THEORETICAL FOUNDATIONS OF SALES MANAGEMENT AT THE ENTERPRISE

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The article considers the theoretical foundations of sales management in the conditions of the modern market. The author systematizes the key approaches to sales management – classic, customer-oriented, CRM-oriented, strategic and motivational, as well as analyzes their features, advantages and areas of application. Particular attention is paid to the principles of an effective sales system and the transformation of traditional models in the digital economy. The proposed analytical table summarizes modern world sales management practices, which allows us to draw conclusions about the feasibility of an integrated approach to sales management at retail enterprises.

Relevance of the research topic. In today's conditions of fierce competition, digital transformation of business and growing consumer expectations, sales management is of particular importance as a tool for ensuring the stable functioning and growth of the enterprise. An effective sales management system helps to achieve the company's strategic goals, increase customer loyalty, optimize costs, and maximize profits. At the same time, a low level of organization of sales processes can cause the loss of competitive advantages, a decrease in financial results and reputational risks.

Taking into account modern economic challenges, including globalization, market instability, digitalization of sales channels and increasing the role of customer focus, enterprises in Ukraine need new approaches to the formation of an effective sales management system. In particular, it is important to consider sales not only as a separate function, but as an integrated part of the overall business strategy, which requires a systematic approach, analytics, automation and flexible response to changes in the external environment.

The purpose of this article is a theoretical study of the essence and importance of sales management in the system of modern entrepreneurship, as well as an analysis of approaches and principles for the formation of an effective sales management system at the enterprise.
In accordance with the set goal, the following tasks are formulated:– to reveal the main theoretical approaches to understanding sales management as an integral part of entrepreneurial activity;– to characterize the principles of forming an effective sales management system in a dynamic market environment.

Analysis of recent research and publications. The issues of the theoretical foundations of sales management are actively studied by both domestic and foreign scientists. The scientific papers of Scherer J. and Biemans W.G. [1] emphasize the importance of internal integration between procurement and sales functions for the creation of added value within the enterprise. Research by Graesch J.P., Hensel-Börner S. and Henseler J. [2] focuses on the need for the coordinated functioning of marketing, sales and IT as a basis for achieving successful customer relationship management.

Special attention in modern literature is paid to the motivational aspects of sales. Thus, Rodríguez R. et al. [3] propose a motivational model for improving the effectiveness of personnel in the B2B sales segment, which indicates the relevance of the human factor in the sales management system. In a systematic review of the literature conducted by Biemans W., Malshe A. and Johnson J.S. [4], the key directions of development of interaction between marketing and sales departments are outlined, which allows us to consider sales management as an element of strategic enterprise management.

Among Ukrainian researchers, it is worth noting the work of M. Belukha [5], which focuses on the strategic aspect of management in the system of distribution of goods. The author substantiates the need to clarify the basic categories and determine new approaches to the organization of commodity circulation and sales in the conditions of the modern economy.

Despite a significant amount of research, there are still a number of unresolved issues related to the systematic integration of sales management principles into the overall business strategy of the enterprise, adaptation to digital changes, as well as the development of a single conceptual model of an effective sales management system in a dynamic market. These aspects require further theoretical generalizations and applied elaboration.

Presentation of the main material of the study. Sales management occupies a central place in the economic system of a modern enterprise and plays a role not only as a tool for selling products, but also as a strategic element that directly affects the competitiveness, profitability and long-term stability of the organization. Sales are the final stage of value creation, within which the transfer of goods or services to the end consumer is carried out, and, therefore, the income of the enterprise is formed. However, effective sales management is not limited only to prompt customer service, but includes strategic planning, market segmentation, selection of sales channels, organization of the sales network, motivation of personnel and control of the effectiveness of sales processes [1; 4].

In the enterprise management system, the function of sales management is interconnected with other key subsystems – marketing, finance, logistics, production. In particular, marketing provides an understanding of consumer needs and generates demand, financial management evaluates the effectiveness of sales operations, logistics ensures the physical movement of goods to the consumer, and production adapts the volumes and characteristics of products to market demands. Thus, sales management performs an integration function that ensures the coordinated work of all departments of the company to achieve strategic goals.

Modern approaches to sales management emphasize its role as an integral part of business strategy [2; 4]. In the context of digital transformation, globalization and increasing competition, sales should not be considered in isolation, but in the context of creating long-term value for customers. Sales management requires not only product and market knowledge, but also strategic thinking, an analytical approach to data, the ability to adapt, and build sustainable relationships with partners. That is why understanding the essence of sales management requires a deep theoretical understanding as an important category of economic science and management practice.

