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## Evaluating Enterprise Sales Activities: A Theoretical Basis

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### Abstract

The article has generalized the theoretical basis of sales, sales management and forms of sales, sales management, sales management process, content of activities in sales management, sales, factors affecting sales management and

some specialized concepts related to the topic. The issues raised here will serve as a basis for assessing the current status of sales activities at businesses.

**Keywords:** Evaluation, Sales Activities, Theoretical Basis

### 1. Concepts related to the research problem

#### 1.1 Concept of sales activities

Sales is an economic activity aimed at selling the manufacturer's goods to all different consumers in society. However, due to different approaches and different research purposes, in reality there are many different concepts about sales. According to some popular modern views, the concept of selling is defined as follows:

- Sales is the foundation of business which is the meeting of sellers and buyers in different places that helps the business achieve its goals if the meeting is successful in negotiating the exchange of products.
- Sales is the process of contacting potential customers to understand customer needs, presenting and demonstrating products, negotiating sales, delivery and payment.
- Sales is serving and helping customers to give customers what they want.

According to Philip Kotler in 2018, "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 in 2005, "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".

Thus, although there are differences in expression and scope, the above viewpoints have many similarities. With the above approaches, we can say: Sales is a process in which the seller not only simply meets the needs and desires of the buyer but includes stages of learning, discovering needs, and even Create demand and then meet buyers' needs.

#### 1.1.1 Main forms of sales

According to Le Dang Lang in 2009, the main function of sales is to transfer goods from suppliers, manufacturers to customers to satisfy consumer needs, production needs or the need to seek profits, so Depending on the purpose and effectiveness of the circulation process, there are different forms of sales. Some forms of sales are as follows:

##### ▪ Retail

Retailing is a direct selling activity to the final consumer to satisfy personal, non-commercial consumption needs. The characteristics of this form of sales are reflected in the main selling subjects being retail store owners or stall staff, and the buying subjects include individuals with the nature of purchasing to satisfy personal needs. or household. On the other hand, in this form of sales, the number of products per purchase is small, the level of product brand loyalty is low, and the purchase decision behavior is quick.

##### ▪ Wholesale

Wholesale is a general sales activity, usually aimed at satisfying business needs or seeking profits of customers. The characteristics of this form of sales are reflected in the sales subjects including distributors, level 1 and level 2 agents and the purchasers are usually retailers, intermediaries and at the same time charge Purchased goods used to resell for profit. Besides,

the number of products purchased each time is large, the level of product brand loyalty is high and the purchasing decision behavior is slow - thorough for the first time and quickly for subsequent times.

#### ▪ **Direct sales**

Direct sales are sales activities carried out through direct transactions with customers. Characteristics of this form of sales are reflected in the sales subjects being sales staff, the purchase subjects being individuals or organizations, and the nature of purchases for personal consumption or to serve business activities. of the organization, but satisfying individual needs is still the main thing. Besides, the number of products per purchase is often small, the level of brand loyalty is not high and the purchasing decision behavior is quick.

#### ▪ **Contract sales**

Contract sales are a form of sales carried out through a contract signed between the parties. The characteristic of this form of sales is that the selling subjects include organizations and individuals, as well as the purchasing subjects. In addition, the purchasers often buy for production or reproduction, the number of products per purchase is often large, at the same time the level of brand loyalty is very high and the purchase decision behavior is very slow, often rewarded. many stages.

#### ▪ **Sales by phone**

Telephone sales is a form of using the phone to sell goods. Characteristics of this form of sales are reflected in the sales subjects being employees of organizations or individuals directly selling, and the purchase objects can also be organizations or individuals and the nature of the purchase. goods used for production, resale or consumption. On the other hand, the number of products per purchase depends on the value of the goods, low brand loyalty and slow purchase decision behavior.

#### ▪ **Selling via the Internet**

Selling via the internet is a form of selling online. Through online advertisements and fake newspapers, customers call to order or order directly online and the supplier delivers the goods to the customer's door. Sales characteristics are similar to telephone sales

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

Sales is the final step in the entire production and business process. Sales activities are not only significant for consumer goods but also for industrial products. The role of sales activities is shown in the following points:

- Sales brings satisfaction to both sellers and buyers through the function of meeting needs and activating needs.
- Sales help goods and money circulate effectively in the economy, thereby stimulating investment and expanding production.
- Sales helps to increase specialization, manufacturers can separate from sales. Thanks to that, manufacturers can focus on production and professional sellers will take care of consumption.

