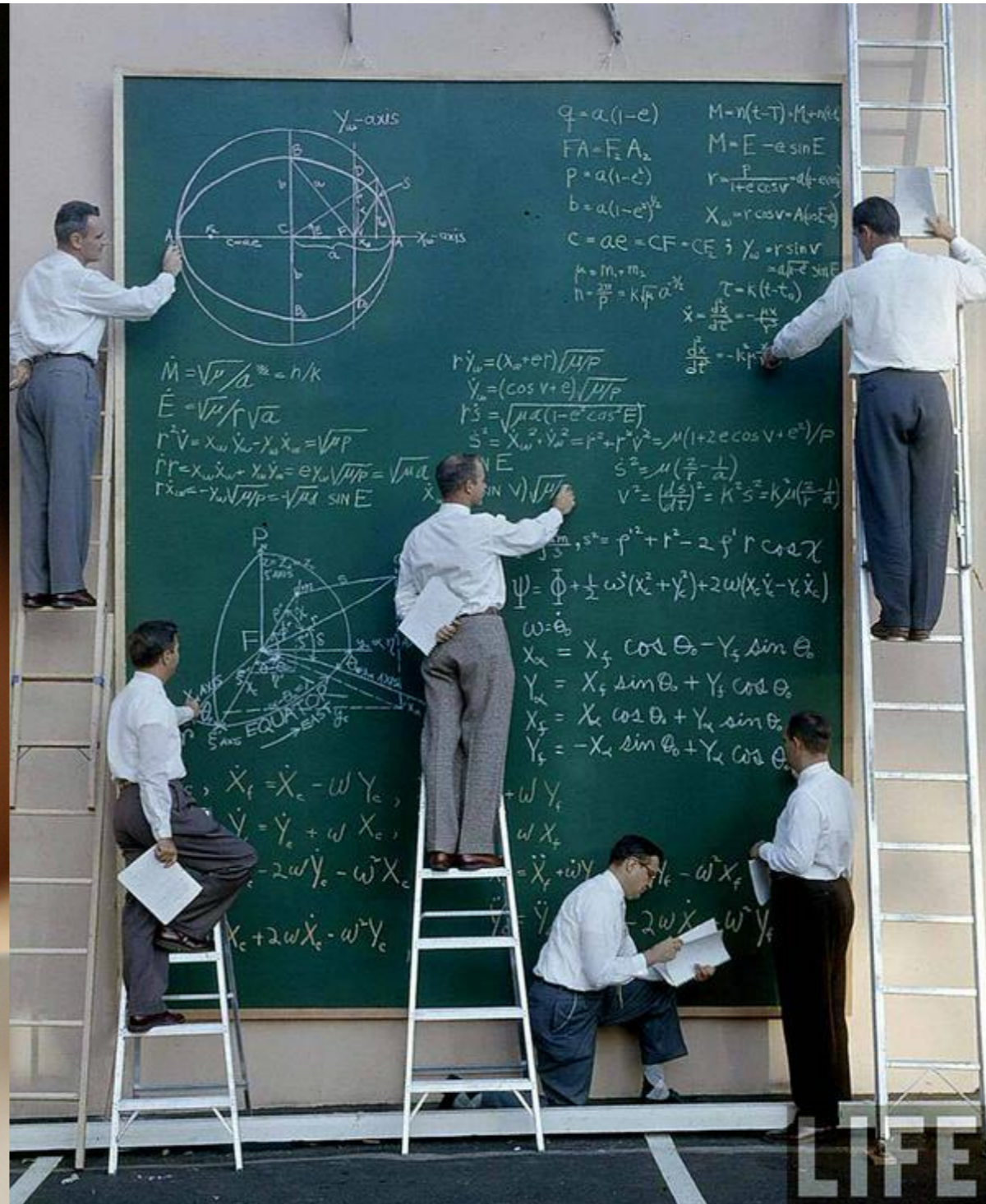


A new vision of B2B Sales

IPHA Sales & Marketing Seminar
26/10/18
Barcelona

Where I come from...

