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## **Solutions to improve the efficiency of real estate sales activities: An overview of theoretical basis**

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### **Abstract**

The author delves into the theories and concepts related to sales, sales management and factors affecting sales activities, based on mastering certain knowledge as a basis

for properly analyzing the current situation of real estate businesses..

**Keywords:** Real Estate, Sales Efficiency, Theoretical Overview

### **1. Introduction**

#### **1.1 Basic concepts of selling**

##### **1.1.1 Concept of sales**

According to the classical concept: "Sales is the activity of exchanging products or services by the seller to the buyer in order to receive back from the buyer money, items or agreed exchange value."

According to Philip Kotler: "Sales is a form of direct introduction of goods and services through exchange and conversation with potential buyers to sell products."

According to James M. Comer (2002): "Selling is a process in which the seller discovers, creates and satisfies the needs or desires of the buyer to meet the satisfactory, long-term interests of both parties. beside".

According to John W. Ernest & Richard Ashmun: "Sales is the process of determining the needs and wants of potential buyers, presenting the product in such a way that makes the buyer decide to buy."

Thus, from the individual concepts of each author, we can conclude the general point that selling is simply an activity of exchanging goods to satisfy the needs of both the buyer and the seller.

##### **1.1.2 The role of sales**

###### **a. For society:**

Sales is an activity that directly performs the function of circulating goods, contributing to the reproduction process and serving social life. Because the development of sales activities has the effect of accelerating the purchasing power of goods on the market, thereby making social production develop. Sales activities contribute to improving social labor productivity and serving consumer production and life. In addition, sales activities affect many areas of the economy such as: Financial sector, monetary sector, social and cultural life.

###### **b. For Businesses:**

Especially for companies that only do commercial business, it is this activity that determines their existence and development. It is also thanks to that that the company evaluates the goods it sells as being accepted by society. What level of opening? Therefore, sales activities are both a daily task and a concern for businessmen. For commercial businesses, sales are the final step in completing the goods circulation process. The important thing here is that in this day and age, with the explosion of information and the rapid development in the field of science and technology, sales competition comes from many sides.

In fact, there are products that have just been introduced to the market, even while they are still in the research stage, when other, more superior products have appeared, causing society's consumption needs to change continuously. . Therefore, sales activities are an extremely necessary issue because if this activity is performed well, it will help the company recover capital faster, save on maintenance costs, and earn a significant amount of money at the same time. Good and fast sales performance proves that the business's goods capture the tastes of customers, increasing the business's position in the market. If you cannot

sell your goods, it will lead to a backlog of goods and the risk of bankruptcy.

### c. For consumers:

Sales activities become an intermediary bridge that helps the goods produced by businesses reach consumers and satisfy their needs or desires. At the same time, through the purchase and sale of goods, consumers can freely choose goods that satisfy their needs with the most suitable quality and price. Human needs are constantly increasing, leading to the rapid development of goods production and sales activities to best meet those needs within the allowable resources.

According to Robert J. Calvin (2004): "Sales activities are an extremely necessary issue because it will help businesses recover capital faster, save on maintenance costs, and give businesses a large amount of money. large profits and proves that the goods win the trust of customers, quickly increasing their position in the market."

After the above we can see that the results of sales will reflect whether or not the business activities of a growing enterprise are growing. In addition, through sales activities, it also demonstrates the management and organizational capacity of the Board of Directors.

#### 1.1.3 Purpose of sales

The purpose of selling in the simplest terms is to sell what you have to someone who wants to buy and pay an appropriate fee according to the requirements of the seller and buyer as negotiated.

In businesses, the purpose of sales is to meet the needs of the company, sell the products you own to recover capital and maximize profits for the business. Sales is also an activity for businesses to survey product quality from customer feedback so that they can improve the product better. Besides, sales also helps businesses expand their market size, attracting more customers to the company as well as its products and services.

#### 1.1.4 Classification of sales forms

The form of purchase and sale will reflect the relationship between buyer and seller during the exchange, payment and shipping process. Currently, popular sales forms are as follows.

