

1ST EDITION

SALES MANAGEMENT

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Sales Management DPM30053

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Without them, we could never had completed this E-book.

Thank you so much.



ABSTRACT

SALES MANAGEMENT course emphasizes the roles and responsibilities of sales personnel as well as sales manager in the ever-changing selling environment. Students will be exposed to the basics of selling skills needed to sell goods and services such as listening, communications, handling objections, and basic negotiation skills in closing.

In this course, students will also be exposed to core sales management skills including managing sales force and focus on the ethics and social responsibilities in selling and sales management.

ABOUT THE AUTHOR

HI, I'M

Mohd. Huzaimi

Hello there!



MOHD HUZAIMI B MD. ZUKI

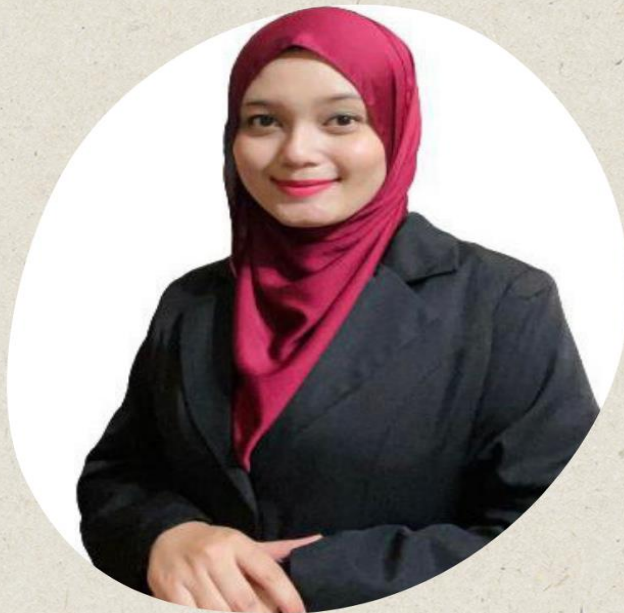
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DEPARTMENT SINCE 2011

ABOUT THE AUTHOR

HI, I'M

Ainur Hana

*Here is a little bit more info about me,
it's nice to meet you!*



AINUR HANA BINTI HUZAIDY

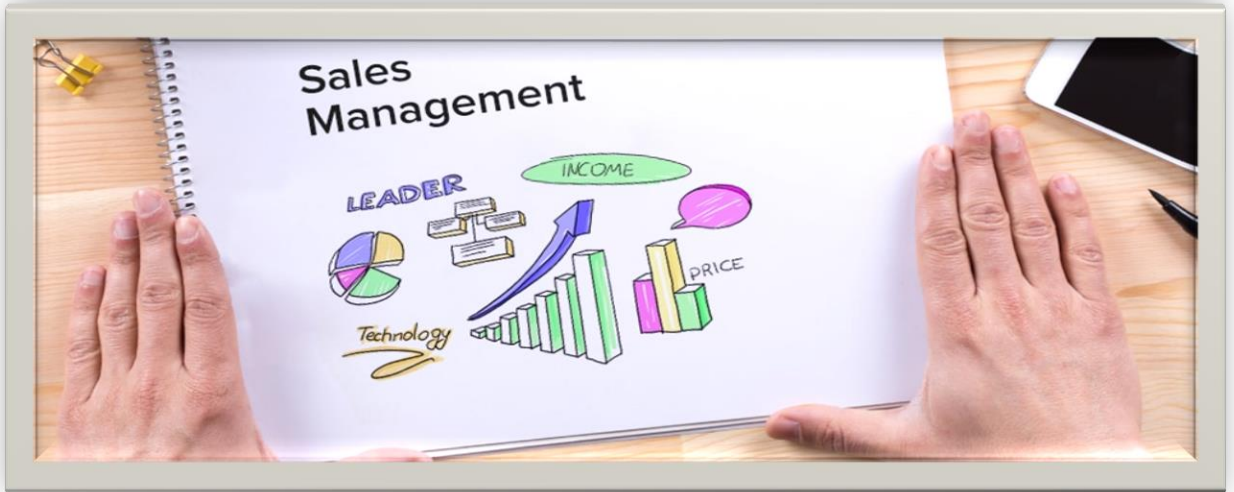
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CHAPTER 1

SALES MANAGEMENT



1.0 SALES MANAGEMENT

- 1.1 Provide information about sales management
- 1.2 Provide information based on tasks, problems and challenges in sales management
- 1.3 Provide information based on the environmental factors influencing selling success

1.1 Sales Management

Definition:

Sales management is all activities, processes and decision involved in managing the sales function in an organization. These include recruiting, assigning, supervising, paying, and motivating the sales personnel.

Personal selling



Kotler & Armstrong, 2021



@reallygreatsite

“ Personal selling is the interpersonal arm of the promotion mix. A company’s sales force creates and communicates customer value by personally engaging customers and building customer relationships. ”

#quotes #motivation #inspiration

Personal selling is personal presentations by the firm’s sales force for the purpose of:

- Engaging customers
- Discovering customer’s needs
- Making sales
- Building customer relationships.

Firms invest in personal selling because:

- Products and services are more complex
- Competition has greatly increased
- Customer demand for quality, value, and service has risen sharply

Personal selling also viewed as a process that adds value
E.g Colleges use recruiters to attract new students



1.1.2 FUNCTIONS OF SALES PERSONNEL



1.2 TASKS, PROBLEMS AND CHALLENGES IN SALES MANAGEMENT

1.2.1 DUTIES AND RESPONSIBILITIES OF A SALES MANAGER



1.2.2 PROBLEMS AND CHALLENGES FACED BY SALES MANAGER

01



Developing effective sales program

- Making decision on products , marketing channel, promoting and pricing.
- Persuading the buyers to accept the product and price quoted

02



Establishing the effective plan of organization

- Company grows, its sales also grows in size
- Task increase, activities more complex, marketing channel more lengthen and geographic areas also expand.
- Reshaping the sales organization, delegate duties

03



Managing sales force

- Recruiting, selecting, training, evaluating, compensating, conducting sales meeting and supervising.
- Develop effective recruitment and training program, systematic routing plans and time schedule, assign right salespeople to specific territories.

04



Building and maintaining effective working relationship.

- Internal: not all companies have public relation
- External: six major public group(buyers, industrial, trade, gov ,educational org and press)
- Challenge(maintain good publicity, image, policy and skill in handling press relation)

05



Exercising control

- Controlling is important in achieving the sales objective.
- Involved sales budget, sales quota and sales territories.
- The quota not too high for sales personnel to achieve.
- Motivating sales personnel to achieve the quota.

1.3 Environment factors

INTERNAL

VS

EXTERNAL

Goal, objective and
culture

Human resources

Financial resources

Service capabilities

Production and
supply chain
capabilities

R&D and
technological
capabilities

Economic
environment

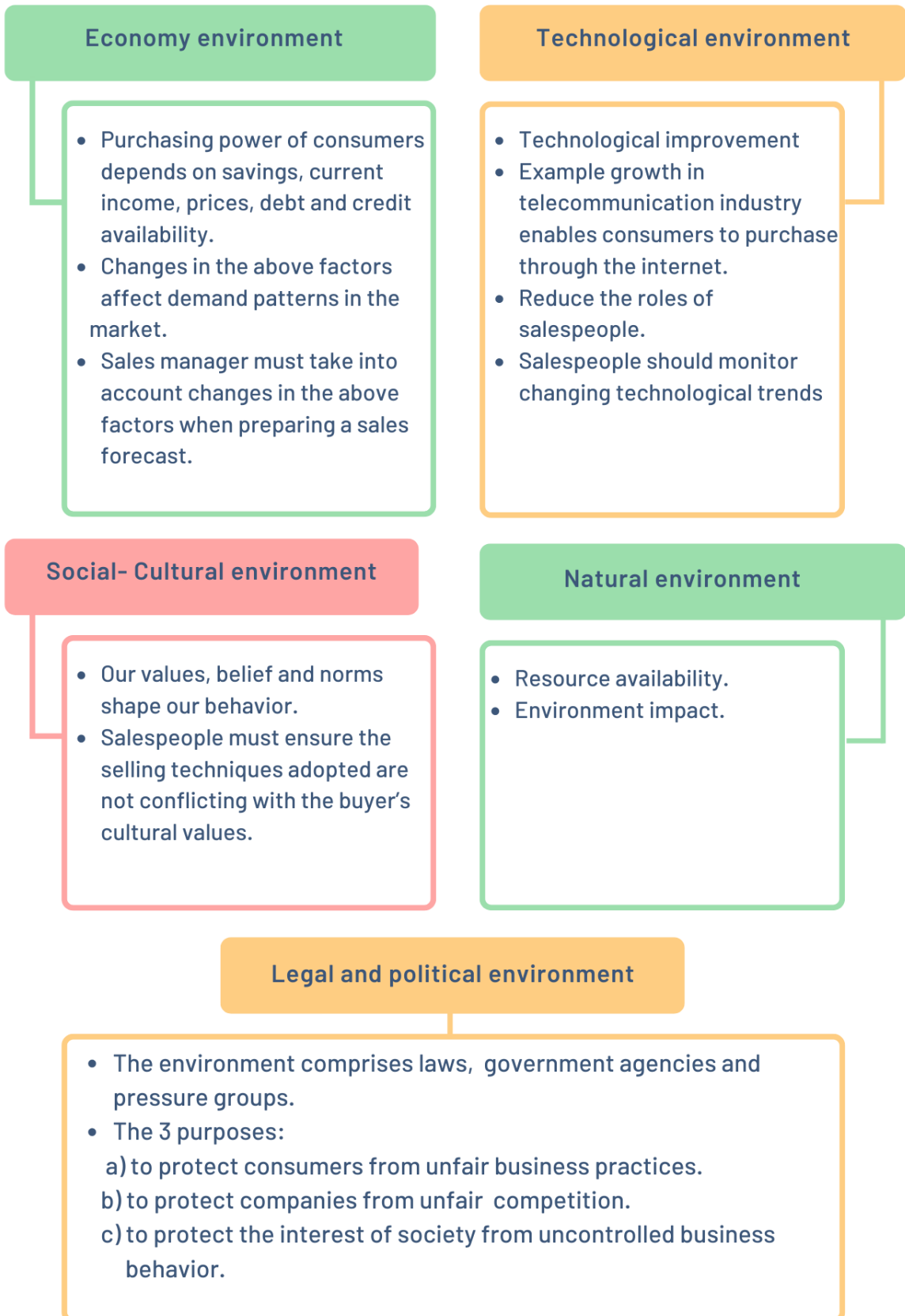
Legal and political
environment

Technological
environment

Social- culture
environment

Natural
environment

1.3.1 THE EXTERNAL ENVIRONMENTS



THE INTERNAL ENVIRONMENTS

Firm's goals, objectives and culture

Begin with top management As the company mission and objective change, customer management approaches must be adjusted accordingly. Such culture shape the attitudes and actions of employees and help to determines the kind of plans, policies, and procedures salespeople and their manager.

Financial resources

It can constrain the firm's ability to develop new value adding products as well as the size of its promotional budget and sales force. Companies must take drastic measures such as merging with the large firm to obtain the financial resources.

Difficulties involved in recruiting highly qualified people for sales

Positions and the lengthy training program needed to bring new salespeople up to speed on knowledge and skills.

R&D and technological capabilities

Enhance the creativity and innovation It can also serve as major promotional appeal in a firm's marketing and sales programs.

Service capabilities

Delivering a high level of service quality is an important organizational capabilities .Firm that provide great service typically enjoy the strong competitive advantages and make it difficult:

- Other firms to compete for the same customers
- Customers to switch to competitor

Production and Supply-chain Capabilities

Production capacity technology and equipment influence the relationship selling initiative. A company may be prevented from expanding its product line or moving into new geographic areas because it does not have the capacity to serve or transportation cost.

