

A PEDAGOGY IN THE SALES MANAGEMENT COURSE

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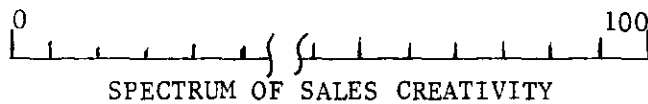
In the Sales Management course as taught here, a sufficient and proper understanding of the job of managing a sales force requires, fundamentally, a good grasp of what saleswork is actually like, and of what it means to actually be a salesperson. Instruction on this usually occurs early in the course, and it is usually an early part of most Sales Management textbooks.

In this part of the course, the stereotyping of salespeople and sales work is addressed and examined. The causes are identified as ignorance, projected fear, covert envy, personal negative experiences, hearsay, and media images.

Toward The Spectrum

It is in dealing with ignorance that the Spectrum of Sales Creativity is developed and presented. In serving to counteract the stereotype, the Spectrum also displays and demonstrates the immense variety in types of sales work, with implications for selecting, training, motivating and evaluating salespeople.

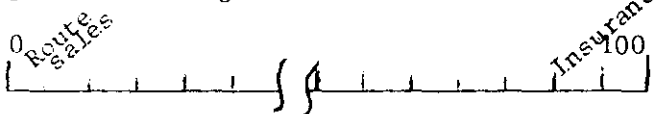
The Spectrum is set up and presented (in reduced form for this abstract) in four steps or stages. The first is shown thusly:



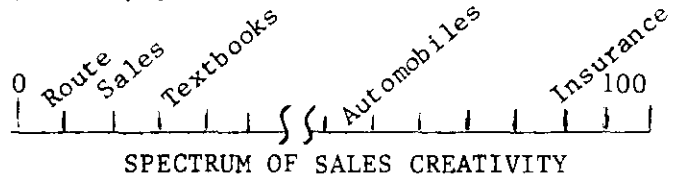
AIDA

The old acronym of "AIDA" is used to show that the "Creativity" refers to creating interest and desire on the part of the customer.

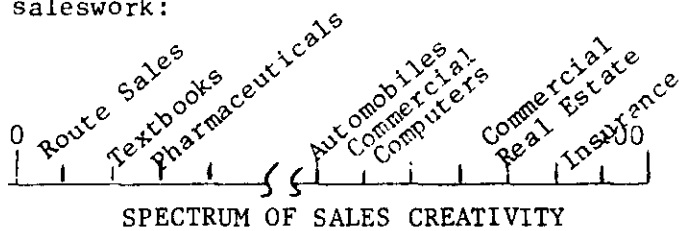
In step two, two sales occupations are entered, as shown below, a low-creativity position on the left, a high-creativity job on the right:



In step three, more positions are appropriately placed:



Step four displays a final variety of saleswork:



Inferences

Briefly, a least five general inferences can be made (The terms, when explained, are listed on the chalkboard, flip-chart, or projector's image sheet.):

1. "Creativity" increases in the work as one proceeds from left to right on the Spectrum;
2. "Intangibility" increases as well. It does not only refer to that which is being sold or the perceived "benefits" in the mind of the customer. Here, it refers to the extent to which the salesperson, to effect a sale, increasingly depends less on the product and more on his or her personal ability to inspire confidence.
3. Complexity, Rejectibility, and Incomes tend to increase as one proceeds to the right.

The Spectrum of Sales Creativity provides a visual image showing that sales work is highly varied. It is useful in helping to dismiss stereotypical generalizations about sales work, by showing how the work of the salesperson in each field is task-specific.