



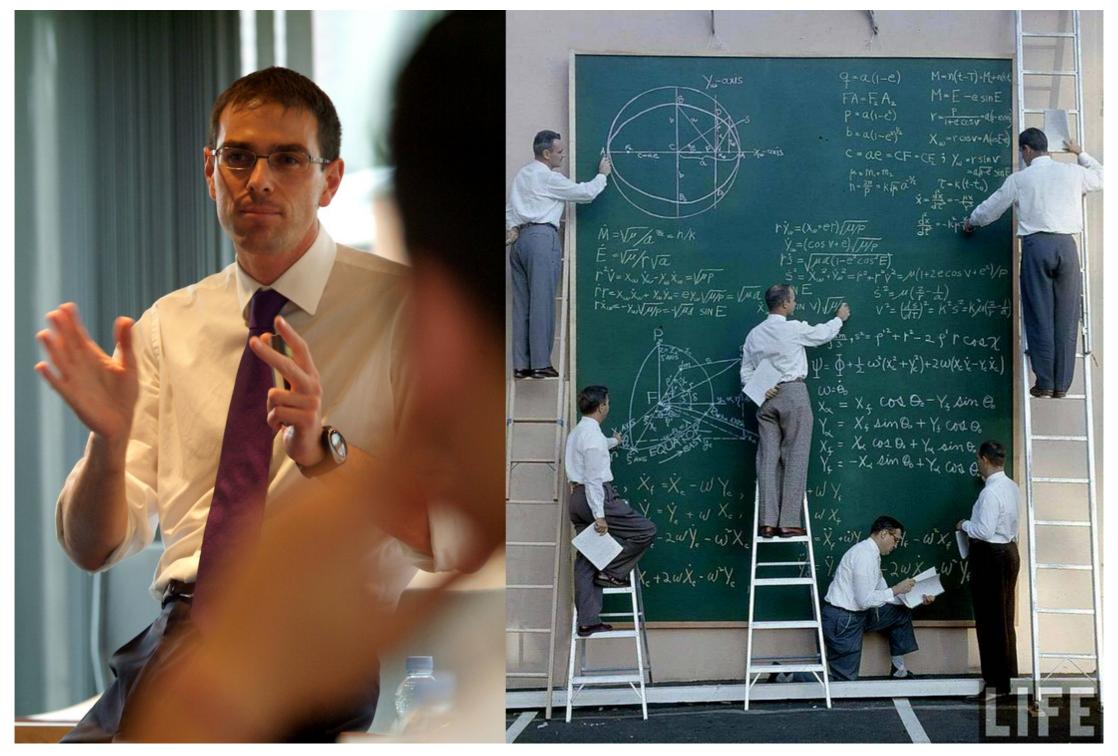
A new vision of B2B Sales

IPHA Sales & Marketing Seminar 26/10/18 Barcelona





Where I come from...







The Agenda

- What is a customer?
- Customer ecosystems & sales models
- Coopetition
- Managing the decline in the PLC
- Why do customers buy from us?
- Price & Value
- The jobs-to-be-done concept
- The B2B elements of value
- What is loyalty?
- How do we sell?
- The sales process & the buying process
- The DMU
- Customer centricity & KAM



