

PIONEER



THE SMARTER SALES PERSON

TIME FOR A PROFESSIONAL APPROACH

SCOTTISH PLC AWARDS BECOME A DOCTOR MEET THE DEPUTY DIRECTOR
CALLING ALL ALUMNI SCENARIO PLANNING

Survive through scenario planning

**FOUR
IMPORTANT
NEW COURSES
HAVE BEEN
ADDED TO
USGSB'S
IMPRESSIVE
RANGE OF
EXECUTIVE
DEVELOPMENT
PROGRAMMES**

A wide range of executive development programmes is on offer at USGSB, and there are four new courses from the Centre for Scenario Planning and Future Studies (CSPFS) team – authors of organisational survival book *The Sixth Sense*.

Scenario thinking appreciation course

This one-day course for policy makers explains the benefits of scenario thinking and gives participants enough understanding to decide whether such an approach would benefit their organisation.

Practical introduction to the practice of scenario thinking

Gaining knowledge by participation is the subject of this course. At the conclusion of this three-and-a-half day course, participants will be familiar with the methods of scenario thinking, and understand how these methods contribute to policy advice and strategy development. They will also have gained experience in

scenario methodology and will have confidence in proposing such projects and participating in them.

Scenario practitioners' training course

This two-week course consists of an introduction to scenario thinking, followed by a tutor-supported investigation of a single topic area. The key aim is to develop skills in scenario planning, in order to make sense of the complexity and ambiguity in the world outside the organisation. The course is intended to challenge accepted perspectives on the world.

Course for tutors intending to teach from *The Sixth Sense*

Delegates will leave this two-day course with a teaching materials pack containing slides and case studies suitable for classroom use. It aims to help them teach scenario thinking confidently, as part of a strategic management course, and is focused on ways of communicating the theory and practice of scenario thinking to client groups, such as undergraduates, MBAs and executive groups. The course contains short lectures interspersed with brief scenario exercises and discussions and is aimed at academics who currently teach strategic management.

- **Further details on these courses and other executive development programmes are available from cspfs@gsb.strath.ac.uk or www.StrathclydeEDP.com**

Centre prepares NE for the future

The Centre for Scenario Planning and Future Studies (CSPFS) at USGSB has been successful in the first phase of a major project with the regional development agency One NorthEast, which covers a population of 2.5 million.

The centre has designed a strategic futures programme and a framework for implementing it over the next two years. Six workshops and significant research are planned to enable an understanding of the dynamics of economic development in the North East region and anything preventing it.

Three years ago, One NorthEast developed a regional economic strategy called *Fulfilling Our Potential*. To prepare for opportunities and threats caused by significant global, UK and regional changes, the strategy was reviewed to see what had been implemented and what aspects had and had not worked.

A new strategy entitled *Realising Our Potential* has now been introduced, involving six major strategic objectives for economic development in the North East of England, looking at ways of creating wealth and establishing an entrepreneurial culture in the region, as well as looking at transport and property needs.

One NorthEast is keen to develop a collaboration on future strategic issues among the major public sector organisations and key private sector companies who are implementing the strategy, and that's where CSPFS is involved.

In the meantime, it has staged a scenario workshop with One NorthEast and has had a paper published in Technological Forecasting and Social Change, entitled *Exploring e-government futures through the application of scenario planning*.

- **Find out more about One NorthEast at www.onenortheast.co.uk and about CSPFS at www.gsb.strath.ac.uk**



It pays to keep in touch



► An alumni network is an important aspect of any business school and there has to be a real drive from the alumni themselves for it to succeed.

I have been delighted to see two new alumni associations set up in the past six months and hope they go from strength to strength.

I hope any of you who can, will take advantage of the events organised by local associations. Those who are not near such a group may consider setting up their own local group.

We are pleased to be involved with the prestigious Scottish plc Awards again. Sadly, I missed out on the award ceremony and Professor Gerry Johnson made the address on my behalf. As many of you know, I am convalescing after an operation in March, but being kept up to date with everything happening at USGSB.

