

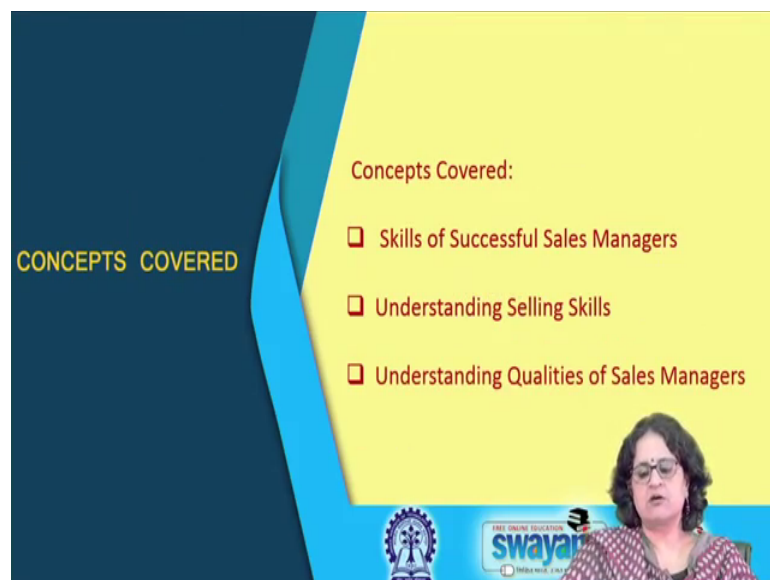
Sales and Distribution Management
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Lecture – 05
Skills Required in Sales Managers and Qualities in a Sales Managers

[FL]. Now, we will begin with the 5th lecture on the first module introduction to sales and distribution management. For this particular course called Sales and Distribution Management. In this particular lecture we will be talking about the Skills Required in Sales Managers and the Qualities which required in Sales Managers.

We have discussed the roles responsibilities the functions of a sales managers, of sales executives. And, now we will be moving further to discuss those skills which are essential so, as to be able to perform the duties responsibilities. So, there the sales managers and the sales executives must actually possess a skills set to be able to perform their roles and responsibilities either a sales managers or a sales executives. So, what are those different scales required, what are those different qualities required, for sales managers and for sales executives. So, we will be talking about this.


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The different concepts which we will cover under this in this lecture are, skills of successful sales managers, understanding selling skills, understanding qualities of sales managers. So, we will be talking about the different skills which sales managers must

possess to be successful, we will be talking about the selling skills, you know understanding the selling skills different kind of skills, and will be also talking about the qualities of sales managers. So, this is what we will cover in this particular lecture.

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Skills of Successful Sales Managers

A skill may be defined as an ability to translate ones' knowledge base into behavior so that it results in desired performance.

- Human skills
- Technical skills
- Conceptual skills

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So, to begin with what is a skill? Now, a skill may be defined as an ability to translate once knowledge base into behavior. So, that it results in a desired performance. Now, each one of us possess skills of different kinds. Without we having those skills we will not be able to translate our knowledge or our you know experience in to behavior. So, skill here is one's ability to translate ones knowledge base in to behavior. So, that it results in a desired performance.

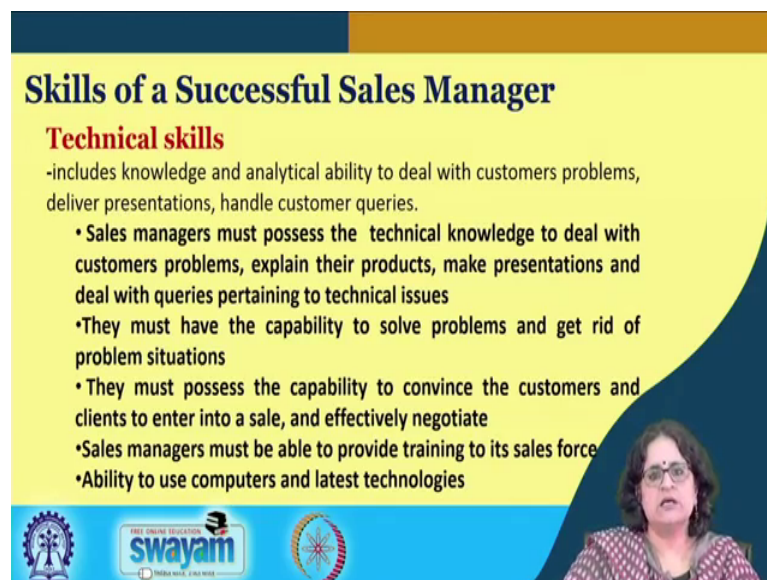
Now, as I said all of us possess skills. Some of the skills are developed as result of they develop as a result of the genetic influence, some of these skills develop because of the socialization process, that we go through during our life be it our childhood our adolescence are or during adulthood. So, we actually develop certain skills, which during our school during our college or due to influence of our friends, our colleagues, and of course, a major influence from our parents we develop these skills.

