

1. Record Nr.	UNINA9910799224303321
Autore	Tintelnot Claus
Titolo	Integrated Product and Sales Management in B2B : Developing, Managing and Selling Technology Based Industrial Products Profitably / Claus Tintelnot
Pubbl/distr/stampa	Wiesbaden, Germany : , : Springer Fachmedien Wiesbaden GmbH, , [2023] ©2023
ISBN	3-658-42227-0
Edizione	[First edition.]
Descrizione fisica	1 online resource (318 pages)
Disciplina	658.804
Soggetti	Industrial marketing Product management Sales management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Intro -- Preface -- Contents -- 1 Classification of Integrated Product and Sales Management -- Abstract -- 1.1 Corporate Strategy -- 1.1.1 Defining a Business Mission -- 1.1.2 Achieving Expected Business Success -- 1.1.3 Partnerships for Achieving Corporate Goals-Make or Buy, Company Foundation or M&A -- A -- 1.2 Leadership, Management, and Self-Management -- 1.3 Organization of Product and Sales Management -- 1.3.1 Organization of Product Management in the Matrix -- 1.3.2 Organizational Structures for Product and Sales Management -- References -- 2 Product Management -- Abstract -- 2.1 Basics of Product Management -- 2.2 Strategic Core Functions and Tasks of Product Management -- 2.2.1 Competitive Strategy -- 2.2.1.1 Factors Influencing Competitive Strategy -- 2.2.1.2 Technology Competence of Competitors -- 2.2.1.3 Price Competition and Management -- 2.2.2 Product Strategy and Innovation Management -- 2.2.2.1 Price Positioning -- 2.2.2.2 Product and Performance Focus -- 2.2.2.3 Innovations and Synergies-Standardization Versus Individualization -- 2.2.2.4 Service as Differentiation and as a Business Model -- 2.3 Market Strategy -- 2.3.1 Strategic Planning Scenarios and Objectives -- 2.3.1.1 Market Research for Customer Behavior and

Needs -- 2.3.1.2 Market Research for Competitor Behavior and Their Offerings -- 2.3.2 Product and Service Planning -- 2.3.2.1 Product and Service Roadmap -- 2.3.2.2 Medium and Long-term Planning -- 2.3.3 Product and Service Controlling -- 2.4 Product Creation Process and Value Chain up to Market Launch -- 2.4.1 Research-Basic Research and Applied Research (Basic Development) -- 2.4.2 Technology development -- 2.4.3 Pre-development and Product Development -- 2.4.4 Development of Hardware, Software, and Services-Influence of Digitalization and Industrial IoT -- 2.4.4.1 Development with Target Costing. 2.4.4.2 Commercial and Technical Value of a Solution -- 2.4.5 Product Types and Appropriate Product Development -- 2.4.5.1 Development of Standard Products and Components with Long-term Planning -- 2.4.5.2 Development of Customer Specific Products-Solution Business -- 2.4.6 Classic Product Development Versus Agile Development Methods -- 2.4.6.1 Classic Methodical Product Development with Evaluation Steps and Gates -- 2.4.6.2 Agile Development Methods -- 2.4.7 Problem Solving and Innovations through Knowledge and Creativity Techniques -- 2.4.8 Partnerships and Contracting out in Product Development -- 2.4.9 Laboratory Tests, Approvals, Listings, and Patent Applications -- 2.4.10 Parallel Development of Product and Production Technology-Simultaneous Engineering -- 2.5 Market Launch and the Roles of Product Management, Sales, and Marketing -- 2.5.1 Internal Training for Own Sales Staff, Sales Representatives, and Distributors -- 2.5.2 Industry, In-house Exhibitions, and Web Presence (Digital Touchpoints) -- 2.5.3 Individualization of Products and Services in B2B -- 2.5.3.1 Customer Specific Products -- 2.5.3.2 Individual Project Business such as Special Machinery and Plant Engineering -- 2.5.3.3 Special Components and Subsystems (OEM Business) -- 2.6 Commissioning, Maintenance, and IIoT Services -- 2.7 Product Life Cycle, "End of Life" of Products, and Requirement for Durable Products -- 2.8 Evaluation and Risk Assessment-Selected Tools for Product and Sales Management -- 2.8.1 Risk of Innovations according to Specht and Beckmann -- 2.8.2 Project Evaluation according to Arthur D. Little -- 2.8.3 SWOT Analysis -- 2.8.4 Strengths-Weaknesses Profiles with "Pros and Cons" -- 2.8.5 Success Factor Analysis -- 2.8.6 ABC Analysis for Classification of Products, Customers, and Other Services -- 2.8.7 Strategy Portfolios. 2.8.7.1 Strategy Portfolio According to BCG (4-Field Matrix) -- 2.8.7.2 McKinsey Strategy Portfolio (9-field Matrix) -- 2.8.8 Waterfall vs. Pie Charts -- 2.9 Weaknesses of Product Management-Organizational Responsibilities -- Anchor 60 -- References -- 3 Sales Management -- Abstract -- 3.1 Sales Strategy and Objectives-What is Sales? -- 3.2 Competitors and Own Company-Customer Surveys -- 3.3 Differentiation from Competitors -- 3.3.1 Differentiation Through Product Offerings and Service -- 3.3.2 Differentiation Through Branding -- 3.4 Decision-Makers at the Customer and Influencing Factors -- 3.5 Sales Organization and Sales Control -- 3.5.1 Organizational Structure and International Sales Territories with Subsidiaries in Direct Sales -- 3.5.2 The Dilemma of the Matrix-Products, Industries, and Regions or Countries -- 3.5.2.1 Customers in the Value Chain in B2B and B2D -- 3.5.2.2 Field Sales for Direct Business in B2B -- 3.5.2.3 Specialized Sales for Direct Business of Products and Services in B2B -- 3.5.2.4 Key Account and OEM Support for Direct Business in B2B -- 3.5.3 Multichannel Distribution -- 3.5.3.1 Indirect Sales via Representative and Distributors-B2D2B -- 3.5.3.2 E-commerce with Sales Portals and Integrated Systems in B2B, B2D, and C2O -- 3.5.3.3 Project Business with Customers, End Customers or

