

**Sale and Distribution Management**  
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**Lecture – 04**

**Duties and Responsibilities of Sales Managers and the Effective Sales Executive**

[FL] Now, we begin with our next lecture on module 1 which is introduction to sales and distribution management. And, in this lecture which is lecture 4 we will be talking about the Duties and Responsibilities of Sales Managers and the Effective Sales Executive.

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So, the various topics which are covered under this are, understanding the duties and responsibilities of sales managers. The understanding what are effective sales executive is and qualifications required for sales executives. So, we will see how what are the various duties and responsibilities of sales managers. We will see the qualifications required for sales executives and what is it that makes a sales executive an effective one. So, this is what we shall be discussing in this particular lecture.

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**Duties and Responsibilities of a Sales Manager**

**Roles of sales managers may differ across firms with respect to the following:**

- type of products sold: goods or services
- characteristics of the firm: size, operations, scope of business
- types of customers: B2B and B2C, Institutional, Government
- kind of organization: public or private sector, centralized or decentralized, domestic or multinational, single or multiple products etc.

The function of a territory manager is to increase sales and profits in a particular territory through planning, organizing, and executing sales related activities

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Now, in the previous session we were talking about the roles and responsibilities of the sales manager; we will continue on that with, but with a more focus on the kind of roles he must perform which we will see. We will again vary with respect to a number of issues like the type of products sold, the characteristics of the firm, the kind of the organization, the kind of character, customers etcetera.

So, but before we begin that a quick recap we have talked about the planning and operating functions of the sales executives, where we talked about the planning function being most strategic and operating functions being more tactical. And, we also spoke about that the kind the various levels of you know the sales organization whether it is lower level or middle level or the top level. We the there is always a difference in the kind of functions people would perform whether they would be performing more of planning function or more of operating functions. We also spoke about the different strategic role that he must play and as a corporate member as a team leader. So now, we will go a little deeper into the kind of duties and responsibilities a sales manager has.

Now, again the roles have the sales manager and the duties and responsibilities which he must perform will vary across a firms and it will depend upon one the type of product sold. So, is it a good or a service and we have discussed earlier that selling of services is difficult because, of the characteristics which distinguish services from goods and, in terms of intangibility and perishability and simultaneously and heterogeneity. Again

whether the kind of roles that they would perform would also depend upon the characteristic of the firm or the organization or the employer organization; in terms of the size, the scale of operations, the scope of business.

The type of the customers they deal with where it is B2B or B2C or government buying or institutional buying and the kind of a organization structure. Whether, it is a public sector organization or a private sector organization whether it is centralized or decentralized, whether it operates domestic or multinational. And, whether it is in to say manufacture and sales of a single products or a multiple products or it has you know very diverse product lines. So, the sales managers, their roles, their responsibilities, their functions will all vary. Of course, the function of the territory manager at the lower level will of course be to increase a sales and to on huge profits for the company through planning, organizing and executing the sales related activities.

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**Duties and Responsibilities of a Sales Manager**

**Developmental Selling:**

- Creating new customers and help increase market share and profits for a company
- Identifying people and/or enterprises who could be potential buyers of their product or services
- Increasing the sales volume with an objective to fill the gap of lost customers
- Using his skills and capabilities to close the deal and sell products or services

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Now, what are the different roles and the duties and responsibilities? We will be talking about it in greater detail now of course, we have given an overview in the previous session, in the last few slides of the previous session. But, now we will go deeper into it and we will talk about how these duties and responsibilities are you know varied and very diverse based on the nature of the organization, based on type of product that caters to, based on the clients which it handles and based on its scale of operations and business.

Now, the first thing which the sales manager has to do is developmental selling. Now what is developmental selling? Developmental selling is when you create new customers for a company. Developmental selling is when you sell to somebody who has not been your buyer, who has either been a non-user of the product and service or he has been buying and using the product of a competitor of your competitor. So, when you actually sell to a consumer customer, who has either not used the product at all or if he has used, he has used the competitor's product. So, we call it developmental selling.

So, creating new customers helps increase market share for a company and this is a very important function. Because, it is been seen that whatever a company might do about 5 percent of its customers it will lose every year. So, if it is going to lose 5 percent of its customers and if it wants to increase or enlarge its market or. In fact, if it wants to maintain even maintain his market share or increase its market share, it's very very essential that he earns new customer. So, when company is earn new customers or then when they sell to you know non-users of a product or to the competitor's customers we call it developmental selling.

