

Selling Forces: Planning, Selection, Recruitment, and Organisation

1. Introduction to Selling Forces

The most successful enterprises selling consumer goods and services today are those that understand and dictate the requirements of personal salesmanship fully. They do not rely on general planning, but rather undertake proper assignment of tasks and duties to their selling forces, arrange a suitable structure and organization to fit their corporate goals, and take advantage of the inherently infinite traits of human beings who sell and satisfy customers. These firms have found the basic principles to be followed and have fitted strategies and tactics to the present age of personal selling. While comprehensive broad policies are considered in many general and special fields by the managers and the persons who plan sales campaigns, the real control, even to the final test of the fitness of the goods being offered to customers, is determined, as a practical matter, by those who have the performance responsibility to make the sale and to secure assurance of high returns on time, money, and word-of-mouth visitations and new purchases. Personal selling, therefore, becomes the single effective tool necessary for realizing profits and for increasing markets.

1.1. Understanding the Importance of Selling Forces

As has been explained earlier, a salesman is essentially an ambassador of a firm. A successful or good salesman is always instrumental to the success and prosperity of a firm. On his skills, industry, and integrity rest the future resources and prosperity of a firm, be it big or small. Thus, the importance of sales policy and the selling forces can scarcely be overemphasized. The business organization has two sides: the financial or administrative side on the one hand, and the selling-distribution side on the other. The former relates to the forces that help to collect the money essential to keep the plant running, while the latter has to create or help to create the demand that generates the market for the product and helps to unload the product on the consumers.

A successful business cannot function with one without the other. Both the financial and selling forces are indispensable. In fact, both constitute the two vital wheels of business organizations. It is only the healthy combination of the two that keeps the organization running well and maintains the momentum of its prosperity. There should always be a well-adjusted balance maintained between the two. However, in spite of their equal importance, these two departments of a business organization continue to act as if they were foes and not two important wings there to keep the firm in balanced equilibrium. They tend to develop conflicting interests, and as a result, prices rise, business activity gets overheated, and business cycles crash. For the progress and prosperity of any business, a well-managed, well-regulated, and well-trained sales force is a must.

1.2. Historical Evolution of Selling Forces

Despite the fact that commerce has existed since the dawn of history, the creation and development of sales forces as a commercial tool dates back to relatively recent years. This timing discrepancy was promoted by: (1) the almost invariable use in commercial operations of barter forms of activities until well into the 16th century; (2) the fact that prior to that time, product requirements were worked on or manufactured by the consumer himself; and (3) a relatively low level of consumption, which meant that the small numbers of existing products were able to satisfy the community. Since sales programs are a relatively modern invention of commerce, the historical evolution of selling is something of an original work. This work aims to make a chronological presentation of the principal developments that selling has undergone and clarifies the models that various authors have tried to outline utilizing the concepts of their times. This will serve to illustrate the changes in selling models, in step with those of society, and will permit an examination of frameworks and theoretical models that could or should be used in contemporary times. For a mainly scientific reasoning, certain references to managing sales forces in companies have been made in a modern and practical manner.

2. Planning for Selling Forces

In order to identify the necessary selling activities for the firm and to plan their distribution among various sales force constituents effectively, it is necessary to work out a sales marketing plan that deals effectively with the market systems and particularly with regard to the types and roles of selling forces, sales intermediaries, and contacts with customers. By considering the following objectives of the firm in

their relations to the dimensions of the market, selling functions can be readily identified and described in terms of the types and representative organization of selling forces required: sales to customers, distribution of ownership or physical space for time, independence of price, and direct provision of goods or services to customers, development and maintenance of an adequate dealer community and loyalty, and development and maintenance of advertising, sales promotion, direct action, and goodwill. In addition to specifying the types and roles of selling forces for each of the selling functions, criteria are presented to assist in assessing the requirements for selling forces for a joint business venture. Moreover, the sales marketing plan will provide for self-correction, force attack planning, and control, as well as their roles with respect to various decisions and tasks in the marketing management and broader company management process.

2.1. Strategic Importance of Planning

Planning is the first step to selling force development, and it involves many issues. Sales force planning is the act of looking at a firm's objectives, resources, and constraints to make short-term decisions with a time horizon of one or two years and long-term decisions with a more than five-year time horizon relating to the formulation and implementation of a sales force strategy. It examines how the sales force will be structured, staffed, directed, and controlled. The overall objective of sales force planning is to help the firm establish and maintain competitive performance. Sales force planning has strategic importance for at least three reasons. First, it supports the formulation of a sales force strategy by providing answers to certain questions such as where the firm is and its objectives. Second, it helps the sales force manager establish a budget to support all sales activities set forth in the sales strategy. Third, it is useful for goal setting, monitoring, and control.

2.2. Key Components of Planning for Selling Forces

The planning for the sales force can be broken down into several closely related activities of huge importance. The principal decisions are concerned with what is to be sold, when and how the selling effort required is to be calculated, and what effects different sales force structures will have on selling costs. A further question relates to the type of salespeople to be used. Personnel policies are then closely tied into the recruitment and training of salespeople, and the establishment of efficient operational control and coordination. In planning for a selling effort, it is necessary to establish the size of the selling pressure needed in order to win the volume of sales required, and the means whereby this size of sales force can be best employed.

