



International Sales Strategies

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Education:

Doctor of science (Econ. & Bus. Adm.). The University of Eastern Finland. Major subject: Management in small and medium size companies. (2010).

Master degrees of Social Sciences. The University of Kuopio. Major subject: Entrepreneurship and management. (1999).

Certification of qualified teacher status. JAMK University of Applied Sciences Teacher Education College, Finland. (2012).

Kindergarten teacher, Kindergarten teacher college of Helsinki. Degree conferred: (1990).

Work experience:

Deputy Head of Business School at the University of Eastern Finland (since 2012).

University Researcher (tenure track, since 2014).

Head of the VIBE / EU-program (Finnish partner) "New Vision on International and Business –related Education" (2014-2017).

Sales Trainer (since 2011)

Head of the Academic Board, (2013-2014). MBA program, University of Eastern Finland.

University Lecturer (since 2010). Undergraduate, graduate and doctoral levels.

Entrepreneur/ Partner (Head of the Board). Real Estate (2010-2015). Hypermarket retailer (1996-2008).

Kindergarten Teacher and Second Head of the Kindergarten (1990-1996)



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Research e.g. on

- Buyer & seller relationships in B2B sales
 - > relationship processes, relationship development
- Culture & customer-seller interaction in B2B/B2C sales
- Salesforce motivation
- Sales Training and Education
- International New Ventures
- Interorganizational Collaboration
- Publications e.g. in *Industrial Marketing Management*, *Simulation & Gaming*, *Cogent Business and Management*, *Journal of Relationship Marketing*
 - 13 publications in academic journals / 2 theses / 15 conference papers since 2013



Business / organization life is based on the following key elements

- VISION
- MISSION
- STRATEGY
- OBJECTIVES
- TACTICS



Discussion

- How would you define
 - VISION?
 - MISSION?
 - STRATEGY?
 - OBJECTIVES?
 - TACTICS?



UEF BUSINESS SCHOOL

Vision 2030:

We are an **internationally attractive** Business School known for creating **path-breaking scientific knowledge**. We are the home of **high-quality education** for future business and society.

Mission:

Our **international** community provides **competence and inspiration** to solve business and management challenges through **future-oriented** learning and research.

How to measure/ evaluate?

