

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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"Dig your 'sales' in": An Entrepreneur's Dilemma

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"Dig your 'sales' in": An Entrepreneur's Dilemma

"Sales enablement can't be reactive. It has to be a full-blown strategy that's woven into the fabric of the Company." - Roderick Jefferson, C.E.O., Roderick Jefferson & Associates

Abstract:

The board meeting is over and Mr. Salman Ahammed, the Managing Director of Well-Mark Electrical Trading Company, is back in his office. He felt relieved that the board had approved his proposal to go ahead with a channel/sales management company. Almost 20 years since the Company's incorporation, he felt good to have eventually decided on the direction his Company should take in the turbulent times. However, he is also anxious about the fact that there are a lot of loose ends that need to be tied up. Along with accepting his new proposal to be a sales-focused company, the board has also entrusted him with the additional responsibility of increasing the sales turnover by 20% more than the average sales (of pre-COVID times). Although he has his sales managers working in the various markets, he is concerned about their productivity. Are they doing their best for their Company? Are the current systems for fixing the targets the best approach? Will the additional sales of 20% be achievable? Should he think about adding more members to his team? Should he push all brands, or should he focus on selected ones? Multiple questions flashed through his mind. He needs to decide on the sales and channel management strategies that he should adopt. What? How? When? Although he has taken a major decision, the challenges are multi-fold.

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