# Chapter 8

# Sales Management

# Sales Management

**Sales**: Simply stated it is the Exchange of Goods or Services for an Amount of Money or its equivalent. Sales is a process which involves the buying and selling. One buys a product ( or service) which solves his problem or satisfies a 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.

**Linkage of Need and Want to Sale** : Problem/ discomforts /deprivation means presence of **Need.** Need May be **Implied/**dormant or **Active .** Active Need turns into **Want/Desire.** Want backed by Money Generates **Demand** *Remember ! salesperson don't invent or create the Need; they make the Latent Need Obvious…How they do is their selling skill !*

**Understanding Sales** :  Exchange : Need Satisfaction or Problem Solving by exchanging the Benefits/Solution that the Product or Services offer to money/considerations which the Customer part with. Products or services are Solutions to someone's Problem

**Sales Management**: It is the management process of establishing , directing , and coordinating the sales  development activities  for  the  company products. 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 achieve  the  budgeted target. The  scope  of  the  sales  management, in broad terms  includes, the  following

- 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

**Sales Process**: **Six** steps can be identified in any type of sales ; these are:

- **Prospecting**: A Prospect is an individual or group capable of making the decision on the product or service intended to be sold.

  - Lead Generation & Lead Qualification

- **Pre-approach & Approach**: Gathering information about the Prospect & his Organization

- **Presentation**: Present and propose the product, rather the BENEFITS of the product.

  o Building rapport, Identifying Needs, Supporting and Providing Solutions

- **Overcoming objections** (negotiation): Handle the concern of the customers, clarify the doubts and apprehensions emphasize the benefit of the products

- **Closing and order**: To Gain Agreement of the customer to sign the order form and ensure successful order

- **Follow up and maintenance**:  For ensuring customer satisfaction & repeat business. Details on delivery time, purchase terms, follow up calls to obtain feedback, ensuring proper installation, Instructions and servicing, Maintenance & growth plan for the account etc.

Some important terms associated with sales are explained below:

**Sales cycle** - the Sales Cycle term generally describes the time and/or process between first contact with the customer to when the sale is made. Sales Cycle times and processes vary enormously depending on the company, type of business (product/service), the effectiveness of the sales process, the market and the particular situation applying to the customer at the time of the enquiry. A typical Sales Cycle for a product might be:

1.  receive enquiry

2.  qualify details

3.  arrange appointment

4.  customer appointment

5.  arrange survey

6.  conduct survey

7.  presentation of proposal and close sale

**Sales forecasts** - also called sales projections, these are the predictions that sales people and sales managers are required to make about future business levels, necessary for their own organisation to plan and budget everything from stock levels, production, staffing levels, to advertising and promotion, financial performance and market strategies.

**Sales funnel** - describes the pattern, plan or actual achievement of conversion of prospects into sales, pre-enquiry and then through the sales cycle. So-called because it includes the conversion ratio at each stage of the sales cycle, which has a funnelling effect. Prospects are said to be fed into the top of the funnel, and converted sales drop out at the bottom. The extent of conversion success (ie the tightness of each ratio) reflects the quality of prospects fed into the top, and the sales skill at each conversion stage. Marketing funnel has target market as its input and output as leads. Sales funnel has leads as inputs and customers as the output.
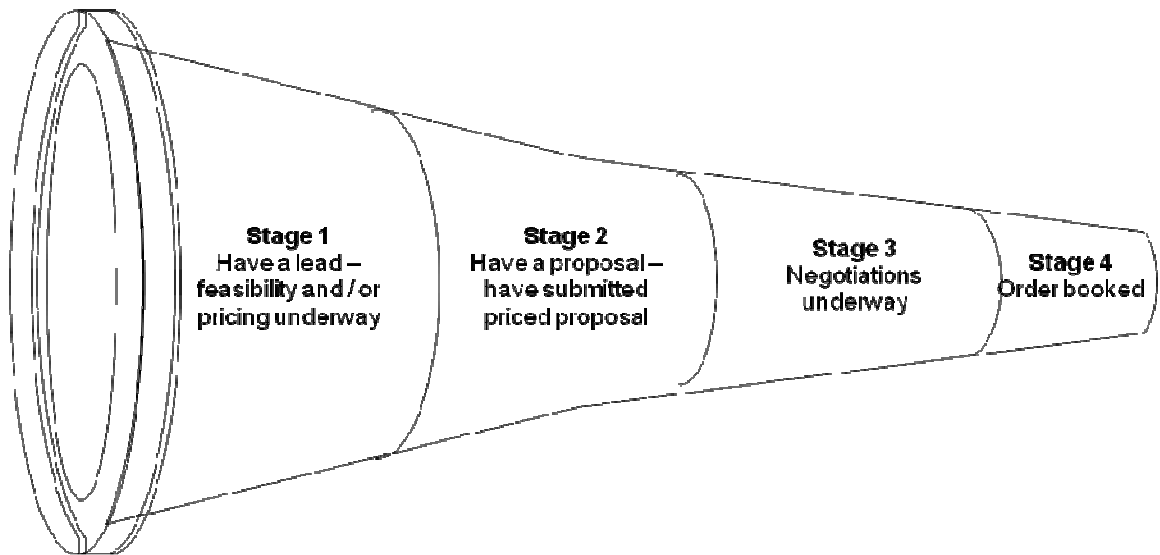
**Sales Force Automation Systems (SFA):** is a system that automatically records all the stages in a sales process. SFA includes a contact management system which tracks all contact that has been made with a given customer, the purpose of the contact, and any follow up that might be required. This ensures that sales efforts are not duplicated, reducing the risk of irritating customers. SFA also includes a sales lead tracking system, which lists potential customers through paid phone lists, or customers of related products. Other elements of an SFA system can include sales forecasting, order management and product knowledge.