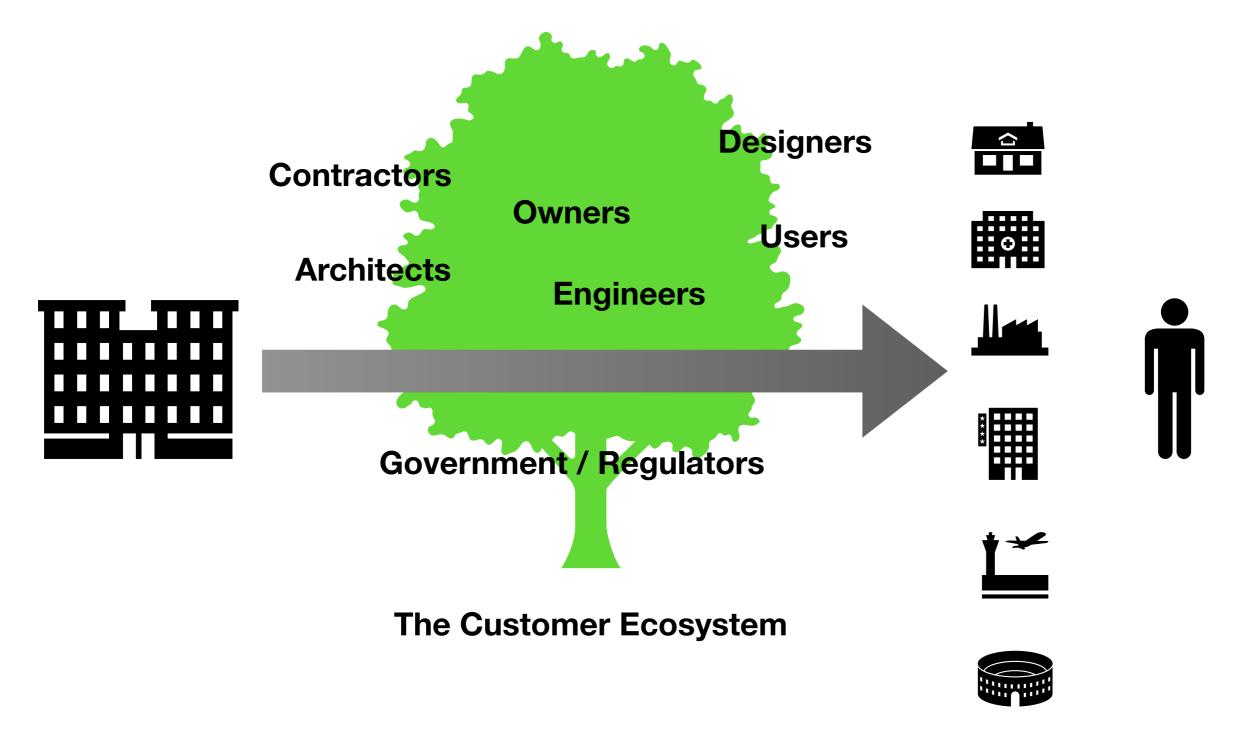


How many different types of customers do you have?





What is a customer?







How many different ways of selling do you practice?





