

## Contents

1.0 Executive Summary .....	2
2.0 Sales Management Report .....	3
Introduction.....	3
2.0 Sales Management Report .....	4
2.1 Introduction on Marks and Spencer .....	4
2.2 Sales Management .....	5
2.3 Key Principles of Sales Management .....	5
2.4 Sales Management Key Aspects .....	7
2.5 Sales Planning .....	8
2.6 Methods of Selling .....	9
2.7 Sales Reporting .....	9
3.0 Sales Organisation Structure and Selling Through Others.....	10
3.1 Sales Organisation Structure .....	10
3.1.1 Geographic Based Sales Organisation .....	11
3.1.2 Product Based Sales Organisation .....	13
3.1.3 Customer-Centred Structure .....	15
3.2 Selling Through Others .....	16
3.2.1 Importance and Advantages Selling Through Others .....	16
4.0 Successful Selling.....	17
4.1 Principles and Techniques of Successful Selling.....	19
4.1.1 Negotiation Techniques and Tactics .....	19
4.1.2 Classification of Sales Leads.....	19
4.1.3 Turning Customer Information into Knowledge .....	20
Sales Strategies .....	20
5.1 Key Sales Strategies .....	21
5.1.1 Personal Selling .....	21
5.1.2 Direct Selling.....	25
5.1.3 Cross Selling .....	25
5.1.4 Reference Selling .....	25
5.1.5 Up Selling .....	25
5.2 Importance of Developing Sales Strategies .....	26
5.3 Conclusion.....	26
6.0 References .....	29
7.0 Appendices .....	31

## 1.0 Executive Summary

In this summary, the ideas used by the sales management to enhance the effective Selling of items to clients are addressed in detail. Overall, the report focuses on sales management, describing how the Marks and Spencer organisation's sales can be enhanced through the adoption of appropriate strategies and approaches that would aid in improving sales in the face of increasing market competition. The company modifies ongoing sales management techniques as well as sales organisation factors in an order to promote and retain competitiveness, highlight the significance of the sales organisation, and the necessity of such modifications appears to be stronger in the contemporary business environment.

## 2.0 Sales Management Report

Sale management is essential for the success of any company in the contemporary global market. Business managers are increasingly embracing sale management to meet their sale targets. Marks and Spencer is one of the many global company that has used sales management to boost sales and penetrate new global markets. Geographic, market-based, product sale force and fuctional structures are features that define a successful sales organization structure. Marks and Spencer company has utilized all the above four structures to position as one the fast-growing muiltinational. Through sales planning and sales strategies, the company leaders has designed a strategic framework to guide salespersons on how to handle the company's goods and services.

These sales strategies are designed with the understanding that such strategies will provide high productivity to the organisation, for which sales department's strategies play a critical role. In particular, the company utilizes both B2C and B2B business models to sell their products and services. In addition to sales planning, the company utilizes sales structures that has enabled it to penetrate different markets across the globe. For instance, the companies geographic sales structures has enabled the company to position itself in over 100 countries across the globe. Additionally, through innovation the company has been able to increase its online presence allowing million of customers to enjoy online shopping.

### Introduction

In the current global economy, sales management has become a central issue for business management. For that reason, business managers across the globe have embraced sales management as a critical tool for business planning. By adding more theoretical evidence to the long list of existing works, the present paper expounds deeper on sales management. To give an in-depth understanding of the topic, this paper assumes the case of Marks and Spencer.

Overall, the report focuses on sales management, describing how the Marks and Spencer organisation's sales can be enhanced through the adoption of appropriate strategies and approaches that would aid in improving sales in the face of increasing market competition. The company modifies ongoing sales management techniques as well as sales organisation factors in an order to promote and retain competitiveness,

highlight the significance of the sales organisation, and the necessity of such modifications appears to be stronger in the contemporary business environment.

Some of the critical steps that have contributed to the growth of the company's sales include, innovation, technological advancement, globalization, partnership and redevelopment. For instance, the company has recently developed 46 websites that enabled it to reach millions of customer in over 100 countries across the globe. Additionally, the company has partnered with Ocado digital company to better its online presence. The above efforts touches on the 4P's of marketing which are Price, Place, Product and Promotion.

## 2.0 Sales Management Report

### 2.1 Introduction on Marks and Spencer

There is growing body of literature that recognizes the importance of sales management in the current global market. Ingram et al (2019) defines sales management as the process of developing a sales force, controlling sales operations as well as implementing sales techniques that allows a particular business to meet its sales targets. According to the authors, for a sale process to be successful, there are numerous factors which the sales team should observe. Some of these key factors include, consistency, degree of independence, equality in the team, and ability to convince customers. To gain a deeper understanding of the topic, this report details the Marks and Spencer Company sales management, which is situated in the United Kingdom.

Marks and Spencer's organisation began in 1884 as a lead market. Clothing, beauty products, financial services, food production, home or furniture items are all available on the company's web platform. Owner Thomas Spencer's philosophy is to give products at affordable and acceptable prices with positive client feedback. The objective of the Marks and Spencer organisation is to provide high-quality products while also providing a positive client experience. This organisation's objective is to provide high-quality products at a reasonable price. It is necessary to meet customer demand through social change and better time management. Quality, ethics, rules, service, and regulations, guidelines, innovation, as well as trust are all aspects of customer perception. In retailing, sales management entails boosting sales as well as market share. It makes a market contribution by providing quality to newcomers.

The world's most sustainable big store is organised by Eco Plan. Corporate strategies are made up of supply chain management or the information technology department, which determine the quality of product manufacturing and delivery with sufficient customer assistance. Storage or delivery facilities, as well as site planning, are all part of supply chain management in the international markets (Marks and Spencer, n.d.). In this summary, the ideas used by the sales management to enhance the effective Selling of items to clients are addressed in detail. Overall, the report focuses on sales management, describing how the firm's sales can be enhanced through the adoption of appropriate strategies and approaches that would aid in improving sales in the face of increasing market competition.

## 2.2 Sales Management

A sale is an agreement between two organisations or individuals in which the buyer purchases assets, products, or services in exchange for money. It is, in general, a contract between sellers and customers for a certain service or item (Drucker, 2012). Sales management is the planning, direction, as well as personal selling control activities such as recruiting, choosing, equipping, routing, supervising, assigning, paying, or motivating as such tasks apply to personal salesforce (Mishra, 2009). Sales managers are in charge of organising sales efforts both within as well as outside their organisations. A sales manager creates formal or informal organisational frameworks inside the organisation to facilitate successful communication not only within the sales sector but also with other institutional divisions.

Outside the firm, the sales manager is the primary point of contact with clients and other external publics, and is in charge of developing or maintaining an efficient distribution network. They are in charge of contributing to the compilation of information necessary to the making of major marketing decisions, like budgeting quotas or territories. During the pre-sales, order management, or post-shipment stages, Sales Management assists in responding proactively and efficiently to customers, which is critical to winning business or processing orders (Havaldar and Cavall, 2007). The primary goal of sales management is to manage the people who make sales, rather than the sales itself.

## 2.3 Key Principles of Sales Management

Companies modifies ongoing sales management techniques as well as sales organisation factors in an order to

promote and retain competitiveness, highlight the significance of the sales organisation, and the necessity of such modifications appears to be stronger in the contemporary business environment (Brooksbank, 1993). The following sales management principles are described:

**Establishment of a sales management model:** In order to gain a competitive advantage, the company should increasingly use sophisticated automated decision support systems. These enhanced decision support systems frequently entail the creation of software agents capable of acting rationally on behalf of their users or assisting them in a range of application fields (Ketter et al., 2012). Marks and Spencer can create a sales management model which will aid in determining the performance of each component's metrics. Marks and Spencer's sales strategy is also highly effective.

