

**SALES -- MANAGING: THE SALESFORCE,
KEY/STRATEGIC/GLOBAL ACCOUNTS
B7650**

Fall 2020
Friday/Saturday
Office Hours: By appointment

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COURSE DESCRIPTION

Earning sales revenues is critical to firm survival, growth, enhancing shareholder value. Personal communication via some form of sales effort is the major way many firms persuade customers to purchase their products/services, especially in B2B markets. This course is designed to provide students with critical considerations in conducting and managing these selling efforts.

Sales – Managing: The Salesforce, Key/Strategic/Global Accounts commences by focusing on key ideas in making sales and the sales process, then moves to consider managerial issues in sales. We commence with managing the traditional salesforce, then transition to managing key/strategic accounts. We conclude the course by morphing into managing global accounts.

Without doubt, what we consider as traditional sales management is under significant pressure from environmental change. Indeed, many salesforces are undergoing major transformations. We place significant attention on salespeople and the front-line sales manager, then move to discuss the responsibilities of sales leaders and senior sales managers. As we transition into managing key/strategic accounts,¹ we commence by identifying the firm's current-and-future critical customer assets. We then put in place strategy, organization, human resources, systems and processes, designed to increase revenues and profits through enhanced customer loyalty. Key/strategic accounts are critically important for the firm's future; hence, they are worthy of top management concern.

For many years, managing key/strategic accounts was confined within national boundaries or, at most, within a few geographically contiguous countries. Today, globalization is impacting many areas of management practice. In particular, as customer firms increasingly request global contracts and require

¹ The terms *strategic account* (U.S.) and *key account* (Europe, Asia) are interchangeable.

consistent global service, many suppliers are developing global account management programs, and appointing global account managers (GAMs). In this course, we address key/strategic account programs at regional, national, regional (multi-country), and global levels.

RELATIONSHIP TO THE CORE CURRICULUM

This course follows directly from the Marketing core course -- B7601, B5601, B6601. In core marketing, students learn about the centrality of customers to the future of the firm. B7650 extends the ideas developed in those courses by focusing on the promotional element of the marketing mix (4Ps), specifically on managing personal persuasion efforts to attract, retain, and grow customers.

LEARNING METHODS

This course focuses on critical issues in leading, directing, and managing selling and account management functions in contemporary corporations – small, medium, large. We approach this task by using several pedagogic devices:

- **Lecture/discussion** by/with the instructor.
- **Case studies.** We examine sales/account management situations to address important decision-making issues. We employ traditional *long* cases requiring pre-class preparation, but also short cases that can be read and discussed in class.
- **In-depth topic focus.** Students will be assigned to teams whose responsibility is to educate classmates about a pre-selected topic.
- **Course project.** Students select a topic of interest for deep study under the instructor's supervision.
- **Visiting Speakers.** Experts in the field make presentations and discuss critical issues in their fields of expertise.

Note: EMBA students have many pressures on their time. Demands of work, family, and EMBA classes are sometimes overwhelming. During the Covid-19 crisis, these pressures are exacerbated. Regardless, our visitors have agreed to spend their valuable time with us. Attendance at class is always important, but please respect our visitors by attending their presentations. (In accord with administrative guidance, the TA will circulate an attendance sheet for each class session,) Typically, we shall take a 10-minute break midway through class.

Course Project

The major course assignment is a presentation AND write-up of your analysis and recommendations for a real-life, sales, key/strategic/global account management situation. You identify a focal organization, perhaps your own, and critical issues it must address. Your job is to clarify the problem, identify and analyze the various factors impinging upon the problem, develop a small set of options (together with pros and cons for each option), make a recommendation, lay-out an implementation plan. You work individually. There are two deliverables:

- **Term paper.** This paper encapsulates your project; it may be delivered as a Word/pdf document, OR as a *rich* PowerPoint file.
- **Presentation.** Made to the class to enhance student learning (posted on Canvas prior to class presentation).

Note: If you select *rich* PowerPoint for the term paper, your PowerPoint presentation may be a subset of this document. You are encouraged to invite organizational representatives to your class presentation. The instructor has set aside class time for one-on-one project discussions. Regardless, each student should feel free to contact the instructor at any time during the course for discussion/advice on their term project.

