

PROFESSIONAL SALESMANSHIP

Chapter 12

ADDING VALUE: SELF – LEADERSHIP AND TEAMWORK

Lecturer: Dr. Michaella DeLeon Castillo

Philippines

LEARNING OUTCOMES

After completing this module, you should be able to:

- Detail the five consecutive stages involved in self-leadership.
- Highlight the significance of meticulous and efficient planning processes.
- Recognize the four tiers of sales objectives and elucidate their interconnectedness.

LEARNING OUTCOMES

After completing this module, you should be able to:

- Outline two methods for categorizing accounts based on their characteristics.
- Elaborate on the implementation of various strategies for routing territories effectively.
- Analyze the practicality of diverse sales technologies and automation tools.
- Specify six essential competencies for fostering internal relationships and team cohesion.

THE 3 Ts OF SALES SUCCESS: TASK-ORIENTED PLANNING, TECHNOLOGY, AND TEAMWORK

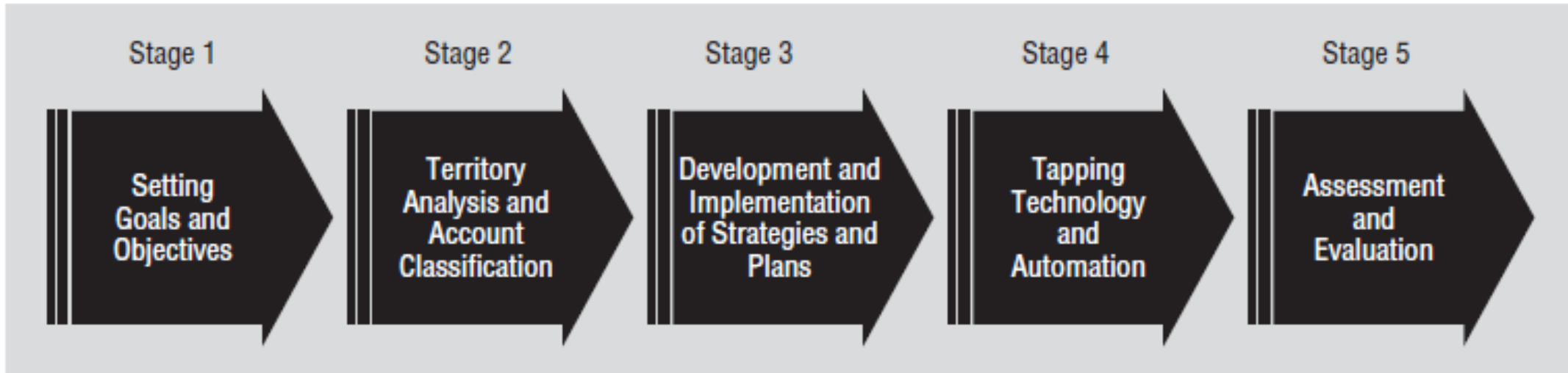
- Tasks are broken down into categories
- Utilizing automation technology
- Developing strong salespeople

EFFECTIVE SELF-LEADERSHIP

- Self-leadership—a critical requirement for success
- Expending valuable time and resources, salespeople
- Must establish priorities in the form of objectives

Five Sequential Stages of Self-Leadership

FIGURE 10.1



source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition*. pp 263

Stage One: Setting Goals and Objectives

What Makes a Good Goal?

- Realistic, Yet Challenging
- Specific and Quantifiable
- Time Specific

Working with Different Levels and Types of Goals

- Personal goals
- Territory goal
- Account goal

Stage Two: Territory Analysis and Account Classification

- Territory analysis
- Many sources offer intelligence
- Information can be plotted to develop detailed territory maps

Account Classification

Account classification places existing customers and prospects into categories based on their sales potential and assists salespeople in prioritizing accounts for call planning and time allocation purposes.