By location, there are warehouse sales and direct store sales: Warehouse sales: is the activity of an enterprise selling goods and services that must be exported directly from its warehouse. This is a form of buying and selling goods, customers must need to buy goods in large quantities. If buying at the warehouse, they must prepare a means of transportation, but in some cases the business can transfer goods to the warehouse. goods or locations required by the buyer's contract. This form of sales does not collect payment directly from customers but through purchase invoices shipped by the supplier.

In-store sales: In contrast to warehouse sales, in-store sales will serve customers who want to buy in small quantities, or in other words, retail but with customers who buy frequently over a period of time. certain time. In addition, if the store is located in an ideal location, this type of business will also attract many new customers.

According to scale, there are wholesale and retail:

Wholesale: Is a form of selling services or goods in large quantities, based on contracts and prices are often cheaper

than retail because there is no need for warehousing, preservation, arrangement, and higher revenue. This is the form of sales by agents, general agents, agents and other commercial intermediaries to retailers, industrial or commercial users or other wholesalers.

Retailing: This is the form of buying goods in large quantities from wholesalers and reselling them to consumers. This form is often sold at stores, meeting small, urgent needs of customers and paying immediately. Because the goods have gone through the wholesale stage before and need to be preserved, classified, and preserved, the retail price will be more expensive than the wholesale price.

According to the sales method, there are sales contracts, auctions and export of goods:

Contract buying and selling: This is a form of buying and selling large quantities of important and valuable goods, so it is necessary to sign a contract to ensure the benefits of both parties, so when setting conditions, both the buyer and the seller must sign a contract to ensure the rights of both parties. The seller needs to consider carefully and reach an agreement. Mutual agreement respects the interests of both parties, avoiding future conflicts.

Auction: A form used to sell large quantities of goods, goods that are difficult to standardize, and specialized goods. To sell these items, sellers use auctions to find buyers with the highest price.

Export: This is a form of selling goods and services abroad. This form is quite complicated, prone to errors and loss of goods, so when applying this form, both buyers and sellers need to clearly understand and comply with the State's import and export regulations and the regulations of the State. Government and related units.

According to the payment relationship, there are immediate payment and installment payments:

Immediate payment: This form means that when customers buy goods or services, they will pay the seller immediately after the transaction is completed. Through this form, the seller can collect money immediately and record revenue. income, helping sellers avoid shortages of money and misappropriation, making it difficult to collect customers' debts.

Installment: For this installment method, customers do not pay in full at once but instead pay in installments according to a pre-agreed amount, usually for high-value items and contracts. This form of installment payment usually does not come with incentives or discounts such as immediate payment

## 1.2 Factors affecting sales activities

In business activities, every enterprise must always be mentally prepared. If there are advantages, there will certainly be certain difficulties and obstacles. The company's mission is to find ways to overcome difficulties and continue to grow. In sales activities, there are always a number of influencing factors, which can be positive or negative, depending on the environment, situation and perspective of analysis. These factors focus on the macro environment and micro environment.

### 1.2.1 Macro environment

The macro environment is the external factors of the business. However, this has a significant impact on the business activities of businesses. These impacts can be positive or sometimes cause difficulties depending on the

time and perspective of each company. The macro environment includes the socio-cultural environment, political environment, legal environment, economic environment and scientific and technological environment.

### **Social and cultural environment**

It can be said that social culture is an important factor affecting buyer psychology. Issues such as population density, gender, customs, income, occupation, interests, race, ethnicity... all determine each person's shopping and consumption habits and behavior. Therefore, before making a decision to allocate sales to a certain market, the company needs to carefully research and pay attention to the above issues as a policy to avoid failure.

Philip Kotler and Kevin Lane Keller believe that the sociocultural environment includes traditions, ethics, social attitudes, and culture in general. All of these values tend to develop and change slowly but are what create demand for new products and services. Therefore, to make sales activities more convenient, companies should carefully research and develop products that are suitable for the market's social culture.

