

Sales Force: Information, Personal Attributes, Abilities, and Skills

1. Introduction to Sales Force

Sales professionals work in different environments such as retail establishments, industrial organizations, wholesalers, the services sector, and non-profit organizations. Job titles can vary greatly as well: field representatives, account managers, sales executives, territory managers, business development representatives, dealers, district managers, telesales personnel, inside sales personnel, and sales agents. Outside sales personnel tend to work the territory and manage the relationships, while inside sales personnel work out of the office and make telephone calls.

The sales force is often the focal point of business activities and where a large amount of an organization's financial resources are devoted. Strategies are designed to grow and prosper in a market. It is the sales force that is responsible for implementing these strategies. For these reasons, the sales force is often described as the main driver of growth in many organizations. In addition, given the various environmental influences on the marketplace, companies are constantly responding to changes by the competition, regulation, taxation, and the economy. The salesperson has to work in different markets and sell transnationally. This requires an immense amount of information on the diversity of the organization's customers. Evolutionary trends suggest that the function of the sales force has evolved.

2. Understanding the Role of Sales Force

The sales force can be considered the main link in the business relationship between an organization and its clients. They understand the clients, respond to their various requests, nurture and develop sales relationships on a one-to-one basis, and sell the organization's offerings. Client relationships are substantial, relationships of trust are created, and client retention can also be achieved when the company's offerings meet the clients' needs. The sales staff are, thus, responsible for defining the business strategies, which they help implement. Selling is a process that, when practiced by organizations, contributes to the strategic implementation and vital

placement of the organization. Selling also builds long-lasting relationships with clients and contributes to client satisfaction.

The sales force is the most important part of any sales effort. It is responsible for developing and keeping a customer base. It builds relationships with customers and assists in retention. Further, the sales force also plays a vital role in defining business strategies and plans. The sales force is responsible for implementing the strategies and delivering the vision. The major role and responsibilities of a sales force are to provide value with their knowledge and expertise, to create a buying system rather than to win orders, and to build a community around them. They also involve other supporting staff in their projects, such as the finance leader, a corporate manager, and a consultant, who are involved in complex sales assignments. Sales personnel have many different roles and responsibilities, including direct account management, sales and market representation, buying and transaction management, sales leadership, management, and supervision. The personal selling profession is being transformed by modern technological advancements such as digital and telesales. Technology is capable of either assisting or substituting face-to-face sales careers, or both. As a result, our culture's needs for sales positions can change.

3. Information Required for Sales Force

A critical element of the sales force's ability to be effective is the quality of the information it can amass and digest. Information requirements range from an appreciation of vital market trends to understanding the light truck customer. The most useful information is that which aids in the offering of value and differentiation to the consumer by revealing demographic data such as income, age, gender, and interest in new models to the sales professional. At least as critical is information about primary causes in purchase decisions and whose opinions are most influential.

The advent and growth of the marketing research industry have broadened knowledge in the field of consumer behavior and direct marketing that intimately affects sales strategy and salesforce behaviors. For the most part, general consumers are becoming more inclined to be purchase-focused on price, safety, and convenience. Sales professionals now have access to stronger and more concentrated market research data that is more focused and can often be generated in real time thanks to the immediacy of digital enterprises and social media. Another

major area that profoundly impacts the sales force marketing strategy is detailed competitive issues. Selling strategies can be reinforced with news of new products in key features and benefits or new price points. Customer targeting can be adapted to fit potential customer demographics or offer messages based on competitive vulnerabilities. An important note of advice, however, is to be aware that this source of information can be unreliable if polled informal digital sites, and it is important for the sales force to verify data through other research practices. Also, a strong understanding of the laws and guidelines with respect to privacy and legal data use and what is ethical regarding obtaining and utilizing information about the consumer is also wise. Encourage and offer mutual privacy to respect customer relationships, which foster erroneously accessible data.