It is also vital to establish a sales objective in order for Marks and Spencer to accomplish the desired sales. They can employ both methodologies, namely the bottom-up or top-down methods. It also aids in determining the cost so that the corporation can maximize its profit.**Right agency selection:** It is vital to select the best advertising partner and agency in Marks and Spencer. Some organisations utilize conventional means for advertising, while others employ modern approaches. There are other aspects that can influence sales outcomes, either positively or negatively. Marks and Spencer employ cutting-edge advertising approaches and techniques to attract more customers and maximize earnings (Ketter et al., 2012).

**Selection of the right employees:** It is also essential to hire the correct people for the organisation. Employees that have the necessary abilities and knowledge will perform better in terms of sales marketing for Marks and Spencer. If they choose the best or correct employees, they will be able to increase their profit. If a company selects the right personnel for the proper positions, it is more likely to fulfill its goals and solve the many challenges that arise during its operations. This is true both in the commercial sector, where businesses strive for maximum profit, as well as in the government sector, where organisations are required to fulfill responsibilities at the utmost professional level. Organisations would like to hire the most productive people, while employees want to select a job or a company that best fulfills their desires and personalities. Employees will enjoy a job that allows them to use and acquire new skills while also rewarding them financially and

ethically (Juhasz, 2010).

## 2.4 Sales Management Key Aspects

Sales strategy, sales analysis, and sales operations are all vital aspects of sales management. Deciding the sales territory: Sales territories that are well-designed make things easier to balance the workload or opportunities in each area to the capabilities of the salespeople and team allocated to handle that sales region. The design of a sales territory is an essential issue and a crucial factor of a salesperson's abilities to accomplish well. The sales territories formation may be considered as a method to successfully support sales force processes. Sales leaders underrate the value design of sales territory as a technique for increasing sales effectiveness (Zoltners et al., 2009). According to Wayne (2008), having a really good sales territory design can result in better customer coverage, improved sales, or fair performance assessment. He further said that good sales territory design will help in better recognizing consumer demands or providing them in a cost-effective way. The sales manager must establish the scope of his or her responsibilities. It also aids in the avoidance of disagreements between two executives.

Determining the size of the sales force: Determining the correct size or structure of the sales force is a strategy decision which should be sensitive to the company's overall business plan and the product life cycle. Quick investment build-ups during the product release phase are recommended, however many organisations utilize a less efficient "pay as you go" approach, resulting in undersized sales forces. Most businesses do not appear to scale their sales force successfully. When a sales force size growth is warranted, sales leaders range from short-term focused and risk cautious, and cautious when a sales force downsize is required. The sales force size varies according to the company's sales force structure, indicating the choices that enterprises should take between selling effectiveness and efficiency. More sophisticated sales processes typically necessitate more specialisation as well as personnel, increasing effectiveness at the expense of efficiency (Mantrala et al., 2010). It is also vital to identify Marks and Spencer' sales force. It will aid in determining the activities and the amount of time required to complete them.

Determining the optimal salesforce size necessitates a grasp of numerous essential considerations and also

familiarity with the analytical methodologies that may be applied. The choice on the size of the salesforce is equivalent to the choice on the advertising budget. The total selling effort amount available to call on prospects and accounts is determined by the size of a company's salesforce. Whereas the marketing budget defines how much money the company can spend on promotional communications, the salesforce size affects how much personal selling commitment available. Since each salesperson may only make a specific number of sales calls at any given time, the entire possible selling effort is defined as the number of salespeople multiplied by the number of sales calls per salesperson. Turnover, productivity, and organisational strategy are important factors to consider when determining salesforce size (Ingram et al., 2019).

## 2.5 Sales Planning

Sales planning is an action (or a combination of activities) that helps a salesperson get started on the path to accomplishing their objectives. When it comes to the quality of turnover that most salespersons are accountable to, they are running the equivalent of a small to medium firm. When you start a medium and small firm, the bank manager will ask to review the business plan first. The sales strategy is vital since it covers time management, prospecting, selling to customers, scheduling appointments, delivering presentations, and negotiating. It also gives directions. The vast majority of salespeople are sales targets. They can be defined in monetary terms, such like turnover or margins, or even in terms of market size, new clients, client retention, or growth. The basic principles of planning are that planning is imperfect and that planning starts with objectives. Planning is imperfect since no plan is flawless; yet, the planning process is critical because it concentrates your thoughts on completing the tasks ahead. Planning starts with objectives, and the most key point to remember is that the goals should be SMART. Specific, measurable, achievable, realistic, and time-bound objectives are required (Atkinson, 2010).

Figure 1 depicts the sales planning method nature. The acronym MOST, which summarizes the process from broad to specific: mission, objective, strategy, and tactics, can be used to characterize the planning process (Lancaster and Jobber, 2015).



**Figure 1**

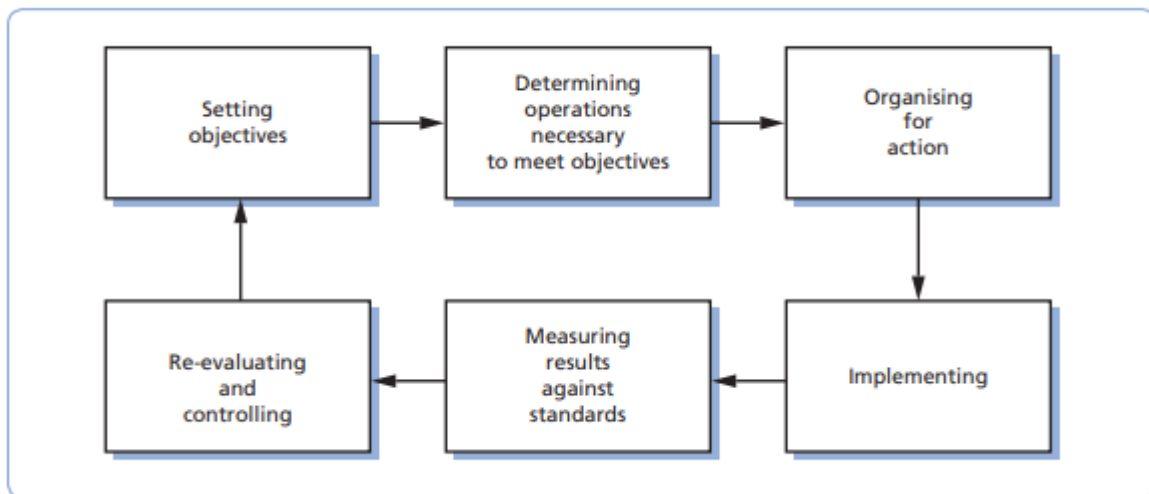


Figure 1: Sales planning process (Lancaster and Jobber, 2015, Pg. 66)

## 2.6 Methods of Selling

Personal relationship abilities are a crucial aspect of making transactions and performing successful commerce since business relationships are formed between people (Tanner et al., 2013). Companies in today's business environment should contend with a changing market, but they must also understand what is the best business model which will impact performance. Companies have understood that in order to obtain good interactions with customers, they need to have a creative business strategy thanks to the usage of technology. Example of the selling models are business to business (B2B) and business to customers (B2C). Big enterprises use B2B business models, which are companies that sell directly to governments and businesses, comprising suppliers, distributors, as well as agencies, instead of to individual consumers. B2C is the practice of selling products directly between end users and the business of these items or services (Asipi and Durakovic, 2021). Marks and Spencer use both B2C and B2B. It sells products and services directly to governments and businesses and also between end users and business these items or services.

## 2.7 Sales Reporting

The great majority of companies that hire outside salespeople need regular reports from each salesperson. Obtaining intelligence on activities of competitors, monitoring adoption of the new goods, measuring recent trends in consumption industries, as well as acquiring field information needed as input for corporate offices

planning are among the primary focuses of sales reports, in addition to evaluation and control of every salesperson's performance (Wotruba and Mangone, 1979).

