E4-E5 (MANAGEMENT)

Sales Management

Agenda

- Define Sales & Sales Management

- Describe Sales process & Sales Concept

- Retail & Enterprise Sales

- Retail & Enterprise Sales structure and Process in BSNL

Sales

- The Exchange of Goods or Services for an Amount of Money or its equivalent.

- Sales is a process which involves the buying and selling processes. One buys a product(service) which solves his problem or satisfies a Need.

- The product is not bought as such; rather the Benefits that it will bring are bought.

- SALES is a Need Satisfying Process or A Problem Solving Activity.

Why Do We Buy Any Product?

- We buy products which _solves_ our problem or satisfy our _Need_

- None of us buy products. We all buy '_products_' of the product – which are called Benefits or Need solutions

- People buy what they _Want_ when they want the product more than the money it costs

- We do not buy what the product IS; We buy the **Benefits** that the use of product will bring to us
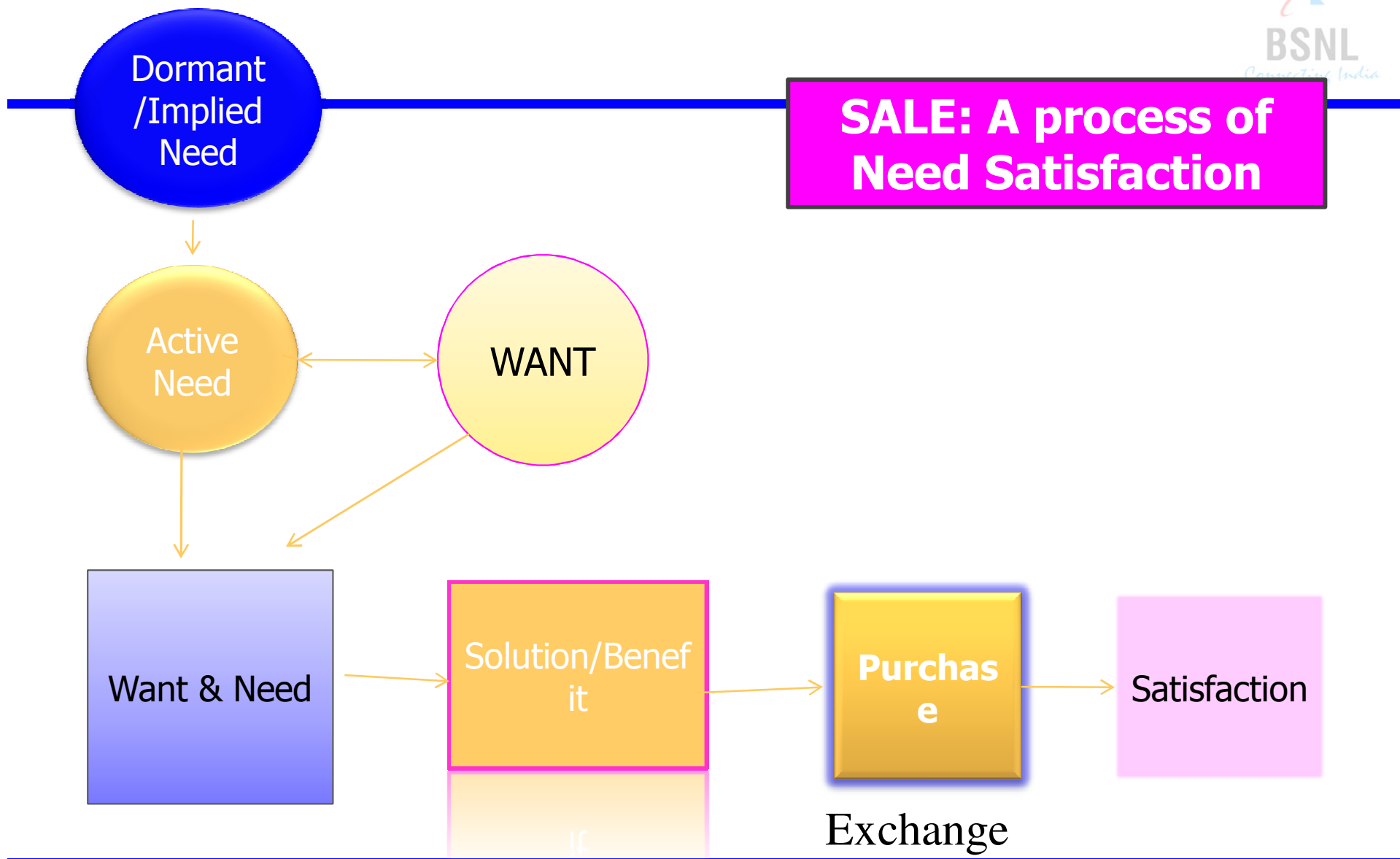
NEED, WANT, & DEMAND