**Sales report** - a business report of sales results, activities, trends, etc., traditionally completed by a sales manager and sales executives.

**Sales pipeline** - a linear equivalent of the Sales Funnel principle. Prospects need to be fed into the pipeline in order to drop out of the other end as sales. The length of the pipeline is the sales cycle time, which depends on business type, market situation, and the effectiveness of the sales process.

**Territory** - the geographical area of responsibility of a sales person or a team or a sales organization.

**Territory planning** - the process of planning optimum and most cost-effective coverage (particularly for making appointments or personal calling) of a sales

territory by the available sales resources, given prospect numbers, density, buying patterns, etc., even if one territory by one sales person; for one person this used to be called journey planning, and was often based on a four or six day cycle, so as to avoid always missing prospects who might never be available on one particular day of the week.

**Fundamentals of Sales success:** To gain credibility and foster customer loyalty, sales professionals must practice principles of ethical conduct, such as fairness and integrity. These principles increase the prestige and reputation of the sales profession. Three principles in particular are fundamental to sales success.

1. **Principle 1: Serve with fairness and integrity.**
   The first principle of ethical conduct is to serve your customers with fairness and integrity, striving always to subordinate your personal goals and ambitions to those of your customers.

2. **Principle 2: Gain trust and respect.**
   The second principle of ethical conduct is to gain trust and respect. You demonstrate respect for your customers and earn their trust by maintaining strict customer confidentiality.

3. **Principle 3: Pursue excellence.**
   The third principle of ethical conduct is to pursue excellence through a regularly scheduled plan of personal development and continuous improvement.

**Essential Selling Skills** : In terms of knowledge, the essential elements required to achieve lasting success are: self-knowledge, product knowledge, market knowledge, industry knowledge, and professional selling knowledge.

- **Self-knowledge**
  Self-knowledge is the first of the five essential elements of knowledge required to achieve lasting success. To succeed, you must be aware of your vision, values, presence, and communication skills.

- **Product knowledge**

  Product knowledge is the second of the five essential elements of knowledge required to achieve lasting success. Whether you sell products or services, you must possess a commanding knowledge of the product or service features, function, and value.

- **Market knowledge**

  Market knowledge encompasses a wide range of specific knowledge about the customer and their buying habits. One of the most important aspects of market knowledge concerns "buying influencers," such as the champion, economic buyer, end user, technical buyer, and the individual responsible for procurement. Each of these people plays a vital role in the sales process.

- **Industry knowledge**

  A good sales professional must also possess industry knowledge—knowledge of an industry's history, future trends, competitors, and the strengths and weaknesses of these competitors.