## 3.0 Sales Organisation Structure and Selling Through Others

### 3.1 Sales Organisation Structure

Sales organization structure can be defined as the a way companies organize their sales team into different categories that are interrelated with each other. Geographic structure and product based structure are among the well-renowned organization structures. In geographic structures, sales teams are are organized by locations. For instance, some I-phone company sales persons are based in Asia, others in Africa and Others in Europe. This is beneficial to the company since every sales group is able to form a strong collobarative teams as well as understanding the region market better. Mostly, large multinationals such as Apple sell their products through a well-structured supply chain which consists of distributors who in turn sell to the end customers (The iphone Supply Chain-Reviews, Features, Pricing and Comparison, 2021). Selling through distributors is beneficial as they have a deeper understanding of the market. Additionally, distributors have huge storage facilities and trucks which can aid in logistics thus relieving the distributors the workload and cost.

To assist salespeople or sales managers in performing the needed responsibilities efficiently and effectively, a sales organisation structure should be well-structured. In particular, the structure should which elaborate specific functions are achieved by whom in the sales organisation, this structure offers a foundation for sales organisation operations. The vehicle by which organisational strategy are transformed into selling operations in the marketplace is the sales organisation structure. The role of organisation in sales can be compared to that of the human skeleton; it offers a framework within which regular processes must take place. Each company has its own goals and issues, and the sales organisation structure reflects such diversity. All necessary Selling as well as management activities should be completed by a sales organisation structure. Each salesperson might, in the simplest instance, undertake all selling chores, and every sales manager should execute all management tasks. Most sales organisations, though, are too complicated for this structure, and instead require some level of specialisation, in which specific personnel focus on doing only a few of the required operations while ignoring

others. As a result, certain salespeople may exclusively market certain products and call on targeted consumers. Certain sales managers may focus on training, while others may focus on planning. The core premise of specialisation is that by focusing on a small number of tasks, employees can become specialists in those areas, resulting in improved overall performance for the company (Ingram et al., 2019).

### 3.1.1 Geographic Based Sales Organisation

Many sales teams place a strong emphasis on geographic specialisation. This sort of salesforce is the least specialised and most broad. Salespeople are usually allocated a geographic region and are in charge of all selling operations for all accounts in that area. No attempt has been made to specialise by market, product, or function. Figure 2 illustrates the geographic sales organisation for the ABC organisation. It is worth noting that this form of organisation does not allow for any salesforce specialisation other than by geographic area. There is no duplication of effort due to the lack of expertise. Only one salesperson is responsible for all geographical regions and accounts. This geographic sales organisation structure features four layers of small control spans, sales management, as well as a national staff role. In this case, the structure is somewhat tall and consequently relatively centered. National sales managers, regional sales managers, zone sales managers, as well as district sales managers are the four levels of line sales management with relatively narrow spans of influence, as stated in parenthesis. It is worth noting that the sales training staff role has a sales management expertise. Because this job reports to the national sales manager, training activities are typically centralised (Ingram et al., 2019).

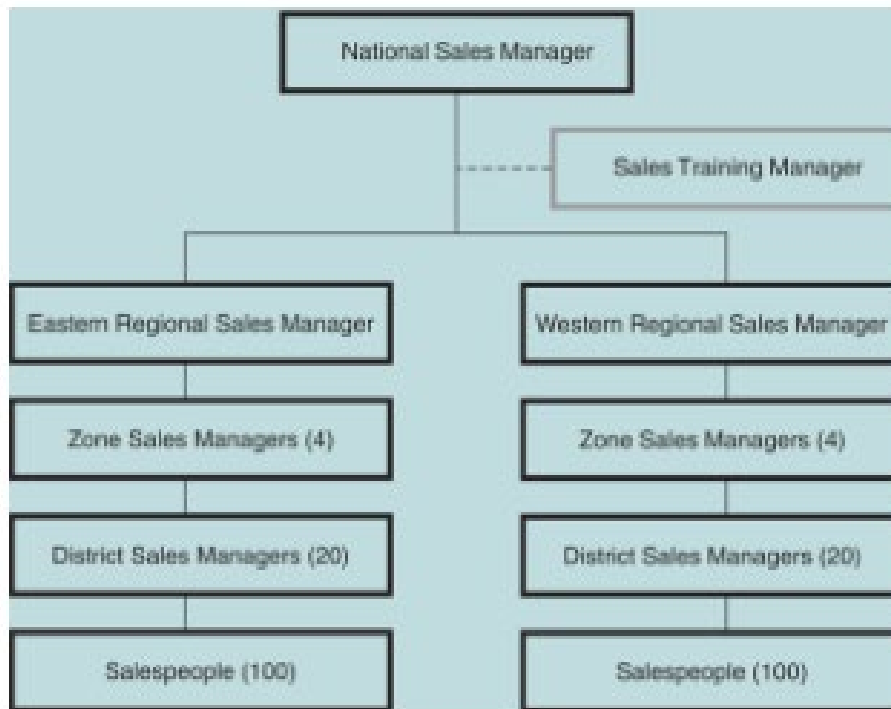


Figure 2: Geographic sales organisation for the ABC organization (Ingram et al., 2019).

The simplicity of this organisational structure is one of its benefits. Each salesperson is assigned an area for which they are solely responsible for achieving sales goals. Their intimate closeness to consumers and local knowledge fosters the formation of personal friendships, which improves sales effectiveness. Travel costs are also likely to be reduced when compared to other organisational models, such as products and market specialisation. The requirement for the salesman to market the entire range of the firm's products is a possible vulnerability of the geographical structure. They may be highly distinct in terms of technology and sell into a variety of areas. It could be impossible to imagine the salespeople to have a requisite level of technical expertise for every product or being familiar with a whole range of possible applications within every market in such a situation. Only by giving the salesperson a more specialized job can this competence be developed (Lancaster and Jobber, 2015).

### 3.1.2 Product Based Sales Organisation

Product lines are one technique of specialisation. When a corporation sells a varied variety of technically complicated and diversified items, and key members of the buying organisation's decision-making unit are distinct for each product group, this type of organisation thrives. If, on the other hand, the organisation's products essentially sell to the same clients, route duplication (and thus increased travel expenses) and customer irritation can emerge. If this strategy is used incorrectly, a customer may be contacted by multiple salespeople from the same organisation on the same day. The expense of moving from a geographic to a product-based structure increases since the same number of salespersons equals larger territories (Lancaster and Jobber, 2015).

The division of the salesforce between new and existing products (also referred to as functional specialisation) is a variation on the more prevalent product line specialisation. Companies divide their salesforces into maintenance and development sales teams in industrial sales. Salespeople in development are well-versed in dealing with highly technical new products. They will devote a significant amount of time to resolving commercial, technical, or installation issues for new consumers. The assumption that one of the drivers of new product failure is the insufficiency of the salesforce is a major reason why organisations have migrated to a development/maintenance structure.

Perhaps the psychological hurdle each salesman has in terms of potential future issues with the buyer–seller relation if the goods does not fulfill expectations is the cause of such a failure. As a result, the salesperson is likely to question the appropriateness of endorsing an unknown product without qualification. The use of a development sales team can help to alleviate this challenge, albeit such a team is usually only available to large organisations. This strategy allows salespersons to specialise on the abilities required to sell new items, assures that new products get the attention they need to sell, and removes competition for a salesperson's time between selling new and old products, resulting in clarity of purpose. This type of salesforce organisation is used by some pharmaceutical businesses (Lancaster and Jobber, 2015).

Salespeople selling responsibilities for certain items or product lines are assigned by Salesforces that specialise

by product. The goal is for salespersons to become specialists in the product categories they are allocated to. Figure 3 illustrates product sales organisation for the ABC Company. Two layers of product specialisation can be seen in this organisational structure. There are two distinct sales teams: One sales team is focused on selling office equipment, while the other is focused on selling office supplies. All selling operations for all categories of accounts are performed by each of the specialist salesforces. Each of the salesforces is arranged geographically (Ingram et al., 2019).

