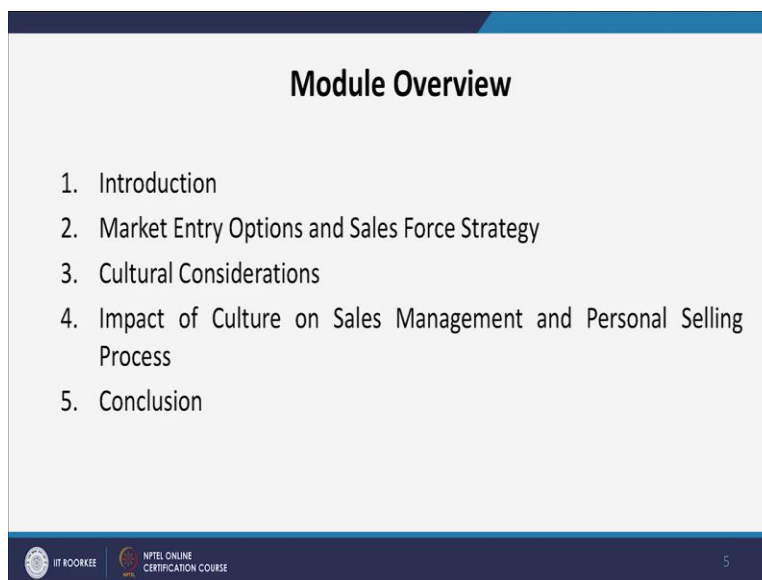


Global Marketing Management
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Lecture – 28
Sales Management – Part I

Welcome to this course on global marketing management and now we will talk about sales management which is spread over the two modules; module 28 and module 29. We will start with module 28 and we will talk about market entry options in Sales force strategy.

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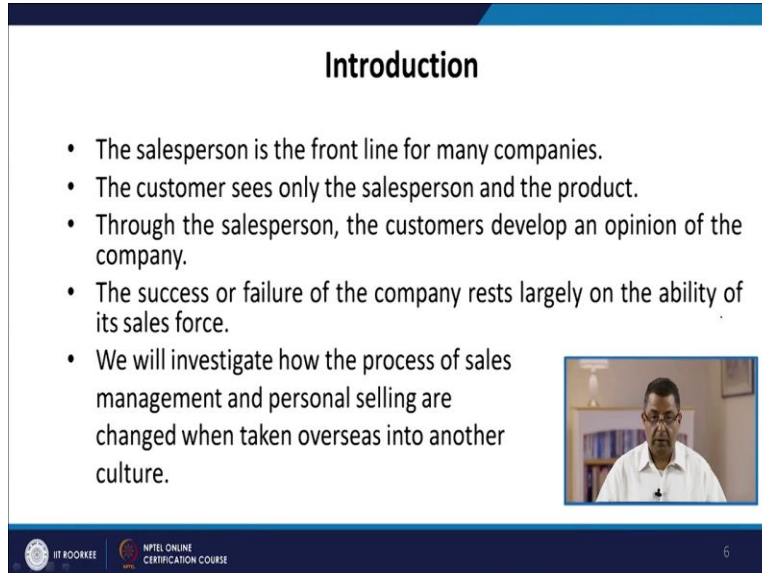


So, as we have discussed earlier in the module on market entry. So, as a company decides on the modes for the market and in a foreign country, so, that will decide what kind of Sales force strategy they will have. The other the other thing that will talk about today are the cultural considerations that what are the various considerations that are important for us to understand here because in the next in the next topic we will talk about the impact of culture on sales management and personal selling.

So, after having understood this cultural consideration then we will see how does this culture affect sales management one and personal selling. Now it is important to understand the effect of culture on these two because these two are more human centric they involve person to person

touch. So, to start with, the sales person of any company or in most of the companies is the front line.

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The slide is titled "Introduction" and features a bulleted list of five points. To the right of the list is a small video inset showing a man in a white shirt and glasses speaking. At the bottom of the slide, there are logos for "IIT ROORKEE" and "NPTEL ONLINE CERTIFICATION COURSE", along with the number "6".

- The salesperson is the front line for many companies.
- The customer sees only the salesperson and the product.
- Through the salesperson, the customers develop an opinion of the company.
- The success or failure of the company rests largely on the ability of its sales force.
- We will investigate how the process of sales management and personal selling are changed when taken overseas into another culture.

The customer sees only the sales people and they are not they do not see the company itself for the product. So, they can see only the sales people several times, especially in the case the sales people are selling services and in case of product company they see only the product and the sales person. So, through the salesperson the customers they develop an opinion about about the company and the success and failure of the company rest largely on the ability of its sales force.

The better the Sales force is doing the most successful the company is. So, in this module we will investigate how the process of sales management and personal selling changed when taken overseas into another culture. So, in one country in the home country the sales management and personal selling may be different from what it looks from looks at when the country when this company goes to some other country.

So, now we can let us look at the international or global sales strategy and the impact of intercultural consideration.

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International Sales Strategy and Intercultural Considerations

- We can break international sales management issues into two categories that provide a clarification of the use of the term *international*:
 - i. International strategy considerations: Issues that analyze more than one country's assets, strengths and situations or that deal directly with cross-border coordination
 - ii. Intercultural considerations: Issues that focus on the culture of the foreign country and its impact on operations within that country.