### **Political and legal environment**

Political and legal factors vary in each market and region. Issues such as political policies, development goals of the ruling party, foreign affairs, and socio-economic policies all have a strong impact on the business activities of enterprises. When politics is stable, people will be more secure in business and development, their needs and requirements will be higher, and it will be easier for companies to exploit and supply. At the same time, political stability makes investment and business development easier. More convenient, helps the company expand its scale, have more opportunities to learn, and improve sales activities. In addition, a country with a complete and fair legal system is one of the important prerequisites to help companies operate more smoothly, thereby being able to plan and organize implementation. Effectively deploy the company's sales strategies in an effective and stable manner.

### **Economic environment**

The economic environment greatly affects sales activities and especially the organization of goods consumption networks. In fact, the economy is the main agency that controls people's income and spending, so it directly affects the sales activities of businesses. When the economy is in recession, people will tighten spending, increase hoarding, only buy necessary things, and prioritize products with full functions. This makes it difficult for businesses to sell and products will be damaged. narrowed. As the economy develops, people's income increases, products will shrink. On the contrary, with increasing demand, business opportunities for businesses will certainly expand.

According to the International Union Trade and Development Commission-UNCTAD, foreign debt of developing economies increased to a record high in 2020, accounting for 31% of GDP. Economic growth, trade, and international investment tend to decline. These factors have contributed to the world economic crisis, profoundly changing the order, structure, management methods, economic activities and organization of global social life. Creating instability means incomes will continue to decline for years to come. Therefore, people are forced to reconsider

their consumption and prioritize the most suitable products. This is a challenge for high-priced mass products with mediocre features, but it is an opportunity for high-quality, competitively priced professional products.

### **Science and technology environment**

In the 4.0 era, any business will develop if it follows market trends, otherwise it will fail and stagnate. Consumers are also increasingly demanding quality and convenience. Therefore, if you want your sales activities to be dynamic, businesses must always equip themselves with changes. Adapt to modern technology. Especially during the current Covid-19 epidemic, in addition to applying technology to products, companies also need to equip technology for product distribution to help improve the sales process. Currently, advanced technologies such as artificial intelligence (AI), blockchain, and automation are being integrated to enhance and easily track the sales closing process. At the same time, creating favorable conditions for businesses to keep up with consumer trends and do business effectively, the Prime Minister approved the " National Digital Transformation Program to 2025, with a vision to 2030". This is a good opportunity for businesses to keep up with market trends to improve business efficiency and thereby increasingly improve the sales process.

#### **1.2.2 Micro environment**

Different from the macro environment, the micro environment is the internal factors of the company. It is an environment that has a direct impact on a company's business operations and profits. Includes business potential, customers, suppliers, competitors and business products.

##### **Business potential**

A company's potential includes financial potential (capital resources), businesses mobilizing capital sources for business activities, distribution capacity and the ability to effectively manage capital resources that directly affect sales activities. row. Human resources, companies must equip themselves with human strategies and be able to develop human resources to use this strength to meet the market's needs for constant growth and innovation. Intangible potential factors (scale, reputation) are trusted by customers and often choose famous and popular products, especially in their industry. Therefore, businesses that want to operate strongly and develop well must make sure to take advantage of these opportunities, otherwise they will not be able to compete and keep up with customer needs.

According to Tom Peters (1987), customers are "assets that add value. They are the most important assets even though their value is not recorded in the corporate books. Therefore, businesses must view customers as a source of capital that needs to be managed and promoted like any other source of capital. Therefore, customers are the inevitable and most important goal for every business

In business, you need to know how to grasp the desires, difficulties, problems, and needs of customers to bring value to them. Once customers have received value, they will naturally return other benefits as well. Therefore, customers are not only consumers of a business's goods but also bring in new customers if all their needs are met. If you leave a bad experience for customers, your business will not only lose customers but also lose the trust and reputation of the business in front of thousands of customers, because bad experiences often spread and expand . expand very quickly

and it is very difficult to succeed in restoring the company's trust in customer reviews

### Supplier

Suppliers can be individuals, units or organizations responsible for providing goods or services to businesses in need.