Now, there are also certain skills which we develop because of training, undergo certain kinds of training programs to develop these skills. Now, whether these skills are acquired genetically, or whether they are acquired as a part of the socialization process. You know with major socialization agents being our parents, our teachers, our social system, and

you know the kind of impact that our friends and colleagues and the mass media has, or whether these skills develop as a result of training programs which we you know formal training programs which we undergo.

The skills are essential so, that we can actually a translate our knowledge in to the behavior. And so, that it results in the desired performance. Now, these skills can be divided in to 3 categories; human skills, technical skills, and conceptual skills. So, what are human skills? What are technical skills? And, what are conceptual skills? This is broad classification was provided by has been provided by different you know researches from time to time, and you know we will see how these different skills help people translate their knowledge base into behavior.

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Skills of a Successful Sales Manager

Technical skills

-includes knowledge and analytical ability to deal with customers problems, deliver presentations, handle customer queries.

- Sales managers must possess the technical knowledge to deal with customers problems, explain their products, make presentations and deal with queries pertaining to technical issues
- They must have the capability to solve problems and get rid of problem situations
- They must possess the capability to convince the customers and clients to enter into a sale, and effectively negotiate
- Sales managers must be able to provide training to its sales force
- Ability to use computers and latest technologies

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Now, what are these skills? So, we will start first with the technical skills. Now, what is the technical skill? The technical skill here includes a knowledge and analytical ability to deal with customers problems. It includes the knowledge analytical ability to deal with customer problems and it would involve delivering presentations, handling customer queries.

Now, this is in the context of marketing and sales. Otherwise, if you define a technical skill it would relate to skills which we acquire as a result of a technical training and the educational qualification that we possess. So, an engineer would you know have his technical skills if he specializes in you know mechanical engineering. So, he has you

know develop certain skills to deal with equipment or to deal with gadgets or to deal with you know those will be it is technical skills.

But, in the context of the sales force or the sales team the technical skills would include the knowledge and analytical ability to deal with customer's problems, deliver presentations, handle customer queries. So, sales managers must possess the technical knowledge to deal with customer problems. They should be able to explain the products, they should be able to make presentations, they should be able to deal with customer queries.

They must have the capability to solve problems and help customers get rid of problem situations. As, we have said earlier a need recognition also means a problem to take care of or a problem to solve. And, so, the sales managers must show a path to the customers whether actual or a prospect, show them a path as to how problem facing them can be resolved through a particular product; the product here acts as a solution to the problem that the customer is facing. The other technical skills you know for sales managers will also include the capability to convince the customers and clients to enter in to a sale and effectively negotiate with them.

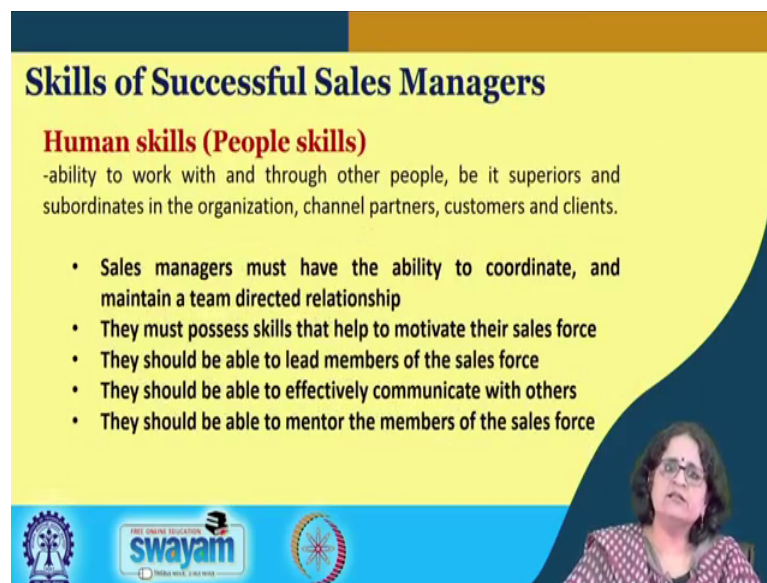
Now, this involves not only the human skill, but it also includes the technical skills because to convert a prospective a customer in to an actual customer. It the sales person must possess the acumen the technical knowledge must possess, the acumen to be able to you know show how the product, how the technicalities in the product, how the product attributes. All features in the product would help solve a problem or need a particular need. Until and unless the sales manager or the sales person possesses this technical knowhow, he will not be able to have that confidence and he will not be able to convince the customers and clients to enter in to the sales.

