

Sales and Distribution Management
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Lecture – 17
Diversity of Personal – Selling Situations

[FL]. Today, we will be continuing with our which our fourth module and in this particular lecture we shall be speaking about the Diversity of Personal Selling Situations. This is a part of module – 4, we have already completed the first topic in module – 4 which is buyer seller dyad. And, we shall now be moving to this second topic in this fourth module, where we will be speaking about the different kinds of personal selling you know situations.

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And, the different topics that we will be covering in this particular lecture are we will be speaking about diversity in personal selling situations, we will talking about categorization of various sales positions and understanding various sales positions.

So, let us first start with the diversity in personal selling situations. Now, before we move into discussing the different kinds you know of selling situations, let us first have a quick recap of what personal selling is and what can be you know how personal selling can differ across a service selling and developmental selling.

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Diversity of Personal-Selling Situations

- Personal selling is a face-to-face interaction between sellers and prospects, which involves informing and persuading the latter to enter into a transaction: closing a sale
- Salesmanship is an aspect of personal selling: a skill and art
- Selling has been defined as the art of closing a deal.
- It is a transaction between a prospective buyer(s) and a salesperson.

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Now, personal selling is a face to face interaction between sellers and prospects which involves informing and persuading the prospects to enter into a transaction; what we are talking of is closing of a sale. So, we have discussed in previous lectures that a personal selling is something which is extremely crucial and involves informing consumers educating them, persuading them and encourage them into a purchase. So, personal selling is a face to face interaction between the buyer and the seller at it involves informing them persuading them to actually enter into a transaction or a closing of a sale.

Now, salesmanship is an important aspect of personal selling as we have seen earlier salesmanship is a skill, it is an art and sale selling has been defined as the art of closing a deal. It is a transaction between prospective buyers or prospective buyer and the sales people are the salesperson. So, when we talk about a selling situation, we will see the there could be the different kinds of selling situations and because selling is an art of closing a deal the selling style, the selling strategy has to differ across different kinds of selling situations.

Of course, irrespective of the different kinds of selling situations what is important is salesmanship which is both a scale and an art and must be used you know by the sales people to enter into exchange process or to encourage buyers whether existing or potential buyers to enter into a exchange.

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❑ Significant diversity exists among personal-selling situations

- **Developmental Selling:**
 - Creating new customers and help increase market share and profits for a company
 - transforming prospects into customers
- **Service Selling:**
 - Selling more to existing customers and thereby enhancing revenues and profits
 - Needs, wants, habits, preferences are already known

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Now, significant diversity exists among personal selling situations. We have discussed in the previous session something about developmental selling and service selling. A quick recap on that; when a sales persons are made to sell to you know new customers, so that they can increase their market shares and profits for a company and where it involves them to convert or to transform prospects in to customers, it is known as developmental selling.

On the other hand when sales people sell more to existing customers thereby increasing revenues for the company, profits of the company, market share for the company you know it is called service selling. In the case of service selling the customer or the client in the case of B2B sorry the customer or the client the case of B2C or B2B respectively is known to the salesperson. So, his needs, wants, habits, preferences are already known to the salesperson and so, service selling is typically a little easier than developmental selling.

Now, in spite of the best of efforts on the part of the company to satisfy customers, to create a loyal base of the customers a 5 percent of the customers were leave you every year they will leave the seller every year they will switch over to competitors. And so, it is very important that in order to maintain market share, in order to increase market share salespeople must actually earn new customers or sell to a prospects or to potentials or to sell to customers who are buyers of the competitors product.

So, developmental selling becomes very very important, although development selling is much more difficult than service selling. So, while service selling involves in selling your products and services to existing customers whose needs, wants, preferences, buying habits etcetera are already known to the salesperson and so, it is easier to handle. Developmental selling involves selling to new customers, new clients who may be absolutely new to the product, who have no idea about the product category or who may be buying the competitors products. So, are already into a habit of buying the competitors products. So, the salesperson job here becomes to break this habit and so, what we see is the developmental selling is much more difficult as compared to service selling.

Service selling is when you are selling to existing customers. So, it is easier much easier to handle as compared to developmental selling where you are either selling to absolutely new customers who have never bought your product or your selling to the competitors customers whose buying habit and patronage to the competitor has to be broken which means that this is more of a challenge, it is more difficult to handle developmental selling what again what I must emphasize upon here is that service selling is easy.

