

CHAPTER 1

COMMENTS ON CHAPTER 1 SALES APPLICATION QUESTIONS

1. Major types of sales jobs are Sales Trainees, Sales Development Representatives, Business Development Representatives, Account Managers, Key Account Managers, Account Executives, Customer Service Reps, Sales Reps, Technical Reps, Business Solutions Specialists, Sales Managers, Sales Directors, and Sales Executives. **Ask students** which type they might apply to in the future and why. Review order takers and order getters with the students.
2.
 - a. Sales manager would likely look for things that show qualities of: maturity and intelligence, well thought-out career plan, clear goals and objectives, leadership, teamwork, experience, time management skills, technical savviness or technology skills, optimism, and perseverance. Perhaps they have expressed some interest or have some experience in the mobile phone industry as well. They may discuss the good selling skills, conceptual skills, human skills, and technical skills as well.
 - b. Students would likely address issues here such as commission-based salary, bonuses, vacations, new technology from the company, etc. **Ask students** if there is more to it than just financial rewards. **Ask students:** what **they** would look for as qualities associated with a good salesperson and how compensation would reward those qualities.
3. People choose a sales career for its: (A) wide variety of jobs available; (B) excitement and freedom to work independently; (C) challenge of selling; (D) advancement opportunities; (E) flexibility; (F) financial and nonfinancial rewards; (G) opportunity to provide a service or help others; and (H) tremendous sense of accomplishment. Before discussing this question, **ask students** why a sales career appeals to them. Record their answers. Look for common themes in these answers.
4. Although some students may agree with this statement, reference to the text (The Sales Force Of The Future) may lead them away from this attitude. Arguments should focus on the Relationship building component of modern selling. Have students reflect on experiences they have had with sales personnel and what has appealed to them and what has turned them away from a purchase. Most students have great stories to share about personal experiences with various sales positions. Have them predict what sales will look like in the future.
5. Students should realize that the key to overcoming this fear and anxiety is Preparation. By developing the knowledge and skills necessary to do the job properly, and remembering the benefits of doing the job well, they will quickly start reaping the rewards of a sales career. The notion of “fear and anxiety” should be emphasized and how preparation may be the ultimate antidote. Does preparation for an exam help with anxiety and fear? To a certain degree, by doing well on an

- exam you are “Selling” the professor that you know the material; hence, you are rewarded with a good grade. One of the keys to success in sales is having an optimistic outlook, and this positive attitude should be emphasized here involving believing in yourself, thinking of yourself as a success, and being positive in your outlook on life and on the job. You may want to bring up the topic of Emotional Intelligence here and stress the importance of work/life balance.
6. Students can look at the skills necessary to fulfill the duties of this job description, then reflect on how they can prepare for them. They will likely see courses that would be useful to them both as part of a specific program or even 'extra' courses specific to some of the needs identified in the job description. You should bring opportunities for them to get involved in school sales competitions, marketing competitions, and business case competitions, as these experiences look great on a resume and show that they are a go-getter, which is ideal for sales. Perhaps there are conferences that students can attend which can show their willingness to continue to learn. You can also discuss the importance of technology knowledge in sales jobs, and a willingness to learn new technical skills.
 7. Students all have had personal experiences, both good and bad, with salespeople, and they are generally very willing to share these experiences with the class. This is a great time to reflect on what the sales professionals did well or not so well and how they could and should have handled a variety of situations. This exercise emphasizes the importance of empathy for customers and stresses the impact of sales professionals on their company image. Sales professional attitudes are important as sales professionals are the ‘face’ of the company to their customers.
 8. Student answers will vary, but you can review some themes in the differences they discover. Perhaps look at experience, order taker vs. order getter skills, etc. Review Exhibit 1.9 concerning what a professional salesperson does and how it relates to the position differences.

COMMENTS ON ETHICAL DILEMMA

Many students in this situation will say, “Get the order and get out.” The practice of ‘relationship selling’ should override this argument. The trust and credibility you will gain by being forthright here will surely lead to increased sales and better relationships in the future. Besides, if your company does move in the same direction – you’ll have a customer in hand. The focus here should be in developing long-term relationships that serve all stakeholders: the customer, the company, and the salesperson. Any relationship that does not meet the long-term needs of all three stakeholders will not be successful in the long run.

