

**Summer Training at
Micro Labs Limited,
Jaipur**

**To Analyze the Sales Force Effectiveness Among Front and Second Line
Managers of Micro Vision of Micro Labs Limited**

**By
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**Under the guidance of
Mr. Rahul Sharma**

**MBA Pharmaceutical Management
2015-2017**



**The IIHMR University, Jaipur
2016**

INSTITUTE OF HEALTH
MANAGEMENT RESEARCH

(WHO Collaborating Centre for District Health System Based on Primary Health Care)

IIHMR UNIVERSITY

CERTIFICATE

This is to certify that Mr. Piyush Tripathi has undergone Summer Training in Micro Labs Limited, Jaipur from 1st April to 31st May 2016.

The candidate himself completed the project assigned to him during summer training. His approach to the project was sincere and proactive. This summer training is a partial fulfillment of the course requirement recommended for the award of MBA in Pharmaceutical Management.

We wish him all success in his future endeavors.



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**MICRO LABS LIMITED**

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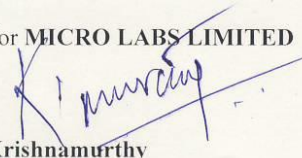
Date: June 14, 2016

TO WHOM IT MAY CONCERN

This is to certify that Mr. Piyush Tripathi, student of Master of Business Administration (MBA) in Pharmaceutical Management program of Institute of Health Management Research University, Jaipur has successfully completed dissertation entitled "To analyze the Sales Force Effectiveness among Front and Second Line Managers of Micro Vision of Micro Labs Limited" at Micro Labs Ltd for two months starting from April 1, 2016 to May 31, 2016.

We found him sincere, hardworking, technically sound and result oriented. He worked well as a part of team during his tenure. We wish him all the best for his future.

For **MICRO LABS LIMITED**


Krishnamurthy
GM - Human Resources



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ACKNOWLEDGEMENT

I would like to express my gratitude towards Micro Labs Limited for giving me an opportunity to work as a Summer Intern in the organization.

I would like to sincerely thank **Mr. S Ashok**, Executive Vice-President, Micro Vision and **Mr. Navneet Kumar Pathak**, Marketing Manager, Micro Vision for sharing their valuable expertise all through the completion of this project and providing the best working environment.

For the successful completion of my work, I am extremely thankful to **Dr. Sandeep Narula**, Associate Professor, IIHMR University for his guidance and support. Without his encouragement, guidance and interest, this project would not have materialized.

I would like to express my deep sense of gratitude for my academic mentor **Mr. Rahul Sharma**, Assistant Professor, IIHMR University for providing his valuable advice and supportive attitude at all stages of the study.

Eventually, I would also like to sincerely thank all the managers of Micro Labs Limited (Micro Vision) who either directly or indirectly contributed towards completion of the project and for their patient cooperation.



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SCOPE OF THE PROJECT

The workforce of an organization plays an extremely important role in every aspect of the business but 'Sales & Marketing' are the key factors. The heart of the business success lies in its sales and marketing.

Salesforce is the one and only largest spend in Sales and Marketing for pharmaceutical companies. According to the study, two key drivers are important to gain maximum growth of the organization and both come under the subject of Sales force effectiveness –

- Continual Monitoring
- Regular Re-assessment

We must know that an outstanding growth and success not only depend on how much you sell while it depends on many aspects such as how much your employees are motivated and satisfied with the organization and its environment.

The sales force effectiveness comprises all the factors and variables from monitoring to performance, rewards to presentation & from planning to satisfaction which are purely responsible for enhancing the business and to increase the organization revenue.

In the modern era where doctors / physicians are the only platforms for our growth, it is necessary to develop trust and confidence around all aspects of the pharmaceutical business. For this, not only one or two while various factors are considered which are directly or indirectly related to the sales force of the organization.

It is just the fact that organizations have started RETHINKING about sales, marketing, medical and corporate affairs, monitoring and controlling system among their employees this is why sales force effectiveness is one of the most expensive, gradually valuable and most effective way to improve the strength of the business.

Through this project, we can analyze the behaviour, controlling system, territory design and effectiveness among managers of Micro Labs (Micro Vision). Knowing the company's sales force and its behaviour, we need to apply less force to direct them towards organization growth.



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EXECUTIVE SUMMARY

The research project entitled “Sales Force Effectiveness” in which the analysis of sales force of Micro Vision under Micro Labs Ltd was carried out with primary objectives for analyzing the sales management control system, sales force behavioral performance, sales territory design and sales organization effectiveness of front and second line managers.

Stages of the project:-

1. Exploratory Survey – Based on the small questionnaire, the telephonic survey was conducted among Regional and Zonal Managers of Micro Labs (Micro Vision). Through this survey, I able to measure the understanding and knowledge of the subject.
2. A Collection of Data – Based on the detailed questionnaire, the study was conducted using emails and recalls among all the managers including Zonal Managers, Regional Managers and Area Sales Managers of Micro Vision.

The following results were obtained from this research study –

- It was found that managers of Micro Vision prioritize directional activities to enhance outcome performance.
- It was found that managers of Micro Vision prioritize planning for company’s growth.
- It was found that managers of Micro Vision prioritize the number of calls made in their territories for an outstanding boost in the business.
- It was found that managers of Micro Vision prioritize customer satisfaction for organization’s success.