The problem can be resolved by determining the relationship between the sales and selling expenses for a successful sales drive, and then deciding what approach will ensure that net purchases of the seller's products are the most cost-effective way of achieving the required effect.

3. Selection of Sales Personnel

As an integral part of the proper organization of sales activities, there must be a planned selection, appointment, and training of sales personnel so that prospective appointees can carry out the various sales activities involved, many of them requiring special aptitude and abilities. The ultimate success of the selling effort depends to a considerable extent on the qualities of the field sales force and how it is organized and managed.

It is essential, if the sales field force is to be effective, that there is detailed knowledge about what kind of person is required for the job, and selection should pay special attention to finding personnel who have the qualities and characteristics that make for effective sales capability. The important nature of accurate selection is now generally accepted and, in principle, is widely recognized, although in fact, in specific practice in many industries, and in relation to particular products and services, it is often given insufficient attention. The failure to select the right type of sales personnel too often results in substandard performance, to the detriment not only of the company but also of the particular sales person. There are few jobs more frustrating for the individual than to have taken on the responsibility of sales work, particularly if the commission is primarily one's own, and to be ill-equipped temperamentally to carry through satisfactorily the job in hand. One would have hoped that this sales work did not generate a very high proportion of continual resignations, with the subsequent short-term employment of newcomers who also often soon leave, disillusioned, when faced with the facts of self-prospecting or cold canvassing or some other similarly uninviting selling chore.

3.1. Role of Sales Personnel in Organizations

The sales department of the organization is significant in identifying the customer, identifying customer problems, helping management to identify sales problems and reach solutions, and creating systems to maintain a competitive edge at a profit. Sales personnel employed in the organization play an important role as disseminators of information between the company and its customers, providing the company with an objective viewpoint from an outside perspective. The sales

function serves as a link between the firm and customer operations. The sales department is expected to generate revenue to meet the company's expenses and provide profits to its stakeholders. As sales personnel are expected to operationalize the strategies and goals of the company, it is essential for the organization to make careful decisions while selecting, recruiting, retaining, and training these employees. Data and information available through research and marketing intelligence can be effectively used only by the sales team.

The sales function provides the company and its stakeholders with the following benefits: it eliminates the gap between the company and customers, helping to learn about customer preferences quickly when launching new products or services. This aids in making necessary changes during the launch for effective impact and also makes it cost-effective. It helps enhance the company's brand image, as brand association can be achieved easily and effectively. In order to cope with growing demands or cater to the specific needs of customers, the sales team can also assist in customizing products or services. As sales personnel are in the field on a day-to-day basis, they can provide valuable inputs for the company. They can also help survey the market, providing information on competitors' products, services, and pricing. They play a vital role in expressing the complete supply chain interests and can effectively assist in assessing the products' level of readiness. The sales department helps provide the right public image for the company and its products, thus enabling the company to focus on better training activities. Therefore, it is essential for the company's personnel to be committed, willing to undergo skill enhancement programs, and have sound knowledge of the company's activities and the services and products offered.

3.2. Criteria for Selecting Sales Personnel

The criteria used by manufacturers, industries, or distributors in selecting sales staff are not always the same, although the degree of importance attached to the criterion varies. Probably the most important point is the characteristic of direct interpersonal relationships between the company and customers, which has a bearing on the type and size of the selling forces. However, other points that will have a say are: the type of customers found mainly in the markets, the type of products being handled, and the size of the company. Companies that sell through wholesalers only may be satisfied with a not-too-specialized staff. However, considerations of large turnover will sooner or later cause the company to sell directly to consumers, and some specialized personnel will therefore be necessary.

Where companies cater to large clients and are unable for other reasons to develop retail sales, the sales force will definitely have to possess a high degree of specialization. The selection of members of a highly specialized sales force is one of the very difficult aspects of sales management, which can be surpassed only through continuous training and a highly developed staff.

For selection purposes, the dealer-salesmen, especially those who are handling consumer goods products, are preferred to the non-dealer salesmen when this question presents itself. The main reason for this approach is that a good part of the selling function has already been executed by retailers. Therefore, their functions are: writing orders, executing procedures, and adverse moments can be used in a dual direction: on one hand, for persuading reluctant customers to buy; on the other hand, for supplying needed information about the size and picture of the order. They will also be responsible for ensuring that the goods are correctly delivered, arranged, or displayed in the retail shop, for suggesting some additional sales and display procedures to induce customers to buy the goods, and for giving advertising and other types of service, provided that more than occasional attention is being paid to these activities. The dealer-salesmen form a kind of bridge between the two producers for whose products they are acting and the end users. Their most important activities are thus performed by the sales force, but a specialized one.

4. Recruitment Strategies for Selling Forces

Recruitment is the development of a pool of capable people to apply for employment in the company. Recruitment stalls are filled internally by promotions and transfers or externally by new colleagues or different sources for the company. In any case, the procedure of claiming manpower of all types and even the sources for all types are mainly recruitment functions.

