<table>
<thead>
<tr>
<th>Section No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Introduction</td>
</tr>
<tr>
<td>1.2</td>
<td>The Problem on hand</td>
</tr>
<tr>
<td>1.3</td>
<td>Utility of the study</td>
</tr>
<tr>
<td>1.4</td>
<td>Scope of the study</td>
</tr>
<tr>
<td>1.5</td>
<td>The research objectives</td>
</tr>
<tr>
<td>1.6</td>
<td>Hypotheses of the study</td>
</tr>
<tr>
<td>1.7</td>
<td>Thesis structure</td>
</tr>
<tr>
<td>1.8</td>
<td>Conclusion</td>
</tr>
</tbody>
</table>
Chapter I

Preamble

1.1 Introduction

“The Purpose of Business is to create a customer and keep a customer”

-Peter Drucker (Stern, 2011)

These words were part of the core concepts elucidated by Peter Drucker, the Management Guru in “The Practice of Management” as long back as 1954. There are two important elements here: “create a customer” and “keep a customer”. Both these elements are related to sales and sales management: acquiring customers and then making sure that these customers remain with you for life. As long as both these things happen, the company becomes and remains a “perpetual”, “self-sustaining” organization. This is in spite of the deluge of information available, plethora of competition and technological disruption. Drucker further defined a business as an organization that adds value and creates wealth.

Sales is increasingly been discussed at the CXO and Director level as top-line of organizations are impacted by it. Of the total marketing expenses incurred for generating business, one of the large ones is personal sales (Cravens, Grant, Ingram, LaForge, & Young, 1992). One of the most noteworthy investments in any business is the sales force (Zoltners et al., 2008). The sales force is also one of the most empowered organizations within most companies. Customers are the most important assets of the company and it is the sales force which is assigned responsibility of. The sales force has a considerable impact on relationships with customers and therefore has a considerable impact on the top-line as well.

In the business-to-business scenario, salespeople perform four roles: Firstly, they are the pivots between the buyer and the seller (Krafft, 1999). Secondly, they are the “soft” part of the offering of the seller (Bradford et al., 2010). Thirdly, they belong to the only function which brings revenue to the organization. Lastly, they are responsible for projecting the brand as well as “building” value. Salespeople need to be an integral part of both the buyer as well as supplier organization. They need to understand needs of
their customer and at the same time need to understand their products, resources available and other individuals within their own organization. If customers are satisfied with the way they are treated during the sales process, they develop an affinity towards the salesperson, resulting in loyalty towards both the salesperson as well as the organization. A ‘connection’ and a bridge of trust is built which forms barriers for other competitors. It is the salespeople who develop relationships and it is the sales people who manage each of these relationships by appropriate engagement. At the same time, salespeople are also key to other functions within their teams, co-ordinating and shepherding their firm’s resources to provide ingenious offerings. Thus, salespeople need to be embedded in both their own organizations as well as their buyers’ organizations (Krafft Manfred, 1999). Agility, nimbleness, flexibility and fleet-footed are the buzz-words of the day and are applicable for organizations as well as individual salespeople.

The concept of “value” is gaining importance and this can be gauged by the fact that the journal “Industrial Marketing Management” has a special issue on value: comprising of articles on value orientation, those focused on value from a practitioners viewpoint, those focused on capabilities for building value and finally those focused on results based on the above three (Beverland, 2012). Business to business organizations constantly need to relook at what provides value to their customers. In a business-to-business environment, products are custom-built, high value and created for a specific need. Customers are more satisfied when there is superior value built by salespeople (Khalifa, 2004).

Decision making during purchase is complex and time-consuming (De Pelsmacker, Driesen, & Rayp, 2005). Salespeople need to demonstrate different value to different customers. What is value to an end-user may be different than what is value to the buyer (J. C. Anderson & Narus, 1999). Business-to-business markets provide ample opportunities for salespeople to translate desired value of customers and influence the process of co-creating value (Blocker, Cannon, Panagopoulos, & Sager, 2012).
Customer perceived value can be looked at as the difference between value which customer desires and the cost of ownership of the customer. (Figure 1.1)

Using the construct of hierarchy of needs, Almquist et al (2018) extend value to five levels for B2B customers. According to them, what is value to customers can be put in the form of a pyramid with “basic” values at the bottom and “higher” more subjective and personal values at higher levels. The first level of values are basic in the sense they are more “hard” in terms of meeting specifications, having an acceptable price, being able to satisfy regulatory requirements and doing business ethically. All of these parameters are easy to measure. The next level is more functional in terms of whether the offering improves top line or reduces cost. This level also has parameters which are easy to measure. The third level of value is in terms of ease of doing business value which has two elements which are subjective: commitment and cultural fit of the organization. The fourth level is “individual value” which has several personal factors like reduced anxiety, design and aesthetics and growth and development. The highest level is providing inspirational value in terms
of purpose of the organization. The sales team of business-to-business organizations therefore need to constantly doing an elements analysis so as to improve their value proposition and remain relevant in the marketplace by benchmarking with competition, engaging with customers and finding out newer and newer ways of adding value.