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So, we can break this international sales management issues into two categories so that it becomes easier for us to understand. So, the first the first issue is the International or global static strategy consideration and another is intercultural consideration. So, let us start with the Global strategy consideration, so the issues that analyze more than one country's assets, strength and situations or that deal directly with cross-border coordination. Intercultural consideration includes issues that focus on the culture of the foreign country and its impact on operations within the country.

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International Sales Strategy and Intercultural Considerations

- Although these two categories are not mutually exclusive, they help to clarify what makes international sales management considerations different from domestic sales management.
- A list of examples:

<i>International Sales Strategy Issues</i>	<i>Intercultural Issues within the Foreign Country</i>
Global/International vs. local account management	Motivation
Salesforce skill availability	Cultural sensitivity
Country image	Ethical standards
Expatriate recruiting	Fairness
Centralized training	Relationship building
Home to host communications	Selling style differences



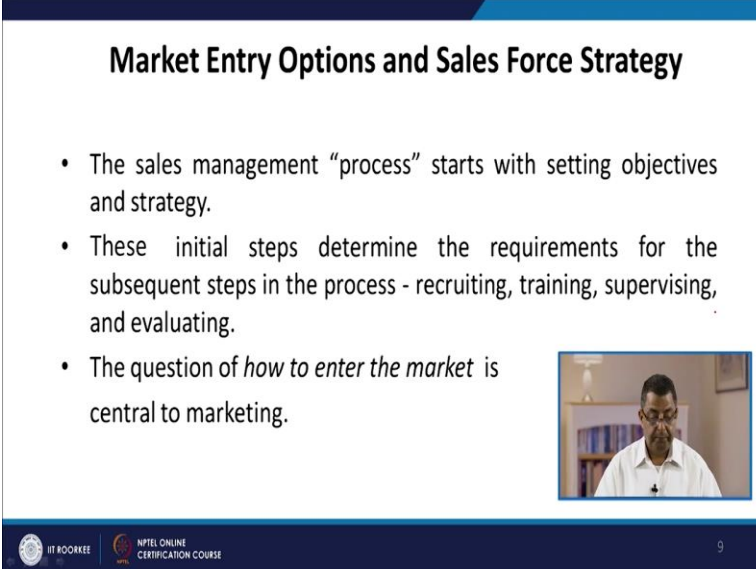


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So, although these two categories are not mutually exclusive like they are not different they overlap at places, they help to clarify what makes international sales management consideration

different from the domestic sales management consideration. So, let us look at the list of examples. So on the left hand side we have International sales strategy issues and on the right hand side we have intercultural issues within the foreign country. So, on the left hand side we have Global International versus Local Account Management and that the inter on the right hand side where we have inter-cultural issues within the foreign country, so, this is this corresponds with motivation. The sales force skill availability that corresponds with cultural sensitivity. The country image corresponds with ethical standards, expatriate recruiting corresponds with fairness. Centralised training corresponds with relationship building and home to host country communication, their selling styles are different.

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Market Entry Options and Sales Force Strategy

- The sales management “process” starts with setting objectives and strategy.
- These initial steps determine the requirements for the subsequent steps in the process - recruiting, training, supervising, and evaluating.
- The question of *how to enter the market* is central to marketing.


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Now the first step of the sales management process is setting of objectives. What the company wants out of the sales management. And based on these objectives will be strategy; so strategy to achieve those objectives, so these initial steps determine the requirement for the subsequent steps in the process. And the subsequent steps in the sales management process are recruiting, training, supervising and evaluating.

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Market Entry Options and Sales Force Strategy

- As a company decides what form its market entry will take, it is making a decision that limits and defines key underlying aspects of its future salesforce management.
- For example, if a company decides to sell its products in the United States through a large, integrated distributor, it may only need a small, highly mobile salesforce.





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The question of how to enter the market is central to global marketing as a company decides what form its market entry will take. It is making a decision that limits and define key underlying aspects of its of its future sales force management. So that that will in itself define what kind of sales force management strategies the company will have. For example, if a company decides to sell his product in United States through a large integrated distributor, it may only need a small highly mobile sales force.

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Market Entry Options and Sales Force Strategy

- The form of entry determines how large the salesforce needs to be, and will influence how much training it will require.
- It also influences whether the salesforce is predominantly local foreign citizens or whether it is primarily expatriates.
- This composition then influences the compensation scale required.





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The form of entry determine how large the sales force needs to be and how it will; and will influence how much training it will require. So, this form of entry will determine the quantity and the quality of the sales force. It also influence whether the sales force is predominantly local

citizens or whether they are primarily expatriates or where in between the composition of sales force will be; this composition then influence the compensation skill required.

