

Chapter 4

Organization and the Sales Force

ABSTRACT

A sales person has to have many qualities in order to become an ace salesperson. Communication skills and inter-personal skills are absolutely necessary for a sales person to succeed in the marketplace. He also has to have coordination skills and the ideal condition would be to develop leadership skills as well. This is because these are requirements of moving up the hierarchy where performance is not good enough – potential for higher positions are also needed. The organization structure in sales organizations are developed on the basis of the product-market combination as well as the spread of the organization. The specialization of the organization is also dependent on the degree of centralization of the organization. Key or major accounts are very important for the organization. The organizations have separate teams to manage these accounts as they are mostly spread across a wide geographical area. As in major accounts, the sales team overall has to perform a lot of coordination work. This coordination is with several departments within the organization and with many external agencies and stake holders as well. So, meetings become very important for sales management – both external as well as within the sales team. There is an underlying theme of competition within and outside the sales team. Sales persons are motivated by challenges – and so does the market. So, contests are held regularly – and, sometimes, they are an ongoing process within the sales team.

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LEARNING OBJECTIVES:

- How to be an effective sales person
- Types of sales organizations
- Specialization in sales organizations
- Management of key or major accounts
- Coordination within and outside the organization
- Role of meetings in sales function
- Contests and their benefits for sales persons

INTRODUCTION

Effective Selling

It is obvious that the primary purpose of the sales function is to sell the products and services of the manufacturing or producing company. Since no sales is complete till the payments are collected, the second most important function of the sales person is to collect the outstanding amounts from the buyers. However, it will be useful to remember that sales is an outcome – a result of doing so many things correctly and as a result of so many things, small and large, falling in the right place. There are various levels in the sales hierarchy and hence, different sorts of job responsibilities with differing expectations. The sales persons at the bottom of the hierarchy is required to have a set of qualities which are different from those of say, the Vice-President or head of sales. At the bottom, the primary responsibility is to fulfill the targets – month after month, year after year. That means, the sales person must have the drive, energy, and perseverance to carry out his daily routine day after day.

Potential of Salesperson

It may not be out of place here to recall that there are two broad factors considered by the management while taking decisions pertaining to promotions of sales professionals. The performance factor is obviously very important – it is necessary to have an excellent track record of sales if one is to be considered for promotion in the hierarchy. However, it has been observed

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