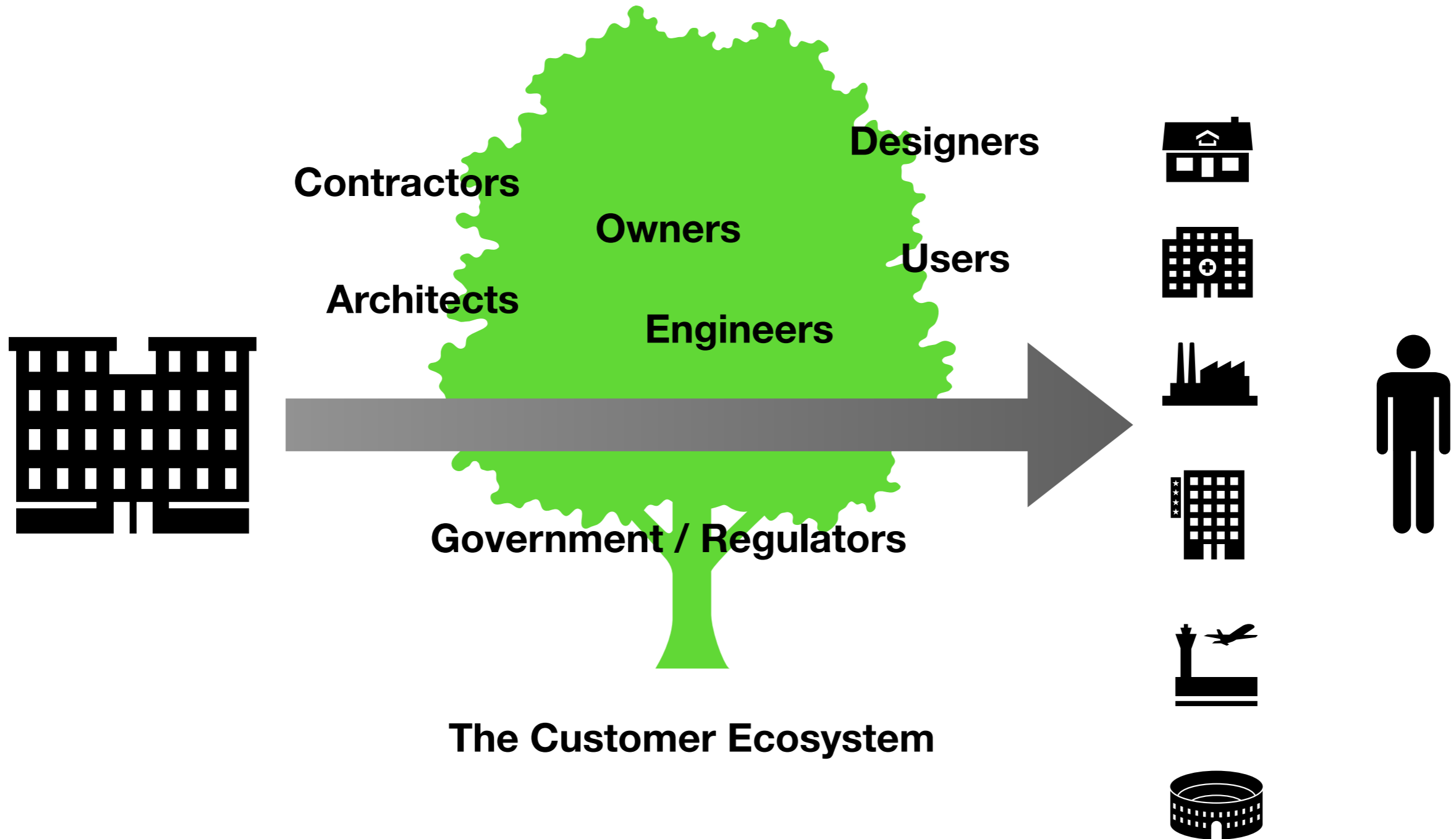


The Agenda

- 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

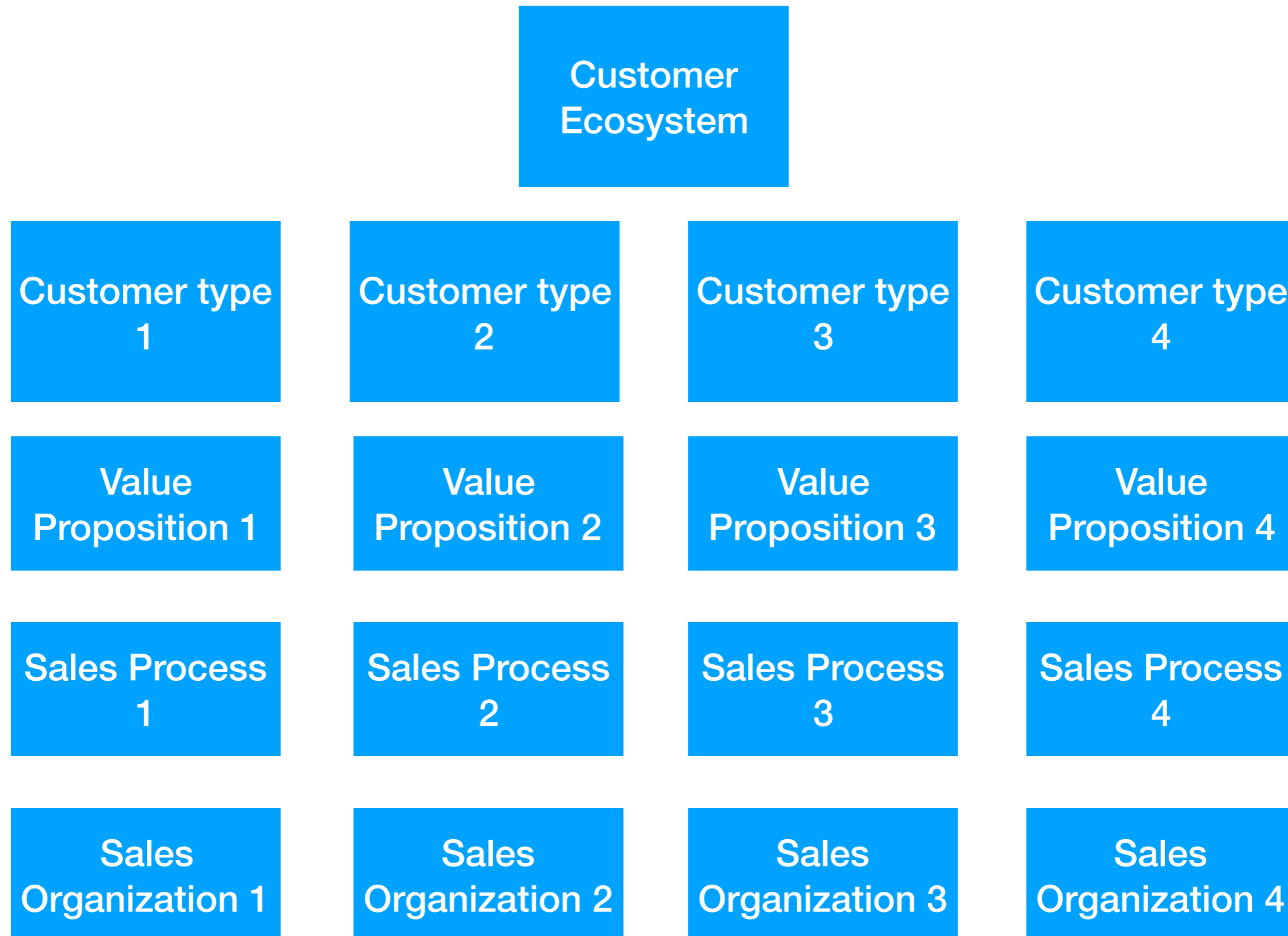
**How many
different types
of customers
do you have?**

What is a customer?