So, sales managers have this very important role to identify people or in case of B2C or to identify organization in case of B2B; who could be potential buyers of a product or service. And, use their skills and capabilities to close the deal and to sell the product to them; you know approach them, inform, educate them about their product, about the benefit, about the features. Provide demos, handle queries, make a sales presentation, handle queries, give demos. And, in this way when they would convert or you know a non-user or your competitor's buyer into buying your product he would be able to increase the market share, he would be able to increase the profits of the company.

So, very important role which sales managers must perform is prospecting. Prospecting here is identifying people and organizations who would be ready to buy a product or who have the potential to buy a product, who have a need, who have the ability, who have the need for the product, who have the ability to pay, who have the willingness to buy. So, the objective here is to increase your sales volume by filling the gap of customers who have either not bought at from you. And, or you know and sometimes you would also have to go back to those lost customers who actually used to be our customers are now no longer your customers.

So, there again the sales manager must identify the lost customers and kind of and go in for finding out why they have defected, why they have stopped buying your product or service. And, convince them in to buying it again. So, this is one which we refer to as developmental selling.

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**Duties and Responsibilities of a Sales Manager**

**Service Selling:**

- Selling more to existing customers and thereby enhancing revenues and profits
- Potential future sales depend upon not only selling to new customers, but selling to existing customers in a repeated manner as well

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The second important responsibility which they must perform a service selling now what is service selling? Service selling is when you sell to more to existing customers and thereby increase a revenues and your profits. So, when you actually sell to existing customers, it is called service selling ok.

So, you are actually contacting your current users and keeping them reminded of yourself. And, in this way you know you practice what we call as service selling. So, that the customer who buys from you continually keeps on buying from you. So, it is very important that not only to giving the desired satisfaction, but you also you know provide to him after sales service.

You know enter into good you know relationships with him build trust, build goodwill. So, that you can sell more to them and keep on selling more keep on selling to them and keep on selling more and more to them. So, potential feature says depends not only selling to new customers, but selling to existing ones as well because, again it is seen that service selling is much easier than developmental selling. Selling to your existing customers and maintaining relationships with them is much much much easier than

converting non-user or competitors buyers into your old fold. So, it is always service selling is much easier and more fruitful.

And so, sales managers must keep this in mind that they continually satisfy their existing customers for good relationships and maintain the customer trust satisfaction and loyalty.

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**Duties and Responsibilities of a Sales Manager**

**Customer Relationship Management:**

- ❑ Building goodwill with customers; creating a loyal customer base and building long-term relationships
- ❑ Selling a product to present customers in a repeated manner requires the sales manager to create a positive and professional business relationship with people and/or organizations so that they trust the sales manager, products, and the organization

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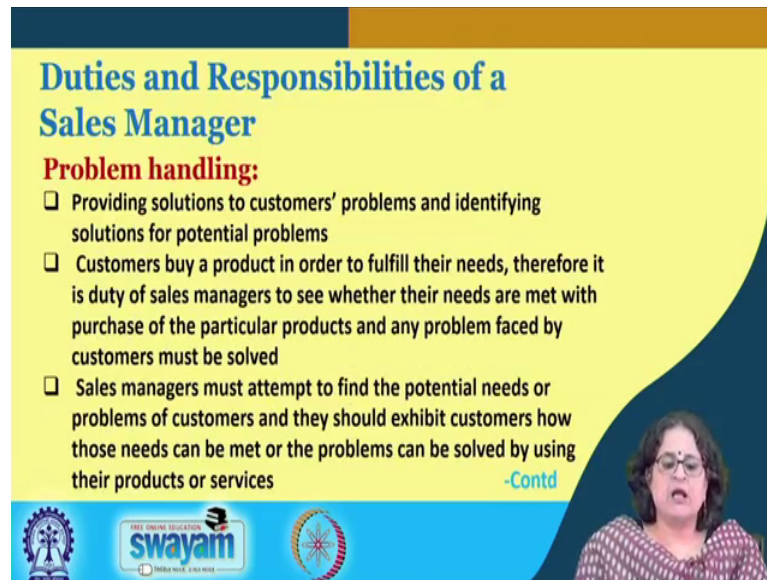
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The other in so, so coming to this in order to able to you know continue with existing customers, it is important that you build with the companies or the sales managers build goodwill with customers, they create a good loyal base, they enter into long term relationships. And so, CRM is extremely important with the advancement of the inter with technology and the telecom and with the you know the advent of the internet CRM is or Customer Relationships Management has assumed importance. And, is much maintaining relationships with customers has become much easier not only within your own country, but across countries across continents.