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Degree of Involvement and Sales Management Issues

Degree of Involvement	Examples	Description	Sales Management Concerns
Limited Foreign Involvement and Visibility	Export Management Companies (EMC), Export Trading Companies (ETC), direct exporting, licensing	<ul style="list-style-type: none"> Concerned with contract for sales from the United States No salesforce or representatives abroad Little or no control over foreign marketing process 	<ul style="list-style-type: none"> Goals of the company may not take precedence Low foreign image and stability Impossibility of training salesforce
Local Management and Salesforce	Piggybacking, selling through chains	<ul style="list-style-type: none"> Little attempt to make foreign sales imitate US sales culture May "borrow" a salesforce or sell via direct contracts from abroad with multidistributor outlets 	<ul style="list-style-type: none"> Ineffective customs (lack of influence) Low product knowledge Control (trust, commitment) Poor communications
Expatriate Management and Local Salesforce (Mixed)	Selling through chains with locals, direct selling with locals	<ul style="list-style-type: none"> Expatriates oversee sales regions, lead training 	<ul style="list-style-type: none"> Perceptions of equality and fairness Cultural interactions
Heavy to Complete Expatriate Salesforce	Traveling global salesforce, high technology experts	<ul style="list-style-type: none"> Client-by-client sales by expatriate salesforce 	<ul style="list-style-type: none"> Lack of local understanding of insiders and market workings High cost Difficulty in recruiting expatriates Country limits on expatriates or rules, such as taxes, which vary depending on foreign presence



Now let us look at the degree of involvement and the sales management issues. So, the degree of involvement as you can see from the left hand side the degree of involvement can go from limited foreign involvement and visibility to heavy to complete expatriate sales force. So, we start with limited foreign involvement and we move on to complete expatriate sales force and then we have there are examples of the mode of entry, then there is description and then we are we will talk about the concerns for sales management.

So let us start with the first one that is limited foreign environment and visibility. So, this kind of degree of involvement happens in export management companies, export trading companies, direct exporting and licensing. So now, here the concerns are contract for sales from United States, no Sales force or representatives abroad, little or no control over foreign marketing process and the concerns are the goal of the company may not take precedence, low foreign image and stability, impossibility of training the sales force. The next degree of involvement is local management and sales force so that that happens when we are talk when we when the mode of entry is piggybacking and selling through the chain. Then in this case little attempt to make foreign sales imitate US sales culture.

Assuming that the company is hosted in US, it may borrow sales force or sell via direct contact from abroad with multi distributor outlet. Now here the sales management concern are ineffective customs that is lack of influence, low product knowledge and the control that is trust and commitment and it also leads to poor communication. The third degree of involvement is expatriate management and local sales force so there is a mix of both of them.

So, that happens when we are selling through chain with local direct selling with local. Now here the issues are expatriate overseas sales region regions and they lead training. And the concerns are perception of equality and fairness and then about the cultural interaction. Now the last or the most the highest degree of involvement is complete expatriate sales force. So now this happens when the company has a travelling global sales force or high Technology expert.

And this is described by client by client sales by expatriate sales force. So this expatriate sales force goes to each and every client and then they try to make a make the sales. Now here the problem are, the lack of local understanding of insider and market working and it also leads to huge cost, difficulty in training in recruiting expatriates and country limits on expatriates or rules such as taxes which vary depending on foreign presence.

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Market Entry Options and Sales Force Strategy

- Low-Involvement Options**
 - Export Management Companies(EMCs)
 - Export Trading Companies (ETCs)
 - Licensing
- Mid-level Involvement**
- High-Involvement**
- Role of Foreign Governments**
 - Issues of host governments' rules and practices
 - Companies as "corporate citizens" in the host countries

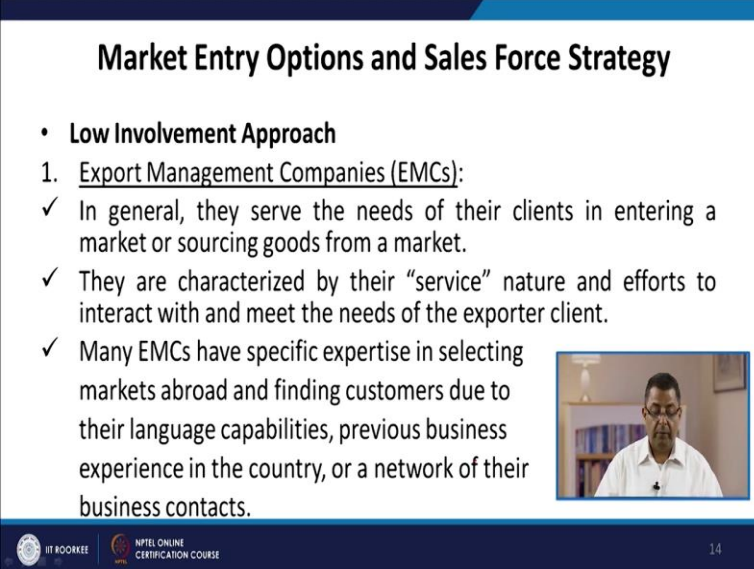
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These are the various market entry options and we will try to understand the sales force strategy along with each one of them. So, we have seen there are low involvement options that include

export management companies, export trading companies and licensing then there are middle level involvement, high level involvement and then we will also talk about the role of foreign governments. So, that will include issues of host government rules and practices what are the host government rules and practices.

And then a company as corporate citizen in the host country. We are talking of host country and not the home country. So, what are the issues of issues of what are the government rules and practices in the host country and what is considered to be a good corporate citizen in the host country.

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Market Entry Options and Sales Force Strategy

- **Low Involvement Approach**
 1. Export Management Companies (EMCs):
 - ✓ In general, they serve the needs of their clients in entering a market or sourcing goods from a market.
 - ✓ They are characterized by their “service” nature and efforts to interact with and meet the needs of the exporter client.
 - ✓ Many EMCs have specific expertise in selecting markets abroad and finding customers due to their language capabilities, previous business experience in the country, or a network of their business contacts.

