A Textbook of Sales Management

K. P. Masani
Dr. Somprabh Dubey
Dr. (Prof.) Ashok Kumar

A Textbook of Sales Management

K. P. Masani, Dr. Somprabh Dubey, Dr. (Prof.) Ashok Kumar

A Textbook of Sales Management

K. P. Masani, Dr. Somprabh Dubey, Dr. (Prof.) Ashok Kumar

Wisdom Press
NEW DELHI

A Textbook of Sales Management

K. P. Masani, Dr. Somprabh Dubey, Dr. (Prof.) Ashok Kumar

This edition published by Wisdom Press,
Murari Lal Street, Ansari Road, Daryaganj,
New Delhi - 110002.

ISBN: 978-93-80199-36-8

Edition: 2022 (Revised)

Wisdom Press

Production Office: "Dominant House", G - 316, Sector - 63, Noida,
National Capital Region - 201301.
Ph. 0120-4270027, 4273334.

Sales & Marketing: 4378/4-B, Murari Lal Street,
Ansari Road, Daryaganj, New Delhi-110002.
Ph.: 011-23281685, 41043100.
e-mail : wisdompress@ymail.com

CONTENTS

CHAPTER 1

EXPLORING VARIOUS CONTEMPORARY MARKETING STRATEGIES

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Marketing sales management plays a crucial role in the success of any business. It involves the strategic planning, implementation, and evaluation of marketing and sales activities to achieve organizational goals and objectives. This abstract provides an overview of the key components of marketing sales management, highlighting its significance in driving revenue growth, customer satisfaction, and overall business profitability. It also explores various contemporary marketing strategies and sales techniques, emphasizing the importance of adaptability and innovation in today's dynamic market landscape. Furthermore, the abstract delves into the integration of technology and data analytics in marketing sales management, enabling businesses to make informed decisions and enhance customer engagement. Lastly, the abstract discusses the challenges faced by marketing sales managers and the potential solutions to overcome them. Overall, this abstract underscore the critical role of marketing sales management in shaping a company's success and competitiveness in the ever-changing marketplace.

KEYWORDS:

Affiliate Marketing, Content Marketing, Customer, Email Marketing, Influencer Marketing, Market Segmentation.

INTRODUCTION

The process of marketing was relatively straightforward prior to the industrial revolution since small businesses dominated the economic landscape. Producing items for customers was the only challenge since they were easily sold out [1], [2]. Selling the products wasn't difficult. In reality, one person often oversaw all aspects of firm operations, including production and sales, and manufacturing issues received more attention than marketing issues. Only during the industrial revolution, which began in England in 1760 and the United States shortly after, were marketing issues well understood. Because the local markets couldn't handle the higher production levels, the American Revolution forced researchers to look for unexplored markets [3], [4]. This emphasized the necessity of marketing efforts. More land, labor, and money were needed due to the expansion in production, which led to the development of corporate forms of organizations. Larger organizations needed to delegate greater authority in administration and production. As a result, the sales department received attention and was granted its own functional department.

Due to developments in company operations, the phrase "sales management" altered as business activity became more complicated and dynamic [5], [6]. The administration of the sales force was once the primary responsibility of the sales management. However, the phrase "sales management" now refers to a wider range of marketing operations, including pricing, product merchandising, physical distribution, marketing research, and sales promotion. Sales management, marketing management, and marketing are all closely linked fields. In general, marketing refers to the procedure used to transmit products and services to clients in exchange for money. When looking at it from the perspective of the customer, business activities are what drive the flow of commodities from the producer to the consumer. Under marketing, every effort is taken to maximize consumer pleasure. Consumer requirements come first, and their fulfillment comes last.

On the other hand, businessmen use the phrase "sales management" to refer to the control or oversight of salespeople. However, in the current corporate environment, it has also encompassed other management-related issues, such as planning, direction, control of people selling, including recruiting, choosing, equipping, supervising, paying, and motivating, among others, since they directly relate to sales force. Sales management is a subset of marketing management, which is a more general notion. Sales management is only a sub-function of marketing management and is primarily concerned with the planning, direction, and control of the sales force. In contrast, marketing is concerned with the product, price, promotion, distribution, target market, planning, implementation, and control of these activities.

Both for-profit and nonprofit organizations employ salespeople. Selling is a way of life for everyone. One of the oldest occupations is selling. The selling executives of today are experts. They create and implement effective control methods, as well as develop, create, and sustain successful organizations. This calls for the creation of sales regulations and a selling strategy, as well as a detailed review of quantitative and qualitative personal selling goals. They are accountable to top management for:

1. Achieving a certain level of sales.

2. Making the most profit contribution possible.

3. Experience ongoing development.

Despite the fact that these goals are part of sales management, sales managers cannot be held entirely accountable for fulfilling them. The top management is accountable for the success or failure of the whole company, despite the fact that they make significant contributions. In actuality, it is the top management's job to make sure that the ultimate customers are supplied with products and services at reasonable costs [7], [8].

Following a predetermined sales plan results in the accomplishment of the aforementioned goals. The top management gives the marketing management the necessary authority to carry out these initiatives, and the marketing management then gives the authority to sales management. The objectives are divided throughout this phase into goals that are more precise in character. These objectives are decided upon during the planning stage, and the sales manager is then given adequate authority and autonomy to direct and oversee the sales representatives and intermediaries who are crucial to carrying out the sales plan’s success is ensured by effective sales management. The effectiveness of the sales department affects both the reduction of cost or expenditure and the rise in sales or gross margin. The corporation cannot increase earnings unless its performance is adequate in terms of efficiency and competence. The pursuit of ongoing development is the third goal. From the perspective of senior management, this is crucial since it creates strategies and plans. The sales management keeps an eye on the market's pulse because it maintains direct contact with customers and markets. It can gauge the rate of development and tell senior management, allowing them to make any required corrections. For instance, BMW has typically positioned its brand to be viewed as the leader in "performance," while Volvo has generally positioned its goods to be perceived as the leader in "safety" in the North American automotive industry [9], [10].

DISCUSSION

Different Structures for Sales Management

The size and strategy of the company influence the organizational structure for sales management. Unit managers, district managers, regional managers, general managers, and vice presidents of sales make up the organizational structure in field sales management. When communicating with customers, the unit manager is often referred to as the manager-in-training. The unit manager's primary duties include supervising district meetings, hiring, training, and selling to small clients. Unit managers are the next level up from district managers, who typically supervise eight to ten salespeople and have five to ten years of managerial experience. The regional manager, who is in charge of overseeing many districts in a certain geographic area, is often the person that district managers report to. Vice president of sales and marketing is another name for the general manager. The vice president of marketing and sales, who often holds this position at the top of the organizational structure for sales, is responsible for leading the company's sales strategy. Top-level and bottom-level managers vary significantly from one another. The key distinction is how much time each duty requires from them. The bulk of the time spent by lower-level managers is spent hiring, training, and supervising salespeople. Top-level managers usually concentrate on organizing, planning, and integrating their sales strategy with overarching business goals. They also define goals, create plans and policies, anticipate sales, and create budgets.

Both consumer and business sectors provide roles in sales management, from district manager to vice president of marketing and sales to the top sales management of the company. Jobs in sales management often face stiff competition. Most sales managers begin their careers as salesmen and advance through the ranks by demonstrating great leadership and organizational skills.

Salespeople advance into management roles gradually, with representatives assuming greater responsibility with bigger, national clients as they advance into more senior positions. Before transitioning into a senior sales management position, a sales professional is likely to spend some of their career working as a district or regional sales trainer. Depending on the organization's size and organizational design, different salespeople move at different rates into management roles. Depending on the size and goal of the company, many organizational structures exist for sales management. Unit managers, district managers, regional managers, general managers, and vice presidents of sales make up the organizational structure in field sales management.

Sales and Distribution Dependence

Distribution and sales are mutually reliant. Sales may be generated directly or via channel members, although both are interdependent. The following concepts need to be grasped:

1. The sales manager is in charge of both distribution and sales management. Most businesses reach out to clients using their own sales team. Utilizing the sales force to connect with retailers through wholesalers is standard procedure. One business that operates at the retail level is Brooke Bond. To successfully achieve sales objectives, sales organization activities are integrated with channel operations.

2. The kind of instruction to be provided will depend on the level of accountability offered to the channel members and the sales force.

3. The degree of control, flexibility, cost, and financial needs all play a role in an organization's decision about whether to have direct, indirect, or joint distribution. For instance, indirect

distribution is more cost-effective but offers less control. Less money is committed to this kind of distribution, and operating the channel has minimal fixed and variable costs. Personal selling, on the other hand, offers greater control but is more costly.

4. The producers need the assistance of distribution centers, retail displays, local advertising, and purchase promotions to carry out the whole marketing plan. In order for sales tasks to be carried out and coordinated with the overarching marketing objectives, sales management is responsible for creating, maintaining, and managing an organizational connection with their own departments and with cooperating organizational units.

To accomplish the business objectives relating to market share, sales volume, and return on investment, sales managers are tasked with organizing, planning, and executing the sales effort.

Principal Areas of Decision in Sales Management

Important areas for decision-making in sales management include:

1. The kind and caliber of the sales staff: This refers to whether the salesperson specializes in the market, the product, or both. When it comes to technical or medicinal items, a product expert is required. A market expert has to be knowledgeable about the different markets and their features.

2. The size of the sales force: This is crucial because if we hire more salespeople, we will have to spend more money. Therefore, it makes sense to have the ideal amount of salespeople.

Cycle of Sales Management

A sales manager oversees and controls a company's internal selling operations. Analysis, planning, organization, direction, and control of the company's selling operations are all topics covered by sales management. Caution In my sector, sales training may not have a lot of advantages. In most sectors, sales training may increase sales outcomes, provided the program is customized to the industry and the client business. In particular, sales training may often provide significant advantages if you are going through any of the following.

Selling on the side

A key component of communication is personal selling. Persuasive communication is an issue. In personal selling, the salesperson attempts to convince the potential customer to decide to purchase the item or service they are describing. It has a significant role in generating sales volume. It adds a personal factor to marketing interactions and boosts the client's faith in the vendor. the spoken promotion of a business's goods or services to one or more potential customers with the goal of closing a deal. It is the art of convincing potential consumers or clients to purchase goods or services from which they may benefit themselves, hence raising their level of overall happiness, or joy. Salesmanship and personal selling have various meanings. Salesmanship is an initiative by the seller that informs potential customers and encourages them to favorably judge the vendor's goods or services. Contrarily, personal selling involves both individual and societal behavior and involves two-way contact. It seeks to match the appropriate product with the appropriate consumer. It is used to raise brand recognition, pique interest, cultivate brand loyalty, and negotiate prices, among other things.

Many complicated and highly technological items, like computers, electronic typewriters, digital phones, microwaves, aqua guard, remote-controlled appliances, etc., employ personal selling extensively. It is used to sell to industrial customers who could have technical concerns and wish to buy in large quantities. Personal selling has become more crucial as a result of the increasing competition from both local and international sources. By explaining the features and advantages of the items, the salesperson serves as a motivator and advisor to the consumer. Additionally, he arranges the specifics, the way, and the occasion for handing the consumer actual ownership. Personal selling is often used at the product launch phase when a company cannot afford a significant advertising budget. Personal selling is thus an essential component of the communication mix. It gains significance since it informs the customer and helps him comprehend the unique features and characteristics of the product. A technique for increasing a buyer's preference, conviction, and action is personal selling. The rationale is because there are three key advantages to personal selling over advertising. You knew? In any organization, the primary goals of personal selling would be to improve sales volumes, sales income, minimize costs associated with sales, expand the number of distribution channels to attract corporate customers, raise sales per person, and increase the number of sales points.

Individual Conflict

Personal selling entails the development of a real, ongoing, and interactive connection between two or more people. Each party has the ability to closely examine the requirements and traits of the other and make quick adjustments.

Cultivation

Numerous connections may develop via personal selling, from straightforward business partnerships to close friendships. If they wish to sustain a long-term connection, effective sales representatives often have their clients' best interests at heart.

Response

The customer is under some responsibility as a result of listening to the sales pitch when personal selling is used. Even if the reaction is a simple "thank you", the buyer has a higher responsibility to pay attention and reply. These unique traits have a price. A longer-term financial commitment is made by a sales force than by advertising. Advertising may be switched on and off, but it is far more difficult to change the size of the sales force.

Advantages

Personal selling has the benefits listed below, making it the most popular kind of advertising:

1. The capacity to complete deals.

2. The capacity to keep customers' interest.

3. Quick feedback and reciprocal communication.

4. The presentation is customized for each audience member.

5. The capacity to pinpoint a certain consumer.

6. The capacity to foster relationships.

7. The capacity to get prompt response.

Disadvantages

Despite all these benefits, there are some drawbacks to personal selling, which is why some businesses may be hesitant to utilize it as a marketing technique.

1. Expensive per contact.

2. Failure to adequately communicate with certain clients.

An excellent illustration of personal marketing may be seen at department store perfume and cosmetic shops. A consumer may sample several things and get advice on how to use the product. Personal selling is often used to market products, especially those with very high costs or complicated features. Excellent examples are automobiles, office supplies, and a wide range of goods that companies sell to other industrial clients. The techniques of salespeople have significantly evolved in recent years due to the growing emphasis of personal selling, shifting from being a rapid talker to a consultant. Caution The majority of personal selling techniques call for intensive product, industry, and selling skill training for the sales force. The cost of training may be fairly significant for businesses that need its salespeople to participate in formal training programs. This cost includes paying the trainees' salary while they are enrolled in the program as well as travel, accommodation, food, and training equipment fees.

Communications Techniques

The lowest kind of personal selling is this. Sales personnel talk to customers about the good or service they provide. The strategy is to converse and walk more. Since communication can be done via the press, radio, television, etc., this is of little utility.

Persuasion Techniques

Here, the salesperson goes above and beyond the responsibilities of a communicator by comprehending the demands of the client. The salesperson expertly handles objections while attempting to inform the consumer about the current product or service mix.

Negotiation Techniques

To satisfy client demands, product and commercial terminology are modified. At this point, the demands of the client are examined, clarified, and a plan is developed to meet those needs. Selling via consultation starts at this moment.

Strategies for Client Profit Planning

It may be used while marketing industrial products. The salesperson is assigned to work with the client team to comprehend the profit planning system, product finance, marketing, and R&D in order to build a product that satisfies customer demands.

Organizational Management Techniques

The salesperson is now in charge of managing the area as a strategic business unit. To achieve the goals of the organization, the territory representative, sales manager, and accounts manager design business plans. The salesperson assumes the role of a consultant and considers the client's long-term requirements.

Relationship approach

A connection with the customer is developed over time in addition to offering them products. For example, a builder could establish a connection with the client in order to benefit both parties. The developer of apartments may provide the client with a new unit in a chosen location and assist the customer in liquidating his prior assets so that the transaction with the buyer is simple. When both the buyer and the seller are happy, the connection may persist for years. When both parties benefit from the trade, this technique becomes successful.

Strategy for immediate service

Customers' requirements are immediately met with this method. For instance, fast food restaurants, auto repair shops, and transportation services while a vehicle is being repaired.

sending service technicians to make urgent repairs. reaching a quick food restaurant nearby in time for a celebration. instantaneous provision of items manufactured to order.

Acquiring clients

A salesperson must acquire a mindset toward the customer's concerns in order to win them over. He needs to speak less and listen more. He has to outline the advantages of the product and provide ways to purchase it. He ought to welcome questions for discussion and, if there are any, take them away. This facilitates acquiring new clients.

CONCLUSION

In conclusion, A thorough and holistic strategy that combines creativity, data-driven decision-making, and a customer-centric mentality is necessary for effective marketing sales management. Businesses may prosper in the cutthroat market climate of today and maintain their position as sector leaders by consistently enhancing their strategy, embracing innovation, and using technology. In the end, the seamless coordination of marketing and sales activities will increase revenues while also building long-lasting client connections that fuel sustainable company development. Marketing sales management does, however, provide some difficulties. Marketers and sales managers must negotiate a challenging and constantly changing environment, from heightened competition and market saturation to swiftly changing client expectations. Fostering teamwork between the marketing and sales teams, investing in continuing training and professional development, and aggressively seeking consumer feedback to continuously enhance goods and services are all necessary to get beyond these obstacles.

REFERENCES:

[1] P. De Pelsmacker, S. van Tilburg, and C. Holthof, "Digital marketing strategies, online reviews and hotel performance," *Int. J. Hosp. Manag.*, 2018, doi: 10.1016/j.ijhm.2018.01.003.

[2] E. M. Olson, S. F. Slater, G. T. M. Hult, and K. M. Olson, "The application of human resource management policies within the marketing organization: The impact on business and marketing strategy implementation," *Ind. Mark. Manag.*, 2018, doi: 10.1016/j.indmarman.2018.01.029.

[3] Mayureshnikam and V. V. Patil, "Marketing Strategy Of Coca Cola," *J. Bus. Manag.*, 2018.

[4] S. D. Hunt, "Advancing marketing strategy in the marketing discipline and beyond: from promise, to neglect, to prominence, to fragment (to promise?)," *J. Mark. Manag.*, 2018, doi: 10.1080/0267257X.2017.1326973.

[5] R. D. Astuti, A. Z. Afiff, and T. E. Balqiah, "Entrepreneurial marketing and marketing strategies of SMEs on marketing performance: An empirical analysis of fit," *Pertanika J. Soc. Sci. Humanit.*, 2018.

[6] R. Song, S. Moon, H. (Allan) Chen, and M. B. Houston, "When marketing strategy meets culture: the role of culture in product evaluations," *J. Acad. Mark. Sci.*, 2018, doi: 10.1007/s11747-017-0525-x.

[7] T. Purcărea, "Retail digital marketing strategies," *IIBM'S J. Manag. …*, 2018.

[8] L. L. Finoti, S. R. Didonet, A. M. M. H. Toaldo, and J. C. N. Da Costa, "The influence of innovativeness on the marketing strategy process and its impact on organizational performance: Evidence from the ict sector," *Rev. Bras. Mark.*, 2018, doi: 10.5585/remark.v17i2.3521.

[9] C. A. De Matos, F. E. Martins, M. B. Da Rosa, and R. Bernardon, "The effects of marketing practices-business strategy alignment on performance," *Rev. Bras. Mark.*, 2018, doi: 10.5585/bmj.v17i6.3774.

[10] S. Kanesan, N. Ismail, and K. Krishnan, "Identifying Market Segments and Targets for Marketing Strategy Plan of Coca-Cola Company in Malaysia," *Int. J. Bus. Manag. Invent. ISSN*, 2018.

CHAPTER 2

INVESTIGATING THE PROCESS OF PERSONAL SELLING: AN OVERVIEW

Harsh Panwar, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- harsh.panwar@shobhituniversity.ac.in

Dr. Neha Vashishtha, Associate Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id-nehavashistha@shobhituniversity.ac.in

ABSTRACT:

The process of personal selling is a fundamental aspect of the sales and marketing function, involving face-to-face interactions between a salesperson and potential customers. This abstract provides an overview of the key stages and elements involved in the personal selling process. It delves into the significance of building rapport, identifying customer needs, and tailoring persuasive messages to address those needs effectively. The abstract also explores the role of sales techniques, such as objection handling and closing, in nurturing leads and converting them into loyal customers. Moreover, it highlights the importance of ethical practices and relationship-building in personal selling, emphasizing the long-term benefits of customer satisfaction and retention. Additionally, the abstract touches on the integration of technology and automation in streamlining the personal selling process, enhancing efficiency and effectiveness. Overall, this abstract underscore the critical role of personal selling in establishing meaningful customer relationships and driving business success.

KEYWORDS:

Lead Generation, Listening Skills, Needs Assessment, Negotiation Skills, Persuasion Techniques.

INTRODUCTION

There are several selling circumstances. Different selling positions call for various duties and actions. Selling a computer is not the same as selling a soft drink, for instance. Delivering items to consumers is a delivery salesperson's main responsibility. The selling obligations come second. Service enhancements include excellent service, a charming demeanor, and decent conduct, like with milkmen and paper vendors. The person who takes orders internally works behind the counter. The salesperson at the neckwear counter in a men's shop, for example, welcomes the client and attends to their needs [1], [2]. A third-party order taker is the consumables vendor who contacts the merchant. He logs the orders and arranges for their delivery to the store. They are not supposed to receive orders, but rather to promote the business. They inform the users; just as medical representatives do.

The role of the salesperson is different when it comes to creative selling for physical things like vacuum cleaners, cars, encyclopedias, consumer durables, and the like. He has to raise awareness about the product and how it can better meet the demands of the user. Technical selling may occur when a product is of a technical nature. Salespeople need to be creative while selling insurance, advertising services, consulting services, and educational programs. It is more challenging to market since the advantages are intangible. This happens at higher organizational levels, including in computer consulting and other fields where a lot of money is invested. The salesperson uses a non-obtrusive style. He is well-versed in the product. It takes persistence to talk about the product with different individuals inside the company and inventive work at slow periods to avoid coming off as pressuring the prospect [3], [4].

Technology Sales

The salesperson must have a solid understanding of the product to engage in technical sales. It needs the organization's technical personnel to approve. In the end, the choice is influenced by one or two technical members of the organization. Sales representatives must recognize these customers and satisfy them with product features, applications, installation procedures, etc. The salesperson has received typical sales techniques training and is familiar with the characteristics and benefits of the product [5], [6].

Business Sales

It covers non-technical sales to the commercial sector, the government, and non-profit organizations, such as office supplies, bulk commodities, construction supplies, etc. On the first or second call, a commercial salesperson closes the transaction.

Direct Selling

Sales of goods to final consumers, such as those made by restaurants, door-to-door salespeople, insurance, encyclopedias, and periodicals, etc. Such marketing appeals on an emotional level. The salespeople need to be convincing. They are taught to make a sell at the first encounter. If given enough time, people could purchase from rivals or calm down and put off their purchase [7], [8].

Buying and Selling Pairs

A dyad is an interaction between two persons. A buyer-seller dyad is created by the interaction between the salesperson and the potential customer. The vendor tries to influence the customer to act in a way that benefits the seller. The buyer is significantly impacted by this conversation. When the salesperson has product expertise, honesty, follow-up, decent and appropriate presentation, this is much more significant. The buyer-seller dyads in the life insurance industry were studied by Franklin Evans. He discovered that prospects who purchased insurance understood more about salespeople and their organizations and had a more favorable opinion of them. The likelihood that a transaction would occur increased with the degree of similarity between salespeople and their prospects [9], [10].

The results of Evans are important for sales management. His judgment was this:

1. Prospects who were familiar with the salespeople and their organizations were more likely to make a purchase than those who were unfamiliar.

2. There were increased odds that a sale would occur if the buyer and the salesperson resembled one another in terms of their physical attributes, objective criteria, and other personality traits.

After studying whole sale medication salespeople and retail pharmacists, Henri Tosi came to the conclusion that in addition to the criteria mentioned by Evans, the behavior of salespeople also had an impact on the connection between the customer and seller. According to studies on consumer attitudes, the main reasons why salespeople fail to close deals include their ignorance of the product, a lack of follow-up, unpersuasive presentations, flattery, impoliteness, and dishonesty. Henry Tosi believes that the behaviors of salespeople have the greatest impact on the connection between the customer and vendor. In this respect, a conceptual model has been created. Both the salesperson and the buyer's personal traits and job needs have an impact on the sales process. Personality, values, attitudes, and prior experience are examples of personal traits. To shape wants and expectations, formal authority, organizational autonomy, and human qualities interact. Seller and buyer create a plan based on requirements and expectations with the goal of negotiating a favorable exchange. Persuasion, integration, transmission of information or offers, friendship, and other components may be used in the technique. If the two parties' strategies align, an exchange occurs; if not, the salesperson and the customer cease speaking. They may even change their own demands and expectations, albeit occasionally adaptation is impossible, such as when prices are reduced against corporate policy. Whether a negotiation ends in success or failure, it has an impact on how the salesperson and customer will interact in the future.

The relative importance of order taking and order obtaining varies in various selling contexts, with all salespeople needing to actively pursue business in certain circumstances while just accepting orders that come their way in others. A soft drink bottling company's driving salesperson serves mostly as an order taker since the product has been heavily pre-sold to customers, and orders come in automatically. If the manufacturer mainly relies on advertising and distribution methods, then the salesperson's job is passive since he only serves as an order taker and, incidentally, an order getter. On the other side, there are fewer channels available and the salesperson must exert a great deal of activity if advertising is primarily utilized to support personal selling.

The "sales engineer" has two key responsibilities in industrial products marketing:

1. On technical product features and applications, intermediaries and consumers may consult with advisors.

2. Design consultant for installations or processes utilizing the manufacturer's goods for commercial and industrial customers. Due to varying marketing elements, each firm has unique criteria regarding the kind of salesperson it hires. However, sales positions may be categorized into four fundamental kinds: trade selling, missionary selling, technical selling, and new-business selling. These styles mostly cut across industry and corporate borders.

Trade Marketing

A group of customers are formed and maintained long-term relationships with by a trade salesperson. The work is monotonous and repetitive, and selling is often done in a low-key manner with little to no pressure. This sales approach is mostly appropriate for goods with established markets. Personal selling is less important to the overall marketing plan than advertising and other types of promotion.

Christian Selling

The missionary salesperson's major duty is to help clients sell more so that the company's sales volume would improve. Orders come from the missionary salesperson's major public relations and promotional activities with consumers of the clients, therefore orders are just incidentally important to him. Similar to trade selling, missionary selling is low-key and doesn't call for a great degree of technological expertise.

Sell Technically

The major goal of the technical sales person is to enhance the number of purchases made by the company's existing clients by offering technical guidance and support. Similar to missionary salespeople, technical salespeople provide advising services; however, they also engage in direct sales to industrial users and other customers. The capacity to recognize, evaluate, and address consumers' concerns is crucial in this selling approach.

Selling new businesses

It is the new business salesperson's responsibility to locate and acquire new clients, or to turn prospects into clients. These sales representatives should be very inventive, innovative, and resourceful. When specific salespeople meet with specific consumers, that is when the effectiveness of the personal selling technique is put to the ultimate test. When deciding on the kind of salesperson required, management takes their first important choice about personal selling approach. When it chooses the size of the organization's sales team, it makes its second important choice. However, after these choices have been made and the required quantity and kind of salespeople have been hired, trained, and placed in the field, each salesperson must tailor his interactions with each client. The degree of a salesperson's success is dependent on the results of contacts with customers, regardless of whether the salesperson is an order-getter or order-taker and independent of the fundamental selling approach. Every time a certain salesperson interacts with a client, he says and does specific things as well as acts and responds in specific ways to what the customer says and does. Generally speaking, everything does change from one sales call to the next.

Selling ability will determine the kind of variety in the salesperson's approach to each client. This talent depends on how well the salesperson has prepared for each sales call and how well they execute throughout the call. The professional salesperson does extensive research about the consumer and the nature of the company while pre-planning. What are the main goals and issues facing the client? What are the goals, needs, motivations, concerns, worries, drives, etc. of the decision-makers and those who are influenced by them in the customer's organization? After receiving this information and others like it, a successful salesperson establishes clear objectives for each call. He then decides what the salesperson will say and do when on each subsequent call in an attempt to accomplish these specific objectives. The salesperson follows up by making the planned sales calls. If everything goes as planned, the salesperson accomplishes the targets specified for each call and so helps the organization reach its overall personal selling goals.

New Methods of Selling

Selling and sales management are undergoing fast change. Companies are relying on telemarketing and other direct selling techniques to reduce the expense of personal selling. Customers are getting more demanding, educated, and intelligent. They want to work with folks that are knowledgeable and experienced about the products. The intermediaries need assistance with setting up trade advertising, displays, and layouts as well as figuring out inventory levels. Customers expect presentations based on data, goods, and services that aid in problem-solving. Outdated is the salesperson who only talks while grinning. Thus, the focus is on developing roles, team selling, computerized sales, the Market Information System, and telemarketing. There is now a need for salespeople who are knowledgeable, skilled, able to close deals, and who can establish long-term relationships based on mutually beneficial issue resolution. It is necessary to acknowledge their contributions and suitably thank them for their hard work.

Group selling

Because there are so many intricate aspects of selling that no one salesperson can fulfill, it is done for big clients and in international corporations. Companies educate a team of service employees, each of whom has specialized knowledge and the necessary abilities for a particular account, to serve these clients, often known as national accounts or key accounts. One of the team's senior members is the national account manager, who also supervises and coordinates the group. AT & T, Xerox, and many other MNCs all engage in this strategy. The use of computers in selling has resulted in other modifications. Computers are used to qualify prospects, keep track of clients, and make sales calls. Performance is evaluated in relation to predetermined sales goals.

System for Market Information

One excellent resource for information is the field sales force. Salespeople gather information on the preferences of clients and their inventory levels. Additionally, they provide guidance on marketing initiatives, client potential purchases, and brand perception. Additionally, details on the rivals' strategies are needed. Additionally, keeping strong ties with the sales teams of rival companies does this. The sales manager thus becomes a crucial link in a chain of communication that goes to and from the top management in this situation.

Direct Selling

A new distribution and promotion method called direct marketing combines aspects of advertising and personal selling. It is a two-way conversation. Direct communication with clients is established by mail, phone, or electronic media. When required, it may be done for precise and quick action. Telemarketing, a highly effective and efficient tool for businesses to contact target consumers and business markets, was created as a result of the current convergence of communication and computer technologies. Telemarketing's cost advantage has led to its fast rise. It affordably transmits personalized sales messages to selected prospects. Targeted marketing includes direct marketing. Every direct marketing effort has a feedback mechanism and a quantifiable response.

Postal Service

"Mail order" is the earliest kind of direct marketing. It was created when the rail, road, and postal systems advanced. Mail order has recently made significant improvements and is now more enticing to customers who are fed up with traffic jams, lengthy queues, and impersonal service. The use of direct mail in catalogs, periodicals, and newspapers is widespread. businesses that use this strategy include insurance providers, credit card businesses, chari agencies, book publishers, etc. Direct mail has recently been used by conventional department store operators to boost sales.

Telemarketing

It became the second most important direct marketing strategy in the 1980s. Marketers urged customers to utilize toll-free phone lines to make purchases while seated at home. Consumers were persuaded to phone toll-free numbers by catalog marketers, departmental and specialty shops, airlines, hotels, rental car agencies, and other travel firms. Inbound telemarketing is the term used for these applications.

The second method in telemarketing is outbound telemarketing. This entails calling potential customers directly to sell goods. This strategy is used by many banks when marketing financial services and retirement accounts. Colleges, medical research organizations, and other non-profit organizations are prominent consumers of outbound telemarketing to raise money.

DISCUSSION

Finding a prospective customer, developing a compelling sales argument, and securing the transaction are the three main components of personal selling. Despite how easy it can appear; personal selling is really a difficult learning and communication process for both the salesperson and the potential client. The salesperson may use either a customer-oriented strategy, which focuses on fixing customer problems, or a sales-oriented approach, which uses high-pressure selling methods. Here, the salesperson makes an effort to determine the wants of the consumer and offers a suitable product solution. Making a sale may be done in a variety of ways since each salesperson has a distinct strategy for achieving their goals.

Identifying, locating, and qualifying

Prospecting is the planning process that is vital to removing non-buyers. Finding the most potential prospects is the most crucial step in the whole selling process. The first phase is to identify the prospects, and the second is to locate and validate qualified prospective consumers. Another crucial aspect of the work is eliminating suspicions from the list of possibilities.

Identifying Potential Clients

Finding prospects is a difficult task, therefore every salesperson should make an effort to gather data about possible clients from all accessible sources. The following are some of the methods and resources used to locate prospects: One of the finest sources of potential clients is the present, happy customers. Additionally, they are simpler to draw while promoting other products and services. Salespeople ask current pleased customers for names of family, friends, or colleagues who may require a comparable product or service since they are an excellent source of recommendations. When the salesperson approaches these prospective consumers, they provide further information or recommendations for other possible clients. As a result, the procedure is described as an "Endless Chain" since it never ends. A source like this has been used to market Reader's Digest.

Central Location

This method relies on recommendations made by someone with knowledge of or power over other individuals. Such a person may assist a salesperson in locating promising customers. These individuals fall among a variety of social groups, including housewives, bankers, local politicians, etc.

Sales trainees and spotters

Sometimes businesses hire sales trainers particularly to assist the salespeople in locating prospects. 'Spotters' is the term used to describe the sales trainees. This significantly reduces the time and effort needed for a salesperson to qualify a prospect on their own.

Cold calling

This method essentially entails phoning a prospective client without an appointment. Here, the salesperson just walks up to the prospect, introduces himself, and asks whether the prospect needs the product or service. However, this method takes a lot of time and effort since many calls never get through.

Directories

An excellent resource for locating new consumers is directories. Membership directories of trade groups, professional societies, or civic and social organizations are important sources of possibilities in addition to the standard phone directories.

Message List

For direct mail ads, brochures, and other purposes, several organizations generate lists of people and organizations. These lists may be used to find potential customers for sales. The mailing lists are often more current and more selective than directories, which gives this source a significant edge over directories. exhibitions, trade shows, etc. More and more businesses are starting to take part in trade fairs, exhibitions, etc. because they may not only market, sell, or advertise their products, but they can also get crucial market data on current and potential clients.

As a result, information from these trade events and exhibits may be a useful tool for locating possibilities. Personal selling is the costliest kind of promotion, and in order to be successful, one need follow a step-by-step procedure. Facts may be presented in several ways when it comes to personal selling, and the strategy can take into account things like culture and behavior.

Planning for the pre-call approach

Once a prospect has been found, the salesperson shouldn't rush into setting up a meeting with them and presenting their presentation. It is crucial to realize that before a salesperson contacts a prospect, as much information as possible on the potential client should be acquired, and extensive planning is needed.

Earlier Approach

The foundation of the pre approach is the marketing concept's emphasis on customer focus. The likelihood of closing a deal increases with the salesperson's level of prospect knowledge. Personal selling is the act of conversing verbally with prospective customers about a product with the goal of closing a deal. Although the goal of personal selling may initially be to establish a rapport with the prospective customer, it will always conclude with an effort to "close the sale". The most traditional type of advertising is personal selling.

Call Preparation

Call planning is essentially a predetermined planning process. The salesperson must first specify the call's goal, then come up with a selling approach to help them reach it, and then schedule the appointment. In addition to the ultimate goal of receiving the order, there could be other interim goals, some of which might include:

1. To learn more about the potential customer.

2. To link the demands and concerns of the potential customer to the features and advantages of the item or service.

3. To get approval for the product presentation.

4. To present a fresh distributor.

5. To resolve lingering billing problems.

The salesperson should attempt to comprehend the prospects' true wants while developing a plan to meet his goals. He should thoroughly review the prospect's history in light of this as well. Because many potential customers are occupied at certain times, the optimum time for the call should also be taken into consideration. Most "cold calls" are unwanted and are to be avoided at all costs.

Presentation

Sales presentations are made primarily to demonstrate to prospects that the salesperson has a solid grasp of their needs, and the focus of the presentation is on showing customers how the items satisfy their demands. The salesperson should explain to the potential customer the features, capabilities, and accessibility of the products and services. When the salesperson shows up to present the pitch, he or she should be well-groomed and show a willingness to be empathetic and helpful to the potential customer. Additionally, he must to be a great communicator.

Complete the Sales

The stage when the salesperson requests the order follows handling the clients' objections. The whole procedure is pointless if the sale does not occur. Therefore, it's critical that the transaction really happen. The following list of closure strategies includes a handful that work well. Action Close In this step, the salesperson performs an action that will close the transaction, such as negotiating to provide the prospects financial aid.

Gift Stop

The salesperson offers an extra incentive for purchasing the goods right now. Benefit Summary Here, the salesperson summarizes the product's advantages in an effort to evoke a favorable reaction from the prospect.

Quick Close

It is a straightforward strategy that works well when the customer exhibits strong, motivating purchasing behavior. The salesperson summarizes the presentation's main elements before requesting the order directly.

A Different Close

This method offers the client options for the product, such as a black or red one or payment on a cash or credit basis.

Opposition End

When an obstacle stands in the way of a sale, the salesperson should work to get the customer to promise that, if the barrier is overcome, he or she would purchase the product. The close is thus the most crucial phase of the selling process since all of the preparation and presentation leads up to this point. Caution Customers get a fair amount of personal attention since personal selling is a face-to-face activity.

Take Action

Even after a closure that is successful, there is still a ton of work to be done. The salesperson must make sure that the product is delivered at the requested place and at the proper time in order to satisfy the consumer. In certain cases, a consumer may want to make a few modest changes to a product or service to better meet their needs. Additionally, instruction on how to use the device securely and effectively for the consumer is necessary.

The provision of efficient after-sale services is as crucial even after all procedures have been finished. Such actions are crucial to turning the consumer into a devoted client. The handling of client complaints demonstrates a salesperson's desire for maintaining positive customer relations and should be treated seriously. Keeping in contact with consumers via letters, notes, phone calls, greetings, etc. In order to keep their clients informed, several businesses send them corporate newsletters and other materials. The salesperson has to stay in contact with clients and advise them about the newest goods and services.

CONCLUSION

In conclusion, Personal selling is a dynamic, customer-focused approach that incorporates connection building, understanding, and persuasion. Sales professionals may improve their own selling efforts, promote company development, and create long-lasting relationships with consumers by embracing a customer-centric strategy, adopting ethical standards, and judiciously incorporating technology. Technology has changed personal selling in the digital age. The personal selling process is streamlined by sales automation technologies, customer relationship management (CRM) platforms, and data analytics, freeing up salespeople to concentrate on fostering connections. However, technology should enhance rather than replace the human touch, since effective consumer experiences continue to depend largely on interpersonal ties.

REFERENCES:

[1] D. Suhelmi, "Personal selling serta pengaruhnya terhadap tingkat kesadaran dan minat beli calon nasabah asuransi jiwasraya di pekanbaru," *J. Tepak Manaj. Bisnis*, 2018.

[2] S. Alavi, J. Habel, C. Schmitz, B. Richter, and J. Wieseke, "The risky side of inspirational appeals in personal selling: when do customers infer ulterior salesperson motives?," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2018.1447385.

[3] N. N. Aini, A. Mulyati, and I. A. Maruto, "Analisis Pengaruh Advertising dan Personal Selling Terhadap Keputusan Pembelian (Studi Kasus Pada Konsumen Kosmetik Wardah Di Transmart Rungkut)," *Din. Adm. Bisnis*, 2018.

[4] L. Layaman and P. Nilamsari, "Analisis Pengaruh Margin Dan Personal Selling Terhadap Minat Nasabah," *Al-Amwal J. Ekon. dan Perbank. Syari'ah*, 2018, doi: 10.24235/amwal.v10i1.1694.

[5] N. Y. Lay, E. Listiana, and H. Heriyadi, "Analisis Pengaruh Service Quality, Personal Selling dan Complain Handling Melalui Satisfaction Serta Trust terhadap Customer Retention (Survei Nasabah Tabungan Bank Harda Internasional Cabang Pontianak)," *J. Ekon. Bisnis dan Kewirausahaan*, 2018, doi: 10.26418/jebik.v7i2.25694.

[6] I. Hutagalung and E. Yuniartanti, "Implementasi Personal Selling Pembentukan Citra Produk PT. XYZ," *War. ISKI*, 2018, doi: 10.25008/wartaiski.v1i02.18.

[7] Z. Khairani and N. Lubis, "Promotion Mix Strategies and Buying Interest of Riau Specific Food Souvenirs," in *IOP Conference Series: Earth and Environmental Science*, 2018. doi: 10.1088/1755-1315/175/1/012045.

[8] J. Bullemore and E. Cristobal-Fransi, "Personal selling, incentives and motivation. A systematic literature review," *Espacios*, 2018.

[9] S. Chan, "The Effect of Sponsorships , Personal Selling and Pricing Strategies on Customer Engagement and Its Impact on Customer Retention of Dental Equipment Industry in Indonesia," *Jurnal.Unsyiah.Ac.Id*, 2018.

[10] I. A. T. Wijayanthi and A. S. Haris, "analisis pengaruh biaya periklanan, personal selling dan promosi penjualan terhadap penjualan cv. bali panugrahan (studi kasus pada toko wbf kuta)," *J. Ris. Ekon. Manaj.*, 2018, doi: 10.31002/rn.v2i1.832.

CHAPTER 3

EXPLORING THE SIGNIFICANCE OF SALES STRATEGY FORMULATION

Swati Rajaura, Assistant Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id-swati.rajaura@shobhituniversity.ac.in

Dr. Neha Yajurvedi, Associate Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id-nehayajurvedi@shobhituniversity.ac.in

ABSTRACT:

Sales strategy formulation is a critical aspect of an organization's sales and marketing function, encompassing the development of a comprehensive plan to achieve sales objectives and drive business growth. This abstract provides an overview of the key components involved in the formulation of a successful sales strategy. It explores the significance of market analysis, customer segmentation, and competitive positioning in identifying opportunities and potential challenges. Additionally, the abstract delves into the importance of setting clear sales goals, establishing effective sales processes, and equipping the sales team with the necessary tools and training. Furthermore, it highlights the role of innovation and adaptability in navigating the dynamic business landscape and seizing emerging opportunities. The abstract also touches upon the integration of technology and data analytics in optimizing sales strategy implementation. Overall, this abstract emphasizes the critical role of sales strategy formulation in achieving sustainable competitive advantage and driving organizational success.

KEYWORDS:

Competitive Analysis, Customer Segmentation, Forecasting, Key Performance Indicators (KPIs), Lead, Market Research.

INTRODUCTION

The game plan used to attain the intended goals is known as a sales strategy. It assists a business in advancing from its current position. To accomplish the intended goals in sales, sales techniques are used. The goals might be many, and each one calls for a thorough analysis of the methods and game plans used by other rival organizations [1], [2]. Marketing strategy includes selecting the target segment and focusing the marketing mix on that segment to accomplish the goals and compete with other businesses, while sales strategy is concerned with promoting the sales of items. Basically, there are three phases involved:

Market Research

Here, "market analysis" refers to a study of the whole environment. This involves researching social, political, cultural, economic, and technical aspects that have an important impact on the firm's SWOT analysis [3], [4]. The company missions or goals have a direct impact on sales targets. The macro environmental analysis and the competitive environment support market analysis, which supports establishing the firm's goals. Prior to creating goals, do a market analysis. The business would need to understand:

1. The market's size and pace of expansion.

2. Purchase patterns, needs, and attitudes of consumers.

3. A study of competitors. It covers a wide range of topics, such as: the current approach used by other businesses. Some businesses use different product qualities, packaging, and efficient

advertising strategies to differentiate their products from the competition. Analyzing current performance and market share. their advantages and disadvantages.

4. Expectations for their future behavior: The purpose and range of responsibilities are tied to the levels of competition that its goods must contend with in each of the markets it serves. The sort of competition must be considered while doing a market analysis. Different contests may take many different forms [5], [6].

Pure competition

Each seller in this situation is too little to have an impact on the going rate in the market. This rivalry involves similar, undifferentiated items. The only sales effort is to ensure there are enough products available. Customers don't care which merchants they purchase from since all sellers' items are the same. No artificial pricing controls exist, such as those imposed by the government, trade groups, etc. Every seller's pricing is always disclosed to every buyer [7], [8].

Monopolistic Competition

In this sort of competition, there are many vendors selling the same general class of goods, but each vendor has a distinct brand from the others. It is possible to distinguish almost any seller's brand of goods, for example, pet food or remover for nail paint. Here, vendors distinguish themselves by distinctive packaging, unconventional distribution strategies, price gimmicks, promotional strategies, and a mix of advertising and personal selling.

Competition that results in oligopoly

This sort of competition is characterized by the following: Although there are few competitors, each one is identifiable and is acquainted with the others. Due to the size of each rival, every modification to his marketing approach will have an impact on the other rivals. Each contestant is familiar with the others. Automobiles, computers, manufacturing, shoes, textiles, etc. all exhibit oligopoly in the USA [9], [10].

Creating Sales Goals

The benchmarks against which performance is assessed are called objectives. There are two different kinds of these: qualitative goals and quantitative goals. Quantitative goals are short-term, but qualitative goals are long-term. The company's competitive environment is taken into consideration while setting the goals. A firm that sells high-end, highly technological home goods wants its salespeople to handle all areas of sales, including the practical ones. In this situation, the quality of the sales force will be different from those who just coordinate. Long-term qualitative goals are generated from the company's marketing and sales strategies.

On the other hand, quantitative goals are linked to operational outcomes. These change throughout time and are also influenced by the state of the market and business objectives. The following objectives are established:

1. Sales volume

2. Sales cost

3. Debtor accounts

4. Stock amounts

5. Dealer assistance

6. Input from feedback.

The relationship between strategy and performance focuses on the 'content' of a strategy—the initiatives, selections, policies, and decisions made in an effort to boost performance—as well as the outcomes of these management actions.

Creating Sales Strategies

The SWOT analysis is performed after the market analysis, which entails the investigation of environmental elements. After the goals have been established, the sales plan is developed by taking into account:

1. The kind of sales force that will be needed.

2. The size of the necessary sales staff.

3. Territorial planning.

4. Support and coordination of the channel.

5. Analysis of transaction costs.

DISCUSSION

Types of Sales Force Needed

It relies on the function that the sales force must do. The standard of contribution expected from the sales force and the amount of work placed on them are considered the quality of the sales force. Selling becomes simple if advertising has done the pre-selling. Some businesses, like, for example, want its salespeople to do every task. From equipment installation and commissioning to post-sale support, Instrumentation Ltd. in Kota takes care of everything. Product experts and market specialists are the two different categories of professionals.

Product specialists work with highly specialized goods including short- and long-term financial services, banking service marketing, and service packages like finance for agricultural. complicated goods, such as computers and cardiograms.

Market specialists are knowledgeable about various markets and are able to use various sales strategies for various markets. They must be familiar with many product lines. A company's sales staff may include a mix of product experts and market specialists.

Fundamentals of Territory Design

Geographical Basis: Salespeople are divided into groups based on their current locations. Sales Potential Basis: Dividing the clientele of the business in accordance with the distribution of its sales potential. Service Needs Basis: A business divides its whole market based on the service needs of its current and potential clients. Service refers to the upkeep and development of an account. Work Load Basis: This strategy takes into consideration both account potential and servicing, in addition to the additional work load brought on by topographical conditions and rivalry.

Supporting and Coordinating Channels

The development of a sales plan should take this into account as well. If indirect distribution is used, the sales organization must disclose dealer collaboration initiatives. Support must be provided for the upkeep of sufficient stockpiles, local marketing through P.O.P. displays, and local advertising. Dealer feedback is a crucial source of assistance and shouldn't be disregarded. For the channel assistance and collaboration to be successful in dealer management programs:

1. Dealers must get enough incentives;

2. Proper communication and feedback are crucial;

3. It is necessary to take action to encourage dealer loyalty.

How broadly or intensely you wish to distribute the product will determine the level of coverage and assistance you need from the channel.

Distributive Intensive

This distribution is conducted to all of the outlets, which are numerous and dispersed across a considerable region. The product receives the most exposure possible. Asian Paints Limited and Hindustan Lever carry out this distribution.

Broad Distribution

In terms of distribution, we have a wide consumer base but do not prioritize them all. A wide region is covered by comprehensive distribution, and items are widely distributed.

Optional Distribution

Products are supplied to these locations here. These could be well-known local retailers or specialty shops. Designer clothing, cosmetics, TVs, electrical equipment, etc. are only a few examples of items that are distributed via more than one channel but not all of them.

Special Distribution

One dealer, who offers after-sales care much like in cars, handles this alone. To cultivate an exclusive image, this is done. More drive, cooperation, and operational efficiency are needed for this. These special agents are chosen with extreme care.

Integrating vertically

At different levels of the distribution channel, management membership privileges are being demanded. The expense of having complete channel control is high. Maintaining a balance between the need for market dominance, coordination, distribution costs, and specialization is crucial for business success. Channel control should be balanced with the costs associated with it.

Analysis of transaction costs

The price of doing business is known as the transaction cost. Here, the expenses associated with a company's internal distribution methods are compared to the rough channels. Costs for exploration, haggling, and upkeep of the distribution network are included. As we go towards exclusive distribution, middlemen's services are becoming more and more defined.

1. Defining the middleman's domain and giving him the flexibility to nurture it.

2. Agreements may be struck for the keeping of inventories. In the event of changing pricing, a price guarantee is provided.

3. Installation and after-sales support: After-sales support is crucial, and it calls for special training.

4. Dealers must maintain prices while selling to the final customer.

5. Sales displays, regional advertising, catalogs, and sales promotion are all examples of promotional services. Exclusive distribution can more efficiently supply this.

6. Exclusive dealing: When selling items that are in direct competition, retailers shouldn't stock such brands.

Relative Method

It states that we may expand our sales team till additional revenue outweighs incremental expense. Assumptions: Hiring more salespeople will result in more profits.

Method for Sales Potential

The management takes into account what an average salesperson with an average performance would achieve in this situation. Consequently, the sales volume that the salesperson will generate. Next, we determine the anticipated sales volume. We multiply the overall sales volumes by the amount of work that one salesperson can do. The needed number of salespeople will thereafter be provided by S/P. We account for the rate of salesperson turnover in this manner as well.

Workload Approach

This approach is the most difficult. This approach makes the premise that all salespeople would have comparable duties. All of the salespeople get an equal share of the predicted total work load after which it is split. The Work load approach may be used in six different ways.

Choosing the Right Type of Sales Personnel

Qualitative personal selling goals must be taken into account while making this choice. What contributions may be anticipated from persons who work in sales in terms of the company's long-term overall goals? What obligations and responsibilities should these people have? How should the effectiveness of their work be evaluated? When determining the kind of sales employees it needs, management must consider these issues. Each business deals with a different set of marketing elements, such as the benefits and cons of its goods, the reasons why customers and prospects purchase from it, its pricing strategy, and the competitive environment the relative advantages and disadvantages of rivals. Additionally, various selling positions call for varying degrees of selling and non-selling skills, training, technical know-how, and other information. Because of this, it is important to understand what is required of sales employees, including the job goals, responsibilities, and performance measurements. Knowing the work of a salesperson entails understanding the specific duties of the given salesperson. Management may avoid "putting square pegs into round holes" by understanding the specific role. It aids in matching the individual to the work and the job to the person.

Marketing Organization

The next natural step after creating a strategy is to set up a sales force to carry out the goals of the business. The kind of sales duties that must be carried out and how the salespeople should be placed together to maximize efficiency and effectiveness must be decided. To ensure that their operations are adequately coordinated, the extent of their line authority, accountability, and sales duty should also be specified. A sales organization is a team of individuals that collaborate to accomplish the sales goal, which is to please consumers while snatching up a particular market share. It takes on the successful marketing of goods produced by the company or even goods bought for resale. It guarantees the cost-effective and timely delivery of goods to the clients. It creates restructuring between the company's clients and the business on mutually agreeable conditions for the seller and the purchase. A sales organization serves as both a hub for collaborative efforts and a framework for interpersonal connections. It is a collection of people working together to accomplish both qualitative and quantitative goals while maintaining both official and informal relationships with one another. It is implied in the idea of a sales organization that individual members work together to achieve goals. The sales organization serves as a means, not an end, for people to accomplish certain goals. A sales organization must have established links among people and subgroups in order to facilitate the completion of the group's objective.

Need

The production capability of the company and the market are connected via the sales organization. Sales functions must be modified if the market changes in terms of size, trends, competition, or other environmental considerations. An organization's function may be likened to the human body's skeleton. It offers a structure within which activities might happen. While the role of the skeleton is the same for all humans, it differs across businesses. This is due to the fact that every business has unique goals, resources, and corporate strategies for achieving those goals.

Lines of Authority are defined

A solid sales organization determines the flow of authority and defines each individual in the organization in terms of their authority, duty, and accountability. The salesperson may use it to determine if their authority is functional, staff, or line-based. Line authority has the authority to determine the need, location, and timing of action in a variety of situations as well as to demand that others below in the organizational hierarchy carry out commands. The ability to advise individuals in positions of line authority on how to carry out an order is known as staff authority.

They provide methodological advice to line executives but lack the official authority to demand or compel the use of their suggestions. Functional authority allows experts to enforce their directions within a defined and constrained sphere, such as in technical product service. They support managers with broad line authority. In order to avoid conflict, all executives should be aware of the scope of their power in relation to each area of the business. When staff executives, for example, try to use line authority, they are likely to run into issues with the line executives whose authority is being usurped.

The identification of all required tasks that must be carried out in order to accomplish goals is a prerequisite for the organizing process. Tasks expand along with an organization's size. It must be assured that all relevant tasks are given in detail. In small businesses, the sales representatives are in close proximity to the consumers, but as the business expands, the top executives become more distant from the users. At this moment, sustaining these ties should fall within the purview of one person.

Creates a Foundation for Communication

Lines of authority and communication used to be interchangeable terms since organizations were so simple. Due to information overload, business has grown to be a highly complicated issue nowadays. Information moves both horizontally and vertically. The organizational structure specifies the information's origins, recipients, and maybe even the person in charge of its creation. Coordination and balance are achieved via good organization. Competence, potential, and effectiveness differ amongst people. Coordination allows us to create a synergistic impact. Another crucial component is motivation, which may be attained via training programs, indoctrination, group discussions, and two-way communication. gives insight into potential paths for advancement.

The staff believes that working for a sales organization will grow and enhance their future professional lives. Possible career paths may be seen from the organizational chart, which shows the personnel's typical promotion path.

Reduces the use of executive time

The sales department rises in size and complexity as an organization expands. Authority delegation becomes crucial. This enables the CEOs to focus more on planning and less on running their businesses. The span must be restricted for efficient coordination, but this relies on a number of variables, including the superior's coordination skills and the subordinate's personal traits. Getting the most out of executive time is one of the major goals of coordinating.

Steps in the Development of Sales Organizations

Aids in establishing the quantifiable goals. Profit is necessary for survival as well; thus, another quantifiable goal is to increase profits by generating miraculous sales as well as by lowering the costs and expenditures of different departments. Realizing long-term development in sales and profitability is a crucial qualitative goal. This indicates that the three main goals are expansion, profit, and sales. Quantitative goals, such as a 20% increase in market share, are translated from qualitative personal selling goals. Clear and defined objectives allow for better time and effort management and more seamless advancement.

In order to determine how many executive and operational jobs are needed and how these positions would interact with one another, it is necessary to analyze the kind and volume of the activities that must be carried out. This helps in determining the responsibilities and tasks of the relevant individuals holding these jobs. Similar tasks are performed in contemporary sales organizations. The specifics and relative importance put on individual activity and performance vary amongst the departments. These distinctions are more pronounced than actual.

These include the following tasks:

1. deciding which jobs might be given these tasks.

2. Sort activities into categories, put them in groups, and give them the same placements.

3. Set the level at which each action will be conducted to determine the hierarchy of the activities. This will depend on how important the activity is; for instance, dealing with dealers becomes essential when a company is attempting to market a new product via intermediaries and must be given a higher place in the sales organization.

In order to assign people to roles, two decisions must be made. In order for an organization to have the best personnel in its arsenal who will perform the jobs in a resplendent manner, it is first necessary to hire, select, or recruit specialists to fill the positions. Next, the positions may need to be modified in order to accept the services of current employees who have been trained and developed to fit in the requisite positions.

An organization may choose from the two options. When internal talent falls short of what is needed for the tasks, the organization may employ or attract individuals from outside. This may also be done if management wants to fill organizational positions with youthful talent. Additionally, if the person has the necessary talents and skills, the work may be altered to better suit them. When the circumstances allow, planners prefer, in general, to have people develop into specific professions rather than having jobs spring up around people.

These tasks are involved in assigning persons to positions:

1. Defining the relationship between positions—specifically, the number of people who report to a given superior—and the scope of power.

2. Describing the kind of power that each job has.

3. Placing people in roles.

In a sales organization, formal and informal methods of control and coordination are both possible. Written job descriptions, rules, regulations, and procedures are a formal way to do this. An essential formal device for coordination and control is the written job description. It provides information on each job's varied characteristics, such as reporting structures, goals, standards for performance, and responsibilities. Informally, it may be accomplished via pure personality power combined with the capacity to win and maintain the allegiance of followers.

The chain of command is one technique for coordinating. We also strive to make room for expansion, adaptability, and control. An organizational chart, which specifies numerous things in detail, is another tool of control. An organizational chart demonstrates the official connections between various roles. It aids in comprehending the nature of each employee's power and duty with regard to every part of the business. As a result, friction that would have arisen without it is reduced. An organizational handbook that includes both the company and departmental charts is a complement to the organizational chart. The organizational chart is expanded upon in the organizational handbook. The organizational handbook often includes summaries of the main corporate and departmental goals and policies, as well as written job descriptions and requirements.

The organizational handbook also includes a wealth of information that aids users in learning about and comprehending the nature of their roles, privileges, and relationships with others. While most of these tasks are handled by the field sales managers in a decentralized system, in a centrally controlled system, recruiting, training, remuneration, and assessment are all overseen from the central headquarters. Additionally, it relies on the operation's size, efficiency, and requirements for competition. Corporate offices may be more effective and efficient in small businesses with few sales representatives. As an organization grows in size, branch offices eventually appear. In this situation, decentralization gives the sales manager more leeway to exercise more initiative and management abilities. The majority of medium-sized and large-sized businesses mix the benefits of centralized and decentralized operations. While training and hiring may be centralized, decentralized sales offices are used to provide better customer service.

CONCLUSION

In conclusion, the development of a sales plan is the cornerstone for attaining sales excellence and long-term corporate success. A well-designed sales strategy combines market knowledge, customer focus, creativity, and technology skill. Organizations may gain a competitive edge, increase customer happiness, and succeed over the long term in the ever-changing market by coordinating the efforts of the sales team, streamlining procedures, and establishing a culture of continuous development. Adopting technology and data analytics may greatly improve the execution of a sales plan. Businesses may customize interactions, anticipate requirements, and make data-driven choices by using consumer data. Additionally, administrative activities are streamlined through automation and sales intelligence technologies, giving sales professionals more time to concentrate on developing lasting client connections.

REFERENCES:

[1] M. E. Wibowo, A. Daryanto, and A. Rifin, “Strategi Pemasaran Produk Sosis Siap Makan (Studi Kasus: PT Primafood Internasional),” *Manaj. IKM J. Manaj. Pengemb. Ind. Kecil Menengah*, 2018, doi: 10.29244/mikm.13.1.29-38.

[2] L. Ranieri, S. Digiesi, B. Silvestri, and M. Roccotelli, “A review of last mile logistics innovations in an externalities cost reduction vision,” *Sustain.*, 2018, doi: 10.3390/su10030782.

[3] J. Straková, P. Pártlová, J. Dobrovič, and J. Váchal, “Situational analysis and its role in the process of strategic business management,” *Polish J. Manag. Stud.*, 2018, doi: 10.17512/pjms.2018.18.1.26.

[4] M. Kuboń and E. Olech, “Marketing of organic products in southern Poland,” *BIO Web Conf.*, 2018, doi: 10.1051/bioconf/20181001014.

[5] N. Astika Yapto and F. Titing Koerniawaty, “The Evaluation Of Promotion Strategy Of Museum Bali,” *J. Ilm. Hosp. Manag.*, 2018, doi: 10.22334/jihm.v6i2.27.

[6] Y. Zabidi, “Design of Batik Crafts Industrial Performance Measurement Model in Wukirsari Region Bantul,” *Conf. Senat. STT Adisutjipto Yogyakarta*, 2018, doi: 10.28989/senatik.v4i0.217.

[7] B. Fischer, W. Jones, T. Varatharajan, M. Malta, and P. Kurdyak, “Correlations between population-levels of prescription opioid dispensing and related deaths in Ontario (Canada), 2005–2016,” *Prev. Med. (Baltim).*, 2018, doi: 10.1016/j.ypmed.2018.09.001.

[8] A. Katrodia, M. J. Naude, and S. Soni, “Determinants of shopping and buying behaviour: A case at Durban Shopping Malls,” *African J. Bus. Econ. Res.*, 2018, doi: 10.31920/1750-4562/2018/v13n1a8.

[9] M. K. Akbar Nugraha, “Strategy of Ciplukan Fruit Agribusiness Development (Physalis peruviana) At Waaida Farm, West Java,” *AGRIFOR*, 2018, doi: 10.31293/af.v17i1.3358.

[10] T. Olejarz, V. Nitsenko, O. Chukurna, and M. Mykhailova, “Evaluation of factors influencing labour performance of machine-building enterprises in mining industry,” *Nauk. Visnyk Natsionalnoho Hirnychoho Universytetu*, 2018, doi: 10.29202/nvngu/2018-1/2.

CHAPTER 4
BASIC TYPES OF ORGANIZATIONAL STRUCTURES

Adesh Kumar, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Organizational structure serves as the framework that defines the hierarchy, roles, and relationships within a company. This abstract provides an overview of the basic types of organizational structures commonly observed in modern businesses. It explores functional, divisional, matrix, and flat organizational structures, highlighting their unique characteristics, advantages, and limitations. The abstract delves into the factors that influence the choice of a particular structure, such as company size, industry, and organizational culture. Moreover, it discusses the significance of organizational structure in facilitating communication, coordination, and decision-making processes. The abstract also touches upon emerging trends in organizational design, including hybrid structures and network-based organizations. Overall, this abstract underscore the importance of selecting the appropriate organizational structure to enhance efficiency, adaptability, and overall organizational performance.

KEYWORDS:

Centralization, Cross-Functional, Decentralization, Departmentalization, Flat Organization, Functional Structure.

INTRODUCTION

The organization of the sales department changes as the demands of the company change. Depending on their demands, several businesses have different organizational structures. The size of the firm, the tactics used by rivals, the marketing channels, the clients, as well as the personalities and skills of the staff, all have an impact on the organizational structure [1], [2].

Organization of Lines Sales

It is the most fundamental kind of sales organization and is distinguished by a chain of command that extends from the highest sales executive to the level of the salesperson. Executives at each level are often independent of one another at the same level since the line of authority has a vertical structure. Typically, quotas or sales objectives are assigned to define responsibilities. The alcohol section of Jagatjit Industries is an example of a lines sales organization. Scalar lines of command link each level to its lower level. Smaller businesses, those that specialize in a certain product line, or those that only operate in a particular geographic region often utilize lines organization. The top sales executives are put under a lot of time and skill pressure when all field reports ultimately reach him [3], [4]. Line executives spend a significant portion of their time on operational issues related to operating the sales department. He sometimes has to make judgments without the luxury of thorough preparation. When a company is expanding quickly or has a big sales force, line organization is no longer suitable since expanding departments need for the inclusion of more layers of executives.

Customer Channel Line Authority Division

There are various choices accessible for the organization when the line authority becomes too burdensome due to the growing number of individuals to monitor. Addition of a general line assistant is one of the choices. Another option is to distribute line authority according to the marketing or customer channel. When almost identical items are supplied in the market and are promoted to several sorts of consumers, customer division of line of authority is appropriate. When selling issues to various types, it is also done. When the same or nearly similar items are marketed to many industries, they often find various uses in each area. Customers not only have varying demands, but also have varying driving forces when making purchases. Therefore, each major client category is sold to by dedicated sales staff [5], [6].

Organizational Structure for Sales Lines and Staff

As the company becomes bigger, an organizational structure for line and staff sales develops. It is often seen in medium-sized and big businesses that have sizable sales teams that offer a variety of product lines. Staff members are experts in their own fields, which may include sales promotion, service, training, analysis, planning, dealer relations, and staff development. For help in particular domains, a pool of specialists becomes accessible. The organization is governed by a managing director who reports to line managers known as regional managers and staff managers who oversee the staff functions. Information feeding and sales promotion facilitation are the responsibilities of the customer service manager [7], [8]. The Sales Promotion Manager works as an adviser for the company's sales promotion initiatives and consults with the Regional Sales Manager on any necessary promotions. Regional managers oversee their own field employees and are the line managers in charge of operational performance in their respective regions. Line and staff issues are essentially ones of coordination reporting. Additionally, the process of compiling suggestions is time-consuming, and this delays active cooperation. Additionally, a number of interpersonal connection issues surface. Staff members will sometimes act as the ones to provide instructions. Dual subordination results from this, which may be avoided by clearly defining authority and duty in writing.

