



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

STRATEGIC SALES MANAGEMENT

Session 1: Strategic Selling

UNDERSTANDING SELLING FROM A STRATEGIC PERSPECTIVE

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Learning Objectives:

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

- Recognize different Types of Sales-man
- Appreciate '*What makes a Good Salesman*'
- Overview of the Stages of a Sales Call

The Biggest Delusion

There is only one kind of salesman.. The one out in the market

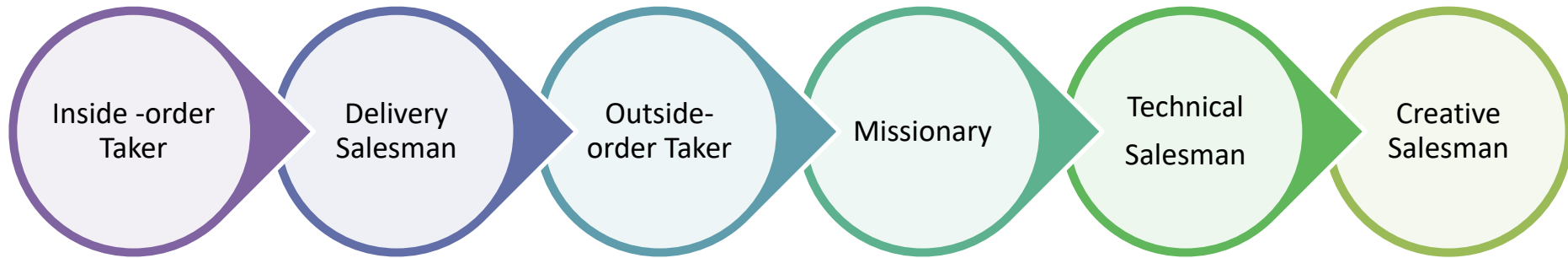
But before we move further into breaking this delusion,

We need to understand the concepts of **Service selling** and **Development selling**

Service selling: This is about obtaining fresh or more orders from existing customers

Development Selling: Converting prospects to customers. This seeks to transform non-buyers into buyers.

Robert McMurry and Arnold's Classification of Salesman



Inside Order Taker: Someone who stands behind the counter. This is more of a situation where the customer has already made up his or her mind. Inside order taker's primary job is to assist the customer in the selling process. It is very transactional like receiving payment or handing over the product.

This does not require more of creative selling. This focuses more on re-buys of familiar customers however suggestive selling could be used in this case.

Delivery Salesman: A delivery salesman's primary responsibility is to increase sales by providing worthy delivery services. In this case, his or her selling responsibilities are secondary. However, we cannot deny the fact that good delivery services might bring in more orders.

Outside Order Taker: An outside order taker is more like a person who works in the field. **An outside order taker's crucial job is to respond to customer's requests for more products.** For eg. this could be someone who is selling or fulfilling orders of fruit jam or soaps/washing powder of grocery stores or retailers. These type of salesman usually work on designated routes or with familiar retailers. This too involves minimal creative selling.

Missionary: A missionary salesman's primary job is to build the goodwill or to enhance the knowledge of the prospects or the consumers about the products/ or an organization. The focus is on persuading the prospect or the customer to specify the seller's offering to end users. Missionary salesman usually do not pitch products directly for sales or take orders.

Technical Salesman: This type of salesman focuses on providing technical support and assistance to the customers like user training or handle technical queries concerning the products or services offered. But often people selling highly technical products or machinery are also referred to as technical salesman. These usually act as consultant to client companies.

Creative Salesman (For Tangibles: Products and Intangibles: Services): Most difficult job. These salesman are the ones who bear the responsibility of bringing in new customers. They really need to be creative in their approach with respect to convincing prospects or customers concerning how the product or service offered will solve their problem.