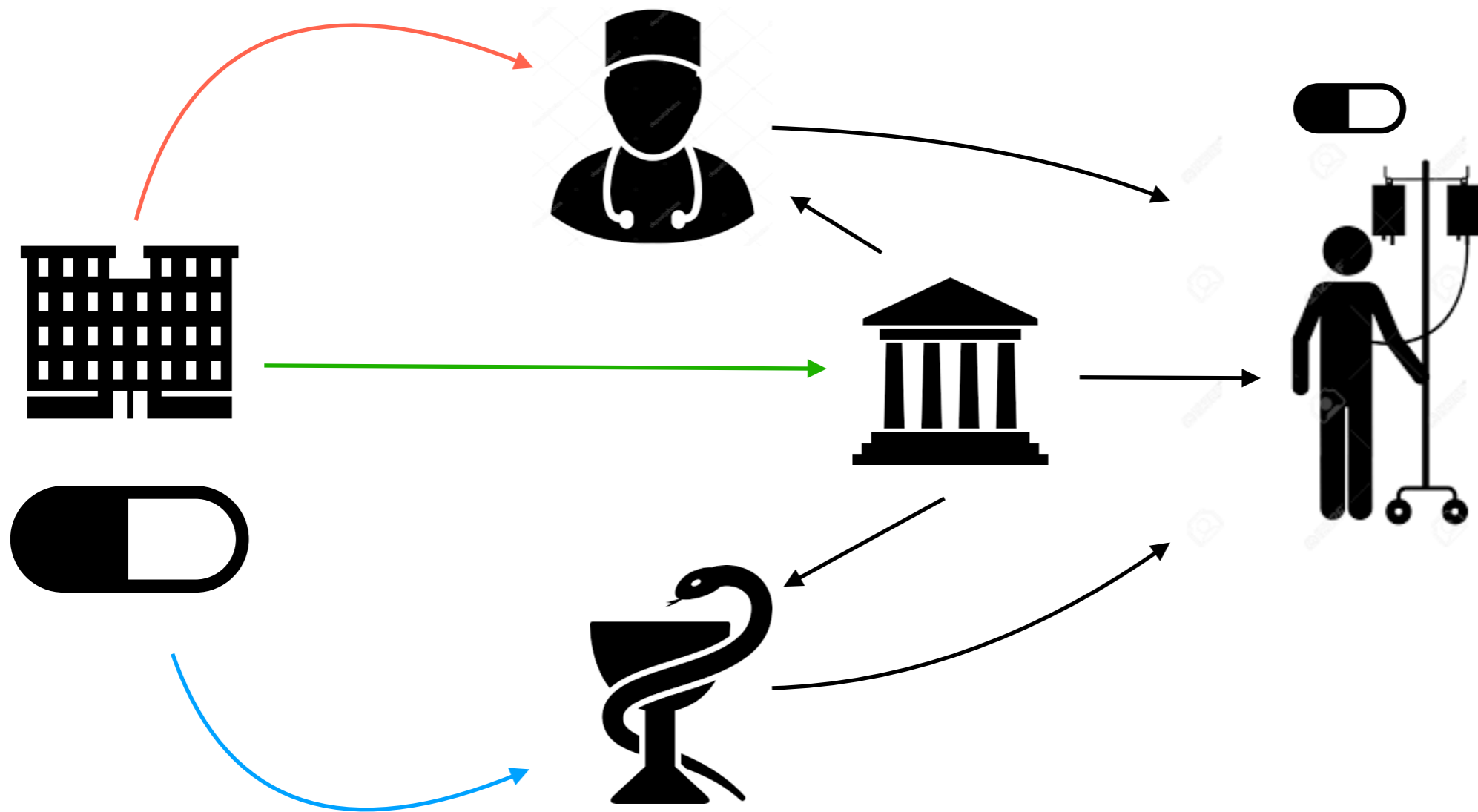


**How many
different ways
of selling do
you practice?**

Sales Models

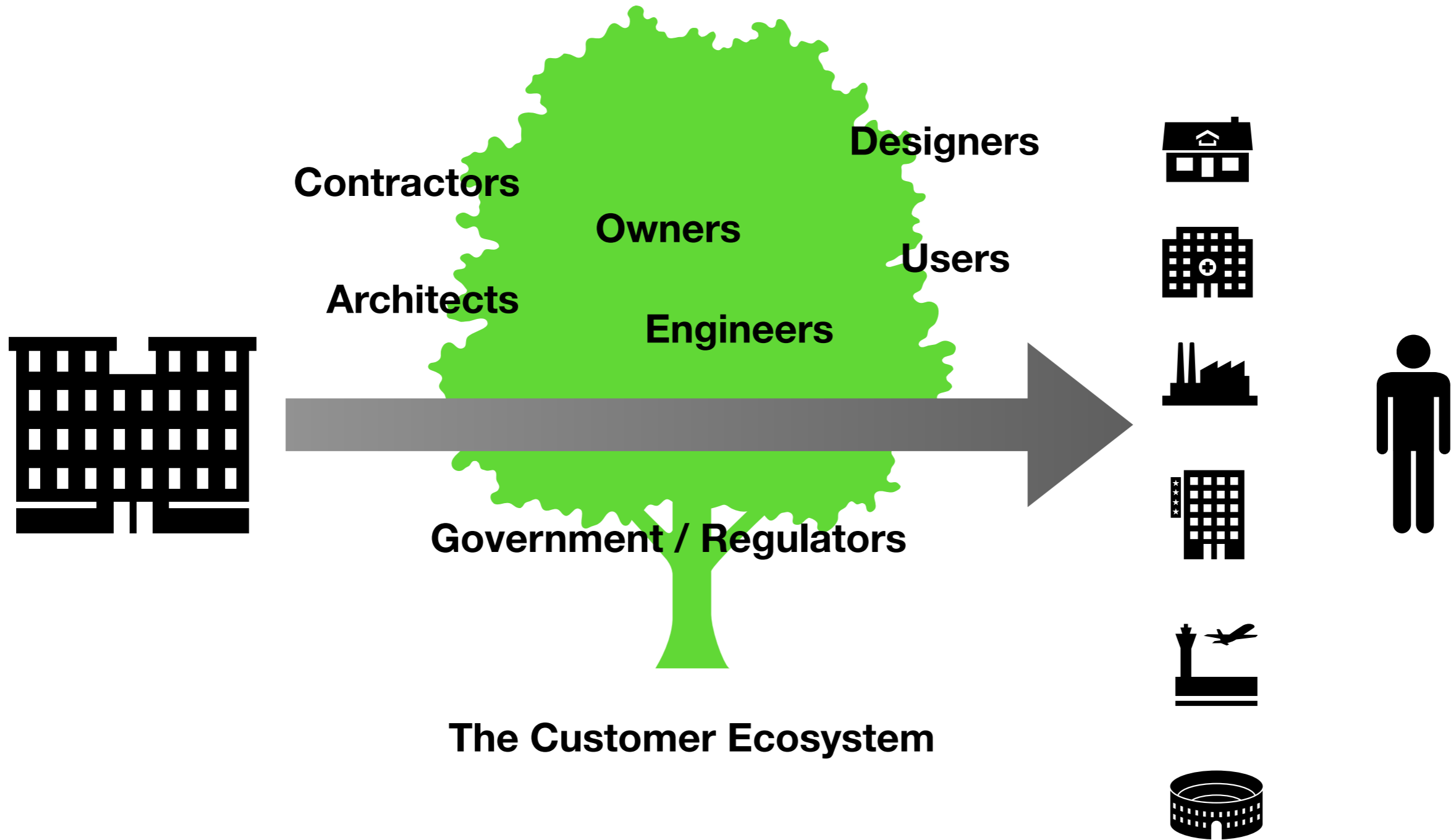


Managing the Customer Ecosystem: the Pharma Case

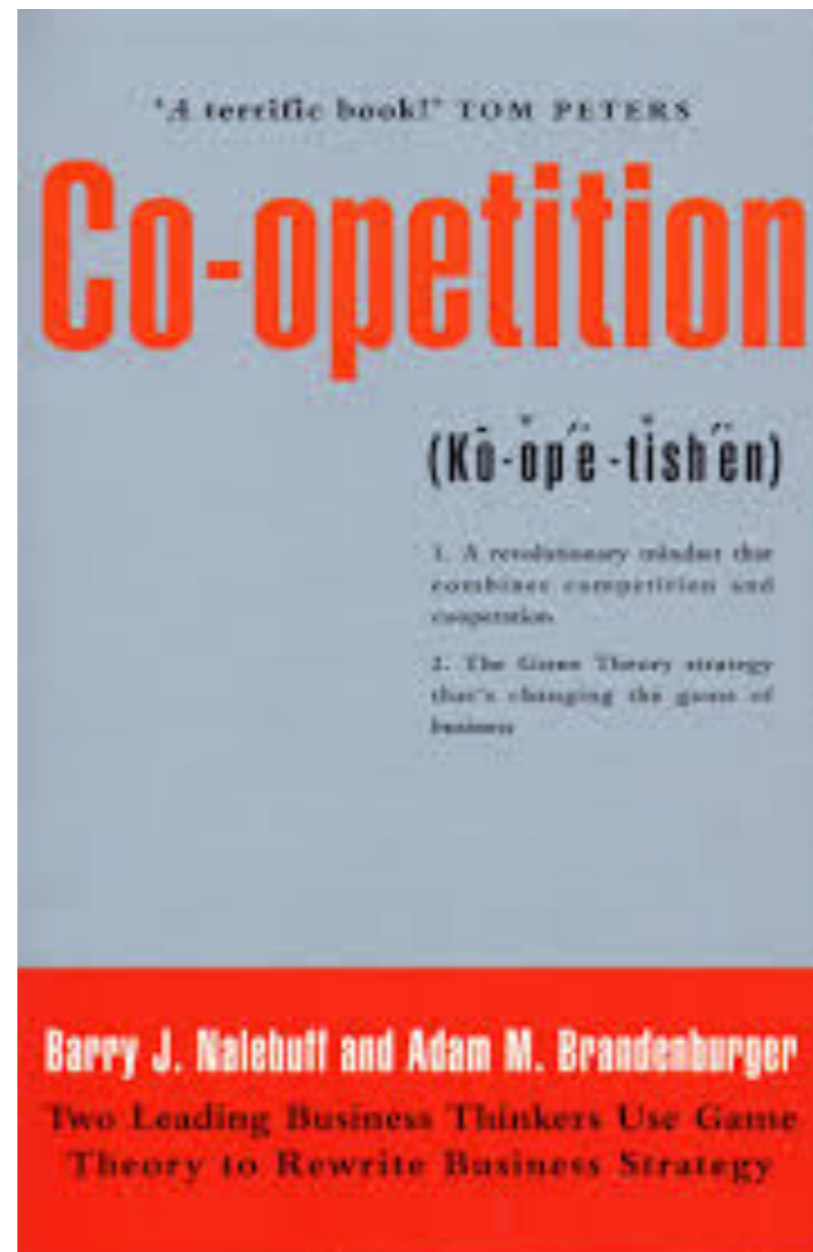


**How many
types of
competitors
do you have?**

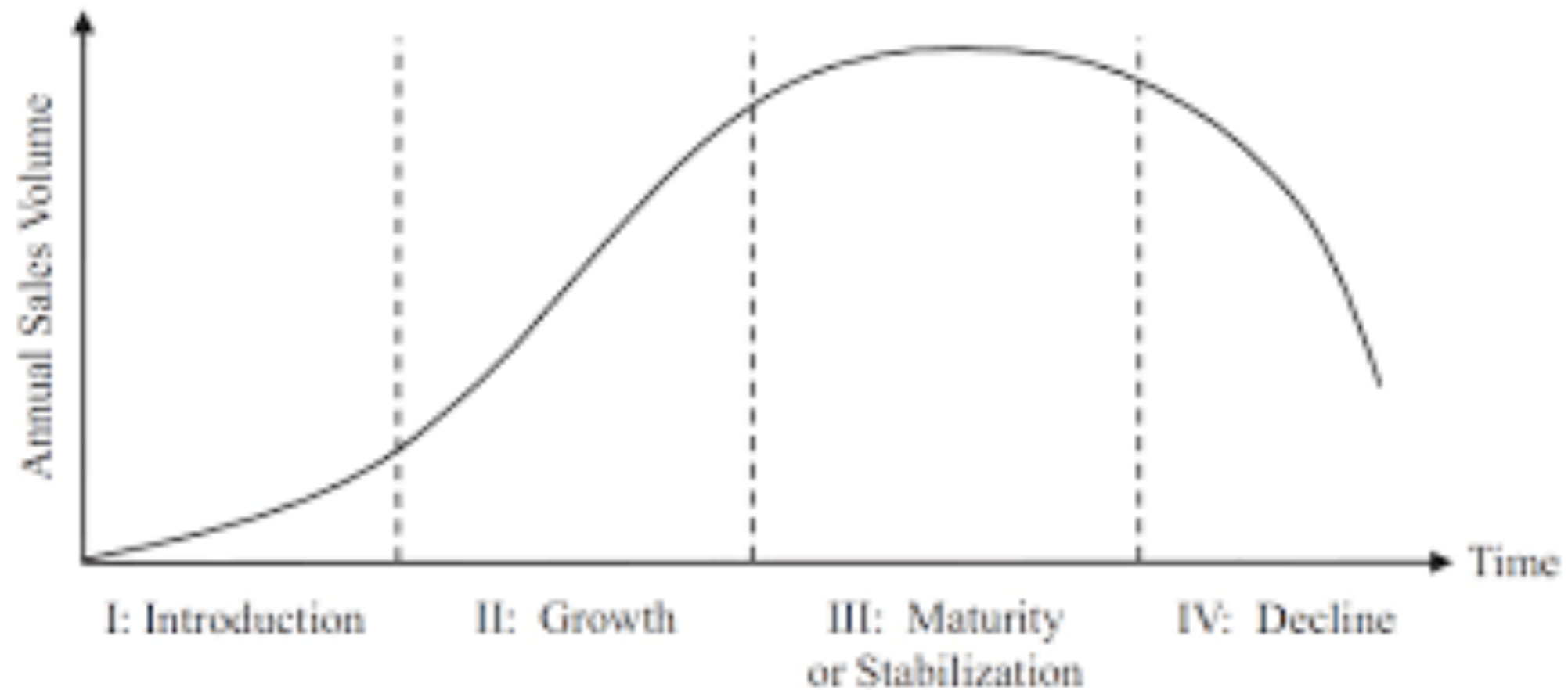
What is a competitor?



