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## PROBLEMS IN THE SALES DEPARTMENT

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An Engineering Concern, having 40 years' of existence, and very good reputation in the market, recently faced **a problem in their Sales Department.**

The Concern is having a fairly big sales organisation, headed by **Chief Sales Manager** at Head Office; assisted by **Four Sales Managers**, each of whom is controlling seven to eight Local Sales Offices, spread in almost all States of country. Chief Sales Manager and two sales managers are technical graduates and remaining two sales managers are Commerce graduates with diploma in Marketing Management. Chief Sales manager is in fifties and all the Sales managers are between 40 to 45 years of age.

Local Sales Offices are headed by Sales Officers. Most of these sales officers are graduates and have practical experience in sales and marketing. Out of thirty sales officers, twelve are between 30 to 35 years of age; five are in their fifties and thirteen are about 40 years of age.

These 'Sales Officers' are expected to move in the markets and contact existing customers for maintaining level of business and also new and prospective customers for further business expansion. They are also expected to attend to 'office work and administration', especially Statements, Tables, Returns for submitting to the Head Office. Recently there is tremendous increase in the 'statistical data tabulation work'. This particularly increased after employing of two sales managers, having

marketing diplomas.

These two sales managers have maintained that unless systematic study of markets is made and collected data is properly studied, analysed and compared no 'Tables', 'Statements' etc. can be prepared. These are needed for developing future 'sales and marketing strategies'. Such strategies are needed in view of future anticipated competition. As a sound sales and marketing arrangement, such anticipation is essential for business expansion. They have been critical about the working of 'sales officers' and their traditional approach to sales and marketing.

Most of the 'sales officers' are not fully convinced about above. They feel it is not necessary. According to them their existing way of working is sufficient and is giving business. They feel that their 'public contacts' is giving good 'name and reputation' to company. So long as company's product is good and maintained quality, company would never face problem of competition now or in future.

All the 'sales officers' complained bitterly about increase in 'paper work' and informed seniors that they can either do 'field work' or 'office work'.

These two sales managers and sales officers have represented to Chief Sales Manager have strongly recommended recruiting young officers for 'sales' with modern outlook. Chief Sales Manager feels he cannot totally ignore the working of sales officers. But he cannot dispute the contentions of sales managers.

## QUESTIONS

What he should do ?

### Issues Involved

- Conventional Vs. Professional outlooks and business dealings.
- Effect of factors like age, education, experience, ability and willingness ----- etc. on performance.
- Factors determining the amount of effort put in a job.