Organizing a functional sales force

F. W. Taylor's functional sales organization was created with the idea that all executives and workers should, to the greatest extent feasible, engage in a variety of tasks. The goal of a functional sales organization is to fully use the advantages of specialization. Contrary to the idea of unity of command, all sales staff get instructions and report to several executives on various elements of their job. Most businesses adopt this kind of organizational structure since it not only enables specialization-based performance improvement but also enhances cooperation across functional leaders. Not all sorts of organizations can be functionally organized. In its current state, it is both inconvenient and ineffective. Small and medium-sized businesses do not find it feasible to adopt or have the financial wherewithal to use a high degree of specialization. However, large organizations find it suitable for their operations since there are no restrictions on finances, labor, or specialized executives. Large businesses with selling activities are more of an exception than a norm [9], [10].

Organization for Vertical and Horizontal Sales

There are numerous layers of management in this kind of organization. Every employee report to their next level in an upward direction.

Vertical Sales Structure

There are few management levels in this form of sales organization, but there are many managers at each level. We see a constrained area of control in vertical sales organizations and a broad area of control in horizontal sales organizations. The number of subordinates that a superior can manage successfully is known as the Span of Control.

The group of salespeople in a field sales organization often interact with consumers and merchants face-to-face. They are a kind of expert that sends reports to the business. These forces may be organized based on a product, market, or customer, or we can have a combined-based organization. They might be significant experts, product specialists, or coordinators. This is used in extremely large enterprises when a huge region has to be covered and a huge number of product lines need to be sold. Salespeople who work with only one product get in-depth expertise and specialization. Activities are replicated in this form of organization.

Organization for Customer-based Sales

The company may also be customer-based, with salespeople taking care of various kinds of clients. A computer manufacturer may employ salespeople to work with government agencies, businesses, residences, and individuals. In such businesses, the salesperson learns more about the clients, their issues, and their purchasing habits. builds long-lasting relationships that bear fruit when customers are happy with the offered goods and services. The duplicate use of resources & facilities is a drawback. The cost of keeping a large sales staff is additional. This approach has the drawback that each salesperson can only manage a certain number of straightforward goods or product lines.

Organization of the Combined Bases

In this kind of organization, the organizational structure is created by combining two or more bases. The issue with separate sales organizations could be resolved. The structure of interpersonal relationships inside an organization is called the sales organization. Its purpose is to create an effective, affordable, and adaptable administrative structure to guarantee the prompt delivery of goods from warehouses to customers.

From the following criteria, the importance of a sales organization may be determined:

1. To make a buying plan.

2. To establish a pattern of product demand.

3. To manage the incoming orders.

4. To collect the fees.

5. To resolve the grievances.

6. To manage the duties associated with people.

A sales organization may take many different shapes. It might be a functional organization, a line organization, or a line-staff organization. The vertical sales organization and the horizontal sales organization are two further configurations of the sales organization framework. Different organizations choose their organizational structure in accordance with their needs and requirements.

DISCUSSION

Recruitment of Sales Personnel

Recruitment is a procedure to identify the source of people to satisfy the staffing schedule needs and to use effective tactics to attract that workforce in sufficient numbers to permit successful selection of an efficient working force. According to Byars and Rue, recruitment entails locating and enticing a group of individuals from whom to choose competent applicants for open positions. Recruitment refers to all the processes involved in gathering applications for sales employment. Recruitment outlines the steps required to make it clear what kind of person is needed, where they could be discovered, and how to make the best decision. It is a process of looking for potential workers and inspiring and motivating people to apply for positions in an organization. The choosing of he/she is highly important. Preparation is the secret to wise choices. So many individuals take pride in their ability to choose a good salesperson, yet so often that person is excellent but not the right fit for the task at hand. It is crucial to identify the task at hand and the kind of individual who would carry it out to the highest standard. Following the selection of the plan, the applicant should be thoroughly considered. The performance of the team that supports the sales manager heavily influences his effectiveness. Appropriate staffing is essential to the effectiveness of sales organizations and sales forces. Retirement plans and transfer policies need to be taken into account while making recruiting strategies for firm promotion programs. Sales recruiting may be impacted by difficult economic times. It is also important to take into account the general level of economic activity, governmental economic policies, conditions with regard to rivals, labor relations, etc. Additionally, some rivals recruit salespeople by promising larger wages.

Factors Affecting the Sales Personnel Recruitment Policy

Yoder claims that "the recruitment policy is concerned with the quality and qualifications of manpower". It sets out general rules for the hiring procedure. The following elements often play a role in the recruiting policy:

1. Desired number of recruits
2. Employment resources
3. NEEDS for recruitment
4. Recruiting expense
5. Size of the sales team
6. Tempo of change
7. Number of sales anticipated
8. Government regulations
9. Competing organization's personnel policies
10. A company's personnel policy.

Depending on the kind of sales employees a firm may need, different companies have different recruiting and selection processes for hiring salespeople. An engineering organization will need sales staff with extremely strong technical backgrounds. such as engineering firms, sales of machines, etc.

Working Circumstances

Finally, it's crucial to keep in mind if there are any particular restrictions on mobility, working hours, etc. that can affect the hiring or selection of salespeople. As a result, the selection procedure is built on the person specification form. Here is a form that specifies how to represent a person. Characteristics to be evaluated are included in the first column, while essential and desirable traits are listed in the second and third columns, respectively.

Form for Person Specification

The person specification may be useful in identifying personnel in different departments who might not have had any prior sales experience but whose whole profile—including their abilities, drive, etc. could make them exceptional salespeople. In this regard, the different sources of recruitment advertising, job agencies, educational institutions, internal transfers, etc. will also be helpful. The decision will be made based on the job's requirements and the number of qualified applicants. The decision-maker must go spear fishing if a highly specialized salesperson in a small market segment is needed and there are just a few dozen viable candidates. Either the corporation or a repo consultant does a "search." The following sources are likely to be used to fill out this specific strategy to selecting probable candidates.

Employing recruitment sources

Employment agencies: Agencies often do reference checks, give battery after battery of exams, and carry out tasks normally completed by employers. Every time an agency is employed, it should be given a detailed description of the task's requirements as well as a concise explanation of the task's aim. The appeal to sales executives is the rising number of agencies that take the initiative in locating but promising prospective seekers, employed or not, instead of restricting themselves to "volunteer" applications. Agencies need time to learn about an employing organization and its particular needs.

Advertising

Newspapers frequently feature advertisements announcing job openings for sales representatives. These advertisements can be found in both the classifieds and display sections. Because of how many potential employees can be reached by just one advertisement, businesses frequently try to lower the number of applications. Less obviously unqualified candidates will respond if the employer posts information about the organization and position. If you want to attract qualified candidates, you need provide specific job specifications in the post as they change depending on the organization and its circumstances. Some advertisements list the salary range of successful firm salespeople. Others clarify that the chosen candidate will take the position of a traditional salesperson in an area with existing customer relationships. Others again stipulate that only highly skilled, experienced salespeople should apply. Such details aid in persuading potential candidates that the position is indeed available.

Internally moving

Other departments and the sales department's lack of sales are two other internal sources. Transfer-seeking employees are already aware with business regulations, and the personnel department is well-versed in these policies. Although little is known about their sales prowess, they often have in-depth product expertise. Of course, a formal exam or a field assignment may be used to determine a candidate's aptitude for selling. Transfers are advantageous for sales roles when a significant component of sales training involves product knowledge since it may be able to expedite field assignments.

Educational Establishments

Colleges, universities, and technical and vocational schools are included in this source. They are expected to have grown in their capacity to reason rationally, think for themselves, and communicate effectively. They often manage their time well and prioritize their everyday tasks well. Their biggest weakness is a lack of marketing experience; thus, training is required.

Salespeople from different businesses

These people are now working as salespeople for different businesses. They are a desirable source of hiring since they are familiar with the product, consumers, and rivals. They are also seasoned salespeople, so no money has to be spent on training them. Their drawbacks, however, are that they are an expensive source since they often need greater compensation, and they also lack the necessary level of devotion. For a corporation to be profitable, a strong sales staff is essential. It is challenging to find experienced sales staff with a track record of success via straightforward Internet ads. Employing managers should aggressively seek for people with the most sales experience and earning potential, and they should also develop hiring standards for human resource staff.

Choosing and Placing Sales Personnel

In order to obtain information on candidates for sales jobs, selection processes for sales staff may be as basic as one step systems that just include a casual personal interview or as sophisticated as multistep systems with several mechanisms. A selection system is a series of subsequent "screens" where a candidate may be eliminated from candidacy for other positions. Companies that use multistep selection methods vary in the number of stages and the sequence in which they are included. Each business tailors its selection process to suit its own information requirements and financial constraints. The more information that is gathered as applicants go through the system, the more precise predictions of success and failure rates are possible to be made. It's crucial to choose the right salespeople to prevent disappointments for both the business and the employee. The top salespeople are always sought after by effective sales managers. Any organization that hires the wrong people suffers greatly since neither the employer nor the employee are happy. The efficacy of a company's selecting process may be determined by looking at its turnover rate. Both the business and the salesperson are at danger. The organization loses because the salesperson is unfit for the position, and the salesperson loses because they made the incorrect career choice and wasted time that cannot be made up. Selling success does not just rely on intelligence, unlike other occupations. The salesperson also faces a lot of emotional obligations. In dealing with circumstances that are often highly disappointing, his personality, ability, experience, temperament, and aptitude are also significant. Similar to management, selection combines art and science. It is an art since a set of methodical processes are used, and it also involves science and expertise. Depending on the needs, the selection procedure for sales employees varies from firm to organization. The application passes through a number of steps, and as more steps are completed, the applicant's chances of being chosen increase. To ensure that both the applicant's needs and the companies are addressed, it is crucial for the business to locate the right individual.

Initial Interview

The employment office receptionist often does the first screening. In essence, this interview serves as a screening procedure where prospective candidates are informed about the specifics of the positions available within the company. The applicants are then asked for the relevant information on their education, experience, skill, desired pay, reasons for leaving their current jobs, interest in the job, physical appearance, age, and speaking ability. A candidate may be chosen for further action if he satisfies the organization's standards. If not, he is already out of the running.

Blank Formal Application

A short history of an employee's background is provided on an application blank, which might be helpful for future reference if necessary. The management may get the necessary data from a potential candidate using an application blank, which is a tried-and-true method that is generally recognized. The blank gives background information and facilitates the interview by outlining the topics of interest and conversation. It is a helpful tool for gathering past information from the applicant and saving it for later use. Each organization should, ideally, create its own official application form based on the information needed. But it may use a common application form to save time and money by not having to create its own.

Interview

An interview may be described as an effort to learn more about a candidate's suitability for the position being considered. No other approach is nearly as effective in determining a person's speech communication skills, personal appearance, attitude toward selling, and personal impact on others the factors that are most crucial for a person active in sales.

Unstructured, undirected interview

Instead, then using a predetermined set of questions, this kind of interview incorporates a casual conversation. According to some people specialists, a non-directive approach provides the most information about a person's attitude and interests. This approach is maybe the most effective for deeply examining someone's personality. The biggest disadvantage is the need for specific instructions for conducting the interview and analyzing the findings.

Structured/patterned Interview:

In this approach, the interviewers are provided with a list of prepared inquiries or a detailed framework of inquiries intended to extract a fundamental core of information. According to McMurray, the patterned interview is likely to enhance the interviewers' judgment because, first, the interviewer works from clear job criteria and is aware of the qualifications needed for each position. Additionally, he has a strategy and understands what inquiries to make.

Thirdly, he has received training in interviewing methods. Fourth, he has done research on the candidate and is quite familiar with him before the interview. Fifth, the interviewer has been carefully chosen to ensure that he is emotionally mature and of sufficient intellect.

Interview after interaction

It is a really difficult method. In this scenario, the interviewer adopts a nasty demeanor toward the candidate. He intentionally irritates, humiliates, and frustrates him in an effort to put him on the defensive. The interaction interview replicates the pressures the candidate would encounter and how he would respond to them in real-world sales situations.

Rating systems

Results from comparative assessments of the same person by several interviewers are acquired using this approach. The interview's rating scales are designed in such a way that the ratings of the interviewers are translated into a finite number of possible answers. For instance, while assessing a candidate's attitude, the interviewer must choose one of the following options: negative and whiny, pessimistic, positive and healthy, or very loyal.

A strategy, technique, or measuring tool used to determine traits like aptitudes, capabilities, intellect, knowledge, skills, or personality is referred to as an employment test. Applicants may sometimes be requested to provide the names of references who they trust to speak well of them. Reference checks serve as a selection technique primarily for the aim of verifying information on employment dates, compensation, sales volume, absenteeism, and the type of prior sales positions. The usual process is to personally examine, call, or write the references.

Psychological Examination

The most often misunderstood and poorly understood sources of data about candidates are tests. Both a broad and a specific definition of a psychological exam are possible. A "Systematic approach for comparing the behavior of two or more persons" is a general definition of it. In a narrow sense, "it is a sample of an aspect of an individual's behavior, performance, or attitude; thus, we may define it as a systematic procedure for sampling human behavior. Psychological testing is becoming more important as a tool for hiring salespeople due to the formalization of sales management and the rising costs of selection and training. The main goal of testing is to identify the different facets of a person's behavior, such as intelligence.

Various Psychological Test Types

On the basis of human behavior, psychological tests are classified into four categories, although the selection process for sales staff often uses just the three categories: aptitude tests, personality tests, and achievement tests.

Tests of aptitude or ability are used to gauge a candidate's aptitude or capacity to learn a task or skill; they identify abnormalities or flaws in a person's sensory or intellectual capacity; and they concentrate attention on a particular type of aptitude, such as learning, reasoning, or a mechanical bent of mind.

1. Mental or Intelligence Tests: These tests assess a candidate's general level of intellectual activity, or intelligence quotient, as well as their word fluency, memory, inductive reasoning, speed of perception, and spatial visualization abilities.

2. Mechanical aptitude tests: These test a person's ability to master a certain sort of mechanical task by evaluating their visual-motor integration or synchronization.

3. Psychomotor or Skill Tests: These assessments are used to evaluate a person's aptitude for doing a particular task and are used to gauge mental dexterity, aptitude, and comparable qualities requiring muscle movement, control, and coordination. The main goal of personality tests is to gauge an individual's non-intellectual core make-up or traits. These tests seek to determine an individual's value system, emotional maturity, emotional reactivity, and distinctive mood. The following categories might be used to group these tests.

Project Tests: In this test, the candidate is asked to project his own interpretation into certain standard stimulus situations that reflects his own values, motives, and personality. Situation Test: This test reveals the ability of a candidate to undergo stress and his demonstration of ingenuity under pressure. In short, we can say that it is an objective test that measures neurotic tendencies, self-sufficiency, dominance-submission, and self-confidence.

Achievement examinations: These examinations assess a candidate's likelihood of admission and his aptitude by attempting to ascertain how much he knows about a certain topic.

1. Tests to measure job knowledge are given to candidates to assess their level of competence and suitability for the position.

2. Work sample tests: They require that the real work be given as a test.

These tests aim at finding out the types of work in which the candidate is interested; however, they are not used much in the selection process of sales personnel as significant variation has been found in the interest test scores of successful candidates.

Visual Inspection

The main goal of physical assessment in the selection process for sales people is that:

1. It makes it obvious if a candidate has the physical capacity to carry out the duties of a salesperson for the organization.

2. It prevents the selection of those with certain infectious disorders.

3. It identifies the candidate's existing limitations and keeps a record of them so that the company's obligations may be clarified in the case of a workman's compensation claim.

CONCLUSION

In conclusion, for every business, choosing the right organizational structure is an essential strategic choice. A well-designed structure improves decision-making, coordination, and communication, which eventually leads to increased effectiveness and flexibility. Organizations must be open to trying out novel structures and adopting cutting-edge strategies that complement their particular aims and values as the business environment changes. Businesses may position themselves for long-term success in a dynamic and competitive market by regularly evaluating and improving their organizational structure.

New trends in organizational design are developing as firms change and adapt to shifting market realities. A more specialized method to meet certain organizational demands is provided by hybrid structures, which incorporate components of many classic designs. Network-based businesses foster cooperation and creativity beyond conventional boundaries by using technology and outside connections.

REFERENCES:

[1] M. Ali, I. Ali, K. A. Al-Maimani, and K. Park, “The effect of organizational structure on absorptive capacity in single and dual learning modes,” *J. Innov. Knowl.*, 2018, doi: 10.1016/j.jik.2017.03.007.

[2] D. Zhang, N. Bhuiyan, and L. Kong, “An analysis of organizational structure in process variation,” *Organ. Sci.*, 2018, doi: 10.1287/orsc.2017.1192.

[3] G. Kováts, “The change of organizational structure of higher education institutions in Hungary: A contingency theory analysis,” *Int. Rev. Soc. Res.*, 2018, doi: 10.2478/irsr-2018-0009.

[4] N. A. Shafie, Z. M. Sanusi, R. J. Johari, W. Utami, and A. W. Ghazali, “Effects of organisational structure on social value: Mediating role of financial performance,” *Manag. Account. Rev.*, 2018, doi: 10.24191/mar.v17i3.866.

[5] H. Stverkova and M. Pohludka, “Business organisational structures of global companies: Use of the territorial model to ensure long-term growth,” *Soc. Sci.*, 2018, doi: 10.3390/socsci7060098.

[6] K. Schwer and C. Hitz, “Designing organizational structure in the age of digitization,” *J. East. Eur. Cent. Asian Res.*, 2018, doi: 10.15549/jeecar.v5i1.213.

[7] J. Drysdale, “The organizational structures of instructional design teams in higher education: A multiple case study,” *Educ. Leadersh.*, 2018.

[8] M. Anzures-García, L. A. Sánchez-Gálvez, M. J. Hornos, and P. Paderewski-Rodríguez, "A workflow ontology to support knowledge management in a group's organizational structure," *Comput. y Sist.*, 2018, doi: 10.13053/CyS-22-1-2781.

[9] H. D. Horch, "The intermediary organisational structure of voluntary associations," *Voluntary Sector Review*. 2018. doi: 10.1332/204080518X15199961331653.

[10] S. A. El Talla, M. J. Al Shobaki, S. S. Abu-Naser, and Y. M. A. Amuna, "The Nature of the Organizational Structure in the Palestinian Governmental Universities-Al-Aqsa University as A Model," *Int. J. Acad. Multidiscip. Res.*, 2018.

CHAPTER 5

A COMPREHENSIVE REVIEW OF ELEMENTS OF SALES MANAGEMENT

Parul Tyagi, Assistant Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id-parul.tyagi@shobhituniversity.ac.in

Parul Tyagi, Assistant Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id-parul.tyagi@shobhituniversity.ac.in

ABSTRACT:

Sales management is a multifaceted discipline that involves the planning, organizing, directing, and controlling of sales activities to achieve organizational objectives. This abstract provides an overview of the essential elements of sales management that contribute to a successful sales force and revenue growth. It explores the significance of setting clear sales objectives, recruiting and training competent sales professionals, and establishing effective sales processes. The abstract delves into the importance of sales forecasting, territory management, and performance evaluation in optimizing sales team performance. Additionally, it highlights the role of motivation, incentives, and sales leadership in driving sales force effectiveness. The abstract also discusses the integration of technology and data-driven insights in modern sales management practices. Overall, this abstract emphasizes the critical role of these elements in fostering a customer-centric sales culture and achieving sustainable competitive advantage.

KEYWORDS:

Coaching, Compensation, Forecasting, Lead, Performance.

INTRODUCTION

A layperson interacts with a variety of sales and purchases of products and services on a regular basis. In these exchanges, the second party convinces the first. Selling may thus be described as influencing others to fulfill one's initial desire. The individual who does this act is known as a salesperson, and the outcome of this activity is a sale. Sales management oversees and controls the person's operations. Sales executives now operate in a professional environment. They create and implement effective control methods, as well as develop, create, and sustain successful organizations [1], [2]. The professional method calls for in-depth study and a qualitative and quantitative personal selling plan that is market-efficient. Applying organizational concepts to the management of sales operations requires skill. Additionally, the professional approach necessitates the capacity to set up, run, and use control systems relevant to the circumstances and goals of the company.

Today, there is a great need for executives who can use the professional approach to sales management. Salesmanship is the term for the selling skill. In other words, management and leadership are the same thing. Managers must plan, predict, lead, and manage their workforce in the same ways as ministers must do the same in states and the federal government. Here, jogging hand in hand with a partner is the key to success. Managers command the army of their subordinates. The first meaning of the phrase "sales management" was the management of the sales force. But in the modern world, it has elevated significantly. The term "sales management" now denoted administration of all marketing initiatives, including as pricing, product merchandising, physical distribution, marketing research, and sales promotion. A few of these perspectives are taken into account in the definition provided by the American marketer’s association. Its definitions include: the organization, management, and control of the workforce; the planning, direction, and control of the selling operations of a business unit, including hiring, training, assigning, grading, supervising, compensating, and motivating staff members [3], [4].

It may also be cited as a socio-scientific process that involves "group effort" in the achievement of predetermined shared goals or objectives [5], [6]. It is a system of authority, without a question, but the focus is on cooperation rather than confrontation. Coordination is the key. The fundamental way that sales management is distinct from other management disciplines is that a commercial firm's selling activity does not function in a vacuum. As a result, a new idea in sales management has emerged at the same time as company developments and a shift toward marketing. The company is currently focused on areas of human wellbeing and is society-oriented. As a result, sales management must coexist with conventional lines in a larger, more modern setting. The complete development of human resources is now being prioritized [7], [8].

Advantages of Selling Projects

The following are some of the advantages of selling activities

Benefits to society

The foundation of national development is economic growth and optimum employment. When these two objectives are accomplished, the labor force of a country will have employment and money. The advent of computers and the elimination of antiquated technologies has led to an increase in the number of individuals in need of employment as well as the elimination of certain occupations. The economy must continually increase its output of goods and services if employment is to be created for everyone who wants and expects them. This can only be done by implementing sensible public policies and making effective use of the labor force. Here, it's equally crucial to remember that for an economy to function, people are required to sell the goods that are created. Salespeople might be considered to be the heart and soul of a thriving economic system because of their tireless efforts to generate and encourage demand. If no one was buying their goods, all of the people in the offices and factories would not be required.

Benefits for consumers

Professionals may not be completely knowledgeable about a product, but at least they are aware of its main applications, potential drawbacks, and advantages, allowing them to serve their clients efficiently. For instance, an insurance agent may assess the dangers and risks that a client's home or company scenario faces, go over current coverage, and provide useful recommendations in order to close any coverage gaps or overlaps while also saving the customer money [9], [10]. Sales engineers are competent to analyze technological issues that may be plaguing a certain organization and may provide sound advice for creating effective operations. Similar to this, medical reps might assist the busy doctor by keeping him informed of new medications available. The number of salespeople who can serve consumers is almost limitless. Benefits to business organizations; their salespeople and consumers: Salespeople are employees of their organizations, and customers are the recipients of the company's goods and/or services at the end of the marketing chain. A company can only be profitable if its sales outweigh its expenses. The primary duty of the salespeople is to profitably market the products that the company produces. The innovative salesperson uses their own methods and tactics to professionally offer products and/or services in an effort to expand their market. Businesses get a variety of additional advantages from salespeople's non-selling activity. To maintain the business current or competitive, the salesperson on the field is the appropriate individual. As a result, he establishes himself as a valuable source of field intelligence by divulging crucial details about the nature of rivalry and the shifting demands of consumers. The sales team also has the extra duty of attending to the demands of clients who purchase the movie's merchandise. The majority of businesses need recurring business to thrive; they cannot rely just on one-time transactions. Only if consumers are treated professionally is this feasible.

DISCUSSION

Planning

You cannot gamble with a company. Every salesperson or interested party must prepare ahead and anticipate the future to know what has to be done. Who will carry it out? The strategy must be supported by thorough market research, and each step of the process must include fact-checking. After researching the whole market for a certain sort of goods, the strategy should also be assessed. In order to accommodate variance in output, flexibility must be supplied by setting up a specialized manufacturing line. The strategy should be continually evaluated as well. All pertinent departmental heads and their subordinates, who are accountable for carrying out their portions of the plan, should be informed of the plan's specifics.

Co-ordination

Coordination pervades every aspect of the management process and is everywhere. For instance, departmental plans that were poorly planned are now included in the master. Make a plan while maintaining proper coordination. Similar to planning, organizing begins by fully or partly coordinating inter-departmental and inter-personnel concerns.

By using excellent leadership, direction, motivation, supervision, communication, and other leadership skills, coordination also aids in maximizing the use of human labor. Coordination is also necessary for the control system. Coordination doesn't need any unique skills. However, there are good foundational ideas that may be used to build abilities. It has a specific responsibility to assist the employees in seeing the big picture and coordinating their operations with those of the other team members.

The sales manager must promote direct, one-on-one communication inside the company, especially if there is lateral leadership. The driving principle should be harmony rather than discord. In addition, one must guarantee the open flow of information that is tailored to the company's goals. No personal issues relating to corporate operations should be disregarded; instead, they should be resolved via a free interchange of views. This is particularly true for any organization's sales team.

Controlling

The sales manager must periodically assess whether or not the sales operations are headed in the appropriate direction. In order to help his team members reach the objectives set for the company, he mentors, inspires, and leads them. He must take action to make sure that employee actions are in line with the organization's goals and strategy. In order to prevent similar issues from happening in the future, the controlling system should enable one to review the past, identify the hazards, and implement remedial actions.

The controller must make sure that the established goals, spending limits, and deadlines are met or adhered to strictly. To reveal the failure to meet a goal, there must be mechanisms. The control system must prepare sales and market forecasts, decide on the amount of the sales budget, set each salesperson's sales quotas, choose, review, and determine the distribution channels, organize a productive sales force, set up a system for sales reporting, a system for statistical sales credit, establish a stock-control system, evaluate the performance of the sales force, and set up regular testing schedules. Each salesperson in a large organization is given a region. Each salesperson has a goal that is established for a certain time period. The control system is developed from the weekly and monthly sales data, and it will produce records regardless of whether a certain salesperson is performing well or not.

Motivating

In essence, motivation is a notion in human resources. It seeks to combine unique personalities into a productive team. Understanding human psychology is required for this in order to comprehend behavior patterns. This is crucial for the sales force in particular. Only motivated salespeople can accomplish the company's objectives. Every corporate organization has goals it wants to accomplish. These goals might be extremely clear and specific or they could be vague or generic. Profitability, sales volume, market share, growth, and corporate image are the basic aims, while businesses have varied combinations of goals and prioritize these goals differently. While a company's overall goals are essential, the goals pertaining to sales volume, market share, and profitability are particularly impacted by how effectively and efficiently the sales department is run. In reality, business enterprises have discovered that the most successful management goal for the company must stem from its overarching corporate or commercial goals. The basic goals of sales management for a company are to achieve a certain level of sales volume, generate a certain level of profit, and continue to expand.

In general, the goals of sales management must take into account a variety of sales functions. These goals should, to the extent feasible, be quantifiable and measurable. They should also be reasonable and doable. There are several objectives, thus they should be organized hierarchically. They must be congruent, that is, they must fit together and not be at odds with one another, in order to guarantee their faultless realization. Consider asking a salesperson to reduce his travel costs in exchange for greater time spent in the field. These two conditions must be connected to a certain time-element in order to have greater relevance. The top management's opinion should not be the sole factor taken into consideration while creating goals. Instead, it should be developed and finalized at the local level with the help of the sales force. Additionally, the firm should do benchmark research to determine its position in terms of product, brand, and market-sales and market share trends before starting the process of defining sales targets.

SMBO Method

The sales management by objectives strategy is another way to create and achieve sales goals. Sales management and sales force collaborate to build it. Within a defined set of goals and a collaborative management style, it seeks to concentrate on outcomes.

Method of SMBO

The process of operationalizing SMBO consists of the following steps: Setting goals in tandem with the salesperson: During this process, the goals for salespeople and sales managers are decided upon simultaneously within the organization in order to foster close coordination between them and, ultimately, to accomplish the primary goal of the organization. Planning a plan to accomplish the goals: He uses a participatory sales approach. Because salespeople are so knowledgeable with their markets, management turns out to be advantageous for top management. The goal of the collaborative exercise is to establish a strategy that will help the salesperson achieve his goals by following a plan, doing things in the right order, at the right time, and using resources efficiently.

The value of SMBO

Following are some reasons why SMBO is important for a company firm:

guiding the salesperson toward the company's larger sales and marketing goals; offering a better strategy from the salesperson's perspective; and inspiring the salesperson.

Structure of the Selling Unit

Any business firm's principal goal is to efficiently market and sell its products and services to customers at fair rates. As long as the company is small-scale, the owner may manage it alone or with the assistance of a few salespeople working directly under him. But when the company develops and grows, the size of the target market that must be served in order to sell substantial amounts of products and services gets too enormous for the business owner to directly oversee. Therefore, a sales organization is required as a result of these operations. In general, an organization is an organized process in which people work together to accomplish predetermined goals. It is a dynamic social structure. It puts a focus on human values. Integrating and coordinating all of its parts is the responsibility of management.

Demand and Relevance

The sales organization is necessary to allow senior management to dedicate more time to formulating policies for the development and growth of the company. in order to allow them to avoid doing their jobs, to divide and fix power among the subordinates. to prevent responsibilities and functions from being repeated in order to prevent confusion. To assign responsibility to each employee so that they may do the whole task within the allotted time; if not, then the specific individual must be liable. to build the business unit's sales process. to encourage sales activity. to ensure that the sales staff is properly supervised. to include the person into the organization.

Business organizations are open-ended social and dynamic systems that consist of an input, a processing unit, an output, and a feedback loop. Control mechanism is provided via the feedback loop. Environment is used as a source of input. The process itself transfers input to output via its operators, providing output to fulfill environmental demands. The primary focus of this strategy is on human values. Workers are social creatures first and foremost, not just parts of the machinery. They are the main contributors to the production system, and management has to understand that each individual is special. In the perspective of today, this makes an organization rather complicated. The following tasks are performed by a sales organization:

Complete market analysis, taking into account goods and market study. adoption of a strong and logical sales strategy. preparing the sales campaign and accurately projecting the market or sales using the pertinent data or information provided by the marketing research department. deciding on the prices of the products and services; the conditions of the sale; and the pricing strategies to be used in the current and projected markets.

Labeling, packaging, and packing should be done with quality, usefulness, quantity, the right price, and many other considerations in mind for the buyer who wants a container that will meet his need for an appealing look. identifying or branding the goods or services to set them apart from rivals and make them simple for customers to recognize. Choosing the distribution methods that would allow the items and services to be delivered quickly and easily. In order to manage corporate operations successfully and efficiently, salespeople must be chosen, trained, and controlled. Territory allocation, quota setting, and fixing the duty to the concerned individual are all necessary for efficient selling. In order for each sales activity to be accomplished in a planned way, sales programs and sales promotion activities are developed. Publicity and advertising are organized to tell the client about the new goods and services as well as their variety of applications. Order preparation and office record keeping are necessary to assess staff performance and the financial health of the company. preparation of the customer's loyalty record card for the items. Review and recording of reports for comparison with prior periods and with rivals. Analyzing statistical data from reports and records for comparative assessments of sales, etc. keeping track of salespeople's performance so that they may improve.

Organizational Structure for Sales

Each firm has a unique sales organization structure. There may be a tiny, straightforward one with a modest number of salespeople. At the opposite end of the spectrum, there could be a lot of sub-organizations, depending on divisions according to regions, products, and marketing-related responsibilities. The following variables often affect how the sales organization is structured:

1. Size and kind of the company.
2. Distribution strategies used by the company.
3. Company selling policies.
4. Financial standing of the company.
5. The sales manager's character.

These are a number of concerns that, in addition to being dependent on the procedure's specified components, also rely on the organization's adoption of the modem marketing idea and the degree to which it is discovered to have permeated it. In some businesses in India, the sales manager is in charge of all marketing and sales operations, whereas in other businesses, the head of sales operations serves as a functional director on the board of directors and is accountable for all sales operations. The sales department is further split into sub-departments to properly carry out the tasks of the sales organization. Each sub-department has an officer who reports to the sales manager, the organization's leader or chief executive officer. These sub-departments might be, for instance, market research, advertising, sales promotion, hiring and training, credit and collection, and sales office for taking orders and organizing the delivery of items to their destinations.

Sales Structure

To create a workable and profitable sales organization, the following process may be used: Start with presenting a historical overview of the organization's basic structure and top-management philosophy. Examine the needs of the business and the sales department, paying close attention to the company's size, location in the market, kind of operations, product mix, type of consumers, level of competition, and salespeople's aspirations. Consider the company's potential in terms of its effect on the financial, technological, scientific, and human resources that are available at the moment. Examine the current working environment and communication situation, paying particular attention to the connections and sentiments at play in these interactions. List the numerous administrative information pertaining to the business.

Make a note of the numerous administrative elements, such as the sales department's organizational structure and features like hierarchy and span of control. Describe the steps and processes that must be taken to complete specific tasks. Prepare a draft structure for the sales department based on the information above, including job descriptions for each position and a list of departmental personnel. Consider the structure's feasibility and usefulness as you examine it. Again, in light of the complexity and breadth of the aforementioned process for developing a sales structure, we remark that different industries, although being equally effective and belonging to the same category, organize their sales departments differently. Sales are the end result of the act of selling, and the individual who performs the act is known as a salesperson. Therefore, the quality of the act of selling is salesmanship. As a result, the terms selling and salesmanship are not interchangeable. Prospective customers are found and won over using persuasive sales tactics. A salesperson must use his creative abilities to not only close deals but also build enduring relationships with his clients. A happy consumer is simply the start of a connection that will guarantee recurring business in the future. The management concept governs sales management.

The four components of planning, coordination, regulating, and incentive are crucial in light of the unique characteristics of the firm. For effective sales management, goals are equally crucial. In general, goals include generating a certain amount of revenue, making a respectable profit, and continuing to develop. A more contemporary strategy for developing and achieving these goals is called SMBO. A suitable organizational structure is also necessary for sales management. Different structures are appropriate for various demands and circumstances. These might be based on a product market, a national or regional basis, or both. A sales manager or director is the principal figure in planning, coordinating, controlling, and inspiring all of a corporate concern's selling efforts.

He needs to deal with all the strange and challenging developments since his work is multifaceted. However, problems may be readily dealt with because to his expertise, eagerness, and flexibility. Personal selling, sales management, and salesmanship are all interconnected. Personal selling is coordinated by sales management and mostly carried out via salesmanship. Both personal selling and salesmanship are often used interchangeably. But there are significant distinctions between the two concepts. Salesmanship is a narrower definition than personal selling. One of the components of personal selling is salesmanship. Although one of the talents utilized in personal selling is salesmanship, it is not the only one. Salesmanship is the skill of convincing potential consumers or clients to purchase goods or services from which they may benefit, hence raising their level of pleasure. Salesmanship is a self-initiated attempt by the seller to enlighten and persuade potential customers to favorably evaluate the seller's goods or services.

Personal Selling is a very unique kind of advertising. It is essentially a two-way exchange of information that involves both individual and societal behavior. It seeks to connect the appropriate clients with the appropriate items. It may take many different forms, including as calls from a sales representative of the firm, help from a sales clerk, or a casual invitation from one corporate executive to another. It is used to raise awareness of the product, pique interest, cultivate brand preference, and negotiate prices, among other things.

The significance of personal selling has risen as product complexity has increased. More so than makers of groceries or personal care items, producers of highly sophisticated goods like computers, electronic typewriters, digital phones, microwave cooking appliances, remote control equipment, etc., rely largely on personal marketing. The role of salespeople in a company's marketing strategy has become more crucial as a result of the constant competition from both local and international sources. In personal selling, a company's salespeople are frequently referred to as sales representatives, salesmen, or sales girls.

They continue to be employed by the company, work on a commission basis, or both to promote the product in the market by energizing the potential customer through oral presentations or live product demonstrations. Customers demand a wide range of products and services, but inertia may prevent them from making a purchase. By lowering people's innate hesitation to make purchases, sales efforts drive the consuming process. In actuality, salespeople stimulate the market. Sales representatives serve as consultants to customers, educating them on the mechanics of the product and how to use it effectively when the nature of the product necessitates specific knowledge for the buyer to utilize it appropriately. Additionally, salespeople hash out the specifics of how and when actual possession will be granted.

Advertising has a smaller role in the marketing mix for industrial goods than does personal selling. Personal interaction with the consumer is necessary to persuade him of the product's quality and usability since it is a high value and complicated product. Consumer goods firms, on the other hand, employ advertising and personal selling to persuade potential customers to try their products. Personal selling, however, cannot be utilized to replace advertising in this situation; rather, it can only be used strategically to increase marketing efforts due to its high cost.

CONCLUSION

In conclusion, a dynamic and customer-focused sales force is produced through the interaction of the many aspects of sales management. Businesses may gain a lasting competitive edge by creating clear goals, hiring and training qualified personnel, implementing effective procedures, and using technology and data insights. A culture of excellence is fostered by effective sales management, which encourages sales teams to continually innovate, adapt, and emphasize customer pleasure. In the end, understanding these components equips businesses to prosper in a dynamic and ever-changing market. The sales force has to be led and motivated, and sales leadership is essential for this. Effective leaders encourage cooperation, creativity, and a focus on customer satisfaction, which sets the tone for a customer-centric sales culture. The way sales teams work has changed dramatically as a result of the incorporation of technology. Automation, CRM systems, and sales analytics tools increase productivity, provide data-driven decision-making, and simplify administrative procedures.

REFERENCES:

[1] S. L. Malek, S. Sarin, and B. J. Jaworski, "Sales management control systems: review, synthesis, and directions for future exploration," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2017.1407660.

[2] W. A. Schrock, Y. Zhao, K. A. Richards, D. E. Hughes, and M. S. Amin, "On the nature of international sales and sales management research: a social network–analytic perspective," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2018.1428493.

[3] R. E. Plank, D. A. Reid, S. E. Koppitsch, and J. Meyer, "The sales manager as a unit of analysis: a review and directions for future research," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2017.1423230.

[4] R. Krishnamurthy, "Naturo products – sales and distribution management," *Emerald Emerg. Mark. Case Stud.*, 2018, doi: 10.1108/EEMCS-06-2017-0111.

[5] A. Benet-Zepf, J. A. Marin-Garcia, and I. Küster, "Clustering the mediators between the sales control systems and the sales performance using the AMO model: A narrative systematic literature review," *Intang. Cap.*, 2018, doi: 10.3926/ic.1222.

[6] W. Bolander and K. A. Richards, "Why study intraorganizational issues in selling and sales management?," *Journal of Personal Selling and Sales Management*. 2018. doi: 10.1080/08853134.2018.1454326.

[7] N. N. Hartmann, H. Wieland, and S. L. Vargo, "Converging on a new theoretical foundation for selling," *J. Mark.*, 2018, doi: 10.1509/jm.16.0268.

[8] S. Madhavaram, D. Bolton, and V. Badrinarayanan, "Metaphors and Sales Management: A Review and Research Agenda: An Abstract," in *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, 2018. doi: 10.1007/978-3-319-66023-3_159.

[9] V. Onyemah, D. Rouziès, and D. Iacobucci, "Impact of religiosity and culture on salesperson job satisfaction and performance," *Int. J. Cross Cult. Manag.*, 2018, doi: 10.1177/1470595818787543.

[10] B. Paesbrugghe, A. Sharma, D. Rangarajan, and N. Syam, "Personal selling and the purchasing function: where do we go from here?," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2018.1425881.

CHAPTER 6

INVESTIGATING THE DIVERSITY OF SELLING\ SITUATIONS: A REVIEW STUDY

Aditi Garg, Assistant Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- aditi.garg@shobhituniversity.ac.in

Dr. Anuj Goel, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- anuj.goel@shobhituniversity.ac.in

ABSTRACT:

The diversity of selling situations reflects the wide range of contexts and challenges that sales professionals encounter in their day-to-day activities. This abstract provides an overview of the various factors that contribute to the diversity of selling situations, including the nature of products or services, target markets, buyer behavior, and competitive landscapes. It explores how sales strategies and approaches must adapt to cater to different selling situations, such as B2B versus B2C sales, complex versus simple sales, and new product versus established product sales. The abstract delves into the significance of cultural considerations, ethics, and communication styles in navigating diverse selling environments. Moreover, it discusses the role of technology and data-driven insights in optimizing sales performance across various selling situations. Overall, this abstract underscore the importance of adaptability, empathy, and versatility in sales professionals to succeed in the ever-changing and diverse selling landscape.

KEYWORDS:

Consultative Selling, Cross-Selling, Direct Sales, Inbound, Online Selling.

INTRODUCTION

The long-term qualitative personal selling goals are concerned with the contribution that management anticipates personal selling will make in attaining the long-term business goals. The promotional program's goals are often carried over from one period to the next [1], [2]. Personal selling may be given such qualitative goals as- depending on the company's goals and the promotional mix.

1. To handle every aspect of the sale.
2. "Service" already-established accounts.
3. To seek for and get new clients.
4. To gain and keep consumers' support in marketing and stocking the product line.
5. To advise consumers of any modifications to the product line and other facets of the marketing plan.
6. To help consumers market the product line to others.
7. To provide consumers technical support and guidance.
8. To aid in the training of the sales staff of intermediaries.
9. To provide intermediary support and advice on management issues.
10. To gather and provide useful market data to the management of the organization.

Determining sales rules, personal selling techniques, and their place in the overall promotional campaign are the fundamental factors to take into account while creating qualitative personal selling targets. Qualitative long-term personal selling goals are established when this function has been defined. The quantitative personal selling goals are thus largely determined by the qualitative personal selling goals [3], [4].

Personal selling has quantifiable goals that are short-term and change from one promotional period to the next. The main quantitative goal is the sales volume objective, which is the target dollar or unit sales volume management sets for the promotional time. The sales volume aim is the source of or relates to all other quantitative personal selling goals. Therefore, the topic of discussion here is how to create goals for sales volume [5], [6]. The quantitative personal selling targets that are defined are influenced by the sales volume objective, including the following:

1. To seize and hold onto a certain market share.

2. To increase sales volume in methods that boost profitability.

3. To acquire a certain number of new accounts of a certain sort.

4. To maintain personal selling costs within predetermined ranges.

5. To guarantee certain accounts a set proportion of the business.

Different Selling Contexts

As customers, we all often encounter different selling scenarios. Every organization has its own selling style due to variations in marketing aspects. Each sort of selling position calls for the salesperson to carry out a number of different jobs and activities under various conditions. A computer salesman selling an information management system to a consultant business CEO has a different job than a soft drink driver who routinely calls on a number of retail establishments. Before classifying salespeople into fundamental selling styles, one practical method to organize the many sorts of sales jobs is to arrange them according to the level of creativity needed for each position, from straightforward service- or repeat order selling to complicated developmental selling [7], [8].

Salesperson who delivers

Delivering products like milk, bread, soft drinks, and other necessities is the delivery salesperson's main responsibility. The selling obligations come second. More sales could result from providing good service and having a positive attitude [9], [10].

Inside order taker

An inside order taker is a retail salesperson manning a counter. The consumer approaches the salesperson with the purpose to purchase a product or service; the salesperson does nothing more than assist the customer. The salesperson may employ suggestion selling but often is limited in what more they can do.

Outside order taker

An example of an outside order taker is a soap or spice salesperson who calls a merchant. They don't do any innovative selling. These reps may actually be forbidden by their contract with the shop staff from making any pressure sales. Higher-ranking executives are in charge of the duty.

Missionary salespeople

It is neither required or permissible for these salespeople to request an order. As is the case with medical representatives working for pharmaceutical companies, their role is to increase goodwill, educate current or new users, or give services to the clients. Salesperson who offers advice: Consultative sales are distinguished by the good or service offered at the highest levels of an organization, such as computer systems or management consulting. Since purchasing such things demands a larger financial commitment, the salesperson must adopt a low-key, non-pressuring demeanor. It would also demand patience to discuss the product with a number of organization members and a thorough understanding of its possible user advantages. Even when the pace of the sale slows, the agent must use discretion and creativity to reawaken the prospect's interest without coming off as pushy.

Technical salespeople

In contrast to consultative sales, where expertise in organizational relationships and persuasiveness are salespeople's most significant assets, technical sales are distinguished by the product knowledge that each salesperson is needed to possess. Even the amount of time needed to sell the item is far less than consultative sales. The majority of technical purchases need the approval of numerous persons, although only one or two technical experts have a significant impact on the final choice. The permission of upper management is often forthcoming if the sales person is able to satisfy these customers with product attributes, application, and installation procedure. Though they are not unfamiliar with the process of closing a deal, technical salespeople are educated to take a reasonable approach by getting into specifics about the features and usability of the products.

Commercial salesperson:

This profession often entails non-technical sales to business, industry, government, and non-profit organizations, such as office supplies, bulk items, construction supplies, business services, and others. Contrary to the previous two groups, commercial salespeople often close deals on their first or second call. The method emphasizes finding the ideal person to approach, giving a polished presentation, and completing the transaction. Order takers, who follow up and maintain accounts, and order getters, who establish new accounts, make up the field. Since they need for distinct strategies, they often call for distinctive personality qualities, such as the order getter who is more aggressive and more driven. People who work in direct sales are mainly focused with selling goods and services to final customers, such as via restaurants, door-to-door sales, insurance, encyclopedias, and periodicals, among other venues. When selling in this way, there is often some emotional appeal involved, thus salespeople need to be very convincing. The aforementioned product categories often have the shortest lengths of time to conclude deals. In reality, salespeople are taught to complete deals within the initial encounter since it is believed that, given more time, customers would either cool up and stop purchasing or switch to a rival.

DISCUSSION

Selling Process

All sales processes include the same fundamental elements, however depending on the product being sold, each step's specifics and length of time will change. For instance, a door-to-door salesperson may complete the whole sales process, from prospecting to closing, in ten to fifteen minutes, as opposed to the many trips and even years it may take to sell a computer or electronic typewriter. Finding qualified prospective clients, or prospecting, is the first step in the selling process. It is unusual that consumers would approach the salesperson, except from in retail transactions. Prospecting comprises two main tasks: discovering prospective clients, also known as prospects, and qualifying them to check whether they are legitimate prospects. This is necessary for the salesperson to offer the product.

Finding Potential Clients

Finding prospective consumers is a difficult task, particularly for a beginning salesperson. The rejection rate is fairly high, and the rewards are often not great right away. Prospects are often identified by friends, acquaintances, other salespeople, previous customers, current consumers, etc. in several consumer products industries. The finest methods and resources for locating prospects are briefly covered. Present clients: The salesperson's current, happy clients are often the finest source of prospects. Selling more products and services to current clients is considerably simpler than trying to draw in new ones. This strategy of selling is being used effectively by Indian businesses. For instance, a person or organization that has bought a small typewriter from a firm that sells office automation products and is happy with it is often more willing to buy a larger typewriter and related products from the same company than someone else. The corporation should give current consumers first attention when introducing new goods and services for this reason.

Endless chain

This is another prospecting strategy that works well. In this strategy, businesses rely on happy clients as a source of recommendations. Sales agents ask existing clients for the names of friends or colleagues who may want comparable goods or services. More recommendations are then requested when the salesperson contacts and closes business with these prospects. The procedure keeps on in this manner. Center of Influence: The center of influence method is another successful referral-based recruiting strategy. A center of influence is a person who has knowledge of or power over others and who may aid a salesperson in locating potential customers. Housewives, bankers, local politicians, and others are some often exploited centers of power. Spotters: Spotters are a source that some businesses utilize to prospect future clients. Spotters are typically ‘sales trainers' who assist salespeople in spotting prospects, saving time and certifying sales leads.

Unsolicited sales calls are another name for a cold call. This prospecting strategy incorporates door-knocking. A salesperson approaches a prospective customer, introduces themselves, and inquiries about the use of the product or service. When the salesperson has free time in between visits, they will use this strategy.

Directories

A broad range of directories are brimming with opportunity. The most prominent one is the telephone book with classified listings. The membership lists of trade groups, professional societies, and civic and social organizations may also be useful sources of possibilities for salespeople.

Mailing Lists

For direct mail advertisements, specialist businesses in India build lists of people and organizations. These lists might potentially be used to find potential customers for sales. The main benefits of mailing lists over directories are that they are often more updated and selective.

Trade and expo participation is a low-cost strategy to find potential customers and establish personal connections. By sending invites or giving a present, more and more businesses are now boosting their involvement in these events and exhibits at their booth. Sending trade journals advance notices of developments may also assist to draw in potential customers. Trade has grown in importance as a form of prospecting because to the growing expenses of personal selling. A notable illustration of the use of trade for prospecting is the annual India International Trade Fair, which is organized by the Trade Fair Authority of India.

Suitable candidates

After identifying prospective clients, the salesperson needs qualify them to see whether they are real prospects. Without doing this, time and effort are spent attempting to market to those who either cannot or will not buy the product or service. When evaluating a potential, various variables must be taken into account. Money: Does the prospect have the financial means to pay for the product or service? This kind of qualification is known as the MAN approach. Ability to pay is a crucial consideration when evaluating a potential. Salespeople need to be aware of a prospect's financial capabilities. Does the potential customer have the power to make a commitment? Dealing with corporations, governmental entities, or other major groups raises this issue in special attention. Even with a married pair, it could be difficult to figure out who really decides to buy. To make better use of their selling time, salespeople must quickly identify the important decision maker. Does the potential customer require the product or service? There is no need to waste a sales call if a salesperson cannot demonstrate how the consumer would profit from acquiring a product or service. The potential customer will either reject the offer or be unhappy with the purchase. Before moving further, the salesperson must determine if the prospect has the necessary money, power, and need.

Preparation

The salesperson gets ready to sell a product or service when a prospect has been found and qualified. The preparation phase involves the two crucial tasks, i.e., call planning and the pre-approach.

Pre-approach

The tasks required to obtain pertinent information about the prospect, his or her wants, and problems are all part of the pre-approach process.

There are four essential phases in the pre-approach:

1. It need to make clear the buyer's requirement and financial capacity.

2. It need to include details that will help the seller customize the presentation for the prospect.

3. It should include details that might prevent the salesperson from making critical tactical mistakes during the presentation.

4. Finally, a strong pre-approach gives the salesperson more confidence and equips him to face any problems that may emerge.

Call preparation

Planning a call includes following a set of steps. The salesperson establishes the call's goal, develops a selling plan to accomplish it, and schedules the meetings. Getting an order is the main goal of every sales endeavor. It could be necessary to set interim goals for certain sales calls. The following are some instances of intermediate goals:

1. To learn more about the potential customer.

2. To connect the qualities and advantages of the product or service to the demands and concerns of the potential customer.

3. To get approval for the product presentation.

4. To unveil a fresh distributor.

To accomplish his or her goal, the salesperson must devise a strategy or plan of action. To create a plan that is specifically tailored to the prospect, it is necessary to take into account both their past and their requirements. Sales calls should be scheduled in advance since they are expensive. Cold calls, or calls made without a scheduled meeting, may be used to introduce a salesperson or provide information. This approach does not align with contemporary professional selling practices and is often ineffective for selling the majority of goods and services.

Presentation

The salesperson starts the official sales presentation after building rapport with the prospects during phone conversations. The presentation's goal is to demonstrate how the product satisfies the customer's unique demands. The salesperson's responsibility is to enlighten the potential customer on the features, capabilities, and accessibility of the products and services that are being offered for sale. The salesperson should be clear in their communication to make sure the prospect understands the presentation. Additionally, the presentation should be captivating enough to retain the prospect's interest on the offer. The numerous types of sales presentations include fully automated, semi-automated, memorized, organized, and unstructured. The organized presentation is the kind of sales presentation that is most often used and most successful. This approach gives the salesperson total freedom in spoken communication while yet adhering to a company-prepared structure or checklist.

The selling process, which involves moving clients through four phases to make a purchase decision attention, interest, desire, and action is best shown by the structured method. Unstructured presentations: In this method, the customer and the seller together examine the issues that are the true causes of the demands of the business. Unstructured presentations have a variety of drawbacks while being popular and often successful. These presentations often lack a strong sense of concentration. As a consequence, time is often lost and points are frequently missed. Additionally, salespeople sometimes do not expect objections and may instead get a surprise complaint from the prospects. The issue solving presentation looks best suited to experienced, sales people who are selling to existing clients since it is difficult to train sales people how to utilize the unstructured style. Approach and demonstration are the two separate components of a sales presentation.

Approach

The real approach comes when the salesperson gets the prospect's identity and sufficient pre-approach information. The whole presentation is often made or broken by it. The salesperson often isn't given the opportunity to speak or do a demonstration if the strategy fails. It captures the prospect's interest, piques their curiosity in the idea right away, and facilitates a smooth transition into the demonstration stage.

There are four standard methods in use:

1. The salesperson uses the introduction method, introducing himself to the prospect and identifying the business he works for.

2. Handling the product to prospects while having just brief conversations makes up the product. It works best when the product is distinctive and piques curiosity right away.

3. By explaining to the prospect what advantages the company may provide, the salesperson begins the sale using a consumer-benefit strategy. In other words, draws prospects' attention to the advantages the company may provide.

4. Last but not least, using a reference worked well to reach a prospect who was hard to see directly. It entails getting the consent of a previous or current client before using their name as a reference when meeting a new prospect.

Demonstration

The selling procedure revolves on the demonstration. The salesperson genuinely communicates the information and makes an effort to convert the prospect into a customer by demonstrating the goods. A successful product demonstration should take into account the following two aspects:

i) The demonstration should be meticulously practiced to minimize the likelihood of even a tiny error.

ii) Whenever feasible, the demonstration should be planned to provide clients "hands-on" experience with the product. An industrial sales representative may, for instance, schedule a demonstration in front of the buyer's technical staff.

Managing Dissent

All salespeople deal with sales resistance, which are acts or remarks made by prospects that delay, impede, or prohibit the transaction from being closed. Sales opposition often takes the form of an objection, which may be categorized as being either expressed or veiled. Prospects are free to express openly their concerns about a proposal and provide the salesperson the opportunity to address them. This is the best scenario since there is no need for the salesperson to read the prospect's thinking because everything is in the open. Unfortunately, buyers often conceal the underlying reasons they aren't making a purchase. Their declared complaint could also be phony in addition to having concealed objections. One won't be able to get over the true obstacle to the sale unless they can identify it. Finding concealed objections may be done using two main methods. One is to continue the prospect's conversation by asking insightful questions. The alternative is to identify the hidden objection using knowledge of the prospect's circumstances and insights garnered from product sales experience. Salespeople often encounter objections over pricing and goods, either in the form of an unreasonable or exorbitant price. Salespeople who are well-versed in both their own and their rivals' goods may effectively respond to product concerns. Prospects often have inaccurate information or a lack of understanding of some of the technical components of the offer. In this situation, the salesperson has to provide more details. By adapting the product to the consumer, it is possible to address even the complaints of the prospects.

Closing

After responding to and overcoming obstacles, the salesperson may now approach prospects and request a purchase. If the salesperson cannot persuade the prospect to purchase the product, the whole endeavor is futile. The salespeople in India use a variety of closing strategies. The salesperson should choose from these techniques the one that best suits the particular prospect and selling circumstance. We will now talk about a few efficient closing strategies. In the action close strategy, the salesperson takes an action that will seal the deal, for example, when selling expensive goods like automobiles, copiers, or industrial items, the salesperson may negotiate with the lender to arrange financing for the prospects. The gift close strategy gives the prospect an extra incentive to make a purchase right away. Another yes close strategy involves the salesperson restating the advantages of the items in a sequence of inquiries that will elicit affirmative answers from the potential customers. An order might come about through the procedure.

The direct close is a straightforward technique that many salespeople believe is the best method for closing deals, especially when there are strong, positive buying motives. The salesperson will summarize the key points made during the presentation to the prospects before formally requesting the sale. Those with sales experience usually aim to seal deals early. If they are unsuccessful, they attempt a new closing strategy and resume the presentation. Good salespeople understand that if they have succeeded in all of the previous processes, the prospect is worth making an additional effort to close. Most of the time, this only entails choosing a different closure. The crucial step in the sales process is closing. The other phases in the sales process are useless if the salesperson cannot clinch the deal.

Follow-up

Many salespeople mistakenly believe that closing a transaction is the end of the selling process. The whole selling process includes critical post-sale actions. Effective sales follow-up lowers the buyer's skepticism about the goods or services and increases the likelihood that the customer will make another purchase in the future. Salespeople must maintain positive client connections in addition to post-sale tasks. Many businesses are developing particular rules and procedures nowadays to make sure that customers' requirements are not ignored. No matter how effective a business is, customers will sometimes grumble. The complaint must be treated with respect and taken seriously. The client must be aware that the business values maintaining positive customer relationships. A reasonable expectation of the employment of a salesperson is that they will communicate with their current clients often. It is appropriate to personally visit major clients. Greetings, letters, notes, and phone calls are all effective methods to stay in contact with clients. Numerous reputable companies also provide consumer newsletters.

Successful salespeople never cease taking care of their consumers. Along with resolving complaints, they also tell customers about new goods and services, grant reasonable requests, and provide various kinds of support. By expressing gratitude to clients for their business, salespeople may show how much they value their company. After the sale and at certain intervals throughout the year, you may give out little presents. Salespeople should make an effort to analyze themselves in order to assess their own performance and selling strategies. Every call should be examined by a salesperson to identify what variables contributed to the final result. Self-analysis may help you increase your overall sales performance.

A corporation may attract a pool of bright individuals via recruitment, while selection is a process that involves screening applicants until the required number of candidates are chosen and provided positions. The position of a sales manager includes a significant amount of recruiting and choosing new sales staff. The process of recruiting involves gathering a sizable group of individuals with the potential to work well as salespeople. After drawing a sizable crowd, it is possible to choose the people who best suit the requirements of the business. A more effective sales department as a whole is the consequence of appropriate hiring and selection rules and processes and their expert implementation. Good selection ensures that the appropriate individual is placed in the correct position, which boosts work satisfaction and lowers turnover costs. Additionally, training expenses are decreased, either because the people employed can absorb instruction more readily or because they need less formal training.

CONCLUSION

In conclusion, sales personnel must be flexible, empathic, and versatile due to the variety of selling scenarios. Sales teams may develop meaningful connections, successfully address client demands, and achieve sustained sales success by knowing the specific features of each selling circumstance and adapting their techniques appropriately. Sales professionals may confidently traverse the broad and ever-changing selling environment by embracing cultural understanding, upholding ethical standards, and using technology. In all sales scenarios, morality and honesty are paramount. Even in high-pressure circumstances, sales professionals must put the long-term interests of the client first in order to build trust and loyalty. Sales workers are given useful data-driven insights through the technology integration in sales, such as customer relationship management (CRM) systems and sales analytics tools. They may use this knowledge to make wise judgments, tailor encounters, and spot new possibilities.

REFERENCES:

[1] M. van der Borgh and J. Schepers, "Are conservative approaches to new product selling a blessing in disguise?," *J. Acad. Mark. Sci.*, 2018, doi: 10.1007/s11747-017-0521-1.

[2] H. S. Pyun, "Antecedents and consequences of adaptive selling behavior: A salesperson's perspective," *J. Adv. Res. Dyn. Control Syst.*, 2018.

[3] S. Dickert, N. J. S. Ashby, and A. Dickert, "Trading under the influence: The effects of psychological ownership on economic decision-making," in *Psychological Ownership and Consumer Behavior*, 2018. doi: 10.1007/978-3-319-77158-8_9.

[4] M. Braun, B. Pfleging, and F. Alt, "A survey to understand emotional situations on the road and what they mean for affective automotive UIs," *Multimodal Technol. Interact.*, 2018, doi: 10.3390/mti2040075.

[5] Z. Vargha, "Performing a strategy's world: How redesigning customers made relationship banking possible," *Long Range Plann.*, 2018, doi: 10.1016/j.lrp.2017.03.003.

[6] S. Sun, O. Kondratjeva, S. P. Roll, M. Despard, and M. Grinstein-Weiss, "Financial Well-Being in Low- and Moderate-Income Households: How Does It Compare to the General Population?," *Soc. Policy Inst.*, 2018.

[7] T. Gong, D. Li, Y. Liu, G. Wang, and H. Zhu, "Analysis of Marketing Strategy of Electricity Selling Companies in the New Situation," in *Journal of Physics: Conference Series*, 2019. doi: 10.1088/1742-6596/1187/2/022043.

[8] Z. M. Njagi, C. Lagat, and M. Korir, "Self Efficacy, Goal Commitment and Sales Performance Among Insurance Sales Agents in Mombasa, Kenya," *Eur. Sci. J. ESJ*, 2019, doi: 10.19044/esj.2019.v15n13p143.

[9] F. Murtiningrum and G. Gabrienda, "Analysis of the marketing channels of Coffee," *J. Agri Socio-Economics Bus.*, 2019, doi: 10.31186/jaseb.1.2.15-28.

[10] H. Guan, H. Gurnani, X. Geng, and Y. Luo, "Strategic inventory and supplier encroachment," *Manuf. Serv. Oper. Manag.*, 2019, doi: 10.1287/msom.2018.0705.

CHAPTER 7

KEY COMPONENTS AND STAGES OF THE RECRUITMENT PROCESS

Rahul Kumar, Assistant Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id-rahul.kumar@shobhituniversity.ac.in

Anshu Choudhary, Associate Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id-anshu@shobhituniversity.ac.in

ABSTRACT:

The recruitment process is a crucial aspect of human resource management that involves attracting, selecting, and onboarding qualified candidates to fill vacant positions within an organization. This abstract provides an overview of the key components and stages of the recruitment process, including job analysis, candidate sourcing, screening, interviewing, and final selection.

It explores the significance of aligning recruitment strategies with the company's goals, values, and culture to ensure a successful fit between the candidate and the organization. Additionally, the abstract delves into the role of technology and data-driven insights in streamlining the recruitment process and enhancing candidate experience. Moreover, it discusses the importance of diversity and inclusion in recruitment efforts, fostering a more inclusive and innovative workforce. Lastly, the abstract emphasizes the impact of effective recruitment on organizational performance, employee retention, and overall business success.

KEYWORDS:

Employment Interviews, Job, Offer Letters, Onboarding Process, Reference Checks.

INTRODUCTION

Certain processes should be followed in the hiring process to make sure the new hires have the aptitude required to succeed in a certain sort of sales position. Here are the stages in this process: A corporation must have some understanding of the sales position to be filled before it can look for a certain sort of salesperson [1], [2]. A job analysis should be done to determine the responsibilities, requirements, and circumstances associated with the position in order to facilitate the process. In order to do a good job analysis, you must:

1. Examine the setting in which the salesman will operate. What kind of competition, for instance, does the salesman in this position face? What are the characteristics of the clients who need to be reached, and what issues do they have? What level of expertise, talent, and potential are required for this specific position?

2. Establish the obligations and tasks placed on the salesperson. Salespeople, customers, the sales manager, and other marketing executives, such as the advertising manager, marketing services manager, distribution manager, marketing research director, and credit manager, should all be consulted for information while doing this [3], [4].

3. Spend time on the phone with several salespeople, watching and documenting the various job duties as they are really carried out. This has to be done for a range of various client categories over a realistic time frame.

Creation of a Job Description

A formal job analysis leads to a job description. A job description should be in writing so that it may be regularly referred to since it is utilized in the recruitment, selection, training, compensation, and evaluation of the sales force. The written job description makes it clear what the tasks and obligations of the sales position are as well as how the new employee will be appraised to potential job seekers and present sales people [5], [6].

