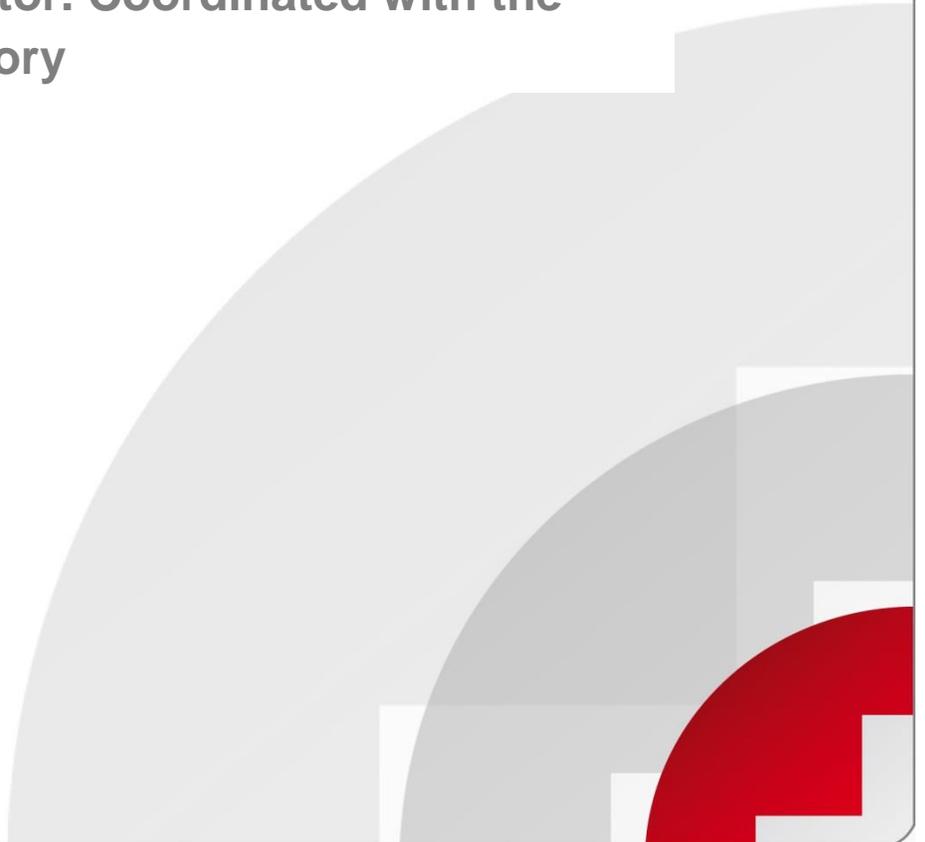


Marko Tapani Ryhänen

**Strategic Sales Model, a Company's
Success Factor. Coordinated with the
Seven S Theory**



Abstract

The purpose of this dissertation is to help create excellent company performance by analysing various sales factors. The dissertation examines how or whether a strategic sales model drives the profitability and growth of a company. The assumption is that an effective sales strategy is crucial for a company to achieve its targets and align its strategic direction. Management must be able to craft a strategy and communicate it to its sales team in order to win the right kind of business and achieve its growth targets. Sales management must create a customer-oriented and functional sales team and sales strategy for the company. This study coins the term strategic sales, which includes sales, sales management, and marketing. The topic of the dissertation is coordinated with the Seven S theory. The theory is known in business literature (Rasiel & Friga, 2002). The theory combines different aspects of the organisation: business strategy, structure, systems, style, skills, staff, and values. The theory explains that when these seven factors are linked with each other the organisation has a better chance of success. A strategic sales model is also divided into several parts: system, target, reward, attitude, training, entrepreneurialism, goals, interest, and customer relationship management (CRM). One could say that the Seven S theory is the backbone of the organisation that lacks one vertebra. The missing vertebra is a strategic sales model. The above factors are considered in more detail in the following sections. The objectives of this dissertation are: (1) to develop a certain kind of strategic sales model that covers the entire sales process-based metric as a definition of successful sales; (2) to clarify the meaning and importance of the strategic sales model in companies, and (3) to determine the relationship between the other success factors of companies and strategic sales. The research problem can be formulated as follows: increased global competition that creates challenges for the organisation to develop new success factors from existing resources. To solve this problem is a significant step forward; it is organic growth in which the company does not need to invest additional financial resources. The topic of the dissertation is multi-dimensional and it turned out to be problematic to deal with, because the topic relates to a broad, abstract strategy and not a concrete issue. Because of the topic chosen, the research method is qualitative. This research method can be classified as methodological triangulation because a literature review, theories, and interviews were used in this research. A certain kind of multi-method research makes the study more credible because the view is not based on just one set of data (Cohen & Manion, 2000). The purpose of the interviews was to find out how important the interviewees saw the strategic sales model as being, and how or whether they experience it in their own work. The interviewees were seven people who work in various positions in the financial industry. The financial sector in this context generally refers to banking and insurance companies and people working in them. Neither the literature sources nor the interviews were able to give clear answers to the research questions. However, the qualitative findings support the research assumption that the sales strategy does matter. Whether it is just the model as described in the study or something else cannot reliably be confirmed on the basis of this study, but neither can the credibility and usefulness of the study be denied. In fact, the author of this dissertation does not see it as reducing the value of the research; on the contrary, this fact leaves much open to the reader's own interpretation and opens up new research opportunities.