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**WORLD EXPERIENCE IN CREATION
THE CORPORATE SALES MANUAL
AS INTERNAL INSTRUMENT OF MARKETING
COMMUNICATIONS OF INDUSTRIAL ENTERPRISE**

The main subject of this article is the creation of the corporate sales manual for the industrial enterprises based on the analysis of world experience. Authors studied the necessity of CSM, defined the ways of it's creation considering characteristics of branch, made recommendations about protection of CSM from information.

In today's increasingly competitive businesses the enterprises are looking for new ways and opportunities to increase their competitiveness. Especially it concerns industry, after all, the competition is high and the most palpable. Each company aspires to enlarge sales, to take a larger market share and ultimately increase profits. One of the new tools to augment the level of sales is to create a Corporate Sales Manual.

Analysis of the recent research and publications. Industry is one of the most important branch of the economy. In the recent literature a lot of attention paid to the methods and procedures of selling, especially Active Sales Technology. Generally young researchers who have practical experience pay attention to this issue, such as T. Aslanov, V. Morozov, E. Ryzhikova [1–3]. One of the new tools for the Ukrainian market of marketing communications in order to improve sales performance is a Corporate Sales Manual. Now almost all business coaches or consulting companies offer the development of this product. However, they have enough general contents and do not have the practical recommendations of the creation for industrial enterprises.

Unsolved parts of problem. The development of marketing communications, and also appearance the new instruments create need in improvement the internal instruments of promotion of goods of the industrial enterprises. One of such instrument is corporate sales manual.

The article purpose. The authors aim to analyze whether the industrial enterprises need Corporate Sales Manual and, if it does necessary, to develop recommendations for its creation.

The basic essence. Corporate manual – is the set of rules, instructions and advices which concern the particular company, indicate its nature, specifics of activity and recommendations for all employees. It has everything to do with the company – the history, mission, corporate identity, business structure, description of goods, competitive information, etc.

Corporate Sales Manual (CSM) is clearly structured information, the application of each element which provides the most effective solution of business problems [2]. CSM – is one of the sections of the corporate books.

In essence, the corporate sales book describes:

- a) the unique characteristics of the organizations that inspire trust and a special arrangement of the buyer;
- b) special offers for the sale of the company in the market that motivates the client;
- c) the unique characteristics of the product, which attract buyers and cause their sympathy.

Corporate Sales Manual – one of the few really working tools systematization of promoting products and the sales process in the hands of the manager. Thanks to the book sales manager can, without attracting external resources, optimize sales and therefore increase profits.

The first step is to understand the purpose for which the company is going to develop and implement the CSM. There are several goals that the company can pursue (fig. 1):

1. Training new employees;
2. Increase the efficiency of sales;
3. Transfer of experience with the opening of branches, franchisees.

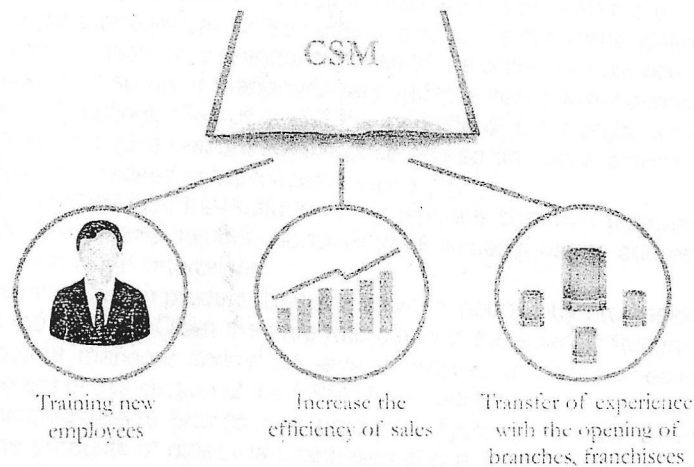


Fig. 1. The main objectives of the company which are solved by the CSM
(source: own development)

Accordingly, to the enterprises for which the CSM will be useful belong: companies working in sales, with more than 15 employees, which operate on market for more than 2 or 3 years.

Creation of the CSM

How to create a Corporate Sales Manual? Borrow or develop your own? This document is unique; each company protects its intellectual property. But first, the company has been working for some time on the market, and secondly, former staff of competitors will for certain work in the company, so the basic information the management company already owns. Moreover, the uniqueness of the CSM is that the book is written to the specifics of the company and is based on experience of selling products the particular company, that's why the development of the book needs to be addressed within the company. Further there are several options:

1. Writing Sales Manual is giving for outsourcing. Foreign consultant is invited, and he put the task to create some product in a certain term. Consultant as a result creates the book fully competent and suitable here and there, but it does not work. Employees

perceive this book skeptically, as something that is imposed from outside. Many chapters do not represent specifics of the company or reflect its wrong, and eventually the book isn't used.

2. Centralized approach – for writing CSM takes head of sales. He spends time on it, which should be used to increase the sales department and in the end don't finalize it, as often has no knowledge and skills to create similar products.