Vision, Mission, Strategy

Objectives

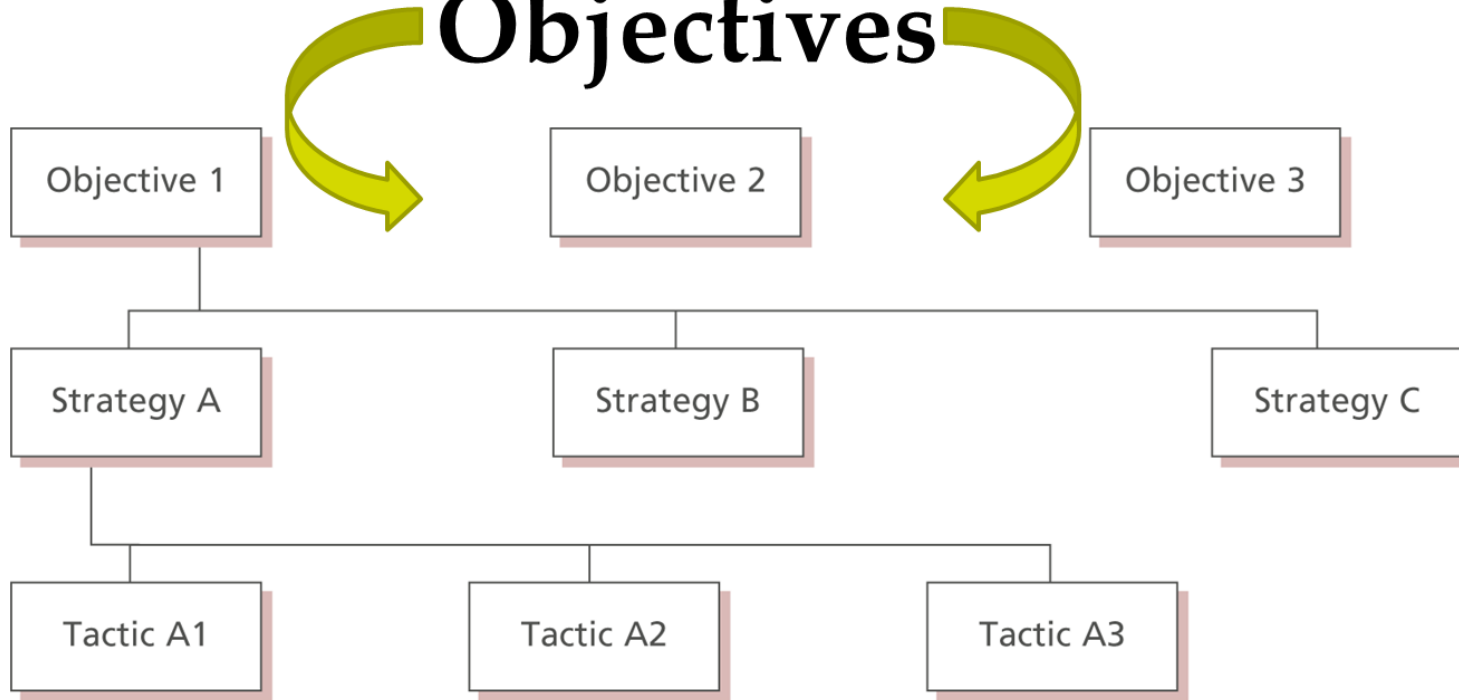


Figure 2.2 Hierarchy of the marketing plan (Jobber & Lancaster 2009, 47)

The core of strategic thinking

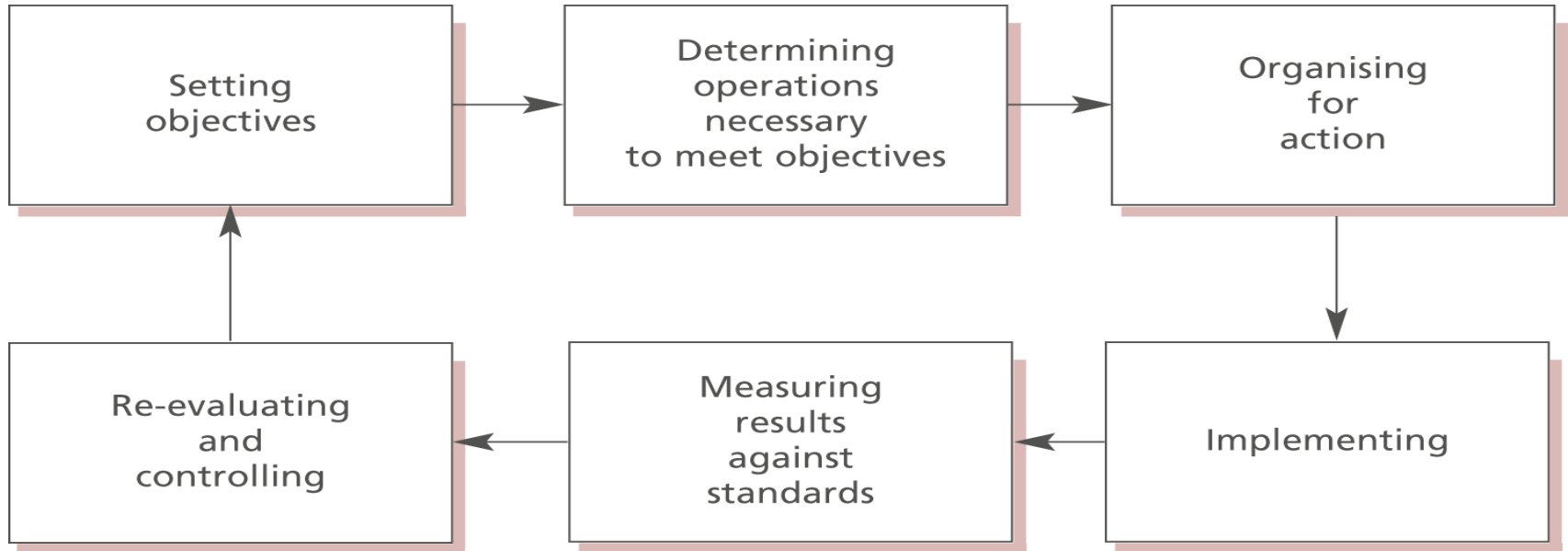
- Understanding of Vision and Mission
- Strategy improvement
- Planning
- Implementation
- Control systems
- Evaluation / Measurement
- Change management



-> Crystallize your goals -> and FLY...

