

STRATEGIC SALES MANAGEMENT

Session 4: Breaking the Myths and Learning the Basics (Continued..)

UNDERSTANDING SELLING FROM A STRATEGIC PERSPECTIVE

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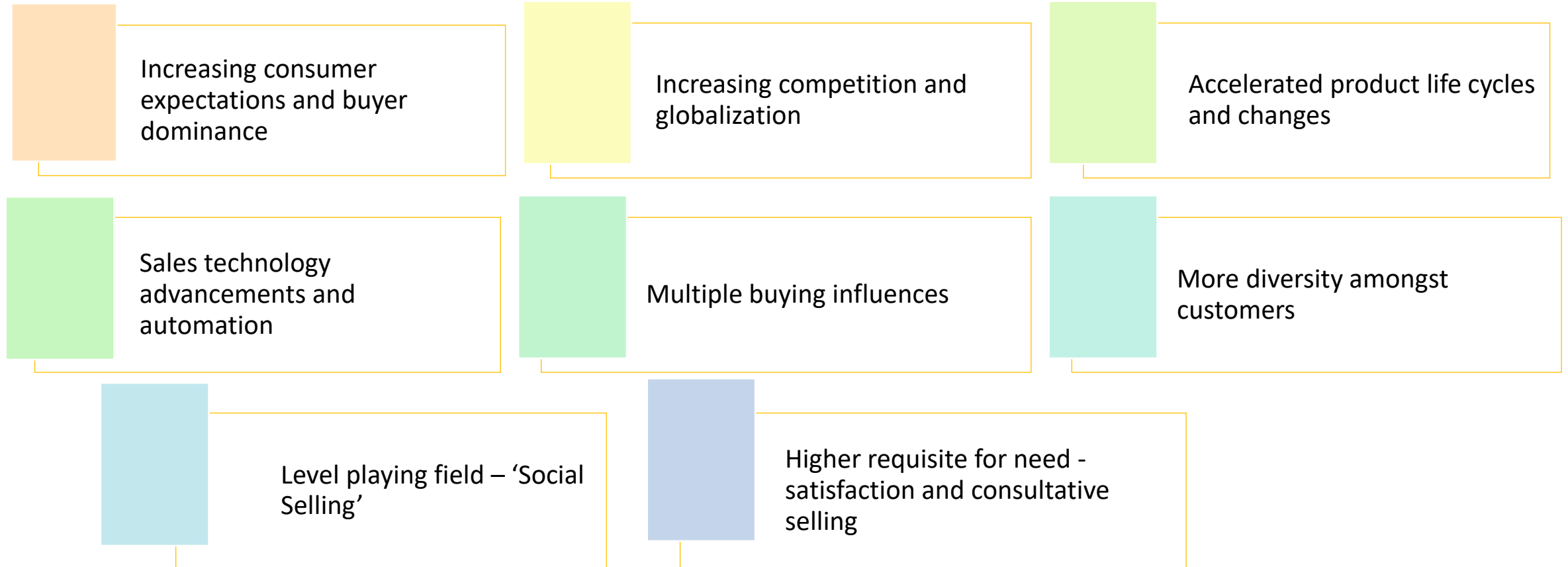
MANAGEMENT STUDIES, IIT ROORKEE

Learning Objectives:

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

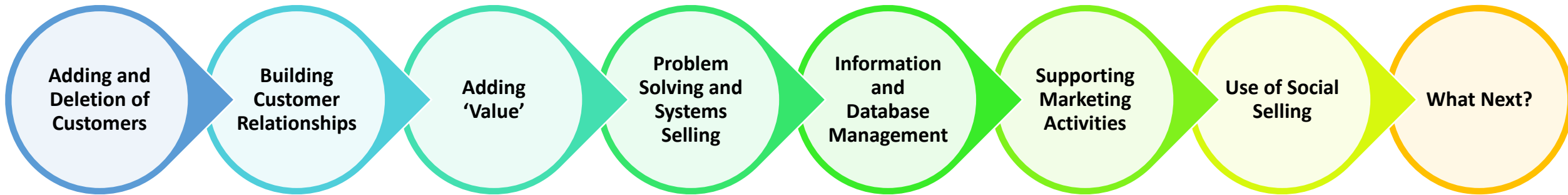
- Recognize the Complexities in Sales Management
- Spot the Characteristics of Modern Selling
- Comprehend the Redefined Objectives and their relevance
- Appreciate the Importance of the Prefix 'Strategic' before Sales Management
- Be aware of the Trends in Sales Management
- Understand Selling in a VUCA World

Complexities in Sales Management



Source: Thomas N. Ingram (2004) Future Themes in Sales and Sales Management: Complexity, Collaboration, and Accountability, Journal of Marketing Theory and Practice, 12:4, 18-28

Characteristics of Modern Selling



Source: Selling and Sales Management, 11th Edition Jobber, Lancaster and Meunier - FitzHugh (pp. 5)

Customer development, retention and deletion: 80% of company's sales come from 20% of customers (Pareto principle) thus it is of crucial importance that such customers are taken care of well and devoted sufficient resources. Large customers who contribute a major chunk of business have the potential of becoming Key Accounts. On the other end of the spectrum, a sales organization may have some customers that cost the business. This is probably why the game is all about deciding who should be deleted and who should be retained and developed.

Customer relationship management: Focus must be on nurturing the long-term relationships not just closing the present sale. If the emphasis is on creating a win-win situation, an organization indeed stands to gain huge over a longer period. It becomes easier to not only cross-sell and upsell but also the chances of receiving convertible references is enhanced. And, how can we forget the positive word of mouth it might bring.

Adding value: Modern salesperson must have the skill set to identify customer/prospect needs, some customers/prospects may not be able to identify what is best for them, in such cases rather than selling what makes the most incentive effort must be made towards striking the best customer need-product fit. Salesperson must also help the prospects/customers towards improving their businesses through the products that a company offers.

Problem solving and systems selling: Salesperson should assume the role of a **consultant**, working closely with the customers in helping them identify their needs, and suggest effective solutions for the same. Modern selling usually involves multiple sales calls and team-based selling, and goes way beyond a day's affair.

Information management: Modern salesforce needs to be well equipped with using internet and various aspects of information technology for doing sales tasks effectively. Maintaining customer data bases can be immensely useful for drawing rich customer insights. It also serves as a faster means of communication with the head office. The same technology can also be used for sharing product information with customers in a highly attractive forms and for giving presentations.

Support in marketing activities: A modern salesperson's role is not just simply restricted to closing the sale. He/she must play a critical role in product development, product modifications and even designing effective communications program. The people who work in the fields certainly have rich information that can serve as the fuel for marketing intelligence department.

Social Selling: It is all about using social media platforms for reaching out to the prospects through social media platforms. As per Statista Report*, published on April 26, 2022, social commerce in India is expected to touch 84 billion \$ by 2030. If people are buying, then certainly there is someone selling on these platforms too.

What Next?

Source*: <https://www.statista.com/statistics/1299967/india-social-commerce-market-size/>

Re-defined Objectives of Sales Management

- Customer Centric 'Selling'
- Rewarding Mix of Customers
- Relationship Focus
- Contribute towards Sustainable Long Term Growth
- Learning Sales Organization
- Assist in Innovation
- Higher Accountability
- Assume the role of Consultant and Listening posts