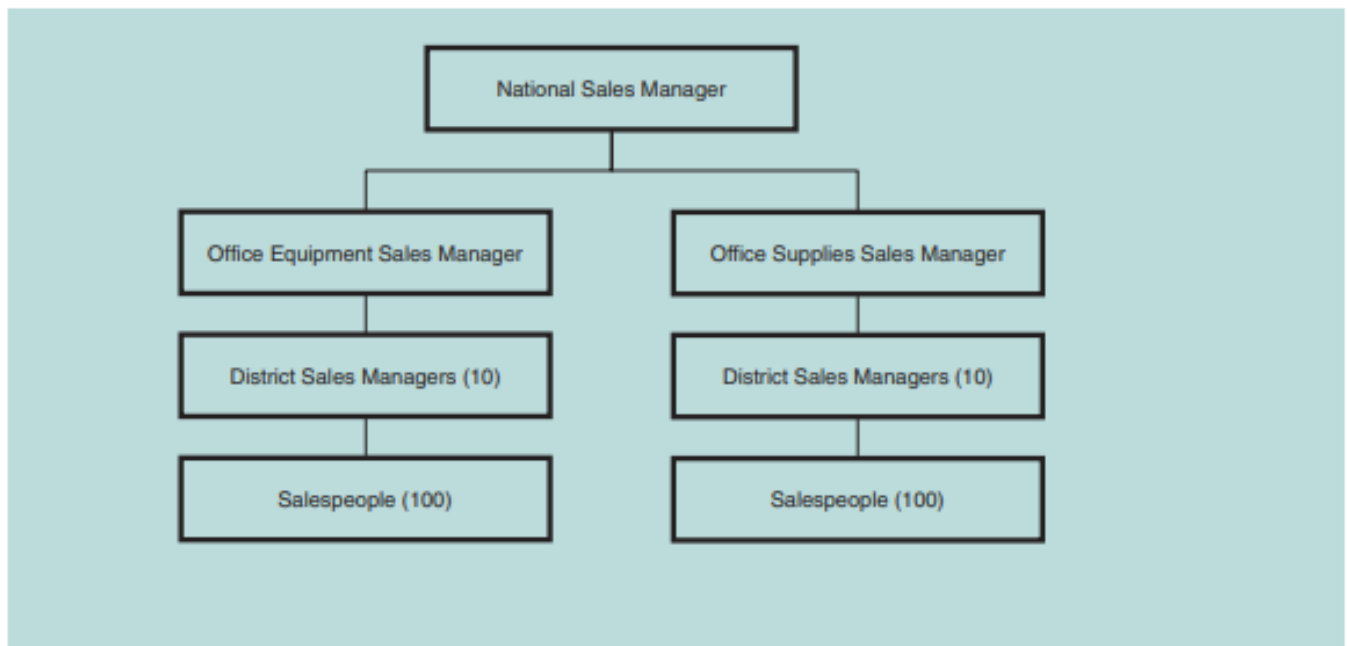


Figure 3: Figure 3 illustrates product sales organisation for the ABC Company (Ingram et al., 2019)

As a result, geographic coverage will be duplicated, with office equipment or office supplies salesmen working in the same locations. The salesperson can call on the very same accounts in some situations. When compared to the example shown in Figure 4.5, the sample structure in Figure 4.6 is flat as well as decentralised. National sales manager (2), product sales managers (10) as well as district sales managers are the only three levels of line management with broad responsibilities. There are no staff positions in this system, and consequently no management specialty outside of product specialisation. The salesforces for office equipment or office supplies are arranged in the same way (Ingram et al., 2019). The benefits of this sales structure (product line) are that there exist good knowledge of products and applications. When a product specialism uses new or existing

products of selling abilities, new items receive more attention, which eliminates competition between new and existing product sales.

### 3.1.3 Customer-Centred Structure

The structure is also called market-centred structure. Salespeople are restricted to different sorts of customers and must meet all of their requirements. Market specialisation's main goal is to guarantee that salespersons understand how clients utilise and buy their items. Salespeople should therefore be able to focus their efforts on better meeting customer needs. Many sales organisations are showing a strong trend toward market specialisation. Yahoo!, for example, has consolidated its search or display advertising sales teams into one. Rather than only selling search and display ads, salespeople may now focus on all of their customers' advertising needs, from brand awareness to direct response. Figure 4 depicts the ABC Company's market sales organisation, which focuses on account categories. Government and commercial salesforces can be organised separately. Salespeople handle all aspects of selling for all items, but exclusively for certain accounts. Because only one salesman will ever call on a specific account, this method saves duplication of sales effort. However, several salespersons may work in the same geographical region (Ingram et al., 2019).

The sales management organisation in Figure 4 shows several interesting variants. The salesforce for commercial accounts is substantially more centralised than the salesforce for government accounts. More line management levels, shorter control spans, as well as a specialised sales training staff job all contribute to this centralisation. This sample structure emphasises the essential concept that a sales organisation's specialist salesforces do not have to be structured in the same way (Ingram et al., 2019).

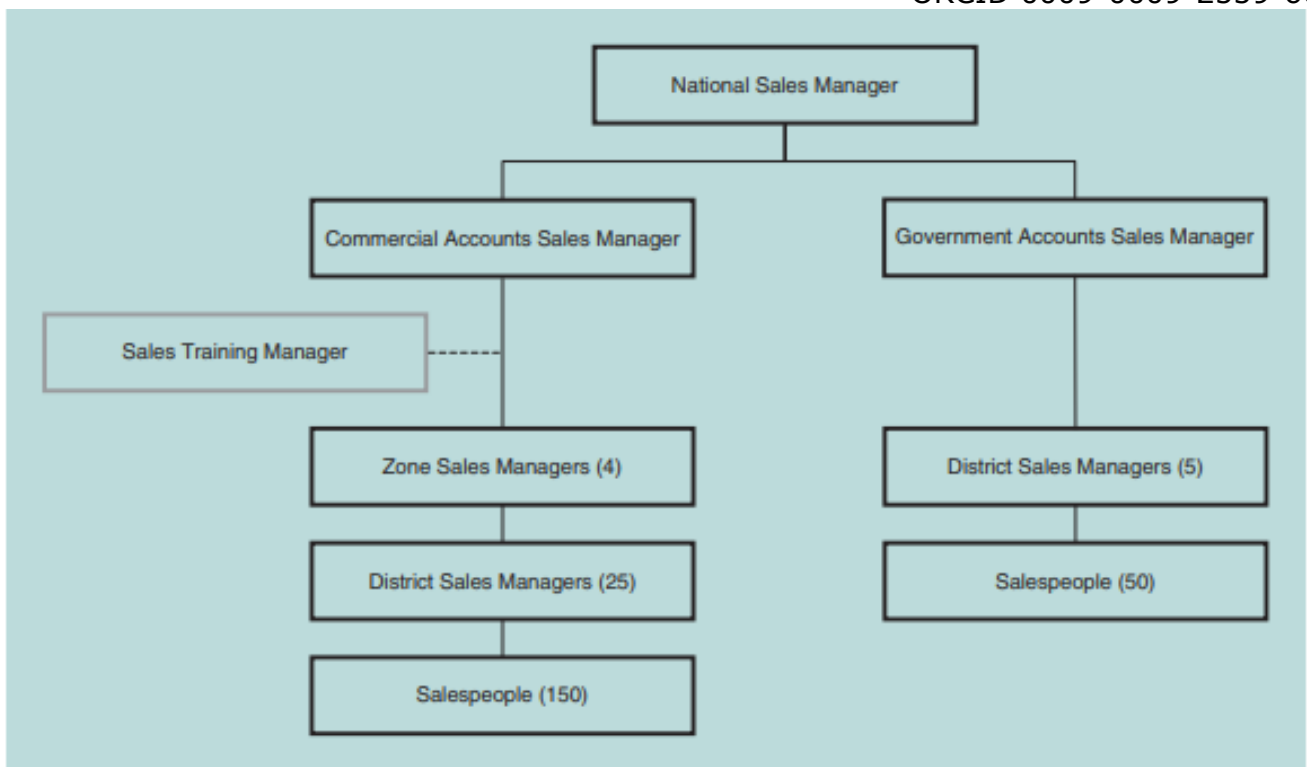


Figure 4: Interesting variations in sales management organization (Ingram et al., 2019, Pg. 88)

The market for industrial sales is frequently characterised by industry type. Given that various industry groups have widely varying needs, challenges, or potential applications, it can be reasonable for a software firm to assign its salespeople depending on the sector served, for example manufacturing companies, banking, or retailers, even though the variety of products traded is largely the same. Salespeople can obtain a better understanding of these elements for their specific industry by specializing by market targeted, and also monitor changes or industry trends that may influence demand for their products (Lancaster and Jobber, 2015).