- **Professional selling knowledge**

  The fifth of the five essential elements of knowledge is professional selling knowledge. There are four components of professional selling knowledge.

  o The first component is understanding the hallmarks of professionalism, which include all the elements of professional selling knowledge and incorporating them into your personal and professional demeanor.

  o The second component is understanding time and territory management. Time and knowledge are the only real assets you have to sell. Your success will be measured by how effectively you sell in the time you have to invest and in the area you have to cover.

  o The third component for success is having a sound base of knowledge in the sales process. Top professionals understand that there is a process by which their prospective customers buy.

o   The fourth component is possessing a firm foundation in the principles and skills of interpersonal communication, as well as the ability to clearly communicate the value proposition that you, your firm, and your products or services offer.

Sales performance can be measured with the following ratios:

- contact ratio

- lead generation ratio

- lead conversion ratio

- qualification ratio

- proposal ratio

- closing ratio

**Contact ratio:** Contact ratio is achieved by dividing the number of contacts actually made to total number of call attempts. If one makes 100 calls and engage ten people in a conversation, the contact ratio is 10 percent.

**Lead generation ratio:** Lead generation ratio is found by dividing number of sales leads by the number of sale contacts. If one engages 100 contacts in a substantive conversation, from which 20 indicate that they wish to learn more about the offerings, the lead generation ratio is 20 percent.

**Lead conversion ratio:** It measures the new leads that are converted into sales opportunities. If we have 20 leads, and 10 of these become prequalified sales opportunities, the lead conversion ratio is 50 percent.

**Qualification ratio:** It measures the success at bringing new sales opportunities through the initial relationship-building and qualification process. If one has generated ten new sales opportunities and four become fully qualified and viable prospects, the qualification ratio is 4:10, or 40 percent.

**Proposal ratio:** The proposal ratio measures the number of proposals presented against the number of viable prospects you've identified in the qualification stage of sales cycle. If we have fully qualified ten sales opportunities and six of these turn into viable sales proposals, the proposal ratio is 6:10, or 60 percent.

**Closing ratio:** The closing ratio measures the number of closed sales made against the outstanding proposals. If we have ten viable proposals outstanding and close four of these, then the closing ratio is 4:10, or 40 percent.

**Two Types of Sales :**On the basis of process, sellers and buyers relationship and volume of sales, two types of sales can be identified. These are:

- **Retail sales**
- **Enterprise Sales**

Main difference between these two types of Sale processes are :

| Factor | Retail | Enterprise | Remarks |
|---|---|---|---|
| Buyer & Seller Interaction | Buyer goes to seller | Seller goes to Buyer | Normally |
| Scale | Small value mass selling | Big ticket, big value customised selling | |
| Volume | Big Volume, small margin | Small Volume, Big Margin | |
| Selling Process | Determined by the seller | Determined by the Buyer | Normally |

## Retail Sales Management

**Retailing** consists of the sale of goods or merchandise from a fixed location, such as a department store, boutique or kiosk, or by mail, in small or individual lots for direct consumption by the purchaser. Retailing may include subordinated services, such as delivery. Purchasers may be individuals or businesses. In commerce, a "retailer" buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler, and then sells smaller quantities to the end-user. Retail establishments are often called shops or stores. Retailers are at the end of the supply

chain. Manufacturing marketers see the process of retailing as a necessary part of their overall distribution strategy. Shops may be on residential streets, shopping streets with few or no houses or in a shopping mall. Online retailing, a type of electronic commerce used for business-to-consumer (B2C) transactions and mail order, are forms of non-shop retailing. There are several ways in which consumers can receive goods from a retailer:

- **Counter service**, where goods are out of reach of buyers and must be obtained from the seller. This type of retail is common for small expensive items (e.g. jewelry) and controlled items like medicine and liquor. In telecom sector FWT, new mobile connection, recharge vouchers sale happens over the counters now. (activation of connections may happen later)

- **Delivery** (commerce), where goods are shipped directly to consumer's homes or workplaces. Ordering by telephone is now common, either from a catalog, newspaper, television advertisement or a local restaurant menu, for immediate service (especially for pizza delivery). Direct marketing, including telemarketing and television shopping channels, are also used to generate telephone orders. In telecom sector, new connections can be ordered over phone.

- **Door-to-door sales**, where the salesperson sometimes travels with the goods or takes order for sale. DSA concept in BSNL is an example of this category.

- **Self-service**, where goods may be handled and examined prior to purchase, has become more common now.