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Let us start with export management companies. In general, they serve the needs of their client in entering the market or sourcing goods from a market. They are categorised by their service nature and efforts to interact with and meet the need of the exporter client. Many EMCs that is export management companies have specific expertise in selecting markets abroad, finding customers due to their language capabilities, previous business experience in the country and a network of their business contracts.

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Market Entry Options and Sales Force Strategy

- ✓ The EMC works with an exporter in one of the two ways:
 - i. The EMC may act as an agent distributor performing marketing services for the exporter client.
 - Primary responsibilities include developing foreign business and sales strategies, and establishing contact abroad.
 - The EMC earns its income from a commission on the products it sells on the exporter's behalf.



These EMC they works with the exporters in one of the following two ways. The first is the EMC may act as an agent distributor performing market services for the exporter client. So, the primary responsibilities include developing foreign business and sales strategies and establishing contract abroad. The EMC earns income from a commission on the product itself on the exporter's behalf.

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Market Entry Options and Sales Force Strategy

- ii. The EMC can act as a merchant distributor, who purchases products from the domestic exporter, takes title, sells the product in its own name, and consequently assume all trading risks.
 - The domestic exporter selling directly to the merchant EMC receives its money without having to deal with the complexities and trading risks in the international market.
 - Also, the exporter is less likely to build its own international experience.



Another is the EMC can act as a merchant distributor who purchases products from domestic exporters, take title. In the first case they are not taking title. In the second case they are taking title, sell the product in its own name because now they own the title so they can sell in their own

name and consequently assume all trading risk. So, in this case the EMCs, they assume all trading risk and in the earlier case they were not assuming because they did not own the title.

Therefore the domestic exporters sell directly to the export EMC to the merchant EMCs, receive its money without having to deal with the complexities and trading risks in the international markets. Also the exporters are less likely to build its own international experience. So, here the risk of the exporter is less while the problem is that they may not be able to build up their international experience.

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Market Entry Options and Sales Force Strategy

2. Export Trading Companies (ETCs):

- ✓ These are usually large conglomerates that import, export, countertrade, invest, and manufacture in the global arena.
- ✓ The ETC can purchase products , act as a distributor abroad, or other services.
- ✓ Mitsubishi, Mitsui, Sumitomo, and Marubeni, among others, are major examples of an ETC, which are known in Japan as **sogoshosha** (general trading companies)
- ✓ ETCs utilize their vast size to benefit from economies of scale in shipping and distribution.



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Then there are certain export trading companies. So earlier we were talking about export management companies. Now we are talking about export trading companies. These are usually large conglomerates that import, export, countertrade, invest and manufacture in the global arena. The export trading companies can purchase product as act as distributors abroad or they can provide other services. Mitsubishi, Mitsui, Sumitomo, Marubeni among others are major examples of an export trading companies which are known in Japan as Sogoshoshas. ETCs utilise their vast size to benefit from economies of scales in shipping and distribution.

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Market Entry Options and Sales Force Strategy

3. Licensing:

- ✓ The company licenses its product or technology abroad and allows the contracting foreign company to coordinate the production and foreign distribution of the product.



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The third is licensing; the company licenses its product or technology abroad and allows the contracting foreign company to co-ordinate the production and foreign distribution of the product.

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Market Entry Options and Sales Force Strategy

- **Low Involvement Approach (Advantages)**
 - Limited involvement approaches to international market entry simplify sales management greatly by reducing it to a predominantly domestic activity.
 - There is little need to recruit, train, supervise, or evaluate a foreign or expatriate salesforce.




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The advantages of these low involvement approaches that we have seen in the nutshell earlier also so that limited involvement approach to international market entry simplify sales management greatly by reducing it to a predominantly domestic activity. So, this becomes a domestic activity for the export trading or export management company. There is a little need to recruit, train, supervise or evaluate a foreign or expatriate sales force.

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Market Entry Options and Sales Force Strategy

- **Low Involvement Approach (Disadvantages)**
 - Companies that follow this approach sacrifice the benefits that hiring and training their own salesforce can provide.
 - These benefits include the ability to motivate and monitor the salesforce and to train them to better serve the customer, customer loyalty that a dedicated salesforce can generate, and the perception of permanence and commitment that a dedicated salesforce conveys.





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The disadvantages that come along with along with advantages are that the companies that follow this approach sacrifice the benefit that hiring and training their own sales force can provide. These benefits include the ability to motivate and monitor the sales force and to train them to better serve the customer, customer loyalty that a dedicated Sales force can generate and the perception of permanence and commitment that a dedicated sales force conveys to the customers.

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Market Entry Options and Sales Force Strategy

- **Mid-level Involvement Approaches**
 - ✓ The company controls some portion of the distribution process.
 - ✓ Thus, the company must employ some management or salesforce abroad.
 - ✓ This work force may be either predominantly host country employees, or it may include a large share of expatriates.
 - ✓ In either case, the company deals face to face with the foreign culture, and intercultural communication becomes a significant issue.