In the bygone era, the salesperson would convey value in a standard way by talking about features of the product (Rackham, 2011). Their job was more about providing information to potential prospects who did not have information about the product. Salespeople would beat their chest and talk about the technical wizardry about their products. In the bargain, they would be more product focused rather than customer focused. They would fail to position their product as a solution to customer pain areas and would position their products are commodities. This was the paradigm operating through many generations.

But increasingly, in the new millennium, the new world customers know a lot of what they require, and also what products offered by various organizations have in terms of features. Information is just a click away. Salespeople who have skills of information dissemination are not able to bring much value to the table, as information is already there with the prospects. Increasing commoditization means products are becoming more and more undifferentiated. Nowadays, substitutes are readily available and customer sees no extra or unique benefits. Thus, salespeople need to add value to different stakeholders and help them create wealth and prosperity for themselves. When successful, customers treasure such salespeople and continue buying from them. The concept of “Customer Life Cycle Value” means that customer businesses need to be managed as “going concerns”. Customers have pain points which are nothing else but the difference between what a customer is and what he wants it to be (The gap). This then becomes an opportunity to create value. The value creation process is a dyadic problem solving process which starts with shaping needs, creating bespoke solutions, organising the implementation, removing obstacles during implementation by managing conflicts and reaping benefits (Aarikka-Stenroos & Jaakkola, 2012). The creation of value in the eyes of the customer helps him in looking at the supplier differently. The offer is de-commodified and also competition is repositioned in the customer’s mind. Price pressure is thus reduced.

Purchasing cycles are undergoing changes in terms of:
1. Moving away from just initial cost of product to “Life cycle cost”
2. Consolidation of suppliers by bringing down the number of suppliers
3. Segmenting suppliers into two types: those who supply easily replaceable “substitute-able” products and those who supply products of strategic importance.

DeVincentis and Rackham (1999) state therefore there are two types of sales—transactional sales and consultative sales. In a transactional sale, customer usually already has a clearly defined need and already understands possible solutions. Therefore the seller can add value by helping make the purchase decision smooth, convenient and appropriate. Customer also knows how to use the product and therefore requires no implementation support. However, in a consultative sale seller can create value early in the process by helping customers understand their needs. They can design bespoke solutions and help customers make informed choices. Their role is also to resolve concerns and solve delivery problems, install, set-up and solve maintenance issues. Figure 1.2 traces out the differences between transactional sale and consultative sales (overleaf).

According to them, there are three types of customers.

The first type of customers are those who are focused only on the monetary elements. They are the ones looking at how to reduce price of the supplier and can be called as “Intrinsic value customers”. They believe in negotiating hard with the supplier to bring the initial cost down through various tactics and counter tactics.

The second type of customers are those who seek value in how the product is used. They look out for solutions and can be called as “Extrinsic value customers”.

The final and third type of customers are those who leverage on the support and capability of the supplier to do some things efficiently and are also ready to make internal changes quickly. They are “value customers”.

The paradigm shift from value creation to value co-creation

The traditional definition of market has been that it is a locus of exchange where the seller sells his products or services to the buyer (Prahalad & Ramaswamy, 2004). In this process of value creation, customers were presumed to be “outsiders” and value creation was done “inside” the seller organization. The seller produced and the buyer consumed. They were linked together by the “market” which was distinct from both the buyer and the seller. The market had no role to play in the process of value creation. Whatever happened in between the buyers and sellers did not play an role in creating value (Normann & Ramírez, 1993). The seller communicated with the buyer in the market and tried to persuade him to use his product or service so that he can extract some value.

