

CFAM7.1.1

Develop sales strategies and plans



Overview

This is about developing sales strategies and plans that contribute to the successful implementation of marketing strategies.

When developing the sales strategy the individual is required to have responsibility for identifying issues which may have an impact upon the strategy, contributing to setting clear objectives of the organisation, preparing staff for any changes in the role and defining success criteria for the strategy.

This unit is recommended for middle and senior marketing/sales managers with responsibility for developing sales strategies and plans.

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Performance criteria

You must be able to:

- P1 evaluate the contribution that sales makes to the organisational and marketing strategy
- P2 undertake customer segmentation analysis to recognise key customer groups to maximise sales success
- P3 prepare a detailed gap analysis using relevant information from the gap analysis, identifying the key areas and focus of the sales strategy
- P4 define the link between business and marketing strategies when determining future sales
- P5 set sales objectives in order to deliver organisational strategies
- P6 define the appropriate sales structure for the delivery and achievement of sales
- P7 assess customer procurement requirements and determine route to market and identify effective sales channels for sales purposes
- P8 assess the most cost effective and beneficial methods of selling
- P9 deploy sales resources to meet organisational and sales objectives
- P10 feed information into the development of the sales activity plan
- P11 monitor and evaluate the success of the sales strategy
- P12 make recommendations for change to the sales strategy making available full justifications and details for the change
- P13 communicate all changes in strategy to the key stakeholders

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the interaction between the marketing and sales function and how their activities contribute to making the business strategy a success
- K2 The process involved in undertaking a segmentation analysis along with an in-depth knowledge and understanding of the different segmentation strategies, such as demographic, geo-demographic, lifestyle, behavioural segmentation
- K3 the sales and marketing tools required to undertake a gap analysis, such as PESTEL and SWOT
- K4 the SMART approach to setting sales objectives and also what different types of sales objectives include, for example, sales turnover, profitability, new customers etc
- K5 the different types of sales organisational structures, such as geographic, product based, customer-based, brand-based etc
- K6 the variety of different channels to market including traditional channel routes, along with online and telesales routes
- K7 the various aspects of procurement and how they affect decision-making around the different channels to market
- K8 how to effectively deploy sales resources, such as people, finance and physical resources
- K9 different monitoring tools in order to evaluate sales success
- K10 approaches for consulting and communicating with the sales force in relation to the strategy development, including focus groups, briefings, intranet etc

Industry/sector specific knowledge and understanding

- K11 legal, regulatory, ethical and Corporate Social Responsibility requirements in the organisation and sector
- K12 market developments in the sector
- K13 competitive practices within the sector

Context specific knowledge and understanding

- K14 a full understanding of the markets in which the organisation operates
- K15 a detailed knowledge of competitor/strategic partner organisations and their plans, activities within the market place, and the implications and impact of this upon the organisation
- K16 marketing and customer information sufficient to aid segmentation analysis
- K17 identification of new marketing and sales opportunities within the market
- K18 the organisation's business and marketing strategy, objectives and plans
- K19 the organisation's ability to deliver the sales strategy effectively

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- K20 an understanding of available resource to execute sales strategy
- K21 the procurement practices of customer organisations and how these impact upon proposed sales practices
- K22 the appropriate and accepted channels to market for the industry and their effectiveness
- K23 knowledge management culture of the organisation and sharing of relevant information through MIS/MkIS systems
- K24 the organisation's approach to consultation on strategy development

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Additional Information

Behaviours

1. undertake analytical activities to support the gap analysis
2. determine sales direction within the limits of your authority
3. make and justify decisions relating to the future sales strategy and consider the broader organisational implications
4. assess financial implications of sales activities in the context of strategy
5. deploy resources effectively
6. create a sense of common purpose and direction
7. involve others in decision making activities
8. review and reflect on the success of the strategy

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