### 3.2 Selling Through Others

This is a powerful sales approach for influencing others to assist you in achieving your desired outcome. It is to use a go-between source to deliver your message. For example, you are selling through others when, your logistics manager informs your vendor that if the latter fails to deliver a shipment of yours on schedule, you will replace said vendor (Goldsmith, 2012).

#### 3.2.1 Importance and Advantages Selling Through Others

The company can interact directly with a small number of clients, but as firm grows, it will be tough to reach a



larger, broader customer base merely by growing the size of the sales staff. Reach: By utilizing a proven distribution network, it may rapidly and easily expand its regional acquisitions. Customers: the company have immediate access to a set of clients and stakeholders accessing retail stores to buy the type of goods it offers. In some cases, it may be able to persuade a distributor to stock only its brand of product and not its competitors'. Selling: it must supply retail sales staff brand development, as well as a marketing stimulant program or promotional support material, to motivate distributors to sell its goods. If the company sell through a distribution network, it cannot have direct control over the connection with the ultimate client, which is the equivalent of having an additional marketing staff. It relies on the merchant to deliver the appropriate level of service so that customers will continue to purchase its products. Marketing: By partnering with merchants to execute joint deals, the company can enhance its advertising expenditure. Marketing campaigns in retail stores, educating customers and potential, assisting in getting the company into the market, or selling more products.

#### 4.0 Successful Selling

According to Marks and Spenser Year Review Report (2021), in a very devastating year the company “delivered a resilient trading performance thanks to extra ordinary efforts of our colleagues. Through our Never the Same Again Programme...,” Para.1. The further states that the companies objective is to offer a sustainable and profitable business. Terho et al. (2015) state that successful sales strategy entails drafting an attainable objective. Two crucial tactics that have aided in the success of M&S is digitization and innovation. At the beginning of the year the company partnered with online giant company called Ocado to offer customers with online shopping experience. Through innovation companies such as Apple Co. have revolutionized music industry with iPod as well as the communication industry with iPhone and Apple TV (Levy, 2021). Digitization has significantly changed the way people conduct business. Galyarski and Mironova (2021) state that sales digitization has given the likes of Apple Co. a competitive advantage compared to companies that deal with hardware sales only. As a consequence, Markovitch and Willmott (2014) believe companies should hasten their digitization efforts. Still on digitization, M&S company developed 46 international flagship websites across the globe enabling the company to reach over 100 countries across the globe. Moreover, the

company conducted an intensive renovation works at Marble arch which is one of the their oldest store. The renovation was aimed at reducing customers' confusion and bolstering their shopping experience.

Apart from innovation and digitization there are crucial procedures that need to be highlighted to ensure sales move smoothly. For instance, taking the proper procedures at each level of the sales process is crucial to success. It is critical for every organisation to recognise that sales trends and adjustments alter with time, but being a sales manager is no exception. It is critical to establish and use sales-related ideas that will aid in the firm's sales improvement as well as the development of improved client interactions in the Marks & Spencer organisation. Selling is all about building relationships, and in today's environment of increasing competition, it is critical to do so with the customer. The capacity to sustain better relationships is critical, which involves developing rapport, identifying needs, increasing customer confidence, delivering added value, and ensuring genuine interest in the consumers. As a result, selling the business's goods is not the only goal; it is also critical to build a relationship with consumers (Rashid, 2016).

The sale need to be centered on the customer's problem for it to be successful. It is critical for a firm to figure out what the customer's problem is and why he or she is purchasing or not purchasing the company's goods. Recognising the pain that the buyer is experiencing and what the purchase decision customer is going through while purchasing the goods is important to the achievement of the transaction. Listening is crucial to winning, hence the selling concept includes a key selling point: "There are two ears and one mouth." It is critical to listen to clients to maintain a relationship, which may be accomplished by identifying the true problems or pains that purchasers are experiencing. Good listeners have been demonstrated being the top sellers, that will also aid in the sale's progress. Price and value should be in sync. It is inevitable for every firm to face competition, and as product features change, the product price will vary as well. It is critical for a sales manager to ensure that the product's value is developed in accordance with the product's pricing (Qu et al., 2016).

For successful Selling, the salesperson should develop a technological knowledge. It's critical to recognise when technology needs to be updated to meet the organisation's evolving needs. Customer relationship

management, electronic apps, or software are technological instruments that aid in the improvement of sales tasks, and such technology is capable of changing data in a tangible form into visually appealing presentations.

## 4.1 Principles and Techniques of Successful Selling

### 4.1.1 Negotiation Techniques and Tactics

Objections is any reservations or queries voiced by the buyer. Some objections are merely the buyer's signals of interest. Because they are fascinated in what the salespeople are saying, the buyer requests more information. The issue is that the purchaser is still undecided. Objections draw attention to the buyer's most important concerns. The most effective strategy used by Mark and Spencer company to deal with objections entails two aspects: the preparation of compelling responses and the creation of a variety of tactics for responding to concerns in a way that allows the customer to accept these responses without losing face. A number of techniques are used by salespeople from Mark and Spencer are listening and not interrupting, agreeing and countering, a straight denial, questioning the objection, Forestalling the objection, Turning the objection into a trial close and use of hidden objections tactics (Lancaster and Jobber, 2015).

In closing the sale, some salespersons feel that a good presentation should drive the purchaser to request the product without the vendor having to complete the deal. This can happen, but more often than not, the salesperson will need to take the initiative. The reason is that, regardless of how well the salesperson understands consumer needs, aligns benefits of the product to them, or overcomes objections, the customer is still likely to have some skepticism. The salesperson of the company can employ a variety of closing strategies. They are, the salesperson should basically ask for the order, summarizing the buyer and then ask for the order, have a concession close, or use of action agreement (Lancaster and Jobber, 2015).

### 4.1.2 Classification of Sales Leads

Customer Relationship Management (CRM) systems are among the most important factors in maximizing revenue in any company. The conversion of leads into legitimate customers is a key phase in the CRM process after they have been targeted. Sales leads are classified into hot, warm and cold. The generation of leads is

essential to the business processes. It aids in long-term success and growth. In most cases, the initial stage in the sales process is to generate leads (Kulkarni et al., 2018). Based on the lead scores, the leads are classified into these groups. A warm lead is someone or a firm who has demonstrated an interest in the products or service by following the organisation on social media, signing up for the firm's email newsletter, or receiving a reference from a friend or past client.

These are basically prospects who have expressed an interest in knowing more about the firm product. They are far more important than cold leads, but they essentially consist anyone whose contact information has been gathered. When a credit card business phone you out of the blue to try to persuade you to register for one of their credit cards, this is known as a cold lead. The prospect never approached them, had no interest in the company's products and services, and was irritated by them because they undoubtedly called in the wee hours (Devadkar, 2020). Marks and Spencer Shopping Company uses both cold and warm leads.

#### 4.1.3 Turning Customer Information into Knowledge

Take the time to gather information about your customers. Making a commitment to collect data in order to get knowledge about the consumer, which can subsequently be used to tailor the experience, is required. This is probably easier in the online realm, as systems may be constructed to automatically record critical information. Offline, however, it takes a little more effort: a salesperson documenting what they acquired about a sales prospect after a meeting, or a service professional updating a customer's account history to detail what happened during a call. Spend time on these data-gathering activities. Though they may appear to be productivity drains, they actually help in the long run by providing a more tailored and efficient experience. Customers will notice that you know them as well as their background over time, creating the interaction seem more personal. Furthermore, firm representatives will spend less time piecing together the tale behind previous interactions with clients, resulting in increased productivity (Picoult, 2021).