Single-Factor Analysis

- Single-factor analysis, also referred to as ABC analysis
- Accounts with the highest potential are traditionally sorted into category
- The simplicity of single-factor analysis is a prime contributor

Portfolio Analysis

EXHIBIT 10.5 Portfolio/Two-Factor Account Analysis and Selling Strategies

		Competitive Position	
		Strong	Weak
Account Opportunity	High	<p>Segment One</p> <p>Level of Attractiveness: Accounts are very attractive because they offer high opportunity, and the seller has a strong competitive position.</p> <p>Selling Effort Strategy: Accounts should receive a heavy investment of effort and resources in order to take advantage of high opportunity and maintain/improve competitive position.</p> <p>Exemplary Sales Call Strategy = 36 calls/yr.</p>	<p>Segment Two</p> <p>Level of Attractiveness: Accounts are potentially attractive due to high opportunity, but seller currently has weak competitive position.</p> <p>Selling Effort Strategy: Where it is possible to strengthen seller's competitive position, a heavy investment of selling effort should be applied.</p> <p>Exemplary Sales Call Strategy = 24 calls/yr.</p>
	Low	<p>Segment Three</p> <p>Level of Attractiveness: Accounts are moderately attractive due to seller having a strong competitive position. However, future opportunity is low.</p> <p>Selling Effort Strategy: Accounts should receive a moderate level of selling effort that is sufficient to maintain current competitive position.</p> <p>Exemplary Sales Call Strategy = 12 calls/yr.</p>	<p>Segment Four</p> <p>Level of Attractiveness: Accounts are very unattractive. They offer low opportunity and seller has weak competitive position.</p> <p>Selling Effort Strategy: Accounts should receive minimal personal selling effort. Alternatives such as telemarketing, direct mail, and Internet should be explored.</p> <p>Exemplary Sales Call Strategy = 6 calls/yr.</p>

EXHIBIT 9.3 Methods to Provide Useful Information

Method	Strength	Weakness
1. Personal call	Best for interactive face-to-face communication; view body language	Most time-consuming Most expensive Customers won't always see salesperson
2. Telephone	Can make 7–10 calls per hour Cell phones allow call to be made from anywhere Inexpensive Immediate feedback	May interrupt your customers Can't evaluate facial expressions
3. Mail	One more touch that lets the customers know you are thinking about them	Customers get a lot of mail Customer may not see it if secretary opens mail and tosses One-way communication
4. E-mail	Easy to get many touches Inexpensive Not time-consuming	Customer may not read e-mail everyday One-way communication

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition. pp 268*

Stage Three: Development and Implementation of Strategies and Plans

Establishing and Implementing Selling Task and Activity Plans

- Do them, and do them in writing.
- Keep it current and flexible

Establishing Territory Routing Plans

EXHIBIT 10.6 Example of a Typical Daily Plan

Federal Metal Products
Daily Sales Plan Worksheet

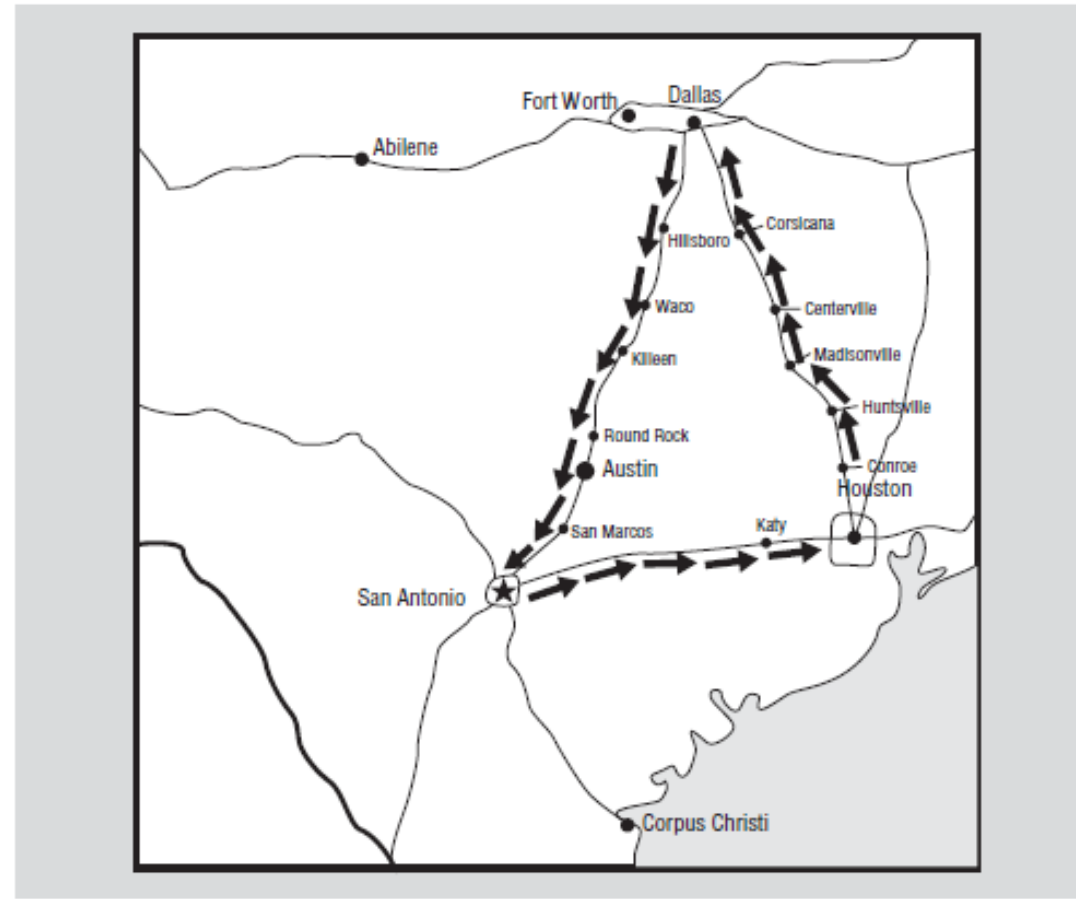
Salesperson: Earnie Cravits Day: Friday Date: 8/29