Professional sellers will act as intermediaries in understanding market needs and providing important information to manufacturers. In addition, sellers are also a bridge connecting customers and manufacturers.

Thus, in general, sales is a series of independent activities to establish relationships and effectively communicate information about products and services to customers with

the goal of satisfying needs and benefits. of both seller and buyer.

### **1.2 Concept of sales management activities**

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, controlling sales activities, performing business functions, distributing and consuming goods and services to satisfy customer needs and bring profits to businesses.

Sales management includes the following main activities:

- **Sales planning:** Identify goals, develop plans and allocate sales resources.
- **Sales organization:** Build sales organization structure, recruit and train employees, establish sales process.
- **leadership:** Motivating, creating a sales culture, building an effective sales team.
- **Sales control:** Monitor and evaluate sales results and make necessary adjustments.

Sales management is a core business process in most organizations. This activity requires a thorough understanding of the process and how to apply different techniques to boost sales.

To be successful in sales activities, businesses are not only interested in simple sales activities but also management activities to create demand, find customers and sell products, while promoting, Expand sales network, improve competitiveness in the market. Therefore, the demand trend for sales force in this industry is huge. Sales management is a closely integrated process from setting goals for sales staff, designing strategies to recruiting, training, supervising and evaluating staff performance. sell.

Thus, we can generalize sales management as follows: *Sales management is a method or activities carried out to ensure the best satisfaction of customer needs for products and services with Keep costs as low as possible, to maximize profit goals for the business.*

### **1.3 Some other basic concepts**

#### **1.3.1 Market concept**

Market is the place where ownership of products, services or currency is transferred, in order to satisfy the needs of both supply and demand sides for a certain type of product according to current practices, thereby clearly determining the quantity. and necessary prices of products and services. In essence, the Market is the totality of potential customers who have a specific but unmet need and are able to participate in exchange to satisfy that need.

According to marketing, a market includes all existing and potential customers who share a specific need or want, and are able and willing to engage in exchange to satisfy that need or want. A market is a collection of buyers and sellers interacting with each other, resulting in the possibility of exchange.

Market is the place where buying and selling activities take place of a certain commodity. With this meaning, there is a rice market, a coffee market, a stock market, a capital market, etc. There is also another narrow meaning of a market which is a certain place where activities take place. buying and selling goods and services. In this sense, there is the Hanoi market and the Central market.

In economics, the market is understood more broadly as a place where there are relations of buying and selling goods

and services between countless competing sellers and buyers, regardless of location., what time. Markets in economics are divided into three types: goods and services markets (also called output markets), labor markets, and money markets.

### 1.3.2 Product concept

A product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a need or want. It can be objects, services, people, places, organizations or an idea.

Product categories:

- + Material goods;
- + Service;
- + Location;
- + Organization;
- + Idea.

+ Trend

Product levels

- **benefit:** is the basic use or benefit that the buyer has purchased;
- **Generic product:** is a basic product that is recognized as it is;
- **Expected product:** is a set of attributes and conditions that buyers usually expect when purchasing a product;
- **Finished products:** are the additional services and benefits that the seller adds to make their products different from those of competitors;
- **Potential product:** is the set of possible new features and services that will eventually be added to the product.

Products are classified into 3 groups based on their durability or finality:

- + Durable goods: are tangible goods that are often used many times;
- + Non-durable goods: are tangible goods that are usually consumed after one or several uses;
- + Services: are activities, benefits or satisfactions offered for sale.

### 1.3.3 Concept of customer

A customer is an individual, organization or business that receives goods, services, products or ideas from another individual/company in exchange for value, which may be money or something of equivalent value. Customers form the backbone of a business. Normally, the greater the number of customers, the more the business grows and vice versa. A customer may not buy the product immediately but may buy it in the future and still be part of the company's target customer group.

Customers can be single buyers or corporate customers buying in large quantities. Creating products/services that customers want to buy and use is very important for businesses to attract and maintain customers.

Previously, when mentioning customers, people only thought of those outside the organization who buy the goods that that organization provides. However, now the concept of customer has been expanded inside the organization.

- Internal customers:
  - + People who work in different parts of the organization.

- + People working at different branches of the organization.
- + As company employees, they rely on the company, the products/services and information they need to complete their tasks. Although they are not traditional customers, they still need to be cared for, cared for, and treated like outside customers.

▪ External customers:

- + Individual.
- + Businesses or business people, including suppliers, banks and competitors.
- + State agencies, volunteer organizations.
- + Stakeholders with relevant interests such as residents in the area, professional associations...

