



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

STRATEGIC SALES MANAGEMENT

Session 5: Personal Selling Skills and Motivating Sales Team

STRATEGIC APPROACH TO SALES RESPONSIBILITIES, PREPARATION AND MANAGEMENT

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Learning Objectives:

After going through this module, you should be able to:

- Personal Selling Skills
- Motivating Sales Team and Behavioural Approach to Motivation
- Channel Management

There is no denying the fact that *personal selling skills* are very crucial for a salesperson's success

But before that..

Let's have a brief recap about a salesman's job, sales process and understand what personal selling is

Salesman's Responsibilities

Prospecting

Sales and Profit Success

Database Management

Self-Management

Handling Complaints

Providing Services

Implementing Strategies

Sales Process

Prospecting and Qualifying Leads

Pre-Approach

Approach

Presentations and Demonstration

Handling Objections

Trial close

Closing

Source: Selling and Sales Management, Jobber and Lancaster, Pearson, pp. 220; Sales and Distribution Management: Decisions, Strategies and Cases, Still, Cundiff, Govoni and Puri, Pearson

Personal Selling Skills

Communication and Interpersonal Skills: What makes communication and interpersonal skills a pre-requisite for the success of a salesperson's job is the fact they interact with prospects, customers and clients on an on-going basis. Internally, within the organization as well, they work together with various teams. Communicating with ease and effectively hence assumes a lot of importance in sales job. A salesperson should be well versed in understanding signals and using tactics to communicate efficiently, which means emotional quotient certainly holds importance here.

Meaning of communication should not be restricted to efficaciously speaking but listening as well.

Source: <https://blog.hubspot.com/sales/sales-associate-skills>

Customer Focused Mindset/Customer Centric Approach: Let customer be at the center of all decisions. You should always see what impact any decision will have on customers' overall experience with your organization. Will it get better or will be hampered in a negative way?

A salesperson in majority of cases is the touchpoint and marketer's face for the prospect or the customer, a customer focused mindset in solving their problems and helping them grow via selling can play a key role in creating delightful customer experiences.

Solid Product Knowledge: As a salesman, who is supposed to help prospects and customers in solving their business problems and in growing, you must have solid product knowledge. This should not be restricted to only your products but the products of competitors as well. On day-to-day basis, you will be asked by prospects or customers, how is your offering different or what is your unique selling proposition or how you are better than competitors, you should be well armed with product knowledge for these situations.

A few ways that can be used for enhancing product knowledge are; regularly interact with product team, talk to users of your and competitors' products and keep researching about what competitor is doing on regular basis.

Enthusiasm: Always remember, your enthusiasm is going to be infectious in many ways. You should be passionate about what you are doing, about the products that you are selling and about the organization that you are representing. When you display intensity and passion about helping the prospects or customers in genuine ways, there are very high chances that prospects or customers will connect well.

Problem Solving Skills: For the buyer, you are going to be the face of the organization. For any issues related to the product, they will always be contacting your first. Thus, your approach must always be about solving their problems by connecting them with the right people. Your ability and skillset to trouble shoot will certainly play a key role in creating better customer experiences.

Empathy: Don't forget your role as a boundary spanner. You will always be at the crossroad of balancing your organizations and customers interest collectively. **Empathy** thus assumes a great role. You should be able to put yourself in the buyer's shoes and understand his or her situation and help the best you can, keeping the organization's concern in mind as well.

Ability to Adapt and Prioritize Multiple Tasks: A salesperson is required to manage many tasks simultaneously like prospecting, following up and taking care of existing customers, upselling and cross-selling to existing customers, negotiating and coordinating within and outside the sales organization. **A salesperson should be able to multi-task and manage these tasks effectively.**

Basic Analytical Skills: A salesperson is the one who interacts with customers on daily basis and are well versed with ground reality. From a qualitative perspective, that would be very useful. But to utilize the quantitative data and to bring out key research insights from numbers, basic analytical skills would be very beneficial.

Adapt to Feedback: The way customers behave is going to be very unpredictable. You should be willing to learn new skills to serve the customers in best possible ways and must be eager to adapt as per the feedback received from senior managers and peers. Smooth onboarding and training processes must be put in place by the organization.

High EQ: High emotional quotient can indeed play a crucial role in dealing with customers as well as team members within the organization in normal and stressful situations.

Source: <https://blog.hubspot.com/sales/sales-associate-skills>



Basic Understanding of Consumer Behaviour and Psychology: Why and how consumers buy and dispose of offerings? What is it that motivates them to buy? How are they triggered? Understanding their psychology of buying can be of great help in understanding their buying pain and trigger points.

