

## Case analysis Sales Management Session 7(Managing Major Account)

C: Siebel Systems: Anatomy of a Sale  
Submission by: TANMAY SWARUP (150103191) Section A

### Case Analysis: Siebel System-Anatomy of a Sale, Part 1-3.6

**How should Carman Respond to the invitation to tell the Quick & Reilly executives what he thought of Oracle? What features of this interaction influence your opinion? Would your opinion of the right response change if the circumstances were different?**

As per the **TAS approach**, which was always used by Siebel, the initial conversation should revolve around assessing the opportunity, i.e. the need and capability of the consumer then defining the competitive strategy as to the approach towards the customer. The third step revolves around establishing a rapport with the consumer and developing a relationship strategy thereafter comes the execution stage of turning the ideas into action and then testing and improving the plan. Carmen should initiate a probing activity as this is the **exploratory stage of KAM**. However Carmen cannot straightforwardly negate the query and therefore a mixed approach should be established. Looking at the response given by him, he could have also added a few FUD (fear, uncertainty, doubt) questions to know more about the consumer.

Under a different scenario like a sales lead, the approach would have to be strictly as per the TAS mechanism, it is solely because of the setting of the scenario, i.e. a trade show where the prospective leads come with all sorts of queries to test the grounds a mixed approach can be used but still with the TAS steps in tandem.

**How should Carmen qualify the prospect? Should he ask "What's your budget?" Should he suppress his curiosity and leave it to the prospect to bring up information about the size and timing of the opportunity? If he asks for information, how will he use it?**

In order to qualify the prospect, Carmen should probe more and **Assess the Opportunity**. He needs to **assess the customers need** i.e. of lost leads or lead tracking in this case, then understanding the customer's business profile and financial condition without directly asking the question about budget in the first go, which might require some research at the back end and cannot be done directly at the trade show, however if under a scenario that he was aware of the attendees of the trade shows he could have done this research beforehand. Secondly he should do a self-assessment if they can do justice to the client requirement and have a proper solution fit which in this case is available with Siebel. As the client has already referred to a competitor, he should also ask questions and utilise the information obtained to put forth the value proposition of Siebel in later on stage to win the customer.

Another approach that he should employ is enquiring or assessing the losses due to the unavailability of this technology, as then he can do a cost benefit analysis for the client and come to a flooring figure of the budget by himself.

# Managing The Major Sale Ama Research Study

**American Management Association**



## **Managing The Major Sale Ama Research Study:**

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**The Oxford Handbook of Strategic Sales and Sales Management** David W. Cravens,Kenneth Le

Meunier-FitzHugh,Nigel F. Piercy,2012-11-22 The Oxford Handbook of Strategic Sales and Sales Management is an unrivalled overview by leading academics in the field of sales and marketing management Sales theory is experiencing a renaissance driven by a number of factors including building profitable relationships creating delivering brand value strategic customer management sales and marketing relationships global selling and the change from transactional to customer relationship marketing Escalating sales and selling costs require organisations to be more focused on results and highlight the shifting of resources from marketing to sales Further the growth in customer power now requires a strategic sales response and not just a tactical one The positioning of sales within the organisation the sales function and sales management are all discussed The Handbook is not a general sales management text about managing a sales force but will fill a gap in the existing literature through consolidating the current academic research in the sales area The Handbook is structured around four key topics The first section explores the strategic positioning of the sales function within the modern organisation The second considers sales management and recent developments The third section examines the sales relationship with the customer and highlights how sales is responding to the modern environment Finally the fourth section reviews the internal composition of sales within the organisation The Handbook will provide a comprehensive introduction to the latest research in sales management and is suitable for academics professionals and those taking professional qualifications in sales and marketing      **Monographic Series** Library of Congress,1978      [Library of Congress Catalogs](#) Library of Congress,      *Marketing Information Guide* ,1959      **Economic Abstracts** ,1971 Review of abstracts on economics finance trade industry foreign aid management marketing labour      *Small Business Bibliography* ,1960

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