Customers today have the right to choose from a plethora of choices. Customers have access to never known before amount of information. They are in touch with each other, sharing ideas and experiences without geographical or social barriers. Moving away from “passive isolated” customers, they are becoming more “active well informed” customers. In the times of activism, they speak out and sometimes provide uninvited feedback. Value creation for the buyer will then become a series of
negotiations with the seller. They will have no choice but to negotiate with sellers selling almost undifferentiated products and squeeze them bone-dry. They will buy on price and buy smartly. Buyers are therefore, now examining the traditional value creation process. They are not totally dependent on information shared by the buyer. They choose organizations whom they want to have a relationship and have a dialogue with them. A paradigm shift is happening by moving away from product-based thinking and seek ways of co-creating value with customers by focussing on experiences that customers will want to co-create. Buyers are increasingly engaging in the process of both defining what value to them is and also creating value. These co-creating experiences are increasingly becoming the dominant component while finding out new methods of competitive advantage.

In the traditional paradigm of value creation, the seller would determine what could be of value to the customer. This has now shifting to a “co-creation” paradigm where there is joint creation of value by the buyer as well as the seller. The seller however remains the central fulcrum of the experience of co-creation of value.

This value co-creation process has four building blocks (Prahalad & Ramaswamy, 2004), which is referred to as the DART Model (Figure 1.3):

**Figure 1.3 Building blocks of interactions for value co-creation**

![DART Model Diagram](image)

• Dialog
The word dialog goes beyond just listening to the buyer and suggests equal communication between two equal partners. It calls for learning on both sides, each learning from each other’s problems and solutions. It centres around issues important to both parties. But dialog is difficult if there is information asymmetry.

• Access
Both the buyer and the seller need to provide access to information as well as tools of information gathering. Both the parties need to know which of the information is being gathered and which is most critical for the other party.

• Risk assessment
Buyers participate in the entire activity of co-creating value and expect the seller to inform them completely about the risks involved in developing any new solutions. They expect to be informed not only about the products but also risks like societal risk etc. At the same time, buyers also need to realize that co-creation is a two way street. They also need to take the risk for their own actions.

• Transparency
Information asymmetry is quickly moving towards information symmetry. Both buyers and sellers are expected to be more transparent with each other in terms of prices, costs and margins.

Thus, in the new paradigm, there is shift taking place from the “seller-centric” view of value creation to the “co-creation” view which involves using personalized interactions and using this buyer-seller interactions as the locus of value creation. This implies that all points of interaction between buyer and seller are vital for creating value. Co-creation therefore converts the market into an exchange place where dialogues happen in a two way communication, customers are no longer “prey” but they can also hunt, and the paradigm where the buyers must fit their requirements into seller’s offerings is rapidly disappearing.

With the constant evolution from “seller-centric” to “co-creation”, salespeople need to constantly learn new things about the customer, his market, changes in the market, competition, changes at the customer’s place, changes in perceptions and opinions (based on experience and hearsay) and also keep an eye on changes in technology and
disruptions thereof. Thus, the salesperson needs to have a learning orientation to remain relevant in the hyper-competitive market.

The salesperson also needs to be the ambassador of the customer and keep his interests in mind, at the same time he also needs to keep his organization’s interests in mind. He is paid for achieving results and therefore needs a performance orientation.

With customers being of different types, the salesperson also needs to constantly “adapt” to the selling situation and the customer orientation.

His role has become like that of a chameleon-constantly changing colours to achieve desired objectives. His immediate supervisor, the sales manager has an important role to play in ensuring that this happens. Using various ways, the sales manager helps, cajoles, persuades and manoeuvres the salesperson in terms of activities and competencies so that he achieves results.

Thus, sales managers’ orientation, impact of their orientation on salesperson learning orientation and performance orientation, salesperson’s adaptive behaviour are some important parameters responsible for achieving sales results.

**Criticality of sales management**

As per Anderson et al. (1999), more effective are the sales managers, better is the profitability of the organization. Sales managers have a great impact on their sales assistants and specifically are able to strengthen or reduce the job satisfaction, inspiration, effectiveness and performance Yammarino & Dubinsky (1994).

Great sales organizations have a combination of good salespeople and good sales managers-both are important. However, Zoltners et al. (2001) state that good sales managers are a shade more important than merely having good salespeople. This is because a typical sales manager looks after many territories. A not-so-good salesperson impacts market share of one particular territory, whereas a not-so-good sales manager impacts market share of many territories. This has a huge impact on sales results and profitability. Thus, sales managers have an important bearing on both the sales results and profitability of the organization.