The recruitment has started with the mocking of an application for supervisors or salesmen. In other cases, the individual comes to the company. In still other cases, the individual comes to the company without any encouragement on the company's part. In the last type of recruitment, the individual visits the company for employment on his initiative without any direct encouragement from the company. He learns about job opportunities from the company's advertisement or from any other medium. In order to develop and maintain a good sales force, you should recruit the man best fitted. This will increase the cost, but the results will be much better.

4.1. Traditional vs Modern Recruitment Methods

There are many traditional vs. modern recruitment methods, and there is much controversy as to which is the best. Of course, what is best for one employer may not be the best for another. A managerial economist should be in a position to make an analysis of the costs and benefits of an advertisement in the local paper compared with a general broadcast in the media. The first question may be how to reach potential applicants—the answer will depend on where they are. Another problem is how to interest them—in a high-unemployment area, a characteristic of policy might be to avoid arousing a flood of curiosity that would result in an unmanageably high level of applications. Different applicants can be sold different aspects of the job. A company that offers exceptional conditions on sick leave or maternity benefits may want to include offers of this kind in their advertising in women's journals. In general, the usual method of recruitment is by advertisement, either in the press or by means of a recruitment consultant. It may also be done by consultants who are not normally advertising agents.

Some companies are so large that they have their own personnel department, which is, in reality, a combination of several of the many specialized agencies from whom smaller companies need help. Advertising specialists, computer programmers, statisticians, psychologists, and interviewing specialists are all found in large personnel departments, which are also likely to have their advertising department and probably their public relations department. The usual way to recruit someone from outside is to open up the field of choice by advertising. The characteristics of the person sought are listed in the advertisement, and the specifications are known as the person's job description. Requirements may be known as personnel specifications.

4.2. Best Practices in Recruiting Sales Personnel

The purchase of sales personnel is considered to be more expensive than the purchase of any other type of human asset. The reasons are varied; they include the continual need for sales personnel in a growth-oriented organization and the consequent budget charged to continual recruitment. Very few organizations are able to shift expenditure from recruitment to development, and the general trend is to keep the selling cost low, even at the expense of longer-term security. Recruitment should, therefore, not only anticipate the immediate need but also the immediate and intermediate competencies necessary to maximize the potential of the investment. This introduces special problems in the purchase of sales personnel

that are not necessarily experienced in the purchase of other human assets of the organization. There are chronically more candidates available from sales positions than from any other position in the marketing organization.

Selling, by itself, is considered a lower-status position and has a high dropout rate. The various levels of the selling structure, too, require different skill levels and means of motivation. The typical sales force has been described as that force which has ten percent of its salespeople considered experienced professionals, fifty percent motivated amateurs, and forty percent charisma failures. This condition exists in all countries where marketing activities are carried on and does not improve with economic growth or the subsequent increase in the educational level of the workforce. This paper proposes best practices in the area of recruiting sales personnel that will improve the quality of the applicant pool and increase the effectiveness and performance of the sales force.

5. Organizational Structure and Design for Selling Forces

In selecting, recruiting, and training individuals to staff a selling force, a company will develop category boundaries or groupings of jobs and people. These people and jobs can be brought together into an effective organizational structure.

Organizational Structure

The organizational structure of a selling force will help achieve marketing and sales objectives only if its components are effectively designed and planned and are well integrated with one another and with the other organizational units of the company.

The organization structure is a series of lines of authority and communication throughout the company. Specialization by function, product, process, territory, and customer are integrated and coordinated with authority and control given to line, staff, and project officers who operate in a departmental framework. The function/employee line of authority is called the chain of command.

The organization structure of a company will be depicted as an organization chart. On this chart, the president symbol will be at the top and function symbols will be at the bottom of the chain for all employees except the line employees at the lowest level who have no function or employee report.

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The organization chart shows how the selling and sales force are integrated into an overall company organization. The chart depicts product/general sales managers for three divisions that report to the vice president of sales and marketing. This vice president, who is head of the sales discipline, has a dotted line to the president so that he or she knows what progress and problems the company is experiencing in the sales area. Another vice president is head of marketing and is responsible for the marketing discipline.

Each of the product/general sales managers has a product specialty; for example, PSM 1 is responsible for sales of old and new products that have been approved. There are district/general sales managers who report to the PSMs. These district managers have a territorial sales structure with sales employees at the lowest level who are called territory general sales managers or account executives. Not shown are the telemarketing and customer order service employees who report to district general sales managers. Summarily, it can be seen in the other functions that have their own departments reporting to a similar vice president that the sales discipline occupies its own box on the chart and the departments are connected to that box with a series of dotted lines. Simply by looking at the chart, one can see where the sales discipline is in the company.

5.1. Types of Organizational Structures

In every enterprise, a particular pattern of allocated functions or responsibilities emerges. This is designed by taking into account several objectives that an organization has to achieve. Often, efficiency in operations necessitates designing the pattern considering several goals and objectives. As a result, enterprises adopt different types of structures that meet their purpose. In particular, both big and small enterprises adopt different organizational structures, although the objectives are the same. The type of structure influences the way work is performed in the organization, how people coordinate with each other, and the influence of various positions. It also determines the extent to which the plans are known throughout the organization. Different structures are created by different patterns of authority and communication. Their contribution to the fulfillment of objectives also varies. Some are efficient, whereas others may be burdensome for the enterprise. Such details are provided in this session.