4. Personal Attributes of Successful Sales Force Professionals

Personal attributes can separate average and elite salespeople. Good people skills are crucial and include such components as excellent interpersonal abilities. Salespeople adept at sharing information are perceived as interactive and are seen by clients as being more genuinely interested in them. This characteristic has been shown to be important in developing long-term client relationships. Likewise, the ability of salespeople to listen is important. Successful salespeople listen more than they talk. High-achieving salespeople are skilled at building valuable networks of colleagues and customers. Empathy is also among the personal characteristics that differentiate successful from average salespeople. It reflects the degree to which a salesperson can sense a client's particular need. Successful salespeople are also highly emotionally intelligent. They can sense the moods, feelings, and motivations of their customers and keep track of the impact of the choices they make on them. With a few exceptions, high-performance professional salespeople have shown resilience and persistence. They rebounded quickly from failures, learned from these experiences, and used them to alter action plans with customers. They are also more adaptable than others. These are the salespeople who recognize when they need to upgrade their skill level. They identify the requisite new skills and commit to acquiring those skills. They stay current with changes in the market and the client portfolio. They have a professional image and they question deeply. They use a variety of resources to gain expertise about the client, including information they gather from sources inside and outside the company. They use groups of clients as sounding boards and test markets for ideas about where their industry is heading.

4.1. Communication Skills

Communication is the transfer of an idea or feeling. It is a process where people give and receive information and have the chance to engage in conversation. This is one of the things salespeople do all day long—communicate. Communication takes the form of verbal communication, non-verbal communication or body language, and written communication. In verbal communication, items such as accent, pitch, proper grammar, interest shown, friendliness, and speaking concisely are very important. Non-verbally, the amount of eye contact used is important; other areas to be concerned with are posture, facial expressions, the amount of proximity between the speaker and viewer, and hand and leg movements. Written communication is the last and least common, but it is extremely important. Salespeople communicate a lot of information in letters to their customers. This is very important, especially for following up after a sales presentation. What people do, how they do it, when, and for how much is based on the information in the written form—all words.

Another important aspect of communication is the skill of listening. Salespeople must be great listeners. They must look at the speaker straight in the eye, concentrate on the words spoken, not interrupt, and then remember the information after it is presented. It is very important to be an active participant in the listening process. Salespeople also must have the ability to tailor their message to an individual in a way that the individual is able to truly understand how the product will benefit them. This process will enable the salesperson to design the benefit around what the potential client has described as important to them. This is the key to sales, showing the buyer how they can benefit from the product; thus, making them want to purchase. In any sales presentation or conversation, you are attempting to break down barriers that have been set up in an attempt to win approval. Clearance calls, which are also known as objection-clearing calls, are a skill that a salesperson must possess. This is the ability to overcome any objections that an individual may present to the product, service, or idea. Answers to all questions, regardless of the subject, must be exceptional. They must be woven into the presentation naturally and without intimidation. Information and persuasive ability to address objections is key to a prospective buyer's feeling of trust in the person presenting the product. Each of these courses of action requires extensive knowledge or training, and a lot of practice. Salespeople take small roles in their communication expertise and focus continually on the training process, as it relates to just one of these innovative features. As it has been reiterated, solid

communication skills build relationships based on honesty and trust. In sales, buyers must trust and like the salesperson in order to build a relationship. Expertise in the ability to communicate can definitely accelerate a sale. A salesperson is as good as their ability to relate the message effectively to the potential buyer.

No matter what area in the field of business one enters, the implementation of strong communication skills is imperative. If this skill is efficient in sales, the bottom line is increased to a successful level.

4.2. Empathy and Emotional Intelligence

Empathy is the ability to identify with another salesperson or customer, consciously recognizing their emotions and perhaps empathizing with them. Its counterpart is emotional intelligence, which may be defined as the ability to recognize and understand your moods, emotions, and drives, as well as their impact on others. But what are the possible implications of empathy and emotional intelligence for sales? Not only can a greater understanding of customers' emotions and needs lead to the development of more effective sales strategies, it can also deepen customer satisfaction and commitment by strengthening the buyer-seller relationship. Developing emotional intelligence is achieved through self-awareness, self-regulation, motivation, empathy, and social skills. An individual's level of self-awareness and the degree to which they understand and manage their own emotional state have a direct impact on the management of others' emotions. Empathy is a difficult aspect of emotional intelligence for some salespeople to develop. One method that has produced results is the technique of active listening. Because emotions are an integral part of the conflict resolution process, emotional intelligence can be used effectively in negotiations and conflict resolution across organizations. Clearly, both empathy and emotional intelligence can be powerful tools for the salesperson. A high degree of empathy can help develop better relationships. A customer service representative with a car company won a national award for customer service because all her customers wrote back to headquarters for being treated so well. She said there was nothing fancy about her approach to customer service. "I just practice 'active listening,' that is, I let the customer talk, I show empathy, and I make him feel that he is important."