Jordan and Vazzanna (2012) assert that sales and sales management are two different constructs. They posit that an outstanding salesperson does not make an effective sales manager. They liken sales to a battlefield. This is because of fierce, cut throat
competition experienced in sales. They equate “Head of Sales” to “Generals” and sales territories into battlefields. Just like Generals constantly monitor, analyse and plan the number of troops, armaments, ammunition, tactics and counter-tactics, “Sales Generals” monitor, analyse and plan metrics like sales volumes, conversion ratios, pipelines and profit margins. Great “Sales Generals” first design the role envisaged for the salesperson keeping in mind the market, go-to-strategy etc. and then design the activities to be done to achieve the numbers. Activities require process, skills and behaviour which the salespeople need to be trained on and supported. A measuring and monitoring system is also designed so as to measure progress of achievement of results. These are depicted in Figure 1.4.

**Figure 1.4   Managing the evolving sales landscape**

![Managing the evolving sales landscape](image)

Source: Jordan and Vazzanna (Jordan & Vazzanna, 2012)

Lane and Piercy (2004) agree that hyper-competition and ever increasing demands from customers constantly pushes sales organizations to constantly re-invent themselves. Understanding the changes happening in the marketplace by having “ears to the ground” help organizations remain relevant, according to Heskett et al. (1997). The job of effective sales managers is therefore to develop the team members and make sure that they have the wherewithal, development and guidance and achieve results for today as well as tomorrow (Deeter-Schmelz, Goebel, & Kennedy, 2002). Holmes and Srivastava (2002) stated that sales supervisors must improve their salespeople to ensure that they have skills of questioning, listening, presenting,
objection handling, price handling and closing. Also, Ahearne et al. (2013) posit that the more the salespeople identify with their sales supervisors, the more is the positive impact on the salespeople and their performance.

Sales managers therefore have multiple roles: giving role-clarity to the sales force, develop the sales force, provide direction and also put in place systems and processes in place to evaluate effectiveness and performance (Ingram et al., 2003).

Sales management is like holding a bird in the hand. If the bird is held too tight, the bird dies. If the bird is held too loose, it flies away. Similarly, if the salesperson is too micro-managed (held too “tight”), the salespeople feel the pressure and may be averse to it. If the salesperson is “not managed” (held too “loose”), the salespeople may do what they are more comfortable with. The important question then is whether the sales supervisors hold too tight or too loose in the business-to-business environment in India. Holding too tight may result in short term orientation whereas holding too loose may result in a free-for-all, get business anyhow approach.

Specifically, sales managers will need to be hands-on, observing and directing day-to-day work and also be leading lights driven by strategy. Influencing team members and getting them aligned to set goals becomes a critical role of a sales manager (Bearden, Ingram, & LaForge, 2004). Sales Managers need to balance between short term and long term, today and tomorrow.

Curme (2016) analyses that there are five reasons why top management feel a sense of disillusionment with their sales teams. They are graphically presented in Figure 1.5.

**Figure 1.5 Reasons for top management disillusionment with their sales team**

![Diagram showing reasons for top management disillusionment]

- Lack of scientifically gathered sales data
- Poor forecasting
- Lack of sales management skills
- Weak pipeline
- Non-alignment between sales and marketing
There has been substantial research regarding factors affecting performance of individual salesperson, but these results have been inconsistent. Sales performance has a lot of variables and one of the important variables is the way sales managers handle their team. Further research is needed in this area (Deeter-Schmelz et al., 2002). If a set of operating procedures for sales managers can be created, this would be a solid value addition to both academicians and practitioners. This forms the basis of this study.

1.2 The Problem at Hand

As compared to other functions, sales is more volatile, more challenging and more uncertain. Over the years, other functions like finance, manufacturing and marketing have become more predictable after substantial investigation. Inner workings of these functions, levers involved and their casual relationships have been established.

A chartered accountant can analyse profit and loss accounts and balance sheets. Standards have been established (for example, generally accepted accounting principles-GAAP).

Manufacturing has its own code of working and set parameters. A plant manager understands manufacturing cost-per-piece, quality standards, number of defects, Total Quality Management and Six Sigma.

Marketing understands customer segmentation, profitability segment-wise, return on investment on advertising and so on.

However, sales does not have any “Total Quality Management” or “GAAP” equivalent. There is no standard formula or “Code” for improving sales performance. This study attempts to plug this gap, especially in the business-to-business environment in the Indian context.