Day-to-day running of the school is being undertaken by deputy director Alf Hatton, as acting director, supported by Professor Chris Huxham as acting academic director, and our strategy team. Ronnie McMillan will carry on in his role as director of operations in the meantime.

I look forward to returning and seeing everyone graduating later in the year.

Professor Colin Eden, Director
University of Strathclyde Graduate
School of

GULF GRADUATES GET TOGETHER

► Thirty-four graduates from the Gulf attended the region's first alumni event, in February. It was hosted and financed in Dubai by the British Council, who opened it to all alumni of the university.

USGSB's financial controller John Rinkes, Dr Tom Mullen and management science Professor Fran Ackermann attended. Dr Mullen spoke on Strathclyde's behalf and Professor Ackermann gave an after-dinner address.



AWARDS RECOGNISE COMPANIES' SUCCESSES AT HOME AND ABROAD

►► The Scotland plc Awards were launched in 1999 by PricewaterhouseCoopers and *Scottish Business Insider* to recognise and reward the outstanding achievements of Scottish quoted companies at home and abroad.

As research sponsor, USGSB is an important part of the awards. This will be the third year we have been involved in ensuring the judging of the awards is fair and that rigorous research is carried out beforehand into all Scottish plcs.

Frank Blin, head of UK regions at PricewaterhouseCoopers in Scotland, said: "In the first two years of the awards, all Scottish PLC and AIM companies were invited to nominate themselves for each of the award categories, which meant the onus was very much on the companies to complete the paperwork."

"We changed the format to allow research to identify a shortlist of companies for each award category and invite them to participate in the programme this way."

An established contact between PricewaterhouseCoopers and USGSB's director, Colin Eden, resulted in his being asked if the school would take on the role as independent researchers.

USGSB staff undertake initial desk research - based on publicly-available information - to identify and shortlist the companies for four of the six categories. With two of these - Corporate Social Responsibility and Global Connections - USGSB teams carry out site visits, along with a PwC representative.

The research process is followed by an independent judging panel meeting to review the shortlisted companies in each category. Other categories, not included in the research process, include Scottish CEO of the Year, Scottish plc and Shareholder Return. A

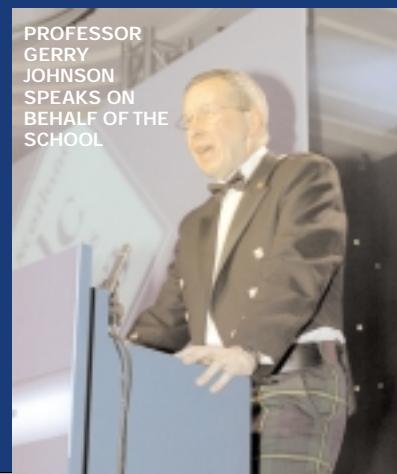
distinguished judging panel examines the shortlisted companies and makes its final decisions early in the year. Dr Alf Hatton represented USGSB this year to ensure the process ran smoothly.

"Having USGSB on board means the companies nominated can be assured the process is completely independent and unbiased," said Linda Eadie, head of corporate finance at PricewaterhouseCoopers in Scotland. Linda joined the judging panel in a non-voting capacity, along with Alasdair Northrop, editor of *Scottish Business Insider*.

BBC TV presenter and newsreader Fiona Bruce hosted this year's presentations dinner at the Glasgow Hilton. Professor Gerry Johnson, director of executive development, addressed the audience on behalf of USGSB, explaining to the guests the research procedures.

Sir Ian Wood was awarded the title Scottish CEO of the Year, one of three successes for the Wood Group. The company also won the Scottish Enterprise Award for Global Connections and picked up the title of Scottish plc of the Year.

Other winning companies were Havelock Europa, Dobbies Garden Centres and First.



Is there a doctor in the house?

CONTINUING OUR RESEARCH FOCUS, WHY NOT AIM HIGH WITH USGSB?

research topic, so finding a supervisor who is working in your proposed area of study, and has capacity to take you on, is key to getting an offer of a place for doctoral study.

