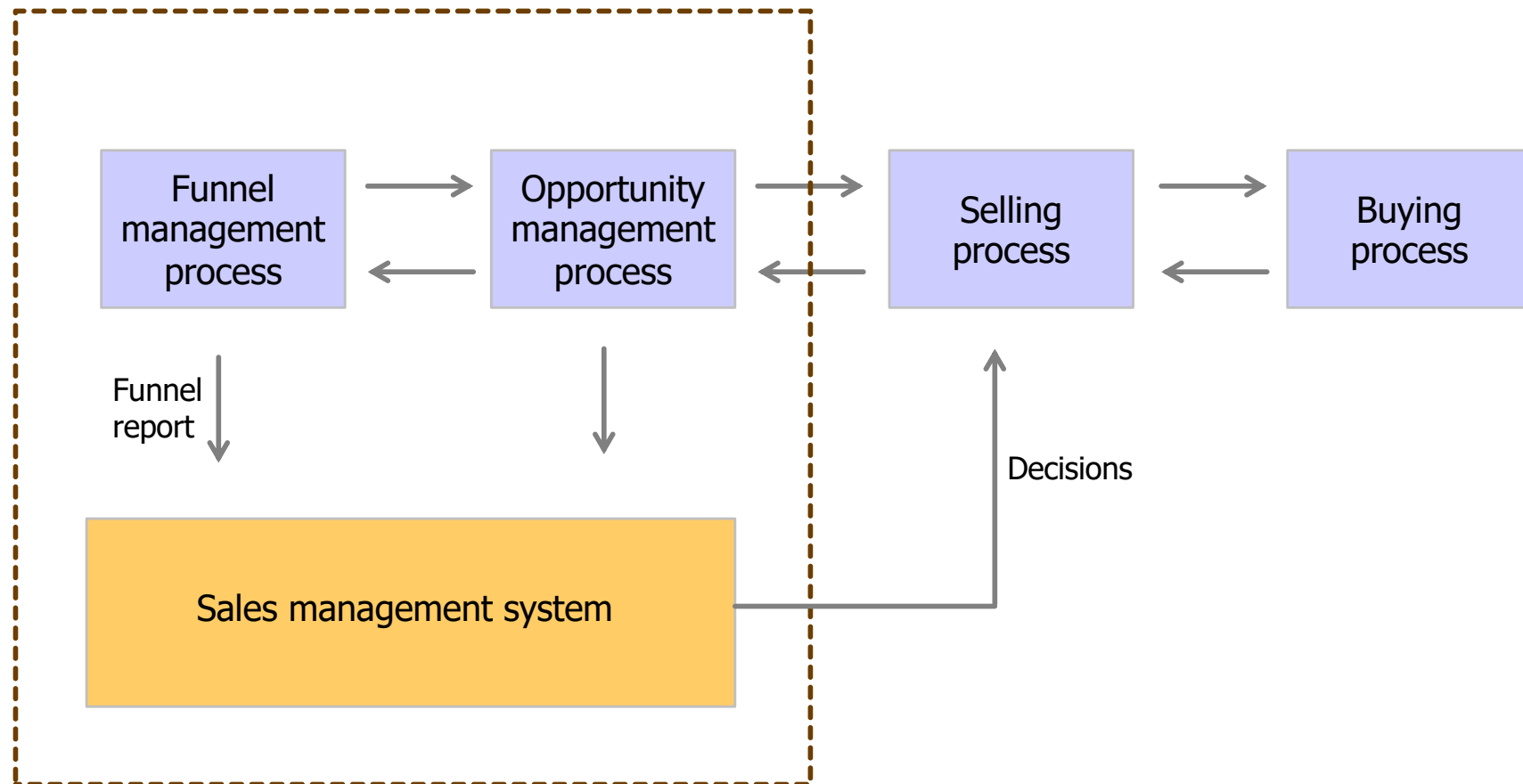
3 CONTROL





Sales management is about managing the different sales resources (sales organization, tools, plans, and channels) in strategy implementation

# SALES MANAGEMENT FRAMEWORK



# THE EXAM & COURSE ESSAY

# TEACHING METHODS & GRADING

METHOD	DESCRIPTION	GRADING
Pre-reading, videos & Quizzes	Read the pre-reading article & watch the preparation video & take a quiz	15 %
Article reading & group presentations	In groups of 5 prepare a presentation on a pre-reading article	10 %
Guest presentations	Business guest speaker presentations	
Interactive lectures	Short introductions to key themes	
Learning diary	Write an online summary of the weekly theme in a pre-specified format (5 themes)	25 %
Course essay	In groups of 4, write a 10 page essay by reading & reviewing a book on <b>sales methodology</b> . Each group member participates in the shared parts AND writes an individual contribution by focusing on selected topic of a book.	20 %
Course exam	The (online) exam will consist of 4 essay types of questions on key course topics	30 %
		100 %

# 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 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)



# COURSE ESSAY

The course essay is (preferably) written in groups of four. The essay reviews selected topics of a solution sales methodology book. The target size is about 10 A4 pages, about 2 pages for individual topics.

I have suggested a selection of books to 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 15.1.2024. 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**