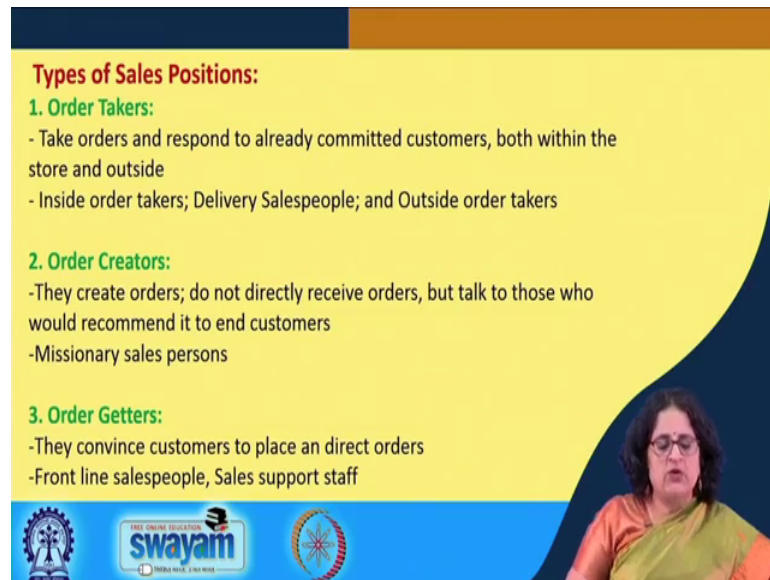
But, despite of customer royalty, customer satisfaction there will always be customer defection every year who will move on to buy or switch over to competitive products. And, in order to ensure that your market share is retained in order to ensure that you can increase your market share sales persons must enter into new businesses, they must sell to new client, new customers and so, developmental selling becomes important. Although it is challenging, it is something which is very very important and sales persons in no way can ignore developmental selling.

So, companies must have sales force clearly demarcated for developmental selling. In fact, in most companies the best sales persons are deputed for this particular job where their task is to earn new customers and earn new business for the organization. Broadly referred to as business development managers or business development sales team whose job is to actually earn new customers or who are interested with the responsibility of developmental selling.

Of course, this does not mean that service selling can be undermined, service selling is also important. Because you need to maintain your existing customer base, you need to

keep them happy, you need to keep them satisfied and loyal and service selling of course, involves must lesser effort then development selling and so, selling to existing customer is also very very important.

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Types of Sales Positions:

- 1. Order Takers:**
 - Take orders and respond to already committed customers, both within the store and outside
 - Inside order takers; Delivery Salespeople; and Outside order takers
- 2. Order Creators:**
 - They create orders; do not directly receive orders, but talk to those who would recommend it to end customers
 - Missionary sales persons
- 3. Order Getters:**
 - They convince customers to place an direct orders
 - Front line salespeople, Sales support staff

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Now, if we talk of sales positions there could be three different kinds of sales positions. They could be, we could classify sales people or sales persons as order takers, order creators or order getters. Now, order takers are those who take orders as the term goes and they respond to already committed customers, both within a store or outside. If people enter a particular store and are taken care of by the retail sales person, he the retail sales person act as an inside order taker. So, he is going to sell to somebody who enters those store.

There could also be a situation where the sales persons caters to a already committed customer base by merely acting as a delivery salesperson for be may be you know the morning news paper [FL] or the milk man who comes and delivers milk to you at your doorstep. So, he is a delivery sales person he is also an order taker of course, the orders have already been taken he already has committed customer base who have agreed you know to buy a new to newspapers from him or to buy milk from him and so, he is goes and acts as a delivery boy and so, this is how the order taker will act outside.

So, we have those which are inside and cater to sales cater to customers who enter the store or they have also order taker who caters to customers outside even at their doorstep

as delivery sales person. There could be also outside order takers who invite customers to enter their store and buy things from them or you know for example, you know you have lot of you in certain areas where there are lot of eating joints or [FL] people there is a team which actually invites people inside with better deals or with better offers, so that you know the customers can will allure to enter the particular [FL] and have food.

The second type of sales position is what we refer to as an order creator. Now, what is an order creator? They create orders, they do not receive order, they do not take orders, but they only talk to those people who would recommend the product or the service of the brand to the end customers. So, we will talk about the order creators little later in the length. For example, you know the medical representatives or the faculty who are you know contacted by the sales person from pharmaceutical companies or from publishers respectively and further you know therefore, the prescribe medicines or recommend those books to the patients and to the students respectively.

So, these are referred to as missionary salesperson and why they are called missionary salesperson is because their task is to educate people who would further recommend or prescribe or suggest the product on the brand to the end consumer or end customer. There is another category which we have which is referred to as the order getters and the order getters are those who generally take care of a technical complex products or high involvement products especially in the case of a B2B scenario they convince the customers to place a direct order, ok. So, they convince the customers to place direct orders. We have people like front line sales persons or the sales support staff who actually constitute what we refer to as order getters.