Modern sales management is based on the need to adapt to a changing market environment, high competition, growing customer demands and the active adoption of digital technologies. In this regard, scientists and practitioners are increasingly paying attention to the need to transform traditional approaches to sales management and integrate modern concepts focused on creating long-term value relationships with customers.

Classical approaches to sales management focus mainly on operational tasks – ensuring sales volumes, controlling sales personnel, managing sales channels. The focus of such approaches is on the product, the sales process and the achievement of quantitative indicators. At the same time, modern approaches are increasingly focused on the consumer, his needs and experience of interaction with the company. The key characteristics of modern sales management are customer focus, the use of CRM systems, data analytics, process automation, personalization of communication, and the active involvement of digital marketing tools [2; 3].

It is also worth highlighting the distinction between the strategic and operational levels of sales management. At the strategic level, the company’s long-term goals in the field of sales are determined, product positioning models are formed, sales channels are selected, and strategies for interaction with customers are developed. It is here that the foundation for all sales activities of the enterprise is laid. Instead, the operational level includes the current implementation of the chosen strategy: organizing the work of the sales department, developing implementation plans, a system of incentives for employees, monitoring sales performance and taking corrective actions in case of deviations.

The dynamism of the modern business environment, constant changes in consumer behavior, the emergence of new communication and sales channels necessitate the formation of a flexible and adaptive sales management system. Companies must not only respond to external changes, but also anticipate them based on analytical data and forecast models [4; 5]. This approach allows you to form competitive advantages not only at the expense of the product, but also through the improvement of customer interaction processes, efficient use of resources and an innovative approach to the organization of sales activities.

The formation of an effective sales management system is impossible without defining the basic principles on which its functioning is based (fig. 1). At the center of the modern paradigm of sales activities is customer focus, which involves the adaptation of all processes to the needs and expectations of the target audience. Companies that build relationships with consumers based on trust, an individual approach and constant feedback analysis gain long-term competitive advantages.

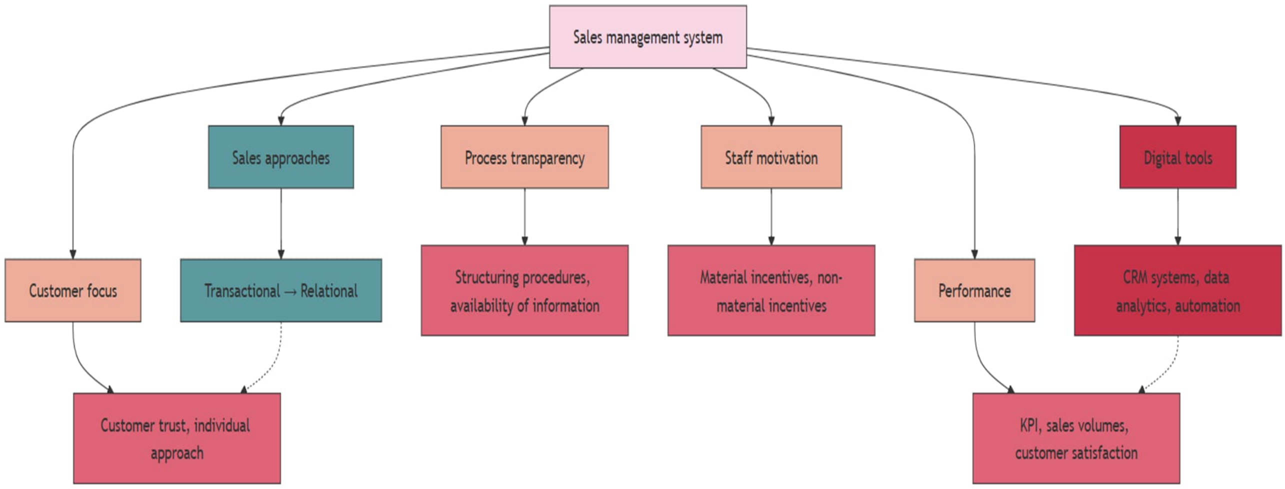

Fig. 1 Key elements and principles of an effective sales management system

Source: formed by the author based on the results of the study

The transparency of sales management processes lies in the clear structuring of procedures, the availability of information for all participants in the process, as well as the availability of reasonable criteria for making management decisions. This allows you to increase trust on the part of both customers and sales service employees, stimulating effective interaction.