USGSB has a research studio with hot-desking and computing facilities. Full-time students are expected to be in the department on a regular basis. Part-time students are required to attend the department for at least 10 days per year, in addition to attendance on the Research Methodology Programme.

At Strathclyde University, this involves developing a relationship between the students and supervisor over a particular

Nothing ventured, nothing gained - so, if you are interested, email Val Turner (Valerie@gsb.strath.ac.uk) with a brief outline of your initial thoughts regarding your area of research interest, a CV and an indication of funding availability.

Areas in which a supervisor may be available in the school are listed on the web (www.gsb.strath.ac.uk), in the research section.

Bear in mind, however, that supervisors can take on only a small number of students, so the listing of a topic does not necessarily mean that a supervisor is available at the time you apply.

and...

AMONG LEADERS

► USGSB has retained its place in the *Financial Times* top 100 for full-time MBA programmes for the third year running. The school is one of just 14 in the UK to be ranked and is in the top 30 for European business schools offering the full-time MBA.

There are some 1,500 MBA programmes worldwide. In the UK alone, there are more than 100 business schools offering MBAs.

See www.ft.com

POWERFUL PARTNERS

► Co-creating Emergent Insight - the 10th international conference on Multi-Organisational Partnerships, Alliances and Networks (MOPAN) - is hosted by USGSB at the Gartmore House Conference Centre, Loch Lomond, June 25 to 28.

Organised by Professor Chris Huxham and Paul Hibbert, the aim is to advance the understanding of the nature of multi-organisational partnerships, alliances and networks by providing an international platform for the exchange of ideas, experiences and methodologies.

RESPECTED JOURNAL

► *The Journal of Behavioral Decision Making*, edited by Professor George Wright, continues to gain status as one of the top management journals in the world. The past two issues had articles by authors from Harvard Business School, Kellogg School of Management at Northwestern University, Johnson Graduate School of Management at Cornell University, and Haas School of Business at the University of California in Berkeley.

ETIVE REUNION

► MBA alumni from the Etive year (1992-1993) have a reunion on the weekend of June 6 to 8. An evening reception on June 6 at USGSB in the Chesters Lounge will be followed the next night by a buffet and ceilidh, and a disco in the West End - with an early-afternoon brunch on Sunday, June 8.

Costs are likely to be about £50 per head for catering. Contact Jeff Loughridge (loughridge@breathermail.net) for more information.

The many hats of Hatton

DR ALF HATTON BRINGS A RANGE OF BUSINESS AND ACADEMIC SKILLS TO HIS ROLE AS USGSB'S DEPUTY DIRECTOR

university work as a senior manager and that's where Strathclyde comes back into the picture.

Starting life after university as an officer in the Royal Hong Kong Police, Alf continued in public sector management when he returned to the UK, but in the area of leisure, tourism and heritage.

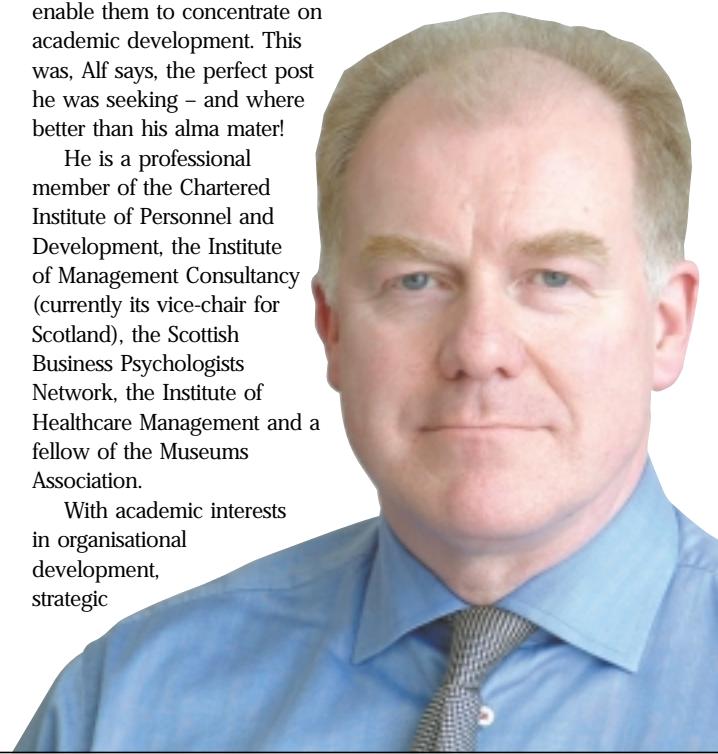
He switched to lecturing at University College London, where he developed a new and completely self-financing master's programme, before moving to Birmingham University's Ironbridge Institute and then to the Department of International Relations at Nottingham Trent University.