To find a suitable supplier (price policy, reputation) is not an easy thing in business, you have to survey, learn, and research the market to find one. If the supplier provides poor goods, then your company's products will also be poor and vice versa. However, the chosen supplier is not always suitable because times change and products need to be more suitable to new requirements. Therefore, businesses must have policies to select the most suitable suppliers.

### Competitors

Competitors are businesses that serve the same target customer segment, offer similar products and services, and satisfy the same customer needs.

"Know others and know yourself, you will win a hundred battles", as the saying goes, businesses should carefully research who their competitors are, what advantages the product has and what its market share is. ... strengths and weaknesses allow you to equip yourself with countermeasures and create a competitive advantage for your company. In many stores, customers get a better image of a company when they understand the features and characteristics of competitors' products. Therefore, you not only need to learn about your company's products but also need to understand your competitors' products.

### Enterprise products

Businesses need to clearly identify each type of product suitable for each customer group and different field to be able to do business best. If you want customers to trust and support you for a long time, the product must meet all their needs. Therefore, businesses should clearly understand their products to offer and sell them best. In addition to the product's functionality, businesses should pay attention to how it is used. Customers will appreciate quality products that are simple and convenient to use to serve their work and needs.

### 1.3 Sales process

The sales process is the steps to approach and introduce products to customers. If there is no process or the process is unreasonable, the sales of the business will fail. On the contrary, if you prepare a correct and reasonable sales process, selling products will become smoother and easier. Below the author introduces the 7-step sales process of David Jobber & Geoff Lancaster.

#### Step 1: Search and receive information about customers

This is the first step in the sales process that helps the company find potential customers. This customer information can be found through many different channels such as seminars, newspapers, advertisements, referrals from old customers, colleagues, etc. In addition, if the customers are businesses, you can search for examples by tax code or on the Vinabiz website. ...because they are reputable sites that help businesses find quality customers.

Information collected includes: For individual customers, you must provide information about name, age, date of

birth, phone number, email address, current job and title, employment, Required qualifications, product knowledge, attitude towards the product, etc. . for business customers, phone number, email address, company name, tax code, address, main activity, individual. represent,...

#### Step 2: Process information and identify potential customers

Salespeople search and build a list of quality customers before starting the sales process. To prioritize first, you need to filter which leads are interested in your product, which customers are least interested, and which customers are most interested. A potential customer is someone who has enough money to pay for your product, has some knowledge about your product, and whose job requires your product or service. Furthermore, it will bring many other values to the company in the future.

Building a quality customer list is a very important step in the sales process. Because having complete information will help you be more accessible and flexible in the future sales process.

#### Step 3: Approach customers

The purpose of contact and approach is to understand the problems, difficulties, and needs of customers so that they can easily provide product features and applications to solve difficulties. In sales, before understanding customer psychology, you first need to know what customers need.

In particular, to reach customers more easily, sales staff need to prepare a reason, and that reason must be something that customers know or are interested in so that potential customers can take note. You need to have a good reason in advance to direct customers to the main content of the call.

#### Step 4: Look for opportunities

To find opportunities, you must know what customers want, and to know what customers want, salespeople must know how to ask provocative questions. One of the most popular questioning techniques is Neil Rackham's SPIN technique. Situation Question - Situation question: Limit socializing and focus on details to generalize the customer's current situation.

Problem question - Questions to discover needs: Ask questions to discover customers' current difficulties and needs.

Implication Question - Application question: This is a complex and sophisticated type of question. These questions take the customer's problem to a higher level and talk about the potential consequences if current problems and difficulties are not resolved.

Need-pay off Question - Effective solution question: After bombarding the customer with worrying consequences from the actual situation, the salesperson will ask questions to solve the customer's difficulties such as how. If you skillfully use questions, salespeople can make customers suggest using the product or service the company is selling before being introduced.

