
Business Development Skills in a Changing World

Paris, 9-13 July 2018

16 contact hours / 2 ECTS credits

There is no business without sales and no sales without customers. The bridge that spans business-to-business (b-to-b) sales/business development and their customers is termed a buyer-seller relationship. Both sides are changing at a rapid pace due to several trends such as the changing nature of competition, an ongoing shift from products to services, the internal dynamics in the customer's buying unit, and advances in technology that has made it easier for customer to access information. This has resulted in an increased scrutiny on best practices of salespeople to deal with such situations.

The contemporary buyer-seller environment presents salespeople with the challenge of finding ways to overcome the current ineffectiveness of many previously effective sales. The effectiveness of many sales approaches has been questioned based on the ongoing paradigm shift in the purchasing domain. Purchasing based changes have had, and are expected to continue to have a tremendous influence on the buying process. In this light, this Business Development course will guide students to the new era of professional selling, and help them to identify and create value for their future customers. Because in the end, everything is about selling.

<h3>Course Content</h3>

Based on theory, discussion of real-life cases and various in-class exercises and sales roleplays, this course will cover the following topics:

- Value: What is it and how can you create it for your customer? How to develop value propositions?
- Solution Selling
- Servitization of business models
- SPIN-method
- Negotiating with buyers and closing deals
- Sales management in a changing environment
- Analysis of customer base and calculation of customer lifetime value
- Sales forecasting
- Sales performance management
- Total Cost of Ownership (TCO)
- Selling to a purchaser: role plays

Learning Objectives

At the end of the course, students should be able to:

- Understand what customer value is
- Be able to sell a product/service to a buyer following the SPIN-technique
- Have a helicopter view on what good sales managers sets apart from good salespeople?

Assessment

Students will be evaluated based on:

- Continuous assessment: 50%
 - Active participation during the course
 - Case study discussion
- Group project (including final roleplay): 50%

Bibliography:

There are no textbooks for this course. However, the following books and articles are recommended (not mandatory):

Rackham, N. (1996). *The SPIN selling fieldbook: Practical tools, methods, exercises and resources*. McGraw Hill Professional.