The main research question which this study aims to address is: what can be a validated model which links various constructs of sales and sales management and can therefore be used as a guiding star for sales supervisors in business-to-business environment. This would involve answering the following sub-questions:

- How has the sales and sales supervisory practice evolved over period of time?
• What is the extant body of knowledge with respect to sales management orientation, salesperson goal orientation, adaptive selling behaviour and sales performance? What are the gaps in research?
• What can be a validated model linking sales supervisor orientation and salesperson goal orientation, adaptive selling and sales performance of business-to-business sales people?
• What are current best practices in sales and sales management?
• What is it that is measured and improved upon can lead to better sales performance of salespeople in a business-to-business environment?
• Do sales supervisors need to modify their sales management practices, depending upon the type of sales being done in the organization?

1.3 Utility of the study

The researcher was enthused to undertake this study because of the following:

• Sales is a very integral and important part of organizations involved in business-to-business operations
• Sales supervisors play a critical role in augmenting the performance of sales people
• A study of sales supervisors’ orientation and its impact on salespeople learning and performance orientation may help in cracking the sales management code and be of enormous value to sales managers of the future.
• Empirical data from this study will help organizations understand better, sales supervisors’ decisions and their effects on overall sales.

This study will be of immense help to both academicians and practitioners of sales management.

• For academicians, it will advance extant literature on sales and sales management. It will also fill a void in body of knowledge in Indian academic literature on sales management with respect to sales management orientation, salesperson goal orientation, adaptive selling behaviour and sales performance.
• For practitioners of sales management, it will give some pointers on how to deal with the frontline business-to-business sales people in India so as to achieve even better sales results. The study of existing sales and sales management practices will help in other sales organizations imbibing them and helping them achieve even better results.

1.4 Scope of the study

This study comprises of the following elements:

• Studying the extant literature on sales and sales management
• Studying the existing best practices in sales and sales management in business-to-business organizations (through a literature review)
• Development and validation of an improved framework of sales supervisory orientation and salesperson goal orientation and its impact on salesperson performance relevant to business-to-business sales (made possible by an extensive literature review)
• Development of scales for measuring seven constructs relevant to the study and capturing data relating to sales supervisory orientation and salesperson goal orientation and its impact on salesperson performance relevant to business-to-business marketing (also made possible by literature review)
• Collection of data from salespeople through the use of the above research instrument
• Data analysis and summarizing conclusions and recommendations

This research was concentrated on small, medium and large organizations involved in business-to-business selling. Companies operating in India were part of the study. Geographical considerations like north, south, east and west were not taken into account as they are not relevant for the following reasons:

• The survey was conducted online and therefore geography was not a barrier.
• The company may be headquartered in one region but will have offices all over the country. Salespeople operate not necessarily in headquarters and therefore where they operate from becomes superfluous.
The research examined the extant literature of the evolving landscape of sales and sales management and then studied the impact of supervisory orientation on goal orientation, adaptive selling and sales performance of business-to-business selling salespeople in India. The study was conducted across ten large companies (having turnover of greater than Rs. 500 crores), ten medium size companies (having turnover from Rs. 50 crores to Rs. 250 crores) and seven small companies (having turnover of less than Rs 50 crores). Only front line salespeople who do not have people responsibility were contacted for this survey.

Orientation of sales supervisors was considered as end-result orientation, activity orientation and capability orientation. Goal Orientation of sales people was considered as learning orientation or achievement orientation.

The purpose of the empirical data was to make it possible to test hypotheses of how sales supervisory orientation affects performance orientation and also sales results of business-to-business salespeople.

It is important to identify the issues and topics that fell outside of the scope of this study.

- The current study has considered “individual sales performance” instead of “organizational sales performance”. “Organizational sales performance” as a unit has been studied earlier by Baldauf et al. (2001).
- Sales performance also depends on collective behaviours and philosophies of the organization. This has not been examined by this study. Study of organizational cultures was done by O’Cass & Ngo (2007).
- Sales performance also depends on how committed the sales team and other supporting members are. This has not been investigated in this study. Study of commitment of employees has been studied by Yammarino and Dubinsky (1994), Benkoff (1997) and Jaramillo et al., (2005).
- Sales performance depends on how well salespeople build relationships in accounts, how well do penetrate key accounts etc. This has been kept out of the scope of this study.
- Sales supervisors can be of two types—either transactional who satisfy current needs of salespeople or transformational who are able to transform the sales team for today as well as tomorrow. This study does not take into account
types of sales supervisors. This has been studied previously by Yammarino and Dubinsky (1994) who posited that sales performance depends on learning orientation and quality of leadership exhibited by sales supervisors. They have also been previously studied by Paparoidamis (2005), Kohli et al. (1998).