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Now let us look at the mid-level involvement approach. The company controls some portion of the distribution process. Thus, the company must employ employee management or sales force abroad. This work force may be either predominantly host country employees or it may include a large

share of expatriates. In either case the company deals face to face with the foreign culture and intercultural communication becomes a significant issue.

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Market Entry Options and Sales Force Strategy

- ✓ Training can help reduce misunderstandings and miscommunications, and can provide both sides with tools to understand the perspectives of others.
- ✓ Training can also help the expatriates understand the local market by reviewing the norms of business within their industry and country.



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Training can help to reduce the misunderstandings and miscommunications and can provide both sides with tools to understand the perspective of others. So, the training can also help expatriate understand the local markets by reviewing the norms of business within their industry and the country.

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Market Entry Options and Sales Force Strategy

- **High Involvement Approaches**
 - ✓ The company substantially controls the foreign distribution channels.
 - ✓ The benefits of controlling distribution include the ability to recruit, train and supervise a foreign salesforce that can best represent the company abroad.
 - ✓ However, controlling distribution requires that the sales volume be large enough to justify the costs.
 - ✓ It also requires enough experience to avoid costly errors.



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Now let us see what about what happens in a high involvement approach. The companies substantially control the foreign distribution channels. The benefit of controlling distribution includes the ability to recruit, train and supervise a foreign sales force that can best represent the company abroad. However controlling distribution requires that the sales volume be large enough to justify the cost and it also required enough experience to avoid costly errors and mistakes.

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Market Entry Options and Sales Force Strategy

- **Role of foreign governments**
 - i. Many host country governments design regulations to protect local firms from international competition and ensure that local citizens benefit from experience in management positions at international companies.
 - Thus, governments limit the number of international companies they allow to sell in the market, and they require that foreign companies fill a large number of positions with local citizens.
 - These requirements can determine which entry strategy makes sense for a company.


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What are the roles of the foreign government. Many host country governments design regulations to protect local firms from International competition and ensure that local citizen benefit from experience in management positions at international companies. Thus, government limits the number of international companies they allow to sell in the market and they require that foreign companies fill a large number of positions with local citizen. These requirements can determine which entry strategies make sense for a company.

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Market Entry Options and Sales Force Strategy

- ii. A second issue in deciding the entry approach is the role expected of companies as “corporate citizens” in the country.
 - If a company sets up a complete sales and distribution subsidiary, it may be expected to build local infrastructure, support local politicians, or take part in local training initiatives.
 - Such considerations will weigh in on the choice of the sales approach.




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The second issue in deciding the entry approach is the role expected of companies as “corporate citizen” in that country. If a company sets up a complete sales and distribution subsidiary it may be expected to build local infrastructure, support local politicians or take part in local training initiatives. Such consideration will weigh in on the choice of the sales force.

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Cultural Considerations

- **Personal Selling**
 - At the level of personal selling, there is little true *international* selling.
 - The sales task tends to take place on a national basis.
 - Thus, an analysis of *international* personal selling is a study of how differences in culture impact the **forms**, **rules**, and **norms** for personal selling within each country.



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Now let us see what are; how; what is personal selling and later on we will talk about what cultural consideration affect personal selling. So, at the level of personal selling there is little true international selling. The sales task tends to take place on a national basis. Thus an analysis of international sales personal selling is a study of how difference the culture impact the forms,

rules and norms of personal selling within each country. So, now this becomes a domestic function in each country and we will talk about how culture affects this.

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Cultural Considerations

- **Cultural Generalization**
 - Cultural generalizations may be risky even among seemingly similar countries, particularly at the operational level.
 - As explained in module 9, one of the most widely used tools for categorizing cultures for managerial purposes is Hofstede's scale of five cultural dimensions. (power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, long-term/short-term orientation)




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So, cultural generalisations may be risky even among seemingly similar countries particularly at the operational level. As explained earlier in module 9, one of the most widely used tools for categorising culture for managerial purpose, Hofstede's scale of 5 cultural dimensions that include power distance, uncertainty avoidance, individualism-collectivism, masculinity and femininity and long term and short term orientation.

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Cultural Considerations

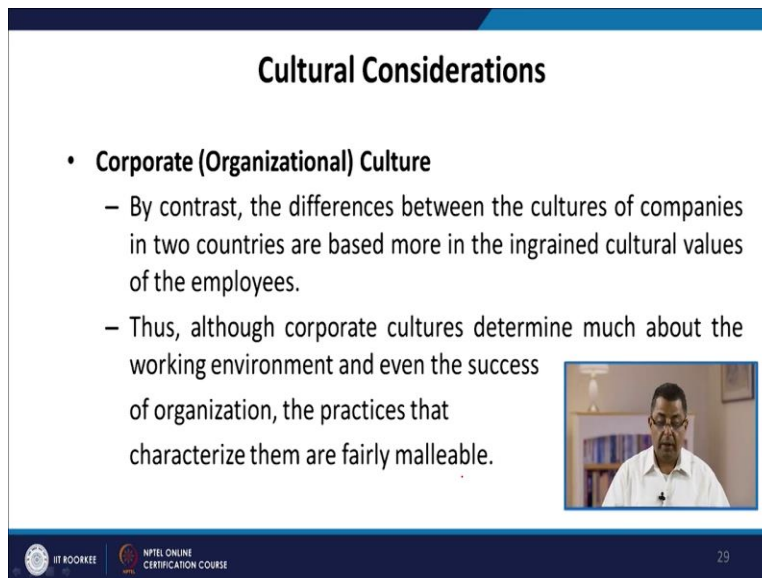
- **Corporate (Organizational) Culture**
 - As also explained in module 9, companies also have their own distinct corporate cultures.
 - The culture at a company helps determine the norms of behavior and the mood at the workplace.
 - The differences between the cultures of any two companies have been found to be determined significantly by the *practices* of those already in the company, especially the founders.