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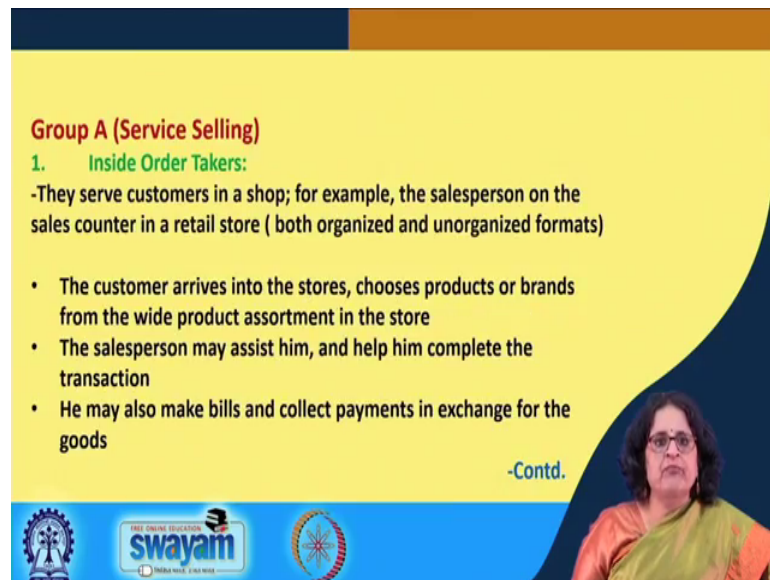
Categorization of Sales Positions

- The various sales positions exhibit diversity across various kinds of service and developmental selling
- McMurry and Arnold have categorized sales positions into three mutually exclusive groups where each group contains subgroups

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Now, if we go beyond and we categorize the sales positions you will see that the various sales positions exhibit diversity across various kinds of service and developmental selling. And, McMurry and Arnold have categorized the sales positions into three mutually exclusive groups which can be further categorized into sub groups.

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Group A (Service Selling)

1. Inside Order Takers:

- They serve customers in a shop; for example, the salesperson on the sales counter in a retail store (both organized and unorganized formats)
- The customer arrives into the stores, chooses products or brands from the wide product assortment in the store
- The salesperson may assist him, and help him complete the transaction
- He may also make bills and collect payments in exchange for the goods

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So, let us talk about this categorization where we have group A which is service selling, we have group B which is developmental selling and we have group C which is

developmental selling, but requiring unusual creativity. So, let us discuss each of these now and in greater detail.

So, let us first start with the group A which is service selling. Now, group A involves a different kinds of sales positions: one, the inside order taker – as said earlier the inside order taker serves customers in a shop. For example, the sales person on the sales counter in a retail store. Whether the retail store is an organized format or non-organized format in both the cases it is the customer who is entering the store, he has a need and want, he you know he arrives at the store, he chooses the product or the brand from the wide assortment which is available in the store. There is a salesperson there who assists the customer if required, and helps him complete the transaction and sales person may also be involved in making bills and collecting payments in exchange for the goods, specially in the case of the unorganized format or the small retail stores.

Of course, in larger formats there is a separate billing counter and separate staff which deals with the bills and the accounts. But, in smaller stores it is the retail sales person who does everything not only showing the products around or helping the customer in the purchase decision, but also billing, taking money, delivering the product to him. So, this is what an inside order taker is they serve in customers who enter a shop whether this is and you take for example, the sales assistant in the retail store whether the retail store is an organized one and unorganized one when a customer enters the retail sales person acts as an inside order taker.