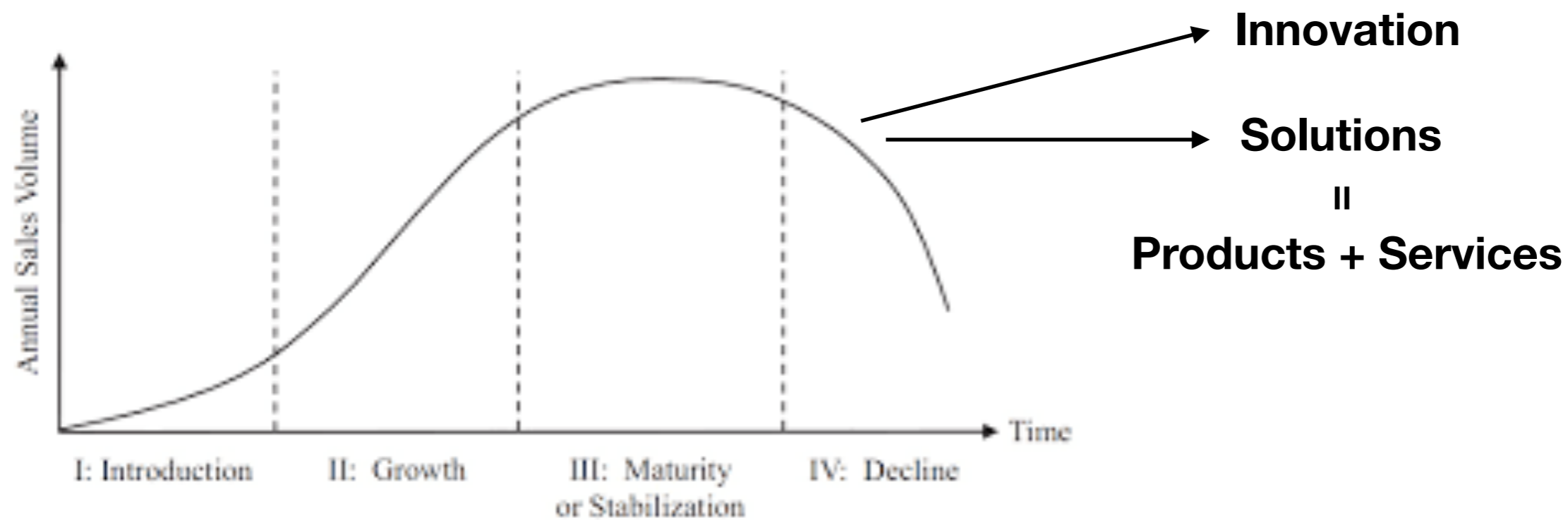
How do we deal with competitors?



Where are you on the PLC?



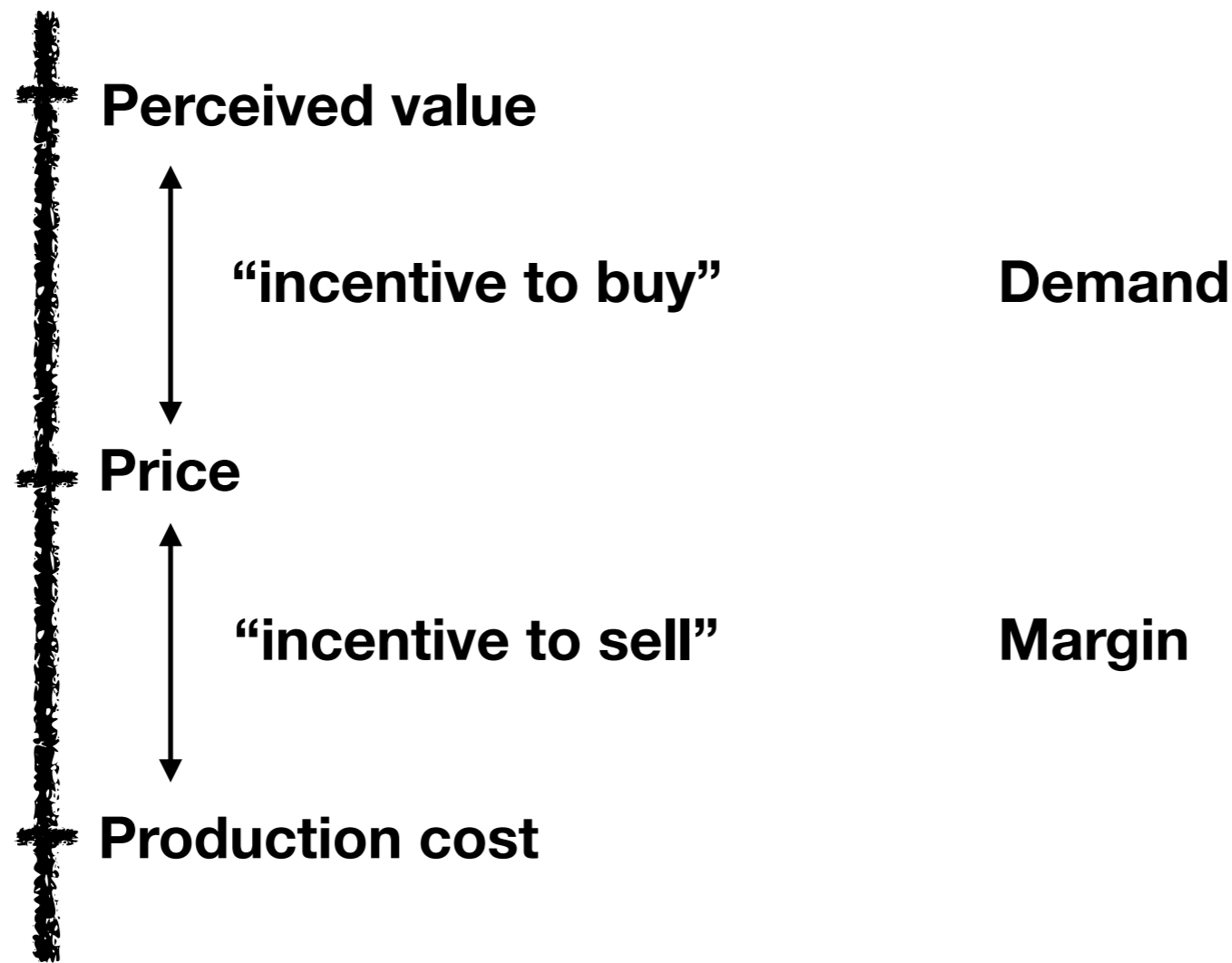
How do we manage the decline of the PLC?



**Is Price the
same thing as
Value?**

Why do customers buy from us?

the sky is the limit...