CHAPTER 2

SELLING PROCESS



2.1 Perform selling job

DEFINITION OF PERSONAL SELLING

- Personal selling involves person to person communication with the prospect.
- Personal selling is the face to face presentation of the product or idea to a potential customer by representative of the company or organization.
- “The process of developing relationship, discovering needs, matching the appropriate products with these needs and communicating benefits through informing, reminding or persuading”.
- Personal selling is viewed as a process that add value.



SELLING BUSINESS TO CUSTOMER VS BUSINESS TO BUSINESS MARKET

a) Business to Consumer (B2C)

- Most salespeople are employed in various kinds of retail selling. These jobs involve selling goods and services to end user consumers for their own personal use.
- Thus, salespeople here are referred to as selling in the Business to Consumer market



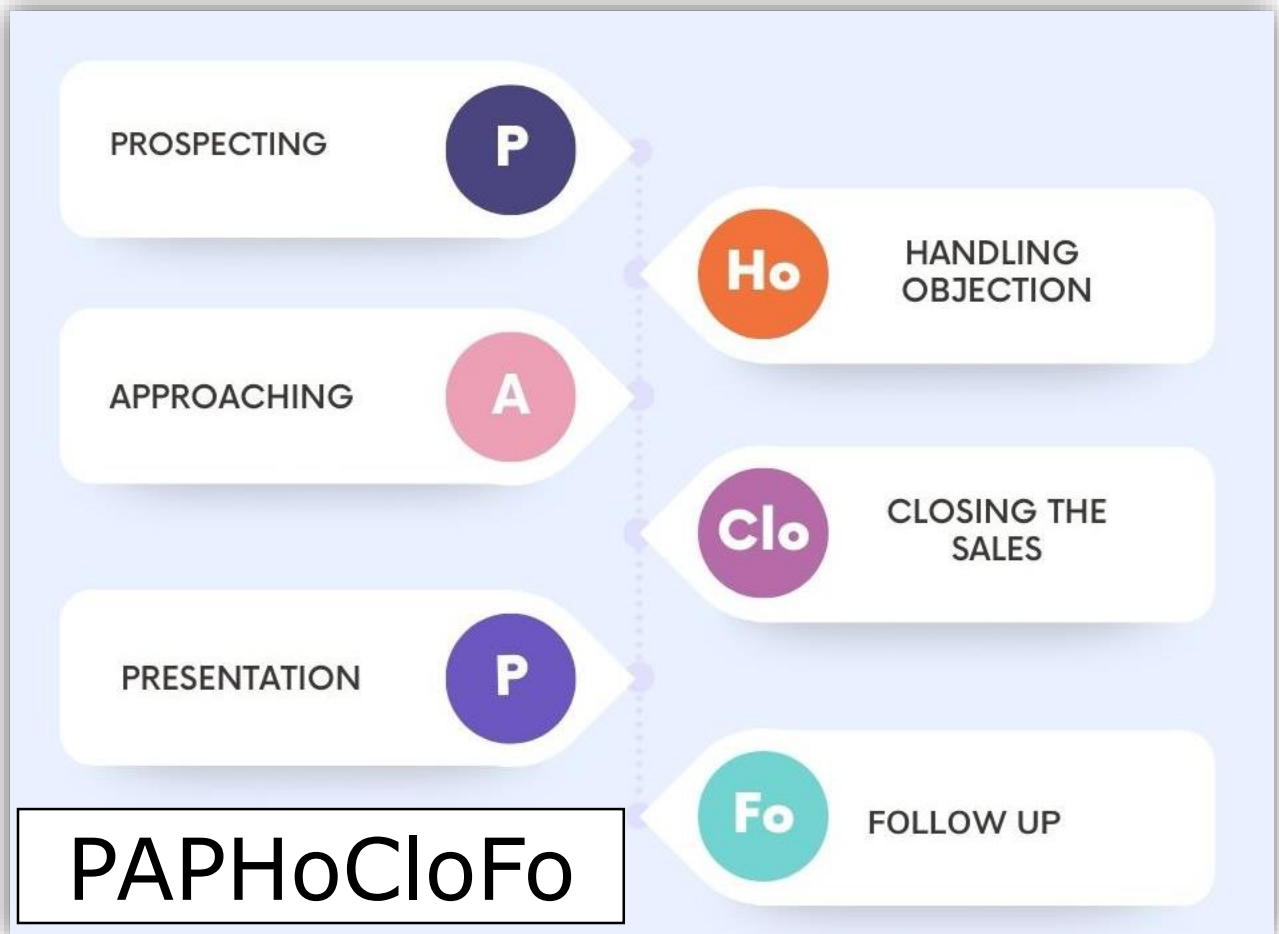
b) Business to Business (B2B)

- The sale of goods and services to non end user consumes.
- Selling in B2B market involves three types of customers:
 - Sales to Resellers
 - Example: A salesperson for Hanes sells shirts to a retail store, which in turn resells the goods to its customers.
 - Sales to business users
 - Example: A salesperson for General Electric sells materials or parts to Boeing, which uses them to produce another product.
 - Sales to institutions
 - Example: Lenovo sells a computer to a non profit hospital or a government agency.
- Many of the goods and services sold by B2B salespeople are more expensive and technically complex than those in B2C.
- B2B customers tend to be larger and to engage in extensive decision-making processes involving many people.



2.2 PERFORM STEPS IN THE SELLING PROCESS

SELLING PROCESS



- ✓ Personal selling consists of six (6) stages but the actual meeting of buyer and seller takes place during the four (4).

Middle stages which is:

- ✓ APPROACH
- ✓ PRESENTATION
- ✓ HANDLING OBJECTION (NEGOTIATION)
- ✓ CLOSING

Meanwhile PROSPECTING and FOLLOW UP are crucial stage in preparing for that meeting

2.2.1 Prospecting and qualifying prospect

PROSPECTING

- Prospecting is a systematic process of identifying potential customers because potential customer or prospect is someone who meets the qualifications criteria establish by your company.

QUALIFYING THE PROSPECT

- Qualifying is the process of identifying prospects who should be contacted.
- Qualification process is important for two reason:
 - i. Salesperson cannot afford to spend time calling on persons who are not legitimate prospects.
 - ii. Salesperson should identify prospects who can place and order large enough to cover sales expenses.

A qualified prospect has :



Need for the product or service.

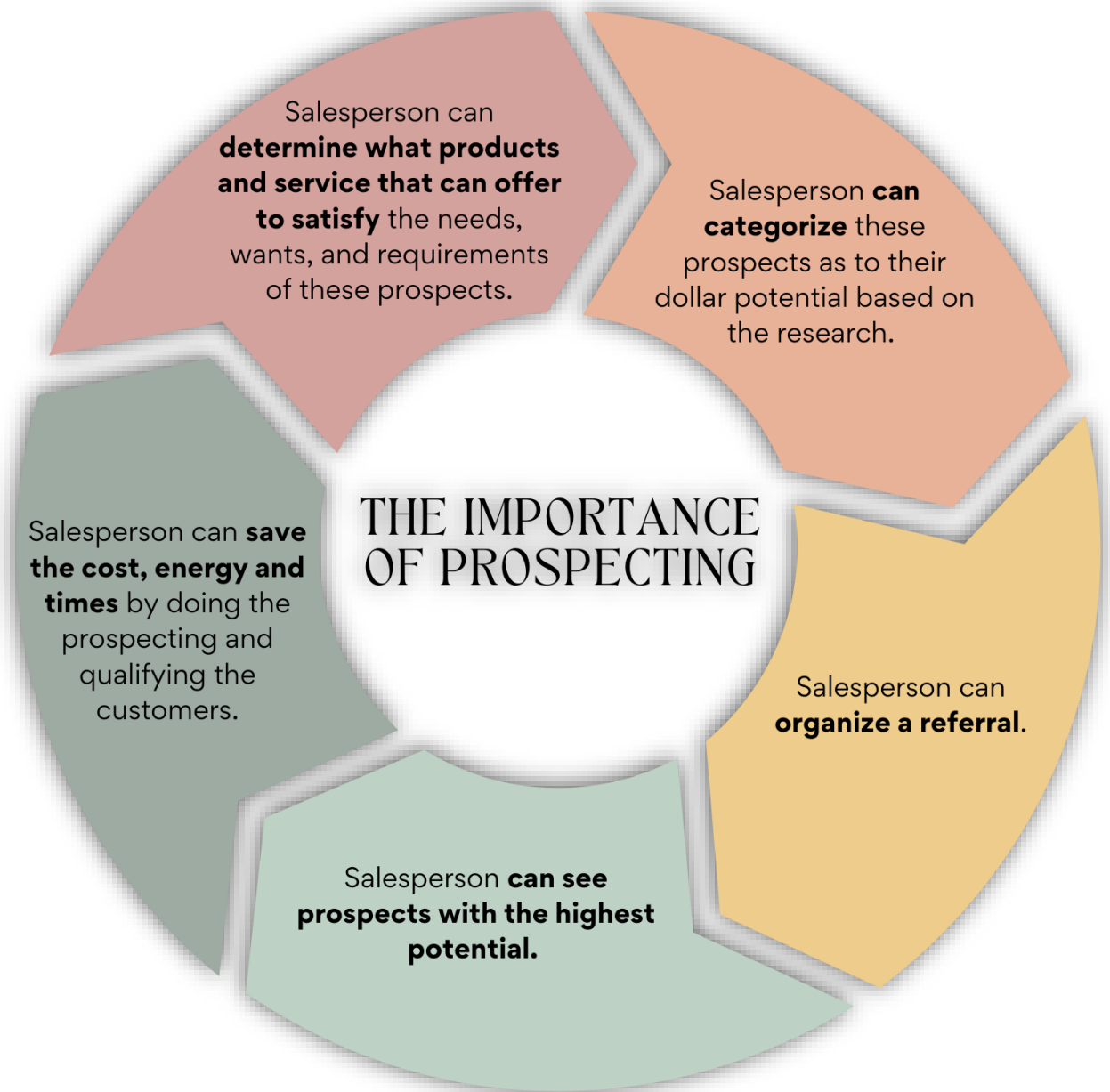


Ability to afford and pay for the product or service.



Authority to make a purchase decision.

THE IMPORTANCE OF PROSPECTING



METHOD/ SOURCES OF PROSPECTING



1. REFERRAL

- Is a prospect who has been recommended by a current customer or by someone who is familiar with the product or service
- A productive referral begins an 'endless chain' of opportunities to prospect for new business



2. FRIENDS, FAMILY MEMBERS AND CENTERS OF INFLUENCE

- A person who is new in the field of selling and as sources of information about potential customers.
- The center of influence methods involves establishing a relationship with a well connected, influential person who is willing to provide prospecting information



3. DIRECTORIES

- Telephone directories (yellow pages)



4. OTHER SALESPERSON

- Having a good relationship with other salesperson, whether they sell competitive or non competitive product lines, they can provide information about new prospect.



5. TRADE SHOWS AND SPECIAL EVENTS

- JomHeboh event etc



6. TELEMARKETING

- Through telephone contact



7. WEBSITE



8. COMPUTERIZED DATABASE

- Customer file (updated)



9. COLD CALLING

- Select a group of people who may or may not be actual prospects and then calls



10. NETWORKING

- Is a art of making and using contacts or people meeting and profiting from the connections



11. EDUCATION SEMINARS



12. COMPANY'S EMPLOYEES

- All the employee of the company are also sources of prospects. They may provide information on other people (friends, neighbors, family members) to the company's salesperson.



