

---

**Overview**

The focus of this standard is on developing sales strategies and plans that contribute to the successful implementation of marketing strategies. The sales strategy must take full account of the organisation's values and ethical principles together with legal and ethical requirements. When developing sales strategy you need to take responsibility for identifying issues which may have an impact upon the strategy, set clear objectives and prepare staff for any changes. For the purposes of this standard, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating standard, with a relative degree of autonomy, within a larger organisation. This standard is for senior sales professionals who develop sales strategies and plans.

---

**Performance  
criteria**

- You must be able to:
- P1 analyse the role that the sales team must make to the implementation of the business strategy
  - P2 carry out customer segmentation analysis to identify key customer groups and segments to target in order to maximise sales success whilst taking full account of legal, regulatory, ethical and social responsibilities
  - P3 review business strategies and compliance requirements and define the link between business and marketing strategies in order to determine sales
  - P4 set sales objectives which contribute to organisational strategies and take full account of legal, regulatory, ethical and social responsibilities
  - P5 review the structure of the sales team to evaluate its ability to achieve sales
  - P6 investigate customer purchasing preferences in order to determine appropriate distribution strategies
  - P7 investigate sales procedures for cost effectiveness and legal, regulatory, ethical and social responsibility compliance and recommend improvements where appropriate
  - P8 determine human, physical and financial resource requirements of the sales process and recommend changes where appropriate
  - P9 develop and detail the sales activity plan cross referencing it to legal, regulatory, ethical and social responsibilities
  - P10 monitor and evaluate the success of the sales strategy using measures including KPIs and sales targets
  - P11 make recommendations for change to the sales strategy supported by a fully detailed business case
  - P12 communicate all changes in strategy to key stakeholders
  - P13 encourage a climate of openness about meeting and not meeting legal, regulatory, ethical and social requirements
  - P14 identify and correct any failures to meet the legal, regulatory, ethical and social requirements
  - P15 identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future

---

**Knowledge and understanding****You need to know and understand:**

- K1 legal and regulatory sales requirements for the sector
- K2 the organisation's business and marketing strategy, objectives and plans
- K3 how the marketing and sales functions relate to each other and how their activities contribute to business strategy
- K4 the process involved in undertaking a segmentation analysis that includes demographic, geographical, lifestyle and behavioural segmentation
- K5 the sales and marketing tools required to undertake a gap analysis using techniques such as PESTLE and SWOT
- K6 the SMART approach to setting sales objectives and sales statistics that can be used in SMART (Specific, Measurable, Action-based, Realistic, Time bound) objectives
- K7 the different types of sales organisational structures, such as geographic, product based, customer-based or brand-based
- K8 the options for distribution channels including traditional and modern technological options
- K9 the features of procurement that affect decision-making about distribution channels
- K10 how to deploy sales resources effectively, including people, finance and physical resources
- K11 different monitoring tools for evaluating sales success
- K12 methods for consulting and communicating with the sales team about strategy development
- K13 the importance of having an ethical and value-based approach to governance and how to put this into practice
- K14 procedures to follow if the organisation does not meet legal, regulatory, ethical and social requirements

<b>Developed by</b>	Skills CFA
<b>Version number</b>	2
<b>Date approved</b>	December 2013
<b>Indicative review date</b>	December 2016
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	Skills CFA
<b>Original URN</b>	CFASLS22
<b>Relevant occupations</b>	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
<b>Suite</b>	Sales (2013)
<b>Key words</b>	Sales strategies; marketing strategies; organisational values; ethical principles; implementation of business strategy; customer segmentation analysis; compliance requirements; setting sales objectives; customer purchasing preferences; determining resource requirements; sales activity plan; KPIs; sales targets; communication; PESTLE; SWOT; SMART objectives; distribution channels; procurement