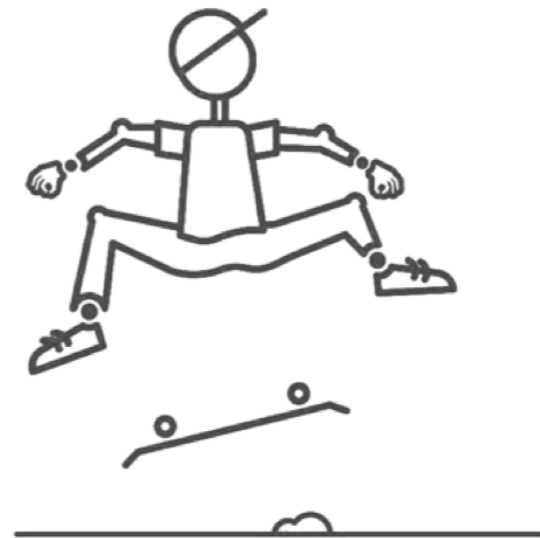
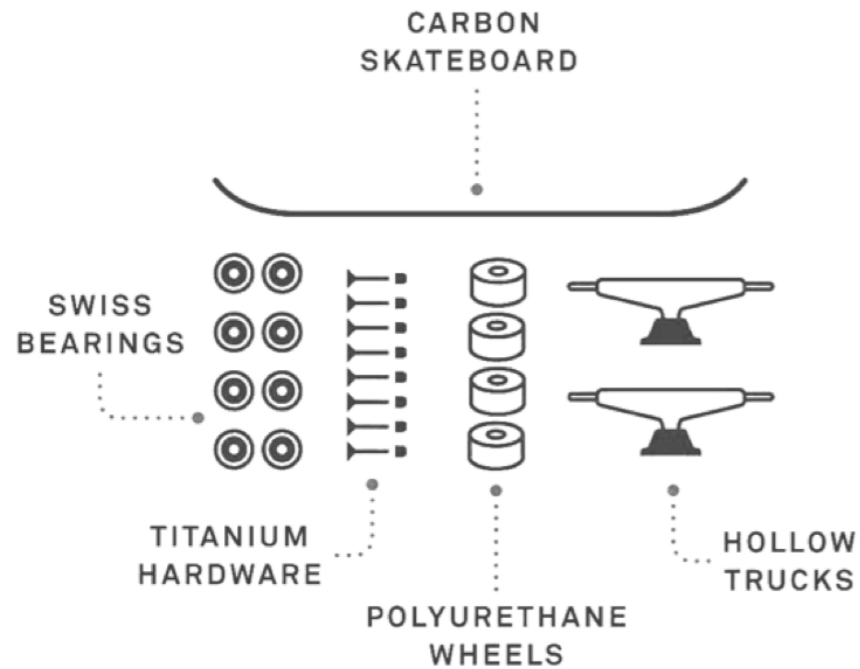
... here, there is a bottom

What is value for the customer?

What is value for the customer?

Even though customers buy this...

...they really want this.



What is value for the customer?

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

What is value for the customer?



Jobs-to-be done & Strategy

**Do the job better /
more satisfaction**



NETFLIX

**Do the job worse /
less satisfaction**

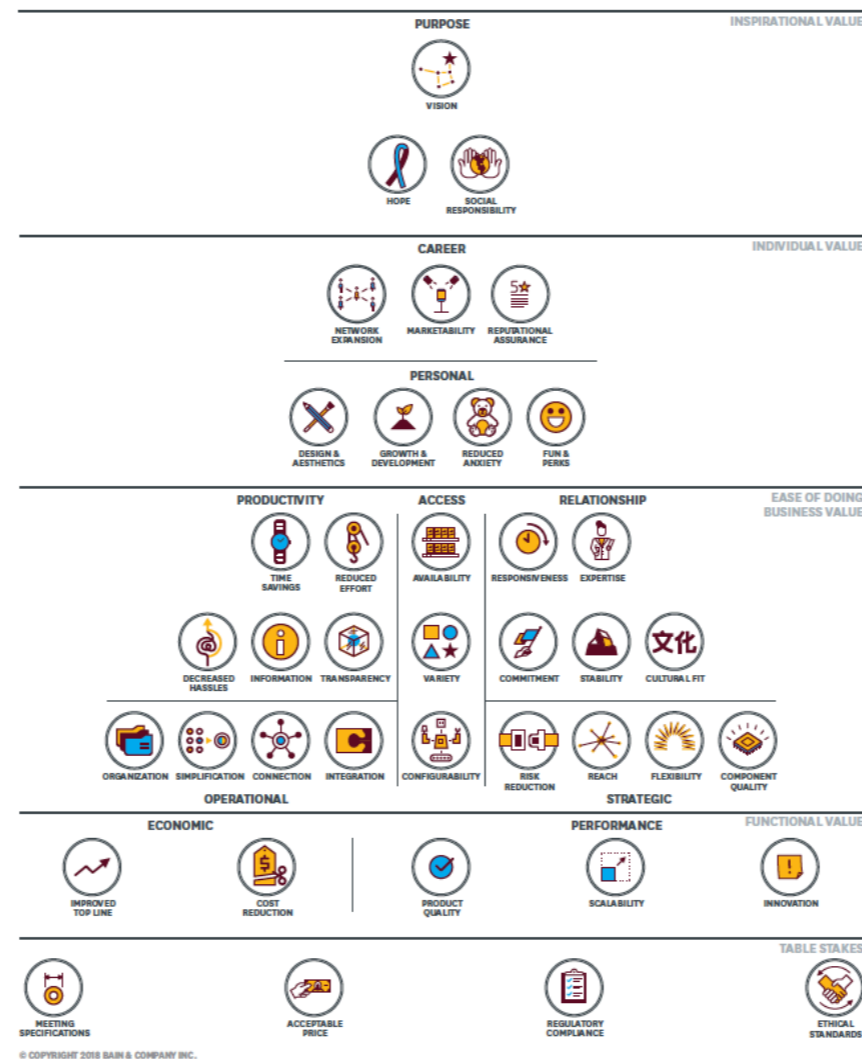


**Charge More /
Increase Price**

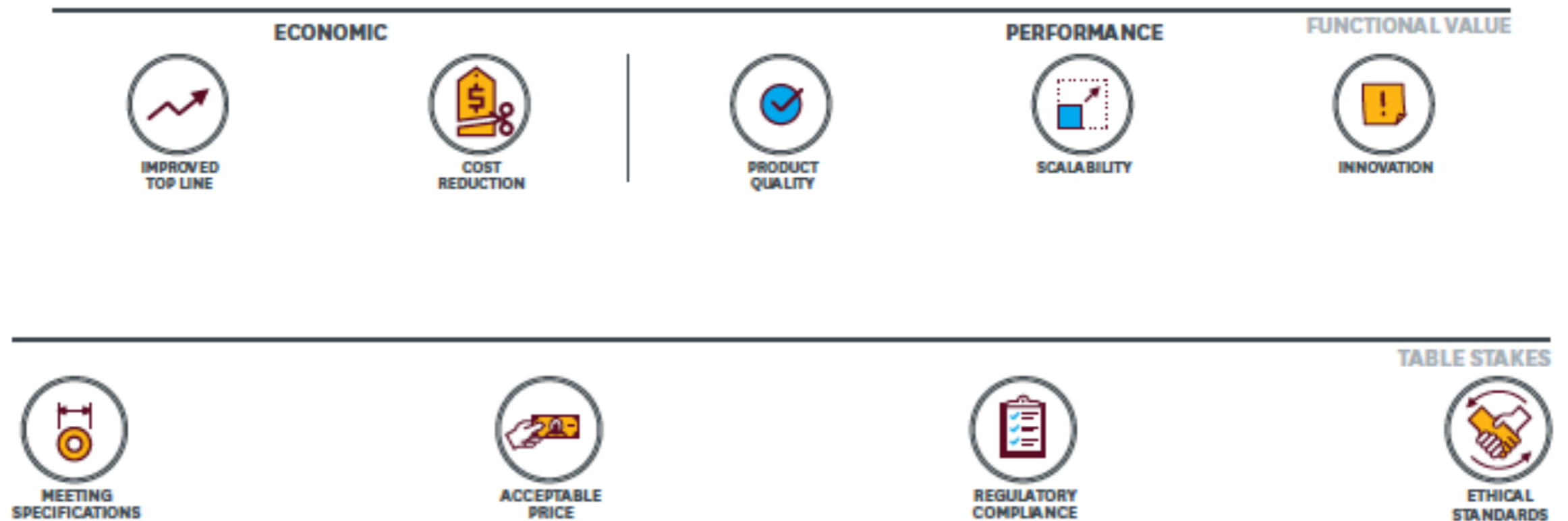
**Charge Less /
Lower Price**

**What is it that customers
value in your companies?**

If it is not only products... why do customers buy from me?