In 1993, Alf left academia to establish an independent management and organisational development consultancy. He couldn't stay away from university life too long, though, so he embarked on a PhD at Strathclyde.

With his doctorate completed, he put in a year's interim management as acting director at Glasgow University's Hunterian Museum & Art Gallery, an institution for academic teaching, research and the public. Alf then sought an opportunity to return to

thinking and change, Alf is also a practitioner in NeuroLinguistic Programming, a qualified trainer and a Shotokan karate-do third dan black belt and former international karate referee.

From management to martial arts, Alf Hatton's your man



Business

EDINBURGH NETWORKING

► Edinburgh MBA students and recent, invited alumni are attending Interface, a unique networking and recruitment event on May 13. It's hosted by USGSB and two other Scottish business schools – University of Edinburgh School of Management and Edinburgh Business School.

Irene Aitkenhead Taylor has spearheaded the organising of this event at Edinburgh's Playfair Library. Representatives from more than 35 companies have expressed an interest in taking part, networking with students, alumni and other companies and organisations, and interviewing selected students.

INTELLECTUAL RIGOUR PAYS OFF IN SELLING AND SALES MANAGEMENT, BILL DONALDSON BELIEVES

Accountancy, law and medicine are accepted as professions, but that is rarely the case with sales. As a career, it rates low in popular esteem. The perceived coercive nature of the job is partly to blame, but not as much as the lack of formal qualifications required. There is no established evidence of a link between academic achievement – above a basic level – and performance in sales or sales management jobs. There is a lack of intellectual rigour in the subject matter.

The issue is not whether selling is an academic subject, but how the complexity in most of today's sales and sales management jobs can be reflected in the body of knowledge.

Definition of performance

Sales has always been a job for doers rather than thinkers. The connection between effort and performance linked to rewards was what really mattered in profit-driven transactions. Skills or techniques were also important, but the emphasis was on how to do things better

SKILLS FOR THE FUTURE

- **Financial acumen** to be able to read customer accounts, understand cost and revenue streams and value creation. Also, the ability to manage international exchange fluctuations and prices across different countries and trading areas.
- **Account planning and development** involving more demanding work than any traditional marketing plan, because it is for and with the customer.
- **Coaching and leadership skills.** This means managing and co-ordinating links between the organisation's multi-skilled people in design, operations, costing and customer support. The customer account plan must be set up in a unified and co-ordinated way. It shouldn't increase transaction costs, but should achieve the service and support the customer relationship requires.
- **New management reporting and control skills**, to deliver the organisation's objectives cost-effectively.
- **IT, Internet and e-commerce capability.**



to produce one output – higher sales. There was much less focus on why you were doing it in the first place.

Management attention concentrated on effort. This meant the number of calls or prospects to meet, how to motivate individuals to perform and what techniques worked best, based on personal experience or that of others.

As a buyer's market developed and competition increased, it's disappointing that the criteria for assessing performance didn't change. What did change was that effort went into different ways to produce the same result, with training, financial rewards and controls being the favoured managerial techniques.

Anyone or anything found effective was incorporated into the conventional wisdom and replicated.

The need to study what performance

meant was sacrificed and performance itself became the only measure of output.

Theoretical borrowing

Sales managers may have begun to search for new ways to perform. Not equipped with an intellectual armoury of their own, they turned to other disciplines for guidance. What would

make our salespeople work harder? How could buyers and potential customers be influenced more effectively and how could our operations be made more efficient?