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COMPANY PROFILE

Established in 1973, Micro Labs Limited is a multi-faceted healthcare organization with a proficient marketing team, state-of-the-art manufacturing facilities and R&D centers that are at par with international standards.

- Micro is a privately held company, founded by Late Mr. G. C. Surana, now under the leadership of Mr. Dilip Surana & Mr. Anand Surana.
- Strong Focus in India, with a presence in over 30 countries and 3300 product registrations at various stages.
- Ranked 10th among prescriptions and 20th in sales.
- Leading positions in select therapeutic areas like Cardiology, Diabetology, Ophthalmology, Dermatology, Pain/Analgesics etc.
- PAN India sales presence with a large and over 3500 experienced field force.
- State-of-the-art manufacturing facilities approved by USFDA, UK-MHRA etc.
- R&D centers with capabilities of ANDAs, DMFs and NDDS.

The company is committed to doing world-class research that develops bioequivalent generics. A focused effort in defined areas and a lasting interest in new technology are key features of our efforts to develop NDDS & innovative combination products in the medium - long term.

- Micro R&D center is an integrated set up with 2 research centers located in Bangalore & Mumbai.
- Analytical facilities range from compound identification to bio-analytical capabilities consisting of all modern equipments.
- The research team comprises of more than 300 Scientists / Pharmacists / Analysts / Chemists / Microbiologists engaged in product & analytical development.

Vision

Our vision is built around a desire to being not just the best, but a leader in the development, manufacture, and sales of premium pharmaceutical products. We wish to raise the flag of Micro Labs in India as well as abroad. Micro Labs is dedicated to manufacturing medicine of the highest standard and market it at affordable prices across the globe.



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Global Presence

Micro Labs has been in a continuous stage of growth ever since its founding years and continues to chart its course as a leader in the pharmaceutical vertical. We are poised to impress on the global stage: Latin America, North America, East Europe, and North Africa are locations where the company is raising its flag. Micro Labs has already established its presence in the UK, Thailand, Russia, Vietnam, and Ukraine. The company plans to spread its wings in countries like Canada, South Africa, Indonesia, Australia, and New Zealand. The group currently operates in the continents of Asia, Europe, Latin America, and Africa.

World Class Facilities

The reason why Micro Labs has been able to have a successful run abroad is its world-class manufacturing units. The facilities have been approved by the following regulatory authorities:

- Medicines and Healthcare products Regulatory Agency (MHRA), UK
- Medicines Control Council (MCC), South Africa
- Health Canada
- World Health Organisation (WHO), Columbia, Indonesia
- TGA, Australia
- Medsafe, New Zealand
- PAHO (USA)

Corporate Social Responsibility Initiatives

The company is also at the forefront in social contribution, striving to be a model corporate citizen in terms of Environmental Protection & Social Initiatives with significant contributions in the areas of education and health.

- Patient Support Welfare Activities such as contributions to the Heart Care Foundations at Jain Hospital, Narayana Hrudhayalaya Charitable Trust, Jayadeva Institute of Cardiology, Bangalore to perform heart surgeries on poor and needy patients, runs Sri. G. C. Surana eye care project 'Drushti' at Bangalore, a rehabilitation center in Bangalore for mentally challenged children, patient sponsorship programs, contributions to Dental care and research center, Bangalore, Kidwai Memorial Institute for cancer care, Manipal Foundation for renal patients and Bhagavan Mahaveer trust for renal patients.



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- Social Welfare Activities such as active participation in supporting disaster relief fund – flood rehabilitation in Karnataka, contributed to the Sindhi foundation Bangalore for Health-related activities and Narayan Seva Sanstha for social welfare etc.
- Education Forum such as sponsorship of scholarship funds for underprivileged children, providing support to education needs of youth through own college institutions etc.

About Micro Vision

Micro Vision is an ophthalmic division of Micro Labs Ltd. The Vision was established in 1999 with the mission to manufacture and market high-quality ophthalmic products at an affordable price in India and all over the world.

The setting up of State-of-art dedicated ophthalmic manufacturing facility in the year 2006 by Micro Labs was a landmark achievement. The facility meets standards of USFDA & MHRA (UK). The untiring efforts of the organization to excel in providing quality eye care products from the facility have led to the facility winning Indian Drug Manufactures Award (IDMA) consecutively from 2007 to 2011.

In the recent years, Vision has taken steps in bringing technological advancement in its products with the introduction of preservative free eye ointments for the first time in India with world class packaging. The R & D of Micro Labs has further enhanced the image of the organization by providing the first self-preserved anti-glaucoma medication, Travo-Z (Travoprost) to the Indian ophthalmic market.

A historical and strategic partnership emerged in 2005 when LG Life Sciences, South Korea expressed their interest to market their Visco-elastic, LG-Hyal 2000 Injections in India using the highly dedicated and disciplined marketing team of Vision.



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INTRODUCTION TO SALES FORCE EFFECTIVENESS

The game of the future is not “Just Large Workforce” but “More Effective Workforce”.