The most significant management tool for the sales team is likely the job description. It serves as a foundation for managing employees as well as sometimes terminating salesmen. It gives the sales trainer a description of the tasks that salespeople must do, allowing the trainer to create training programs that will improve how well salespeople complete their tasks. Plans for remuneration are also developed using job descriptions. The sort of compensation plan that will be employed often depends on the type of employment. Job descriptions serve as an official document that is a component of the agreement between management and a salesperson's union, and they help managers with oversight and incentive [7], [8]. A job description also enables management to assess if each salesperson has a manageable workload. The tasks and obligations listed in the job description should be translated into a list of requirements that a candidate must meet in order to successfully complete the sales position.

The hardest part of the hiring process is undoubtedly figuring out these requirements. One factor is the manager's interaction with people, which involves a wide range of subjective and very complicated features. The job specification should contain specific criteria like education and experience to make it simpler to find qualified individuals. However, the majority of businesses also look for personality qualities like aggression and self-assurance that may make for stronger salespeople. The gathering of candidates for the open sales job is the next significant phase in the hiring process. Every major company with sales staffs always has to find, recruit, and retain potentially strong salespeople. The individuals who were hired constitute the sales staff reserve pool from which new salespeople will be selected. The caliber of this group will be a good indicator of the sales organization's future success or failure.

Sources For Hiring

A sales manager has a lot of options for where to look for new hires. Each possible source should be examined by sales managers to decide which will provide the best candidates for the open sales positions. Sales managers should keep in touch with reliable sources when they have been found, even when no recruiting is being done at the time. solid sources are difficult to come by, thus building a solid rapport with the source is necessary to assure future success in hiring. Some businesses will utilize only one supplier, while others may use several. People inside the firm, rival companies, non-rival businesses, educational institutions, ads, and job agencies are the most often utilized sources [9], [10].

People Working for The Firm

Companies often hire salespeople from other areas, such manufacturing or engineering, as well as from the sales department's non-selling staff. Both the technical components of the product itself and corporate policies are already known to the public. Because sales managers are familiar with the employees and are aware of their sales potential, there should be a high likelihood of identifying competent salespeople inside the organization. In reality, the majority of businesses look internally at non-sales staff members as their first source for new sales hires. Because a move into sales is often seen as a promotion, hiring from inside the firm may boost morale. However, moving exceptional employees from the office or manufacturing to the sales division does not ensure success. Supervisors at plants and offices can get hostile if they believe the sales department is stealing their workers. Because salespeople are aware of the necessary credentials, their recommendations often lead to greater opportunities than those of other workers.

Competitors

Salespeople hired from a rival company are trained, have prior experience selling comparable goods to comparable markets, and ought to be practically sales-ready right away. However, in most cases, a premium is necessary to entice people away from their current positions. Since the approach is sometimes seen as unethical, some sales managers are hesitant to employ salespeople from rival companies. it really any different from trying to steal consumers or market share from a rival? No. However, it is unethical if the salesman competes with the previous company using sensitive information. Choosing salesmen from rival companies might lead to further issues. Despite the fact that they have extensive training and have extensive product and market knowledge. They often struggle to break previous habits. They may not work well with the new administration and structure. Additionally, new hires from rival companies are often expected to transfer their clientele to the rival company; if they are unable to do so, their new employer may be dissatisfied. One inquiry may be used to assess the likelihood that these issues will materialize: why is this individual leaving their current employer? An adequate response to this question typically allays fears and generally results in a profitable hire. Finding the correct response, however, is challenging. It is sometimes almost hard to determine why someone is seeking for a new career. Effective information evaluation skills are essential for sales managers.

DISCUSSION

Non-competing companies

Particularly if they are selling to the same market or providing comparable items, non-competing businesses may be an excellent source of skilled and experienced salespeople. Despite the fact that some recruits may not be acquainted with the product range offered by the recruitment company, they do have sales expertise and need less training. Companies that the recruitment agency does business with, whether as clients or suppliers, may also be a great source of prospects. The time it takes to train new hires from these sources to be effective workers is shortened by their familiarity with the organization from having done business with or bought from it. The fact that they are already acquainted with the sector is another benefit of hiring from the sources.

Educational Establishments

There are several places where you may find sales recruits, including high schools, adult evening programs, business institutions, vocational schools, junior colleges, and universities. Small businesses often have greater luck hiring from other sources or from smaller educational institutions than large businesses do when trying to fill positions at colleges. Even though they lack specialized sales expertise, most college graduates have the knowledge and outlook that most businesses look for in prospective sales managers. College grads often adjust more quickly than more seasoned employees. They haven't yet formed any allegiances to a company or an industry. The negative perception of sales used to be a significant barrier to recruiting from college campuses. Selling was formerly linked to job uncertainty, poor status, and a lack of inventiveness, but things have changed recently. College grads are starting to understand that selling offers challenge and a sense of accomplishment, that it's challenging and exciting, that it lets them be creative, that the pay is good and directly proportional to their level of achievement, and that it offers the chance for rapid advancement. In other words, a lot of students nowadays are aware that a job in sales is a wise use of a college degree. Because many graduates choose big, well-known enterprises with training programs and corporate perks, small businesses are less likely to recruit on college campuses. Because small businesses often employ few college graduates, college students tend to steer clear of them out of concern that those without these degrees won't understand or value their demands and expectations.

Advertisements

Another place to find candidates is via classified ads in publications like trade magazines and newspapers. High-caliber sales and sales management roles are recruited for using national newspapers and numerous trade periodicals. However, the majority of businesses who use advertising, particularly in neighborhood newspapers, do so to fill entry-level sales jobs. Advertising is often only used by companies as a last option. Although advertising reach a wide audience, the typical applicant's quality is often subpar. This puts a strain on those who are doing the first screening. By carefully deciding on the kind of advertising to use and clearly stating the job requirements in the advertisement, the quality of candidates attracted by adverts may be raised. A recruitment advertisement has to be attention-grabbing and credible in order to be successful. To guarantee an advertisement's efficacy, it should have the following information: firm name, product, geographic region, hiring requirements, salary structure, expenditure policy, and fringe benefits, as well as a contact method.

Employment Firms

Both the greatest and worst sources are employment agencies. The connection between the agency and the sales manager is often what determines this. Care should be taken in choosing the agency, and a solid working connection must be established. Sales managers need to be certain that the agency is aware of the position's requirements, including its job description. Agencies have gradually enhanced and increased their offerings in recent years. By screening applicants, they may provide sales managers a very beneficial service that will allow recruiters to focus more of their time on the individuals who are most qualified for the position.

Choice Process

The sales manager has a pool of candidates to pick from thanks to the hiring procedure. The individuals that best fit the requirements and have the highest aptitude for the position are chosen throughout the selection process. The selection process may make use of a wide range of instruments, methods, and processes. Typical selection methods used by businesses include initial screening interviews, application forms, in-depth interviews, reference checks, physical exams, and testing.

All of them together shouldn't be utilized. Each is intended to gather a particular kind of data. The likelihood of choosing effective sales staff increases with the number of tools and approaches utilized, even if using all of them is not necessary for successful selection of sales applications. Only strong executive judgment may be used; selection tools and approaches are only help. They are able to weed out those who are manifestly unqualified and, in general, identify those who are better qualified. The existing technologies can only provide suggestions as to which recruits will succeed in sales when it comes to the vast majority of applicants who typically lie between these two extremes. As a consequence, choosing salesmen significantly relies on executive judgment.

First Interviews for Screening

Depending on the size of the business, the required number of salespeople, and the significance of the job to be filled, different companies have different selection procedures. The first screening interview's goal is to quickly weed out any unwanted candidates. An application form, an interview, or a test may be used as the first step in the initial screening process. But whatever of the first instrument employed, it should be short. The more it is trimmed, the more money it will save. However, it shouldn't be so short that it eliminates qualified applicants.

Fillable Applications

One of the two most popular selecting tools is the application form. An application form is a simple way to gather the data required to assess an applicant's credentials. Name, residence, job applied for, physical condition, educational history, work experience, involvement in social groups, extracurricular hobbies and activities, and personal references are the kind of information that are often required on forms. On an application form, there are other crucial inquiries that are directly related to the sales job for which the application is being submitted. Each organization will use a different application form. However, it is against the law to put questions on any form that are unrelated to the employment. Some businesses utilize a weighted application form that was created from the standard application form by looking at the numerous factors that help separate effective salesmen from bad ones. Companies may give these factors greater weight in recruiting choices if they can see that factors like education level and years of sales experience tend to be more closely associated to success than other factors. As a result, candidates who score more than a certain minimum of points on these questions are taken into consideration, while those who fall short of the cutoff threshold are often not accepted.

Application forms serve the crucial purpose of assisting sales managers in getting ready for in-person interviews with applicants for sales roles. The sales manager might prepare a list of questions to ask during the interview by reading through the application form before the interview to acquire a first impression of the candidate. The interview is the method for choosing staff that is most often employed. Rarely is a salesman employed without first having a personal interview. In reality, the most attractive applicants may undergo as many as three or four interviews. Getting to know the candidates personally is the only selection method that can replace it. The personal interview is used to assess a candidate's suitability for the position. It has the power to highlight individual traits that no other selection tool can. The interview also acts as a two-way communication channel, allowing the candidate and the organization to ask questions and learn more about one another.

During an interview, questions should be directed at learning if an applicant is qualified for the position. Does the applicant really desire the position? Will the candidate's sales career assist them achieve their own objectives? Will the applicant think this sales job to be sufficiently challenging? These inquiries, like those on the application form, are meant to glean information about the applicant's previous actions, encounters, and motivations. Each sales manager will take a different strategy in an effort to get relevant information. The sales manager's attitude, training, and job history will all influence the strategy employed. The number of questions that are prepared in advance and the degree to which the interviewer directs the dialogue determine how different an interview is. The completely organized or directed interview is on one extreme, while the casual, unstructured version is on the other. The interviewer asks the identical set of questions to all candidates during the structured interview. Structured interviews may be used for preliminary screening, but they are not effective for eliciting in-depth information. These questions are standard and have been developed to assist establish the applicant's suitability for the sales job. For unskilled interviewers, an organized approach is very helpful. Considering that it aids and directs the interviewer and guarantees that all topics pertinent to the candidate's credentials are addressed. The casual and undirected unstructured interview is at the opposite extreme of the spectrum. The objective of the unstructured interviewing strategy is to encourage the applicant to speak candidly about a range of subjects. Frequently, the recruiter says to the applicant to start the interview. Tell me about yourself," or by posing inquiries like "Why did you choose to attend our company's interview?"

Unstructured interviews have a number of drawbacks, including the fact that time may be wasted on relatively unimportant topics and that answers to standard questions cannot be compared to those of other candidates or to the company's prior experiences. However, personnel experts say this method is the best for probing an individual's personality and for gaining insight into the candidate's attitudes and opinions. A company cannot be sure it has all the information on an applicant until references have been thoroughly checked. Reference checks allows a company to secure information not available from other sources. References usually are checked while the application form is processed and before the final interview takes place. In general, the quality of reference checks as a selection tool is questionable.

Checking on the names supplied by a candidate is often seen as a waste of time because it is unlikely that serious problems will be uncovered. Therefore, many firms try to talk with people who know the applicant but were not listed on the application form. For reference checking to be a useful selection tool, the sales manager must be resourceful and pursue leads that are not directly given. If only one significant fact is uncovered, it usually makes the effort worthwhile. References from teachers and former employers are generally more helpful than other types of references. Teachers can usually give an indication of intelligence, work habits, and personality traits. Former employers can be used to find out why the person left the job and how well he or she got along with others. Reference checks can uncover information about an applicant that may alter a sales manager's perceptions of the person's sales ability.

Medical Evaluations

Poor physical condition can only hinder a salesperson's job performance because many sales jobs require some level of physical activity and stamina. Therefore, a company should insist on a thorough medical examination for all its sales recruits. The results from the examination should be interpreted by a doctor who is familiar with the demands of the sales job, and the sales manager should be informed of the results.

Tests

Questions about the legality of testing have increased the complexity and the controversy surrounding the use of tests as a screening tool, but research has shown that test profile data can be useful to manage the selection process. The necessity of application forms, reference checks, and personal interviews is rarely disputed, but there are differences of opinion about whether tests are necessary in the hiring of salespeople. When hiring sales staff, certain fundamental exams are administered.

These tests measure raw intelligence and trainability. Recent research has d that a salesperson's cognitive ability or intelligence is the best indicator of future job performance. Thus, although once looked down upon, the intelligence test is slowly regaining status as the most effective tool for selecting salespeople. These tests are designed to measure what the applicant knows about a certain product, service, market, and the like. These tests measure a person's innate or acquired social skills and selling know-how as well as tact and diplomacy. These tests measure the applicant's vocational interest, the assumption being that a person is going to be more effective and s if he or she has a strong interest in selling these tests attempt to measure the behavioural traits believed necessary for success in selling, such as assertiveness, initiative, and extroversion. Recruiting applicants in today's business environment is a very important and challenging task for the sales manager.

Companies use several sources to find qualified applicants. The search can begin within the company by seeking individuals from other departments such as production, marketing etc., some of the external sources include competitive and non-competitive firms, educational institutions, advertisements, and employment agencies. Recruiters must recognize the top-rated candidates can come from any source. However, with the increasing costs of recruiting, sales managers must be careful to devote their time to the most productive sources. Selecting good applicants is an extremely important and challenging task for the sales manager. It is critical that the sales manager select the candidate who best meet the qualification established by the company. Some of the tool's companies use during the selection process include screening interviews, application forms, in-depth interviews, reference checks, physical examinations, and tests. Once the process of recruiting and selection is complete, the new salesperson must be integrated into the sales force.

CONCLUSION

In conclusion, the hiring process plays a crucial role in strategic human resource management, influencing an organization's long-term viability and success. Organizations can attract and retain top people, developing a dynamic and resilient workforce, by establishing a smart and data-driven recruiting process that embraces diversity and resonates with the company's purpose. In today's competitive and quickly changing corporate environment, the recruiting process ultimately plays a crucial part in determining organizational success. Effective recruiting has effects that go beyond just filling open positions. The effectiveness of the recruiting process affects employee morale, productivity, and attrition rates. As a result, businesses see an increase in overall performance and a boost to their employer brands.

REFERENCES:

[1] O. I. A. Alansaari, R. B. M. D. Yusoff, and F. B. Ismail, "The mediating effect of employee commitment on recruitment process towards organizational performance in uae organizations," *Manag. Sci. Lett.*, 2019, doi: 10.5267/j.msl.2018.10.007.

[2] N. Nawaz, "Artificial intelligence interchange human intervention in the recruitment process in Indian software industry," *Int. J. Adv. Trends Comput. Sci. Eng.*, 2019, doi: 10.30534/ijatcse/2019/62842019.

[3] E. Gasser *et al.*, "A review of modeling the effects of vegetation on large wood recruitment processes in mountain catchments," *Earth-Science Reviews*. 2019. doi: 10.1016/j.earscirev.2019.04.013.

[4] O. I. A. Alansaari, R. B. M. Yusoff, and F. B. Ismail, "Exploring the link between employee commitment, recruitment process, and performance of internal supply chain of manufacturing firms in UAE," *Uncertain Supply Chain Manag.*, 2019, doi: 10.5267/j.uscm.2018.10.002.

[5] E. Tolis, "Investigating the influence of ISIS radicalisation on the recruitment process: a critical analysis," *J. Policing, Intell. Count. Terror.*, 2019, doi: 10.1080/18335330.2019.1572910.

[6] N. Nawaz, "How Far have we come with the study of artificial intelligence for recuritment process," *Int. J. Sci. Technol. Res.*, 2019.

[7] T. I. Hardini, S. Setyarini, and S. Harto, "Indonesian language assistant program in Australian schools: Recruitment and selection process," *Cakrawala Pendidik.*, 2019, doi: 10.21831/cp.v38i2.25083.

[8] D. Lawong, G. R. Ferris, W. Hochwarter, and L. Maher, "Recruiter political skill and organization reputation effects on job applicant attraction in the recruitment process: A multi-study investigation," *Career Dev. Int.*, 2019, doi: 10.1108/CDI-01-2019-0007.

[9] D. Read and S. M. Leland, "A Gendered Perspective on Local Economic Development: Differences in the Perceived Importance of Public Services in the Business Recruitment Process," *Adm. Soc.*, 2019, doi: 10.1177/0095399715616837.

[10] M. Friesen and M. Eddy, "Selling the service: veterans' reflections on their past experience of the military recruitment process," *Crit. Mil. Stud.*, 2019, doi: 10.1080/23337486.2018.1537648.

CHAPTER 8
VARIOUS ASPECTS OF SALES FORCE TRAINING

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Sales force training is a critical component of any organization's sales strategy, aimed at equipping sales professionals with the knowledge, skills, and tools necessary to excel in their roles. This abstract provides an overview of the importance of sales force training in enhancing sales performance and driving business growth. It explores the various aspects of sales training, including product knowledge, selling techniques, customer relationship management, and effective communication. The abstract delves into the significance of continuous training and development to adapt to evolving market trends and customer expectations. Additionally, it discusses the role of technology and e-learning in modern sales force training practices. Moreover, the abstract highlights the impact of a well-trained sales force on customer satisfaction, sales revenue, and overall organizational success.

KEYWORDS:

Communication Skills, Customer Relationship Management (CRM), Product Knowledge, Prospecting Techniques, Sales.

INTRODUCTION

A commercial concern needs a sales force, both in terms of men and female labor, to operate its selling operations effectively. It is essential that the full workforce be available to meet established goals. One of a business unit's most valuable resources is its human capital, or in this instance, its salesforce. It takes a long time for it to mature and develop in order to function effectively and efficiently. Since we already know that any competitor's enmity is the foundation of an efficient sales organization [1], [2]. It must be emphasized, nevertheless, that the Product, Price, Place, and Promotion components of the Marketing-Mix must all be equally strong and intact in order for the Sales-Force to be successful. It is rarely reasonable to expect salespeople to increase their productivity. To increase the output of this Mix, each component must get equal attention. Thus, the sales force is the infantry that must go to clients and/or points of distribution to disseminate information and knowledge; actually, secure orders from particular clients; and make sure that current clients are pleased and satisfied with the company and the service provided to them, aside from, of course, looking for new prospects [3], [4].

For salespeople to successfully and efficiently convey the contents of the product to new buyers and existing customers, training is crucial. In general, training refers to educating staff members so they may become more productive and meet the demands of the market. The key to effective selling is to highlight the features and several applications of the product so that the customer feels satisfied. Successful salespeople are expected to be knowledgeable and educated in general, as well as good communicators who can effectively convey their expertise to others. Thus, the purpose of a sales force training program is to provide salespeople with the necessary product knowledge and market presentation skills. It is important to specify both the type and scope of these abilities in advance so that the program as designed is focused on clear, well-defined objectives [5], [6].

The training program may be used to refresh the expertise of both already employed salespeople and newly hired salespeople. Setting goals for these kinds of training programs is thus the Sales Manager's or Training Manager's first duty. Finding the discrepancy between the desired skill level and the salesman's present standard inside the organization or firm is the first step toward achieving this goal [7], [8].

The level they should reach may be quickly determined by making use of the job requirements. The current skill levels of salespeople may be assessed by looking at how they really operate, including their understanding of the product, the competition, their selling abilities, etc. A solid training program should, however, specify what the trainees are expected to perform after their training as well as the time frame in which they must be able to execute it. The Company, its Products, Practices, and Procedures; as well as the Product/Services and their Competition, may be included by the Training Manager as Knowledge-Areas for assistance [9], [10].

What, the first question's response, has already been explained. Regarding the second locational query, there are often three options: the company's factory, office, fields, and programs offered by other organizations, such as NICEM, etc. The site where this sort of work is really being done, for example, the company's head office, is often the ideal location for training in the fundamentals, including rules, procedures, and expertise. Additionally, the staff training room is the greatest place to cover the fundamentals of theoretical training. The trainees should be paired with a senior sales professional who can teach them the fundamentals. The learner will be able to understand how the necessary kills are applied here. Additionally, in-plant training may include demonstrations and practical experience.

The answer to the "By Whom" question simply implies that several top sales executives who are experts in their respective fields should provide the training. Of course, the sales manager/training manager is ultimately responsible. By giving up management, the sales manager just distributes his load while keeping overall control; he does not wash his hands of the situation. Some large businesses have their own human resource development and training divisions. It assumes there are enough trainees to warrant having specialized personnel. Businesses sometimes employ consultants as well. However, this technique has the drawback that they are completely ignorant of the goals and requirements of the organization. Additionally, most external courses are of a generic character. To best serve the objectives of the organization, it is advisable to blend all three options legally.

Depending on who is teaching, the fourth question's response will vary. Each person has an own style of instruction and explanation. However, certain fundamental rules could be established to act as the training staff's instructions. In a similar vein, the last query is "What Time?" It is challenging to determine the correct length of training. In medium- to large-sized businesses, it typically ranges from -8 weeks. There should be enough time between sessions for breaks. The session may go long into the nights if necessary. To retain student engagement in the course, instructors should avoid giving too many lectures and instead focus on participatory-activities. Meet the guy behind you is yet another educational strategy that is appropriate for all businesses of any size. Each department head engages the trainees in conversation in this setting. In doing so, he approaches them directly and develops a friendship with them.

He makes an effort to introduce the trainees to his department. By this point, the trainee is anticipated to have a fundamental understanding of the product, the business, and the necessary degree of sales tactics. He or she may also be deemed ready to be exposed to real-world situations, at which point on-the-job training begins. He uses these situations to put the theories he learned in training into practice. The manager must take care of each new hire and make sure they get the right seasoning. Before taking over control of his own area, a new hire may sometimes be paired up for a few weeks with an experienced senior salesperson to get hands-on training. It has been argued that if the student has not learned, the teacher has not done their job. In reality, it is accurate since, as we all know, a person with ordinary qualities cannot be chosen for the position after a number of examinations, analyses, etc. Therefore, unless the training techniques are developed and prepared in advance, it would result in a significant loss of the company's important resources.

Development of the Sales Force

After first training, it is considered that newly qualified salespeople freely charge of their region. However, the sales manager is responsible for ensuring the means of their ongoing growth. The salespeople's training has taught them certain performance criteria, and they must be correctly applied. It has been shown that even seniors with strong performance histories need support to maintain their strong performance. Additionally, it should be kept in mind that growth is a never-ending process and is essential to helping the sales force become steadily more effective and productive. The development process may be carried out in two different ways: in the field, or on the job training, where the sales executive develops each new hire salesperson under his supervision during his regular working hours, and in the office, via sales meetings, refresher courses, and development programs.

The goal of field training is to continuously assist the salesperson in overcoming his early challenges and improving continuously. The sales professional in charge of this must adhere to the following criteria: frequently compares the field performance of his charge and determines the causes of any differences. Additionally, weak points are noted, and the salesperson is taught how to deal with them. The newly hired salesperson is urged to use any ideas made in his job. The sales executive in charge should compile a list of the areas that need improvement on a corporate level. This will expose the overall shortcomings of the first training and assist in defining the future goals of the refresher course. Additionally, it will assist to raise the standard of training for next batches.

DISCUSSION

Identifying the Perfect Customer

Every time, the business must do the sales force's own selling duty. The salesperson makes hasty calls to prospects in an effort to win them over as clients. The risk of focusing more on the quantity than the quality of calls is one disadvantage of forcing salespeople to make a certain number of calls every quarter. But concentrating one's efforts on fewer, better calls makes more sense. They may now organize their day more effectively by focusing more of their attention on A=Excellent or B=Good Customers, a less amount on C=Fair, and none on D=Poor Customers. As a consequence, the "Call-rate" may be better focused on attractive prospects, and less time would be spent on interactions that have a lower likelihood of producing outcomes, such as sales. Thus, the creation of a hit list indicating degrees of customer-potential appeal may be a valuable instrument to boost efficiency in the selling attempt. The conventional industrial categories may be used to classify clients in the case of industrial products.

If market research has determined which group or class in the categorization provides promising-pickings, this is very helpful. However, the business may choose its own foundation in order to best serve its own requirements and goals. To manage the sales team as a focused and efficient unit, some level of selectivity is necessary. Different bases may exist. However, keep in mind that your rivals are in a far better position to penetrate such markets than you are, so avoid going after them. The following factors must be taken into account as a guide or guideline for this foundation of categories:

1. Size of the company and/or its consumption-level.

2. Market sectors that cater to prospective clients.

3. The nature of the company's methods, manufacturing procedures, and goods.

4. The motivating factors and/or personalities of those who make purchasing decisions.

5. The consumers' geographic location.

2. Recognizing the Decision-Making Unit of the Customer

Salespeople often work with a variety of clients. The primary players in this selling process include decision-makers, purchasers, influencers, users, gatekeepers, etc. Each of them plays a part, sometimes acting as a support and other times as a barrier. A successful salesperson must be aware of how this unit as a whole operates and what each member's specific responsibilities are. When a major company's decision-making unit has a significant number of members, the problem becomes even more difficult. Every single one of them has to be conveyed, in some way. But for the salespeople to call every single one of them would be impossible, ineffective, and often just foolish. He is advised to get in touch with the less significant or difficult-to-reach members of this unit through corporate material, direct mail, exhibits, etc. However, it must be made sure that each DMU participant gets the appropriate level of information neither too much nor too little.

He has to focus on the buyer's DMU's most crucial and influential members. A scrapbook of published information about the company, company literature, product specifications, organizational information, a "who's who" of the staff members in the company, and ideally a comparison of the firm's performance with that of its rivals should all be included in the record that the sales manager creates for each of the more promising customers. If this database is full and current, the salesperson would be speaking with a client about whom they know so much that a genuine connection might be formed with ease. Along with the other sub-departments of marketing, designing, integrated communication program, etc., the sales manager may also create a thorough list of DMU's members. The salesperson's goal should be to target every DMU member in the most efficient and cost-effective manner possible, particularly those on whom they can have the most influence. We may also plan an integrated communication campaign with DMU-members of these Companies if the sales department has a relatively modest number of major prospective prospects. It is very shocking to see that many businesses do not make an effort to get even the most basic data on the client company, especially when the overall catchment market only comprises of a few dozen businesses.

Studying the Great Performers

The Sales-Force is a diverse group with many different personalities. Because of this, achieving complete uniformity in behavior, attitude, and performances is difficult. The two extremes are high flyers and sloggers; the former is energetic, creative, and effective, while the latter may labor hard but find it difficult to see results. However, by examining the degree of performance of specific salespeople, one may quickly identify the top 10% as stars, the next 20% as outstanding, the next 30% as competent, and the other 40% as "problem children." One may pose a straightforward question once the sales force has been divided into several Groups depending on the quality of their performance: "What does the 'Star 'do, which is so very different from that of others?" If one could specifically pinpoint how the "Star" acts in front of a "Customer," including how he conveys the information, controls his time, utilizes sales aids, etc., one would be able to create new training techniques for the rest of the team. Thus, a better understanding of the selling and buying environment would be developed, which could aid in identifying potential areas for increased productivity.

Sales-Meetings

This is yet another crucial path for the growth of the sales force. Such sales meetings have the following "objectives": to educate and develop employees; to enlighten and gather feedback-information; to encourage and motivate; and to provide a common forum for experience sharing.

Kerb-Side Meetings

These meetings typically take place once a month and are intended to provide a random evaluation of a salesperson's performance. It should be verified that the salesperson is not calling on his or her loyal clients on that day and that the appraiser's presence does not alter the salesperson's normal work schedule. During the day, the appraiser must observe the salesperson and make a mental note of his strong and weak points. The appraiser and the salesperson adjourn to a quiet location after the call or calls are over for the day so that the work may be methodically assessed, correctly documented, and rated on an appraisal-form. Obtaining the salesman's approval for such an assessment form is crucial. He will be in the right state of mind as a result and open to recommendations.

This appraisal's progression might go as follows: The appraiser acknowledges the skills used; the salesperson is then asked to analyze the call, identify the problems not properly addressed, and reasons therefor; if the salesman is unable to identify his weak areas despite being questioned, the appraiser informs him of these in very clear terms; once the deficiencies have been isolated, the salesman's concurrence on his weaknesses is obtained; the appraiser then provides instructions on how to overcome them. Any follow-up activity is then clearly mentioned; before leaving, the appraiser offers a few words of encouragement and ends on a positive note. In certain situations, the salesperson may be required to practice them in order to remove any ambiguity. These "kerbside meetings" are quite helpful for boosting employee productivity, but they strongly rely on the appraiser's aptitude and abilities to identify problems and provide solutions. However, as the procedure is quite costly, generalizations should be avoided.

Courses for Refresher

The refresher courses are often offered at the corporate headquarters once every year. The course material is often based on input from corporate activities, sales executives, market intelligence, sales meetings and conferences, etc., as well as product development and technical areas that have an impact on the business. These programs regularly equip the sales staff to confidently handle the difficulties of competition.

Purchase Bulletins

Last but not least, sales bulletins are another way to keep up with training and growth. It is an effective way to keep the salesperson informed of daily developments and interests. He receives the information via the bulletins both when it is urgently needed and while the salesmen are at work. There is no wasted time while waiting for the next sales conference or meeting. To pique the salesman's attention and ensure that the receiver can understand the bulletins, the language used in them should be clear and concise. The selling activity is the most crucial tool for achieving the goals and successful outcomes of a business concern. So, for any endeavor to succeed, the whole setup of the team that carries it out is equally necessary and crucial. The sales force of an organization is known as its most valuable asset and the envy of other businesses. For it to do the function successfully and efficiently, it must be built up over a long period of time. However, it can only be as successful as the other elements of the marketing mix are as strong and undamaged. In order to get orders and make sure that the company's current consumers are pleased with the business and the services it offers them, the infantry goes to customers or channels of distribution and informs and educates new customers. Every organization with a well-managed, successful sales force has demanding goals for the firm as a whole, for the area, and for each employee.

Naturally, a new hire requires training to accomplish the goals and provide positive outcomes. Prior to this, the job analysis, description, and specification must all be taken into account when choosing the new hires. Because the quality and quantity of the sales force is affected by these measures. When the theoretical training is over, the job of training new employees is not finished. When new hires are paired with seasoned sales executives for on-the-job training, what comes next? His whole growth depends on this. The most challenging but most important component of the whole training programs comes last. It is done to raise the sales force's overall productivity. Finding the ideal client, his decision-making unit, and observing top performers are crucial for increasing staff productivity. Also helpful in this process/activity are national and regional conferences, sales bulletins, etc.

Good Sales Compensation Plan

Attracting exceptional salespeople, inspiring them to perform both successfully and efficiently, and keeping hold of competent salespeople are the three main priorities of successful sales managers when it comes to managing the sales force. The company's compensation plan is one of the most crucial instruments for achieving these three goals. Any company's sales staff has to be suitably rewarded to maintain employee morale and allow for optimum contribution. A sales force is a company's ambassador for its guiding principles and business strategy. A suitable pay plan makes it feasible to develop and maintain a sales staff.

The Latin word "movere," which means "to move," is the origin of the word "motivation." An individual's movement is sparked by motivation. It may be characterized as a dynamic process started by generating or awakening internal desires that energize goal-directed activities and control their level of intensity and persistence. Motivation is, to put it simply, goal-directed behavior that has underlying wants or desires. It is often thought of as the process of motivating others to work toward the accomplishment of a goal. Sales staff cannot be managed or controlled in the same way that production personnel can. The sales force must be highly motivated, extremely ambitious, goal-oriented, and self-starters. The sales team must thus be maintained dedicated and highly motivated.

A successful sales compensation plan satisfies seven criteria. The first benefit is that it offers a livable salary, ideally in the form of a stable income. People who are concerned about money find it difficult to focus on doing their professions properly. Second, the strategy is consistent with the rest of the motivational program; it does not contradict other motivating elements like the subjective sense of being a part of the sales team. Thirdly, the strategy is fair; within the bounds of seniority and other unique circumstances, sales workers get equal compensation for equal performance; it does not punish them for situations beyond their control. Fourth, sales staff can easily comprehend it since they can figure out their own profits. Fifth, the strategy adapts remuneration to performance improvements. Sixth, it costs little to administer the plan. Seventh, the strategy aids in the achievement of the sales organization's goals.

CONCLUSION

In conclusion, sales force training is a continual process of skill development and continuous improvement rather than a one-time event. Organizations may develop a highly skilled and motivated sales staff by investing in thorough and flexible training programs. A well-trained sales team promotes client loyalty, fuels sales growth, and leads the business toward long-term success in a cutthroat industry. The training of today's sales staff is significantly influenced by technology. Sales professionals may study at their own speed and convenience thanks to interactive training modules, virtual simulations, and e-learning platforms that increase accessibility and efficacy. Customer satisfaction and sales income are directly impacted by a well-trained sales staff. Sales people can provide outstanding client experiences with improved skills and knowledge, which will promote customer loyalty and retention.

REFERENCES:

[1] R. Kumar and J. Kumar, “An Analytical Study on Impact of Training Practices on Performance of Employees in Life Insurance Corporation,” *Int. J. Res. Anal. Rev.*, 2019.

[2] P. Wardoyo, E. Rusdianti, and S. Purwantini, “Salesforceperformance of rural bank: The impact of sales trainingand experince selling,” *Int. J. Sci. Technol. Res.*, 2019.

[3] O. C. Ferrell, M. W. Johnston, G. W. Marshall, and L. Ferrell, “A New Direction for Sales Ethics Research: The Sales Ethics Subculture,” *J. Mark. Theory Pract.*, 2019, doi: 10.1080/10696679.2019.1615839.

[4] Y. Gebremeskel, B. Simuchimba, and C. Mulenga, “Skills Gap, Innovation, and Firms Performance in Zambia,” *Int. J. Econ. Financ.*, 2019, doi: 10.5539/ijef.v11n8p129.

[5] P. Ghosh, G. Goel, T. Dutta, and R. Singh, “Turnover intention among liquid knowledge workers: a study of Indian insurance professionals,” *J. Glob. Oper. Strateg. Sourc.*, 2019, doi: 10.1108/JGOSS-10-2017-0040.

[6] A. Y. Kong *et al.*, “Availability, price and promotions for cigarettes and non-cigarette tobacco products: An observational comparison of US Air Force bases with nearby tobacco retailers, 2016,” *Tob. Control*, 2019, doi: 10.1136/tobaccocontrol-2018-054266.

[7] S. Badlishah, J. Ali, and M. Fareed, “The general insurance agents’ communication tools and its relationship with self-efficacy and training effectiveness,” *Int. J. Innov. Creat. Chang.*, 2019.

[8] E. E. Esoimeme, “Using the lie detector test to curb corruption in the Nigerian Police Force,” *J. Financ. Crime*, 2019, doi: 10.1108/JFC-06-2018-0058.

[9] B. Ghosh, “Closing the Deal amidst Falling Customer Satisfaction,” *Inf. Syst. Educ. J.*, 2019.

[10] J. Early, E. Arnott, B. Wilson, and C. Wade, “The perceived value of behavioural traits in australian livestock herding dogs varies with the operational context,” *Animals*, 2019, doi: 10.3390/ani9070448.

CHAPTER 9

DEVISING A SALES COMPENSATION PLAN: A REVIEW STUDY

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship, Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies, Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Devising a sales compensation plan is a critical process that aligns the financial incentives of the sales team with the overall business objectives. This abstract provides an overview of the key components and considerations involved in designing an effective sales compensation plan. It explores the significance of striking the right balance between base salary, commissions, bonuses, and other incentives to motivate and reward sales professionals. The abstract delves into the importance of setting clear performance metrics and sales targets to drive desired behaviors and outcomes. Additionally, it discusses the role of fairness, transparency, and communication in ensuring the acceptance and success of the compensation plan. Moreover, the abstract highlights the impact of a well-structured sales compensation plan on sales team performance, retention, and organizational success.

KEYWORDS:

Performance-Based Pay, Quota Attainment, Recovery Rate, Sales Bonuses, Structure.

INTRODUCTION

The sales executive handles the job methodically regardless of whether they are considering significant or modest improvements or creating a brand-new sales compensation plan. Solid foundations are the cornerstones of good compensation programs. A methodical approach ensures that no crucial step is missed. Reexamining the nature of the sales job is the first step. Starting with current published job descriptions makes sense. Regarding their effect on the sales position, other components of business operations are taken into account. The impact of the goals of the sales department on the work of the salesman is examined [1], [2]. It is decided how sales-related marketing strategies will affect consumers. The role of the salesman is impacted by distribution rules, credit policies, pricing policies, and other regulations. The nature of the salesperson's objectives, responsibilities, and actions are clarified by current and prospective advertising and sales promotional programs. Many smaller businesses as well as the majority of big corporations utilize job assessment systems to assess the relative worth of various positions. The process of job appraisal is not scientific; rather, it is a methodical technique based on discretion. Without taking into account the skills or personalities of those who do the work, it concentrates on the tasks. Its goal is to provide equitable pay scales for various occupations [3], [4].

Sales leaders have always been against utilizing formal job assessments to decide the pay scales for sales staff. They argue that rather than internal firm circumstances, salary levels for sales staff are more strongly correlated with external supply-and-demand issues. Because salesperson pay is influenced by external supply and demand variables, it is crucial to take into account the typical pay practices in the area and sector. A program for allocating sales staff remuneration is sound only if it takes into account the relationship between external compensation practices and those of the organization [5], [6]. Effective sales leaders constantly monitor the likelihood that the remuneration of sales staff may fall below the pay for comparable occupations in the neighborhood or sector. The amount of remuneration a salesman should earn must be decided by management. Although the compensation amount might be determined via individual negotiating or on the basis of subjective judgment, neither approach is advised. The current sales force's quality should be compared to what the firm would want to have, according to management. By calculating the sales and profit that would be lost if certain salespeople quit, management assigns a value to each worker. The amount of remuneration the corporation can afford to pay is another factor [7], [8].

A sales compensation plan can have up to four basic components: a fixed element, such as a salary or a drawing account, to provide some income stability; a variable element, to act as an incentive; a component covering the fringe benefits or "plus factor," such as paid vacations, sickness and accident benefits, life insurance, pensions, and the like; and a component offering expense reimbursement or payment of allowances. Not all businesses use all four components. The management chooses the mixture of components that best suits the selling circumstance.

Management should speak with the current sales team. Sales staff should be encouraged by management to express their preferences for and objections to the present strategy as well as to make modifications to it. Criticisms and recommendations are evaluated in light of the plan or plans being considered. The draft plan is documented for clarity and to remove discrepancies. It is then pre-tested. Depending on how much the new plan varies from the one now in use, testing may be necessary. The testing is conducted with more rigor the bigger the difference. Compensation plan pretests are often automated, mathematical tests. After that, any weak points or difficulty places in the plan are fixed.

The new strategy goes through more pretests and potentially another pilot test if the changes are substantial. The sales team is briefed on the new strategy before it is put into action. They should be persuaded by management of its fundamental justice and rationality. The sales team is educated on what management expects the new strategy to achieve and how it will be implemented. The specifics of the deviations from the original plan and their importance need to be explained. There are provisions for follow-up. The necessity for additional modification is discovered during routine checks. Periodic reviews show how the strategy has worked and identify any flaws that need to be fixed [9], [10].

Compensation Forms

Direct: In most businesses, a salesperson's direct remuneration is quite uniform. But as you undoubtedly saw from your own experience, a business that hires a technical individual as a salesperson to market, say, industrial or electrical goods, may likewise pay a high base wage. When a product is first introduced, the salesperson's role is sometimes to develop new markets and educate consumers on how to use it, as in the case of new consumer durables like vacuum cleaners or new electronics used by specific industries; in these situations, the salesperson's base pay may be on the higher side. Thus, a salesperson's direct compensation package includes of base salary as well as reimbursements for all entertainment and travel costs, etc. If the salesperson has to remain overnight, boarding and lodging expenses are also covered. The base pay and additional benefits are periodically updated.

Financial rewards

Each salesperson is given a certain quota. The commission is given upon reaching the desired quota. Additionally, a specific proportion of additional sales that surpass the objective is specified. This kind of pay plan guarantees a direct income as well as an incentive-based internal motivating system. This approach is not very common. It is often advised for a business offering expensive goods with significant profit margins. Profits are the basis for the reward in this situation. The selling costs to market a product might also be high, and this is taken into account in the profit-sharing plan as a control measure. Additionally, salespeople who strive to get contracts often receive a cut of earnings rather than compensation based on direct sales.

Non-monetary rewards

Training programs are provided by the majority of businesses for its salespeople. A salesperson often has to take a training course once every one to two years. These programs allow for communication between salespeople from other areas and inform them of the most recent advancements in the industry. The salespeople see these training programs as having some indirect advantages. Awards ceremonies for great accomplishments in sales are conducted in exotic settings like hill stations or five-star hotels, in addition to training programs. The prizes are given out by dignitaries from other countries or significant professionals in the area, giving the salesperson the much-needed recognition.

Aspects Affecting Compensation

Although a compensation plan's fundamental structure may be the same across all organizations, some aspects do mainly influence the structure of the company's compensation plan.

DISCUSSION

Relation With Product Life Cycle

The stage a product is at throughout its life cycle has a direct impact on the quantity of selling effort. The selling effort affects the compensation scheme. A dynamic sales force that can establish the product in the intended market is something the firm requires while the product is still in its infancy. The sales staff must be tenacious, eager to travel, tolerant of criticism, knowledgeable about the product, skilled in communication, and, last but not least, very resilient. The fundamental need for keeping such a salesforce motivated is proper remuneration. In the expansion stage, the sales force's motivation must be maintained in order to take advantage of all the market prospects. They must enter the market with fresh vigor. In this situation, incentive-linked indirect compensation plans are crucial. The sales staff needs a break from the routine after the product has established itself. The needs at this level include other indirect rewards including training programs in desirable environmental areas, international travel for training and understanding markets, and promotions to far more responsibility roles. Some new incentive programs may be added to the compensation plan while the product is in the decline stage to rekindle consumer interest. The number of employees working on the product must also somewhat rise.

Compensation is Correlated with Demographics

The chosen remuneration package for salespeople is also influenced by their demographic traits. Their desire for a base income and/or incentives is significantly influenced by their age and the size of their family or number of dependents. This, however, cannot be generalized and varies greatly from person to person. Other significant variables affecting remuneration include the role of selling in the company's marketing strategy and rival tactics.

The Components of Sales Motivation

Intensity, persistence, and choice are the three aspects commonly associated with motivational effort. A salesperson's intensity is the amount of effort they put forth on a particular activity, their persistence is the length of time they will continue to put forth effort, and their choice is the precise course of action they choose to complete job-related activities. For instance, a salesman may choose to concentrate on a certain client. He may make more phone calls to this consumer till he receives the first order. The strength and persistence may vary depending on the individual activity chosen. The decision to do a certain action may also be influenced by intensity and persistence. A wide range of intricate and varied responsibilities make up the sales career. As a result, it's critical that the salesperson focus their efforts in a way that is compatible with the strategic goal of the business. As a result, the salesperson's effort's direction is just as crucial as its intensity and perseverance.

Vitality of Motivation

Motivating salespeople is a particularly challenging and crucial duty due to the nature of the sales work, the distinctiveness of salespeople, the variety of corporate objectives, and the ongoing changes in the marketplace. Unique characteristics of the sales profession: When a sale is made, salespeople are ecstatic. However, they often also have to cope with the disappointment and rejection of not closing the transaction. Even excellent salespeople may not always succeed in closing deals. Additionally, although many clients are kind, considerate, and considerate in their interactions with salespeople, others are obnoxious, demanding, and even threatening. Salespeople visit clients and travel between accounts alone for long periods of time. As a result, they spend the majority of their time disconnected from any kind of peer or leadership support and often experience a sense of loneliness and disconnection from their workplaces. As a result, they often need more incentive than other positions to achieve at the level that management expects.

Individuality of salespeople

Each salesperson has their own particular objectives, issues, advantages, and disadvantages. A given driving cause may elicit diverse responses from several salespeople. The organization should create unique motivating materials for each salesperson, but this would provide significant practical challenges. In actuality, management must create a motivating blend that appeals to the whole group while also being adaptable enough to appeal to the diverse demands of each person.

Another relevant factor is that the salespeople themselves may not be aware of the reasons behind their responses to a particular incentive or they could be reluctant to acknowledge them. For instance, a salesman may do a certain selling duty to feed his ego, but rather than confess it, he may claim that he is driven by a desire to help his clients. Diverse corporate objectives: A corporation often has a wide range of objectives related to sales, some of which may even be at odds with one another.

One objective may be to balance the inventory, while another would be to train the sales team in missionary selling to improve long-term client relationships. These two objectives need different driving factors and are rather incompatible. It might be challenging to create a motivating blend of factors when your aims are so varied. Market environment changes: Management may find it challenging to combine the best mix of approaches for motivating the sales force as a result of market environment changes. Due to shifting market circumstances, what drives salespeople today may not be effective next month. On the other hand, when market circumstances persist for a prolonged length of time, sales professionals may have motivating issues. The same motivators can become ineffective in this circumstance.

Theorists of Motivation

Researchers in the behavioral sciences believe that all human action is focused on meeting specific wants and achieving certain objectives. Salespeople's actions at work are closely tied to their unique requirements and objectives. As a result, due to differing motivating patterns, some people will act differently and achieve more success. Many believe that whether or not salespeople find anything personally compelling in their jobs determines whether or not they are motivated. As a result, the role of the sales manager has to be revised with a focus on understanding and appreciating the concept of motivation. The sales manager is in charge of not only inspiring the sales team as a whole, but also personally coaching each salesperson to identify their own sources of drive.

Maslow's Theory of Needs

According to Maslow's well-known theory, persons are driven by a "hierarchy" of demands for psychological development. The next-higher tier of demands is activated when the relative needs at one level are satisfied. According to the hierarchy-of-needs hypothesis, salespeople are already motivated when they start their careers and only need the chance to rise to the difficulties of higher-order demands. The order of importance of the demands people strive to satisfy and the needs sales managers must take into account is shown in the following Exhibit. When adopting the need theory, sales managers should bear in mind its two main tenets:

A particular need becomes more significant and powerful the more it is denied. The satisfaction of wants at one level of the hierarchy prompts the activation of demands at the level above. The degree of demands that are most significant to each salesperson, from the entry-level trainee to the senior sales representative, must be tracked by sales managers. If salespeople are to be effectively pushed toward better performances, they must be given the chance to activate and fulfill higher-level requirements before they become stagnant at one level. Sales managers must maintain their sensitivity to the changing demands of each individual salesperson by close personal interaction with every member of the sales force since different salespeople are at different need levels at any one moment.

Motivator-Hygiene Theory

Herzberg's pioneering research projects identified two categories of variables linked to workers' contentment or unhappiness. In order to encourage people to exert more effort, sources of enjoyment are referred to as motivators. They relate to the actual job's nature or substance and cover things like accountability, success, honor, and chances for professional development. Because they are essential to prevent employee performance from declining or their health from deteriorating, sources of unhappiness are also known as hygiene issues. Salary, corporate policies and administration, supervision, and working conditions all make up the environment. According to Herzberg's views, sales managers must maintain cleanliness standards while offering incentives for the sales staff in order to increase productivity. Examples of job enrichment include the following:

1. Provide salespeople with a full-range of natural job responsibilities and accountability.

2. Give the salesmen more latitude and power to do their tasks.

3. Expose salespeople to jobs that are more challenging and new obstacles that they haven't encountered before

4. Assigning salespeople to specialized or particular responsibilities will help them develop into specialists.

5. Instead of passing everything via the sales supervisor, send periodic reports and conversations directly to the salesperson.

Performance Theory

According to research by McClelland and his colleagues, some individuals have stronger performance requirements than others; they were dubbed "achievement oriented" people. Children who are given more responsibility from a young age and who are trusted to handle tasks independently are more likely to develop profiles that are goal-oriented. Achievement-oriented individuals quickly accept personal accountability, seek out difficult work, and are prepared to take risks while doing activities that might pave the way for more lucrative future endeavors. Compared to the ordinary person, these people are more motivated by success and more frustrated by failure or incomplete work. Any step along the "success path" that is tied to accomplishment may come with benefits or penalties.

A route is predicated if the person believes that immediate success is necessary to have the chance to go on toward other accomplishments and that immediate failure results in losing the chance to do so. The route is noncontingent if immediate success or failure has no bearing on the chance to continue on the road toward future success or failure. Sales managers must recognize the goal-oriented salespeople and then assign them personal accountability for resolving certain issues or reaching specific objectives. Additionally, regular, targeted feedback is necessary so that these salespeople may determine their level of success. Negative feedback may need to be moderated by managers since employees who are driven by accomplishment may leave their jobs if they believe they will fail.

Finally, if not properly watched and regulated, rivalry among these salesmen may become vicious and detrimental to the company. In contrast to these success-oriented persons, affiliative people simply need broad feedback about goal completion and are less competitive and worried about incomplete activities. Affiliative personalities like working in groups and seeking acceptance from others. They are less self-centered, often contribute to the cohesiveness of the group, and are less tolerant of traveling occupations requiring extended periods of seclusion. Although salespeople often display qualities of both task accomplishment and group connection, it is the responsibility of the sales manager to identify the main demands of each salesperson in order to develop tailored motivational techniques.

People evaluate their respective labor contributions and rewards with those of other people in comparable circumstances, according to the inequity hypothesis of motivation. According to author and "positive-thinking" clergyman Robert Schuller, "Many people hear through their peers, not their ears." When someone feels under or overpaid for their contribution in comparison to others', they are experiencing injustice. The need to ease tension increases in direct proportion to how unfair people feel. Even while each person may react to unfairness differently, most people who feel underpaid or undervalued compared to others who make comparable contributions tend to put less effort into their jobs, while those who feel overpaid tend to put more effort into their jobs. By altering their views of their benefits and contributions relative to those of others, people may likewise lessen their concerns about unfairness. Finally, people may leave a position where there is perceived inequality by resigning their employment or switching to a different comparison group.

According to the notion of inequity, sales managers should find out how each sales representative views the equity of their efforts and incentives in relation to those of others. If some of the salespeople sense unfairness, the sales manager has to either address the issue if unfairness really exists or work with the salespeople to ease tensions by changing how they see the relative contributions and rewards of the comparison group.

Role clarity: According to Donnelly and Ivancevich, one of the most crucial requirements of salespeople is a clear understanding of what their position comprises. Precisely defined objectives and crystal-clear role expectations may be motivating for salespeople since they often lack the necessary job expertise, must work across departmental boundaries, and are confronted by complicated challenges needing imaginative solutions. According to empirical study with salespeople, more role clarity is associated with higher levels of job interest, more room for workplace innovation, lower levels of work stress, higher levels of job satisfaction, and a reduced inclination to quit.

Most of the time, salespeople need and desire additional details about what is expected of them and how they will be judged work descriptions that are stated clearly and management-by-objectives meetings that establish specific goals may boost work satisfaction and have significant motivating benefits. Significant amounts of sales management work will be spent defining the job expectations for salespeople by individualizing success plants and providing a steady stream of useful information. But it seems that this is one of the simplest, cheapest, and safest strategies to increase sales staff productivity.

Motivating Resources

Because of the peculiar elements of a salesperson's employment, the straightforward motivating techniques of early years, such as solely money incentives, tend to be a poor way of motivation beyond satisfying physiological and safety demands. Non-monetary incentives start to play a big role in motivation. There is discussion of a few of the elements that have a particular impact on salesforce motivation.

1. Manager-salesforce meetings are highly valued by sales managers in terms of inspiring their sales teams. This gives managers the chance to interact with their salesforce in the field, in the corporate office, and at sales meetings and conventions. Numerous options for boosting motivation are presented by this. The sales manager is able to comprehend each salesperson's personality, requirements, and issues thanks to these meetings.

2. Job clarity is a fantastic incentive since it makes it clear what is expected of the salesman. The goals may serve as a source of motivation for the salesman when they are accurately measured, clearly stated, and correctly tied to and associated with rewards and recognition.

3. Sales goals or quotas: To effectively motivate a salesman, a sales target or quota must be seen as fair and realistic while also posing a challenge to him. It is often logical to let the salesman participate in quota setting since he should believe the quota is fair.

4. Sales contests: These competitions are an effective motivator for salespeople. The sales competition has many different goals. It could promote greater sales volume generally, boost demand for a sluggish product, or stimulate the acquisition of new clients. It serves as a motivation for higher performance and more fruitful outcomes.

5. Sales conventions and conferences are used as group motivational tools. They provide salespeople the chance to become involved, feel good about themselves, and share their opinions on issues that have a direct bearing on their line of business. They inspire, break down social boundaries, encourage, and boost the morale of salespeople. These days, the majority of Indian businesses use this technique to inspire their salespeople.

6. Positive affect: The positive affect approach is another crucial tool for inspiring the sales team to perform at their highest level. People may be inspired to perform to the best of their ability when praise, constructive criticism, and human warmth and compassion are used in the right way. This has to be done in a sincere manner without coming out as blatantly self-serving.

7. Managerial leadership style: The manager's leadership style is crucial in encouraging the salesman. Influence via referent power is referred to as inspirational leadership. A key weapon in the management's motivating approach is identification or charismatic appeal.

8. Freedom to work; In order to carry out the demanding tasks and obligations, the salesman has to be granted some latitude and discretion. Allowing salespeople to create their own call patterns, giving them greater choice over the kinds of promotional packages they may give their clients, etc. can promote discretion and independence. Autonomy or freedom meets psychological requirements and is equivalent to power pay, elevating the importance of the sales position within a business.

9. Rewards and recognition: Although sales quotas, sales competitions, conventions, and conferences have good spillover effects, they are transient methods of energizing salespeople. However, rewards and acknowledgment for a salesperson's achievements are more effective and economically viable motivational strategies. Giving a salesperson the title of "salesman of the month/year" is one approach to show them appreciation and honor. Telegrams of congratulations from senior management, sales awards, invitations to join social groups, mentions in the corporate newsletter, certificates, etc.

10. Persuasion: One of the most popular and advised methods for raising motivation levels is persuasion. Managers in this scenario employ reasoned reasons to persuade salespeople that acting in the desired manner is in their own best interests. The benefit of persuasion is that it leads individuals to believe that they acted on their own free choice. Higher degrees of self-direction result from this as compared to reward or coercive types of influence, when one feels more external pressure than internal motivation while acting. The whole program for inspiring sales staff must include the sales pay plan. The fundamental components of sales remuneration should be in an amount adequate to provide a livable income and sufficiently adaptable to take into account changes in work performance.

A crucial part of sales force management is motivating the sales team. Due to the fundamental nature of the sales work, role conflicts, a natural predisposition toward indifference, and challenges in creating collective identity, sales employees need extra incentive. Sales executives must be capable leaders of the sales team rather than just drivers in order to implement motivating strategies. A thorough grasp of motivating factors and processes, good leadership, two-way communication, and successful relationship management contribute to satisfactory work performance.

CONCLUSION

In conclusion, it takes careful consideration of corporate objectives, sales team dynamics, and market competitiveness to develop a sales compensation plan, which is a strategic undertaking. A well-designed strategy not only inspires and rewards salespeople, but it also ties their work to the organization's overarching goals. In today's cutthroat economic environment, firms may position themselves for long-term success and development by building a performance-driven and rewarding sales culture. Performance and productivity of the sales force are directly impacted by a well-designed sales compensation plan. It gives salespeople a very obvious motivation to go above and beyond to meet their goals, eventually resulting in revenue growth and profitability. A compelling and competitive pay plan is also essential for attracting and keeping top sales people. Sales personnel are more inclined to remain with a company that appreciates their efforts and properly recognizes their accomplishments.

REFERENCES:

[1] H. L. Chu, Y. L. Chen, and Y. Y. Chiou, "A field study of the impact of changes to a net sales-based incentive plan and centralized inventory management," *Asia-Pacific J. Account. Econ.*, 2019, doi: 10.1080/16081625.2019.1546559.

[2] H. K. Bhargava and O. Rubel, "Sales Force Compensation Design for Two-Sided Market Platforms," *J. Mark. Res.*, 2019, doi: 10.1177/0022243719825818.

[3] J. Laosebikan and S. Oladele, "Perception of Financial Variants of Multilevel Marketing Strategy And Growth of Network Marketing Companies in Nigeria," *Turk Tur. Arastirmalari Derg.*, 2019, doi: 10.26677/tr1010.2019.140.

[4] A. T. Coughlan, "Consumer Harm from Voluntary Business Arrangements: What Conditions Are Necessary?," *SSRN Electron. J.*, 2019, doi: 10.2139/ssrn.3488105.

[5] F. . Loh, "Protecting Malaysia against African swine fever," *Star*, 2019.

[6] I. Jiménez *et al.*, "Money, the Bible, and Financial Planning.," *J. Financ. Plan.*, 2019.

[7] J. J. Kovach, A. Atasu, and S. Banerjee, "Salesforce Incentives and Remanufacturing," *Prod. Oper. Manag.*, 2018, doi: 10.1111/poms.12815.

[8] D. Rouziès and V. Onyemah, "Sales force compensation: Trends and research opportunities," *Found. Trends Mark.*, 2018, doi: 10.1561/1700000046.

[9] R. M. Bowen, S. Rajgopal, and M. Venkatachalam, "A review of Buffett's commentary on accounting, governance, and investing practices: does he 'walk the talk'?," *J. Appl. Corp. Financ.*, 2018.

[10] S. A. Cupertino, J. M. Araujo, H. K. M. Costa, M. R. Konrad, E. M. Santos, and L. F. Queiroz, "Regulatory model to accommodate distributed and renewable resources in a challenging economic situation: Brazilian experience (C5-101)," *Cigre 2018*, 2018.

CHAPTER 10

IMPORTANCE AND CLASSIFICATION OF SALES MEETINGS

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Sales meetings play a pivotal role in the success of a sales team, facilitating communication, collaboration, and strategy development. This abstract provides an overview of the classification of sales meetings based on their purpose, scope, and frequency. It explores different types of sales meetings, such as sales planning meetings, sales training meetings, pipeline review meetings, and performance evaluation meetings. The abstract delves into the significance of each type of meeting in driving sales team performance and achieving sales targets. Additionally, it discusses the role of technology and virtual platforms in conducting sales meetings, enabling remote collaboration and flexibility. Moreover, the abstract highlights the importance of effective facilitation, engagement, and follow-up in maximizing the impact of sales meetings on overall sales effectiveness.

KEYWORDS:

Agenda, Brainstorming, Closing Techniques, Goal Setting, KPIs (Key Performance Indicators), Objection Handling.

INTRODUCTION

Beyond doing regular, honest job, salespeople aim to perform better inside the sales organization. Some of them are the actual self-starters; they are inspired to succeed by nothing other than the difficulty of the task at hand. On the other hand, the majority of sales staff do not seek to perform over the level of standard fair job without extra encouragement. Sales meetings and sales competitions are two of the primary methods that sales management use to stimulate the salespeople [1], [2]. Meetings are sessions when coworkers exchange ideas, notions, information, and personal stories.

The sales meeting and associated topics will be discussed in the sales organization. The sales meetings are crucial for fostering motivation and communication among salespeople at all levels of management. Periodic group meetings are helpful for sharing information and ideas while sales staff are on the road without the daily possibility for employer contact and monitoring. Additionally, they provide opportunities for individual sales representatives to be motivated by peer pressure. Most importantly, they provide management opportunities to encourage the team to increase its expectations for acceptable performance [3], [4].

Sales meetings: Arrangement and Presentation

For the purpose of arranging a sales meeting, the following five important choices are made: identifying the particular training objectives; choosing the meeting's content; selecting the meeting's methodology; selecting the meeting's execution strategy; and selecting the meeting's evaluation strategy. As a result, much like sales training programs, the A-C-M-E-E method ensures that sales meetings are well thought out and staged. Any sales meeting should be planned with well stated goals in mind [5], [6]. Of course, communicating with and inspiring the sales team is the main goal. However, more precise objectives—jokingly referred to as meeting excuses are needed. Either a new product that is about to be released or research that has revealed fresh information about client attitudes and behavior might prompt meetings of the sales training kind to inform sales staff of these issues. It is believed that this may inspire them, since supervisory reports may have shown that many salespeople are ineffective at using sales strategies.

This can result in a sales meeting, also of the training kind, focused at enhancing these abilities; alternatively, there might be new corporate regulations or sales targets that need explanation, and the meeting might try to not just explain but also to utilize this crucial knowledge to excite the group. Naturally, the unifying goal of changing sales staff members' attitudes in order to change their behavioral patterns in ways that boost work performances permeates all meeting objectives. Additionally, meetings have the goals of enhancing the caliber of sales force reports, educating sales staff on the advertising program and how to integrate their efforts with it, enhancing the efficiency with which sales staff utilize their time, and introducing new services to clients [7], [8].

Content

The purpose of a meeting's materials is to prepare its agenda. By definition, every agenda is a list or a summary of the topics that will be discussed or decided upon during the meeting. The meeting's unique objectives directly inform the content. For instance, there is an industry rumor that a formidable rival is going to launch a fantastic new product, and the company's sales staff is quite nervous about this. Thus, a meeting may be organized with the express purpose of easing salespeople's concerns by letting them know what the firm knows about the competitor's impending new product and how it intends to counteract it [9], [10].

Method

The objectives, topics, time constraints, and location of the meeting all affect the strategies utilized to hold a sales meeting. The majority of the often organized and brief local sales meetings are interactive. Regional and national sales meetings are conducted less often, last two or more days, and have a larger range of objectives and material, thus they change up their tactics.

Execution

The execution stage is crucial to the achievement of the goal. Decisions are made on the meeting location, time, speakers, and seminar leaders. Even more seemingly little execution choices have a big impact on whether a meeting succeeds or fails. One of these seeming unimportant choices is room layout. Due to their fundamental communication and motivational goals, most sales meetings need active engagement from participants. Most educational institutions' traditional classrooms are built up for the lecture technique, with rows and columns of chairs. The workshop is ideal when smaller groups need to conduct buzz sessions on certain subjects; report rounds, while rectangular ones are also utilized, are recommended. Where significant attendance involvement is required, the seminar or "British square" and the inverted V-shape are utilized.

Other seeming unimportant execution choices include those regarding audio visual equipment and supplies, materials distribution to participants, the scheduling of breaks and refreshments, and beginning and ending times. Any of these judgments made improperly reduce a meeting's efficacy assessment the assessment step is sometimes overlooked by conference planners. It is a crucial factor if management wants to increase meeting effectiveness. If the meeting's objectives were achieved, it should serve as the foundation for review. Feedback from the participants is required to determine this. The meeting organizers may create a sales meeting assessment form for this reason. The ideal procedure is to create a fresh form to assess each sales meeting that is conducted.

Sales Meeting Types

The many sorts of sales meetings are as follows:

Nationwide Sales Conferences

The sales organizations will have nationwide sales meetings to discuss the pressing concerns in the cutthroat industry. Even though it is expensive to transport the complete sales team to one location, nationwide sales meetings are sometimes necessary. A national conference may swiftly and universally present changes in marketing or sales practices, for instance, and provide standardized justifications and responses to queries. Major executives also don't attend a series of decentralized meetings; instead, they only attend one national gathering, and their presence at the national meeting stimulates participants more than written or recorded communications do at decentralized meetings. Holding nationwide sales meetings has additional benefits. Sales representatives get together informally with their colleagues from other industries to share experiences and learn from one another.

Sales staff are urged to come up with their own answers after learning that others have encountered and solved difficulties comparable to their own. Meeting the staff from the home office should improve communication between the office and the field. Because of its scale, the national gathering inspires infectious excitement.

If the conference is hosted in or close to a plant, there will be time for product training and for sales staff to learn about the technical aspects of manufacture. In addition to costs, the national sales meeting offers disadvantages. Unless the product line is seasonal, it is difficult to locate a convenient time for all sales employees to attend. While sales staff are absent, business operations are hampered, and rivals might take market share. However, any brief interruption in sales coverage should be more than made up for by more aggressive selling as a consequence of the national conference.

Local sales conferences

The sales organizations are not under any pressure to organize national and regional sales meetings at the moment. There are several factors, including the move of the sales team from the field to a central office, attendance at decentralized meetings by sales executives and staff at headquarters, reduction of overall travel expenses, and reduction of missed selling time. Sales executives and staff at the headquarters are brought into close touch with field staff and are exposed to the current issues directly. Programs for each regional gathering might be created to highlight certain issues specific to that area.