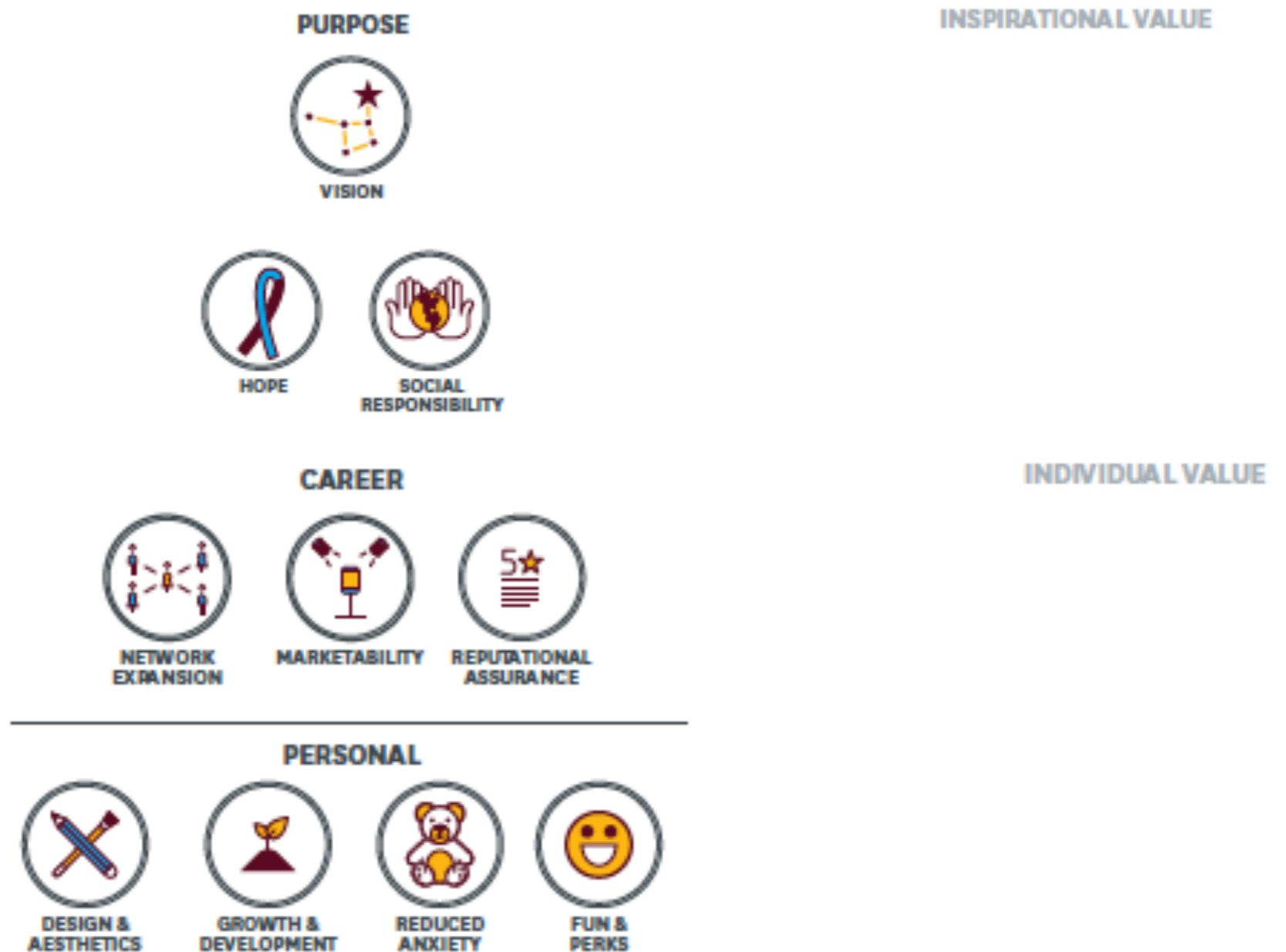
If it is not only products... why do customers buy from me?



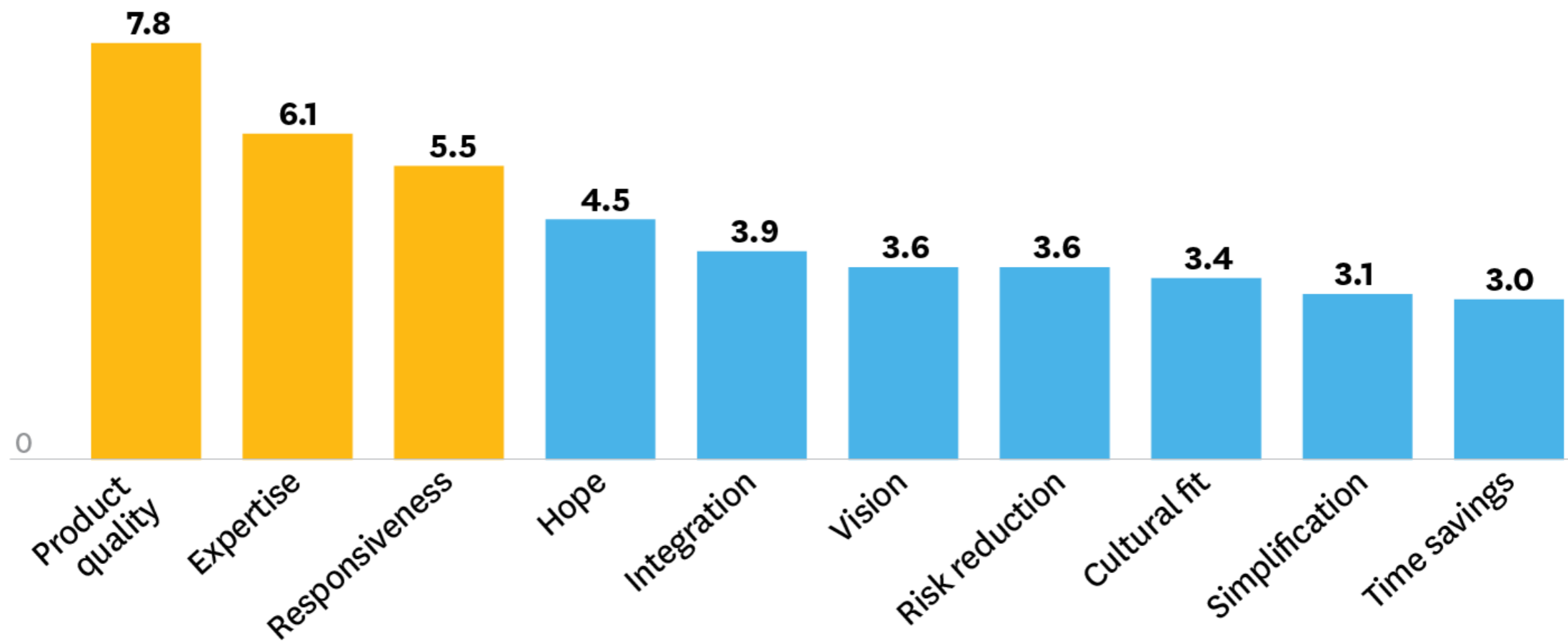
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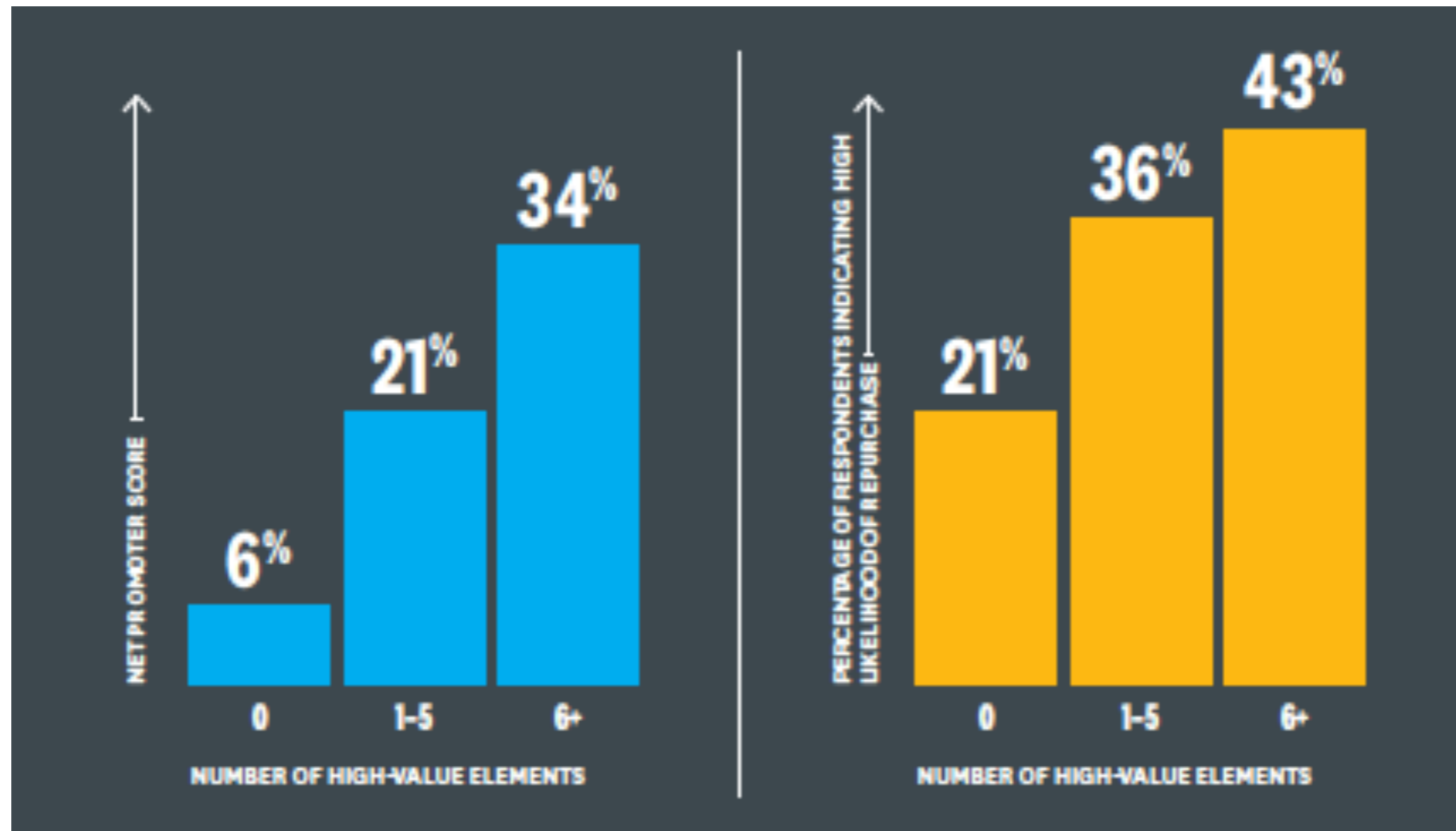
If it is not only products... why do customers buy from me?



