

CHAPTER – 12
SALES MANAGEMENT

Sales Management

Objectives

- Define Sales & Sales Management
- Describe Sales process
- Understand Selling Skills & technique
- Understand BSNL Sales structure

What is Sales?

Peter Drucker regards two basic business functions as innovation and marketing. A business can scarcely survive without at least one of these two functions and preferably both. Marketing strategies are designed to guide managers in getting products and services to the customers, and **encouraging the customers to buy**. The function in boldface broadly constitutes selling, which is therefore a part of the marketing process.

Simply stated selling is the Exchange of Goods or Services for an Amount of Money or its equivalent. A sale is a process which involves the buying and selling activities. One buys a product (service) which solves his problem or satisfies an active need. We do not buy the product as such; but the benefits that it will bring to us. Thus, SALES is basically a Need Satisfying Process or A Problem Solving Activity.

What is sales management?

It is the management process of establishing , directing , and coordinating the sales development activities for the company products. A seller should strategically plan for, develop and profitably penetrate the market to which the products, services and capabilities of the company can be directed ensuring the sales to customers, distributors and resellers to achieve the budgeted target.

- Establish Sales force objectives
- Organizing the Sales force
- Recruiting and Selecting Salespeople
- Training Sales Personnel

- Compensating Sales People
- Motivating Sales People
- Developing sales plans
- Developing sales development programs etc

Sales Process

1. **Prospecting:** A Prospect is an individual or group *capable of making the decision* on the product or service the salesperson is selling. Prospect is MAN .(ie Money, Authority, Need)
2. **Pre-approach & Approach:** Gathering information about the prospect & his Organization
3. **Presentation:** Present and propose the product, rather the BENEFITS of the product. Building rapport, Identifying Need, Supporting and Providing Solutions
4. **Overcoming objections (negotiation):** Handle the concern of the customers, clarify the doubts and apprehensions, and emphasize the benefit of the products
5. **Closing and order:** To Gain Agreement of the customer to sign the order form and ensure successful order
6. **Follow up and maintenance:** Must for customer satisfaction & repeat business, Details on delivery time, Purchase term, Follow up calls to obtain feedback, ensuring proper installation, Instructions, and servicing, Maintenance & growth plan for the account.