5.2. Designing Effective Sales Teams

Introduction In selling, the performance of each team member is influenced by the others in several ways. One is demonstrated persuasiveness. If, by overcoming buying resistance, one team member defeats buyer suspicion or hostility at the opening stage, the rest of the team may benefit at the decision-making stage. A partner with persuasive power may actually be able to bring a reluctant buyer back to the table after the bargain has been struck, often at a significant cost saving in terms of the price achieved. Furthermore, different account managers may benefit in different ways - some getting meetings they couldn't otherwise secure, some improving their profitability, and some reducing the potential cost of the relationship. No doubt, such superiority in dealing with buyers can be turned to even greater account in dealing with suppliers - either as a valuable defensive aspect or an adventurous hunting technique for a seller whose firm is, or may become, short of revenue.

6. Training and Development of Sales Personnel

The following points are used as a structure for this chapter on the training and development of sales personnel: (1) background; (2) objectives of training; (3) areas of training; (4) training methods; (5) the qualifications, selection, and training of sales trainers; (6) the training plan; and (7) testing and evaluation. Particular attention is paid to the skills and attitudes required by members of the sales training team to ensure that they can apply contemporary training principles to the development needs of modern sales personnel. Recent research suggests that many sales training efforts do not create a broad-based change in trainee knowledge, skills, or attitudes. This unsatisfactory state of affairs will not be rectified until the skills and attitudes of sales controllers have been significantly enhanced.

6.1. Importance of Training in Sales

Sales training is regarded as a major factor in achieving success in the force. It is a basic defense mechanism for managers in their relationship with the force and for the company in its relationship with the customer. Training provides an emergency service by supplying knowledge on a just-in-time basis. Whether knowledge is acquired through the HRD function or as management crosses the waters of fast-changing market conditions, there will never be time for proper planning. There is also a need for crafting improved methods in order to develop the necessary skills and competencies from those participating in the training program. These skills and

competencies emerge when training is deployed over some period of time; however, there is always some training that is pursued to obtain capabilities "right now." In sales, an example is the salesperson who is "learning on the fly." The salesperson can never be 100% ready; thus, classroom or developmental engagements typically are a one-size-fits-all, or never a perfect fit. They will always need "tweaking" by the trainers to "make it fit" for every learner to some extent. In actual practice, every customer interaction activity creates an opportunity for the increasingly capable salesperson to not only perform a sales-related activity but also to further develop their unique and inherently different selling abilities. Sales "fit" never comes "off-the-rack."

6.2. Training Methods and Techniques

Different methods have been developed for training sales personnel that many companies consider to be the most important area of sales force training. These training methods can be grouped under the following heads: 1. Training by the concerned company on the specific job. 2. Training at the offices or showrooms of the company, which involves different jobs to be performed by the trainer. 3. Courses run by commercial firms to train sales personnel that are used by companies to train their sales teams on a contractual basis. 4. Courses run by national and foreign government agencies that are helpful in imparting training. In addition to the above methods, sales personnel are also given advanced and refresher training to improve their skills, which help in raising their efficiency. These relate particularly to technical training, which some of the more efficient companies offer even to the wholesalers and retailers who deal in products sold by them. These could be in the form of refresher courses, weekly training groups, refresher courses for specialized distributor sales personnel, and campaigns indicating the most recent product, sales, and promotional developments.

7. Motivation and Incentives for Sales Teams

A sales manager has two primary tools for the management and motivation of a sales team. They are the organization of the sales force, which provides the people relationships and automatic leadership of subordinates, and the incentive system, which sets the level of activity of individual members of the team. Organization provides direction and is based on behavioral guidelines as to what subordinates are to do, such as means of calling on end users, coordination problems, or customer service, and the prioritizing of customers to contact in any one period, the schedule

of interaction and feedback to higher internal organizational units, such as finance, information systems, or sales forecasting, the use of company resources such as company cars and other assets, and interpersonal problems within the sales force, such as political arguments or jealousy, and customer-relation matters.

It is the sales manager who sets the prioritization of directive emphasis by organization techniques. These are the decision-making activities of the manager, including the scheduling and controlling of activities to meet sales targets. There are controls available over costs, such as sales planning systems and feedback of results achieved. The management style is a contributing factor to an organizational approach. This includes management emphasis and the directive behavior of management. The managerial presuppositions of approach include management operating philosophy, such as the belief in management independence and judgment, the objectives and targets in the selling situation. These are the means by which management achieves its goal or throughput and include the interaction of sales with top management and sales with other managers in decision-making. A sales manager can and should control the environment by using an information system so the sales group will work more efficiently. Thus, planned sales performance occurs in response to management expectations and the goals of the sales effort. Success in these objectives is based on basic internal operations, namely, utilizing organization and incentive techniques on the sales team. Organization can be a powerful force for successful sales achievement and must be closely tied into sales objectives by the sales manager. Sales incentive systems supplement and complement the upper part of the organization, offering motivation and direction. They are also based on the same upper levels of management behavior, communication, decision-making, and presuppositions.