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Let us look at the organisational culture. As we have explained in module 9 companies also have their own distinct corporate culture. The culture at a companies helps determine the norms of behaviour and the mood at the workplace. The differences between the culture of any two companies have been found to be determined significantly by the practices of those already in the company especially the founders.

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Cultural Considerations

- **Corporate (Organizational) Culture**
 - By contrast, the differences between the cultures of companies in two countries are based more in the ingrained cultural values of the employees.
 - Thus, although corporate cultures determine much about the working environment and even the success of organization, the practices that characterize them are fairly malleable.



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By contrast the differences between the cultures of companies in two countries are based more in the ingrained cultural values of the employees. Thus although corporate culture determine much about the working environment and even success of the organization, the practices that categorise them are fairly malleable.

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Cultural Considerations

- Country cultures, and more specifically, the values people build at an early age in life, also greatly influence which management practices will succeed.




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Country cultures or more specifically the values people build at an early age in life also greatly influence which management practices will succeed because ultimately these common people will go and start working in those companies. Now let us look what is relationship marketing because again this relationships will be affected by the cultural consideration.

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Cultural Considerations

- **Relationship Marketing**
 - An increasing number of companies, such as Bose, Compaq, and Motorola, have begun to station their engineering personnel in their independent parts suppliers for more effective product development and to station their sales personnel work in the retailer's offices.
 - The principal companies can track demand at store levels directly and place orders on a just-in-time basis.



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An increasing number of companies such as Bose, Compaq and Motorola has begun to station their engineering personnel in their independent part suppliers for more effective product development and to station their sales force, sales personnel work in the retailer officers. The principal companies can track demand at store levels directly and place orders on a just in time

basis. So, these benefits are the outcome of the relationship that they have with their suppliers and with their customers.

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Cultural Considerations

- **Relationship Marketing**
 - Both upstream and downstream involvements by the principal companies along the value chain can manage information flow from the retailers and customers more effectively and step up the pace of new product development.
 - This type of buyer-seller relationship is a win-win situation because both sides gain from the deal (albeit in different ways).

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Both upstream and downstream involvement upstream and downstream moving either towards the customers or towards the suppliers by the principal company along the value chain can manage information flow from the retailers to the customers more effectively and step up the pace of new product development. Now because of this relationship lots of information can travel from the customers to the distributors and to the company very easily.

This type of buyer supplier relationship is a win-win situation because both sides gain from the deal or obviously in different ways but then both of them are gaining from this. And similarly the information flow between the suppliers and the company and obviously the company and the supplier again that will that is also beneficial because that that can give rise to just in time.

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Cultural Considerations

- **Relationship Marketing**
 - Indeed, the relationship between a seller and a buyer seldom ends when the sale is made.
 - In an increasing proportion of transactions, the relationship actually intensifies subsequent to the sale.
 - This becomes the critical factor in the buyer's choice of the seller the next time around.



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So, the relationship between a seller and a buyer seldom ends when the sales is made. So, if that ends then it becomes only a transaction and not relationship. So, the relationship between a seller and a buyer will not end with the sales in an increasing proportion of transactions that relationship actually intensifies subsequent to the sale. So, after the transaction the relationship becomes more strong. This becomes the critical factor in the buyer choice of the seller next time around. And the benefits for the companies that the buyer will choose the same seller the next time he want to buy.

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Cultural Considerations

- **Relationship Marketing**
 - Also, good customer relationships are important by any means in any market.
 - In many firms, salespeople are also the primary source of information exchange within a customer-seller relationship and thus play a critical role in the formation and sustainability of customer relationships.



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Also good customer relationships are important by any means in any markets. In many firms, sales people also the primary source of information exchange within a customer seller

relationship and they play a critical role in the information in the formation and sustainability of customer relation. In the beginning of this module we have seen that sales force may be the face of the company.

So, they will look after all kind of relationship with the customers so, the better the more motivated and trained the sales force is, the better relationships will be and that will ultimately benefit both the company as well as the customers because company will keep on getting the repetitive customers and the customer for customers the ease that they will keep on buying the same from the same company.

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Cultural Considerations

- **Relationship Marketing**
 - To the extent customer relationship marketing is important, the personal traits of sales manager need to be carefully examined, particularly when they engage in “selling” to corporate clients in other countries.

The slide includes a video inset of a man in a white shirt speaking. At the bottom, there are logos for IIT ROORKEE and NPTEL ONLINE CERTIFICATION COURSE, along with the number 35.