Sales force effectiveness refers to the ability of a company’s sales professionals to “win” at each stage of the customer’s buying process, and ultimately earn the business

- on the right terms and
- In the right time frame.

Improving sales force effectiveness is not just a sales function issue; it’s a company issue, as it requires deep collaboration between sales and marketing to understand what’s working and not working, and continuous improvement of the:

- knowledge,
- messages,
- skills and
- strategies that salespeople apply as they work sales opportunities.

Hence, after doing lot of academic research and talking to industry professionals, we have concluded that Sales Force Effectiveness comprises few essential elements:



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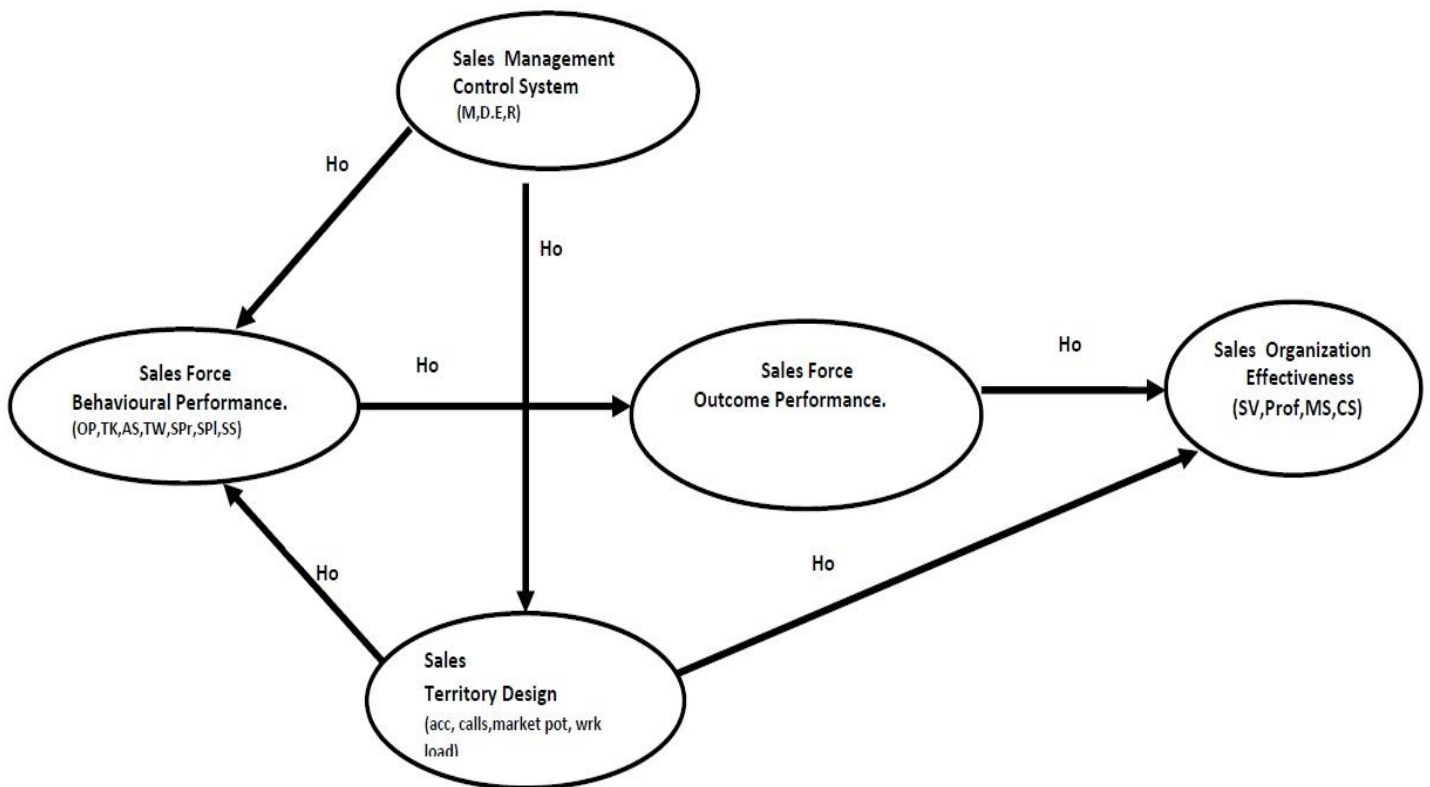
So, Effectiveness is also a collective responsibility. If each Individual is effective, the organization is effective & vice versa.

Sales Force Effectiveness (SFE) is a key strategy to increase profitability that is the only one dependent variable for most of the companies. SFE enables the sales employees or workforce to target the bulk of its effort towards highly profitable and most effective ways. SFE is all about efficiency, execution, and engagement. Efficiency means how the workforce uses its time and energy in the organization very smartly; execution means how the workforce performs decisively in a planned way, engagement means to unleash the full potential of the sales force. It mainly involves around sales team strategy, talent management, remuneration and support processes, all are the essential responsibilities of Human Resource Management (HRM) of the organization.



