



INTRODUCTION TO SALES MANAGEMENT

LEARNING OBJECTIVES

A career in sales management is exciting and unique and provides numerous opportunities. This chapter will do the following:

- Provide you with an overview of a sales manager's job.
- Introduce you to the various types of sales managers and the skills required of them.
- Discuss what a new manager experiences when promoted from a sales job.

WHAT IS SALES MANAGEMENT?

Sales management is the attainment of sales force goals in an effective and efficient manner through:

- *Planning*
- *Staffing*
- *Training*
- *Leading*
- *Controlling organizational resources*

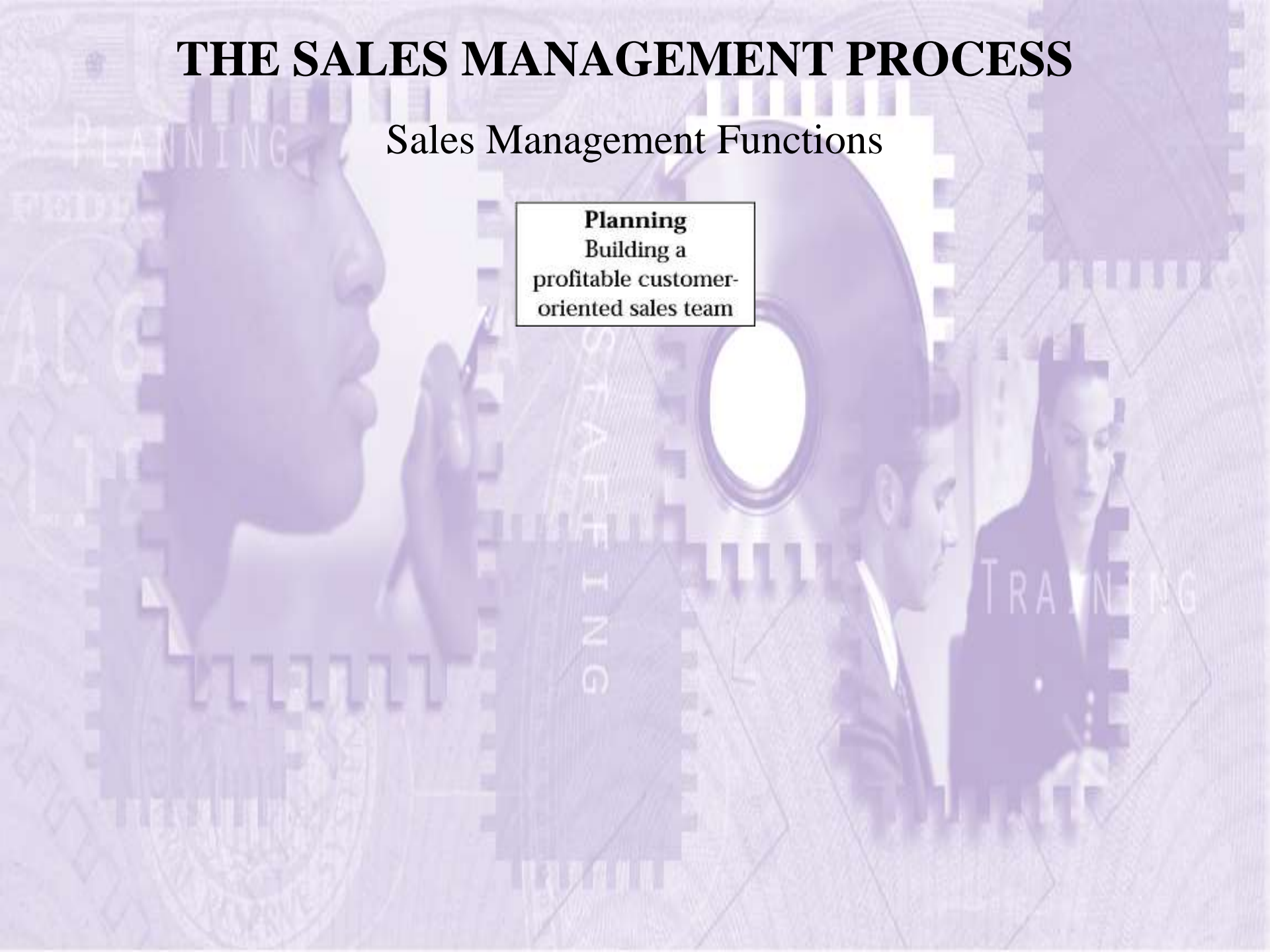
Definition

The American Marketing Association defines sales management as the *planning, direction and control of personal selling, including recruiting, selecting, equipping, assigning, routing, supervising, paying and motivating as these tasks apply to the personal sales force.*