Sales Models

Customer Ecosystem

Customer type

Customer type

Customer type 3

Customer type 4

Value Proposition 1

Value Proposition 2

Value Proposition 3

Value Proposition 4

Sales Process
1

Sales Process 2 Sales Process 3

Sales Process 4

Sales
Organization 1

Sales
Organization 2

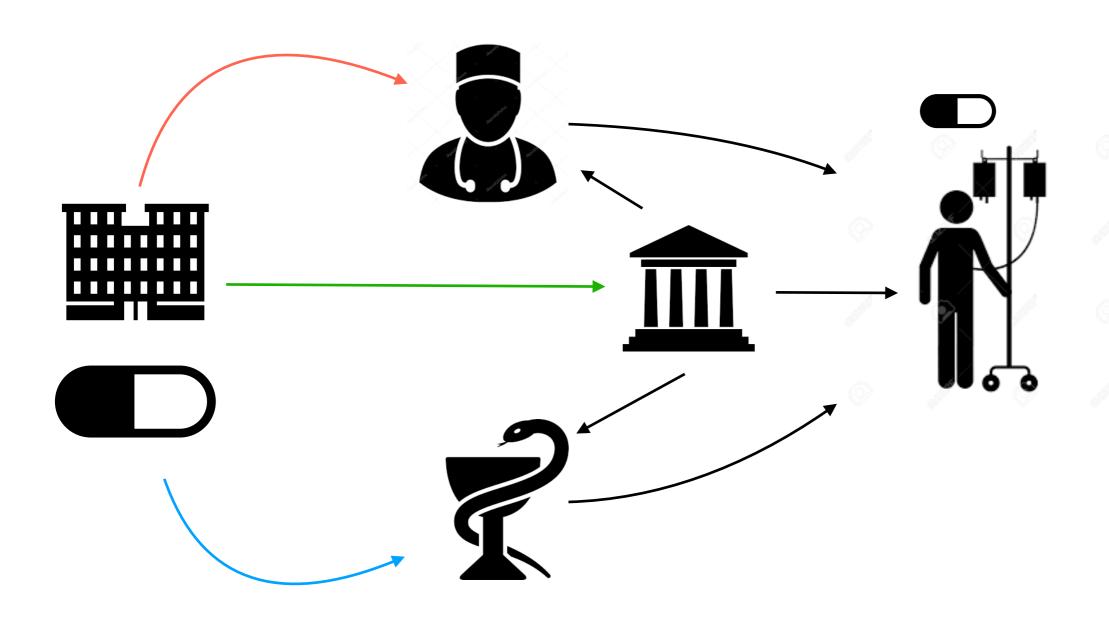
Sales
Organization 3

Sales
Organization 4





Managing the Customer Ecosystem: the Pharma Case





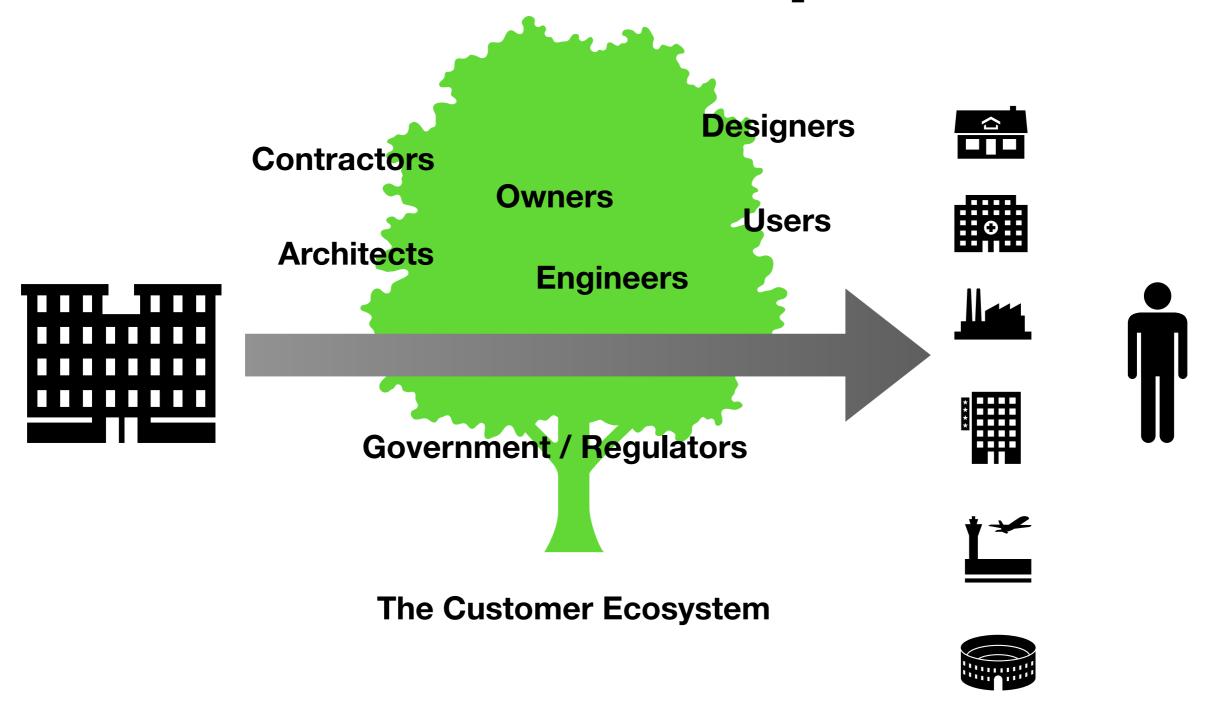


How many types of competitors do you have?





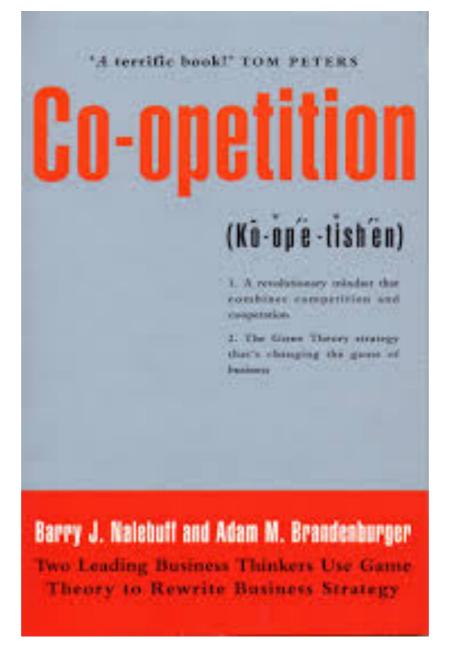
What is a competitor?