COMMENTS ON SALES ONLINE EXERCISES

Students should be encouraged to constantly look at these websites in order to understand the wide variety of opportunities in sales jobs available. Professors should reinforce the importance of sales in organizations and how they are essential to the success of firms in any economy.

COMMENTS ON FURTHER EXPLORING THE SALES WORLD

1. Students should be encouraged to present their interview findings to the class and share advice they were given from experienced sales professionals.
2. Students should seek out the school's placement office and become familiar with their services.
3. Students can go to the CPSA website and find information on how to become a certified sales professional.
4. Students can pick an article to present to the class.

SALES EXPERIENTIAL EXERCISES

This is a great exercise to assist students in personal reflection for global business travel and experience. Having students complete this exercise and then reflect on any deficiencies they might have to work on is a great learning tool for opening students to the various possibilities that may arise in the workforce.

COMMENTS ON CASES

Case 1-1: Is a Career in Sales Right for You

SUMMARY

This case was written to illustrate the day-to-day realities of becoming a salesperson. It is a common reality amongst young new sales recruits. The salesperson in this case, Yasmeen Jones, possessed many of the attributes that professional recruiters would be attracted to. Coupled with her desire to get into the sales field, she presented herself as an ideal candidate.

Yasmeen Jones, the new salesperson in this case, is struggling to adjust to the real world of selling. Despite the fact that she had the perfect background and high level of motivation, she is now being faced with what she perceives as failure which is not sitting well with her. If she doesn't overcome these feelings, she may end up prematurely quitting a job she once loved.

QUESTIONS AT END OF CASE

1. What should Yasmeen do to properly prepare her for her meeting?

Yasmeen should review the work she has completed to date. She should have a list of her successes and failures and begin the process of writing down what she could do to improve her sales. She should write down a list of questions and concerns she has regarding her position. She should also inquire if there are any mentors she could work with internally in order to understand the first year challenges of a sales professional and how her career in the company can improve. She should write down her short-term and long-term career goals and be prepared to ask for any help from her manager in order to achieve them.

2. How should Yasmeen's sales manager handle the meeting?

Given her relative inexperience and tremendous potential, her manager should attempt to provide both encouragement and motivation to Yasmeen. Yasmeen is obviously stressed about her financial obligations and her ability to meet them, given her anticipated \$60,000 salary. Her manager would likely want to offer her some reassurance that many new salespeople experience the same thing and that things will get better as she grows with the job. Perhaps Yasmeen can use this stress to her advantage and allow it to provide a little bit of extra motivation for her.

3. Should Yasmeen consider switching careers? Why or why not?

It's doubtful. She has always wanted to get into selling and she really hasn't given it a fair chance yet. She can see that some of her colleagues are earning a very large salary and she seems to have the personal traits to reach that level once she grows her own sales. It would be premature for her to make such an important decision.

4. What qualities did Yasmeen have that would make her an attractive sales recruit?

A college diploma in Marketing Management gave her the academic background. Her personality was 'engaging.' She was active in her community, which provided great networking opportunities. She appears to love 'getting involved,' a great asset for a salesperson. She showed competitiveness and leadership in her activities at college and, given her high activity level and good grades, likely possessed excellent time management skills. These are all excellent qualities for a top-notch sales professional to have.

5. Were Yasmeen's expectations too high as she entered a sales career?

Yes and no. In the short term her expectations were probably a little high which may have been exacerbated by Ishmar's claim that some salespeople were making over \$200,000 per year. Her personal confidence level probably led her to believe that she could reach that level very quickly and she ended up disappointed and

discouraged. If she looked at this earnings level as being a more long-term goal, then these expectations would be more reasonable.

6. What can professors do to better prepare students in sales classes?

Provide them with realistic job expectations. A sales professor should tell their students about the realities of frustration, disappointment, and rejection that many salespeople face. They should also be realistic when describing the earnings potential of new salespeople. Textbooks should cover the challenging things about selling as well as the good things. Furthermore, telling and feeling are two different things. Experiencing failure/rejection is part of sales. Internships in selling are becoming very popular. Also, new salespeople, perhaps recent alumni from your institution, could be invited into the classroom to relate their experiences to students.