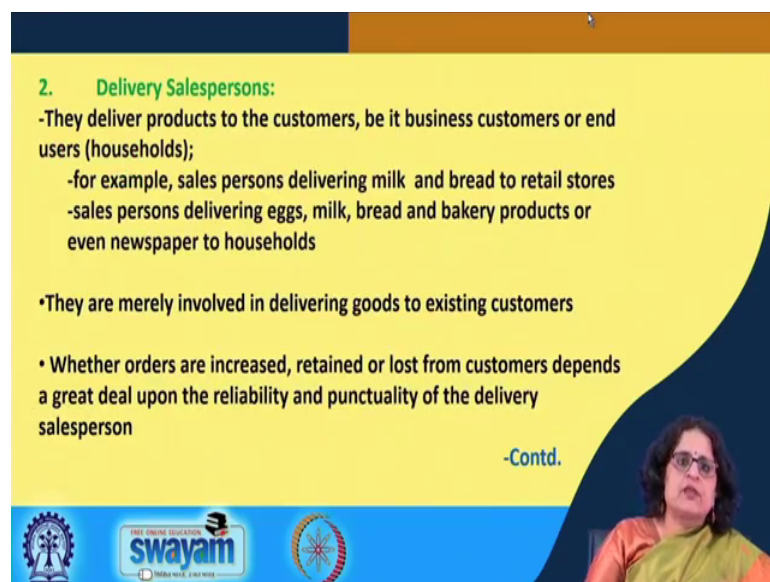
Now, in some cases the retail sales person has a big role and acts as you know in important determinant in whether the purchase will happen or not. This is special in the case of high involvement products. We refer to high involvement products are those products which are expensive in frequently bought, level of perceived risk is high. For example, in the and action is irrevocable which means that once you purchase them you cannot return them. Such cases are for products like durables or you know sorry, it is consumer durables or consumer semi durables.

In those cases you will see that the sales person even if he is an inside order taker has a bigger role to play on the other hand in large formats or in large organized retail formats you also have sales staff dealing with you know just showing the customer around or

helping him in case the customer asks about where a product is or where he should locate a particular product or a brand.

So, here the role of the sales person is not very very you know significant, he merely acts as an facilitator as a helper and so, his role as an inside order taker is not as significant as it could be in the case of products for you know consumer durables. On the other hand in the case of smaller stores on unorganized formats there of course, the sales person assumes the big roll because he is taking orders, he is you know billing he is collecting cash and so, he performs a large number of functions or duties and he as number of tasks to perform. All of these are what we refer to as inside order takers.

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2. Delivery Salespersons:

- They deliver products to the customers, be it business customers or end users (households);
 - for example, sales persons delivering milk and bread to retail stores
 - sales persons delivering eggs, milk, bread and bakery products or even newspaper to households
- They are merely involved in delivering goods to existing customers
- Whether orders are increased, retained or lost from customers depends a great deal upon the reliability and punctuality of the delivery salesperson

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Second is what we refer to as delivery salesperson. Now, delivery sales persons are again order takers as we mentioned in the previous slide. They deliver products so, the customers be it B2B or be it B2C which is whether they are business customers or whether they are end consumers or households; for example, the salesperson delivering milk and bread to retail stores in the case of a B2B where you know the further the you know this retailer is further going to then sell it to the end consumer.

So, this the retailer here acts as a customer for the delivery sales person who is who you know who represents the local bakery from where he you know collect the bread and the biscuits and then he comes and delivers it into the retail store. So, he acts as a delivery sales person in the B2B scenario where he delivers bread and basket from the local

manufacturer to the retail store and the retail store would then you know sell it on through his counter.

Sales persons delivering eggs, milk, bread and other bakery products or even newspapers to household again constitute what we refer to as delivery sales person in the B2C scenario. So, in the B2B scenario their role is typically to help the channel partners. But, in the case of B2C scenario the delivery salespersons deliver the product whether it is newspapers or eggs or milk or bread or other bakery products to the end customer or to the household. So, they are merely involved in delivering the goods to the existing customers.

Now, whether the orders are increased or and businesses retained or lost from the customers depends a lot upon the reliability of the delivery sales persons. It depends upon his punctuality, it depends upon his reliability in terms of meeting the quantity and quality of the product. And, so, the delivery salesperson caters to a committed customer base, but whether this commitment would continue or not depends a lot on the efforts of the salesperson and on the performance of the delivery salesperson.

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3. Route or Merchandising Salespersons:
-They operate as order takers but generally work in the field
-for example, the local soap and detergent salesperson who visits retailers and supplies such products, or the local bakery salesperson who supplies to the retailers varieties of biscuits and bread

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The third is a route or merchandising sales people. Now, they operator as order takers, but generally work in the field; for example, the local soap and detergent sales person who visits retailers and supplies such products or the local bakery salesperson who supplies to the retailers varieties of biscuits and bread. So, in the previous slide we

mentioned about the delivery sales person in a B2B scenario. The delivery sales person in a B2B scenario you also constitute as a route or merchandising sales person.

On the other hand in case is like you know there is a local factory which produces soap and detergent. So, there would be people from the manufacturers end, who come and who you know informally educate the retail store owner about the soap and the detergent and then you know will take orders from them and keep delivering them with the necessary quantity a you know is example of the route of merchandising sales person. So, he would actually visit the retailer and supply them with such products,.