13. COMBINATION APPROACHES

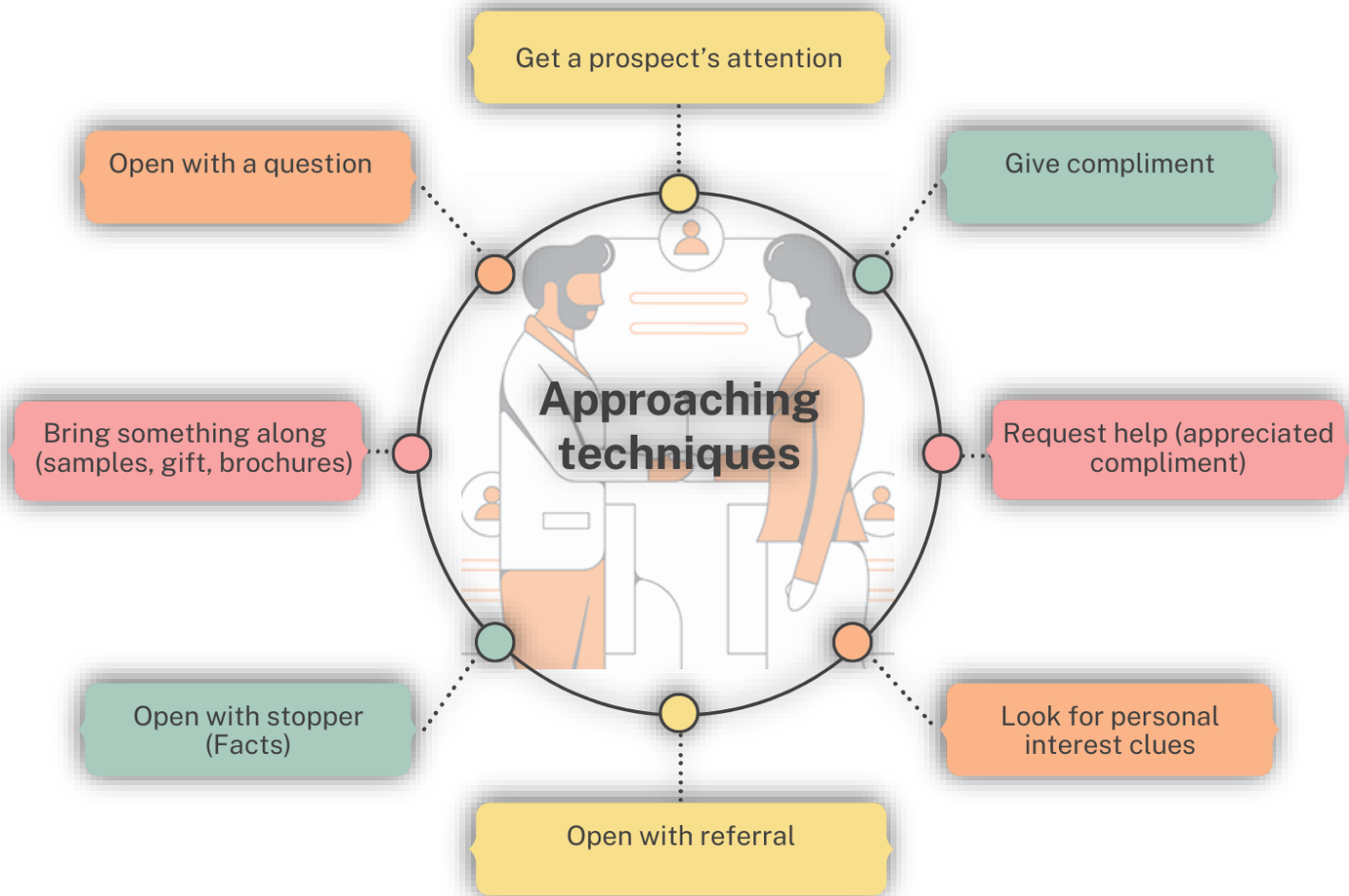
2.2.2 Approaching Technique

- a. Pre-approaching
- b. Approaching

a. Pre-approaching techniques



b. Approaching techniques



2.2.3 Sales presentation and demonstration

SALES PRESENTATION

- Generally, salespeople has between 10 minutes and half an hour to convince a prospect to buy.
- Salesperson must plan a presentation so that he can make maximum of time.
- He may not choose to follow the outline but he must remember the point.

Purpose of Presentation



Characteristics Of An Ideal Presentation



SALES PRESENTATION MIX



Persuasive communication

- Using question
- Clear message
- Creating mutual trust
- Listening and smile
- Having positive attitude and enthusiasm

Demonstration

- Effective technique People remember only 10%, but 65% remember if they shown and told by salespeople.
- Allow a prospect to partic

Dramatization

- Refers to talking/presenting the product in a striking, showy or extravagant manner.
- Best method is to watch television.
- Product are presented using visual, demonstrated and dramatized.

Visual aids

- Show using visual aid.
- Literature: brochures, catalogues, photograph, graph, drawing, letter, chart, journal etc.
- Projection: slide, video tapes films etc
- Three dimensional: samples, models
- Spontaneous: pen and pencil
- Effective because it will increase intention, reduce misunderstanding, reinforce message and show the buyer that you are professional.

Participation

- 4 ways to induce participation are
 - 1) Questions
 - 2) Product use
 - 3) Visuals
 - 4) Demonstration
- By letting prospects use the product, you can appeal to their sense: sight, sound, touch, smell and taste

Proof

- Proof statement into the presentations
- Increase the prospects confidence and trust that product claim are accurate.
- Several useful proof techniques are the customer's past sales figures, the guarantee, testimonials, company proof result and independent research result.

2.2.4 HANDLING OBJECTIONS

- Objection is opposition or resistance to information or to salesperson request is labeled a sales objection.
- This can be preventing the completion of a sale.
- It is either delaying/ postponing/ avoiding in nature



Major categories of objections

The Hidden Objection

- Prospect who ask trivial, unimportant objection
- Not feel your sales call is worthy of their full attention
- Observe the prospect's tone of voice, facial expression and physical movement
- E.g. the price of product too high

The Stalling Objection

- I have enough merchandise for now
- I will have to get approval from my boss.

The money objection

- I have no money, I don't have that much money, it costs too much, your price is too high.

The product objection

- Buyers have fears about risk and not worth.
- The use of guarantee, testimonial, independent research result and demonstrations help the counter the product objection.

The source objection

- Loyalty to a present supplier or salesperson
- Prospect may not like you or your company

The No-need Objection

- Use widely because it politely get rid of the salesperson
- E.g. sound good, but ____
- Strongly implies the end of sales call
- Especially tricky because it also may include or hidden objection or a stall.

TECHNIQUE FOR MEETING/HANDLING OBJECTION

01 **Outweigh**
Trying to outweigh it by explaining the benefits of products

02 **Boomerang**

- Turn an objection into a positive benefit
- "they look nice but it hard to remove" objection from prospect. Salesperson try to use the boomerang technique " yes it hard to remove , we design them so children couldn't get into the medicine"

03 **Alternatives**
If the salesperson is convinced that the product offered was the best one for prospect, try to outweigh or boomerang the objection before offering alternatives.

04 **Offer proof**

- A third party referral
- Newspapers, magazines articles
- Examples
- Demonstrations

05 **Isolation**
Customers continues to offer objection after objection

06 **Dodge**

- Neither denies, answers nor ignores
- "I think your price is high" " before you decide to buy , let me tell you the value"

07 **Pass-up -Say something to allow you to move into your presentation.**

08 **Rephrase as question**
"your price is higher than your competitors" "I can appreciate that, you know why....."

09 **Postpone**
"your price is too high" "in just minute. I will show you why this product is reasonably price"

10 **Ask question**
" this house is not nice as the one someone else showed us yesterday because does not have" " if I did have , would you interested"

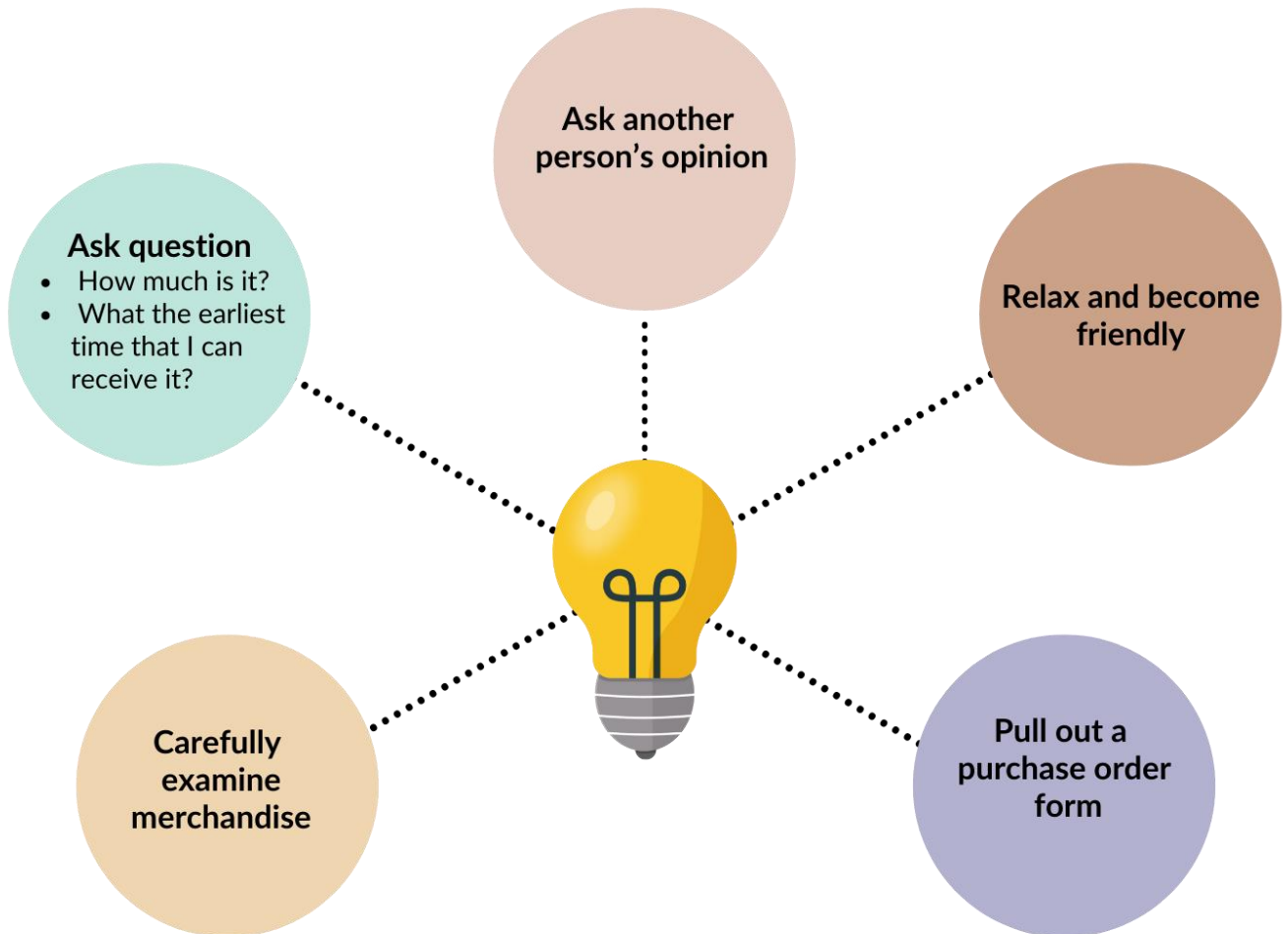
11 **Direct denial**
"no I am not going to buy..." " well I can understand"

12 **Indirect denial**
Yes, but. ... I agree, sure . I appreciate how you feel

13 **Compensation**
-" I can make 5% more profit with..." present the advantages of product.