The lower turnout should result in longer participation periods per participant. Regional sales conferences have several drawbacks. Due to possible excessive demands on executives' time, top sales executives often alternate between attending regional meetings.

The sales crew downplays the meeting's significance since a lesser proportion of the top mal1agemerit are there, and because there are fewer people there overall, it is harder to create an atmosphere of infectious excitement. The regional meeting's invigorating impact is further diminished by the obligation to save money. The top-tier speakers and entertainers presented at national events cannot be used because of the expenditures associated with holding a series of meetings. Additionally, since many preparation and organizational expenditures are variable and must be expended individually for each conference, the overall costs of conducting many meetings may be equivalent to or greater than those of holding a single, big national assembly.

DISCUSSION

National and Regional Sales Meetings: Executive Resistance

Sales executives often object to both national and regional sales gatherings. However, they acknowledge that many advantages, such as the impact on the morale of the sales force, cannot be quantified in monetary terms. Some outcomes do not justify anticipated expenditures. Other executives argue that they cannot afford to have salespeople absent from the field, even for a week. These executives tend to be in businesses without slack selling seasons. Others are against the demands being made on their time. Sales leaders can object to regional or national gatherings due to poor sales force morale. They worry that sales representatives would utilize the gathering to swap grievances and solidify their opinions that the business is unappealing to work for.

Regional Sales Events

Local sales meetings were held by district sales managers once a week or twice a week, lasting anything from fifteen minutes to several hours. The informality of the local sales meeting, which gives each salesperson the chance to voice their opinions and ask questions, is one of its strongest points. Salespeople may get together, get to know one another better, and establish group ties during local sales gatherings. Certain types of sales meetings are performed by closed-circuit video, telephone, at home, and as traveling sales meetings in order to save money and time.

1. **Closed-circuit television**: This technology allows a business to hold. a number of sales encounters. The program is broadcast to additional locations while being broadcast live at one meeting location. This preserves most of the live event's inspiring power while avoiding expenses and excessive selling time losses.

For businesses with large sales teams or sizable dealer groups, televised sales meetings are acceptable. Many businesses utilize televised sales meetings to start nationwide sales campaigns or promote new items.

2. **Telephone sales meetings**: small group meetings and discussions are conducted through conference calls. According to users, the group shouldn't be more than twenty. The meeting is handled like previous small-group meetings: the sales manager greets the group and starts the conversation, which is constrained by two rules: speakers must identify themselves and their localities, and only one person may speak at a time. An overview is provided by the sales representative at the conclusion of the conversation. The time and money saved by telephone sales meetings are significant, and salespeople spend little to no time away from their employment as a result.

3. **Sales meetings at home**: In an effort to cut down on the time and expense of sales meetings, several businesses ship printed materials or audio recordings to sales representatives' homes. One approach is to tape an executive conference or meeting and provide copies to the sales team. Another is to provide to sales staff a printed copy of an illustrated meeting's script from a home office. Three benefits are cited by executives who use these formats: sales staff get the information at home, free from interruptions; they may study the material several times; and there are time and money savings.

4. **Traveling sales meetings**: Some meetings call for a lot of tangible equipment. For instance, a manufacturer may wish to showcase and promote each new product in a new product range. As a result of the need to transfer the displays to various locations, bring them inside, and set them up, holding regional meetings is challenging in this circumstance. Some businesses get around this by adding conference rooms and product displays on motorized trailers and vans. As a result, the sales gathering travels from city to city, stopping at each location to welcome sales representatives and/or dealers.

Sales competition

A sales contest is a unique selling effort that provides incentives outside of the pay plan in the form of prizes or awards. Sales competitions are intended to provide additional incentives to boost sales volume, enhance profi sales volume, or do both. Sales competitions strive to satisfy individual requirements for performance and recognition—both motivating factors—in line with Herzberg's motivation-hygiene theory. Sales competitions strive to satisfy people's higher-order wants for self-actualization and esteem. These requirements are both outlined in Maslow's hierarchy of needs. Sales competitions also foster teamwork, raise morale by making work more exciting, and increase the effectiveness of personal selling efforts.

Contest Formats

The contest forms are essentially divided into two categories: direct and novelty. A contest subject in a direct style specifies the exact goal, such as acquiring new accounts, as in Let's go after new customers. Let's hoot for buried treasure or let’s start panning for gold are two examples of novelty formats that incorporate themes that center on current events, sports, or other similar topics. A unique structure, according to some executives, makes a sales competition more engaging and enjoyable for the participants. Others claim that novelty forms are offensive to adults. A format should be timely, and if it corresponds with a newsworthy event, its impact will be increased. The subject should have an equivalent link to the particular contest aim. For instance, convincing dealers to allow the construction of product displays may be accomplished by comparing ascending consecutive levels of a ladder to varying degrees of success at various points in time. The topic should also support the advertising of the contest. There are four different categories of contest prizes: money, goods, trips, and unique rights or distinctions. The most frequent awards are money and goods. Many sales competitions provide multiple reward categories, such as vacation for major prizes and products for smaller wins.

Participants in certain competitions have the choice of accepting one reward over another.

1. **Cash**: As an individual's unmet demands are pushed further up the hierarchy of requirements, the value of money as an incentive decline. Any potency money remains as an incentive pertains to unmet demands for esteem and accomplishment after fundamental physiological necessities, safety, and security needs have been met. These demands are better met by non-monetary awards than by cash. A financial reward is a poor incentive unless it is a significant number, such as 10% to 5% of an individual's normal yearly pay, if the compensation plan provides sales staff with enough money to cover basic physiological demands and safety and security needs. The majority of salespeople make just little attempts to win a $100 cash reward since it means so little to them. Another criticism of financial rewards is that recipients often combine it with other sources of wealth, leaving no lasting record of their accomplishments.

2. **Merchandise**: In some ways, merchandise is better than currency. Winners have tangible proof of their success. The item award has a higher worth than the comparable amount in cash since it was purchased at wholesale. More product rewards than cash awards may be given out

for the same total investment, which allows for more winners of the competition. Prizes in the form of goods should be those that salespeople and their families would want to receive. A solution to this issue is to provide victors the option to choose from a choice of options. Psychologically, individuals respond favorably to being given the freedom to express their uniqueness and make their own decisions. several companies offering product incentives, some of them offering a. comprehensive planning service for sales contests with a focus on completing awards. Companies publish catalogs with pricing expressed in points rather than dollars.

3. **Travel:** Prizes for travel are common. A journey to a five-star hotel or an exotic location is one of the easiest things to glamorize. A vacation of a lifetime may be a powerful motivator, particularly for someone looking to break free from the monotony of their career. In order to get the spouse's motivational support and to prevent the spouse from opposing the salesperson's solo holiday excursions, travel prizes often give winners and their spouses vacations.

4. **Special honors or privileges**: This reward may take many different forms, such as a letter from a senior executive praising the winner's exceptional work, a loving cup, a special travel to a meeting in the winner's home office, or membership in an exclusive club with exclusive benefits. Additionally, winners gain press coverage in local newspapers and house organs. These rewards serve as powerful inducements, as they do, for instance, with life insurance salespeople who want to join the millionaires' club. The special honor or privilege award is often used by businesses that employ salespeople who operate practically independently. But when management wants to boost team spirit and group identity, such rewards are ideal.

This kind of reward speaks to the salesperson's wants for belongingness and social connections, which, in accordance with Maslow, one aspires to meet after meeting basic physiological requirements and needs for safety and security. Additionally, it appeals to demands for esteem and self-actualization. Making it so that anybody may win is a smart move to increase interest in the competition. This implies that the foundation for prizes should be carefully selected. To drive both mediocre or novice salespeople as well as the top performers, contest organizers advise taking into consideration current performance levels and basing awards on progress rather than overall performance. Total sales volume is thus less useful as a foundation for awards than, say, percent of quota accomplished or percent of increased quota accomplishment. Numerous competitions provide prizes for various levels of progress, but the value of each prize is dependent on the degree of improvement. The risk of just presenting a few significant rewards is that the motivating power will only be available to those who really have a chance of winning; everyone else will give up before they even begin since they will know they have no chance of winning.

1. **Contest length**: Keeping sales staff interested in a contest requires a long contest length. There are contests that go for one week to one year, although the majority last between one and four months. A successful fight should last six months, according to one executive, while another believes that no contest should run more than thirteen weeks. There aren't any fixed rules. The length of the contest should be set after taking into account how long passion and interest can be maintained, how long the topic can be kept current, and how long it will take to complete the event's aim.

2. **Promotion of Contests**: It's critical to effectively promote contests. Most salespeople are used to competing in competitions. Interest may be piqued by a brilliant concept and alluring rewards, but excitement is created by a deliberate blitz of promotional material. Sometimes a teaser campaign is run before to the official contest announcement, while other times the reveal is dramatic and unexpected. Other strategies gain traction as the competition goes on. Sales

meetings, daily or weekly newsletters, or both are used to communicate results and standings. Telegrams with information on significant events or shifts in relative rankings are sent out by the sales manager. New or unique awards are periodically announced.

The management promotes competition between people or groups. Spouses get reports on the rankings. The contest organizer should sometimes breathe fresh life into the competition if the rewards chosen spark the spouses' attention and maintain excitement in the house. Regular news flashes on comparative rankings should be sent right away, and if the original contest incentives are not having the intended effects, the administrator may add further stimuli.

Assessment of competitions

Management should assess a sales battle both before and after it has concluded. Revaluation strives to identify and address deficiencies, while post-evaluation looks for information that may aid improve next competitions. Alternatives, immediate and long-term impacts, design, fairness, and the influence on sales force morale are all covered in the pre- and post-evaluations.

1. **The contest vs alternatives:** A sales contest is unlikely to result in much more than a transient improvement if severe flaws exist in crucial areas of sales force management. A sales contest won't make up for deficiencies brought on by poor hiring, insufficient training, inept management, or improper pay schemes, much alone do so permanently. All sales competitions have the overarching goal of increasing sales volume, bringing in more professional volume, or doing both. If sales force management has fundamental flaws, this goal will not be achieved. When a sales contest is being considered, other ways to increase selling efficiency need to be investigated and assessed. Planning for the contest and the post-mortem analysis both take into consideration the likely outcomes of pursuing these additional options.

2. **Sales**: A sales contest succeeds in its goal if it boosts sales volume, attracts more professional volume, or does both in the short and long terms. If a contest uses sales from months past, present, or both, it cannot be considered a true success. Successful competitions boost both short-term and long-term sales because they teach participants' employees optimal selling habits. Successful competitions also have a positive spillover impact since they raise the morale of sales staff.

3. **Design:** A well-planned contest inspires participants to fulfill the main objective while at the same time enhancing gross margin from sales volume by at least the amount necessary to cover contest expenses. The contest style, whether direct or unique, should clearly relate to the stated goals, feature simple contest rules that anybody can understand and follow, and be easily promoted.

4. **Fairness**: Every salesperson should believe that their chances of winning the more desirable prizes are equal thanks to the contest's structure and duties. All sales staff members should remain confident that they have a chance to win during the game. A sales competition is unfair if participants give up before it ever begins, and if others give up before it even ends, due to the structure.

Successful sales competitions have a long-lasting positive effect on the morale of the sales team. If the contest structure leads to interpersonal rivalries, it might have the unintended consequence of making the sales force envious and hostile. Even while salespeople may compete for individual prizes, it is often a good idea to create teams and focus competition on team recognition rather than individual rewards for personal benefit.

Criticisms of Sales Competitions

The first argument, that both the purpose of the contestants and the contest's design are misunderstood, and the second mayor may not always be true. Through effective contest design, clever contest administration, and careful handling of other sales forces management issues, all other concerns are dispelled. Effective planning and management of a contest may result in long-term benefits for both sales individuals and the organization, if that sales management is competent. A contest employed in place of management is likely to produce poor outcomes. But sometimes it's not a good idea to have sales competitions. For example, it would be absurd to use a contest to increase orders while a company's goods are in limited supply, yet the same company could think a contest is suitable to reduce marketing costs or boost sales statistics. Sales competitions are ineffective for boosting sales for companies that distribute industrial items, unless, of course, it is feasible to steal customers from rivals. But once again, industrial products manufacturers employ competitions to save selling expenses, enhance salespeople's performance reviews, and enhance customer service. Similarly, sales competitions to increase sales volume are improper when the product is highly technical and is only sold after extensive discussion, as with many industrial items.

CONCLUSION

In conclusion, the categorization of sales meetings emphasizes their importance in fostering the performance of the sales team and overall company success. Organizations may promote a culture of ongoing learning, teamwork, and goal-oriented performance by holding several sorts of sales meetings. The value of these meetings is further increased by embracing technology and putting an emphasis on efficient meeting management. In the end, effectively run sales meetings boost sales success, client happiness, and competitive advantage in today's fast-paced and fiercely competitive company environment. Maximizing the effectiveness of sales meetings requires effective facilitation, involvement, and follow-up. Effective facilitation ensures that meetings remain on schedule and achieve their goals. Collaboration and idea exchange are fostered by everyone's active involvement. Effective follow-up guarantees that actions are taken and progress is tracked.

REFERENCES:

[1] M. Illi, M. Karyda, and A. Lucero, "On Visual granularity: Collocated sales meeting interactions in the machine industry," in *Conference on Human Factors in Computing Systems - Proceedings*, 2018. doi: 10.1145/3173574.3173721.

[2] M. Rodriguez and S. Boyer, "Developing tomorrow's global sales leader: Adapting to cultural differences utilizing role play," *J. Adv. Mark. Educ.*, 2018.

[3] T. Kaski, J. Niemi, and E. Pullins, "Rapport building in authentic B2B sales interaction," *Ind. Mark. Manag.*, 2018, doi: 10.1016/j.indmarman.2017.08.019.

[4] L. T. M. Hanh, I. W. K. Ting, Q. L. Kweh, and L. T. H. Hoanh, "Board meeting frequency and financial performance: A case of listed firms in Vietnam," *Int. J. Bus. Soc.*, 2018.

[5] G. J. Gannage and G. H. Talbert, "Sales force automation: CRM, dashboards and empowering mobile technology used by millennial salespeople," *Atl. Mark. Assoc. Proc. Int. Conf. New Orleans, LA*, 2018.

[6] T. Riesterer, "Being more remarkable in virtual sales meetings," *Sales and Marketing Management*. 2018.

[7] M. C. Mancini and F. Arfini, “Short supply chains and protected designations of origin: The case of parmigiano reggiano (Italy),” *Ager*, 2018, doi: 10.4422/ager.2018.11.

[8] G. Arcos-Medina, J. Menéndez, and J. Vallejo, “Comparative Study of Performance and Productivity of MVC and MVVM design patterns,” *KnE Eng.*, 2018, doi: 10.18502/keg.v1i2.1498.

[9] R. Hentschel, C. Leyh, and A. Petznick, “Current cloud challenges in Germany: the perspective of cloud service providers,” *J. Cloud Comput.*, 2018, doi: 10.1186/s13677-018-0107-6.

[10] D. Bresser *et al.*, “Perspectives of automotive battery R&D in China, Germany, Japan, and the USA,” *J. Power Sources*, 2018, doi: 10.1016/j.jpowsour.2018.02.039.

CHAPTER 11

PLANNING AND ORGANIZATION OF THE TERRITORIAL COVERAGE

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship, Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies, Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

The planning and organization of territorial coverage is a crucial aspect of sales management that involves dividing regions or territories to optimize sales efforts and maximize market penetration. This abstract provides an overview of the key elements involved in the planning and organization of territorial coverage. It explores the significance of conducting market research, analyzing customer demographics, and evaluating sales potential to determine the most effective territory divisions. The abstract delves into the importance of assigning the right sales representatives to each territory, considering their skills, knowledge, and familiarity with the area. Additionally, it discusses the role of technology and data analytics in optimizing territorial coverage and monitoring sales performance. Moreover, the abstract highlights the impact of effective territorial coverage on sales team productivity, customer satisfaction, and overall business growth.

KEYWORDS:

Geographic Segmentation, Market Coverage, Market Penetration, Sales, Target Market.

INTRODUCTION

The organization and planning of the geographical coverage cannot be ignored by any sales manager. There is still tremendous space for improvement in territorial management, despite the fact that much has been done to increase the effectiveness of individual salespeople. There are still some sales organizations who think it's okay for salespeople to just go out and make calls and that planning and organizing sales territory would be too tough to undertake. However, the prudent course of action is to effectively direct, manage, and organize the salesman's field operations in order to meet the sales goals [1], [2]. Without a question, creating and maintaining sales territory requires a significant investment of time and effort, but when sales managers have given attention to their organization and planning, they have reaped significant dividends in the form of lower selling costs and higher sales.

They have also assisted individual salespeople in increasing their own earnings and the company's profits in this manner. A salesperson's allotted geographic region or group of clients make up their sales territory. Geographic borders may or may not exist for the region [3], [4]. However, a salesman is often given a region with both current and future clients. The sales manager may match sales efforts with sales possibilities by allocating sales territory. Territories are created to make it easier for sales managers to coordinate, evaluate, and oversee their sales staff since the overall market of most businesses is often too broad to handle effectively. Instead of focusing just on the region in which a salesperson operates, the sales territory idea places a greater emphasis on clients and prospects. Customers and prospects are organized into groups to make it easier and more cost-effective for the salesperson handling these accounts to contact them. A sales region is a collection of clients and prospects that is operationally allocated to a single salesperson. Sales territories are sometimes referred to as geographic regions by sales professionals. Geographical factors are disregarded in certain businesses, especially those where the technical selling approach is prominent, and salespeople are given responsibility for whole classes of clients regardless of where they are located. When salespeople offer products like real estate, insurance, and investment securities primarily to personal contacts, there isn't much of a logical basis for segmenting the market based on geography [5], [6]. Small businesses and those launching new goods that need using several marketing channels often do not utilize any geographically defined territories at all, or if they do, they employ imprecise boundaries like whole states or census regions: Since current sales coverage capabilities are insufficient in comparison to sales potentials, there is no rationale to designate territory in these situations [7], [8].

Motives Behind the Creation of Territories

The main goal of creating sales territory is to make the planning and management of the selling function easier. However, well-designed sales territory may boost the sales force's motivation, morale, and interest, enhancing overall sales performance. However, sales managers usually have more defined justifications for creating territory.

To achieve complete market coverage

Sales regions aid in adequate market penetration. Planning a salesperson's calling time as effectively as feasible will guarantee that both current and new clients are properly covered. When each salesperson is allotted to a well-planned sales zone as opposed to when all salespeople are free to sell anywhere, coverage is likely to be more extensive. The corporation can more effectively tap into the market's sales potential with adequate territory coverage. The duties and obligations for the sales force are determined by the sales territories, which are helpful in this regard. Salespeople are required to manage their territories' businesses. They are in charge of sustaining and increasing sales volume in their respective regions. It is simpler to ascertain the overall workload and then divide it into equal assignments among salespeople after all call frequencies have been determined and allotted. Better outcomes are attained when an equal workload is allocated based on call frequencies. The salesman become more enthusiastic and interested when given an equal task assignment [9], [10].

Sales territories assist in the assessment of a company's sales success. Data on actual performance may be gathered, examined, and contrasted with anticipated performance objectives. To assess the success over time, even current sales figures may be contrasted with earlier ones. Individual territory performance may also be compared to district performance, regional performance to the performance of the total sales force, and regional performance to individual territory performance.

To enhance customer relations: Well-planned sales territory enable sales representatives to spend more time with existing and new clients while traveling less. When consumers get frequent calls, sales should rise and customer satisfaction should rise. Since a call frequency plan program determines the salesperson's visits, he enters into contracts with his clients on the basis of a regular schedule. By keeping in touch on a frequent basis, the salesperson and the client are better able to communicate, address problems related to the supply and demand of products, and improve the salesperson's employer's reputation.

Sales territories are created to prevent duplication of effort so that two or more salespeople are not traveling in the same geographic region, which helps to lower sales expenses. As a result, selling costs are reduced, and business profits rise. Less travel kilometers and overnight trips are additional advantages of sales territory.

To better manage the sales forces

The effectiveness of salesman may be evaluated after client call frequencies, routes, and timetables are established. Therefore, it becomes challenging for a salesperson to focus on the accounts that are easier to close while ignoring a "hard" region. Additionally, because he must adhere to pre-established timetables and routes, no salesperson may spend longer time and get "lost" in one region. The work habits of salespeople often improve when all frequencies, routes, and timetables are defined, which leads to greater control over the sales force.

Functions

To coordinate selling with other marketing A well-thought-out sales territory may help managers with other marketing tasks. A territory-based analysis of sales and costs is simpler to do than a market-wide analysis. For quota setting and creating sales and expenditure budgets, territory-based marketing research might be more useful.

When work is assigned and managed on a territory-by-territory basis rather than for the market as a whole, the outcomes are typically more satisfying when salespeople are to assist customers in launching advertising campaigns, distributing point of purchase displays, or carrying out tasks related to sales promotions.

DISCUSSION

Bases For Territory Development

The goals and standards for establishing sales territories are closely tied to the foundations on which the territories are built. Depending on which of the three potential bases is chosen, a firm's client base may be actually divided into distinct territories using a variety of techniques. Geography, potential and service needs, and job load are the three key factors.

Geography

Geographical reasons are the most popular foundation for the creation of new territories. This foundation is straightforward since it often uses pre-existing geographical borders like nations, countries, or cities. The easy access to secondary data from many sources is the geographic approach's main benefit.

Potential and Maintenance Needs

The potential method refers to segmenting a company's client base based on its potential for growth. It seems to provide equality of opportunity and help salespeople perform at their highest level.

The process is quite easy. Prior to attempting to distribute this potential equitably among salespeople, management must first determine the company's overall sales potential. Assume that a business believes that its projected annual sales would equal Rs. 10 million. Each salesperson may handle a personal sales potential of Rs. 00,000, according to the sales manager. This would result in the formation of twenty territories, each with a potential sales volume of Rs. 00,000.

Workload

Workload takes the third sales territorial base a step further. When defining regions, it takes into consideration not only the potential and servicing needs of each individual account but also the variations in coverage difficulties brought on by topographical characteristics, account locations, competition activity, and other factors. Some businesses set average call frequency and allocate a limited number of accounts in an effort to increase equality. For instance, a company may assign each territory manager two hundred customers to serve and set a standard call frequency of once per day; this would entail visiting each account once throughout the course of a month's twenty working days.

Territorial Design Techniques

The sales territories may be designed using one of three methods. The building up method of developing territories entails integrating enough segments of an organization's entire market to produce units that provide an adequate number of sales obstacles. In order to use this strategy, present and future clients must be located and their individual sales volumes evaluated. Account mixes may be constructed to achieve the twin objectives of sufficient customer coverage once they have been categorized according to acceptable call frequency and how many calls a salesperson can realistically be anticipated to make. Many makers of consumer products that want intense distribution use this strategy.

The breakdown strategy works the other way around. It begins with the company's overall sales prediction, which is in turn generated from an estimate of the company's expected market share and a projection of the total market potential. The strategy then divides the entire market potential by the number of territories that must be developed to arrive at an average sales per salesperson goal. For manufacturers of industrial goods that want to distribute their products selectively, this strategy could be suitable. The approach has a serious conceptual flaw, though: rather than seeing sales as the consequence of sales force effort and then estimating sales appropriately, the system bases the size of the sales organization on anticipated total sales. This can result in a prediction that comes true.

Conceptually, the gradual strategy is the most attractive. Additional territories are developed using this strategy as long as the marginal profit gained exceeds the expense of providing for them. However, as it requires a cost accounting system capable of calculating sales, expenses, and profits linked to multiple levels of input, administrative challenges limit the method's usefulness. If a business can find this sort of information, earnings may be increased by expanding into more territory until they start to provide negative returns.

Establish Sales Territories

A sales region shouldn't be so big that the salesperson either travels a lot or only has time to see a small number of the dispersed consumers. However, a sales zone shouldn't be so limited that a salesperson must visit clients often. The sales region should be large enough to represent a manageable job for the sales team while yet being manageable enough to allow for frequent visits to all prospective clients. The same general process must be followed whether a company is creating new sales territories or revising existing ones: choose a geographic control unit, conduct an account analysis, create a workload analysis for salespeople, combine geographic control units into territories, and assign sales personnel to territories.

1. Choosing a fundamental geographic control unit

The choice of a fundamental geographical control unit serves as the beginning point for territorial planning. The districts, pin codes, trade regions, cities, and states are the most often utilized control units. Basic geographical control units are combined to form sales territories.

The goal of management should be to have a minimal control unit. Two factors should be considered while choosing a compact control unit. One reason is to fully appreciate the importance of precisely identifying the geographic location of sales potential when employing territories. When the control unit is too big, regions with low sales potential are disguised by inclusion with areas with high sales potential, and vice versa for areas with high sales potential. The second argument is that by transferring control units throughout territories, it is simple to redraw territorial borders since these units are largely stable and constant. It is simpler to transfer control units that are the size of cities rather than whole states, for instance, if a firm wishes to increase Ram's territory and decrease Sham's area. Geographical control units are being employed pretty often. These are often utilized since a lot of government census data and other market information are based on them.

Counties

The county is the most popular geographical control unit in both the US and the UK. In these nations, the lowest unit for which official sources release statistical data is often the county. Districts may be utilized in India along similar lines.

Zip code regions

The USA also employ it. The normal county has a smaller size than the usual Zip code. Areas with a pin code may be utilized similarly in India.

Cities

The city is employed as the control unit when a company's sales potential is wholly or almost entirely concentrated in urbanized regions. The city is seldom completely effective as a control unit, and the suburbs next to cities have sales potential that is at least as high as that of the cities itself. In addition, these areas are often serviced by the same sales staff at minimal extra expense.

Trading Sectors

The trade area is another kind of control unit used to define sales regions. Since it is based primarily on the free movement of products and services and is less constrained by political or economic borders, the trade area is perhaps the most logically organized control unit. The trading area is often used by businesses that sell via wholesalers or retailers as a control unit. The trade area is a geographical area made up of a city and its surroundings that act as the primary wholesale or retail hub for the area. consumers in one trade area won't often enter another trading area to buy goods, and neither will consumers from outside the trading area. There are various benefits to using the trade area as a geographic control unit. Trading zones are typical of consumer purchasing patterns and trade patterns since they are based on economic concerns. Using trade zones also helps management with planning and control.

States

State lines have been utilized by several businesses to define territorial limits. If a corporation with a small sales team covers the market sparingly rather than actively, a state can be a suitable control unit. States may also be used to define territories for businesses seeking countrywide distribution for the first time. Salespeople may even be given territories that span several states in certain circumstances. This may be done on an interim basis until the market matures, at which point a shift to a smaller control unit can be made. State sales areas are easy, practical, and reasonably priced.

2. Performing a balance analysis

The next stage is to audit each geographic unit when a corporation chooses the geographic control unit. This audit's goals are to discover customers and prospects and estimate each account's sales potential. Accounts must first be named specifically. There are several sites that provide this information. For instance, the yellow pages, which have been automated, are one of the best resources for swiftly locating clients. Other sources include company records of previous sales, trade directories, membership lists for professional associations, corporate directories, mailing list publishers, trade books and periodicals, chambers of commerce, federal, state, and local governments, as well as the salesperson's own observations.

The next stage is to estimate the overall sales potential for all customers in each geographic control unit once prospective accounts have been identified. The sales manager makes an assessment of the overall market potential before calculating how much of this sum the business may anticipate receiving. Estimating a company's prospective sales in a given market is often an opinion. It is based on the firm's current sales in that region, the degree of competition, any unique advantages the company may have, and the connections with current clients. The personal computer has developed into a fantastic management tool for assessing a territory's sales potential. The projected sales potential based on the predetermined criteria may also be calculated by the PC considerably more quickly than by the sales manager. After estimating the sales potential, the PC may categorize each account based on its yearly purchasing potential. A frequent strategy is to classify things using the ABCs. The computer recognizes and categorizes as accounts all the accounts with a sales potential larger than a specified quantity. The accounts that are seen as having average potential are then categorized as C accounts. Accounts with potential below a particular threshold are categorized as C accounts.

3. Making an analysis of the workload of salespeople

An examination of the time and effort needed to cover each geographic control unit is called a salesperson workload analysis. This estimate is based on an examination of the quantity of accounts to be contacted, the frequency, the duration, the journey time, and the non-setting time of each call. The creation of a sales call schedule for each geographic control unit is the outcome of the workload analysis estimate. The number of accounts that may be called on in each geographic control unit depends on a variety of criteria. The time needed to call on each account is the most fundamental element. The number of individuals to be seen during each call, the quantity of account maintenance required, and the duration of the waiting period all have an impact on this. It is possible to learn more about these aspects by looking through business records or by speaking with sales representatives.

The transit time between accounts is one element that influences the number of accounts that may be called on. The amount of time it takes to get from one place to another will vary greatly, depending on things like the kind of transportation available, the state of the roads, and the weather. The sales manager looks for methods to cut down on travel time so that they can call on more clients. Numerous variables affect the frequency of sales calls. According to their potential for sales, accounts are often divided into a number of categories. The most commonly used accounts are those in Group A, followed by those in Group B and Group C. The type of the product and the amount of competition are other variables that affect call frequency. The time and effort needed to cover a geographic control unit depends on the volume of non-selling activities.

4. Geographical Control Units and Sales Territories Combined

The geographic control unit chosen in the first stage of the process for creating sales territories has been the sales manager's primary tool up to this point. A state, county, city, or other kind of geographic region might be the unit. The sales manager is now prepared to divide the areas into groups with nearly equal sales potential. Previously, the sales manager would manually combine nearby control units to create a list of potential territories. This lengthy process, however, often produced divided control units and regions with unequal sales potential. These days, computers can do this operation in a lot less time. Uneven sales potential regions are not always a negative thing. The aptitude, experience, and initiative of salespeople varies, and some may be given larger assignments than others. Sales quotas and commission levels may need to be adjusted depending on the relative sales potential of a particular area and the types of selling or non-selling tasks given to the sales representatives. The sales manager should assign the best salespeople to territories with high sales potential and newer fewer effective salespeople to the second and third-rate territories.

Geographical Shape

Now, the planner takes into account territorial shape. Selling costs and the simplicity of sales coverage are both impacted by the structure of a territory. Shape also affects the morale of the sales team if it allows the salesperson to spend less time on the road. The wedge, circle, hopscotch, and cloverleaf are the three forms that are most often used. Territories with both urban and non-urban regions should use the wedge. It emanates from the center of the heavily populated urban area. Of course, wedges come in a variety of sizes. The balance of urban and non-urban calls may be used to equalize travel times between adjacent wedges. When accounts and prospects are equally dispersed around the region, the circle is acceptable. Circular territory entails beginning at the office and making a series of stops before returning to the office. The salesman allocated to the circular M-shaped region is headquartered somewhere close to the middle, resulting in more consistency in the frequency of calls to clients and potential clients. Additionally, this puts the salesperson closer to more clients than is feasible with a territory that is wedge-shaped.

When accounts are dispersed at random over an area, the cloverleaf is preferable. Each cloverleaf is a week's worth of work thanks to careful scheduling of calls, allowing the salesman to spend weekends at home. The salesperson allocated to the territory has a home base close to the center. Industrial marketers tend to use cloverleaf territory more often than consumer marketers do, as do businesses that cultivate the market broadly rather than intensely. In a hopscotch territory, the salesman begins at the location that is the farthest away from the office and makes calls as they go back. Usually, the salesman would go nonstop in one direction to the farthest location and make many stops on the way back. The salesman will go in a different route on their subsequent journey.

5. Territorial Sales Personnel Assignment

The sales manager is prepared to allocate salespeople to territories when an ideal territory alignment has been determined. The physical health, aptitude, initiative, and effectiveness of salespeople varies. A salesperson's realistic and ideal workload may be too much for another, which may be frustrating. The sales manager must first rate the salespeople according to their respective abilities before allocating them to territory. The sales manager should consider aspects like product and industry expertise, persuasiveness, and linguistic skill when evaluating a salesperson's relative aptitude. The sales manager must compare the salesperson's physical, social, and cultural traits to those of the territory in order to assess a salesperson's success inside a territory. For instance, a salesman who was born and raised in a village is more likely to be successful with rural clients than with metropolitan ones since they speak the same language and have similar values. By placing salespeople in territories that they are comfortable with and customers who are comfortable doing business with them, the sales manager hopes to optimize the territory's potential for sales.

CONCLUSION

In conclusion, Territorial coverage planning and organization is a dynamic and strategic process that calls for market knowledge, data-driven decision-making, and a customer-centric mindset. Organizations may maximize sales efforts, improve client connections, and achieve long-term economic success by strategically separating territories and designating the proper sales specialists. Territorial coverage is kept adaptable to shifting market circumstances and consumer expectations by embracing technology and continual review. Ultimately, effective territorial coverage increases the sales team's comparative advantage, setting up the company for success in the quickly evolving business environment of today. The continuous effectiveness of geographical coverage depends on continual review and modification. Sales managers must be ready to modify territory divisions and sales techniques when market circumstances and client requirements change.

REFERENCES:

[1] S. G. Mason and M. Fragkias, “Metropolitan planning organizations and climate change action,” *Urban Clim.*, 2018, doi: 10.1016/j.uclim.2018.04.004.

[2] P. Esfahani, A. M. Mosadeghrad, and A. Akbarisari, “The success of strategic planning in health care organizations of Iran,” *Int. J. Health Care Qual. Assur.*, 2018, doi: 10.1108/IJHCQA-08-2017-0145.

[3] T. Kuzmenko, V. Liakh, and A. Dmytrenko, “Improvement of functional planning organization of rural settlements in suburban zones,” *Int. J. Eng. Technol.*, 2018, doi: 10.14419/ijet.v7i3.2.14603.

[4] P. C. Gratton, “Organization development and strategic planning for non-profit organizations,” *Organ. Dev. J.*, 2018.

[5] K. White, K. Hopkins, D. Grossman, and J. E. Potter, “Providing Family Planning Services at Primary Care Organizations after the Exclusion of Planned Parenthood from Publicly Funded Programs in Texas: Early Qualitative Evidence,” *Health Serv. Res.*, 2018, doi: 10.1111/1475-6773.12783.

[6] O. Oluwaseun Oduwusi, “Succession Planning as a Key to Effective Managerial Transition Process in Corporate Organizations,” *Am. J. Manag. Sci. Eng.*, 2018, doi: 10.11648/j.ajmse.20180301.11.

[7] D. G. Proffitt, K. Bartholomew, R. Ewing, and H. J. Miller, “Accessibility planning in American metropolitan areas: Are we there yet?,” *Urban Stud.*, 2019, doi: 10.1177/0042098017710122.

[8] D. Sahan, J & Ravindra, “Strategic Planning and Organization Performance: A Review on Conceptual and Practice Perspectives,” *Arch. Bus. Res.*, 2019.

[9] M. L. Zwald *et al.*, “Network influences on the development and implementation of active transportation policies in six U.S. cities,” *Prev. Med. (Baltim).*, 2019, doi: 10.1016/j.ypmed.2018.10.026.

[10] O. Rudkovskaya and V. Gerasenko, “Building a model of strategic financial planning for an organization,” *Univ. Econ. Bull.*, 2019, doi: 10.31470/2306-546x-2019-40-174-181.

CHAPTER 12

EXPLORING THE PURPOSE OF THE SALES QUOTA

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship, Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies, Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

The purpose of the sales quota is a critical aspect of sales management that sets measurable targets for sales representatives to achieve within a specific timeframe. This abstract provides an overview of the key objectives and benefits of implementing sales quotas. It explores the significance of sales quotas in driving sales team performance, motivating sales professionals, and aligning individual efforts with overall organizational goals. The abstract delves into the role of sales quotas in performance evaluation, resource allocation, and strategic planning. Additionally, it discusses potential challenges and considerations in setting and managing sales quotas effectively. Moreover, the abstract highlights the impact of well-designed sales quotas on sales revenue, customer satisfaction, and overall business success.

KEYWORDS:

Forecasting, Incentives, Individual Quota, KPIs (Key Performance Indicators), Performance Targets, Sales Goals.

INTRODUCTION

A company may think about changing the boundaries of existing regions for two main reasons. First off, a company that is just starting out typically does not plan its areas thoroughly. It often underestimates or overestimates the area's sales potential and needed effort, is often ignorant of the challenges involved in covering a particular market, and sometimes does both. But as the business develops and the sales manager gets expertise, he or she realizes that some area adjustment is required [1], [2]. In other cases, a well-thought-out territorial structure may become outmoded due to shifting market circumstances or other causes beyond of management's control. The sales manager may quickly create many updated territory alignments with the use of a PC. This job would take days to complete without computers. The sales manager should ascertain if the issues with the initial alignment are attributable to bad territory design, market changes, or subpar management in other areas before starting the adjustment. For instance, it would be a grave error for management to change sales regions if the true cause of the issues is a subpar remuneration scheme [3], [4].

A growing business often need a bigger sales team to fully serve the market. If the business does not recruit more salespeople, the region will likely just be lightly covered by the sales force rather than being thoroughly covered. The performance of the sales team may be seriously deceiving if the sales potential was evaluated improperly. A territory's overestimated sales potential may also need modification. For instance, a tiny region can prevent a capable salesman from making a living wage. Changes in the environment could also call for a sales territory to be revised. Other justifications for modification include overlapping areas [5], [6]. This issue often arises when territories are divided, and it may be quite contentious for the sales team. Because it requires them to surrender away accounts, they have cultivated and grown, salespeople are extremely hesitant to have their territory separated. The simple perception that another salesman is profiting from their labor may cause a great deal of resentment. The corporation has to address this issue right away in a manner that will help the current representatives, the new representatives, and the business overall [7], [8].

When a salesperson enters another salesperson's area in an effort to win business, the territory may need to be revised. The sales force will have issues as a result of this unethical activity. There shouldn't be a need for leaping if the architecture of the territories is sound. Jumping from one region to another often indicates that a salesman is not effectively expanding that territory. However, it's also possible that one territory's sales potential is higher than another's. If a sales professional is covering his or her area well but the next market has greater promise, the representative may feel compelled to go there [9], [10].

Territory Revision

Like the majority of people, salespeople detest change. Therefore, management must decide whether to prevent territory modifications out of concern for the sales force's morale or to modify the territories to fix issues. A salesman who has a smaller area may experience a drop in prospective revenue and the loss of important clients they had worked with for years. Low morale may stem from any of these. Therefore, before making changes, sales managers should solicit ideas and recommendations from the sales team that might resolve such issues.

Sometimes it's necessary to make compensation changes to prevent poor morale. It is important to be honest with the salesperson whose territory is being decreased and explain that a smaller area may be covered more thoroughly, resulting in a larger volume for the same amount of travel time. The prior level of income guarantee is one method of paying the salesman. It's possible that sales territories won't develop.

If salespeople are not constrained by a certain region and can create consumers wherever and whenever they find them, they may be more motivated. For instance, in the case of industrial goods, organizations/customers are geographically dispersed and not centralized at a single location, hence salespeople may be permitted to market to any possible client. It's possible that the business is too tiny to care about dividing the market into several sales regions. The management could not have the time or the skills necessary for territorial growth. Customer attraction may be based on close personal relationships. For instance, life insurance salesperson could start by pitching products to their relatives and family before using their connections.

Sales managers are looking for more effective and affordable ways to approach clients because to the establishment cost of making a human sales visit. This is accomplished via efficient time and space management, supported by cutting-edge concepts and modern technology. Establishing sales territory makes it easier to organize and manage sales activities. Territories that are well-designed support efforts to enhance market coverage and customer service, lower selling expense ratio, ensure that personal-selling and advertising activities are coordinated, and enhance the assessment of people performance. Management of a territory entails accountability. Making things happen is the responsibility of sales agents who manage their own territory. Since a territory may be regarded of as a condensed version of a company's whole market, a sales representative in charge of a territory has several responsibilities related to sales management.

Establishing the territories, examining the accounts, examining the workload of each salesperson, allocating staff to the territories, and, if required, amending the territories are all parts of managing sales territories. Effective territory management is necessary to provide salespeople equally sized sales areas, accurately evaluate a territory's potential, create a plan to realize that potential, and effectively take into account the strengths and limitations of each particular salesperson. A sales quota is a numerical target set for a certain time period and given to a sales unit. A sales unit might be a distributor, territory, branch office, or area. Sales quotas are used to organize, manage, and assess a company's selling operations. Quotas define intended performance goals for sales volume, costs, gross margin, net profit, selling and non-selling activities, or any combination of these factors, and serve as benchmarks for evaluating the efficacy of selling. Sales quotas serve as a source of inspiration, a foundation for remuneration and incentives, a way to measure a salesperson's performance, and a way to identify the firm's selling strategy's strengths and limitations.

DISCUSSION

Quotas are tools for organizing and managing sales activities. Their performance is dependent on the kind, quantity, and quality of marketing data used to determine them as well as management's ability to effectively manage the quota system. Quotas are created based on data from cost estimates, market and sales potential research, and sales predictions in order to provide successful outcomes. For a quota system to be successful, accurate facts are necessary, but they are insufficient; persons in charge of determining quotas also need to use discretion and have managerial aptitude. Quotas that are widely used and are based on a solid understanding of the market are useful tools for managing and guiding sales activities.

To provide criteria for judging performance: Quotas offer a way to identify which sales representatives, territories, other sales organization units, or distribution centers are performing averagely, averagely, or above averagely. They serve as benchmarks for gauging sales success. Quota and sales performance comparisons show strong and weak areas, but management must go farther to understand the causes of discrepancies. To give objectives and incentives for the sales force: Quotas provide goals and incentives for salespeople, distributors, and other people involved in selling activities to reach a specified performance level.

Many businesses utilize quotas to provide their salesforce the motivation to perform better than expected and/or exceed the quota by boosting their income via commissions or bonuses. Sales quota should obviously be seen as reasonable, reachable, and to some degree surpass able in order to be effective motivators.

Controlling the activities of salespeople: Quotas provide a chance to guide and regulate the selling activities of salespeople. Salespeople are accountable for a variety of tasks, such as making a given number of calls to customers each day, calling on new accounts, providing a certain number of demos, and realizing solid accounts. The business may repair the error if the salespeople don't meet these targets by taking remedial action.

Quotas provide a benchmark for gauging the overall performance of sales agents in terms of productivity. The areas of operations where the salesforce needs assistance for increasing productivity are identified by comparing actual outcomes of salespeople with predetermined quotas. Quotas are often made to maintain selling expenditures within certain limitations in order to regulate them. Some businesses only cover sales expenditures up to a certain percentage of sales quota. Others link expenditures to a salesperson's pay in an effort to cut down on excessive spending.

Companies might create profit targets with the use of expense quotas. Quotas are essential to the company's sales compensation plan in order to make it successful. Some Indian businesses have a policy wherein salespeople only get commission when they surpass their given quotas. The foundation for determining the bonus may also be the complete or partial achievement of the quotas. The salesman will not be eligible for any bonuses if he falls short of the minimum required quota. Sales quotas are commonly used in combination with sales competitions to assess the outcomes. 'Performance versus quota' is often used by businesses as the primary standard for awarding prizes in sales competitions. Sales competitions are more effective incentives if all competitors believe they have about equal odds of winning by basing prizes on the percentage of quota fulfillment that serves as a standard measure. As a result, it makes typical salespeople perform above averagely.

Various Quotas

Each company has a slightly different quota due to changes in quota-setting techniques, management philosophy, selling issues, executive judgment, and forecasting and budgeting systems. Despite minor variations, quotas may be divided into four groups:

Quota For Sales Volume

The quotas that are based on sales volume are the most often utilized. These quotas may be established for a single salesperson, certain regions, product categories, distribution channels, or any combination of these. Sales volume limits are also established to maintain a balance between the sales of fast-moving and slow-moving goods as well as between different consumer demographics. The sales volume quota may be determined on an overall as well as a product-by-product basis in terms of units of product sales, rupee sales, or both.

Some businesses mix these two and base their quotas on points. For each product and client, points are given when a certain number of sales in units and rupees is reached. As an example, a corporation may see Rs. 1000 as equivalent to 1 point, Rs. 000 as equal to points, etc. The corporation may simultaneously reward points for the unit sales of Product A and Product B. Companies often use this sort of strategy in response to difficulties they have had enforcing either rupee sales volume or unit sales volume limit. Unit sales volume quotas are found to be helpful in markets where product prices vary widely or when the unit price of the product is quite high. When a sales force sells a variety of goods to one or more categories of clients, rupee sales volume limits are applicable.

Budget or Financial Quotas

In order to achieve the intended net profit and to keep track of the incurred sales expenditures, financial or budget quotas are established. In other words, it is configured such that different departments within the sales organization may manage costs, gross margin, or net profit. Setting financial quota has the purpose of making it evident to sales staff that their tasks include more than just increasing sales volume. It increases employee awareness of the company's profit-making goals. Keeping expenditures in line with sales volume is emphasized by expense quotas, which also serve to indirectly regulate gross margin and net profit contribution. The emphasis on margin and profit contributions in gross margin or net profit quotas helps to indirectly limit sales expenditures.

Spending caps:

Some businesses impose spending quotas that are connected to various sales levels accomplished by their salesforce in an effort to raise awareness among the salesforce about the need to maintain selling costs within realistic bounds. Additionally, they integrate remuneration incentives with the need to maintain spending within set parameters in order to assure compliance. It is difficult to establish standard expenditure quotas as a proportion of sales since sales are the outcome of selling chores that differ across sales regions. A highly stringent adherence to expenditure quota standards also demotivates the sales personnel. As a result, spending quotas are often added to other forms of quotas.

Net profit targets

Net profit quotas are especially helpful in multiproduct businesses where the profitability of the various products varies. Its focus is on the salesperson using their time wisely. Because salespeople are losing the firm the chance to generate more profits from its high margin items, it is crucial for management to guarantee that its sales force does not spend more time on less profitable products. In other words, it should make sure that its salespeople focus the majority of their time on more high-value clients. The goal may be accomplished by giving its salesforce a net profit quota, which will encourage them to sell more high margin items and fewer low margin ones. Activity quotas: In markets that are competitive, the salesperson must carry out tasks linked to both market development and sales. The latter efforts have a long-term impact on the company's reputation.

Some businesses create quotas for the salesforce in terms of the variety of selling activities that must be completed by them within a certain time period to guarantee that such crucial tasks are completed. The business must lastly establish a performance standard for the salespeople. Following are a few examples of the typical types of activity quotas used by Indian firms:

1. Total number of prospects contacted

2. Number of newly established accounts

3. Calls made to reallocate a company's account

4. How many dealers were contacted

5. The quantity of service calls

6. How many protests were held.

The main advantage of activity quotas is their capacity to motivate sales teams to carry out critical non-selling tasks that are crucial to market growth in a balanced and consistent way.

Compound Quotas

Some businesses find it advantageous to create quotas that combine the two or three categories mentioned above, depending on the nature of the product and market, the selling duties that must be accomplished, and the selling issues the business is experiencing. Many Indian enterprises that manufacture consumer and industrial goods employ rupee sales volume and net profit quotas or combination unit sales volume and activity quotas.

Establish a Sales Volume Quota

Sales potential-based quotas: One typical quota-setting method is to directly link quotas to the territorial sales potentials. These potentials represent the percentage of anticipated total industry sales that the business anticipates realizing in a certain area. The amount of effort that a given selling unit should put out is summed up by a sales volume quota. Sales potential is the total amount of sales possibilities available to a single selling unit. The technique is acceptable when territorial sales potentials are calculated in connection with territorial design or when bottom-up planning and forecasting processes are utilized to arrive at the sales estimate in the sales forecast, as is the case with many businesses that derive sales volume quota from sales potentials.

Therefore, the task of quota setting is mostly complete if the territorial sales potentials or predictions have already been established and the quotas are to be linked to these measurements. Let's say, for example, that the sales potential in region A is Rs. 0,0000, or %, of the potential for the whole organization. Management may then designate this sum as a sales quota for the representative who handles that region. The company's sales potential would thus be equal to the sum of all territorial quotas. Management may decide to utilize the estimated potential as a starting point for establishing the quota in specific circumstances. The potentials are then modified for one or more of the previously mentioned factors:

Human Variables

A lower quota may need to be set as an older salesperson will be servicing the territory. The salesman may have performed well for the business for many years, but as retirement age approaches, they are slowing down due to physical restrictions. Dismissing the employee or forcing them into an early retirement would not be morally or in terms of human relations acceptable. These people sometimes get smaller territory with reduced quotas as a result. Similar to this, rookie salespeople may start off with lesser quotas until they gain more experience and expertise.

Psychiatric Variables

Management is aware that it is common for people to unwind after completing a task. As a result, sales managers may set their quotas somewhat higher than the potential. However, management should avoid setting targets that are too ambitious. A quota that is too higher than the potential for sales might demoralize the salesforce. The optimum psychological quota is one that is somewhat higher than potential but can still be achieved and even surpassed with effective labor.

Compensation variables

Sometimes businesses change their quotas to account for the compensation plan while still tying them essentially to the sales potential. In this situation, the business is really motivating the salesperson by using both the quota and pay systems. One business may, as an example, establish its quota at 90% of potential. If the quota is reached, one bonus is paid, and a second bonus is paid if sales achieve their full potential. Quotas based only on prior sales:

Some businesses base their sales volume limits only on the previous year's sales or on the average of sales over a number of years. Each salesperson's quota is established by management at an arbitrary percentage increase over previous period sales. The sole benefits of this quota-setting strategy are its minimal administrative costs and ease of calculation. If a company uses this process, it should at the very least base its calculations on an average over the preceding several years rather than simply the sales from the previous year. A sales index based on only one year would be significantly impacted by random or unanticipated occurrences.

However, a quota-setting technique that just considers previous performance has significant drawbacks. This approach disregards potential adjustments to a territory's sales potential. A district's sales potential may be reduced this year due to the general state of the economy or increased because promising new residents may have relocated there. Poor performance in a particular region may go undetected if targets are set based on last year's sales. If someone had sales of Rs. 100,000 last year, their quota would be raised by 1% this year. Even so, the salesman may not meet the target of Rs. 105,000. However, the district may have potential of Rs. 000,000. Without alerting management to an issue, this salesman can put in subpar work for years. The proportion of sales potential previously realized is not taken into account by quotas based on previous sales. Furthermore, 'chasing your tail' quotas, which require salespeople to increase their sales as they go along, undermine morale and eventually lead to top performers quitting the organization.

Quotas Determined by Executive Decision

Sales volume quotas may sometimes be determined completely by executive discretion, which is more properly known as guessing. Although executive judgment is often a crucial component of an effective quota-setting strategy, using it alone is not advised. Despite the manager's potential depth of knowledge, there are too many hazards associated in depending entirely on this component without also considering quantitative market indicators. When there is limited information available to use in quota setting, this strategy is warranted. There could not be a sales forecast or an efficient technique to estimate the prospective sales of a territory. The territory may not yet have been established, the product may be new with an undetermined rate of market acceptability, or a recently hired salesman may have been given a new region. In certain circumstances, management may impose sales volume limits based purely on its discretion.

Quotas based on overall market projections: In certain businesses, management does not have salesforce projections of territorial sales potentials or data. To predict sales for the whole firm, these businesses employ top-down planning and forecasting; as a result, when management establishes volume targets, it follows a similar process. The management may either convert the company sales estimate into a companywide sales quota and then break down the company volume quota by using an index of relative sales opportunities in each territory, or they may breakdown the total company sales estimate using various indexes of relative sales opportunities in each territory and then make adjustments. Before arriving at territorial quotas, a second round of adjustments is done in the second step to account for variations in sales persons and territory. The sole difference between these options is whether modifications are performed exclusively at the territorial level or also at the corporate level. The second option is the preferable one. according to the pay scheme applicable quotas:

Companies may base sales volume goals purely on the expected salaries that management thinks salespeople should earn. Quotas are only adjusted to match the sales compensation plan, with no regard for territorial sales potentials, overall market projections, or prior sales experiences. For instance, if salesperson A is to get a monthly salary of Rs. 000 along with a 1% commission on any monthly sales exceeding Rs. 0,000. The limit on A's monthly sales volume is fixed at Rs.,000. The management limits A's remuneration to sales ratio to percent as long as A's monthly sales are more than Rs 00,000. Even though it says "Salary and commission," A is really paid on a straight-commission schedule.

Such sales volume quotas are subpar criteria for evaluating sales success since, if at all, they are related to territorial sales potentials. In order to provide performers with a financial incentive, it is acceptable to attach salesforce quota success to the sales compensation plan. However, no sales volume quota should be solely dependent on the compensation plan. The creation of sales volume quotas is often left up to the discretion of the sales employees, who are then given the responsibility of establishing their own performance benchmarks. This is because salespeople should establish the most reasonable sales volume limits since they are closest to the territory and thus know them best.

The true cause, however, is that management is handing over responsibility for quota setting to the sales team, believing that they would be less likely to complain if they establish their own standards. The concept that allowing salespeople to define their own goals may encourage them to work harder to achieve them and complain less has some merit. However, salespeople seldom establish their own quotas objectively. Some people are afraid to commit to doing what they believe to be "too much," while others which is much more common overestimate their ability and set unreasonably high standards. Quotas established by management or the sales force that are unreasonably high or low result in unhappiness and bad salesforce morale. The management should make the final quota choices since it should have greater knowledge.

Qualities of an Effective Quota System

A quota's aim has to be reachable in order to motivate the sales staff to put up their best effort. The salesmen will lose their incentives if it is too far away. No matter what kind of quota management is used, it has to be based on potentials. Although it is necessary, executive judgment should not be the only deciding element. A quota ought to be simple to grasp for management and the sales team. The system should also be inexpensive to run. All quota schemes need enough latitude. Management may need to make modifications due to changes in market circumstances, especially if the quota term is as lengthy as a year. A good quota system is seen as just by the participants. All salespeople should be subject to the same level of workload mandated by quotas.

This does not, however, imply that quotas must be equal. There are differences in potential, competitiveness, and sales force capability. Quotas are quantifiable goals given to the sales team and other departments within the selling organization. By outlining management's expectations and acting as performance indicators, they are meant to both encourage and assess performance. Successful quota systems go to great lengths to connect the quota setting processes with sales potentials and planning information from the sales forecast and sales budget. To modify provisional quotas for both anticipated policy changes and circumstances specific to each territorial area, sound judgment is necessary. Successful quota systems are characterized by ongoing management evaluation and review, balanced flexibility in changing quotas, and advances in quota setting methods. Quotas are efficient tools for managing and regulating sales operations when they are established on the basis of pertinent and reliable market data and when they are wisely implemented.

CONCLUSION

In conclusion, beyond only defining goals, the sales quota's main function is to motivate the performance of the sales force and link sales activities to organizational objectives. Organizations may develop a high-performing sales culture, optimize resource allocation, and achieve sustained sales growth by adopting well-designed and balanced sales quotas. In the end, sales quotas are a crucial component of sales management, directing salespeople toward excellence and success in the cutthroat corporate environment of today. Sales quotas have several advantages, but determining the right one needs significant thought. Quotes that are too easy to meet may not push the sales force to perform to their maximum capacity, while unrealistic quotas may demotivate salespeople and lead to burnout. Sales targets must be monitored and reviewed often to stay relevant and attainable. Quota adjustments may be required due to changing market circumstances, product demand, or corporate goals.

REFERENCES:

[1] J. Tan, J. Xiao, and X. Zhou, "Market equilibrium and welfare effects of a fuel tax in China: The impact of consumers' response through driving patterns," *J. Environ. Econ. Manage.*, 2019, doi: 10.1016/j.jeem.2018.10.006.

[2] H. Ali, "Building Repurchase Intention and Purchase Decision: Brand Awareness and Brand Loyalty Analysis (Case Study Private Label Product in Alfamidi Tangerang)," *Saudi J. Humanit. Soc. Sci.*, 2019, doi: 10.36348/sjhss.2019.v04i09.009.

[3] A. Aman, "Managing Internal Marketing Channel Conflict: A Proposal for Narrative Epistemology," *Glob. Bus. Rev.*, 2019, doi: 10.1177/0972150919844889.

[4] V. L. Williams and M. J. Sas-Rolfes, "Born captive: A survey of the lion breeding, keeping and hunting industries in South Africa," *PLoS One*, 2019, doi: 10.1371/journal.pone.0217409.

[5] A. Witteveen, "Estimating the impact of size dependent pricing on fisher revenues under the EU landing obligation," *Mar. Policy*, 2019, doi: 10.1016/j.marpol.2019.103570.

[6] P. K. Mishra and G. K. Srivastava, "Emerging Distribution Channel Effectiveness in Rural Jharkhand for Consumer Electronics," *Sumedha J. Manag*., 2019.

[7] M. A. Mubdik, D. E. W, and F. Kurniawan, "Development of E-Business towards Labor Market for Higher Education," *Lett. Inf. Technol. Educ.*, 2019, doi: 10.17977/um010v1i22018p034.

[8] T. Dai and K. Jerath, "Salesforce contracting under uncertain demand and supply: Double moral hazard and optimality of smooth contracts," *Mark. Sci.*, 2019, doi: 10.1287/mksc.2019.1171.

[9] H. Ali, "Building Repurchase Intention and Purchase Decision: Brand Awareness and Brand Loyalty Analysis," *Saudi J. Humanit. Soc. Sci.*, 2019.

[10] A. Bélanger-Gravel, S. Desroches, I. Janezic, M. C. Paquette, and P. De Wals, "Pattern and correlates of public support for public health interventions to reduce the consumption of sugar-sweetened beverages," *Public Health Nutr.*, 2019, doi: 10.1017/S1368980019002076.

CHAPTER 13

AN OVERVIEW OF SUPERVISION OF SALES FORCE

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

The supervision of the sales force is a critical aspect of sales management that involves overseeing and guiding the activities of sales representatives to maximize their performance and achieve organizational sales objectives. This abstract provides an overview of the key elements involved in the supervision of the sales force. It explores the significance of effective communication, coaching, and performance evaluation in nurturing a high-performing sales team. The abstract delves into the role of leadership, motivation, and training in driving sales force effectiveness and job satisfaction. Additionally, it discusses the importance of fostering a collaborative and supportive sales culture to promote employee engagement and retention. Moreover, the abstract highlights the impact of well-supervised sales teams on sales revenue, customer satisfaction, and overall business success.

KEYWORDS:

Feedback, Goal Setting, Incentives, Key Performance Indicators (KPIs), Leadership, Motivation.

INTRODUCTION

Sales are impacted by every employee of a company, whether directly or indirectly. However, the final outcome is greatly influenced by each salesperson's performance. Every sales manager's main responsibility is to assist each salesperson in realizing their maximum potential.

As a result, managing and evaluating the sales staff becomes crucial. Adoption and effective use of the right control methods lead to higher effectiveness, which in turn leads to higher sales volume at higher profits and lower costs.

The tools for attaining sales control include sales force supervision and assessment. They care about keeping an eye on performance and achieving a balance between expectations and actual performance. The achievement of goals with the least amount of effort is ensured through effective monitoring and assessment [1], [2].

Sales representatives are under the authority of management. Regardless of who is in charge of supervision, raising sales staff performance is the main goal. Executives manage the salespeople who report to them.

In order to observe, evaluate, and report on performance, correct deficiencies, clarify duties and responsibilities, provide motivation, inform sales personnel of changes to company policies, and assist in resolving both professional and personal issues, the executive with supervisory responsibilities first establishes working relationships with the sales staff [3], [4]. The action phase of control, which aims to increase staff contributions to the attainment of goals, is undoubtedly the major focus of sales supervision. It may be challenging to determine the ideal level of supervision since too much or too little might be detrimental. Nevertheless, there are several circumstances in which monitoring is required:

1. A high rate of sales turnover.

2. A high rate of account and customer churn.

3. A rise in client complaints.

4. Without any apparent cause, an increase in phone or mail orders.

5. Low or high total number of calls;

6. Low or high percentage of sales calls to orders.

7. A rising selling expenditure to revenue ratio.

These circumstances could indicate the inappropriate sort of supervision as well as an excessive amount or insufficient amount of supervision.

Traditional supervision, along with the mentality that supports it, stifles those whom management desires to promote when it brings in highly skilled and independent individuals to face the new selling challenge. Therefore, the kind of monitoring should be adapted to the kind of person doing the sale.

The sort of supervision must adapt as the type of person does [5], [6]. Depending on the business and how it is structured, branch or district managers, field sales executives, or field sales supervisors may be in charge of the sales force.

To put it another way, executives may be responsible for sales supervision as part of their duties, or experts whose primary duties include supervision, may be. Sales supervision is often handled by the top sales executive if the sales team is small and experienced. Branch or district managers often handle oversight for businesses with decentralized sales structures [7], [8].

Sales supervisors are often chosen from the sales force, but they also need to have other credentials in addition to those needed for successful selling. They must be effective educators. They must be able to identify training requirements, know how to teach, have patience with others who are less skilled, and be courteous when suggesting alternative approaches. Supervisors need to be adept at managing people and prepared to handle a variety of challenging circumstances.

Some businesses require sales supervisors to physically sell to specific customers in addition to their supervising responsibilities; this is one approach to encourage them to stay current on field selling strategies [9], [10].

Assessment of Sales Force

The assessment process often entails comparing actual performance with anticipated performance. Evaluation connotes a methodical procedure for identifying gaps between objectives and results. When vulnerabilities are found, the company will come up with and put into practice remedial measures via monitoring and other control mechanisms.

When strengths are identified via the finding of deviations in a positive direction, management will make use of this knowledge as a useful tool for predicting and resolving issues in the future.

This might include changing performance expectations and generally reevaluating current policies, practices, marketing communication strategies, and business prospects. As a result, the assessment procedure seeks to provide both a prognosis and a diagnostic and is seen as a preventative and therapeutic marketing tool.

The sales manager and salespeople should get three critical benefits from the evaluation system:

1. Give each salesman feedback on their unique work performance.

2. Assist salespeople in adapting or changing their behavior to more productive working practices.

3. Give sales managers information to use in making choices about hiring, promoting, and transferring salespeople.

Duration of Evaluation

There are typically three categories of sales evaluation:

1. Short run review. In this, performance is assessed over a 12-month period with an emphasis on reaching sales goals.

2. Intermediate run evaluation: The performance is assessed over a two-year period, with the emphasis on evaluating how well the company created and identified new possibilities while adjusting to risks from the marketplace and the environment.

3. Long-term assessment: This is on a long-term basis and focuses on assessment in terms of survival in a world that is unpredictable and becoming more competitive.

Criteria For Performance

Performance criteria are made to gauge how well a corporation is doing the tasks it values most. The nature of the selling job must be taken into account while setting performance requirements. In other words, defining work goals, responsibilities, and the like requires doing a sales job analysis. These rely on the selling approach in turn.

Different measurements are needed to set performance requirements for new-business sales professionals than for trade-selling sales personnel. Setting sales performance criteria demands a thorough understanding of the market. The entire sales potential as well as the share that each sales region is capable of creating should be known. For each class and size of account, management requires assessments of customers and prospects from the perspective of prospective profitability. Marketing intelligence must include assessments of the competition's advantages, disadvantages, strategies, and practices. All of these factors influence the formulation of performance standards, particularly quantitative criteria.

DISCUSSION

Quantitative Performance Standards

The majority of businesses use numerical performance requirements. The specific set of standards selected depends on the business and its marketing environment. In actuality, quantitative standards specify the nature and expected levels of performance. Quantitative standards outline the expectations of management. The performance metrics and measurement units should be defined for each member of the sales team. Salespeople may make their operations more meaningful by using these definitions. When their goals are clear, salespeople spend less time and energy engaging in activities that don't help them achieve their goals. An individual's whole performance cannot be evaluated by a single quantitative criterion, such as one for sales volume achievement.