So, sales managers must be must possess this technical knowhow, because this technical knowhow about the product would actually give them the confidence to deal with and to deal with the customers or the clients, prospective customers and the clients, and it would also give them the confidence to you know make presentations, and handle queries and convert them from prospects to actuals. Sale managers must also be able to give training to their sales team.

Now, this training especially in the case of the you know technical products or complex products, the sales manager here has to act as a coach, he has to act as a mentor, and he has to give on the job training to these sales team, to understand products, to you know the product found functioning the product attributes the product features. So, that the sales team you know will be able to further you know gain knowledge and convince the customers or the clients or the prospects to buy or to enter the sales.

So, then this sales manager must have the technical knowhow so, that he can then also impart training to the sales managers. He must also have the ability to use computers to use a latest technologies of course, today compute not knowing computers or something which is which cannot be thought of in any profession, but the sales manager must also be able to use the latest technologies he whether it is with respect to you know handling hardware or software and he should be able to actually work online real time online all the time.

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Skills of Successful Sales Managers

Human skills (People skills)
-ability to work with and through other people, be it superiors and subordinates in the organization, channel partners, customers and clients.

- Sales managers must have the ability to coordinate, and maintain a team directed relationship
- They must possess skills that help to motivate their sales force
- They should be able to lead members of the sales force
- They should be able to effectively communicate with others
- They should be able to mentor the members of the sales force

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Now, second is the human skills we also call them the people skills and this is the ability to work with an through people, be it the superiors the sub ordinates in the organization be it channel partners, customers and clients. Now, when we talk of human skills or people skills it is actually inter personal skills, but in the context of sales managers as I said it is the ability to work with an through other people be it is superiors, at the branch or at it at this at the zone, at the division, or at the national level, or be it is subordinates,

at the you know branch level or at the field, and you should also be able to deal with the clients, prospective and actual he should be existing.

So, he should be able to deal with both prospective kinds as well as existing customers he should also be able to deal with you know channel partners and other stake holders. So, they have must have the ability to coordinate and maintain a team directed relationship, he must possess a skills to motivate his team, to lead the members of his team he should be able to communicate very effectively with them, you know give them the targets, show them the path about how to you know attain those targets, coach them, mentor them, and act as a constant companion to them.

So, here inter personal skills are very important and these are in fact, one of the most important skills that the successful sales managers must have. In fact, we will be discussing this later as well he must be able to empathize with others, in the organization he must be able to empathize with his sales team, he must be able to empathize with customers and clients, he must show huge amount of emotional balance, and he must be very high on emotional quotient.

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Skills of a Successful Sales Manager

Conceptual skills:

- Conceptual skills help understand the customer requirements, and design presentations, and handle negotiations.
- Conceptual skills help sales managers understand customer's specific requirement which can be met through their products
- They help sales managers think strategically about how to understand the product offering (need-benefit) and its relation to buyer's need (need-benefit), prepare and deliver sales presentations to relate to customers need-benefit, etc.
- Conceptual skills involve thinking and planning abilities

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Third is with respect to conceptual skills. Now, conceptual skills here meaning you know where at the would deal with you know understanding customer requirements, a designing presentations handling negotiations. Now, we have also discussed this in the technical as technical part and we have also discussed it as human skills, but conceptual

skills here deals with more analyzing the problems or the kind of problems that customers are facing and trying to deliver, you know an offering or a kind of make a presentation in a manner. Where the customer is able to realize that yes my problem or is being perfectly understood by the sales manager and the sales team and I would be getting a perfect solution to it.