Time	Task or Priority	Activity	People Involved	Time Needed	Goal/Anticipated Results	Notes & Comments
8:30 A.M.	Set appointments	Phone calls	Jill Attaway Digital Systems	10 min	Appointment for next week	Requested that I come by
	" "	"	Bart Waits EnterpriseOne	10 min	"	
	" "	"	Kerri Williams Flo-Forms	10 min	"	Will be placing order in 3 weeks
9:00 A.M.	" "	"	Marilyn Henry InQuisLogic	10 min	Clarify service problem	Send info to engineering
10:30 A.M.	Demonstrate new bearing line	Sales call	Mike Humphreys ICOM	60 min	Info gathering	Currently buying from Gem Rollers
12 noon	Get order commitment	Sales call—Lunch	Rodney Moore MDQG	120 min	\$12,000 order	Gem submitted proposal 8/20
3:00 P.M.	Take sample of proposed line	Sales call	Aimee Williams MOCO, Inc	60 min	\$15,200 order	Ready to buy, wants to see pdct. sample
4:30 P.M.	Check on delivery	Service call	Ron Meier Web Resources	50 min	Delight the customer	First time to buy from us!!
6:00 P.M.	Complete paperwork	Submit call reports		45 min		
7:00 P.M.	Prepare daily schedule	Planning		45 min		

source: Ingram, et.al. (2008) Professional Selling A trust-based Approach 4th edition. pp 271