4.3. Resilience and Persistence

Resilience

CHIB Amina Djazia
Associate Professor
International Management of Companies and International Marketing
Abou Bekr BELKAID Tlemcen University
Faculty of Economics, Business and Management
Business Department

Resilience is the soft skill required to bounce back when a prospect or an account has fallen through. For many people, a sales position is their first experience with a client-facing career. It is also a position where you will experience much rejection. One of the biggest predictors of professional success, especially in sales, is a person's ability to bounce back. We also know that top salespeople do not necessarily have fewer problems; they simply recover from them more quickly. Resilience is the ability to sell your way through a difficult time without mentally losing your focus and your desire to meet your goals.

Persistence

Being resilient does not mean not following up. You must have the resilience to call on somebody several times even when they have previously shut you down. The ability to persist will lead to success. It's a numbers game; you just have to be the one that happens to have contacted them at the right time. An example of the significance of perseverance can be found in the field of cold calling. The most effective time to contact potential consumers is between 4 p.m. and 5 p.m. These people are busy when you have time to call. The nature of sales demands that professionals be people who do what needs to be done no matter what. This often requires incredible persistence. The advantage of this characteristic is that, in our business, persistence very often leads to success.

4.4. Adaptability and Flexibility

Individuals with a learning orientation are more adaptable and flexible when facing new territories, products, and market complexity. Given the tremendous changes driving the new buying cycle, it is important for salespeople to become adaptable. Conditions involving uncertainty and change often present a plethora of opportunities for growth while simultaneously containing a great deal of risk. Adaptability is a character trait that is closely linked to effective sales performance. The requirement for adaptability arises from altering customer preferences and the speed at which technology is updated. Trends relating to customer, product, technology, and distribution evolve virtually overnight. The colossal shift in power from "seller" to "buyer" necessitates adaptability to stay current, flexible, and relevant in such a rapidly changing marketplace. The need for professionals in the sales and marketing function to identify and seize opportunities and, conversely, pinpoint and mitigate risks associated with the unpredictable market is more acute now than ever before.

Adaptability can be learned and developed. To enhance adaptability, salespersons must develop a broad set of capabilities and a mindset that is open-minded. In addition, salespersons must embrace continual learning, expand their intellectual curiosity, and understand the complexity of human behavior. They must also, importantly, seek frequent sales call feedback. Organizationally, companies can assist salespeople in becoming adaptable by offering educational sessions and training programs specifically tailored to this endeavor. Assistance can also be realized by developing a powerful market intelligence system or dashboard that keeps salespeople well apprised of current market trends, technological advances, and best practices. The ability to shift sales strategies and alter work behaviors on the fly is particularly critical for sales work, as individual and team efforts must be immediately realigned in response to rapidly evolving customer feedback.

Large-scale sales organizations especially want salespersons to be adaptable. This is true because teamwork is increasingly critical, particularly in today's market where organizations are attempting to penetrate multiple buyer levels for expanded business. Because of the increasing necessity for sales team cooperation, flexibility becomes paramount. Sales team collaboration is also a vital building block for optimizing organizational potential and some firms to improve marketing approaches that involve collaboration. Thus, the ability to benefit from interpersonal and team dynamics is becoming increasingly vital for reaching multitiered decision makers and managing complex deals. In some ways, adaptability is tied to innovation, the ability to change to improve the way that services are offered. Some companies may seek creativity not only in selling but also in offering good counseling in order to bring innovation to marketing and forge stronger customer relationships.

5. Key Abilities for Effective Sales Force

One of the consequences of the changes that have increased the complexity of the professional profile of the sales force is that special abilities are becoming more important in order for their work to be effective. Consequently, the abilities themselves could be used as an attribute for assigning corresponding job titles. Although arguments can be made that effective sales force efforts may require the application of an entire spectrum of abilities, the following five major aptitude classifications can be identified as particularly important. These abilities are structured by their positioning according to the stage in the personal selling process when they are primarily required: success in performance from the impression

management point of view; understanding the problem-solving process; the ability to communicate effectively; and the ability to manage the interpersonal relations of the customers, specifically relationship management conducted by those in charge of key accounts.

Sales forces are regarded as successful only if they exhibit proficiency in personal and/or communication abilities and attributes required for success in today's ethical marketing environment, holding necessary solid developing techniques. Originally, salespersons have realized that personal success in dealing with their managerial responsibilities directly depends on their proficiency in selling skills and their attitudes. They are well oriented about their need to create a service commitment to provide their services whenever they are needed. Established by its kind, training based on different theories requires skill aspects that play a vital role. Skilled salespersons believe that mastery of selling skills is the only solution to hard selling practices, by which commission and targets are everything. Selling skills at all specialized levels serve two purposes. Every good sales manager has an image of what he or she wants the salespeople in the organization to be. Research has shown that success in professional selling necessitates the possession of certain attitudes, personality traits, personal characteristics, specific abilities, and personal skills.