## 2. Characteristics, functions and roles of sales management activities

### 2.1 The role of sales management

Sales management plays an important role in the operation of businesses in the consumer market. Key roles include:

- Helps companies collect information about competitors and customers' needs and psychology; Increase the business's competitiveness against competitors in the market; while reducing sales costs.
- Improve the level of satisfaction of customer needs for the business's products and services; Maintain and expand long-term relationships with potential customers, helping to ensure stable revenue and profits for the business.

Besides that, sales management also plays a certain role for customers. When customer management activities are effective, customers can save time, money and effort in the process of purchasing and using products and services. Competition in sales activities between businesses also creates conditions for customers to have more opportunities to access better products and have many options to choose from that they feel best satisfy their needs.

### 2.2 Objectives of sales management

A goal is understood as the ending point of an action; The main goal is what an individual or organization wants to achieve in the future. Goals are often associated with plans, projects, etc. and are implemented in stages, with regular evaluation and control. Determining a business's sales in a certain period is shown through the good implementation of planned targets such as total revenue, market share, revenue by product structure or time.

The set goals must ensure the ability to be implemented, do not set ambitious goals while the business's ability to implement is limited, leading to its inability to be achieved. Sales management plays an important role in helping businesses reach the market, convince customers to buy, trust and be loyal to the brand. The goals of sales management at each stage, field, and industry are different, but this activity usually targets two goals:

▪ **Sales and profit goals**

The core goal of the sales management process is to target sales and profits, expressed in value, market share, etc. This is a measure of effectiveness and capacity in sales management. enterprise's goods. If a business fails to achieve its profit target, it may have difficulty maintaining

business operations and meeting the needs of customers and shareholders.

To do so, sales managers need to:

- Clarify the direction and goals of the business
- Motivate sales staff
- Evaluate sales performance effectiveness

This is a practical measure of capacity and effectiveness in sales management. To achieve sales goals, even the lowest-level supervisor must urge employees and have a specific action strategy. Besides, senior administrators need to have ways to control subordinates. Thus, the company's overall goals of sales and profits are effectively promoted over each period.

Through sales management activities, the business's revenue increases with the increasing number of products sold. This ensures that the enterprise's production activities can continue to operate and use maximum capacity.

#### ▪ **Human resources goals**

This goal is related to the personnel selection process, regardless of the stage or business field, all human factors play a decisive role in the development of the business, a competitive business in the market. The school is not afraid that its competitors are strong, but only afraid that its sales team is not talented, so in the recruitment process with clearly and thoroughly built standards, three basic factors create. Therefore, an excellent person is the knowledge, attitude and skills, each element needs to be carefully evaluated for each applicant to build a professional, dynamic, and complete sales team. Successfully accomplish the task of attracting and gaining customer sympathy as well as creativity in sales to bring in more revenue and complete targets for businesses in the competitive market.

Therefore, the task of the sales manager must be to recruit and train an effective and professional sales team with good sales skills from communication to approaching and convincing customers along with coordination. Rhythm and connect the collective working spirit of the entire sales department to help work perform effectively, increase labor productivity and bring success to the sales department. Besides, it is necessary to have reasonable reward policies and build sustainable relationships with employees to promote the positive energy hidden within each salesperson. In addition to the above two main goals, sales management also has another goal, which is to turn potential customers into customers of the business. This requires the sales team to have good receiving skills, reasonable planning and constant efforts to collect information as well as approach potential customers about buying and selling their business's products. to build and develop long-term and sustainable relationships.

### **2.3 Meaning of sales management**

Managing sales activities will help businesses successfully implement business goals in general and sales activities in particular on the basis of promoting consumption and attracting customers to dominate the market and improve their position. Competitive position and reputation of businesses, creating conditions for close coordination between management activities such as purchasing, selling and storing goods.

In addition, it also helps businesses improve their proactiveness in business activities by building and

organizing sales plans to suit each situation and each deal. Sales management has the following basic meanings:

- Firstly, sales management ensures the construction and implementation of the enterprise's sales goals on the basis of market forecasts. Sales managers clearly determine the business's sales goals in each period and make efforts to achieve those goals.
- Second, sales management ensures the development of a sales network in accordance with the business strategy of the enterprise.
- Third, sales management ensures the building of a sales force with expertise, skills, qualities, motivation and good performance.
- Fourth, sales management ensures to grasp and adjust the business's sales activities closely to market fluctuations.