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4. Missionary Salespersons:

- They are sales people whose job is to educate the prospective buyers or the potential users about products and services, and about their brand
- They also aim at building goodwill and strong reputation for their company and or/their brands
- They are not supposed to take orders, but they are only supposed to influence the purchase decision of the prospects
- They are order creators
 - for example, medical representatives from pharmaceutical companies: they do not make direct sales; they only provide information to the doctors about their medicines and drugs; they provide samples; and doctors then prescribe the medicines to the patients, who are actual buyers and users of those medicines
 - salespersons from publishing houses contact faculty in colleges and universities, and inform them about their text books, reference books etc.; they provide free copies; and the faculty prescribe these to the students, who are actual buyers and users

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The fourth is what we refer to as missionary salespersons. Now, missionary salespersons are order creators. We refer to the order creators where you know we said that the role is more to educate or to inform those people who would further suggest or prescribe recommend the product or the brand to the end user and the and the buyer.

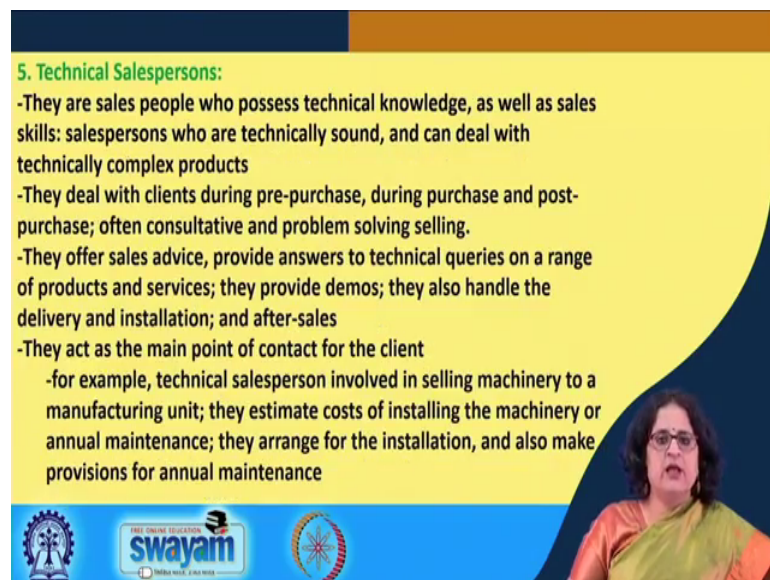
So, missionary sales people because the role is to educate and inform because they play a bigger role in educating the you know the those who would further suggest or recommend this to the end customer, these people are referred to as missionary salespersons. The missionary because there prime role is to educate.

They are sales persons who will educate the prospective buyers or the potential users about products and services, and about their brand. They will also aim at building

goodwill for the company, strong reputation for the company and for their brand they are not supposed to take orders in any way. But, they are only supposed to influence the purchase decision of the prospects via another person and this other person is the person whom they are actually targeting at. So, for example, we have medical representatives from pharmaceutical companies: they do not make direct sales; they only provide information to the doctors about the medicines, about the drug; they provide samples to them and then doctors then prescribe medicines to the patients, who are actual buyers and users of those medicines.

Similarly, sales people from publishing houses you know they visit faculty in colleges and universities and inform them about the text books, reference books etcetera; they provide free copies also to the faculty and the faculty then prescribes these books to students who are actual buyers and end users. So, because the role of the medical representative or the MR or because you know or in or the book publisher sales persons from the publishers end because there the role is to educate the doctors or the teachers respectively they are referred to as missionary salesperson; they are order creators.

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5. Technical Salespersons:

- They are sales people who possess technical knowledge, as well as sales skills: salespersons who are technically sound, and can deal with technically complex products
- They deal with clients during pre-purchase, during purchase and post-purchase; often consultative and problem solving selling.
- They offer sales advice, provide answers to technical queries on a range of products and services; they provide demos; they also handle the delivery and installation; and after-sales
- They act as the main point of contact for the client
 - for example, technical salesperson involved in selling machinery to a manufacturing unit; they estimate costs of installing the machinery or annual maintenance; they arrange for the installation, and also make provisions for annual maintenance