To answer these questions, we did not draw on intellectual rigour in sales as a coherent

NEW THINKING

Theoretical development in some or all of these areas:

- New conceptualisation of the multifaceted nature of sales performance.
- New theories of buyer-seller interaction reflecting relationship inputs and outcomes.
- Innovative financial modelling to reflect account management and international

- exchange problems and opportunities.
- Assessment of attitudes and behaviour of individuals required to operate in multi-team, multi-client mode. Also, the leadership and coaching issues associated with these roles.
- New managerial models to reflect the evaluation and control that complex exchange mechanisms demand in the electronic world.
- Evaluation of different organisational structures

ent subject, but borrowed concepts from other disciplines. This added value to knowledge and was of enormous benefit. Where would sales management be today without the psychologists and behaviourists?

Models of buyer behaviour, from Strong in the 1920s through to Fishbein in the 1980s, enabled salespeople to better understand how to be more effective, and the management scientist enabled territory planning and scheduling to become a fine art. Somehow, this was never translated into a coherent education in sales management.

Relationship perspective

Business is about sales and profits, but, even more fundamentally, it's about staying in business. A priority is to ensure customers repeat their orders or to grow the business through additional products and services.

If the customer buys only once or infrequently, a key dimension of staying in business is via referrals or word-of-mouth recommendation. Measures to reflect this might focus less on what constitutes a successful outcome at one moment and more on how the sales person and the organisation perform over a period of time. Key measures are likely to be identifying and developing opportunities, customer loyalty and return on investment in the relationship. This requires an understanding not only of sales and buyer behaviour, but of relationship behaviour and totally new ways to assess effectiveness in exchange processes.

Managerial disciplines

So is sales non-academic? Far from it. If anything, other managerial disciplines should be concerned when products and markets become subservient to customers and solutions. So far, this has been reflected in practice rather than in new conceptual frameworks of the way the world works.

The person who previously would have been the key account manager is today's strategic account manager and tomorrow's

global account manager. The service salesperson of yesterday is today's category manager and tomorrow's customer liaison manager. The former technical salesperson is now the product specialist and, in future, will be the business development manager.

In the world of Internet and IT, the conventional salesperson who does cold calling or service selling will find the role changed by more senior salespeople, telesales back-up and technology itself.

Even more under threat are the traditional market researcher and brand manager, as they become replaced by real time information, corporate rather than individual brands or own-label supplies, and by outsourcing of customer-based audits, benchmarking and consulting services.

How can sales be relevant as a managerial discipline? Perhaps the answer lies in taking up the ground unoccupied by strategy, marketing and human resources. These fields can contribute to this intellectual development.

Sales managers can use strategic thinking, but it's not exclusively a desk job. Account initiation, management and development are the sales role, involving high-level and frequent customer contact. Marketing plans will be replaced by customer account plans prepared by the new breed of sales manager, incorporating marketing ideas and assistance, where necessary. Human resources will move from its traditional role to one of team-building for account management, with the emphasis on leadership and coaching, best carried out by sales managers responsible for these accounts.

Salespeople and managers will have to develop intellectual curiosity and leadership skills to reflect the new order. Sales as an academic subject? Answers on a postcard, please.

Dr Bill Donaldson is senior lecturer in marketing at USGSB. He will be taking up the post of Professor of Marketing at Aberdeen Business School, The Robert Gordon University, from August 1.

JOIN THE PROFESSIONALS

QUESTION TIME

PAUL ANDERSON IS MANAGING DIRECTOR OF ONLINE DIRECT MARKETING IN AUSTRALIA

Where did you do your degree and when did you graduate? I did my MBA full-time in Glasgow and graduated in 1992.

How has your life changed since you graduated?

I fulfilled my ambition of working for myself and developing a successful business.

Was doing the MBA worthwhile?

Gaining an MBA helped in so many ways – perhaps the main one was that it gave me access to the wider business community. Companies who in the past wouldn't have been interested at least offered me a chance to have a conversation with them. It also gave me confidence – enough to go on and develop two successful businesses, in Australia and the UK.