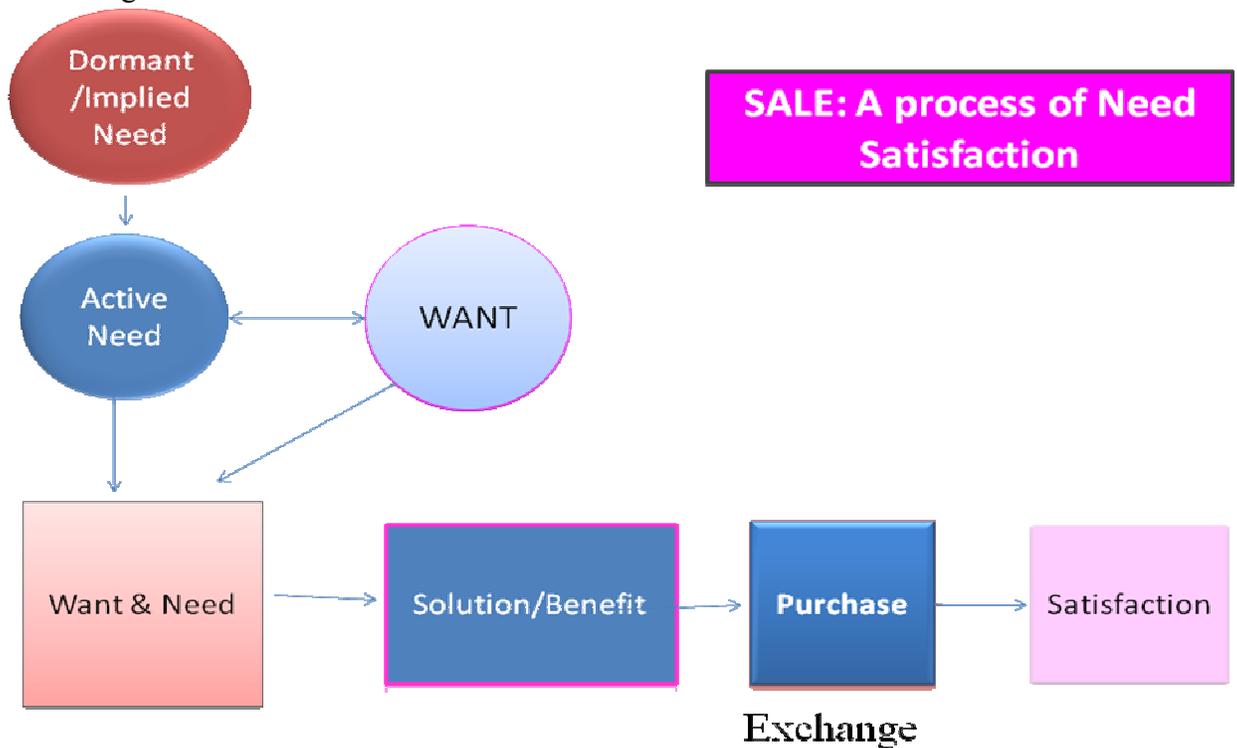


Figure 1

Selling Skills

- **Knowledge:** About the organization, the products, the customer, technical and commercial aspects, and similar products of the competitor.
- **Communication skills:** Verbal, non verbal, listening with empathy.
- **Administrative skills:** Organizing, planning and prioritizing, coordinating.
- **Strategies or “Game plan”:** Build long-term relationship, sense customer reactions and managing customer perception and expectations.
- **“YOU” factor:** Personal appearance, and interpersonal skills. The Sales personnel serve as the company’s link to customers. In fact *“They are the Company for the customers and the Customers for the company.”*

Selling Techniques

One important selling technique is FABV-Feature, Advantages, Benefits & Value.

- **Feature:** part of the product or service – or what the product/service is. It includes the physical characteristics of the product : e.g. Broadband through ADSL technology.
- **Advantage:** It describes why the feature provides an advantage to the customer e.g. faster download speed
- **Benefit:** It describes the economic, technical, service, and social benefits delivered by the product offering: Time saving, more business, competitiveness, and more options.
- **Value:** The worth (often in money term) of the offering. Anyone buys when the value perceived is more than the money parted with.

BSNL Sales Structure and Channels

Initially BSNL did not have a well defined exclusive sales structure. The concept of commercial officer, CSCs and Marketing agents was expanded by introduction of franchisees with the launch of BSNL mobile services in October 2002. Since then, a strong need was felt to strengthen sales channels in BSNL and also to create sales role specific job structure in BSNL. In October 2009, as part of Project Shikhar, a new sales setup has been designed. Consumer mobility and Consumer Fixed Access verticals have dedicated GM/DGM rank officers at Corporate as well as Circle level to plan, manage and effect retail sales. The following are sales channels of BSNL:

Franchisees:

BSNL has put in place Franchisee Sales & Distribution policy 2009. A comprehensive Sales & Distribution Policy is also being worked out. Franchisees are appointed through EoI route by respective SSAs. Salient features of this scheme are:

- Well defined geographical area for franchisee called as primary area
- Exclusive franchisee showroom as per design specified by BSNL
- Franchisees to appoint Feet on Street (FoS)
- Franchisee shop to open 0800h to 2200h
- Financial penalty for not meeting cut off performance score
- Franchisee can appoint any number of sub franchisees/retailers on non-exclusive basis.

Franchisees play a very important role in serving customers across the country and improve BSNL visibility. BSNL is yet to build the reach comparable to competitors. In order to motivate franchisees, time to time reward scheme are introduced.

Direct Selling Agents (DSA's):

Any 10th pass can become a DSA. Retired BSNL employees/spouses can also become DSAs. The objective is to sell BSNL services door to door extending ultimate convenience to BSNL customers. Any number of DSAs can be appointed by SSA Heads.

Any Other Retail Outlets:

Any other outlets such as shopping malls, post offices etc. can also be appointed as DSA to sell BSNL services with the approval of concerned CGM. BSNL has also allowed to appoint Service Center Agents (SCA) of Common Service Centers (CSC) of Department of Information Technology being setup in rural areas across the country as DSAs. DIT is setting up 1,12,000 CSCs and is expected to strengthen BSNL's reach.

