

Chapter 3

Review of Sales Peak Performance Determinants

ABSTRACT

This chapter presents an analysis of what is characterised as the personal determinants. Determinants have been described by Churchill et al. as the degree of variation in a salesperson's performance in relation to six major components, which they classified as aptitude, skill level, motivation, role perception, personal factors, and organisational and environmental factors. Businesses are interested in three key outcomes: the level of sales performance, how these determinants affect their performance, the operational effectiveness and consistency of their team's performance. There are numerous determinants that play a role within the salesperson's ability to perform at SPP levels. Determinants are conduits for a salesperson's success. Selling is a broad, integrated, complex, and dynamic phenomenon that requires the use and integration of different variables for a salesperson to perform at SPP levels.

3.1 OVERVIEW OF CHAPTER

This chapter presents an analysis, of what is characterised as the personal determinants. Determinants have been described by Churchill et al. (1985) as the degree of variation in a salesperson's performance in relation to six major components, which they classified as aptitude, skill level, motivation, role perception, personal factors, and organisational and environmental factors. Businesses are interested in three key outcomes: The level of sales

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performance, How these determinants affect their performance, The operational effectiveness and consistency of their team's performance.

There are numerous determinants that play a role within the salesperson's ability to perform at SPP levels, determinants are they are referred to as conduits for a salesperson's success. Kotler and Keller (2005:17), contends that "holistic marketing" and the notion that everything matters". Selling is a broad integrated, complex and dynamic phenomenon which requires the use and integration of different variables for a salesperson to perform at SPP levels.

3.2 RECRUITMENT

There is a commonly held view that the recruitment of salespeople within an organisation is the most important decision that a manager makes (Zoltners et al., 2001; Johnston et al., 2006), and their ability to attract and retain high calibre salespeople will often determine the future success of the salesforce (Jobber and Lancaster, 2006; Johnston et al., 2006). Drucker (2007) contends that no other decision that a manager makes about people will be as significant, since it governs the performance capacity of the organisation. It is evident that recruitment is a vital process in order to identify candidates who possess the right attributes, skills, traits and characteristics to succeed. Customary terms such as 'self-starter', 'confident', 'articulate', 'positive', 'goal orientated' and having the 'intellectual capacity for learning' are all traits which sales managers would characteristically expect a salesperson to possess in order to become successful, which in turn enables them to contribute to the organisation's success. Mayer and Greenberg (1964:113) suggest that there are two basic qualities that a salesperson should possess: empathy and ego drive. Empathy relates to the salesperson's ability to understand how someone else is feeling "without agreeing with that feeling" and ego drive relates to the salesperson's disposition, the desire and passion for wanting to make sales regardless of the incentives on offer. The assumption made here suggests that salespeople who are recruited and possess ego drive and empathy characteristics will have the ability to make sales. If this assertion is accurate, then for salespeople who possess all of the right characteristics and have the requisite experience, academic background, personality, ego drive and empathy there is the strong probability that they are more likely to succeed.

The manager's recruitment task should be a straightforward proposition, as the accurate identification of these traits would ensure that the individuals recruited would be able to deliver the sales required and success would be a

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