So, it is very important that sales managers understand customer requirements. And, they customize their presentation the they showcase to the client a product which is a more to which will help me meet a needs. So, it is more to do with a need benefit linkage. So, conceptual skills help sales managers understand customer specific requirement which can be met through their product. The they help sales managers thinks to digitally about how to understand the product offering as a need benefit and it is relation to buyers. So, again what we are talking of you know a need benefit prepare and deliver the sales presentation to relate to customers need benefit etcetera.

So, they should be able to strategically understand the product benefit, offering as a need benefit. And, it is relation to buyers need which again would need a need benefit linkage and prepare and deliver a sales presentation to relate to the customers need benefit. So, conceptual skills also involve thinking and planning abilities.

So, while we are talking about the planning and operating functions, we were talking about it in the previous sessions. Sales managers may not always be involved in a strategic planning, but even if they are to implement you know the or the plans set forth by the top management or even if they have to attain the targets at the branch level. Yet they would involve it would involve planning skills, it would involve planning abilities, it would involve thinking, and setting goals on and targets on a day to day bases. What is to be achieved? How is to be achieved? How to you know this kind of allocate goals? How to allocate targets to the sales team? How to you know kind you know help them, attain the targets and the goals of the territory?

So, how to cater to customers specific problems, unique problem sales by customers, and how to showcase the product as a as a benefit or as a solution to a problem is all a part of conceptual skills.

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Skills of Successful Sales Managers

Managing skills

- Planning: decide most appropriate future course of action to achieve objectives
- Organizing: determine resources to the organizational structure
- Controlling : establish and measure performance
- Decision making: define actions to make important decisions

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Now, sales managers as the word goes must manage and managing here would involve planning, organizing, staffing, directing, controlling. So, if we look at these functions of management and if we see that the sales managers also perform these managing skills, planning is to decide the most important course of action to achieve the objectives.

So, as planning role or as the planning function the sales manager must decide: what is the most appropriate course of action which will help achieve the objectives. So, it is setting the world the broad plan has been laid out, you know chocking out you know targets to be achieved, you know on an annual basis or half yearly or quarterly or monthly, and how they are to be achieved is something which a sales manager will have to do.

Organizing his resources you know and matching it with the organization structure, territory management, allocating sales teams to various territories, sales force to various territories, again and arranging for you know separate teams to deal with the B2C separate t teams to deal with B2B scenarios is again an important you know function that they must perform and they must have these skills to be able to understand, who would be an ideal sales person for the B2B or for the B2C, what should be the appropriate and adequate sales force size and mix.

So, so, these are again things which require skills and managing skills. While planning is important it is essential that the sales team is controlled, because planning and control go

together they are they cannot be segregated and they are in fact, regarded as the (Refer Time: 15:44) stream. So, establishing and measuring performance, what is the desired output goals and what are the actual objectives that have been achieved? So, monitoring sales teams efforts or sales force efforts and being able to control them, you know if in case the actual is was less than desired is also a function which sales managers must perform. And, this controlling again requires the managing skill. Also, they must take important decisions in their in their branch in their territories in their branches, or at the zonal level and so, they must take crucial decisions which involve decision making skills. Decision making skills here would mean choosing the most appropriate course of action. So, these are the different kinds of skills, which successful sales managers must possess.

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Now, if you go a little more and talk about this selling skills, while we have talked about broadly spoken about the technical skills, the human skills, and the conceptual skills?.

We could also you know explain these in terms of you know a communication skills, listening skills, conflict management and resolution skills, negotiation skills and problem solving skills. So, problem solving skills are those you know where the sales team or the sales, you know executive understands the problem being faced by the client and tries to resolve that through his product offering and makes a presentation accordingly.

Communication skills are extremely important they are a part of the human skills the not only should the sales people be able to deliver, we are make good presentations and you know deliver the presentations in a good manner, but they should also have listening skills. Listening skills are important because that would give them an insight in to being patient, they would be patient and would give it would give them insight into understanding customer needs and wants.

So, once the sales person is patient patiently going to listen to the customer's requirement he would be able to handle, you know the problem or the situation that handle in a better manner. And, negotiation skills are important where there are issues of you know with respect to pricing, delivery terms, or longer payment terms, and or you know other such long term contracts which are signed especially in the case of B2B scenario. They require you know lot of paper work lot of signing of agreements etcetera and over there you know negotiating skills also becomes very important. Management and resolution skills are also essential, because when people work in a team conflicts are bound to occur.