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Model of Sales Force Effectiveness



SFE Model (Ho-Null hypothesis; M-Monitor, D-Direct, E-Evaluate, R-Reward; OP-Outcome Performance, TK-Technical Knowledge, AS-Adaptive Selling, TW-Teamwork, SPr-Sales Presentation, SPI-Sales Planning, SS-Sales Support; SV-Sales Volume, Prof-Profitability, MS-Market Share, CS-Customer Satisfaction)



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RATIONALE

Among the most important activities in a company is increasing the effectiveness and efficiency of its sales force and overall go-to-market business model. While performance improvement can be tackled across various levels or one issue at a time, an integrated approach often proves most effective. In simple terms, sales excellence comes from asking five important questions that cover customer strategy, channel strategy, go-to-market approaches, capabilities, key enablers, and external drivers:

1. Are we focused on the right customers?
2. Do we have the right mix of and seamless integration points across our channels?
3. Are we doing things right in the marketplace?
4. Do we have the right talent aligned with our customers, the right support resources and processes in place?
5. What has changed externally in our markets or with our customers that dictate a need to change our sales approach?

As we see that Sales Force Effectiveness is not only an important tool for a pharmaceutical firm but also very valuable for every industry.



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RESEARCH OBJECTIVES

- To analyze the sales management control system (Monitor, Direction, Evaluation, and Rewards) of front and second line managers.
- To analyze the sales force behavioral performance (Outcome Performance, Knowledge, Adaptive Selling, Team Work, Sales Presentation, Sales Planning and Sales Support) of the front and second line managers.
- To analyze the sales territory design (Number of accounts, Calls, Market Potential, Work Load) of the front and second line managers.
- To analyze the sales organization effectiveness (Sales Volume, Market Share, Profitability and Customer Satisfaction) of the front and second line managers.

RESEARCH METHODOLOGY

A structured questionnaire consisting of closed-ended questions with the five-point Likert scale was designed within the scope of the given objectives.

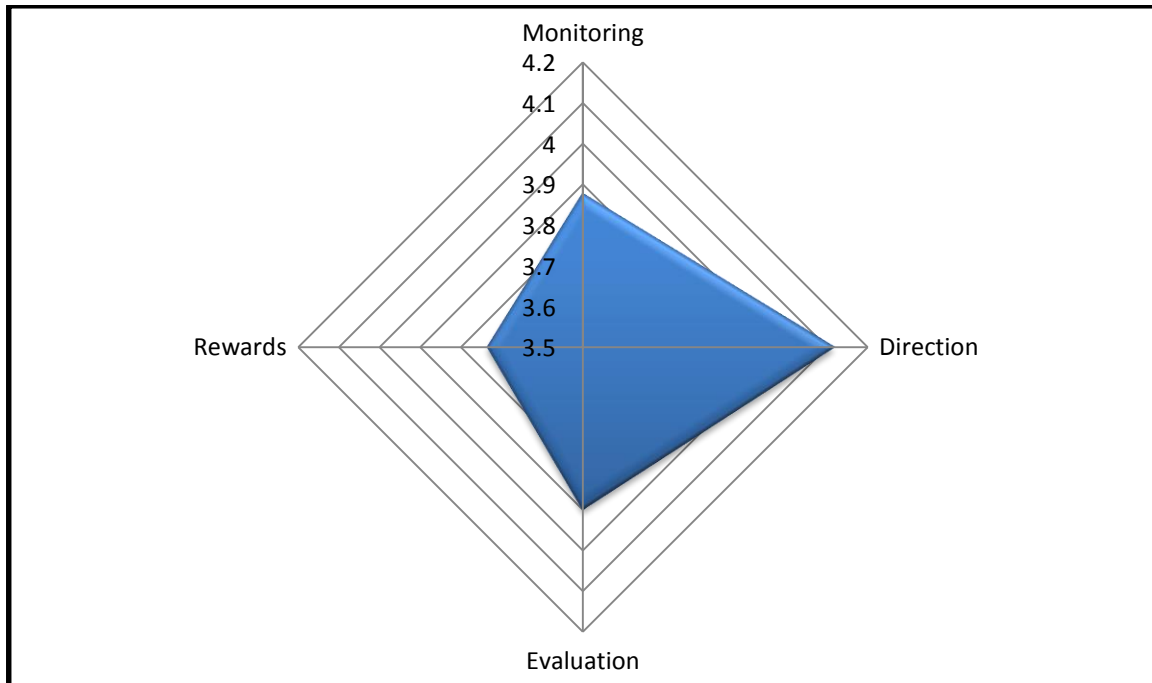
S. No.	PARAMETER	DESCRIPTION
1.	Research type	Descriptive Research including Exploratory Survey
2.	Data collection	Primary
3.	Measurement technique	Extremely Structured Questionnaire
4.	Sample selection	Micro Vision of Micro Labs Limited (India)
5.	Sample size	42
6.	Sample unit	Zonal Managers Regional Managers Senior Area Managers Area Managers
7.	Sampling Technique	Purposive Sampling (Total Population)
8.	Analysis of Data	SPSS (Statistical Package for the Social Sciences) and Microsoft Excel



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FINDINGS AND INTERPRETATIONS

Analyze the Sales Management Control System
(Directional activity, Evaluation, Monitoring, Rewards)