- 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 !*
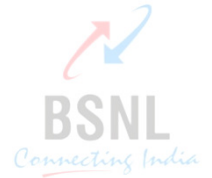
UNDERSTANDING SALES

- 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

BSNL

Dormant /Implied Need

SALE: A process of Need Satisfaction

Active Need

WANT

Want & Need

Solution/Benefit

Purchase

Satisfaction

Exchange

for BSNL internal circulation only

Sales Management

- It is the management process of establishing , directing , and coordinating all the sales development activities
- 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.

Sales Management

Sales management functions include :

- Establishing Sales force objectives
- Organizing the Sales force
- Selecting and Recruiting Sales people
- Training of the Sales Personnel
- Compensating the Sales People
- Motivating the Sales People
- Developing sales plans
- Developing sales development programs

Sales Process

- 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.

- Building rapport, Identifying Needs, Supporting and Providing Solutions

Sales Process

- 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.

IMORTANT TERMS ASSOCIATED WITH SALES

- SALES CYCLE

- SALES FORECAST:

- SALES FUNNEL:

- SALES FORCE AUTOMATION SYSTEM

- SALES TERRITORY

GOLDEN PRINCIPLES OF SALE

- Serve With Fairness & Integrity

- Gain Trust & Respect

- Pursue Excellence

Selling Skills

- Knowledge : Self, Market, Products, Industry & Competitors

- Professional Selling Skill:

- Communication skills: Verbal, non verbal, listening.

- Administrative skills: Organizing, planning and prioritizing, and coordinating

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

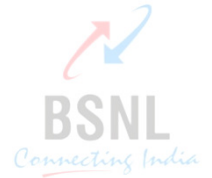- "YOU" factor: Personal appearance, Interpersonal skills..

Measuring Sales Performance

- Contact ratio

- Lead Generation ratio

- Lead Conversion ratio

- Qualification ratio

- Proposal Ratio

- Closing Ratio

TWO TYPES OF SALES

- ENTERPRISE OR COMPLEX OR BULK SALE (B2B)
- Low Volume High Margin

- RETAIL SALE (B2C)
- High volume Low Margin

Retail Sales

Retailing

- 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 formats

- **Counter service**, where goods are out of reach of buyers and must be obtained from the seller. FWT, new mobile connection, recharge vouchers sale happens over the counters now

- **Delivery** (commerce), where goods are shipped directly to consumer's homes or workplaces. 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 for retailer

- Location of outlet

- Stock availability

- Layout of outlet

- Margins

- Incentives

- Promotional-Push, Pull techniques

- Exclusive or Multi brand outlet

Key issues in appointing retailer

- 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

- Target assignment: Assessing sales potential and fixing sales targets

Retail Sales Organization

- PARALLEL SALES ORGANISATION FOR TWO VERTICALS
- CFA
- CM

External Channel Partners

- FRANCHISEES
- SUB FRANCHISEES
- RETAILERS
- EPIN FRANCHISEES
- Direct Selling Agents (DSAs)
- Business Associates.
- Other Retail Outlets
- Post Offices
- Oil depots
- Shopping Malls