In the past, the effectiveness of each salesperson was evaluated simply on the basis of sales volume. Sales managers in the present day are aware that it is possible to make unprofitable sales as well as sales at the cost of potential future sales. It is unfair and inaccurate to judge success over short periods merely on the basis of sales volume in certain industries, such as those where industrial items with high unit costs are concerned, since sales don't occur until after lengthy periods of preparatory work. Many variables that determine sales volume are largely outside the control of sales staff. They shouldn't be held responsible for "uncontrollable" things like variations in the level of competition, the quantity of marketing assistance provided to the sales force, the potential volume of territory sales, or the relative significance of sales to domestic or international clients. Each business chooses the set of quantitative performance requirements that best suits its marketing environment and sales goals. If required, it creates its own special standards that are best suited to achieve its goals. The many standards in use are represented by the ones we've spoken about here.

Sales targets

A quota is a quantitative goal that is given to a certain marketing unit and represented in absolute terms. The marketing unit might be a salesperson or a region, whereas the terms could be rupees or product units. Quotas, which are the most common quantitative standards, set desired levels of achievement for things like sales volume, gross margin, net profit, costs, and the performance of non-selling activities, or a combination of these and other things. When sales representatives are given quotas, management is addressing the crucial issue of how much and for how long. The presumption is that management is aware of which goals general and specific are doable and achievable. This assumption's veracity is dependent on the market information management possesses and applies to quota setting. Sales volume quotas are useful performance requirements when they are based on reliable sales predictions that take the likely strength of the demand into account. However, the effectiveness of sales volume quotas as a control measure is diminished when they are nothing more than educated estimates or when they are primarily selected for their motivational impact.

Ratio of Selling Expenses

This criterion is used by sales managers to regulate how selling costs relate to sales volume. Target selling cost ratios should be established separately for each member of the sales force since selling expenses vary depending on the area for a variety of reasons, some of which can be controlled by sales professionals and others of which cannot. Following research of the expenditure environment and anticipated sales volume in each region, selling expense ratios are established. The selling expense ratio has the appealing characteristic that a salesperson may influence it by increasing revenues and reducing expenditures.

The selling expense ratio has a number of drawbacks. Since it does not account for differences in the profitability of various items, a salesman with a favorable ratio of selling costs may be to blame for disproportionately low earnings. The salesperson may over-cut selling costs as a result of this performance criterion, which would reduce sales volume. Finally, when overall business is deteriorating, selling cost ratios prevent salespeople from making attempts to increase sales volume. Consumer product firms utilize selling expense ratio criteria less often than industrial product companies. The reason may be traced to variations in the selling job. Industrial product companies prioritize in-person client interaction and entertainment, which results in increased travel and living expenses for their sales staff.

Gross Margin Ratio or Regional Net Profit

Target net profit or gross margin to sales ratios for each area direct salespeople's attention to the need of selling a balanced line and taking relative profitability into account. Each sales area is effectively treated as a distinct organizational unit by management when utilizing either ratio as a quantitative performance criterion. Salespeople affect net profit ratios by increasing sales volume and lowering selling costs. They may put a greater emphasis on professional items and give prospective professional accounts and prospects more time and attention. The net profit ratio regulates net profit as well as sales volume and costs. The costs associated with acquiring and fulfilling orders are not within the control of the gross margin ratio, which instead regulates sales volume and the relative profitability of the sales mixture. There are issues with net profit and gross margin ratios. When one is below par, salespeople neglect new clients, place too much emphasis on selling high-margin or high-profit items while placing too little emphasis on new products that might ultimately be more profitable.

Geographic Market Share

By controlling market share on a territory-by-territorial basis, this norm. For each area, management determines the goal market share percentages. The management then assesses the efficiency of the sales team in gaining market share by comparing firm sales to industry sales in each region. Setting target market share percentages for each product, each class of consumers, or even for individual customers allows for a tighter control over each salesperson's mix of sales. This requirement regulates how diligently a salesperson works in the designated region. The index is made up of the proportion of customers to prospects overall in a region. Individual requirements for sales coverage effectiveness are established for each class and size of client in order to distribute the salesperson's efforts more evenly across the various categories of prospects.

Frequency of Calls

The number of sales calls made to a certain class of customers is divided by the total number of that class's customers to arrive at the call frequency ratio. Management concentrates sales efforts on the accounts most likely to result in profitable orders by setting varied call frequency ratios for various client classes. Management should ensure that the time between calls is appropriate, neither too short to get unprofitably tiny orders nor too lengthy to risk losing sales to rivals. Target call frequencies are useful for sales representatives who arrange their own route and call schedules since these standards give information that is necessary for this kind of planning.

Daily Calls

It is preferable to establish a benchmark for the number of calls made each day in the consumer goods industries where sales employees interact with many clients. Otherwise, some salespeople work too little and need assistance with route planning, establishing appointments before calls, or just beginning their calls early enough in the morning and working late enough in the day. Other salespeople need to be trained on how to service accounts and make too many calls each day. Standards for calls per day are established separately for various areas, taking into consideration the variations in consumer population, traffic and road conditions, and business practices of rivals.

Call to Order Ratio

This ratio gauges how well salespeople secure orders. It is determined by dividing the number of orders obtained by the number of calls made, a calculation referred to as a "batting average" sometimes. Standards for order call ratio are established for each kind of account. The requirement for assistance in dealing with a specific class of accounts arises when a salesperson's order-call ratio for that class of customers deviates from the norm.

Average Cost Per Call

A goal for the average cost per call is established in order to underline how crucial professional calls are. Standards are established for each type of account when there is a significant difference in the cost of calling on various sizes or classes of accounts.

Order Size on Average

The regularity of calls on various accounts is governed by average order size criteria. For various client sizes and classifications, different norms are often specified. Management manages the salesperson's distribution of effort across various customers and raises order size produced by using average order size criteria and average cost per call standards.

Other Types of Activities

For non-selling tasks including procuring dealer displays and cooperative advertising contracts, training distributor staff, and making goodwill calls to distributor customers, some businesses set quantifiable performance goals. When non-selling tasks are essential components of the sales work, the proper standards should be established. Quantitative criteria for non-selling activities are really quotas since they are presented in absolute terms.

Quality performance standards

When evaluating performance traits that have a long-term impact on sales but whose level of perfection can only be subjectively assessed, qualitative criteria are utilized. Qualitative standards are hard to define precisely. Many sales leaders reach informal conclusions about the degree to which each salesperson has the necessary qualitative attributes rather than defining them with any precision. The main factor in the qualitative performance evaluation is executive judgment. The logical starting points are updated and correct written job descriptions. Based on the job description, each company creates its own set of qualitative standards, but how these standards are used depends on the management's requirements.

Actual Performance Measurement

The next step for sales management is to gauge real performance. Sales and spending records as well as reports of different kinds are the two main sources of performance data. The internal sales and cost records of almost every business contain a plethora of information, but not for this reason.

Field Sales Statistics

The primary goal of field sales reports is to provide control data. They serve as a starting point for conversations with salespeople. Additionally, they identify the issues with which sales staff require help. Field sales reports are used by the sales executive to assess if sales representatives are contacting the correct prospects, making the right number of calls, and closing deals. Similar to that, field sales data are useful in figuring out how to get more and bigger orders. Field sales reports provide sales management the information they need to analyze and determine how to best guide field sales staff. A solid field sales reporting system helps salespeople with their personal development initiatives. Writing down successes encourages people to review their own efforts. They start to evaluate themselves, which is often more beneficial and productive than external criticism. All field sales reports have the same overall objective of giving information to measure performance; several reports, however, include extra information. Consider the following list of objectives that field sales reports help to achieve:

1. To provide information that can be used to assess performance, such as information on accounts and prospects contacted, calls made, orders received, days worked, miles traveled, selling expenses, displays put up, joint advertising arrangements made, staff training at the distributor, missionary work, and calls made with the distributor's sales representatives.

2. To assist the salesperson in organizing their workload, such as creating travel schedules and sales strategies to utilize with certain clients and prospects.

3. To keep track of consumer recommendations, grievances, and responses to new items, service procedures, pricing adjustments, marketing initiatives, etc.

4. To learn about the operations of rival companies, such as new goods, market research, promotional modifications, and adjustments to pricing and credit policies.

5. To give statistics about dealer sales and stocks of the company's and rivals' items, for example, as required by marketing research.

6. To provide an update on the state of the local economy and industry.

7. To maintain the mailing list for catalog and promotional items.

Report Formats for Sales Forces

Six main categories may be found in sales staff reports.

1. The majority of businesses have a progress or call report. Each call is separately prepared, or all calls made daily or weekly are prepared cumulatively. Progress reports give source data on the company's relative status with specific clients and in various areas, keep management aware of the salesperson's efforts, and record information that helps the salesperson on revisits. The call report form often captures additional specific information in addition to calls and sales, such as the kind of client or prospect, competing brands handled, the power and activity of competitors, the ideal time to contact, and "future promises".

2. The goal of the expenditure report is to regulate the kind and volume of salesperson charges. This report also aids the salesman in exercising financial restraint. The expenditure report serves as a moral reminder to salespeople that they have a duty to maintain spending in line with reported sales; some expense report forms even ask them to do so. The report form's specifics change depending on the method used to reimburse expenditures.

3. Sales work plan: The salesperson gives a schedule of their tasks for the next week or month. The goals are to help the salesman plan and schedule tasks and to let management know where the salesperson is at all times. The work schedule offers a framework for assessing the salesperson's aptitude for "planning the work and working the schedule."

4. Report on new or prospective business: This report informs management about accounts recently acquired and possible new business sources. It offers information for assessing the scope and efficiency of sales personnel's development efforts. Reminding sales staff that management expects them to get sales reports serves as a secondary goal. These reports may help identify areas for sales training, customer service policy adjustments, and product enhancements. The salesperson presents the factors that led to the loss of business, but receiving a lost-sales report also prompts management to consider doing more research.

5. Report of Complaint and/or Adjustment: The information in this report may be used to analyze complaints brought about by a salesperson's job, complaints by customer class, and the expense of complaint adjustment. This helps management identify required product upgrades as well as modifications to merchandising, service, and policy procedures. Decisions about sales training programs, selective selling, and product adjustments might also benefit from this data.

The minimal quantity required to generate the needed information is the optimal number of reports. Keeping the number of reports in check is crucial since they are often produced beyond the selling day. The demand on free time during report preparation results in the worst persons often having the least amount of time. Every report is periodically examined to see whether the data is valuable. The onus of demonstrating the need of a fresh report rests on its proponents. Field sales reports shouldn't be used to collect information that can be acquired via other channels at no additional expense. Every company has different requirements for the level of information in sales reports. A business that employs a large number of salespeople to cover a large geographic region requires more thorough reports than one that employs a small number of salespeople to cover a small area. The more flexibility salespeople have to organize and arrange their tasks, the more specific information should be requested in their reports.

CONCLUSION

In conclusion, success of the sales team and organizational development are significantly influenced by the management of the sales force. Sales managers may improve the effectiveness of their sales staff by providing effective leadership, communication, coaching, and support. A well-managed sales staff increases customer happiness, boosts sales income, and supports long-term corporate success. In today's cutthroat business environment, spending money on efficient sales force supervision is ultimately an investment in the organization's long-term success. Setting the tone for a high-performing sales team is mostly the responsibility of the sales force leadership. Leadership that is effective sets a good example, instills a strong work ethic, and motivates the group to reach its maximum potential. Promoting staff engagement and retention requires cultivating a helpful and cooperative sales culture. A motivated and cohesive sales team is more likely to cooperate to accomplish common goals.

REFERENCES:

[1] H. Fallah, H. Jafariyan, and S. Savabieh, “Investigation of Market Orientation and Self-Efficacy Effects on Sale Force Performance: Mediator Role of Sales Force Creativity and Innovation Implementation,” *J. Relatsh. Mark.*, 2018, doi: 10.1080/15332667.2018.1440147.

[2] R. Bommaraju, M. Ahearne, Z. R. Hall, S. Tirunillai, and S. K. Lam, “The impact of mergers and acquisitions on the sales force,” *J. Mark. Res.*, 2018, doi: 10.1509/jmr.16.0059.

[3] N. G. Panagopoulos, R. Mullins, and P. Avramidis, “Sales Force Downsizing and Firm-Idiosyncratic Risk: The Contingent Role of Investors’ Screening and Firm’s Signaling Processes,” *J. Mark.*, vol. 82, no. 6, pp. 71–88, Nov. 2018, doi: 10.1177/0022242918805059.

[4] M. Obal and T. Morgan, “Investigating the Moderating Effects of Perceived Technological Change on Sales Force Acceptance,” *J. Business-to-bus. Mark.*, 2018, doi: 10.1080/1051712X.2018.1519971.

[5] A. Sharma and M. Sagar, "New product selling challenges (key insights in the ICT sector)," *J. Indian Bus. Res.*, 2018, doi: 10.1108/JIBR-11-2017-0216.

[6] S. L. Malek, S. Sarin, and B. J. Jaworski, "Sales Force Control System and Sales Organization Effectiveness - A Review Based Study.," *J. Pers. Sell. Sales Manag.*, 2018.

[7] M. Vijaya Bhaskar Reddy, T. Narayana Reddy, and I. Venugopal, "A model of sales force management for managing and maintaining sales force effectively," *Int. J. Adv. Sci. Technol.*, 2019.

[8] H. T. Yi and J. R. Yu, "The influence of sales-force system on salesperson's job attitude and sales performance," *J. Distrib. Sci.*, 2019, doi: 10.15722/JDS.17.11.201911.81.

[9] P. Wardoyo, E. Rusdianti, and S. Purwantini, "Salesforceperformance of rural bank: The impact of sales trainingand experince selling," *Int. J. Sci. Technol. Res.*, 2019.

[10] A. Barrichello and M. K. Z. Huertas, "They know what the customer wants! proposal and validation of a scale to evaluate the sales force integration into the product development process," *Rev. Bras. Mark.*, 2019, doi: 10.5585/remark.v18i1.3851.

CHAPTER 14

SIGNIFICANCE OF CONDUCTING A SALES AUDIT IN ENHANCING SALES EFFECTIVENESS

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

A sales audit is a comprehensive assessment of an organization's sales processes, strategies, and performance to identify strengths, weaknesses, and opportunities for improvement. This abstract provides an overview of the purpose and key components of a sales audit. It explores the significance of conducting a sales audit in enhancing sales effectiveness, maximizing revenue, and achieving strategic objectives. The abstract delves into the importance of analyzing sales data, evaluating sales techniques, and assessing the alignment between sales efforts and overall business goals. Additionally, it discusses the role of technology and data analytics in streamlining the sales audit process and gaining valuable insights. Moreover, the abstract highlights the impact of a well-executed sales audit on sales team productivity, customer satisfaction, and long-term business success.

KEYWORDS:

Customer Feedback, Data Analysis, Key Performance Indicators (KPIs), Market Research, Performance Evaluation, Sales.

INTRODUCTION

The assessment stage, which involves comparing real results with benchmarks, is the most challenging in sales force management. This is not only a mechanical comparison; this phase is challenging since assessment calls for discretion [1], [2].

Since each territory has a different sales potential, the influence of competition, the personalities of the salespeople, and the personalities of their customers, it is impossible to hold all salespeople to the same standards. Setting unique performance requirements for each region allows for the consideration of local variations, but it is not feasible to completely account for client and salesperson personality differences. Additionally, it might be difficult to compare individual performances to standards when, for instance, two or more salespeople are working on the same account or when the account involves both the salesperson and the home office [3], [4].

Both a performance evaluation against qualitative performance standards and a performance comparison against quantitative standards must be done when evaluating sales professionals. Even salespeople who don't do well by quantitative measures could nonetheless contribute qualitatively. People who, for example, do not meet their sales targets or adhere to established call schedules may be forging relationships with distributors and dealers in order to prepare for the future [5], [6]. Evaluation of sales personnel's performance calls for discretion and a thorough knowledge of the dynamics and constraints of the market.

There are yet more ways that judgment comes into play when evaluating sales staff. Both past and present performance patterns are important; someone who is improving but still performing below average needs encouragement. Additionally, there is always a potential that a standard is flawed. If a person consistently falls short of a standard, management should look into whether the bar was set too high. The standard practice in scientific study is to set up tests that measure the variable under observations while accounting for the impact of other factors in order to compare actual findings with expected outcomes [7], [8].

Such examinations cannot be put up for the evaluation of sales staff. The success of each salesperson is the consequence of intricate interactions between several factors, some of which are beyond of the salesperson's or management's control. The consumers, salespeople, general company circumstances, rival activity, and other factors all change as a result of the time element. However, some businesses carefully plan their experimental and control groups in order to quantify the effect of a certain variable on employee performance.

Dynamic Evaluation

In order to take the necessary action, assessments, or comparisons of actual results with benchmarks, modified by executive judgment, are used. If performance and standards are in line, there may not be a need for intervention. Otherwise, there are three alternatives: 1. Raise or lower the standards and/or criteria used to measure degree of attainment to make them more realistic; 2. Revise the policy and/or plan, or the strategies used for their implementation, to better for the achievement of objects [9], [10]. Adjust performance to the standards, increasing the degree of attainment of objectives. Similar to this, the actions to be performed are determined by both quantitative and qualitative evaluations of performance. Four of these scenarios are possible and have been discussed:

1. When you do well in both qualitative and quantitative evaluations, you should be praised, given money, and maybe promoted.

2. Positive quantitative performance but negative qualitative appraisal - Positive quantitative results imply positive performance in terms of sales/profits and in front of consumers. Poor performance on qualitative criteria, however, calls for guidance and instruction on qualitative issues.

3. Poor quantitative performance but strong qualitative evaluation- Strong qualitative feedback isn't translating into quantitative results. The particular reasons must be found, and instruction and direction must be given.

4. Poor performance in both quantitative and qualitative evaluation: Problem areas need to be critically examined and thoroughly discussed. To raise the performance, training could be offered. There are times when discipline, even termination, is necessary.

Every salesperson is able to reach their maximum potential with the assistance of sales force monitoring and assessment. The tools for attaining sales control include sales force supervision and assessment. Its goal is to boost sales staff members' work performance. How much monitoring is necessary and who should oversee are two key considerations. Comparing actual performance to projected performance is the basis of appraisal.

It involves finding differences between objectives and results. Sales quota, selling expenditure ratio, call frequency ratio, order call ratio, etc. are some examples of the quantitative performance benchmarks. The qualitative performance criteria are used to assess performance traits that have an impact on sales results, particularly over the long term, but whose level of perfection can only be determined subjectively. It covers things like product expertise, managing sales presentations, client happiness, communication abilities, and decision-making capacity, among other things. The sales reports include extra information in addition to being used to assess performance. If performance and standards are in line, there may be no need for action; nevertheless, corrective measures are implemented when there is a discrepancy.

DISCUSSION

In sales businesses, sales executives and salespeople are essential. They are in charge of a variety of tasks, including developing personal selling tactics, defining sales and profit goals, and creating regulations for sales-related marketing. They also create and grow a sales organization to implement the sales campaign. They combine the sales team with the distribution system and other corporate marketing departments, such as advertising, sales promotion, and physical distribution. Salespeople sometimes pay insufficient attention to selling and profit goals while carrying out their duties. As a result of the overwhelming daily activity connected to individual sales employees and client difficulties, they disregard longer-term issues. This is precisely the kind of situation were installing and using control measures pays off greatly. A control system that is effectively planned and executed improves the likelihood of the sales organization's development and expansion. The sales budget is an excellent tool for the control mechanism. And properly designed and managed quotas for sales volume, profit, and activity encourage sales staff to meet sales and profit targets. Management improves the efficiency of the control over sales activities by establishing sales territory. The efficacy of the personal-selling effort is further aided by other control methods including sales audit, sales analysis, and cost analysis.

The sales audit is a systematic and in-depth evaluation of the whole selling activities in sales organizations. It examines and assesses the underlying assumptions of the sales operation as well as the integration of the many inputs to the personal selling effort. A sales audit is specifically a methodical, critical, and objective review-field appraisal of the fundamental goals and policies of the selling function, as well as the setup, methods, and personnel used to carry out those goals and policies, as determined in advance by the sales organization. The sales audit's proponents emphasize the significance of concentrating on the entire selling strategy and techniques for executing it rather than breaking it down into its component parts piecemeal. Sales leaders, for instance, can get so preoccupied with initiatives to lower staff turnover or a fresh way to inspire salespeople that they forget about a crucial goal, like raising the profitability of small accounts, which might be one of those goals. Even though current salespeople may struggle when dealing with small accounts, management places more of an emphasis on keeping these salespeople on staff than on improving their performance in this area. Contrarily, the new incentive strategy can be ineffective; it might encourage salespeople to focus on securing the best business from the biggest clients. Sales audits identify these kinds of circumstances. A sales audit reveals areas where the sales organization can be more productive. An audit highlights both strengths and weaknesses. Strengths may be exploited, while weaknesses can be strengthened. A sales audit offers data that may be used to create a sales strategy, while audit suggests a retrospective examination or a backward approach. Basically, sales audits have no standardized formats. Each business customizes a sales audit to suit its requirements. Sales audit examinations are often focused on six key components of selling operations:

1. **Selling Input**: Each selling input should have goals that are specific and linked to the intended results. For instance, a company could want to increase its market share from 10% to 15% while maintaining its per-unit profit level.

2. **Policies:** Both explicit and implicit policies are evaluated for their consistency in attaining the marketing goals in the case of policies.

3. **Organization**: In this regard, it is determined if the latter has the resources necessary to meet its goals. Are the planning and control processes effective in helping us reach our goals? There is a lower likelihood of accomplishing stated goals or maintaining effective control if a company is understaffed or employs incompetent people.

4. **Methods**: In this phase, it is determined whether or not each unique strategy for implementing policies is suitable. Because it is pointless to try to improve quality and pricing if the firm has already built a solid reputation among customers for offering subpar products at cheap prices.

5. **Procedures**: Each particular strategy should be implemented in a logical, well-thought-out, and situation-appropriate series of procedures. The processes should specify who is in charge of implementing each step and how the objectives are to be met.

6. **Personnel:** All executives with significant influence over the formulation of sales operations and strategy, as well as those in charge of putting sales programs into action, are assessed for their performance in relation to the goals, rules, and other elements of sales operations. Too often, an executive's performance is judged on their ability to boost sales or profits rather than their effectiveness in achieving pre-set goals, such increasing market share. In conclusion, it can be seen that a corporation conducts a sales audit to look at both its markets and its goods.

Analysis of sales

The sales analysis is always seen as a thorough examination of sales volume performance to identify strengths and deficiencies. Sales management won't be able to assess its own and the sales force's performance if it just uses summary sales data.

It would be reason for worry but not helpful to figure out how to reverse the profit fall if sales were up 2% over last year but profit was down 1%. Additional information is provided by sales analysis, such as the fact that the higher sales volume was driven by goods with a lower gross margin than usual. Management looks for insights into strong and weak markets, popular and uncommon items, and the kinds of clients that generate acceptable and dissatisfactory sales volume via sales analysis. Sales analysis reveals information that might otherwise be concealed in sales data. It offers data that management needs to deploy sales efforts strategically. There is much discussion on the following:

Allocating Sales Resources

In many firms, a tiny portion of the regions, customers, goods, or orders generate a large portion of the revenue, and vice versa. For instance, a sales representative for a company that manufactures carpets discovered that just 15% of the company's revenues came from 80% of its consumers. In most businesses, there are comparable circumstances.

These situations are instances of the "iceberg principle," according to which just a tiny portion of a larger whole is visible above ground and is known, while the remainder is hidden under the surface and is unknown. Sales analysis spots these instances and notifies management of chances to enhance organizational operations.

Iceberg-type sales patterns don't necessarily indicate underperforming businesses, although they typically provide lower profits than are required. Due to the fact that sales efforts and selling costs are often distributed based on customers, territory, orders, and other factors rather than sales potentials or actual sales. Maintaining sales staff in underperforming regions often costs as much as doing so in prosperous ones, and marketing a product that doesn't sell well might cost nearly as much. Having sales representatives call on consumers who put little purchases or big ones costs the same. In most cases, a substantial amount of the money spent on personal selling activities results in a smaller share of overall sales and earnings. These circumstances are discovered using sales analysis.

Data to Analyze Sales

Each company has a different level of data accessibility for sales analysis. Some people go as far as having no data at all, except from the accounting system's records of the transactions as they happen and, of course, copies of the sales invoices. On the other hand, some keep thorough records of their sales and have access to data that may be used for a variety of analysis. The sales invoices are the primary sources of information for sales analysis. Detail data from sales invoices is transferred to computer tapes or data-processing cards in an organization with a strong information system. The information on each transaction identifies the customer by name, location, and other factors; the salesperson by name, territory, and other factors; and it contains sales information like the order date, the products sold and how many there were, the price per unit, the total dollar sales for all the products, and the total order amount. Sales assessments are carried out promptly and affordably using data that is held by the sales organization.

Sales Analysis

The sales studies highlight a sales organization's strengths and flaws, and each sort of sales analysis offers a unique perspective. The examination of sales regions focuses on the potential markets for a certain product. How much of what is being sold is determined through an analysis of sales by product. Each sales analysis relates to how much is being sold, but each provides a different response to the issue of who is purchasing how much. Sales assessments pinpoint specific features of strengths and weaknesses in sales, but they are unable to provide an explanation for why these aspects exist. In addition to the aforementioned, sales analysis provided four answers to the sales manager's questions: it identified the sales territories with strong and weak performances; it indicated which salespersons are performing above or quota; and it indicated which classes of accounts Edwards' performance was unsatisfactory with. Edwards' performance improved as accounts got smaller, but it was unsatisfactory with all sizes of accounts.

Cost Analysis of Marketing

In the marketing cost study, we examine sales volume and selling costs to ascertain the relative profitability of certain sales activities over a predetermined time period. Sales analysis by territory, salespeople, goods, class of account, order size, marketing channels, and other categories is the initial stage in marketing cost analysis. For instance, after segmenting sales volume by sales regions, the subsequent step would be to segment and allocate selling expenditures by sales territories in accordance. The result is the sales territory' relative profitability. Using comparative strengths and weaknesses of the sales organization and its salespeople, marketing cost analysis looks for strategies to increase profit performance.

Marketing cost analysis's goal

The relative profitability of different parts of sales activities is assessed in terms of marketing costs. By performing this analysis, we were able to provide answers to questions like which sales territories are profit and which are unprofitable, what percentage of profits are contributed by each salesperson, how profitable are the various products, what is the minimum size of a profit account, how small an order can be and still be profit, and which marketing channels generate the highest profits for a given sales volume. Additionally, the marketing cost analysis features may call for management intervention, but not the specific kind of intervention. There are other suggestions for answers to more difficult problems including cross-analysis of spending allocations. On how sales time should be divided across items may be determined, for example, by comparing the costs of selling various products with the costs spent by individual sales employees.

However, the issue of better product-to-sales time allocation necessitates taking into account a number of additional variables, including the sales potentials of each product in each sales region. Price discrimination between the various goods is another topic included in the marketing cost study.

A marketing cost study carried out for this reason would specifically strive to ensure that the pricing difference was no more than the difference in selling expenditures involved in supplying the two consumers.

Techniques for Marketing Cost Analysis

These methods might be used to the marketing cost analysis:

1. **Classification of selling expenditures**: Marketing cost analysis demands that selling expenses be categorized as either common or separate. A separable expenditure is one that may be linked to certain sales agents, sales territory, clients, consumers, distribution networks, goods, or other factors.
2. An expenditure that cannot be linked to a single salesperson, sales territory, client, marketing channel, product, or anything similar is said to be common. Aspects of the business being studied or corporate policy may determine whether a certain expenditure is separable or common. If salespeople are given wages, for instance, the cost of salaries is a typical expenditure when it comes to marketing certain items. However, if salespeople are paid on commission, sales commissions are a separate expenditure from the cost of selling certain items and from the cost of selling specific types of accounts or specific customers.

2. **Changes**: to activity expenditure groupings and accounting expense data Conventional accounting systems typically report costs in accordance with their primary use. The wages and commissions of salespeople, travel expenditures, branch sales office rent, advertising expenses, general selling expenses, general and administrative expenses, and bad-debt charges are a few examples of common account names.

In marketing cost analysis, accounting expense data is transformed into activity expense groups, and all costs associated with field sales operations—such as sales salaries, commissions, travel costs, and branch sales office rent—are grouped together to calculate the total cost for this activity.

3. **Allocation basis for typical expenses**: Choosing an allocation base might be difficult. Some types of marketing cost analysis call for the allocation of selling and marketing expenditures on many bases, in contrast to the study of production costs, which uses a single allocation basis, such the number of machine hours, for all manufacturing expenses.

The diversity of the activities for which certain expenditures are spent is measured by allocation basis. A fraction of common expenditure items may be logically assigned to certain areas of sales activities thanks to allocation bases. In any kind of marketing cost analysis, certain expenditures, such credit and collection costs, may be distributed logically. However, other costs, like sales salary, might be divided across sales territory or customers rather than items, unless data on the distribution of sales time among various products is provided. In the majority of marketing cost studies, only expenditures that may be assigned logically are attempted to be allocated rather than all common expenses. The relative profitability, not the net profitability, of certain sales operations components is determined via marketing cost studies. As a result, the sales organization does not need to assign all common expenditures.

4. **Contribution:** As was previously said, relative profitability is quantified as a contribution margin. Marketing cost studies concentrate on separable expenditures and those common expenses that may be allocated logically. We are aware that contribution equals net sales less cost of goods sold.

CONCLUSION

In conclusion, for businesses dedicated to attaining sales excellence and long-term commercial success, the sales audit is a crucial instrument. Organizations may pinpoint areas for improvement, seize opportunities, and align sales activities with strategic goals by thoroughly evaluating their sales strategies, procedures, and performance.

In today's dynamic and cutthroat business environment, a well-executed sales audit results in better sales team performance, higher customer satisfaction, and enhanced overall company success. The efficiency and productivity of the sales staff are directly impacted by a well-conducted sales audit. Organizations may improve the effectiveness of their sales staff and increase revenue creation by addressing deficiencies and capitalizing on strengths. Additionally, the sales audit offers a chance to spot chances for expansion and innovation. In order to get a competitive advantage in the market, organizations may identify unexplored markets, rising trends, and possible client groups.

REFERENCES:

[1] M. I. Alfadhli, N. M. N. bin N. M. Rashid, and M. N. Yaakub, “The Impact of Internal Audit and its Quality on Sales in Economic Institutions: A Case Study (Al-Ahlia Cement Company - Libya),” *Int. J. Acad. Res. Bus. Soc. Sci.*, 2018, doi: 10.6007/ijarbss/v8-i8/4434.

[2] N. Rashid, M. I. Alfadhli, N. Yaakub, A. Afthanorhan, and B. Abdullah, “The Impact of the Use of Internal Audit Standards on Sales in Libyan Economic Institutions: Case Study Al-Ahlia Cement Company,” *Int. J. Acad. Res. Bus. Soc. Sci.*, 2018, doi: 10.6007/ijarbss/v8-i11/5177.

[3] H. H. Farooqui, S. Selvaraj, A. Mehta, and D. L. Heymann, “Community level antibiotic utilization in India and its comparison vis-à-vis European countries: Evidence from pharmaceutical sales data,” *PLoS One*, 2018, doi: 10.1371/journal.pone.0204805.

[4] R. A. Halim Rachmat, I. G. Sambas Putra, and I. Halilah, “Audit Internal dan Efektivitas Pengendalian Intern Penjualan,” *J. Ris. Bisnis dan Investasi*, 2018, doi: 10.35697/jrbi.v3i3.940.

[5] H. H. C. Chuang, “Fixing shelf out-of-stock with signals in point-of-sale data,” *Eur. J. Oper. Res.*, 2018, doi: 10.1016/j.ejor.2017.10.059.

[6] J. Fang, G. J. Lobo, Y. Zhang, and Y. Zhao, “Auditing related party transactions: Evidence from audit opinions and restatements,” *Auditing*, 2018, doi: 10.2308/ajpt-51768.

[7] N. Laila, I. D. Nantyah, and P. S. Sukmaningrum, "The Influence of Managerial Ownership, Board of Commissioners Proportion, Auditing Committee Independence, Sales Growth, Company Size To Return of Equity (ROE) of State Owned Enterprises Which is Listed in The Indonesian Sharia Stock Index 2011-2014Period," *AFEBI Islam. Financ. Econ. Rev.*, 2018, doi: 10.47312/aifer.v2i02.110.

[8] L. M. Cunningham and S. E. Stein, "Using visualization software in the audit of revenue transactions to identify anomalies," *Issues Account. Educ.*, 2018, doi: 10.2308/IACE-52146.

[9] L. A. Guissoni, J. M. Sanchez, and J. M. Rodrigues, "Price and in-store promotions in an emerging market," *Mark. Intell. Plan.*, 2018, doi: 10.1108/MIP-08-2017-0154.

[10] A. Ferrario, P. Stephens, D. Ross-Degnan, and A. Wagner, "Trends in Sales Volumes of Cancer Medicines in Six Asian Countries Working Toward Universal Health Coverage," *J. Glob. Oncol.*, 2018, doi: 10.1200/jgo.18.88800.

CHAPTER 15

IMPORTANCE OF FIRM'S REPUTATION, BRAND IMAGE AND CUSTOMER LOYALTY

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

The significance of a business firm is multifaceted and extends beyond financial success to encompass various aspects that contribute to its overall growth and sustainability. This abstract provides an overview of the key areas in which a business firm holds significance. It explores the firm's role in creating employment opportunities, generating economic growth, and fostering innovation. The abstract delves into the importance of a firm's reputation, brand image, and customer loyalty in establishing a competitive advantage in the market. Additionally, it discusses the impact of a well-managed firm on community development, social responsibility, and environmental sustainability. Moreover, the abstract highlights the interconnectivity between the firm's success and the well-being of its stakeholders, underscoring the integral role it plays in the broader economic and social landscape.

KEYWORDS:

Assets, Business Structure, Capital, Competitors, Employees, Finance.

INTRODUCTION

The target audience is informed about new goods and services via advertisements. This creates a need for new goods and services. Due to a marketing strategy, the target population was exposed to companies like Trivago, Indulekha Hair Oil, and Urban Company, among others. People may have a neutral attitude about new items when they are introduced. They may not know whether to purchase such a novel product or not. However, a successful advertising effort might change this unfavorable outlook into a favorable one. For instance, because to their successful advertising efforts, consumers quickly embraced new goods and services including Trivago, Indulekha Hair Oil, and Urban Company. Due to unfavorable press around a specific brand, consumers may grow to dislike it. However, a successful advertising campaign might help the marketer dispel audience skepticism and change their unfavorable perspective. For instance, Cadbury Dairy Milk, Maggi, Pepsi, etc., had a bad attitude. However, these marketers had launched a campaign through which they informed the public about the remedial measures they had made and inspired trust in the caliber of the goods. As a result, consumers are once again accepting of these businesses and they have recovered their brand image [1], [2].

Builds a brand's image or image

Brand image is the process of forming a picture of the product or service in the minds of the consumers. Effective advertising creates a brand picture of the product or service in the minds of the intended audience.

For instance, Head and Shoulders - Remove dandruff. So, Head and Shoulders comes to mind when we think about dandruff. Similar to Harpic Bathroom Cleaner, which eliminates 99.9% of germs. Bathroom cleanser conjures up images of Harpic in our minds. Their successful advertising strategies make this feasible [3], [4].

Brand loyalty includes

Consumers get familiar with a product's brand thanks to advertising, which leads to repeat purchases and recommendations from happy consumers. Therefore, a successful advertising strategy aids in fostering consumer brand loyalty for the goods or services [5], [6].

Market Expansion

A successful advertising campaign increases a company's sales and profits. Additionally, it draws clients from many regions. In this way, the advertiser may increase the size of their market from a local to a regional to a national to a worldwide level.

Corporate Image

A successful advertising campaign not only creates a brand image in the minds of consumers, but it also creates a corporate image in the minds of stakeholders. Through institutional advertising that features the firm's or company's name prominently, corporate image may be developed. Creating a positive business image is essential to winning over stakeholders. Because when a firm's reputation is improved, investors put money into it, buyers purchase its goods, suppliers provide high-quality materials and provide longer payment terms, middlemen are willing to stock goods in their stores, and the company may hire qualified employees. For instance, L&T, Godrej, HUL, and other ad campaigns place emphasis on improving the company's corporate image [7], [8].

Quality Improvement

A successful marketing campaign increases sales, which boosts the company's profitability. The quality of the product is improved by using some of the proceeds to buy new equipment, which increases consumer satisfaction.

Dealing with Competition

Markets are now inundated with merchandise. In every product category, there is fierce rivalry. Continuous advertising is necessary to keep the current clientele and draw in new ones. Therefore, advertising is a useful instrument for surviving the competition and remaining in the market [9], [10].

More sales

Advertising is crucial in persuading consumers to purchase a product. The corporation sells more as a consequence.

Economies of Scale

Advertising raises consumer interest in the product. As a consequence, extensive manufacturing and distribution efforts are made. Therefore, the company purchases raw materials in bulk and receives savings. They also reduce the cost of transportation. As a result of extensive manufacturing and transportation, costs are reduced.

Importance to Customers

1) **Higher Quality Products:** Promotional activity increases competitiveness. Producers thus do all in their power to raise the caliber of their goods in order to survive amid fierce competition. Customers benefit from acquiring high-quality items as a result.

2) **Lowers Product Prices**: The company may profit from economies of scale, which allows it to cut costs associated with manufacturing and shipping. Consumers may get a portion of the

savings in the form of discounts and price reductions. Customers are thus receiving things that are both of higher quality and at a reduced cost.

3. **A Higher Standard of Living**: Because of advertising, the business is able to provide its clients with higher-quality items at a cheaper cost. The clients therefore live a better level of life. This is because shoppers may get high-quality products at lesser costs.

4) **Customer Satisfaction**: Once again, thanks to advertising, customers get higher-quality goods at a lesser cost. They are happier as a result and their degree of satisfaction rises. They merely anticipate higher quality products because they are more expensive.

5) **Information:** Advertising informs customers about a product's price, availability, usage, advantages, and drawbacks. There are websites where users may compare different items based on features, pricing, and other factors. Customers may then make an educated buying choice.

6) **Education:** Advertising also informs customers about their legal rights, consumer protection laws, marketing fraud, social concerns, etc. Customers become more aware of market behaviors as a result, and they are also shielded against abuse.

7) **Reminder**: The advertisements serve as a reminder to customers of their needs, allowing them to plan their purchases ahead of time. For instance, advertisements often mention the start of a certain season, like Diwali. This serves as a reminder to shoppers to stock up for the holiday season. Similar to this, a wintertime advertisement for Boroplus advises consumers to purchase the lotion to hydrate their skin.

8) **Saves time while shopping:** Advertising lets people know where to get the products or services. Customers don't have to spend time looking for the shop. For instance, movie theater names and locations may be found on the Bookmy.com website or in newspaper movie ads. Customers may thus visit the theater and view movies.

DISCUSSION

Classification of Advertising

1) Local Advertising

It entails launching an advertising effort to encourage residents to patronize a specific store or neighborhood business. Retailers mostly favor it. Such advertisements are published in local newspapers, periodicals, hoardings, and posters. Additionally, a local cable network is utilized. Local advertisements include those for department shops like Shopper's Stop and Big Bazaar as well as for coaching schools, bakeries, movie theaters, and other businesses.

2) Regional Promotion

It entails launching an advertising campaign to target a certain area, such as a single state or a linguistically homogeneous region. Manufacturers and local distributors of the goods favor it. To reach the target demographic, these advertisements are run on radio, TV, in newspapers and magazines, as well as via outdoor media. Advertisements for spices, literature, garments, and other local goods are examples.

3) National Promotion

It involves launching a nationwide advertising campaign. It is chosen by companies that make consumer goods. Such advertisements are published in national media outlets including TV, radio, newspapers, social media, etc. Top national marketers include Hindustan Unilever, Reliance Industries, Godrej, Tata, and Bajaj, among others. It involves launching an international advertising effort. People all across the globe may now see worldwide advertising campaigns because to the development of satellite TV. It is done to persuade consumers worldwide to purchase the items. These advertisements are run on TV, in publications, on the internet, in social media, etc. MNCs need such advertisements since they are global businesses. On a worldwide scale, some of the top advertisements are Coca-Cola, Colgate, Sony, and others.

Based on the media

1) Press and Print Advertising

It involves running an advertisement campaign in print media like newspapers, magazines, etc. A print advertisement may provide comprehensive information about the product. Additionally, it has a reference value. It is one of the most affordable and successful advertising strategies. These days, print advertisements are increasingly common because to advancements in printing technology and paper quality.

2) Advertising in Broadcast Media

It alludes to advertising in broadcast media, including radio and television.

Spot announcements and sponsored programs are examples of radio advertising. It could take the shape of jingles, dialogue from quick skits, or the viewpoints of well-known people who promote the items, such movie stars. Advertising on television is widely utilized. Short ads and sponsored programming take this form. It provides a product benefit demonstration. A TV commercial provides audio-visual effects.

3) Outdoor Media Promotion

It entails launching an advertising campaign on billboards, neon signs, transit ads, point-of-purchase ads, and other materials. It is a top-notch reminder advertisement. It works better for local advertisements.

4) Online Media Advertisements

In the modern day, internet advertising is expanding. The World Wide Web is used for advertising. Internet advertisements come in a variety of formats, such as banners, webpages, interstitials, emails, search-based ads, and more. The instantaneous publication of material without regard to location or timing is one of the key advantages of internet advertising. Online advertisements may be personalized, improving the effectiveness and precision of customer targeting.

Based on the Intended Audience

1) Consumer Marketing

The majority of ads are in this format. The final consumer is the target audience. It not only draws customers' attention, but also influences them to purchase the goods. Such advertisements are run in popular media, including television, newspapers, magazines, the internet, etc. Since these advertisements are intended for the broad population, technicalities were not used in their creation. Consumer advertisements encourage the selling of things for everyday use as toothpaste, motorbikes, refrigerators, music systems, powdered detergents, cosmetics, and soaps.

2) Commercial Advertisement

Manufacturers and distributors of industrial items including machinery, equipment, replacement parts, manufactured materials, etc. employ this sort of advertisement. It was made for businesspeople, industrial workers, etc.

3) Trade Promotion

The distribution process's chain of intermediaries, including wholesalers and retailers, are the target audience for trade ads. It seeks to influence and encourage intermediaries to stock the advertiser's items. The most typical types of trade advertising are ads soliciting dealership for a certain product. Trade advertising may be done via trade publications, brochures, direct mail, commercial press, etc.

4) Expert Advertising

Advertising that targets professions like physicians, attorneys, teachers, architects, etc. is referred to as professional advertising. Manufacturers and distributors engage in it since they rely on these experts to recommend their items to final customers. Users often acquire goods like medications, construction supplies, and books on the advice of doctors, architects, and instructors, respectively. These advertisements may be quite technical. For this kind of advertisement, professional periodicals and publications are employed. Personal selling is also significant in this situation.

1) Direct Action vs. Indirect Action Advertising

Direct action ads are those intended to elicit a quick reaction from the target audience. Direct action commercials are those that promote sales. Examples of direct-action advertisements include discount sale ads, free gift offers, exchange offers, premium offers, etc. Here, the advertiser's primary goal is to boost product sales.

Integrated marketing communication components include:

1) Advertising

A sponsored advertisement is a non-personal way for a sponsor to convey and promote ideas, products, or services. The most crucial aspect of marketing communications is often this. Due to the fact that it is paid, advertising space is often purchased. Media including newspapers, magazines, radio, TV, catalogues, direct mail, billboards, the internet, mobile phones, etc. are used for advertising.

Advertising's goals are as follows:

1. To spread the word about new goods and services

2. To cultivate a favorable attitude toward the goods or services

3. To improve brand perception

4. Enhancing company image

5. In order to compete

2) Publicity

Mass communication also includes the use of publicity. This sort of promotion is unpaid. Reporters, columnists, and journalists provide publicity. Offering charitable contributions, having prominent figures like politicians, cricket players, or actresses open major events, setting up a stage, etc. are all examples of publicity. That draws the attention of the media, which then reports on them.

3) Promotion of sales

It encompasses a variety of methods for boosting product and service sales. These methods consist of:

1. Coupons for savings

2. Free gifts and samples

3. Compare offers

4. After-Sale Support

5. Combo Deal

6. guarantees or assurances

7. Contests

Activities for sales promotion have the following goals:

1. To release brand-new items

2. To entice fresh clients and increase demand

3. To boost sales during slow times

4. To combat rivals' sales marketing campaigns, etc.

4) Public Relations

Maintaining relationships with many groups, including those of workers, consumers, suppliers, investors, the government, and others, is a key component of PR. It focuses on assessing the public's attitudes and views of a company's policies, practices, and actions. Through two-way communication, rapport, goodwill, understanding, and acceptance are developed. Public relations' primary goal is to create a positive perception of a firm and, if required, to enhance that perception.

5) Direct Marketing

It is a marketing strategy in which businesses speak directly to their target audience in an effort to elicit a reaction or transaction. The distribution procedure does not use intermediaries. door-knocking, etc. Telemarketing, direct radio selling, magazine and TV advertising, online purchasing, etc. are examples of contemporary direct marketing techniques. Successful direct marketers include Amway, Tupperware, Dell Computers, and Gateway.

6) Salesmanship and personal selling

The oldest and most common way to sell products and services is via personal selling or salesmanship. In order to convince or persuade clients to purchase the goods or services, it involves presenting them to them. It entails direct communication between vendors and prospective purchasers. Personal selling strategies are constantly adaptable. The salesman's strategy is chosen right away after considering the consumers' circumstances and areas of interest. Personal sales come in two varieties:

7) Sponsorship:

In order to establish a distinctive image for the company and its brands, a business may support social, cultural, and sporting activities. Sponsorship is used to accomplish the following goals:

1. To get acquainted with a brand's or company's name

2. Enhancing company identity

3. To pique media curiosity

8) Trade shows and displays:

Companies in a certain industry showcase and present their newest products during trade shows and exhibitions. Trade shows provide businesses a place to network with clients and partners in the industry while also examining market trends and prospects. It offers participants a special networking opportunity. Participation goals for trade shows and exhibitions include:

1. Presentation of the Good

2. Observing rivals' actions

3. Establishing communication with prospective customers

4. Knowledge of current industry trends and opportunities

5. A well-designed box may sway and persuade potential customers to purchase the item. Important responsibilities for packaging include:

6. Providing product information

7. Protection of products during handling and transportation

8. Preservation of the product's quality

9. The product is being promoted.

Social Behavior Model

One of the fundamental yet essential models used to create successful advertising and marketing initiatives is the AIDA model. The AIDA Model outlines the cognitive phases a person experiences while making a purchase decision for a product or service. The abbreviation AIDA stands for:

AIDA Model Stages

Attention

The AIDA model's attention stage is the one that receives the least attention. During this phase, the brand raises recognition and captures the interest of prospective consumers. It is the customer's initial encounter with the brand. A brand's existence does not guarantee that its consumers will be aware of it. The brands must make sure that they are visible to the consumers. To do this, businesses may use more conventional strategies like print or television commercials, radio advertisements, and social media accounts like Instagram and Twitter. For instance, many clients were not familiar with CRED. CRED was established in 2018, but it wasn't until 2020 that people began to recognize it when they created little commercials using iconography from the 1990s. The one featuring Rahul Dravid and his well-known advertisement "Indiranagar ka Gunde" was the most well-known.

The interest stage follows the attention stage. The key here is communication. It is crucial that the brand's messaging be clear and concise while describing its goods and services. It must be designed such that the customer is eager to begin learning more about the product.

The message should include everything that demonstrates to the customer how their requirements will be met and how the brand intends to do so. Using CRED as an example, all of their commercials simply said, "Download CRED and get a reward for paying your bills." They spoke about their product and implied that prizes would be granted if you paid your credit card bills. This straightforward message generated interest and made sure that customers read more about CRED and what this app had to offer.

Desire

The stage of desire follows attention-getting and interest-generation. At this point, companies must exercise extreme caution. Here, the brand should take advantage of the chance to emphasize the advantages or USP of the item or service. What specifically does the company provide that is special to them? As an example, CRED provides cred coins that may be used to accumulate points and rebates. Additionally, they employ the slogan "It pays to be good," which encourages users to download the app since they can now clearly see how CRED will benefit them and what they will find here that they cannot find elsewhere.

Action

The last step, when the buyer purchases the item or signs up for the service, has arrived. The consumer has a favorable impression of the brand and is sure that it will help them and find a solution to their issue. With CRED, the consumer is persuaded that paying their credit card bills on time would be advantageous if they do it via CRED. They will either download the app or register at this time. In general, companies may provide early bird or discount offers to clients to speed up or confirm the purchasing process. With the majority of homes having cable connections, Indians already had access to free, ongoing entertainment on a variety of platforms when Netflix first arrived in India. In order to get a new market to subscribe to Netflix, Netflix had to make an appeal to them. They used the AIDA model as follows:

1) In order to attract attention, Netflix used the conventional method of outdoor advertising by erecting enormous banners of shows like Friends, Narcos, etc. They marketed Sacred Games and other originals they had under their brand.
2) Customers would notice the website's one-month free trial and get interested in additional titles that were being advertised on Netflix as a result.
3) With the original documentaries, s, numerous original web series, a sizable collection of Hollywood and Bollywood movies, features like support for any device, personalized recommendations based on viewers' viewing preferences, high-resolution videos, and much more, the desire to continue with Netflix would grow after the free trial period of one month has expired.
4) The action phase would be completed once Netflix provided a variety of membership levels to suit different budgets. The buyer is already hooked on everything being given at this stage, making conversion easy.

Model DAGMAR

Mr. Russell Colley developed the DAGMAR advertising strategy. Setting advertising objectives and goals involves the notion of DAGMAR. "Defining advertising goals to measure advertising results" is referred to as DAGMAR. Russell Colley saw that even while individuals were spending money on advertising, they also needed to commit a significant amount of time in other marketing initiatives to maximize the effectiveness of their advertising spend. This is due to the fact that the ROI of advertising was unclear. Russell thus offered two key strategies for maximizing ROI with the use of only advertising. In order to determine how successful its advertising was, a firm that was considering ten various marketing strategies may analyze the ROI from advertising.

1) Awareness

Before making a purchase, consumers must be informed about the item or service. Advertising's main goal is to raise product awareness among consumers. It should not be abandoned after the product has been introduced to the customer. If they are disregarded, the customer often becomes perplexed by rival advertisements. The intended audience learns about the brand or product at this point. The goal of the advertiser is to increase public awareness of the brand or product.

2) Comprehension

Being aware is insufficient to persuade a buyer to buy. It's crucial to have the proper knowledge about the product and the business. This may be accomplished by giving details about the business and the product. Customers now have access to more product information and are aware of the advantages of utilizing the product. Advertising's goal is to enlighten consumers about the product.

3) Conviction

At this point, clients have developed a feeling of conviction or faith, and through developing interests and preferences, they are persuaded that a certain product should be tested at their subsequent purchase. At this point, a consumer is comparing items and making purchase plans. The goal is to instill confidence in consumers to purchase a product.

4) Action

This is the last phase, which also involves the buyer making their final purchase of the item or service. Once a desire to buy has been created, it must next be converted into action, i.e., a purchase. The goal is to persuade them to purchase the goods.

Rank Order of Effects

The hierarchy of effects models how advertising affects consumers' choices to purchase a certain item or service. Two men, Gray A. Steiner and Robert J. Lavidge, created the hypothesis in 1961.

According to this marketing communication model, there are six processes involved in buying a product.

Stages of the model's Hierarchy of Effects:

1) Awareness

This is how consumers learn about a product's existence via advertising. It is a difficult stage since it is uncertain if people would learn about the product once it has been marketed. Consider how many advertising people encounter each day. So, just a very little portion of the product's brand is likely to stick in their memory.

2) Knowledge

At this point, marketers anticipate that consumers will know more about the offered goods. Product packaging, retail advisers, and the internet are some of the possible channels. It is a crucial step, particularly in this digital age. Any product's information may be accessed by customers by just clicking a button.

3) Liking

Advertisers need to make sure that the clients enjoy the product at this point. They must make sure that the qualities of a certain product they advertise persuade the buyer to enjoy it.

4) Preference

Customers could like more than one product brand, and they might choose to buy something from each of them. Advertisers must make sure that consumers turn away from competing items and focus on their own. They must emphasize the advantages of their brand, particularly their distinctive selling propositions, in order to achieve this. Customers may distinguish the goods from others in this manner.

5) Convictions

Advertisers should be able to pique consumers' interest at this point in order to urge them to take a driving test. Customers will feel secure doing so when they decide to buy the goods.

6) Purchase

At this point, advertising anticipate that customers will purchase their goods. To entice clients to buy the goods, the step should be straightforward and easy to follow. For instance, a sluggish website may deter customers from making purchases online. Consumers may hesitate to purchase a product if the payment procedure is challenging. A marketing strategy known as advertising involves purchasing media space in order to advertise a commodity, service, or cause. The purpose of advertising is to attract consumers who are most likely to be willing to pay for a company's goods or services.

CONCLUSION

In conclusion, a company's importance extends well beyond its ability to make money. It is essential for fostering social advancement, innovation, and economic progress. A well-managed company takes responsibility for its social and environmental effect in addition to promoting the prosperity of its stakeholders. The company's relevance and position in the market are further increased by adopting ethical principles, sustainable business methods, and a customer-centric strategy. A business enterprise has a grave obligation to strike a balance between its pursuit of profitability and its dedication to the wellbeing of all stakeholders and the greater welfare of society since it is a key role in the economic and social environment. The happiness of a company's stakeholders, such as its workers, clients, suppliers, and investors, is closely related to the performance of the organization. Opportunities for development, value creation, and shared wealth are presented by a successful business.

REFERENCES:

[1] M. Villasalero, "Multi-Business Firms, Knowledge Flows and Intra-Network Open Innovations," *J. Knowl. Econ.*, 2018, doi: 10.1007/s13132-015-0330-z.

[2] T. Canare, "The effect of ease of doing business on firm creation," *Ann. Econ. Financ.*, 2018.

[3] M. E. Aguilar-Fernández and J. R. Otegi-Olaso, “Firm size and the business model for sustainable innovation,” *Sustain.*, 2018, doi: 10.3390/su10124785.

[4] F. Hacklin, J. Björkdahl, and M. W. Wallin, “Strategies for business model innovation: How firms reel in migrating value,” *Long Range Plann.*, 2018, doi: 10.1016/j.lrp.2017.06.009.

[5] I. Le Breton-Miller and D. Miller, “Beyond the firm: Business families as entrepreneurs,” *Entrepreneurship: Theory and Practice*. 2018. doi: 10.1177/1042258717739004.

[6] A. Purkayastha, “Performance of business group affiliated firms in emerging markets: Causal mediation analysis of internationalization and investment into innovation strategy,” *Int. J. Emerg. Mark.*, 2018, doi: 10.1108/IJoEM-09-2016-0243.

[7] M. Chi, X. Lu, J. Zhao, and Y. Li, “The impacts of digital business strategy on firm performance: The mediation analysis of e-collaboration capability,” *Int. J. Inf. Syst. Change Manag.*, 2018, doi: 10.1504/IJISCM.2018.094603.

[8] M. C. Pérez-López, M. E. Gómez-Miranda, E. Argente-Linares, and L. López-Sánchez, “The internationalisation of Spanish family firms through business groups: Factors affecting the profitability, and the moderating effect of the family nature of the Spanish business,” *Rev. Contab. Account. Rev.*, 2018, doi: 10.1016/j.rcsar.2017.09.002.

[9] H. Galadanchi and L. J. Bakar, “A Study of Factors That Support Longevity of Business Enterprises,” *IOSR J. Bus. Manag.*, 2018.

[10] E. Clinton, M. McAdam, and J. R. Gamble, “Transgenerational entrepreneurial family firms: An examination of the business model construct,” *J. Bus. Res.*, 2018, doi: 10.1016/j.jbusres.2018.04.032.

CHAPTER 16

INVESTIGATING THE ROLE OF ADVERTISING AGENCY AND MEDIA

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Advertising agencies and media play a pivotal role in the marketing and promotion of products and services. This abstract provides an overview of the significance of advertising agencies and media in the contemporary business landscape. It explores the key functions and services provided by advertising agencies, including creative development, media planning, and campaign execution. The abstract delves into the importance of media in reaching target audiences through various channels, such as television, radio, print, digital, and social media. Additionally, it discusses the evolving landscape of advertising and media, with a focus on data-driven insights and personalized advertising strategies. Moreover, the abstract highlights the impact of effective collaboration between advertising agencies and media in achieving marketing objectives and driving business success.

KEYWORDS:

Advertising Agency, Client, Creative Services, Media Buying, Public Relations (PR) Agency.

INTRODUCTION

In the beginning, advertising firms served as space brokers for the management of newspaper ads. However, the role of the agencies has evolved throughout time. Today, their primary duty is to serve advertisements rather than the media. A professional service company known as an advertising agency is retained by other companies, corporations, non-profit organizations, and governmental organizations to design, create, and oversee the placement of ads across a variety of media. A company that focuses on developing, designing, and placing ads as well as organizing and carrying out promotional campaigns for their own goods and services is known as an advertising agency [1], [2].

Ad agencies are now considered to be professionals in the planning, production, and placement of advertisements. They organize and carry out whole advertising campaigns. They also carry out market research for commercial organizations [3], [4]. They design the box or the labels on the package and choose the appropriate brands or descriptions. They choose the advertising medium. They create both entertainment and commercials for radio and television. Association of Advertising Agency of America describes itself as "an independent business organization, composed of creative and business people, who develop, prepare and place advertising in advertising media for sellers seeking to find customers for their goods and services [5], [6].

Different Departments of an Advertising Agency

Department of Creative Services

The creative division is the ad agency's beating heart and soul. The ability to be creative sets one agency apart from another. The visualizers, copywriters, art directors, production manager, and traffic managers make up this department. The department carries out the following duties:

1. Promote a product or concept using copywriting.

2. Artwork: The art directors and artists create the advertising's artwork, which comprises layout, graphic design, and illustration. They are in charge of an advertisement campaign's overall visual elements.

3. Production: The ad is handed over to the production department when the text has been created and the customer has approved the artwork. This division handles the mechanical creation of radio and television commercials as well as print advertisements.

In order to produce this advertisement, the services of printers, typographers, scriptwriters, and directors are needed. Agencies sometimes delegate this task to an outside, independent agency [7], [8].

4. Traffic: In this case, it refers to scheduling. There is a traffic officer to maintain the work's timetable. His main responsibility is to keep an eye on the final advertisement's creation so that it may be released into the media on time [9], [10].

Department of Accounts Services

The customer services are the responsibility of this division. Account executives and account managers work in the department. The intermediary between the agency and the customer is an account executive. He or she is in charge of managing the whole agency-client relationship. The job done by account executives includes: The account executive researches the product and the client's needs before creating the advertising campaign. Later, the customer will get this ad strategy for approval.

1. Budget creation: The account executive may assist the media planning department in creating the client's advertising budget.

2. Agency-Client Relationships: The account executive serves as the agency's point of contact with its clients. He keeps up solid communication and relationships with the customer. He or she takes care of the client's needs and issues.

3. The account executive may help creative folks prepare a creative pitch to deliver to the customer. The media service division is in charge of media research, time and space purchases, and media planning.

1. Media planning is in charge of organizing and choosing the best media mix while taking into account several aspects, like the ad budget, campaign goals, the nature of the product, the target demographic, and so on.

2. Media purchasing is in charge of acquiring the time and space in the media necessary to launch the advertising campaign. The media executives plan the media calendar, which includes the dates, times, and locations for airing or publishing the advertisements.

3. Media study: The research looks at the efficacy of the media in relation to certain items. Additionally, pre- and post-testing of advertisements may be done in this.

Department of Administration and Financial Services:

Office managers, accounting and finance managers, and administrative workers make up this section. It handles administrative, accounting, and financial-related issues. The department carries out the following duties:

1. Day-to-day office management is the responsibility of the office manager. Additionally, he manages the office and deals with matters pertaining to the staff, such as hiring, training, promoting, transferring, etc. The administrative staff performs administrative tasks including typing, filing, and record keeping.

2. Accounting: This division is in charge of keeping accurate records of receipts, payments, and so on. It receives client payments and pays the media companies' bills.

3. Finance: These covers creating investment plans, managing cash flows, and internal budgeting. Analysis of the profit and loss statement is also made.

Ad Agency Types

Full-Service Agency: A full-service agency often provides a comprehensive range of services to its customers, including copywriting, artwork, production of advertisements, media planning expertise, and many other services, all under one roof. Full-service agencies are the greatest choice for businesses looking for a one-stop solution.

Modular Agency: This full-service agency provides its services in small, individual packages. It may merely provide an advertising creative service. The advertiser uses other services from various sources. Charges are made based on the actual job completed.

Creative Boutique: This kind of advertising firm offers solely creative services; it does not provide full-service marketing. Creative boutiques are the greatest option for customers looking for creative talent due to a lack of skill in their internal agency or the usage of repetitive types of advertising. They are renowned for their very original and inventive advertisements. They don't provide any other services other making advertisements. As a result, it sharpens their attention and improves the quality of their production. The fact that customers must use other advertising firms to complete the remaining tasks is a drawback of using a creative boutique. The two agencies' coordination might be a major problem.

Global and Local Agency: Global and local agencies are another category for agencies. The international organizations have locations all throughout the globe. For instance, WPP Group and Ogilvy & Mather have operations in more than 100 countries worldwide. There are also regional advertising firms that solely serve regional markets. Mumbai is home to companies like Bright & Kohinoor.

Mega Agency: Global agency mergers are referred to as mega agencies. The merger was established in 1986 by Saachi & Saachi, a London-based agency, and it is now the third-largest agency network in the world. Mega agencies are in a better position to assist the customers because of their size and worldwide operations.

Media purchasing Agency: The role of a media purchasing agency is to acquire enormous quantities of media time and space at steep discounts, which they then resell to other customers at a profit. The job also includes organizing different time slots for various businesses on various media, such as TV and radio stations, and checking to see whether the right telecasting of each media has occurred at the proper time or not. Some companies exclusively take on advertising work for a certain class of goods or services. They only accept positions in specialist advertising, in other words. For instance, some firms specialize in creating advertisements for financial services, while other ad companies may be specialized in creating advertisements for social causes or products relating to medical, etc. There are companies in India that specialize in financial advertising. The DAVP is a specialized organization that promotes government initiatives.

Internal Organizations

The owners and managers of these agencies are the marketers. In most instances, internal agencies work and have organizational structures comparable to full-service agencies. Usually, the company's advertising director is in charge of its in-house agency. Internal agencies are set up and staffed in accordance with the demands and specifications of the business. Large marketers with internal ad firms include Calvin Klein and Benetton.

DISCUSSION

Measures For Gaining Clients by Ad Agency

The advertising agency industry is quite competitive. The acquisition and retention of clients are crucial for an advertising business. The number of customers an advertising firm acquires and keeps is crucial to its existence and growth. The following are some steps an advertising firm may take to attract customers.

1. **Referrals:** Getting new customers via current clients' recommendations. The agencies may continue to operate well together and provide their current clientele improved services. As a result, current customers may recommend an advertising firm to others.

2. **Presentations:** The agency may schedule meetings with the intended audience. The agency representative may approach the target customer in accordance with the appointment and deliver the presentation successfully. This provides the target customer with information about the services offered by the advertising firm, their prior work, and so on. The agency representative may also provide the target market with exclusive deals. Ad firm may get new customers in this method.

3. **Publicity**: The ad agency may handle publicity by conducting interviews, having famous people like politicians, cricket players, or actresses inaugurate major events, setting up a stage, etc. As a result, the news about them gets picked up by the media, which helps the agency gain new customers.

4. **Public relations**: PR focuses on preserving goodwill with many groups, including staff members, clients, suppliers, investors, the government, and others. Through two-way communication, an advertising firm may build rapport, goodwill, understanding, and acceptance. This may draw clients to an advertising firm.

