

Unit 49: Sales Management

Unit code	A/618/5131
Unit level	5
Credit value	15

Introduction

Changing dynamics between buyers and sellers, driven by the fast-paced evolution of e-commerce and globalisation, has led organisations to review and adapt their sales management approach in response to a customer-driven culture.

This unit introduces students to the discipline of sales management for the 21st century. Students will learn about the key principles of sales management, the techniques of selling and how to manage portfolios for an organisation effectively. Students will have the opportunity to develop key skills in developing and coordinating sales, implementing sales techniques and management of sales operations.

This unit gives a comprehensive overview of sales management and gives students the tools and knowledge they need to succeed in today's increasingly complex and fast-paced sales environment.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Demonstrate the key principles of sales management for both public and private organisations
- LO2 Evaluate the relative merits of how sales structures are organised and recognise the importance of 'selling through others'
- LO3 Apply successful selling techniques for building and managing effective customer relationships
- LO4 Create a portfolio management process to maximise revenue for an organisation.

Essential Content

LO1 **Demonstrate the key principles of sales management for both public and private organisations**

Introduction and scope of sales management:

Definition of sales management and the key aspects of sales management, including planning, selling and reporting.

Key principles e.g. lead by example, consistency, equality, goal orientated.

Strategies for measuring and monitoring objectives, including the sales funnel and hit rate metric, key performance indicators and benchmarking.

Different modes of selling (B2B and B2C) and their impact on buyer and seller roles and dynamics.

Consumer buying behaviour process.

Business buying behaviour process.

Sales promotions and incentives.

Sales in a digital environment:

The impact of new technology on the sales management environment, including:

- the use of Zoom or Microsoft Teams
- video conferencing on tablet devices for improved communication
- online events and sales training to improve sales skills
- productivity and cloud computing to improve information access.

LO2 **Evaluate the relative merits of how sales structures are organised and recognise the importance of 'selling through others'**

Sales leadership and the sales executive:

Ethics of behaviour, law and sales leadership.

Designing and organising the sales force and choosing the right structure: geography, product and customer-based design.

Appropriate recruitment and training to develop an efficient sales force.

Supervising, managing and leading the sales force in a changing environment, e.g. remotely.

Goal setting, managing performance and reward of the sales force.

'Selling through others' – the advantages of using different sales channels.

LO3 **Apply successful selling techniques for building and managing effective customer relationships**

Turning customer information into knowledge:

Classification of sales leads: hot, warm and cold.

The cold vs warm approach.

Successful pitching and positioning.

Negotiation techniques and tactics, e.g. closing sale, handling objections, when to say 'no', ethics of behaviour and overpromising.

Building and managing relationships.

Exit and terminating relationships.

Skills and attributes:

Sales planning and preparation, e.g. setting targets.

Customer engagement, e.g. developing an open sales conversation, building rapport with customers.

Effective questioning and active listening skills to understand customer needs.

Developing and presenting sales proposals.

Digital skills for gathering market intelligence and delivering digital meetings and presentations.

LO4 **Create a portfolio management process to maximise revenue for an organisation.**

Portfolio management:

The purpose and benefits of portfolio management.

Different categories of portfolio sales opportunities, e.g. innovation, expansion.

Calculating margins.

Payment mechanisms and terms.

The sales cycle.

Industry specific sales cycle management.

Performance management.

The portfolio management process:

Dividing the sales opportunities.

Assess sales opportunities to forecast and identify and prioritise, e.g. 'must wins'.

Focus on customer analysis to increase value and profitability, e.g. those with most growth potential.

Use of analytical tools to maximise sales effectiveness and forecast opportunities.

Identify investment opportunities and where to focus efforts of sales team.

Managing the sales pipeline, account development and performance.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Demonstrate the key principles of sales management for both public and private organisations		LO1, LO2 and LO3 D1 Produce a coherent, fully justified critical evaluation based on a comprehensive understanding of sales management, structure and selling techniques in an organisational context.
P1 Apply key principles of sales management in relation to the importance of sales planning, methods of selling and sale reporting.	M1 Evaluate how principles of sales management will be different in response to consumer and business buying behaviour.	
LO2 Evaluate the relative merits of how sales structures are organised and recognise the importance of 'selling through others'		
P2 Evaluate the benefits of sales structures and how they are organised, using specific organisational examples. P3 Explain the importance and the advantages of the concept of 'selling through' others.	M2 Critically evaluate the implementation of different types of sales structures, using specific organisational examples.	
LO3 Apply successful selling techniques for building and managing effective customer relationships		
P4 Demonstrate the required skills and attributes of successful selling techniques in a sales proposal. P5 Reflect on how skills and attributes contribute to building and managing customer relationships.	M3 Evaluate the application of successful selling techniques for effectively building and managing customer relationships.	

Pass	Merit	Distinction
LO4 Create a portfolio management process to maximise revenue for an organisation.		
P5 Develop a portfolio management process that supports sales growth and profitability to maximise revenue for an organisation.	M4 Develop an effective portfolio management process that applies appropriate analytical tools for increasing profitability and a competitive edge.	D2 Construct a portfolio management process that strengthens the sales pipeline and account management.

Recommended Resources

Textbooks

HORNER, C. (2019). *The Sales Plan: The definitive five-step guide to selling. Learn to generate leads, win new customers and grow accounts in a changing and competitive world.* Independently Published.

JOBBER, D. and LANCASTER, G. (2015) *Selling and Sales Management.* Harlow: Pearson.

WEINBERG, M. (2015) *Sales Management. Simplified: The Straight Truth About Getting Exceptional Results from Your Sales.* New York: Amacom.

Websites

www.marketingdonut.co.uk	Marketing Donut Sales (General reference)
www.mycustomer.com	MyCustomer Sales and marketing CRM (General reference)
www.salesforce.com	Sales Force Learning Centre Sales (General reference)
www.zoho.com	Zoho CRM Resources (General reference)

Links

This unit links to the following related units:

Unit 37: Pitching and Negotiation Skills

Unit 57: Business Intelligence