Sales Management Control System

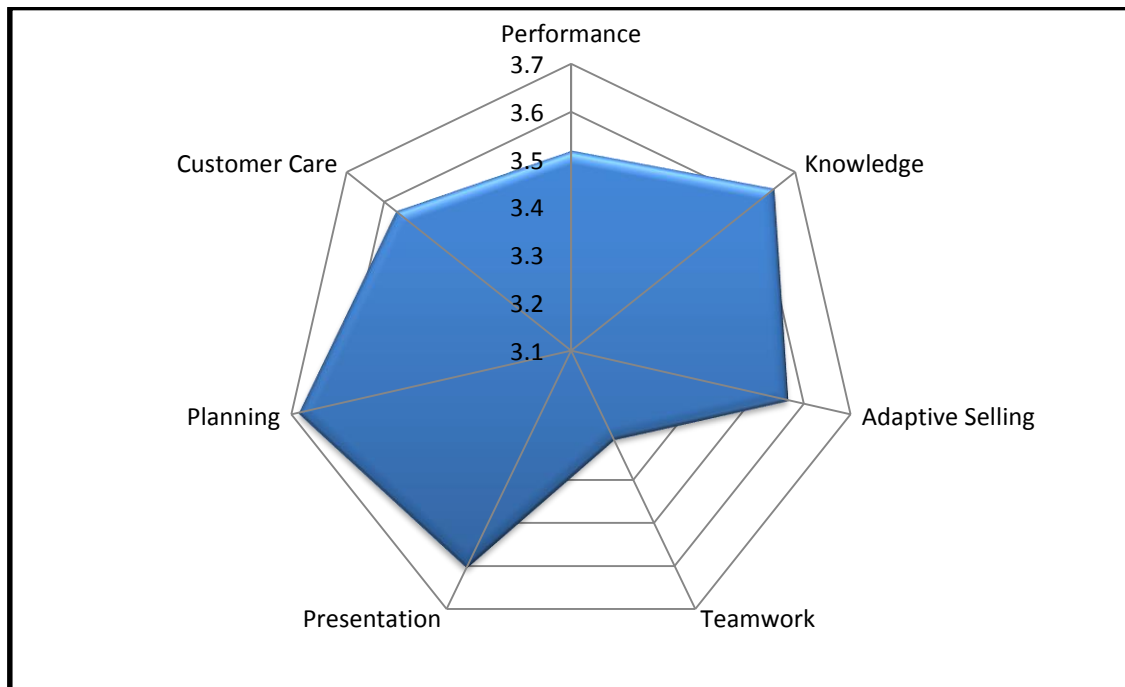
INTERPRETATION:

- Directional activities contribute 4.12 points in Likert scale which is highest among all variables of sales management control system. It means that managers believe in directional activities as an important factor in sales force effectiveness.
- Directional activities include encouragement of salespeople to increase their sales results by rewarding them for their achievements, actively participation in training salespeople on the job, the spending time coaching salespeople regularly, discussion the performance evaluations with salespeople and helping salespeople develop their potential.
- It was found that managers of Micro Vision prioritize directional activities followed by evaluation and monitoring.



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**Analyze the Sales Force Behavioral Performance
(Planning, Knowledge, Presentation, Customer care,
Adaptive Selling, Performance, Teamwork)**



Sales Force Behavioral Performance

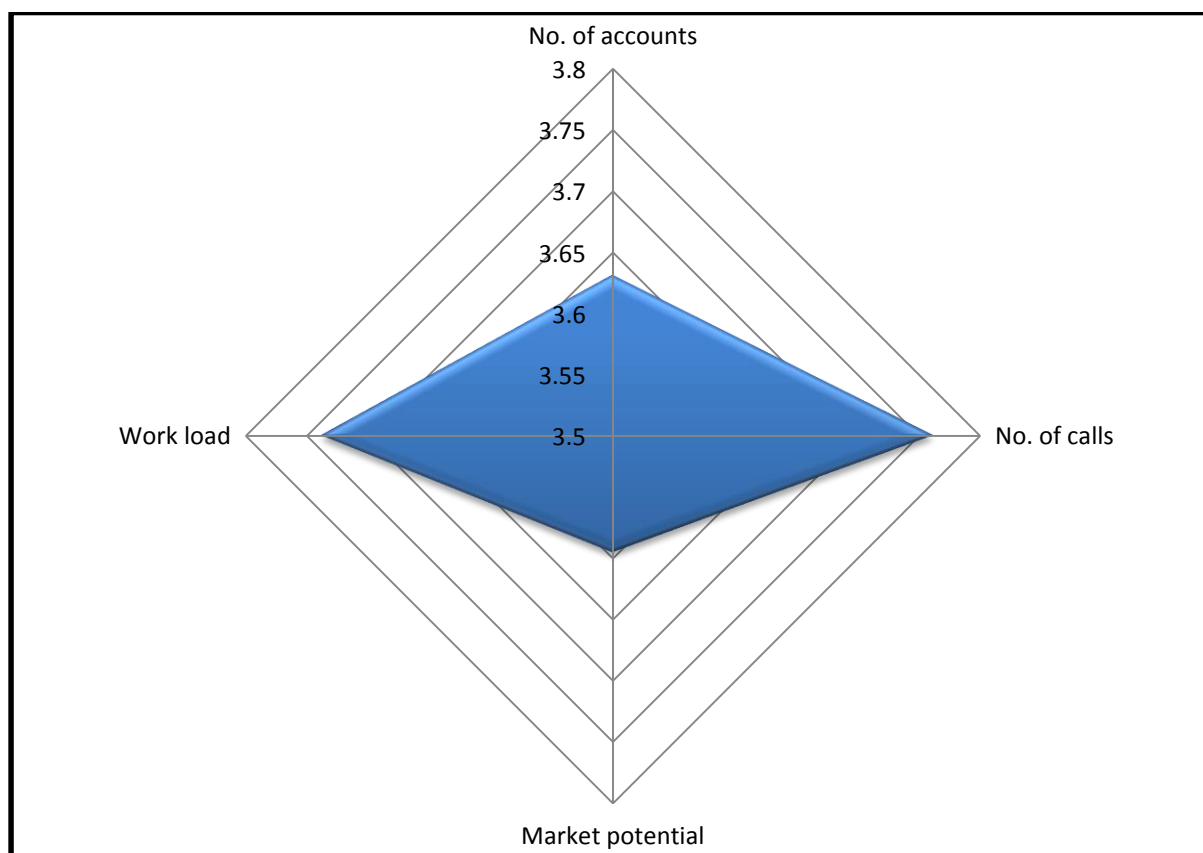
INTERPRETATION:

- Planning contributes 3.68 points in Likert scale which is highest among all variables of sales force behavioral performance. It means that managers believe in planning as an important factor in sales force effectiveness.
- Planning includes decisions related to each sales call, sales strategies for each customer, coverage of assigned territory/customer responsibility and planning of daily activities.
- It was found that managers of Micro Vision prioritize planning followed by knowledge about the products /services, and presentation in front of our customers.



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Analyze the Sales Territory Design (No. of calls, Workload, No. of accounts, Market potential)



Sales Territory Design

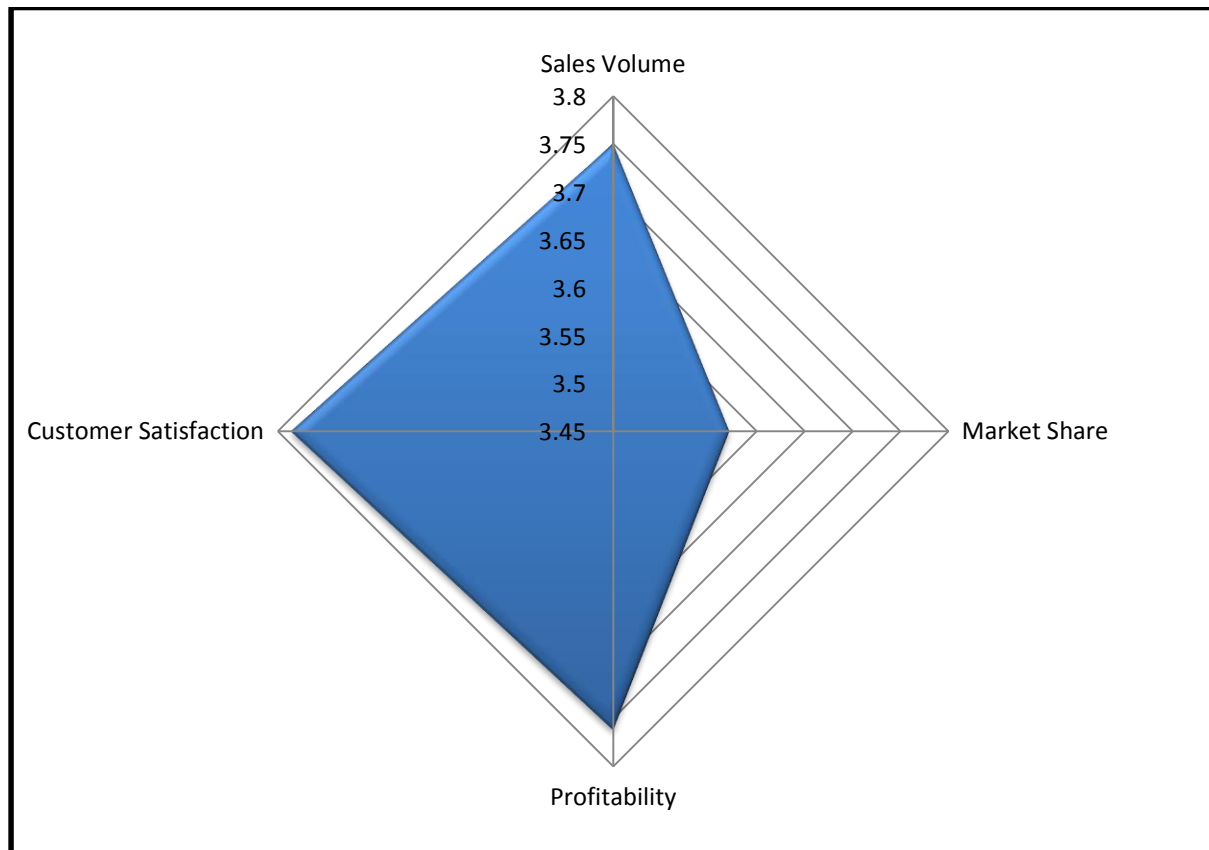
INTERPRETATION:

- A number of calls contribute 3.76 points in Likert scale which is highest among all variables of sales territory design. It means that managers believe in a number of calls made as an important factor in sales force effectiveness.
- A number of calls express how many calls salespeople made in my territory.
- It was found that managers of Micro Vision prioritize the number of calls made followed by workload and a number of accounts in that particular territory.