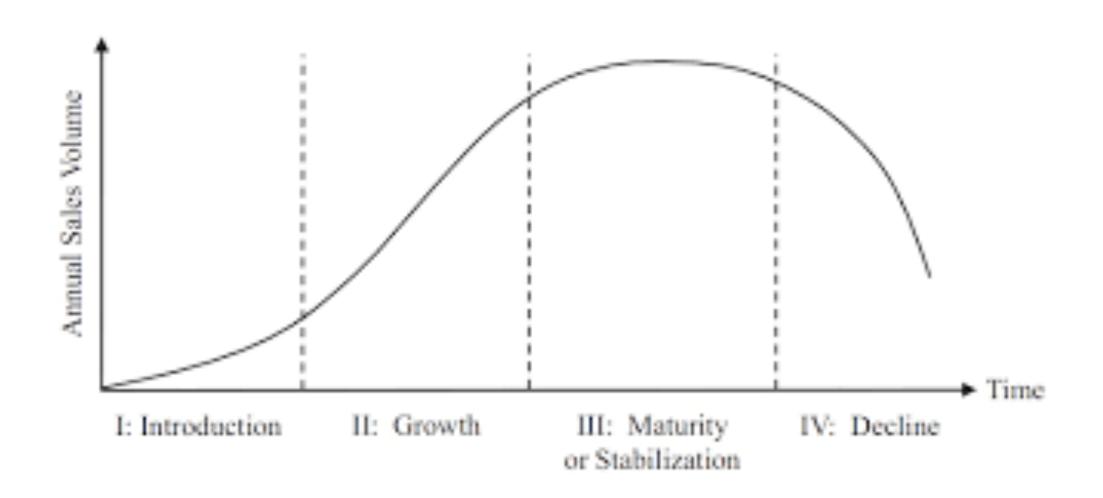
How do we deal with competitors?







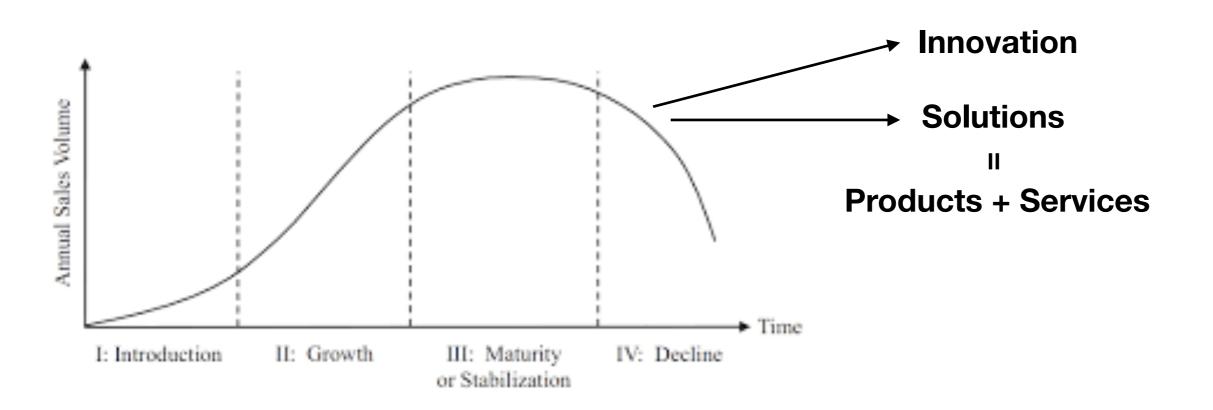
Where are you on the PLC?







How do we manage the decline of the PLC?