Straight Line

FIGURE 10.2 Straight-Line Route Pattern



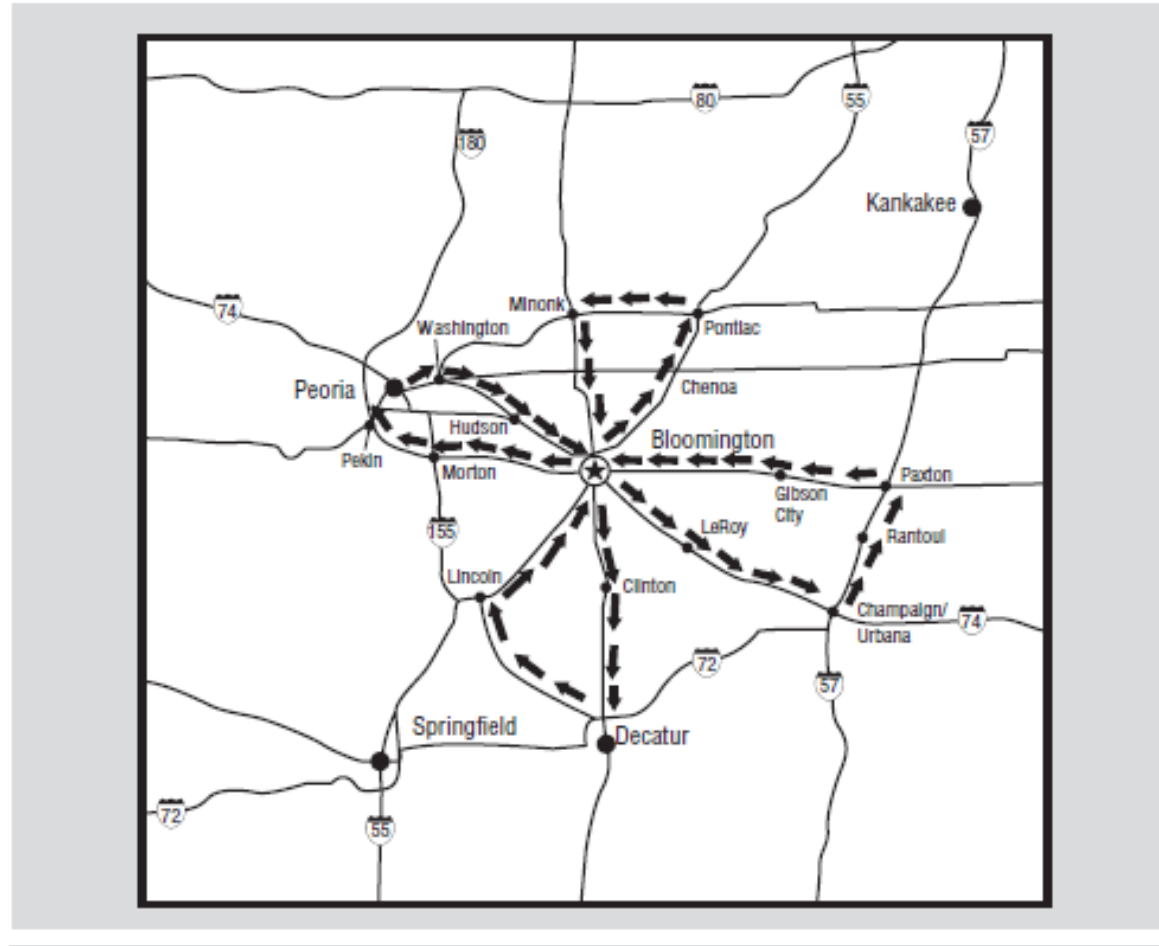
Straight-line territory routes make calls across the territory; first in one direction, and then change direction to work back to the starting point.

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition.* pp 272

Cloverleaf

Cloverleaf Route Pattern

FIGURE 10.3

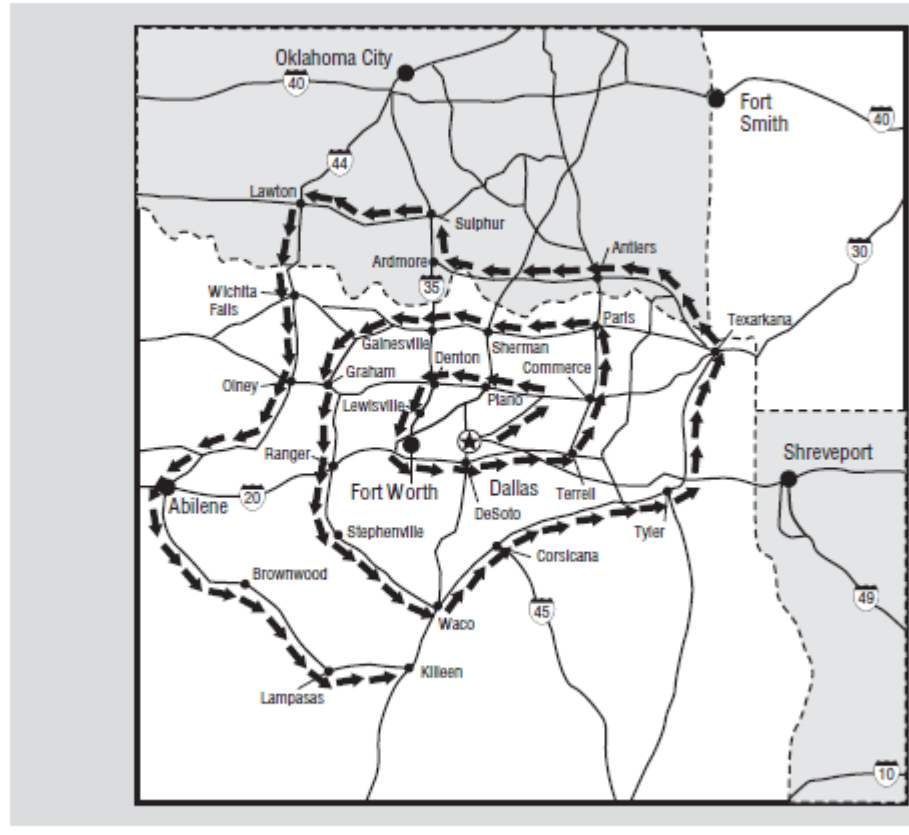


Cloverleaf territory routes work different parts of the territory in a series of circular loops.