So, selling a product with present customer in a repeated manner requires that sales managers develop; they create a positive and professional business relationship with the people and either as B2B or as B2C with their customers. So, that the customers whether B2B or B2C can trust the sales managers, they can trust the products and services and they can trust the organization.

So, it is very very important that sales managers enter in to relationships both with the B2C and the B2B. It is very important to give importance to your customers, enter into such relationships, keep them reminded of yourself. And you know so, that the customer would not defect or would not go away to another competitor.

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**Duties and Responsibilities of a Sales Manager**

**Problem handling:**

- Providing solutions to customers' problems and identifying solutions for potential problems
- Customers buy a product in order to fulfill their needs, therefore it is duty of sales managers to see whether their needs are met with purchase of the particular products and any problem faced by customers must be solved
- Sales managers must attempt to find the potential needs or problems of customers and they should exhibit customers how those needs can be met or the problems can be solved by using their products or services

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Ah The other important responsibility of the sales manager is problem handling. Now, problem handling here meaning providing solution to customers problems and also identifying solutions to future problems. Typically, in the case of both you know in a case of a B2B scenario. So, it is very important for sales managers specially when they practice value added for you know value added relationships or with practice partnering relationships. It is very important for them to gain an insight into the kind of problems there come their customers are facing; their organizational clients are facing and then provide them with solutions. So, that they are the, those customers can be kept in your own fold ok.

So, in case of value added relationships and in the case of partnerships, in the case of consultative selling, in the case of problem solving selling it is very important that sales managers provide solutions to customers problems and identify solutions to even potential problems. In fact, they must be ready with the product or service offering to be which would help meet the customers potential problem; that is why they must innovate and keep innovating to be able to handle such problems with the product offering and



helps satisfy the client. Even in the case of B2C scenario, it is very important that the sales manager is able to handle problems.

In case of person you know has a need there should be an instant solution to that need because, if we see the corollary to a need recognition is also you know identification of a problem. So, in if a person even in a B2C scenario has a problem and there is a solution which can be provided by a sales team, by the by an organizations which really really can it helps. Here is where personal selling again assumes the huge importance, where through a face to face interaction with the seller the buyer is educated, informed and persuaded that for a particular need, you know there is a solution. And, there is a, which can help satisfy a particular; there is a product which can help satisfy a particular problem.

So, customers buy a product in order to fulfill their needs and it is the duty of the sales manager to see whether these needs have been full filled or not. And, any problem faced by the customer needs to be reserve. Now, here this problem does not only relate to the product and a benefit which the product entails which will help solver needs, but it also relates to problems which may occur after sales. So, even those problems you know there could be products which are technically complex and difficult to operate or which require regular maintenance you know.

So, in such cases also it is the responsibility of the sales manager to assist the customers handle, technical issues or complaints. So, that the customer is left happy at the end of the day. So, sales manager must be able to also find potential needs or problems of this customers and you know should exhibit to customers how those needs can be met or those problems can be resolved by using the products and services.



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**Duties and Responsibilities of a Sales Manager**

**B2B Customer Assistance:**

- ❑ Helping channel members manage their inventory and logistics; provide promotion material and help them resell products and services to their customers
- ❑ Helping B2B clients and customers with product delivery, installations, and after sales service
- ❑ Handling customer complaints like helping customers to return damaged products

**B2C Customer Support:**

- ❑ Helping channel members manage their inventory and logistics; provide promotion material
- ❑ Making provisions for installation and demonstrations, and helps customers use products after purchase
- ❑ Handling customer complaints, and after-sales related issues like warranties, guarantees and exchange

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Now, another important responsibility of the sales manager is assistance and support. So, B2B customer assistance which you would involve helping channel members, manage their inventory and logistics, provide promotion material for local advertising and help them resell the products and service to final customers. So, this is you know to their customers. So, this is where a channel members manage their inventory and you know where the sales manager can help channel member manage their inventory and logistics, provide a promotion material and help them resell products and service to customers.

