

how to build and manage a sales force. The course covers subjects such as building compensation systems, assigning territories, resolving disputes, managing channel conflicts, opening sales offices and other complex sales and sales management situations. It also will provide a 'startup sales tool kit' you will need if you a startup out of Sloan or move to one in your career.

In a larger sense, the entrepreneur and the manager has to "sell" his or her vision to perspective employees, to angel and venture investors and to strategic partners. While all true and all necessary, this course focuses mainly on selling to customers, whether that is through a direct sales force, a channel sales force, or building an OEM relationship. A few cases focus on selling to investors and strategic partners. Sales is the one function that cannot hide behind the veil of corporate doubletalk; sales goals are either made or not made. Every entrepreneurial activity leverages off of that single fact. Markets are not totally rational organizations and the firms with the best sales teams will usually win.

'The company with the best salesforce wins'

One common misconception is that product innovation alone is a winning tactic. It is not. Often the critical success factor is exactly how a firm goes to market – with its sales force. But the rules have changed – innovations like 'freemium' models and social networking are changing the status quo and forcing managers to consider new way to structure and incent sales teams.

CLASS REQUIREMENTS

Preparation and class participation is a requirement. **We will cold call students to open each class.** Every class is associated with a short assignment, and all students are required to be ready to discuss the assigned material.

There will be several oral and written assignments. There will be no final exam. Each class will be 80 minutes long and will be broken into three parts: a cold call opening in which a student presents his/her course of action as outlined in the case, class discussion of the case, and a presentation by the professor to emphasize the key leanings from the case.

More than one unexcused absence will affect your final grade.

GRADING

15.387 must be taken for a letter grade or Pass/D/Fail. Due to the large class size and its interactive nature, we are unable to accommodate listeners this semester.

- Class Participation 40%
- Take a Sales Manager and a Salesperson to Lunch 20%
- Video Recording Sessions/Simulation Results 15%
- Memo Assignments 25%

ASSIGNMENTS

There are two types of assignments: written assignments and video role-play assignments. Written assignments consist of (a) short, written case preparations for class and (b) two 2-page papers based on interviews with sales professionals.

Written Assignments

Case Preparations

Every class is associated with a case-based assignment. All students are required to be ready to discuss these assignments and/or be cold-called. You are required to turn in all case memos assigned to your name over the course of the class. See schedule below for specific due dates for each assignment based on your last name. Only electronic submissions through Stellar will be accepted. **Each assignment is due by 7pm the night before class.**

Assignments must be submitted through Stellar. Aside from explaining how you would go about solving the problems, assignments must illustrate which of the techniques learned in the class should be used to address the particular issue. Homework is graded in integers from 0-3. There is no denominator, therefore if you get a 2, it does not translate into a 66.67%. Here are some general guidelines for each.

- *0 : Not submitted* (if you have this and believe it is in error, email us ASAP to resolve)
- *1 : Needs improvement.* You missed major concepts or did not give us enough information to understand your thought process/how you'd execute
- *2 : Good work!* You captured all the main concepts.
- *3 : Outstanding!* You went above and beyond, demonstrating nuanced insights, innovative approaches and unique thinking.

You should plan to spend no more than 60-90 minutes on each memo. There is no one set format or length to respond to the questions – use your best intuition as a budding salesperson as to how to answer.

Take a Salesperson to Lunch – Due date:

You are to identify, get an appointment, and meet with an **experienced salesperson** about what it means to be an effective salesperson. Discuss the requirements to become a good salesperson, as well as other relevant matters (territory management, incentives, information systems, etc.). You should not turn in a transcript of questions and answers. Rather, share the insights, synthesis, and/or analysis that you learn in a 2-pg (max) memo relating your interview back to content discussed in class. Interviews can be done with a partner, however you each must turn in separate assignments. Do not interview one of your classmates, but you may, of course, use your classmates for help in finding a salesperson to interview. You may want to consider interviewing a salesperson in the industry in which you hope to work upon graduation. You may not substitute a sales manager report for this assignment.

Take a Sales Manager to Lunch – Due date:

You are to identify, get an appointment, and meet with an **experienced sales manager** about what it means to be an effective salesman and an effective sales manager. Discuss the differences between a good salesperson and a good sales manager, as well as other relevant matters (territory management, incentives, information systems, etc.). Share the insights that you learned in a 2-pg (max) memo. Interviews can be done with a partner, however you each must turn in separate assignments. Find a different company than the one you profiled in the previous interview, and again, no classmates. You may not substitute a salesperson report for this assignment.

In-Class & Simulation Assignments

Elevator Pitch Competition – Due date:

Teams of 4 have 3 minutes to pitch a technology product to a panel of customers. Every team member must participate!

EchoPort Sales Competition – Begins

Compete against your classmates in a web-based sales simulation to find out who is ‘THE’ hunter of the class!

If you have additional questions about course assignments not covered in the syllabus, please contact the TAs.

Video Role Play Assignment

In order to help you appreciate the difference between theory and practice, you will have the opportunity to perform what you learned in front of a video camera. Approach this exercise as you would any sales call between you and a customer – the objective is to convince the customer to buy your product!