In short, the structure of an information extraction question is: Set a problem, then state the consequences of the problem and finally ask the customer for a solution. Because only after understanding the customer's solution, the sales staff can understand and grasp the management methods or problems the customer is facing, and from there can grasp and convince the customer. .

Besides asking questions to get information, after getting the information, sales staff need to classify customer groups. Customers are divided into two groups as follows:

Active customer group: Are customers who are qualified to buy a business's products or services or have a clear need to buy.

Passive customer group: These are customers who are qualified to buy products and services but do not have a clear need.

### **Step 5: Analyze customer needs**

Each customer's needs are different depending on work, living environment, etc. but in general we can divide them into 5 basic needs:

Need for safety: Customers always aim to use safe, high-quality products. That's why products with clear origins are popular. Some customers are willing to spend a large amount of money to get a safer product instead of a cheap product that is not reasonable and does not guarantee quality.

Need for comfort: Convenience is the main need of customers when choosing a product. A simple, easy to use but comfortable product is what customers want in any product.

Need for novelty: New products are also factors that attract customer enthusiasm and curiosity. Today, on the market there are many products with perfect features, meeting customer needs but with little novelty.

Pride Need: When using a particular product or service, customers want it to not only be of high quality but also to meet their expectations of luxury, demonstrating excellence and quality.

Price needs: Delicious, nutritious, and cheap are the things customers always pay attention to when looking for products and services. Therefore, a product that is both cheap and good will win the choice of customers.

### **Step 6: Make suggestions, provide solutions suitable to customer needs**

If the seller feels the difficulties and understands the needs of the customer, he must know how to introduce products that can meet and solve the customer's difficulties. At the same time, before making a purchasing decision, employees should focus on the things that customers are interested in and want to know, for example: price, pre- and post-purchase incentives, payment methods, conditions. Warranty, consulting support channels... .

### **Step 7: Negotiate, sign the contract and close the deal**

This is the final step to close the deal. After the customer has fully understood the information, functions, and uses of the product and decided to buy the product, they move on to the negotiation phase to achieve the goals of both parties, which can be price goals. price or promotion. Please note that when signing a contract, both seller and buyer must always read it carefully and understand it clearly to avoid unfortunate disputes after purchase.

The most important thing in this step is that businesses need to gain the trust of customers, must let customers see what value they receive when buying the product, then the likelihood of closing is high. After the sale, businesses also need to have thoughtful support and care policies so that satisfied customers can return and introduce new customers to the company.

David Jobber & GeoffLancaster's 7-step sales process outlines the most complete and detailed steps that must be taken to bring the product to the customer's hands. Each business will have its own sales strategies and processes suitable for its own form of business, but all sales steps in this process must be fully implemented because these are basically indispensable steps in the business. any products in all fields.

## **1.4 Sales management**

### **1.4.1 Sales management concept**

According to James M. Comer: "Sales management is the management activity of individuals who belong to the sales team or directly support the sales team"

Sales management is the management activity of individuals who belong to the sales team or directly support the sales team. It is a process that includes the main activities of planning, organizing, leading and controlling sales activities to achieve business goals.

Sales management is a closely integrated process from setting goals for sales staff, designing strategies to recruiting, training, supervising and evaluating staff performance. sell.

That way, we can simply understand that sales management is the management of all sales-related activities to bring the best results to the business.

### **1.4.2 Objectives and roles of sales management**

Sales management mainly focuses on two main goals: human resources and sales and profits.

#### **Target**

Human resource goals: Businesses need to select suitable personnel who meet the requirements of the company, customers and the market. In addition, if there are good, qualified and experienced employees, fair salaries and benefits must be used to retain talented people.

Sales and performance goals: The goal is to evaluate the company's actual capacity and sales performance in the market. So, rely on this goal to have a strategy to improve and change in sales

#### **Role**

Sales management is the task of controlling and managing the sales activities of a business, identifying shortcomings and finding ways to overcome and change them to increase sales more effectively.