If it is not only products... why do customers buy from me?



If it is not only products... why do customers buy from me?

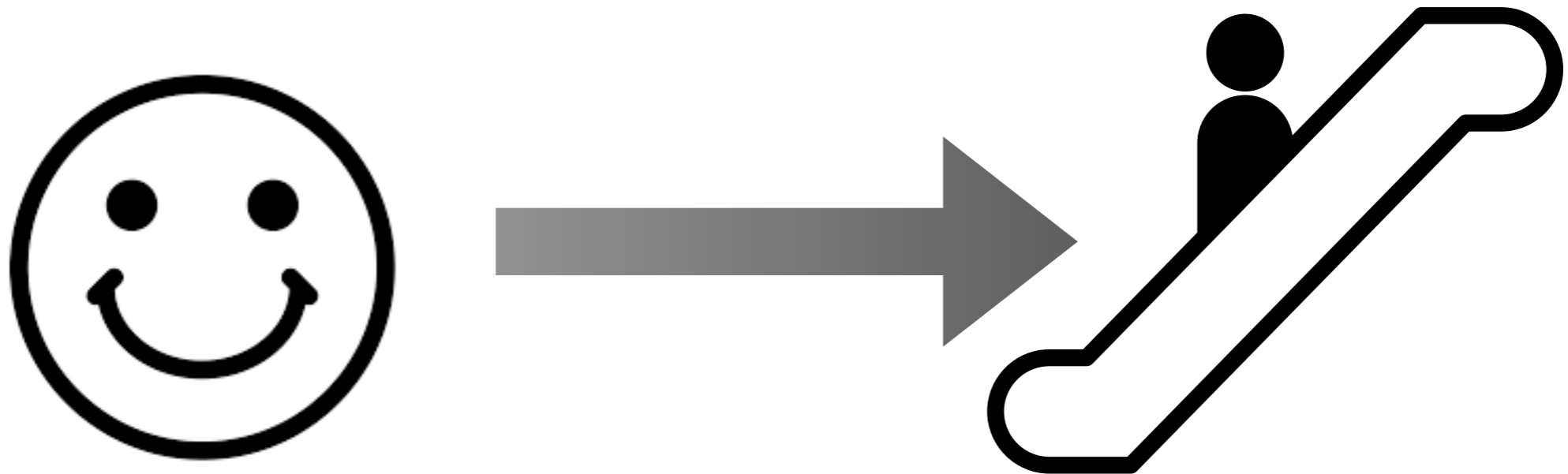


What is a loyal customer?

What is a Loyal Customer?

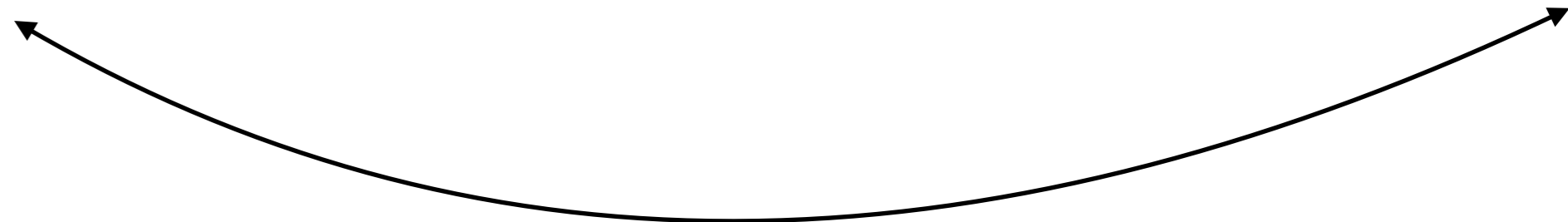


What is a Loyal Customer?



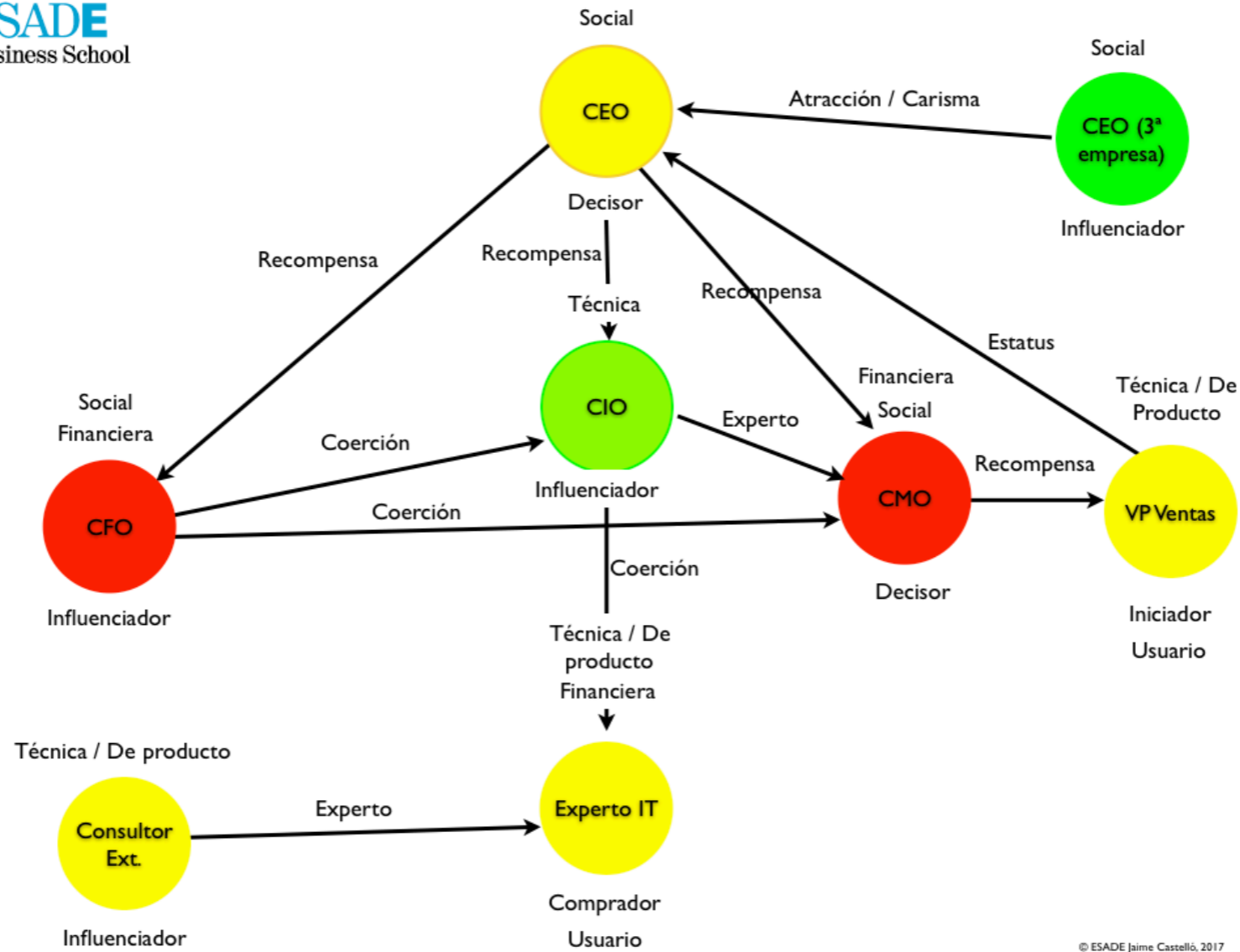
**When do you start selling
to a customer? When do
you stop?**

How do we sell?