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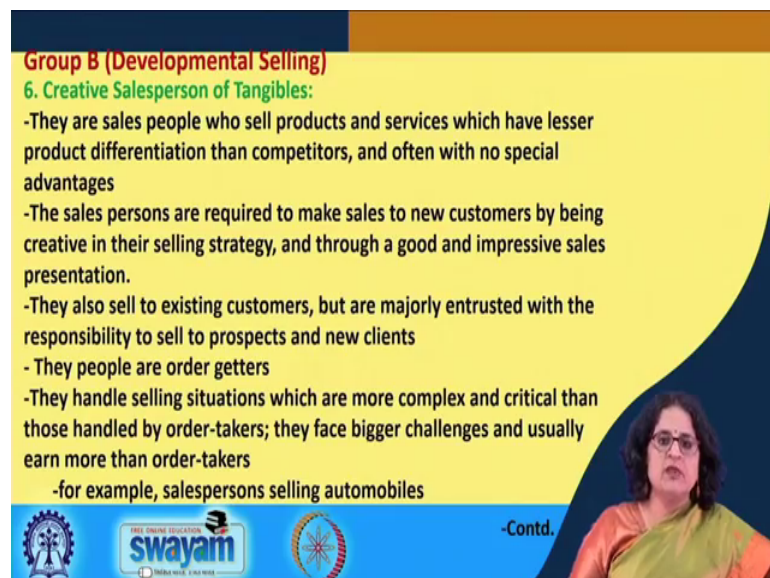
Then we have technical sales persons who are not only you know order they constitute what we refer to as the order getters, they could also be order creators but, majorly they would be order getters. Now, they are sales person who actually processes a lot of technical knowledge as well as the selling skills, they are very technically very

sound and they can deal with technically complex products. So, they deal with the clients during pre-purchase, during purchase and post purchase; often they enter into what we refer to as consultative and problem solving selling. We will be talking about consultative and problem solving selling styles in subsequent lectures.

Now, the technical sales person they offer sale advice, they provide answers to technical queries on a range of products and services, they also involve in providing demos, they handle customer queries if any, they also handle the delivery and installation and take care of after sales. So, they are they act as an interface between the client and the company and they are the main point of contact for the client.

For example, technical sales people involved in selling machinery to a manufacturing unit; they would estimate the cost of installing the machinery or annual maintenance; they will arrange for the installation; they will also make provisions for annual maintenance. So, anything and everything you know related right from procurement to installation to maintenance will be taken care by these technical sales people and so, they will they will be providing huge amount of service to the clients both pre, during and post purchase. So, we refer to them as technical sales persons.

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Group B (Developmental Selling)
6. Creative Salesperson of Tangibles:

- They are sales people who sell products and services which have lesser product differentiation than competitors, and often with no special advantages
- The sales persons are required to make sales to new customers by being creative in their selling strategy, and through a good and impressive sales presentation.
- They also sell to existing customers, but are majorly entrusted with the responsibility to sell to prospects and new clients
- They people are order getters
- They handle selling situations which are more complex and critical than those handled by order-takers; they face bigger challenges and usually earn more than order-takers
- for example, salespersons selling automobiles

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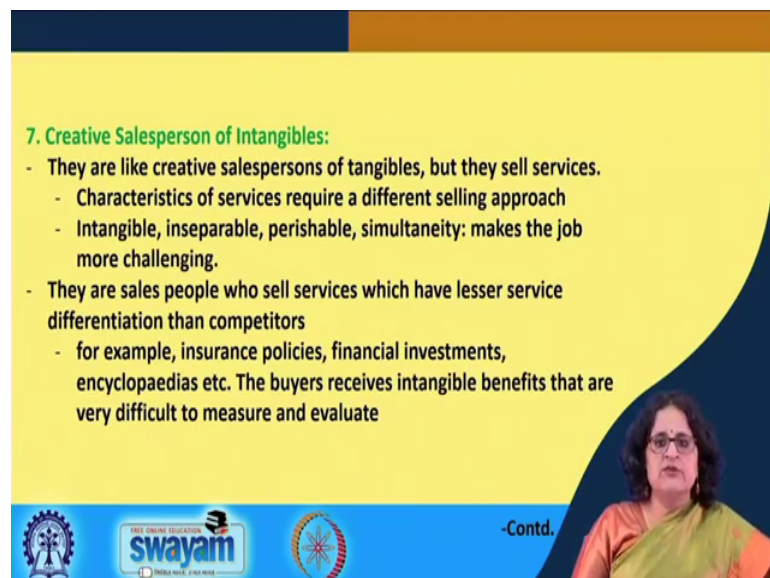
Now, the second group which we have is what we refer to as developmental selling. Now, in the case of departmental selling we have what we refer to as the creative sales persons of tangibles, the creative sales persons of intangibles and we will first talk about

the sales persons of tangibles and then we will speak about the creative sales persons of intangibles. Now, creative sales person or tangible the people who sell products and services which have less lesser product differentiation from competitors and they very often deal with products or services which do not have any special advantages as compare to competitive offerings.