Motivation and Sales

A zeal that drives people to act. In other words, it can be defined as the process of stimulating people to actions to accomplish the goals.

Why Motivation assumes so much important in sales?

- Inherent nature of sales job
- Frequent Highs and Lows
- Boundary Spanning Role: Between Organization and Customers: Conflicts of identification, Advocacy conflict, Advocate for both customer and organization,
- Work in Isolation

Ways of Understanding the Association between Strategic Sales Management and Motivation

- **Through Theories**
- **Behavioral Approach**

Popular Motivation Theories:

- Maslow's Need Hierarchy (Abraham Maslow)
- Motivation-Hygiene Theory/ 2 Factor Theory (Fredrick Herzberg)
- Alderfer ERG theory (Clayton Alderfer)
- Adams' Equity Theory (J.Stacy Adams)
- Achievement Motivation Theory (David McClelland)
- Vroom's Expectancy Model (Victor Harold Vroom)



Maslow's Need Hierarchy

An individual seeks to fulfil his or her needs based on hierarchy

After an individual gratifies basic physiological needs, only after that he or she will attempt to satisfy *safety, social, self-esteem and self-actualization needs and in the same order of priority*

Physiological Needs: Food, Clothing, Warmth and Shelter

Safety and Security Needs

Social Needs: Friendship and Belongingness

Self-Esteem: Feelings of Accomplishment and Prestige

Self-Actualization: Reaching full potential



Herzberg's Two factor Theory: Hygiene and Motivation Factors

Factors that lead to motivation and job satisfaction are not the same

Hygiene Factors: *Their absence leads to dis-satisfaction, presence may not lead to motivation. This comprises factors like Interpersonal relations, peers, supervisors, job security, work conditions, salary, personal life*

Motivation Factors: *Comprises those factors that go beyond mere job satisfaction and drive people to act for goal attainment. This includes factors like achievement, work itself, recognition, growth potential, advancement and responsibility*

Alderfer's ERG theory

Existence Needs: Includes material and physiological desires (Physiological and Safety Needs)

Relatedness: Friendship and Belongingness

Growth: Desire to be creative and productive and to realize full potential, to progress towards one's ideal self

Adams' Equity Theory

Rewards should be fair for efforts, and at par with what is received by peers or other employees at same level

David McClelland's Achievement Motivation Theory

nAch : Need for Achievement: Urge to achieve something in what you do

nPow: Need for Power: Desire to hold control and Authority

nAff: Need for Affiliation: Urge to hold social and interpersonal relationships

Expectancy Model by Vroom

Recognizes motivation as a process of governing choices

Strength of an individual's motivation to behave in a certain way depends upon how strongly the individual believes that efforts will lead to desired performance and desired performance will lead to appropriate rewards/punishment

What do we mean by Behavioural Approach to Motivation?



Lets go through the insights from this outstanding article by HubSpot:

