

Sales and Sales Management



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Objectives



By the end of this course students should be:

- **Define sales and sales management.**
- **List the goals of sales management.**
- **Learn the tasks used in sales management.**
- **Understand the three recruitment tasks used in sales management.**
- **Determine what is Job qualification.**
- **Establish sales force objectives.**
- ***Differentiate* between sales and finance departments.**

Sales management

Lecture-1



In this lecture students will learn:

- **Introduction**
- **What is sales Management?**
- **Sales manager.**
- **Sales planning.**
- **A sales plan**

Sales management



- **Sales management** is
- A business discipline which is focused on the practical application of sales techniques and the management of a firm's sales operations.

The goals of sales management.



- It is an important business function as net sales through the sale of products and services and resulting profit drive most commercial business.
- These are also typically the goals and performance indicators of sales management.

Sales manager



Sales manager is the title of someone whose role is sales management.

The role typically involves talent development and leadership

Sales planning



- **Sales planning**
- Sales planning involves:
 - strategy.
 - Setting profit-based sales.
 - Quotas.
 - Sales forecasting.
 - Demand management
 - Writing and execution of a sales plan.

A sales plan



- **A sales plan is:**

A strategic document that outlines the business targets. Resources.

- Sales activities.



- Sales plan typically follows the lead of *The Marketing plan.*
- *Strategic planning.*
- *The Business plan.*
- With more specific detail on how the objectives can be achieved through the actual sale of products and services.

Lecture-2



- **Recruitment of Sales Staff.**
- **Job analysis.**
- **Person associated with the sales**
- **job description**

Recruitment of Sales Staff



The three recruitment tasks used in sales management are:

- Job analysis.
- Job description.
- Job qualifications.

Job analysis



- Job analysis is performed to specify the certain tasks that a salesperson would be responsible for on a daily basis.
- It should identify what activities are deemed as being vital to the success of the company.

Person associated with the sales



Any person associated with the sales organization or the human resources department could carry out the analysis as well as an outside specialist

The person that is responsible for completing a job analysis should have an in-depth comprehension of the daily activities of the salespeople.

job description



This job analysis is then written in an explicit manner **as a job description.**

Lecture-3



- **The general information consists.**
- **Job qualification.**
- **Company's competitive advantage.**
- **Employees qualification**

The general information consists



The general information consists of:

- Title of job
- Organizational relationship
- Types of products and services sold
- Types of customers called on
- Duties and responsibilities related to the job
- Job demands.

Job qualification



- The most difficult part of this process would be the.....
determination of job qualifications.

Company's competitive advantage



- A reason for this difficulty is because hiring affects a company's **competitive advantage** in the market as well as the amount of revenue.

Employees qualification



- There should be a set of hiring attributes that is associated with each sales job that is within a company.
- If an individual does not excel in their assigned territory, it could be due to external factors relating to that person's environment.

Lecture-4



- **Employment and Company**
- **The selection process of hiring.**
- **Sales reporting**
- **Performance indicator.**

Employment and Company

- Let it be noted that a company should be careful not to submit to discrimination in regards to employment.

The selection process of hiring



- A number of qualifications.
- Ethnic background.
- Age.

can not be used in the selection process of hiring.

Sales reporting



- **Sales reporting**
- The sales reporting includes the key performance indicators of the sales force.
- The Key Performance Indicators indicate **whether or not the sales process is being operated effectively and achieves the results as set forth in sales planning.**

performance indicators



- It should enable the sales managers to take:
- Timely corrective action deviate from projected values.
- Allows senior management to evaluate the sales manager.

Lecture-5



- **Sales reporting.**
- **Sales department.**
- **The best managers Rewarding**
- **Sales department and other departments.**
- **Sales management system.**

Sales reporting



- Sales reporting can provide metrics for sales management compensation.
- Rewarding the best managers **without accurate and reliable sales** reports is not objective.

Sales department



- Also, sales reports are made for internal use for top management.
- If other divisions' compensation plan depends on final results, it is needed to present results of sales department's work to other departments.

Sales management system



- Sales reports are required for:
Investors.
- Partners.
- Government.
- so the sales management system should have advanced reporting capabilities to satisfy the needs of different stakeholders.

Lecture-6



Seminar

If your company's sales efforts are not living up to expectations, it is time to take your sales efforts to the next level, or there is a specific area where your sales organization needs some assistance, how Sales Management Services can help?

