

Managers and their role in a modern sales organisation

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Abstract

This article provides a comparative analysis of four relevant sources focusing on the role of a manager in a modern sales organisation. Specifically, the analysis concerns publications entitled *Marketing management* (Kotler, P. & Keller, K. L., 2012), *Marketing management: A contemporary perspective* (Homburg, Ch., Kuester, S. & Krohmer, H., 2012), *Marketing: an introduction* (Armstrong, G. & Kotler, P., 2022) a *Marketing: Real People, Real Choices* (Solomon, M. R., Stuart, E. W. & Marshall, G. W., 2021).

The comparative analysis examines in detail different approaches of the authors in the field of marketing management and retailing, focusing on five selected aspects of manager's role which may be considered as the key to effective team management and the success of the modern sales organisation. In particular, these aspects include strategic planning and decision making; leadership and team management; employee development and motivation; implementation of new technologies and innovations; as well as sales team performance measurement and KPI tracking. The above resources offer different insights into selected aspects of manager's role in the sales organisation. Detailed analysis provides a broader perspective and deeper understanding of how managers address key challenges, maximise their team's performance, and achieve business goals. The result of this analysis is a comparison of different approaches and methods used in practice and their evaluation.

Key words: sale, marketing, management, KPI.

Introduction

Selected publications

Four publications were chosen for comparative analysis, the study of which provides a broader view of the role of the manager in the modern sales organisation and at the same time allows to analyse different aspects, approaches and methods used in this field. These are specifically the following publications:

- *Marketing management* (Kotler, P. & Keller, K. L., 2012).
- *Marketing management: A contemporary perspective* (Homburg, Ch., Kuester, S. & Krohmer, H., 2012).
- *Marketing: an introduction* (Armstrong, G. & Kotler, P., 2022).
- *Marketing: Real People, Real Choices* (Solomon, M. R., Stuart, E. W. & Marshall, G. W., 2021).

The above publications were chosen for comparative analysis for the following specific reasons:

1. Broad topic coverage: Each of these publications covers a wide range of topics and aspects related to marketing management and sales organisation. They provide a comprehensive and diverse view of the role of the manager in modern sales.

2. Renowned authors: All these publications are written by renowned and respected authors in the field of marketing and business. Their contribution to the subject is well known and their work is firmly embedded in the academic and professional environment.

3. Topicality: The publications are relatively recent; their publication dates are ranging from 2012 to 2022. This ensures that the content is based on current trends and knowledge in sales and marketing management.

4. Different approaches and perspectives: Each publication brings its own approach to the role of the manager in the sales organisation and highlights different aspects important for effective management and organisational success. This ensures that the analysis is varied and comprehensive, allowing different views and approaches to be compared and evaluated.

Selected aspects of manager's role

For the comparative analysis, a total of five aspects were selected that can be considered key to effective management and sales success. These include strategic planning and decision making (1), leadership and team management (2), employee development and motivation (3), implementation of new technology and innovation (4), as well as sales team performance measurement and KPI tracking (5). Together, they form an important set of skills and knowledge that are essential for a successful management of the modern sales organisation.

1. Strategic planning and decision making

Strategic planning is the cornerstone of successful sales organisation management. It is important that the manager is able to develop and implement a strategic plan that takes the internal and external factors affecting the organisation into account. In an environment which is rapidly changing and requires adaptability to new technologies and customer behaviour, quick and efficient decision making is also very important.

2. Leadership and team management

A manager must know how to lead and motivate their team to achieve common goals. It is important to build trust and respect among team members so that individual employees feel respected and valued. The manager must also be able to provide constructive feedback and develop the skills of their employees so that they can be more effective and satisfied at work.

3. Employee development and motivation

Employees are a key resource for the sales organisation, so it is important to focus on their development and motivation which are central to maintaining a skilled and engaged team. The manager must be able to create and implement strategies for employee development, such as training programs and mentoring. They must also correctly identify the individual needs of their employees and be prepared to support and motivate them. Well-motivated employees often deliver better results and are important to the overall success of the organisation.

4 Implementation of new technologies and innovations

Implementing new technologies and innovations in sales and marketing helps the organisation stay competitive and innovate in a rapidly changing environment. Sales organisations which are unable to keep up with constantly evolving technologies risk being overtaken by the competition before long. The manager should be able to identify appropriate technologies and innovations, and implement them effectively in the organisation.

At the same time, this aspect is also important in terms of efficiency and productivity or improvement of customer experience. For example, personalised email campaigns or customer data analytics can help to better understand customers' needs and provide them with relevant information and offers. In addition, the use of modern technology and innovation can give the sales organisation a reputation as a modern player in the marketplace, which can lead to increased brand credibility, among other things.

5. Measuring sales team performance and tracking KPIs

Sales organisations have a natural interest in making a profit and increasing their revenues. To achieve this, they need to have an overview of how efficient their sales team is. Measuring the performance of the sales team and monitoring key performance indicators (KPIs) can therefore be

seen as an essential aspect of ensuring effective management and control of results. It also serves to identify areas that need improvement. The manager should be able to correctly evaluate the performance of the team and take appropriate measures to achieve better results.

Material and Methods

The approach of selected publications to different aspects of manager's role.