And so, the sales manager and the sales executive is role is to try to resolve differences between members in the sales team, in also in case of cross territory where sales people from one territory go and sell into another territory which of course, is again an issue of you know is something which is un ethical. Here in such cases wherever there are conflicts it is very important, that the sale the sales manager possess, conflict management and resolution skills.

So, that the team members or the various executives in the sales in the sales department or in the marketing department, or even with our members in other departments are able to cooperate with each other, collaborate with each other, coordinate with each other, for the best of interests if for the organization.

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Personal Characteristics required for building Long-term Relationships in Sales

Sales managers must:

- Show care and concern for customers: Empathy
- Be kind to other people in workplace
- Having self-control in emotions: Emotional quotient
- Be patient while dealing with customers and closing the sales deals: Emotional quotient
- Follow behavioral ethics: Ethical and moral standards; Integrity
- Maintain happiness while work: Positive emotions
- Maintaining harmony in relationships

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Now, what are the personal characteristics required for building long term relationships in sales. One is sales managers must show concern for their customers, they should lot of care lot of concern for their customers. So, they must empathize with their customers, whether it is a B2B or whether it is a B2C.

And, the feeling of concern the feeling of care is something which will go a long way and not only you know converting a prospect into an actual, but it also help maintain the actual with you know for long. So, it will lead to customer loyalty, it will it actually empathy leads to feeling of care, and concern, and empathy would lead to customer satisfaction, there by leading to loyalty and long term relationships.

So, they also they must be very kind to other people in the workplace they must be kind to other sales team other people in the sales team, in their branch, in other branches, they must have a huge you know very high control on their emotions. So, emotion quotient has to be very very high.

In fact, one of the most important characteristics which sales people must have is that they must they must the patient, and be ready to be even you know insulted by their clients. Because, the problem here with the sales forces as we discussed in the earliest sessions. That there is often a conflict of interest, because they represent the company they represent, the customers as members of the society they themselves, they also represent the society at large.

So, this kind of conflict of interest can sometimes put huge amount of pressure on them it can be 2 situations, where the customer is extremely demanding. And, even could you know they could be case where he is rude the customer is rude and you know insults the sales team member or the sales force, but the sales man has no option, but to you know keep quiet and smile. So, you must be a very you must have very high self-control on emotions, he must be very patient dealing with customers, and while dealing with customers and closing the sales deal. So, the emotion quotient has to be very very high. He should also follow behavioral ethics. Ethics and moral standards he must show integrity, he must also show happiness at workplace.

Now, the sales team or the sales persons and the sales force are people who are in tremendous pressure, they have huge targets to attain this targets are sometimes realistic, sometimes unrealistic. They have challenging environments, they have competitors, who are who they have to deal with they have demanding clients and customers, sales people have to travel, distances be away from family for long, they must travel a lot, they have to you know stay in conditions, which are often adverse, they have to face all kinds of climatic conditions, whether it is you know hot summer or cold winter or rainy season, but yet they must be maintain happiness while they are at work.

So, you know they must actually depict very strong positive emotions and must make constant efforts to strive towards harmony in their relationships, whether this relationship is with within the company with other with the sales team or with our people and other departments, or it is with the customers and the clients and with you know with the dealers and distributors and other stakeholders. So, these are different personal characteristics which are required for building long term relations in sales.

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Qualities of Sales Managers

- ❑ Ability to interpret exact functions and duties of a position with respect to the attainment of the objectives of the company:
 - Deal with superiors and subordinates
 - Contribute towards goal setting, attainment of sales targets
 - Sales, profits, and customer satisfaction, customer relationship management
- ❑ Ability to lead the sales team in order to achieve the objectives
- ❑ Ability to designate and provide training to capable subordinates and willingness to transfer required authority to make them confident enough to accomplish assigned tasks with minimum supervision
- ❑ Ability to use time in an effective manner

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Now, let us come to the qualities of sales managers. So, sales managers must be able to interpret, you know exact functions and duties of a position with respect to attaining the objectives. They should be able to deal with superiors, with a subordinates, they must be able to work towards a attainment of goals. They must be contributing to goals setting and I giving feedback by giving some you know inputs with respect to what sales estimates could be in the future. And, in this way they could be they could they could play a small role in goal setting, but the major role rise in attainments of sales targets.