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Analyze the Sales Organization Effectiveness (Customer Satisfaction, Profitability, Sales Volume, Market Share)



Sales Organization Effectiveness

INTERPRETATION:

- Customer satisfaction contributes 3.78 points in Likert scale which is highest among all variables of sales organization effectiveness. It means that managers believe in customer satisfaction as an important factor in sales force effectiveness.
- Customer satisfaction includes satisfaction compared to your major competitor and sales unit objectives.
- It was found that managers of Micro Vision prioritize customer satisfaction followed by profitability and sales volume compared to your major competitor and sales unit objectives.



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SUMMARIZED ANALYSIS USING REGRESSION METHOD

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Customer Care, Monitoring, Direction, Teamwork, Adaptive Selling, Satisfaction, Knowledge, Planning, Presentation, Performance, Evaluation, Rewards ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.739	.630	.44252

a. Predictors: (Constant), Customer Care, Monitoring, Direction, Teamwork, Adaptive Selling, Satisfaction, Knowledge, Planning, Presentation, Performance, Evaluation, Rewards



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ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.042	12	1.337	6.827	.000 ^a
Residual	5.679	29	.196		
Total	21.721	41			

a. Predictors: (Constant), Customer Care, Monitoring, Direction, Teamwork, Adaptive Selling, Satisfaction, Knowledge, Planning, Presentation, Performance, Evaluation, Rewards

b. Dependent Variable: Effectiveness

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.690	.729		2.318	.028
Monitoring	-.280	.261	-.279	-1.071	.293
Direction	-.106	.191	-.107	-.557	.582
Evaluation	.055	.189	.065	.291	.773
Rewards	.148	.202	.174	.734	.469
Satisfaction	-.034	.203	-.029	-.169	.867
Performance	.742	.210	.747	3.528	.001
Knowledge	-.115	.167	-.127	-.686	.498
Adaptive Selling	-.201	.162	-.213	-1.241	.225
Teamwork	-.032	.155	-.030	-.204	.840
Presentation	.088	.189	.090	.464	.646
Planning	.343	.183	.366	1.872	.071
Customer Care	-.005	.249	-.005	-.022	.983

a. Dependent Variable: Effectiveness



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INTERPRETATION:

- The applied method of analysis identifies only one key variable that met the entry requirement in the final equation (**Performance**). The R-square value indicates that about 74% of the variance in Effectiveness is explained by one predictor variable 'Performance'.
- The β values indicate the relative influence of the entered variables, that is, performance has the greatest influence on effectiveness ($\beta = 0.747$), followed by planning ($\beta = 0.366$), and then rewards ($\beta = 0.174$).
- It is accepted that the p -value of variable 'Performance' is less than 0.05 so the result is considered statistically significant.
- Performance includes producing a high market share and generating sales of a new product/service of the company, identification of major accounts & producing sales or blanket contract with long-term profitability.



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RECOMMENDATION

The research study shows a detailed overview of Micro Vision's sales force and provides a clear and effective picture for making effective decisions in the organization. To enhance the business through its workforce, I am suggesting some suggestions for an increase in business –

- Sales managers should know about the model of Sales Force Effectiveness and its applicability in the growth of the organization.
- In sales management control system, managers should monitor their salesperson's activities day-by-day because it is an important tool in the current business context for timely decision making, event notification and helps to understand how well your business is progressing toward its goals and objectives.
- In sales force behavioral performance, managers should work in a team because it helps to understand the strengths and weaknesses of each team member. One of the benefits of strong teamwork in the workplace is that managers and their salespeople become proficient at dividing the tasks so that it can increase the performance.
- In sales territory design, managers should give priority to market potential because is a unique way to present your value proposition in the market. It includes what top talent can provide in the workplace and the proof of past performance that promises those results.
- In sales organization effectiveness, managers should prioritize market share because it is an important metric that marketers can use in order to judge the effectiveness of marketing campaigns.



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BASIC OPINIONS OF THE MANAGERS REGARDING THE PROJECT EXPLORATORY SURVEY

The survey was conducted among zonal and regional managers of Micro Vision regarding the project which I have concluded the discussion and their opinions.

What managers of Micro Vision think about Sales Force Effectiveness?

- **Target and Commitment**
- **Prescription Generation**
- **Team and Coordination**
- **Numbers**
- **Knowledge-based Earning**
- **Achieving Targets**
- **Challenging Targets / Goals**
- **Developing Yourself**
- **Implementation of Company's Strategies**
- **Effective Detailing & Presentation**
- **Personal Relationships**
- **Hard Work & Responsibility**
- **High Impact Sales Process**
- **Competitors Information**
- **Professionalism**
- **Planning & Motivation**
- **Follow-ups**
- **Product Knowledge and Communication**

An exploratory survey is designed to measure the understandings of the managers of Micro Vision and it was found that they know well about the research subject. An exploratory is an approach to determine if our managers know the key attributes of sales force effectiveness in order to establish a theory. Conducting exploratory research helps minimize complications during the research.