5.1. Negotiation Skills

Negotiation is an essential part of any sales process. In the negotiation process, the buyer and the seller define their objectives and positions. A good outcome occurs when the parties can achieve their objectives. Several factors are needed for successful negotiation strategies: Preparation: Have all information available. Understand customer objectives and needs. In negotiation, you have to sell your proposal. You have to understand or guess (better) what the customer wants. But remember, hard selling is not going to get you anywhere. It will close this sale, but you will see this customer once. Therefore, a relationship is needed. If you do not know your customer and their needs, you have no negotiation power. Effective communication. Empathy: Create a win-win situation. Win-win scenarios. Compromise and split the difference. Some people and negotiation trainers believe that negotiation cannot be taught, as they believe this is a skill that you already have and develop over time, and the only thing that training can do is develop it. However, this assumption is wrong. Negotiation is a common practice in many organizations. A simple example that most of us have experienced is negotiating a salary increase. Other real examples of negotiation situations, in which we

participate, are: negotiating a second interview for a job, requesting an extension of payment, negotiating with your bank manager to give you a loan, and real estate agents giving you more for your house. We negotiate in order to reach an agreement. If no agreement is reached, then there is no deal. In the long term, we do not just want a deal, but we want to build a relationship with the other person.

5.2. Problem-Solving Abilities

In a constantly changing business environment, a sales force cannot rely solely on experience and routine to address customer objectives or concerns. Adaptability and problem-solving ability are essential for success in service and sales work. The counterargument to a problem-solving perspective is that over-reliance on problem solving often results in a deficit view of performance. However, many sales personnel regard such skills as more important in enhancing the organization's image and increasing marketing-sales cooperation. Problem solving can result in an increased ability to address and even eliminate customer objections or concerns.

Many, if not most sales managers, find this one of their most challenging assignments. They must work effectively with the firm's customers, employees, and other executives. Those problems may include concerns about quality, patient safety, regulatory compliance, trade agreements, and seasonal issues. Developing strategies that help distinguish their organizations from the competition will force salespeople to become better skilled in problem solving. Techniques for problem solving often require critical thinking and analysis but also involve some degree of creativity and an ability to work with others. Research has shown that a salesperson's problem-solving style can have a significant impact on job performance. Some individuals simply work more effectively in teams. Although less experienced salespeople may not possess substantial knowledge of the sales force, they may bring fresh perspectives and techniques from previous workgroups. Collaborative problem solving can be an environment in which organizations can and need to invest to improve sales force abilities and build a technically superior sales force.

5.3. Customer Relationship Management

Customer Relationship Management (CRM)

The following part of this chapter focuses on customer relationship management (CRM) as an important part of the process of selling. The primary purpose of

relationship management is to build and maintain a profitable long-term relationship with valuable customers. Customer relationships are managed to a greater extent by adding benefits and fresh ideas designed according to customer needs. This is very helpful for managers to embody a culture as part of the company's effort to provide the best solution for sales in every retail store. Providing the best solutions is one way to enhance brand value, increase customer satisfaction, and encourage customer loyalty, which can improve customer lifetime value.

The development of new strategies and tools to meet and attract the new face of the customer is part of ongoing innovation. In this part of the discussion, customer relationship management (CRM) has several points. CRM has always been a top three pain point for buyers since we first started asking in 2017. But the bigger story at this point, in my view, is how the combination of tech evolution and changing business strategies and priorities are enabling companies to crack the nut. By doing so, they are increasing customer loyalty and retention, and building the stronger relationships they need to get their own revenue engines going again. All of which means the race to put these new, more powerful CRM systems in place is on.

Some ways to enhance customer lifetime value include: - Exit barriers - Retention costs - Buying habits of customers that will shop frequently and remind those who do not to shop less often. - Personal selling: use databases and make calls as a follow-up.

Technology tools to manage customer relationships include: - Storing factual information - Identifying profitable customer types - Keeping track of communication between customers and salespeople - Seeking customer feedback.