Lets Decrypt this image



Source for the Image: <https://lobosocial.com/farmers-vs-hunters-being-a-good-marketer-is-necessary/>

Hunters

- Goes out and hunts for new customers, new accounts and prospects
- Hunters are good at building rapport but do not focus much on long-term association
- Most of their time goes in prospecting, cold calling and searching for new leads. They usually thrive in roles that give them independence to work and plan their work schedules
- And, if you ask hunters about their ideology of sales, for them it is completely a number's game

Farmers

- Farmers focus heavily on investing in long-term relationships
- They prioritize on cultivating long-term associations, and thus are more suitable for handling key accounts
- If you ask farmers about their sales mantra, they would say '*sales is a people's game*'
- Majority of their time goes in fostering relationships

Source: <https://blog.hubspot.com/sales/sales-hunter-farmer-trapper>, <https://www.socoselling.com/finding-hiring-farmer-sales-role/>



Evolution of a Salesperson's Role

Era/Role	Production	Sales	Marketing	Partnering
Salesforce objective	Making sales	Making sales	Satisfying customer needs	Building relationships
Orientation	Short-term seller needs	Short-term seller needs	Short-term customer and buyer needs	Long-term customer and buyer needs
Critical tasks	Taking orders, delivery	Convincing or persuading prospects to buy	Matching offering to needs	Creating new alternatives
Activities of sales people	Making calls and informing customers about products manufactured	Hard sell approach	Adaptive selling	Building long term relationships
Role of a salesperson	Provider	Hard/ forced persuasion (persuader)	Problem solver	Value creator

Source: Weitz, B.A. and Bradford, K.D., 1999. Personal selling and sales management: A relationship marketing perspective. *Journal of the academy of marketing science*, 27(2), pp.241-254.



Let's play a Game Now



Source for the image: https://www.everypixel.com/q/bib-overalls?image_id=14285689365468964466

Some Extra Fodder for Thought: **HBR Classics**

“What makes a Good Sales-man”

by

David Mayer and H. Greenberg

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Learning Objectives:

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

- Appreciate '*What makes a Good Salesman*'
- Understand the concept of Buying Center and why it matters for a salesperson?
- Overview of the Stages of a Sales Call

Let's play a Game Now



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Some Extra Fodder for Thought: **HBR Classics**

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Take Away From the HBR classic 'What makes a Good Salesman'

- Alarming churn rates and costs associated with it stimulated the zeal to find out what makes a good salesman
- Two qualities that define a great salesman: The mysticism in E and (e) D
- Where we have been going wrong all these years: Erroneous Sales Tests
- Vicious circle of 'Fallacy of Experience'

Source: <https://blog.hubspot.com/sales/sales-hunter-farmer-trapper>, <https://www.socoselling.com/finding-hiring-farmer-sales-role/>

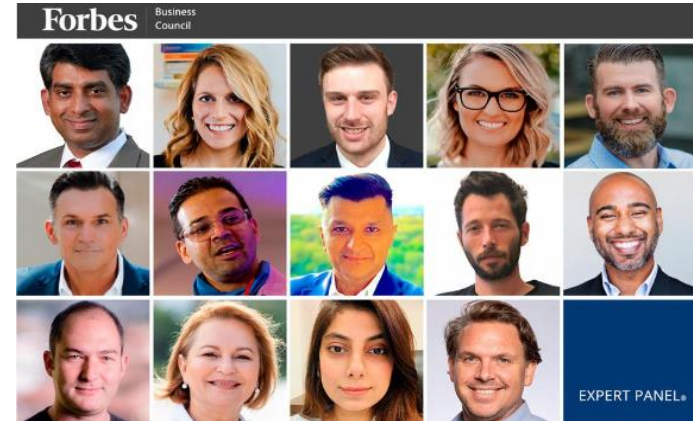


Forbes's Expert Council View on Salesperson's Qualities

14 Essential Qualities Of A Good Salesperson



Expert Panel® Forbes Councils Member
Forbes Business Council COUNCIL POST | Membership (Fee-Based)



Source: <https://www.forbes.com/sites/forbesbusinesscouncil/2021/10/05/14-essential-qualities-of-a-good-salesperson/?sh=1bce463f48b6>

Forbes's Expert Council View on Salesperson's Qualities



- Practicing Active Listening
- Finding An Emotional Connection
- Understanding The Product
- Having Excellent Interpersonal Skills
- Approaching Sales As A Service
- Asking Great Questions
- Putting Yourself In Their Shoes
- Exhibiting Emotional Intelligence
- Being Honest With Clients
- Being Likeable And Trustworthy
- Having A Commitment To Growth
- Being Optimistic
- Being Relatable And Knowledgeable
- Building Trust By Asking Questions

Source: <https://www.forbes.com/sites/forbesbusinesscouncil/2021/10/05/14-essential-qualities-of-a-good-salesperson/?sh=1bce463f48b6>



What exactly is a Buying Center?

A buying center brings together all those members of an organization who are responsible for taking purchase decisions.