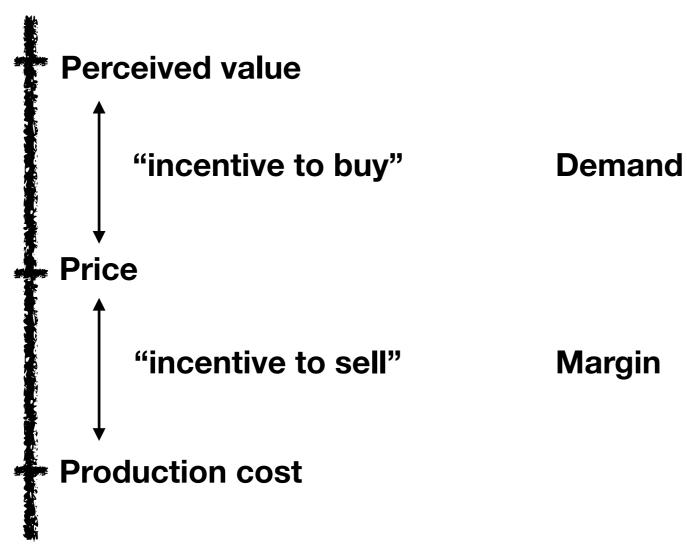
Is Price the same thing as Value?





Why do customers buy from us?

the sky is the limit...



... here, there is a bottom









Even though customers buy this...

SWISS
BEARINGS

OO
TITANIUM
HARDWARE

POLYURETHANE

WHEELS

...they really want this.









The customers do not want your products, they want what the products do for their business, and ultimately, they want they want their business to be successful











Jobs-to-be done & Strategy

Do the job better / more satisfaction



NETFLIX

Do the job worse / less satisfaction



Google 🗊

Charge More / Increase Price

Charge Less / Lower Price

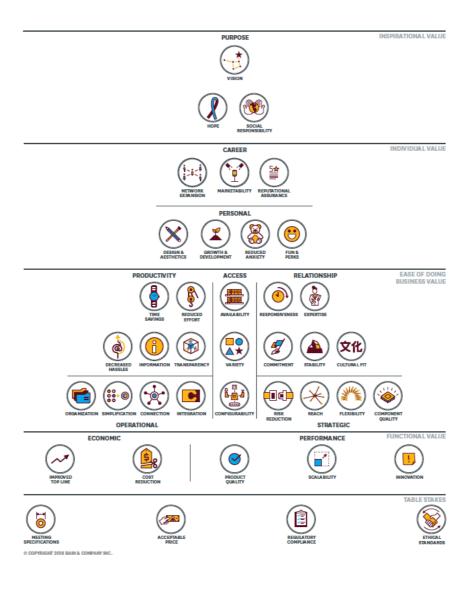




What is it that customers value in your companies?











