

The definition of sales managers management strategy

Rozumey S.B.

Nujna Y.M.

National University of Food Technologies (Kiev, Ukraine)

This paper defines the components performance of sales manager, manifested by assessing the loyalty and efficiency of its operations. Thus we can estimate the level of eligibility and determine the strategy management of sales managers.

Key words: *sales manager, efficiency, loyalty and productivity of the sales manager, management strategy.*

I. Introduction

In an increasingly competitive when the market is overloaded with a large number of products issue of marketing is an important . One of the main elements on which the profitability of this process depends is the efficiency of the sales manager. Investigation of the main areas of sales management, as well as the necessary competencies that should have sales manager, allowed to form a set of indicators, which should be use to assess the effectiveness of its activities and determine the necessary strategy for management of sales managers.

II. Formulation of the problem

Theoretical and methodological issues of management, activity management, evaluation of the results of their work dealt with a significant number of domestic and foreign scientists, including Albert M. Borkova NV Vaskin AA Yefanov VA Meskon M.H ., Osovskaya GV, Osovskaya OA and others. However, despite significant scientific contribution in this direction, there remain many unresolved issues of effective managers and resulted in selection of the research topic. The purpose of the study is to design an effective strategy for the management of sales workers.

III. Results

Organizing scientific approaches to identifying areas, forms and methods of analyzing the effectiveness of the manager gave the opportunity to form the main directions of sales managers evaluation (Table 1).

Table 1

Defining directions, forms and methods of analysis of the manager activity

Scientist	Areas of Performance Review Manager	Forms and methods of analysis
Borkova N.V. [1].	1. Evaluation of manager loyalty	<ul style="list-style-type: none"> · survey, · experts.
	2. Evaluation of the effectiveness of a manager	<ul style="list-style-type: none"> · evaluation of leadership, · analysis of financial documents.
Vaskin A.A. [2].	1. Evaluating the effectiveness of manager's work (evaluating the effectiveness of working time, personal contribution manager in the organization's activities, work content and performance of manager)	<ul style="list-style-type: none"> · survey, · handwriting analysis, · study personnel documents, · analysis of financial documents.
	2. Assessing the manager quality (professionalism and competence, business acumen and personal characteristics)	<ul style="list-style-type: none"> · expert evaluation, · psychological audit, · evaluation test.
Yefanov V. A., Yurchenko O.Y. [3].	1. Financial results of the manager's work (profit, market share, sales, productivity, unit costs)	<ul style="list-style-type: none"> · analysis of financial documents.
	2. Qualitative indicators of manager labor efficiency (the level of management culture, the level of manager work culture)	<ul style="list-style-type: none"> · work evaluation by management, colleagues, partners, · experts.
Osovskii O.A. [4].	1. The effectiveness of managerial work equal to the share of the result of labor and cost of administrative work	<ul style="list-style-type: none"> · analysis of financial documents.

	2. Odds efficiency of administrative work (coefficient of efficiency, stability of personnel, performance management, quality of management work)	· analysis of financial documents.
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Source: compiled from [1, 2, 3, 4]

These approaches have their advantages, some of which were used in the development of a new technique that characterizes the performance of sales managers. Checkerboard matrix proposed Borkova N.V. [1], was taken based on the development matrix "Loyalty / Effectiveness," in which the authors defined strategy management of sales managers based on indicators of loyalty and effectiveness. Effectiveness is expressed through performance evaluation of managers and loyalty implies a desire to work in the best way, the desire to conform to the principles of the company.

Evaluation of the effectiveness of the sales manager is a complex process and may occur in the following areas:

- Evaluation of loyalty manager of sales to the enterprise carried out by the following components: the satisfaction of conditions, content and intensity of the work, the satisfaction of the environment (team) and the level of the management culture.

- Assessment of the level of satisfaction with the sales manager of the results of labor. Its components are the satisfaction of remuneration, management appraisal, the result of work, career growth and a sense of pride in the job.

- Evaluation of management loyalty to the sales manager occurs in the following components: the ability to work in a team, the availability of previous experience, consistency personal instruction with enterprise policy, the level of work culture, diligence and efficiency.