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition*. pp 273

Circular routing plans begin at the office and move in an expanding pattern of concentric circles that spiral across the territory

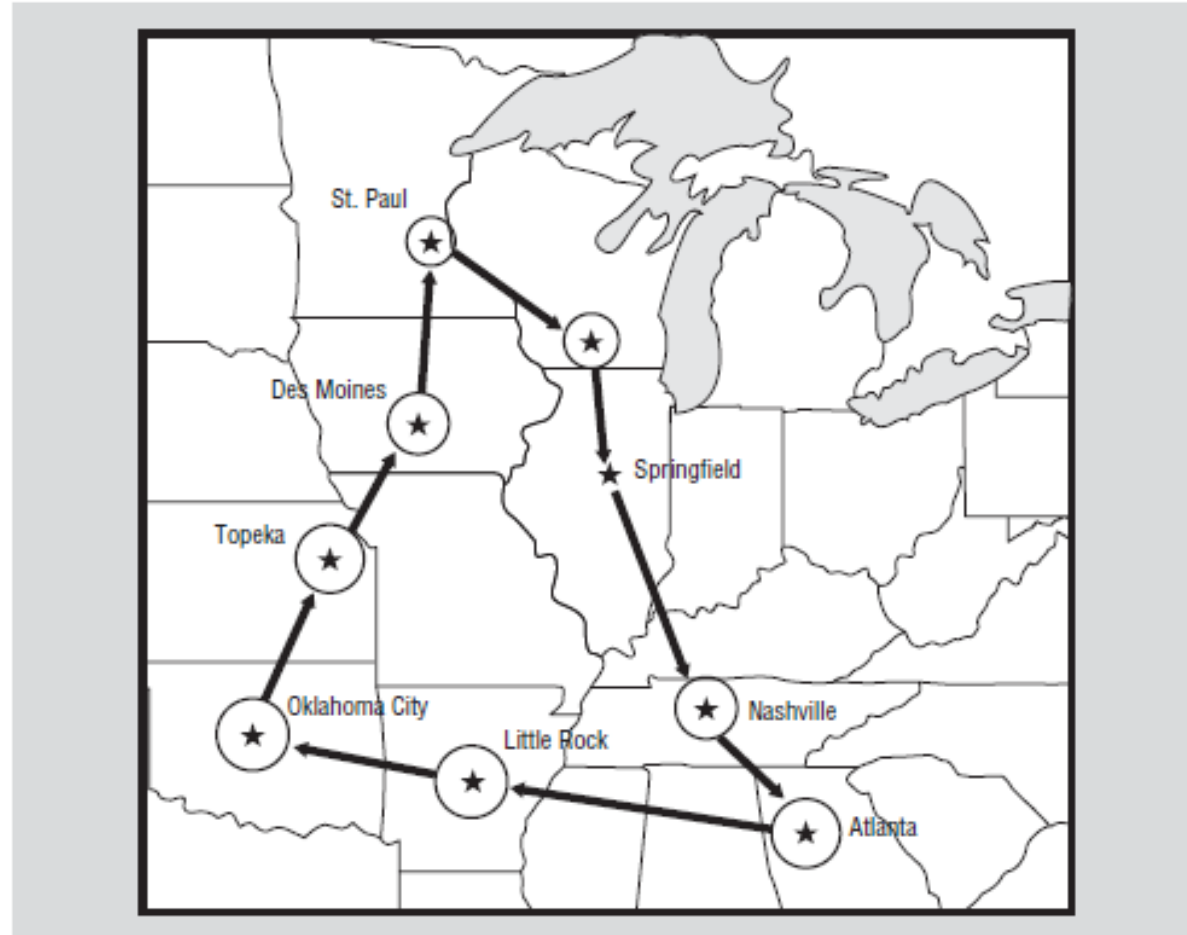
FIGURE 10.4 Circular Route Pattern



Circular territory routes cover the territory in a series of concentric circles spiraling across the territory.