Key issues of concern to a retailer are:

- Location of outlet

- Stock availability

- Layout of outlet

- Margins

- Incentives

- Promotional-Push, Pull techniques

- Exclusive or Multi brand outlet

Key issues of concern to a company appointing retailers are:

**Reach**: Number of outlets that need to be opened so that the items are available at convenient locations.

**Retailer service**: Activities other than sale to be handled by retailer

**Brand control**: Ensuring correct branding and level of service at retail outlets

**Cost of retailing**: Incentives, margins, credit stock, replacement terms, product & sales training to retailer staff, monitoring system etc.

**Stock ownership**: Whether retailer assumes the title or manages stock on behalf of company

## Sales Management in BSNL

BSNL has three verticals namely CFA, CM and Enterprise. CFA and CM cater to retail selling whereas Enterprise deals with corporate/enterprise customers. In this chapter sales management will be examined in two categories namely Retail and Enterprise.

**Retail Sales structure & system in BSNL**: 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.

**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.

    Franchisee 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**: Any 10$^{th}$ 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.

**Other Retail outlets**: Any other outlets such as shopping malls 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 sue 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.

To improve BSNL-external channel partners, monthly meetings are to be held by SSAs with franchisees along with retailers and separately with DSAs/PCOs/other channel partners.

## BSNL owned Sales setup:

**Customer Service Centers**: BSNL has about 3000 CSCs across the country. CSCs are supposed to act as single window service centers and open from 8AM to 8PM. Appropriate arrangements need to be done to ensure that even cash transactions are handled till the closing hours. Staff posted at CSC has to be smart, courteous and knowledgeable about BSNL services.

**1500**: BSNL has opened 1500 dialup service across the country. This service is supposed to be centralized for whole circle and handle 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. For mobile related queries centralized number is 09400024365

**WEB self Care:** 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**:

**Nodal officer**: 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.

**Sales staff**: 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.

## Training Sales Personnel

A strong emphasis is being given to training of sales personnel including franchisees. Different training centers organize special sales training programs

for executives and staff. Professional agencies were also engaged to impart training to BSNL officials as part of Project Vijay and Project Udaan. BSNL HQ has given a directive to provide training to all franchisee of BSNL in a time bound manner and also keep organizing such trainings to update franchisees on latest developments in BSNL. Sales training in following attributes is provided:

**i) Knowledge:** About:

- The organization,

- The products,

- The customer,

- Technical and commercial aspects,

- Similar products of the competitor.

**ii) Communication skills:** Verbal, non verbal, listening

**iii) Administrative skills:** Organizing, planning and prioritizing, coordinating

**iv) Strategies or "Game plan":** Building long-term relationship, sensing customer reactions, Managing customer perception and expectations

**v) "YOU" factor**: Personal appearance, 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"*.

**Enterprise Sales**

- This sales initiative can happen from either party. Purchasers usually float request for proposal (RFP) or Expression of Interest (EoI) or Tenders. Other possibility is the seller suggesting a solution to a company for their unfulfilled need or a better solution than the existing in use.

- Goal is to help a client find value in offered solutions on a long term basis ensuring win-win for the company & client.

- While marketing is for masses, EB specifically targets select clients where high revenue is expected either through sale of its own services or introduction of joint products/services.

- The emphasis is to make more money by selling solutions rather than just plain vanilla services.

Since it is usually a high volume business, purchaser expects volume discounts. Seller agrees to appropriate discounts depending on the contract value and the term. Thumb rule is Higher the discount, longer is the contract period

**Enterprise Customer segmentation:** BSNL has segmented enterprise customers into following three categories:

**Platinum customers**: These customers are large corporate entities (with indicative turnover greater than Rs. 500 cr p.a.), with significant telecom spend across several locations and sophisticated product needs. It is desired that BSNL should provide highest degree of focus to these accounts through a dedicated national team.

**Gold customers**: These are medium-sized corporate entities (with indicative turnover of Rs. 50-500 cr p.a.). It is desired that BSNL will provide higher service levels to these customers through an in-house account management team based in the circles.

**Silver customers**: All corporate customers that are not a part of the Platinum or Gold accounts are designated as Silver accounts (with indicative turnover greater than Rs. 10 cr p.a.). Since the number of companies in this segment is very large, it is proposed that BSNL should use appropriate channel partners to ensure that sufficient attention is devoted to these accounts.

**Enterprise Sales structure in BSNL**

**Career Wholesale**: This unit is responsible for generation of Carrier Wholesale revenues for on BSNL's National Long Distance (NLD) network and International Long Distance (ILD) network. Primarily GM (Business Planning) at BSNL HQ deals with it with back end support from maintenance regions.