What was the most memorable moment?

Seeing so many of my class hike, walk, scramble or just crawl to the top of a particularly notorious mountain on Skye – Sgur Dearg – as part of our course challenge.

What did you enjoy most?

I found the marketing classes invigorated me, the strategy classes excited me, the accounting and finance classes helped me and the scenario planning classes confused me!

Any career highlights so far?

Shortly after graduating, I went to Australia where I co-founded a marketing analysis consultancy in Sydney. Having returned to the UK following the successful sale of the business, I established Online Direct Marketing along with two colleagues. The company has gone on to become a leading provider of business intelligence and e-marketing services in the UK. More recently, we have opened an office in Australia, where I am currently in the process of establishing the same business model that has worked for us in the UK.

What is the significance of the MBA to you?

Giving me the confidence to just go for it.

MBA EXPERIENCE IS AN ASSET TO JANE GRAY'S CONFERENCING BUSINESS

Making meetings happen with an MBA

► Jane Gray graduated in 2000. More year – and more is certainly what she wants for her company, Meeting Makers.

She believes gaining an MBA has saved her business tens of thousands of pounds and is one of the best investments in her future she could have made.

Jane owns and chairs Meeting Makers, the leading conference organiser in Scotland and one of the top five professional conference organisers in the UK. She decided to take a step back from the day-to-day running of the business to do an MBA, choosing USGSB because of its excellent reputation for IT and strategy.

The highlight of my year at USGSB was the many new friends I made from all over the world, and the MBA has helped me formulate a variety of new business development strategies," said Jane.

It's thanks to the course that I developed a new online booking system for the

business – and that's helped me to save on staffing costs and given the company an extra competitive edge."

Meeting Makers has a team of 13, based at Strathclyde's Jordanhill campus. The company manages and administers all aspects of the project management of a



conference, event or exhibition, including financial set-up, sponsorship and promotion.

Major conferences include the recent 2000 Science: Education event at Edinburgh International Conference Centre, and the International Conference on Alcohol, Drugs and Traffic Safety at the

Scottish Exhibition and Conference Centre in Glasgow later this year.

The business caters for all sectors and its work is not confined to Scottish venues, with conferences this year in London, Manchester and Birmingham. Jane's company organised last year's British Academy of Management (BAM) conference, which was hosted by Middlesex University and attended by many USGSB academics.

Graham Samson, Meeting Makers' joint MD, has recently secured the next BAM conference, hosted in Harrogate this year by Leeds Metropolitan University.

Meeting Makers is currently project managing more than 30 events of varying sizes and degrees of complexity.

The company has work secured until 2006 and manages between £2million and £4million of client business each year.

Find out more at www.meetingmakers.co.uk

fuzzy words

GET DEFUZZED IN OUR THIRD STROLL THROUGH THE JARGON ALPHABET

competitive salary: Beware this phrase in employment adverts! It means the hiring company has no intention of paying you any more than any other company – and perhaps even a little bit less.

mouse potato: A mouse potato is the new generation couch potato – instead of spending hours staring at a television, the mouse potato is a person who spends hour upon hour staring into a computer screen.

up-titling: The practice of giving impressive-sounding

titles instead of rises. Someone who says they are the Head of Verbal Telecommunications is, in fact, a receptionist. And an Optical Illuminator Enhancer? That would be a window cleaner.

web rage: Web rage can erupt when a user is frustrated with slow-loading pages or lost data. A computer monitor might be on the receiving end of the rage at the lower end of the scale. In its most serious form, nearby colleagues should take cover.



10 tips on... Selling

A PROFESSIONAL APPROACH GETS RESULTS

- 1 Always make an appointment to meet in person.
- 2 Ask questions to ascertain customer needs.
- 3 Know your product or service. Anticipate questions.
- 4 Be honest – it's the best policy. Be enthusiastic – it radiates integrity.
- 5 Don't knock your competition – your own credibility will suffer.
- 6 Respond to objections and turn them into selling points.
- 7 Don't be pushy – gently lead to closing the sale.
- 8 Always ask for the sale.
- 9 Thank the customer for spending time with you, and send a letter of thanks to those who become clients.
- 10 Keep a call history so you can follow-up routinely.

