

Chapter 3

Management of Sales Force

ABSTRACT

Recruitment of sales force is an established process in most large organizations. This is because not only is it a continuous activity as the organizations grow, but the quality of the sales force is very important for the organization to succeed in the marketplace. So, selection and then further training of the selected sales force is very critical. Training can be imparted in various ways. Sometimes it is on-the-job or sometimes there is classroom training, etc. The methods vary according to the requirements of the organization as well as the individual sales person. Once inducted in the sales team, the sales persons as well as the executives have to be kept motivated. The sales force is motivated through financial as well as non-financial methods of motivation. Sometimes a promotion is sufficient, or sometimes, more financial motivations are required. All these also depend on the compensation structure of the sales force, especially in comparison with those of their competitors in their industry. The top management uses the theories of motivation in order to formulate their policies and regulations for the sales force. Control of sales force also is a very important task for the top managers, and it is usually carried out through the analysis of performance in their appraisal system. The top managers have to play the leadership role with their sales team and establish benchmarks of behavior and attitude for the entire team. This is because they are the leaders the entire sales team looks up to.

LEARNING OBJECTIVES:

- Understand the Process of Recruitment
- Process and Methods of Selection
- Identification and Methods of Training
- Needs, Methods and Theories of Motivation
- Devising Compensation Structure & Expense Control
- Analysis of Performance & Control of Sales Force
- Performance Appraisal, Supervision, & Leadership of Sales Force

INTRODUCTION

Selection and Recruitment of Sales Personnel

Recruitment and selection of sales persons varies from company to company, depending on the circumstances as well. It is a very necessary part of the job of sales management as turnover of sales persons in most industries are quite high and simultaneously, the requirement of the sales persons are going up along with the growth of companies and industries. Top management sometimes ask whether addition of sales people will increase sales and by how much, or is it an investment for the future that sales management is making. More often than not, it is a combination of all these factors. However, it is the easiest to justify the increase in strength, or numbers, of sales persons as it always produces tangible results. In many cases, the increase in number of sales persons over a period of time is so much that the sales force becomes bloated and productivity falls. So, it is always advisable to keep the sales force, as the saying goes, 'lean and hungry'. This means the sales force size should always be maintained at the just adequate level and the sales force should always be hungry for more – meaning, the attitude should be of trying to get more and more sales and results for the company.

Criteria of Recruitment

So, a very important part of sales force recruitment and selection is the fit in attitude and behavior of the sales person with that of the company culture. The sales management will do the job analysis and provide the job description

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