Sales management helps businesses achieve their business goals. Maximize business profits and develop markets and brands for businesses. Effective management also helps improve employee productivity and professionalism.

### **1.4.3 Meaning of sales management**

Sales operations management helps businesses successfully realize common business goals, especially sales activities, through promoting consumption, attracting customers to dominate the market, and improve quality. sell. It facilitates close coordination between the competitive position and reputation of the business with management activities such as purchasing and storing goods.

Besides, it also helps businesses improve proactive sales activities by creating and organizing sales plans suitable for each situation and business activity. Sales management has the following basic meanings:

First, sales management ensures the construction and implementation of business sales goals based on market forecasts. Sales managers set clear sales goals for the company in each period and try to achieve them.

Second, sales management ensures building a sales network according to the business strategy of the enterprise.

Third, sales management ensures the building of a sales team with expertise, skills, qualifications, motivation and outstanding performance.

Fourth, sales management ensures that the company's sales activities are accurately recorded and adjusted to market fluctuations.

#### **1.4.4 Work content of sales management**

Regarding sales management, the author will clearly state 6 main contents including building sales goals, planning sales strategies, organizing the sales force, recruiting and training sales staff, and classifying sales staff. Allocating targets and implementing sales plans, controlling sales activities.

##### **1.4.4.1 Build sales goals**

Goals are necessary for any business to create a strategy for its efforts. Sales goals vary depending on the size and potential of the business. However, to build an effective sales policy, businesses need to pay special attention to the following goals: The author has read many documents and determined the main goals of sales activities as follows:

**Sales goals:** Before selling, each business should set clear sales goals to plan the most effective implementation. This means that the company must declare the total value of goods or services that it needs to obtain within a specific period of time (usually monthly, quarterly or annually). Especially when it comes to sales targets, companies cannot estimate them, but to avoid setting too high targets leading to poor performance, they can easily measure performance based on sales revenue in each period. advance and accurate to track.

**Production target:** The company sets the level of output that must be produced for consumption in the next period. Therefore, businesses must clearly set specific production goals for the products they will sell within a certain period of time. When setting goals, the company should rely on the production results of the previous year, last quarter, and last month to set the most suitable goals for future production, avoiding the situation where the goal is too low, leading to poor efficiency. . . If sales are ineffective or goals are set too high, the company will not be able to achieve them. In addition, when setting production goals, the company also needs to know current market trends and competitors to set future-oriented goals.

**Market share target:** Market share is the share of the market that a company captures for its products and services. Therefore, businesses need to determine the percentage of customers acquired in a certain period of time calculated as a percentage of the total number of potential customers. Businesses need to clearly determine their current market share, invest resources in the market and carefully research competitors' markets to plan future goals as effectively and accurately as possible.

**Profit goal:** This goal is quite important, it determines the efforts of the business. Businesses set the desired profit level for a certain period of time in the future through sales activities. Setting profit goals must have a clear and specific basis related to the company's expenses. Setting a business

profit target needs to be based on the company's previous period's profit and then set an appropriate target.

##### **1.4.4.2 Plan sales strategy**

Planning a sales strategy can help a company achieve its goals most effectively, use resources appropriately, coordinate everyone's participation, and stand out from competitors. There are several popular sales strategies.

**Personal selling strategy:** Strategy in which only one employee searches for product information, persuades, communicates well and sells directly to customers. Personal selling strategy requires salespeople to have enough skills, sharp thinking and understanding of all functional aspects of products and services as well as information about the company and customers to sell effectively. the most effective way.

**Team sales strategy:** This strategy involves two or more salespeople taking turns coordinating and using their strengths to persuade customers. The advantage of this strategy is that it easily satisfies customers and provides them with the most complete information about your product. However, this strategy is implemented in groups, which makes coordination difficult, and lack of coordination and consistency among employees creates information confusion among customers.

**Value Added Strategy:** Simply put, this strategy is where sales representatives provide support and aftercare, such as user guides, related to features, services, engineering, and user training. , upgrade and convert, anytime, anywhere. The purpose is so that customers can buy and use the product with peace of mind.