The strategy planning process,

(Jobber & Lancaster 2009, 46)



Strategic roles in a company -group discussion-

- Board
- CEO
- Managers
- Staff



Open discussion

Why do organizations struggle to implement their strategy?



Implementing sales strategy

Less than 10% of strategies effectively formulated are effectively executed.

Source: Fortune

72% of CEOs believe that executing their chosen strategy is more difficult than developing a good strategy.

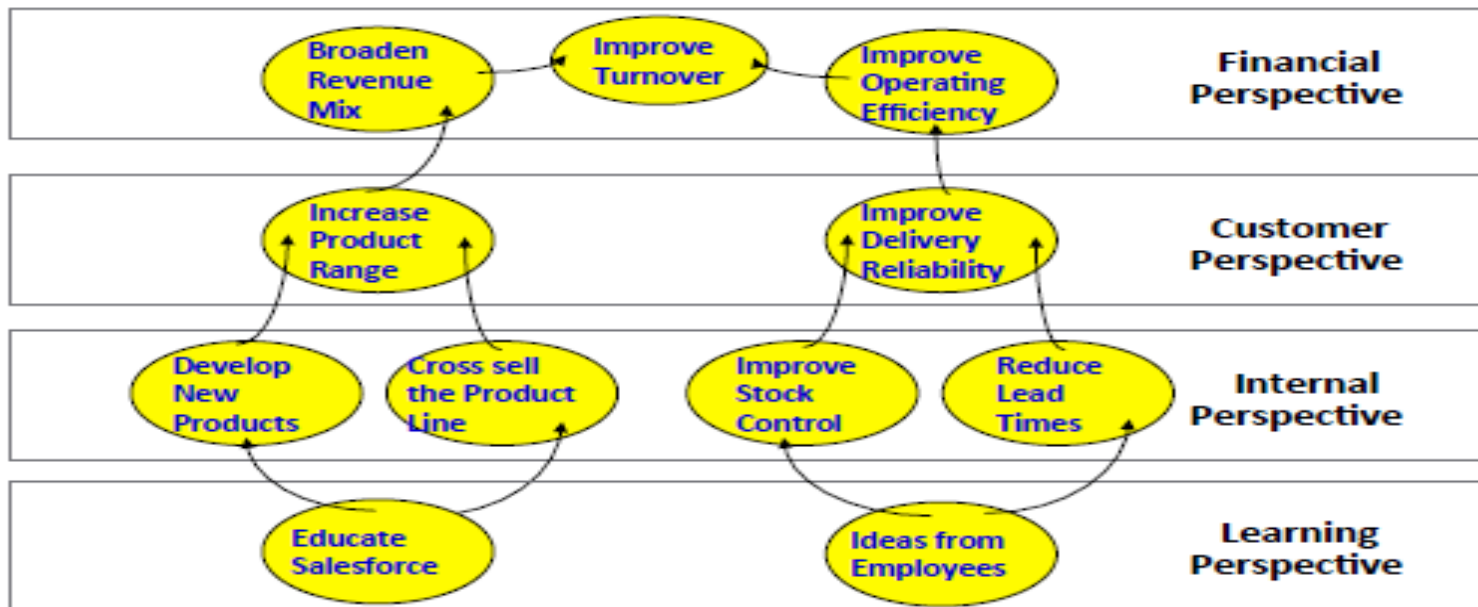
Source: Malcolm Baldrige CEO Survey

The problem is that our age's fascination with strategy and vision feeds the mistaken belief that developing the right strategy will enable a company to rocket past competitors. In reality, strategy is less than half the battle. .. In the majority of cases – we estimate 70% – the real problem isn't [bad strategy].... It's bad execution."