5. **Develop a brand image**: The advertising firm may develop a brand image by offering first-rate services to its current clientele. Existing customers of an advertising firm become brand loyal to it because of its reputation, and they also refer new advertisers to it for their advertising needs.

6. **Feedback**: The advertising firm may get opinions on how satisfied their current clientele are with their services. This enables ad agencies to enhance their offerings and increase customer satisfaction. As a result, it helps the advertising agency obtain more business from its current customers and has existing clients refer prospective advertisers to the firm's services.

7. **Relationship with current customers**: The advertising agency's relationships with its current clients should be positive. Effective communication between the client and the advertising agency representative is necessary. The representative may even host a casual gathering to foster a great working connection between the customer and the agency. The current customer then told other marketers about the advertising firm in a favorable way.

8. **Research:** The advertising firm might interview clients to learn more about their needs. The agency should do market research to understand the advertising trends and methods used by rivals. All of this helps in keeping the ad agency current. Additionally, research fosters creativity and innovation. Ad agency may thereby increase its clientele.

Agency

1. Poor Quality of Services: Every advertiser wants their advertising firm to provide top-notch services. The customer may decide to quit the current agency and seek for one that offers better services if they are not content with the level of services, they are receiving from the advertising firm.

2. Staffing changes: When the creative team or other important personnel of the current agency leave for another agency, a client may sometimes transfer to the new agency. This is due to the possibility that an advertiser and a specific ad agency employee may sometimes become close friends.

They feel comfortable collaborating on the creation of an advertising campaign with a certain ad agency employee. Even changes in senior client executives' personnel might lead to a transfer to another agency.

3. Poor coordination and communication between the customer and the agency personnel prevents the two parties from building mutual trust and confidence. The quality of an advertising campaign created by ad agencies may also be impacted by inadequate coordination and communication. This is due to the fact that great advertising campaigns need constant coordination and communication between the client and the advertising firm. Without such coordination and communication, the client can stop working with the agency.

4. Human Propensity to Change: Some customers want to avoid working with the same agency again. They switch the agency only for the purpose of switching and not for a valid cause.

5. Lack of availability of necessary services: If the current agency is unable to deliver the services that the customer requires, the client switches to the agency that can. For instance, a client of their current advertising firm needs authoring assistance.

But the current advertising industry does not provide such service. In such situation, the customer may decide to quit the current advertising firm and look for another one that offers copywriting services.

Evaluation Standards for Choosing an Advertising Agency

Creativity:

An advertisement's core is creativity. Therefore, the quality of creative services provided by the agency is one of the most crucial variables taken into account when choosing an ad agency. The caliber of the creative staff, such as copywriters, artists, art directors, painters, etc.,

Determines Creativity

There are several organizations offering various services. Some businesses provide every service that makes up a full-service advertising agency. However, there are other businesses known as creative boutiques that provide a limited range of services. Whether an advertiser requires a full-service agency, a creative boutique, or a media purchasing service agency depends on his or her demands. Insofar as a certain agency offers an advertiser the services they seek, the advertiser would choose that specific agency.

Specialization

Some companies specialize in creating ads for a certain product line. For instance, some companies specialize in financial advertising. Advertisers that deal with financial items could choose such firms.

Compensation / Cost of Service

The price of the services provided is a crucial consideration when choosing an agency. The costs imposed vary from agency to agency and are not standard. The agency's fees must be affordable for the customer. The advertiser should choose an agency whose fees fit their advertising budget.

Agency Reputation

It is important to take into account the agency's track record and reputation in the advertising industry. The advertiser should ask about the agency's reputation, ethics, relationship with clients, previous client campaigns that were successful, etc. Advertisers want advertising firms with a solid track record and reputation.

Location

The location of the firm's office is a crucial consideration to take into account when choosing an advertising agency. At various stages of planning, design, and execution of an advertising campaign, extensive contact is needed between an advertising agency representative and the client. Therefore, a nearby, readily accessible local agency or an agency with a branch office close to the advertiser's workplace should be favored.

Competitor's Agency

The marketer must avoid contacting an agency that manages the advertising campaigns of competitors. This is due to the fact that such an agency won't create advertisements to assist the advertiser defeat rivals. There is also a danger that rivals may learn sensitive customer information.

Media Connections

It is important to choose an agency with stronger ties to media owners. An organization in this position is able to reserve the required time and space in the media. Additionally, it is possible to get media packages, the advantages of which are that those who want to advertise in newspapers may do so at the time and place of their choosing.

Agency accreditation

Some advertising firms have received INS, Doordarshan, and AIR accreditation. It grants the agencies a position of professionalism. Such organizations abide by the moral standards established by the proprietors of the media. This implies that these organizations need to be contacted.

The Agency's Size

There are both huge and small agencies. Both have benefits and drawbacks of their own. A big agency could provide more services and facilities, and they might also have greater media contacts. Smaller organizations may provide the customer individualized care.

CONCLUSION

In conclusion, in order to create efficient advertising campaigns and promote corporate development, advertising firms and media must work together effectively. Businesses may more effectively reach their target consumers, raise brand recognition, and encourage brand loyalty by using the creativity and experience of advertising agencies and the reach of media platforms. Ad campaigns are more successful when they use data-driven insights and customized advertising tactics. The cooperation between advertising agencies and media is not only favorable but essential for attaining marketing goals and, ultimately, contributing to the success of enterprises in today's competitive and dynamic business climate. Additionally, the emergence of social media and digital platforms has changed the advertising sector and created new options for audience participation. To remain competitive, media companies and advertising agencies need to be flexible and react to these developments.

REFERENCES:

[1] E. Levin, P. Thaichon, S. Quach, and A. Lobo, "The role of creativity and project management in enhancing service quality of advertising agencies: A qualitative approach," *Australas. Mark. J.*, 2018, doi: 10.1016/j.ausmj.2017.10.002.

[2] R. Crawford, "Office space: Australian advertising agencies in the twentieth century," *J. Manag. Hist.*, 2018, doi: 10.1108/JMH-11-2017-0054.

[3] G. C. Feng, Y. Zhang, Q. Hu, and H. Cheng, "Performance of China's advertising agencies: a time series cross-sectional analysis," *Asia Pacific Bus. Rev.*, 2018, doi: 10.1080/13602381.2018.1427936.

[4] K. Windels and M. Stuhlfaut, "New Advertising Agency Roles in the Ever-Expanding Media Landscape," *J. Curr. Issues Res. Advert.*, 2018, doi: 10.1080/10641734.2018.1492477.

[5] H. O'Connor, M. Kilgour, S. Koslow, and S. Sasser, "Drivers of Creativity Within Advertising Agencies," *J. Advert. Res.*, 2018, doi: 10.2501/jar-2017-015.

[6] Ö. Güllüoğlu Işık, "Organizational Cynicism A Study Among Advertising Agencies," *Akdeniz Üniversitesi İletişim Fakültesi Derg.*, 2018, doi: 10.31123/akil.441950.

[7] Z. Wei, C. Wu, X. Wang, A. Supratak, P. Wang, and Y. Guo, "Using support vector machine on EEG for advertisement impact assessment," *Front. Neurosci.*, 2018, doi: 10.3389/fnins.2018.00076.

[8] E. Åström Rudberg, "Selling the concept of brands: the Swedish advertising industry and branding in the 1920s," *J. Hist. Res. Mark.*, 2018, doi: 10.1108/JHRM-08-2017-0046.

[9] M. S. Adil, M. N. Khan, I. Khan, and M. A. Qureshi, "Impact of leader creativity expectations on employee creativity: Assessing the mediating and moderating role of creative self-efficacy," *Int. J. Manag. Pract.*, 2018, doi: 10.1504/IJMP.2018.090832.

[10] C. V. Riera, N. A. Serrat, E. B. Camprubí, and A. C. Batista, "Advertising companies in period of crisis (2008-2015): Economic and financial analysis," *Tripodos*. 2018.

CHAPTER 17

AN OVERVIEW OF THE VARIOUS FORMS OF FORMS OF DIGITAL MEDIA

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Digital media has revolutionized the way information is created, distributed, and consumed in the modern world. This abstract provides an overview of the various forms of digital media that have emerged in recent years. It explores the significance of each form, including social media, websites, blogs, podcasts, videos, and mobile apps. The abstract delves into how these digital media forms have transformed communication, marketing, entertainment, and education. Additionally, it discusses the impact of digital media on consumer behavior, business strategies, and societal interactions. Moreover, the abstract highlights the potential challenges and opportunities presented by digital media, emphasizing the need for responsible and ethical use of these powerful communication tools.

KEYWORDS:

Blogging, Content Marketing, Display Advertising, Email Marketing, Influencer Marketing, Online Advertising.

INTRODUCTION

The word "media" refers to communication channels. The term "advertising media" refers to the many media platforms used for the promotion of goods and services to consumers. The advertising industry has always used traditional media [1], [2]. These include print media like newspapers and magazines, as well as electronic media like radio and television. Since decades, traditional media has been the most popular format used by advertising. More companies are now using new age media to reach their target audiences than in previous years. Following are the several new media options:

1) Digital Media

Through a variety of online and digital means, digital media distributes promotional material. It comprises channels for communicating with audiences, such as social media, email, search engines, mobile applications, affiliate programs, and websites [3], [4].

2) Social Media

In online networks and communities, social media focuses on generating, sharing, and exchanging information, ideas, and material. It is a very effective medium for reaching the target audience and is very participatory. Whatsapp, Instagram, Facebook, Pinterest, Youtube, and Twitter are some of the popular social media platforms used for advertising [5], [6].

3) Aerial media

This kind of advertising uses an airplane of some kind to produce or present advertising messages. It employs low-flying airships and blimps to promote the brand over a crowded area. Additionally, it employs banners, which are just a long length of fabric affixed to an airplane with a statement or emblem. Skywriting, in which an airplane employs smoke trails to create a message in the sky, is another kind of aerial advertising. This kind of aerial marketing is weather-dependent and is best successful on chilly, humid, windless days with clear skies [7], [8].

4) Vlogs

Short videos are often posted on a vlog, which is a personal website or social media account. A more recent innovation in advertising is the vlog. It covers the advertisements that appear before to, during, and after streaming entertainment.

For instance, a lot of YouTube vloggers with millions of followers promote various goods and services in their broadcasts [9], [10]. Digital signage is a kind of advertising that involves displaying digital material on displays, projectors, touch panels, and other electronic equipment. These gadgets are often seen in public areas or at points of sale. It gives a business the ability to produce, manage, publish, and distribute all of its own content while combining the benefits of digital advertising with more traditional external advertising.

5) In-game and in-app advertising

Video games have unquestionably grown to be one of the most popular kinds of entertainment on the world, with millions of consumers playing them every minute of the day. Computer and video game advertising is referred to as "in-game advertising," or "IGA." IGA observes the integration of adverts into both computer and mobile games. Pop-up messages, cutscenes, on-screen advertisements, billboards, and backdrop displays are typical examples of this. Similar to how real-world space is sold, virtual spaces are sold to marketers for use as advertising places. The same is true for the many programs we use on our smartphones. We see a lot of adverts when using these applications.

Digital Media Types

1) Search Engine Marketing, which includes search engine advertising, is a crucial component of internet marketing. A variety of for-profit advertisements are referred to as search engine advertising and are often seen on the results pages of search engines like Google.

2) Ad banners

The most fundamental kind of online marketing. A banner advertises a product or service with some brief text or visuals. It may be found on other websites. There is a link to the advertiser's website provided. Users that click on banner ads may visit the advertiser's website whenever they choose. It informs the customer while also persuading them to purchase the goods.

3) Websites

A website is a collection of linked web pages, often with a main page. It is created and kept up as a database of knowledge. The consumer may learn more about the company's history, further services provided, and goods by visiting the website.

4) Sponsorships

In this case, an advertiser supports a website in its whole or a portion of it. The sponsorship is only available for a limited time. This kind of advertising is often used by the advertiser to establish their brand or to launch a new product.

5) Interstitial

The user demands that interstitial advertisements display between online pages. These consist of animated advertisements that appear on the computer screen when the user downloads a webpage. A full-page advertising that interrupts visitors' content and forces exposure to the advertisement before they may go on to other material is another growing genre.

6) Pop-Up windows

New windows that appear in front of website content are known as pop-up windows. These advertisements must be clicked on by the user to be removed. Even while customers could find them annoying, they are considerably better at creating positive brand impressions.

7) Email Advertising

Email ads are advertisements that are transmitted through email. They resemble direct mail advertisements. They may get frequent information from the sponsor about sales, discounts, new items, etc. Email can inexpensively reach a worldwide audience. However, there is too much spam in email, which makes it possible that the email won't be viewed.

8) Video Advertisements

Online video advertisements are quite common. The marketer may make a product-related video and publish it on other websites, like YouTube, Facebook, Twitter, YuMe, Vimeo, etc. It is one of the internet advertising formats that is expanding the quickest.

It alludes to advertising for businesses done on social media platforms including Facebook, Twitter, Instagram, Whatsapp, and LinkedIn. Through regular updates and exclusive deals on their social media sites, many businesses advertise their goods. Such advertisements may be inexpensively targeted to a very specific demographic.

10) Mobile ads

A mobile ad is a kind of advertising that uses mobile technology, such as laptops or cellular phones. Display advertisements, SMS, MMS, mobile search ads, ads that show in downloaded applications, and ads that appear in mobile games are all examples of advertising.

11) Affiliate marketing

Affiliate marketing is recommending a product or service by posting about it on a website, a blog, or a social media platform. Each time a customer makes a purchase using the special link or code linked to their suggestion, the affiliate gets paid a commission.

Goals for the Media

The media aim is a precise goal statement that outlines in very explicit, quantifiable words what the media strategy should achieve. The media planner must choose the media goals. Reach, frequency, gross rating point, and continuity are often used when describing media goals.

It deals with the planning period's scheduling of the advertisements. In other terms, it relates to how advertising is distributed across the media schedule: Continuous: operating an advertising campaign steadily over time.

Flighting: A periodic strategy of high advertising, no advertising, and then heavy advertising Pulsing: A strategy of airing bursts of intense advertising, then a time of sparse advertising, and then another burst of intense advertising.

DISCUSSION

Criteria For Selecting Suitable Media

1) Nature of Product

The selection of medium is influenced by the nature or kind of the product. For instance, if consumer products need demonstration, TV may be a preferable option. Business publications are a good place to market industrial items.

2) **Advertising Budget**: When deciding which medium to use, this is one of the most crucial considerations. When money is tight, there are many media options available, even pricey ones.

3) **Competitor's Plan**: The competitor's plan affects an advertiser's media choices. The advertiser may utilize the same media mix as his rivals since he wants to reach the same audience as them.

4) **Target Audience**: The marketer must take into account the kinds of customers to whom the message must be addressed. The chosen medium must reach the target audience. For instance, advertising for cosmetics in women's publications may be successful. TV is the finest sui medium to target housewives. Outdoor media, such as transit advertising, hoardings, posters, banners, etc., would be a suitable alternative if the marketer wishes to target working people.

5) **Advertising Goals**: The media selection is influenced by the advertising goals. For instance, if the goal is to increase brand recognition at the national level, the advertiser is likely to choose media with a broad national audience, such as the Times of India newspaper or national TV stations. The advertiser may use TV or internet media if the goal is to build a brand image.

6) **Media space and time:** They are available, but they must be reserved in advance, particularly for popular media periods. The intense growth in both competition and demand is to blame for this. The marketer has no option but to utilize the available time and space when an advertising must be put right away. For instance, if an advertiser wishes to have an ad appear on the top page of the Times of India on Wednesday, the time and space must be reserved at least one or two months in advance.

7) **Media Restrictions**: From time to time, the government or the media itself imposes some limitations. For instance, in India, alcohol and cigarette commercials are not allowed on Door Darshan. In this situation, the advertiser must choose alternate channels to market his goods.

8) **Language:** This is a crucial factor to take into account in India. A specific language newspaper, television show, or radio program must be utilized depending on the specific linguistic community to be targeted. For instance, Marathi newspapers may be used to market the product if it has to be sold in Maharashtra. However, using Hindi or English for a domestic market might be appropriate. The promoted product may gain prestige through the advertising medium. For instance, when an advertising appears in The Times of India, the newspaper's reputation may be associated with the promoted item. The advertiser gains more respect and prestige as a result of this.

10) **Media Flexibility**: The media's capacity to adjust to the shifting demands of the marketers is referred to as media flexibility. Newspaper advertising is flexible since it may be amended or canceled with little notice to the publisher. Do-ordarshan, on the other hand, provides minimal flexibility since it requires a drawn-out process to obtain the narrative board for the TV ad authorized.

Methods for Determining the Advertising Budget A. Fixed Guidelines Method: In this method, the advertising budget is determined using an arithmetic formula. The following is an explanation of the fixed guideline methods:

1) Percentage of Sales Method: This is the easiest and most popular approach to determining an advertising budget. In this case, the marketer sets aside a certain portion of sales for advertising. For instance, a company's projected revenues are Rs. 50,000,000. The advertiser chooses to invest 10% of its budget on advertising. Consequently, the amount that has to be put aside for advertising is 50,00,000 X 10/100 = Rs. 5,00,000/-.

2) Unit of Sales Method: In this case, the advertiser bases the finalization of the ad budget on the number of units sold. For each unit sold, the marketer determines a specified sum to be set aside for advertising. For instance, if an advertiser decided to spend Rs. 50 per unit sold and 1000 units are sold, the advertising budget would be Rs. 50,000. Here, the marketer chooses to spend an amount on advertising that is equal to what its rivals are spending. For instance, if the rival advertiser spends Rs. 10 lakhs, so would the advertiser. This is a simple way to create an advertising budget. Although this approach may not be suitable because of:

1. Differing goals between the rivals

2. Alternative media chosen by rivals

3. If there are several competitors, the basic budget should be used.

4. There is no assurance that the rival's budget was appropriately established.

4) **Market Share**: In this case, the advertiser bases his budget decision on his market share.

For instance, if brand A had 10% of the market, its advertiser would invest 10% of what is spent on that product category. Advertiser would spend 15%, if "brand B" had a 15% market share, and so on.

Task strategy

Also referred to as the "Objective Method," this strategy offers a more logical foundation for choosing an advertising budget. The stages in this procedure are as follows:

Establishing the advertising objectives: These might be to raise brand recognition, compete, win favor, etc. For instance, if the goal is to raise awareness at the national level, the advertising budget will be more than if it is to raise awareness at the local level. The next stage is to write a comprehensive advertising strategy in order to attain the chosen aim. Calculating the money needed to fulfill the objectives. Additionally, the sum needed to carry out the strategy must be calculated.

Establishing if the cost is manageable: The third stage is to determine whether the firm has the resources to contribute the requisite sum for carrying out the suggested ad campaign. If not, a new advertisement strategy must be created.

Setting the budget: The budget for the advertisement is then set after taking into consideration the product's kind, the target market, the media mix, and other criteria.

Putting the plan into action: The budget/plan is carried out in order to accomplish the predetermined goals.

Subjective Method: In this approach, there is no definite formula or procedure to follow. These techniques include:

All you can Afford Method: In this case, the advertiser only allocates what he can afford. In other words, the budget for advertising is determined by the amount of money that is left over after all other fixed and variable costs have been paid. Although this approach is nonsensical, conservative management uses it since it is secure and makes sure there is no overspending.

Arbitrary way: This way of creating an advertising budget is illogical. Without any precise advertising strategy, this spending is set in stone. In other words, the budget choice was made at random. A company that focuses on developing, designing, and placing ads as well as organizing and carrying out promotional campaigns for their own goods and services is known as an advertising agency. The word "media" refers to communication channels. The term "advertising media" refers to the many media platforms used for the promotion of goods and services in order to reach consumers.

Innovation & Research

Creativity in advertising is an art. It addresses the perceptions, attitudes, values, personalities, and motives of people particularly those that lead to purchases. Along with methods for visualizing, it also covers many forms of advertising collateral and its elements, such the headline and tagline. To attract clients, each of these elements has to be cutting edge. Even the most innovative and creative advertising ideas will be useless if the correct media is not employed in the right place at the right time to reach the right audience. Therefore, selecting the appropriate medium is essential to achieving advertising objectives. Before discussing the factors to take into account when selecting the best advertising medium, it's crucial to comprehend what advertising media really is. An advertising medium is a tool or a vehicle used to spread a certain message. It is a way of reaching out to prospective customers, readers, viewers, listeners, or bystanders with a marketing message or piece of information.

Gathering data on a variety of advertising platforms, asking people about their media habits and preferences, and performing primary and secondary research on how well each platform works as a sales channel are all examples of media research. In India, there aren't many "media research departments," and when there are, such departments' job is to create media plans and strategies. On the other hand, the majority of advertising agencies have a media section. The reach, frequency, and efficiency of different media and media combinations in reaching a particular audience are examined through media research. Finding the ideal medium or media mix to meet the needs of the advertiser is the aim of media research.

The following may be said about the function of media research:

1. **Reader Profile**: Understanding the reader, listener, and viewer profiles is aided by media studies. The reader's profile is made up of information on their age, income, employment, spending patterns, and other demographic and socioeconomic characteristics. A profile like this helps in the development of persuasive advertising messages for the target market.

2. **Media Selection**: Based on the kind of product, prospects, ad budget, and other considerations, proper media research helps the advertiser choose the most suitable media mix. The outlet that has the biggest number of target audience readers, viewers, or listeners will be chosen by the advertiser.

3. **Booking of Time and Space**: The media planning department or the media operations department may reserve time and space in the media based on the shows or articles that the target audience watches or reads.

4. **Benefit to Media Owners**: Media owners may improve their programs or editorial content with the help of media research in order to increase listenership, viewership, and reading. It

also helps media owners estimate the value of their time and real estate to advertising. For instance, marketers will need to increase the frequency of their advertising if data shows that the program has increased viewership by 50%.

5. **Program sponsorship:** It helps the advertiser choose a certain program to sponsor. The show that the target audience sees or listens to most often may be chosen as the sponsor by the advertiser.

The audience benefits from stronger editorials and programs as media owners work to enhance their offerings. Media company owners work to make their editorials or programs better in order to draw in a large audience of readers, listeners, or watchers. They would earn more money from advertising as a consequence of this. Media planners may comprehend the ratings of different shows on TV channels and radio stations with the help of Television Rating Points reports. Once again, the Audit Bureau of Circulation Reports help them comprehend the patterns in newspaper and magazine circulation. Media research enables organizations like the Indian Marketing Research Bureau, the Operations Research Group, and others to maintain the focus of their activities.

Creating Marketing Copy

Any writing that occurs in advertising is a "Copy." It could consist of only one word or a lengthy list of phrases. A copy is composed of headlines, subhead lines, captions, and other things. The material goes along with the image and, among other things, provides a description of the product's advantages, disadvantages, applications, and services. The text is the soul of each advertising. It is responsible for influencing the customers.

CONCLUSION

In conclusion, in the digital era, communication, marketing, education, and entertainment have all been revolutionized by the many types of digital media. By embracing these digital platforms, people and organizations may connect, interact, and succeed in a worldwide society. However, to reduce possible hazards and make sure digital media continues to be a catalyst for good change, responsible usage, data protection, and ethical concerns are essential. As digital media develops, a more open, connected, and educated society will be shaped through embracing innovation while respecting ethical principles. With unparalleled ease at their fingertips thanks to mobile applications, people's interactions with digital information and services have been completely changed. Apps have given companies a wider client base and new ways to communicate with them. Digital media has a significant social influence, affecting everything from political debate to individual conduct. This impact entails a duty to utilize digital media in an ethical and responsible manner.

REFERENCES:

[1] J. Reyna, J. Hanham, and P. Meier, “The Internet explosion, digital media principles and implications to communicate effectively in the digital space,” *E-Learning Digit. Media*, 2018, doi: 10.1177/2042753018754361.

[2] J. Reyna, J. Hanham, and P. C. Meier, “A framework for digital media literacies for teaching and learning in higher education,” *E-Learning Digit. Media*, 2018, doi: 10.1177/2042753018784952.

[3] S. Jackson, “Young feminists, feminism and digital media,” *Fem. Psychol.*, 2018, doi: 10.1177/0959353517716952.

[4] J. Reyna and P. Meier, “Using the Learner-Generated Digital Media (LGDM) framework in tertiary science education: A pilot study,” *Educ. Sci.*, 2018, doi: 10.3390/educsci8030106.

[5] M. T. Nuseir, “Digital media impact on smes performance in the UAE,” *Acad. Entrep. J.*, 2018.

[6] J. Reyna and P. Meier, “Learner-generated digital media (LGDM) as an assessment tool in tertiary science education: A review of literature,” *IAFOR J. Educ.*, 2018, doi: 10.22492/ije.6.3.06.

[7] S. Nah and M. Yamamoto, “Rethinking Digital Media and Citizenship: Conditions, Contexts, and Consequences,” *American Behavioral Scientist*. 2018. doi: 10.1177/0002764218764241.

[8] M. Bond, V. I. Marín, C. Dolch, S. Bedenlier, and O. Zawacki-Richter, “Digital transformation in German higher education: student and teacher perceptions and usage of digital media,” *Int. J. Educ. Technol. High. Educ.*, 2018, doi: 10.1186/s41239-018-0130-1.

[9] N. J. Carson, M. Gansner, and J. Khang, “Assessment of Digital Media Use in the Adolescent Psychiatric Evaluation,” *Child and Adolescent Psychiatric Clinics of North America*. 2018. doi: 10.1016/j.chc.2017.11.003.

[10] M. Radu, G. Radu, A. Condurache, and V. Lorin Purcărea, “The influence of digital media on the success of a health care unit,” *J. Med. Life*, 2018, doi: 10.25122/jml-2018-0064.

CHAPTER 18

TELEVISION ADVERTISINGS BENEFITS OR MERITS

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Television advertising has been a cornerstone of marketing strategies for decades, and its benefits and merits are well-documented. This abstract provides an overview of the advantages of television advertising as a powerful medium for reaching and influencing large audiences. It explores the significance of visual storytelling, brand recognition, and emotional appeal in television commercials. The abstract delves into how television advertising allows for targeted reach and effective message delivery. Additionally, it discusses the impact of television advertising on consumer behavior, brand perception, and business growth. Moreover, the abstract highlights the enduring relevance of television advertising in the digital age and its role in driving advertising effectiveness and sales revenue.

KEYWORDS:

Demographics, Infomercial, Media Buying, Product Placement, Ratings, Spot Advertising.

INTRODUCTION

Even the most innovative and creative advertising ideas will be useless if the correct media is not employed in the right place at the right time to reach the right audience. Therefore, selecting the appropriate medium is essential to achieving advertising objectives. Before discussing the factors to take into account when selecting the best advertising medium, it's crucial to comprehend what advertising media really [1], [2]. An advertising medium is a tool or a vehicle used to spread a certain message. It is a way of reaching out to prospective customers, readers, viewers, listeners, or bystanders with a marketing message or piece of information. A producer may, for instance, employ promotional channels to maintain contact with previous clients.

Print Copy

Press advertising is now the most well-liked and efficient kind of exposure. It is now ingrained in people's political and cultural life. The press, often known as print, is a term for any privately owned vehicles that may display an advertisement in print for potential consumers to view. In India, businesses make substantial use of this medium, which accounts for over 70% of their total advertising spending [3], [4].

Forms or Types

The two primary forms of press advertising are as follows:

1. Newspapers: News articles are the main reason people buy newspapers. Newspapers may be local or national and are published daily or weekly. These work well for spreading information about new items, current products, and promotional deals. You may utilize them to connect with regional, national, and local markets. There are several reasons why a newspaper message, even one that is longer, more elaborate, and detailed, may have a greater impact on the public's thinking. There are now 1173 daily newspapers and 5280 weekly newspapers produced in India, with the majority of these publications being in the Hindi language, followed by those

in Urdu, Marathi, and Gujarati. The most newspapers are published in Uttar Pradesh, followed by Maharashtra and Karnataka in terms of circulation [5], [6]. Important national English-language publications include The Times of India, Hindustan, Indian Express, Statesman, and Economic Times; major Hindi-language publications include Hindustan Times, Navbharat Times, National Dunia, and Rajasthan Patrika. However, among the several linguistic groups, both public and private enterprises in India mainly depend on English daily for advertising. Local newspapers are the medium of choice for small companies to promote. Based on the amount of newspaper column centimeter space utilized, advertisers are paid. Additionally, they give discounts for reservations of contract space and charge more for special positions [7], [8].

Journals and magazines

Journals and magazines also fall within the category of press advertising medium. They provide nationwide, selective distribution at a price that fits within manageable spending limits. These are issued regularly, such as once a week, twice a month, once a quarter, or once a year. Magazines and periodicals are read leisurely and attentively when the reader is psychologically prepared to take in ads. It remains effective for a long time.

From the standpoint of the advertiser, magazines may be broken down into the following five groups: Special Interest Magazines, Trade Magazines, Technical Magazines, Professional Magazines, and Regional Magazines. Broadcast copy comes in two varieties: radio and television [9], [10].

One of our most significant advertising platforms nowadays is radio. It reaches a significant population in both urban and rural areas. Today, almost every household in our nation has a radio. In India, radio advertising first appeared in 1967 when "Vividh Bharati" introduced a commercial service.

There are currently commercial All-India Radio stations broadcasting from Delhi, Bombay, Madras, Calcutta, Poona, Nagpur, and Bangalore, among other cities. Countrywide, Ceylon Radio Commercial Broadcasting has a big fan base. For the business, commercial broadcasting is an important source of income. Since there is more demand for radio advertising than there is time for, it has become very popular with both business and industry. The term "large-scale word-of-mouth advertising" may be used to describe radio advertising.

Television commercials

Television advertisements: Modern television advertisements are regarded as the most successful kind of advertising ever created. No other media can equal its potential advertising effect. It is a more effective medium than radio since it allows for the delivery of real demonstrations into potential customers' homes. As a consequence, radio advertising is slowly being replaced by television advertising. Following the example of All India Radio, commercial television advertising was introduced in India on January 1, 1976. TV is thus a very recent form of advertising in India. There is also a term for it in India:

Doordarshan

To maximize viewer impact, television makes significant use of sight, sound, and motion. On color TVs, color may now be employed to enhance the impact. The availability of television is increasing quickly in India. The use of this media by marketers who need to display their products is extremely advantageous. Television sponsored programs have also started airing in India.

DISCUSSION

Digital Media Copy

Over 30 years have passed since the invention of the Internet. The US Department of Defense viewed it as a method to link researchers and military sites around the nation with supercomputers in the early 1960s, which is when it all began. Prior to the 1990s, most academics, military researchers, and scientists utilized the Internet as a largely unknown global network of interconnected computers to send and receive email, transfer files, and locate or retrieve data from databases. The Internet, which is now the medium with the highest rate of growth in human history, offers incredible possibilities for a variety of individuals in business and advertising. There is a brand-new expanse of potential clients for advertising.

On the internet, there are several kinds of advertisements. The most popular forms of internet advertising are websites, banners, buttons, sponsorships, interstitials, Meta adverts, classified ads, and email advertisements.

1. Websites

Some companies see their whole website as a kind of advertising. The company's website, on the other hand, serves as a resource for customers, prospects, shareholders, investors, and other visitors who want to learn more about the company, its products, and services. Some companies use their websites to market their goods and services, just as they would with an expanded brochure. Some people utilize their website as an online catalog shop and do all of their business online. Other websites provide as sources of entertainment and information.

2. Banner ads

The ad banner is the most fundamental kind of online advertising. A web page's top or bottom will usually include a modest banner ad. There is already bigger banner advertising that may take up the whole screen or even resemble television commercials. When a user clicks the mouse pointer on the banner, they are either sent to the advertiser's website or a buffer page.

3. Buttons

In terms of aesthetics, buttons resemble banners. They are a scaled-down variation of the banner that usually links to the homepage of the sponsor. Due of their smaller size, they are less costly than banners.

4. Sponsorships

Web page sponsorships are a kind of Internet advertising that is gaining popularity. Corporations sponsor whole sections of a publisher's Web page or specific events for a brief period of time, generally measured in months. As compensation for their sponsorship support, businesses are given significant exposure on the website. An added-value package might sometimes be produced by fusing the publisher's content with the sponsor's brand. For instance, a business may sponsor a website featuring the Olympics or other events.

5. Interstitials

A kind of dynamic Internet advertising are interstitials. It's a general term for a range of animated adverts that show up on the screen when the user-requested website is downloaded by the computer. There are currently many other types of interstitials, including pop-up windows, splash screens, superstitials, and others. A met ad is a particular advertising for the sought item that appears on the results page of a search and is utilized by search engines. Meta advertisements are another term for keyword advertising. This tactic might be used by an advertisement to target a certain demographic. Only when consumers enter relevant search phrases can advertisers pay search engines to display their ads. For instance, if a user searches for "handicrafts and handlooms," similar items may be shown in the Meta advertising that appear.

7. Listed Items

A further developing industry for Internet advertising is classified ad websites. Some of these websites provide choices for free classified advertising since they are funded by ad banners from other marketers. They resemble newspaper classified ads in many ways. Among other things, you may search for homes, cars, jobs, toys, and shoes.

8. Email marketing

Customers who have requested email advertising from advertisers may get it. Because it is exactly like direct mail advertising, it is the most successful internet advertising strategy. The email, however, takes up much too much space. Span is the term for unsolicited mass email advertising for an item or service sent to email addresses by an unknown source.

Benefits of Internet Advertising

Playful Medium

Customers and marketers may communicate directly via this medium, forging strong relationships.

Huge Audience

The internet is the only genuinely global media, providing information and business possibilities that are instantaneously available around the globe, with a worldwide audience of about 500 million individuals.

Instantaneous Reaction

Consumers may get goods and information when they need it, giving advertisers quick feedback.

Targeting Strictly

Advertisers may target the right audience, especially with Meta ads. The most significant advantage of Internet marketing could be this. Wherever they are, buyers may be found and reached just when they are considering making a purchase.

Wealthy Market

The bulk of Internet users are from the middle-upper-upper-middle-upper-middle-upper-middle-upper-middle socioeconomic class, which makes it possible to reach this society's wealthy market via the Internet.

Provides Extensive Information

The Internet provides comprehensive information about a business and/or its goods. Commercial websites provide particular information about goods or services to Internet consumers looking for it.

Getting in touch with business-to-business users

While they are still at work, B2B users may be reached by Internet media that promotes consumer products in addition to business-related information.

Cons of Internet Advertising

1. Lack of efficiency of major media

The internet is not a mass media, in contrast to radio and television. It may never be able to provide mass media effectiveness as a consequence. The majority of marketers in developing countries, like India, could find it too time-consuming, confusing, or cluttered.

2. Sluggish Downloads

India is one of several countries throughout the globe where webpage downloads are quite sluggish. Users on the Internet are annoyed by the interstitial adverts.

3. Spam issue

Email is used to send an excessive volume of spam. As a consequence, email users dismiss even the appropriate adverts.

4. The Issue with Online Sales

In India, the majority of customers like to physically check products before making a purchase. They are thus unable to make internet purchases. Once again, most individuals don't see the internet as a secure environment for doing business. The effectiveness of Internet advertising has not received much investigation. As a consequence, Internet advertising is not valued highly by many Indian markets.

Advertising on Mobile Devices

Mobile phone advertising refers to the marketing of ringtones, games, and other mobile phone services. Short Message Service technology is often used by subscription-based services. Another method of communicating with mobile users is via the idle-screen, which enables mobile service providers or advertising to instantly reach millions of individuals. The advertising and selling of ring tones has skyrocketed in recent years, with certain commercial breaks particularly those during motor racing and on music television channels being dominated by these promotions.

While mobile phone advertising is still comparatively new, creative people have come up with methods to utilize a phone to advertise to others around while the user is conversing on the phone without using hands-free technology. Viral marketing is a cutting-edge approach to mobile content promotion. Using specially designed programs, users may suggest mobile content they enjoy to their contact lists. Nearly all mobile phone users are fully aware of the ubiquitous practice of mobile content advertising.

This feature is used to promote a wide range of goods, including ringtones, games, quizzes, mobile accessories, and several other things that are either directly or indirectly tied to mobile phone functions. These advertising strategies often rely only on user subscription. Although broadcasting messages on the phone's standby screen may also be used to do this, SMS messaging is the primary method. a brief monochromatic graphic that can easily be modified with the client's customized message.

The development of bespoke ring tones that set one brand apart from another by handset manufacturers, on the other hand, marked a breakthrough in a more successful method of product advertising. Additionally, they start promoting on their websites by offering free ringtone downloads of well-known melodies or songs. They either performed it for no payment at all or for a very little service fee. As a consequence, they become more well-liked and respected by the broader population.

The mass media campaign also had a big impact on content advertising. For a brief while, this kind of advertising managed to grab the attention of the general public.

The first worldwide marketer to utilize the idle screen of a mobile device to show advertising was AIS, working with Honda. The phone service paradigm is now using ad-supported content advertising. Nearly all well-known network service providers provide their clients a deal on service in return for watching a particular amount of mobile advertising. The objective in both situations is to provide the advertiser with many views per presentation within a defined demographic area, but the techniques differ slightly. The content advertising method is constantly evolving and includes many aspects such as "one person per presentation" or "people standing nearby."

Pre-testing Techniques

There are two times when an advertisement may be tested: before and after the launch of the marketing campaign. The first phase is known as "pre-testing," while the second is known as "post-testing".

1. Tests of propositions

Tests of creative strategies are proposed. Choosing an alternative course of action to ascertain the ideal course of action is referred to as taking a "strategic" approach. For instance, the following techniques may be used in an advertising campaign for a watch manufacturing company:

1. It's a stylish watch for a guy who cares about style.

2. It keeps accurate time.

3. It's a cheap watch that looks like a much more expensive one.

Each idea exemplifies a different approach to marketing watches. look that is reliable, pricey, and in style. All three would be shown on separate cards as if they were distinct watches in order to decide which is the most representative sample of prospective watch purchasers. The sample respondents would then be asked to choose one of the watches and then react. The most universally accepted notion would be developed as an advertising strategy.

2. Testing of concepts

This process is identical to proposition testing, with the exception that first sketches of ad ideas are used in place of alternative approaches being written on the cards. Respondents must be warned that what they are going to view is an artist's preliminary layout since the general public is not accustomed to seeing rough advertising designs. Clear headlines should be used, and extraneous details like cufflinks on a shirt should be kept to a minimum since they could make viewers wonder why they are there, if they are stylish, etc. Concept tests are used to evaluate the legitimacy and appeal of different marketing techniques.

3. Testing the Sales Area

Testing an advertising in one or two unique areas is the most reliable technique to ascertain if it is successful or not. This testing is used to facilitate the launch of large-scale advertising campaigns since efficacy is first evaluated in a constrained setting. Folio testing is utilized for press advertising that has been completed or is almost complete. A test advertisement and a few additional adverts are in a folder. A select set of customers are then shown the resultant "Folio" and asked to reply. Later on in the interview, the customer is questioned about the attraction and influence of the remaining portions of the commercial in arousing interest and stoking desire. Later on in the interview, the buyer is questioned about the attractiveness and influence of the remainder of the advertisement's ability to pique interest, arouse desire, and garner attention. The pre-testing method selects the advertising that receives the greatest responses. On sometimes, movie projectors are used to test television advertisements in consumers' homes. Frequently, the advertisement is included inside a brief amusing movie scene. The interviewer asks the audience their opinions on the ad after showing the tape for them.

6. Test Trailers

In a trailer test, a van or trailer is positioned in a mall parking lot, and participants are taken inside for interviews. Everyone who enters the trailer is shown a television advertisement and quizzed about it on a back screen projector. Because it is less costly to invite people into the trailer for an interview, this tactic is highly cost-effective.

7. Consumer Jury Examinations

Consumer jury trials are based on the evaluations of advertising by a typical sample of consumers. The word "rating" describes a comparison of one advertising to numerous others. There are many methods to perform a consumer jury exam. The typical method involves asking a small sample of consumers who represent future customers to assess different texts. There are several methods for gathering data that may be used to perform a consumer jury test. Personal interviews, for instance, may be used. Another option is to organize a group and ask its members to rate the alternative material.

8. Rating systems

The development of practical copy standards and numerical weights for each standard are prerequisites for this kind of copy testing. The weights or numbers depict the relative relevance of each criterion to the overall success of the copy. Then, a score is determined by rating advertisements on a scale of one to 10.

9. Portfolio Evaluations

The packaging of the advertisement that is being tested serves as the term for these testing. A portfolio is a collection of advertisements, often a range of different commercials to be assessed. Sometimes false versions of newspapers and periodicals may include advertisements. The folio is given to the respondents, who are instructed to read whatever grabs their interest and take as much time as they need. The participants are then asked to recollect as much as they can about the advertisement after finishing this task.

10. Virtual testing

Direct mail point-of-purchase displays used in simulated experiments expose customers to several types of mail. Compared to actual sales testing, these tests are less costly and simpler to set up. It is simple, time-consuming, and reasonably priced.

CONCLUSION

In conclusion, Television advertising has indisputable advantages and qualities. It is a resilient and effective marketing technique because of its capacity to share gripping tales with varied audiences and create a lasting impression on customers. Successful marketing efforts continue to rely heavily on television advertising to increase brand recognition, consumer loyalty, and revenue. Television advertising continues to show its importance in the digital era and its efficacy in reaching business goals even as the advertising environment changes. Television advertising is still a potent medium that supports digital efforts despite the growth of digital marketing. Enhancing brand recognition and bolstering overall advertising effectiveness are two benefits of using television advertising into a multi-channel marketing plan.

REFERENCES:

[1] M. L. Wayne, "Netflix, Amazon, and branded television content in subscription video on-demand portals," *Media, Cult. Soc.*, 2018, doi: 10.1177/0163443717736118.

[2] E. Wille, H. Gaspard, U. Trautwein, K. Oschatz, K. Scheiter, and B. Nagengast, "Gender stereotypes in a children's television program: Effects on girls' and boys' stereotype endorsement, math performance, motivational dispositions, and attitudes," *Front. Psychol.*, 2018, doi: 10.3389/fpsyg.2018.02435.

[3] R. Whalen, J. Harrold, S. Child, J. Halford, and E. Boyland, "The health halo trend in UK television food advertising viewed by children: The rise of implicit and explicit health messaging in the promotion of unhealthy foods," *Int. J. Environ. Res. Public Health*, 2018, doi: 10.3390/ijerph15030560.

[4] Q. Ye *et al.*, "Joint associations of dietary pattern and television viewing with CVD risk factors among urban men and women in China: A cross-sectional study," *Br. J. Nutr.*, 2018, doi: 10.1017/S0007114517003075.

[5] A. D. Lotz, R. Lobato, and J. Thomas, "Internet-Distributed Television Research: A Provocation," *Media Ind. J.*, 2018, doi: 10.3998/mij.15031809.0005.203.

[6] H. Livock *et al.*, "Watching television or listening to music while exercising failed to affect post-exercise food intake or energy expenditure in male adolescents," *Appetite*, 2018, doi: 10.1016/j.appet.2018.05.016.

[7] F. Vanlee, F. Dhaenens, and S. Van Bauwel, "Understanding Queer Normality: LGBT+ Representations in Millennial Flemish Television Fiction," *Telev. New Media*, 2018, doi: 10.1177/1527476417748431.

[8] M. Pashootanizadeh and S. Khalilian, "Application of the AIDA model: Measuring the effectiveness of television programs in encouraging teenagers to use public libraries," *Inf. Learn. Sci.*, 2018, doi: 10.1108/ILS-04-2018-0028.

[9] N. van den Broek, J. K. Larsen, M. Verhagen, R. Eisinga, W. J. Burk, and J. M. Vink, "The longitudinal link between mothers' and adolescents' snacking: The moderating role of television viewing," *Appetite*, 2018, doi: 10.1016/j.appet.2017.10.010.

[10] A. Alencar and S. Kruikemeier, "Audiovisual infotainment in European news: A comparative content analysis of Dutch, Spanish, and Irish television news programs," *Journalism*, 2018, doi: 10.1177/1464884916671332.

CHAPTER 19
SOCIAL AND REGULATORY FRAMEWORK OF ADVERTISING

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

The social and regulatory framework of advertising plays a vital role in shaping the advertising landscape and protecting consumers from deceptive or harmful marketing practices. This abstract provides an overview of the significance and impact of the social and regulatory framework on advertising practices. It explores the role of advertising standards, codes of conduct, and self-regulatory bodies in ensuring ethical advertising and safeguarding consumer interests. The abstract delves into how the social context, cultural norms, and public perception influence advertising content and messaging. Additionally, it discusses the challenges and opportunities posed by the dynamic digital advertising environment. Moreover, the abstract highlights the importance of striking a balance between freedom of expression and responsible advertising to maintain a fair and transparent marketplace.

KEYWORDS:

Advertising Standards, Consumer Protection, Deceptive Advertising, Ethical Advertising, False Claims, Government Regulations.

INTRODUCTION

Post-tests are experiments carried out after the launch of an advertising campaign. Researchers may study the influence of advertising on effective sales promotion using post-testing. The following are the post-testing procedures:

Recognition Tests

In this step, respondents are asked to name the elements of a possible advertisement they saw. To what degree ads really have an influence is the subject of this investigation. Recall tests, in contrast to recognition tests, examine the whole advertising campaign. Only particular advertisements are considered. Recall tests are used to evaluate the attention, curiosity, and memory value of advertisements after they have been released [1], [2].

Inquiry and Coupon Response

The marketer offers the reader a free sample during the inquiry testing stage. The reader must send the coupon in order to benefit from the offer. Such advertisements might very well run concurrently in many issues of the newspaper or magazine. To ascertain which of the several commercials garnered the greatest reactions, the advertising is coded. It is believed that the advertisement that receives the most inquiries is the best option [3], [4].

Split-Run Test

This modification of an inquiry test. In a magazine that provides split-run choices, an advertiser purchases two advertisements. The sole difference between the two advertisements is that one promotes a cold drink in a transparent bottle while the other promotes a cold drink in a nontransparent container. A keyed advertising that is. Now, it is considered that the first campaign has been more successful than the second in two distinct markets, one for cold drinks advertised in transparent bottles and the other for hot beverages [5], [6]. There are many psychological tests that are performed, including depth interviews, word associations, sentence completion, and narrative telling. The purpose of this exam is to ascertain what the respondent has seen in different commercials and what he interprets those adverts to mean. These interviews can only be conducted by qualified interviewers [7], [8].

Focus Interviews

Using this tactic, a group of customers is approached and asked to have an in-depth conversation regarding the advertising they have received. The panelists are concentrating on a certain aspect of the advertisement. Research studying the efficacy of advertising is built on the views of the participants.

Readership Test

This technique tries to examine how advertising affects how much a product is known to consumers. The readership test aids in evaluating the relative significance and effectiveness of the newspaper's ads. The readers are questioned about where they saw the advertising and how it increased their familiarity with the products [9], [10].

Information on the impact of an advertising on influencing customer attitudes and raising product awareness may be found in the many methods used to examine the effectiveness of an advertisement.

Society

Advertising is a daily need for survival. In today's culture, it is a commonly employed marketing technique. The function and goal of advertising have remained constant even as the methods by which marketers advertise have changed throughout time. Without advertisement, modern civilization would not be possible. The following are some advantages of advertising for society. The main objective of advertising is to persuade people to purchase products and services. Some companies depend on advertising more than others: a cereal company, for instance, must advertise more aggressively than a power company that has a broad variety of competitors and little to no competition. Advertisers regularly use a perception of scarcity or shortage to encourage consumers to make purchases.

1**. Promotes Economic Growth**: By creating demand and boosting economic activity, advertising contributes to the general growth of the economy. Additionally, it stimulates the need to shop, which boosts the economy.

2. **Raise in living standards**: Since advertising is a business activity, it enhances living standards. People have the possibility to enhance their income thanks to it. People are encouraged to purchase more material possessions, which raises their level of life.

Effective advertising increases the creation of jobs by boosting consumer demand for products and services. Increased production is required by high demand, which calls for more physical and human resources and employment possibilities.

The Economic and Social Impact of Advertising

While praising advertising, critics also provide their own distinct criticisms of it. Both good and negative consequences of advertising are present. Advertising, according to American Association of Advertising Agencies President John O' Toole, is "something different." Even if it has nothing to do with studying, it educates. Although it is not a news organization, it offers all the information that is accessible. Additionally, it entertains everyone and is not simply a gadget. Culture is the culmination of all the material and spiritual ideas that make up a way of life. It includes, among other things, knowledge, morality, conventions, and laws as well as art, literature, music, and other arts. It includes the attitudes and beliefs that permeate the whole society and are handed down from one generation to the next. Habits, practices, attitudes, ideas, and values are all part of culture. Commercials are cultural products. Advertising is a sort of persuasion, yet people only buy the products and services they need. Their cultural values influence the products they purchase. Family structure and life systems change. The function of advertising changes to reflect these changes in value systems. As a social and corporate activity, advertising works to bring all products and services that are created to respect a society's set of values.

Critics of advertising contend that materialistic goals rather than cultural values have been pushed by media outlets backed by advertising. They use instances from movies and television shows that include violent crime and violence-related scenarios, such as rape, murder, and other atrocities. However, a wide variety of social, religious, and educational organizations exist to help individuals behave in a particular culture. On the other hand, proponents contend that advertising enhances cultural values for the benefit of society. They include instances of commercials for contraception, drug abuse, noise pollution, and other public awareness campaigns. Advertising therefore sustains and enhances cultural standards in a number of ways, but in certain cases, it may also be directly or indirectly to blame for the horrible materialism craze.

Economic Value of Marketing

1. Product Value

The advertised goods aren't always the best available. Additionally, certain unmarked items are acceptable. However, by projecting a good image of a product and encouraging consumers to purchase it, advertising may help increase the value of that product. Advertising raises the perceived value of a product by educating people about its advantages. For instance, while formerly seen as a necessity, mobile phones today provide a number of features that make them a convenience for users.

2. Price Effect

Some marketed goods cost more than unadvertised goods, but the reverse is also true. Price reductions will be necessary if there is more market rivalry for certain goods, such as canned juices from several brands. As a consequence, several professions are restricted from advertising, including chartered accountants and physicians. However, some products don't need a lot of promotion, and despite their expensive costs, they continue to dominate their respective markets because to their distinctive brand names. Porsche vehicles, for instance.

3. Choices and consumer demand

Just because a product is heavily promoted does not mean that demand or, more precisely, consumption rates will rise. The product must be distinct, better-quality, and more varied than rival products. For instance, Kellogg's cornflakes are available in a variety of flavours and weight loss goals, giving customers a wide range of alternatives.

4. Impact on the business cycle

It is indisputable that advertising encourages employers to hire more workers. The wage levels of people who operate in this field increase as a result. It helps retailers raise more money, which they may use in bettering their goods and services. However, there are certain unfavorable effects of marketing on the business cycle. In certain instances, consumers could decide that a foreign product is better than a domestic one. Undoubtedly, this will have an effect on output, which will then have an effect on the GDP of the nation. The economic components are supported by the abundance principle, which holds that producing more goods and services than what is consumed keeps customers aware of their alternatives and encourages sellers to act in their own best interests by engaging in healthy competition.

DISCUSSION

The advertising business is regulated and overseen. A separate ministry has been created by the Indian government specifically to support, monitor, and supervise advertising. We'll talk about each of the organizations that oversee and regulate advertising individually.

Employment in Advertising

A vital profession, advertising provides a wide range of opportunities for career progression. In this quickly expanding industry, the media, marketers, advertising agencies, and others advance their careers.

1) Advertising firms

An advertising agency is a team of skilled marketers that a client hires to plan, develop, and carry out a marketing campaign on the client's behalf. Over 4,000 advertising organizations are reportedly present in India as a whole, including studios and unlicensed operations. There are 550 organizations that have full or partial accreditation. The number of new advertising agencies is expanding at a faster pace, especially owner-managed or solo businesses. This is true since there is a ton of space for growth and development in the advertising sector. The ideal candidates for employment in advertising are highly motivated individuals who possess a strong sense of conviction and believe in their capacity to achieve despite all challenges. The yearly invoice for advertising firms has dramatically climbed and now exceeds 2000 crores of rupees. They constantly look for skilled and creative staff for the functional divisions they have listed:

2) Account Manager

In the language of advertising, "Account" stands for "Customer," and an Account Executive is a member of staff at the advertising firm who is in charge of overseeing a certain customer. In an attempt to bring in new business for the advertising firm he represents, he makes contact with a variety of possible customers. He acts as the agency's main point of contact with the customer. In a marketing firm, the account executive job is important. He looks into the possibility of obtaining new business by chasing new clientele. Successful account executives often advance to the position of account director.

3) Copywriter

Since copywriting is an art, those with good communication skills have a better chance of becoming copywriters. They back up the main message of an advertising. A copywriter or a visualizer leads the creative teams in the majority of advertising businesses. Even a good piece may be undone by poor word placement.

A layout may also be ruined by a poor choice of fonts, widths, and weights. When one creates persuading text for a client, they are considered a copywriter. The idea development for the copy flat forms and word composition, including header headlines and slogans, are the duties of the copywriter. The creatives who put the copywriters' inventive thoughts on paper are known as visualizers. Visualizers help to create effective advertisements. The visualizers typically have advanced degrees in fine or commercial art. Being a successful visualizer does not necessitate having a professional degree or qualification. It's important to pursue a profession in layout and visualization.

Innovative Division

The creative department is an advertising agency's most important division. In this department, the idea or topic for the advertising campaign is developed, and the complete advertising plan is implemented. In charge is the creative department's director.

The department's members include visualizers, creative artists, and copywriters, and their responsibility is to create advertisements. The creative director coordinates copywriting and design.

Production Division

The area of production offers fantastic opportunities for professional advancement as well. While one of the production departments is in charge of managing the administration of the detail work, the other is in charge of mechanically creating the advertising or printed content. The mechanical production section employs a large number of workers who collaborate with block builders, printers, photographers, and DTP operators to develop prints. Many production teams need assistance with their advertising tasks and manage the job in many languages.

Art Division

The artists get the completed drawings from the approved plan so they can get started on the reproduction process. The art department is overseen by an art director, who is in charge of organizing the work in order to choose the optimum method of production for the visuals and later the final artwork.

Freelancers

These professionals have a strong track record and operate on their own. They consist of copywriters, artists, jingle singers, radio broadcasters, and technical writers. Therefore, a job in advertising may be engaging and gratifying provided employees are aware of the full social ramifications of their work and understand their responsibility to the business.

Framework for Advertising Regulation

Advertising is one part of the right to information. Advertising is a crucial part of Article 19 because it makes it simpler to convey information about who is providing what goods and at what cost. Because of this, people may make wise financial judgments.

Nigam Ltd., the highest court said that Article 19 protects a person's right to hear, read, and receive commercial communication in addition to their freedom of speech and expression. The information disseminated via advertising must act as a roadmap for satisfying a citizen's economic requirements. If a commercial speech is being presented, the audience may be more engaged with the message. Such deeper interest may be managed dishonestly by the advertiser since the customer totally depends on the information the marketer gives via his marketing of the specified items.

Laws governing advertising

To regulate advertising in conformity with the self-regulation code and other standards, the Indian Penal Code, 1860, for instance, makes it illegal to promote any obscene book or its distribution, sale, hiring, or circulation. The guideline for self-regulation in applicable advertising excerpts has recently been developed by the Advertising Standard Council of India. In compliance with Article 2 of its bylaws. When the Code is more generally embraced and actively followed, three things will begin to occur. less incorrect claims, less misleading advertising, and more respectability

It's critical to pinpoint the areas where warnings are required in order to prevent consumers from being tricked by this kind of marketing. The ubiquity of ads for con artists masquerading as physicians on railway stations and within the carriages itself would serve as an actual example. Commercials for abortion facilities and piles are the most common. The Medical Council's Code of Ethics forbids doctors from engaging in advertising. Doctors who endorse their services or participate in advertising to favor a particular supplement, prescription, or medication risk disciplinary action. Therefore, genuine physicians do not advertise. These con artists prey on those who need seclusion to deal with their problems. However, it seems that the Railway Administration is indifferent about these ads.

Drugs and Magical Remedies Act of 1954. The Schedule to this Act prohibits the promotion of any kind of diagnosis, mitigation, treatment, or prevention of certain illnesses. The Hamadard Davakhana case, a well-known piece of case law, addresses the severe violation of this statute. According to the case's facts, a drug was misrepresented as having a miraculous capacity to cure certain conditions. The court determined that the defendant was accountable for these deceptive marketing.

Among the 54 such diseases and ailments included in the Schedule are cancer, obesity, fits, sexual dysfunction, treatments to maintain or increase sexual pleasure, and drugs that induce miscarriage or prevent pregnancy. The offense is also committed by the advertising. The cops, however, don't take note of these advertising. Because it is profitable to do so, newspapers, television networks, and advertising agencies prioritize the lucrative and recurring money these commercials generate above upholding the law. Why should ASCI take action when no one, not even consumer organizations, are upset by such marketing? Because manufacturers and entrepreneurs specifically created ASCI to support self-regulation in the advertising sector. Why turn the whole complaint procedure into a joke? A good illustration would be the Cola Wars. Is there anybody who would argue that these colas are so necessary for life that their claims that they are clearly false? But no one has the courage to oppose them because of their size and power. Is this real?

Information and Broadcasting Ministry's Functions

In India, law in the areas of information, broadcasting, the press, and Indian film is drafted and enforced by the Ministry of Information and Broadcasting, a ministerial-level government agency. In its widest definition, the word "Information" should not be taken to refer only to news broadcasts or instructional materials. Instead, anything that is meant to be kept electronically, such as communication, legal papers, government data, and in-person conversations about current events and ideas, should be considered. Anything else that comes from a person and is transformed into machine-readable data should also be included.

Sardar Vallabhbhai Patel was the first minister in this cabinet after Independence

The Information and Broadcasting Ministry is one of the key divisions in the Union Government. This ministry represents the government by directly engaging the people. This ministry is responsible for informing the public about government policies, goals, and programs utilizing well-liked media like as theater, dance, and Indian culture.

1) The ministry is responsible for overseeing issues involving All India Radio and DD by authorized national and regional political parties during elections for lok shaba and state assemblies, as well as the protocol to be followed by official electronics media during periods of national mourning following the passing of a high dignity.

2. Information-Wing. The Information Wing is responsible for managing the Press and Registration of Books Act of 1867, the Press Council Act of 1978, and the provision of newsprint to publications. In addition, the Information Wing is in responsible of conveying and interpreting the Government of India's policies and initiatives via print, electronic, and digital media. Additionally, it creates criteria for establishing rates for government ads on print, electronic, and internet media.

3) The Ministry of Information & Broadcasting is divided into the Information Wing, the Broadcasting Wing, and the Films Wing. The Press Information Bureau, the Bureau of Outreach and Communication, the Publications Division, the Registrar of Newspapers for India, the Photo Division, the Indian Institute of Mass Communication, Cadre management of the Indian Information Service, etc. are additional media units for which it acts as the administrative arm.

4) This ministry promotes an atmosphere for the growth of the media and film industries and disseminates information on all government initiatives, policies, and successes.

5) To boost the Indian broadcasting industry and public broadcasting sectors. As part of the Make in India plan, this ministry is now boosting the animation, VFX, and gaming sectors by using India's comparative advantage.

6) The ministry facilitates both the extension of infrastructural support and the creation of chances for young talents to join the fields of print and electronic media, films, and display their potential.

7) The promotion of quality movies, music, and cinema culture occurs via film festivals and other events. The government will provide the Ministry of Information and Broadcasting Rs. 4361.67 crores in 2019–20.

The Ministry is in charge of managing Prasar Bharati, the government of India's broadcasting agency. Information technology is essential to communication. The Censor Board of India, which regulates the content of films shown in India, is the other important organization falling under this ministry publishing of articles on topics of national significance with the purpose of spreading knowledge about India both inside and beyond the nation. In order to help the Ministry's media divisions fulfill their obligations, research, references, and training are provided. Using interpersonal contact and conventional folk-art forms for publicity and information campaigns on topics of public concern. Information and mass media cooperation on a global scale.

Self-Regulatory Organizations

The advertising industry's self-regulation system is mainly effective and efficient. Advertising must abide by a Code of self-regulation that has been created by several laws on a national and worldwide level. This is what is meant when we talk about self-regulation. This is carried out in an attempt to maintain honesty and integrity in the marketing of products and services provided to prospective customers in an effort to entice them and buy their goods. It's true what they say: advertising's primary goal is to persuade consumers to purchase products they don't really need. Advertising in this situation usually tricks customers into buying things they don't truly need.

A product or service may be advertised through a variety of media, such as flyers, circulars, direct mail, billboards, signboards, newspapers, magazines, radio, television, the internet, and others. There are a variety of advertising formats, including competitive advertising, which provides very little context for the campaign and serves only to help a company hold onto market share. In comparative advertising, one brand of the same product is compared to another brand. The Audit Bureau of Circulation, an organization that conducts research and has over 44 years of expertise in India, evaluates the circulation of newspapers and magazines for a charge. Medium research organizations are specialized businesses that collect information on numerous advertising media and provide it to their customers. ABC is one of these organizations that operates in India.

The impetus to start ABC came from the advertising sector. As a consequence of their efforts, a voluntary, self-governing, cooperative association of advertisers and publishers established the ABC in 1948. The ABC was formed in 1948 and is a nonprofit organization with limited liability. The management committee is in charge of running ABC. Advertisers, advertising agencies, and publisher candidates are all on the same side. Information about newspapers and magazines is distributed by ABC, a cooperative organization or alliance of publishers of periodicals, ad agencies, and advertisers. For this aim, each publication offers this Bureau recurring information. All prominent newspapers are members of this Bureau, and almost every daily newspaper has its circulation audited by ABC. ABC membership is only open to publishers that collect reader fees for their products. Since they are distributed for free, these publications are not eligible to join this, Bureau. Every six months, ABC provides its members with audited circulation certificates for prominent national newspapers and magazines in return for a fee.

Broadcasting Foundation of India

Thirty years after the Indian economy opened up to align with a shrinking world and the broadcasting industry expanded from the state-owned Doordarshan to over 900 stations today, television has in fact played a key role in influencing viewer choices and educating the general public. The commerce between broadcasters, agencies, and advertising grew considerably as the business matured through time, but it remained sluggish and complicated. Television broadcasters were obligated to implement a credit management system that adhered to the appropriate procedure between advertisers, media purchasing agency, and themselves. The Indian Broadcasting Foundation was established in 1999 largely to address this fundamental need. Channels that are both news and non-news related are members of the IBF, a non-profit organization. Over the last 20 years, the IBF has worked very hard to establish itself as the top organization for television broadcasters.

1) IBF members are in charge of 91 percent of national television viewership and 400+ stations.

2) IBF members are respected all around the globe for their innovative business strategies, engagement in the social sector, and dedication to taking an important leadership position in global civil society.

3) Over time, the influence of IBF member channels has grown, and they currently represent about 95% of industry sales, sustaining millions of employments.

4) BF provides research-based legislative inputs to the government and participates in lobbying on a range of fiscal, regulatory, and other business issues to help with the development of beneficial policies, the resolution of issues, and the adoption of necessary changes in the overall system.

5) Since June 2011, the Broadcasting Content Complaints Council, an independent self-regulatory body established by the IBF, has been investigating content-related complaints against non-news general entertainment television channels.

6) By ensuring that credit is properly and competently maintained between advertising, agencies, and broadcasters, IBF promotes the interests of its members.

Indian television industry

As a result of the journey, which has made India the second-largest television market in the world, the typical viewer today is not only overwhelmed by the variety of s, devices, and platforms available for watching content, but also by the creation of new benchmarks in line with the nation's diverse cultures, languages, and topographies. Like this phenomenon, there probably won't be any more in the foreseeable future. Today, television has a significant influence on people's lives and goals. The power of television to bring together individuals from all socioeconomic groups and keep them together, as well as its profound influence on how people think, dream, strive, act, and make choices, making it an excellent leveler.

