



centro adscrito a:



UNIVERSITAT POLITÈCNICA  
DE CATALUNYA  
BARCELONATECH

## **SALES AND COMMERCIAL MANAGEMENT**

# **THE COMPLEX SALE. TEACHING GUIDE**

**[2021-22]**

## GENERAL DETAILS

<b>Name of module:</b>	The Complex Sale
<b>Academic Year:</b>	2021-2022   Second quarter
<b>Degree:</b>	MASTER'S PROGRAM IN COMMERCIAL MANAGEMENT AND MARKETING
<b>Number of credits (ECTS):</b>	4
<b>Date of latest revision:</b>	July 2021
<b>Lecturer in Charge:</b>	Mr. Ernesto Sánchez

### 1. GENERAL DESCRIPTION

The content is structured in two subjects: Introduction to Complex sales and Strategic account management.

The first module is an introduction to the content of the postgraduate course in Sales and Business Management. From a general perspective, it tries to place the students in the view of a complex activity where the sale as such is the reflection from our point of view of something similarly complex: the buying process, the customer's view.

The second module covers the most relevant aspects of managing key customers, from their initial acquisition, using the complex sales concept, to subsequent development with a long-term strategic vision. Aspects such as profitability and portfolio management, the development of customized solutions and the constant monitoring of the decision process in the customer's organization are analysed. This module fits into the phase after the closing phase of the sales process, that of cultivating that customer in order to expand our presence and importance in that account, and thereby shield the entry of competitors.

### 2. OBJECTIVES

- Understand the keys to commercial activity and its actors in both parts of the buying and selling process.
- Familiarize yourself with terms and concepts to use.
- Plan and execute the management of a strategic account.
- Develop long-term vision for key accounts.
- Monitor account status and track new business opportunities.

### 3. CONTENTS

UNIT 1. Introduction to complex sales

---

UNIT 2. Strategic account

---

UNIT 3. Account development

---

UNIT 4. Account profitability

---

## UNIT 1. Introduction to complex sales

### Learning outcome

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

- Understand the complexity of the buying and selling processes and the need to create value for the buyer at every opportunity.
- Understand the process as a whole, as well as its components and the activities and roles played by the different interlocutors.

### Contents

1. Definition of complex sale.
2. Introduction to the different subjects and their modules.
3. Relationships and interactions between the concepts of the different subject areas.

## UNIT 2. Strategic account

### Learning outcome

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

- Know the meaning of key account and the impact for the company.
- Identify the key accounts of their customer base and market.

### Contents

1. Definition of strategic account.
2. Account manager role.

## UNIT 3. Account development

### Learning outcome

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

- Define a development plan for the account.
- Identify new business opportunities.
- Monitoring the decision process.

### Contents

1. Joint long-term vision.
2. Adaptive competitive advantage.
3. Decision process and decision criteria.
4. Communication means.
5. Cross selling.
6. Co-innovation and co-development.
7. Development plan

## UNIT 4. Account profitability

### Learning outcome

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

- Assess the impact of the recruitment on the operating account.
- Know the profitability of the portfolio and the customer's product mix.

### Contents

1. Economic impact of account management.
2. Profitability of product mix.
3. Long-term profitability improvement.

## 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

- Cheverton, Peter. *Key account management: tools and techniques for achieving profitable key supplier status*. London: Kogan Page, 2015. ISBN 9780749469405.
- Holden, Jim; Kubacki, Ryan. *The New Power Base Selling: Master The Politics, Create Unexpected Value and Higher Margins, and Outsmart the Competition*. Hoboken: Wiley, 2012. ISBN1118206673.
- Miller, Robert B.; Heimann, Stephen E.; Tuleja, Tad. *The new successful large account management: how to hold onto your most important customers and turn them into long term assets*. London: Kogan Page, 2011. ISBN 9780749462901.
- 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.
- Sherman, Sallie; Sperry, Joseph; Reese, Samuel. *The seven keys to managing strategic accounts*. New York: McGraw-Hill, 2003. ISBN 9780071436304.

## 6.2. FURTHER READING

- Rackham, Neil. *Major Account Sales Strategy*. New York: McGraw-Hill, 1989. ISBN 9780070511149.
- Woodburn, Diana; McDonald, Malcolm. *Key account management: the definitive guide*. Hoboken: Wiley, 2011. ISBN 9780470974155.

## 6.3. WEBSITES

- *Miller Heimann Group* [en línea]. Miller Heimann Group. Disponible en: <https://www.youtube.com/c/MillerHeimanGroup/>.