Source: Why CEO's Fail, Charan & Colvin

Strategy maps

4. Capturing Develop relevant Scoreboards



Source: Centre for Business Performance (2007)

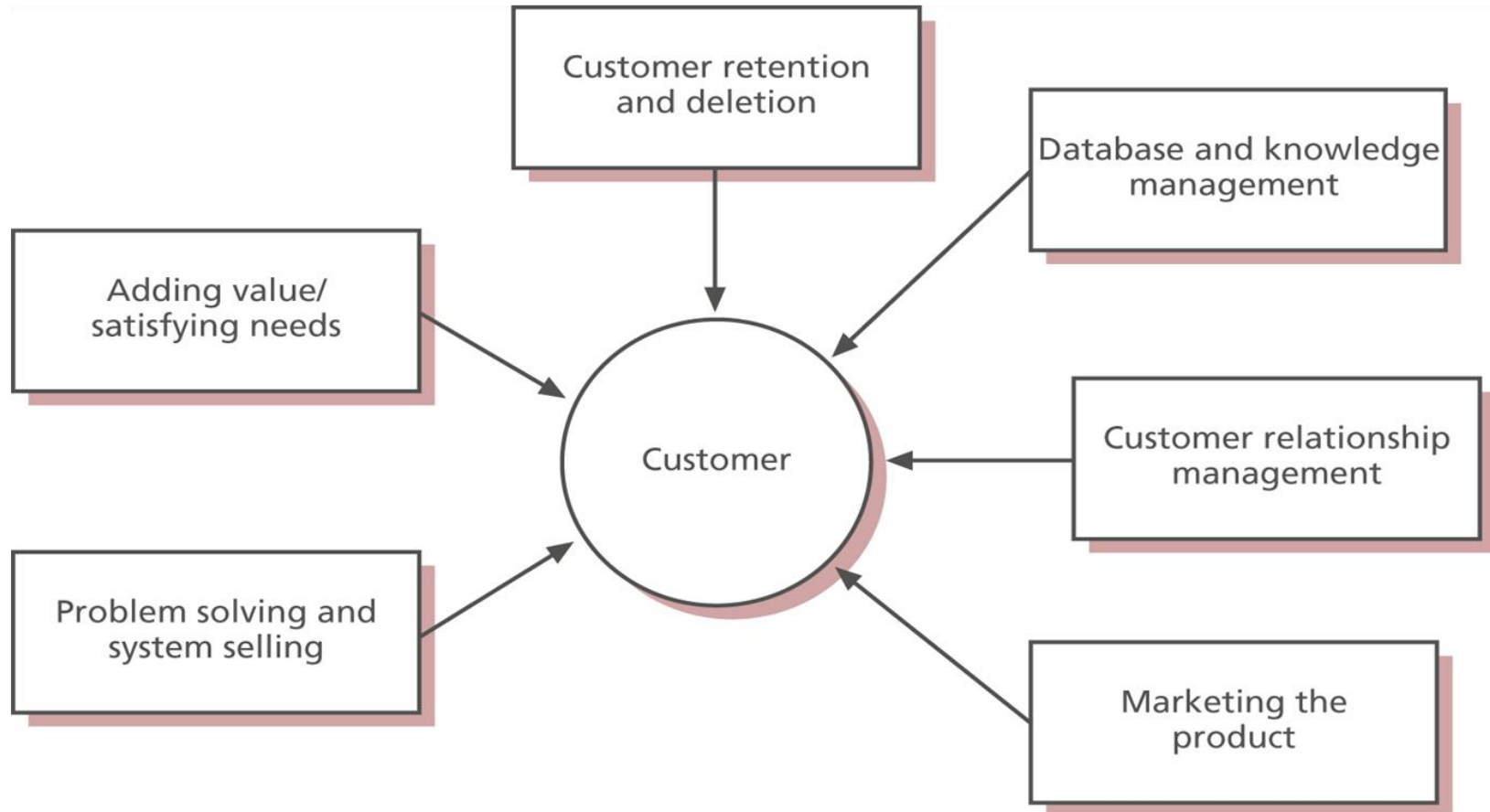
Who pays salaries in a firm?

-Discussion-



Figure 1.1 Characteristics of modern selling

(Jobber & Lancaster 2009, 6)



Six leadership styles and key characteristics

(Jobber & Lancaster 2009, 416, *Source*: Adapted from Goleman, D. (2000) 'Leadership that gets results', *Harvard Business Review*, March–April, pp. 78–90.)