2.2.5 CLOSING THE SALES

Closing is the process of helping people make a decision that will benefit them.



Closing Techniques

Indirect close

Where would you like us to deliver? Shall we send the invoice?



Sales or return

–Let him try , let him get his hand on it, let him see the advantages of ownership.



Fear close

If you don't buy now the price will go up.



Asking/Direct close

- If yes, thank him, take order, shut up and get out.
- If no, not now not never, ask the prospect why



Alternative choices

Standard or special edition sir?



The advantage list

Compile a list of advantages on one side and disadvantages on another. Help him with advantages only



Assumptive

I'll call your order tonight.

Continuous yes

Plan a questions in series with all aim for yes answer. then closed.



Action close

Let me fill the form for you sir?



Technology

Using graph, sales trend , testimonial and incorporating technology into presentation will help you close more with prospect and customer



Compliment



Gift close

If you sign up today the RM200 voucher is in the mail by tomorrow.



Negotiation

I cant give the discount, but I could defer billing until the end of the month. That the best I can do it sir. How?

2.2.6 FOLLOW UP

Maintaining contact with a customer in order to evaluate the effectiveness of the product and satisfaction of customer.

Follow up by:

- Personal visit, Telephone, E-mail
- Call Report

THE IMPORTANCE OF FOLLOW UP FOR CUSTOMER RETENTION

TO REASSURE THE CUSTOMERS THAT THEY HAVE MADE THE RIGHT CHOICE

CHECK WHETHER THE PRODUCT PERFORMS SATISFACTORILY

MAINTAIN CUSTOMER RELATION/ REPEAT PURCHASE

HANDLE COMPLAINT PROMPTLY

SHOW APPRECIATION TO THE CUSTOMER

FOR RUSH DELIVERIES, THE SALESPERSON IS RESPONSIBLE FOR CHECKING THEM AND MAKE SURE THE PRODUCT ARE DELIVERED EFFICIENTLY

CHAPTER

3

SALES FORCE MANAGEMENT



Learning Objectives

- Define sales force management
- List and discuss the characteristic and functions of salesperson
- Discuss the recruiting and selection of salespeople
- Describe effective orientation, training, and motivation practices
- Describe selected sales compensation plans
- List and discuss criteria for evaluating sales performance

INTRODUCTION TO SALES FORCE MANAGEMENT

- ***Sales force management:*** Activities of planning, organizing, motivating, compensating, and evaluating and controlling a sales force to ensure its effectiveness

VARIOUS TYPES OF SALES JOB

Sales job can be categorized into three :

Selling in Retail

A retail salesperson sells goods or services to consumers for their personal, nonbusiness use.

Three common types of sellers who sell at retail are:

- ✓ In-store salesperson (bakeries, banks, hotels, travel agents and etc)
- ✓ Direct seller who sells face-to-face away from a fixed store location (Amway has 3 million salespeople)
- ✓ Telephone salesperson



Selling for a Wholesaler

Wholesalers (also called distributors) buy products from manufacturers and other wholesalers and sell to other organizations.

- ✓ A wholesale salesperson sells products to parties for:
- ✓ Resale, such as grocery retailers buying items and selling to consumers.
- ✓ Use in producing other goods and services, such as a home builder buying electrical and plumbing supplies.
- ✓ Operating an organization, such as schools buying supplies.



Selling for a Manufacturer

Manufacturers' salespeople work for organizations producing the product.



The types of manufacturer's sales representative positions range from people who deliver milk and bread, to specialized salespeople selling highly technical industrial products.

There are five main types of manufacturer sales positions:

- ✓ **Account representative** calls on a large number of already established customers in, for example, the food, textile, and apparel industries. This person asks for the order.
- ✓ **Detail salesperson** concentrates on performing promotional activities and introducing new products rather than directly soliciting orders. Example, a medical detail salesperson seeks to persuade doctors, the indirect customers, to specify a pharmaceutical company's trade name product for prescriptions. The actual sale is made through a wholesaler or directly to pharmacists and hospitals that fill prescriptions.
- ✓ **Sales Engineer** sells products that call for technical know-how and an ability to discuss technical aspects of the product. Expertise in identifying, analyzing and solving customer problems is another critical factor. This type of selling is common in the oil, chemical, machinery and heavy equipment industries because of the technical nature of their products.
- ✓ **Industrial Product Salesperson (non technical)** sells a tangible product to industrial buyers. Packaging materials manufacturers and office equipment sales representatives are non technical salespeople.
- ✓ **Service Salesperson** sells the benefits of intangible or non physical products such as financial, advertising or computer repair services. Selling services is ordinarily more difficult than selling tangibles. People cannot see, feel, smell, hear or taste intangible products. This makes them more challenging to sell.

Order Takers vs Order Getters



Sales jobs vary widely in their nature and requirement

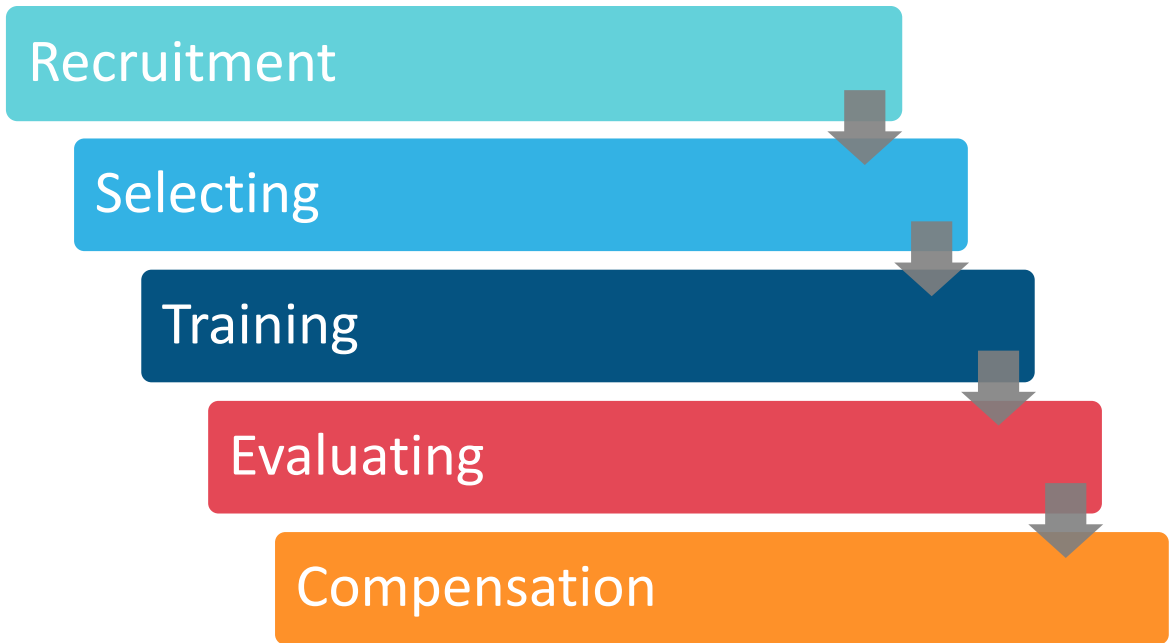


Some sales jobs require the salesperson only to take orders. Order takers may ask what the customer wants or wait for the customer to order. They do not have a sales strategy or sales presentation. Order takers must be employed to bring in additional business that the employer probably would not obtain without their efforts.



Order Getters: they get new and repeat business using a creative sales strategy and a well executed sales presentation.

SALES FORCE MANAGEMENT PROCESS



RECRUITMENT

- ◆ One of the sales manager's greatest challenges.
- ◆ Recruiting is one way of obtaining a pool of qualified candidates.
- ◆ Before recruiting , several decisions and policies must be establish to ensure that people who are likely to be most suitable with the job requirements will be recruited.
- ◆ In recruitment process, a company prepares job description and job specification.

RECRUITMENT

The recruitment process

Job Description

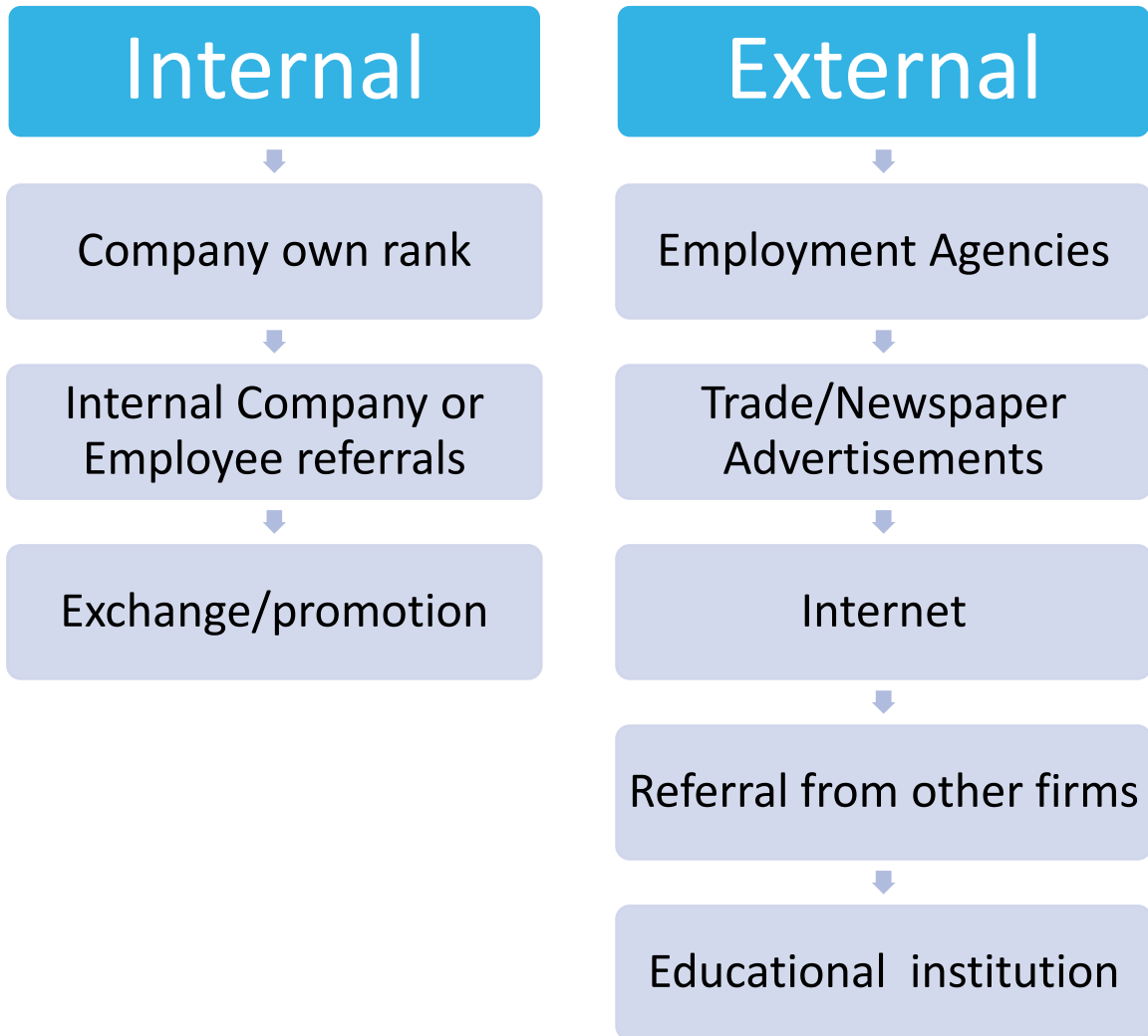
- ✓ Describe the job, duties, responsibilities and characteristic of a specific position.
- ✓ Nature of product(s) or service(s) being sold
- ✓ Types of customers
- ✓ Specific tasks and responsibilities
- ✓ Relationship between the sales position and others within the organization
- ✓ E.g.
Position : account clerk
Duties : prepare account statement for the company.