7.1. Motivational Theories in Sales Management

In our culture, motivations vary greatly from one person to the next, depending on values, family upbringing, peer group pressure, and personality traits. However, our commercial structure expects a certain type of behavior from a sales or commercial force, and the recruitment and training of such a force is structured to ensure that a product concept or a particular line of motivation is maintained. Commercial managers in the marketing arena, therefore, make considerable use of motivational theory in their operational activities but are too often diffident in seeking improvements in their industrial management performance through the application of conventional motivational theory. However, the management force itself can lead

a trail wherever sufficient sales, financial, or public demand for economic performance is made.

It is, firstly, necessary to seek some understanding of the background of this problem. Individual and particularly social behavior is molded by immense forces acting throughout the whole life span of the individual. These motivational forces lie latent unless triggered and, on trigger, apply a pressure that propels the individual in the direction of visible or practical action. What seems to be simple motivation at a given time is merely an end effect played out in a complete process that involves latent needs, wishes, peer group influence, and whatever social norms or rules currently apply. Our attitudes and behavior thus are the product of accumulated perceptions of previous experiences as well as of immediate exposures to external influences. These experiences and influences are not inevitable and may be possibly designed and controlled. But another point then arises: are some types of human behavior so secretive and individual that they are predictably determined? At present, it is quite impossible to obtain a pattern of personal motivation or to measure the force centrally and accurately and, therefore, to release a maximum of human productive energy. While one person may be delighted with planned personal persuasion, another may be completely different in the reaction, and motivation may result from a different source, type, or entirely different timing of trigger.

7.2. Effective Incentive Programs

Since the main purpose of setting up effective incentive programs is the maintenance of a lively and well-directed force, program targets should be oriented toward those lower ranks concerned with day-to-day dealings with customers, subordinates, production targets, and sales personnel. This will constitute a valid and prognostic method to achieve sales force objectives at a lower cost. Just to mention an example, the standard selection of branches with an average daily balance of at least 2000 for sales prospecting is a frequent area for using bonus or premium gifts for lower ranks of the sales force. In order to make incentive programs effective, the basic steps to implement such plans should be as follows: firstly, any such plan should tend to motivate the individual without fostering conflict or mutual hostility among employees. Secondly, the most essential changes to accomplish this upgrading in quality would consist of establishing goals based on objective criteria, the establishment of a proven track record impeding pay discrimination, the setting up of employee expectations, and the education of

everybody by means of promoting what a sales career consists of, and the clear communication of what is expected from each employee, plus the individual goals to be set. These goals, when completely reached, should be rewarding actions and such specific objectives to be achieved. These goals, when completely reached, should be rewarding actions and such rewards should be non-transferable, i.e., purchase of the product, insurance, as well as cash bonuses equivalent to the cost of acquisition.

8. Performance Evaluation and Feedback in Selling Forces

The responsibility for evaluating results and providing feedback in the sales organization typically falls to the sales and sales management functions. While the question of "who evaluates" is answered rather easily in most company selling forces, the question of "what to evaluate" has received little research attention from sales practitioners, and literature tends to deal with sales force evaluation in broad terms. The literature indicates three basic concepts to help guide efforts at evaluation. These relate to the concepts of benchmarking, the use of both objective and subjective information, and the evaluation of results in the sales process.

Objective performance evaluation can be difficult to carry out in groups of employees performing numerous and substantially different activities. Texts on sales management vary widely on their lists of specific criteria that should be used in evaluating members of the sales team. Typically, quantitative sales-related criteria include sales volume, sales growth, market share, expense control, quota achievement, profit contribution, and 'position' among the company's individual sales professionals. In general, objective information based on records of past sales is preferred; flexibility in the types of data used for evaluation is thought to be desirable.

The basis of objective evaluation leaves gaps and ignores what is frequently viewed by managers as the most important portion of the performance evaluation process. Subjects viewed as difficult to measure, both in terms of definitions and operationalization, include leadership, communication competence, influencing and negotiation skills, persuasive ability, and overall job performance. Meeting quotas implies an ability to perform tasks crucial to success in selling. The problem has been that criteria claimed by firms to be vital to effective performance are actually the end result of either excellent or poor performance, rather than valid indicators that allow one to accurately measure performance itself. In other words, strict focus on criteria obscures the job extent encompassed within this broad industry

category. Moreover, numerous potential confounders could distort quantified comparisons. Objective measures, of course, are not without difficulties. Sales employees may face incentive problems of moral hazard due to difficulties in measuring effort and performance, and sometimes are evaluated using more subjective valuations. The worst situation for a sales department comprises vague and ambiguous directions, loose adherence to formal procedures, and negative pressure on followers using irrational or undesirable forcefulness. While single criteria do not capture all of the nuances comprising objective performance, attempts to compare individuals' simple summaries of the type "sell a minimum number of units" capture fewer still.

8.1. Key Performance Metrics for Sales Teams

Salespeople's performance tackles multifaceted activities, from the personal selling of goods and services design to wholesale transactions, such as selling practices and strategies that maximize long-term relationships with customers. They determine some of the essential features of selling effectiveness. Yet, attention from researchers and business leaders has not focused on sales teams for a long time. The key performance indicators are the traditional sales management tools for this purpose. To understand the effectiveness of the design in making the financial performance of salespeople and the elite performance of sales practices.