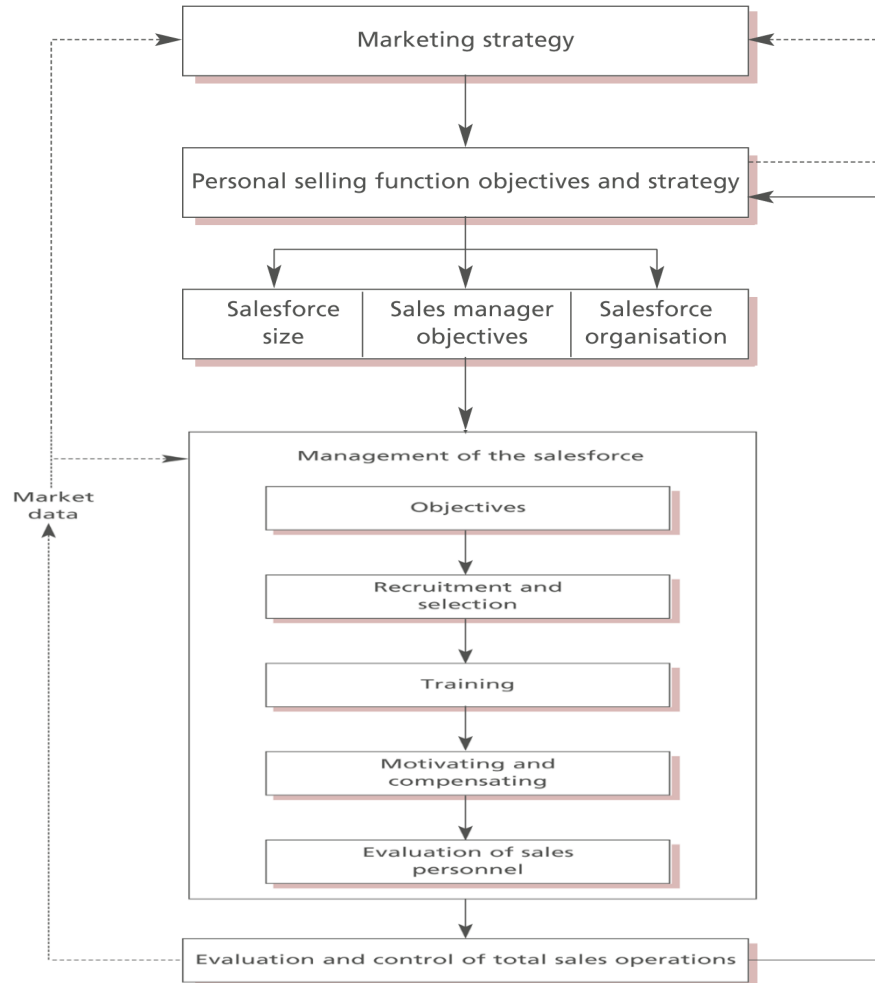
Style	Operational characteristics	Style in a phrase	Underlying competences	When to use
Coercive	Demands compliance	'Do what I tell you'	Drive to achieve, self-control	In a crisis, with problem people
Authoritative	Mobilises people	'Come with me'	Self-confidence, change catalyst	When new vision and direction are needed
Affiliative	Creates harmony	'People come first'	Empathy, communication	To heal wounds, to motivate people under stress
Democratic	Forges consensus	'What do you think?'	Collaboration, team building	To build consensus, to get contributions
Pacesetting	Sets high standards	'Do as I do, now'	Initiative, drive to achieve	To get fast results from a motivated team
Coaching	Develops people	'Try this'	Empathy, self-awareness	To improve performance, to develop strengths