THE SALES MANAGEMENT PROCESS

Sales Management Functions

Planning
Building a
profitable customer-
oriented sales team



PLANNING

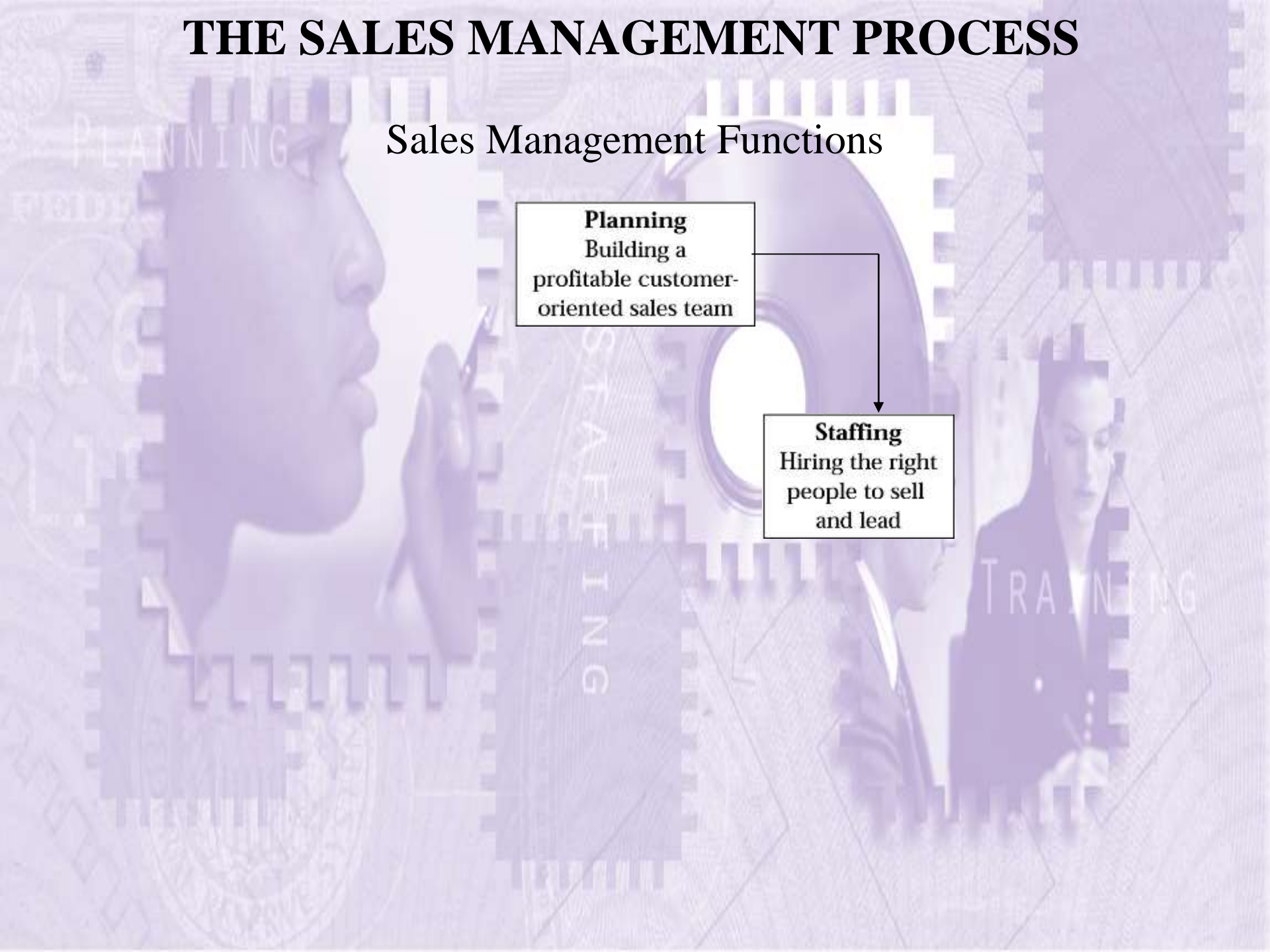
The conscious, systemic process of making decisions about goals and activities that an individual, group, work unit, or organization will pursue in the future and the use of resources needed to attain them.

THE SALES MANAGEMENT PROCESS

Sales Management Functions

Planning
Building a
profitable customer-
oriented sales team

Staffing
Hiring the right
people to sell
and lead



STAFFING



Activities undertaken to attract, develop, and maintain effective sales personnel within an organization.