BSNL owned Sales channels

- CSCs : BSNL has about 3000 CSCs across the country. CSCs are supposed to act as single window service centers and open from 8AM to 8PM.
- 1500 dialup service across the country. This service is supposed to be centralized for the whole circle and handle queries related to various services such as billing, new facilities, on demand areas, new bookings
- For mobile related queries centralized number is 09400024365 .
- Web Self Care: Sales are possible through link provided on BSNL website www.bsnl.co.in . ITC, CallNow, FLPP recharge vouchers can be purchased with the help of Internet banking account. On-line recharge of Prepaid mobile is possible.
- Sales Teams: Heads of SSA have to appoint a suitable BSNL executive as Nodal officer, preferably the CSC in-charge, to act as single window interface for the franchisees

IT Tools For Sales Management

- Sales Software in CRM module of CDR project

- Sancharsoft

- Sales & Distribution Module in ERP

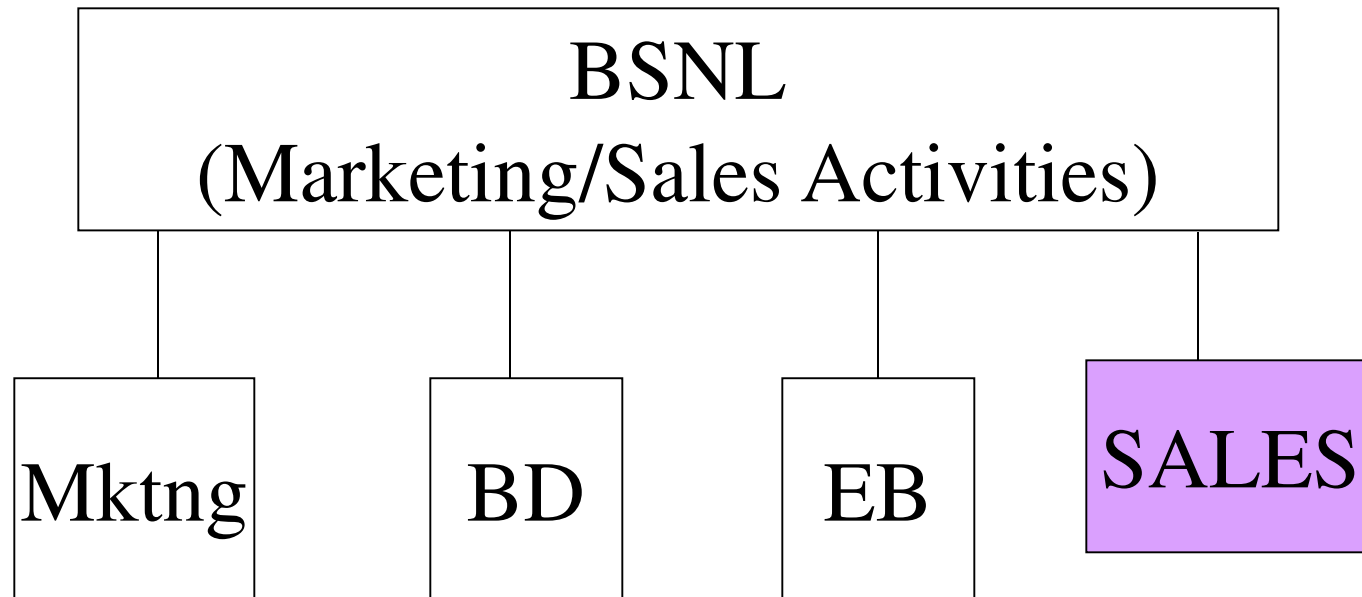- Lead Management Software for Project Udaan

Sancharsoft

- SIM Inventory Management software: a web based module

- Three tier architecture with the Circle (mobile) marketing unit at the top with administrative functions.