Effectiveness as a principle implies the orientation of the entire system to achieve specific indicators – sales volumes, customer satisfaction, market share, profitability, etc. For this purpose, KPI (Key Performance Indicators) systems are used, which make it possible to objectively assess the productivity of the sales department and individual employees.

Staff motivation is a critical factor in successful sales management. It covers both material (bonuses, commissions) and non-material incentives (recognition, career opportunities, training). An effective motivational system helps to increase employees' interest in achieving results, develop competencies and reduce staff turnover.

A significant role in the implementation of the above principles is played by modern digital tools: CRM systems, process automation, artificial intelligence, big data analytics [2; 4]. Their implementation allows you to structure customer data, predict consumer behavior, personalize interaction, and increase the accuracy of management decisions. It is at the intersection of digitalization and managerial processes that innovative approaches to the organization of sales activities are formed.

Table 1 summarizes key global approaches to sales management that are widely applied in modern practice to ensure high efficiency, optimize processes, and improve customer satisfaction and business performance.

Table 1

Comparative characteristics of global approaches to sales management

Approach name	Main idea	Characteristic features	Advantages	Restriction
Classic (traditional)	Sales as the final stage of the production and sales cycle	Product orientation, rigid hierarchy, emphasis on quantitative sales indicators	Ease of implementation, clarity of structure, controllability	Low flexibility, lack of customer focus
Customer-oriented	Focus on customer needs and long-term relationships	Customer segmentation, personalization, constant communication, satisfaction assessment	Increased loyalty, increased repeat sales	High maintenance costs, the need for in-depth analytics
CRM-oriented	Using digital systems to manage customer relationships	Centralized database, process automation, customer behavior analytics	Improving the accuracy of decisions, consistency, and efficiency of communications	Complexity of implementation, need for technical support
Strategic (business-oriented)	Integration of sales into the overall business strategy	Definition of sales goals, strategic positioning, coordination with marketing	Coherence of all functions of the enterprise, strategic stability	Slow adaptation to change, the need for long-term planning
Motivational	Personnel motivation and development as a basis for effective sales	KPIs, bonuses, intangible rewards, competency assessment	Increase in employee efficiency, reduction in staff turnover	The risk of formalization, the need for constant updating of the motivational system
Analytical-Digital	Big Data decision-making and predictive analytics	Use of BI systems, trend analysis, machine learning, automated planning	High adaptability, effective planning, innovation	Dependence on data quality, high implementation costs

Source: compiled by the author on the basis of [2-5]

Separately, it is worth emphasizing the paradigm shift in the very essence of sales: from a transactional to a relational approach. While the transactional approach is focused on one-time benefit, the relational approach focuses on building long-term relationships with customers, which involves a deep understanding of their needs, regular communication, and post-purchase support. This transformation opens up new opportunities to increase loyalty, increase customer lifecycle, and increase repeat sales.

Thus, the principles of effective sales management act not only as norms of functioning, but also as tools of strategic management that allow to ensure the adaptability, effectiveness and sustainability of the enterprise in a dynamic market.

Within the framework of the theoretical study, a comparative analysis of the main approaches to sales management presented in world practice was carried out. These approaches reflect various schools of managerial thought formed under the influence of economic development, marketing, information technology and changes in consumer behavior. The analysis covers classical, customer-oriented, digital, strategic and motivational models that have wide practical testing at enterprises of various sizes and industries.

The comparison allows us to assert that effective sales management is not limited to the application of one approach, but requires a flexible combination of several concepts depending on the type of business, the company's goals, industry characteristics and technological maturity of the enterprise. The analytical table can be used as a basis for choosing the optimal model of sales management, taking into account the specifics of the activities of a particular enterprise.

Conclusions. In the process of studying the theoretical foundations of sales management, it was determined that an effective sales system is a critical element for ensuring the stable development of an enterprise in a dynamic market environment. The essence and multidimensional nature of sales as a functional direction is revealed, covering not only the sale of products, but also the building of long-term relationships with customers, the integration of strategic planning, digital technologies and human capital.

The article analyzes modern scientific approaches to sales management: classic, customer-oriented, CRM-oriented, strategic and motivational. It was found that in order to achieve high efficiency, synergy of these approaches, adapted to the specifics of the enterprise's activities, is necessary. Particular attention is paid to the role of digitalization, personalization of communications and a relational approach in the formation of long-term competitive advantages.

The scientific significance of the study lies in the systematization of existing concepts and the construction of an analytical base for further applied research in the field of sales. The practical value lies in the possibility of using the results of the analysis to develop an effective sales management system at retail enterprises, in particular in the context of digital transformation of the economy.

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