So, to the extent customer relationship marketing is important, the personal trait of sales managers need to be carefully examined. So, now we are talking about personal trait of the sales manager the people who are making the sales what are their personal traits. Particularly when they engage in selling to corporate clients in other countries. So, when these people they are selling to a corporate of business to business clients in other countries, then what that is important to look at the personal traits and this for this there is a Framework that is available which is called as Myers Briggs type indicators that is MBTI. So, popular that is a popular tool for categorising people which addresses their cognitive styles and is based on the following four personal dimensions: one is extrovert vs introvert, sensing vs intuitive, thinking vs feeling and



judging versus perceiving. So, now based on this, these traits will decide how successful the sales manager will be in completing a sales which involves corporate client in other countries.

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Cultural Considerations

- **Myers-Briggs Type Indicator–MBTI (Exhibit)**
 - Popular tool for characterizing people which addresses their cognitive styles and is based on the following **four personal dimensions**:
 1. Extrovert vs. Introvert
 2. Sensing vs. Intuitive
 3. Thinking vs. Feeling
 4. Judging vs. Perceiving






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And these are those 4 dimensions.

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Myers-Briggs Type Indicator of Personal Characteristics

<i>Personal Dimension</i>	<i>Description</i>
Extrovert vs. Introvert	An extrovert tends to rely on the environment for guidance, be action-oriented, sociable, and communicate with ease and frankness. An introvert tends to show a greater concern with concepts and ideas than with external events, relative detachment, and enjoyment of solitude and privacy over companionship.
Sensing vs. Intuitive	A sensing person tends to focus on immediate experience, become more realistic and practical, and develop skills such as acute powers of observation and memory for details. An intuitive person tends to value possibility and meaning more than immediate experience, and become more imaginative, theoretical, abstract, and future oriented.
Thinking vs. Feeling	A thinking person tends to be concerned with logical and impersonal decision-making and principles of justice and fairness, and is strong in analytical ability and objectivity. A feeling person tends to make decisions by weighing relative values and merits of issues, be attuned to personal and group values, and be concerned with human, rather than technical, aspects of a problem.
Judging vs. Perceiving	A judging person tends to make relatively quick decisions, be well planned and organized, and seek closure. A perceiving person tends to be open to new information, not move for closure to make quick decisions, and stay adaptable and open to new events or change.





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Then we will try to understand what does each of this dimension means. Let us start with the first one that is extrovert vs introvert. An extrovert tends to rely on environment for guidance, be action oriented, sociable, communicate with ease and frankness and introvert tends to show a greater concern with concepts and ideas then with external events, relative detachment and enjoyment of solitude and privacy over companionship. The sensing vs intuitive means that a

sensing first person tends to focus on immediate experience because it becomes more realistic and practical and develop skills such as acute power of observation and sense for detail.

The intuitive person tend to value possibility and meaning more than immediate experience and become more imaginative theoretical abstract and future oriented. The thinking person tends to be concerned with logical and impersonal decision making and principles of justice and fairness and his strong analytical ability and objectivity. While a feeling person tends to make decisions by weighing relative values and merits of issues be attuned to personal and group values and be concerned with human rather than technical aspects of the problems.

A Judging person tends to make relatively quick decisions be well planned and organised and seek closure. A perceiving person tends to be open to new information not move from closer to quick decision and stay adaptable and open for new events or changes.

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Impact of Culture on Sales Management and Personal Selling Process

- The transfer of sales management practices across different countries without careful attention to local differences is very risky.
- The process of salesforce management provides a framework for a closer look at the challenges involved in adapting management practices to a new culture.



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The transfer of sales management practices across different countries without careful attention to the local difference is very risky. The process of sales force management provides a Framework for a closer look at the challenges involved in adopting management practices to a new culture.

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Impact of Culture on Sales Management and Personal Selling Process

- **Sales force management consists of:**
 - Setting salesforce objectives
 - Designating salesforce strategy
 - Recruiting and selecting salespeople
 - Training salespeople
 - Supervising salespeople
 - Evaluating salespeople






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Now let us see what are the impact of culture on sales management and personal selling process. So, this sales management sales force management consists of setting sales force objectives, designating Sales force strategy, recruiting and selecting sales force, training them, supervising them and then evaluating them.

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Impact of Culture on Sales Management and Personal Selling Process

- **Salesforce Objectives**
 - Setting salesforce objectives depend on having already determined the larger, strategic objectives of the company.
 - Salesforce objectives explicitly state what the salesforce will be asked to do.





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What are the; what may be the Sales force objectives? Settings Sales force objective depends on having already determined the larger strategic objectives of the company. Sales force objective explicitly state that the sales force will be asked to do. It addresses the structure, size and compensation of the sales force. The structure determines the physical positioning and

responsibilities of each salesman territorial sales force, product sale force and customs sales force.

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Impact of Culture on Sales Management and Personal Selling Process

- **Recruiting and Selecting**
 - In order to successfully recruit and select salespeople, the company must understand what it wants in its salespeople and know how to find and attract people with the necessary skills.
 - The first decision is whether the company will recruit from the local, foreign labor force for the jobs it is creating or whether it will fill them by sending domestic employees overseas.



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The next step is recruiting and selecting. In order to successfully recruit and select salespeople the company must understand what it wants in its sales people and know how to find and attract people with the necessary skills. So, that the company should be able to understand should have a job description and the qualities that are the characteristic that they want in a in the sales people. The first decision is whether the company will recruit from the local or foreign labour force for the jobs it is creating or whether it will fill them by sending domestic employees overseas.