Nevis nuptials

MBA COURSE FORGES ALLIANCE BETWEEN SPAIN AND ARGENTINA

► The lecture and seminar rooms of USGSB may not spring to mind as places conducive to romance, but it is a widely-known fact that many relationships – and several marriages – have been formed as a direct result of first meetings in these very places.

Perhaps one day someone will work out if USGSB has a better success rate at bringing people together than dating agencies.

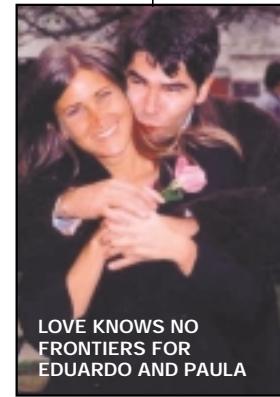
In the meantime, news of the latest romance to blossom into marriage has filtered back to USGSB. Paula Menis and Eduardo Zubillaga started the full-time MBA programme in 2000 and soon found they had more in common than an interest in business management.

It was only after they returned from the Christmas break – which Paula spent in Argentina and Eduardo in Spain – that they became a couple, proving the old adage that 'absence makes the heart grow fonder' to be true.

"I think the rest of Nevis were really surprised when they found out we were dating," said Paula.

"Everyone knew Eduardo liked me, but didn't think I was going to go out with him!"

The dating continued until last August, when discussions between the pair centred on putting the relationship on a more formal footing. Paula was not to be won over by



LOVE KNOWS NO FRONTIERS FOR EDUARDO AND PAULA

Martin Varsavsky, as executive director of The Varsavsky Foundation, focusing on education projects in Latin America."

Speaking in March, Paula added: "April 5 will be a special event, as our families and friends will get to know each other and Eduardo's people will be visiting my country. Besides, the ceremony itself will be quite special – I am Jewish and Eduardo is Catholic so we will have a rabbi and a priest marrying us."

If you have any news or comments contact Audrey Chisholm, Press & Publications Executive, University of Strathclyde Graduate School of Business, 199 Cathedral Street, Glasgow, G4 0QU, or email Audrey@gsb.strath.ac.uk

New groups going strong

► The Scottish and Swiss alumni associations set up last year are doing well in encouraging more alumni activity and networking in their countries.

Alumni Matt Watts (MBA Nevis 2001) and Neil McCallum (MBA More 2000) helped launch the association in Scotland.

Matt said: "It will benefit all who get involved – and the more people who do, the more beneficial and enjoyable it will be. We welcome suggestions for events and we're keen to encourage an increase in alumni activity. If anyone is interested in forming an association closer to home please get in touch."

For more details, contact alumniscotland@gsb.strath.ac.uk or make suggestions for future alumni events via the intranet bulletin board at www.intranet.gsb.strath.ac.uk.

Switzerland

Strathclyde MBA Alumni Association Switzerland – SMAAS, to its friends – was launched in October 2002. It has already arranged events including a golf tournament and seminar day as well as social evenings.

Founding members Jacques Hefti, Stefan Ferraton, Yvonne Haag and Mark Turner have organised social and business events and launched an internet alumni portal, with networking functions including personal profiles and events information. The group has 75 full alumni and 65 associate alumni already. Its target is to have 90 per cent of the alumni in Switzerland as active members within six months.

Jacques Hefti said: "Our aim is to establish a lively network of Strathclyde MBAs in Switzerland, to promote the Strathclyde MBA. We're open to all graduates of USGSB and we welcome all current students as associate alumni."

"We're interested in contacts with other alumni organisations around the world and we invite all alumni, students and faculty coming to Switzerland to contact us."

More details are available from jacques.hefti@smaas.ch or mark.turner@smaas.ch – or the Swiss alumni website at www.smaas.ch.