So, in a way here the sales manager provides assistance to the trade channel members or the channel partners. They if a sales manager also has an important responsibility to help B2B clients and customers with product delivery installation and after sale service. Now, in the first case we spoke about channel members, but being helped by sales managers in a B2B scenario while, most transactions in a B2B scenario will be direct. Yet, there are channel partners even in the even in a B2B purchase you know transaction. So, there so, the assistance from the sales manager must given to the channel members.

And so, that the end so, that the organizational client or the B2B client is taken care of in the best possible manner in the second point which we spoke about helping B2B clients and customers with product delivery installation after sales. This is where you know the company is directly dealing with the client and once presentations are made by the sales team, once queries are handled and once sale is you know document is signed. They after

that it becomes a responsibility of the sales manager, sales team and the sales manager to ensure that products are delivered on time.

They are installed, demonstration are given and there is after sale service which is provided in case required. Handling customers, different types of complaints like you know helping them return damage products or you know you know such other complaints, which may arise post sales is again a responsibility of the sales managers. The other thing which comes in is B2C customer support; so, sales team and sales manager also has the responsibility to take in to take care of B2C customers. Again one help is the provide is to channel members to manage their inventory level and then logistics to provide communication material or promotion material.

Also making provisions for installations and demonstrations and helping customers a use products after purchase is again another important responsibility which sales members must perform. Today most companies specially in the case of durable products and semi durable products arrange for products demos and installations, once the product is delivered at home. And, so this is again important role that sales manager must perform. Handling customs different types of complaints and after sales and related issues like warranties, guarantees and exchange is again something which sales managers must take care of.

This is very very important, because if you know a customer is not provided with the after sales whether he is a B2B or a B2C customer. If after sale provisions for after sales are not present or if they are present, but not adhere to it would lead to a negative word of mouth. On the other hand if these things are taken care of what would result would be service recovery paradox, where the customer or the client will not think about the product or service you know mal functioning or improperly delivered, but rather they would talk positive about how well the complaint was handled.

So, that is something which may become advantageous for the sales for the marketer and for the company. And so, it is very essential that after sales service is provided in the best possible manner.

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**Duties and Responsibilities of a Sales Manager**

- A salesperson's job is not over once the product is sold
- They must show customers how to obtain full benefit from the products they have already purchased
- (e.g. after a customer buys a computer system, technical specialists help the particular customer learn how to operate that computer system)
- Selling jobs require dealing with customers with face-to-face contact, therefore they should develop a healthy, personal, friendly, and business relationship with everyone so that in future these relationship can influence a customer's buying decision.

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Now, sales so, so in a way what we are trying to say is the sales person job is not over once the product is sold. He must show customers how to obtain full benefit of the product which is being purchased, they must arrange for demonstrations, installations. And you know so, whether it is in B2B or in the B2C context and the selling job requires dealing with customers with face to face contact that is. So, it is very important that they develop healthy personal friendly and business relationships with everyone. So, that in future these relationships would influence a buyers decision in favor of the existing you know organization or the organization from which he has got earlier..

Even if a transaction even if you know contacts today are not face to face as we discussed earlier, even then because they are personalized, because they are customized either through virtual platforms or through personal; this kind of relationship building you know healthy personal friendly and business relationship will develop would help the marketer and the sales manager in future. Because, these people will be happy, they would be satisfied; they would continue patronizing the company's brand. And, they would not leave the current seller, they would continue to be with the current seller ok.

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**Duties and Responsibilities of a Sales Manager**

**Assist Market Research Team:** Providing sales managers at the branch as well as the marketing team at the regional/zonal and corporate level with market information and customer feedback

-providing market related following information to the organization is critical since it helps market research team:

- different types of activities of the competitors
- customers' various reactions to the new products
- existing customer complaints
- potential market opportunities

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Now, another important role that the sales manager performs is they assist the market research team; by providing sales managers at the branch as well as the marketing team at the regional zonal and corporate level with market informational feedback. So, the sales manager they provide information to the marketing team at the regional level, at the zonal level, at the corporate level. They provide them with marketing information, they provide them with feedback. And, you know if this is very very critical since, it helps the market research team with respect to like different types of activities of the competitor, customers reactions to new products, existing customer complaints, potential market opportunities.