Lecture-7



- **What is Sales Management?**
- ***Sales management benefits.***
- **A sales manager responsibilities.**
- **Good sales management.**
- **Salespeople evolution**

Sales management is the discipline of maximizing the benefits



- **What is Sales Management?**
- Companies use salespeople to **find, sign, and service customers, and to build revenue and profits.**
- *Sales management is:*
The discipline of maximizing the benefits a company and its customers receive from the efforts of its sales force.

A sales manager responsibilities

A sales manager can have a narrow or a broad spectrum of responsibilities including the following:

- Estimate demand and prepare sales forecasts.
- Establish sales force objectives and quotas.
- Prepare sales plans and budgets.
- Establish the size and organization of the sales force.
- Recruit, select, and train the sales force; compensate the sales force.
- Control and evaluate sales performances.

Good sales management



- Good sales management properly applied is the least expensive, most effective, way to increase dollars of revenue and margins, market share, cash flow, return on investment, and net present value, as well as to beat the competition and make yourself a hero.

Salespeople evolution



- It costs no more to properly hire, train, compensate, motivate, and evaluate salespeople. Effective time and territory management, forecasting, planning, budgeting, and good communication and control are no more expensive than performing these same functions poorly

Lecture-8



- **Sales management.**
- **The summaries of sales management.**
- **Effective sales management**

Sales management



- Sales management: The attainment of sales force goals in an effective and efficient manner through planning, staffing, training, directing, and evaluating organizational resources.”

The summaries of sales management



- The summaries of sales management:
- Sales planning
- Recruiting / staffing
- Training
- Controlling / directing
- Evaluating
- Effectiveness / efficiency
- Compensation

Effective Sales Management



- The Impact of Effective Sales Management While this may seem like a lot to do, effective sales management requires ongoing involvement with the sales force. But effective sales management has numerous positive impacts.

Effective sales management has numerous positive impacts



Effective sales management has numerous positive impacts. It can:

- Increase sales revenue and profitability
- Decrease variability of revenue due to inaccurate forecasting
- Increase sales productivity (revenue per salesperson)
- Increase customer satisfaction and loyalty
- Increase salesperson motivation

Lecture-9



- **Sales forecasting.**
- **What is Talent analytics.**
- **How talent analytics help sales leaders.**
- **How to leverage talent analytics to improve the performance**

Sales forecasting



- Sales forecasting yields insufficient insight to many sales leaders, yet few firms know where to start in building better forecasting practices.

Talent analytics



- According to TDWI Research, 17% of sales leaders have discovered the new competitive edge to increasing sales productivity -- talent analytics. Talent analytics are the new way of making talent decisions; they provide the path from guesswork or subjective-based decisions to decisions based on factual data.

Talent analytics help sales leaders



- Talent analytics help sales leaders by statistically.
- Proving what differentiates top-performers from the rest of the team, where to target development for the greatest ROI, and who to hire to reduce ramp-up time. For the sales leader leveraging talent analytics, sales productivity is up 20-30%.

How to leverage talent analytics to improve the performance



- In this timely webinar, we will explore an advanced, but practical approach for significantly increasing sales productivity. You will learn how to leverage talent analytics to improve the performance of both your existing team, as well as new hires.

Lecture-10




Case study

Sales leaders are confronted by a continuing challenge -- low sales productivity. Too few reps are making quota (down from 63% to 58.2% according to CSO Insights) and it takes too long for new reps to become a productive member of the team (69% of reps take 7+ months to ramp-up, also according to CSO Insights). This low productivity per reps is the primary reason why 86% of CSO's expect to miss their 2015 revenue targets (CSO Insights).

Lecture-11

Sales teams conflict.



- **Enterprise Performance Management.**
- **EPM Improving.**
- **Sales teams conflict.**
- **Finance and sales**

Enterprise Performance Management



- Enterprise Performance Management was supposed to be for the Enterprise. What happened? Finance people are on a constantly moving “hamster wheel” of planning, closing, reporting, and analyzing data to ensure profitability and revenue goals are met.

EPM Improving



- As soon as the month/quarter/year ends, the cycle starts once again. Although we've improved the overall process by adding automation, driver-based planning, and rolling forecasts, EPM hasn't left its home inside the office of finance.

Sales teams conflict



- Sales teams have somewhat conflicting priorities and are focused on closing deals and managing customer relationships, which can sometimes impact profitability

Finance and sales



- It's imperative for organizations that a healthy, collaborative relationship exists between sales and finance departments. How do we accomplish this? Play to each organization's strengths. Finance collects data – a lot of data. Sales should be leveraging finance to get access to Big Data that will lead to more and happier customers.