EPIN Franchisees:

BSNL has also appointed EPIN franchisees across the country. All recharge vouchers, sancharnet card, VCC card etc. have a secret PIN for use of respective service. These PINs are sold in bulk to appointed franchisees. Any Indian Registered company / Registered Cooperative Society / Registered NGO fulfilling prescribed criteria can become Circle level or All India level franchisee. For Circle level franchisees, the commission structure depends on the type of agreement i.e. exclusive or non-exclusive. All India franchisees are appointed on non-exclusive basis. These franchisees can sell these PINs through point of sales terminal or through PC connected to main server of franchisee.

Business associates (BA's):

These are now handled by Enterprise Business/Business Development units. Their primary job is to sell Data services but they are allowed to sell complete range of BSNL services to act as single window Total telecom Solution provider to enterprise customers.

WEB self Care (WSC):

Sales are possible through link provided on BSNL website www.bsnl.co.in . VCC card, CallNow, FLPP and mobile recharge vouchers can be purchased with the help of Internet banking account of certain banks such as ABN, AXIS, BoB, BoI,BoP, IDBI, PNB, SBI, UBI etc.

Sales Teams:

Heads of SSA have to appoint a suitable BSNL executive preferable CSC incharge to act as single window interface for the franchisees. Nodal officer is required to maintain inventory, stock register and reconcile revenue and sales made by franchisees. Minimum three months inventory has to be stocked by SSAs.

In October 2008, BSNL decided to appoint sales staff in each SSA. Each circle has been asked to appoint 250-300 sales teams. Each team comprises of 4-6 Telephone mechanics, TOAs lead by JTO/SDE/Sr SDE rank officer. 4-6 such teams have to report to an officer of AGM rank who has to be allocated specific sales targets by SSA Head. Existing line staff accepting sales duty is being designated as Retailer Manager. Special teams are being appointed under Project Udaan and Project Vijay. Very lucrative reimbursement schemes have been put in place. For example under Project Vijay, travel & meal allowance varying from Rs 1300-Rs 2600 is allowed to sales team member depending on their quantum of work. Similarly for Udaan sales team leader & sales associates Rs 1400/- per month is allowed towards meal & travel expenses.

Sales software in CRM module of CDR project:

As part of BSNL CDR/Convergent billing project under commissioning, a centralized CRM module having sales features is also being put in place for handling all BSNL service as a single window concept. Functions like lead generation, lead qualification, selling to a retail new/existing customer will be available.

Sancharsoft:

This software has been developed and made operational by IT project circle for retail/bulk Inventory Management which is a web based module for management of Sales & Distribution Channels. Software provides various reports for planning and redistribution of inventory, manages stock issuing, invoice management, commission payouts, sales data on geographical as well franchisee/retailer/DSA wise for analysis.

Customer Service Centres (CSC's):

Customer Service Centres manned by BSNL Staff. The concept of Single window is introduced, wherein a customer can get all types of requirements right from enquiry and new registration to payment of bills of a particular service- possible at the same location. BSNL at present has got about 3000 such CSC's. The procedures are simplified and standardized so that the CSC' s become more customer friendly. All BSNL Customer Service Centres (CSCs) now remain open on all seven days from 8.00 AM to 8.00 PM without any break for all activities. CSC' s also function as outlets to the Franchisees. A Standard design is formulated for uniformity. The CSC's are classified as Lev1, 2 and 3.

1500 :

BSNL has opened 1500 dialup service across the country. This service handles queries related to various services of BSNL such as billing, new facilities, on demand areas, new bookings etc. Customer queries can be made over either to BSNL sales team/franchisees/DSAs for follow up and converting it into sales.

Conclusion:

Many initiatives are being taken by BSNL to improve the sales management. All employees are required to contribute their best by learning sales skills & ensure best returns from these initiatives. External sales channel need to be treated as BSNL partners and extended full back end support in terms of timely supply of products, marketing material, office support, payments and prompt handling of customer grievances made over by them to BSNL.

Questions :

Q1. What is selling ?

Q2. What is Sales Management ?

Q3. “ Sales is basically a need satisfying process or a problem solving activity “

- Comment.

Q4. What are the activities involved in a sales process ?

Q5. Who is a prospect ?

Q6. Mention any four types of selling skills ?

Q7. Explain FABV.

Q8. Mention any five sales channels of BSNL.

Q9. Mention any five salient features of Franchisee Sales And Distribution Policy

– 2009 of BSNL.

Q10. What is “Web Self Care” ?