6. Essential Skills for Sales Force Success

The basic skills for a salesperson are presented here. Sales techniques presented range from the types of questions that improve sales effectiveness to how to use communication skills and techniques in a selling effort. Time management is also covered in this essay. Appropriate time management means good pre- and post-call planning. In both sections, there are recommended training answers.

The essential skills of selling with respect to the sales force are product knowledge, communication skills, time management, people sensitivity, decision making, getting and using information, goal setting, personal motivation for self-development, and

self-management. Consultation abilities are the chief core competency of successful individuals in a consultative selling model. These abilities include: information gathering, people sensitivity, decision excellence, shaping actions, influencing others, fostering growth, and motivation for personal achievement. Empirical studies on the essential successful behaviors of the sales force have identified that the seven essential behaviors that determine a successful performance of a salesperson are: asking the right kind of questions, using observational data, being comfortable making cold calls, being persistent, being able to analyze and conceptualize about the sale, influencing the buying decision, and being able to prioritize under pressure. Progress has been made in identifying some of the traits apparent in high-performing salespeople. These are some of the building blocks that are inherent to a salesperson's success. In other words, many personal traits lead to higher sales performance, and if they are developed through training and experience, they may lead to further improvements in performance.

6.1. Product Knowledge

A skilled sales force must possess advanced product knowledge. This is critical in that customers often approach salespeople to acquire a personalized product recommendation. Furthermore, customers may have questions about a product and hope a salesperson might provide a more informed solution. The more a salesperson can understand and learn about a product, the more they become a resource for the customer, and the more they build trust and credibility. Good salespeople and companies look for ways to offer their employees product knowledge training and perhaps exclusive quarterly or bi-yearly excursions to partner vendor facilities to learn about products firsthand. Therefore, there is more value in taking a sales force to a vendor facility than meeting to discuss a rollout of a new product line. In sales positions, solid product knowledge can often mean the difference between making a deal and losing out to a competitor. For retailers, what good is an expensive LCD television if the employees can't explain the difference between contrast ratio and response time to a customer? Proficient understanding allows the sales associate to become an expert in the customer's mind. Technical salespeople must continually learn the latest industry jargon, news, and tricks to provide a flawless sale and remain competitive. Sales employees might use examples of larger profits for the company after adopting new products or product knowledge.

6.2. Sales Techniques and Strategies

Consultative selling is advisable in unpredictable situations, for example, in innovative products, where the customer doesn't know what he wants, or in high-fee consultancy. In other market segments, solution selling or relationship selling will be more efficient, applied depending on the environment and the personal attributes of the salesperson. The sales technique must respond to the product, customer type, and environment. Besides the appropriate selection of the strategy, each customer has a particular need. Selling standards become inappropriate, as successful salespeople are those who can solve customer problems. This is because the ultimate goal of a successful salesperson is not customer satisfaction, but creating customer delight: surprising customers by exceeding their expectations. Just as products or services change, the actual selling and theoretical selling also change. Technology has also changed the way selling is conducted. The term relies on having a strong personal brand. Prospects will follow you in whichever company you work. These salespeople tend to be better trained than the older ones. They have a higher customer orientation and discipline with a resistance to failure. New successful selling techniques are meant to be the method of consultancy, with each stage of the sales process consisting of techniques or new steps: identifying the opportunity, contacting leads, or uncovering their needs. Techniques thus need to be continuously evaluated and adapted. Ongoing training and development are necessary to achieve marketing and sales objectives.

6.3. Time Management

6.3. Time Management. Sales success requires good time management. Time management involves identifying the relevant tasks to do and then scheduling them in such a way as to maximize sales. Techniques of time management include setting priorities, planning, deciding what to delegate, and scheduling. A lower level of time management efficiency is responsible for reduced sales figures. The majority of salespeople yesterday, today, and tomorrow will not achieve their sales targets because they do not manage their time properly. If sales forecasts are to be achieved, sales management must never be afraid of insisting on their subordinates keeping time logs, if necessary by dangling a carrot or a big stick. Time management is a necessity because it is in short supply; there are only 24 hours in a day, and of them, one-third are available for work. To manage time efficiently, sales personnel should first identify the relevant tasks to do, create a clear and effective plan to achieve them (this also involves preparing for setbacks—successful attempts and

failures), and then identify which tasks to delegate. Additionally, sales personnel must also plan their time to address contemporary concerns such as attention management, best practices, and leveraging the benefits of technology. More specifically, selling resources can help with time management, giving the example of a salesperson who is able to see all her home appointments for the day, which makes it easier for her to estimate her travel time. Moreover, business-builder technologies can make a home appointment with the ability to have the office strategy and plan incorporated—integrating and coordinating opportunities such as work-based appointments. One popular method, which we shall use in this book, is the setting of goals that are: SMART - Specific, Measurable, Attainable, Relevant, and Time-bound.