### **2.4 The importance of sales management**

Sales management plays an important role in implementing general business goals and specific sales activities. By focusing on promoting consumption and attracting customers, sales management helps businesses dominate the market and enhance their competitive position and brand reputation. At the same time, create conditions for close coordination between other management activities such as purchasing, selling and storing goods. The importance of sales management includes:

- + Promote sales: Sales management helps businesses determine sales goals, allocate resources appropriately, build effective sales strategies,... From there, help businesses increase their sales. Businesses are promoted and increased.
- + Enhance customer loyalty: Sales management helps businesses understand customer needs, build good relationships with customers,... From there, promote customer loyalty and business. The business will have a stable source of customers.
- + Create a brand for businesses: Help businesses build a professional and reputable image in the eyes of customers.
- + Improve business performance: Sales management helps businesses optimize resources, minimize costs,...

To manage sales effectively, businesses need to build a systematic sales management system, including processes, regulations, policies,... suitable to the characteristics of the business. At the same time, train a team of professional sales staff.

### **2.5 Factors affecting sales management.**

#### ▪ **Objective factors**

- Macro environment

The macro environment includes factors that are beyond a business's control, but have a major impact on sales activities. Include:

- + **Environment:** Economic growth rate, inflation, interest rates,... affect customers' spending ability.
- + **Political environment:** Economic, trade, etc. policies can impact the market and competition.
- + **Social environment:** Culture, customs,... affect customers' needs and shopping behavior.
- + **Technological environment:** Technological developments can create new opportunities or challenges for sales activities.
- + **Law:** Regulations on consumer protection, competition, etc. may affect sales activities.



- Micro environment.

The micro environment includes factors that are within the control of the business, but have a direct impact on sales activities. Include:

- + Competitive environment: Number, scale, strategy of competitors,... affect the market share and sales of the business.
- + Customers: Customer needs, shopping behavior, preferences, etc. are important factors that determine the success of sales activities.
- + Supplier: Price, product/service quality, supplier's after-sales service,...

- **Subjective factors**

- Business strategy of the enterprise: Objectives, development orientation,... of the enterprise.
- Sales organizational structure: System of departments, divisions, and individuals participating in sales activities. A suitable sales organizational structure will help businesses operate more effectively.
- Sales resources: Including human resources, finance, technology,... Businesses need to ensure they have enough resources to meet sales needs.
- Skills and attitudes of sales staff: Businesses need to train and develop sales skills and attitudes for employees so they can meet customer needs and achieve sales goals.

Businesses need to analyze and evaluate factors affecting sales management to be able to build and implement effective sales plans.

## 2.6 Sales management process

### 2.6.1 Determine the target

Sales goals represent the results that managers expect sales staff to achieve within a certain period of time. There are two ways to determine sales goals:

- Top-down process in management: Goals are set by the top and then distributed to the lower levels, with the base level being the final level.
- Management by Objectives (MBO), sales departments set and achieve their own sales goals, which are then synthesized by superiors.

Regardless of which method is used, a business's sales goals must always comply with the SMART principle: specific, measurable, achievable, realistic, and realistic. Timely. Sales goals are often quantified by specific targets such as sales volume, sales and profits.

### 2.6.2 Strategic planning

After determining the goals, the business will plan a sales strategy suitable to its own needs and characteristics. There is no optimal or perfect sales strategy, but only the most suitable strategy for each specific business.

Planning a sales strategy often depends on the goals and objectives of the business, which may include methods such as personal selling, group selling, consultative selling or price enhancement strategies. treat.

A suitable sales strategy will be built based on the size of the business, the scale, the capacity of the team and the budget for implementing the strategy. Ensure the designed strategy can be implemented effectively and deliver the best results for the business. Some popular sales strategies that

businesses often apply include:

- + Sourcing strategy
- + Competitive strategy
- + Personal selling strategy
- + Group sales strategy
- + Consulting sales strategy
- + Value addition strategy

### 2.6.3 Organize and control the sales force

- By geographical area

This model is based on the principle of dividing the market into geographical areas, then assigning each salesperson to be in charge of a specific area. The model of organizing the sales force by geographical area has advantages such as:

- Improve management efficiency: Each geographical area has a manager with overall responsibility, helping to manage and operate sales activities in that area more effectively.
- Strengthen relationships with customers: Each salesperson will have time and opportunity to understand customer needs in the area of his/her responsibility, helping to build good and lasting relationships with customers.
- Cost savings: This model helps businesses save on training and management costs for sales staff, because each employee only needs to focus on sales in the area they are responsible for.