Job Specification

- ✓ Description of qualification, experience, educational required for the job.
- ✓ E.g. for the accountant position 's requirement,
- ✓ it need a degree in accountancy and 2 years working experience.

RECRUITMENT

Recruitment sources



1 EMPLOYMENT AGENCIES

IT LOCATES AND SCREEN JOB APPLICANTS AND REDUCE THE AMOUNT OF TIME AND EFFORT THE COMPANY'S SALES MANAGER MUST DEVOTE TO RECRUITING.

2 TRADE/NEWSPAPER ADVERTISEMENT

COMPANIES CAN ADVERTISE THE AVAILABLE POSITION IN AN INDUSTRY TRADE OR TECHNICAL JURNAL TO RECRUIT TECHNICALLY QUALIFIED OR EXPERIENCED PERSON OR LOCAL NEWSPAPER TO RECRUIT PERSONNEL FOR RELATIVELY LESS DEMANDING SALES JOBS THAT DON'T REQUIRE SPECIAL QUALIFICATION

3 INTERNET

COMPANY CAN DIRECT THE INFORMATION TO THE RIGHT PEOPLE VERY EFFICIENTLY AT A SPESIFIC GEOGRAPHIC LOCATION. BY USING INTERNET , COMPANY CAN PROCESS THE APPLICATION EFFICIENTLY AND EFFECTIVELY.

4 REFERRAL FROM OTHER FIRM

CUSTOMERS CAN ALSO BE SOURCE OF SALES RECRUITS. SOMETIMES A CUSTOMER'S EMPLOYEES HAVE THE KIND OF KNOWLEDGE THAT MAKE THEM AYYRACTIVE AS A PROSPECTIVE SALESPEOPLE

5 EDUCATIONAL INSTITUTION

COMMON SOURCE OF RECRUITS FOR FIRMS THAT REQUIRE SALESPEOPLE WITH PROVEN INTELLECTUAL ABILITY OR TECHNICAL BACKGROUND. CAN BE RECRUIT FROM COLLEGES, UNIVERSITIES, VOCATIONAL SCHOOL ETC.

Which one you will select?

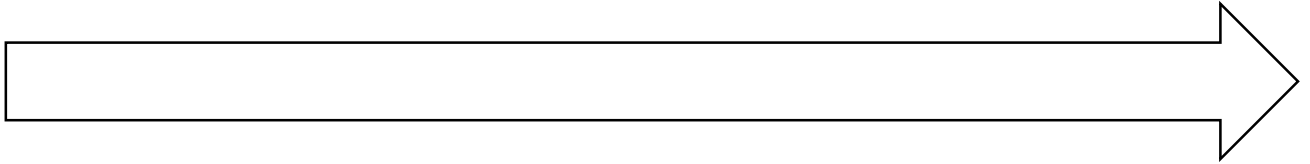


SELECTION

- ◆ Careful selection is important.
 - Select the best person

- ◆ When Selecting, Consider...
 - ✓ Interest/Enthusiasm for the job
 - ✓ Self-Motivation
 - ✓ Evidence of personal skills
 - ✓ Relationship builders

SELECTION



The selection process:

- Preliminary screening interview/short applications form
- Formal application forms
- References check
- Tests
- Selection interviews by line executives

1. PRELIMINARY SCREENING INTERVIEW/ SHORT APPLICATIONS FORM




Employment Application – Short Form			
An Equal Opportunity Employer			
Please Print			
Date	Last Name	First Name	Middle
Present Address			
No. & Street	City		State Zip
Permanent Address (if different from present address)			
No. & Street	City		State Zip
Business Phone		Home Phone	
Employment Desired			
Position applying for: _____			
Personal Information			
Have you ever applied to or worked for _____ before?			
<input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, when? _____			
Do you have any friends or relatives working for _____ ?			
<input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, state name(s) and relationship:			
Name		Relationship	
Name		Relationship	
Why are you applying for work at _____ ?			


If hired, would you have a reliable means of transportation to and from work? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Are you at least 18 years old? (If under 18, hire is subject to verification that you are of minimum legal age.) <input type="checkbox"/> Yes <input type="checkbox"/> No			
If hired, can you present evidence of your U.S. citizenship or proof of your legal right to live and work in this country? <input type="checkbox"/> Yes <input type="checkbox"/> No			



Eliminate unqualified applicants promptly from further consideration.



Most firms want to eliminate unqualified applicants promptly from further considerations. Preliminary screening is best left to a staff member or subordinate so that more valuable executive time is not involved.



Required standards and qualifications are well communicated to the people doing the screening. Qualification requirements might include educational level, types and years of work experience, satisfactory appearance and so on.

2.FORMAL APPLICATION FORMS



BORANG PERMOHONAN JAWATAN (JOB APPLICATION FORM)
Universiti Teknologi Malaysia
81310 UTM Skudai

GAMBAR UKURAN
 PASPORT
*(Passport Size
 Photograph)*


PERINGATAN KEPADA PEMOHON (Please read instructions below carefully before filling in the form):
 Pemohon dikehendaki mengisi borang permohonan ini dengan lengkap dan jujur. Maklumat ini akan digunakan untuk menentukan kelayakan pemohon bagi jawatan yang dipohon. Borang berasingan perlu digunakan bagi memohon jawatan lain. Pemohon yang sedang memegang jawatan Kerajaan, Badan-Badan Berkanun atau Kaasa-Kaasa Tempatan, permohonan hendaklah dibuat melalui Ketua Jabatan bersempadan dengan salinan Laporan Penilaian Prestasi dan Penyata Perkhidmatan Terkini.
(Applicant must fill out all sections of this application completely and honestly. This information will be used to determine your eligibility for this position. A separate application must be completed for each position for which you are applying. Applicants who are currently working at any Government Official/Statutory Body/Local Authority should submit application through respective Head of Department together with latest appraisal and services statement.)

Jawatan Yang Dipohon (Position Apply):

MAKLUMAT PERIBADI (PERSONAL INFORMATION)			
Nama (Name)	No. Kad Pengiraan (IC No)	Tarikh Lahir (Date of Birth)	Agama (Religion)
Alamat (Address)		Bandar (City)	
Alamat E-mail (E-mail Address)		Negeri (State)	Poskod (Zip)
No. Tel Rumah (Home Phone No.) ()	Tel. Bimbit (Handphone No.) ()	Jantina (Gender) <input type="checkbox"/> Lelaki (Male) <input type="checkbox"/> Perempuan (Female)	Warganegara (Citizenship) <input type="checkbox"/> Persempuan (Female)
Taraf Perkahwinan (Marital Status) <input type="checkbox"/> Bujang (Single) <input type="checkbox"/> Berkahwin (Married) <input type="checkbox"/> Lain-lain (Others)		Nama bapa/penyandang/kuasa-kerta (Name of spouse/parent/guardian)	
Adakah anda terikat untuk berkhidmat dengan Kerajaan, Badan-Badan Berkanun atau lain-lain perubuhan? (Do you have any contract to work for Government, Statutory Body or other organization?) <input type="checkbox"/> Ya (Yes) <input type="checkbox"/> Tidak (No) Sekiranya Ya, Nama Badan/Perubuhan tersebut (If yes, please name the organization):			
Bagaimana anda mengetahui kekosongan jawatan ini? (How did you find out about this job opening?) <input type="checkbox"/> Laman Web UTM (UTM Web page) <input type="checkbox"/> Pejabat Pendaftaran (Registrar's Office) <input type="checkbox"/> Staf Universiti (University Employee) <input type="checkbox"/> Akhbar (Newspaper) <input type="checkbox"/> Lain-lain (Others):			

TAHAP PENDIDIKAN & KEMAHIRAN (EDUCATION & SKILLS)
 Sila nyatakan tahap pendidikan bermula dengan terkini dan sertakan salinan (jarak, diploma dan sijil-sijil berkaitan termasuk salinan transkrip yang telah disahkan) (Please list all education beginning with most recent and enclose a certified true copy of degree, diploma, transcript and any relevant certificate.)

Nama Universiti/Kolej/Sekolah (Name of University/College/School)	Tahun (Year)	Ukupan/Diploma/Sijil (Degree/Diploma/Certificate)	Kelas Kejuruan CGPA (CGPA)	Bintang Penghormatan (Degree & Major)



Paste Photo Here

Position applied for:

A. Personal Details

Full Name: _____
 Date of Birth: _____ Age: _____ Male / Female
 Place of Birth: _____ Marital status: _____
 Height: _____ Weight: _____
 Passport No: _____ Place of Issue: _____
 Date of Issue: _____ Valid till: _____
 Address: _____

B. Academic Qualifications:

School	Qualifications	Year
1.		
2.		
3.		

D. Working Experience:


Employer	Position	Year
1.		
2.		
3.		

E. Language:


Language	Spoken	Written	Fluency
English			
Mandarin			
Malay			
Others: _____			

2.FORMAL APPLICATION FORMS


continued

Bob Brown bbrown@gmail.com 555 W. Main St. Chicago, IL 60000 001-312-312-3123		
Citizenship: USA Age: 39 Marital Status: Single		
Objective Overview TEFL Certified, college graduate seeking a teaching position in South Korea. Extensive experience teaching children and adults. Skills and experience teaching a foreign language and English.		
Education and Certification		
International TEFL Academy TEFL/TESOL Certificate <ul style="list-style-type: none">• 150 hours of course work• 30 hours of Teaching Young Learners and Business English• 20 hours of student teaching practicum	Chicago, IL, USA January 2010	
Portland State University B.A. Psychology <ul style="list-style-type: none">• Study Abroad – Shanghai, China 2002	Portland, Oregon, USA May 2003	
Related Work Experience		
ESL Teacher Daley City College <ul style="list-style-type: none">• Taught English to Spanish speaking students aged 18 and up• Prepared classes using provided materials and personal teaching materials• Focused on improving students grammar, listening, writing and speaking skills• Created all course materials, including quizzes and reading samples	Chicago, IL 2006 - Present	
ESL Teacher Languages Incorporated <ul style="list-style-type: none">• Taught English to Spanish speaking students aged 5-18• Utilized the Direct Method teaching model to improve students grammar, listening writing and speaking skills• Created quizzes and exams that were used by all teachers throughout the organization• Planned and taught between 3-8 classes daily	Chicago, IL 2004-2006	
Additional Work Experience		
Counselor Oregon AIDS Hotline <ul style="list-style-type: none">• Provided HIV/AIDS education and counseling for the general public for the State of Oregon• Answered queries regarding HIV transmission, risk reduction, HIV symptoms and Sexually Transmitted Diseases (STD)• Referred clients to testing centers, physicians, and support groups• Recorded and compiled confidential data received from client callers	Portland, OR 2002-2004	

- Add resume(optional)



Candidates passing the preliminary screening usually are required to complete the formal application form although the candidate may have submitted a resume most firms also want their forms to be completed for standardization purpose.



The application form becomes part of the employees' permanent record if he is hired. Among the items of information needed for selection decisions are present employer, education, previous positions, memberships in organizations and references.