Course Materials

Course materials comprise selected printed books, video book, case studies. Note: most case studies are in Book 3 (below); a few cases are posted on Canvas for a specific class session. Follow-on case studies that are part of a case series will be posted at the appropriate time:

Required books for the course are:

1. Tanner, John F., Earl D. Honeycutt, Jr., and Robert C. Erffmeyer, *Sales Management* (2nd Ed.), Wessex, 2015. isbn 978-0-9897013-7-2
2. Capon, Noel and Gary Tubridy, *Sales Eats First*, Bronxville, NY: Wessex, 2011. isbn 978-0-9833300-2-8 www.saleseatsfirst.com
3. Capon, Noel and Christoph Senn, *Cases in Managing Key, Strategic, and Global Customers*, Bronxville, NY: Wessex, 2012. isbn 978-0-9833300-6-6
4. Capon, Noel, *Strategic Account Strategy*, Bronxville, NY: Wessex, 2011. isbn 978-0-9833300-1-1
5. Capon, Noel, *Managing Global Accounts Video Book*, Bronxville, NY: Wessex, 2015.
6. Capon, Noel, *Capon's Marketing Essentials*, New York: Wessex, 2017. isbn: 978-0-9984871-0-6

EMBA students receive all materials from the EMBA office. Students receive a coupon code to secure access to *Managing Global Accounts Video Book*, available at www.wessexlearning.com. All printed books are available at both www.wessexlearning.com and www.amazon.com. Required books 1,2,3,4,6 are also available from www.wessexlearning.com as pdf e-books, and on iTunes. Students should plan on reading/skimming required books 1,2,6 early in the semester.

Grading

Grades are assigned as follows:

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| • Class participation (individual) | 20% |
| • Class presentation – Celebrating Sales Management Success (group) – class 5 | 10% |
| • Class presentation – Merck case (group) – class 7 | 10% |
| • Class presentation of key/strategic/global account topic (group) – class 10 | 20% |
| • Term Paper and class presentation (individual) | 40% |

CLASS SCHEDULE

- Class 1** **Topic:** Course introduction
The Selling Process)
†**Visiting Speaker:** Rex Knechtly, Independent Consultant*
Anatomy of a Sales Call
- Class 2** †**Visiting Speaker:** Eric Baron, CEO, The Baron Group*
Consultative Selling
Case Discussion: Bowen Industries (A), (B)
- Class 3** **Case Discussion:** Bowen Industries (C) – distributed by instructor (dbi)
Bowen Industries (D) – dbi
Bowen Industries (E) – dbi
Topic: Challenges for Sales Leaders and Senior Sales Managers
- Class 4** **Topic:** The Front-Line Sales Manager
Small-Group Discussions
Celebrating Sales Management Success (small groups -- document on Canvas)
- Class 5** **Topic:** Celebrating Sales Management Success (small group presentations)
Topic: Challenges for Sales Leaders and Senior Sales Managers (concluded)
- Class 6** **Visiting Speaker:** Emily Crawford, Cisco (EMBA alumna)
Salesforce Leadership
Topic: Achieving Sales Performance
Case Discussion: Hausser Food Products, Inc.
Topic: The Front-Line Sales Manager
- Class 7** †**Visiting Speaker:** Howard Richman, Procurement Director, Citrix
Case Discussion: *Transforming Procurement at Merck: Beyond Purchase*
Topic: Procurement
- Class 8** **Case Discussion: Premium Technologies**
Topic: Making the case for Key/Strategic Account Management

Term Project: Students meet individually with Professor Capon

- Class 9** **Visiting speaker:** Gus Maikish, IBM (rtd.) Managing Director, Citi Group*
Success in Managing Key/Strategic and Global Accounts
Case Discussion
Assorted short cases (book 3 – bring to class)
- Class 10** **Topic:** Managing Key/Strategic/Global Accounts
Student Group Presentations
- Developing a Robust Framework for Customer Value
 - Strategy for the Strategic Account Program
 - Strategy for the Strategic Account
 - Planning for the Strategic Account
- Class 11** **Visiting Speaker:** Mark Heil, Regional Account Director, Cisco
Managing Global Accounts
Ask the Professor
- Class 12** **Topic:**
Student Term Project Presentations

End of Course

***Class Time Codes**

1 = 8.30 a.m. to 11.30 a.m.

2 = 12.30 p.m. to 3.30 p.m.

3 = 3.45 p.m. to 6.45 p.m.