Lecture-12



- **How sales and finance can be brought together.**
- **What is business environment today.**
- **How sales organizations, managing change.**
- **How sales organizations, managing challenges of organizational change**

How sales and finance can be brought together



Sales and finance can be brought together by:

- Bringing finance back into the picture as a key resource for sales
- Leveraging advanced modeling techniques to extract valuable insights for the business
- Providing an integrated view to key stakeholders

Business environment today



- Change happens. And in today's business environment, it happens more quickly than ever. With the globe connected by technology, world economies feel interlocked, the lines often blurred into one continuous operational environment.

How sales organizations, managing change

- For sales organizations, managing change can sap the time and resources of everyone from management to the field force. Companies can't afford to be stymied by each change they encounter – to survive, they must identify a way to harness changes in their business and industry and use them for the good of their bottom line.

Managing the challenges of organizational change



For sales organizations, managing change:

- Managing the challenges of organizational change in every sector
- The impact change has on today's sales organizations
- Responding to change in a way that allows it to work for (not against) your organization

Lecture-13



- **Who Sales Manager.**
- **A good sales manager is a good coach.**
- ***Sales Manager Skills.***
- **Good sales managers must be.**
- **Alessandra advises**

Sales Manager



- Why is moving from a job in sales to sales management so difficult? Why do some salespeople excel at selling but fail at managing sales staff? While the principles within the field are the same, the overall skills you need to succeed are very different, says **Tony Alessandra, a professional speaker who wrote several books on sales management.**
- Alessandra explains that the organization's top salespeople used to move up a company's ranks by being promoted to sales manager. But that's a bad move, he says.

A good sales manager is a good coach



- When someone is a top-notch salesperson, they typically are able to work well on their own; they're a go-getter who can succeed independently, without direction from others," says Alessandra. "A good sales manager is a good coach, someone who can motivate people to sell, someone who listens and puts their needs secondary to the needs of the sales staff.

Sales Manager Skills



Good sales managers also need to work well with people, **says Darin Andersen, president of Coronado, California-based Biz Dev Direct, a management-consultant firm that works with executives to build sales teams.**

“The sales manager has to be able to deal with individual personalities, egos and skill levels,” he says. “They have to do this in a high-pressure environment, because the success of the sales staff is often placed on their shoulders.”

Good sales managers



Good salespeople come from all walks of life. Some have bachelor's or master's degrees; others come from the school of hard knocks. Regardless of educational background, sales managers require an additional skill set to succeed. Alessandra says good sales managers must:

- Be a better listener than talker.

Be a coach first, salesperson second



- Be a coach first, salesperson second. That includes creating performance appraisals/reviews that can lead to future success and generating ideas on how to better sell the product or work with certain clients.
- Have superior people, conflict-resolution and analysis skills.
- Know the individual strengths and weaknesses of every salesperson.

Alessandra advises



- Don't be afraid to switch accounts," advises Alessandra. "Different strategies and tactics work for different customers. Know how to match your people with your customers."
- A good sales manager will sell his product in the field, for a few days or a week once a quarter,.
- The worst mistake a sales manager can make is coming in late on an account to close the deal, he adds.
- "If they get the account or deal, then they've shattered the confidence of the salesperson and the confidence of the client," Alessandra says. "If they don't, then their reputation is hurt, and the salesperson may lose confidence in them as a mentor or leader."

Lecture-14



- ***Success as a Sales Manager.***
- **Successful sales managers also need to understand and know their product.**
- **Salespeople on different levels of skill.**
- **Salaries for sales managers vary.**
- **Understand your product, understand your people.**

Success as a Sales Manager



- Contrary to popular belief, a good sales manager doesn't have to be an overbearing, hard-driving stickler demanding each salesperson be on the phone selling, cold calling and prospecting. "Some of the most successful sales managers are those that remember the human side of things," says Andersen.

Salaries for sales managers vary



- Salaries for sales managers vary.
- Oftentimes, the top members of the sales staff will have higher salaries than the sales manager.
- This is why many salespeople stay in sales rather than moving into management, where income is sometimes a result of the success of the sales staff they lead, with bonuses and commissions mixed in

Sales managers need to understand and know their product



- Successful sales managers also need to understand and know their product.
- If they continually come up with new leads and ideas, they will keep their staff motivated and excited.

Salespeople on different levels of skill



- As for running ever-popular company sales contests, those are a no-win situation, says Alessandra.
- Create competition and force people to push themselves, it's not fair to make salespeople on different levels of skill and success compete

Understand your product, understand your people

- Create goals for each individual, and work with them to achieve those goals. “
- “Understand your product, understand your people, and continue to coach and teach,” he says. “Then you will have the numbers you are striving for.”

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