So, sales persons are required to make sales to new customers by being creative in their selling strategy and through good sales presentation and through good impressive sales presentation through good interpersonal skills they are supposed to they are supposed to convert the prospects into actual. They also sell to existing customers, but the majorly interested with the responsibility to sell to prospects and to new clients and they are order getters for the company.

They handle selling situations which are much more complex and critical than those which are handled by the in order takers. And, you are for example, the people who sell automobiles or who sell you know expensive machinery so, the these are products so, which you know are dealt with by sales persons who referred to as the creative sales persons of tangibles.

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7. Creative Salesperson of Intangibles:

- They are like creative salespersons of tangibles, but they sell services.
 - Characteristics of services require a different selling approach
 - Intangible, inseparable, perishable, simultaneity: makes the job more challenging.
- They are sales people who sell services which have lesser service differentiation than competitors
 - for example, insurance policies, financial investments, encyclopaedias etc. The buyers receives intangible benefits that are very difficult to measure and evaluate

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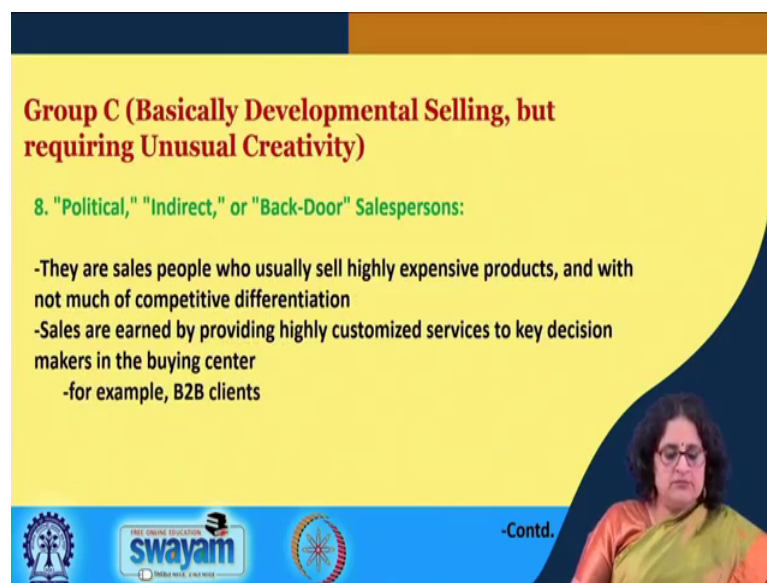
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Now, we also have something called the creative sales persons of intangible they are like creative salesperson of tangibles, but they sell services. We all know services are intangible they are an act of performance from one party to another and the

characteristics of services require a very different selling approach. Services are intangible in nature, they are inseparable from production and consumption, they cannot be stored, they are perishable and production and consumption happens simultaneously. So, this makes the job of the salesperson very very challenging.

And, there are sales persons who sells services which have lesser service differentiation than the competitors; so, for example, insurance policies, financial investments, encyclopedias etcetera. Now, here it involves the huge amount of creativity on the part of the sales person to convince prospects into entering into a you know and exchange or a sale. So, of course, they receive the buyers receive intangible benefits which are very difficult to measure and evaluate and this makes the job of the sales person even more challenging,.

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Group C (Basically Developmental Selling, but requiring Unusual Creativity)

8. "Political," "Indirect," or "Back-Door" Salespersons:

- They are sales people who usually sell highly expensive products, and with not much of competitive differentiation
- Sales are earned by providing highly customized services to key decision makers in the buying center
- for example, B2B clients

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Then, we come to group C which is basically developmental selling, but requiring unusual creativity. Now, in this case again we have you know the political indirect or back door sales persons and then we have sales person engaged in multiple sales. Now, the first which is political indirect or back door sales person these are sales persons who sell very expensive product and again with not much of competitive differentiation. Sales are earned by providing highly customize services to key decision makers in the buying center.

Now, what is the buying center? The buying center constitutes you know the decision making unit with respect to purchase decisions in common day to day language we refer to it as purchase committee. But, the word here is the buying center in especially in case of a B2B scenario the buying centers comprise people from different departments from different levels. And, all of them have important say in whether of a purchase would be made or would not be made and who would the order go to whether it go to vendor A or B or so forth.