So, all this goes as very vital feedback from the sales team to the branch and to the zone and to the division and to the corporate. So, the sales manager assists the market research team, but providing sales managers at the branch as well as at the marketing team, at the regional zone and corporate level with marketing information and customer feedback.

So, providing marketing related information to the organization is very very critical and you know it helps the market research team specially, when information pertains to competitive activity, competitive strategies, customer likes, dislikes. Customer reactions, you know customer complaints and other you know opportunities or threats that may be you know surrounding the company and the external environment surrounding the company.

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**The effective Sales Executive**

- Like other line executives of an organization, the job of a sales executive is to make various sales related decisions and to observe whether other members of the unit are executing the same.
- Unlike the jobs of other marketing executives, the jobs of the sales executives are more dynamic as well as action oriented with a requirement of less planning

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Now, an effective sales executive you know you like other executives of the organization, the job of the sales executives is actually to make various sales related decisions and, to observe whether other members of the unit are executing the same. And, unlike the jobs of the other marketing executives, the the job of the sales executives are more dynamic as well as more action oriented with requirement of lesser planning. They are more into the implementation rather than into the planning, they are more into the tactical organization rather into the strategic.

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**Required qualifications for sales executives to make decisions**

- Requirement of rich experience in selling related activities and knowledge about market
- They should be aware of the objectives of the company as well as goals of the sales department
- They should have capability to conceptualize problem situations in areas where they are the main decision-maker and in those areas where their contribution may have implications to other units of the organization

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Now, what are important qualifications for sales executives; so, that they can make sound decisions. They must have rich experience in selling related activities, they must have knowledge about the market, they must be aware of the objectives of the organization whether it is either the long term objectives or short term objectives. They must be aware of the goals of the sales department they must have the capability to conceptualize problem situations.

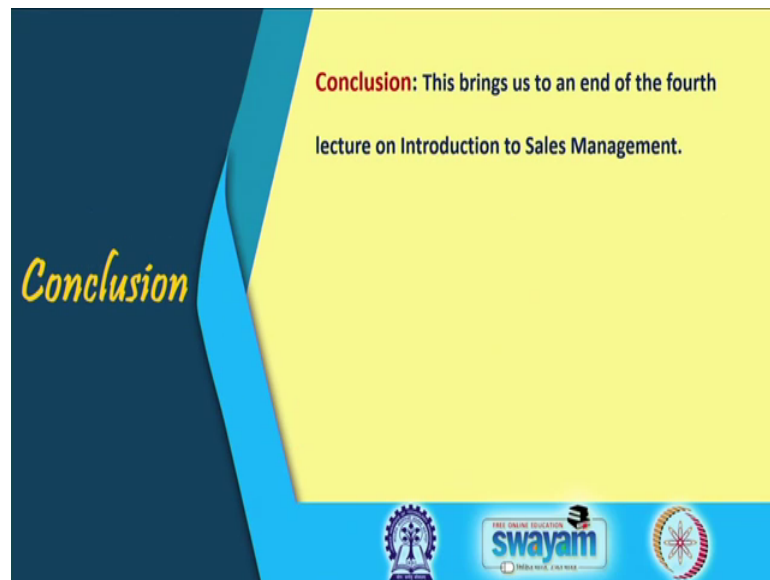
And, you know especially in areas where they are main decision makers and they should be able to you know create an impact, where you know on other units of the organization through their decision taking abilities and, through their planning and through their implementation functions.

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With this we come to conclusion of this particular lecture. And, the references are Still, Cundif, Govoni and Puri: Sales and Distributions Management, Pearson Education. Havaladar and Cavale: Sales and Distribution Management, Tata McGraw Hill, Panda and Sahadev Sales and Distribution Management, Oxford University Press and Futrell, Fundamentals of Selling McGraw-Hill Companies.

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This brings us to an end of the fourth lecture on introduction to sales management. We shall continue with the next session which will be the final lecture on this first module titled introduction to sales management.

Thank you.