- According to product

In sales management, product sales force organization is a model in which sales staff are divided into groups based on the products/services they sell. Each team has a team leader who is responsible for managing the team and ensuring that sales goals are met.

Organizing the sales force by product has the following advantages:

- Specialization: Each sales team focuses on a specific product/service, which helps them develop expertise and in-depth knowledge of that product/service.
- Customer focus: Each sales team can focus on a specific customer group, helping to understand customer needs and wants better.
- Increase efficiency: Increase sales efficiency by reducing overlap and waste.

- According to customers

In sales management, customer-based sales force organization is a model in which each salesperson or sales team specializes in selling to a specific customer group. This model is based on the principle of classifying customers according to criteria such as:

- **Industry:** For example, a company that sells business management software may have dedicated sales teams for industries such as manufacturing, retail, financial services, etc.
- **Size:** A company that sells office equipment, for example, might have dedicated sales teams for small, medium, and large customers.
- **location:** For example, a company that sells construction materials may have dedicated sales teams for different geographic areas.

- According to mixed structure

This is a structure that combines specialization of the sales force by industry and geographic area, or a combination of staff allocation based on customer characteristics and geographic region. This model aims to optimize service quality and meet customer needs effectively.

#### 2.6.4 Implement sales plan

- Allocating sales targets

Sales targets are goals in terms of sales, market share, number of customers, etc. that a business wants to achieve in a certain period of time. Sales targets need to be allocated to each individual and sales department based on the following criteria:

- + General sales goals of the business.
- + Ability of each individual and sales department.
- + Target market of each individual and sales department.
- + Sales resources of each individual and sales department.

- Implement sales plan

After sales targets have been allocated, a specific sales plan needs to be implemented to achieve those targets. The sales plan should include the following contents:

- + Specific sales goals.
- + Strategy of sale.
- + Sales activities.
- + Sales budget.
- + Execution time.

#### 2.6.5 Measure and evaluate effectiveness

To ensure that the sales plan is implemented on schedule and achieves the set goals, it is necessary to monitor and evaluate results regularly. Monitoring and evaluation should focus on:

- + Sales
- + Market share
- + Number of new customers
- + Customer satisfaction level

#### 2.6.6 Customer care

In the sales management process, the customer care step is an important stage that helps businesses retain customers and increase the likelihood of repurchase. In this step, businesses need to:

- Send a thank you letter: A thank you letter is a way to express appreciation and thank customers for choosing your business's products/services. Thank you letters should be sent soon after the customer makes a purchase, possibly with some incentives or small gifts.
- Collect feedback: Collecting feedback from customers helps businesses better understand their needs and desires, thereby improving products/services and improving customer service quality. Feedback can be collected through surveys, interviews, or social media channels.
- Maintain communication: After making a purchase, customers may still have questions or need support about the product/service. Businesses need to maintain information exchange with customers to answer their questions and support them promptly.

- Fast and thoughtful support: When customers have problems with products/services, businesses need to support them quickly and thoughtfully. This shows the concern and responsibility of the business to customers.
- Combination for new products/services: Increase the likelihood of customers buying the business's products/services again.

### 3. Content of sales management work

#### 3.1 Build sales goals

Setting sales goals is one of the first and most important tasks in sales management activities. Sales goals are specific sales results that a business wants to achieve within a certain period of time. Building sales goals often revolves around the following three main goals:

- Sales and output goals.
- Market share goals.
- Profit goals.

Besides, people also build general goals such as: sales and profit goals, market share and output goals.

Sales goals are built according to two processes:

- Top-down process: Goals are set by senior levels and then distributed to lower levels; The final level is the base level.
- Management process according to MBO goals: Each sales department directly determines sales goals and implements them. These goals will be aggregated by higher levels.

Regardless of the process established, a business's sales goals must always comply with the SMART principle: specific, measurable, achievable, and realistic. and timely (Timely). Sales goals are often quantified into specific indicators of: sales volume, sales, profits...

#### 3.2 Plan sales strategy

Planning a sales strategy will help businesses accomplish their set goals and objectives in the most effective way through the reasonable use of resources, coordinating everyone's participation and creating a difference in comparison. with opponents. Some popular sales strategies are:

- + Sourcing strategy.
- + Competitive strategy.
- + Personal selling strategy.
- + Group sales strategy.
- + Consulting sales strategy.
- + Value addition strategy.

In addition, managers also use a number of other strategies such as: negotiation sales strategy, affiliate sales... Planning a sales strategy also depends on the qualifications and capabilities of the workforce. sales and budget for sales strategy.