## Sales Strategies

Lilien and Grewal (2012) describe Sales strategy as an essential tool in business marketing. The authors define sales strategy as a plan laid out to achieve a sales goal. Sales strategy is essential as lays down a framework

that directs and dictates selling activities within a given organizations. A sales plan is intended to carry out a company's marketing strategy for individual clients. A marketing strategy, for example, entails identifying a target market or designing marketing mix. Typically, a target market is stated in general terms, like the small company market and a university marketplace. Marketing mixes are generically expressed in the form of basic product, distribution, pricing, or marketing communications methods. However, no two accounts within such target market are similar in terms of purchasing procedures, size, demands, difficulties, and other aspects. A sales strategy's main goal is to establish a specific technique for selling to personal accounts in a market segment. A sales strategy takes advantage of significant variances between individual customers or groups of comparable accounts (Ingram et al., 2019).

A company's sales strategy is significant for two purposes. It has a significant impact on a company's sales or profit performance. Secondly, it has an impact on several other sales managerial decisions. Salesforce hiring, selection, training, remuneration, and performance assessment are all influenced by a company's sales strategies. Because personal Selling–driven promotion tactics are common in company marketing, the sales strategy discussion concentrates on organisational (industrial and business) customers. Accounts are assigned to certain clients. As a result, a sales plan must be founded on the critical and distinct characteristics of organisational buyer behavior (Ingram et al., 2019).

## 5.1 Key Sales Strategies

To communicate with their consumers, salespeople can employ one or several personal selling strategies. Adaptive Selling is a crucial topic for salespeople to understand because they frequently face consumers with diverse personalities, demands, communication styles, and goals. The five approaches to personal Selling include stimulus reaction, mental states, need satisfaction, issue solving, or consultative Selling (Ingram et al., 2019).

### 5.1.1 Personal Selling

The face-to-face relationship between the buyers and the sellers is known as personal Selling. Personal Selling increases both productivity as well as sales volume (Kotler and Armstrong, 2010). Both the consumer and the

seller benefit from personal Selling (Joseph et al. 2014). It assists buyers in resolving all of their product-related questions and doubts, as well as assisting sellers in better understanding client needs.

#### *5.1.1.1 Stimulus Response Selling*

The least adjustable and least oriented on the customer's unique needs as well as strategic priorities is stimulus response selling. The theory underlying stimulus response selling stems from animal behavior lab tests in which varied stimuli would induce desired behavior. All buyers receive the identical sales presentation with only slight differences. When used to sales, salespeople who use this strategy provide the stimuli (actions and words) to elicit the intended response (a client purchase). Stimulus response selling is the dominating strategy employed by telemarketing salespersons who operate from a script and use a memorised scripted sales presentation. Buyers, particularly professional buyers, dislike stimulus response sales strategies. Most buyers prefer to participate actively in the sales contact, and stimulus response selling requires the salespeople to perform the majority of the talking. Furthermore, unless their queries and concerns follow the preplanned script, purchasers may have difficulties acquiring the information they seek. A positive buying choice is unlikely if inquiries go unanswered (Ingram et al., 2019).

Sellers benefit from stimulus response sales methods. Key selling elements can be arranged logically through preplanning, as well as potential questions or objections can be answered before they are raised by the customer. In some cases, inexperienced salespersons may be eligible to apply stimulus response tactics, and this expertise may eventually lead to more advanced sales competence. Stimulus response strategies, as demonstrated by the massive telemarketing sector, can be an effective sales approach. When the overall consequences of this strategy's advantages and shortcomings are considered, it appears best suited for relatively minor purchasing decisions, when time is limited, and when expert purchasers are not the possibilities. Stimulus response approaches are more productive when the sales proposition is precisely defined, for as when selling a single product instead of introducing a whole product line (Ingram et al., 2019).

#### *5.1.1.2 Mental States Selling*

Mental states Selling is simply a sequential technique to selling where the salesperson guides the buyer through

various stages, and mental states, of the purchasing process. This style to Selling argues that most customers think similarly and that salespersons can indeed guide consumers through the purchase process. This notion is typically incorrect as purchasing decisions have to be more complicated, and several parties are largely associated on the purchasing side. The mental states strategy, similarly to stimulus response selling, is primarily a one-way presentation in which the salesperson does the majority of the talking. As a result, this strategy is not buyer-oriented (Ingram et al., 2019).

Any customizing of sales presentation to specific clients' depends on the client's mental state, rather than specific customer demands or requirements. Furthermore, the salesperson may find it difficult to tell which stage a client is in, or the consumer may move back and forth between stages. As a result, the framework supplied by the salesperson could be unproductive and inappropriate. On the plus side, this strategy requires considerable pre-planning on the part of the salespeople, that realizes that timing is a crucial factor of the purchasing process. This strategy requires salespersons to listen to the client in order to establish what phase they are in (Ingram et al., 2019).

#### *5.1.1.3 Need Satisfaction Selling*

Clients will be compelled to buy to meet certain wants, according to the principle of need fulfillment selling. Salespeople that use this strategy assist consumers in identifying their requirements if they are not aware of them, and then market products or services to suit those needs. Unlike the stimulus response or mental states strategies, need satisfaction selling is centered on the consumer. Questions are used by salespeople to identify buyer needs, as well as the consumer often controls the sales engagement until needs are recognized. At that stage, the salesperson takes on a more aggressive selling role, explaining how their offering can meet the buyer's requirements. Customers love this method to Selling because it makes them feel as if their concerns and unusual circumstances are indeed being addressed. Although it can take some time to properly define a client's needs, both clients and salespeople believe it is typically time well utilised, particularly if a large purchase is imminent. Furthermore, this sales method can reduce prospect resistance that might arise when salespeople

rushes to a compelling part of sales statement without paying adequate consideration to the customer's needs (Ingram et al., 2019).

#### *5.1.1.3 Problem-Solving Selling*

Problem-solving Selling goes beyond defining the requirements to developing alternate solutions for addressing these demands. In a world of conflicting priorities and scarce resources, one crucial fact for problem-solving salespersons is that not all client problems are worth solving—at least in the short term. The SPIN technique as well as other problem-solving strategies often demand salesperson to clearly demonstrate the magnitude of the ongoing problem or how the client may obtain considerable customer value from the problem solution in order to achieve efficient (Ingram et al., 2019).

#### *5.1.1.4 Consultative Selling*

Consultative Selling is the practice of assisting customers in achieving their strategic objectives by utilizing the sales company's products, services, or experience. In order to sell consultatively, the salesperson must be knowledgeable about the client's business, rivals, and market trends. This expertise eventually elevates the salesperson to the position of advisor or consultant, in which teaching the consumer is a critical function. Consultative Selling differs from other sales methods in that it emphasizes on helping customers achieve their strategic objectives. A consultative strategy may also be used to address customer problems, answer customer wants, and generate new customer opportunities. However, the process is not genuinely consultative only if it is centered on the client's strategic priorities (Ingram et al., 2019).

Consultative Selling frequently necessitates the salesperson acting as a coordinator, organising for others in the selling firm to participate in the sales process. Instead of focusing on creating short-term sales, consultative sellers should promise to being friends with their customers over a lengthy period of time. As a result of such a determination, the sales department should be devoted to consultative Selling and build its salesperson performance assessment and incentive systems accordingly. Not all sales scenarios are suitable for consultative Selling. Some purchasers may not want to communicate their strategic priorities with vendors and are not keen in such a collaborative process. Some things, including numerous commodities, are acquired primarily on the



basis of price. Consultative Selling is expected to be ineffective in such instances unless value may be identified beyond price deliberations (Ingram et al., 2019).

