

STRATEGIC SALES MANAGEMENT

Session 5: Breaking the Myths and Learning the Basics (Continued..)

UNDERSTANDING SELLING FROM A STRATEGIC PERSPECTIVE

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Learning Objectives:

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

- Appreciate the Importance of the Prefix 'Strategic' before Sales Management
- Recognize Joe Girard: The World's Greatest Salesman
- Understand Selling in a VUCA World

Marketing vs. Selling

“Selling focuses on the needs of the seller; marketing on the needs of the buyer. Selling is preoccupied with the seller’s need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivering and finally consuming it”.

- *Theodore Levitt*

Source: Marketing Myopia, 1960, p. 10

“Authentic marketing is not the art of selling what you make but knowing what to make! It is the art of identifying and understanding customer needs and creating solutions that deliver satisfaction to the customers, profits to the producers, and benefits for the stakeholders”.

“Market innovation is gained by creating customer satisfaction through product innovation, product quality, and customer service. It these are absent, no amount of advertising, sales promotion, or salesmanship can compensate”.

- *Philip Kotler*

Source: Jay Conrad Levinson (1999), Mastering Guerrilla Marketing. Marketing Management: Analysis, Planning, Implementation and Control, 1967, pp. 218

“Those responsible for marketing had to sell, not a product, but the idea that their firm was able to produce what the customer required. The product was developed after the order had been secured, the design being, in many cases, modified to suit the requirements of the customer.

In mass production firms, the sequence is quite different: product development came first, then production, and finally Marketing”.

- *Joan Woodward*

Mind Set Differences Between Sales and Marketing Employees

Customer vs. Product: Salespeople are responsible for a set of customers, they promote the use of products and services offered by the organization to these customers. Alternatively, marketing people focus on developing the products that fit the needs of the buyers.

Personal Relationships vs. Analysis: Considering the essence of sales job, salespeople attempt to build personal relationships with customers, However, marketing deals with aggregation of customers and segments and develops understanding through data.

Field vs. Office: Salespeople usually work in the field and face pressure of customers demands coupled with rejections whereas marketing people usually operate from office.

Continuous daily activity vs. Sporadic projects: Salespeople have that element of continuity where they are required to daily meet or call customers whereas marketing is more project driven like launching the new product, new product development, crafting sales promotions programs, marketing research related activities etc.

Results vs. Process: Salespeople get quick feedback on their results regarding the way the prospect or customer behaves. Their performance on quantitative objectives is readily measurable like the deals closed. However, effects on marketing activities like brand building or re-defining a brand's image, relationship development or impact of sales promotions programs can be seen in medium to long term. However, digital marketing has certainly changed this.

Short term vs. Long term: As per the traditional approach, salespeople usually focus on closing the sale on daily basis where marketing has a long-term orientation and emphasizes on making customers as advocates for the products and services being offered to them.

Source: Dominique Rouziès, Erin Anderson, Ajay K. Kohli, Ronald E. Michaels, Barton A. Weitz & Andris A. Zoltners (2005)
Sales and Marketing Integration: A Proposed Framework, Journal of Personal Selling & Sales Management, 25:2, 113-122,

Why we need the prefix 'strategic' before sales management?

Trends in Selling

- Demos need to sell the problem, show them you truly care
- **Multi-touch approach:** *Meaningful interaction, Communication, Relationship building and Problem solving*
- Hierarchical nature of sales will flatten
- **Specialization in vertical markets (Niche markets)**
- Freemium will kick-start the sales conversation
- **Leveraging executive sponsors to close the deal**
- 'Collaborative' sales culture will be top priority

Source: <https://blog.hubspot.com/sales/sales-trends-2018/>

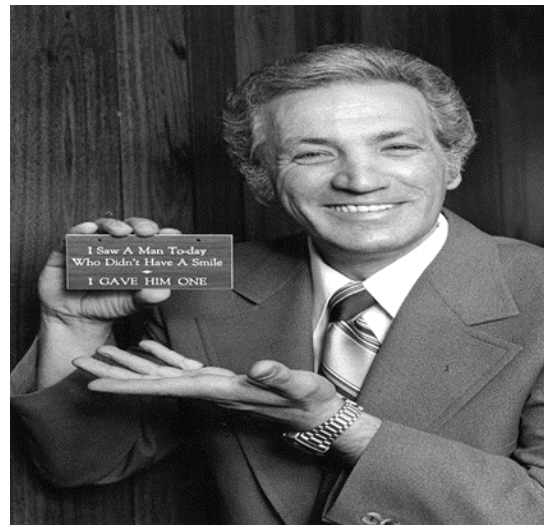
- Emergence of Social Selling
- Team Based Selling
- Sales Automation
- Focus will shift to 'Value' selling
- Customer Experience vs. Customer Support
- Video Based Selling
- Online vs. Offline Decisions

What more...?

Source: <https://nethunt.com/blog/sales-trends/>

Some Extra Fodder for Thought : Know About Joe Girard

About Joe Girard: Born into poverty, Joe Girard sold 13,001 cars over the course of 15 years—not fleet sales but sales to individual car buyers. He holds the Guinness World Record for being the world's greatest salesman. In 1973, he sold 1,425 cars, and in one month, he sold 174—a record that still stands today.



Source: For the image: <https://thesalesmindsetcoach.com/how-to-sell/>

Suggested Video 1:

Selling Lessons by the World's Greatest Salesman

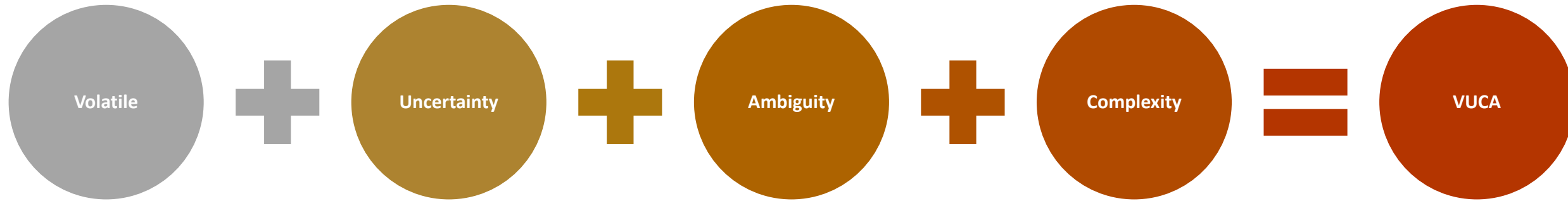
<https://www.youtube.com/watch?v=c0jdLhRCJRA>

Suggested Video 2:

How to Become a Highly Paid Salesperson

<https://www.youtube.com/watch?v=frRl9nrntpM>

Selling in a VUCA World



To be continued....

Thank You