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition*. pp 274

The leapfrog routing plan is best applied when the territory is large and accounts are clustered into several widely dispersed groups

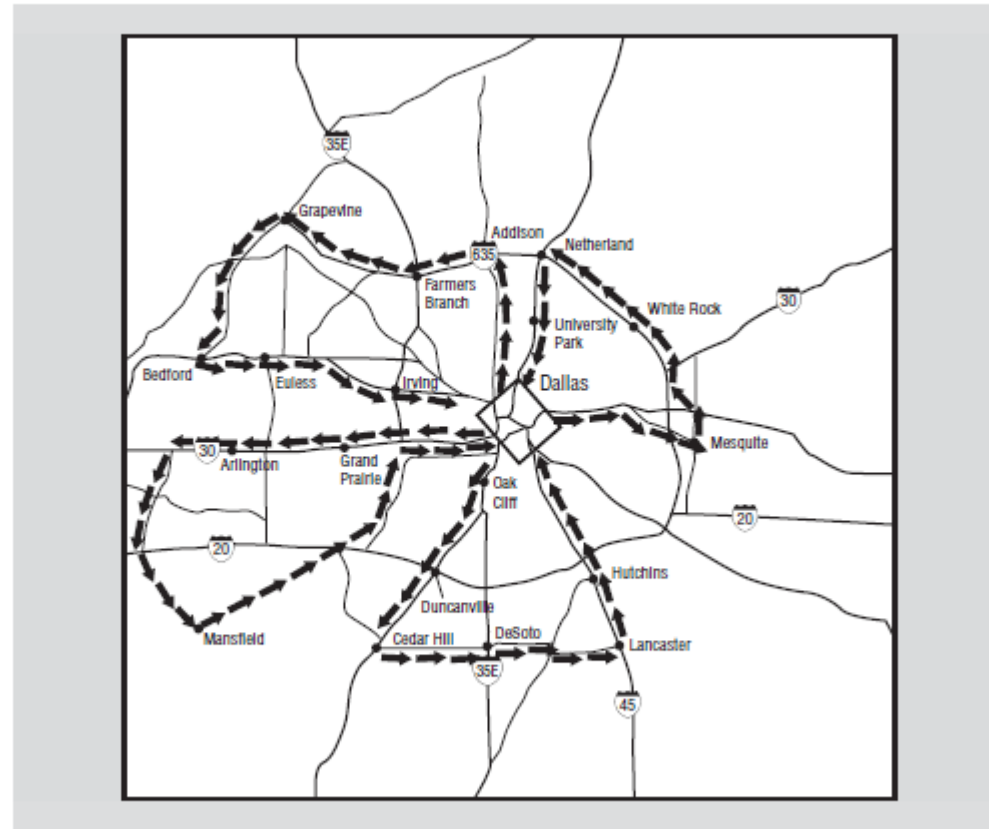


Leapfrog territory routes work accounts clustered in one location and then jump to a different cluster of accounts.

Major City

FIGURE 10.6

Major City Route Pattern



Major city territory routing patterns work downtown on a basis of street grids and work outlying areas using a cloverleaf or straight-line pattern.

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition*. pp 276

Stage Four: Tapping Technology and Automation

- Selling technology and automation
- Exemplary selling technologies

Computers

- The center of virtually every selling technology
- Analyzing customer accounts
- Convenient option to catalogue

Internet and World Wide Web

- Internet instantly networks a salesperson with the world
- Many sales organizations are setting up intranets and extranets
- based technologies shorten the sales cycle by allowing sales meetings and presentations

Pagers and Cell Phones

- Innovations in portable communication
- Cell phones have also experienced a tremendous increase in technological advances
- Ability to use two-way communication

Voice Mail

- Demands on people's time
- Using voice mail to notify
- Mastering the ability to use voice mail

High-Tech Sales Support Offices

- High-tech sales support offices
- Points of access to the various networks
- Full access is available to company networks

Stage Five: Assessment of Performance and Goal Attainment

- Process of self-leadership
- Involve more than a simple check
- Evaluation should also consider