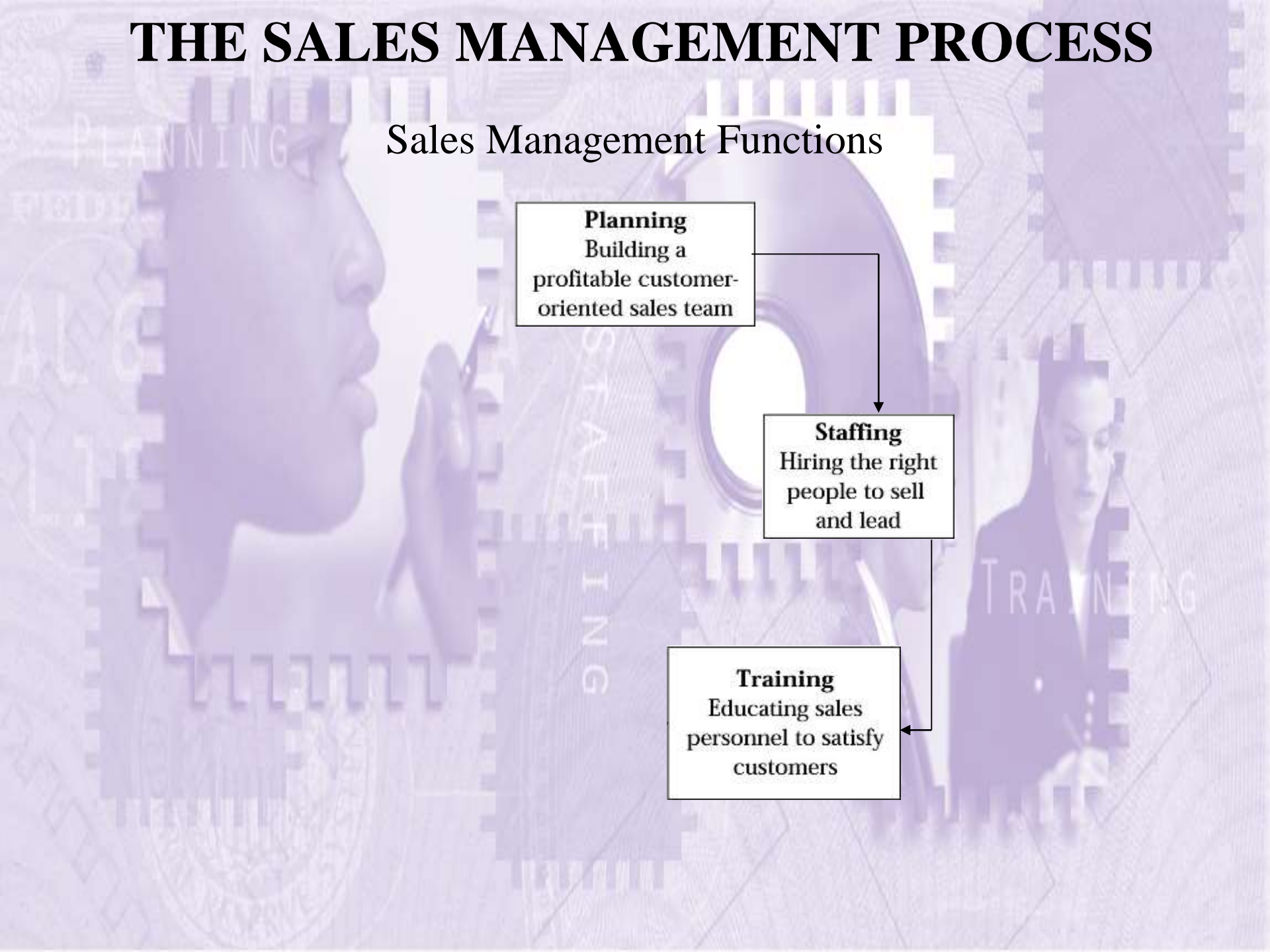
THE SALES MANAGEMENT PROCESS

Sales Management Functions

Planning
Building a
profitable customer-
oriented sales team

Staffing
Hiring the right
people to sell
and lead

Training
Educating sales
personnel to satisfy
customers



SALES TRAINING

The effort put forth by an employer to provide the salesperson job-related culture, skills, knowledge, and attitudes that result in improved performance in the selling environment.