#### 3.3 Build the sales force organizational structure

Sales force organizational structure is the reasonable allocation and arrangement of sales personnel based on the ability, experience, and personality of employees to effectively implement sales strategies and bring profits. beneficial for businesses. Depending on specific conditions, businesses can choose for themselves the following methods of organizing their sales force:

### 3.3.1 Organize sales force by geographical area

This is the method of distribution by territory. Each region will have a person responsible for overall profits, management and administration of all activities in the region. This requires managers to have high qualifications and capacity. Under the regional or area manager are sales staff who are assigned to be in charge and conduct activities in specific areas.

### 3.3.2 Organize sales force by product

The structure of the sales force is organized according to the product or industry of the business. This means that sales staff will be thoroughly trained about the industry or product they are responsible for.

### 3.3.3 Organize the sales force according to customers

This is an organizational structure based on customer characteristics such as size, consumption behavior and product use requirements. This organizational structure is becoming more and more popular. To best adapt to the market, the sales force must clearly understand customer characteristics, special requirements and different questions of each customer group.

This method is very useful in cases where a business's customer segments have buying needs that require different sales treatments. Commercial representatives must have their own sales and customer care methods.

The advantage of this type of organization is that it allows for a better understanding of customer needs, sales staff are familiar with the needs of each specific customer, thereby providing effective marketing measures.

However, this division can lead to regional overlap, creating many different sales forces calling on the same set of customers in the region, which means costly sales and expenses. Management fees because each commercial representative has to travel a lot (because customers are scattered throughout the market area).

### 3.3.4 Organize the sales force according to a mixed structure

This structure is a combination of specializing the sales force by industry and geographical area or combining staff allocation based on customer characteristics and geographical area. This model will optimize services and customer service quality.

Each organization method has its own advantages and disadvantages. Businesses need to base on the nature of the industry, scale and development strategy to choose an appropriate sales force organization model.

## 3.4 Recruiting and training sales staff

Each organization method has its own advantages and disadvantages. Businesses need to base on the nature of the industry, scale and development strategy to choose an appropriate sales force organization model.

### ▪ Build a sales team

The sales force on the payroll of the enterprise includes:

- Inside sales force: Most of this force is concentrated in the office and rarely has direct contact with customers. Most of them contact customers via phone or internet with the main responsibility of promoting sales activities or providing after-sales support services and tracking orders.

- Outside sales force: This force is often organized by geographic region. Sales staff are responsible for direct contact with customers, usually at the customer's business location.

If you want to build a sales team, you first need to determine the size of the sales force. That is determining the needs (quantity, quality, location) of necessary personnel for the sales force. The next job is to determine sales force norms - the standard level of sales or sales results set for each individual or unit of the sales force in a certain period of time. This is to create favorable conditions for controlling and evaluating the productivity and working efficiency of the sales force. The next important job is recruitment. To recruit sales staff, sales managers should announce recruitment in many different forms to attract many candidates from many different sources to participate in the recruitment exam.

From there, there is a basis for selecting promising employees. Then continue with the next steps such as: researching profiles, checking health, evaluating and making recruitment decisions. After selecting suitable people for the vacancy, businesses need to train this force. They not only need to be trained in knowledge but also in sales and sales management skills.

The sales team is an important factor that determines the effectiveness of sales activities. Therefore, the Sales Director and management team need to pay due attention to the work of building the sales team.

### ▪ Motivate sales staff

This is quite important in sales management. There is some strong evidence that differences in sales results are due to differences in the level of motivation of salespeople. Sales managers must always pay attention to motivating the entire sales force as well as each individual employee. Their job is to motivate low sales performers while maintaining the enthusiasm of high performers.

Motivating the sales force is very important. Administrators must know how to provide employees with many opportunities for them to grow and progress, motivating them to excel in their duties and responsibilities for the Enterprise. Sales managers can apply many measures to provide incentives to sales staff. Like:

- Financial incentives: Includes salary and bonus plans, commissions, support allowances, and sales competitions.
- Bonus program: The bonus program should be designed towards achieving the employee's personal goals and overall goals. A good rewards program will be instrumental in guiding a salesperson's efforts to accomplish personal and collective goals. In addition to financial significance, rewards also show the value and pride of sales staff.
- Non-financial encouragement: Through forms such as: recognizing merit with certificates of merit, medals, and praise; Travel bonuses and vacations; Promotion opportunities, attending meetings, major sales conferences... Not only financial measures can be encouraged; Many times salespeople are more interested in non-financial incentives.