- Evaluation of economic results of manager performance (ROI activities, etc.) and its level of professionalism (competence, ability to plan and organize the work).

Loyalty and productivity should be viewed from the two complementary positions. The first one is an assessment of its own performance and loyalty manager of sales to the

company. The second one is a management loyalty to the manager work and the evaluation of its work.

In evaluating staff performance using the experience and intuition of the most competent specialists - experts. In determining the effectiveness of the sales manager loyalty and effectiveness have different proportion. Based on survey of 20 experts (commercial directors and sales managers) it was determined that they have a ratio 20:80. In the future coefficients weight of all components of own estimates of loyalty and effectiveness of the manager and his assessment given by company management will be defined by expert method.

Total weight coefficients of all components of loyalty and performance for certain positions equal to one.

The effectiveness of the manager we offer to determine on the basis of index generalizing evaluation loyalty and efficiency.

Synthesis rate assessment loyalty is calculated as the arithmetic average of indices loyalty sales manager to enterprise and leadership loyalty to the sales manager. Indicators loyalty is defined as the sum of products of coefficients weighting each component of loyalty to the company manager and management to the manager for scoring the relevant component of loyalty.

General indicators evaluating performance calculated as an average satisfaction indices own effectiveness and satisfaction with leadership effectiveness of sales managers. Performance efficiency is defined as the sum of products of coefficients weighting each component of satisfaction with their own sales managers' performance and satisfaction with leadership effectiveness of the sales manager for scoring the relevant component performance.

Scoring components loyalty and performance of sales managers for each criterion is given a five-point scale: excellent – 5, Good – 4, satisfactory – 3, Poor – 2, bad – 1.

The matrix "Loyalty / Effectiveness" Horizontal postponed level impact of labor manager, vertical - loyalty. To construct the matrix doable field distribution matrix into

quadrants as follows, loyalty represented by two qualitative criteria: low and high, and the level of effectiveness – three: low, medium and high. Low level of evidence obtained as a result of the minimum scoring components loyalty and efficiency, high – maximum scoring of these components. Average efficiency is calculated by dividing the number field of signs into three equal parts. Thus, the matrix defined six quadrants, which have a corresponding set of strategies management of sales managers.

Quadrant 1 is characterized by low levels of loyalty to the company manager and poor results of its operations. Since the manager's job is not effective we should choose the strategy of "end relationship" with this employee and start finding a new candidate for the vacant position.

Quadrant 2 is characterized by low result of the manager and his high level of loyalty and loyalty to his company. An employee bends its target goals of the enterprise, trying to perform marketing functions, but its performance is not high enough. To improve the results suggest to use a strategy support and loyalty priority performance (financial motivation and training).

Quadrant 3 is characterized by the average results of the manager and the low level of his loyalty to the company and the company to him. It is advisable to determine the causes of unfair treatment and develop measures to increase loyalty and implement programs of professional growth.

Quadrant 4 shows the presence of the manager of sales average performance and high loyalty attitude as company manager and manager of the company. For employees this quadrant used programs for professional growth and maintain loyalty.

Quadrant 5 is characterized by high performance and low-manager of his loyalty, it may be due to dissatisfaction with the level of management culture conditions and content of work and the lack of high-level work culture. Basic strategies are moral motivation, application programs increase loyalty and support professional qualities.

Quadrant 6 shows the presence of the sales manager of high performance and loyalty as business manager and manager of the company. Basic strategies are career growth and support loyalty.

Thus, the technique allows us to estimate the level of personal and professional qualities of the sales manager, to determine their level of eligibility as well as on the matrix "Loyalty / Effectiveness," to form a strategy management of sales managers.

IV. Conclusions

In this paper improved approach to analyzing the effectiveness of sales manager based on the analysis of two components of loyalty and efficiency, each of them is considered from two complementary perspectives which are score his own loyalty and efficiency Sales Manager of the enterprise, as well as loyalty to the leadership of the manager and the evaluation of its work. The proposed methodological approach provides an opportunity to assess the content of manager's sales and results of its work, and also allows to justify the strategic direction management of sales managers.

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