DISCUSSION

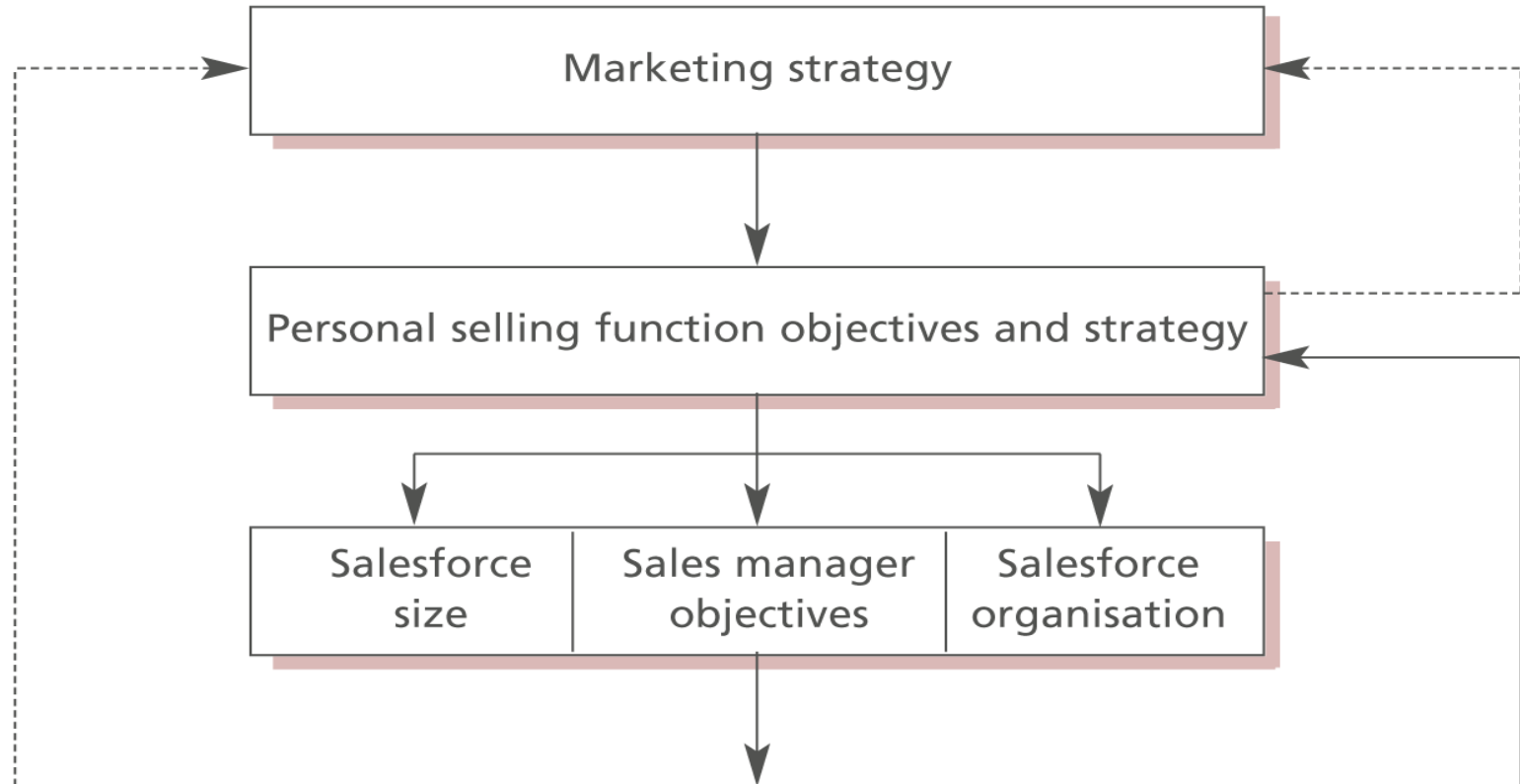
- What could be your style to lead salespeople...?