3. Participation system – CSM is established and maintained by staff themselves who are directly involved in all the processes of the company. Product created jointly by all members of the department, will not be perceived as a foreign element, top-down or imposed from outside. It will be the real tool for the job. Then can attract the outside consultant that he was a project manager, he knows the rules, which should be based on book, and it will be a kind of disciplining a link to the book was written in terms that define leadership. The consultant will schedule the project, explain to employees that they need to be built and how the work will be led by brainstorming and then turn it into a finished document literate.

Writing a book is held brainstorming: sales managers tell stories of their sales, state their wishes and recommendations. Recommended to record on tape, then there will be only decrypt and edit. Each manager can do something original, its recommendation: to bypass the secretary, how to insert an additional expense in the product or service, how to speed up the payment and so on. If managers vary with the recommendations, we must ask is flooded with questions: Tell us about the benefits of the goods, why the customer should buy from you, give reasons for the price and so on. Let everyone vote on the subject. Then you can proceed to the following topics [1].

For each company the CSM has the features, but there are common features for businesses that operate in the same sectors. Consider what issues must be addressed when creating a PAC for industrial enterprises:

1. Detailed characteristic of each product. Usually industrial goods buy professionals who work directly with the product. Often they are interested in the specific features of materials and a competent manager should be able to answer all these questions. Therefore, the development of this section of the CSM should attract technologist.

2. Analogs and interchangeable brands and products. Typically, a new client is already working with the products of other manufacturers and at least learns the basic characteristics of the products of competitors, but is not familiar with the brand, which offers this particular venture. Rather than explain why he needs to produce, it requests an analogue of what he had already used for this purpose. So managers need to know the main products that are in demand in the markets, need to know what it can be replaced from the company's product line and most importantly – its advantages over competitors. This section should instruct managers on long-term work for the company and the "field" managers – they are the most knowledgeable about competitors.

3. Multiple characteristics of the process of application. For example, when selling machines for processing products in the intermediate stage, the manager needs to know the entire process – from melting the form to painting the product. These data can be taken from the Internet and attract technologist.

4. Which to the size of discounts can provide manager and under which conditions. Discounts can not be spontaneous and depend on various psychological factors – they must be clearly regulated. This section is made chief financial officer, head of sales and general manager.

5. With the presence of dealer network, it does have to be information about them, the name and contact information. Also note, this is the exclusive dealer in the region or not. After all, good customer relationships are built over the years and are based on mutual trust and the fulfillment of certain obligations.

6. Certificates, pins epidemiological expertise and other authorizing documents. As well as the disposal, where they are stored, who and in what form they can provide. With the completion of these data can help accounting and legal adviser.

Protection

According to the report "State of IT Security: Study of Utilities and Energy Companies", published research institute Ponemon Institute [5], 75% companies affected by data breaches in 2010, with 69% of respondents said that data breaches "probably or most likely" take place in the next 12 months. Each data leakage, as stated in the study, costs the company in the medium to \$ 156 000. Main reason of data leaks respondents called "malicious insiders" – 43% of respondents said that insiders – the biggest threat to the organization. The dream of every competitor is getting CSM, so protect it necessary to work hard, because it conceals the most important information about the company, the tricks of the employees.

First, the author recommends splitting the book on a sections (subcategories) and give access to them depending on the rights and position of the employee. Of course, director, sales manager, leading the manager should have access to all sections of the book, but rather Secretary section Corporate Identity and Negotiation, etc. Particular attention should be paid to the rights of access for new sales people. On the one hand, the new employee: Do not know how much he is still at the firm will work and to what end has come, but on the other hand this is the employee may in the future become an excellent manager and generate huge profits. Therefore, for this kind of staff recommended to give access to sections of the Corporate Style, Talks, and especially Presentation section which includes the history of the company, products, and the goods and the competitive advantages of the enterprise. A new employee in the first days of work should feel that he fell and good luck to work in a successful company with a good track record that goes one step ahead of their competitors and this is where it is waiting for career development, social protection and decent wages.

Now for the most protection: there are several entirely reliable, the protection of the book:

1. Place a book on the company server without giving permissions for copying, printing, or any other word processing or image.

This is one of the most reliable methods, the main advantage of this method – high defense and timely addition of information about new products, promotions, etc. Also, this method has its own characteristics:

- usually for a new employee is not immediately released new work-place with a computer, and therefore do not have access to the Internet;
- many employees several times a day want to relax away from the monitor, and this is a good time to read / review the corporate manual;
- for many of the employees it is more comfortable to work with paper-based version: you can take notes, bookmarks, comments, in the future it's also will complement the new book recommendations;
- economical – no printing costs of the book.

2. Book print on paper with no opportunity to make a copy.

The advantages of this method – it is the weaknesses of previous, but this method has a feature – as a rule, can not be removed provides print copies on red letters, or pale gray font with a spoon or a tone or two darker than the font. Typically, these carriers are very uncomfortable to read.

3. Print the book in large format.

This method compensates for the shortcomings of the previous one and includes the benefits of electronic version:

- This book is easy to read;
- It is usually located at the head of sales (director) and returned at the end of the day, allowing you to control its movement;
- The book can be printed in sections and stored in the folder, which will provide information according to access rights, as well as get rid of some retyping books: new products, promotions, recommendations can be printed on a separate sheet and invest.

