

Chapter 11:

Leadership and Strategic Planning:

- Sales task is vital to the wellbeing of the organization. Which means that the success of anyone sale will contribute to the success of the whole organization.
 - Such Strategic perspective dictates the importance of leadership in influencing the success of sales people in representing their organization.
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Tools and Techniques of Leadership:

- Personal Contact (Span of Control)
 - Sales reports.
 - Telecommunications:
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Coaching Sales Reps:

- Three elements of leadership most often used to describe coaching:
 - a. **Verbal Feedback:** Praising salespeople when they do well.
 - b. **Leading by example:** Coaches are role models; salespeople will emulate them.
 - c. **Mutual trust and respect:** Created through two-way communication
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Job Satisfaction:

- Sometimes called individual morale
 - An individual salesperson's emotional and evaluative feelings toward various dimensions of the job, including feelings toward:
 - a. Pay
 - b. Promotions
 - c. Job Security
 - d. Co-Workers
 - e. Benefits
 - f. The Sales Manager (or Leader)
 - Individual salespeople must first each be satisfied with his or her job in order for high group morale to emerge.
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Chapter 12&13 are NOT included.

Chapter 11, 14 are required. (Chapter 16 from my notes only, book is not required)

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Ch. 14

Interrelationship of Planning, Implementation, and Evaluation:

Sales Force Evaluation should be viewed and implemented as an objective function for both the company and the sales force.

- It should be viewed as an opportunity not a threat
 - An opportunity for what?
 - What is performance gap?
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The Evaluation process:

- In the evaluation process we compare between the desired results and the actual outcomes and then we take corrective actions after we search for the root causes of deviations.

The Possible Outcomes are:

- 1- Problem with the objectives and criteria**
 - 2- Performance problems**
 - 3- Uncontrollable Causes**
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A Marketing Audit: A Total Evaluation Program

- An audit is a review and evaluation of certain function or activity.
 - It's a comprehensive, periodic review and evaluation of the marketing function and the sales function as well.
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Evaluation Process: What Happened → Why it Happened → What to Do About It?

Misdirected efforts from the 80/20 Rule perspective:

80/20 Rule: 80% of the orders, customer, territories, or products contribute only 20% of the sales volume or profit.

- We need to classify or characterize misplacement of marketing efforts.
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Reasons for Misdirected Effort:

- Lack of detailed information: Many executive look and judge the total sales figures.
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So total sales figures need to be broken into:

- Sales by sales rep
 - Sales by product line
 - Sales by territory
 - Sales by key customers or key accounts or channels.
 - Sales by size of order.
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Bases for analyzing Sales Volume:

- Total Sales Volume-Trend Analysis and Market Share Analysis
 - Sales by Territories
 - Sales by Products
 - Sales by customer Classifications.
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Sales Force Automation:

- SFA is software to manage information, which makes sales performance evaluation much easier and faster.
 - Typically a single part of an overall CRM system.
 - Analyze information from a variety of the firm's different business functions (e.g. sales, marketing, accounting, purchasing, manufacturing)
 - Salespeople are sometimes resistant to SFA initiatives.
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SFA allow sale reps to see the right customer, at the right time, using the right method.

- Shared Product
- Oracle Product

Chapter 16 from My Notes only: Book is NOT Required

Performance Evaluation

Performance Evaluation belongs to **Developing** a quality sales force.

Performance Evaluation is also called Performance Appraisal

Q. What do we need to perform PA?

Answer:

Define PA (Performance Appraisal): *because it is* the process of evaluating employees' performance in order to develop and improve their performance.

PA Objectives:

- **Developing Quality Sales Force** (Main Objective)
- For Promotion and Rewards (Minor Objective)
- Providing Feedback (Minor Objective)
- For Human Resource Administrative Purposes. (Such as reporting, filing) (Minor Objective)

How to Evaluate Employees' performance:

- Critical Incident Technique (Observational)
 - MBO: Management by Objective (Based on Results or Outcomes): **Evaluate – Plan - Motivate**
 - 360 Degree Feedback: Information from 4 Sources: **Self – Manager – Customers - Subordinates**
 - BARS: **read book I think**
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