3. REFERENCES CHECK

-Sample-

CVR Reference Check Questions For Staff Applicants

APPLICANT:	DATE:
REFERENCE NAME:	FIRM:
POSITION:	TELEPHONE:
1. What position did he/she hold?	
2. What time period did he/she work for you? FROM: _____ TO: _____	
3. Were you his/her supervisor? <input type="checkbox"/> YES <input type="checkbox"/> NO	
4. Applicant indicated his/her job duties were:	
5. Is information correct? <input type="checkbox"/> YES <input type="checkbox"/> NO	
6. How would you describe and/or rate the overall quality of his/her work?	
7. How well did he/she meet your expectations?	
8. Were there any performance issues? <input type="checkbox"/> YES <input type="checkbox"/> NO If so, please describe:	
9. Did he/she have any attendance problems?	
10. How well did he/she meet work-related goals and/or deadlines?	
11. a) How would you describe this person's strengths?	
b) How would you describe this person's weaknesses?	
12. Would you be willing to rehire this employee? <input type="checkbox"/> YES <input type="checkbox"/> NO If no, what are the reasons?	
INTERVIEWER SIGNATURE:	TITLE: DATE:

11/15/2009
ONC2106

ARE YOU 18 YEARS OR OLDER? ☐ YES ☐ NO PHONE

DESIRED EMPLOYMENT

POSITION

ARE YOU EMPLOYED NOW? ☐ YES ☐ NO IF SO MAY WE INQUIRE OF YOUR PRESENT EMPLOYER?

EVER APPLIED TO THIS COMPANY BEFORE? ☐ YES ☐ NO

EVER WORKED FOR THIS COMPANY BEFORE? ☐ YES ☐ NO

REASON FOR LEAVING

NAME OF LAST SUPERVISOR AT

WHO REFERRED YOU TO ☐ YES ☐ NO


STATE

EMPLOYEE REFERENCE CHECK


EDUCA

SCHOOL


TO: COMPANY




Reference checking often give information about a person's abilities and character and it will confirm factual information about position, compensation and dates.



References often are checked routinely before the final interview by line executives.



They are checked as the last formality of the selection process. Checking the names supplied by the candidates often is seen as a waste of time because it is unlikely that serious problems will be uncovered.



More is gained by talking with the former employers. The former employers should be asked why the person left and how well he or she got along. Although reference checking often does not give meaningful information about a person's abilities and character, it will confirm factual information about positions, compensation and dates.

4.TESTS



Personality/ attitude
/apitude

CAREER PERSONALITY TEST

1- What colour do you like very much?

- ☐ Yellow
- ☐ Blue
- ☐ Red

2- What is your favourite subject at school?

- ☐ It's French.
- ☐ It's English (and the other languages).
- ☐ It's P.E. (sports).

3- What do you do when you come back from school in spring?

- ☐ You do your homework.
- ☐ You watch TV.
- ☐ You make a battle of water with your friends.

4- What do you like watching on TV?

- ☐ Documentaries
- ☐ Reports
- ☐ Action movies

5- Are you pretty/handsome?

- ☐ No, I am not very pretty/handsome.
- ☐ Yes, I am.
- ☐ No, I am not very pretty/handsome however I am strong.

6- What are you like?

- ☐ You are hard-working.
- ☐ You are talkative.
- ☐ You are brave.

7- What is your favourite object?

- ☐ It's a copybook.
- ☐ It's a mike.
- ☐ It's a hosepipe.




Measuring Mental Ability With Intelligence Tests.

Some of the most popular tests used in selection are those that purposely measure intelligence and trainability.



Mechanical Aptitude Test

These tests are suitable for technical jobs. Therefore they have little relevance to selling except perhaps in a few cases involving industrial goods.



Vocational Interest Tests

Interest tests are commonly used in the selection process. These tests assume that the person will be more effective and stable if he has a strong interest in that type of work.



Sales Aptitude And Social

A person acquired social skills and selling can be tested. In these types of tests, the candidates are given selling situations where they must select the best solution or alternative presented to them.



Personality Tests

Certain psychological tests attempt to measure behavioral traits believed necessary for success in selling such aggressiveness and extroversion. However the drawbacks of such personality tests are that they can be faked easily. Their validity is highly questionable and they eliminate too few candidates.

5. SELECTION INTERVIEWS BY LINE EXECUTIVES



In the selection of salespeople, one interview or more is conducted for the most desirable candidates. It is widely thought that top candidates should be able to sell themselves to be effective.

The ability to express oneself, confidence and even aggressiveness are believed to be readily ascertained through an interview. In the final interview situation with highly qualified candidates, the interviewer must sell the company or at least define the duties, the benefits and the salary range.

SELECTION

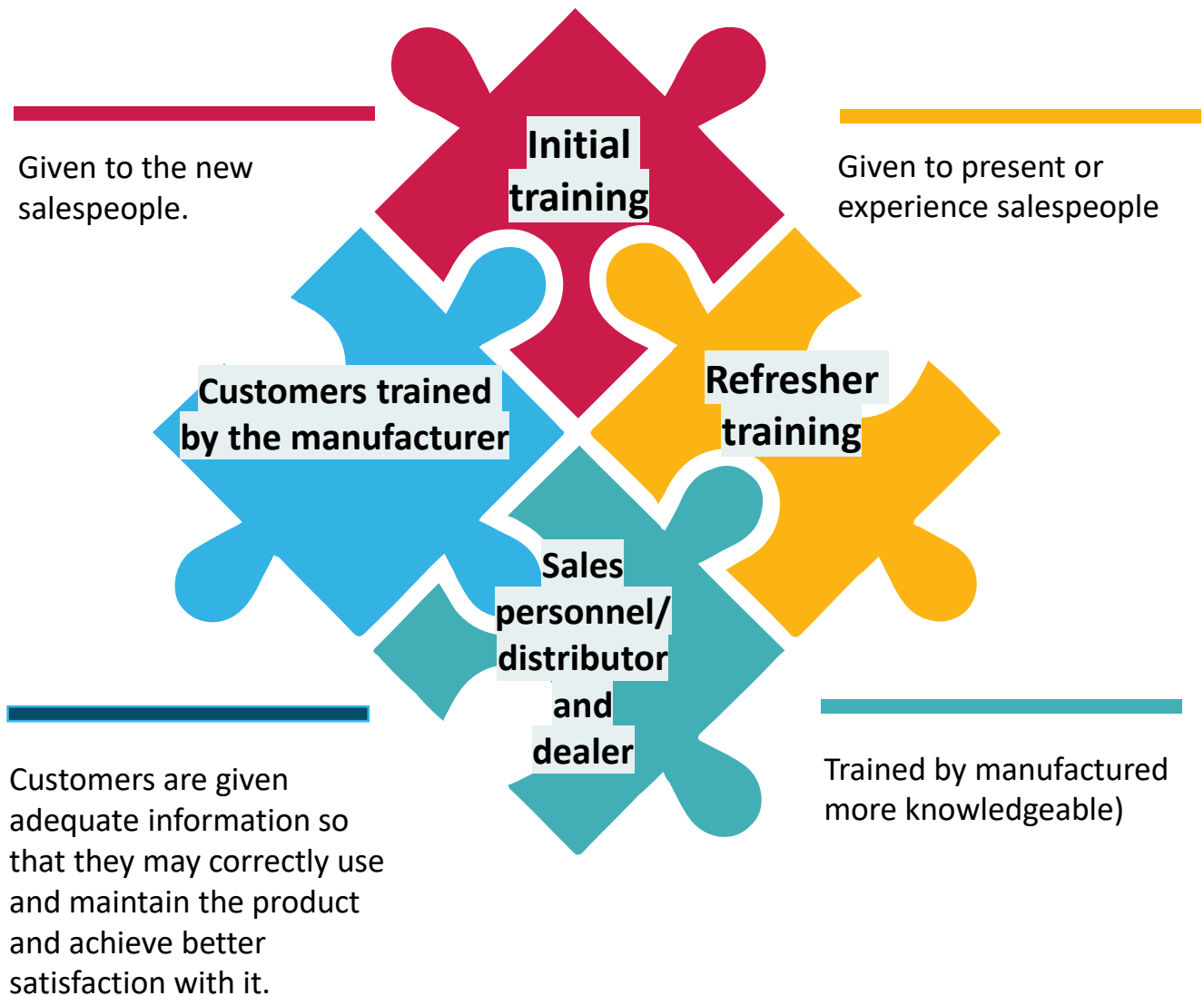
Types of Interviews



SELECTION



SALES TRAINING



TRAINING

1

Deficiencies Of Trial
And Error Learning

2

Faster Development

3

Improved Morale

4

Better Customer
Relations

5

Training programs

Product and company knowledge

- The product line
- Special provisions
- Relative profitability

Customer and industry orientation

- Sales techniques
- Territory management
- Inspiration

Methods and Procedures of Training

- Group methods
 - Lectures – Discussion – Demonstration - Role play
- Individual methods
 - On-the-job training - Home study - Self development

INTERNAL MOTIVATION . . .

is the intrinsic reward that occurs when a duty or task is performed. These rewards include:



Achievement

Challenge

Responsibility

Advancement

Growth

Enjoyment of work

Involvement

EXTERNAL MOTIVATION . . .

is the action taken by others that involves rewards or reinforcement that cause the worker to behave in ways to ensure receipt of the reward. They include



Contests

Prizes

Bonus Money

EVALUATION

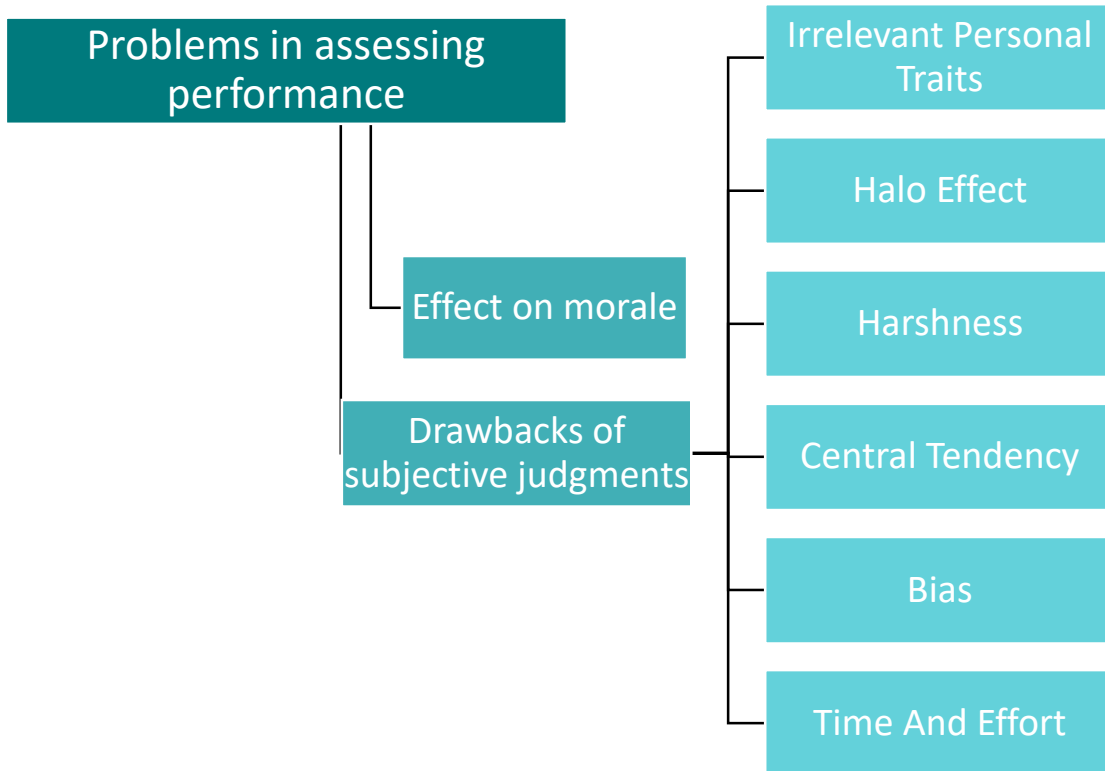
- Define evaluation:
 - Evaluation and supervising are concerned with monitoring the balance between standards and actual performance both are instrumental in achieving sales force control.