7. Training and Development for Sales Force

To apply current practices and knowledge of effective sales training and personal development of salespeople, this section of the book focuses on training and developing the sales force. Although there are numerous ways to train personnel, they generally fall into two categories: education (increasing the potential of the employee) and training or development (increasing the effectiveness of the employee). These forms of training range from sales boot camps that provide new salespeople with intensive training around professional sales activities to the "Socratic" approach of sales coaching that is built into the ongoing meetings franchisees have with their business consultants.

Why are we discussing these training methods in a book designed for faculty who teach selling and sales management? We include direct training and personal development of salespeople, largely because of its impact on the personal attributes, abilities, and skills section of the model for developing the sales force. As you will see in our discussion of these areas, continuous learning is associated with improved performance when considering the latest developments in sales force training. The acquisition of this knowledge and continuous exposure to additional skills, abilities, and personal characteristics enable us to develop a body of knowledge in this area. Providing effective training may be particularly important in situations where you are hiring experienced salespeople and assuming they will already have many of the personal attributes and motivational factors we just discussed. Training is another way to raise their performance to a level of good to outstanding.

There are challenges for professors and corporate trainers in providing effective training. In addition to having to provide basic selling skills to those who don't already have them, new personnel must be brought up to speed regarding the products they sell and the systems used in the company. On the job, experienced sales staff need to constantly be learning new skills and new ways of doing things. Yet, many companies are resistant to providing extensive ongoing training, especially in companies where sales staff turnover is high. Often, employers are concerned that they will provide industry-specific knowledge that will make it easier for salespeople to find new jobs, thereby wasting the money they spent training the salesperson. This is why serious consideration must be given to the hiring process and setting appropriate training budgets. A general guide is that a minimum value-added goal with respect to training should occur. If a company currently spends a year for classroom and other types of training for each salesperson, it should be providing training and other forms of continuing education that provide at least that extra in performance.

8. Conclusion and Future Trends in Sales Force

Conclusions

The sales force is the backbone of any business organization. Well-trained sales professionals bring a great deal of personal attributes, abilities, and skills to every customer encounter. When honed and strengthened, these traits improve individual sales force effectiveness and the organization's overall sales performance. Through relational capabilities, sales professionals are able to differentiate themselves and their firms from competitors. A manager armed with insights into the effectiveness attributes for a given sales force or team can make more informed HR decisions, such as hiring, constantly supervising and coaching their juniors, designing more effective sales training programs, and making more targeted marketing messages to sales force customers.

Furthermore, advancements in electronic commerce and different kinds of technologies are changing the business environment and influencing some organizations to automate their functions, including the goals and activities of the sales force. However, personal selling is not dead, and the adoption of some aspects of personal selling can lead to an increase in profitability. Moreover, with ongoing changes in information and managerial advancements, social responsibilities, and environmental protection priorities from different organizations and issues, in the

CHIB Amina Djazia
Associate Professor
International Management of Companies and International Marketing
Abou Bekr BELKAID Tlemcen University
Faculty of Economics, Business and Management
Business Department

future we will see an increase in opportunities for selling products and services. Professionals involved in selling will be provided with databases concerning their customers' wants, needs, beliefs, and behavior along with the profit potential of individual consumers.

The future success of a business organization will be determined by the ability to intermingle new with the current markets, products, pricing, and promotional methods. Sales professionals will encounter more databases and advanced statistical and managerial metrics in their jobs to better understand sell-out and develop data-based selling techniques, along with managerial strategies. This highlight summarizes the state of the art knowledge and possible technological changes in sales force goals, functions related to those goals, necessary skills, and marketing applications. (Sharma et al.2020)(Hartmann & Lussier, 2020)(Potla & Pottla, 2024)(Vuksanović Herceg et al., 2020)(Alavi & Habel, 2021)(Mattila et al.2021)(Agnihotri, 2020)(Guenzi and Nijssen2021)(Venkataramanan et al.2024)

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CHIB Amina Djazia
Associate Professor
International Management of Companies and International Marketing
Abou Bekr BELKAID Tlemcen University
Faculty of Economics, Business and Management
Business Department

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