### 5.1.2 Direct Selling

From an operational standpoint, direct Selling is a type of personal selling method. Direct Selling refers to the sale of goods without the need of an intermediary or a retail store. Direct Selling, sometimes known as door to door selling, is a technique in which a salesperson visits a consumer's house or office to sell items (Bernstein, 1984). Direct Selling is a flexible business model because it is not constrained by time or location. A salesperson can visit any location at any time that is convenient for the customer.

### 5.1.3 Cross Selling

Cross selling is an inventive selling approach that involves offering extra products to existing clients in order to increase revenue (Bansal and Bhattia, 2014). It has become increasingly important in the banking industry. It allows customers to purchase a variety of things all under one roof (Kumar, 2012). Customer-proposed cross-selling approach, according to Polonsky et al (2000), is customer-oriented and increases customer service. Cross-selling aids the firm in increasing revenue, lowering selling costs, and increasing client retention, among other things.

### 5.1.4 Reference Selling

It entails obtaining new customers by utilizing the present customer's referral. It makes the salesperson's job easier because he or she has been recommended to a prospect by an existing customer. It minimizes the prospect's cognitive dissonance concerning the new products and services, as well as the salesperson who is unfamiliar to the prospect. An existing consumer will only provide a reference if he or she is pleased with the organisation's products and services (Jobber and Lancaster, 2015).

### 5.1.5 Up Selling

Upselling is a sales tactic in which you market more expensive and premium products to potential customers. It also entails upgrading a premium customer's regular product to a premium product for an additional fee. It assists the company in generating additional money from lucrative and potential clients (Sharma and Ganguli,

2015).

## 5.2 Importance of Developing Sales Strategies

The sales strategies are designed with the understanding that such strategies will provide high productivity to the organisation, for which sales department's strategies play a critical role. This is because the application of the sales plan results in the acquisition of new clients, which aids in the expansion of the customer connection, and this extended relationship, in turn, aids in the increase of product sales as well as other associated services. Sales are typically seen as the heartbeat of the business, assisting in the development of better contact with clients, for which it is important to create a sales plan, with an aim of attracting the greatest number of customers. Fundamentally, the sale strategy helps in the creation of business path which aids in the creation of a good vision, and such vision aids in the outlining of aims as well as ensuring that the companies' goals are successfully accomplished by establishing the sale strategy (So et al. 2016).

There are numerous approaches to boost the company's profitability while keeping sales techniques in mind. Demographics should be known from the start: It is critical for a firm to be aware of its demographics and population since company culture, marketing campaigns, and goods are formed on the basis of demographics. This should be done in advance to learn about the consumers preferences and to ensure that the consumers' loyalty is well established at the outset. Concentrating on the important customers is necessary to identify the consumers who are crucial for the company since it is necessary to prioritize the consumers if there is a large volume of sales, which can be accomplished by recognizing the demographic. Trends ought to be capitalised: It is important for the corporate organisation to capitalise on trends since consumer tastes and trends fluctuate. Due to that, it is important to design proper tactics to keep valuable clients, because once consumers are lost, it is extremely difficult to regain them.

## 5.3 Conclusion

The report focuses on sales management, describing how the firm's sales can be enhanced through the adoption of appropriate strategies and approaches that would aid in improving sales in the face of increasing market competition. The company sales manager creates formal or informal organisational frameworks inside the

organisation to facilitate successful communication not only within the sales sector but also with other institutional divisions. Outside the firm, the sales manager is the primary point of contact with clients and other external publics, and is in charge of developing or maintaining an efficient distribution network. They are in charge of contributing to the compilation of information necessary to the making of major marketing decisions, like budgeting quotas or territories. Customer Relationship Management (CRM) systems are among the most important factors in maximizing revenue in the company Marks and Spencer Shopping Company uses both cold and warm leads.

The company salespeople use various key sales strategies communicate with their consumers. The strategies include personal Selling, direct Selling, cross selling, reference selling and up selling. The sales strategies are designed with the understanding that such strategies will provide high productivity to the organisation, for which sales department's strategies play a critical role. This is because the application of the sales plan results in the acquisition of new clients, which aids in the expansion of the customer connection, and this extended relationship, in turn, aids in the increase of product sales as well as other associated services. It also employs successful selling principles and techniques such as negotiation techniques and tactics, objections and closing the sale. Marks and Spencer company use both B2C and B2B. It sells products and services directly to governments and businesses and also between a business and the end users of these items or services. Sales management is an important element of Marks and Spencer company.

As stated earlier in the article Marks and Spencer is a company with a well laid out objective. The company's objective is well aligned with modern customers wants. As a reported in the company's 2021 yearly report, the company has increased its online presence in the last few months. Through innovation, the company has set up online shops which are accessible from over 100 countries across the globe. Additionally, the company has rebranded one of its oldest stores (Marble arch) to increase customer comfort and satisfaction. Clearly, Marks and Spencer marketing strategies has touched all the 4Ps of marketing. Regarding price, the company's prices are available on the online shopping platform enabling customers to compare and prepare for their shopping. Regarding place, the company has increased its presence on global market by opening multiple websites.

Regarding the third P (Promotion) customers can find out about the company through their websites and social media platforms. Lastly, the final P (product) the company deals in clothes, food and home products.

## 6.0 References

- Asipi, V. and Durakovic, B., 2021. Performance analysis of B2B and B2C companies: A case study of selected Balkan countries. *Periodicals of Engineering and Natural Sciences (PEN)*, 9(2), pp.441-453. <http://pen.ius.edu.ba/index.php/pen/article/view/1820>
- Atkinson, F., 2010. *Sales planning*. Bookboon. [https://books.google.co.ke/books?hl=en&lr=&id=QzL7MaRjoUgC&oi=fnd&pg=PA11&dq=sales+planning&ots=IboM\\_xcc5O&sig=OuwZ1Ka4V19exadFVO\\_moAB5NVc&redir\\_esc=y#v=onepage&q=sales%20planning&f=false](https://books.google.co.ke/books?hl=en&lr=&id=QzL7MaRjoUgC&oi=fnd&pg=PA11&dq=sales+planning&ots=IboM_xcc5O&sig=OuwZ1Ka4V19exadFVO_moAB5NVc&redir_esc=y#v=onepage&q=sales%20planning&f=false)
- Bansal, S. and Bhatia, B.S., 2014. Cross selling strategies and employees stress: A study of commercial banks. *J Bus Manage Soc Sci Res*, 3, pp.15-24.
- Bernstein, R.A., 1984. *Successful Direct Selling: How to Plan, Launch, Promote and Maintain a Profitable Direct-Selling Company*. Prentice Hall.
- Brooksbank, R., 1993. *The selling skills workbook. Marketing intelligence & planning*. <https://www.emerald.com/insight/content/doi/10.1108/02634509310044388/full/html>
- Devadkar, K., 2020. Potential Customer Classification in Customer Relationship Management Using Fuzzy Logic. *Innovative Data Communication Technologies and Application: ICIDCA 2019*, 46, p.67. [https://books.google.co.ke/books?hl=en&lr=&id=KG\\_NDwAAQBAJ&oi=fnd&pg=PA67&dq=classification+of+Sales+Leads,+cold+vs+warm+approach,&ots=1sPSeE489K&sig=AEfHeaGYbk0aG3hl1Knwnb5ddY4&redir\\_esc=y#v=onepage&q&f=false](https://books.google.co.ke/books?hl=en&lr=&id=KG_NDwAAQBAJ&oi=fnd&pg=PA67&dq=classification+of+Sales+Leads,+cold+vs+warm+approach,&ots=1sPSeE489K&sig=AEfHeaGYbk0aG3hl1Knwnb5ddY4&redir_esc=y#v=onepage&q&f=false)
- Drucker, P., 2012. *Management*. Routledge. <https://www.taylorfrancis.com/books/mono/10.4324/9780080939063/management-peter-drucker>
- Galyarski, E. and Mironova, N., 2021. Digitalization And Its Impact On Business Processes. *Economics and Management*, 18(1), pp.81-89.
- Goldsmith, D., 2012. *Selling Continuously: Paid to Think*. BenBella Books. [https://books.google.co.ke/books?hl=en&lr=&id=MiSRBP5XO7wC&oi=fnd&pg=PT4&dq=selling+technique+%22selling+through+others%22&ots=P9qkqpaZy9&sig=OOQ6yEF1Mn-qIFwW09lNs6uT7hc&redir\\_esc=y#v=onepage&q=selling%20technique%20%22selling%20through%20others%22&f=false](https://books.google.co.ke/books?hl=en&lr=&id=MiSRBP5XO7wC&oi=fnd&pg=PT4&dq=selling+technique+%22selling+through+others%22&ots=P9qkqpaZy9&sig=OOQ6yEF1Mn-qIFwW09lNs6uT7hc&redir_esc=y#v=onepage&q=selling%20technique%20%22selling%20through%20others%22&f=false)
- Havaladar, K.K., and Cavall, M.V., 2007. *Sales and Distribution Management*.
- Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., and Williams, M. R., 2019. *Sales management: Analysis and decision making*. Routledge.
- Ingram, T.N., LaForge, R.W., Avila, R.A., Schwepker, C.H. and Williams, M.R., 2019. *Sales management: Analysis and decision making*. Routledge.
- Joseph A. Anyadighibe, J. A., Awara, N. F. and Esu, B. B., 2014, The impact of personal Selling on the productivity of selected banks in Calabar Metropolis, *International Journal of Development and Sustainability*, Volume 3 Number 8, Pp. 1697-1708.
- Juhasz, I., (2010). Selection methods used in recruiting sales team members. *Periodica Oeconomica*, 3(1), 110-117.
- Ketter, W., Collins, J., Gini, M., Gupta, A., and Schrater, P., 2012. Real-time tactical and