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Impact of Culture on Sales Management and Personal Selling Process

• Recruiting and Selecting

- Complicating the search for talent is the fact that the desired skills and characteristics are not as clear as it first appears.
- Finally, the employer must consider the strong influences of tribal, religious or other group relations within a country.
- One way for the company to accelerate the difficult process of building a salesforce from scratch is to establish a joint venture with or acquire a local company that already has a functional salesforce.



This recruiting and selecting complicating the search for talent is the fact that the desired skills and characteristics are not as clear as its first appears. Finally, the employer must consider the strong influence of tribal, religious or other group relations within a country. One way for the company to accelerate the difficult process of building a sales force from scratch is to establish a joint venture with or acquire a local company that already has a functional sale force.

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Impact of Culture on Sales Management and Personal Selling Process

• Training

- An additional consideration with regard to international sales training is adapting the training to the needs of the local market.
- For example, **Carrefour**, the French retail giant, has created the **Carrefour China Institute** to train its staff in China to engender the “Carrefour Spirit”.
- The training that the salesforce receives must reflect cultural differences in purchasing patterns, values and perspective of the selling process.




Then comes the issue of their training. An additional consideration with regard to international sales training is adopting the training to the needs of the local market. For example, Carrefour, the French retail giant has created the Carrefour China Institute to train its staff in China to

engender the Carrefour spirit. The training that the sales force receives must reflect cultural differences in purchasing patterns, values and perspective of selling process.

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Impact of Culture on Sales Management and Personal Selling Process

- **Supervising**
 - It means directing and motivating the salesforce to fulfill the company's objectives and providing the resources that allow them to do so.
 - i. Motivation and Compensation: Financial compensation is one of the key motivators for employees in all cultures. (incentives, commission, salary increases, etc.)



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The next comes the supervising. It means directing and motivating the sales force to fulfill the company's objective and providing the resources that allow them to do so. So, the first thing was that we have established the objectives and then we have gone about recruiting and recruiting and selecting and then giving them training and then we need to supervise. And how the supervision is to be done, it is by it means directing and motivating the sales force to fulfill the company's objectives and providing the resources to the sales force to achieve those objectives.


The first thing here is motivation and compensation that needs to be thought through. So, financial compensation is one of the key motivators for employees in all cultures. Incentives, commissions and salary increase so that is the first and the basic motivation for any kind of sales force across the world.

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Impact of Culture on Sales Management and Personal Selling Process

- **Supervising**

When financial rewards are not acceptable, the company must rely more heavily on non financial rewards. (recognition, titles, perquisites, foreign travel, etc.).



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When financial rewards are not acceptable the company must rely more heavily on nonfinancial rewards. So, that the supervisor in the first place that starts with the with the financial rewards and then it moves on to the non-financial rewards such as recognition, titles, prerequisites and foreign travel, etc.

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Impact of Culture on Sales Management and Personal Selling Process

- ii. Management Style: It refers to the approach the manager takes in supervising employees.

Greater formalization invokes negative responses from the salesforce in countries in which the power distance is low and individualism is high and vice-versa.



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The next thing is management style it refers to the approach the managers take in supervising employees. Greater formalization invokes negative responses from the sales force in the countries in which power distance is low and individualism is high.



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Impact of Culture on Sales Management and Personal Selling Process

iii. Ethical Perceptions: An understanding of ethical norms in a culture will help the company maintain a clean image

It will also help the company create policies that keep salespeople out of tense and frustrating situations where they feel they are compromising their ethical standards.




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Ethical perceptions and understanding of ethical norms in a culture will help the company maintain a clean image. It will also help the company create policies that keeps sales people out of tense and frustrating situations where they feel they are compromising their ethical standards.

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Impact of Culture on Sales Management and Personal Selling Process

- **Evaluating**
 - It includes requiring the salesforce to justify their efforts and provide the company with information about their successes, failures, expenses, and time.
 - Two types of evaluations are common:
 - i. **Quantitative** evaluations (comparisons of sales, sales percent, or increases in sales)
 - ii. **Qualitative** evaluations (tests of the knowledge and manner of salesperson)



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After supervising comes evaluating. It includes requiring the sales force to justify their efforts and provide the company with information about their successes, failures, expenses and time. Two types of evaluation are common across the world the first is quantitative and another is qualitative. Quantitative evaluation includes comparison of sales, sales percent or increasing sales. Qualitative evaluation includes test for the knowledge and manners of a sales person.

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Conclusion

- In relating foreign entry choices to sales management, we discussed a framework for thinking about the effects of various salesforce management issues.
- We, also, discussed how cultural differences affect issues central to sales management.
- We considered cultural impacts on recruiting, training, supervising and evaluating salespeople, as well as on the personal sales process.

So, at last to conclude in relating foreign entry choices to sales management, so, this foreign entry choices will determine what kind of sales management strategy the company will have to follow. So, here we have discussed a framework for thinking about the effects of various sales force management issues. We have also talked about how the cultural differences affect issues central to the sales management.

So, that is the most important thing here in sales management how you take care and what are the cultural differences and how you how the company takes care of those and we have also considered cultural impacts on recruiting, training, supervising and evaluating sales force as well as personal sales process.

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And these are the three books that we use for this module so you can use these book for gaining further understanding of the sales force management process. Thank you.