ECONOMIC















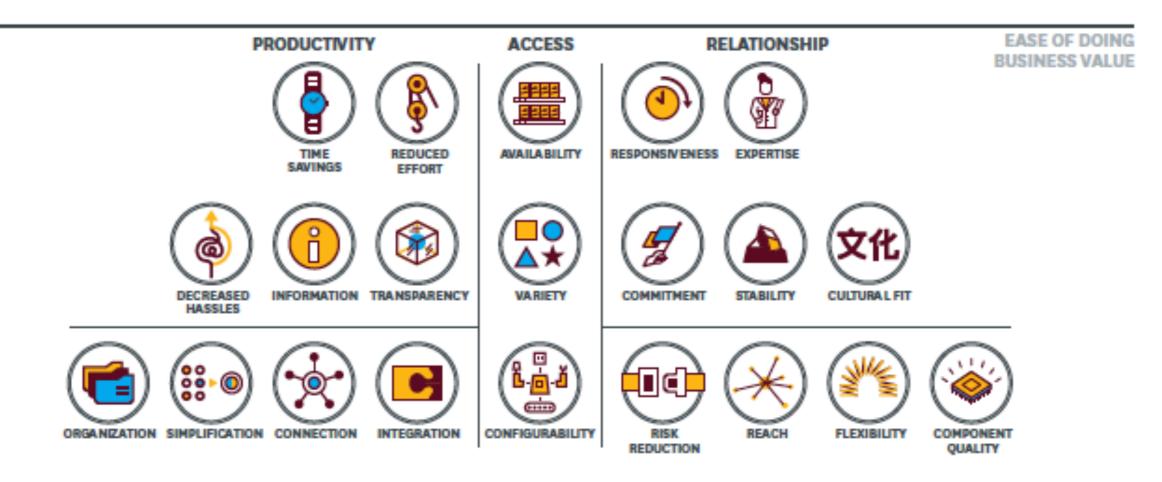
















PURPOSE

INSPIRATIONAL VALUE







CAREER

INDIVIDUAL VALUE







PERSONAL



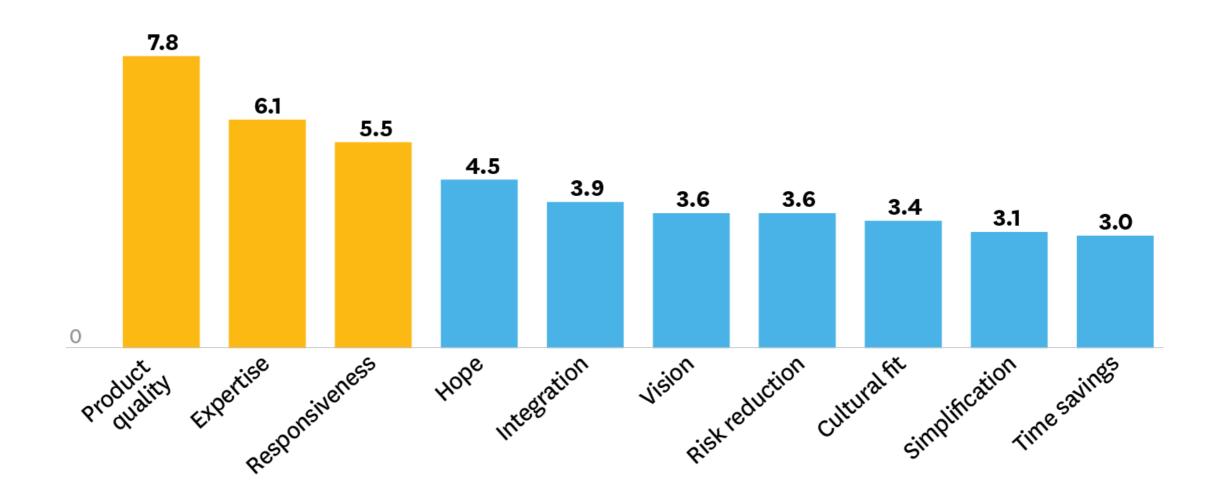






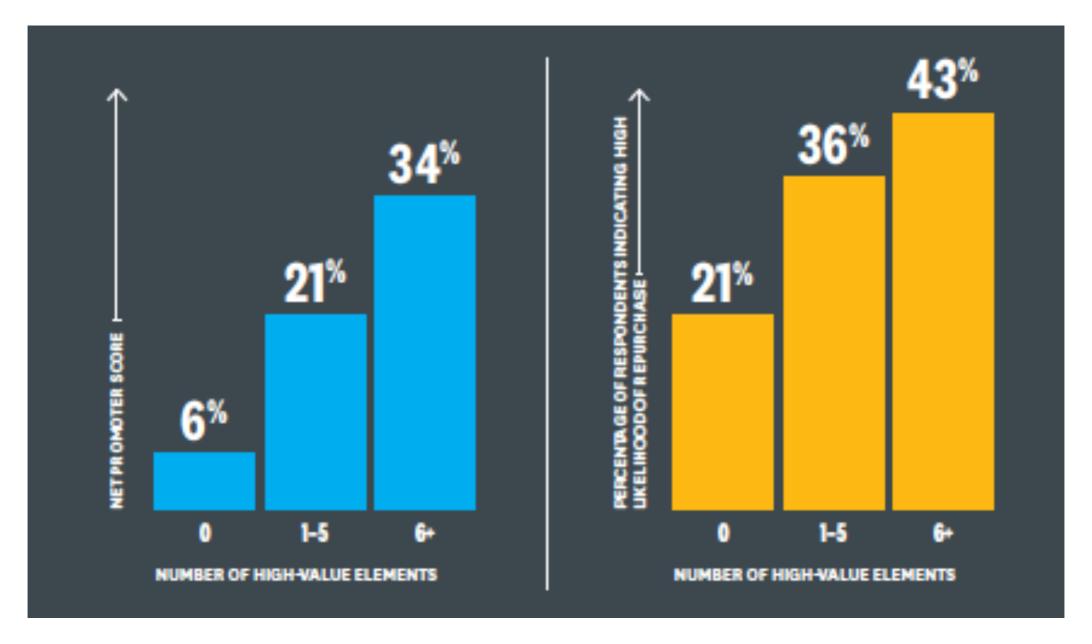
















What is a loyal customer?