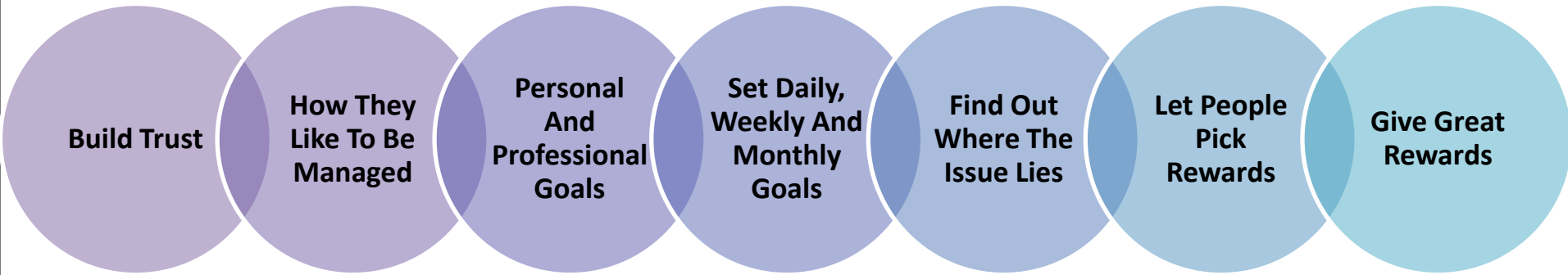


How to Motivate Your Sales Team: 9 Tried-and- True Strategies

Written by Dan Tyre @dantyre

<https://blog.hubspot.com/sales/motivate-your-sales-team>





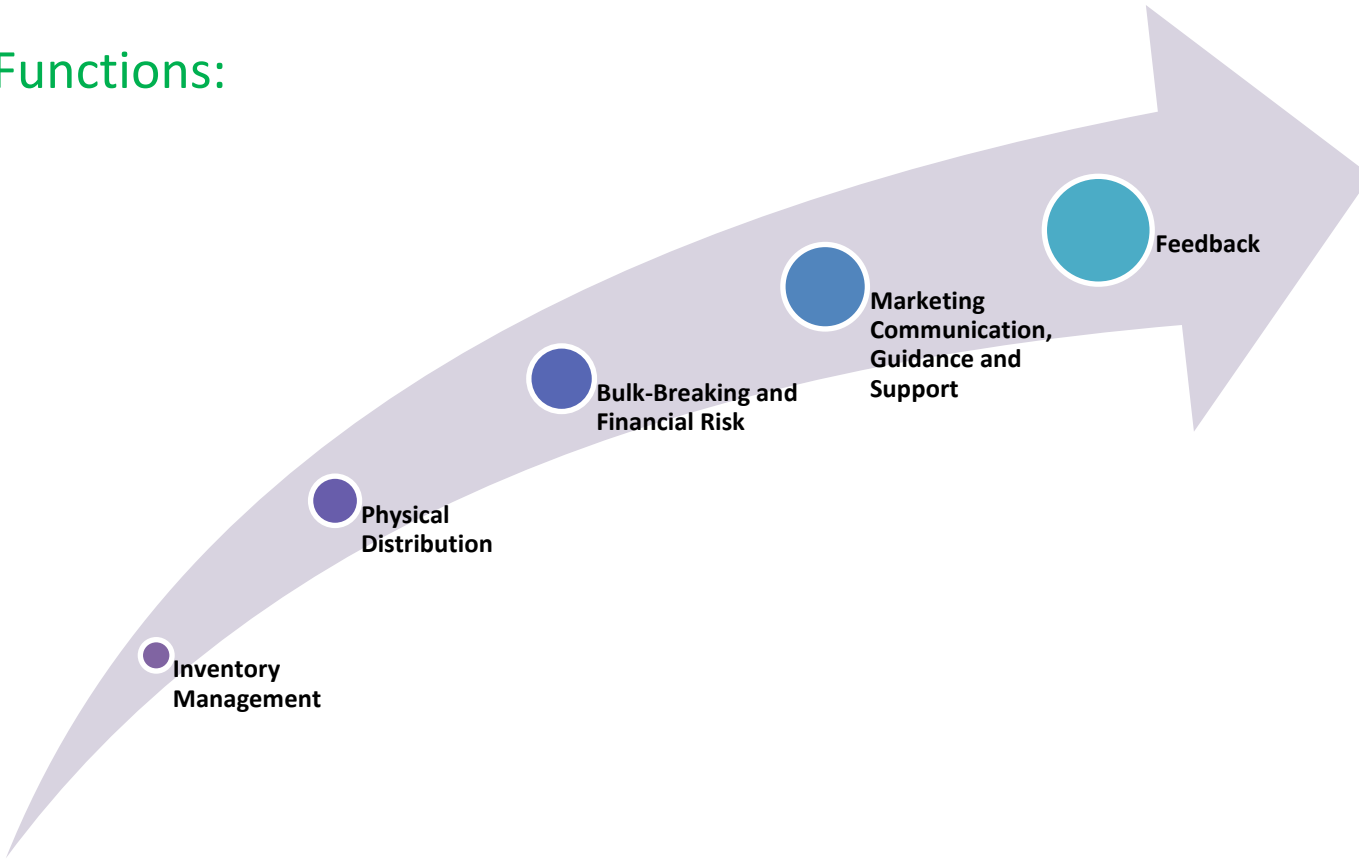
<https://blog.hubspot.com/sales/motivate-your-sales-team>

Channel Management:

This is all about managing channel partners that are used to promote and distribute products and services to customers

A channel partner is the one which is used for transferring the ownership of goods from one point to another.

Channel Functions:



Channel Management and Sales:

Creating Delightful Customer Experiences Across Channels

Making Sure that No Customer is Lost

Power of Social Selling

Online vs. Offline Channels: Do we need both?

Training Channel Partners for Showrooming and Webrooming

References:

- Sales and Distribution Management: Decisions, Strategies and Cases, Still, Cundiff, Govoni and Puri, Pearson
- Sales and Distribution Management: Text and Cases, Havaladar and Cavale, Mc Graw Hill
- Sales and Distribution Management: An Integrative Approach, Venugopal P, Sage.

*References for online and other resources have been provided as footnotes in the respective slides.



Thank You