EVALUATION

Benefits of performance evaluation

- Weak performance can be corrected or eliminated
- Action of sales personnel can be guided in the desired direction
- It can improve motivation
- Persons with potential for management position can be identified.

EVALUATION



EVALUATION

Quantitative Criteria

- Sales volume in dollars or units
- Sales versus previous years
- Sales by product or line
- New accounts opened
- New account sales
- Net profit
- Number of Customer calls

EVALUATION

Qualitative Criteria

- Attitude
- Product Knowledge
- Communication Skills
- Personal Appearance
- Selling Skills
- Initiative

COMPENSATION

- DEFINE:

Four factors are involved in selecting a compensation plan; security, incentive, control and cost.

Security gives the salesperson assurance of a steady income through good times and bad times.

Maximizing incentives as in straight commissions contrast with the maximum security of a straight salary

Management's control over the sales force especially regarding non selling activities is maximized under straight salary and minimize under straight commission.

COMPENSATION

- Characteristic of a great sales compensation plan :



COMPENSATION

- Types of compensation plan

- ❖ Straight salary

- ✓ Greatest security and less incentive
 - ✓ Maximum security which tend to minimize employee turnover
 - ✓ Straight salary enables management exercise better direction and control because they do not depend on sales for their pay
 - ✓ A fix salary may effect the profit during periods of declining sales

Compensation Method	Especially Useful For	Advantages	Disadvantages
Straight Salary	New sales reps New sales territories Many required nonselling activities	Maximum security Control over reps Easy to administer Predictable expenses	No incentive Requires close supervision Selling expenses remain same during sales declines

COMPENSATION

- Types of compensation plan
 - ❖ Straight commission
 - ✓ Providing maximum incentive and minimum security
 - ✓ Useful when the selling is on a part time such as moonlighter who sells mutual funds.

Compensation Method	Especially Useful For	Advantages	Disadvantages
Straight Commission	<p>Highly aggressive selling</p> <p>Minimal required nonselling tasks</p> <p>When company can't closely control sales force</p>	<p>Maximum incentive</p> <p>Managers can encourage sales of certain items</p> <p>Selling expenses relate directly to selling resources</p>	<p>Little security</p> <p>Little control over reps</p> <p>Reps may provide inadequate service to smaller accounts</p> <p>Selling costs less predictable</p>

- ❖ A combination of salary and commission
 - ✓ Involved a based salary and commission or bonus
 - ✓ A bonus sometimes used in combination with a salary or commission
 - ✓ It is a lump sum payment as reward for individual or group performance which may attainment sales quote or goal

Compensation Method	Especially Useful For	Advantages	Disadvantages
Combination	<p>Similar sales potential across territories</p> <p>When company wants to offer incentive but maintain some control</p>	<p>Some security</p> <p>Some incentive</p> <p>Selling expenses vary with revenue</p> <p>Manager has some control over nonselling activities</p>	<p>Selling expenses are less predictable</p> <p>May be difficult to administer</p>

SALES COMPENSATION PLANS

01

Straight Salary

- ✓ A fixed amount of money for a given period of time.

02

Commission

- ✓ An amount of compensation that varies with sales or profits.

03

Bonus

- ✓ A lump sum of money paid for some form of outstanding performance.

04

Bonus

- ✓ A lump sum of money paid for some form of outstanding performance.

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SALES MANAGEMENT

CHAPTER 4 :

SELF MANAGEMENT



IMPORTANCE OF TIME MANAGEMENT

- **Time management** is important to salespersons because the hours available for selling face-to-face with customers are limited.
- The salesperson wants to accomplish as much as possible in the limited time and avoid wasting it in inefficient routing and travel, traffic jams, writing reports, waiting for prospective customers and other non-selling activities.
- Planning is the key to a successful time management.
- **Time scheduling:**
 - A salesperson may keep a detailed log of his daily activities. He can then analyze each segment time and identify how much time he spends on each segment. By scheduling his time, the salesperson may be able to manage his time effectively.
 - The ***importance of time scheduling*** is discussed below:
 - Waiting time can be reduced by making appointments in advance. Calling just before the visit should be made to confirm that the customer is free and is expecting the salesperson. Some customers' time for sales call may be restricted to certain hours.
 - For example, some retailers may be busy in the morning opening his store especially on weekends. They are also too busy to spend time listening to sales presentation during special sales events.
 - Travel time may be lessened by planning routes carefully. This helps to avoid traffic congestion and traveling in a zigzag pattern.

TIME MANAGEMENT METHOD



Develop personal and business goal



Prepare to-do list



Maintain a planning calendar



Organize selling tools



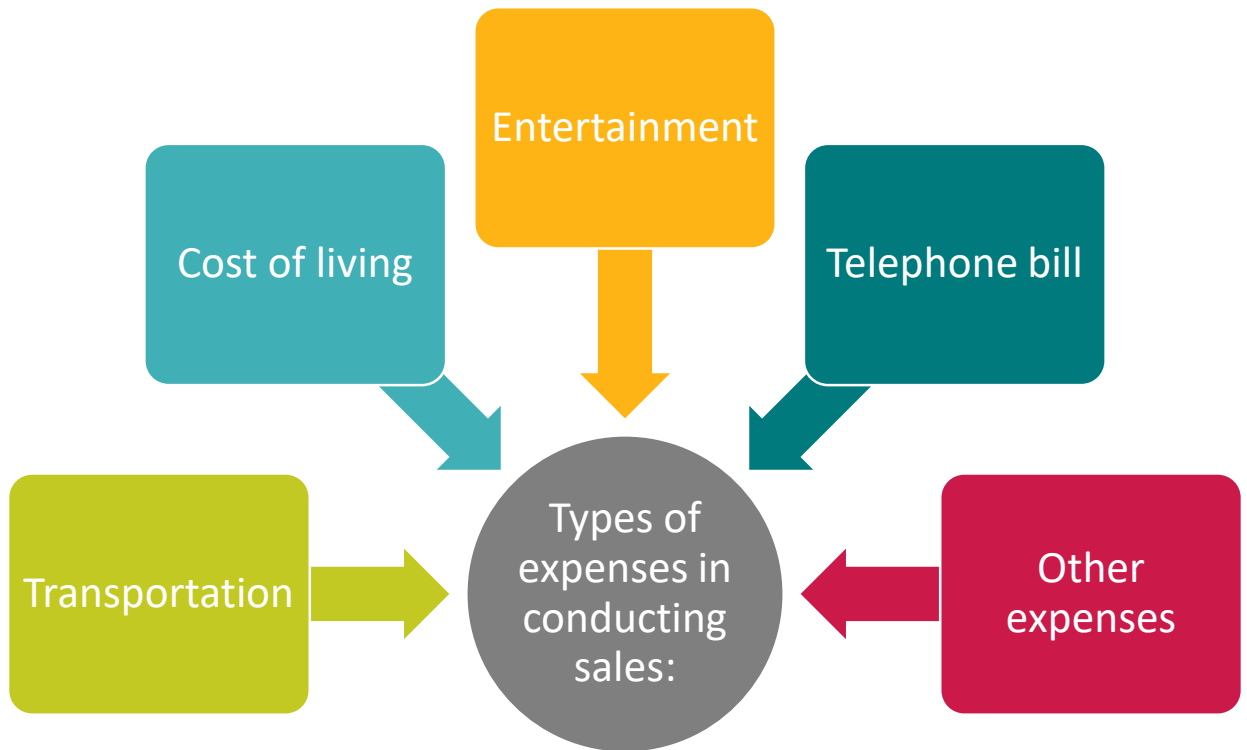
Use technology



Tips for developing Time Management Plan:

- List activities you want to do each day. This includes both work related and personal activities.
- Set your priorities. Identify which activities are most important and must be accomplished and which are of lower priority, and ones that may be postponed.
- Pursue your planned goals but modify if necessary. This is very important to ensure that your selling approach fit with customer needs and wants.
- Make daily or weekly activities plans and goals a habit to ensure it will soon become your daily routine work ethics.

FINANCIAL MANAGEMENT ISSUE



FINANCIAL MANAGEMENT ISSUE

- Types of reimbursement plans
 - Direct reimbursement plan
 - Limited reimbursement plan
 - No reimbursement plan

✦ Direct Reimbursement Plan ✦

- Company pay all the logical expenses
- This plan for the executive or top management in the company.
- This plan provide flexibility but it can lead to waste
- If a particular activity, such as entertaining potential new accounts, is thought to be an important ingredient of the firm's account management policies, salespeople can be encouraged to engage in that activity by being informed that all related expenses will be reimbursed.
- On the other hand, managers can discourage their subordinated from spending time on unimportant tasks by refusing to reimburse expenditures for such activities





Limited Reimbursement



- Company set the limit or maximum amount for the salesperson can claim for their work.
- Salespeople is allowed specific amount for expenses
- This plan permits strict control, but may not sufficiently flexible for different client and territories
- It can hurt motivation and sales performance. Individual salespeople may believe their ability to do a good job is constrained by tightfisted company expense reimbursement policies.
- Rather than pay for necessary activities out of their own pockets, salespeople are likely to avoid or cut back on certain expense activities to keep their costs within their budgets.

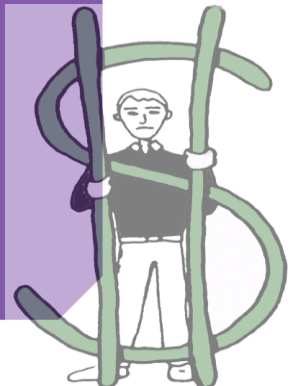




No Reimbursement



- No claim
- Salespeople pay their own expenses
- For this plan, salespeople get the higher commission rate give by the company to cover the expenses.
- Such plans are most commonly associated with straight commission compensation plans involving high-percentage commissions.
- The rationale is that salespeople will be motivated to spend both the effort and money necessary to increase sales volume so long as the resulting financial rewards are big enough to be worthwhile.
- These approaches help the firm limit sales expenses. However, they also sacrifice management control over the motivation and types of activities engaged in by members of the sales force.



REIMBURSEMENT PLAN	EXPLANATION	ADVANTAGE	DISADVANTAGE
NO	SALESPEOPLE PAY THEIR OWN EXPENSES	SIMPLE, NO COST	SALESPERSON MAY NOT SPEND ENOUGH ON CUSTOMER.
LIMIT	COMPANY PARTIALLY PAY EXPENSES.	LIMITED AND PREDICTABLE EXPENSES	INFLEXIBLE
DIRECT	COMPANY PAY ALL EXPENSES	FLEXIBLE AND FAIR, ALLOWS FOR TERRITORY DIFFERENCES.	ENCOURAGE EXCESSIVE SPENDING

SALES REPORT

The reports widely required of salespeople are sales call or activity reports and expense report. Some firms require periodic reports on territorial business conditions and competitive activities. Other reports also used are lost sale reports, reports on customer complaints and / or adjustments, and reports on new or potential new business.