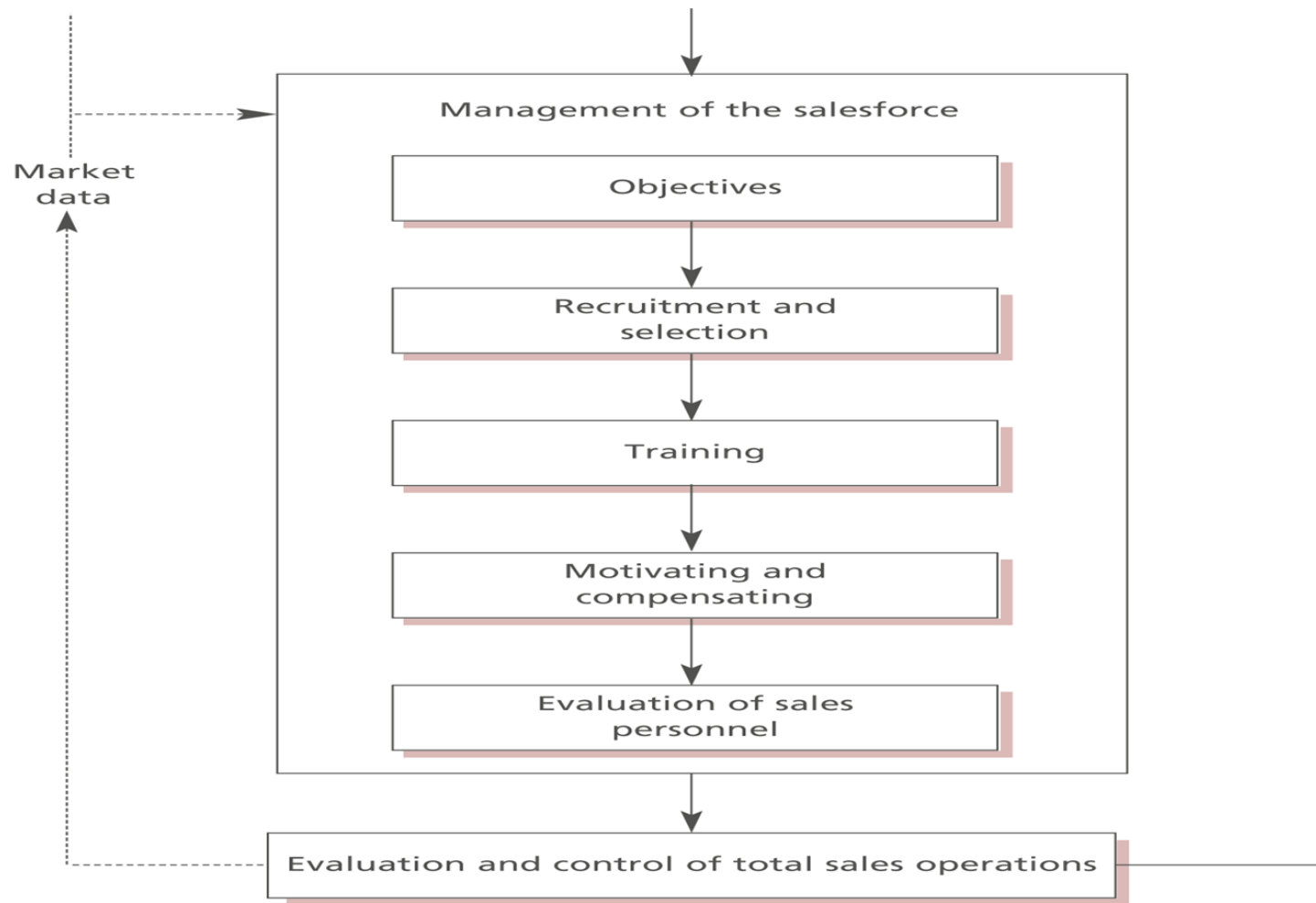
Relationship between marketing strategy and salesforce management

(Jobber & Lancaster 2009, 38)



Marketing strategy and management of personal selling (Jobber & Lancaster 2009, 38)