**Consultative selling strategy:** This is a strategy in which the salesperson gives advice on features that exceed the customer's expectations for the product, especially whether these features are suitable for the customer. goods or not to avoid performance degradation. However, customers do not use them. Therefore, salespeople must carefully research customers before and during the proposal. If used correctly, this strategy can help salespeople close high-value deals.

These are basic sales strategies that many businesses are currently applying, however, depending on their abilities and strengths, businesses will choose the most suitable sales strategies to achieve the desired results. wait.

##### **1.4.4.3 Organize the sales force**

The sales force is the person who introduces the business's products or services to customers or the market. Salespeople are divided into three main categories: corporate force, contract agency, and hybrid force.

A company's sales force includes all employees directly responsible for all sales activities of the company. The company's sales force is divided into two groups: internal and external. Most inside salespeople work only at the distributor or headquarters, calling customers, tracking orders, and checking inventory. In contrast, outside salespeople are responsible for sales activities appropriate to the company's business. Although they present and introduce products directly to customers and prospects, they are responsible for running outbound sales activities effectively and must ensure there is a sufficient number of customers in the area. This.

**Contract agent:** An individual, organization, or trade association that acts independently on behalf of two or more manufacturers and service providers in a specific geographic

area and receives brokerage commissions. Although company representatives vary in size, they have common characteristics such as commissions, costs, and revenue, which are directly related to each other. Therefore, the company can use agents to reduce sales force costs.

**Synergistic Forces:** To expand, capture and cover different types of markets, companies must rely on synergistic forces. The company will use both its sales force and dealer network to penetrate different markets.

To be able to develop broader products into the market, businesses need to organize a sales force that is suitable for the products and services and reasonable with the company's capabilities. The basis for building the sales force organizational structure includes sales strategies, distribution channel characteristics, product characteristics, business size and the company's current sales force.

Currently, there are 3 popular types of sales force organization:

**Geographic organization:** This type of organization in which each salesperson is assigned the responsibility of selling the company's products and services in a specific geographic area.

**Product Organizing:** Simply put, product organizing is when each employee or group of employees commits to providing only one or two specific types of products to a small group of target customers.

**Customer organization:** This organizational model focuses almost exclusively on one type of customer, based on a set of customer characteristics such as size, potential, and specific customer needs. This model requires salespeople to be experts and have a deep understanding of the product and target customers.

#### 1.4.4.4 Recruiting and training sales staff

Recruiting sales staff is an activity aimed at finding human resources with qualities suitable for the company's sales activities. Normally, companies often search for candidates through the following channels:

**Universities:** The most ideal and comprehensive recruitment source for companies to find top candidates. Because most students are inexperienced, it is easy for companies to train students according to their wishes.

**Company:** Hiring directly within a company is a strange thing, but for employees, the company can easily determine who is more suitable for the sales role than the job they are currently undertaking. Furthermore, if they are already employees of the company, they already know all the company policies and of course the products and services.

**Competitors:** The company finds ways to attract talent from competitors by offering attractive salaries, commissions and incentives to attract talented employees from competitors to work for yourself.

There are also many sources of recruitment, including advertisements, advice and referral centers and flyers. Depending on the desired source, the company chooses different recruitment methods.

After recruiting the desired personnel through interviews, we establish appropriate training policies in accordance with each company's standards.

#### 1.4.4.5 Allocating targets and implementing sales plans

Businesses set sales goals to manage the work and activities of sales staff. In addition to management, setting sales goals also helps management evaluate and promote employees,

because most businesses today reward employees if they exceed set sales goals. Sales targets will have two main forms: results-based targets and behavior-based targets.

#### Indicators based on results:

**Sales:** Businesses must determine which sales number to use when describing their goals. These can include sales for which sales invoices have been issued and goods that have been delivered by the company.

Calculated based on customers who have paid in full.

