MODULE 3: SERVICE MARKETING, SALES AND ACCOUNT MANAGEMENT

Core Teachers: Prof. Dr. Gaby Odekerken-Schröder (Maastricht University), Dr. Bart Dietz (RSM)

Guest speakers: Omar Ahmad, Mark van Meggelen, Michael Facey

Credits/workload: 4 days

Module Objectives
This shift from a manufacturing company towards services is not easy. In order to implement a services strategy successfully, firms are required to change the way in which they manage their customers, their customer-facing processes, sales and key account management, and the marketing mix. This module will provide firms with important knowledge on services marketing that is needed to pursue the shift from product-oriented towards product-service-oriented. Hereby, the idea of a customer-centric, relationship oriented approach is central. Different customers buy different kinds of value. Therefore, it is import for companies to focus on what their offerings are really worth to their customers. This can be done by developing clear value propositions that resonate with their customers and are different from competitors. However, even when customer expectations are well understood and services have been specified to conform to these expectations, there might still be issues when the service is not delivered as specified. For that reason companies have to emphasize the critical importance of service employees. In addition, the shift towards a service provider has far reaching implications for price management. Companies need different resources, routines, and skills that help a firm in setting the right price. Another important topic of this module relates to the sales and account management challenges of becoming a service-oriented firm. We will zoom in on how the organizational task of selling services critically impacts the tasks and jobs of salespeople, as well as the teams that they are organized in, and the role of their leaders and managers.

Module Description: The topics that will be addressed in this module are:
• Developing a value proposition for services
• Service delivery
• Pricing as an important element of the services marketing mix
• Sales management
• Drivers of sales performance
• The HR of salespeople
• Sales force leadership
• Teamselling