They must be able to on sales for the company profits for the company and earn customer, loyalty customer satisfaction, they must be they should I mean you know enter in to long term relationships and CRM has to be apart of the day to day activities. The sales manager should also be able to lead the team, as a sales team he should provide training to them, and he should in still in them feeling of confident.

Confident so, that they can accomplish the signed task with minimum supervision. He should provide them with autonomy, he should empower them, he should trust them, he should have confidence in them, and he should also be able to use time in the most effective manner. So, these are different qualities of a sales manager.

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Qualities of Sales Managers

Qualities required for the position of a area sales manager while selecting from a group of a salespeople:

- Must be able to work effectively with other team members
- Should have capabilities of managing a team with effective communication skills
- Must be punctual while attending meetings or customer appointments
- Should be able to conduct selling activities effectively: developmental selling, service selling and CRM

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Now, our sales executives move to managerial positions ok. There are other qualities which are required. So, there are certain qualities required for a position of an area sales manager, when this when he when where while selecting from a group of sales people. So, what we are trying to say is that when sales people move or get promoted to you know say area sales managers, they must possess certain other qualities and characteristics.

So, when people are to be considered for a promotion to area sales manager level, what do what should be looked at or what are qualities that have to be paid attention to first? The sales person must be able to work effectively with other team members he should be able to work you know harmony harmonious manner he must be able to, you know he should have very high people skills, he should be able to lead them, he should be able to you know motivate the other members, he should have good communication skills.

He should be able to conduct a different selling activities very efficiently, whether it is developmental selling, or whether it is service selling, or whether it is CRM, and he must be very very punctual in attending meetings or customer appointments, he should be an example for others to emulate. So, he must be a good team he must not only be a good team member, but he must have the ability to lead motivate, guide, mentor, the other team members, he should be able to meet the you know be punctual, regular, he must be able to deal with clients effectively, because he has to be now moving from a sales

persons role to a sales managers role. And so, it is very essential that these qualities are present in the in him so, that he can be consider to be a sales manager.

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Qualities of Sales Managers

Changes required for position of a sales manager while selecting from the position of a salesperson:

- **Goals and objectives change:**
A sales manager should try to fulfill organization's goals and objectives, while a salesperson only tries to achieve only personal sales target
- **Responsibilities changed:**
A sales manager must be responsible for sales administration work, while a salesperson is responsible for selling only

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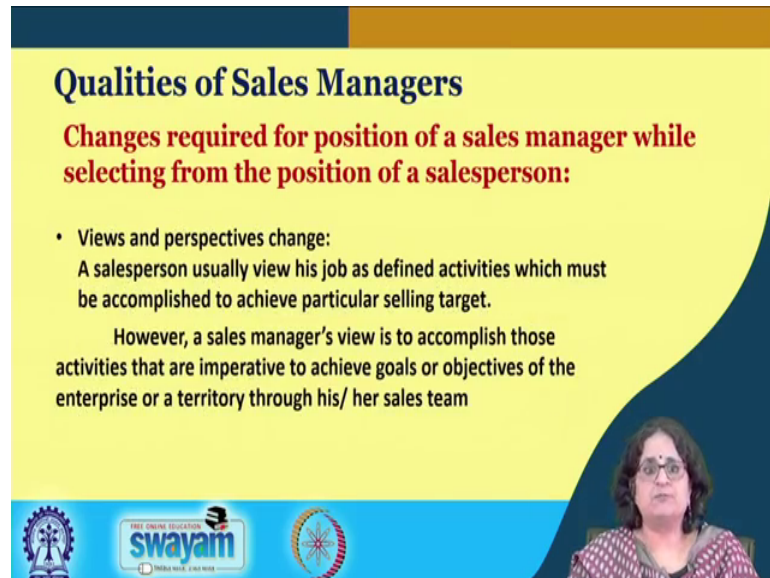
Now, again you know so, so some more you know qualities which we can see for which can which we can we talk off is that the goals and objectives of the person would change. Sales manager he would no longer be a sale team member he would be a team leader. And, as a sales manager he should try to fulfill the organization goals.

Because, as the sales person he was only trying to achieve his personal sales target. He was being constantly you know he was being given a sales targets, he knew his appraisal would depend upon, the individual attainment of those targets, but now as a sales manager he has to see that individual targets of all of his team members are met. So, that the organizational goals and objectives are met.

So, the goals and objectives change also the responsibilities change the sales manager here is now responsible for the sales administration work, but in the case of a as a sales person he was just concern about selling. Now, he is going to be not only taking care of you know he would be majorly taking care of the administrative role and trying to see that members in the sales force work as a team and he is he should be able to guide them effectively.