Common records kept by salespeople

1. Customer and prospect card files
2. Call reports
3. Expense records
4. Sales records

1

Customer And Prospect Card Files

- The files have space for names, address and phone number and also email address of buyer.
- Other information recorded the buyer's personal characteristic, the names of people who might influence the purchase or appropriate times to make a calls.
- Usually an electronic file containing the customers contact information (name, address, phone number, email) as well as demographic information (birth date, gender) and products or services bought previously, some CIF files also indicate predictive purchasing opportunities

PROSPECT CARD

Name _____

Address _____

City, state, zip

Home phone

Business phone

Recommended by

Occupation

Hobbies

2

CALL REPORTS

- Also known as activity report
- The record information about the people you have called on and about what took place.
- The summary of what happened during the call and an indication of what future action will be required.
- The information in the call report:
 - Customer name.
 - Objective of call/visit
 - Time spent
 - Type of call- selling, servicing, routine or prospecting
 - Result of call/visit- sale made, promises etc

3

EXPENSE RECORDS

- It necessary for the company to maintain some control over expenses and also because the record must be kept for tax purposes.
- An analysis of expenses can be enable the sales manager to uncover inefficiencies perhaps in routing or in entertaining the clients that can be improved.
- Expense reports are necessary for the company to maintain some control over expenses and also because the record must be kept for tax purposes.
- An analysis of expenses can enable the sales manager to uncover inefficiencies perhaps in routing or in entertaining clients that can be improved to do a more effective selling job and also to keep the sales cost within a more desirable range.
- The sales force can give valuable information about changes and activities, competitive and otherwise in the marketplace.
- The feedback comes from personal contacts with customers in which information can be gathered about the company's products, its methods of doing business and any present or potential areas of problems or opportunities.

4

SALES RECORDS

- Primary use of this record is to analyze salespeople's performances.
- Some companies required daily report, other weekly ones.
- The salesperson should kept all the form, receipt, invoice etc.
- A salesperson's detailed record of sales calls and results for a given period; typically, a sales report will include information such as the sales volume per product or product line, the number of existing and new accounts called upon (activities), and the expenses incurred in making the calls, sales report are typically completed weekly, monthly, quarterly and annually, and may include sales forecasts

CURRENT ISSUE



International / Global Selling

- Globalization involves marketing products and services worldwide. Global companies deem the world as their market, offering one brand for one market – and there are no barriers to marketing their products.
- Globalization also allows the salesperson to expand to new markets as there are no barriers in marketing products. However, internet development is the prime factor in the success of business in the era of globalization.
- Salespeople need to think globally because companies are enmeshed with foreign competitors, suppliers and customers. Successful salespeople of tomorrow will be able to cross borders, speak other languages, and understand cultural differences.
- Right now executive recruiting organizations are searching worldwide for salespeople to take assignments in global organizations. Global experience is a prized asset of the salespeople of tomorrow.

Diversity of salespeople and customers

- In the future, organizations mapping long range strategies will have to reckon with the changing demographics of the sales force. Asians are proving to be outstanding salespeople and providing opportunities for others to enter the sales field.
- With more diversity in the workplace comes more diversity in the seller's customers. Will this have an impact on the sales force? Yes, it will! Purchasing agents, for example, are becoming a more diverse group of people. Studies show that women buy 50%, and influence the purchase of 80% of American cars, yet less than 5% of car salespeople are female. This is beginning to change.

Customer partnerships

- Customer oriented thinking, requires a company to define customer needs from its customers' point of view. Why is it important to satisfy customers?
- Basically because a company's sales each period come from two groups: new customers and repeat customers. It always costs more to attract new customers than to retain current customers.
- Therefore, customer retention is more critical than customer attraction. The key to customer retention is customer satisfaction.
- The satisfied customer buys more from the seller

E-selling: Technology used by salespeople

- Salespeople are going high tech, employing talking computers, e-mail, cellular phones, faxes, satellites, and automated maps with Imagine walking into a sales call with every driving directions. piece of information needed to introduce a product to a customer.

Personal skill

- **Communication**
 - ✓ Common Barriers To Communication
 - ✓ There are many barriers to communication. Salespeople who fail to recognize communication barriers between seller and buyer can lose sales such as poor listening, prejudice, emotion, appearance, distraction etc
- **Personality**
 - ✓ The personality characteristics which are most likely to help in building success as a salesperson such as integrity, intelligent, enthusiasm, courage, initiative etc.

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SALES MANAGEMENT

CHAPTER 5 : ETHICAL AND SOCIAL RESPONSIBILITIES IN SALES MANAGEMENT



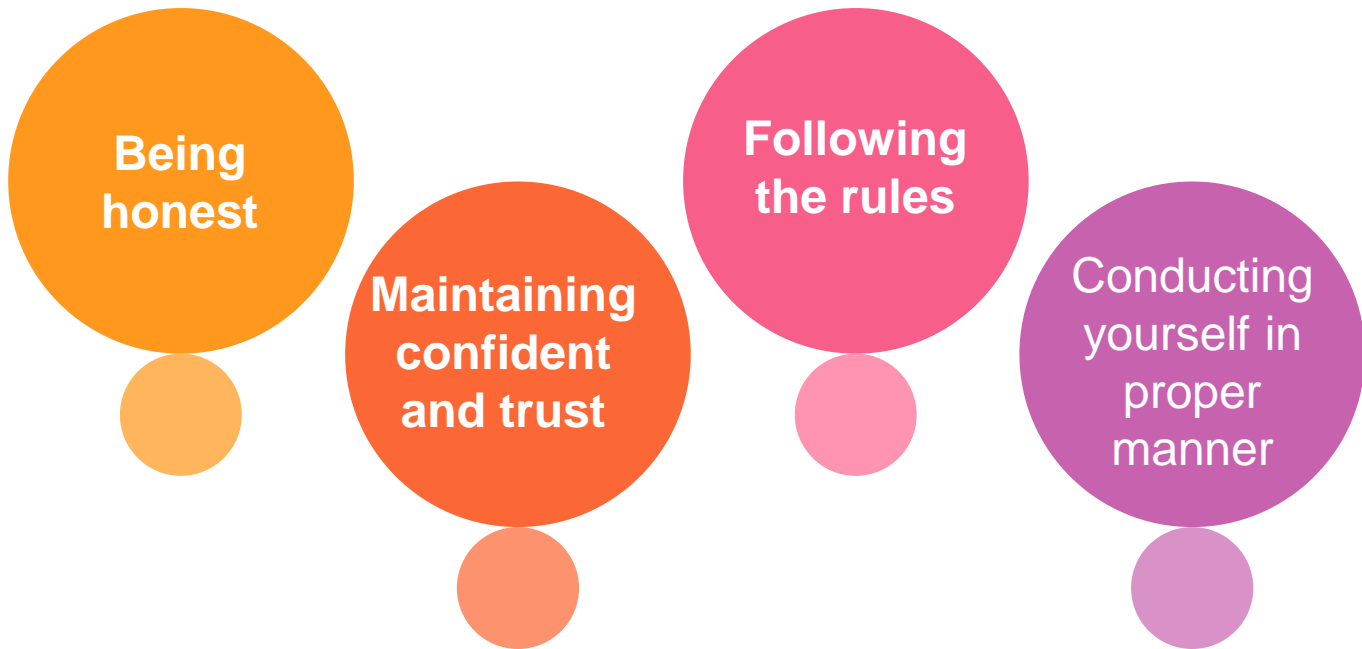
ETHICAL BEHAVIOUR

☐ Refers to treating others fairly. Specifically, it refers to:

- Being honest
- Maintaining confident and trust
- Following the rules
- Conducting yourself in proper manner

ETHICAL BEHAVIOUR

- Refers to treating others fairly. Specifically, it refers to:



Employer Ethics In Dealing With Sales People



Levels of sales pressure



Decision affecting territory

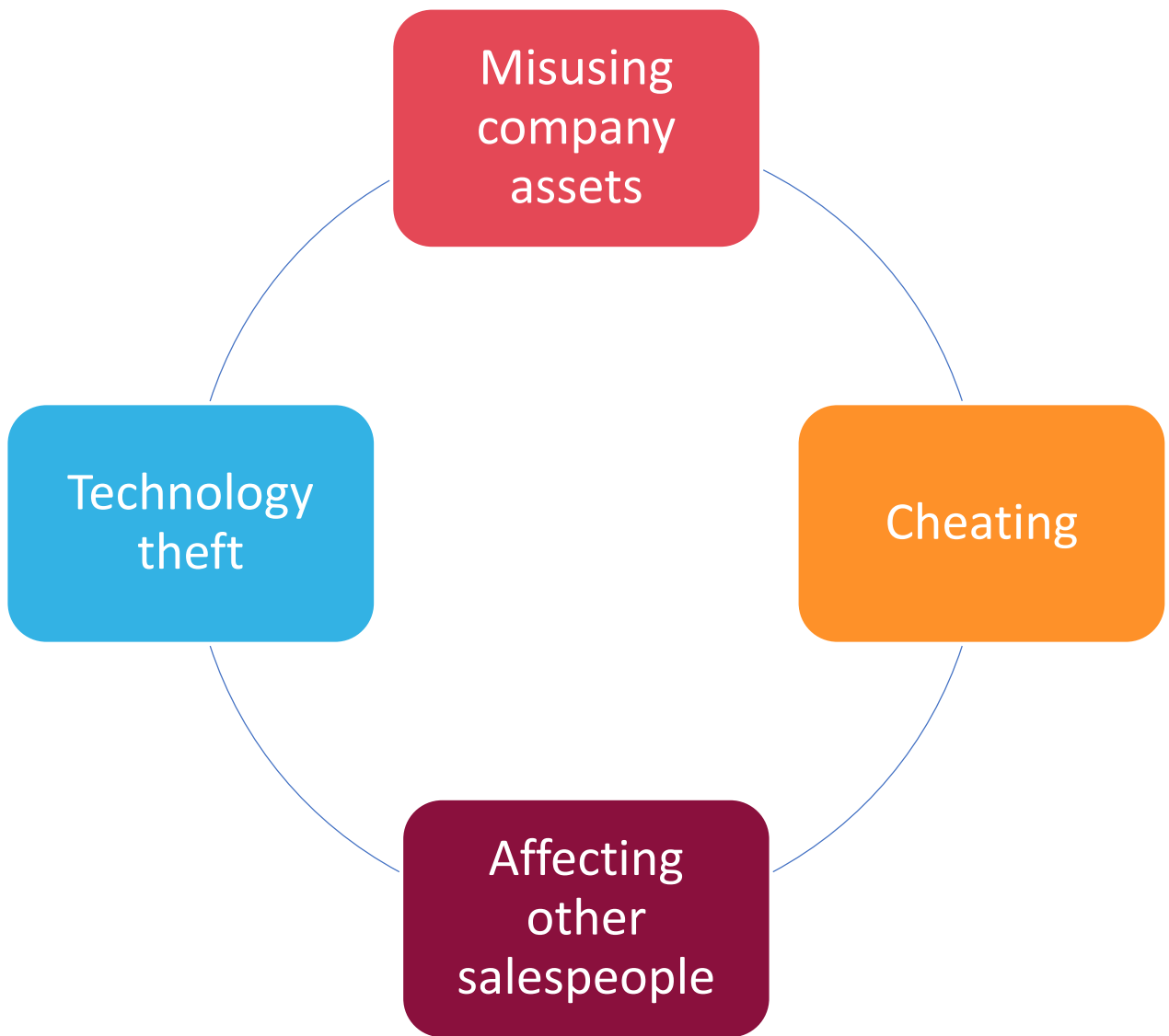


Telling the truth



Employees right

Sales People Ethics In Dealing With Employer



Sales People Ethics In Dealing With Customer



Direct Selling Association Of Malaysia Code Of Conduct



CONCLUSION

Upon completion of this course, students should be able to:

- Apply the elements of sales and sales force management in the ever-changing marketing environment.
- Perform the organizing skills and selling skills through simulation in conducting sales.
- Demonstrate the ability to be responsible as a leader or contribute as a member of a team to facilitate success in the sales area.

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