**Enterprise Business**: The role of this wing, which has been created at corporate as well as circle levels is to identify the specific needs of enterprise customer which can be a mix of Voice, Data and Managed Services solutions. To give proper focus to such customers based on their potential, such customers are categorized as platinum, Gold and Silver. Another important segment of enterprise customers is BFSI i.e. banking, financial services and Insurance sector companies. Main function of this wing is to achieve profitable and sustainable growth of enterprise business by creating sales policy & strategy for platinum, Gold and Silver enterprise customers and monitoring performance for the same. Promotion of Enterprise business to platinum customers through marketing activities such as advertisements and promotions based on focused market research is also its responsibility. This wing is supported by other related units such as leased circuit, Network operations, Core Network planning and field units of CFA, CM for execution of enterprise projects. A key difference from previous approach to enterprise sales is the creation of DGM (Service Delivery/Service Assurance) post at Circle level. Earlier this work was handled by DGM Enterprise sales thereby overloading the post with dual responsibility of bringing new business as well as handling project management for such business. Concept of National Account Manager (NAM) and Key Account Manager (KAM) has also been introduced to provide focused attention to corporate customers. Reimbursement of travel/meal/sundry expenses is allowed to NAM/KAM depending on their role and quantum of work.

**System Integrators**: Many of the Telecom project requirements of customers consist of a mix of following elements

- Hardware

- Software

- Bandwidth

- Integration

While BSNL has strong hold in bandwidth, yet for other three elements no in-house expertise exists. Since most customers ask for single window contact for all above items, BSNL decided to appoint system integrators for leveraging their expertise in hardware, software and integration. SIs are appointed at national as well as Circle level. While BSNL can seek the help of System integrators, they can also bring business to BSNL. Depend upon situation, concept of front end bidding (BSNL at front end) or back end bidding is followed.

**BSNL Channel Partners:** BSNL has decided to deal with Platinum & Gold customers directly. BSNL executives have been appropriately trained in enterprise sales. For capturing silver customers, BSNL has started appointing Channel partners in the circles. These channel partners are given an exclusion list mentioning Platinum & Gold customers so that they don't waste their efforts on these customers. Two types of Channel partners are appointed:

**Tier 1 Channel Partners (Tier 1 CPs')**

Tier 1 CPs' will be primarily engaged in the Sales and Marketing of BSNL Voice and Data services to targeted Silver customers. In addition, CPs' may also be engaged for supply, configuration and maintenance of customer's end equipments, their network on LAN / WAN etc.

A prospective Tier 1 Channel Partner (Tier 1 CP) shall be a direct supplier of technology, hardware, telecom products or shall have a direct agreement with each of the Technology Companies, OEM's (Original equipment manufacturer) that form the core building blocks of the project. The core IT and Telecom building blocks may be classified as Routers, LAN Switches, Leased Line Modems & Converters, PC's, Servers etc. Tier 1 CP is required to have Minimum 5 number of sales personnel and 10 number of field engineers.

**Tier 2 Channel Partners (Tier 2 CPs')**

Tier 2 CPs' will be primarily engaged in the Sales and Marketing of BSNL Voice products. In addition, these CPs' will also be allowed to deal in a limited range of data services (e.g. 2G and 3G data cards, broadband services etc.).

Tier 2 CPs' showing exceptional growth may be given the opportunity to sell additional BSNL products / services like MPLS VPN, leased circuits etc. on a trial basis. This will be at the sole discretion of BSNL.

A prospective Tier 2 Channel Partner (Tier 2 CP) shall be a direct supplier of hardware and telecom products (e.g. Computer systems, Servers, Routers, EPABX systems etc.) to Silver customers. Tier 2 CP is required to have Minimum 5 number of sales personnel/field engineers.

**Roles and Responsibilities of Channel Partner**

**Sales and Marketing**

▪ The CP will actively market and promote BSNL's services using own Sales, Marketing and Distribution network. The CP is expected to acquire business from Silver customers within entire telecom Circle.

▪ The Channel Partner is free to develop their own network in Circle either directly or through partners for Sales and Marketing of BSNL's services

▪ The CP is expected to achieve minimum sales targets set by BSNL

**Service Delivery**

▪ BSNL and CP will jointly address the telecom requirements of the customers.