- Each role play should be no more than 5 min in length. This is important; the time limit will help you to develop your effectiveness and efficiency as a salesperson.
- In each video recording session (10 min. total) you will play both the role of the salesman and the customer. In other words, for each session, you and your partner will record two interviews that are each 5 min in length.
- You are responsible for submitting the video in which you play the salesperson, i.e. the person doing the selling.
- Upload completed videos (i.e. YouTube, Vimeo) and post the video link to Stellar (under Homework > Videos).
 - **Please note:** we will only accept videos through Stellar. We suggest using the MIT Network to upload the videos to the various sites. If you mark the videos as private (which we suggest), please make sure to share the password for each video via Stellar.
- Please title the video with your full name and the name of the video, e.g. “Michael Scott: Delphi”
- You must work with a different partner for each video.

Schedule of Video Role Play Assignments

All videos must be submitted by 9pm before class on the due date listed below.

	Last Name: L-Z	Last Name: A-K
Video 1: Exoprise	Due:	Due:
Video 2: TeamWorks	Due:	Due:

Making a Sales Call

Nothing teaches sales like actually making a sales call. You will be responsible for sourcing and making a cold call and reporting on what you learned on the call. Consider a job interview a sales call. Note: claiming that you could not get ahold of someone on the telephone does not count as an excuse to not make and report on a call.

Making a sales call

	Last Name: L-Z	Last Name: A-K
Making a sales call	Due:	Due:

Grading

- The expectation is that the videotaped presentation will be more thorough and practiced than those given in front of the class.
- REHEARSE, REHEARSE, REHEARSE. Don't try to wing this assignment.
- Videos are worth 15% of your grade so make sure you spend enough time incorporating lecture material (Approach, Solution Selling, Meeting Objections, etc.)
- We will be grading your performance based on both the sales side and on the buyer side.
- On the sales side you should demonstrate the skills covered in class to date and show that you are able to address the key needs and concerns of the customer. On the buyer side, ask thoughtful questions, raise reasonable objections and have a genuine willingness to get to a 'yes'.
- Any creativity that you wish to bring to the assignment is a plus.
- You will be graded on the content of your video, not the production quality.

Tips

- *Greeting* - Build up a rapport with your client or boss. Don't jump directly into the sale.
- *Smiling* - Relax and smile once in a while. Make sure the client would want to talk to you again.
- *Closing* - Don't leave things up in the air. What is the next step? What are each party's responsibilities? Make sure you have a clear understanding before leaving the meeting.

Logistics

- You can use your own video camera, smartphone camera, computer webcam, etc.
- Upload to YouTube or Vimeo and then submit the link via Stellar (be sure to include the password if marked as private – we can't grade what we can't see!)
- Make sure that your video is viewable and intelligible. If not, re-record!
- Each seller should plan on a 5 min exchange. Thus, the full taping should take no more than 10 min total. (Points will be deducted for long sessions!)
- Both of you should sit in a chair, just like role plays in the class. This is a sales call not a sales presentation. There should be no notes and no visual aids.

If you have questions about video role play assignments not covered in the syllabus, please contact the TAs.

CASE SCHEDULE

Class	Date	Class Title	Case / Assignment	Write-Up Last Name	Lecturer
1		Making a Sales Call	Diver's Delight		Shipley, Schuchart
2		Making a Sales Call	Power Miser	A-K	Shipley
3		Prospecting	Pill Caddy	L-Z	Schuchart
4		Product Knowledge	Delphi Software	A-K	Shipley
5		Closing Your First Customer	Find and close your first customer	L-Z	Schuchart
6		Getting Your First 10 Customers	Build a Plan to 10 Customers	A-K	Schuchart
7		Designing Sales Territories	Container Secure	L-Z	Arnold
8		Designing Compensation Plans	Arck Systems <u>Elevator Pitch Teams submitted to TAs</u>	A-K	Shipley
9		Life of a Regional Sales Manager	NetApp	L-Z	Arnold
10		Sales Training	Catherine Competitive A & B	A-K	Schuchart
11		ELEVATOR PITCH COMPETITION	N/A	--	Shipley, Arnold, Schuchart
12		Selling to the Enterprise	Bladelogic <u>DUE: Take a Salesperson to lunch (All)</u>	L-Z	Arnold
--		<i>MIT SIP Week</i>			
--		<i>MIT SIP Week</i>			

13		Managing an Inside Sales Organization	Qualtrics <i>EchoPort</i>	A-K	Dan Keshian
14		Opening a Subsidiary	Abido	L-Z	Arnold
15		Sales Force Reorganization	Veritas A & B	A-K	Schuchart
16		Negotiating an OEM Agreement	OuterBay & EMC	L-Z	Arnold
17		Expanding to the US	CustomerGauge <i>EchoPort Wrap-Up</i>	A-K	Shipley
18		Sales Operations & Forecasting	OptiGen	L-Z	Shipley
19		Managing a Salesperson in a Large Company	Cabot Corporation	A-K	Arnold
20		Sales Turnaround	White Swan Software <u>Due: Take a Sales Manager to Lunch (All)</u>	L-Z	Shipley
21		Major/Strategic Account Selling	White Swan Software: Major Account Management	A-K	Shipley
22		Using CRM & Marketing Automation Software	HubSpot <i>Why CRM Fails – and How to Fix It (SMR)</i>	L-Z	Schuchart
23		Selling in the Age of Social Media	CorroTech	A-K	Shipley
24		Complex Sales – Raising Money & Course Wrap-Up	Edge Analytics	L-Z	Shipley, Arnold