Performance measures and reward strategies warrant inquiries into the effectiveness of business strategies to encourage performance that achieves this mission for decision creation and execution. Salespeople's and company performance have led companies to use the design in tailoring sales practices. To breach the wall, the designs set in place performance improvement guidelines. Regarding salesforce effectiveness, the function of sales has shifted from managing sales products to also managing financial issues. The downside is that the two main metrics behind many business strategies are revenue and profit. The sales force fuels the top two lines by assessing compensation and motivating products to move coherently with business strategies. They must correlate with the activities and goals of the sales team metrics.

8.2. Providing Constructive Feedback

Guideline 1: The problem facing a supervisor in many cases where behavior appears not to have been undertaken or subsequently not to have been effective in relation to objectives arises in the task of constructive feedback. One of the skills present in

every high-producing organization is the capability of supervisory personnel to provide constructive feedback to subordinates in such a way that the subordinates understand it, can act upon it, and are able successfully to adapt present and future behavior in ways consistent with their own career progress and that of the organization they serve. The subordinate must be able to perceive two things: (1) an understanding by the supervisor of what actions have taken place, or not taken place as the case may be, and their behavioral consequences, and (2) the existence and nature of the desired behavioral consequences for the future, as well as the organizational reasons supporting these.

9. Ethical and Legal Issues in Selling Forces

Ethical and legal issues require careful consideration in designing and managing selling forces. While laws are enforced by the government, ethics in selling are derived from social, professional, and individual standards. The social responsibility of businesses to act ethically and to do so in the larger interests of society grows with the use of powerful selling organizations. This reality was the impetus for the development and implementation of government laws that regulate selling. Managers and salespeople are expected to have a thorough knowledge of the range and complexity of laws that affect their business. Top management is ultimately responsible for the conduct of their sales force in the use of its selling power.

This responsibility is emphasized by trade associations and commercial organizations in their respective codes of ethics or professional standards. The importance of setting ethical standards for a business and its employees is underscored by guidelines established by various organizations. While the law itself mandates punishment for illegal behavior, these guidelines suggest that ethical infractions are likely to bring punishment in the form of out-of-pocket or opportunity costs to the business or its employees. Emphasizing integrity, trust, and respect as the foundation for all business relationships is crucial. Furthermore, officers, managers, and employees are expected to use their business acumen to balance any contradictory claims of different stakeholders in the sales process.

9.1. Ethical Dilemmas in Sales Practices

Companies that engage in aggressive selling plans place excessive pressure on salespeople. Most salespeople frequently express the belief that their companies often expect them to succeed, which often means not only to keep the competition away from their present customers, but also to take business away from the

competitors. Sometimes, aggressive expectations expressed in sales plans may tempt salespeople to do or say things that are selective, distorted, or even untruthful. Worst yet, possible unethical requests to lie or deceive might be embedded within some sales proposals outlined in some selling plans.

As a defensive action, many selling companies provide standards that make explicit the acceptable level of behavior, performance, and legal aspects of the sales job. These standards are referred to in company manuals or guidebooks, to which salespeople have access, and their content is considered essential for protecting the company against possible abuses and its employees from possible excessive pressures. It is doubtful that each salesperson follows these regulations, but such a group of regulations could have the legal or psychological effect of minimizing morally questionable activities during the sales effort.

9.2. Legal Regulations Affecting Sales Operations

It is clear that to operate effectively under U.S. law, sellers need to know their rights and the power of these rights. But the seller should equally know his limitations and the areas in which his rights are conceded to be limited. This is obvious from the survey of the majority of statutes applying to sales activity, but this fact is made even more cogent in that certain state supreme courts have interpreted these laws and shown how they can be applied. To misuse the rights and powers guaranteed under U.S. law and to ignore the responsibilities conferred will cause needless and costly legal confrontations. Conceivably, a seller without such knowledge could even be found guilty of a criminal offense, as the new U.S. antitrust laws provide criminal penalties.

The necessity for the seller to possess some knowledge of the legal framework operating on him in his selling capacity has been demonstrated beyond doubt; some of this knowledge may not be relevant to his day-to-day activities, but it may enable him, when conducting his affairs not hindered by the fear of the possible plaintiff's attorney, to overcome the pitfalls that lie ahead. The legal adviser will be able to direct the seller down the necessary avenues to ensure that he does not fall foul of the law, but it is the seller who lives with these laws daily. He will make the decisions in the knowledge of his rights, understanding the limitations of these rights, and always be prepared to shoulder the responsibilities that these rights confer on him.

10. Globalization and Diversity in Selling Forces

We live in an era of globalization. Travel anywhere in the world and you'll see the same collection of banks, fast-food outlets, internet cafes, and other organizations. You can eat at the same fast-food franchises in any of several dozen countries. The internet makes it possible to communicate and conduct business with people in any country. High-technology businesses such as computer manufacturers have embraced global manufacturing, with few products being made entirely in one country. Virtually everything we use every day is the result of some form of global manufacturing, and the trend will continue and accelerate into the future. As businesses approach the international market, they must address a number of important cultural, legal, and language differences, and they must change many of their business strategies. One change involves the management of their sales forces that use some of the principles discussed to achieve improved sales performance. One important aspect of this is the concern with the professionalism, capabilities, and knowledge of the sales force. In the global market, these things assume new significance, partly because it is harder to have control over a sales force that is operating in another country, and local management is not as involved in the selection process.