Initiator: One who begins the process of considering a purchase

Influencer: One who attempts to persuade others in the buying center and influences choice criteria

Decider: Someone who holds the power or financial authority to take the final call

Buyer: The one who facilitates the buying process, calls suppliers, arranges meetings, makes payments etc.

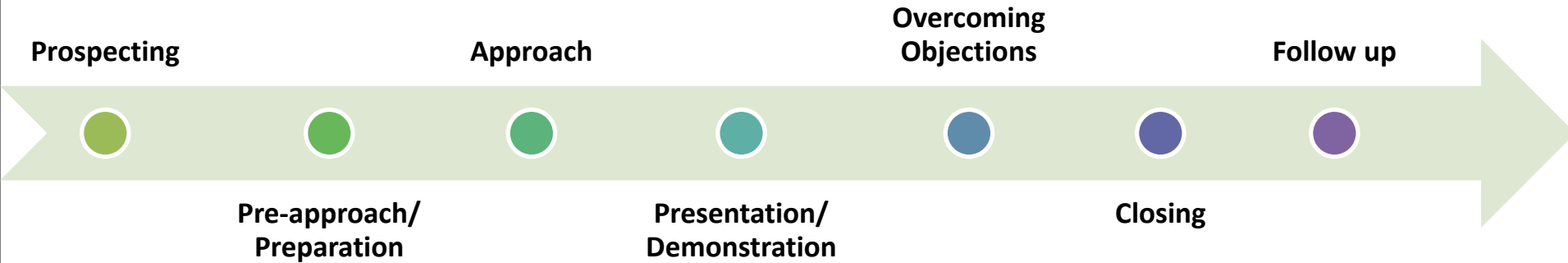
User: The one who will be actually using the product

Gate Keeper: Who controls the flow of information

But the question is why do we need to understand the concept of a Buying center for comprehending the selling process?



Stages of a Sales Call



Source: Moncrief, W.C. and Marshall, G.W., 2005. The evolution of the seven steps of selling. *Industrial Marketing Management*, 34(1), pp.13-22.

Step 1: Prospecting

This is the first step in the sales process. Prospecting simply indicates searching for or finding out potential buyers for your products and services.

However, we need to understand the difference between a prospect and the lead.

A lead becomes a prospect when it displays the need for the product coupled with an ability to pay. A prospect is someone who is or can be directly transferred to the sales process.

COLD

- Unfamiliar with the solution, no previous experience with the organization, might not even like being contacted, chances of closing the deal are almost negligible or 0

