

Management of Sales Force

UNIT-1

1. Sales Force and its Management

Sales Management is mainly concerned with the management of sales functions. According to American Marketing Association, “sales management meant the planning, and control of personal selling including recruiting, selecting, equipping, assigning, routing, supervising, paying and motivating as these tasks apply to personal sales force”.

Characteristics of Sales Management

Sales Mgt. is part of total mgt. of the enterprise.

Sales Mgt. is responsible for a part of marketing activities.

Sales mgt. is responsible for the mgt of personal selling function

Sales mgt. includes recruitment, selection, equipping, assigning, supervising, controlling, routing, paying and motivating sales.

Importance of Sales Management

The importance of sales mgt is studied under the heads as given ahead:

Contribution towards Achieving the organisational objectives

Setting up Structure of Sales Organisation

Promotes consumer Satisfaction

Sound Business Planning

Integration between Business profits and Social Objectives

Importance as a Top Sales Executive

Importance in the National Economy

Helps in Establishing Coordination

Miscellaneous

Objectives of Sales Management

To achieve adequate volume of sale or maximisation of sales

To provide maximum contribution to profits

To project continuous growth of the enterprise

Principles of Sales Management

Principle of objective

Principle of Definition

Unity of Direction

The principle of Unity of Command

Authority and Responsibility

Principle of Division of Work

Principle of Coordination

Principle of Flexibility

Principle of Remuneration

Principle of Equity

Principle of Exception

Functions of Sales Management

Main functions of sales management are as follows

Sales planning

Sales organisation structure

Coordination

Managing Sales Personnel or Staffing

Managing and Controlling Personal Selling

Directing the Sales Force

Compensating Sales Force

Evaluating Analysing .

2. RECRUITMENT AND SELECTION OF SALESMEN

The recruitment of salesmen is important not only in the formation of a new sales force, but also in the successful operation of an established organisation. The sources of recruitment of salesmen can be classified under two heads.

Internal Sources of Recruitment

External Sources of Recruitment

Internal sources of Recruitment means recruiting the salesman amongst the workers already working in the enterprise.

External Sources of recruitment are through advertisement, voluntary applications, Employment Exchange etc.,

Ideal Process of Selecting Salesman

It is difficult to prescribe one selection procedure for the salesman which may be used in all the enterprise.

The ideal or scientific sales process should include the following.

Job Analysis, job Description and Man specification

Application Form

Personal Interview

References: Investigation or checking

Psychological Tests

Medical Examination

Final Interview and Selection

3. Training and Direction

Salesman selected for the job, need training for effective sales performance. According to Edwin B. Flippo, "Training is the act of increasing knowledge and skill of an employee for doing a particular job".

Advantages or importance of Salesman's Training

Trained salesmen can see opportunities in a market

A scientifically designed training program results in increased sales

Training enables salesman to gain a deeper understanding of the customer's problems

Trained salesman acquire deeper insight into customer's needs and wants

Training helps to lessen the time

Training helps the salesmen in building congenial relations with customers

Disadvantages or Limitations of Sales Training

Training is a means and not an end

Salesmanship is a matter of personality and cannot be acquired through training.

It is not possible to provide all types of training under one roof

Most of employers hesitate to train their sales army because it is time consuming process.

Methods of Training Salesmen

Individual Training Method

Group Training Method

Objectives of Salesmen's Training are as follows.

Detailed knowledge of the product

Knowledge of the basic principles of selling

Knowledge about the customers

Increase the morale of the salesmen

Method of creating new customers

Principles of a good Training scheme

Scope and objective of the training should be clearly defined

Duration, timings and place of training are duly fixed

Opportunities for diversified experience

The training programme should be adequate, continuous, convenient and acceptable to trainees.

Limitations of Sales Training

Lack of efficient and trained trainers

Routine work of the enterprise is disturbed

Expensive for small business enterprise

Impossible to impart training regarding every aspect of sale

Lack of interest on the part of entrepreneurs.

4. MOTIVATION,COMPETITION, APPRAISAL OF PERFORMANCE

Motivation is a psychological set of forces influencing the behaviour of an individual. Motivation is the ability to influence sales-force in such a way as to get them to do what you expect them to do.

Forces of Motivation

Proper Environment

Tempo

Fair Pay

Recognition and Praise

Job security

Opportunity for Progress

Targets and goals

Honest and competent Leadership

Job satisfaction

Opportunity for self Expression

Objectives of Motivation

To encourage salesmen to maximise sales

To encourage for increasing their efficiency

To establish sound and cordial relations

To provide job satisfaction to salesmen

To provide job security, fair pay packet, and good working conditions

Need, Significance or importance of Motivation

Motivation encourages the sales force to work with utmost efficiency

Motivation increases the working capacity of the sales force

Motivation is essential for team spirit

Motivation is essential for effective use of human resources

Methods of Motivation

Financial Motivation

Non financial Motivation