- Marketing for procurement, planning and administrative functions, accounts for Inventory control, accounting & distribution

- Circle level has three users called admin, marketing and accounts SSA has two users marketing and accounts

- Third layer consists of point of sale, viz CSC, CSR, DSA, Franchise, etc.

- Various performance reports can be generated through this package and also calculate payable commissions for various channels.

Retail Sales Organization in BSNL

Retail Sales Organization in BSNL

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                 │              BSNL                 │
                 │   (Marketing/Sales Activities)    │
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                 │ Mktng │  │  BD   │  │  EB   │  │ SALES │
                 └───────┘  └───────┘  └───────┘  └───────┘
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Sales Organization

- GM (Sales) at BSNL CO

- GM/DGM (Sales) at Circle level

- AGM Sales at SSA level

- Team Leaders

- Sales Teams

Sales Teams

- Each circle to have 250-300 sales teams
- 20% staff in each SSA to form Sales teams (exclusive assignments)
- Each team comprises of 4-6 Telephone Mechanics/ TOAs
- Team lead by JTO/SDE/Sr SDE rank officer
- 4-6 such teams have to report to an a officer of AGM rank who has to be allocated specific sales targets by SSA Head.
- At circle level, three business heads of GM/DGM rank officer to handle the following business segments:
- Landline & Broadband
- GSM Mobile
- CDMA, lease line and PCOs

Enterprise Sales

ENTERPRISE SALES IS A COMPLEX SALES...OR BIG TICKET SALES WHERE BUYER TAKES CONTROL OF THE SELLING PROCESS

Enterprise Sales

- Generate high volume business by developing clients

- Long term approach

- Win-win approach

- Unlike marketing which is for masses, EB specifically targets select clients

- Can happen from either party i.e. buyer or seller

What an Enterprise Customer looks for

• One stop shop	• Telecom Expense management
• Unified communication solution	• Faster roll out
• Scalability	• 24x7 monitoring & servicing
• Simplicity of deal	• Long term commitment
• Business continuity (Disaster Management)	• Consultancy support for solution to new needs

Enterprise Sales Organization in BSNL

for BSNL internal circulation only

Evolution of Enterprise sales setup in BSNL

- Started BD cell in 2001

- GM level unit at Corporate & Circle level

- In 2008, a new unit of 'Enterprise Business' started at Corporate level

- In 2009, Enterprise Vertical defined across the country headed by Director BSNL Board

- ED (Core Network) Post under DIR (Ent.)

New Set up

- ED (core Network), GM (Business Planning), GM (Enterprise Business), GM (ILD), GM (Lease circuit), GM (IT) and GM (Fin)
- GM (EB-city) for 4 big cities
- All Circles now have GM (Enterprise) supported by DGM (Enterprise Sales) and DGM (Service Delivery/Service assurance)

Customer Segmentation

- 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.

- GOLD CUSTOMERS: These are medium-sized corporate entities (with indicative turnover of Rs. 50-500 cr p.a.).

- 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.)

Enterprise Business

- Platinum customers-By BSNL team

- Gold customers-By BSNL team

- Concept of NAM and KAM

- Silver customers- By channel partners

Enterprise Sales structure

- Carrier Wholesale

- Enterprise Business

- BSNL Channel partners

- System Integrators

Channel partners

- Appointed initially in six circles

- direct marketing & sales of BSNL data services to silver customers

- Service assurance part of deal

- Commission

Enterprise relationship options

- MoU

- Contract

- Partnership

Sum up

- Sales is a Need Satisfying Process

- Sales is a highly specialized job which needs specialized training

- BSNL's Sales organization is part of all the three Verticals , i.e. CFA, CM, Enterprise and Whole sale

- BSNL has multiple Sales channel & channel partners, management of which is the prime responsibilities of the sales team

- Need to strengthen and expand BSNL's sales reach

THANKS