- **Marketing management** (Kotler, P. & Keller, K. L., 2012)
 1. **Strategic planning and decision making:** This publication promotes the importance of strategic planning and decision making. It is emphasised therein that the manager must consider both internal and external factors affecting the sales organisation.
 2. **Leadership and team management:** This book presents the principles and techniques of leadership and team management. It attaches particular importance to building trust and respect, and providing constructive feedback.
 3. **Employee development and motivation:** The publication acknowledges the importance of employee motivation and development. Relationships and teamwork are highlighted as key factors.
 4. **Implementation of new technologies:** The implementation of new technologies is not specifically mentioned in this publication.
 5. **Sales team performance measurement:** It is considered an essential aspect for effective management and control of results.
- **Marketing management: A contemporary perspective** (Homburg, Ch., Kuester, S. & Krohmer, H., 2012)
 1. **Strategic planning and decision making:** This book highlights strategic planning and decision making as important elements of the sales organisation.
 2. **Leadership and team management:** This book provides the basic principles and techniques of leadership. Relationships and teamwork are considered as key issues.
 3. **Employee development and motivation:** This publication emphasises the importance of employee motivation and development as a means of achieving competitive advantage.
 4. **Implementation of new technologies:** Focuses on modern technologies and innovations in sales and marketing as a means of maintaining organisation's competitiveness.
 5. **Sales team performance measurement:** The importance of measuring sales team performance is emphasised.
- **Marketing: An Introduction** (Armstrong, G. & Kotler, P., 2022):
 1. **Strategic planning and decision making:** This book pays considerable attention to strategic planning and decision making in marketing activities.
 2. **Leadership and team management:** The importance of communication, motivation, and constructive feedback for effective team management is discussed.
 3. **Employee development and motivation:** Attention is paid to employee development and building long-term relationships.
 4. **Implementation of new technologies:** The implementation of new technologies is not specifically mentioned in this publication.
 5. **Sales team performance measurement:** Emphasis is placed on measuring sales team performance as a tool for evaluating the success of marketing activities.
- **Marketing: Real People, Real Choices** (Solomon, M. R., Stuart, E. W. & Marshall, G. W., 2021):
 1. **Strategic planning and decision making:** This book considers strategic planning and decision making as a key aspect of manager's role in the sales organisation.
 2. **Leadership and team management:** Focusing on the importance of communication, motivation, and development to achieve goals.
 3. **Employee development and motivation:** The focus is on employee development in order to achieve competitive advantage.

4. **Implementation of new technologies:** The implementation of new technologies is not specifically mentioned in this publication.
5. **Sales team performance measurement:** There is no specific emphasis on measuring sales team performance.

Results and Discussion

Table 1 – Analysed aspects of manager’s role from the perspective of selected publication

Aspect	<i>Marketing management</i> (Kotler, P. & Keller, K. L., 2012)	<i>Marketing management: A contemporary perspective</i> (Homburg, Ch., Kuester, S. & Krohmer, H., 2012)	<i>Marketing: an introduction</i> (Armstrong, G. & Kotler, P., 2022)	<i>Marketing: Real People, Real Choices</i> (Solomon, M. R., Stuart, E. W. & Marshall, G. W., 2021)
Strategic planning and decision making	Supports them	Emphasises them	Pays considerable attention to them	Presents as a key aspect
Leadership and team management	Recognises the importance of them	Provides basic principles and techniques	Discusses the importance of communication, motivation, and constructive feedback for effective team management	Focuses on the importance of communication, motivation, and employee development to achieve set goals
Employee development and motivation	Recognises the importance of them	Emphasises them	Pays attention to them	Puts an emphasis on development and aim to achieve competitive advantages
Implementation of new technologies	Does not specifically mention about it	Focuses on modern technology and innovation in sales and marketing	Does not specifically mention about it	Does not specifically mention about it
Sales team performance measurement	Shows it as essential for effective management and control of results	Shows its importance	Shows its importance	Does not specifically mention about it

Conclusions

Several important conclusions emerge from the comparative analysis of selected publications on key aspects of manager’s role:

1. Strategic planning and decision making is an important element that receives attention in all four publications. Managers must consider both internal and external factors affecting the sales organisation, as well as formulate and implement strategies that would lead to the achievement of marketing objectives.

2. Leadership and team management are also important issues addressed in all four publications. The importance of building trust, open communication and respect, and providing constructive feedback for effective team management can be emphasised.

3. Employee development and motivation are seen as key tools for achieving competitive advantage. The publications emphasise employee development programmes, team relationships, and motivation as a way to retain and develop talented employees.

4. Implementation of new technologies is an aspect that is only mentioned in the publication *Marketing management: A contemporary perspective*, whereby modern technologies and innovations are considered as a tool for maintaining organisation's competitiveness.

5. Sales team performance measurement is an important tool for evaluating success. All four publications stress the importance of using metrics to identify the strengths and weaknesses of the sales team.

It can be evaluated that strategic planning (1), leadership and team management (2), employee development and motivation (3), and sales team performance measurement (5) are often considered key aspects of manager's role in the sales organisation. These aspects are a frequent subject of discussion and research. In contrast, the aspect related to the implementation of new technologies (4) is mentioned in only one publication, suggesting that it is not given as much attention as other aspects. However, precise conclusions about the importance or unimportance of this aspect require a broader analysis of the literature.

All of the identified aspects have an impact on effective management, achieving set objectives and maintaining competitive advantage. It is important that managers approach them proactively and strategically and use them as a tool in a way to the success of their organisation. This way they can better manage their team, build a motivating environment, develop employees, and effectively measure sales' team performance.

References

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