**Who is the most
important person in a
customer?**

How do we sell?



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DMU mapping

Roles

- Decision Maker
- Influencers
- Gatekeepers
- “Coach”

Motivations

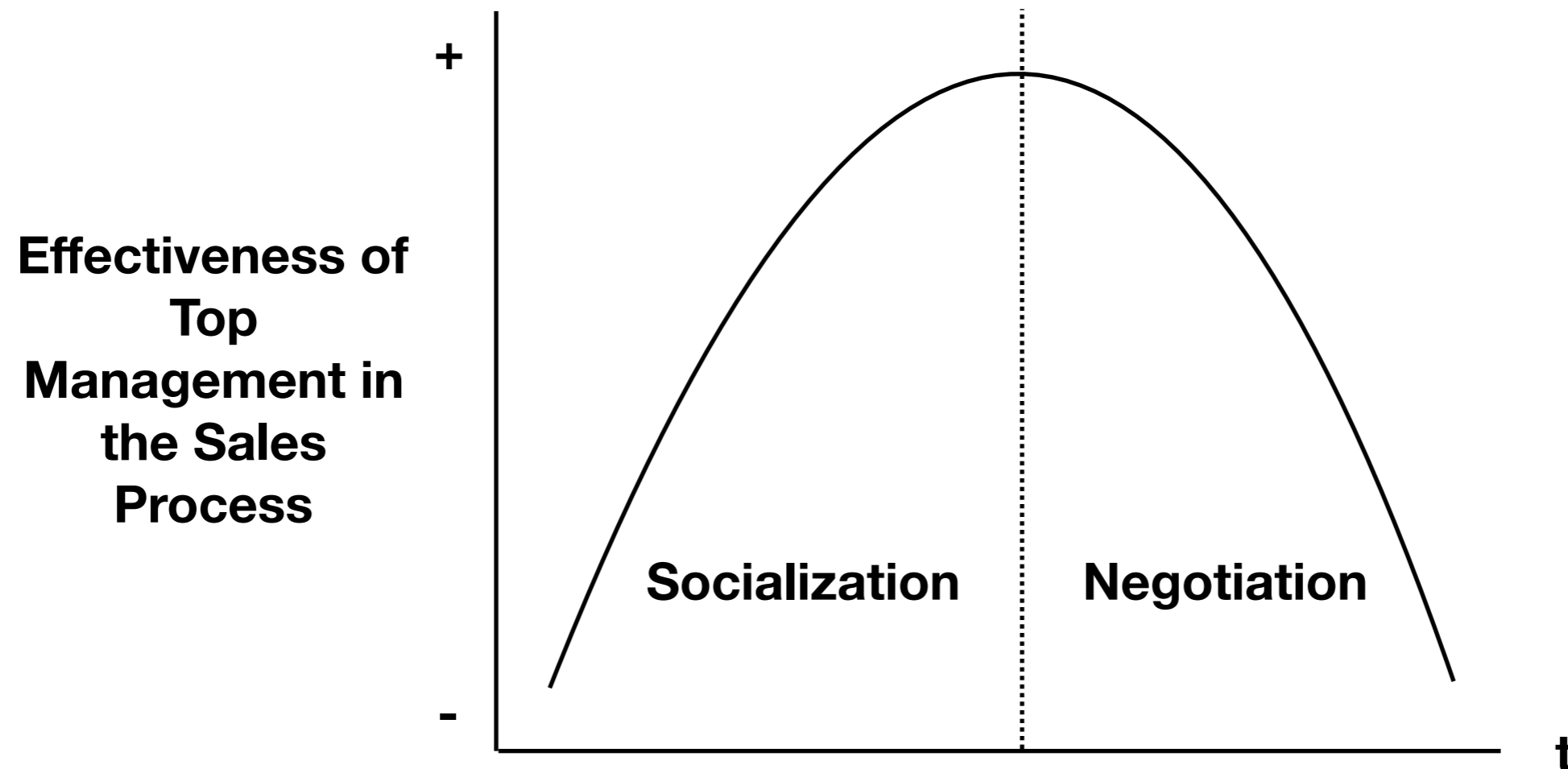
- Technical
- Financial
- Political
- Personal

Power

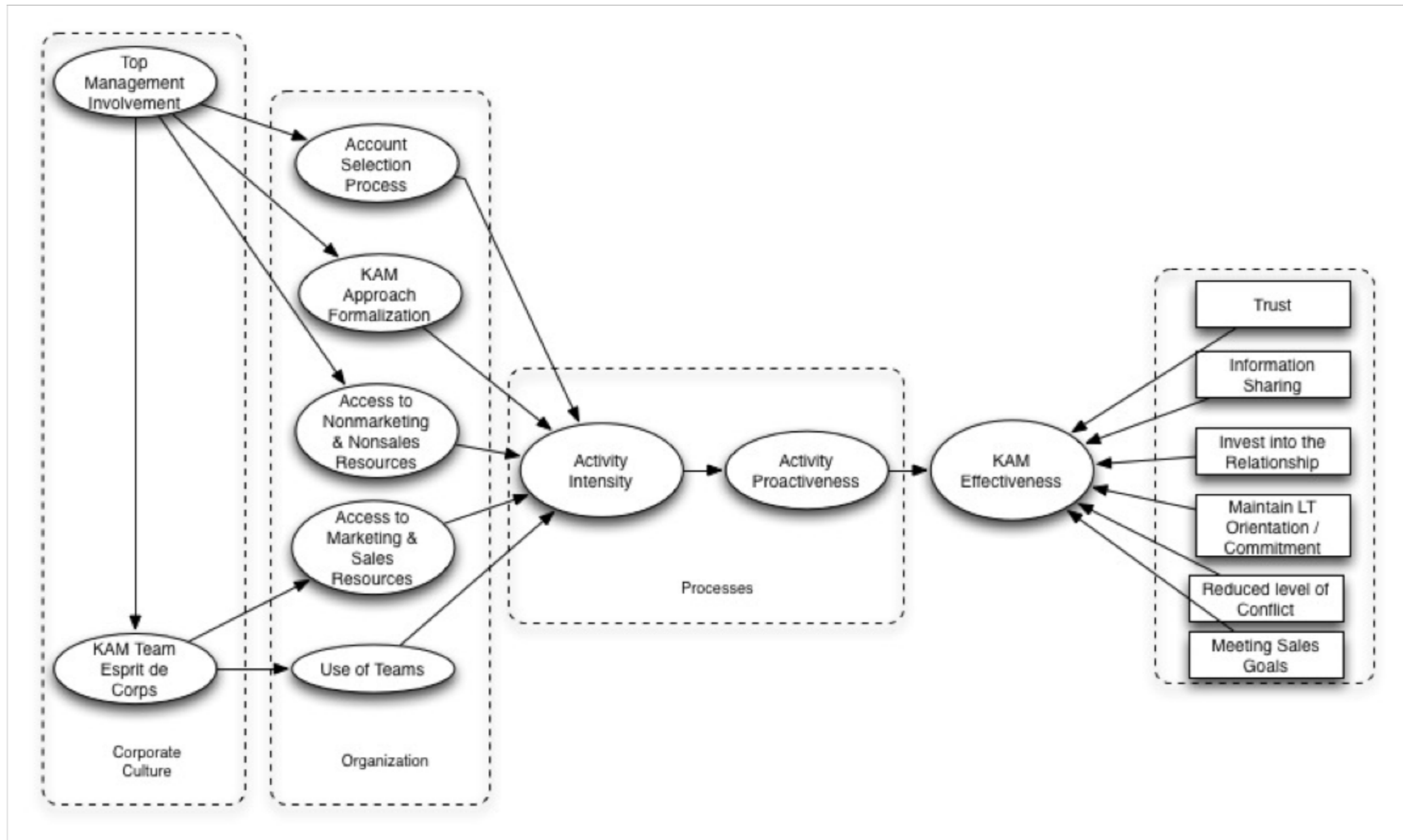
- Hierarchical
- Technical /
Expert
- Status
- Charisma

**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!



jaime.castello@esade.edu