**Sales volume:** If a company has fluctuations in the selling price of its products, a sales volume target will be more favorable than a sales target. Therefore, according to this criterion, customers are mainly interested in the quality and features of the product, but less interested in the price.

**Sales costs:** The sales cost target includes costs directly related to sales, promotion costs and management costs.

**Profit:** Profit target motivates the sales department to achieve a predetermined profit level for each product's sales target. It can be determined by gross profit. Usually located at the company and department or center level

#### Behavioral-based indicators:

**Customer-oriented targets:** In customer-oriented targets, the business will focus on increasing sales volume to customers to increase the company's ability to penetrate the market.

**Activity-oriented indicators:** This indicator will specify the number of activities that need to be carried out in the required time such as number of sales calls, number of interested opportunities, number of seminars organized, number of sales letters or emails received. send

#### Implement sales plan:

This activity is aimed at implementing the company's plans, goals and strategies through sales staff in the target market. In order for businesses to perform sales activities effectively, it is necessary to allocate sales costs appropriately from the perspectives of sales, market share, output, build appropriate sales channel strategies and develop policies. Motivate sales representatives so they have the best energy to work.

Businesses need to note that to achieve high results, they must not only stick to sales plans that have been built and prepared in advance, but also adapt to market trends and make appropriate changes. than.

#### 1.4.4.6 Control sales activities

Controlling is a very important activity in planning a company's sales strategy. Control will help achieve the set goals. If all goes well, the company will be able to steadily increase sales and achieve its profit goals. On the other hand, inadequate management can cause difficulties for businesses, and the lack of certain principles can lead to confusion in business operations.

To make control more convenient, sales administrators must have appropriate standards to manage employees. To manage your sales representatives, you should have criteria such as: For example: productivity, job completion level, work style, ethics, sales volume, etc. However, managers Sales values must be realistic and wise in choosing these criteria to ensure sales staff perform well. If the results are not satisfactory, you should find out the clear cause and take appropriate remedial measures to ensure better sales efficiency.

#### 1.4.4.7 Customer care

Customer care is an important activity. Even when selling a good product or service, you won't get good results if your customer support is inadequate. Today, customer support is seen not only as a tool to maintain, manage and build long-term relationships, but also to gain a competitive advantage over competitors. Therefore, customer support needs to be taken seriously and have a clear plan.

Sales managers must build activities and customer care programs to measure customer satisfaction and adjust policies accordingly. Not only is it necessary to excel, but it is also necessary to constantly innovate to stand out from competitors.

#### 1.4.5 Evaluate sales performance

This sales performance evaluation is performed by both the Board of Directors, sales managers and sales staff. Sales staff will have work plans based on common goals and will report monthly on their work performance, based on which sales managers will evaluate and make suggestions. Some indicators used to measure sales performance effectiveness:

##### Revenue targets

Sales revenue is the total amount of money brought in by sales activities in a certain period of time, including both collected and uncollected amounts. There is the following formula:

Sales volume = Sales quantity \* unit sales price

Therefore, for revenue targets, it will depend on price and quantity. If revenue increases due to increased consumption, this initially proves that the business's sales activities are going well and need to be promoted. However, if revenue increases due to price increases, businesses need to reconsider related factors.

##### Sales cost targets

This is a cost directly related to the business's process of consuming goods and services. These costs often include loading and unloading costs, transportation, warehousing, and employee salaries. These costs are indispensable in the sales activities of businesses, however, the higher the sales costs, the lower the profits and vice versa. Therefore, sales managers need to closely monitor to have appropriate reduction and change policies to save costs and increase sales efficiency.

##### Profit targets

Gross profit on sales and services provided = Net revenue – Expenses

Gross profit will be used to offset operating costs and form net profit from business activities. Net profit is the difference between gross profit on sales and service provision and selling costs and business management costs of goods sold in the period incurred.

The profit formed will be affected by revenue, deductions, selling expenses, and cost of goods sold. To increase profits, sales managers should influence costs from the purchasing and selling stages to gain the highest profits.

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