10.1. Impact of Globalization on Sales Strategies

One of the fundamental shifts in selling as a result of increasing globalization has been the role of the sales representative. When business transactions were more localized, customers expected personal contact from a salesperson or company representative. In fact, in the B2C environment, local retail stores were a brand's extension. Large business transactions such as a significant investment or the purchase of processes and systems were managed by a local salesperson who worked in conjunction with a customer service-oriented branch or an inside salesperson. Although customers still demand personal contact with the companies they do business with, increasing globalization has changed the scope of that contact. Customers may be so widely dispersed that it is cost-ineffective for a company to have salespeople in all the sales geographies. In the B2C environment, the growth of eCommerce has been seen as a sales organization strategy to manage the global market. However, the impact of eCommerce has been about providing a sales service, leaving physical distribution or delivery at the center of the transaction.

10.2. Managing Diverse Sales Teams

Heterogeneity in sales teams often results in several management problems, which become a source of dissatisfaction and can lead to high turnover. Paying attention to structure can help identify the critical characteristics that pave the way for successful hiring policies. To conduct business in a marketplace where the population is increasingly diverse, firms should find ways to represent demographic groups more inclusively in all groups functioning in the marketplace, including sales teams. After all, the debate regards the establishment of sales teams with nodes that can help understand buyers and their reasons, behaviors, expectations, and wishes, and establish relationships with them. Starting from this premise, the present work aims to systematize the main challenges that result from diversity in the area of sales teams. Awareness of these challenges can help the selection, recruitment, and optimization of those who integrate and manage sales teams.

A large part of the business and consumer markets is highly diverse, including differences not only in socio-demographic characteristics, such as age, gender, race and ethnic origin, nationality, religion, sexual orientation, and others, but also in the increasing diversity in lifestyles, values, and skills. Consumer markets rarely reflect sales teams' diversity, although customers feel more comfortable interacting with sellers who are similar. The result is that, in general, sellers include few members of demographic groups representing a business's target market. Although diversity proposals focus on concerns such as hiring, retaining, and developing members of under-represented demographic groups, it is common to see spokespersons in the category of those who are part of minorities reflecting concerns similar to those of women and ethnicities that are not part of the social majority. Given the fact that price pressures reduce the average incomes of salespeople, reducing the attractiveness of these jobs, there is motivation for this review of diversity in sales careers.

11. Technological Innovations in Sales Management

Changes to the Laws concerning the relationship between manufacturers, wholesalers, retailers, and sales representatives may create conflicts. Expected changes in sales representative commissions, if in fact passed, may shift compensation toward higher salaries, increase the employment cost of salespersons, and generate pressure for technological solutions to increasing the productivity of sales representatives. Technological solutions aside, the sales system

must maintain the same number of retail positions in the sales plan. There will be no net reductions in the number of sales positions eliminated by technological advance.

The Economic Model applied in the Use of Sales Promotion Tools and their Impact on the Manufacturers' Transactions involves four different data measures. The first set of data includes the information used to develop cash flow forecasts for the manufacturers analyzed. The second measure is management's judgment concerning the use of sales promotion tools defined in the study. Two other factors are included in this study. The third level measures a manufacturer's general financial strength. A Geographical Measure introduces a identification of demographic data is included in the Economic Model. Statistical Method and Results of the Impact on the Manufacturer's Transactions are also included in this new technological and innovative textbook on market and sales force effects.

Sales managers indeed are confronted with a large number of policy options they can adopt to manage sales. What is the firm's strategy? What incentives does the sales force have? Does the firm implement demand controlling policies? Are performance evaluations linked to the demand? What about company policies? Are cash bonuses paid when a customer in a lower demand state orders more? Are salespeople pushed to concentrate on more volatile demand segments? We will now detail and discuss a number of these policy options. This section differentiates among policies contingent on, first company strategy, and second sales force incentives.

11.1. CRM Systems for Sales Teams

One of the most important tasks in organizing and managing sales teams is to allocate salespersons to the right prospects. In lean sales management, you only give co-workers a short introduction and leave it to them to learn about the product they are selling. In a structured environment, the owner sets what to do and designs the operations in detail while the reality has already been established. Furthermore, you very seldom think about how to generate new prospects. However, this is the worst possible management and organization. Focusing on orders and organization instead of consequences closes the window that is the sales work. This window is the most important because it focuses on the customers. The customers generate the orders.

In this chapter, we focus on the aspect of which orders they generate. Customer Relationship Management (CRM) is a business concept that was born because of a

poor circulation of feedback from prospects to sellers. This information then directly impacts the selling territory and can be transformed into a strength for the sales team. We proceed by defining what these strength characteristics are and how they shall be implemented in a comprehensive CRM system. We will emphasize the perspective from the producer of durable means to satisfy needs. This perspective is that of a CRM sales organization. A sustainable CRM model is then grounded in the process of managing relationships.