Plant Operators -- 3.5.4 Sales Steering with Customer Prioritization --  
3.5.4.1 Sales Control with International Pricing -- 3.5.4.2 Sales Steering  
with Sales Back-office -- 3.5.4.3 Value- and resource-oriented Sales  
Management -- 3.6 Target Agreements in Sales-Motivation Through  
Salary, Bonuses, and Incentives -- 3.6.1 Bonus System and Performance  
Measures -- 3.6.2 Target Agreements -- 3.6.3 Control Measures to  
Prevent Bonus Manipulations -- 3.7 Sales Controlling, Reporting, and  
Supply Chain Management.  
3.7.1 Basic Aspects of Controlling-Based Sales Management -- 3.7.2  
Controlling of Revenue and Margin Development -- 3.7.3 Sales  
Reporting -- 3.7.3.1 Revenue, Cost, and Profit Planning -- 3.7.3.2  
Deviations from the Plan and the Budget -- 3.7.3.3 Monthly Reporting  
with Highlights and Lowlights -- 3.7.4 Planning Calendar and Sales  
Forecast -- 3.7.5 Sales Process with CRM Systems, Digital Touchpoints,  
and Print Media -- 3.8 Sales Training and Coaching -- 3.8.1 Product  
and Service Trainings -- 3.8.2 Improving Sales Process and Personnel  
Development -- 3.8.2.1 Individual Sales Coaching -- 3.8.2.2 Individual  
Personality Coaching for Sales Staff and other Functional Areas --  
Anchor 42 -- References -- 4 Customer Contact and Sales  
Conversation -- Abstract -- 4.1 Building and Maintaining Relationships  
(Relationship Management) -- 4.2 Cultural Fit-Appearance in Sales-  
Compliance -- 4.2.1 Kindness and Empathy with Customers -- 4.2.2  
Appearance in Sales -- 4.2.3 Compliance -- 4.3 Sales versus  
Consulting -- 4.4 Who is the Right Contact Person at the Customer? --  
4.4.1 Selling-Center Meets Buying-Center -- 4.4.2 Decision-Maker  
Pyramid-Speaking Time with Influential People -- 4.5 The Sales  
Conversation and the Customer Relationship -- 4.5.1 Salesmen  
Personalities -- 4.5.2 Forms of Personal and Impersonal Sales -- 4.5.3  
Preparation and Follow-up of Customer Contacts with CRM Systems --  
4.5.4 Cold Acquisition versus Hot Acquisition -- 4.5.4.1 Cold Calling  
with Software Support and Telephone Contact -- 4.5.4.2 Warm  
Acquisition-Sales Leads, Funnel, Pipeline -- 4.5.5 Technical Articles  
and Conference Contributions -- 4.5.6 Customer Visits or Video  
Conferences with Appointment and Offers -- 4.5.6.1 Preparation of  
Customer Visits-Travel Planning, Samples, and Presentations -- 4.5.6.2  
Sales Conversations-Who is Likely to Participate and Who Should  
Participate?.  
4.5.6.3 Touchable Samples and Product Presentations with Software --  
4.5.6.4 Accelerate and Record Sales Negotiations -- 4.5.6.5 Follow-up  
in Sales Processes -- 4.5.6.6 Customer Retention and Effort for  
Customer Recovery -- 4.6 The Offer and the Purchase Agreement --  
4.6.1 Offer Price, Invoice Price, and Conditions -- 4.6.2 Purchase  
Contract, Work Contract, Terms and Conditions, SLAs, Liability, and  
Listings -- 4.6.3 Customer Inquiry Management -- 4.7 Customer  
Journey and Customer Experience -- 4.7.1 Sales is the Voice of the  
Customers within the Company -- 4.7.2 Customer Satisfaction with  
Product or Service-Pre- and After-Sales -- 4.7.3 Customer Satisfaction  
with Delivery Performance, Payment Terms, Payment Arrears, and  
Complaint Processing -- 4.7.4 Customer Satisfaction Studies Based on  
Customer Surveys -- 4.8 Work-Life Balance -- Anchor 37 --  
References.

---