▪ The equipment required by the customers shall be procured and provided by the CP directly to the customers at their own cost. Time schedule will have to be adhered as per requirements of customers. In case customers

require procurement of the equipment through BSNL, CP will get in touch with Channel manger to fulfill such requirements.

- The CP will make all the efforts to get the services commissioned within the stipulated time frame. Any cases pending for more than a month will be reviewed separately by the Channel Manager from BSNL.

- For providing last mile connectivity to the customer, CP will coordinate and pursue with concerned BSNL authorities as well as with other agencies/Departments (Like MTNL, other offices of BSNL, contact person of customer etc.) to enable the same and complete the project in time.

**Service Assurance**

- The CP is expected to receive customer complaints and escalate these complaints for resolution to BSNL, as and when required

- Tier 1 CP shall provide all assistance in restoration of the service in case of disruption of services to the customer

- CP should pass on the warranty extended of OEM's products to the customer

- CP should have necessary resources/capabilities to provide the AMC (Annual Maintenance Contract) to the Customer for their End Equipments, their network on LAN / WAN etc as per their requirement. The CP must give a commitment to provide AMC for a minimum period of 3 years. However, decision of the customer will be final with respect to the duration of AMC, as per his / her requirement.

- The CP should provide support to existing customers by conducting periodic visits, answering queries, clarifying issues etc. The CP should solicit the support for BSNL Channel Manager as and when required for these activities

**Customer lead generated by CP**

- Channel Partners must provide regular updates on new leads to the BSNL Channel Manager. An indicative list of details to be provided are give below:

  - Name of customer

  - Product / service required

  - Approximate deal value

  - Expected date for completion

  - Current status of lead

- The CP will receive a provisional lock-in code for this customer. Such a code may be given to multiple CPs' at this stage for a single customer. Only the BSNL channel manager will be able to identify all the CPs' targeting a particular customer.

- The CP who receives the order and collects payment against the order will receive complete lock-in for the customer and will become eligible for payment of the incentive.

**Customer lead provided by BSNL**

- Points will be allocated for the business generated from each CP for every quarter. For example, points will be given for the number of leads generated, along with the revenues booked in the quarter

- New leads originating from BSNL will be allocated to CPs' in proportion to the accrued points earned by each CP

- The CPs' may choose to refuse the allocated lead, in which case the lead may then be allocated to the next CP. However, persistent refusal by the CP may lead to his disqualification.

- In case BSNL is lead bidder or services from BSNL are specifically demanded by the customer, quotation from the selected CP will be taken and the same will be quoted to the customer after taking relevant taxes into consideration.

- The CP will furnish a certificate to BSNL that the charges made to customers for Customer's requirement are fair and reasonable.

- Incentive to CP will be applicable only on BSNL portion of services

**Targets:**

- BSNL will fix annual targets for each CP, which will be decided through mutual agreement based on the resources deployed and competitive scenario. However, BSNL's decision in fixing the targets will be final.

- Further, this target will be split into quarterly targets which will be constantly monitored. The targets can be increased / decreased depending on the performance of the CP.

**Training:** BSNL provides technical / service training and product information to empanelled CPs' in order to familiarize them with BSNL's product portfolio, tariffs, discounts etc. Present policy is to ensure that channel partners are provided such initial training as and when they sign agreement with BSNL followed by regular update trainings.

**Sales Management Software in BSNL**

**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.

**Sales & Distribution Module in ERP:** ERP under implementation in BSNL will have this module enabling integrated handling of PBG, order management, stock issue at various levels such as Direct sales (CSC), Franchisees, Post office etc.

**Wings software for Project Udaan:** ITPC Pune has developed and launched a lead management software in Jan 2010. It enables creation, distribution and management of leads, which are then entered in to the local commercial systems. All the stages of Lead before or after its entry in the commercial system are monitored, by a system of SLA, through various report generation and SMS generation till its completion.

Now Test your understanding by answering  following Questions:

1. **Define sales. How sale is linked to need and want satisfaction?**

2. **What are two types of sales?**

3. **List three major differences between Retail and Enterprise Sales.**

4. **Describe six steps in any selling process.**

5. **Define sales management and enumerate various activities under it.**

6. **Describe various types of Channel Partner and their roles.**

7. **Define and describe following sales terminologies:**

   - **SALES CYCLE**

   - **SALES FORECAST:**

   - **SALES FUNNEL:**

   - **SALES FORCE AUTOMATION SYSTEM**

   - **SALES TERRITORY**


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