THE SALES MANAGEMENT PROCESS

Sales Management Functions



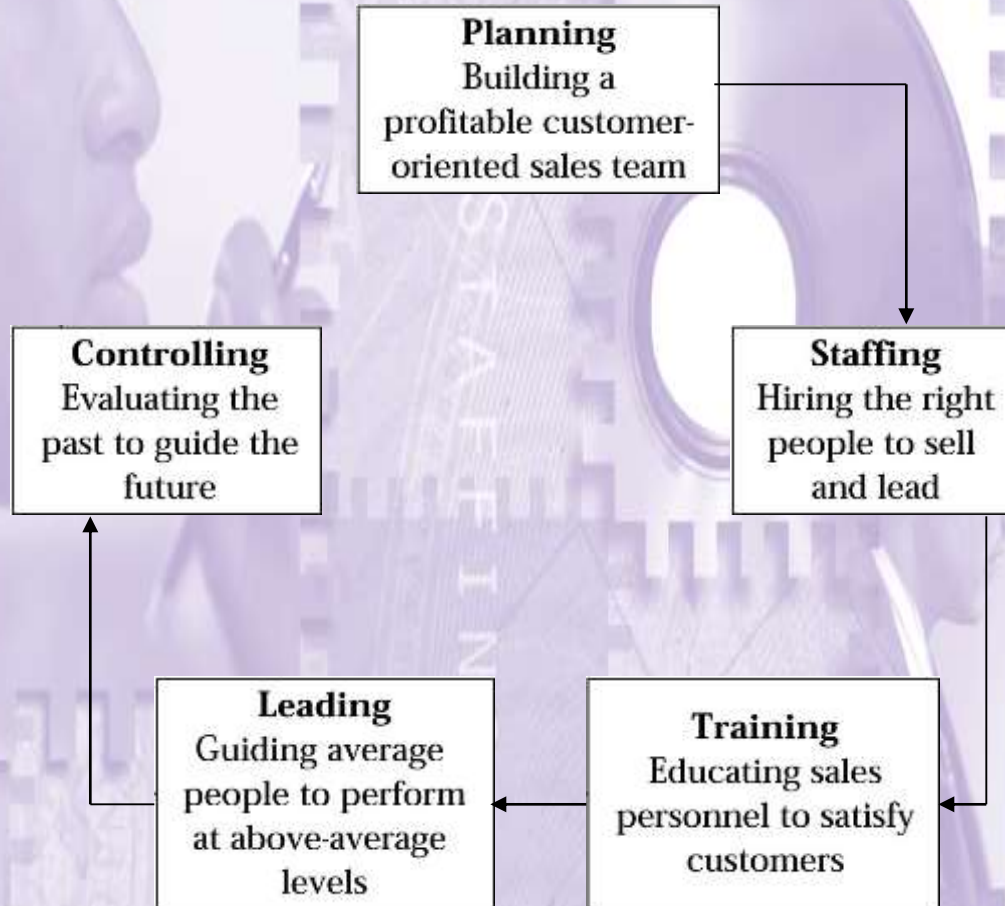
LEADING



The ability to influence other people toward the attainment of objectives.