4. With the employee to sign an agreement not to disclose corporate information.

In this case, the company will be protected by the law and the state. The main advantage of this method: it can and should be used as an extra to any of the above methods of protection CSM.

What image of the protection of their CSM will choose a company depends on the number of employees, turnover, staff hierarchies, qualifications IT-specialists, etc. But the most common mistakes – is the underestimation and overestimation of threat of business. In the first case, the security company gaping holes that the organization turns direct damage from the loss of confidential information and corporate fraud. The revaluation of security threats not only heavy burden on the budget of the company, but the employees and unnecessarily complicates the organization of fulfillment of their duties. It is in danger of losing potential profit and loss of competitiveness.

Benefit from the introduction of such a book is not just there, it is palpable. Here are a few good moments

- Reduction of the costs of adaptation (learning) new employees.
- Reduction of the term of this adaptation
- Reduce the cost of internal communication for all the sales staff;
- Increase in the customer base;
- Increasing the efficiency of the client due to additional sales;
- Increasing customer loyalty and, as a result – increase switching barriers on products of competitors;
- Minimizing the risk of loss from the supply unreliable clients.

On individual companies is statistics of non-cooperation and the reasons for these failures. The introduction of the book sales and its proper use will lead the number of non-cooperation to a minimum.

World experience

According to the respondents, the top managers of the company do not go away empty-handed despite the fact that they were fired by the company, they are, nevertheless, receive a salary in the double (31%) or triple (21%). 8% of employers offer a farewell options for future employment, 3% – compensation in the form of “golden parachute”, 4% retain the compensation package, and 3% – the property, issued in official use (car, laptop, etc.). According to the company, the dismissal of top managers face a real risk of leakage of confidential information (88%). In order to avoid this, and all sorts of bonuses are paid. In order to protect their company, 42% of HRs offer TOPs to sign agreement on data privacy, and 35% are trying to say goodbye to them on a positive note. Formal partnership with a manager ends dismissal by agreement. According to 38% of respondents in this communication, including non-formal, with that person ends. However, 19% of companies allow collaboration on other projects within the partnership, and 25% – communication on personal matters. According to 41% of the companies' representatives, tops go “one day”, without working out the position of two weeks. At the same time, 25% say that managers can work out a long time until they are replacement is found or not completed all the cases. 88% of the representatives of the companies believe that the dismissal stamp there is a threat of

information leakage. In order to neutralize it, 42% of employers are asked to sign a confidentiality agreement of trade secrets, and 35% are trying to complete the cooperation on a positive note. Almost every fourth company (28%) had not taken any measures to reduce this risk. 41% of the representatives of the companies say that tops go "one day", and 25%, in contrast, argue that after the dismissal of managers working for a long time until they finish things started or they do not find a replacement.

Identification information risk can start with an explanation of the question of what kind of data, and through which channels most often flow from Russian companies. In the study, "Insider Threat 2009", conducted by think tank Perimetrix, were interviewed by representatives of more than 470 domestic enterprises [6]. According to the respondents, most of the companies steal personal data, including customer information (68%), as well as details of specific transactions (40%) and financial reports (41%), followed by intellectual property (219%) and business plans (19%) (Fig. 2)

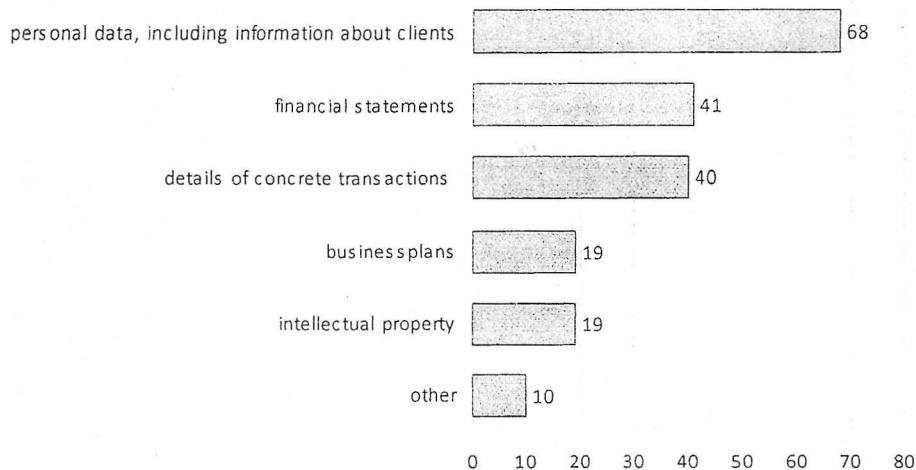


Fig. 2. The most typical kinds of news leak [6]

Conclusion

1. Corporate Sales Manual – is clearly structured information, the application of each element of which provides more efficient solution of business problems. It certainly needs a large and medium-sized industrial companies with a number of employees from 15 people who operate on the market for over 3 years, have a turnover;
2. In the creation of this product should participate all staff of the company;
3. This manual should be well protected from unauthorized access, especially from competitors, but developed a security policy should not impede business processes.
4. Should be regularly updated and supplemented.

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