11.2. AI and Automation in Sales Processes

Centres of Excellence are designed to deliver expertise and resources to the force on the front line of the business effort and are a critical element of organizational design. We increase the importance of the Excellence role because it is in these support functions that we can take full advantage of AI and automation and make significant cost and quality improvements. AI is customarily applied to these defined tasks, often in close proximity to greater value at the customer interface. Up to 15% of selling forces are performing such tasks, and it is clear that impacted selling force roles will require upskilling with other talent needed in the design and management of AI and analytic technologies.

Considerable thought is required to ensure the new, lean, responsive, and more expert selling force contributes to a more effective go-to-market strategy in an increasingly competitive selling environment. There are four aspects businesses need to consider. These are: 1. Focus on where the real value is delivered and redesign the workforce to increasingly concentrate on these activities. 2. Eliminate waste. With AI and automation, undertake tasks for a fraction of current costs, and all elements of the working model can be addressed for their simplification, cost and effort reduction, and time taken from task initiation to task completion. The sales process needs to be more efficient at delivering the desired outcomes. AI can also improve the knowledge of how the market is buying, who is buying, and the actions required to deliver the purchase. The centralization of operations has been a long-term trend, but five to ten representative calls per month from each salesperson's territory need not be recordings left in a distant server. Coaching is often a component of a sales manager's role, and with AI and automation, they would be better informed, more efficient, and have greater impact, aiding an increasingly expert, lean sales force completing an increasing number of high-value interactions with customers. Furthermore, each salesperson's actions can be consistent across each customer interaction, reflecting the best practice from the business. AI will

deliver significant and also transparent efficiency benefits. Those forces not adapting will find their overheads have a significantly greater impact on their business model choices.

12. Conclusion and Future Trends

It is easy to make predictions. But, despite the normal cautions about our ability to see the future, it is relevant to end a book on selling forces with some elements of futurology. There is probably little doubt that various realities will combine to make the sales profession more and more central and crucial in managerial and organizational life. Recent trends can be singled out: the evolution of large corporations into mixtures of smaller entrepreneurial units subject to more direct environmental interdependencies; the lack of internal and external sources of human resources to staff the selling process with high-level sales professionals who can successfully negotiate complex product-service markets; a milieu of high and fast technological evolution, creating a situation of perpetual pressure and development for marketing managers from their sales personnel; a mountain of ever-increasing selling costs, which drive some companies towards the techniques and systems of the newest, improvement-oriented realm of selling force management and lead other corporations to the expressions of marketing and face-to-face personalized communication research implicitly contained in these writings. At any rate, the future looks interesting.

12.1. Key Takeaways from Selling Forces Management

Selling is a business activity that is 100% revenue driven. The failure of a business to 'sell' any product it is capable of supplying constitutes one of the most glaring losses of potential revenue for the business. Even the most perfect production departments, the most flawless personnel, and the most effective service for consumers can be rendered operative only upon the availability of the funds that the departments of marketing and selling must create by selling the goods produced. Selling is considered the spearhead with which to attack the market objectives and goals of a company. In order to be effective, salespersons must be provided with maximum support from the marketing setup of a company. The most efficient type of individual participating in a business, who has the benefit of specialized education in marketing and a broad background in supporting areas of business administration, is known as a marketing or selling executive.

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It is essential for an organization to plan its marketing and selling efforts in order to succeed, whether it is a manufactured product or a service. Marketing and selling planning, in this sense, is a continuous process. Selling is an activation of various marketing techniques under the leadership and guidance of the marketing head and his team. It starts with the initial planning activities of marketing, is followed by the selection of channel members, forms itself into a framework representative of the company, stabilizes into an organization chart, and lastly, acts as a selling force in administrative structures conducive to the attainment of market goals. The marketing methods developed in the latter part of the 20th century have created greater interest in the marketing concept of a company, and as such, the term 'marketing' also applies to activities that are a manufacturer's concern in marketing and selling its goods. In order to be a successful marketer or seller, it is essential that all selling concerns receive due attention from the manufacturer's top-ranking executives. Any company, therefore, involved in selling or marketing that is not inclined or does not have the expertise in this direction should assign this activity to a separate department or engage outside agencies or consultants.

12.2. Emerging Trends in Sales Management

Many specialized sales activities have been created in recent times to accommodate the patronage of difficult, sophisticated, powerful, thoroughly familiar, critical, and demanding buyers. The motive force behind these activities is sales effort. Broad from a tiny stream that developed in prehistoric days, salesmanship is now a rapidly flowing river, supplying water and power to industrial and commercial endeavors and undertaking the transportation of their products. That the modern sales manager has a multitude of market locations, channels of distribution, and specialized sales activities to utilize in his efforts is a product of the evolutionary process inherent in business. Machinery and technology now have a more important role to play in the maximum utilization of selling resources. Pioneering research in the field of buyer behavior is defining the characteristics and problems of key buying personnel, providing management with the operational tools needed for more effective action in influencing buyer tendencies even during those periods where product differentiation may be relatively low. The rapid growth within business of electronic data processing has seen applications in estimating sales potentials and in allocating sales effort at various trade levels. The accumulated experience of disciplined sales efforts is contributing importantly to the evolution of

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criteria and techniques that can be used by training schools and sales managers engaged in recruitment, selection, and development programs.

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