Sales is an important activity; it determines the survival and development of a business. Therefore, sales managers need to consider measures and promptly encourage and motivate so that the effectiveness of sales activities is highest.

### 3.5 Allocating targets and implementing sales plans

This is the part that deploys all goals and strategies through market-oriented sales force. To implement a successful sales plan, you need to do the following:

- Allocate sales targets such as sales, market share, and output appropriately.
- Build an effective distribution channel strategy.
- Organize sales through distribution channels.
- Motivate employees.

To successfully implement a sales plan, you must not only follow what has been built and planned in advance but must always adapt to the market. In reality, there are many factors that affect results that businesses do not know in advance.

Therefore, on the one hand, businesses must follow the set target strategies but also make timely changes appropriate to each situation. Only then will the implementation of the new sales plan bring the highest efficiency.

### 3.6 Monitor and evaluate sales performance

Monitoring and evaluating sales performance is one of the main tasks of a sales manager. Monitoring and evaluation aim to evaluate the level of customer satisfaction and at the same time evaluate the level of success in sales work.

Besides, monitoring also aims to detect unfavorable situations and inappropriate situations in order to promptly fix them. Monitoring and evaluating sales performance is often done through forms and reports from employees based on analysis of revenue, customer satisfaction, and market share.

In summary, the main purpose of monitoring and evaluation is to evaluate sales results compared to set goals.

### 3.7 Customer care

Today, customer care is not only about showing care, responsibility, and building long-term relationships with customers, but customer care is also a tool to increase competitiveness for businesses. Therefore, customer care needs to be taken seriously and planned. To do this, sales managers need to develop customer care policies and programs and measure customer satisfaction to make appropriate adjustments.

Businesses constantly improve their customer care programs and constantly innovate to make a difference and be better than their competitors. This will be an important factor in improving competitiveness and attracting customers. In short, an effective sales management process is not only about fully implementing the content but also about continuously perfecting and implementing it in the best way. To be effective in sales management, each business needs to build goals and strategies to effectively accomplish those goals to achieve two important goals: human goals and goals. Profit goals thereby satisfying the needs of customers and businesses.

## 4. Factors affecting sales management

### 4.1 Factors inside the business

The internal environment of a business is also a factor that significantly affects the effectiveness of sales management activities, there are some main factors as follows:

- Enterprise business development goals and strategies: Strong impact on sales management. Businesses do not always scale up, or have effective business development strategies. It is the goals and strategies that determine the development direction of the enterprise. From there, it sets the requirements for the sales department in the future and also decides on the form, sales strategies, product promotion budget.
- Qualifications of the sales management team: The qualifications of the sales management team are a decisive part of the effectiveness of sales management. If the organization has a poor quality sales management team, sales activities will face difficulties from the beginning. Poor managers will make unreasonable sales plans; Recruiting the wrong people or evaluating them incorrectly. On the contrary, a qualified, experienced and flexible sales team will help businesses have the highest sales efficiency.
- Enterprise resources: Finance, assets, reputation of the enterprise in the market, etc. will determine the direction in which the enterprise intends to invest in sales. At the same time, it will also determine the image of the business among customers. If the business is reputable and has a lot of funding for product promotion, the product will be better known, and sales activities and sales management will also be more favorable.
- Competitiveness of a business in the market: A business with reputation and position in the market and high competitiveness will manage sales more easily than other businesses. On the contrary, a young business with poor competitiveness and limited financial resources will encounter more problems in the process of planning, creating strategies and implementing sales management activities.

Above are the main factors that affect the sales management of businesses. To come up with solutions to improve sales management effectiveness, businesses need to carefully research and consider the influence of each factor and find the causes of existing problems in sales activities., from there find solutions.

### 4.2 Factors outside the business

#### ▪ Influence from the macro environment:

The influence from the macro environment includes factors: economic, social, political, legal, population, science and technology environment. The influence from the macro environment is indirect but very important, not only affecting the sales management activities of the enterprise but also affecting the entire enterprise.

A favorable economic environment will promote production and business activities and sales will be favorable, whereas a difficult economic environment, especially an economic crisis, will significantly affect product consumption and sales. requires great efforts in sales activities.

The influence of the legal environment can increase or decrease the level of competition or the development of science and technology leads to the emergence of new forms of sales, forcing companies to make major changes in sales management. if you don't want to become outdated and less competitive compared to your competitors.