Salesforce Evaluation Process

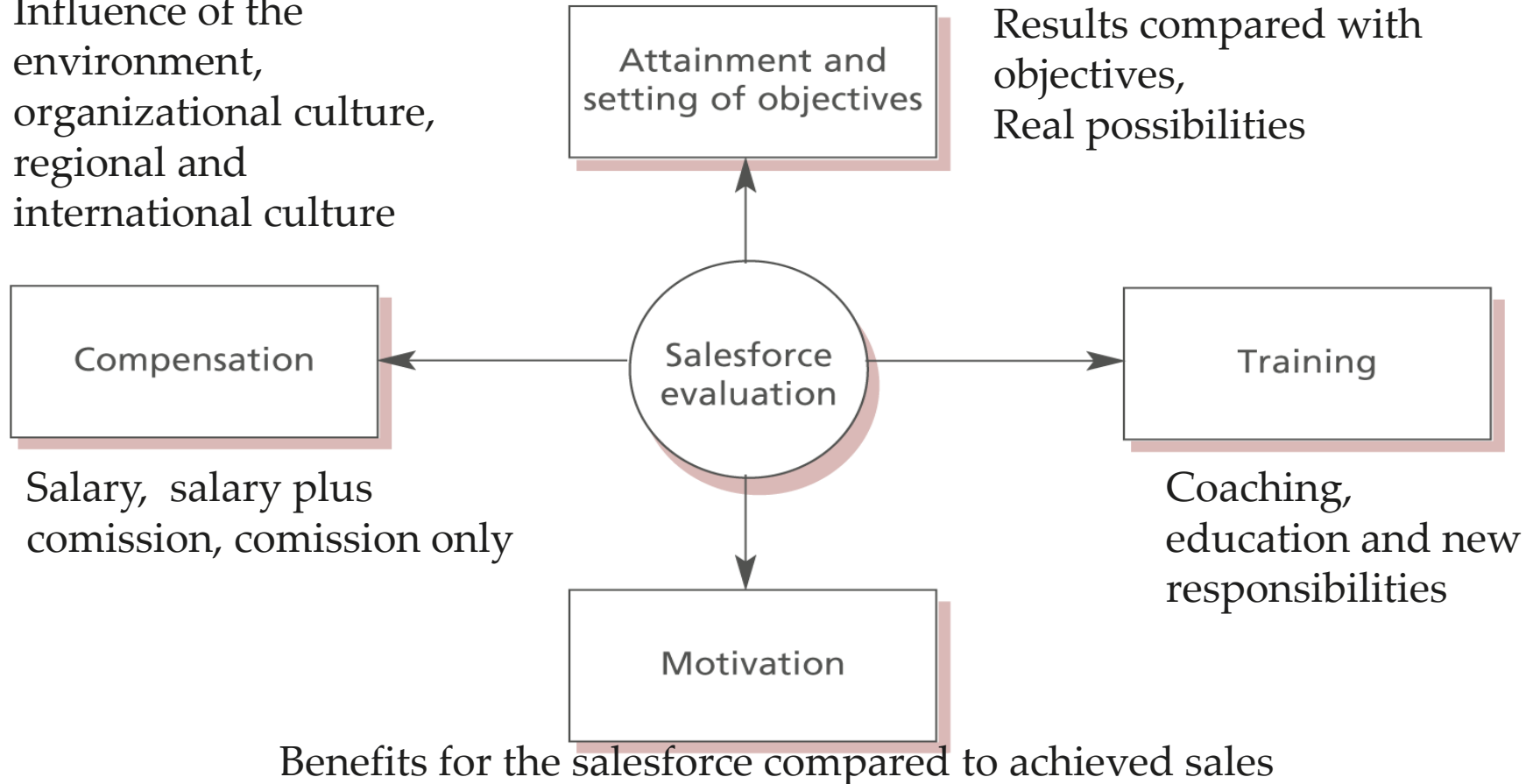
- Appropriate with shareholders' objectives
- Appropriate with the strategy
- Appropriate with the organizational model
- Focus on showing improvements that are needed (a stepwise model)



Central Role of Evaluation in Sales Management

(Jobber & Lancaster 2009, 495)

Influence of the environment, organizational culture, regional and international culture



Ethical principles in the international sales

-Discussion-

- How would you define ethical principles?
- What do you think about ethical principles in the international sales?
- Why



Ethical principles in the international sales

- Ethics includes moral principles and values that govern the actions and decisions of an individual group
 - Involve values about right and wrong conduct
- Business ethics links to moral principles and values that guide a firm's behavior
- Product information has to be true
 - Contains the elements of the product (e.g. price, service, follow-up, advertising)
- Purchasing is voluntary!
- A buyer wants to buy and a seller is ready to sell

Ethical principles in the international sales

- Most of industries and companies operate within a predetermined set of ethical guidelines
- Sellers have to create and keep trust by showing professionalism, competence and reliability
- Every seller is as a visiting card of the company while he/ she is working



Thank you for your attention!



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