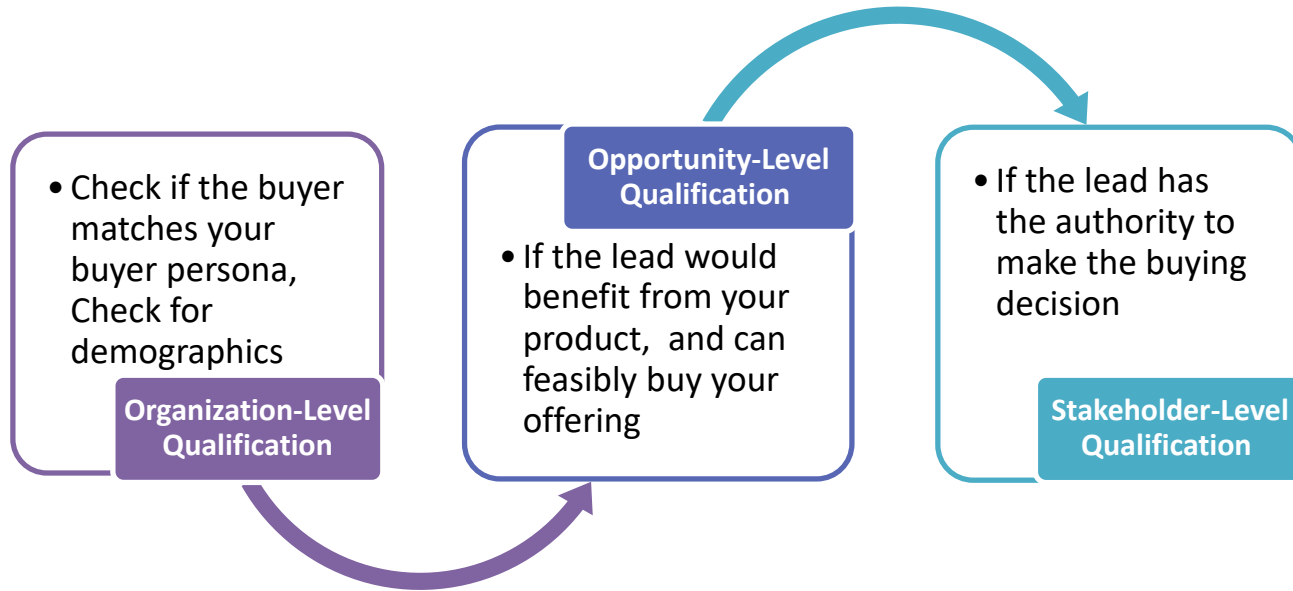
WARM

- Aware of the brand, shown interest, qualified lead, very likely to make a purchase

HOT

- Need the product immediately, specifically looking for what you are offering, might be looking for more value or enhanced offers, sitting on fence as far as the purchase decision is concerned

Stages of Prospect Qualification



Source: HubSpot: <https://blog.hubspot.com/sales/criteria-to-upgrade-a-lead-to-an-opportunity-and-theyre-not-what-you-think/> Zorian Rotenberg

Every organization must keep looking for prospects primarily because it not only helps them supplement sales and profits or achieve break even but **prospecting** could simply be required on account of the defecting customers or those who switch to competitors.

Means/Methods that can be used for prospecting: Referrals from existing customers, People in the circle, Trade fairs and shows, Vendors and Distributors, Directories, Cold Canvassing/ Calling, Bird Dogging

Step 2: Pre-Approach/Preparation

At this stage, a salesman starts doing research on their prospects or customers. The focus is on analyzing customer's needs, taking account of past correspondences with the same party and pulling out any fresh material that might help in the sales call.

A salesman at this stage also gets in touch with the gatekeepers (information in buying processes is routed through gatekeepers) to get more information like if competitor's representatives have already visited or not, what their offer is about (if the gatekeeper is willing to disclose) etc. to pitch better in the next stage.

Other activities encompassing pre-approach could be preparing the presentation and rehearsing, evaluating and comparing competitor's offerings, or reading customer's office on entry etc.

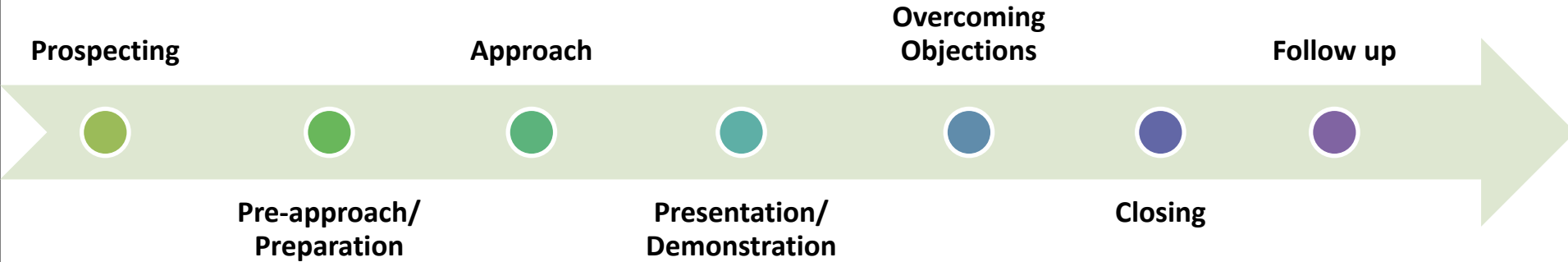
In many ways, doing homework as regards collecting more information about the prospect, getting familiar with his or her business, processes and functions can help a great deal in deciding on sales strategies that can be used for pitching the prospect.

Salesmanship vs. Personal Selling

While Salesmanship is about applying the methods/techniques of selling to sell products and services to the customers, alternatively personal selling is about establishing one to one personal contact with the customers to sell the products and services offered by the seller.



Stages of a Sales Call



Source: Moncrief, W.C. and Marshall, G.W., 2005. The evolution of the seven steps of selling. *Industrial Marketing Management*, 34(1), pp.13-22.

References:

- Selling and Sales Management, Jobber and Lancaster, Pearson
- Sales and Distribution Management: Decisions, Strategies and Cases, Still, Cundiff, Govoni and Puri, Pearson
- The Mystique of Super Salesmanship by Robert N. McMurry, Harvard Business Review
- 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