Currently, our country is in the process of integration, leading to major changes in the economic, legal, and



scientific and technical environment. Those changes will greatly affect businesses as well as sales activities.

Monitoring and analyzing the effects of the macro environment not only helps businesses adapt to changes but also recognize many opportunities for business development and expansion.

▪ **Influence from the micro environment:**

If the macro environment indirectly affects sales management activities, the micro environment affects directly, continuously and regularly, requiring the company to always proactively respond. The factors from the micro-environment that have the most obvious influence are the following:

Fierce competition from competitors, especially in sales activities. Competitors are always building new sales strategies to expand the market and even attract the company's customers. This greatly affects and threatens the market and customers of businesses.

Nowadays, the power of customers is increasing, which is easy to see when the market is fiercely competitive with many sellers and a limited market. This will affect the production and business activities of each company, especially in sales management. Administrators will have to make more efforts to satisfy customer requirements as well as ensure company benefits while increasing competitiveness with competitors.

These are the factors that most clearly affect the company's sales activities. In addition, there are a number of factors that also have a significant impact such as: the influence of supplier power causing product prices to become higher, potential competitors willing to compete with resources and technology. well prepared....

The direct influence from the micro environment requires the company to constantly innovate and improve in sales activities, closely follow the market and proactively respond to protect the market and develop long-term.

## 5. Criteria for evaluating research problems

### 1. Scientificity

Obviously, any scientific research article must ensure its scientific quality. Scientificity is reflected in the fact that scientific research topics must be associated with a clear theoretical framework and theoretical basis. This is the basis for the next chapters in a scientific research topic, so if the topic is not yet scientific, it will be difficult to continue.

### 2. Newness and originality

The novelty of a scientific research topic is expressed in many forms, which can be listed as follows:

- a, Completely new topic:
- b, The topic uses a new approach:
- c, Topics using new data:

### 3. Feasibility

This is also one of the important criteria when doing scientific research. A topic is considered feasible when the research team can access the necessary theoretical basis as well as relevant data sources. In addition, other factors such as funding and instructor can also affect the feasibility of the topic.

### 4. Applicability

After finishing the research topic, the research team must come up with a certain solution for the research topic (if it is a practical research topic) or a new theory (if it is a research topic). theory). Topics with such applicability will be given higher ratings.

## 6. Lessons learned from domestic and foreign experiences (or from relevant businesses in solving research problems)

Lessons learned from large businesses involved in handling sales management activities. Typical case of sales management:

### Sales management of Vinamilk

Vinamilk is one of the world's leading dairy enterprises, with a large market share in the Vietnamese market and exports to more than 50 countries and territories around the world. To achieve that success, Vinamilk has implemented an effective sales management system, demonstrated through activities such as:

- Build a widespread distribution system.

Vinamilk owns a nationwide distribution network, with more than 220 distributors and more than 141,000 sales points. This distribution system helps Vinamilk bring products to consumers quickly and conveniently.

Recruit and train a team of professional, experienced and knowledgeable sales staff.

Building a modern sales management software system, helping to effectively monitor and analyze sales activities.

Expanding multi-channel sales network, including direct sales, sales through e-commerce channels, sales through convenience stores, supermarkets,...

- Strengthen marketing and communication activities.

Vinamilk always focuses on marketing and communication activities to promote brands and products to consumers. The company has implemented many diverse and effective marketing and communication programs, such as:

- + Organize promotions, discounts,...
- + Regularly update articles and product introduction videos on social media channels.
- + Participate in events, fairs, social activities, volunteering,...

### Apple sales management

Apple is one of the world's most successful technology companies, with revenue for the second quarter of 2023 of \$94.8 billion. Apple's success is not only due to product quality, but also thanks to effective sales management strategy.

- The strategy focuses on customer experience.
- Strong branding strategy: Based on values such as creative design, high quality and innovation.
- Multi-channel distribution strategy.

Sales management is more than simply managing the people who sell the company's products. Companies with a narrow view of the role of sales management may be missing out on the most impactful long-term investment they can make in organizational success. Caring for and motivating profit-makers is a smart way to improve morale and revenue.

### Lessons learned at home and abroad:

Firstly, to implement sales management activities, it is necessary to change the thinking of the leadership and their support. Because the implementation of management activities cannot be implemented quickly and bring results in the short term. This activity requires a long-term commitment to implementation.

Second, the way to implement sales management activities needs to be implemented in parts. Apply from small stages to larger stages, then to all sales management activities. Absolutely do not do it in a scattered manner.

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