- Sales performance of salespeople also depends on how the sales supervisors use information about the market and guide the salespeople in the field. This has been kept out of scope of the present study but has been previously studied by Mckay et al. (1991).
- Lastly, this study has not created a completely new framework. It has made use of extant literature on the subject and have adapted it, based on the study of Kohli et al. (1998).

After studying extant literature, the focus of the present study was found to be apt as well as necessary and expected to provide a worthwhile contribution to the field of sales and sales management.

1.5 The Research Objectives

The main objective of the study was to study the effects of sales supervisors’ orientation on goal orientation, adaptive selling and sales performance of B2B salespeople.

The specific objectives were:

i. To study the evolving landscape of sales and sales management from both an academic and a practitioner’s perspective

ii. To examine the existing body of knowledge with respect to sales management orientation, salesperson goal orientation, adaptive selling behaviour and sales performance.

iii. To propose and validate a research model together with hypotheses concerning relationships between sales supervisor orientation, sales person goal orientation, adaptive selling and sales performance of business-to-business salespeople

iv. To analyse differences in sales supervisors’ orientation if any depending on the type of sales and the organization involved.
1.6 Hypotheses of the study

The following hypotheses were tested in this study, for Indian organizations involved in business-to-business selling:

i. End-result orientation of supervisors has a positive impact on salesperson learning orientation
ii. End-result orientation of supervisors has a positive impact on salesperson performance orientation
iii. Activity orientation of supervisors has a negative impact on salesperson learning orientation
iv. Activity orientation of supervisors has a positive impact on performance orientation of salespeople
v. Capability orientation of supervisors has a positive impact on learning orientation of salespeople
vi. Capability orientation of supervisors has a positive impact on performance orientation of salespeople
vii. Adaptive selling behaviour of salesperson has a positive impact on sales performance
viii. Learning orientation of salesperson has positive impact on salesperson performance, however this relationship is mediated through adaptive selling behaviour
ix. Performance orientation of salesperson has a positive impact on sales performance, however this relationship is mediated through adaptive selling behaviour
x. If the organization deals more in repetitive sales, the supervisor is likely to have more end-result orientation
xi. If the organization deals more in complex sales, the supervisor is likely to have more activity based orientation

Since the model has been adapted from the model created by Kohli et al. (1998) some of the hypotheses have been taken from the study and tested for Indian organizations involved in business-to-business selling.

1.7 Thesis structure

The thesis is organised into seven chapters as shown below:
Chapter I raises the curtain of the study through a preamble and the problem at hand. This is followed by utility of the study and scope of the study. The research questions, research objectives and the hypotheses are part of this chapter. The chapter scheme is also explained here.

Chapter II reviews the extant literature in the national as well as the international context. Most of the reviewed literature is in the international context as not much research has been done on the subject in India. Gaps in research have also been detailed out in this chapter.

Chapter III examines the evolution of sales through an academic and then a practitioner’s perspective.

Chapter IV examines the evolution of sales management and then focuses on the six spokes of the sales performance wheel. It also answers the question as to how can the sales supervisor contribute towards the sales team achieving results.

Chapter V builds the conceptual framework and then shines light on the operational definitions and develops the hypotheses. Measurement scales and items have also been developed.

Chapter VI describes the research methodology including the sample design, measurements, list of independent, dependent and control variables, questionnaire design, questionnaire pre-test, data collection, data preparation, reliability measurement, data analysis and conclusion.

Chapter VII describes the demographic profile of the respondents, statistically analyses the responses and tests the hypotheses, using various statistical tools.

Chapter VIII summarizes the findings, conclusions and makes some recommendations.

This is followed by a comprehensive Bibliography and Appendix.

1.8 Conclusion

For organizations to be perpetual and self-sustaining, customers need to be retained and new customers constantly added. Increasingly, sales is being discussed at the board level. With rapid changes in the sales ecosystem, demanding customers, fierce competition and shift from knowledge brokering to perpetual value creation, the
salespeople need to stay relevant. However, an outstanding salesperson does not necessarily excellent sales manager. Sales managers are force multipliers and have a critical role to play in executing strategies of the organization. This chapter, after raising the curtain on the importance of sales and sales management, highlighted the problem at hand. The utility of the study was articulated and scope defined. Research objectives and hypotheses of the study were laid out. The overall chapter scheme formed the ending of the chapter.