The voyage has been intriguing. With 163 million TV homes in 2016 compared to 93 million in 2008, there are substantially more people who have access to television. This is anticipated to rise. The amount of time spent watching television throughout the country has significantly increased. The average weekly time was 139 billion minutes in 2008; this figure rose to 217 billion minutes in 2011, 286 billion minutes in 2014, and 647 billion minutes in 2016 - a remarkable rise of 365 percent over the 2008 figures. This may help to explain why TV viewing in India has not declined despite technological developments and the growth of OTP platforms. The industry is expected to grow at a pace of 15.1 CAGR between 2015 and 2020, reaching Rs 1098 billion.

India's code of self-regulation for advertisements is woefully inadequate, and it has to be adhered to with more honesty. The ASCI, a non-statutory organization, is drawn into the conflict every time there is a competitive advertising environment, nevertheless, in order to defend the interests of uneducated customers. Furthermore, a statutory regulating organization should take the place of ASCI, which is non-statutory and lacks enforceable jurisdiction over non-members. The upshot of this will surely be an improvement in the quality of ads in India. The market offers more chances for misleading customers with incorrect or inaccurate advertising. Self-regulatory laws mainly prohibit aspects of advertising that are misleading or harmful to society.

CONCLUSION

In conclusion, the social and legal environment for advertising plays a critical role in determining the moral and responsible behavior of marketers and safeguarding customers from dishonest business practices. The framework makes sure that advertising continues to be an open and reliable communication medium by preserving advertising standards, rules of behavior, and self-regulatory mechanisms. Maintaining a fair and successful advertising environment requires accepting the difficulties of the digital era while upholding consumer rights and privacy. Consumers gain from a well-managed and socially responsible advertising environment, which also helps firms maintain their legitimacy and viability in today's cutthroat economy. It's critical to strike a balance between freedom of speech and ethical advertising. While commercial speech and artistic expression are permitted in advertising, it must not deceive or mislead customers.

REFERENCES:

[1] J. Kahne and B. Bowyer, “The Political Significance of Social Media Activity and Social Networks,” *Polit. Commun.*, 2018, doi: 10.1080/10584609.2018.1426662.

[2] J. L. Clark, S. B. Algoe, and M. C. Green, “Social Network Sites and Well-Being: The Role of Social Connection,” *Curr. Dir. Psychol. Sci.*, 2018, doi: 10.1177/0963721417730833.

[3] J. Hemsley, J. Jacobson, A. Gruzd, and P. Mai, “Social Media for Social Good or Evil: An Introduction,” *Soc. Media Soc.*, 2018, doi: 10.1177/2056305118786719.

[4] K. K. Kapoor, K. Tamilmani, N. P. Rana, P. Patil, Y. K. Dwivedi, and S. Nerur, “Advances in Social Media Research: Past, Present and Future,” *Inf. Syst. Front.*, 2018, doi: 10.1007/s10796-017-9810-y.

[5] H. A. M. Voorveld, G. van Noort, D. G. Muntinga, and F. Bronner, “Engagement with Social Media and Social Media Advertising: The Differentiating Role of Platform Type,” *J. Advert.*, 2018, doi: 10.1080/00913367.2017.1405754.

[6] J. Kim and M. Hastak, “Social network analysis: Characteristics of online social networks after a disaster,” *Int. J. Inf. Manage.*, 2018, doi: 10.1016/j.ijinfomgt.2017.08.003.

[7] I. H. M. Jennifer, “Social implications of children’s smartphone addiction: The role of support networks and social engagement,” *J. Behav. Addict.*, 2018, doi: 10.1556/2006.7.2018.48.

[8] J. A. Hall, “When is social media use social interaction? Defining mediated social interaction,” *New Media Soc.*, 2018, doi: 10.1177/1461444816660782.

[9] D. Isa and I. Himelboim, “A Social Networks Approach to Online Social Movement: Social Mediators and Mediated Content in #FreeAJStaff Twitter Network,” *Soc. Media Soc.*, 2018, doi: 10.1177/2056305118760807.

[10] C. A. Bail *et al.*, “Exposure to opposing views on social media can increase political polarization,” *Proc. Natl. Acad. Sci. U. S. A.*, 2018, doi: 10.1073/pnas.1804840115.

CHAPTER 20

EXPLORING THE KEY FEATURES OF SALES MANAGEMENT

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Sales management is a crucial function within an organization, encompassing various features that are instrumental in driving sales effectiveness and achieving business objectives. This abstract provides an overview of the key features of sales management. It explores the significance of sales planning, sales forecasting, territory management, and sales team development in optimizing sales performance. The abstract delves into the role of data analytics, technology, and customer relationship management in modern sales management practices. Additionally, it discusses the importance of sales metrics and performance evaluation in measuring sales team success. Moreover, the abstract highlights the impact of well-executed sales management on revenue growth, customer satisfaction, and overall organizational success.

KEYWORDS:

Forecasting, Goal Setting, Incentive Programs, Key Performance Indicators (KPIs), Lead Generation, Performance Evaluation.

INTRODUCTION

The terms sales and management are combined to form the word sales management. Sales is the art of creating a reason that will motivate someone else to do a positive action. According to the definition provided by the American Marketing Association committee, "Selling is the personal or impersonal process of assisting and or persuading a prospective customer to buy a commodity or a service or to act favorably upon an idea that has commercial significance to the seller." As a result, "Sales management is the planning, direction, and control of the selling of the business unit, including recruiting, selecting, training, equipping, assigning, routing, supervising, paying, and motivating as these tasks apply to the personnel of the sales force." Initially, the term "sales management" referred only to the administration of the sales personnel. Later, the term's meaning expanded to include more than only the control of personal selling. Sales management included all aspects of marketing, such as price, product merchandising, physical distribution, advertising, sales promotion, and marketing research [1], [2].

Meaning of Sales Management

Sales management is a business discipline that focuses on the practical implementation of strategies for goods and services that generate revenue for an organization. To oversee and manage sales, a sales manager is employed. The goal of sales management is to coordinate all companywide sales initiatives in order to meet sales goals and carry out actions such as sales promotion [3], [4]. The company's marketing and distribution strategies should be properly linked with sales management. The process of creating a sales team, coordinating sales activities, and putting in place sales strategies that enable a company to regularly meet and even exceed its sales objectives is known as sales management. the effective and efficient use of organizational resources in the planning, staffing, training, managing, and evaluation of sales force objectives.

1. **General Management:** Sales management involves knowing the value of sales as well as observing and communicating market trends to sales staff. Sales managers are in charge of directly supervising salespeople and ensuring that they are trained in all corporate sales strategies and activities. Sales managers need to be aware of sales budgets and be able to explain their importance and what they signify to each salesperson [5], [6].

2. **Organizational structure:** Sales management adheres to a clear organizational framework. Structures for sales teams are made by sales managers.

Managers of Sales Assistants

All personnel must have a clear understanding of their roles, the performance standards that are required of them, and how to carry out their specific obligations. Sales managers assist sales staff in recognizing their position within sales divisions and within the larger firm [7], [8].

1. **Sales Strategy:** Sales strategy creation was a part of sale management. Sales managers design and carry out sales plans. Sales managers devise sales efforts, such as direct mailings and telephone solicitation, in addition to identifying potential customers. Sales managers develop organizational guidelines for fostering client loyalty and providing excellent customer service.

2. **Recruitment of Sales Personnel**: One of the most important aspects of sales management is the ability to hire salespeople effectively. Every firm has space for more effective salespeople, so finding top sales performers and those with star potential is a continuous effort [9], [10].

Sales managers need to focus on improving their recruiting abilities, which includes conducting effective interviews and spotting promising sellers.

3. **Sales Training**: Sales management places a strong focus on training sales staff. Sales managers need to properly train their staff. Effective sales training should include how to use sales strategies including qualifying prospects, creating product value, and closing agreements. Because top-performing salespeople continually expend their time actively engaged in tasks that directly create money, sales staff must master good time management skills.

4. **Motivation:** To create effective selling methods, sales managers must understand what drives their sales teams. Sales managers must assist salespeople in generating energy and momentum when they are having difficulty, therefore they must possess interpersonal communication and relationship-building abilities. Group recognition, monetary incentives, and costly awards for exceptional sales performance are all examples of motivational strategies.

5. **Consumer Welfare:** Sales management goes beyond the narrow confines of maximizing profit and sales and sustaining growth. By providing the products and services to the underprivileged consumers at the appropriate time and at competitive rates, at the desired location, it goes far beyond these in terms of consumer welfare, happiness, joy, and maximum societal gain.

6. **Customer Focused**: Sales management is anticipated to have a customer focus. In order to maximize social welfare, it produces what the client needs. The core tenet of sales management is to maximize customer satisfaction. Management of sales is a difficult job. Its duties include getting sales volume, managing sales activities so they contribute to earnings, and assuring ongoing development. Sales executives guarantee that customers will be satisfied with the things they get.

Sales management is a crucial component of the marketing management subsystem. It converts the marketing strategy into marketing results. The marketing manager is superior to the sales managers. They provide the marketing manager with sales force management recommendations.

DISCUSSION

Functions of Sales Management:

The interaction between sales management and one another is thought to be organized. All duties and tasks are seen as dynamic processes with many interconnected pieces that attempt to accomplish the corporate sales goals. The responsibilities of sales management include the following.

1. Planning for Sales

Sales planning was done by the sales manager. As it forms the basis for other sales-related tasks, it is regarded as a critical sales management role. Planning for sales entails:

1. Development of a sales plan
2. Establishing sales goals
3. Predicting sales
4. Demand control
5. Execution of the sales strategy

Planning for sales includes creating a sales strategy. It is a strategy document that outlines the objectives of the company, the resources needed, and different sales-related tasks. The business strategy, strategic planning, and marketing plan of the firm should all be taken into consideration while planning sales. It should make it abundantly obvious how the organization's goal may be fulfilled via the actual selling of goods and services.

Hiring Sales Personnel

The sales manager hires the people needed for the different sales operations. The sales manager looks for qualified candidates for the sales position and encourages them to apply. The potential applicants are evaluated based on a number of factors, including the experience, education, and abilities needed for the position. The chosen applicants are contacted to schedule interviews. In the sphere of sales and marketing, there is a constant demand for training. The company has to set up a training program for its sales and marketing staff. It will aid in enhancing the sales representative's knowledge, attitude, abilities, and social conduct. To familiarize new hires in the sales department with the company's goods, sales regions, local languages, etc., a training program might be arranged.

Sales Analysis

Sales research must be done by the sales department. The sale research aids in understanding client taste and preferences, specific trends, dealer and customer feedback and suggestions, among other things. It will make developing sales strategy by the sales staff easier. Additionally, it aids in making judgments about the marketing mix in terms of the product, price, venue, and distribution.

Forecasting sales

The sales department's forecasting of sales is a crucial role. The sales department makes predictions about the company's sales on a monthly, quarterly, and yearly basis. For this objective, many sales forecasting techniques are used. The sales department is guided by the sales forecasting in attaining its sales objectives.

Sales Approach

When the team is prepared to perform well in sales, it needs the right direction and assistance. Therefore, the sales manager must create a sales strategy that presents the phases in the sales process in a sequential manner, from lead generation through closing the transaction effectively.

Choosing Sales Goals

The sales team's sales goal was established by the sales department. Sales forecasting serves as the foundation for setting the sales goals. The sales goal may be set for a week, a month, a quarter, or a whole year. The sales goals should be time-bound, detailed, quantifiable, reachable, and practical. As an example, a sales goal can be to sell 10 units of product „X“ in a given week.

Reward Programs

Systems of incentives and rewards were created by the sales manager for the sales team. The market's ability to sell items is fueled by an efficient incentive system. Additionally, it inspires sales representatives. The incentive program may take the shape of additional cash payments over and above the base income, sponsored trips, gift cards, higher promotions, etc. One of the crucial duties of the sales department is the sales correspondence. Any incoming mail must get a response from the sales department within the allotted period. Every client should feel that his inquiries are being taken into consideration, and the response should be kind, clear, and helpful. For instance, the consumers should be notified right away and, where possible, the reasons for the delay should be provided if the promises made about the delivery date or other items cannot be maintained.

Following-Sale Services

The responsibility for after-sales support falls within the purview of the sales department. The manufacturer is quite picky about how their goods are installed. This serves as both a customer service and a safeguard against consumer complaints and general dissatisfaction. As a result, the manufacturers employ a team of qualified engineers and mechanics to conduct testing at the customer's location, provide technical support and guidance, and ensure that the product is operating as intended.

The significance of sales management

1. Supporting Marketing Management

Marketing management is supported and helped by sales management. Sales management aids in the conversion of marketing and sales strategies into professional activities. Sales managers that have a solid understanding of marketing and selling may achieve their sales goals.

2. Controlling Sales Teams:

Effective administration of sales teams is made possible by sale management. The sales manager is in charge of all the tasks, including

1. Selection and Recruitment
2. Instruction and Development
3. Performance evaluation
4. Amounts paid to salesmen

The sales manager determines or selects the best candidates for the jobs in a business via this role.

3. Increased Sales Induced

Higher sales were induced through sales management. Effective sales managers motivated their team members to sell products with enthusiasm or with a sense of interest. The team a sales manager leads should be effective at producing outcomes.

One of the most important components of sales management is training and development. A specific salesperson's talents, knowledge, and skills will be improved, enabling him to provide consumers a suitable solution.

5. Company Image

Management of sales contributes to improving a product's brand image. Sales representatives let clients know about new items. Because of the product's brand reputation and improved performance over an extended period of time, consumers and intermediaries are encouraged to purchase the product. Apple, Kellogg's cornflakes, for instance, and so on.

6. Data on sales

Organizations may gather sales data thanks to sales management. The job of the sales manager is to gather data on customer interests, preferences, and income levels in order to have a sense of how much buying power consumers have and how it could impact the selling process.

7. An assessment of sales performance

Evaluation of sales success is aided by sales management. The sales department will attempt to determine if there are discrepancies between actual sales and targeted sales by evaluating a sales performance. If so, quick remedial action must be taken.

8. Creating Business Plans

The development of company strategy is facilitated by sales management. The sales department sometimes offers data on sales, products, rivalry, anticipated profits, customer behavior, dealer relations, etc. For corporate strategies and policies developed by senior management, the sales manager contributes information, suggestions, and data.

9. Economic Growth:

Sales management aids in a country's economic progress. Sales management establishes very attainable targets for sales and profits that promote long-term success. It raises the standard of goods, introduces innovations, looks for new markets, increases demand, and produces more employment in the nation. It provides energy for the development of the national economy.

10. Relationship with the client

The selling work will get more challenging and sophisticated as there are more competition demands. The ties that successful businesses establish with their clients will set them apart from the competition. most businesses' success. The effectiveness of sales management mostly rests on their capacity to encourage, facilitate, and help salespeople build professional connections with their clients.

Selling Techniques

Selling is a face-to-face selling method where a salesman utilizes their people abilities to convince a consumer to purchase a certain product. The salesman attempts to persuade the consumer that the product will only bring value by emphasizing its different qualities. However, the goal of selling is not always to persuade a buyer to purchase a something. This strategy is often used by businesses to inform clients about new products. The business uses a person-to-person strategy in order to raise awareness of the product. This is due to the fact that selling requires a human touch, and a salesman is better equipped to present a product to a prospective buyer. Selling may occur via the direct-to-consumer channel and through one of two retail channels. In the retail channel, a salesperson deals with prospective consumers who come in by themselves to inquire about a product. The responsibility of the salesman is to ensure that he fully comprehends the needs of the clients and selects the numerous items that fall into that category properly. In the direct channel, a salesperson meets prospective clients in an effort to inform them about a new product the firm is introducing or about a new deal that the clients may not be able to get from the open market.

Types of Sales

1. Selling Transactions

A straightforward, short-term sales technique, transaction selling is focused on closing deals quickly. Neither the customer nor the seller is particularly interested in forging a long-term connection in this kind of sales arrangement. Simple, commodity items lend themselves nicely to transaction selling. The sale is based on price and availability since the product is often readily accessible from a variety of sources and is identical to items from rival companies. Transaction selling is most often seen in retail settings when the client has a clear understanding of what he wants and asks salespeople straightforward, illuminating questions.

2. Relations-Based Selling

Most often, basic or somewhat complicated items are sold via relationship marketing. Deals often include higher unit or revenue quantities. The salesperson builds trustworthy connections with clients at their target customers using the relationship selling paradigm. Usually, familiarity, likeability, and eventually trust are the foundations of relationships. When a consumer has to make a purchase, the customer shops the market for reasonable pricing and stock. The buyer provides the relationship salesman a "last look" at the possibility after discovering viable buying possibilities. The salesman will close the transaction if he can match the other offers. In such case, the customer will buy from a rival.

3. Joint Venture Selling

In a partnership selling arrangement, the seller joins the customer's team as a crucial player. The salesman is promoting a sophisticated solution that is essential to the client's achievement. The sale of GE jet engines to Boeing may serve as an example of a sales cooperation. The engines must fit on and function flawlessly with the Boeing airframe in order for GE Aircraft Engines and Boeing to be successful. This kind of transaction depends on both parties having a valuable, long-term relationship. Partnership sales can take years to build.

4. Knowledgeable Selling

Customers who are educated about a company's services by salespeople with informative sales methods engage with them less often. Salespeople who market to a variety of customers often use this approach. In infomercials or on sales networks, for instance, salespeople could use enlightening sales techniques while outlining the advantages of a product or service.

5. Sales Persuasion

Some salespeople use tactics like presentations, customer success stories, or statistical points, such estimated return on investment, to convince clients to acquire a product or service. In situations when there are numerous consumers and little time to get and keep their attention, persuasive selling techniques are often used. For instance, one may see persuasive marketing techniques in action at mall kiosks, market booths, and tourist attractions. Sellers that are focused on meeting customer demands often modify their sales presentations to take into account those needs. They are able to swiftly solve issues, explain why their product or service is a suitable match, and provide suggestions for how a consumer may purchase and use the item or service. A needs-oriented sales strategy could be seen in situations when salespeople have the time to create personalized experiences for consumers or where clients contact salespeople with inquiries or issues. Sales associates in storefronts or chat bots for online merchants are examples of professionals who often close deals by attending to the demands of a consumer.

7. Sales collaboration

For individuals that want to develop connections with their clients, identify solutions that work for them, and approach sales with greater knowledge and academic rigor, collaborative sales methods may be productive techniques. Salespeople who work collaboratively often want to inform and assist their clients, and they make an effort to build trust from the beginning of the relationship. While collaborative sales methods could take more time than other tactics, they might also produce customers who feel heard and understood. Collaboration occurs often when a salesman and a customer can cooperate to identify a shared solution that best serves both parties' objectives. This sales approach prioritizes connection, making it appropriate for consultants, businesses that sell customized goods, and other situations where salespeople spend a lot of time with a single consumer.

8. Selling via social media

Profile development, networking, and content production are often used strategies in online and social media marketing. Many social sellers make an effort to offer their goods in a subtle, friendly manner, which may be effective if the target market is largely online or the seller has a sizable social media following. Salespeople that use this method of selling to engage with their clients include social media influencers. By inserting sales into their regularly created material and positioning themselves as fellow users rather than sales reps, sellers often utilize this selling method to make the buyer-seller connection less visible.

9. Realistic Selling

The substantive style is another less direct sales approach. Customers often see salespeople using this approach as dependable and devoted since they frequently put connections with clients ahead of sales. Quality goods and services, well-established markets, independent salespeople, and business backing are often important considerations for individuals with an interest.

10. Sales Actionable

High-achieving professionals engaged in selling to influential decision-makers are action-oriented salespeople. This kind of salesperson excels at creating a feeling of urgency in their clients by hinting that a product or service is in short supply. They are often commission-driven. This kind of professional often views sales as an exciting task and is highly motivated, reacting rapidly to sales prospects. One could see this approach in the sale of tickets, registrations for events, and subscriptions, but proactive sales approaches are available in a variety of sectors.

CONCLUSION

In conclusion, the success of the sales organization as a whole is influenced by the interrelated components of sales management. Organizations may improve sales effectiveness, boost revenue, and encourage customer loyalty by adopting strategic planning, technology integration, and talent development.

To remain ahead in the cutthroat industry, sales management's dynamic nature necessitates constant innovation and adaptability. A successful sales management strategy ultimately gives the sales team the freedom to flourish and make a meaningful contribution to the accomplishment of organizational goals and long-term economic success.

Sales team success and effectiveness are quantifiably measured by sales KPIs and performance reviews. Regular performance evaluations help sales managers provide specialized assistance and recognition by identifying strengths, shortcomings, and opportunities for progress.

REFERENCES:

[1] S. L. Malek, S. Sarin, and B. J. Jaworski, "Sales management control systems: review, synthesis, and directions for future exploration," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2017.1407660.

[2] K. E. Flaherty *et al.*, "Sales scholarship: honoring the past and defining the future (Key takeaways from the 2018 American Marketing Association Faculty Consortium: New Horizons in Selling and Sales Management)," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2018.1537796.

[3] W. A. Schrock, Y. Zhao, K. A. Richards, D. E. Hughes, and M. S. Amin, "On the nature of international sales and sales management research: a social network–analytic perspective," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2018.1428493.

[4] D. Rangarajan, A. Sharma, B. Paesbrugghe, and R. Boute, "Aligning sales and operations management: an agenda for inquiry," *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2018.1450148.

[5] J. Marcos Cuevas, "The transformation of professional selling: Implications for leading the modern sales organization," *Ind. Mark. Manag.*, 2018, doi: 10.1016/j.indmarman.2017.12.017.

[6] N. Syam and A. Sharma, "Waiting for a sales renaissance in the fourth industrial revolution: Machine learning and artificial intelligence in sales research and practice," *Ind. Mark. Manag.*, 2018, doi: 10.1016/j.indmarman.2017.12.019.

[7] S. Syahputra, "Impact Of Sales Management Control Strategy On Sales Perfomance In Life Insurance Sector," *MPRA Pap.*, 2018.

[8] G. Pagalday, P. Zubizarreta, J. Uribetxebarria, A. Erguido, and E. Castellano, "Efficient development and management of after sale services," in *Procedia Manufacturing*, 2018. doi: 10.1016/j.promfg.2018.01.004.

[9] N. N. Hartmann, H. Wieland, and S. L. Vargo, "Converging on a new theoretical foundation for selling," *J. Mark.*, 2018, doi: 10.1509/jm.16.0268.

[10] S. Madhavaram, D. Bolton, and V. Badrinarayanan, "Metaphors and Sales Management: A Review and Research Agenda: An Abstract," in *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, 2018. doi: 10.1007/978-3-319-66023-3_159.

CHAPTER 21

QUALITIES OF AN EFFECTIVE SALESMAN: A COMPREHENSIVE REVIEW

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

The qualities of an effective salesman are essential in driving sales performance, building customer relationships, and achieving business success. This abstract provides an overview of the key characteristics and attributes that define an outstanding sales professional. It explores the significance of strong communication skills, adaptability, and product knowledge in establishing credibility with customers. The abstract delves into the importance of empathy, problem-solving abilities, and resilience in overcoming challenges and objections. Additionally, it discusses the role of integrity, enthusiasm, and a customer-centric approach in building trust and loyalty. Moreover, the abstract highlights the impact of effective salesmanship on sales revenue, customer satisfaction, and long-term business growth.

KEYWORDS:

Active Listening, Confidence, Empathy, Goal-Oriented, Negotiation Skills, Product Knowledge.

INTRODUCTION

Any company relies on sales to survive, and controlling the sales process is one of the most crucial tasks.

1. Prospecting Buyer Identification

The initial step in the selling process is to locate prospective clients. There is a chance that not all identified prospects will become real clients. Finding the correct prospect is crucial since it affects how sales will be made in the future. Marketers use a variety of sources to locate potential consumers. Marketers look for prospects online, via directories, and by contacting them by phone and mail. Following prospect identification, the salesperson qualifies the prospects based on their financial capability, requirements, preferences, and tastes [1], [2].

2. Preparing for the Sale

This stage entails gathering and evaluating data on a prospect's unique product requirements, the brands they are already using, their opinions of other companies, and their personal traits. This data is used while choosing a strategy and building a sales presentation. A salesperson is better equipped to create a strategy and presentation that effectively interacts with a prospect the more knowledge he knows about that prospect [3], [4].

3. Pre-approach

Pre-approach is the next action after prospecting and qualifying. At this point, the salesman must choose how to approach the potential client. Depending on the convenience of the prospects, the salesman may personally visit, telephone, or write [5], [6].

4. Approach

The salesman should now approach the prospects in a professional manner. At this point, he has to properly welcome the customer and get the discussion going [7], [8].

5. Presentation

At this point, the salesman goes into great depth on the product and its advantages. The salesman describes the product's attributes, highlights its advantages, and quantifies its monetary value.

6. Overcoming Objections

When clients are requested to make a purchase after a presentation and demonstration, they express reluctance and protest. Customers choose trusted brands above indifference, impatience, unwillingness to join in conversations, etc. The customer may object to the pricing, the delivery schedule, the features of the product or the business, etc. By explaining the client's arguments, the salesperson expertly overcomes such objections and persuades the buyer to buy [9], [10].

7. Making the Sale

The salesman asks the consumer to make an order after addressing any concerns and persuading them to purchase the goods. The salesman helps the customer place their order.

8. Follow up

The salesman has to do certain follow-up actions right away after making the sale. The salesperson guarantees on-time delivery, competent installation, and after-sale support. This guarantees client happiness and return business.

9. Account Maintenance

Although it is mentioned as the last step in the selling process, account maintenance really marks the start of the subsequent transaction and, thus, the commencement of a buyer-seller connection. In sales circumstances where achieving repeat business is the aim, keeping in touch with a client is essential to forging a lasting bond.

The selling process has seen a significant transformation in recent years as phone and internet sales have surpassed in-person transactions by a wide margin. And as a result, sales management systems have advanced technologically.

DISCUSSION

Listening Skills

The sales staff should be able to listen. A successful salesperson must meet the demands of the customer. He should pay close attention to what his client is saying and speak up if needed. A successful salesperson doesn't speak all the time. A consumer dislikes salespeople who talk nonstop. The consumer values an honest salesperson very much. Sales representatives are supposed to provide an accurate and balanced assessment of the goods. He shouldn't withhold any pertinent or significant information regarding the goods from the customer. It is more pertinent in the context of financial items where sales representatives often engaged in miss-selling. Customers develop a positive, favorable opinion of the firm and the goods in general thanks to the sales staff's honesty.

Empathy

Understanding other people's issues and perspectives is empathy. A salesperson should have empathy for their clients' needs. It assists in foreseeing the requirements and desires of customers. Additionally, it makes the selling presentation preparation easier.

Networking

One of the key characteristics of a salesperson is networking. A successful salesperson enjoys networking. The salesperson should try to build numerous business ties and become active in their local community. More contacts will result in more leads for the salesperson as a result of it.

Enthusiasm

An effective salesperson is consistently driven. He is always prepared to close a deal at any time. He should always be on the lookout for opportunities. Customer purchase or order of the goods is encouraged by the salesperson's excitement.

Forecasting

Forecasting future sales is an essential component of sales management. The sales manager must learn how to predict sales. The sales manager should be well-versed in all available sales forecasting techniques. It will assist with a number of sales-related tasks, including planning, scheduling, directing, and hiring.

Emotional Quotient

For salespeople, emotional intelligence is crucial, but for sales managers, it is essential. It will make it easier for the sales manager to get over prospective customers' concerns during a transaction. Additionally, it assists the sales manager in determining when, how, and why to encourage, assist, and console the sales force in order to optimize performance.

Capacity for challenge

An excellent sales manager should function as a mentor who pushes and encourages personal development in each member of their team. They ought to be in the sales industry. They need to have strong interpersonal abilities.

Adaptability

Each member of the sales team has a unique skill set. Alongside enthusiastic, aspirational college grads beginning their first sales career, one may find experienced sales experts with decades of expertise. Organizations need sales managers who can modify their management approach to inspire salespeople with a range of backgrounds and degrees of expertise.

Team Captain

Top salespeople often prefer to work alone. They love the sense of independence they get from talking on the phone or traveling to potential clients. However, effective sales management requires close collaboration with employees. Along with working with the sales staff, they also need to regularly report to higher management. The team members must be constantly updated by the sales manager. It is the sales manager's genuine concern for the sales staff.

Sales Force Administration

Businesses mistakenly believe that everything will be OK as long as they have a successful sales plan. That is not the case, however. To make sure that plans are being put into action, the company must also have a strong staff. Since ideas are useless until they are carried out, as Steve Jobs once observed, sales force management should be a firm's top responsibility. The formation of a sales force that involves the coordination of sales operations, training, and use of sales techniques that lead to the accomplishment of sales goals and objectives is known as sales force management. A component of marketing management is sales force management. The marketing strategy is transformed into marketing performance via sales management.

Selection

Selection refers to choosing a certain number of qualified applicants from the pool of applicants. As soon as the recruiting phase is through, selection begins. Selection simply takes into account the requisite number of most qualified individuals, while recruitment takes into account all applications submitted by the deadline. There isn't a perfect selection procedure that most businesses can use. Typically, a quick and easy selection method is used to choose salespeople. However, some businesses also use a protracted and methodical selection procedure when selecting many salespeople at once.

1. Application Taking

Applications for the salesman position are accepted from qualified individuals. The applicants may have been instructed to submit their applications and biographical information on plain paper. Upon payment of the required price, "Application Blanks"—as they are known—are made accessible by certain organizations.

2. Evaluation of Applications

Then, it will be necessary to process the applications that were submitted by each applicant for the salesman position. Applications that are incomplete will be rejected. Applications for the salesman position won't be accepted from those who don't meet the qualifying requirements.

3. Initial Interview

The interview is by far the most crucial step in the hiring process. The number of applicants who will be contacted for interviews is decided by a team of specialists, and letters are given to the candidates well in advance.

4. Written Exams

Then, a written exam may be scheduled for all of the salesperson applicants who are qualified. Typically, the exam paper is divided into two sections: descriptive and objective questions. The objective questions could evaluate the candidate's general knowledge, English, and arithmetic skills. The descriptive portion will assess the candidate's capacity for letter writing and overall essay preparation.

5. The last interview

The applicants who have passed the written exam as part of the selection process for salespeople will subsequently be contacted for an interview. An interview is an in-person, oral test of the applicant. Questions may be posed to the candidate on a variety of topics, including politics, sports, marketing, finance, and other topics.

The purpose of the interview is to evaluate the candidate's communication skills in front of a panel of experts. The interview will enable the company to determine if the applicant is brave enough to take on any job or is a timid person. The applicants who will be chosen as salespeople must have strong communication skills.

6. Checking references

Typically, those applying for sales positions are requested to provide the names of a few illustrious individuals. The employer may get in touch with these people, referred to as references, to learn more about the behaviour and character of the applicant. Successful applicants for the salesman position must undergo a medical examination to determine their physical fitness. A candidate's height, weight, vision, and other characteristics are examined. Any kind of profession requires a certain level of physical health. Given that a salesman must travel often, it is much more crucial.

Final Decision

Candidates who are deemed medically fit may be hired for the salesman position on probation. The first training term known as probation is when a salesman must understand their job and perform to the employer's satisfaction. The probationary term might last anywhere between six months and two years. Only those salespeople who met the requirements of the company throughout the probationary period will be kept on. The salesman often receives a consolidated wage during probation. Only once his service has been confirmed will he be paid according to the scale. The field of sales management is quickly evolving. It is going through a lot of changes as a result of technological progress. It is no longer only about selling the product to the customer; a lot of focus is placed on the growth of the sales team and the sales organization.

The lifeblood of every business is sales. Actual sales are what generate the organization's money, which is then utilized for growth and modernization. The foundation of marketing management is sale management. It started working after the business started paying attention to the aspects affecting salespeople's motivation. The numerous forms of sales staff pay provide the company a competitive edge as well. The growth of the organization is significantly influenced by the sales organization's structure. The organizational structure of sales management and human resources are the main topics of this section.

Sales Training Mean

The personal development of abilities and strategies connected to discovering and investigating new sales possibilities as well as closing sales for a company constitutes sales training. The process of giving the sales force specialized skills for carrying out their duties more effectively and assisting them in fixing weaknesses in their sales performance is known as sales training. the challenge of assisting sales staff in maximizing their abilities.

Training in Sales Techniques

It's crucial to choose the best training approach. Prior to selecting a technique, it is crucial to understand which approach would allow trainees to acquire their skills and knowledge the fastest. The training approach is also designed to instill in the trainees the proper attitude that will increase their willingness to participate in training. The specifics of the instruction techniques are described:

1. Lecture Technique

The learners get the necessary training in selling abilities and strategies using the lecture style. Sales trainees gain knowledge of concepts such as selling as a functional component, management practices of selling, various underlying difficulties of selling, creativity in selling, and the role of selling in cross-functional interaction, among other things. The lecture technique creates a participatory atmosphere where students may actively participate by paying attention to the lectures, taking notes, asking questions, clarifying their doubts, and receiving ideas. Participants often get written materials and training manuals. To enliven the lecture sessions and pique the students' attention, some teachers employ audio-visual aids. Speakers for the lecture sessions will include company executives, senior managers, professional trainers, and guest lecturers with extensive expertise in the field of marketing.

2. Conference Instruction

A conference provides a forum for the discussion of numerous topics. It offers the ideal environment for interaction between learners and instructors when used as a teaching tool. It is a group gathering with agenda topics that have been scheduled in advance. The conversation might take many different paths as it revolves around the problem. The conference coordinator or the leader explains how these many conversation topics are connected. The conference technique in sales training allows for a general topic to veer around particular goods or services that sales trainees may market in the future. The conference proceedings include cover sales management and territory management. A chairman oversees the whole meeting and summarizes the conversation in the conference.

3. Case Analysis

A case study is a written account of a real-life or fictitious sales scenario or sales issue that is presented in a classroom. The students must pay close attention to and comprehend all of the case's many aspects. Before participating in the diagnosis of the personal selling discipline's inputs and providing solutions, students must then tie these problems to the personal selling ideas and principles they have previously learned. Salespeople are free to express their opinions in order to build confidence.

4. Workplace training

A well-liked method that allows new workers to get practical learning experience is on-the-job training. Newly hired salespeople have the opportunity to see the techniques used by more experienced salespeople and sales managers when they engage with consumers in the selling setting. These new salesmen are instructed to carefully listen to the conversation so they may get insight into how to interact with both current and potential clients. Then, in front of more experienced salespeople, the sales trainees are permitted to conduct sales calls. After the calls are over, the seniors examine the errors made by the salesmen and provide suggestions for how to make a particular sales scenario better. In reality, this encourages the trainees to make more sales and improve their weaknesses. The nature of modern training programs is more interactive. These innovative techniques have shown to be quite useful, especially in fields like sales.

5. Training that is audio-visually focused

These teaching techniques use entertaining and engaging demonstrations using movies, audio cassettes, PowerPoints, and other media. It offers the opportunity for the trainees to watch charts, graphs, presentations, talks, buyer-seller interactions, interviews with marketing experts or consultants, meetings with the dealers, some genuine buying-selling scenarios, etc. When combined with lecture-based trainings, these techniques provide a very engaging learning environment where students may discover both theoretic and practical aspects of selling. Newly hired salespeople are exposed to multimedia training programs, DVD systems, or computer-based training that replicate various buying-selling scenarios. Despite being costly, these training tools are very efficient due to their practical focus and the condensed learning curve. The way that sales trainees get advanced training via e-learning modules and e-performance support systems has been changed by multimedia technologies.

The use of videoconferencing for long-distance communication is growing in popularity. This teaching approach blends video lectures with artificial intelligence-assisted inquiry methods. In this method, questions on how to handle a certain sales scenario, how to make judgments in problem-oriented settings, etc. are shown on computers. The live demonstration mixing audio and visual effects is made feasible by both web-based training and video conferencing, which are both helpful in a decentralized training method where participants remain geographically scattered. Some businesses utilize computerized management games where trainees are placed into groups with five to six people in each group. After building a mock marketplace scenario, games are played among these groups. The competition rates the teams based on the decisions made about the sales budget, selling expenditures, sales turnover ratio, etc. that were the most effective.

7. Play Acting

In role playing, salespeople are encouraged to pitch a product to a made-up prospect in a fake version of an actual sales scenario. In rotations, trainees are expected to play the parts of salesmen and prospects. As a result, the trainees have a chance to practice the buying-selling activity they would encounter in the real world. Trainers keep a close eye on the class and provide advice to the students on how to perform better in various situations. The goal is to provide trainees the ability to manage and control sales situations. In addition, students learn how to solve issues.

8. Method of Group Discussion:

Different groups are developed using this training approach by a small number of people. Each team looks for direction under the direction of a senior officer. The group talks to the leader about the sales issues, and they try to come up with a solution that everyone can agree on. Everyone has the chance to benefit from the thoughts of others during group conversations.

9. Rotation of Jobs Training

This approach is used to teach trainees about the duties of many departments, including the research department, accounting, advertising, procurement, packaging, and public relations, among others. The organization of job rotation training is based on a well-thought-out training schedule. The learners' practical understanding of several sales-related topics is developed via this kind of training.

10. Conversational Topics

In this training strategy, salespeople sometimes speak with their sales managers and senior managers to address their unique difficulties. Based on their expertise in the industry, the Managers provide sound recommendations. The managers provide advice to the sales trainees on marketing strategies, route planning, call scheduling, managing sales timings, and other sales-related topics.

11. Distance learning courses

When sales trainees are hired to work in locations far from the corporate office and their assigned sales territory, it is challenging to provide training by correspondence. The sales trainees get the printed training materials from various locations where they work. The students attentively read the materials before learning to apply or carry out the advice and directions they have been given via the study materials. Clarifications are requested through communication if they have any difficulties comprehending the items provided.

CONCLUSION

In conclusion, A successful salesperson has a well-balanced set of interpersonal abilities, product expertise, and client attention. Sales people may flourish in their positions, increase sales income, and improve client experiences by exhibiting these traits. Effective sales tactics have an influence that goes beyond individual sales results and contributes to overall customer satisfaction and long-term company growth. Building a high-performing sales culture and finding sustainable success in the competitive and dynamic business environment depend on cultivating and fostering these traits in sales teams. Passion and enthusiasm for the goods or services being offered are engaging and infectious. Genuinely enthusiastic salespeople exhibit confidence and instill trust in their clients. Effective salesmanship is based on a customer-centric mindset. Salespeople who put the needs of the client first and concentrate on providing value are more likely to get recommendations and repeat business.

REFERENCES:

[1] K. M. Lo, W. Y. Yi, P. K. Wong, K. S. Leung, Y. Leung, and S. T. Mak, "A genetic algorithm with new local operators for multiple traveling salesman problems," *Int. J. Comput. Intell. Syst.*, 2018, doi: 10.2991/ijcis.11.1.53.

[2] G. Lancia and P. Serafini, "Traveling Salesman Problems," in *EURO Advanced Tutorials on Operational Research*, 2018. doi: 10.1007/978-3-319-63976-5_12.

[3] Y. S. Chang and H. J. Lee, "Optimal delivery routing with wider drone-delivery areas along a shorter truck-route," *Expert Syst. Appl.*, 2018, doi: 10.1016/j.eswa.2018.03.032.

[4] D. Minh Vu, M. Hewitt, N. Boland, and M. Savelsbergh, "Solving time dependent traveling salesman problems with time windows," *Optim. Online*, 2018.

[5] P. Azoulay, J. M. Wahlen, and E. W. Zuckerman Sivan, "Death of the Salesman, but not the Sales Force: Reputational Entrepreneurship and the Valuation of Scientific Achievement," *NBER Working Paper Series*. 2018.

[6] M. M. Aguayo, S. C. Sarin, and H. D. Sherali, "Single-commodity flow-based formulations and accelerated benders algorithms for the high-multiplicity asymmetric traveling salesman problem and its extensions," *J. Oper. Res. Soc.*, 2018, doi: 10.1057/s41274-017-0261-0.

[7] W. Zhu, L. I. U. Li, L. Teng, and W. E. N. Yonglu, "Multi-UAV reconnaissance task allocation for heterogeneous targets using an opposition-based genetic algorithm with double-chromosome encoding," *Chinese Journal of Aeronautics*. 2018.

[8] A. Asef-Vaziri and M. Kazemi, "Covering and connectivity constraints in loop-based formulation of material flow network design in facility layout," *Eur. J. Oper. Res.*, 2018, doi: 10.1016/j.ejor.2017.07.019.

[9] S. Hore, A. Chatterjee, and A. Dewanji, "Improving variable neighborhood search to solve the traveling salesman problem," *Appl. Soft Comput. J.*, 2018, doi: 10.1016/j.asoc.2018.03.048.

[10] E. Ülker, "An elitist approach for solving the traveling salesman problem using an animal migration optimization algorithm," *Turkish J. Electr. Eng. Comput. Sci.*, 2018, doi: 10.3906/elk-1705-61.

CHAPTER 22

A REVIEW STUDY OF STRUCTURE OF SALES ORGANIZATIONS

Satyendra Arya, Associate Professor
Teerthanker Mahaveer Institute of Management and Technology, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India
Email Id- satyendra_arya17@rediffmail.com

ABSTRACT:

The structure of sales organizations plays a crucial role in defining the sales team's hierarchy, responsibilities, and coordination. This abstract provides an overview of the various types of sales organization structures commonly adopted by businesses. It explores the significance of different structures, such as geographic, product-based, customer-based, and matrix structures, in aligning sales efforts with overall business objectives.

The abstract delves into the benefits and challenges associated with each structure and their impact on sales team performance and efficiency. Additionally, it discusses the role of technology and data analytics in optimizing sales organization structures and driving sales effectiveness. Moreover, the abstract highlights the importance of flexibility and adaptability in choosing the most suitable structure to suit the dynamic business environment.

KEYWORDS:

Channel Sales, Direct Sales, Inside Sales, Key Accounts, Territory Sales Managers, Vertical Markets.

INTRODUCTION

The level of effort a salesman is willing to put out while doing their work is referred to as motivation in the sales function. While some salespeople are naturally driven, there are others who need external motivation.

Factors influencing the Sales Force's Motivation

The salesman that is successful is a determined person. She excels in her job because of her unwavering desire, willingness to grasp chances, and unyielding tenacity. Despite the fact that she may be born with some of these attributes, the salesman needs support to keep up her best job. Motivating people comes in a variety of ways that are connected to incentives and prizes for a job well done [1], [2].

Minimum Salary

Anyone may be motivated by a basic pay, regardless of their occupation. A salesman is particularly aware of this as closing a transaction boosts his compensation. The motivation for attracting more new consumers, keeping existing customers, promoting the product, and finding other strategies to boost sales comes from the awareness that the more he sells, the more money he earns [3], [4].

Teamwork

Many salesmen are thought of being ambitious, hard-working individuals who prefer to work alone. The autonomous and self-directed individuals who love working alone are drawn to sales jobs because of their nature. Many salesmen, nevertheless, do not easily fit into that preconceived notion. They are driven by the sociable benefits of being a team member and helping the team succeed. These individuals could find fulfillment in working in teams to solve problems, helping a colleague succeed, or even taking center stage at a sales meeting. The company can:

1. Host regular sales meetings or social events.

2. Involve them in group initiatives

3. Include group incentives

Opportunity with Challenges: Opportunity is a major motivator for salesmen. Opportunities might mean different things to different people. However, difficulties and the potential for bettering one's circumstances at work or in general come within the categories of motivating opportunities. The company should make an effort to foster an atmosphere that provides possibilities [5], [6].

Competitive Collaboration

Although competition among salespeople might be detrimental, it is in their nature to be competitive. It causes some people to neglect their coworkers while making others despise them. Encourage cooperation over competition to increase the likelihood that everyone will be motivated. The objective is to compete with other competitors, not with one another. Encourage cooperation through rewarding mentorship, knowledge-sharing, and cooperative efforts to outperform rivals. According to an American Psychological Association research, salespeople need to feel that their job is appreciated by their management and firm in order to remain motivated. They also need to find significance in what they do [7], [8]. The following are some methods to instill a sense of worth in salespeople:

1. Participating in decision-making

2. Present chances for development and progress

3. Establish flexible working conditions

4. Provide fair and proper compensation

Promoting Initiative: Encourage salespeople to take the initiative to start their own businesses in the same way that you would encourage others to collaborate. Give them the flexibility, time, and area to test out their ideas. Reward them for presenting fresh concepts that will grow market share and attract new clients. Give more incentives for ideas that are put into action and bigger incentives for ideas that are successful [9], [10].

Paying the Sales Force

To motivate a sales organization's success, basic pay, commissions, and incentives are combined into sales compensation. The individual plan for a sales representative inside a sales organization is called a sales compensation plan, and it should be created with certain ideas and elements in mind, depending on the sales representative's position within the sales cycle, the nature of the sales engagements, seniority, and other factors.

Differentiated Sales Compensation Plans

Straight Salary

This is the most typical way to pay a sales staff. Salary is the term used here for payments given to salespeople. Salary typically consists of base pay plus a daily stipend. A person receives a wage in exchange for doing their work or carrying out their obligations for a certain amount of time. It is based on how long the task took overall or in terms of time units. For instance, a pay may be paid on a monthly, weekly, fortnightly, or other schedule. Salary is paid in accordance with a set pay scale. No matter how much labor is put in, there is a guarantee of remuneration. It is unaffected by variations in business.

Salary Plus Commission

This is a well-liked and often used approach or plan for compensating sales staff. In this system, a salesperson receives commission on top of a set and regular pay. The commission rate may be set or variable, common to all items and areas or different. indirect means. The combination of a monthly set payout with an incentive to do better is the method's greatest feature.

Commission-only plans

These types of programs do not provide a basic pay. Only once a deal is completed do salespeople get payment. There is no certain source of revenue. Sales staff are not compensated if they generate no sales. Even if they are manageable, it might be difficult to find salesmen to fill these positions.

The point or merit-based technique is not common in India. It is a very recent way of paying salespeople. Here, the quantity of compensation given to salespeople is determined by the accolades, grades, or points they have earned.

Company communicates with salespeople the rate per merit, mark, or point that is set in advance. The accept rate or price of each unit may be decided by taking into account salesmen's opinions. You may calculate your compensation by multiplying your points by the rate per point.

Territory Volume

Organizations that use a team-based sales strategy often have this. At the conclusion of the sales period, the total sales for a certain region are calculated, and commission is split evenly among the sales representatives. Each sales person earns Rs. 20,000, for instance, if a firm employs five sales representatives in an area and they close Rs. 100,000 in sales within a pay period.

Profit Sharing

This is a rather uncommon kind of remuneration. It is not a regular component of salesmen's compensation. Profit sharing is utilized in rare or extraordinary circumstances. Profit sharing may be coupled with a salary and bonus, a commission and bonus, a salary, a commission and bonus, or any other arrangement. This benefit is available based on overall earnings, profits by area or profits by product. It is not required by all employees in a corporation. It relies on the management's attitude and intentions. Profit sharing is an option if there is enough profit and the business wishes to provide some of it to the salespeople. A corporation often divides a specific percentage of earnings among its salespeople.

Draw versus Commission

A commission-only strategy of this kind. At the start of each pay period, employees get a pay advance that serves as a type of basic pay. This sum is subtracted from the commission the employee has earned at the conclusion of the pay period. In the event that not enough is sold, it functions as a type of cash money.

Bonus

Salespeople are paid a set salary or commission as well as a bonus. Keep in mind that bonuses vary from commissions. In addition to the regular compensation provided to salespeople, bonuses are given. It is compensated when a set of outcomes are exceeded. While bonuses are given for reaching a predetermined sales target, commission is paid based on the volume of sales. Be aware that bonuses lack commission's strength. Bonus is often given for the following actions:

1. Bonuses are awarded for completing certain promotional tasks.

2. Reaching exceptional sales volume.

3. Getting a specified quantity of new clients.

4. Reducing selling costs, etc.

Organization for Sales

"A good sales organization," according to C. L. Boiling, "is one in which functions of departments have been carefully planned and coordinated towards the objective of pulling the product in the hands of the customers, the whole effort being efficiently supervised and managed so that each function is carried out in the desired manner." A sales organization, in the words of H. R. Tosdal, comprises of people who collaborate to promote goods that the company either manufactures or that were acquired with the intention of reselling. "Sales organization is both an orienting point for cooperative endeavor and a structure of human relationships," write Stiff, Cundiff, and Govoni. It is made up of a group of people that work together to achieve both qualitative and quantitative personal selling goals and who have both informal and formal relationships with one another.

1. Goals of Sales Organizations

Management uses sales objectives to enhance the vision and objectives they have established for the business and the sales department. The precise, quantifiable steps that each employee must follow to accomplish the overall target are laid out in the sales goals. For instance, suppose the sales staff wants to increase revenue over the next six months. Each salesperson's aim is to bring in 2% more money each month in order to meet this target. The goal of a sales organization is to have products consumed or put to use rather than just selling them to distributors. Therefore, the manager's duties go much beyond just selling products. Specialist development is facilitated by the sales organization. Marketing and sales operations increase in number and complexity as a firm grows. The facilitation of responsibility and power delegation is one goal of recognizing the sales department. This necessitates changing the structure to make it simpler for experts to grow.

2. Authority Definition

A sales organization aids in the classification of the many forms of authority. Sales executives need to be aware of whether they have functional, line, or staff-level authority. Line authority is the capacity to carry out directives. Suggestions are allowed under staff control. Functional authority empowers experts in certain fields. Salespeople get guidance from a variety of sources. Each sales officer has to be aware of the scope of their jurisdiction over every part of the business.

3. Focus on primary Functions

Sales organizations help top executives pay attention to their primary responsibilities. Additional subordinates are added when a sales department's operations and activities expand. Leading sales leaders are now able to give out greater power. Additionally, it permits specialization to be used more skillfully. This enables CEOs to spend more time strategizing and less time on mundane tasks.

4. Demand Creation

Sales organizations assist companies in generating market demand for their products, which in turn helps them sell more of them. A product is not immediately sold when it leaves the factory where it was created. The product is pushed to customers by salespeople. Even they, however, cannot compel the customer to purchase the good. The need and perception of the customer influence the transaction. This demand is generated through selling prowess, advertising campaigns, and other factors that contribute to market demand.

5. Fulfillment of Received Order

This is a vital sales organization task where the salesperson must respond to client inquiries and questions, take orders, and prepare the goods in accordance with consumer demand. Finally, the items are packaged and sent in accordance with customer expectations; all of these jobs are crucial and successful.

6. Credit Recovery

Not all sales can be made in cash. Credit is used for large purchases. An firm would find it extremely challenging to operate just on cash sales; in this cutthroat economy, credit sales are essential. The organization must begin collecting dues when the credit sales are completed. It is a finish the job strategy.

7. Personnel management

In order to increase sales, every sales organization seeks for the finest salespeople. Training is a factor in this. The sales organization is responsible for choosing, educating, inspiring, supervising, and managing its sales staff. Here, the business must invest in sales personnel.

8. Lead Conversion

Sales teams help with lead conversion. The role of the sales department is to fill the gap between client demands and the products that can meet those needs. The sales team's responsibility is to complete the transaction by providing the consumer with further information and assisting with their purchasing decision. Customers often find this to be appealing since it gives the sales organization the appearance of being the authority, which fosters credibility and, in turn, trust.

9. Customer Retention

Sales organizations aid in maintaining customers. Excellent sales organizations are ones that not only close the deal but also leave the consumer with positive feelings. Long-term client connections result in recurring business, recommendations, and an expansion of the brand's word-of-mouth reputation. Sales follow-ups are a crucial part of client retention via sales. Setting up post-sale conversations or meetings is a good approach to keep the connection strong and provide the client a chance to share their thoughts on the good or bad aspects of the product or service.

10. Business Development

The development of client loyalty and trust is largely dependent on the sales organization. The major factors that influence a customer's decision to refer a business to a friend or family member or to provide an excellent online review of a product or service are trust and loyalty. They have enormous influence in the digital era because of the influence and strength of social media and online media. Encouragement of the consumer to refer a friend or provide favorable feedback during sales interactions may help the company expand by raising brand awareness and sales.

DISCUSSION

Geography or Territory Organization Structure

The sales department is separated into regions or territories in this fundamental and popular style of sales organization structure. It enables each salesperson to become knowledgeable about a certain region. They may establish a connection with neighborhood companies, learn about local rivals, keep tabs on target accounts, etc. A corporation may find it simpler to assess a sales representative by looking at the performance and market potential of a particular geographic area. This organizational structure is ideal for businesses that provide a variety of goods and services. The sales personnel are positioned to sell a certain item or service. Similar to regional expertise, it enables sales representatives to become authorities on a particular product, improving their ability to explain its benefits and potential applications to various customers.

Customer or Account Size Organization

Another common structure is to organize the sales department by the size of the customers or accounts. Based on their size, sales representatives are given specific clients in this framework, who are often corporations or commercial establishments. These commercial establishments may have various objectives, diverse inquiries, and extremely various financial constraints. The requirements of both the client and the sales professional may be met by the organization by enabling the sales representative to get acquainted with the nuances of these accounts. Ideal for business-to-business interactions is this sales arrangement.

Industry or Vertical Organization

The same items were employed in various ways by several industries. For instance, the basic computer may be used for a variety of tasks and objectives. Sales agents in this system are well-trained to place goods and services in accordance with the demands of the specific sector. It assists in increasing salespeople's knowledge of a given industry, its trends, eco-systems, etc.

Assembly Line Organization

The assembly line is so called due to its specific, linear form, which separates an organization's sales process. Each step in the line corresponds to a particular job within the sales cycle, and each sales duty is performed by a different person. These assignments are often classified into the following categories: Lead Generation Team: Members of the Lead Generation Team do market research on possible customers, compile information on their requirements and problems, and then arrange the data for the team to maximize departmental prospecting. Lead Generation Team: The Lead Generation Team forwards initial research to the Sales Development Team, which qualifies prospects. Calling the lead and doing research might both be included in qualifying the prospects. Only qualifying leads are sent to the accounts team by the sales development team. Account Executive Team: The closers are the account executives.

They pursue the deal using the qualifying leads. These staff members sign the accounts and give them to the onboarding team after doing product demos, answering inquiries from prospects, and handling objections. specializes in assisting clients in adjusting to a new product or service. Their responsibility is to maintain customer satisfaction, inform clients of the benefits of the product or service, and seek for new chances to strengthen the bond.

The Island

The moniker "The Island" refers to how independent each sales person is throughout the sales process. The sales representative, as opposed to the Assembly Line method, is in charge of every activity involved in the sales cycle, from generating and qualifying leads to completing the transaction and spotting upselling prospects.

Because the sales representative must sell or perish, some people make fun of the sales team structure and label it "the island." The Island sales team structure concept is applicable to any business when the founder is still the main salesman. The Island also provides services to businesses who are unable to afford to add more than a few sales agents to their sales team.

The Pod

In this organizational structure, small teams of salespeople who are experts in certain sales process activities collaborate to meet sales targets. Employees that create leads, qualify leads, complete deals, and enroll new clients often make up each pod.

The Assembly Line and Island sales team structure models are combined in the Pod sales model; although the individual accomplishment of the pod is modeled after the Island sales structure, the specialization of sales responsibilities is derived from the Assembly Line.

Pod sales is a logical next step for businesses that use an assembly-line-style sales structure. It also works well if the sales team is already very big or if the company has the funds to recruit more employees who will just focus on sales.

Decentralized Team Structure

In decentralized team structures, members of the sales team are dispersed around the company at key locations. These positions may be local, statewide, or even federal. Each team member is concentrating on sales for their own strategic area. Teams with decentralized leadership expand the organization's influence.

Customers often get outstanding customer service. Additionally, sales representatives benefit from flexibility in their work schedules and spend less time traveling. Additionally, by having a local presence, the organization lowers travel expenses while boosting revenues.

Centralized Team Structure

This kind of organization keeps the sales team in one location and is often headed by a single decision-maker. The owner often serves as the focal point of the group in this sort of arrangement. Because the decision maker is there, centralized teams often excel at taking choices fast. Additionally, centralized teams are often preferable for businesses when the owner is still actively engaged in operations and wants a more concentrated approach that minimizes uncertainty and increases responsibility for the outcomes.

Committee Sales Organization

A sales department should never be organized only on the basis of a committee. It is a way to set up the executive group for planning and policy creation while allowing it to individual executives to carry out plans and policies. The committees that are often found in sales organizations include the committees for new product development, people and merchandising, customer relations, and training.

Development of a Sales Organization

A sales organization is a group of people that collaborate to advertise goods and services that are either produced in-house by the business or those it purchases with the intention of reselling.

1. Define Objectives

The first stage is to specify the goals for the sales department. The company's long-term goals are set by top management, and the sales department's goals are derived from them. For instance, top management may want the company to not only survive but also become the leader in its industry, establish a reputation for excellent technical research, diversify its product offerings, offer customers excellent service, give investors a generous return, foster an image of social responsibility, and so forth. Sales management draws conclusions about the sales department's implications from these composites and develops a list of qualitative personal selling goals. Sales, profitability, and expansion are the three overarching goals of the sales department, all of which may be linked to management's desire for the company to survive.

2. Activity Determination

Analyzing the qualitative and quantitative goals of the sales department will help you determine the essential activities and their volume of performance. Even while individual sales executives may believe that their operations are distinct, most variances in contemporary sales management are more superficial than substantive.

3. **Activities are categorized**

Such that tasks that are closely connected to one another are given to the same slot. Every employment needs to provide more than just a challenge, an interest, and a participation. The performance of the sales department depends on a few key tasks, which has effects on organizational structure. For instance, in a highly competitive industry, tasks of lesser significance are delegated to lower-level positions while tasks of more importance are given to positions high up in the organizational hierarchy.

4. Employees Assignment

The last stage is to allocate employees to the available roles. This raises the dilemma of whether to fill the roles with qualified candidates or adjust them to better suit the skills of the workforce. On the one hand, certain job requirements are so generic that many people already have the skills required or can learn them via training. On the other hand, certain people have such special skills and capabilities that it is wise and professional to adjust the work specifications to meet them. However, where circumstances allow, planners prefer that people develop into specific tasks rather than that jobs develop around people.

5. Coordination and Control

Sales leaders who have employees under them need to have systems in place to manage and coordinate the work of their employees. They shouldn't be given so many intricate and unassigned tasks that they don't have enough time for coordination. Additionally, they shouldn't have an excessive number of direct reports. As a result, the quality of control is weakened and other obligations cannot be fulfilled. Therefore, the range of executive control must be taken into account while making arrangements for coordination and control. Sales training is a procedure that aims to improve the selling abilities of salespeople in order to raise their capability, knowledge, and experience. Any of the motivational theories, including Maslow's hierarchy of needs, Herzberg's two-factor theory, goal-setting theory, expectation theory, and work design theories, may be used by sales managers to inspire their staff. A sales organization serves as a framework for interpersonal interactions as well as a compass for collaborative work. It is made up of a group of people who work together to accomplish their qualitative and quantitative personal selling goals and who have both informal and official relationships with one another.

CONCLUSION

In conclusion, the efficacy of the sales force and the acceleration of company development are significantly influenced by the form of sales organizations. In today's dynamic and cutthroat business environment, firms may maximize sales performance, enhance customer happiness, and find long-term success by choosing the best structure and harnessing technology and data insights.

The sales staff is ultimately aligned with the broader company objectives via a well-designed sales organization structure, allowing for effective cooperation and maximum revenue creation. Technology developments and data analytics provide possibilities for improving sales organization structures. Sales managers may pinpoint areas for improvement and optimize sales procedures thanks to data-driven insights, which improves the effectiveness of their sales teams. The most effective sales organization structure must be flexible and adaptable. Businesses must be willing to adapt their organizational structures in order to stay competitive, adapt to market changes, and efficiently satisfy client requests.

REFERENCES:

[1] J. Marcos Cuevas, “The transformation of professional selling: Implications for leading the modern sales organization,” *Ind. Mark. Manag.*, 2018, doi: 10.1016/j.indmarman.2017.12.017.

[2] M. Rouziou, R. Dugan, D. Rouziès, and D. Iacobucci, “Brand assets and pay fairness as two routes to enhancing social capital in sales organizations,” *J. Pers. Sell. Sales Manag.*, 2018, doi: 10.1080/08853134.2017.1384699.

[3] Z. Fatima, “Impact of salesforce commitment on sales organisation,” *J. Bus. Thought*, 2018.

[4] S. L. Malek, S. Sarin, and B. J. Jaworski, “Sales Force Control System and Sales Organization Effectiveness - A Review Based Study.,” *J. Pers. Sell. Sales Manag.*, 2018.

[5] B. Hayati, Y. Atefi, and M. Ahearne, “Sales force leadership during strategy implementation: a social network perspective,” *J. Acad. Mark. Sci.*, 2018, doi: 10.1007/s11747-017-0557-2.

[6] B. Purohit, “Salesperson performance: role of perceived overqualification and organization type,” *Mark. Intell. Plan.*, 2018, doi: 10.1108/MIP-06-2017-0108.

[7] J. Moisander, C. Groß, and K. Eräranta, “Mechanisms of biopower and neoliberal governmentality in precarious work: Mobilizing the dependent self-employed as independent business owners,” *Hum. Relations*, 2018, doi: 10.1177/0018726717718918.

[8] Y. Yang and K. Siau, "A Qualitative Research on Marketing and Sales in the Artificial Intelligence Age," *Midwest Assoc. Inf. Syst. Conf. Inf. Syst. Conf.*, 2018.

[9] A. Williams, A. Olalekan U, and S. Timothy, "Consumer trust and adoption of Point Of Sales of selected business organisations in Lagos State Nigeria," *Int. J. Appl. Sci. - Res. Rev.*, 2018, doi: 10.21767/2394-9988.100069.

[10] L. Y. Jie, D. H. Ten Wong, Z. M. Zain, N. N. A. Sjarif, R. Ibrahim, and N. Maarop, "Metrics and benchmarks for empirical and comprehension focused visualization research in the sales domain," *Indones. J. Electr. Eng. Comput. Sci.*, 2018, doi: 10.11591/ijeecs.v12.i3.pp1340-1348.

CHAPTER 23

A COMPREHENSIVE REVIEW OF SALES PLANNING AND CONTROLLING

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Sales planning and controlling are essential functions within sales management that involve developing comprehensive strategies and effectively managing sales activities to achieve desired objectives. This abstract provides an overview of the significance of sales planning and controlling in driving sales team performance and optimizing business outcomes. It explores the process of sales planning, including setting sales targets, defining sales strategies, and allocating resources. The abstract delves into the role of sales controlling in monitoring sales performance, identifying deviations from the plan, and implementing corrective measures. Additionally, it discusses the impact of data-driven insights and technology in enhancing sales planning and controlling. Moreover, the abstract highlights the importance of continuous evaluation and adaptation to ensure sales plans remain relevant and effective in the dynamic business environment.

KEYWORDS:

Budgeting, Competitive Analysis, Forecasting, Goal Setting, Key Performance Indicators (KPIs), Market Research.

INTRODUCTION

The goal of every firm is to maximize profits. Organization must function in a methodical way in order to maximize profit. Companies have many divisions as a result of the division of labor in order to operate in a methodical way. Organizations often have departments for finance, human resources, administration, marketing, manufacturing, and operations, as well as a distinct IT department these days [1], [2]. All other departments serve as support departments for the departments that deal with the production and sale of products, which are key issues in corporations. Entrepreneurs must adhere to the management process aspects of planning, organizing, staffing, leading, and controlling in order to thrive in a competitive market. A marketing department is included in a company to promote products and increase sales. In the past, the only department responsible for selling products on the market was the sales department. However, times have changed, and firms now need to manage their advertising, sales promotion, customer relationships, pricing, market research, etc. in addition to their sales management in order to survive in a cutthroat business environment [3], [4].

