

SALES AND COMMERCIAL MANAGEMENT

COMMERCIAL TEAM MANAGEMENT. TEACHING GUIDE

[2021-22]



GENERAL DETAILS

Name of the module:	Commercial Team Management
Academic Year:	2021-2022 Second quarter
Degree:	MASTER'S PROGRAM IN COMMERCIAL MANAGEMENT
	AND MARKETING
Number of credits (ECTS):	5
Date of latest revision:	July 2021
Lecturer In Charge:	Mr Carlos Diana

1. GENERAL DESCRIPTION

The content is structured in two modules: Commercial management and Channel sales.

The first module focuses on the definition of the sales strategy, which will determine how we manage the different resources and people, and which is determined and detailed in a plan that must be executed and monitored. It will be seen how to connect this sales plan with the company's general strategy, and important weight will be given to the management of commercial teams, both in terms of organization and motivation and remuneration.

The second module shows an overview of the commercial management of a distribution network, in which there may be one or more intermediaries between the seller and the end customer. The scenarios in which the use of a distribution network can be beneficial or to a lesser degree are analysed, as well as its implementation's advantages and disadvantages. We will analyse what are the key aspects for an effective distribution network and how to adjust our value proposition, both for the channel and for the end customer.

2. OBJECTIVES

- Define the most appropriate sales strategy for your company.
- Set objectives, manage resources and people by conducting the Sales Plan.
- Lead a sales team towards these objectives.
- Recognize those situations in which a distribution network adds value.
- Understand the key aspects of channel sales management.
- Reformulate your value proposition so that it is valid for both the channel and the end customer.



3. CONTENTS

UNIT 1. Defining the sales plan

UNIT 2. Connection of sales plan with the company's strategic and marketing plan

UNIT 3. Commercial team management

UNIT 4. Defining the channel

UNIT 5. The channel and the sales process

UNIT 6. Value chain in distribution

UNIT 1. Defining the sales plan

Learning outcome

Once this subject is brought to light in class and worked on, students will be able to:

- Select the most appropriate strategy.
- Define the sales plan.
- Organize resources according to this plan.

Contents

- 1. Strategy and sales plan.
- 2. Types of organisation
- 3. Selection of objectives.
- 4. Organizing resources.
- 5. Measures and indicators.
- 6. Sales automation.
- 7. Continuous assessment.

UNIT 2. Connection of sales plan with the company's strategic and marketing plan

Learning outcome

Students, after studying the chapter and doing the exercises, will be able to:

- Understand how the sales plan connects with other plans in the company.
- Align the sales plan to the achievement of the company's global objectives.



Contents

- 1. Connection with the strategic plan.
- 2. Connection with the marketing plan.

UNIT 3. Commercial team management

Learning outcome

Students, after studying the chapter and doing the exercises, will be able to:

- Lead a sales team by defining clear objectives as indicated in the sales plan.
- Motivate and define remuneration.
- Lead a sales team.

Contents

- 1. Assignment of objectives
- 2. Remuneration.
- 3. Cross-cultural communication.

UNIT 4. Defining the channel

Learning outcome

Students, after studying the chapter and doing the exercises, will be able to:

- Define what is considered a channel and when to use it.
- Recognize the different distribution models and the intermediary's functions.

Contents

- 1. Definition of channel.
- 2. Use of distribution networks and their forms.
- 3. Distribution functions.



UNIT 5. The channel and the sales process

Learning outcome

Students, after studying the chapter and doing the exercises, will be able to:

- Adapt the sales process to the type of channel used.
- Key parameters for the distributor.

Contents

- 1. The sales process through the distributor.
- 2. Application and management of the process.

UNIT 6. Value chain in distribution

Learning outcome

Students, after studying the chapter and doing the exercises, will be able to:

- Reformulate the value proposition.
- Define the competitive advantage for the channel and the end customer.

Contents

- 1. The distribution puzzle
- 2. Competitive advantage

4. TEACHING AND LEARNING METHODOLOGY

The experiential learning process at Euncet Business School combines a set of methodologies that allow the participant to achieve in a practical and innovative way the competencies of the professional exit profile established in an executive program.

The teaching and learning methodology is developed from brief theoretical explanations that introduce examples and cases that facilitate the immediate application of the contents covered in each topic to the job. The deployment of the Learning by doing model, based on experiential training, enables action-oriented learning to be obtained.



This is carried out through participation in class and the exchange of experiences among the attendees, as well as through exercises and dynamics of diverse impact. This approach promotes the analysis and resolution of the contents of the subjects, taking into account different viewpoints, making this a highly didactic formula for understanding and assimilating each topic.

5. ASSESSMENT

The Master's Program In Commercial Management And Marketing is based on a competency assessment model. The student's progress in achieving the objectives set out in the study program is assessed through reflection and analysis of practical cases and a test.

The final grade for the subject will be calculated by making the arithmetic mean of the marks obtained in the two proposed evaluable activities.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

- McDonald, Malcolm; Woodburn, Diana. *Key Account Management*. Oxford: Elsevier, 2007. ISBN-13: 978-0-7506-6246-8
- Meyer, Erin. *The Culture Map: Breaking Through the Invisible Boundaries of Global Business.* New York: PublicAffairs, 2015. ISBN 10:1610392507.

6.2. FURTHER READING

- Miller, Robert B.; Heimann, Stephen E.; Tuleja, Tad. *The new strategic selling: the unique sales system proven successful by the world's best companies*. London: Kogan Page, 2005. ISBN 9780446695190.