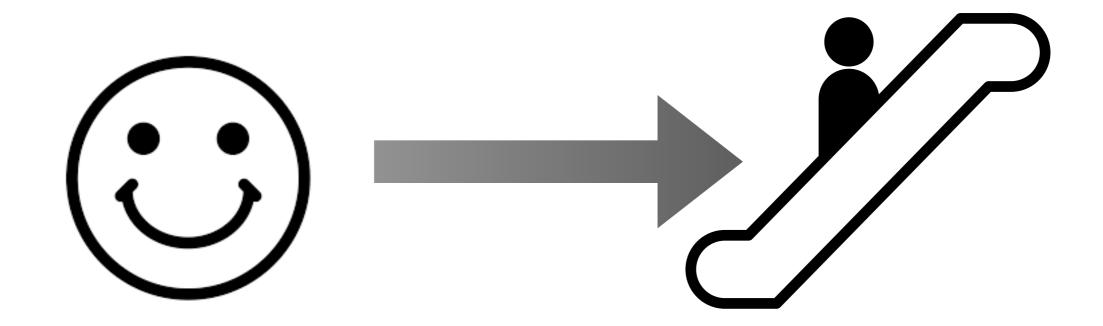
What is a Loyal Customer?







What is a Loyal Customer?







When do you start selling to a customer? When do you stop?





How do we sell?

In Buying mode

Dissatisfied / Investigating

Analyzing

Intervening (RFP)

Selecting

Committing

Implementing

Getting ready
for success...
planning,
building
tools, being
present on
the web /
events

Prospecting
... getting
ready to meet
buyers, start
qualifying

x 2,9 success

Inspiring, educating, influencing

Solution, preparing our offer, finish qualification Presenting a solution... differentiating , answering concerns

Securing the win... negotiating

Developing the account... building loyalty

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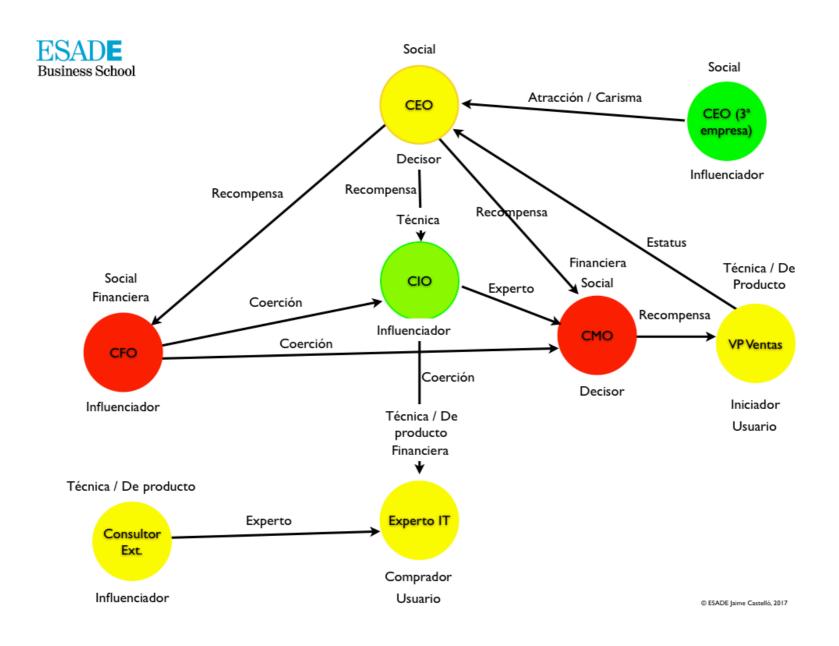


Who is the most important person in a customer?





How do we sell?