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ANNEXURE

SFE: Exploratory Survey Questionnaire

Name:	Designation:	Work Location:
Email:	Mobile:	Respondent No:

1. What do you think about "Sales Force Effectiveness"?

2. How do you declare your sales representatives good or bad?

3. From your opinion what is Smart Work?

4. What do you expect from your sales representatives with regards to generating business?

5. How is product knowledge and detailing play role in your profession?

6. Suggest some initiatives you will take which can make your team and you more productive.



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Research Questionnaire

SALES FORCE EFFECTIVENESS

Measuring Sales Force Effectiveness that refers to the ability of a company's sales professionals to "win" at each stage of the customer's buying process, and ultimately earn the business on the right terms and in the right time frame.



- Full Name
- Age
- Designation
- Email

S.No.		1 Much too short	2	3	4	5 Very long
	To what extent do you:					
1.	Spend time with salespeople in the field					
2.	Make joint calls with salespeople					
3.	Regularly review call reports from salespeople					
4.	Monitor the day-to-day activities of salespeople					
5.	Observe the performance of salespeople in the field					
6.	Pay attention to the extent to which salespeople travel					
7.	Closely watch salespeople's expense accounts					
8.	Pay attention to the credit terms that salespeople quote customers					
9.	Encourage salespeople to increase their sales results by rewarding them for their achievements					
10.	Actively participate in training salespeople on the job					
11.	Regularly spend time coaching salespeople					
12.	Discuss performance evaluations with salespeople					
13.	Help salespeople develop their potential					
14.	Evaluate the number of sales calls made by salespeople					
15.	Evaluate the profit contribution achieved by each salesperson					
16.	Evaluate the sales results of each salesperson					



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17.	Evaluate the quality of sales presentations made by salespeople				
18.	Evaluate the professional development of salespeople				
19.	Provide performance feedback to salespeople on a regular basis				
20.	Compensate salespeople based on the quality of their sales activities				
21.	Use incentive compensation as the major means for motivating salespeople				
22.	Make incentive compensation judgements based on the sales results achieved by salespeople				
23.	Reward salespeople based on their sales results				
24.	Use non-financial incentives to reward salespeople for their achievements				
25.	Compensate salespeople based on the quantity of their sales activities				
	My level of satisfaction with:	1 Extremely dissatisfied			5 Extremely satisfied
26.	The <i>number of accounts</i> in my territories				
27.	The <i>number of large accounts</i> in my territories				
28.	The <i>number of calls</i> made in my territories				
29.	The <i>amount of travel</i> required in my territories				
30.	The <i>market potential</i> in my territories				
31.	The <i>number of territories</i> in my sales unit				
32.	The <i>assignment</i> of salespeople to my territories				
33.	The <i>equivalence in workload</i> across territories				
34.	The <i>overall design</i> of my territories				
35.	Producing a high market share for your company				
36.	Making sales of those products with the highest profit margins				
37.	Generating a high level of Rupees sales				
38.	Quickly generating sales of new company products/services				
39.	Identifying and selling to major accounts				
40.	Producing sales or blanket contract with long-term profitability				
41.	Exceeding all sales targets and objectives during the year				
42.	Knowing the design and specifications of company products/services				
43.	Knowing the applications and functions of company products/services				
44.	Keeping abreast of your company's production and technological developments				
45.	Experimenting with different sales approaches				
46.	Being flexible in the selling approaches used				
47.	Adapting selling approaches from one customer to another				



48.	Varying sales style from situation to situation				
49.	Generating considerable sales volume from team sales				
50.	Building strong working relationships with other people in our company				
51.	Working very closely with non-sales employees to close sales				
52.	Coordinating very closely with other company employees to handle post-sales problems and services				
53.	Discussing selling strategies with people from various departments				
54.	Listening attentively to identify and understand the real concerns of customers				
55.	Convincing customers that they understand their unique problems and concerns				
56.	Using established contacts to develop new customers				
57.	Communicating their sales presentation clearly and concisely				
58.	Working out solutions to a customer's questions and objections				
59.	Planning each sales call				
60.	Planning sales strategies for each customer				
61.	Planning coverage of assigned territory/customer responsibility				
62.	Planning daily activities				
63.	Providing after the sale service				
64.	Checking on product delivery				
65.	Handling customer complaints				
66.	Follow up on product use				
67.	Troubleshooting application problems				
68.	Analysing product use experience to identify new products/service ideas				
	How well is your:	1 Too much worse			5 Too much better
69.	<i>Sales volume</i> compared to your major competitor (past 24 months)				
70.	<i>Market share</i> compared to your major competitor "				
71.	<i>Profitability</i> compared to your major competitor "				
72.	<i>Customer satisfaction</i> compared to your major competitor "				
73.	Sales volume compared to sales unit objectives				
74.	Market share compared to sales unit objectives				
75.	Profitability compared to sales unit objectives				
76.	Customer satisfaction compared to sales unit objectives				



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Thank You



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