Let's first attempt a short understanding of the sales management idea. The definition of sales management was given as "planning, direction, and control of personal selling, including recruiting, selecting, equipping, assigning, routing, supervising, paying, and motivating the sales force [5], [6]. Not just inside the sales department but also in its interactions with other organizational units, the sales management is in charge of arranging the sales process. Additionally, the Sales Management must act as the firm's representatives outside the company when dealing with clients and other external organizations. In addition to the duties mentioned above, the Sales Management is also in charge of various other crucial tasks. Making judgments about the budget, choosing the goal, the size of the sales force, the territories, and other crucial marketing decisions all depend on some of these responsibilities. The sales managers must plan while carrying out all of these crucial duties related to managing sales effort and individual selling effort [7], [8].

Sales Strategy

Any business must have a sales strategy, and the success of other organizational strategies relies on it. It serves as the focal point for all firm activities. A sales strategy is a business plan that outlines how the company's sales activity will grow with specific goals within a certain time period. In other words, it's a strategic plan that details your objectives, strategies, obstacles, target market, and course of action. The success of the sales strategy will result in money for the organization; thus, it is crucial to design it after doing enough market and product research. This will determine the organization's ultimate survival and success [9], [10]. The stages involved in sales preparation are as follows: -

Mission of a State Organization

It is the first stage of creating a sales strategy. It is crucial to create your sales strategy with your organization's objective in mind. The mission of an organization is its purpose, goal, and strategy for achieving those goals. Before creating a sales strategy, a business should think about its brand value, geographic reach, and position in the market.

Set Company Objectives and Timeframe

Setting Company Objectives and Timeframe is the next phase in the sales strategy process. Setting both long-term and short-term sales goals requires consideration of the company's purpose. Setting a time frame to accomplish that goal is crucial. Possible time frames include weekly, monthly, quarterly, and annual.

Forecast and strategies

It's crucial to predict or estimate future outcomes after defining the goals for the sales strategy. Sales managers will make predictions about the future outcomes after reviewing historical data and reliable market research. The sales manager must develop tactics based on the prediction in order to get the desired outcomes. This includes:

Team member selection

The sales manager must choose team members who will carry out the planned sales strategy. The chosen team will develop a sales strategy. Employee credentials and experience should be taken into consideration during hiring. The success of the sales strategy depends on hiring the right people and regularly training them.

Resource Allocation

Once the sales team and projections are prepared, it is time to allocate resources. Every business has unique resources for funding and assets; thus, a sales strategy should be developed. To execute a sales strategy, one must consider the number of sales representatives and level of experience needed, the budget and funding sources available, and any additional resources such as computers, marketing tools, phones, and automobiles that will be needed.

Budget

We are aware of the resources needed for the success of the sales strategy when we allocate resources in step one. At this point, the final, real budget is created while taking both revenue and cost viewpoints into account. In comparison to funds available and anticipated profit, some of the expenditures that are included in the sales plan budget are wages commissions, Sales advertising costs, training, travel, printing costs, recruiting charges, etc. After team members have been chosen, it is crucial to specify the target market that the sales team will serve. Geographical area, target clients in terms of gender, income, economic level, etc. are all included in the target market.

For instance, if your business sells cosmetics, women consumers are your target market. Additionally, if your business is headquartered in Maharashtra and is actively doing business there, Maharashtra is your target market. Similarly, determining the target market in accordance with the company's reach and product attributes is a crucial stage in the sales strategy process.

After assessing a company's internal resources and funding, it's critical to comprehend market competitiveness. It is crucial to examine both our company's competitive advantages and weaknesses compared to rivals in this competitor analysis. Innovative products, free delivery, after-sales services, convenient locations, etc., are examples of competitive advantages. For a sales strategy to be successful, market competition research is crucial.

Execution of the Strategy

In this phase, price and promotions are implied. It is not the last action. Here, the company's promotional activity might fluctuate depending on the state of the market. At this point, the firm also decides on the product's pricing and the launch strategy.

Because even though we predict and budget the anticipated result, it may differ in the real market, the execution of forecast and target market is a very important step in sales planning. The market is incredibly volatile, making it impossible to forecast how customers would react to a product. At this point, the sales manager will have difficulties.

Sale Performance

This stage of sales planning involves reviewing sales performance. The sales manager will thus compare the actual results to the desired results. Sales broken down by territory will also be measured for accuracy. The sales of competitors will also be examined and noted for future planning.

Examining sales records

The firm will review sales records in this phase to determine whether or not our sales approach is successful. In this investigation, the corporation will compare the organization's current sales performance to its historical data as well as to those of its rivals. This research will be useful in determining what you did well and what went wrong. The employer here will value excellent outcomes and provide training to reduce unfavorable outcomes.

Action Plan Development

This is the last phase in the sales planning process, where the organization will develop an action plan to fix the errors in the sales plan. It could also include market and competition strategy analysis in training. There isn't a single option available here that can properly match your business.

There will be challenges along the road, but you can always change the format of your sales strategy to get better results. Take your time to find possibilities and strategies for overcoming obstacles.

DISCUSSION

Sales Forecasting

Every firm has as its principal goal the maximization of wealth. For the majority of businesses, sales are how money is brought in. Therefore, it makes sense that every company' planning process would begin with a sales prediction. For the sales manager and sales force, the sales projection serves as a roadmap. It is an extremely effective company success strategy. Forecasts that are precise and timely may make a difference in whether they produce a profit or a loss. In general, long- and short-term sales forecasts are accurate. It's crucial to regularly adjust sales forecasts in light of market unpredictability. A sales forecast is an estimate of the number of items that will be sold within a certain time frame. A sales prediction is based on thorough research and analysis of both internal and external elements, including rivals, customers, weather, governmental rules and regulations, and internal aspects like product, pricing, services, and quality, among others. Forecasting sales is inaccurate since it depends on the state of the market. Company must periodically alter its sales strategy for best results. A sales forecast is a projection for a period of time, such as a quarter, six months, a year, or longer. Sales forecast, according to the American Marketing Association, is "an estimate of sales, in dollars or physical units, for specified future period under a proposed sales plan or programme and under an assumed set of economic and other forces outside the unit for which the forecast is made."

Methods for Predicting Sales

Sales managers may use a variety of forecasting methods. Since no one strategy can be completely precise, it is always preferable for sales managers to employ many techniques. For cross-verification, it is preferable to apply two or more procedures concurrently. Both qualitative and quantitative viewpoints are used in sales forecasting techniques.

Qualitative techniques for predicting sales

1. Director's Opinion:

It is a very ancient sales forecasting technique. This approach selects a group of seasoned executives from several divisions and solicits their input on projected sales for the organization. They make predictions about the organization's future sales based on market data and their own prior expertise. Sales forecasting is the responsibility of chosen executives. For this reason, the sales estimate takes into account all internal and external elements. Simply chosen executive's estimates and opinions were combined in this manner to get a sales projection.

2. Survey of Salespeople

This approach involves real sales staff participation in sales forecasting rather than an experienced executive. Here, each salesperson provides an estimate of their respective territory for the specified time. Since salespeople are in close proximity to their clients and are intimately familiar with their market, more precise sales forecasts are attainable.

3. Aggregate Prediction for each Product Line:

Companies with several product lines might benefit from this technique. Following a review of each product's performance, executives and salespeople provide their own sales forecasts for each product.

4. Analysis of Consumer Purchase Intentions:

This approach of sales forecasting is suitable for goods with a small consumer base. This approach is often used for industrial items or other pricey, opulent commodities with a small market. Typically, producers offer their products directly to consumers. This strategy involves doing a face-to-face consumer survey to collect data. This is due to the constant changes in consumer purchasing habits and tastes.

5. Use of the Product Analysis

This approach bases sales forecasting on the performance of competing products or a product that is already in use. For instance, if a corporation wants to introduce an air conditioner, they would research how other air conditioners are doing on the market and project sales of their AC. For sales forecasting, it is comparable to a competitor's research.

Quantitative Techniques for Predicting Sales

1. Market testing

It is a common technique for gauging customer acceptability of new products. Future sales are predicted using the test market findings. The product is first only made accessible in a local region, maybe at any retail location, using a modest promotional effort. Customer research is used to evaluate a product's success before it is launched nationally. Here, future market simulation is carried out in a small market, and based on the success of the product, future sales are made in a small region. A comparable market is chosen, known as a control market, where items are marketed with restricted promotional activity. Future sales are predicted by measuring a product's performance in both markets.

2. Time-Series Approach

It is also known as the technique of historical data. This approach makes the assumption that historical sales patterns will hold true going forward. Future sales projections often start with historical sales data. This approach is straightforward and simple to use, and compared to other ways, the sales projections are made rather quickly. The fundamental drawback of this approach is that it solely uses historical data to forecast future sales; other market dynamics are not taken into account. Customer preferences, competition strategies, and the creation of new products are all very erratic in the market. Therefore, if market conditions change, a sales prediction created using this approach may not be accurate.

3. Using Correlations

The link between variables is described by correlation. Sales of a company may be favorably or adversely connected with changes in the external environment. It will support assessing the company's potential future sales. In essence, this correlation approach examines how numerous market circumstances affect a company's sales.

4. Economical Order Size

A technique for inventory management is the economic order quantity. This approach provides information on when and how much to order while accounting for expenses. Inventory has a price. The inventory of merchandise is being pushed down by the finance department. While the sales section is more concerned with having enough goods on hand while also considering any unforeseen demand.

1. Sales forecasting has several limitations

Because of the many internal and external elements that might affect it in a volatile market, sales forecasts are not always correct. Sales forecasting has the following major drawbacks: It heavily relies on research and historical data. There is a chance that the sales projection will be incorrect if the market analysis and historical data are not accurate. Inaccurate data might lead to inaccurate future sales projections.

2. Number of Market Factors

Sales projections are based on historical data and market research, but market inevitabilities including governmental, legal, environmental, social, and psychological issues also have an impact on product sales. Accurate sales forecasting is challenging to accomplish since it is extremely difficult to foresee these things.

3. Unanticipated Customer Behavior

Even if professional sales forecasts are made after thorough market research and analysis, consumers ultimately determine whether a firm will succeed or fail. Sales forecasts may not succeed if consumer tastes have changed or if they have switched to a competitor's goods.

4. Existence of alternatives

The availability of alternatives affects sales. It becomes difficult to forecast sales when there are several options for replacements.

5. Higher price

Small businesses do not employ statistical tools or market research since they are so expensive. The sales projection fails as a result.

6. Psychological Elements' Effects

Numerous psychological aspects, such as the customer's purchasing intentions, perceptions, attitudes, values, and lifestyle, directly influence his purchasing choices. Additionally, since psychological characteristics vary from person to person, it is exceedingly difficult to forecast them. Thus, the sales projection is unreliable.

7. Using assumptions

Sales forecasting is a highly challenging activity and is not always precise since it is dependent on assumptions that are not always true.

8. Technical Progress

Accurate sales forecasting is challenging because rapid technological improvement influences manufacturing, product quality, consumer preferences, market demand, and competition.

9. Dynamism in the Corporate World

The business world is dynamic and adaptable. It is challenging to develop an accurate sales estimate since it varies every minute. Numerous forecasting statistical methods are sophisticated and challenging to comprehend. Errors might occur due to a lack of knowledge and training. Thus, it is difficult to forecast sales. No one sales forecasting technique is ideal. The likelihood of an accurate sales prediction is highest when two or three strategies are used.

Controlling sales

Sales management includes sales control as a key component. Sales control will monitor sales activity to ensure that whatever the organization has planned throughout the sales planning phase will play out as intended. Sales controlling is essential for planning's follow-up. The sales manager's primary duty is to regulate sales.

This regulating will examine how, why, and when things went wrong from time to time and recommend appropriate actions to fix errors. By combining various Sales tasks, sales managing is a crucial component of sales management that enables sales objectives and profit maximization.

Goals for Sales Control

The likelihood of achieving sales targets and seamlessly maximizing profits will grow if a firm builds sales control tools correctly. Sales control is to monitor the company's sales efforts, compare them to the goal, and then take the appropriate action. Planning for sales is therefore more significant.

The goals of sales control are:

1. Analyzing sales performance

The primary goal of sales control is to assess how well the sales team is doing in certain regions. Every evaluation should result in the required feedback. If performance exceeds expectations, a reward is necessary. However, because performance is the benchmark, improvement calls for the appropriate training.

2. Negative performance under control

Finding the causes of poor sales performance is another goal of sales control. A suitable feedback system should be created for efficient and prompt reporting. Tight management is crucial for a salesperson to act fairly. Continuous salesperson input about territory, product, and regional issues is crucial for corrective measures.

3. Determine upcoming opportunities

One of the key goals of sales control is to find new prospects for future profit maximization. Competitors are present throughout the sales process. Following verification, the business should take into account this chance to increase sales and profit.

Controlling the sales process

The procedure of regulating sales is straightforward. Sales targets are first established by the firm, followed by a comparison of what was anticipated and what was actually accomplished, and finally, remedial action. If actuals exceed the goal, the corporation will reward the sales team; if actuals fall short of the goal, training and a change in approach are required. Sales Budget, Sales Audit, Sales Quotas, and Sales Territory are just a few of the many sales management tools that are accessible.

Budget for Sales Concept

A prediction of the estimated units a firm expects to sell over time and the money it should make from those sales is the sales budget, a sort of operational budget. It serves as the foundation for creating the company's income statement. The management creates a sales budget based on a variety of factors, including the market's level of competitiveness, the company's production capacity, available funding, etc. By predicting the firm's revenues and costs, the sales manager employs this tool to estimate the profit. The term "sales budget" refers to an income and expenditure statement where the "income side" refers to anticipated earnings and gains and the "expense side" refers to costs associated with the distribution of products, advertising, and labor for selling over a certain period of time. A sales budget serves as a benchmark for assessing the success of the business. It acts as a stimulus to accomplish the goals and ambitions. Additionally, the organization may quickly take remedial action if real performance falls short of planned levels.

In an organization, the sales budget serves as the foundation for the creation of other budgets. Therefore, it must be made with the greatest care and accuracy. For instance, the sales budget will aid in the preparation of the production budget because if the production budget estimates fall short of expectations, the results might be terrible for the business.

This will be the case if it has made the necessary purchases or employed more staff to handle the transactions. The firm will have a lack of supplies and labor in the opposite scenario, which would result in a loss of sales chances.

How to prepare a sales budget in steps:

1. Analysis of Market Conditions

The examination of market trends, economic situations, seasonal demand fluctuations, competition strategies, new product introductions, consumer preferences, etc. is the first stage in creating a sales budget. The firm should examine both the present state of the market and previous experiences while doing this study.

2. Problem and Opportunity Identification

Sales managers will be able to see market issues that arise when real sales fall short of projected sales after studying market circumstances in the past and present. On the other hand, a sales manager will look for possibilities when actual sales are more than or equal to planned sales. To address these issues and obstacles, the sales manager must give the appropriate assistance.

3. Creating a Sales Projection

The next step after recognizing issues and difficulties is to project sales for the next budgeted period while avoiding errors made last year and market weaknesses encountered. It's crucial to combine two or three sales forecasting approaches for greater accuracy. Because it affects not only the sales income but also the money involved in promotional and personnel activities, sales forecast is crucial for sales budgeting.

4. Establishing Sales Objectives

Once the sales forecast is complete, the sales force must get targets or goals based on their regions and areas of competence. Sales targets are developed based on market research and sales projections.

5. Performing sales-related duties

At this stage of creating the sales budget, goals should be converted into actions. From hiring seasoned salespeople to assessing delivery and customer service, sales management should do a variety of tasks. All of the foregoing operations entail calculating costs, which are then compared to the desired profit.

6. Resources needed

Here, the sales manager will learn how much it will cost to do specific tasks. Here, the goals, duties, and resources related to sales are closely examined. Each expenditure is carefully analyzed, and expected earnings are verified. Budget finalization is complete.

CONCLUSION

In conclusion, Successful sales management is built on the key pillars of sales planning and controlling. Organizations may improve the effectiveness of their sales teams and accomplish their business goals by developing well-structured sales strategies, tracking performance, and using data-driven insights.

Sales managers must be flexible, adaptive, and sensitive to changes in order to remain on top of the game in today's competitive and dynamic company climate. Effective sales planning and controlling ultimately provide sales teams the tools they need to succeed in the market, boosting revenue and enhancing the organization's overall performance.

Customer happiness, revenue growth, and total sales force productivity all benefit from effective sales planning and managing. Businesses may seize growth opportunities and proactively address problems when sales activities are coordinated with strategic goals and efficiently tracked.

REFERENCES:

[1] N. Lahloua, A. El Barkany, and A. El Khalfi, “Sales and operations planning (S&OP) concepts and models under constraints: Literature review,” *Int. J. Eng. Res. Africa*, 2018, doi: 10.4028/www.scientific.net/JERA.34.171.

[2] S. C. Ambrose, L. M. Matthews, and B. N. Rutherford, “Cross-functional teams and social identity theory: A study of sales and operations planning (S&OP),” *J. Bus. Res.*, 2018, doi: 10.1016/j.jbusres.2018.07.052.

[3] M. Rokonuzzaman, “The Integration of Extended Supply Chain with Sales and Operation Planning: A Conceptual Framework,” *Logistics*, 2018, doi: 10.3390/logistics2020008.

[4] J. Kristensen and P. Jonsson, “Context-based sales and operations planning (S&OP) research: A literature review and future agenda,” *International Journal of Physical Distribution and Logistics Management*. 2018. doi: 10.1108/IJPDLM-11-2017-0352.

[5] M. Ben Ali, S. D’Amours, J. Gaudreault, and M. A. Carle, “Configuration and evaluation of an integrated demand management process using a space-filling design and Kriging metamodeling,” *Oper. Res. Perspect.*, 2018, doi: 10.1016/j.orp.2018.01.002.

[6] J. Wery, J. Gaudreault, A. Thomas, and P. Marier, “Simulation-optimisation based framework for Sales and Operations Planning taking into account new products opportunities in a co-production context,” *Comput. Ind.*, 2018, doi: 10.1016/j.compind.2017.10.002.

[7] P. K. Wijaya and A. Hermawan, “E-Marketing Applications Based On Virtual Reality Using Sostac Planning Method On Sales Property,” *Tech-E*, 2018, doi: 10.31253/te.v1i2.29.

[8] A. Negahban and M. Dehghanimohammadabadi, "Optimizing the supply chain configuration and production-sales policies for new products over multiple planning horizons," *Int. J. Prod. Econ.*, 2018, doi: 10.1016/j.ijpe.2017.11.019.

[9] E. Garcia-Villarreal, R. Bhamra, and M. Schoenheit, "A framework for technology selection to support sales and operations planning in german medical technology organisations," in *Advances in Transdisciplinary Engineering*, 2018. doi: 10.3233/978-1-61499-902-7-285.

[10] Y.-C. Chen, A. A. Rivas, and W.-Y. Wu, "Exploring the determinants and consequences of salesperson market orientation behavior," *J. Serv. Theory Pract.*, 2018, doi: 10.1108/jstp-02-2016-0035.

CHAPTER 24

EXPLORING THE SIGNIFICANCE OF METHODS OF SALES QUOTAS

Dr. Somprabh Dubey, Associate Professor, Department of Business Studies & Entrepreneurship,
Shobhit University, Gangoh, Uttar Pradesh, India,
Email Id- somprabh.dubey@shobhituniversity.ac.in

Dr. (Prof.) Ashok Kumar, Professor, Department of Business Studies,
Shobhit Deemed University, Meerut, Uttar Pradesh, India,
Email Id- dr.ashok@shobhituniversity.ac.in

ABSTRACT:

Sales quotas are critical tools used by organizations to set specific sales targets and motivate sales teams to achieve their goals. This abstract provides an overview of the various methods of setting sales quotas commonly employed by businesses. It explores the significance of different quota-setting approaches, such as historical performance-based quotas, market potential-based quotas, and territory-based quotas. The abstract delves into the advantages and limitations of each method and their impact on sales team motivation and performance. Additionally, it discusses the role of data analytics and sales forecasting in optimizing the quota-setting process. Moreover, the abstract highlights the importance of aligning sales quotas with overall business objectives and the need for regular review and adjustment to maintain their effectiveness.

KEYWORDS:

Activity-based, Average Transaction, Commission-based, Customer Acquisition, Market Share.

INTRODUCTION

A sales audit examines your sales process and identifies necessary adjustments to assist you reach your goals and increase income for your company. It is a methodical, in-depth analysis of all aspects of the sales activity. It examines every aspect of sales activity, including customer feedback and order receipt [1], [2]. It carefully examines all sales-related activities, as well as the company's sales goals, objectives, and processes, to see whether they are in operation. The company spends a fortune on its sales department. because it makes money. It is crucial to conduct sales audits so that the business may compare profits to investments. More precisely, a sales audit is a methodical, analytical, and objective evaluation and appraisal of the goals and policies of the selling function as well as the structure, processes, people, and resources used to carry out those goals and realize corporate goals [3], [4]. Sales audit includes:

Creating a sales order is step one

Three copies are prepared: one for the store department to keep for the products that were taken out of the shop for sale, one for the finance department to use as an invoice, one for the customer to use as a delivery note. The amount and value of all three copies should be identical [5], [6].

Outward Register Entry

When merchandise is delivered from retail locations for sales, it must be recorded in the products outward register.

The prices on the invoices should line up with the sales order. The goal of a systematic sales audit is to find ways to enhance the organization's sales function. The process of sales auditing is ongoing. The process of making entries in records is conventional. The responsibility of sales audit is to ensure accurate sales figures. Data from the sales department and the finance department should match. Fraud detection and prevention are both aided by sales audit [7], [8].

Sales Capacity

An efficient and well-liked method of regulating sales that aids in guiding sales activity is the use of sales quotas. A quota is a numerical goal assigned to a certain sales department or to a salesperson. It is the division of the overall sales objective into salesperson or small unit targets. Sales quotas are the total sales for a future period, and each salesperson is given tasks to do in order to contribute to the total sales at the beginning of the period. A sales quota is the sales target established for a product line, business division, or sales representative, according to Philip Kotler. It mainly serves as a management tool for outlining and energizing sales activities. In essence, it is a quantifiable objective set for a certain time period and allocated to a particular marketing unit, such a salesman or a territory. Sales quota is a defined way to assess the productivity and efficiency of salespeople [9], [10]. "A sales quota is that part of share of a company's total estimate sales assigned to a salesman, a territory, a branch house, a distributor, a dealer, or to some other selling unit, as a goal to be attained in a designated future period of time," says Paul H. Nystrom. The authors Cundiff and Stiff state that "Sales quota is a quantitative goal assigned to a specific marketing unit, such as a salesman or territory." A sales quota is an objective for improving sales performance, as stated by Stanton and Buskirk. It is given to a marketing department, a salesperson, a branch, an intermediary, or a client.

Goals of the Sales Quota

To provide quantifiable sales goals:

1. **The basic goal of establishing sales**

It quotas is to provide each salesperson, region, and branch measurable sales objectives. It is expressed both in terms of units and in terms of rupees. It is a pretty simple approach of evaluating the success of salespeople.

2. To inspire salespeople

Salespeople will be inspired to hit their numbers in order to get excellent incentives. Each salesman's sales goals are carefully set by the company and must be realistic in order to not demotivate the salesperson.

3. Financial management

Quantitative goals will also assist the company in managing selling costs. Performance of salespeople may also be measured in terms of decreased selling costs. Any salesperson's lower selling cost will be valued.

4. Use in relation to sales competitions

Sales quotas are crucial for assessing the outcomes of sales contests. Each salesperson must meet a certain minimum sales quota in order to be eligible to compete in sales competitions.

5. Estimation of future demands:

Sales quota is helpful because it makes it possible to foresee the requirements for each salesperson, area, branch, or middleman as well as the future needs for the sales force, office staff, and other requirements, if applicable.

Approaches to sales quotas

Different kinds of sales quotas are imposed by businesses. The organization's structure, business practices, and amount of industry competitiveness all play a significant role in how the quota is chosen. In general, quota

Sales volume quota

This approach of quota setting is used by the majority of businesses. Due to the fact that it offers a crucial benchmark for evaluating the effectiveness of certain salespeople, intermediates, and branches, it is the most traditional and widely utilized strategy in Indian enterprises. The yearly quota is determined, and it is then divided into discrete timeframes like quarters, months, and weeks. The breakdown strategy is what we refer to as. The salesman may arrange his goals for various time periods once he understands his yearly aim.

Sales Budget Quota

The company sets these quotas for different units in order to manage costs, gross margins, and net profits. Setting a budget quota has the ultimate goal of communicating to salespeople that they are more of a responsibility center, and part of their work is to not only achieve the required sales volume but also to earn a solid profit by managing selling expenditures. Establish upper boundaries for costs like housing, food, and entertainment and demand that the salesmen stay inside that budget. Net profits or gross margins may be used to determine profit quotas. Sales volume is less important to organizations than net profits. Instead of just making sales, the salesman is expected to provide professional sales. Because profits are essential for surviving and succeeding in business, organizations impose profit quotas in addition to sales volume quotas. The theory behind this kind of quota is that salespeople will work more efficiently to save costs and boost sales, which will enhance margins and profits. The salesman must meet their quota while reaching either the appropriate gross margin or net profitability. The cost of products sold is subtracted from the amount of sales to arrive at the gross margin quota. After deducting sales-related costs from gross profit margin, we shall arrive at net profit margin.

Sales Activity Quota

This kind of quota is used to carry out time and motion analyses and carry out work-studies in order to determine the ideal mix of activities for a salesperson. Activities quota establish goals for work-related responsibilities that aid salespeople in meeting their performance goals. A sales activity quota example. Here, the salesperson's activity is the focus, namely how many calls he made, how many of those calls resulted in orders, and lastly, how many of those calls resulted in real sales. A good comprehension of these activities enables the salesman to comprehend why he was unable to meet the sales quota that was established for him in the designated region even if activity quota is not a foundation for compensation.

Combination quota

These quotas are often used in conjunction in many companies. The most typical combination is the activity quota and sales volume. The performance of the sales force is managed using combination quotas based on both selling and non-selling activities:

Individual differences

Individuals' abilities might vary. Differences in a salesman's traits, skills, experience, and position are not taken into account while creating sales goals, hence the quotas cannot be true.

Financial burden

In order to create the sales quotas, specialists' services, market research, and statistical approaches are required. All of these criteria result in significantly greater costs. Many firms are unable to handle rising costs.

Complex techniques

Some organizations utilize sophisticated methods to determine sales quotas, and since these methods are both sophisticated and expensive, it will be difficult to comprehend them.

Emphasis just on sales

Some managers believe that sales quotas should only be used to boost sales and raise profits, but this cannot be the main goal of a company. They believe that achieving sales targets is not necessary in order to increase sales. Advertising, publicity, sales promotion, etc., are all very beneficial for increasing sales and profits.

No significance in a sellers' market

If there are more requests than there are suppliers, the goods will sell without a problem. Sales targets are not important to the manufacturers of these goods.

The effects of numerous variables on sales

It is incorrect to state that a gain in profits is the consequence of sales efforts; rather, a number of other variables, including price, quality, production costs, demand and supply dynamics, competition, etc., also affect the number of profits.

Personal Bias

It is exceedingly difficult to establish a precise, objective, and justifiable quota. It cannot be protected against the managers' personal prejudice.

Because sales quotas are determined by sales projections, they will always be just that estimates. Sales quotas often turn out to be ineffective since salespeople neglect non-selling tasks including finding new clients, overcoming client objections, collecting debt from clients, etc. Sales is a highly important management function since it is what drives a company's income. The planning of sales is crucial.

The goals or targets for sales are included in the company strategy. When creating a sales strategy, sales forecasting is crucial. After market analysis and historical data analysis, sales forecasting is the estimate of desired sales. For improved forecasting, it is preferable to apply many sales forecasting techniques concurrently.

Although the sales forecast is not always accurate, it provides the sales manager with direction. Making plans is not sufficient; you also need to implement and assess your sales strategy, which is known as sales managing. In sales, the controlling manager contrasts the aim with the reality. Either success or failure will be the outcome. Success is always celebrated, while failure calls for more training and development. For efficient sales managing, a corporation creates a sales budget that takes into account both the sales objective and the selling costs associated with those sales. It is crucial because it results in the management of costs over sales. The term "sales audit" refers to the correct documenting of sales, from the time an order is received to the time a client provides feedback. This aids the business in achieving its sales goals. Another sales controlling strategy is sales quota, in which salespeople are assigned quantifiable goals and their performance is evaluated in accordance with those goals. This aids sales managers in keeping salespeople and selling expenses under control. The business makes every effort to meet its sales goals and make money. The success of sales will influence the company's ability to remain competitive.

Having a structure in place to handle consumers and being organized are essential when selling to a large audience. A common strategy for managing sales activity is to divide up the duties into regions. Knowing how to split sales territories can help you service clients better and make the most of your sales strategy if you are a sales manager. In addition to your sales efforts, there are numerous other factors, such as client feedback, data mining, and information technology, that may increase the success and attainability of your sales.

Territory For Sales

To reach set sales goals and targets, a sales team or person is given a specific geographic region or a group of clients known as a sales territory. The sales teams would concentrate their sales efforts here. That specific sales team is accountable for and responsible for this sales region. The sales staff makes sure that the region's sales rise and surpass yearly goals. Any business establishes a territory based on factors like location, population makeup, sales potential, etc. Salespeople are given this area to work in as their operational region. Sales territories are created to help the business reach its objectives. Since they are aware of who will manage each region, it benefits the sales team's performance.

DISCUSSION

Controlling the Sales Force's Activities

When sales territories are established, it is relatively simple to regulate the sales activity of salespeople. The salesperson is well familiar with his region. He is aware of the challenges and possibilities in the sales area. The salesperson may thus better manage the sales in his zone. In addition, the business is better equipped to manage its sales staff and encourage a more accurate assessment of both the salesperson's and the company's performance.

1. Physical Location:

Geographic geography is a crucial consideration when determining a sales region. Countries, states, cities, districts, and a number of areas in large cities may all be considered geographical locations. If the sales region is small, the salesperson may visit clients in person. If the sales zone is large, the salesperson must contact consumers and keep track of it.

2. Revenue potential

Another consideration when choosing areas is sales potential. The size of the region may depend on how many prospective clients are present in a certain location.

3. Workload

The number of clients and the typical number of sales will also play a significant role in determining the sales area. When assessing the workload of the sales force, variables such as the length of time required to spend with the client and the quantity of customers are taken into account.

Setting Up a Sales Territory

In many organizations, regions are created based on an individual's talents and the state of the market. Based on needs, this sales territory shifts. Companies were obliged to analyze and revise their areas because to the volatile market circumstances. Designing a sales region often relies on the possible market and the task given to each salesperson.

The following four phases comprise the design of a sales territory:

1. Choosing a place geographically the choice of a geographic region is the first stage in constructing a sales territory. Company must first identify its target market. If the whole country is India, then split the area into States, Districts, cities, and villages. Within each city and village, further divide the area into neighboring locations. These geographical divisions are also known as control units. After careful consideration of personnel availability and market research, the design of the territory should be completed.

2. Estimating the control unit's potential for sales Here, it's crucial to examine the sales potential or likelihood in the developed control units. The purchasers of the goods should be identified by the sales territory planner. The planner should examine each control unit's sales success or probability after identifying a possible customer.

3. These control units are identified by the territory planner as having adequate sales potential to support sales coverage. The planner combines units into possible sales regions after assessing each control unit's sales potential and classifying those that should get sales coverage. Here, the planner must choose preliminary sales regions without modifying the coverage, presuming that none of the tentative territories have any unique characteristics.

4. Finalize sales territory and make adjustments to preliminary territories According on each preliminary sales territory's characteristics and the salesmen's skill, the sales planner makes the appropriate adjustments. Following, this firm will decide on the sales area.

Modern Trends

Other aspects that are crucial for the success of sales, in addition to market research and salesmen's competence, include prompt customer feedback, data mining methods, and the use of information technology in sales management, among others.

Customer Opinions

Getting a customer's feedback a marketing term means learning what they think of a company, a product, or a service. consumer feedback is crucial since it reveals what the consumer thinks of the product and what he or she loves, hates, and prefers. When a corporation releases a new product to the market, it becomes more prominent. Customers will provide feedback to the business through focus groups, in-person methods, or consumer phone surveys. When a corporation is fully aware of what the client wants, improvements are made to the product. Without input from customers, it may be difficult to understand their requirements and preferences for products and services.

Value of Consumer Feedback

Customer feedback is crucial because it gives marketers insight into how customers feel about their goods or services and in general. Following are some points we'll cover about the value of customer feedback:

1. Enhance the Goods or Services

Customer feedback is the client's assessment of the good or service. A corporation may determine the precise client wants and preferences from that opinion. After that, the business may adjust as needed to meet client demands.

2. Customer satisfaction metrics

We learn about customer satisfaction via client feedback. Customer happiness is determined by their opinions. In order to gauge client happiness, consumer feedback is important. Finding flaws in the product and service is possible with the help of customer feedback. When the firm learns about it, they modify the product and service as needed. This will assist the business in keeping clients.

Facilitates decision-making

The senior management of the organization may make decisions regarding items based on client preferences with the help of customer feedback. Additionally, it provides the business with information on its sales representatives.

Techniques for obtaining client feedback

1. Email poll

It is a typical technique for getting client feedback. Given that we can send the link to the feedback form to several clients at once, it is a cost-effective approach of collecting customer input.

2. Service for short messages:

SMS is also a better way for businesses to get client feedback, similar to email surveys. Although somewhat more expensive than email, it is an extremely efficient way for gathering client feedback. Customers are here provided a customer feedback form by SMS on their cell phone.

3. social media

Social media has become a significant instrument for gathering client feedback due to its appeal among people of all ages. Likes and dislikes are two other ways that feedback may be given, along with comments on occasion.

4. Contact center

by placing a direct call to clients from the business' contact center and recording it. It is an additional technique for gathering consumer feedback.

5. Message forms

The use of contact forms is highly recommended for gathering client feedback. With this approach, the consumer fills out the feedback form, which the sales manager then examines. Companies may retain a feedback log for consumer comments in the workplace. A suggestion box is sometimes offered to gather client input.

Analyzing Data

One of the best methods for businesses to make sense of their data is via data mining. This method may be very helpful for streamlining processes, creating precise sales projections, increasing marketing ROI, providing insightful consumer data, and much more.

Big data analysis is the process of looking for patterns in large volumes of data. Data mining may provide you with crucial insights that help you solve issues, lower risks and expenses, spot market possibilities, enhance client experiences, and forecast consumer preferences and behavior.

Data mining is a process that involves analyzing enormous amounts of data that are kept in databases or data warehouses using different data mining methods in order to uncover hidden information that is useful. such as artificial intelligence, machine learning, and other statistical technologies.

The following stages are included in the interactive data mining process:

1. Identification of the issue:

Starting a data mining project requires a knowledge of the issue. Business professionals and data mining specialists collaborate to develop the project's goals and needs.

2. Exploration of data

Data mining professionals extract meaningful information from a pool of data. They are aware of the important information. They gather, describe, and investigate data.

3. Preparation of Data:

Experts in data mining create data models for the modeling process. Because mining functions only take data in a certain format, they gather, purge, and prepare the data. Data is repeatedly compressed at this level. choosing records, selections, properties, etc. to prepare data for modeling tool.

4. Modelling:

Because numerous mining functions may be used to solve the same kind of data mining issue, data mining specialists choose and employ a variety of mining functions.

5. Evaluation:

Experts in data mining assess the model. If the model falls short of their expectations, they return to the modeling step and recreate the model by altering the necessary parameters. They proceed with deployment after they are ultimately satisfied.

6. Deployment:

Data mining professionals employ mining findings by exporting them into spreadsheets or data bases. It aids in the selection of the input data, exploration, transformation, and mining of the data.

1. Association:

One well-known method for discovering a link or pattern based on a connection between goods from the same transaction is association. In market basket analysis, the Association approach is used to pinpoint a group of goods that consumers regularly buy together.

2. Classification:

Each object in a batch of data is categorized using classification into one of a preset set, classes, or group. Data mining specialists that specialize in classification create software that can categorize data objects into categories. For instance, if we have access to all employee data, we want to view both workers who have just left the company and employees who are about to do so. The information will then be automatically separated and categorized from all employee data.

3. Clustering:

Making meaningful groups of items with similar properties is a data mining strategy. For instance, imagine a library with a large selection of books on different subjects. How to organize such books so that readers may quickly access several volumes on the needed subject is the difficult part. We may group comparable books together on a shelf using the clustering approach for quick access. The reader will walk straight to the appropriate shelf if he wants a book on a certain subject.

Sales management and Data Mining:

Data mining is important for identifying patterns, making predictions, discovering information, and other things in many commercial domains. The use of data mining methods like association, classification, and clustering, among others, aids in the discovery of patterns that may be used to predict future business trends. In CRM, data mining is used. Data mining in CRM software may greatly improve financial results. A customer data set may be automatically divided into groups or segments using data clustering. Through data mining, we may also locate a group of clients that are not professionals. This data mining method is highly helpful to the business since it maximizes earnings by concentrating sales efforts on a certain client base without wasting time or resources. Businesses examined return on investment using data mining tools. Data mining technology helps businesses tackle a variety of difficulties.

1. Made it possible for the marketing team to forecast the success of its campaign.

2. It lowers the cost of sending.

3. It lowers the price of conversing.

5. money was saved through identifying fraud

6. decreased the scams committed by agents and intermediaries.

Numerous retail stores, medical facilities, banks, and insurance firms use data mining methods. Data mining is used by retail businesses to determine client purchase habits. The human resources department may utilize data mining to identify the traits of their most successful employees.

Purpose of IT

The purpose of IT in sales management is to simplify your life and the lives of your field sales staff while boosting output and performance. Every piece of software, including mobile CRM, ERP, email, and smartphones, is built with that goal in mind. The importance and integration of information technology into corporate plans has increased. IT plays a significant part in all types of businesses, from large multinational corporations with mainframe office systems and databases to tiny businesses with a single computer.

Many companies are using new technology to expand their client base, boost profitability, and gain a competitive edge to restructure the sales process. E-commerce is now a flourishing industry. Information technology is used to handle everything, from placing an order to delivering it to the consumer. The technological tools listed below are ones that businesses use throughout the selling process.

1. Huge Data

Prospecting, a crucial phase in sales management that entails locating new consumers with particular requirements and desires, may now be managed by sales organizations using big data techniques. Identifying potential clients used to be a labor-intensive task, but now it's really simple thanks to customer data models.

2. Social media

There are several social media channels for gaining new clients as a result of the social technology boom. Social media platforms provide businesses the chance to shake hands with consumers and have a dialogue with them about their goods and services. Contrary to traditional sales methods, social media platforms provide handshakes with millions of clients worldwide at once. Social media platforms provide quick client input that may be used by businesses to enhance their goods and services.

3. Automation of the sales force

Many selling chores are automated by sales force automation technology solutions, freeing up sales staff to concentrate on activities that maximize sales.

4. CRM on the cloud

Customer management systems are effective solutions that integrate marketing, sales, and customer care to provide organizations a comprehensive perspective of the client relationship. The sales personnel may utilize the traditional CRM system in an office setting, but the cloud-based CRM system allows workers to access data from any location at any time.

5. Cellular technology

The selling process has evolved as a result of mobile devices like smartphones. Nowadays, more people have smartphones, making it simple for clients to study products and services before beginning the purchasing process from the phone itself. Both a consumer complaint mechanism and a customer feedback system are offered. Therefore, information technology, including the internet, electronic commerce, wireless technology, and mobile technology, has significantly impacted the management and productivity of the salesforce. The sales industry is being drastically changed by technology. Only businesses that use cutting-edge technologies and tools in their sales processes, such as big data, cloud-based CRM, mobile technology, social media, etc., will survive in the long run. Sales management may observe the development of the sales force from any location in the globe thanks to a data-based reporting system. New goods and services may be sold by management. Customers may use the internet whenever it suits them from their homes, businesses, or other distant internet sites. It maximizes consumer comfort, which leads to increased sales and profit.

CONCLUSION

In conclusion, the use of sales quotas is essential to effective sales management and the accomplishment of the sales team. Organizations may improve the effectiveness of their sales teams, spur revenue development, and accomplish their business goals by implementing the proper quota-setting strategies and using data-driven insights. Organizations need to be flexible and responsive in order to adapt their quota-setting procedures to the changing demands of their customers and the dynamic, competitive business environment. Effective sales quotas enable sales teams to operate at their peak levels and make a substantial contribution to the overall performance and profitability of the company. Sales quotas must be regularly reviewed and modified in order to keep up with changing market circumstances and corporate goals. Sales managers may identify areas for development, distribute resources, and keep the sales staff motivated by revisiting quotas.

REFERENCES:

[1] T. Ben Rhouma and G. Zaccour, “Optimal marketing strategies for the acquisition and retention of service subscribers,” *Manage. Sci.*, 2018, doi: 10.1287/mnsc.2017.2752.

[2] M. S. Basarslan and I. D. Argun, “Classification of a bank data set on various data mining platforms | Bir Banka Müşteri Verilerinin Farkli Veri Madencili□i Platformlarinda Siniflandirilmasi,” *2018 Electr. Electron. Comput. Sci. Biomed. Eng. Meet. EBBT 2018*, 2018.

[3] M. Awuor Owii and S. Wasike Joseph Ntale, “Customer Relationship Management and Competitive Advantage: A Case of Kenya School of Government,” *J. Strateg. Manag.*, 2018.

[4] K. P. Sharma, “The Impact of Merger and Acquisition on Customer Satisfaction in Post-Merger Phase in Banking Sector of Nepal,” *J. Nepal. Bus. Stud.*, 2018, doi: 10.3126/jnbs.v11i1.24202.

[5] M. S. Basarslan and I. D. Argun, “Classification of a bank data set on various data mining platforms,” in *2018 Electric Electronics, Computer Science, Biomedical Engineerings’ Meeting, EBBT 2018*, 2018. doi: 10.1109/EBBT.2018.8391441.

[6] A. N. Giovanis and P. Athanasopoulou, “Consumer-brand relationships and brand loyalty in technology-mediated services,” *J. Retail. Consum. Serv.*, 2018, doi: 10.1016/j.jretconser.2017.03.003.

[7] M. M. Batra, “Designing a Holistic Customer Experience Program,” *Compet. Forum*, 2018.

[8] S. Ransbotham and D. Kiron, “Using Analytics to Improve Customer Engagement,” *MIT Sloan Manag. Rev.*, 2018.

[9] B. Sarkar, M. Tayyab, and S. B. Choi, “Product channeling in an O2O supply chain management as power transmission in electric power distribution systems,” *Mathematics*, 2018, doi: 10.3390/math7010004.

[10] D. M. McCarthy and P. S. Fader, “Customer-based corporate valuation for publicly traded noncontractual firms,” *J. Mark. Res.*, 2018, doi: 10.1177/0022243718802843.

CHAPTER 25

EXPLORING THE TRAINING OF SALES PERSONNEL

Vipin Jain, Professor
Teerthanker Mahaveer Institute of Management and Technology, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India
Email Id- vipin555@rediffmail.com

ABSTRACT:

The training of sales personnel is a fundamental aspect of sales management, aimed at equipping sales representatives with the skills, knowledge, and confidence to excel in their roles. This abstract provides an overview of the significance of sales personnel training in driving sales team performance and achieving business objectives. It explores the importance of product knowledge, selling techniques, and customer relationship management in effective sales training.

The abstract delves into the benefits of continuous training, coaching, and role-playing exercises in honing sales skills and building a customer-centric approach. Additionally, it discusses the role of technology and e-learning platforms in modern sales training practices. Moreover, the abstract highlights the impact of well-designed sales training programs on sales revenue, customer satisfaction, and overall business success.

KEYWORDS:

Communication Skills, Customer Relationship Management (CRM), Goal Setting, Handling Objections, Lead Generation, Negotiation Skills.

INTRODUCTION

Salesperson training will always be necessary. Organizations will need training as long as technology develops, new workers join the workforce, and firms try to become better. Although the word "training" may vary, the idea is always the same: individuals always require assistance in order to learn new abilities, put new information to use, and/or modify their attitudes [1], [2]. Many individuals are unaware of the fact that training is in and of itself a skill that must be mastered.

The time it takes to learn how to train is known to expert trainers. The difficulty of training is something that novice trainers are also aware of. Additionally, non-trainers often lack direction.

Train the Trainer

Aim, substance, technique, execution, and assessment are the five key considerations that must be made while creating a sales training program. The A-C-M-E-E choices are what they are known as.

The exact training objectives must be determined, the material chosen, the training techniques chosen, the execution plans produced, and the evaluation systems established. To make salespeople proficient, they must be trained [3], [4]. A talented salesperson needs adequate training and growth, just as a brilliant athlete needs coaching and practice to perform at his best. Following selection, employees should get formal training that comprises pre-planned curricula that include timetables, lesson plans, visual aids, and other teaching aids, as well as regular reviews and evaluations. Sales representatives get ongoing improvement via informal training. One of the supervisor's main responsibilities is to work with salespeople, track their actions, and provide them advice on how to improve. It's also referred to as "field coaching." The career cycle of the salesperson affects the training. Due to their diverse origins, degrees of expertise, aptitudes for learning, etc., salespeople have unique training requirements [5], [6]. The salesperson's career stage is another aspect that affects the sort of training. A conceptual framework known as the salesperson's career cycle defines the phases a salesperson goes through throughout the course of his or her career. This cycle has four fundamental phases.

1. Preparation
2. Development
3. Maturity
4. Decline

The focus should be on orientation and training for the salesperson. He should be informed about the business and the goods he must sell, as well as the atmosphere in which he must work. At this point, it's crucial to understand selling guidelines and fundamental selling strategies. It is sometimes necessary for seasoned salespeople who have just joined the organization to be familiar with its rules and procedures [7], [8].

Development

The second level of the salesperson's productivity is at this point. He needs to be watched over and given on-field instruction. He needs to be able to recognize the issues and be prevented from picking up harmful behaviors [9], [10].

Maturity

The output of the salesperson plateaus throughout the maturity period. He puts in "smarter than harder" labor. He may sometimes need refresher training to retrain and reorient him to new ideas and methods. They could also be promoted to jobs with more responsibility, given additional responsibilities, and moved to other locations. Sometimes professional plateauing occurs as a result of insufficient training. Development and progress are hampered by a lack of relevant training.

Decline

The salesperson is an issue for management at this point. There has to be extensive motivational retraining. It is challenging to prevent the salesman's output from declining significantly. When given at the correct moment, training fosters good work habits and counteracts the effects of detraining.

Training Objectives

The first stage in training is defining the particular and general goals of a training program. General goals are transformed into operationally-focused specialized goals. There are two ways to characterize these:

1. Determine the requirement for first training.
2. Programs for ongoing sales training.

Finding the Needs for Initial Training

By analyzing three key characteristics, it is possible to determine the beginning training requirements for the sales training program.

Job Requirements

The job specification includes specifics on the skills required to execute the duties. The list of job requirements has to be carefully examined for any hints as to the areas where new hires are most likely to need training.

Background and Experience of the Trainee

The kind and quantity of training required are indicated by the discrepancy between the trainee's existing skills and those required by the job standards. However, it is not always practicable to tailor training specifically to individual peculiarities, and it is more efficient in terms of time and money to put all recruits through the same programs. Determining the recruits' true training requirements is crucial for establishing initial training programs that are best for both the employer and the trainee.

Marketing Strategies that Affect Sales

Since the variations in goods, markets, and their selling practices and policies influence the variances in training programs, it is also vital to analyze sales-related marketing policies to ascertain initial sales training demands. For instance, selling highly technical items requires extensive product training, but selling non-technical goods merely requires introductory sales training programs.

Finding Programs for Continuing Sales Training

The term "continuing sales training needs" refers to demands for experienced sales employees that arise from changes in the market, the product, marketing strategies, practices, organizational structure, and even the sales staff themselves.

Course Materials

Not all sales training programs have the same training material. It differs from business to business because to variations in the goods, markets, corporate regulations, skill and experience levels of the trainees, and organizational size. Product knowledge, sales technique, markets, and business information are the four key components of any introductory sales training program.

Product Info

Product training is dependent on the nature of the product; if it is highly technical, it will take up more than half of the program; if it is not technical, it will only take up a small portion of the session. To meet the informational demands of the consumers, the salesperson should be knowledgeable about the items, their uses, and applications.

Sales Methodology

There are two perspectives in play here. Some sales managers think that if a person has a charming personality, excellent looks, a pleasant voice, acceptable intellect, and a working knowledge of the product, he will sell it effortlessly. However, the prevailing opinion is that brand-new sales representatives require fundamental training in selling. Most businesses share this point of view.

Markets The salesperson must be aware of the consumers' identities, specific regions, and items in which they are most interested. Additionally, the salesperson has to be aware of the customer's spending patterns, motivations, and financial situation. But since markets are always evolving, training in this environment shouldn't be static; it should be ongoing.

Organizational Data

Essentially, the business should explain to the salesperson its price policies, product services, spare parts and repairs, credit extension, and customer interactions. The company should also inform the sales staff of their selection process, training programs, compensation, incentive systems, advancement requirements and opportunities, savings and retirement plans, medical and insurance plans, in order to improve employee morale and job effectiveness.

Techniques for Training

Depending on the training program's content, the best training methodology should be chosen. Some of the crucial and effective techniques for sales training include lectures, conferences, demonstrations, replays, case discussions, spontaneous discussions, games, on-the-job training, programmed learning, and mail courses. The lecture style of education involves giving instructions to students one at a time. Students mostly observe and listen during lectures, while certain formats allow for questions.

Advantages

1. It is more affordable than other options.

2. If the first sales training is quick, it is the only way to cover the needed training material.

3. It can effectively teach smaller training groups by summarizing the main themes, but it is the only realistic technique to manage instructions when the training group is too big.

Disadvantages

1. Learning is not as much emphasized as teaching.

2. There is just one-way communication between the trainer and the student.

Personal Consultation

Personal conferences are an informal, unstructured technique. It varies depending on the personality of the trainer and learner as well as the subjects covered. Together, the instructor and student analyze issues including making the most use of selling time, scheduling calls and routes, and resolving atypical selling issues.

Demonstration

Sales managers organize and execute a genuine sales call on a client or prospect while the salespeople they are teaching are there as quiet spectators. This is known as the demonstration technique of training. The technique is best suited for instructing rookie salespeople.

Play Acting

In this technique, the trainer first discusses the circumstances and many personalities involved. The learner is then required to act out those characters in various contexts. Finally, both the trainer and the trainee evaluate the performance of each player and provide suggestions on how it might be further improved.

Role playing is therefore "a method of human interaction which involves realistic behavior in an imagined situation," according to the definition.

The role-playing approach offers the following advantages:

1. It emphasizes learning by doing.

2. The emphasis is on human sensitivity and connections.

3. Results are known immediately.

4. Trainee engagement and interest are often great.

5. The group quickly realizes the value of solid comments and the trainees learn to accept constructive criticism from others.

The opportunity to acquire useful skills and develop acting experience is provided through role playing.

Case Analysis

Data comprise the case. When the trainees are given instances to analyze, they are required to identify the problem and to offer potential remedies via group discussions. Since he must manage even money in addition to selling goods, the salesperson must be someone who can be trusted. He has to show there on time and every day. He must be someone that not just you but also his clients and coworkers can rely on.

Simulated gaming

This technique employs highly controlled, fabricated scenarios based on reality and involves actors receiving information feedback, which makes it somewhat comparable to role playing.

Advantages

1. Because they become involved in the game, players learn quickly.

2. Player's gain knowledge of the important variables affecting choices.

3. Built-in information feedback elements are available in games.

Limitations

1. Playing requires a minimum length of time, often three to four hours, which is insufficient to offer the needed learning experience.

2. The rules of the games often limit the use of innovative or new strategies since they are based on conventional decision-making processes.

3. Badly made video games could do more harm than good.

Occupational Training

The salespeople are mentored and trained in this by knowledgeable coworkers, managers, or the teacher of the unique training program. They gain knowledge of the position via hands-on experience, practice, and occasional handling. There are three phases in this process. The coach, who has expertise in sales, starts off by discussing specific selling circumstances and outlining several strategies and methods. The trainer then conducts genuine sales calls while the student is there, following each with a discussion with the trainee. The trainee then conducts sales calls while being observed by the coach, with each call being followed by discussion and evaluation.

Programmed Instruction

An electronic computer's central panel will often be used to build up a series of steps known as programmed instructions as a guide for carrying out a desired function or service. In order to create a logical and systematic learning program or package for use with the computer, it includes first breaking knowledge down into understandable pieces and then properly organizing these units. But owing to their high operational cost and other limitations, programmed instructions have not been extensively used for sales training. Correspondence courses are used by businesses with small, but widely dispersed sales staff and highly sophisticated items to familiarize experienced salespeople with fresh product development and applications. When students are dispersed geographically yet regularly convene for lectures, seminars, role acting, and other instructions, it is best suitable as an intermediate training approach.

Program for ongoing sales training

In order for a sales training program to be successful, learning must be ongoing. New material must be digested, and other ideas must be updated in light of evolving knowledge. This necessitates that every salesperson undergoes ongoing training during their employment.

Retraining is beneficial for:

1. New, improved selling skills.

2. Applications for new products.

3. A fresh consumer issue.

4. New marketing tools.

5. Combating the human brain's propensity towards forgetfulness.

Training sessions may be conducted in centralized or decentralized locations. Although the expenses of transporting trainees to the central location are greater, the centralized program often offers superior product training. Decentralized instruction, however, has far more fundamental flaws. It has to be overseen by upper management in order to be carried out correctly. Thus, senior management should adopt an ad hoc approach for both centralized and decentralized training.

DISCUSSION

Evaluation of Training Programmes

The training program's last but not least phase is this one. Evaluation entails comparing the training program's objectives with its outcomes and gauging how it affected the salesperson. Although there is no precise way to gauge the effects of training, several approaches might indicate whether the outcomes are good or bad.

Providing incentives and compensation to salespeople

It must carry out a repetitive task, and he quickly becomes bored and yearns for a change. Through inspiration, the salesperson is propelled into action, igniting his interest in the position and causing him to carry out his responsibilities to the best of his abilities.The main objective of motivation is to encourage salespeople to increase the effectiveness of their job in order to help them achieve their goals. There are various ways to describe motivation; it is a psychological concept that aids the salesperson in acting in a manner that is goal-directed. The requirements of the salespeople may be met via incentive. Incentive programs, both financial and non-financial, may be used to motivate people. Because the expectations of the salesperson are always shifting, the process is ongoing.

The motivation's primary goals are:

1. To encourage the salespeople to become more productive.

2. To build friendly relationships between management and salespeople.

3. To keep the salespeople's morale strong.

4. To enlist the salespeople's assistance in accomplishing the sales goal.

Motivating Actions

Logic-based stages that should be carried out in order help drive salespeople. The salespeople must decide on the motivational goals; these goals may change for several salespeople and for various locations. However, as was covered previously in the lesson, the primary goal of motivation is to urge the salesperson to give it his all requirements. It is important to meet the requirements of salespeople, which may be done by taking into account their expectations in detail as well as their positions, mental attitudes, and individual characteristics.

Motivating Salespeople

Salespeople may be encouraged by monetary, non-monetary, or both types of incentives; however, while choosing one or the other, the organization's financial health must be taken into account. Changes in a salesperson's region or primary responsibility might also inspire them. For non-monetary incentives, salespeople might be given alternative requirements, such as taking them and their families on a training vacation over the holidays to a beautiful location.

Communication

It is essential that the message be clear, straightforward, and includes specific directions for the salespeople. In order for both parties to gain, it is important to continually keep in mind the company's and the salesperson's interests.

Feedback

The success of the motivating program must be evaluated based on the results of the program, which must be examined. The other considerations are the growth of team spirit and growth in job satisfaction, both of which are essential for the program's success.

Theories of motivation

For many years, psychologists and others have studied motivation. There are many ideas that have developed that are relevant to the motivation of salespeople. The theories of Maslow, Herzberg et al, Vroom, and Likert are those mentioned above.

Maslow's Theory of Motivation

According to Maslow's traditional hierarchy of needs model, there are five basic requirements that are ordered in a hierarchy as illustrated below. According to Maslow, needs are arranged in a hierarchy so that when none are met, a person focuses on their physiological requirements. When these demands are met, safety needs predominate and play a significant role in influencing behavior. Once these needs are met, the importance of belongingness increases, and so on up the hierarchy. Despite criticism, Maslow's theory according to which one set of demands only becomes significant once lower-level needs have been fully met does have application to sales force motivation.

First, it emphasizes the apparently obvious truth that behavior is not motivated by met needs. Therefore, increased payouts may have little impact on motivation for salespeople who already earn a greater than acceptable amount of compensation. Second, the notion suggests that what could inspire one salesperson might not do so for another. The possibility that various sellers will have unique mixes of demands leads to this conclusion. Accurately identifying the demands of the individual salespeople working under the manager's direction leads to effective motivating. One salesperson's primary need may be certainty and confidence-building, which might function to inspire them. The sales manager could attempt to inspire someone who has a high demand for respect but a difficulty with productivity by highlighting to colleagues at a sales meeting his or her comparatively subpar sales performance.

Herzberg

Herzberg's dual factor theory differentiated between elements that cannot motivate but may produce positive discontent and ones that can. Physical working environment, security, pay, and interpersonal interactions were all hygiene-related concerns. Herzberg proposed that management focus on these elements would raise motivation to a "theoretical zero" but not produce positive motivation. True motivators would need to be taken into consideration if this were to be accomplished. These included the characteristics of the job itself, which enable the individual to do something tangible, acknowledgement of the achievement, the level of responsibility assumed by the individual, and the interest value of the work itself. Sales managers who had reason to think that commission given to their salespeople was a strong incentive in reality criticized the inclusion of wage as a hygiene element as opposed to a motivator.

Herzberg made an attempt to appease their viewpoint by claiming that a raise in income brought about by a higher commission rate served as a motivator since it offered sales accomplishment instantaneous acknowledgment. The salesperson is fortunate in that success may be seen in the form of increased sales. The level of accountability given to salesmen, however, varies greatly. Giving salespeople the freedom to make credit decisions at their discretion is one way to give them more responsibility. According to the findings of an experiment conducted by Paul, Robertson, and Herzberg with a group of British salespeople, the increased accountability that these adjustments gave salespeople led to improved sales performance. In general, practitioners have praised Herzberg's theory, despite academics' criticism of its methodology and simplicity. The theory has clearly made a significant addition to our knowledge of motivation at work, especially by applying Maslow's hierarchy of needs to the workplace and emphasizing the significance of job content variables that had previously received little attention.

The Expectancy Theory of Vroom

This notion essentially holds that a person's drive to work hard is based on his or her expectations of achievement. Expectancy, instrumentality, and valence where the three principles on which Vroom founded his thesis. Expectancy: This is the degree to which a person feels that putting in more effort will result in greater performance. It is the perception of the link between effort and performance. This represents the degree to which a person thinks that improved performance will result in a promotion, for instance. It also reflects the individual's sense of the link between performance and reward. This is the importance that a person accords to a certain reward. Promotion may be highly appreciated by certain people but may not be for other others. According to the notion, a salesperson should be highly motivated if they feel that by working harder, they would increase sales, and that higher sales will result in larger commission, which is extremely significant.

It goes without saying that several salesmen will have different values for the same award. While some people may place a great value on more salary, others may place less value on it. Similarly, while the feeling of success and recognition may be extremely important to some people, they may not be as essential to others. Additionally, various salespeople may have quite different perspectives on the connections between effort and performance as well as between performance and compensation. One duty of sales management is to outline and convey to the sales force certain performance standards, which are crucial in achieving organizational goals, and to link incentives to these standards. This theory also argues that for performance goals, like as sales quotas, to serve as effective motivators, they must be seen as reachable by every salesperson; otherwise, the first link in the expectation model will be broken. Last but not least, this model offers a diagnostic framework for analyzing motivational issues with specific salespeople and explains why certain management actions might boost motivation. For instance, training in sales techniques may increase motivation by rising levels of expectation.

Adam's Equity Principle

When a person's effort or performance on the work surpasses the compensation received, feelings of injustice may develop. Salespeople who believe they make a bigger contribution to the company than their peers anticipate receiving incentives that are correspondingly higher. The core of Adam's inequity hypothesis is this. Inequity may be perceived by salespeople in a number of situations, including:

1. Financial incentives
2. Workload
3. Promotion
4. Level of acceptance
5. Controlling behavior
6. Targets
7. Tasks

A salesperson may have lower motivation as a consequence of feeling unfair if they see major disparities in any of these areas. Tyagi's research looked at how perceived disparities affect life insurance salespeople's motivation. The findings demonstrated that motivation was negatively impacted by sentiments of injustice in each area examined. Inequitable monetary rewards had a particularly potent impact on motivation. The inference is that sales managers need to keep an eye on their sales team to spot any unjust emotions. It is possible to accomplish this officially at sales meetings or by using surveys. Some sales organizations conduct recurrent surveys of their salespeople to gauge their impressions of unfairness and the overall success of the company's incentive approach. Adam's research emphasizes that although incentives and motivation are often equated, eliminating disincentives may have an even greater impact.

CONCLUSION

In conclusion, for firms looking to achieve sales excellence and financial success, training sales staff is a strategic need. Organizations may boost customer happiness, increase revenue growth, and maximize the effectiveness of their sales teams by investing in thorough and ongoing sales training programs. A well-trained and talented sales team may significantly impact obtaining a competitive advantage and retaining long-term client loyalty in today's dynamic and competitive business environment. In the end, businesses dedicated to maximizing their sales potential and achieving sustainable success in the quickly changing market of today cannot do without sales training. Sales income, client happiness, and company development are all directly impacted by well-designed sales training programs. A skilled sales force is better able to see possibilities, turn leads into clients, and achieve sales goals.

REFERENCES:

[1] M. Tapia, K. S. Nei, K. Fuhrmeister, and M. R. Lemming, "Stress tolerance considerations for sales personnel," in *Research in Occupational Stress and Well Being*, 2019. doi: 10.1108/S1479-355520190000017007.

[2] F. Mgiba, "Merger, Upskilling, and Reskilling of the Sales - Marketing Personnel in the Fourth Industrial Revolution Environment: A Conceptual Paper," *Glob. J. Manag. Bus. Res. E Mark.*, 2019.

[3] J. S. Johnson, J. M. Matthes, and S. B. Friend, "Interfacing and customer-facing: Sales and marketing selling centers," *Ind. Mark. Manag.*, 2019, doi: 10.1016/j.indmarman.2017.08.011.

[4] B. K. Sovacool, W. Abrahamse, L. Zhang, and J. Ren, "Pleasure or profit? Surveying the purchasing intentions of potential electric vehicle adopters in China," *Transp. Res. Part A Policy Pract.*, 2019, doi: 10.1016/j.tra.2019.03.002.

[5] Y. Li and F. Li, "Performance compensation system design of agricultural product salesmen based on performance evaluation of agricultural product network marketing," *Rev. la Fac. Agron.*, 2019.

[6] Baharuddin, S. Kamaruddin, and H. Halim, "Customer relationship management, service delivery and responsiveness: A supply chain perspective for customer's retention," *Int. J. Supply Chain Manag.*, 2019.

[7] W. Utami, D. S. K. Tobing, H. Paramu, and Slamin, "Application of linear programming for expatriate assignment planning," in *Journal of Physics: Conference Series*, 2019. doi: 10.1088/1742-6596/1211/1/012038.

[8] R. Tanaka, A. Ishigaki, T. Suzuki, M. Hamada, and W. Kawai, "Data analysis of shipment for textiles and apparel from logistics warehouse to store considering disposal risk," *Sustain.*, 2019, doi: 10.3390/su11010259.

[9] E. Pantano and C. Dennis, "Toward a Smart Store," in *Smart Retailing*, 2019. doi: 10.1007/978-3-030-12608-7_6.

[10] S. Setiawan, B. Sujanto, and D. Purwana, "The Effect of Work Atmosphere, Training, Incentives, and Motivation on Sales Productivity in PT. Suzuki Indonesia," *IJHCM (International J. Hum. Cap. Manag.*, 2019, doi: 10.21009/ijhcm.03.02.06.