INCREASING CUSTOMER VALUE THROUGH TEAMWORK

Internal Partnerships and Teams

- external relationships
- internal relationships

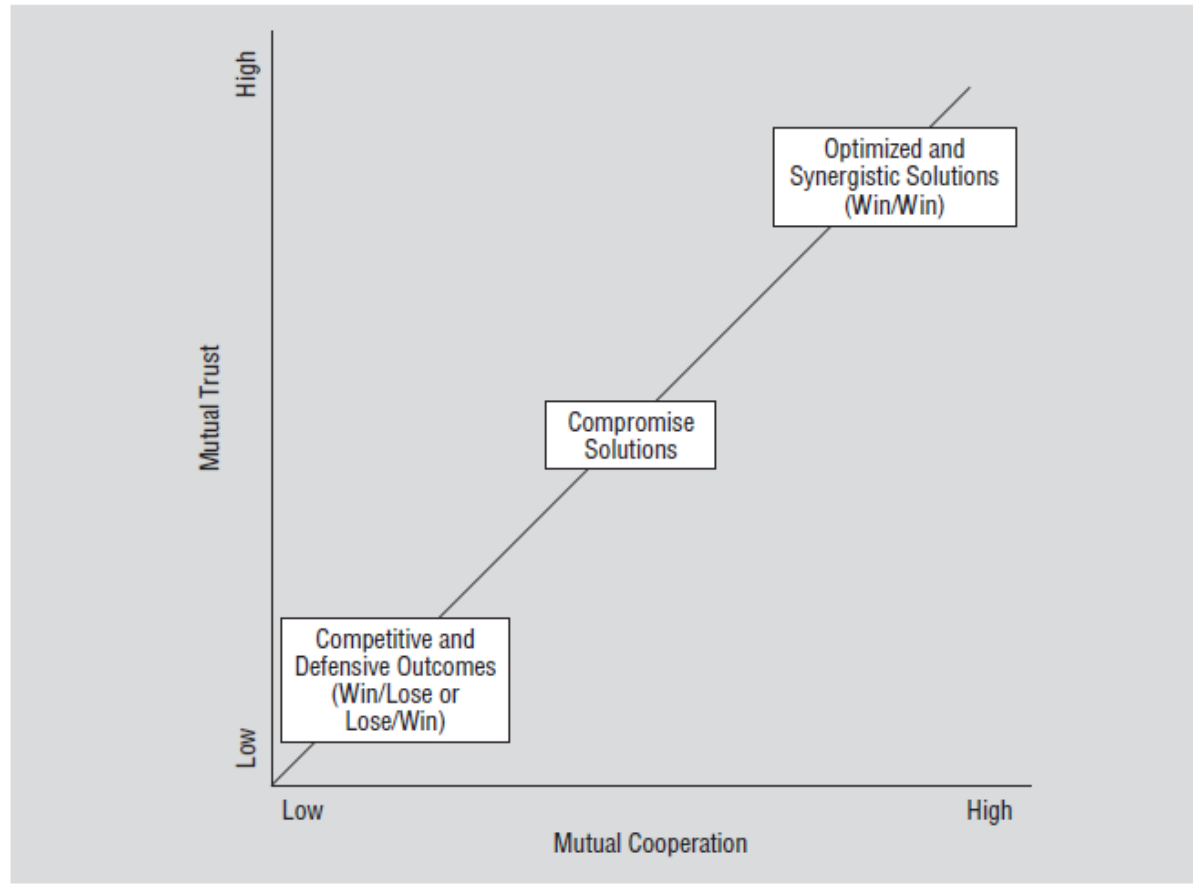
- Sales Partnerships
- Marketing Partnerships
- Design and Manufacturing Partnerships

- Administrative Support Partnerships
- Shipping and Transportation Partnerships
- Customer Service Partnerships

Building Teamwork Skills

Relationship of Optimized Solutions, Trust, and Cooperation

FIGURE 10.7



Optimum buyer-seller solutions result from a team orientation and require high levels of mutual trust and mutual cooperation. (Excerpt from *The 7 Habits of Highly Effective People* © 2004 Stephen R. Covey. The Time Management Matrix phrase and model are trademarks of Franklin Covey Co., <http://www.franklincovey.com>. Used with permission. All rights reserved.)

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4th edition*. pp 283

- Understanding the Other Individuals
- Attending to the Little Things
- Keeping Commitments

- Clarifying Expectations
- Showing Personal Integrity
- Apologizing Sincerely When a Mistake Is Made

SUMMARY

- Explain the five sequential steps of self-leadership
- Discuss the importance of thorough and effective planning.
- Identify the four levels of sales goals and explain their interrelationships.
- Describe two techniques for account classification.

SUMMARY

- Explain the application of different territory routing techniques.
- Interpret the usefulness of different types of selling technology and automation.
- Delineate six skills for building internal relationships and teams.

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The End