He should also be able to take care of all administrative functions at the office level, and he should be able to report to the people at the division and at the corporate.

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Qualities of Sales Managers

Changes required for position of a sales manager while selecting from the position of a salesperson:

- Views and perspectives change:
A salesperson usually view his job as defined activities which must be accomplished to achieve particular selling target.
However, a sales manager's view is to accomplish those activities that are imperative to achieve goals or objectives of the enterprise or a territory through his/ her sales team

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So, as we see when we his views and perspectives also have to change now. He must you know sales person usually views his job as a set of activities which he must perform to achieve of sales target, but here in the sales manager here has to move further he has to achieve the sales and objectives are the targets of the enterprise of the territory of the sales team. So, it is not something very micro at an individual level. It has to be something now or more macro at the territory rebel which he must take care of.

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Qualities of Sales Managers

Changes required for position of a sales manager while selecting from the position of a salesperson:

- **Change in Skills:**
A salesperson requires effective selling, negotiation and communication skills to conduct the selling process.

However, a sales manager must adopt several managerial skills such as planning, directing, motivating, training and controlling to achieve objectives of the department as well as enterprise

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Also there has to be a change in skills. A sales person would require effective selling skills, or negotiation skills, or communication skills, but the sales manager here has to take care of planning function, he has to take care of the control function, he has to plan, he has to direct his sales team lead them, motivate them, train them. He also has to assume he now acts as an interface between the branch and you know the or the division or the you know the zone.

So, he has to report on his day to day functioning on the day to day functioning of the sales people in his territory he has to also report on attainment of goals on a real time basis. So, his role now becomes more administrative more as a reporter more as a you know as a coordinator more as a leader and more as a manager rather than a sales person.

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Essential qualities of an industrial seller

1. Inclination towards buyer's benefits, while dealing matters within the supplier firm
2. Thorough knowledge about the sales peoples' product line
3. Sound market knowledge to keep buyers informed
4. Able to relate product and services with buyer's specific needs
5. Thorough knowledge about the buyer's product line
6. Sound preparation for sales calls and good communication and presentation skills

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Now, a finally, we will come to some qualities which should be which are required in the case of industrial sellers, that is those who deal with B2B scenarios. One is they have to be in client towards buyers benefit while dealing you know matters within the supplier firm. They should have a thorough knowledge and about the sales person peoples products line, they should we have a sound market knowledge; they should be able to relate the product, and service with the buyers needs.

They should also have a thorough knowledge about the buyers product lines, because the he would be dealing with in a B2B scenario, where he would be providing raw material, or components and parts, which are further going to be transformed or assembled in to another product by the customer or by the client. He should also we have a very sound preparation for sales calls and he should be able to have good communication and presentation skills.

So, as a B2B seller he has to be enclient towards the buyers benefit, while dealing within himself as a supplier firm he should have a thorough knowledge, about the buyer or the client about the product lines or the product mix offered by the buyer he should have a good information about, you know how he can relate his product with the buyers needs and he should be good at a sales presentations. He should have communication skills, good presentation skills, negotiation skills, and he should be able to make a very sound preparation for sales calls.

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The slide features a dark blue background on the left with the word 'References' in a yellow, cursive font. The right side is a light yellow background with a list of references. At the bottom right, there is a small video inset showing a woman with glasses and a patterned top. The bottom of the slide contains logos for 'swayam' and 'INDIA WISE, LEARN WISE'.

Now, this brings us to a conclusion of this lecture the references are still Cundif Govoni and Puri Sales and Distribution Management Pearson. Havaladar and Cavale Sales and Distribution Management Tata McGraw Hill, Panda and Sahadev Sales and Distribution Management, Oxford University press and Futrell Fundamentals of Selling the McGraw Hill company.

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Conclusion: This brings us to an end of the fifth lecture on Introduction to Sales Management.

The slide features a dark blue background on the left with the word 'Conclusion' in a yellow, cursive font. The right side is a light yellow background with a single paragraph of text. At the bottom, there are logos for 'swayam' and 'INDIA WISE, LEARN WISE'.

This brings us to an end of the fifth lecture on introduction to sales management. This also brings us to an end of our first module on introduction to sales management. So, we shall be beginning with the second module in the next lecture.

Thank you.