THE SALES MANAGEMENT PROCESS

Sales Management Functions



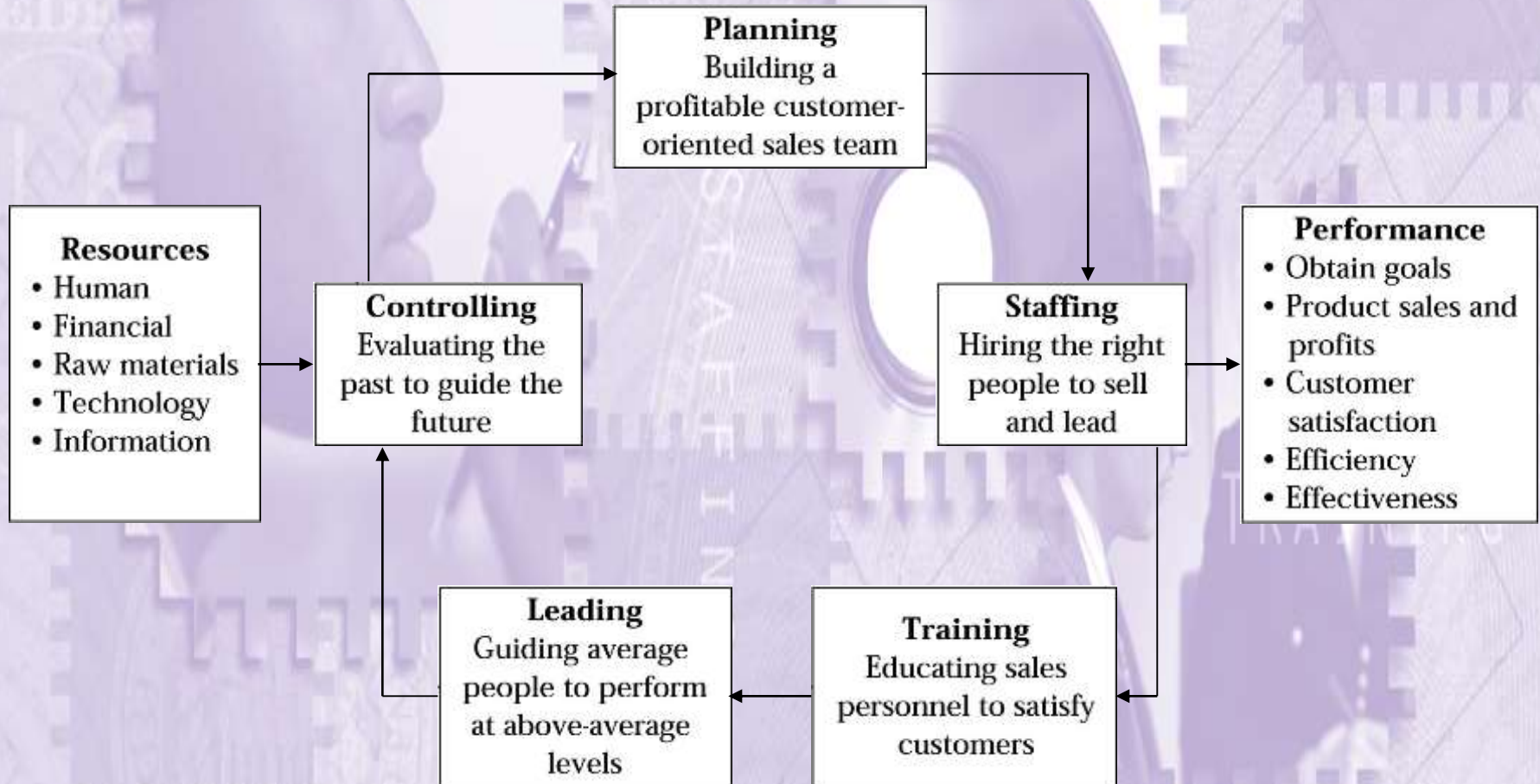
CONTROLLING

The background is a light purple gradient with a faint, semi-transparent image of a person's profile on the left. Overlaid on this are several large, stylized icons: a gear, a magnifying glass, and a document. The word 'CONTROLLING' is written vertically in a large, white, sans-serif font across the center. The word 'TRAINING' is written horizontally in a smaller, white, sans-serif font on the right side. There are also some faint, circular patterns and lines scattered throughout the background.

Monitoring sales personnel's activities, determining whether the organization is on target toward its goals, and making corrections as necessary.

THE SALES MANAGEMENT PROCESS

Sales Management Functions



SALES PERFORMANCE

Sales Management is the attainment of sales goals in an ethical, efficient, and effective manner.

Objectives of sales management

- Sales volume
- Contribution to profits
- Continuing growth



THE SYSTEMS VIEW OF AN ORGANIZATION

EXTERNAL ENVIRONMENT



The background features a collage of business-related images: a man in a suit talking on a mobile phone, a woman in a business suit, and various geometric patterns like gears and hexagons. The overall color scheme is light purple and blue.

Organization is a social system that is goal directed and has a deliberated structure.

Goal directed means an organization is designed to achieve some outcome.

Social means being made up of two or more people.

Deliberated structure means the tasks are divided, and the responsibility for their performance is assigned to organization members.

MAJOR PARTS OF AN ORGANIZATIONAL SYSTEM

Organizational effectiveness is the degree to which the organization achieves a stated objective.

Organizational efficiency refers to the amount of resources used to achieve an organizational goal.

SALES MANAGEMENT SKILLS

1. CONCEPTUAL AND DECISION SKILLS

Refer to the cognitive ability to see the organization as a whole and the relationships among its parts.

2. PEOPLE SKILLS

Involve the ability to work with and through other people and to work effectively as a group member.

3. TECHNICAL SKILLS

The ability to perform a specialized task that involves a certain method or process.

PROMOTION FROM SALESPERSON TO SALES MANAGER

Changes that occur when a person becomes a new manager:

1. Perspectives change
2. Goals change
3. Responsibilities change
4. Satisfaction changes
5. Job skill requirements change
6. Relationships change