

Aker Yards: Sales Process Rigidity

Title: Managerial Creativity versus Protocol: Sales Process Design from a Relationship Management Perspective

Abstract: This case grows from the curiosity about how ongoing relationships between sales personnel and customers develop into sales over time, and whether this should be regimented within the Aker Yards sales organization. The focus is on contrasting how i) flexible sales process design, versus ii) rigid protocol can assist relationship management between cruise ship buyers and Aker Yards' sales personnel. The case indicates that at the beginning of the sales process, the salesperson's personal judgment and experience often act as the best determinant of the next step in the relationship and cannot be replaced by a pre-designed sales process that does not allow for managerial creativity. As the sales process advances, more people are tied into the project, and the focus of the exchange shifts from relational to technical, the progression is best guided by protocol.

Keywords: Sales process design, relationship marketing organizational design, managerial creativity, CRM (Customer Relationship Management), adhocracy, managerial creativity

Theoretical and/or analytical framework: Adhocracy, managerial creativity, CRM

Companies: Aker Yards (currently STX Europe)

Industries: Shipbuilding, cruise and ferry

Context: Large project business

Sales management focus: Sales process rigidity

Date of production: May 28, 2008

Authors: Petri Parvinen, Nikko Molinare Karki

Rautaruukki Metals: Sales Process Management

Title: Sales Process Management in Product-Based Business

Abstract: The purpose of this case is to identify various methods of improving existing sales processes and describe what would be needed before the gradual improvement of a sales process can begin. Before discussing improvement opportunities, this case includes descriptions of the types of sales processes that have emerged in a large company selling industrial products. The topics thus discussed include normal business process management, benefits of using pre-defined processes, benefits of using sales related technologies, and control systems and measurements of sales processes.

Keywords: Sales process, process management, process improvement

Theoretical and/or analytical framework: Sales process management, sales automation

Companies: Rautaruukki

Industries: Metals, construction

Context: Mature industry, large-scale

Sales management focus: Sales processes in established business

Date of production: May 11, 2009

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Metso Automation: Restrategizing Channel Management

Title: Strategic Approach to International Sales Channel Management

Abstract: For businesses operating on multiple international markets, optimized sales channel performance is a necessity for competitive success and achieving this is far from trivial. In this case-study the issue is divided into two parts: international sales channel strategy and international sales channel management. The channel strategy should be aligned with the company's vertical business scope, for example, which parts of the industry value chain the company occupies. According to the present case, the closer the company is to the downstream, i.e. the end customers where the more lucrative direct sales channels are. Indirect channels again tend to be more effective in volume business selling standardized products more towards the upstream. On a more pragmatic level, the management of international channels can be viewed as a process of partnership. There are important stages in the relationship from the beginning towards the end. Acknowledging these stages and acting accordingly in each stage helps companies pursue successful long-term relationships.

Keywords: Sales channel strategy, business scope, sales channel management, reseller partnerships.

Theoretical and/or analytical framework: Strategic management, generic strategies, business scope, channel management, B2B partnerships.

Companies: Metso Automation

Industries: Metal industry, industrial valves

Context: Multinational B2B product business

Sales management focus: Sales channel strategy & management

Date of production: August 11, 2008

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