DMU mapping

Roles

- Decision Maker
- Influencers
- Gatekeepers
- "Coach"

Motivations

- Technical
- Financial
- Political
- Personal

Power

- Hierarchical
- Technical / Expert
- Status
- Charisma



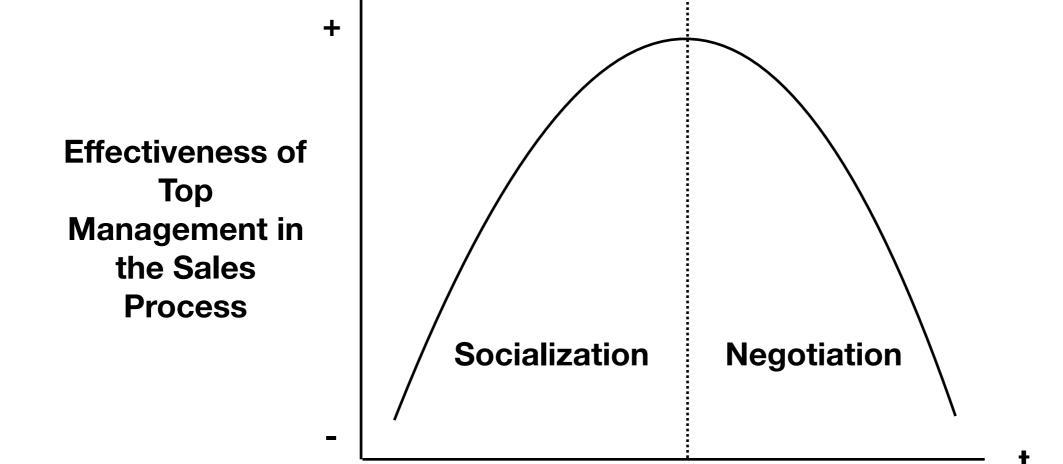


How much should we involve the "boss" in the selling process?





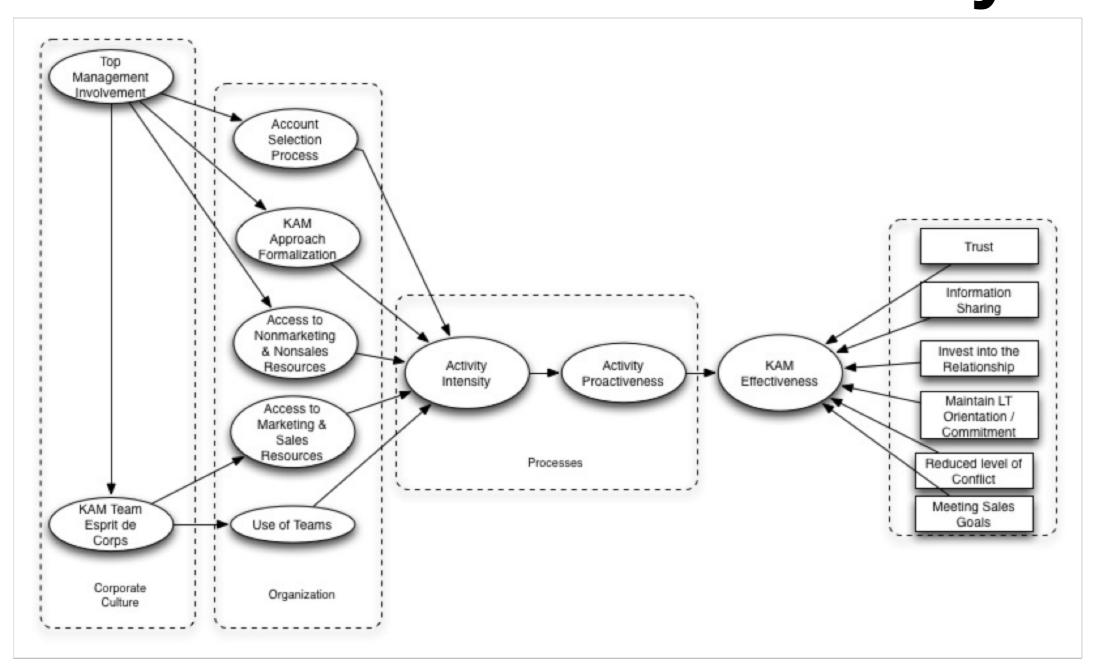
How much do we involve the boss in the selling process?







Key Account Management & Customer Centricity







How does a company become more Customer Centric?





Key Account Management & Customer Centricity

- I. Coordination... structures.
- II. Cooperation... culture.
- III. Clout... power distribution.
- IV. Capabilities... talent.
- V. Connections... work in networks.





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Happy sales!



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