- strategic sales management for intelligent agents guided by economic regimes. *Information Systems Research*, 23(4), 1263-1283. <https://pubsonline.informs.org/doi/abs/10.1287/isre.1110.0415>
- Kotler, P. and Armstrong, G., 2010. *Principles of Marketing* 13th edition Pearson Education, Inc. Upper Saddle River New Jersey USA.
  - [Kulkarni, T., Mokadam, P., Bhat, J. and Devadkar, K., 2019, October. Potential customer classification in customer relationship management using fuzzy logic. In International conference on innovative data communication technologies and application \(pp. 67-75\). Springer, Cham.https://link.springer.com/chapter/10.1007/978-3-030-38040-3\\_7](#)
  - Kumar, D., 2012. Cross selling (With special reference to State Bank of India). *International journal of social sciences & interdisciplinary research*, 1(6).[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3207191](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3207191)
  - Lancaster, G., and Jobber, D., 2015. *Selling and Sales Management* 10th edn PDF eBook. Pearson Higher Ed.
  - Levy, S. (2021, February 2). *Apple Inc.*. *Encyclopedia Britannica*. <https://www.britannica.com/topic/Apple-Inc>
  - Lilien, G.L. and Grewal, R. eds., 2012. *Handbook on business to business marketing*. Edward Elgar Publishing.
  - Mantrala, M.K., Albers, S., Caldieraro, F., Jensen, O., Joseph, K., Krafft, M., Narasimhan, C., Gopalakrishna, S., Zoltners, A., Lal, R. and Lodish, L., 2010. Sales force modeling: State of the field and research agenda. *Marketing Letters*, 21(3), pp.255-272. <https://link.springer.com/article/10.1007/s11002-010-9111-4>
  - Marks and Spencer. (n.d.). OUR YEAR IN REVIEW 2021. <https://corporate.marksandspencer.com/annualreport>
  - Mishra, P., 2009. *Sales management: keys to effective sales*. Global India Publications. [https://books.google.co.ke/books?hl=en&lr=&id=7Gpa\\_kGJASMC&oi=fnd&pg=PA1&dq=KEY+ASPECTS+OF+SALES+MANAGEMENT&ots=0EtMzuJK0J&sig=0K3PMRTG-4gr5gR1NwT\\_H0FF3Ds&redir\\_esc=y#v=onepage&q=KEY%20ASPECTS%20OF%20SALES%20MANAGEMENT&f=false](https://books.google.co.ke/books?hl=en&lr=&id=7Gpa_kGJASMC&oi=fnd&pg=PA1&dq=KEY+ASPECTS+OF+SALES+MANAGEMENT&ots=0EtMzuJK0J&sig=0K3PMRTG-4gr5gR1NwT_H0FF3Ds&redir_esc=y#v=onepage&q=KEY%20ASPECTS%20OF%20SALES%20MANAGEMENT&f=false)
  - Our Year in Review 2021. 2021. *Marks and Spenser Year Review 2021*. [online] Available at: <<https://corporate.marksandspencer.com/annualreport>> [Accessed 30 December 2021].
  - PAT RESEARCH: B2B Reviews, Buying Guides & Best Practices. 2021. *The iPhone Supply Chain in 2021 - Reviews, Features, Pricing, Comparison - PAT RESEARCH: B2B Reviews, Buying Guides & Best Practices*. [online] Available at: <<https://www.predictiveanalyticstoday.com/iphone-supply-chain/>> [Accessed 30 December 2021].
  - Picoult, J., 2021. *From Impressed to Obsessed: 12 Principles for Turning Customers and Employees into Lifelong Fans*. McGraw Hill Professional.
  - Polonsky, M.J., Cameron, H., Halstead, S., Ratcliffe, A., Stilo, P. and Watt, G., 2000. Exploring companion selling: does the situation affect customers' perceptions?. *International Journal of Retail & Distribution Management*. <https://www.emerald.com/insight/content/doi/10.1108/09590550010306764/full/ht>

[ml](#)

- Qu, M., Yu, S., Chen, D., Chu, J. and Tian, B., 2016. State-of-the-art of design, evaluation, and operation methodologies in product service systems. *Computers in industry*, 77, pp.1-14. <https://www.sciencedirect.com/science/article/abs/pii/S0166361515300671>
- Rashid, M.D., 2016. Perception of Employee's about the Human Resource Management Practices (Talent Management) in Marks and Spencer in Waterloo, London (Doctoral dissertation, University of East London). <https://repository.uel.ac.uk/item/85151>
- Sharma, K and Ganguli, M, 2015, Up selling- A high revenue technique for hotels, *SPC ERA IJBM*, Vol.3, Issue.7 pp. 62-66.
- So, K.K.F., King, C., Sparks, B.A. and Wang, Y., 2016. The role of customer engagement I building consumer loyalty to tourism brands. *Journal of Travel Research*, 55(1), pp.64-78.
- Tanner, J., Honeycutt, E.D. and Erffmeyer, R.C., 2013. *Sales Management: Pearson New International Edition PDF eBook*. Pearson Higher Ed.
- Thomas, W.M., 2008. *The Sales Manager's Success Manual*. AMACOM/American Management Association.
- Wotruba, T.R. and Mangone, R., 1979. More effective sales force reporting. *Industrial Marketing Management*, 8(3), pp.236-245. <https://www.sciencedirect.com/science/article/abs/pii/0019850179900075>
- Zoltners, A.A., Sinha, P. and Lorimer, S.E., 2009. Building a winning sales force: Powerful strategies for driving high performance. AMACOM Div American Mgmt Assn.

## 7.0 Appendices

- Figure 1
- Figure 2
- Figure 3
- Figure 4
- <https://blog.thecenterforsalesstrategy.com/a-guide-to-effective-sales-organizational-structures>
- <https://zdocs.pub/doc/sales-structure-of-apple-inc-e125qyk2381v>
- <https://corporate.marksandspencer.com/annualreport>
- <https://corporate.marksandspencer.com/investors/reports-results-and-presentations>
- <https://www.shesparksbiz.com/2019/12/24/how-to-sell-through-others-not-to-others-while-networking/>
- <https://www.predictiveanalyticstoday.com/iphone-supply-chain/>