So, a salesperson here the political indirect or back door sales persons have a big you know challenge that they must sell products which are expensive. They must also sell products which do not have much of competitive features and advantages and you know but, but and it will require a huge amount of effort on their part to be able to convince members in the buying centre. So, a sales are earned by them by offering highly customize solutions to the key decision makers, are also making highly customize services to key decision makers or to the main deciders in the buying centre.

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9. Salesperson Engaged in Multiple Sales:

- They are sales persons who sell expensive products, often capital goods, highly priced, and with long term implications for the clients.
- The purchase decision requires huge amount of thought and deliberation on the part of the customer and his organization, in case of B2B
- The salesperson must make presentations to different individuals in the purchase committee or the buying center
 - for example, a salesperson of equipment or maintenance services making presentations to people in various departments who all constitute a part of the purchase decision.

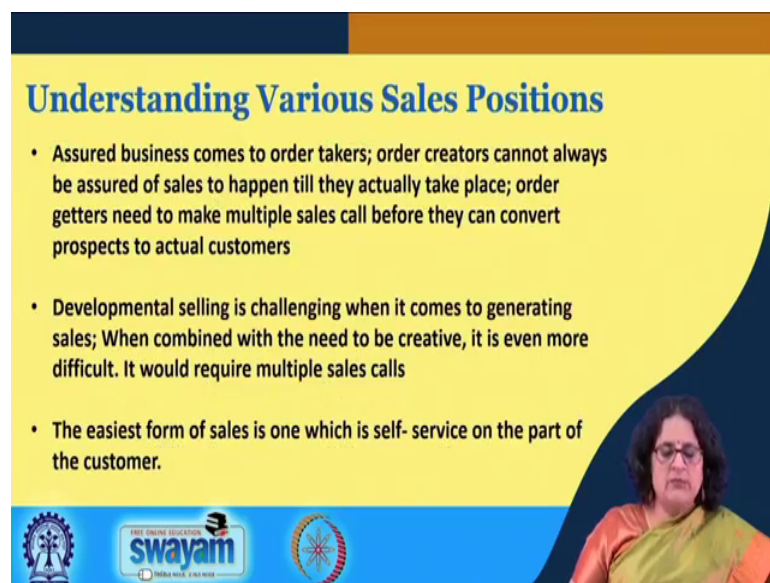
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Then finally, we have salespersons engaged in making multiple sales. Now, salespersons again these are people who sell expensive products of on capital goods, capital items that are highly priced and with long term implications for the clients. So, the purchase decision requires the huge amount of thought and deliberation on the part of the customer and his organization is in the case of a B2B. So, the sales person must make a

good presentation, be very impressive the he must have some he must have the technical know-how, he must also have the you know negotiations skills and he must able to have we able to convince people in different departments in different levels and so, we should mean that he would have to have make to go in for multiple sales calls for multiple products.

So, a sales person of an equipment on maintenance services making presentations to people in different departments will constitute a part of who consider part of the purchase decision is an example of a salesperson in case in multiple sales. He will be involved in you know equipment maintenance of different products related products for a particular client and he have to make multiple sales called to be able to finally, convince the different people in the buying centre.

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Understanding Various Sales Positions

- Assured business comes to order takers; order creators cannot always be assured of sales to happen till they actually take place; order getters need to make multiple sales call before they can convert prospects to actual customers
- Developmental selling is challenging when it comes to generating sales; When combined with the need to be creative, it is even more difficult. It would require multiple sales calls
- The easiest form of sales is one which is self-service on the part of the customer.

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for Swayam and other educational institutions, and a small video feed of a woman in an orange and green sari.

Now, if you understand the various sales positions we would see here, that assured business comes to order takers. Order creators cannot always be assured of sales to happen till they actually take place. And order getters need to make multiple sales call before they can convert prospects to actual customers. Second developmental selling is challenging we know when it comes to generating sales and specially when combined with the need to be creative it is even more difficult. So, it would require multiple sales call on the part of the salesperson.

And, the easiest form of sales which is one which is self service on the part of the customers. If we see across all the different sales position this huge amount of diversity required you know with respect to personal selling. So, the different sales position require diversity in personal selling styles and personal selling strategies.

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So, with this we come to an end of this particular lecture. The references are still Cundiff, Govoni, Puri Sales and Distribution Management, 6th edition to 2017, Pearson. Havaladar and Cavale, Sales and Distribution Management, 3rd Edition, 2017, McGraw Hill. Panda and Sahadev Sales and Distribution Management, 2nd Edition, Oxford University Press. And, Futrell Fundamentals of Selling 13th edition 13th Edition, McGraw Hill.

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This brings us to an end of the second lecture on the forth module of the course. I hope you found this particular lecture useful.

Thank you.